

Annex 1

Consulting and planning support for setting up a battery production line.

Description (scope of work)

Consulting project support should include PMO (project management office), Quality Management, Logistics and Production. Due to the close interlocking and interdependence of tasks and activities, they are to be processed as a whole; separate processing is not intended.

1. Basic overview of tasks:

Project management office (PMO):

- Steer the PMO and prepare reporting/committees, support team integration & summarize project set-up in a handbook.
- Track and consolidate all measures from the project action plan to generate frequent reporting.

Quality & Supplier Management:

- Support the implementation of an automotive QMS with the objective to receive an IATF 16949 Letter of Conformity
- Coach the implementation of quality mechanisms at sub suppliers

Logistics and Production:

- Coach logistics team to ensure delivery performance of Rimac as well as sub-suppliers.
- Coach the industrialization of the battery pack production line (e.g. providing best practices and review assembly processes)

2. Task description

2.1. PMO

Key objective is to control project progress and create transparency for all relevant stakeholders.

Controlling:

- Screening of all activities with interdependencies on other projects
- Tracking of project progress, especially Tier-1 readiness action plan

Reporting:

- Ensuring transparency via regular reports and definition of consistent progress visualization
- Documentation of results and decision

- Preparation & escalation of decision needs

Meetings

- Organization of management meetings
- Synchronization of operational meetings

2.2. Quality Management System

Key objective is to optimize RIMAC QM System and prepare it for the planned IATF and VDA audits

Focus topics QM System:

- Analyze results of initial internal audits.
- Define detailed QMS roadmap to meet IATF and VDA requirements
- Support the alignment of QMS roadmap and moderate in case of target conflicts.
- Support implementation of effective quality measures & tools (e.g. D-FMEA)
- Attend further internal & external audits and address resulting measures.

2.3. Sub supplier management

Key objective is to minimize supply chain risks by implementing a holistic supplier management approach.

Focus topics supplier management.

- **Preventive**
 - Support the elaboration and implementation of a supplier quality manual.
 - Coach the supplier evaluation & selection for C sample & series
 - Review the parts assessment and support the implementation of part specific ramp-up tools (e.g. supplier audits/qualification)
- **Reactive**
 - Set-up supplier monitoring and tracking of supplier delivery performance.
 - Help to identify & address supply chain risks via continuous reviews.
 - Support the alignment of supplier management and moderate in case of target conflicts.

2.4. Logistics

Key objective is to implement logistics processes for B sample and align the series logistics concept across the entire supply chain.

Focus topics logistics.

- Support logistics implementation for B sample, incl. needed standards (e.g. labeling) and definition of IT requirements (ERP interfaces)
- Help to prepare and attend logistics inspection for B sample.
- Detail logistics processes for C sample and series
- Integrate whole supply chain (sub suppliers) into logistics planning.
- Support alignment of logistics concept and moderate in case of target conflicts

2.5. Production

Key objective is to optimize the manufacturing concept to enable reliable and efficient series production.

Focus topics production.

- Set-up master schedule for serial line activities and due dates
- Support the development of a cost book and equipment negotiation for serial line.
- Help to create a machine acceptance check list.
- Analyze the manufacturing concept and provide advice in technical solution for the production lines.
- Define optimization measures for both, reliable and efficient operations.
- Schedule follow-ups to review the implementation of defined measures and derive further optimizations.
- Support alignment of manufacturing concept with potential customers and moderate in case of target conflicts