



Mastering the transformation of electrical energy



JST transformers contribute
to your daily comfort

COMPANY MANUAL

JST transformateurs

Lyon



Hundreds of passengers carried every
day thanks to JST transformers



Prompt and effective response
on our client sites

A responsible industrial player for sustainable
business relations with its clients and partners

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1. PRESENTATION OF THE COMPANY

1.1 JST GROUP

JST is a French group employing approximately 600 people in five countries. It has an annual operating revenue of approximately 100 million euros.

The JST group consists of 7 entities:

- **JST transformateurs** (France – Lyon, group headquarters), production of power and traction transformers and associated services.
- **American JST Corporation** (USA), trade representation and after-sales service.
- **JST Serwis Polska** (Poland), after-sales service on client sites.
- **Weltech** (Poland), production of transformers tanks.
- **Isotransfo** (Portugal), production of insulating parts for transformers.
- **JST transformers India** (India), production of traction transformers.
- **JST Maintenance** (France – Chalon-sur-Saône), repair workshop and service and maintenance activities on client sites.





1.2 JST TRANSFORMATEURS

1.2.1 PRODUCTS ET SERVICES

Products marketed by **JST transformateurs** cover the following sectors:

- the electric power generation, transmission and distribution industry (Power transformers) which covers step-up power station transformers, high and extra high voltage network transformers, distribution or railway feeder transformers and transformers for electricity intensive industries;
- the railway rolling stock industry (Traction transformers), which covers on-board transformers (locomotives, track motor cars or high speed trains) installed on the undercarriage, on-board or on the roof.

JST transformateurs sells new equipment, spare parts, as well as installation, diagnostic, maintenance and repair services.

 <p>Large Power</p> <ul style="list-style-type: none"> • SHELL TYPE • Step-down / Step-up transformers • Autotransformers • Phase Shifter transformers • Railway feeder transformers <p>• 40 to 2250 MVA 220 to 800 kV</p>	 <p>Medium Power</p> <ul style="list-style-type: none"> • CORE TYPE • Step-down / Step-up transformers • Autotransformers • Railway feeder transformers <p>• 15 to 200 MVA 50 to 220 kV</p>	 <p>Traction</p> <ul style="list-style-type: none"> • SHELL TYPE • On-board, roof top and undercarriage transformers • Self-inductor sets • All types of trains (high-speed, locomotive, commuter & subway) <p>• Up to 15 MVA single or multi-systems (15-25 kV AC / 1.5-3 kV DC)</p>	 <p>Services</p> <ul style="list-style-type: none"> • Site assembly • Site maintenance • Factory and site repair • Reconditioning • Spare parts • Oil analysis • Diagnosis • Monitoring • Training on units from SW, Jeumont Schneider, VATech and other
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1.2.2 SEVERAL KEY REFERENCES

♦ Large and Medium Power

- EPR Flamanville - France (4 x 650 MVA 400/ $\sqrt{3}$ kV + 4 x 100 MVA 400 kV),
- Boutre phase shifter - France (825 MVA 230 kV 2x \pm 12,5°),
- Brennilis phase shifter - France (529 MVA 230 kV \pm 23,67°),
- High Speed railway line Bretagne Pays de Loire - France (2 x 92 MVA 400 kV + 3 x 60 MVA 225 kV),
- Pinnacle Peak - USA (672 MVA 525 kV),
- Tumu & Wa - Ghana (4 x 33 MVA 161 kV),
- Boussafou - Morocco (3 x 36 MVA 63 kV),
- Espluga - Spain (3 x 300/ $\sqrt{3}$ MVA 400 kV),
- Marysville - USA (1 x 2250/ $\sqrt{3}$ MVA 750 kV),
- Ghazlan - Saudi Arabia (1 x 864 MVA 400 kV).

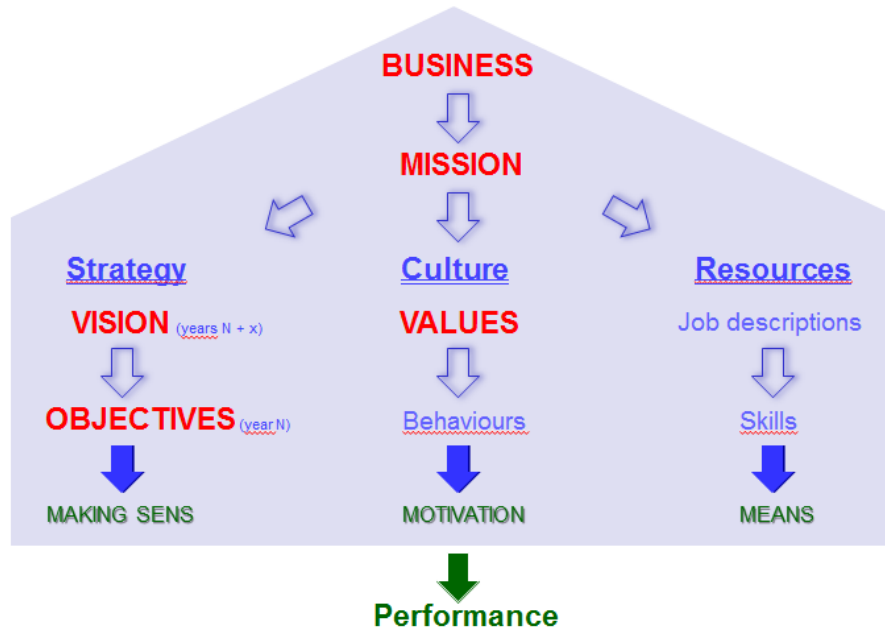
♦ Traction

- DASYE TGV,
- Korean EMU,
- Network TGV - France,
- KTX3 - South Korea,
- New Pendolino - Italy, Switzerland & Poland,
- EMU in Australia : QRO, Perth, Adelaïde,
- EMU in England : CROSSRAIL,
- EMU in Ukraine,
- VHST Korea : Wongang.

♦ Services

- Replacement (removal and installation) on Nuclear Power Plant site of 360 MVA and 570 MVA 400 KV transformers on 900 MW (CP0) and 1300 MW levels,
- Reconstruction in workshops of fourteen 360 MVA transformers for the Bugey and Fessenheim Nuclear Power Plants,
- ENEO (Cameroon): on site refurbishment of thirteen 38 MVA 220 kV single phase transformers (Alstom and CEM) for the Songloulou hydraulic power plant and replacement of 3 complete windings.

2. COMPANY PROJECT



2.1 OUR BUSINESS

Optimize the transformation and transport of electrical energy, while respecting environment and natural resource conservation.

2.2 OUR MISSION

Design, build, install power and traction transformers and accompany our clients all along the lifecycle of our transformers.

2.3 STRATEGY

2.3.1 OUR VISION

We want to be a reliable partner, respectful of our commitments, aiming for a **long lasting relationship** with our clients. We continuously strengthen our technical and industrial **expertise** to offer solutions meeting the market needs while respecting people, rules and environment.

JST transformateurs will continue to be recognized for the **quality of its products**, its **innovation abilities**, its skills in **project management** and the **effectiveness of its teams** to serve our clients.

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2.3.2 OUR OBJECTIVES AND COMMITMENTS

JST transformateurs wants to ensure the long-term development of the company **while balancing stakeholders expectations**. This balance is re-evaluated each year during the management review and the resulting priority objectives are integrated into JST's strategic management dashboard (cf. § 3.2).

JST transformateurs has set the following objectives – no workplace injuries requiring time off – no environmental pollution – no major quality or safety problem in operation.

To achieve these objectives, we are committed to:

- ♦ Develop prevention against any form of health, safety and environmental risk in connection with our activities, both on our production sites and client sites focusing particularly on preventing oil leaks, fires, falls, electric risks and handling risks,
- ♦ Ensure ongoing compliance of our work with laws, regulations and other applicable requirements, including European regulation 548/2014 on transformers energy efficiency,
- ♦ Provide products that respect the highest safety standards while meeting our customers' expectations and requirements throughout the life-cycle of their transformers,
- ♦ Consider sustainable development issues in our daily practices by reducing natural resource consumption, reducing waste and increasing recycling in order to take an active role in a socially responsible manner within the community,
- ♦ Allocate the necessary resources to achieve our goals,
- ♦ Continually improve the effectiveness of our management system,
- ♦ Encourage our suppliers and subcontractors to follow a similar policy.

Eric LAJUS
The President
7 April 2017

2.4 OUR VALUES

High standards – Open mind – Clarity – One Team
(for more details refer to document [JST 000238](#))

2.5 OUR RESOURCES

Each job within the company is described using a "Job description". Hierarchy links are shown on organization charts.

Yearly appraisals are carried out between employees and their managers to review the previous year's performance, define the objectives for the forthcoming year and identify training needs and career development actions. A training program is prepared every year in support of the needs arising from individual performance appraisals. Specific actions are organized on the basis of such needs.

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DOCUMENTS	Who is in charge	Frequency of updating	Document release	Communication means
Organization charts	President and BOD members	As required	General information	Intranet (QM)
Job descriptions	Managers concerned and HR	As required	General / individual information	Intranet (QM) / Yearly appraisal
Skills tracking matrix	Engineering / Workshop / Technique-R&D dept.	As required	-	-
Signature guidelines	Defined in the procedure "JPAQ 001 - Annexe 1"			
Technical accreditations	HR/EHS/Quality Manufacturing with assistance from accreditation bodies if requested	As required and to prolong existing accreditations	Individual information to the manager and the person concerned	Accreditation records

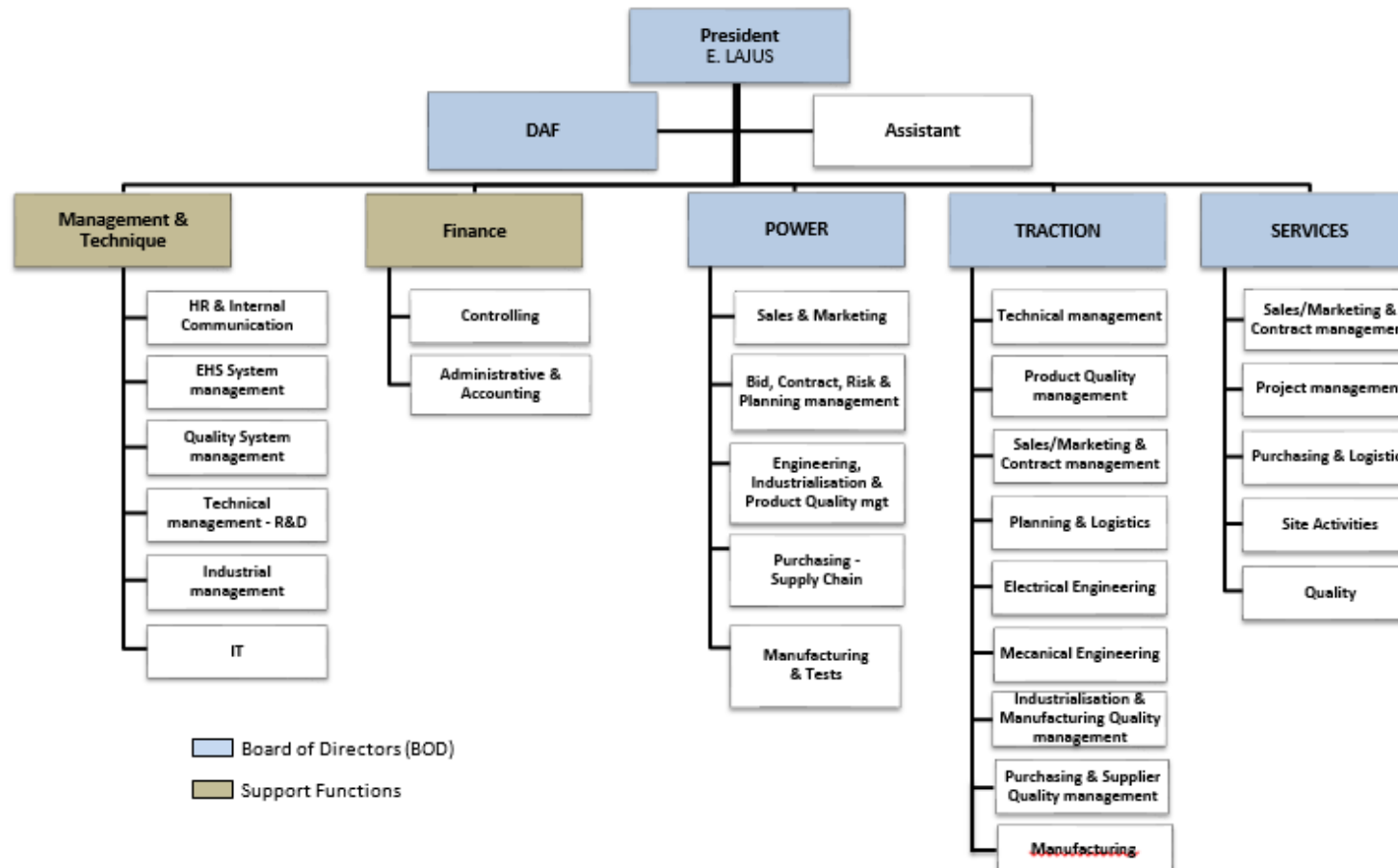
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3. BUSINESS OPERATIONS

3.1 GENERAL ORGANIZATION

JST transformateurs organization is built around:

- 3 product oriented Operational Divisions (Power / Traction / Services), each of them managing their own business in terms of sales, product development, contract implementation and financial results (sales, margins),
- 2 Support Divisions (Management and Technique / Finance and Infrastructure).

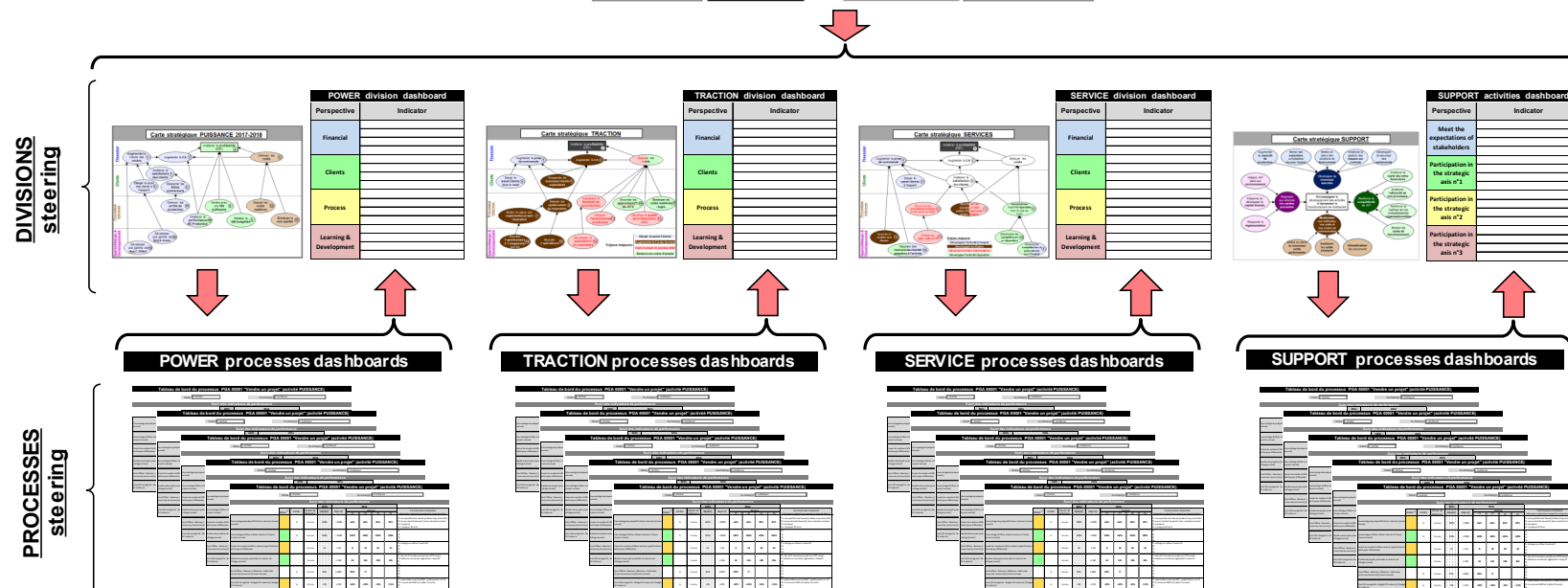


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3.2 STRATEGIC MANAGEMENT

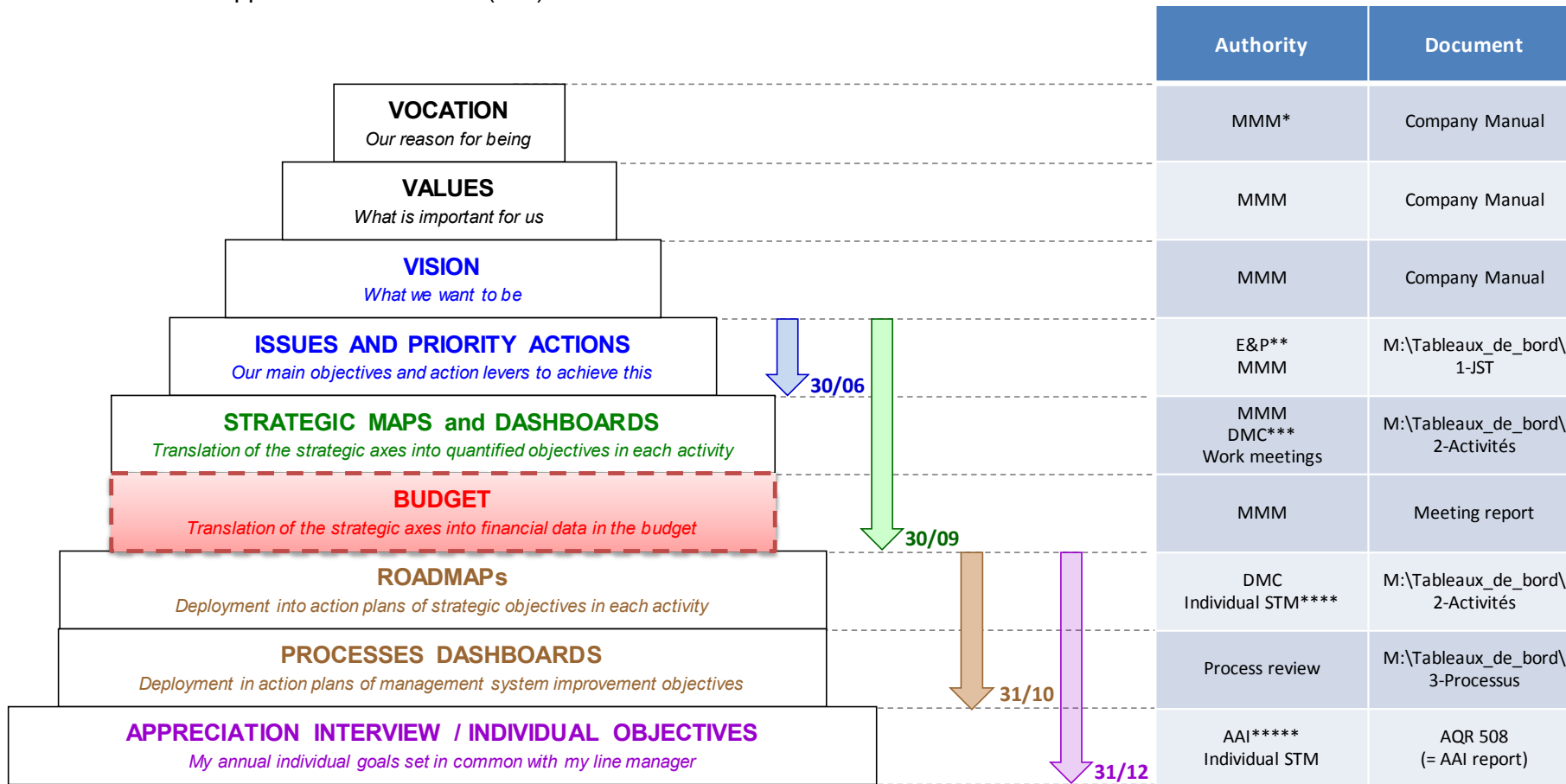
- The BOD carries out an annual review of the company's strategic goals for the next 3 years.
- Following this review each division takes the relevant strategic orientations to create their own yearly objectives/actions. Customers/suppliers/shareholders/subsidiaries expectations are mainly taken into account by operational activities when support activities focus on staff/representative bodies/local residents/banks/administrations expectations. The divisions track their yearly objectives using a strategic dashboard, strategic actions being followed in the division roadmap.
- All dashboards (Division and process level) and roadmaps can be consulted on the network directory "M:\ Tableaux_de_bord".

Vision	Issues	Objectives	Priority actions
<p>Être un partenaire fiable et respectueux de nos engagements, dans le cadre d'une relation durable avec nos clients</p> <p>Renforcer notre savoir-faire technique et industriel pour proposer des solutions adaptées aux besoins du marché, dans le respect des personnes, des règles et de l'environnement.</p> <p>Être reconnu pour la qualité de nos produits, notre capacité à innover, nos compétences en gestion de projets et l'efficacité de nos équipes au service du client.</p>	<ul style="list-style-type: none"> - Améliorer la compétitivité coûts de JST transformateurs. - Améliorer la satisfaction des parties prenantes. <p>Repositionner et recentrer l'offre Puissance pour créer les conditions d'une activité rentable</p> <ul style="list-style-type: none"> - Poursuivre le développement de l'activité Traction - Être dans le top 3 des acteurs européens. <p>Reste leader en France</p> <ul style="list-style-type: none"> - Maintenir le CA de l'activité Service au dessus de 20 M€ pour amortir l'égide Grand Carénage dès 2017. 	<p>JST transformateurs</p> <ul style="list-style-type: none"> • 2018 EBIT ± 4 % • 2017 ISO 9001/14001/2015 • 2017 score ESG à 72% <p>Power</p> <ul style="list-style-type: none"> • 2018 CA ± 60 M€ • 2018 EBIT ± 4 % <p>Traction</p> <ul style="list-style-type: none"> • 2018 CA ± 20 M€ • 2018 EBIT ± 0 % • 2018 JST dans le TOP 3 <p>Services</p> <ul style="list-style-type: none"> • 2018 CI ± 18,5 M€ • 2018 CA ± 20,4 M€ 	<ul style="list-style-type: none"> - Atteindre les objectifs AMBITON 2016+ - Obtenir les certifications ISO 9001 et 14001 en version 2015 - Améliorer le score ESG - Mettre en œuvre le plan de gestion de dépollution <p>Développer une gamme de transfos</p> <ul style="list-style-type: none"> • 220 kV solution pour les marchés RTE et ENEDIS 2022 • 600 puissance carnaux monophasés <p>Développer l'activité à l'étranger</p> <ul style="list-style-type: none"> - Augmenter le CA - Baisser les coûts matière et de non Q - Améliorer la profitabilité <p>Diriger le pôle clients</p> <ul style="list-style-type: none"> - Faire évoluer le secteur production (réalisation, capitalisation, flexibilité) - Sécuriser la production de fond - Sécuriser nos engagements de marges sur la machine à vapeur - Développer le service • Répondre à nos clients dépollués • services sites clients (AVG + SAV) <p>Développer l'activité Service à l'étranger</p> <ul style="list-style-type: none"> - Développer les interventions y compris "toutes marques" - Développer les filiales - Améliorer la qualité de nos interventions sur site



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- ♦ Strategic Management is a process which is cascaded down throughout the organization. It ensures consistency of company's vision deployment and organizes information feedback from operations. It is also an integrated management process which operates in combination with the other company management tools, ie :
 - budget process,
 - Monthly Management Meetings (MMM),
 - Short Timeslot Meetings (STM),
 - Annual Appreciation Interviews (AAI).



(* Monthly Management Meeting / ** Yearly strategic information meeting ("Enjeux et perspectives") / *** Division Management Committee / **** Short Timeslot Meeting / ***** Annual Appreciation Interview)

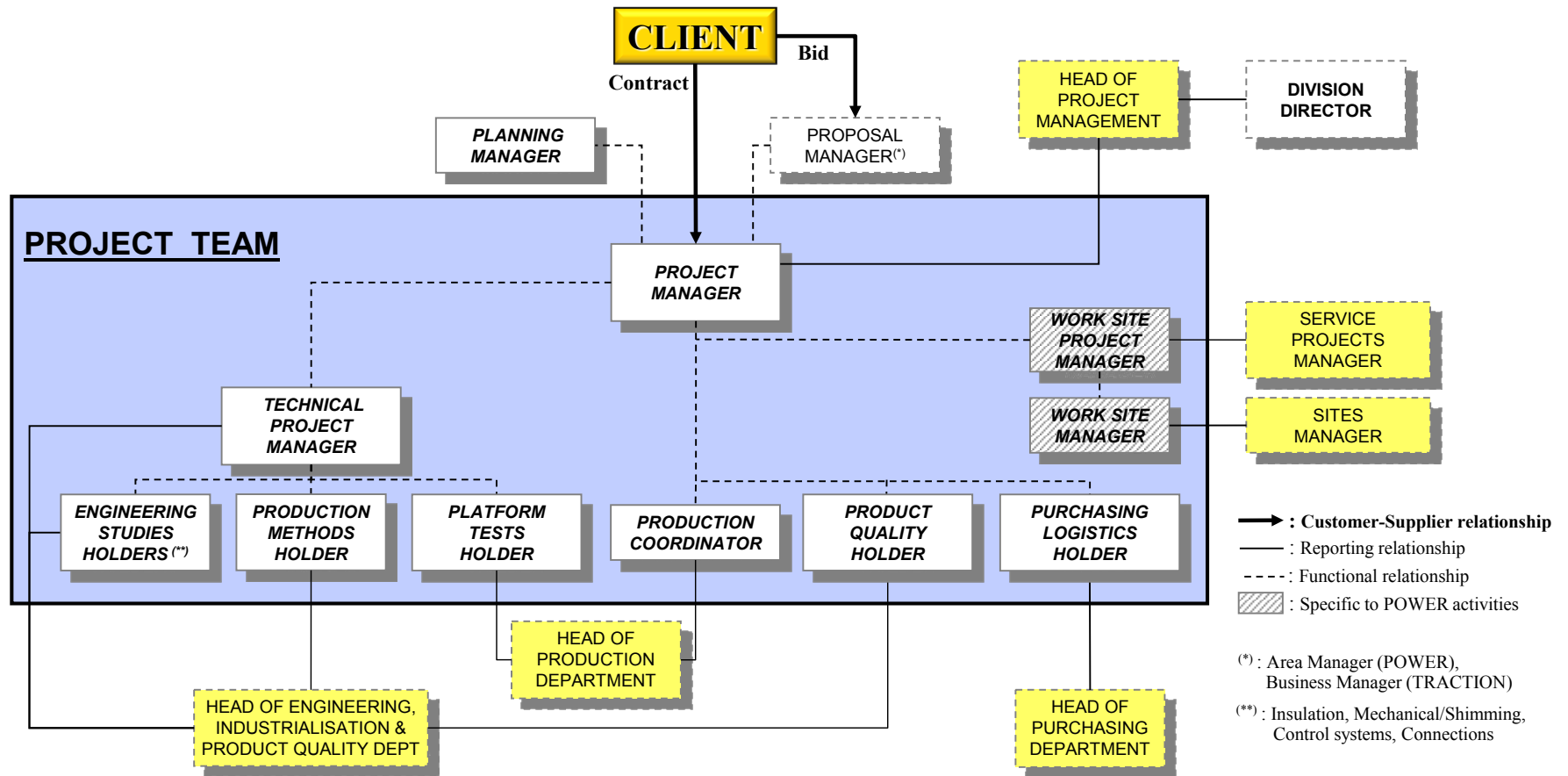
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3.3 PROJECT MANAGEMENT

A project has 2 phases: the "Bid" phase (from inquiry to entry into effect of the contract) and the "Project" phase (from entry into effect of the contract to project close-out).

3.3.1 PROJECT ORGANIZATION

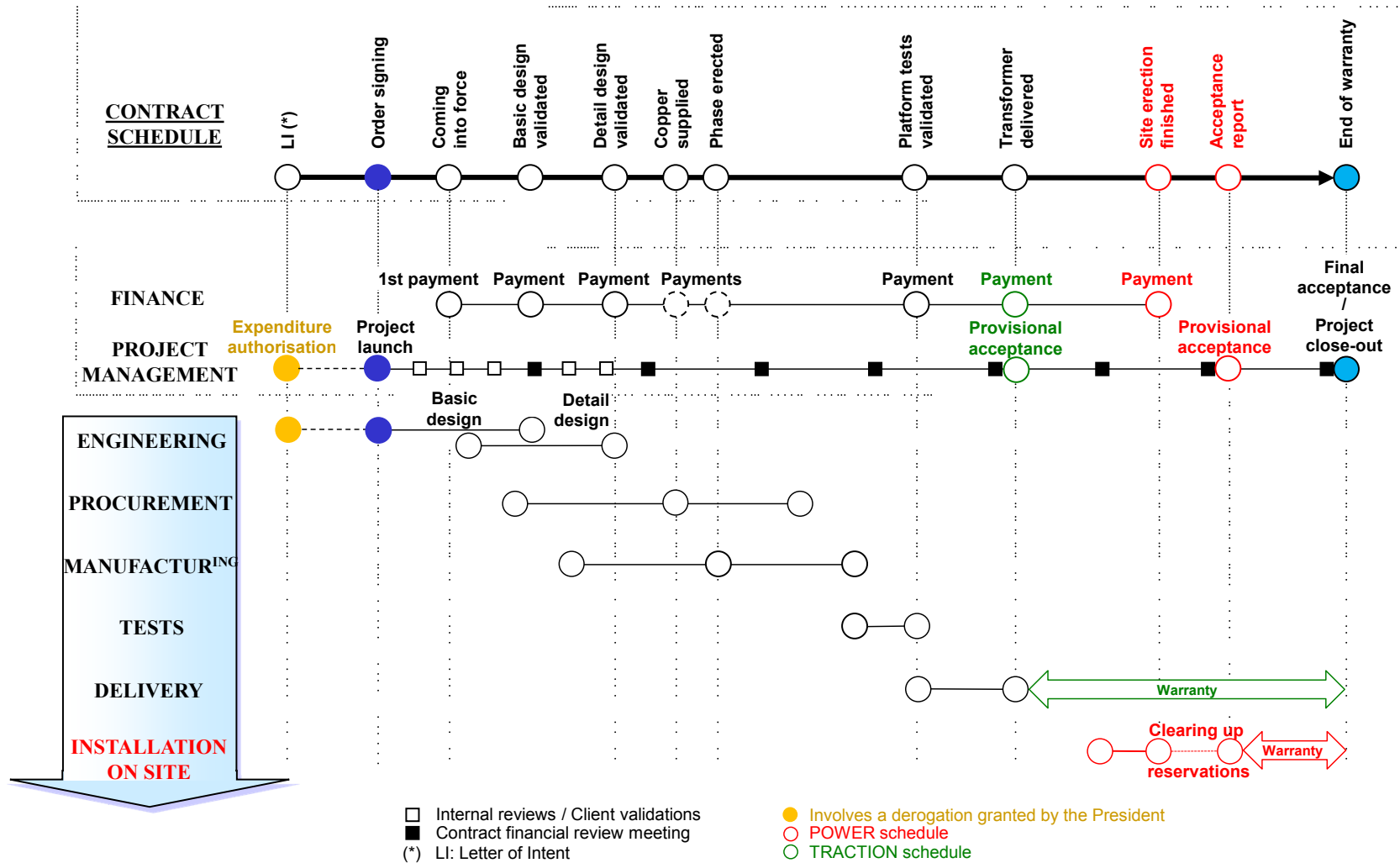
On coming into effect of a contract a project manager is appointed and a team established to execute the contract until close-out. The "typical" organization for a large-sized POWER or TRACTION project is shown on the following diagram:



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3.3.2 PROJECT EXECUTION

The following diagram shows the "typical" execution of a project phase:



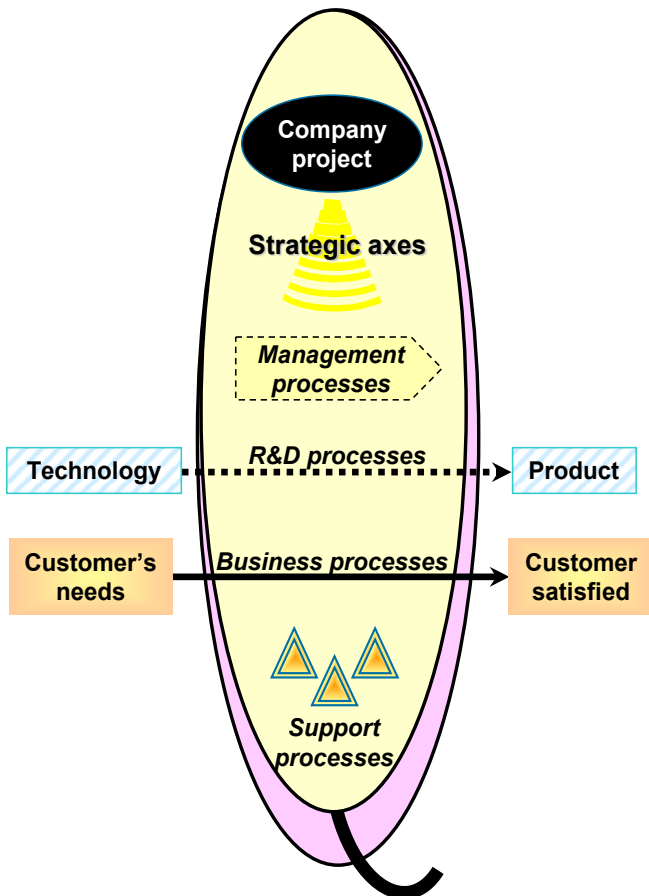
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3.4 MANAGEMENT

3.4.1 GLOBAL APPROACH BY PROCESS

The process approach aims to:

- ♦ ensure that **JST transformateurs** organization efficiently contributes to the success of its contracts by establishing better ways of working between departments (clarification of interfaces),
- ♦ induce each individual and each activity to focus on our customers' satisfaction,
- ♦ improve our profitability to guarantee the organization's durability.



Company project

- ♦ It defines the company's business, values, vision and ambitions vis-à-vis the interested parties (cf. §2),
- ♦ It translates into 3 years strategic orientations leading to annual strategic objectives,
- ♦ It provides the general framework for all decisions.

Management processes (PM xxxxx)

- ♦ They outline how internal information required for managing the company is generated,

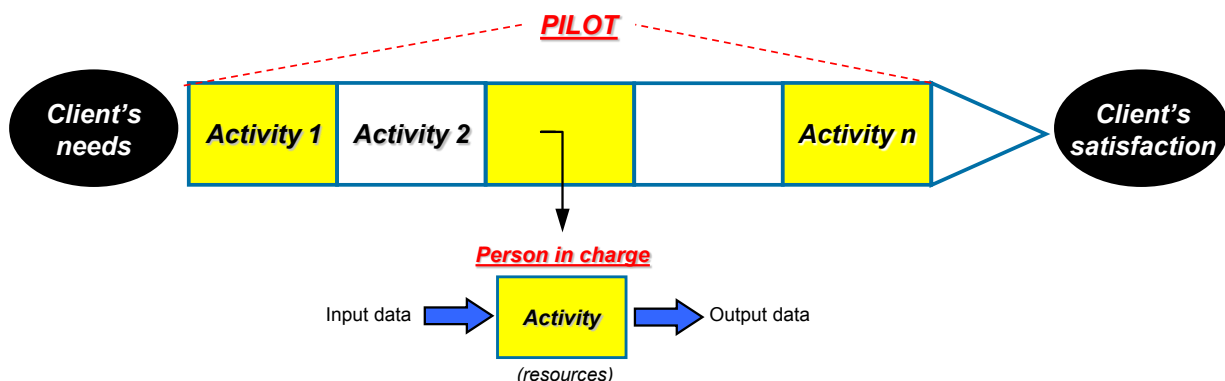
Contract processes (PA xxxxx)

- ♦ They describe the main activities taking place between the client needs definition and the supply of the finished product,
- ♦ They directly take part to the customer's satisfaction.

Support processes (PS xxxxx)

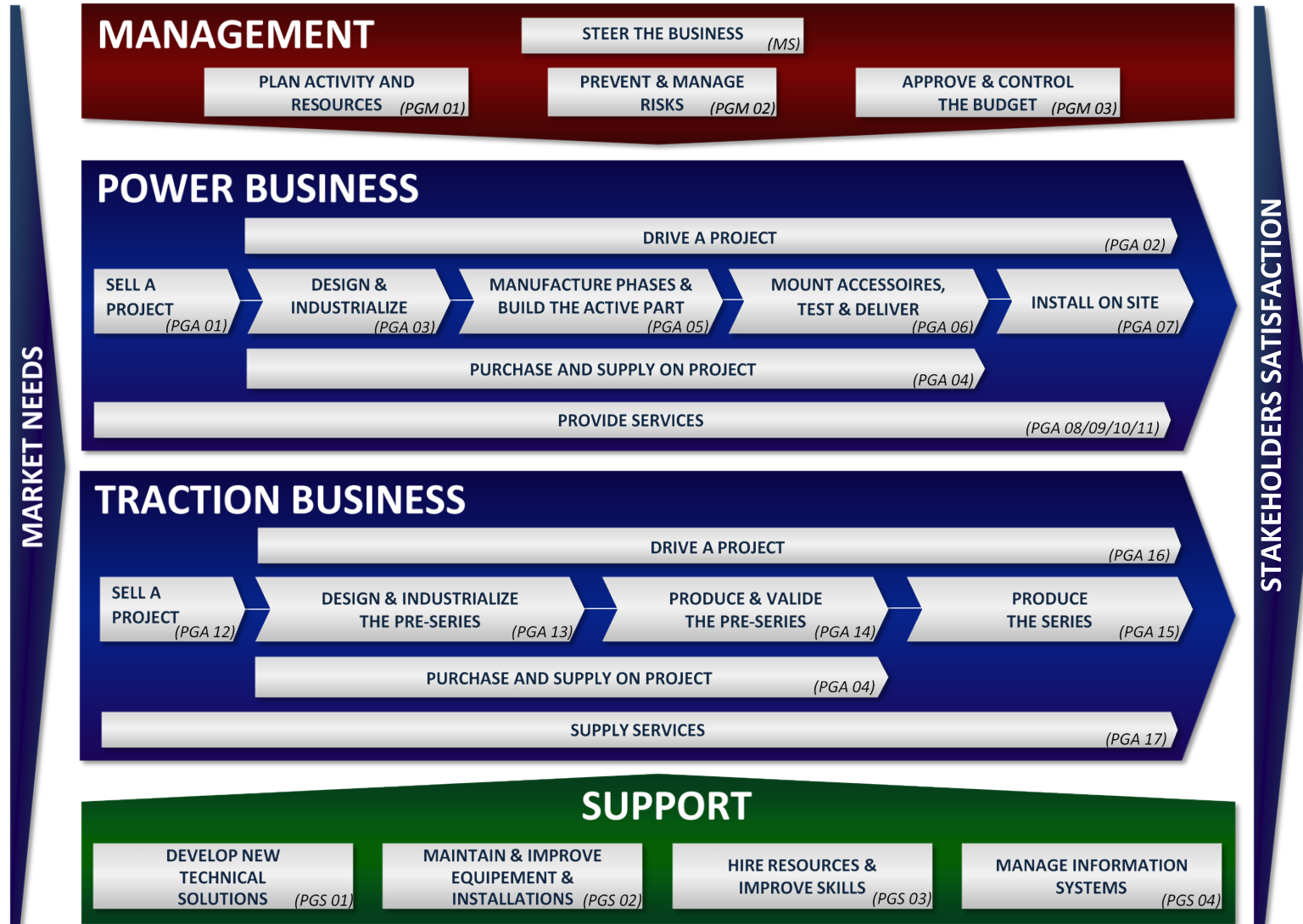
- ♦ They aim to make the necessary resources available to run things smoothly.

Process description: a process describes the sequence of diverse activities aimed to satisfy a client's requirement (internal or external).



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3.4.2 PROCESS MAPPING



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3.4.3 OPERATIONAL MANAGEMENT

Company's operations are controlled by the following authorities:

<u>AUTHORITY</u>	<u>FREQUENCY</u>	<u>PURPOSE</u>	<u>PERSON IN CHARGE,</u> <u>PARTICIPANTS</u>
STM 1	Daily (one per shift)	Identify safety, quality, timing and performance problems. Decide what immediate action to take and what to address in STM 2.	<u>Team Leader,</u> <i>Operators</i>
STM 2	Twice a week	Prioritize problems and distribute them to support services. Get answers on problems distributed the day before.	<u>Sector Manager,</u> <i>Team Leader, Operators</i>
STM 3 collective	Weekly	Relay information received during management meetings. Check the status of actions. Prioritize new actions and nominate pilots to lead them.	<u>Manager,</u> <i>Team</i>
STM 3 face to face	Weekly	Balance collaborators' workload and resources and prioritize their efforts according to the service needs.	<u>Manager,</u> <i>Direct Collaborator</i>
DMC Division Management Committee	Weekly or Monthly	Co-ordinate all players involved in the current division proposals/projects and improvement action plans. Reach the necessary decisions to solve pending issues and anticipate potential problems.	<u>Division Director,</u> <i>Direct Collaborators</i>
Business Monitoring	Monthly	Submit and explain cost control records for the current projects (including R&D projects) in order to ensure smooth monitoring and financial control.	<u>Division Director,</u> <i>ongoing projects members</i>
STM Tenders	Weekly	Take bid/no bid decision on inquiries received by the business division and validate the follow-up strategy to be initiated.	<u>Division Director,</u> <i>ongoing bids' players</i>
BOD (or STM 5) General Management Committee	Weekly	Review the company situation (financial, commercial, projects). Monitor medium and long term actions. Develop the company and its competencies	<u>President,</u> <i>BOD members</i>
Monthly Management Meeting (MMM)	Monthly	Inform the intermediate management level of the company situation (sales, workload, main business indicators) and on the major milestones, commitments and events.	<u>President,</u> <i>Managers</i>

3.4.4 COMMUNICATION MANAGEMENT (CF. JPAQ 660)

Internal communication is organized through:

- ♦ Yearly strategic information meetings ("Enjeux et perspectives") and Monthly Management Meetings (MMM) held by the President (cf. §3.4.3),
- ♦ Division Management Committees held by Division Directors (cf. §3.4.3),
- ♦ STM 3 collective meetings held by managers (cf. §3.4.3),
- ♦ information records, notice boards and an internal network of video screens updated by the human resource department.

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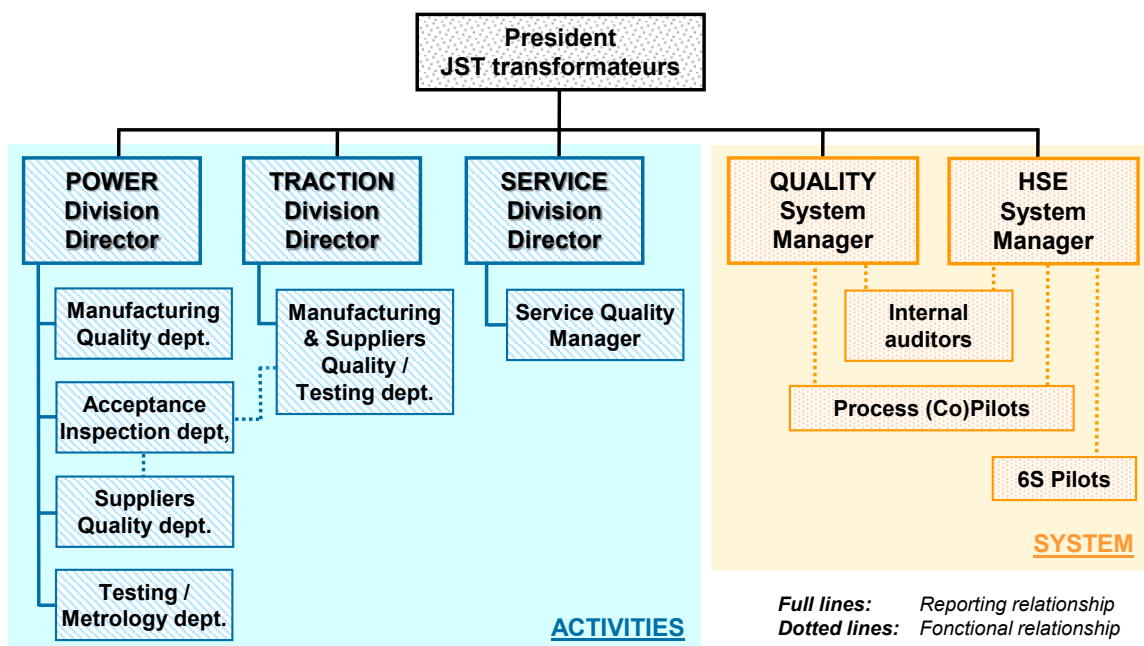
JST transformateurs external communication is coordinated by the President. It is held through presentations, brochures, magazines, participation in events and through the company web site.

3.5 QHSE ORGANIZATION AND MISSIONS

To carry out its activities, **JST transformateurs** relies on a process-oriented management system, in compliance with ISO 9001, ISO 14001, OHSAS 18001, IRIS, EN 15085-2 and EN ISO 3834-2.

Our management system also takes into account specific requirements issued by EDF (NT 85-114 technical note for service delivery on EDF nuclear sites) and SNCF (SQ 900).

3.5.1 QHSE ORGANIZATION



3.5.2 QHSE MISSIONS

President

- ♦ define the company project and the QHSE objectives,
- ♦ conduct the QHSE Management reviews,
- ♦ allocate the resources needed for implementing the company project and achieving the QHSE objectives.

Division Directors

- ♦ guarantee the quality of the products and services supplied the division,
- ♦ report to QHSE system managers on the way the system is performing in their division.

Project Managers

- ♦ prepare the project quality plan (PQP) on client's request,
- ♦ guarantee the quality of contract execution,
- ♦ ensure the project execution methodology is observed.

Manufacturing Quality department

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- ♦ prepare the manufacturing quality plan (MQP) on client's request,
- ♦ ensure manufacturing conformity with plans and specifications,
- ♦ manage corrective actions following workshop nonconformities (WNC),
- ♦ manage Client inspections in the workshop,
- ♦ propose actions to improve manufacturing processes,
- ♦ halt any situation identified as a risk for quality, safety, or the environment.

Acceptance Inspection department

- ♦ control the quality of supplied products.

Suppliers Quality department

- ♦ prepare the suppliers quality plan (SQP) on the client's request,
- ♦ take part in the suppliers qualification process,
- ♦ propose actions to improve inspection processes (IP),
- ♦ manage corrective actions following suppliers nonconformities (SNC),
- ♦ conduct supplier audits,
- ♦ halt any situation identified as a risk for quality, safety, or the environment.

Testing department

- ♦ ensure that the product complies with the client's requirements before delivery,
- ♦ halt any situation identified as a risk for quality, safety, or the environment.

Metrology department

- ♦ calibrate company means for measuring.

Service Quality Manager

- ♦ check the quality of services and benefits provided,
- ♦ improve the quality of processes implemented on client sites.

Purchasing department

- ♦ conduct suppliers qualification,
- ♦ ensure the conformity of purchased products.

System Managers – Q&HSE (cf. LIST 00002)

- ♦ report the status of QHSE systems to the President,
- ♦ improve the systems efficiency in coordination with the process pilots,
- ♦ manage internal and external audits (from clients and certification bodies).

Internal Auditors (cf. LIST 00002)

- ♦ conduct internal audits according to planning,
- ♦ follow the audit methodology.

Process Pilots (cf. LIST 00002)

- ♦ identify the major risks on their process and drive preventive action to reduce their criticality,
- ♦ steer the process : organize and analyze process operation with the people concerned, define indicators (with quantified targets) and monitor them, drive corrective actions following audit nonconformities or when targets are not reached, suggest improvement actions,
- ♦ communicate targets and report on the process effectiveness to people and system managers concerned.

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6S Pilots (cf. LIST 00002 and § " 6S process")

- ♦ support operators and train them in the 6S process,
- ♦ propose improvement actions,
- ♦ promote good practice.

Managers

- ♦ define responsibilities,
- ♦ ensure operational procedures and instructions relevant to the department are written out and kept up to date,
- ♦ ensure the proper application of the QHSE management system,
- ♦ ensure the full implementation of the QHSE actions affecting their department.

Employees

- ♦ apply the procedures and instructions,
- ♦ report any situation at risk for quality, safety, or environment,
- ♦ propose improvement actions.

Operators

- ♦ take on the 6S process,
- ♦ ensure work is carried out in a clutter free, organized, clean environment,
- ♦ value his/her technical environment,
- ♦ sustain improvement actions.

3.5.3 DYNAMICS OF THE QHSE MANAGEMENT SYSTEM

The continuous improvement of **JST transformateurs** management system is controlled by the following authorities:

AUTHORITY	PURPOSE FREQUENCY	PERSON IN CHARGE, PARTICIPANTS
Quality Inspection (workstation audit)	Test operators to assess their knowledge of the manufacturing processes (rated results). <i>Quarterly program / manufacturing sectors.</i>	<u>Manufacturing Quality Controller,</u> <u>Operator</u>
6S Audit	Assess the level of implementation of the six 6S improvement principles in the sectors in question (rated results). <i>1 audit per quarter and per sector in question.</i>	<u>6S auditor,</u> <u>Sector managers,</u> <u>Operators</u>
Process Audit	Check the relevant process for compliance and efficiency. <i>According to internal audit program.</i>	<u>Internal auditor,</u> <u>Process pilot,</u> <u>Process players</u>
Process Review	Assess how the process is running, its performance, its documentation, its risks ... <i>Before the Management Review Meetings.</i>	<u>Process pilot,</u> <u>System managers,</u> <u>Process players</u>
Division Management Review Meeting	Assess the business process efficiency and its ability to help reach the QHSE and business objectives of each operational division. <i>Before the General Management Review Meeting.</i>	<u>System Managers,</u> <u>Division Director,</u> <u>Business process pilots</u>
General Management Review Meeting	Assess the compliance of JST processes with QHSE standards and its ability to implement the company's policy and strategy. <i>Yearly.</i>	<u>System managers,</u> <u>BOD members,</u> <u>Off-business process pilots</u>

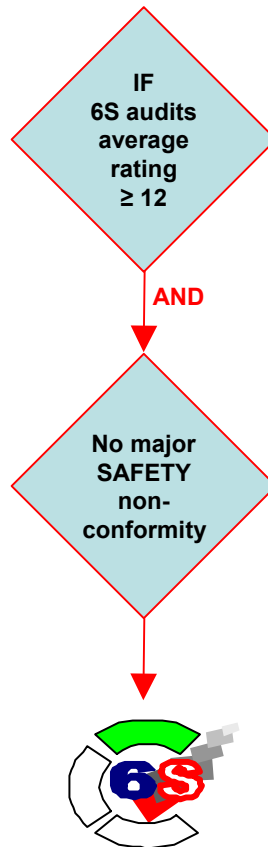
3.5.4 6S PROCESS

JST transformateurs has undertaken a 6S process to support the continuous improvement of our manufacturing process. The 6 pillars of the 6S approach are:

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- ♦ SEISO = Shine,
- ♦ SEIRI = Sort,
- ♦ SEITON = Straighten or Streamline,
- ♦ SEIKETSU = Standardize,
- ♦ SHUKAN = Self-discipline, Sustain,
- ♦ SAFETY = work Safely.

The 6S process implementation is followed through 6S audits in the various sectors concerned. To promote the approach in the company, **JST transformateurs** rewards a 6S label to the most deserving sectors based on the following criteria:



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4. ANNEXES

4.1 DOCUMENTS AVAILABLE FOR CLIENTS UPON REQUEST

- Registered overall organization chart (*cf. ORG 00031*),
- Products or clients reference list,
- Matrix of **JST transformateurs** facilities classified for environmental protection,
- Measures taken by **JST transformateurs** to master the cost, delay and quality of the projects (*AQR 843/00963 for the PQP*) and to guaranty the quality of delivered products (*AQR 845/847 for the MQP and AQR 844 for the SQP*),
- Copy of **JST transformateurs** QEHS accreditation certificates.

4.2 COMPANY IDENTIFICATION SHEET

JST transformateurs is a Société par Actions Simplifiée (french limited liability company) with a capital of 7.452.030 euros.

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APE code: 2711 Z SIRET No: 34236847900032 - RCS Lyon VAT id. No: FR 94 342 368 479 DUNS No: 500766910

4.3 ACCREDITATIONS

Standards	Scope	Initial	Certificates			
			Number	Standard version n°	Valid until	Accreditation bodies
ISO 9001	Design, manufacturing and test of power transformers, autotransformers and shunt reactors for high voltage network (up to 800kV), phase shift transformers, special transformers and railway traction transformers. Provision of services: commissioning, repair and maintenance, spare parts and accessories, tests, oil analysis, training.	1995	10032139	2015	09/09/2020	Lloyd's Register Quality Assurance (LRQA)
ISO 14001		1997	10032143	2015	09/09/2020	
OHSAS 18001		2012	10032135	2007	09/09/2020	
IRIS	Design, manufacturing and test of railway traction transformers. Provision of services: repair and maintenance, spare parts and accessories, tests, oil analysis, training.	2011	FQA4002845	version 2, june 2009	25/09/2020	Institut de Soudure (IS)
EN 15085-2 CL4	- Scope of work: Design. - Products: Parts of transformers at level CL1 - CP C1.	2017	FR-15085-A03R-0	2007	27/09/2020	
EN 15085-2 CL2	- Scope of work: Manufacturing, Maintenance / Repairs. - Products: Closure welded seams of Traction transformer tanks.	2011	FR-15085-A03Q-0	2007	27/09/2020	
EN ISO 3834-2	Closure welded seams of power transformer tanks; T Beam welding; Bottom base welding.	2014	FR-3834-A016-0	2006	27/09/2020	

JST Lyon

4.3 DISTRIBUTION OF THE COMPANY MANUAL

The Company Manual is available in French and in English languages, in "pdf" format for easy distribution by e-mail. It may be distributed outside the company.

4.4 LIST OF ABBREVIATIONS

BOD	=	B oard O f D irectors.
DMC	=	D ivision M anagement C ommittee.
IP	=	I nspection P rocesses.
LI	=	L etter of I ntent.
MQP	=	M anufacturing Q uality P lan.
PQP	=	P roject Q ualité P lan.
QHSE	=	Q uality H ealth S afety E nvironment.
QM	=	Q uality M anager (package for electronic document management and workflow implementation).
R&D	=	R esearch and D evelopment.
SNC	=	S uppliers N on- C onformity.
SQP	=	S upplies Q uality P lan.
STM	=	S hort T imeslot M eeting.
WNC	=	W orkshop N on- C onformity (internal).
6S	=	5S methodology (TOYOTA) to which JST transformateurs has added an S for S afety.

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