

SATAIR QUALITY MANUAL

QM-01

	Name	Title
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Approved by:	Henning Soegaard Larsen	Head of Tactical Quality Management

Preface

It is Satair Group's policy to establish and work with processes which ensure that we understand our customers' needs and that we produce, deliver and support our products and services to satisfy those needs better than our best competitor. Measured levels of customer satisfaction demonstrate our progress towards this goal.

Satair processes are defined in the Quality Management System, which is designed to satisfy all customers, regulatory and legal requirements. Satair entities are expected to operate by the system and hold certification to ISO9001, EN/AS9100 and EN/AS9120 and other standards appropriate to their business. Satair entities are expected to carry out self-assessments against the internationally recognized criteria as specified in the standard as the basis for planning improvement.

Through an always updated Quality Management System, the Corporate Management wishes to strengthen the employees' influence on their own working situation and thereby also the acknowledgement of the necessity of teamwork. All in all, we aim at creating a more flexible, dynamic and efficient company which exceeds the customers' needs and expectations now and in the future.

A condition for achieving customer satisfaction is to maintain the quality of all internal functions and processes. This is ensured by documenting the relevant system elements for each function and process owner, and it is the responsibility of the manager in question that he or she as well as his or her employees use and comply with these system elements.

As we, continuously, wish to adapt our Quality Management System and products to market requirements, all employees must contribute to system and product improvements.

Executive Management authorizes by its signature below, that the described Quality Management System applies to Satair.



Bart Reijnen
Chief Executive Officer

1. Contents & amendment record

1.1 Document change record

DOCUMENT CHANGE RECORD			
DATE	Rev No	Page(s) amended	DETAILS OF AMENDMENT
25 Apr 2011	0	All	First issue of this global QMS document
27 Mar 2012	1	28 & 29	Update the list of Standard Procedure Index
01 Jun 2012	2	6, 7, 8, 9, 14, 19, 20, 21, 23, 24, 27 & 30	Following paragraphs were updated to include EN9100 requirements: 1.4, 2.2, 2.3, 3, 5.5.1.1, 7.1, 7.1.1, 7.1.2, 7.1.3, 7.2.3, 7.3, 7.5.1, 7.5.1.1, 7.5.1.2, 7.5.1.3, 7.5.1.4, 7.5.2, 7.5.3, 8.2.4 & 9.
12 Feb 2014	3	All	Following paragraphs were amended to included new Satair Group organization changes: 5.3, 5.3.1, 5.5.1, 5.5.1.1, 5.5.1.2, 5.5.1.3, 5.5.1.4, 5.5.1.5. All pages has been amended with Satair's new logo
12 May 2015	4	All	Para 5.3 – update Satair Group Mission, Vision & Values statements Para 5.4 – update Quality Objectives Para 5.5 – update Organization chart – Executive Management – update Chief Commercial Officer (CCO) roles and responsibilities Para 9.0 – update Standard Operating Procedures Index All pages - update Satair Group new logo
12 Aug 2015	5	28	Para 8.3 – revised to include installer's responsibility to ensure airworthiness
03 May 2016	6	7, 9, 11, 14, 15 to 20, 21, 25, 26, 27, 30, 33 to 35	Para 2.1 – added Eaton QAP7.2J21 after EN9120 Para 3 – added 'Test Report' team & definition Para 4.4 – added electronic records and back-up control Para 5.4.1 – updated Quality Objectives for 2016 Para 5.5 – Update organisation chart and corporate management responsibilities and authorities. Para 5.5.2 – Update management representative Para 7.4.1 – added control to prevent purchase of counterfeit & SUP parts Para 7.5.1 – Revised paragraph to align with current 9100 & 9120 requirements Para 7.5.1.3 – Revised paragraph to align with current 9100 requirements Para 7.5.1.4 – Added post-delivery support paragraph Para 8.3 _ Added Delegation Approval by a PAH Para 9 – Updated Standard Operating Procedures Index
17 Nov 2016	7	2,16	Preface updated with CEO Mr. Bart Reijnen signature Para 5.5.1 New Organization Chart added
18 Jan 2017	8	5, 23, 28, 36	Para. 2.2 Permissible exclusions have been deleted Para. 2.2 new process map Para. 7.1 new process map Para. 7.5.4 Customer property to include customer property Minor change; word "Satair" in front of batch has been removed Additional Quality Management documents has been added

02 Feb 2017	9	8, 9, 10, 38	Para. 1.5 Satair Group Architecture Para. 2.2 Permissible exclusions have been added Para. 2.3 Process Map, link to Airbus/POA Appendix A – A10-AS and QMM has been added
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1.2 List of effective pages

Page No.	Rev.	Date
1	9	02-Feb-2017
2	9	02-Feb-2017
3	9	02-Feb-2017
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Approved by: Henning Soegaard Larsen, Head Tactical Quality Management

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1.4 Organization profile

Satair was founded in 1957 and is a world leading supplier of aircraft parts and service solutions for aircraft maintenance.

Satair offers various services, ranging from parts supply and distribution to a selection of tailor-made service provider solutions. Satair also offers repair service in North America and Asia Pacific region on a broad selection of its product portfolio and manufacturing capabilities in North America.

Customers include all types of commercial operators and maintenance providers as well as business jet, general aviation and several military operators worldwide.

Satair is headquartered in Copenhagen, Denmark and serves its business partners globally through sales and warehousing locations in Europe, North America, the Middle East, Asia Pacific and China.

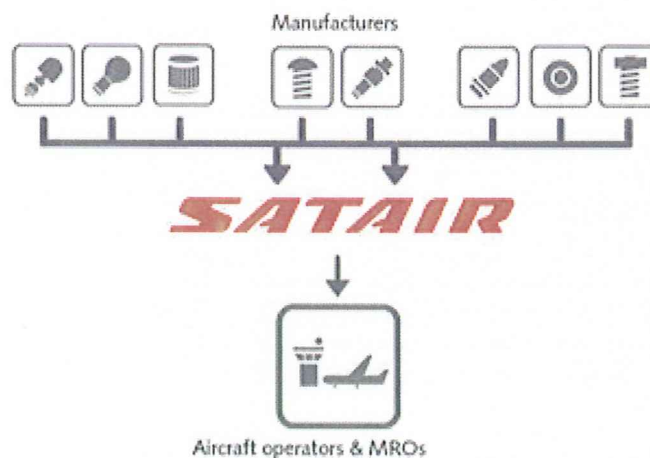
Satair has around 360 employees worldwide, and is certified under ISO 9001/EN9100/EN9120 and various other aerospace standards such as FAA, etc.

Satair is a value-adding gateway between parts manufacturers and aircraft operators/manufacturers.

A typical passenger aircraft is made up of approx. 3 million different parts. Spare parts for routine maintenance are produced by more than 1,000 different manufacturers.

Parts manufacturers often lack the resources to maintain the necessary high level of contact with their many customers. At the same time, they often find it difficult to meet customers' growing demands for logistics, documentation and e-commerce competencies. Furthermore, airlines are also seeking to limit the number of suppliers.

This is where Satair comes in:



As a gateway between aircraft parts manufacturers (also called suppliers) and airlines, Satair adds value to its suppliers by helping them reduce transaction costs and improve customer service levels. Satair adds value for its customers by helping reduce inventory and holding costs and improve parts availability, thereby making it possible for both parties to achieve greater efficiencies.

Satair provides access to several hundred thousand different aircraft parts produced by approx. 850 manufacturers. These parts range from filters and switches to hoses for aircraft maintenance. In addition to the physical distribution of the part, Satair offers a broad array of tailor-made integrated supply chain solutions, in-depth product knowledge, large customer support function, access to warehouses in many locations around the world and advanced IT solutions.

Aircraft operators

Aircraft operators need reliable delivery of spares – a single day of downtime for one aircraft can cost up to USD 500,000. The management of spare parts purchasing is very complex, however, due to the large quantity of

products, the large number of suppliers and varying delivery times. That is why many aircraft operators choose to collaborate with Satair.

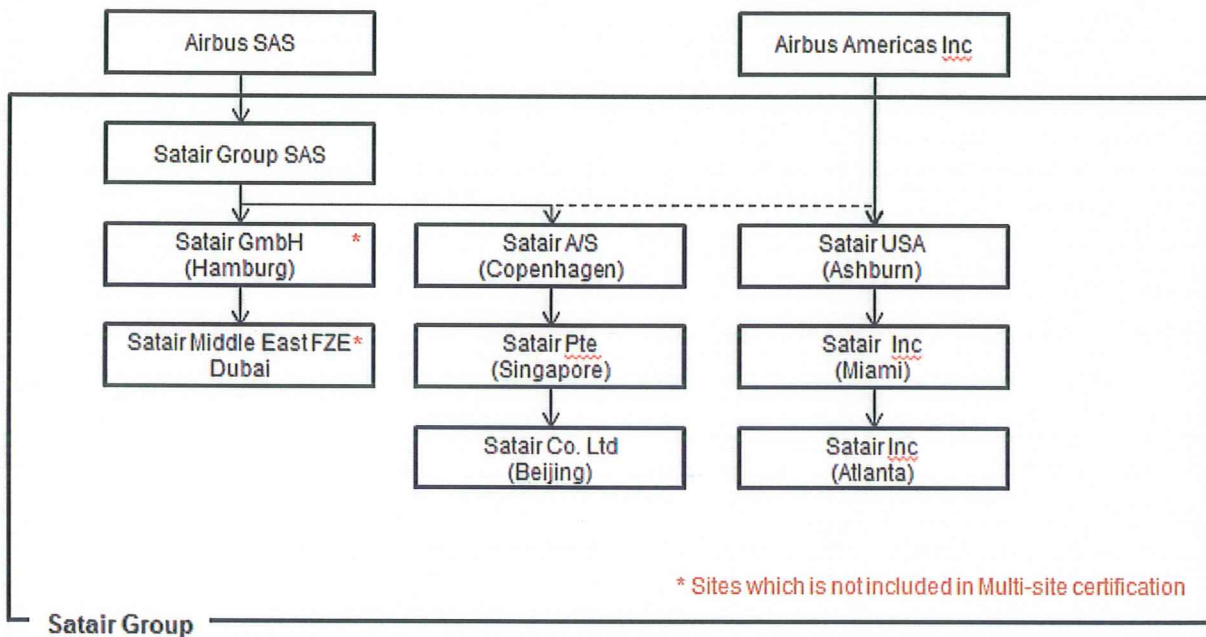
Key customers that benefit from Satair's services include: Lufthansa Technik, Air France Industries, Singapore Airlines, Japan Airlines, Emirates, Air Canada, China Eastern, among others.

Parts manufacturers

Part manufacturers need a professional business partner to market their products to a worldwide customer network. Satair provides both easy access to and local knowledge about the customers and the aviation industry, so the manufacturer can obtain the best possible performance.

Key suppliers that currently benefit from Satair's services include: Eaton, Pall Aerospace, B/E Aerospace, Honeywell, Telair, Diehl, Champion Aerospace, Kidde Aerospace, among others.

1.5 Satair Group Architecture



2. Scope

2.1 General

Satair has documented, implemented and maintained the quality management system that satisfies the ISO 9001/ EN/AS9100, EN/AS9120 & Eaton QAP7.2J21 and applicable statutory and regulatory requirements.

Implementation of the quality management system is regularly audited and reviewed to improve its effectiveness in accordance with the standards. Any revision to the QM will need to be approved by Eaton before is released.

It is emphasized that the requirements specified in ISO 9001 EN/AS9100 and EN/AS9120 are complementary (not alternative) to contractual and applicable statutory and regulatory requirements. Should there be a conflict between the requirements of this standard and applicable statutory or regulatory requirements, the latter shall take precedence. i.e. requirements specified in ISO 9001, EN/AS9100 and EN/AS9120 do not overwrite any statutory and/or regulatory requirements.

All employees are responsible for the implementation of the Quality Management System.

Satair Quality Management System (QMS):

- Identify the processes needed and their application throughout the organization
- Determine the sequence and interaction of these processes

- Determine criteria and methods needed to ensure that both the operation and control of these processes are effective
- Ensure the availability of resources and information necessary to support the operation and monitoring of these processes
- Monitor, measure and analyze these processes, if necessary
- Implement actions necessary to achieve planned results and continuous improvement of these processes

The sequence and interaction between the various processes of the quality management system are shown in the following process map.

2.2 Permissible exclusions

Satair does not perform any design and/or development of parts. As such, the following exclusions apply:

- §7.3 Design and development

3. Terms and definitions

The terms and definitions used within ISO9001 EN/AS9100 and AS/EN9120 apply.

Airworthiness Certificate

A document issued by the civil aviation authority (e.g. EASA Form 1, FAA Form 8130-3, etc) that certifies that the part conforms to the applicable regulatory requirements.

Certificate of Conformity

A document that certifies product conformity to process, design and/or specification requirement; commonly referred to as a 'Certificate of Conformance'

Counterfeit Part

A product produced or altered to imitate or resemble a product without authority or right to do so, with the intent to mislead or defraud by passing the imitation as original or genuine.

Distributor

Organization carrying out the purchase, storage, splitting or sale of products without affecting product conformity

Risk

An undesirable situation or circumstance that has both a likelihood of occurring and a potentially negative consequence

Splitting

The division of product either physically or by batch quantity, without affecting the product characteristics

Suspected Unapproved Part

A product that might not have been or is suspected of not having been produced in accordance with applicable laws and regulations

Test Report

Objective evidence provided by either the manufacturer or a certified testing facility that the product conforms with specific design requirements or properties.

Customer owned property

Any type of instrumentation, accessories, manuals, or shipping containers and any intellectual property that belongs to a customer.

Customer supplied product

Any type of service or material supplied to be utilized in the manufacture, modification or repair of customer-owned property.

Product

The end item result of meeting all contract terms and conditions. (e.g. manufactured goods, merchandise, services etc.)

Quality Records

Documentation of those activities wherein records of said activities must be maintained will be specified in the procedure or work instruction level documents, as applicable.

4. Quality Management System

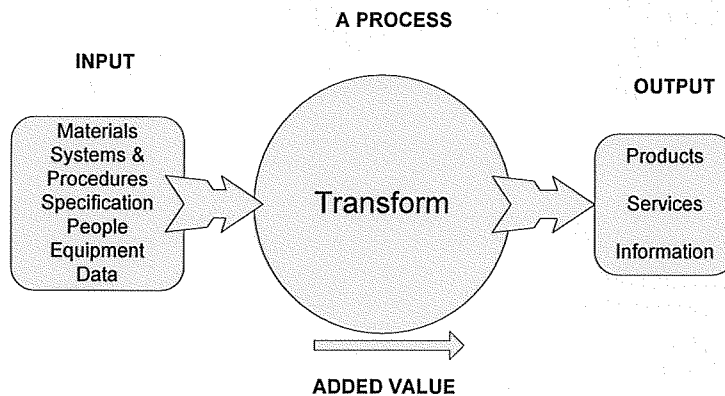
4.1 Quality system principles

Quality is recognized as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

Satair Quality Management System complies with the International Standards, ISO9001 EN/AS9100 & EN/AS9120 model and satisfies all applicable customers, regulatory and legal requirements.

The organization's products and services are produced through a network of inter-related processes which operate throughout the whole organization and interface with customers and suppliers.

Processes will be designed to enable the business to meet the expectations of the customer. All business processes have inputs which are transformed into outputs, the transformation being the addition of value. Each process will have a defined starting point and defined deliverables.



For each process an Owner and Users shall be identified.

The Owner is responsible for:

- The design of the process and its operating instructions.
- The implementation of the process.
- Checking that the process design meets all requirements.
- Ensuring that improvements to the design are incorporated.

The User is responsible for:

- Planning the use of the process as designed.
- Operating the process as instructed.
- Checking that the output meets the requirement.
- Making authorized adjustments or proposing changes.

4.2 Documentation requirements

Satair Quality Management System (QMS) documentation includes:

- Quality policy & objectives that are documented in this Quality Manual
- This Quality Manual
- Documented Standard Operating Procedures
- Quality-related forms, databases, reports
- Access to all of the above documentation to ensure effective planning, operation and control of processes.

The range and detail of documentation will be dependent upon the complexity of the work, the methods used and the skills and competencies of the staff involved.

Process owners will be responsible for the documentation of their processes and will ensure that documentation complies with the requirements of this manual.

All of the above documentation is consolidated in the QMS System portal that is located in a Satair Lotus Notes database. All employees will be trained with the latest issue and have access to the relevant document through the QMS System portal.

Customer and/or regulatory authorities' representatives will have on-site access to the documentation as needed.

4.3 Control of documents

All Satair Quality Management System (QMS) documentation will be:

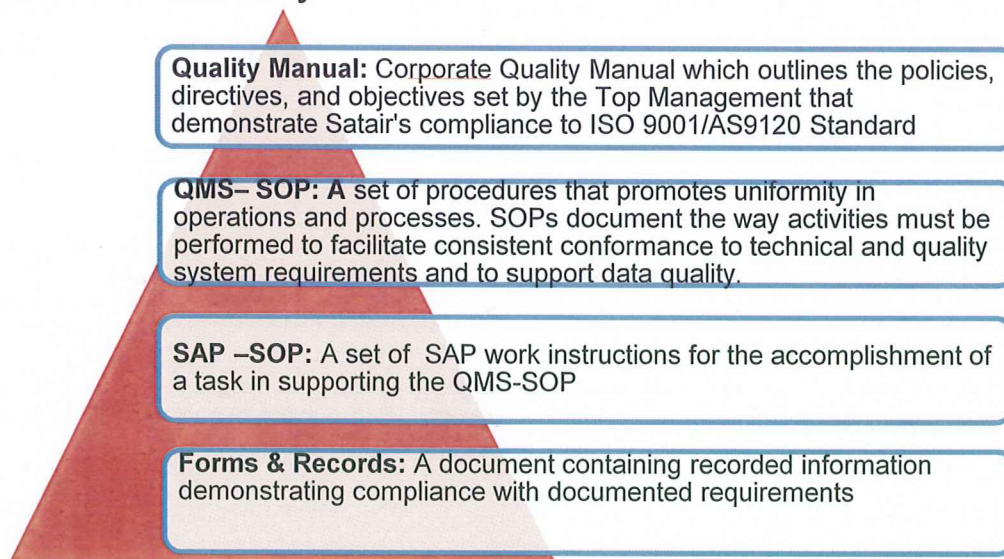
- Reviewed and approved for adequacy by authorized staff prior to issue, identified by revision number and dated
- Readily available at the correct revision status, at all necessary locations and promptly removed when obsolete
- Controlled so that the correct revision status can be readily ascertained by user
- Reissued after a practical number of changes has been made
- Suitably identified when circulated for information purposes.

Documentation and data will be reviewed and approved by the originating authority, or other formally designated authority, when amended or raised in issue. The reviewing and approving authority will have access to all pertinent background information.

Changes to documentation and data will be formally identified and recorded and notified to user areas.

Master lists or equivalent will be established to identify the current revision of documents and data. The Head of Quality Management is overall responsible for coordinating, enforcing and auditing the document control related activities.

QMS document hierarchy



4.4 Control of records

Quality records are established and maintained to provide:

- Evidence of conformity to requirements and of the effective operation of the QMS
- Evidence of conformity to customer and regulatory requirements
- Historical data for analysis purposes, including management of the Quality Management System.

A Standard Operating Procedure is established to define the type of records and control required. This procedure requires that quality records remain legible, readily identifiable and retrievable. The procedure defines the controls needed for identification, storage, protection, retrieval, retention time and disposition of quality records. Where records are stored in an electronic form, back-up procedures are defined. These electronic records shall be secured to prevent unauthorized alteration or change and shall not be corrupted due to software or system

changes. Customer and/or regulatory authorities' representatives will have on-site access to the relevant records for review when requested.

5. Management responsibility

5.1 Management commitment

Top Management is ultimately responsible for planning, establishing, implementing, reviewing and maintaining the QMS. They are actively involved in providing the vision and strategic direction for the growth of the QMS.

To continue to provide leadership and show commitment to the improvement of the QMS, management will do the following:

- Communicate the importance of meeting customer, statutory, and regulatory requirements
- Establish the quality policy
- Ensure that quality objectives are established
- Conduct periodic management reviews
- Ensure the availability of resources.

5.2 Customer Focus

Satair strives to identify current and future customer needs, to meet customer requirements and exceed customer expectations.

Top management ensures that customer requirements are understood and met so that customer satisfaction may be guaranteed. This may be carried out via the contract between Satair and the customer or other means such as customer reviews, performance requirements, questionnaires, visit reports or other necessary means. Customer requirements will be determined, converted into internal requirements, and communicated to the appropriate people in Satair's organization.

5.3 Mission & quality policy

The graphic features a dark blue background with the title 'Satair Group Mission and Vision' in white. Below the title are two white speech bubble boxes. The left box is titled 'Mission' and contains text about delivering innovative solutions and support services. The right box is titled 'Vision' and contains text about becoming a global leader in material management by 2017.

Satair Group Mission and Vision

Mission

We deliver innovative and world-class solutions within the parts management business and we develop extended distribution and parts support services to every unique customer and supplier in the global aerospace value chain.

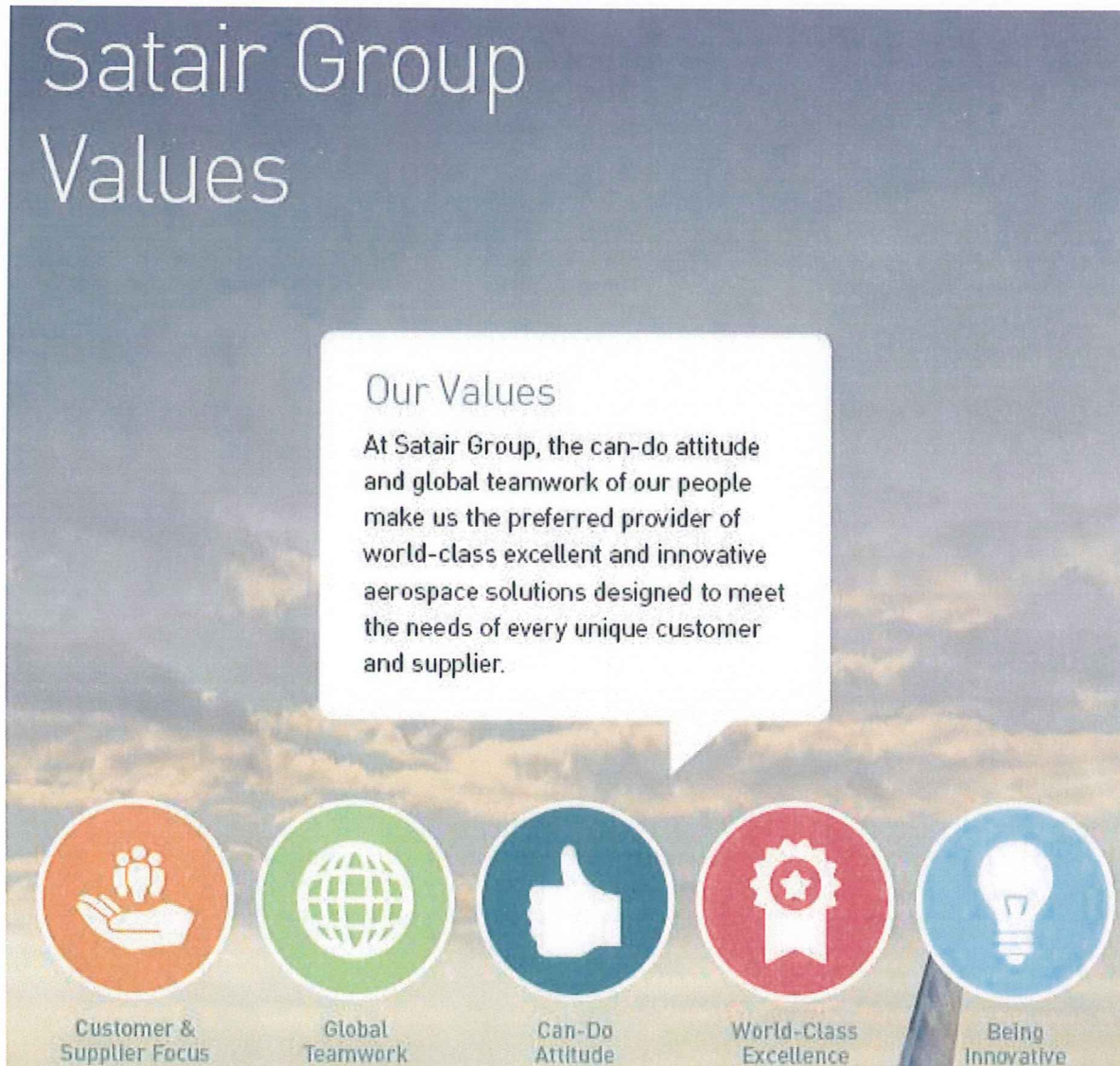
Vision

In 2017, Satair Group will be the global leader in the material management business and will deliver integrated services for all civil aircraft types. Specifically for Airbus customers, Satair Group will provide exclusively the best materials management after sales part support.

The basic quality requirements to achieve the standard are laid down in the Quality Manual.

Quality standards are the responsibility of all staff and it is the duty of all staff to comply with this policy, to strive to both maintain and improve quality standards at every opportunity.

5.3.1 Satair values



Customer & Supplier Focus

We build long-term relationship and anticipate individual needs by being close to our valued business partners

Global Teamwork

We maintain an atmosphere based on trust and a free flow of information across borders

Can-Do Attitude

We meet challenges with passion and persistence and we pursue any initiative taken to improve our business

World-Class Excellence

We act with integrity and we conduct our business professionally and efficiently

Being Innovative

We are flexible and open-minded and we find new ways to satisfy the needs of our customer and suppliers

5.4 Planning

5.4.1 Quality objectives



Strategy

We want to further strengthen our future growth platform with our key Strategic Initiatives and position Satair Group as the preferred material integrator in the market.

Market

We want to deliver materials and services through a stable supply chain to the satisfaction of both customers and business partners.

People

We want to further strengthen and foster a strong company culture whilst securing the Satair Group integration and one company feeling for all employees.

Financials

We want to deliver on all our financial targets by growing the business, improving profitability and optimizing our inventories.

Top management will ensure that Key Performance Indicators (KPI), including those needed to meet the requirements of product and service, are established at relevant functions and levels within the organization. The KPIs will be measurable, wherever possible, and consistent with Satair's mission and quality policy and continuous improvement. In addition to the review done in connection with the Management Review, all main functions must ensure that the KPIs are communicated to all involved functions. All KPIs must be monitored with a frequency ensuring required corrective action can be initiated, if necessary.

5.4.2 Quality Management System (QMS) Planning

Top management will ensure that:

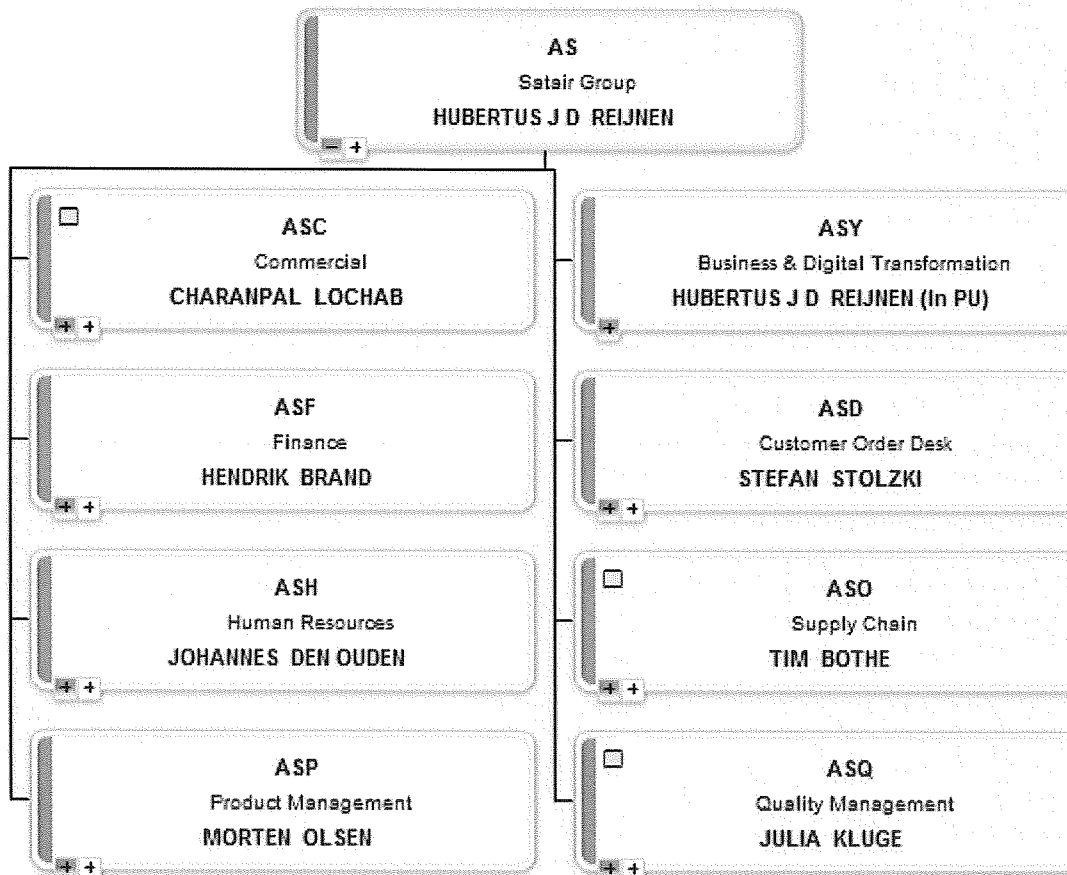
- The planning of the QMS is carried out in order to meet the requirements of ISO 9001 EN/AS9100 and EN/AS9120, applicable statutory and regulatory as well as the quality objectives, and
- The integrity of the QMS is maintained when changes to the QMS are planned and implemented.

5.5 Responsibility, authority and communication

5.5.1 Responsibility and authority

The Chief Executive Officer will ensure that responsibilities and authorities are defined and communicated within the organization. An organizational chart has been established to illustrate the group structure. As a permanent reminder, please note that Organization chart presented in this document are only valid as of the publication date (see cover). The actual Airbus reference for Organization charts is OrgChart Viewer software (select "Other Airbus"), accessible from the Airbus Intranet portal (HUB). Job descriptions are available in the Human Resource Management system. These documents are available through the Satair Lotus Notes database to help employees understand the responsibilities and authorities.

5.5.1.1 Satair Group Organization chart – Corporate Management



SATAIR Group S.A.S. is a wholly owned subsidiary of Airbus S.A.S. with formal governance bodies and regular management meetings between both to ensure business coordination. As a subsidiary, SATAIR Group S.A.S. will have close connection to the parent company Airbus S.A.S.

The SATAIR Group S.A.S. will be a major integrator in commercial aircraft parts management

The SATAIR Group S.A.S. organisation shall:

- Leverage our competencies globally
- Keep strategic flexibility for resource allocation
- Build an international company culture

The Corporate Management is responsible for managing the operations of the SATAIR Group's businesses. Each member would have one vote and have the right to disagree - however, the majority would decide and the disagreeing members shall abide by such decision and implement it. They must cascade these decisions down to the businesses and functions they lead.

5.5.1.2 Chief Executive Officer (CEO)

Role Purpose

SATAIR Group is headed by the Chief Executive Officer (CEO), who manages, leads and represents SATAIR Group by delegation from Airbus S.A.S., and in accordance with the rules established by the Shareholder committee. The CEO brings SATAIR Group matters before the Shareholder Committee.

The CEO chairs the SATAIR Group S.A.S. Corporate Management and is responsible, together with the other members of the Corporate Management, for the overall running of the Group's businesses.

Overall, the SATAIR Group CEO is accountable for:

- Formulation and implementation of the SATAIR strategy;
- Company policies, management and organizational structure;
- Financial performance and financial targets;
- POA rules implementation (on delegation from the Accountable Manger AIRBUS POA) accepted by Statement of Undertaking from the Accountable Manager
- Major HR matters such as policies, people review, succession planning and talent management

Main Accountabilities

The CEO has the overall responsibility for the SATAIR Group business. The CEO may delegate some of the duties to the various functional leaders as necessary, however, such delegation does not relieve the CEO of the overall responsibilities.

5.5.1.3 Chief Commercial Officer (CCO)

Role Purpose

The Chief Commercial Officer (CCO), holds the responsibility for the commercial strategy and development of the organization, ultimately leading the Global sales team, marketing, business partner development, IMS & Used Parts projects, Bid & Contract Management, Services, Training, Repairs and tools to drive business growth and market share by taking customer ownership and interface with the products and services being offered by Satair Group.

Main Accountabilities

- Leadership: Deliver strategic leadership to not only define the commercial path to grow and increase the profitability of the company, but to also establish an effective growth process and infrastructure. Develop collaborative working relationships within the organization in pursuit of Satair Group's overall business goals.
- Marketing: Lead development of Satair Group's marketing strategy with emphasis on achieving market penetration and sale growth with a particular emphasis on all products and services on cost-effective customer acquisition and market demand generation.
- Sales: Develop and implement Satair Group's sales strategy across key markets segments to ensure that Satair Group identifies and optimizes a clear path to aggressive growth. Assess, build and manage an array of necessary channels that are capable of delivering on Satair Group's growth objectives, including:
 - Support
 - Day to Day Sales
 - Enterprise sales
 - Distribution
 - Business Partner development
 - Programs
- Lead sales channels to meet and exceed revenue targets.
- Business Development: Develop a strategy and provide leadership for enterprise-wide business development opportunities. Originate and manage business development opportunities that are consistent with Satair Group's strategy for revenue growth.

The Chief Operating Officer (COO) may delegate some of the duties to his direct reports as necessary, however, such delegation does not relieve him of the overall responsibilities.

5.5.1.4 Chief Financial Officer (CFO)

Role Purpose

- Ensure SATAIR's financials are managed in the best short & long term interest of SATAIR.
- Ensure that the set of accounting procedures and guidelines are adhered to and that the financials are accurately recorded and reported.
- Ensure high quality operational and financial business performance management services to the SATAIR Group business units.
- Ensure that all SATAIR legal matters (Corporate and Commercial) are best managed and that the activities of the SATAIR Group comply with applicable laws at all times, including focus on anti-trust law and corporate law requirements.
- Ensure compliance with legal requirements and Airbus Group policies concerning health & safety.

Main Accountabilities

The SATAIR Group Finance mission is to ensure the financial sustainability and growth of SATAIR by delivering business value to our shareholders and internal customers.

Ensure that all financial objectives and statements are in line with group and international standards, legal obligations and tax law.

Representation of the company in all economic & legal matters towards shareholder, authorities, customers and suppliers.

- Ensure a strong performance management culture in SATAIR and a strong central performance management organization that drives performance in the business.
- Ensure compliance with SATAIR corporate set-up and Airbus S.A.S. Corporate Governance guidelines.
- Ensure the implementation and management of an effective Enterprise Risk Management system with respect to Internal Control (IC) and Risk Management (RM).
- Work with the CEO on the strategic vision and business development & growth including fostering and cultivating stakeholder relationships.
- Ensure competitiveness of all financial/commercial terms & conditions offered to customers and suppliers.
- Highest instance for escalation topics within the SATAIR Group Finance organization.
- Manage all aspects of customer credit topics within SATAIR Group Finance organization.
- Lead the Facility Management function including health & safety initiatives.

The Chief Financial Officer (CFO) may delegate some of the duties to his direct reports as necessary, however, such delegation does not relieve him of the overall responsibilities.

5.5.1.5 Head of Supply Chain

Role Purpose

- Manage the worldwide Supply Chain in order to achieve the company deliverables to customers while optimizing the global cost.

Main Accountabilities

- POA responsibility by delegation from the CEO, functionally reporting to the HO Customer
- Services.
- Delivering component and services on time to customers.
- Optimize the cost and the cost of ownership of components.
- Build strong relationships with relevant Airbus peers to ensure SATAIR Group's Supply
- Chain meets the needs of Airbus as a customer.
- Build strong relationships with relevant Airbus peers to ensure Airbus is meeting its

- commitments as a supplier to SATAIR Group.
- Head of Supply Chain also acts as managing director for the site of Fuhlsbüttel.

5.5.1.6 Head of Customer Order Desk

Role Purpose

- Manage, coach, motivate and develop the transnational team and ensure that the goals are achieved.
- Ensure transnational standards and goals are applied for customer service to fulfil customer expectations.
- Provide optimal customer satisfaction as defined in SATAIR Group's mission.
- Support profitable growth through development of the Supply Chain.
- Ensure time delivery of available products & services worldwide at the best cost for the company.

Main Accountabilities

- Develop COD strategies to support business objectives of the SATAIR Group.
- To manage the department's staffing needs in connection with staff holidays, flex time and working hours.
- Expand the perception of total service and pro-activeness of COD internal and external.
- Build and manage a high performing global COD team.
- Implement collaborative efforts between Supply Chain, Sales team & other relevant departments where necessary.
- Optimize SATAIR Group business procedures and COD process through SATAIR Group's IT systems.
- Ensure functional effectiveness in order to meet defined KPIs.
- Set clear objectives, targets and success criteria for own area in accordance with management and ensure compliance, this includes annual reviews and qualification assessment, skills development; on-board and train newcomers.
- Manage workforce resource utilization.
- For Airbus Channel: Set strategic direction in the use of, selection and management of service providers to support COD and interface operations. Lead COD high risk actions, sourcing and interact with Supply Chain activities, incl. 24/7 service.
Ensure implementation, update and adherence regarding Standard Operating Procedures.

The Head of Customer Order Desk may delegate some of the duties to his direct reports as necessary, however, such delegation does not relieve him of the overall responsibilities.

5.5.1.7 Head of HR

Role Purpose

HR is to further strengthen and foster a strong company culture whilst securing the Satair Group integration and one company feeling for all employees.

Main Accountabilities

- Complete the company integration in terms of organization, culture and people.
- Boost Engagement, transformation & change.
- Ensure appropriate people sizing, competencies and staffing.
- Enable managers to lead & coach.
- Ensure quality recruitment.
- Build robust Ethics & Compliance practices.
- Ensure availability of appropriate HR tools, policies & processes.
- Ensure HR Operations are lean and customer focused.
- Lead internal communication with the support of the Communications department.
- Ensure appropriate training & development solutions.

- Ensure a consistent and motivating Performance Management system.
- Delegated Managing Director of Satair Group S.A.S. and Chairman of SATAIR GmbH.

The Head of HR may delegate some of the duties to his direct reports as necessary, however, such delegation does not relieve him of the overall responsibilities.

5.5.1.8 Product Management

Role Purpose

- Lead and be accountable in meeting revenue, product profitability growth, and operational performance objectives for product and services.
- Position products and services through development and execution of the right marketing and communication mix.
- Build a trustful relationship with the supplier base as a basis for profitable growth and high customer satisfaction. Offer support and sell optimized product and service solutions.
- Defining market requirements and support the development of these requirements into product and service solutions.
- Ensure that services can be marketed in an efficient through long term relationships with suppliers by offering products and services with superior value propositions to aircraft operators & MROs covering all aircraft platforms.
- Where applicable define pricing strategies and manage the pricing cycle of a product.

Main Accountabilities

- Account Development/Supplier management.
- Analysis of sales performance, coordination, implementation and administration.
- Financial review and establishment of commercial conditions.
- Non-financial analysis and legal assessment.
- Profitability Monitoring.
- Sales Operations Management.
- Sales Strategy Development.
- Sales Support Coordination.
- Product Development and Product management.
- Pricing and enhancement of processes behind.
- Aircraft program/platform management.
- Drive assigned strategic projects.

The Head of Product Management may delegate some of the duties to his direct reports as necessary, however, such delegation does not relieve him of the overall responsibilities.

5.5.1.9 Head of Quality Management

Role Purpose

- Deploy the Airbus Quality POA standards, processes and procedures in all SATAIR Group organizations which perform activities covered by the Airbus S.A.S. POA.
- Develop and sustain the Airbus Quality Management System fulfilling International Standards for Safety and Aviation Authorities Requirements, and as well as meeting the expectations of our Customers in the quality of our deliverables.
- Head of quality Management works in partnership with the Heads of the Operational Business Units who are working in the POA environment and are accountable for Quality of the deliverables within their respective business.

Main Accountabilities

- Ensure that all organizations performing Airbus P.O.A. activities follow the applicable Airbus rules and procedures which are referred in the A30 POM and the Appendix A of this document. This includes annually internal audits in all Satair Group warehouse listed in AM2424.3.

The Head of Quality Management may delegate some of the duties to his direct reports as necessary, however, such delegation does not relieve him of the overall responsibilities

5.5.1.10 Business & Digital Transformation**Role Purpose**

- Ensure that SATAIR Group strategically develop in accordance with market needs.
- Ensure that SATAIR Group strategic initiatives are delivered according to plans (AOP).
- Ensure that strategic initiatives are executed efficiently.
- To be globally accountable for SATAIR Group information & communication systems and technologies are in line with the business needs. Ensure that the IT/IS solutions are constantly improved and that new and modern technologies/solutions are implemented globally whenever beneficial. Ensure right cost base of the IS/IT function.

Main Accountabilities

- Drive and manage the strategy process of SATAIR Group.
- Drive and manage the external market understanding incl M&A.
- Drive and manage strategic projects including: strategic operational optimization, and strategic commercial development and strategic development of new offerings.
- Manage the full program of projects and associated resources.
- Ensure right cost base of the IT function and manage IS/IT budget.
- Drives the IS/IT strategy and plans alignment to the business strategy, the enterprise architecture, IS/IT policies & procedures, innovation, and make-or-buy strategy.
- Ensure implementation, update and adherence regarding SOPs.
- Develop Corporate IS/IT policies.
- Coordinates interaction between business & IS/IT.
- Realizes sequences the delivery of business demand thru portfolio management, monitors IS/IT performance and communicates.
- Ensure the usage of new and improved techniques in technology to increase the productivity globally in SATAIR Group.
- Ensure adequate global front-end infrastructure services, e.g. PC admin and help desk.
- Ensure efficient and stable back-end infrastructure, e.g. data center, network.
- Ensure efficient maintenance of existing applications.
- Responsible for all IT supplier contract and supplier.
- Ensure alignment and coordination with the central ICT functions in Airbus.

5.5.2 Management representative

The ASQ / Head of Quality Management has been appointed by Top Management as the management representative and has the following responsibility and authority:

- Ensuring that processes needed for the quality management system are established, implemented and maintained.
- Reporting to Top Management on the performance of the quality management system and any need for improvement.
- Ensuring the promotion of awareness of customer requirements throughout the organization, and

- Having the organizational freedom and unrestricted access to Top Management to resolve quality management issues.
- Being a liaison with external parties on matters relating to the quality management system.

5.5.3 Internal communication

Processes are established for communication within the organization. Methods of communicating the effectiveness of the QMS include department and management meetings, management reviews, posting of minutes of management review meetings, Internal Audit Closing meetings, Satair News and other routine business communication. The management strongly believes in the open-door policy and fosters an environment to encourage employees to communicate with the management.

5.6 Management review

5.6.1 General

Top management reviews the performance of the QMS annually. The review assesses the continuing QMS suitability, adequacy and effectiveness, identifying opportunities for improvement and needed changes. The Management Representative maintains the minutes of each management review.

5.6.2 Review input

Assessment of the QMS is based on a review of information inputs to the management review. These inputs include the following:

- Results of audits
- Customer feedback
- Process performance and product conformity
- Status of preventive and corrective actions
- Follow-up actions from previous management reviews
- Changes that could affect the quality management system
- Recommendations for improvement

5.6.3 Review output

During these reviews, management will identify appropriate actions, if necessary, to be taken regarding the following issues:

- Improvement of the effectiveness of the quality management system and its processes
- Improvement of product related to customer requirements
- Resource needs

Any decisions made during the reviews and assigned actions are recorded in the minutes of management review.

6. Resource management

6.1 Provision of resources

Satair determines and provides the resources needed to implement and maintain the quality management system, continually improve its effectiveness, and to enhance customer satisfaction by meeting customer requirements.

6.2 Human Resources

6.2.1 General

To ensure the required competence level of Satair's staff, job descriptions have been prepared identifying the qualifications required for each position that affects product & service quality. Appropriate qualifications, along with the required training, provide the competence required for each position. Competence is also monitored by the supervisors through observation of each employee's performance level of the assigned tasks.

6.2.2 Competence, training and awareness

Qualifications are reviewed upon hire, when an employee changes positions or the requirements for a position change. The Human Resource department maintains records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence for the job. The results are then evaluated to determine if they were effective.

To ensure that an employee has the skills and competencies to match the standard required for the job, training and development is identified and provided. In support of this:

- The requirements of each job will be established.
 - Individuals will be assessed against the requirements and any training and development needs identified
 - Training programs will be established and maintained to satisfy training and/or development needs.
- Appropriate records of training will be maintained.

6.3 Infrastructure

Satair determines, provides and maintain the infrastructure needed to achieve conformity to product and service requirements. Infrastructure includes:

- Buildings, workspace and associated utilities
- Process equipment (both software and hardware), and
- Supporting services (such as transport, communication or information systems)

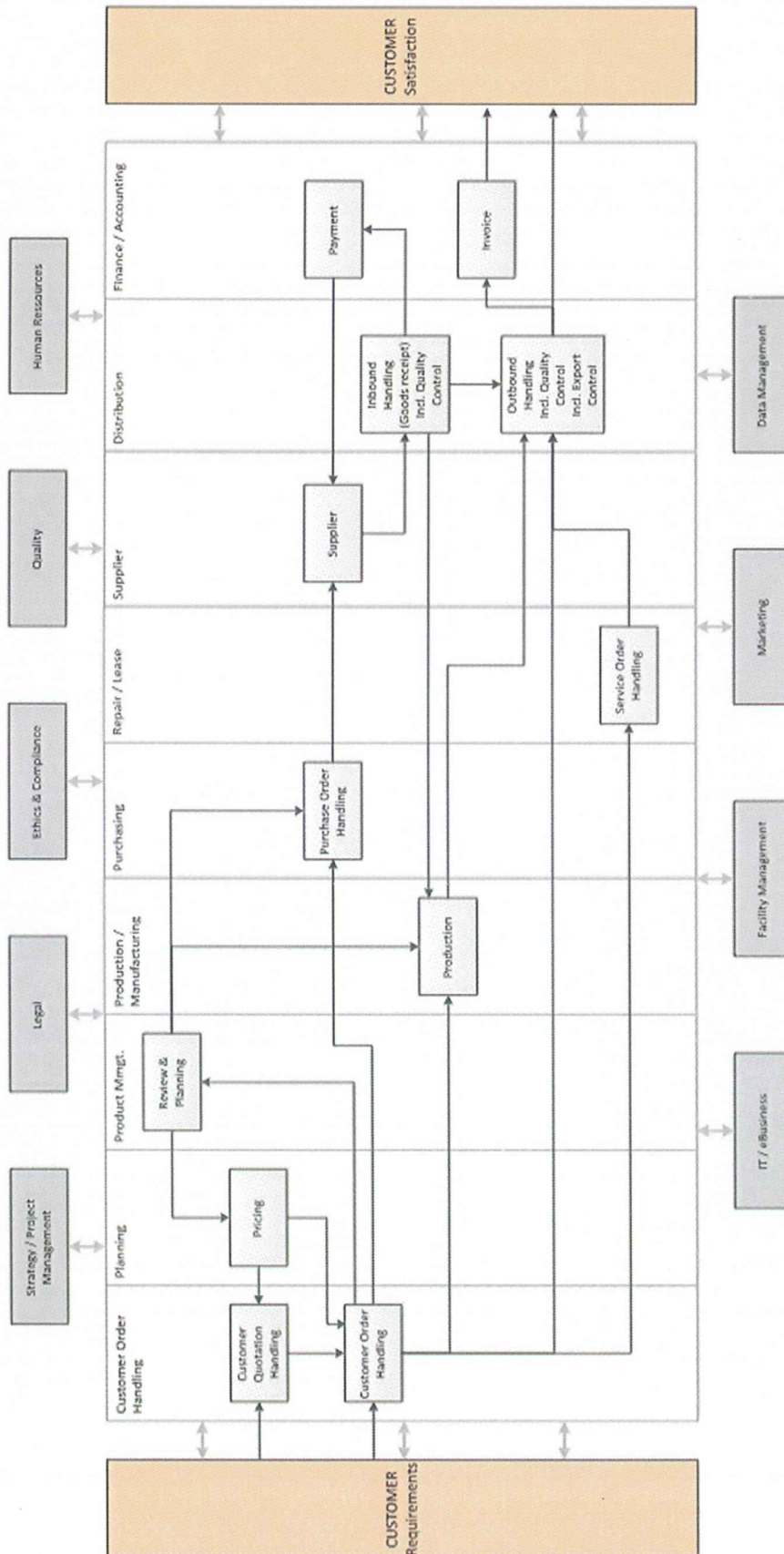
6.4 Work environment

Satair maintains and manages a work environment that is conducive to the achievement of conformity to product and service requirements. Work environment characteristics include cleanliness, noise, temperature, humidity and lighting of workspace. Human factors such as ergonomics, need for personal protective equipment, and etc will also be addressed.

7. Product realization

7.1 Planning of product realization

The product realization processes are shown below: refer to Chapter 10 for the related standard operating procedures.



7.1.1 Project Management

Quality planning is required before new products or processes are implemented. During this planning, management or assigned personnel identify:

- The quality objectives and requirements for the product,
- Processes, documentation and resources required
- Verification, validation, monitoring, inspection and test requirements, and
- Criteria for product acceptance
- Identification of records needed to provide evidence that all requirements have been met

The output of quality planning includes documented quality plans, processes, procedures and design outputs.

7.1.2 Risk Management

Satair maintains a process for managing risk throughout the organization. The risk management process, shall include, as appropriate,:

- responsibilities for risk management
- definition of risk criteria
- identification, assessment, and communication of risks
- identification, implementation, and management of actions to mitigate risks that exceed defined risk acceptance
- acceptance of remaining risks after implementation of mitigating actions

7.1.3 Configuration management

The part number ordered by the customer dictates the configuration, quality, regulatory and statutory requirements related to the product. The SAP system is pre-set with all applicable quality requirements linked to the product. This information is determined and set up by the Data Management team who establishes the required quality conditions when creating a new part number.

Satair Miami maintains the configuration of the manufactured products throughout the product life cycle in accordance with a documented procedure. Controlled and configurable items include documents, programs, processes and hardware associated with the products.

7.1.4 Control of work transfers

Satair does not transfer work to other facilities at this time. As such, the control of work transfers as specified in Section 7.1.2 is not applicable.

7.2 Customer-related processes

7.2.1 Determination of requirements related to the product

Satair determines customer requirements before acceptance of a contract and/or order. Customer requirements include those:

- Requested by the customer
- Required for delivery and post-delivery activities
- Statutory and regulatory requirements applicable to the product
- Any additional requirements considered necessary by Satair

7.2.2 Review of requirements related to the product

Satair reviews the requirements related to the product prior to committing to the supply of a product to the customer (e.g. submission of tender, quotation, acceptance of contract or order, amendments to requirements etc.). This takes the form of a contract review to ensure that:

- Product requirements are defined
- Contract or order requirements differing from those previously expressed are resolved
- Satair has the ability to meet the defined requirements
- Any risks associated with fulfillment of the requirements for the products are identified, understood and mitigated

- Records are maintained showing the results of the review and any actions arising from the review
- Where a customer does not provide a documented statement of requirement, the customer requirements are confirmed before acceptance
- When product requirements are changed, Satair communicates changes to relevant personnel and amends relevant documents

7.2.3 Customer communication

Satair determines and implements effective communication with our customers:

- Satair is not a design authority and as such does not offer technical product information directly, but support customers by determining required information from our supply base
- Enquiries, contracts and order handling including amendments are processed in accordance with standard operating procedures
- Formal feedback is given to all customers including customer complaints

7.3 Design and development

Satair does not undertake any design and/or development work. All manufacturing processes are performed under FAA Technical Standard Order Approval (TSOA) under licensing agreement with Product Manufacturer Approval (PMA) holder.

7.4 Purchasing

7.4.1 Purchasing process

Satair shall ensure that purchased product conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final product. *i.e.* type and extent of control that we need to apply to the supplier and purchased product is dependent on the requirement by Satair and/or customer.

Satair shall be responsible for the quality of all products purchased from suppliers, including customer-designated sources.

Satair shall evaluate and select suppliers based on their ability to supply product in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation shall be established. Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained.

To demonstrate adequate control of the suppliers, Satair shall:

- Maintain a register of approved suppliers that includes the scope of the approval
- Periodically review supplier performance; records of these reviews shall be used as a basis for establishing the level of controls to be implemented
- Define the necessary actions to take when dealing with suppliers that do not meet requirements
- Ensure where required that both the organization and all suppliers use customer approved special process sources, and prevent the purchase of counterfeit/suspect unapproved parts
- Ensure that the function having responsibility for approving supplier quality systems has the authority to disapprove the use of sources. The Head of Quality Management has this authority
- Determine and manage the risk when selecting and using suppliers.
- Implement controls to prevent the purchase of counterfeit and suspected unapproved parts

7.4.2 Purchasing information

Purchasing documents are prepared by the purchasing department. The buyer reviews and approves purchasing documents for accuracy and adequacy prior to release. The documents clearly and completely describe the product ordered. They include, where appropriate:

- Requirements for approval of product, procedures, processes and equipment
- Requirements for qualification of staff
- Quality management system requirements
- The name/product description or other positive identification, and applicable issues of specifications, drawings, process requirements, inspection instructions and other relevant technical data (e.g., revision level)
- Requirements relative to supplier notification to organization of nonconforming product

- Requirements for the supplier to notify the organization of changes in product definition
- Right of access by the organization, their customer, and regulatory authorities to all facilities involved in the order and to all applicable records, and
- Requirements for a certificate of conformity, test reports, and/or airworthiness approval from the approved manufacturer or approved repair station
- Maintenance of purchasing record.

7.4.3 Verification of purchased product

Satair has established and implemented the inspection and/or other activities necessary to ensure that the purchased product meets specified purchase requirements.

Verification activities include:

- Obtaining objective evidence of the quality of the product from suppliers (e.g., accompanying documentation, certificate of conformity, test reports, airworthiness approval, delivery note, etc)
- Review of the required documentation, and
- Inspection of products upon receipt.

The purchased product shall not be used or processed until it has been verified as conforming to specified requirements unless it is authorized by the Director – Quality.

Where Satair or its customer intends to perform verification at the supplier's premises, the organization shall state the intended verification arrangements and method of product release in the purchasing information.

Where specified in the contract, the customer or the customer's representative shall be afforded the right to verify at the supplier's premises and/or Satair's premises that purchased product conform to specified requirements.

Verification by the customer shall not be used by Satair as evidence of effective control of quality by the supplier and shall not absolve the organization of the responsibility to provide acceptable product, nor shall it preclude subsequent rejection by the customer.

Satair's primary method for verification of purchased product is via receiving inspection, as outlined in the standard operating procedure. The company does not routinely verify products at the supplier's facility, unless this requirement forms a part of the customer purchase order or contract.

7.5 Production and service provision

7.5.1 Control of production and service provision

Satair plan and carry out production and service provision under controlled conditions. Controlled conditions shall include, as applicable::

- The availability of information that describes the characteristics of the product
- The availability of work instructions, as necessary
- The use of suitable equipment
- The availability and use of monitoring and measuring devices
- The implementation of monitoring and measurement
- The implementation of product release, delivery and post-delivery activities
- Accountability of all product during production (e.g. parts quantities, split orders, nonconforming product)
- Evidence that all production and inspection/verification operations have been completed as planned, or as otherwise documented and authorized
- Provision for the prevention, detection and removal of foreign objects
- Monitoring and control of utilities and supplies (e.g. water, compressed air, electricity, chemical products) to the extent they are affect conformity to product requirements, and
- Criteria for workmanship, specified in the clearest practical way (e.g. written standards, representative samples, illustrations).

In manufacturing, planning shall consider, as appropriate

- Establishing, implementing and maintaining appropriate processes to manage critical items, including process controls where key characteristics have been identified
- Designing, manufacturing and using tooling to measure variable data
- Identifying in-process inspection/verification points when adequate verification of conformance cannot be performed at later stages of realization, and
- Special processes (see 7.5.2)

7.5.1.1 Production Process Verification

Satair ensures that adequate production documentation is created, controlled and is made available at point of use to ensure that manufacturing of products takes place in accordance with approved data and documents. The production documentation includes relevant data which includes:

- Work Order (Traveler), drawings, specifications, Work Instructions, illustrations, Software Programs and standards
- List of tools to be used for each operation (Tools used are listed either in the Work order or in the instructions). Storage and preservation requirements for the tools are established.
- First article Inspection: A First Article Inspection shall be conducted on the representative item from the first production of every new part or following any subsequent significant change in the product or process. Format for the FAI shall follow AS9102 guidance document.

7.5.1.2 Production Process Changes

Satair ensures that all production process changes are authorized and controlled. Only the Quality Manager and/or the Production Manager are authorized to make any changes to the established processes. Such changes shall be reviewed and approved by the customers and/or regulatory authorities when required by contracts or regulations. All changes to the processes, equipment, software programs and tools shall be documented, and verified to ensure that anticipated results are achieved without adversely affecting the products.

7.5.1.3 Control of Production Equipment

Satair has established procedures to ensure that production equipment, tools and software programs used to automate and control/monitor product realization processes, shall be validated prior to release for production and shall be maintained. Storage requirements, including periodic preservation/condition checks, shall be defined for production equipment or tooling in storage.

7.5.1.4 Post-Delivery Support

Satair has established procedures to ensure post-delivery support shall provide as applicable for:

- Collection and analysis of in-service data
- Actions to be taken, including investigation and reporting, when problems are detected after delivery
- Control and updating of technical documentation approval, control and use of repair schemes, and
- Controls required for off-site work, if necessary (e.g. organisation's work undertaken at the customer's facilities)

7.5.2 Validation of processes for production and service provision

In distribution, Satair does not employ any special processes, as such, validation of such processes as specified in Section 7.5.2 is not applicable.

In manufacturing, Satair has validated processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement and, as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered. The validation demonstrates the ability of these processes to achieve planned results.

Satair has established arrangements for these processes including, as applicable,

- Defined criteria for review and approval of the processes
- Approval of equipment and qualification of personnel
- Use of specific methods and procedures
- Requirements for records, and
- Revalidation

7.5.3 Identification and traceability

According to the level of traceability required by contract, regulatory, and/or other established requirement, the organization's system provides for:

- Maintaining the manufacturer's identification and batch/lot traceability.
- All the products manufactured from the same manufacturing batch can be identified and traced, including to the ultimate destination (delivery, scrap)
- Maintaining the identification of the configuration of the product in order to identify any differences between the actual configuration and the agreed configuration

Products are identified by a part number or description correlated to corresponding drawings, specifications and/or other technical documents. The individual product is identified by a batch number upon receipt. This batch number is unique to the product and is fully traceable throughout the supply chain.

In manufacturing, traceability from the raw material to the finished and delivered products as well as the traceability from the finished and delivered products to the raw material is provided through the configuration management process.

During the production, Satair maintains a sequential and retrievable record of its production activities through the Work Orders.

7.5.4 Customer property

The organization shall exercise care with customer property while it is under the organization's control or being used by the organization. The organization shall identify, verify, protect and safeguard customer property provided for use or incorporate into the product.

For consignment stock is booked in against trace identification supplied by the customer and is identified with a batch number that is fully traceable to the customer who owns the stock via a unique (CSXXX) customer stock cage code that identifies the customer who owns the stock. The customer is informed should their stock become lost, damaged or unsuitable for use.

7.5.5 Preservation of product

Satair preserves the conformity of product during internal processing and delivery to the intended destination so as to maintain conformity to requirements. This preservation includes identification, handling, packaging, storage and protection. Satair identifies all products with special storage or packing requirements and store them under manufacturer's recommendation.

The warehouse temperature and humidity is controlled to ensure that the storage facility is well-ventilated and maintained at an even temperature so as to minimize the effects of condensation that may deteriorate the products stored in the warehouse. The warehouse temperature and humidity readings are monitored regularly to ensure that they are within acceptable limit.

The product is stored under optimum conditions and is sold on a FIFO basis. Products that are not governed by shelf life are not subject to deterioration, so Satair does not implement maximum storage periods from date of manufacture. The product is subject to controlled visual inspection prior to dispatch.

7.6 Control of monitoring and measuring equipment

Satair utilizes a range of monitoring and measuring equipment for verification of product conformance. To ensure valid results:

- Inspection, measuring and test equipment shall be controlled, calibrated and maintained. Controls shall apply regardless of the ownership of the equipment concerned.
- The accuracy and use of such equipment shall be appropriate for the measurements to be made.
- Such equipment shall be calibrated and maintained as prescribed intervals consistent with its usage. Equipment shall be identified to indicate the calibration status and safeguarded from adjustment which would invalidate the calibration.
- Standards of measurement shall be traceable to nation or international standards. Where no such standards exist, the method for calibration shall be based on the manufacturer's recommendation.
- Appropriate corrective action shall be taken when equipment is found to be out of calibration.
- Suitable environmental conditions shall be maintained for the use of such equipment. Adequate precautions shall be taken to avoid damage or deterioration during storage or handling.
- Calibration records for inspection, measuring and test equipment shall be maintained.

8. Measurement, analysis and improvement

8.1 General

Satair has developed and implemented a system of monitoring and measurement to:

- a. Provide confidence that the product conforms to requirements
- b. Assist in the improvement of the effectiveness of the quality management system

There are basically four vital measurements where the system is targeted:

- External audits
- Internal audits
- Customer satisfaction
- Process performance

Methods of measurement are identified and data collected by the assigned personnel for analysis and subsequent improvement action as required.

Satair does not perform any statistical techniques. If statistical analysis is required by the product specification or customer, adherence to this requirement becomes the responsibility of the product manufacturer.

8.2 Monitoring and measurement

8.2.1 Customer satisfaction

As one of the measurements of the performance of the quality management system, the organization will monitor information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information shall be determined by Top Management.

Data used to determine customer satisfaction include results of customer surveys, customer visit reports, internal performance measurements, and customer complaints. All information obtained is used to identify opportunities for improvement. Any actions taken as a result may take the form of corrective actions or process improvement plans.

8.2.2 Internal audit

The organization shall conduct internal audits at planned intervals to determine whether the quality management system:

- conforms to the planned arrangements, to the requirements of the QMS standard and
- is effectively implemented and maintained

An audit program shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods shall be defined. Selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

The management responsible for the area being audited is responsible for ensuring that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results.

Detailed tools, process flow-charts and/or checklists are used during the internal audits. Internal audit results are analyzed to assess the effectiveness of the internal audit process and the tools. The Key Performance Indicators (KPI) are the number of audit findings, trends of the findings in specific areas of the QMS (indicator of weakness) and any improvements achieved through the internal audit process.

Internal audits shall also meet contract and/or regulatory requirements. Comprehensive, planned and documented quality audits are carried out at least once a year. Audits are scheduled on the basis of the status and importance of the activity. Identified non-conforming conditions are brought to the attention of those responsible for the condition and, if appropriate, a corrective action is requested.

8.2.3 Monitoring and measurement of processes

The organization shall apply suitable methods for monitoring and, where applicable, measurement of the QMS processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate, to ensure conformity of the product. In the event of process non-conformity, the organization shall:

- Take appropriate action to correct the non-conforming process
- Evaluate whether the process non-conformity has resulted in product non-conformity, and
- Identify and control the non-conforming product in accordance with section 8.3.

8.2.4 Monitoring and measurement of product

Satair monitors and measures the characteristics of the product to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with planned arrangements. Evidence of conformity with the acceptance criteria is maintained.

Satair has established procedures to ensure measurement requirements for product acceptance shall be documented and shall include:

- criteria for acceptance and/or rejection
- where in the sequence measurement and testing operations are to be performed
- required records of the measurement results (at a minimum, indication of acceptance or rejection),
- any specific measurement instruments required and any specific instructions associated with their use.

When critical items, including key characteristics, have been identified Satair shall ensure they are controlled and monitored in accordance with the established processes.

Where the product is released for production use pending completion of all required measurement and monitoring activities, it shall be identified and recorded to allow recall and replacement if it is subsequently found that the product does not meet requirements.

Records shall indicate the person(s) authorizing release of product for delivery to the customer.

Where required to demonstrate product qualification, the organisation shall ensure that records provide evidence that the product meets the defined requirements.

The release of product and delivery of service to the customer shall not proceed until the planned arrangements (see 7.1) have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

Satair shall ensure that all documents required to accompany the product are present at delivery.

8.2.5 Evidence of conformance

Certificate of conformity: When required, the organization shall provide the customer with evidence of the product's conformity to its technical specifications. This may include the manufacturer's conformance documents, the airworthiness certificate, test analysis, and/or test reports.

When splitting a product, a 'Certified True Copy' of original documents shall be provided to the customer. This is accomplished via suitable means such as an ink stamp with authorized signature.

Where there is a formal agreement with the customer, the organization may deliver a certificate of conformity created by the organization that references the original manufacturer's conformance documents that are retained and traceable by the organization.

8.3 Control of non-conforming products

The responsibilities for review and disposition of non-conforming product are defined herein.

Unless accompanied by a document issued by the cognizant civil aviation authority (E.g. EASA Form1, FAA Form 8130-3) that certifies that the part conforms to the applicable regulatory requirements, the part was manufactured to an industry or aerospace OEM standard which may have dual use. Satair is not offering these parts for installation to a type certificated product unless the installer has the type certificate approval, or other regulatory approval, to authorize the part and or next higher assembly airworthiness.

It is the installer's responsibility to ensure airworthiness. Aircraft parts distributor, aircraft supply companies, or aircraft electronic parts distributors, unless they are a PAH or hold Delegation Approval by a PAH, cannot certify the airworthiness of the parts they advertise and/or sell; therefore, it is the installer's responsibility to request documentation establishing traceability to a Production Approval Holder (PAH). (Ref. : FAA AC20-62E)

8.3.1 Identification and documentation

The term "non-conforming product" includes non-conforming product received from a supplier, returned from a customer and suspected unapproved parts. Documentation of product non-conformity is made in the claim database. Non-conforming products will be identified as rejected and segregated from conforming product

8.3.2 Non-conformity review and disposition

The Procurement Manager, Buyer, and/or Quality Management, with assistance from other departments as required or Top Management, where appropriate, will make all decisions regarding disposition. The organization shall deal with non-conforming product by one or more of the following ways:

- By taking action to eliminate the detected non-conformity.
- By authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer
- By taking action to preclude its original intended use or application.
- By taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product is detected after delivery or use has started
- By taking actions necessary to contain the effect of the nonconformity on other processes or products.

Dispositions of non-conforming products that cannot be made acceptable shall be limited to:

- Scrap (product dispositioned for scrap shall be conspicuously and permanently marked, or positively controlled, until physically rendered unusable)
- Rejection for return to supplier
- Rejection for revalidation by the manufacturer (includes rework/repair)
- Submittal to design authority and/or customer for "USE AS IS" disposition.

The organization shall ensure, with the manufacturer/supplier where necessary, that similar supplies are not similarly affected and shall inform the customer of any non-conformities affecting product already delivered. When required, the customer is contacted for acceptance by concession or rework/repair of a non-conforming product.

In addition to any contract or regulatory authority reporting requirements, the organization's system shall provide for timely reporting of delivered non-conforming product that may affect reliability or safety. Notification shall include a clear description of the non-conformity, which includes, as necessary, parts affected, part numbers, quantity, and date(s) delivered (parties requiring notification of non-conforming product may include suppliers, internal organizations, customers, distributors, and regulatory authorities.).

Records of the nature of non-conformities and any subsequent actions taken, including concessions obtained, shall be maintained.

8.4 Analysis of data

Satair collects and analysis appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continuous improvement of the quality management system can be made. Appropriate data includes data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data provides information relating to:

- Customer satisfaction
- Conformance to product requirements
- Characteristics and trends of processes and products including opportunities for preventive action
- Suppliers

8.5 Improvement

8.5.1 Continuous improvement

The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review. Improvement actions are identified by Top Management and managed by a project manager.

Management also solicits process improvement suggestions from employees. Any employee can submit suggestion for improvement via the action report database in Lotus Note where each and every suggestion will be reviewed by the management. Accepted suggestions shall be approved for implementation where management shall assign responsibilities and timelines for improvement implementation.

8.5.2 Corrective action

Satair instigates full corrective action to identify and eliminate cause of non-conformities to prevent recurrence; action taken is appropriate to the non-conformity encountered and includes:

- Reviewing non-conformities (including customer complaints)
- Determining the causes of non-conformities
- Evaluating the need for action to ensure that non-conformities do not recur
- Determining and implementing action needed
- Records of the results of action taken
- Reviewing corrective action taken
- Flow down of the corrective action requirement to a supplier and/or the manufacturer, when it is determined that the supplier and/or the manufacturer is responsible for the root cause, and
- Specific actions where timely and/or effective corrective actions are not achieved

Anyone in Satair may propose initiation of corrective action, but only the Quality Management may request a corrective action.

Corrective actions are initiated as a result of, but not limited to:

- Identification of product non-conformity
- Non-compliances during audits
- Customer complaints
- Non-conforming deliveries from suppliers

Each corrective action is followed up by the Quality Management to determine if the corrective action has been implemented and if it is effective.

8.5.3 Preventive action

The organization shall determine action to eliminate the causes of potential non-conformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems.

Information such as internal observations, internal and external audit results, quality records, customer satisfaction questionnaires and customer complaints will be used to detect, analyze and eliminate potential causes of nonconformities.

Changes made as a result of preventive action will be reviewed to determine their effectiveness.

Preventive action taken is appropriate to the nature and effects of the potential problem and includes:

- Determining potential nonconformities and their causes
- Evaluating the need for action to prevent occurrence of nonconformities
- Determining and implementing action needed
- Records of results of action taken
- Reviewing preventive action taken, and
- The withdrawal of product(s) from stock that are suspected of a noncompliance (or returned by a customer), including notification of all customers of the action(s) taken who have purchased the product from the same lot or batch.

9. Standard Operating Procedure index

Satair Operation

No.	Procedure Title	Document No.
1	Quality	
	Control of Documents	QA-QMS-01
	Record Retention	QA-QMS-02
	Approval of New Supplier	QA-QMS-03
	Maintenance of Approved Supplier	QA-QMS-04
	Warehouse Temperature & Humidity Check	QA-QMS-05
	Shelf Life	QA-QMS-06
	Calibration of Tools & Equipment	QA-QMS-07
	Customer Complaint	QA-QMS-08
	Control of Non-Conforming Product	QA-QMS-09
	Product Recall	QA-QMS-10
	Internal Audit	QA-QMS-11
	Continual Improvement	QA-QMS-12
	Stamp and Electronic Signature Control	QA-QMS-13
2	Customer Order Desk	
	Quotation (STD/AOG)	CS-QMS-01
	Quotation Follow-up	CS-QMS-02
	Sales Order – Standard & AOG	CS-QMS-03
	Spec 2000	CS-QMS-04
	Customer Backorder	CS-QMS-05
	AR Invoice discrepancy handling	CS-QMS-06
	Customer returns	CS-QMS-07
	Whylate database	CS-QMS-08
	Customer Creation & Set up	CS-QMS-10

3	Procurement	
	Master Data	SCMP-QMS-01
	Purchase Order- Follow-Up	SCMP-QMS-02
	Purchase Order - Create	SCMP-QMS-03
	Planning (APO)	SCMP-QMS-05
	Planning (R3)	SCMP-QMS-06
	Contract Planning	SCMP-QMS-07
	Internal Contract Follow-Up	SCMP-QMS-08
	Warranty Process	SCMP-QMS-09
	Delivery Performance	SCMP-QMS-10
	China Consignment Replenishment	SCMP-QMS-11
	Boeing IMM Consignment Process	SCMP-QMS-12
4	Warehouse	
	Goods Inbound	WHS-QMS-01
	Goods Outbound	WHS-QMS-02
	Kit Production	WHS-QMS-03
	Inventory Control	WHS-QMS-04
5	Shipping	
	Shipping	SHP-QMS-01
6	Contract & Sale Support	
	Sales Framework	CSS-QMS-00
	Contract Review	CSS-QMS-02
	Contract Proposal Follow up	CSS-QMS-03
	Contract Implementation	CSS-QMS-04
	Contract Maintenance	CSS-QMS-06
	Price Agreements	CSS-QMS-07
	Customer Price List Production	CSS-QMS-09
	Daily Reports	CSS-QMS-10
7	Data Management	
	Cage Code creation and update	DATA-QMS-01
	Create SKU by using Lotus Notes Database	DATA-QMS-02
	Extend a SKU	DATA-QMS-03
	Create SKU by using template (multiply)	DATA-QMS-04
	Create Document Info Records (DIR)	DATA-QMS-05
	Certificate Maintenance	DATA-QMS-07
	Vendor Master Creation	DATA-QMS-08
	Mark Vendor for Deletion – MK06	DATA-QMS-09
	Part Block-Status 70-MM02	DATA-QMS-12

8	Product Management	
	Sales price load	PM-QMS-01
	Load of Slow Mover Pricing	PM-QMS-04
	Exceptional Stock Investments	PM-QMS-05
	Bid & Proposal Preparation	PM-QMS-07
	Review of Contracts with Suppliers	PM-QMS-08
9	Business Development	
	Nil	
10	Manufacturing	
	Infrastructure	MFG-QMS-01
	Planning of Product Realization Processes	MFG-QMS-02
	Risk Management	MFG-QMS-03
	Configuration Management	MFG-QMS-04
	Control of Production and Service Provision	MFG-QMS-05
	Identification and Traceability	MFG-QMS-06
	Customer Property	MFG-QMS-07
	Monitoring and Measuring of Product and Realization Processes	MFG-QMS-08
	Corrective and Preventive Action	MFG-QMS-09
	Manufacturing of Hose Assembly	MFG-QMS-10
	Sample Test Program	MFG-QMS-11
	Control of Nonconforming Products	MFG-QMS-12
11	Repair & Overhaul (SIN)	
	Component Repair Module Handling	RO-QMS-01
	No Fault Found	RO-QMS-02
13	Government Sales	
	Letter of Credit - Pakisten	GS-QMS-01
14	Human Resource	
	Nil	
15	Marketing	
	Sales & Product-related Marketing Procedure	ASMM-QMS-01
16	Export Management	
	Export Control ATL	EXP-QMS-01

Airbus Operation

No.	Procedure Title	Document No.
	Satair Group S.A.S Organisation	A10-AS
	Quality Manual Ashburn	QMM
1	Quality	
	Document Control	P46SQM01
	Control of Record	P46SQM02
	Quality Planning	P51SQM01
	CAPA Log	P51SQM02
	Risk Management	P71SQM01
	Configuration Management	P73SQM01
	Internal Audit	P81SQM01
	Control non-conforming product	P81SQM02
2	Customer Order Desk	
	Customer Order Desk procedure	P75ASO01
	CSIP Procedure	P82ASO10
3	Warehouse	
	Shipping and receiving	P73SMM01
	Danger Goods	P61SMW01
4	Planning	
	Exec Dashboard Procedures	P51SMP01
	America Supplier Rating	P71SMP01
	ASPI Procedure	P75SMP10
	Supplier Support Operation	P75SMP40
	CSIP Procedure	P75SMP01
	Regional Improvement Planning	P81SMP01
5	Management	
	AMSL Training Program	P66SM01
	Security	P66SM02
	Safety Management System	P66SM03
	Phone Threat	P66SM05
	Environmental Management	P99SM01
	Environmental Operation	P99SM01
	Emergency Response-Plan	P99SM02