

QUALITY MANAGEMENT MANUAL

Aubert & Duval

Index 7

0. LIST OF REVISIONS

Date	Index	Object
30/05/2023	0	Création
18/12/2023	1	Update quality organization + identity card steering authorities + ISO 19443 (§ 8.3 not applicable)
19/02/2024	2	Updating of process identity cards: P2, P3, P4, P5, P8 (changes are highlighted in yellow)
24/06/2024	3	Update scoops + added ISO19443 certificate
30/07/2024	4	Creation of two new Processes in the quality management system: P9 and P10
15/11/2024	5	Integration of the AD Spain site at Oiartzun Change of P6 process leader
08/01/2025	6	Change of CEO Merger/integration of UKAD into AUBERT&DUVAL's Les Ancizes site Change of ownership (Interforge - 100% AD) Change of leader for the P1 process Page 5, 10 et 11
28/10/2025	7	Présentation of Aubert & Duval §2 Ethics and Compliance Scope QHSE Politycy signed by E. GALAN Organization : New EVP Finance and Administration ; Business Performance Manager Process identity card

SIGNATURES

Written by / Rédacteur(s) B. DELSUPEXHE	Verified by / Vérificateur(s) T. ROUAULT	Approved by / Approbateur(s) E. GALAN
Signature:	Signature:	Signature:

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1. PRESENTATION OF AUBERT & DUVAL

Aubert & Duval is one of the world's leaders in developing and processing complex metal materials. Requiring high levels of security and subject to the strictest quality standards, these materials are used in the production of metallurgical solutions for a wide range of applications such as aeronautics, energy, defence, healthcare, and speciality markets.

Aubert & Duval at a glance: locations and key figures

4 100
Employees

844 M€
Revenue in 2024

Markets:

- Aeronautics & space: ~67 %
- Energy: ~14%
- Defense: ~13%
- Medical: ~1%
- Specialties: 3%

Multi materials expertise

- Special steels, superalloys, titanium, aluminum

Industrial sites

- 1 Les Ancizes / EcoTitanium
 - 2 Imphy
 - 3 Heyrieux
 - 4 Firminy
 - 5 Issoire & Interforge
 - 6 Pamiers
- A&D Spain
- SQuAD (JV with Aequis)

ADEI (Aubert & Duval Engineering India) : engineering services

- Issy-les-Moulineaux: headquarters
- Clermont-Ferrand: shared services



Main markets

	AERONAUTICS & SPACE	ENERGY	DEFENSE	MEDICAL	SPECIALTIES
Description	Structural parts, engine parts, landing gear parts, etc. Bulkheads, tank domes etc.	Nuclear for civil activity, SMR & Land turbines	Nuclear submarines, artillery, missiles	Implants & Ancillaries	Motorsport, Tooling, other applications
Some of the company's products	Frames, spars, sliding tubes, fittings, nacelle beams, rotor masts, low pressure turbine discs, turbine shafts etc.	Valve bodies, pump shafts, discs, etc.	Large, medium and small caliber tubes, missile bars, nuclear reactor parts, etc.	Cobalt-based alloys & special steels for implants (prostheses, stents) Special steels for instruments	Bars for gearbox or engine parts Forged blocks
Some of the company's customers					
Drivers	Commercial aviation and space exploration	Construction / extension of the operating life of existing power plants and decommissioning of facilities (incl. transportation, landfill) electricity consumption	Military programs	Medical market	Niche markets (e.g. motorsports, sports, off-road applications,...)
2024 A&D revenue	67 %	14 %	13 %	1 %	3 %

Aubert & Duval website : [Aubert & Duval](https://www.aubert-duval.com)

2. ETHICS AND COMPLIANCE

Aubert & Duval is recognised for the high quality of its products, its technical expertise, and the people who support it in serving particularly critical sectors. Your commitment ensures the security of our products and activities on a daily basis. It is an essential part of our identity to act with integrity, in full compliance with the regulatory and legal environment. Like our partners, I rely on you to rigorously adhere to the Aubert & Duval Ethics and Compliance programme. It is there to provide value, commitment, and performance.”

Etienne GALAN
CEO of Aubert & Duval
[Lien : programme Ethique et Compliance](#)

A professional whistle-blowing system is accessible to all employees and external stakeholders, including providers. It allows for the reporting of ethical issues such as:

- Breaches of integrity (corruption, influence peddling, conflicts of interest),
- Serious violations of human rights and fundamental freedoms,
- Property offences (theft, embezzlement),
- Discrimination, unfair treatment and moral or sexual harassment, sexist behaviour,
- CFSI - Counterfeiting, fraud, falsification and suspicious products,
- Anti-competitive practices,
- Violation of procedures (health, hygiene, occupational safety and environmental protection),
- Crimes or offences, serious and obvious violations of the law or regulations,
- Practices that impact aviation safety and nuclear safety.

This service is outsourced to ensure transparency, confidentiality and protection for whistleblowers.

If you witness or are a victim of a breach of our Ethics Charter or any other deviant or inappropriate behaviour, please access the whistleblowing platform: [Aubert & Duval whistleblowing system](#).

3. SCOPE

Below are the general areas of application of the Quality Management Manual.

ISO 9001 / EN 9100 / AQAP 2110 D:

DESIGN AND DEVELOPMENT OF MATERIALS GRADES, ENGINEERING, MELTING, ALLOYS REMELTING, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, STAMPINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN TITANIUM AND ALUMINIUM ALLOYS.

MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY. MANUFACTURE OF TITANIUM ALLOYS INGOT.

EN 9120 – HEYRIEUX:

DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

ISO 19443:

INDUSTRIALIZATION, MELTING, REMELTING, FORGING, HOT ROLLING, COLD ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING, PLATES, BARS) IN NON-ALLOY/LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOYS. BENDING, WELDING, CERTIFICATION AND SALE OF COMPONENTS.

This Quality Management Manual defines all the measures implemented by AUBERT&DUVAL to meet the requirements of the quality standards for the sites and scope specified in the following table:

Site + address <u>AUBERT & DUVAL</u>	Standards						Scope
	ISO 9001: 2015	EN 9100:2018 AS 9100:D JISQ 9100:2016	EN 9120: 2018 AS 9120:B SJAC 9120-A	AQAP 2110 D	ISO 19443		
AUBERT&DUVAL Central fonction Issy-les-Moulineaux 12, rue D'Oradour sur Glane 92130 Issy-les-Moulineaux France	x	x	x	x			CENTRAL FUNCTIONS. EXECUTIVE MANAGEMENT, ADMINISTRATIVE AND FINANCIAL, COMMERCIAL, FUTURE BUSINESSES, STRATEGY AND MARKETING. HUMAN RESSOURCES. COMMUNICATION. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x		CENTRAL FUNCTIONS. EXECUTIVE MANAGEMENT, ADMINISTRATIVE AND FINANCIAL, COMMERCIAL, STRATEGY AND MARKETING. HUMAN RESSOURCES, COMMUNICATION.
AUBERT&DUVAL Aubière 9 et 14 allée Alan Turing 63170 Aubière France	x	x	x	x			SUPPORT FUNCTIONS. TECHNICAL, OPERATION, QUALITY AND PROGRES, HUMAN RESSOURCES, PURCHASING, INFORMATION SYSTEMS. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x		SUPPORT FUNCTIONS, OPERATIONAL AND TECHNICAL MANAGEMENT, QUALITY AND PROGRESS, HUMAN RESSOURCES, PURCHASING, INFORMATION SYSTEMS, INDUSTRIALIZATION.

Site + address AUBERT & DUVAL	Standards						Scope
	ISO 9001: 2015	EN 9100:2018 AS 9100:D JISQ 9100:2016	EN 9120: 2018 AS 9120:B SJAC 9120-A	AGAP 2110 D	ISO 19443		
AUBERT&DUVAL Les Ancizes 1 rue des Villas BP 1 63770 Les Ancizes France ATELIER FORGE TITANE Lieudit La Croix De Biolet, RD 62, 63780 Saint Georges De Mons, France	x	x		x			INDUSTRIALIZATION, MELTING, ALLOYS REMELTING, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, TITANIUM ALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
AUBERT&DUVAL Les Ancizes 1 rue des Villas BP 1 63770 Les Ancizes France				x			INDUSTRIALIZATION, MELTING, REMELTING, FORGING, HOT ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING, BARS) IN NON-ALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOYS.
AUBERT&DUVAL Firminy Rue de la Tour de Varan 42700 Firminy France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS IN ALLOYED AND STAINLESS STEELS.
					x		INDUSTRIALIZATION, FORGING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING) IN NONALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL.
AUBERT&DUVAL Heyrieux ZI rue des Balmes 38540 Heyrieux France	x		x				DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.
AUBERT&DUVAL Issoire ZI du Piat 63502 Issoire - France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN ALUMINIUM ALLOYS.
AUBERT&DUVAL Pamiers 75 boulevard de la Libération 09100 Pamiers France LABORATORY Plateforme technologique Delta sud – mod, 103 impasse Roland Garros , Verniolle, 09340, France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGINGS, STAMPINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, TITANIUM AND ALUMINIUM ALLOYS.
	x	x					ALLOYS REMELTING, MANUFACTURING, INSPECTION, TESTING OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGING IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY.
AUBERT&DUVAL Imphy Avenue Jean Jaurès 58160 Imphy France					x		INDUSTRIALIZATION, REMELTING, COLD ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, CERTIFICATION OF MATERIALS (FORGING, BARS) IN NON-ALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOY. BENDING, WELDING, OTHER INSPECTIONS, CERTIFICATION OF COMPONENTS.
	x	x		x			MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, IN TITANIUM AND ALUMINIUM ALLOYS.
ECOTITANIUM La Croix de Biolet RD 62 63780 ST GEORGES DE MONS France	x	x					MANUFACTURE OF TITANIUM ALLOYS INGOT.
AUBERT&DUVAL Oiartzun POLIGONO INDUSTRIAL LANBARREN, ARANABURU KALEA 4D, BAJO 20180 OIARTZUN (GIPUZKOA) - SPAIN	x	x					PRODUCTION AND SALES OF HIGH VALUE-ADDED METALLIC ALLOYS IN FORM OF LOOSE POWDER.

Information on the legal status of these entities is available on :

<https://www.infogreffe.fr/>

Depending on the site, additional provisions (specific procedures and/or Quality Assurance Plans) are intended to take into account specific requirements, such as:

- Nuclear Industry standards: GSR Part 2 (IAEA), 10CFR550 appendix B, 10CFR21, RCC-M, NCA 3300 (ASME), NSQ-100, ISO 19443 (§ 8.3 not applicable) ...,
- The NF IN ISO/CEI 17025 for our COFRAC-accredited laboratories,
- The AS13100 aerospace standard for Aero Engine Design and Production Organizations,
- AC7006, AC7101, AC7102, AC7108 and AC7114 for our special processes accredited by PRI NADCAP,
- ...

Quality Management commitments are effectively implemented through the processes listed in the mapping presented in Chapter 7 and described in Chapter 8.

For the nuclear market (civil and defence), specific provisions are described in the Nuclear Quality Manual.

The latest version of the Aubert & Duval Management Manual, which takes into account significant changes that may affect the effectiveness of the Quality Management System, in line with the strategic direction, is available to our customers and all interested parties on the following website:

[Aubert & Duval](#)

4. QHSE POLICY

POLICY

Quality - Health & Safety – Environment

Aubert & Duval and its subsidiaries are a leading European company covering the entire value chain, from the **development of innovative and environmentally responsible materials** to the **production of semi-finished parts** for **critical industrial markets**, especially **aerospace, energy, defence and nuclear**.

Our corporate policy aims to **satisfy our customers, employees and shareholders** by making the **safety of our employees and our products and the fight against global warming** our top priorities, as well as **contributing to the national sovereignty**.

Our management system will reflect these priorities in our **quality, health and safety, environment policy**:

By relying on **process-based management**, a **risk prevention approach** and **compliance with benchmarks and internal and external standards**.

By developing **exemplary management** by accepting the right to make mistakes and the need for transparency.

By **strictly respecting ethical behaviour** and the requirements and rules of the management system.

By ensuring the **involvement** of employees and their representatives.

By seeking **excellence and zero defects** by developing a **spirit of continuous improvement** in all areas of the company.

Our QHSE objectives:

QUALITY

We are aware of the criticality of our products for aeronautical, energy, nuclear and defence applications. For this reason we are committed to implementing an ambitious **Quality policy** and to being **exemplary** in terms of **Safety** and **Quality**.

We work to develop and deliver **robust, high-performance products that meet our customers' requirements**.

To this end, all our activities are conducted in a **spirit of transparency, progress and risk management**.

ENVIRONMENT

We are committed to innovating, proposing and implementing **environmentally responsible production solutions**. We are committed to continuously improve our impact on the environment and natural resources, including through **recycling**.

We develop **the materials of the future** to help our customers achieve their **decarbonisation objectives**.

HEALTH & SAFETY

The health and safety of all our employees, contractors and subcontractors is **our top priority**. We commit you to being concerned and **fully involved in the prevention and protection of your own and your colleagues' health and safety** at work.

We are working to develop a **safety culture** with the objective of « **zero accidents** ». We are also committed to working tirelessly on prevention and improving working conditions. We develop the policies, procedures and tools necessary for the continuous improvement of our performance.

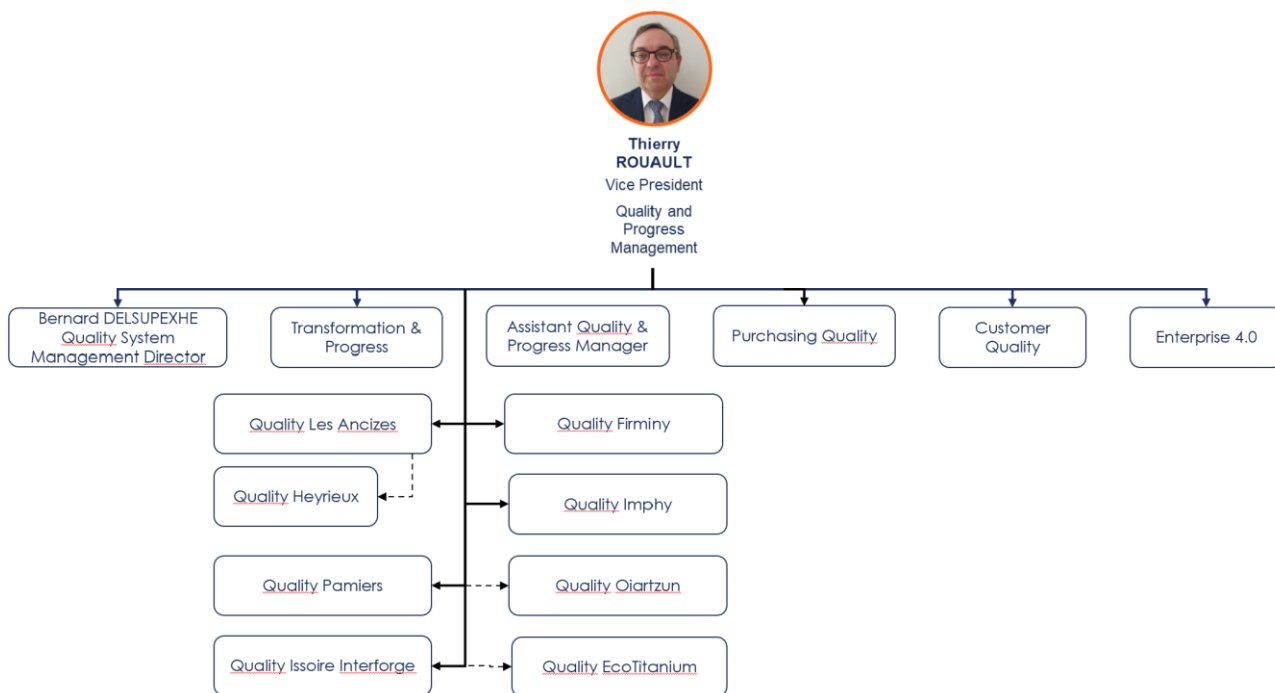
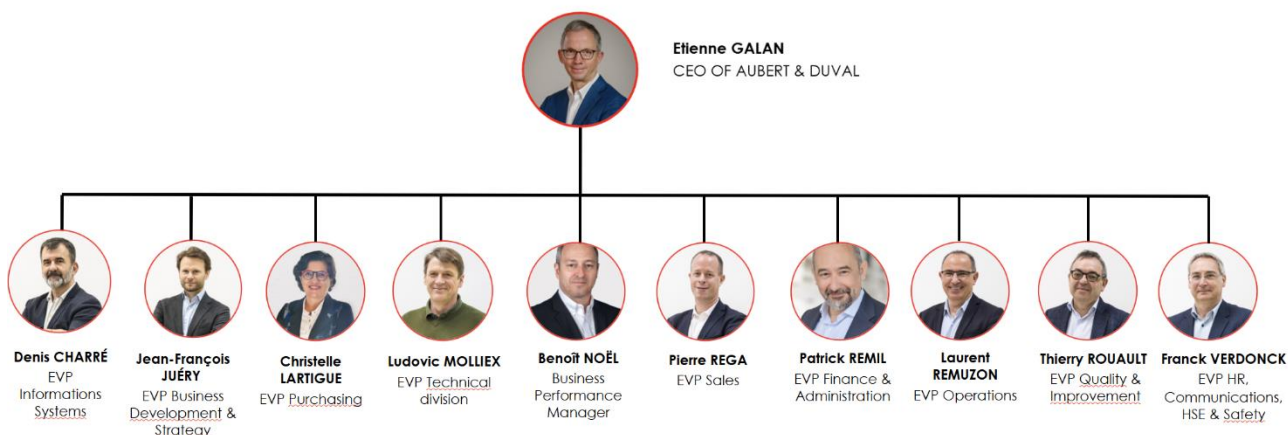


Etienne GALAN
CEO of Aubert & Duval
January 2025

The success of this policy depends on everyone's mobilization and commitment

5. ORGANIZATION

Executive committee



Mr Thierry ROUAULT has been appointed as the Management representative for the Quality scope.

6. COMPANY AUTHORITY

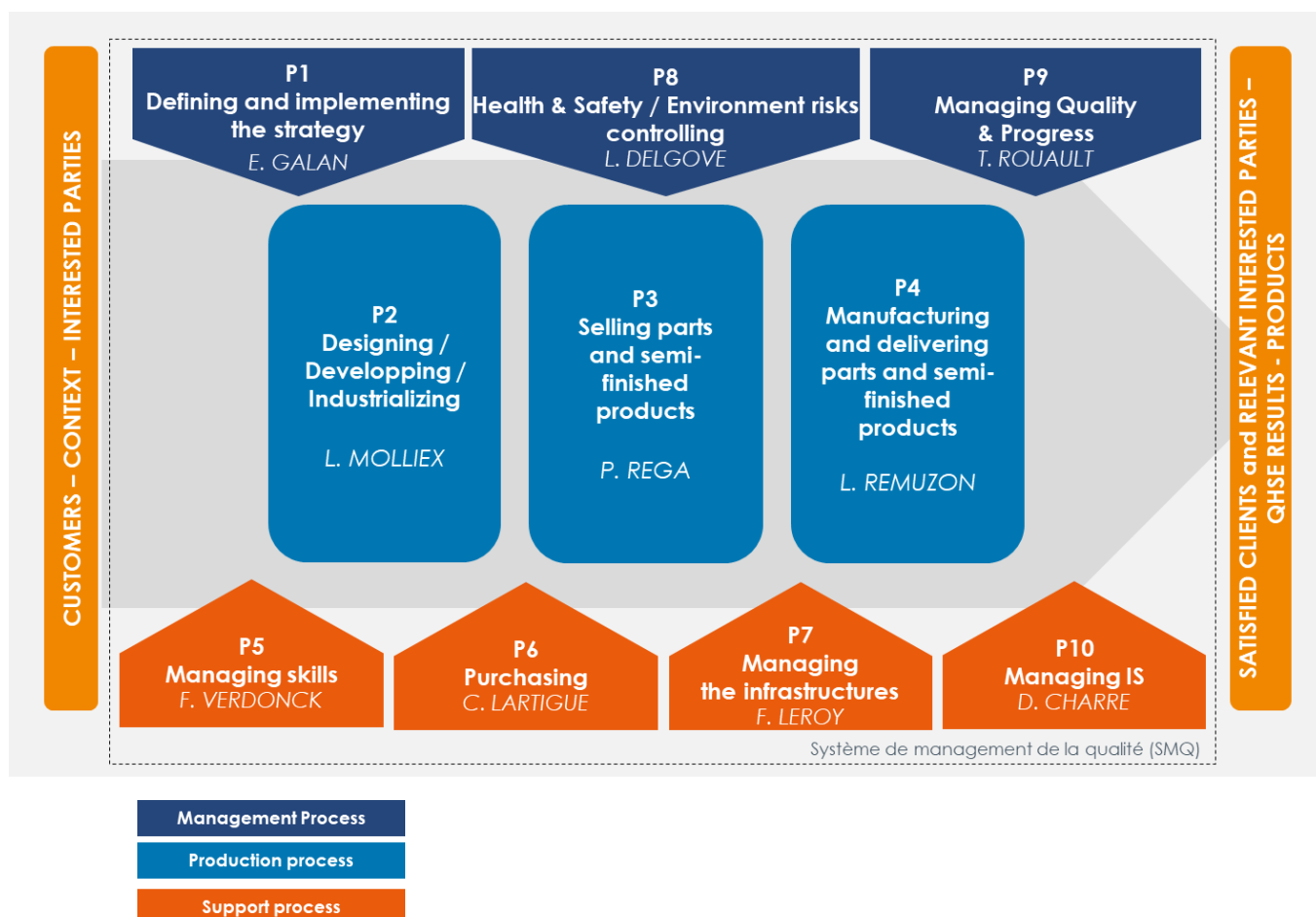
The system of delegated authorities defines the decision rules for the main commitment processes of the entities. The authorisation rules defined in the MAS (Company Authority Handbook) make it possible to establish commitment authorisations formalised by the authorised person(s) according to the planned activities and amounts.

7. PROCESSES MAPPING

Our management system is defined by 10 processes and their interactions.

Our processes are identified as follows:

- **3 Management process**
P1: Defining and implementing the strategy
P8: Health & Safety / Environment risks controlling
P9: Managing Quality & Progress
- **3 Realization process (our activity)**
P2: Designing / Developping / Industrializing
P3: Selling parts and semi-finished products
P4: Manufacturing and delivering parts and semi-finished products
- **4 Support Process (resources for other processes)**
P5: Managing skills
P6: Purchasing
P7: Managing the infrastructures
P10: Managing SI

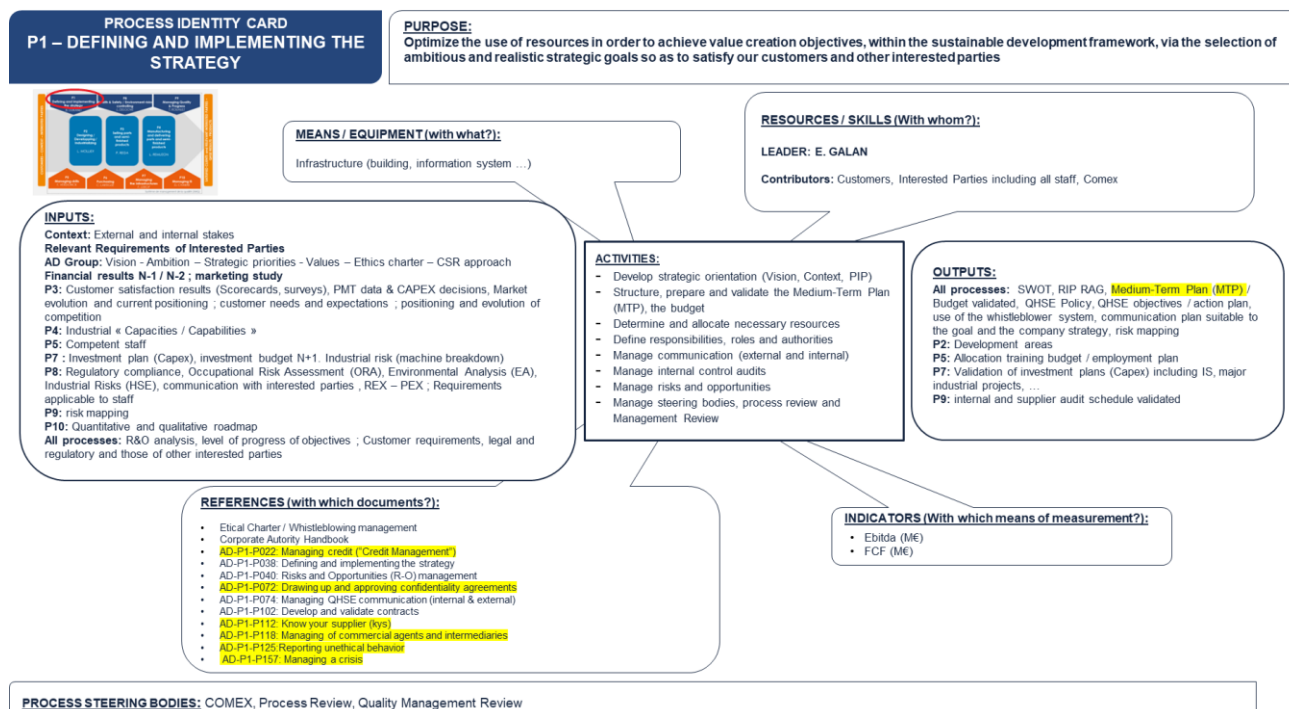


8. PROCESS IDENTITY CARD

Each process has an "identity card" with the following information:

- Its purpose,
- The steering bodies,
- The activities with input and output data,
- The means, resources, standards and indicators necessary for its proper functioning

Below is the "identity card" for each process:



PROCESS IDENTITY CARD P2 - DESIGNING / DEVELOPING / INDUSTRIALIZING



PURPOSE:
Design and development of materials grade
Design (Process), develop, industrialize new products, processes, related services
§ 8.3 ISO 19443 Not applicable

MEANS / EQUIPMENT (with what?):
Infrastructure (buildings, information system ...), test equipment,
design and simulation software ...

RESOURCES / SKILLS (With whom?):
LEADER: L. MOLLIEUX
Contributors: COMEX, Multidisciplinary teams: Commercial, Financial, Technical
Platform and Methods, Quality, Industrial, Maintenance, Procurement, Metallurgy Sector,
R&D

INPUTS:
Customers: Customer Specifications including special standards
P1: SWOT, RIP RAG, **Medium-Term Plan (MTP)** / Budget validated, QHSE Policy,
QHSE objectives / action plan, use of the whistleblower system, communication
plan suitable to the goal and the company strategy, risk mapping, development
areas
P3: Need for innovation & development emanating from customers, Lessons
Learned and legal and regulatory requirements
P5: Competent staff
P8: REX – PEX ; Requirements applicable to staff
P9: Compliance with milestones and in particular robustness of ranges and
monitoring plan, internal and customer qualifications
P10: appropriate IT solutions
Expert application files

ACTIVITIES:
- Innovation: portfolio of new development ideas
- Industrialization of new products:
- Plan and execute the process development phases
- Carry out design and validation reviews
- Obtain customer approval
- Validate life-cycle of series
- Manage changes in manufacturing processes (Process)
- Define areas of technical expertise and associated needs

OUTPUTS:
Customers: initial samples, qualification report and customer approval
P3: New processes / Custom-made products
P4: Manufacturing documents (instructions, monitoring plan, operating
method, ...); Manufacturing / control tools and NC programs,
dissection plan
P6: Procurement data (new products / projects)
P7: Expression of « investment » needs
Expert appointment letter
P9: New development or industrialization of new products or major
modifications (resources, processes, industrial routes, etc.), need for
internal and customer qualifications, project feedback to improve
standards

REFERENCES (with which documents?):
• AD-P2-P018: Process change management
• **AD-P2-P050: FMEA, process flow diagram and control plan**
• **AD-P2-P052: Managing the delegation of technical authority within metallurgical departments**
• AD-P2-P080: First article inspection
• AD-P2-P081: Management of DT and M&I project portfolios (TRL/MRL 1-9)
• AD-P2-P155: Managing industrialization projects in accordance with APQP (TRL7-9)
• AD-P2-P158: Conduct a DT and DI project (TRL 1-6)
• AD/DQ-P087: Management of key characteristics
• AD/DQ-P090: Management of technical manufacturing programmes
EcoTitanium :
• PQ08: Configuration management
Olarzun:
• VAMT-P001 To manage industrial validation of new products
• VAMT-P002 To manage configuration of A&D Spain products

INDICATORS (With which means of measurement?):
• OTD G6 (cooperated)(%)
• G8 meeting (Number)
• GEP: In progress (number)
• GEP: Average age (year)
• TRL4 (Technology Readiness Level 4) (Number)
• TRL6 (Number)
• Innovative Prospect Turnover (M€)
• A&D Expert(number)
• **Metallurgical first-pass yield ratio (%)**

PROCESS STEERING BODIES: COMEX, Technical Steering Committee, Technical Management Committee, Meeting T/T+1, GAMT- Medium-Term Action Group, Expertise Committee meetings, Process Review

PROCESS IDENTITY CARD P3 - SELLING PARTS AND SEMI- FINISHED PRODUCTS



PURPOSE:
Achieve sales targets in order to attain sustainable turnover and expected profitability

MEANS / EQUIPMENT (with what?):
Infrastructure (building, information system ...),

RESOURCES / SKILLS (With whom?):
LEADER: P. REGA
Contributors: Sales, Operations, Purchasing, Finance, Quality & Progress, Legal, Information
Systems, Strategy, Communication, HR Departments

INPUTS:
Customers: consultations, orders (and amendments), procurement plans,
contracts, agreements, tenders, defined requirements, portals, standards,
complaints, etc.
Finance Management: Financial instructions (currency rates, inflation),
Customer risk, Results, Cash curves, Aged balance
P1: SWOT, RIP RAG, **Medium-Term Plan (MTP)** / Budget validated, QHSE
Policy, QHSE objectives / action plan, use of the whistleblower system,
communication plan suitable to the goal and the company strategy, risk
mapping
P2: New processes/Products to plan
P4: Tonnes and/or Parts Shipped and invoiced, "Customer Scorecard"
action plan
P5: Competent staff
P8: REX – PEX ; Requirements applicable to staff
P9: complaints and escapes handled
P10 : adapted IT solutions

ACTIVITIES:
- Prospect / Monitor markets
- Manage / Pilot the bidding process
- Negotiate sales contracts
- Process orders (discrete or blanket orders or procurement
plans) and their amendments
- Participate in handling customer complaints
- Store & archive customer files (inquiries, offers, contracts,
orders, etc.)
- Analyze customer satisfaction

OUTPUTS:
Customers: Offer / Contract / AR Order ; New customers, customer visit
reports
Financial Department: Material protection / energy / currency hedging,
P1: Customer satisfaction results (Scorecards, surveys), PMT data &
CAPEX decisions, Market trends and current positioning, customer needs
and expectations; competitive positioning and trends.
P2: Innovation & development needs arising from customers, REX and
legal and regulatory requirements
P4: ICP data, order book, customer scorecards
P9: Customer complaints, customer satisfaction

REFERENCES (with which documents?):
• AD-P3-P039: Managing quotations, offers, contracts and orders
• AD-P3-P059: Transfer of defence-related products, export of war materials, related materials and dual-use goods
• AD-P3-P083: Measuring customer satisfaction
• **AD-P3-P093: Manage a study in commercial process framework**

INDICATORS (With which means of measurement?):
• Budget achievement rate (%)
• Achieved Operational Contributive Margin (%)
• Rate of Overdue (%)

PROCESS STEERING BODIES: COMEX, P3 Process Steering Review, Process Review

PROCESS IDENTITY CARD P4 - MANUFACTURING AND DELIVERING PARTS AND SEMI-FINISHED PRODUCTS

PURPOSE:
Ensure commitment to customers by guaranteeing the production of a product, compliant in terms of: time, quality, quantity and cost



MEANS / EQUIPMENT (with what?):

Infrastructure (buildings, information system ...), measuring and testing equipment, tools, production facilities, self-propelled carts, cranes

RESOURCES / SKILLS (With whom?):

LEADER: L. REMUZON
Contributors: COMEX, Site Management, Supply Chain, Quality, Process, Maintenance, Producer, Operational Excellence, Purchases

INPUTS:

P1: SWOT, RIP RAG, **Medium-Term Plan (MTP)**, Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping
P2: Manufacturing documents (instructions, monitoring plan, operating method, ...), Manufacturing / control tools and NC programs, dissection plan
P3: SOP data, order book, customer scorecard
P5: Competent staff
P6: Products, materials, supplies, services received, **approved suppliers**
P7: New equipment and capable machines, **maintenance plans**
P8: REX - PEX; Requirements applicable to staff, Requirements applicable to **external contractors**
P9: quality delegation, internal and customer product quality improvement plans
P10: adapted IT solutions

ACTIVITIES:

- Plan production (ICP/MPS); launch MO (manufacturing orders)
- Manufacture and products inspection
- Manage and plan subcontracted production activities
- Manage shipping and invoice
- Improve Q/C/D

OUTPUTS:

Customers: request for deviation and NOE
P1: Industrial "Capacities / Capabilities"
P3: Tonnages and/or parts shipped and invoiced; "Customer Scorecard" action plan
P6: Net requirements (MRP example...)
P7: Expression of needs (investment)
P8: investment granted
P9: Quality deviation feedback

REFERENCES (with which documents?):

- AD-P4-P034: Certify NDT personnel according to EN 4179 and NAS410
- **AD-P4-P037: Internal control for customs declarations**
- AD-P4-P075: Qualifying and certifying NDT personnel in accordance with NF ISO 9712
- **AD-P4-P091: Checking visual quality**
- AD-P4-P122: Supply chain principles and organization
- AD-P4-P187: Industrial and commercial plan

Sites: Procedures, production standards, MO, instructions, checklist

INDICATORS (With which means of measurement?):

- Service Rate - DTIF (%)
- Scrap ADD (% of Turnover)
- External delay (ME)
- Inventory and work-in-progress (ME)
- Productivity (ME)

PROCESS STEERING BODIES: COMEX, Operation CODIR, Plant Performance Review, PIC, Process Review

PROCESS IDENTITY CARD P5 - MANAGING SKILLS

PURPOSE:
To make available competent and committed human resources in order to contribute to the performance of the company and the satisfaction of our customers



MEANS / EQUIPMENT (with what?):

- Infrastructures (buildings, workspaces and work life ...)
- Training actions and training organizations
- HRIS
- Recruitment firms
- HR and social engineering consultants
- Temporary work agency

RESOURCES / SKILLS (With whom?):

LEADER: F. VERDONCK
Contributors: COMEX, Talent Department, Social Development Department, HR network, Communication Management, Team Development Department, staff, Occupational Health Service, Expertise Committee

INPUTS:

Labour regulations, collective agreements
P1: SWOT, RIP RAG, **Medium-Term Plan (MTP)**, Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, training budget allocation / employment plan
P8: REX - PEX; Requirements applicable to staff
P10: adapted IT solutions
All processes: job description, Organizational chart, annual appraisal interviews, career interviews, competency frameworks, training needs, salary evaluations
Training: ethics, quality, safety, environment,
Social Climate Observatory Survey

ACTIVITIES:

- Manage the evolution of the workforce and target organizations
- Manage the Job and Career Path Management System (GEPP)
- Recruit and integrate required profiles
- Manage skills development
- Manage the Expertise Convention and the "expertise" business line
- Organize and implement internal mobility, career plans and succession schemes
- Implement employee training actions
- Manage compensation and benefits
- Managing the social climate

OUTPUTS:

All processes: competent personnel
Job descriptions
Skills assessments
Skills mapping
Employment contract
Skills development plan
Staff points, managerial staff review, succession plans, Salary review
Collective agreements
Social climate favorable to employee performance

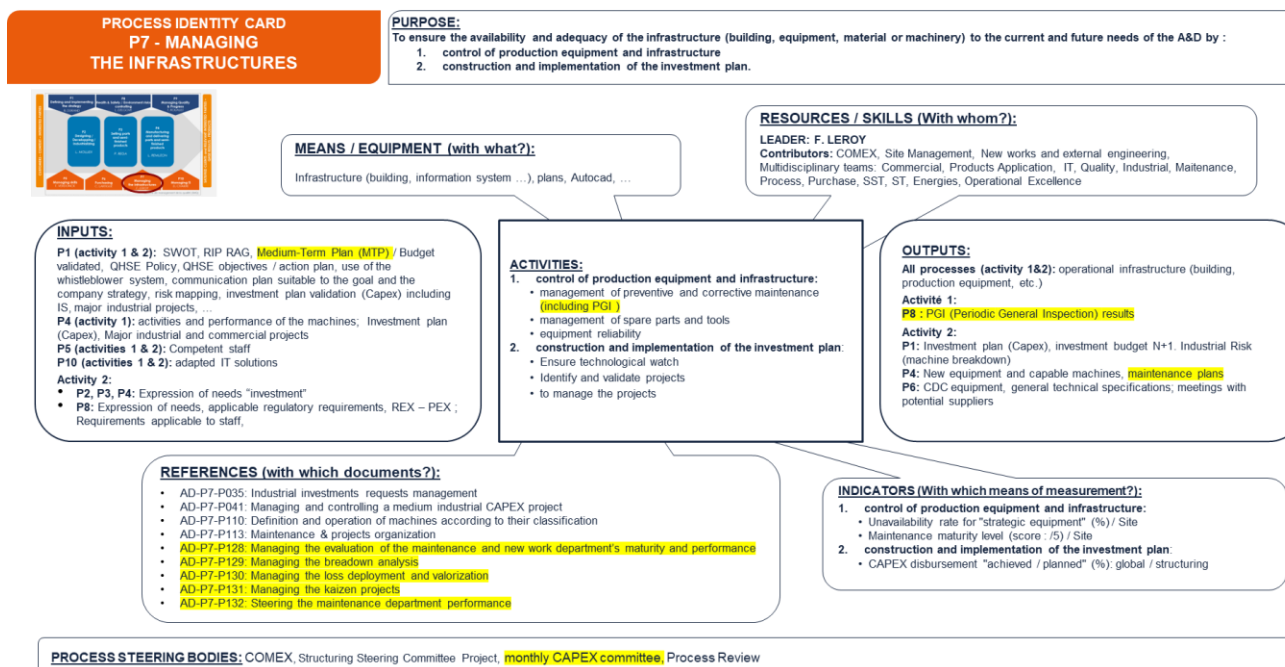
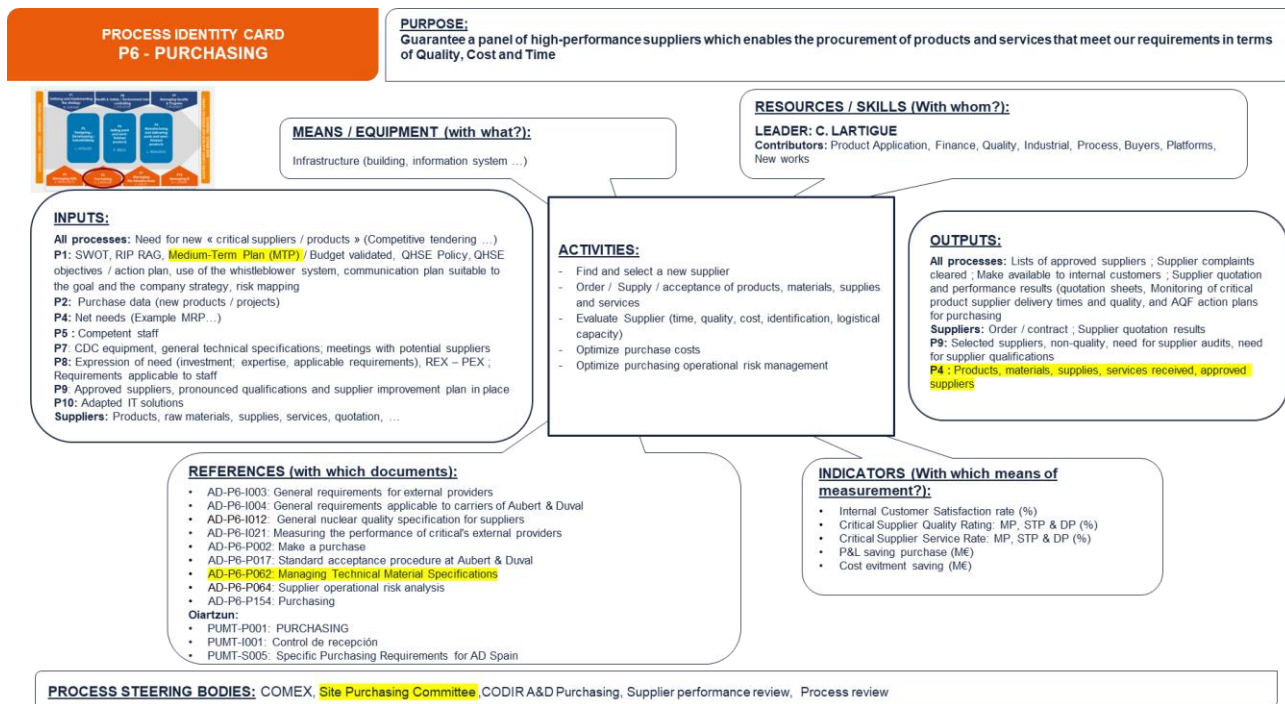
REFERENCES (with which documents?):

- **AD-P5-P024: Managing continuing vocational training**
- AD-P5-P051: Manage the Expertise Convention
- AD-P5-P053: Implementing the quality training process
- **AD-P5-P088: Recruiting employees**
- **AD-P5-P117: Implementing the business ethics training process**
- AD-P5-P153: Onboarding employees

INDICATORS (With which means of measurement?):

- Total staff (Number FTE)
- Absenteeism (%)
- Resignation rate (%)
- Training (hours)
- Training, presenteeism rate (%)

PROCESS STEERING BODIES: COMEX, HR Meeting, Process Review



PROCESS IDENTITY CARD P8 - HEALTH & SAFETY / ENVIRONMENT RISKS CONTROLLING / ENERGY- DECARBONIZATION / INDUSTRIAL RISKS



PURPOSE:
To guarantee the satisfaction of all interested parties by meeting their legal and other requirements through effective and appropriate management of our risks in the areas of Health (including Ergonomics) / Safety / Environment / Energy-Decarbonisation / Industrial Risks (SSEERI).

MEANS / EQUIPMENT (with what?):

Transverse : Risk analysis and reporting tools (SEERIPORT)
Plans :
- for Environment and Energy: dust collectors, purification plants, soundproofing, regulatory watch service, continuous metering and measurements.
- for Industrial Risks: detection and extinguishing equipment...
- for Health and Safety: EPC, PPE...

RESOURCES / SKILLS (With whom?):

LEADER: L. DELGOVE
Contributors: COMEX, Site Management, HSSE Site Services, HSE Department and central Health Department, Energy-Decarbonation Correspondents, Interested parties including all staff, CSSCT

INPUTS:

AD Group: Standards, CSR approach
Legal and regulatory requirements
P1: SWOT, RIP RAG, **Medium-Term Plan (MTP)** / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping
P4: Investment, granted
P5: Competent staff
P7: PGI (Periodic General Inspection) results
P10: Adapted IT solutions

ACTIVITIES:

Transverse :
Ensure technical and regulatory expertise to provide support to sites in SSEERI fields
Transverse and plants :
- Identify, evaluate to eliminate or reduce and control SSEERI risks
- Guarantee operator health and safety by optimizing workstation ergonomics
- Analyze unwanted events (accidents, illnesses, pollutions, ...) and draw lessons
- Ensure liaison and reportings SSEERI with COMEX, administrations, external organizations and the neighbourhood
- Set up means of control (rules, equipment, training module and field presence of managers, certifications (depending on site: ISO 14001, 45001, 50001, etc.))
- **Plants :**
- Perform regulatory and standard monitoring and ensure compliance
- Carry out operational control of activities (application of procedures, waste management, self-monitoring, regulatory controls, emergency management, site and facility security, authorisations, medical monitoring, etc.)

OUTPUTS:

All processes: REX – PEX ; Requirements applicable to staff
P1: Regulatory compliance, Occupational Risk Assessment (ORA), Environmental Analysis (EA), Industrial Risks (HSE), communication with interested parties
P4: Requirements applicable to external contractors
P6: Expression of needs (investment), expertise, applicable requirements

REFERENCES (with which documents?):

AD-P8-P026: Preventing accidents in the workplace for temporary workers
AD-P8-P097: Managing professional critical risks
AD-P8-P119: Managing contractors on site
AD-P8-P123: Safety Management
AD-P8-P126: Classifying and notifying health & safety incidents
AD-P8-P183: Defining the 12 safety golden rules
Sites: standards, MO, instructions

INDICATORS (With which means of measurement?):

Safety
• TF2 over 12 months (Index)
• Number of potentially serious events (Number)
Environment:
• Formal notices or active official complaints (Number)
• Aqueous and atmospheric discharge compliance rate (%)
• Cumulative consumption of all waters (by N-1)
• Percentage of compliance with the prefectural decree (%)
Industrial risks
• Industrial accidents of "critical" or "catastrophic" severity (Number)
• **Recommended treatment rate for insurers Priority 1 (%)**
Energy-Decarbonization:
• A&D CO2 emission (TCO2)

PROCESS STEERING BODIES: COMEX, Network Meeting, Process Review

PROCESS IDENTITY CARD P9 – MANAGING QUALITY & PROGRESS



PURPOSE:
Ensure product quality by controlling the robustness of processes from development through customer delivery in series production
Guarantee the efficiency of the Quality Management System (QMS)

MEANS / EQUIPMENT (with what?):

Infrastructure (building, information system, etc.), measuring and testing equipment, tools, production facilities, QualNet, Power BI, IS, EDM (Everteam)

RESOURCES / SKILLS (With whom?):

LEADER : T. ROUAULT
Contributors : COMEX, Management plant, Quality & Progress Department

INPUTS:

Customers: defined requirements, portals, quality standards
P1: SWOT, RIP RAG, **Medium-Term Plan (MTP)** / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, internal and supplier audit schedule validated
P2: New product development or industrialization or major modifications (resources, processes, industrial routes, etc.), need for internal and customer qualifications, project feedback to improve standards
P3: customer complaints, customer satisfaction
P4: quality deviation feedback
P5: Competent personnel
P6: Selected suppliers, non-quality, need for supplier audits, need for supplier qualifications
P8: REX – PEX ; Requirements applicable to staff
P10: adapted IT solutions

ACTIVITIES:

1. Ensure product quality and process robustness
• Certify product conformity
• Manage non-conformities (including suppliers)
• Quality and control special processes
• Obtain customer process qualifications
• Validate supplier approvals and qualifications
• Guarantee the quality of development deliverables
• Organize quality delegation
2. Ensure QMS integrity and compliance
• Guarantee QMS improvement and efficiency
• Manage internal and supplier audits and operational monitoring
• Promote product safety culture (SMS, Nuclear Safety, etc.)
3. Manage progress
• Define and deploy the excellence system
• Manage improvement plans with customers

OUTPUTS:

All processes: QMS, procedures, standards, methods, quality tools, audit results, third-party certifications, AC/AP processing, delegations defined and monitored, monitoring and audits (internal and supplier) carried out, definition of standards of excellence and assessment of progress plans.
Customer: notification of escapes, shared progress plans
P1: Risk mapping
P2: Compliance with milestones, in particular range robustness and monitoring plan, internal and customer qualifications
P3: complaints and escapes handled
P4: quality delegations, internal and customer product quality improvement plans
P6: Approved suppliers, qualifications pronounced, and supplier improvement plans in place

REFERENCES (with which documents?):

• AD-P9-P001: Controlling the quality records and documents applicable to Aubert & Duval
• AD-P9-P016: Best practice guide for the supplier quality portal
• AD-P9-P019: Quality audits management
• AD-P9-P021: Qualifying the quality auditors
• AD-P9-P042: Processing of supplier anomalies
• AD-P4-P085: Processing of quality escape
• AD-P9-P084: Fighting against CFSI
• AD-P4-P104: Defining and managing the quality delegation
• AD-P9-P114: Assign and manage marks and stamps
Sites: local procedures
Ortazus :
• PUMT-P003: Approval, performance review, and approval renewal
• PUMT-P004: Claim, edition, follow-up
• QUMT-P001: Documented information
• QUMT-P003: Internal auditing
• QUMT-P004: NC handling

INDICATORS (With which means of measurement?):

Product quality performance :
• **FAI rates by PO (%)**
• **Current FAI (Number)**
• **Concession rate by PO (%)**
• **Current Concession (Number)**
• **NOE (Number)**
• **Claim rate by OF (%)**
System performance :
• Late AC/AP rate (%)

PROCESS STEERING BODIES: COMEX, CODIR Quality and Progress, Process Review

