

# QUALITY MANAGEMENT MANUAL

Aubert & Duval

Index 8

## 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 Policy signed by E. GALAN Organization : New EVP Finance and Administration ; Business Performance Manager Process identity card
01/02/2026	8	<ul style="list-style-type: none"> <li>- Organization: New Vice-President, Operations Management</li> <li>- Process identity cards: New P4 Process Leader +</li> <li>- Process P2: removal of two indicators (OTD G6 (collaborated) (%) &amp; CA innovant prospect (M€)) + addition of a new indicator (OQD G6 (%))</li> <li>- Process P8: Clarification of the indicator: Recommended treatment rate for insurers (%).</li> <li>- Change from "Priority 1" to "A-B-C"</li> <li>- New standards, in yellow</li> </ul>

## 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



### Industrial sites

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

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,
- Fraud, falsification of documents, manipulation of accounts
- 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,
- CFSI - Counterfeiting, fraud, falsification and suspicious products,
- 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 <b>AUBERT &amp; DUVAL</b>	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		
<b>AUBERT&amp;DUVAL</b> <b>Central fonction</b> <b>Issy-les-Moulineaux</b> 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.
<b>AUBERT&amp;DUVAL</b> <b>Aubière</b> 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 <u>AUBERT &amp; 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	ISO 14001: 2015	ISO 45001: 2018	ISO 19443	
<b>AUBERT&amp;DUVAL Les Ancizes</b> 1 rue des Villas BP 1 63770 Les Ancizes France  <b>ATELIER FORGE TITANE</b> 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.
<b>AUBERT&amp;DUVAL Les Ancizes</b> 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.
<b>AUBERT&amp;DUVAL Firminy</b> 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.
<b>AUBERT&amp;DUVAL Heyrieux</b> 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.
<b>AUBERT&amp;DUVAL Issoire</b> 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.
<b>AUBERT&amp;DUVAL Pamiers</b> 75 boulevard de la Libération 09100 Pamiers France  <b>LABORATORY</b> 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.
<b>AUBERT&amp;DUVAL Imphy</b> Avenue Jean Jaurès 58160 Imphy France	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.
						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.
<b>AUBERT&amp;DUVAL Interforge</b> ZI de la Maze - BP 75 63500 Issoire - France	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.
<b>ECOTITANIUM</b> La Croix de Biolet RD 62 63780 ST GEORGES DE MONS France	x	x					MANUFACTURE OF TITANIUM ALLOYS INGOT.
<b>AUBERT&amp;DUVAL Oiartzun</b> POLIGONO INDUSTRIAL LANBARREN, ARAÑABURU KALEA 4D, BAJO 20180 OIARTZUN (GIPIZKOA) - 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**.

#### 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.

#### 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**.

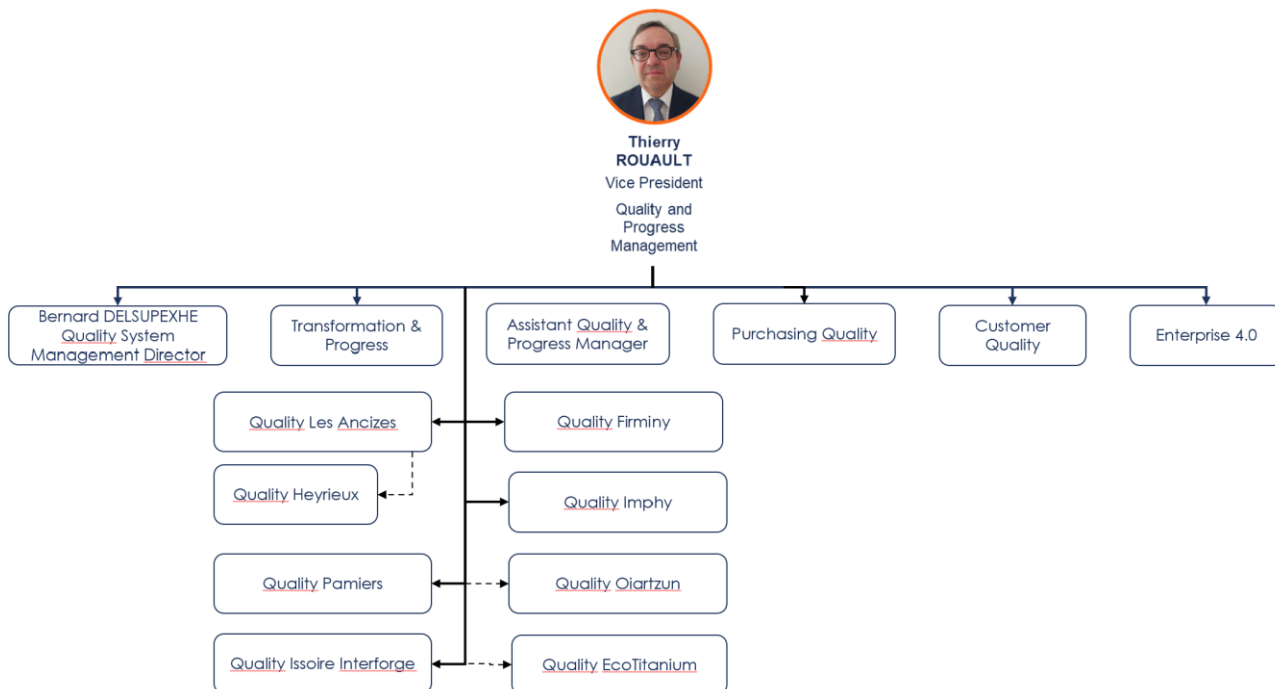
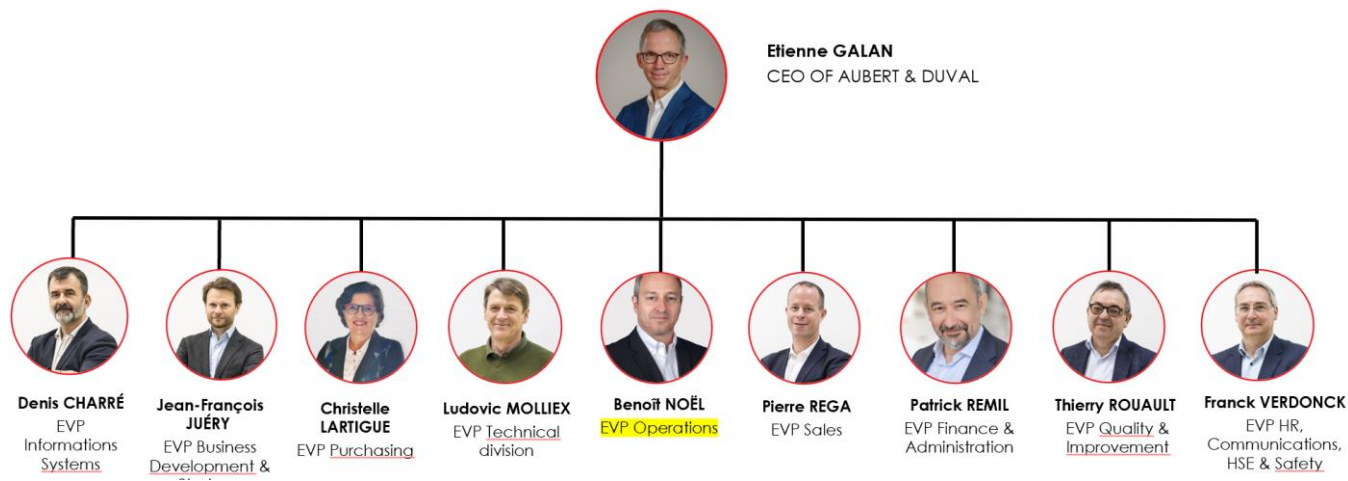
E. J. C.

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

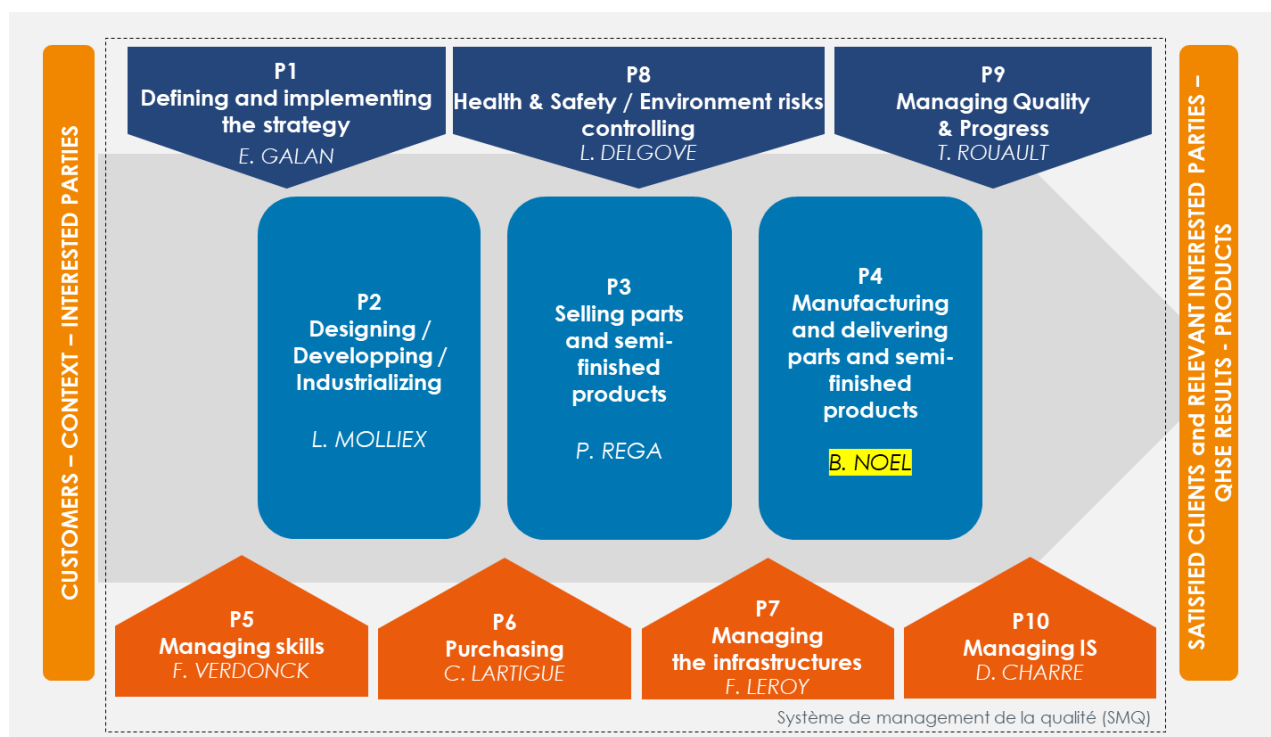
The system of delegated authorities defines the decision rules for the main commitment processes of the entities. The authorisation rules defined in the MAS (Company Authority Handbook) make it possible to establish commitment authorisations formalised by the authorised person(s) according to the planned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

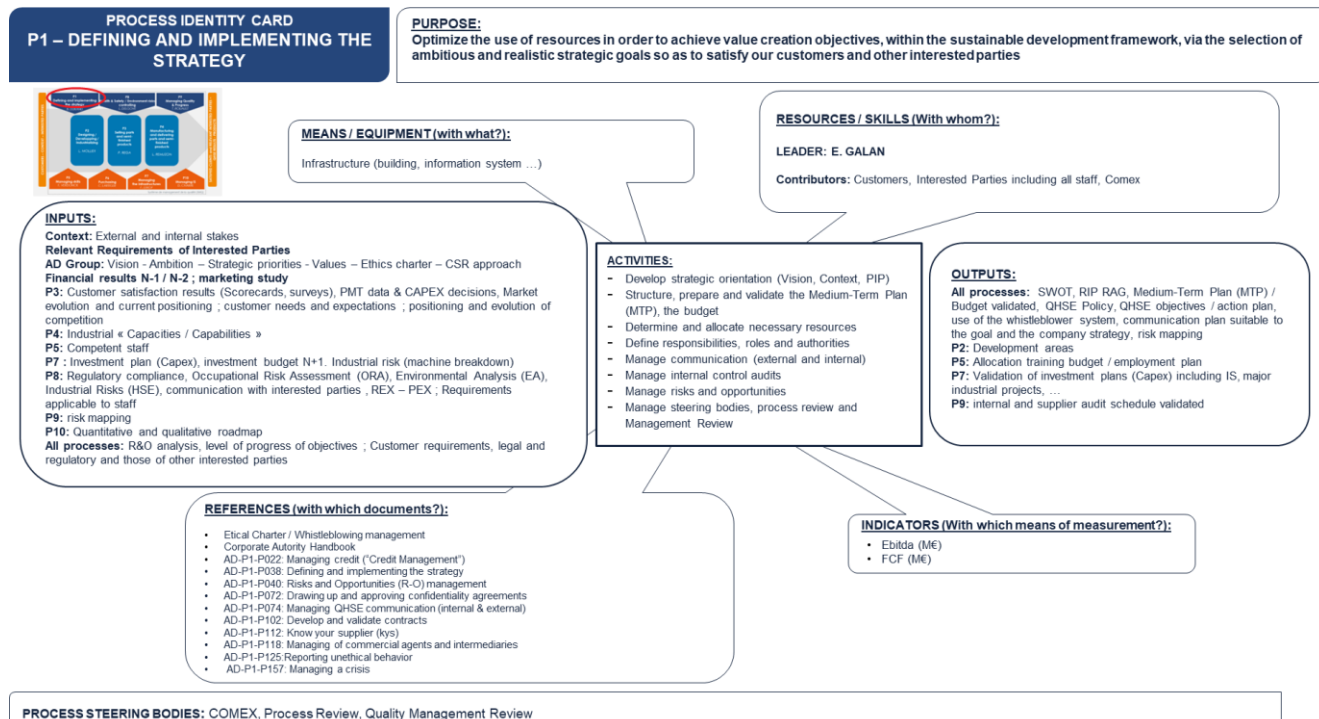


## 8. PROCESS IDENTITY CARD

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 / DEVELOPPING / 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. MOLLIEX**  
**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-P067: Management of key characteristics
- **AD-P2-P160: Matrix of Hazard Decisions**
- AD-DQ-P090: Management of technical manufacturing programmes
- EcoTitanium :**
  - PQ08: Configuration management
- Olartzun :**
  - VAMT-P001: To manage industrial validation of new products
  - VAMT-P002: To manage configuration of A&D Span products

### INDICATORS (With which means of measurement?):

- **QGD GR (%)**
- G8 meeting (Number)
- GEP: In progress (number)
- GEP: Average age (year)
- TRL4 (Technology Readiness Level 4) (Number)
- TRL6 (Number)
- 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:** Tonnages 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:** B. NOEL  
**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:** Tonnes 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 acuity
- AD-P4-P103: Preventing foreign objects
- AD-P4-P115: IAR & EAR security procedure
- 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 - OTIF (%)
- Scrap A&D (% 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-P086: 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



