Who are we

The aurochs symbolizes reliability and stability. It also shows persistence, strength and power. The aurochs shows the positive attributes of strength, confidence, determination and deserved pride.

True to the name we adopted, we will be a reliable and stable partner to our customers. Through consistency, quality and determination to be number 1, we will persist through difficulties, we will have strength to overcome all obstacles and we will have the power to change our company, our lives, our community, our families and ourselves for the better.

We will adopt to change. We will embrace technology and use it to augment all systems in our company so that we can focus on our customers.

We will not just strive for customer satisfaction but strive for customer loyalty.

We believe in the people who work with us. We believe that each individual should have pride in what they do, no matter what job they have. We deserve the love and respect from the company, from our families and from our communities by loving and respecting ourselves through our work.

We will take action, when there is an opportunity. We will take responsibility for our actions. We are the individuals that make up AAPMC.

Vision Statement

AAPMC aims to be the lead aerospace level precision manufacturing supply-chain partner in the Philippines.

Mission Statement

AAPMC will deliver high-quality and leading edge products and services to our customers at competitive prices and shorter lead-times.

What we are Doing

AAPMC provides products/services to the Industrial, Automotive and Aerospace markets, which demand high quality and leading edge products and services as well as on time delivery and competitive prices.

Core Values

Through these values we create the culture of Aurochs Aerospace Precision Manufacturing Corporation (AAPMC). All Personnel of AAPMC must integrate these values with their daily work life.

Customers First

- Listen to what the internal or external customers say!
- Always put ourselves in the shoes of customers.
- If we wouldn't want to buy our products then do not expect the customers to buy from us.
- Ensure that everything you do adds value to the customer.
- The customer is the boss.

We are here to Win

- We are in business because we want to be number 1.
- There is no such thing as best, only better.
- Being number 1 means constant improvement and constant improvement means embracing change.

The Interests of the Company and the Individual are Inseparable

- While the Company recognizes employee needs, employees also recognize the need of the Company to continue business operations, on the basis of a professional relationship.

We are a Team

- Everything we do affects everyone.
- A mistake of one is the mistake of all, and the success of one is the success of all.
- A company cannot achieve its goals and objectives without the collaborative efforts of its people.
- We are a team, we take pride in what we do and we do it TOGETHER.

Contact Information

Our head office is located at Baguio City Economic Zone, Loakan Road, Baguio City, Benguet 2600 Philippines.

Website: http://www.aurochsaerospace.com/

E-mail: admin@aurochsaerospace.com

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AAPMC Quality Manual

v 2.1

1. Scope

The scope and intent of our QMS is to define and communicate our commitment to continually enhance customer satisfaction through:

- effective process improvements to all systems of the business;
- to assure conformity to our customer's and applicable statutory and regulatory requirements;
- provide policies, procedures developed and implemented with the primary focus to assure the continual compliance of the requirements of the International Standard ISO 9001:2015.

The purpose of the Quality Manual is to describe the processes and procedures included within the boundaries of the Quality Management System (QMS) that covers the provision of the metal finishing processes, sub-assembly processes and machining processes for aircraft and industrial components which encompasses the operations at the AAPMC and customer facilities located at Baguio City Economic Zone, Loakan Road, Baguio City. Philippines.

The scope excludes the product design and development activities of components. Since AAPMC is part of a group of companies, some services including payroll, accounts receivables, accounts payable and purchasing are shared services and are not covered in this QMS. The Quality Manual also contains the company policies regarding quality.

AAPMC has determined the boundaries and the applicability of the QMS and how it relates to our Business Core Competency. AAPMC is committed to applying all applicable requirements of the International Standard to the intent and Scope of our QMS.

The Scope of our QMS shall always be available to internal and external parties and maintained as documented information. The QMS was determined, designed and implemented to cover and support the following Processes:

- **Metal Finishing and Deburring**
- **Sub-assembly of Components**
- **Machining**

Exclusion of the QMS (8.3) - Design and Development of Products and Services

2. Normative references

The following documents in part or whole, are normatively referenced or used in the preparation of this document and are indispensable for its application. For dated references, only the edition cited shall apply.

- International Standard ISO 9001:2015(E) Quality Management Systems Requirements, Quality Management Fundamentals and Vocabulary.
- Annex A: Others.
- Annex B: Others.

3. Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 apply.

4. About the Organization

4.1 Organizational Context

Aurochs Aerospace Precision Manufacturing Corporation (AAPMC) is part of a group of companies operating with shared services as a company strategy for leaning out the support functions.

AAPMC is committed to defining our position in the marketplace and understanding how external factors arising from legal, political, economic, social and technological issues influence our strategic direction and our organizational context.

AAPMC identifies, analyzes, monitors and reviews factors that may affect our ability to satisfy our customers and stakeholders as well as factors that may adversely affect the stability of our process, or our management system's integrity.

To ensure that our QMS is aligned with our strategy, whiles taking accounty of relevant internal and external factors; we initially collate and analyze pertinent information in order to determine potential impact on our context and subsequent business strategy.

AAPMC then monitors and reviews this information to ensure that a continual understanding of each group's requirements is derived and maintained. To facilitate the management review meetings and are conveyed via minutes and business planning documents.

The output from these activities are evident as input to the consideration of risks and opportunities and the actions that we take to address them.

Although we acknowledge that ISO 9001 2015 does not require our organizational context to be maintained as documentation information, we maintain and retain, in addition to this document, the following documented information to describe our organizational context:

1. Analysis of business plans, strategies, and statutory and regulatory commitments
2. Analysis of technology and competitors
3. Technical reports from technical experts and consultants
4. Minutes of meetings (Management and review minutes), process maps and reports, etc.

4.2 Needs and expectations of interested parties

AAPMC recognizes that we have a set of interested parties whose needs and expectations change and develop over time, and furthermore; that only a identified set of their needs and expectations are applicable to our operations or to our quality management system.

To ensure that our products and processes continue to meet all relevant requirements, we identify and assess the potential impact of any relevant needs and expectations that may be elicited from the interested parties, including risks and opportunities that may arise.

Where appropriate, to ensure that our processes are aligned to deliver the requirements of our interested parties; we convert relevant needs and expectations into requirements which become inputs to our QMS and to our product and service designs.

The following are AAPMC's Interested Parties:

- Shareholders (Internal)
- Personnels in the Organization (Internal)
- Top Management (Internal)
- Community (External)
- Customers (External)
- Suppliers (External)
- Outsource/Shared Services (External)
- Regulatory Agencies (External)
- Associations (External)
- Partners (External)
- Competitors (External)
- Banks (External)

4.3 Determining the scope of the quality management system

Based on the analysis of the issues and requirements identified in Sections 4.1 and 4.2, AAPMC has established the scope of our quality management system in order to implement our objectives and our policies that are relevant to our context, products and any interested parties.

This document describes our quality management system, define the authorities, inter-relationships and responsibilities of process owners and personnel that operate within the system. Although we recognise that ISO 9001:2015 does not require a quality manual, we have decided to produce and update our quality manual, as our employees, customers, suppliers and other stakeholders perceive it will add value to our operations.

This document also demonstrates the relationship between our quality management system and the sequence and interaction of our key processes.

4.3.2 Management System Processes

AAPMC has implemented a quality management system that exists as part of a larger strategy that has established, documented and implemented our processes, quality policies and objectives, while satisfying the requirements of ISO 9001:2015.

To achieve this, AAPMC has adopted the process approach advocated by ISO 9001:2015. Top management has determined the processes required for achieving the intended outputs. By defining four key process-groups and by managing their inputs, activities, controls, outputs and interfaces; we ensure that system effectiveness is established maintained. These key process groups include;

1. Leadership and planning processes;
2. Customer and stakeholder processes;
3. Product/service development processes;
4. Evaluation and improvement processes.

These process groups are described using tools such as documented procedures, process maps, flow and turtle diagrams, matrices, schedules, and charts, etc.

It is recognised that defining, implementing and documenting our quality management system is the first step towards fully implementing its requirements.

The effectiveness of each process and its subsequent output is measured and evaluated through regular internal audits, quality inspections and data analysis.

We use key performance indicators (KPIs) that are linked to our objectives to control and monitor our processes, as well as assessments to determine the risks and opportunities inherent to each process. We use trends and indicators relating to nonconformities, objectives and corrective action, as well as, monitoring and measurement results, audit results and customer satisfaction data, process performance and the conformity of our products.

4.3.3 Outsourced Processes

AAPMC identifies the requirement to outsource any process or part , which affects conformity with the stated requirements; AAPMC identifies control criteria such as; the competence of personnel, inspection procedures, the provision of product conformity certificates, adherence to specifications and specific job files, etc.

The controls identified do not absolve us of the responsibility to conform to client, statutory and regulatory requirements but instead they enhance our capacity to effectively manage our supply chain. The controls adopted are influenced by the potential impact of outsourcing on meeting customer or stakeholder requirements and the degree to which control of the process is shared.

Outsourced processes are controlled via purchasing and contractual agreements. They may also be assessed by 2nd party audits and performance data reviews where appropriate,

List of Outsourced Processes

1. Payroll
2. Accounting
3. Purchasing
4. Information Technology

4.3.4 Documented Information

AAPMC ensures that our QMS includes the documented information that is required to be maintained and retained by ISO 9001:2015, and additionally, any documented information identified by our Organisation that demonstrates the effective operation of our QMS.

Refer to the Register of Documented Information.

AAPMC applies the following criteria to all types of documented information in order to assess whether the information is necessary for demonstrating the effectiveness of our QMS, and whether it should be formally controlled.

1. Communicates a message internally or externally;
2. Provides evidence of process and product conformity;
3. Provides evidence that planned outputs were achieved;
4. Provides knowledge sharing.

Should any of the above criteria apply, AAPMC ensures that this information is retained and/or maintained as a form of 'documented information'

4.3.4.2 Creating & Updating

AAPMC ensures that when we create documented information it is appropriately identified and described (e.g. title, date, author, version number) and is available in an appropriate format (e.g. language, version, etc.) and on appropriate media (e.g. hard-copy, digital copy). All documented information is reviewed and approved for suitability and adequacy.

4.3.4.3 Controlling Documented Information

Documented information is retained to provide evidence of conformity to the requirements specified by ISO standards, customer requirements and of the effective operation of our management system. AAPMC uses standard forms and templates that are accessed via Google Drive by Google LLC . An electronic document management system, which is backed up and updated as required, is used to retain documented information ensuring only the current versions are available to users. All management system documents are controlled according to the Document and Data Control Procedure which defines the process for:

1. Approving documents for adequacy prior to issue;
2. Reviewing and revising as necessary and re-approving documents;
3. Ensuring that changes and current revision status of documents are identified;
4. Ensuring that relevant versions of applicable documents are available at points of use;
5. Ensuring that documents remain legible and readily identifiable;
6. Ensuring that documents of external origin are identified and their distribution controlled;
7. Preventing the unintended use of obsolete documents;
8. Ensuring that documents of external origin are identified and their distribution controlled.

5. Leadership

5.1 Leadership and commitment

5.1.1 Quality Management

AAPMC's leadership is also responsible for implementing the QMS, which includes the development and deployment of the quality policy, the quality objectives, and product/project-specific plans that are customer focused.

Top management provides the leadership and governance to all activities related to the (PDCA) lifecycle processes including defining the strategic direction, responsibility, authority, and communication to assure the safe and effective performance.

AAPMC's governance structure provides necessary support for creating and establishing appropriate processes that are important for maintaining and achieving our quality objectives and policies.

In addition, governance activities include systematic verification of the effectiveness of our QMS by undertaking internal audits and analysing performance data. Regular management reviews ensure that our quality management system is adequate and effective, and that any necessary adjustments are made as a result. Top management is committed to implementing and developing the quality management system and this commitment is defined by our corporate policies and objectives.

AAPMC ensures that our policies are understood, implemented and maintained throughout at all levels of the Organisation through printed distribution of our policy statements and through periodic management review of the policy statements and corporate level improvement objectives. AAPMC communicates our mission, vision, strategy, policies and processes to all employees in order to:

1. Create and sustain shared values of fairness and ethical behavior;
2. Establish a culture of trust and integrity;
3. Encourage commitment to quality;
4. Provide people with the required resources, training and authority to act with accountability;
5. Inspire, encourage and recognize people's contribution.

5.2 Establishing and communicating the Quality Policy

The quality policy acts as a compass by providing the direction and framework for establishing key corporate level performance measures, as well as related objectives and targets. Top management ensures that our corporate policies are established and documented, and that the policies are available

to all interested parties via our website.

Members of top management has overall responsibility for defining, documenting, implementing and reviewing our quality policy in consultation with the management teams and other personnel, or their representatives. The policy is reviewed at least annually, as part of the management review programme or at a frequency determined by:

1. The changing needs and expectations of relevant interested parties, Section 4.2.
2. The risks and opportunities that are presented through the risk management process, Section 6.1.

The quality policy is communicated to all employees at all levels throughout our organisation via training, regular internal communications and reinforcement during annual employee performance reviews. Employee understanding of our policies and objectives is determined during internal audits and other methods deemed appropriate.

5.2.1 Quality Policy

AAPMC is committed to provide metal finishing, sub-assembly and machining services for the aerospace and industrial business segments focused on achieving customer loyalty by exceeding customer satisfaction, continually improving our processes and services, and meeting all contractual and legislative requirements.

AAPMC makes sure that this policy is effective by:

Ensuring that the QMS is known to all our employees. Ensuring that the information in the QMS is accessible to all employees anytime, anywhere. Encouraging feedback from all our employees.

Providing all necessary resources in order to enhance customer satisfaction and to exceed customer requirements. Continual improvement of processes based on objectives measurement. Compliance with legislative requirements.

Encouraging feedback from both customers, and providers.

5.3 Organizational roles, responsibilities and authorities

Our organisational structure is defined in Annex B. The Organisation chart shows the interrelation of personnel within AAPMC, while job descriptions define the responsibilities and authorities of each role. Job descriptions and the Organizational structure are reviewed and approved by Top management for adequacy as determined by the changing needs and expectations of the interested parties identified in Section 4.2, and any risk and opportunities presented through the risk management process, Section

6.1.

Members of Top management are ultimately responsible for the quality of AAPMC's products and services since they control the resources, systems and processes by which conforming work is accomplished. Top management are responsible for business planning, development and the communication of our policies, quality management system planning, the establishment and deployment of objectives, the provision of resources needed to implement and improve the quality management system and for undertaking management reviews. Top management has assigned the responsibility and authority to the management teams and departments to:

1. Ensure that QMS processes are delivering their intended outcomes;
2. Report on the operation of the QMS and identifying any opportunities;
3. Ensure that improvement is taking place;
4. Ensure that customer focus is promoted throughout the organisation;
5. Ensure that whenever changes to the QMS are planned and implemented;
6. Ensure the integrity of the system is maintained during changes;
7. Ensure that responsibilities and authorities relating to the QMS are communicated and understood.

All managers demonstrate their commitment to the development and improvement of the quality management system through the provision of necessary resources, through their involvement in the internal audit process and through their proactive involvement in continual improvement activities. Emphasis is placed on improving both the effectiveness and efficiency of key system processes.

All managers are responsible for execution of the business plan and the implementation of the policies, processes and systems described in this manual. All managers are responsible for planning and controlling the management system processes within their area of responsibility, including the establishment and deployment of operational level objectives and the provision of resources needed to implement and improve these processes.

All employees are responsible for the quality of their work and implementation of the policies and procedures applicable to processes they perform. Employees are motivated and empowered to identify and report any known or potential problems and to recommend related solutions to aid the corrective and preventive action process.

6. Planning

6.1 Actions to address risks and opportunities

6.1.1

6.1 Addressing Risks & Opportunities

The overall aim of risk and opportunity management within AAPMC is to ensure that organizational capabilities and resources are employed in an efficient and effective manner to take advantage of opportunities and to mitigate risks.

Top management are responsible for incorporating risk based thinking in to our organisation's culture. This includes the establishment of risk management policies and targets to ensure effective implementation of risk and opportunity management principles and activities by:

1. Providing sufficient resources to carry out risk and opportunity management activities;
2. Assigning responsibilities and authorities for risk and opportunity management activities;
3. Reviewing information and results from audits and risk and opportunity management activities.

The scope of AAPMC’s risk and opportunity management process includes the assessment of the internal and external issues identified in Section 4.1, and the assessment of the needs and expectations of any interested parties identified in Section 4.2. Risk and opportunity management is undertaken as part of AAPMC’s day-to-day operations.

AAPMC has classified its risk appetite as the amount of risk that we are willing to accept in pursuit of an opportunity or the avoidance of risk where each pertains to product and/or system conformity, and which reflect the following considerations:

1. Risk management per product or process;
2. Capacity to take on or mitigate risk;
3. Our objectives, business plans and stakeholder demands;
4. Evolving industry and market conditions;
5. Tolerance for failures.

AAPMC uses registers to help record, assess, respond, review, report, monitor and plan for the risks and opportunities that we perceive to be relevant. The registers allow our Organisation to methodically

assess each risk and to study each opportunity associated with our Organisational context, and the needs and expectations of our interested parties. The register records the controls and treatments of risks and opportunities and preserves this knowledge as documented information.

6.1.2 AAPMC Risk Registers

- AAPMC Risk Register by Operation in Production
- AAPMC Risk Register by Department
- AAPMC Risk Register by Shared Services

6.1.3 Planning Risk Management for Pandemic, Natural Calamity and Political Turmoil

6.1.3.1 Pandemic or Epidemic

In the event of an epidemic or global pandemic, top management shall first consult with authorized government agencies on how to properly proceed with day-to-day operations in accordance to the likelihood and severity of the disease. Regardless of the advice from the government agencies, top management shall make the final decision whether to proceed or hold the operations based on the likelihood and severity rating of the disease.

Top management is responsible for planning, assessing and deciding which functions and departments can be worked on remotely to help protect the employees from travelling and potentially catching the disease.

Top management is responsible for establishing, renewing, continuing, pausing, or terminating employee contracts, in accordance to government rules and laws, with allocating and conserving crucial financial resources in mind. Conserving valuable financial resources is critical to ensure that the organization is able to continue operating in spite of the unforeseen effects of the pandemic.

6.1.3.2 Natural Calamity

In the event of a natural disaster or calamity, top management is responsible for checking on the welfare of all its employees whether the calamity occurred during operation hours or not. Top management is responsible for planning whether to continue or pause operations based on the effects of the calamity. Top management shall inform the customers of the calamity and its potential effects to the production performance.

6.1.3.3 Political Turmoil

In the event of a political turmoil that could directly affect the organization's ability to continue its production, top management is responsible for checking on the welfare of all its employees. If the political turmoil escalates to use of weapons that may endanger the employees, top management shall decide whether to continue or pause production.

6.2 Quality objectives and planning to achieve them

AAPMC sets out its objectives and targets on a regular basis within the management review minutes where details of program dates and responsibilities are defined. Improvements in quality and performance are incremental and are in keeping with the size and complexity of our organisation.

When setting objectives and targets, our organisation ensures that they are consistent with the needs and expectations of our interested parties, as defined in Section 4.2, and to our corporate policies. In addition, technological options, financial, operational and business requirements are considered.

In order to determine whether or not our objectives and targets are being met, they are measured and reported as a set of Key Performance Indicators (KPI). This allows progress to be monitored as metrics are gathered and data is analysed. KPIs and objectives for our Organisation include the following aspects:

1. Turnover rate & profitability;
2. Sales targets & Production efficiency targets:
3. Reject and Rework & cost of quality targets;
4. Manpower attrition rate

On the basis of the set quality policies and in connection with the application of the ISO 9001:2015 quality management principles, AAPMC sets quality objectives that are specified in the register of objectives. All employees are responsible for fulfillment of the quality policies and subsequent objectives. Managers of all departments are obliged to develop general objectives into objectives applicable to their departments and employees.

Quality Objectives

By maintaining the integrity of the QMS, our quality objectives defined by Top Management are easier to be fulfilled. These objectives are categorized in the following perspectives:

Financial Business Perspective

- Financial Structure & Profile
    - Fiscal Year Sales & Production Cost Rate at 25% min.Yield Target
    - Weekly On-Time-Delivery (OTD) Performance @ 80% Hours Relieved & Target Hours
    - Weekly Turn-Around-Time (TAT) Performance @ 90% & 3-7 Days TAT
    - Maintain an 10% OT Hours budget against normal work schedule
- Capital Investments & Growth
    - New Projects & Initiatives
    - New Business Opportunities

Customers Perspective

- Quality Performance
    - Customer Rejection Profile
    - FAI and Qualification status within plan and schedule
    - Rework Reduction Performance by 50%
- Customer Feedback through Customer Satisfaction Survey (CSS)
- Compliancec and Certification
    - Customer Audit - Process
    - Internal Quality Audit - System
    - ISO 9001:2015 Certfication - System

Internal Business Processes Perspective

- Productivity Performance Summary at 80%
- Fully implementation of the Production Management System (PMS)
- 100% perform the Preventive Maintenance (PM) Plan within schedule
- Complete at least three (3) Continuous Improvement (CI) projects with impact to QCD targets
- To achieve the 63% target Overall Equipment Efficiency (OEE)

Organizational Capacity Perspective

- To increase the skills rating at 3 for hired employees that meets the requirements of the job within training time and skills development plan and schedule.
- Develop and maintain Deburr Technology (DTT) Training to mitigate skilled manpower insufficiency
- To achieve a safe and healthy environment in the the facility and at customer area for all employees.

6.3 Planning of changes

The quality management system is planned and implemented in order to meet our corporate objectives and the requirements of ISO 9001:2015. The planning process involves establishing and communicating our policies, objectives and associated operational procedures.

This document constitutes our overall plan for establishing, maintaining and improving the quality management system. For each instance of management system planning, the output is documented and retained accordingly and changes are conducted in a controlled manner. The management review and

the internal audit processes ensure that the integrity of the QMS is maintained when significant changes are planned which may affect key processes.

Whenever quality management system changes are planned, Top management ensures that all personnel are made aware of any changes which affect their process, and that subsequent monitoring is undertaken to ensure that QMS changes are effectively implemented.

7. Support

7.1 Resources

7.1.1 General

Resources at AAPMC include human resources and specialised skills, infrastructure, technology, work environment and financial resources. The resource requirements for the implementation, management, control and continual improvement of the quality management system, and activities necessary to enhance customer satisfaction, are defined in our operational procedures, work instructions and the following sections of this QMS manual:

1. Planning; Section 6.0
2. Management review; Section 9.3
3. Human resources; Section 7.1.2
4. Infrastructure; Section 7.1.3
5. Work environment; Section 7.1.4
6. Planning of product realisation; Section 8.1
7. Determination of customer requirements; Section 8.2

7.1.2 People

To ensure competence of our personnel, job descriptions have been prepared identifying the qualifications, experience and responsibilities that are required for each position that affects product and system conformity. Qualifications include desired requirements for education, skills and experience. Appropriate qualifications, along with the provision of any required training, provide the competence required for each position.

Qualifications are reviewed upon hire, when an employee changes positions or the requirements for a position change. The Human Resources Manager 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. The results of training are then evaluated to determine if it was effective.

All employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. The company operates a formal system to ensure that all employees within the Organisation are adequately trained to enable them to perform their assigned duties.

Staff training records are maintained to demonstrate competency and experience. The Human Resources Manager maintains and reviews the training records to ensure completeness and to identify

possible future training needs. Training records are maintained and include as a minimum; copies of certificates for any training undertaken to date, current job description and resumes.

7.1.3 Infrastructure

AAPMC is responsible for planning, providing and maintaining the resources needed to achieve product and process conformance, including buildings, workspace and associated utilities; process equipment (hardware and software); and supporting services. Top management has overall responsibility for managing our services.

7.1.4 Environment for the operation of processes

AAPMC ensures that our office complies with relevant health and safety regulations. The Compliance Manager carries out regular compliance audits to ensure that appropriate standards are maintained. Top management is committed to providing:

1. A place of work that is safe, including all equipment and methods of work;
2. Training, instruction, information and supervision for employees;
3. A means of safe handling, storage, use and transportation of equipment, materials and chemicals;
4. Safe working environment with good lighting, ventilation, safe passageways, stairs and corridors.

In-house Work Environment

The organization shall determine and manage the work environment needed to achieve conformity to product requirements

7.1.4.1 Telecommute or Remote work

In the event of a pandemic, calamity, or political turmoil, AAPMC shall determine which functions and departments could properly conduct their tasks even in a remote/telecommute setting. AAPMC shall then assign affected employees to a remote/telecommute work environment for their safety until it is determined that the pandemic, calamity or political turmoil is finished.

AAPMC shall provide necessary equipment such as laptops and mobile devices to the employees for them to conduct their work.

7.1.5 Monitoring and measuring resources

7.1.5.1 General

The organization shall determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

The organization shall ensure that the resources provided:

a. are suitable for the specific type of monitoring and measurement activities being undertaken;
b. are maintained to ensure their continuing fitness for their purpose.

The organization shall retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

7.1.5.2 Measurement traceability

When measurement traceability is a requirement, or is considered by the organization to be an essential part of providing confidence in the validity of measurement results, measuring equipment shall be:

a. calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification shall be retained as documented information;
b. identified in order to determine their status;
c. safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results..

The organization shall determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose, and shall take appropriate action as necessary.

7.1.6 Organizational knowledge

AAPMC recognises that organisational knowledge is a valuable resource that supports our quality management activities and ensures continual product and service conformity. There is a strong link between Organisational knowledge and the competence of our people, the latter being peoples' ability to apply knowledge to their work.

To ensure that Organisational knowledge is retained and transferred, Organisational knowledge is recorded in documented information, and is embedded in our processes, products and services. Examples of Organisational knowledge include:

1. Documented information regarding a process, product or service;
2. Previous specifications and work instructions;
3. The experience of skilled people and their processes and operations;

4. Knowledge of technologies and infrastructure relevant to our Organisation.

Sources of internal knowledge also include our intellectual property; knowledge gained from experience and coaching; lessons learnt from failures and successes; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services.

Sources of external knowledge often include other ISO standards; research papers; webinars from conferences; or knowledge gathered from customers, stakeholders or other external parties. AAPMC determines and reviews internal and external sources of knowledge, such as:

1. Lessons learned from non-conformities, corrective actions, and the results of improvement;
2. Gathering knowledge from customers, suppliers and partners, benchmarking against competitors;
3. Capturing knowledge existing within the Organization, e.g. through mentoring/succession planning;
4. Sharing knowledge with relevant interested parties to ensure sustainability of the Organisation;
5. Knowledge from conferences, attending trade fairs, networking seminars, or other external events.

7.2 Competence

Top management identifies emerging competency needs during management reviews. Emergent competency needs are converted into job descriptions for the type and number of positions that need to be filled through internal or external recruitment.

Where required; competency training and monitoring is conducted in-house, although for more specialist skills, external courses are utilised. The effectiveness of training is evaluated and recorded. The company induction includes an introduction to our policies and objectives. Future competency training needs are identified as part of the Management Review process.

7.3 Awareness

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. The company operates a formal system to ensure that all employees within the Organisation are adequately trained to enable them to perform their assigned duties.

Where required; awareness training and monitoring is conducted in-house, although for more specialist skills, external courses are utilised. The effectiveness of awareness training is evaluated and recorded.

The company induction includes an introduction to our Organisation's policy statements and objectives. Future training needs are identified as part of the management review process.

7.4 Communication

The organization shall determine the internal and external communications relevant to the quality management system, including:

a. on what it will communicate;
b. when to communicate;
c. with whom to communicate;
d. how to communicate;
e. who communicates.

7.5 Documented Information

7.5.1 General

The organization's quality management system shall include:

a. documented information required by this International Standard;
b. documented information determined by the organization as being necessary for the effectiveness of the quality management system.

NOTE The extent of documented information for a quality management system can differ from one organization to another due to:

- the size of organization and its type of activities, processes, products and services;
- the complexity of processes and their interactions;
- the competence of persons.

7.5.2 Creating and updating

When creating and updating documented information, the organization shall ensure appropriate:

a. identification and description (e.g. a title, date, author, or reference number);
b. format (e.g. language, software version, graphics) and media (e.g. paper, electronic);
c. review and approval for suitability and adequacy.

7.5.3 Control of documented information

7.5.3.1

Documented information required by the quality management system and by this International Standard shall be controlled to ensure:

a. it is available and suitable for use, where and when it is needed;
b. it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

7.5.3.2

For the control of documented information, the organization shall address the following activities, as applicable:

a. distribution, access, retrieval and use;
b. storage and preservation, including preservation of legibility;
c. control of changes (e.g. version control);
d. retention and disposition.

Documented information of external origin determined by the organization to be necessary for the planning and operation of the quality management system shall be identified as appropriate, and be controlled.

Documented information retained as evidence of conformity shall be protected from unintended alterations.
NOTE Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

8. Operation

8.1 Operational planning and control

AAPMC establishes and implements documented plans and procedures that describe the processes (4.3) and the controls required for the provision of services in awareness to the objectives, the potential for planned or unintended change, and the risks and opportunities identified in Section 6.1. During this planning phase, management or other responsible personnel identify the following parameters:

- Objectives and requirements for the service;
- Verification, validation, monitoring, inspection and test requirements;
- Documented information to demonstrate conformity;
- Document information to demonstrate process effectiveness;
- Necessary resources; or outsourced processes and their controls;
- Criteria for process performance and product/service acceptance;
- Potential consequences and mitigation to change affecting input requirements;
- Resources necessary to support the ongoing operation of the service.

The output of planning activity includes documented plans, resource schedules, process, requirements and procedures.

8.2 Requirements for products and services

8.2.1 Customer communication

In accordance with our commitment to exceed our customer's expectations, AAPMC highlights effective customer communication as an essential element of delivering customer satisfaction. Appropriate handling of customer communication helps to reduce customer dissatisfaction and in many cases turn a dissatisfying scenario into a satisfying experience. Customer communication occurs through the following formats, events and processes:

1. Website, specifications or technical documents relating to our products and services;
2. Inquiries, quotations and order forms, invoices and credit notes;
3. Confirmation of authorised orders and amended orders;
4. E-mails, letters and general correspondence;
5. Customer feedback and complaints management process;

Top management is responsible for establishing methods of communication with our customers to ensure enquiries, contracts or order handling; including amendments, customer feedback and complaints are handled expeditiously and professionally.

8.2.2 Determining the requirements for products and services

AAPMC develops appropriate requirements to ensure that we satisfy the needs and expectations of our customers or relevant interested parties. AAPMC ensures that customer requirements are clearly articulated and that their requirements are captured and understood before the acceptance of an order. Customer requirements include the following:

1. Previous customer requirements
2. Statutory and regulatory requirements related to the product;
3. Other non-customer specified performance requirements;
4. Any additional requirements determined by AAPMC;

8.2.3 Review of the requirements for products and services

8.2.3.1

Prior to committing to the customer, AAPMC ensures and confirms our capacity to supply the required product or service. Pre-acceptance reviews are conducted to ensure that:

1. Product requirements are defined and are appropriate;
2. Any additional requirements determined by AAPMC are appropriate;
3. Contract or order requirements differing from those previously expressed are resolved;
4. AAPMC has the ability to meet the defined requirements;
5. Documented information is retained and maintained showing the results of the review.

Customer requirements are confirmed before acceptance by the exchange of contracts, purchase orders via appropriate electronic or hard copy formats.

8.2.4 Changes to requirements for products and services

AAPMC ensures that all relevant documented information; relating to changes in product or service requirements, is authorised and amended where necessary, and that all relevant personnel are made aware of the documented requirement changes.

8.3 Design and development of products and services

N / A

8.4 Control of externally provided processes, products and services

8.4.1 General

The purchasing process is essential to our organisation's ability to provide our customers with products and services that meet their requirements. AAPMC ensures that all purchased products or services that are incorporated in to our final products; conform to our specified requirements.

AAPMC accomplishes this by closely working with a network of external clients. Performance and capability are continually assessed through periodic performance data analysis and inspection or verification of the supplied services. The type and extent of control applied to our suppliers and the purchased service is dependent upon the effect that the outsourced service may have on our final service. The following considerations are taken in to account by:

1. Ensuring that we understand the capabilities and competencies;
2. Ensuring that we clearly communicate the roles and responsibilities;
3. Defining the quality requirements for the outsourced activity;
4. Selecting and qualifying appropriate suppliers.
5. Ensuring that no counterfeit production products are supplied to the organization

It is the responsibility of the Top management to evaluate and select suppliers based on their ability to supply services in accordance with specified requirements. Additionally, other internal resources may be called on to assist as required. The criteria for the selection, evaluation and reevaluation are defined in the Purchasing & Procurement Procedure, while records of the results of evaluations and any necessary actions arising from the evaluation are maintained.

8.4.2 Type and extent of control

Purchased items are checked against the purchase order to confirm identity and quantity. In the event that items are rejected on receipt, a non-conformance report is raised and the supplier contacted to arrange replacement or credit. AAPMC has established and implemented a process of inspection to ensure that purchased products conform to:

1. Purchase orders and delivery notes;
2. Product specifications;
3. National or international standards.

Where appropriate, risk control measures are applied to outsourced processes. Risk control measures, and their importance, are documented within the purchasing data and clearly communicated to the supplier.

8.4.3 Information for external providers

AAPMC uses purchase orders to describe the service to be purchased.
Designated individuals within the company create purchase orders using the company system. They also

ensure the adequacy of the requirements that are specified by the purchase order prior to release. Each purchase order includes where appropriate:

- Identification of product or service to be delivered, quantity, delivery date, and cost;
- Requirements for approval or qualification of product, procedures, processes or equipment;
- Requirements of the quality management system and the qualification of personnel.

8.5 Production and service provision

8.5.1 Control of production and service provision

In order to control the planning, administrative support and implementation of work, AAPMC's policy is to describe the work methods, the controls applied and the records required. The process control activities are quality with many aspects that also relate to quality control. The following controlled conditions are applied where applicable:

- Quality control checks are performed;
- Evidence of completed inspections;
- Detailed process work instructions and specifications for all products;
- Criteria for workmanship and competence.

In cases where special processes are employed where the results of which cannot be easily checked, including any processes where deficiencies become apparent only after the service is in use. Validation demonstrates the ability of these processes to achieve planned results by:

- Defining qualification criteria and approval of special processes prior to use;
- Defining criteria for review and approval of the processes;
- Approval of equipment and qualification of personnel;
- Requirements for records;
- Re-validation.

8.5.2 Identification and traceability

The organization shall use suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

The organization shall identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

The organization shall control the unique identification of the outputs when traceability is a requirement, and shall retain the documented information necessary to enable traceability.

8.5.3 Property belonging to customers or external providers

We identify, verify, protect and maintain customer property provided for use. The Compliance Manager ensures that lost, damaged or unsuitable customer property is recorded and immediately reported to the customer.

Customer property can also include customer-owned materials, tools (including packaging), tooling (including test/inspection tooling and equipment), and intellectual property.

8.5.4 Preservation

The organization shall preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

NOTE Preservation can include identification, handling, contamination control, packaging, storage, transmission or transportation, and protection.

8.5.5 Post-delivery activities

AAPMC determines customer requirements before acceptance of an order. Customer requirements include the following:

- Previous customer requirements;
- Statutory and regulatory requirements related to the product;
- Any additional requirements determined by AAPMC.

8.5.6 Control of changes

Changes to the design and development requirements are identified and recorded. Any changes are reviewed, verified, validated and approved. The review of design development changes includes evaluating the effects of those changes upon constituent products already delivered. All results relating to the review of changes are retained as documented information.

8.6 Release of products and services

Top management has overall responsibility for planning and implementing the inspection and test activities needed to verify that product requirements are met at appropriate stages of the product

realisation process.

Services are not used until verified as fully compliant.
Documented information is retained to indicate the person authorising the release of the service.
Service delivery does not proceed until all compliance have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.

Measurement and acceptance criteria that are necessary for service acceptance are retained as documented information; subsequent acceptance records form the production documentation evidence which includes the following information:

- Criteria for acceptance and rejection;

8.6.1 Usage of Controlled Stamps as Confirmation

Controlled Stamp usage by employees across all operations and departments is to be implemented for faster and more efficient way of tracking and documenting process flow.

Stamp usage is recognized as equivalent to employee officially signing off a document. If used through an external document, additional information such as Full Name shall be required.

Departments are represented by the following code:

- Production - PXXX
- Engineering - EXXX
- Quality - QXXX
- Administration - AXXX

where XXX denotes the control number of the stamp

8.7 Control of nonconforming outputs

8.7.1

It is our organisation's policy to detect, control and rectify any aspect of an output that does not conform as quickly and efficiently as possible. Where necessary, any service output that does not conform to requirements is properly identified and controlled to prevent unintended use. The nonconformity is analysed and the cause(s) are investigated.

Improvement actions are implemented to ensure the non-conformance does not reoccur. Once the non-conforming outputs are corrected, the outputs are then verified for conformity against requirements.

Documented information concerning the nature of any non-conformances, the resolving authority, and the resulting corrective actions is retained. Where necessary, details concerning any authorised concessions are documented as evidence of acceptance.

8.7.2

The organization shall retain documented information that:

a. describes the nonconformity;
b. describes the actions taken;
c. describes any concessions obtained;
d. identifies the authority deciding the action in respect of the nonconformity.

9. Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

AAPMC applies suitable methods for determining which aspects of the quality management system and its processes are to be monitored, measured and evaluated. The frequency and methods by which our processes are monitored, measured and evaluated is determined and informed by:

1. Statutory and regulatory requirements;
2. Customer feedback and specification requirements;
3. Process and QMS requirements;
4. Process performance and audit results;
5. Level of risk and types of control measure;
6. Trends in non-conformities or corrective actions;
7. Criticality for service conformity.

All monitoring, measuring and evaluation outputs are documented and analyzed to determine process effectiveness and to ensure their effectiveness in achieving in-tolerance results, and to identify opportunities for improvement.

1. In-process checks relate to both quality control and productivity checks;
2. Provision is made for the identification and resolution of non-conformances;
3. The emphasis is to prevent any problems which might affect customer satisfaction;
4. In-process checks are performed and documented;

Where applicable, records are retained as documented information for a minimum of ten years, as per Aerospace Standards. This documented information includes derails of the final inspection authority to confirm that all critical parameters were in accordance with established requirements and specifications. Additionally, product samples are stored for a minimum of ten years.

Services are not normally delivered until all compliance have been completed and that documented information exists to provide evidence of conformity with acceptance criteria and identifying the person(s) authorising release.

Top Management monitors information and trends relating to customer perception as to whether the organisation has fulfilled the customers' requirements. Customer complaints, whether received in writing, verbally or electronically through emails are immediately forwarded to the Top Management for action.

Customer survey data along with other customer feedback, including written or verbal complaints and information collected via the customer feedback form are reviewed by the Top Management who

initiates appropriate corrective actions. The level of customer satisfaction is monitored using various sources of customer data:

1. Analysis of customer complaints;
2. Analysis of customer survey.

9.1.2 Customer satisfaction

The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring and reviewing this information.

NOTE Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports

9.1.3 Analysis and evaluation

Top management and other managers and supervisors collect and analyse data using appropriate statistical techniques to determine the suitability and effectiveness of key quality management system processes applicable to their area(s) of responsibility and to identify opportunities for improvement. At a minimum, data is analysed to assess achievement of the corporate level objectives and customer requirements.

A process is effective and efficient if the desired results are measurably achieved. Effectiveness and efficiency is measured in terms of product quality, process accuracy, delivery schedule performance, cost and budgetary performance, employee function performance against established objectives and levels of customer satisfaction. In order to identify strengths, weaknesses, threats and opportunities in our quality management system, AAPMC monitors and analyzes trends using the following quality data points:

1. Characteristics of processes, services and their trends;
2. Conformity to product, customer and legal requirements;
3. Customer satisfaction and survey data;
4. External provider performance data;
5. Results of actions taken to address risks and opportunities;
6. Effective implementation of QMS planning;
7. Improvement opportunities identified during internal audits and management reviews;

Control limits for process and product performance are expressed as objectives and disseminated via

documented information as appropriate. AAPMC undertakes corrective action when the data shows a trend toward the defined control limit. Employees, who utilise statistical tools to analyse; measure and verify outputs, are sufficiently competent to ensure proper deployment of these techniques.

9.2 Internal audit

9.2.1

Internal audit results are critical inputs that help to assess the effectiveness of our quality management system. AAPMC's internal audits use risk based thinking and the notion of continual improvement as the main drivers. Internal audits are conducted at planned intervals to determine whether the quality management system conforms our organisation's planned arrangements and to the requirements of ISO 9001:2015.

AAPMC's internal audit programme is based upon a strategy that considers the status and importance of each process that comprises our quality management system. The audit frequency is based upon process performance trends, results from previous audits, levels of customer satisfaction, rates of non-conformity and corrective action, etc. to ensure that our Organisation focuses on the aspects that affect product and process conformity the most.

The criteria, scope, frequency and methods of each audit are defined in our audit plan. The selection of trained auditors and their subsequent impartial conduct ensures objectivity throughout the audit process, Each Auditor ensures that:

1. The results of each are reported to Top Management;
2. That timely appropriate corrective action undertaken where required;
3. They retain documented information such as audit checklists and audit reports as evidence of the effective implementation of the audit programme in respect of each audit.

9.3 Management review

9.3.1 General

To ensure the continuing suitability, adequacy and effectiveness of our quality management system in meeting our organisation's strategies, Top management conducts formal management review meetings at planned internals.

9.3.2 Management review inputs

The primary inputs that are reviewed comprise data from conformance and performance measurements that are gathered at key quality data points from various processes. Subsequent recommendations for improvement are based on the evaluation of such measurements.
Conformance is primarily assured through internal audits and demonstrated through a review of audit results and our demonstrated ability to detect, correct and to prevent problems. Performance is primarily assured through the deployment of corporate and operational level objectives, and through the review of our demonstrated ability to achieve desired results.

9.3.3 Management review outputs

The primary outputs of management review meetings are management actions that are taken to make changes or improvements to our quality management system. During management review meetings, top management will identify appropriate actions to be taken regarding the following issues:

1. Improvement of the effectiveness of the quality management system and its processes;
2. Improvement of product related to customer requirements;
3. Opportunities and risks;
4. Resource needs.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our quality management system and the provision of resources needed to implement these actions. Responsibilities for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned actions and their due dates are recorded in the management review minutes.

10. Improvement

10.1 General

In order to determine and select opportunities for improvement or to implement any necessary actions to meet the requirements of customers and relevant interested parties, or to enhance customer satisfaction, AAPMC drives improvement via the analysis of relevant data. The data inputs for the improvement process include:

1. Risk and opportunity evaluations;
2. Assessment of the changing needs and expectations of interested parties;
3. The conformity of existing products and services;
4. The effectiveness of our QMS;
5. Supplier performance;
6. Levels of customer satisfaction, including complaints and feedback;
7. Internal and external audit results;
8. Corrective action and non-conformance rates;

AAPMC also ensures that opportunities for improvement from daily feedback on operational performance are evaluated by the Top Management which are typically implemented through the corrective action system. Opportunities for improvement from analysis of longer-term data and trends are evaluated and implemented through the management review process and are prioritized with respect to their relevance for achieving our quality objectives.
The overall effectiveness of continual improvement program (including corrective actions taken as well as the overall progress towards achieving corporate level improvement objectives) is assessed through our management review process.

10.2 Nonconformity and corrective action

10.2.1

Evidence of non-conformance, customer dissatisfaction or service weakness is used to drive our continual improvement system. Since problems may already exist, they will require immediate correction and possible additional action aimed at eliminating or reducing the likelihood of its recurrence.

Management with responsibility and authority for implementing corrective action are notified promptly of product or process non-conformities. Investigating and eliminating the root cause of these failures, using the 8D methodology, is a critical part of our continual improvement process.

AAPMC takes action to eliminate the cause of non-conformities in order to prevent their recurrence.

Corrective actions are appropriate to the effects of the non-conformities encountered. The documented Corrective Action Procedure defines the requirements for:

1. Reviewing non-conformities, including customer complaints;
2. Determining the causes of product non-conformities and process deficiencies;
3. Evaluating the need for action to ensure that non-conformities do not recur;
4. Determining and implementing action needed;
5. Recording and reviewing the results of actions taken.

Follow-up audits are conducted in accordance with the internal audit process to ensure that effective corrective action is taken and that the action is appropriate to the impact and nature of the problem encountered. In addition, the Quality Manager summarises and analyses corrective action data to identify trends in order to assess the overall effectiveness of the corrective action system and to develop related recommendations for improvement.

The resulting corrective actions are reviewed for effectiveness and are reported to Top management in order to determine if changes to the QMS are required, or whether any new risks or opportunities need to be considered during planning. Documented information concerning the nature of any nonconformances and their resulting corrective actions is retained.

The corrective actions are considered effective if the specific problem was corrected and data indicates that the same or similar problems have not recurred. Results of data analysis and subsequent recommendations are presented to top management for review.

10.3 Continual improvement

AAPMC continually improves the effectiveness of its quality management system through the effective application of the corporate policies, objectives, auditing and data analysis, corrective and preventive actions and management reviews.

The continual improvement process begins with the establishment of our corporate policies and objectives for improvement, based on objectives contained in our business plan and customer targets and goals. Customer satisfaction, internal audit data, process and product performance data, and the cost of poor quality or risk control are then compared against objectives or KPIs to identify additional opportunities for improvement.

The overall effectiveness of continual improvement program, including corrective actions taken, as well as the overall progress towards achieving corporate level improvement objectives, are assessed through our management review process.