



QUALITY ASSURANCE MANUAL

Quality Department



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1. INTRODUCTION

OSSA was founded in 1952 in Spain, and at present it operates all over the world. OSSA is the leading specialist in underground works in 4 business areas: Construction, Energy, Mining and Services.

BUSINESS AREAS

CONSTRUCTION

- Roads
- Motorways
- Railways
- Metro



MINING

- Underground infrastructures
- Caverns



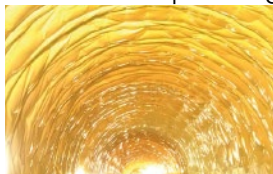
ENERGY

- Power Plants



SERVICES

- Technical Assistance
- Waterproofing
- Installations



OSSA is involved in underground excavation Projects with perforations and detonations (NATM), as well as in TBM excavation, microexcavation, tube driving, mining shearers and other mechanical excavation methods.

Globally, OSSA has developed projects in Portugal, Greece, Norway, Peru, Colombia, Brazil, Panama, Costa Rica, Nicaragua, Guatemala, Chile, Hong Kong and Taiwan.

After over 65 years of successes, our strategy consists in continuing international expansion and providing services to large civil engineering and mining clients at all levels, contributing our broad technical experience and fleet of equipment and prioritizing the environment, quality, safety and innovation in all our projects.

PHILOSOPHY

Quality, respect for the environment and Health and Safety in working environments are crucial elements for the development of our activities and the future of the Organization, wherever we may be.

ACHIEVED GOALS

OSSA is firmly committed to Quality (ISO 9.001), Health and Safety (ISO 18.001), and the Environment (ISO 14.001) and invests in Research and Development Projects (UNE 166.002) at the international level. OSSA has signed the United Nations World Pact, providing support and promoting a culture of responsibility in corporate governance.

OSSA has implemented at its sites an Environmental Management System as per ISO 14001:2004 international standard, certified by BUREAU VERITAS. The system is implemented in all our sites and is controlled and maintained through a computer program (SAP) to ensure real-time monitoring.



COMMITMENTS

THE OSSA QUALITY DECALOGUE

- 1** To increase the level of satisfaction and loyalty (consolidation) of our clients by providing works with a quality/price ratio adapted to their requirements and expectations.
- 2** To develop and maintain a group effort to increase OSSA's competitiveness by means of quality and productivity improvements enabling enhanced stability in the market and in technological progress.
- 3** To identify Client needs and requirements, both explicit and implicit (within legal requirements) to ensure compliance.
- 4** To involve and motivate our staff by encouraging their participation in the management, development and implementation of the SIG system in order to achieve the quality levels required by the Client.
- 5** To establish permanent training programs in order to develop highly qualified teams to reach if possible greater levels of security on site and carry out the activities comprised in the SIG system.
- 6** To promote collaboration relationships with our Clients, suppliers and subcontractors, enhancing participation in the commitment towards Quality and in the improvement of the quality of their work.
- 7** Analyze the efficacy of SIG for ongoing improvements year after year as well as to establish objectives based on obtained results.
- 8** To achieve said objectives, the management will establish within the General Policy of OSSA the necessary plans and resources to reach the established goals.
- 9** To this end, the Quality Department Manager is in charge of implementing and verifying compliance with SIG, to which end said manager has the necessary authority and independence within the OSSA organization.
- 10** Compliance with SIG is the responsibility of the entire Organization particularly of the staff in charge of carrying out the activities comprised within said system.



2. QUALITY POLICY

OSSA is a construction company established in 1952, specialized in subterranean civil engineering works, mining and the energy sector.

In alignment with its vision to **“be the world leader in underground works”**, and its mission to **“carry out its daily responsibilities and operational duties to benefit shareholders in the framework of compliance with the law and best practices related to the environment, safety and respect for human rights”**, the management of OSSA establishes this company policy as a framework for its daily activities and undertakes to:

- Care for the individuals who work for OSSA, promoting their professional and personal development in a healthy and safe working environment focused on preserving good health.

“The employees who work for OSSA make up the Company. So, better employees make OSSA a better company”.



- Invest in innovation, ongoing improvement in processes and management systems of OSSA as a means to ensure Client satisfaction and adding value to the technological developments of the industry.

“Client satisfaction together with research, development and innovation are the first steps to achieve and maintain the worldwide competitive leadership of OSSA”.

- Ensure strict compliance of the requirements agreed with clients, whether specified or nonspecified but intrinsic to each one of the provided services, as well as compliance with legal requirements, human rights and other issues which OSSA voluntarily undertakes to fulfill.

“OSSA supports its services as a specialized contractor with commitment and transparency”.



- Respec the environment, different cultures and contribute to the prevention of pollution as well as to sustainable economic development in the countries where OSSA operates. For this purpose, OSSA undertakes to work together with employees, their families, local communities and the general society in order to improve their quality of life.

“The feasibility of OSSA is linked to the feasibility of business results in the society and environment in which we operate”.

- Embody R&D+I as a basic principle, establishing and developing a management system as per the UNE 166002 standard, and establishing R&D+I objectives.

“In OSSA we consider R&D+I as the driver of our growth”.





3. QUALITY MANAGEMENT SYSTEMS

TOOLS

The tools that make up our management system are: the SIG OSSA Manual, Technical Instructions, Applicable Technical Regulations and monthly reports by the technicians in charge of the works.





4. ON-SITE QUALITY PLAN

The following elements must be taken into account for the development of the quality plan of our works:

- O SSA management system: quality manual, procedures.
- Client Requirements.
- Applicable regulations.



On the basis of the requirements established in ISO 9001 and the criteria defined by the Client, OSSA develops a specific Quality Plan for the works, which must be approved by the Client before beginning on site work (provided this is a requirement).

The tools will allow us to focus the development of the specific Quality Plan for the works.

The Quality Plan must include at least the following elements:

- STRUCTURE AND ORGANIZATION.
- CONTROL DOCUMENTATION.
- COMMUNICATIONS.
- PROJECT ANALYSIS/CHANGE CONTROL.
- IDENTIFICATION AND TRACEABILITY.
- INSPECTION AND TESTS.
- PROCESS CONTROL.
- PROCUREMENT AND SUBCONTRACTS.
- PRODUCT PRESERVATION.
- CONTROL OF MEASUREMENT EQUIPMENT.
- AUDITS, NONCONFORMITIES, CLAIMS, CORRECTIVE AND PREVENTIVE ACTIONS.
- FINAL WORKS DOCUMENTATION.

STRUCTURE AND ORGANIZATION

This section defines the duties and responsibilities of organization members.

CONTROL DOCUMENTACIÓN

This is the system for monitoring the preparation, review, approval, distribution, modification archiving and cancellation of all documents generated at the works. Within SIG, the OSSA Quality Department prepares Technical Instruction IT02-PS01- Works Documentation Control, which is the reference for defining the specific procedure for the works.

The archiving system (digital and printed copy) for the documentation generated at the works establishes document areas and their managers. Generally, the document areas are as follows:



During the execution of the works, each document area shall be in the custody of its manager. At the end of the works, said manager sends the documents to the machinery pool where it will remain for at least 5 years after reception of the works. When it arrives at said pool, the documents will be the responsibility of the Quality Department Manager at headquarters. Finally, a DIGITAL copy of the Quality and Environmental document area must be sent to the Quality Department manager at headquarters.

Special mention must be made of the Drawings Documentation Control. The OSSA Quality Department has prepared within SIG the Technical Instruction IT02-PS02- Drawings Control that is used as a reference to define the specific procedure for the works.

YES

A **good documentation control system** must have the following characteristics:

- The documents are **ORGANIZED AND ACCESSIBLE** for members of the organization.
- **RECORDS** are kept of the **MODIFICATIONS** and the **VALID** documentation can be identified at any time.
- There is **CONTROL** to determine who has received the documentation.
- There is **CONTROL** and a **RECORD** of canceled documents.
- Adequate and legally required **CUSTODY** is available after completion.

NO

A **poor documentation** control system entails:

- NOT being able to find the documentation when needed.
- NOT knowing which version is **VALID**.
- NOT knowing who is **RESPONSIBLE** for each document area.
- NOT filing **CANCELED** documentation.
- NOT keeping documentation which can be required by law.

COMMUNICATIONS

A procedure must be established for:

- Ensuring **INTERNAL COMMUNICATION** between different levels and duties in the organization concerning issues related to system management . This communication can be implemented by means of:
 - Regular meetings of the managers in charge of system implementation for feedback and suggestions.
 - Posters and billboards.
 - Mailbox for feedback.
 - Direct information, verbally or in writing.
 - E-mail.
 - These channels and any other enabling two-way communication:

- Defining a **SYSTEM** for receiving, documenting and replying relevant communications from third-party partners (Clients, public organizations, others).

Incoming and outgoing records will be kept of documentation which can be archived, together with appropriate schedules. In communications with official bodies, the original documentation must be archived.

- CLIENT
- OFFICIAL ORGANISATIONS
- OTHERS (Suppliers, individuals)



COMMUNICATIONS REGISTRY



- CLIENT
- OFFICIAL ORGANISATIONS
- OTHERS (Suppliers, individuals)

YES

A **good communication** system comprises:

- ORGANIZED incoming and outgoing communication and distribution.
- HISTORIC RECORDS of all communications with date and attachments.
- The ability to VERIFY whether adequate communication channels have been followed in order to overcome deficiencies.
- THE SYSTEM CAN BE IMPROVED by the members of the organization.
- INVOLVEMENT of organization members in the execution of the works

NO

A **poor communication** system involves:

- NOT finding the communications exchanged with clients, official organizations or others.
- NOT COMPLYING with document requirements in time and form (legal or administrative).
- NOT INFORMING the members of the Organization about modifications which are relevant for their duties.

PROJECT ANALYSIS/CONTROL OF MODIFICATIONS

When contracting the works, the Project must be analyzed to verify that the documentation and data are correct in order to:

- VERIFY if all necessary documentation is available and complete with sufficient precision and detail to define the works for adequate and complete execution.
- VERIFY that the legislation and regulations in force applicable to the Project have been taken into account.
- ANALYZE Project documentation in order to detect faulty definitions, omissions and contradictions.

During the EXECUTION of the works, the proposed actions, adopted solutions and follow-up must be documented. To this end, a section with these contents must be created in the Quality Plan, including a schedule listing modification proposals and their dates of submission and approval.

IDENTIFICATION AND TRACEABILITY

TRACEABILITY is the ability to determine the location of a specific material on the works site by means of recorded identification.

For this purpose, a Works Site Fragmentation System must be established.

WORKS SITE FRAGMENTATION SYSTEM

Each works unit submitted to control shall be identified with a BATCH.

Each BATCH must undergo INSPECTION AND TESTING as per the Inspection/testing plan points.

In order to identify the location of each batch on site, it will be divided in chapters, sub-chapters, parts, elements and batches.

Due to their importance for the Projects that OSSA carries out, CONCRETE (sprayed, cast or solid) and STEEL are subject to IDENTIFICATION AND TRACEABILITY.

YES

A **good identification** and traceability system enables:

- AVOIDING the use of products for purposes other than those for which they were assigned.
- AVOIDING the utilization of products labeled as Retained or Rejected.
- The IDENTIFICATION of the batch condition vis-à-vis follow-up requirements seguimiento..

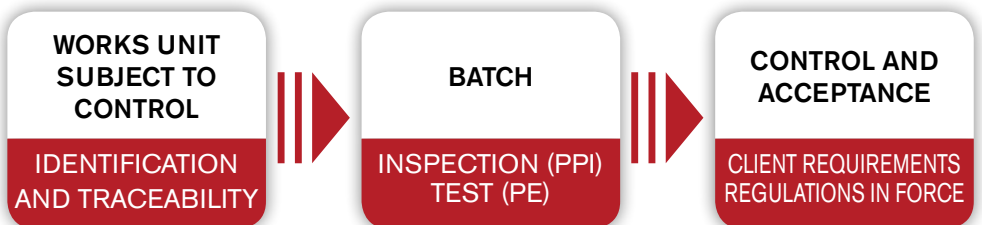
NO

A **poor identification** and traceability system involves:

- NOT having a record or location of the BATCHES subject to control.
- NOT being able to ADEQUATELY overcome problems derived from NONCOMPLIANT PRODUCTS.

INSPECTION AND TESTS

The Works Quality Plan shall identify the works units subject to control. This quality control is carried out through the Inspection Points Program and Test Plan that shall be designed specifically for each.



The Inspection Points Program and Test Plan is the set of inspections and tests to be carried out to verify the acceptability of each batch.

The Inspection Points Programs and Test Plans are updated and completed together with the progress of the works and must be approved prior to the execution of the works each program refers to.

If any modifications arise in works units or construction processes, the appropriate Inspection Points Programs and Test Plans must be reviewed accordingly and be submitted to the Client for approval.

INSPECTION POINTS PROGRAM (IPP)

Each inspection must have defined criteria for approval, batch, frequency and manager.

In addition, the program must specify which controls are CHECK POINTS, i.e., inspections that, due to their characteristics or significance, require stopping the activities awaiting a test, Client approval or other external control.

These inspections are related to NONCONFORMITIES which may be identified during the execution of the works.

TEST PLAN

The tests to be carried out are defined in the Test Plan which also indicates the frequency and standards to be applied.

In addition, it is necessary to perform a regular (monthly) follow-up of the testing plan compliance to identify deviations.

Within the scope of activities carried out by the company, the most relevant tests are:

- Control of sprayed concrete compression resistance.
- Traction of bolts.

YES

A **good management** of inspections and tests enables:

- Adequately fulfilling CLIENT REQUIREMENTS.
- Receive CLIENT APPROVAL of the units to be executed, avoiding subsequent CLAIMS.
- CONTROL on-site delivery of materials (Tests and Inspection) to identify deficiencies before these generate additional costs.
- COMPLIANCE with binding regulations.

NO

Poor Management of inspections and tests could entail:

- NOT detecting ERRORS IN EXECUTION AND MATERIAL REQUIREMENTS at the right time, involving unnecessary additional costs.
- CLIENT CLAIMS for failure to execute according to requirements.
- NON-COMPLIANCE WITH OBLIGATORY REGULATIONS.

PROCESS CONTROL

There are 2 types of procedures generated by the Quality Plan, as follows:

- **General procedures**, which define all issues related to the management system. The OSSA SIG procedures can be applied or adapted to each Project in accordance with Client requirements or agreements with partners.
- **The Technical procedures**, which define the way in which the work units shall be carried out. These procedures must develop the following contents:
 - Object and scope.
 - Materials to be applied and execution process.
 - Definition of means.
 - Quality control (IPP and Tests).

GENERAL PROCEDURES

- DOCUMENTATION CONTROL.
- COMMUNICATIONS.
- PROCUREMENT AND SUBCONTRACTS.
- CONTROL OF MEASURING EQUIPMENT.
- NONCONFORMITIES, AUDITS.

TECHNICAL PROCEDURES

- TUNNEL SUPPORT.
- EXCAVATION.
- CONCRETE.
- WATERPROOFING OF TUNNEL.
- STRUCTURES.

MANAGEMENT OF PROCUREMENT AND SUBCONTRACTS

PROCUREMENT

All purchases or subcontracts of products and services which could bear on the quality of the work shall be carried out in a two-stage process: an initial planning of requirements and a subsequent individual process for each purchase. At all times environmental and labor risk prevention requirements must be fulfilled.

The initial planning is extremely important for adequate logistics and the volume of the purchase..

- Preparation of the purchase order and the TPS (technical procurement specification).
- Comparison of proposals made by suppliers.

EVALUATION OF SUPPLIERS

Suppliers of products, works and services shall be selected according to their capacity to meet specifications and to supply products accordingly. Suppliers will be monitored as regards quality standards with results being recorded on an individual file. Suppliers will be evaluated twice a year.

A supplier registry will be maintained comprising contact data and evaluation results. This list shall be updated monthly.

LIST OF STANDARDIZED NORMS FOR CONSTRUCTION PRODUCTS (CE)

Some products are required to fulfill the conditions specified in the list of standardized norms for construction products which is updated regularly and can be checked at the industry ministry website. <http://www.fomento.gob.es/>

PRODUCT PRESERVATION

In order to check the quality of materials and projects subject to control, a Reception and Storage Control Plan (RSCP) shall be developed. This plan establishes the criteria for:

- Reception Inspection.
- Storage Inspection.

The conformity of products shall be accepted by signing the shipping bill.

In addition, the RSCP would establish the measures for stocking materials such as:

Explosives:

Explosives shall be stored according to the requirements of the organization in charge of regulating the storage and use of explosives in each country. As a general rule, explosives must be stored in a protected and secured facility, the key of which must be in the sole possession of the director and the personnel he may authorize.

Additives:

The concrete-producing facilities must have stores for keeping the range of additives to be utilized in order to guarantee require production rates. In facilities of tunnels or places where sprayed concrete shall be applied, stores must be arranged for storing catalysts.

Aggregates:

Aggregates to be used in concrete production sites must be stored separately per size in order to avoid contaminations.

Steel:

Stocks of steel for reinforced concrete must ensure that production is not delayed due to lack of stock. In order to avoid degradation of this steel, it must not be left on the ground.

Cement:

Cement must be stored protecting it against humidity, either in silos (large volume supply) or adequately packaged if supplied in bags.

It must be verified that the cement has the necessary specifications (class of resistance, additives, special uses (sulphur resistant, seawater resistant, low hydration temperature)).

Prefabricated items:

It is important to keep adequate stock as extended stock periods could cause deterioration in prefabricated items which may render them unusable.

In addition, prior verifications must be made in structural elements during the manufacturing process and upon reception to check that the design requirements are met.

MEASUREMENT EQUIPMENT CONTROL

This procedure aims at ensuring control, tuning and adjustment of inspection, measurement and testing equipment in order to maintain its precision within accepted limits during the execution process.



A Gauging/Review Program must be performed on said equipment, consisting of a checklist which includes the periodicity of scheduled adjustments. (Gauging and verifications).

In addition, subcontractor and quality control laboratory equipment must also undergo the necessary revisions of their testing and measuring equipment.

NONCONFORMITIES, AUDITS, CLAIMS

NONCONFORMITIES

A nonconformity on-site is noncompliance with or deviation from a quality requirement established by the Management System, Quality Plan, Project, Drawings, Technical Specifications Sheets, Regulations, Administrative Clauses, etc.

The CAUSES that could give rise to the issuance of a A Nonconformity Report are the following:

- Noncompliance of quality objectives.
- Faulty execution of works units and procedures.
- Defects in audits or in the application of the Quality Plan.
- Deviations in supply of materials, products and services involving quality.
- Deviations in the execution of the works units, as regards the geometric variations or new units, without the corresponding conformity of the Works Management.
- Noncompliance of the Inspection Points Program (PPI) or the Test Plan (TP).

As soon as a nonconformity is detected, a NONCONFORMITY REPORT must be generated having the following contents:

- Reference code.
- Report issue date.
- Entity that identifies the nonconformity.
- Entity that originates the nonconformity.
- Description of the nonconformity.
- Date on which the nonconformity was detected and manager signature.
- Classification of the nonconformity (Major or Minor).

- Proposed corrective action.
- Date on which said action is proposed and manager signature.
- Revision of the action, indicating whether it was favorable or not.
- Date of revision of the action and manager signature.
- Closure of the nonconformity, verification date and manager signature.

In all cases it is necessary to REPORT TO THE CLIENT any product/installation which, being a nonconformity, was taken as accepted for any reason. It is necessary to request Client conformity in writing whenever this is a contractual and compulsory requirement.

AUDITS

In order to verify compliance with the Quality Plan of each work site within the Quality Management System, the quality Department manager at OSSA headquarters schedules annual audits in each work site.

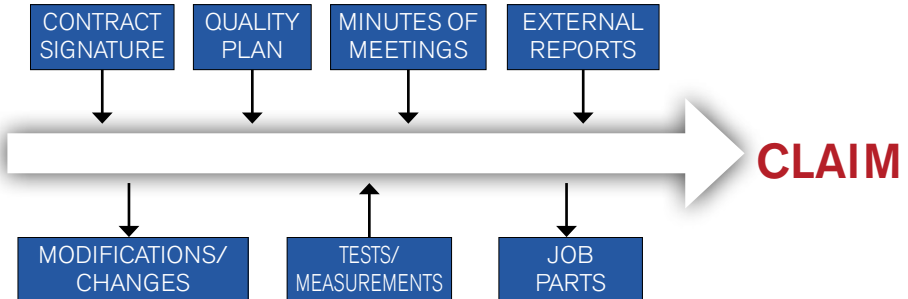
The audits will be notified to the Quality and Environmental Technician assigned to the site through e-mail with 15 days in advance. A report is issued after the audit and sent to the works site.

CLAIMS

In some cases there are processes or small units within a process which are not detailed in the Project or Contract or different in their execution due to a Client request. In these cases it is necessary to send a description of the execution to the Client in order to obtain approval in writing.

This is important for 2 reasons:

- To make sure that the Client approval for the execution is obtained.
- If applicable, an economic assessment must be added if it was not included in the Project budget.




As shown in the diagram, the preparation of a claim requires an initial and comprehensive review of the Project and Contract to confirm that the claim is necessary. When the claim has been prepared and approved by the Client, it is important to collect all the technical information and documentation related to the execution (minutes of meetings, modification or change proposals, reports of tests and measurements of the execution, job parts and if applicable external reports) to justify the content of the claim once it has been finalized.

FINAL WORKS DOCUMENTATION

When delivering an executed Project it is necessary to present the FINAL WORKS DOCUMENTATION or AS BUILT. This documentation comprises all the documents that demonstrates that the requirements established by the ISO 9001 and 14001 standards have been fulfilled throughout the construction process and detailed in the Quality Plan. The presentation of this document is different for each Client and must be adapted to Client requirements as much as possible.

It is advisable to agree the form of presentation at the beginning of the works in order to prepare the documentation accordingly throughout the execution of the Project.



5. QUALITY, A WAY OF WORKING. ONGOING IMPROVEMENT

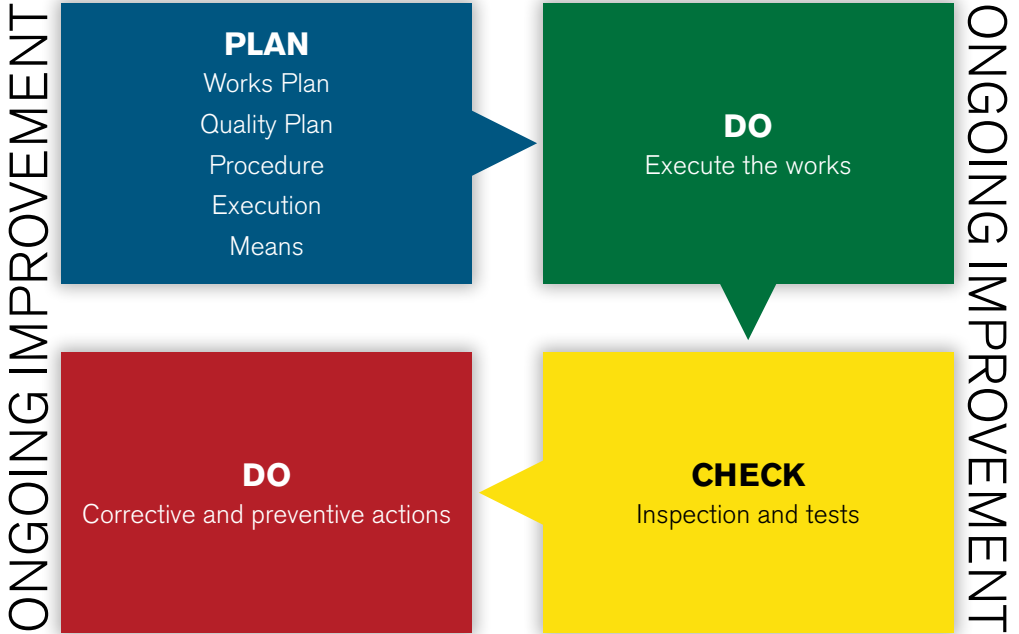
Quality must be perceived and applied as a way of working.

Ongoing improvement is closely linked to quality and allows activities to develop efficiently according to requirements. Ongoing improvement must be a proactive task instead a simple reaction to problems when they arise. OSSA endeavors to meet or exceed Client requirements and to improve internal objectives.

The basic rules for ongoing improvement are:

- Nothing can be improved if it has not been CONTROLLED.
- Nothing can be controlled if it has not been MEASURED.
- Nothing can be measured if it has not been DEFINED.
- Nothing can be defined if it has not been IDENTIFIED.

Planning (PLAN)+Execute (DO)+Verify (CHECK)+ Act (ACT)



The implementation of a quality improvement system is based on the skill to identify and resolve problems or deviations between what should be happening and what is actually happening. In addition, said deviation should be important enough for someone to realize that it must be corrected. In this sense, a quality system which is adequately implemented at all process levels needs to be reviewed and compared. For this purpose, it can be said that:

1. If the results are not measured it cannot be known if the expected deviation correction has been successful.
2. If said success cannot be seen it cannot be rewarded and, if it cannot be rewarded the reward would go to the deviations.
3. If an error cannot be recognized it cannot be corrected.

A system that does not measure results will not be able to manage errors effectively, and said errors have a direct bearing on the quality of the services rendered by OSSA. This means that said errors will be noticed and discovered sooner or later by clients who will tend to claim or reject the product.



6. COST OF NO QUALITY

The COSTS of NOT FOCUSING on QUALITY are all the costs which would not have occurred if the quality with which we carry out our activity was PERFECT.

“QUALITY IS NOT EXPENSIVE. WHAT IS EXPENSIVE IS THE LACK OF QUALITY”.

- By increasing quality the costs derived from correcting nonconformities are diminished.
- The cost of processing complaints and claims are lower.
- If the same mistakes are not repeated, the cost of repeated faulty work diminishes.
- Satisfied clients create a climate of harmony and good reputation in the Organization.
- A good reputation is one of the best qualities an organization can have, as it becomes a reference for many other organizations.





7. OSSA INTERNATIONAL WORKS. QUALITY MANAGEMENT

In the international expansion of OSSA, the Company has obtained sufficient experience to adapt quality to the requirements and ways of working in each country in which it has developed projects.

The way of working of OSSA is based on upholding the requirements of ISO 9001 and ISO 14001 standards, adapting the control and follow-up thereof to the standard practices of each country, adding requirements which may not be part of said ISO standards but which, either due to the practices of each country or to Client requirements, are regarded as necessary.

In addition, in order to execute all processes with the required quality, OSSA believes that it is very important to ensure before, during and after execution that said quality is perceived by the Client. For this purpose, works are planned with sufficient time for the Client to express all his doubts, many of which arise out of the different working practices in each country, and resolve them on the basis of the broad knowledge and experience of OSSA staff. In addition, before initiating a Project in a country and throughout its development, OSSA researches its legislation and regulations. During and after the development of a Project special attention is paid to maintain direct and ongoing communication with the Client.

There are many ways to do things properly and therefore it is important to adapt to the standard working practices of each country.



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**OSSA IS
COMMITTED
TO QUALITY**



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