

SATAIR COMPANY MANUAL

Effective date	18 Jan 2021			Doc ID	CM-01			Version	19		
Applicable for	<input checked="" type="checkbox"/> WAS ¹	<input checked="" type="checkbox"/> WAS ²	<input checked="" type="checkbox"/> ATL	<input checked="" type="checkbox"/> BEJ	<input checked="" type="checkbox"/> CPH	<input checked="" type="checkbox"/> LHR	<input checked="" type="checkbox"/> MIA	<input checked="" type="checkbox"/> SIN	<input checked="" type="checkbox"/> HAM	<input checked="" type="checkbox"/> DUB	<input checked="" type="checkbox"/> PRG
Relevant for	Satair : All departments and functions										

DOCUMENT SIGNATURES

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Preface

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

Satair processes are defined in the Company Management System, which is designed to satisfy all customers, regulatory and legal requirements. Satair entities are expected to operate by the system and hold certification to ISO9001, EN/AS9100, EN/AS9110, EN/AS9120 and are working towards ISO 14001 certification and other standards appropriate to their business. Satair entities are expected to carry out self-assessments against the internationally recognized criteria as specified in the standard as the basis for planning improvement.

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

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

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

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

Bart Reijnen
Chief Executive Officer

1. CONTENTS & AMENDMENT RECORD

1.1 DOCUMENT CHANGE RECORD

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

Date	Vers. No	Page(s) Amended	Details Of Amendment
17 Nov 2016	7	2,16	Preface updated with CEO Mr. Bart Reijnen signature Para 5.5.1 New Organization Chart added
18 Jan 2017	8	5, 23, 28, 36	Para. 2.2 Permissible exclusions have been deleted Para. 2.2 new process map Para. 7.1 new process map Para. 7.5.4 Customer property to include customer property Minor change; word "Satair" in front of batch has been removed Additional Quality Management documents has been added
02 Feb 2017	9	8, 9, 10, 38	Para. 1.5 Satair Group Architecture Para. 2.2 Permissible exclusions have been added Para. 2.3 Process Map, link to Airbus/POA Appendix A – A10-AS and QMM has been added
01 Apr 2018	10	All	Adaptation to new structure of the latest AS/EN standard revision
15 Jun 2018	11	8, 32	Para 2.3 Permissible Exclusion Para 8.3 Design and Development
20 Jul 2018	12	17	Updated organization chart
30 Jul 2018	13	40	Para. 9.2 Management Review updated to meet revised EN9100/EN9120 requirements
12 Dec 2018	14	1, 17	Para. 5.4 Updated organization chart
12 June 2019	15	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 20, 24, 25, 26, 27, 29, 30, 31, 33, 35, 37, 40, 42, 47, 48, 49, 50, 51	Following paragraphs were updated to include EN9110 requirements: Cover Page, Preface, 1.1, 1.2, 2.1, 2.2, 3, 4.1.2.3, 4.1.2.4, 4.1.2.10, 4.3.1, 5.1, 5.3, 5.4, 5.4.4, 5.4.5, 5.6, 5.6.1, 5.6.2, 5.6.3, 5.6.4, 6.2, 6.2.1, 6.2.2, 6.3, 7.7, 7.8.1, 7.8.2, 7.8.3, 8.1.5, 8.4.1.1, 8.5.1, 8.5.6, 8.6, 9.1.1, 9.1.3, Appendix 1, Appendix 2

Date	Vers. No	Page(s) Amended	Details Of Amendment
14 Oct 2019	16	1, 2, 4, 5, 6, 7, 8, 10, 14, 15, 16, 18, 19, 21, 22, 29, 30, 33, 34, 35, 36, 45, 47, 48, 49, 54, 55	<p>Following paragraphs were updated to include ISO 14001 requirements: Cover Page, Preface, 1.1, 1.2, 2.1, 3, 4.1.2.11, 4.3, 4.4, 4.4.1, 5.1, 5.3, 5.4.1, 5.4.3, 6.1.1, 6.1.2, 6.2, 6.2.3, 6.3, 7.8.1, 7.8.3, 8.1.1, 8.1.2, 8.1.3, 8.1.4, 8.1.5, 8.1.6, 9.1.1, 9.1.3, 9.1.3.3, 9.1.3.4, 9.1.4, 9.2.2, 9.2.3, 10.1, 10.2</p> <p>Appendix 2 updated Function name from Procurement to Supply Management</p> <p>Appendix 3 added to illustrate process interaction for Miami Multi Site set up on maintenance</p>
24 Apr 2020	17	All Pages	<p>Aligned wording of Revision and Version throughout the manual.</p> <p>Para 4.1.2.4 - Updated Locations</p> <p>Para 4.3 - Updated Scope Of The CMS</p> <p>Para 4.4.1 - Company Management System principles</p> <p>Para 5.1 – Updated Leadership And Commitment</p> <p>Para 5.3.1 – Added Satair Quality And Safety Policy</p> <p>Para 5.3.2 – Updated Satair Values</p> <p>Para 5.4 – Updated Organization Chart</p> <p>Para 5.4.4 - Updated Chief Operations Officer</p> <p>Para 5.4.7 – Updated Head Of Product Management</p> <p>Para 5.4.9 – Updated Head Of Digital And Business Transformation</p> <p>Para 5.4.10 – Added Description For Head Of Legal</p> <p>Para 5.4.11 – Added Description For Head Of Strategy And Portfolio Management</p> <p>Para 6.2.1 - Updated Quality Objectives</p> <p>Para 7.3.1 – Updated Monitoring And Measurement Resources</p> <p>Para 7.8.1 - Documentation requirements</p> <p>Para 7.8.2 – Control of documents</p> <p>Para 8.5.1.4 – Updated Post Delivery Support</p> <p>Para 8.5.5 – Updated Preservation Of Products</p> <p>Para 9.2.2 – Updated Management Review Input</p> <p>Appendix 2 – Updated Process Interaction (Maintenance)</p> <p>Appendix 3 – Updated Process Interaction: Miami (Maintenance)</p> <p>Appendix 4 - Table Of Activities In Each Satair Location For A220</p>

01 Oct 2020	18	01, 06, 07, 08, 10, 11, 16, 18, 26, 65, 68, 69, 70, 71, 72, 73, 74,	<p>Cover Page – Updated document applicability</p> <p>Para 1.1 – Updated Document Change Record</p> <p>Para 1.2 – Updated List of Effective Pages</p> <p>Content Page – Updated Content Page</p> <p>Para 1.3 – Updated Profile of Organization/Satair</p> <p>Para 4.1.2.4 – Updated Locations</p> <p>Para 4.5 – Updated Scope of Company Management system</p> <p>Para 5.4 – Updated Organizational roles, responsibilities and authorities</p> <p>Para 10.2 – Updated Continuous Improvement</p> <p>Appendix 2 – Added Process Interaction (Manufacturing)</p> <p>Appendix 3 – Updated Process Interaction (Maintenance)</p> <p>Appendix 4 – Added Process Interaction (Distribution)</p> <p>Appendix 5 - Added Process Interaction (Manufacturing)</p> <p>Appendix 6 – Added Process Interaction: Maintenance (Singapore)</p> <p>Appendix 7 – Updated Process Interaction: Maintenance (Miami)</p> <p>Appendix 8 – Added Process Interaction: Distribution</p>
18 Jan 2021	19	01, 06, 10, 11, 13, 14, 18, 19, 26, 29, 42, 43, 48, 68, 69, 70, 74, 76	<p>Cover Page – Updated manual effective date and version</p> <p>Para 1.1 – Updated document change record to includes changes for version 19</p> <p>Para 1.2 – Updated list of effective pages</p> <p>Content page – Updated content page</p> <p>Para 2.1 – Updated scope of Company management system to include ASA-100 relevancy</p> <p>Para 3 – Updated terms and definition to include ASA-100 relevancy</p> <p>Para 4.3 – Updated scope of the Company Management System to include ASA-100 relevancy</p> <p>Para 4.4.1 Updated Company Management System principles to include ASA-100 relevancy</p> <p>Para 5.4 – Updated Organisation Chart</p> <p>Para 5.6 – Updated Organisation Chart for Aviation Maintenance</p> <p>Para 6.2.1 – Updated objectives to FOCUS 4 2021</p> <p>Para 6.3 – Updated Company Management System planning to include ASA-100 relevancy</p> <p>Para 8.1.4 – Updated to include ASA-100's 49CFR relevancy</p> <p>Appendix 2 – Updated Process Interaction (Manufacturing)</p> <p>Appendix 3 – Updated Process Interaction (Maintenance)</p> <p>Appendix 4 – Updated Process Interaction (Distribution)</p> <p>Appendix 8 – Updated Process Interaction: Distribution</p> <p>Appendix 10 – Added Storage Facility and Specification</p>

1.2 LIST OF EFFECTIVE PAGES

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1.3 PROFILE OF THE ORGANISATION / SATAIR

Airbus and Satair aftermarket services joined in 2014 to form Satair Group that was rebranded to Satair in February 2018; a 100% stand-alone company and Airbus subsidiary. This meant combining Satair's strength of being a world leading supplier of aircraft parts that is supporting major aircraft and engine families as well as providing service solutions based on long term business partnerships with Airbus' extensive service and support portfolio, its technical competence, proprietary parts support and worldwide networks. That way Satair is able to cover all material management needs by supplying parts from an extensive new and used parts portfolio, for mixed fleets throughout their entire life cycle from global stock locations. In the frame of parts management services, Satair is offering bespoke integrated supply chain solutions to manage planning, stocking and logistics. The part support for Airbus aircraft is providing technical and training support, repairs, kitting and tooling.

More than 1,300 employees in 11 locations¹ around the world achieve more than 2 billion USD in revenues and more than 21% market share by delivering products and services to more than 1,000 customers in 130 countries worldwide.

Core business of Satair is the distribution of spare parts, consumable material and tools that are required to operate, repair and maintain aircraft. In addition customers are offered services such as specific material services, trainings, repair service and consulting services across the entire Satair product portfolio.

In the frame of Satair's ambition to improve the performance and to develop the services for our customers Satair is exploring new areas such as additive manufacturing and the reuse of used parts.

The continuously improved performance of Satair's products and service is destined to increase the customers' aircraft availability, reduce their cost and allow them to focus on their core business. The services and products Satair offers to the market are contributing to making flying safer. At the same time is selling these paving the way to meet our shareholder's expectations in terms of revenue and profitability.

2. SCOPE

2.1 GENERAL

Satair has documented, implemented and maintained the Company Management System that satisfies the ISO 9001/ EN/AS9100, EN/AS9110, EN/AS9120, Eaton QAP7.2J21, ISO 14001 and ASA-100 as well as applicable statutory and regulatory requirements. The implemented Company Management System is regularly audited and reviewed to improve its effectiveness in accordance with the standards.

It is emphasized that the requirements specified in ISO 9001 EN/AS9100, EN/AS9110 and EN/AS9120, ISO 14001 and ASA-100 are complementary (not alternative) to contractual and applicable statutory and regulatory requirements. Should there be any conflict between the requirements of this standard and applicable statutory or regulatory requirements, the latter shall take precedence. i.e. requirements specified in ISO 9001, EN/AS9100, EN/AS9120, ISO 14001 and ASA-100 do not overwrite any statutory and/or regulatory requirements.

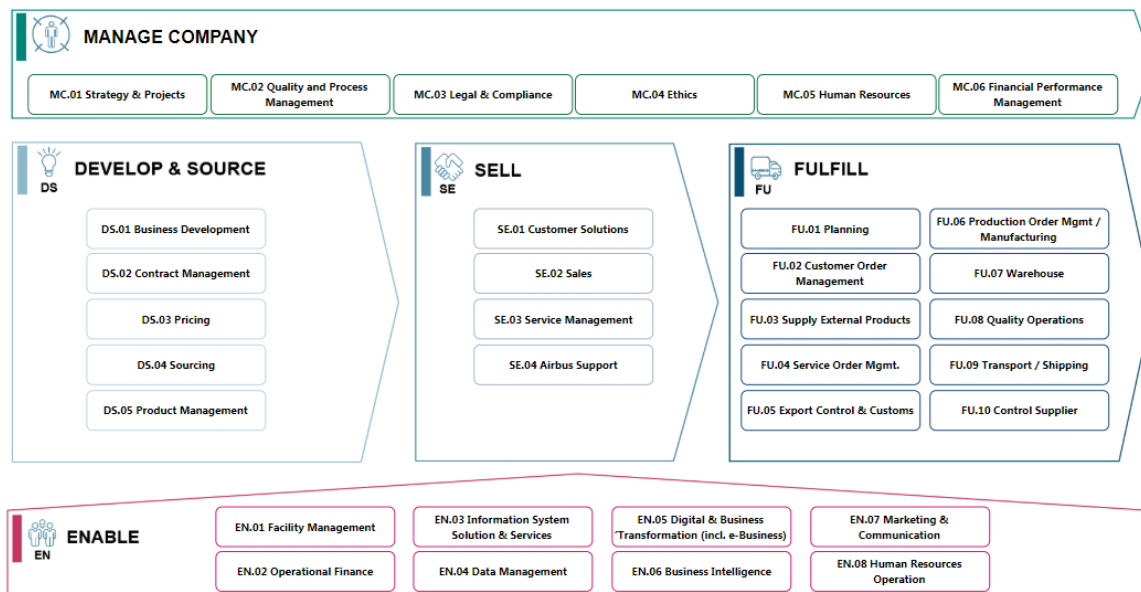
All employees are responsible for the implementation of the Company Management System.

¹ Including the sites which are not included in the multisite certificate today.

Satair Company Management System (CMS):

- Identification of the processes needed and their application throughout the organization
- Determination of the sequence and interaction of these processes
- Determination criteria and methods needed to ensure that both the operation and control of these processes are effective
- Ensuring the availability of resources and information necessary to support the operation and monitoring of these processes
- Monitoring, measuring and analyzing these processes, if necessary
- Implementation of actions necessary to achieve planned results and continuous improvement of these processes

2.2 PROCESS LANDSCAPE



Process Landscape – Status 12 June 2019

Manage

Company: Processes for directing the company, providing a framework & governance.

Develop & Source:

Processes to develop, provide & manage procured parts & services from business partners & suppliers.

Sell:

Processes to acquire and grow the business, sell parts & services to business partners & customers.

Fulfill:

Processes to supply (provide, produce & deliver) parts & services as well as aircraft support obligations.

Enable:

Processes to provide resources in terms of facilities, IS-IT tools, people and so enabling the core processes.

2.3 PERMISSIBLE EXCLUSION

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

§ 8.3 Design and development of products and services

3. TERMS AND DEFINITIONS

The terms and definitions used within ISO9001, EN/AS9100, EN/AS9110, EN/AS9120 ISO14001 and ASA-100 apply.

Airworthiness Certificate

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

Certificate of Conformity

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

Counterfeit Part

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

Distributor

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

Environment

Surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, humans and their interrelationships.

Environmental aspect

Element of an organisation's activities or products and services that interacts or can interact with the environment e.g. energy consumption.

Environmental impact

Change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization's environmental aspects e.g. greenhouse effect.

Risk

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

Splitting

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

Suspected Unapproved Part

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

Test Report

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

Customer owned property

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

Customer supplied product

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

Product

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

Quality Records

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

Significant Change

Any change to the quality manual that implements or revises an element of the quality system that is required by ASA-100.

4. CONTEXT OF THE ORGANISATION

4.1 UNDERSTANDING THE ORGANIZATION AND ITS CONTEXT

4.1.1 PRODUCTS, PERFORMANCE, RESULTS

Our products

The core business of Satair is the distribution of spare parts, consumable material and tools that are required to operate, repair and maintain aircraft. In addition customers are offered services such as specific material services, trainings, repair service and consulting services across the entire Satair product portfolio.

In the frame of our ambition to improve the performance and to develop the services for our customers Satair is exploring new areas such as adhesive manufacturing and the reuse of used parts.

Our ambition

The continuously improved performance of Satair's products and service is destined to increase the customers' aircraft availability, reduce their cost and allow them to focus on their core business. The services and products Satair offers to the market are contributing to making flying safer. At the same time is selling these paving the way to meet our shareholder's expectations in terms of revenue and profitability.

4.1.2 INTERESTED PARTIES

4.1.2.1 EXTERNAL CUSTOMERS

Satair's customers are MROs (Maintenance, Repair and Overhaul providers), airlines, brokers and distributors of spare parts that are located around the world. Those OEMs (Original Equipment Manufacturers) that entrust the distribution of their products to Satair are having a quasi-customer status.

4.1.2.2 INTERNAL CUSTOMERS

In the frame of the support obligations for the Airbus fleet Satair has internal customers in the Airbus organizations that make the parts Satair is distributing an integral part of their services; i.e. Major Repair of aircraft, Upgrade Service.

4.1.2.3 EMPLOYEES

Satair's 1,300 employees are located in 7 countries around the globe²:

China	3%
Denmark	18%
Germany ³	46%
Singapore	13%
United Arab Emirates ⁴	1%
United Kingdom ⁵	2%
United States of America	18%

² Reference HR Report 2016

³ Not included in EN/AS9120:2016 EN/AS9100:2016 multisite certificate

⁴ Not included in EN/AS9120:2016 EN/AS9100:2016 multisite certificate

⁵ Not included in EN/AS9120:2016 EN/AS9100:2016 multisite certificate

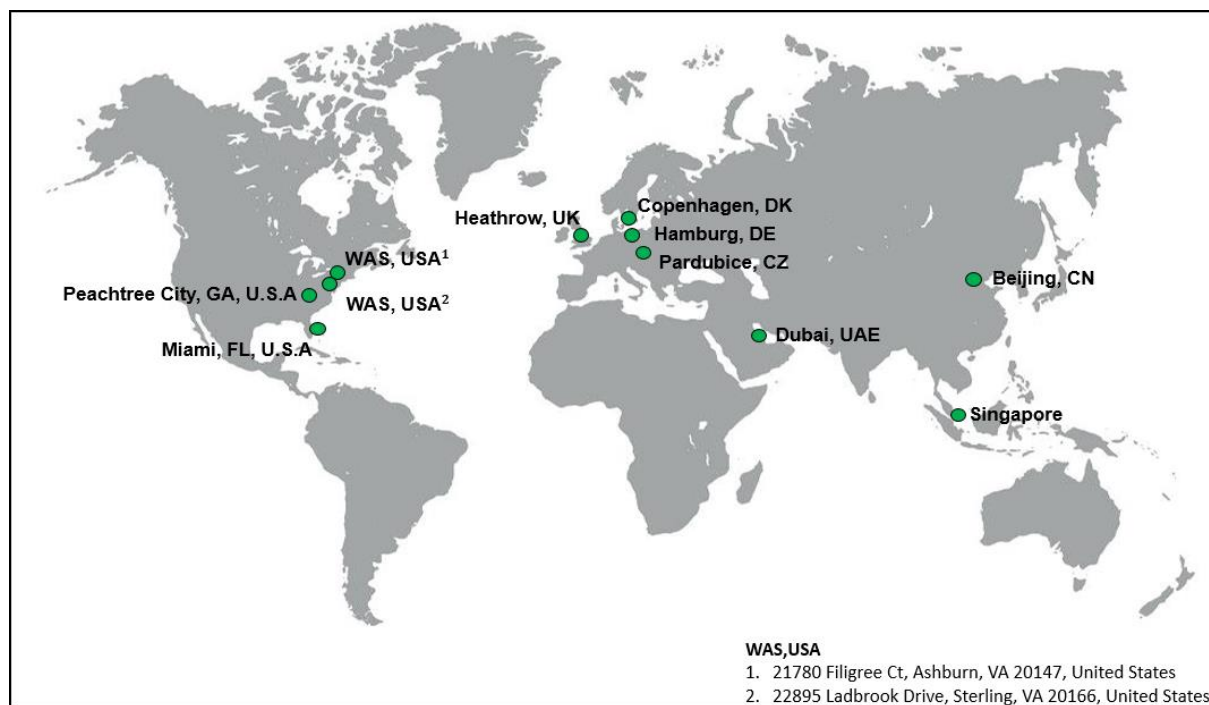
30% of all Satair employees are women and 70% are men. Their nationality is diverse:

American	17%
British	3%
Chinese	2%
Danish	15%
French	3%
German	36%
Singaporean	13%
Other	12%

This employee base is completed by personnel of service providers that are predominantly active in warehouse logistics. Workload peaks may be covered by temporary staff.

4.1.2.4 LOCATIONS

Satair is present in eleven locations around the world:



The scope of work is different per location:

	USA				UK	Germany	Czech Republic	Denmark	UAE	Singapore	China
Scope	<i>WAS</i> ¹	<i>WAS</i> ²	<i>ATL</i>	<i>MIA</i>	<i>LHR</i>	<i>HAM</i>	<i>PED</i>	<i>CPH</i>	<i>DXB</i>	<i>SIN</i>	<i>BJS</i>
Office	X		X	X	X	X		X	X	X	X
Warehouse	X	X		X	X	X	X	X	X	X	X
Repair				X	X					X	
Production				X							

4.1.2.5 SUPPLIERS AND PARTNERS

Airbus is not only the owner of Satair but as well the most important supplier and cooperation partner. The supplier base comprises of more than 600 suppliers that are located worldwide.

The OEMs that entrust the distribution of their parts to Satair are the essential partners of Satair's distribution business.

4.1.2.6 OWNER

Satair is a wholly owned subsidiary of Airbus S.A.S. with formal governance bodies and regular management meetings between both to ensure business coordination. As a subsidiary, Satair has close connections to the parent company Airbus S.A.S.. Airbus' commercial interests are shaping Satair's development on the market. In addition to any commercial activity this includes as well standards with regards to Quality, Ethics and Compliance, Occupational Health and Safety as well Environmental Protection.

4.1.2.7 SOCIETY GROUPS

Being a globally active company our activities impact individuals and groups of people all over the world. Satair is conscious of its social responsibility and fosters an open dialogue with all interested parties.

4.1.2.8 COMPETITION

Satair is internationally competing to become a global material integrator and services solutions partner for aviation whilst adhering to strict ethical principles and acting with integrity and fairness. Binding norms and legal principles like human rights, commercial law, employment rights and environmental protection are neither circumvented nor undermined in Satair's perimeter.

4.1.2.9 SUPPLIERS

Satair's suppliers for material and services are Original Equipment Manufacturers (OEM), brokers and repair shops. They are approved according to applicable Satair requirements. Beyond this, Satair is working with subcontractors of different domains such as training, consultancy or transport to run and improve daily operations.

4.1.2.10 AIRWORTHINESS AUTHORITIES

Whilst pursuing corporate strategic fundamentals, Satair respects regulatory and statutory requirements when designing, producing, repairing and delivering its products and services. This is done in close cooperation and with the final approval of the relevant Airworthiness Authorities.

4.1.2.11 ENVIRONMENTAL AUTHORITIES

As an environmental concerned company SATAIR is committed to comply with environmental legislation in the countries where we are located.

4.2 UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

4.2.1 PRODUCT REQUIREMENTS

Satair's customers are expecting highest standards regarding on-time and on-quality delivery of its products and services. On the basis of its processes and procedures Satair strives to meet these standards while continuously reviewing the efficiency and effectiveness of its performance and growth.

This is Satair's contribution to make aviation safer and improve customer confidence: Highest safety and quality standards are a Satair priority whilst ensuring a reliable and timely availability of parts to increase aircraft availability.

4.2.2 LEGAL REQUIREMENTS

The applicable legal requirements impacting Satair's business are related to:

- Airworthiness
- Customs
- Accident prevention regulations
- Environmental protection
- Employment rights
- Export Control
- Tax law

4.2.3 SUSTAINABILITY

Satair commits to act sustainably to maintain its commercial strength for its owner, employees, partners and suppliers long-term. Commercial interests, ethical values as well as the protection of employees and environment do not compete with each other but complement each other. The long-term protection of jobs in a healthy environment, the responsible usage of resources, social engagement, respecting social and cultural aspects as well as an integer interaction with competitors and partners support Satair's commercial success.

4.3 THE SCOPE OF THE COMPANY MANAGEMENT SYSTEM

SATAIR attained certification covering the following sites. In the event where there is any change in the status of certificate accreditation, Satair will advise customers according to their stated requirements:

	USA				UK	Germany	Czech republic	Denmark	UAE	Singapore	China
Scope	WAS ¹	WAS ²	ATL	MIA	LHR	HAM	PED	CPH	DXB	SIN	BJS
ISO 9001	X	X	X	X	X			X		X	X
EN/AS9100			X	X				X			
EN/AS9110			X	X	X			X		X	
EN/AS9120	X	X	X	X	X			X		X	X
QAP7.2J21			X	X				X			
ISO 14001					X			X			
ASA-100										X	X

Note: Specifically to ASA-100, Satair will notify ASA of any significant changes of the quality system and receive written notification of the acceptance of the change prior to implementation.

4.4 COMPANY MANAGEMENT SYSTEM AND ITS PROCESSES

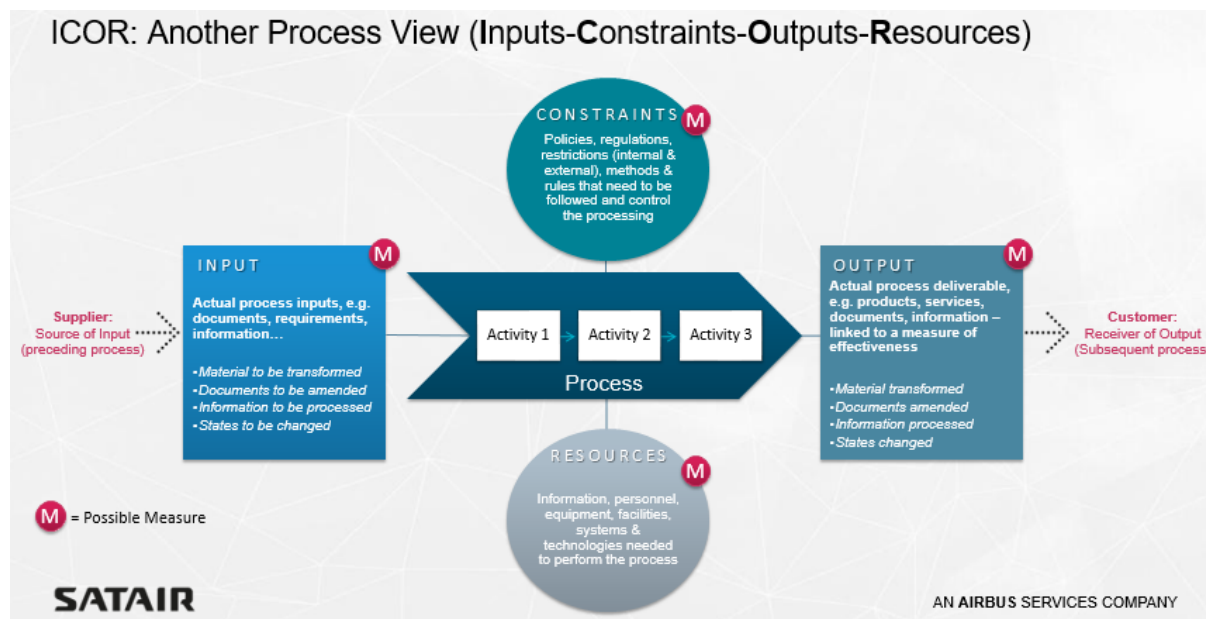
4.4.1 Company Management System principles

Quality is recognized as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.⁶

Satair's Company Management System complies with the International Standards, ISO9001 EN/AS9100, EN/AS9110, EN/AS9120, ISO 14001, ASA-100 and satisfies all applicable customers, regulatory and legal requirements.

The organization's products and services are delivered through a network of inter-related processes which operate across the functions of the whole organization, interfacing with customers and suppliers.

Processes and their interfaces will be designed to enable the business to continuously meet the needs and expectations of the customer. The definition of each process includes the specification of its purpose and deliverable to be achieved, the inputs which are transformed into outputs, the transformation being the addition of value, a starting and end point as well as their interfaces to other processes.



1 ICOR Process Diagram

⁶ Definition of Quality acc. ISO 8402-1986

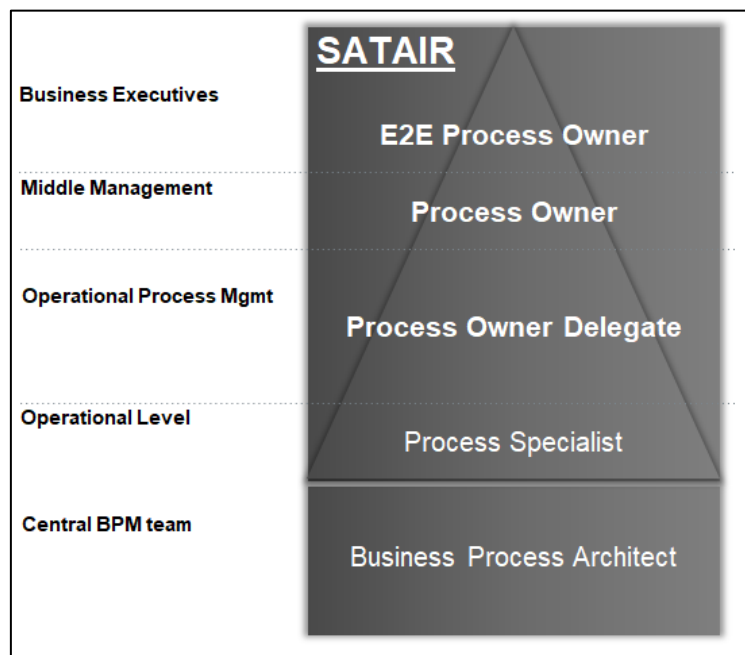
Taking on an E2E business approach, SATAIR strives to become a process-driven company. Processes should be considered as part of E2E processes, instead of being defined and limited to functions only.

All currently defined E2E processes, such as Order to Deliver (O2D) are mapped and can be found in Symbio.

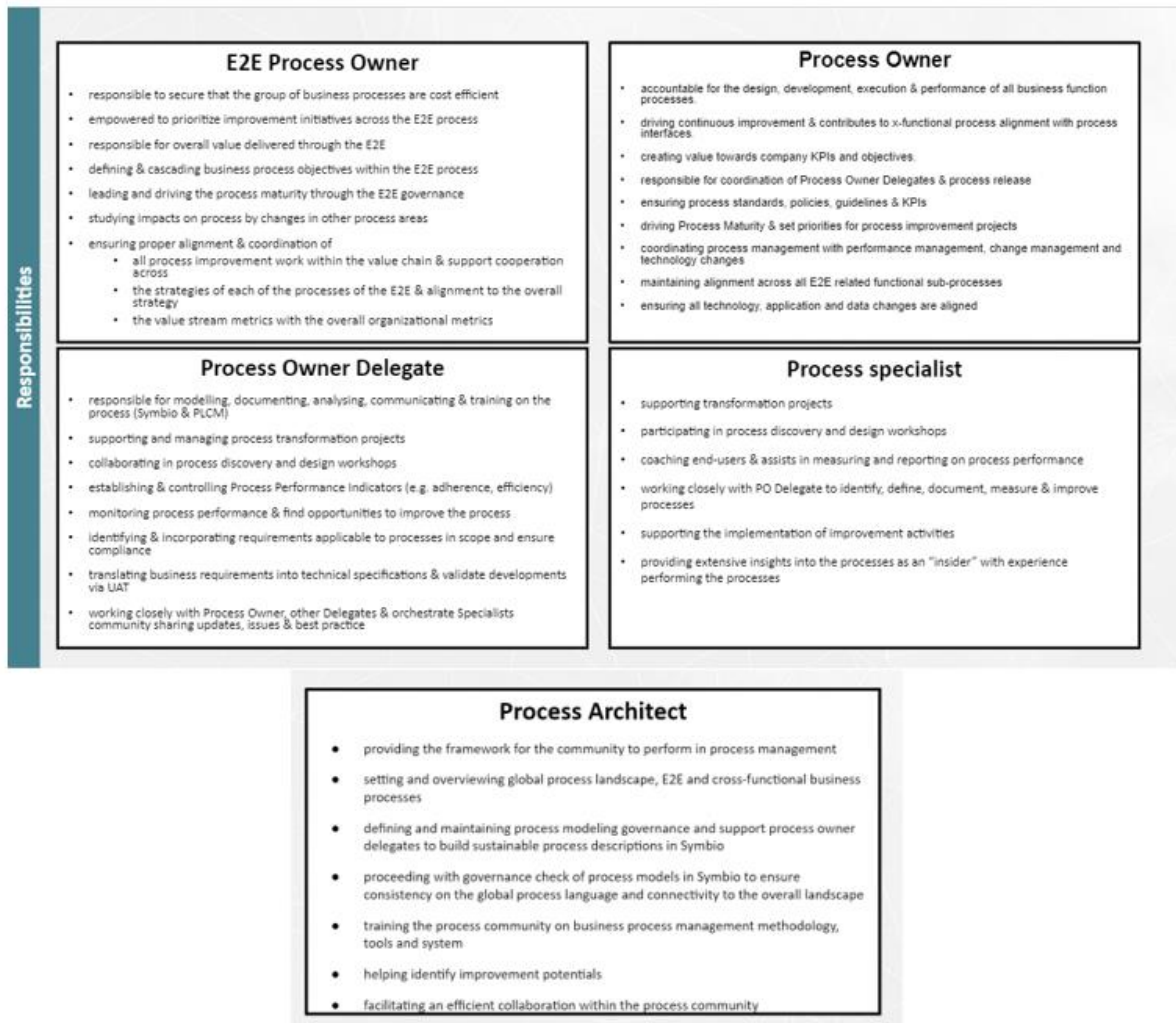
For each E2E process an E2E Process Owner is appointed.

Reporting to them are the Process Owners, whose processes are part of his E2E process. Where relevant, giving them the necessary inputs to business, strategy and planning and support end-to-end process optimisation.

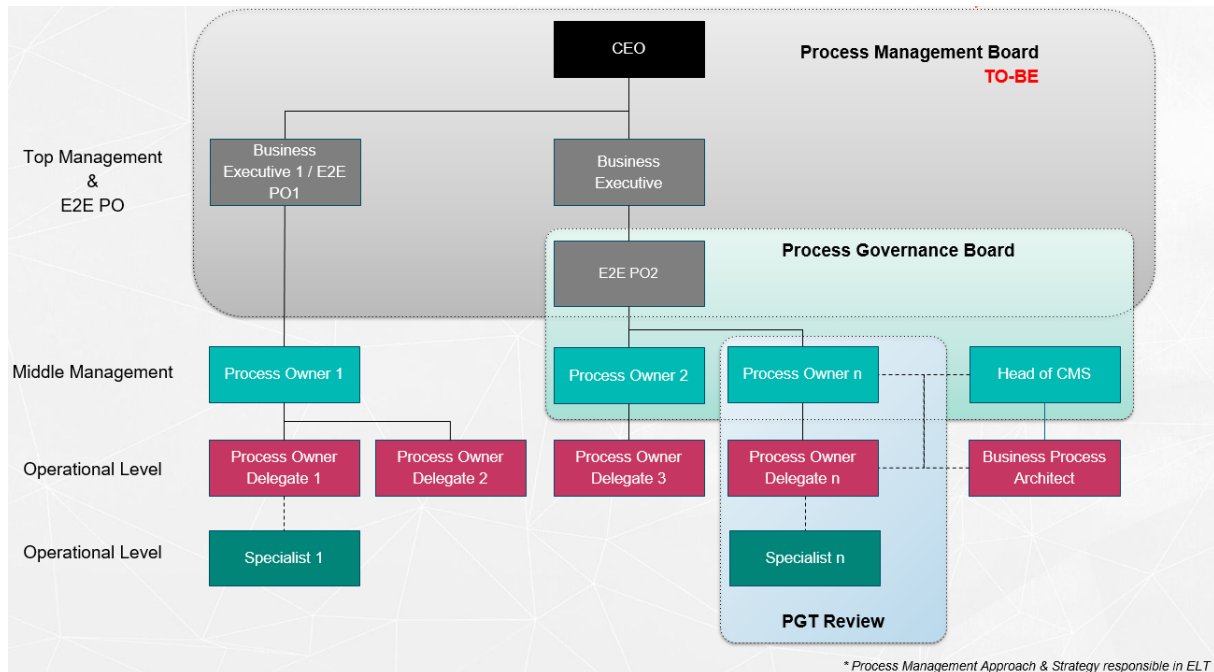
Process Owner Delegates report to the Process Owner, giving them the necessary inputs to implement changes. They can be supported by Process Specialists when clarification or expertise on process content is needed. They can also be supported by Process Architects who have an overview on the whole process landscape.



Their respective responsibilities are defined as follows:



The actors of the process community are parts of different boards which meet regularly in order to review processes, prioritize requests according to the company's business strategy and decide on changes which may affect other processes or the E2E process.



5. LEADERSHIP

5.1 LEADERSHIP AND COMMITMENT

The Management is accountable for planning, establishing, implementing, reviewing and maintaining the Company Management System (CMS). They are actively involved in providing the vision and strategic direction for the growth of the CMS.

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

- Communicate the importance of meeting customer, statutory, and regulatory requirements
- Better define the quality policy and the environmental policy
- Better define the safety policy
- Ensure that quality and environmental objectives are established
- Ensure the safety objectives are established
- Strengthen the process approach and the importance of continuous improvement
- Conduct periodic management reviews
- Ensure the availability of resources
- Ensure corrective actions resulting from audits are implemented timely
- Taking accountability for the effectiveness of the quality management system

5.2 CUSTOMER FOCUS

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

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

5.3 SATAIR POLICY AND VALUES

5.3.1 Satair Quality and Safety Policy

Satair Quality and Safety Policy

We recognize Quality and Safety as prime consideration at all times and aspire to carry out operations right the first time. We continually measure and improve our performance to surpass regulatory and customers requirements. In support of our commitment to our Quality and Safety policy we:



STRIVE to exceed internal and external customers expectation through our commitment on Operational Excellence.



ABIDE and comply with regulatory and industry Quality and Product Safety requirements.



THRIVE to foster efficiency and scalability.



ASPIRE to continually improve our Company and Safety Management System (CMS) taking Human Factors principles into consideration.



INSTILL a non-punitive speak up culture for Quality and Safety reporting

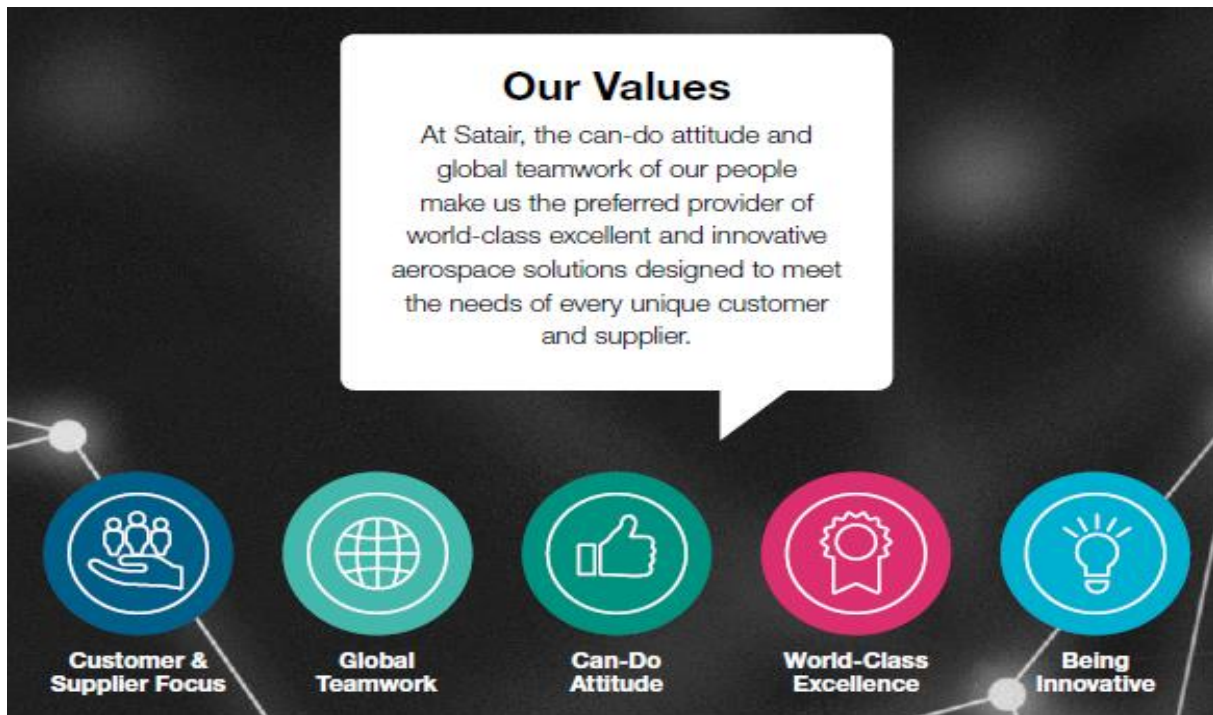


REASSURE customers with our commitment to on-Quality and on-Time delivery of our products and Services.

SATAIR

AN AIRBUS SERVICES COMPANY

5.3.2 Satair Values



2Satair policy and values - status 12 June 2019

Policies are available in Symbio, under Requirements and Policies.

Customer & Supplier Focus

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

Global Teamwork

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

Can-Do Attitude

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

World-Class Excellence

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

Being Innovative

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

5.4 ORGANIZATIONAL ROLES, RESPONSIBILITIES AND AUTHORITIES

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

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

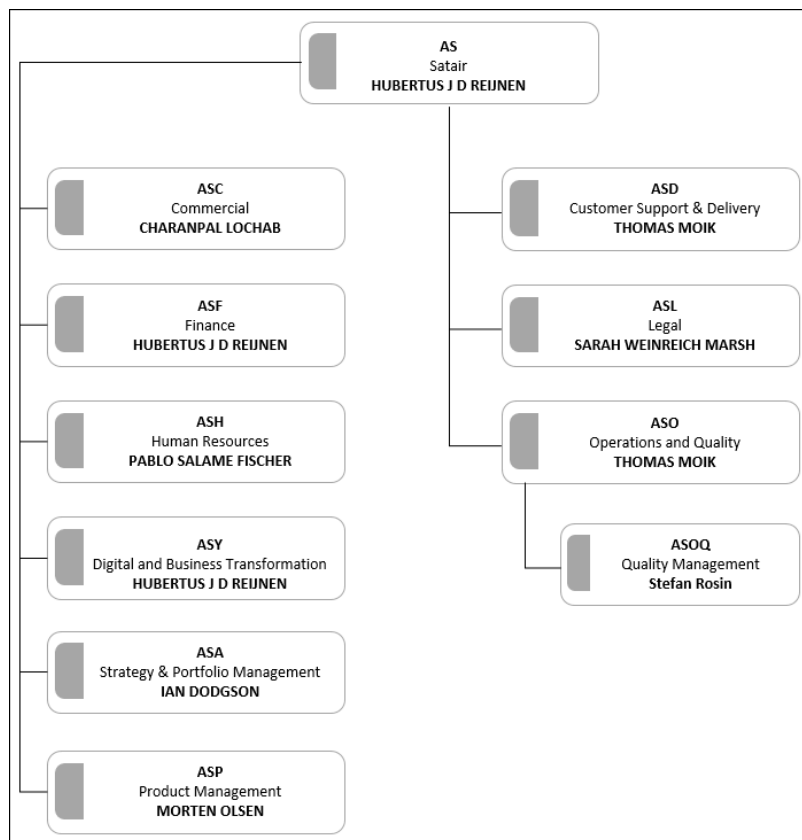
SATAIR will be a major integrator in commercial aircraft parts management.

The organisation shall:

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

The Extended Management is responsible for managing the operations of the SATAIR's businesses.

Each member would have one vote and have the right to disagree - however, the majority would decide and the disagreeing members shall abide by such decision and implement it. They must cascade these decisions down to the businesses and functions they lead.



5.4.1 Chief Executive Officer (CEO)

Role Purpose

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

The CEO chairs the SATAIR EMM & XMM and is responsible, together with the other members of the Corporate Management, for the overall running of the company's businesses.

Overall, the SATAIR CEO is accountable for:

- Formulation and implementation of the SATAIR strategy;
- Company policies, management and organizational structure;
- Financial performance and financial targets;
- Airbus POA rules implementation (on delegation from the Accountable Manager AIRBUS POA) accepted by Statement of Undertaking from the Accountable Manager
- Major HR matters such as policies, people review, succession planning and talent management.
- Ensuring that processes needed for the environmental management system are established, implemented and maintained and if relevant integrated in other processes in the Company Management System.

Main Accountabilities

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

5.4.2 Chief Commercial Officer (CCO)

Role Purpose

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

Main Accountabilities

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

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

5.4.3 Chief Financial Officer (CFO)

Role Purpose

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

Main Accountabilities

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

- Ensure that all financial objectives and statements are in line with group and international standards, legal obligations and tax law.
- Representation of the company in all economic & legal matters towards shareholder, authorities, customers and suppliers.
- Ensure a strong performance management culture in SATAIR and a strong central performance management organization that drives performance in the business.
- Ensure compliance with SATAIR corporate set-up and Airbus S.A.S. corporate governance guidelines.
- Ensure the implementation and management of an effective Enterprise Risk Management system with respect to Internal Control (IC) and Risk Management (RM).
- Work with the CEO on the strategic vision and business development and growth including fostering and cultivating stakeholder relationships.
- Ensure competitiveness of all financial/commercial terms and conditions offered to customers and suppliers.
- Highest instance for escalation topics within the SATAIR Finance organization.
- Manage all aspects of customer credit topics within the SATAIR Finance organization.
- Ensuring that processes needed for the environmental management system are established, implemented and maintained and if relevant integrated in other processes in the Company Management System.
- Lead the Facility Management function including environmental health and safety initiatives.

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

5.4.4 Chief Operations Officer

Role Purpose

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

Main Accountabilities

- Airbus POA responsible manager , functionally reporting to the HO Customer Services.
- Delivering components and services on time to customers.
- Optimize the cost and the cost of ownership of components.
- Build strong relationships with relevant Airbus peers to ensure SATAIR's Supply Chain meets the needs of Airbus as a customer.
- Build strong relationships with relevant Airbus peers to ensure Airbus is meeting its commitments as a supplier to SATAIR.
- The Chief Operations Officer also acts as managing director for the site of Fuhlsbüttel.

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

5.4.5 Head of Customer Support and Delivery

Role Purpose

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

Main Accountabilities

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

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

5.4.6 Head of HR

Role Purpose

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

Main Accountabilities

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

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

5.4.7 Head of Product Management

Role Purpose

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

Main Accountabilities

- Account development/supplier management.
- Analysis of sales performance, coordination, implementation and administration.
- Financial review and establishment of commercial conditions.
- Non-financial analysis and legal assessment.
- Profitability monitoring.
- Sales operations management.
- Sales strategy development.
- Sales support coordination.
- Product development and product management.
- Pricing and enhancement of processes behind.
- Aircraft program/platform management.
- Drive assigned strategic projects.

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

5.4.8 Head of Quality Management & Company Management System

Role Purpose

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

Main Accountabilities

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

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

5.4.9 Head of Digital and Business Transformation

Role Purpose

- Globally accountable for SATAIR information & communication systems and technologies are in line with the business needs. Ensure that the IT/IS solutions are constantly improved and that new and modern technologies/solutions are implemented globally whenever beneficial. Ensure right cost base of the IS/IT function.

Main Accountabilities

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

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

5.4.10 Head of Legal

Role Purpose:

- Provide contractual support
- Support M&A and restructuring activities
- Maintain accurate and up-to date corporate documents and support governance changes
- Ensure compliance with policies and regulations

Main Accountabilities:

- Support all major customer and supplier contracts are reviewed from a legal and risk management perspective.
- Preparing contractual templates,
- Train individuals and strengthen contract management, including supporting deployment of a contract management system (Icertis).

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

5.4.11 Head of Strategy and Portfolio Management

Role Purpose

- Ensure that SATAIR strategically develops in accordance with market needs.
- Ensure that SATAIR strategic initiatives are delivered according to plans (AOP & flight path).
- Ensure that strategic initiatives are executed efficiently.

Main Accountabilities

- Drive and manage the strategy process of SATAIR.
- Drive and manage the external market understanding incl M&A.
- Drive and manage strategic projects.
- Ensure alignment and coordination with the central Customer Service Strategy functions in Airbus.

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

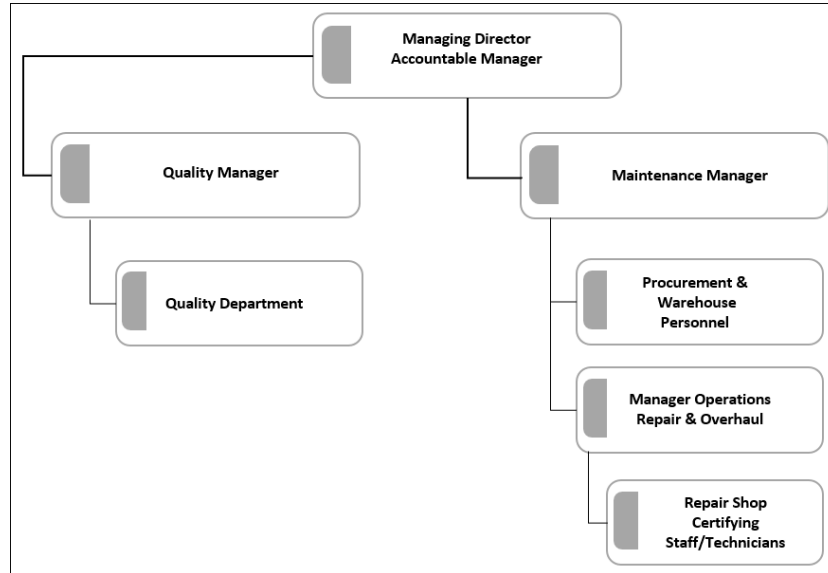
5.5 MANAGEMENT REPRESENTATIVE

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

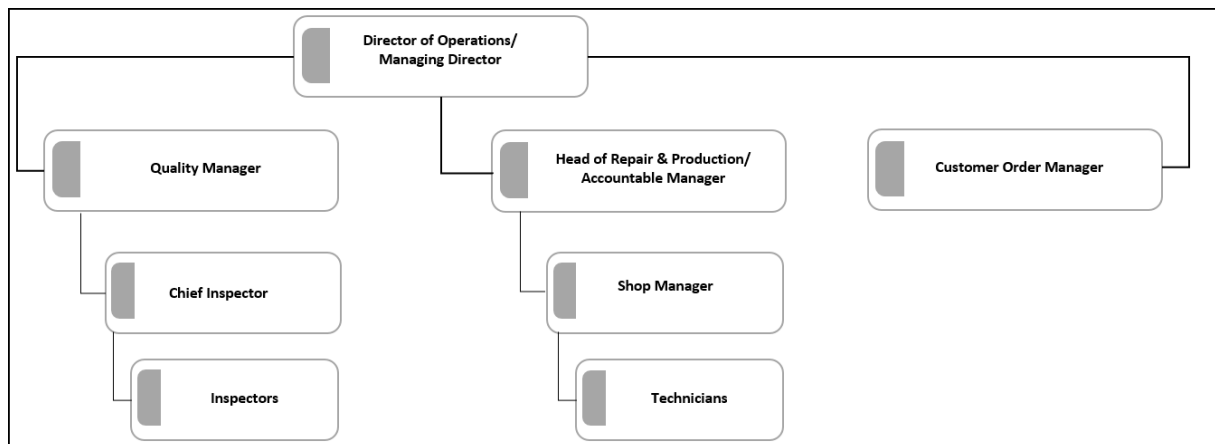
- Ensuring that processes needed for the quality management system are established, implemented and maintained.
- Reporting to Top Management on the performance of the quality management system and any need for improvement.
- Ensuring the promotion of awareness of customer requirements throughout the organization, and
- Having the organizational freedom and unrestricted access to Top Management to resolve quality management issues.
- Being a liaison with external parties on matters relating to the quality management system.

5.6 ROLES AND RESPONSIBILITY APPLICABLE TO AVIATION MAINTENANCE

The accountable manager will ensure that responsibilities and authorities are defined and communicated within the maintenance organization. An organizational chart has been established to illustrate the structure.



Maintenance Organisation Chart - Singapore – status 18 January 2021



Maintenance Organisation Chart – Miami - status 18 January 2021

5.6.1 Accountable Manager

The Accountable Manager has the following responsibility and authority:

- Holds the overall financial and corporate responsibility for the scope of approval
- Ensure all required continuing airworthiness activities including maintenance activities can be financed and carried out to the applicable standards

5.6.2 Quality Manager

The Quality Manager is appointed by Satair and has the following responsibilities and authority:

- Responsible for monitoring of the quality management system
- Establish an independent audit program and audit feedback reporting system to the Accountable Manager
- Ensure Accountable Manager is kept informed on quality and compliance matters

5.6.3 Maintenance Manager/ Head of Repair and Production

The Maintenance Manager/ Head of Repair and Production/ Workshop Manager is appointed by Satair and has the following responsibilities and authority:

- Responsible for assuring all required operational activities are carried out in accordance with all customer and regulation requirements
- Management and supervision of continuing airworthiness activities

5.6.4 Manager Operations/ Shop Manager

The Manager Operations/ Shop Manager is appointed by Satair and has the following responsibilities and authority:

Deputy to Maintenance Manager/ Head of Repair and Production for assuring all required repair operational activities are carried out in accordance with all customer and regulation requirements and any other tasks required for continuing airworthiness.

6. PLANNING

6.1 ENTERPRISE RISK MANAGEMENT

6.1.1 General

Satair has established an enterprise risk management to identify the risks and opportunities linked to resources, tools, facilities and processes in order to anticipate and to avoid detriment to Satair's objectives and operational performance. Known or possible events that can or will impact Satair negatively in terms of latency and downtime in daily operations, our customers, suppliers and other 3rd parties shall be avoided.

6.1.2 Environmental aspects

Satair has developed a tool for determination of environmental aspects related to its activities, products and services in a life cycle perspective. It must be used for each location in order to determine the significant aspects locally and as a basis for target setting and monitoring.

Where needed locally environmental operating criteria must be integrated in operational control procedures e.g. waste handling.

6.1.3 Compliance obligations

Each location have determined and have access to the compliance obligations related to its environmental aspects and know how these obligations apply locally.

6.2 OBJECTIVES

6.2.1 Quality Objectives – Focus 4

Perform

- By raising customer satisfaction through delivering on the company-wide transformation roadmap for increased efficiency, reliability and competitiveness.
- By driving our inventory and supply chain efficiency jointly forward across all Satair and S functions
- Strengthening the quality mindset, fostering performance management, and establishing a continuous improvement culture across all functions and channels
- Exploiting the process community and driving E2E process simplifications enabling a compliant, efficient and reliable flow

Grow

- Settling ambitious commitments to our customers and delivering on them in a recovering market
- Developing partnerships to strengthen our supply chain and product offering, and the further development of integrated solutions
- Leveraging the Airbus Global Account Management and relationships
- Making a step change in how we best use our collective data to increase the in ratio of our proposals.

Engage

- Building on our strong values and behaviours, emphasizing on our joint strength within Airbus and striving for collaboration, synergies and change
Leveraging the e-learning resources within Airbus, and others upskilling sources and proactively sharing knowledge with one another
- Rolling out the new organization, leveraging the synergies in S and the Material Services unit and capitalizing on the opportunities in our strong global setup
- Coping with the current situation and challenging working environments by actively engaging with and supporting one another.

Comply

- Engaging on sustainability initiatives and CO2 footprint reduction
- Implementing and actively living and utilizing the compliance policies and networks across site and regions with focus on safety, security and data governance
- Applying highest standards regarding awareness, mindset and risk mitigation on Compliance and Export Control topics by living a clear governance and pro-active culture to close identified gaps
- Maintaining health and safety everybody's priority and benefitting from the Safety Management System.

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

6.2.2 Safety Objectives Applicable to Aviation Maintenance

Satair has formulated the following safety objectives for the organization:

- To promote a strong safety culture across the organization where everyone is aware of his/her responsibility to ensure safety and to look out for hazards;
- To establish a non-punitive reporting system through which errors, safety hazards or concern can be reported;
- To identify and eliminate hazardous conditions within our aviation related processes and operations;
- To perform hazard and risk assessment for all proposed new significant equipment acquisitions, facilities, operations and procedures
- To promulgate an ongoing systematic hazard and risk assessment plan;
- To provide relevant SMS training/ education to all related personnel;
- To provide a safe, healthy work environment for all personnel
- To minimize accidents/incidents that is attributable to organizational factors
- To prevent damage and injury to property and people resulting from our operations
- To improve the effectiveness of the safety management system through a yearly review

6.2.3 Environmental Objectives

Satair has formulated the following environmental objectives for the organization:

- To implement an environmental management system and receive the ISO 14001 multiple site certificate
- To investigate areas for environmental improvements e.g. the energy consumption, recycling procedures and define more detailed targets for each location

6.3 COMPANY MANAGEMENT SYSTEM PLANNING

Top management will ensure that:

- The planning of the Company Management System is carried out in order to meet the requirements of ISO 9001, EN/AS9100, EN/AS9110, EN/AS9120, ISO 14001, ASA-100 and applicable statutory and regulatory as well as the objectives, and
- The integrity of the Company Management System is maintained when changes to the CMS are planned and implemented.

7. SUPPORT

7.1 PROVISION OF RESOURCES

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

7.2 PEOPLE

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

7.3 INFRASTRUCTURE

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

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

7.3.1 Monitoring and measuring resources

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

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

7.4 ENVIRONMENT FOR THE OPERATION OF PROCESSES

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

7.5 KNOWLEDGE MANAGEMENT

Satair has developed and implemented several methods to maintain the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

Knowledge management includes methods to capture, transfer and exchange knowledge existing within the company as well as external trainings.

7.6 COMPETENCE, TRAINING AND AWARENESS

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

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

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

7.7 COMMUNICATION

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

7.8 DOCUMENTED INFORMATION

7.8.1 Documentation requirements

Satair Company Management System (CMS) documentation includes:

- Policies & objectives that are documented in this Manual
- Safety policy & objectives that are documented in this Manual and competent authority manual
- Processes /Documented Standard Operating Procedures
- Process-related forms, databases, reports
- Access to all of the above documentation to ensure effective planning, operation and control of processes.

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

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

All of the above documentation is consolidated in Satair's Process mapping tool, Symbio. All employees will be trained with the latest issue and have access to the relevant document through the CMS System portal.

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

7.8.2 Control of documents

All Satair Company Management System (CMS) documentation will be:

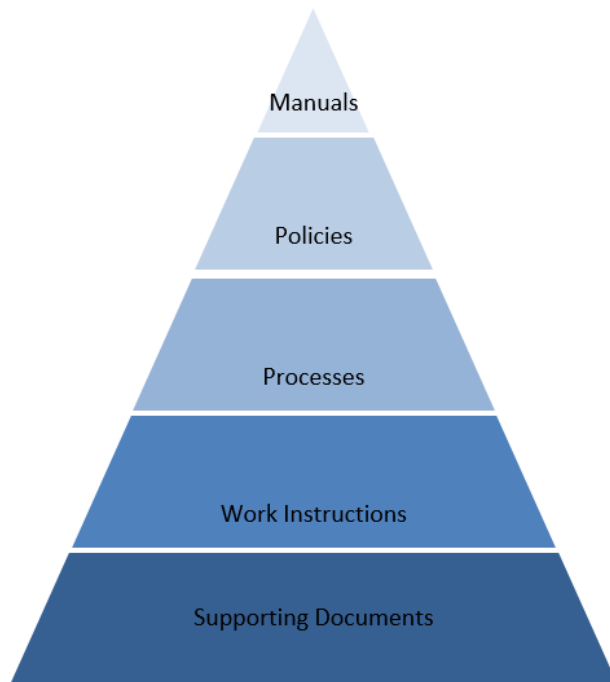
- Reviewed and approved for adequacy by authorized staff prior to issuance, identified by revision number and dated
- Readily available at the correct revision status, at all necessary locations and promptly removed when obsolete
- Controlled so that the correct revision status can be readily ascertained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

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

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

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

Controlled documents in Satair are defined in four different categories, as depicted below:



Manuals...

... outlines the Policies, directives, and objectives set by the Top Management. The Company Manual specifically demonstrate Satair's compliance to ISO9001, EN/AS9100, EN/AS9110, EN/AS9120 Standard

Policies...

...describe statements of intents and what business requirements Satair has to comply with. A Policy can be companywide or apply to only one or more functional areas.

Processes...

...describe the way of working in compliance with business requirements. The Processes are supporting the sequence of activities, the related competence of process operators and the acting roles in the Process. The Process can be independent from organizations and functions and will in this case be referred to as X-functional Processes.

Work Instructions...

...describe the detailed way of working for specific tasks defined in the Processes. A Work Instruction must always be linked to a Process.

Supporting Documents...

...are any documents supporting Policies, Processes or Work Instructions. Supporting Documents are templates, checklists, specific training documentations etc. Supporting documents are always linked to a Policy, Process or working instruction.

7.8.3 Control of records

Quality and other records are established and maintained to provide:

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

A process is established to define the type of records and control required. This procedure requires that quality and other records remain legible, readily identifiable and retrievable. The procedure defines the controls needed for identification, storage, protection, retrieval, retention time and disposition of quality records. Where records are stored in an electronic form, back-up procedures are defined. These electronic records shall be secured to prevent unauthorized alteration or change and shall not be corrupted due to software or system changes. Customer and/or regulatory authorities' representatives will have on-site access to the relevant records for review when requested.

8. OPERATION

8.1 OPERATIONAL PLANNING AND CONTROL

Satair has identified and defined the processes necessary to deliver the products and services while fulfilling the customers and regulatory requirements. (see process map 2.2)

8.1.1 Risk Management

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

- Responsibilities for risk management
- Definition of risk criteria
- Identification, assessment, and communication of risks
- Identification, implementation, and management of actions to mitigate risks that exceed defined risk acceptance
- Prevent, mitigate and minimize any environmental impact
- Acceptance of remaining risks after implementation of mitigating actions

8.1.2 Emergency preparedness and response

Each location has implemented processes needed to prepare for and respond to potential emergency situations, including periodically test e.g. evacuation.

8.1.3 Configuration Management

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

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

8.1.4 Product safety

Satair has established processes to maintain and control part specific characters which might impact the safety of the product e.g. shelf life limitation, hazmat information, etc..

Parts with specific conditions are monitored regularly and will be blocked as soon as the product safety can not be guaranteed anymore. Further actions shall be defined to ensure that these parts will not be distributed on the market but scrapped according specific regulations for e.g. dangerous goods.

All employees handling dangerous goods shall be qualified in accordance with the IATA dangerous goods regulation and/or 49CFR accordingly to the region that they located in.

Besides all employees working in the warehouses shall be specifically trained for FOD awareness to ensure the safety of the part while storing and handling within Satair.

In case of any recalls by our suppliers due to quality issues which impact the product safety Satair has established processes to ensure that impacted parts in Satairs inventory are blocked immediately and further activities are initiated to avoid the further usage of these parts.

8.1.5 Prevention of suspected unapproved and counterfeit parts

Satair has established and implemented processes, appropriate to the organization and the product, for the prevention of counterfeit or suspected unapproved part use and their inclusion in product(s) delivered to the customer.

The processes take into consideration of the following:

- training of appropriate persons in the awareness and prevention of counterfeit and suspected unapproved parts;
- application of a parts obsolescence monitoring program;
- controls for acquiring externally provided product from original or authorized manufacturers, authorized distributors or other approved sources;
- requirements for assuring traceability of parts and components to their original or authorized manufacturers;
- flow down of compliance requirements for SUP and Counterfeit Part prevention to the suppliers
- inspection processes to detect counterfeit and suspected unapproved parts;
- monitoring of counterfeit and suspected unapproved parts reporting from external sources;
- quarantine and reporting of suspect or detected counterfeit or suspected unapproved parts in accordance with applicable requirements from the competent authority or customers, as required.

8.1.6 Installation of Approved Parts

Satair has established and implemented and maintained processes that ensures approved parts:

- are properly identified when fitted
- are acceptable in accordance with the applicable requirements from competent authority or customer
- when used, are in a satisfactory condition and that their airworthiness is ascertained, in particular applicable airworthiness directives have been accomplished.
- when life limited, limits are not exceeded and associated documents are available.
- when removed from aircraft involving in accident or incident are processed to restore their airworthiness prior to installation.
- when dismantled, have been managed by organization that holds the relevant approval, complies with applicable requirements related to environmental impact and manages the necessary documented information.

8.2 REQUIREMENTS FOR PRODUCTS AND SERVICES

8.2.1 Customer Communication

Satair determines and implements effective communication with our customers:

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

8.2.2 Determination of requirements related to the product

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

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

8.2.3 Review of requirements related to the product

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

- Product requirements are defined
- Contract or order requirements differing from those previously expressed are resolved
- Satair has the ability to meet the defined requirements
- Any risks associated with fulfillment of the requirements for the products are identified, understood and mitigated
- Records are maintained showing the results of the review and any actions arising from the review
- Where a customer does not provide a documented statement of requirement, the customer requirements are confirmed before acceptance
- When product requirements are changed, Satair communicates changes to relevant personnel and amends relevant documents

8.3 DESIGN AND DEVELOPMENT

8.3.1 Design and development of products

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

8.4 CONTROL OF EXTERNALLY PROVIDED PROCESSES, PRODUCTS AND SERVICES

8.4.1 Purchasing

8.4.1.1 Purchasing Process

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

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

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

To demonstrate adequate control of the suppliers, Satair shall:

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

8.4.1.2 Purchasing information

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

- Requirements for approval of product, procedures, processes and equipment
- Requirements for qualification of staff
- Quality management system requirements
- The name/product description or other positive identification, and applicable issues of specifications, drawings, process requirements, inspection instructions and other relevant technical data (e.g., revision level)
- Requirements relative to supplier notification to organization of nonconforming product or processes
- Requirements for the supplier to notify the organization of changes in product definition
- Right of access by the organization, their customer, and regulatory authorities to all facilities involved in the order and to all applicable records, and
- Requirements for a certificate of conformity, test reports, and/or airworthiness approval from the approved manufacturer or approved repair station
- Requirements to prevent the use of suspected unapproved, unapproved and counterfeit parts
- Requirements to use customer-designated or approved external providers including process sources
- Maintenance of purchasing record.
- Specific authority and customer requirements

8.4.1.3 Verification of purchased products

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

Verification activities include:

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

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

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

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

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

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

8.5 PRODUCT AND SERVICE PROVISION

8.5.1 Control of production and service provision

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

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

In manufacturing and maintenance operations, planning shall consider, as appropriate

- Establishing, implementing and maintaining appropriate processes to manage critical items, including process controls where key characteristics have been identified
- Designing, manufacturing and using tooling to measure variable data
- Identifying in-process inspection/verification points when adequate verification of conformance cannot be performed at later stages
- Special processes (see 8.5.2)
- Provision to prevent loss of continuity of information during work handover
- The compliance with reference standards, quality plan, customer specifications and documented procedure
- Managing documented information of approved maintenance capabilities or ratings
- Assuring that maintenance operations do not adversely affect the airworthiness of the article outside the scope of the work ordered.
- Means to segregate articles and products (such as serviceable from unserviceable, aviation from non-aviation)

8.5.1.1 Production Process Verification

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

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

8.5.1.2 Production Process Changes

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

8.5.1.3 Control of Equipment

Satair has established procedures to ensure that equipment, tools and software programs used to automate and control/monitor product realization processes, shall be validated prior to release and shall be maintained in accordance with 7.3.1. Storage requirements, including periodic preservation/condition checks, shall be defined for production equipment or tooling in storage.

8.5.1.4 Post-Delivery Support

Satair has established procedures to ensure post-delivery support. In determining the extent of post-delivery support, consideration are as applicable:

- Statutory, regulatory and customer requirements
- Potential undesired consequences associated with products and services
- The nature, use and intended lifetime of the products and services
- Customer feedback
- Product/ customer support
- Collection and analysis of in-service data
- Actions to be taken, including investigation and reporting, when problems are detected after delivery
- Control and updating of technical documentation approval, control and use of repair schemes, and
- Controls required for off-site work, if necessary (e.g. organisation's work undertaken at the customer's facilities)

8.5.2 Validation of processes for production and service provision

The validation of processes for service provision is part of Satair continuous improvement (see 10.2).

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

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

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

8.5.3 Identification and traceability

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

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

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

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

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

8.5.4 Property belonging to customers or external providers

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

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

8.5.5 Preservation of product

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

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

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

Special handling and storage for hazardous materials are implemented in Satair warehouses equipped and approved to handle hazardous materials.

8.5.6 Evaluation of a new capability associated with aviation maintenance

Satair has established a process to evaluate the documentation, qualified personnel and tooling required prior to maintain the product for a new capability. The results of the evaluation of the new capability is retained and submitted to competent authority for approval. The capability list will be updated upon approval from competent authority.

8.6 RELEASE OF PRODUCTS AND SERVICES

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

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

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

Authorized Release Certificate: When required, the personnel authorized by the organization to release products and services shall sign the relevant release documents when it had been verified that all maintenance and associated inspection/verification operations have been completed as planned, in accordance with customer contract or order requirements and applicable technical data, without nonconformities that would endanger flight safety.

All relevant release documents must be available upon delivery to customer.

8.7 CONTROL OF NONCONFORMING PRODUCTS

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

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

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

8.7.1 Identification and documentation

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

8.7.2 Non-conformity review and disposition

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

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

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

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

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

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

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

9. PERFORMANCE EVALUATION

9.1 MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

9.1.1 General

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

- Provide confidence that the product conforms to requirements
- Assist in the improvement of the effectiveness of the company management system

There are six basic measurements where targeting the system:

- External audits
- Internal audits
- Customer satisfaction
- Process performance
- Product Safety Performance
- Site reviews

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

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

9.1.2 Customer satisfaction

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

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

9.1.3 Analysis and evaluation

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

The analysis of data provides information relating to:

- Customer satisfaction
- Conformance to product requirements
- Characteristics and trends of processes and products including opportunities for preventive action
- Suppliers
- Product Safety and prevention of maintenance error
- Environmental performance

9.1.3.1 Monitoring and measurement of processes

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

- Take appropriate action to correct the non-conforming process
- Evaluate whether the process non-conformity has resulted in product non-conformity, and
- Identify and control the non-conforming product according 8.7

9.1.3.2 Monitoring and measurement of products

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

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

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

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

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

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

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

The release of product and delivery of service to the customer shall not proceed until the planned arrangements (see 8.1) have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

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

9.1.3.3 Monitoring and measurement of environmental aspects

With respect to the significant environmental aspects, targets and current legislation each location monitor selected environmental aspects. Performance is followed at Site reviews.

9.1.3.4 Evaluation of Environmental compliance

Evaluation of compliance with environmental obligations is carried out locally and the result is input to the management review. The evaluation can be a part of the internal audit and/or inspections.

9.1.4 Internal Audit

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

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

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

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

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

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

9.2 MANAGEMENT REVIEW

9.2.1 General

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

9.2.2 Review input

Assessment of the CMS is based on a review of information including the following, as applicable:

- Follow-up actions from previous management reviews
- Changes (external and internal) which are relevant for the company management system
- Customer satisfaction and feedback from relevant interested parties including compliance obligations and complaints
- Changes in significant environmental aspects and monitoring results
- Process performance and conformity of products and services
- Nonconformities and status of the corrective actions
- On-time delivery performance
- Monitoring and measurement results
- Status of the objectives
- Performance of external providers
- Results of audits including fulfillment of compliance obligations
- Effectiveness of actions taken to address risks and opportunities
- Recommendations for improvement
- Adequacy of resources
- Product safety performance
- Adequacy, accomplishment and effectiveness of Training Program
- Future changes to competent authority and customer requirements impacting the organization

9.2.3 Review output

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

- Improvement of the effectiveness of the company management system and its processes
- Improvement of product related to customer requirements
- Need for changes to the management system
- Actions, if needed, when objectives have not been achieved
- Resource needs
- Identified risks
- Opportunities to improve integration of the environmental management system with other business processes, if needed
- Any implications for the strategic direction of the organisation

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

10. IMPROVEMENT

10.1 NONCONFORMITY AND CORRECTIVE ACTION

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

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

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

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

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

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

10.2 CONTINUOUS IMPROVEMENT

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

Business processes are reviewed periodically based on the process validity period. Prior to the expiry of the validity period, the process owner delegate solicits improvement suggestions from their function employees. Each and every suggestion will be reviewed by process owner and their delegate. Accepted suggestion shall be implemented into the relevant business process.

APPENDIX 1 – PROCEDURE MATRIX (MAINTENANCE)

The matrix illustrated the applicable procedures for the processes described in this Company Manual.

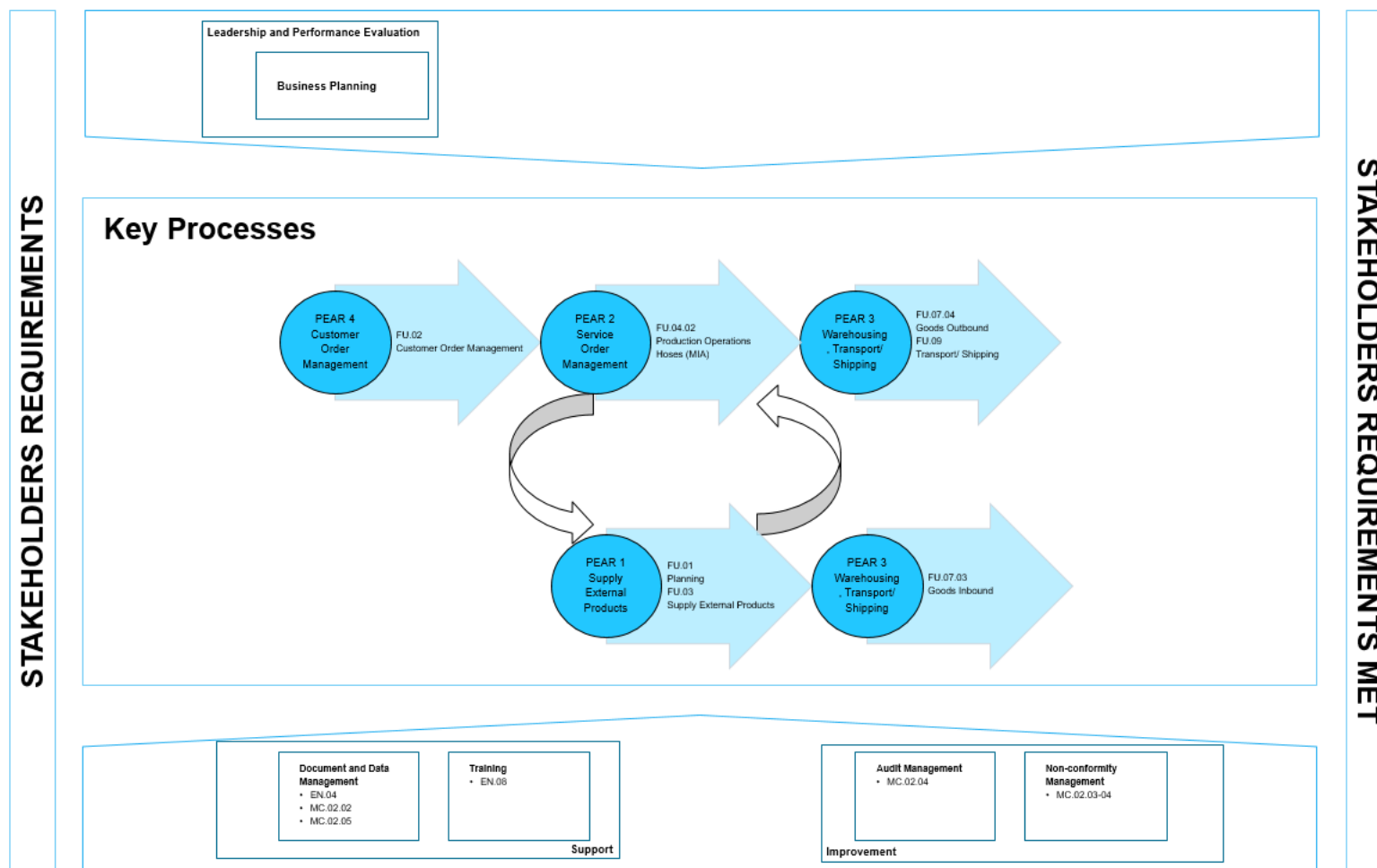
			SINGAPORE			MIAMI		
Document Ref	Clause	Description	Document Ref	Clause	Description	Document Ref	Clause	Description
QM-01	6.1.1	Risk and Opportunities	SD-MC.06-001	-	Risk Management	SD-MC.06-001	-	Risk Management
QM-01	7.3.1	Monitoring and measuring resources	SATAIR/EASA/EXPO	2.5	Calibration of Tools and Equipment	RSQM	III.E	Calibration of measuring and test equipment
QM-01	7.4	Environment for the operation processes	SATAIR/EASA/EXPO	2.3	Storage tagging and release of aircraft components and material for use in aircraft component repair	RSQM	III.C.	Handling of Parts
QM-01	7.5	Knowledge Management	SATAIR/EASA/EXPO	3.4	Certifying staff and category support staff qualification and training procedure	Training Manual For Satair USA Miami Repair Station	-	-
QM-01	7.6	Competence, training and awareness		3.5	Certifying staff and B1/B2 support staff records			
				3.6	Quality Audit Personnel			
				3.7	Qualifying inspectors			
				3.8	Qualifying mechanics			
				3.13	Human factors training procedure			

			SINGAPORE			MIAMI		
Document Ref	Clause	Description	Document Ref	Clause	Description	Document Ref	Clause	Description
QM-01	7.8.3	Control of records	SATAIR/EASA/EXPO	2.14	Technical records control	RSQM	II.I	Required Records & Recordkeeping
QM-01	8.1.1	Risk Management	SATAIR/CAA/SMS	9	Hazard identification and risk assessment	RS-QMS-01	-	Repair Station Operational Risk
QM-01	8.1.3	Product Safety	SATAIR/EASA/EXPO	2.3.2.4	Shelf Life Items	RSQM	III.5	Shelf Life Limited Items
			SATAIR/EASA/EXPO	2.2.2.2	Non-conforming aircraft parts and materials	RSQM	III.C.2	Identification of Parts and Use of Tags
						RSQM	III.C.3	Beyond Economical Repair (BER)/ Non-Repairable/ Scrap Parts & Materials
			SATAIR/CAA/SMS	16.2	Product Recall	SATAIR/FAA/SMS	16.2	Product Recall
QM-01	8.1.4	Prevention of suspected unapproved and counterfeit parts	SATAIR/EASA/EXPO	2.2.2	Receiving Inspection Procedure	RSQM	III.7	Suspected Unapproved Part Reporting
QM-01	8.1.5	Installation of Approved Parts	SATAIR/EASA/EXPO	2.2.3	Installation of Components/Parts/Materials	EASA.145.6782	10	Release and Acceptance of Components

			SINGAPORE			MIAMI		
Document Ref	Clause	Description	Document Ref	Clause	Description	Document Ref	Clause	Description
QM-01	8.1.5	Installation of Approved Parts	SATAIR/EASA/EXP O	2.2.3	Installation of Components/Parts/Materials	EASA Supplement	10	Release and Acceptance of Components
QM-01	8.4.1.1	Purchasing Process	SATAIR/EASA/EXP O	2.1	Supplier evaluation and subcontractor control procedure	RSQM	II.H	Contract Maintenance Providers
QM-01	8.4.1.2	Purchasing	SATAIR/EASA/EXP O	2.1.2.3	Procurement of aircraft components and materials	FU.03	-	Supply External Products
QM-01	8.4.1.3	Verification of purchased products	SATAIR/EASA/EXP O	2.2	Acceptance/inspection of aircraft components and materials from outside contractors	RSQM	III.A.6	Material Acceptance
QM-01	8.5	Product and Service Provision	SATAIR/EASA/EXP O	2.26	Shift/task handover procedures	RSQM	III.15	Continuity of Inspection/Shift Turnover/ Duty Time
			FU.01.01-01.03	-	Plan for Repair Station	SD-FU.01.01-001	-	Planning Process
QM-01	8.6	Release of products and service	SATAIR/EASA/EXP O	2.16	Release to service procedure	RSQM	III.13	Maintenance Release

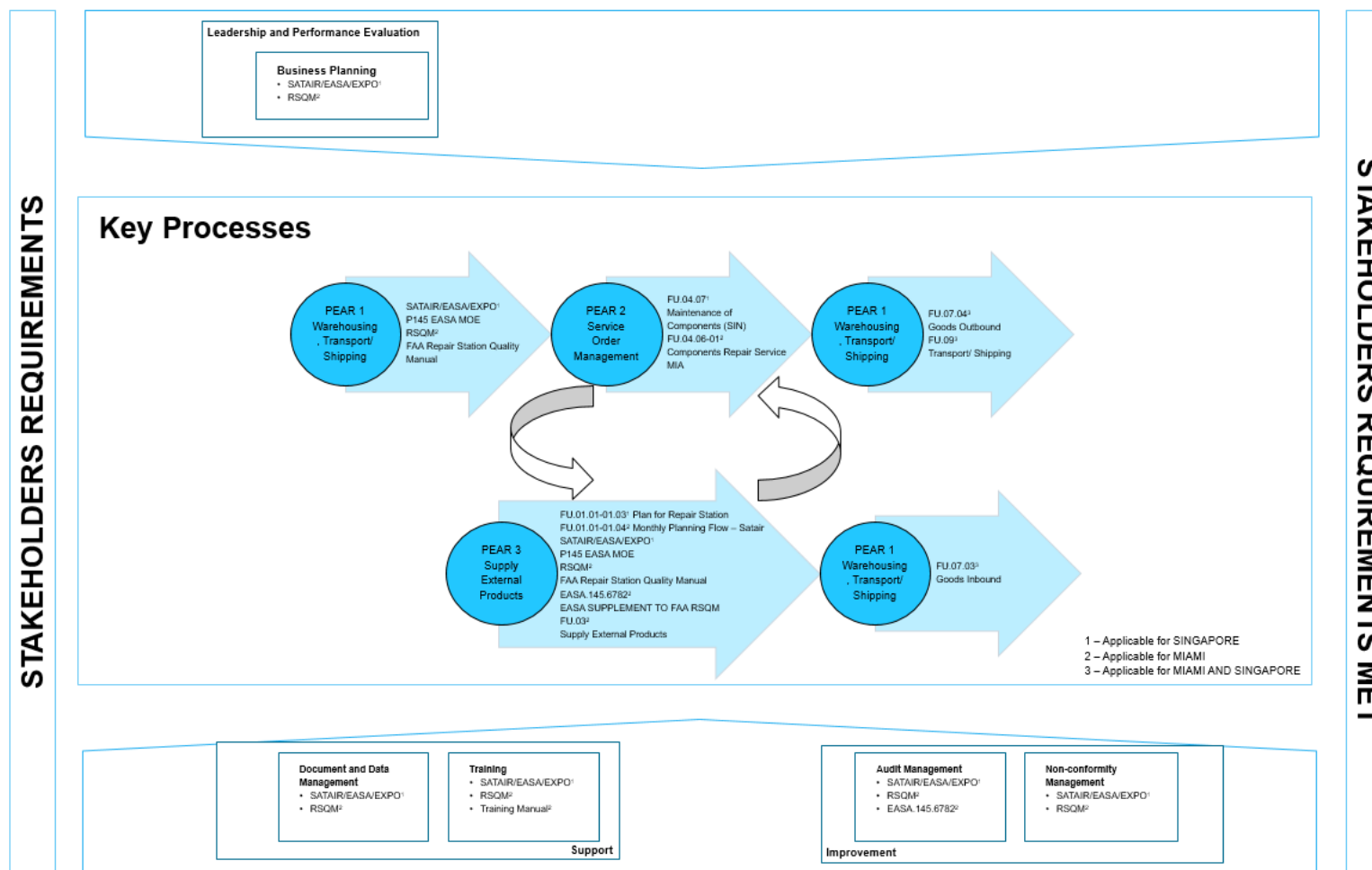
			SINGAPORE			MIAMI		
Document Ref	Clause	Description	Document Ref	Clause	Description	Document Ref	Clause	Description
QM-01	8.7	Control of nonconforming products	SATAIR/EASA/EXPO	2.2.2.2	Non-conforming aircraft parts and materials	RSQM	III.C.2	Identification of Parts and Use of Tags
						RSQM	III.C.3	Beyond Economical Repair (BER)/ Non-Repairable/ Scrap Parts & Materials
QM-01	9.1.4	Internal Audit	SATAIR/EASA/EXPO	3.1	Quality Audit of Organisation Procedure	EASA Supplement	14	Quality Assurance System
			SATAIR/EASA/EXPO	3.2	Quality Audit of Aircraft Components	RSQM	III.F	Corrective Action/Internal Audit
QM-01	10.1	Nonconformity and Corrective Action	SATAIR/EASA/EXPO	3.3	Quality Audit Corrective Action Procedure	RSQM	III.F	Corrective Action/Internal Audit

APPENDIX 2 – PROCESS INTERACTION (MANUFACTURING)



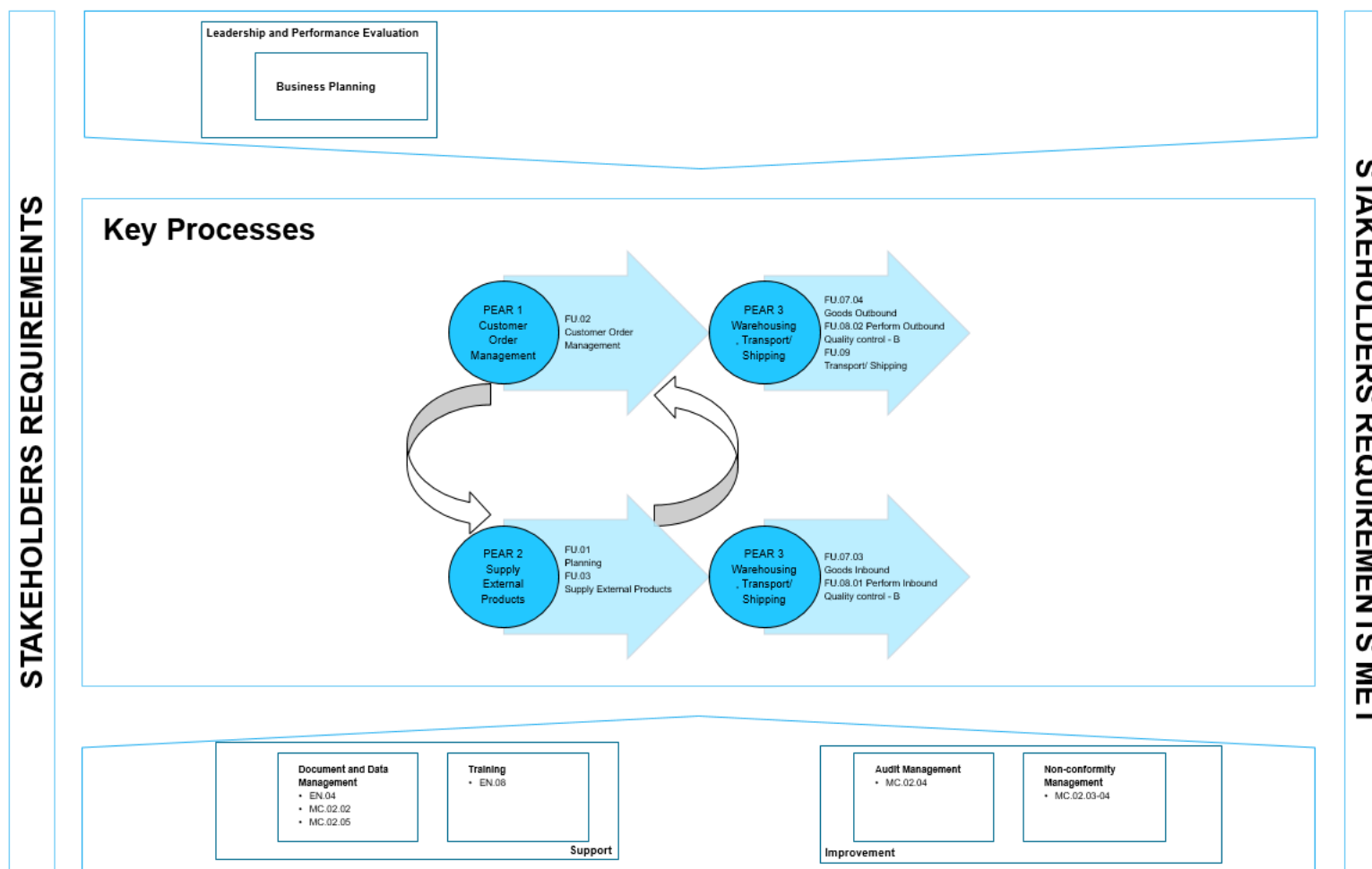
Process Interaction, Manufacturing – 18 January 2021

APPENDIX 3 – PROCESS INTERACTION (MAINTENANCE)



Process Interaction, Maintenance – 18 January 2021

APPENDIX 4 – PROCESS INTERACTION (DISTRIBUTION)

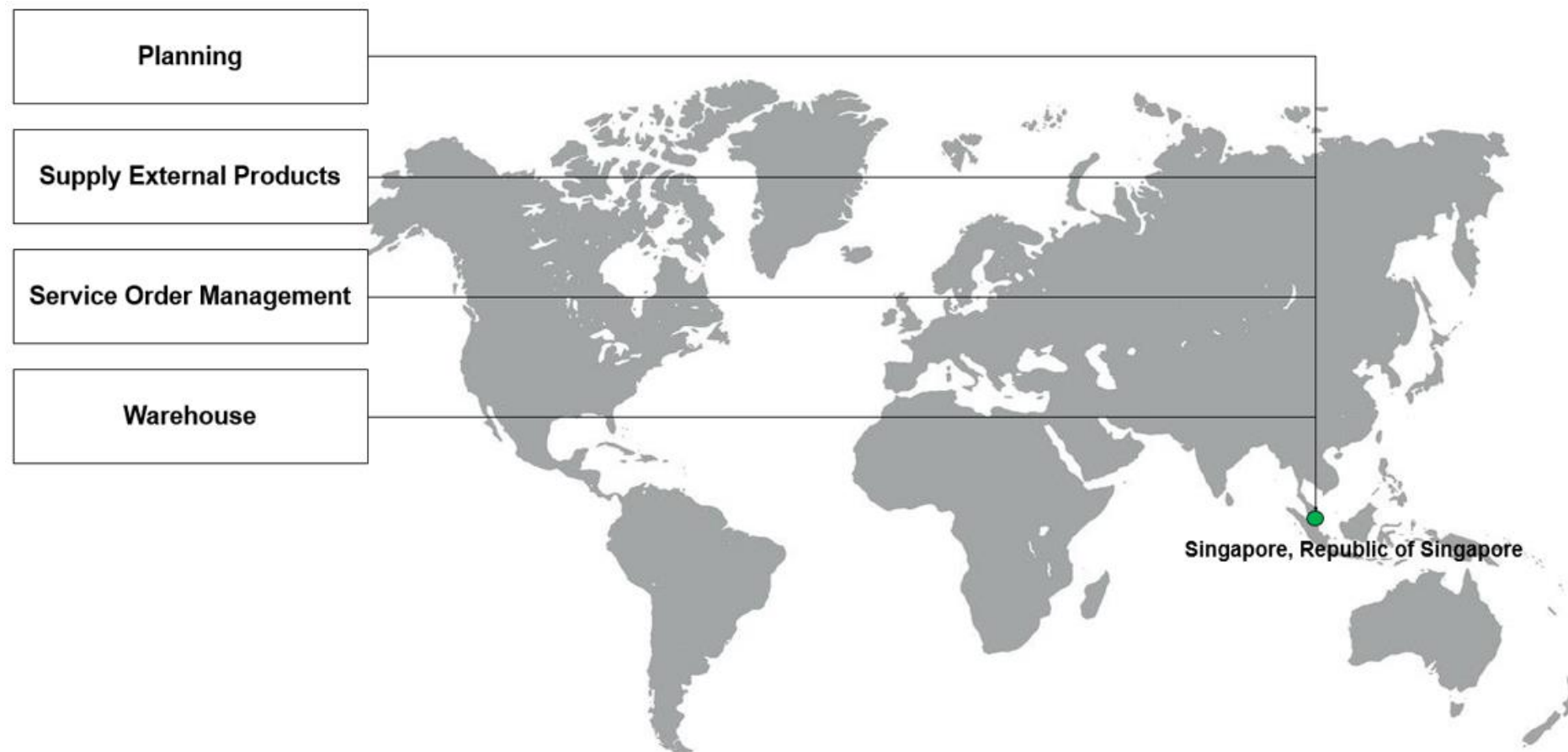


Process Interaction, Distribution – 18 January 2021

APPENDIX 5 – PROCESS INTERACTION: MANUFACTURING



APPENDIX 6 – PROCESS INTERACTION: MAINTENANCE (SINGAPORE)

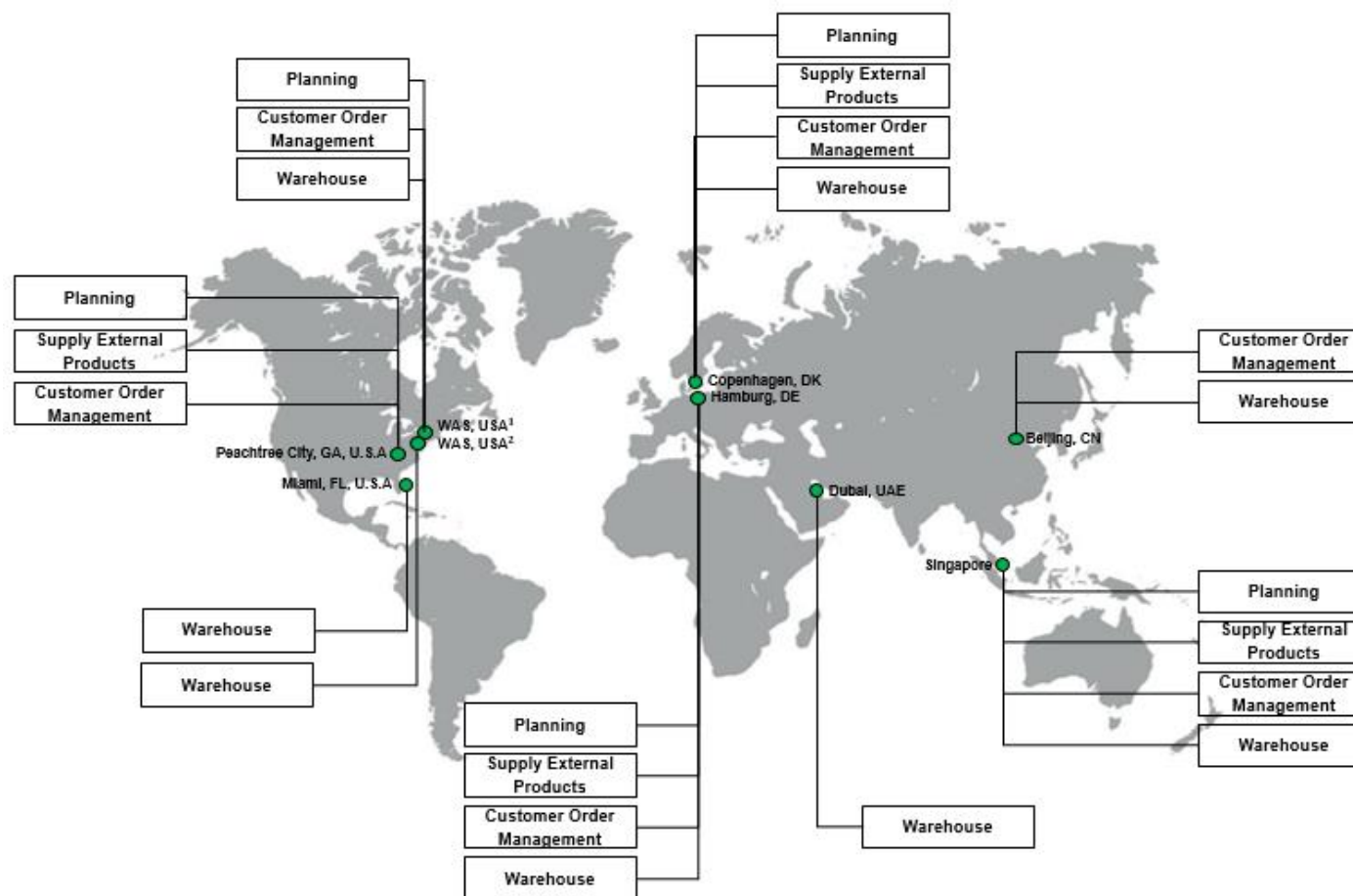


APPENDIX 7 – PROCESS INTERACTION: MAINTAINENCE (MIAMI)



Process Interaction, Miami, Maintenance - Status 01 October 2020

APPENDIX 8 – PROCESS INTERACTION: DISTRIBUTION



WAS, USA

1. 21780 Filigree Ct, Ashburn, VA 20147, United States
2. 22895 Ladbrook Drive, Sterling, VA 20166, United States

APPENDIX 9 - TABLE OF ACTIVITIES IN EACH SATAIR LOCATION FOR A220

Location	Activity	Comments
Copenhagen, Denmark	Certification And Distribution	<ul style="list-style-type: none"> • Certification of single items , Hazmats and distribution of certified kits and parts for Europe • Distribution of GSE tools (Albertslund)
Ashburn, USA	Certification And Distribution	<ul style="list-style-type: none"> • Certification of single items , Hazmats and kits and distribution for North and South America • Distribution of GSE tools
Singapore	Distribution	<ul style="list-style-type: none"> • Distribution of certified parts and kits

APPENDIX 10 - STORAGE FACILITY AND SPECIFICATION

