



FN HERSTAL

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QUALITY / ENVIRONMENTAL MANUAL

This document is the English version of the Quality / Environmental Manual.

In case of disagreement for interpretation of the content, the original version in French shall prevail.

REF : Q/EMA FNH	REVISION : I	DATE : 2023-03-03	STATUT : APPLICATION	Page 1 of 12
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REVISIONS

REV.	DATE	MODIFIED PAGES	DESCRIPTION
A	30-09-2003		
B	15-12-2006		
C	01-10-2009		Integration of the ISO 9001 : 2008 requirements
D	01-04-2012		Integration of the EN 9100 : 2009 requirements
E	28-03-2017		Complete revision of the QAM including both the ISO 9001 : 2015 and EN 9100:2016 with a new Process cartography
F	06-08-2018		Simplification of the Quality Manual. Rewriting of the document. Update of the Process cartography
G	12-08-2019	p 6 p 7 p 8 p 9	Increase of the EN 9100 certification scope Update of the § 4.2 Understanding of the needs and Interested Parties expectations Simplification of the Process cartography Rewriting of the § 5.2 Roles and responsibilities
H	25-09-2019	P2 P4 P 6 P8	Update of the acronyms list Update of § 2 Presentation of the Defence Pole : 125 years modified to 130 years Update of § 3 Scope of the QMS : simplification of the EN 9100 certification scope Update of § 5 Quality Management System and Processes : clarification related to the process head procedure
I	03-03-2023		Rewriting of the document with integration of the ISO 14001 requirements. This document is now the Quality / Environmental Manual.

APPLICABLE DOCUMENTS

ISO 9001	:	Quality Management System - Requirements
AS/EN 9100	:	Quality Management System – Requirements for Aviation, Space and Defence Organizations
ISO 14001	:	Environmental Management System - Requirements

ACRONYMS

BEL	Legal Proof House (Banc d'Épreuves de Liège)
ComEx	Executive Committee
C.E.O.	Chief Executive Officer
COPIL	Comité de Pilotage
COPROD	Comité de Production
EMS	Environmental Management System
FN	Fabrique Nationale
JMBC	John Moses Browning Collection
MCO	Maintien en Condition Opérationnelle (MRO Maintenance Repair Overhaul)
QMS	Quality Management System

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1. PRESENTATION OF THE HERSTAL GROUP

The activities of the Herstal Group are organized in 2 main subsidiaries :

- The Defence and Security Pole, through its subsidiary FN Herstal, design, develop, manufacture and sell a full range of products and services based on small caliber weapon and corresponding ammunition intended for government, military and law enforcement forces agencies all around the world.
- The Civil Pole (Hunting and Shooting), through its brands Browning and Winchester Firearms, design, develop, manufacture and sell a full range of products intended for hunters and sport shooters.

2. DEFENCE POLE PRESENTATION

FN Herstal is the pole of study, industrialization, production, test and marketing of :

- Individual weapons, including conventional firearms, reduced lethality systems, small caliber ammunition, sight and combat aid, software and firing training systems,
- Integrated weapon systems, for air-land-see applications, including the weapon systems on pintle, coaxial weapon systems, machine gun pods, rocket launchers, remotely-operated weapon station and the integration of such systems on carrier,
- Military engineering, or technology transfer.

The expertise and the world reputation of FN Herstal as armorer since more than 130 years are not to be demonstrated. But, by adopting since several decades a multidisciplinary approach based on the development and mastery of innovative solutions at the cutting edge of technology, complementary to its core business, the Defence and Security Pole of the Herstal Group strengthens its position as a top-of-the-range systems manufacturer.

Beside the quality of its achievements, FN Herstal ensures effective and reactive monitoring of acquired equipment to maintain it operational and reliable over the long term, accessories, spares, technical documentation, systems updates, but also assistance and training according to the specific needs.

The activities of FN Herstal are spread over six geographical sites, two of which are located in Belgium and four abroad :

FN HERSTAL, S.A. :

- in HERSTAL, area of Liège, Headquarters, different activities on site such as Board, weapon-systems-ammunition studies, manufacturing and assembly of weapons and systems :

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Voie de Liège, 33
B-4040 HERSTAL (BELGIUM)
Tél. : + 32 4 240 8111
Internet : <http://www.fnherstal.com/>

- in ZUTENDAAL, Belgian Limburg, production site for loading and assembling the .50 and 5.7 ammunitions. FN Herstal has also in this site a shooting range for long distance testing, acceptance and demonstration of products.

FN HERSTAL, S.A. - Afdeling ZUTENDAAL

Heiwijkerweg, 62
B-3690 ZUTENDAAL (BELGIUM)
Tél. : + 32 89 41 07 20

FN AMERICA LLC (United States):

- in COLUMBIA, weapons and parts manufacturing plants:
FN America (Production)
PO BOX 24257
COLUMBIA, SC 29224 (USA)
Tél. : + 1 803 736 0522
Internet : <http://www.fnamerica.com/>
- in WASHINGTON, Headquarters in charge of all commercial relations with US market customers (Defence and Law Enforcement), under the FN Herstal authority :
FN America (Marketing, Sales).
7918 Jones Branch Drive
Suite 400
Mc Lean, VA 22102 (USA)
Internet : <http://www.fnamerica.com/>

The FN America Quality Management System is certified ISO 9001 and AS 9100.

NOPTEL (Finland):

- in OULU, subsidiary where optoelectronic productions are made :
NOPTEL OY. The Quality Management System of
Noptel is ISO 9001 certified.
Teknologiantie 2
FI-90590 OULU (Finland)
Tel : +358 40 181 43 51
Internet : <http://www.noptel.fi>

FNH UK LTD (United Kingdom):

- in SLADE GREEN, subsidiary where weapons, systems and parts are manufactured :
FNH UK Ltd. The FNH UK Quality Management System is
certified ISO 9001.
Phoenix House
Slade green Road
Erith, Kent, DA8 2HY
United Kingdom
Tel : +44 (0) 1322 33 80 52
Internet : <http://www.fnhuk.com>

Each subsidiary has its own Quality Management System, and they are functionally coordinated with the Quality Management department from FN Herstal S.A.

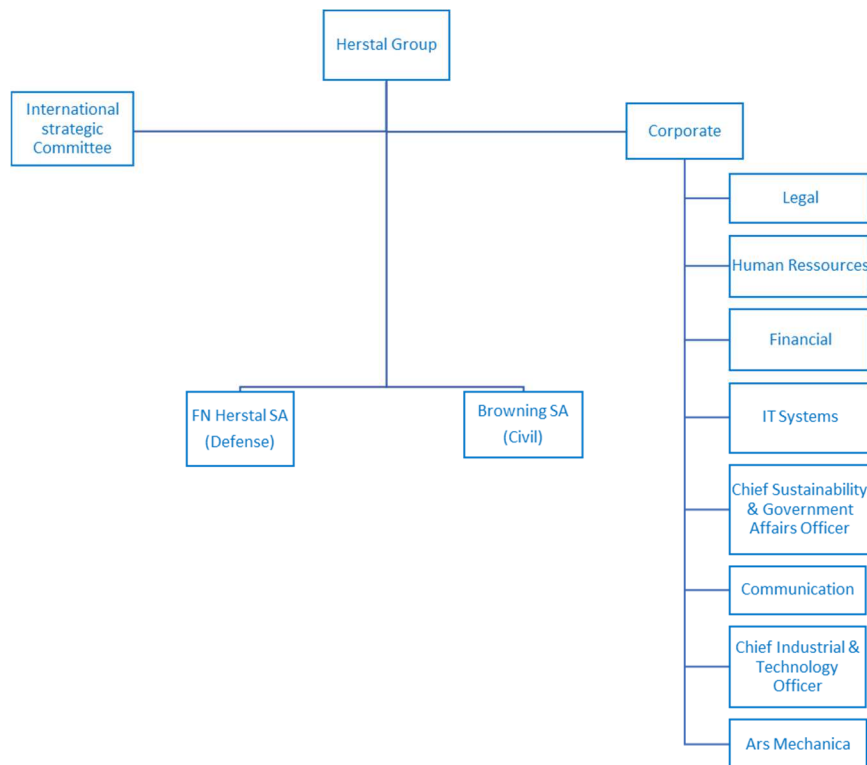
In order to maintain its leadership position in the global Defence and Security markets, FN Herstal has, already for a long time, a proactive investment policy.

FN Herstal works in collaboration with its customers in order to identify their needs. The new products developments is based on the specific market needs and on a deep analysis of them, prior to any prototype testing.

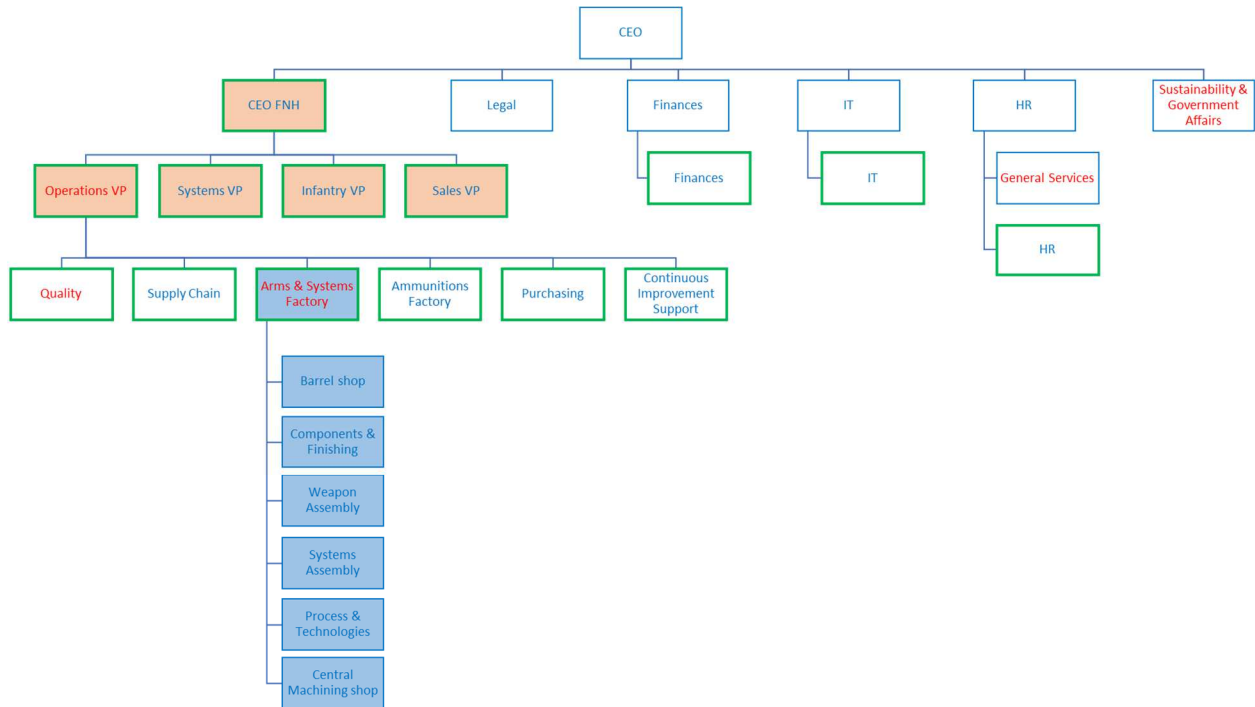
FN Herstal is synonym of excellence and world leadership since 1889, thanks to its innovation capacity and its talented and passionate teams.

3. FN HERSTAL : ORGANIZATION OVERVIEW

3.1 CORPORATE FUNCTIONS OF HERSTAL GROUP



3.2 FN HERSTAL ORGANIZATION



4. SCOPE OF THE QMS

The present Manual and the Quality / Environmental Management System (QMS / EMS) of FN Herstal S.A. cover the following activities:

Design, development, industrialization, tests, purchasing, production, marketing and sales of :

- Small caliber weapons and associated equipment,
- Integrated weapon systems,
- Associated services,
- Corresponding ammunition,

All for armed forces, security and law enforcement forces.

Without any restriction of requirement, the Quality Management System (QMS) of FN Herstal S.A. meet the requirements of both standard ISO 9001 and EN/AS 9100 for the entire activities of the 2 Belgian sites.

The Environmental Management System (EMS) of FN Herstal S.A. satisfies the ISO 14001 standard for the Defense Pole for the Herstal site only without the JMBC activities.

5. CONTEXT OF THE COMPANY

5.1 UNDERSTANDING OF THE COMPANY AND ITS CONTEXT

The context in terms of external and internal issues in which evolves FN Herstal S.A. is determined and periodically reviewed through analysis made by the ComEx, Quality Reviews, Middle Term Plan, and Company Councils. Those analyses allow the company to be informed at the soonest of any changes in order to anticipate them and take actions.

The context elements can be :

- External : economical, geopolitical, ecological, social / cultural, regulatory / legal, technological, financial, competition, environment, climate, ...
- Internal : values, group policy, social climate, ...

5.2 UNDERSTANDING OF THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

In order to continuously provide products and services in line with customer expectations and applicable legal and regulatory requirements, FN Herstal determines and considers, whenever necessary, the interested parties and their needs and expectations.

The relevant interested parties are :

- Customers / Customers representative,
- FNH staff,
- External providers,
- Third parts certifiers,
- Herstal Group shareholders,
- Unions,
- Banks,
- Authorities,
- Community around FN Herstal S.A.,
- Medias,
- Non governmental organization,
- Competition,
- Herstal group subsidiaries,
- Freight forwarders / carriers,
- Legal Proof Office,
- Professional associations,
- Associations against "Pollution",
- "Silent" (fauna, flora, biodiversity, ...).

The needs of the interested parties are communicated periodically to the Process owners and taken into account in the Risk & Opportunities analysis.

6. QUALITY / ENVIRONMENTAL MANAGEMENT SYSTEM AND PROCESSES

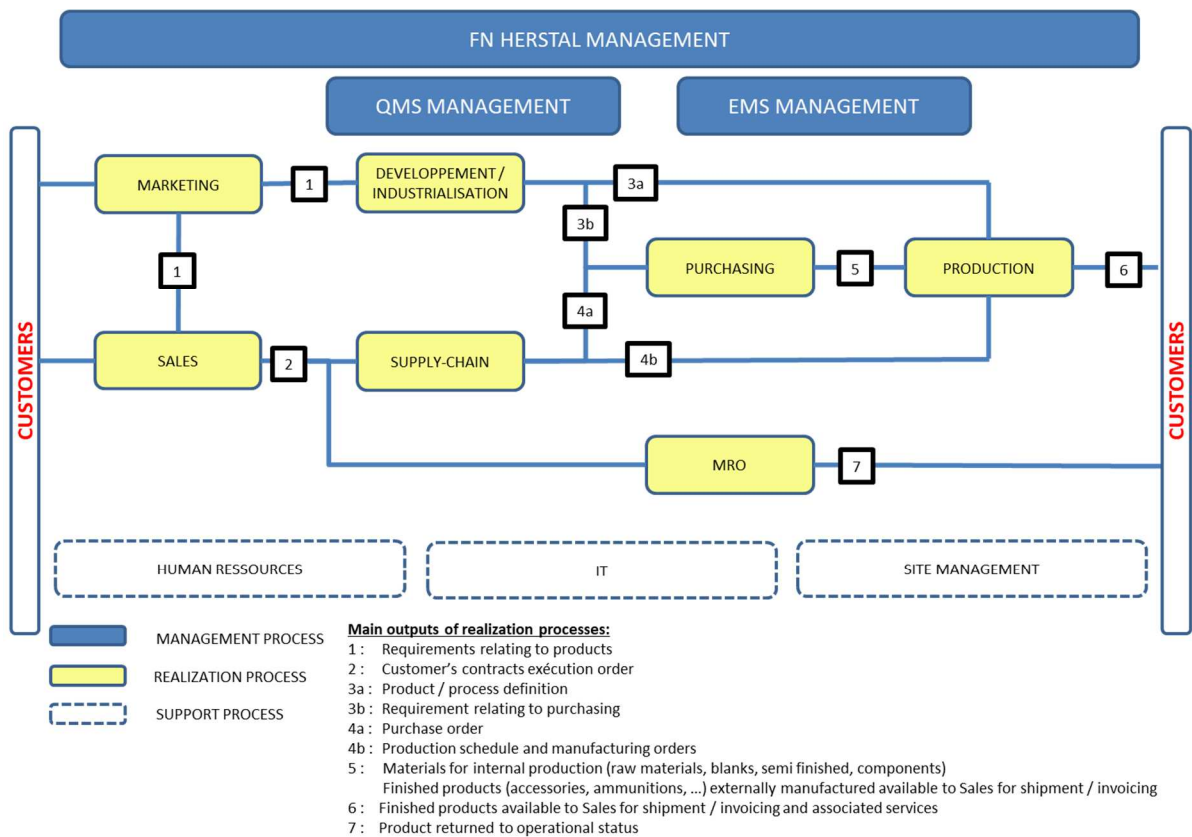
The Quality / Environmental Management System (QMS / EMS) of FN Herstal S.A. is based on correlated processes where purposes are mentioned, the interactions are illustrated and the management principles and responsibilities are defined.

The strategic axes defined by the Management are cascaded down the different processes.

The process head procedures describe how they work, and include their Crosby “turtle” of their process.

6.1 PROCESS CARTOGRAPHY

The QMS processes **interactions** are illustrated here below :



6.2 ROLES AND RESPONSABILITIES

The C.E.O. :

- Ensures the leadership to all employees,
- Assumes the responsibility of the QMS / EMS efficiency,
- Defines the context, the policy and the performances targets in accordance with the purpose of the company (Quality and Environmental),
- Provides the needed resources to reach the defined targets,
- Promotes, guides and support the company staff for their contribution to the QMS / EMS efficiency,
- Ensures both the Quality / Environment promotion and the Customer focus at each company level,
- Assesses the relevance, effectiveness and adequacy of the QMS / EMS,
- Assesses periodically the Risk & Opportunities for all activities,
- Is in charge of the defense product transfer amongst the different entities of FN Herstal. He makes sure that the company applies both the different export control regulations and the Walloon Region agreements, through dedicated organization, management and control implementation.

The Quality Director : (representative of the Management according to EN 9100)

- Implements the QMS,
- Communicates to Management the needs and the opportunities for improvement,
- Makes the staff aware and support them in the continuous improvement approach,
- Supports the Process owners for the Risk & Opportunities analysis,
- Ensures both the Quality promotion and the Customer focus in the company.

The Process owner :

- Is designated by the Management,
- Takes part in the description of his Process, the choice of the KPI's, the follow-up of both the activities and the targets to be reached with the needed resources,
- Collects, measures and analyzes the KPI's results,
- Assesses periodically the Risk & Opportunities of his Process with the support of the Quality Director,
- Animates and makes the staff aware of their role in achieving the objectives of its process and in the communication of the nonconformance, the needs and improvement suggestion,
- Analyzes the nonconformances and assesses the needs for corrective actions implementation,
- Plans the actions of the process, ensures their implementation and assesses their effectiveness,
- Implements all required modifications to ensure that the process will deliver the expected results,
- Ensures the proper functioning of the interfaces with the other processes,
- Ensures the Quality, the Environmental impact reduction promotion and the Customer focus in its process,
- Ensures the updates and look at the conformity of the process documentation,
- Informs Management, and eventually the Quality Director in case of drift,
- Takes part in the yearly Management Review to present the process results and propose the improvement opportunities.

COMEX :

- Reflection and decision Committee,
- Ensures the activities follow-up,
- Decides on action plan leading to targets achievement.

COPROD :

- Ensures the Production activities follow-up,
- Decides on action plan leading to production targets achievement and strategical projects.

COPIL ISO 14001 :

- Defines the Environmental Policy,
- Implements the EMS,
- Communicates to Management the needs and the opportunities for improvement,
- Makes the staff aware and support them in the continuous improvement approach of the EMS,
- Supports the Process owners for the Risk & Opportunities analysis,
- Ensure the promotion of the Environmental impact reduction of the company activities.

EMS Manager:

- Is responsible of the company Environmental Policy,
- Creates, animates and monitors the EMS application,
- Prepare and organize the EMS Management Review,
- Prepare and organize the ISO 14001 CoPil,
- Communicates on both the Environmental targets and achievements,
- Works to both the success of the ISO 14001 certification and its maintain,
- Works on the improvement of the company environmental performances,
- Is in charge of both the management of the environmental impacts and the associated risk prevention,
- Manage the Environmental communication together with the Communication Department,
- Ensure the regulatory follow-up,
- Ensures the company compliance towards the legal requirements (environmental reports to authorities, ...).

QMS Manager :

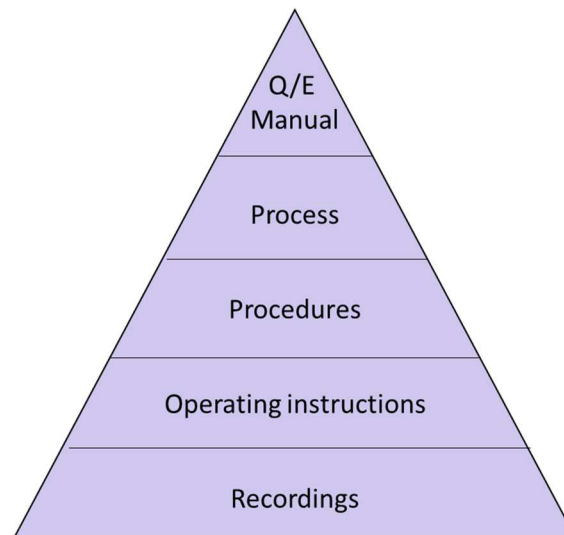
- Creates, animates and monitors the QMS application,
- Prepare and organize the QMS Management Review,
- Works both to the success of the EN 9100 (ISO 9001) certification and its maintain,
- Works on the improvement of the company quality performances,
- Manage the communication linked to the QMS together with the Communication Department.

The staff :

- Ensure quality work,
- Contribute to the defined targets achievements,
- Apply correctly the QMS / EMS,
- Take part in the sharing of improvement needs, nonconformances and good practices.

6.3 DOCUMENTED INFORMATION

The FNH QMS / EMS documentary is structured as a pyramid. From top to bottom, we move from the Quality Policy to the operational levels.



7. QUALITY / ENVIRONMENTAL MANUAL COMMUNICATION

The Quality / Environmental Manual is available for consultation on the collaborative platform.

The Manual is communicated externally (customers, certification body, ...) through its internet website.

8. QUALITY / ENVIRONMENTAL MANUAL MODIFICATIONS MANAGEMENT

The Quality / Environmental Manual is updated according to the need, at least once every three years. The modifications are identified in the table of revisions and eventually in the margins of the page.