



**FN HERSTAL**

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## QUALITY MANUAL

This document is the English version of the Quality Manual.

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

REF : QMA FNH	REVISION : H	DATE : 2019-09-25	STATUT : APPLICATION	Page 1 of 10
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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

## APPLICABLE DOCUMENTS

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

## ACRONYMS

ComEx	Executive Committee
C.O.O.	Chief Operating Officer
FN	Fabrique Nationale
PMT	Plan Moyen Terme
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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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. SCOPE OF THE QMS**

The present Quality Manual and the Quality Management System (QMS) of FN Herstal S.A. cover the following activities for the 2 Belgian sites :

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.

## 4. CONTEXT OF THE COMPANY

### 4.1 UNDERSTANDING 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, PMT, 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, ...
- Internal : values, group policy, social climate, ...

### 4.2 UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

In order to continuously provide products and service 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,
- 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,

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

## 5. QUALITY MANAGEMENT SYSTEM AND PROCESSES

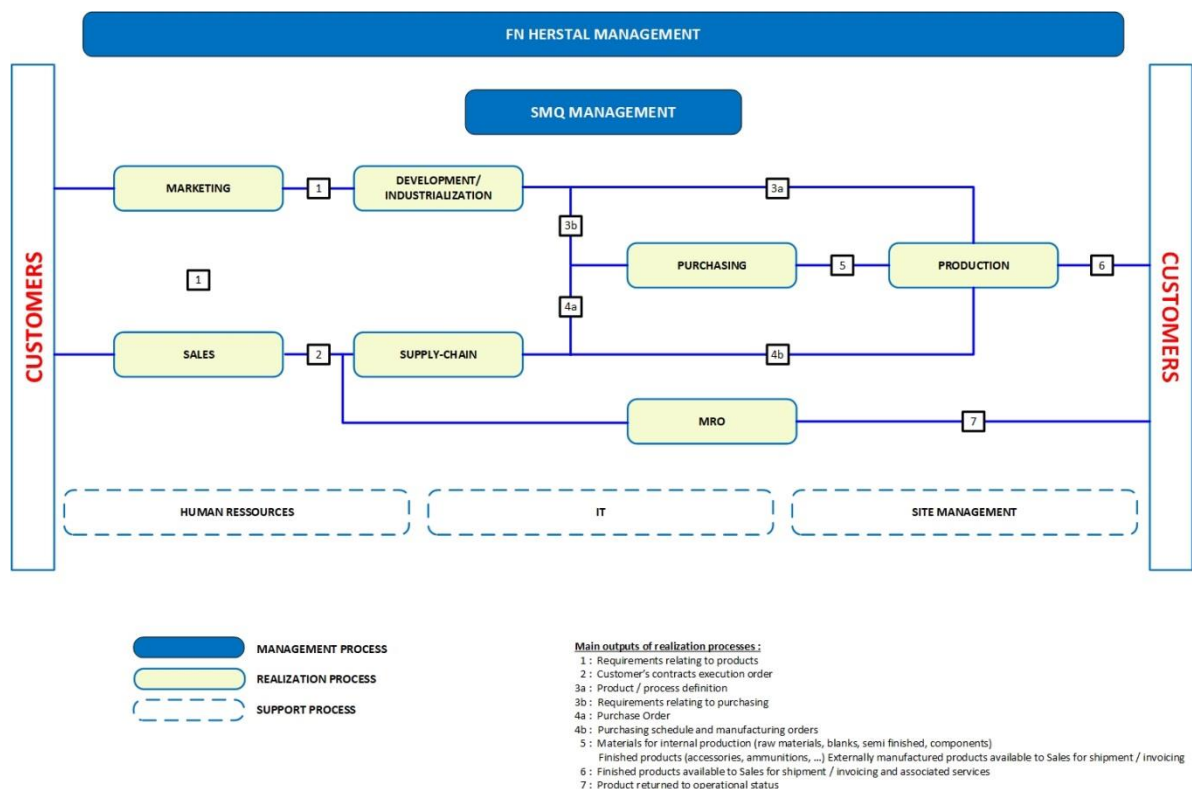
The Quality Management System (QMS) of FN Herstal S.A. is based on correlated processes where purposes are mentioned, the interactions are illustrated and the management principles and responsibilities are defined.

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.

### 5.1 PROCESS CARTOGRAPHY

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





## 5.2 ROLES AND RESPONSABILITIES

The C.O.O. :

- Ensures the leadership to all employees,
- Assumes the responsibility of the QMS efficiency,
- Defines the context, the policy and the performances targets in accordance with the purpose of the company,
- Provides the needed resources to reach the defined targets,
- Promotes, guides and support the company staff for their contribution to the QMS efficiency,
- Ensures both the Quality promotion and the Customer focus at each company level,
- Assesses the relevance, effectiveness and adequacy of the QMS,
- Assesses periodically the Risk & Opportunities for all activities,

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 both the Quality promotion and the Customer focus in its process,
- Ensures the updates and look at the conformity of the process documentation,
- Informs the Quality Director in case of drift,
- Takes part in the yearly Management Review to present the process results and propose the improvement opportunities.

The staff :

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

**6. QUALITY MANUAL COMMUNICATION**

The Quality Manual is available for consultation on the collaborative platform eWORX. The Manual is communicated externally (customers, certification body, ...) only after Quality Management approbation.

**7. QUALITY MANUAL MODIFICATIONS MANAGEMENT**

The Quality 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.