

Management Manual



RMG Messtechnik GmbH

Butzbach / Beindersheim / Zorneding

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TABLE OF CONTENTS

4	CONTEXT OF THE ORGANISATION	5
4.1	Understanding the organisation and its context.....	5
4.2	Requirements and expectations of interested parties.....	5
4.3	Scope of the integrated management systems	5
4.3.1	Specific stipulations from the range of requirements	6
4.3.1.1	Regulations / Directives / Laws / Standards	6
4.3.1.2	Abbreviations	6
4.4	Management systems and associated processes	7
5	MANAGEMENT	8
5.1	Management and obligation.....	8
5.1.1	General information	8
5.1.2	Customer orientation	8
5.2	Quality, environmental protection and occupational health and safety policy	9
5.3	Roles, responsibilities and authority in the organisation.....	9
5.3.1	Responsibility and authority.....	9
5.3.2	Officers appointed by top-level management.....	9
6	MANAGEMENT SYSTEM PLANNING	11
6.1	Actions in relation to risks and opportunities	11
6.2	Targets and achievement plan.....	11
6.3	Planning of changes	11
7	SUPPORT	12
7.1	Resources	12
7.1.1	General information	12
7.1.2	Personnel.....	12
7.1.3	Infrastructure.....	12
7.1.4	Environment for implementation of processes	12
7.1.5	Resources for monitoring and measurement	12
7.1.6	Knowledge of the organisation	13
7.2	Expertise	13
7.3	Awareness	13
7.4	Communication	13
7.5	Documented information	13
7.5.1	General information	13
7.5.2	Creation and revision of documents	13
7.5.3	Control of documented information	13
8	OPERATION	14
8.1	Operational planning and control	14
8.2	Requirements regarding products and services; contingency planning	14
8.2.1	Communication with the customer	14
8.2.2	Determination of requirements for products and services.....	14
8.2.3	Review of the requirements for products and services	14



8.3	Development of products and services.....	15
8.3.1	General information	15
8.3.2	Development planning.....	15
8.3.3	Development inputs.....	15
8.3.4	Development control.....	15
8.3.5	Development results.....	15
8.3.6	Developmental changes	15
8.3.7	General information	15
8.3.8	Type and scope of control	16
8.3.9	Information for external providers.....	16
8.4	Production and service provision	16
8.4.1	Control of production and service provision	16
8.4.2	Identification and traceability	16
8.4.3	Property of the customer or external providers	17
8.4.4	Preservation.....	17
8.4.5	Activities after delivery.....	17
8.4.6	Monitoring of changes	17
8.5	Approval of products and services.....	17
8.6	Control of non-conforming products	17
9	EVALUATION OF THE PERFORMANCE.....	18
9.1	Monitoring, measurement, analysis and evaluation.....	18
9.1.1	General information	18
9.1.2.1	Customer satisfaction	18
9.1.2.2	Assessment of compliance.....	18
9.1.3	Data analysis	18
9.2	Internal audit	18
9.3	Management review.....	19
9.3.1	General information	19
9.3.2	Management review topics.....	19
9.3.3	Results of management review	19
10	IMPROVEMENT	21
10.1	General information	21
10.2	Incidents, non-conformities and corrective action.....	21
10.3	Continuous improvement	21

Release and history of changes

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1st edition	26/11/2012	Incorporation of the Measuring Instruments Directive (2014/32/EU) and the ATEX Directive (94/9/EC) into the glossary. Removal of the Gas Appliances Directive.	Albrecht Jakob
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4 CONTEXT OF THE ORGANISATION

4.1 Understanding the organisation and its context

This management manual describes the specific, local processes and methods in place at RMG Messtechnik. It serves executives and employees as a guideline and working document for the design and implementation of business processes and workflows.

Furthermore, in relations to the outside world, it constitutes proof and evidence of the implementation and effectiveness of the integrated management systems. Interested parties benefits from transparency regarding the relevant measures.

The context of the organisation at RMG Messtechnik is classified into external and internal topics which are relevant for the organisation's goals and strategic alignment and affect its ability to achieve the objectives of the management systems. Internal and external topics include environmental concerns that can be influenced by the actions of the organisation.

4.2 Requirements and expectations of interested parties

In order to secure the future of the organisation, management undertakes to identify the interested parties and to identify, monitor and review the relevant requirements. The organisation's actions aim at improving the quality, environmental, occupational health and safety performance of the organisation as well as its profitability, in order to continuously improve the organisation's overall performance.

4.3 Scope of the integrated management systems

General information about RMG Messtechnik

Measuring devices for gas flow and gas quality, as well as conversion systems are developed and produced in Butzbach according to the latest technologies and methods. These devices and systems offer the highest precision and reliability in practical applications.

RMG has an officially recognised testing centre for gas measuring devices approval for custody transfer applications. The testing centre is approved for standard flow rates of up to 25,000 m³/h.

RMG Messtechnik GmbH is the successor to the company Pintsch Bamag Gastechnik. The gas measuring technology company was acquired by the RMG Group in 1981.

In 2005 the group merged with Karl Wieser GmbH, Ebersberg under the name RMG Messtechnik GmbH. This enabled a uniform product assortment and service, as well as more effective development of complete systems.

In August 2009 the RMG group was acquired by the American Honeywell corporate group in which it has been allocated to the Honeywell Process Solution (HPS) business unit.

After RMG Messtechnik was sold by the Honeywell corporate group to Energas Turbines B.V., the company resumed independent operation under the responsibility of the management with the company name **RMG Messtechnik GmbH** on 1 October 2016.

QMS-EMS-OHSMS

The scope of the integrated management system is determined by the above internal and external topics, as well as statutory requirements and other binding obligations.

The integrated management system applies to all sites of RMG as well to its sales reps and technicians while at customers' premises.

The stipulations of the management system are binding for all employees. There are no exceptions regarding the applicability of chapters of the standard. The scope of application of the management system is fully documented.

4.3.1 Specific stipulations from the range of requirements

4.3.1.1 Regulations / Directives / Laws / Standards

2014/68/EU	Pressure Equipment Directive (PED)
2014/34/EU	ATEX Directive
2014/32/EU	Measuring Instruments Directive (MID)
2014/35/EU	EMC Directive
MessEG	German Weights and Measurements Act
MessEV	German Weights and Measurements Ordinance
SCCP ^P	Safety Certificate of Contractors for Petrochemicals
CSA	Canadian Standards Association
DIN EN ISO 9001:2015	Quality Management Systems – Requirements
DIN EN ISO 14001:2015	Environmental Management Systems
DIN ISO 45001:2018	Occupational Health and Safety Management Systems

A complete overview of the relevant statutory regulations and instructions is and rules is included in the legal register of RMG Messtechnik. This register is being regularly revised and updated.

4.3.1.2 Abbreviations

SOP	S tandard O perating P rocedures
ROS	R MG O perating S ystem
HSE&F	H eath, S afety, E nvironmental & F acility.
OTTR	O n T ime T o R equest – Delivery reliability on the desired delivery date. Figure which is used for the regular evaluation of delivery reliability to the customers and from the supplier.
PPM	P arts P er M illion – Quantity of defective parts per one million supplied parts. The figure is used for the regular evaluation of supplier and customer complaints.
COPQ	C ost O f P oor Q uality – cost of poor quality (for turnover). The figure is calculated for the regular evaluation of internal and external quality for turnover.
PDCA	P lan D o C heck A ct (iterative, four-stage approach for continuous improvement)
QMS	Q uality - M anagement - S ystem in accordance with DIN EN ISO 9001:2015
TPM	T otal P roductive M aintenance
EMS	E nvironmental M anagement S ystem in accordance with DIN EN ISO 14001:2015
ETO	E ngineered to O der
OHSMS	M anagement systems for O ccupational H ealth and S afety according to DIN ISO 45001:2018.

4.4 Management systems and associated processes

The implementation, documentation and continuous improvement of the management systems and the associated processes meet the requirements of DIN EN ISO 9001:2015, DIN EN ISO 14001:2015 and DIN ISO 45001:2018.

It is the responsibility of management to decide how and to which extent the management systems are to be implemented. Management also defines the scope and magnitude of implementation, in compliance with the requirements of the relevant standards. Management is thus responsible for all actions and performance relating to the implementation of the management systems.

The site-specific requirements are laid down in process descriptions, test instructions, work instructions, standard operating procedures (SOPs), check lists, forms and registers as outlined in the process matrix.

5 MANAGEMENT

5.1 Management and obligation

5.1.1 General information

Top-level management set forth the goal of providing the organisation's customers with products and services of outstanding quality. In addition, management decided that the organisation shall only market products that conform to the following European Directives, as applicable:

- **ATEX (2014/34/EU),**
 - **Low-Voltage Directive (2014/68/EU),**
 - **MID (2014/32/EU),**
 - **EMC (2014/35/EU)**
- or that meet the requirements of
- **German Weights and Measurements Act/Ordinance (MessEG/EV).**

The designs are to be based on the requirements of the interested parties. To achieve the above goal, the requirements of the following management systems are to provide the benchmarks:

- **DIN EN ISO 9001:2015 - Quality management systems**
- **DIN EN ISO 14001:2015 - Environmental management systems**
- **DIN ISO 45001:2018 - Occupational health and safety management systems**

The quality policy and quality targets of the organisation and incessant pursuit of continuous improvement constitute the basis and guideline of the organisation's customer (interested parties) orientation. Indicators and action plans support the improvement process. The management systems are evaluated in regular reviews.

5.1.2 Customer orientation

The quality policy and quality targets of the organisation and incessant pursuit of continuous improvement constitute the basis and guideline of the organisation's customer (interested parties) orientation. ROS, KAIZEN, Six-Sigma tools. Targets and indicators support the improvement process.

The company undertakes to meet the statutory requirements as well as the requirements of its customers and to work towards improvement of customer satisfaction. Customer satisfaction is assessed on an annual basis by the marketing department, with subsequent evaluation by the management team. The actions to be taken following the survey are determined and supervised in cooperation between the marketing department and management.

Risks and opportunities that might affect the conformity of products and services and the performance with regard to environmental protection and occupational health and safety are analysed and evaluated, and corrective actions are initiated as necessary.

We provide products and services to the gas industry. To accomplish that we maintain a close relationship with our interested parties. Each and every enquiry is an opportunity to address their specific requirements and expectations.

Competent advice, targeted supplier selection and speedy handling of complaints are key elements of our customer orientation.

5.2 Quality, environmental protection and occupational health and safety policy

The policy laid down in the process description (FP-0.2.1 - Integrated management systems) applies to all sites of RMG Messtechnik GmbH. The top-level management supports the implementation of the policy by ensuring that it is accessible to and understood by all employees and interested parties.

The organisation shall take measures to ensure that contractors who work from time to time on company sites also fully comply with the applicable internal environmental protection and safety regulations and rules. This also applies to external activities on construction sites (gas stations) performed according to SCC^P. The policy covers the following topics:

- Accident prevention
- Prevention of occupational diseases
- Prevention of work-related health hazards
- Prevention of damage to the environment and property
- Continuous improvement of work practices

Prior to the introduction of new technologies, processes and products, the foreseeable impact on the environment and the health and safety of workers is examined and assessed.

Issues in relation to the protection of the environment are discussed with the relevant authorities, waste disposal companies and interested parties with a view of finding suitable solutions. Special attention is thereby paid to preventive measures aimed at minimising the impact of accidents and at eliminating the risk of damage to the environment, in particular in connection with collisions. The successful implementation and operation of an integrated management system depends on the cooperation and commitment of all employees.

5.3 Roles, responsibilities and authority in the organisation

5.3.1 Responsibility and authority

Management ensures that the heads of the individual departments take action to enforce compliance with the rules and regulations within their respective area of responsibility. The supervisor is responsible for the knowledge (education, training and use of qualified personnel). The supervisor must assume the short and mid-term planning of strategy, personnel, capacity and cost, as well as the monitoring of these tasks within his/her area of responsibility.

5.3.2 Officers appointed by top-level management

The persons responsible for quality assurance, explosion protection and acceptance (in accordance with the Pressure Equipment Directive and DIN EN 10204), waste disposal, fire protection, customs clearance, exports, occupational safety, industrial truck fleet and crane operation, as well as the works physician are appointed in writing. These officers are responsible for compliance with the quality management systems according to DIN EN ISO 9001:2015, DIN EN ISO 14001:2015, DIN ISO 45001:2018, as well as with the ATEX Directive 2014/34/EU, the Pressure Equipment Directive 2014/68/EU (PED), the Measuring Instruments Directive 2014/32/EU (MID), MessEG/EV, and the SCC^P and CSA rules within the organisation. These officers also inform management on improvements and their effectiveness.

The organisational charts represent the hierarchical structure of the company and its organisation. It shows the organisational units including their responsibilities and authorisations as well as the channels of communication between the individual units. The process-specific methods and procedures are based on regulations and responsibilities.

The officers make sure that all processes that are relevant for the operation of the management systems are implemented, verified and validated.

The testing centre manager is available for all questions relating to the German Weights and Measurements Act/Ordinance and MID. They advise and train the relevant employees of the company in matters of metrology as needed.

6 MANAGEMENT SYSTEM PLANNING

6.1 Actions in relation to risks and opportunities

The integrated management system was planned, implemented and validated in order to meet the requirements of DIN EN ISO 9001:2015, DIN EN ISO 14001:2015 and DIN ISO 45001:2018, and to ensure conformity of the products with the relevant Directives, binding obligations, statutory regulations and technical standards.

Specified requirements and actions are described and documented in process instructions.

The risk-based approach is evaluated in a comprehensive risk assessment that covers more than only business processes and products, as it involves determining the risks and opportunities that contribute to achieving desired outcomes and continuous improvement.

The organisation has put in place a process for the identification and handling of risks. This process also defines the tools required for the performance or a risk assessment.

RMG Messtechnik has identified the environmental issues that are directly affected by its activities, and the individual impacts associated with its operations. In this context, the company examines and documents life cycles, where this is possible.

6.2 Targets and achievement plan

Management defines internal targets for the essential functional units, whereby these targets are in line with its policy.

To achieve this target, the company has drawn up a schedule for the introduction, achievement and maintenance of the targets, the prevention of accidents and near misses, as well as the reduction of the frequency of accidents within the company. A documented procedure for the recording of accidents, with and without sick-leave, and the notification of the relevant bodies has been put in place. The program states the deadlines, responsibilities and the actions to be taken in order to achieve the set targets.

6.3 Planning of changes

Necessary changes are carefully planned, verified and introduced into the system in such a manner that the functionality of the system is maintained.

7 SUPPORT

7.1 Resources

Management makes sure that sufficient resources are available for the maintenance and continuous improvement of the effectiveness of the management systems, and for the increase of awareness of the interested parties.

7.1.1 General information

The company ensures that the quality management system is realised and maintained and that its effectiveness is continuously improved. For this purpose, the necessary resources are determined and provided.

7.1.2 Personnel

Through the personnel policy, the company ensures that only qualified employees with sufficient experience are used for the respective areas of activity. It is the responsibility of the managers and executives to determine the requirement and scope of training measures. The selection of employees takes place according to the skill matrix.

7.1.3 Infrastructure

The management determines the resources required for the product realisation. These are verified and validated in the company planning. The infrastructure required for the efficient product realisation is continuously reviewed for its functionality, performance and appropriateness, as well as the need for updating.

The production, assembly and testing equipment is continuously monitored (TPM) in order to ensure its suitability for use.

To monitor and ensure legal compliance, and to keep the interested parties informed, the company has put in place annual plans for QM as well as HSE+F.

7.1.4 Environment for implementation of processes

The health and safety of our employees is our first priority. The HSE+F manager supports all other managers and executives in the implementation of the measures necessary to achieve full legal compliance. Regular reporting of near misses and the publication of relevant indicators are used to increase the awareness and alertness of staff members in relation to risks. Managers of the various technical departments carry out regular, documented site visits.

7.1.5 Resources for monitoring and measurement

The monitoring of the testing and measuring equipment is controlled through an Excel file. Calibration is performed by recognised and certified testing laboratories. All measuring equipment can be traced back to national standards, is assigned with an identification number and bears a label showing the next test date.

Faulty or defective measuring equipment is immediately identified as such, removed and stored separately so that it cannot be used any longer.

7.1.6 Knowledge of the organisation

The knowledge held within the organisation is managed through "identifying, maintaining, communicating and expanding". Based on the available knowledge, suitable actions for further training are defined.

7.2 **Expertise**

The organisation determines the expertise it requires to boost the performance and effectiveness of the management systems. Employees can enhance their knowledge through training and continuing education. Training certificates are filed.

7.3 **Awareness**

Top-level management supports the implementation of the corporate policy and objectives by ensuring that the relevant documents are accessible to and understood by all employees.

7.4 **Communication**

In order to inform employees of the various departments of the policies, requirements, targets and achievements, management arranges for regular publications, town hall meetings, newsletters, announcements, reviews and meetings.

7.5 **Documented information**

7.5.1 General information

The management documentation comprises the requirements laid down in DIN EN ISO 9001:2015, DIN EN ISO 14001:2015 and DIN ISO 45001:2018 as well as the locally devised process descriptions. To clarify the requirements, staff are issued process instructions.

7.5.2 Creation and revision of documents

All documents included in the QMS, EMS and OHSMS documentation must be examined prior to publication for correct identification, format, suitability, appropriateness and content (four-eyes principle). The technical managers are responsible for the creation and updating of process descriptions.

7.5.3 Control of documented information

In every business process, the relevant decisions, actions, data and results are documented. These records enable the organisation to trace processes, analyse and assess actions taken, and to devise and introduce effective corrective and preventive action should the need arise. Regulations concerning the drafting of documents, access to information, and the location and duration of filing are compiled in the document matrix.

8 OPERATION

8.1 Operational planning and control

The company plans, designs and implements processes for products and services that meet the requirements of the environmental management system and the occupational health and safety regulations. The procurement of machines, devices, equipment and other production resources is in line with the relevant laws and regulations.

All managers are obliged to instruct their staff members of the correct procedures in relation to environmental protection and occupational health and safety.

Important changes and/or incidents are properly documented and the relevant files are filed so that processes and procurements can be correctly traced.

8.2 Requirements regarding products and services; contingency planning

8.2.1 Communication with the customer

The company communicates with its customers in a variety of ways:

- Field staff / sales representatives
- Meetings / site visits
- Handling of customer property
- Provision of information about products and services
- Publications in trade periodicals
- Participation in trade fairs and industry bodies
- Website www.rmg.com
- Request handling / order processing,
- Complaints handling
- Customer satisfaction survey / analysis

8.2.2 Determination of requirements for products and services

As the company constantly checks directives, laws and standards for changes, the internal requirements are revised without delay to ensure compliance, and to suit the needs or interested parties.

8.2.3 Review of the requirements for products and services

All requirements on the product are entered, linked and documented through the ERP system. The feasibility of a proposal is assessed by the sales department prior to production. For special designs or exceptional requirements that go beyond the standard, an ETO meeting is called in order to prevent incidents and problems. If it is not possible to fully eliminate the risk of incidents, suitable emergency equipment is to be installed to prevent risks. In this process, the probability and significance of an incident are taken into account.

8.3 Development of products and services

8.3.1 General information

A process described in detail is available to the company for the development of products and services. All phases in the development of products and services are saved as documented information.

8.3.2 Development planning

Development projects are defined, prioritised and budgetised in collaboration with the marketing and product management departments. After the release of proposed projects and the budget by management, all new developments are documented in the centralised system for traceability.

8.3.3 Development inputs

The specification booklet is prepared by the marketing department on the basis of the requirements and expectations of customers or the market. In the process, legal and/or official regulations, as well as specifications from standards, directives and bodies of rules and regulations are taken into account.

The specifications are described in detail in the specific requirements and implemented.

8.3.4 Development control

The development stages for a product are subdivided into individual phases. An evaluation of the current status is carried out by the committee for the transition to the next phase. A phase change can only take place after a positive evaluation. The result is documented.

All current development projects are verified by the development department in regular intervals. The corresponding documentation (e.g. test records / reports, calculations, simulations, test plans) is reviewed and additional measures are determined, if necessary.

In order to ensure that the product meets the design specifications and thus the requirements of the market/customer, a validation is carried out.

In most cases the development results are submitted to external organisations, such as DVGW, TÜV or the customer, for verification and validation. The outcomes of the release are documented.

8.3.5 Development results

The development results are documented and presented so that they can be verified against the specifications. Prior to release, the results are reviewed by the internal committee according to the process description.

8.3.6 Developmental changes

Design changes are documented in the ERP system and in a database. All changes are subject to the change process, and all internal interested parties are informed accordingly.

Control of external process, products and services

8.3.7 General information

In order to ensure the quality of its own products, the suppliers of RMS Messtechnik as well as the sourced products and services are examined with respect to the sourcing requirements prior to the initial order submission.

The type and scope of monitoring in this connection depend on the sourced product. Suppliers of products or services that might impair compliance of the product with the relevant regulations and

requirements of the relevant European Directives (ATEX, MID, EMC, PED) and other regulations (MessEG/EV, CSA) may only be selected, if their evaluation reveals that all specified requirements are fulfilled.

8.3.8 Type and scope of control

The specifications for the sourcing (order requirements) are a clear description for the suppliers of the product to be supplied, the service to be provided and/or the required documentation; if necessary, drawings and a specification booklet are made available to the supplier as well.

The selection and evaluation of the suppliers are the responsibility of the purchasing department. They are performed on the basis of clear criteria and with the support of the relevant management system officer. The suppliers' quality and adherence to schedules are continuously monitored and the results are documented. A regular evaluation of the suppliers takes place on the basis of these results.

The verification of the sourced products takes place through incoming goods inspections or by inspections by the supplier.

8.3.9 Information for external providers

The basis of the information for external providers is the description of processes, products and services to be provided. The external providers are notified of the requirements for approval with respect to products and services, as well as their approval, in addition to methods, processes or equipment.

The qualification and requisite competence of the assigned personnel are represented. Requirements for the collaboration of interfaces within the value-added chain of both management systems are communicated. The intended type of control, monitoring, verification and validation by external providers are coordinated when the order is issued.

The appropriate of the defined requirements is ensured by RMG.

The defined deviations from the internal control and evaluations for products and services are incorporated into the evaluation of suppliers.

8.4 Production and service provision

8.4.1 Control of production and service provision

The processes necessary for production and provision of services are planned and monitored with computer support.

The production manager is responsible for the timely and qualitatively faultless delivery of the products. Through his/her employees, the production manager ensures that only qualified and trained staff is used at the individual work stations.

In the scope of his/her responsibility, the production manager ensures that suitable production, assembly and testing equipment, as well as measuring equipment are available and that they remain in proper condition.

8.4.2 Identification and traceability

All of our delivered products and devices are uniquely identified with a serial number.

In order to guarantee seamless traceability for all assemblies requiring verification in accordance with the PED, MID, ATEX and EMC Directives, MessEG/EV and CSA, the company operates a consistent charge documentation that covers all departments. Thanks to a unique identification,

the status of each product and assembly can be recognised. All storage locations and areas are uniquely identified and allocated.

8.4.3 Property of the customer or external providers

If property of the customer is provided for further processing or for integration, it must be handled like all other purchase parts in regard to controls, testing and storage.

8.4.4 Preservation

Suitable means for the preservation of the product are available to the individual departments during the internal processing and delivery. During processing, this is assured through transport and storage in proper containers and with appropriate transport equipment. The personnel entrusted with these tasks is trained and instructed accordingly. Suitable packaging and transport aids are available for the shipping of our products.

8.4.5 Activities after delivery

The legal and official requirements, customer requirements and feedback of customers are taken into consideration for processes after delivery.

8.4.6 Monitoring of changes

All processes carried out in the company are monitored. These processes are validated through reviews which take place regularly.

Important processes of the company are controlled through key figures. In order to assure alignment with the set goals, the relevant indicators are regularly examined and analysed. Measures resulting from this process are documented and pursued by the responsible functions.

8.5 **Approval of products and services**

The safety of our products is one of our most important requirements, which is why the company continuously and permanently monitors all critical parameters. Corresponding testing and release criteria are defined in all areas. All tests are conducted by trained and experienced personnel. Test and work instructions regulate how the testing is conducted.

8.6 **Control of non-conforming products**

If errors or defects are discovered during testing, the affected products are identified as such and the errors/defects are documented in a test report. The QA department determines the further procedure (reworking, scrap, follow-up checks, etc.). The rejected units are stored separately until the decision is made (quarantined stock).

9 EVALUATION OF THE PERFORMANCE

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General information

The company has implemented procedures for the monitoring of work processes and activities. These procedures have been found effective in order to monitor and control compliance with quality, environmental and health and safety requirements. They include test instructions and schedules for systematic and comprehensive checks.

Scopes for improvement and suitable actions are identified through performance assessments and in internal meetings.

9.1.2.1 Customer satisfaction

The satisfaction of our customers is our foremost aim. We maintain close and direct contact through participation in trade fairs, conferences, regular customer visits and RMG product trainings in order to learn about changed requirements or new market needs well in advance. The occurrence of complaints or deviations in our delivery accuracy are analysed and evaluated so that corrective and preventive measures can be implemented for continual improvement.

Through regular customer questionnaires, we receive direct feedback about satisfaction with our products and services. The resulting measures are incorporated into the continuous improvement process.

9.1.2.2 Assessment of compliance

Compliance with legal requirements is ensured through the use of detailed and comprehensive check lists. These check lists are drawn up on the basis of statutory requirements and binding obligations

and document compliance for further assessment. Compliance is assessed by the dedicated compliance managers of RMG Messtechnik and/or technical experts.

9.1.3 Data analysis

The company identifies, collects and analyses data, as well as facts and information from customers, markets, processes, suppliers and other interested parties.

The various corporate units analyse and evaluate the information in the course of regular reviews, and take corrective action, where required.

9.2 Internal audit

Audits are performed to evaluate compliance with internal and/or external requirements for products, processes and services, with regard to the protection of the environment, product safety and occupational health and safety.

For the assessment and systematic evaluation of the management systems, the company performs regular audits that form part of the existing auditing programmes. This ensures that management is kept up to date on the effectiveness of the systems and is in a position to continuously improve the management systems.

Audits aim at enhancing the profitability of the company and improving the protection of the environment and the safety of workers. In addition, they focus on the optimisation of processes and interfaces and the use of resources.

Audits are also used to evaluate the effectiveness of management, performance and supporting processes with a view of achieving the corporate objectives and targets. The applied methods of analysis and evaluation vary, depending on the actual goal or focus of the audit. Deviations discovered in internal or external audits are documented together with the corrective action to be taken and forwarded to the parties responsible for the elimination of the problem. The control of the audits and actions is supported by a centralised data filing system.

9.3 Management review

9.3.1 General information

Management regularly reviews and evaluates the quality management systems. In this process, the possibilities for improvements and changes of the quality management systems are assessed.

In doing so, the company ensures the appropriateness and effectiveness of the systems with regard to the requirements of ATEX, PED, MID, EMC, MessEG/EV, DIN EN ISO 9001:2015, DIN EN ISO 14001:2015, DIN ISO 45001:2018, SCC^P regulations and CSA certification as laid down in the company's policy.

9.3.2 Management review topics

The following topics are covered in the management review:

- Status of actions taken after previous management review
- Changes regarding external and internal topics
- Information on services and effectiveness of QMS, EMS and OHSMS
- Changes relating to legal requirements and binding obligations
- Evaluation of compliance
- Changes relating important environmental issues
- Report on level of performance in relation to policies and targets
- Appropriateness of resources
- Effectiveness of actions taken in connection with risks and opportunities
- Opportunities for improvement
- Results of the internal and external audits
- Customer feedback and complaints
- Customer satisfaction
- Quality indicators
- Delivery performance
- Supplier quality
- Preventive and corrective action
- KAIZEN considerations
- Lean Operating System (ROS)
- Accident statistics and compliance with statutory occupational health and safety regulations
- Important changes affecting the management systems
- Review of annual QM and HSE+F plans

9.3.3 Results of management review

The management review results in decisions on actions aimed at improving the effectiveness of the management systems and their processes. The management review also results in actions

for the improvement of products and services, based on customer requirements and resources, and the impact of the corporate strategy on the organisation.

10 IMPROVEMENT

10.1 General information

The company is committed to continuously improve the effectiveness of its management systems.

Apart from key indicators, ROS is the main driver of such improvements. Through the consistent implementation of the ROS philosophy and tools across the entire company, a streamlined and lasting continuous improvement process is put in place.

10.2 Incidents, non-conformities and corrective action

The company has put in place a procedure for the recording and investigation of incidents, whereby the findings are used to determine preventive measures.

As part of this procedure, measures that lead to improvement are identified and corrective actions are implemented in a fully documented process (PDCA cycle).

For each corrective action, the responsibility and deadline are defined. The status of the implementation is examined and documented in regular meetings.

10.3 Continuous improvement

Preventive actions are an active process with which the potential occurrence of errors should be eliminated and which additionally serves for the elimination of the causes of a potential error, deficiency or other undesired situation in order to prevent their occurrence. For this purpose, various tools from ROS / Six Sigma are used. The results are documented and evaluated.