ALLIANCE LLC

Quality Manual

Revision 5.2

Issued 2/19/2025

Conforms to ISO 9001:2015

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0.0   Revision History and Approval

Rev.	Nature of changes	Approval	Date
4.9	Original release.	Brittany Taroli	02/01/2021
5.0	Changes to scope statement, exclusions, quality policy, process identification, process controls & objectives & appendix A	Brittany Taroli	12/06/2021
5.1	Made changes to wording to better fit ISO standards & removed a process	Brittany Taroli	02/08/2022
5.2	Edited processes. Added climate change. Added clause for design. Edited Appendeix A.	Brittany Taroli	02/19/2025

1.0   Welcome to Alliance LLC

Alliance LLC is a nationally recognized supplier of magnetic materials for the automotive, industrial, defense, alternative energy and communication industries. We are a US company headquartered in Valparaiso, Indiana.

2.0   About The Alliance Quality Manual

This manual is prepared for the purpose of defining the company's interpretations of the ISO 9001:2015 international standard, as well as to demonstrate how the company complies with that standard.

This manual is not aligned with the clause numbering scheme of ISO 9001; instead, Appendix B provides a cross-reference table that shows where, in the manual, each ISO 9001 requirement is addressed.

This manual presents "Notes" which are used to define how Alliance has tailored its management system to suit its purposes. These are intended to clarify implementation approaches and interpretations for concepts which are not otherwise clearly defined in ISO 9001:2015. *Notes appear in italics, with gray background.*

Where subordinate or supporting documentation is reference in this manual, these are indicated by ***bold italics***.

3.0   Terms and Definitions

Alliance adopts the following terms and definitions within its Quality Management System. Where no definition is provided, the company typically adopts the definitions provided in ***ISO 9000: Quality Management – Fundamentals and Vocabulary***. In some cases, specific procedures or documentation may provide a different definition to be used in the context of that document; in such cases, the definition will supercede those provided for in this Quality Manual or ISO 9000.

General Terminology

Alliance – Alliance LLC

Document – written information used to describe how an activity is done.

Record – captured evidence of an activity having been done.

Risk-Based Thinking Terminology

Risk – Negative effect of uncertainty

Opportunity – Positive effect of uncertainty

Uncertainty - A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood. (Not to be confused with measurement uncertainty.)

Nonconforming Product Terminology

Rework: Efforts to bring nonconforming product into conformance through additional operations that <u>*do not*</u> alter the original design of the product.

Repair: Efforts to bring nonconforming product into conformance through additional operations that alter the original design of the product; this may be through the addition of material no specified in the original design, or through altering pre-existing design features.

Scrap: The discard of nonconforming product in lieu of rework or repair.

4.0   The Scope and Context of the Alliance QMS

4.1   Determining Our Strategic Direction

Alliance has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the company. This involves:

- Understanding our core products and services, and scope of management system (see 4.2 below).

- Identifying "interested parties" (stakeholders) who receive our products and services, or who may be impacted by them, or those parties who may otherwise have a significant interest in our company. These parties are identified in the document ***Context of the Organization***.

- Understanding internal and external issues that are of concern to Alliance and its interested parties; also identified in the document ***Context of the Organization***. Many such issues are identified through an analysis of risks facing either Alliance or the interested parties. Such issues are monitored and updated as appropriate, and discussed as part of management reviews.

- Alliance understands the importance of climate change and implements energy efficiency whenever possible. Alliance also identifies the risks and opportunies associated with climate change and manages them according to the ***COTO Log***.

This information is then used by senior management to determine the company's strategic direction. This is defined in records of management review, and periodically updated as conditions and situations change.

4.2   Scope of the Management System

4.2.1   Scope Statement

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, Alliance has determined the scope of the management system as follows:

The distribution of magnets and assembly of magnetic rotors.

4.2.2   Facilities Within the Scope

The quality system applies to all processes, activities and employees within the company. The facility is located at:

1450 Clark Drive
Valparaiso IN 46385

Phone: 219-548-3799
Fax: 219-548-7071

Web: www.allianceorg.com

4.2.3   Permissible Non-Applicability

Alliance LLC has one non-applicability, design, clause 8.3. Customers are design responsible.

5.0   Quality Policy

The Quality Policy of Alliance is as follows:

To supply the highest quality permanent magnets, rotors and assemblies at the most cost effective prices, which enables our customers to make the highest quality products, and then offer those products with the greatest amount of value. We will provide continuous improvement for the achievement of our quality objectives, which are as follows: zero rejects, 100% on-time shipping (OTS), and 100% supplier on-time delivery (OTD). We will achieve this mission and objectives through the following actions:

A) Continuously review and audit our suppliers' quality programs.

B) Monitor, through SPC measurement data, our suppliers' materials.

C) Review pricing structures for optimum cost reductions, and to pass along savings to our customers.

D) Develop new magnet sources, as they become available to offer cost savings and/or quality improvements.

E) Perform self-audits to continuously improve our quality of: documentation, inspection, and overall efficiency and effectiveness as a permanent magnet supplier.

F) To continually to seek new ways to serve our customers.

6.0   Management System Processes

6.1   Process Identification

Alliance has adopted a process approach for its management system. By identifying the top-level processes within the company, and then managing each of these discretely, this reduces the potential for nonconforming products and services discovered during final processes or after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.

Note: not all activities are considered "processes" – the term "process" in this context indicates the activity has been elevated to a higher level of control and management oversight. The controls indicated herein are applicable only to the top-level processes identified.

The following top-level processes have been identified for Alliance:

- Management & Support
- Quality & Support
- Contract Review
- Purchasing

- Production

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a **Process Definition** document which defines:

- applicable inputs and outputs

- process owner(s)

- applicable responsibilities and authorities

- applicable risks and opportunities

- critical and supporting resources

- criteria and methods employed to ensure the effectiveness of the process

The sequence of interaction of these processes is illustrated in Appendix A.

Note: Appendix A represents the typical sequence of processes, and may be altered depending on customer or regulatory requirements at the job or contract level, as needed.

6.2   Process Controls & Objectives

Each process has at least one objective and/or measurement established for it; this is a statement of the intent of the process. All processes have an objective that are then supported by at least one "metric" or key performance indicator (KPI) which is then measured to determine the process' ability to meet the quality objective.

Note: some processes have multiple objectives and multiple metrics. This is determined by the nature of the process, it's impact on products and services, and associated risks.

Note: Whereas ISO 9001 discusses process measurements and "quality objectives" as separate concepts, Alliance combines them; i.e., quality objectives are used to control the processes. Additional objectives for products and services may be assigned, but these will also be used to measure process effectiveness.

Throughout the year, metrics data is measured and gathered by process owners or other assigned managers, in order to present the data to Senior Management Team. The data is then analyzed by Senior Management Team in order that Senior Management Team may set goals and make adjustments for the purposes of long-term continual improvement.

The specific quality objectives for each process are defined in the minutes of Management Review, per section 8.8.

Metrics, along with current standings and goals for each objective, are recorded in records of management review.

When a process does not meet a goal, or an unexpected problem is encountered with a process, the corrective and preventive action process is implemented to research and resolve the issue. In addition, opportunities for improvement are sought and implemented, for the identified processes.

6.3   Outsourced Processes

Any process performed by a third party is considered an "outsourced process" and must be controlled, as well. The company's outsourced processes, and the control methods implemented for each, are defined in **Outsourced Processes**.

The type and extent of control to be applied to the outsourced process take into consideration:

    a) the potential impact of the outsourced process on the company's capability to provide product that conforms to requirements,

    b) the degree to which the control for the process is shared,

    c) the capability of achieving the necessary control through the purchasing contract requirements.

7.0   Documentation & Records

7.1   General

The management system documentation includes both documents and records.

Note: the ISO 9001:2015 standard uses the term "documented information"; Alliance does not use this term, but instead relies on the terms "document" and "record" to avoid confusion. In this context the terms are defined per section 3.0 above. Documents and records undergo different controls as defined herein.

The extent of the management system documentation has been developed based on the following:

    a) The size of Alliance

    b) Complexity and interaction of the processes

    c) Risks and opportunities

    d) Competence of personnel

7.2   Control of Documents

Documents required for the management system are controlled in accordance with procedure ***Control of Documents***. The purpose of document control is to ensure that staff have access to the latest, approved information, and to restrict the use of obsolete information.

All documented procedures are established, documented, implemented and maintained.

7.3   Control of Records

A documented procedure ***Control of Records*** has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of product and service requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

8.0   Management & Leadership

8.1   Management Leadership and Commitment

Senior Management Team of Alliance provides evidence of its leadership and commitment to the development and implementation of the management system and continually improving its effectiveness by:

a) taking accountability of the effectiveness of the management system;

b) ensuring that the **Quality Policy** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the organization;

c) ensuring that the quality policy is communicated, understood and applied within the organization;

d) ensuring the integration of the management system requirements into the organization's other business processes, as deemed appropriate (see note);

e) promoting awareness of the process approach;

f) ensuring that the resources needed for the management system are available;

g) communicating the importance of effective quality management and of conforming to the management system requirements;

h) ensuring that the management system achieves its intended results;

i) engaging, directing and supporting persons to contribute to the effectiveness of the management system;

j) promoting continual improvement;

k) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

Note: "business processes" such as accounting, employee benefits management and legal activities are out of scope of the QMS.

8.2   Customer Focus

Senior Management Team of Alliance adopts a customer-first approach which ensures that customer needs and expectations are determined, converted into requirements and are met with the aim of enhancing customer satisfaction.

This is accomplished by assuring:

a) customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

b) the risks and opportunities that can affect conformity of product and service and the ability to enhance customer satisfaction are determined and addressed;

c) the focus on enhancing customer satisfaction is maintained.

8.3   Quality Policy

Senior Management Team has developed the **Quality Policy**, defined in section 5.0 above, that governs day-to-day operations to ensure quality.

The **Quality Policy** is released as a standalone document as well, and is communicated and implemented throughout the organization.

8.4   Organizational Roles Responsibilities & Authorities

Senior Management Team has assigned responsibilities and authorities for all relevant roles in the company. These are communicated through the combination of the **Organizational Chart** and Position Descriptions.

The Senior Management Team accepts responsibility and authority for:

    a) ensuring that the management system conforms to applicable standards;

    b) ensuring that the processes are delivering their intended outputs;

    c) reporting on the performance of the management system;

    d) providing opportunities for improvement for the management system;

    e) ensuring the promotion of customer focus throughout the organization;

    f) ensuring that the integrity of the management system is maintained when changes are planned and implemented.

8.5 Internal Communication

Senior Management Team of Alliance ensures internal communication takes place regarding the effectiveness of the management system. Internal communication methods include:

    a) use of corrective and preventive action processes to report nonconformities or suggestions for improvement

    b) use of the results of analysis of data

    c) meetings (periodic, scheduled and/or unscheduled) to discuss aspects of the QMS

    d) use of the results of the internal audit process

    e) regular company meetings with all employees

    f) internal emails

    g) memos to employees

    h) Alliance's "open door" policy which allows any employee access to Senior Management Team for discussions on improving the quality system

    i) Written self and company conduct policy is made available to all Alliance employees, known as: Alliance Code of Ethics and Conduct

    j) Employees understanding of the Alliance Business Continuity Plan

8.6 Change Management

When Alliance determines the need for changes to the management system or its processes, these changes are planned, implemented, and then verified for effectiveness; see the document ***Change Management.***

Documents are changed in accordance with procedure ***Control of Documents***.

8.7 Risks and Opportunities

Note: Alliance deviates slightly from the approach towards risk and opportunity presented in ISO 9001. Instead, Alliance views "uncertainty" as neutral, but defines "risk" as a negative effect of uncertainty, and "opportunity" as a positive effect of uncertainty. Alliance has elected to manage risks and opportunities separately, except where they may overlap. Formal risk management may not be utilized in all instances; instead, the level of risk assessment, analysis, treatment and recordkeeping will be performed to the level deemed appropriate for each circumstance or application.

Alliance considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services. Risks and opportunities are identified as part of the "Context of the Organization Exercise" defined in **Context of the Organization,** as well as throughout all other activities of the QMS.

Risks and opportunities are managed in accordance with the document **Risk and Opportunity Management**. This procedure defines how risks are managed in order to minimize their likelihood and impact, and how opportunities are managed to improve their likelihood and benefit.

8.8   Management Review

The Senior Management Team reviews the management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including the **Quality Policy** and quality objectives.

Management review frequency, agenda (inputs), outputs, required members, actions taken and other review requirements are defined in the documented procedure **Management Review.**

Records from management reviews are maintained.

9.0   Resources

9.1   Provision of Resources

Alliance determines and provides the resources needed:

 a) to implement and maintain the management system and continually improve its effectiveness

 b) to enhance customer satisfaction by meeting customer requirements

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews.

9.2   Human Resources

Senior management ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

Staff members performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience. The documented procedure **Hiring and Training** defines these activities in detail.

Training and subsequent communication ensure that staff are aware of:

 a) the quality policy;

 b) relevant quality objectives;

 c) their contribution to the effectiveness of the management system, including the benefits of improved performance;

 d) the implications of not conforming with the management system requirements.

Note: the management system does not include other aspects of Human Resources management, such as payroll, benefits, insurance, labor relations or disciplinary actions.

9.3 Infrastructure

Alliance determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

a) buildings, workspace and associated facilities;

b) process equipment, hardware and software;

c) supporting services such as transport;

d) information and communication technology.

Equipment is validated per the procedure **Validation of Equipment** and maintained per the procedure **Preventive Maintenance.**

Where equipment is used for critical measurement activities, such as inspection and testing, these shall be subject to control and either calibration or verification; see the procedure **Calibration of Equipment.**

Note: Calibration and measurement traceability is not employed for all measurement devices. Instead, Alliance determines which devices will be subject to calibration based on its processes, products and services, or in order to comply with specifications or requirements. These decisions are also based on the importance of a measurement, and considerations of risk.

9.4 Work Environment

Alliance provides a clean, safe and well-lit working environment. The Senior Management Team of Alliance manages the work environment needed to achieve conformity to product requirements. Specific environmental requirements for products are determined during quality planning and are documented in subordinate procedures, work instructions, or job documentation. Where special work environments have been implemented, these shall also be maintained per 9.3 above.

Human factors are considered to the extent that they directly impact on the quality of products and services.

Note: Social, psychological and safety aspects of the work environment are managed through activities outside of the scope of the management system. Only work environment aspects which can directly affect process efficiency or product and service quality are managed through the management system.

9.5 Organizational Knowledge

Alliance also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

a) internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property;

b) external sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

This knowledge shall be maintained, and made available to the extent necessary.

When addressing changing needs and trends, Alliance shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

10.0 Operation

10.1   Operational Planning and Control

Alliance plans and develops the processes needed for product and service realization. Planning of product and service realization is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organization (see section 4.0 above), current resources and capabilities, as well as product and service requirements.

Changes to operational processes are done in accordance with the document ***Change Management***.

10.2   Customer-Related Activities

During the intake of new business Alliance captures:

a) requirements specified by the customer, including the requirements for delivery and post-delivery activities;

b) requirements not stated by the customer but necessary for specified or intended use, where known

c) statutory and regulatory requirements related to the product and service;

d) any additional requirements determined by Alliance.

Once requirements are captured, Alliance reviews the requirements prior to its commitment to supply the product and service. This review ensures that:

a) product and service requirements are defined,

b) contract or order requirements differing from those previously expressed are resolved,

c) the organization has the ability to meet the defined requirements, and/or the claims for the products and services it offers, and

d) risks have been identified and considered.

These activities are defined in greater detail in the procedure ***Quoting and Order Acceptance.***

10.3   Customer Communication

Alliance has implemented effective communication with customers in relation to:

a) providing information relating to products and services;

b) handling enquiries, contracts or orders, including changes;

c) obtaining customer feedback relating to products and services, including customer complaints;

d) handling or controlling customer property;

e) establishing specific requirements for contingency actions, when relevant.

10.4   Purchasing

Alliance ensures that purchased products or services conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased products or services is dependent on the effect on subsequent product and service or the final product and service.

Alliance evaluates and selects suppliers based on their ability to supply product and service in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation are established.

Purchases are made via the release of formal purchase orders and/or contracts which clearly describe what is being purchased. Received products or services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not providing conforming products or services may be requested to conduct formal corrective action.

These activities are further defined in the documents *Purchasing* and *Receiving (Procedure)*.

10.5   Provision of products and services

10.5.1   Control of Provision of products and services

To control its provision of products and services, Alliance considers, as applicable, the following:

a) the availability of documents or records that define the characteristics of the products and services as well as the results to be achieved;

b) the availability and use of suitable monitoring and measuring resources;

c) the implementation of monitoring and measurement activities;

d) the use of suitable infrastructure and environment;

e) the appointment of competent persons, including any required qualifications;

f)   the implementation of actions to prevent human error;

g) the implementation of release, delivery and post-delivery activities.

Alliance utilizes some "special processes" where the result of the process cannot be verified by subsequent monitoring or measurement. The special processes in use and the methods of validation of each are defined in the document *Special Processes.*

10.5.2   Identification and Traceability

Where appropriate, Alliance identifies its product and service or other critical process outputs by suitable means. Such identification includes the status of the product and service with respect to monitoring and measurement requirements. Unless otherwise indicated as nonconforming, pending inspection or disposition, or some other similar identifier, all product and service shall be considered conforming and suitable for use.

If unique traceability is required by contract, regulatory, or other established requirement, Alliance controls and records the unique identification of the product and service.

The documented process *Receiving* defines these methods in detail.

10.5.3   Property Belonging to Third Parties

Alliance exercises care with customer or supplier property while it is under the organization's control or being used by the organization. Upon receipt, such property is identified, verified, protected and safeguarded. Customer supplied equipment is labeled and serialized. If any such property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer or supplier and records maintained.

For customer intellectual property, including customer furnished data used for design, production and / or inspection, this is identified by customer and maintained and preserved to prevent accidental loss, damage or inappropriate use.

This activity is defined in greater detail in the document *Control of Third-Party Property.*

10.5.4 Preservation

Alliance preserves conformity of product or other process outputs during internal processing and delivery. This preservation includes identification, handling, packaging, storage, and protection. Preservation also applies to the constituent parts of a product.

The documented procedure *Preservation of Product* defines the methods for preservation of product.

10.5.5 Post-Delivery Activities

As applicable, Alliance conducts the following activities which are considered "post-delivery activities":

- Tracking of shipped product to ensure on time delivery

Post-delivery activities are conducted in compliance with the management system defined herein.

10.5.6 Process Change Control

Alliance reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements.

Process change management is defined in the document *Change Management.*

10.5.7 Measurement and Release of products and services

Acceptance criteria for products and services are defined in appropriate subordinate documentation. Reviews, inspections and tests are conducted at appropriate stages to verify that the product and service requirements have been met. This is done before products and services are released or delivered.

Each process utilizes different methods for measuring and releasing products and services. These methods are defined in *Process Definitions*.

10.5.8 Control of Nonconforming Outputs

Alliance ensures that products and services or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The controls for such nonconformance are defined in *Control of Nonconforming Product*

11.0 Improvement

11.1 General

Alliance uses the management system to improve its processes, products and services. Such improvements aim to address the needs and expectations of customers as well as other interested

parties, to the extent possible.

Improvement shall be driven by an analysis of data related to:

The results of analysis shall be used to evaluate:

a) conformity of products and services;

b) the degree of customer satisfaction;

c) the performance and effectiveness of the management system;

d) the effectiveness of planning;

e) the effectiveness of actions taken to address risks and opportunities;

f) the performance of external providers;

g) other improvements to the management system.

11.2   Customer Satisfaction

As one of the measurements of the performance of the management system, Alliance monitors information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information include:

- recording customer complaints

- product rejections or returns

- repeat orders for product

- changing volume of orders for product

- trends in on-time delivery

- obtain customer scorecards from certain customers

The corrective and preventive action system shall be used to develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results.

11.3   Internal Audit

Alliance conducts internal audits at planned intervals to determine whether the management system conforms to contractual and regulatory requirements, to the requirements of ISO 9001, and to management system requirements. Audits also seek to ensure that the management system has been effectively implemented and is maintained.

These activities are defined in the document ***Internal Audits.***

11.4   Corrective and Preventive Action

Alliance takes corrective action to eliminate the cause of nonconformity in order to prevent *recurrence*. Likewise, the company takes preventive action to eliminate the causes of potential nonconformities in order to prevent their *occurrence*.

These activities are done through the use of the formal Corrective Action (CAR) system, and are defined in the document ***Corrective and Preventive Action.***

Appendix A: Overall Process Sequence & Interaction
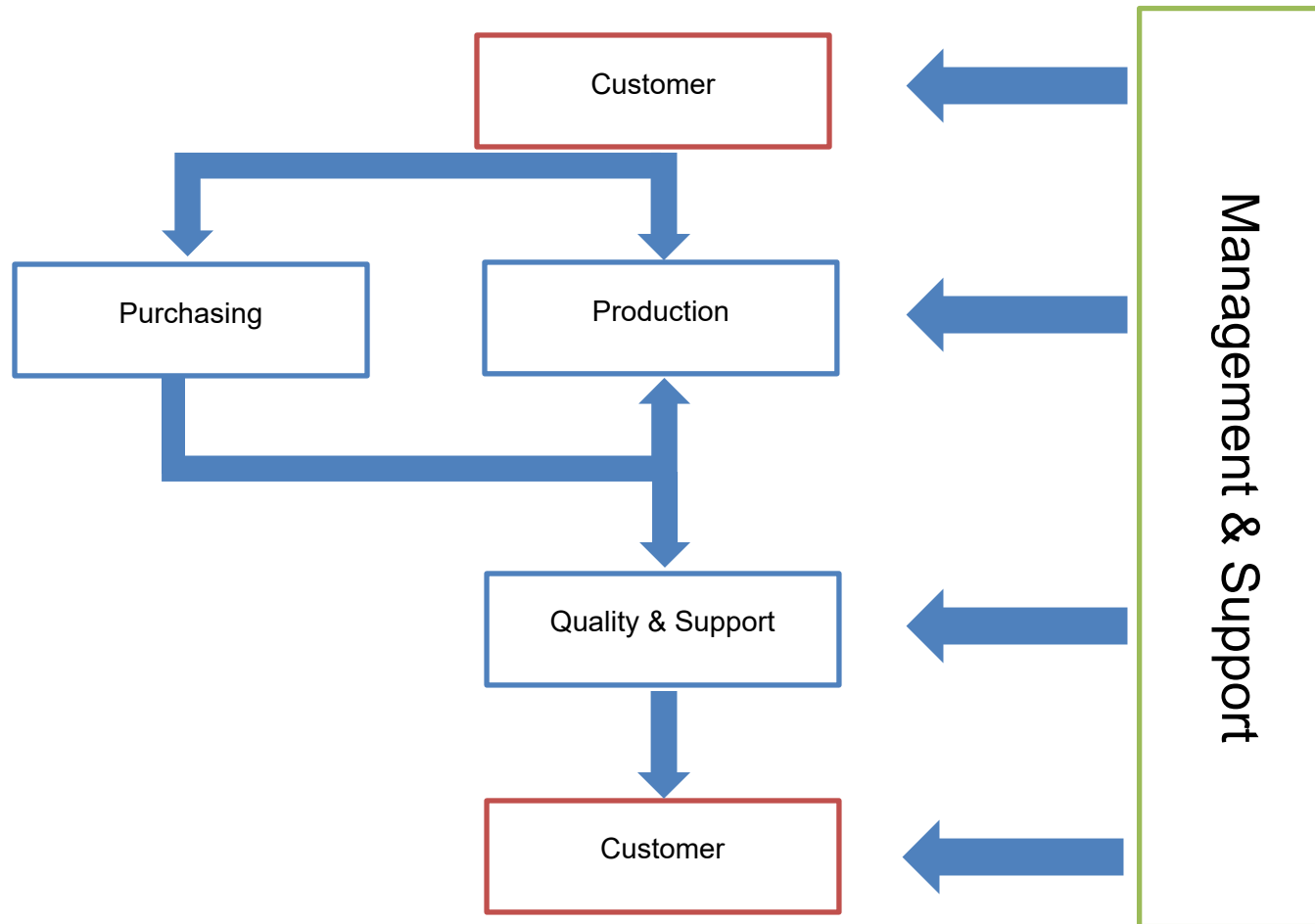
Appendix B: ISO 9001:2015 Cross Reference

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