NOVOMODO MACHINING

Quality Manual

Revision:	A
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Approval Date:	9/25/25
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Table of Contents

1. About the organization

1.1. Organizational Structure

Novo Modo LLC has established and maintains a lean organizational structure that defines the roles, responsibilities, and authorities necessary to support the effective implementation and maintenance of the Quality Management System (QMS) in accordance with AS9100 Rev D requirements while maintaining business continuity.

The Manager has full cross-functional authority over the Quality Management System (QMS), operations, manufacturing, purchasing, and customer commitments.

In the event the Manager is unavailable, or a timely decision is required to maintain business continuity, a collective of appointed individuals, as defined on the training matrix, may act to evaluate and make operational decisions. This decision-making approach is known internally as the “Collective”.

The Collective operates under the following guidelines:

- Should consist of multiple point people when possible.
- Decisions must align, to the best of the point people’s knowledge, with the Quality Policy, QMS processes, and customer requirements.
- Collective decisions should be communicated to the Manager.

Responsibilities and authorities for ensuring QMS compliance, product conformity, and customer satisfaction are further defined in relevant Process Documents (PD series) and are communicated to personnel through the access to content, training, management oversight or the training matrix.

This structure supports communication, accountability, and resource allocation necessary to meet customer and regulatory requirements and to promote continual improvement.

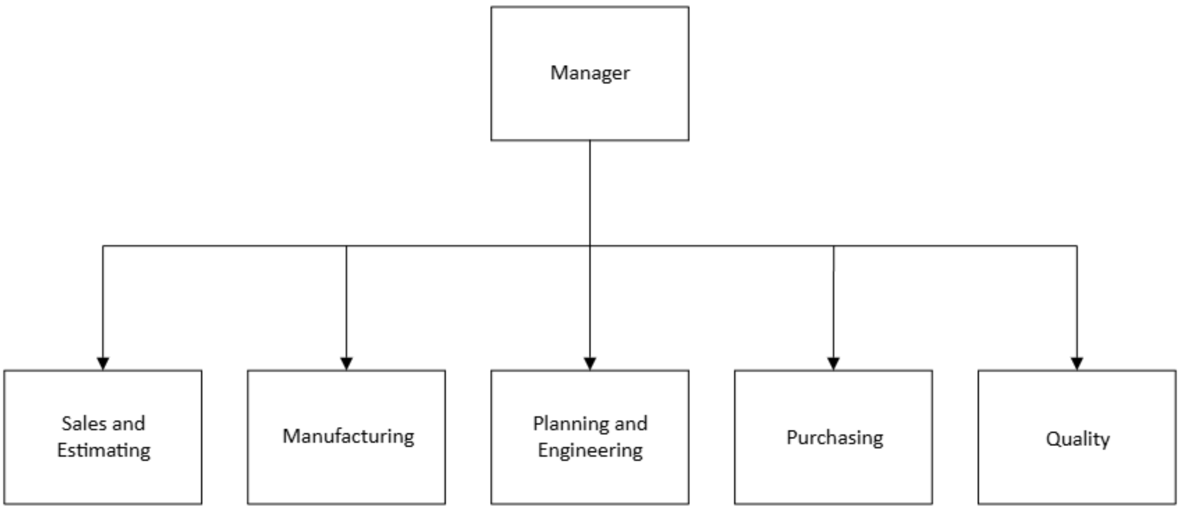


Figure 1: Organizational Chart

2. Purpose, Scope and Users

2.1. Purpose
This Quality Manual defines Novo Modo LLC's Quality Management System (QMS) and demonstrates compliance with AS9100 Rev D and ISO 9001:2015. It ensures our ability to provide conforming CNC machined components and directly related in-house support services for our machined product. Which may include, inspections, minor assembly, minor fabrication, and basic hand finishing that meet or exceed customer and regulatory requirements.

2.2. Scope
Novo Modo LLC is a precision 3-5 axis CNC machine shop serving aerospace, defense, robotics, and commercial industries. The scope of our Quality Management System (QMS) covers the manufacture of customer-supplied designs and specifications, as identified on manufacturing plans requiring AS9100 compliance, with requirements determined by customer flow down.

An optimized resource approach may be used for non-AS9100 customers or work from an AS9100 customer that does not require the full rigor of AS9100 Rev D and our QMS such as: internal tooling, test fixtures, or expedited prototypes intended solely for customer evaluation. For those AS9100 customers and their specific projects that fall under this scenario there will be documented communication and clear identification of any elements requiring specific quality controls.

2.3. Exclusions
The following requirements are not applicable to Novo Modo LLC, thus excluded the following clauses of AS9100 Rev D.

These exclusions do not affect the organization's ability to address customer requirements and appropriate legal and regulatory requirements.

8.3 Design and Development: Novo Modo does not own the design of a customer's part. All product designs are owned and the responsibility of Novo Modo Customers. Novo Modo LLC is a build-to-print manufacturer and does not perform product design.

3. Terms and Definitions
For the purpose of this Quality Manual, Novo Modo references the terms and definitions listed in the ISO 9000:2015 "Quality Management Systems Fundamentals and Vocabulary" document and AS9100 "Quality Management System – Requirements for Aviation, Space, and Defense Organizations".

The latest revision of these documents applies.

4. Context of the Organization

4.1. Understanding the organization and its context

Novo Modo determines internal and external issues (scenarios / risks) relevant to its purpose and strategic direction that affect its ability to achieve the intended results of the QMS. These include technological, economic, regulatory, market, environmental and cultural factors. The organization's context and these issues are reviewed during Management Review meetings and inform risk planning activities. Records of these reviews are maintained as applicable in F-03 Management Review Minutes and the F-12 Risk and Opportunity Register.

Climate-change-related issues have been evaluated as part of Novo Modo's assessment of external issues and interested parties. Given the size and nature of Novo Modo's machining and assembly operations, the organization has determined that its activities do not have a material direct or indirect impact on climate change, and that climate-change-related risks to the QMS (such as supply disruption, facility impact, or new regulatory requirements) are currently low.

4.2. Understanding the needs and expectations of interested parties

Novo Modo has determined the interested parties and their needs and expectations:

Interested Party	Needs and Expectations	How Needs Are Addressed	Evidence of Addressing Needs
Customers	Quality, Responsiveness, On-Time Delivery	QMS compliance, customer service, corrective actions	Customer Feedback, Effectiveness of Corrective Actions
Suppliers	Clear requirements, timely payment	Approved supplier list, purchase order terms	PO's issued to approved suppliers and terms listed on PO's
Employees	Safe workplace, training, job security	Training program, HR policies, safety procedures and expectations	Training Matrix, Employee benefits, Volume of safety nonconformances
Regulatory Bodies	Compliance with legal and industry standards	Certifications, process controls, audits	Internal audits
Community	Environmental responsibility, ethical behavior	Sustainability efforts, ethics policy	SDS records and communication of ethics policy

4.3. Quality Management System and its Processes

Novo Modo has developed a Quality Management System (QMS) that meets the requirements of AS9100 Rev D. It encompasses the following key business processes and their interactions:

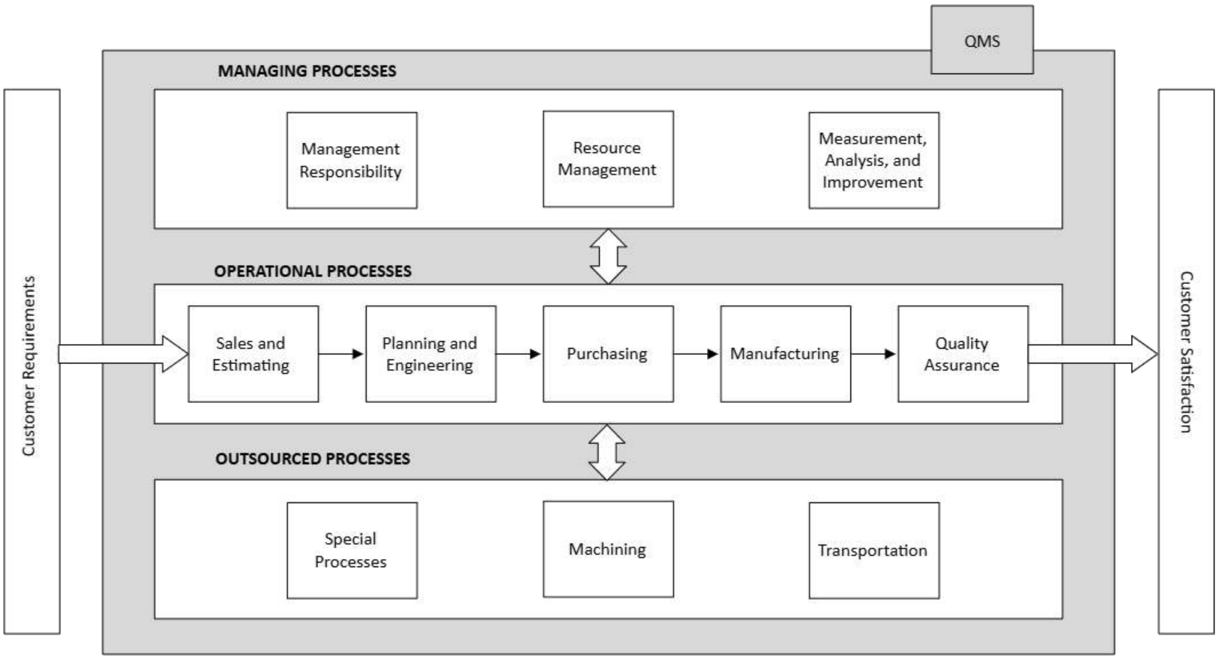
- Sales and Estimating

- Manufacturing
- Planning and Engineering (Process/Manufacturing Engineering)
- Purchasing
- Quality

The connections and flow of these processes are visually depicted in the Process Map (Figure 2).

For each process, Novo Modo defines required inputs and expected outputs, criteria and methods for effective operation and control, resources, responsibilities and authorities, and methods for measuring performance. Risks and opportunities are considered in process planning, and customer and applicable regulatory requirements are addressed. Climate change related issues, as identified in the organization's context are considered within this risk based approach to process planning; at present, no additional climate-specific controls or objectives are required.

Processes are continuously monitored, reviewed, and improved through team feedback, projects, internal audits, data analysis, and management review meetings.



(Figure 2 - Process Map)

5. Leadership & Responsibilities

5.1. Leadership and Commitment

Leadership at Novo Modo is hands-on with quality and strives to ensure the QMS has the support, resources, and visibility it needs to succeed.

Top management in conjunction with the Collective are involved in setting direction, tracking performance, encouraging improvement, and making sure the QMS stays aligned with business goals.

Leadership at Novo Modo emphasizes a culture of quality, accountability, customer satisfaction, and risk-based thinking across the team.

5.2. Customer Focus

Novo Modo leadership is committed to understanding and meeting or exceeding customer, legal, and regulatory requirements.

- Ensuring customer expectations are understood and met
- Tracking and improving on-time delivery and product quality
- Identifying and addressing risks that could impact customer satisfaction

5.3. Quality Policy

Novo Modo LLC is committed to:

- Delivering high quality products and services
- Meeting or exceeding customer and applicable regulatory requirements
- Continually improving our Quality Management System

We achieve this through teamwork, customer focus and a culture of continuous improvement.

5.4. Roles and Responsibilities

Responsibilities and authorities for the QMS are clearly defined and communicated through documentation such as: process documents, organizational charts, job descriptions, appointments, meetings, and the training matrix.

The Manager has oversight for the QMS and has been assigned as the QMS Management Representative, with the authority to make decisions, monitor system performance, appoint personnel, and bring quality concerns directly to top management.

6. Planning

6.1. Addressing Risks and Opportunities

Novo Modo identifies and evaluates risks and opportunities that could affect product quality, customer satisfaction, or business performance when planning, implementing, or changing QMS processes. Documented risk management processes are used to assess, address, and monitor these factors. Risks and opportunities are considered during management review, risk planning activities, and when establishing quality objectives or implementing changes. Records of risk assessments and actions are maintained in the F-12 Risk and Opportunity Register and F-03 Management Review Minutes. Documented risk processes are utilized to assess and manage those factors.

6.2. Quality Objectives

Clear and measurable quality objectives are set and performance is regularly tracked. These objectives align with the Quality Policy and are reviewed during management review meetings.

While these quality objectives provide a general measure of our performance, Novo Modo recognizes that individual customer priorities such as specific requirements for quality, delivery, or other factors may vary. We are committed to understanding and addressing these specific needs through direct communication and agreement with our customers.

Objective	Target	Measurement	Review Frequency
Customer Satisfaction	Achieve ≥90% positive feedback on annual customer surveys	Customer satisfaction survey results or direct customer feedback	Annually
Product Quality Performance	Maintain ≤1% customer returns or quality rejections	Nonconformance Log	Monthly
Response to Customer Feedback	100% of formal customer complaints or issues acknowledged within 5 working days	NCR Log / Customer Complaint Log	Quarterly
Continuous Improvement Actions	Implement at least 3 company and or process improvements per year	Management Review Minutes	Annually
Supplier Quality and Delivery Performance	≥90% of approved suppliers maintain acceptable performance (quality, delivery, overall performance)	Supplier Scorecard reviews	Quarterly

6.3. Planning Changes

Changes to the Quality Management System are planned carefully by Novo Modo, following PD-12 Control of Changes, taking into consideration the purpose of the change, potential consequences, integrity of the QMS and impact to responsibilities and authorities.

7. Resources

7.1. Resources

Novo Modo determines and provides resources needed for the establishment, implementation, maintenance, and continual improvement of the Quality Management System. These resources include things such as competent personnel, suitable infrastructure, an appropriate environment for the operation of our processes, necessary monitoring and measuring resources, and organizational knowledge.

7.2. Competence

Novo Modo ensures that employees are competent based on their education, training, skills, and experience. Competence is evaluated and maintained through ongoing on-the-job or just-in-time training and experience

The Manager or the Collective is responsible for making sure team members are trained and capable of performing job functions. When needed, Novo Modo will bring in qualified external resources.

All new employees, including temporary or contract staff, receive job-specific training. Ongoing training is provided when processes, tools, or customer requirements change. Training may occur as on the job training, just in time, verbally, or formally.

Training may occur through various methods, including on-the-job instruction, just-in-time guidance, verbal communication, or formal sessions. The effectiveness of training is evaluated through observation of task performance and feedback from supervisors and team members. Records of formally documented training are retained for a minimum of 10 years or as required by customer or regulatory requirements. Evidence of competence for other training is maintained through work records and competency assessments.

Novo Modo ensures that persons doing work under its control are aware of the Quality Policy, relevant quality objectives, their contribution to the effectiveness of the QMS, implications of nonconformance with the QMS requirements, relevant QMS documented information and changes, their contribution to product or service conformity, their contribution to product safety, and the importance of ethical behavior. This awareness is communicated through meetings, the F-15 Training Matrix, and team communication platforms.

7.3. Communication

Internal and external communications relevant to the QMS will be determined by the Manager.

7.4. Documented Information

Documents and records are maintained on the network for version control, approvals, and distribution. Changes to process documents or controlled documents are managed through the PD-12 Control of Changes.

8. Operations

8.1. Organizational Planning and Control

The Manager or Collective is responsible for planning and developing processes necessary for product realization in accordance with PD-07 Production and Process Control.
Process planning includes:

- Establishing criteria for processes, acceptance, and required resources
- Defining and implementing process controls
- Maintaining documented information to demonstrate conformity
- Identifying and managing critical items and key characteristics
- Engaging appropriate functions across the organization
- Determining external product/service needs and applicable controls
- Preventing unintended delivery of nonconforming outputs

Additional planning responsibilities include:

- PD-08 Risk and Opportunity Management
- PD-18 Configuration Management
- PD-16 Product Safety Management
- PD-06 Control of Externally Provided Processes, Product, and Services

8.2. Product Safety

Novo Modo plans, implements, and controls processes to ensure product safety throughout the entire product life cycle, as appropriate to our operations and products. We identify and assess hazards, manage safety-critical items, and evaluate and control associated risks. Product safety events are analyzed and reported, and relevant information is communicated to employees and stakeholders. Training is provided to ensure awareness of product safety requirements, and the effectiveness of safety controls is regularly monitored and improved.

8.3. Requirements for Products and Services

Communication with customers, the process of determining and reviewing the requirements related to product and services, and changes to requirements for product and services are defined in the PD-11 Contract Review.

8.4. Design and Development of Products and Services

Not applicable to Novo Modo

8.5. Control of Externally Provided Processes, Products and Services

By documenting an adequate method for evaluation and selection of suppliers, Novo Modo ensures that delivered product is compliant with specified purchasing requests according to PD-06 Control of Externally Provided Processes, Products, and Services.

8.6. Validation and Control of Special Processes

Novo Modo does not perform special processes in-house. All special processes required by customer or regulatory requirements, such as heat treating, anodizing, and coating, are outsourced to approved external providers according to F-07 Approved Supplier List. Responsibility for ensuring these outsourced special processes meet specified requirements is maintained through purchasing controls, including supplier qualification, flow down of requirements, and review of process certifications.

8.7. Post Delivery Activities

Novo Modo’s post-delivery activities are limited to addressing product conformity issues within our manufacturing scope. We do not provide on-site installation, maintenance, or other external post-delivery services. Support for nonconforming product may include in-house rework or validation of our internal and externally sourced processes to ensure product correctness. These activities are managed through our established PD-04 Control of Non-Conforming Outputs and PD-05 Corrective and Preventive Action processes.

8.8. Production

Novo Modo defines activities of planning and executing the product realization process under controlled conditions, in order to ensure full capability of the process and to prevent nonconformity occurrence. At the same time, all necessary resources for execution of these processes are provided according to PD-07 Production and Process Control.

For new parts or process changes, Novo Modo validates production processes using first article inspections. Results are documented and retained to confirm process capability.

8.9. Release of Products and Services

The organization has implemented planned arrangements, at appropriate stages, to verify that the product and service requirements are met, according to PD-15 Product Release and Final Inspection.

8.10. Control of Nonconforming Outputs

The organization ensures that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery, according to PD-04 Control of Non-Conforming Outputs

9. Performance Evaluation

9.1. Monitoring, Measurement, Analysis and Evaluation

9.1.1. General

Novo Modo team defines what will be monitored and measured, as well as the methods and timing for monitoring and measuring. Results of the monitoring and measuring will be evaluated at appropriate levels and functions in the organization and the top-level management will evaluate the performance of the QMS during the management review.

9.1.2. Customer Satisfaction

Novo Modo regularly monitors customer satisfaction by gathering and reviewing feedback from customers to ensure expectations are being met. Customer satisfaction will also be measured by our overall quality performance.

9.1.3. Analysis and Evaluation

Novo Modo analyzes quality and performance data to evaluate how well the QMS is working for the organization. The information is used to identify trends, measure effectiveness, and make decisions about improvement efforts.

9.2. Internal Audit

Novo Modo conducts internal audits at planned intervals, at least annually, to demonstrate conformance and effectiveness of the Quality Management System per PD-02 Internal Audit Process.

9.3. Management Review

Novo Modo’s top management conducts formal reviews of the QMS at least annually, in accordance with PD-03 Management Review. These reviews ensure that the QMS remains effective, aligned with business goals, and supports continual improvement.

10. Improvement

10.1. General
Novo Modo identifies and acts on opportunities to improve products, services, and the QMS. This includes correcting issues, preventing problems, and making improvements to meet customer needs and drive overall satisfaction.

10.2. Nonconformity and Corrective Action
When nonconformities occur, Novo Modo takes action to control and correct them. Root causes are investigated, corrective actions are implemented, and measures of effectiveness are reviewed.

10.3. Continual Improvement
Novo Modo is committed to continually improving the effectiveness of its QMS. Feedback data, day to day operational outputs, audit results, and management review outcomes are utilized to identify areas of growth and necessary actions for improvement. PD-12 Control of Changes is followed for continuous improvement efforts.

10.4. Organizational Knowledge
Novo Modo ensures the retention and use of organizational knowledge by capturing tribal knowledge, cross-training staff, documenting lessons learned, and maintaining controlled process documents and forms. Captured organizational knowledge is stored on the network and made available to staff for review. This enables consistent performance even when key personnel are unavailable or roles change.

Change history

Date	Revision	Created by	Description of change
4/25/25	New	Kristen Reynolds	Initial Release
9/25/25	A	Kristen Reynolds	Added climate change verbiage section 4.