



QUALITY ORGANIZATIONAL AND MANAGEMENT MODEL

According to: UNI EN ISO 90012015

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R. Tosto Checked (*)		M. Negro Approved (*)	
<i>(*) - Original signed copy available with SG</i>			
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Documents referred to and attached:

"Correlation matrix between the context and the parties interested"

Abbreviations used

The following is a list of the abbreviations used in the document for Managers/Bodies/Departments that constitute the organization of MOTOVARIO S.p.A.

In this document and in all of the documentation of the QMS are used abbreviations to indicate all the staff of the Functions/Bodies/Corresponding Departments, where instead the person in charge for a Function/Entity/Department is important, is instead used the definition or abbreviation "Responsible - Resp." together with the acronym used.

ABBREVIATION BODY DESCRIPTION

MMC	Motovario Management Committee
CEO	Chief Executive Officer
HRM	Human Resources Manager
AFM	Administration, Finance, Control Manager
CM	Commercial Manager
BD	Business Development
PM	Purchasing Manager
TM	Technical Manager
IM	Industrial Manager (Production and Logistics)
QM	Quality Manager
RC	Receiving Control
QC	Quality Control
ASS	After Sale Service
RPPS	Resp. for Prevention and Protection Service
IS	Information System
QSM	Quality System Manager
PCC	Product Configuration Centre
MS	Management Systems
SB	Supervisory Body (Ref. Legislative Decree 231/01)
TSS	Technical Sales Support

Abbreviations

The following is a list of abbreviations used for the different types of documentation which is part of the Quality Management System of MOTOVARIO S.p.A.

QOM	Quality Organizational and Management Model
OP	Operational Procedures
OI	Operating Instructions (abbreviation indicated in the code)
QO	Quality Objectives
CA	Corrective Action
PA	Preventive Action
QMS	Quality Management System
QC	Quality Control
AU	Audit
EA	External Audit
IA	Internal Audit
AG	Audit Group
LA	Lead Auditor
PMP	Proposal for a modification of the product
MR	Modification Request
NC/RNC	Non-compliance / Non-compliance report
ML	Modification letter
NCC	Non-compliance Customer
NCS	Non-compliance Supplier
NCP	Non-compliance Production
NCS	Non-compliance System
NCAU	Non-Compliance Audit
PR	Purchase Requisition

PO	Purchase Order
POD	Plans of Delivery
CO	Customer Order
OD	Order Confirmation
GOC	Goods on Consignment
OWS	Outsourced Work Services
POWS	Phase Outsourced Work Services
PO / WO	Production Order / Work Order
SO	Sales Order
CM	Communication of Modification
IC	Internal Communication
BoQ	Bill of Quantities
CUL	Canadian UL
CC	Cost Centre
WC	Work Centre
WCY	Working Cycle
LT	Lead Time
MRP II	Manufacturing Resources Planning
CT	Cycle Time
PT	Preparation Times
TD	Transport Document
BoE	Bill of Entry
MAC	Motovario Assembly Centre
Resp.	Responsible
Sect.	Section
Rev.	Revision

0. INRODUCTION

The document specifies the procedures used to perform analysis of the Risks Context carried out on the basis of the particulars contained in the standard ISO 9001:2015.

The management who, by reason of the necessary skills, has contributed in the various activities of analysis and definition of organizational goals contributed to the Analysis of the Context and to the Management of Risks and Opportunities.

The main objectives that were pursued with the execution of this document and of the documents annexed thereto are:

1. Define the internal and external context in which **MOTOVARIO S.p.A.** operates;
2. Explain the processes and their interactions;
3. State the criteria to be used for the management of risks and of the opportunities in its own context and determine how to deal with them;

This document and the documents annexed to it are reviewed at each significant context or processes change.

1. INTERNAL AND EXERNAL CONTEXT: BODIES INTERESTED AND RELEVANT INTEREST

1.1. Identification of the Organization.



	Quality Organizational and Management Model	QOM
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MOTOVARIO S.p.A.

Registered office: Via Quattro Passi, 1/3 – 41043 Formigine (MO).

Operational and administrative offices: Via Quattro Passi, 1/3 – 41043 Formigine (MO). In this site are located General Management and all other Managers with their related activities. The production lines perform activities of receipt, machining of the components, the relative quality controls, the assembly and testing of reducers and part of the variators.

Operational Headquarters: Via Giardini 45 – 41040 Spezzano di Fiorano (Ubersetto). In this site take place the activities of receipt, control and storage of the materials purchased, the assembly and testing of electric motors and of part of the variators, the storage of all finished products and the shipping activities.

INTERNET SITE: <http://www.motovario.com>

MOTOVARIO is one of the most important companies in Italy in the design, production and marketing of transmission components for industrial and civil applications.

Born in 1965, Motovario begins its construction activities of transmission parts, producing variable speed gear motors for machines for ceramic industry. In 1966 we produced the first Variators. In the course of the following years Motovario has placed its products in different industrial sectors and, only thanks to a continuous research, has developed a complete range of variators, gear motors and electric motors that has allowed us to conquer in Europe a leading position among the manufacturers of transmission components. In 1987 starts the commercialization of the first Worm Screw, restyled in the design in 1992 with the creation of the NMRV family.

The production of the first Coaxial and Orthogonal started instead in 1988 and their technological evolution, identified by the Series H-B-S, was proposed in 1999.

In 1996 opens the first branch in Denmark.

In 1997 other three branches are constituted: Motovario Corporation in the USA with offices in Georgia in Atlanta, Motovario GMBH in Germany and Motovario SA in Lyon in France.

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Quality Organizational and Management Model

QOM

At the same time MOTOVARIO, integrates its own range of products with asynchronous electric three phase motors, in compliance with the safety directives applicable.

In 1999 MOTOVARIO acquires SPAGGIARI TRASMISSIONI, leader in the sector of mechanical technology, producing and marketing its products. In the same year Motovario founded a branch in the United Kingdom in Birmingham, Motovario Limited.

In 2001 opens Motovario SAU, the Spanish branch in Barcelona.

In 2004 opens Motovario International Trading, the Chinese branch in Shanghai.

In 2006 Motovario is purchased by the Italian investment fund BS Private Equity, which in 2012 transferred the management to Sinergo SGR which supports the development and the growth.

From the beginning of 2010 the commercial organization DR Drives is integrated and inserted in Motovario S.p.A., ensuring continuity with the excellent service offered to customers.

In the same year the new product NMRV Power is presented to the world market, the new worm screw reduction gear designed to ensure a level of exceptional modularity: a few basic models are able to serve a wide range of powers, ensuring maximum productivity and reduction ratios between 5 and 1000.

In 2011 the last born with headquarters in Kolkata, the Indian branch: Motovario Gear Solutions Private Ltd.

The need to add to its own commercial offer of gear motors suitable to work in hygienic, wet and corrosive environments, has led, in 2013, Motovario to design a new specific range for these sectors. NMRX - SWX - SWFX are products that use materials, surface treatments, components and mechanical workings, for both the engine and the gearbox, able to increase the characteristics of strength and reliability.

In 2014 Motovario acquires Pujol, leader company in Spain in the manufacture of gear motors e speed variators.

Always in 2014, in November, DRIVON is launched on the market; a new motoinverter designed to serve different types of applications (in particular pumps, fans, conveyors) and realized with components of absolute reliability. DRIVON is controlled by a software that gives excellent performance with particular attention to the energy efficiency of the system. The numerous software functionality with which is equipped offer the user flexibility and ease of use through a rich assortment of standard and optional interfaces.

In 2015 Motovario is purchased by TECO Electric & Machinery, an important group with headquarters in Taiwan. The operation favours a further markets expansion, in particular in the whole of South East Asia, developing important synergies in research and product development and enhancing productive investments.

MOTOVARIO is able to offer a wide range of products able to satisfy the needs of all industrial plant in various applications: speed variators, reducers and gear motors with coaxial gears and with orthogonal axes, worm screw, electric motors and motoinverter of the last generation.

The entire production takes place in a plant of over 50,000 square meters in Formigine and Ubersetto in the province of Modena, where are employed about 500 people who, together with 170 installations with numerical control and the most advanced automated handling, storage and assembly systems, guarantee a very high-quality standard to all the products.

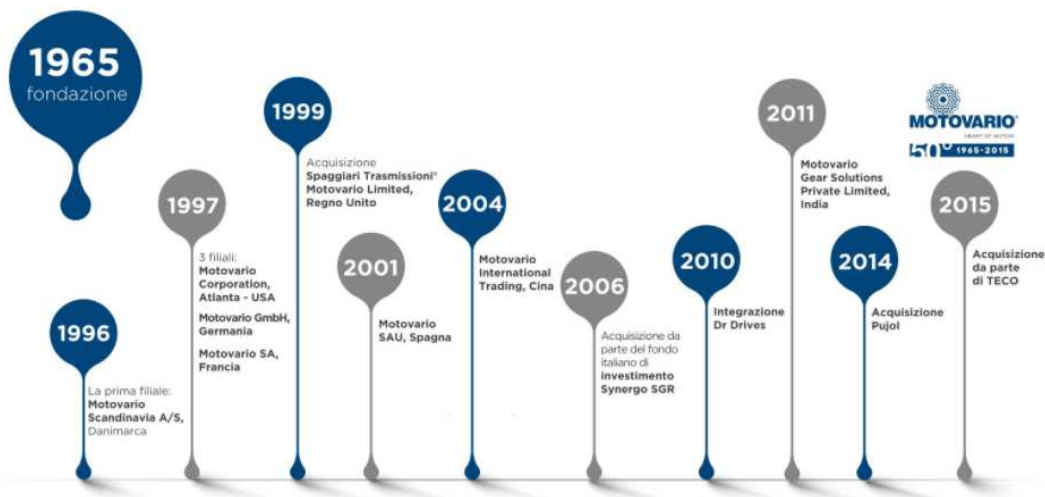
The company is present in all world markets through a qualified network of distributors and agents, as well as with its own branches currently located in France, Spain, Germany, England, India, China and in the United States.

This network is able to ensure a good level of service to its customers not only in terms of quality and speed of delivery, but also and above all in terms of pre and post-sale technical assistance.

The network also includes approximately 40 centres of assembling Motovario (MAC - Motovario Assembly Centre) certified, which are able to supply products in a wide range of versions also personalized with very short response times.

Through quality, innovation and an attentive customers service, MOTOVARIO is today able to compete at international level in all industrial sectors, ensuring reliability and durability for their products.

MOTOVARIO

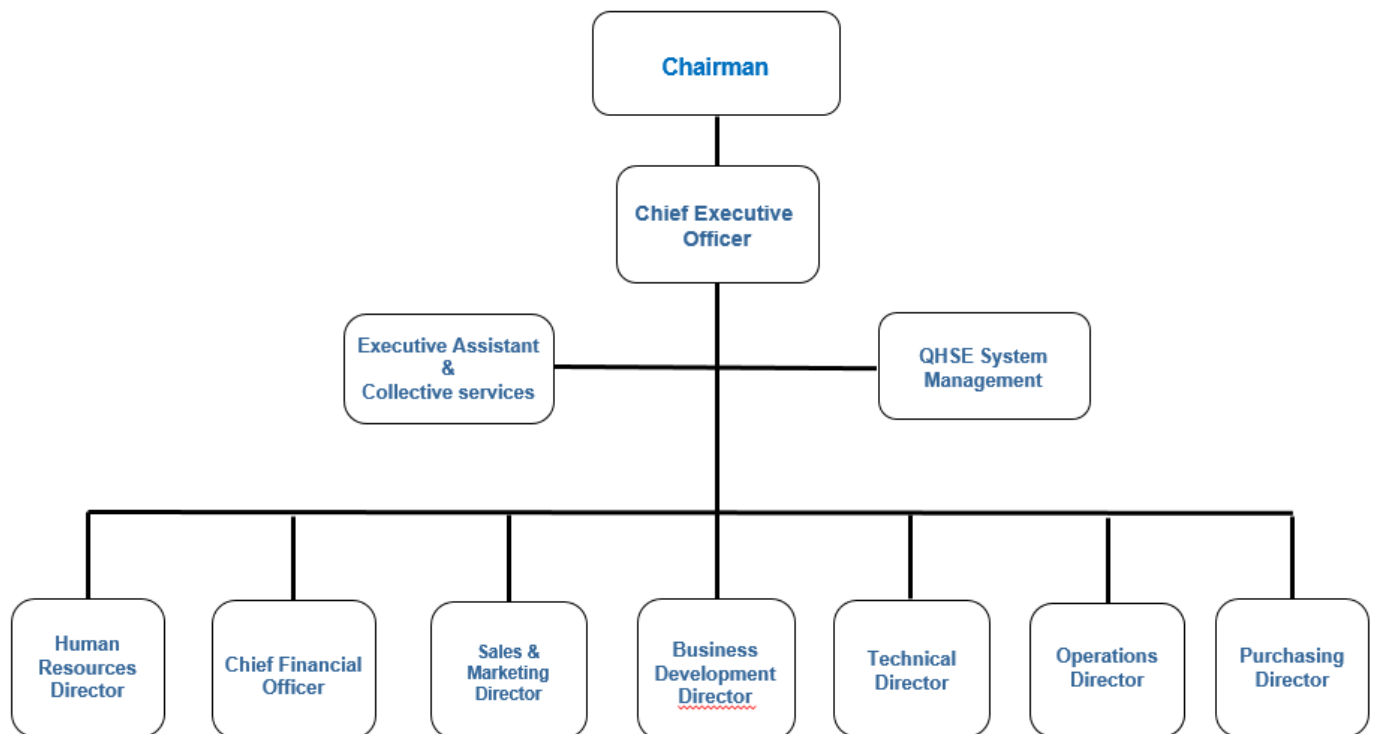


1.2. Company workforce and work organization

The general organization is represented in the organization chart at management level reported below.

The detailed organization charts of the individual Functions/Managements are available at the human resources that takes care of managing their storage and distribution.

Corporate Organization Chart



1.2.1. General responsibility

The company Functions/Managers involved in the Quality Management System, as per organization chart reported on the previous point, have the following general responsibilities:

- The General Manager has the responsibility to assign tasks, responsibilities and resources, decide the Quality Policy, making it known at all levels, define the objectives to

reach monitoring them through both direct and indirect controls, carry out a Review of the System to verify its implementation, development and the continuous effectiveness improvement.

- Management Systems are entrusted with all coordination and verification activities for the preparation, implementation and updating of the processes necessary to the Management System, reporting to the General Manager on the performance of the System and on every need of improvement and promoting awareness of the Customer requirements in the whole organization.
- The Human Resources Department is responsible for the implementation of quality in terms of human resources management. This activity is performed through the definition of professional profiles needed by the company and, in collaboration with the other Managers, the human resources, the identification of specific or general needs of training, updating and the supervision of staff management.
- The Administration, Finance and Control Manager is entrusted with the administrative, financial and control management of the company.
- The Commercial Manager, in addition to the responsibility of all marketing activities of the products, is entrusted with the task of the correct definition of all those activities relating to the quality of the service. The Commercial Manager with the Sales Staff represents a channel for the return information from the market, in order to ensure customer satisfaction. The Commercial Manager is also responsible for all marketing activities.
- The Technical Manager has the responsibility to ensure the technological evolution, through the development of new products and the adaptation of existing products, following the guidelines provided by the Business Development. The Technical Manager, through the Customer Service, collects the indications coming from the market relatively to the quality of products and to the quality of customers service by providing the necessary inputs to the Design and Production departments for the continuous improvement of products and processes.

- The Purchasing Department is responsible for the activities of the selection and management of suppliers of raw materials, auxiliary materials and services necessary for the proper functioning of the company. These activities
Are carried out through a correct evaluation of the ability of the suppliers to meet the needs expressed by the various departments.
- The Industrial Manager has the responsibility to plan, realize the quality and quantity of the products that are scheduled by the budget in respect of the costs and times, of the project specifications agreed and of the safety legislation safeguarding the prevention and protection of the staff.
- The Business Development Manager is entrusted with the task of the correct definition of the characteristics of the product requested by the customers. The BD department is responsible for Pre-sale technical service through which it collects, qualifies, classifies and promotes new business opportunities. The BD provides guidelines to Technical Manager for product development and at the same time provides to the marketing service guidelines for all Product Marketing activities.

Each Manager has also the responsibility of managing the communications relating to their area of expertise.

The analytical description and the detail of all of the functional interfaces of Departments/Bodies and the mode of managing business communications are specified in the Procedures or in the Instructions.

1.2.2. Responsibility matrix

The following matrices represent the responsibilities and the relations on the basis of to the main activities for the Quality.

4 levels of responsibility have been defined:

- **D** = Decides or Approves; this function must issue the authorization for the implementation or the continuation of the activity.
- **R** = Responsible; this function is the only one responsible of the activity as a whole.
- **C** = Involved; this function helps processing, but has no responsibility on the activity.
- **I** = Informed; this function must be informed.

	GM	DC	PM	TM	AFM	HRM	GS	IM	BD
Quality policies	D	C	C	C	C	C	R	C	C
Quality Objectives	D	R	R	R	R	R	R	R	R
Q.S. Responsibilities and powers	D	C	C	C	C	R	R	C	C
Q.S. Organizational Model	D	C	C	C	C	C	R	C	C
Q.S. Procedures	D	C	C	C	C	C	R	C	C
Instructions	I	D	D	D	D	D	R	D	D
Analysis of the context of the opportunities and risks	D	C	C	C	C	C	R	C	C
Audits	I	C	C	C	C	C	D/R	C	C
Corrective Actions and Improvement	I	R	R	R	R	R	R	R	R
Training	D	C	C	C	C	R	C	C	C
Commercial Policies	D	R	I	C	C	I	I	C	C
Market/customer need	I	R	I	C	C	I	C	C	D
Definition product range	D	C	C	C	C	I	C	C	R
Contract Revision	I	R	C	C	C	-	C	C	C
Manufacturing Process	D	C	C	C	C	C	C	R	C

Products control plan	-	-	C	D	-	-	C	R	C
Process control plan	-	-	C	C	-	-	C	D/R	C
Production Planning	I	C	C	C	C	-	C	R	C
Production Scheduling	I	C	C	C	-	C	C	R	C
Production Progress Control	-	C	C	C	-	-	I	R	I
Classification suppliers	I		D/R	C	I	-	C	R	I
Procurement production materials	I	C	C	C	C	-	C	D/R	I
Decision on non-complying production materials purchased	-	C	R	D	I	-	C	R	I
Receiving Control	-	-	C	C	-	-	C	D/R	I
Control manufacturing process	-	-	C	C	-	-	C	D/R	I
Maintenance	-	-	C	C	-	-	C	R	I
Measuring equipment	-	-	C	C	-	-	C	RC	I
Block semi-finished and finished product non-compliant and decision	I	C	-	D	-	-	C	R	I
Decision on Customers' requests	I	R	-	D	-	-	C	C	I
Decision on returns to supplier	-	-	D/R	C	-	-	C	C	I
Decision on grant (derogation) toward Suppliers	I	-	R	D	-	-	C	C	I
Safety	D	C	C	C	C	C	C	R	C
Identifying the finished product	-	C	C	C	-	-	C	R	C
Managing Finished Product Warehouse	-	I	-	-	-	-	C	D/R	I

Packaging	-	C	C	C	-	-	C	D/R	I
Shipping	-	C	C	C	-	-	C	D/R	I
Handling Customer complaints/returns	I	C	C	R	I	-	C	C	I
Design	D	C	C	R	C	-	C	C	I
Customer Service Pre-Sales	I	C	I	C	-	-	C	I	D/R

LEGEND: R = Responsible D = Decides or Approves C = Involved I = Informed

LEGEND ACTIVITIES OF THE RESPONSIBILITY MATRIX

Analysis of the context of the opportunities and risks

Determination of the factors that influence their targets, objectives and sustainability of the organization and of the appropriate improvement actions.

Procurement of productive materials

Apply documented procedures which ensure the unambiguous and clear definition of the requirements of the raw materials purchased.

Customer Service Pre-Sales

Support the customer in the choice of the type and/or size of the product to be purchased in relation to the application of interest providing also quotations.

Block semi-finished and finished product non-compliant and decision

Application of procedures which ensure the block and the clear identification of the product non-complying and the responsibility about the decisions to be taken on non-compliant products.

(Note: typically a non-compliant product can be: a) re manufactured; b) accepted with reserve; c) downgraded; d) discarded).

Suppliers classification, evaluation and monitoring

Apply documented procedures for the classification, evaluation and monitoring of suppliers, in order to ensure that these are selected on the basis of their ability to meet the requirements on deliveries.

Receiving Control

Responsibility for the control of incoming material, in order to ensure clear identification of compliance, and the impossibility of processing without control, and/or the traceability of the same.

Production Progress Control

Monitoring the progress of production.

Control manufacturing process

Responsibility of the manufacturing control methods, in order to guarantee compliance with the specifications and production parameters defined.

Decision on Customers' requests

Responsibility about the decision to ask the customer for the granting in the case of finished products non-compliant but functionally acceptable.

Decision on non-compliant production material purchased

Responsibility about the decisions to be taken - also in agreement with the supplier - on material blocked because non-compliant: possibility of return and/or sorting.

Decision on granting to suppliers (derogation)

Responsibility about the decisions relating to the possibility of granting the derogation to the suppliers in the case of materials non-compliant but functionally acceptable.

Definition of the Quality Objectives

Definition by the Management, of the concrete quality objectives that the Company undertakes to achieve, and the relevant commitments.

Definition of Quality Policies

Definition by the Management of the quality policies that the Company undertakes to pursue.

Definition of the responsibilities and competences for the Quality System

Documented definition of the responsibilities that the Company assigns to the different Managers, in particular as regards the activities that have a significant impact on quality.

Conduct of Audits

Preparation and execution of the periodic audits aimed to verify the status of the implementation of the requirements relating to the quality system. Preparation of reports on the results of the audits to be supplied to the Company Management.

Market/customer need

Define and communicate properly the perceived needs of the market or those expressed by specific customers to the other departments of the company.

Managing Finished Product Warehouse

Responsibility of the management, handling and conservation the finished product.

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Handling complaints/returns

Application of documented procedures for the handling of complaints and returns, aimed at an immediate identification of the causes of deviations from the specified requirements and at the identification of the necessary corrective actions.

Identifying the finished product

Responsibility of the identification of the finished product, in order to ensure clear identification.

Packaging

Responsibility of the management of the packaging activities, in particular regarding those which have a direct impact on the quality of the product.

Maintenance

Applying documented procedures related to the programs and to the execution of the maintenance of the production means (installations and equipment), aimed to ensure the continuous ability of the process.

(Note: it is clear that the company must demonstrate that, after the maintenance operation, the machine is able to ensure the same qualitative performance that had previously).

Q.S. Organizational Model

Predisposition of the Organizational Model of Q.S., in accordance with the requirements of UNI EN ISO 9001:2015.

Planning and implementation of Corrective Actions

Preparation and application of the documents for the implementation of Corrective Actions aimed at eliminating the real causes of Non-compliance.

Planning and implementation of the Improvement Activities

Preparation and application of the documents for the implementation of the Improvement Activities.

Process/production control plan

Clear identification of commissioning, control and testing activities required for each product / process of the company, which are aimed at ensuring that the requirements specified for individual products are satisfied. Definition of the necessary records.

Commercial Policies

Define the commercial policies of the company.

Provision of Training plans and relevant documentation

Provision of training plans in order to ensure that all the resources have the knowledge and skills needed to ensure a proper implementation of the activities having an impact on quality.

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Documentation for the execution of training and therefore of the appropriate level of competence/knowledge of each resource.

Manufacturing Process

Definition of the manufacturing processes, including identification of adjustments and commands, equipment, tools, resources and capacity necessary to ensure the quality.

Production Planning

Definition of the production procurement plan in the medium / long term.

Production Scheduling

Definition of the short-term production program.

Design

Responsibility for the design and development of new products and improving existing ones.

Contract Revision

Apply the documented procedures for the revision of the contract, which are aimed at ensuring that before taking a commitment with a customer (offer, contract, order, etc.) the company has verified its ability to fulfil this commitment and that the terms are clear and unambiguous for both (company and customer).

Safety

Responsibility about the application of the rules relating to the environmental health and safety in the workplace.

Monitoring of measuring equipment

Application of the documented procedures to keep under control, calibrate and maintain the measuring equipment used to demonstrate the compliance of the product and of the process to specific requirements.

Shipping

Responsibility for the management of shipments.

Drafting the Instructions

Drafting documented operating instructions, in accordance with the requirements of UNI EN ISO 9001:2015 and with the Quality procedures defined.

(NOTE: the "Operating Instructions" apply to simple activities and mostly confined to individual departments/offices. Es.: calibration of a plant, materials handling, etc.).

Drafting the Quality Procedures

Drafting documented Quality Procedures, in accordance with the requirements of UNI EN ISO 9001:2015 and with the Quality Policy defined.

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(NOTE: the "procedures" apply to activities of a certain complexity and inter-functional. E.g.: revision of the contract, complaints management, production programming, etc.).

Statistical techniques

Definition, application and updating of statistical methods for the control of the manufacturing process, of the measuring instruments and of the analysis of the data.

1.2.3. Communication of the structure and Responsibilities

The General Organization Chart and those of the individual Departments/Managers are distributed to the individual Responsible of different Departments/Functions.

The job descriptions, or "Descriptions of Positions", are distributed to the individual Responsible for the part relating to them.

Every Manager takes care of the communication of the information in the context of their organizational unit.

The changes to the organizational structure of the **MOTOVARIO S.p.A.** are formalized by the General Manager with "Service Communications" sent to all Managers of Departments/Function.

The subsequent updating of the names and/or functional organizational charts is assigned to the Systems Management.

1.3. Determination of the factors of the context and of the parties concerned: relevant aspects

MOTOVARIO S.p.A. has prepared the Quality System:

a) Determining the aspects considered as relevant in relation to:

- Factors of internal and external context;
- parties concerned;

b) Identifying the basic needs and expectations of the parties concerned (see point 1.3.1);

- c) Defining the degree of correlation between factors of the context and the relevant parties in order to identify the priority aspects for which analyse strengths and weaknesses on which it is necessary to act;

The annex correlation Matrix between the context and stakeholders, relevant to the organization has been drafted for this reason;

- d) Defining the scope of application of the quality system;
- e) Performing the analysis of risks and opportunities in relation to what emerged, in particular with respect to the results of greater relevance; the procedures PO 41 and PO 42 were drafted for this reason.
- f) Defining and consequently documenting the organizational structure of **MOTOVARIO S.p.A.**, by putting in place a system of documentation (MOQ, procedures, instructions, forms for recordings of quality) appropriate to the complexity of the business processes;
- g) By imparting the necessary technical and organizational knowledge to the staff and motivating them to play their role consciously.

The daily management of the Quality System is the responsibility of each one of the people who work in the company, starting from those who occupies positions of greater responsibility.

1.3.1. Parties concerned: needs and expectations

PARTIES CONCERNED	NEEDS AND EXPECTATIONS
Customers	Quality, since all components or assemblies made are parts of complex equipment
	Service Level: short lead time
	Price: competitive compared to competitors
	Communication: always inform customers in the event of misalignment with the quality and service requirements considering that a small delay is tolerable, provided it is communicated promptly
	Strict respect of any Quality Agreement
Users	Quality of the product in accordance with binding legislation applicable
	Good after-sale assistance service
Agents	Their needs and expectations are similar to those of the customers
Owners	Profitability
	Increase the turnover to ensure a continuous work for all employees
	Proactive collaboration on the part of persons
	Respect of the roles
	Respect of the binding legislation
Employees/People operating in the company	Guarantee of employment with the possibility of professional growth
	Involvement / Information
	Maintaining a calm and safe working environment
Union - Internal RSU	Guarantee of employment
	The possibility of improving the work contracts
	Maintaining a safe working environment
	Maintaining a calm working environment
Suppliers	Compliance with the purchase forecasts

	Appropriate prices
	Reasonable notice in case of emergencies
	Availability of Motovario to discuss any issues
MAC	Their needs and expectations are similar to those of the customers
	Availability of Motovario to provide any training or technical support
Institutional Partners	Possibility of collaboration and involvement in the development of new products or innovative technologies
Banks/Leasing companies/Insurances	Maintenance of financial strength
	Willingness to exploit the possibilities of investment proposed
Subsidiaries/Branches	Their needs and expectations are similar to those of the customers
	Availability of Motovario to invest on them for growth (for example turnover, area of competence, organization).
Competitors	Motovario must respect the rules of the market
The legislative authorities / Administrative/control bodies	Respect to the binding legislation both on product, and relating to the environment and safety
Industrial Associations	Remain associated
	Availability to participate in any category initiatives
Community	Respect of the binding legislation
	Minimize environmental impacts
	Guarantee of employment

2. FIELD OF APPLICATION OF THE QUALITY MANAGEMENT SYSTEM

The field of application of the quality management system is:

"Design, manufacture and technical assistance of reducers, variators, gear motors, speed motovariators, electric motors and electric and electronic equipment."

All the requirements of the UNI EN ISO 9001:2015 applicable to **Motovario S.p.A.** are considered and applied according to the company situation. For details see below the "Table of applicability of the QMS".

TABELLA DI APPLICABILITA' DEL SGQ		Data aggiornamento: 27/06/2018	
PUNTO DELLA NORMA UNI EN ISO 9001:2015		Applicabilità	
		Riferimento documenti SGQ	
4 Contesto dell'Organizzazione	4.1 Comprendere l'organizzazione ed il suo contesto	SI MOQ - CAP.1	
	4.2 Comprendere le esigenze e le aspettative delle parti interessate	SI MOQ - CAP.1	
	4.3 Determinare il campo di applicazione del Sistema di gestione per la qualità	SI MOQ - CAP.2	
	4.4 Sistema di Gestione per la Qualità e relativi processi	SI MOQ - CAP.4 - CAP.6	
5 Leadership	5.1 Leadership ed impegno	5.1.1 Generalità	SI MOQ - PAR. 7.1
		5.1.2 Focalizzazione sul cliente	SI MOQ - PAR. 7.2
	5.2 Politica per la Qualità	5.2.1 Stabilire la politica per la qualità	SI MOQ - PAR. 7.4
		5.2.2 Comunicare la politica per la qualità	SI MOQ - PAR. 7.4
	5.3 Ruoli organizzativi, responsabilità ed autorità	SI MOQ - PAR. 1.2 - PAR. 7.6	
6 Pianificazione del Sistema di gestione per la qualità	6.1 Azioni da intraprendere per affrontare rischi ed opportunità	SI MOQ - CAP. 5 - PO 41	
	6.2 Obiettivi per la qualità e pianificazione delle azioni per la loro realizzazione	SI MOQ - PAR. 7.5.1	
	6.3 Pianificazione di eventuali modifiche	SI MOQ - PAR. 7.5.2	
7 Supporto	7.1 Risorse	7.1.1 Generalità	SI MOQ - PAR. 1.2.1 - PAR. 6
		7.1.2 Risorse Umane	SI PO 18 - PO 31
		7.1.3 Infrastrutture	SI PR-SGS-19 - PAR. 4.2.10
		7.1.4 Ambiente per l'esecuzione dei processi	SI PR-SGS-19 - PAR. 4.2.11
		7.1.5 Risorse per il monitoraggio e la misurazione	SI PO 11
		7.1.6 Conoscenza dell'organizzazione	SI PO 05
	7.2 Competenze	SI PO 18 - PO 31	
	7.3 Consapevolezza	SI PO 18	
	7.4 Comunicazione	SI MOQ - PAR. 7.6.1 - PO 05	
	7.5 Informazioni Documentate	7.5.1 Generalità	SI PO 05
		7.5.2 Realizzazione ed Aggiornamenti	SI PO 05
		7.5.3 Controllo delle Informazioni Documentate	SI PO 05 - PO 10 - PO 16
	8 Attività Operative	8.1 Pianificazione e controllo delle attività operative	SI MOQ - CAP.4 - CAP.6
8.2 Definizione dei requisiti relativi a prodotti e servizi		8.2.1 Comunicazioni ai clienti	SI PO 03
		8.2.2 Definizione dei requisiti legati a prodotti e servizi	SI PO 03
		8.2.3 Revisione dei requisiti legati a prodotti e servizi	SI PO 03
8.3 Progettazione e Sviluppo di prodotti e servizi		8.3.1 Generalità	SI PO 04 - PO 27 - PO 28 - PO 39 - PO 40
		8.3.2 Pianificazione delle attività di progettazione e sviluppo	SI PO 04 - PO 27 - PO 28 - PO 39 - PO 40
		8.3.3 Input alle attività di progettazione e sviluppo	SI PO 04 - PO 27 - PO 28 - PO 39 - PO 40
		8.3.4 Controlli sulle attività di progettazione e sviluppo	SI PO 04 - PO 27 - PO 28 - PO 39 - PO 40
		8.3.5 Output delle attività di progettazione e sviluppo	SI PO 04 - PO 27 - PO 28 - PO 39 - PO 40
8.4 Controlli sulle forniture esterne di prodotti e servizi		8.3.6 Modifiche alle attività di progettazione e sviluppo	SI PO 04 - PO 27 - PO 28 - PO 39 - PO 40
		8.4.1 Generalità	SI PO 06 - PO 35 - PO 34 - PO 38
		8.4.2 Tipo e dimensione dei controlli sulle forniture esterne	SI PO 06 - PO 35 - PO 34 - PO 38
8.5 Produzione e fornitura dei servizi		8.4.3 Informazioni sulle forniture esterne	SI PO 06 - PO 35 - PO 34 - PO 38
		8.5.1 Controllo della produzione e dell'erogazione dei servizi	SI PO 09
	8.5.2 Identificazione e tracciabilità	SI PO 09 - PO 32	
	8.5.3 Proprietà che appartengono ai clienti o ai fornitori esterni	SI MOQ - PAR. 7.3	
	8.5.4 Conservazione	SI PO 09 - PO 15	
	8.5.5 Attività che seguono la consegna	SI PO 09 - PO 19 - PO 37	
8.5.6 Controllo su eventuali modifiche	SI PO 09		
8.6 Rilascio di prodotti e servizi	SI PO 09		
8.7 Controllo sulla non conformità degli output dei processi, dei prodotti e dei servizi	SI PO 13		
9 Valutazione delle prestazioni	9.1 Monitoraggio, misura, analisi e valutazione	9.1.1 Generalità	SI PO 01
		9.1.2 Soddisfazione del cliente	SI PO 21
		9.1.3 Analisi e valutazione	SI PO 01
	9.2 Audit interni	SI PO 17	
9.3 Riesame della Direzione	SI PO 01		
10 Miglioramento	10.1 Generalità	SI PO 41	
	10.2 Non conformità ed azioni correttive	SI PO 13	
	10.3 Miglioramento Continuo	SI PO 13 - PO 41	

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3. STRUCTURE OF THE SYSTEM

In this document **MOTOVARIO S.p.A.** outlines the quality management system prepared by the Management for the following purposes:

- internal, to ensure that the company achieves and maintains the desired quality at the best cost, even in absence of specific contractual constraints and the continuous improvement of the aspects identified as relevant;
- external, to provide evidence of their ability to achieve the specified quality by adequately overseeing all the steps that lead to the satisfaction of the contractual requirements and to the satisfaction of the customer: in particular the phases of design, planning and realization of the product (including when third parties are involved), control and delivery.

In particular the basic structure of the Quality Management System is organised as follows:

a) Organizational Model

It is the document that describes structures and organizational correlations, outlines the management modalities and identifies the responsibilities connected to the realization, to the maintenance and adaptation of the quality system. This document also represents the expression of the company policy and highlights the general criteria for the application of the activities covered by the standard UNI EN ISO 9001:2015.

The Organizational Model is therefore a fundamental document for the company, where the organization:

- Identifies the processes needed for the quality management system.
The operating modes for the management of these processes and for the application of the individual activities are covered by the organizational procedures.
- Defines the interaction and the sequence of the processes identified.
- Recalls the procedures relating to the criteria and the methodologies identified to ensure the effective operation and control of business processes.

- Defines the field of application of the QMS and identifies the applicability of the individual regulatory requirements.

The Organizational Model of the QMS is updated on the basis of modifications of the quality management system, changes of the reference standards, specifications or clarifications requirements, whenever there is an opportunity in order to increase their effectiveness.

- b) Definition of internal and external context, concerned parties and relevant correlations. Activity summarized in the Annex correlation matrix between the context and concerned parties, relevant to the organization.
- c) Analysis of the risks and opportunities and the definitions of the consequent actions. Activity carried out in accordance with the procedure PO 41;
- d) Procedures

Being the QMS Organizational Model, an intentionally brief document, that does not illustrate the details of the company activities and processes management, this function is entrusted to the procedures.

The procedures are therefore specific documents that deal with the activities of the management of the system, define responsibilities and operational modes, represent the guide for daily operations in order to ensure a correct application of the management system of which they are an integral part.

Their content is in accordance with what is required by UNI EN ISO 9001:2015 and together with the Organizational Model of the QMS cover all the requirements.

The extension of the procedures and the degree of deepening is reached by considering the complexity of the processes to which they relate and the skills of the staff assigned to those duties.

In particular the procedures of the Management System of MOTOVARIO relate to the different Departments/Functions/Bodies (Procurement, Commercial, Human Resources, Management Control, Information Systems, etc.) and their interfaces; are prepared by Management Systems and approved by the Managers involved.

Below are the System Procedures related to the quality of the product:

PO 01	System Review
PO 03	Management of Customer Orders and Marketing
PO 04	Design Control
PO 05	Quality and Standards Documents Management
PO 06	Procurement Management
PO 09	Process Control
PO 10	Information Systems
PO 11	Management of Commissioning, Measuring and Testing Equipment
PO 13	Managing Non-Conformity, Corrective Actions and Preventive Actions
PO 15	Handling Packaging Storage and Delivery
PO 16	Managing Quality Recordings
PO 17	Internal Audits
PO 18	Staff Training
PO 19	Customer Service
PO 20	Product Changes Management
PO 21	Monitoring Customer Satisfaction
PO 22	Managing Materials Weights
PO 23	Access Control
PO 24	Communication of Accidents
PO 25	Free Supplies
PO 26	Organization night shift
PO 27	Management of Customer requests and Development Special Projects
PO 28	New Products Development
PO 29	Causal marking hours assembling presence
PO 30	Management Preferential Origin
PO 31	Staff Selection and Recruitment
PO 32	Classification material status
PO 33	Creations new codes and configurations

PO 34	Maintenance Atex Groups
PO 35	Management consultancies and entrusting professional assignments to third parties
PO 37	Authorised Service Centre
PO 38	MAC Management
PO 39	ON Management
PO 41	Management MPMS Projects
PO 42	Management Area Projects
PO 52	Travellers - Only Safety
PO100	Budgeting and management accounting closures

e) Work instructions

The instructions are technical/operational documents issued to describe in detail specific operational, control or calibration activities.

May derive for example from:

- Procedures to specify in detail how the following tasks should be performed;
- Technical documents such as a specification, to illustrate the modalities with which the product must be produced and controlled;
- Other company or customers' needs.

f) Recordings of quality and of other quality documents

These are documents showing that the Integrated Management System is operating. Are to be regarded as recordings documents, both those specifically requested in various points of the procedures or by the reference Standards, and other documents that provide objective evidence of activities performed or of results obtained.

g) Quality Plan

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The Quality Management System put in place by **MOTOVARIO S.p.A.** provides the emission of a general quality plan that describes the steps and the checks carried out during the process of manufacture and assembly.

4. BUSINESS PROCESSES COINCISE MAPPING

The "Processes" that characterize MOTOVARIO are identified, through the block diagram below, indicating the flow of the relevant activities.

It is appropriate to distinguish two types of processes according to the following definitions:

"MAIN PROCESSES"

"MAIN PROCESSES" (or "key") are those processes that are directly related to the achievement of the main objective of MOTOVARIO, which is to provide a product compliant with the requirements and able to satisfy their customers. These processes are then all characterized by measurable objectives to allow control and measure of the efficacy (Performance Indicators).

"SUPPORTING PROCESSES"

"Supporting Processes" are all other Processes, not directly related to the main objective of the productive unit, but which allow the unwinding of the Main Processes by improving their efficiency and effectiveness and thus allowing the continuous improvement of the system.

These processes, in replacement of measurable objectives, may not have objectives or having objectives type "On/Off" ("Done/Not done").

Are classified as "Main Processes":

- the Procurement;
- the Orders Acquisition;
- Planning, Programming and Production (*);
- the Development of new Products

(*) The production is analysed in detail and split into several sub processes by the reference documentation.

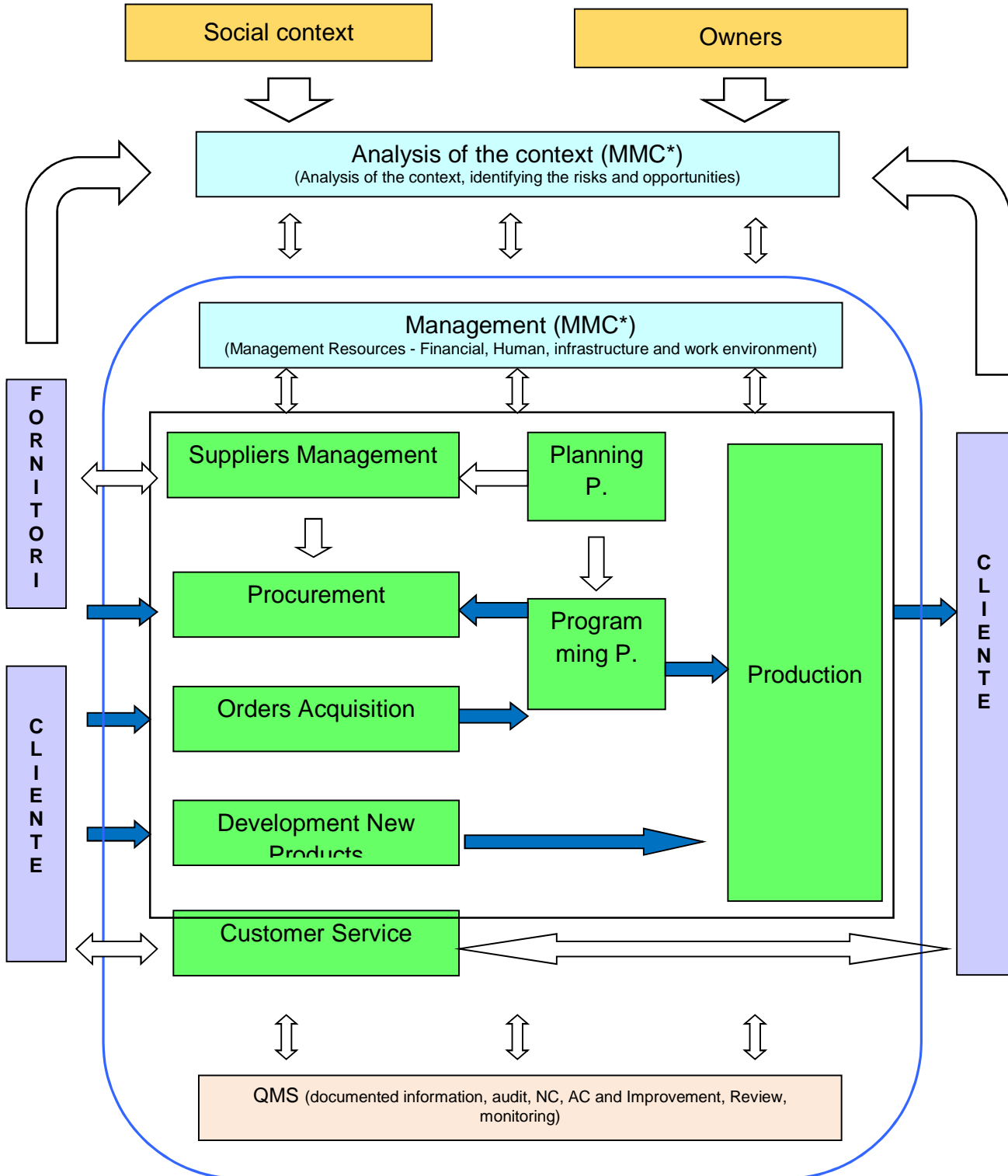
All other processes are classified as "Supporting Processes".

The table below indicates the responsibilities relating to the various processes.

PROCESS	RESPONSIBILITY
Resources Manager	General Manager
Analysis of the context, identifying the risks and opportunities	General Manager
Suppliers Management	Purchasing Manager
Procurement	Industrial Direction
Orders Acquisition	Commercial Manager
Production Planning	Industrial Direction
Production Scheduling	Industrial Direction
Designing new products	Technical Manager
Customer Service	Technical Manager
Production Processes	Industrial Direction
Audits	Management Systems
Documentation Management	Management Systems
Corrective Action / Improvement	Management Systems
System Review	Company Directors / Systems Management
System Monitoring	Administration, Finance and Control Manager/ Industrial Manager / Systems Management
Training	Human Resources Manager

 Main processes

 Supporting processes



(*) MMC = Motovario Management Committee

5. ANALYSIS OF RISKS AND OPPORTUNITIES

During their meetings the **MMC (Motovario Management Committee)**, periodically evaluates whether, for the context factors that will become relevant, as a result of the analysis formalized on the "correlation Matrix between the context and the parties concerned", there are any new risks or opportunities, in order to decide whether to start a new MPMS project and the progress of the projects in progress gets assessed.

The detail of such activity is specified in the PO 41.

The Management during the **Review** deliberate possible updates in the structure of the "correlation Matrix between the context and interested parties", adding or deleting rows or columns, following changes in the context or in the interested parties or variations of the correlation indexes.

6. BUSINESS PROCESSES MANAGEMENT

The synthesis of the activities of the processes identified above and shows in this chapter, while the detail of the management modalities, defined also as a result of the analysis of the risks and opportunities, and described in the reference procedures.

1. ANALYSYS OF THE CONTEXT

See paragraph 1.3 and chapter 5

2. **MANAGEMENT:** the General Manager, either directly or through the various Managers/Functions/Departments, provides the necessary resources to ensure the conformity of the products and of the System by continuously improving its effectiveness. The Functions in charge shall ensure their proper management and maintenance.
3. **SUPPLIERS MANAGEMENT:** this process includes the complete management of the relationship with the suppliers starting from the selection/evaluation, the periodic negotiation, monitoring the performances and identify possible actions for improvement.
4. **PROCUREMENT:** the supply process guarantees issuance of Purchase Orders to suppliers for the raw materials and for whatever else is necessary to the production process and more in general to the entire MOTOVARIO. Orders are drawn up on the basis of the programs, of historical manufacturing data and of the special requests sent to the Industrial Direction,

ensuring quantity and timing in order not to block processes downstream. This process also provides the input data to the accounts for the correct execution of payments.

5. **ORDERS ACQUISITION:** this process ensures the correct loading on SAP of all the orders coming from customers after having rechecked the quantity, the product typologies, the timelines, the congruence of the different data and having verified the ability of MOTOVARIO to fulfil the commitment. The process provides the input data to the accounts for a correct billing.
6. **PRODUCTION PLANNING:** this process has the objective of planning in the medium-long term all the activities starting from the supply of the material, the production and finishing with the delivery to the customer.
7. **PRODUCTION SCHEDULING:** Programming forwards in real time, through SAP, orders and customer requests to the production after having inserted them in the productive cycles provided, guaranteeing optimization.
8. **DESIGN and/or DEVELOPING NEW PRODUCTS:** the design of new products starts on the basis of particular needs expressed by customers or for strategic choices of MOTOVARIO.
9. **CUSTOMER SERVICE:** the process of customers service may include a step preceding the sale to inform about the characteristics of MOTOVARIO products and help in choosing the most suitable product. But the main activities are developed after-sale to provide all possible technical support on the use and manage all the reports and possible claims of the Customers.
10. **PRODUCTION PROCESSES:** production processes constitute a closed box where raw materials, various materials, services and resources in general enter and exit the finished product delivered to customers in the times and ways agreed. In the context of the documentation of the production units these processes are split into several sub processes and analysed in detail.
11. **AUDIT:** Audits are carried out and managed according to what foreseen by the PO 17 "Internal Audit", in order to establish the conformity of the Quality Management System and evaluate its effectiveness and update.

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12. **MANAGING DOCUMENTATION:** the management of the documentation is carried out according to what foreseen by the PO 05 "Quality and Standards Documents Management", by the PO 16 "Managing Quality Recordings" in order to allow the correct use and to prevent the improper use of obsolete documents.
13. **MANAGING NON-CONFORMITY - CORRECTIVE ACTIONS - ACTIONS FOR IMPROVEMENT:** Non-compliances, corrective actions and actions for improvement are managed by the PO 13 "Managing Non-Conformity, Corrective Actions and Preventive Actions", with the aim of preventing the incorrect use of the product or non-compliant materials, of ensuring the conformity of the system, eliminating real and potential causes of non-compliance.
14. **SYSTEM REVIEW:** the review of the system is carried out with the primary objective of analysing performances and ensure the update and the continuous improvement of the effectiveness.
15. **SYSTEM MONITORING:** this process is carried out through measuring, collecting, processing a whole series of data and information related to the processes, to the products, to the satisfaction of the customers, to the internal audits.
16. **TRAINING:** the Training is conducted and managed according to what foreseen by the PO 18 "Staff training checking", in order to ensure an adequate knowledge of all the staff made aware of the importance of its work in the context of the System.

7. MANAGEMENT RESPONSIBILITY

7.1. Commitments of the Management

The General Manager of MOTOVARIO is strongly committed to the development and implementation of the Quality Management System with the aim of continually improve its effectiveness

in accordance with the requirements of the reference Standard.

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Considering the satisfaction of the customer requirements and the respect of the mandatory standards as objectives of primary importance, the General Manager of Motovario has defined its organization stressing on the proper definition of cross-functional relations and aiming to make the whole staff aware about their responsibility in relation to these objectives.

The General Manager of MOTOVARIO has therefore established that every business unit will preserve and update the applicable Standards of their competence ensuring the respect of all the company acts.

In particular for the aspects connected to Safety, to accident prevention, to the respect for the environment, the coordination of the activities is carried out by the Industrial Manager (IM), through the RSPP.

The General Manager ensures the updating and the continuous improvement of the QMS through the definition of the objectives of the system and carrying out regular reviews.

7.2. Attention focused on the customer

The General Management of MOTOVARIO is aware that only customer satisfaction can ensure the growth and development of business activities with the corresponding economic results, for this reason they consider:

- the correct definition of the customers' needs and their translation into appropriate product requirements, being the primary task of the commercial department;
- the fulfilment of the requirements agreed, through adequate resources, being the primary responsibility of the production.

7.3. Customer/supplier goods

This chapter of the standard cannot be excluded because MOTOVARIO usually manages materials owned by suppliers in deposit at Motovario (consignment stock) and sometimes manages electric motors and special flanges provided by the customer.

The material supplied by the customer/supplier is received, managed and, if required, controlled by MOTOVARIO remaining physically separated from the material for normal production in order to avoid

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confusion and errors in the identification of similar products.

The products supplied by the customer/supplier remain identified while stored at MOTOVARIO.

The materials of the supplier deposited in "consignment stock" become property of MOTOVARIO at the time of withdrawal for assembly operations. Withdrawals are communicated to suppliers at the end of each week and suppliers shall issue the invoice accordingly.

The company manages documents (intellectual) belonging to the customer/supplier, ensuring the correct conservation as provided for by Legislative Decree No. 196 of 30 June 2003.

Any faults, doubts or non-conformity of products that may be found during the various processes will be communicated by QC to the customer through the Commercial / Purchasing Department in order to define the measures to be taken.

7.4. Quality policy: management

The Quality Policy of the company is established by the Chief Executive Officer and provides the reference framework to define the objectives for the quality and to achieve continual improvement of the effectiveness of the company QMS.

The Quality Policy of **MOTOVARIO S.p.A.**, reported below, is managed by RSG, is distributed and made available to all employees and to any other concerned parties.

The Quality Policy is published in the company through the exposure in the company meeting places, in order to inform all the company employees about the guidelines of the Management on the Quality System. It is also the responsibility of the Management, and of each one in accordance with their responsibilities, to ensure the adequate understanding at all company levels and in special way where activities directly connected with the quality are performed.

Annually, except in case of special needs, the management of **MOTOVARIO S.p.A.** during the meeting for the Review of the Quality System where the objectives of the year are set out, also

evaluates whether the market changes allow to confirm the Quality Policy or recommend a change to upgrade according to new events.

If the Policy is changed the document is updated and redistributed involving and informing all the employees about the reasons for change that are recorded in the Review.

It is the task of RSG, during internal audits, to evaluate the actual dissemination and understanding of the Quality Policy at all company levels and to propose further detailed rules for disclosure in the event of a negative outcome.

7.4.1. Quality Policy

MOTOVARIO has the ambition to provide technologically advanced solutions in the field of transmission components for industrial and civil applications all around the world, promoting innovation and sustainable development of the electro-mechanical industry.

MOTOVARIO works to promote energy saving and the reduction of emissions, promotes the automation creating intelligent applications that offer customers brighter and comfortable life.

MOTOVARIO communicates with clarity and determination their **Brand** and their products at international level, constantly searching innovative solutions to meet the needs of customers and anticipate the evolution of the markets.

MOTOVARIO Management:

- considers the fulfilment of the requirements and focusing on customer satisfaction as crucial for success;
- ensures the necessary resources for the continuous improvement of processes, of products and of level of service offered to customers;
- defines clear, disseminated and shared objectives within the organization;

- measure the effectiveness of their processes by monitoring the indicators needed for internal and external audits (suppliers, customers);
- develops relationships of trust and collaboration with customers and suppliers that allow you to anticipate the needs and the volumes required by the markets;
- Promotes the involvement of all its employees in a team work aimed at achieving shared objectives;
- motivates and enhances the human resources, fundamental patrimony of **MOTOVARIO**, through the updating and the development of human and professional abilities;
- ensures the safety of its employees and of the social context in the total respect of the environment;
- ensures the implementation and updating of a **Managerial System compliant with the Standard ISO 9001:2015**;

The values that inspire the conduct of the management of MOTOVARIO are **ethics, quality, service and innovation**, and on this basis takes decisions and develops actions aimed at increasing the ambition and the authoritativeness of the company ensuring long-term success in accordance with the **Company Code of Ethics**.

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7.5 Planning

7.5.1 Objectives for the QMS

On the basis of the lines identified by the Quality Policy, the General Manager, each year, through the Review, establishes the objectives involving all functions/managers and aim to the continuous improvement of processes and business performances.

While defining these objectives the management considers the degree of achievement of those relating to the previous year, the improvements to the Management System and the budget available.

The objectives are measurable and congruent with any other company commercial policy and strategy

adopted and with any marketing plans.

The objectives can be pursued by individual functions/departments or require the collaboration of several functions as linked to a cross-functional process.

In any case during the Review phase are formalized the management Objectives for the new year by assigning the specific responsibilities and defining the timetable for achieving them, together with the parameters and the methods of measurement.

The subsequent monitoring of the company performance in relation to the objectives laid down is carried out

through the regular meetings of the Senior Management with the various actors of the Functions/Managers at collegial and individual level and through the Quality Committees.

7.5.2 QMS Planning

While allocating the objectives, are defined and agreed the resources needed for their achievement.

The result of the planning must be consistent with the other requirements of the Quality System and approved in the Review of the Management.

For each activity of improvement is provided a suitable step of control, both for the part relating to the starting of the process, and for its ordinary management.

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Such controls shall include appropriate checks having predefined criteria of acceptability.

In case of organizational changes resulting from Improvement Plans, the new responsibilities defined by the plans must be reassigned and managed in a controlled manner ensuring that the QMS is kept efficient and effective during the variations through clear attribution of responsibilities and possible support and/or monitoring of the performances.

7.6. Responsibility, authority and communication

The Management, with the collaboration of RSG and of the company Managers, according to what is reported in para. 1.2 of the present document, defines the Quality Management System described in the Procedures and in the "Quality Organizational and Management Model" QOM.

This system is defined and updated over time with the objective of satisfying the following requirements:

- meet the Quality Policy;
- define the general objectives;
- be effective in achieving the quality objectives and continuous improvement;
- ensure that products and services are in accordance with the requirements of the Customers and the applicable legislative requirements;
- ensure the conformity with the reference Standard for the Certification of the Quality System.

7.6.1 Internal and external communications

The General Manager of MOTOVARIO considers the internal and external communication as a fundamental instrument for ensuring the functioning and effectiveness of the Quality Management System.

The first form of corporate communication is constituted by training of new employees and by the training for the official procedures.

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The distribution of the documentation of the Management System takes place in a controlled manner according to specific lists and in accordance with the procedure PO 05.

In general, also "non-controlled" distributions of the documentation are possible, carried out only for informative purposes in order to increase the transparency of the System and the activities that characterize it.

The communication between the different Functions/Managers is promoted by the General Manager through regular meetings that do not involve all the different Managers.

These ones ensure the communication within their own business units with meetings, reports in bulletin board, meetings with staff from other departments/functions.

An important part of the internal communication is constituted by recommendation and/or suggestions from the staff to the management through the normal hierarchical channels; these communications are one of the channels that allow the continuous improvement of the System.

The information regarding the effectiveness of the Quality Management System are treated in the Review of the Management, in periodic meetings of the different units and in the periodic reports developed by the Management Systems.

Each specific procedure also reports the modalities and the responsibilities of communication inside and outside the company and toward the customer.

7.7 Management Review

The Management Committee, attended by all Managers, meets weekly with the aim of monitoring the company performance and take the necessary operational decisions, involving, where appropriate, any Head of Department.

The control of the qualitative trend of MOTOVARIO products is carried out by the Quality Committee that meets periodically. Here are monitored the Objectives of the Processes and the performances of the Management System (Audit, NC, AC and Improvement). All the managers participate in the Committee with the head of departments and/or their delegates.

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The General Manager, with the coordination of the in charge of the Systems Management, review the Quality Management System at least once a year to evaluate the suitability, adequacy and effectiveness.

During the Review and in the Committee are evaluated opportunities for changes to the System due to organizational changes or to ensure continuous improvement.

In particular are analysed the adequacy of the Policy, the degree of achievement of the objectives set, the definition of new ones.

Assessments and the analysis on the above are carried out on the light of these documents.

The General Manager and the managers of the various departments participate to the Review meeting.

The Minutes of the Review is drafted by RSG and distributed and filed.

7.7.1 Input items for the review

The input items for the Review from the Management consist of information concerning:

- the performance of the processes and the conformity of the products;
- the degree of achievement of the objectives set;
- the changes in the external and internal factors which are relevant to the quality management system including new laws and regulations relating to the product or processes ("correlation Matrix between the context and concerned parties");
- the results of internal audits or by customers or third parties;
- the information from the customers;
- the status of Corrective and Improvement Actions (including those opened as a consequence of the previous review) including the effectiveness of the actions undertaken to address the risks and opportunities, implemented through MPMS projects;

- the indication of any organizational or structural changes resulting from new technologies, new financial situations, new market guidelines, new provisions of law which may impact on the Management System;
- recommendations/suggestions for the improvement of the System.

7.7.2 Output items of the review

The output elements of the Management Review include decisions and/or actions relating to:

- improving the effectiveness of the Management System and of the processes composing it;
- improvement of the products in relation to the customers' requirements;
- possible needs of resources or plans for the better use of the existing ones;
- defining the new objectives of the System.

The documents relating to the Review by the Management are preserved as evidence of the analysis and decisions laid down.