

## Quality Policy

### Quality Policy

We will operate all work and business activities to ensure that the quality of our products and services consistently meets the requirements of our internal and external customers.

We will be pro-active in preventing customer issues, and will continuously improve our quality management systems and performance.

### Organisation and Responsibilities

We regard quality matters as a mainstream management responsibility. Executives and line managers are directly responsible for quality matters in activities under their control. Management is accountable for quality performance against objectives.

Each and every employee is responsible and accountable for quality matters in activities under their control.

Suppliers are directly responsible for ensuring that the quality of their products and services consistently meet our requirements. Suppliers are accountable for their quality performance against objectives.

We expect everyone to participate positively in the task of improving the quality of our products and services.

### Our Beliefs

- Good Quality is Good Business.
- All employees have a responsibility to ensure that whatever we deliver is right.
- All Quality issues are preventable.

### Our Aims

- No out-of-specifications products shipped.
- No **Repeat** Customer Issues.
- No poor quality passed to the next step in our processes.

### Our Commitments

- We will welcome quality concerns raised by our Customers, Employees and Suppliers as opportunities for improvement and pro-actively work towards solving them.
- We will raise quality issues at all levels and openly address them.
- We will build quality into our products and processes.
- We will abide by simple and non-negotiable standards.
- We will provide training to all employees to ensure that they understand their responsibilities and are able to act accordingly.
- We will work pro-actively with our Suppliers to develop our mutual capabilities.
- Every business facility will have an appointed Quality Manager.

This policy has been approved by the Group Executive Committee and will be displayed and implemented at all facilities.

### The Group Executive Committee

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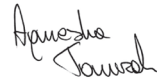
Patrick André  
Chief Executive



Guy Young  
Chief Financial Officer



Patrick Bikard  
President Operations & Technology



Agnieszka Tomczak  
Chief Human Resources Officer



Henry Knowles  
General Counsel & Company Secretary



Karena Cancellieri  
President Foundry Technologies



Pascal Genest  
President Flow Control



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President Advanced Refractories

