

ROUSH®

QUALITY MANUAL

ISO 9001:2015

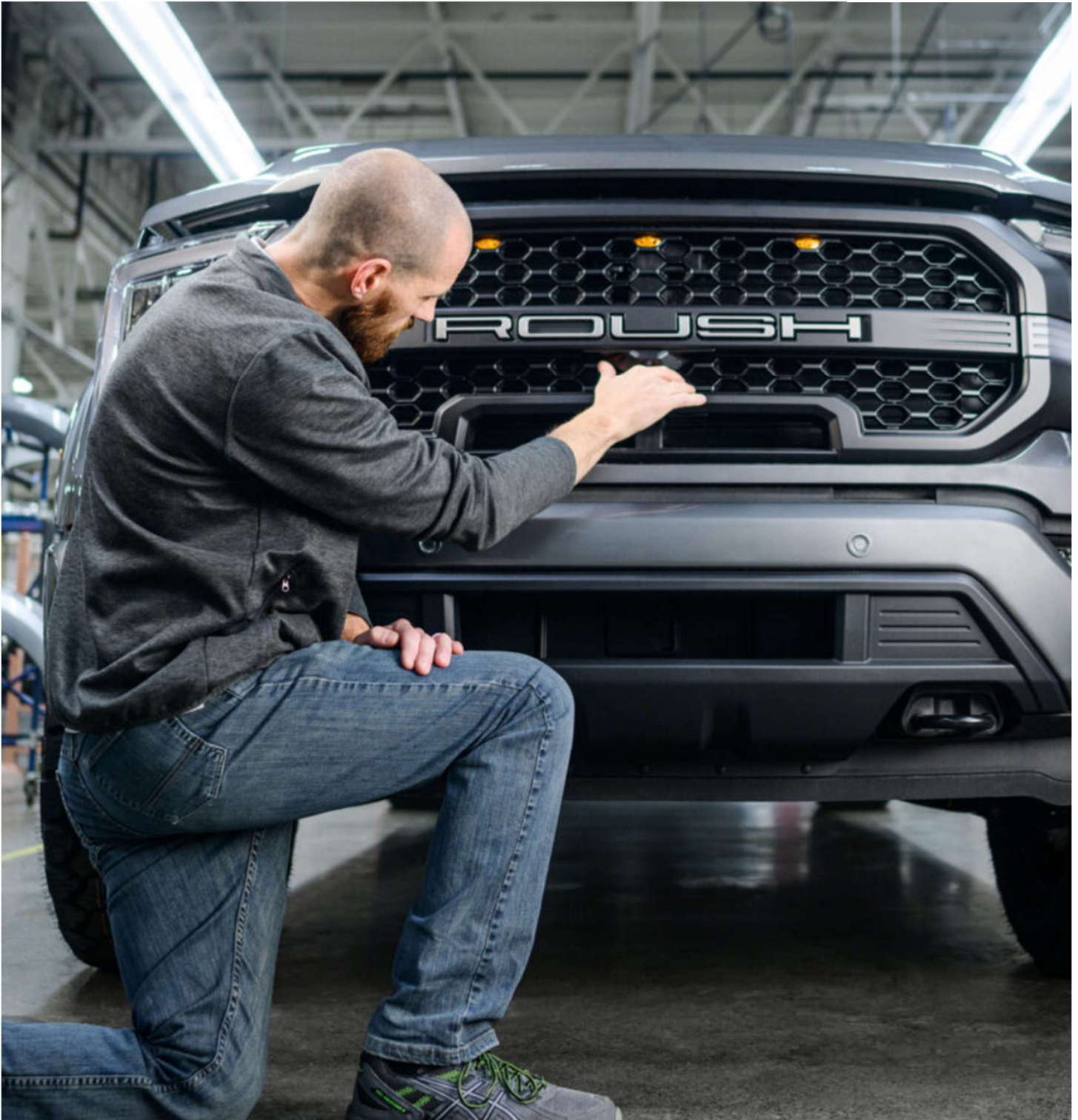


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INTRODUCTION

Roush is passionate about solving problems. Everything we do revolves around making things run more efficiently, and the ability to create the extraordinary. Our business strategy is defined by our Mission that inspires us and drives us every day to realize our Vision for the future.

MISSION	VISION
<p><i>To enable those who strive to create a world that is more innovative, more efficient, more sustainable, and more extraordinary.</i></p>	<p><i>Through a broad range of products and services, we leverage our unwavering commitment to growth, diversification, and sustainability to provide opportunities for our employees and innovative solutions for our customers.</i></p>

We provide growth, diversification and sustainability by integrating and leveraging the capabilities and resources of our core businesses and supporting processes. This allows us to meet the diverse needs of our customers and interested parties, from start to finish. Think of Roush as your partner taking you from idea to implementation. From sketch to completion. From need to marketplace. Our people make us go. Our culture makes us driven. Our tools make us complete. Our facilities are vast and ready. No matter where you are in the process, we're eager to help. We invite you to visit our corporate website Roush.com and explore what makes us, extraordinary.

This manual is provided to familiarize our associates, customers and interested parties with the controls that have been implemented and to assure them that the integrity of our Quality Management System (QMS) is focused on meeting its intended outcomes. This manual also provides an overview of our organization, describes the structure of our quality management system, and provides reference to the supporting policies, procedures and processes that comprise it. Look for the **i** when additional supporting internal documented information is available on iRoush.

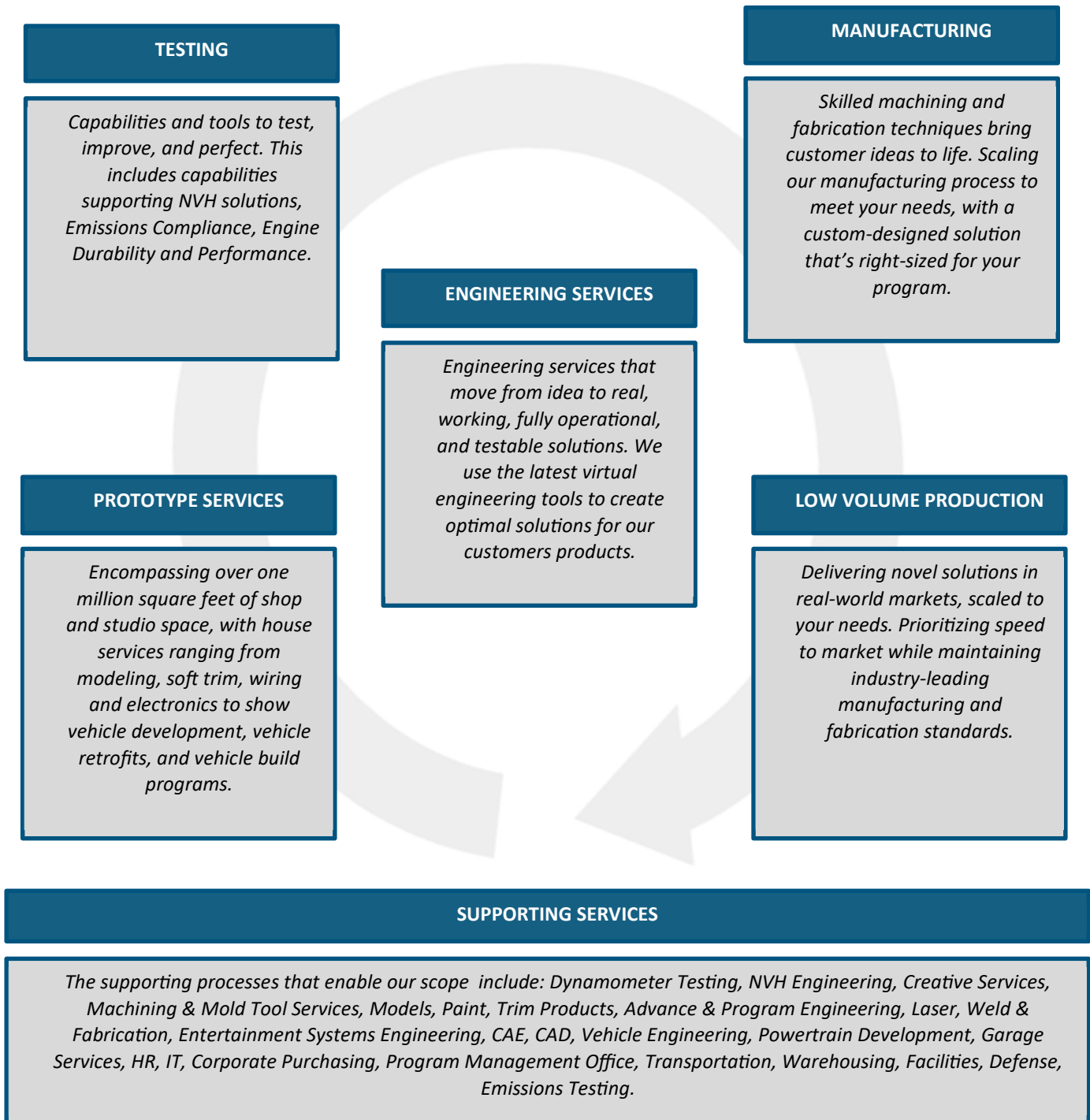
Roush has adopted the process approach and risk-based thinking methodologies and integrates them into our daily operations. These tools are utilized when developing, implementing and improving the effectiveness of the QMS. The figure below illustrates our methodology for the development of our QMS:



1.0 | Scope of the Quality Management System

Roush is supported by an established Quality Management System, originally certified in 2007. Select Roush locations and processes are certified to the ISO 9001:2015 standard by NFS-ISR, an accredited registrar. A copy of our current **Certificate of Registration** can be found on Roush.com downloads.

The scope of the Quality Management System is limited to supporting services within Roush Industries representing the following competencies: Engineering, Testing, Prototype, Low Volume Production, and Supporting Services. The scopes for these competencies are:



2.0 | Quality Policy

CP-QA007 Roush Quality Policy

We work with some of the greatest, most visionary companies in the world to realize remarkable things. We understand that the products and services we provide are essential in helping make our customers and interested parties successful in realizing their needs.

Roush’s Quality Policy governs our day-to-day operations to ensure quality throughout our organization, as we strive to achieve the extraordinary. This policy is approved and supported by Leadership, and each associate understands and embraces its principles. It is available internally as documented information and is also accessible to our customers and interested parties on [Roush.com](https://www.roush.com) downloads:

QUALITY POLICY

The company as a whole and each employee will strive to:

- *Deliver competitive, error-free products and service on time, that meet or exceed our internal and external customers’ expectations;*
- *Comply with customer, statutory and regulatory requirements and needs of Interested Parties;*
- *Provide a safe work environment where our associates can create, grow, and thrive;*

Through this policy, Roush is committed to the effectiveness, performance and continual improvement of the Quality Management System.

Jack Roush

Chairman, Board of Directors

Evan Lyall

Chief Executive Officer

Jim Yagley

Chief Operating Officer

3.0 | Terms and Definitions

Leadership – Top management, the highest-level decision makers who are responsible for demonstrating commitment and accountability for the effectiveness of the Quality Management System (QMS).

Interested Party – the customer and entities beyond the customer that provide or potentially provide significant risk to organizational sustainability and the QMS to consistently provide products & services if their needs and expectations are not met.

QMS – Quality Management System. A formal system that documents processes, procedures, and defines responsibilities for achieving quality policies and objectives.

4.0 | Context of the Organization

4.1 | Understanding the Roush Organization

In 1976, Jack Roush founded Jack Roush Performance Engineering amidst his racing success throughout the 1970s. Today, his passions for engineering and entrepreneurship have driven our organization to expand far beyond the racetrack. Roush provides a range of products and services enabling our customers to make their ideas come to life. Roush Industries was established as a

complete services provider and continues to serve a diverse, ever-growing number of industries and customers that include Mobility, Aerospace, Defense, Entertainment, Agriculture, Energy, and beyond.

The entities under this Quality Management System include the major competency groups defining Roush Industries and its capabilities used to provide products and services. They operate as semi-independent businesses providing expertise in Engineering, Testing, Prototype, Low-Volume Production, and Supporting Services.

4.2 | Understanding the Needs and Expectations of Interested Parties

i CP-QA013 Interested Parties

Roush is committed to identifying, monitoring and reviewing the needs and expectations of our interested parties that are relevant to our Mission and Vision direction, and that affect our ability to achieve the intended results of the QMS. Because of the diverse nature of what we do and the industries we serve, each group/ department within Roush determines who their relevant interested parties are. This ensures we remain focused on meeting their unique and specific needs and expectations throughout the enterprise, including considering those related to climate change.

4.3 | QMS Processes

i CF-QA016 Roush QMS Procedures to ISO 9001:2015 Requirements

The sequence and interaction of our processes is illustrated in the diagram below.



5.0 | Leadership

5.1 | Commitment and Support

Roush Leadership is committed to the development, implementation and improvement of a Quality Management System. They provide strategic vision and direction of our QMS and are accountable for its success. Our leaders demonstrate their commitment and support by:

- Communicating corporate policies, goals and objectives
- Aligning the QMS with the strategic direction of the organization
- Promoting awareness of risk-based thinking
- Conducting business in an ethical and responsible manner
- Developing operational strategies aimed to satisfy requirements of the ISO 9001:2015 standard and interested parties
- Developing objectives compatible with the QMS and context of the organization
- Partnering with suppliers who help us achieve our customer and business needs
- Maintaining a customer focus and enhancing customer satisfaction by meeting customer requirements
- Protecting the health and safety of our associates, the environment and communities where we work
- Providing necessary resources
- Facilitating growth and development of our associates
- Communicating the importance of an effective QMS
- Inspiring and encouraging a commitment to quality
- Promoting continual improvement to enhance our processes and strengthen our capabilities
- Participating in management reviews and conducting business strategy assessments
- Ensuring that the QMS, and the organization, achieves its intended results



SAFETY

Protecting the environment, health & safety of our employees, customers and global communities where we work and live.



RESULTS

We embrace innovation, turning every roadblock into an opportunity for reimagination. Driven by performance, we are committed to exceptional results, always.



PEOPLE

Through talent development, we provide people not just a job but an opportunity to create things that are changing the world.



INNOVATION

If you can dream it, we can build it. We are passionate to solve problems and create the extraordinary for our customers.

5.2 | Organizational Roles, Responsibilities and Authorities

Responsibilities and authorities for relevant roles are defined by Leadership and are cascaded down throughout the organization at all levels. These are communicated through the combination of organizational charts, position titles and/or comprehensive job descriptions. Developing a knowledgeable and quality-focused team strengthens our ability to provide innovative problem-solving solutions and cost-savings opportunities to our customers.

Together, Corporate Quality and appointed Corporate Quality Council members provide support to Leadership to ensure the QMS conforms to ISO 9001:2015 and remains effective. They report on the performance of the QMS and work cross-functionally throughout Roush’s departments to support and actively manage the QMS and its supporting documented information.

6.0 | Planning

i CP-QA012 Program Management and Provisioning of Products & Services
 H-PM100 Roush Program Management Handbook
 CP-QA008 Performance, Improvement & CAPA

6.1 | Addressing Risk and Opportunities

Risk-based thinking is the foundation for achieving and maintaining an effective QMS. Roush proactively evaluates risks and opportunities within our business and implements various actions to mitigate risks from impacting our customers and interested parties. Risk and opportunity management, including actions taken or change management processes, are proportionate to the potential impact on the conformity of products and services

Evidence of addressing our risk and opportunities can include:

- Risk management process
- S.W.O.T analysis
- Management reviews
- Audits and assessments
- Inspections and evaluations
- Risk management of outsourced processes, products and services



Maintaining a consistent focus on quality allows us to continually evaluate our processes for effectiveness, risks and improvement opportunities so that we can deliver competitive, high-quality products and services to our customers. This focus is maintained by incorporating a process approach based on the PDCA cycle into our daily operations.

6.2 | Objectives and Planning to Achieve Them

Quality objectives are established throughout the organization to ensure that the QMS achieves intended results, mitigates undesirable effects and pursues continual improvement. These objectives and corresponding plans are relevant to maintaining conformity of products and services and to the enhancement of customer satisfaction. They are documented, monitored, evaluated and reviewed within the framework of the management review and program management processes. Management may revise objectives, issue corrective action requests or take other appropriate actions to address needs or deficiencies.

6.3 | Planning of Changes

When changes to the QMS are deemed necessary, Roush will ensure that the changes comply with the requirements of the QMS and are carried out in a planned manner to minimize risk and mitigate any adverse effects or unintended consequences. These changes are managed within the management review and program management processes, and the corrective action process (CAPA/8D).

7.0 | Support

7.1 | Resources

Roush Leadership determines and provides the resources necessary to establish, implement, maintain and improve the QMS. Resources considered can include:

- Personnel
- Buildings and work environments
- Supporting infrastructure services
- Operational processes
- Monitoring and measuring resources including traceability when required
- Qualified suppliers
- Equipment, software and technology
- Training and organizational knowledge

These resources are assessed and reviewed on a periodic basis consistent with strategic business planning activities, and program management and management review processes.

7.2 | Competence, Awareness and Communication

CP-QA005 Employee Competence, Training, and Awareness

Leadership is responsible for ensuring that associates are competent to perform their work, receive necessary communications and are aware of the relevance of their job and how it impacts the QMS. Developing a knowledgeable, competent and quality-focused team strengthens our ability to provide effective and innovative solutions for our customers' needs.

Associate competency is a critical component of a successful QMS, and is based on a combination of education, training, skills and experience as it relates to their job task or function. Our associates receive comprehensive new-hire training and have continuing learning opportunities to further enhance their skills, competence, and knowledge. Competency assessments are available, updated as needed and documented. Competency and effectiveness of associates are assessed by observation, proficiency testing, audit or by other objective means.

Effective communication is vital to our success in achieving Roush's quality objectives and sustaining the effectiveness and performance of the QMS. Relevant communications are provided as needed to the organization through various means and may include iRoush internal intranet content and online resources, local postings, emails, newsletters and bulletins, access to documented information, team meetings, training events, and other appropriate means.

Using appropriate communications, our associates are kept aware of the relevant quality objectives and the importance of how their job contributes to the effectiveness and performance of the QMS. They are also aware of the Quality Policy, and potential impact of non-compliance to QMS requirements.

7.3 | Documented Information

i CP-QA004 Control of Documented Information

Documents used to convey information necessary for the effectiveness of the QMS are controlled to ensure availability and suitability for use and are adequately protected, assuring integrity is maintained. Documented information includes both internal and those of external origin. Roush's document control process further ensure that associates have access to the most current versions of documented information, where and when needed.

Controlled corporate quality documents are maintained and are accessible to associates internally on our iRoush intranet. When necessary, local departments and functional groups may also create and implement documented information in support of related activity as an extension of the QMS document control process.

8.0 | Operation

i CP-QA012 Program Management and Provisioning of Products & Services

H-PM100 Roush Program Management Handbook

T-PM048 Roush Product Development Process Guide v3.0 (PDP)

P-CP006 Purchasing Procedure

CP-QA003 Roush Quality Capability/Procurement Requirements

CP-EN001 Identification and Control of Roush Intellectual Property Rights

CP-QA006 Control of Nonconforming Outputs

CP-QA010 Control of Monitoring and Measuring Equipment

CP-ME001 Equipment Commissioning Procedure

CP-QA011 Identification, Traceability, and Preservation of Outputs

8.1 | Operational Planning and Control

Implementing quality processes throughout our organization minimizes risks that could impact our company, our customers, and interested parties. Roush plans for, implements and controls the processes necessary to meet the requirements for the provision of our products and services. This ensures consistent cost, quality, and delivery of the products and services we provide, and confidence that the supporting processes are performing effectively as planned.

Implemented plans are subject to regular review to ensure they continue to be suitable and effective. When changes are necessary, they will be implemented in accordance with the processes outlined in section 6. Operational planning and control are administered through the management review and program management processes which actively monitor activities from business development through continual improvement.

8.2 | Requirements for Products and Services

Roush ensures that customer requirements are fully understood, and the organization has the ability to meet them before committing to supply products or services. This includes any applicable statutory and regulatory requirements, and those of relevant interested parties. This ensures customer expectations can be satisfied affecting cost, quality and delivery. If a change to the requirements is identified by Roush or requested by the customer, the change is communicated to appropriate personnel, and relevant documentation amended and retained.

8.3 | Design and Development

Roush uses designs provided by our customers and other organizations. We can also provide design and development of products as a service to our customers. The Roush Product Development Process (PDP), a multi-phase gate approach, is one of the methodologies used to manage and ensure the realization process delivers intended results. This process includes defining applicable inputs and outputs necessary for the following phases: business development, product design, product/ process

validation, product launch, and continuous improvement. Other methodologies and documented information supporting design and development activities specific to local deliverables may also be deployed as appropriate.

8.4 | Externally Provided Products and Services

Roush will determine the activity necessary to assure that externally provided processes, products and services conform to specified requirements. Our Supply Chain management team is responsible for the evaluation, selection, performance monitoring, and re-evaluation of external providers based on their ability to provide processes products and services in accordance with requirements. This is accomplished by adequately defining and communicating to external providers requirements for:

- What is to be provided
- Approval of what is to be provided including methods, processes and equipment
- The release of what is to be provided
- Competence, including required personnel qualifications
- Interaction expectations
- Performance expectations
- Onsite verification or validation expectations

Documented information of these activities and any necessary actions arising from related evaluations are retained.

8.5 | Production and Service Provision

Roush stands behind our ability to assure our provided products and services conform to specified requirements, prior to release and delivery to the customer. This is accomplished by implementing necessary controls throughout the realization process, from start to finish. Although the methods and extent of controls applied is dependent upon the final product or service, some examples of these controls may include:

- managing relevant documented information and the control of changes
- providing suitable infrastructure and work environments
- implementing monitoring, measurement and validation activities at appropriate stages
- maintaining identification throughout the process and traceability when required
- providing adequate preservation to assure conformity
- managing customer-owned property when provided
- use of qualified personnel

When required by a customer, Roush can also manage post-delivery activities in support of the products and services we provide to assure any related requirements are satisfied.

8.6 | Control of Nonconforming Outputs

Products, services or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or escape to the customer. Appropriate action is taken based on the nature of the nonconformity and its effect on the conformity of products and services.

9.0 | Performance Evaluation



CP-QA008 Performance, Improvement & CAPA
CP-QA009 Internal Audit & Management Review

9.1 | Monitoring, Measuring, Analysis and Evaluation

Roush is constantly evaluating the performance and effectiveness of our QMS to improve its processes, products and services. Leadership defines what will be monitored and measured along with the appropriate method and timing of the evaluation.

Through the analysis of data, Roush will evaluate:

- Performance and effectiveness of the QMS and need to improve
- The conformity of products and services
- The degree of customer satisfaction (CSAT)
- Opportunities for improvement
- Effectiveness of implemented planning and risk mitigation actions
- Performance of external providers

9.2 | Internal Audit

Roush conducts internal audits to provide information on the performance and effectiveness of our QMS. This includes determining conformance to:

- The requirements of ISO 9001:2015
- Roush's own requirements for the QMS

Internal 1st party audits are performed at minimum annually by qualified auditors who are independent of the activity being audited to ensure objectivity and impartiality. The results of the internal audits, including implemented corrective actions for any nonconformances found, are documented and communicated to Leadership and interested parties.

9.3 | Management Review

Reviews of the QMS are conducted on a regular basis throughout the organization with Leadership to ensure its continuing suitability, adequacy and effectiveness.

These reviews include but are not limited to assessing the performance and effectiveness of the QMS, changes in internal or external issues relevant to the QMS, adequacy of resources, opportunities for improvement, effectiveness of actions taken to address risks and opportunities, status of actions resulting from previous reviews and other item(s) that may impact the QMS.

Documented results from management reviews are retained as evidence and include the supporting data along with actions related to opportunities for improvement, changes to the QMS, and resource needs.

10.0 | Improvement



CP-QA006 Control of Nonconforming Outputs
CP-QA008 Performance, Improvement & CAPA

10.1 | Nonconformity and Corrective Actions

To minimize impact to our business, customers and interested parties, effective and timely response is essential when addressing nonconformities and corrective actions. When nonconformities do occur, Roush responds by taking action to contain the issue and implements corrective actions appropriate to the effects of the nonconformity- effectively preventing it from recurring.

Our CAPA/8D corrective action process includes in-depth analysis to determine the root cause of issues, deployment of corrective and preventive action steps and evaluation of actions taken to verify effectiveness. Documented information related to the nature of nonconformities and subsequent actions taken is retained.

10.2 | Continual Improvement

Roush strives to continually improve the suitability, adequacy and effectiveness of our QMS. Continually evaluating processes for improvement enables us to provide innovative high-quality products and services to our customers, sustainably and efficiently. We encourage our associates and teams to identify and suggest opportunities for improvement so that we can reduce risk and enhance performance in every aspect of our business and operations.

Opportunities for improvement can be identified through the management review process, audits, corrective actions, associate submissions, customer satisfaction feedback or at any other point in the QMS.

Approvals

This manual has been reviewed for suitability and adequacy and is approved for release and distribution. Electronic or printed copies of this manual are considered uncontrolled unless otherwise noted.

Tony J. Parker | Corporate Quality Director | May 15, 2026

APPENDIX A | **Reserved**

Change Log

Date	Rev.	Section	Description	Author
9-21-09	R00	Change Log	Added Change Log and changed view to Final	B. Slabey
3-3-10	R01	Scope	Changed scope to read ISO 9001:2008 and TS 16949:2009 (upgraded standard). Changed Roush Aviation buildings to include B73 since B46, 47 and 48 were closed and moved.	B. Slabey
3-1-11	R02	Main Title	Changed revision date. Deleted ISO 14001 and added ISO 13485	B. Slabey
	R02	ISO 14001	Deleted reference to ISO 14001 registration because ISO registration was let expire because of no customer requirement	B. Slabey
	R02	Cert Scope	Added ISO 13485 registration for Roush Life Sciences in Salem, NH.	B. Slabey
	R02	Org. & Structure	Added ISO 13485:2003 and deleted ISO 14001	B. Slabey
	R02	Supply Base Management	Change location for Supply Based Management from B50 to „companywide.„	B. Slabey
	R02	Footer	Added filename	B. Slabey
5-19-11	R03	Attach. 2	Corrected Header to the correct release year- ISO 9001:2008 and TS16949:2009	B. Slabey
12-15-11	R04	Scope Page 4	Deleted B6 from TS16949 registered site to ISO 9001 site. Added Roush Machined Products, Building 6, Scope: Precision Machining of small and large details to ISO 9001 section	B. Slabey
4-9-14	R05	Scope Page 4	DELETED because automotive customer dropped ISO/TS 16949:2009 Roush Manufacturing, Building 28..... DELETED because RLS was sold ISO 13485:2003 Roush Life Sciences..... ADDED and Updated AS9100C for B28 Fabrication. ADDED Entertainment Systems Engineering to Engineering Services	B. Slabey
6-23-14	R06	IOP Page 3 Scope Pg. 5-6 Process Flow and Interactions Chart (ATTM1, Page 7)	Changed AS9100B reference to AS9100C Added AS9100C Scope for building 28 complete with references and justifications for exclusions from 7.3 and 7.5.1.4. Added an asterisk and footnote to indicate that design is excluded from the scope of the AS9100C Quality Management System.	B. Rowley
7-9-14	R07	All	Cleaned up edits for a parallel structure. Added department numbers to Buildings. Deleted Roush Technical Services	B. Slabey
8-4-14	R08	Page 5	Inserted „Local Quality System registrations for departments with special registrations.„ for AS9100C registration in dept. 1126 Fab.	B. Slabey
9-8-17	R09	All	Revised content to include revisions to reflect the ISO 9001:2015 changes. Revised content to reflect organization changes. Added Attachment 3 Leverage the core slide	B. Slabey
7-24-23	R10	All	Revised format with focus on core processes and supporting procedures. Updated attachments to reflect current state. Removed references to ISO 9001:2008.	T. Parker
5-16-24	R11	All	Replaced obsolete references to (P-TS100) PM & APQP with (CPQA012) Program Management & Provisioning of Products & Services. Found in; Relationship Matrix; Interaction of Processes; Key process #3. Removed obsolete references to (P-CP004) Design Services Project Workflow. Found in: Interaction of Processes.	T. Parker
5-9-25	R12	All	Complete re-write for format and content. New Issue.	T. Parker
5-15-26	R13	1.0 Scope 4.1 Understanding	Removed Vehicle Assembly from scope & understanding. Removed from supporting services: advance composites & electrical lab, flexible assembly, engine build.	T. Parker

ROUSH®

Roush Industries
12447 Levan Road
Livonia, Michigan, 48150
(800) 215-9658

