CHANGE RECORD :

REVISION	DATE	CHANGES	APPROVAL
1-A	Nov. 19, 1992	This manual obsoletes the old Quality Manual Revision S	Sandy Axelrad
1-B	Dec.15, 1993	Change wordings, add Far East organization charts, update section 6.0	Sandy Axelrad
2-B	Feb.10, 1995	Add organization charts of Macau & China plants, change 4.1.3	Sandy Axelrad
3-B	Sept. 19, 1997	Update Bel locations, changes in organization charts, wording changes in 4.4.6, 4.10.3 B, 4.13.3.2, 4.16.1 A & 4.17.2	Sandy Axelrad
4	Feb. 21, 2003	Re-write entire manual in order to update to ISO 9000 release 2000 requirements	Sandy Axelrad/ Joe Meccariello
5	Dec. 03, 2007	Update Policy, organizational chart, function and responsibilities of respective departments, reword some sentences according to ISO 9000:2005, add related reference documents in different sections and use new documentation form	Joseph Meccariello 2008.02.22 00:49:58 +08'00'

Originated by	**Reviewed by**	**Approved by**
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Date: Dec. 03, 2007	**Date: Feb. 21, 2008**	**Date: Feb. 22, 2008**

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1.0 Introduction

1.1 Company Background

Bel was founded in the USA in 1949 as a manufacturer of fuses and electronic components. Today **Bel** is a world renowned manufacturer of Circuit Protection, LAN, Magjack, Power Modules, Telecom, Broadband and other Value Added Electronic Assemblies used by the Automotive and Consumer Electronic Industries.

Bel is a public company listed on the NASDAQ Stock Exchange (ticker symbol BELFA & BELFB). **Bel** employs over five thousand associates around the world. As a 'Global Supplier' to major OEM's **Bel** offers multifaceted Sales, Customer Service, Engineering Support and Modern Manufacturing Facilities. Headquartered in New Jersey USA, the company operates facilities in the United States, Europe and the Far East

Bel enjoys a long-standing reputation as a financially stable, world class manufacturer with great engineering talents and innovative solutions to meet customer needs. The company continues to grow through its strategic partnerships with leading high tech companies, making **Bel**'s components an integral part of customers' new product development programs.

Advanced technologies and stringent quality controls are emphasized throughout our design and manufacturing process. **Bel** obtained ISO 9001, ISO 14001, Safety and Green/ECO management certifications as well as product safety approval and has implemented ODC regulation in the facilities and products. **Bel** implements both EU & China RoHS management.

This Quality Manual governs the overall quality policy, procedures, responsibilities and practices within **Bel.**

1.2 Scope of the Quality Manual

This Quality Manual applies to Bel's Quality Management System activities. This also specifies Bel's documented QMS in order to fulfill the specified Customer and applicable Regulatory/Statutory Requirements.

1.3 Objective of the Quality Manual

To pursue customer satisfaction through continuous improvement.

1.4 Normative Reference

(a) ISO 9001:2000 std.

(b) Applicable Industry, Customer and Regulatory/Statutory Standards and Specifications

(c) ISO 9000:2005 std.

2.0 Quality Policy

Bel's Quality Policy was launched and approved by the President. His aim is that all Bel's associates shall understand and implement the policy in their daily activities.

Quality Objective

It is Bel's policy to produce and provide products and services consistent with the highest possible quality standards. To achieve this goal requires outstanding performance in every aspect of our processes and operations. In support of this objective, the company actively encourages the achievement of individual excellence on the part of every associate in every job assignment.

- Company Quality; as a corporate objective, means attaining a level of overall performance and responsiveness that makes Bel the natural choice of customers, and commands the respect of all those affected by the company's activities.
- Company Quality; as an individual objective, means an ongoing quest for improvement; brought about by associates who aspire to be "better than the best" by being active contributors to the Bel team effort. Bel is committed to assisting its associates in their pursuit of excellence by providing them with leadership, a cooperative climate, formal training, facilities and equipment consistent with the overall company quest for quality.

Policy Implementation

The president, through his management team, provides the leadership and direction necessary to implement and maintain the systems and procedures that achieve Bel's quality objectives. In addition, this team ensures that Bel's associates, at all levels of the organization, adhere to the quality policy. The necessary tools to accomplish this include:

- Associate education and training; in order to explain and clarify each job function and the impact of the quality policy as it relates to it.
- Management review meetings; to assess effectiveness and discuss potential areas of improvement.

These implementation methods are further expanded in other relevant sections of this manual. An 'in-depth' amplification of these two functions is described in the related Bel procedures.

Policy Statement:

bel
COMPONENTS FOR A CONNECTED PLANET

QUALITY POLICY 百富品质政策

Bel has its corporate objectives for the manufacture and timely delivery of top quality electronic components and assemblies to provide "Total Customer Satisfaction".
百富之整体目标在能制造及准时付运高质素之电子元件及组件以达至【顾客完全满意】之境地。

To faithfully fulfill these objectives, it is our corporate duty to both our customers and ourselves to guarantee that these products embody the highest possible level of durability and performance in the design, execution and delivery.
为达至此目标，我们对自己及顾客有责任以确保产品在设计，制造及付运过程，均能达至最高之耐用性及发挥最高性能。

But beyond this, we must keep means in place to foster ongoing improvement and to ensure that Quality is maintained and ingrained uniformly throughout all company's pursuits.
尤有过者，我们必须不断改进以确保品质之持续及成为公司所有操作不可或缺之的部份。

To these, it is our policy that every Bel associate be taught of as a vital team member and helped to grow through participation in appropriate training programs.
由是公司政策将视每一员工为一中坚分子，在通过参加适当之培训计划与公司一起成长。

Programs that will both educate and promote the understanding that, at Bel, "Quality" should be more than just properly executing instructions; it should be a way of life.
培训计划将会教育及促进员工之了解：在百富，品质将不单止是工作之指令，而是生活的一部份。

Emphasis on our human resources, in concert with a sharp focus on customer needs and a disciplined, highly structured work environment are fundamental to Bel's Quality efforts.
公司在品质方面之努力，须有赖人力资源之配合，而迎合顾客之需要及创造一个有纪律，高度协调之工作环境将为基本。

Our objectives can be fulfilled by employing extensive automation, statistical process controls and formal corrective action procedures; designed to provide a solid platform of "Total Quality Management".
为确保品质，我们必须加强生产自动化，统计制程控制及矫正行动之实施，以达至【全面品质管理】之境地。

Having both the intent and structure of ISO 9001, and vital to the support of Bel's goal of "Total Customer Satisfaction"; a commitment to attain the status of being sought out by customers and then repeatedly surpassing their expectations.
【全面品质管理】与【国际标准 9001 号】相辅相成，同为达至公司目标【顾客完全满意】之要径，亦是对顾客对品质之不断要求之实质承诺。

Joseph Meccariello

Joseph Meccariello
Vice President, Far East Operation

April 24, 2007

QS Document Logo_1

3.0 Quality Terms and Definitions

3.1 Terms and Definitions :

3.1.1	Organization	:	**Bel, bel** or **Bel Fuse** referred within the Company
3.1.2	Supplier	:	Supply products and services to **Bel**
3.1.3	Customer	:	Organizations or companies that receive a product
3.1.4	Product	:	Items designed, manufactured and/or supplied by the organization
3.1.5	Quality	:	The totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs
3.1.6	Inspection	:	Activities such as measuring, examining, testing, gauging one or more characteristics of a product or service and comparing these with the specified requirements in order to determine conformity
3.1.7	Calibration	:	All the activities for the purpose of determining the values of the errors of a measuring instrument
3.1.8	Maintenance	:	Related activities for all utilized facilities during manufacturing products, regular inspection of equipment, preservation and cleaning
3.1.9	Quality Policy	:	The overall quality intentions and directions of the Company that are formally expressed by management
3.1.10	Quality Target	:	Goals are established to achieve the expected quality objectives. These goals are reviewed during management review meetings

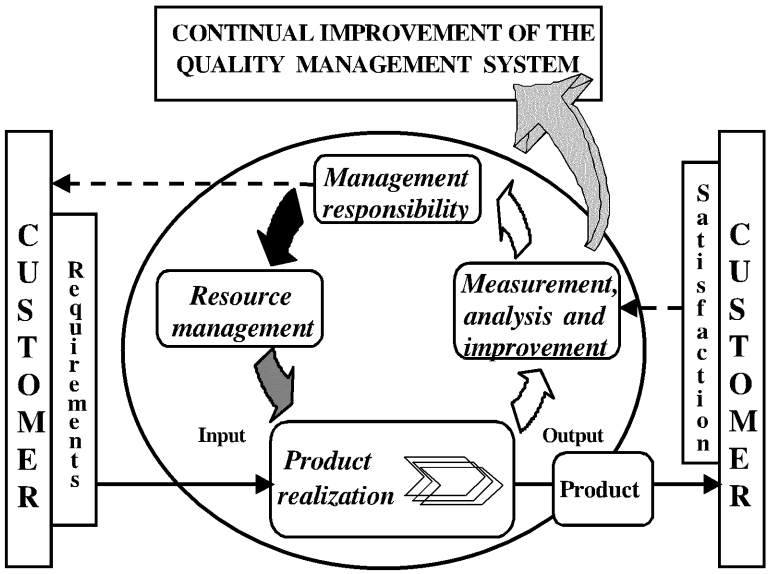
3.1.11	Quality Objectives	:	Established to provide the focus to direct the organization into the desired results. The quality should be directed towards positive impacts on product quality, operational effectiveness and financial performance of the organization. **Bel**'s Quality Policy serves as a framework for establishing and reviewing the quality objectives
3.1.12	QMS	:	Quality Management System, the organization structure, responsibilities, procedures, processes and resources for implementing quality management; A system which governs the overall activities and interfaces of products and services in quality aspects, including organization structures, responsibilities, planning, procedures, realization and resources
3.1.13	QS	:	Quality System; the department responsible to regulate/monitor the implementation of Quality/Environmental/Health/Safety management system.
3.1.14	Quality Assurance	:	All those planned and systematic actions necessary to provide adequate confidence that the product or service will satisfy given requirements for quality
3.1.15	Quality Control	:	The operational techniques and activities that are used to verify and fulfill quality requirements
3.1.16	AVL	:	Approved Vendor List
3.1.17	ECN	:	Engineering Change Notice
3.1.18	ESD	:	Electro Static Discharge
3.1.19	CDA	:	Customer Drawing Approval (form)
3.1.20	CAR	:	Corrective & Preventive Action Request

3.1.21	MRB	: Material Review Board
3.1.22	MR	: Management Representative
3.1.23	R&D	: Research & Development
3.1.24	HR	: Human Resources
3.1.25	IQC	: Incoming Quality Control
3.1.26	OQC	: Outgoing Quality Control
3.1.27	DCC	: Document Control Center; responsible for the Document Management System (DMS)

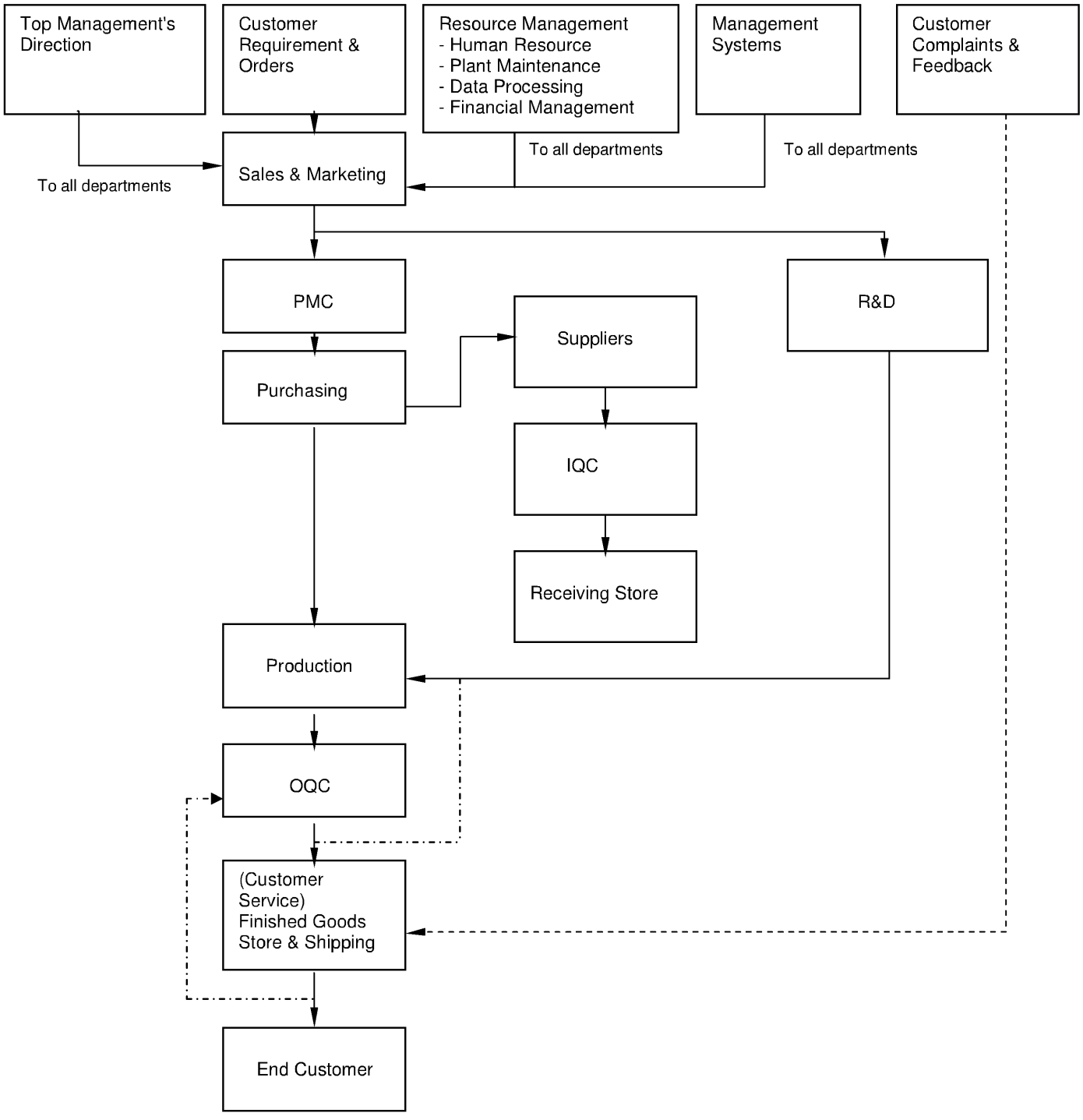
4.0 Quality Management System

4.1 General

Bel manages and follows the model defined in ISO 9001:2000 to ensure that the products and services comply with customer requirements. In order to do so, ISO 9001:2000 Quality Management System was established and requirement of this was carried out for continual improvement.



Interactive Functional Flowchart



In order to achieve our goal of continual improvement and enhance our quality performance and customer satisfaction, Bel shall:
Employ process mapping technique to:

- Identify the processes needed for the quality management system, and their application throughout the organization
- Determine the sequence and interaction of these processes
- Define necessary measurement, monitoring, information communication and analysis system to ensure the effectiveness of these processes
- Ensure adequate resources, facilities, equipment and tools
- Launch the necessary actions in order to fulfil commitment of continual improvement

4.2 Bel's documentation system requires four levels of documents and data available :

4.2.1 Quality Manual (this document)

The purpose of the Quality Manual is to describe the ISO 9001:2000 aspects of the QMS, Quality Policy and Quality Objectives. This QMS describes Bel's commitment to customers and related parties

4.2.2 Procedures

Procedures are established in order to guide all staff in broad terms of how the polices and objectives expressed in the Quality Manual are to be addressed and achieved. Procedures also describe the actual activities when executing the QMS and sequence and interrelationship between the different departments

4.2.3 Work Instructions/Specification/Drawing

Instructions are written in order to describe in detail how a specific activity is to be undertaken and when necessary, to define the acceptability standards for the process or the product WIs/Specification/Drawing is defined/issued in the form of:

4.2.3.1 Product Specification

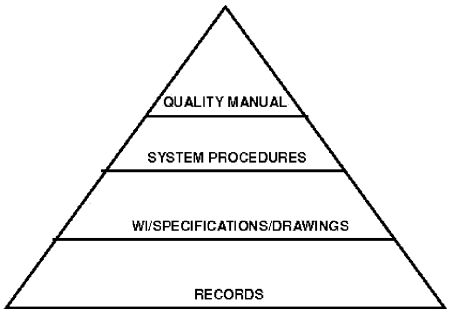
4.2.3.2 Engineering Drawing and Specification

4.2.3.3 Process Flow Charts

4.2.3.4 Inspection and Testing (Control) Method

4.2.3.5 Specific steps in performing a process or an activity

Level of Documentation System



4.2.4 Control of Quality Records and Forms

Bel established procedures for identification, storage, protection, retrieval, retention and disposition of quality records. All records associated with Quality Management System are maintained by the responsible department / function in order to demonstrate conformance to the requirements of ISO 9001, legislation, **Bel**'s quality policy and associated objectives and targets.

All records are stored and maintained in such way that they are readily retrievable and in a suitable environment to minimize deterioration, damage or loss. Records include, but are not limited to, the following:

1. Minutes of Management Review Meetings
2. Contract Review Records
3. Design Review Records
4. "Purchaser Supplied Product" Loss and Damage Records
5. Traceability / Lot Traveler Records
6. Approved Vendor List (AVL)

Remark: documentation and records can be in any form or type of medium such as type written, printed, hand written, electronic generated or soft data are stored in the computer.

4.2.5 Applicable Procedure(s)

QUAL-MANU-01 - Quality Manual (this document)

SYST-RECO-01 – Quality Records Control Procedure

SYST-DOCU-01 – Document Control Procedure

SYST-DOCU-03 – Electronic Documentation Procedure

All related procedures

4.3 Document and Data Control

4.3.1 General:

Bel uses electronic documentation processing and maintains procedures to control all documents and data that relate to the requirements of this Quality Manual. These documents include quality system documentation, customer drawings and specifications, international and manufacturing standards, legal regulations and other regulations and other applicable documents. These documents are approved, authorized and controlled before issuance for use.

All master copies of documents are kept both in paper and soft copies.

4.3.1.1 Ensure there are sufficient procedures & instructions and documents on-site for all the quality system related operations

4.3.1.2 Controlled documents should be distributed to the relevant areas according to the document distribution list or the distribution instructions by the originating party

4.3.1.3 DCC is responsible for the processing of approved documents and storing both in paper and soft copies including the identification of origins.

4.3.1.4 Documents of external origin (standard, regulations, customer specs, etc) are reviewed on regular basis

4.3.1.5 Obsolete documents issued in hard copies within Bel should be retrieved properly while master copies should be proper indexed.

4.3.2 Documentation Changes or Revision

4.3.2.1 Draft of document changes or revision are reviewed by the person / originating party that made the last revision of the document/page and/or parties involved in procedures. Documents are signed and approved by parties described in the document control procedures.

4.3.2.2 Nature of documentation changes are identified or described appropriately on the history of change.

4.3.2.3 Document electronic data base should be updated accordingly to avoid using obsolete documents

4.3.3 Responsible Department / Staff

4.3.3.1 Originating party

4.3.3.2 Review/Approving party

4.3.3.3 Document Control Center

4.3.3.4 Document Recipient

4.3.4 *Applicable Procedure(s)*

SYST-DOCU-01 - Document Control Procedure

SYST-DOCU-02 - Document Numbering Procedure

SYST-DOCU-03 – Electronic Documentation Procedure

SYST-DESI-02 - Engineering Change Procedure

All related procedures

4.4 Control of Records

4.4.1 General

Bel shall maintain the identification, collection, indexing, filing, storage, protection and retention of records

4.4.2 Responsible Department / Staff / Section

4.4.2.1 Engineering Department

4.4.2.2 Document Control Center

4.4.2.3 Accounting Department

4.4.2.4 Quality Assurance Department

4.4.2.5 Other related Departments

4.4.3 Quality Records

Quality records are evidences that demonstrate the effective operation of the quality management system.

4.4.4 Handling and Storage of Quality Records

All quality records are legible and identifiable to the product involved. Quality records are stored and maintained in such a way they are readily retrievable in facilities that provide a suitable environment to minimize deterioration or damage and to prevent loss. Retention time of identified quality records is specified in the appropriate procedure and work instruction.

4.4.5 Applicable Procedure(s)

SYST-RECO-01 - Quality Records Control Procedure

5.0 Management Responsibility

5.1 Management Commitment

Top management team of Bel commits to the development and implementation of the quality management system and the ongoing improvement of its effectiveness by:

5.1.1 Conducting customer satisfaction survey and communicating to the organization the expectations and importance of meeting customer as well as statutory and regulatory requirements

5.1.2 Establishing the quality policy, key performance targets and improvement objectives;

5.1.3 Establishing ISO 9001, and other management systems

5.1.4 Conducting management reviews

5.1.5 Ensuring the availability of resources

5.2 Customer Focus

Bel Top Management ensures:

5.2.1 Customer Requirement and Expectation

Understand both the stated and implied customer requirements and satisfaction and ensure that our product or service comply with their expectations.

5.2.2 Statutory Requirement

Establish, maintain and fully understand the quality requirements for all applicable processes, products or services, execute the associated activities which specify in relevant specification, so as to ensure that activity and product can comply with statutory/regulatory and other applicable requirements

5.3 Quality Policy

- Customer First
- Leading Technology
- Systematic Processes
- Seek Continual Improvements
- Employees Participation

5.3.1 Quality policy is reviewed during the Management Review Meeting for adequacy

5.3.2 Quality objectives in respect to the quality policy is established, conveyed and executed by relevant Bel colleagues. Quality objectives are discussed, reviewed, modified finalized and announced during the Management Review Meeting

5.3.3 All employees are made to understand the quality policy and deploy their great efforts to achieve the objectives of the quality policy

5.4 Planning

5.4.1 Quality Objectives:

5.4.1.1 Establish, review and modify quality objectives in management review meetings.

5.4.1.2 **Bel** ensures that quality objectives are established at relevant functions within the organization. The quality objectives are made consistent with the quality policy and commitment to continual improvement. Quality objectives includes the customer requirements, statutory and other applicable requirements

5.4.2 Quality Management System Planning

This manual provides an overall plan for **Bel**'s quality management system, when used in conjunction with the system procedures, process flow charts, work instructions and any other documents relating to the company's management systems and operation procedures.

Upon identification of new customer requirement, **Bel**'s management team reviews and allocates appropriate resources in order to address such requirements.

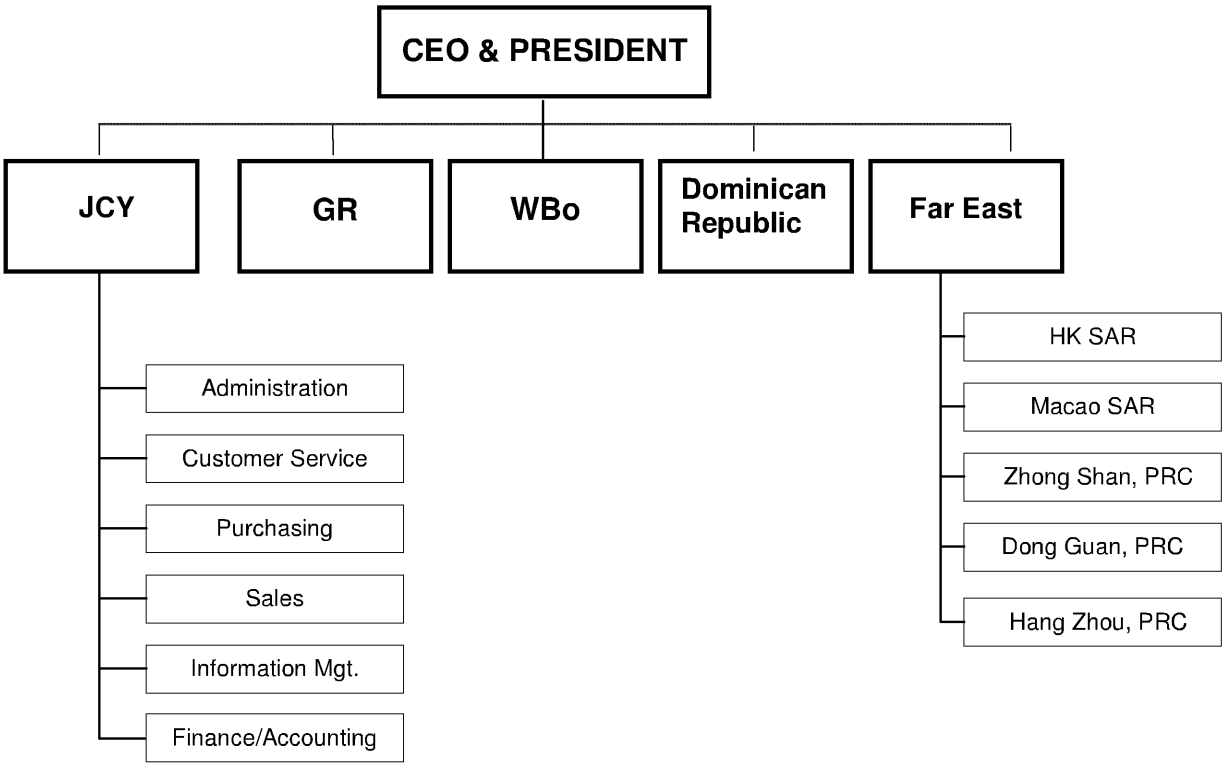
5.5 Responsibility, Authority and Communication

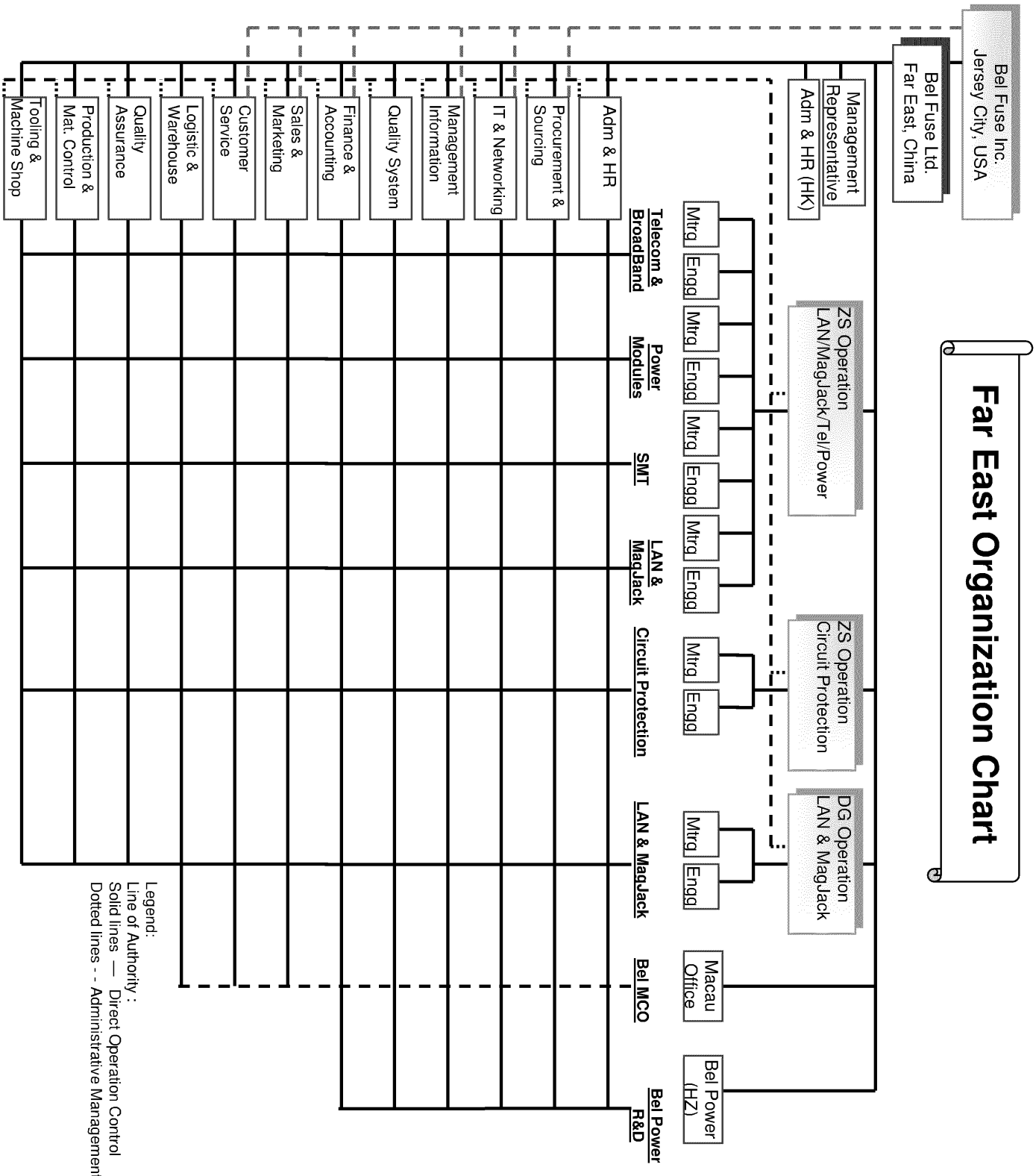
5.5.1 Responsibility and Authority

5.5.1.1 Organization Structure :
Bel establishes an effective organization to achieve the corresponding quality objectives, so as to ensure that processes, products and services satisfy customer and other applicable requirements.

5.5.1.2 **Bel**'s functional Organization Chart (shown in the succeeding pages of this manual).

Corporate Organization Chart





5.5.1.3 Specific location/departmental organization chart is kept by local Human Resources Department and/or copies are kept in DCC.

5.5.1.4 Management Responsibilities

Bel's management team ensures that the responsibilities, authorities and their interrelation are defined and communicated within the organization.

Under the **Bel's** Quality Management System, all department managers are responsible for:

- The quality of work carried out within his/her respective department
- Verifying that approved Quality System procedures and work instructions have been adopted and are enforced within his/her department
- Ensuring that all staff within his/her department, are familiar with relevant management system procedures and requirements; and have ready access to necessary instructions, tools and equipment.

The following job assignments, define the level of authority and responsibility delegated to members of the upper management staff concerning with implementation and support of the Quality System. Specific job description can be found in individual job description kept by Human Resources Department.

President, Vice Presidents, Directors and Operations Managers

- Responsible for **Bel**'s general management.
- Responsible for providing the leadership, support and commitment for **Bel's** Quality System and other management system
- Provide direction and delegate responsibilities to staff in order to meet quality objectives.
- Make available the resources necessary to support the Quality System and other management system

Quality System Administrator

- See 5.5.2 for Quality Management System activities

- Manages the overall Quality/Environmental/Health/Safety and other management systems in the Far East operations
- Responsible for Quality System Department, DCC and Internal Audit
- Assists during customer audits and other external audits
- Coordinates with the respective Training section in each facility for the training necessary for all employees

Quality Assurance Manager

- Manages the Quality Assurance functions, which include Reliability; Incoming and Outgoing QC; Calibration and In-Process Quality monitoring.
- Analyzes quality statistics and initiates corrective actions for further improvements.
- Stays updated on latest developments in quality technologies, methods and practices to enable him to bring them to the attention of company managers and associates.
- Acts as liaison with customers & suppliers on quality & reliability issues.
- Directs reliability tests and monitors process improvement through reliability data.
- Reviews status of quality related changes and solutions and takes actions to insure their timeliness.
- Performs process audits to verify quality compliance.
- Maintains Quality Records and trends acquired from customer feedback and internal QC reports.

Human Resources Manager

- Directs those responsible for maintaining recruitment services and training.
- Coordinates required training of personnel with department mangers.
- Maintains personnel files and training records for all associates.

Sales Manager

- Responsible for market research, contract negotiation, sales operations, customer relations and advertising.
- Recognizes and sets down requirements for potential new products.
- Works with appropriate departments to review contracts and RFQ's

R&D / Engineering Manager

- Supervises the design and development of new products.
- Creates the proper environment for effective product development
- Overall responsibility for the design function including engineering evaluations, regulatory approval compliance checks and feasibility studies.
- Responsible for the inclusion of quality into all new designs.
- Evaluates the manufacturability of all new designs.
- Insures that operating characteristics of new designs are consistent with customers' requirements and are properly documented.
- Controls and coordinates process and product improvement projects.
- Generates actions and design changes to correct and prevent the recurrence of product nonconformity.
- Controls the formal release of product designs and engineering changes.
- Holds design review meetings.

Manufacturing Engineering Manager

- Responsible for designing and improving production methodology
- Supplies appropriate tooling and equipment to insure conformity to the manufacturing criteria
- Responsible for process certification and assuring the adequacy of manufacturing process controls for both new and mature products
- Generates, issues & revises work instructions, travelers & process flow charts.
- Coordinates with engineering, quality assurance and manufacturing personnel during the transition of a product from its design stage to the manufacturing floor
- Promotes process automation and SPC control techniques

Production Manager

- Organizes, controls and directs the various production operations.
- Insures adequate training of production staff so that they are capable of carrying out procedures, tests and inspections as specified in the Quality Standards and Work Procedures.
- Audits production processes to insure compliance with all defect prevention methods and procedures implemented by Engineering and Quality Assurance.
- Collects and analyzes defect data in order to identify and act on production quality trends.
- Ensures that corrective actions are carried out in a timely manner.
- Interfaces with Sales and Customer Service departments to insure that production delivery schedules will be met.

Purchasing Manager

- Responsible for the purchase of necessary goods and services from **Bel**'s qualified suppliers with the best price and delivery terms possible.
- Coordinates vendor certification program.
- Interfaces with Quality Assurance regarding supplier audits.
- Acquaints suppliers with **Bel**'s quality programs and allocates purchase orders to best suppliers.
- Coordinates receiving of materials with Receiving Department.

Customer Service Manager

- Coordinates with Sales, Production and Purchasing to insure that orders meet their scheduled delivery dates.
- Serves as customers' liaison regarding open-order changes, order inquiries and delivery modifications.
- Coordinates with Engineering and other related departments on proper packaging procedures for proper and adequate protection during transport and compliance with customer requirements.

Logistics Manager

- Responsible for Logistics (shipping & documentation) of materials and products and Customs
- Coordinates between each location on logistics management

Finance / Accounting Manager

- Overall supervision of the financial and accounting activities.
- Prepares and maintain relevant financial and accounting records.

Data Processing Manager

- Performs comprehensive study and analysis of data processing functions, methods and procedures
- Maintains efficiency in data processing procedures, modeling and system performance tuning
- Develop and manage plans manufacture execution system

Information Technology Manager

- Implements IT initiatives for Far East and communicate work with US office for corporate matters
- Oversees IT initiatives to deliver cost effective solution and comply with corporate strategy
- Provides technical advice and support for in-house IT functions to satisfy business needs in the Far East
- Manages all IT infrastructure related activities, including the networks in the entire Far East

Administration and Facility Manager

- Manages office administration, facilities set up and maintenance activities

Machine Shop Manager

- Manages the building and production facilities maintenance,
- Machinery allocation, supervising mechanical and controlling design and component sourcing for the production facilities
- Shutdown repair support

5.5.2 **Management Representative**

The Quality System Administrator is the appointed Management Representative of Bel's Quality and other management systems.

Irrespective of other responsibilities she has the full responsibility and authority to:

a) Coordinate Quality/Environmental/Health/Safety and other management system activities and maintain the system, ensuring that processes needed for the quality and other management systems are established, implemented and

maintained

b) Report to the top management on the performance of the management system and the area(s) that need improvement(s)

c) Ensure the promotion of management system awareness, customer and other requirements throughout the organization

d) Manage the management system and monitor the system improvement programs throughout the company

e) Analyze the appropriate management system training programs and appropriate training needed for the associates.

5.5.3 Internal Communication

5.5.3.1 **Bel** establishes internal communication system, and maintains the effectiveness of that internal communication channel between each functional departments or different levels of the organization, regarding to the quality and other management systems. Make sure the messages are transmitted correctly and timely, so as to assure the efficiency of internal communication

Bel's associates are encouraged to provide feedback and input about the effectiveness of the quality and other management system. Feedback can be delivered to the MR directly or through the department supervisors and managers.

The communication processes can be in the following:

- Meeting, Training, Notice Board, E-mail, Newsletter and other available means

The scope of contents for internal communication includes:

- Quality Policy and Objectives
- Continual Improvement Plan
- Training Needs Identification
- Internal Quality Audit Results
- Management Review Results
- Complaints and Relevant Customer Feedback

5.6 Management Review

5.6.1 Management Review Meeting

Top management reviews the quality and other management system to ensure its continual, suitability, adequacy and effectiveness of fulfilling ISO and other magenta system standard requirements and the company quality policy, objectives and targets, assessing opportunities for improvement and the need for changes to the quality and other management system.

Members shall include:

Chairmen : President, Vice President, Directors

Members : Management Representative (MR)
Division and Department Managers/Heads
Department representative (if necessary)

5.6.2 Responsibility

- The Chairmen head the management review meeting
- MR prepares schedule, agenda (if necessary), meeting records/minutes
- Members prepare the appropriate information/presentation in accordance with the meeting agenda

5.6.3 Schedule

The Management Review Meeting is conducted per the frequency schedule specified in SYST-MANA-01. Additional unscheduled meetings can be called with the approval of the Chairmen

5.6.4 Management Review Input :

Generally, the management review shall include, but not limited to, the following topics:

5.6.4.1 **Bel**'s financial conditions and the financial effects of quality related activities

5.6.4.2 Implementation status of corresponding corrective and preventive actions agreed from the last management review meeting

5.6.4.3 Implementation and review of quality policy and objectives

5.6.4.4 Results of internal/external audits and implementation status of corrective and preventive actions

5.6.4.5 Customer complaints situation and customer satisfaction

5.6.4.6 Allocation and effectiveness of corrective and preventive actions

5.6.4.7 Market factors, technology, R&D, Bel's performance relative to competitors

5.6.4.8 Suppliers performance

5.6.4.9 Status of continual improvement

5.6.4.10 Company resources situation

5.6.4.11 Quality Targets and other identified targets

5.6.4.12 Other topics raised by the meeting participants and approved by the Chairman

5.6.5 Management Review Output :

5.6.5.1 The MR shall issue meeting minutes

5.6.5.2 The meeting minutes shall include the following information, but not limited to:

- improvements and the effectiveness of the QMS and other management systems
- improvement of product or service related to customer requirements
- resources requirement
- changes on the policy

5.6.6 MR shall monitor the follow-up items of all determined issues

5.6.7 Applicable Procedure(s)
SYST-MANA-01 - Management Review Procedure
All related procedures

6.0 Resource Management

6.1 Provision of Resources

Bel determines and provide the resources needed to implement and maintain the quality and other management system, and enhance customer satisfaction by meeting customer's expectations and requirements

6.2 Human Resources

6.2.1 Staff Appointment :
Bel appoints appropriate staff to those activities specified in management system and ensures that they have the necessary education, training, skills and experience when performing the work/functions they are assigned to

6.2.2 Competence, Awareness, and Training

6.2.2.1 General

Bel has established procedure/guidelines that define the training needs and provide training to personnel performing work. The objective is to ensure that personnel are aware of the relevance and importance of his/her activities and seek the skills and training to perform work to its best

6.2.2.1.1 Department managers are responsible for identifying the competence and training requirements of his/her staff

6.2.2.1.2 HR / Training Section is responsible for preparing and implementing company-wide training through analysis of training needs from appraisals, while departmental managers shall arrange appropriate skill-orientated trainings to their own staff. Training may be conducted internally or externally

6.2.2.1.3 Personnel performing special processes shall have necessary education, training, and/or experience for qualification

6.2.2.1.4 New employees should be trained by his/her supervisor, and corresponding supervisor should assess the training results after training through practices, observation, and written instructions

6.2.2.1.5 HR / Training Section shall coordinate training activities and maintain records of education, experience, training and qualification

6.2.2.1.6 MR is responsible to determine the quality and other management system training analysis company wide

6.2.2.1.7 QS Department is responsible for providing management system trainings

6.2.2.1.6 HR / Training Section with the appropriate department manager shall regularly evaluate the training effectiveness. HR department / Training Section shall maintain the appropriate training records for each employee.

6.2.2.2 Orientation Training

All newly recruited operators for Production and Quality departments shall be provided with an on-the-job training program covering the aspects of their job responsibility. This program will typically embody the following topics :

- Production or Quality operations embodied in their job
- Proper handling and use of tools
- Familiarization with Work Instructions
- Proper use, setup, & care of test equipment needed for job performance
- Familiarization with Quality Requirements
- Understanding of the applicable Statistical Process Control techniques
- Familiarization with other management systems
- Understanding of ESD procedures

UPON completion of the training program, the knowledge and skills acquired by the participant shall be assessed by the supervisor or person in charge. If the assessment is found to be satisfactory, the employee will be approved for the job assigned of which he/she was trained for. Supervisors must make it a policy to work closely with all new recruits for the appropriate period of time in order to get a practical feel of the new recruit abilities and to provide them the guidance to enhance his/her job performance and skill.
Based on the requirements of individual departments, periodic verification studies shall be conducted by department manager or supervisor in order to reaffirm that the skills of their associates are sufficient to support the Craftsmanship, Timeliness and Quality criteria expected of them.

6.2.2.3 Staff Training

It is the responsibility of each department manager to ensure that his/her staff is adequately and appropriately trained, or possesses the adequate job experience that allows them to perform the required activities in a satisfactory manner.

Department Manager shall determine the training needs for specific operation or special tasks.

In addition to the on-the-job training, Bel provides other forms of training. Such training may be accomplished through in-house training programs given by other staff members possessing the appropriate skills or through lecturers and / or consultants hired from outside the company; or professional training courses or seminars held at outside institutions.

6.2.2.4 Responsible Department / Staff

- HR Department and Training Section
- Quality System
- Engineering
- QA
- Other Related Departments

6.2.2.5 Applicable Procedure(s)

SYST-TRAI-01 - Corporate Training Procedure

All related procedures

6.3 Infrastructure

6.3.1 General

6.3.1.1 **Bel** determines, provides and maintains the infrastructure needed to achieve product realization. Such infrastructure include:

- work space and associated facilities
- tools, equipment, hardware and software
- appropriate maintenance of the above
- supporting services

6.3.1.2 **Bel**'s management team provides the resources for facilities maintenance, and see to it that equipment availability, conditions and preventive maintenance are adequate in order to meet company objectives

6.3.1.3 **Bel**'s machine-shop in conjunction with manufacturing and process engineering define the preventive maintenance program for the manufacturing equipment. The maintenance frequency should be specified in the appropriate work instructions and relevant records shall be kept.

6.3.2 Responsible Department / Staff

- Engineering
- HR
- QA
- Machine Shop & Manufacturing Engineers
- Other Relevant Department

6.3.3 Applicable Procedure(s)

SYST-MAIN-01 – Maintenance System Procedure
SYST-MAIN-03 – Facility Maintenance Procedure
SYST-DISA-01 –Emergency and Disaster Recovery Plan
All related procedures

6.4 Work Environment, Social, Ethical and Risk Management System

6.4.1 **Bel** determines and manages the necessary humanitarian and physiological working environment in order to provide a positive influence on motivation and performance of the associates. It is believed that the proper work conditions has a great impact on our ability to achieve the required conformity. Provided are the following:

- clean, tidy, well-ventilated and lit and smoke free working environment
- visual aids and descriptive work methods
- ethical and fair labor and management practices
- safe & hazard-free
- financial control system
- information control system
- business continuity planning

6.4.2 Responsible Department/Staff

- Top Management
- Human Resource/Administration
- Quality System

6.4.3 Applicable procedures

Related environmental procedures/work instructions
Related safety procedures/work instructions
Financial procedures/work instructions
HR Regional policies
SYST-DISA-01 – Emergency and Disaster Recovery Plan
All related procedures

7.0 Product Realization

7.1 Planning of Product Realization

7.1.1 **Bel** plans, develops and implements the processes and sequences needed for product realization in order to ensure the satisfaction of customers.
A major aspect of product realization takes place by developing proper documentation and transferring customer's specifications and quality requirements into the product specification and work instructions. This ensures product consistency from design stage through manufacturing, inspection, packaging and shipping of the product to the customers.

7.1.2 Bel determines the following requirements when planning product and / or service realization

- 7.1.2.1 quality objectives of product/project or contract
- 7.1.2.2 the need to establish processes, documents, and provide resources specific to the product
- 7.1.2.3 required verification and validation activities, and inspection criteria
- 7.1.2.4 records needed to provide evidence that the realization processes and resulting product meet requirements

7.1.3 Corresponding documented quality plans are prepared when or if requested by customers.

7.2 Customer-Related Processes

7.2.1 Determine Customer Requirements
Bel establishes processes to determine customer requirements, including the requirements of product or services involved. These processes shall define:

- 7.2.1.1 product and/or service requirements, including product delivery and other associated requirements
- 7.2.1.2 requirements of product and / or service not stated by the customer but known to be necessary for the intended use of the product. If there are no customer specified requirements, product / service requirements shall be governed by **Bel's** own specification
- 7.2.1.3 statutory and other requirements related to product and / or service
- 7.2.1.4 other requirements determined by **Bel**

7.2.2 Review of Requirements Related to the Product

7.2.2.1 General

Satisfying the customer requirements, including statutory and regulatory requirements, and any changes of requirements: Sales, Customer Service and / or Product Managers in conjunction with the relevant Engineering group shall carry out the coordination in order to review customer requirements related to the product prior to commitment. Ensures that:

7.2.2.1.1 product related engineering requirements are defined

7.2.2.1.2 review of requirements shall take place prior to acceptance of customer contract. If there is no documented statement or requirement provided by the customer, then Bel's own specification will take precedence

7.2.2.1.3 contractual disputes are resolved

7.2.2.1.4 ability to meet the product requirements including quality requirements

7.2.2.1.5 review records for customer product specification by attaching **Bel**'s CDA (Customer Drawing Approval) form to the master copy of customer drawing are maintained

7.2.2.2 Review of Customer Product Requirements shall include:

7.2.2.2.1 engineering (product) specification of the customer,

7.2.2.2.2 customer orders including quantities, delivery date, price and other associated requirements of the product.

7.2.2.2.3 ability to meet the requirements of products and services defined by customer. Any ambiguous matters shall be resolve and confirm mutually. Where customer's requirements are changed, respective department managers shall ensure that relevant documents are amended and that relevant personnel are made aware of the changes

7.2.2.2.4 statutory and regulatory requirements associated with product and / or service contracts

7.2.2.2.5 additional requirements specified by **Bel** or the customer

7.2.3 Customer Communication

7.2.3.1 General

Bel's Customer Service and Sales Department shall coordinate effective communication and feedback to customers. Such communication is accomplished through direct contact or through **Bel**'s Regional

Representatives or **Bel**'s Regional Sales Manager or Account Managers. The communication includes:

7.2.3.1.1 product and/or service information

7.2.3.1.2 quotation and order processing, including amendments

7.2.3.1.3 customer feedback, including customer complaints

7.2.3.1.4 associated customer responses to product function and/or service performance

7.2.4 Responsible Department / Staff

7.2.4.1 Customer Service / Sales

7.2.4.2 Engineering

7.2.4.3 QA

7.2.4.4 Purchasing

7.2.4.5 Other Relevant Staff

7.2.5 Applicable Procedure(s)

SYST-CONT-01 - Contract Review Procedure
SYST-SERV-01 - Customer Service Procedure
SYST-CORR-02 - Customer Complaint Handling Procedure
All related procedures

7.3 Design and Development

NOTE; **Bel** operates Engineering and Design Centers throughout the world for the various product lines. In this document and in any **Bel** procedures, the term Engineering Department or R&D may be interchangeable. All **Bel**'s design locations follow the same guideline, standards and procedures.

7.3.1 Design and Development Planning

Engineering Department shall plan and control the design and development of product, and shall determine the following items during the design and development planning:

(a) design and development stages

(b) necessary review, verification and validation activities

(c) responsibilities and authorities for design and development

Engineering Department manages the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility

Planning and completion timeline is modified and updated as appropriate during the design and development processes as necessary

7.3.2 Design and Development Inputs

Engineering Department shall record the product requirements including:

(a) technical functions and specification requirements
(b) applicable statutory and regulatory requirements
(c) information derived from previous or similar designs
(d) other requirements essential for design and development

These inputs are reviewed for adequacy. Engineering Department shall communicate with the customers and seek for solutions when requirements are ambiguous or in conflict with each other

7.3.3 Design Output

The outputs of design and development shall be provided in a form that enables verification against design and development input

Design and Development Output shall:

(a) meet the input requirements for design and development,
(b) provide appropriate information (data) for the product,
(c) contain or reference product acceptance criteria,
(d) specify the characteristics of the product that are essential for its safe and proper use

Documents related to design and development outputs shall be approved prior to release

7.3.4 Design Review

At suitable stages of design and development, Engineering Department shall have systematic reviews of the design and development to:

(a) evaluate the satisfaction of product quality and reliability requirements
(b) identify any problems and propose necessary actions
(c) record (results) of the design and development reviews and any necessary actions will be maintained in the design folder

7.3.5 Design Verification

Engineering Department shall implement design verification to ensure that the design output meets the design input requirements. The verification process may include qualification tests, qualification through similarity to an existing design, or validation by independent design calculations produced by another staff member. Records of the verification, results of the verification and records of any necessary actions shall be maintained

7.3.6 Design Validation

Engineering Department shall submit product design programs to customer for design and development validation if these requirements are defined in the contract, so as to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use. Records of the results of validation and any necessary actions shall be maintained

7.3.7 Control of Changes

When the design of a product is complete and the appropriate product specifications are signed off and released to DCC, any design changes shall be processed through the ECN (Engineering Change Notice) channels described in document SYST-DESI-02. Such changes shall be identified, recorded and controlled.

Any associate shall be allowed and encouraged to suggest changes. These changes must be processed through the approval channels before they are released. Design changes shall be verified, validated and approved by the proper parties, as defined in SYST-DESI-02, before implementation

7.3.8 Responsible Department / Staff

7.3.8.1 Engineering

7.3.8.2 QA

7.3.8.3 Purchasing

7.3.8.4 Other Relevant Staff

7.3.9 Applicable Procedure(s)

SYST-DESI-01 - Engineering Design & Development Procedure

SYST-DESI-02 - Engineering Changes Procedure

SYST-DESI-05 – Preparation of Technical Specification

SYST-DESI-06 - Raw Material Qualification Procedure

SYST-DESI-07 – Procedure for Potential Failure Mode and Effects Analysis

SYST-DESI-08 – Power Product Development & Design Procedure

SYST-QUAL-04 – Reliability System Procedure

All related procedures

7.4 Purchasing

7.4.1 Purchasing Process

The selection of suppliers and subcontractors shall be based on their ability to meet **Bel**'s Purchasing Specifications and overall Quality Requirements. The individual procedures listed at the end of this section, describe in details the Qualification & Disqualification process, Audit procedures and Ship-To-Stock program used to evaluate and rank our suppliers. An AVL of **Bel**'s qualified suppliers is maintained in the computer database and updated as changes occur. This list is to be accessible to the Purchasing, Engineering and QA Departments.

Supplier Quality Ranking and a Supplier Performance Tracking programs are maintained by the Quality and Purchasing Departments respectively. Periodic reports generated from the information gathered by these programs are to be mailed to **Bel's** key suppliers by the Purchasing Department. Audits of suppliers and subcontractors are to be coordinated through the joint efforts of the Quality and Purchasing Departments.

7.4.2 Purchasing Information

It shall be the responsibility of the Purchasing Manager and the Commodity Buyer to insure that all of **Bel**'s purchase orders contain the following information:

7.4.2.1 Purchased information shall state the following item:

- 7.4.2.1.1 Purchase order number
- 7.4.2.1.2 Issued Date
- 7.4.2.1.3 Unit price
- 7.4.2.1.4 Quantity
- 7.4.2.1.5 Bel part number and revision level (where available)
- 7.4.2.1.6 Supplier Part Number (When Available)
- 7.4.2.1.7 Material description
- 7.4.2.1.8 Supplier name
- 7.4.2.1.9 Delivery requirements
- 7.4.2.1.10 Other special requirements as necessary

7.4.3 Verification of Purchased Product

The IQC (Incoming Quality Control) checks and verifies the conformity of incoming goods and materials according to Bel's Quality Requirements through the use of receiving inspection procedures and/or supplier's data supplied with the material. Inspection criteria are listed in the individual Work Instruction for the applicable product that was purchased. Sample size and inspection criteria were developed based on Bel's needs and in order to meet the Quality Plan.

Engineering Department in cooperation with QA perform first article" inspection and executes qualification procedure for new materials.

Raw materials purchased are subject to incoming inspected until they attain the "Ship to Stock" status. Products not yet qualified for Ship to Stock must be inspected for compliance with specified requirements. Incoming inspection shall also verify for any transportation damage and see that the proper documentation was included with the parts. Received materials are not made available for use until the incoming inspection is complete and product is determined to be suitable for use.
Material, of which the IQC inspection is waived due to urgency, shall require written approvals from Manufacturing Engineering and the QA Manager. Such material shall be properly identified and recorded in order to permit tracking and recall from production should non-conformance be detected.

7.4.3.1 Responsible Department / Staff
- 7.4.3.1.1 Engineering
- 7.4.3.1.2 Purchasing
- 7.4.3.1.3 QA
- 7.4.3.1.4 Other Relevant Staff

7.4.4 Applicable Procedure(s)

SYST-DESI-06 - Raw Material Qualification Procedure
SYST-PURC-01 - Purchasing Procedure
SYST-PURC-02 - Supplier Qualification & Disqualification Procedure
SYST-PURC-03 - Vendor Corrective Action Request Procedure
SYST-PURC-04 - Quality Program Requirements for Bel Suppliers
SYST-PURC-05 - Supplier Audit Procedure
SYST-PURC-06 - Supplier Ranking & Performance Tracking Procedure
SYST-PURC-07 - Ship-to-Stock Procedure
SYST-PURS-01 - Customer Supplied Product Procedure
SYST-QUAL-01 - Incoming Inspection Procedure
SYST-QUAL-03 - Material Review Board Procedure
All related procedures

7.5 Production and Service Provision

7.5.1 Control of Production and Service Provision

7.5.1.1 A Quality Plan is developed by Manufacturing Engineering and Quality Department during the introduction of a new product into the manufacturing process. This plan must be structured in order to insure that all Quality Requirements have been addressed and the proper control plans are in place.

7.5.1.2 Each product is to have an associated Product Specification provided by the Engineering Department. This specification, with the necessary work instructions and process flow chart(s), will detail the method of manufacture and the controls to which the product must conform.
The Product Specification, when linked with:

- 7.5.1.2.1 process flow chart(s)
- 7.5.1.2.2 workmanship criteria
- 7.5.1.2.3 test instructions & equipment to be used
- 7.5.1.2.4 individual work instructions & sequence
- 7.5.1.2.5 identification of process control points

7.5.1.3 In all areas where Static Sensitive components are handled, ESD control procedures apply and protective measures are to be taken at all times.

7.5.1.4 Process Control Charts are to be used on critical processes as specified by Engineering and/or QA.

7.5.1.5 Defect Rate, Trend Charts and/or Pareto Charts are to be routinely generated by the process control group and the QA Department. The data from these charts shall be used for analyses in order to target key areas for process and product improvement. Failure Analysis and Corrective Action shall also be employed to rapidly resolve any quality issues that may develop.

7.5.1.6 Criteria for workmanship shall be stipulated by Manufacturing Engineering and the QA Department. These criteria shall be conveyed to the operators in writing, with appropriate samples or photographs where useful.

7.5.1.7 Responsible Department / Staff

- 7.5.1.7.1 Engineering Department
- 7.5.1.7.2 Production / Manufacturing Engineering Department

7.5.1.7.3 Quality Department
7.5.1.7.4 Any other Relevant Staff

7.5.1.8 Applicable Procedure(s)
SYST-PROC-01 - Process Control Procedure
SYST-PROC-03 - In-Process Inspection Procedure
SYST-PROC-05 - Work Instruction Preparation and Control Procedure
SYST-MAIN-01 - Maintenance System Procedure
All Applicable Procedures

7.5.2 Validation of Processes for Production and Service Provision

7.5.2.1 Bel is a manufacturer of electronic products. We have the ability to verify, test and control the processes related to the manufacturing of the products. As such, this section is not applicable to our company.

7.5.3 Identification and Traceability

7.5.3.1 **Bel**'s finished product are identified with a date code or a lot number which can be traceable to its applicable raw materials, product traveler, process specifications, and outgoing quality control records. It is **Bel's** policy to maintain a traceability system for the identification of all products, subassemblies and the materials used.

7.5.3.2 All finished products and raw materials used in the manufacture of **Bel** products are identified by a part number which can be traced to the appropriate drawing and/or specification

7.5.3.3 The manufacturing date code and/or lot numbers assigned shall be documented in such a way as to provide the capability to trace and recall a non-conforming product when such is required.

7.5.3.2 Responsible Division / Department / Staff
7.5.3.2.1 Engineering
7.5.3.2.2 QA
7.5.3.2.3 Purchasing
7.5.3.2.4 Other Relevant Staff

7.5.3.3 Applicable Procedure(s)
SYST-IDEN-01 - Product Identification & Traceability Procedure
All related procedures

7.5.4 Customer Property

7.5.4.1 Where appropriate, all department mangers at **Bel** shall exercise care with customer property while it is under their control or being used by their department

7.5.4.2 Customer's invoices, bills and other relevant finance related material shall be identified, verified, protected and maintained by **Bel**'s accounting and finance department.

7.5.4.3 Customer drawings and specifications stored in Document Center, shall be properly identified, stored and protected.

7.5.4.4 Customer owned production equipment, test equipment, fixtures or other facilities shall be identified and protected by the appropriate production managers.

7.5.4.5 Customer consigned material shall be properly identified and stored in our warehouse.

7.5.4.6 If / when customer property is lost, damaged or otherwise found to be unsuitable for use, the responsible manager shall report the case to the customer via **Bel**'s Sales / Customer Service Department.

7.5.4.7 Responsible Department / Staff / Section

7.5.4.7.1 Engineering
7.5.4.7.2 Accounting / Finance
7.5.4.7.3 Quality System / DCC
7.5.4.2.4 Sales
7.5.4.2.5 Customer Service
7.5.4.2.5 Other Relevant Departments

7.5.4.8 Applicable Procedure(s)

SYST-PURS-01 – Customer Supplied Product Procedure
All related procedures

7.5.5 Preservation of Product

7.5.5.1 General

Procedures are to be established and maintained to ensure that products and materials are handled, stored, packaged and delivered in a proper and safe manner.

7.5.5.2 Handling

Proper means for protective handling of incoming raw material, work in progress and finished products are kept in place to prevent deterioration, damage or loss. In addition, adequate procedures and operating instructions shall be made available for the instruction of personnel on the prevention of damage due to electro-static discharge (ESD).

7.5.5.3 Storage

Material are stored and retrieved on a first in, first out (FIFO) basis. The release of materials from the stockroom shall be done in accordance with Bel's written procedures. The stockroom are audited periodically to insure that shelf life of sensitive materials did not expire. Stockroom personnel are trained in the proper handling of materials to prevent damage due to environmental conditions, improper packaging, improper handling and mishandling of ESD sensitive materials. Storage of chemicals, flammables and corrosives are done in accordance with proper procedures and applicable safety regulations.

7.5.5.4 Packaging and Identification

Finished product are properly packaged and identified with appropriate packing slips and labels consistent with the packaging instructions. These instructions shall be in accordance with **Bel**'s or customer requirements.

7.5.5.5 Preservation

Due to the product nature manufactured by **Bel**, preservation, other than items listed above, is not applicable, unless customers specifically require additional items in their contract

7.5.5.6 Delivery

Packaging guidelines and instructions specify use of adequate protective material, boxes, pallets or other means for shipping of finished products to the customers

7.5.5.7 Responsible Department / Staff

7.5.5.7.1 Engineering Department
7.5.5.7.2 Production / Manufacturing Engineering Department
7.5.5.7.3 QA Department
7.5.5.7.4 Customer Service & Shipping Departments
7.5.5.7.5 Other Related Staff

7.5.5.8 Applicable Procedures/Work Instructions

SYST-HAND-01 – Finished Goods Store Procedure
SYST-HAND-02 - Receiving Department Procedure
HAND-WORK-05 – Material Shelf Life Control
All related procedures/work instructions

7.6 Control of Monitoring and Measuring Devices

7.6.1 General

This section defines Bel's policies governing the calibration of measuring instruments and test equipment. The calibration group at Bel is responsible for establishing and controlling the Calibration System. The system shall fulfill the following requirements:

7.6.1.1 Calibration Procedure shall identify all equipment subject to calibration control, establish calibration cycles, maintain a master list of equipment and establish an effective recall of equipment requiring calibration.

7.6.1.2 All equipment requiring calibration shall have an affixed, visible tag / label / sticker on which shall be recorded the last calibration date, the due date for the next calibration and the signature of the calibration technician who preformed the current calibration.

7.6.1.3 Each piece of controlled equipment shall be logged in the database maintained by the calibration department. The responsible calibration engineer or technician shall log the results of each calibrated piece of equipment on the equipment calibration card kept by the calibration department.

7.6.1.4 Accurate records identifying each item of test and measuring equipment, calibration dates, calibration due dates and physical location of the subject equipment shall be kept by the calibration department. These records shall be kept in such a manner as to provide traceability of the calibration to a National or International recognized Standard.

7.6.1.5 Precision equipment, and calibration standards are to be calibrated by an approved outside calibration laboratory recognized to perform calibration that is traceable to a National or International recognized Standard.

7.6.1.6 The validity of previous inspection and test results is to be assessed and corrective action taken if necessary, whenever inspection, test or measuring equipment is found to be out of calibration.

7.6.1.7 Test hardware must be checked and validated for its current calibration status prior to its release for use. Such hardware must be rechecked for continued compliance at prescribed intervals. Equipment / Hardware shall be calibrated on or before the calibration due date shown on the calibration tag affixed to it.

7.6.1.8 New, consigned, leased or newly repaired equipment shall be processed through Bel's calibration lab for verification of proper calibration and to permit its entry into the master list of equipment under calibration control. Associated calibration certificates issued by external calibration house shall be maintained by the calibration engineer

7.6.1.9 The validity of the test software built into the test facilities are verified periodically by appropriate personnel before use, (e.g., use of golden samples or go-no-go standards)

7.6.2 Responsible Department / Staff

7.6.2.1 QA / Calibration

7.6.2.2 Engineering

7.6.2.3 Other Related Staff

7.6.3 Applicable Procedure(s)

SYST-CALI-01- Calibration Procedure

All related procedures

8.0 Measurement, Analysis and Improvement

8.1 General

All process outputs shall be reviewed, approved or validated (before their delivery to customer) according to defined documented procedures, process flow charts and work instructions.

Appropriate process measurements have been identified for monitoring the performance of the management system.

MR and department mangers shall be responsible for identifying improvement opportunities.

8.2 Measurement and Monitoring

8.2.1 Customer Satisfaction

8.2.1.1 General

Customer Service Manager in conjunction the with QA Manager and MR, are responsible for monitoring the level of customer satisfaction. The information of customer satisfaction can be obtained from supplier rating reports (feedback) issued by some customers and from internal records of customer complaints.

Results shall be analyzed by the above department managers and mangers of other relevant departments for the purpose of identifying improvement opportunities.

8.2.1.2 Responsible Department / Staff

8.2.1.2.1 Customer Service Manager

8.2.1.2.2 MR

8.2.1.2.3 QA Manager

8.2.1.2.4 Other Department Managers

8.2.1.3 Appropriate Procedure(s)

SYST-MANA-01 – Management Review Procedure

All related procedures

8.2.2 Internal Audit

8.2.2.1 General

Internal management system audit is managed by the QS Department. The audit team is composed of the Lead auditor and trained internal auditors who irrespective of other responsibilities shall:

8.2.2.1.1 assess the effectiveness of the quality management system. Internal quality audit procedure is established and maintained to ensure that our quality system is effective

8.2.2.1.2 Conduct audit per the frequency and schedule specified in the procedure and the master audit plan

8.2.2.1.3 Follow-up actions carried out according to the target on the improvement action

8.2.2.1.4 Suggest improvement actions as necessary

8.2.2.1.5 Conduct spot audit

8.2.2.2 Responsible Department / Staff

8.2.2.2.1 Quality System

8.2.2.2.2 Lead Auditor

8.2.2.2.3 Audit Team members

8.2.2.2.4 Auditee and related Department Managers / heads

8.2.2.2.5 Management review meeting chairmen and members

8.2.2.3 Appropriate Procedure(s)

SYST-AUDI-01 - Internal Quality Audit Procedure
AUDI-WORK-02 – Housekeeping Procedure
All related procedures

8.2.3 Monitoring and Measurement of Processes

8.2.3.1 General

Department managers are responsible for identifying appropriate process measurement methods that shall be used to monitor and measure the effectiveness of processes performance. Where processes are found to be non-conforming, the relevant managers shall take appropriate corrective action.

In-Process Inspection and Testing

8.2.3.1.1 Parts, Subassemblies and Materials shall be inspected during the manufacturing process in accordance with the Quality Plan, work instructions and process flow charts. Inspection results shall be logged on the “lot traveller” and control charts where applicable

8.2.3.1.2 QA Department shall audit and verify that in-process inspection and testing are being done in accordance with the work instructions and Quality Plan

8.2.3.1.3 Non-conforming subassemblies or assemblies must be identified and physically isolated in order to await further disposition

8.2.3.1.4 Evidence of conformity with the acceptance criteria shall be maintained. Records shall indicate the person(s) authorizing release of product

8.2.3.2 Responsible Department / Staff

8.2.3.2.1 QA Department

8.2.3.2.2 Manufacturing / Process Control Department

8.2.3.3 Appropriate Procedure(s)
SYST-PROC-03 - In-process Inspection Procedure
All related procedures

8.2.4 Monitoring and Measurement of Product

8.2.4.1 Process output shall be reviewed, approved or validated according to the defined documented procedures, process flow charts, work instructions and quality / inspection plans, before delivery of the product to the customer. Product release and delivery shall not proceed until all the specified activities have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.
Final Inspection and Testing

8.2.4.1.1 Final production testing and inspection procedures for each product are documented in the appropriate work instructions. Certain products may require 100% final inspection, while other products may be inspected on a statistical sampling basis.

8.2.4.1.2 The outgoing QC shall select the appropriate sample size from each ready for shipment lot. This sample is to be tested in accordance with the product specifications. Test results accumulated from Outgoing QC records shall be analyzed periodically and compared with customer return records in order to determine the effectiveness.

8.2.4.1.3 These OQC tests serve to confirm product compliance before shipment to the customers

8.2.4.2 Responsible Department / Staff
8.2.4.2.1 QA Department

8.2.4.3 Appropriate Procedure(s)
SYST-QUAL-02 - Outgoing Inspection Procedure
All related procedures

8.3 Control of Nonconforming Product

8.3.1 Material Review Board (MRB)

The members of the MRB will be selected on the basis of their technical competence and product knowledge. The board is comprised of, but not limited to, representatives drawn from the following departments:

- QA
- Production
- Engineering
- Purchasing (if applicable)
- Sales (if applicable)
- Product Managers (if applicable)
- Customer (if necessary)
- Top Management (if required to resolve disagreement)

The MRB will review inspection results and reach its decision(s) based upon the following:

- Severity of the discrepancy
- Possible effect of the discrepancy on:
  - Reliability
  - Production
  - Finished Product
  - Delivery Schedules
  - Other Considerations

The MRB will determine one of the following courses of action:

- Accept
- Return (to supplier)
- Rework (100% sort / rework)
- Use As Is
- Scrap

QA department will complete a written report for the material in question including all pertinent information and decision is reached. The report shall carry the signatures of the MRB members in attendance. When / if MRB members participate in the meeting over the phone or through emails, an email message will serve as “authorized signature”.

MRB meeting may be convened by any department involved in product testing and inspection.

Nonconforming product control procedure is established to ensure that product which does not conform to requirements is identified, segregated and controlled in order to prevent its unintended use or delivery.

8.3.2 Non-conforming incoming raw materials

Raw material and product which is found at IQC to be discrepant, is to be segregated and placed on hold for subsequent disposition. Material's final disposition shall be determined by **Bel**'s Material Review Board.

8.3.3 Non-conforming materials in production

If non-conforming raw material is found in the process; the part number, lot number and quantity should be immediately reported to the QA department. Physical samples of the suspect material should be tagged and forwarded to IQC whenever possible. Production personnel shall segregate the production lot(s) in question until further disposition can be decided upon. It is IQC's responsibility to evaluate the samples and data, ascertain the quantity of the discrepant material, and trace the remainder of the lot in question. They will recall the remaining stocks of the suspect lot from all locations and physically isolate the parts until a disposition is decided upon or until MRB meeting can be convened.

Non-conforming subassemblies or finished product detected during production testing are to be segregated and the information recorded on the lot traveler. If the quantity of non-conforming product exceeds the control limits of a SPC chart, an action number will be logged on the SPC chart and a follow up analysis and corrective action will take place. Work in process (WIP) and finished non-conforming products are to be disposed of by either scrapping or reworking. All reworked materials must be re-inspected and tested in accordance with the applicable work instructions and specifications.

8.3.4 Non-conforming product detected by OQC (Outgoing QC)

Product submitted to the Outgoing QC shall meet all Customer Specifications and/or **Bel**'s Product Specification. Finished goods shall meet the Quality Requirements called for in the relevant specification that pertains to them.

Non-conforming product detected during outgoing QC inspection shall either be returned to production with appropriate written information or held for MRB review.

8.3.5 Non-conforming product detected after delivery

Any customer complaint will be investigated and appropriate actions shall be taken to the effect, or potential effect, of the nonconformity.

8.3.6 Responsible Department / Staff

8.2.4.2.1 QA Department

8.2.4.2.2 MRB Team

8.3.7 Appropriate Procedure(s)

SYST-QUAL-01 - Incoming Inspection Procedure
SYST-QUAL-02 - Outgoing Inspection Procedure
SYST-QUAL-03 - Material Review Board Procedure
SYST-NONC-01 - Procedure for Control of Non-conforming Product
SYST-PROC-03 - In-process Inspection Procedure
SYST-CORR-02 - Customer Complaint Handling Procedure
All related procedures

8.4 Analysis of Data

8.4.1 General

Bel shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the quality management system and to determine whether continual improvements to the effectiveness of the quality management system, can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.

Bel shall analyze the corresponding data and provide information relating to :

8.4.1.1 Evaluate the degree of customer satisfaction and / or dissatisfaction to reflect the trend of our product / service quality in terms of customer satisfaction and the status of customer complaints

8.4.1.2 Process Yield Data

8.4.1.3 Results of internal and external audits

8.4.1.4 Evaluate the trend and Characteristics of vendor performance through the status of VCAR, supplier quality and performance rating

8.4.2 Responsible Department / Staff

8.4.2.1 Department Managers

8.4.2.2 MR

8.4.2.3 Quality Department

8.4.2.4 Purchasing Department / Buyers

8.4.2.5 Other Relevant Staff

8.4.3 Applicable Procedure(s)

SYST-NONC-01 - Procedure for Control of Non-conforming Product
SYST-CORR-02 - Customer Complaint Handling Procedure
SYST-AUDI-01 - Internal Quality Audit Procedure

SYST-PURC-06 -Supplier Ranking & Performance Tracking Procedure
SYST-CORR-03 - Quality Improvement Program
All related procedures

8.5 Improvement

8.5.1 General

Bel shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review

8.5.1.1 Responsible Department / Staff

8.5.1.1.1 MR

8.5.1.1.2 Relevant Departments

8.5.2 Applicable Procedure(s)

SYST-CORR-01 - Internal Corrective Action Procedure
SYST-CORR-02 - Customer Complaint Handling Procedure
SYST-PURC-03 - Vendor Corrective Action Request Procedure
SYST-CORR-03 - Quality Improvement Program
All related procedures

8.5.3 Corrective and Preventive Action

8.5.3.1 General

Bel shall prepare and implement corrective and preventive action procedure for establishing corrective and preventive actions to eliminate the causes of actual or potential nonconformities

8.5.3.2 Corrective Action

Bel shall take corrective action to eliminate the cause of nonconformities and in order to prevent recurrence. Corrective actions procedure shall include:

8.5.3.2.1 identifying nonconformities (including customer complaints)

8.5.3.2.2 determining the causes of nonconformities

8.5.3.2.3 evaluate the need for action to ensure that nonconformities do not recur

8.5.3.2.4 records of the results of action taken

8.5.3.2.5 reviewing the effectiveness of corrective action taken

8.5.3.3 Preventive Action

Bel shall determine actions to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions procedure shall include:

8.5.3.3.1 determining the causes of nonconformities

8.5.3.3.2 determining and implementing action needed

8.5.3.3.3 records of results of action taken

8.5.3.3.4 reviewing the effectiveness of corrective action taken

8.5.3.4 Responsible Department / Staff

8.5.3.4.1 Department Managers

8.5.3.4.2 Engineering Department

8.5.3.4.3 QA Department

8.5.3.4.4 Purchasing Department / Buyers

8.5.3.4.5 Other Related Staff

8.5.3.5 Applicable Procedure(s)

SYST-CORR-01 - Internal Corrective Action Procedure
SYST-CORR-02 - Customer Complaint Handling Procedure
SYST-PURC-03 - Vendor Corrective Action Procedure
SYST-CORR-03 - Quality Improvement Program
SYST-AUDI-01 – Internal Audit Procedure
All related procedures

9.0 ISO 9001 Matrix and Department Relations :

Clause No.	Clause description	Bel Quality system documentation	Document No.	Mgt	Eng	Maf	QS	QA	Pur	CS	Sal	ITC	HR	Fac
4.0	Quality management system	Quality Manual	QUAL-MANU-01	O	O	O	✓	O	O	O	O	O	O	O
4.1	General requirements	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
4.2	Documentation requirements	Quality Manual	QUAL-MANU-01	O	O	O	✓	O	O	O	O	O	O	O
		Document Control Procedure	SYST-DOCU-01	O	O	O	✓	O	O	O	O	O	O	O
		Quality Records Control Procedure	SYST-RECO-01	O	O	O	✓	O	O	O	O	O	O	O
4.3	Document Control	Quality Manual	QUAL-MANU-01	O	O	O	✓	O	O	O	O	O	O	O
		Document Control Procedure	SYST-DOCU-01	O	O	O	✓	O	O	O	O	O	O	O
		Document Numbering Procedure	SYST-DOCU-02	O	O	O	✓	O	O	O	O	O	O	O
		Electronic Documentation Procedure	SYST-DOCU-03	O	O	O	✓	O	O	O	O	O	O	O
		Engineering Change Procedure	SYST-DESI-02	O	✓	O	O	O	O	O	O	O	O	O
4.4	Control of records	Quality Records Control Procedure	SYST-RECO-01	O	O	O	✓	O	O	O	O	O	O	O
5.0	Management responsibility	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
5.1	Management commitment	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
5.2	Customer focus	Quality Manual	QUAL-MANU-01	O	O	O	O	O	O	✓	O	O	O	O
5.3	Quality policy	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
5.4	Planning	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
5.5	Responsibility, authority and communication	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
5.6	Management review	Quality Manual	QUAL-MANU-01	O	O	O	✓	O	O	O	O	O	O	O
		Management Review Procedure	SYST-MANA-01	O	O	O	✓	O	O	O	O	O	O	O
6.0	Resource management	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
6.1	Provision of resources	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
6.2	Human resources	Corporate Training Procedure	SYST-TRAIN-01	O	O	O	O	O	O	O	O	O	✓	O
6.3	Infrastructure	Maintenance System Procedure	SYST-MAIN-01	O	O	O	O	O	O	O	O	O	O	✓
		Facility Maintenance Procedure	SYST-MAIN-03	O	O	O	O	O	O	O	O	O	O	✓
		Disaster Recovery Procedure	SYST-DISA-01	O	O	O	O	O	O	O	O	O	O	✓
6.4	Work environment	Quality Manual	QUAL-MANU-01	O	O	O	O	O	O	O	O	O	O	✓
7.0	Product realization	Quality Manual	QUAL-MANU-01	O	O	✓	O	O	O	O	O	O	O	O
7.1	Planning of product realization	Quality Manual	QUAL-MANU-01	O	O	✓	O	O	O	O	O	O	O	O
7.2	Customer-related processes	Contract Review Procedure	SYST-CONT-01	O	O	O	O	O	O	O	✓	O	O	O
		Customer Service Procedure	SYST-SERV-01	O	O	O	O	O	O	✓	O	O	O	O
		Customer Complaint Handling Procedure	SYST-CORR-02	O	O	O	O	O	O	✓	O	O	O	O

7.3	Design and development	Engineering Design & Development Procedure	SYST-DESI-01	O	✓	O	O	O	O	O	O	O	O	O
		Raw Material Qualification Procedure	SYST-DESI-06	O	✓	O	O	O	O	O	O	O	O	O
		Engineering Change (ECN) Procedure	SYST-DESI-02	O	✓	O	O	O	O	O	O	O	O	O
		Power Product Design & Development Procedure	SYST-DESI-08	O	✓	O	O	O	O	O	O	O	O	O
		Reliability System Procedure	SYST-QUAL-04	O	O	O	O	✓	O	O	O	O	O	O
7.4	Purchasing	Purchasing Procedure	SYST-PURC-01	O	O	O	O	O	✓	O	O	O	O	O
		Supplier Qualification and disqualification Procedure	SYST-PURC-02	O	O	O	O	O	✓	O	O	O	O	O
		Raw Material Qualification Procedure	SYST-DESI-06	O	✓	O	O	O	O	O	O	O	O	O
		Vendor Corrective Action Request Procedure	SYST-PURC-03	O	O	O	O	✓	O	O	O	O	O	O
		Quality Program Requirements for Bel Suppliers	SYST-PURC-04	O	O	O	O	✓	O	O	O	O	O	O
		Supplier Audit Procedure	SYST-PURC-05	O	O	O	O	✓	O	O	O	O	O	O
		Supplier Ranking & Performance Tracking Procedure	SYST-PURC-06	O	O	O	O	O	✓	O	O	O	O	O
		Ship-to-Stock Procedure	SYST-PURC-07	O	O	O	O	✓	O	O	O	O	O	O
		Material Review Board	SYST-QUAL-03	O	O	O	O	✓	O	O	O	O	O	O
		Incoming Inspection Procedure	SYST-QUAL-01	O	O	O	O	✓	O	O	O	O	O	O
7.5	Production and service provision	Customer Supplied Product Procedure	SYST-PURS-01	O	✓	O	O	O	O	O	O	O	O	O
		Product Identification and Traceability Procedure	SYST-IDEN-01	O	O	✓	O	O	O	O	O	O	O	O
		Maintenance System Procedure	SYST-MAIN-01	O	O	O	O	O	O	O	O	O	O	✓
		Process Control procedure	SYST-PROC-01	O	O	✓	O	O	O	O	O	O	O	O
		In Process Inspection Procedure	SYST-PROC-03	O	O	O	O	✓	O	O	O	O	O	O
		Work Instruction Preparation and control Procedure	SYST-PROC-05	O	O	✓	O	O	O	O	O	O	O	O
		Material Shelf Life Control	HAND-WORK-05	O	O	O	O	✓	O	O	O	O	O	O
		Finished Goods Store Procedure	SYST-HAND-01	O	O	O	O	✓	O	O	O	O	O	O
		Receiving Department Procedure	SYST-HAND-02	O	O	O	O	✓	O	O	O	O	O	O
7.6	Control of Monitoring and Measuring devices	Calibration Procedure	SYST-CALI-01	O	O	O	O	✓	O	O	O	O	O	O
8.0	Measurement, analysis and improvement	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O
8.1	General	Quality Manual	QUAL-MANU-01	✓	O	O	O	O	O	O	O	O	O	O

8.2	Monitoring and measurement	Internal Quality Audit Procedure	SYST-AUDI-01	O	O	O	✓	O	O	O	O	O	O	O
		Housekeeping Procedure	AUDI-WORK-02	O	O	O	O	O	O	O	O	O	✓	O
		Management Review Procedure	SYST-MANA-01	✓	O	O	O	O	O	O	O	O	O	O
		In Process Inspection Procedure	SYST-PROC-03	O	O	O	O	✓	O	O	O	O	O	O
		Outgoing Inspection Procedure	SYST-QUAL-02	O	O	O	O	✓	O	O	O	O	O	O
8.3	Control of nonconforming product	Procedure for Control of Non-conforming Product	SYST-NONC-01	O	O	O	O	✓	O	O	O	O	O	O
		Outgoing Inspection Procedure	SYST-QUAL-02	O	O	O	O	✓	O	O	O	O	O	O
		Material Review Board	SYST-QUAL-03	O	O	O	O	✓	O	O	O	O	O	O
		Incoming Inspection Procedure	SYST-QUAL-01	O	O	O	O	✓	O	O	O	O	O	O
		In Process Inspection Procedure	SYST-PROC-03	O	O	O	O	✓	O	O	O	O	O	O
		Customer Complaint Handling Procedure	SYST-CORR-02	O	O	O	O	✓	O	O	O	O	O	O
8.4	Analysis of data	Procedure for Control of Non-conforming Product	SYST-NONC-01	O	O	O	O	✓	O	O	O	O	O	O
		Customer Complaint Procedure	SYST-CORR-02	O	O	O	O	✓	O	O	O	O	O	O
		Supplier Ranking & Performance Tracking Procedure	SYST-PURC-06	O	O	O	O	✓	O	O	O	O	O	O
		Internal Quality Audit Procedure	SYST-AUDI-01	O	O	O	✓	O	O	O	O	O	O	O
		Quality Improvement Program	SYST-CORR-03	O	O	O	O	✓	O	O	O	O	O	O
8.5	Improvement	Vendor Corrective Action Procedure	SYST-PURC-03	O	O	O	O	✓	O	O	O	O	O	O
		Quality Improvement Program	SYST-CORR-03	O	O	O	O	✓	O	O	O	O	O	O
		Customer Complaint Procedure	SYST-CORR-02	O	O		O	✓	O	O	O	O	O	O
		Internal Corrective Action Procedure	SYST-CORR-01	O	O	O	O	✓	O	O	O	O	O	O

Remark : ✓ Responsible O Supporting