

QUALITY POLICY

“Billings Flying Service will achieve or exceed our customer's requirements for quality, schedule, and price. Billings Flying Service will foster an environment for continuous improvement in all operational areas, meet applicable regulatory requirements, and comply with our internal standards and Procedures. Billings Flying Service strives to produce high quality repairs and overhauls that add longevity to Boeing CH-47s by applying our innovative and driven approach to aircraft and component support.”

QUALITY OBJECTIVES

Product Acceptance $\geq 99.5\%$ (% Orders Without Customer CAR's/RMA's)

OTD $\geq 98\%$ (% on time to the customer)

Employee Satisfaction Index Goal $> 90\%$ (((Question Mean Value / 3) – 1) / 9) * 100

PROCESS METRICS

Completed Quote Timeframe < 3 Days (business days - receipt to response)

Supplier Overall Performance (SOP) $\geq 98\% = ((\text{OTD} + \text{Quality}) \div 2)$

Employee Capacity Goal $> 90\%$ Weekly Capacity (#Employees * Hours of Work) – Total Hours

MISSION

To provide exceptional quality of maintenance, repair and overhaul services to support our customers.

VALUES

Ethics - We exercise our duties with honesty and integrity at all times.

Teamwork - We respect and support each other, without blame, to create a stronger and better performing team.

Customer Service - We respond to every customer quickly, thoroughly, professionally and with courtesy.



BILLINGS FLYING SERVICE, INC.

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SP-001

SAFETY POLICY AND OBJECTIVES

13 January 2021

Safety is paramount at Billings Flying Service, Inc. (BFS). Our primary concern is for the health and wellbeing of our employees, families, and our customers. Safety is the glue that holds everything together and without it, we don't have a job. I challenge all of you to keep safety in the forefront of your mind in everything you do, regardless if you're in the field putting out fires, tirelessly working to keep the machines in great shape, or at home with your family enjoying your well-deserved time off. Everyone has an important part to play in our total success and we need every single employee on board in helping us achieve our goals.

BFS is committed to continuously improving the level of our safety performance through hazard reporting. Our target is to receive a minimum of 24 hazard reports a year. Our impeccable record of safety is owed to our employee's constant dedication to safety. If you see something that isn't right or discover a better way to do something, you are encouraged to tell us about it by submitting one of several types of BFS Safety Reports, speaking with your supervisor, or call / email the Director of Safety. Your voice matters.

At BFS, we constantly strive to have a positive safety culture made from honesty and trust. To monitor our culture, we conduct an annual safety culture survey with a minimum participation rate of 70%. We believe our employees are the best in the industry, but humans are fallible and make mistakes. That's why all pencils have erasers. We want to share those experiences so we can all learn from them and grow stronger in the process. We have a "Just" safety culture, where individuals can report safety violations without fear of reprisal. Disciplinary measures will only ever be perused for incidents of willful gross negligence and intentional non-compliance.

All BFS employees will comply with, and whenever possible, exceed, legislative and regulatory requirements, and standards. Everyone is expected to be familiar with the company SOP's and published standards associated with their position. All necessary resources will be dedicated to ensuring that our mission can be accomplished safely.

Our management team will have an active role in ensuring safety is a significant element in their departments and that individual employees have the information they need to be successful. It is managements responsibility to ensure this safety policy in understood, implemented and maintained at all levels.

For questions or comments, please feel free to reach out to Jeremiah Powell, Director of Safety at safety@flybfs.com, or office (406) 252-6937, cell (509) 571-7403.

Jeff Cook
Vice President
Operations