Subscriber Briefing

Joe Pinto – Executive Vice President & Chief Operating Officer
Agenda

- Nadcap Overview
- Membership Responsibilities
- Membership Benefits
- Membership Cost
PRI is a **not-for-profit** affiliate of SAE International

PRI administers the Nadcap special processes accreditation program and PRI Registrar on behalf of its Subscribing Members and industry

Nadcap created by aerospace Original Equipment Manufacturers (OEMs or Primes) to provide **supply chain oversight** and ensure **regulatory compliance**

Nadcap uses audit management software created and maintained in-house by PRI Informatics Solutions (eAuditNet)

Complementary programs, tools, and professional development services created by PRI to support Nadcap
PRI Mission Statement

PRI is a global provider of customer focused solutions designed to improve process and product quality by adding value, reducing total cost and promoting collaboration among stakeholders in industries where safety and quality are shared goals.
PRI Leadership

PRI is led by a Board of Directors with responsibility for strategic direction and financial stability.

The Board is comprised of leading Quality Executives from some of the world’s largest aerospace companies.
PRI Board of Directors

- Stan Adachi
  - Director, BDS Supplier Quality
  - Boeing Defense, Space and Security
- Robert Briggs
  - Manager Supply Chain Quality
  - GE Aircraft Engines
- David Handley (Chairman)
  - Head of Quality
  - BAE Systems (Operations) Limited
- Michael Hayward
  - Sector Director Product Quality, Aerospace Systems
  - Northrop Grumman Corp.
- Mario Langlois
  - Aerospace Quality Director
  - Bombardier
- Jean-Jacques Orsini
  - Vice President Quality
  - Snecma
- Andy Page
  - Global Supplier Development Executive
  - Rolls-Royce plc
- John Papadopoulos
  - Director Quality & Continuous Improvement
  - United Technologies Corporation
- David L. Schutt
  - Chief Executive Officer
  - SAE International
- Kristin Slyker
  - Vice President, Commercial Customer Operations
  - Honeywell Aerospace
- Junji Tsuji
  - General Manager of Engineering Group
  - Ishikawajima-Harima Heavy Industries Co.
- Bernard Veyssière
  - Vice President Quality
  - EADS
- Steve Wells
  - VP Quality & Continuous Improvement
  - Goodrich
- Li Wei
  - General Director, Quality and Safety Department
  - Aviation Industry Corporation of China
PRI Brands

Accreditation
- Special Process, Systems and Products
- Industry Managed
- NUCAP uses the same Nadcap process, but is for OEMs only

Professional Development
- Programs and managed learning resources
- To improve the quality of personnel, products and processes

AS9100
ISO9000
ISO14001
- One-Stop-Shop
- Improving the quality of
  - Personnel
  - Products & Processes

List of Qualifying Aerospace Products
- Similar to Nadcap
- Focuses on Products rather than processes

Complementary
### PRI Historical Highlights

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td>Government/Industry Equal Partner Conference identifies the need to minimize redundant audits.</td>
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<tr>
<td>1990</td>
<td>SAE launches PRI as a separately incorporated 501(c)6. Nadcap launched. 5 NDT audits conducted.</td>
</tr>
<tr>
<td>1992</td>
<td>GEAE and Allied Signal mandate Nadcap. 70 NDT audits conducted.</td>
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<tr>
<td>1994</td>
<td>Heat treat, welding, chemical processing, coatings, material test labs have been added.</td>
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<tr>
<td>2000</td>
<td>Nadcap Europe established with U.K. office</td>
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<tr>
<td>2003</td>
<td>Nadcap Asia launched. Detroit Big 3 take Nadcap concept to AIAG.</td>
</tr>
<tr>
<td>2008</td>
<td>PRI launches Professional Development programs.</td>
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<tr>
<td>2010</td>
<td>Renewed focus on the Supplier.</td>
</tr>
<tr>
<td>2011</td>
<td>Reposition PD as a service. Focus on globalization. Investigate new aerospace areas and industry models.</td>
</tr>
</tbody>
</table>
Nadcap Defined

The leading, worldwide industry-managed cooperative program of major companies designed to manage a cost effective consensus approach to special processes and products and provide continual improvement within the aerospace industry.

Compliance – Control – Cost Savings – Risk Reduction
Nadcap Model

• Primes (OEMs) work to reach consensus on core audit criteria
• Supplier identifies need for accreditation to Prime requirements
• Subject-matter experts, managed jointly by PRI and Primes, conduct audit to industry requirements
• PRI Staff Engineers review non-conformance findings and work with supplier to identify and execute corrective actions
• Primes, organized into technology-specific Task Groups, review audit packages and issue accreditations, once all findings are resolved
• Primes work with PRI to measure program activity and continually improve the program
What are Special Processes?

• Processes which:
  – Modify or change the inherent physical, chemical, electrical or metallurgical properties of an item, or
  – Non-conventional methods which remove or deposit material on an item during or after fabrication which cannot be fully evaluated by nondestructive means, or
  – Those used to maintain process control such as nondestructive testing.

• These processes may require a demonstration of operator or equipment capability or proficiency and require special controls for monitoring per specification.

• Means for compliance are contained in individual specifications.
Nadcap Accreditation Today

Special Processes

- Non-Destructive Testing
- Welding
- Chemical Processing
- Heat Treating
- Coatings
- Non-Conventional Machining
- Conventional Machining
- Surface Enhancement

Systems & Products

- Aerospace Quality Systems
- Electronics
- Composites
- Fluid Distribution Systems
- Materials Testing
- Sealants
- Nonmetallic Material Testing
- Seals
Nadcap Customers

**Subscribers:**
Manufacturers with design authority, requiring controls over supplier quality (OEMs, primes, Government Agencies, etc.)

**Suppliers:**
Companies providing special processes to Subscribers, who need their manufacturing controls audited
Nadcap Members

- 309th Maintenance Wing – Hill AFB
- AgustaWestland
- Air Force
- Alenia Aeronautica SpA
- Avio SpA
- BAE Systems – Military Air Solutions (MAS)
- BAE Systems
- Ball Aerospace & Technology Corporation
- The Boeing Company
- Bombardier Inc.
- Defense Contract Management Agency (DCMA)
- EADS Corporation
  - Airbus
  - EADS CASA
  - Eurocopter
  - Astrium
  - Cassidian
  - Aerolia
  - Premium Aerotech
- GE Aviation
- General Dynamics
- General Services Administration (GSA)
- Goodrich Corporation
- Hawker Beechcraft Corporation
- Heroux Devtek Inc. (Landing Gear Division)
- Honeywell Aerospace
- Israel Aircraft Industries
- Latecoere
- Liebherr-Aerospace SAS
- Lockheed Martin Corporation
- M7 Aerospace LP
- MTU Aero Engines GmbH
- Northrop Grumman Corporation
- Parker Aerospace Group
- Raytheon Company
- Rockwell Collins, Inc.
- Rolls-Royce Corporation
- Rolls-Royce PLC
- SAFRAN Group
- Sonaca
- Spirit AeroSystems
- Textron Inc.
  - Bell Helicopter
  - Cessna Aircraft Company
  - Textron Systems
- Thales
- Triumph Group Inc.
- United Technologies Corporation
  - Hamilton Sundstrand
  - Pratt & Whitney
  - Pratt & Whitney Canada
  - Sikorsky Aircraft
- Volvo Aero
Timeline of Primes

New Primes per Year

Year

Accumulated Total Primes

Pratt & Whitney
Beechcraft
Honeywell
Hawker
RR plc
Northrop
Grumman
GSA
Hamilton
Sundstrand
Vought
Bell
Helicopter
DCMA
Cessna
Boeing
MD
Helicopters
Lockheed
Martin
Airbus
EADS MTA
Eurocopter
EADS Astrium
EADS Defense
Goodrich
Alenia
BAE
Systems (US)
Rockwell
Collins
Bombardier
Sonaca
SAFREN Group
(Snecma Services,
Hispano-Suizo, Aircelle,
Messier-Bugatti,
Messier-Dowty,
Messier-Services,
Labinal, Techspace
Aero, Snecma
Propulsion Solide,
Microturbo, Cinch and
Globe Motors)
Latecore
Liebherr
Spirit
Textron Systems
Ball Aerospace
Heroux Devtek
BAE MAS
Thales
Parker
Aerospace
Group
United Space
Alliance
Volvo Aero Corp.
Genl. Dynamics
IAI
Agusta
Westland
M7 Aerospace
Nadcap Organizational Structure

Strategic

PRI Board of Directors

Executive leaders
- Legal entity
- Fiduciary responsibility
- Set policy
- Provide the Vision

Senior quality leaders & managers
- Oversee Nadcap operation
- Establish & implement policy & procedures
- Task Group coordination & development
- Continuous improvement

Tactical

Nadcap Management Council (NMC)

Administrative Staff

Supplier Support Committee (SSC)

Technical

Task Groups
Special Processes
- Nondestructive Testing
- Materials Testing
- Heat Treating, Coatings
- Chemical Processing
- Welding, NMSE

Systems & Products
- Electronics
- Sealants, Elastomer Seals
- AQS (AC7004)
- Fluid Distribution Systems
- Composites

Technical Experts
- Determine requirements
- Develop documents
- Accept corrective action
- Final decision on accreditation
# Status Report - Supplier Audits

<table>
<thead>
<tr>
<th>Category</th>
<th>155</th>
<th>131</th>
<th>135</th>
<th>135</th>
<th>121</th>
<th>98</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| CP                | 907 | 857 | 847 | 724 | 699 | 693 | 130  
| CT                | 124 | 113 | 124 | 112 | 106 | 83  | 37   
| Distributors      |     |     |     |     |     | 9  | 13   
| ETG               | 79  | 66  | 42  | 15  | 5   | 6   |  
| FAST              |     |     |     |     | 3   | 2   | 0    
| Fluids            | 25  | 32  | 25  | 30  | 23  | 18  | 7    
| HT                | 839 | 786 | 741 | 697 | 653 | 646 | 211  
| MTL               | 212 | 178 | 185 | 209 | 149 | 173 | 135  
| NDT               | 1021| 973 | 1000| 953 | 962 | 897 | 303  
| NM                | 233 | 178 | 196 | 188 | 170 | 187 |  
| NMSE              |     |     |     |     |     | 4   |  
| NonMetallic Matls | 24  | 20  | 10  | 6   | 1   |  
| Primes/other      |     |     |     |     |     | 15  |  
| SE                | 157 | 129 | 153 | 146 | 148 | 146 |  
| Seals             | 10  | 8   | 12  | 11  | 14  | 12  | 14   
| Sealants          | 12  | 17  | 12  | 12  | 15  | 16  | 10   
| WLD               | 464 | 411 | 446 | 403 | 416 | 400 | 148  
| Preassessments    | 85  | 71  | 41  | 26  | 31  | 13  |  
| NUCAP             | 223 | 187 | 181 | 138 | 137 | 43  |  
| Total             | 4,851| 4,406| 4,389| 4,015| 3,871| 3,678| 1,208 |

As of 07-OCT-11
Shared Program Management

Industry experts manage all key steps

Audit Checklist
PRI and Industry Working Together

Audit Criteria (AC):
Document containing checklists or other surveillance tools to be utilized in the course of determining compliance to established industry standards and Primes/OEMs requirements.
Shared Program Management

Industry experts manage all key steps
Auditor Qualification & Selection

Selection/Interview/Performance

• Core and Technical Requirements are established by PRI, with OEM/Industry Council approval
• Potential candidates complete a pre-screening questionnaire and interviewed by PRI
• Testing/Certification (Optional)
• Training Audits and review of training with Report from Lead Auditor
• Approval by PRI
• Continual Monitoring through Audit Reviews
• Continuing Training

Current Nadcap Auditors:

• Average over 30 years of experience
• Over two-thirds hold B.S. Degrees
• Certified to meet International requirements, when required by Task Group
• Over a dozen hold PhDs
Shared Program Management

Industry experts manage all key steps

Audit Checklist

Auditor Qualification & Selection

Audit Conducted
Audit Content

1. Quality Systems
2. Special Process and Product Specific Requirements
3. Compliance/Job Audits
   - **NDT:** 3 Witnessed Compliance Jobs per Method and 3 “Paperwork” Completed Compliance Jobs per Method
   - **Heat Treating:** 2 Long Jobs-8 Short Jobs
   - **Materials Lab:** Witnessing of All Test Methods
   - **Chemical Processing:** Minimum of 4 Job Audits
   - **Coatings:** 2-11 Job Audits (Based on Scope)
   - **Welding:** 2 Job Audits per Method
   - **Nonconventional Machining:** 2-10 Job Audits
   - **Surface Enhancement:** 2-6 Job Audits
   - **Composites:** 15-30 Job Audits (Based on Manufacturing Flow)
   - **Electronics:** Complete 1 Job Audit
   - **Conventional Machining:** 2-14 Job Audits (Based on Scope)
# General Focus Audits and Nadcap

<table>
<thead>
<tr>
<th>General Focus Audits</th>
<th>Nadcap</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Written evidence of a quality system is required</td>
<td>• Quality system is verified (AS9100, AS9110, AC7004)</td>
</tr>
</tbody>
</table>
| • Audit checklists are one-size-fits-all                                            | • All interested parties are given the opportunity to participate in checklist development through open meetings.  
• Checklists are based on industry standards.                                       |
| • No operator certification                                                        | • Operator is certified (where required)                                |
| • Inventory check                                                                   | • Involves actual job audits                                           |
| • Single day audits                                                                 | • Audits take 3 – 5 days                                               |
| • Findings are reviewed by auditor                                                 | • Audits reviewed by experienced Staff Engineers and Task Group        |
| • Reassessment audits conducted by the same auditor                                | • Different auditors assigned for each reassessment audit               |
| • No traceability                                                                  | • Traceability through eAuditNet                                      |
Does the supplier define the process employed for the calibration of inspection, measuring and test equipment type, unique identification, location, frequency of checks, check method, acceptance criteria and the action to be taken when results are unsatisfactory?

**NDT**

**Heat Treating**

**Chemical Processing**

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PRI approach: Technical (Nadcap) Focus Audit

Are the FPI dryer ovens calibrated every three months at multiple points across the usable range?

Are furnaces used for heat treating Aluminum parts surveyed at the required tolerance and temperature range?

Is measuring and test equipment used to control or monitor the control of a process (within parameters) maintained in a calibration system compliant with ISO 10012-1? (i.e. temperature gages, conductivity meters, voltmeters, rectifiers)

**NDT**

**Heat Treating**

**Chemical Processing**
Shared Program Management

Industry experts manage all key steps

Audit Checklist
Auditor Qualification & Selection
Audit Conducted
Audit Results
Corrective Actions
NCR Classifications

• **Major Nonconformance:**
  – The absence of, or systemic breakdown of, the Process Control and/or Quality Management system.
  – Any non-conformance where the effect impacts or has the potential to impact the integrity of the product.

• **Minor Nonconformance:**
  – A non-systemic lapse in conformance to the Process Control and/or Quality Management system.
Audit Review

PRI Staff Review:
- Staff Reviews Package for Completeness
- Review Audit Report
  - Clarification Changes - Contact Auditors for Clarification
  - Review Supplier Corrective Action
  - Close-Out or request additional information via Forums
- Audit Report Package is submitted via eAuditNet for Task Group Review

Task Group Review:
- Task Group decides Procedure for Review
- Task Group Reviews for Correctness
  - Technical Comments, Supplier Responses, Technical Completeness, Auditor Summary Letter, Identify Additional Findings
- Completes Review of Each NCR and dispositions (NCR Status)
- Discuss Results with PRI
- Task Group Provides ultimate approval and acceptance of audit package
Corrective Action Process

- Where no NCRs occurred, supplier completes feedback survey in eAuditNet
- Suppliers with NCRs submit objective evidence of implementation for all corrective actions
- Staff Engineers review corrective actions
- Audit Report Reviewers review the electronic audit report for completion and accuracy within 14 days of the receipt of the response.
- Audit Report Reviewers may make recommendations to TG for a Verification of Corrective Action (VCA) audit.
- Reasonable actions shall be taken to schedule, conduct and close the VCA audit to minimize impact on total audit cycle time.
- The VCA and related audit review are subject to failure when one or more Major NCRs are issued.
- Task Group completes review of each NCR and dispositions (NCR Status)
- Discuss results with PRI
- Items requiring TG resolution must be resolved by the TG prior to acceptance/closure of the audit.
Industry Working Together

Primes/OEMs → PRI Staff → Suppliers’ Feedback → Establish Audit Criteria

Approve PRI Auditor Selection → Recommend Auditor → Plan/Schedule Audits → Perform Audit

Contract Auditor → Supplier Request*

Review & Accept C/A → Accredit Supplier → eAuditNet

Submit C/A package → Review C/A package

Finding(s)
Shared Program Management

Industry experts manage all key steps

- Audit Conducted
- Auditor Qualification & Selection
- Audit Results
- Corrective Actions
- Accreditation
- Process Evaluation/Improvement
- Audit Checklist
eAuditNet

“An Online system for everything relating to audits”

• **eAuditNet Users**
  – **Suppliers**
    • Request a quote
    • Schedule an audit
    • Download checklists for self-audits
    • View supplier advisories
    • View supplier-related Nadcap procedures
  – **Subscribers**
    • Monitor the real-time progress of suppliers
    • Lookup supplier checklists, NCRs, and Supplier and TG NCR responses
    • Look at current audit status of supplier
  – **Auditors**
    • Communicate their availability for audits
    • View scheduled audits
    • Lookup audit details of a supplier’s past audits
    • Complete audit checklists and NCRs electronically for review
    • File reports on completed audits

• **eAuditNet Tools**
  – **Qualified Manufacturer’s List**
    • A searchable list of certified Nadcap Suppliers available in eAuditNet
  – **Qualified Products List**
    • A searchable list of manufacturers who have received a PRI product qualification approval letter to a specific standard
  – **Online Registrar**
    • PRI Registrar’s Directory of Registered Suppliers/Organizations.
Industry-Managed Program

• A process run by Nadcap Operation Procedures (NOPs)
• Task Group OPs are developed by NMC
• Nadcap Management Council
  – Ethics and Appeals Committee
  – Oversight Committee
  – Metrics Committee
  – Standardization Committee
  – Nadcap Vision Sub-team
Streamlined Requirements

Multiple Customer Requirements

One industry requirement
Reduced Number of Audits

Individual Customer Audits
An increasing percentage of Nadcap accredited companies report quality improvement in the area(s) related to their Nadcap accreditation(s).
Agenda

✓ Nadcap Overview

• Criteria for Membership
• Membership Responsibilities
• Membership Benefits
• Membership Cost
Criteria for Membership

• Nadcap Subscriber Prime members must be:
  – Production and Design Approval holders (such as Technical Standard Order [TSO], Type Certificate [TC], Production Certificate [PC] holders)
  – Certified by their regulatory agency

• These Subscriber Members have the design authority to write their own special process specifications and have internal engineering organizations to provide technical directions and support.
Agenda

- Nadcap Overview
- Criteria for Membership
  - Membership Responsibilities
  - Membership Benefits
  - Membership Cost
Membership Responsibilities

- User members are required to attend Nadcap meetings. If the member is unable to attend, an alternate shall be designated.
- Reply to surveys, questionnaires and ballots that are circulated to members.
- Carry through sponsorship and coordination of individual projects as assigned.
- Prepare checklists for auditing and continuing surveillance.
- Review resumes and interview auditors.
- Review audit reports.
Agenda

✓ Nadcap Overview
✓ Criteria for Membership
✓ Membership Responsibilities

• Membership Benefits
• Membership Cost
Membership Benefits

• Directly involved in the establishment of the audit criteria (industry standards & prime requirements)
  – Audit Criteria (AC): Document containing checklists or other surveillance tools to be utilized in the course of determining compliance to established industry standards and prime requirements.
    • i.e. NDT: AC7114, AC7114/1, AC7114/2, AC7114/3 & AC7114/4

• Directly involved in the selection, interview process & performance evaluation of the Auditors.
  – Nadcap auditors have a highly skilled technical background with average of 30 years experience in the Special process audited
  – Nadcap auditor goal is to evaluate and report the technical competency and compliance of the supplier
  – Currently NDT has 39 qualified auditors (21 are European Auditors)
Membership Benefits (continued)

• Directly involved in the audit report review process (receive supplier advisory notifications)
  – Two-step review process:
    1. Staff Engineer Review – Reviews for Completeness
       – Clarification Changes (electronically) - Contact Auditors for Clarification
       – Review Supplier Corrective Action
       – Audit Report Package is submitted via eAuditNet for Task Group Review

    2. Task Group Review – Reviews for Correctness
       – Task Group decides Procedure for Review (Sub-group review, entire Task Group Review)
       – Technical Comments, Supplier Responses, Technical Completeness, Auditor Summary Letter, Identify Additional Findings
       – Completes Review of Each NCR and dispositions (NCR Status)
       – Task Group Votes on Accreditation via On-Line Balloting

• Cost Advantage – reduces costs through improved standardization.
At the same time a web poll asked: Do you believe that Nadcap contributes to the overall aerospace industry’s safety record?

- Yes: 69% (198 responses)
- No: 31%

Benefits of Nadcap to Industry

Mandated Program
“Work together... to right size our processor base and continually improve certification and oversight...

A quality initiative that will lead overall industry cost reductions.”
The objective is to have a high performing self managed supply base
Agenda

☑ Nadcap Overview
☑ Criteria for Membership
☑ Membership Responsibilities
☑ Membership Benefits

• Membership Cost
Annual Subscription Fees

• The annual subscription fee is based on the number of programs (commodities) the User may subscribe to and which option they choose:

1. **Option A** (Only available to Subscribers within North America and Europe)
   - Air Travel/Hotel Costs are included per User member attending a regular Nadcap meeting for any Task Group subscribed.
   - 13 Primes subscribe to Option A

2. **Option B**
   - Air Travel/Hotel Costs are not included and covered by the Subscriber.
## Subscription Fees

**Annual Subscription Fees** (May subscribe to any one or more combination of the above programs)

<table>
<thead>
<tr>
<th># Programs</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8 or more</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Fee</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Additional $7,000 per traveler to chosen subscription amount</td>
</tr>
<tr>
<td>Option A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>$39,500</td>
<td>$47,500</td>
<td>$55,500</td>
<td>$63,500</td>
<td></td>
</tr>
<tr>
<td><strong># Travelers with Option A</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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</tr>
<tr>
<td><strong>Annual Fee</strong></td>
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<td>$19,000</td>
<td>$28,500</td>
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<td>$28,500</td>
<td>$28,500</td>
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<tr>
<td>Option B</td>
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</tbody>
</table>

Subscriber applies for annual services of the PRI/Nadcap eAuditNet database for each program, to include:

- Electronic Audit Reports
- List of Accredited Suppliers
- Audit Schedules
- Notification of Supplier Advisories
- Subscriber QML
- Customized Supplier Reports

- **Option A** (Only available to Subscribers within North America and Europe)
  - Air Travel/Hotel costs included per subscriber member attending a regular Nadcap meeting for any task group subscribed (reference Nadcap travel guidelines)
- **Option B**
  - Air Travel/Hotel costs not included and covered by subscriber
Future Nadcap Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-24 February, 2012</td>
<td>San Diego, CA USA</td>
</tr>
<tr>
<td>25-29 June, 2012</td>
<td>Berlin, Germany</td>
</tr>
<tr>
<td>22-26 October, 2012</td>
<td>Pittsburgh, PA USA</td>
</tr>
</tbody>
</table>

- Primes and Suppliers network among industry peers
- Participation in free training
- Task Groups work on technical matters (audit checklists)
- Continual improvements made to program
- Nadcap Management Council creates Policy
- Engage with existing and potential customers

Register online @ www.PRI-Network.org
Questions