



KALITTA CHARTERS, LLC. **QUALITY MANUAL**

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1 FOREWARD

This quality manual demonstrates and documents KALITTA CHARTERS, LLC. commitment to maintaining a high-level of quality service within a client focused environment that operates with integrity, safety, security and fosters continual improvement.

All aspects of this manual have been approved by the leadership team at KALITTA CHARTERS, LLC.

The instrument that will document the operational responsibility and functionality is the Operations Process Manual.

The success of the entire Quality Management System (QMS) relies on the understanding, involvement and participation of all staff and leadership personnel. The leadership of KALITTA CHARTERS, LLC. is ultimately responsible to our clients for the delivery of quality services and superior client satisfaction. The staff is responsible for ensuring that all elements of the plan are implemented and producing high quality results through continual enhancement of internal quality objectives, audits and reporting methodologies.

2 OVERVIEW

2.1 Company Profile

KALITTA CHARTERS, LLC., is a limited liability company registered in the state of Michigan and is a subsidiary of Doug Kalitta Holdings Inc. A renowned aviation leader in scheduled and on-demand cargo charter services, KALITTA CHARTERS, LLC. is one of a select few carriers granted special permits from the United States Department of Transportation (DOT) and Transport Canada to provide the highest level of radiopharmaceutical cargo charter service. KALITTA CHARTERS, LLC. is the premier cargo charter service provider of choice for industries that require immediate turn-time and specialized handling for such product lines as AOG (Aircraft on Ground), Life Sciences, Air Ambulance and General Air Cargo.

Kalitta Charters has a fleet of Dassault Falcon 20's and Bombardier Learjets with team members based in Ypsilanti, Michigan. The company offers specialized services for transporting radiopharmaceuticals/nuclear medicine.

2.2 Services

KALITTA CHARTERS, LLC. offers a managed transportation solution that is committed to providing the fastest, most reliable shipping and aviation services to each of our customers.



We do this by following a code of ethics based on honesty, integrity and providing resources to ensure the highest levels of customer service, safety and security for our customers and our employees. KALITTA CHARTERS, LLC.'s policies and procedures promote accountability for quality performance. We are continually measuring and improving our systems and organization to consistently exceed our customers' expectations.

KALITTA CHARTERS, LLC.'s success is directly linked to keeping the promises we make to our customers. We take this responsibility seriously and want to hear from our customers if we fail to meet their standards and expectations.

3 QUALITY POLICY-CORPORATE STRATEGY

Quality Policy KALITTA CHARTERS, LLC.

We are committed to delivery services that meet and frequently exceed customer's requirements and expectations.

We will actively pursue ever-improving quality through programs that enable each employee to do their job right the first time and every time. Delivering peak performance and professionalism in a safe manner each and every day.

In addition, our Corporate Strategy drives us to focus on the client's needs first and we are committed to quality processes, transparent communications, and continual improvement to exceed our client's expectations.

3.1 Strategic Initiatives

1. Operate a flight network delivering nationwide air charter solutions in a safe, efficient, and quality controlled manner.
2. Excel in building a superior KALITTA CHARTERS, LLC. team that creates opportunities for career growth and self-satisfaction.
3. Leverage KALITTA CHARTERS, LLC. strengths for the good of our clients, employees, and stakeholders.
4. Achieve superior financial results while acting ethically and remaining consistent with generally accepted fair values and in conformance to all laws and regulations.
5. Continually seek to improve the quality of service we provide to our clients.

4 QUALITY OBJECTIVES

The quality objectives are specific KPI's which KALITTA CHARTERS, LLC. implements or maintains



as the client's transportation management provider to ensure excellent customer service during the delivery of services. KALITTA CHARTERS, LLC. views the quality objectives as our obligation to our clients and a necessary tool for developing and expanding our positive relationships and achieving our vision.

The quality objectives are overseen by the Quality Team. This team is responsible for promoting, monitoring, and evaluating quality related activities. KALITTA CHARTERS, LLC. will work diligently to adhere to the quality objectives, thus enabling the company to continually focus on quality improvement.

4.1 Objectives/KPI's

KALITTA CHARTERS, LLC. will monitor, document, and correct any nonconformance and monitor specific items including:

1. Charter On-Time Performance in relation to previous quarter.
2. Controllable Errors associated with specific company policies and our client's policies.
3. Corrective Action and Preventative Action (CAPA) counts quarterly..

The quality objectives are designed to work in tandem with one another to build a strong foundation of continuous quality improvement. A strong program demands involvement and participation from all levels of the organization.

5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

KALITTA CHARTERS, LLC. leadership has defined business functions and their interrelations within the organization (including responsibilities and authorities) which are communicated to facilitate effective quality management. For the purpose of the QMS, KALITTA CHARTERS, LLC. leadership is the President, Chief Financial Officer, Information Technology Director, Human Resource Director and Quality Leader.

KALITTA CHARTERS, LLC. ensures the responsibility, authority and interrelationship of personnel who manage, perform, and verify work affecting quality is defined and documented, particularly for personnel who need the organizational freedom and authority to:

- Initiate action to prevent the occurrence of any nonconformance relating to service
- Identify and record any problems relating to the service, process and QMS
- Initiate, recommend, or provide solutions through designated channels
- Verify the implementation of solutions
- Control further processing of nonconforming services until the deficiency or unsatisfactory condition has been corrected

The KALITTA CHARTERS, LLC. organization chart (Appendix 1) shows the organization of the company and the relationships to KALITTA CHARTERS, LLC. leadership.



5.1 Management Representative

KALITTA CHARTERS, LLC. leadership has designated a Quality Leader as its management representative for the QMS. This individual, irrespective of other responsibilities, has the defined authority to:

- Ensure that the business processes of the QMS are defined
- Ensure that all requirements are established, implemented, and maintained in accordance with the Quality Manual and all subsequent control manuals
- Report to top management on the performance of the QMS, including any need for improvement
- Promote awareness of client requirements throughout the organization
- Act as the liaison between the departments and other third parties on matters concerning the QMS.

5.2 Quality Team

The Quality Team provides educated and experienced perspectives for all aspects of services provided by KALITTA CHARTERS, LLC. The goal of this team is to identify improvement opportunities and to work closely with leadership to achieve these goals. The team must demonstrate by example that continuous improvement is the norm and demonstrate support of quality improvement goals.

The team's focus is all-encompassing — operational issues, customer service goals, software improvements, telephony system evaluations, etc. Assessing all levels of services provided and identifying areas needing improvement are just some of the responsibilities. This team analyzes and interprets reports, audit results and other data collected within the operation to determine where opportunities for improvement reside and what actions are required to improve.

The Quality Team can request and aid in a variety of day-to-day activities; however, the team possesses no disciplinary power and cannot make any personnel decisions regarding disciplinary actions. The team reports directly to senior leadership. The team meets monthly to review operational performance, quality related initiatives and to provide oversight and guidance to KALITTA CHARTERS, LLC. staff involved with training, quality assurance and network operations. The team understands that it must maintain the cohesive bond and energy that exists between the company's Managers, Coordinators, Specialists, corporate office personnel, network transportation providers and the KALITTA CHARTERS, LLC. leadership team.

6 QUARTERLY MANAGEMENT REVIEW

KALITTA CHARTERS, LLC. will review the QMS quarterly to ensure its continuing suitability, adequacy, and effectiveness. The review evaluates the need for changes to the organization's QMS, including its quality policy and quality objectives.

Inputs to management review include but are not limited to current performance and



improvement opportunities related to the following:

- Results of audits
- Client feedback
- Process performance
- Status of preventive and corrective actions
- Follow-up actions from earlier management reviews
- Operational changes that could affect the QMS
- Recommendations for improvement of the system

The outputs from the management review include, but are not limited to decisions and actions related to:

- Improvement of the QMS and its processes
- Improvement of service to the client
- Closure of open items

Results of the monthly management reviews are recorded and maintained on file.

7 DOCUMENTATION REQUIREMENTS

7.1 Control of Documents

KALITTA CHARTERS, LLC.'s policy is to ensure all parties are utilizing the most current document and that a printed copy relating to the Quality Program is considered uncontrolled. The Quality Leader will approve all revisions and each initial document must be reviewed and approved by senior management.

7.2 Control of Records

KALITTA CHARTERS, LLC. will safely and securely store program records for a maximum of 3 years (unless otherwise required). All paper records are kept in the applicable Director's office inside the Kalitta Charters facility with documented procedures posted detailing what can be destroyed and when. Electronic records are purged once the item needs recurrent training. Destruction of paper records can take place through either normal waste procedures, or recycling procedures. Records consist of any executed document with a document ID or is considered controlled. These include audits, CAPAs, objective evidence, training, etc. At the end of record lifecycle, client records will be dispositioned as appropriate.



8 RESOURCE MANAGEMENT

8.1 Provision of Resources

KALITTA CHARTERS, LLC. will provide appropriate resources to ensure quality is maintained at a compliant level. Management is committed to continuing improvement.

8.2 Competence, Awareness and Training

Competency – KALITTA CHARTERS, LLC's policy is to hire according to our job descriptions and the candidate's capabilities will meet or exceed what is required.

Awareness – KALITTA CHARTERS, LLC. will ensure to make all affected parties aware of policy changes that apply.

Training – KALITTA CHARTERS, LLC. will train all parties on all policies that each position requires. Initial and recurrent training will occur as needed but not less than once every two years.

9 CLIENT RELATED PROCESSES

9.1 Determination and Review of Client Requirements

KALITTA CHARTERS, LLC. will document and maintain clear expectations of each client.

9.2 Client Communication and Feedback

KALITTA CHARTERS, LLC. will provide clients the ability to provide feedback through Quarterly Business Review (QBR's).

10 PURCHASING

10.1 Selection, Evaluation and Approval of Suppliers

KALITTA CHARTERS, LLC. will proceed as described:



- Establish concise criteria to select business partners
- Document decision to approve
- Perform annual reviews – electronically, or in person
- Include findings in Quarterly Management Review

11 MEASUREMENT, ANALYSIS, AND IMPROVEMENT

11.1 Client Satisfaction

It is KALITTA CHARTERS, LLC.'s policy to continually achieve perfect client satisfaction through proper training and execution of service on an ongoing basis.

11.2 Self-Inspections/Internal Audits

KALITTA CHARTERS, LLC. will ensure all policies and processes are being adhered to, followed up on and documented properly through internal and/or external audits.

11.3 Improvement

Providing quality service is the responsibility of ALL employees of KALITTA CHARTERS, LLC. that interact with our clients, vendors, and transportation network providers.

11.3.1 Corrective and Preventative Action (CAPA) Process

KALITTA CHARTERS, LLC. will institute a corrective action to address any error/problem reported by the client in real time. Corrective actions will be focused on root cause analysis and preventing reoccurrence.

12 CORE PROCESSES

The business units noted below will be where the Quality Team concentrates.

12.1 Operations

Our core MISSION cannot exist without solid operations. The KALITTA CHARTERS, LLC. operations team will regularly follow prescribed methodologies as detailed in the OPM will also serve as the quality guidelines to be adhered to during periodic review by the Quality Team.

Methodologies are built around, but are not limited to:



- Safe and Efficient Flight Operations
- Client Interactions and Expectations
- Post-Delivery Follow-up
- Cost Management
- Error Resolution
- Adherence to Critical Standards
- Office, Facilities, Workspace, and Environment

12.2 Safety, Security, and Regulatory Compliance

It is our obligation and practice to operate with safety, security, and regulatory compliance in all we do

Elements include but are not limited to:

- Client security through vetting procedures on employees and service providers
- Federal and Local Agency Compliance (FAA, DOT, Airport Authority)
- Chain of Custody
- Emergency/Disaster Response
- Dangerous Goods Compliance
- Financial Controls
- Vendor Compliance

12.3 Quality Team

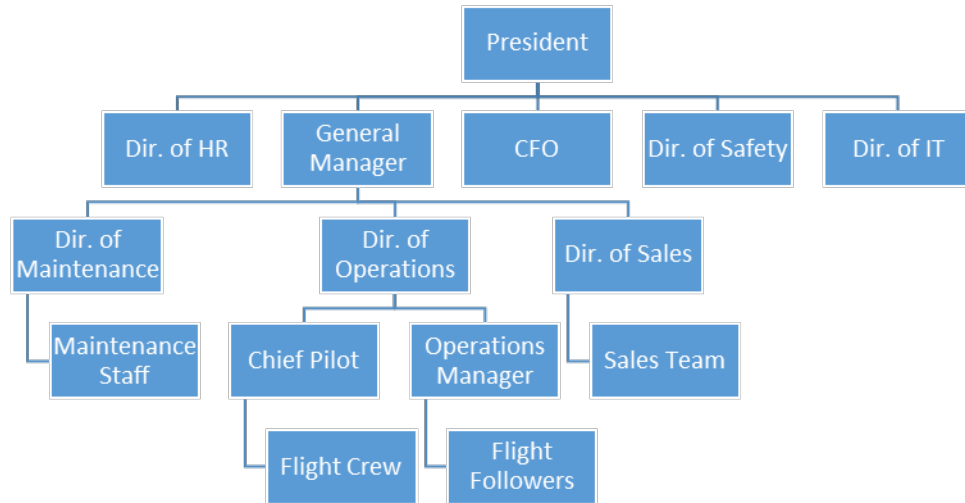
Maintaining the broad scope of the QMS is the relevant reasoning to document all controllable items. The Quality Team links the customer experience to the company. KALITTA CHARTERS, LLC. will regularly follow prescribed methodologies as detailed in the Quality Manual and be subject to periodic reviews by KALITTA CHARTERS, LLC. leadership.

This corresponds to, but is not limited to:

- Document Management
- Control of Records
- Client Feedback
- CAPAs
- Development and Monitoring of KPI's
- Internal / External Audits and Inspections



Appendix 1 – Organization Chart





RECORD OF REVISIONS

Version	Description of Change	Revision Effective Date	Revision By (initials)
1.0	Original Issuance	20 Apr 23	MEF TCL