Quality Manual

Quality Management System (QMS)

Project:	**QMS**
Department:	**DSD**
Document version:	**1.3**
Template version:	**1.0**
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Confidentiality Level:	**Public**
Document Tag:	**ISO 9001**
Location and Date:	**Ljubljana, September 15th, 2025**

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Document History

Date	Author	Version	Description
20.4.2023	Tatjana Rojc, Miloš Zupančič	1.0	Quality Manual first draft
15.5.2023	Tatjana Rojc	1.1	Adding supplier satisfaction section and Appendix A and strategy update
19.8.2024	Tatjana Rojc	1.2	Update of Strategy, Vision, Mission, Values & Quality Policy, Adacta Locations , Appendix B and sequence and interaction of processes
15.09.2025	Tatjana Rojc	1.3	Due to reorganization update of Strategy, Vision, Mission, Values & Quality Policy, Adacta Locations , Appendix B and sequence and interaction of processes

Confidentially note

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Levels of confidentiality

Information	
Confidential	Defined by ADACTA's Management
Restricted	For individual Department Only (IT procedures, HR procedures, Personal Data)
Internal use only	For employees Only (QMS and ISMS Documents for Internal Use, Internal Acts)
Customer use	Customer use – Project and Contract documentation

1 About Adacta

30 years in the IT industry, international operations, a team of over 500 people, more than 400 completed projects in 25 countries and strong commitment to growth and development sets Adacta among the most perspective IT companies in the broader CEE region with a significant potential for growth and expansion in the future. With offices in 6 countries and 8 cities and with an annual turnover of 31 Mio € (2018), Adacta today is one of the leading solution providers for the insurance industry in CEE, offering core solution AdInsure for Life, Non-life, Health.

In 2005 Adacta started building-up its competencies and investing in R&D for the financial industry. FinTech department was established in order to unify Adacta's know-how and solutions developed for the financial industry. AdInsure, core insurance platform is a result of a 14 years of work and experiences gained working for the insurance companies and brokers in the broader region, as well as in Western Europe. Today, Celent, independent advisory company, ranks AdInsure among top 4 insurance software in EMEA in advanced technology and breadth of functionality and among top 3 in depth of customer service. Several international insurance groups selected AdInsure as a core insurance platform.

To support further growth of the FinTech solutions, new offices in 2015 were opened in the Czech Republic. Today, 180 dedicated professionals work in the Fintech branch and Adacta's insurance related solutions are implemented in 22 companies in 10 countries. Adacta's strong commitment to further develop AdInsure ecosystem and clear and outstanding benefits against the international competitors (flexibility, price-performance, advancement in technology), are an excellent basis for further growth and development of insurance solutions in the international markets.

Adacta's highly qualified Professional Services team ensures efficient preparation, management and completion of the implementation project as well as reliable, highly responsive maintenance and support of the implemented system. Adacta, together with its clients, succeeded to go live with all its core implementation projects!

Together with Adacta Information Security Policy, Quality Manual represents key Management System document, which is used to fulfil company's processes activities.

2 Adacta Quality Manual

This manual describes the company's quality management system (QMS) developed to meet the requirements of ISO 9001, including justification for any clauses that are considered as not applicable to the QMS. It outlines the sequence and interaction of the company's processes and makes reference to supporting processes in the form of process maps, within the QMS.

The QMS outlines accountability and responsibility for the implementation and maintenance of agreed standards and hence improves customer satisfaction, improves the effectiveness and efficiency of management, improves awareness by all employees of their part in controlling each stage of the company processes, increases job satisfaction, and provides the motivation to continually improve performance.

The QMS has been developed taking into account the Needs and Expectations of interested parties and the strategic direction of the company using a PDCA (Plan, Do, Check and Act) cycle with an overall focus on risk-based thinking, aimed at taking advantage of opportunities and preventing undesirable results in relation to quality.

Our Auditing Process shall identify risks and opportunities for improvement and provide objective, verifiable and documented evidence as to the effectiveness of the QMS and its ongoing implementation and review.

Effective Internal Auditing together with Management review and action on audit findings, customer complaints, risks and opportunities for improvement, is therefore essential to ensure that the system is subjected to continual improvement and to harness the commitment and resourcefulness of all employees to this ideal.

The Managing Director and Department managers have overall responsibility for quality and customer satisfaction and the Quality Representative has the responsibility for maintaining the ISO 9001 quality management system and ensuring its integrity.

Roles, responsibilities and authorities have been defined and communicated; these are shown in an Organisation Chart (enclosed at Appendix B) and a role, responsibility and authority matrix (enclosed at Appendix C).

Responsibilities for each step in a process or procedure are referenced from process maps and procedures.

3 Company Profile

Hi, we're Adacta — a leading software provider for the insurance industry. Our insurance platform, AdInsure, gives Life and P&C insurers a future-proof way to streamline their operations and processes.

So, what's special about us? Formed in 1989, we've spent decades helping insurance organisations to grow their digital capabilities and drive new profits. Our mission is simple: empower tomorrow's industry leaders to reach their potential through technology.

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4 Terms and Definitions

Adacta adopts the following terms and definitions within its Quality Management System. Where no definition is provided, the company typically adopts the definitions provided in ISO 9000 Quality Management – Fundamentals and Vocabulary and ISO 9001. In some cases, specific procedures or documentation may provide a different definition to be used in the context of that document; in such cases, the definition will supersede those provided for in this Quality Manual or the referenced definition sources.

General Terminology

Document – written information used to describe how an activity is done.
Record – captured evidence of an activity having been done.
Critical Items – Those items (e.g., functions, parts, software, characteristics, processes) having significant effect on the provision and use of the products and services' including safety, performance, form fit, function, producibility, service life, etc.; that require specific actions to ensure they are adequately managed.
Procedure – Specified way to carry out an activity or a process.
Process – Set of interrelated or interacting activities, which transforms inputs into outputs.
Product Security – The state in which a product is able to perform to its designed or intended purpose without causing unacceptable risk of harm to information
Special Process – A process where conformity of the resulting product cannot be readily or economically verified.
Special Requirements – Those requirements identified by the customer, or determined by the organization, which have high risks of not being met, thus requiring their inclusion in the operational risk management process. Factors used in the determination of special requirements include product or process complexity, past experience, and product, service or process maturity. Examples of special requirements include performance requirements imposed by the customer that at the limit of industry's capability, or requirements determine by the organization to be at the limit of its technical or process capabilities.
System – Set of interrelated or interacting elements.
Traceability – Ability to trace the history, application or location of that which is under consideration.
Validation - Confirmation, through the provision of objective evidence, that the requirements for a specific intended use or application have been fulfilled.
Verification - Confirmation, through the provision of objective evidence, that specified requirements have been fulfilled.

Risk-Based Thinking Terminology

Risk – Negative effect of uncertainty
Opportunity – Positive effect of uncertainty
Uncertainty – A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood. (Not to be confused with measurement uncertainty.)

Nonconforming Product or Service Terminology

Nonconformity – Non-fulfilment of a requirement.
Rework – Efforts to bring nonconforming product or service into conformance through additional operations that do not alter the original design of the product.
Repair – Efforts to bring nonconforming product into conformance through additional operations that alter the original design of the product; this may be through the addition of material no specified in the original design, or through altering pre-existing design features.

5 Context of the Organization

The QMS has been designed taking into account the context of the organisation, external and internal issues that are relevant to the company's purpose and strategic direction in relation to Quality.

In order to determine the context of the organisation and identify external and internal issues and/or constraints, the Managing Director and Management Team have considered issues arising from legal, technological, competitive, cultural, social, economic and natural environment, whether international, national and regional or local. These were then taken into consideration when carrying out a SWOT analysis to determine the company Strengths/ Weaknesses/Opportunities and Threats.

Strengths

1. AdInsure platform technology (modern end-to-end technology backbone).
2. AdInsure business content and workflows flexibility and ability to serve various client sizes (insurances and brokers) and to fit in various /customized process roles.
3. Good market position and presence in Adriatics and Czech republic.
4. Client awareness in Germany, Switzerland and some other west European markets as a result of intensive marketing and Analysts' recognition (Gartner and Celent).
5. Access to affordable and qualified resources in south-eastern Europe (Adriatics) and in Czech republic and Slovakia, largest pool of insurance consultants in Adriatics.
6. Successful Azure deployments track record.

Weaknesses

1. Out-of-the-box AdInsure business content and workflows are limited to demonstration products / reference cases not tested and maintained for a production use.
2. Limited number of experienced consultants and limited capability to sell & deliver projects in local languages on important markets with local competitors (German, French, Italian, Spanish,…).
3. Size and financial strength significantly below most of competitors beyond existing south-eastern Europe (Adriatics) markets.
4. Managed services and SaaS offering not yet available.
5. System continuous availability to support online services and other early-adopter tech challenges.
6. Unable to provide end-to-end insurance service as retail front-end is not available in AdInsure and CRM functionalities are limited (third-party solutions need to be integrated).

Opportunities

1. Multi-country deployments in central and eastern Europe.
2. As new technologies (APIs etc.) disrupted monolithic approach to insurance IT systems, large clients in western Europe are seeking solutions to cover specific process roles (e.g. accounting, claims) and /or a targeted (limited) end-to-end product scope.
3. Verticals: specialized insurers and/or insurers offering specialized/embedded EU cross-border coverages; industry brokers (leveraging DVA case).
4. Smaller EU markets (Switzerland, Ireland, Scandinavia, Luxembourg).
5. New geographies with no or obsolete local solutions.
6. Microsoft and Oracle commercial partnership potential.

Threats

1. Entry of new player(s) to south-eastern Europe (Adriatics) region (e.g. through winning a significant local project) could on the short term increase resource costs & resource drain and on a long term provide a viable alternative for existing clients.
2. Increased competition through standardized (SaaS) offerings for tier 3 insurers, disrupted monolithic approach to insurance IT systems could on the long-term cause that clients will combine various SaaS services to ensure end-to-end IT support.
3. Further worsening of geopolitical situation in eastern Europe, reducing investments in south-eastern EU countries and adding risk to software and services originating from Adacta's domestic regions.
4. Downgrading of analysts' recognition due to limited number of new wins and their geography.

The resultant output has been used to plan the QMS and align the QMS to the company's scope of operations.

Internal Issues have been identified in relation to Values, Culture, Knowledge and Performance.

Both external and internal issues that affect the company's ability to achieve the intended outcomes of its QMS have been identified and any risks and opportunities recorded on the company risk matrix for action as applicable.

Using this information, a Strategic plan was drawn up showing the future direction for the company and strategic objectives required to deliver the plan.

6 Understanding the Needs and Expectations of Interested Parties

The Managing Director and Management Team have completed a Stakeholder Analysis to identify and define relevant interested parties who have influence on the effectiveness and efficiency of the QMS, as well as their requisite requirements.

Interested parties in relation to quality, environment and health and safety are listed on a matrix which includes the interested party, their requirements, if a compliance obligation and how the company meets requirement/s within their QMS.

The Company shall regularly review and update the matrix to understand and anticipate needs or expectations affecting customer requirements and customer satisfaction.

The knowledge gained through the Stakeholder Analysis process has been considered when designing the company's QMS and in formulating its Strategic plan.

7 Strategy, Vision, Mission, Values & Quality Policy

Our strategy is to provide comprehensive coverage of insurance processes, building open, modern and configurable architecture as well as transforming clients` feedback into AdInsure platform functionality.

Adacta's SaaS Strategy

SaaS as roadmap

Although we do not currently offer the SaaS model directly, we have a clear roadmap for integrating it into our offering. This reflects our commitment to the insurance industry's technological transformation and meeting insurers' evolving needs. With SaaS as a goal, we are actively investing in several SaaS-related areas including:

1. **AdInsure Core platform support for Cloud**
2. **DevOps**
3. **Predefined insurance line of business support**
4. **Managed services.**
5. **Security and Compliance**

Platforms Cloud capabilities

- We are adopting a cloud-agnostic approach. This ensures that our clients can select the cloud environment that best fits their operational needs. Our Cloud support Strategy has several levels:
- Containerized Deployment: We support CD deployment through Kubernetes, facilitating ease of use, scalability, and resilience across cloud environments.
- Specific Cloud Services Support: Our solutions are designed to integrate with specific cloud services, providing optimized functionality and efficiency.
- Optimization for Cloud Environments: AdInsure is currently optimized for Azure.

Adacta and partner Cloud services

- Application services: offered by Adacta and/or partners
- Infrastructure services: offered by regional partners, including regulatory compliance-related services

Our vision is

”Empowering the insurance industry as the leading end-to-end technology partner, redefining how insurance works.”

Our mission is

“Adacta is a trusted partner for insurance companies, delivering flexible, innovative solutions and guiding clients through their transformation journey.”

Everybody has unique potential. And while our clients are the backbone of our business, we want to see our colleagues go far too. Adacta's company culture is built on mutual empowerment – an environment where everybody has opportunities, support, and encouragement.

Adacta’s newly defined **Core Values**:

1. ***Quality*** – We care about doing things well and delivering high standards in everything we do.
2. ***Teamwork & Partnership*** – We achieve more together by supporting one another, sharing knowledge, and building strong relationships.
3. ***Integrity*** – We act with honesty and consistency, doing the right thing even when no one is watching.
4. ***Continuous Improvement*** – We are always looking for better ways to work, deliver, and make an impact.

These values reflect who we are and what we strive to become – and will be embedded into how we work, grow, and lead.

8 Quality Policy

In order to achieve our vision, mission and values Adacta's Top-Level Management are committed to:

- Abide by all regulatory and legislative requirements.
- Meeting all statutory requirements and in particular implementing and maintaining a Quality Management System to meet the requirements of the Quality Management System ISO 9001 standard.
- Establishing customer requirements clearly before commencing work.
- Establishing good liaison links with our customers and measure customer satisfaction.
- Work as a skilled team.
- Continually train and develop our employees to provide for a versatile, competent workforce.
- Demonstrate excellence in our operations.
- Establish Key process measures and monitor performance against set KPIs.
- Manufacture and inspect our products in accordance with relevant requirements.
- Strive to do things right first time.
- Strive to deliver our services to our customers on time and in full (OTIF).
- Monitor external rejections and put measures in place to prevent recurrence.
- Encourage our employees to secure information in business processes.
- Continually improve on the effectiveness of our quality management system through setting of Improvement objectives.
- Encourage suggestions for improvement from our employees.
- Communicate on the effectiveness of our quality management system to our employees.

We shall ensure that this policy is communicated and understood at all levels within our organisation and that the resulting Quality Management System including this Policy and supporting Quality Objectives will be regularly reviewed to ensure its continuing suitability and effectiveness.

9 Scope and non-applicable clauses

Based on an analysis of the above issues of concern, the interests of stakeholders, and in consideration of its products and services, Adacta has determined the scope of the management system as follows:

Development, sale, implementation and maintenance of software at the locations in Slovenia, Germany, Serbia, the Netherlands, and the Czech Republic, Verovškova ulica 55A, 1000 Ljubljana and Ulica Vita Kraigherja 5, 2000 Maribor

The quality system applies to all processes, activities and employees on the group level.

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ISO 9001 is implemented as Quality Management System in its entirety.

10 QMS Documentation Structure

The Quality Management documentation is structured in four levels:

External documents	Internal documents	Processes	Records
Legislation Contracts Orders Standards	Quality Manual Quality Procedures Work Instructions Forms		Reports Logs

Quality Manual: The manual provides an overview of the QMS and how it meets the requirements of ISO 9001:2015. It details the scope of the QMS and any clauses excluded. The manual lists the processes included within the QMS and references any supporting documented procedures. It provides company personnel, auditors and customers with confidence that an effective and documented quality system exists for ensuring the company's products conform to relevant requirements.

Quality Procedures: These are presented in the form of Process Maps and provide details of how quality activities are carried out within the company. They also detail responsibilities for each process step and make reference to related documents such as relevant standards, operating procedures and forms, as applicable.

Work Instructions: These provide detail of processing operations and can be in the form of process control sheets.

Forms: These provide a record that activities required within the QMS, product or service specification and contract/order, have been completed.

11 Processes

a. Management processes

Management	SWOT analysis, Needs and Expectations matrix, Strategic plan.
	Quality Policy
	Quality Objectives
	Communication Matrix
	Management Reviews
	Management review template
	Risk Assessment

b. Resource processes

Back Office	Establishing resource requirements
Digital Service Department (DSD)	Maintenance of equipment
Human Resources (HR)	Training process, Recruitment process
Compliance	Compliance
Finance and Accounting	Finance

c. Key processes

Research & Development	Research and development of software solutions: software solution architecture, technologies used, development of platform and user functionalities
Delivery	Implementation or adaptation of software solutions to customer business requirements. Planning and development of software solutions AdInsure, AdBanking, AdTreasury, AdLeasing
Pre-Sales, Sales	Sales process inputs are sales lead and/or sales opportunity. Sales process is supported by internal CRM, where leads and opportunities are stored and managed.
Quality Assurance	Development and maintenance of strategy and processes for quality assurance of software solutions in accordance with adopted standards

d. Performance evaluation processes

ISMS, QMS	Internal audit process
ISMS, QMS	Monitoring and Measuring process
ISMS, QMS	Management Review Process
ISMS, QMS	Nonconformance and corrective action process

Measures have been established for key processes where they are deemed beneficial to business improvement and customer satisfaction. Measures established shall link, where possible to the company's quality policy and goals. Quality Objectives in the form of measurable and time-bound improvements are established and recorded on an Objective Monitoring and Measuring form. Progress in meeting objectives is reviewed at management meetings and where objectives are not being achieved measures shall be put in place to progress, where practicable.

Key Process Measures within QMS are recorded on a Process Matrix which lists the process measure (KPI), how measured, who is responsible, frequency of measuring, frequency of analysis and evaluation and record kept.

12 Sequence and interaction of processes

No.	Process	Description	Process link	Process owner
1.	Management	Strategic Planning, Quality Objectives	All Adacta's processes	Alexey Tikhonov
2.	Back Office	Establishing resource requirements	Management	Tita Kralj, Annette Mržljak
3.	Sales	Establishing resource requirements	Management	Aleksander Solomonov
4.	Finance & Accounting	Finance	Management	Pia Pavlin Bevc
5.	Human Resources	Training process, Recruitment process	Management	Tanja Kocbek
6.	Marketing	Marketing	Management	Sebastjan Plavec
7.	Digital Services	Maintenance of equipment	Management	Miloš Zupančič
8.	Research & Development	Research and development of software solutions: software solution architecture, technologies used, development of platform and user functionalities	Management	Dragan Sladojević, Bojan Pikl
9.	Delivery	Implementation or adaptation of software solutions to customer business requirements. Planning and development of software solutions (AdInsure,	Management	Jernej Mazi(Delivery DACH), Benjamin Levstek(Delivery CE), Damijan Rebernak(Delivery Adriatic), Boryana Pilyarska (Delivery EE) Miha Frlec (Delivery Banking) Toni Šegetin (Delivery ITB)

No.	Process	Description	Process link	Process owner
		AdBanking, AdTreasury, AdLeasing)		
10.	Quality Assurance	Development and maintenance of strategy and processes for quality assurance of software solutions in accordance with adopted standards	Management	Goran Šiška

13 Competency and customer satisfaction

Competency of personnel is based on qualifications, approvals, skills and /or experience and is assessed by the Managing Director and Department Managers by appraisal of work carried out, registered tickets and analysis of customer complaints.

Suitable points of measure are defined by the management team and shall be evaluated to determine levels of customer satisfaction with our product quality and delivery.

Methodologies used to identify areas for improvement will include some or all of the following:

- Customer and end user surveys
- Internal audits
- Market needs
- Performance Monitoring
- Management conducting customer visits
- Suggestions from workforce

In addition, customer satisfaction levels shall be determined by:

- Direct feedback
- Level of customer complaints
- KPI’s
- Repeat business

Information gained will be used as a basis for setting improvement objectives. Our performance in this area shall also be assessed during management review meetings.

13.1 Supplier’s satisfaction

Suitable points of measure are defined by the management team and shall be evaluated to determine levels of supplier satisfaction with our product quality and delivery.

Supplier performance evaluation is measured quantitatively by delivery volume, delivery reliability, quality level, and cost. The scale ranges from 1 to 5, with 5 being the highest score. The external supplier performance evaluation list can be viewed at https://adfintech.sharepoint.com/dsd/Lists/Subcontractors/AllItems.aspx and is updated annually. The list also includes three-year history data.

14 Analysis of Data

Analysis of data within the Quality Management System shall be carried out to ensure the continuing effectiveness of the QMS to meet our declared aims and objectives and to identify improvement opportunities.

Data Analysis establishes performance in relation to key areas such as:

- Levels of customer satisfaction
- Non-Conformances
- Performance of key company processes
- Levels of corrective action
- Supply chain performance
- Subcontractor performance

Information obtained from data analysis is used at management review meetings to establish the need for corrective action and to promote improvement opportunities.

15 Internal Audit

The company has established and maintains an effective internal audit process, to assess the ongoing suitability and effectiveness of our Quality Management System.

Selection of auditors and conduct of audits ensure objectivity and the impartiality of the audit processes.

Audits of the quality management system are carried out to obtain objective evidence that we consistently conform to planned arrangements in the following areas:

- Meeting the requirements of ISO 9001 (together with ISO/IEC 27001 requirements)
- The QMS has been effectively implemented and maintained
- Agreed processes are being followed
- Improvement opportunities are being identified and acted upon

An audit programme is planned taking into account the status and importance of the activities and areas to be audited, together with the results from previous audits. The scope, frequency and methodology shall be decided during audit planning. Suitably trained personnel, independent of the area being audited shall carry out audits.

Audits will consist of an audit of conformance to clause requirement of ISO 9001 and Process Effectiveness audits of Key processes.

Results of all audits are documented and subject to management review. Timely corrective action is taken on any deficiencies detected and preventive action instigation to prevent recurrence.

An audit follow-up process is used to verify that all planned action has been satisfactorily completed.

16 Management Review

The Management Team shall review the continuing suitability, adequacy and effectiveness of the Quality Management System periodically. They shall arrange for the complete Quality Management System to be reviewed on an annual basis.

Review Input

The management review shall include consideration of:

a) The status of actions from previous management reviews
b) Changes in external and internal issues that are relevant to the quality management system
c) Information on the performance of the quality management system, including trends and indicators for the following:
    - Customer satisfaction, nonconformities and corrective actions
    - Monitoring and measurement results; including the extent to which objectives have been met
    - Audit results
    - Customer feedback, complaints; and communication(s) from external interested parties,
    - Suppliers, subcontractors and external provider issues
    - Process performance and installation conformity
    - Opportunities for continual improvement.
    - Risks
    - Resource needs

Review Output

Outputs of the management review shall include;

- Conclusions on the continuing suitability, adequacy and effectiveness of the quality management system
- decisions related to continual improvement opportunities for the QMS
- Any need for changes to the quality management system, including the policies and objectives consistent with the strategic direction of the company
- Risks identified from review and actions agreed to eliminate or reduce risks to an acceptable level

Records of all collated information and the annual review of the complete system are kept in the minutes of the QMS Review Meeting. All records are stored in such a manner as to minimise damage and to prevent loss.

17 Improvement

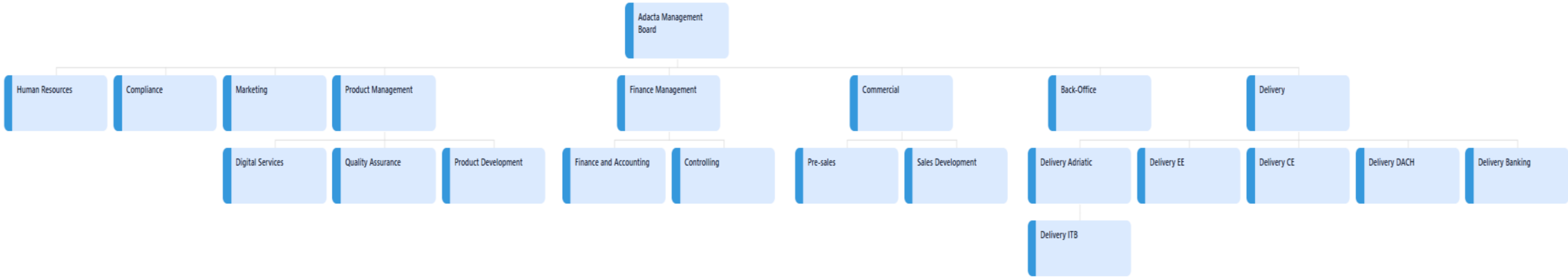
The company is committed to the continuous improvement of its Quality Management System. This process is facilitated through the use of the quality policy, objectives, audit results, data analysis, corrective actions, and management review meetings.

18 Appendix A

Interested Party	Requirement				Details of Requirement	Legislative Compliance Obligation		How this is met
	Quality	Infosec	Env	H&S		Yes	No	
Inspection	✓	✓	✓	✓	To meet all Health and Safety legislation	✓		Adhering to all relevant health and safety legislation.
Employees	✓	✓		✓	To have safe working environment	✓		Management committed to safe environment, risk assessments and training provided.
	✓	✓		✓	To have safe working environment. Knowledge of company history, key customers, achievements, vision, strategy, mission, values, quality and IS policy and quality and IS objectives.		✓	Management committed to safe environment, risk assessments and training provided.. Through Team briefings and one-to-one communications with MD and quality notice boards.
Consultant (External Support)	✓	✓			Full support of client in relation to the QMS, ISMS and access to all relevant company documents within the QMS and ISMS		✓	Consultant will work closely with company personnel ensuring they understand the QMS, ISMS and opportunities for improvement
Certification Body	✓	✓			To meet standard requirements and respond to any non-compliances raised during assessments		✓	Corrective action reports completed and furnished to certification body for any non-compliances raised

Suppliers	✓				To receive clear details on item required and required delivery date.		✓	Clear description of item required and required by date as applicable.
	✓	✓			To receive clear requirements of supplier quality terms and conditions		✓	Supplier Quality and IS agreement will be forwarded with initial order.
Company	✓				To receive confirmation from our suppliers denoting agreement with quality requirements/ agreement.		✓	Note on purchase order to inform supplier that acceptance of order denotes agreement to quality requirements.
	✓	✓	✓		To receiving conforming product on time and with requested documentation as appropriate.		✓	Supplier will be notified of any problems using a Supplier Corrective Action Report and corrective action requested.
Customer	✓	✓			Response to any complaints raised.		✓	Corrective action formalised internally and root cause identified, and customer notified of action taken in relation to complaint
IT Provider	✓	✓			To receive clear description on system specification and any changes required		✓	Clear instructions provided on any changes required to software.
Company	✓	✓	✓	✓	To receive a first class service and prompt response on identified changes to system and any issues arising.		✓	Feedback to company on any areas where improvement is required. Service to date very satisfactory.

19 Appendix B



20 Appendix C

Role/Responsibility and Authority Matrix

Tomaž Volk
Founder, President of the Board

Alexey Tikhonov
CEO

Kimberly Doyle
Chief Financial Officer

Alexander Solomonov
Head of Sales and Business Development

Jernej Mazi
Head of Delivery DACH

Damijan Rebernak
Head of Delivery Adriatic

Ivan Vidmar
Head of Pre-sales

Boryana Pilyarska
Head of Delivery (Delivery EE)

Benjamin Levstek
Country Manager Czech Republic, Head of Delivery CE

Ivan Divić
Country Manager Serbia

Sebastjan Plavec
Chief Marketing Officer

Pia Pavlin Bevc
Head of Finance and Accounting

Goran Šiška
Head of Quality Assurance

Miloš Zupančič
Head of Digital Services

Tomaž Bartolj
Chief Product Officer

Tatjana Rojc
Chief Information Security Office (CISO)