



沪士电子股份有限公司

WUS Printed Circuit (KunShan) Co.,Ltd

零配件及治工具供应商雷区异常处理方案

The minefield issue solution scheme for spareparts and governance tools suppliers

一.启动时机 Launch time:

处置启动机制 <u>Disposal</u>		额外赔偿 <u>Additional compensation</u>	延期付款 <u>Deferred payment</u>	高层检讨 <u>Top management comes to report</u>	现场稽核 <u>On site audit</u>	暂停采购 <u>Suspend purchasing</u>	网站公布 <u>Publish on website</u>	暂停新产品认可 <u>Suspend new products approval</u>	找 Second source 取代 <u>Look for second source to replace</u>	取消资格 <u>Cancel qualification</u>
负责部门 <u>Responsible department</u>		采购 <u>PUR</u>	采购 <u>PUR</u>	SQE	SQE	采购 <u>PUR</u>	采购 <u>PUR</u>	生技/工务 <u>PT/Maint</u>	采购 <u>PUR</u>	采购 <u>PUR</u>
雷区问题 <u>Minefields problem</u>	错混料 <u>Wrong or mixture materials</u>	V	V	V	V	!	/	V (单一 Source 时)	V (单一 Source 时)	/
	重复批量 <u>The repeated batch issues</u>	V	V	V	V	!	/	/	/	/
	重复短装 <u>Repeated short in quantity issues</u>	V	V	V	V	!	/	/	/	/
	环保事件 <u>Environmental accidents</u>	V	V	/	/	!	/	/	/	V
	诚信问题 <u>Integrity issues</u>	V	V	/	/	!	V	/	/	V
	材质不符 <u>Unmatched materials</u>	V	V	V	/	V	/	/	/	/
	重复问题影响生产 <u>Repeated issues impacting manufacture</u>	V	V	V	V	!	/	/	/	/
关键事件 <u>Key incidents</u>	V	V	V	V	!	!	!	!	!	
质量评核等级 <u>Quality assessment grade</u>	3 个月内 1 个 D 级。1 D grade within 3 months	!	!	V	!	!	!	!	!	!
	3 个月内 2 个 C 级或 1C1D 级。 2C grade or 1C1D grade within 3 months	!	!	V	!	V (3 个月 3 months)	!	!	!	!
	3 个月内 2 个 D 级 2 D grade within 3 months	!	!	V	!	V (6 个月 6 months)	!	!	!	!
	3 个月内每月为 C 级或 D 级 C or D grade for every month within 3 months	!	!	!	!		!	!	!	V



沪士电子股份有限公司

WUS Printed Circuit (KunShan) Co.,Ltd

二.实施细则说明 [Detailed rules for the implementation:](#)

- 1.雷区定义:涉及错混料、重复批量、重复短装、环保事件,诚信问题、[材质不符](#)及重复问题影响生产的均属于雷区范围.

[Definition of minefields issues: minefields problems include wrong or mixture materials, repeated batch issues, repeated short in quantity, environmental accidents, integrity issues, unmatched materials and repeated issues impacting manufacture.](#)

1.1.错混料 [Wrong or mixture material](#)

- 1.1.1 标签对的，实际物料是错误的；

[The actual material is wrong, though label or marks is right.](#)

- 1.1.2 标签和物料都是错误的；

[Both the label or marks and the actual materials are wrong.](#)

- 1.1.3 实际物料正确，但因标签错误导致厂内发[错料影响生产的](#)；

[The actual materials is right, but the label or marks is wrong, which causes wrong materials to impact manufacture](#)

- 1.1.4 A 料中混有 B 料

[Material A mixed with material B](#)

1.2.数量短少 [Short in quantity](#)

来料实际数量比要求数量少。

[Actual quantity are less than the order](#)

1.3.批量定义 [Definition of batch issue](#)

[1.3.1 订单数量为 1 时，且出现品质问题则定义为批量](#)

[If order quantity is 1 and the quality issue happened, define it as batch issue.](#)

[1.3.2 订单数量 \$\geq 2\$ 时，不良率 \$>30\%\$ 且单笔不良数 \$>3\$ 个单位。](#)

[If order quantity \$\geq 2\$, the reject ratio \$>30\%\$ and the reject quantity \$>3\$ units](#)

计算批不良率的方法：批的定义，按 WUS 订单批

[The method of calculating batch reject ratio: batch definition is per the WUS order batch,](#)

批不良率=同一订单批发现的不良数/同一订单批的总数量。

[Batch defect ratio = defect quantity in one order / The total quantity of the same order](#)

[1.3.3 维修品或另案规定返修率或有书面验收规则的按另案规定做批量定义，其中主轴返修率批量定义为 \$>12\%\$ ，计算周期为 6 个月；其它维修品返修率批量定义为 \$>2\$ 单（返修在 2 次及以上），计算周期为 3 个月。](#)

[Define the batch following other rules for repair parts, repair ratio or parts with the document](#)

[regulation of inspection. If the repair ratio of spindles is more than 12% and the calculation cycle is 6](#)



沪士电子股份有限公司

WUS Printed Circuit (KunShan) Co.,Ltd

months, define it as batch issue. If the repair ratio >2 orders (the repair times are more than 2) and the calculation cycle is 3 months for other repair parts, define it as batch issue.

1.4.重复发生定义:3个月滚动计算同类问题重复发生次数，

Definition of repeated issue: It counts the number of repeated same type issues in the rolling 3 months.

1.5. 环保 (含 HS) 事件:产品不符合 HS 等产品环保相关规定的事件。

Environmental accidents (HS included): Products don't meet the HS Environmental rules.

1.6.诚信问题：涉及假冒伪劣、以次充好、山寨品等现象

Integrity issue: supplied goods involve fake and shoddy goods.

1.7.材质不符：零配件的实际材质等级与采购单不符。针对供应商，第一次发生做罚款和延期货款处理；第二次及多次发生除翻倍罚款及延期货款外，其它处罚参考采购文件《供应商黑名单管理办法》

Unmatched materials: The actual material level of spareparts doesn't match its order. If it happens for the first time, have an additional compensation and deferred payment. If for the second time or even more, except for double compensation and deferred payment for goods, also have other punishments referring to Purchase document "Black list management for suppliers".

1.8.关键事件: 生产 DOWN 线，或报废数>50pcs(PNL) 且报废金额>20 万人民币

Key Incident: Manufacture shut down, or scrap quantity >50pcs(PNL) and scrap amount >200,000RMB.

2.处置方式说明 Illustration for disposal ways：

2.1 额外赔偿要求 Additional compensation:

2.1.1 发生规则内的触雷事件第一次当月罚款 1000 元, 第二次翻倍 2000 元, 第三次再翻倍 4000 元, 以此类推 1 个月滚动计算(罚金不包含产品质量问题给沪士造成的相关损失)；

If minefield problem happens for the first time, the extra compensation is 1000 yuan for this month. For the second, it is 2000 yuan. For the third, it is 4000 yuan. And so on, 1 months rolling is calculated.(Additional compensation does not include the related loss caused by product quality problems)

2.1.2 同一型号或同一事件触雷滚动 6 个月累计计算，第一次当月罚款 2000 元, 第二次翻倍 4000 元, 第三次再翻倍 8000 元(罚金不包含产品质量问题给沪士造成的相关损失)。

For the same type or same incident, minefields problems roll 6 months to calculate. This month extra compensation is 2000 yuan for the first time, For the second, it is 4000 yuan. For the third, it is 8000 yuan (Additional compensation does not include the related loss caused by product quality problems).

2.2 延期货款：当月交易额延期 6 个月付款

Deferred payment: delay 6 months to pay the current sum of business transactions



沪士电子股份有限公司

WUS Printed Circuit (KunShan) Co.,Ltd

2.3.高层检讨: 根据事件严重程度,由 SQE 要求厂商高层(副)总经理级别及发生部门最高主管或品质部门最高主管)进厂检讨,厂内相关部门最高主管或最高主管指派主管参加。高层检讨在 8D 改善完成后 SQE 进行 30D,60D 改善效果确认。

Top managements comes to report: According to the serious influence of accidents, SQE ask the top management of suppliers come to report. The top management includes GM or VP, and the highest leader of the responsible departments. Some leaders from the related departments in WUS will attend the presentation. After top management reports, SQE will take an audit for 30D and 60D to verify the improvement.

2.4.现场稽核: 根据事件严重程度,由 SQE 安排到供应商厂内对该事件相关的作业流程进行现场稽核,稽核组成员由 SQE 依实际事件找厂内相关部门的有经验人员组成,及对供应商的改善对策进行 follow。

On-site audit: According to the serious influence of accidents, SQE will go to the supplier plant and have an on-site audit to verify the related process. SQE asks experienced engineers in related departments to join in the audit team. The audit team will follow the improvement measures.

2.5.网站公布: 根据事件严重程度,依规定对供应商表现及配合处理过程在沪士网站上予以公示

Publish on website: According to the serious influence of accidents, publish the supplier's performance on WUS website per related rules.

2.6 本处理方案语言为中、英文,中、英文内容不一致时,以中文为准。

This solution scheme in both Chinese and English, in case of any discrepancy between the two languages, the Chinese language shall prevail.

供应商名称 Supplier : _____

职 位 Position: _____

姓 名 Name: _____

日 期 Date: _____