



**SUPPLIER
MANUAL**

2012

Revision 1

SUPPLIER QUALITY SYSTEM STANDARDS

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SUPPLIER QUALITY SYSTEM STANDARDS

MESSAGE TO SUPPLIERS

Fisher & Company's attention to quality and customer satisfaction has allowed us to be successful business leaders for the past sixty years. With today's performance expectations, robust quality systems are essential. An effective quality system uses continuous improvement, effective problem solving, and world-class manufacturing processes to meet the industry expectation of zero defects. Robust systems increase profitability and productivity for all. Poor quality has no rewards.

Fisher & Company is growing on a global scale, but can only succeed as a leader in safety mechanisms and structures with the dedication and commitment of its suppliers. We ask our suppliers to support us in maintaining our competitiveness, our attention to quality, and our customer relationships. Only high-quality component parts can ensure high-quality finished product to our respective customers.

The enclosed standards are here not only for you to meet the supplier quality requirements of Fisher & Company, but also to allow each supplier to maximize their potential for profitability and to maximize new opportunities with Fisher and all of their customers.

Sincerely,

The Fisher Family of Companies



From left to right: Alfred J. Fisher IV, Michael R. Fisher, Alfred J. Fisher, Jr., Alfred J. Fisher (portrait), and Alfred J. Fisher III.

SUPPLIER QUALITY SYSTEM STANDARDS

Corporate Structure

Fisher Dynamics, Fisher De Mexico, FD-China, and FD-Poland are divisions of Fisher & Company, Inc. This supplier manual contains the requirements for the production suppliers of all divisions.

Facilities

Fisher Dynamics

Main Tel: (586) 746-2000

Main Fax: (586) 296-1607

East Plant (address to invoice for all plant locations)

33300 Fisher Dr.

St. Clair Shores, MI 48082

Central Plant

33200 Fisher Dr.

St. Clair Shores, MI 48082

MidWest Plant

33180 Fisher Dr.

St. Clair Shores, MI 48082

SouthEast Plant

33101 Harper Ave.

St. Clair Shores, MI 48082

West Plant

33140 Fisher Dr.

St. Clair Shores, MI 48082

FarWest Plant

33100 Fisher Dr.

St. Clair Shores, MI 48082

Plant #4 Metal Forming

6550 Progress Drive

Sterling Heights, MI 49312

Plant #6 Metal Forming

2045 Les Mauldin, Suite 3F

Brownsville, TX 78521

Fisher Dynamics Automotive Seating Components (Shanghai) Co Ltd.

Main Tel: +8621 5774 0958

Main Fax: +8621 6774 0811

Building 4, 1158 Kaiming Road

Songjiang, Shanghai China 201600

Fisher De Mexico

Main Tel: (586) 746-2000

Main Fax: (586) 296-1607

Plant #1

Ave. Pedregal #300

Entre Chapultepec y Lauro Villar

Col. Ciudad Industrial

H. Matamoros, Tamaulipas Mexico 87499

Fisher Dynamics Poland, SP. z. o. o.

Main Tel: +48 76 726 7223

Ul. Strefowa 2

50-101 Polkowice

Polska

SUPPLIER QUALITY SYSTEM STANDARDS

1.0 PURPOSE

This manual provides quality standards for suppliers to adhere to during the production of parts or materials called for on a Fisher & Company purchase order. This manual mandates the establishment and maintenance of a quality program by suppliers to assure compliance with requirements. The quality program shall be documented by the supplier and is subject to review by Fisher & Company. These recommended quality system elements are to help ensure that purchased parts and materials will meet the quality standards specified by Fisher & Company and their customers. **The responsibility for supplier quality remains with the supplier, and nothing in this supplier program (including adherence to requirements) shall relieve suppliers from this responsibility.**

1.01 Scope

These quality system standards apply to all parts or materials purchased by the divisions of Fisher & Company, Inc. and operations performed at secondary part processors. All part, raw material or secondary processor suppliers to Fisher & Company shall ensure product is produced, processed, controlled, inspected, and tested in accordance with the requirements set forth in this manual, regulatory and statutory requirements, as well as engineering drawing and/or specification requirements.

1.02 Sourcing Statement

Fisher & Company encourages the development of its suppliers to offer the latest technologies, creative design solutions, world-class quality systems, efficient manufacturing systems, localization strategies, and lowest total cost. In this market, only those who show a willingness and desire to improve through their actions and performance results will continue to thrive with Fisher & Company.

Market conditions, competitiveness, supplier performance, program end-of-life, or other reasons can dictate early termination of sourced business.

2.0 SUPPLIER/SUBCONTRACTOR SELECTION

Suppliers and/or subcontractors who are approved through, or are component sources directed by, Fisher & Company customers are considered approved sources. Suppliers who have attained third party registration to the minimum requirements stated in Section 3.0 are considered approved sources. New suppliers may be requested to complete a Supplier Quality Audit for TS (SQuAT) self-audit in addition to the third-party certification in order to become an approved supplier. Fisher Supplier Quality may also choose to perform an on-site SQuAT assessment for new suppliers or suppliers with on-going quality concerns.

2.01 Supplier Portal - Plex Online

All Fisher facilities utilize a MRP/ERP system called Plex Online and all suppliers must utilize this system. It is our primary communication tool for remittance information, PPAP submission, problem reports (quality or delivery performance issues), maintenance of quality certificates, material releases, and receipt histories. Suppliers are expected to maintain their contact information in Plex, individually, for each Fisher location that is supplied. There is only **one** log-in for each supplier. Each supplier must have one primary user that communicates the User ID and Password throughout your organization as necessary.

A link to the Plex Portal login website is provided below and the company code for all suppliers is "FC". While other browsers may work (Mozilla Firefox, Google Chrome, Apple Safari), Microsoft Internet Explorer is the Plex standard. Plex only supports IE version 7.0 or higher, so you are encouraged to upgrade your browser(s) if still

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running a previous version. Furthermore, there is a specific “PC Setup” button at the top left of the Plex log-in page that must be run on all computers. [Log-In to Plex Supplier Portal](#)

As we continuously improve, additional Plex modules are being implemented and notifications are sent to all suppliers. Any issues with Plex Online access should be directed to Fisher Purchasing.

3.0 SUPPLIER QUALITY SYSTEM REQUIREMENT

ISO-9001 is the minimum third-party certification required, but Fisher & Company prefers suppliers to hold ISO/TS-16949 certification and recommends upgrading to this standard if not being met currently. It is the supplier’s responsibility to maintain their quality certificates in the Fisher & Company node of the Plex Online Supplier Portal. Quality certificates, Supplier Quality Audits, CQI certification results, and supplier lab certifications can all be uploaded and maintained through the Plex Portal as applicable.

4.0 ADVANCED PRODUCT QUALITY PLANNING (APQP)

Advanced Product Quality Planning is a systematic method to define and establish timing, controls, and processes to assure a product meets a customer’s satisfaction. Fisher & Company suppliers shall have a system implemented for Advanced Product Quality Planning.

Advanced Product Quality Planning is required for the following conditions:

- When developing new processes and/or products
- When engineering changes may affect current processes and/or current products
- When reacting to processes or products with quality concerns

The supplier shall establish a quality planning program and show evidence of this program. This program shall include quality-planning teams. These teams shall be used during the start of new or changed products. The team should include representatives from engineering, manufacturing, material control, purchasing, quality, and subcontractors as well as Fisher & Company representatives (Quality, Engineering, etc.). **Refer to the current AIAG Advanced Product Quality Planning and Control Plan manual for further information regarding APQP.**

4.01 Process Flow Diagram

The process flow diagram is a visual diagram to show how materials and products move through process operations and control points. This diagram is beneficial in the development of the Failure Mode and Effects Analysis and Control Plan. Fisher & Company suppliers shall develop a complete Process Flow Diagram. The operation numbers indicated in this document shall be the same numbering sequence indicated in the Control Plan and Process FMEA. These are required for PPAP approval. **Refer to the current AIAG APQP manual for further information regarding Process Flow Diagrams.**

NOTE – All steps from receiving raw material to shipping finished product, including moves and storage, must be indicated on the process flow. The Process Flow, FMEA, and Control Plan numbering system should remain consistent throughout allowing for correlation of specific items through the documents.

4.02 Failure Mode and Effects Analysis (FMEA)

The intent of a Process FMEA is to identify potential failure modes and how they affect a product/process. It aids in identifying actions which could eliminate or reduce the chance of a failure occurring. Fisher & Company suppliers shall develop Process FMEAs for new and changed processes. All Critical/Significant characteristics (CC/SC) and Important Product Features (IPF) shall be included in the FMEA and marked with the accompanying

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SC/CC/IPF designation, in addition to all other items. Complete Process FMEAs are required for PPAP approval. **Refer to the current AIAG FMEA manual for further information regarding Failure Mode and Effects Analysis.**

4.03 Control Plan

The Control Plan is a document used to control the manufacturing of a product or family of parts to meet the customer's quality requirements. These controls shall be developed starting with the receipt of raw material through the shipment of finished products. This document is used to identify product/process characteristics, inspection methods, and control methods. All Control Plans shall be based upon a C=0 sample plan, which equates to an acceptance level of zero defects for all products at any given time. A control method shall be developed and indicated in the Control Plan for all Fisher & Company Critical/Significant characteristics and Important Product Features specified on engineering drawings. All designated CC/SC's shall have Statistical Process Controls referenced in the Control Plan and shall include checks for non-critical dimensions. Control Plans will be reviewed by Fisher & Company Quality personnel and are required for PPAP approval. Complete Control Plans are required for PPAP approval. **Refer to the current AIAG APQP manual for further information regarding control plans.**

Component part suppliers shall request Flow Diagrams, Process FMEAs, and Control Plans from their subcontractors regarding the processing of material or parts supplied to Fisher & Company. These documents shall be included the supplier's PPAP package.

Suppliers are required to review their Process Flow Diagrams, Process FMEAs and Control Plans as needed to ensure any customer complaints are addressed and included in updates to these documents. The updates are to be attached with the Corrective Action to the Plex Problem Report. The updates will be reviewed by Fisher & Company Quality personnel prior to acceptance of the Corrective Actions.

4.04 Measurement System Analysis (MSA)

The quality of measurement data produced by test equipment and gages is important to determine process and product conformance. The supplier shall establish a program for all gages to identify measurement error and how it relates to process or product conformance. Gage repeatability and reproducibility can be best determined by using the average and range method for a variable gage study. The acceptance criteria for gage repeatability and reproducibility (GR & R) are as follow:

- Under 10% error - acceptable measurement system
- 10% to 30% error – may be acceptable, depending upon importance of application
- Over 30% - considered not acceptable unless otherwise approved, in writing, by Fisher & Company - gage needs improvement and should not be used to measure control plan characteristics; replace or improve gage to acceptable level

GR&R studies are required for PPAP approval when CC/SC or IPF gages are identified in the control plan. GR&R studies for all gages identified in the control plan shall be submitted with the PPAP package. The studies shall be identified with the corresponding CC/SC or IPF number. **Refer to the current AIAG Measurement Systems Analysis manual for further information to perform GR&R studies.**

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4.05 Statistical Process Control (SPC)

Statistical Process Control (SPC) is an effective method for continuous improvement. Suppliers shall implement statistical process control as an integral part of the overall quality system. Supplier related CC/SCs and, if required, IPFs indicated on Fisher & Company drawings and specifications shall be controlled statistically and referenced in the supplier's control plan. Use of control charts, preferably variable, is the statistical control method recommended to analyze process variation. Suppliers are expected to use the information gained from control charts to reduce process variation.

A minimum 30-piece Pp/Ppk (variable data) study, or 300-piece attribute study, for Fisher & Company designated IPFs or CC/SCs must be submitted for PPAP approval. These studies must be completed for every tool cavity. The supplier shall have on file and available upon request Cp/Cpk studies for all Fisher & Company-designated CC/SCs and, if required, IPFs.

Acceptance criteria for Pp/Ppk and Cp/Cpk indices and actions to be taken for these conditions are identified in the AIAG PPAP manual. Suppliers shall follow these requirements. Failure to meet these requirements will result in a PPAP and/or shipment rejection, as applicable. **Refer to the current AIAG Statistical Process Control (SPC) manual for further information to implement SPC.**

4.06 Lot Size/Standard Pack

Lot size and/or standard packs are to be agreed upon between Fisher & Company Purchasing and the supplier prior to sourcing. Standard packs will be reflected on the weekly releases and should be verified by the supplier for their accuracy. Standard packs must be included in quote responses.

4.07 Container Serialization/Lot Traceability

Lot traceability is a method of accounting for components and/or raw material if a nonconformance to specifications occurs. This system provides a more efficient retrieval of parts and/or raw material. The supplier shall establish and maintain documented procedures for identifying the product during all stages of production, storage, and delivery. A supplier lot number shall be assigned to each production lot.

The supplier lot traceability must provide for the following conditions:

- Labeling to be an AIAG B10 Barcode Label containing the Fisher & Company part number, revision level, part description, quantity, F&C Supplier Code, supplier lot number, and serial number on each container. The lot number must be traceable throughout the supplier's system.
- Supplier's system to identify suspect product based upon the lot and serial number on each container.
- Part and/or material lot number traceable back to production and/or quality records for specified lot number indicated on the container.
- Supplier finished product lot number(s) traceable to specific container serial numbers as shipped to Fisher & Company.
- Part numbers cannot be mixed within a container.
- Containers are to be processed container-to-container unless otherwise directed.

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Die Sources or Outside Stamping Sources that use Fisher-Supplied Raw Material

Fisher Dynamics is required to ensure that raw material that goes to a die source or an outside stamping source is identified with a raw material barcode. This barcode will be attached to the material. It is the supplier's responsibility to ensure this tag is on the material when received and a copy of this material tag is with **every container** when shipped. A copy of the material tag is to be stapled to the suppliers tag and in the container sleeve when shipped. This tag must be with parts in order for Fisher Dynamics's Receiving Inspection to accept these parts. Any unused raw material that is shipped back to Fisher Dynamics must also include a copy of the material barcode to be accepted. Supplier is required to maintain records of lot traceability. If container or raw material is not identified or traceability is lost then it will be the responsibility of the supplier to get the material tested at an outside certified laboratory to ensure it meets customer print requirements.

4.08 Record Retention

Suppliers shall maintain purchase orders and amendments, PPAP submission packages, re-qualification and validation records, tooling, maintenance, traceability, engineering and inspection records providing evidence of conformity to requirements for the active life (production plus service) of the product plus one calendar year or a minimum of fifteen years, whichever is the longer, unless otherwise specified by Fisher & Company.

- Corrective / preventative actions (8D's) and supporting data shall be maintained for three years.
- Records of internal quality system audits and management review shall be retained for three years.
- All records shall be stored, protected and retrievable upon request.

These requirements do not supersede any regulatory nor OEM requirements. All specified retention periods shall be considered "minimums".

4.09 Product Handling, Storage, and Delivery

The supplier shall have a documented procedure for handling, storage, and delivery of products following the requirements specified by the certification listed in Section 3.0. The supplier must follow the requirements stated on the Fisher & Company Purchase Order. The following are Fisher & Company specific requirements:

- The supplier shall provide methods of handling products that prevent damage or deterioration prior to shipment. Spillage or foreign object damage must be reported to the Fisher & Company facility Materials Department prior to processing or shipping (refer to section 7.02).
- The supplier shall use designated storage areas to prevent damage or deterioration of products pending use or delivery. Appropriate methods for authorizing receipt and dispatch to and from such areas shall be stipulated. In order to detect deterioration, the condition of the products in stock shall be assessed during the supplier's scheduled internal audits.
- The supplier shall arrange for the protection of product quality after final processing. This protection shall be extended to include delivery to destination. Packaging is to be agreed upon between the supplier and Fisher & Company Purchasing.
- **Supplier shall ensure stock rotation using FIFO.**

5.0 QUALITY AND PRODUCTION PART APPROVAL PROCESS (PPAP)

PPAP approval is issued by Fisher & Company Quality prior to any production shipments by the supplier. Unless otherwise specified, the default PPAP submission level is Level 3. The PPAP package shall include a copy of the supplier's registration certificate from an accredited certification body and a completed IMDS online submission. PPAP submissions must be prepared using released Fisher Dynamics blank drawings or Fisher Dynamics finished

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part drawings and specifications. Any deviations require a signed deviation acknowledgement/authorization from the appropriate Fisher Engineering representative to be included with the PPAP (i.e. – no unsigned deviation forms will be accepted with the PPAP submission, it must be fully completed **prior** to PPAP submission).

All PPAP submission are to be completed electronically in Plex using the “Online Supplier PPAP” section of the respective plant location to which production parts will be shipped or as noted by your purchase order. A copy of the Fisher & Company PPAP Submission Checklist is available in the Plex portal, and must be completed and included with the PPAP submission. Failure to include the PPAP Checklist with PPAP submission will result in an immediate Rejected status and may also result in a Problem Report and/or administrative charge.

Unless otherwise specified by Fisher & Company in writing, dimensional layouts are required on a minimum of three parts. These samples are to be randomly selected from a 300 part production run. Where multiple cavity tooling is used, a minimum of one part per cavity must be measured.

When the electronic online submission is complete, the supplier must submit the PPAP master samples and a full size copy of the ballooned drawing to their appropriate plant PPAP coordinator. These samples must be received within one week of the online submission date and failure to provide PPAP master samples and a ballooned drawing will result in an immediate Rejected status and may also result in a DMN and/or administrative charge. The supplier is also responsible for selecting and retaining master sample(s) from the same production lot submitted with the PPAP submission. The supplier shall retain a complete record of findings and the master sample(s) for each submission, including SPC results and, when applicable, appearance approval. Supplier-retained sample(s) may be used for future reference by Fisher & Company and/or the supplier.

For PPAP approval, all product testing specifications (i.e., chemical, physical, metallurgical, environmental life testing, etc.) stated on Fisher & Company drawings or in reference standards must be conducted by an accredited laboratory and submitted with the PPAP, including the lab scope. One part or panel/sample shall be tested unless otherwise noted as part of the specification, on the print, or directed by Fisher Quality or Engineering. An outsourced laboratory must be accredited to ISO 17025 or equivalent and an internal qualified laboratory must be ISO9001 or ISO/TS16949 certified. The test(s) being performed must be included in the supplier’s internal lab scope.

Heat Treat sources must include a microstructure analysis with each PPAP package, along with a minimum 30 piece capability study per the print and/or specification requirements.

Suppliers with welding as part of their processes shall comply with all print and industry standards and customer specific requirements. Cut & Etch or other specific tests must be performed as required and capability studies completed. Weld measurement data, including digital photos or electronic files, is to be submitted with the PPAP package and retained by suppliers. Check with your local SQE for any other specific requirements.

Refer to Section 4.05 for additional requirements pertaining to parts with designated CC/SC’s.

Failure to meet the Fisher & Company shipment releases because of a PPAP rejection is not acceptable. The supplier is responsible for submitting a complete, conforming PPAP package at the agreed time. If a PPAP rejection affects the supplier’s ability to ship product on time per Fisher & Company releases, the concern must be immediately brought to the attention of the Buyer. **Refer to the current AIAG PPAP manual for further information regarding PPAP requirements.**

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5.01 IMDS (Restricted, Hazardous, and Toxic Substances Reporting)

Fisher & Company suppliers must comply with all local, state, and federal laws and safety regulations regarding the use of restricted, toxic, and hazardous substances. IMDS must be submitted online to the IMDS website at www.mdssystem.com. All PPAP submissions must have the IMDS submitted and approved **prior** to PPAP submission. Failure to complete the IMDS requirement prior to PPAP submission will result in an immediate Rejected status on the PPAP submission and may also result in a Problem Report and/or administrative charge.

If there is a specific restricted substance requirement on the Fisher & Company drawing (GM3059 for example), then the supplier must submit the FD1000 Restrictive Substances Form with the PPAP submission in order for the submission to be reviewed. Failure to include the FD1000 Restrictive Substance Form (when required) with the PPAP submission will result in an immediate Rejected status and may also result in a DMN and/or administrative charge. Please contact Fisher Quality to obtain a copy of this form.

5.02 PPAP Run-At-Rate Information

Component suppliers must conduct an internal Run-at-Rate study and submit a Run-at-Rate summary sheet with their PPAP. Fisher & Company Purchasing may visit the supplier to witness the Run-at-Rate.

5.03 Pre-Launch Containment

All new component PPAP packages must include a Pre-launch Containment Control Plan with enhanced inspection of parts at the supplier facility, prior to shipment. Suppliers are required to be in containment for at least the first lot of any new part number. This time period may be extended at the discretion of the Fisher & Company Purchasing or Quality personnel.

5.04 CQI Process Assessments

For all components, Fisher & Company requires that its suppliers, or their sub-suppliers, who process parts that are covered by one of the CQI requirements, ensure that they complete the survey, meet the survey's minimum requirements, and maintain their compliance. A copy of the finished assessment(s) must be included in the PPAP package. The surveys can be found at www.aiag.org.

CQI-9 Heat-Treat System Assessment

CQI-11 Plating System Assessment

CQI-12 Coating System Assessment

CQI-15 Weld System Assessment

These are all annual assessments and must be updated yearly by all suppliers and their sub-suppliers. For all Fisher facilities, the annual update is due by November 21st to be uploaded by the supplier in the Fisher & Company node of Plex.

5.05 Quality Alert

The supplier shall notify the appropriate Fisher & Company Materials Manager, SQE, or Fisher Quality contact of any shipments containing suspect material and/or product. The notification of the quality concern must occur immediately after detection, without exception. The supplier shall identify the part number, lot number(s), and serial number(s) suspected containers. The supplier is required to submit a corrective action in Plex to any/all Problem Reports issued. Replacement material will be requested immediately.

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5.06 Plex Problem Reports (formerly DMNs)

In the event a supplier ships non-conforming material, the material will be rejected using our Plex online system. The SQE or Fisher Quality representative will create an initial Problem form in Plex which will notify your Quality contact via e-mail, and the Fisher representative will also call to verify the supplier is aware of the issue.

Defect acceptance criteria is Zero.

Suppliers are required to submit initial corrective action report in the Plex Problem Report within 24 hours of a quality incident occurring. The initial response must include establishing containment action, supply of certified replacement stock, sorting or rework plans, etc. A final Problem Report with detailed root cause analysis, permanent corrective action(s), verifications, updated PFMEA and FMEA, control plans, and process flow (if necessary) must be submitted through Plex within 21 days (three weeks after the incident is reported). Failure to complete and close out the Problem Report with final corrective action in a timely fashion may also result in an additional administrative charge.

5.07 Line Accumulations

When appropriate, Fisher may institute line accumulation agreements for specific parts and under specific circumstances. Suppliers have the right to view or obtain samples when a quality issue is reported, but due to space limitations we cannot keep line accumulation defects for more than one week unless there is an arrangement to return parts to the supplier for rework.

5.08 Fisher & Company Containment Levels

Normal Containment

For each supplier issue found at Fisher, the supplier is required to initiate containment for the defect within 1 hour of being notified by the quality department. This containment shall continue for a minimum of 3 production shipments after corrective action implementation to verify effectiveness of the corrective actions.

This can be accomplished by using one of the following methods:

1. Send a representative to our facility within 1 hour of being notified, and the representative must have the following at the time they arrive:
 - A written sort procedure that contains the method for sorting, a definition of a non-conformance (criteria), and the color and location of the sort marks that will be placed on the part
 - Any tools required for the sort; gages, paint pens, etc...
 - Any Personal Protective Equipment needed; safety glasses, work gloves, etc...
2. Contract the Fisher approved sorting company for the specific location
 - In this case the supplier must provide the same detailed sort procedure and insure the sort company arrives within 1 hour
 - The supplier will be responsible for all costs between them and the sort company
 - The hourly rate for the sort company is an agreed upon rate between Fisher and the approved sort company and is not subject to negotiation
 - Once enough material is certified in house, the supplier may negotiate a swap of stock with the materials department at the respective Fisher plant.

Controlled Shipping Level 1-CSI

- CSI requires that the supplier initiate a 100% inspection over and above the normal production control plan in response to a non-conformance
- CSI is handled by utilizing the supplier's own employees and does not require the use of a third party

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- CSI remains in effect for 30 days past the point that the supplier's completed 8D corrective action is submitted and accepted by Fisher Quality.
- When a supplier is placed in CSI by Fisher & Company, the following procedures must be adhered to:
 - Within 1 hour of being notified, one of the actions mentioned above must be implemented to insure uninterrupted production activity
 - Within 48 hours of the PR being issued, the quality department from the affected Fisher plant will issue a CSI letter to the quality manager of the respective supplier
 - After receiving the CSI letter, the supplier is required to submit the CSI containment plan to the issuing quality manager prior to making any additional shipments; the plan must include the method for inspection and the color and placement of the CSI markings
 - For the duration of CSI, the supplier must submit the results from their CSI to the quality manager that imposed the CSI weekly using the CSI reporting sheet
 - Failure to comply with the CSI sanctions will result in additional financial penalties

Reasons for the imposition of CSI include but are not limited to:

1. A repeat issue on the same part within one calendar year
2. Two or more issues on an individual part within three months
3. A non-conformance resulting in the cessation of production in excess of 1 hour
4. A non-conformance that results in a customer (Fisher's customer) rejection
5. The failure by a supplier to implement containment within a three hour time frame of being notified
6. A non-conformance of a component that directly affects the safety of an assembly (determined at the discretion of the quality manager and the purchasing department)

Controlled Shipping Level 2-CSII

If a supplier fails to contain an issue through the CSI process, the supplier will be placed into CSII

- CSII will require that in addition to the CSI containment, the supplier adds an additional level of inspection by utilizing a third party containment house
- The CSII containment shall be conducted outside of Fisher and the source company will be selected by the supplier
- The CSII letter will be issued within 24 hours of the PR being written
- The supplier will again need to follow the guidelines for initial containment outlined above
- Additionally, a rewrite of the CSI procedure as well as a detailed CSII procedure will be due to the issuing quality manager prior to the next shipment being made
- The CSII procedure must include the name of the third party who will be certifying the material
- From that point, a weekly results sheet will be due to the plant quality manager for both the CSI containment as well as the CSII containment using the CSI and CSII reporting sheets
- Both reports must include all lot numbers inspected
- The requirements for exiting CSII are 30 days without incident at our facilities as well as in the containment
- At the cessation of CSII, the supplier shall continue in CSI for an additional 30 days past the accepted 8D

The CSI and CSII forms are located at <http://www.fisherco.com/partner/partner.htm>.

5.10 Cost Recoveries

At times, a supplier's defective part may cause sorting, scrap, or customer returns. The supplier may have their account debited to cover costs incurred by Fisher as a result of the non-conformance. The chargeback amount will appear as a Cost Recovery in the Problem Report (PR) and will be debited from the next supplier payment.

SUPPLIER QUALITY SYSTEM STANDARDS

Chargeback amounts will strictly be costs incurred, not punitive. Shipping product at 0 PPM ensures the best opportunity for profitability and cost-avoidance for both customer and supplier, and it is expected.

Examples of costs that can be charged back to the supplier:

- Administrative charge of \$100 for each PR issued to cover the collection of data and documentation of the quality incident/spill.
- Administrative charges increase for Repeat PR's, first repeat offense \$250.00, second repeat offense with containment break \$500.00.
- Late response, or non-responsiveness, from a supplier may result in a \$250.00 late response fee which may be issued multiple times if the supplier remains unresponsive or uncommunicative.
- Administrative charge of \$1000 for a Fisher customer complaint in addition to any customer charges assessed to Fisher.
- On-line and warehouse containment activities.
- Sorting of suspect material in-house, at customer or third party location. Fisher reserves the right to commence the rework or sort process with an hourly charge per employee, plus overhead (i.e. salaried labor, gages, customer returns, scrap, down time, etc.).
- Disposition of supplier and/or customer scrap, including any in-process or finished assemblies. Receiving inspection, material handling, and freight (regular or premium if required) associated with scrap, replacement material, or sending samples.
- Rework and overtime charges to avoid production interruption. Production downtime fines for Fisher and/or our end customer.
- Any related travel expenses, either to the customer or supplier facility, necessary for related quality issue.
- Any material testing, internal or external.

The examples above are not all inclusive. Fisher reserves the right to debit all costs associated from supplied defective material.

The supplier has the right to appeal any debit to Fisher & Company Purchasing, Plant Manager, or Quality representative. Final determination will be the sole discretion of Fisher & Company Purchasing.

5.11 Rework

Rework applies to any action taken on product that does not conform to the specified requirements. The supplier shall have documented procedures in place to ensure the control and review of reworked products. These procedures must provide for inspection of reworked products in accordance with the control plan and/or Fisher & Company specifications. Procedures must be submitted to the Fisher & Company Quality representative for approval prior to implementation. Reworked material must be returned to Fisher & Company and be clearly labeled as such with the associated Problem Report# visible on the label.

5.12 Supplier Performance "Needs Improvement" Notification

Additionally, suppliers may be required to present an onsite review of their Problem Report(s) at Fisher. The number of Problem Reports issued and the severity of the occurrences will be the criteria used to determine if a supplier must participate in the reviews. Reviews will be held as required and suppliers must appear in person at Fisher. The required notification will go to the Suppliers' Plant Manager, Quality Manager and Sales contact as maintained by the supplier under Contacts in Plex for Fisher & Company location. Supplier representatives at these meetings must have the technical and operational knowledge required to answer and explain the details of the Problem Report(s).

SUPPLIER QUALITY SYSTEM STANDARDS

If there are any questions regarding the material in this section please forward them to your appropriate SQE or Fisher & Company Purchasing.

6.0 PURCHASING

The Fisher & Company supplier shall establish and maintain documented procedures to ensure purchased product meets the Fisher & Company specified requirements. The supplier shall purchase material from Fisher & Company's approved subcontractors when so directed by Fisher & Company Purchasing.

6.01 Government, Safety, and Environmental Regulations

All materials purchased by the supplier and/or subcontractor to manufacture parts for Fisher & Company shall comply with current governmental and safety constraints on restricted, toxic, and hazardous materials; as well as environmental requirements.

The supplier shall select subcontractors on the basis of their ability to meet subcontract requirements including any Fisher & Company specified quality requirements.

6.02 Request for Quotation (eRFQ)

RFQ's are submitted online via the Plex eRFQ node. On rare occasions, they are submitted via-e-mail, CD, or hard-copy. RFQ's are to be returned to the appropriate Buyer via the Plex eRFQ (unless otherwise instructed) by the due date on the RFQ. Quote submissions must include piece price, tooling, gages, a markup drawing (if deviations are required), standard pack quantities, and the FD RFQ Detail form. Only electronic responses are accepted. Incomplete quote submissions will not be accepted or considered.

6.03 Component Detail Drawings

Component prints will most often be sent electronically to the supply base in the eRFQ system, but may be mailed, e-mailed or faxed. Prints are normally sent as a .pdf file. Most computers can read these .pdf files using Adobe Acrobat Reader™. This program is standard on most computers, but it can be downloaded from Adobe's web-site at www.adobe.com. Other file formats, including CAD data, may be sent on occasion or at supplier request.

6.04 Supplier User ID – Plex Access

As noted in section 2.01, each production supplier is issued a supplier code in the Fisher & Company Materials Management system and one (1) Plex Online User ID per supplier. The Plex system provides visibility to releases, shipment history, Problem Reports (formerly DMN or DPR), remittance information, supplier contact and quality certification management, on-line PPAP submissions, and eRFQ.

6.05 Purchase Orders

Fisher & Company issues two (2) types of purchase orders:

1. **Blanket Purchase Order:** This PO is for all production material. The supplier is to ship against this blanket purchase order as directed by the weekly material release. Blanket purchase orders are available for viewing through Plex and are governed solely by the Fisher & Company Terms and Conditions of Purchase, unless otherwise specifically noted on the PO.
2. **Discrete Purchase:** This PO is used for a spot buy, tooling order, or misc. order. These discrete purchase orders will have a unique automatically generated number assigned to them.

SUPPLIER QUALITY SYSTEM STANDARDS

6.06 Freight Terms

Freight terms are identified on the blanket or discrete purchase order. Ship-to locations are also identified on the blanket or discrete purchase order. The supplier is responsible to ensure that containers are properly labeled (as detailed in Section 4.07 and 7.01) before shipment to the next destination.

6.07 Production Part Approval Process (PPAP) Submissions

All Fisher & Company supplier PPAPs must be submitted electronically through the Plex Supplier Portal. A ballooned print and PPAP samples must be physically sent separately to the appropriate plant SQA to arrive within one week of the on-line submission. These parts must be sent separate from production parts (i.e. - not be sent within a box of first off PPAP sample component parts) and must be received within one week of the electronic submission or the submission will be rejected by the SQA. See Section 5.0 for PPAP requirements. Please contact the Buyer with any questions.

6.08 ISO9000 or ISO/TS16949 Quality System Requirement

Suppliers must be at a minimum third-party certified to ISO9000, although certification to ISO/TS16949 is preferred and encouraged. A copy of your registration certificate must be uploaded to Plex at the Fisher & Company node. Customer-directed suppliers will be considered approved regardless of certification.

6.09 Restricted, Hazardous, and Toxic Substances

Fisher & Company suppliers must comply with all local, state, and federal laws and safety regulations regarding the use of restricted, toxic, and hazardous substances. Per ISO14001, Fisher & Company suppliers must comply with all environmental, electrical, and electromagnetic considerations applicable to the country of manufacture and sale. Specific OEM or customer requirements may apply and will be requested if necessary.

6.10 Supplier Invoices

Fisher & Company does not require invoices for production material ordered via material releases through the blanket PO, but would like a monthly A/R statement sent via email to apinvoices@fisherco.com. An electronic invoice is automatically generated upon receipt of supplier material, and EFT payment commences per the payment terms listed on the blanket PO

The remittance advice is found on Plex. EFT and mailed payments do not have an accompanying remittance advice. The supplier is responsible to review the payment and the advice for accuracy. Due to routine electronic file purging, claims made to Fisher for missing transactions, receipts, or otherwise over four months old may not be considered.

Invoices for discrete POs must continue to be sent to Fisher & Company (i.e. tooling, spot buys, etc.). When multiple purchase orders exist for your company, it is critical that the correct PO# is referenced on your shipping and invoicing documents.

6.11 Payment Terms

Fisher & Company standard corporate payment terms for production components are **Prox 15th, 2nd Month** upon receipt only. All material **received** in the month of January is paid for on March 15th.

SUPPLIER QUALITY SYSTEM STANDARDS

6.12 Purchase Order Terms and Conditions

Fisher & Company Global Terms and Conditions of Purchase cover all blanket purchase orders and discrete purchase orders issued by any Fisher Dynamics location. It is the supplier's responsibility to either download these terms or request them from Fisher & Company Purchasing. Fisher & Company Terms and Conditions, together with the Supplier Manual and Purchase Order, supersede any other terms unless clearly stated otherwise on the Fisher & Company Purchase Order.

[Fisher & Company Global Terms and Conditions of Purchase](#)

6.13 Payment for Production Parts

Fisher & Company reserves the right to withhold payment on production parts that have not received **FULL** PPAP approval.

6.14 Payment for Production Tooling

Payment timing for tooling will be negotiated with the appropriate buyer at the time of production sourcing and must match Fisher's tool payment timing. Invoices for production tooling will only be processed for payment if the supplier has achieved **FULL** PPAP approval. Tooling for parts that have a conditional PPAP approval status will not be paid until the PPAP is fully approved or unless these three conditions apply:

1. Fisher & Company Engineering agrees to modify the print to agree with the exceptions in the supplier's PPAP.
2. The print change cannot be made in a reasonable time period and the delay is caused by Fisher & Company or its customer(s).
3. All other PPAP requirements have been satisfied.

6.15 Tooling Timelines

All suppliers must submit a timeline to the Buyer after receiving a Purchase Order for new tooling or an engineering change impacting tooling within 48 hours of the receiving the PO. Timelines must identify the steps and timing required to modify or build tooling, PPAP, and exhaust old inventories. **Timelines must be updated and submitted to the Buyer and/or Program Manager on the 15th of every month** (or the Friday before if the 15th falls on a weekend). Timelines must be submitted for all process changes as well. Microsoft Project is the preferred format.

6.16 Value-Analysis/Value-Engineering

As new production components are being tool, validated, or during the 1st year of production, we expect suppliers to be able to make VA/VE suggestions that can help reduce costs throughout the supply chain. Suppliers that actively participate in VA/VE activities will be remembered during future part sourcing reviews.

6.17 Asset Tags

Suppliers are responsible for identifying tooling with a Fisher & Company Asset Tag. If not supplied with the tooling purchase order, the Buyer(s) can be contacted for asset tags. This tag must be affixed to the tool, a picture taken of the tooling showing the attached tag, and the picture sent to the Buyer via e-mail prior to tooling invoice.

SUPPLIER QUALITY SYSTEM STANDARDS

6.18 Process Changes

All process or sub-supplier changes must be proposed and approved by Fisher & Company prior to implementation. Suppliers are to use the CR (Change Request) system in Plex when considering a change. Requirements are clearly identified and must be followed. Failure to follow this process when considering changes may result in a production shutdown, chargebacks from Fisher & Company and its customers, or other consequences.

6.19 Tooling Owned by Another Customer

If the tooling used to manufacture a part for Fisher & Company is owned by another of the supplier's customers, then the Buyer must be notified of this relationship in writing. If the other customer makes changes to the tool and those changes affect the part supplied to Fisher & Company, the supplier shall notify the Buyer in writing. A PPAP is required for these tooling changes so that Fisher & Company can PPAP to its customer. The supplier must give Fisher & Company ample time to allow these PPAPs and approvals to occur. Failure to follow this process may result in a production shutdown, chargebacks from Fisher & Company and its customers, or other consequences.

6.20 Diversity Statement

Fisher & Company encourages and expects its suppliers to purchase a portion of its materials and services from certified minority sources. These minority sources should be certified by the National Minority Business Development Council or its regional affiliates. If a Fisher & Company supplier is a minority-owned business, and is a new supplier or has received a new certification, then the supplier needs to (1) submit a copy of the certification to the Buyer as well as (2) completing the Minority Sourcing Profile from Fisher & Company. Please contact the Buyer with any questions.

6.21 Service Requirements

All OEM and Tier One customers require that service parts be available from the supplier up to 15 years after program end-of-production (EOP). All Fisher & Company suppliers are expected to keep and maintain tooling in good working condition for 15 years after EOP for any given program. At the time Fisher is notified of service requirements from our customer, we will examine inventories and determine if service parts are needed. Service parts will be offered at production level pricing for 5 years following the EOP. After this period, the pricing will be negotiated for special circumstances. No tooling can be scrapped, altered, or moved without authorization from Fisher & Company Purchasing.

7.0 LOGISTICS REQUIREMENTS

7.01 Labeling

The requirement is an AIAG B10 serialized barcode label on each container that includes the Fisher & Company part number, part description, quantity, FD Supplier Code, revision level, supplier lot number, and serial number. The lot number must be traceable throughout the supplier's system. Each container must have a unique serial number which is not repeated for a minimum of two years. Every production supplier must certify their label through the Buyer prior to their first shipment. Existing suppliers must certify their labels immediately if they have not done so already. The Label Certification Form is found at www.fisherco.com, and a sample label is shown in appendix B.

SUPPLIER QUALITY SYSTEM STANDARDS

Failure to properly label each container may result in a Problem Report, non-payment of product received, shutdown of production at Fisher & Company and its customers, chargebacks, and other.

7.02 Packaging

All packaging not supplied by Fisher & Company must be approved through the Supplier Packaging Data Form (found at www.fisherco.com) and have been quoted as part of the piece price unless otherwise instructed. Damaged Fisher & Company returnables or those containing foreign material should be identified as such and returned to Fisher & Company. Suppliers are responsible to ensure that containers used are clean and free of water or other contaminants prior to using the container. For international shipments, suppliers are responsible to provide certified pallets and sea worthy packaging capable of protecting component for rust. Contact the appropriate Materials Manager with any questions.

All parts are to be shipped in the same container and quantity to the next destination, unless otherwise instructed or agreed to.

Containers are to be filled to their identified standard pack quantity. If a standard pack has not been identified, the containers must not be over-filled as to potentially cause damage to the parts or the container. If parts are received over-filled where hi-lo forks could damage parts (or otherwise), contact the appropriate Materials Manager. Suppliers causing a reoccurrence of this issue will be debited for any associated cost in correcting this issue.

7.03 Material Releases

Fisher & Company authorizes its suppliers with a two (2) week firm fabrication schedule (finished product) and four (4) week planning schedule (raw material). Releases are available via the Plex Supplier Portal and may also be transmitted via EDI. Fisher & Company is not financially responsible for any in-process or raw material exceeding these authorizations.

Raw material suppliers must submit a material certification with each shipment through the Materials Certification Database. Please contact your buyer with any questions on this requirement.

7.04 Plex Access

As noted in section 2.01, all suppliers have access to and must utilize Plex. Suppliers may retrieve their material release, blanket purchase order, remittance history, shipment history, Problem Reports (formerly DMNs or DPRs), or group messages at this site. ASNs (advance shipping notices) can be sent at this site. A User ID and Password are required to access the site. One user ID and password is issued per supplier. The internal distribution and use of this user ID and password is the responsibility of the supplier.

7.05 Electronic Data Interface (EDI)

Fisher & Company has the expectation of communicating with all of its suppliers via EDI. Fisher & Company utilizes the X12_4010 format for sending releases and receiving ASNs. An additional cost saving option Fisher offers is the use of FTP over the internet for EDI transmission. Specifications for these options are at <http://www.fisherco.com/partner>.

SUPPLIER QUALITY SYSTEM STANDARDS

7.06 Advance Shipping Notice (ASN)

All suppliers **must** send serialized ASNs to the appropriate Fisher facility for every shipment of production material. The ASN must be sent and received prior to Fisher receiving the material contained in the ASN. ASNs should be sent through EDI, but can be accepted through the Plex Supplier Portal temporarily until the supplier can convert to EDI. Container serial number information must be included on every part number, on every container. Failure to send a proper serialized ASN may result in non-payment for the affected shipment.

7.07 Ship-To Location

All Fisher & Company parts shall be shipped to the company location as indicated on the purchase order unless directed otherwise by the Material Department or identified on the outgoing shipper.

7.08 Certificate of Origin

All suppliers must submit Certificate of Origin documents (C of O's) on each active component that ships to Fisher & Company every January 1st to their respective Material Planner. Failure to comply with this requirement may result in a Problem Report.

7.09 100% On-Time Delivery

Fisher & Company requires 100% on-time delivery from its suppliers.

7.10 Problem Report (formerly DPR)

Materials Management monitors the requirement for 100% on-time delivery. The planner compares shipments and schedules from the prior week and issues a Problem Report (PR) in Plex if the supplier over or under shipped for the week. They may also issue a PR if the supplier failed to ship on the assigned ship day (i.e. late or early), ships in unapproved packaging, ships with incomplete or incorrect labels, or other shipment related problems. Just like quality concerns, Materials Problem Reports need to be responded to within 48 hours. The response must contain the root cause and corrective action so as to prevent future recurrence of the issue. Repeat issues will warrant further corrective and punitive actions.

7.11 Engineering Changes, Build-Out Cums, PPAP Approval

Fisher & Company internally releases engineering changes to components through ECRs (Engineering Change Release). If there is a request to make a change to a component, or just to cost a potential change to a component, that request will be sent to the supplier via the Plex eRFQ node.

Engineering changes are kicked off through the receipt of a Purchase Order from the Buyer, which will contain the required timing for PPAP or other documentation. The implementation of the new released component will be coordinated by the Materials Planner and appear on the releases. A build-out cum will be developed between the Buyer and the Supplier, which will drive the implementation date. No obsolescence will be considered, unless approved in writing from the Buyer prior to the change.

When given a build-out cum by the Buyer, a Supplier must not ship new product to Fisher & Company (PPAP samples excluded) until it has fulfilled its build-out requirement. The supplier must notify the appropriate Materials Manager when the build-out cum has been achieved. Obtaining PPAP approval from Fisher & Company does not allow for the immediate shipment of a new revision of parts. A supplier may receive PPAP approval from Fisher & Company before the new revision is required. Often old inventory at the supplier and/or Fisher &

SUPPLIER QUALITY SYSTEM STANDARDS

Company must be exhausted prior to implementing the new revision. Delay in shipment of the new revision may be due to Fisher & Company obtaining PPAP approval from its customer.

The supplier must ensure there is a complete understanding of the engineering change, the build-out cum, and the implementation date. Upon approval of an engineering change, the supplier must identify the first three lots (or the first die run, whichever is greater) of production parts using an orange engineering change label at the new revision level (see Appendix A). Failure to comply with this requirement may result in obsolete finished and raw material, and the supplier will be debited for scrapped product due to the non-compliance. Any questions should be directed to the appropriate Buyer.

7.12 Cum Reconciliation

All suppliers are required to review their cumulative quantities shipped on a regular and routine basis internally, in Shipment History and in the EFT remittance in Plex, as well as through your EDI releases. Fisher recommends performing this reconciliation weekly or bi-weekly to ensure that all shipments have been properly accounted for at Fisher and at the supplier, which in turn ensures that payment is made promptly within the payment terms. Failure to reconcile cumulative quantities shipped against the posted receipts at Fisher may result in lost shipments or short pays. Due to routine electronic file purging, claims made to Fisher for missing transactions, receipts, or otherwise over four months old may not be considered. Any questions regarding cum reconciliation should be forwarded to the appropriate Materials contact for immediate resolution.

8.0 PYRAMIDS OF SUCCESS

Fisher & Company Purchasing measures the quarterly performance of its supply base overall using the Pyramids of Success. This program rates supplier performance in six categories:

1. RPPM (Rejected Parts Per Million)
2. # of Quality Incidents
3. Quality Documentation
4. Delivery Performance
5. Diversity Spending
6. Service

There is also a Certification Bonus category that rewards suppliers for upgrading their quality and environmental certifications.

The information gathered from all plant locations is combined quarterly to provide a total score out of 100 and uploaded into Plex under "Online Scorecard Results". This information is to be reviewed by the supplier to identify strengths and opportunities, and work toward action plans to improve for the next quarter.

A 90 or above rating shows a true commitment to the goals and objectives of Fisher & Company. Those at 80 or above are at an "acceptable" performance level. Suppliers at 70 or above are considered "struggling". 69 or below is considered "failing".

Those suppliers that are "struggling" or "failing" at the end of the year may be requested to submit corrective action plans to improve performance for the following year. These plans will be reviewed and monitored by Fisher to ensure improvement. Being a "struggling" or "failing" supplier can result in a new business hold, partial loss of business, or resourcing.



Pyramids of Success

2012 Supplier Rating System
Fisher & Company

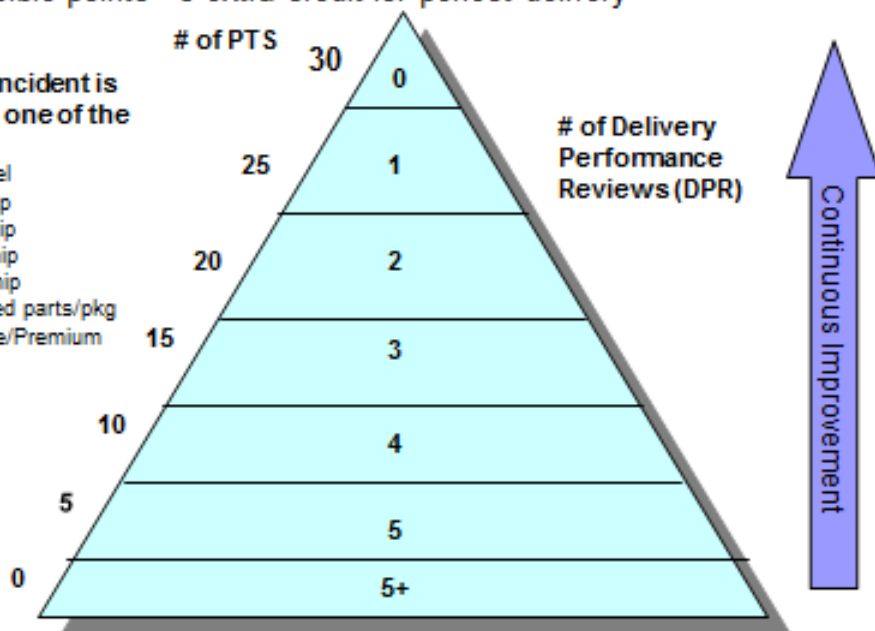


Delivery Performance Scoring Criteria

25 possible points +5 extra credit for perfect delivery

A delivery incident is considered one of the following:

- Bad label
- Late ship
- Over ship
- Early ship
- Short ship
- Damaged parts/pkg
- Expedite/Premium

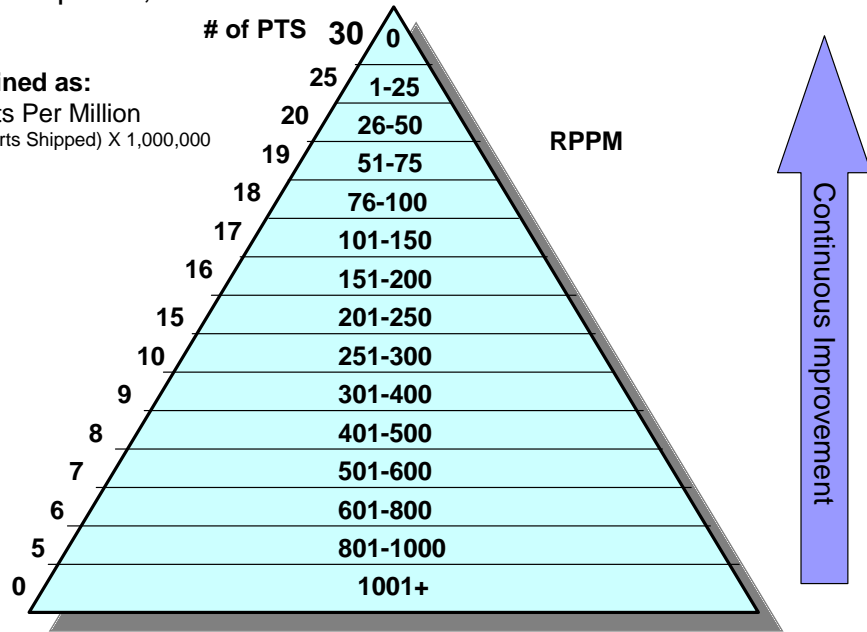




RPPM (Finished Component Suppliers) Scoring Criteria

25 possible points, +5 extra credit for 0 RPPM

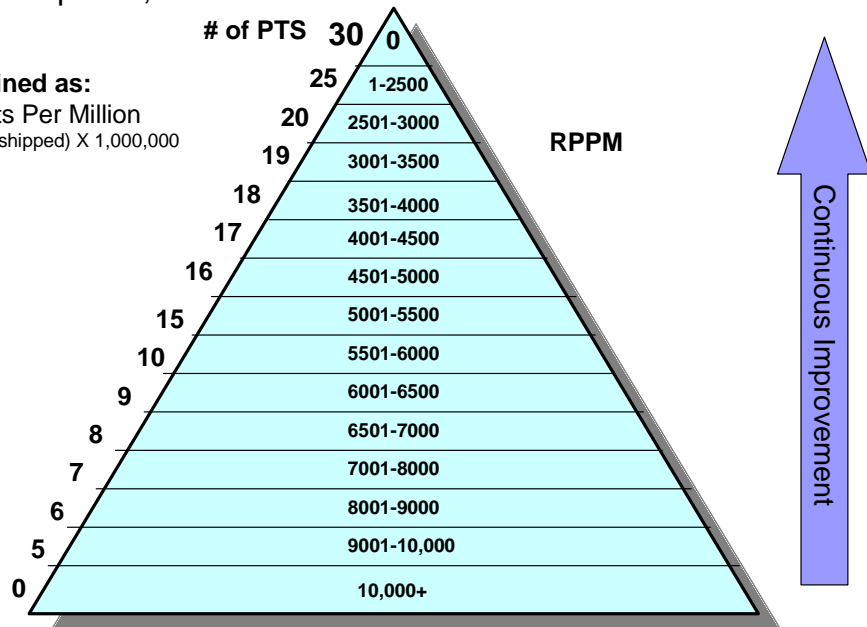
RPPM is defined as:
Rejected Parts Per Million
(Defective Pcs/Parts Shipped) X 1,000,000



RPPM (Raw Material Suppliers) Scoring Criteria

25 possible points, +5 extra credit for 0 RPPM

RPPM is defined as:
Rejected Parts Per Million
(Defective lbs/lbs shipped) X 1,000,000





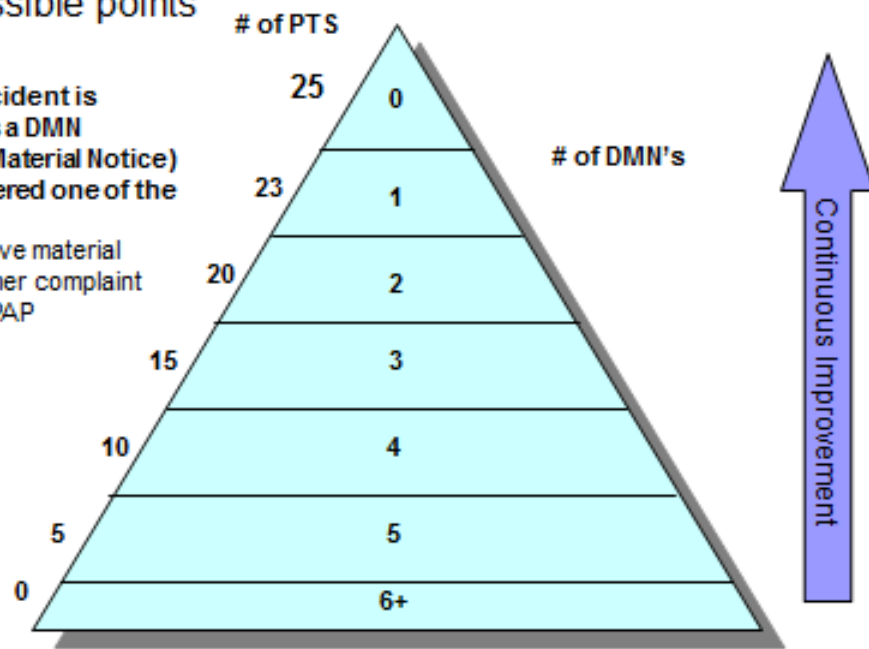
Quality Incidents

Scoring Criteria

25 possible points

A quality incident is recorded as a DMN (Defective Material Notice) and considered one of the following:

- Defective material
- Customer complaint
- Late PPAP



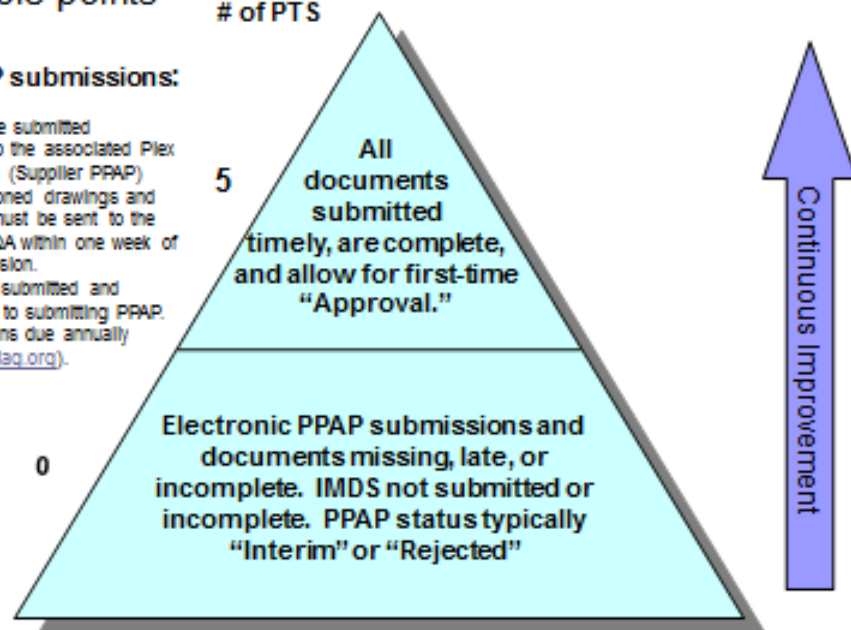
Quality Documentation

Scoring Criteria

5 possible points

About PPAP submissions:

- PPAPs must be submitted electronically to the associated Plex system SPPAP (Supplier PPAP) request. Ballooned drawings and part samples must be sent to the appropriate SQA within one week of SPPAP submission.
- IMDS must be submitted and approved prior to submitting PPAP.
- CQI certifications due annually (refer to www.aliaq.org).



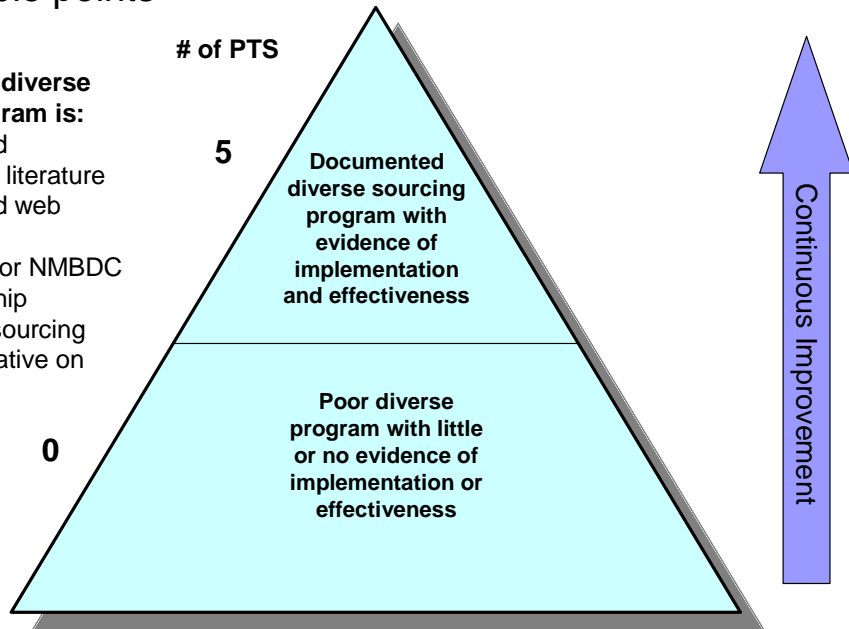


Diversity Spending Scoring Criteria

5 possible points

Evidence of a diverse sourcing program is:

- Published marketing literature
- Published web literature
- MMBDC or NMBDC membership
- Diverse sourcing representative on staff

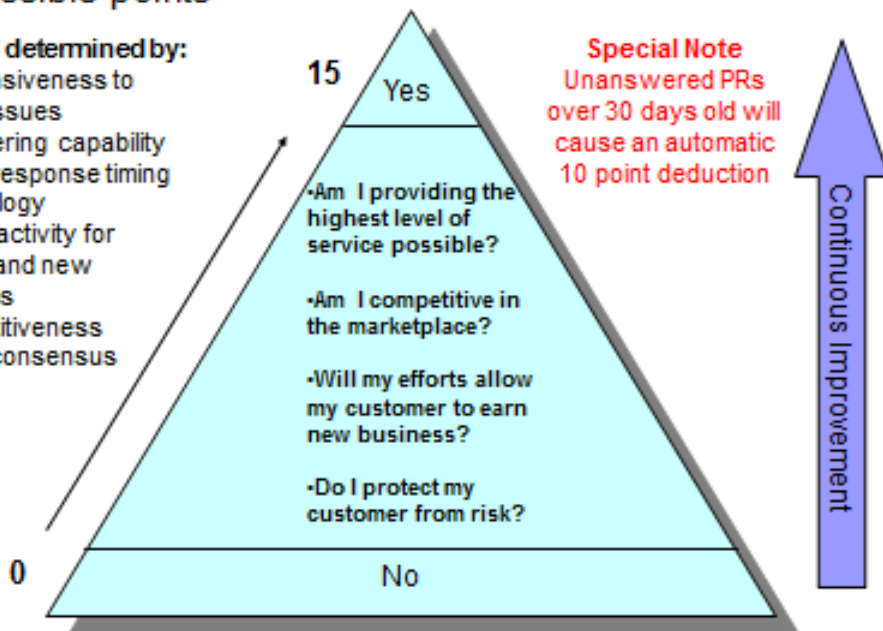


Service Scoring Criteria

15 possible points

“Service” is determined by:

- Responsiveness to quality issues
- Engineering capability
- Quote response timing
- Technology
- VA/VE activity for current and new programs
- Competitiveness
- Buyer consensus





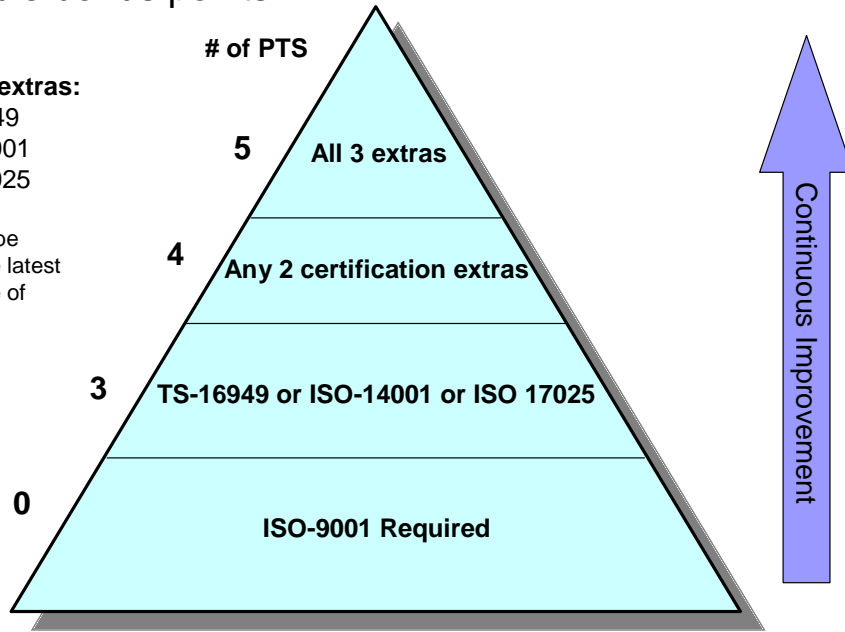
Certification Bonus Scoring Criteria

5 possible bonus points

Certification extras:

- TS-16949
- ISO-14001
- ISO-17025

Suppliers must be registered to the latest required release of standards.



APPENDIX A – Engineering Change Form

CAUTION!
ENGINEERING
CHANGE

The material in this container is from the first 3 Lots or from the first die run, whichever is greater.

Tag to be printed on Orange paper.

MATT-0026 Rev. 02

CAUTION!
ENGINEERING
CHANGE

The material in this container is from the first 3 Lots or from the first die run, whichever is greater.

Tag to be printed on orange paper.

MATT-0026 Rev. 02

SUPPLIER QUALITY SYSTEM STANDARDS

APPENDIX B – Sample Production Label

PART-NO (P) 22345			
			
DESCRIPTION Pronged Widget			
QUANTITY (Q) 100	PO# (O) SCS000001		
			
SUPPLIER (V) 987654321	LOT-NO 9255A		
			
SERIAL 01A6523541	ENGR-LEVEL (2P) 3A		
			
COMPANY NAME	12345 STREET	CITY, STATE	ZIP