

Reading & Understanding the Supplier Scorecard - Flexibility

The attached Supplier Scorecard has been designed to rate Suppliers' performance and provide a platform to improve their Quality, Delivery, Corrective Action response, and Flexibility to become world class and meet Lincoln Electric's performance expectations. Scorecards are calculated on a quarterly basis. The current criterion below is determined by the following:

Section **Quality** (35 points)

PPM is Parts Per Million and is calculated as follows: Parts rejected divided by Parts received times 1,000,000. A PPM at 15,000 and above is awarded 0 points for this category and anything between 0 and 15,000 is awarded the applicable proportion of the 35 points. 0 PPM is Lincoln's ultimate expectation in this category. Example: 10 parts rejected, 10,000 parts received = $(10/10,000) * 1,000,000 = 1,000$ PPM. The rating would be $((15,000 - 1,000)/15,000) * 35 \rightarrow 32.7$ points.

Section **Delivery** (35 points)

On-time delivery is based on our Purchase Order delivery date (Doc Date). A typical acceptable delivery window is 7 days. The goal is to deliver to the Lincoln factory on the Purchase Order delivery date. Anything outside of the acceptable delivery window period is considered not on-time. This category weight is 35 points. An On-time delivery percentage at 50% and below is awarded 0 points for this category and anything between 50% and 100% is awarded the applicable proportion of the 35 points. 100% On-time delivery is Lincoln's ultimate expectation in this category. Example: 19 deliveries on-time, 20 deliveries received = $(19/20) = 95\%$ On-time. The rating would be $((.95 - .50)/.50) * 35 \rightarrow 31.5$ points.

Section **SCAR** (15 Points)

Supplier Corrective Action Requests are initiated to address a deficiency noted by Lincoln Electric. It is Lincoln Electric's expectation that Suppliers will respond to SCAR's within 14 days of the initial receipt and the actions to preclude reoccurrence will be implemented immediately. 15 points are earned for an initial response that is considered on time. The data for this category is all open, in-process or closed SCARs for the current scorecard quarter. If any response is late but is responded to by the 21st day, 5 points are earned. Any applicable extensions granted will be applied to this rating.

Section **Flexibility** (15 points)

Flexibility is ability of the supplier to minimize Lincoln's working capital needs and to meet or exceed Lincoln's supply chain needs. In general, reduced lead times, lower minimum order quantities and favorable inventory initiatives will increase this rating area. The index is a combination of objective and subjective data inputs.

Section **Total Score** (Potential of 100 points)

This section is the total of all of the above sections.

Section **Supplier Performance Levels**

This section assigns a grade based on your overall rating. It is our expectation that all suppliers will continuously strive to attain a consistent Grade of A.

Scores are calculated for each calendar year quarter and a Year-to-Date calculation is listed. This Year-to-Date calculation is an actual calculation for Quality and Delivery and not an average. The SCAR response and Flexibility metrics are averages of completed quarters. If you have any questions about this scorecard or your overall rating, please contact the Senior Buyer or the Supplier Development Manager.

Lawrence J. Stehura
Supplier Development Manager
The Lincoln Electric Company
(216) 383-8484

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