




美時化學製藥股份有限公司
Lotus Pharmaceutical Co., Ltd.


採購管理辦法
Procurement Operation Management

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1. 目的 Objective

為使本公司請購、詢價、議價、採購、驗收及請款之管理作業有所遵循期能順利辦理，藉以提高工作效率，特訂定本辦法。

To establish a guideline for purchasing procedures from purchasing requisition, pricing inquiry, pricing negotiation, placing purchasing order, acceptance and payment application. And to insure the procedures are promptly performed and the purchase orders are efficiently processed.

2. 適用範圍及定義 Scope

本辦法適用於公司經請購、採購程序之國內及國外採購作業。

The scope of the procedure includes domestic and international purchasing operation through purchasing requisition process.

3. 部門及職掌 Departmental Responsibility

3.1. 財會部門 Financial & Accounting Department:

各項採購管理之應付帳務處理單位，負責應付帳款列帳及付款執行。

Various purchasing management of accounts payable processing units, responsible for accounts payable and payment execution

3.2. 請購部門 Requisition Department :

3.2.1. 供應鏈生產計劃單位:負責由生產排程及預測計畫，展開原物料需求計畫所產生之生產原料、物料需求請購程序。

Supply Chain Production Planning unit: responsible for depending on master production scheduling and sales forecast plan to expanding material requirements planning of the production of raw materials and package materials demands as well as purchasing requisition process.

3.2.2. 需求或使用部門:負責試藥、一般庶務、資產、工程需求請購程序。

Department of demand or use: responsible for reagents, general expense, fixed assets, facility engineering purchasing requisition procedure.

3.3. 法務 Legal department:採購合約審查及保管

Responsible for contract of procurement review and custody.

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3.4. 採購部門 Department of Procurement :

3.4.1. 採購單位:負責所有經由請購程序之採購作業。

Procurement unit: responsible for all purchases that are approved through purchase requisition process.

3.4.2. 需求單位:若費用類請購含稅低於新台幣 3,000 元，填寫零用金申請單經部門核決主管同意後，請購者自行購買後向總務單位申請零用金支付。

Request unit: If the cost of requisition cases with tax lower than NT 3,000, please fill in the Petty Cash Application Form after the supervisor of department approval, the requester purchase and then apply to the General Service Department for petty cash payments.

3.5 品質保證部門 Department of Quality Assurance :

委製製造廠商及原物料的製造商及倉儲、運輸、物流商之合格供應商品質評鑑及管理。

Quality evaluation and management of qualified suppliers in the consigned manufacturers, raw/packaging materials of suppliers, storage and transportation of logistics vendors.

4. 作業程序 Procedure


4.1. 請購 Requisition

4.1.1. 生產原、物料之請購程序:

production of raw / packaging materials purchasing procedure.

供應鏈生產計劃單位依據實際生產需求及預測計畫，由 MRP 或根據需求單位提出之申請單計算出需請購明細，依供應商交期及採購批量調整後，經 EZ-FLOW 簽核後，由採購單位將計畫請購單轉成採購單，依「核決權限表」經系統簽核程序核准後下單。如 API 及賦形劑需向國外購買及進口，採購單位需於進口前辦理完成申請『輸入許可證』(IP)。

Supply Chain production planning units are based on actual production requirements and forecast plans, by MRP or the requisition form based on the demand unit to calculate the required requisition details, according to the supplier delivery and procurement after the batch adjustment, by the EZ- FLOW system signature approval, After that Purchaser would transfer the

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purchase requisition data into the purchase order, in compliance with "Delegation of Duty and Authority Procedure" by the system to sign the approval of the procedure and then place order. If APIs and Excipients need to purchase from abroad and import, the purchase unit needs to complete the application of "Import Permit" license (IP) before import.

4.1.2. 試藥及一般庶務之請購程序：

Reagents and General Purchasing Requisition Procedures

凡非屬生產原物料及資產之請購，訂定為「一般庶務採購」。

All requisition that are not for production raw/packaging materials and assets requisition are categorized as general purchase of non-stock.

4.1.2.1 如為試藥請購，藥品成分規範需求單位須提供採購單位，如需向國外購買及進口，採購部門需於進口前辦理完成申請輸入許可證(IP)，申請單位應負責協助提供相關申請文件及資料，以利採購部門辦理申請輸入許可證。

If the reagents is be requisition, the pharmaceutical ingredient specification must provide to purchase unit, if need to purchase and import abroad, the purchasing department needs to complete the application for the "Import Permit" license (IP) before importing, the applicant shall be responsible for assisting in providing the relevant application documents and data to support the purchase unit to apply for the import permit license.

4.1.3. 工廠機器、廠房設備、工程、維護之請購：

Factory machinery, plant equipment, facility engineering, maintenance of the purchasing requisition:

需求或使用單位須將 5000 美金元含以上之機器、設備、工程案件專案計畫需求，申請預算 CAR(Capital Appropriation Request)，依申請流程經核決主管簽准後辦理請購。

請購單位需會辦工務部門確認水電配置及相關需求，為加速採購作業可先自行向兩家以上供應商詢價、報價後，提出請購。

The demand or use of units must be more than 5000 U.S. dollars in machinery, equipment, engineering project planning requirements,

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apply for budget CAR (Capital Appropriation Request), According to the application process, after approved by authority of supervisor for the purchasing requisition.

Request units will be identified by the Facility Maintenance Department to confirm the water and electricity allocation and related needs, in order to speed up the procurement operations, request units can have two or more suppliers to inquire and quote, and then apply for purchase.

4.1.3.1 如有關廠務設施或設備需緊急維修復原，須於維修處理後7個工作天內補足請購程序，並於請購單上備註“緊急維修原因”及“補單”字樣，同時檢附請購單位主管回簽之廠商報價或維修單。

If the relevant factory facilities or equipment is required for emergency repair and recovery, the purchase procedure must be replenished within 7 working days after the repair process, with the words "emergency maintenance Reason" and "supplement" in the requisition form, attached with the quotation or maintenance list of signed by supervisor of the request unit.

4.1.4. 請購單應詳細註明品名、規格、數量、保固條件及需求日期或其他需求條件等需求，若有報價單及相關文件須一併提供予採購人員。

Requisitions Form should be specified with requirements of item name, specification, quantity, warranty conditions and demand dates and so on. Quotation should also be provided if any.

4.1.5. 請購單位如有設計圖表、規範、說明等資料及文件始能採購者，亦須檢附予採購單位以利採購作業進行。

Purchase of such information and documents as design charts, specifications, notes and so on should provide to the purchasing unit, to let procurement correct operation.

4.1.6. 請購單位依據實際採購需求建立「請購單」提出申請，依「核決權限表」經系統簽核程序核准後轉交採購部門進行採購。

Requisition department issue “Requisition Form” according to actual requirement, signed and approved according to “Delegation of Duty and Authority Procedure” by the system procedures and then proceed to purchase by Department of Procurement.

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4.2. 採購 Purchasing

4.2.1. 詢價、比價、議價 Pricing inquiry/Comparison/Negotiation:

4.2.1.1 採購人員於收到「請購單」等相關資料，予以審核無誤後，依品項及規格查閱曾經交易過供應廠商資料辦理詢價作業。

The Buyer check the contents of approved purchasing requisition and examined with no mistakes, then initiate the inquiry according to product items and specifications lookup once traded supplier on system to proceed the pricing inquiry process.

4.2.1.2 費用、試藥請購單等相關資料，如一年內或經常性之品項，可直接向經常交易績優廠商詢價。

General and Reagents requisition form related documents, if is frequent purchasing items or repeat items within one year, the pricing inquiry can directly go with vendor of good performance.

4.2.1.3 GMP 關鍵原物料，例如起始原料、主要包裝材料與待分／包裝產品，只能向品質部門核准之「認可廠商名錄」所列供應商採購。


請購原物料之採購規格：由品質部門核發且授權的控管文件，依合格供應廠商資料，提供品質文件給相關廠商進行報價。

GMP critical materials, such as starting materials, primary packaging materials and bulk products, shall only be purchased from suppliers who are on the “Approved Supplier List” approved by the Quality unit.

The specifications for the purchase of raw materials and packaging materials are based on the quality files provided by the QA unit, in compliance with qualified supplier data, providing quality files to the relevant suppliers to quote.

4.2.1.4 應考量生產商為第一選擇（特別是採購 API 時），但原物料亦得向貿易商和／或代理商採購。

Manufacturers should always be considered as the first option (especially for the purchasing of APIs) but materials can also be purchased via traders and/or brokers.

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4.2.1.5 採購單位收到廠商之報價資料時，審查其報價內容，如有疑義，應即向廠商或與需求或使用單位確認需求。

Procurement unit when receive quotations from vendors and shall check the quoting details and verify demands with vendor or requester or user if have any question.

4.2.1.6 採購比價原則：Pricing Comparison

i 單項金額超過稅前新台幣十五萬的採購需求以不少於二家報價。

Requisitions that exceed NT\$150,000 pre-tax per line value should have no less than two (2) quotations.

ii 專案金額超過稅前新台幣壹仟萬的採購必需採公開招標或競爭性報價，必須有三家報價並洽談合約(若適用)。

Requisitions greater than NT\$10,000,000 pre-tax per project value should have opened bidding or competitive quoting and three (3) quotations and negotiating contracts with vendors (if applicable).

iii 例外 Exceptions:

-向優先供廠商購買：即已與公司簽訂優惠價格的合約廠商。

Purchases are made from preferred vendors - The preferred vendors, with valid contracts that has signed a preferential price with company.

-已經議過價（合約或者服務協議內）的品項進行購買。

The purchase items with pre-negotiated rates (with valid contracts or service agreement).

-採購項目是單一供應商，獨家專利、製造、代理(例如 APIs, Excipients)。


If the items of purchase such as a single supplier, exclusive patent or manufacturing or agent. (Ex. APIs, Excipients)

-非首次購買或限定規格、功能、新舊機型汰換等避免重新做確效和其他因素。

Non the first time purchase, designated specifications, functions, replace old to new models to avoid re-validation and other factors.

-小於 3 個工作天之採購急件。

Less than 3 working days of urgent purchase.

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，這些例外狀況下供應商報價後，可直接與供應商以議價方式決定採購價格。

After quoting from these exception, purchaser can decide the purchase price directly with the supplier by price negotiation.

4.2.1.7 採購議價：Purchase Negotiation

應以最有利原則，選擇較具商譽品質、價格、交期及服務等之供應商為議價對象。

The most advantageous principle, the choice of more goodwill in quality, reasonable price, fast delivery and excellent service of suppliers as the negotiation object.

4.2.2 供應商選擇 Vendor Selection

4.2.2.1 請購者可以就需的貨物或是服務推薦廠商；然而，若其他供應商可以提供更好的價格，品質與服務，採購可以選擇其他供應商。

Requestors may Suggest vendors for the desired goods or services; however buyer may select a different vendor if it is determined that they provide a better combination of value, quality and service.

4.2.2.2 GMP 關鍵原物料，例如起始原料、主要包裝材料與待分／包裝產品，只能向品質部門核准之「核准供應商名單」所列供應商採購。

GMP critical materials, such as starting materials, primary packaging materials and bulk products, shall only be purchased from suppliers who are on the “Approved Supplier List” approved by the Quality unit.

4.2.2.3 試藥類、庶務類、固定資產類、工程類之廠商：

由採購單位負責經4.2.1詢、比、議程序後，依商譽品質、交期、價格及服務，以最有利原則決定新供應商。

The supplier of reagents, general expense, fixed assets, facility engineering:

Through purchasing unit is responsible for developing supplier and follow 4.2.1 after the process, according to the quality of goodwill, delivery, price and service, the

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most advantageous principle to determine the new supplier.

- 4.2.2.4 新供應商申請，需填寫『國內供應商申請表』或『國外供應商申請表』並向財會單位申請新供應商系統建檔程序後始能下單採購。

New supplier appliance, Should fill out the "Local Vendor Application Form" or "International Vendor Application Form" and to the Financial and Accounting department to apply for the new supplier system establishment procedures after that just can start to purchase.

- 4.2.2.5 供應商之考評：Evaluation of qualified Suppliers

- A. 對於原物料供應商的品質方面考評，由QA依照『製造廠商/供應商資格審核程序(P_品質系統 QS_APAC-Lotus 標準操作流程 SOP_02928)』進行考評。

The raw and packaging materials of evaluation of qualified Suppliers by QA according to "Manufacturer/Vendor Qualification Program "(P_品質系統 QS_APAC-Lotus 標準操作流程 SOP_02928)

- B. 供應商交期管理由採購單位進行考評。

Supplier delivery Management is evaluated by purchase unit.

可透過系統廠商採購交貨狀況報表追蹤管理

Through by the On Time Delivery Report for track and management. (ZMM_DAILY_PO_CREATE-PO Daily Create)

4.2.3 呈核 Approval

- 4.2.3.1. 與供應商議完價格及付款條件後，如需保障公司權益、規避採購風險、有預付款及交期時程長、長期合作採購，視實際採購需求設立書面合約，合約訂定方式依「合約管理辦法」施行，請購單位需與供應商進行合約審查及簽定程序，並將簽訂完成之合約副本交予採購單位，由採購人員依合約進行採購單建立作業。

After negotiating price and payment term with the supplier by purchaser, if the transaction need to protect the interests of the company, avoid the purchasing risk, have prepayment and delivery spent long time, long-term cooperative

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procurement, depending on the actual procurement requirements set up a documentary contract, the contract is set according to " Contract Operation Management" execution , requisition unit deal contract with suppliers for review and signing procedures, and the completion of a copy of the contract provide to the procurement unit, buyer according to the contract to establish the purchase order.

- 4.2.3.2. 採購人員於系統上將請購單轉成採購單，並建立與供應商談定之資訊，包括訂購廠商、採購品名、規格、單價、總價、交貨日期、收貨地點、付款條件、貿易條件及備註事項等資料，依「核決權限表」經系統簽核程序核准後辦理。

Buyer will transfer requisition form on the system to purchase orders, and the establishment of information, including ordering vender, products name, specifications, price, total amount, delivery date, place of receipt, terms of payment, terms of trade and notes etc. And then in accordance with the "Delegation of Duty and Authority Procedure" approved by the system approval process.


4.3. 下單 Order Placing

- 4.3.1 採購人員收到經系統簽核程序核准之「採購單」訊息後，始能向供應商發出採購單訂購。

After Purchasing Order have been approved through the system approval process. Buyer just can place order to supplier as getting approved information of system.

- 4.3.2 採購單以 email 或傳真發出後，經供應商確認後，應收到供應商 email 或傳真確認回覆，以確保供應商收到採購單及承諾交期。

Purchase orders by email or fax issued, after the supplier confirmation, should receive the supplier email or fax confirmed reply, to ensure that the

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supplier received the purchase order and commitment delivery.

- 4.3.3 採購時簽定之任何形式買賣合約經雙方簽章認可後即生效力，不得任意變更，該份買賣合約由公司和供應廠商各自留存。

Any form of sale and purchase contract signed at the time of purchasing shall be valid after the signature of both parties and may not be changed arbitrarily, and the sale and purchase contract will be retained by the company and the supplier.

4.4. 採購變更 Purchasing Order Amendment

- 4.4.1 採購單核准後，請購單位有任何變更需要，需向採購單位提出 E-MAIL 通知，採購單依通知作更改。

After the approval of the purchase order, the requisitioning unit has any change needs, should make an e-mail notification to the purchasing unit, and the purchase order shall be changed according to the notice.

變更採購單須有一個或是更多以下的原因：

A Change Order shall be issued by the appropriate Buyer for one or more of the following reasons:

-數量增加或是減少。

There is a Quantity increase or decrease.

-價格金額與原訂單金額不同。

The Price is other than of the original purchase order price.

-品項說明與原訂單明顯地不同。

The Description is significantly different from the original item on the purchase order.

-交貨地點變更。

The Delivery Destination changes.

- 4.4.2 訂單金額多於原始採購單的變更採購單，需得到原始採購單上所有的簽名核准。經核准變更後之採購單須 E-MAIL 或傳真給廠商。

In the case where a Change Order increases the value of the original Purchase Order, a Change Order must get approved by all original signatures.

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Upon completion of the Change Order, Buyer shall be notified the supplier via email, fax, as requested.

4.5. 交貨控制 Delivery Control

- 4.5.1 負責採購之部門(生產原物料由供應鏈生產計劃單位)於供應廠商約定交貨日而未交貨時，應予以電話或 email 催交，必要時以書面方式催交，得依買賣合約上延遲交貨罰款情形處置。

The department responsible for purchasing (the raw materials and packing materials by the supply Chain Production Planning Unit) on the delivery date of the supplier agreed to deliver the goods, should be called or email reminders, if necessary in writing, It can be in accordance with delivery delay in the contract of fines for disposal.

- 4.5.2 原物料廠商在交貨前提供品質文件(ex. COA)，需轉交給 QA 單位確認，如與公司品質資料不符，應通知採購與供應商澄清確認後再出貨。

The raw and packaging materials manufacturer to provide quality documents (ex. COA) before delivery, to be forwarded to QA unit for confirmation, if not in conformity with the company's quality data, should inform purchaser and be clarified with supplier before shipment.

4.6. 驗收 Acceptance

- 4.6.1 生產之原物料收貨及驗收依「P_倉庫 WH_APAC-Lotus 標準操作流程 SOP_03411 原物料管理作業程序」辦理。

Receiving and acceptance for raw and packaging materials shall comply with "Management of Raw and Packaging Materials" (WH10802).

- 4.6.2 若驗收不合格，屬可調整更換者，應要求廠商於限期內調整更換，否則將貨品及發票等憑證一併退回廠商，得依買賣合約上延遲交貨罰款情形處置。

If the acceptance is unqualified, is a replaceable case, should be required to adjust the replacement within the deadline, otherwise the goods and invoices and other vouchers returned to the supplier, according to the contract of sale of delay in the delivery of fines disposal.

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4.6.3 進貨項目相關正本文件（如保證書、說明書等）由請購或使用部門保管。

Original documents (i.e. warranty card, manual guide) shall be retained by requisition or use unit.

4.6.4 固定資產採購項目驗收時，由請購或使用部門負責驗收流程，在系統完成驗收程序並產生『收貨異動單』，驗收報告或其他書面資料將其作資產驗收依據。

Fixed asset of acceptance, by the requisition or use department responsible for the acceptance process, after the completion of the acceptance process in system and print out "Receiving Form", with acceptance report or other written report as the basis of the asset acceptance.


4.7. 請款 Payment Application

4.7.1. 原/物料驗收完畢後由驗收部門整理廠商「送貨單」及發票、「收貨異動單」等憑證，交付及通知採購單位，採購應核對採購單付款資訊及金額，經複核無誤後將相關請款文件彙整後送交財會部門辦理應付帳款列帳作業及付款手續。

After the raw / packaging materials acceptance is completed, by the acceptance department to gather together supplier "delivery list", invoices, "Receiving Form" and other vouchers, send and notify the Procurement Unit, purchaser should check the purchase order payment information and amount, After the review is correct, the relevant requested documents gather together and sent to the Financial and Accounting department for accounts payable and payment procedures.

4.7.2. 工程及資產驗收完畢由請購或驗收部門將「收貨異動單」及發票(國內為統一發票)等憑證，交付予採購單位核對採購單及付款條件及金額，經複核無誤後將相關請款文件彙整送交財會部門辦理應付帳款列帳作業及付款手續。

Facility engineering and asset acceptance by the requisition or acceptance department will be "Receiving Form" and invoices (domestic unified invoice) and other vouchers, delivery to the purchasing unit to check the purchase orders in payment terms and

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amounts, after the review is correct, the relevant request documents are sent to the accounting department for accounts payable account processing and payment procedures.

- 4.7.3. 若採購項目為預付或分期付款，除上述請購單位應彙整的文件資料外，採購尚需建立預付款申請，將預付款項申請『預付申請單』，依「核決權限表」經系統簽核程序呈請核准，經核准後將相關請款文件資料送交財會部門辦理應付帳款列帳作業及付款手續。

If the purchase item is prepayment or installment payment, in addition to the above-mentioned requisition unit should remit the document data, the purchaser still needs to establish the prepayment application, the prepayment application "Pre-Paid Application Form", according to " Delegation of Duty and Authority Procedure " by the system approval procedure petition approves, After the approval of the relevant request documents data sent to the accounting department for accounts payable account processing and payment procedures.

5. 實施與修正 Implementation and Revision


本辦法經呈總經理核決議通過後實施，修改時亦同。

These principles shall be approved by General Manager and then implement for practice, same as any revision occurs.

6. 依據資料 Reference

- 6.1. 製造廠商/供應商資格審核程序 Manufacturer/Vendor Qualification Program (P_品質系統 QS_APAC-Lotus 標準操作流程 SOP_02928)
- 6.2. 外部稽核系統 External Audit System (P_品質系統 QS_APAC-Lotus 標準操作流程 SOP_02912)
- 6.3. 原物料管理作業程序 Management of Raw and Packaging Materials (P_倉庫 WH_APAC-Lotus 標準操作流程 SOP_03411)
- 6.4. 合約管理辦法 Contract Operation Management
- 6.5. 核決權限表 Delegation of Duty and Authority Procedure

7. 使用表單 Forms

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- 7.1. EZ Flow 電子簽核請購單 EZ Flow Electric Signature Requisition Form
請購者先上鼎新 Work Flow 系統輸入需求, 經 EZ Flow 電子簽核請購需求。
The requisition to enter the requirements of the Work Flow system first,
Via EZ Flow e-sign request for purchase, The form as follow:
 - 7.1.1. 311:請購單 Requisition Form
 - 7.1.2. 312:試藥請購單 Reagent Requisition Form
 - 7.1.3. 313:費用請購單 General Expense Requisition Form
 - 7.1.4. CA10:資產請購單 Asset Requisition Form

- 7.2. SAP 請購單 SAP Requisition Form: (ME51N)
經 EZ Flow 電子簽核請購單, 簽核完成後在 SAP 新增請購單。
Upon completion of approval requisitions via EZ Flow, the user should add
new requisitions form in SAP (ME51N) as follow:
 - 7.2.1. STOCK 採購單(中/英格式) Stock Requisition Form
(Chinese/English format)
 - 7.2.2. NON STOCK 採購單(中/英格式)Non stock Requisition Form
(Chinese/English format)

- 7.3. SAP 採購單 Purchasing Order(ME21N)
 - 7.3.1. STOCK 採購單(中/英格式) Stock Purchasing Order (ME9F: Print PO)
(Chinese/English format)
 - 7.3.2. NON STOCK 採購單(中/英格式)Non Stock Purchasing Order(ME9F: Print
PO) (Chinese/English format)

- 7.4. SAP 廠商採購交貨狀況表 (ZMM_DAILY_PO_CREATE-PO Daily Create)
On Time Delivery Report (ZMM_DAILY_PO_CREATE-PO Daily Create)
- 7.5. SAP 採購單變更(ME22N): Purchasing Order Change(ME22N)
- 7.6. SAP 收貨異動單 Receiving Form(MIGO)
- 7.7. 申請預付單 Pre-Paid Application Form: 741:預付申請單
- 7.8. EZ Flow 簽呈/電子簽核 EZ Flow Electric Signature Approval
- 7.9. 國內供應商申請表 Local Vendor Application Form.
- 7.10. 國外供應商申請表 International Vendor Application Form.