

ASSESSMENT

ID 381038-2 Submitted

Huizhou Jayi Acrylic Products CO.,LTD

Type: Factory • ID: F427114

Address: Building 7,Area C,Wan Yang Zhong Chuang Cheng,, NO.1 Shuangyang Road, Boluo County,, Huizhou, Guangdong, China



QAFA & CMA

Executor	Target Corp		
Workflow	QAFA & CMA Workflow	Announcement type	Announced
Reason	Annual	Assessment Type	Verification Assessment
Assessment Location	Factory Visit		
Due Date	28 Aug 2026	Expiration Date	23 Aug 2027
Last Updated On	14 Oct 2026		

Report Summary

Assessment Result

Rating

Acceptable for Production

Score

53.57% 75 / 140

Result Information
CAPA needs to be addressed in 14 days.
PRODUCTION is allowed once QAFA CAPA is approved.
CAP follow up is NOT required.

Overall Comment

The audit aimed to assess the effectiveness and compliance of factory Huizhou Jayi Acrylic Products CO.,LTD's Quality Management System with Target annual QAFA requirements. The scope included all relevant factory departments and manufacturing processes involved to meet Target needs.

Opportunities & improvement area:

- 1: CAPA triggering conditions and effectiveness needs further improvement.
- 2: Factory currently is collecting quality data and making some analysis, but the quality goal and quality data should be reasonable and leveraged to drive continuous improvement.
- 3: Factory supplier approval procedure should consistent with factory actual exection.
- 4: Factory internal testing needs to setup testing method, accept/reject standard, testing requirements, etc...
- 5: CAPA & non-conforming process should add to the training plan and let QC team familiar with the process.

The overall result is acceptable for production, expected factory management to keep monitoring executions on factory floor.

Sections Summary

Onboarding Checklist • Score: 1/1 (100%) | Area To Improve: 0

Onboarding Checklist

1/1 (100%) | Area To Improve: 0

Result Information

CAPA needs to be addressed in 14 days.

PRODUCTION is allowed once QAFA CAPA is approved.

CAP follow up is NOT required.

Total Auto Fail: 0

Manufacturing Control Plan 4/7.5 (53.3%) Area To Improve: 1	Auto Fail: 0
Product Development 4/7.5 (53.3%) Area To Improve: 2	Auto Fail: 0
Supplier Management 5/12.5 (40%) Area To Improve: 3	Auto Fail: 0
Production Control 15/22.5 (66.7%) Area To Improve: 2	Auto Fail: 0
Equipment & Maintenance 9/17.5 (51.4%) Area To Improve: 3	
Training 3/7.5 (40%) Area To Improve: 2	
Quality Management System 16/30 (53.3%) Area To Improve: 6	Auto Fail: 0
Site Conditions 7/10 (70%) Area To Improve: 1	Auto Fail: 0
Process Control 7/10 (70%) Area To Improve: 1	Auto Fail: 0
Product Categories Questions 5/15 (33.3%) Area To Improve: 4	Auto Fail: 0

CMA 1

N/A

Area To Improve: 0

Result Information

This assessment is skipped and CMA rating is NOT APPLICABLE.

- This rating will not impact to any other assessment.
- In case factory needs to request another CMA, factory can submit another self-assessment

No Data

CMA 2

N/A

Area To Improve: 0

Result Information

This assessment is skipped and CMA rating is NOT APPLICABLE.

- This rating will not impact to any other assessment.
- In case factory needs to request another CMA, factory can submit another self-assessment

No Data

Areas To Improve Summary

Total: 25

Manufacturing Control Plan > Level 1

RI0X2VWEM0

Does the factory execute an appropriate manufacturing control plan including process monitoring, quality controls, and internal testing for all product categories?

↳

Partially meets

Comments & Attachments (2)

3974 - Sunny Ji - Inno-Art Corporation (PARTNER)

生产质量控制计划 (MCP).xlsx

12694 - sarah chen - Target Corp (RETAILER)

MCP is product specific and include fundamental elements required by TGT. Some MCP contents are inconsistent with execution on factory floor though, i.e: testing requirements are inconsistent with actual execution.

20260821_055431915_iOS.jpg

20260821_055437754_iOS.jpg

20260821_055443020_iOS.jpg

RI0B0UNGFO

Does the factory effectively execute a pre-production process for their product categories?

↳ Partially meets

Comments & Attachments (2)

3974 - Sunny Ji - Inno-Art Corporation (PARTNER)

 JY-QC 产前会议程序.doc

12694 - sarah chen - Target Corp (RETAILER)

Pre-production process has established. Randomly selected pre-production meeting records, pre-production meeting missing below elements: 1: quantified spec of each component 2: not specific on internal testing vs external testing, internal testing method, standard and acceptable criterial need to be consistent.

 image.jpg

 20260821_060426551_iOS.jpg

 20260821_060436451_iOS.jpg

RI0MKNZEJ0

Are risk based assessments conducted on the product and manufacturing systems to identify, prevent, and control potential issues that may impact quality, safety and production during pre-production process and in your manufacturing system?

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

1: The risk assessment procedure does not define S. O. D and RPN. 2: The risk assessment content was not fully correct nor understood by factory staff properly.

 image.jpg

RI06EGS341

Does the factory have a well documented process to approve/reject suppliers for incoming products, materials, and services? (Including addition or removal of suppliers from its authorized list)

↳ Partially meets

Comments & Attachments (2)

3974 - Sunny Ji - Inno-Art Corporation (PARTNER)

 JY-QC 合格供方评定控制程序 控制程序 - 副本.doc

12694 - sarah chen - Target Corp (RETAILER)

1: The factory supplier approval procedure was not consistent with factory actual execution. 2: Factory staff was not very familiar with the supplier approval procedure.

 20260821_061752882_iOS.jpg

 20260821_061800864_iOS.jpg

 20260821_061813427_iOS.jpg

 20260821_061819709_iOS.jpg

RI06D5W7X1

Does the factory have a process to ensure incoming raw materials and/or sub-assemblies conform to specifications and quality standards?

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Incoming materials are inspected, tested & measured against factory incoming inspection process & customer requirements. Opportunities: 1. Measurement checking should be recorded in details, especially for incoming components(Acrylic). 2. Some testing protocols are not applicable to TGT products(EU standards).

 20260821_022531841_iOS.jpg

 20260821_022607029_iOS.jpg

 20260821_022635762_iOS.jpg

 20260821_022659191_iOS.jpg

 20260821_063802712_iOS.jpg

 20260821_064102202_iOS.jpg

 20260821_064145570_iOS.jpg

 20260821_022124030_iOS.jpg

 20260821_022131214_iOS.jpg

 20260821_022159374_iOS.jpg

 20260821_022217279_iOS.jpg

 20260821_022238746_iOS.jpg

 20260821_022244460_iOS.jpg

RI02QUR4U0

Are there documents or records to support that incoming raw materials, components, and/or sub-assemblies conform to product specifications, quality standards, and US Safety and Regulatory requirements?

↪ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

1: IQC and other staff not well know how to validate the supplier's testing reports. 2: There are no rejected qty per the selected IQC record

RI02JX83D0

Does the factory have defect samples in the production area or use a list of specific defects in their quality checks?

↪ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

1: Some workshop didn't have defect sample/images presented. 2: DCL didn't clearly present the defect type.

 20260821_021934215_iOS.jpg

 20260821_032129886_iOS.jpg

 20260821_032134622_iOS.jpg

 20260821_032302320_iOS.jpg

 20260821_032606519_iOS.jpg

RI0WR1QUP1

Does the factory conduct INLINE inspections?

↪ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Inline inspections are executed throughout the processes with below improvement opportunities: 1: Unclear acceptance/reject criteria 2: IPQC is not clear of the reject criteria and when/how to trigger CAPA process.

 20260821_024456178_iOS.jpg

 20260821_024622098_iOS.jpg

 20260821_025121050_iOS.jpg

 20260821_030636748_iOS.jpg

 20260821_031443067_iOS.jpg

 20260821_032550496_iOS.jpg

RI02FY1MJ0 Is production equipment in good working condition and operating within specified tolerances and / or limits?

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Some machines/equipments are working outside of the specified limit

RI0F8M7001 Does the factory validate that the equipment settings are appropriate at line start-up and for any product / style changeover?

↳ Does not meet

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

1: Some parameters listed on the instruction not match actual reading. 2: No procedure to valid the key parameters, mainly rely on the supervisor's experience.

 20260821_031056030_iOS.jpg

 20260821_031101121_iOS.jpg

RI016CJUD1 Are corrective actions taken if equipment is found to be operating outside specified tolerances and/or limits?

↳ Does not meet

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

The factory did not keep the record when the equipment or machine found operating outside of the tolerance.

RI09QE1WE0

Does the factory identify and execute training requirements for production and quality workers as defined by job role?

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

No training plan for CAPA process and non-conforming materials management.

 20260821_065135845_iOS.jpg

 20260821_065146099_iOS.jpg

RI0MSWJQY1

Are QC and production workers trained and calibrated on how to identify defects?

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

IPQC needs further understand accept vs reject criteria, CAPA process and non-conforming process

RI082GU5D0

Are measurable quality goals identified and actual performance results collected?

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Quality goals are defined & posted on factory floor. Areas to improve: 1: The quality goal is hard to measure, i.e. PQC does sampling check, while the goal is to measure end of line conforming and non-conforming percentage. 2: Current quality goal is not well understood by factory staff.

 20260821_024715283_iOS.jpg

 20260821_032156818_iOS.jpg

 20260821_032215570_iOS.jpg

 20260821_065355925_iOS.jpg

 20260821_065403958_iOS.jpg

RI05KJ7UH0

Is the factory E2E internal traceability system effective from source of raw material and components through finished product? PS: Traceability refers to the ability of the factory to establish the raw material batch from which a final product has been manufactured. Such traceability should be supported by linking of evidences on raw material procurement, WIP documentation trail to the final product.

↳ Partially meets

Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

1: Factory labels for incoming materials, semi-products and finished products with missing information, hard to track back to raw material 2: Finished goods in warehouse with IQC marks.

 20260821_022944790_iOS.jpg

RI0MR3AC50

Does the factory have a documented corrective action process for the investigation & resolution of non-conforming product?

↳ Partially meets

Comments & Attachments (2)

3974 - Sunny Ji - Inno-Art Corporation (PARTNER)

 JY-QC 纠正与预防措施 控制程序.doc

12694 - sarah chen - Target Corp (RETAILER)

For corrective and long term preventive triggers, factory should build specific/quantifiable triggering conditions.

RI0BC718D1

Does the factory take corrective actions based on results from previous inspections, non-conforming materials in production, and client feedback?

↳ Does not meet

Comments & Attachments (2)

3974 - Sunny Ji - Inno-Art Corporation (PARTNER)

 JY-QC 纠正与预防措施 控制程序.doc

12694 - sarah chen - Target Corp (RETAILER)

Factory CAPA triggering condition is not clearly defined, no actual CAPA was executed in past year.

RI03RRU9N1

Does the factory conduct critical safety testing for all product categories?

↳ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Internal testing did not match with MCP and pre-production meeting recap.

RI0RBJHAW0

Is there management commitment, oversight, and actions taken to evaluate the quality system using quality goals and key performance indicators?

↳ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Factory set up a quality goal and collected some data, but the quality goal is hard to measure, and lack of regular quality data review to drive continuous improvement.

 20260821_024715283_iOS.jpg

RI0EKBKVQ1

Does the facility have sufficient lighting?

↳ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

One of the QC working area did not have sufficient lighting.

RI0N0K59K1

Are ongoing Quality Control (QC) meetings held at the factory in which Production is represented and quality topics discussed?

↳ Partially meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Factory did have regular QC meeting, but as per the meeting record provided, the meeting did not cover present quality performance, discuss and identify root cause of the issue, and responsible person to be appointed for the issue and follow up the issue.

 20260821_073040089_iOS.jpg

RI01YB43F0

Does the factory have necessary in-house testing capabilities to support critical safety testing?

↳ Partially Meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Factory only has very limited in-house testing capabilities, and the testing in MCP and Pre-production meeting recap are not consistent with factory actual practice.

 20260821_040313397_iOS.jpg

RI0J0513C1

Does the factory keep test records with necessary information indicating that critical testing events are performed at defined milestone or production frequencies?

↳ Partially Meets

 Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Factory had some testing records, but not cover testing method, testing requirements, accept/reject standards, etc...

 20260821_060436451_iOS.jpg

RI01JBC8M1

Have relevant operators been trained according to testing manual(SOP) to understand how to perform the testing?



Does Not Meet



Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

Factory did not have relevant operators to perform the testing as factory MCP properly.

RI0EYQWYJ0

Does factory have the most updated version of testing methods and requirements?



Does Not Meet



Comments & Attachments (1)

12694 - sarah chen - Target Corp (RETAILER)

No consistent testing methods and requirements.

2 Onboarding Checklist

Onboarding Checklist

1 Onboarding Checklist

	Topic	Required Actions	Resource Location	Date Completed
1	PSQA Requirements	Review the Product Safety & Quality Assurance Process Manual on POL	-	15 Aug 2026
2	Factory Assessment (FA)	Review the FA sections on POL	POL: Library - Source Product - Business Partner Qualifications - Factory Assessment	15 Aug 2026
3	Production Readiness (TPR)	Review the TPR sections on POL	POL: Library - Develop Product - Sample Validation - Production Planning	15 Aug 2026
4	Multi-Stage Testing (MST)	Review the MST sections on POL	POL: Library - Produce Product - Product Compliance - Production Testing	15 Aug 2026
5	Product Inspections	Review the Product Inspection sections on POL	POL: Library - Produce Product - Product Compliance - Product Inspection	15 Aug 2026
6	Target's Three Strike Policy	Review Target's Three Strike Policy on POL	POL: Library-Produce Product-Business Partner Compliance-Responsible Sourcing Audit -GLC Requirement-Three Strike Policy	15 Aug 2026
7	Target's Three Strike Policy	Review Target's SOVE on POL	POL: Library-Source Product-Business Partner Qualification-Standards of Vendor Engagement (SOVE)	15 Aug 2026
8	Target's Three Strike Policy	Review Target's BPCOC on POL	POL: Library-Working with Target-Legal Terms-Conditions of Doing Business	15 Aug 2026

3 Factory Information

Department Numbers

Enter the Department Numbers for the items currently being produced or planned to be produced at this factory for Target. Select "Other" if the department number is not in the list and provide information in Overall Comment.

Department
Number

249

335

Key Customer Information for Past 12 Months

- Record business percentage (%) for Target business at the factory
- Select Key Customers and Other Retailers produced with in the past 12 months, along with the respective business percentage (%).
- Key Customers have approximately 10% or more of the factory's annual production volume in units.

Customer name	Business Percentage
Sam's Club	50.0%
Target	15.0%
Michaels	10.0%

Key Personnel

Key Personnel	Name	Phone No.	Email	Time in Position (year)	Time at Company
General Manager	Cathy	18675264343	516133982@q q.com	+10 years	+10 years
Quality Manager	Chen Su Yun	13421676753	sales2@jayaicr ylic.com	1 - 5 years	1 - 5 years
Plant / Operations Manager	Wang Wen Hua	13680873568	sales2@jayaicr ylic.com	5 - 10 years	5 - 10 years
Business Management	Ava	13680873568	sales2@jayaicr ylic.com	5 - 10 years	5 - 10 years

Employee Information

Role / Position	Number of Employees
Production Supervisors	1
Production Operators	65

Role / Position	Number of Employees
QA Manager / Supervisors	1
Inline QA Inspectors	4
Final QA Inspectors	1
Industrial Engineers	3
Technical Design / Fit Engineers	2
Lab Manager / Supervisors	0
Lab Technicians	0
Maintenance Manager / Supervisors	0
Mechanic	0
Other Factory Workers	8
Total	85

Overall Comment

Other Factory Workers are for logistical personnel

4 Factory Capability

Business Area

Business
Area

Home

Hardlines

Children's Product Production

Has this factory produced children's product for Target in the past 12 months ☐ No

Select All Product Categories and Item Types Produced in the Past 12 Months

Produced for Target

- Record the product category/item types produced for Target in the past 12 months, annual estimated production quantity.
- For Initial FA, please input the potential items that factory would produce for Target.

Product Type	Product Sub Type	Item Type	Quantity
FURNITURE	seating and tables	coffee tables	14000
● Clear C shape acrylic table			
TOYS	INDOOR TOYS	game accessories	30000
● Acrylic donimoes set			

Produced for Other Key Customers or Retailers

Record the product category/item types produced for other key customers or retailers in the past 12 months, annual estimated production quantity and automation level associated with each item type.

Product Type	Product Sub Type	Item Type	Quantity
TOYS	INDOOR TOYS	gaming dice	200000
HOME	HOME DECOR	frame sets	150000
● photo frame			
HOME	HOME DECOR	decorative wall art sets	100000
● show shelf			
FURNITURE	seating and tables	accent stools	25000
HOME	HOME DECOR	decorative boxes	3000000
FURNITURE	cabinets, shelving and	media storage racks and	50000

Product Type	Product Sub Type	Item Type	Quantity
	storage	carts	
mahjong rack			

Select All Applicable Apparel Size Ranges Produced in the Past 12 months.

Produced for Target

- For Apparel items: Record the applicable apparel sizes ranges produced for Target, and list all produced in past 12 months.
- For non-Apparel items: Select Not Applicable option.

Size Ranges
Not Applicable

Produced for Other Key Customers or Retailers

Record the applicable apparel sizes ranges produced for other key customers or retailers in the past 12 months. **Apparel Only**, list all produced in past 12 months

Size Ranges

Select All Raw Material/Fabric Used in the Past 12 months.

Used for Target

Record the main material types that are used to produce Target products in the past 12 months. Material type should not include any trims or components such as button, zippers, adhesive, screws, etc.

Material Group	Material Capabilities
Plastic	Acrylic

Used for Other Key Customers or Retailers

Record the main material types that are used to produce other key customers or retailers products in the past 12 months. Material type should not include any trims or components such as button, zippers, adhesive, screws, etc.

Material Group	Material Capabilities
Plastic	Acrylic

Select Main Manufacturing Processes Used in the Past 12 months

Record the main in-house manufacturing processes used for Target and other key customers and retailers in the past 12 months.

Process	Capacity Per Day	Is This Bottleneck Process?
Cutting	100	No

Process	Capacity Per Day	Is This Bottleneck Process?
Gluing	700	No
Polishing	14400	No
Printing-UV	3200	No
Bending	3600	No
Packaging	27000	No

Select Main Outsourced or Subcontracted Finishing Processes in the Past 12 months

Record the main outsourced or subcontracted manufacturing process used to product Target and other key customers and retailers products in the past 12 months. Record the factory name and address for each subcontracted manufacturing process.

Process	Factory Name	Factory Address

Select Main Internal Testing Methods in the Past 12 months

Record applicable internal testing methods the factory uses throughout the production process.

Test
Drop Test (Carton)
Pull Test On Components/Legs
Adhesion
Static Loading Test
Small Parts
Sharp Point
Sharp Edge

In-house Lab Certification

Is the in-house lab (not lab operator) certified by any global brands or 3rd party accreditation body?
No need to input if the factory does not have such certification or capability.

List of global brands or 3rd party certified

Sustainable Material Certification

Is the factory certified against any of the following sustainable material certification standards?

Certification	Validity Due Date	Name of the Certification Body	Certification License Code

Sustainable Product Claims

Please mention the sustainable product claims that the factory already has an experience of working. Example: Recycled, Organic, Biodegradable, etc.

No need to input if the factory does not have such certification or capability.

Product Claims

Origin of Cotton

Is the factory producing products that have more than 20% of cotton content in it?

No need to input if the factory does not have such capability or material usage.

Origin of Cotton (Country Level)

Level of Visibility of Cotton Origin

Does the factory have visibility of origin of the cotton being used in its products? If yes, till what level? (for example: ginner, farmer, etc)

No need to input if the factory does not have such capability or material usage.

Level of Visibility

Traceability Method

What is the method of raw material traceability that is implemented by the factory? Please input the tracer name if you select 'Tracer'. For example, additive tracer, forensic tracer, digital/blockchain-based, etc.

No need to input if the factory does not have such capability or material usage.

Traceability

Material Type

For which material type has this traceability mechanism been implemented? i.e. cotton, polyester etc.

No need to input if the factory does not have such capability or material usage.

Material Type

5

Factory Capacity

From

Q4: Oct-Dec, 2025

To

Q3: Jul-Sep, 2026

Production Lines

Quarter	Year	Average No. of Production Lines Used	Total No. of Production Lines Available	Production Capacity %	% of Change
Q4: Oct-Dec	2025	2	2	100%	
Q1: Jan-Mar	2026	2	2	100%	0%
Q2: Apr-Jun	2026	2	2	100%	0%
Q3: Jul-Sep	2026	2	2	100%	0%

Production In Units

Quarter	Year	Total No. of Units Produced	Full Production Capacity Available in Units	Production Capacity %	% of Change
Q4: Oct-Dec	2025	1030000	2000000	51.5%	
Q1: Jan-Mar	2026	750000	2000000	37.5%	-14%
Q2: Apr-Jun	2026	860000	2000000	43%	+5.5%
Q3: Jul-Sep	2026	890000	2000000	44.5%	+1.5%
Total		3530000	8000000		

Number of Production Workers

Quarter	Year	Average No. of Workers	% of Change
Q4: Oct-Dec	2025	65	
Q1: Jan-Mar	2026	45	-30.77%
Q2: Apr-Jun	2026	54	+20%
Q3: Jul-Sep	2026	60	+11.11%

Worker Gender

Worker Gender	No. of Workers	Ratio
How many production workers are female?	35	53.85%
How many production workers are male?	30	46.15%

Production Capacity % by Month

From August, 2025 To July, 2026

Month	Year	Production Capacity %
August	2025	45
September	2025	45
October	2025	50
November	2025	51
December	2025	54
January	2026	40
February	2026	35
March	2026	38
April	2026	41
May	2026	44
June	2026	44
July	2026	44

Overall Comments

6 Machine List & Capacity

Area of Business

Area of Business	Machine Type	Qty	Output per Hour	Output Measure	Hours per Day in Use	Days per Week in Use	Output per Month	Automation Level	Machine/Worker Ratio per Shift
H&H	CNC Cutting Machine	5	150	pieces	8	6	151,200	Semi-automatic	2:1
H&H	UV Coating Machine	2	200	pieces	8	6	80,640	Semi-automatic	2:1
H&H	Cutting Machine	6	100	pieces	8	6	120,960	Semi-automatic	1:1
● laser cutting machine									
H&H	Polishing Machine	12	500	pieces	8	6	1,209,600	Semi-automatic	1:1
H&H	Drilling Machine	13	150	pieces	8	6	393,120	Semi-automatic	1:1
H&H	Hot Melt Machines	6	75	pieces	8	6	90,720	Semi-automatic	1:1
● hot bending machine									
Other	grooving machine	2	300	pieces	8	6	120,960	Semi-automatic	1:1
Other	milling machine	3	100	pieces	8	6	60,480	Semi-automatic	1:1
Other	marking machine	3	150	pieces	8	6	90,720	Semi-automatic	1:1
Other	Magnetic punching machine	4	200	pieces	8	6	161,280	Semi-automatic	1:1

Area of Business	Machine Type	Qty	Output per Hour	Output Measure	Hours per Day in Use	Days per Week in Use	Output per Month	Automation Level	Machine/Worker Ratio per Shift
Other	Side drum machine	3	300	pieces	8	6	181,440	Semi-automatic	1:1
Other	trimming machine	10	100	pieces	8	6	201,600	Semi-automatic	1:1
H&H	Industrial Oven	1	100	pieces	8	6	20,160	Semi-automatic	1:1
Other	film laminating	2	150	pieces	8	6	60,480	Semi-automatic	1:1

Other Area of Business

Other Area of Business	Other Machine Type	Qty	Output per Hour	Output Measure	Hours per Day in Use	Days per Week in Use	Output per Month	Automation Level	Machine/Worker Ratio per Shift
							0		:

Warehouse Space

What is the warehouse space of the factory?

Space	Measure

Warehouse Space Occupied % by Quarter

Quarter	% of Warehouse Space Occupied by Quarter	% Change
Jan - Mar	50	
Apr - Jun	55	 +10%
Jul - Sep	55	 0%
Oct - Dec	55	 0%

Overall Comments

Overall Comments

No Input

7 Workmanship Audit

Does this assessment require the Workmanship Audit? ☐ No

8 QAFA Questionnaire

Manufacturing Control Plan

Level 1

1 Does the factory possess comprehensive production flow diagrams that delineate quality control points, designated areas, machinery, critical control points, and sections allocated for normal material and claimed materials (where applicable)?

- Factory's production flow diagram must cover all key manufacturing steps of the product with a very clear scope identified and clear differentiation between normal and claimed materials.
- Each product category must have a production flow diagram in detail level, including inspection and validation for all identified key processes including specific indication of any specific process defined for handling claimed materials.
- The factory production flow diagram must be up-to-date and utilized by production and quality and claimed materials compliance team in the factory.
- The factory production flow diagram must be in connection to the factory key quality and claims compliance control points which must have valid/clear requirements and records. (If the process record exists, please review it. If not, review the process).

Meets

Comment & Attachments

2

2

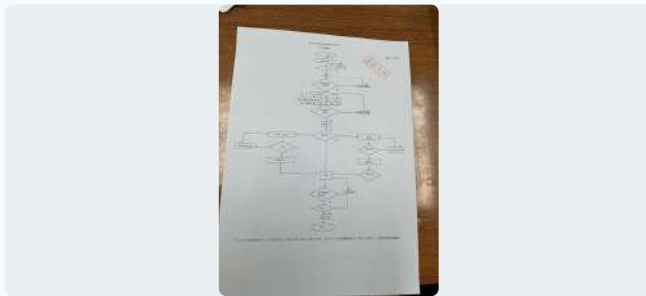
No Comment

 [生产流程图\(7\).xlsx](#)

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2 Does the factory execute an appropriate manufacturing control plan including process monitoring, quality controls, and internal testing for all product categories?

Observe the Manufacturing Control Plan is being executed on the factory floor.

- Manufacturing Control Plan must be product specific, including process input and output if applicable.
- Manufacturing Control Plan must include but not be limited to below key elements: Process steps, what's controlled, specification limits, measurement methods, control methods, sample size, frequency, who measures, where recorded, decision rule or corrective

action, and SOP number (specified).

- Factory production and quality team must have and use the Manufacturing Control Plan in overseeing their production during all inspection points.
- Additional requirement for high risk products: For outsourced processes, the sub-supplier/contractor must have an effective Manufacturing Control Plan for outsourced manufacturing processes.

Partially meets

Comment & Attachments

2

4

No Comment

 [生产质量控制计划 \(MCP\).xlsx](#)

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MCP is product specific and include fundamental elements required by TGT.

Some MCP contents are inconsistent with execution on factory floor though, i.e: testing requirements are inconsistent with actual execution.



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3 Are there documents and records to support the manufacturing control plan is being executed?

Validate production flow diagram and Manufacturing Control Plan execution by reviewing inspection records, testing reports and process monitoring records. (If the process record exists, please review it. If not, review the process).

Auto Fail

Yes

1 Does the factory effectively execute a pre-production process for their product categories?

1. Validate factory has an effective pre-production process to ensure bulk merchandise meets or exceeds client requirements for quality & safety and it may not be limited to Pre-production meeting (based on manufacturing and product type) but the effective pre-production process must be structured to review the following elements with an appropriate team:
 - a. Product details/specifications
 - b. Approved samples (with comments if any)
 - c. Process flow diagram which includes Control plan for critical to quality parameters identified
 - d. Pre-Production risk assessment (raw materials, component, construction, bulk reproducibility and other value added processes)
 - e. Ensure the factory can provide a consumption calculation sheet, accounting for wastages and allowances.
 - f. Verify raw material quantities against the specified methodology. Review past records if no procurement has occurred.
 - g. Demand a bill of materials identifying the content of claimed materials in products.
 - h.. Require a mechanism for controlling product formulas.
 - i. Testing requirements and results thereof
 - j. Possible manufacturing variabilities (MVs) in bulk & action plan based on initial/pilot run
 - k. Historical performance of similar products to identify defects and bulk execution issues.
 - l. Packaging & labeling
 - m. Review of production planning, including subcontracted processes
 - n. Shade band if applicable
2. Manufacturing Control Plan revision of the product based on the Pre production assessment.
3. Communication done by factory on the actionable outcomes of the pre-production process to the affected team inside or outside factory (Sub suppliers/sub contractors).

Consolidated List:

- Ensure the factory can provide a consumption calculation sheet, accounting for wastages and allowances.
- Verify raw material quantities against the specified methodology. Review past records if no procurement has occurred.
- Demand a bill of materials identifying the content of claimed materials in products.
- Require a mechanism for controlling product formulas.

Partially meets

Comment & Attachments

2

4

No Comment

 **JY-QC 产前会议程序.doc**
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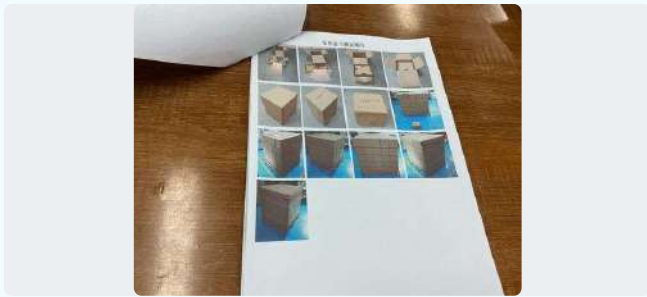
Pre-production process has established.
Randomly selected pre-production meeting records, pre-production meeting missing below elements:
1: quantified spec of each component
2: not specific on internal testing vs external testing, internal testing method, standard and acceptable criterial need to be consistent.



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2 Does the factory have a pre-production process with both QC and Production represented?

- Interview the factory process owners in production and QC departments to check their understanding on key processes and outcomes of random styles in production.
- Check Pre-Production process related records to validate that Quality Control, Quality Assurance, Product development and Bulk Production Process Owners (where applicable) were represented during the Pre-production meeting. Actual follow up action and records need to be observed.
- Critical issues and key points of product/production risks must be identified or covered. (If the process record exists, please review it. If not, review the process).

Meets

Comment & Attachments

2

4

No Comment

产前会议记录.pdf

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3 Are shade bands created and maintained?

N/A

- Shade bands are created based on final finish applied, shared with clients/approving authority and maintained in a safe and effective manner to prevent damage.
- Factory has a process for controlled circulation of approved/reference standard to the production floor (where needed).
- The shade band has traceability information (client name, style/Program, date, lot/Batch # with size, wash or special finish details).
- Spectral data of shade band must be controlled and maintained (where applicable).

Factory must have a process for shade band management, to explain when to create a shade band, and how to maintain, store, and properly dispose (when appropriate).

Factory must appoint the appropriate contact person to be in charge of shade band for approval and communication across the different product development stages and across different departments.

Factory QA team must be part of the decision making for the shade band.

Comment & Attachments

1

2

No shade band needed as per interview with factory staff.

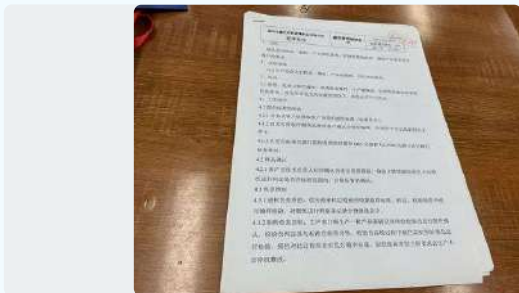


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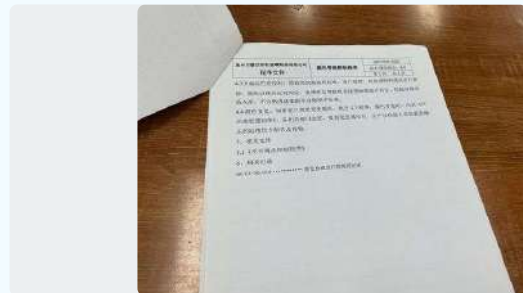


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4 Is there a documented process requiring client approval when changing materials, components, design, or manufacturing processes?

1. Factory must have a written procedure for notifying customer and obtaining approval when there is a change in raw materials, components and sub-assemblies, design or any visual changes, manufacturing process/technique that could affect the end products safety, regulatory and quality requirements of finished products.

2. The documented process must include the following:

- That all changes must be validated and, when appropriate, a 3rd party test report/certificate must be provided.
- An Internal and external communication plan must be defined which outlines the steps to be taken following the change approval from the client.

- The need for re-testing must be included to ensure compliance with all quality, safety, and regulatory requirements prior to sending for approval.
- The need (where applicable) for obtaining revised production flow diagrams, Manufacturing Control Plan, and revised product specification must be defined which outlines the steps to be taken following the change approval from the client.
- This process must be inclusive to the life of the product, not only during product development.

Auto Fail

Yes

Comment & Attachments

2

4

No Comment



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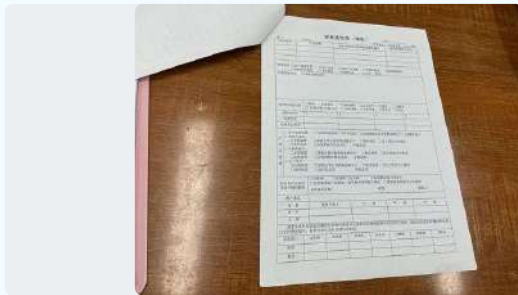


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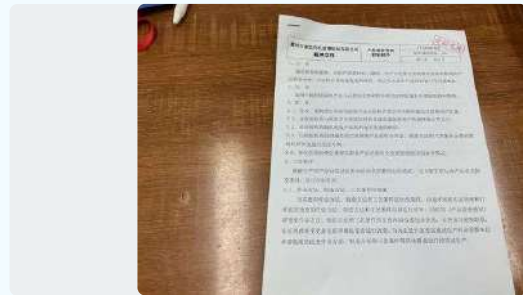


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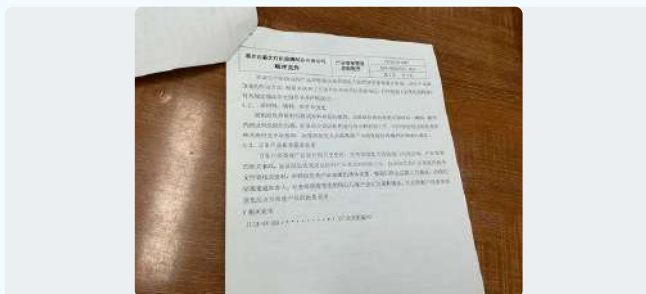


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5 Are there documents and records of client approvals acquired when materials, components, design or manufacturing processes change?

N/A

Only applicable if the factory has needed a client approval for a change:

- Verify the factory records contain the client's approval when making changes to materials, components, product design, or manufacturing processes.
- Verify that QA and the Production team were part of the review before initiating the change request.
- Verify that product test reports validate changes meet the approved quality, safety, and regulatory requirements prior to sending for client approval.
- Verify that Internal communication were completed with the appropriate process owners in the factory for the changes and approvals.

- Verify that all revised Production Flow Diagrams with manufacturing controls and product specification as well as revised bill of materials are available (when appropriate).

Comment & Attachments

1

1

No changes happen in the past year.



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6 Are risk based assessments conducted on the product and manufacturing systems to identify, prevent, and control potential issues that may impact quality, safety and production during pre-production process and in your manufacturing system?

- Interview the factory staff to assess their understanding on key objectives while conducting pre-production risk assessment.
- The risk based assessment must include review of product specifications, test standards and results, and historical defect trends. (If the defect historical data record exists, please review it. If not, review the process)
- A cross-functional team must conduct the product or manufacturing process risk assessment for machine availability and factory capabilities.
- The Manufacturing Control Plan must be originally written or revised based on the results of the pre-production risk assessment.
- Verify that internal and external communication action plans concerning the identified critical to quality parameters found during the assessment have been completed in the specified timelines.

Partially meets

Comment & Attachments

1

1

- 1: The risk assessment procedure does not define S. O. D and RPN.
- 2: The risk assessment content was not fully correct nor understood by factory staff properly.



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1 Does the factory have a well documented process to approve/reject suppliers for incoming products, materials, and services? (Including addition or removal of suppliers from its authorized list)

1. Factory must have an effective supplier approval process covering quality, on-time delivery, cost, and compliance. The supplier approval process must verify the following:

- Specifications of the product/services, RBSRs (Rules, Bans, Standards, and Regulations) under business contract.
- Standards of performance in terms of Quality (Internal test reports / Third Party test reports/ Declarations of conformity/ Certificate of Analysis), on time, cost, and compliance (Declarations of Conformity based on internal audits / Third Party Audit reports).
- Factory must perform supplier evaluation covering both initial and ongoing suppliers in terms of capability, capacity, quality, on-time shipment along with authorization/certification check from certifying/licensing bodies before approving a supplier of claimed materials.
- Supplier evaluation must additionally cover the identification, segregation, handling, and traceability system at the raw material supplier end ensuring zero chances of contamination.
- If the raw material supplier is purchasing from an agent, the agent must provide proof of the above to the supplier showing compliance with these requirements.
- Evaluations are not required for raw material suppliers from whom no purchases have been made within the last 12 months.

2. The applicable workers responsible for following the supplier approval process must understand the supplier assessment process, its objectives, its approval criteria, and feedback loop with those responsible for supplier business awards. They must also take responsibility for ensuring that current approved suppliers that fail to meet all regulatory, safety, and quality requirements are removed from approved status.

- The factory must maintain a controlled list of approved suppliers for products, materials, and services impacting product safety, legality, or quality, including raw material suppliers, subcontractors, processors, and operators, with authorization/approval dates based on the supplier evaluation process.
- For subcontractors, the factory must include a legal record of subcontracting.
- If the raw material supplier list is being updated for removal or addition; reason and date should be mentioned.
- The controlled list for claimed materials must includesome additional information, not limited, to the following:
 - Date of last verification of validity of supplier certificate.
 - Scope of supplier's certificate.
 - Material type.
 - Raw material supplier's certification code.
 - Claim of material procured.
 - If claim certification standard specifies any compliance requirement with subcontracting, such requirements must be duly adhered by the factory.
- Randomly select one or two and check its validity. Factory staff should be able to communicate how to control, who to source, and how to maintain the list.

3. Validate all suppliers have been approved using this process.

Partially meets

Comment & Attachments

2

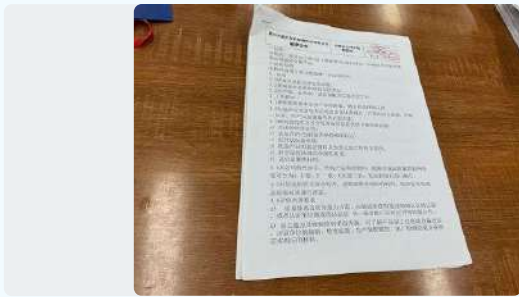
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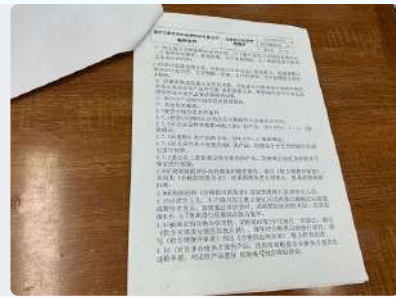
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- 1: The factory supplier approval procedure was not consistent with factory actual execution.
2: Factory staff was not very familiar with the supplier approval procedure.



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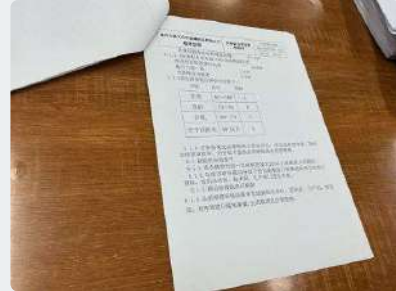
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2 Does the factory have a process to ensure incoming raw materials and/or sub-assemblies conform to US Safety and Regulatory requirements?

Interview factory staff and verify process monitoring for incoming materials

1. The factory should have a up-to-date list of banned chemicals for US market in their products in local language
2. The Factory must have an understanding of the US Safety and Regulatory requirements that impact the product/services they provide.
3. Verify that any Certificate of Analysis/provided test reports/declaration of conformity cover US Safety and Regulatory requirements and that factory personnel understand these requirements.
4. Verify that an appropriate declaration of conformity exists from the manufacturer or immediate supplier.
5. Verify that the provided test and inspection reports contain limits and tolerances (when applicable).
6. Verify that reports/Certificates of Analysis are labeled with a clear pass result.

For composite wood panel products: The factory must maintain composite wood panel production records, TSCA and/or CARB certification(s) and traceability for a minimum of 3 years.

Auto Fail

Yes

Comment & Attachments

1

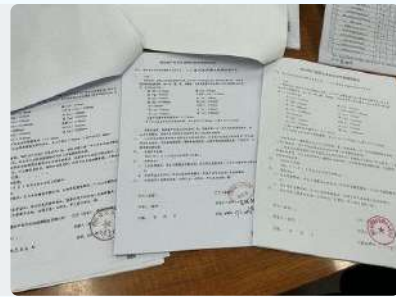
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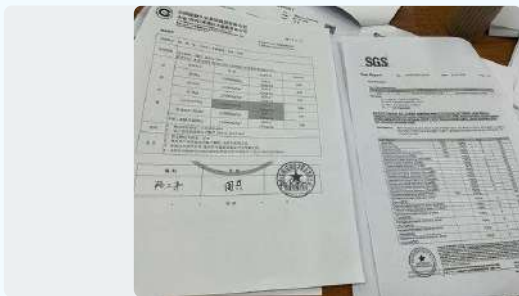
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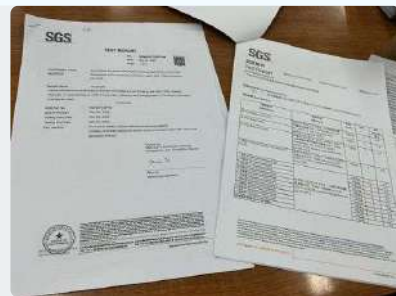
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3 Does the factory have a process to ensure incoming raw materials and/or sub-assemblies conform to specifications and quality standards?

Interview factory staff and verify process monitoring for incoming materials:

1. The Factory must have an understanding of the specification requirements of the raw materials.
2. The factory must conduct measurement, testing, or workmanship checks to ensure conformity
3. Any material concentrations or allowable impurity levels provided on Certificates of Analysis or provided test reports must be within specification and Quality standards.
4. Verify that the provided test and inspection reports contain limits and tolerances (when applicable).

5. Verify that reports/Certificates of Analysis are labeled with a clear pass result.

Partially meets

Comment & Attachments

1

13

Incoming materials are inspected, tested & measured against factory incoming inspection process & customer requirements.

Opportunities:

1. Measurement checking should be recorded in details, especially for incoming components(Acrylic).
2. Some testing protocols are not applicable to TGT products(EU standards).



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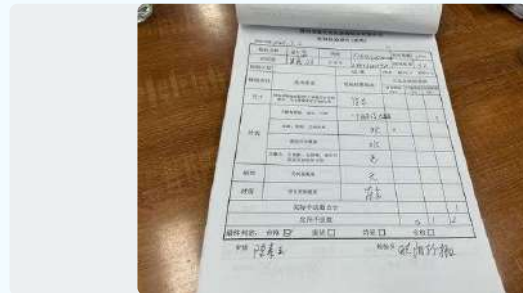
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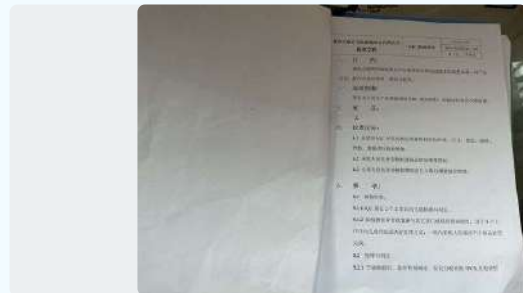
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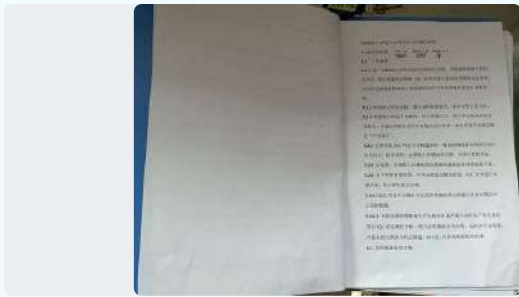
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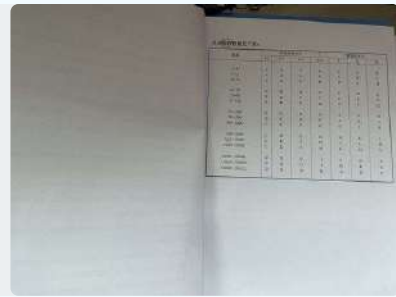
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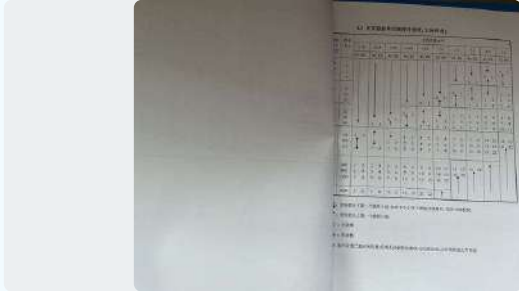
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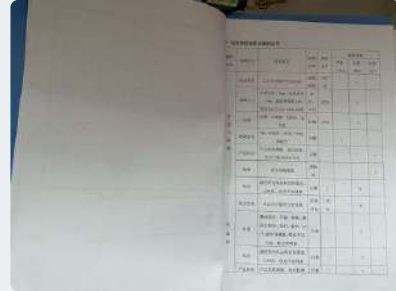
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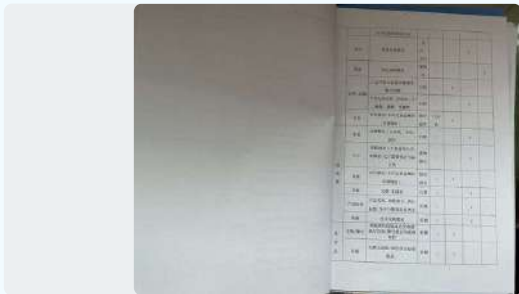
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4 Are there documents or records to support that incoming raw materials, components, and/or sub-assemblies conform to product specifications, quality standards, and US Safety and Regulatory requirements?

Verify that testing records and inspection records exist to support that products are conforming to requirements. (If the record exists, please review it. If not, review the process)

Partially meets

Comment & Attachments

1

- 1: IQC and other staff not well know how to validate the supplier's testing reports.
- 2: There are no rejected qty per the selected IQC record

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Production Control

Level 1

1 Are work instructions appropriate and executed for each production operation?

1. Work instructions must cover each key manufacturing step identified in the production flow diagram.
2. All main production factors must be covered in the work instructions explaining who, what, where, how and when.
3. Work instructions must be available and written in the local language (if appropriate).
4. Production supervisors must be able to explain and train the workers in job performance details and quality expectations; and workers must understand and effectively follow the work instruction.
5. All work instructions must be the current version and represent the activities at that work station.

Meets

Comment & Attachments

1

8

No Comment



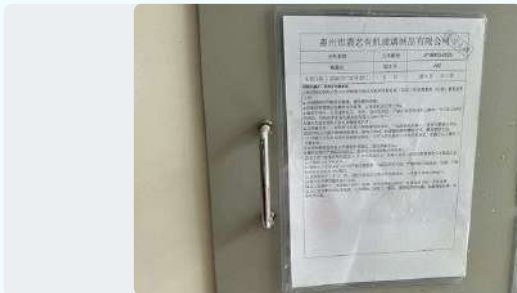
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2 Does the factory compare first production units to client approval samples and/or specifications?

1. The factory must have a process for assessment of Pilot Run and/or first production units of initial or replenishment production against the client approval sample and/or specifications. Verify that actual observations/ measurements are being recorded.
2. The results of the review of the Pilot Run and/or first production unit against the client approval sample (and/or specifications) must be utilized to fine tune (clarify) the critical to quality production parameters outlined in the Manufacturing Control Plan.

Auto Fail

Yes

Comment & Attachments

1

11

No Comment



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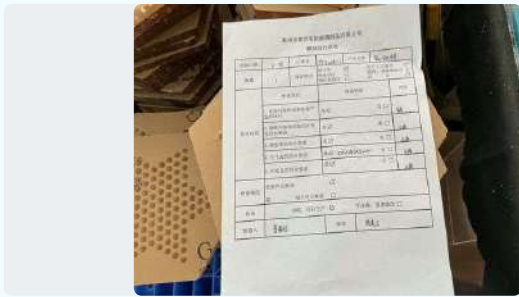
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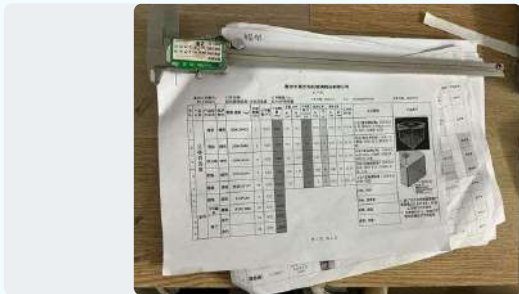
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3 Does the factory have defect samples in the production area or use a list of specific defects in their quality checks?

Factory must use at least one of the following in their production area for use in their quality checks:

1. Defective samples (physical sample or picture) taken from routine quality assessments or inspections clearly identifying the type of defect.
2. Defect list that is written in a language understood by the workers.
3. Defect list should be effective and should include the significant defects.

Partially meets

Comment & Attachments

1

5

- 1: Some workshop didn't have defect sample/images presented.
- 2: DCL didn't clearly present the defect type.



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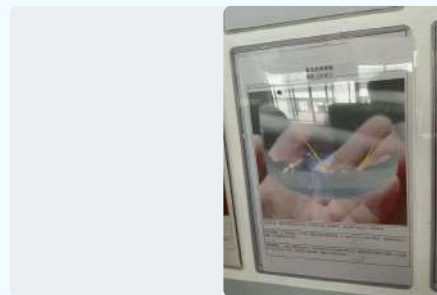
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sarah chen • Target Corp (Retailer) • 23 Aug 2026 8:17 AM (UTC)

4 Does the factory conduct INLINE inspections?

Verify that inline inspections are being conducted and that they are suitable for the product, process, and manufacturing location.

Partially meets

Comment & Attachments

1

6

Inline inspections are executed throughout the processes with below improvement opportunities:

- 1: Unclear acceptance/reject criteria
- 2: IPQC is not clear of the reject criteria and when/how to trigger CAPA process.



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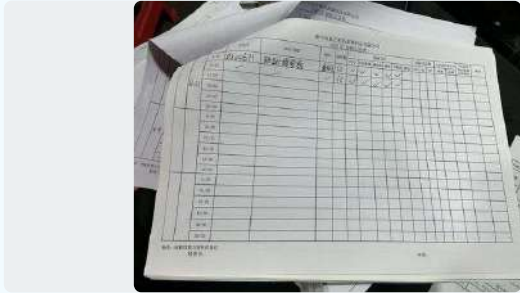
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5 Does the factory conduct END OF LINE inspections?

Verify that effective end line inspection are being conducted and are suitable for the product, process, and manufacturing location.
Note: End of line inspectors must not be engaged in any production related work (e.g. trimming, folding etc.)

Meets

Comment & Attachments

1

2

No Comment



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6 Are there documents or records to support INLINE and END OF LINE inspections are conducted?

- Inline and end of line inspection records must be available.
- Inline and end of line inspection records must include critical to quality parameters, production line, date, style, frequency, defects, accept and reject quantity and inline inspector's name.
- Actual measurements and observations must be recorded where applicable.

(If the record exists, please review it. If not, review the process)

Meets

7 Are quality processes effectively executed on all production shifts?

1. Review the production plan to assess production output in all production shifts and verify that QC/QA staff is listed or included in a shift plan for all production shifts.
2. The attendance records of the quality control team must match the production records for all shifts and validate that quality checks as listed on the Manufacturing Control Plan are completed for all production shifts.
3. Verify that production shipments do not occur without QA approval and required QC checks of all critical to quality parameters described on the Manufacturing Control Plan.

(If the record exists, please review it. If not, review the process)

Auto Fail

Yes

Comment & Attachments

1

Only one shift, no night shift

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8 Are AC powered products being produced in this factory tested per the requirements from a recognized third party Safety Agency?

N/A

Applies to all AC powered products

1. HI POT equipment must be available and records indicating 100% of AC products are tested.
2. If sub-assembly is used, HI POT records must indicate 100% checking from supplier.
3. For Lighting items (includes Lamps, Chandeliers, Seasonal Lighting) check that factory is testing 100% of items for Dielectric (HI POT) and Polarity .
4. This question is not applicable if all products manufactured are NOT AC powered

9 Does the factory review product and packaging material in a calibrated light box with the Target and/or client required light source?

Applies to all textile and other product categories as applicable.

1. Factory must have a color matching practice in a calibrated light box with the target and/or client required light source
2. Light Source must be maintained/replaced following universal guidelines and replacement logs must be maintained
3. Calibrated light boxes must be available at color matching decision points for product and packaging with necessary light source required (UL3500, D65, UV, Inca etc.)
4. For Textiles, the light box must be available with dark room arrangement
5. Light source must be appropriate and clean (stain free) in order to complete the appropriate color assessment

Meets

Comment & Attachments

1

1

No Comment



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Equipment & Maintenance

Level 1

1 Is production equipment in good working condition and operating within specified tolerances and / or limits?

1. Machines, equipment, fixtures, and tools:
 - Must not be dirty, rusty, or leaking oil / fluids and be contamination free
 - Must be at a designated place
 - Must have adequate space for operation
 - Must not have loose/missing parts, unexpected noise/vibration or overheating (if applicable)
2. Verify factory has tools, equipment & machines functioning according to their technical specification.

Partially meets

Comment & Attachments

1

Some machines/equipments are working outside of the specified limit

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2 Does the factory validate that the equipment settings are appropriate at line start-up and for any product / style changeover?

1. The factory must have an effective procedure to validate the equipment or machine settings are correct after every:
 - Product/style changeover
 - Key materials change
 - Shift handover
 - Production line switch
2. For highly and fully automated production lines validate whether that there are process control records available and that the control plan and records cover all key critical to quality parameters. (If the process record exists, please review it. If not, review the process)

Does not meet

Comment & Attachments

1

2

- 1: Some parameters listed on the instruction not match actual reading.
- 2: No procedure to valid the key parameters, mainly rely on the supervisor's experience.



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3 Does the factory execute a preventative maintenance schedule for all production and facility equipment which is critical to product safety and quality as well as avoid cross contamination for normal and claimed materials?

1. The factory must have a preventive maintenance plan for all key production and facility equipment and this plan should be traceable to a master list of key production and facility equipment.
 2. Maintenance records must validate that the preventive maintenance plan is being followed.
 3. The production records for designated machine along with cleaning routines (SOP - should include detailed cleaning steps of relevant machines) to understand appropriate down time observed during production hours to ensure that factory is following cleaning routines consistently.
 4. The factory must have an effective process for care and management of their spare parts inventory for the key production and facility equipment.
 5. A partial list of items present in preventive maintenance plans include the following:
 - Calibration of machine gauges
 - Maintenance Frequency
 - Lubrication plan (if applicable)
 - Cleaning routines for machine stoppages and change-overs of normal and claimed material are documented for the chemical dosing tank, dosing lines, automated color kitchen, weaving, finishing, etc
 - For highly/fully automated equipment: the response time and parts/components used list
 - Responsible personnel for maintenance
 6. the Maintenance records/reports must include:
 - Reasons for maintenance
 - Actions taken for maintenance
 - Parts/components that were repaired or replaced
 - Machine inspection checklist
 - Maintenance status of repair (Pending repair or spare replacement).
- (If the record exists, please review it. If not, review the process)

Comment & Attachments

1

2

No Comment



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4 Are corrective actions taken if equipment is found to be operating outside specified tolerances and/or limits?

1. The factory should have a plan to deal with the equipment or machines if operating outside the specified limits.
2. The plan shall include:
 - Roles and responsibilities to monitor / detect / escalate such incidents
 - Connection to non-conformance materials / products handling
3. The factory should keep the records for discrepancy handling when the equipment or machine found operating outside of the specification limits.
4. Check if the factory has process / record to inspect the first outcome / piece of production for meeting product specifications after the re-adjustment/re-configuration or fixing of the equipment or machine.
(If the process record exists, please review it. If not, review the process)

Does not meet

Comment & Attachments

1

The factory did not keep the record when the equipment or machine found operating outside of the tolerance.

sarah chen • Target Corp (Retailer) • 23 Aug 2026 11:24 AM (UTC)

5 Has all measurement and test equipment been calibrated?

1. The factory must have a list of all inspection, measurement and testing equipment.
2. All Inspection, measurement and testing equipment shall cover under calibration plan.
3. The calibration plan shall include:
 - Calibration Frequency
 - Last calibration date and its validity
 - Internal or external calibration routine where applicable
 - Responsible person to execute calibration exercise

Meets

No Comment



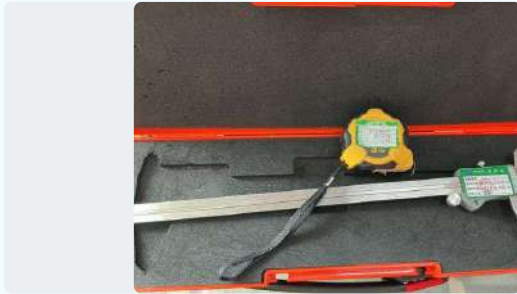
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6 Are tools, spare parts, fixtures, jigs, molds, etc. appropriately stored to avoid damage and deterioration?

1. Spare parts (safety stock), fixtures, jigs, molds, etc. must be stored in appropriate locations and conditions to avoid contamination, damage and deterioration.
2. Tools, spare parts (safety stock), fixtures, jigs, molds, etc. must be properly maintained (no excessive dirt, rust free, properly functioning. etc.).
3. If temporary storage outside is required, it should be in a designated storage location that is covered/protected.

Meets

7 Are tools, spare parts, fixtures, jigs, molds, etc. organized for ease of locating and inventory management?

1. The tools, spare parts, fixtures, jigs, molds, etc. must be stored in a well organized and easy to locate manner.
2. There must be a responsible department or person who has responsibility for managing and controlling the issuance of tools, spare parts, fixture, jigs and molds (where applicable).

Meets

Training**Level 1****1 Does the factory identify and execute training requirements for production and quality workers as defined by job role?**

1. The factory must have an effective process or procedure to define the training program or curriculum for existing and new in role employees.
2. Training for Quality and Production workers with critical roles should reflect all training appropriate for that job role.
3. Validate that appropriate training has been completed.
4. Training for Quality and Production workers with critical roles should reflect all training appropriate for that job role, and may include topics such as, the CAPA process and non-conforming materials management.

Partially meets

Comment & Attachments

1

2

No training plan for CAPA process and non-conforming materials management.



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2 Are QC and production workers trained and calibrated on how to identify defects?

1. Factory must have a dedicated training curriculum with schedule for QC & Production workers.
2. Interview QCs and operators of each production process to confirm they can identify defects.
3. Defect calibration exercises with physical samples or pictures along with defect classification list training must be included in the training plan.

Partially meets

Comment & Attachments

1

IPQC needs further understand accept vs reject criteria, CAPA process and non-conforming process

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Quality Management System

Level 1

1 Are measurable quality goals identified and actual performance results collected?

Quality goals are identified as:

1. Measurable
2. Established as actionable functions/process within the factory scope.

- Performance results data collected must be related to quality goals and/or specific objectives assigned to relevant production/quality functions
- Factory goals must include clear timelines for achieving the quality performance results, clearly define what the quality goal is, and be written in the language understood by the workers.
- Quality goals must be been posted on the factory floor and communicated to the appropriate department managers and production staff.

Partially meets

Comment & Attachments

1

5

Quality goals are defined & posted on factory floor. Areas to improve:

- 1: The quality goal is hard to measure, i.e. PQC does sampling check, while the goal is to measure end of line conforming and non-conforming percentage.
- 2: Current quality goal is not well understood by factory staff.



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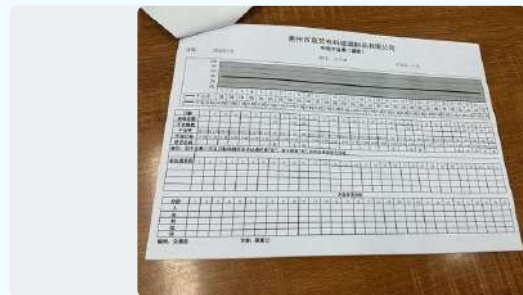
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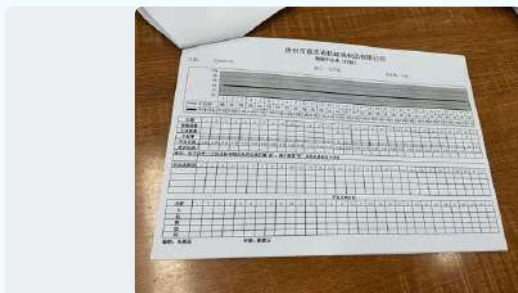
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- 2** Is the factory E2E internal traceability system effective from source of raw material and components through finished product?
 PS: Traceability refers to the ability of the factory to establish the raw material batch from which a final product has been manufactured. Such traceability should be supported by linking of evidences on raw material procurement, WIP documentation trail to the final product.

1. Factory must have an effective traceability system based on process flow to identify goods in process at every stage of production covering raw materials/components/in process goods/finished goods/Ready to ship goods.

2. Periodical (annual) internal audit is required for validating the traceability is transparent thorough purchase PO to finished products for claimed materials.
3. Finished goods must be traceable to BOM/manufacturing order/Target PO and consistently demonstrate lot identification of the raw materials/components/semi-finished products.
4. Randomly select a finished product and have the factory demonstrate the lot/batch number of the raw materials & components used to manufacture these finished product.

Partially meets

Comment & Attachments

1

1

- 1: Factory labels for incoming materials, semi-products and finished products with missing information, hard to track back to raw material
- 2: Finished goods in warehouse with IQC marks.



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3 Does the factory have a process for control of non-conforming materials to effectively identify, segregate, and disposition non-conforming product?

1. Verify the factory has a process for the analysis, control and disposition of non-conforming materials/products (scrap, use-as-is, rework). Factory personnel must understand and follow the non-conforming material process. Nonconforming material/product must be:

- Identified
- Segregated or kept from getting mixed with normal production
- Reviewed and properly dispositioned (reworked, repaired, scrapped, destroyed, or returned to vendor)

2. Non-conforming material/product must be re-inspected/tested/monitored after rework to add to regular production stream.

3. Responsible person assigned to deal with non-conforming products should be clearly identified.

Auto Fail

Yes

Comment & Attachments

1

1

No Comment

JY-QC 不合格 控制程序.doc



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Sunny Ji • Inno-Art Corporation (Partner) • 05 Aug 2026 7:47 AM (UTC)

4 Are there documents and records to support execution of the control of non-conforming materials process?

1. Factory must have records to support non conforming materials process.
2. The non-conforming material record shall cover:

- Non-conforming quantity vs total quantity
- Type of non-conformance or defect

3. The disposition or rework actions shall be recorded covering below information
(If the process record exists, please review it. If not, review the process)

- Non conforming quantity vs total quantity
- Current status
- Disposition plan

4. Records to confirm that non-conforming material/product is inspected/tested/monitored after rework to add to regular production stream.

Meets

Comment & Attachments

1

1

No Comment



JY-QC 不合格 控制程序.doc

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5 Does the factory ensure that any reworked non-conforming materials have been re-inspected?

The factory shall have a process to ensure that any reworked non-conforming materials are re-inspected and worker interviews must confirm that the process is being followed.

Meets

Comment & Attachments

1

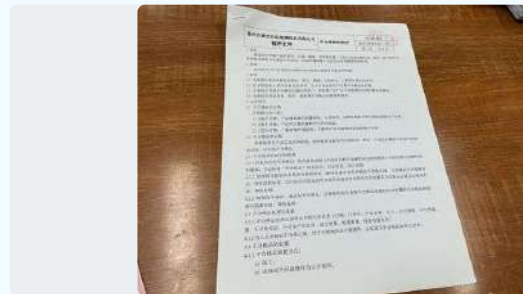
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No Comment



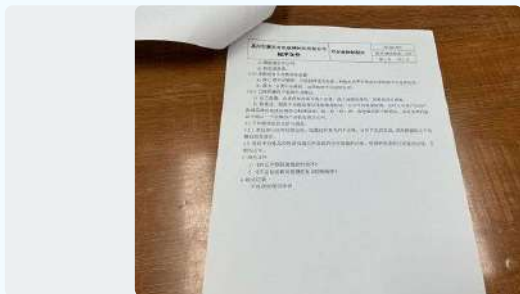
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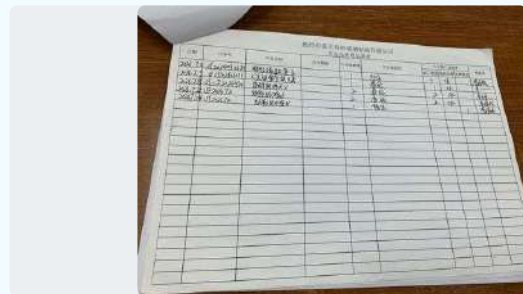
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6 Does the factory have a documented corrective action process for the investigation & resolution of non-conforming product?

Factory must have a documented corrective action process that includes:

- Product test failures, inspection failures, non-conforming materials, customer complaints, and/or product recall records
- CAPA trigger mechanism (when, where, who and how to execute)
- Problem statement
- Root cause statement
- Containment actions (when applicable)
- Short term Corrective action statement along with date of implementation
- Long term preventative action statement along with date of implementation
- Appropriate staff member is identified for the responsibility and accountability to ensure completion of the corrective action (remedial action)
- Traceability to the occurrence that triggered the initiation of the corrective action (remedial action) such as test results, inspection results, non-conforming material/product dispositions, etc.
- If applicable, traceability to engineering change requests, specification changes and re-certification testing
- Identify preventive actions to eliminate the possibility of re-occurrence of this or similar type of non-conformance in the future
- Follow-up for determination of effectiveness of the corrective action (remedial action)
- CAPA retention period until the preventive action devised and being practiced reach maturity and become part of QMS

Partially meets

Comment & Attachments

2

1

No Comment

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Sunny Ji • Inno-Art Corporation (Partner) • 05 Aug 2026 7:48 AM (UTC)

For corrective and long term preventive triggers, factory should build specific/quantifiable triggering conditions.

sarah chen • Target Corp (Retailer) • 23 Aug 2026 2:03 PM (UTC)

7 Does the factory take corrective actions based on results from previous inspections, non-conforming materials in production, and client feedback?

1. Review the CAPA records to understand if the factory CAPA process was based upon (not limited to) results from last inspections, Non-conforming materials in production and client feedback.
2. Verify the appropriateness of the short and long term actions mentioned in the CAPA.

(If the record exists, please review it. If not, review the process)

Does not meet

Comment & Attachments

2

1

No Comment

 [JY-QC 纠正与预防措施 控制程序.doc](#)
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Factory CAPA triggering condition is not clearly defined, no actual CAPA was executed in past year.

sarah chen • Target Corp (Retailer) • 23 Aug 2026 2:05 PM (UTC)

8 Does the factory execute a corrective action process with investigation and resolution for non-conforming products?

- Validate CAPAs are executed (root cause was identified and resolved)
- CAPA includes short term solution and long term preventative solutions

Auto Fail

Yes

Comment & Attachments

2

3

No Comment

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Factory did not have actual CAPA executed, provided rehearsal CAPA for review.
The CAPA form should separate corrective actions and long term prevention actions.



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9 Does the factory conduct critical safety testing for all product categories?

- Verify all critical safety testing by product is covered under Manufacturing Control Plan
- Records must exist showing critical safety tests were performed for applicable product categories

Partially meets

Comment & Attachments

1

Internal testing did not match with MCP and pre-production meeting recap.

10 For wood, leather, rubber, rubber/latex coated and natural material products, is the moisture content of the product measured, and the relative humidity/ temperature of the storage area controlled?

N/A

1. Factory must have a requirement on moisture control for applicable material types
2. Factory must have proper instrument or tools
 - Thermal and hydro meter in the warehouse and production floor
 - Factory must have moisture detector if handling natural fibers and wood materials
3. Records of moisture control should be available for review, including parameter recording, issue escalation and handling, regular inspection and etc., if applicable.
(If the record exists, please review it. If not, review the process)

11 Does the factory conduct final inspections?

1. Observe final product inspections are occurring on the factory floor (finished goods area)
2. Interview the designated final inspector to understand their competence on sampling plan, defect classification, Acceptable Quality Level, and how they administer the final inspection process (AQL must be 2.5 or tighter)
3. Must have a designated inspection area to conduct final inspections

Meets

Comment & Attachments

1

1

No Comment



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12 Are there documents or records to support final inspections are conducted?

1. Final inspection records must be available
2. Final inspection records must include critical to quality parameters, production line, date, style, frequency, defects, accept and reject quantity, pass/fail result, and inspector's name.

Meets

13 Is there management commitment, oversight, and actions taken to evaluate the quality system using quality goals and key performance indicators?

1. Verify management is effectively using quality goals and key performance indicators to monitor product quality.
2. Review quality data for evidence of management involvement and oversight.
3. Interview staff/ management to assess if meaningful actions are taken.

Partially meets

Comment & Attachments

1

1

Factory set up a quality goal and collected some data, but the quality goal is hard to measure, and lack of regular quality data review to drive continuous improvement.



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14 Did the 20 Piece workmanship audit meet factory/Target standards?

N/A

1. Applicable for Initial FA only OR new product category during annual, as applicable
2. Complete the workmanship audit section to determine the result of this question.
3. Must be conducted on product similar to the product they will be producing for Target.
4. Conduct Workmanship audit according to factory existing standards. If there is no Factory standards available, use Target standards
5. This is a workmanship audit only, with no assembly required on RTA items

Site Conditions

Level 1

1 Is the facility clean and organized?

1. Production, support areas and work benches must be clean, organized and free from contamination that may contribute to off standard or defective products.
2. Clear, designated areas for material storage must be effectively maintained.
3. Evidence of effective pest control in the facility
4. Note: Any historical records of dirty / unclear working areas noticed by Target PSQA Auditor during regular visits for inspections etc. through the past year should be taken into consideration.

Meets

Comment & Attachments

1

3

No Comment



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sarah chen • Target Corp (Retailer) • 23 Aug 2026 2:15 PM (UTC)

2 Does the facility have sufficient lighting?

1. Light levels must be sufficient for production and inspections activities in factory and/or warehouse.
2. Assess if factory/warehouse follow a specific criteria of required lighting levels in production and inspection areas; periodically validate the same.
3. Physically observe if the light levels are sufficient on the production and inspection tables.

Partially meets

Comment & Attachments

1

One of the QC working area did not have sufficient lighting.

sarah chen • Target Corp (Retailer) • 23 Aug 2026 2:16 PM (UTC)

3 Is the facility well ventilated?

Factory must be appropriately ventilated for the product being produced and for worker safety.

Meets

4 Are building/ facility conditions properly maintained to prevent mildew/ mold growth?

N/A

Applicable to products using natural material (coir, wood, textile etc)

1. Factory must have a procedure for prevention and control of mold and mildew which includes regular checking of factory premises, manufacturing & storage areas & appropriate frequencies for sanitization
2. Interview the factory staff and management to understand the practices if they quarantine the goods (in case contamination found) and process for containing further contamination.

3. Storage areas and work areas must have acceptable ventilation/air circulation, no leakages, and dehumidifiers installed (if applicable) to maintain the appropriate humidity level for the product type being manufactured.
4. Where dehumidifying areas exist, this must be monitored daily to ensure area is kept at acceptable humidity levels.

5 Are raw materials and finished goods appropriately stored to avoid damage and deterioration?

1. Incoming materials, components, and subassemblies must be identified and stored inside the facility with proper ventilation and protection from damage.
2. Materials must be stored off of the floor on pallets or shelving and covered (when appropriate) to prevent dust/dirt exposure.
3. In stock materials are rotated on a first in, first out basis (FIFO) where appropriate.
4. Manufacturing processes must be adequate to ensure all goods are sufficiently dry prior to packaging.
5. Finished goods and shipping cartons must not be stored outdoors.
6. Finished goods and shipping cartons must be stored off the floor, away from walls on pallets or shelving and be covered to prevent dust/dirt exposure (if appropriate).
7. Shipping cartons must be dry and cannot be wet or damaged.

Auto Fail

Yes

Comment & Attachments

1

1

No Comment



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6 Are client branded packaging materials and labels secured and in good condition?

All labels, hangtags, packaging or any materials related to brand (including branded trims) must be stored in a secure location, maintained in good condition, and issued in a controlled manner.

Meets

Comment & Attachments

1

2

No Comment



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Process Control

Level 1

1 Is there a process that defines how documentation and records are controlled, including current version, accessibility, and proper disposal?

1. Factory must have a documented procedure for control handling of documents and samples.
2. The procedure must cover:
 - Appointed responsible and authorized person for secure documentation and samples control
 - An identity, edition status/version, approved and signed by authorized person at the factory
 - How the quality system and key working process documentation is established and maintained, how the copies are distributed and how obsolete documents and samples are withdrawn and disposed
3. Procedures/Documents must be available following document/record retention policy of the client if it is an initial FA or following Target's retention policy for annual FAs:
 - Product testing results and other product/process documentation that have regulatory requirements are required to be maintained at the factory for a minimum of 5-years after last shipment date
 - All items related to product only with no regulatory requirements must be maintained for a minimum of 2-years after last shipment date

Meets

2 Does the factory properly store, protect, update, and dispose of quality documentation and records?

1. Factory is properly storing, protecting, updating and disposing of quality system documentation and records, according to the working procedures
2. Records are maintained as required by the retention policy of the client if it is an initial FA or following Target's retention policy for annual FAs:
 - Product testing results and other product/process documentation that have regulatory requirements are required to be maintained at the factory for a minimum of 5-years after last shipment date
 - All items related to product only with no regulatory requirements must be maintained for a minimum of 2-years after last shipment date.
 - Soft copy documents with electronic signature or scanned copy of records are acceptable as long as it is planned and controlled to avoid unauthorized review, use, copy or distribution. (i.e. Folder permissions & accessibility, encrypted printing, blocked emailing shall be considered as needed.)

(If the process record exists, please review it. If not, review the process)

Meets

3 Are ongoing Quality Control (QC) meetings held at the factory in which Production is represented and quality topics discussed?

1. The factory must hold regular quality performance review meeting in the factory.
2. The meeting must be held by quality department (QC, QA or QM), and their cross-functional team must attend. As minimum requirement, the production, technical/engineering, sales functional department shall attend the meeting.
3. The meeting may include the topics or agenda:

- Present recent quality performance indicators
- Review recent quality issues or cases
- Discuss and identify the root cause of the issues and generate solutions to fix the problem
- Responsible person should be appointed to follow up after the meeting.

Partially meets

Comment & Attachments

1

1

Factory did have regular QC meeting, but as per the meeting record provided, the meeting did not cover present quality performance, discuss and identify root cause of the issue, and responsible person to be appointed for the issue and follow up the issue.



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4 Does the QA (Quality Assurance) or QC (Quality Control) department operate separately from the Production department?

- Factory's quality function department (QC, QA or QM) must operate independently from the production department or unit, which will need to provide objective judgment and sufficient check-and-balance.
- Head of quality function department must not report to the head of production department.

Meets

5 Is there a documented process to show that clients are notified immediately on issues of product safety or regulatory non-compliance?

1. The factory must have documented process for notifying customers when the product has been identified as non-compliant with the rule, ban, standard or regulation along with escalation plan and responsibility
2. The factory's technical and/or quality functional team must be familiar with these related requirements and the working process.

Auto Fail

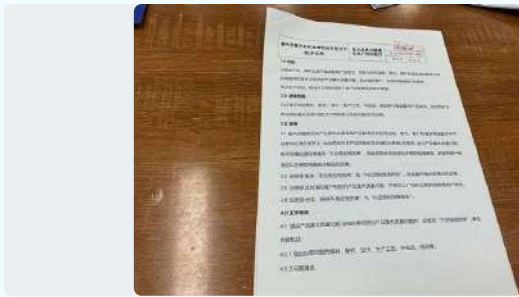
Yes

Comment & Attachments

1

2

No Comment



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Product Categories Questions

Level 2

You are selecting 2 item(s)

You selected 2 sections/modules

1 Please select all the categories of products you work with

- ↪ Furniture
- ↪ General Hardgoods

Furniture

1 Furniture

In scope:

- Department 009 Patio Furniture and Gazebos
- Department 249 Indoor Furniture
- Furniture Products in Departments 324, 002, 030, and 064
- All Ready to Assemble (RTA) Products in any Department
- Products with Mounting Hardware Provided (including wall shelves) in any Department

I understand

2 Does the factory have necessary technical documents including but not limited as manufacturing drawings/ product spec./ quality standard, etc.?

1. Factory must set up official technical documents packet which includes but not limited to below key elements:
 - Drawings
 - BOM
 - Product Specification
 - Tolerance
 - Key parameter and technical information such as surface coating turn/painting times, sandpaper spec., parts size and acceptable tolerance, etc.

- Key check points for workmanship and structure
- 2. The technical documents are written in local language with clear information.

Auto Fail

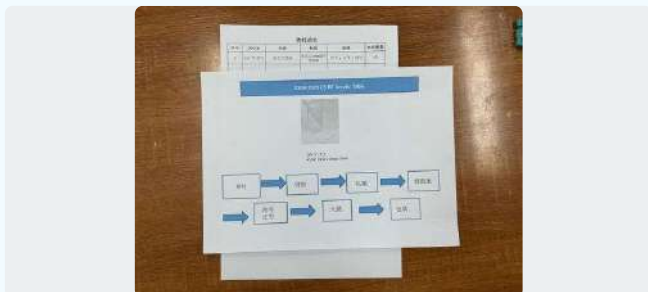
Yes

Comment & Attachments

1

1

No Comment



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3 Does the factory team execute the technical documents?

1. Interview the operators and quality team to verify if relevant requirements are followed and checked.
2. Randomly check the components at the production line to verify if it matches the technical documents.
3. Check the equipment and tools setting on site to verify if operators follow the operation guide and meet the technical requirement.

Auto Fail

Yes

4 Does the factory have necessary in-house testing capabilities to support critical safety testing?

Check if the factory has necessary in-house testing equipment & events for critical testing events.

Partially Meets

Comment & Attachments

1

1

Factory only has very limited in-house testing capabilities, and the testing in MCP and Pre-production meeting recap are not consistent with factory actual practice.



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5 Does the factory have records indicating that product design and construction is verified for safety and regulatory compliance at development stage?

Check if the factory has verified product design and construction for safety and regulatory compliance prior to production. Records can be issued either internally or by external 3rd party lab.

Auto Fail

Yes

Comment & Attachments

1

Factory mainly rely on third party testing to verify safety and regulatory compliance.

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6 Does the factory keep test records with necessary information indicating that critical testing events are performed at defined milestone or production frequencies?

Verify if the test records (no matter hard or soft copy) include below information:

- test method and result of each testing events
- confirmation of the result of lab manager
- client name
- test type(development/production stage/follow up)
- internal test report#
- test report issue date

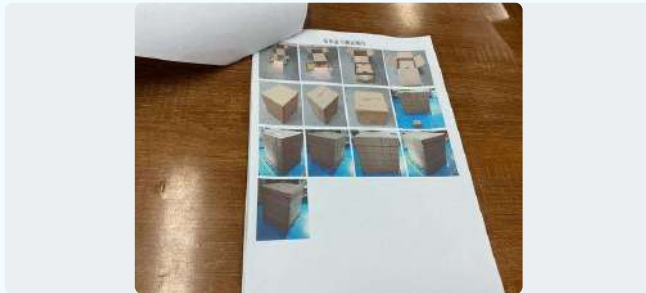
Partially Meets

Comment & Attachments

1

1

Factory had some testing records, but not cover testing method, testing requirements, accept/reject standards, etc...



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7 Have relevant operators been trained according to testing manual(SOP) to understand how to perform the testing?

Verify if factory has a testing manual (SOP for each critical testing event) and relevant operators have knowledge on the testing manual(SOP). Validate operator's execution on site.

Does Not Meet

Comment & Attachments

1

Factory did not have relevant operators to perform the testing as factory MCP properly.

8 Does factory have the most updated version of testing methods and requirements?

Check if the factory's internal lab has a process to make sure all the testing methods and requirements are the most updated versions, and the lab is able to implement the updates before effective date.

Does Not Meet

Comment & Attachments

1

No consistent testing methods and requirements.

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General Hardgoods

1 General Hardgoods

The questionnaire can be applied in parallel with other category specific questionnaires including Furniture, E&E(both AC & Non-AC powered product), Toy & Children's Product, Single-use Food Contact Product, Textile, etc.



I understand

2 Does the factory have sufficient working space and storage capacity to produce the products?

Meets

3 Does the factory have key machines, equipment, fixtures and tools suitable to produce the products?

Auto Fail

Yes

Claimed Material Assessment

1 Does the factory have any traceability mechanism implemented for their raw material procurement? If Yes, then what kind of mechanism it is?

1. Traditional - Just purchase/Sale and other chain of custody documents being maintained by the factory;
2. Test Based - Using additive, DNA based tracer or isotopic testing techniques.
3. Technology Based - Using third party/ Inhouse digital tools to capture and track information through online platforms
4. Entity Screening - Using third party AI tool to screen upstream entity relationship and shipment records
5. Combination - Using two or more techniques mentioned above collectively (Please mention clearly in the narration)

Document upload option:

1. Chain of Custody Documentation
2. Testing records/ reports
3. Blockchain portal demo

- ☐ Traditional
- ☐ Test Based
- ☐ Technology Based
- ☐ Entity Screening
- ☐ Combination
- ☒ None Of The Above

Claimed Material Type

Based on those chosen answer, here is your result:

Turn off

1 What are the claim for the material listed?

NO claimed material production

Traceability

Cotton Traceability

Based on those chosen answer, here is your result:

No Cotton

1 Does the factory manufacture any cotton-containing products?

No

Claimed Material Assessment

Claimed Material Type

Based on those chosen answer, here is your result:

Turn off

1 What are the claim for the material listed?

NO claimed material production

11 Documents

A diagram of the plant layout

This diagram should show the locations of machines, equipment, tools, work stations, and entrances/exits to each work area on each floor within the factory.



[嘉艺平面图-五楼.pdf](#)

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[嘉艺平面图-四楼.pdf](#)

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[嘉艺平面图-三楼.pdf](#)

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The Manufacturing Process Flow diagram

The Manufacturing Process Flow diagram beginning with raw material receipt and ending with the last step prior to shipping the product. Identify all processing, assembling, finishing, packaging, and warehousing steps involved in the manufacture of the product. Vendor must clearly indicate on the flow diagram which manufacturing processes do not occur at this facility.



[生产流程图\(7\).xlsx](#)

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Manufacturing Control Plan

Manufacturing Control Plan identifying the quality assurance/quality control processes and activities that take place at each work station at the factory to guarantee the product quality meets Target expectations as well as complies with CPSC/regulatory and safety requirements. All inline quality inspections should be listed with a description of the quality check being made.



[生产质量控制计划 \(MCP\).xlsx](#)

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Other Documents

Any additional documents or supporting information for the factory assessment.

Overall Comments

No Input

Factory Key Personnel in Attendance

Role	Attendance
General Manager	×
Quality Manager	✓
Plant / Operations Manager	✓

Other Representatives

Title	Name
Account Manager	Ava

Auditor Declaration

 sarah chen

I here by confirm the information completed in this form is true and accurate.