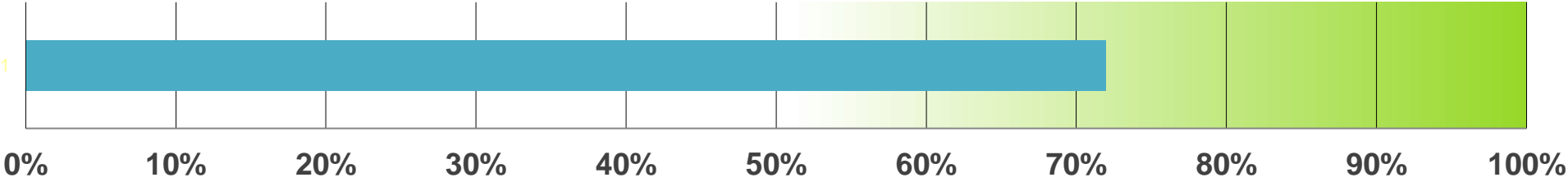


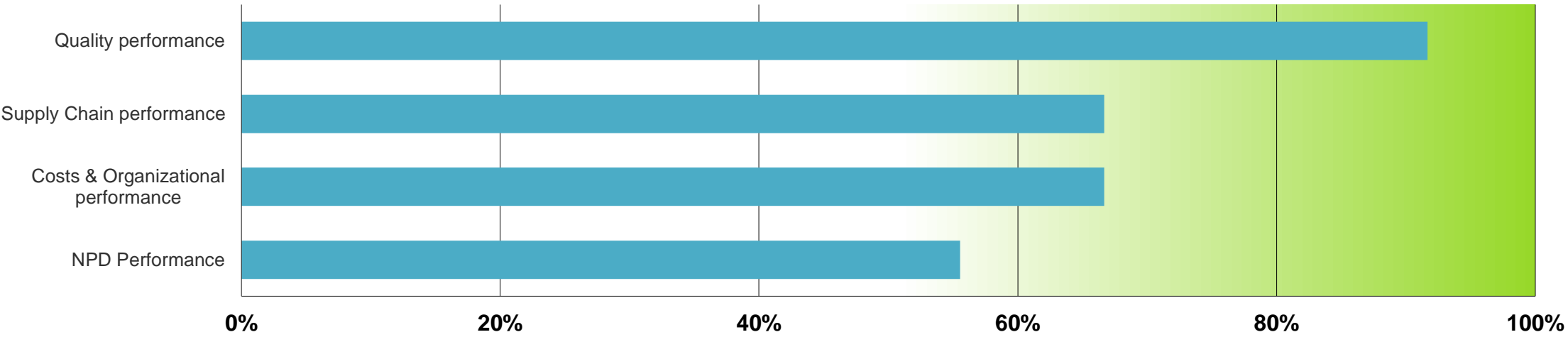
Vendor Rating Dashboard

|                              |      |     |  |  |
|------------------------------|------|-----|--|--|
| OVERALL SUPPLIER PERFORMANCE | July | 72% |  |  |
|------------------------------|------|-----|--|--|

Total Performance



Overall Supplier Performance



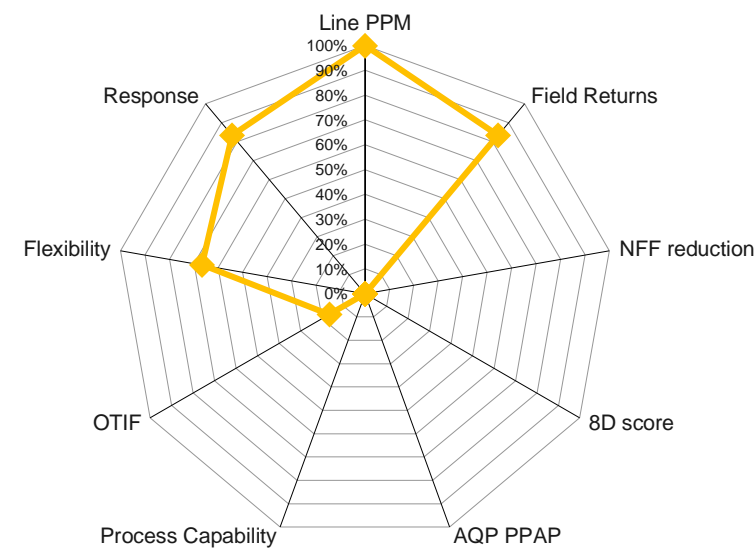
BDR THERMEA GROUP

Vendor Rating Scores

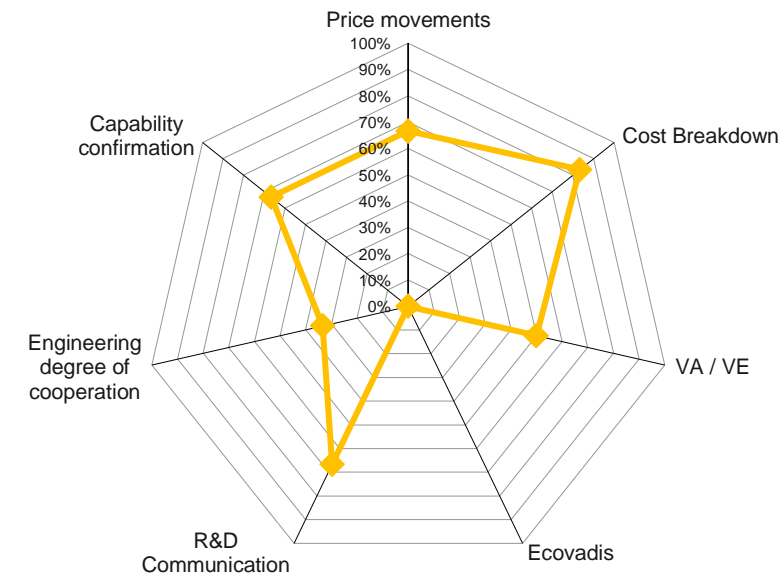
Supplier: EbV ELEKTRONIKBAU-

| QUALITY PERFORMANCE  |                                   | Max Score | SCORE |
|--|-----------------------------------|-----------|-------|
| The value of all Line Failures / all parts used.             | Line PPM                          | 6         | 6     |
| Parts Replaced within 24 months after first use in the field | Field Returns                     | 6         | 5     |
| The level of field replacements within 12 months.            | NFF reduction                     |           |       |
| 8D score (Amount/repeats, containment, completion)           | 8D score                          |           |       |
| Response to AQP PPAP requirements                            | AQP PPAP                          |           |       |
| Continuous improvement of the suppliers processes            | Process Capability                |           |       |
| TOTAL  |                                   | 12        | 11    |
| SUPPLY CHAIN PERFORMANCE                                     |                                   | Max Score | SCORE |
| On time and in full delivery performance.                    | OTIF                              | 6         | 1     |
| Order flexibility  | Flexibility                       | 6         | 4     |
| Response to orders and ammendments                           | Response                          | 6         | 5     |
| Packaging damage caused by supplier                          | Damage                            | 6         | 5     |
| Labelling  | Damage                            | 6         | 5     |
| TOTAL  |                                   | 30        | 20    |
| COST & ORGANIZATIONAL PERFORMANCE                            |                                   | Max Score | SCORE |
| The integrality of informing BDR of price movements          | Price movement                    | 6         | 4     |
| The openness of the provided cost breakdown                  | Cost Breakdown                    | 6         | 5     |
| Participation in VA/VE projects                              | VA / VE                           | 6         | 3     |
| Total ecovadis score   | Ecovadis                          |           |       |
| TOTAL  |                                   | 18        | 12    |
| NPD PERFORMANCE  |                                   |           |       |
| Overall communication (projects, change requests etc)        | R&D Communication                 | 6         | 4     |
| The ability to use the suppliers expertise                   | Engineering degree of cooperation | 6         | 2     |
| The ability of the supplier to reduce risks                  | Capability confirmation           | 6         | 4     |
| TOTAL  |                                   | 18        | 10    |
| TOTAL  |                                   | 78        | 53    |

Operations Diagram

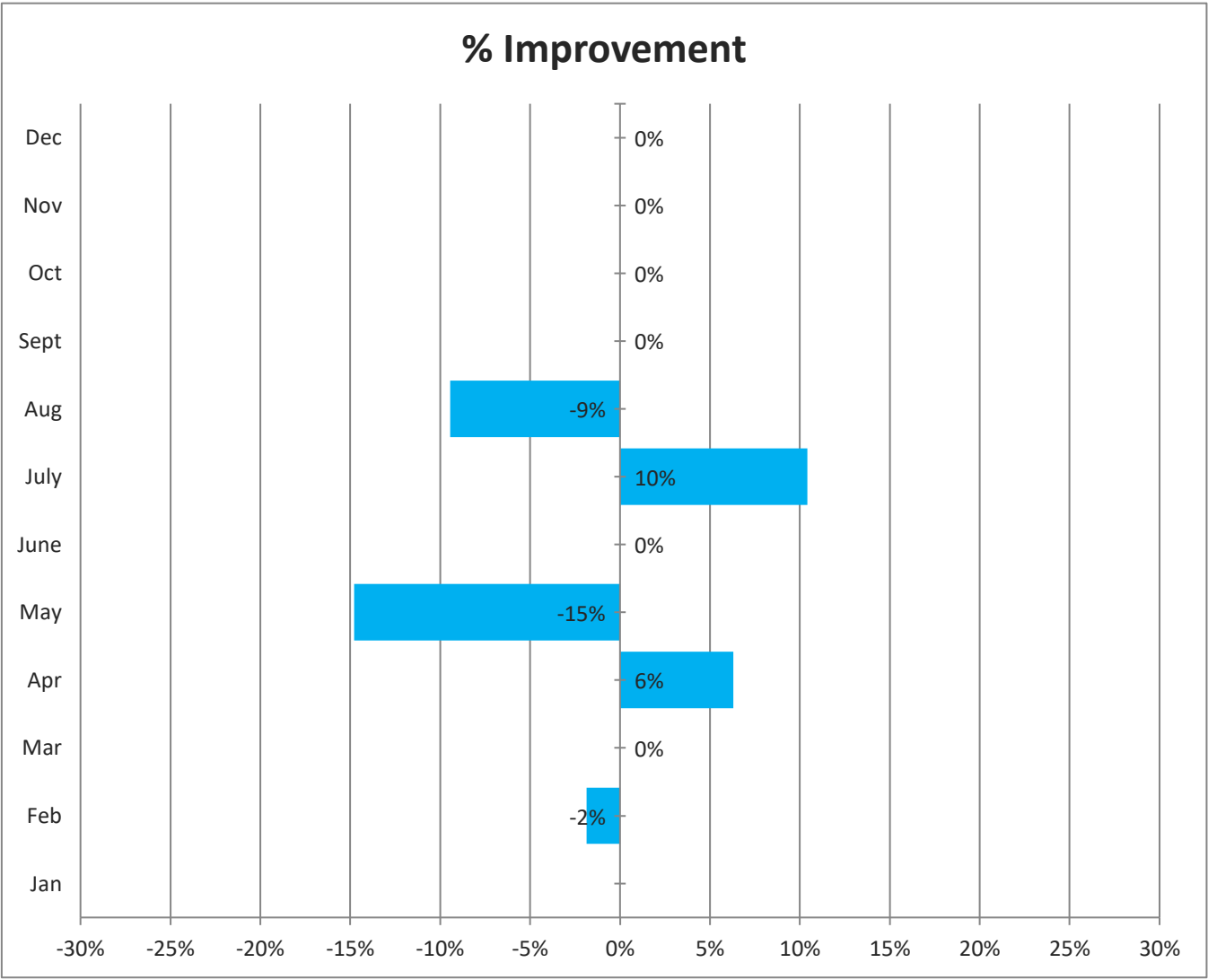
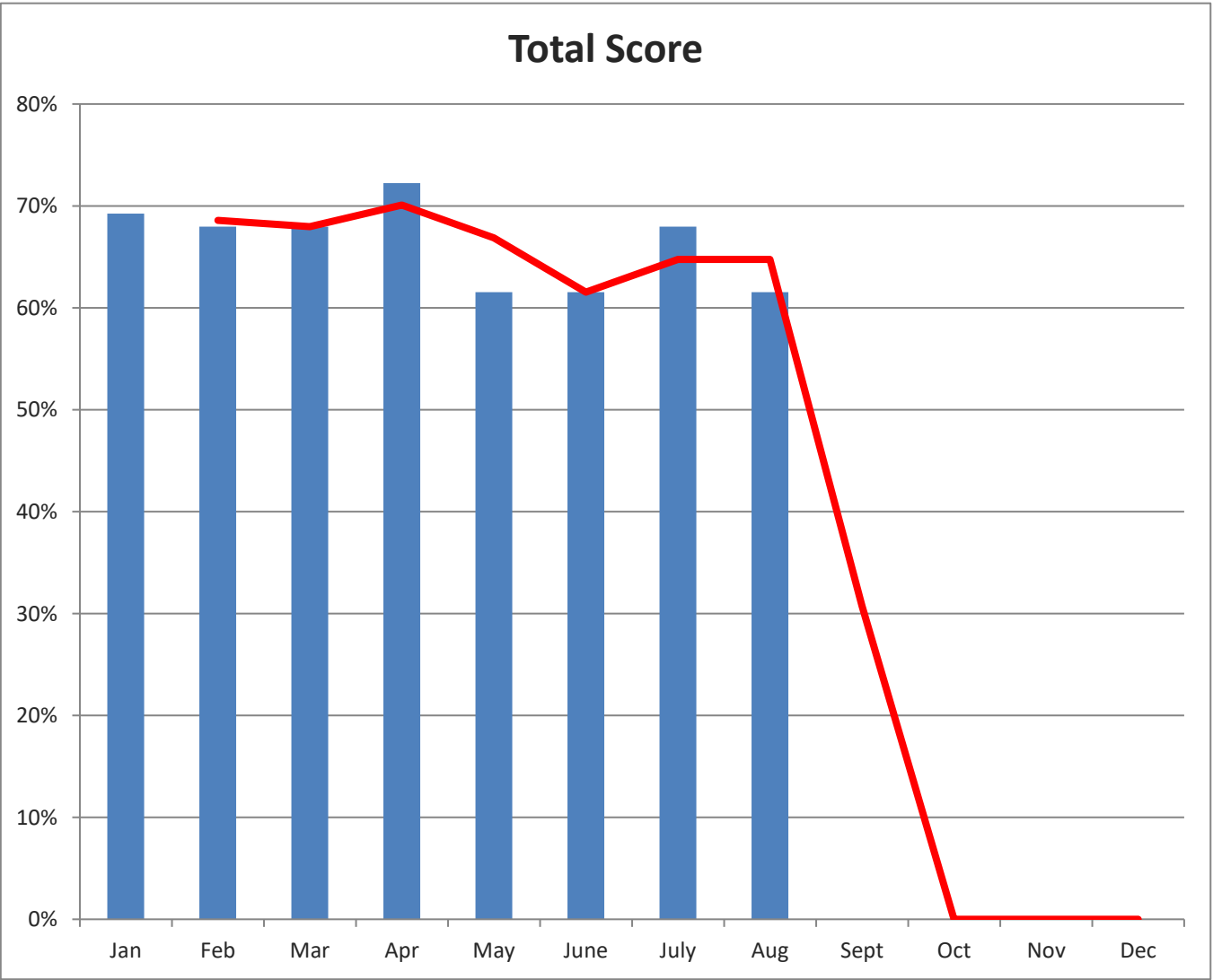


Organization / NPD Performance



# Improvement Year Overview

Supplier: EbV ELEKTRONIKBAU-



Quality Comments

|                                   |   |  |
|-----------------------------------|---|--|
| Durability                        | Automatic refund, always proceeds to field return expertise |  |
| Problem solving competences       | N/A   |  |
| Response to AQP PPAP requirements | N/A   |  |
| Process capability                | N/A   |  |

Supply Chain Comments

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

Costs & Organizational Performance Comments

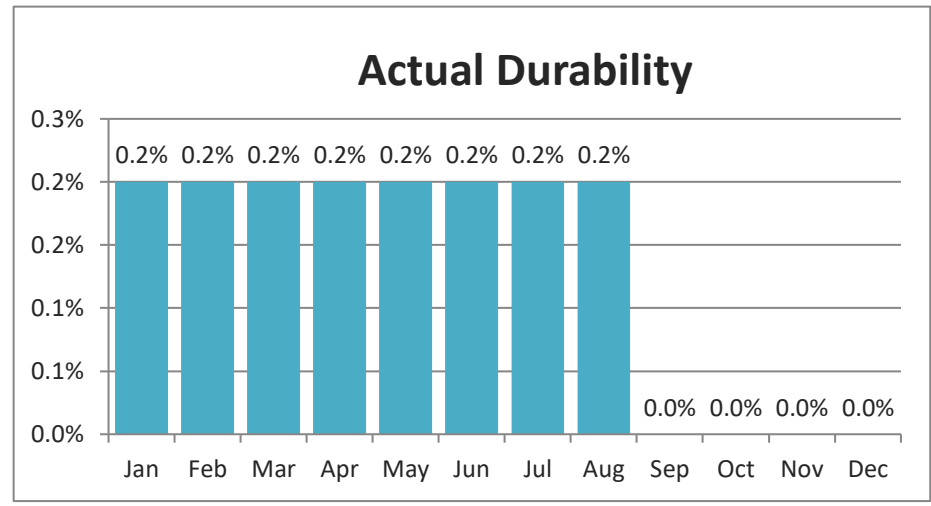
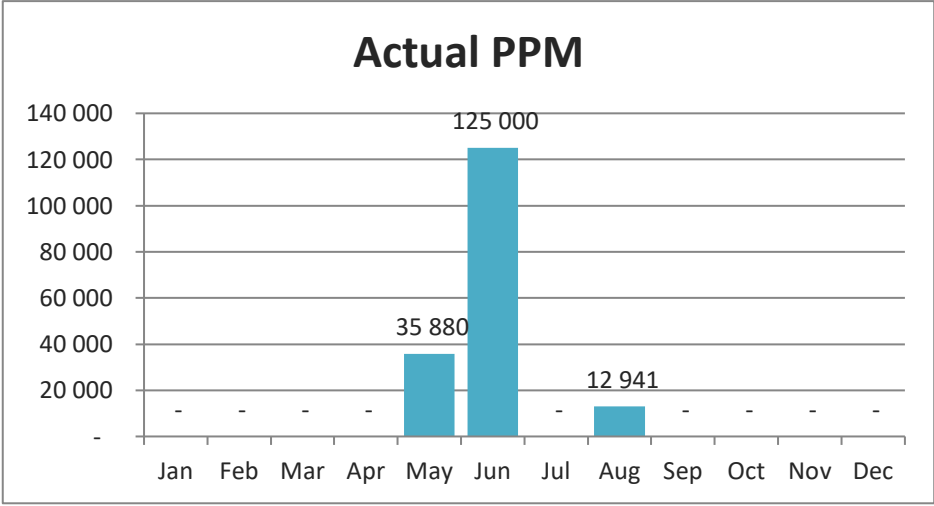
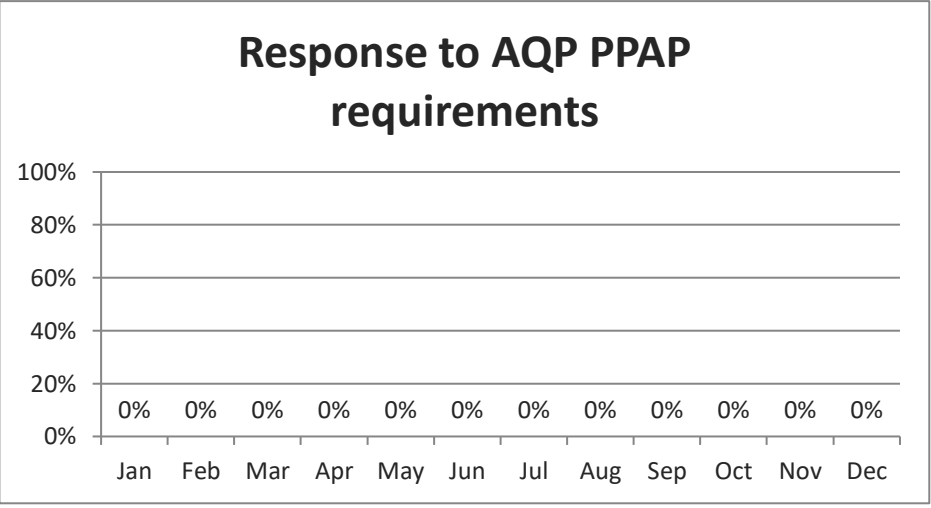
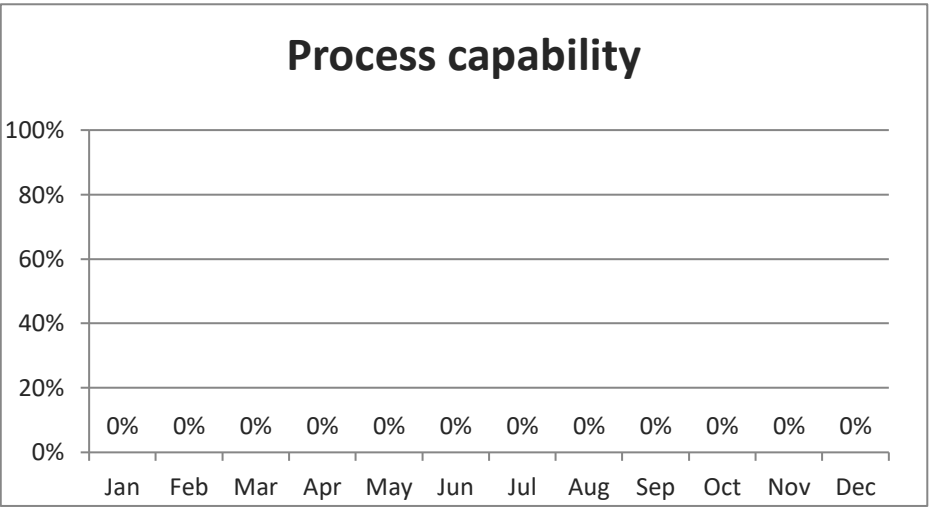
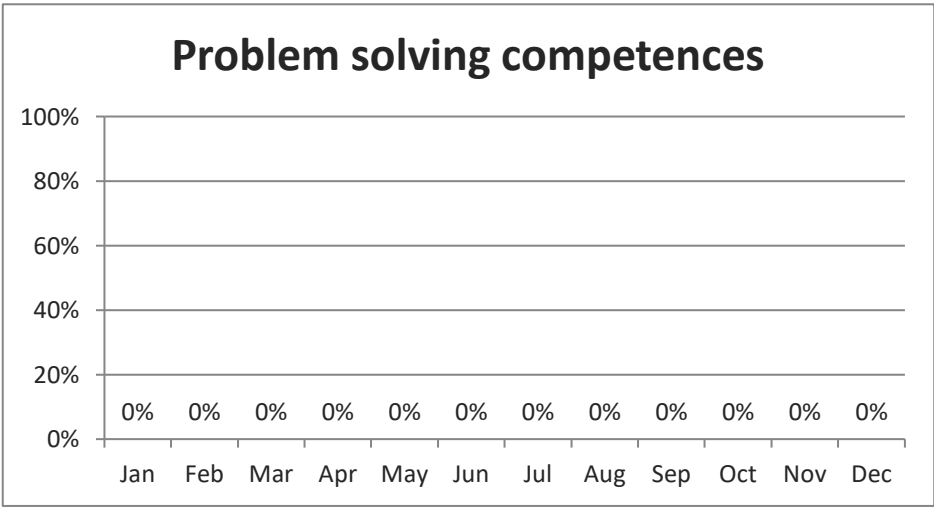
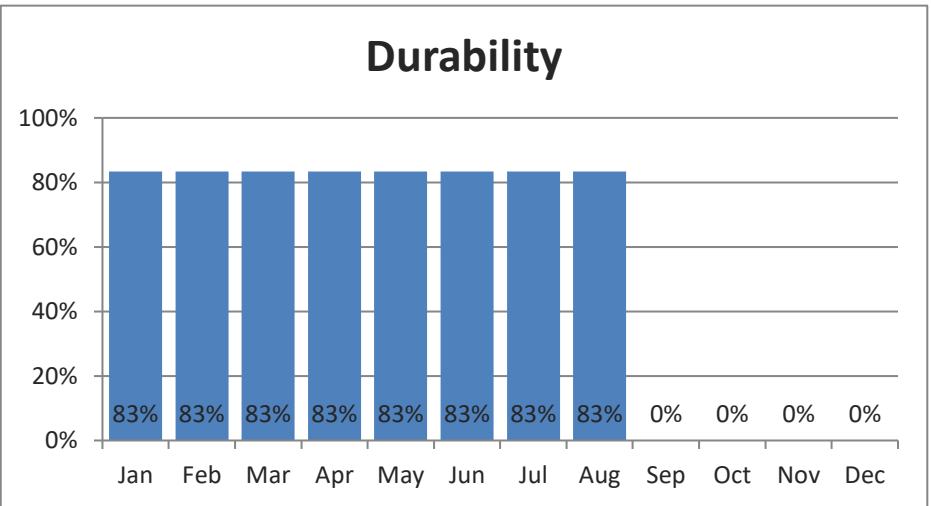
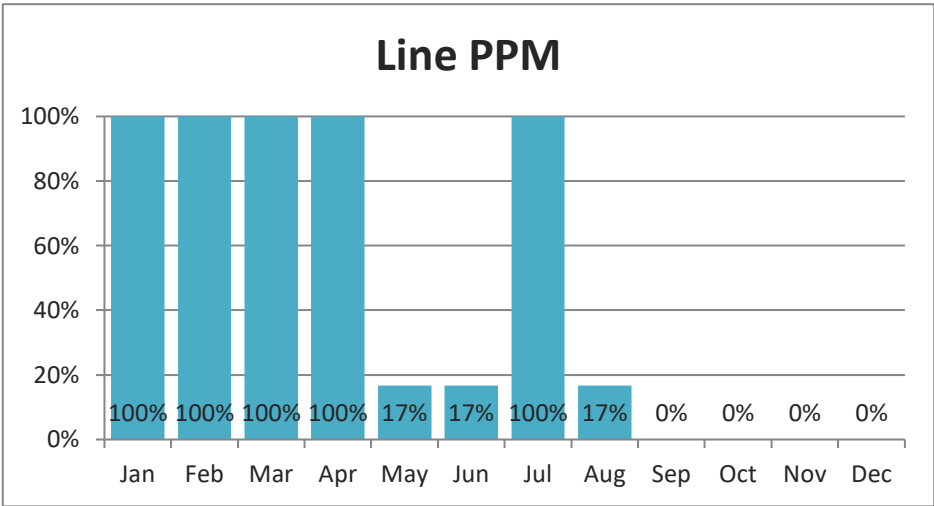
|                |         |  |
|----------------|---------|--|
| Ecovadis score | Invited |  |
|----------------|---------|--|

NPD Performance Comments

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

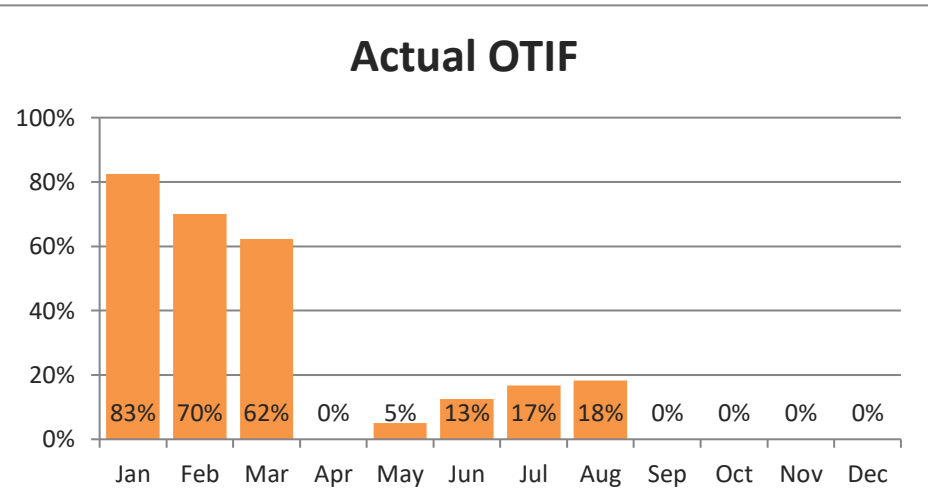
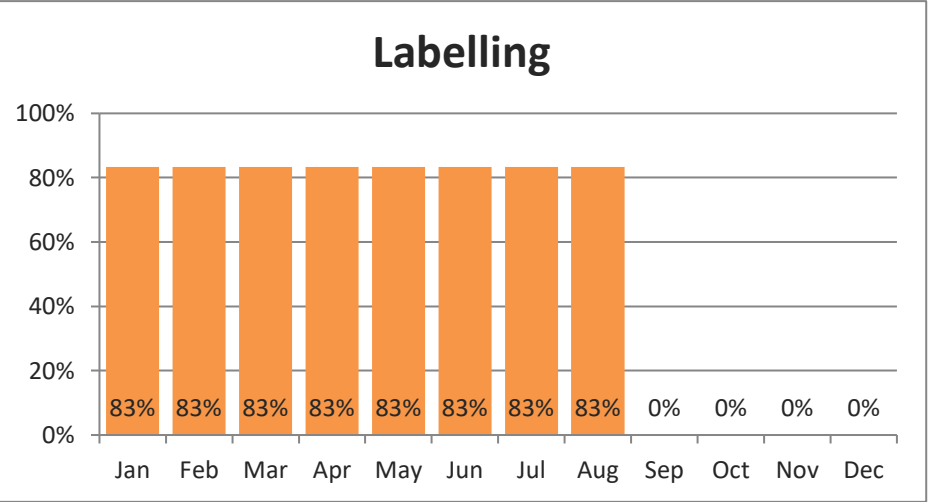
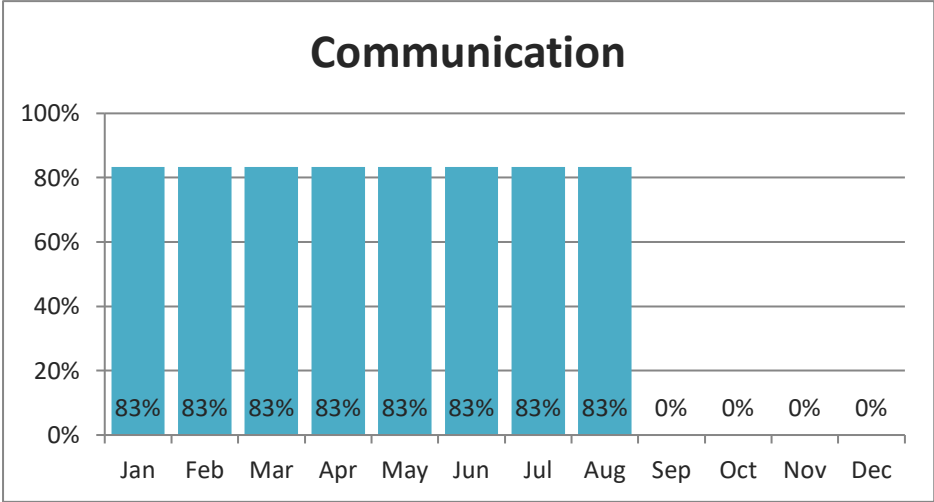
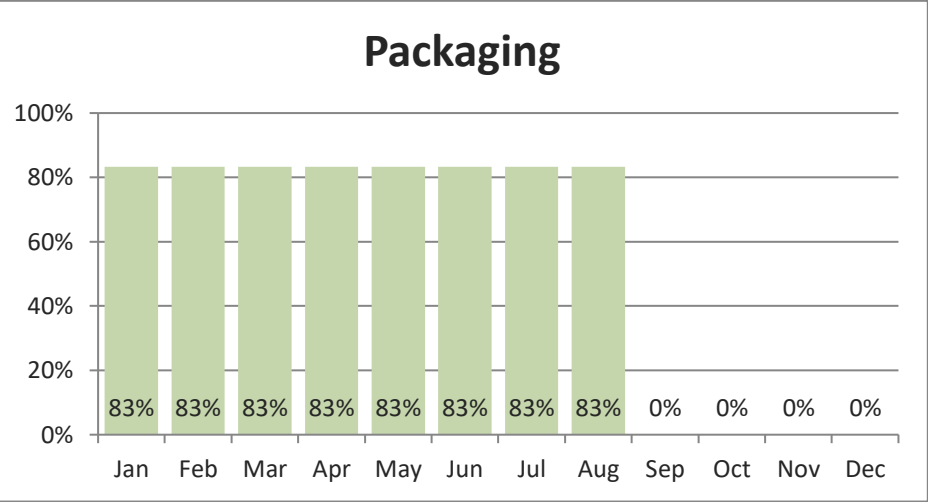
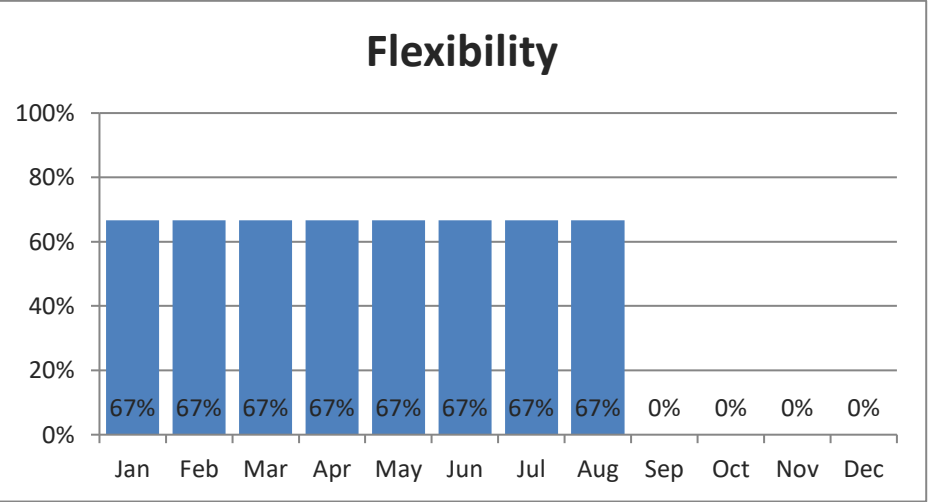
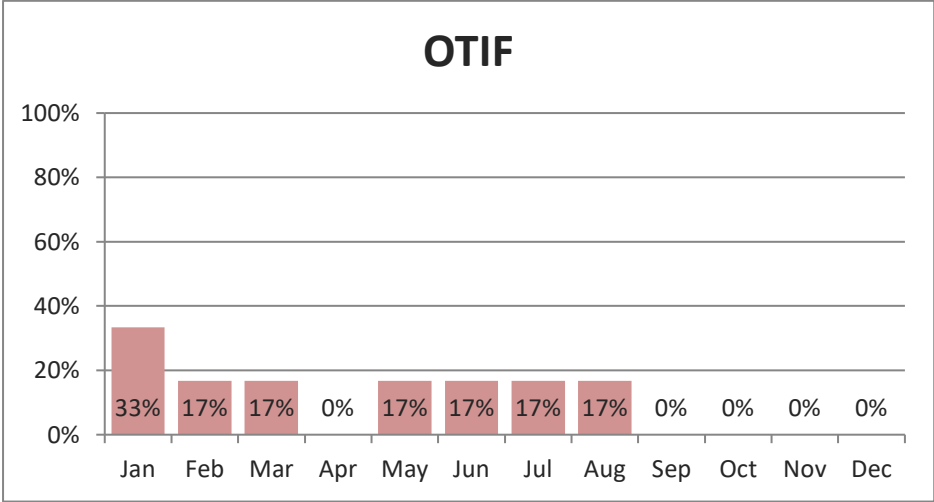
# Quality Year Overview

Supplier: EbV ELEKTRONIKBAU-



# Supply Chain Year Overview

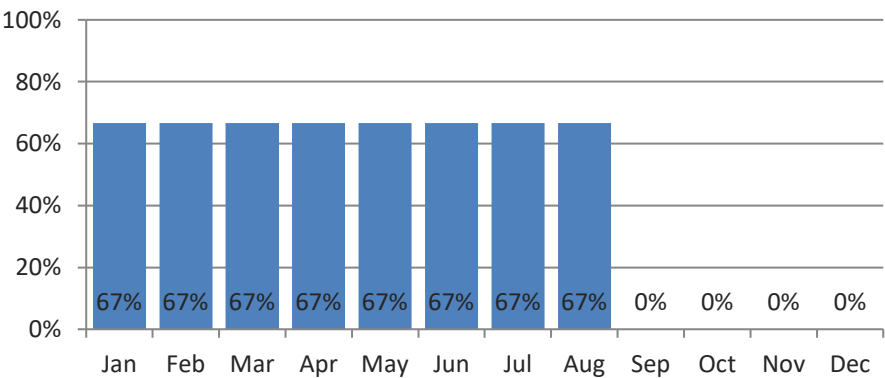
Supplier: EbV ELEKTRONIKBAU-



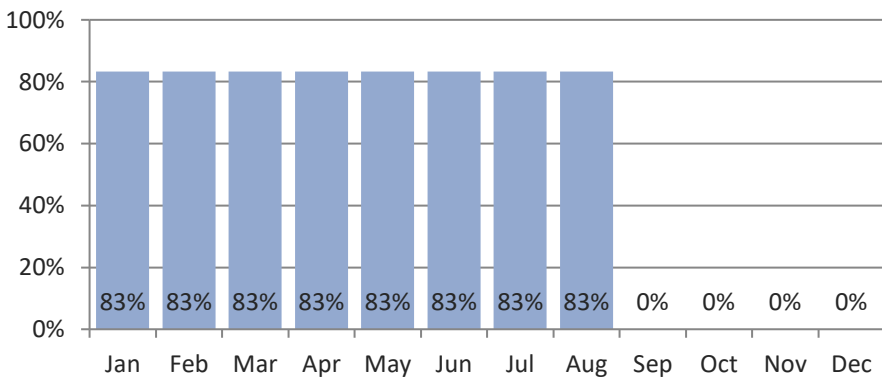
# Costs, Organizational and NPD Performance Year Overview

Supplier: EbV ELEKTRONIKBAU-

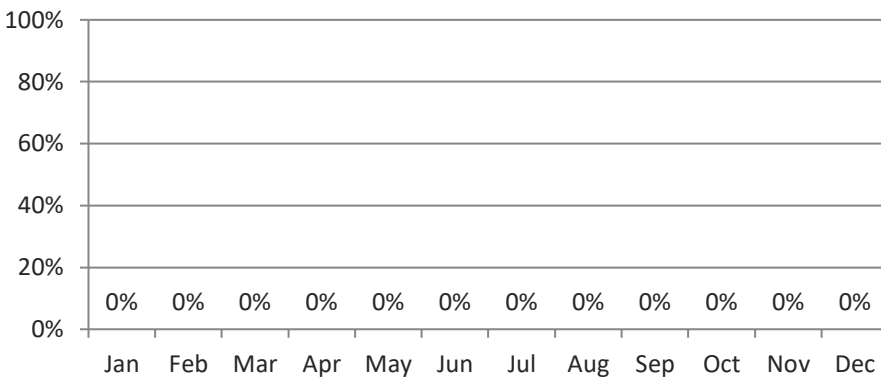
## Cost movements



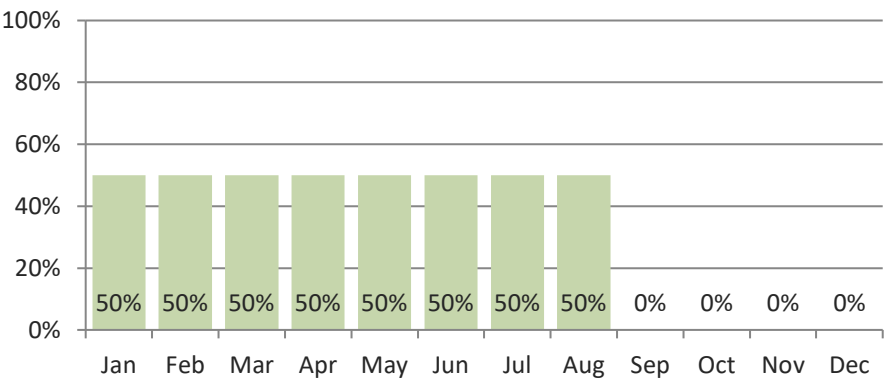
## Cost breakdown



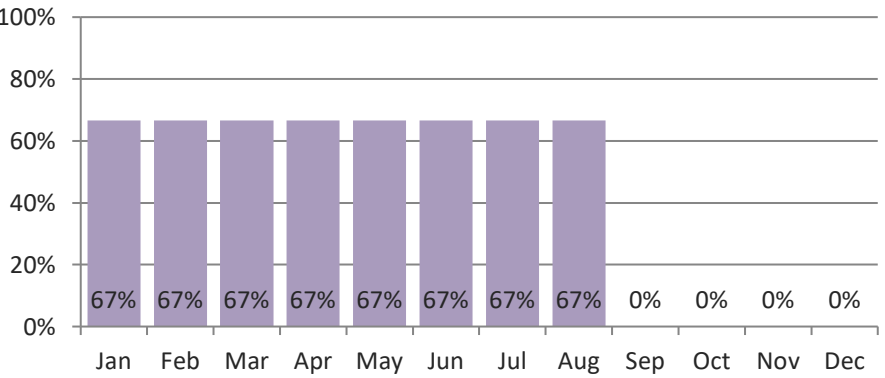
## Ecovadis score



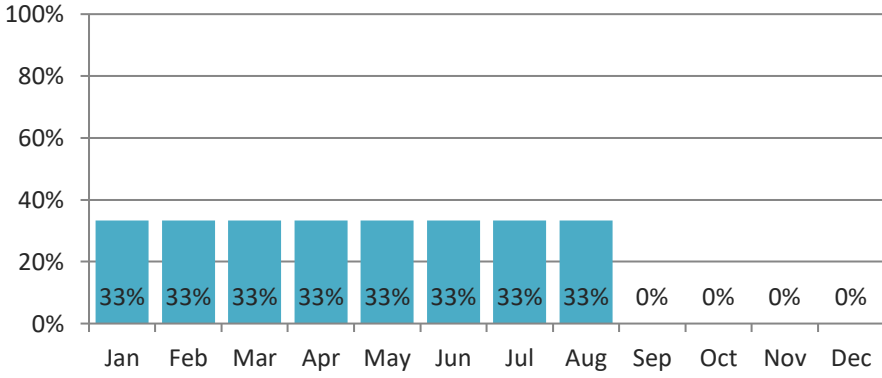
## VA / VE



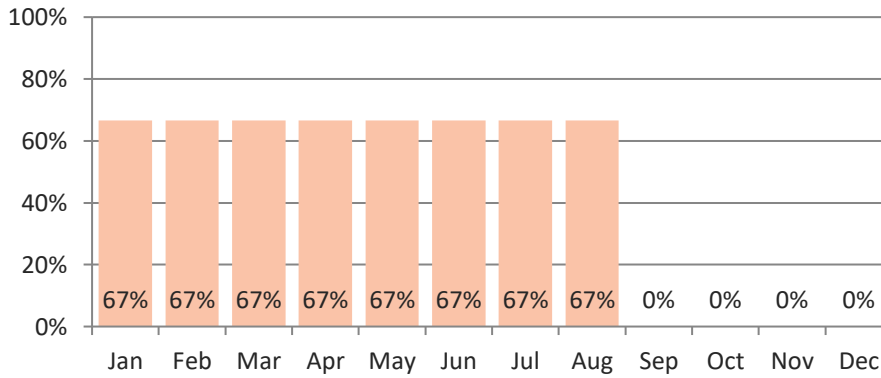
## Overall communication



## Engineering cooperation



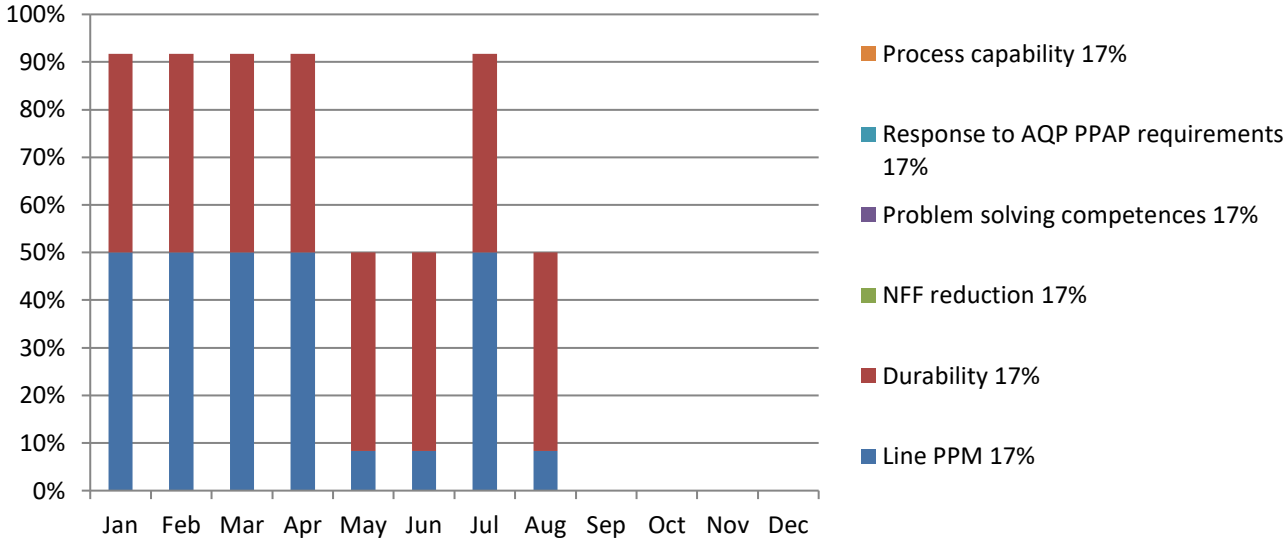
## Capability confirmation



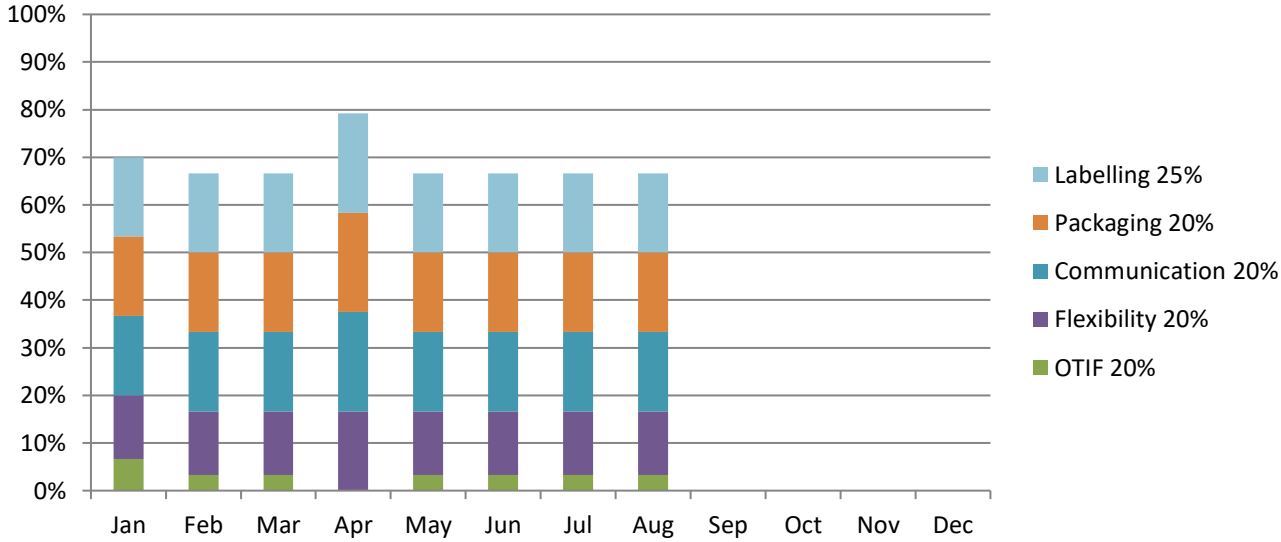
# Year Overview

Supplier: EbV ELEKTRONIKBAU-

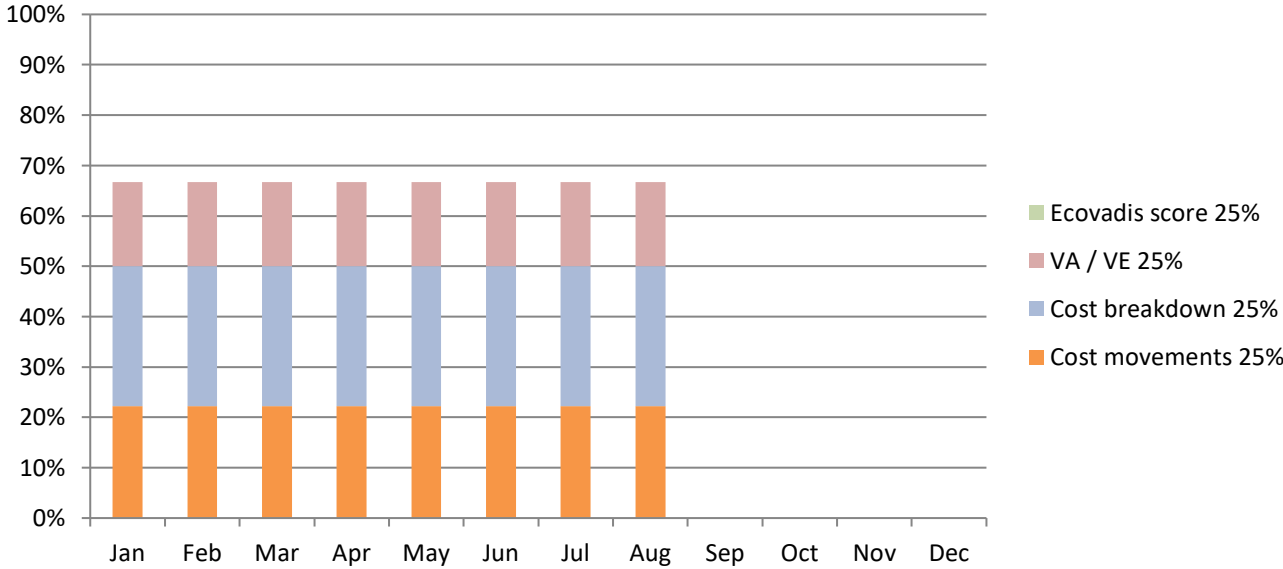
## Quality Summary



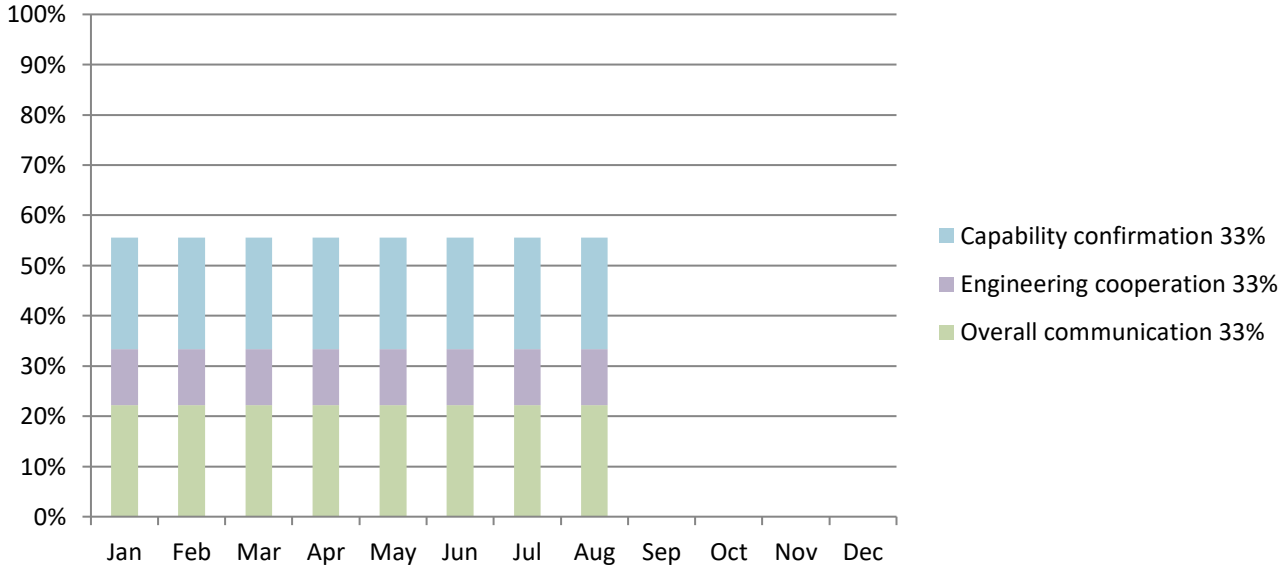
## Supply Chain Summary



## Commercial Summary



## R&D Summary





# Scoring Matrix: Quality & Supply chain

| Main criteria       | Sub-criteria                      | Weight | 1   | 2  | 3   | 4  | 5   | 6   |
|---------------------|-----------------------------------|--------|---|--|---|--|---|---|
| Quality<br>30%      | Line PPM                          | 17%    | > 5000 PPM  | < 5000 PPM   | < 1000 PPM  | < 500 PPM  | < 100 PPM   | Zero PPM  |
|                     | Durability                        | 17%    | Very Unsatisfactory   | Unsatisfactory   | Far below expectations  | Below expectations   | Meets expectations  | Exceeds expectations  |
|                     | NFF reduction                     | 17%    | Not willing to participate  | Analysis results are shared  | Some initial ideas, but no improvement  | Initial improvements are seen  | Significant reduction in NFF  | Continuous yr. on yr. improvements  |
|                     | Problem solving competences       | 17%    | Result of problem solving matrix score less than or equals 20%  | Result of problem solving matrix score is greater than 20%               | Result of problem solving matrix score is greater than 40%                            | Result of problem solving matrix score is greater than 60%   | Result of problem solving matrix score is greater than 80%  | Result of problem solving matrix score equals 100%  |
|                     | Response to AQP PPAP requirements | 17%    | Not willing or able to undertake AQP PPAP   | Minimal support is given to BDR in the part approval process             | PPAP requirements are met, but there are some issues with data / information provided | PPAP requirements are met, but the supplier does not take an active role in the design review process  | Takes active role in development process, there are minor issues with information & data provided                                       | Supplier takes an active role in the development process. AQP PPAP requirements are fully met   |
|                     | Process capability                | 17%    | Not willing to improve or share process capability information  | The supplier has started a process capability improvement programme      | Some improvement in CPk levels, but some CTQs still have Cpk <1.0                     | Improvement in CPK levels, but some CTQs still have Cpk <1.3   | Minimum CPK for all CTQs = 1.33   | All Safety critical CTQs<br>Min. Cpk =1.67<br>All other CTQs<br>Min. Cpk = 1.33   |
| Supply Chain<br>30% | OTIF                              | 20%    | <80%  | >80-85%  | >85-90%   | >90-95%  | >95-99,5%   | >99,5%  |
|                     | Flexibility                       | 20%    | Refuses all amendments  | Consistently delivers to lead-time but only allows order pull forwards   | Accepts deferment/pull forward of supply  | Takes orders inside lead time, with 24h stock availability at the suppliers/consignment. While customer can make amendments all year   | Takes orders inside lead time, immediate stock availability /consignment. All changes accepted and returns of overordering are approved | JIT / JIS capable with amendments - all year round  |
|                     | Communication                     | 20%    | No adequate communication   | Sends order confirmation   | Prompt reply to the schedule amendments and order confirmations                       | Reply to schedule amendments and confirms orders within 24 hours   | Sameday response to shortages or issues and confirms orders within 6 hours  | Immediate effective response to requests, changes and problems.   |
|                     | Packaging                         | 20%    | The condition of the received goods is insufficient due to packaging (moisture, contamination and/or physical damage) | Random packaging with weights above 10kg or bulk pallets above 1.2metres | Uniform packaging with weights above 10kg or Bulk pallets above 1.2 Meters            | Packaging under 10kg on mixed pallets are segregated based on approved exception by BDR and supplier   | Uniform packaging sizes and pallet orientation in line with packaging specification   | Uniform packaging sizes and pallet orientation in line with packaging specification, utilising returnable packaging unless agreed as non viable |
|                     | Labelling                         | 20%    | No labelling or identification on containers and/or pallets   | Minimal labelling with supplier part numbers on container and/or pallet  | minimal labelling with BDR part numbers on container and/or pallet                    | Labels on containers have the following information/barcoding: BDR item no., Description, PO no., container quantity, batch/lot no. (manufacturing ref.), supplier name & code | All packaging labelled with barcodes containing the minimum information according to packaging specification                            | All packaging labelled (GS1 standards) containing the minimum information according to packaging specification                                  |

# Scoring Matrix: Costs & Organizational (commercial) and NPD Performance

| Main criteria     | Sub-criteria                      | Weight | 1   | 2   | 3   | 4   | 5  | 6   |
|-------------------|-----------------------------------|--------|---|---|---|---|--|---|
| Commercial<br>20% | Cost movements                    | 25%    | Supplier implements price movements without discussion          | Supplier advises price movements based on latest market information                         | Some negotiation and forward booking.   | Supplier works to offset cost increases   | Supplier delivers consistent prices and collaborates to offset costs   | Supplier fully collaborates and shares data and consistently delivers prices decreases                                      |
|                   | Cost breakdown                    | 25%    | Provides no information about costs                             | Basic materials cost shared   | Material and some indirect cost details shared  | Supplier has own patented branded product and wont disclose detailed costs  | Supplier shares costs on a request only basis.   | Supplier shares all cost breadowns and is open to collaborating to mutual benefit   |
|                   | VA / VE                           | 25%    | Not willing or capable  | Limited capability and interest   | Willing but no experience   | Will participate succesfully but only when requested  | Actively participates in BDR led savings workshops.  | Identifies cost down opportunities and provides resource to implement them. Provable savings can be shown.                  |
|                   | Ecovadis score                    | 25%    | No reassessment or <25  | 25-37 total score   | Bronze 38-45  | Silver 46-61  | Gold 62-81   | >81   |
| NPD<br>20%        | Overall communication             | 33%    | Does not respond to requests                                    | Needs to be reminded to get answers to (all) requests                                       | Response to requests is inconsistent. Sometimes its ok but occasionally not.          | Usually responds well but with the occasional lapse. Not consistent across all areas  | Proactively provides relevant information without the need for requests  | Proof that they communicate affectively at all levels, inculding PPAP and ECR's   |
|                   | Engineering degree of cooperation | 33%    | Supplier does not cooperate at all.                             | Supplier is cooperative but lacks the ability to advise BDR on their product                | Supplier understands and has capability but the cooperation never materialises        | Supplier keeps asking until the request is completely understood. Provides feedback but no idea suggestions from the suppliers side | Supplier is proactive and cooperative but lacks some systems or resource to ensure structured cooperative engineering. | Supplier provides proactive cooperative enigeering, giving proper feedback to ensure correct understanding from both sides. |
|                   | Capability confirmation           | 33%    | Supplier cant prove the final product will fulfil requirements. | Supplier proves final product filfils minimum requirements but documents are unsatisfactory | Supplier proves final product fulfils minimum requirements by providing documentation | Supplier proves with Field Operational Test product will fulfil requirements.   | Cooperation with DFMEA but following actions are unsatisfactory  | After "first design" DFMEA. Risks are eliminated and specifications confirmed with testing of parts.                        |