



PHINIA  
PARTNERSHIP  
PROGRAM



# WHAT IS 3P ?

Two-way partnership between our Supplier and PHINIA

Improve our collaboration, transparency, and **trust**

Provides specific advantages and commitments from PHINIA, based on supplier **performance** and **collaboration**

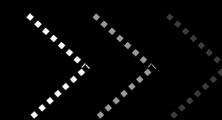


Supplier performance is based on tangible criteria—the Supplier Balanced Scorecard—but also based on **intimacy** with our plants and **strategic fit with our company**

The best-performing suppliers are eligible for the top level with increasing benefits

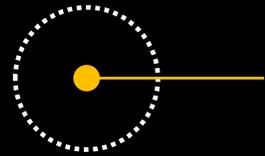
Partnership Levels:  
Gold / Stainless Steel / Carbon

**TAKING OUR PARTNERSHIP TO THE NEXT LEVEL!**

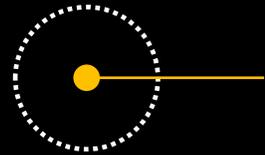




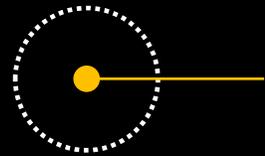
# THIS IS WHAT WE ARE LOOKING FOR



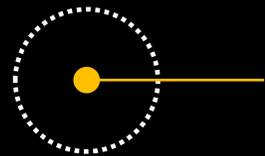
Creating an intrinsic motivation for suppliers to improve and be recognized as a **GOLD** supplier — Balanced Scorecard & Relationship score



Proactively propose value added initiatives for PHINIA in **VA/VE, Lean or Products**



Capable and willing to **invest into PHINIA** and PHINIA products



Benefit from a **long-term sustainable** business relationship and positive attitude

# LEVELS AND CRITERIA



# DIRECT MATERIAL SUPPLIERS



## Carbon

- ➔ **Approved Suppliers with PHINIA standard contracts** including Framework & Consignment Stock Agreements
- ➔ **Supplier Scorecard (C grade or higher)**
- ➔ **Passed Assessment Audit** according to PHINIA's Supplier Manual requirements
- ➔ **Right staffing to support technology advancements**
- ➔ **Proactive risk mitigation behaviors**

## Stainless Steel

- ➔ **Carbon level +**
- ➔ **Supplier Scorecard (B grade or higher)**
- ➔ **Culture of transparency, upfront discussions** about all aspects of the business
- ➔ **High collaboration with PHINIA** for cost reduction with overall value proposition
- ➔ **Business behaviors fully aligned to our strategies and values.** Reliability as a fair business partner in Fuel, CV & AFM.
- ➔ **Ready to invest into our global ICE business**

## GOLD

- ➔ **Stainless Steel level +**
- ➔ **Supplier Scorecard (A grade)**
- ➔ **Strategic fit to our company and investing into our future in ICE and beyond**
- ➔ **ESG long term program commitments**
- ➔ **Adding value to our market offerings**
- ➔ **Vendor-aligned structures operate consistent with PHINIA's GOLD operating model**



# AFTERMARKET SUPPLIERS



## Carbon

- ➔ **Approved Suppliers with PHINIA standard contracts** including Master Supply Agreement & Consignment Stock Agreement
- ➔ **Supplier Scorecard (C grade or higher)**
- ➔ **Passed Assessment Audit** according to PHINIA's Supplier Manual requirements
- ➔ **Right staffing to support NTR and first to market**
- ➔ **Proactive risk mitigation behaviors**
- ➔ **Access to all supplier SKUs**

## Stainless Steel

- ➔ **Carbon level +**
- ➔ **Supplier Scorecard (B grade or higher)**
- ➔ **Culture of transparency, upfront discussions** about all aspects of the business
- ➔ **High collaboration with PHINIA** Aftermarket for cost reduction with overall value proposition
- ➔ **Business behaviors fully aligned to our strategies and values.** Reliability as a fair business partner in AFM.
- ➔ **Ready to invest into PHINIA** Aftermarket for covering NPI and First to Market products

## GOLD

- ➔ **Stainless Steel level +**
- ➔ **Supplier Scorecard (A grade)**
- ➔ **Strategic fit and High level of business integration**
  - ➔ Aligned to PHINA footprint needs
  - ➔ Competitive vs private labeling
  - ➔ Contract Manufacturing or Joint Ventures
  - ➔ Supporting PHINA AFM strategy through exclusivity agreement
- ➔ **ESG long term program commitments**
- ➔ **Adding value to our market offerings**



# INDIRECT MATERIAL SUPPLIERS



## Carbon

- ➔ **Approved Suppliers with PHINIA standards including Terms & Conditions**
- ➔ Supplier Scorecard (C grade or higher)
- ➔ **Financial Robustness**
- ➔ ISO9001 compliant
- ➔ Proper staffing to support PHINIA WW projects
- ➔ Proactive risk mitigation behaviors
- ➔ Retrofit of OEM machine

## Stainless Steel

- ➔ Carbon level +
- ➔ Supplier Scorecard (B grade or higher)
- ➔ **Culture of transparency, upfront discussions about all aspects of the business including customer using same technologies**
- ➔ Long term agreement including spare part price list
- ➔ High collaboration with PHINIA for efficiency gain / cost reduction
- ➔ **Business behaviors fully aligned to our strategies and values. Reliability as a fair long term business partner**
- ➔ Ready to invest into developing ICE business

## GOLD

- ➔ Stainless Steel level +
- ➔ Supplier Scorecard (A grade)
- ➔ **Strategic fit to our company and investing into our future in ICE and beyond**
- ➔ Grant same condition to PHINIA Supply base
- ➔ **ESG long term program commitments**
- ➔ Adding value to our market offerings
- ➔ Retrofit of any machine (same market segment)
- ➔ Support PHINIA technology advancements to bring competitive advantages



# BENEFITS



# DIRECT MATERIAL SUPPLIERS



## Carbon

- ➔ Long-term continuation of business with PHINIA
- ➔ Eligible to PHINIA RFQs

## Stainless Steel

- ➔ Guarantee to PHINIA RFQs
- ➔ Access to GSM Sponsor - GSM Leadership Member -
- ➔ Target suppliers for collaboration with PHINIA Advanced R&D
- ➔ Business extension until end of program life and Aftermarket
- ➔ Eligible for **OptimICE**
- ➔ Extended business share opportunities

## Gold

- ➔ Access to Executive Sponsor PHINIA Executive Leadership member - Investing into Business Alignment Events (BAEs)
- ➔ Access to PHINIA specialists to consult for future business needs, e.g. H2 capabilities, aero certifications etc.
- ➔ Last call benefit during Sourcing Events
- ➔ Unrestricted business share opportunities



# AFTERMARKET SUPPLIERS



## Carbon

- ➔ Eligible to PHINA Aftermarket RFQs
- ➔ Long-term continuation of business with PHINIA Aftermarket

## Stainless Steel

- ➔ Guarantee to PHINIA Aftermarket RFQs
- ➔ Access to PHINIA GSM / AFM leadership
- ➔ Eligible for **OptimICE**
- ➔ Extended business share opportunities
- ➔ Accelerated product validation
- ➔ PHINIA on site strategic business reviews
- ➔ OE research access for relevant development
- ➔ Regulation watch updates (ESG & regulation updates)

## Gold

- ➔ Premium access to NTR RFQs
- ➔ Access to PHINIA Executive leadership
- ➔ Access to PHINIA specialists to consult for future business needs, capabilities and development
- ➔ Strategic Partnership Growth Plan
- ➔ Unlimited OE research data access
- ➔ Industry & market trends and development insights
- ➔ Granting Exclusivity per country depending on level of business integration



# INDIRECT MATERIAL SUPPLIERS



## Carbon

- ➔ Long-term continuation of business with PHINIA
- ➔ Eligible to PHINIA RFQs

## Stainless Steel

- ➔ Guarantee to PHINIA RFQs
- ➔ Target suppliers for collaboration with PHINIA Advanced R&D
- ➔ PHINIA on site strategic business reviews

## Gold

- ➔ **Access to Executive Sponsor** - Investing into Business Alignment Events (BAEs)
- ➔ Access to PHINIA specialists to consult for future business needs, e.g. H2 capabilities, aero certifications etc.
- ➔ Last call benefit
- ➔ Unrestricted business share opportunities
- ➔ Business Development Opportunities with our Direct Supply Base

# ELIGIBILITY AND RATING

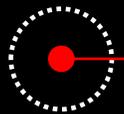


# ALL SUPPLIERS



All Suppliers are welcome to enter into our 3P program provided our companies are connected through a strong contractual relationship (such as: Framework or Master Supply Agreement and Consignment Stock Agreement) and sufficient supplier performance

⇒ The Partnership Level will be determined annually and granted for 1 or 2 years depending on supplier segment



## Balanced Scorecard Level (BSC)

- ⇒ Quality, Commercial, Delivery, Launch/Raw Material R&D, Sustainability



## Relationship Criteria

- ⇒ Contractual relationship
- ⇒ Strategic fit to PHINIA
- ⇒ Supplier investment strategy & capabilities



## GOLD Level

- ⇒ BSC level A + Top 1/3<sup>rd</sup> Relationship Rating



## Stainless Steel

- ⇒ BSC level B + Mid 1/3<sup>rd</sup> Relationship Rating



## Carbon

- ⇒ BSC level C + Bottom 1/3<sup>rd</sup> Relationship Rating

# EVALUATION PERIOD

# ALL SUPPLIERS



## 2026

- January → Official Partnership Level granted
  - *Valid till January 2027/2028*
- July → Indicative level for the following year
  - *Valid till January 2027*



## 2027

- January → Official Level Partnership Level granted
  - *Valid till January 2028/2029*
- July → Indicative level for the following year
  - *Valid till January 2028*



## 2028

- January → Official Partnership Level granted
  - *Valid till January 2029/2030*
- July → Indicative level for the following year
  - *Valid till January 2029*

*The official partnership level will be granted for 1 or 2 years, depending on supplier segment. However, if during the next evaluation period the supplier meets the criteria for a partnership level upgrade, the supplier can move to the higher partnership level*

