

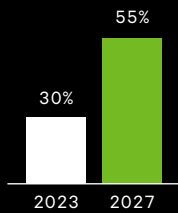
THE VALUE OF A GLOBAL FOOTPRINT

With manufacturing, technology, application and supply hubs close to all its major customers, VAT can move quickly and cost-effectively to meet their rapidly changing needs.

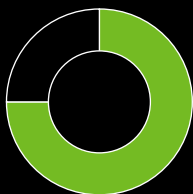
BUILDING AN INCREASINGLY FAST AND FLEXIBLE GLOBAL VALUE CHAIN



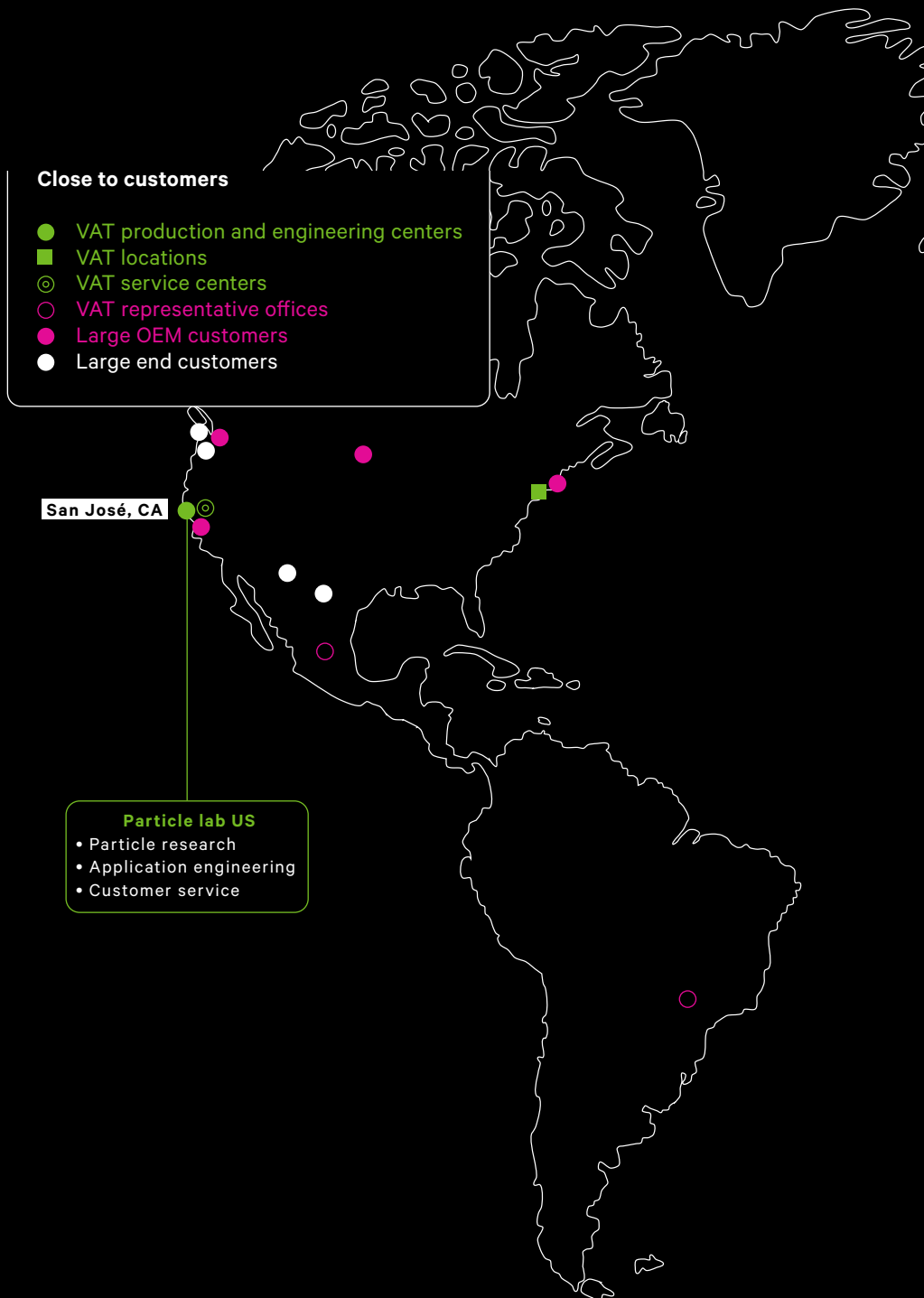
25% flexible factory workforce group-wide at top of business cycle



Best cost country sourcing is expected to grow substantially by 2027



75% of our components are outsourced and around 2/3 of our costs are variable



Our global footprint gives us cost and supply flexibility so we can stay ahead of the curve as markets change.

