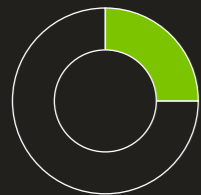


THE VALUE OF A GLOBAL FOOTPRINT

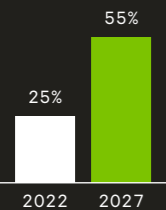
With manufacturing, technology, application and supply hubs close to all its major customers, VAT can move quickly and cost-effectively to meet their rapidly changing needs.

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

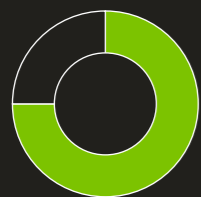
BUILDING AN INCREASINGLY FAST AND FLEXIBLE GLOBAL VALUE CHAIN



25% flexible factory workforce group-wide



Best cost country sourcing is expected to more than double by 2027



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

