

# Flexible and resilient supply chain: How we mitigate manufacturing disruptions



# Supply chain strategy based on three core tenants, enabled by standardised, modular solutions

The standardized, modular solutions allow us to have a highly streamlined supply chain and production strategy

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Ensuring highest value is delivered to our internal and external stakeholders

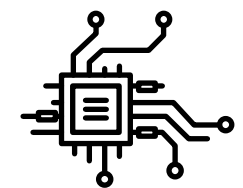
This requires a fine balance between short term activities to deliver current demand, while taking action to secure future growth

# Ensuring availability of components through internal and external efforts and partnerships

AutoStore's robust approach to protection of its patent fortress

## Operational planning

- Defined process synchronized with pipeline and project management
- Rolling frequency tells secure procurement 12 months in advance



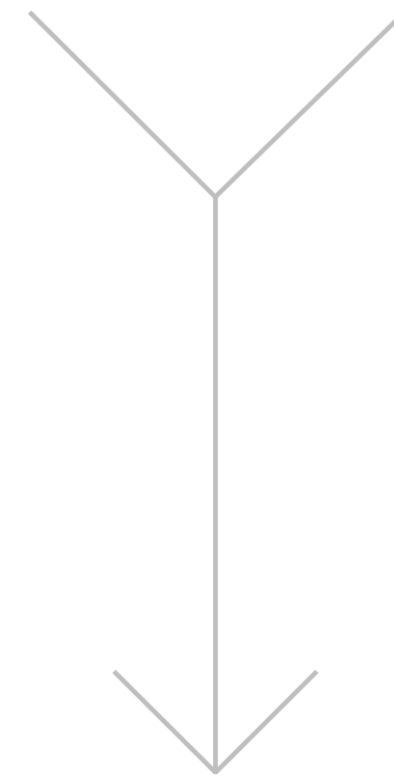
Intelligent  
Supply Chain

## Strategic thinking

- Continuous dialogue with manufacturers and distributors helps formulate thinking around designs
- Critical to ensure contents are not close to end of life



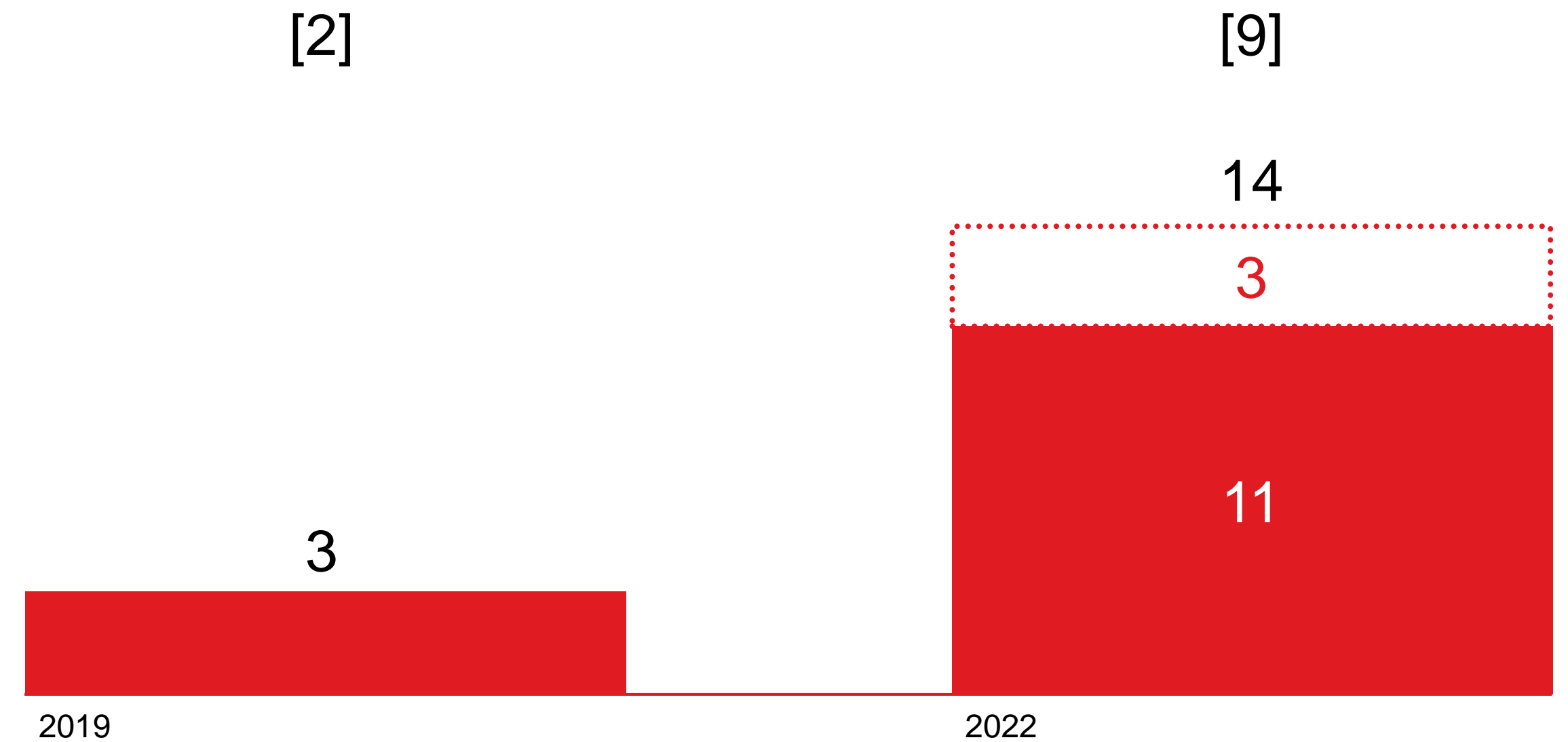
Developing  
Partnerships



Uninterrupted supply chain with no shortages

Adding new suppliers to de-risk supply chain

# of aluminium supplier plants for the grid elements  
[ ] # of countries with aluminium supply plant



Redundancies making our supply chain more robust

# Investing in our supply chain to ensure components arrive on time by leveraging and expanding our global presence

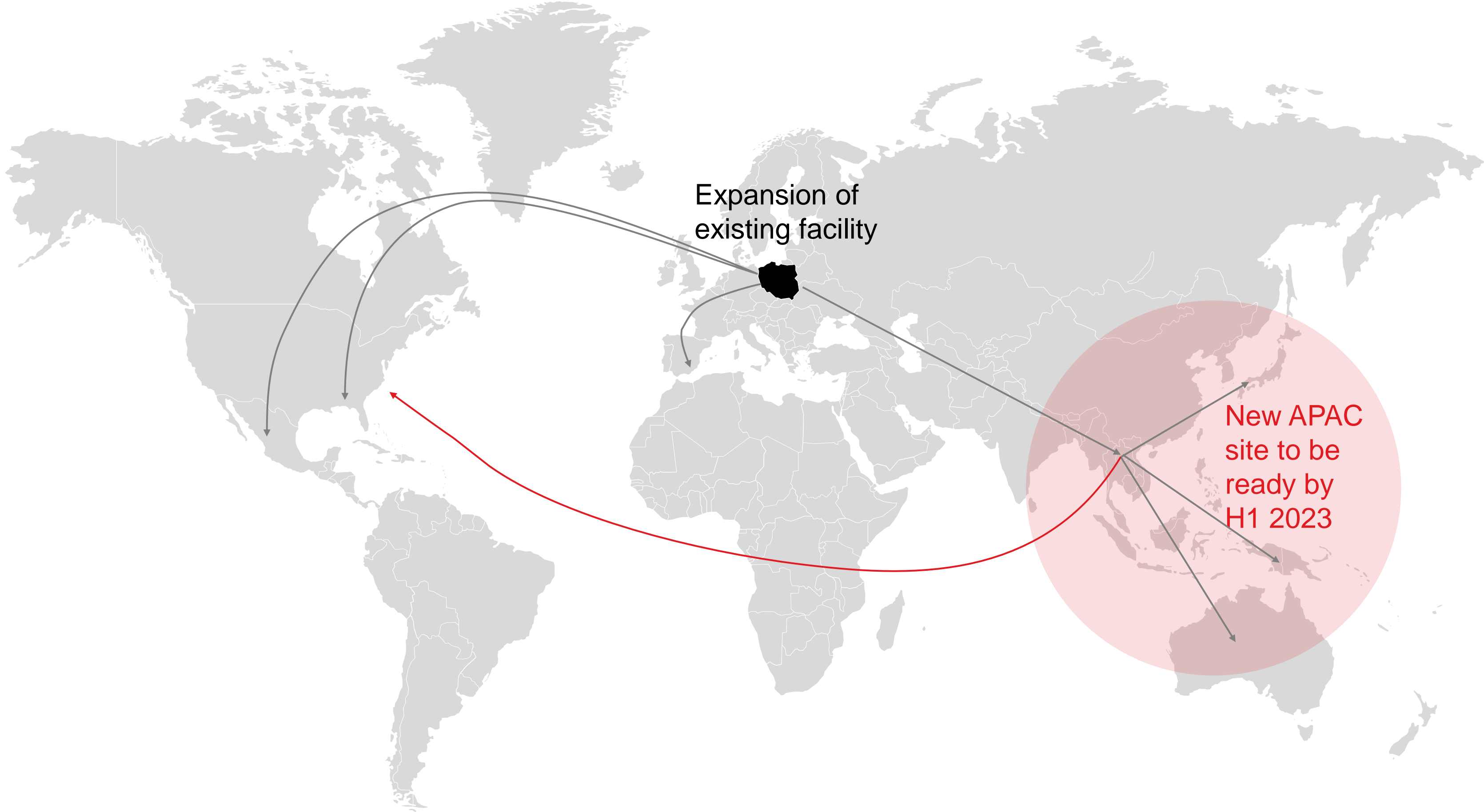
Expanding and regionalizing the supplier base for Grid parts

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Robust forecast and monitoring of all existing suppliers to ensure investment in capacity goes as planned

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Initiative to improve all overseas transports related to reliability and tracking

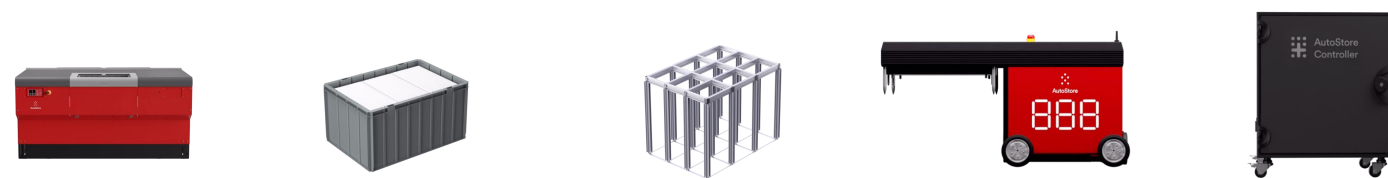


Ongoing dialogue with existing suppliers and regular follow-ups to identify and systematically address risks

# Further strengthening our ability to procure components and materials at favourable prices

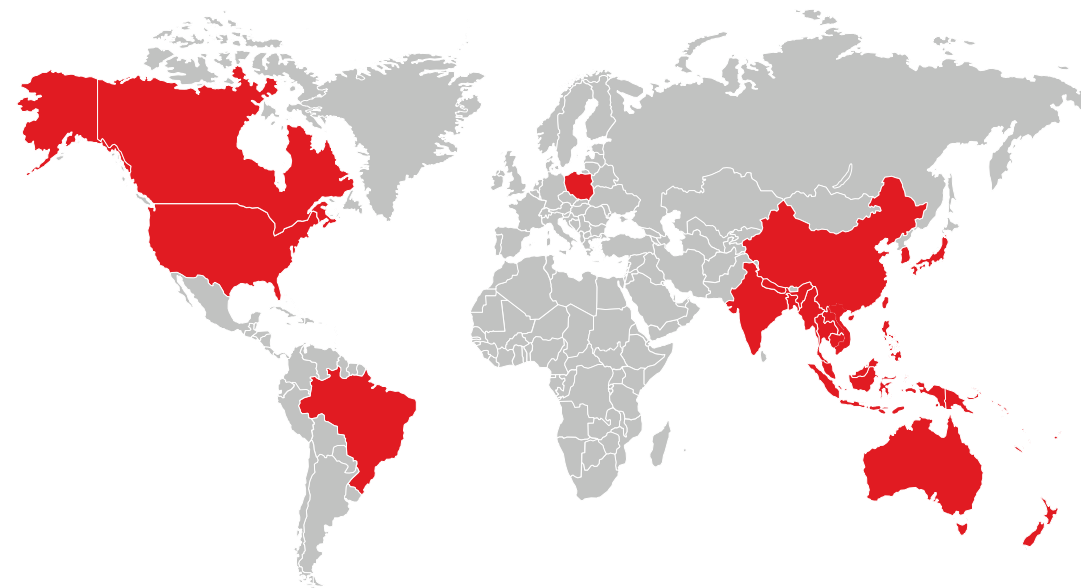
## Leveraging our larger scale

- Ability to procure in larger bulk than before, improving our negotiation power and getting seats at the table
- Increased size of supplier base ensures we have redundancy safeguards if large suppliers increase prices unilaterally



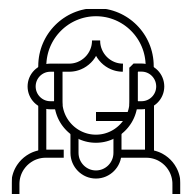
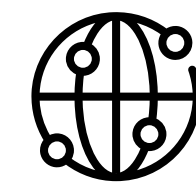
## Optimising set-up

- Continuous assessment of supply chain capabilities, customer needs and macroeconomic developments
- Analysing where to expand existing operations and where to establish a new presence
- Efficient decision making processes for implementing improvements



## Price

- Constantly monitoring global price levels and continuous benchmarking
- Maintaining a consistent dialogue with our suppliers and customers to ensure supply and demand remains in balance in our supply chain



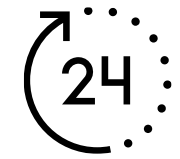
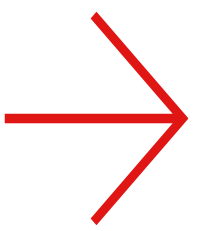
Our supply chain strategy is creating a positive impact for our customers, suppliers and shareholders



Right **place**

Right **time**

Right **price**



**Zero** shutdowns in production to date



**Lead** times improving



**Improved** customer satisfaction