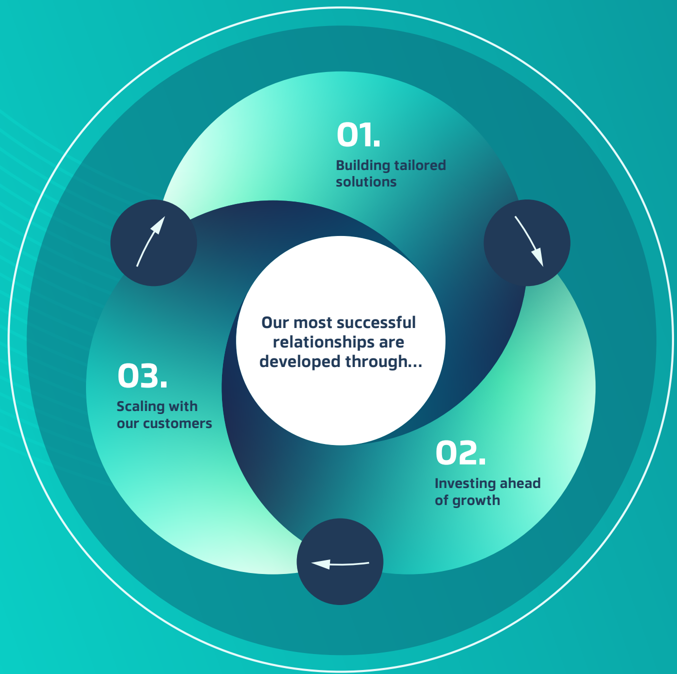
Business model

Our business model supports value creation, built on embedded relationships with customers and converting increasing complexity into scalable growth, margin expansion and strong returns.

OPERATIONAL



How we build embedded, value-creating partnerships

01
Building tailored solutions

We are embedded within our customers' design and development processes, working at system level to ensure solutions are optimised for performance, manufacturability and scale. By combining engineering and production expertise, we develop high-specification, application-specific assemblies that integrate seamlessly into complex systems. This designed-in relevance enables customers to accelerate innovation while ensuring solutions can be delivered reliably at scale.

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02
Investing ahead of growth

We invest directly in our customers' programmes at the design stage, committing engineering expertise, resource and capital to develop solutions tailored to their evolving requirements. This early investment deepens our involvement in product development, enabling us to support innovation and respond to changing specifications as programmes advance. The scale and longevity of our customer relationships provide the visibility and confidence to invest meaningfully.

03
Scaling with our customers

Through our deep involvement in customer design processes and our willingness to invest ahead of demand, we become embedded across both product development and production. This positions Volex to scale alongside customers operating at the leading edge of high-growth, innovation-led markets, supporting increasing volumes, complexity and geographic reach across our global platform. As a result, we increase our share of system content across platforms and programmes over time.

GROUP

Enabled by a common Group-wide platform and global footprint

A single operating platform underpins the Group, enabling consistent execution across a global footprint. Capabilities developed in one part of the business are scaled across the network, allowing Volex to transfer knowledge, standardise processes and deploy best practice efficiently.

Critical enablers

Data-led insight
Granular management information to track performance

A bottom-up approach
Experts defining objectives

Group-wide action
consistent approach that accelerates growth

Supported with consistent investment and capex

Volex invests ahead of customer demand in capacity, capability and automation, ensuring the Group can support increasingly complex applications and scale alongside our partners. The investments in this platform and our ability to serve the customer are key enablers to our significant growth trajectory. We invest continually to maintain our market leading proposition.

M&A

Acquisitions extend capability, geographic reach and customer exposure. Volex focuses on opportunities that can be integrated into its operating platform, accelerating growth and strengthening its position in targeted markets. We focus on synergies by acquiring businesses with significant growth potential and removing those barriers to growth, either through scale, capability, financial resource or customer relationships.

Business model
continued

What differentiates our model

Our customers are global category leaders

The development of new products with these customers is often at the cutting edge of their industries and as such, our partnerships with these category leaders ensure we are at the forefront of these industries with them.

Our category leaders are sources of significant growth, as the frequency with which they develop new products leads to account growth and revenue visibility.

We are a solutions integrator

We combine engineering and manufacturing to deliver complex, high-performance assemblies. As industries and systems become more complex, increasing integration and performance demands partners who can deliver at scale.

Our ability to provide solutions and systems within products for our customers, not just components, ensures we are embedded in their products today and for future generations.

Culture is a competitive advantage

Having built up the right people, behaviours and knowledge across 23 sites, we operate as one company through clear communication.

Customers get our best thinking regardless of where a project sits.

The flexibility of a small supplier, the scale of a global manufacturer

Our unique market positioning gives our customers the benefits of both small suppliers and larger competitors.

Responsiveness and customer focus delivered with global reach, cost competitiveness and supply chain leverage.

Stakeholder value

Shareholders

Disciplined execution and scalable growth alongside category-leading customers, supporting sustainable returns.

Customers

Integrated solutions that enable category leaders to develop, scale and localise increasingly complex products.

Employees

Workplace culture that offers growth, opportunities and recognition for our talented workforce.

Suppliers

Resilient, flexible partnerships supporting localisation, quality and reliable delivery.

Communities and environment

Supporting electrification, connectivity and healthcare, while reducing environmental impact and contributing locally.

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Social and societal benefits

EV & Electrification

Enabling the transition to increased electrification across automotive and beyond.

Off-Highway

Enabling more efficient and sustainable equipment, supporting modern agriculture, infrastructure and reduced environmental impact.

Consumer Electricals

Supporting more connected, efficient products that enhance everyday life and improve energy performance.

Medical

Enabling advanced diagnostics and treatment, supporting improved healthcare outcomes and accessibility.

Complex Industrial Technology

Supporting industrial innovation through advanced manufacturing, automation and more efficient production systems.

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