



The Core Competency Program



An initiative designed to foster, enrich and empower the skills of our employees, and to bring our technological innovations to the next level, while also facilitating indirect growth in various other domains.

One of the key pillars of VAT's success is our technology leadership, which relies strongly on our core competencies built on the expertise and experience of our employees.

To maintain and further develop these core competencies, we established the Core Competency Program in 2018.



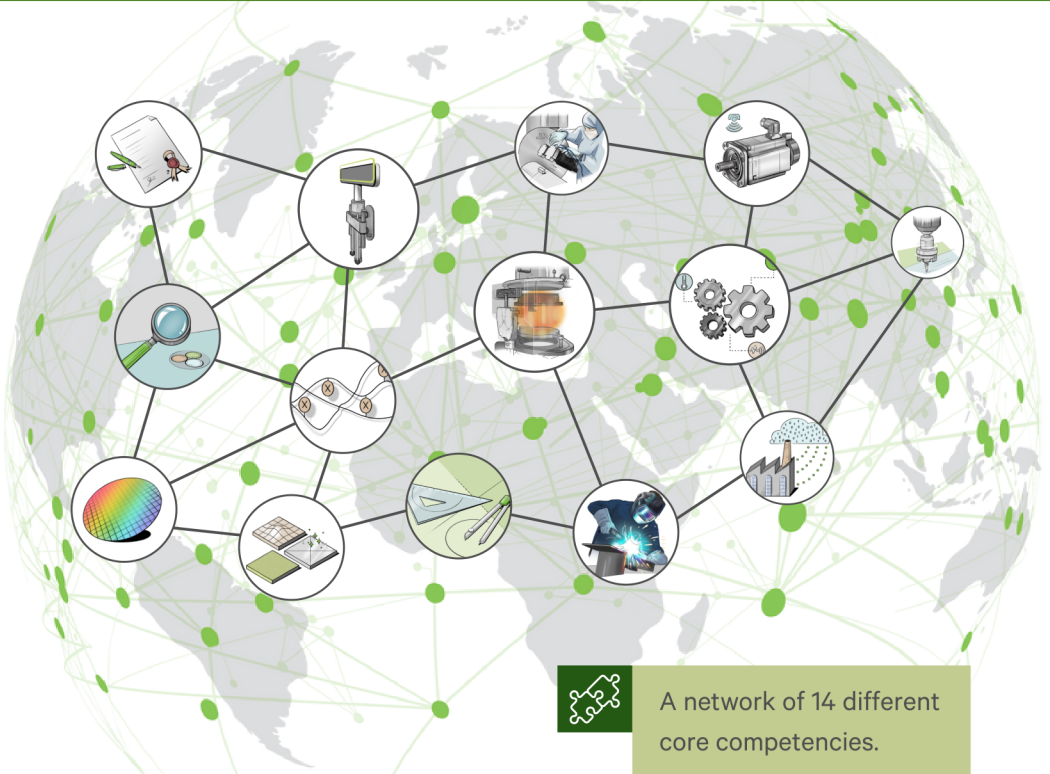
The program and our passions

The program aligns with our passions, especially emphasizing the significance of **innovation** and **teamwork**. Our visionary technology and people create solutions that make the impossible possible.



Our competencies and innovation

Connecting our core competencies – we have created a unique and interconnected neural network of global VAT technical experts to drive our core business. The core competencies are each managed by a lead expert and supported by a member of the executive team or a senior management sponsor.



A network of 14 different core competencies.

Mission and objectives of the program



Mission

Grow VAT's competitive advantage through a sustainable competence strategy.



Objectives

Formulate a strategy for continuous expertise development

Foster expert community building with platforms like learning calls, innovation platforms, and blogs

Competence communities span across the global VAT organization and contribute to technology roadmap

Foundation for the technical talent process and succession planning

Key role in generating, documenting and sharing knowledge

Responsible for developing and enforcing norms and standards

Drive innovation and create new intellectual property

Unlocking the values of the program

Three primary focus areas

Drive innovation

- Strategically develop skills and expertise to expand our market leadership position
- Steer our core competencies, stimulate cross functional innovation and impact technology roadmaps

Strengthen the knowledge base

- Drive knowledge management and know-how transfer across VAT's functions by using the global network of experts
- Cultivate a culture of expansive knowledge exchange across all functions
- Showcase the core competencies across various VAT platforms

Grow technical talent

- Identify and foster our technical leaders of the future
- Empower our experts as vital knowledge carriers
- Orchestrate company dynamics through community leadership and ensure their progression and seamless transition



About VAT

VAT is the leading global supplier of high-end vacuum valves for the semiconductor, displays, photovoltaics and vacuum coating industries as well as for the industrial and research sector. VAT reported net sales of CHF 885 million in 2023 and employs around 3,000 people worldwide, more than half work at the Swiss headquarters in Haag and pursue the purpose of changing the world with vacuum solutions. Integrity, teamwork, customer centricity and innovation characterize everyday working life in the representatives in 29 countries and in the manufacturing sites in Switzerland, Malaysia and Romania.