

Stronger.  
Lighter.  
Smarter.

Ratos Capital Markets Day  
Diab Group  
Tobias Hahn, President & CEO



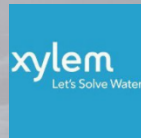
**Diab**

# TOBIAS HAHN

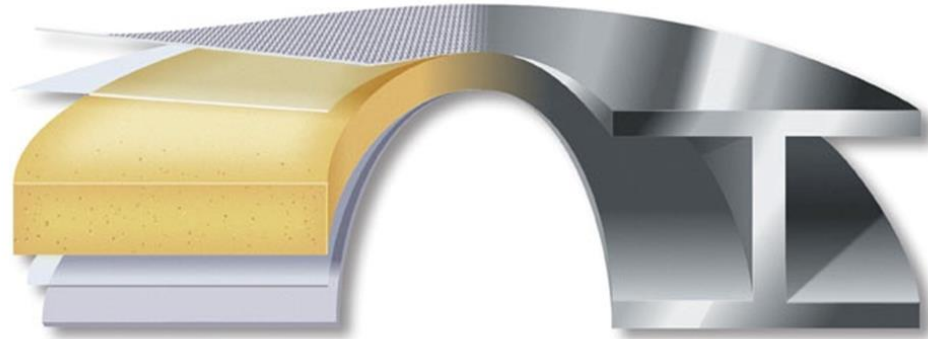
CEO Diab

Master of Science in Engineering, Applied Mechanics  
29 years experience of various management position from global manufacturing industries

CEO & President, <b>Diab Group</b>	2018 –
Divisional President, <b>Atlas Copco</b>	2009 – 2018
Managing Director, <b>ITT Industries (XYLEM) / Flygt Division (USA)</b>	2004 – 2008
Various Management Positions <b>XYLEM/Flygt</b>	1990 – 2004



# Diab in short – Core Material for Sandwich Design



PVC



80%

PET



10%

Balsa



10%

**Stronger - Lighter - Smarter**

# Diab in short – Market Segments

Wind  
~50%



- Turbine blades
- Nacelles

Marine  
~25%



- Hulls
- Deck
- Top Cover
- Flybridge

Transport &  
Industry  
~15%



- Train
- Automotive
- Trailers
- Construction

Aerospace  
~10%

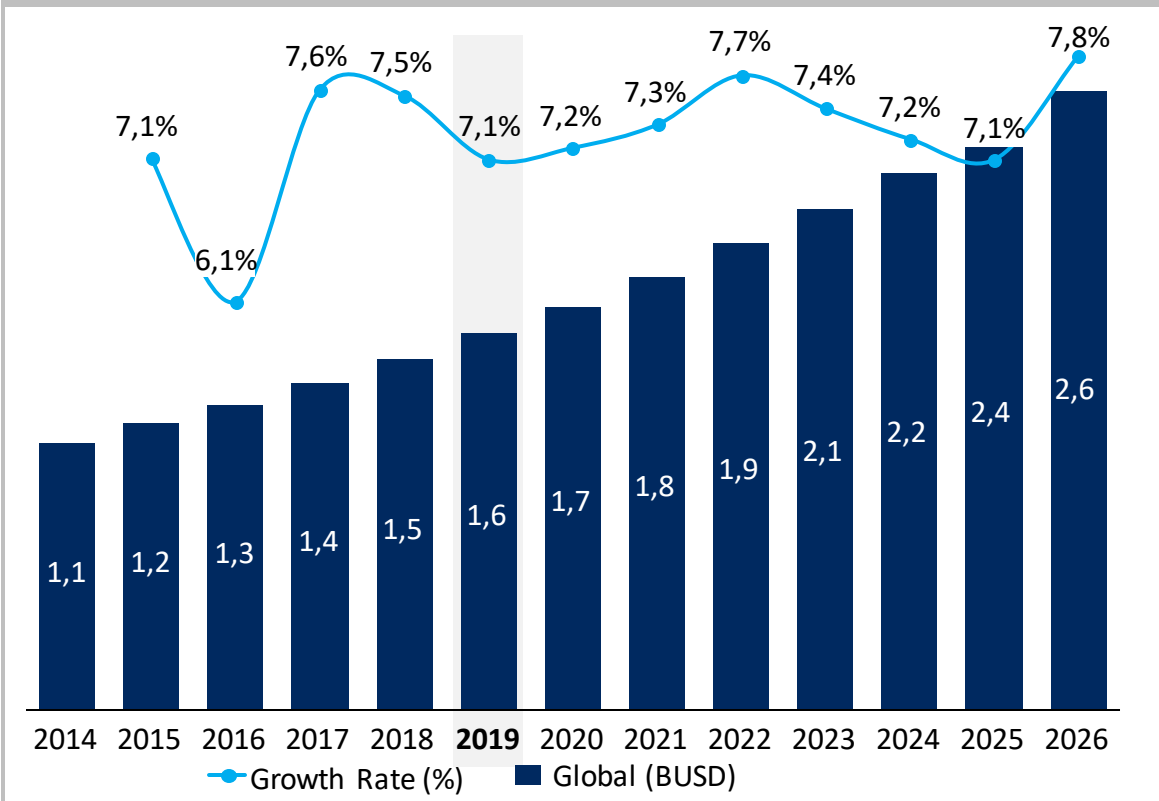


- Interiors – Ceiling
- Trolleys
- Seating

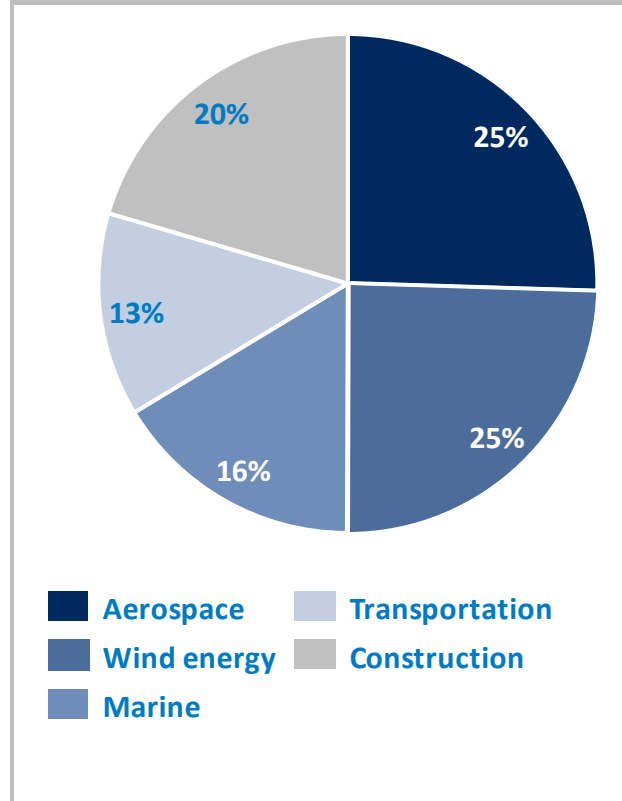
# Global Core Material



Global Core Material (BUSD, 2014-2026)



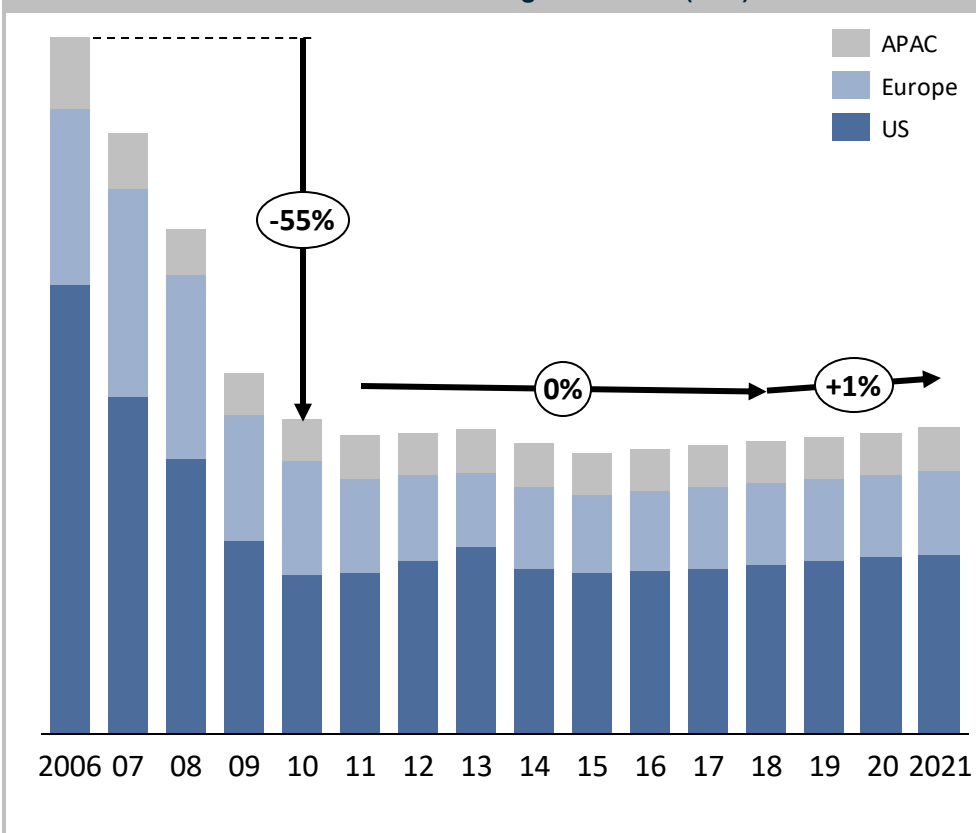
Market share by application in 2018



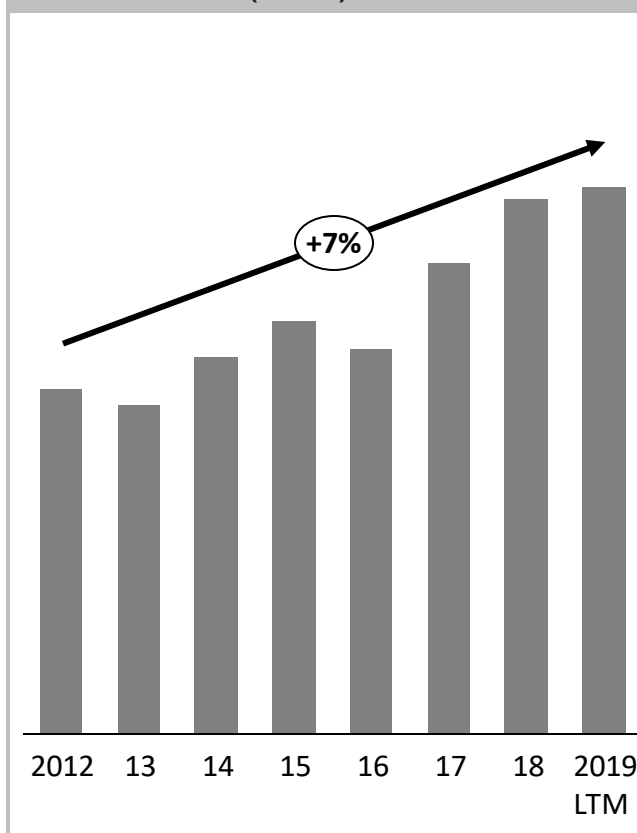
Source: Maia Research Analysis  
Note: Core material includes foam, balsa, honeycomb

# Marine market & Diab development

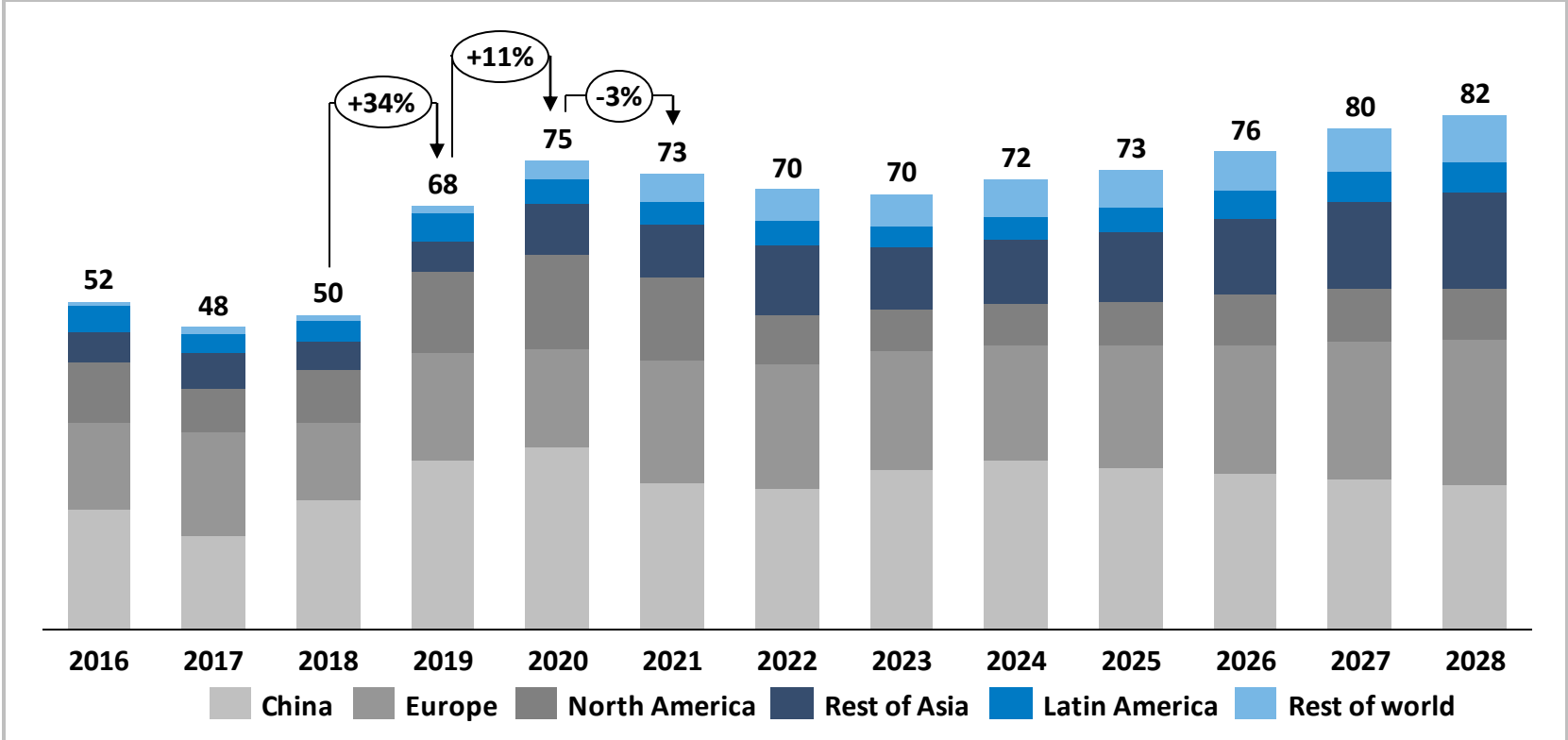
Number of new inboard motor and sailing boats sold ('000)



Diab Marine sales (M SEK)



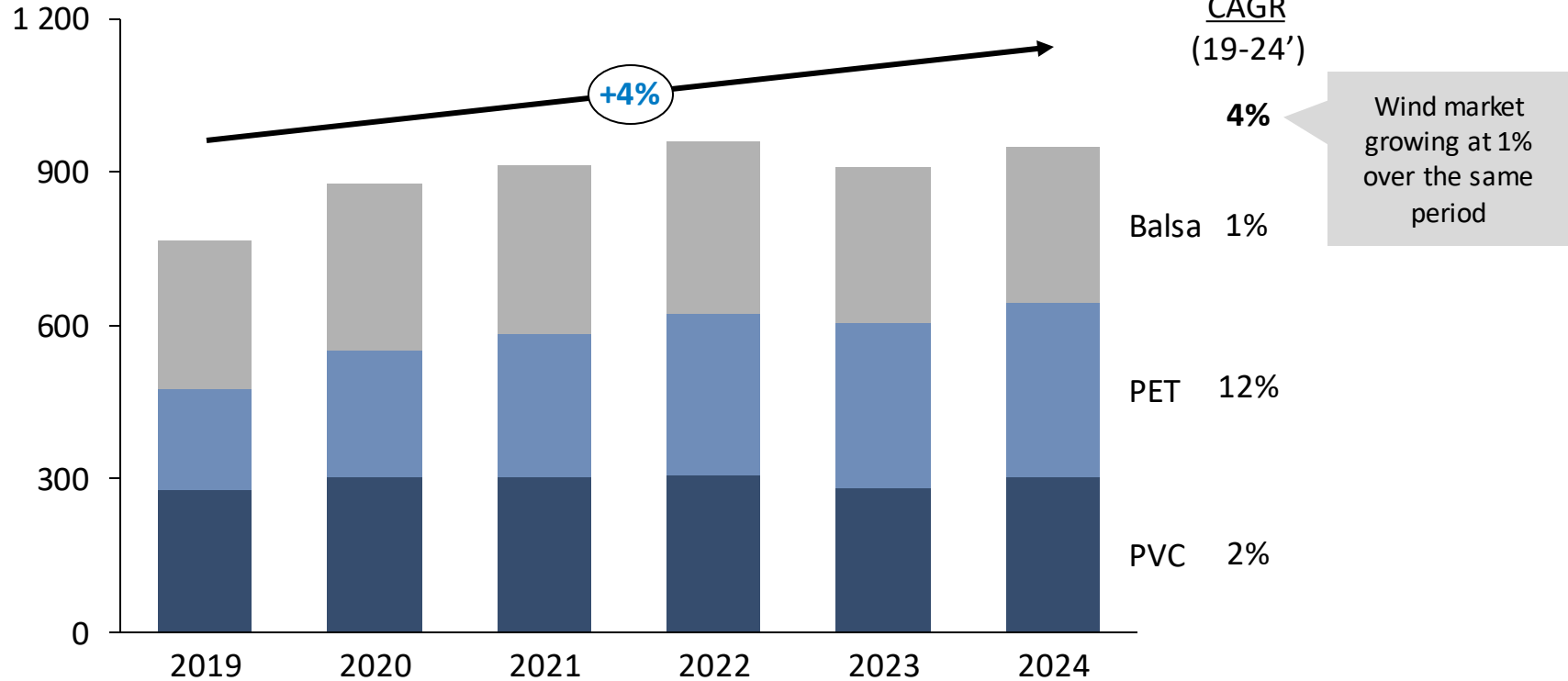
Global wind power market outlook - Installed Effect (GW) /year



Global wind market expected to grow from 2019 level

# Wind Core Material market

Wind core material market (000 M<sup>3</sup>)





# Market Position Diab



Competitor	Estimated position	Estimated position per segment		
		Wind	Marine	Aero
	2	2	1	2
	1	1	3	4
	3	3	2	3
	4	4	-	-

**Diab is second in the market, market leader in PVC Foam**

# Diab in Short – Organization & Footprint

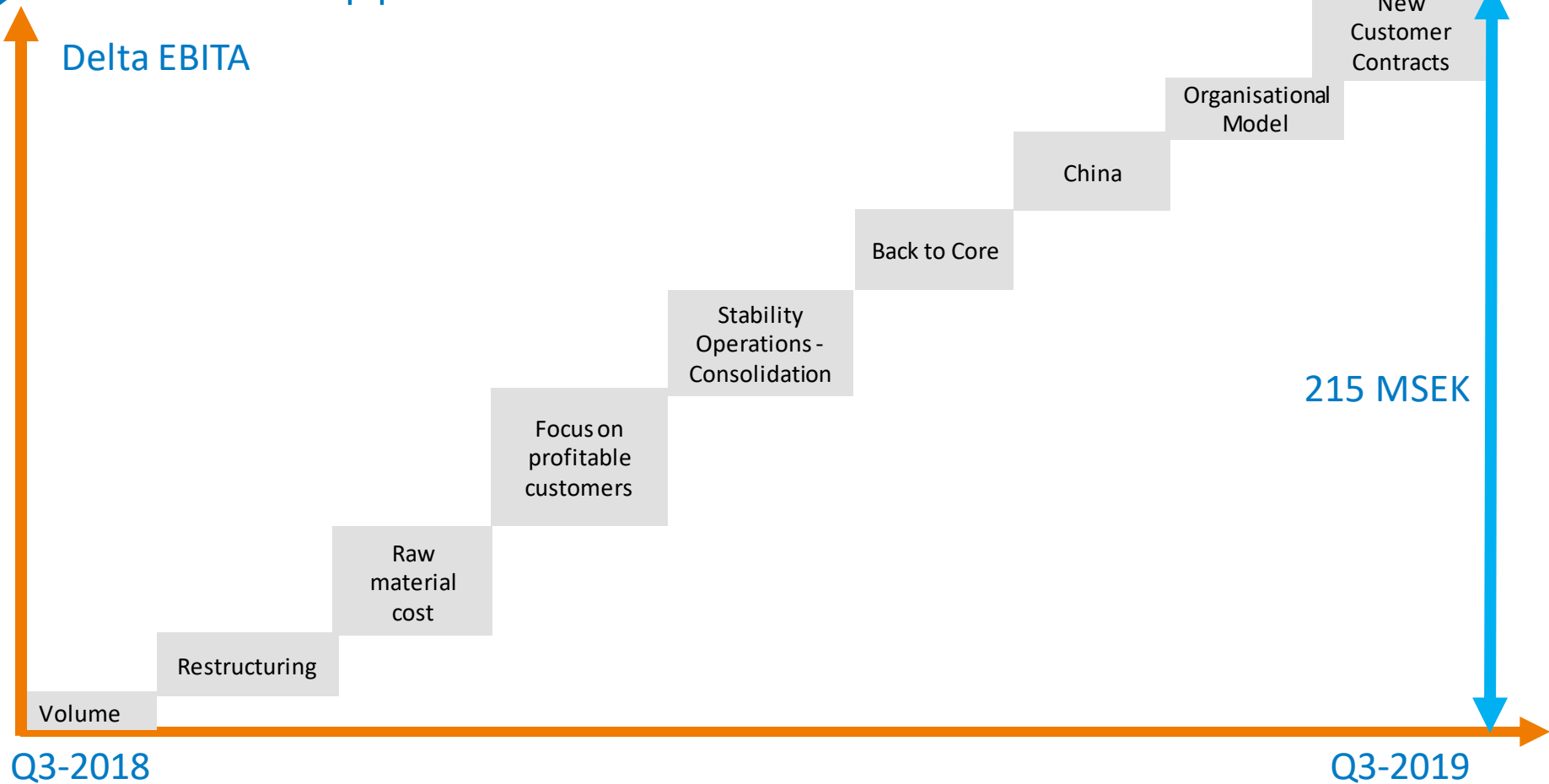


- 60 years history
- ~1,200 employees
- Headquarter in Sweden
- 6 manufacturing sites globally
- 16 fully owned sales companies
- Produce the core for a sandwich
- Providing engineering solutions



# What happened ?

Delta EBITA



New Customer Contracts

Organisational Model

China

Back to Core

Stability Operations - Consolidation

Focus on profitable customers

Raw material cost

Restructuring

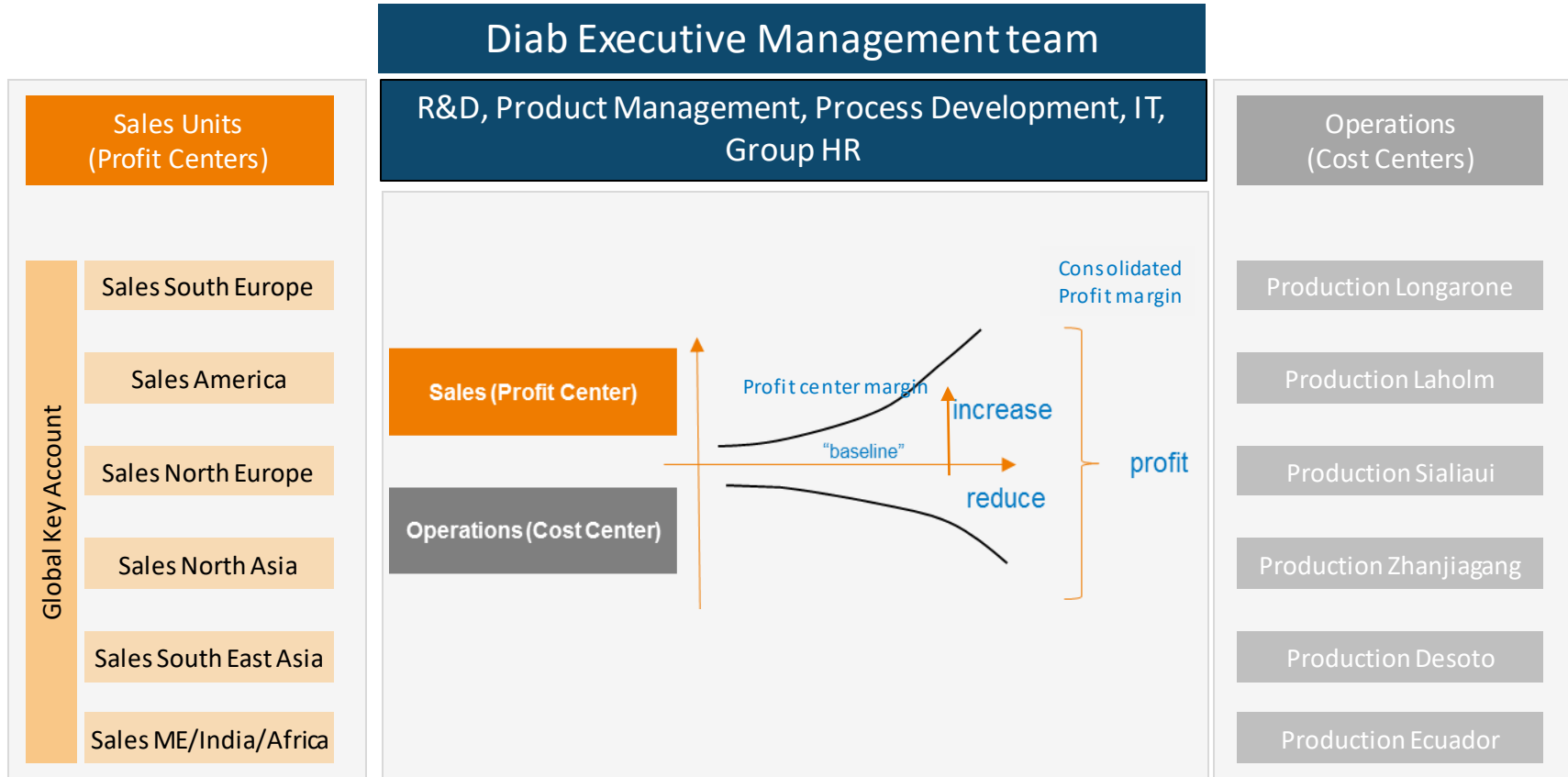
Volume

Q3-2018

Q3-2019

215 MSEK

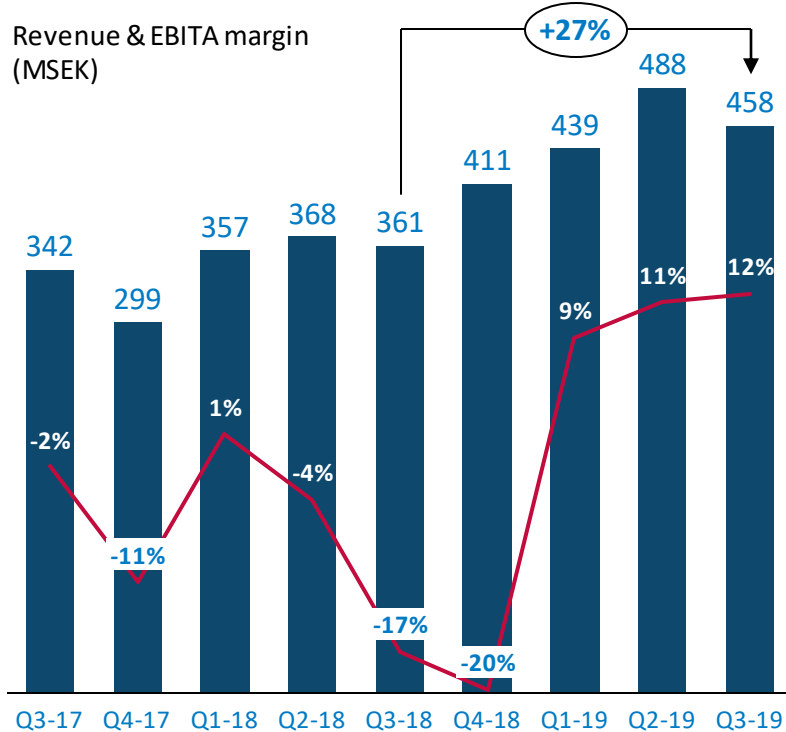
# Operational model for Accountability-Speed-Profitability



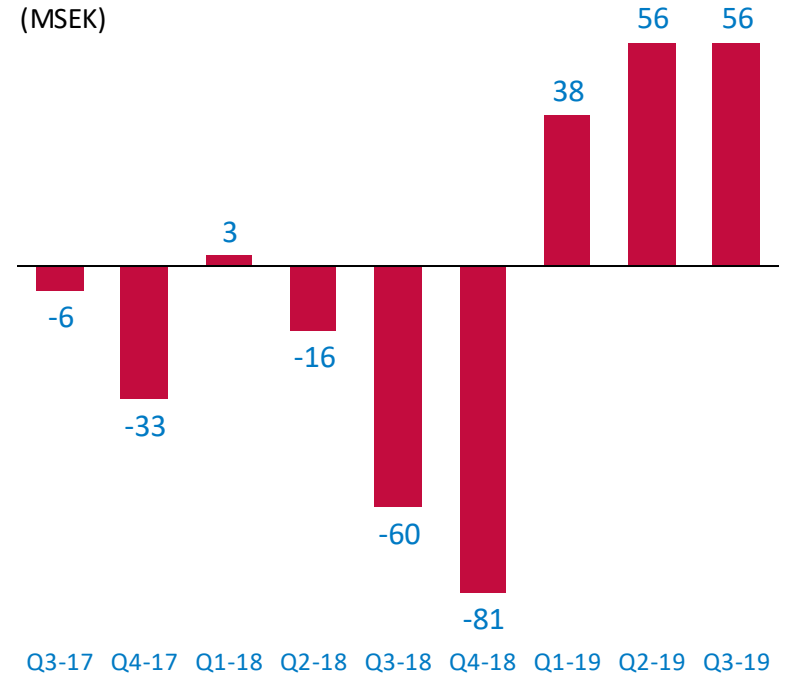
# Diab have started to improve

## Revenue & EBITA per quarter

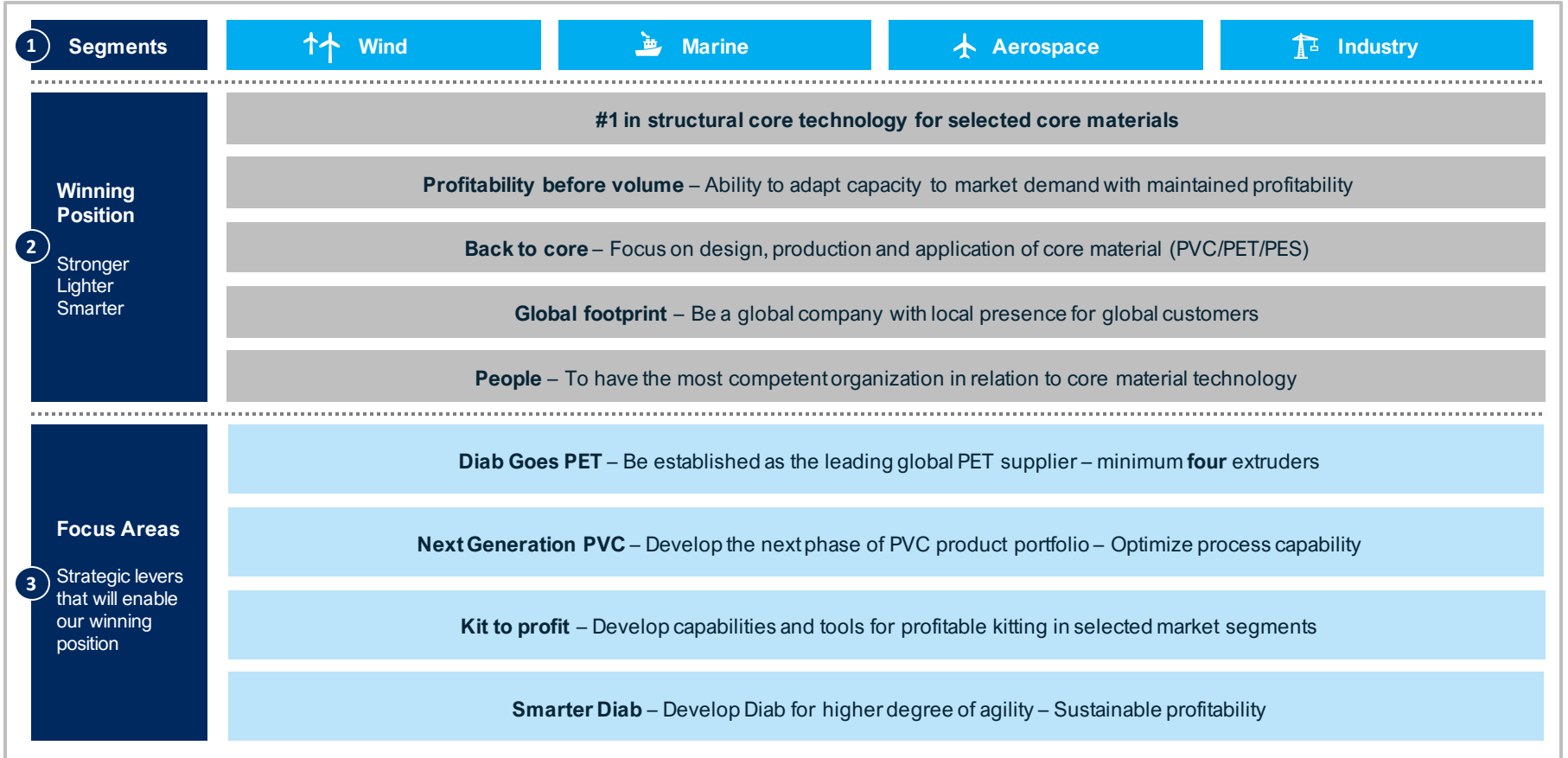
Revenue & EBITA margin  
(MSEK)



EBITA  
(MSEK)



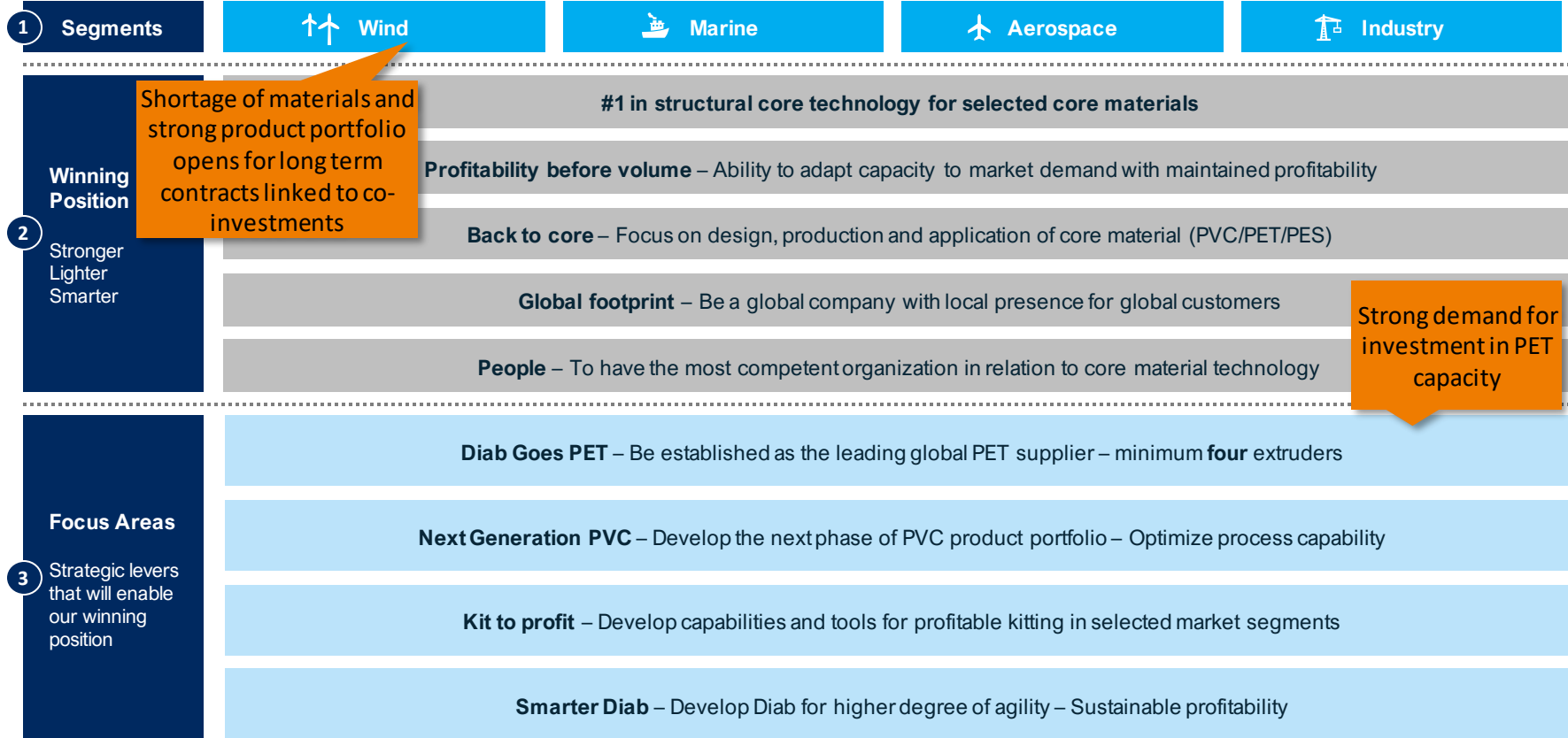
# Diab Strategy – Way forward



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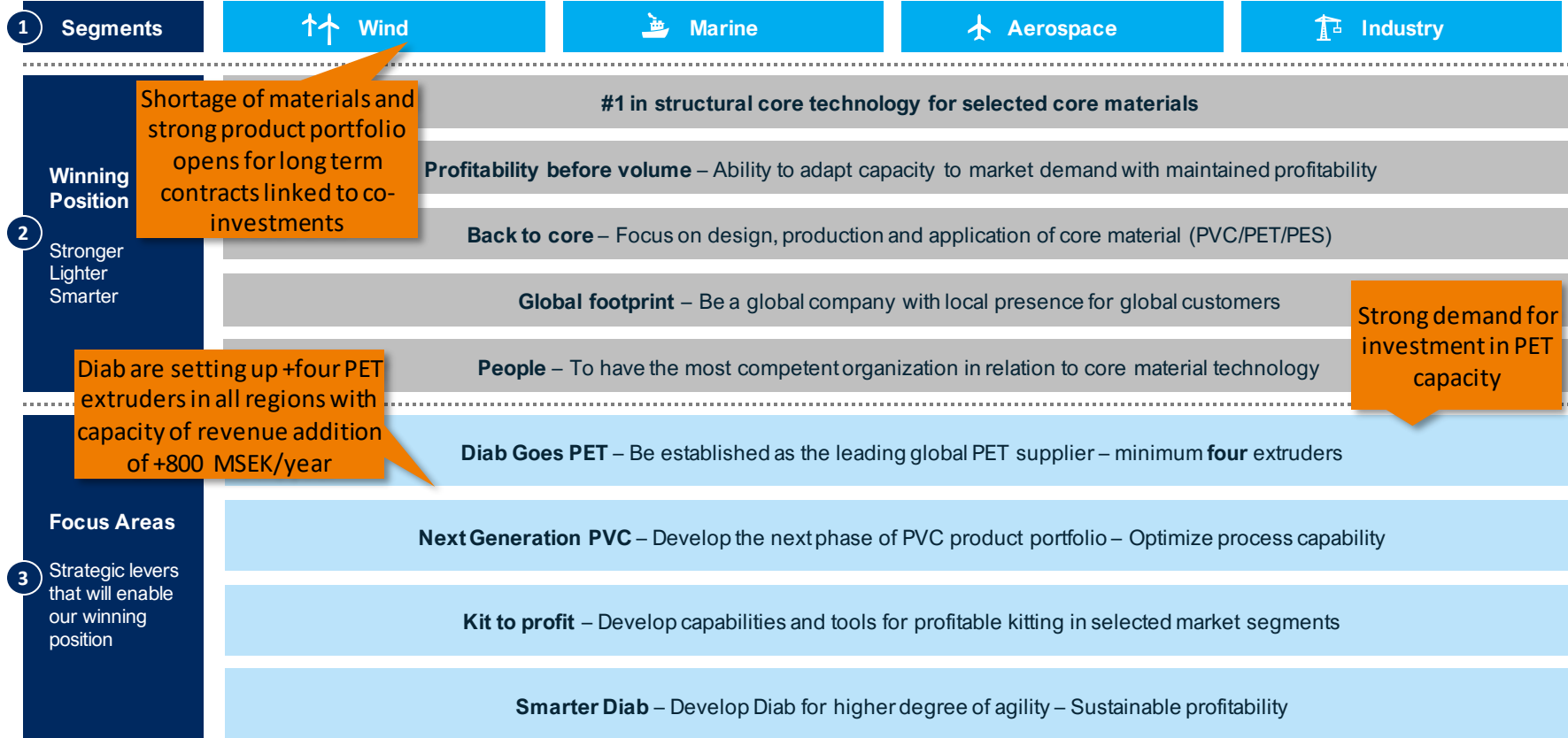


Shortage of materials and strong product portfolio opens for long term contracts linked to co-investments

Strong demand for investment in PET capacity



# Diab Strategy – Way forward



Strong demand for investment in PET capacity

## Vision

**Stronger.  
Lighter.  
Smarter.**

## Mission

**#1 in  
structural  
core  
technology**

## Targets

**Revenue**  
>2 500 MSEK

**Diab Growth > Market growth >10%**

- PVC 40%
- PET 40%
- PES 10%
- Balsa 10%

**EBITA**  
>400 MSEK

**Profitable growth**

- Target to Reach an EBITA >15%

# Q&A

