Stronger. Lighter. Smarter.

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



TOBIAS HAHN CEO Diab

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

CEO & President, Diab Group

2018-

Divisional President, Atlas Copco

2009-2018

Managing Director, ITT Industries (XYLEM) / Flygt Division (USA) 2004 – 2008

Various Management Positions XYLEM/Flygt

1990 - 2004

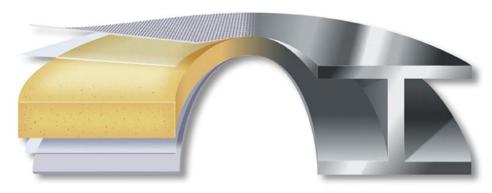
Diab







Diab in short – Core Material for Sandwich Design Diab



PVC



80%





Balsa



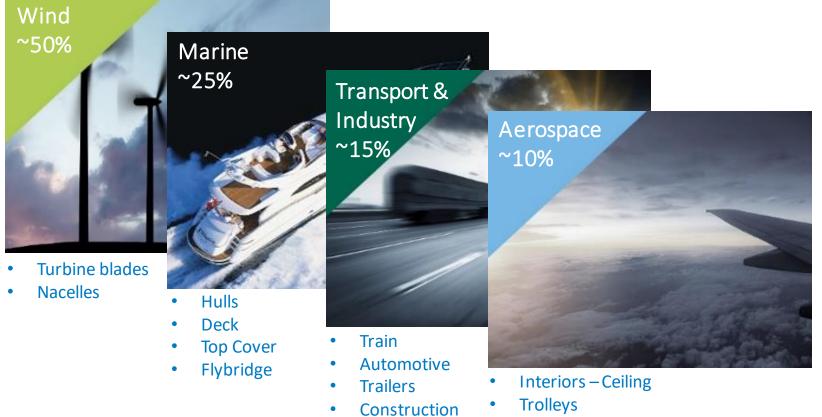
10%

Stronger - Lighter - Smarter

10%

Diab in short – Market Segments

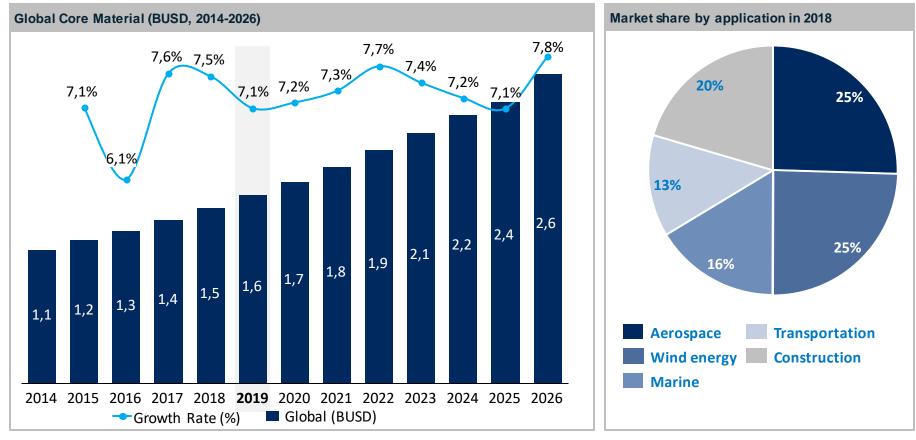




Seating

Global Core Material

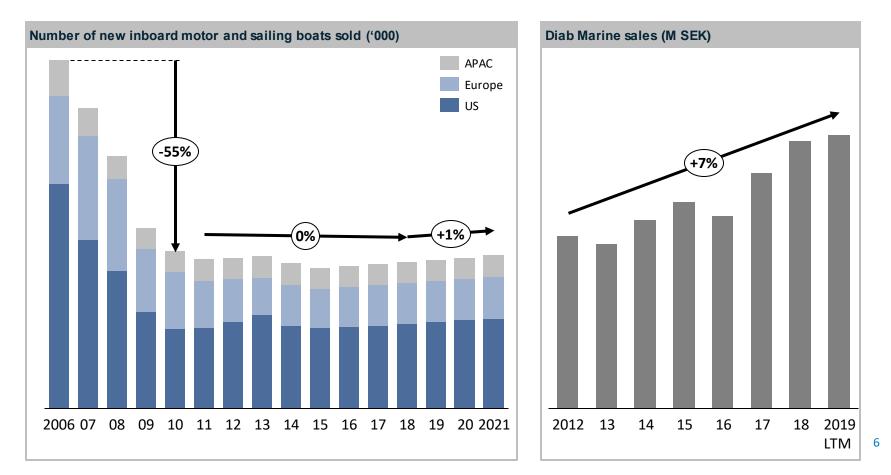




Source: Maia Research Analysis Note: Core material includes foam, balsa, honeycomb

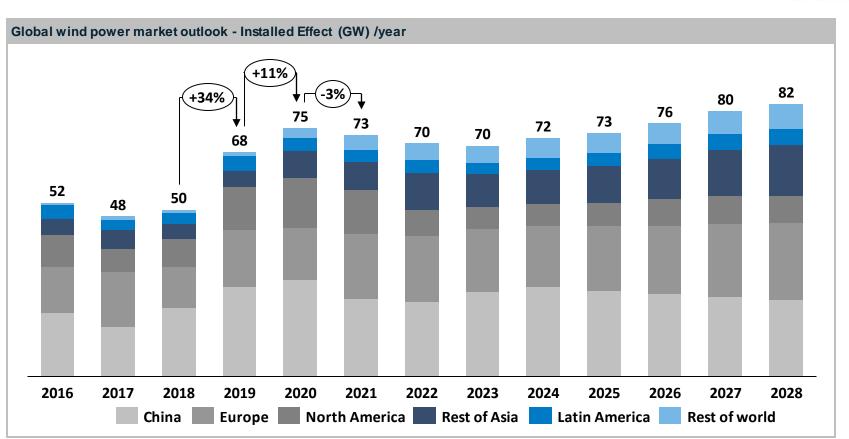
Marine market & Diab development





Global Wind Turbine Market

Diab

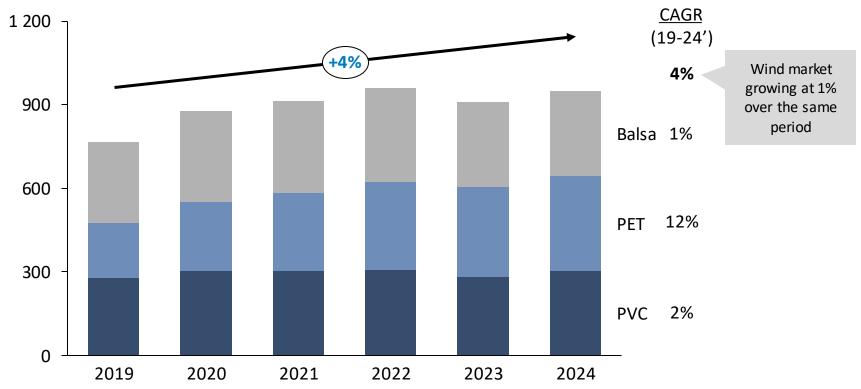


Global wind market expected to grow from 2019 level

Wind Core Material market



Wind core material market (000 M³)



Market Position Diab





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

Diab in Short – Organization & Footprint

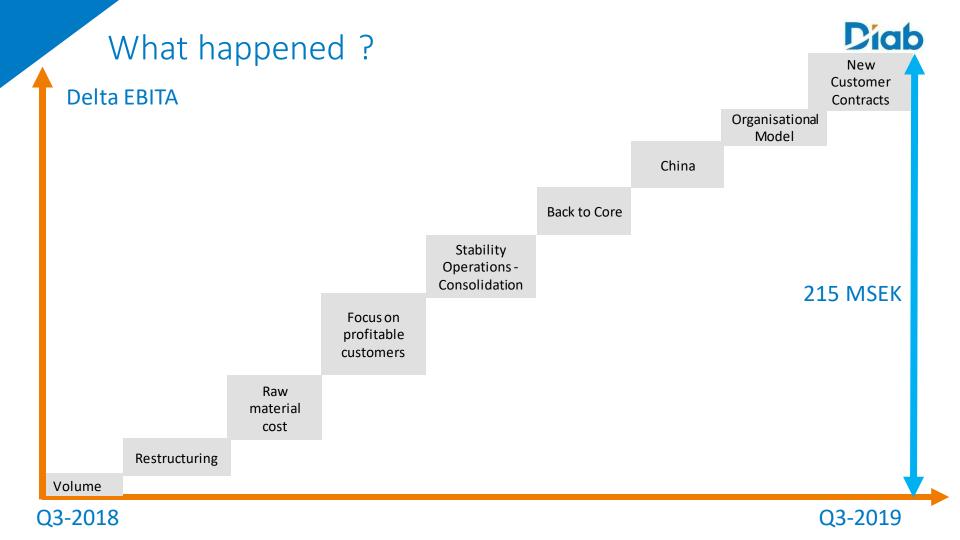
Desoto, Texas,

Guayaquil, Ecuador



- 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



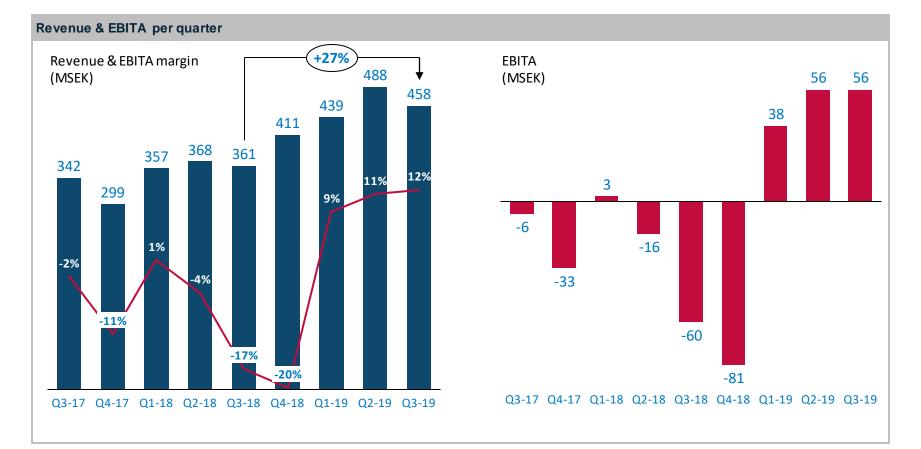


Operational model for Accountability-Speed-Profitability Diab

		Diab Executive Management team	
Sales Units (Profit Centers)		R&D, Product Management, Process Development, IT, Group HR (Cost Centers)	
	Sales South Europe	Consolidated Profit margin Production Longarone	
t	Sales America	Sales (Profit Center) Profit center margin Increase Production Laholm	
ey Accour	Sales North Europe	"baseline" profit Production Sialiaui	
Global Key Account	Sales North Asia	Operations (Cost Center) Production Zhanjiagang	
	Sales South East Asia	Production Desoto	
	Sales ME/India/Africa	Production Ecuador	

Diab have started to improve







1 Segments	个个 Wind	🖮 Marine	🛧 Aerospace	1 Industry	
	#1 in structural core technology for selected core materials				
Winning Position	Profitability be	efore volume – Ability to adapt capa	acity to market demand with maintaine	d profitability	
2 Stronger	Back to co	ore – Focus on design, production a	nd application of core material (PVC/PI	ET/PES)	
Lighter Smarter	Glob	al footprint – Be a global company	with local presence for global custome	ers	
	People –	To have the most competent organi	ization in relation to core material techr	nology	
	Diab Goes	PET – Be established as the leading	g global PET supplier – minimum four e	extruders	
Focus Areas	Next Generatio	on PVC – Develop the next phase of	PVC product portfolio – Optimize proc	ess capability	
that will enable our winning position	Kit to prof	it – Develop capabilities and tools fo	r profitable kitting in selected market s	egments	
	Sma	rter Diab – Develop Diab for higher	degree of agility – Sustainable profitabi	ility	



1) Segmer	its ↑↑ Wind	🛓 Marine	🛧 Aerospace	∱ ∃ Industry		
	contracts linked to co- investments	#1 in structural core technology for selected core materials				
Winning Position		Profitability before volume – Ability to adapt cap	pacity to market demand with maintain	ed profitability		
2) Stronger		Back to core – Focus on design, production	and application of core material (PVC/	PET/PES)		
Lighter Smarter		Global footprint – Be a global compan	y with local presence for global custon	ners		
		People – To have the most competent orga	nization in relation to core material tec	hnology		
		Diab Goes PET – Be established as the leading	ng global PET supplier – minimum four	• extruders		
Focus Ar		Next Generation PVC – Develop the next phase of PVC product portfolio – Optimize process capability				
that will ena our winning position		Kit to profit – Develop capabilities and tools	for profitable kitting in selected market	segments		
		Smarter Diab – Develop Diab for highe	er degree of agility – Sustainable profita	bility		



1) Segmen	ts [↑] ↑ Wind	🛎 Marine	🛧 Aerospace	∱ ∃ Industry		
	contracts linked to co- investments	#1 in structural core technology for selected core materials				
Winning Position		Profitability before volume – Ability to adapt capacity to market demand with maintained profitability				
2) Stronger		Back to core – Focus on design, production and application of core material (PVC/PET/PES)				
Lighter Smarter		Global footprint – Be a global company with local presence for global customers Strong demand fo				
		People – To have the most competent or	rganization in relation to core material tec	hnology capacity		
		Diab Goes PET – Be established as the lea	ading global PET supplier – minimum four	r extruders		
Focus Ar		Next Generation PVC – Develop the next phas	se of PVC product portfolio – Optimize pro	ocess capability		
that will ena our winning position		Kit to profit – Develop capabilities and too	ols for profitable kitting in selected market	segments		
		Smarter Diab – Develop Diab for hig	gher degree of agility – Sustainable profita	bility		



) Segmer	nts 1 1 Wind	📤 Marine	🛧 Aerospace	<u>∱</u> ⊒ Industry	
	Shortage of materials and strong product portfolio	#1 in structural core technology for selected core materials			
Winning Position	an an a far langt arm	Profitability before volume – Ability to adapt cap	pacity to market demand with maintain	ned profitability	
) Stronger	investments	Back to core – Focus on design, production	and application of core material (PVC	/PET/PES)	
Lighter Smarter		Global footprint – Be a global compan	y with local presence for global custor	Strong demand for	
	are setting up +four PET ders in all regions with	People – To have the most competent orga	nization in relation to core material teo	hnology capacity	
capac	ity of revenue addition If +800 MSEK/year	Diab Goes PET – Be established as the leading	ng global PET supplier – minimum fou	r extruders	
Focus Ar	N	ext Generation PVC – Develop the next phase of	of PVC product portfolio – Optimize pr	ocess capability	
that will en our winning position	able	Kit to profit – Develop capabilities and tools	for profitable kitting in selected market	segments	
		Smarter Diab – Develop Diab for highe	er degree of agility – Sustainable profita	ability	

Financial Targets – Diab Group 2022

Vision	Mission	Targets		
Stronger.	#1 in	Revenue >2 500 MSEK	Diab Growth > Market growth >10% • PVC 40% • PET 40% • PES 10% • Balsa 10%	
Lighter. Smarter.	structural core technology	EBITA >400 MSEK	Profitable growth • Target to Reach an EBITA > 15%	

Diab



