

Stronger.
Lighter.
Smarter.

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



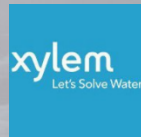
Diab

TOBIAS HAHN

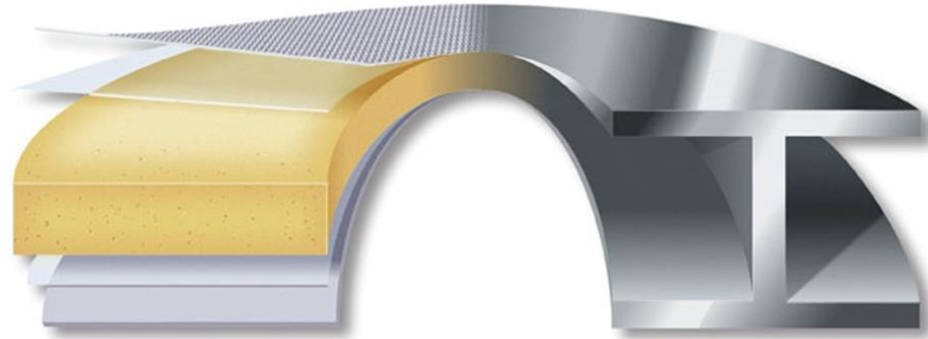
CEO Diab

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

CEO & President, 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 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%

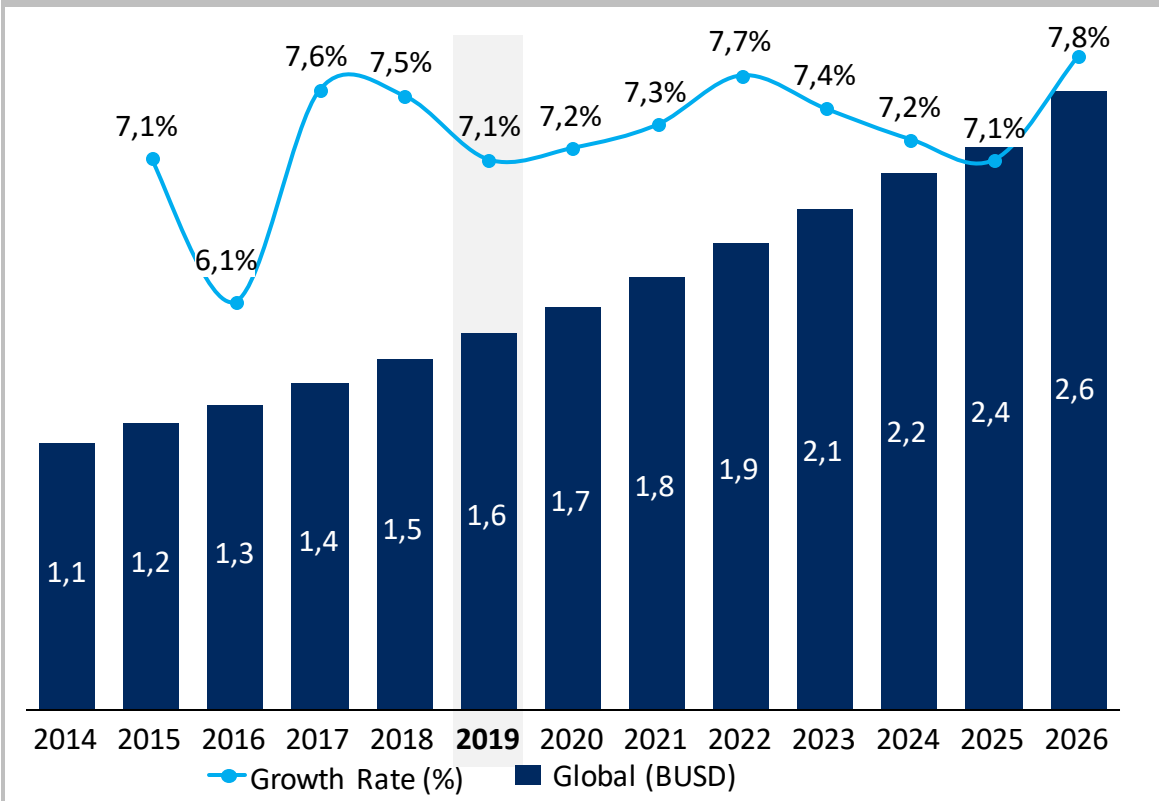


- Interiors – Ceiling
- Trolleys
- Seating

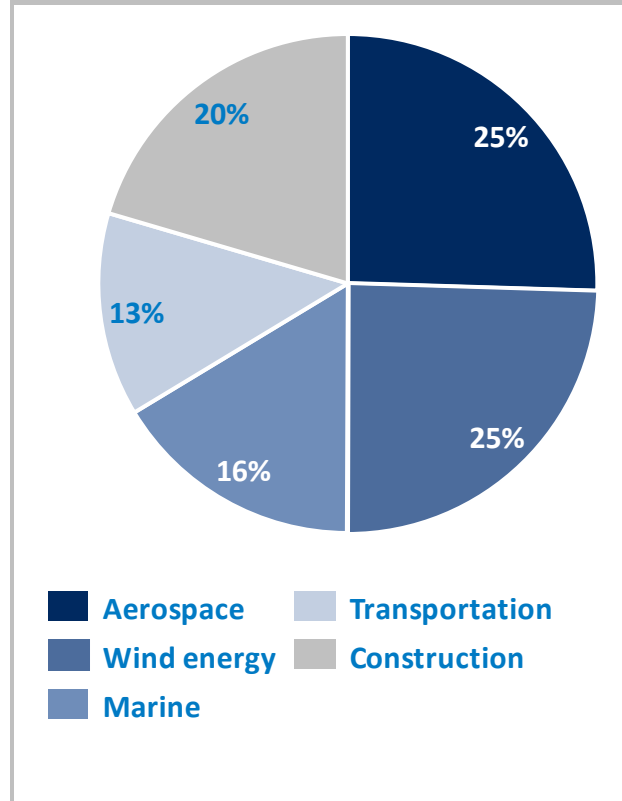
Global Core Material



Global Core Material (BUSD, 2014-2026)



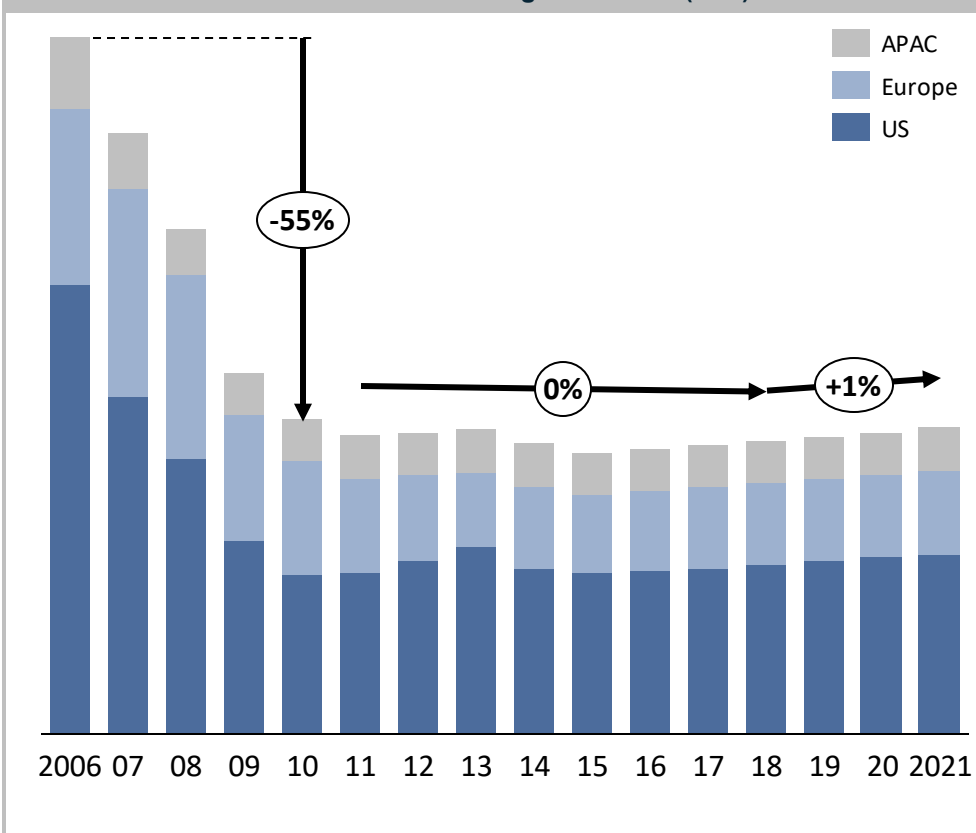
Market share by application in 2018



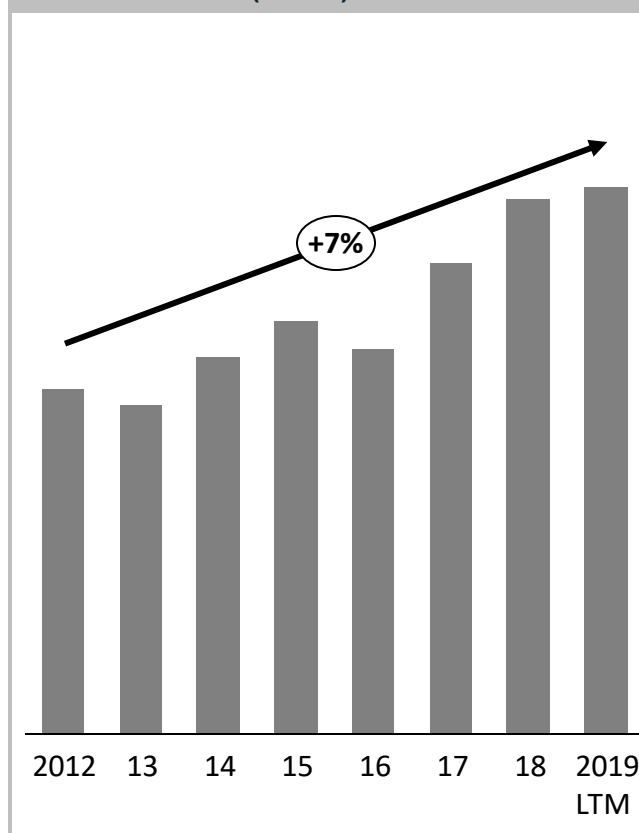
Source: Maia Research Analysis
 Note: Core material includes foam, balsa, honeycomb

Marine market & Diab development

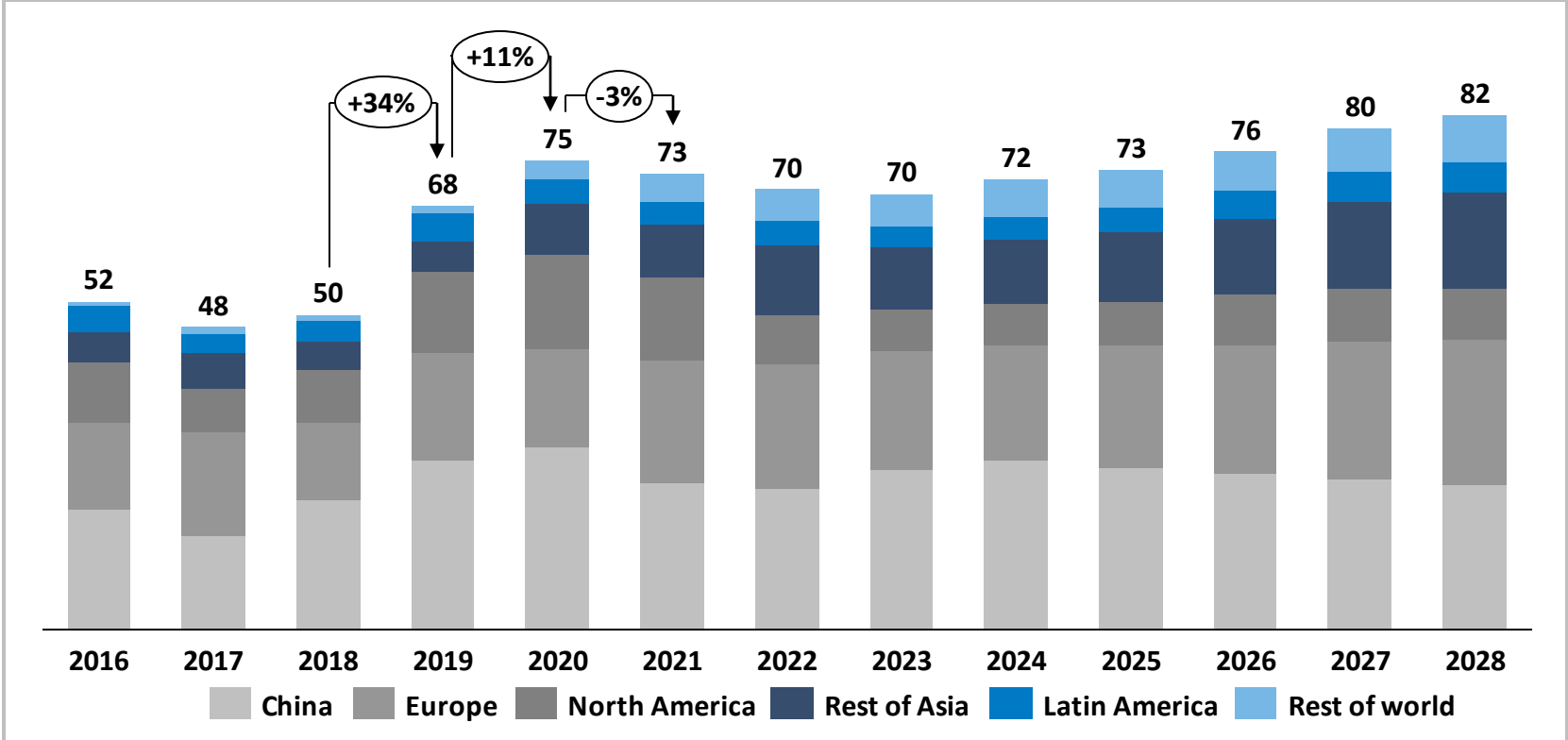
Number of new inboard motor and sailing boats sold ('000)



Diab Marine sales (M SEK)



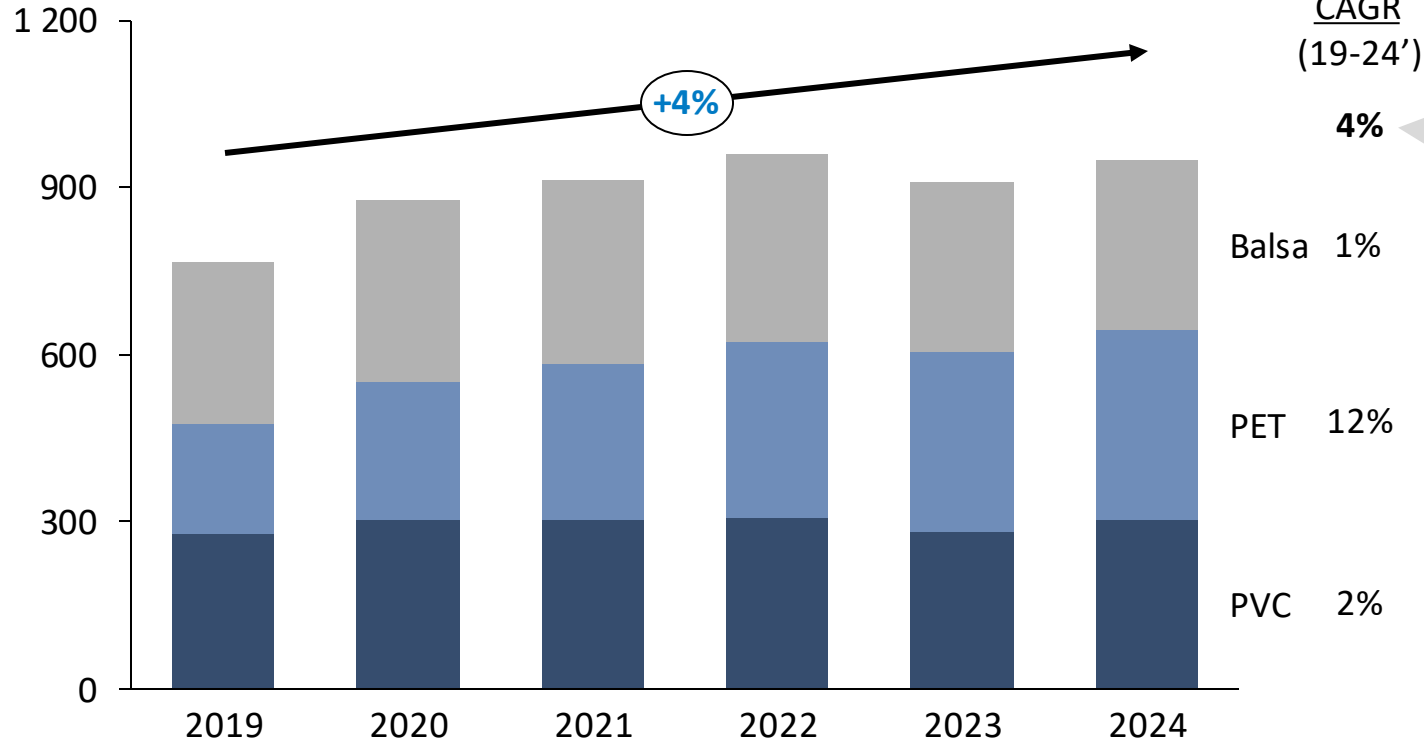
Global wind power market outlook - Installed Effect (GW) /year



Global wind market expected to grow from 2019 level

Wind Core Material market





Wind core material market (000 M³)



Wind market growing at 1% over the same period

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

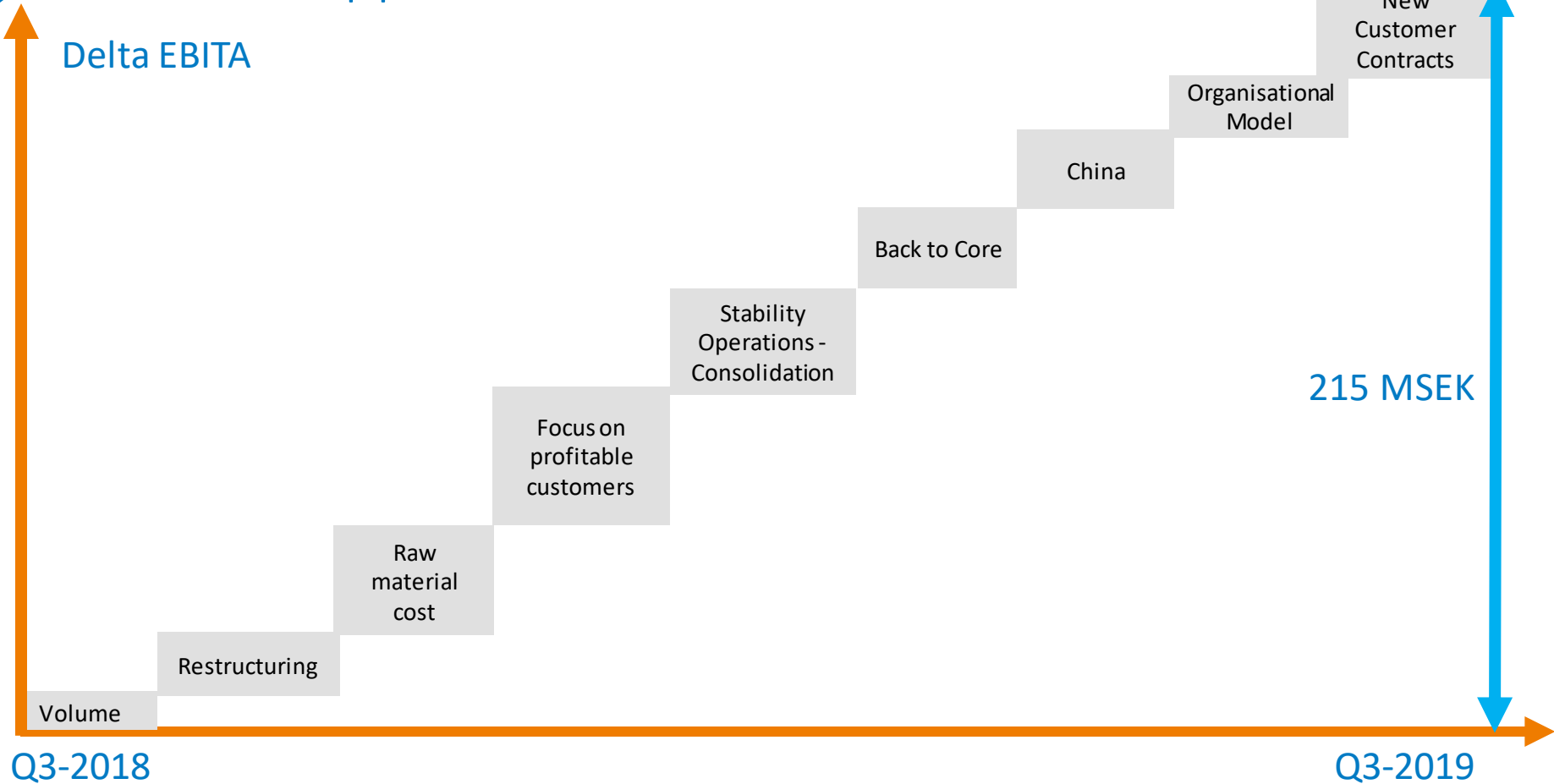


- 60 years history
- ~1,200 employees
- Headquarter in Sweden
- 6 manufacturing sites globally
- 16 fully owned sales companies
- Produce the core for a sandwich
- Providing engineering solutions



What happened ?

Delta EBITA



New Customer Contracts

Organisational Model

China

Back to Core

Stability Operations - Consolidation

Focus on profitable customers

Raw material cost

Restructuring

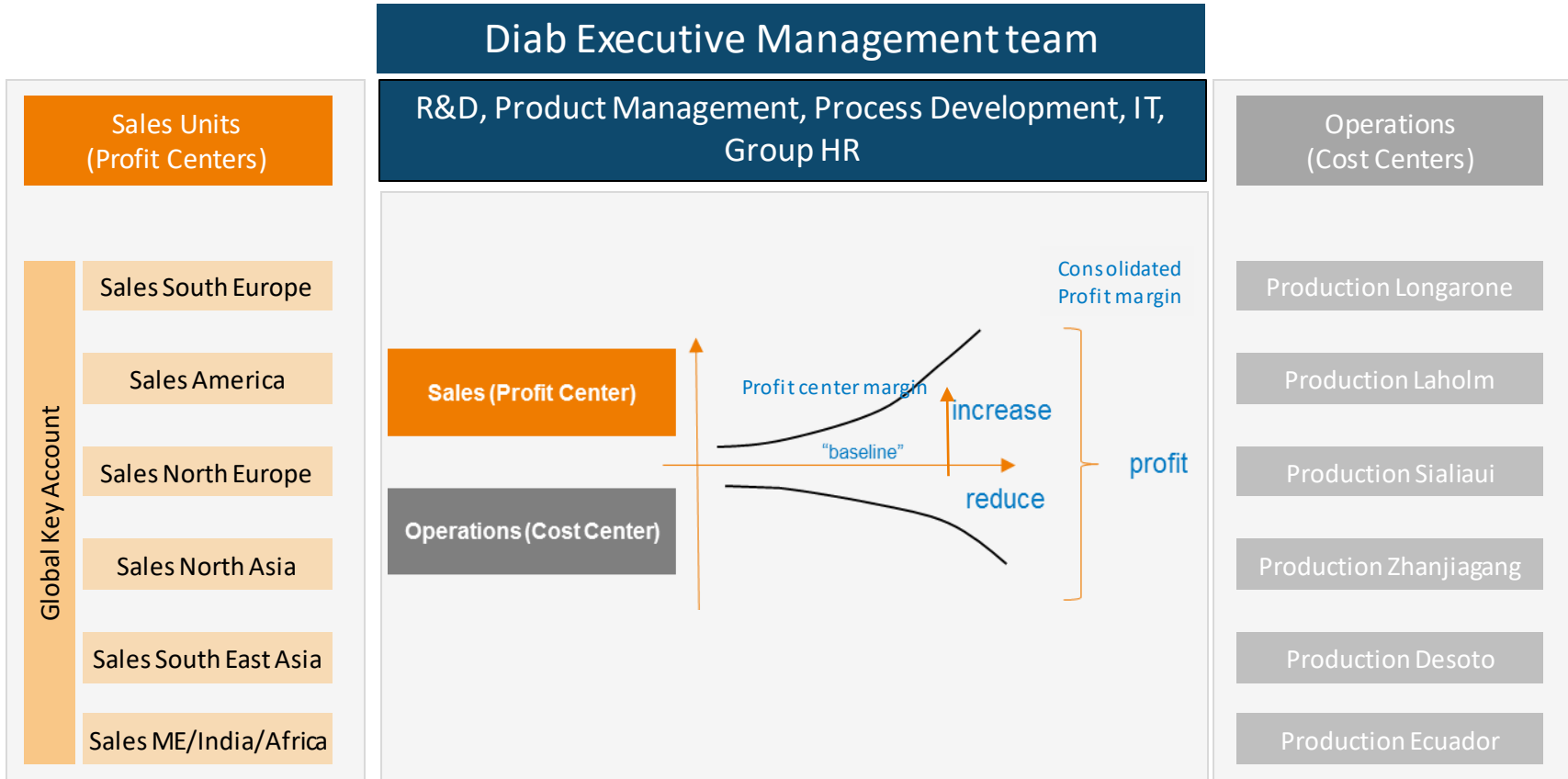
Volume

215 MSEK

Q3-2018

Q3-2019

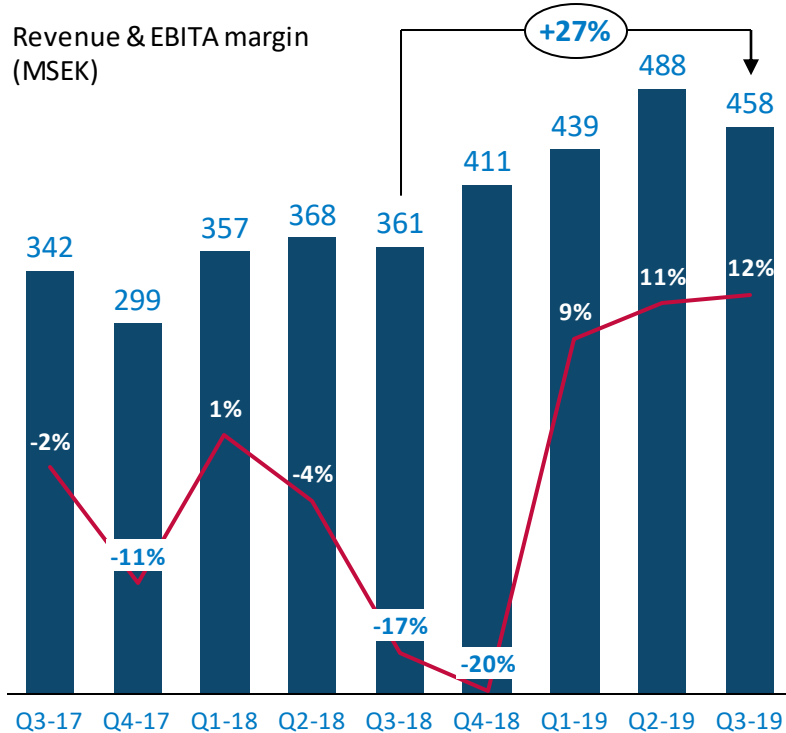
Operational model for Accountability-Speed-Profitability



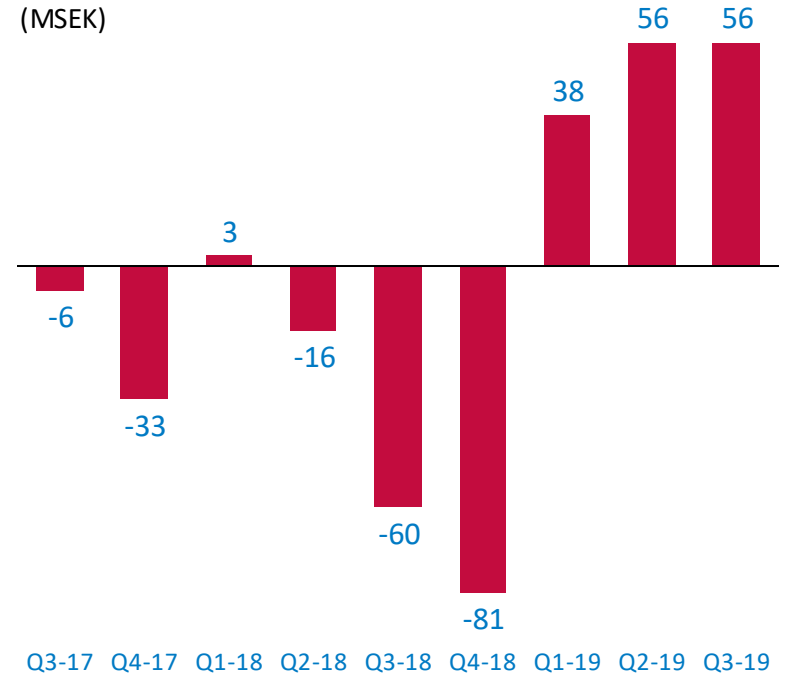
Diab have started to improve

Revenue & EBITA per quarter

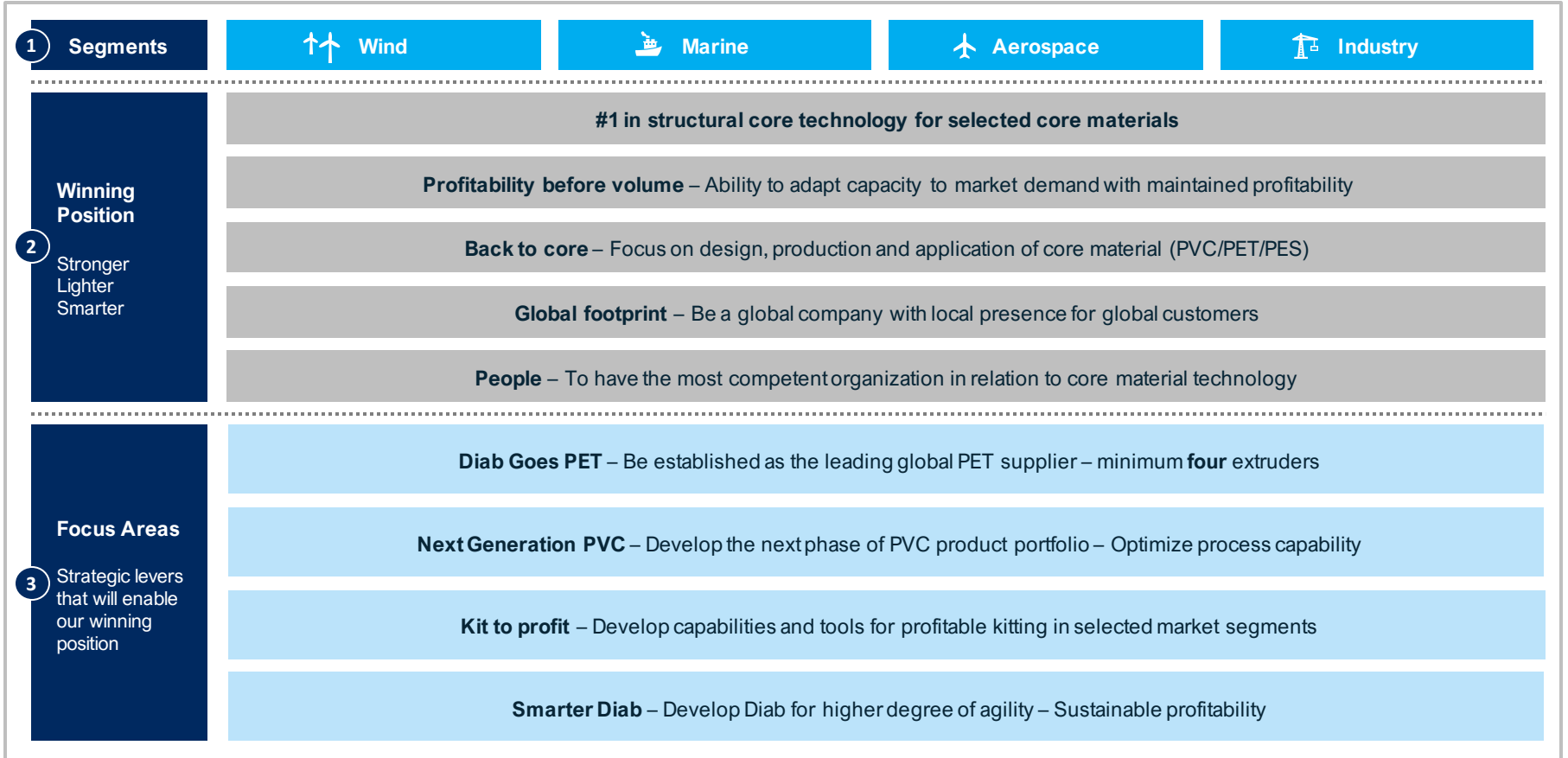
Revenue & EBITA margin
(MSEK)



EBITA
(MSEK)



Diab Strategy – Way forward



Diab Strategy – Way forward



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

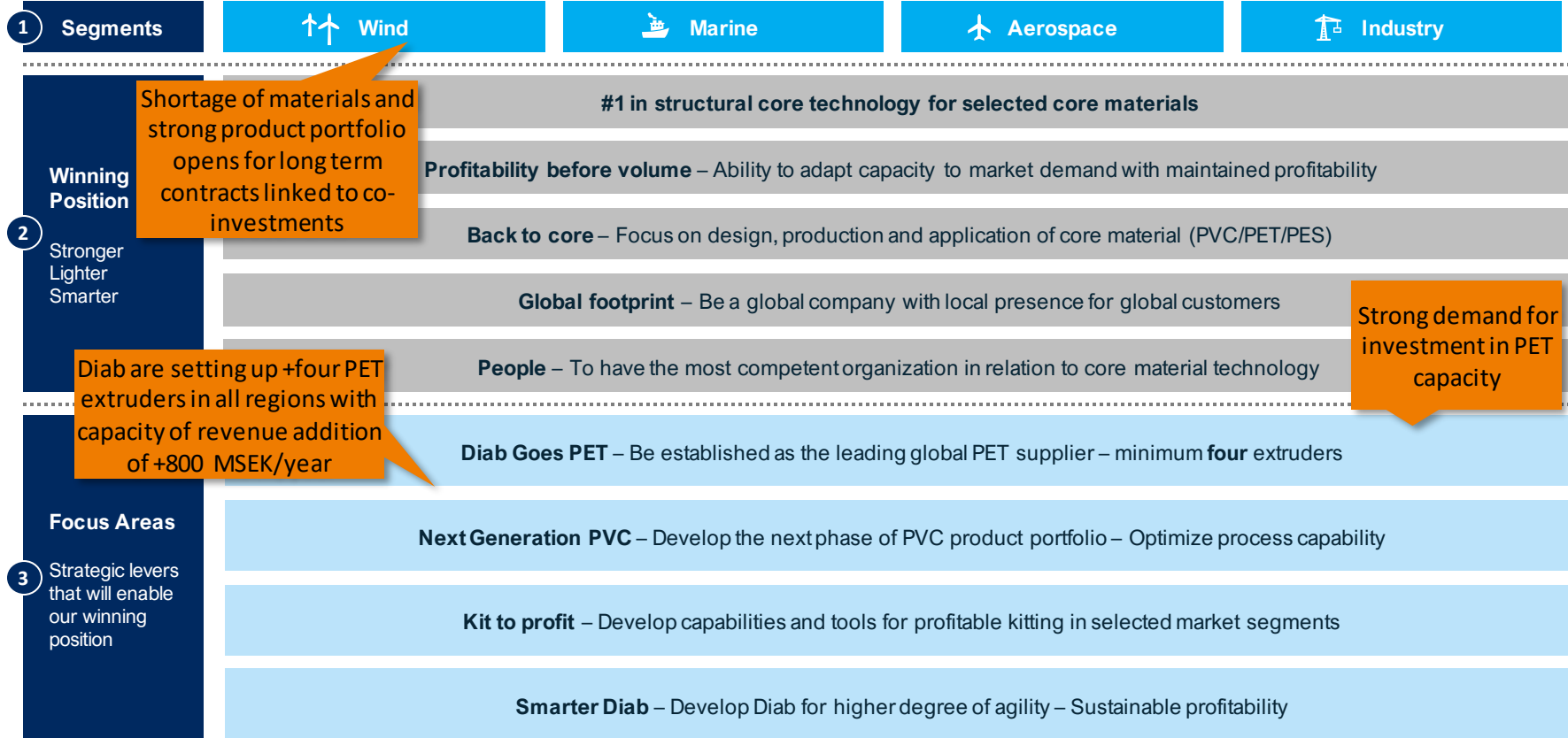
Diab Strategy – Way forward



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



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

Diab are setting up +four PET extruders in all regions with capacity of revenue addition of +800 MSEK/year

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

