



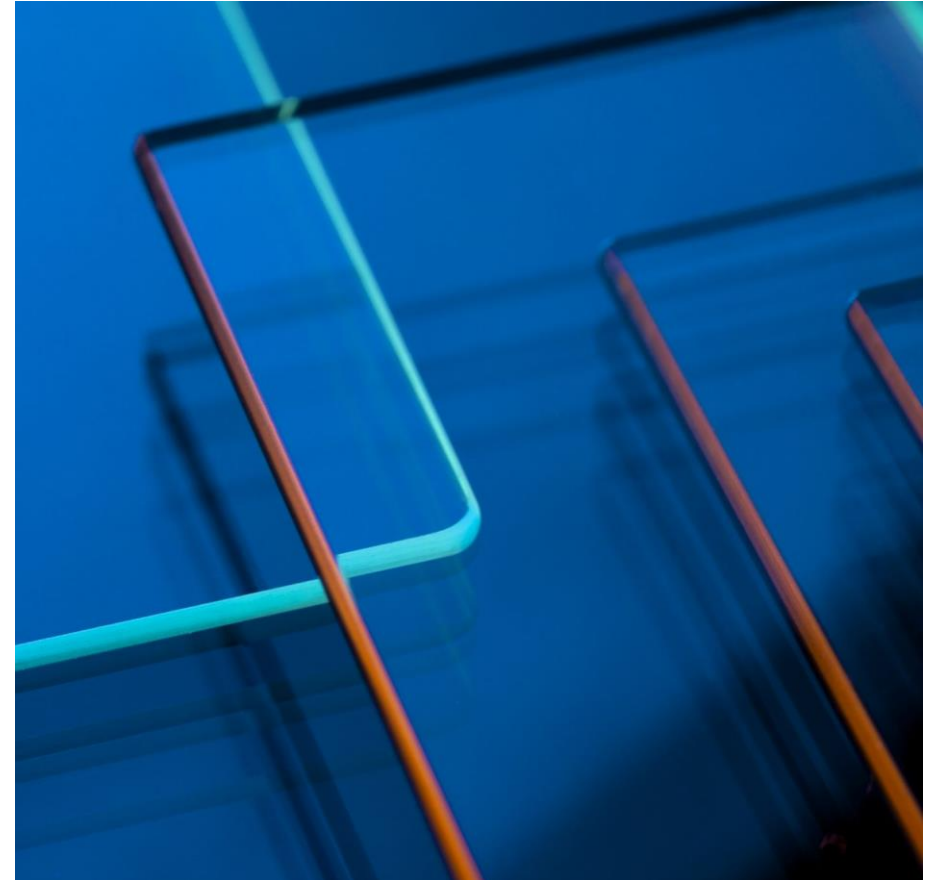
Glaston Corporation revised strategy for 2021-2025

glaston
seeing it through®

Glaston's revised strategy

- Key objectives: reaching clearly improved organic growth and profitability based on strategic initiatives and the expected market growth
- The strategy roadmap execution for 2021-2025 builds on:
 1. Glaston's business area-specific strategic initiatives
 2. Group-wide cornerstone initiatives
 3. Strong leadership
- Glaston plans to increase investment in innovation and development
- Sustainability embedded into strategic targets

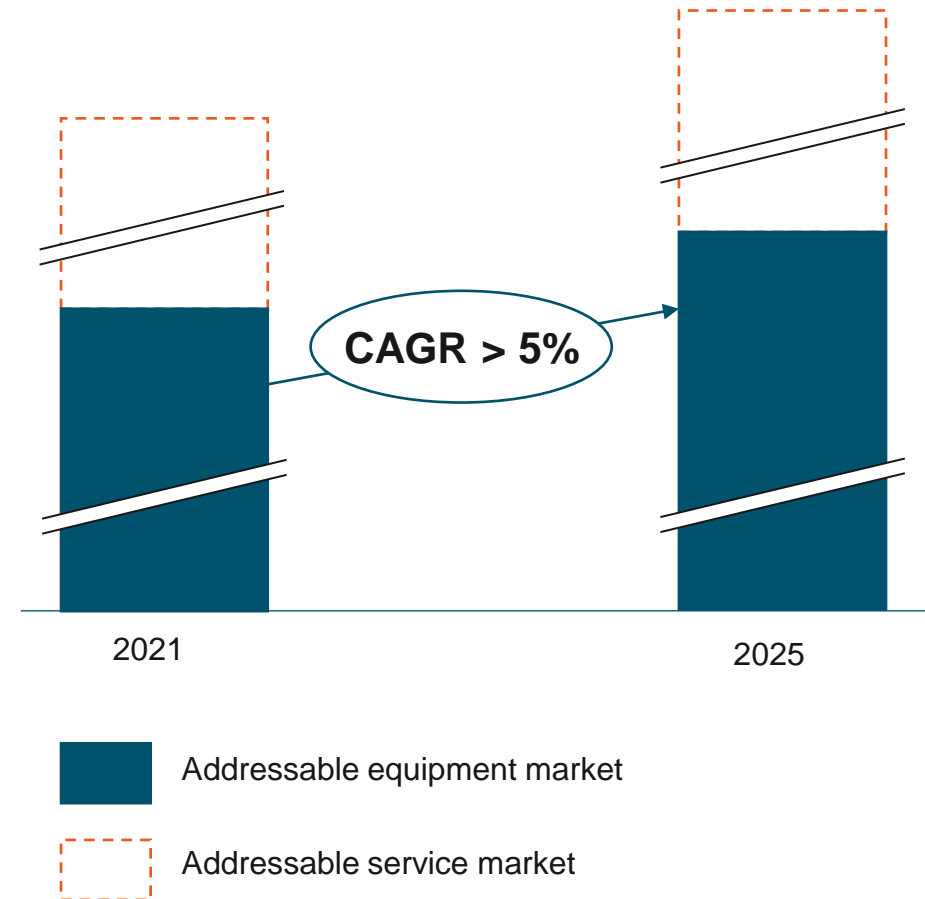
Glaston's new vision:
Lead the global glass processing industry forward
with innovative technologies and lifecycle solutions.



Addressable market growth in 2021-2025

Glaston's addressable equipment market:

- Expected to grow by more than 5 % annually, on average, during 2021-2025*
- The growth rate of the addressable equipment market exceeds that of the global flat glass market, which is expected to grow 3-4 % annually in 2021-2025**



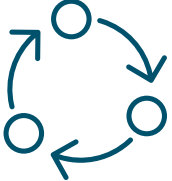
Glaston ambition by 2025

Financial Targets*



NET SALES

Annual average clearly exceeding the addressable equipment market growth



EBITA

10%



ROCE

16%

Non-financial Targets*

Net Promoter Score

> 40

Lost Time Accidents

0

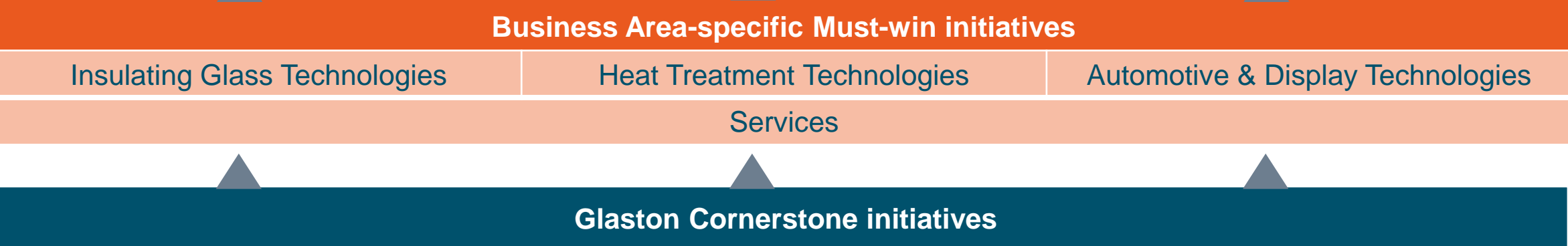
Employee Engagement

> 75

CO² Emissions

-50%

Strategic actions



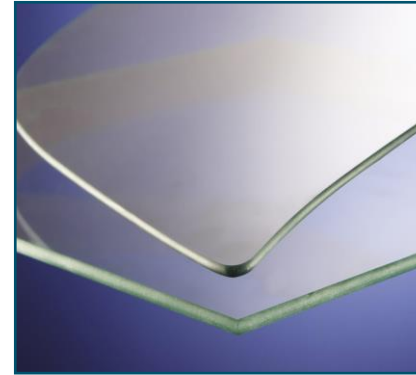
* For detailed descriptions and calculation of key ratios see [5 August 2021 Stock Exchange Release](#)

Strategic roadmap 2021-2025: Business Area-specific Must-win highlights*



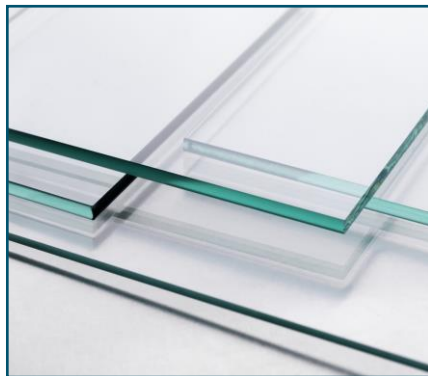
Insulating Glass Technologies

- Reduced energy consumption of buildings driving demand
- Strengthen position and broaden presence
- Capitalize on offering



Automotive & Display Technologies

- Selected applications in Display
- Commercializing broadest product portfolio in the market
- Automotive Heat Treatment products for an integrated offering



Heat Treatment Technologies

- Automated tempering lines
- Broaden the offering
- Optimize for cost efficiency and quality
- Solar opportunities



Services

- Fast and easy spare parts ordering
- Service accessibility
- Preventive maintenance and remote support concepts
- New upgrade development (esp. IG)
- New service models

Strategic roadmap 2021-2025: Glaston Cornerstones initiatives enabling business growth

1. Innovate with customers to win
2. Lead digital transformation
3. Empower Glastonians to thrive
4. Elevate sustainability & continuous improvement
5. Master global sourcing & manufacturing

