



Glaston Corporation Capital Markets Day 2021

CMD 2021

26 August 2021

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seeing it through®



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- Glaston today
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- Glaston at a glance

Introducing Glaston Executive Management Group



Anders Dahlblom
President and CEO



Hannele Anonen
SVP, People and Culture



Päivi Lindqvist
CFO



Sasu Koivumäki
CSO and Deputy CEO



Artturi Mäki
SVP, Services



Robert Prange
SVP, Automotive and Display
Technologies



Taina Tirkkonen
Legal Counsel
(mat.leave)



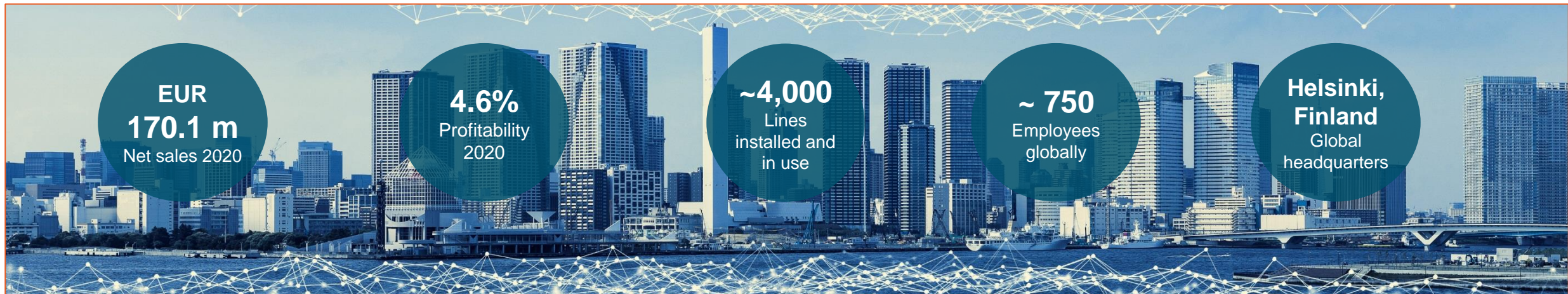
Dietmar Walz
SVP, Insulating Glass
Technologies



Miika Äppelqvist
SVP, Heat Treatment
Technologies

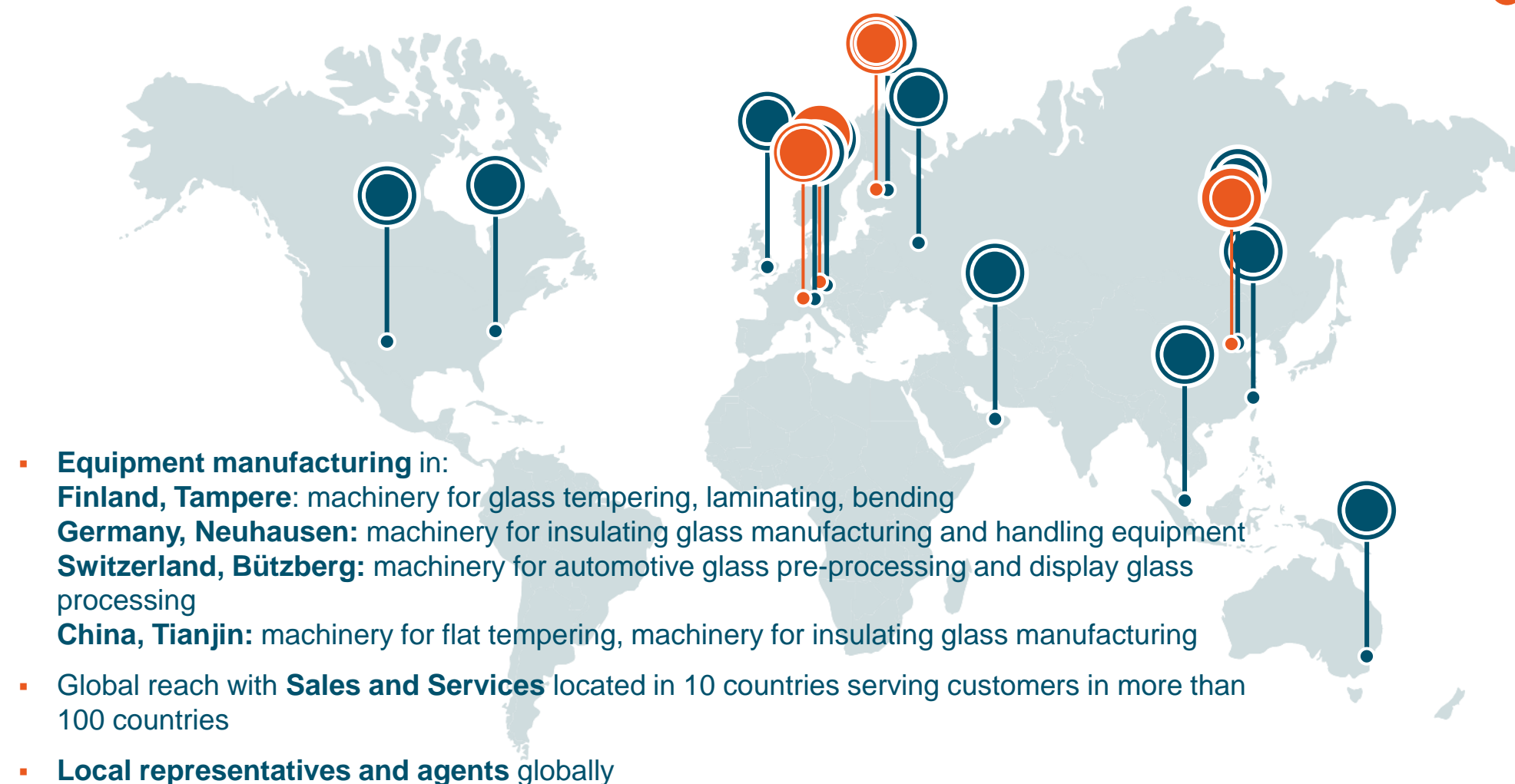
'New Glaston' is the leading company in the glass processing equipment industry

- We are a leading provider of **glass processing technologies and services**, responding globally to glass processing requirements within the **architectural, automotive, solar energy** equipment and **display** industries
- In addition to glass processing machinery and services, our innovation development includes **emerging technology related solutions** consisting of e.g. smart glass.
- Our operations are divided into three business areas: **Heat Treatment Technologies, Insulating Glass Technologies** and **Automotive & Display Technologies**
- We provide our customers with solutions based on leading know-how and latest technologies in glass processing



Global Presence

- Services Centers
- Manufacturing



Glaston's customer segments



Architecture

Residential & commercial
New builds & renovation
Exterior & interior



Automotive

Exterior glazing (e.g.,
windshield, sunroof)
Light vehicles (OEM),
replacement glass (ARG),
buses, trucks & other
specialty vehicles



Display

Automotive interior
displays, display glass
for new applications
(e.g., hurricane-proof
windows,
electrochromic devices)



Solar

Solar panels for power
production

Customer Benefits



High Quality with Glaston Technology

Oodi Library Helsinki

glaston



High Quality with Glaston Technology

Burj Khalifa Dubai

glaston



High Quality with Glaston Technology

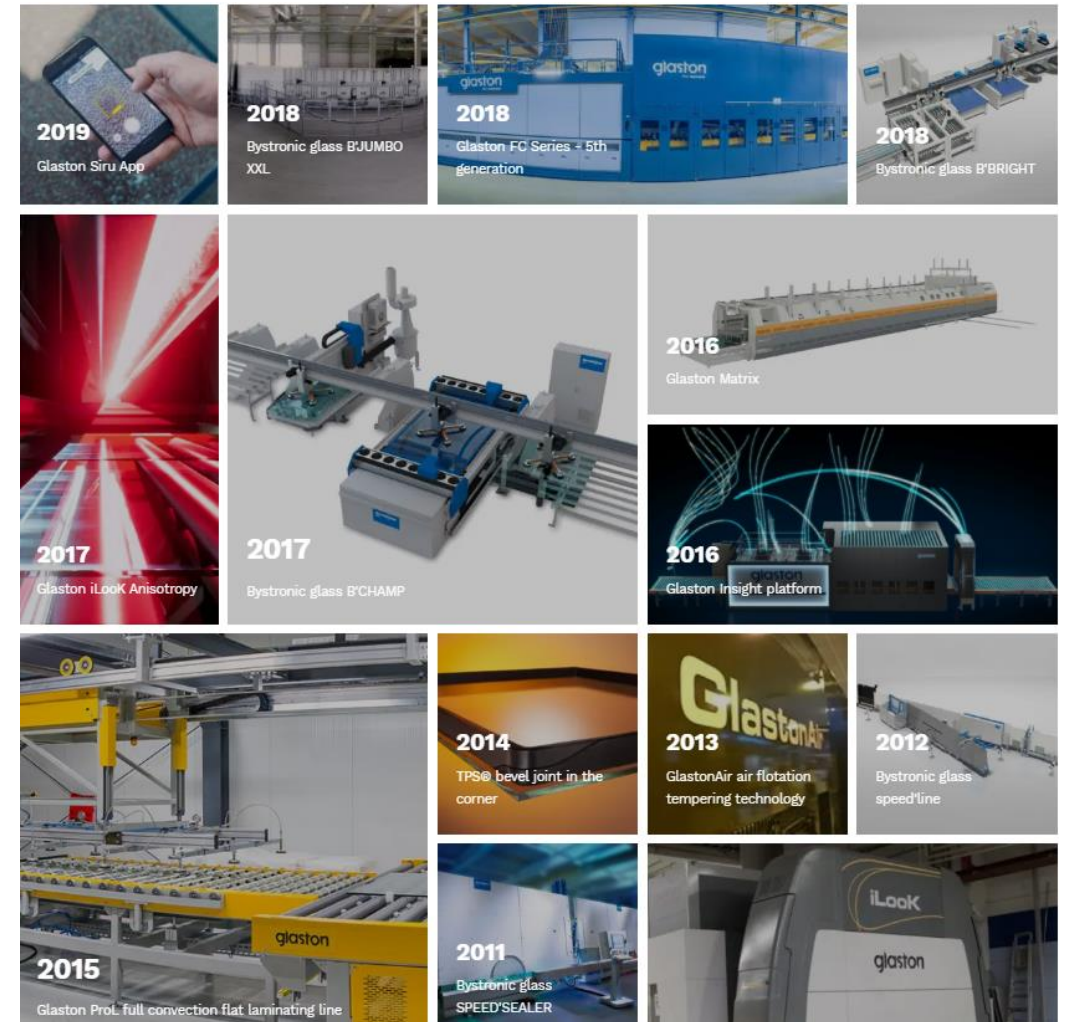
ICE Train and BMW i3

glaston



Technologies & Innovations

- Our success is built on **continuous** technology innovations
- Strong focus on market driving R&D activities in close **cooperation with customers**
- Our patent portfolio is largest in the industry and includes **257** patents in **50** patent families. Several new applications currently in progress.
- As the demand for more **energy-efficient and environmentally sustainable** glass solutions is growing strongly, Glaston continues to develop its product portfolio to meet this demand
- R&D expenditure EUR 5.8 million in 2020 (**3,4 %** of net sales)





Glaston Corporation revised strategy for 2021–2025

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Our Purpose

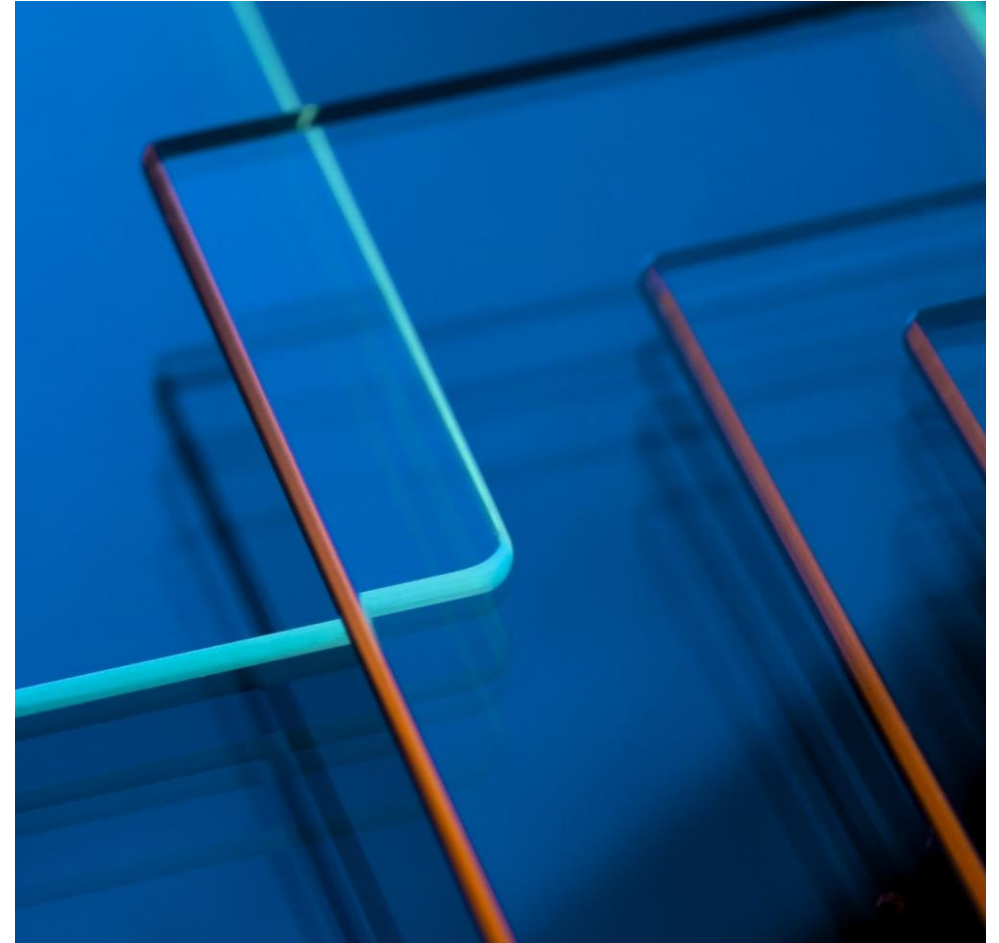
**BUILDING A BETTER
TOMORROW THROUGH
SAFER, SMARTER,
MORE ENERGY
EFFICIENT GLASS
SOLUTIONS**



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.



Megatrends accelerating Glaston's business

**Urbanization &
rise of megacities**



**Climate change &
resource scarcity**



**New economical &
political reality**



**Embedded
technology**



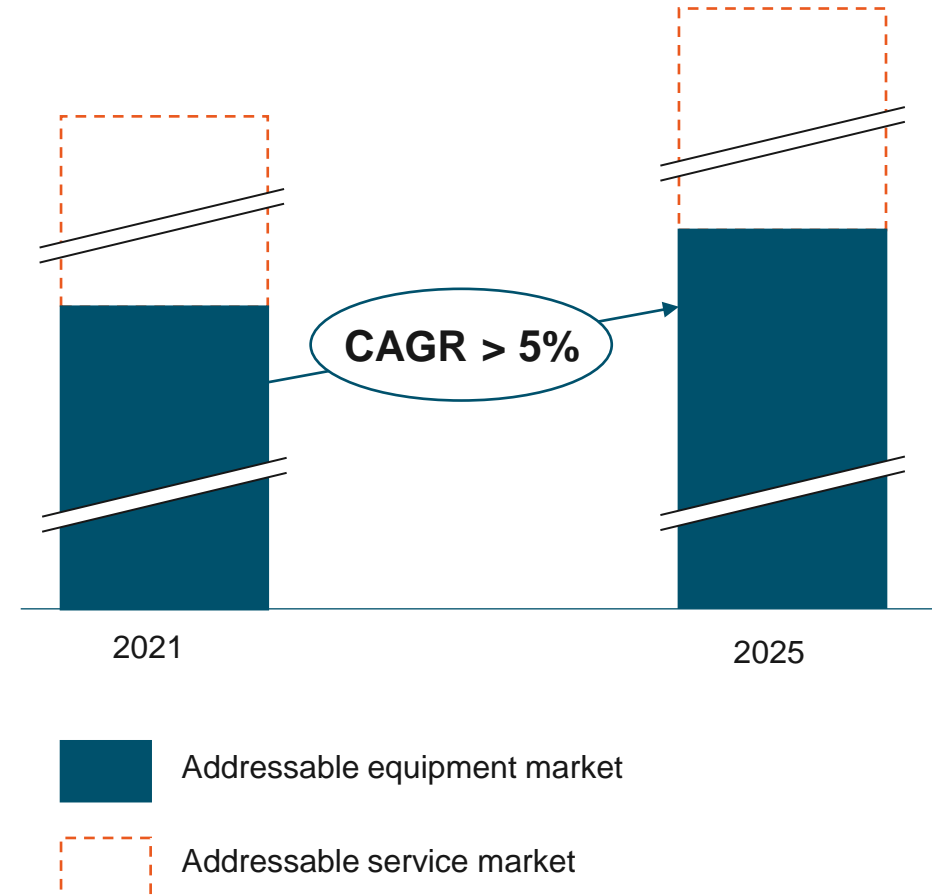
**Social
sustainability**



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**



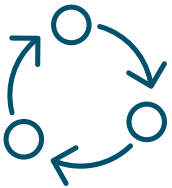
Glaston ambition by 2025

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

Business Area-specific Must-win initiatives

Insulating Glass Technologies

Heat Treatment Technologies

Automotive & Display Technologies

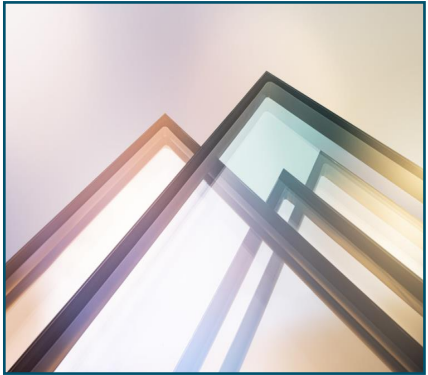
Services

Glaston Cornerstone initiatives

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

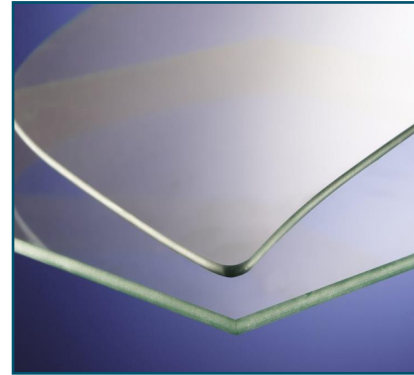
Strategic roadmap 2021-2025:

Business Area-specific Must-win highlights*



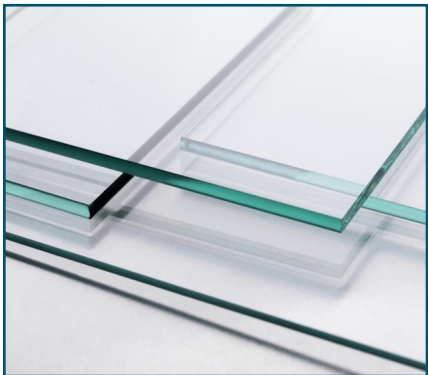
Insulating Glass Technologies

- 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

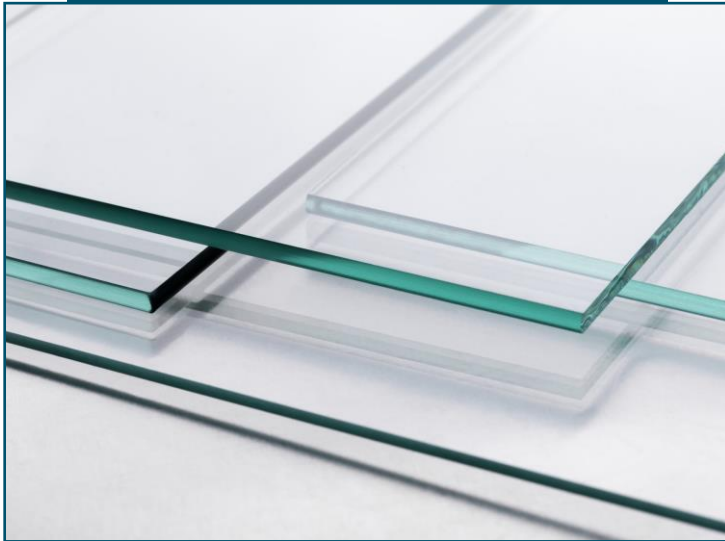
Strategic roadmap 2021-2025: Glaston Cornerstones initiatives enabling business growth

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



Glaston Segments used in reporting remain the same

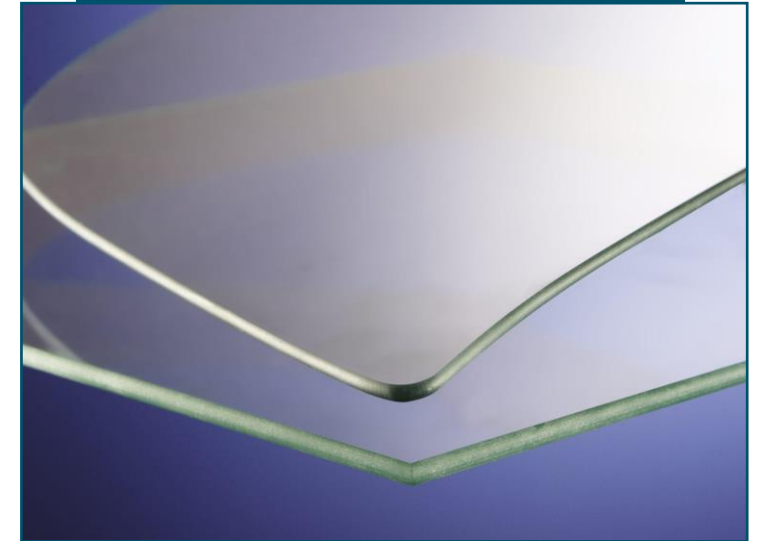
Heat Treatment



Insulating Glass



Automotive & Display



Our vision is to lead the global glass processing industry forward with innovative technologies and lifecycle solutions



MEGATRENDS ACCELERATING OUR BUSINESS

Climate change & resource scarcity
Urbanization
Changing economical & political landscape
Embedded technology
Social sustainability

GLASTON'S PURPOSE

Building a better tomorrow
through safer, smarter, and
more energy-efficient
glass solutions

CORE TECHNOLOGIES FOR

Heat Treatment
Insulating Glass
Automotive & Display

CORNERSTONES

| | | |
|---|---------------------------------------|------------------------|
| Innovate with customers | Lead digital transformation | Empower Glastonians |
| Sustainability & continuous improvement | Global sourcing & manufacturing | |

VALUES

We are committed to our customers

We learn from each other

We share the passion for glass

Together we build the future



> www.glaston.net

Thank you!

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