



# Strategy update

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With you today



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# Impact Coatings has strong fundamentals

A large industrial PVD coating chamber with a central rotating stage and multiple orange robotic arms. The chamber is white and blue, with a central rotating stage. The background shows a factory floor with other equipment.

- Competent team
- Leading PVD technology
- Cutting-edge fuel cell product
- Progress on commercial and industrial practices

# Our ambition is to become a mid-cap listed industrial company

**Niche R&D  
focused company**

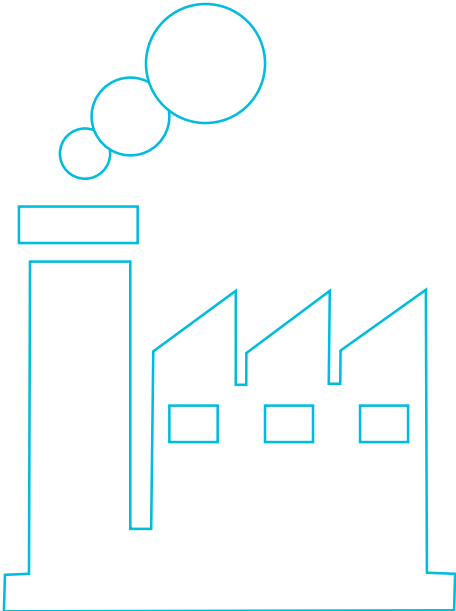
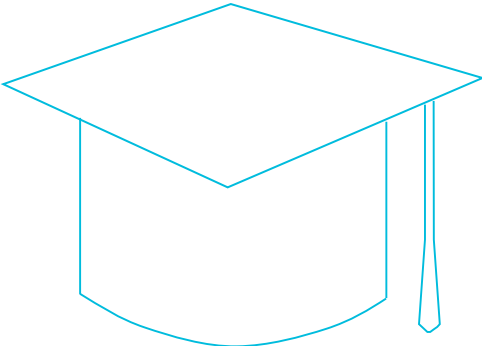
**Mid-cap industrial  
company**

**Commercial discipline**




**Continued technical leadership**

**Structured go-to-market processes**

**World class manufacturing and quality**

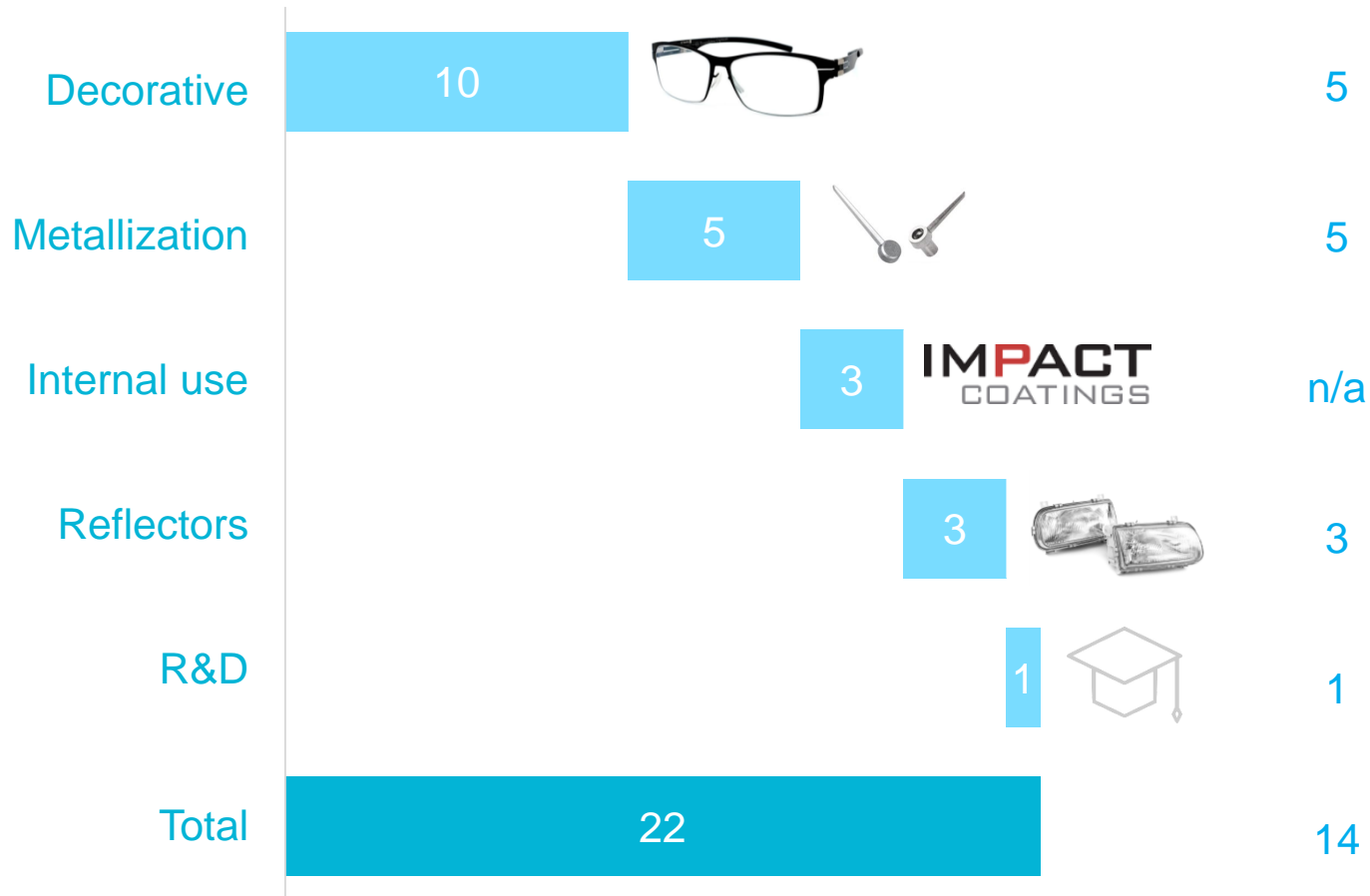


# We aim to lead niches in Decorative, Metallization and Reflectors (DMR)

Product	Current situation	Next steps
 <p>Decorative for consumer products</p>	<ul style="list-style-type: none"><li>We offer customers a <b>versatile machine with unique coatings</b></li></ul>	<ul style="list-style-type: none"><li><b>Drive awareness</b> among high-end eyewear and watchmakers</li></ul> <p><b>Best track record</b> <b>Highest willingness to pay</b> <b>Most benefits from differentiation</b></p>
 <p>Metallization of automotive parts</p>	<ul style="list-style-type: none"><li><b>We support a wide range of applications</b> with cost-efficient PVD systems for plastic parts</li></ul>	<ul style="list-style-type: none"><li>Focus on <b>existing customers and products, take on select development project</b> with large-scale automotive suppliers</li></ul>
 <p>Automotive reflectors</p>	<ul style="list-style-type: none"><li>We have an innovative <b>reflector coating system that produces superior quality products</b></li></ul>	<ul style="list-style-type: none"><li><b>Increase the capacity of our machine</b> to earn premium pricing</li></ul>

# We have built a solid customer base in DMR

Installed base by end use, # Machines



# Customers

Sample customers

ic! berlin

europcoating

VARIOPLAST®

信邦控股有限公司  
Xin Point Holdings Limited

MICHELIN (Contract manufacturing)

Mehanizmi  
Iskra Mehanizmi, d.o.o.

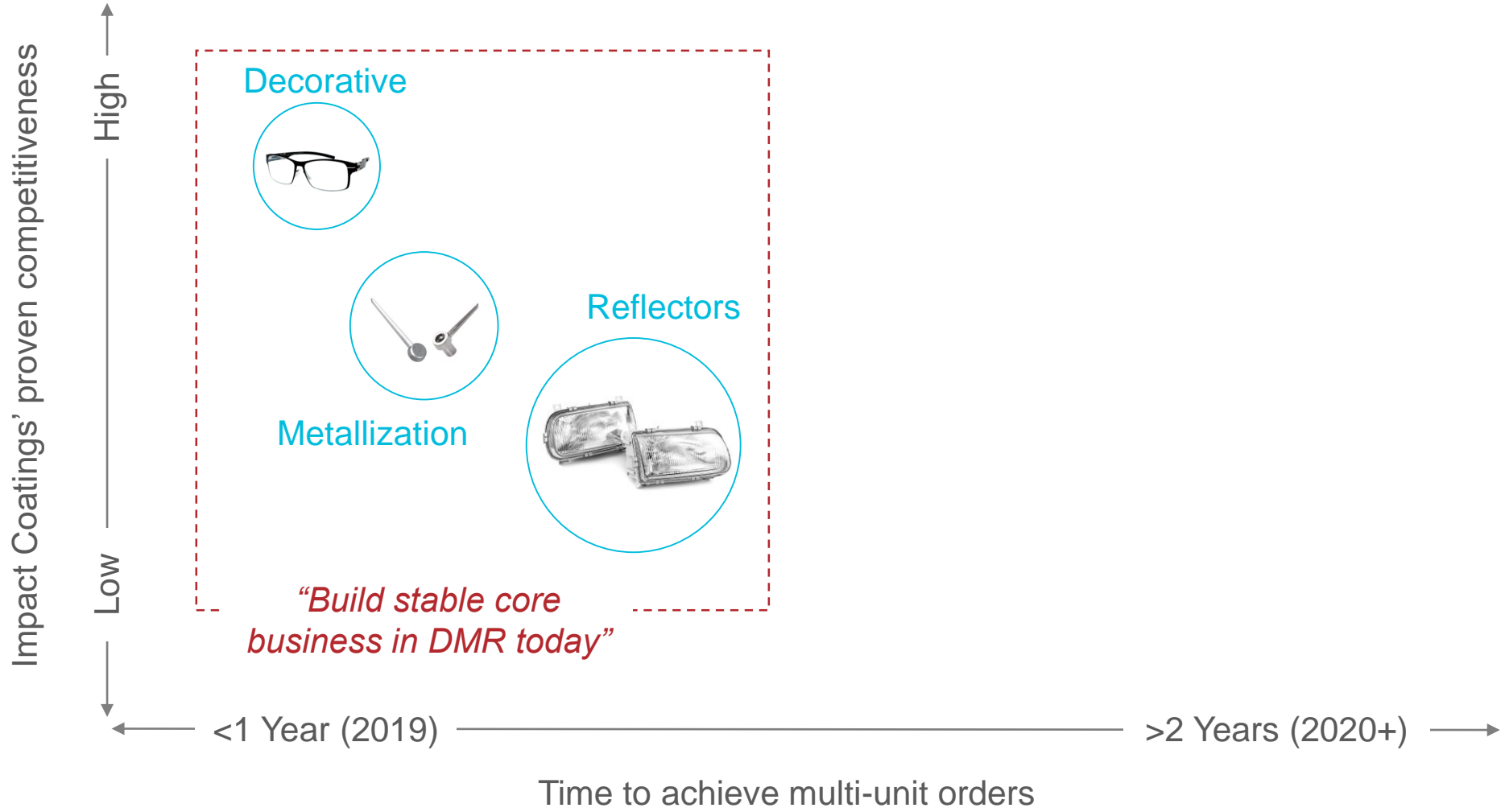
IV Group

Fraunhofer

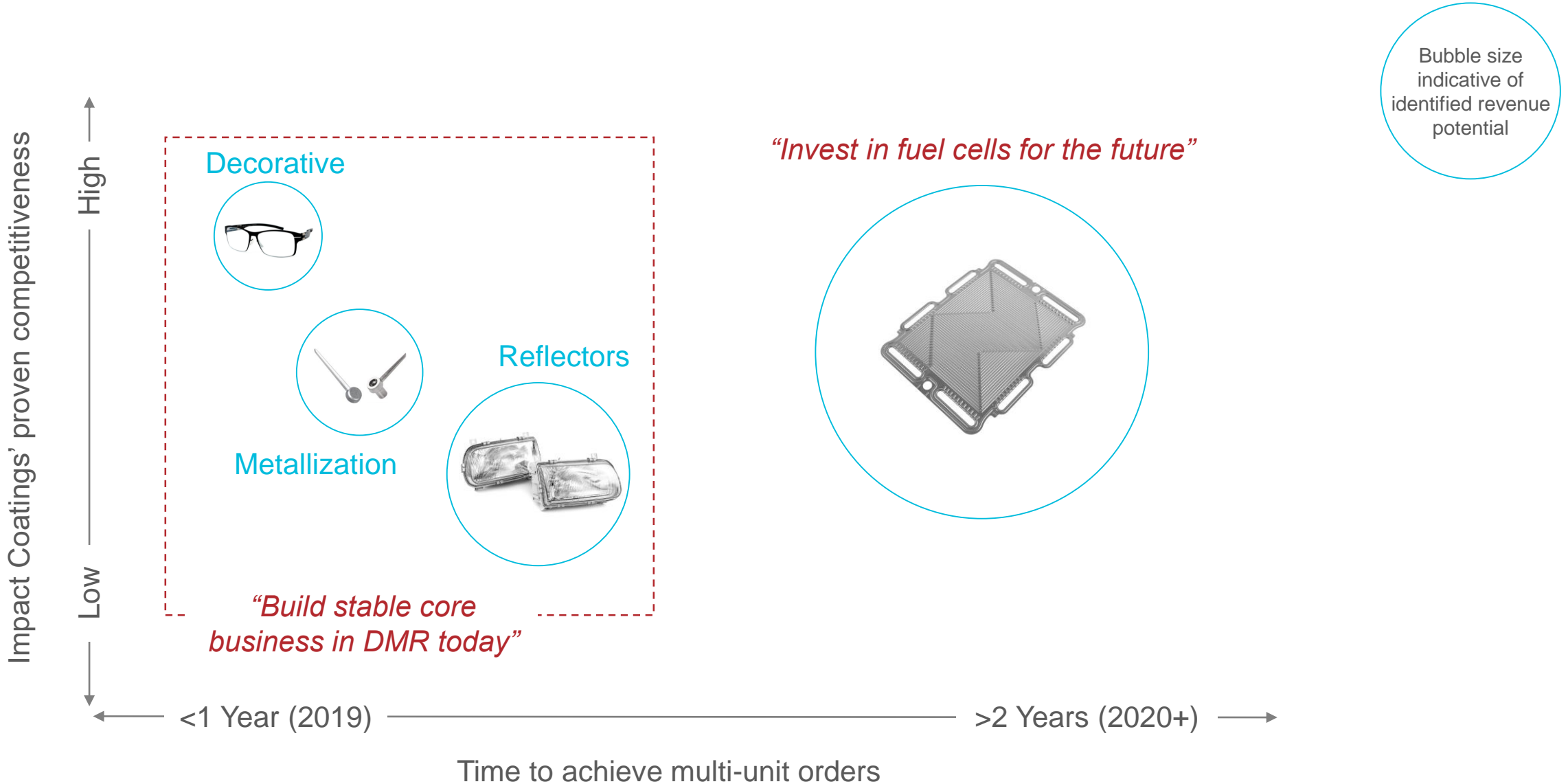
We have **close relationships and preferred supplier status** with many of our customers

# DMR is key to building a profitable core business today

Bubble size  
indicative of  
identified revenue  
potential

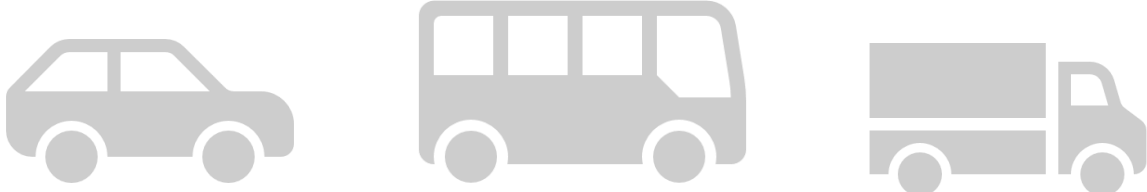



# Fuel cells (FC) offer large potential upside in the medium term



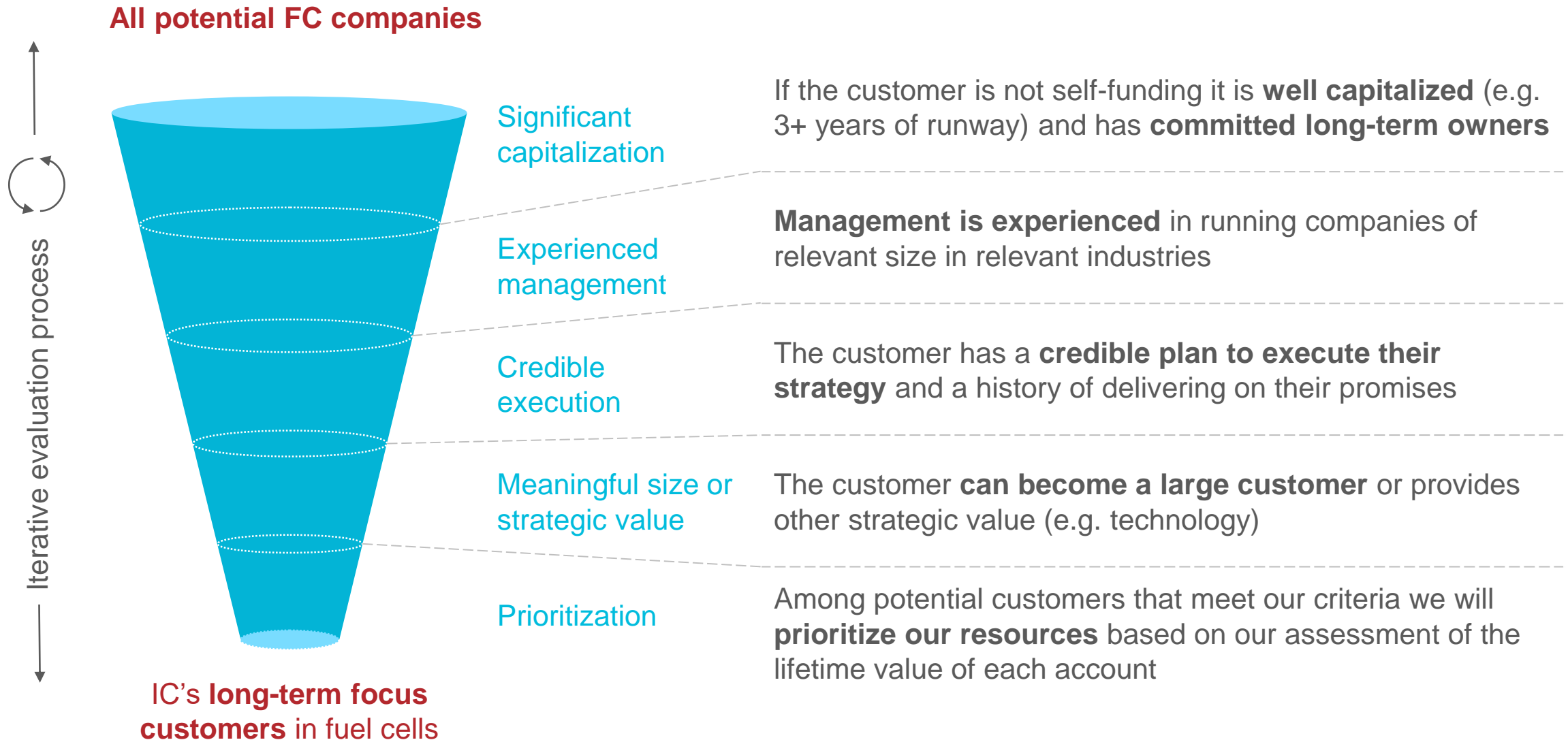


# The FC segment will focus on industry leaders: OEM's, industrials and select mature innovators

Group	#Accounts in portfolio	Example applications
<b>Key automotive OEMs, T1-2's and other industrials</b>	~5	 <p>Cars      Buses      Trucks</p>
<b>Mature innovators with a proprietary technological edge</b>	~5	 <p>Automotive      Forklifts      Backup power</p>
<b>De-prioritized startups, subsidy-driven customers &amp; sub-scale industrials</b>	0	<p>Bus/ truck startups without product volume</p> <p>Startups in applications with relatively low potential FC volume (phone chargers, consumer drones etc.)</p>

Impact Coatings' fuel cell customer portfolio

# We will be rigorous in prioritizing which mature innovators we work with



# We will focus on selling close to home, but also develop strategic customers in foreign markets

## “Close to home”

**Lower cost to sell and serve** because of geographic proximity and standardized business practices

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**Established well-functioning IC organization,** efficient travel

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**Standardized selling/ buying process** and commercial practices

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We will focus on selling close to home



## “Foreign markets”

**Higher cost to sell and serve** because of physical distance

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**More challenging to organize** technical support, installations and customer service

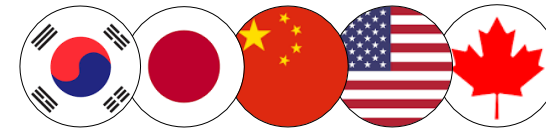
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**Less standardized selling/ buying process,** requires increased financial and commercial risk management

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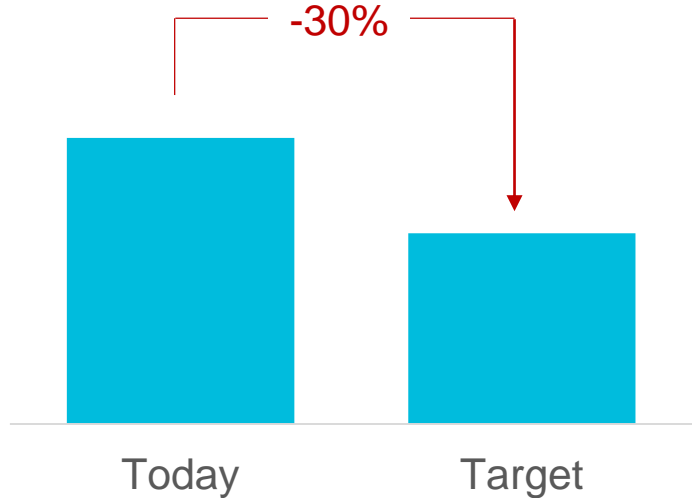
We will develop strategic customers in foreign markets



# We will keep assembly in-house to drive higher efficiency and lower cost

## Shorter lead time (Immediate priority)

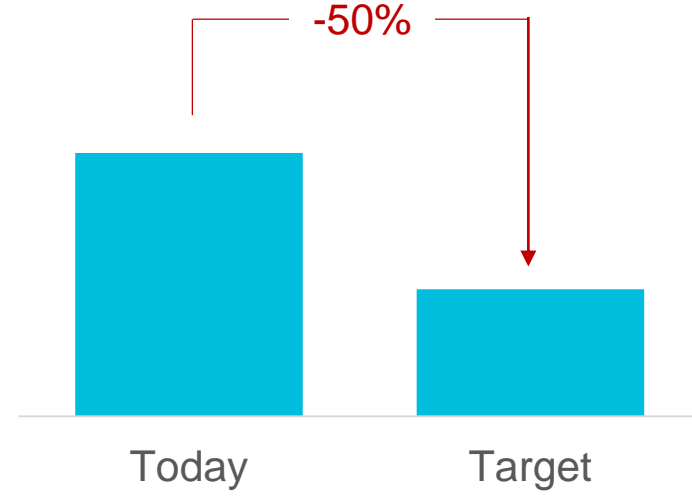
Contract to delivery lead time



- Reduce vendor lead time
- Keep key components in stock

## Faster assembly (Medium-term initiative)

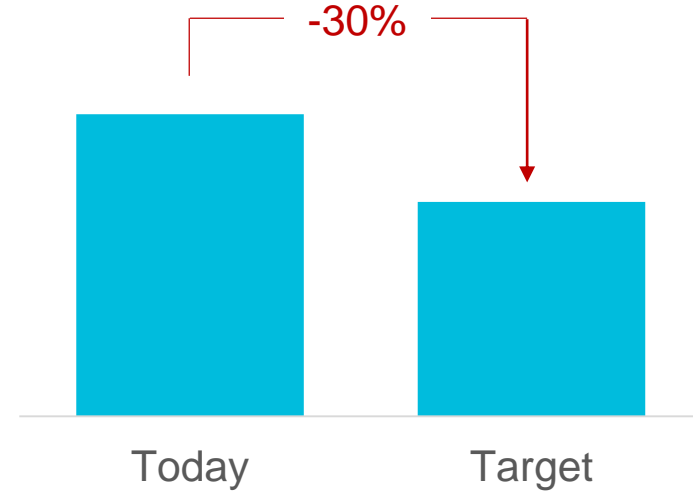
Project hours per machine



- Develop a highly repeatable manufacturing process
- Train and retain manufacturing staff

## Reduced bill of materials (Long-term initiative)

Bill of materials



- Simplify, replace or eliminate parts
- Develop robust supplier base

Note: Excludes the INLINECOATER™ P200/400, our smallest machines that are produced by a 3<sup>rd</sup> party.

# Our ambition is to develop Impact Coatings into a mid-cap industrial company

- We have **strong fundamentals**
- We aim to lead **select DMR niches** and work with **fuel cell industry leaders**
- We will **focus on selling close to home**, but also develop strategic customers in foreign markets
- We will keep assembly in-house to drive **higher efficiency and lower cost.**



The background of the slide is a faded, light-colored photograph of an industrial manufacturing facility. It shows several large, complex machines with various components like rollers, pipes, and structural frames. The machines are arranged in a line, suggesting a production or assembly line. The overall tone is clean and professional.

# Q & A

Please call in to the telephone conference  
to ask a question