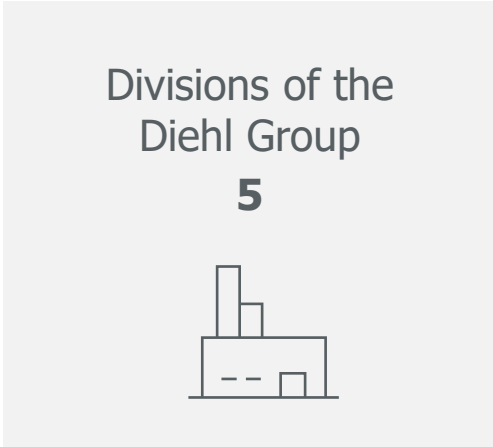
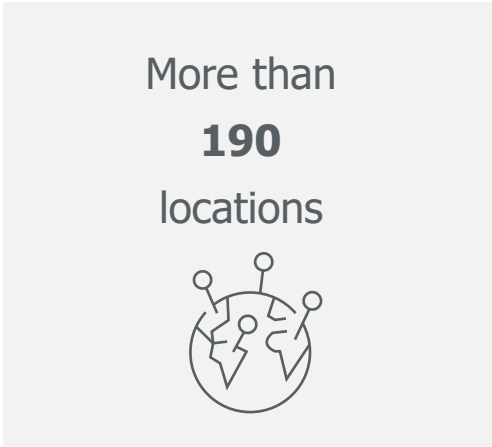


Diehl Controls Company Presentation

Year 2026

01 | Diehl Group

Diehl is a **family-owned technology company** with over **120 years of experience**. Around 20,000 employees at more than 190 locations **develop innovative solutions** for **global future markets**. Responsibility, reliability and technological excellence shape our actions.





Diehl combines **technological expertise**, industrial experience and innovative solutions within **five** independently operating **divisions**.



High-quality materials and metal solutions for industry and mobility.



**€ 743 million**
2.605



Intelligent electronic systems for maximum efficiency and performance.



**€ 382 million**
3.202



Modern technologies for security and defense capabilities.



**€ 2.331 million**
5.406



Innovative systems and components for the aviation industry.



**€ 1.434 million**
5.651



Digital metering solutions for water, heat, gas and energy.



**€ 520 million**
1.904

02 | Diehl Controls

Diehl Controls at a Glance

Globally positioned hidden champion, headquartered in Germany

DIEHL
Controls

1945

Foundation



€ 382 Mio.

Revenue in
2025



3.202

Employees
in 2025



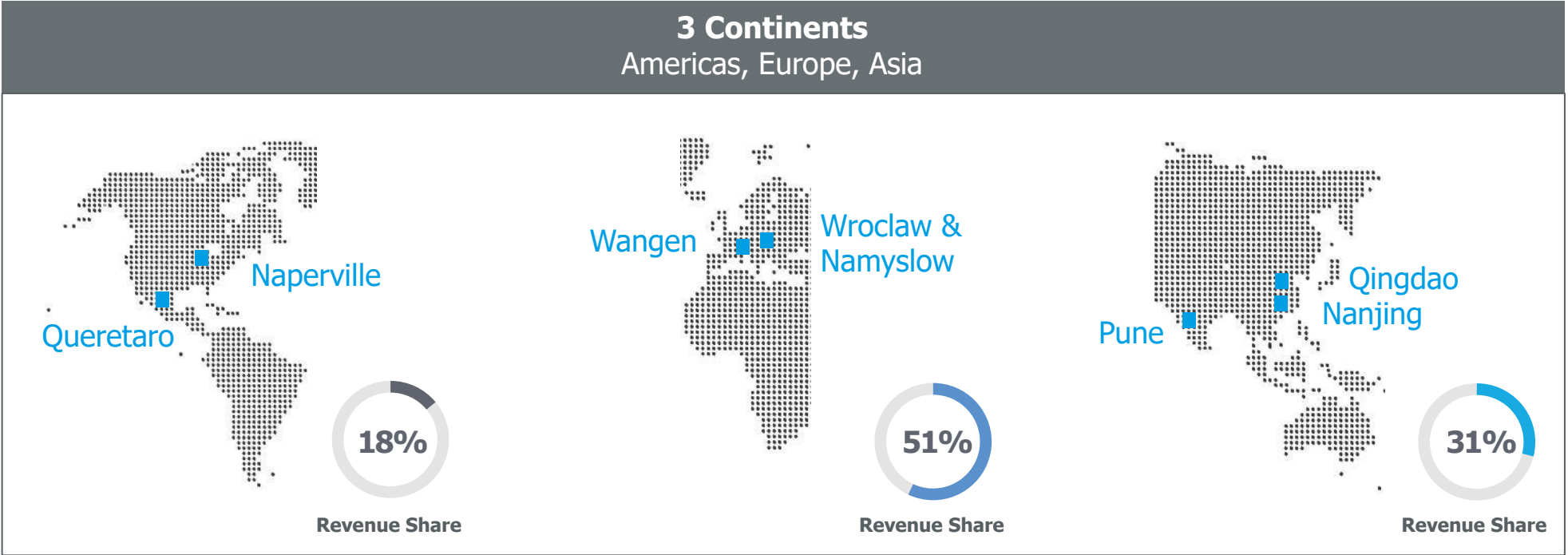
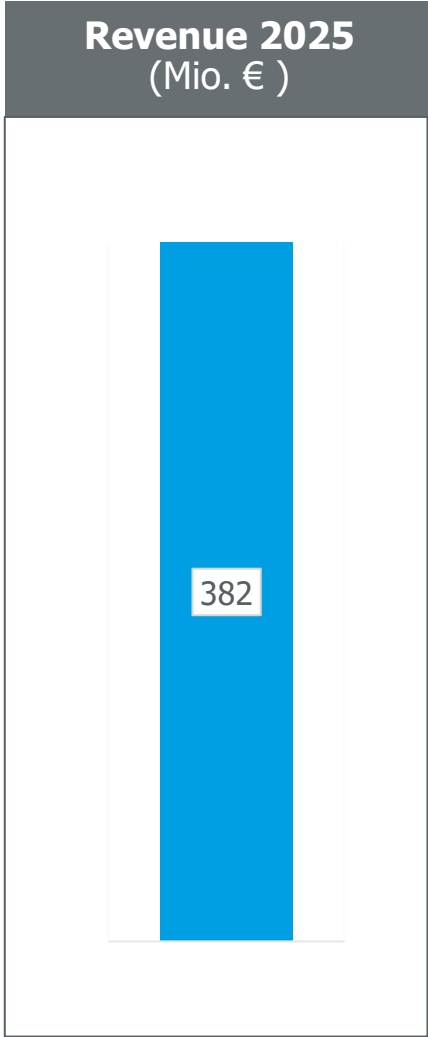
3 CONTINENTS

Europe
Americas
Asia



Diehl Controls at a Glance

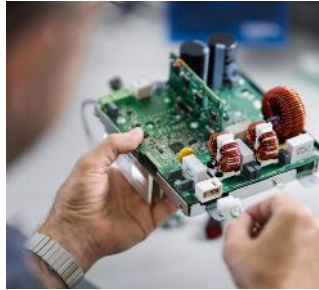
Technology experts for development, industrialization and production



50
Million
electronics
per year



400
Engineers
worldwide



25
Mio. €
annual
R&D spend

Creating Value for our Global Customer Base

Diehl Controls is committed to enhance the value of our customers' products

DIEHL
Controls



**TECHNOLOGY
PIONEERS**



**FULL-SERVICE
PROVIDER**



**GREAT SOLUTIONS
WITH OUR CUSTOMERS**



**HIGHEST QUALITY
COMMITMENT**

Broad Customer Base (exemplary)

Trusted by blue chip companies of our focused markets

AllianceTM
Laundry Systems

B/S/H/

Danfoss

 **Electrolux**


POWERTRAIN TECHNOLOGIES

gorenje

Haier

HILTI

mabe

Miele

Panasonic

RATIONAL

RITTAL

**ROYAL
ENFIELD**

 **SCHULTHESS**

STIEBEL ELTRON

 **Vaillant**

 **Whirlpool**

winterhalter

zehnder

Diehl Controls History

Electronics: within our DNA since the beginning

Patenting of an electric fence by Paul Kolb (1942);
Foundation of „Apparatebau Kolb (AKO)“

1945



Erection of the new **factory in Wangen**. In 1967 it became headquarters of AKO

1962



AKO becomes part of the Nuremberg based **Diehl Group**. Beginning of dedicated Inverter development

1995



Factory of the Year 2015
In recognition of the continuous improvement of all processes Diehl Controls receives the Factory of the Year award

2015



1950s

New building in Kisslegg and Paul Kolb's return to the Allgäu.

Time of growth. Manufacturing heaters and infrared radiators as well as the **electronic control for** the first automatic AEG-LAVAMAT **washing machine**

1970s/80s

Establishment of an electronics department and entry of Peter Kolb as future successor for his father

2000s

Diehl Controls goes global. Establishment of the foreign locations in Poland, China, USA and Mexico

2024

Expansion into the global **HVAC/R and Industrial Electronics** as well as the European Aerospace & Defense Electronics market

Global Footprint

Numerous benefits thanks to our global locations in Americas, Europe and Asia



USA
5 employees
Sales hub



GERMANY
397 employees
0.5 Mio. electronics p.a.



POLAND
1.045 employees
13 Mio. electronics p.a.



CHINA (Qingdao)
161 employees
Up to 4.6 Mio. elect. p.a.



MEXICO
620 employees
9 Mio. electronics p.a.



INDIA
7 employees
Sales & tech. hub



CHINA (Nanjing)
967 employees
15.8 Mio. electronics p.a.

Global Engineering Organization

New organization with a strong focus on lean management and development excellence



**AMERICAS
ENGINEERING
SERVICE CENTER**
MEXICO
49 EMPLOYEES



EUROPEAN HUB
GERMANY | POLAND
235 EMPLOYEES



ASIAN HUB
CHINA
116 EMPLOYEES



Diehl Controls Engineering comprises:
System Engineering, Project Management
and Development Teams



Fully leverage of the **workbench**
through strong **cross-functional** and
global cooperation



Global competencies, **delivered locally**
for our customers



**Customer-centric project
management** with on-site presence



Strong focus on **development
excellence** and **customer centricity**

Markets, Products and Services of Diehl Controls

As industry leaders, we offer comprehensive solutions that deliver added value for our customers



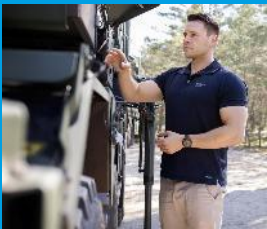
Markets



Home & Professional Appliances



HVAC/R Systems



Aerospace & Defense



New Verticals

Products



HMI



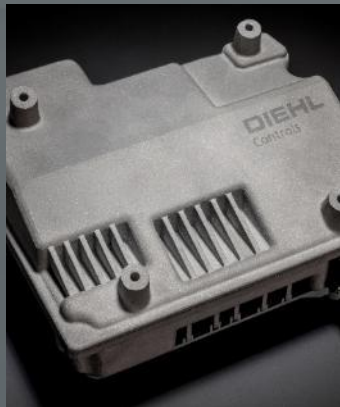
Inverter



Power & Control



Connectivity



Charger

Services



Full Development



Joint Development



Electronic Manufacturing Services



Additional Services

Dedicated Market Focus

Intelligent, highly efficient electronic systems for demanding high-tech markets

DIEHL
Controls



Home & Professional Appliances

Laundry Care,
Cooking, Refrigeration
Dish Care, SDA



HVAC/R Systems

Heating, Ventilation,
Air Conditioning,
Professional Refrigeration



Aerospace & Defense

Guided missiles,
Air defense, Lavatories,
Smoke detectors



New Verticals

Electric two-Wheeler,
Various industrial
applications

Diehl Controls Products

Main product competence areas

DIEHL
Controls



HMI



Inverter



Power & Control Board



Connectivity

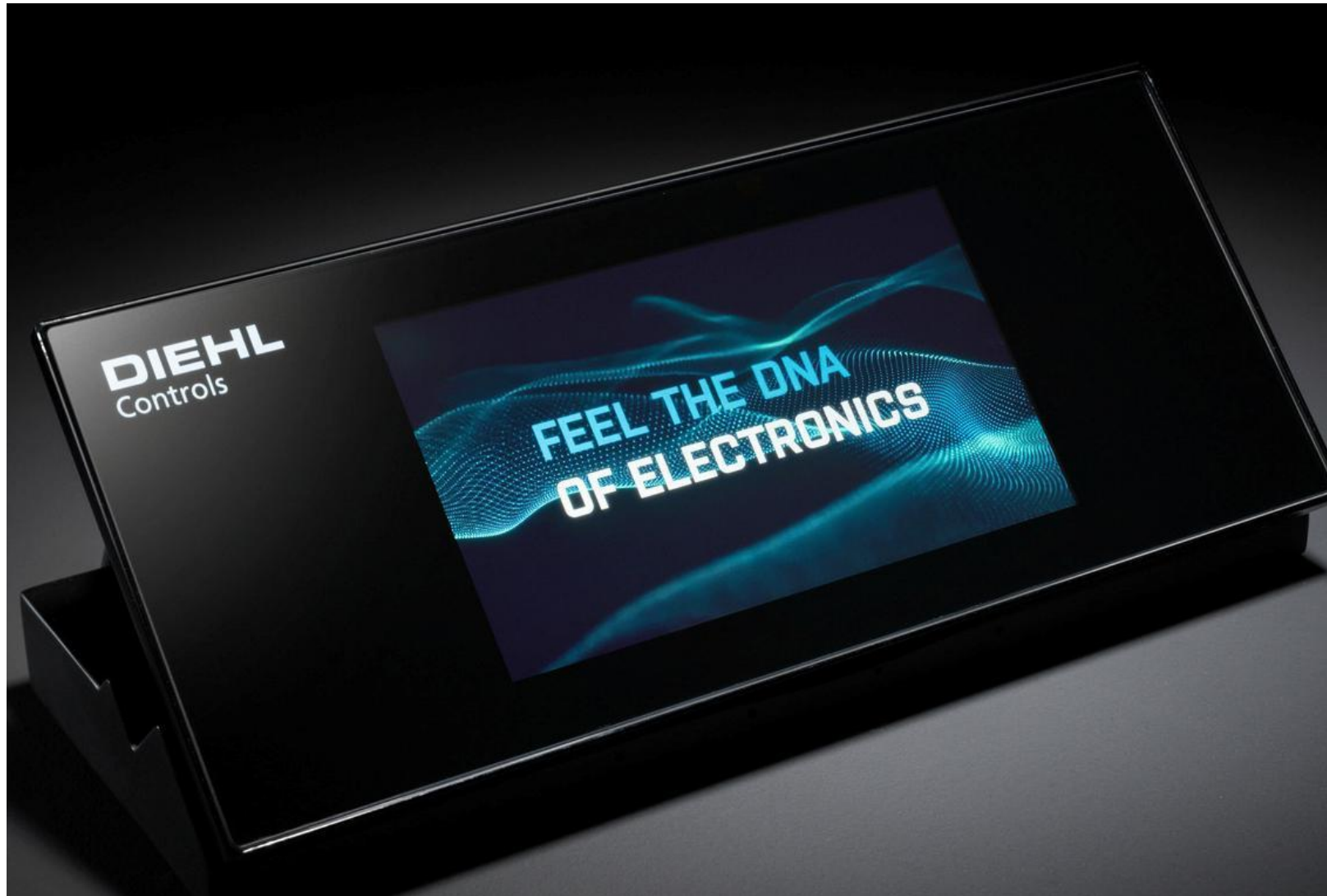


Charger

Extensive HMI Portfolio

From scalable platforms to complete panel systems

DIEHL
Controls



5-12 inch

Wide range of screen sizes

Linux OS

With high power processors

WIFI & BLE

Many options for wireless link

Addl. Sensor

Voice, gesture, knock ...

Extensive HMI Portfolio

From scalable platforms to complete panel systems



TOUCH-ON-TFT

SCALABLE PLATFORM
READY FRAMEWORK



4 INCH ECONOMIC TFT

WIFI AND BLUETOOTH
OTA UPDATE FUNCTION



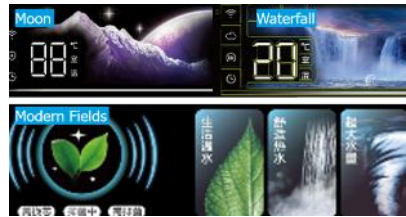
HVAC THERMOSTAT

BATTERY POWER SUPPLY
IOT CONNECTION



TFT LIKE LED DISPLAY

DYNAMIC ANIMATION
MANY VARIANTS



TOUCH ON COLOR

DIFFERENT SURFACES
DEAD-FRONT DISPLAY



Electronics for Heating and Cooling Systems

Variable frequency drives

DIEHL
Controls



3,5 -11KW

Wide power range

Active PFC

Single - & Three -phase grid

SIP-Topology

Highest energy efficiency

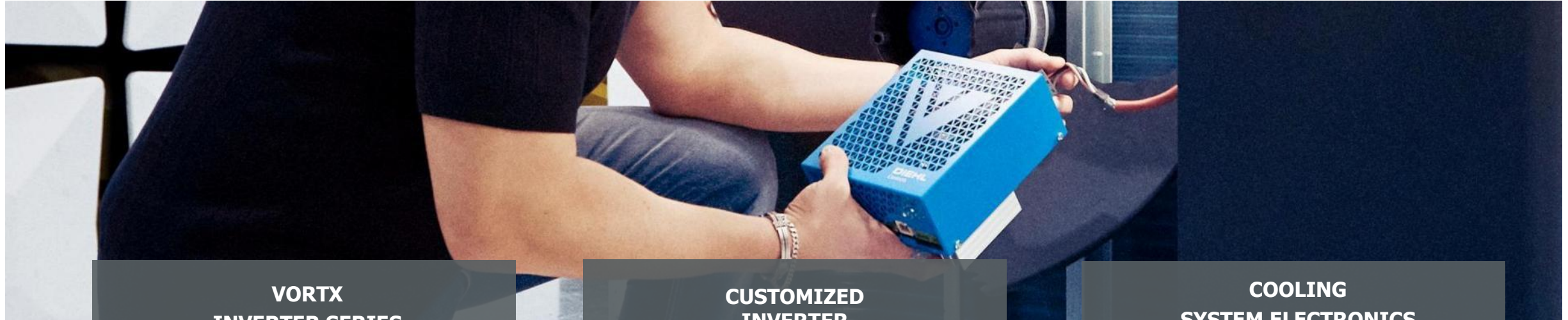
ECO Friendly

A2L refrigerants

Electronics for Heating and Cooling Systems

Variable frequency drives

DIEHL
Controls



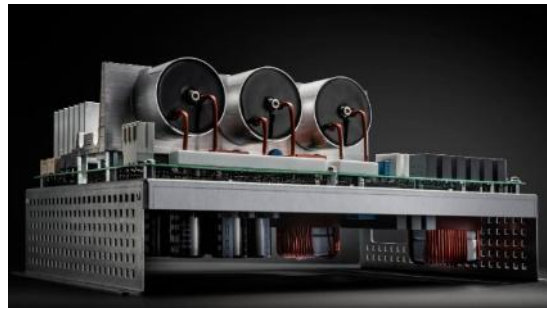
VORTX INVERTER SERIES

Predeveloped
inverter series for fast time to market



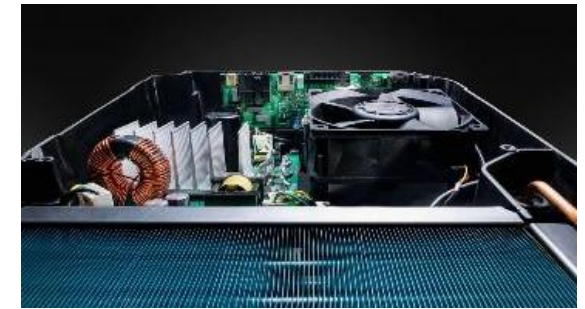
CUSTOMIZED INVERTER

Solution tailored perfectly to the
customer's product.
Single, Multi-Inverter ...



COOLING SYSTEM ELECTRONICS

System components for
controlling a cooling unit



Diehl Controls as a Full-Service Supplier

From development to electronic manufacturing services



Full-Service Supplier

- System architecture
- Electronic design
- Mechanic design
- Software design
- Industrialization
- A-, B-, C- & D-Samples
- Qualifications and certifications
- Series and aftermarket production



Product and/or manufacturing enhancement services

- Prototyping
- Strategic purchasing
- Design to robustness
- Mechanical design
- Eco-design improvement
- Design to cost
- Design to manufacturing
- Design to test
- Production systems

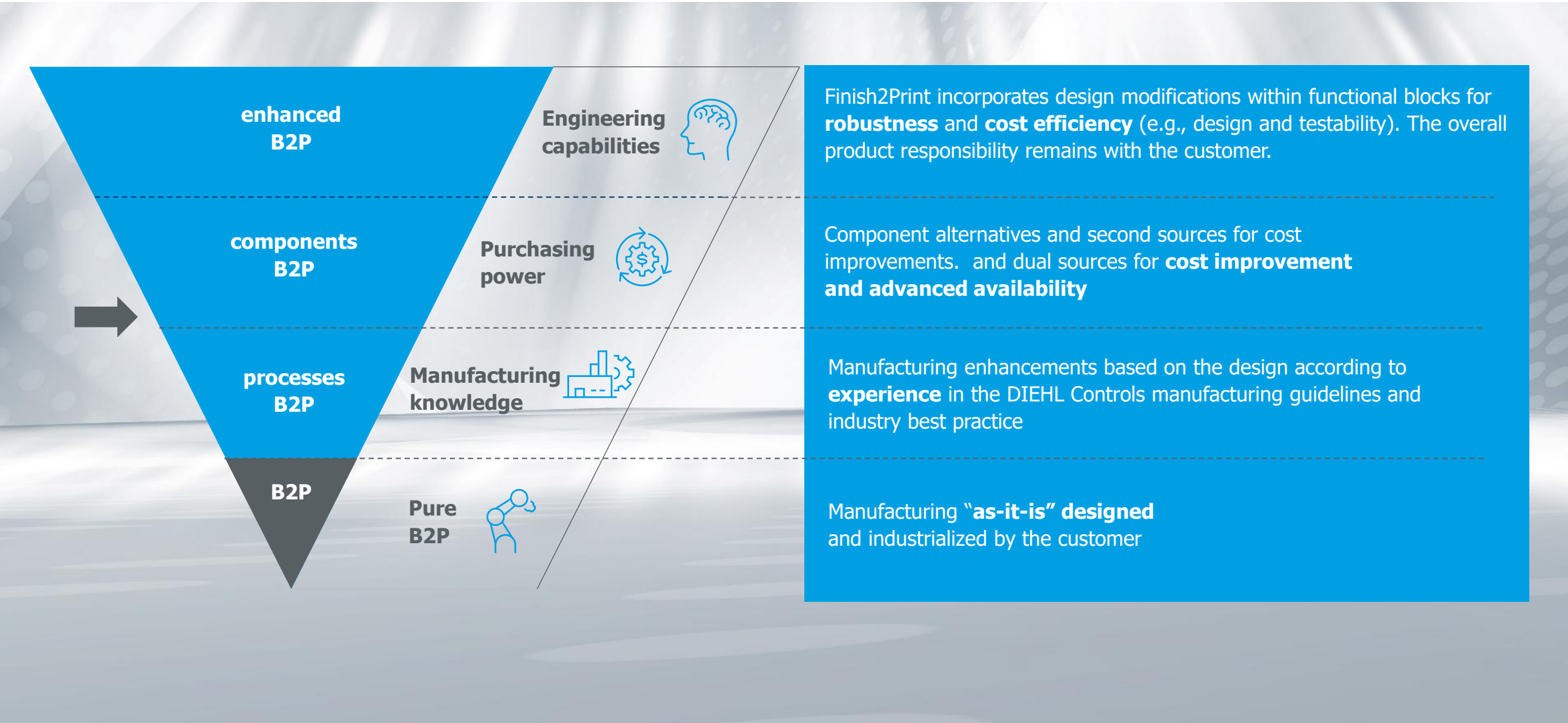


Electronic Manufacturing Services

- Sourcing according to customer product design and Bill of Material
- Production setup according to customer manufacturing process requirements
- C- and D-Samples
- Production release
- Series and Aftermarket production

DC offers a wide range of B2P service levels

We offer series production and scalable electronic manufacturing service levels based on customer designs



Global Industrial Footprint

Optimized sites to provide our customers with the best possible service in their respective business sectors

						
	GERMANY Wangen (HQ)	POLAND Namysłów	CHINA Nanjing	CHINA Qingdao	MEXICO Querétaro	INDIA (Partner) Chamrajnagar
 Production lines	A&D Production	4 Speed- / 7 SMD lines 7 Wave soldering lines 3 Selective soldering	14 SMD lines 9 Wave soldering lines	4 SMD lines 2 Wave soldering lines	5 SMD lines 6 Wave soldering lines 5 Conformal coating lines	5 SMD lines 2 THT lines
 Electronics p.a.	0.5 Mio.	13 Mio.	15.8 Mio.	4.6 Mio.	9 Mio.	0.5 Mio.
 Production space	7,000 Sqm	9,700 Sqm	15,200 Sqm	5,540 Sqm	4,500 Sqm	20,000 Sqm
 Prod. Employees	199	746	772	145	532	800

Additional Services

Comprehensive services that add value and help our customers move forward

EMC Services

EMC measurements / approvals
carried out in a state-of-the-art
laboratory (400 m²)

Obsolescence Management

Long product lifespan thanks to
measures such as storing
materials in nitrogen

Test System Development

Development of customized
test systems incorporating
circuit boards, cables,
software, AI

Connectivity Services

Secure integration of products
into the infrastructure
(e.g., certificate management)



Diehl Control's Sustainability Performance

DC achieves above-average sustainability scores



DC CDP Score 2025

CDP SCORE REPORT – CLIMATE CHANGE 2025



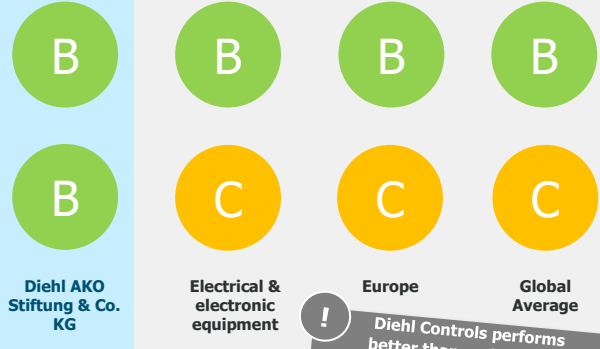
Diehl AKO Stiftung & Co. KG

Region	Europe
Country/Area	Germany
Questionnaire	General
Activity Group	Electrical & electronic equipment

The CDP Score Report allows companies to understand their score and indicate which categories require attention to reach higher scoring levels. This enables companies to progress towards environmental stewardship through benchmarking and comparison with peers, in order to continuously improve their Climate Change governance. Investors will additionally receive a copy of the CDP Score Report upon request. For further feedback please contact your account manager or your key CDP contact.

Your CDP score Average performance

Climate Change
Water Security



Electrical & electronic equipment

Europe

Global Average

Diehl Controls performs better than regional and industrial average

In 2025, DC was able to maintain a CPD B rating despite increasing requirements



DC EcoVadis Score 2025

DIEHL AKO STIFTUNG & CO KG (GROUP)

Wangen - Germany | Manufacture of electronic components - ☒
Company size: L ☒ | Assessment scope: Group ☒

Overall score

65/100

Percentile ☒

73rd



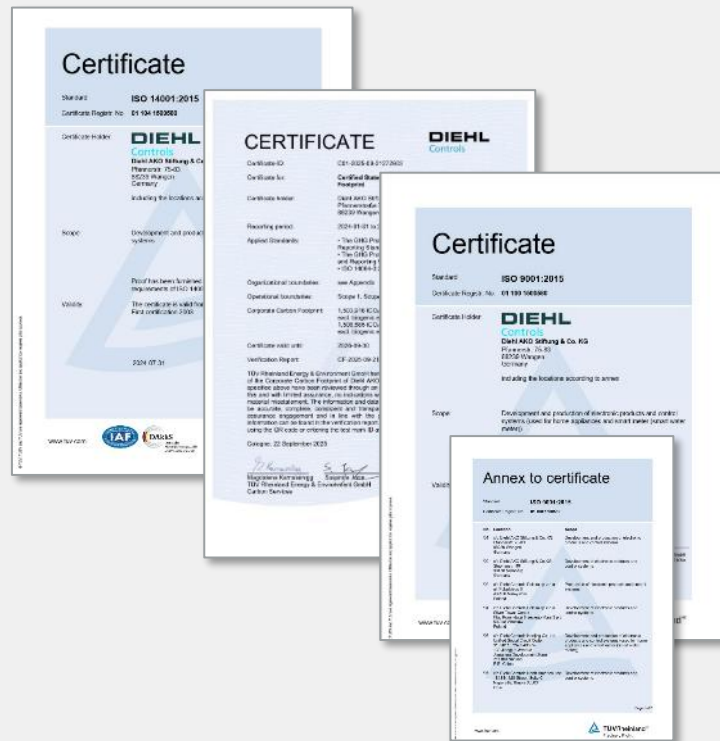
Key Message

- Diehl Controls shows **above-average performance** and a commitment to **continuous improvement** across key ESG categories
- DC score indicates **top 27% performance** across all companies rated by EcoVadis in the last 12 months

DC achieved a great score in first division-wide EcoVadis sustainability rating



DC ISO Certifications



DC delivers internationally audited environmental management and robust quality assurance

Feel the DNA of Electronics

With everything we do at Diehl Controls we contribute to our customers success

DIEHL
Controls

At Diehl Controls, electronics is not just our business, but our passion and our heritage.

We live the DNA of electronics in every aspect of our work - from development to production.

In each of our innovative products, our customers feel the precision, quality, and pioneering spirit that define us.

**FEEL THE DNA
OF ELECTRONICS**



THANK YOU

Diehl Controls

Diehl AKO Stiftung & Co. KG
Pfannerstraße 75-83
88239 Wangen im Allgäu
Deutschland

www.diehl.com/controls

FEEL THE DNA
OF ELECTRONICS

