

Roblon launches new Group strategy and presents financial ambitions towards 2030

Roblon today announces its new Group strategy, GPS-3, which sets out the company's long-term direction and growth ambitions towards 2030. The strategy has been named GPS-3 as it serves as Roblon's guiding framework for the coming years. Accordingly, the strategy provides a clear "GPS" setting the direction towards growth within energy infrastructure, supported by three strategic priorities aimed at driving the achievement of the Group's four financial targets towards 2030.

The strategy sharpens Roblon's focus on energy infrastructure – a market driven by strong structural growth trends – and supports the ambition of becoming a market-leading partner within high-performance fibre-based strength elements for critical energy transmission.

Strategic starting point: Increasing global demand for critical energy infrastructure

Over several decades, Roblon has built a strong technological and industrial platform within the development and production of fiber-based strength elements as well as proprietary machinery technology. The company's documented product performance, long-standing customer relationships and international delivery model provide Roblon with a solid position in several niche segments of the energy sector.

The market for critical energy infrastructure is expected to deliver double-digit growth rates towards 2030, driven by electrification, expansion of energy transmission and high requirements for operational reliability in offshore and other demanding environments. Management assesses that the company is well positioned to serve customers in these growth areas and accelerates its market position in the coming years.

Vision and strategic direction towards 2030

With the GPS-3 strategy, Roblon's vision is to become a market-leading partner for fiber-based strength elements for critical energy infrastructure and to strengthen its position within attractive international B2B niches with long-term growth potential.

The strategy focuses on leveraging Roblon's technological capabilities and globally established customer base to drive profitable organic growth and increase exposure to segments with demonstrated structural growth in demand.

Roblon's business portfolio within the fiber optic cable industry and converting services will remain a smaller, mature business, but will continue to serve as an important access platform to global fiber producers and energy cable manufacturers. The relationships and market insights derived from this business support Roblon's core ambition within critical energy infrastructure. Revenue from this part of the Group's portfolio is expected to account for less than 25% of total revenue in 2029/30 and will require limited investments during the strategic period.

Financial ambitions

The Group has identified and is addressing significant market potential across Roblon's business areas. The selected strategic direction is expected to significantly strengthen Roblon's financial profile over the coming years. The target is for the Group to achieve the following in 2029/30:

- **Revenue:** minimum DKKm 400
- **EBITDA:** minimum DKKm 70
- **EBIT:** minimum DKKm 50
- **Operating cash flow:** minimum 60% of EBITDA

The targets reflect both expected growth within existing segments and an increased focus on the development of new customers, new products and new business areas within energy infrastructure. Revenue growth is expected to be achieved primarily through organic growth from the existing business portfolio, supplemented by revenue contributions from new energy segments of at least DKKm 50 in 2029/30.

Strategic priorities

The GPS-3 strategy will be implemented through three strategic priorities:

1. **From supplier to strategic partner** – strengthened customer collaboration and joint value creation
2. **New business initiatives and products** – increased innovation and development of new products and segments
3. **Sharpened focus on subsea HV-transmission** – positioning as a top-3 development house and manufacturer of synthetic reinforcement elements for HV-energy cables used in energy infrastructure projects

These strategic priorities are supported by a number of specific initiatives aimed at strengthening the Group's market position and ensuring the achievement of the financial targets.

A solid foundation for long-term value creation

Roblon has taken the initial steps in a strategic transformation targeting the most attractive and structurally growing parts of the energy infrastructure market. With the GPS-3 strategy, the Group establishes a clear and coherent framework to accelerate growth, strengthen financial performance and expand its position within technically demanding niche markets.

Based on the company's technological strengths, documented product performance and established global customer base, management assesses that Roblon is well positioned to create **increasing and long-term shareholder value towards 2030**.

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Roblon A/S

Mikael Staal Axelsen
Chairman

Kim Müller
CEO

Carsten Michno
Co-CEO/CFO

Enquiries regarding this announcement should be addressed to:
Co-CEO Carsten Michno, tel. +45 9620 3300