

➤ Accomplish **more**

**LET'S TALK**

...about how to ride  
the next wave and  
let's prepare for it now





# Peter Back

Since 2005 with GPV, VP Corporate Development

25 years EMS experience

Background in Industrial Engineering, Operations, Business/Sales and Corporate Development.

Lives in Sweden

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# Thomas Kaiser

EVP Sales & Procurement

30+ years in electronics

Since 2005 in EMS

Previous Leadership experience in global Distribution and Electronic Component Development (EMC) and Manufacturing



Warm welcome to  
**108** guests from **19** countries,  
Representing **2/3**  
of our revenue



# One. New. Leader.

LET'S TALK

## Real value creation in a saturated EMS market, services beyond expectations

On the one hand we can offer sophisticated Design, Engineering and Manufacturing services which allows you to turn fix- into variable costs. Servicing from idea to market is the preferred approach in EMS collaborations, why is this?

And on the other hand, how can you harvest even further through our cooperation?

### **Agenda:**

- *One. New. Leader.*
- *Technology services*

# Sustainability and total cost of ownership, conflict yes or no?

Global climate improvement is on top of all our minds.

As a company we have to contribute the utmost within the entire ESG elements to make our environment a better one.

## **Agenda:**

- *One. New. Leader.*
- *Sustainability*
- *Globalisation vs Regionalisation*

## **LET'S TALK**



Conflict?

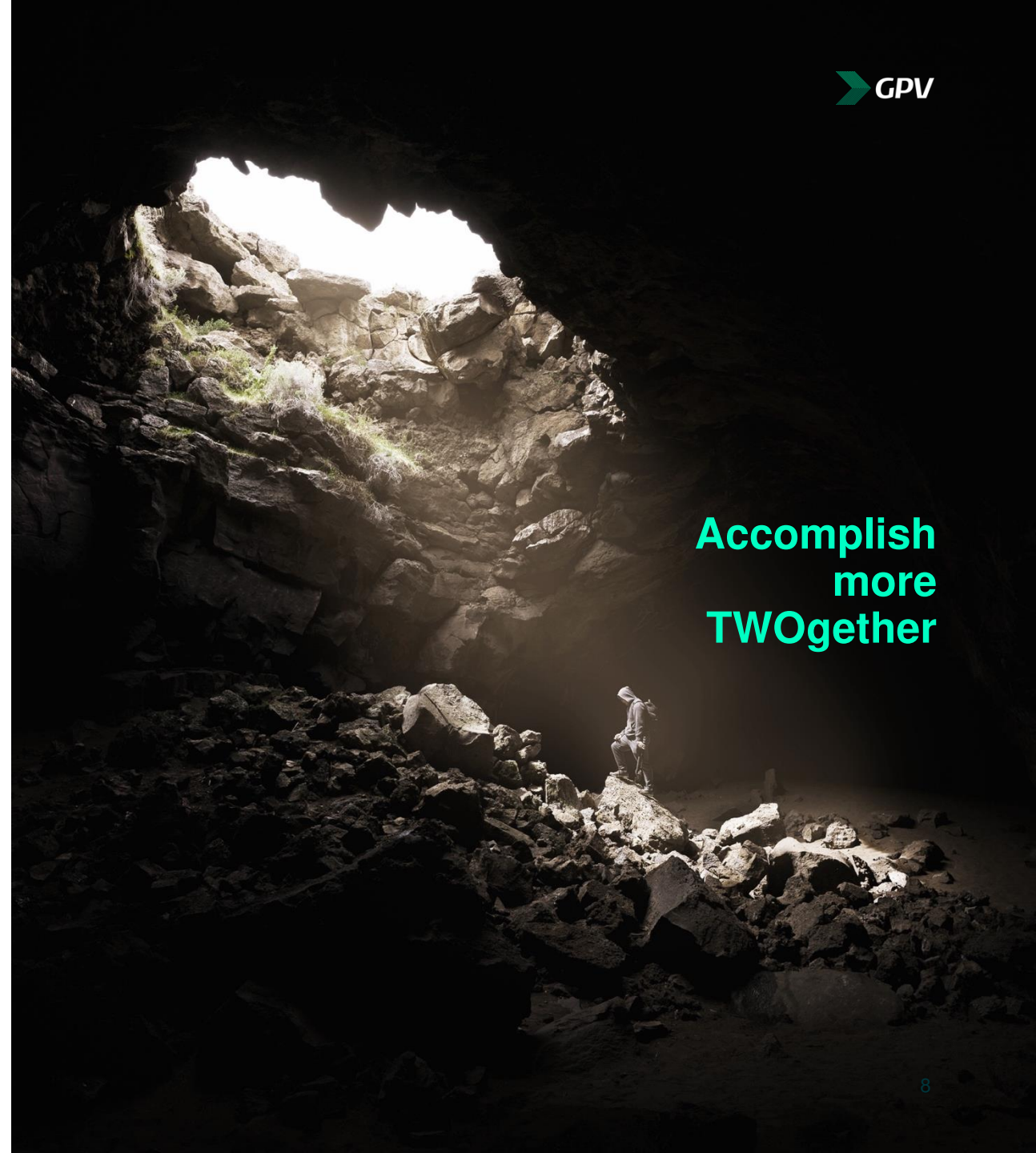
# Improving Supply situation – a light in the tunnel or only a step to the next challenge?

Markets are softening, material availability is improving, but what effects will we see from the semicon mergers and Portfolio clean ups on legacy products? And what are the predictions to the «New Normal»?

## **Agenda:**

- › *Panel discussion with members from the entire value chain*

**LET'S TALK**



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more  
TWOgether**





LET'S TALK

# Resilience is a key factor to manage dynamic market conditions

The pandemic has heavily impacted the entire supply chain and has left deep scratches which will last for the next couple of years. What's next on the crisis map and how to prepare best for?

## **Agenda:**

- *One. New. Leader.*
- *Globalisation vs Regionalisation, Risk Management*
- *Application Design Services*
- *Panel discussion*

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**LET'S TALK**

# One. New. Leader.

PRESENTATION BY BO LYBÆK, CEO OF GPV





## Bo Lybæk

Since 2008 CEO, GPV

25+ years international experience

Lived and worked eight years in  
Switzerland

Deputy chairman for the board of the  
Danish ICT and Electronics  
Federation (DI Digital)

> ONE. NEW. LEADER.

# Values are our foundation



**ONE COMPANY**



**PROACTIVITY**



**FACTS & PERFORMANCE**



**WINNING SPIRIT**



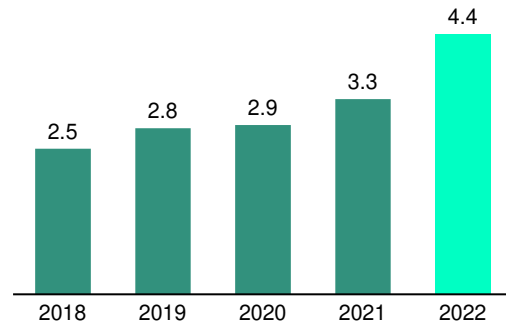
**RESPONSIBILITY**

*#ResultsAreCreatedByPeople*

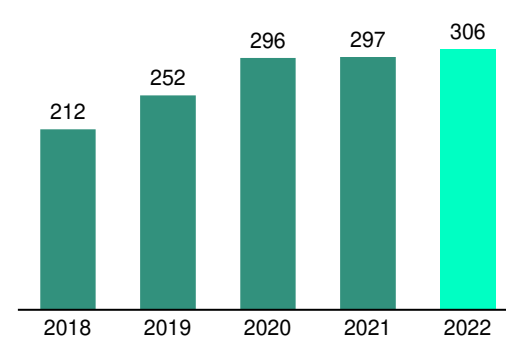
# Schouw & Co. is a financially strong majority owner

## ANOTHER RECORD YEAR 2021

### REVENUE EUR billion

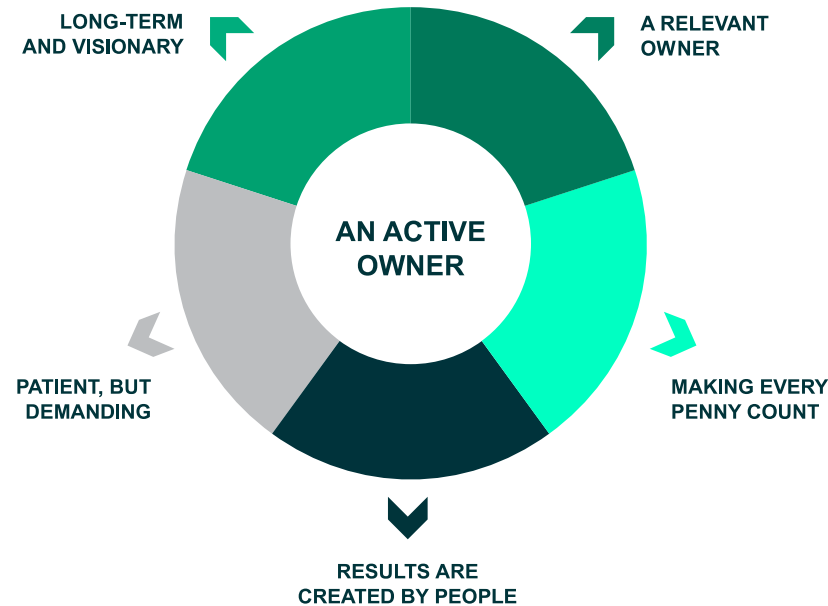


### EBITDA EUR million



## BUILDING THE PORTFOLIO

Schouw & Co. is a responsible long-term owner enabling growth through transformation. We build the companies of tomorrow by putting people first.



A listed industrial conglomerate  
~50% of shares controlled by one family

## THE BUSINESSES



#3 in the world within quality feed for industrialised fish farming



#6 in the world within spunbond for the hygiene industry



Leading in Europe within specialised industrial and automotive nonwovens



#2 in Europe within EMS electronics, mechatronics and box-build



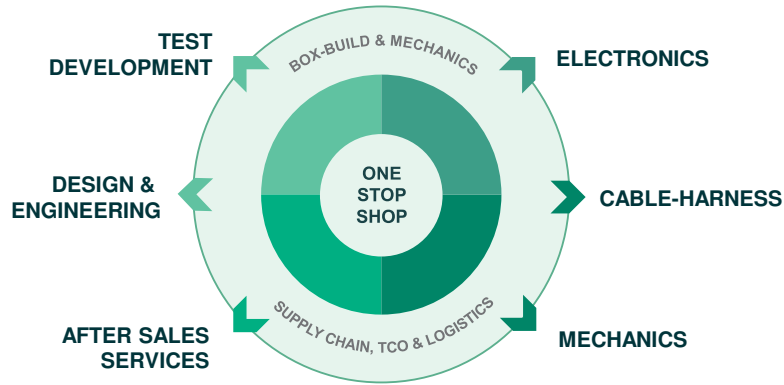
Leading in Europe within hydraulic solutions and components



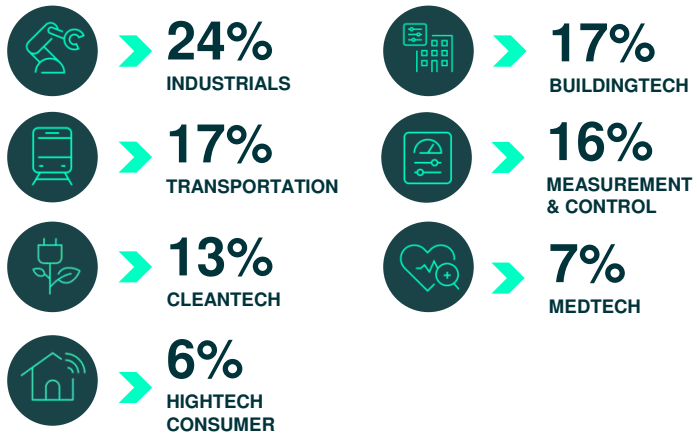
#1 in Europe within remanufacturing of automotive spare parts

# About GPV

## SERVICES



## SEGMENTS



## KEY FIGURES

REVENUE 2021

**965<sup>1</sup>**

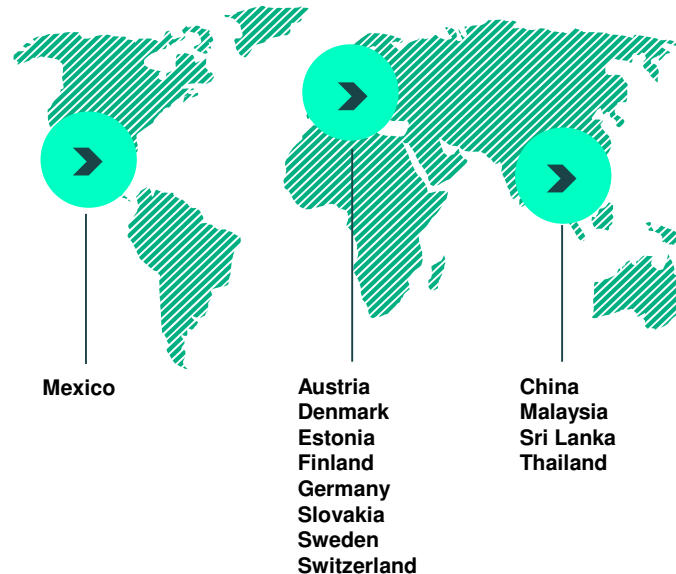
EUR million

NUMBER OF EMPLOYEES

**7,500**

worldwide

## SITES



## HIGH MIX FOCUS

**220,000**

Deliveries to customers



**53**

countries served



**39**

million products delivered



**22,400**

different active products

The **top 2**  
EMS player in Europe

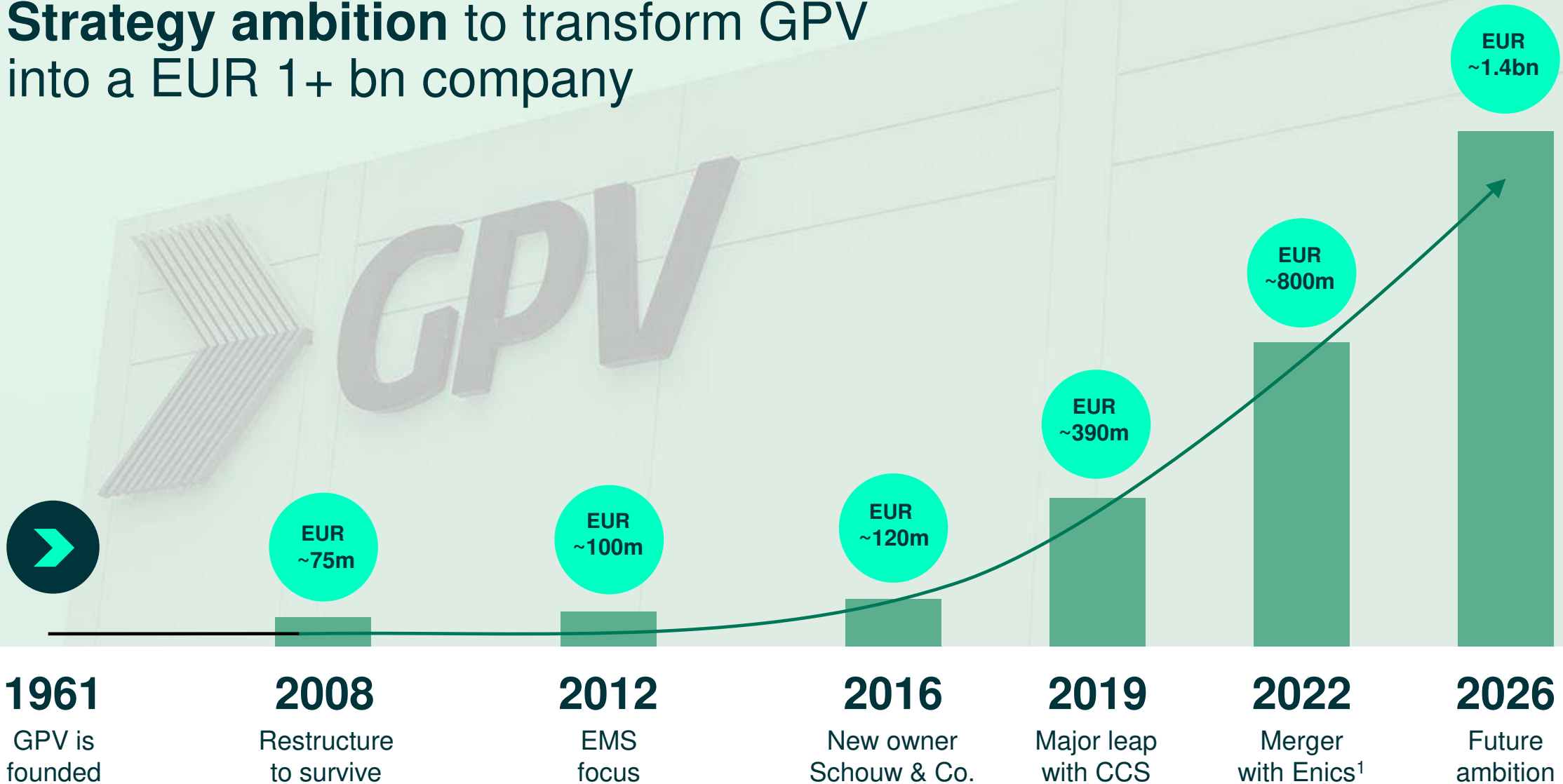
**28%**

of products less than 24 months old

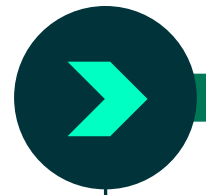


1) Pro forma revenue for GPV+Enics. All figures are 2021

# Strategy ambition to transform GPV into a EUR 1+ bn company



1) In 2022 is Enics included with Q4 only



**1961**  
GPV is founded

**1984**  
Elcoteq is founded



**2004**  
Enics is established



**2022**  
GPV & Enics merger



No.  
**2**

with European headquarters

**One.  
New.  
Leader.**



# One. New. Leader.

## One Company

- Aligned marked approach
- Harmonised way of working
- United as one family

## New for all. Potential for all

- Open-minded and respectful
- Stay curious to understand each other
- Create common future, based on history

## Leading the EMS industry – leading people

- No. 2 in Europe. No. 1 in leadership
- Leading responsible business
- Global approach with local accountability

# Where are we now?



**One.  
New.  
Leader.**

➤ **CURRENT STATUS**

- Prompt merger in the market
- Process on common 2023 organisation



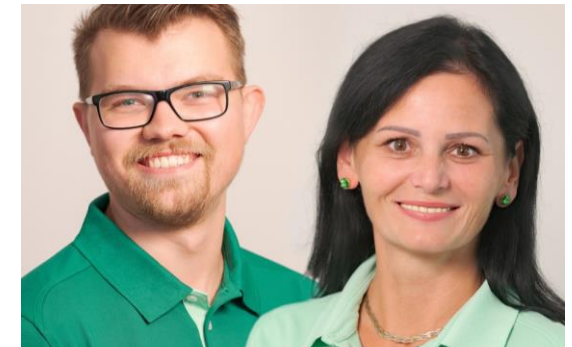
➤ **INTEGRATION**

- Step-by-step back office and operational integration
- Nine defined workstreams are progressing well



➤ **CUSTOMERS**

- We are operating as one the market
- First joint appearance was at Electronica 2022



➤ **CHANGE**

- Being a EUR 1+ bn company is new for all
- We are still in the process of becoming **One. New. Leader.** together



# Day One



# Celebration 2023



Celebrated at 19 production sites & 11 offices

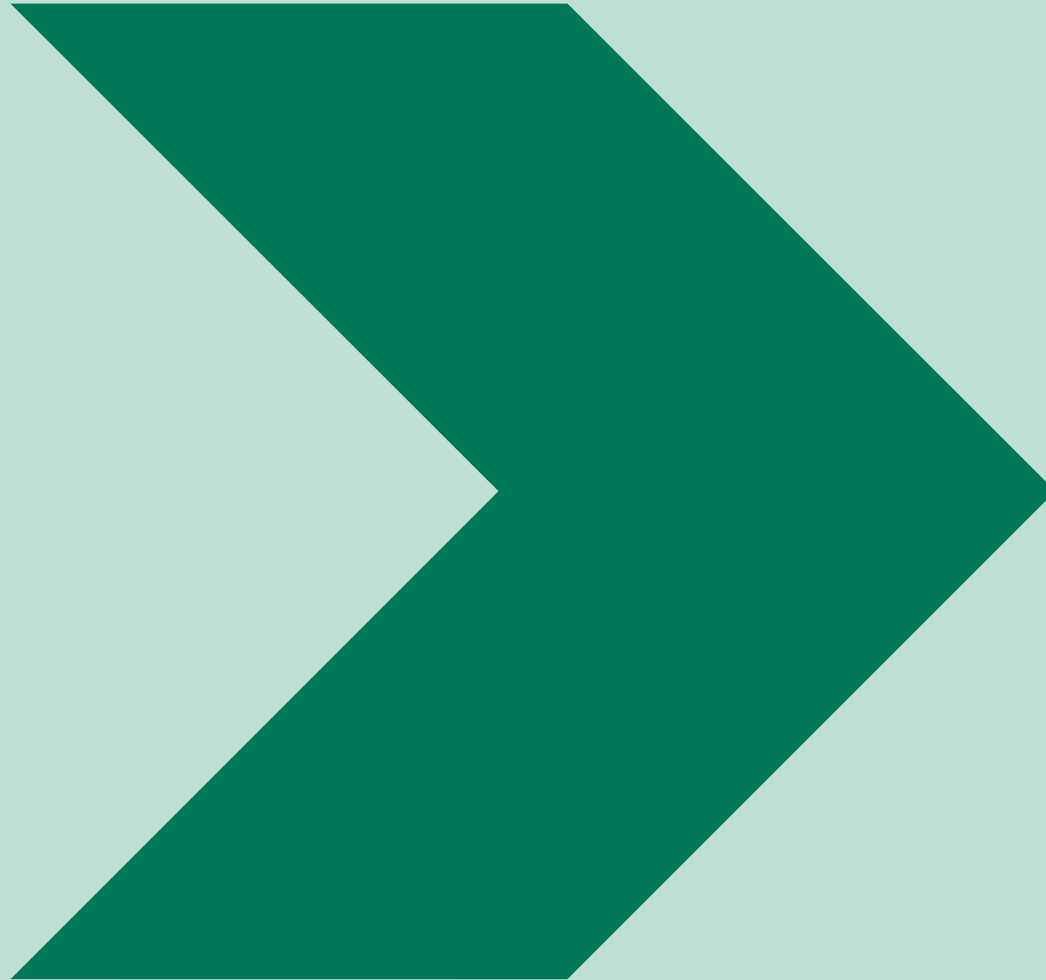


# What to expect from **GPV** going forward



**Accessibility**

**Easy to do  
business with**



**Accomplish  
more**

# Easy to do business with

- › Ambition: Bigger, but better
- › Competent still pragmatic operations are key to success
- › Always focus on serving our customers



# Accessibility

- We want to be close
  - on all levels within GPV
- Access to knowledge, sparring and support
- Before, during and after



# Results are created by people

- People are our foundation
- They are essential to our performance
- Trust and innovative thinking allows us to keep improving



# Market situation



# Looking ahead



# We are looking at expansions in three regions

Region-for-Region thinking and movement to Americas

## AMERICAS

- Expansion to meet customer needs
- Tribble Electronics Mexico to 15,000+ sqm
- Well under way

Mexico

## EUROPE

- High interest in Best Cost capacity
- Investigating possible expansion in Slovakia
- Utilise European proximity sites for offloading

Slovakia

## ASIA

- Our Asian footprint is strong and well working
- New Mechanics site in Thailand, 12,000 sqm
- Expansion of Electronics Thailand to 22,000 sqm
- Expansion of Electronics Sri Lanka, 11,500 sqm

Thailand

Sri Lanka

# We invest to grow our company

Significant electronics investments in 2021 and 2022

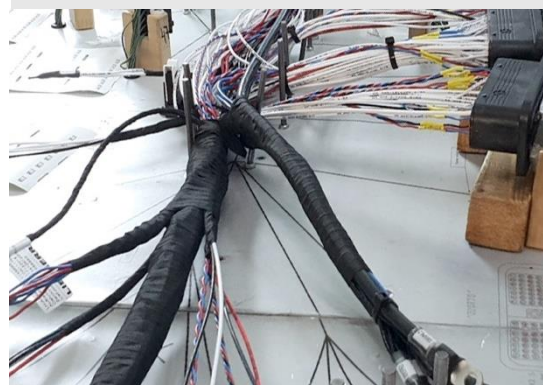
**52 & 66**  
SMT lines & THT lines

**13 new SMT lines &  
18 THT lines** in 2021-1Q2023



**3,800**  
km. cable harness

**Cable harness** produced  
in 2022



**31**  
Milling & turning cells

**8,700 tons steel &  
115 tons copper** in 2022



**147**  
Engineers & specialists

**72 D&E projects &  
378 test projects** in 2022

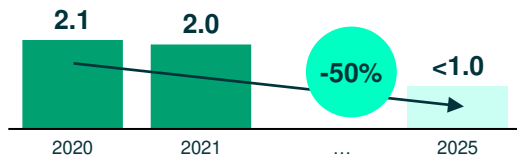


# Sustainability as a cross-functional business enabler

## OUR AMBITIONS

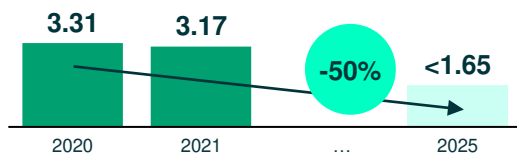
### LTIR Ambition<sup>1)</sup>

Lost Time Injuries per 1 mio. working hours



### GHG Ambition<sup>2-3)</sup>

Tonnes CO<sub>2</sub>e emission per DKKm sales



### UN SDG



### LTIR ambition

- ▶ Strong safety first ambition
- ▶ Increased safety awareness through floor mapping, safety campaigns and, near miss reporting

### GHG ambition

- ▶ Solar cell systems to be installed, estimated contribution ~5,900 MWh, reduction of 29%<sup>4)</sup>
- ▶ Units in Europe pursue a common PPA<sup>5)</sup> on green electricity
- ▶ Implement GHG Scope 3 before 2025

### UN SDG

- ▶ Goals 8 and 12 and sub elements selected

## OUR ACTIONS

### Schouw & Co. ESG Report



### ecovadis



GPV Group	
GPV AE unit	GPV Slovakia Elec.
GPV Thailand	GPV Switzerland

### ESG Reporting

- ▶ Facts are key to document a responsible business approach
- ▶ Corporate Responsibility reporting for ten years and now supplemented by ESG measures
- ▶ Annual target settings & quarterly performance meetings for all sites

### Framework, Standards & Ratings

- ▶ Sustainability rating frameworks to support trustworthiness
- ▶ Use of EcoVadis, where GPV Group and several sites awarded with silver rating
- ▶ GPV EcoVadis team and an impact driven roadmap

1) Reduce LTIR KPI by 52%, based on 2020 baseline

2) Reduce CO<sub>2</sub>e emissions by 50% in relation to total sales, based on 2020 baseline

3) GHG: Includes Scope 1 (Natural Gas, Gas/Diesel & Liquefied Petroleum Gasses), Scope 2 (Electricity & District Heat Consumption)

4) 28% reduction compared to 2021 tonnes eCO<sub>2</sub> emission per DKKm sales

5) Power Purchase Agreement (PPA)

# Key take-aways



# Key take-aways

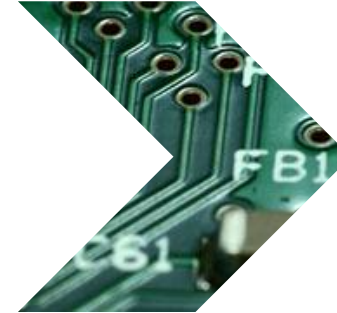
Summary of key points

- We grow our company to stay **a relevant partner**
- We strive to **be close** to you, and work to **be excellent**
- We believe **business is done between people**, we are ready
- Accomplish **more**



➤ Accomplish **more**

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# Sustainability seen from our owners perspective

PRESENTATION BY KASPER SCHMIDT, SENIOR SUSTAINABILITY & ESG MANAGER

13 FEBRUARY 2023







## Kasper Schmidt

Senior Sustainability & ESG Manager,  
Schouw & Co. since May 2021

5+ years of experience as consultant  
within ESG and sustainability

Worked with ESG/Sustainability  
Strategy, ESG Reporting, GHG  
Accounting, change management,  
ESG communication

Certificates from Principles of  
Responsible Investment (PRI) and  
World Resource Institute (WRI)

# Schouw & Co. at a glance

## LONG HISTORY



Founded in  
**1878**  
by Victor Schouw



Packaging producer in  
**128**  
years



Conglomerate in  
**33**  
years

## FINANCIALLY STRONG

Revenue  
**DKK 24.2bn**  
EUR 3.2bn

EBITDA  
**DKK 2.2bn**  
EUR 295m

Return on Invested Capital  
**14.1%**

## LOW RISK

Activity spread over  
**6**  
different businesses



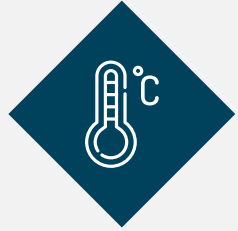
71 factories in over  
**30**  
countries



Two  
**long-term**  
shareholders



# Megatrends influencing sustainable development



## CLIMATE CHANGE AND RESOURCE SCARCITY

By 2100 the average surface temperature could rise by up to **4.4°C** compared to the late 19th century, potentially causing crop failure and flooding and energy shortages,



## RAPID URBANISATION

**Two-thirds of the world's population** will live in urban areas by 2050. Causing issues with space, accommodation and infrastructure.



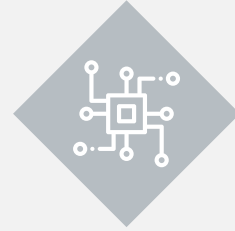
## DEMOGRAPHIC SHIFTS

The population could increase by over **1 Billion by 2030**, and in 55 countries a third of the population will be above 60 years by 2050. Potentially causing labour shortage and pressure on healthcare.



## SHIFTING ECONOMIC POWER

Asia's population is growing, and the western population is declining, **changing the global demo-graphic and economic purchasing power**,



## TECHNOLOGICAL BREAKTHROUGH

Rapid development in AI, robotics and machine learning means that nearly **two-thirds of all occupations** could see many activities automated.

# The foundation for sustainability at Schouw & Co. is the connection between the overall purpose and the work with ESG that addresses both footprint and handprint

**Purpose**  
Purpose answers the question of why the company exists. What is its positive impact on the world?

**ESG**  
ESG refers to the integration of environmental, social and governance issues into a company's purposeful activities

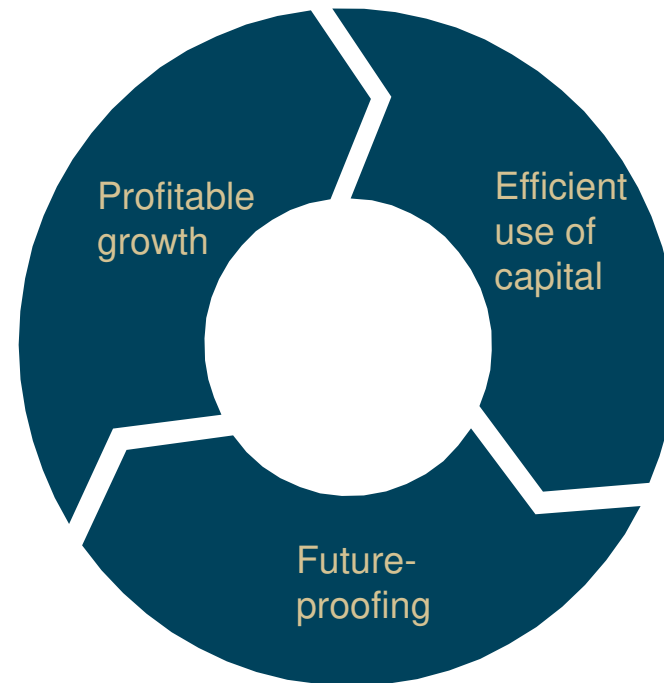


# Strategic approach with basic principles for responsibility

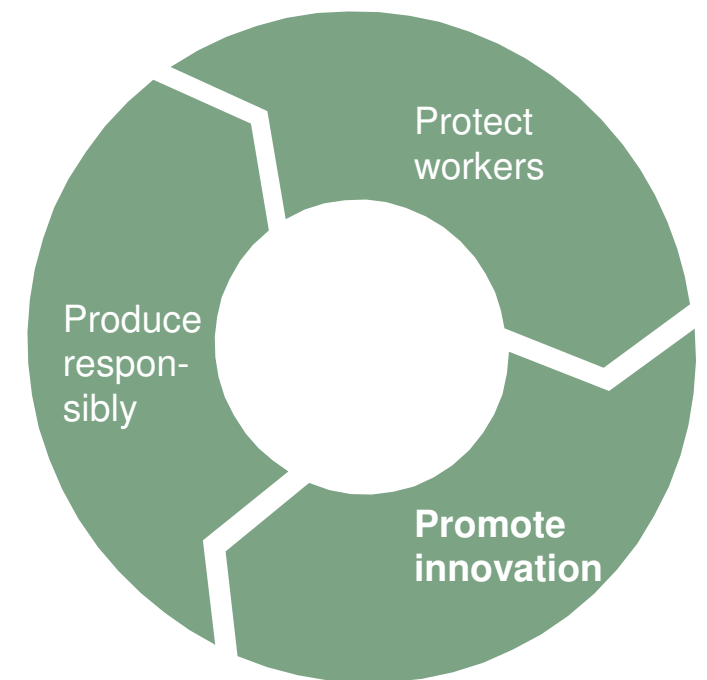
## STRATEGY



## ACTIVE OWNERSHIP



## RESPONSIBILITY



# ESG Ambitions for 2030

We have a well defined strategy for managing our impact with three focus areas and targets towards 2030

## Produce responsibly

The companies of the Schouw & Co. Group are required to manufacture their products efficiently in terms of resource consumption and climate impact

- Reduce greenhouse gas emissions by 35% (Scope 1+2)
- Transition to 100% renewable electricity
- Calculate a baseline for scope 3 before 2025

## Protect workers

All employees of the Schouw & Co. Group must be able to go to work and return home safely every day, no matter where in the world they are employed

- Achieve a high employee satisfaction across the Group
- Strengthen our diversity mindset
- Achieve a LTI frequency rate below 4 at group level

## Promote innovation

Our companies assume responsibility for ensuring strong governance and compliance, and they allocate resources for the development of sustainable solutions




- Improve governance procedures
- Invest in and facilitate innovation for sustainability
- Strengthen ESG reporting and taxonomy alignment

# ESG Reporting is the foundation for gathering data and showcasing transparency



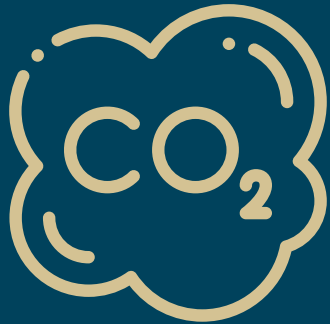
Roughly 30 ESG metrics from Lost Time Injury Frequency to GHG emissions that is reported on from each company in the annual Schouw & Co. ESG Report.

	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>Revenue (DKKm)</b>	13,300	11,649	2,249	2,118	1,814	1,791	3,391	2,887	2,315	1,977	3,368	871	24,318	21,373
<b>Total greenhouse gas emissions (tonnes CO<sub>2</sub>e)</b>	72,403	90,261	84,314	88,884	40,434	40,794	8,800	8,207	1,306	1,581	4,396	3,699	233,331	221,660
<b>Total energy consumption (MWh)</b>	413,265	382,835	190,175	181,772	163,389	169,938	27,402	26,378	14,837	11,063	11,408	6,437	824,900	781,602
<b>Share of renewable energy</b>	33%	-	0%	-	0%	-	4%	-	0%	-	0%	-	18%	15%

 Environmental (E)	 Social (S)	 Corporate Governance (G)
E1. GHG Emissions	S1. CEO Pay Ratio	G1. Board Diversity
E2. Emissions Intensity	S2. Gender Pay Ratio	G2. Board Independence
E3. Energy Usage	S3. Employee Turnover	G3. Incentivized Pay
E4. Energy Intensity	S4. Gender Diversity	G4. Collective Bargaining
E5. Energy Mix	S5. Temporary Worker Ratio	G5. Supplier Code of Conduct
E6. Water Usage	S6. Non-Discrimination	G6. Ethics & Anti-Corruption
E7. Environmental Operations	S7. Injury Rate	G7. Data Privacy
E8. Climate Oversight / Board	S8. Global Health & Safety	G8. ESG Reporting
E9. Climate Oversight / Management	S9. Child & Forced Labor	G9. Disclosure Practices
E10. Climate Risk Mitigation	S10. Human Rights	G10. External Assurance

## Top 3 ESG projects for Schouw & Co. and the portfolio companies in 2023

### Addressing value chain emissions



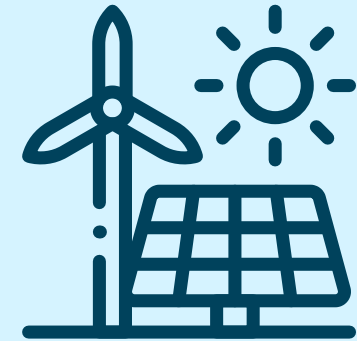
Calculating and reducing value chain emissions (Scope 3) will be crucial and will require more **collaboration across the value chain**

### Preparing for the new reporting paradigm



New EU-wide legislation (CSRD) and new reporting standard requires **much more comprehensive ESG reporting** for all large companies operating in EU

### Sourcing renewable electricity



Engaging with Schneider Electric to investigate a **Power Purchase Agreement** to leverage large scale advantages on RE procurement



**Compliance is constantly evolving thus to maximise value we need our companies to step up the ladder and capture opportunities to secure long term value creation**

**Transforming purpose**

– creating value for business and the society via the business model

**Sustainable Business Development**

– uncover new market opportunities

**Branding**

– make responsibility a part of the story telling and a key differentiator

**Minimize risk**

– avoid cost and reputational risk by addressing expectations

**Compliance**

– Comply with minimum legislation and avoid penalties

# Prediction of 2023 – makro-mikro view within the electronics industry

## Endress & Hauser

Jean-Michel Ah Kong  
Head of Main Department, DLP Strategic Sourcing

## Knorr Bremse – Selectron AG

Thomas Fischer  
CEO

## Texas Instruments

Roland Doerfler  
Head of Contract Manufacturing Business EMEA

## Avnet

Harold Feather  
VP Corporate Customer Management Avnet EMEA

## GPV

Bo Lybaek  
CEO & President



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# GPV your Technology Partner

PRESENTATION BY FELIX TOBLER, HEAD OF GLOBAL DESIGN & ENGINEERING

FEBRUARY 13, 2023



› Accomplish **more**



## Felix Tobler

Since 2014  
Head of Global Engineering, GPV

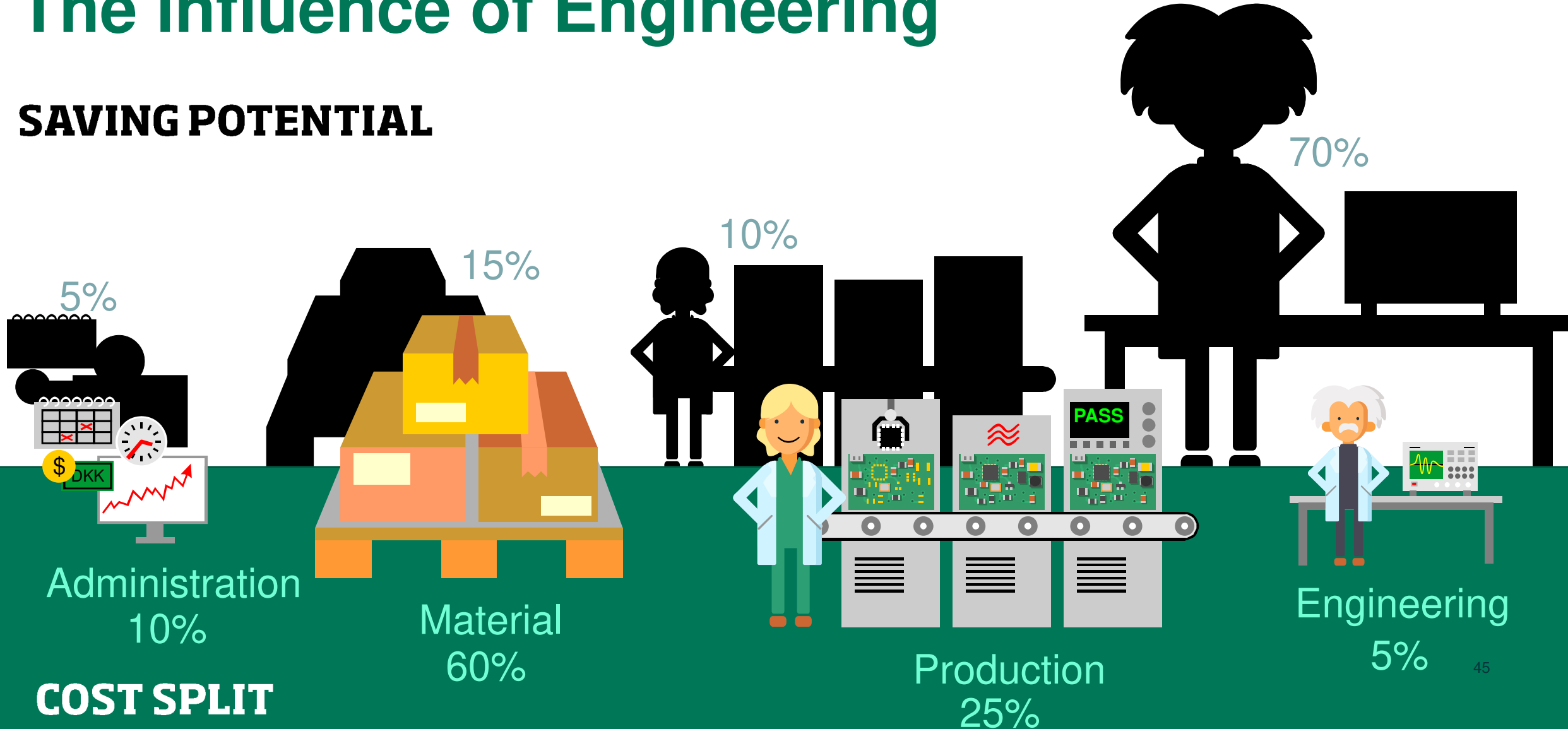
40+ years experience in electronics

Knowledge in hardware, embedded  
software and system design

Since 1995 experience with  
leadership of engineering teams

# The influence of Engineering

## SAVING POTENTIAL

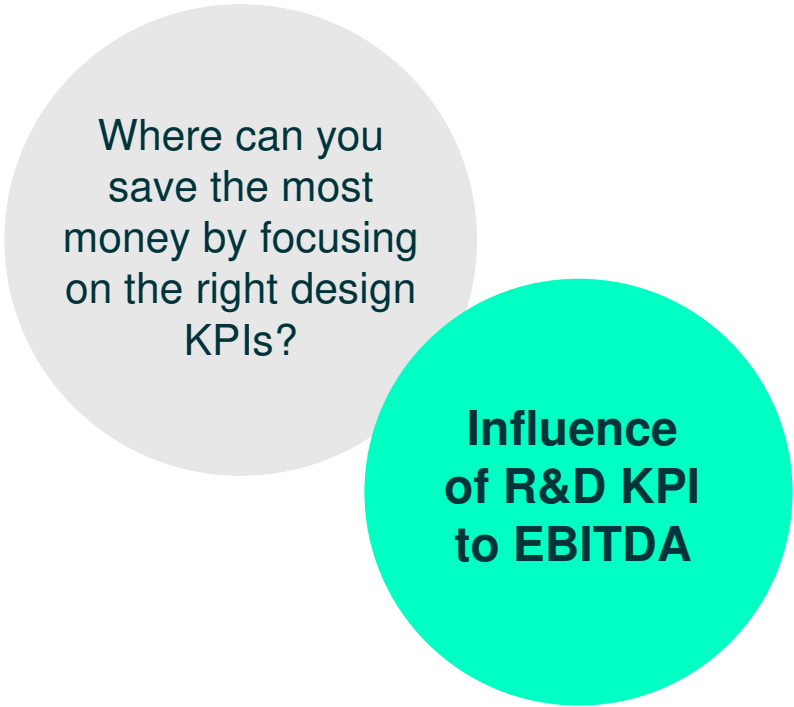


## COST SPLIT

# What counts most to have a successful product



# Why is time to market so important



# Continuous collaboration is the key to product innovation

## KEY FACTORS FOR A SUCCESSFUL PRODUCT

- **Shorter Time to Market**
- **Higher Quality**
- **Lower Risk**
- **Lower Cost**
- **Design for Excellence**

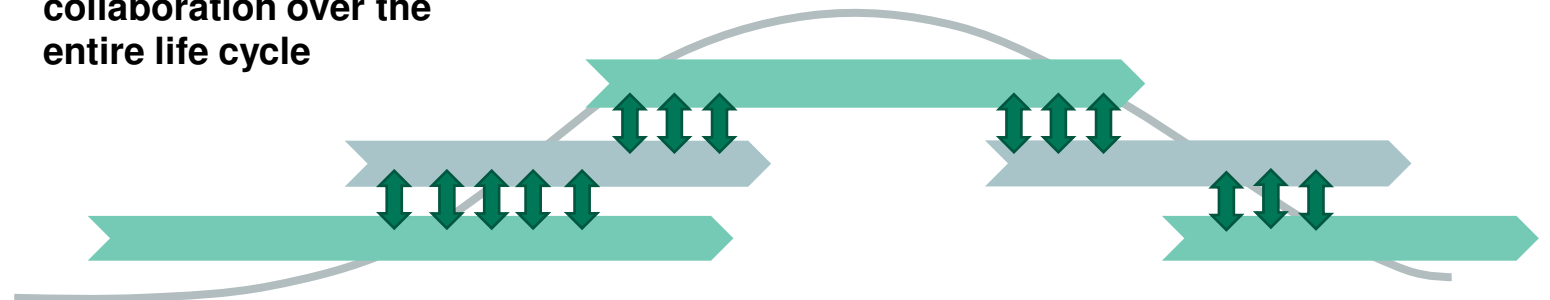
## ENGINEERING COLLABORATION AS IS

- GPV as service provider and engineering supporter
- Independent requirements and their solutions

## STATE OF THE ART

- GPV as development and engineering partner
- TWogether we make your innovation a success
- Utilize your eco-system best

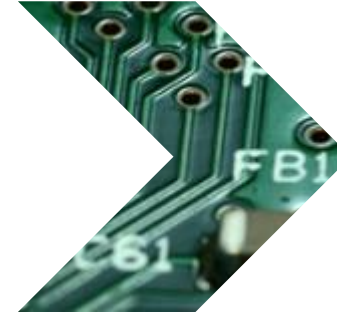
Structured and align collaboration over the entire life cycle





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# GPV your Technology Partner

PRESENTATION BY RAMI ARO, VP BUSINESS DEVELOPMENT & SERVICES

FEBRUARY 13, 2023





## Rami Aro

Since 2020 Vice President, Business Development & Services (former Enics)

Based in Baden office, Switzerland

15+ years experience in international sales and business development in different industrial segments

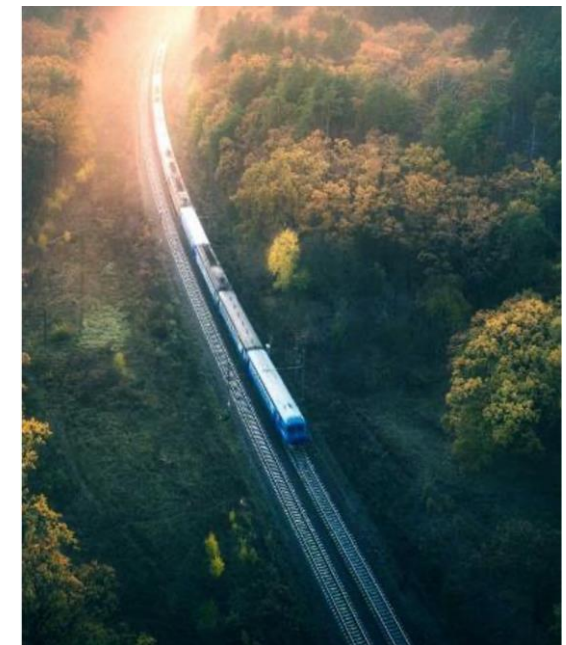
Electronics, BBA, Executive MBA in Digital Leadership

➤ GPV YOUR TECHNOLOGY PARTNER

# Industrial electronics has a specific set of characteristics

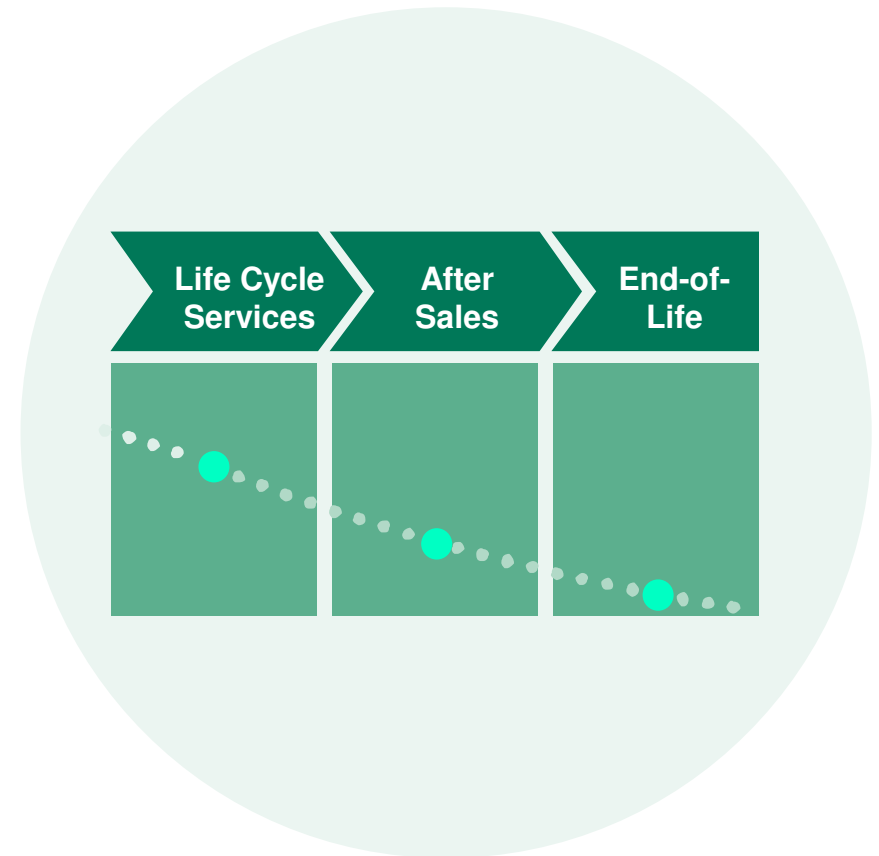
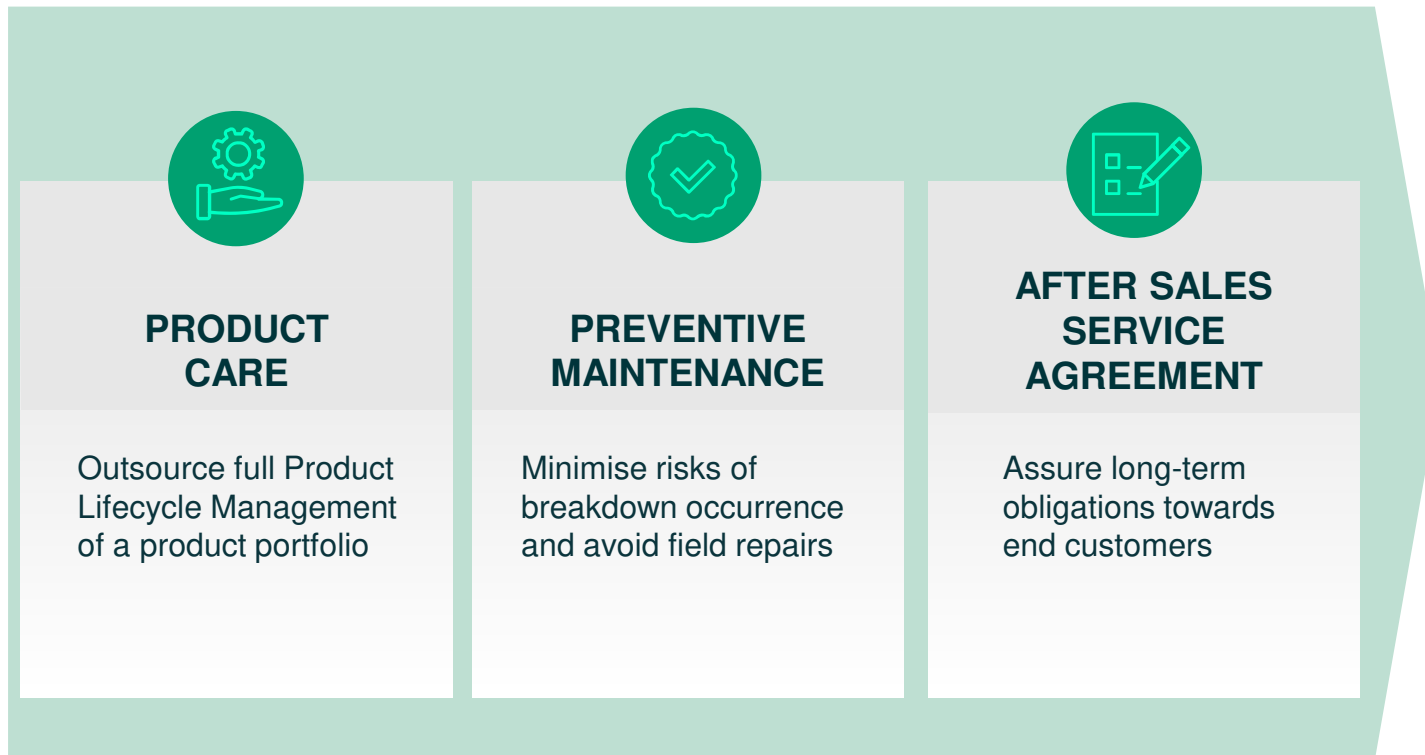
We understand your market requirements

- Long-term investment character with a lifespan of 10 up to 40 years
- Integrated in complex, expensive and high-available systems, and product breakdown or equipment downtime is connected with high cost
- Knowledge driven products, where market feedback (e.g. based on field return analysis) can deliver important improvement aspects for next generation product family
- Usage of components with limited lifetime or limited availability – mismatch in lifecycle between products and components

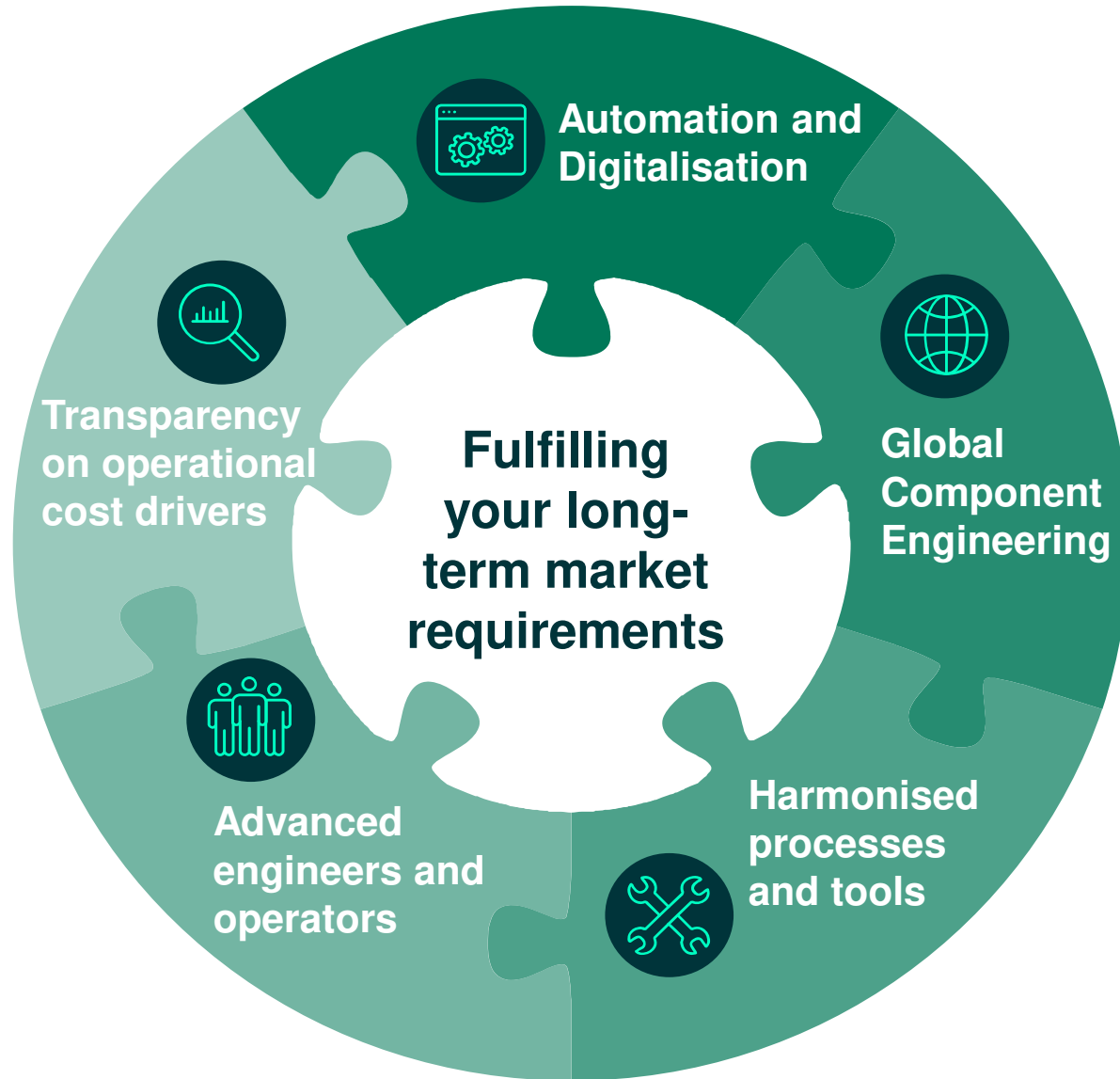


# We extend your product lifetime

You focus on core business activities



# We strive for service excellence



**More than 50 years of experience**

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# Globalisation vs. Regionalisation

PRESENTATION BY MARTIN KJAERBO, EVP OPERATIONS

13 FEBRUARY 2023





## Martin Kjærbo

Since 2001, EVP Operations

8+ years international experience as expatriate in Hungary and China

25+ years industrial experience in driving operational excellence and factories worldwide

Executive MBA from IMD Business School, Switzerland

B.Sc. Indust. Eng. from University of Southern Denmark

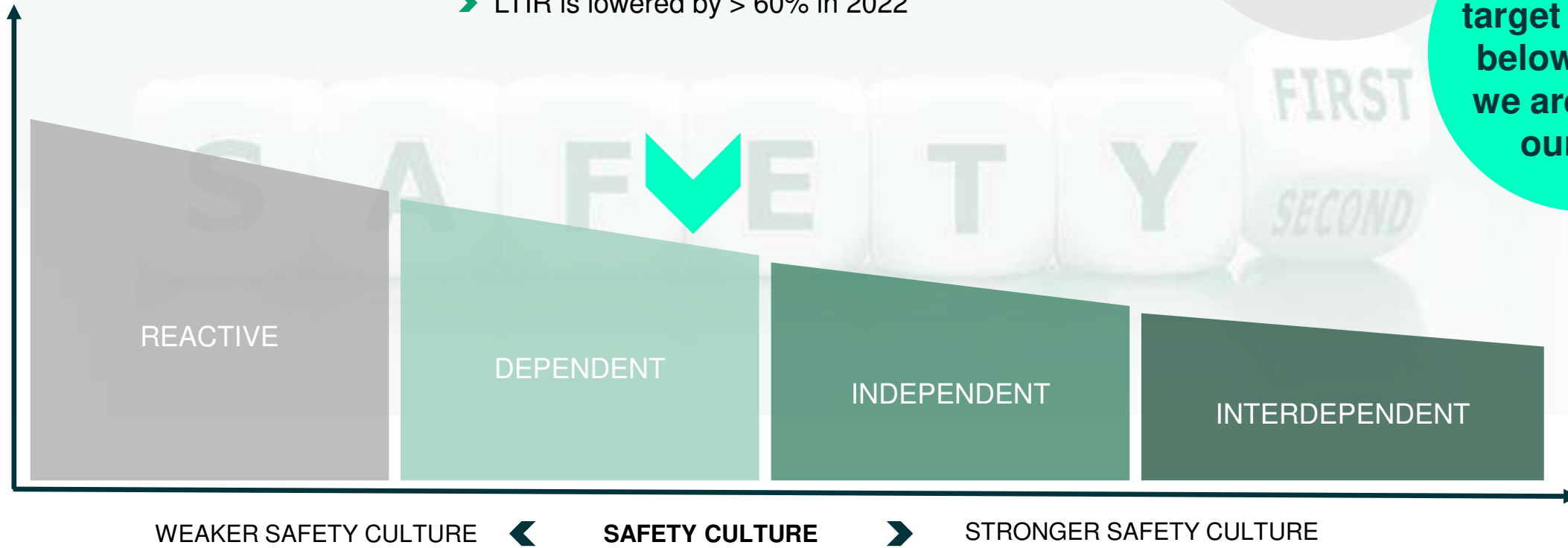
# Safety first!

**SAFETY  
PERFORMANCE  
INJURY RATE**

- GPV placement on the Bradley Curve
- Near Miss observations increased > 50 %
- LTIR is lowered by > 60% in 2022

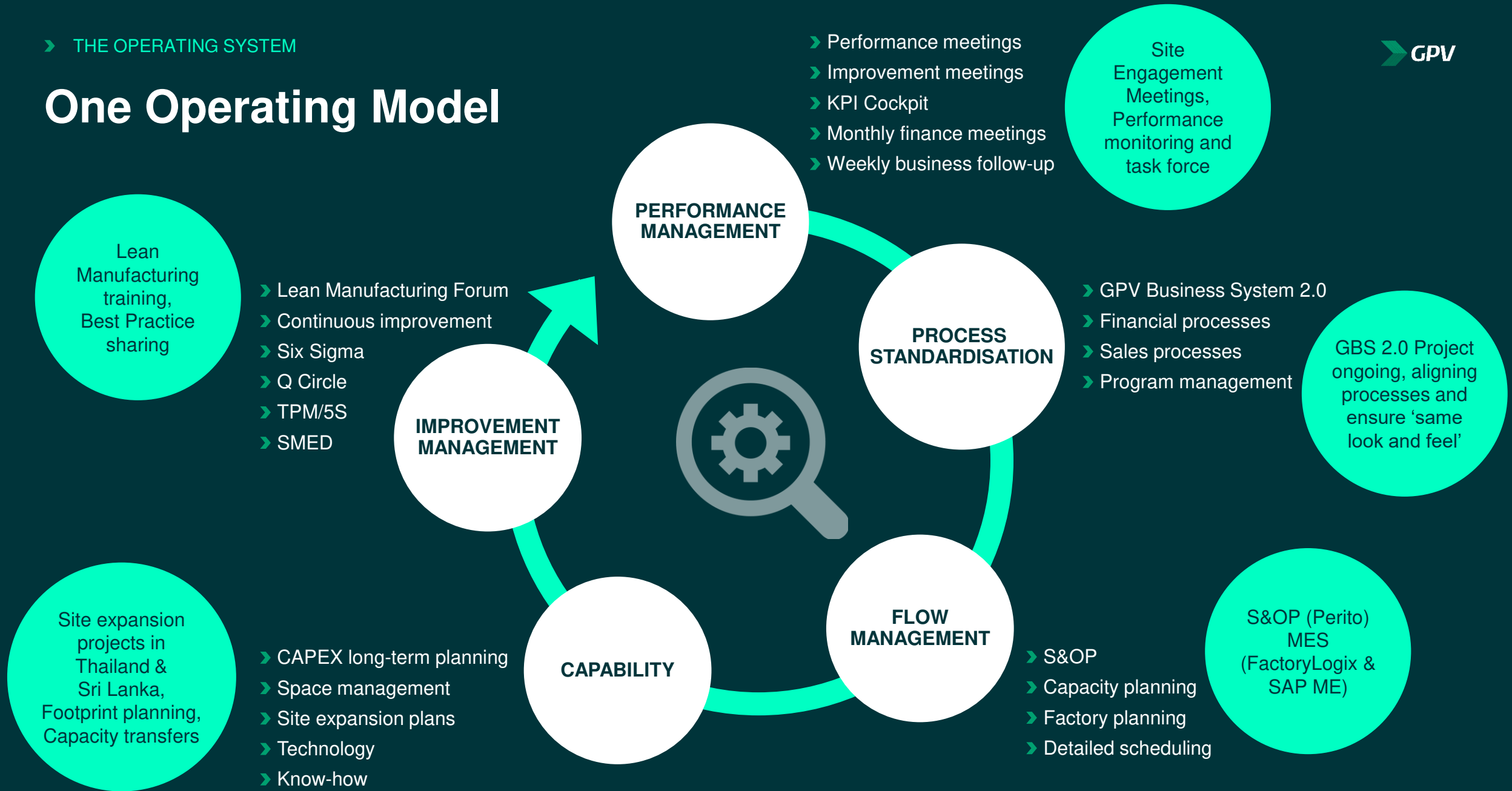
Clear relation between increased Near Miss registrations and drop in Loss Time Injuries from Jan '22

**Our ESG target is to stay below 1.0 and we are well on our way!**





# One Operating Model



# GPV Manufacturing Site overview

Regional actions we are taking

## ASIA

- Request for moving products to Best Cost Europe
- Driven by Supply Chain disturbance, ESG agenda and response to China lockdown
- Capacity/Equipment being transferred to Best Cost European sites
- Strong footprint and ongoing factory expansion (Mechanics and Electronics) in Thailand and Sri Lanka

# GPV Manufacturing Site overview

Regional actions we are taking

## BEST COST EUROPE

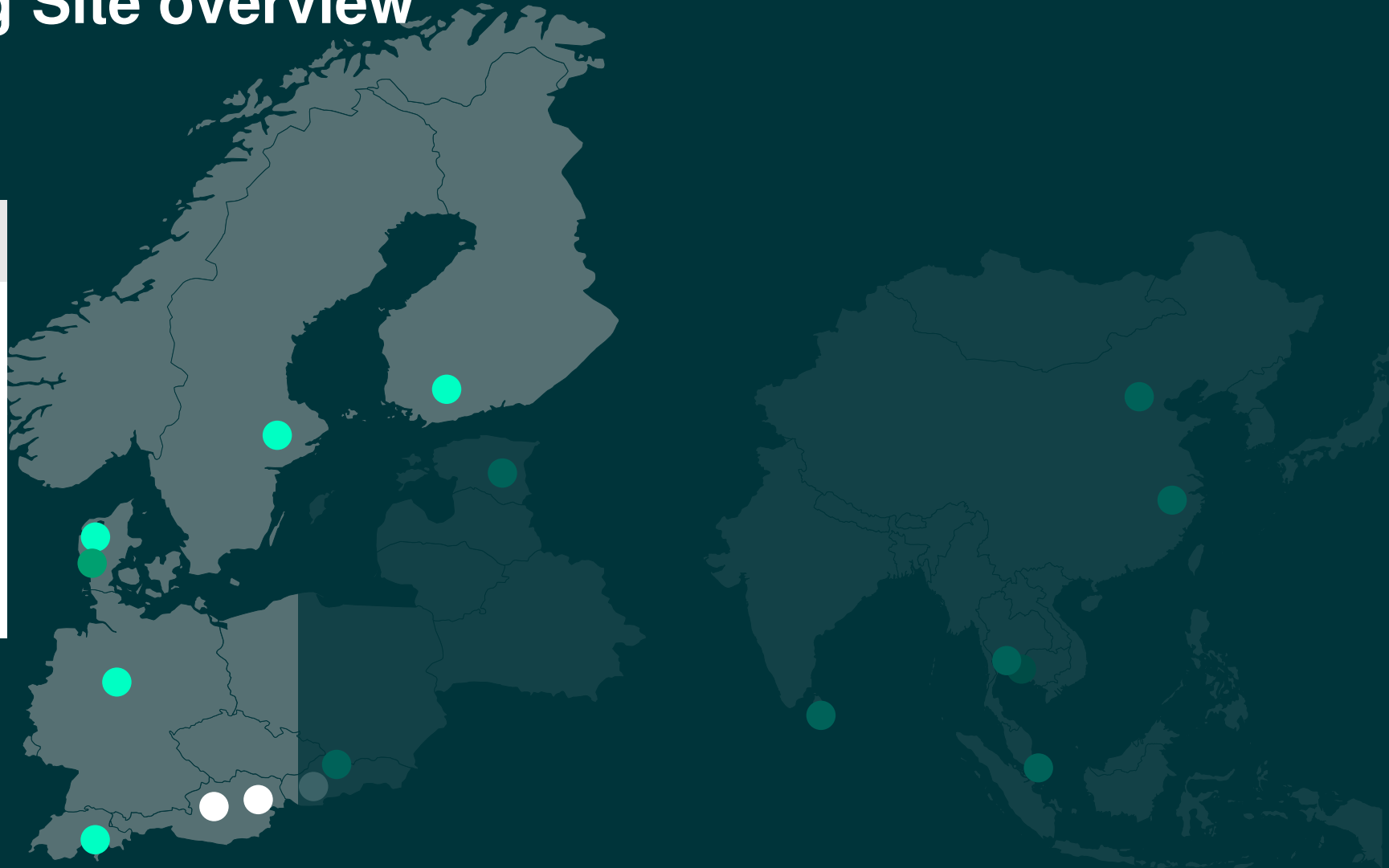
- Strong demand for further increase in Best Cost European capacity
- Capacity increase through transfer of production equipment and new investments
- Investigation ongoing on Footprint expansion in Slovakia

# GPV Manufacturing Site overview

Regional actions we are taking

## PROXIMITY

- Strong presence in Nordics and DACH regions enabling customer closeness
- Local accessibility to Sites
- Global access into the GPV network
- Further increasing capacity in Sweden and Finland



# GPV Manufacturing Site overview

Regional actions we are taking

## AMERICAS

- Request for global production network and need for manufacturing and supply in Americas
- Expansion of GPV site in Mexico in order to meet customer needs

# Partnership melts business **two** together

Thank you very much for your time, your engagement, and your trust into GPV.

- Accomplish more by further talks
- Reception is open and let's continue

LET'S TALK

