

➤ 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



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
149 guests from **24** countries,
Representing **44%**
of our purchasing basket



One. New. Leader.

LET'S TALK

Real value creation in a saturated EMS market - GPV services beyond expectations

As one of the leading and top of mind EMS players in the global industrial markets, we create value for our customers. #TWOgether with us they underline their strong position in their particular environment.

Our value creation is as strong as YOU support us

Agenda:

- *One. New. Leader.*
- *Technology services*
- *Supplier Partner Program*
- *Supply chain collaboration model*
- *#Twogether*

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*
- *Supplier Partner Program*

LET'S TALK



Conflict?

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

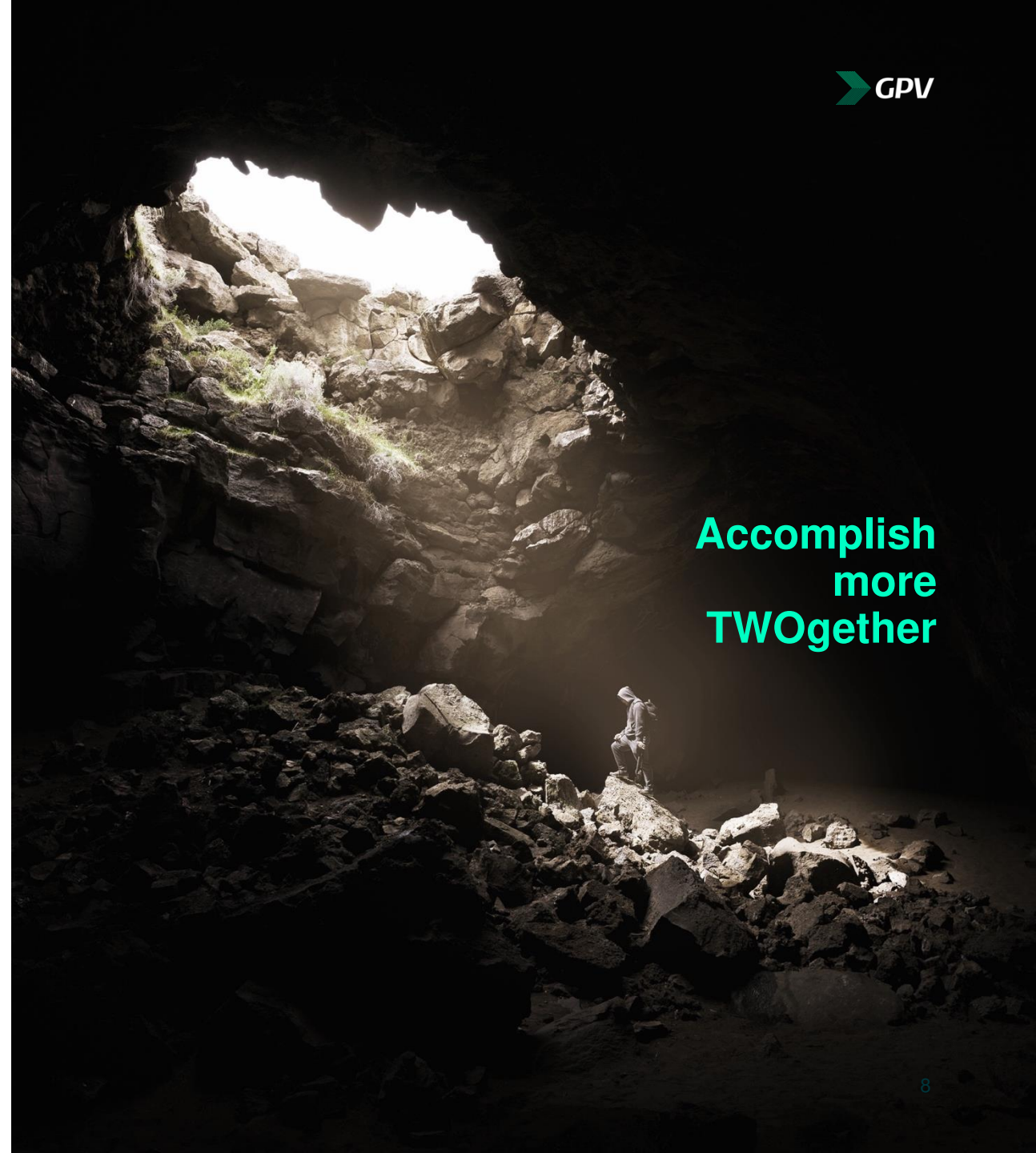
Markets are softening, material availability is improving, but what effects will we see from the semicon mergers and Portfolio clean ups on legacy products? And what are the predictions to the «New Normal»?

Agenda:

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

LET'S TALK

**Accomplish
more
TWOgether**



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*

LET'S TALK

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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



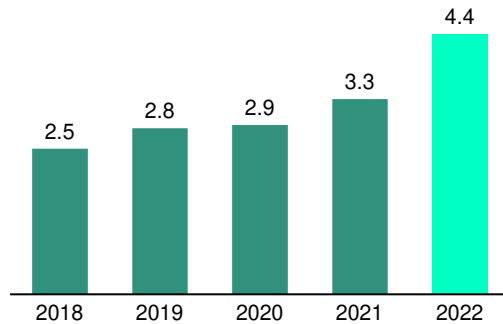
RESPONSIBILITY

#ResultsAreCreatedByPeople

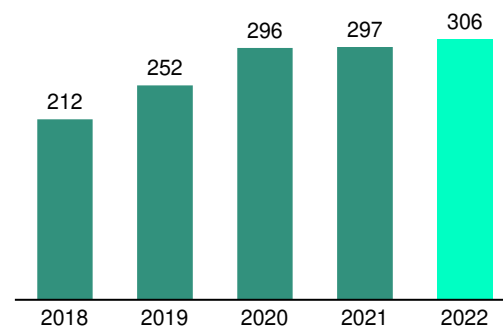
Schouw & Co. is a financially strong majority owner

ANOTHER RECORD YEAR 2021

REVENUE EUR billion

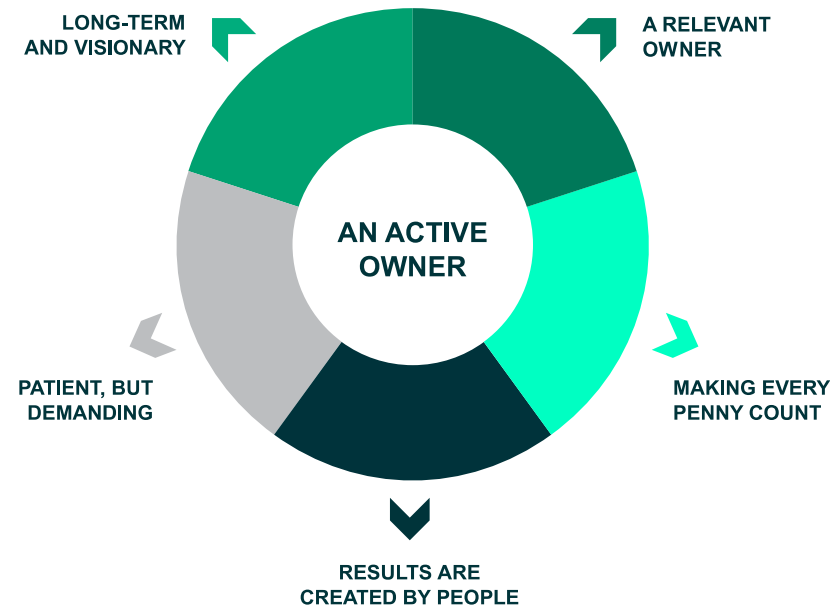


EBITDA EUR million



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



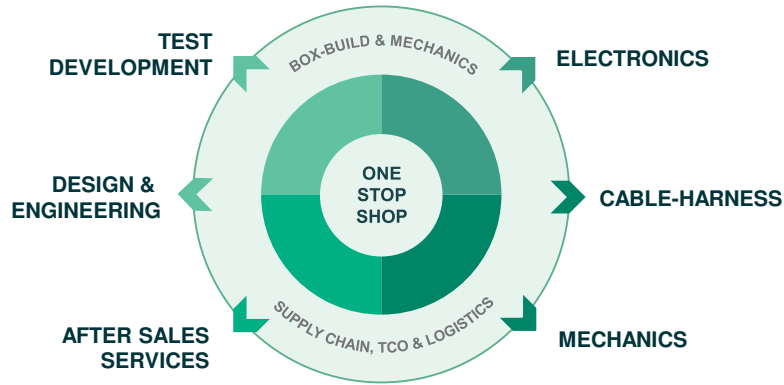
Leading in Europe within hydraulic solutions and components



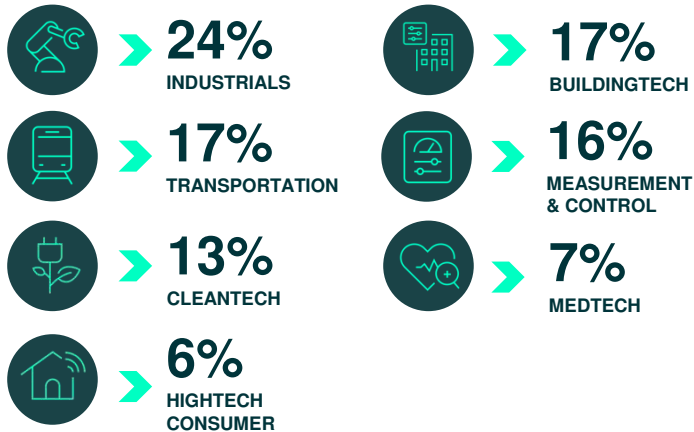
#1 in Europe within remanufacturing of automotive spare parts

About GPV

SERVICES



SEGMENTS



KEY FIGURES

REVENUE 2021

965¹

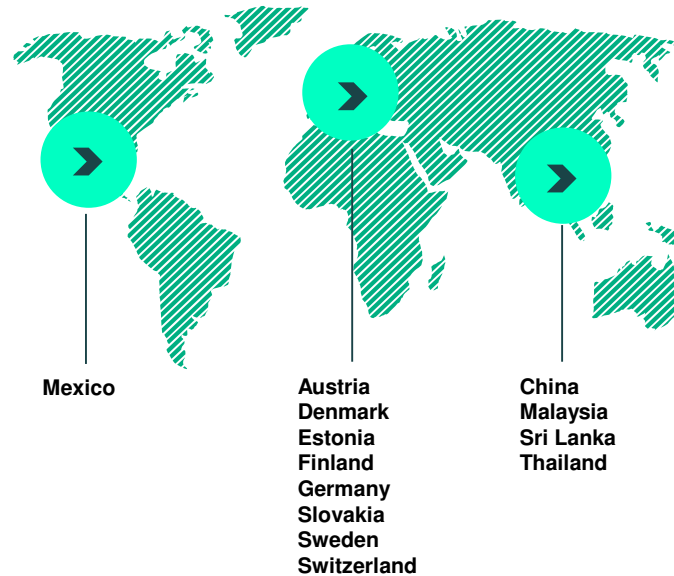
EUR million

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

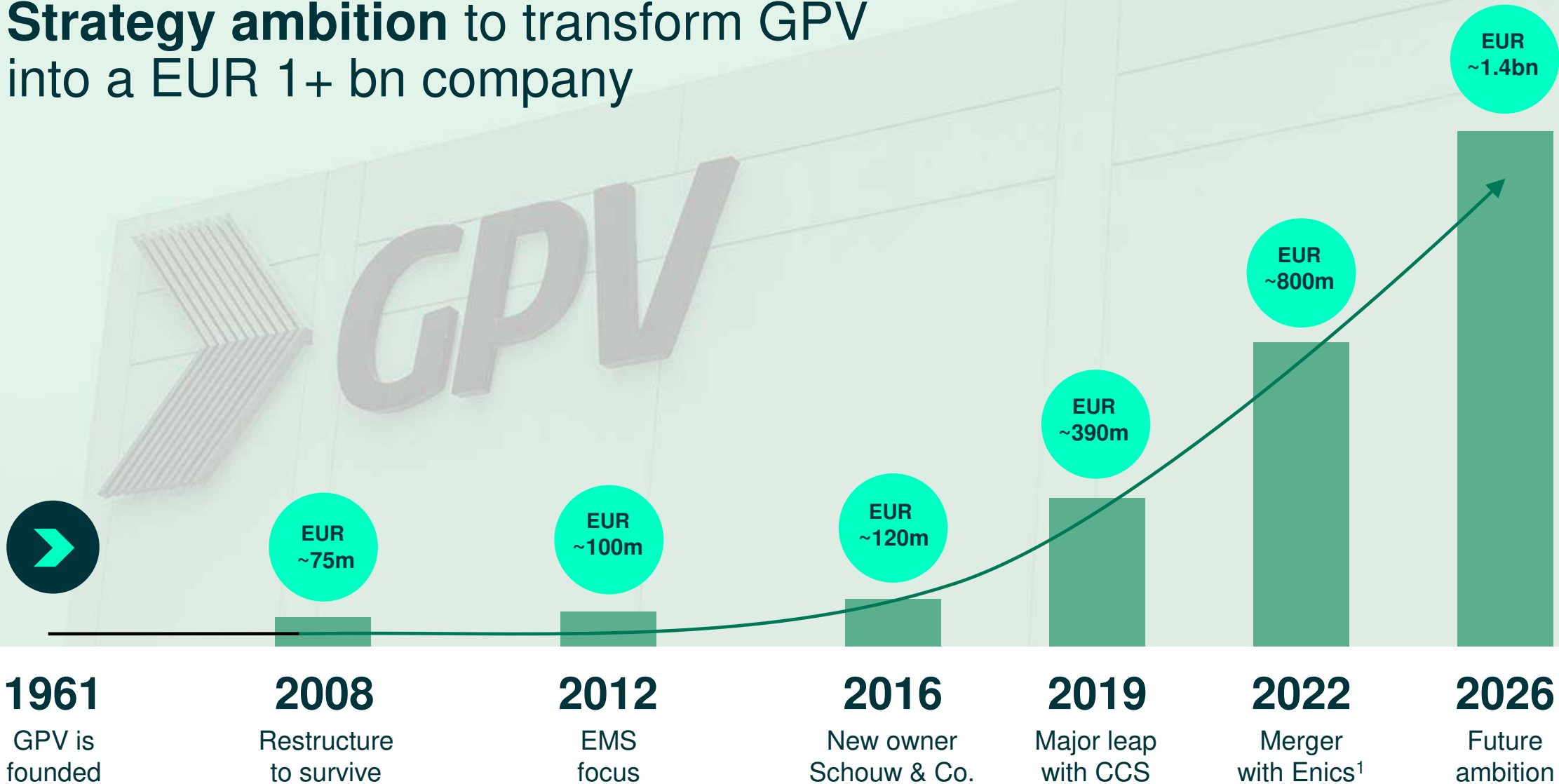
28%

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

1984

Elcoteq is
founded

2004

Enics is
established

2022

GPV & Enics
merger

No.

2

with European
headquarters



1961

GPV is founded

**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

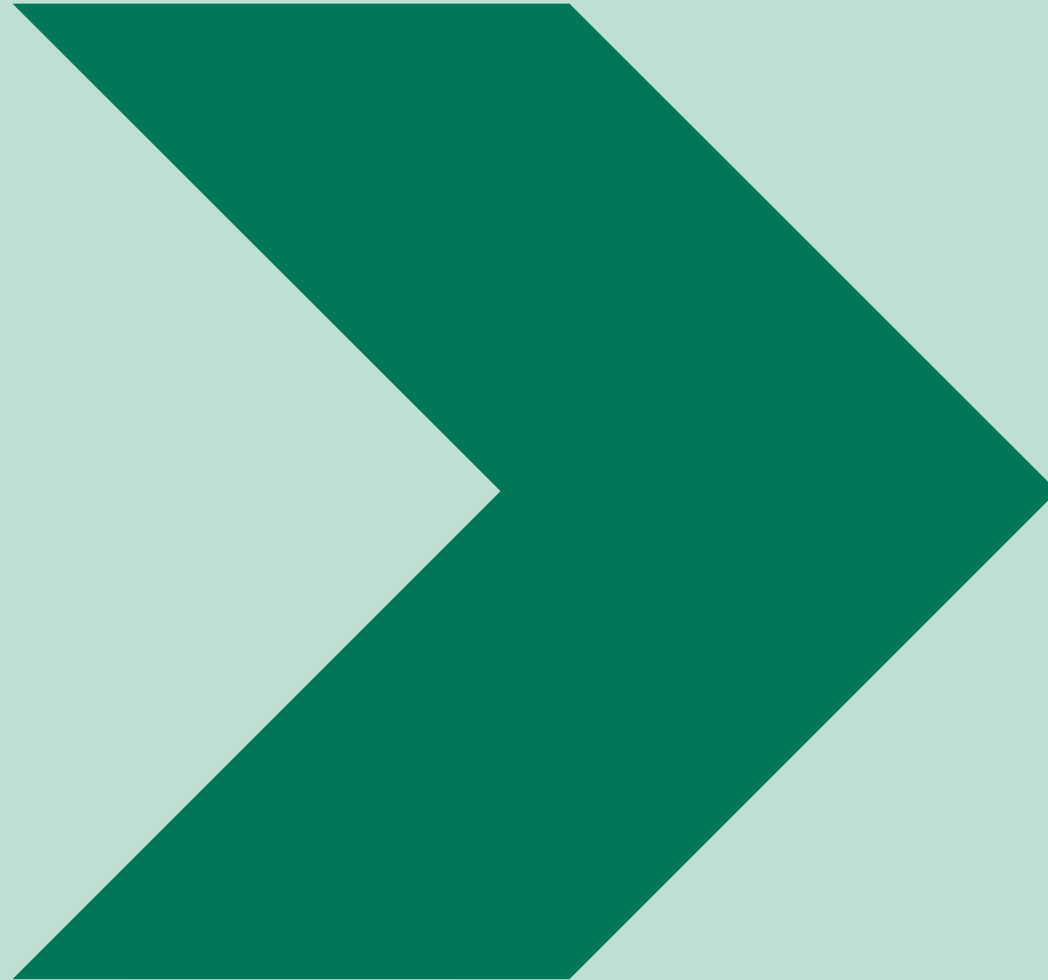


What to expect from **GPV** going forward



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

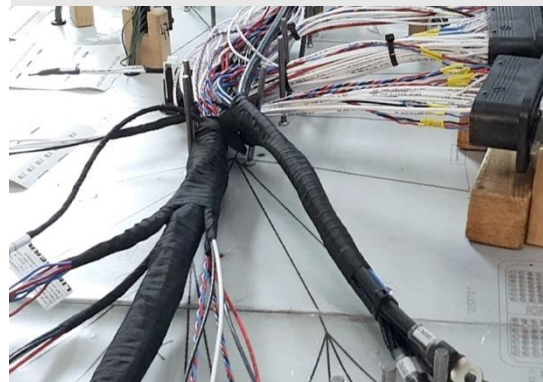
52 & 66
SMT lines & THT lines

**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

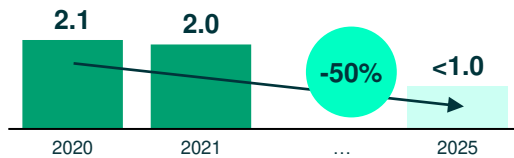


Sustainability as a cross-functional business enabler

OUR AMBITIONS

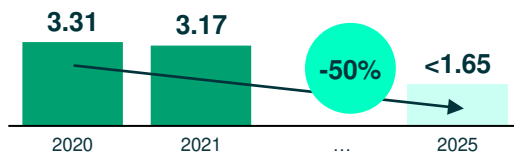
LTIR Ambition¹⁾

Lost Time Injuries per 1 mio. working hours



GHG Ambition²⁻³⁾

Tonnes CO₂e 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%⁴⁾
- Units in Europe pursue a common PPA⁵⁾ 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 Thailand
 GPV Slovakia Elec.
 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 CO₂e 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 eCO₂ 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**



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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



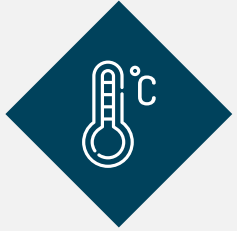
71 factories in over
30
countries



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.



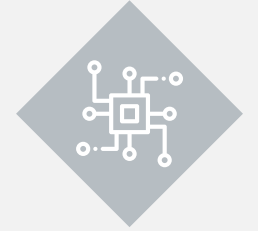
DEMOGRAPHIC SHIFTS

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

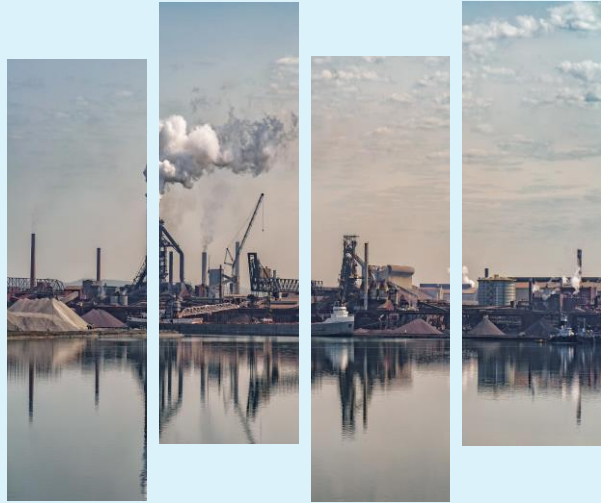
Purpose

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

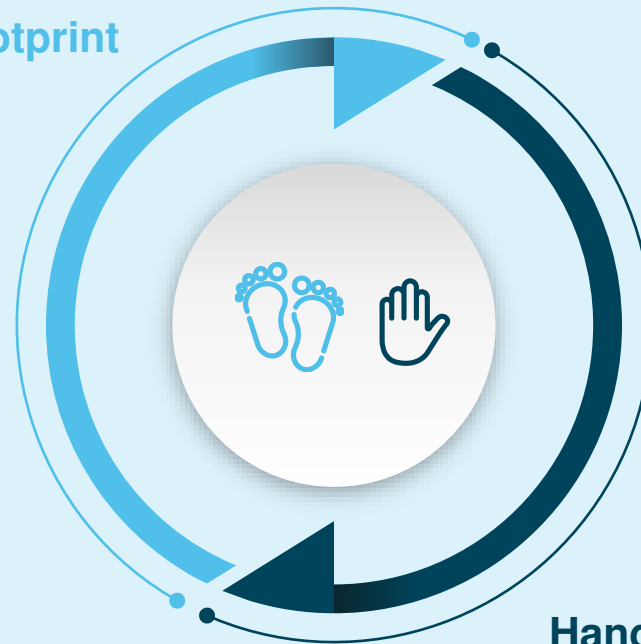
ESG

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

Footprint



Limiting negative impact on environment, people and the economy



Handprint



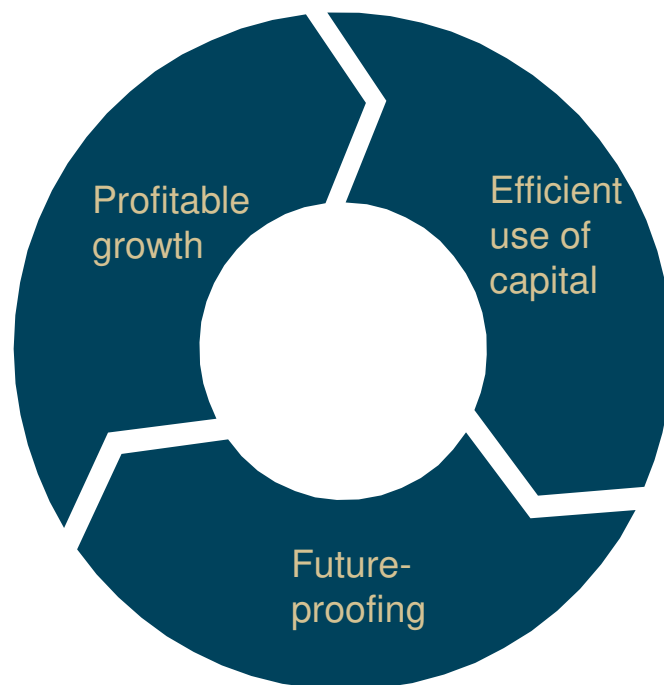
Amplifying the positive change that would not have happened otherwise

Strategic approach with basic principles for responsibility

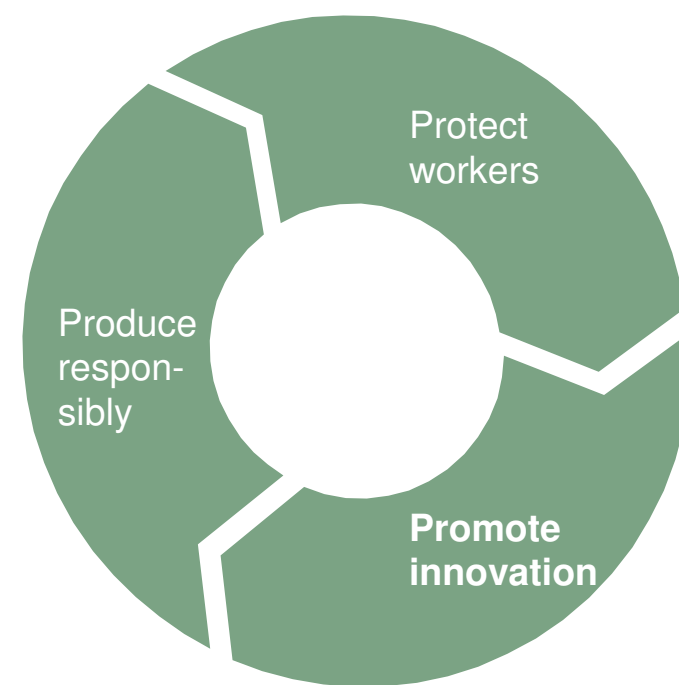
STRATEGY



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






ESG Reporting is the foundation for gathering data and showcasing transparency



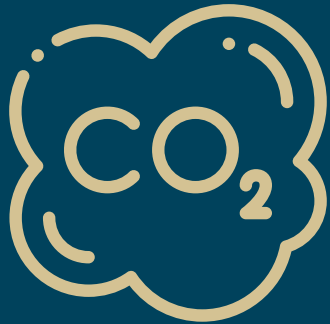
Roughly 30 ESG metrics from Lost Time Injury Frequency to GHG emissions that is reported on from each company in the annual Schouw & Co. ESG Report.

A screenshot of the 'ESG Data Overview' table from the Schouw & Co. ESG Report. The table is organized into columns for different business units: BioStar, Fibertex Personal Care*, Fibertex Nonwovens, GPV, Hytia-Specma*, and Burg Automotive, along with a Group* column. It lists various ESG metrics such as Revenue (DKKbn), Total greenhouse gas emissions (tonnes CO2e), Total energy consumption (MWh), and Share of renewable energy. The table includes data for 2021 and 2020, with some cells containing icons indicating specific details or trends.

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

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

Addressing value chain emissions



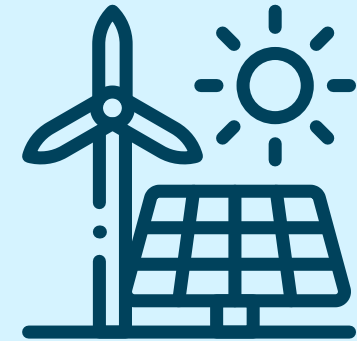
Calculating and reducing value chain emissions (Scope 3) will be crucial and will require more **collaboration across the value chain**

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

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Panel discussion

PETER BACK WILL MODERATE THE PANEL DISCUSSION

13 FEBRUARY 2023

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

Hitachi Energy

Nikolaus Gäbler

Head Of Supply Chain Management Grid Automation

Texas Instruments

Roland Dörfler

Head of Contract Manufacturing Business EMEA

Avnet

Harold Feather

VP Corporate Customer Management Avnet EMEA

GPV

Bo Lybaek

CEO & President

GPV

Thomas Kaiser

EVP Sales & Procurement



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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

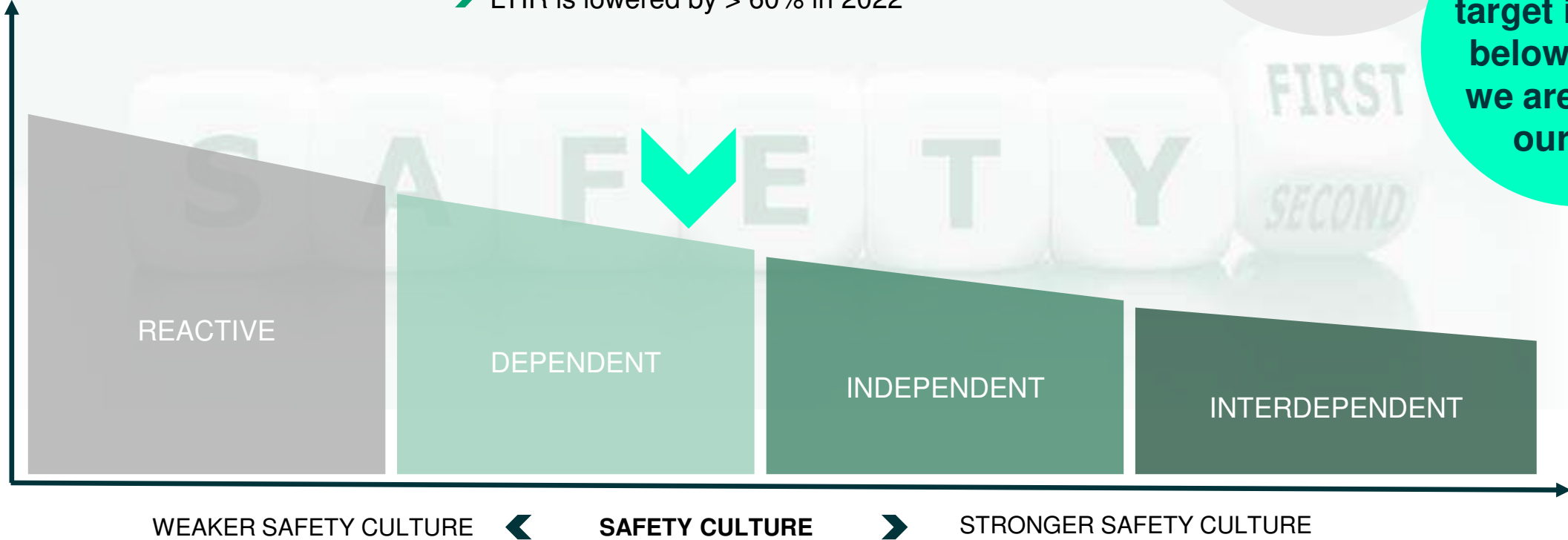
Safety first!

**SAFETY
PERFORMANCE
INJURY RATE**

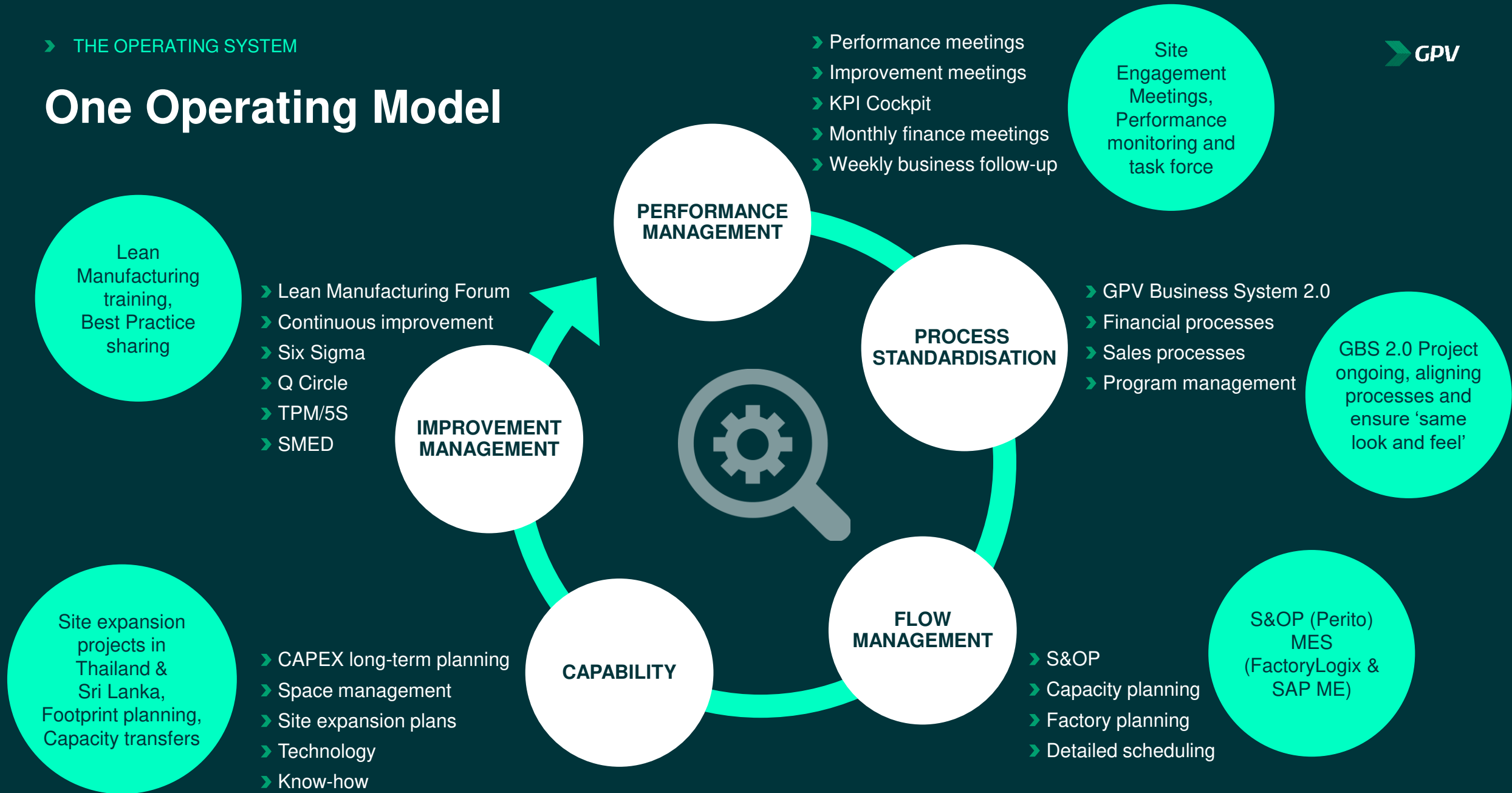
- GPV placement on the Bradley Curve
- Near Miss observations increased > 50 %
- LTIR is lowered by > 60% in 2022

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

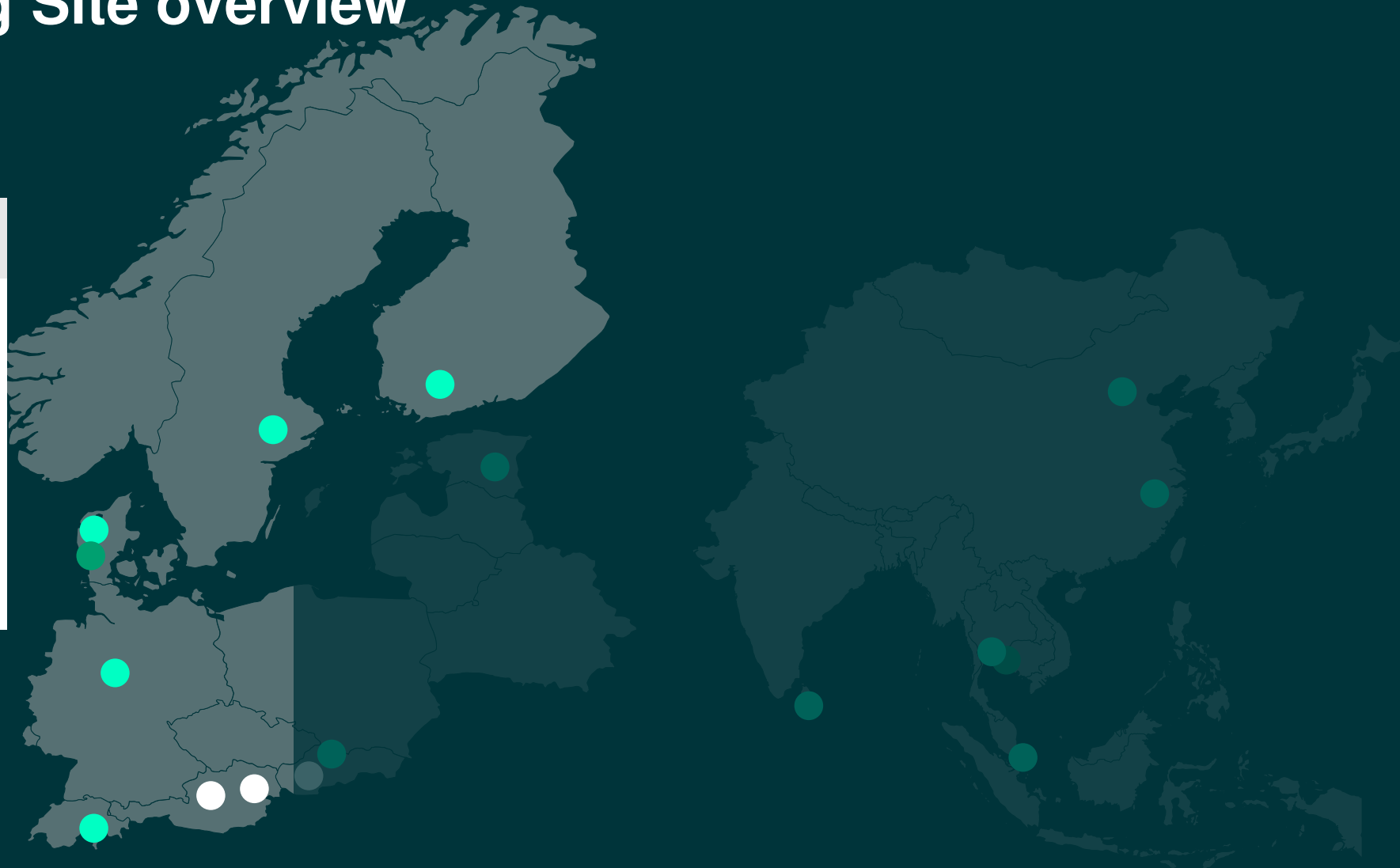
- Strong demand for further increase in Best Cost European capacity
- Capacity increase through transfer of production equipment and new investments
- Investigation ongoing on Footprint expansion in Slovakia

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

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GPV Supply Chain The cooperation model

PRESENTATION BY JAROSLAV KUZILEK, DIRECTOR GLOBAL SOURCING

FEBRUARY 13, 2023



Jaroslav Kuzilek

Since 2020 Group Sourcing Director,
GPV (AEAM unit)

Based in Hlohovec office, Slovakia

15+ years procurement experience
mostly in EMS

Lived and worked 8 years in Asia

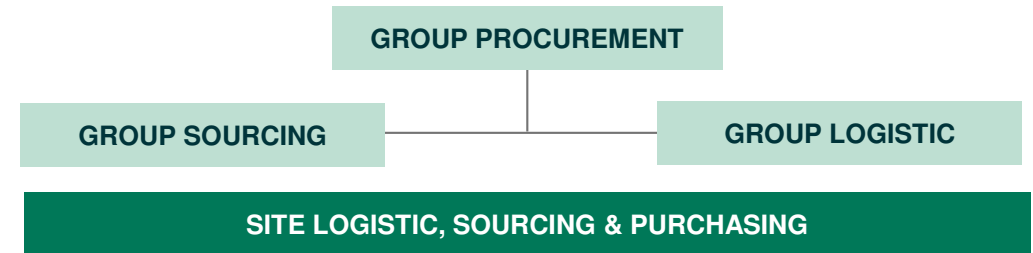
GPV Procurement

Customer satisfaction through effective communication in supply chain

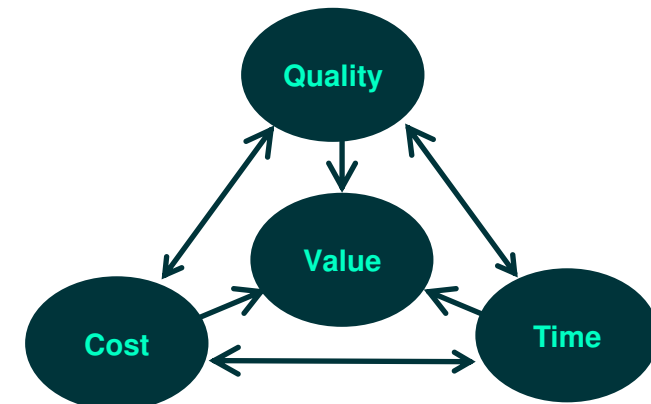
PROCUREMENT CORE ACTIVITY ELEMENTS



LOCAL CONTACTS – GLOBAL AGREEMENTS



PROCUREMENT EXCELLENCE – DRIVEN BY TRANSPARENCY



Major criteria of a good collaboration

Expectation to navigate through the very dynamic supply chain



Short term expectations

is to cover our biggest pain points



Mid-term expectations

are defined in GPV Preferred Partner Programme



Flexibility

NC/NR, Demand adjustments



Reliability

BOM Risk mitigation



Competitiveness

Size matters



GPV procurement journey

What happened and what next to be expected

Deliverables / Milestones	OCT 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23
Purchase data analyses and interpretation	■	■	■				
Electronica		■					
Terms and conditions alignment		■	■	■	■		
Let's talk event		■	■	■	■	■	
Group RFQ (Price List Agreements)					■	■	■
New procurement organisation announced							■
Business reviews				■	■	■	■

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GPV your Technology Partner

PRESENTATION BY FELIX TOBLER, HEAD OF GLOBAL DESIGN & ENGINEERING

FEBRUARY 13, 2023



Felix Tobler

Since 2014
Head of Global Engineering, GPV

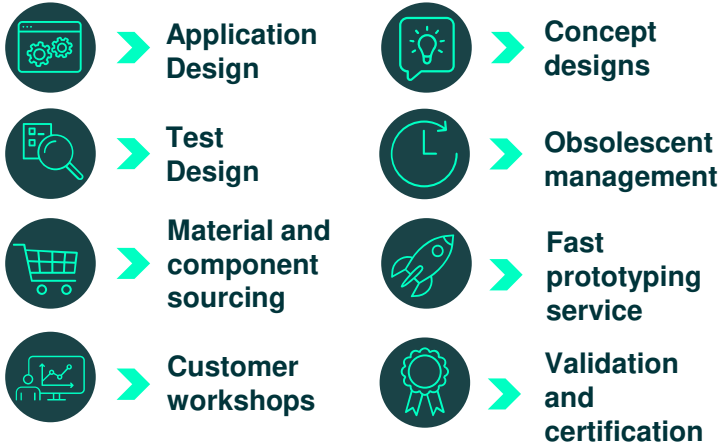
40+ years experience in electronics

Knowledge in hardware, embedded
software and system design

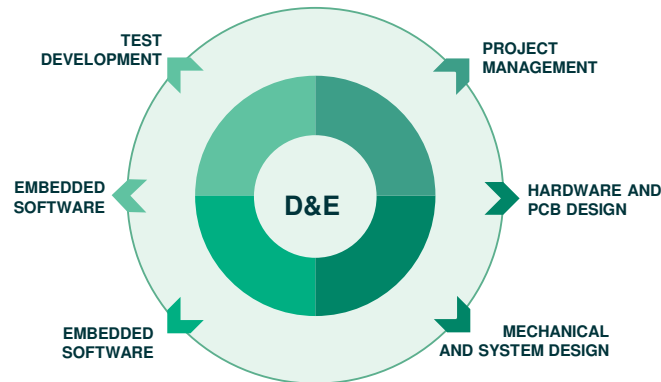
Since 1995 experience with
leadership of engineering teams

About GPV Design & Engineering

DESIGN & ENGINEERING SERVICES



DESIGN & ENGINEERING DISCIPLINES



NUMBER OF ENGINEERS

NUMBER OF ENGINEERS

152

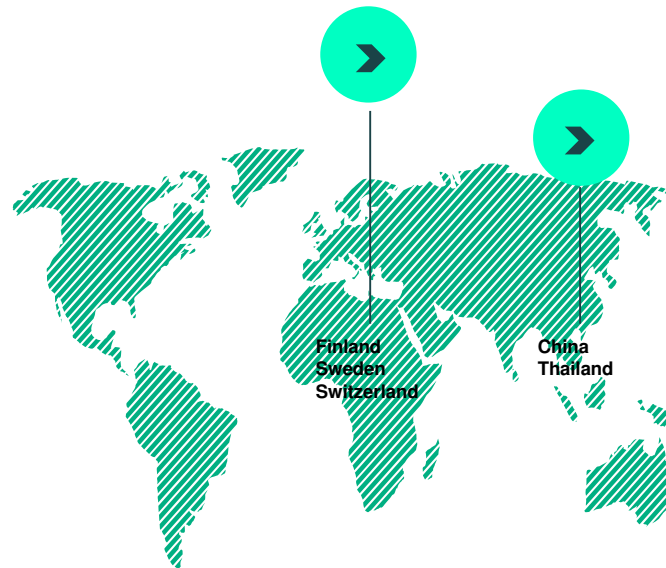
Distributed on all GPV sites

PRODUCT DESIGN ENGINEERS

42

worldwide

GPV ENGINEERING SITES



ENGINEERING ACTIVITIES

18,700

PCN managed



451

Design changes w/o PCB modification

114

Design changes with PCB modification

378

Test applications built



245

Running engineering projects

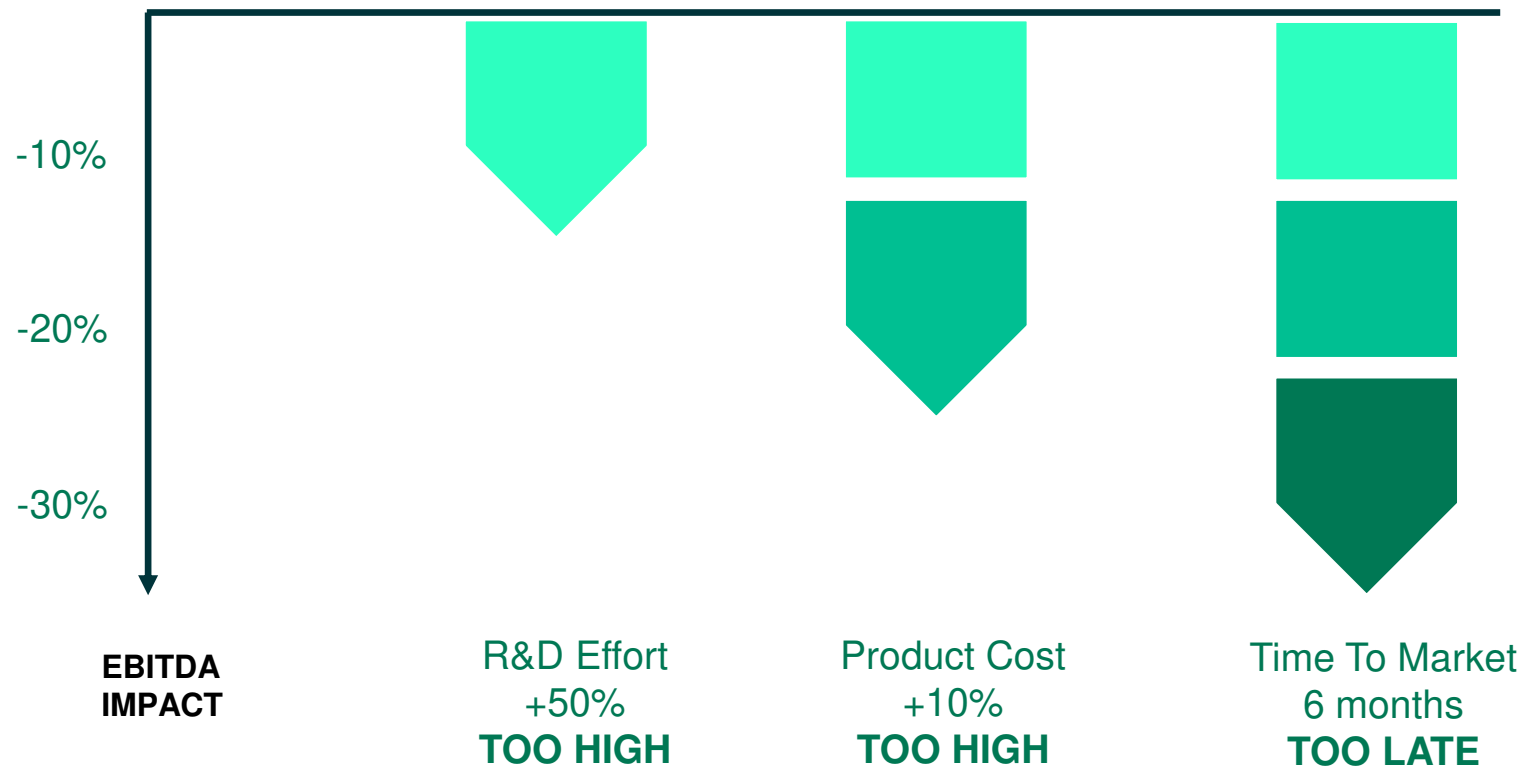


78

Product development



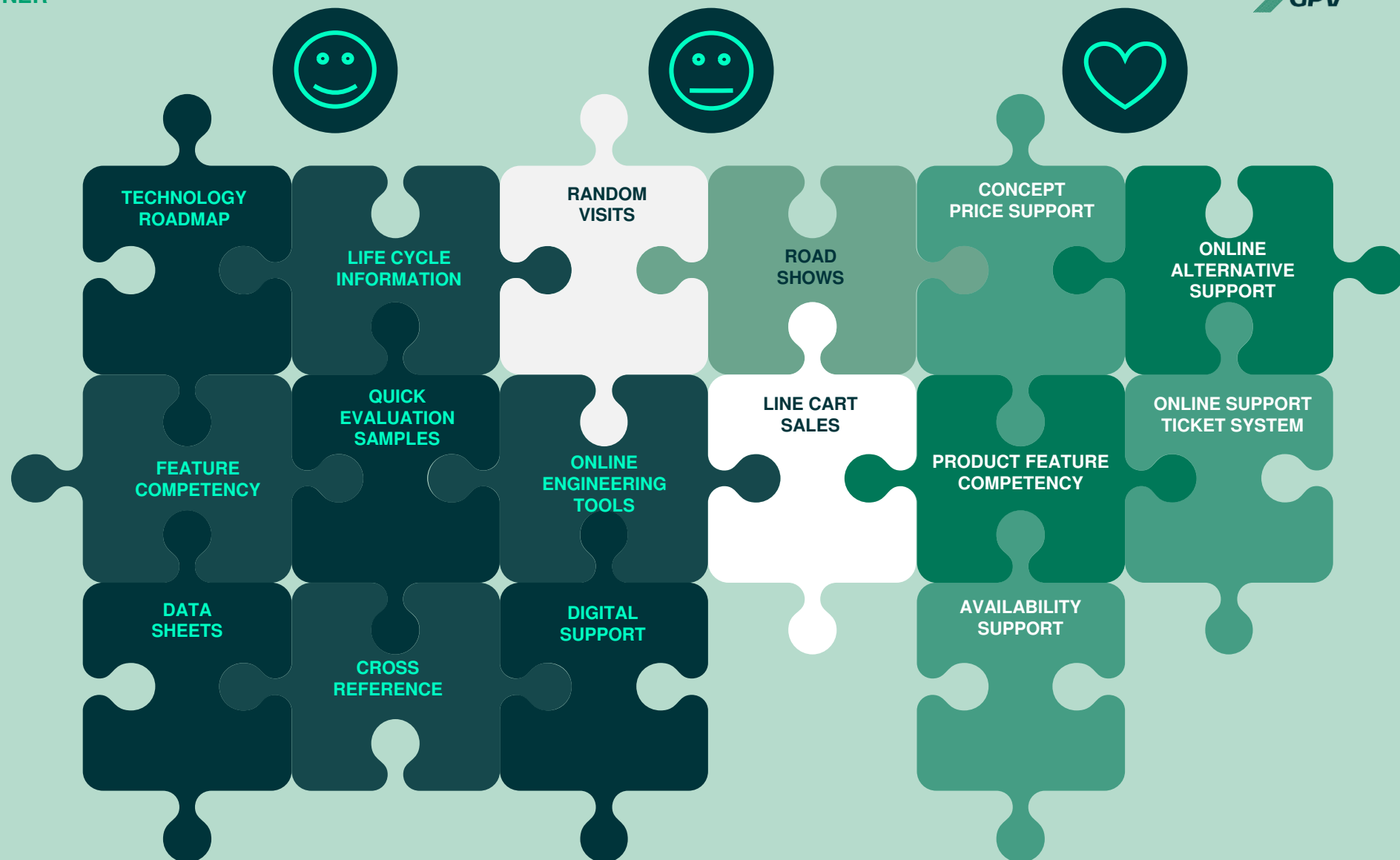
Why is time to market so important



Where can you save the most money by focusing on the right design KPIs?

Influence of R&D KPI to EBITDA

How can you support us best



Partnership melts business **two**gether

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

