

Welcome to Sieradz

8:50 IR & Comms Director Pasi Hiedanpää: Opening words and safety

8:55-9:45 CEO Christophe Sut: Review

9:45-10:10 Head of M&A Simon Lönnvik: M&A strategy and targets

10:10-10:20 Break

10:20-10:35 VP of Central Europe Markku Kosunen: Introduction to the business segment Central Europe

10:35-11:00 Factory manager Andrzej Połojko: Introduction to Sieradz operations

11:00-12:00 Factory tour

12:00-12:15 CEO Christophe Sut: Closing remarks

12:15-13:00 Lunch

13:00-15:00 Transportation to Warsaw Chopin Airport

Safety instructions (1/2)

SCANFIL SCANFIL HEALTH, SAFETY & ENVIRONMENTAL INFORMATION FOR VISITORS



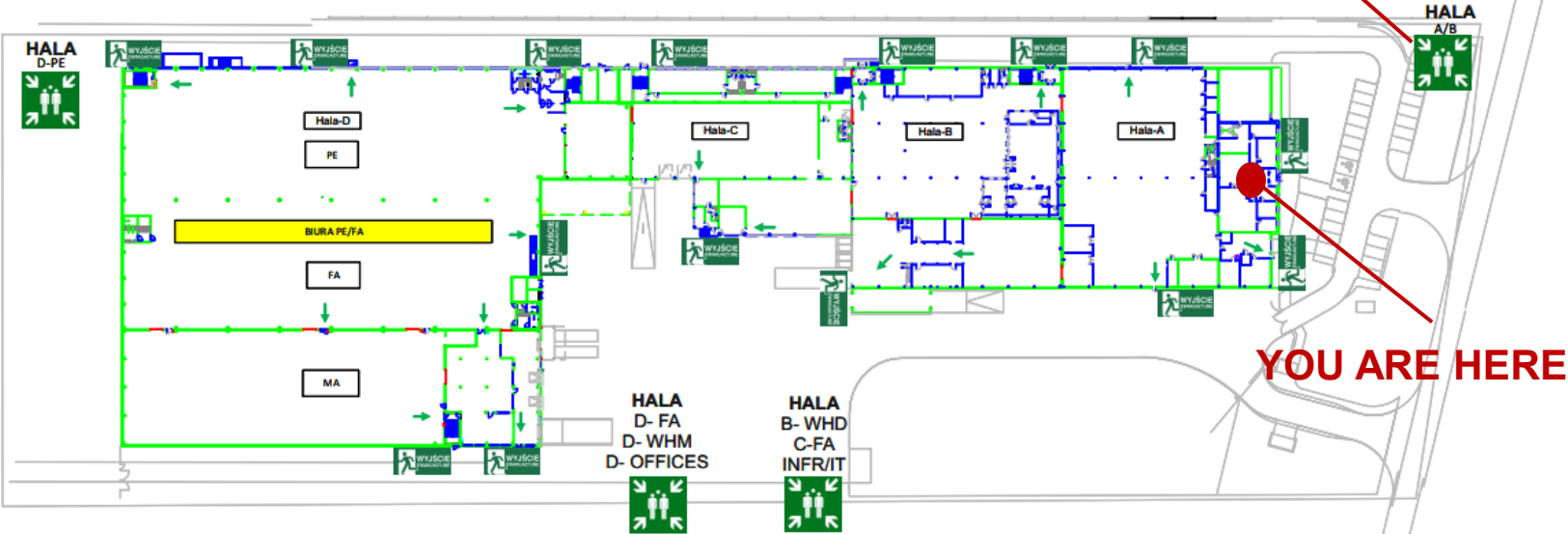
We are determined to achieve the highest standards in health, safety and environmental performance and continuously strengthen our efforts in safe and compliant offshore and onshore operations around the world.

We are committed to your health and safety. Please pay attention to our safety introduction.

SCANFIL

EVACUATION


Gathering point




YOU ARE HERE


 In case of fire alarm: Keep calm and follow your host to the gathering point


Safety instructions (2/2)


 Register your visit to receive your Visitors Pass. Keep it visible throughout your stay.


De-register and return your Visitors Pass when you leave SCANFIL.

 Put on required Visitors clothes and protective equipment before you enter the plant.


 Pay attention to forklift truck and handling machines. They have **priority**.


 Comply with all guarding and warning signs.


 DO NOT block fire exits and keep access to firefighting equipment clear.


 In case of fire alarm: Keep calm and follow your host to the gathering point.

 EMERGENCY EXIT

 DO NOT go inside marked working areas of machines without approval from your host and the machine operator.

 DO NOT photograph or film on the premises, unless permission is given from your host.

 DO NOT touch any of the components and machines unless permission is given from your host.

 Smoking isn't allowed in our factory.

Welcome to SCANFIL.
Have a safe and rewarding visit.

Our vision is to be a trusted partner for our customers and We differentiate with our best in class performance.

We consider environmental issues in all business strategies and initiatives

We will comply with laws, regulations and other requirements, to which the company subscribes and relate to our environmental aspects.

We will continuously work to prevent our environmental impact, reduce air and water pollution as well as the consumption of other natural resources

We meet our stakeholder's requirements by continuously improve our way of working.

CORE VALUES

Customer Focused

Add value for our customers and help customers achieve their goals

Build and nurture long-term partnerships

Treat customers fairly and expect fair treatment

Achieving Together

Collaborate across teams and sites and support each other

Benefit from diversity and respect every individual

Celebrate progress and achievements

Empowered

Take ownership for own performance, behavior and growth

Explore opportunities to improve and learn from mistakes

Make decisions in own responsibility area based on data and evidence

Engaged to Perform

Keep our promises: Deliver on time, with quality, at competitive cost

Proactively detect and solve challenges with solution focus

Continuously improve our competences and capabilities

IN CASE OF EMERGENCY

Address to site :

Wojska Polskiego 107, 98-200 Sieradz

NATIONAL EMERGENCY ASSISTANCE NUMBERS

All
Ambulance
Fire
Police

112

OTHER USEFUL CONTACTS

Health & Safety, Evacuation +48 604 399 757
Roman Kaluziński

Health & Safety, Evacuation +48 664 763 804
Urszula Pik

Security Coordinator +48 882 603 375
Mirosław Kęпка

Building Maintenance +48 668 851 019
Arkadiusz Sroka

Review by the CEO and CFO



Market Outlook: Customer Industry



Industrial

- Megatrends:
- Digital transformation
 - Low-carbon energy transition
 - AI and industry 5.0

Short to medium term outlook



Long-term outlook



Energy & Cleantech

- Megatrends:
- Electrification and grid resilience
 - Decentralization of energy systems
 - Circular economy

Short to medium term outlook



Long-term outlook



Medtech & Life Science

- Megatrends:
- AI in diagnostics and clinical work
 - Rise of a middle class and aging population
 - Digital health solutions

Short to medium term outlook



Long-term outlook



Aerospace & Defense

- Megatrends:
- NATO requirement of 5% of the GDP by 2035
 - War in Ukraine speeding up defense investment decisions
 - Change in warfare

Short to medium term outlook



Long-term outlook



Market Outlook: Geographical Segments



APAC

Developing region with high market growth in several sectors.

Short to medium term outlook



Long-term outlook



Americas

Dynamic region driven by artificial intelligence (AI), electric vehicles (EV) and reshoring.

Short to medium term outlook



Long-term outlook



Central Europe

Recovering region with drive from electric vehicles, industrial and Aerospace & Defense.

Short to medium term outlook



Long-term outlook



Northern Europe

Rebounding region with improving demand in industrial electronics, Medtech and Energy & Cleantech

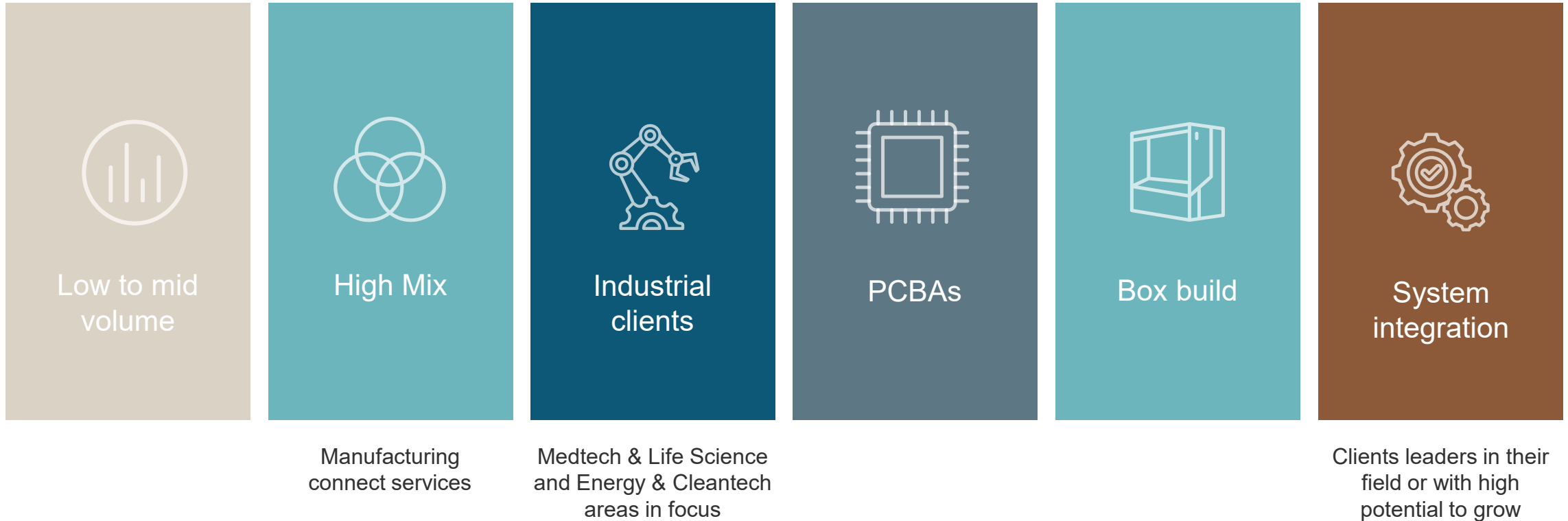
Short to medium term outlook



Long-term outlook



Scanfil Positioning – What market do we cover ?



Vision

Your global, most preferred supply chain and manufacturing partner

Mission

Scanfil helps customers to succeed by providing effective and innovative solutions that bring products from idea to life and maintain product competitiveness over the lifespan

Values



Customer focused



Achieving together



Empowered



Engaged to perform



What we want to offer



The Long-term Manufacturing Partner

Help you to evolve grow and develop your product – support your competitiveness

Extend service portfolio based on customer needs



Industry Knowledge

Long industry knowledge and team sharing experience and best practice

Strong focus on Medtech, Energy & Cleantech, Industrial customers

Improve our capabilities through Dream Factory Concept



Global Reach

Scanfil has factories in nine countries and serves customers worldwide.

Complementary factory – broad range of competence and capabilities where you need them



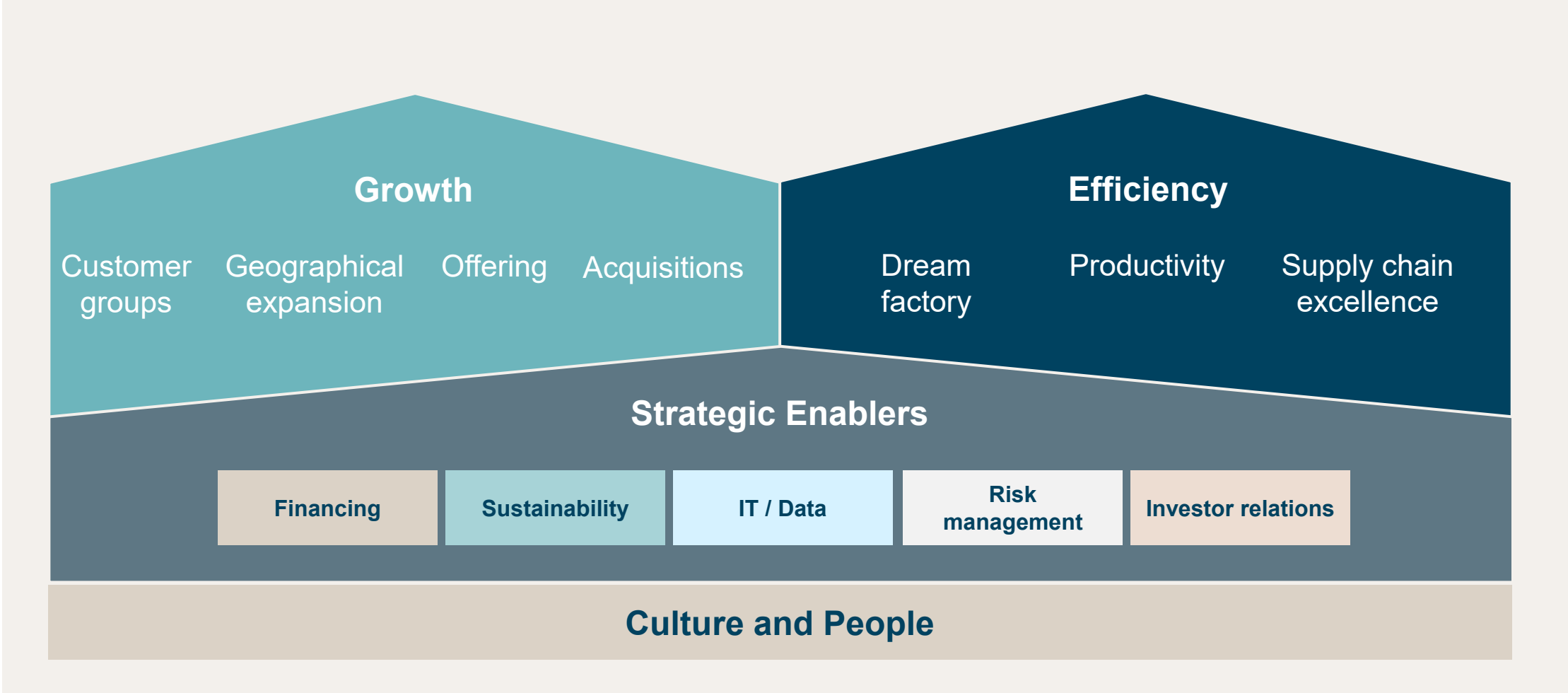
Sustainable Manufacturing

Competitive cost base through efficiency and supply chain management

Quality – 5S – commitment to continuous improvement and

Sustainability – EcoVadis gold

Strategy 2024–2028: Geared for Growth




Long-Term Financial Targets

TURNOVER




Growth 10%*

PROFITABILITY




EBIT 7% to 8%**

DEBT



Net Debt/EBITDA $\leq 1.5^{**}$

DIVIDEND



Dividend
1/3 of EPS**

* Target over a business cycle to be considered as long term average

** Target are established over a business cycle

Updated Management Team to Drive Strategy and Values



Christophe Sut
CEO



Kai Valo
CFO



Anette Mullis
Chief People Officer



Christina Wiklund
Chief Commercial Officer, and VP of
Americas since 10 June 2025



Mari Tuominen-Reini
Chief Supply Chain Officer
Since 1 September 2025



Steve Creutz
VP of Northern Europe



Christian Kesten
VP of APAC



Markku Kosunen
VP of Central Europe

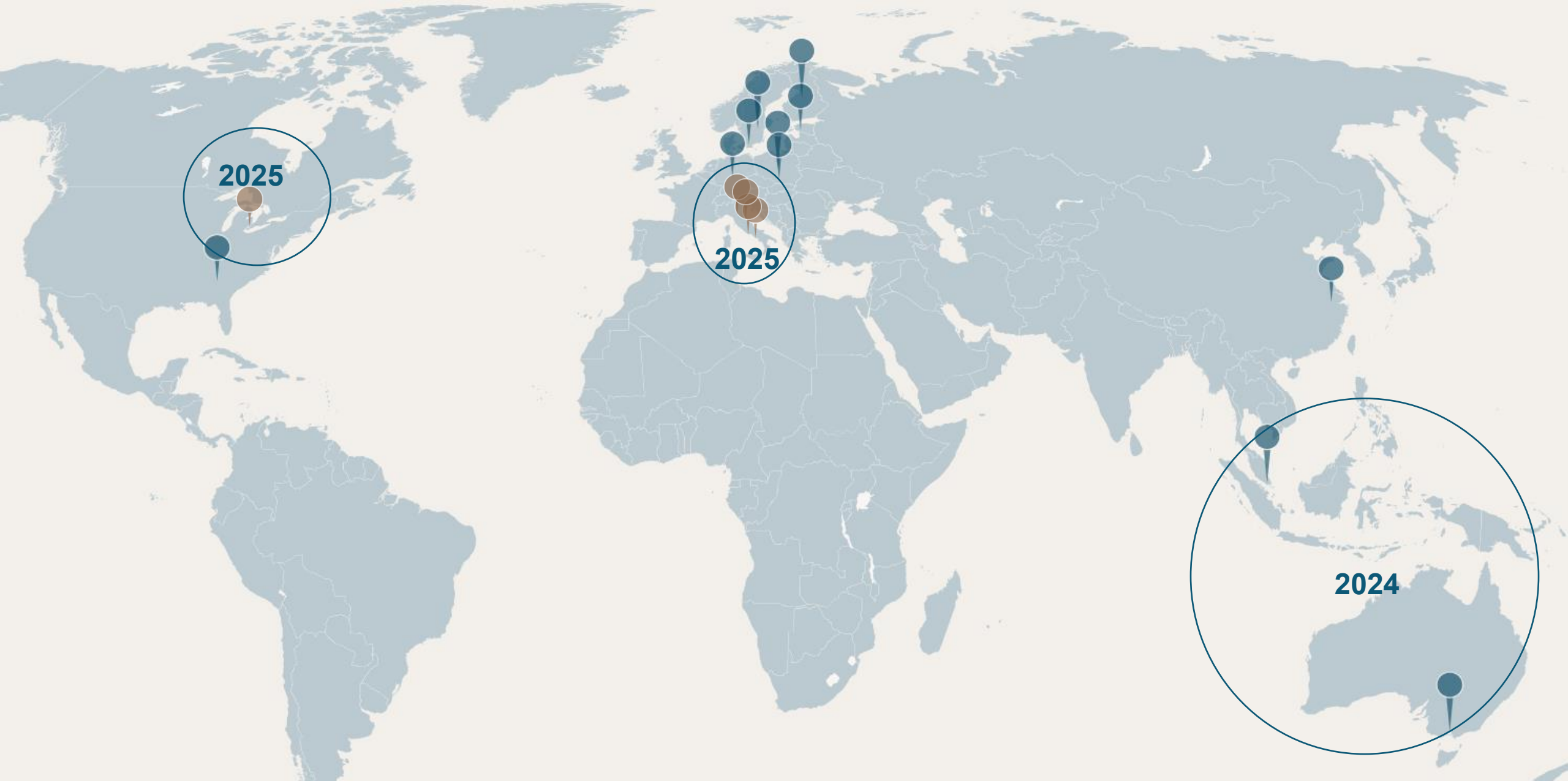


Teemu Ohtamaa
General Counsel
Since 1 June 2025

Strategy Execution

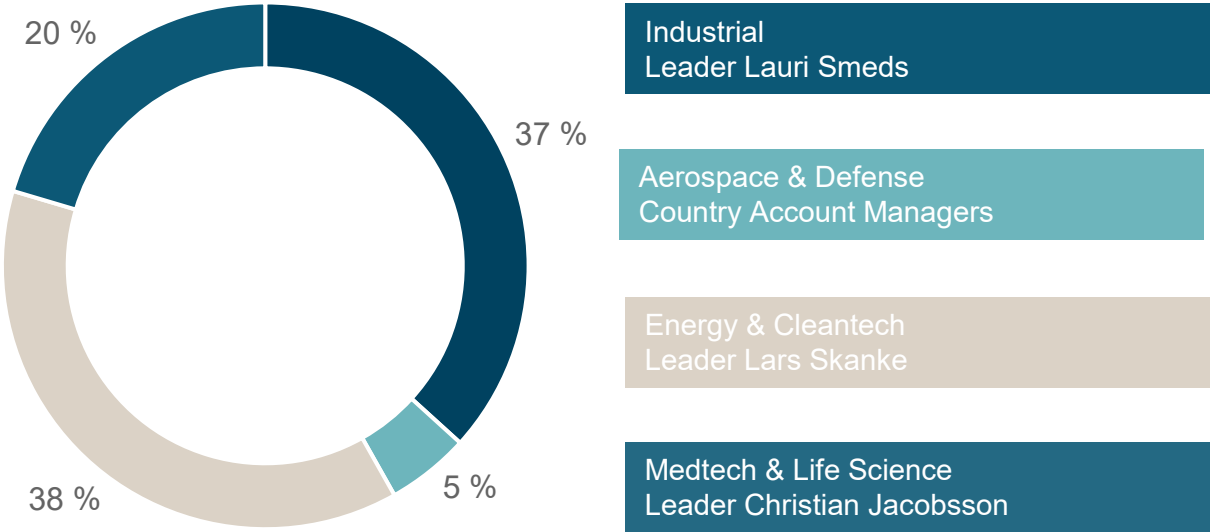
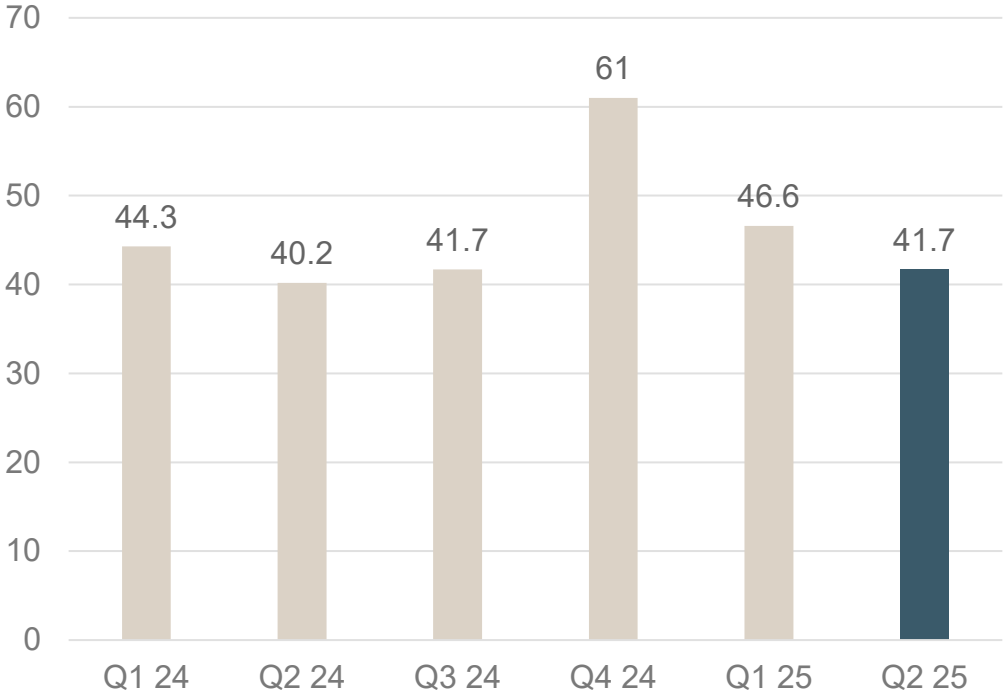
Attribute	2024	2025
Governance model	New Governance model	Regional – Ready to scale
Organic growth through sales	Sales team per segment	Increase sales resources
Expansion through M&A	Malaysia and Australia	Italy and the US
Offering	Medtech device capabilities	Aerospace & Defense
Organic growth - investments	Investment in Atlanta	Investment in Malaysia
Customer satisfaction	Q2 NPS 37	Q2 NPS 46 (+24%)
Dream factory	Factory specific plans	Factory specific plans
Supply chain excellence	Inventory turnover 3.0	Inventory turnover target 3.6
Sustainability	SBTI commitment	EcoVadis Gold

Expanding Geographical Reach



Customer Groups: New Organization Drives Deal Flow

New customer deals won



Offering Development: Aerospace & Defense



Communications

- Complete seamless real-time battlefield communication systems
- Wireless onboard communication systems



Training & Simulation

- Laser-based trainings kits for infantry, tanks and other heavy vehicles



UAVs and drones

- Complete surveillance and reconnaissance UAVs



Control Systems

- Guiding systems for heavy artillery shells



Surveillance

- Surveillance camera systems for public security

Design, testing, electronics manufacturing, box-build and after market services

Investments in Organic and Inorganic Growth



Investment in Malaysia

- Investment of EUR 4.3 million in Malaysian factory due to solid outlook
- New SMT and THT lines, and updates on IT infrastructure



Acquisition of ADCO Circuits in the USA

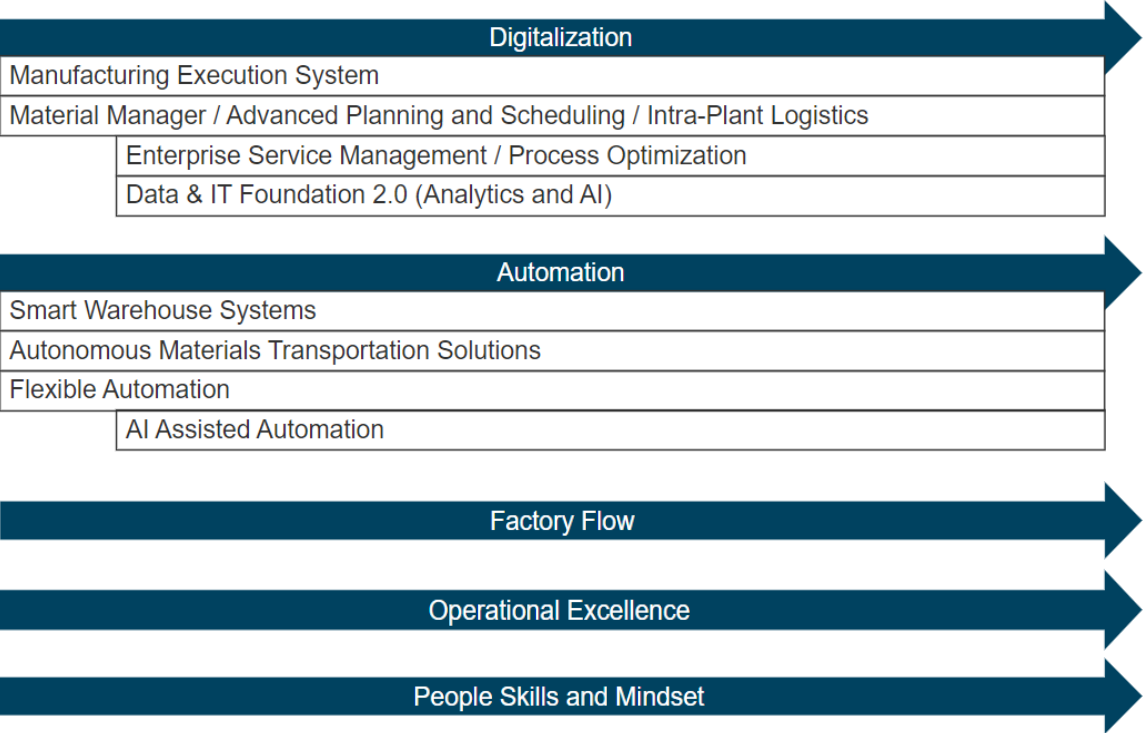
- Acquisition of 80% of ADCO
- Located in the Greater Detroit area
- Strategic acquisition accelerates growth in the Americas region and the Aerospace & Defense industry, where ADCO generates 37% of its turnover
- Turnover in 2024 was EUR 30.6 million



Acquisition of MB Elettronica in Italy

- Acquisition of MB
- It has 500 employees and four factories in Italy
- Strategic acquisition creates a strong foothold in Southern Europe and accelerates growth in the Aerospace & Defense industry, where MB generates 37% of its turnover.
- Turnover in 2024 was EUR 98.4 million

Dream Factory Roadmap and Targets by 2028



Productivity
Improvement of
>26%

On-Time Delivery
Best-in-class customer
satisfaction in Delivery
>4,5 / 5,0

Quality
Best-in-class customer
satisfaction in Quality
>4,5 / 5,0

Inventory
Inventory turnover
>6

Positive Development in Many Areas

KPI	2022	2023	2024	YTD 2025
On-time Deliver	89,5	95,1	98,1	98,3
Quality Inquiries	662	364	282	174
Inventory Turnover	2.7	2.8	3.0	3.0
Net Promoter Score	-2	22	45	45
Employee Satisfaction & Loyalty	71	73	70	n/a*

* Survey results for 2025 on September 22



Customer focused



Achieving together



Empowered



Engaged to perform

Driving Sustainability – EcoVadis Gold Achieved

Status Sustainability:

- Science Based Targets initiative short term (2030) validated
- Science Based Targets long term (2050) commitment
- First CSRD sustainability report disclosed
- Position Green sustainability data collection platform implemented in all sites (including SRX)
- Ecovadis assessment – Gold medal (top 5%)
- No environmental cases reported

Main sustainability KPI's:

SDG Area	Targets	2020	2021	2022	2023	2024	Q1 2025	Q2 2025	Target 2030
13 Climate Action	CO2 emissions (tCO2e)	16 853	16 144	10 246	8 845	8 099	1 939	1 752	8 500
13 Climate Action	Increase the share of fossil-free energy to >60%	28 %	33 %	52 %	52,4%	53,5%	60%	68%	60 %
3 Good Health	Workplace accidents rate (no. of accidents vs actual worked hours *1,000,000)			3,7	4,0	4,6	1,5	1,7	-10% p.a.
5 Gender Equality	% of women in the senior management	23%	25%	23%	26%	27%	27%	28%	2026: 35%
8 Good Jobs/ 10 Reduce Inequalities	Employee satisfaction and motivation survey score	68	70	71	73	70	-	-	2026: ≥75
16 Peace, justice and strong institutions	Improve sustainable procurement: EcoVadis rating	-	Silver	Silver	Silver	Silver	Silver	Gold	Platinum
16 Peace, justice and strong institutions	Supplier Code of Conduct signed by new suppliers	-	-	100%	100%	100%	100%	100%	100%



United Nations
Global Compact

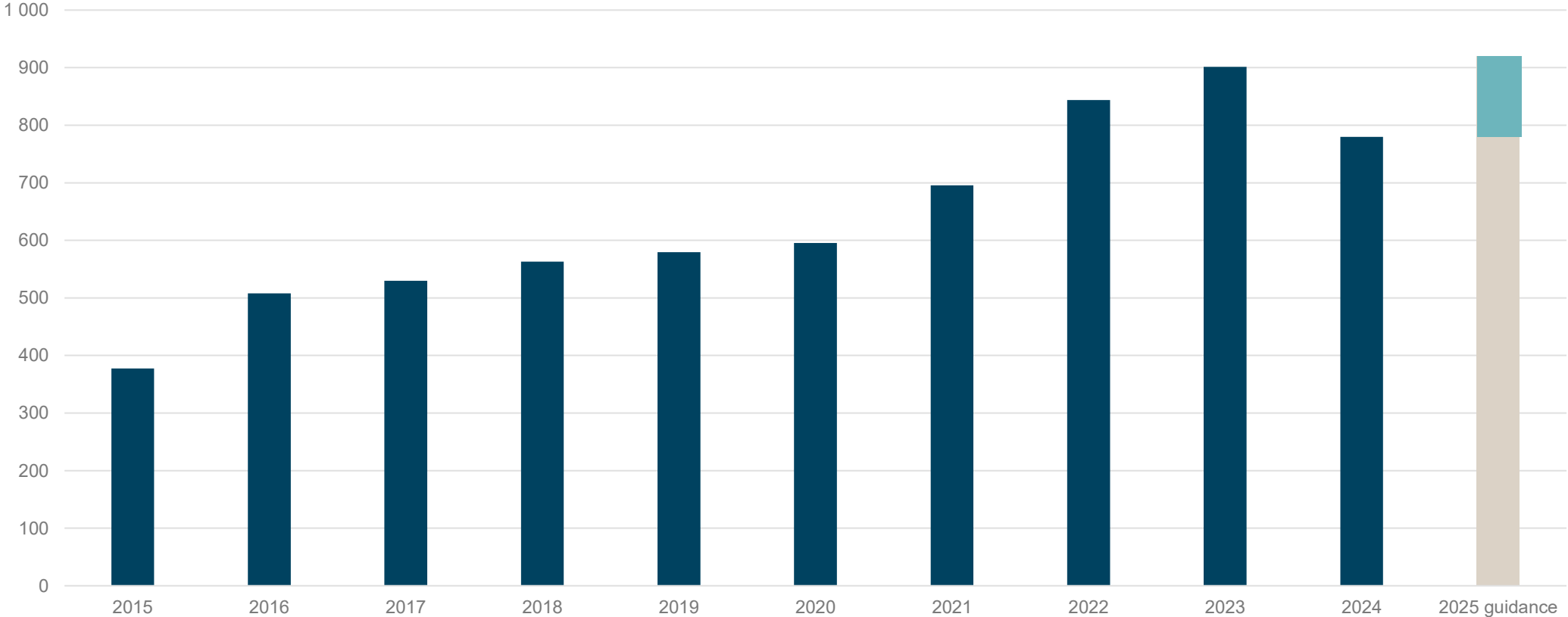


GREENHOUSE
GAS PROTOCOL

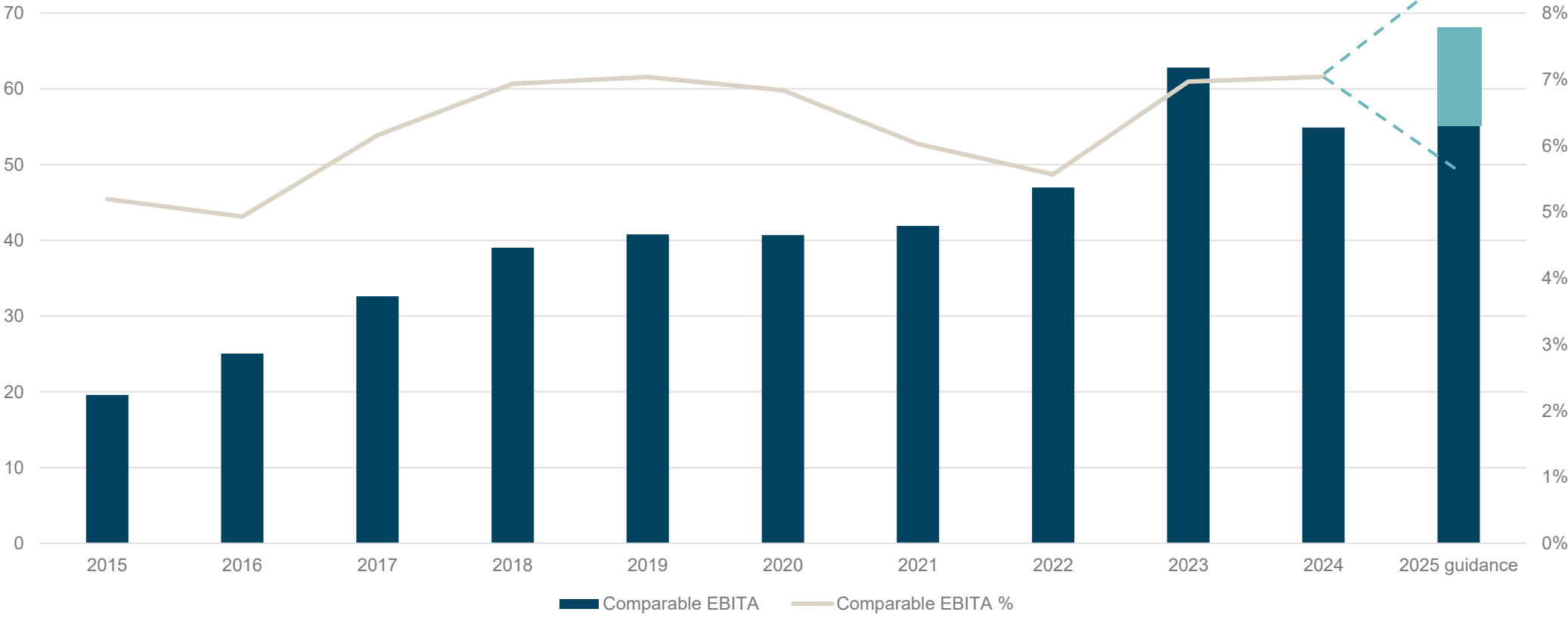


SCIENCE
BASED
TARGETS

Long-term Turnover

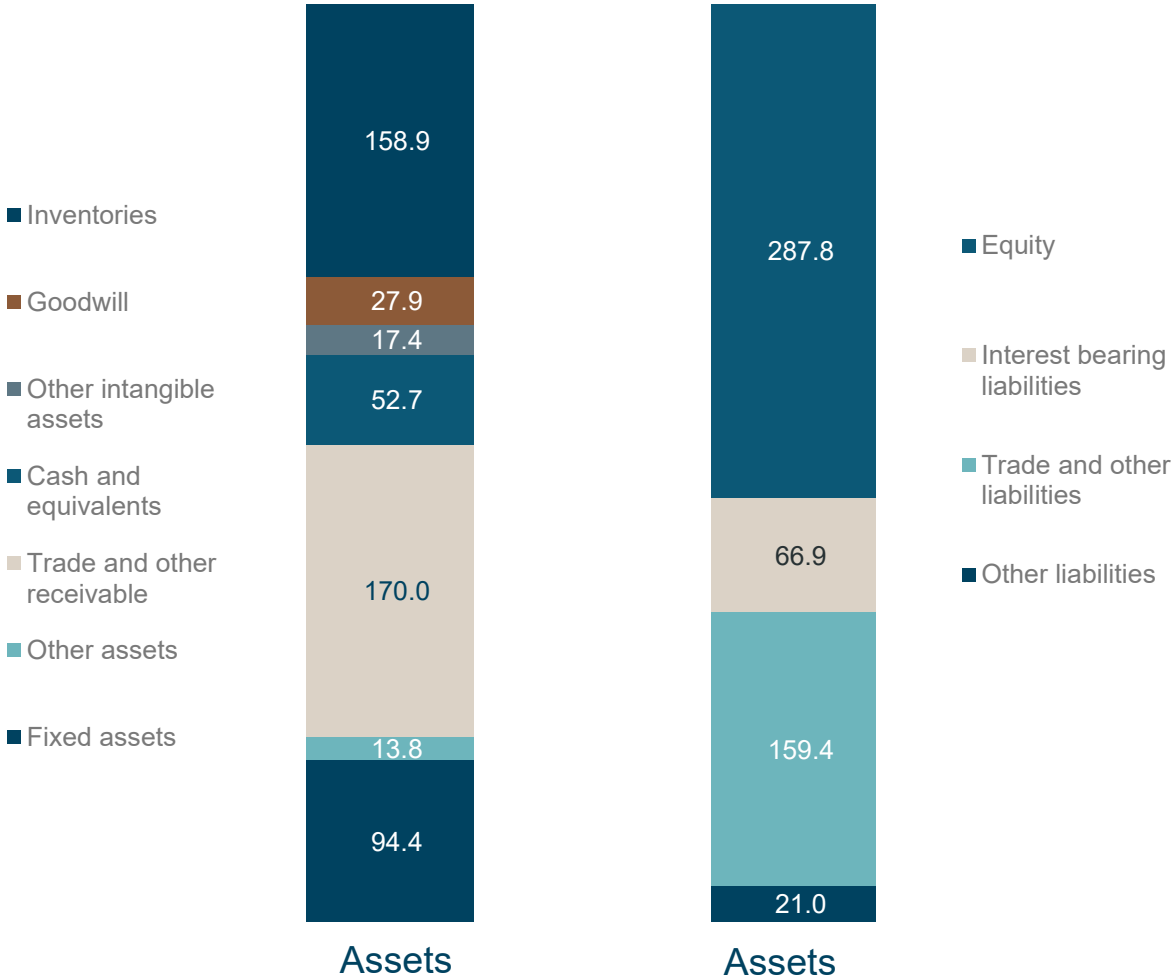


Long-term Turnover and EBITA



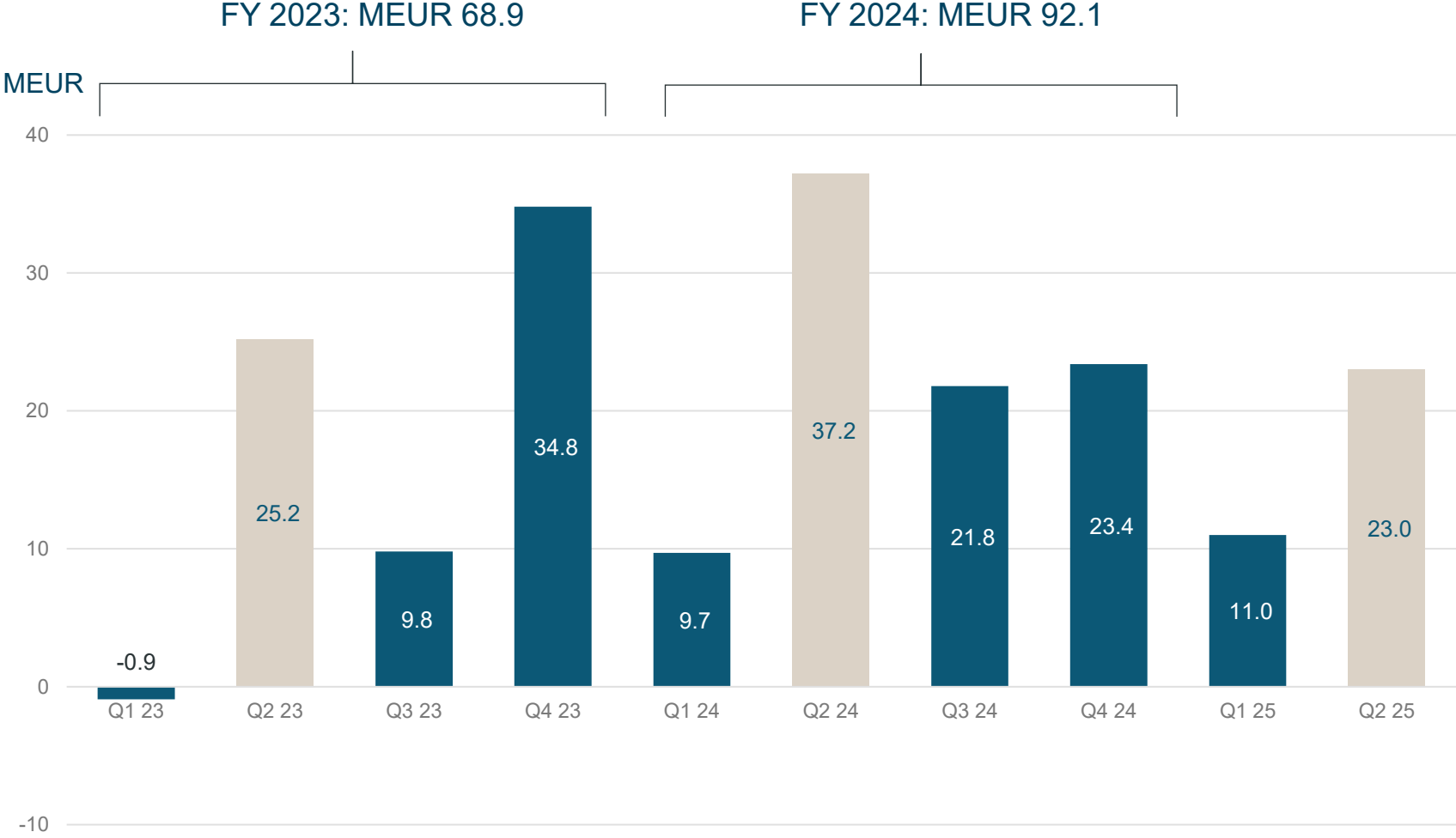
Strong Financial Position

EUR 535.1 million



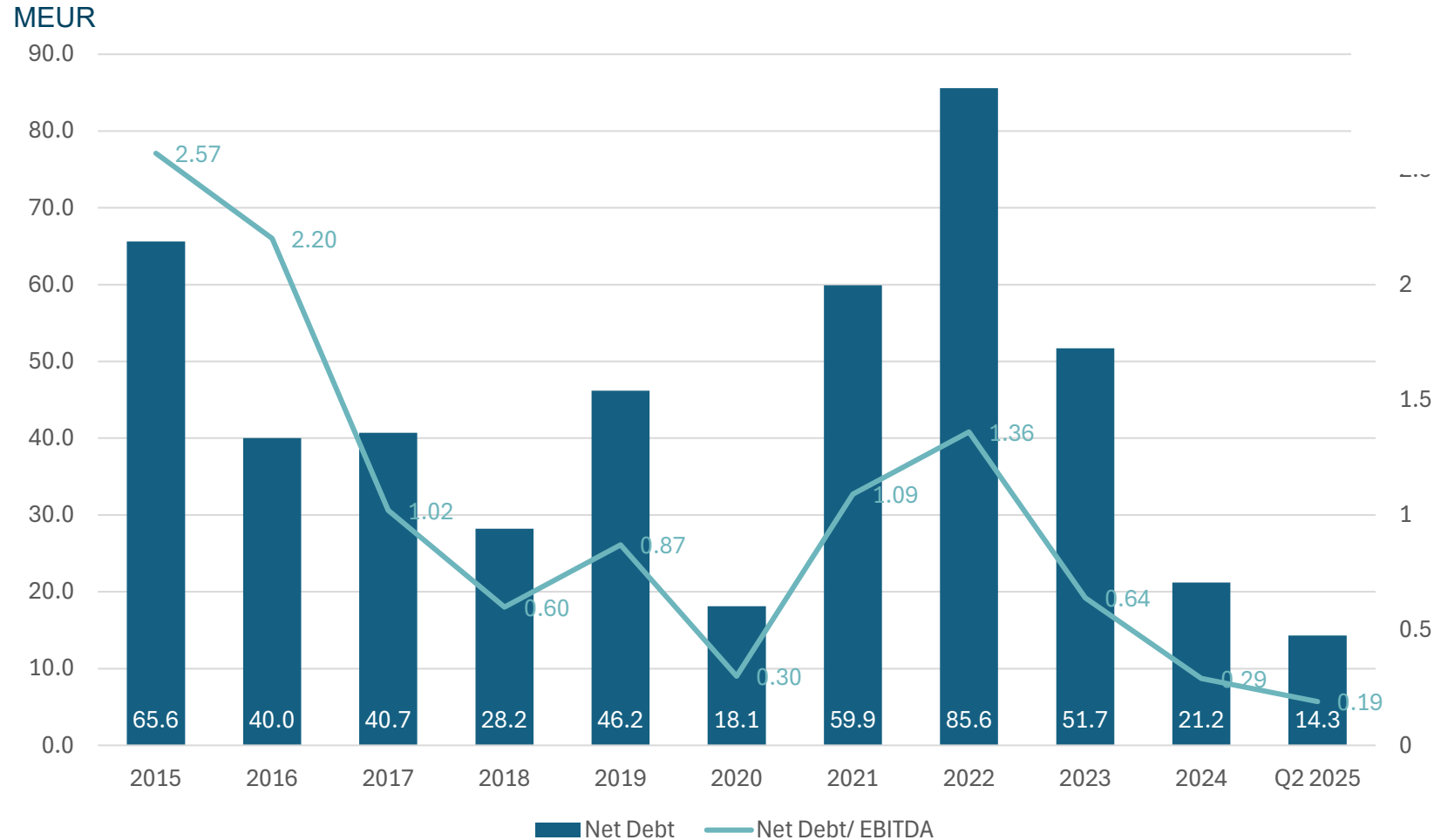
- Inventories EUR 158.9 (184.9) million
- Goodwill EUR 27.9 (7.5) million, increase from the acquisition of SRXGlobal Pty. Ltd.
- Cash and cash equivalents totaled EUR 52.7 (40.2) million
- Fixed Assets EUR 94.4 (85.9) million, increase from the acquisition of SRXGlobal Pty. Ltd.
- Interest-bearing debt totaled EUR 66.9 (69.5) million
- Equity per share was EUR 4.40 (4.16)

Strong Cash Generation



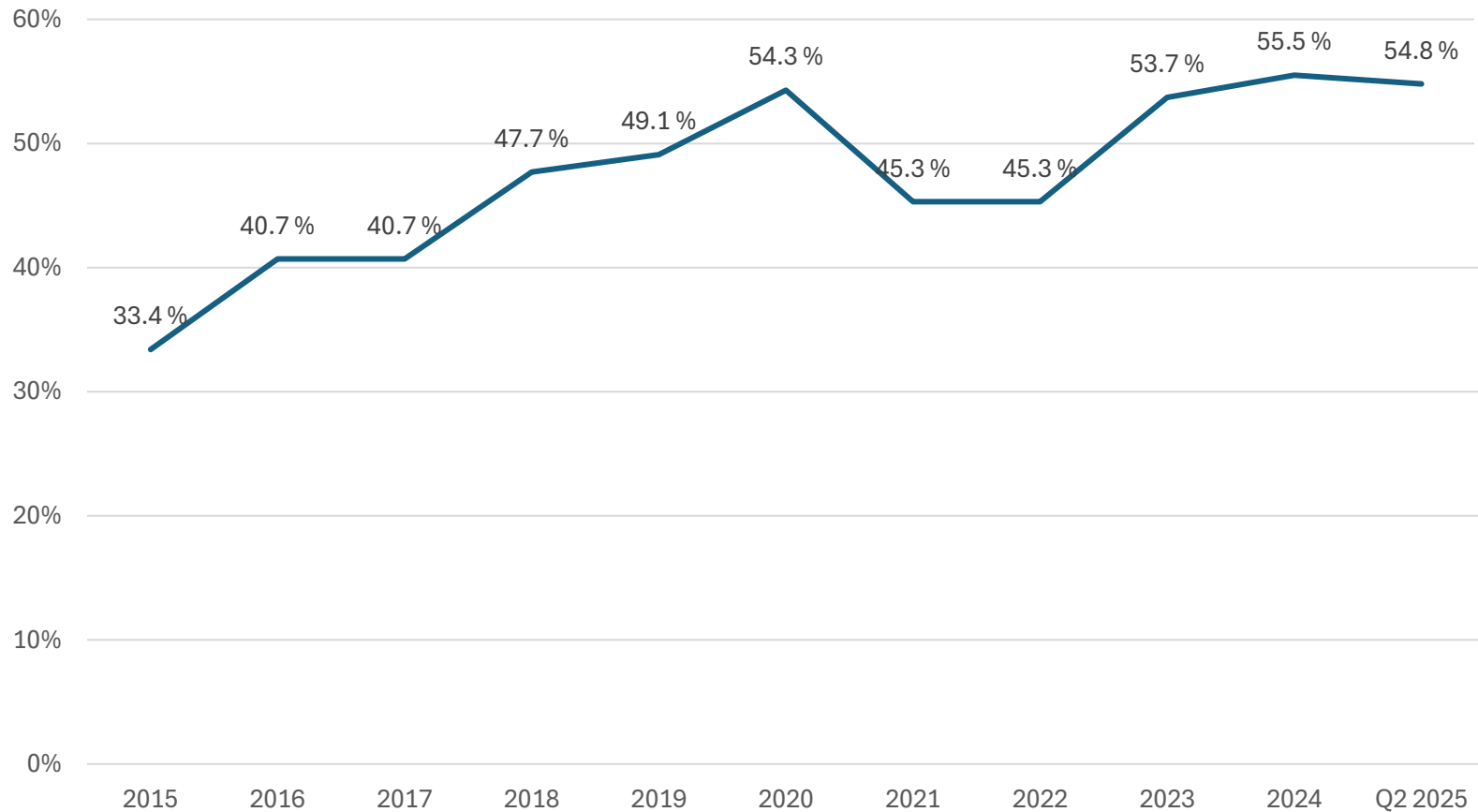
- Net cash flow from operating activities in April–June was EUR 23.0 (37.2) million and in January–June EUR 34.0 (46.9) million.
- Cash flow was supported by effective inventory management and a reduction of EUR 5.1 million in inventory, although the impact was more significant in 2024, amounting to EUR 24.5 million.
- Free cash flow after investments was in April–June EUR 17.8 (34.0) million and in January–June EUR 27.1 (38.9) million.

Net Debt 2015–2025



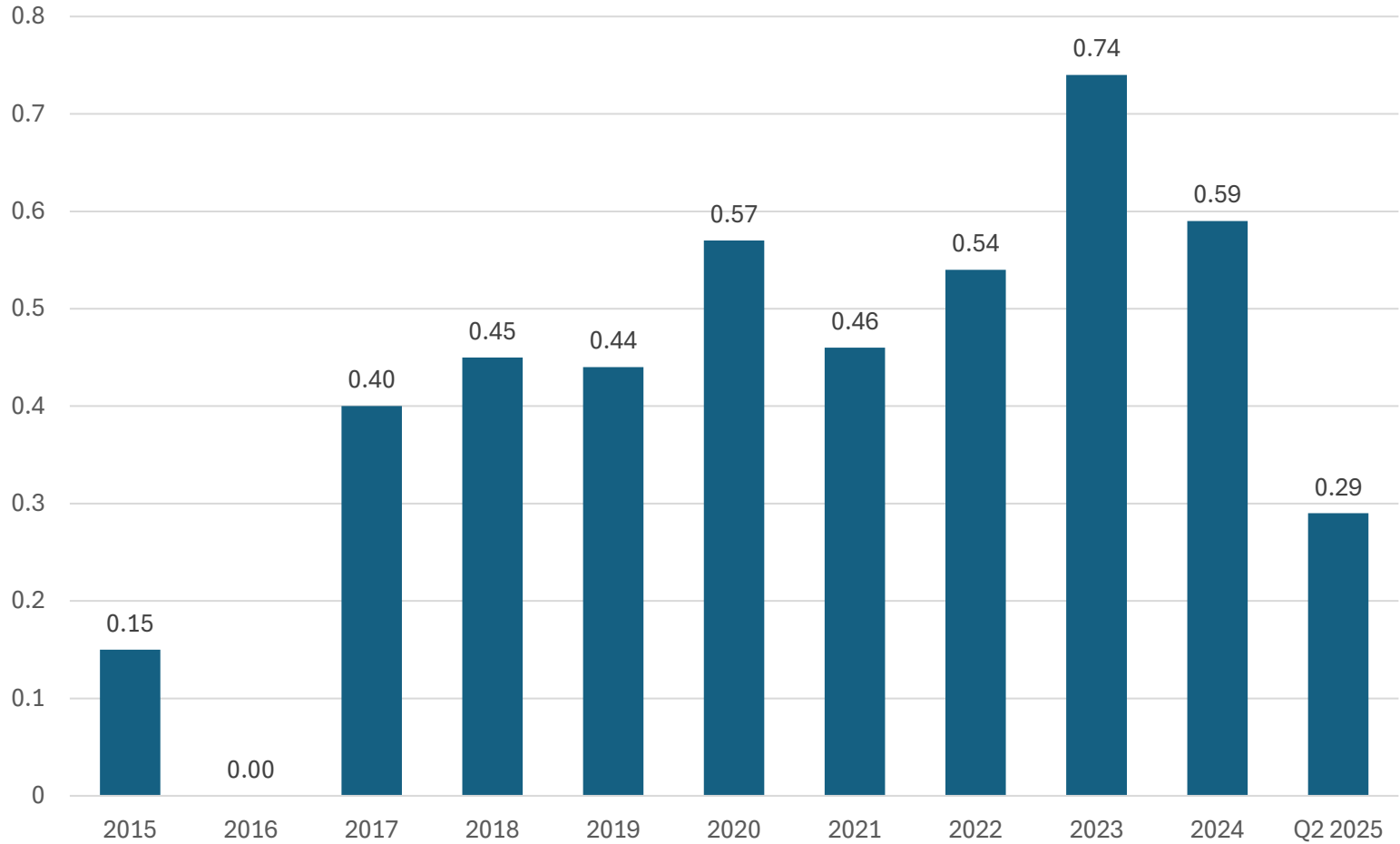
- Net Debt has declined from 2022 EUR 85,6 million to current EUR 14,3 million
- In the same time net debt / EBITDA has declined from 1,36 to 0,19.
- Increasing profitability and improvements in the inventories have supported the good development in Net Debt.
- Total liquidity at end of Q2 was EUR 246.6 (128.8) million
 - EUR 194.0 (88.6) million in unused credit and loan facilities
 - Cash and cash equivalents totaled EUR 52.7 (40.2) million

Equity Ratio (%), 2015–2025



- Equity ratio has gradually increased over time to current 55% level.
- Increase of inventories 2021 and 2022 decreased the equity ratio temporarily.
- While inventory levels have been normalized the equity ratio has recovered back to 55% level.
- Current M&A activities will lower the equity ratio moderately with the growth of net debt, working capital and assets.

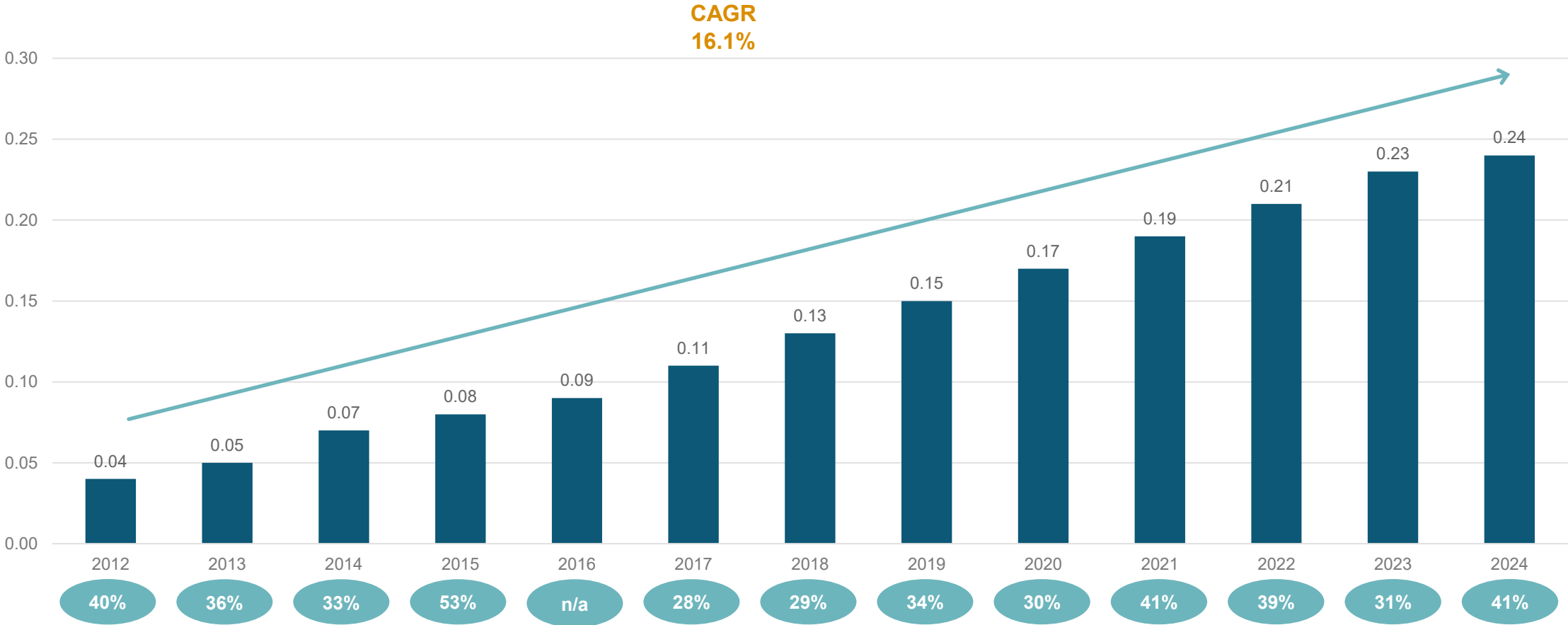
Earnings per Share, EUR 2015–2025



- Earnings per share has developed in line with company EBITA / Operating profit.
- Group target is to pay 1/3 of net profit as a dividend. Actual dividend has varied between 30 – 50% of next profit.
- Earning per share after Q2 is 0,29 EUR well in line with company’s full year expectations.

Dividend Has Grown Since 2012

- Dividend paid on 7 May, 41% of the EPS i.e. EUR 0.24 per share



Questions & Answers

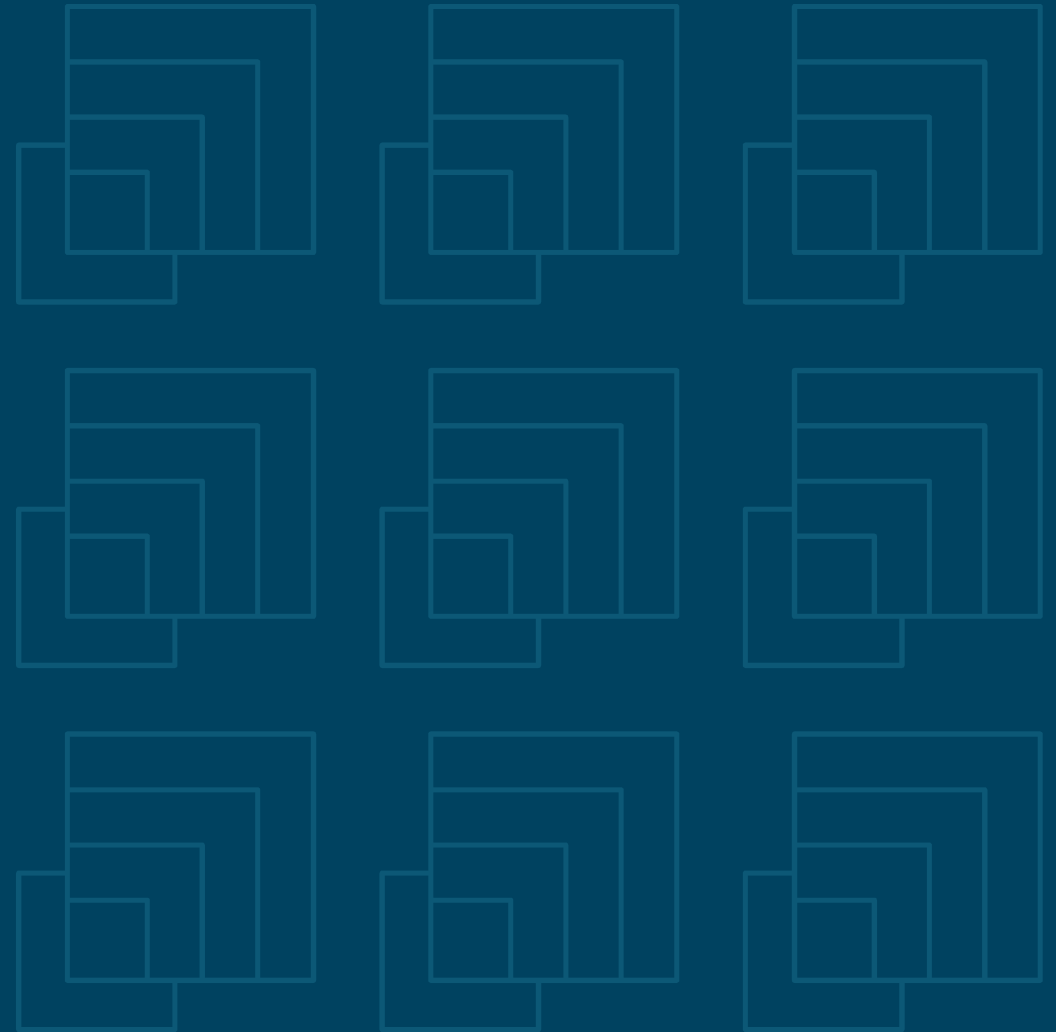
Key Takeaways



- Strategy execution of 'Geared for Growth' is proceeding according to plans
- Empowerment is the key success factor
- Capturing new talents through diversity
- Well-thought investments in organic and inorganic growth
- Key performance indicators are developing to right direction – especially customer NPS
- Success in securing profitability and turnover development – good deal flow
- Sustainability is still highly important to us and our customers – we achieved EcoVadis Gold in August

M&A Strategy & Targets

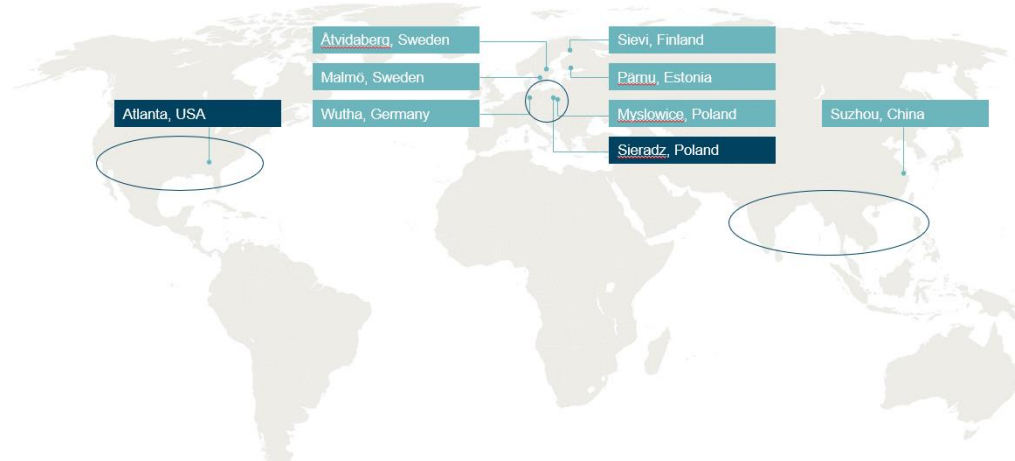
Simon Lönnvik
Head of M&A



Introduction and Summary

- M&A strategy launched 2024 and M&A director in place H2 2024
 - One deal completed, two more announced
- Acquisition strategy focused on similar businesses as Scanfil and within the existing regions
 - PCBA manufacturing with attractive customers
- Pipeline of opportunities generated both internally and externally
- Deal structure tailored to (i) protecting the downside, and (ii) providing incentive for management / the sellers
- ADCO and MB Elettronica are excellent examples of Scanfil's strategy execution
- Continuing to build the M&A pipeline – expecting to continue to pursue interesting opportunities

2024 CMD: M&A to complement our growth journey



Continuous M&A
Several small to medium size cases with systematic approach

Target company profile

- Revenue range of 100 M€
- High mix low/medium volume: Medtech, Energy & Cleantech, Industrial and Defense
- Markets : Central Europe, America & Asia
- Quality asset accreditive to EPS
- Market : Multi site coverage preference complementary to Scanfil

Targeting Profitable and Well-Managed Companies

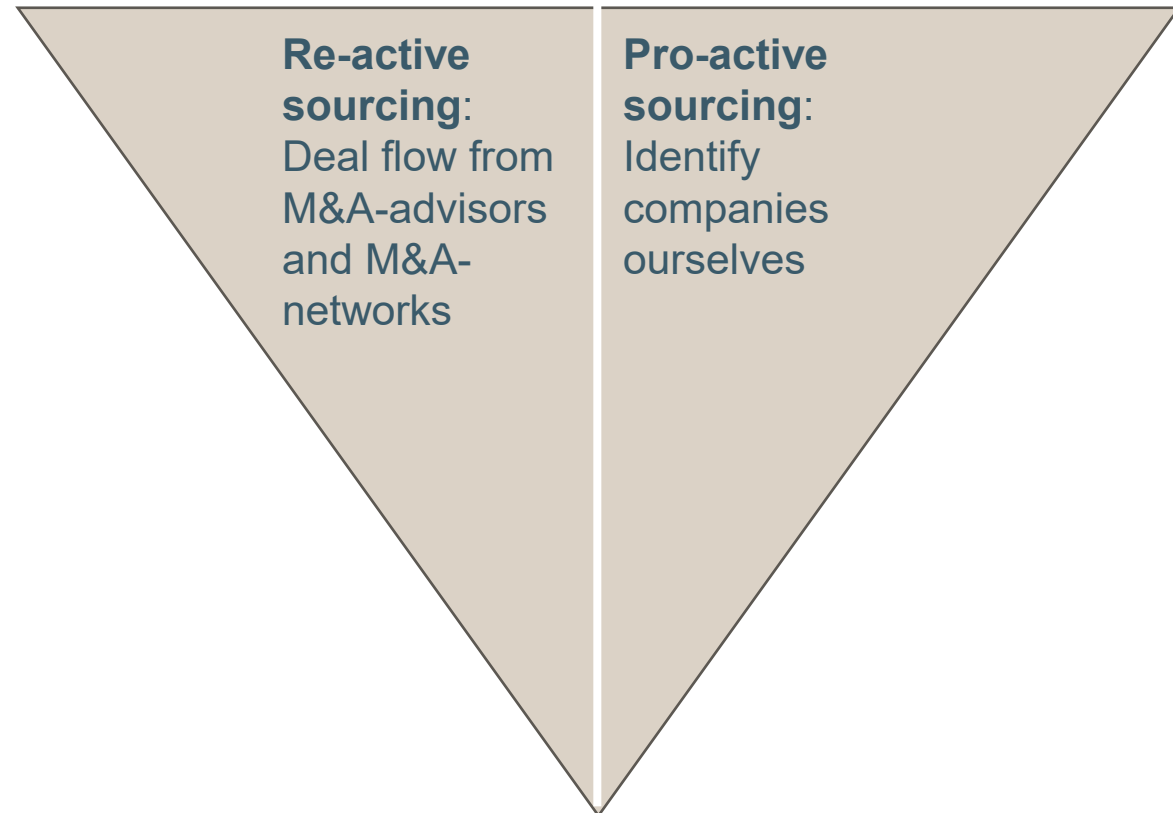
Comment	Acquisition criteria										
<ul style="list-style-type: none"> Looking for similar businesses as Scanfil <ul style="list-style-type: none"> PCBA focus, preferably with box-build and system integration capabilities B2B customers, preferably in demanding industries Simple strategic rationale <ul style="list-style-type: none"> New customers Extended manufacturing footprint Supply chain synergies Light integration <ul style="list-style-type: none"> Existing management continue to operate the business independently – access to Scanfil tools / capabilities Integration focusing on capturing the strategic rationale – might require more / less integration Roadmap for long-term integration 	<table border="1"> <tr> <td data-bbox="1009 482 1500 632">Target business</td> <td data-bbox="1538 482 2372 632"> <ul style="list-style-type: none"> Similar production capabilities as Scanfil Attractive customer base </td> </tr> <tr> <td data-bbox="1009 651 1500 801">Geography</td> <td data-bbox="1538 651 2372 801"> <ul style="list-style-type: none"> Existing regions – Northern Europe, Central Europe, Americas and APAC </td> </tr> <tr> <td data-bbox="1009 819 1500 969">Financials</td> <td data-bbox="1538 819 2372 969"> <ul style="list-style-type: none"> Revenues of 20-150 MEUR Attractive margins (EBITA > 7%) Track-record of growth and profitability </td> </tr> <tr> <td data-bbox="1009 988 1500 1138">Deal structure</td> <td data-bbox="1538 988 2372 1138"> <ul style="list-style-type: none"> Payment at closing, coupled with post-closing incentives (e.g. earn-out or minority shareholding) </td> </tr> <tr> <td data-bbox="1009 1156 1500 1306">Strategic rationale</td> <td data-bbox="1538 1156 2372 1306"> <ul style="list-style-type: none"> Customers Manufacturing footprint Offering </td> </tr> </table>	Target business	<ul style="list-style-type: none"> Similar production capabilities as Scanfil Attractive customer base 	Geography	<ul style="list-style-type: none"> Existing regions – Northern Europe, Central Europe, Americas and APAC 	Financials	<ul style="list-style-type: none"> Revenues of 20-150 MEUR Attractive margins (EBITA > 7%) Track-record of growth and profitability 	Deal structure	<ul style="list-style-type: none"> Payment at closing, coupled with post-closing incentives (e.g. earn-out or minority shareholding) 	Strategic rationale	<ul style="list-style-type: none"> Customers Manufacturing footprint Offering
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Pro-Active Approach to M&A

Comment

- Two channels for finding attractive opportunities
 - Re-active cases from M&A advisors
 - Pro-active cases identified by Scanfil
- Scanfil identifies and approaches interesting targets in each region
 - Focus on Americas and Central Europe during the past year
 - Good hit-rate – company owners are interested in talking to us
- Continuous discussions with M&A advisors
 - Introducing Scanfil and our acquisition criteria
 - Making sure we are top-of-mind

Deal sourcing



Valuation \leq Scanfil's valuation

Comment

- “Reasonable price” means an Enterprise Value (EV) / EBITA in line with, or lower than Scanfil's own EV / EBITA
- Two components: up-front payment and a variable part
- The variable component fills two purposes
 - Secures that Scanfil doesn't pay too much for past performance
 - Creates an incentive for management / the former owners to perform

Deal structure

Reasonable valuation

- In line with, or lower than our own valuation (EV / EBITA)
- We do not pay for synergies

Up-front payment

- Majority of the price (EV) paid at closing

Variable component

- Based on future financial performance
- Earn-out or minority shareholding

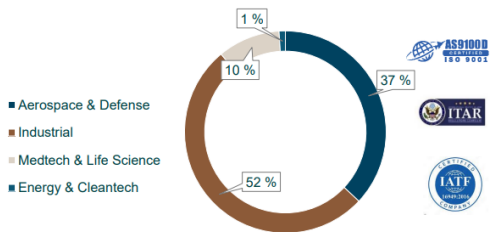
Case ADCO: Expansion in the US and Aerospace & Defense (1/2)

Family company



- Established in 1981 by the Damman family
- CEO is Marc Damman, 2nd generation
- Focus on PCBA manufacturing – high mix / low volume

Four customer industries



- Customer base of large, U.S. companies
- Industrial and Aerospace & Defense are the largest segments
- Highly certified: ISO, IASF and ITAR

Excellent facility



- Factory in Rochester Hills (Greater Detroit area), Michigan
- 5 000 sqm and three SMT lines
- ~120 employees

Solid financials

EUR million	2024
Turnover	30.6
Growth, %	1.7
EBITDA	4.0
EBITA	3.5
Growth, %	2.3
EBITA, %	11.4

- ~31 MEUR revenues
- Track-record of ~10% EBITA-margin
- Strong cash conversion

Case ADCO: Expansion in the US and Aerospace & Defense (2/2)

Comment

- ADCO is a pro-active deal
 - Scanfil approached the company late October 2024
 - The owner was not planning to sell, but liked Scanfil's approach
- Attractive valuation, and deal structure
 - EV / EBITA ~7x
 - CEO remains as a 20% minority shareholder
- Value creation
 - Access to an attractive customer base, especially Aerospace & Defense
 - Access to prototyping capabilities
 - Capacity to increase output

ADCO – the M&A story

Acquisition rationale

- Excellent customer portfolio
- Capable and motivated team
- Similar business as Scanfil
- Strong financial track-record
- Capacity to grow

Situation

- Several family members as shareholders – only one active in the business (Marc, CEO)
- CEO committed to the company and not ready to exit
- CEO recognized the potential in being part of a larger group

Solution

- CEO to remain in the business as a minority shareholder
- Family to keep the facility
- Tangible benefits by being part of Scanfil

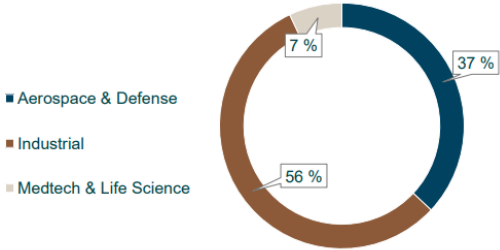
Case MB Elettronica: Expansion in Southern Europe and Aerospace & Defense (1/2)

Family company



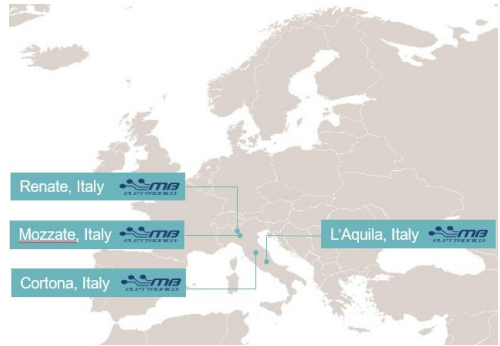
- Founded by Francesco Banelli 1961
- Managed by Roberto and Daniela Banelli – 2nd generation
- Focus on PCBA and box build – high mix / low volume

Three customer industries



- Customers are large Italian OEM's
- Industrial covers several interesting niches
- Reputable Aerospace & Defense customers

Four factories



- Four factories in Italy
- 12 SMT lines
- ~500 employees

Solid financials

MEUR	2024
Turnover	98.4
EBITDA	9.7
EBIT	6.8
EBIT-%	6.9

- ~100 EUR revenues
- Track record of strong growth
- Good profitability

Case MB Elettronica: Expansion in Southern Europe and Aerospace & Defense (2/2)

Comment

- MB Elettronica is a re-active deal
 - Scanfil approached by the Sellers' financial advisor in Q4 2024
 - Auction process
- Attractive valuation, and deal structure
 - EV / EBITA ~10x
 - Delayed payment based on 2026 performance
- Value creation
 - Basis for Aerospace & Defense
 - Continued growth in Southern Europe
 - Tangible cross-selling opportunities

MB – the M&A story

Acquisition rationale

- Basis for Aerospace & Defense
- Track-record of growth
- Capable and motivated team
- Similar business as Scanfil
- Strong financial track-record

Situation

- The family wanted to secure the succession
- Current owners not in retirement age – want to continue in the business
- HQ based in a small municipality – important who acquires the business

Solution

- Delayed payment based on financial performance 2026
- Employment terms agreed with the two owners
- Scanfil's heritage an important factor

Case SRX: One year in the Scanfil family

- Closing October 3, 2024
- Part of the purchase price based on the financial performance 2024 and 2025
 - Maximum earn-out booked in the balance sheet
- High activity and strong execution of the plan
 - Secured new customers
 - Strong interest from existing Scanfil customers
 - Investment of ~4 MEUR completed in Malaysia
- Development of the integration concept: “light integration”



M&A Roadmap: Building the Pipeline, and Execute the Best Opportunities

- Active pipeline of opportunities
 - Both proactive and reactive – the Scanfil story is compelling to company owners
- Focus on building the proactive pipeline of opportunities
 - Actively working with all regions
- Capacity to do one deal by region by year
 - Execution dependent on the quality of the cases



Questions & Answers

Central Europe

VP Markku Kosunen





Central Europe – Huge Growth Potential

- Lot of inorganic growth potential due to market fragmentation
- There are nearly 2,000 EMS companies in Europe
- Strong market position among Nordic customers, huge growth potential among Central European customers
- Aerospace & Defense to drive growth together with recovering industrial investments and demand for electric vehicles
- Scanfil factories are logistically well-placed with good access to talent pool

Central European Sites



Myslowice, Poland

- Complex system integration site with sheet metal manufacturing capabilities
- Surface treatment
- Fast prototyping
- Logistics and distribution services
- 30,000 m² and 600 employees



Sieradz, Poland

- Electronics and complex system integration of modules and complete products
- Test development
- Fast prototyping
- Logistics and distribution services
- After sales services
- 18,000 m² and 1,000 employees



Wutha, Germany

- Electronics and box-build manufacturing
- Fast prototyping
- Clean room
- Mechanical assembly
- Production of medical devices
- 6,200 m² and 230 employees

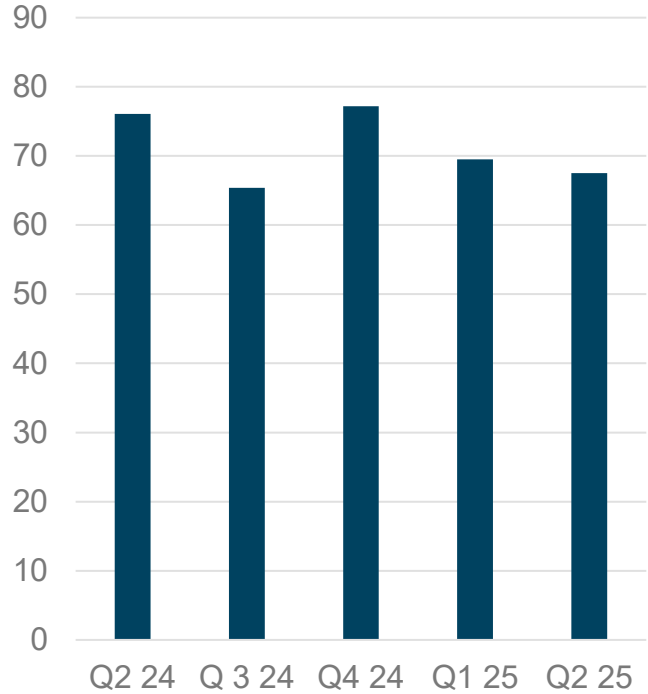


MB Elettronica, Italy

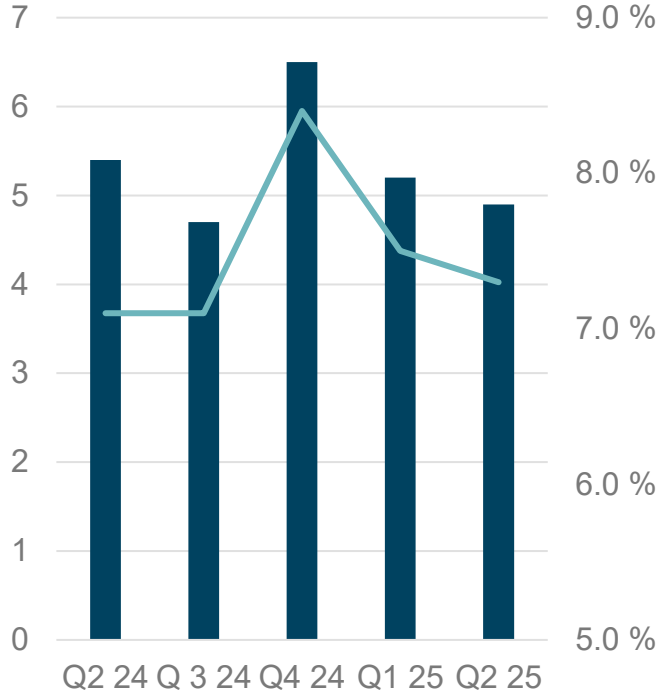
- Electronics and box-build manufacturing
- Four factories
- Strong design and engineering capabilities
- Strong presence in Aerospace & Defense with nearly 40% of turnover
- 14,700 m² and 500 employees

Turnover and EBITA Stabilized

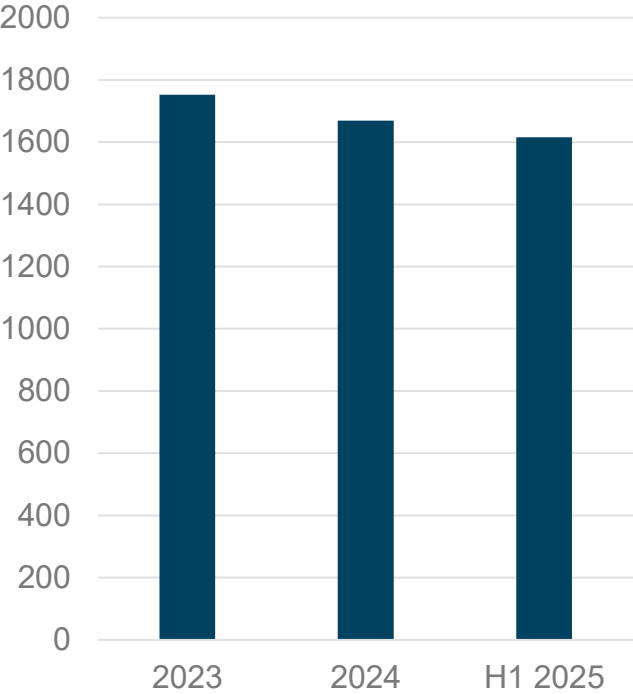
Turnover



EBITA

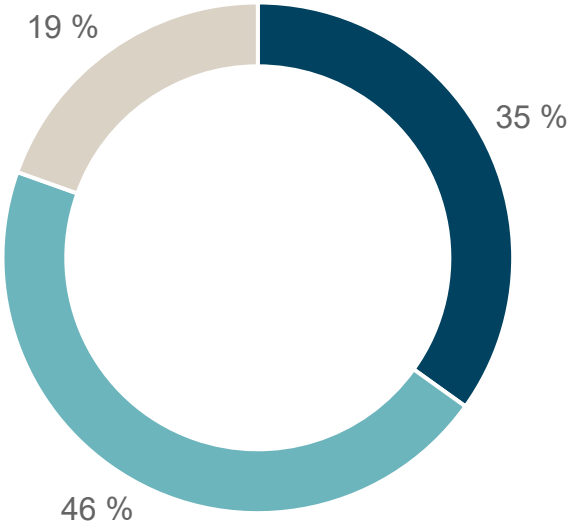


Headcount



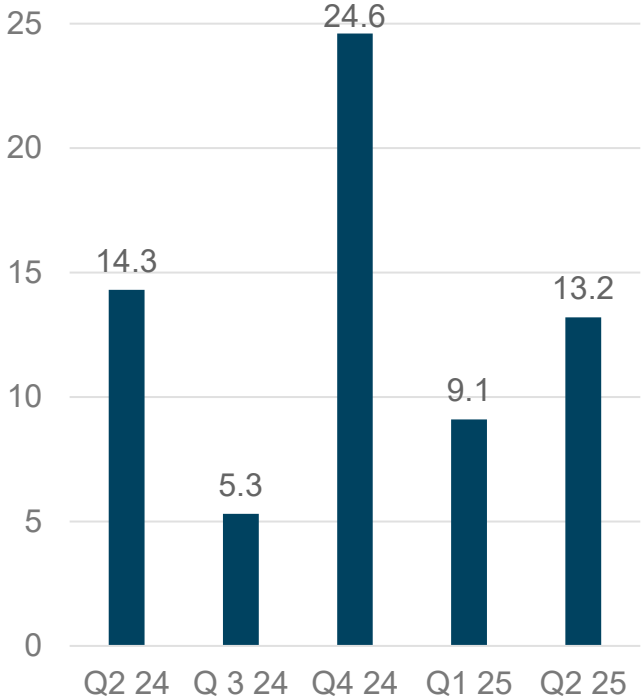
Strong Track-Record in New Deals

Turnover per Industry

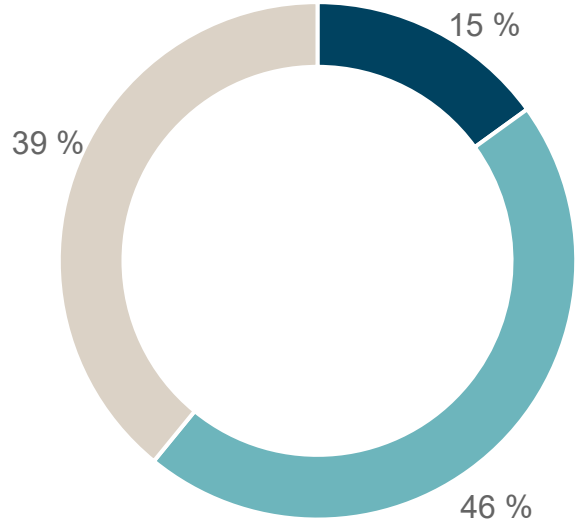


- Industrial
- Energy & Cleantech
- Medtech & Life Science

Won Deals



Customer Base



- TOP1
- TOP2-5
- Other

Performance improved

KPI	2022	2023	2024	YTD 2025
Ontime Delivery	81,4	92,9	96,4	96,9
Quality Inquiries	734	364	323	119
Net Promoter Score	0	-11	12	27



Customer focused



Achieving together



Empowered



Engaged to perform

Growth Prospects Improved



Challenges

- Sluggish growth in Europe
- Uncertain economical and political situation throughout the world
- Slow demand of the largest customer segment, Energy & Cleantech



Opportunities

- Tariff dispute is solved
- Strong ramp-up pipeline especially in Industrial
- Huge potential in Aerospace & Defense
- M&A to drive growth and profit



Actions

- Operational improvements
- Changes in factory management in Sieradz and Wutha
- New resources in sales to drive organic growth
- Active customer work with special focus on Aerospace & Defense
- QSR medical devices quality registrations

Questions & Answers

Key Takeaways

- Building up presence in Central Europe
- MB acquisition will give us strong presence in Southern Europe and Aerospace & Defense
- New deals support turnover development
- EBITA margin stabilized
- Aerospace & Defense, Industrial and Medtech & Life Science customers to drive growth
- Business sentiment is improving in Europe



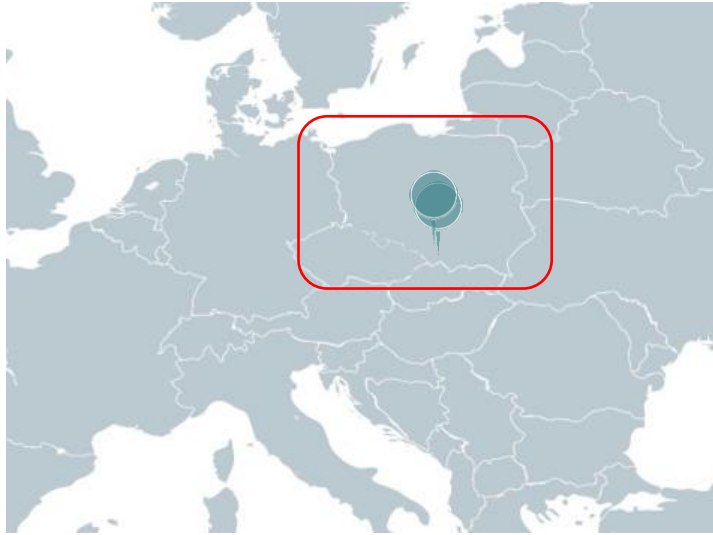
SCANFIL

Scanfil Sieradz

MD Andrzej Połojko



Central Location with High Quality and Reasonable Cost



Poland in brief

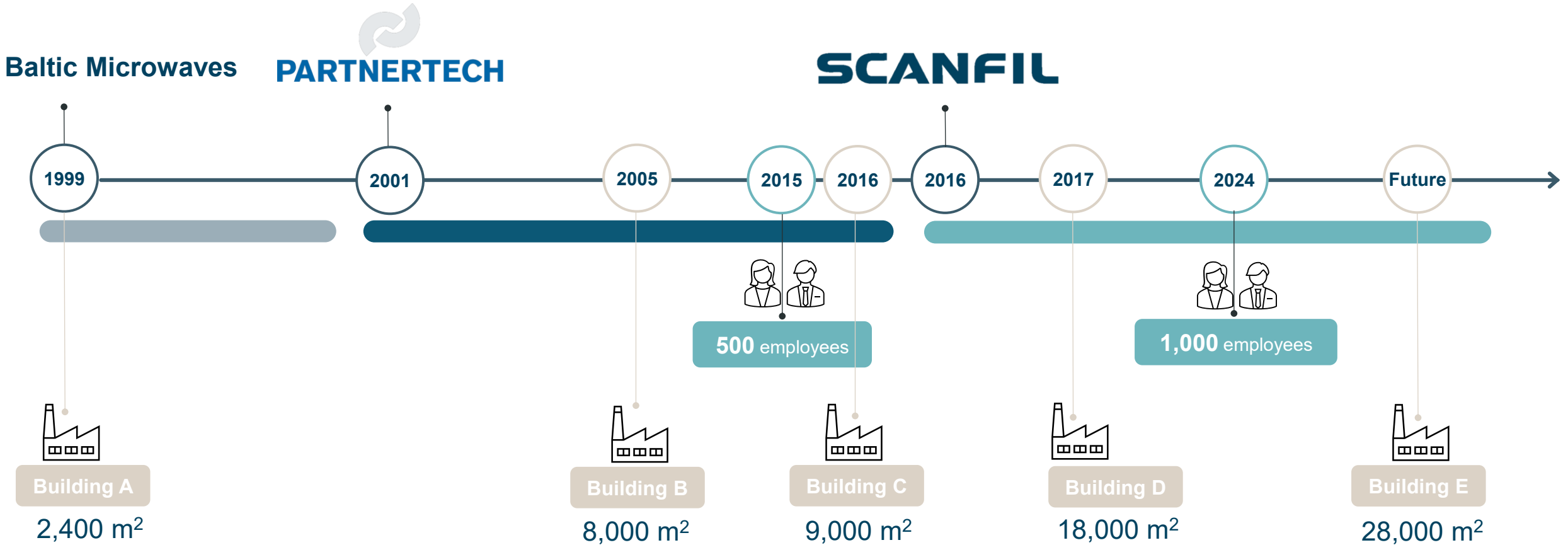
- Central location in Europe with excellent availability
- Strong industrial and EMS ecosystem
- Cost-competitive with high quality
- Stable business environment



Sieradz in brief

- Strategic location in Central Poland (in Special Economic Zone)
- Established operations & ecosystem
- Skilled and loyal workforce
- Space to grow

Key Milestones of Growth



Sieradz, Poland

Electronics Manufacturing

- Test Development
- Engineering (NPI, DFM, Prototyping)
- PCB Assembly & Testing
- System integration of modules and complete products
- Logistics and distribution services
- After sales services
- Excellent location in Special Economic Zone

~1050
Personnel
Headcount + third party

18,000 m²
194,000 sft
Floor area

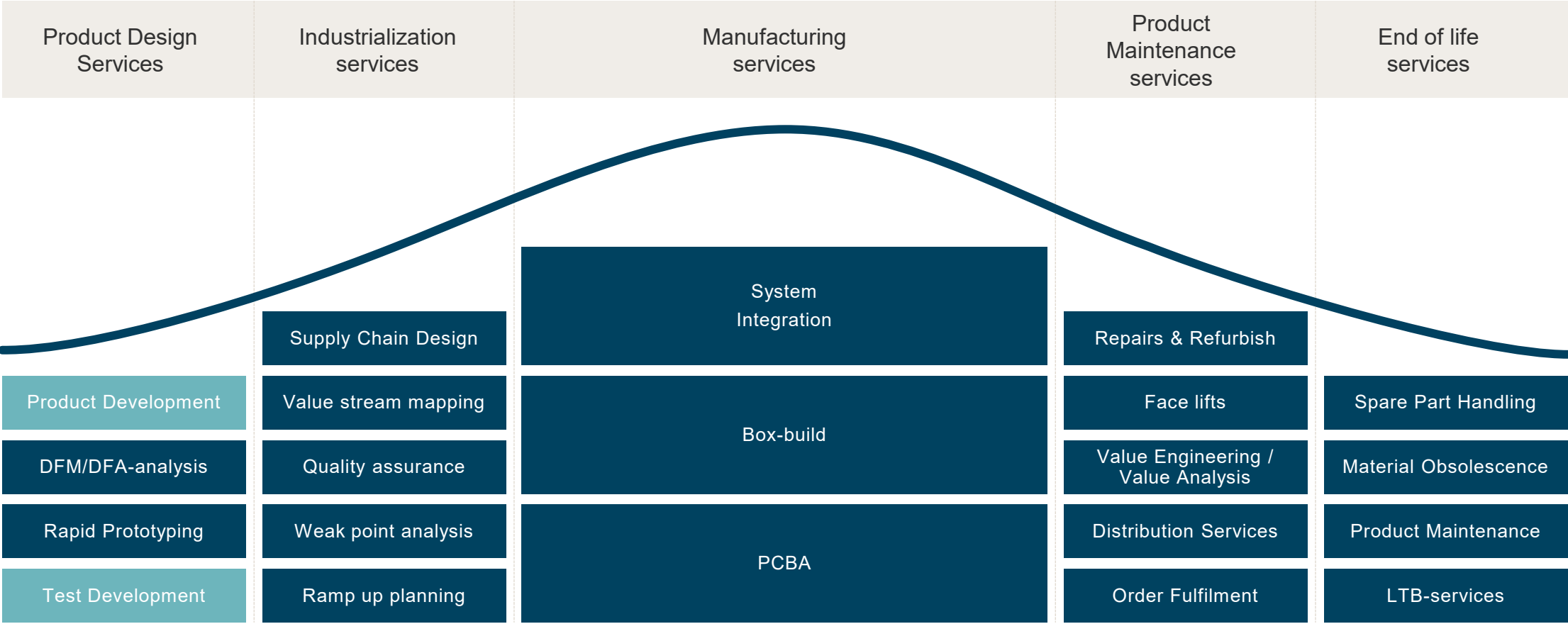


Sieradz
Poland



Our offer throughout your products life cycle

Sieradz capability
Scanfil Group



Customer Industries and Examples



Industrial

- Wide range of industrial and B2B clients
- Industry 4.0 and demand for smart solutions



Energy & Cleantech

- Energy efficiency & renewable energy production
- EU Green deal and drive towards circular economy, energy efficiency and fossil-free energy



Medtech & Life Science

- Medical devices and analyzers such as mass spectrometers
- ISO 13485 Quality Management System
- Good pipeline of new customers

TOYOTA

MATERIAL HANDLING



RAYMOND



C*PAC



ABB

HITACHI

Danfoss



EXIDE TECHNOLOGIES

NIBE



ThermoFisher
SCIENTIFIC



ARO
GETINGE



Customer Case: Toyota Material Handling

Best-in-class competitiveness and customer satisfaction in operational excellence

Comment

Our Joint Journey with Toyota Material Handling has significantly influenced the Sieradz team’s way of thinking in key areas:

QUALITY

- Many years of building a *zero-defect* culture have resulted in high awareness and strong involvement across all organizational levels.

OPERATIONAL EXCELLENCE

- Quality Management Board
- Weak Point Management
- Gemba Walks

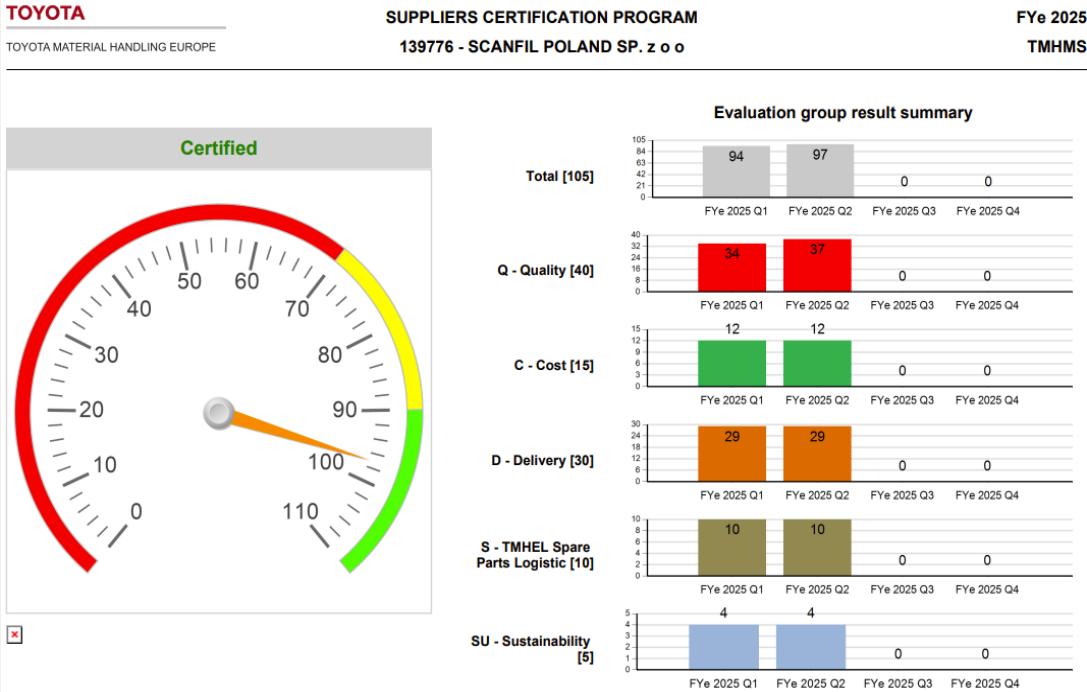


PRODUCTIVITY

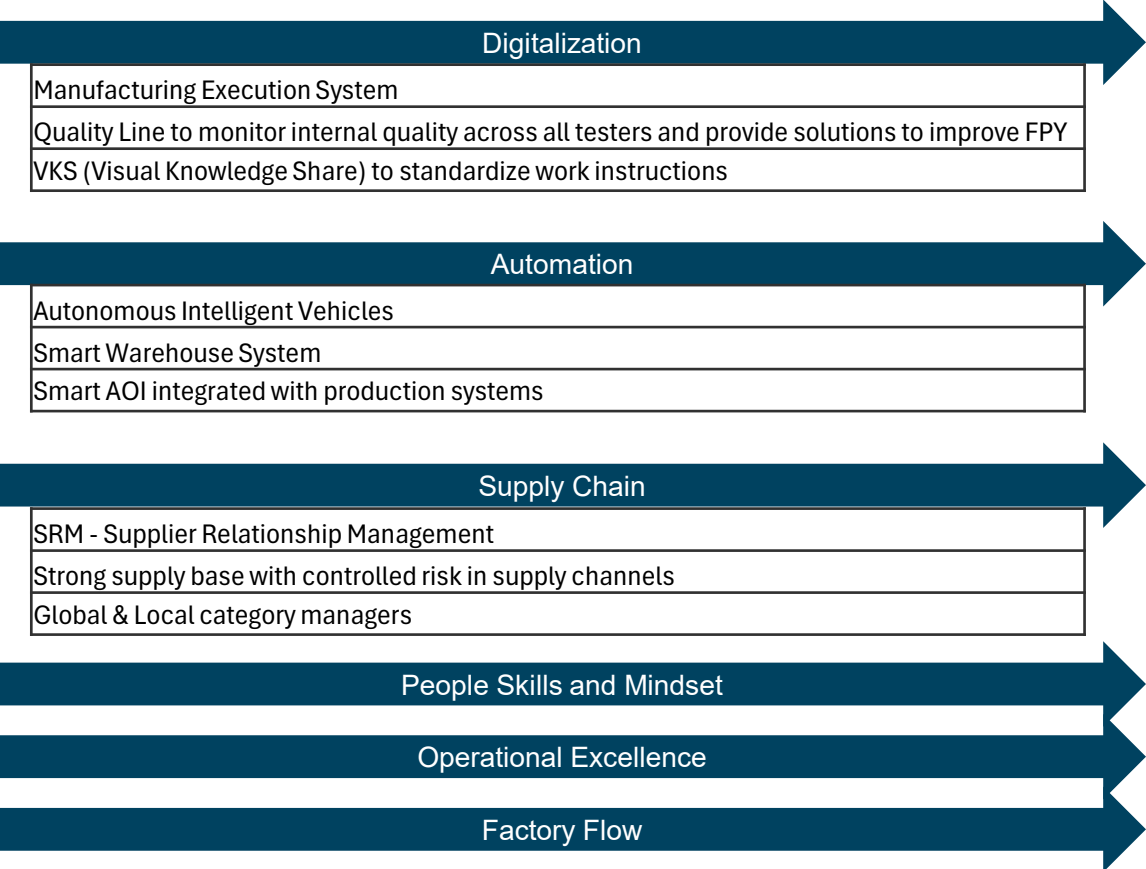
- R&D activities were initiated by Scanfil in 1998, with volume production starting in 1999
- Numerous VAVE initiatives and continuous development of the manufacturing setup, enabling cost reduction, improved functionality and extended product lifecycle

RESULTS: Best-in-class Customer Satisfaction through a true partnership approach.

Customer’s view of the Sieradz factory



Dream Factory Roadmap and Targets by 2030



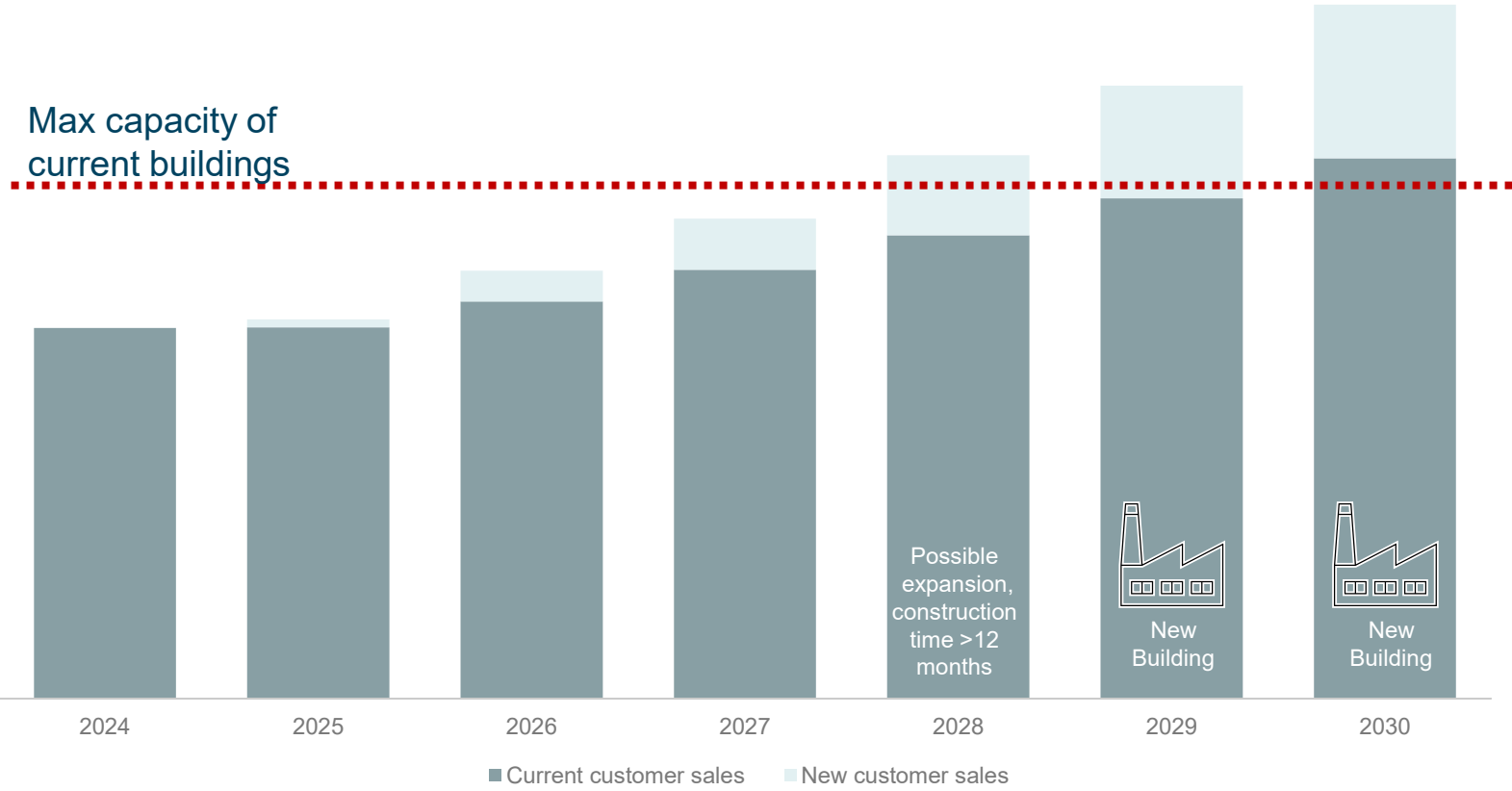
Productivity
Improvement of
>6%

On-Time Delivery
Best-in-class
>98%

Quality
Best-in-class
100

Inventory
Inventory turnover
>6

Projected Sales 2025–2030



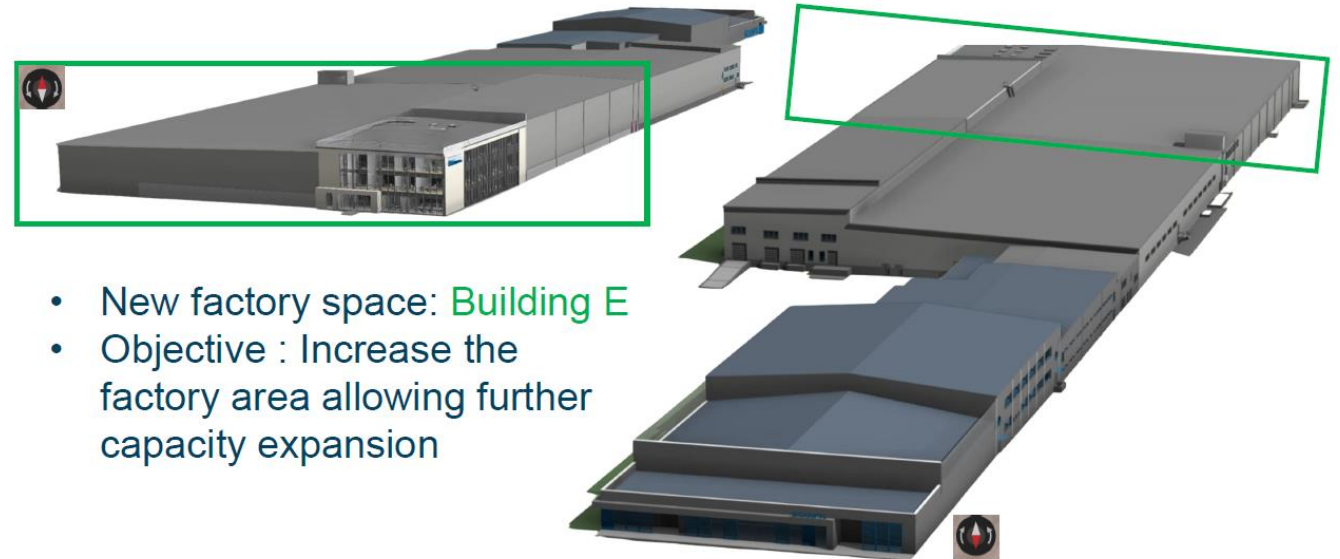
Long-term sales growth
CAGR 13%

Growth investments
2-2.5% of annual turnover

Prepared for Future Growth



Factory development & site extension



- New factory space: **Building E**
- Objective : Increase the factory area allowing further capacity expansion

Phase 1: new parking built and officially approved to use (release space for Building E)

Phase 2: Building E

- Decision point depended on sales development
- Administration and built permission released so activities can be started immediately
- Estimated time from decision to fully up and running production and warehouse: from 12 to 15 months

Sustainability Development

Key actions:

- Fossil free electricity
- Geothermal wells ready for the future factory expansion
- Modern equipment for PCBA Production
- LED lighting to the whole factory



SDG Area	Targets	2020	2021	2022	2023	2024	Target 2030
13 Climate Action	CO2 emissions Scope 1+2 (tCO2e)	4 156	3 749	268	195	296	200
13 Climate Action	Increase the share of fossil-free energy to >60%	1 %	1 %	78 %	78%	78 %	85%
16 Peace, justice and strong institutions	Improve sustainable procurement: EcoVadis rating	-	Silver	Silver	Silver	Silver	Platinum
16 Peace, justice and strong institutions	Supplier Code of Conduct signed by new suppliers	-	-	100%	100%	100%	100%
3 Good Health	Workplace accidents, % of active workforce	-	-	2,5	3,1	3,8	-10% p.a.
5 Gender Equality	% of women in the senior management	13%	13%	13%	11%	11%	2026: 35%
8 Good Jobs/ 10 Reduce Inequalities	Employee satisfaction and motivation survey score	64	63	61	64	48	2025: ≥75

Questions & Answers

Key Takeaways

- Central location with short distance to European markets
- Excellent talent pool with reasonable salary expectations
- The largest private employer in the area with good reputation
- Strong deal pipeline to support future growth
- Flexible option to add 30% in capacity



Factory Tour



Closing Remarks

- Strategy execution proceeding as planned
- Excellent opportunities in Aerospace & Defense
- Good deal pipeline gives us confidence for the future
- Acquisitions will further drive our growth, and reduce customer and regional risks
- Sieradz is well positioned and ready for the forthcoming growth