

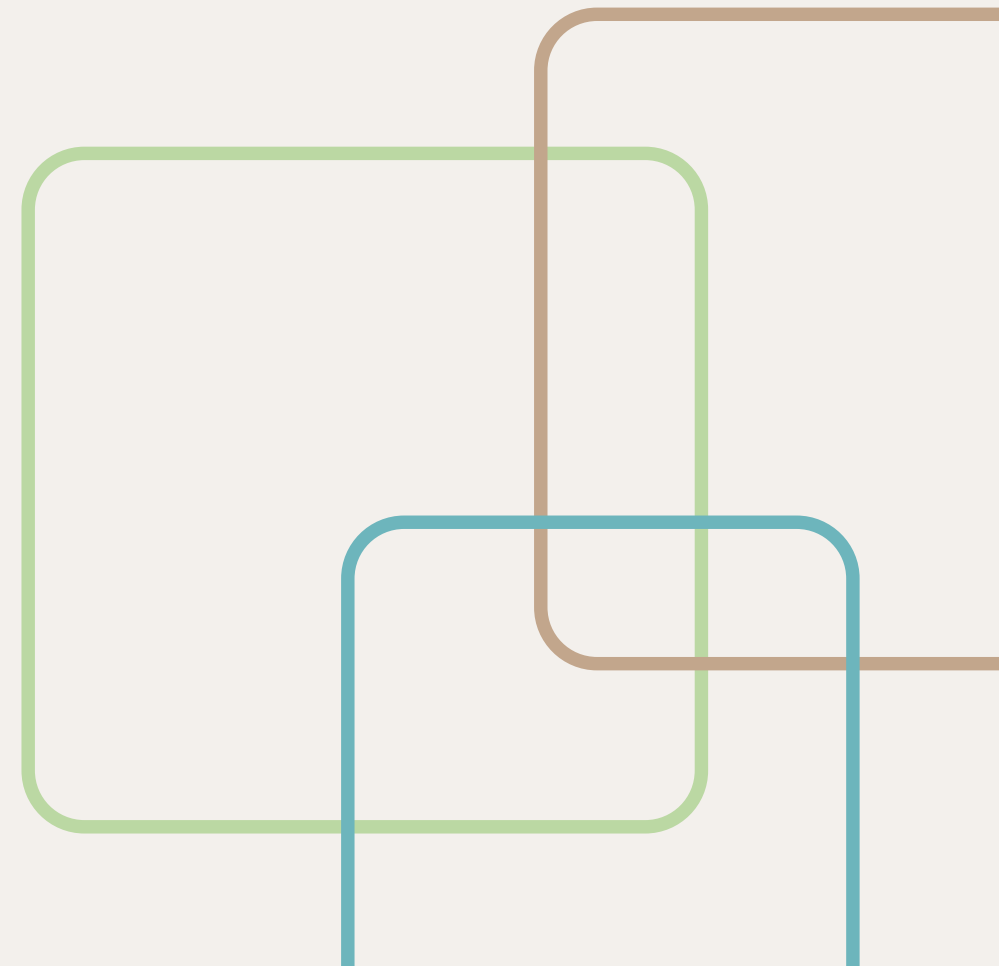
SCANFIL

Scanfil Group



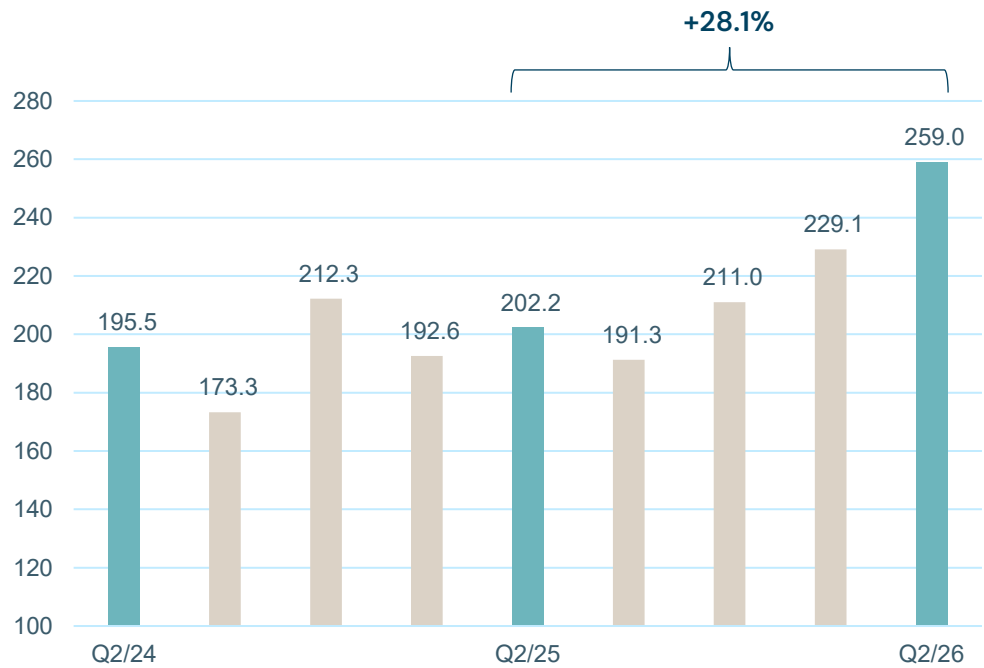
Business Strategy

Section 1: Progress Since Capital Markets Day 2024

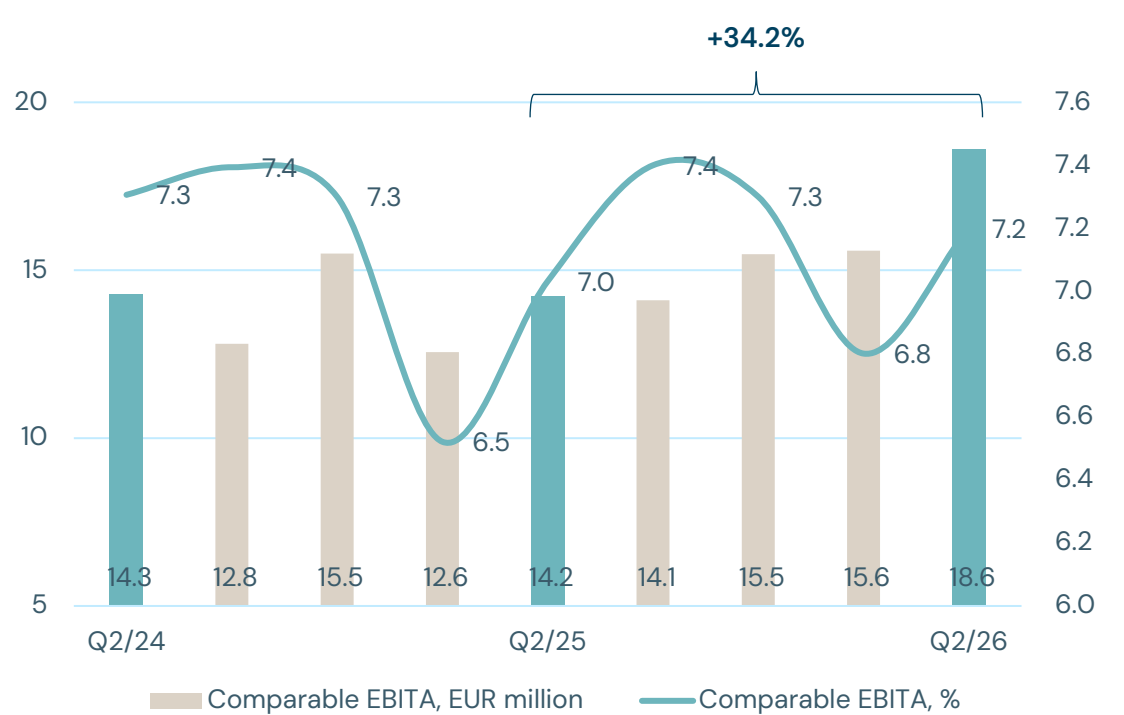


Growth Accelerated and Gain Momentum

Turnover



Comparable EBITA



Growth and Profitability Ahead of Last Year

Performance H1 2026

TURNOVER

EUR 488.0m

+23.6% total growth

H1 2025: EUR 394.8m

ORGANIC GROWTH

5.6%

**Positive Organic Growth
Continued**

COMPARABLE EBITA

EUR 34.2m

+27.7% vs last year

H1 2025: EUR 26.8m

COMPARABLE EBITA MARGIN

7.0%

+0.2 pp vs last year

H1 2025: 6.8%

Net profit

EUR 20.8m

H1 2025: EUR 18.8m

Q2 2026 turnover

EUR 259.0m

+28.1% vs Q2 2025

Q2 2026 comparable EBITA

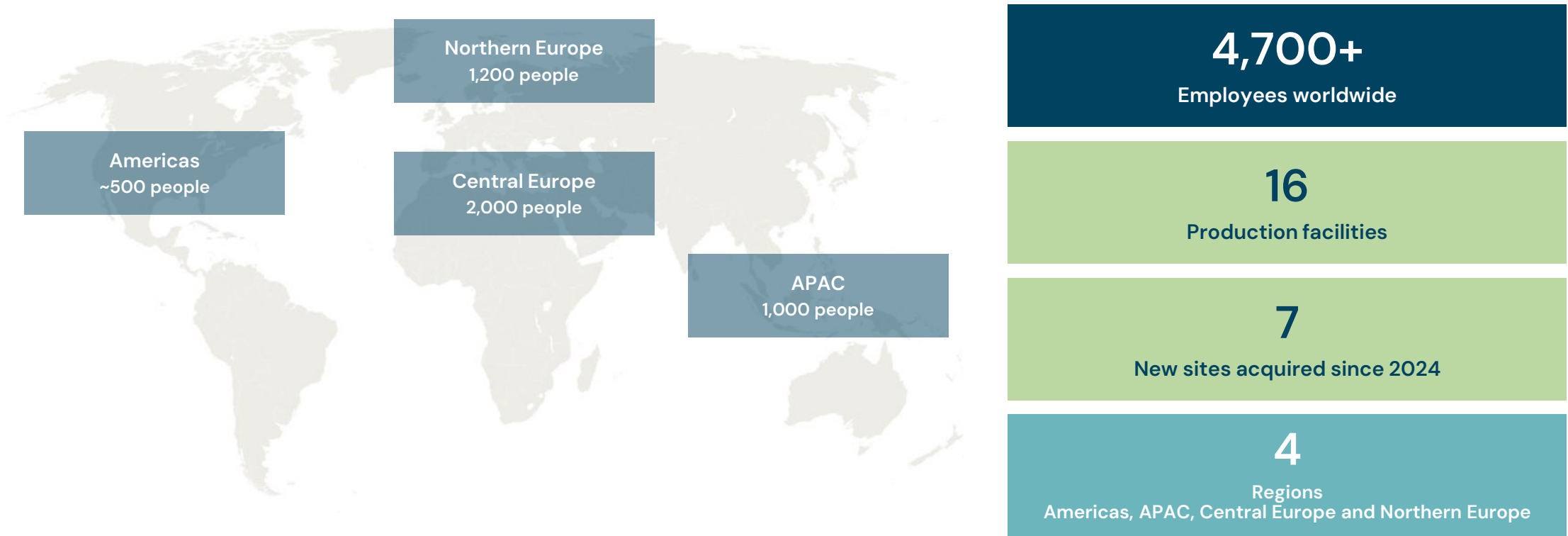
EUR 18.6m / 7.2%

Q2 2025: EUR 14.2m / 7.0%

Guidance for 2026 unchanged: turnover EUR 940-1,060 million and comparable EBITA EUR 64-78 million.

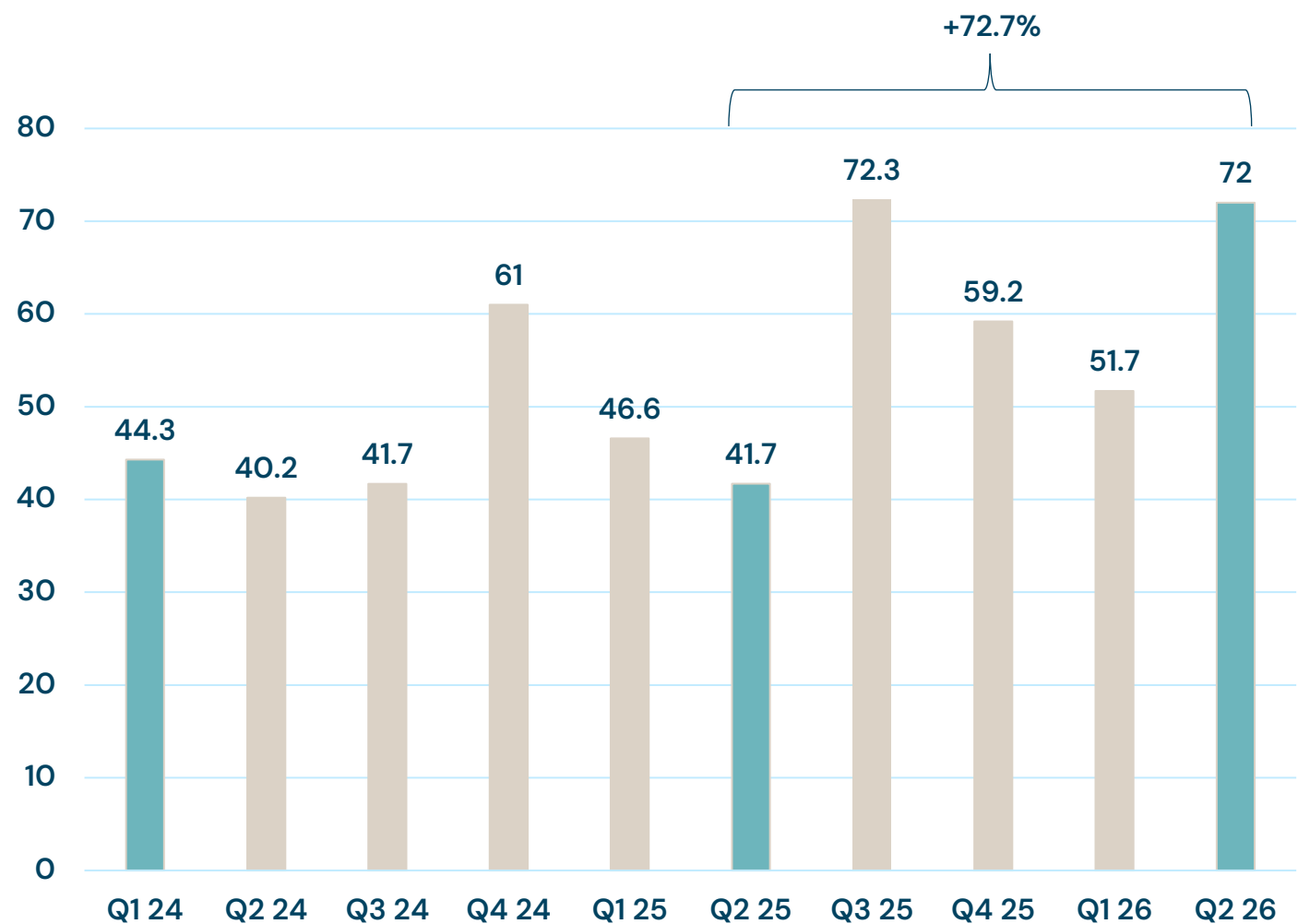
Our Mission and Global Footprint

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.



Production in Australia, China, Estonia, Finland, Germany, Italy, Malaysia, Poland, Sweden and the United States.

New Customer Deals Are Driving Organic Growth



Published New Customer Wins

6 PUBLIC CUSTOMER WINS SINCE 2024 · 4 SEGMENTS · 3 CONTINENTS

16 DEC 2025

VALMET

Industrial

Partnership deepened into new locations and product families

18 JUN 2025

EMERSON

Industrial

New customer: control units for Rosemount Tank Radar

26 JUN 2025

LIQUID INSTRUMENTS

Medtech & Life Science

Moku platform production onshored to our Melbourne plant

13 MAY 2026

INDUSTRIAL AUTOMATION LEADER

Energy & Cleantech

EUR 25 million initial scope, with potential to grow

19 MAY 2026

BRUKER (AXS DIVISION)

Medtech & Life Science

Partnership expanded with the AXS division

30 JUN 2026

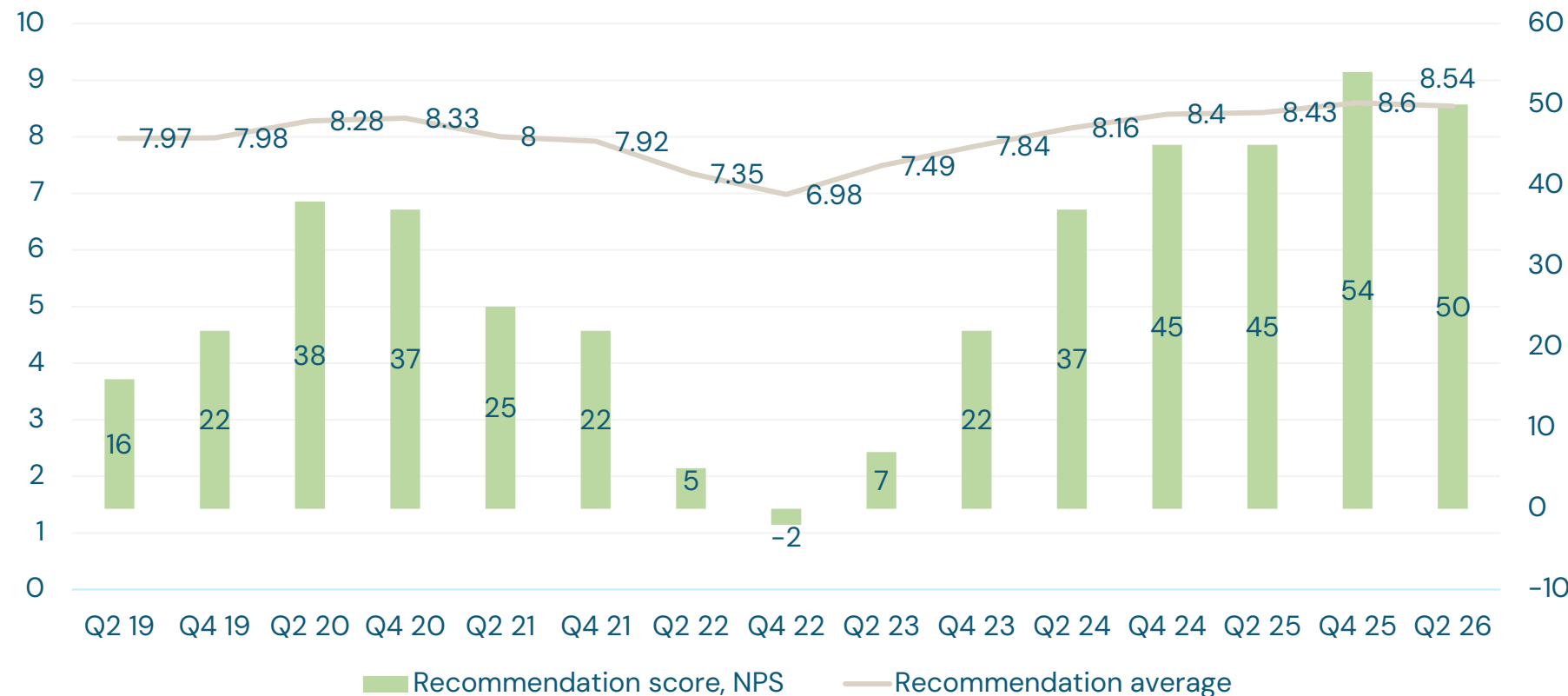
TOMRA

Energy & Cleantech

Supporting the deposit return system roll-out in Poland

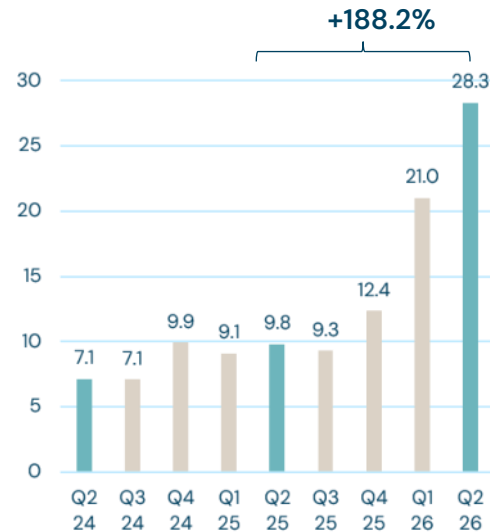
Source: Scanfil press releases and stock exchange releases, 2024–2026

Positive Development in Customer Satisfaction



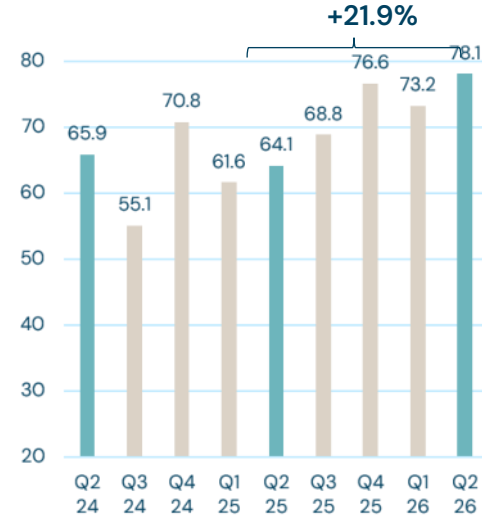
- **Seven-year trend is clearly positive:** NPS up from 16 to 50 and the average from 7.97 to 8.54 since Q2 2019.
- **Recovery has been steady since Q2 2023,** NPS rising from 7 to a peak of 54 and the average to 8.60 in Q4 2025.
- **Q2 2026 softens slightly** (NPS 50, average 8.54) but both stay near record levels.

Customer Group Development



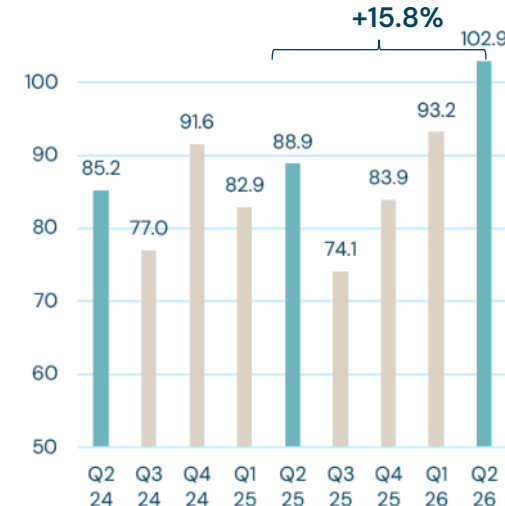
Aerospace & Defense

- Driven by acquisitions and brisk demand from existing customers
- Strategic priority
- Share of turnover to increase from the H1 level of 10% as MB Electronica kicks in
- Opportunities for cross-selling and localizing manufacturing



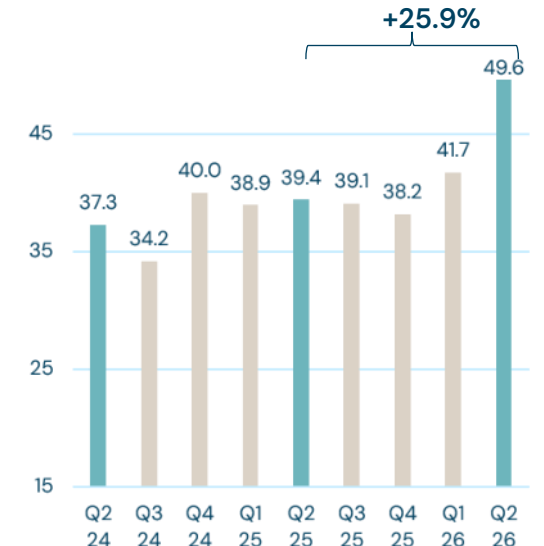
Energy & Cleantech

- Solid performance
- Strategic priority
- Expected to continue developing well
- Outsourcing opportunities



Industrial

- Growth is driven mainly by acquisitions
- Industrial investments remain at low level, especially in Europe
- Outsourcing opportunities



Medtech & Life Science

- Long customer acquisition and new product introduction times
- Strategic priority
- Strong growth in new customer acquisitions

Investing in Additional Capacity

6 CAPACITY INVESTMENTS SINCE 2023 ACROSS 4 SITES · +21,700 m² · EUR 13.3m DISCLOSED · 4 COUNTRIES

SEP 2023 · MAY 2025

ATLANTA, USA

New SMT line in 2023 after 50% area expansion; second manufacturing line added 2025

JAN 2025 · SEP 2025

JOHOR BAHRU, MALAYSIA

EUR 4.3m in new SMT and THT lines; expanded, modernised site inaugurated

JAN 2026

SUZHOU, CHINA

EUR 9m, +15,700 m² to nearly 37,000 m²

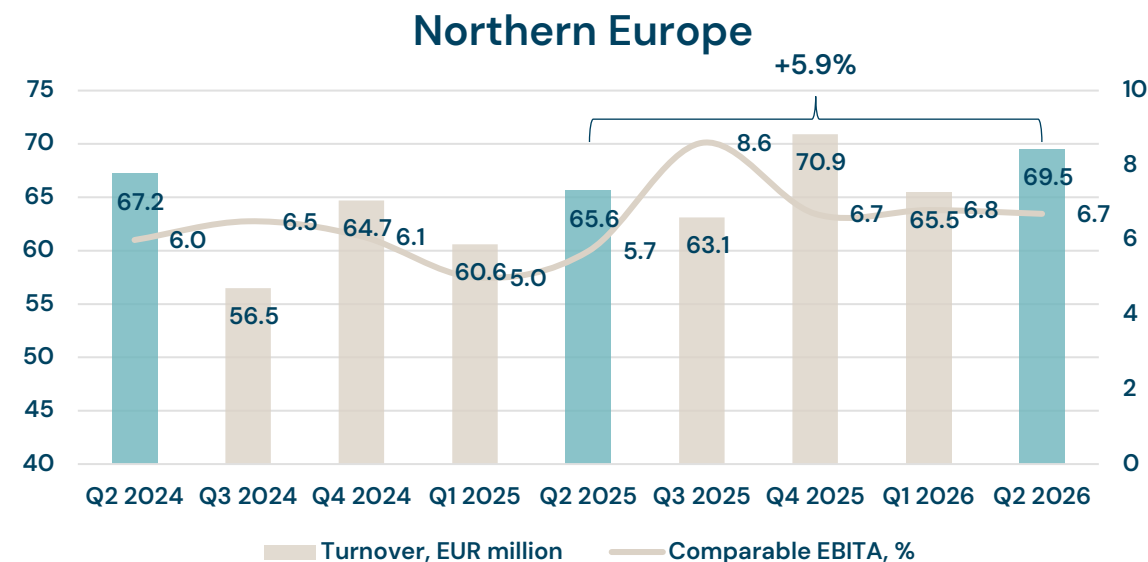
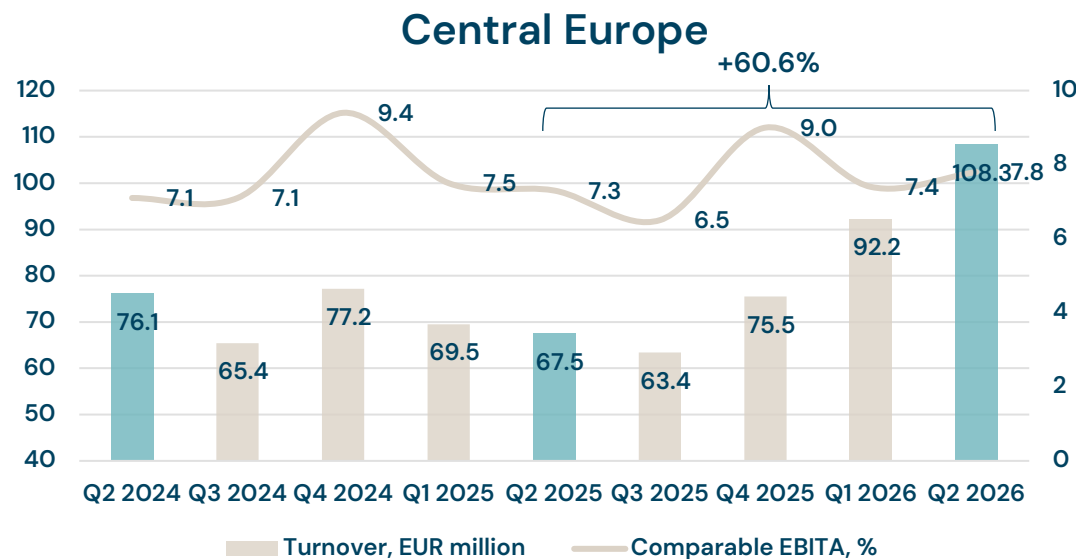
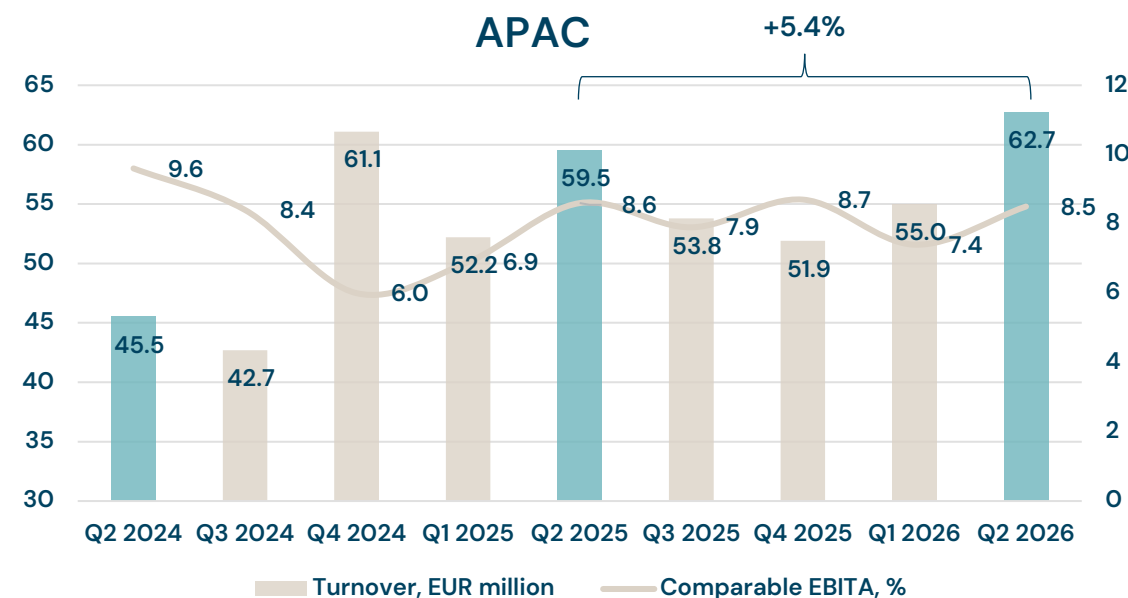
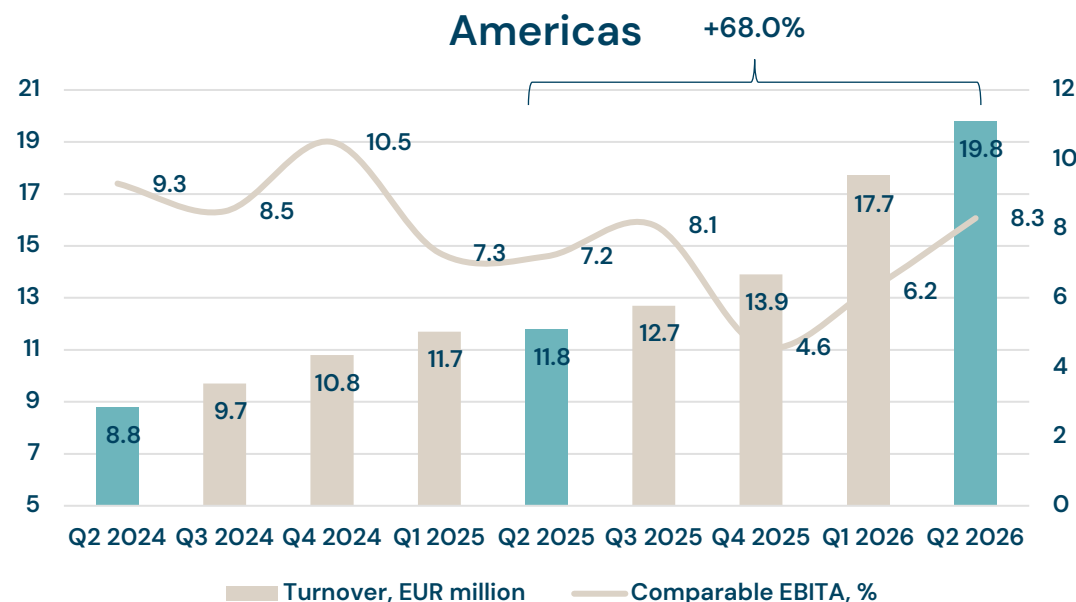
SEP 2026

MYSLOWICE, POLAND

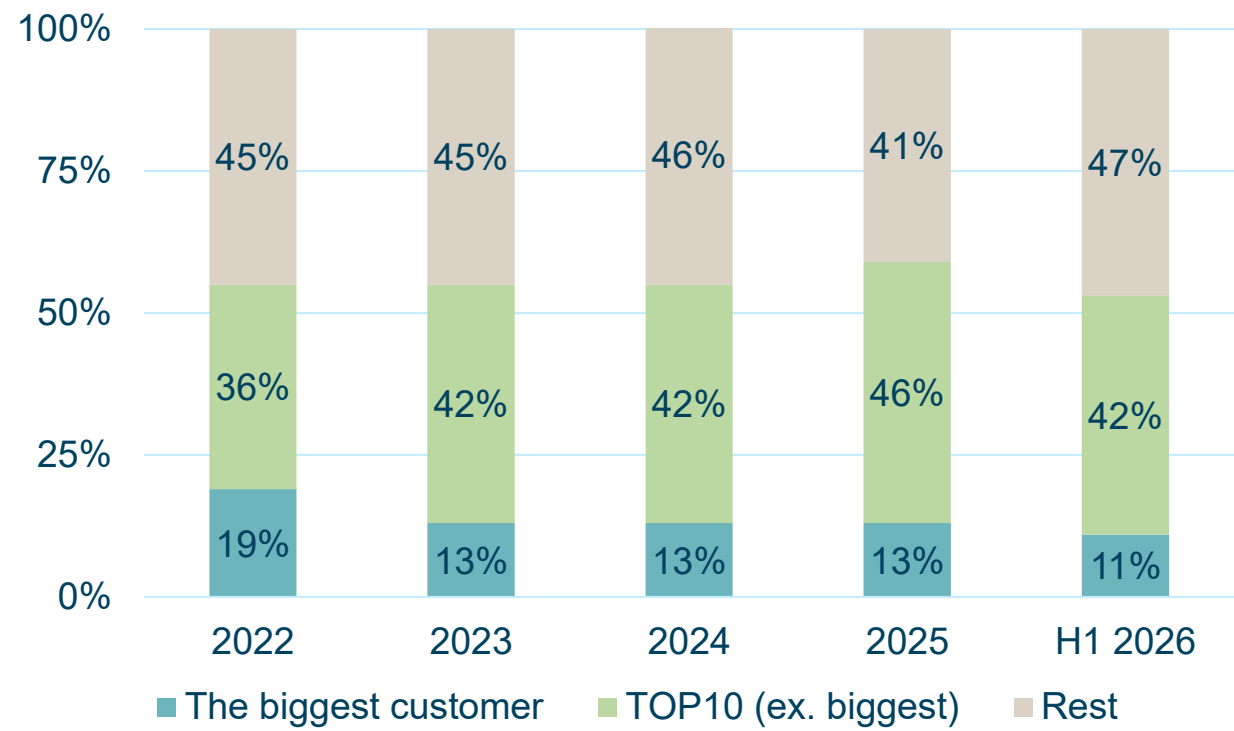
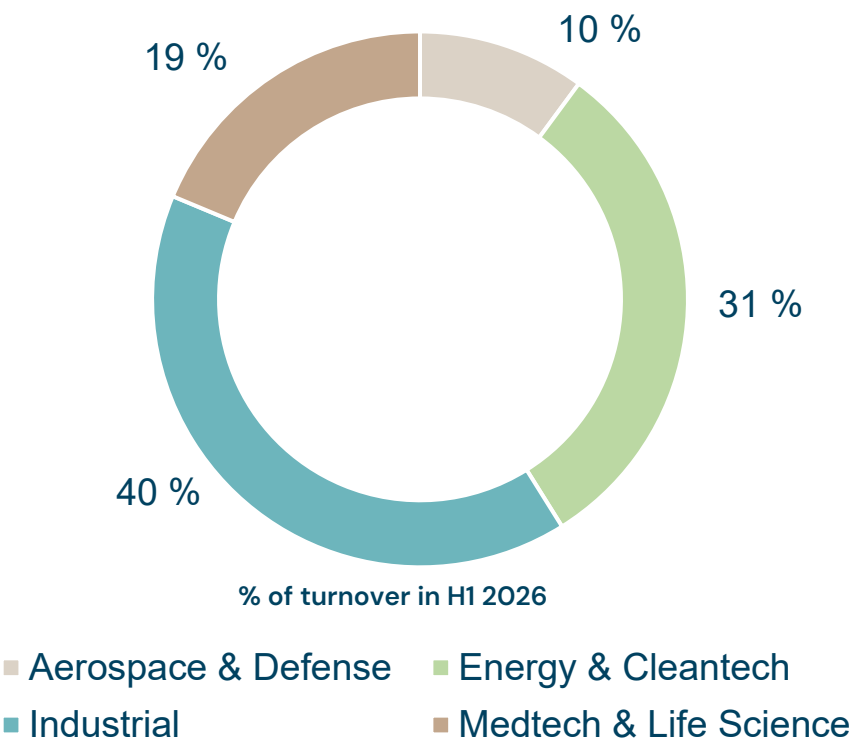
+6,000 m² to ~36,000 m²; the largest plant in Europe

Source: Scanfil press releases and stock exchange releases, 2023–2026

All Regions Increase Performance

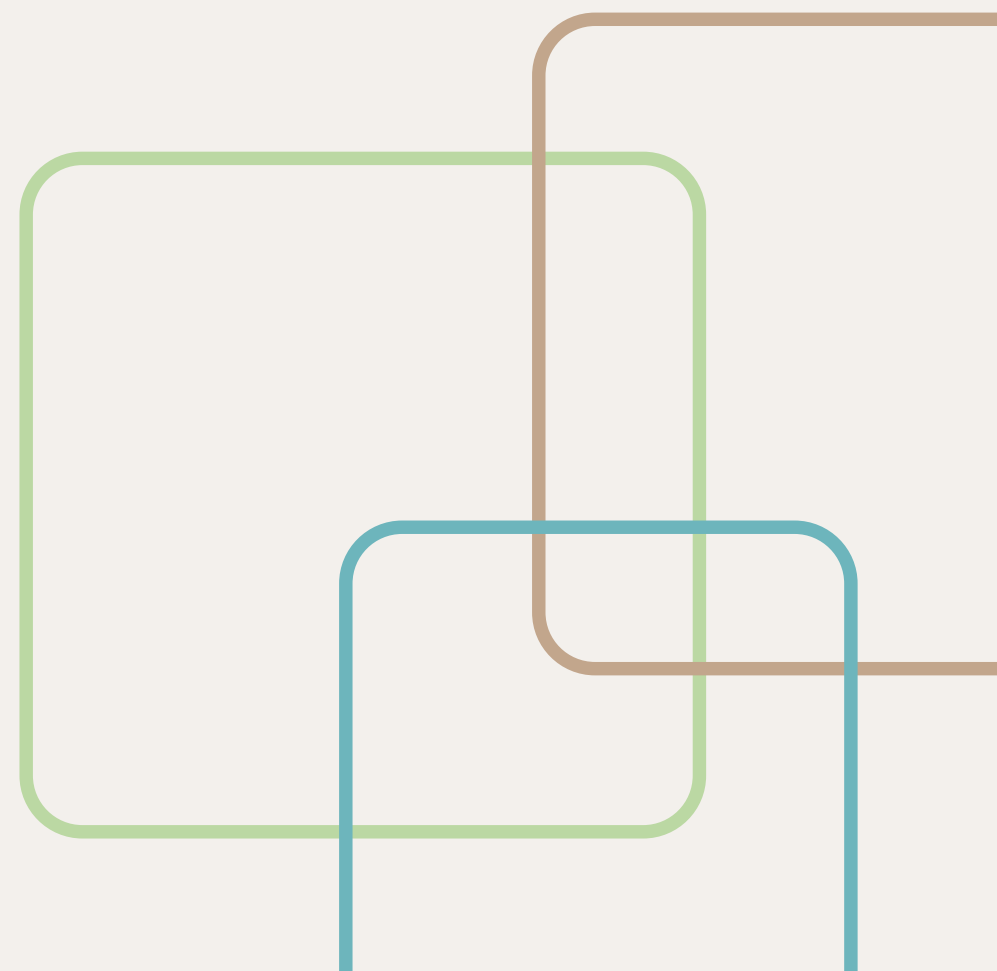


Customer Portfolio Richer and More Diversified



Market and Our Strategy

Section 2: Where do we play moving forward?



EMS demand grows steadily towards 2030, led by outsourcing and industrial electronics

Market Fundamentals

USD 649bn

Global EMS market size, 2025

USD 853bn

Forecast market size, 2030

5.6%

EMS market CAGR, 2025–2030

Market drivers

Outsourcing

OEMs shift complex production to specialised partners for cost, scale and speed

Supply chain resilience

Reshoring and regional diversification favour multi-region EMS footprints

AI and electrification

Data-centre, grid and EV investment lifts demand for industrial electronics

Defence and healthcare

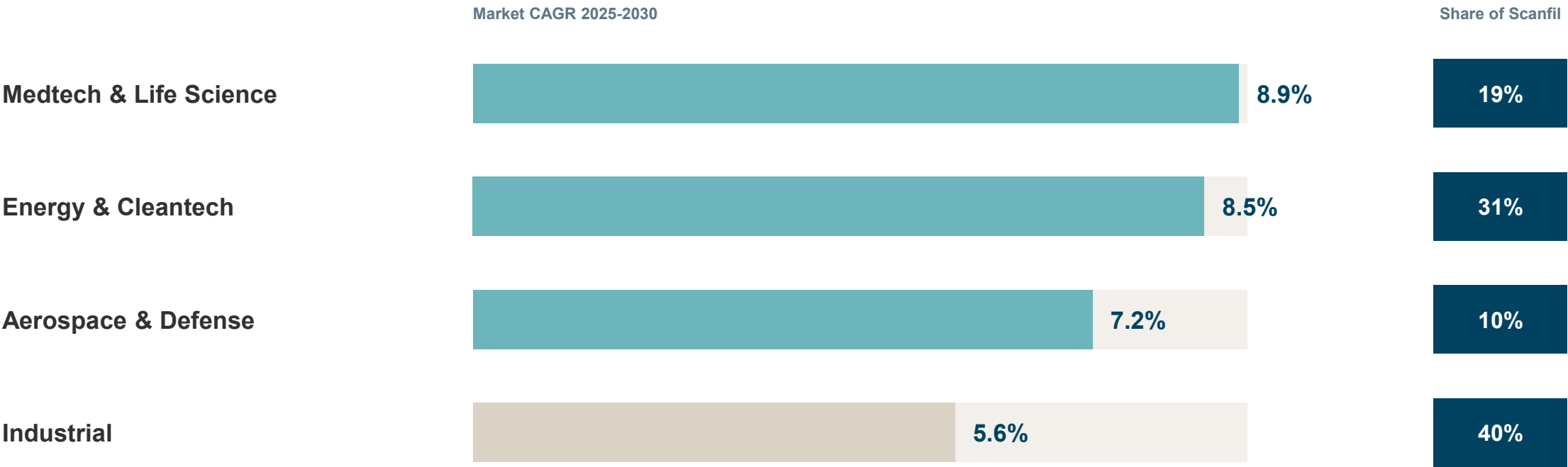
Rising defence budgets and an ageing population drive high-mix, regulated demand

Source: MarketsandMarkets, Electronics Manufacturing Services Market, Global forecast to 2030.

Three of our four customer groups outgrow the EMS market

Market’s Organic Growth Drivers

Around 60% of Scanfil's turnover sits in segments growing faster than the EMS market average of 5.6%



Sources: MarketsandMarkets (EMS, 5.6%); medtech EMS 8.9%; green electronics manufacturing 8.5%; aerospace & defence EMS 7.2%. Shares based on Scanfil turnover by customer group, H1 2026.

M&A has stayed elevated worldwide, with European and Nordic players among the most active buyers

Global Industry Consolidation

304 deals

Electronics parts and equipment transactions globally in 2024, after 313 in 2023

21 deals

North American EMS transactions in 2024, up from 18 in 2023 and 13 in 2022

USD 2.55bn

Sanmina's purchase of AMD's ZT Systems manufacturing business, the period's largest EMS deal

Most active acquirers

Cicor, Switzerland
STS Defence and Evolution Medtec, plus TT Electronics IoT Solutions, all completed in 2024.

Scanfil, Finland
SRX Global in APAC, ADCO Circuits in the US (Dec 2025) and MB Elettronica in Italy (Jan 2026).

Sanmina, United States
ZT Systems data-centre manufacturing from AMD, completed October 2025, opening cloud and AI end markets.

Zollner and GPV
Zollner took full ownership of Bluechips Microhouse in Thailand (2025); GPV's Enics merger (2022) created a EUR 1bn+ group.

No single global EMS deal count is published; figures combine BMI Mergers (electronics parts and equipment), GP Ventures (North American EMS) and Lincoln International quarterly reviews. Kitron and Incap were also active with DeltaNordic (2025) and Pennatronics (2023).

Market Segmentation

MIX
high → low

High mix / low-to-mid volume

Scanfil's core: industrial customers, box build, PCBAs and system integration

High mix / high volume

Fragmented demand, harder to serve profitably at scale

Low mix / low volume

Niche and project-based production

Low mix / high volume

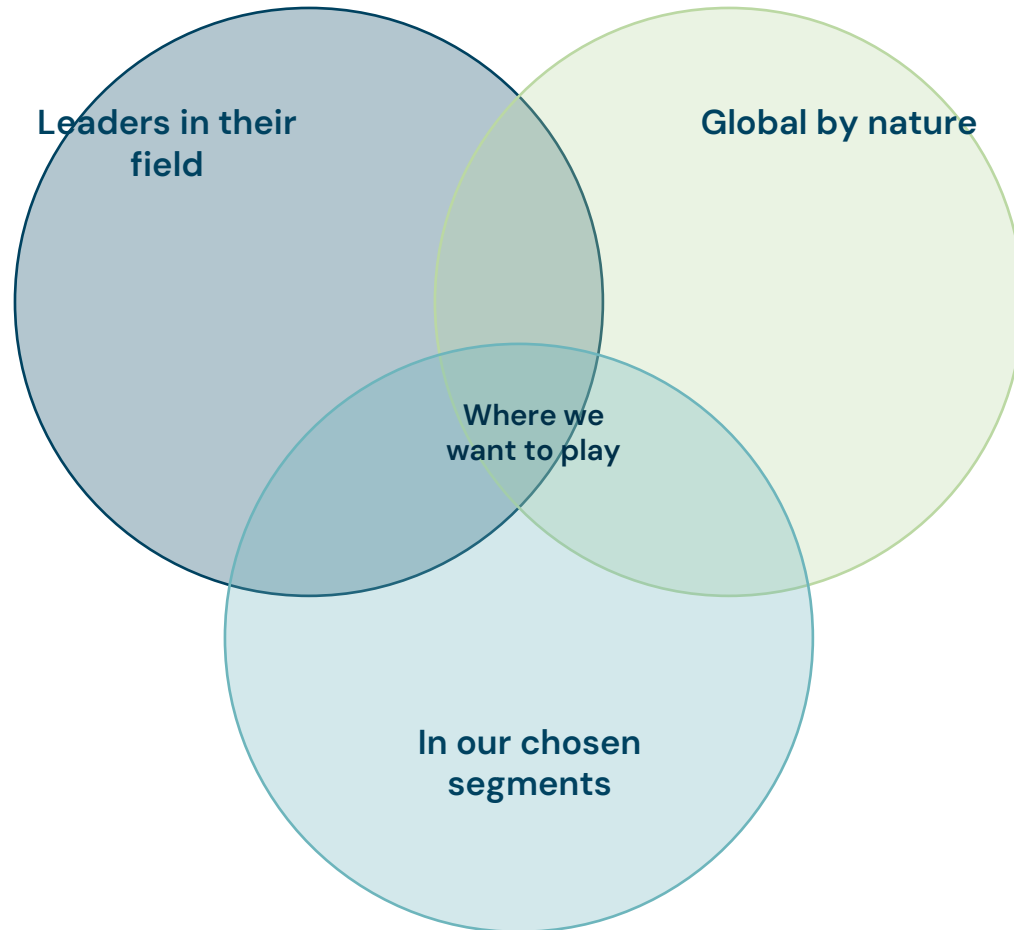
Consumer mass production – price-driven, outside our focus

VOLUME low → high

Customer axis: Scanfil serves industrial customers: Aerospace & Defense, Energy & Cleantech, Industrial, and Medtech & Life Science. No consumer markets.

We aim at the space where market leadership, global reach and our chosen segments overlap

Where We Want to Play



Leaders in their field

Companies that set the standard in their own market and expect a partner able to keep that standard.

Global by nature

Products sold across regions, so manufacturing has to sit close to the markets they serve.

In our chosen segments

Aerospace & Defence, Energy & Cleantech, Medtech & Life Science, and Industrial.

The overlap is the target: leading, global players inside our four segments.

Global customers want to work with equals, and the size needed to qualify keeps rising

A Race to Critical Mass

Our customers want to play with equals

Scale

A partner able to absorb volume, complexity and risk without strain.

Reach

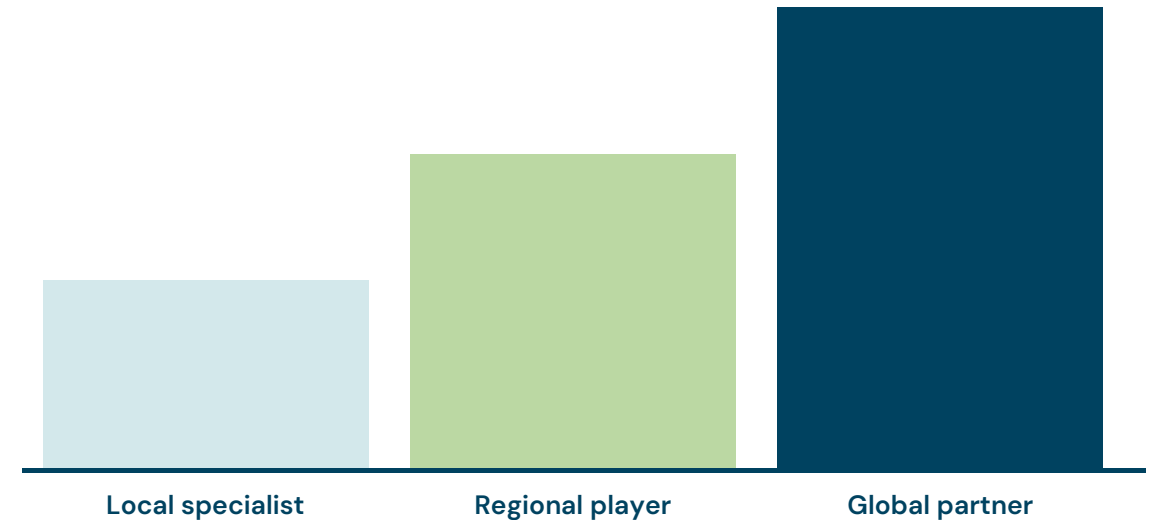
The same capability and service level in every region where they sell.

Staying power

The stability and investment capacity to be there over the whole product life.

And the bar keeps rising

As the industry consolidates, the scale required to stay on a global shortlist moves up every year. Growth is not only ambition – it is what keeps us relevant to the customers we target.



Scale needed to stay relevant to a global customer

Four commitments that fund and pace our long-term growth

How We Allocate Capital to Sustain Growth

~2.5%

capex ambition, % of revenue

Our capex ambition: about 2.5% of revenue invested every year in the current operations – capacity, capability and automation – so the existing business can carry future growth.

Sales

resources follow growth

We add commercial resources at the same speed as our organic growth, so the sales engine never becomes the limit.

M&A

a continuous flow

Acquisitions are a permanent part of the plan, executed as a steady flow of manageable deals

1–2x

net debt / EBITDA corridor

What matters is navigating the corridor: we step up towards 2.0x when we acquire and come back towards 1.0x through cash flow. Our external guidance points to about 1.5x, which is the mid-point of that corridor rather than a limit.

M&A Complementing Our Growth Journey

Acquisition Criteria

Target business

- Similar production capabilities as Scanfil
- Attractive customer base

Geography

Operates in Scanfil's regions

Financials

- Revenues of 50–150 MEUR
- EBITDA margin >7%
- Track-record of growth and profitability

Deal structure

- Payment at closing, coupled with post-closing incentives (e.g. earn-out or minority shareholding)

Strategic rationale

- Customers
- Manufacturing footprint
- Offering

Short-term moves to strengthen leadership, competence and talent

Building the Resources Behind Our Growth

Business leadership
strong competence in every
region

Strengthen business leadership competence in each region, owning management of the operations, the customer interface and the M&A interface close to where we do business.

Upgrade
step by step, where it matters
most

Raise the level of key functions gradually, strengthening first the roles that carry the most weight as the business becomes larger and more complex.

Talent pipeline
successors ready before we
need them

Build a visible pipeline of talent and successors, so our own growth is never limited by who happens to be available at the time.

New competence
skills we do not have today

Bring in competences the company does not have today, in the areas where the next phase of development requires a different level of expertise.

Employee Engagement Results Moving in the Right direction

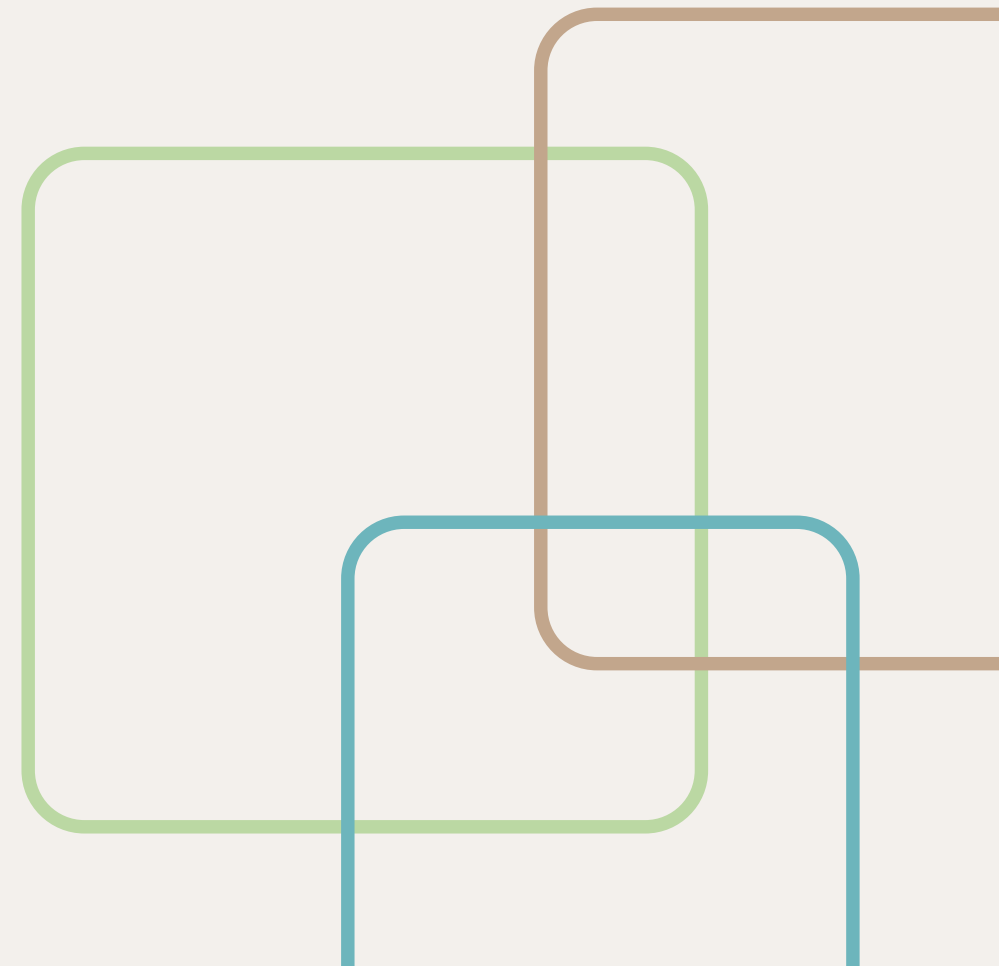
All measured engagement drivers remained stable or improved — Co-operation 83 and Immediate Manager 82 remain our strongest foundations.

DEVELOPMENT 2024 → 2025				ACTIONS IN 2026		EES 2026 TIMELINE	
Indicator	2024	2025	Dev.	Focus on a few concrete and meaningful team actions		5–25 October	Survey open
Satisfaction & Motivation	70	72	+2	Continue regular manager and team dialogue between surveys		26 Oct – 9 November	Results available at company, site and team level
Loyalty	77	79	+2	Strengthen well-being and recovery in everyday work		November–December	Results discussions and action planning
Group Management Team	68	72	+4	Follow up progress as part of regular team meetings		Jan–August 2027	Regular follow-up and completion of actions
Reputation	68	71	+3				

We have made positive progress.
In 2026 the priority is to turn employee feedback into visible, practical actions — and maintain the momentum.

Expected Outcome

Section 3: What success should look like when everything comes together?



Scale is the condition for staying relevant to global customers

The Size We Need by 2030

EUR 1.8bn+

To be a sustainable player on the global market, we need turnover of EUR 1.8 billion by 2030.

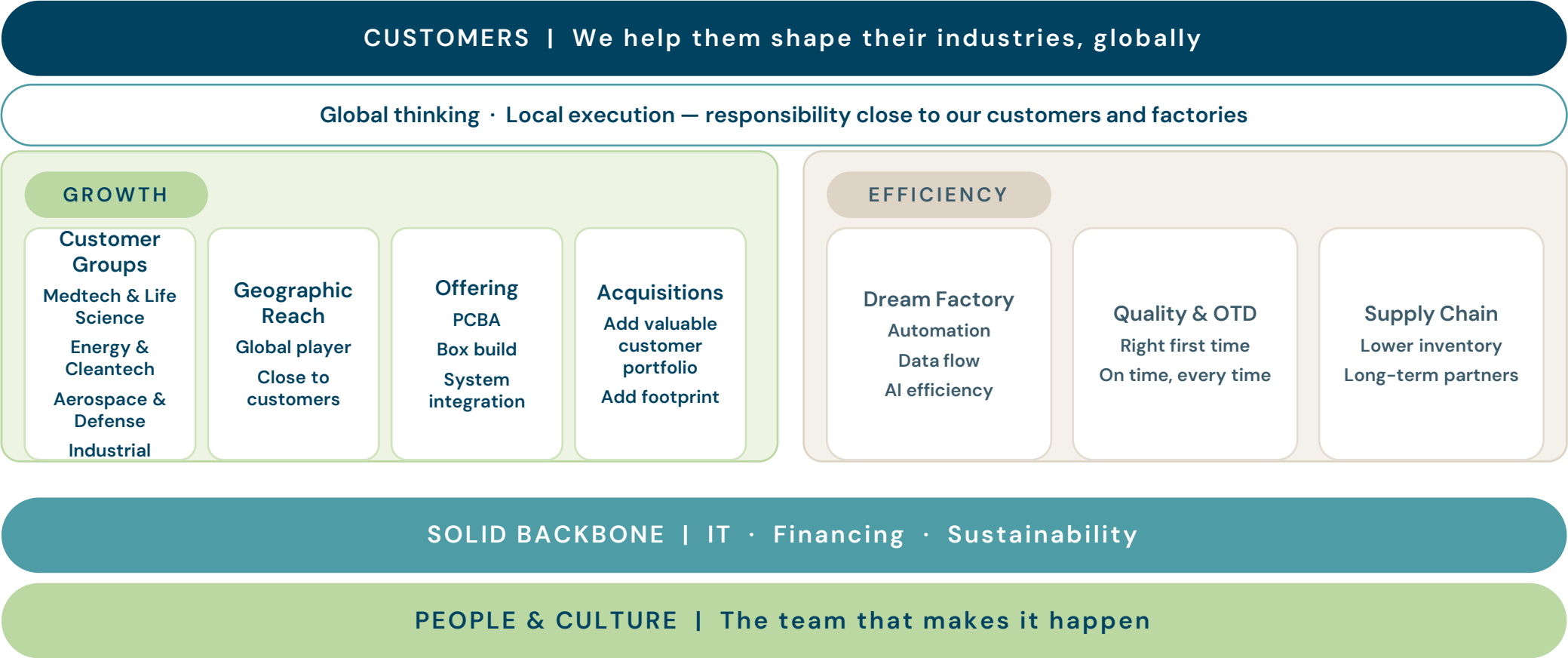
Long-Term Financial Targets – Adjusted Growth Target

TURNOVER	PROFITABILITY	DEBT	DIVIDEND
			
Growth 15%*	EBITA 7–8%*	Net Debt/EBITDA 1–2	Dividend 1/3 of EPS**

* Target over a business cycle to be considered as long term average includes organic and continuous flow of M&A

** Target are established over a business cycle

Strategy for 2026–2030: Geared for Growth



Why to Invest in Scanfil?

- Strong customer portfolio and organic growth
- Sector leading customers
- Good market position in the growth segments:
Aerospace & Defense, Energy & Cleantech and
Medtech & Life Science
- Continuous investments in growth and good growth prospects
- Stable profitability



Contact information and analysts

CHRISTOPHE SUT, CEO
+358 407 318 411
christophe.sut@scanfil.com

IIRIS HEISKANEN, CFO
+358 44 788 2415
iiris.heiskanen@scanfil.com

PASI HIEDANPÄÄ, IR and Communications Director
+358 50 378 2228
pasi.hiedanpaa@scanfil.com

Carnegie AB, Stockholm
Marcus Develius
+46 70 848 85 67
marcus.develius@carnegie.se

Inderes Oyj
Antti Viljakainen
+358 44 591 2216
antti.viljakainen@inderes.fi

Nordea Oyj
Pasi Väisänen
+358 9 5300 5192
pasi.vaisanen@nordea.com

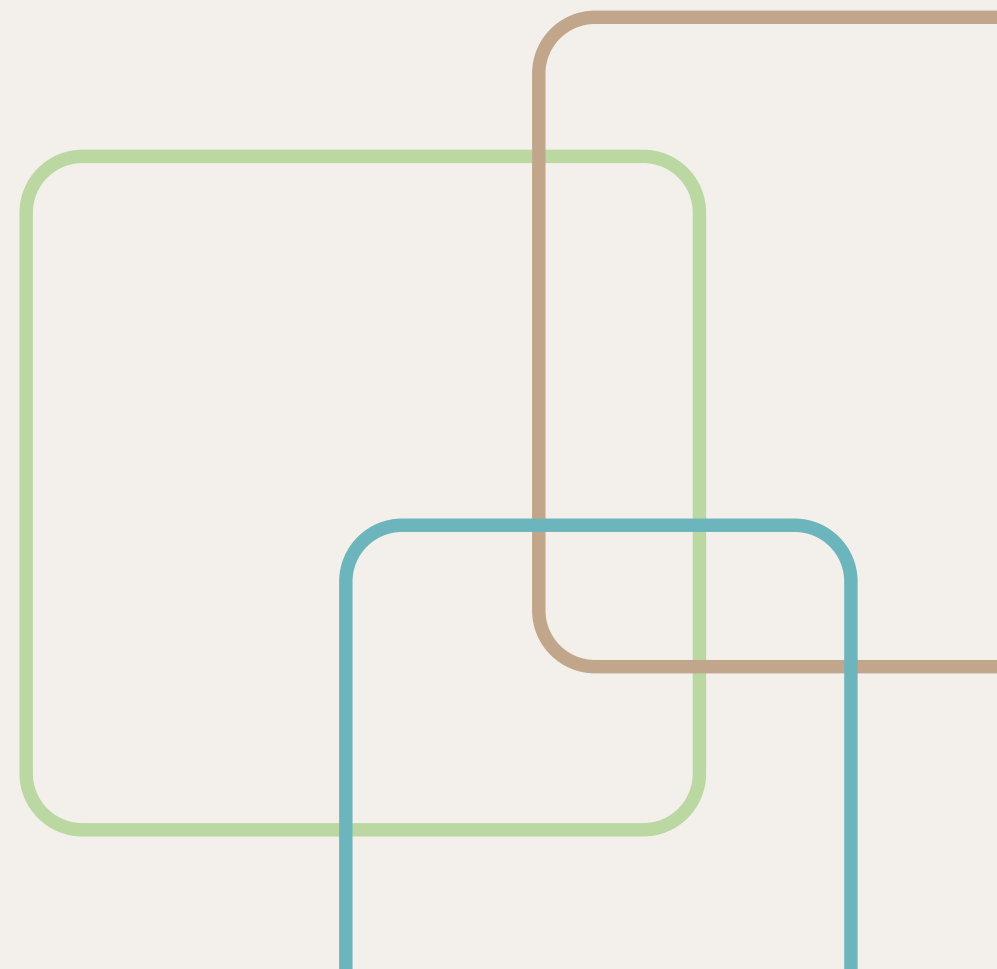
Disclaimer

Not to be published or distributed, directly or indirectly, in any country where its distribution or publication is unlawful. Forward looking statements: certain statements in this presentation may constitute "forward-looking" statements which involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements of Scanfil Plc to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. When used in this presentation, such statements use such words as "may," "will," "expect," "anticipate," "project," "believe," "plan" and other similar terminology. New risk factors may arise from time to time and it is not possible for management to predict all of those risk factors or the extent to which any factor or combination of factors may cause actual results, performance and achievements of Scanfil Plc to be materially different from those contained in forward-looking statements. Given these risks and uncertainties, investors should not place undue reliance on forward-looking statements as a prediction of actual results. The forward-looking information contained in this presentation is current only as of the date of this presentation. There should not be an expectation that such information will in all circumstances be updated, supplemented or revised, except as provided by the law or obligatory regulations, whether as a result of new information, changing circumstances, future events or otherwise.

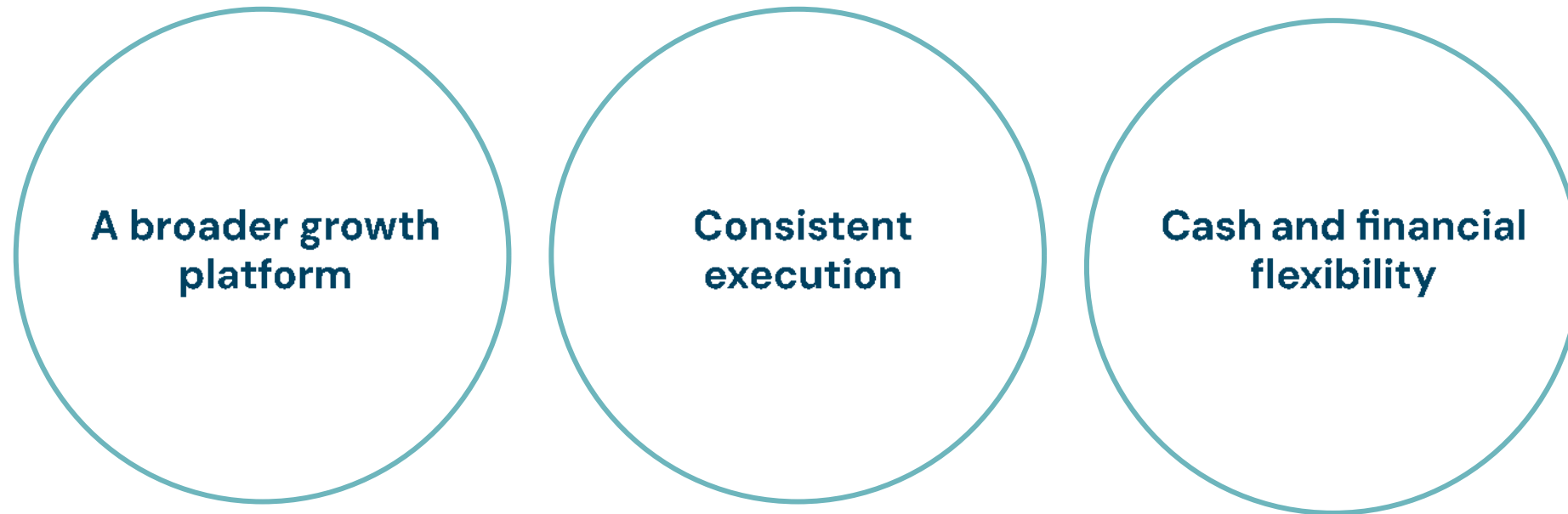
Updated Financial Targets

Iiris Heiskanen

CFO



Early Observations as Scanfil's New CFO



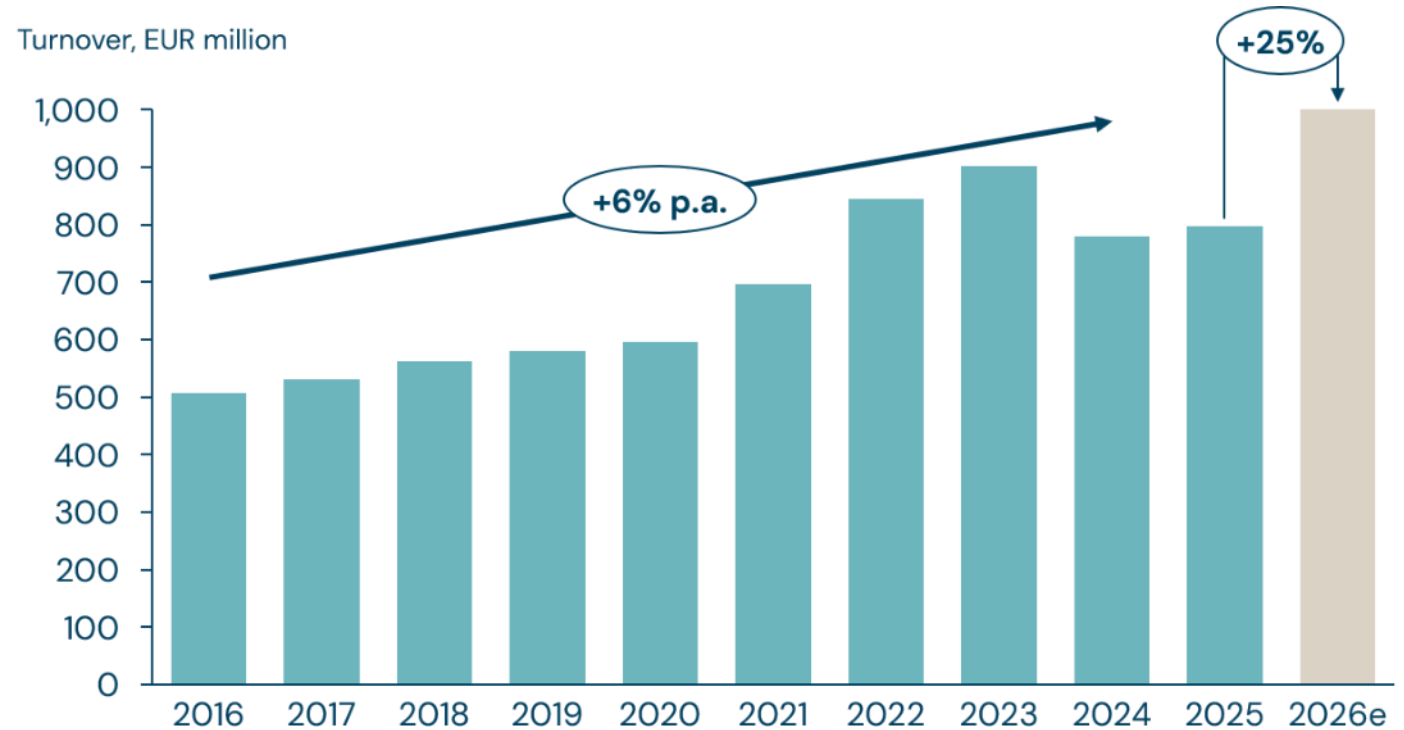
Updated Financial Targets

Target	Previous	Updated
Turnover growth	10% p.a.	15% p.a.
Comparable EBITA	7–8%	7–8%
Net debt / EBITDA	< 1.5x	1–2x
Dividend	~1/3 of EPS	~1/3 of EPS

Targets are established over the business cycle and should be consider as long-term averages.

The Growth Strategy is Delivering a Step in Scale

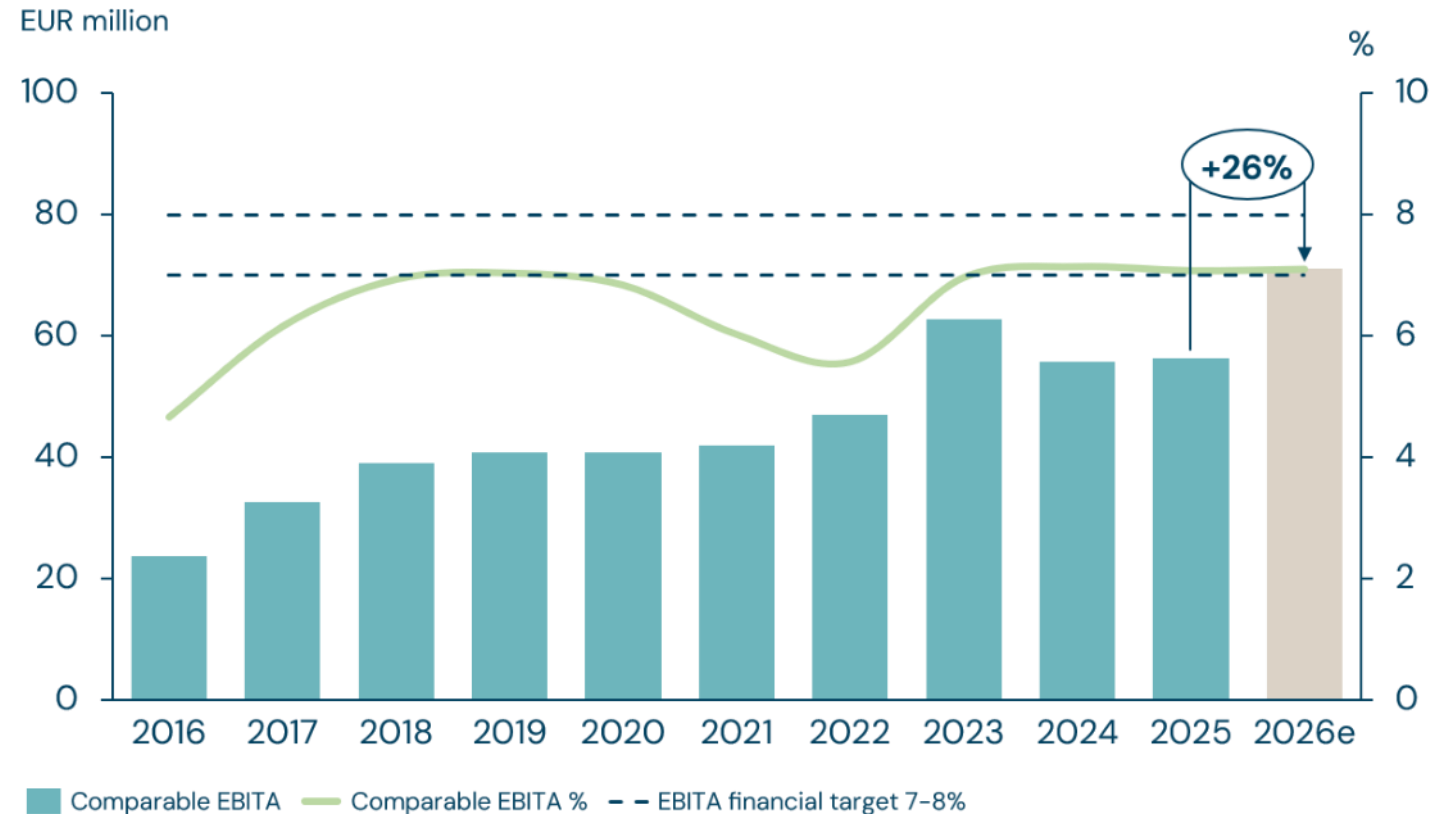
- Growth target 15% p.a., combination of organic and inorganic growth
- 2016–2024 mainly organic growth, where 2021–2023 was reflected by component shortages and low-margin pass-through sales
- Three acquisitions in past three years: SRX (2024), ADCO (2025), MB (2026)
- Broader and more diversified customer base, geographies and capabilities



Note: 2026 is an estimate based on midpoint of turnover guidance EUR 940–1,060 million

Solid Profitability – Now with a Larger Scale

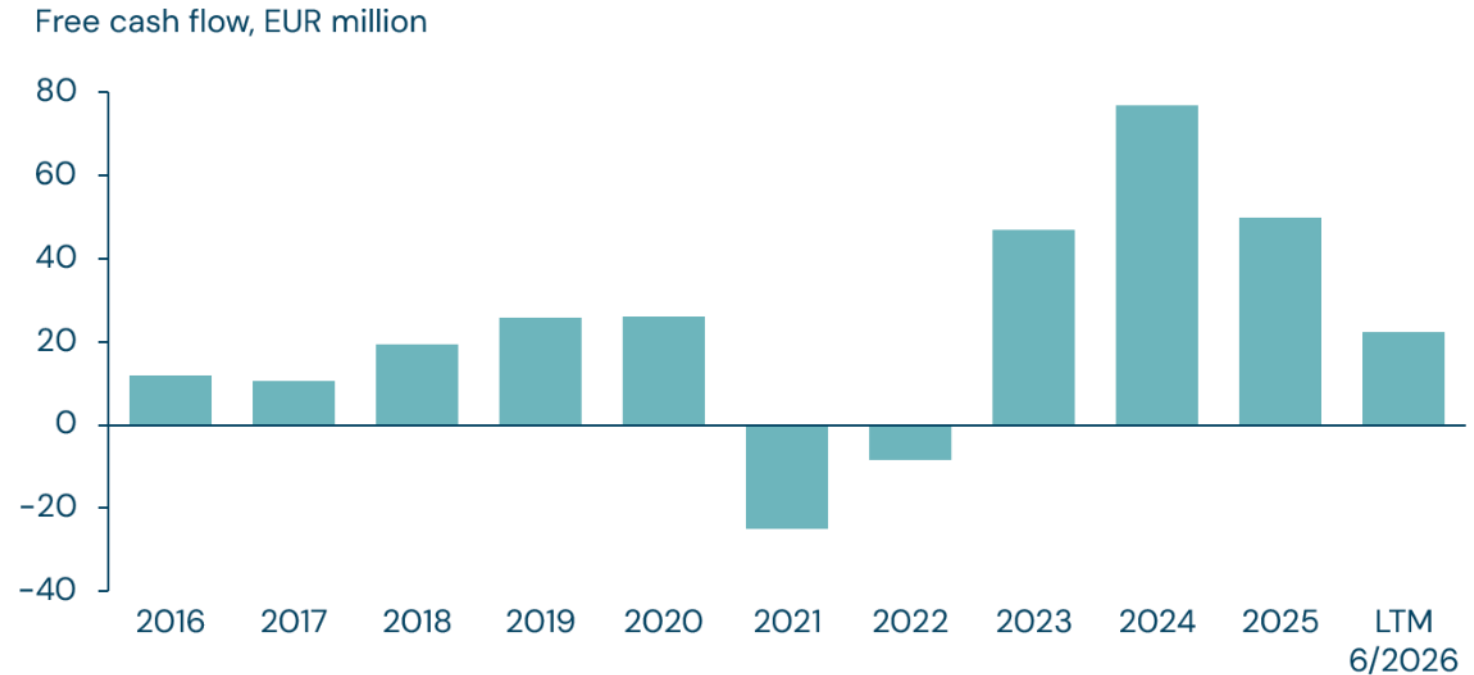
- Comparable EBITA has returned to the 7–8% range since 2023 and the target is unchanged
- Growth remains the priority while keeping the margin at the target level
- Scale, utilisation and customer mix support gradual improvement
- Common operating model, local P&L accountability and shared metrics



Note: 2026 is an estimate based on midpoint of comparable EBITA guidance EUR 64–78 million

Strong Cash flow – Swings from Working Capital

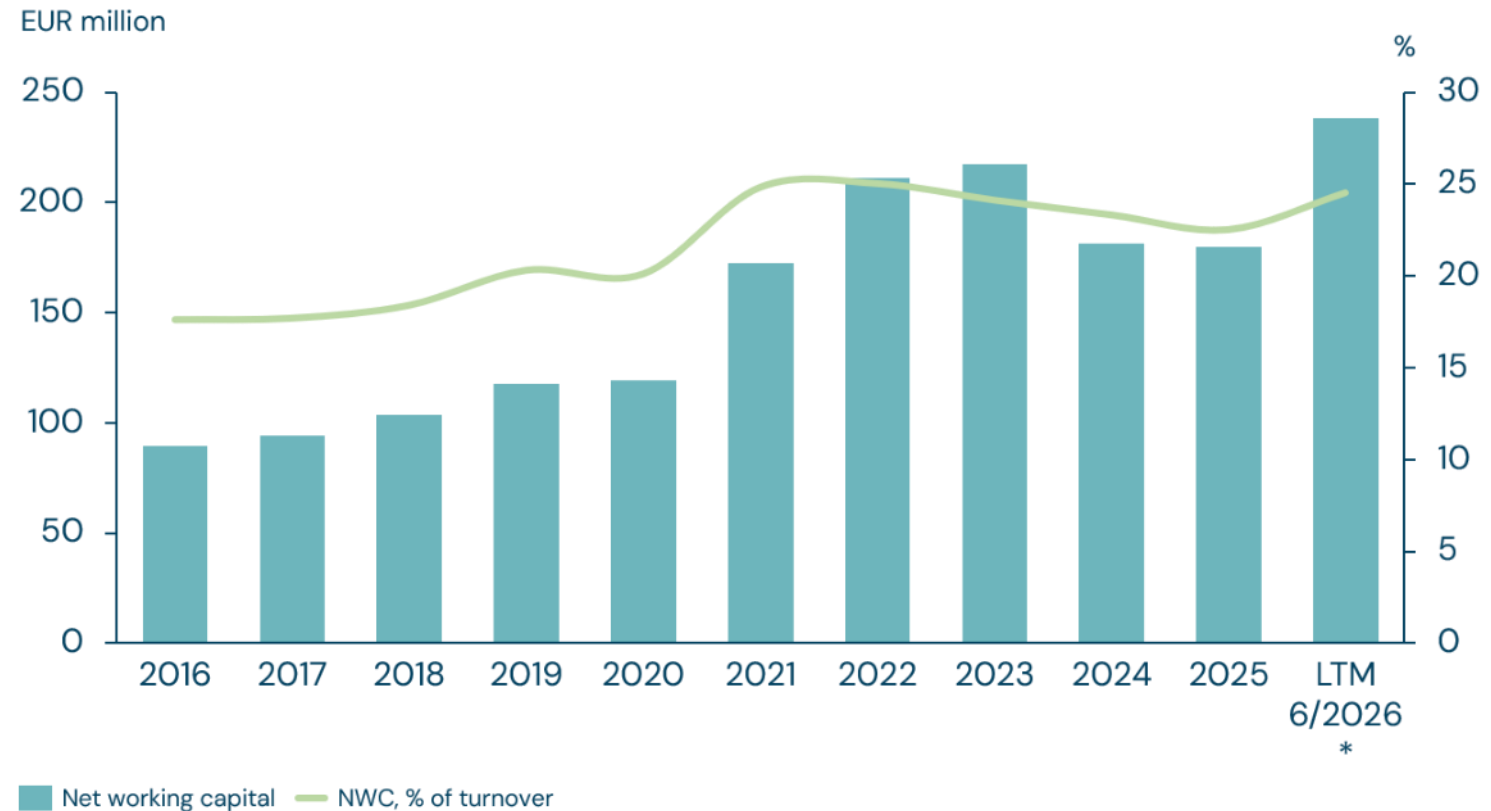
- Cash generation is structurally positive
- Negative 2021–2022 reflects inventory build during component shortages
- Lower LTM 6/2026 reflects working capital tied up by growth
- Capex has been stable at ~2–2.5% of turnover



Note: Free cash flow = operating cash flow – capex + proceeds from sale of tangible and intangible assets

Capital is Tied Up in Growth – Available from Inventories

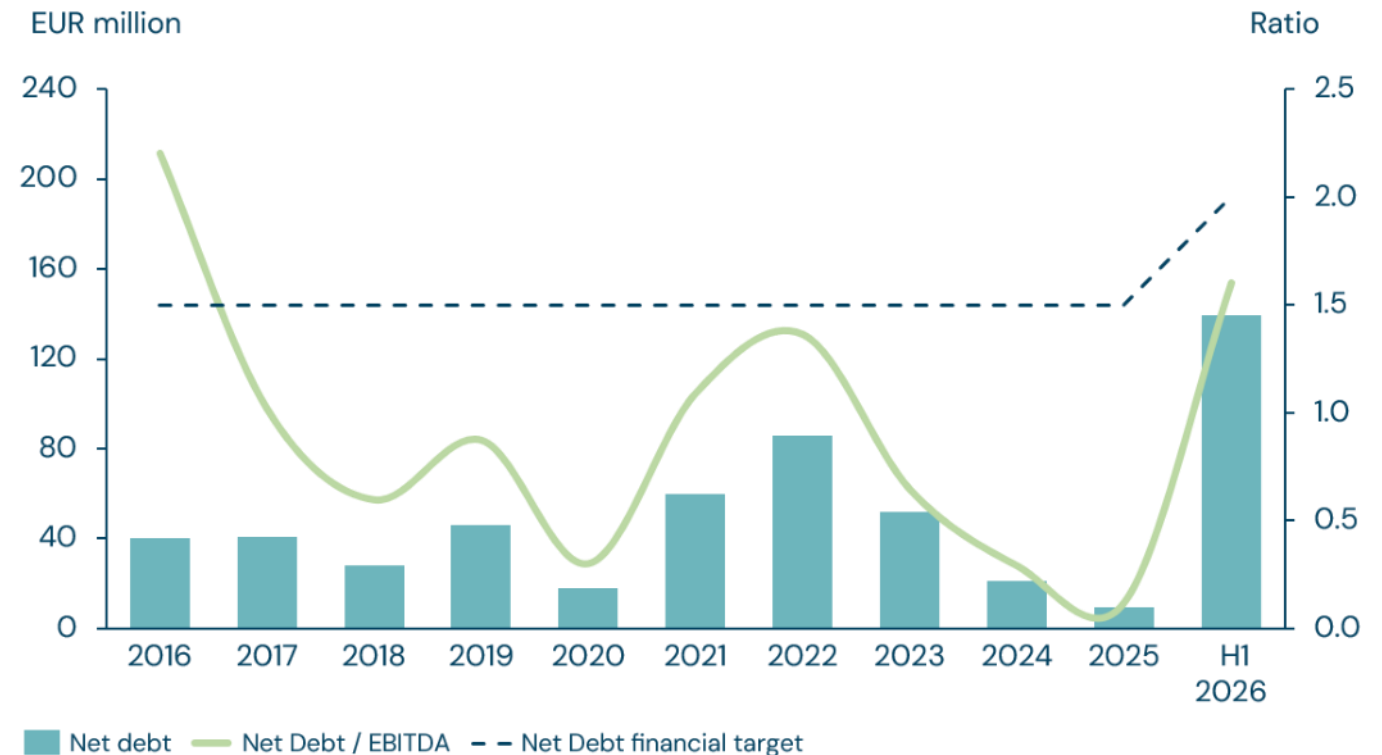
- Inventory built in 2021–2023 to protect deliveries, then released
- NWC improved to 22.5% of turnover by 2025. Growth and acquisitions lifted NWC in H1 2026
- Inventory is focus area to drive NWC efficiency
- Expected to return towards the 2024–2025 level while supporting growth



*) Proforma LTM 6/2026 turnover including completed acquisitions in Q4/2025 and Q1/2026

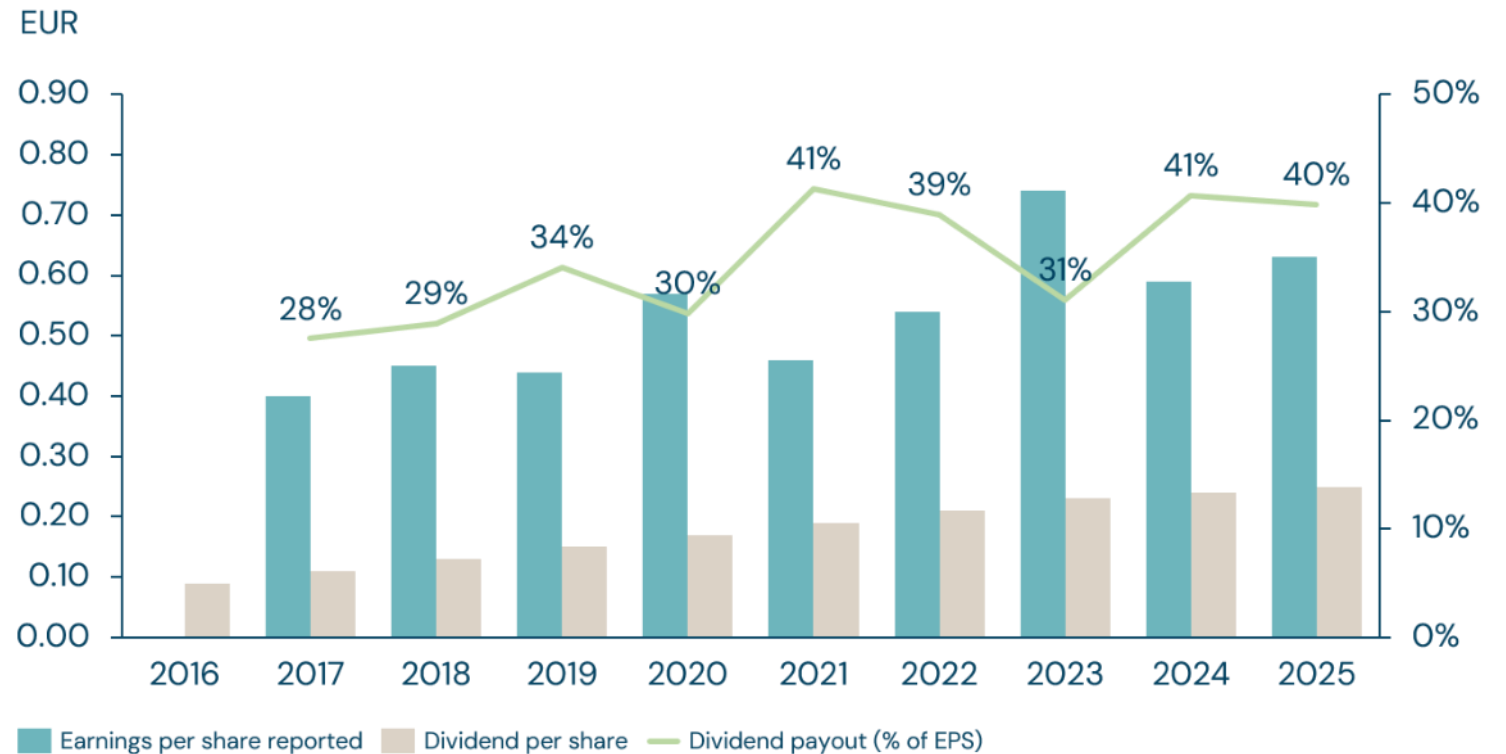
Strong Balance Sheet with Growth Capacity

- Net debt / EBITDA target 1–2x
- Leverage at 1.60x in H1 2026 leaves funding capacity for growth
- Available liquidity in H1 2026 EUR 195.8 million in cash and undrawn credit facilities



Growing EPS and Dividend

- EPS up from EUR 0.40 in 2017 to EUR 0.63 in 2025
- Dividend growing since 2012
- Dividend payout at 30–40% of EPS



Summary

A broader growth platform

Growth comes from organic expansion and acquisitions that add markets and capabilities

Consistent execution

Margin inside 7–8% on a larger base, target unchanged

Cash and financial flexibility

Cash generation is structurally positive with working capital driving the swings, and leverage inside the 1–2x target leaves room to fund growth



SCANFIL®