



# FIRST HALF YEAR OF 2022

Presentation by CEO Frank Gad  
26 August 2022

# GROUP MANAGEMENT



**Frank Gad**  
**CEO**

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MSc Economics & Business Administration  
Residence: Frederiksberg  
Year of birth: 1960

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Frank Gad took up his position as CEO in November 2004 and is also chair of the Boards of Directors of the most significant subsidiaries in SP Group



**Søren Ulstrup**  
**Executive Vice President**

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Plastic engineer  
Residence: Holte  
Year of birth: 1966

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In SP Group since 2015 – was appointed to the Executive Board in 2020. Also CEO of SP Moulding and Ulstrup Plast and chair of the Board of Directors of Coreplast and board member of other subsidiaries



**Lars Ravn Bering**  
**Executive Vice President**

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MSc Engineering and B Com. in Supply Chain  
Residence: Silkeborg  
Year of birth: 1976

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In SP Group since 2008 – was appointed to the Executive Board in 2020. Also Managing Director of Gibo Plast A/S and Dan-Hill-Plast A/S and responsible for Group IT



**Tilde Kejlhof**  
**CFO**

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Master of Economics  
Residence: Odense  
Year of birth: 1978

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In SP Group since 2016 – CFO since 2020. Employed in the subsidiary MedicoPack from 2009-2019 as CFO

This presentation contains forward-looking statements reflecting management's expectations for future events and financial results.

Statements relating to 2022 and the following years are inherently subject to uncertainty and SP Group's actual results may thus differ from expectations and targets. Factors that may cause actual results to differ from expectations include, but are not limited to, changes in raw materials and energy prices, changes in foreign exchange rates, epidemics and pandemics, changes in macroeconomic and political settings, changes in the demand and production patterns of key customer groups and other external factors.

This presentation does not constitute an invitation to buy or sell shares in SP Group A/S.

# SP GROUP IN BRIEF



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Headquarters in Denmark

established in  
1972



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Products are marketed and sold in

98 countries



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Subsidiaries in

12 countries on  
3 continents



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Average number of employees increased  
in 2021 from 2,214 to

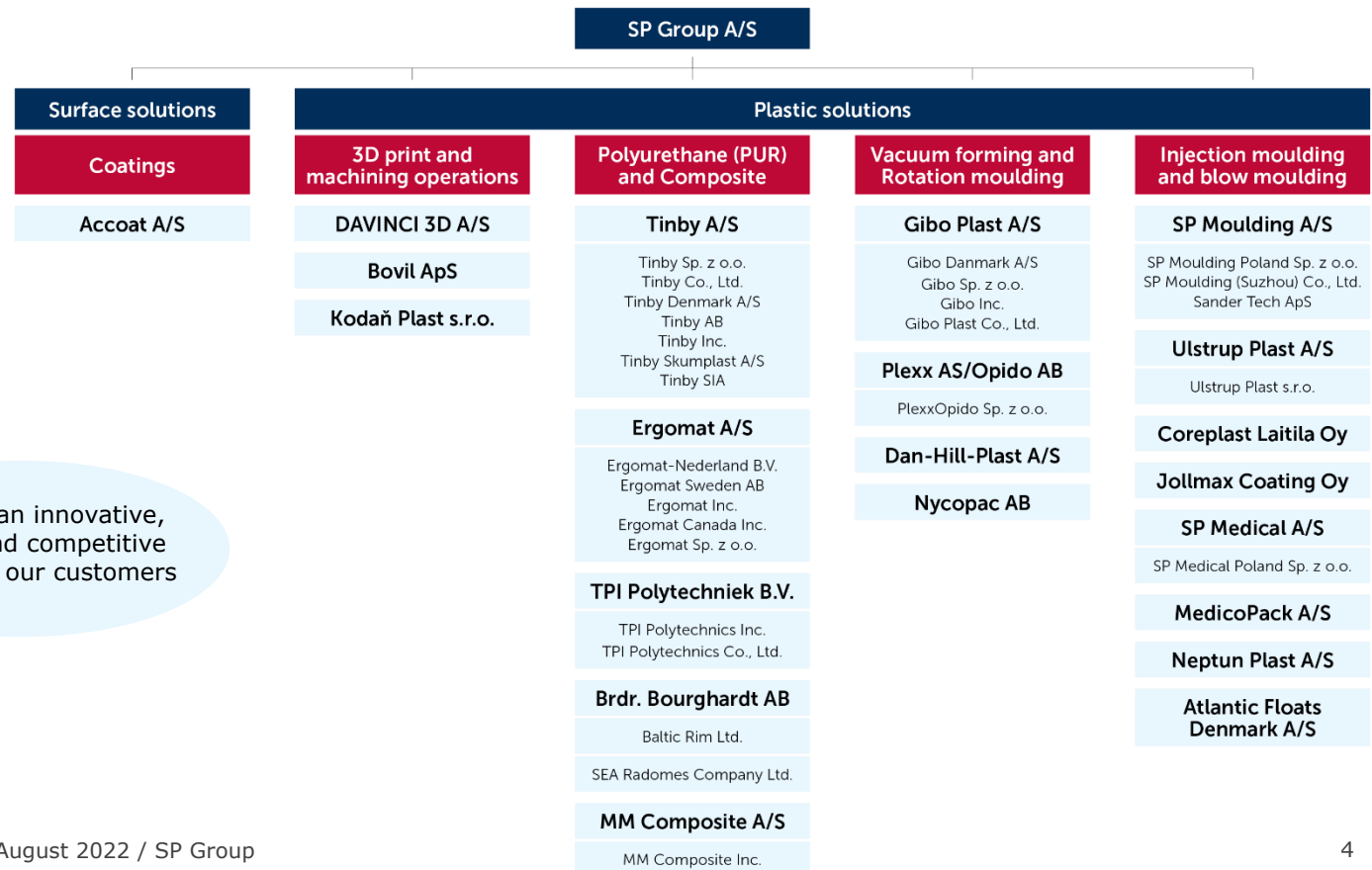
2,380 committed  
employees





# SP GROUP – AN OVERVIEW

- Manufacturer of moulded plastic and composite components and performs coatings on plastic and metal components
- Supplier of customer-specific solutions for a wide range of industries
- Strong international niche positions – also for our own brands
- Increased sales from own plants in Denmark, China, the USA, Latvia, Slovakia, Sweden, Finland, Poland and Thailand



We act as an innovative, reliable and competitive partner for our customers



# HIGHLIGHTS FIRST HALF YEAR OF 2022

# HIGHLIGHTS H1 2022 / 1



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In H1 2022, revenue increased by 13.1% to

DKK **1,400m**



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In H1 2022, revenue from own brands increased by 23.4% to

DKK **391m**



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In H1 2022, EBITDA increased by 18.6% to

DKK **250m**



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In H1 2022, the EBITDA margin increased by 0.8 percentage points to

**17.8%**

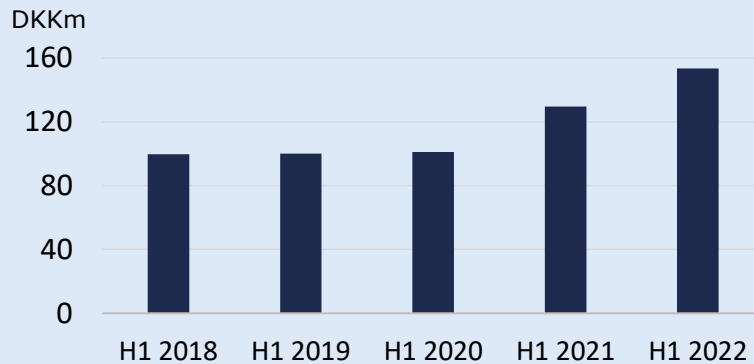




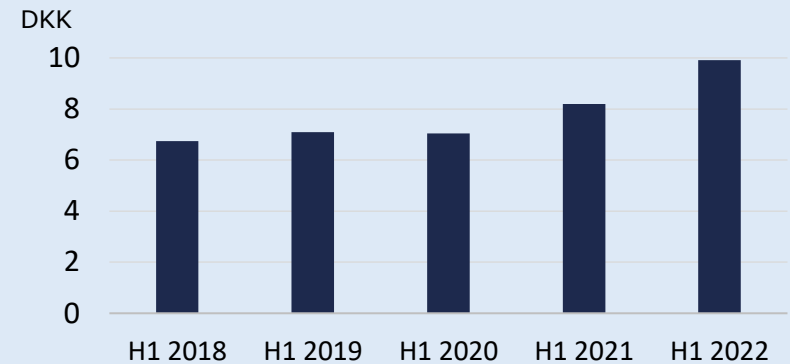


# HIGHLIGHTS H1 2022 / 2

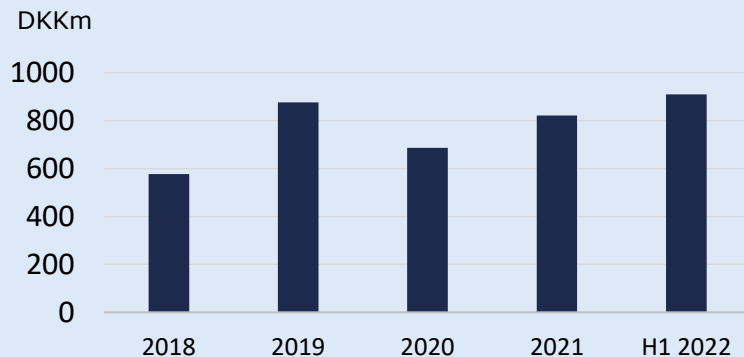
In H1 2022, Profit before tax increased by 18.5% to DKK 153m



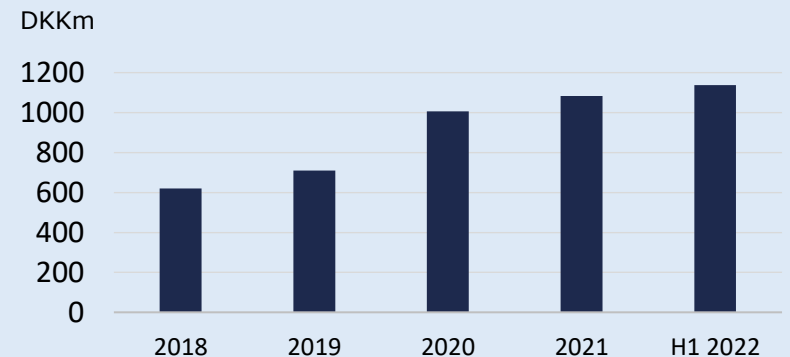
In H1 2022, EPS, diluted, increased by 21% to DKK 9.92



End June 2022, net interest-bearing debt (NIBD) increased by DKK 88m to DKK 910m



In H1 2022, equity increased by DKK 54m to DKK 1,138m



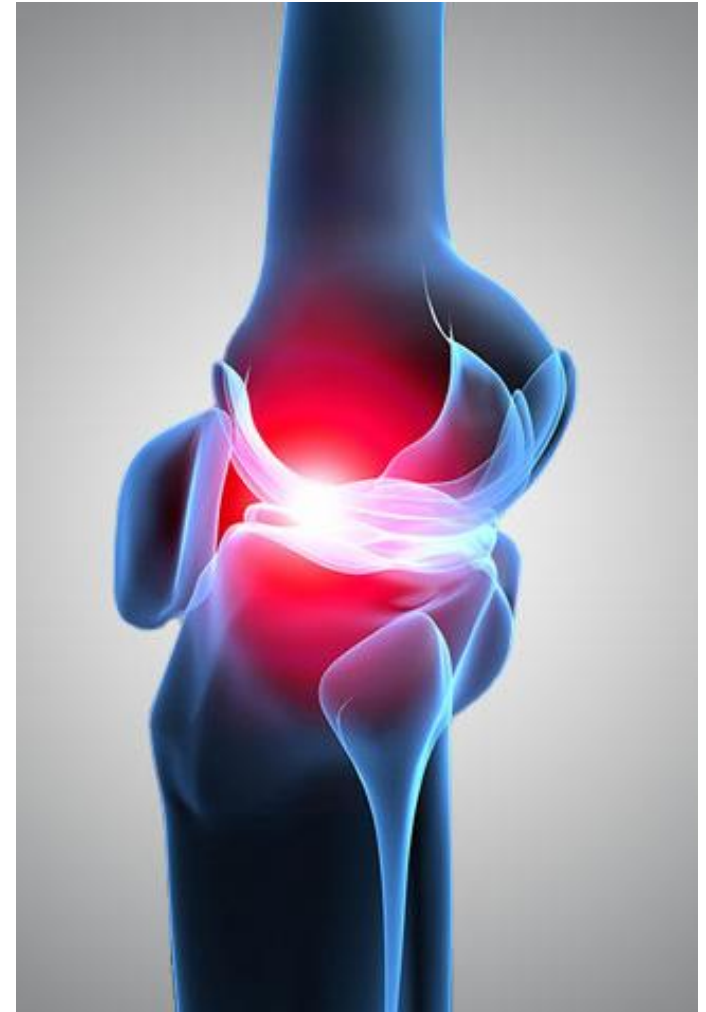


# ACQUISITION OF DAVINCI 3D A/S

- SP Group acquired DAVINCI 3D A/S on 4 February 2022
- The total price including takeover of debt (enterprise value) was up to DKK 43m
- DAVINCI 3D is a well-running company specialized in 3D print of technical plastics and construction of parts
- The acquisition accelerates the growth in SP Group and add one more interesting technology and customer portfolio to our wide range of products
- The owner Ole Lykke Jensen stays on in the management
- Executive Vice President Lars Bering will become new Chairman and Frank Gad new deputy. Executive Vice President Søren Ulstrup will be new board member

## About DAVINCI 3D

- DAVINCI 3D is a state-of-the-art 3D print company and one of the leading companies in Scandinavia within Additive Manufacturing (3D print)
- Approx. 250 customers in Denmark and abroad
- Roots back to year 2000. Since 2017, owned by Ole Lykke Jensen, one of the founders
- DAVINCI 3D owns a modern plant of approx. 850 m<sup>2</sup>
- DAVINCI 3D continues under its present company name
- DAVINCI 3D is certified according to ISO9001
- Production in Billund, Denmark and has around 9 employees





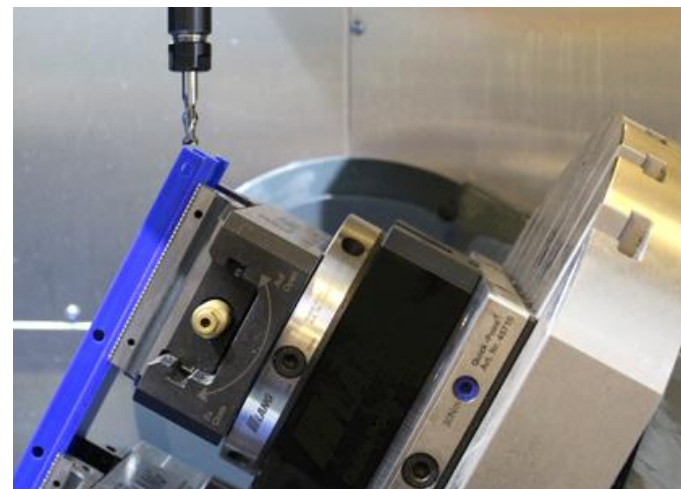
# ACQUISITION OF BOVIL ApS



- SP Group acquired Bovil ApS on 9 March 2022
- The total price including takeover of debt (enterprise value) was up to DKK 44.75m
- Bovil is a well-running company specialized in CNC machining of technical plastics
- The acquisition accelerates the growth in SP Group and add one more interesting technology and customer portfolio to our wide range of products
- The owner Steen Vilsøe Nielsen stays on as Managing Director
- Executive Vice President Søren Ulstrup will become new Chairman and Frank Gad new deputy. Sales Manager Henrik Østrup will be new board member

## About Bovil

- Bovil is one of the leading companies in Denmark within advanced CNC machining in plastics
- Roots back to year 2000
- Approx. 150 customers in Denmark and abroad with CNC machined parts
- Bovil owns a modern plant of approx. 4,400 m<sup>2</sup>
- Bovil will continue under its present company name
- Production in Odense, Denmark, og has around 17 employees





## FINANCIAL RESULTS 2021 AND FIRST HALF YEAR OF 2022

Kilde: The Ocean Cleanup

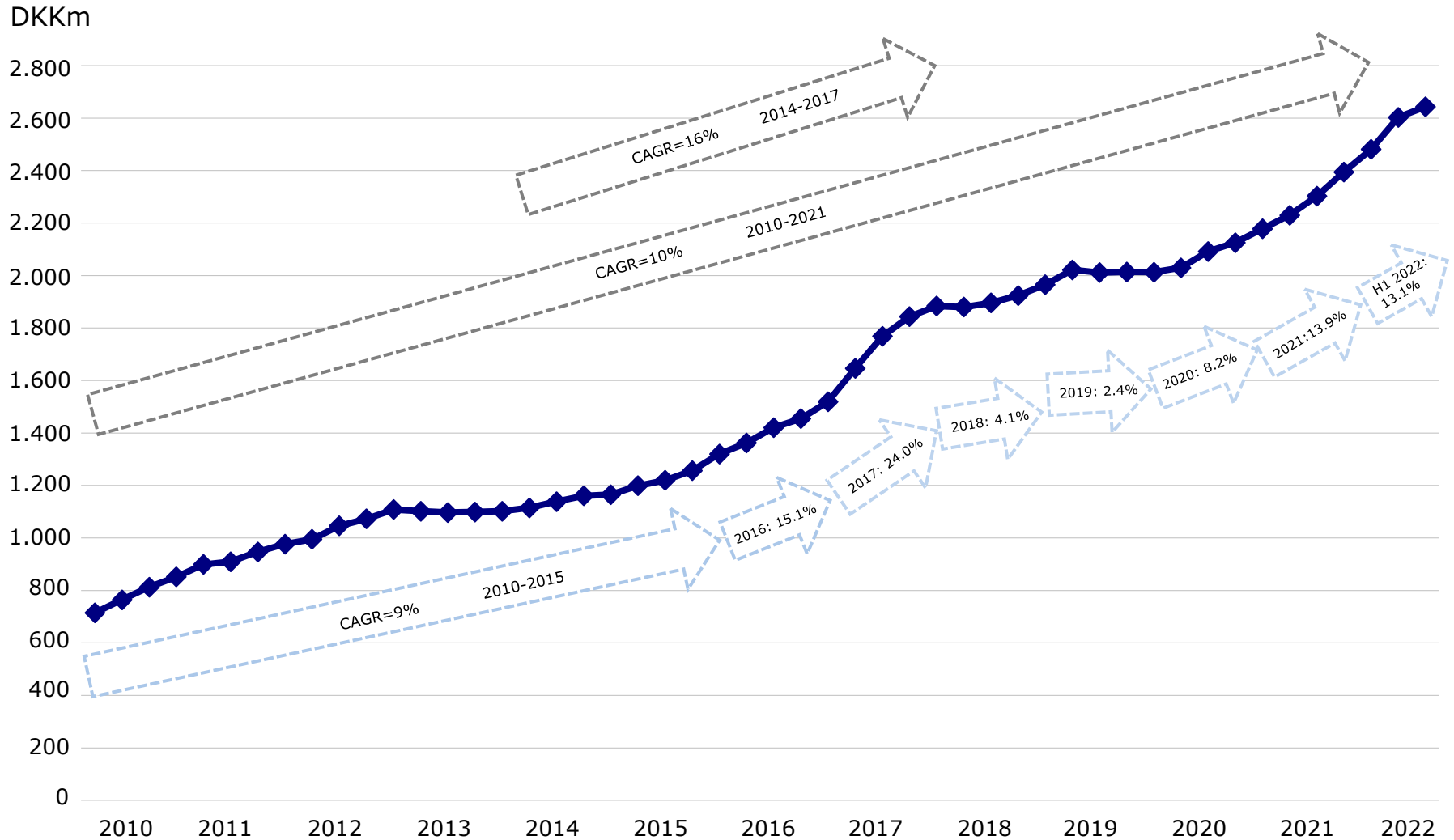


# GROUP FINANCIAL HIGHLIGHTS 2021

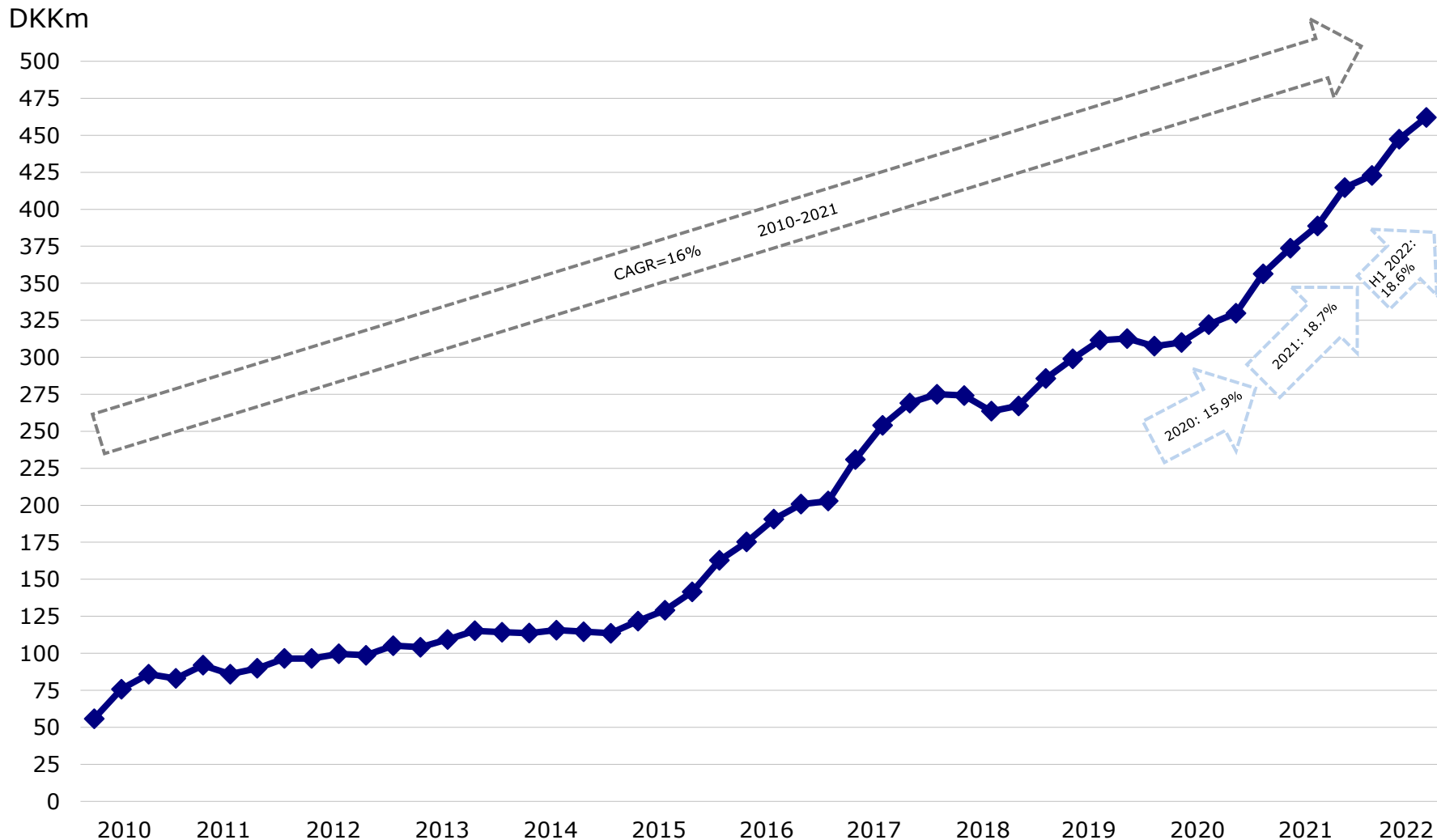


DKKm	2021	2020	2019	2018	2017	2016	2015
Revenue	2,480.9	2,178.2	2,012.9	1,965.0	1,884.1	1,519.0	1,319.8
EBITDA	422.9	356.4	307.5	285.6	275.0	202.9	162.8
EBIT	269.1	214.8	177.8	195.9	193.5	133.4	90.8
Profit before tax	257.8	193.8	175.4	200.1	175.7	122.6	80.7
Equity	1,084.0	1,007.4	710.4	620.0	537.7	429.0	393.6
Cash flows from operations	237.7	320.4	158.6	173.4	180.8	140.4	171.7
Cash flows from investments	-221.9	-203.4	-180.2	-124.7	-204.8	-80.1	-116.3
Cash flows from financing activities	-56.3	-43.1	8.8	-62.9	45.9	-50.3	-40.9
Change in cash and cash equivalents	-40.5	74.0	-12.7	-14.2	21.9	10.0	14.5
NIBD	822.0	686.1	875.7	576.6	509.1	407.7	403.4
Equity ratio, %	42.8	44.5	34.5	37.8	35.5	35.7	36.5

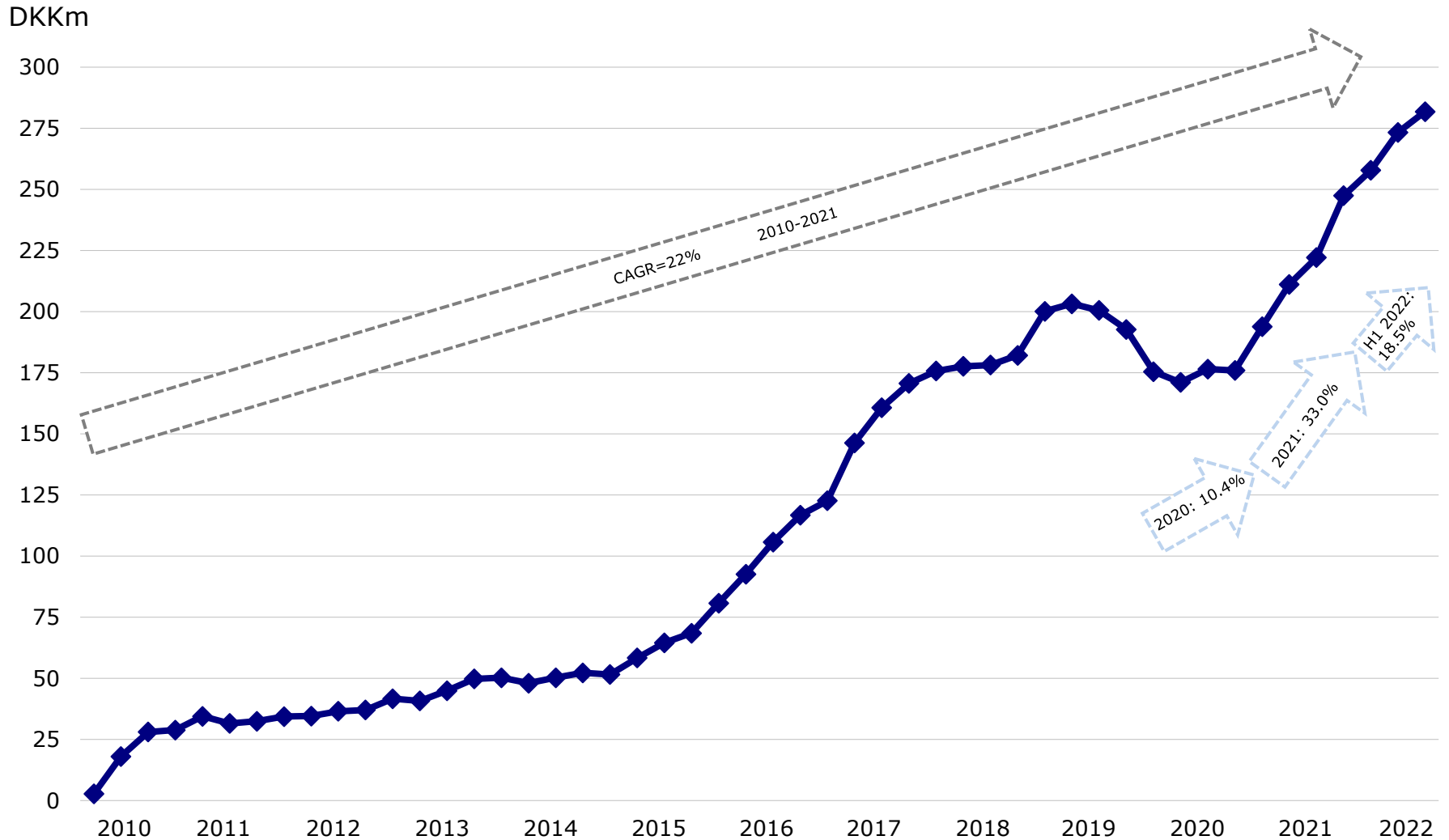
# REVENUE 2010 – H1 2022



# EBITDA 2010 – H1 2022

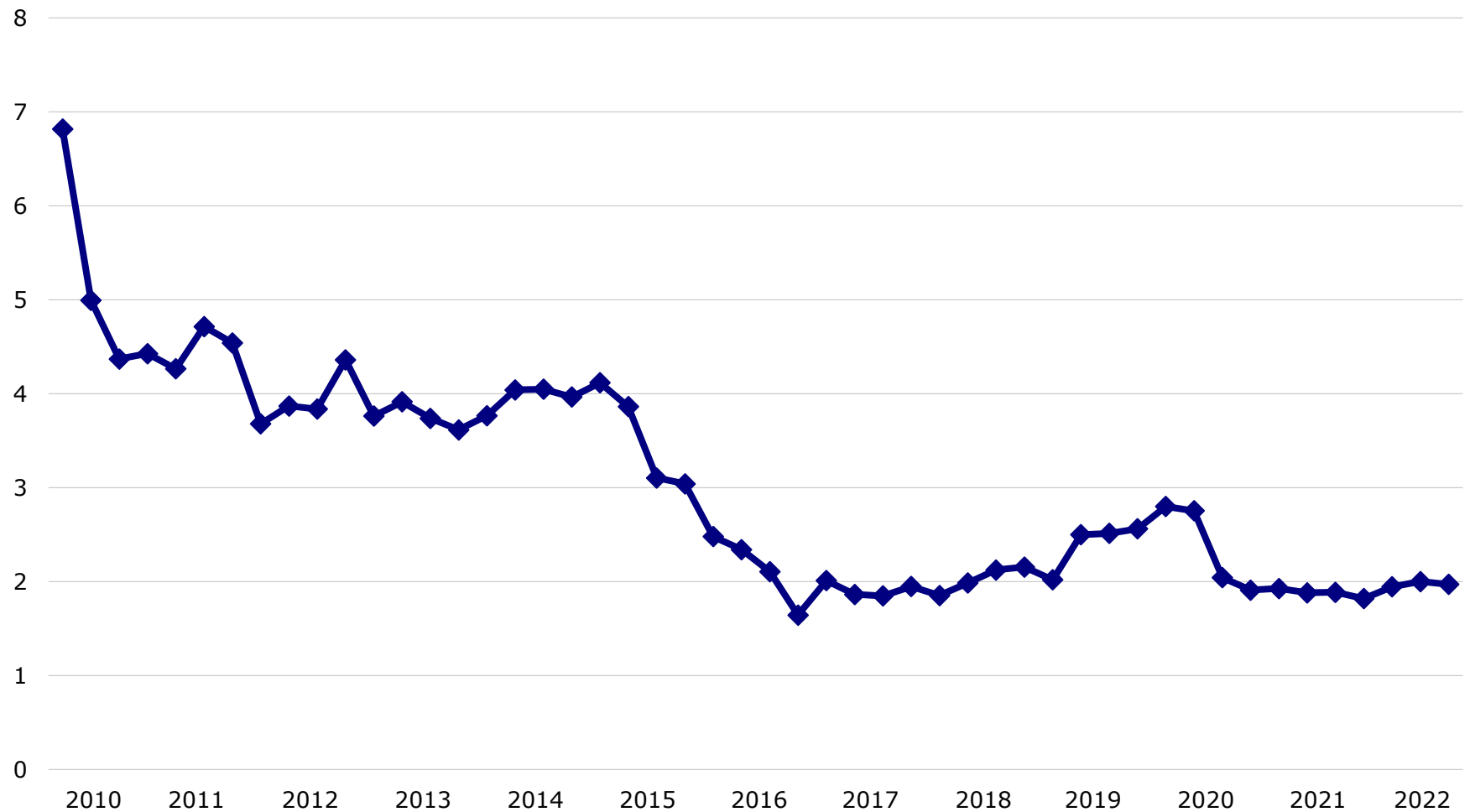


# EBT 2010 – H1 2022



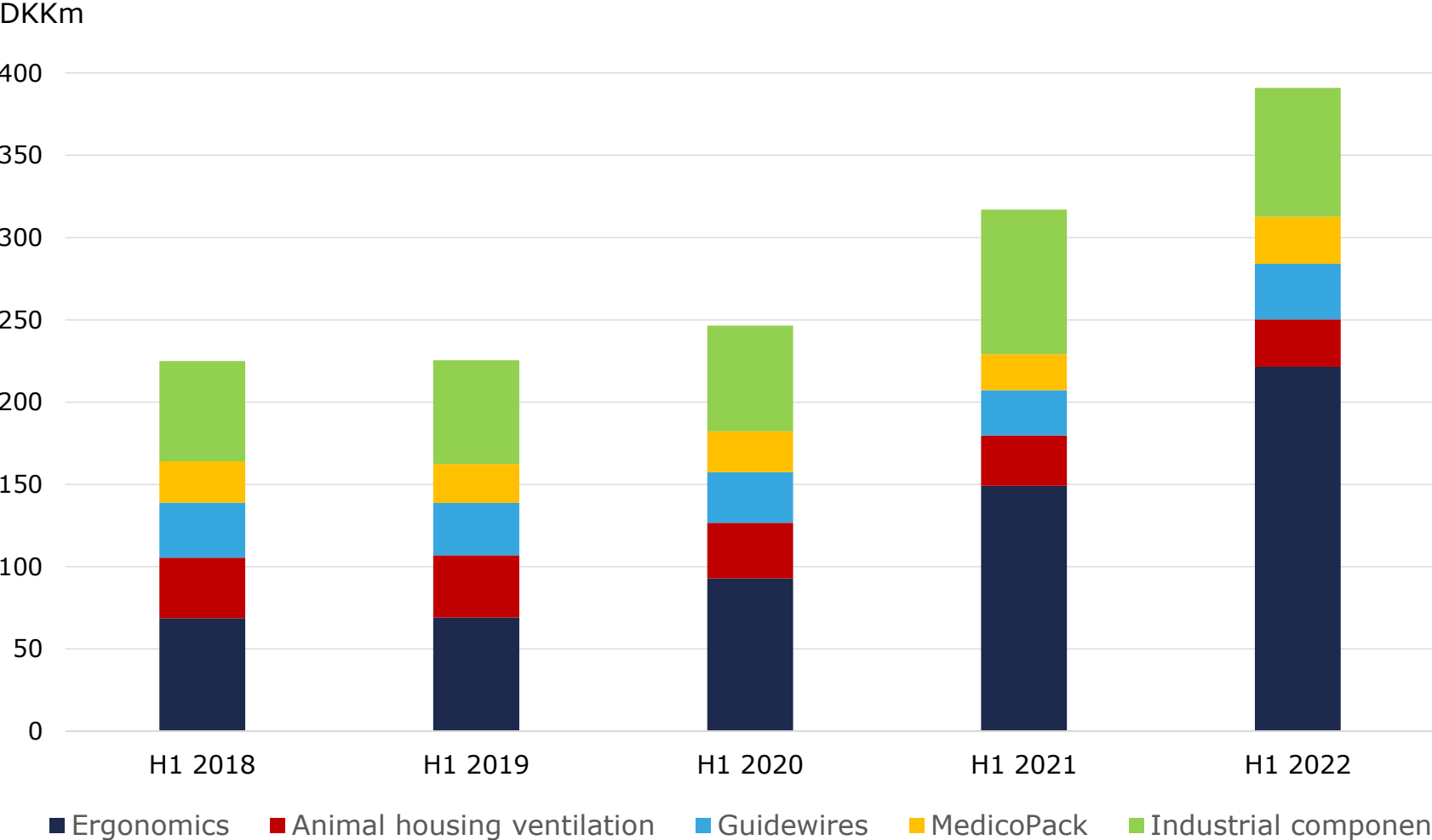


# NIBD/EBITDA 2010 – H1 2022





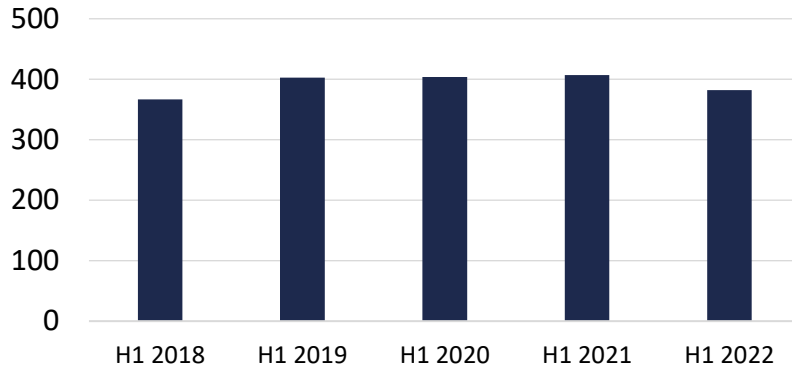
# REVENUE FROM OWN BRANDS



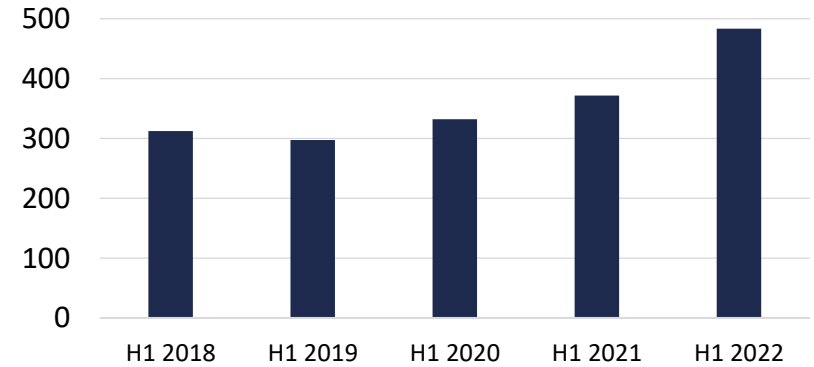


# REVENUE SPLIT BY PRODUCT AREAS

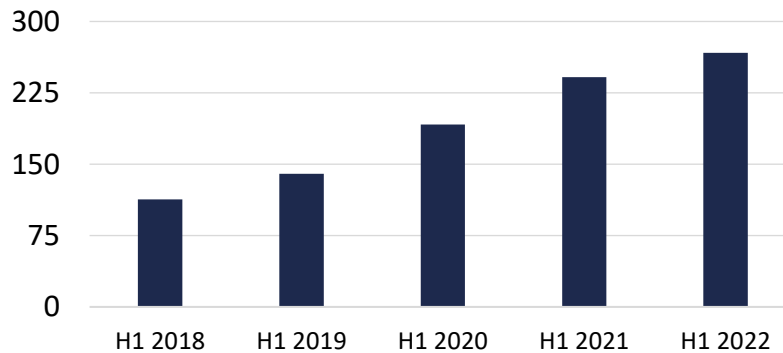
Revenue cleantech industries in DKKm



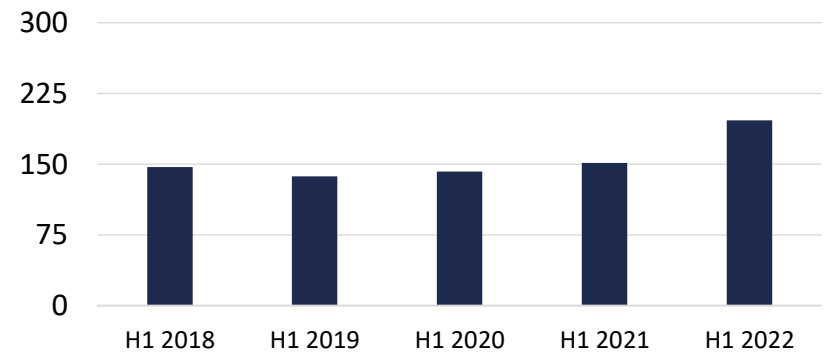
Revenue healthcare products in DKKm



Revenue 'other demanding industries' in DKKm

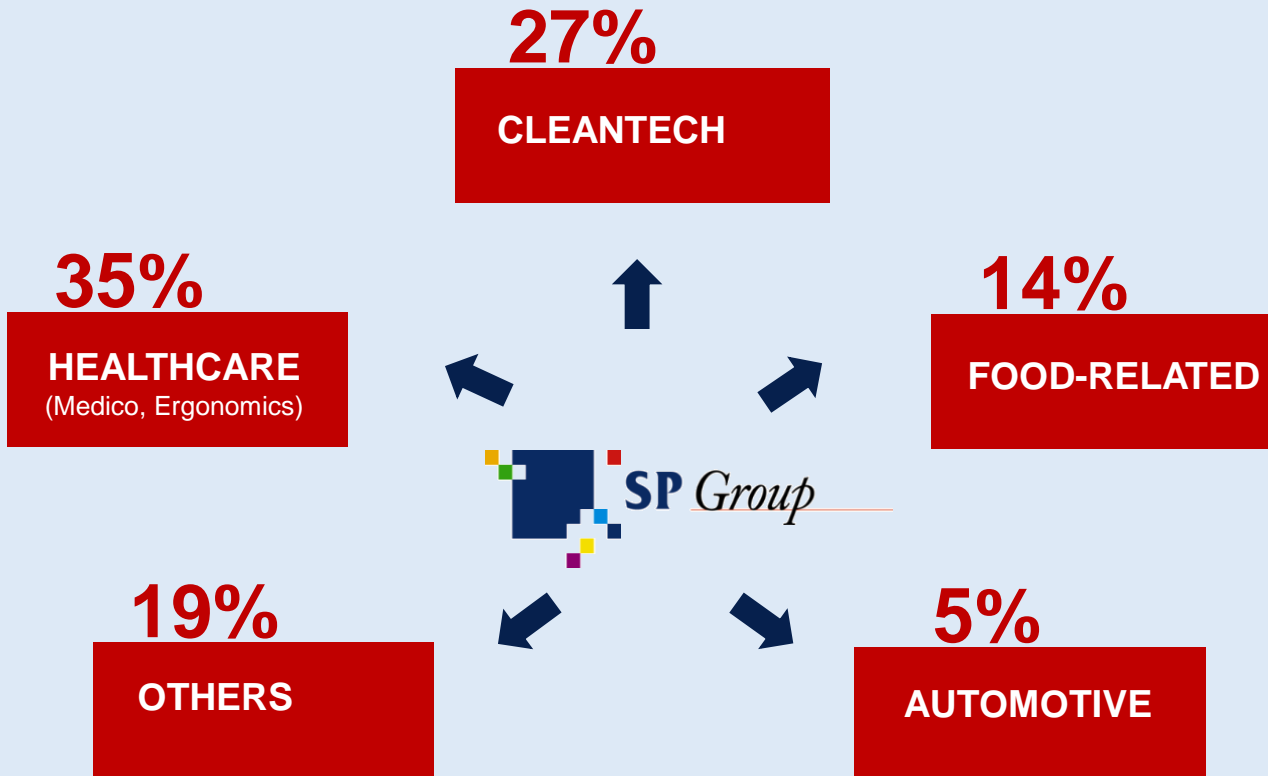


Revenue food-related industries in DKKm





# REVENUE BY CUSTOMER GROUPS IN H1 2022



Our Purpose =  
Value Creation  
for our  
Customers

## At 31 December 2021:

- A total of more than 1,000 customers
- The largest customer accounts for 11% (2020: 17%)
- The 10 largest customers account for 51% (2020: 53%)
- The 20 largest customers account for 61% (2020: 62%)



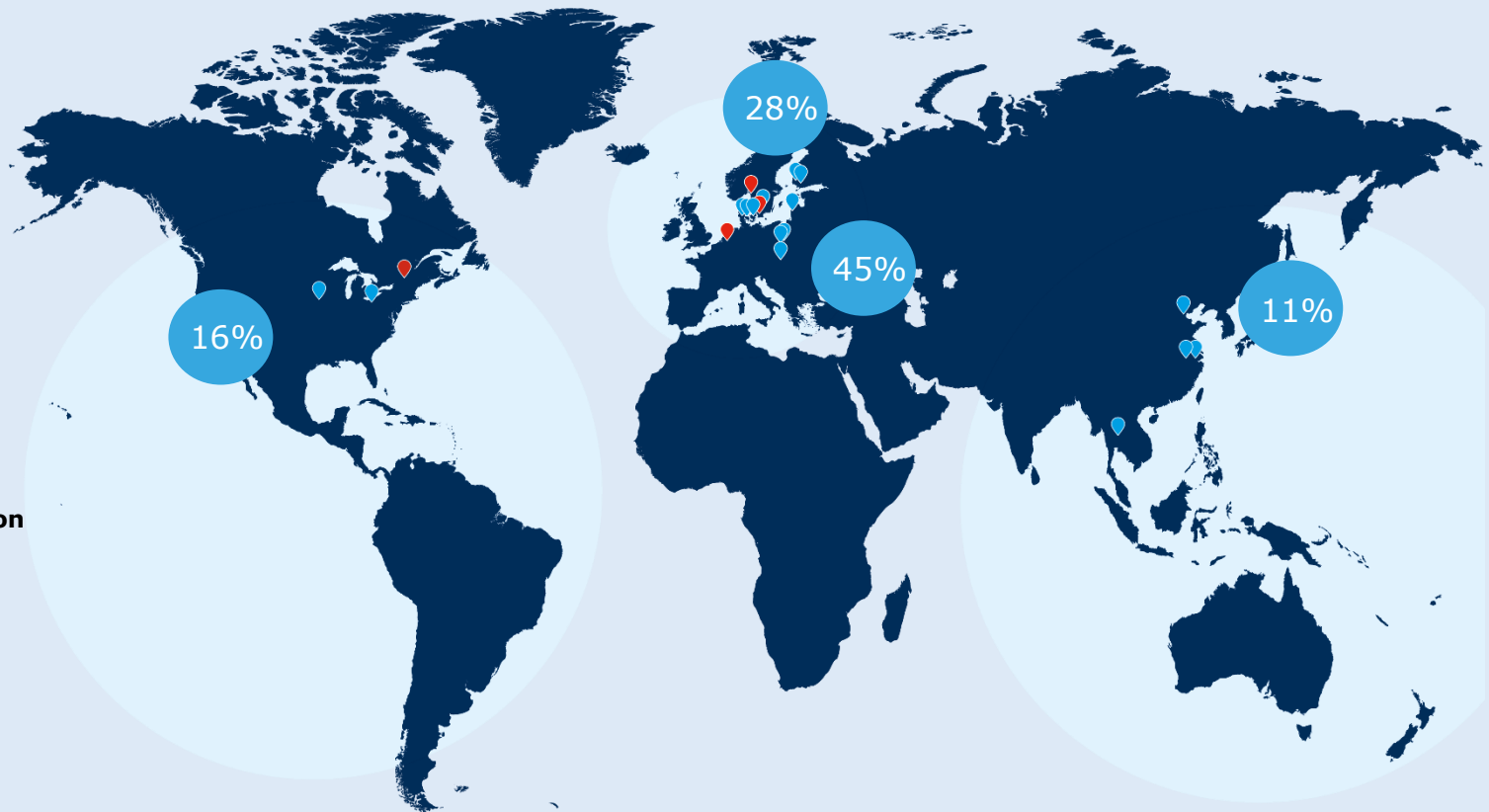
# SP GROUP'S GLOBAL PRESENCE

## Sales and production

- Denmark (13)
- Poland (6)
- China (3)
- US (2)
- Latvia (1)
- Slovakia (2)
- Sweden (1)
- Finland (2)
- Thailand (1)

## Sales and distribution

- Netherlands (1)
- Sweden (3)
- Canada (1)
- Norway (1)



*Percentage distribution is based on 2021 Accounts*

# ACQUISITIONS SINCE 2014



Our strategy has been to make acquisitions, when we can create additional value by applying our capabilities

This is especially true when the acquisition's capabilities can improve our existing business or create new platforms for growth





# INTERNATIONALISATION

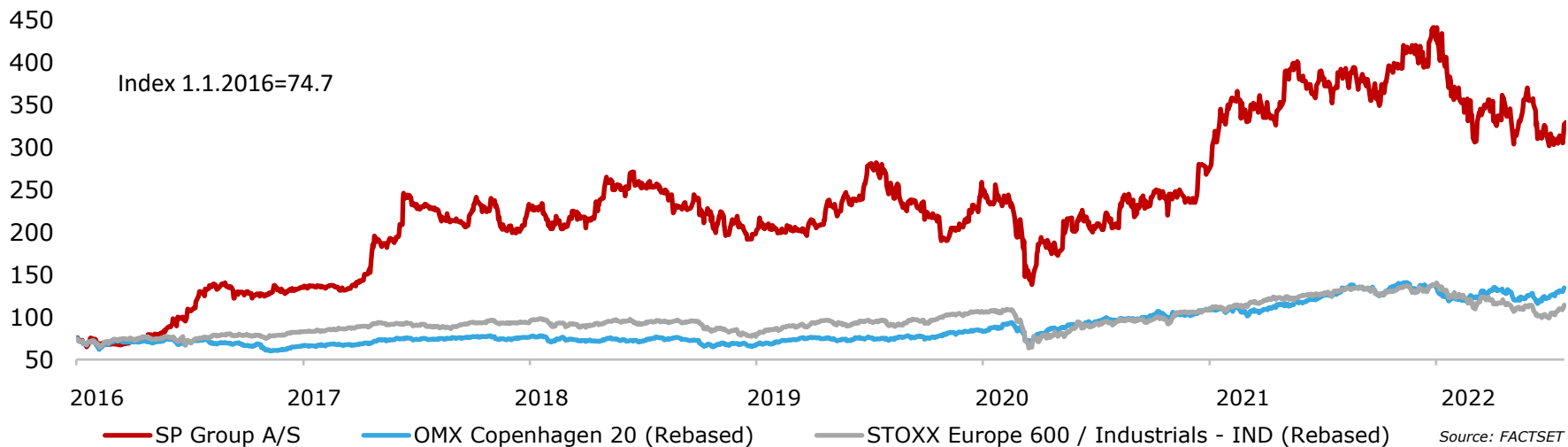


	2005	2010	2015	2020	2021	H1 2022	2024E
Share of sales outside Denmark	37%	46%	54%	69%	72%	72%	~75%
Share of employees outside Denmark (avg)	23%	50%	64%	72%	74%	73%	~75%
Number of factories outside Denmark	2	6	12	17	17	18	18
Total number of factories	18	15	20	28	28	31	31

# SHARE PRICE PERFORMANCE

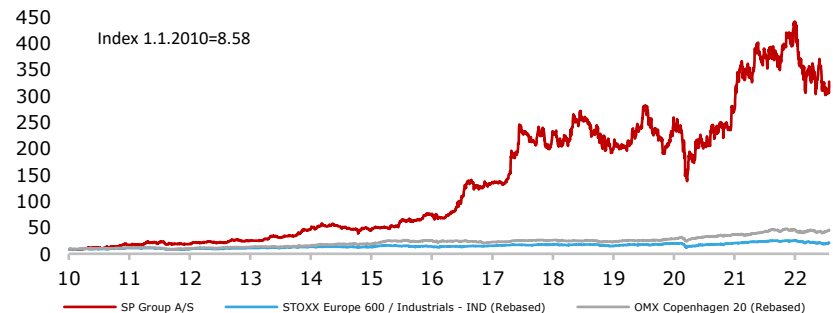


## Share price performance from 1 January 2016 to 31 July 2022



- Share capital DKK 24.98m
- All shares have equal rights
- Dividends to the shareholders of DKK 3.00 in 2022 (2021: DKK 5.0)
- Share buy-back programme of DKK 40m established on 11 April 2022
- May 2018 share split in the ration 1:5
- Share capital increase of 1.1 million number of new shares in June 2020 at a share price of DKK 200

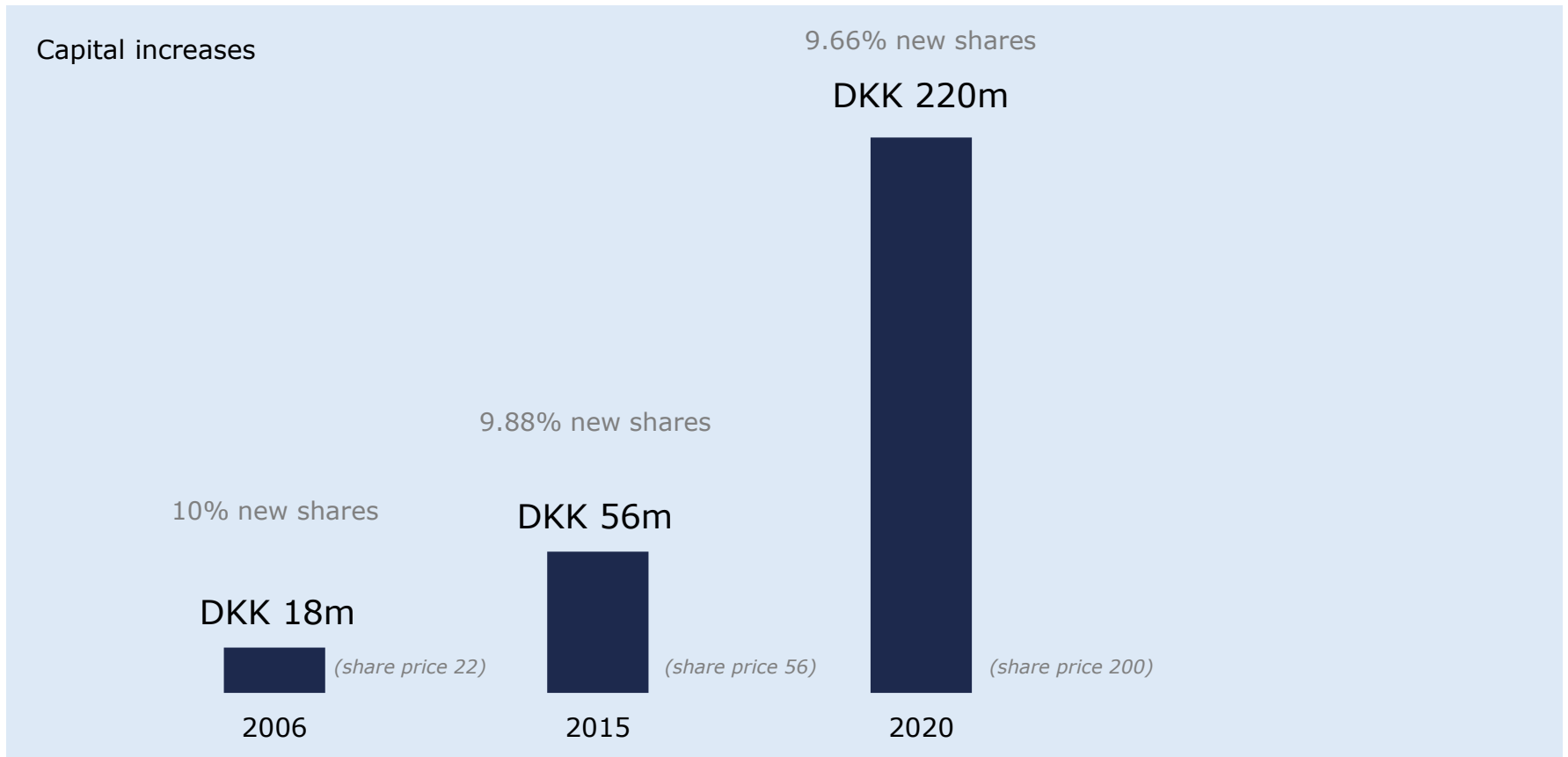
## Share price development from 1 January 2010 to 31 July 2022





# SHARE CAPITAL INCREASE

On 3 June 2020, SP Group issued 1.1 million new shares without pre-emption rights at a share price of DKK 200, raising gross proceeds of DKK 220 million





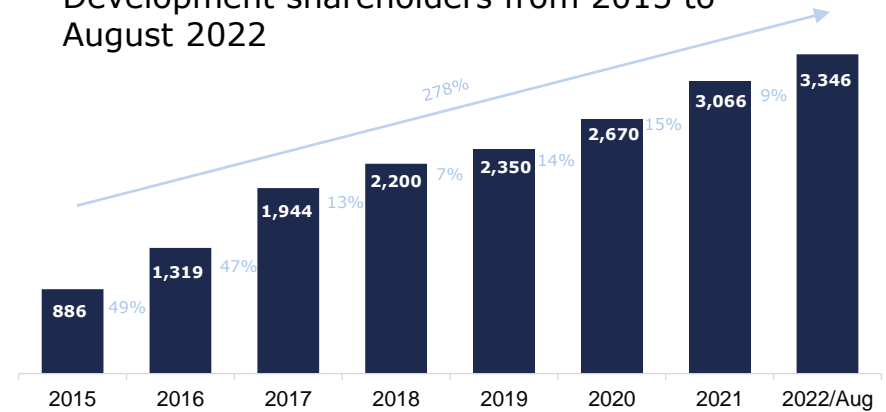
# SHAREHOLDERS

December 2015:  
886 shareholders

August 2022:  
3,346 shareholders

Or up by 278% in the period

Development shareholders from 2015 to August 2022



Among the largest shareholders are:

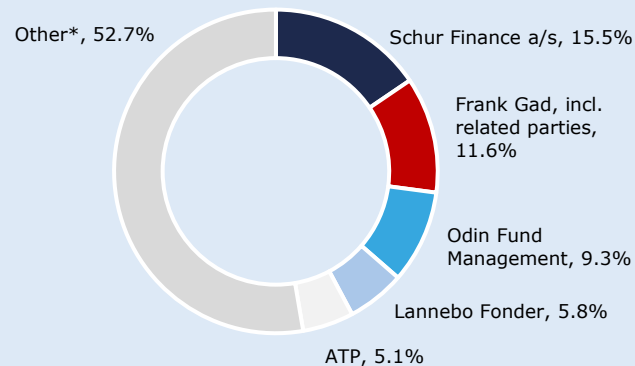
**atp=**

**LANNEBO**



ODIN

Shareholder information as per medio august 2022



\* Approx. 5.2% of 'Other' include the Board of Directors and Executive Management, therefore management amounts to approx. 32.3%



# MARKET CONDITIONS

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## Demand factors

- Customers demand better and cheaper products
- Customers focus on core business while outsourcing plastics production to specialist suppliers
- Customers want fewer and better suppliers

## Megatrends:

Growing, ageing population, climate, scarcity of resources

## Value creation at SP Group


- Instead of using wood, metal and glass we substitute with plastics and composite
- Manufacturing globally; with a powerful team, the right equipment and the right technology
- Taking over our customers' plastics production, leveraging our skills and economies of scale to provide customer-specific service
- Ambition to become a preferred supplier
- Strong exposure to growing global industries (healthcare, cleantech and food industries)

# GROUP FINANCIAL HIGHLIGHTS H1 2022



DKKm	Q2 2022	Q2 2021	H1 2022	H1 2021	Growth	2021
Revenue	680.4	640.4	1,400.5	1,238.5	+13.1%	2,480.9
EBITDA	119.9	105.2	249.6	210.4	+18.6%	422.9
EBIT	75.1	67.0	161.8	135.9	+19.1%	269.1
Profit before tax	70.5	62.0	153.5	129.5	+18.5%	257.8
Equity			1,138.0	1,062.0	+7.2%	1,084.0
Cash flows from operations	73.9	69.6	136.6	135.9		237.7
Cash flows from investments	-54.4	-51.2	-163.9	-97.7		-221.9
Cash flows from financing activities	-12.8	-71.6	36.3	-70.8		-56.3
Change in cash and cash equivalents	6.7	-53.2	9.0	-32.6		-40.5
NIBD			910.3	733.1		822.0
Equity ratio, %			40.8	44.3		42.8



A wide-angle photograph of an offshore wind farm in the middle of a vast, blue ocean under a clear sky. Several wind turbines are visible, receding into the distance. A small boat is seen in the lower-left foreground. The overall scene is serene and emphasizes clean energy.

**Plastics drive  
innovation, improve  
quality of life, facilitate  
resource efficiency and  
climate protection**

## OUTLOOK FOR 2022

© Vattenfall – Kriegers Flak

# OUTLOOK FOR 2022



- Hopefully, the global economy will grow in 2022, but it is still fragile and marked by political and economic uncertainty
- The war in Ukraine, the spread of the coronavirus and the authorities response together with the bottle neck issues that several supply chains experience globally imply that our level of activity and cash flows for the coming months are subject to considerable uncertainty
- The outlook for FY 2022 remains unchanged:
  - A growth in revenue of 5-15%
  - An EBITDA margin of 16-18%
  - An EBT margin of 9-12%





## GOING TOWARDS 2024





# 2024 AMBITION / 1






- Continued customer focus and organic growth
- Proprietary products to make up a greater proportion of sales: 28-30% in 2024 from 26% in 2021
- “Buy and build”; acquisitions, preferably proprietary products (as Dan-Hill-Plast)
- Investing heavily in both technology and people
- Increased international scope
- Increased use of recycling
- Growing competitive strength

**We act as an innovative,  
reliable, and competitive  
partner for our customers**



# 2024 AMBITION / 2



	2021		2024 ambition
Revenue	DKK 2,481m	+ 10-17% yearly 	DKK 3.3-4.0bn
EBITDA-margin	17.0%	+ 2 percentage points 	17-19%
EBT	10.4%	+ 2-3 percentage points 	10-12%
EBT	DKK 258m		DKK ~400m
NIBD/EBITDA	1.9	2-3.5 	2.5-3.5
Soliditet	42.8%	25-45 	25-45%



# SUSTAINABILITY IN EVERYTHING WE DO

- Ambition of achieving zero environmental impact from operations
- Entire global production to be powered by renewable energy in 2030
- Becoming carbon neutral in Scope 1 and 2 emissions by 2030
- Support the transition towards a world powered by sustainable energy by making advanced plastic and composite solutions
- Report Scope 1 and 2 carbon emission from 2020
- Sustainability committee = The Board of Directors



# UN GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS



## SUSTAINABLE DEVELOPMENT GOALS



- SP Moulding became a signatory to the UN Global Compact in January 2012
- SP Group became a signatory to the UN Global Compact in December 2020
- SP Group are working actively with the UN Sustainable Development Goals – read more in our Annual Report 2021 page 44-62

# PLASTIC WASTE IN OUR ENVIRONMENT AND OUR OCEANS



Waste left in our environment and in our oceans constitutes a serious problem for all living beings on this planet

SP Group does **NOT** produce:

- Plastic bags
- Plastic cutlery
- Cotton buds
- Plastic straws
- Disposable plastic bottles or caps
  
- Plastics have no place in the environment. It is a resource that should be recycled and used sensibly
  
- As a member of the Danish Plastics Federation, we work proactively to be a part of the solution





# HOUSEHOLD WASTE CAN BE RECYCLED INTO NEW FENCING

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# CONTAINER FLOORS ARE PRODUCED FROM REUSED HOUSEHOLD WASTE

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Gibo's container floors in CMA CGM containers are made from household waste plastics and are currently being tested in containers all over the world.

Substituting plywood from tropical rain forest

# PALLET LIDS AND WINDHOODS PRODUCED IN RECYCLED PLASTICS



Nycopac's pallet lid produced in 100% recycled plastics (regrind)



TPI Windhood  
Produced in 90% use of recycled plastics (regrind) –  
10% virgin plastics are needed for UV protection



# WOOD FIBRES SUBSTITUTING PLASTICS: BEAUTIFUL UNIQUE DESIGN

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The Muuto chair is made from up to 25% wood fibres and 75% plastics – each chair is unique

Produced by SP Moulding

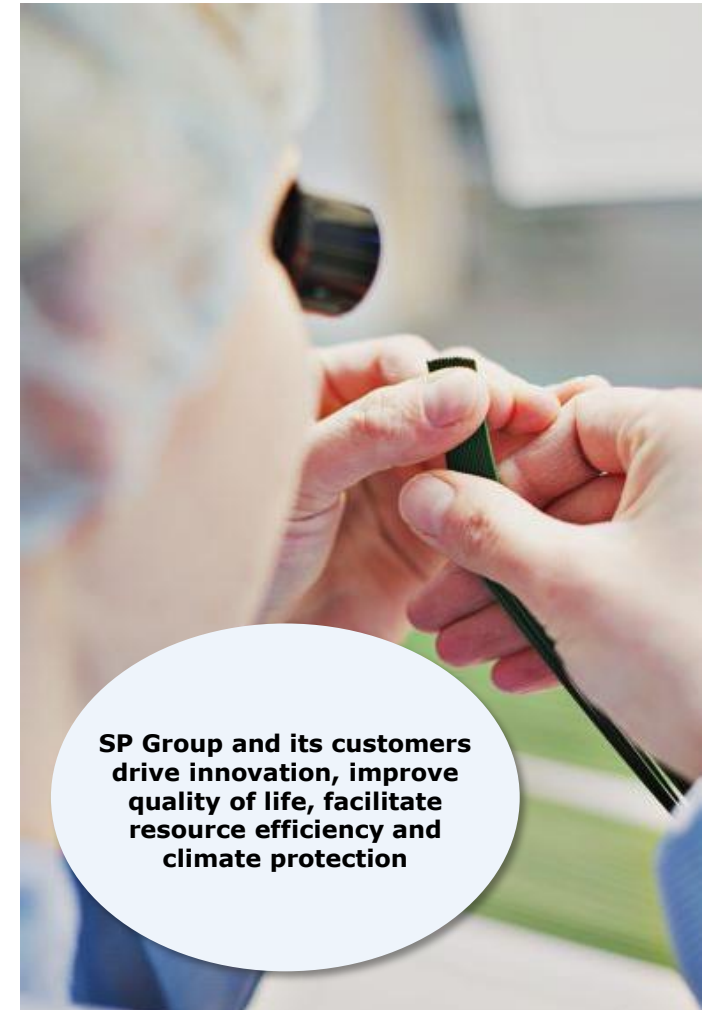


# SP GROUP: A PART OF THE SOLUTION, NOT A PART OF THE PROBLEM



SP Group produces technical plastic solutions that contribute to solving the challenges of the future:

- **Cleantech:** Insulation, generating renewable energy, reducing energy consumption, flue gas cleaning, energy meters and water purification
- **Healthcare:** Diagnostic equipment, guidewires, ergonomic solutions, medical packaging and drug delivery devices
- **Food industries:** Farm ventilation equipment, processing equipment, analytical devices, food storage, cooling, eco-friendly coating solutions that make cleaning easier
- **Automotive industry:** Lighter and more energy-efficient vehicles where plastics replace metal
- Only 5% of the world's current oil consumption of about 100 million barrels per day is applied for producing plastics
- After use, plastics can be recycled or combusted without loss of calorific value





## Q&A SESSION



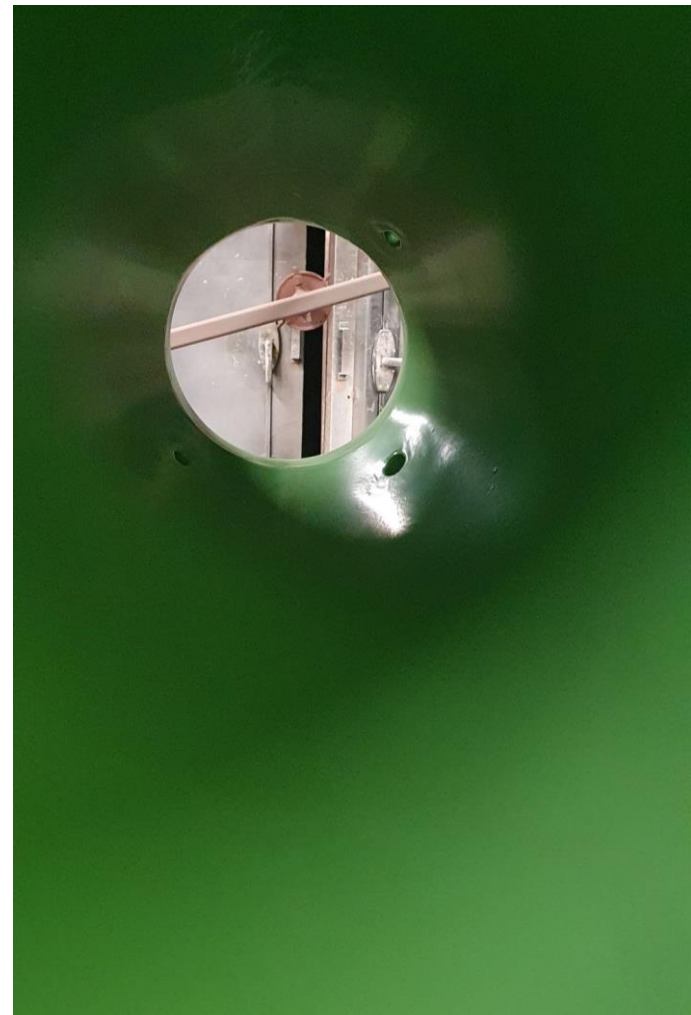
## APPENDIX



# SURFACE SOLUTIONS



- Accoat develops and produces environmentally-friendly technical solutions involving fluoroplastics (Teflon®), PTFE and other pure materials for industrial and medical purposes
- Accoat applies plastic coatings on products and production plants in a number of industries. Articles being coated range from very small syringes to large tank facilities
- Accoat is among the five largest suppliers of industrial Teflon coating in the EU
- Location: Kvistgård (DK)

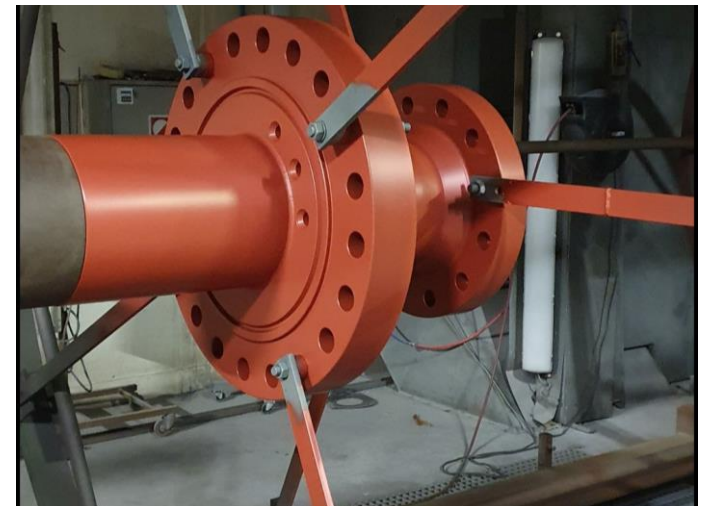
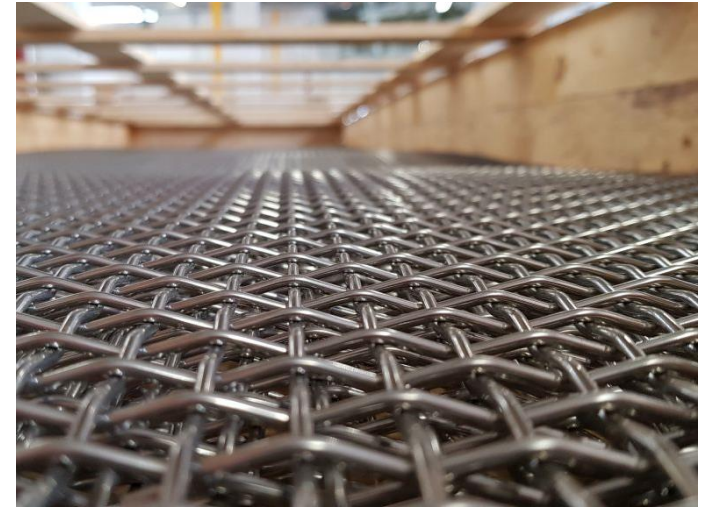






## 2021 in highlights

- New tasks in the food industry
- More tasks in the medical device industry
- In Denmark, the level of activity was high with both well-known customers/projects and several new ones
- Due to the corona pandemic, production activities have fluctuated greatly
- The organisation was expanded in 2021 to meet demands from current and future customers
- Accoat was increased to meet demands within corrosion protection with advanced fluoro polymeric coatings
- Focus on high-build core competencies non-stick, low friction and corrosion protection
- Expect total demand for coatings will increase in future
- Accoat has been approved by the Danish Veterinary and Food Administration to manufacture food contact materials

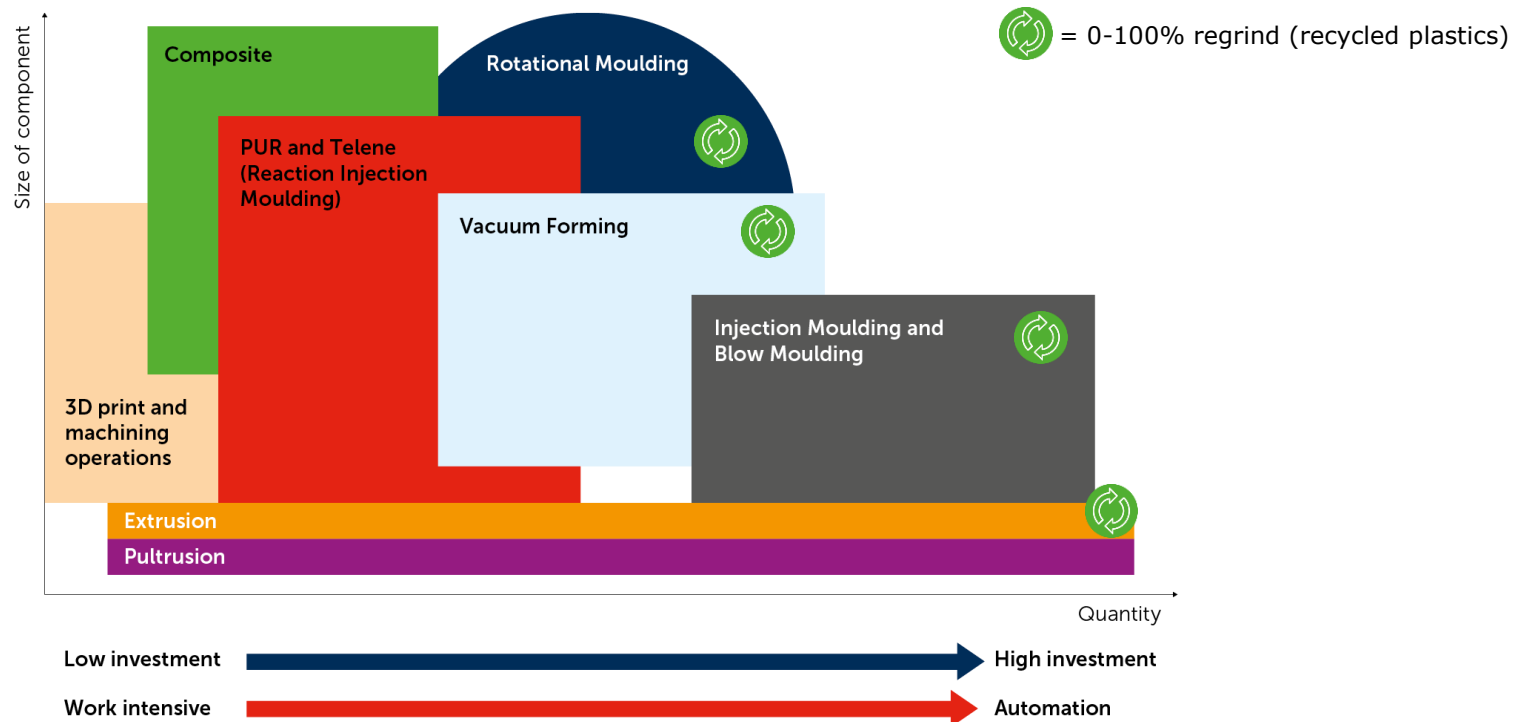


# PLASTIC SOLUTIONS



Plastic businesses include:

- **Injection Moulding and Blow Moulding:** SP Moulding, Sander Tech, Coreplast, Ulstrup Plast, Neptun Plast, SP Medical and MedicoPack
- **Polyurethane (PUR) and Composite:** Ergomat, Tinby, TPI Polytechnik, Bröderna Bourghardt and MM Composite
- **Vacuum Forming, Rotational Moulding, Extrusion, 3D Print and Machining:** Gibo Plast, Plexx Opido, Nycopac, Kodaň Plast, Dan-Hill-Plast, Bovil and DAVINCI 3D





# INJECTION MOULDING & BLOW MOULDING / 1

- SP Moulding, Sander Tech, Coreplast, Ulstrup Plast and Neptun Plast are leading manufacturers of injection-moulded plastic precision components for a wide range of industrial entities
- SP Moulding (Suzhou) in China, SP Moulding in Poland and Ulstrup Plast manufacture technical plastics and perform assembly work
- SP Medical manufactures products in Karise and Poland to customers in the medical device industry
- MedicoPack develops, manufactures and sells packaging material and pharmaceutical disposable equipment within injection and infusion therapy to global pharmaceutical and healthcare industries
- SP Moulding, SP Medical, Coreplast, Ulstrup Plast and Neptun Plast have more than 475 injection moulding machines at their disposal with a clamping force ranging from 25 tonnes to 1600 tonnes
- SP Moulding, SP Medical, Coreplast and Ulstrup Plast also provide two- and three-component plastic solutions including more than 40 two- and three-component machines
- MedicoPack makes blow moulding in clean rooms for customers within the medical industry
- Neptun Plast are specialists in injection moulding of technical plastics and production and sales of floats, baskets, COD END rings, bobbins and buckets for the fishing industry
- Locations: Juelsminde (DK), Stoholm (DK), Karise (DK), Lyngø (DK), Langeskov (DK), Vordingborg (DK), Sieradz (PL), Zdunska Wola (PL), Laitila (FIN), Pobedim and Zilina (SK) and Suzhou (CN)



2K moulding



Technical plastics



Medico



3K moulding



Medico



# INJECTION MOULDING & BLOW MOULDING / 2

## 2021 in highlights

- Global progress
- Many new tasks
- Despite the challenges resulting from the corona pandemic, we succeeded in securing a number of new projects
- **SP Moulding, Sander Tech, Ulstrup Plast, Coreplast and Neptun Plast** saw a healthy intake of a number of new customers in Europe, the Americas and Asia
- **SP Medical** entered into a number of new agreements with both new and existing customers in the medical device industry
- Considerable investments were made in new advanced production equipment
- **SP Moulding, SP Medical, Coreplast and Ulstrup Plast** have entered into agreements to purchase injection-moulding machines for delivery in 2022 – will be used to expand activities with existing and new customers
- **MedicoPack** exports approx. 90% of its products. Heavy investments are still made to keep up with developments

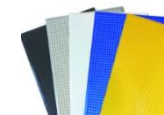




# POLYURETHANE & COMPOSITE / 1

- Ergomat A/S, Tinby A/S, TPI Polytechniek BV, Bröderna Bourghardt AB and MM Composite A/S
- Locations: Søndersø (DK), Nørre Aaby (DK), Ejby (DK), Zdunska Wola (PL), 's-Hertogenbosch (NL), Helsingborg (SE), Cleveland (USA), Mount Pleasant (USA), Montreal (CAN), Suzhou (CN) and Liepāja (LV)

**Ergomat** develops and sells ergonomic solutions under own brands, especially Ergomat® mats and DuraStripe® striping tape for corporate customers worldwide. Ergomat has sales companies in Europe and North America. Market leader in the EU



Mats



DuraStripe

**Tinby** manufactures moulded products in solid, foamed and flexible PUR as well as laminated plastics and elastomer for e.g. the graphics, medical device, furniture and cleantech industries as well as block foaming solutions, and manufactures light-foam products and other plastic solutions primarily for the cleantech industry. Global leader in the market for hard rollers



Wind turbines



Solid foamed PUR

**TPI Polytechniek** develops and sells concepts for ventilation of industrial buildings as well as poultry and pig houses, primarily products under its own brand, TPI. Global sales are handled from the Netherlands. Market leader in the EU



**Bröderna Bourghardt** manufactures large plastic parts in DCPD (Telene) and composite for heavy vehicle, wind energy and satellite communication industries. Scandinavia's leading manufacturer of Telene® products. Delivers worldwide from its factory in Latvia and the head office in Sweden



Plastic part in Telene

**MM Composite** develops and sells high-quality composite components to cleantech and other industries. The products are manufactured using different production technologies such as hand lay-up and vacuum infusion. Production facility in USA. Head office located in Denmark



Wind turbines



Glass fibre





# POLYURETHANE & COMPOSITE / 2

## 2021 in highlights

- Higher activities
- New products
- Expansion in the Netherlands, Poland, USA, China and Latvia
- **Ergomat** had an amazing 2021
- **Tinby** expanded its capacity to support global growth
- **TPI** realised lower revenue due to the corona pandemic. It was impossible to travel, and expos and fairs were cancelled
- TPI saw positive trends in the North American markets
- The Asian markets did not develop as expected, and therefore, we have expanded our sales team to enhance our possibilities
- The European market was stable
- New products were launched
- **Brdr. Bourghardt** realised some of the big sales projects in 2021, which were initiated in 2019 and 2020
- Demand in ongoing projects was sound
- Increasing revenue and improved results
- **MM Composite.** The global consolidation in the wind turbine industry meant new challenges and opportunities
- Sound development in own products and processes



# VACUUM FORMING, ROTATIONAL MOULDING, EXTRUSION AND CNC MACHINING / 1



- Gibo Plast and PlexxOpido develop, design and manufacture thermo-formed plastic components for refrigerators and freezers, buses and cars (automotive), medical devices and lighting equipment and in the cleantech industry
- Gibo Plast is specialised in both traditional vacuum forming and the advanced forming methods High-Pressure and Twinsheet
- Opido is also specialised in ORS (Opido Reinforced System) with fortified and sound-absorbing vacuum-formed components as well as laser cutting and hot bending
- Dan-Hill-Plast develops, designs and manufactures rotational-moulded plastic components, often in the form of shielding, ventilation components and liquid containers
- Kodaň Plast is specialised in rotation and milling of plastic materials as well as bending, gluing and welding of plastics
- Nycopac develops, designs and sells plastic packaging solutions for industrial transportation
- Market leader in Scandinavia
- Locations: Skjern and Hornsyld (DK), Ljungby (SE), Fredrikstad (NO), Sieradz (PL), Nyköping (SE), Zilina (SK), Mt. Pleasant (USA) and Tianjin (CN)



Vacuum forming



Furniture



Appliance



Cleantech



Dan-Fender

# VACUUM FORMING, ROTATIONAL MOULDING, EXTRUSION AND CNC MACHINING / 2



## 2021 in highlights

- More new tasks for heavy vehicles
- Expansion of the production in Poland, China, Sweden and Denmark
- Strong sale of own products for the maritime industry
- **Gibo Plast** improvement in revenue and activities
- Intensely work on implementing efficiency-enhancing measures in Denmark, Sweden, Norway and Poland
- Large amounts and many efforts were invested in strengthening the expertise in the production of tools for prototype devices and production of vacuum-formed plastics
- Use of recycled plastics has been increased
- Resources were dedicated to new business models building on closed-loop principles
- **Nycopac** increased development, design and sale of packaging for industrial transportation. The main part of these are manufactured in recycled plastics
- **Kodaň Plast** sales has developed positively
- **Dan-Hill-Plast** acquisition has expanded SP Group's production capabilities and strengthened the focus on own products

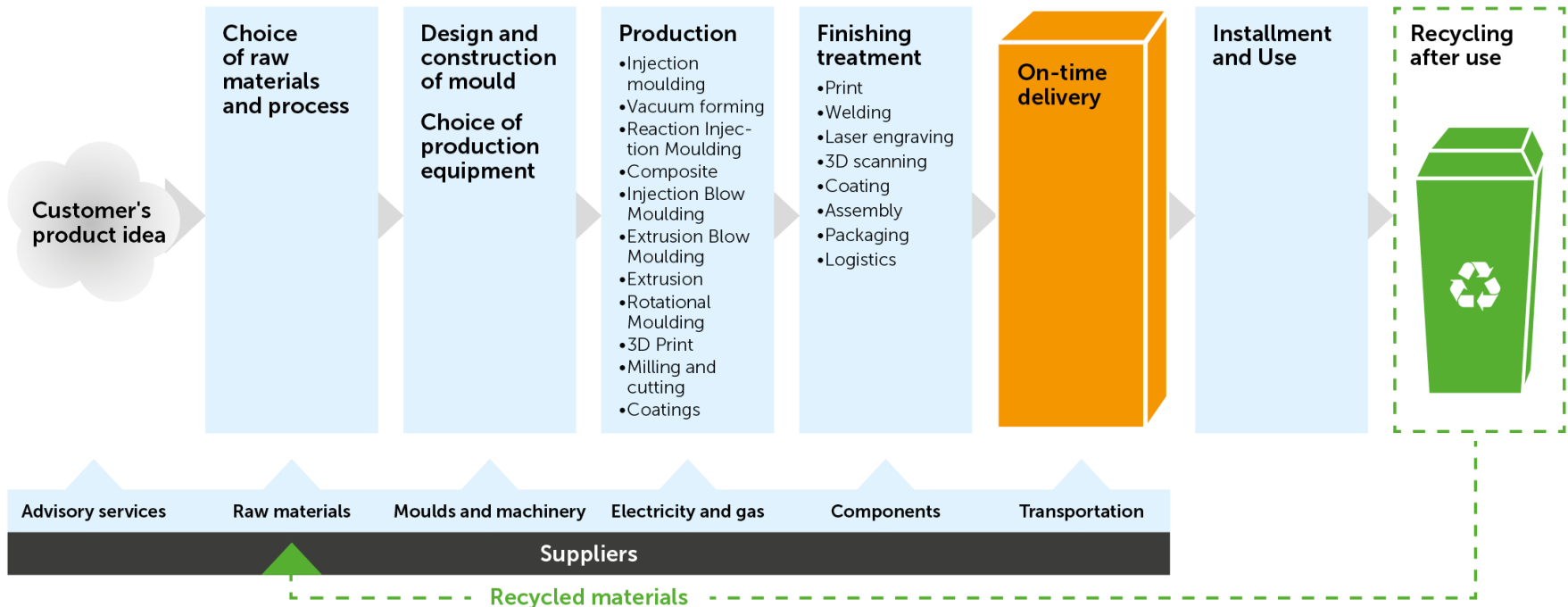






# SP GROUP'S VALUE CREATION

Know-how, quality assurance, documentation



# ESG DATA / 1



ESG	Category	Item	Unit	2017	2018	2019	2020	2021
E	Raw materials	Virgin plastic	Kg	13,869,164	15,220,931	15,978,078	15,347,852	16,764,678
		Regenerated materials	Kg	323,685	373,913	412,941	1,465,875	2,609,507
		Glass fibre	Kg	9,499,238	11,711,282	9,730,540	9,937,401	6,860,301
		Coating	Kg	58,554	61,419	47,375	43,751	50,675
		Other (e.g. Iso, Polyol, Telene, Resin)	Kg	2,001,116	2,068,629	3,003,466	3,837,398	5,314,525
	Energy	Fuel oil	Litre	132,020	178,109	101,865	65,673	57,444
		Natural gas	m <sup>3</sup>	1,418,164	1,235,688	1,309,242	1,574,322	1,773,101
		District heating	MWh	3,569	3,575	2,692	2,616	3,404
		Coal	Kg	0	0	0	0	0
		Diesel/petrol	Litre	112,876	112,876	88,235	108,379	196,085
		Electricity	kWh	53,615,065	58,893,152	60,395,863	60,372,241	66,753,410
		Electricity intensity (processed raw material)	kWh/kg	2.11	2.03	2.09	2.07	2.11
	CO <sub>2</sub> e	Carbon emissions (Scope 1)	Tons	3,854	3,560	3,437	3,921	4,567
		Carbon emission (Scope 2) Location-based	Tons	21,842	24,247	24,467	21,490	23,438
		Carbon emission (Scope 2) Market-based	Tons	-	-	-	-	17,897
		Carbon intensity (Location-based) (Processed raw materials)	Kg/kg	1.01	0.95	0.97	0.87	0.89
	Water	Water consumption	m <sup>3</sup>	20,324	21,109	23,800	22,960	28,982
Water consumption intensity (processed raw material)		L/Kg	0.80	0.73	0.83	0.79	0.92	

# ESG DATA / 2



ESG	Category	Item	Unit	2017	2018	2019	2020	2021
S	Working hours	Working hours (permanently employed)	Hours	2,987,869	3,277,211	3,528,715	3,700,898	3,991,107
		Working hours (temporarily employed)	Hours	226,578	92,734	118,235	196,892	226,044
		Working hours incurred (total)	Hours	3,214,447	3,369,945	3,646,950	3,897,790	4,217,151
	Accidents	Fatal accidents	Number	0	0	0	0	0
		LTI (accidents resulting in min. one day of absence)	Number	26	36	38	35	39
		LTIFR (accidents per million working hours)	Number	8.1	10.7	10.4	9.0	9.2
	Gender ratio	Women	Number	951	1,048	1,105	1,078	1,196
		Men	Number	999	1,012	1,116	1,181	1,313
		Women/men	%	48.8/51.2	50.9/49.1	49.8/50.2	47.7/52.3	47.7/52.3
		Female executives	%	18	17	24	25	32
G	Diversity on the Board of Directors	Women/men	W/M	1/4	1/4	1/4	1/3	1/3
	Board independence	Independent members	%	40	40	40	50	50
	Diversity in Group Management	No. of executives	W/M	0/2	0/2	0/2	1/3	1/3
	CEO pay ratio	CEO remuneration/average employee salary in the Group	Ratio	18.7	19.9	20.7	16.9	19.7
	Taxation	Employees	DKKm	-	-	-	147.3	168.5
	Whistleblower	Incident reports	Number	-	-	0	0	0

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