



FIRST NINE MONTHS OF 2023

Presentation by CEO Frank Gad
15 November 23

GROUP MANAGEMENT



Frank Gad
CEO

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

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

Plastic engineer
Residence: Holte
Year of birth: 1966

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

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

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

Master of Economics
Residence: Odense
Year of birth: 1978

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 2023 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



Headquarters in Denmark

established in
1972



Products are marketed and sold in

97 countries



Subsidiaries in

12 countries on
3 continents



Average number of employees increased
in 2022 from 2,380 to

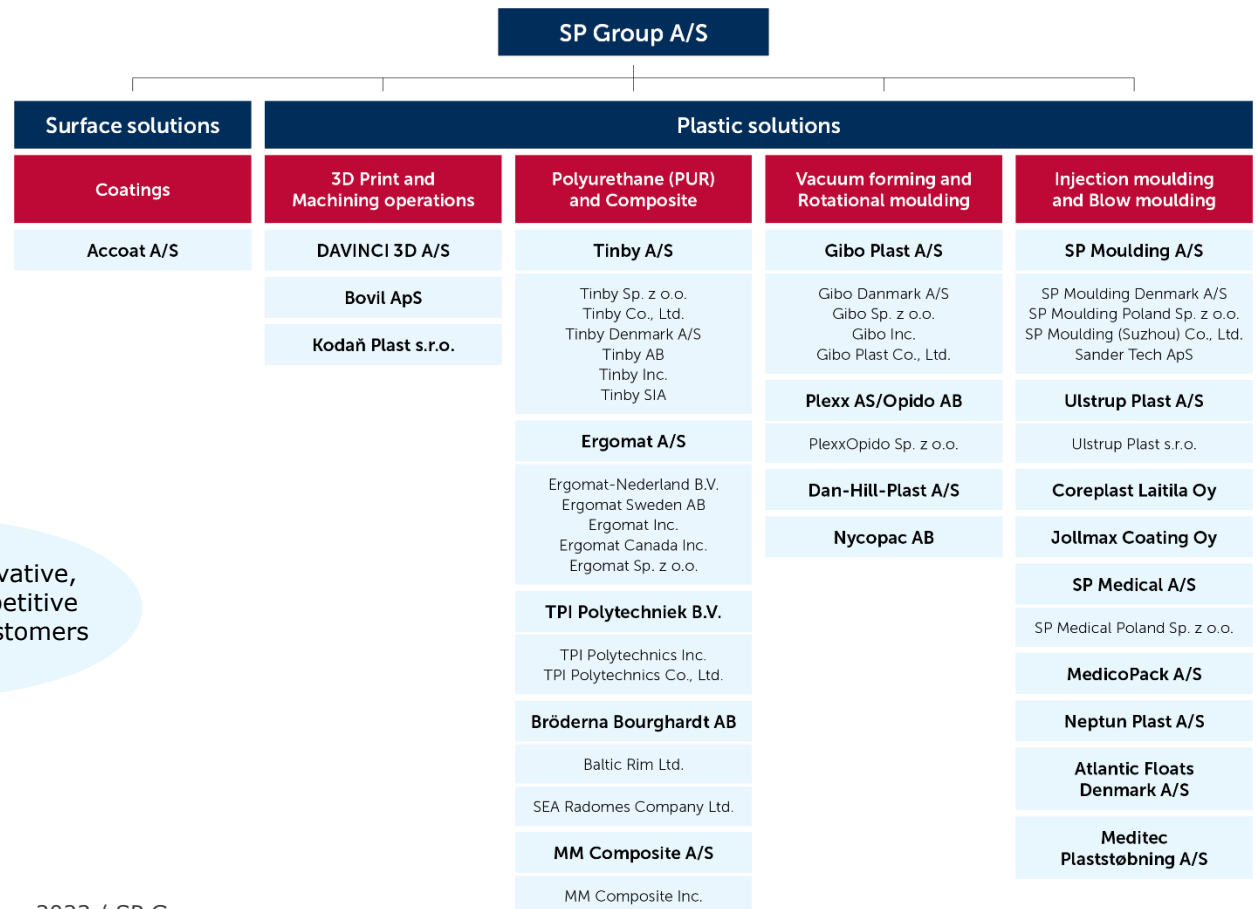
2,485 committed
employees





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 NINE MONTHS OF 2023

HIGHLIGHTS FIRST NINE MONTHS OF 2023 / 1



In first 9M 2023, revenue fell by 2.7% to

DKK **1,953.2m**



In first 9M 2023, revenue from own brands fell by 16.0% to

DKK **455.2m**



In first 9M 2023, EBITDA fell by 8.6% to

DKK **323.9m**



In first 9M 2023, the EBITDA margin fell by 1.1 percentage points to

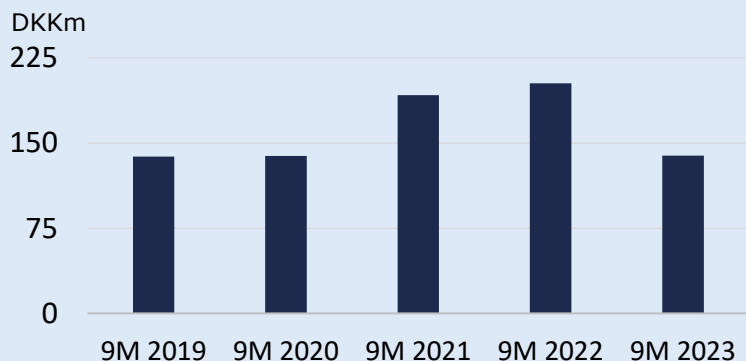
16.6%



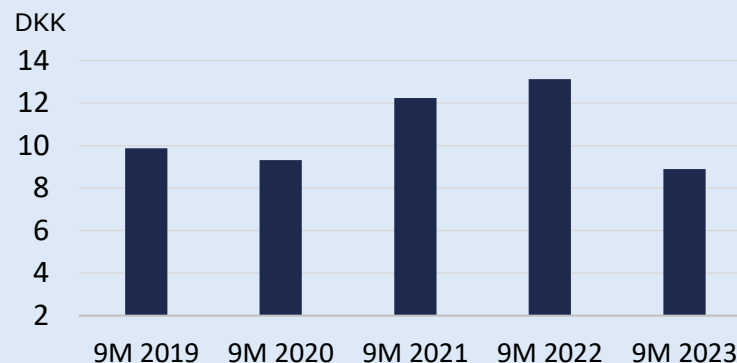
HIGHLIGHTS FIRST NINE MONTHS OF 2023 / 2



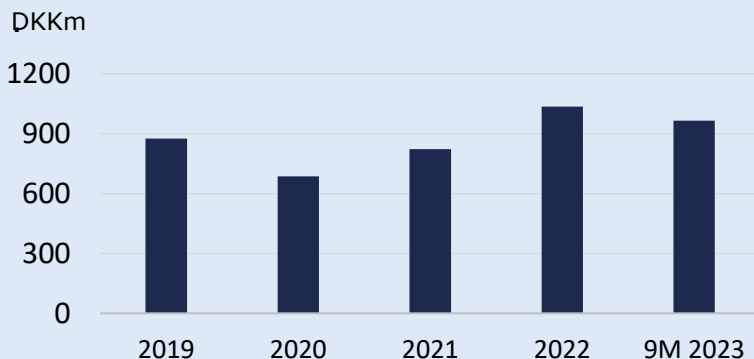
In first 9M 2023, Profit before tax fell by 31.5% to DKK 139.0m



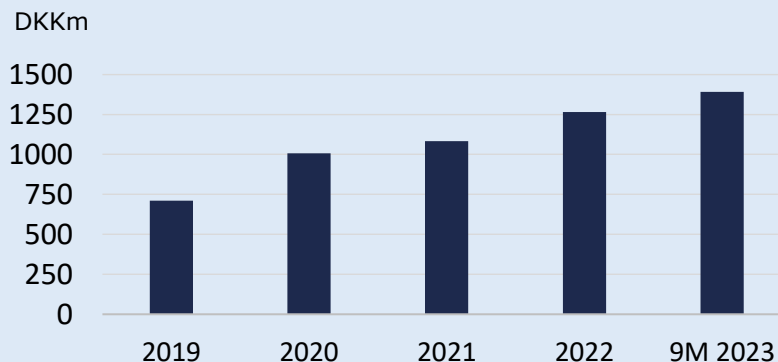
In first 9M 2023, EPS, diluted, fell by 32.2% to DKK 8.90



End September 2023, net interest-bearing debt (NIBD) fell by DKK 69.3m to DKK 965.2m



In first 9M 2023, equity increased by DKK 125.4m to DKK 1,391.5m





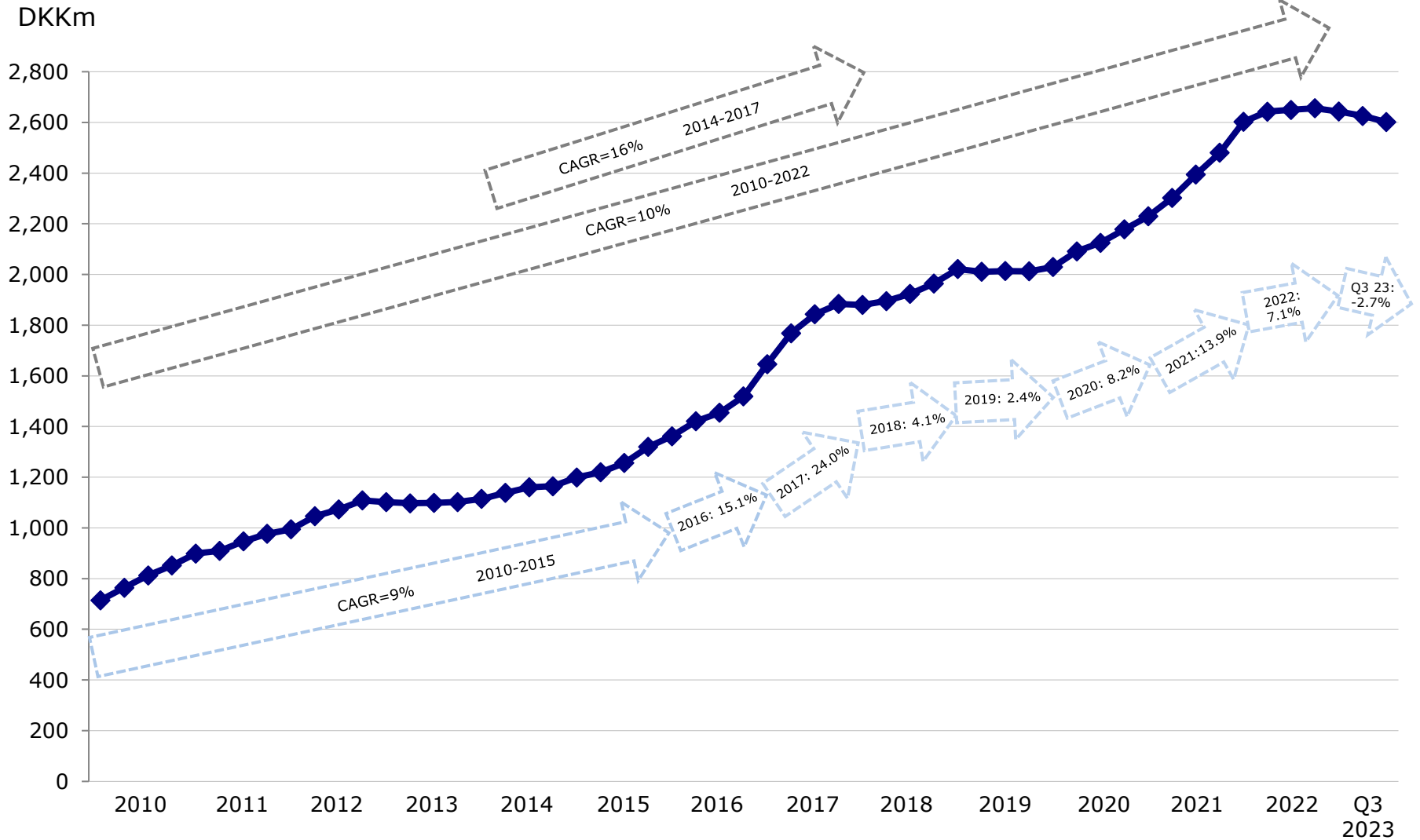
FINANCIAL RESULTS 2022 AND FIRST NINE MONTHS OF 2023

GROUP FINANCIAL HIGHLIGHTS 2022

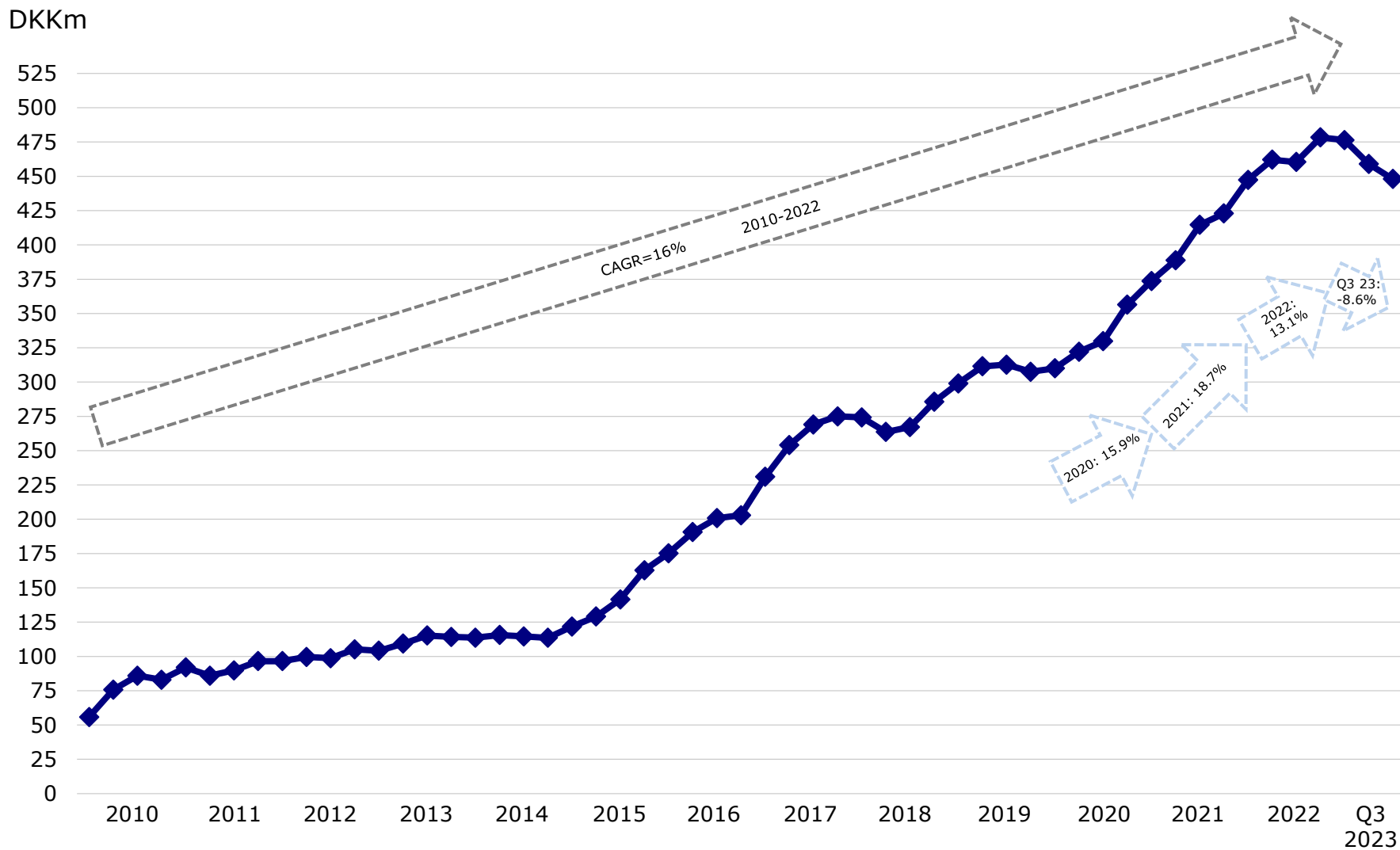


DKKm	2022	2021	2020	2019	2018	2017	2016
Revenue	2,656.3	2,480.9	2,178.2	2,012.9	1,965.0	1,884.1	1,519.0
EBITDA	478.4	422.9	356.4	307.5	285.6	275.0	202.9
EBIT	296.1	269.1	214.8	177.8	195.9	193.5	133.4
Profit before tax	268.5	257.8	193.8	175.4	200.1	175.7	122.6
Equity	1,266.1	1,084.0	1,007.4	710.4	620.0	537.7	429.0
Cash flows from operations	264.5	237.7	320.4	158.6	173.4	180.8	140.4
Cash flows from investments	-320.9	-221.9	-203.4	-180.2	-124.7	-204.8	-80.1
Cash flows from financing activities	67.7	-56.3	-43.1	8.8	-62.9	45.9	-50.3
Change in cash and cash equivalents	11.3	-40.5	74.0	-12.7	-14.2	21.9	10.0
NIBD	1,034.5	822.0	686.1	875.7	576.6	509.1	407.7
Equity ratio, %	42.7	42.8	44.5	34.5	37.8	35.5	35.7

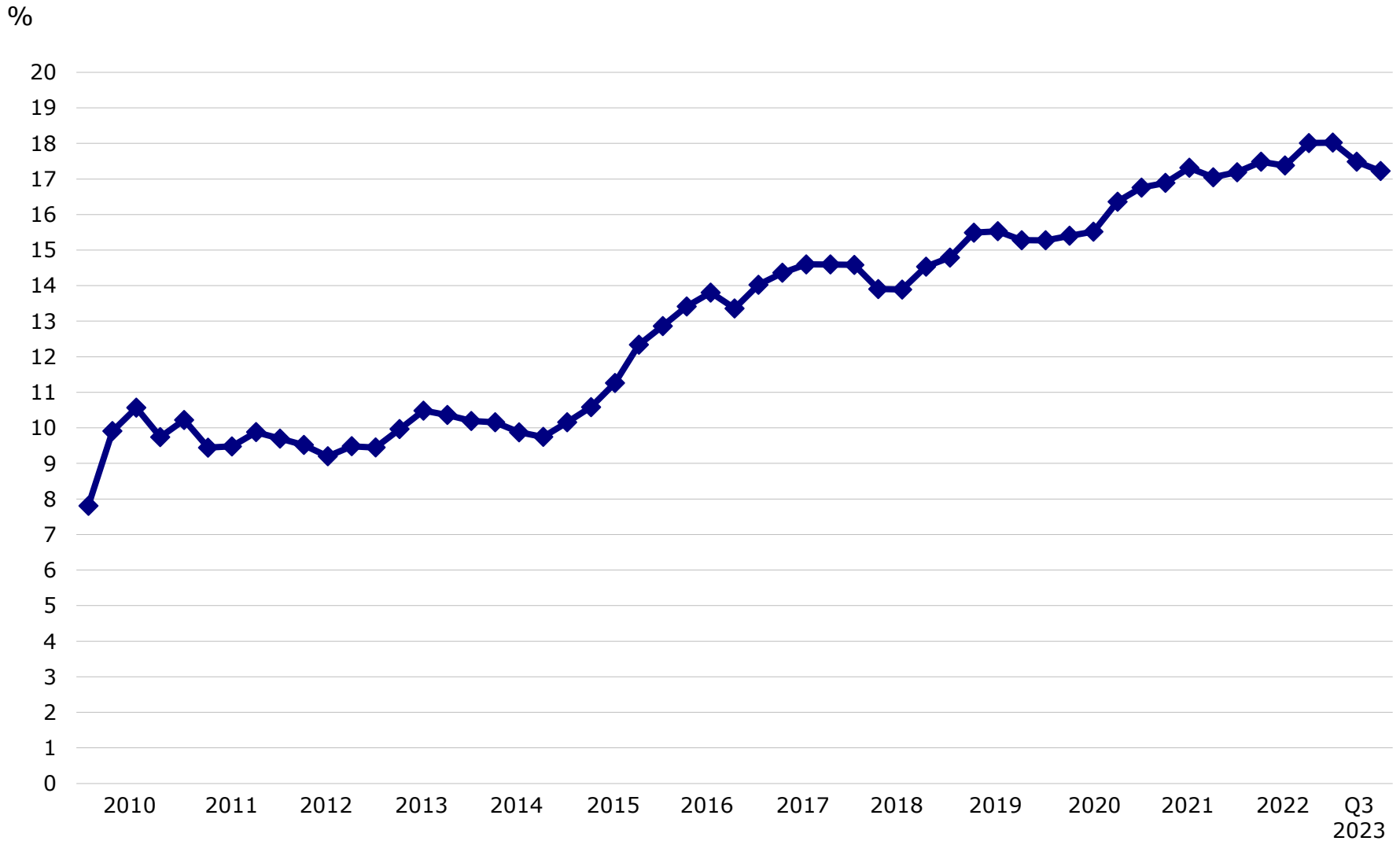
REVENUE 2010 – 9M 2023



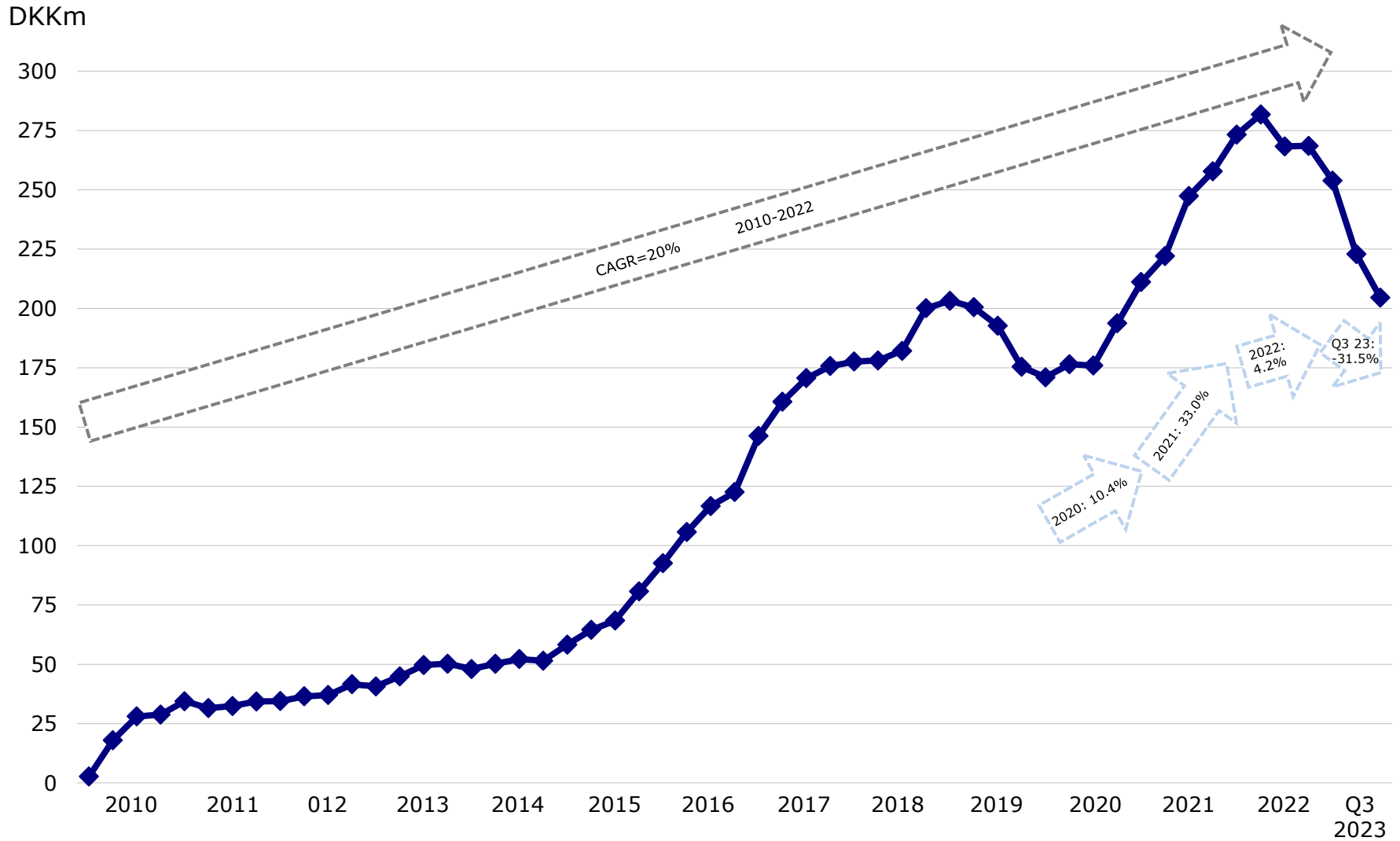
EBITDA 2010 – 9M 2023



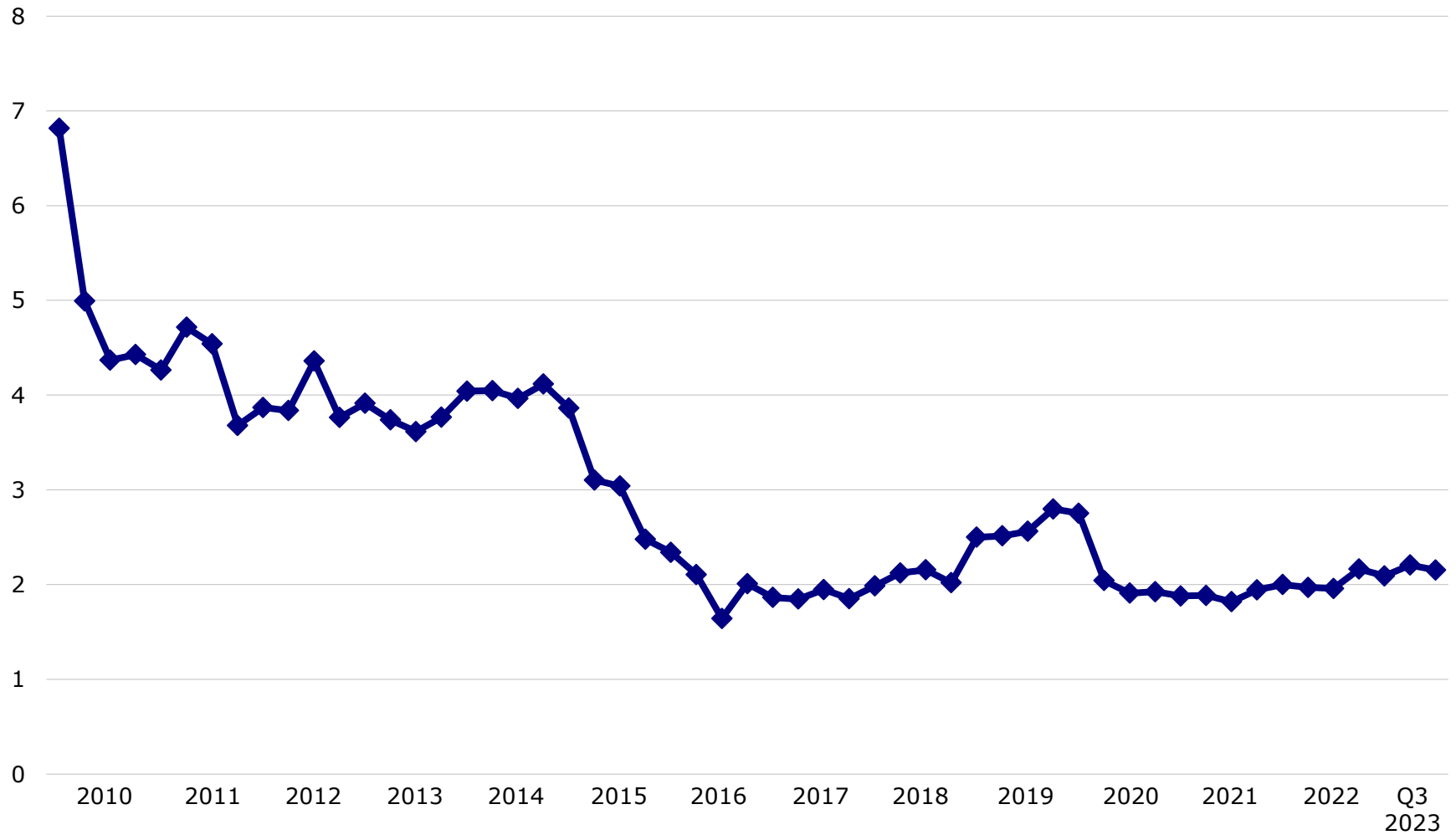
EBITDA MARGIN 2010 – 9M 2023



EBT 2010 – 9M 2023



NIBD/EBITDA 2010 – 9M 2023



GROUP FINANCIAL HIGHLIGHTS 9M 2023

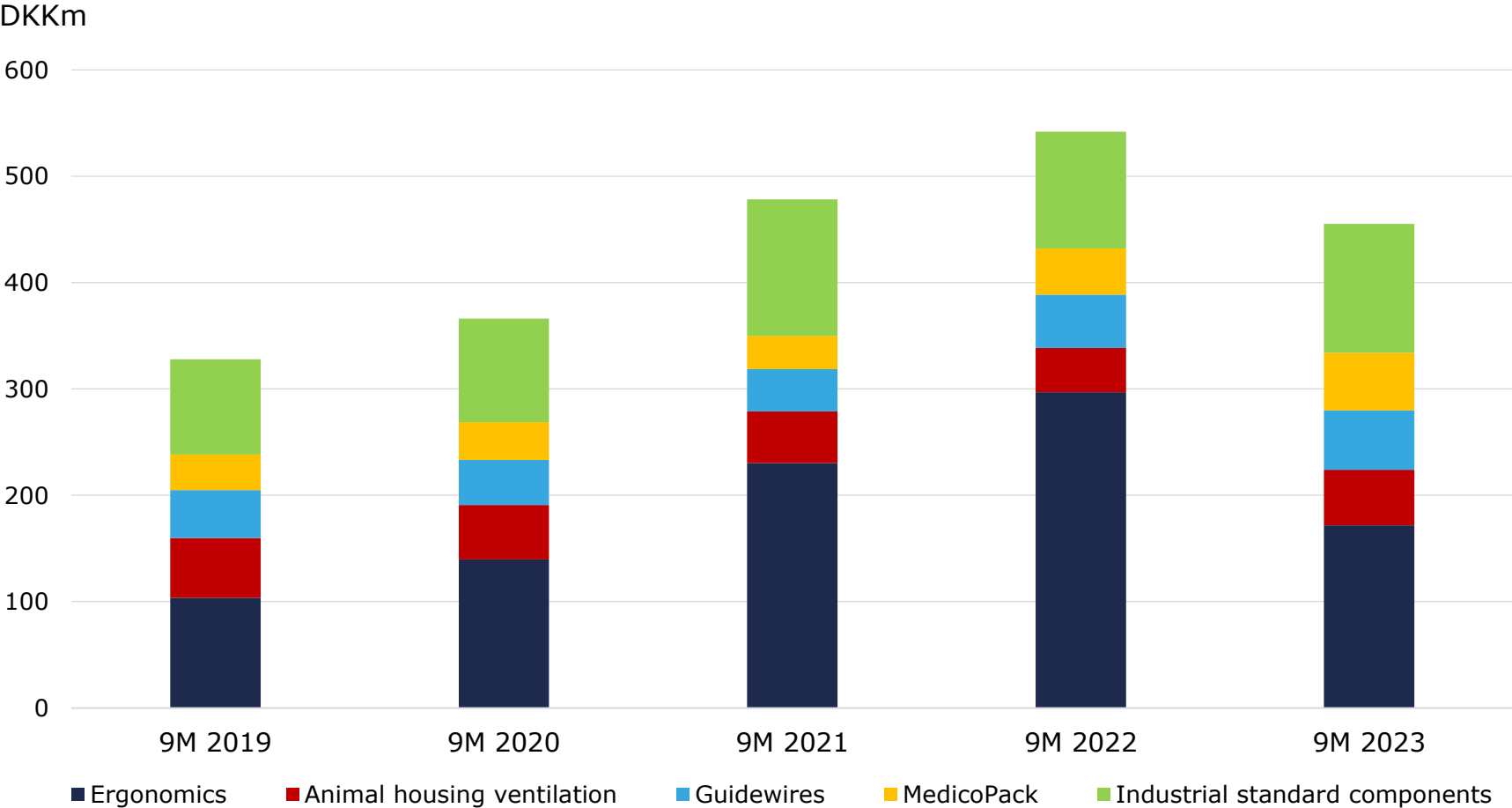


DKKm	Q3 2023	Q3 2022	9M 2023	9M 2022	<i>Growth</i>	2022
Revenue	583.0	607.1	1,953.2	2,007.5	-2.7%	2,656.3
EBITDA	93.7	104.7	323.9	354.4	-8.6%	478.4
EBIT	42.4	58.9	171.9	220.7	-22.1%	296.1
Profit before tax	31.1	49.4	139.0	202.9	-31.5%	268.5
Equity			1,391.5	1,169.7	+19.0%	1,266.1
Cash flows from operations	101.8	73.6	288.6	210.2		264.5
Cash flows from investments	-46.1	-34.8	-120.2	-198.6		-320.9
Cash flows from financing activities	-60.2	-56.0	-189.0	-19.8		67.7
Change in cash and cash equivalents	-4.6	-17.2	-20.6	-8.2		11.3
NIBD			965.2	901.5		1,034.5
Equity ratio, %			47.8	42.4		42.7



REVENUE FROM OWN BRANDS

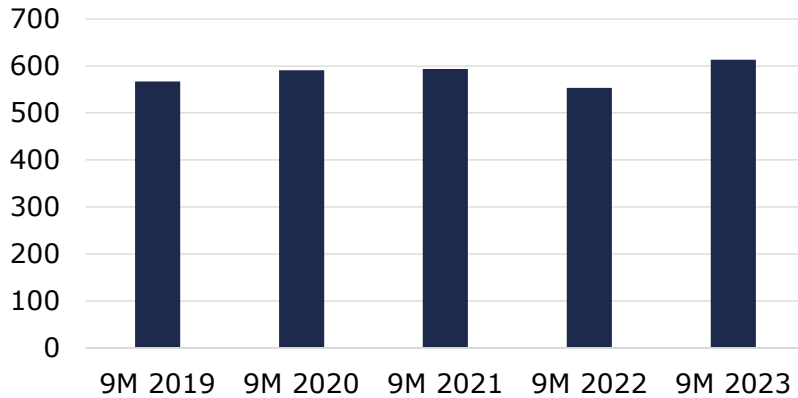
- Growth in Animal housing ventilation, Guidewires, MedicoPack and Industrial standard components



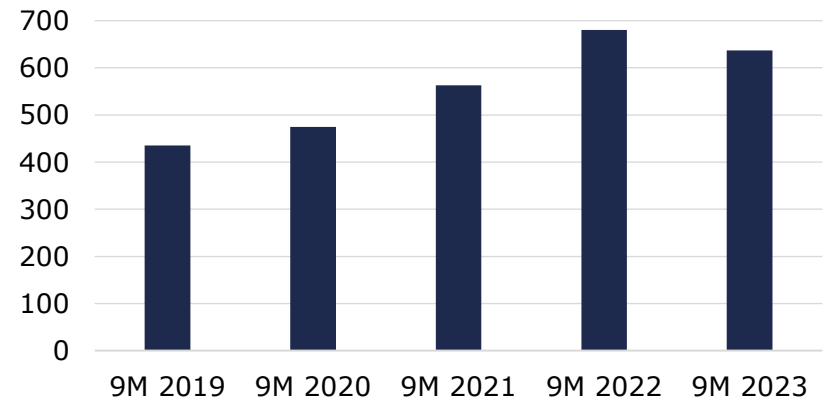


REVENUE SPLIT BY PRODUCT AREA

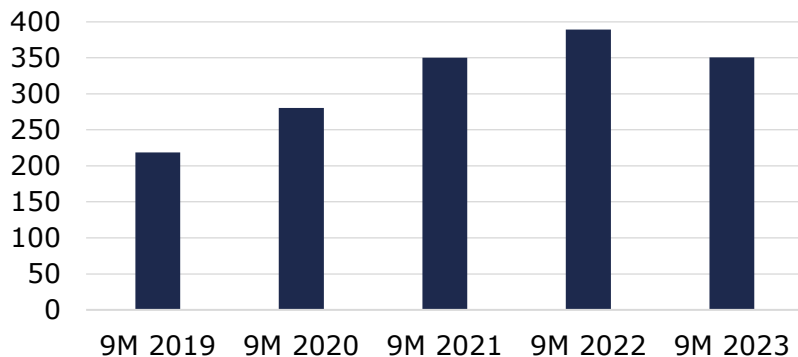
Revenue cleantech industries in DKKm



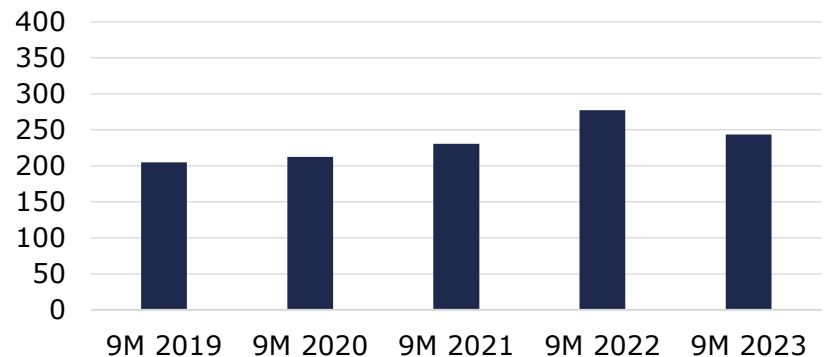
Revenue healthcare products in DKKm



Revenue other demanding industries in DKKm



Revenue food-related industries in DKKm

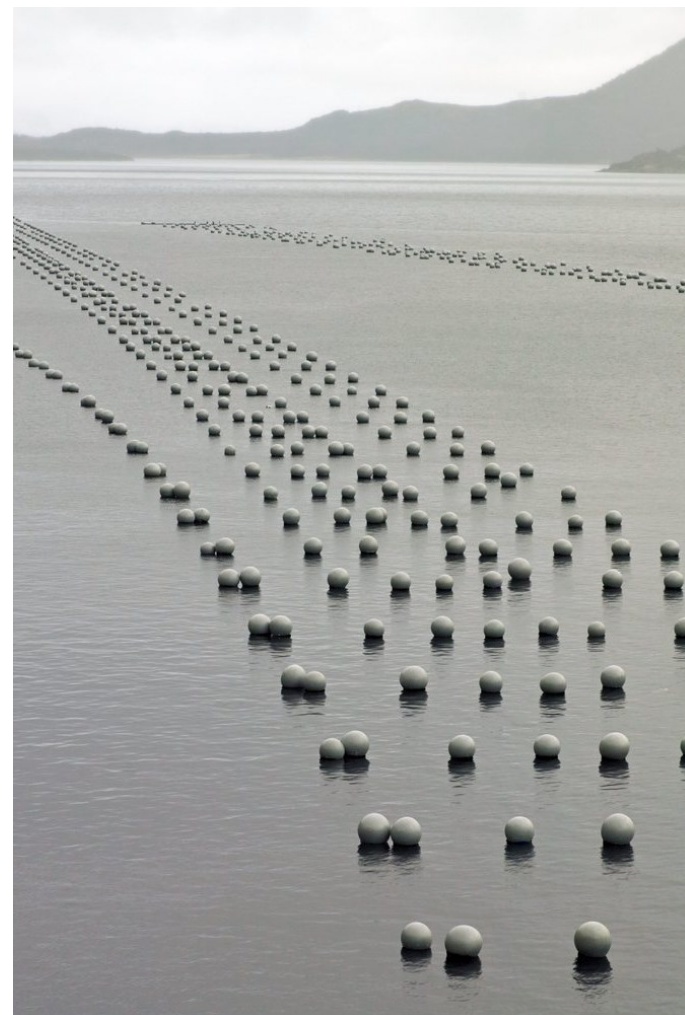


MARKET DYNAMICS



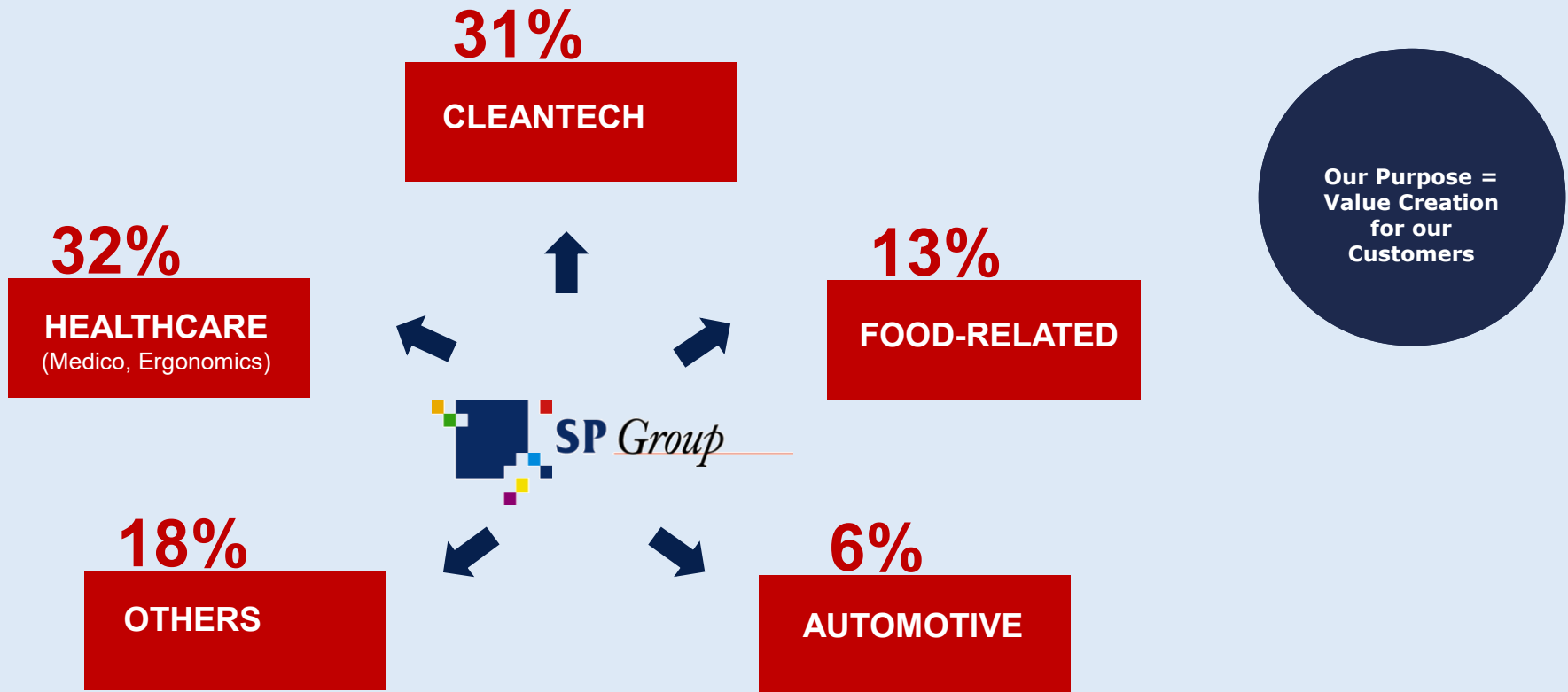
Growth by customer group

	Q3 2023	9M 2023
Healthcare	0.6%	-6.4%
Cleantech	17.3%	10.8%
Food related	-8.0%	-12.2%
Automotive	-19.7%	1.7%
Other demanding industries	-33.8%	-9.9%
Hereof own brands	-8.4%	-16.0%





REVENUE BY CUSTOMER GROUPS IN 9M 2023



At 31 December 2022:

- A total of more than 1,000 customers
- The largest customer accounts for under 10% (2021: 11%)
- The 10 largest customers accounts for 48% (2021: 51%)
- The 20 largest customers accounts for 57% (2021: 61%)



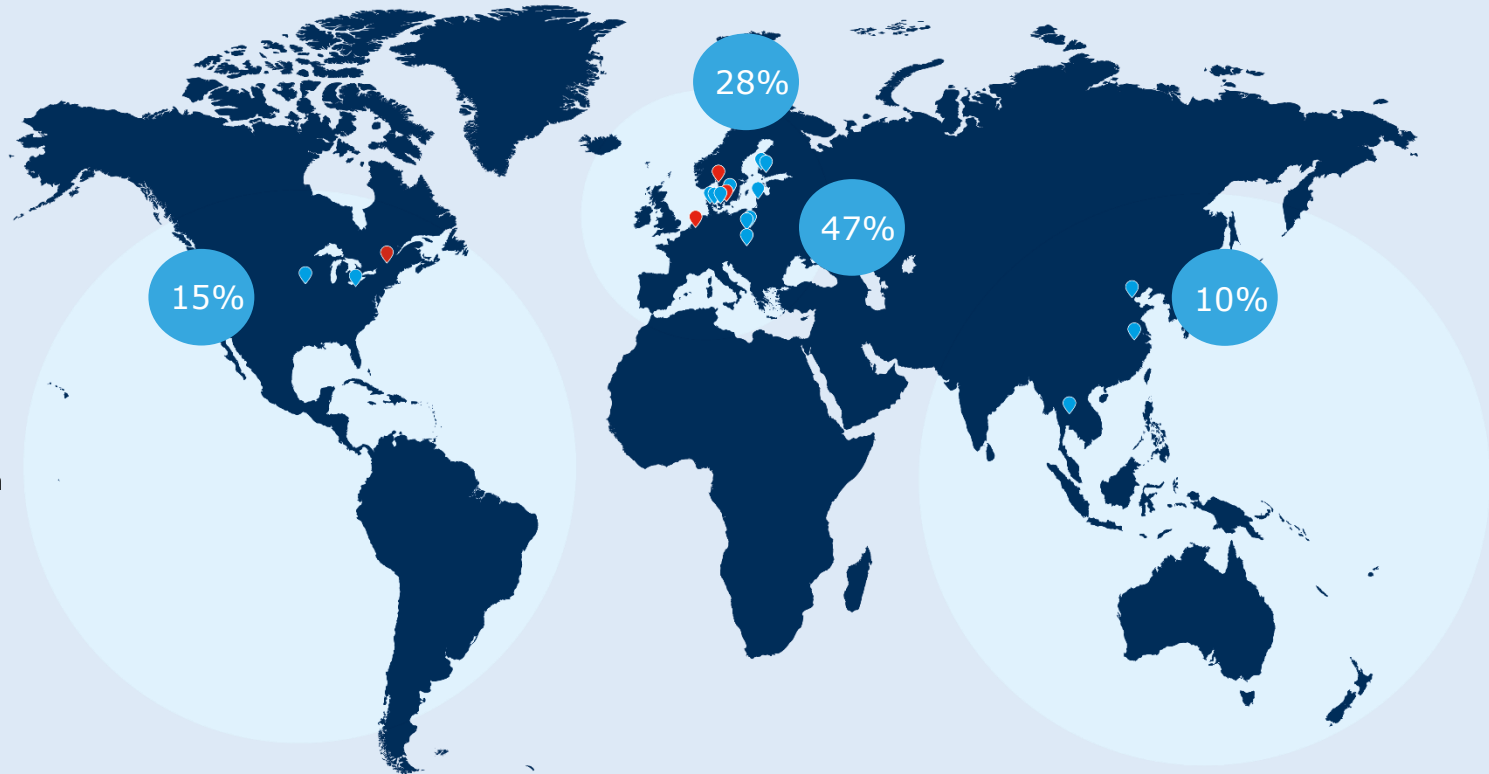
SP GROUP'S GLOBAL PRESENCE

Sales and production

- Denmark (14)
- Poland (6)
- China (2)
- US (2)
- Latvia (1)
- Slovakia (2)
- Sweden (1)
- Finland (2)
- Thailand (1)

Sales and distribution

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



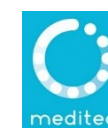
Percentage distribution is based on 2022 Accounts

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 and new technologies



INTERNATIONALISATION

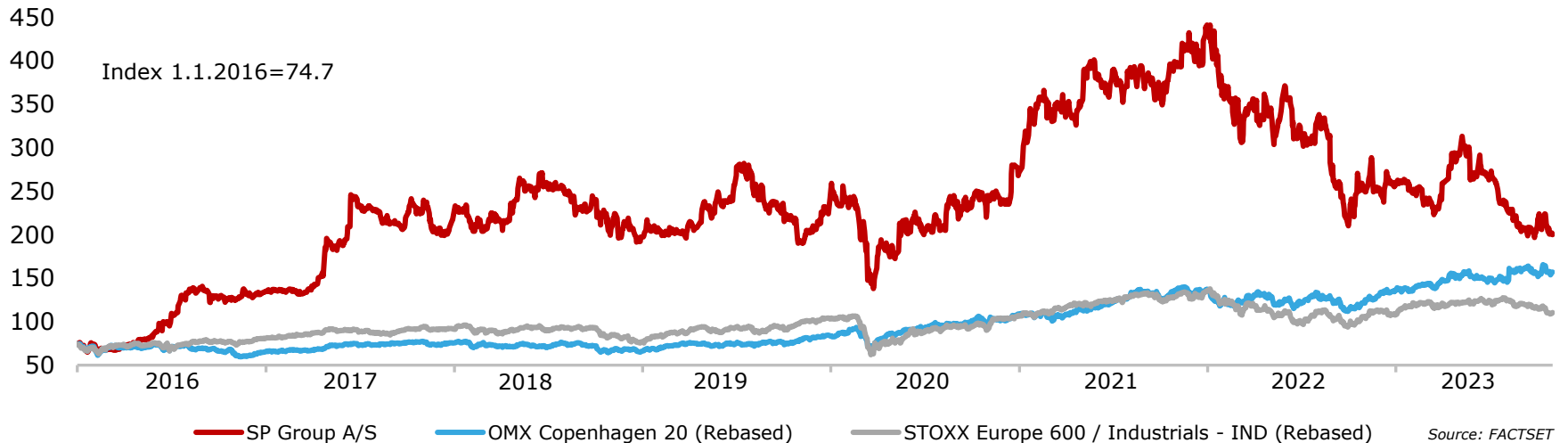


	2005	2010	2015	2020	2021	2022	9M 2023	2024E
Share of sales outside Denmark	37%	46%	54%	69%	72%	72%	71%	~75%
Share of employees outside Denmark (avg)	23%	50%	64%	72%	74%	72%	70%	~75%
Number of factories outside Denmark	2	6	12	17	17	18	17	18
Total number of factories	18	15	20	28	28	32	31	32



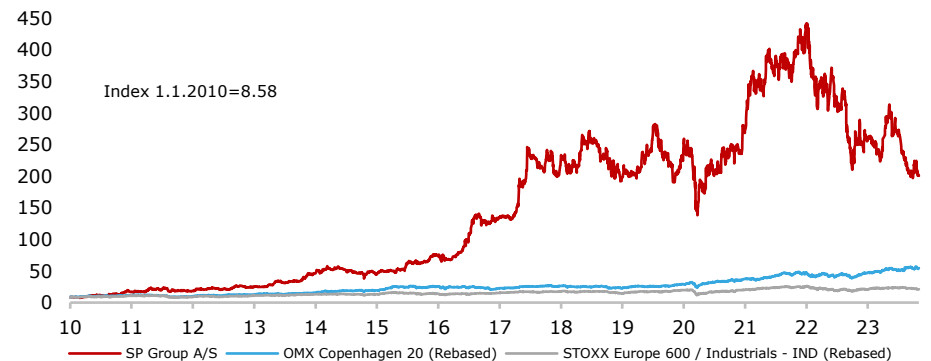
SHARE PRICE PERFORMANCE

Share price performance from 1 January 2016 to 31 October 2023



- Share capital DKK 24.98m
- All shares have equal rights
- Dividends to the shareholders of DKK 3.00 in 2023 (2022: DKK 3.00)

Share price development from 1 January 2010 to 31 October 2023





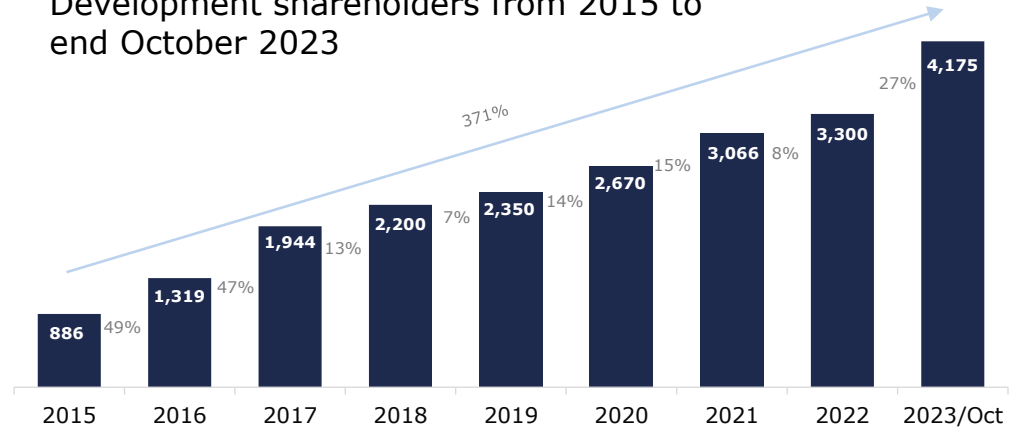
SHAREHOLDERS

December 2015:
886 shareholders

End October 2023:
4,175 shareholders

Or up by 371% in the period

Development shareholders from 2015 to end October 2023



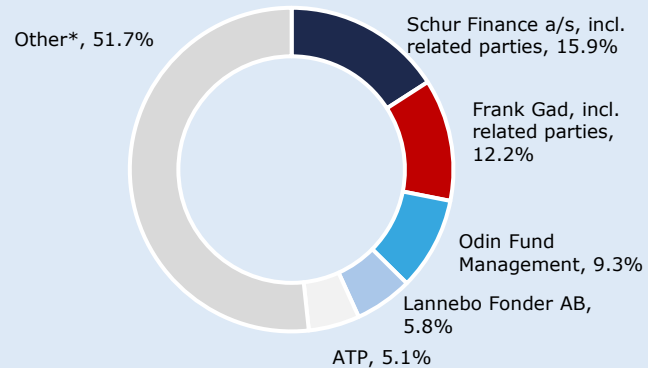
Among the largest shareholders are:

atp=



LANNEBO

Shareholder information as per end October 2023



* Approx. 5.3% of 'Other' include the Board of Directors and Executive Management, therefore management amounts to approx. 33.4%



MARKET CONDITIONS

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)

An aerial view of an offshore wind farm in the ocean. Several wind turbines are visible, stretching into the distance. The water is a deep blue, and the sky is overcast. A small boat is visible in the lower left corner. A white circular callout box is positioned in the upper right quadrant.

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

OUTLOOK FOR 2023

© Vattenfall – Kriegers Flak

OUTLOOK FOR 2023



- The global economy is still fragile and marked by political and economic uncertainty
- No growth in Europe
- New products and solutions, new customers and growth among a number of our existing customers are expected to contribute to growth and earnings
- Higher rate of inflation, higher interest rates, volatile energy prices and the wars in Ukraine and Gaza causes considerable uncertainty as to the level of our activities and cash flows in the coming months
- The present outlook is still expected to be:
 - Revenue growth in the range of 0-10%
 - An EBITDA margin of 16-19%
 - An EBT margin of 7-10%





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 2022 page 48-66

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
- 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



CONTAINER FLOORS ARE PRODUCED FROM REUSED HOUSEHOLD WASTE



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



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

Produced by SP Moulding





NYCOPAC SLEEVE SYSTEM

Nycopac Sleeve System – foldable pallet containers for many industries

Great advantages for the user are obtained in return handling, durability, easiness to fold and unfold and low weight. All included components are 100% reusable and recyclable



Produced in a cooperation between Gibo Plast and Opido and other companies within SP Group



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
- 15% of our plastic consumption is recycled or re-used plastics





Q&A SESSION



APPENDIX

SURFACE SOLUTIONS



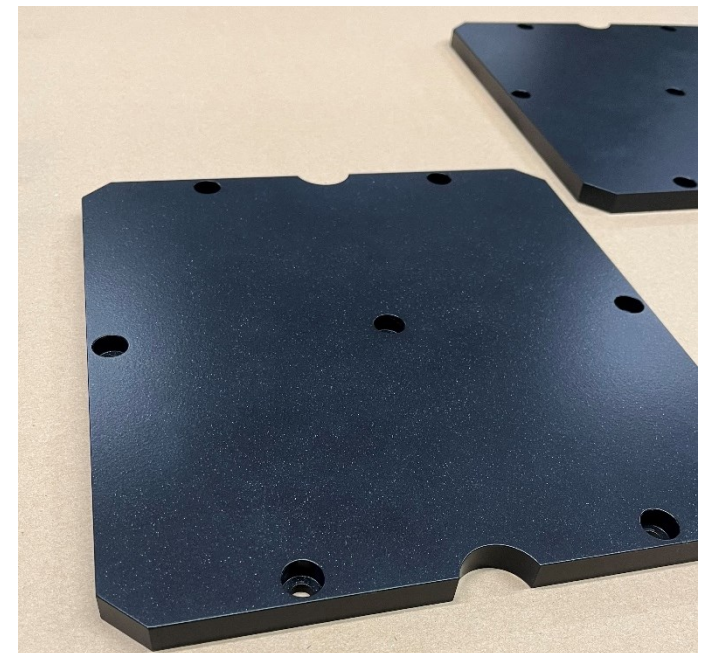
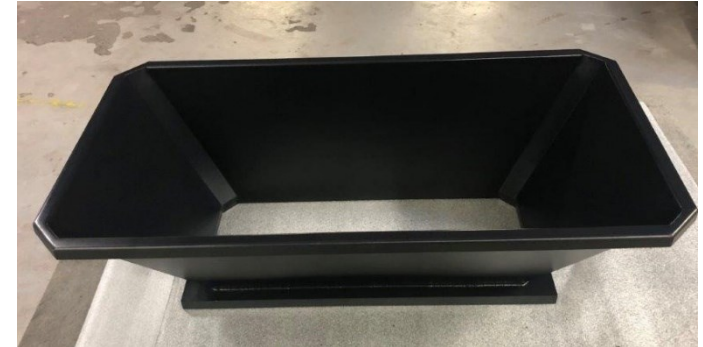
- Accoat develops and produces environmentally-friendly technical solutions involving fluoroplastics (Teflon®), PTFE and other pure materials for industrial and medical purposes
- Accoat applies plastic coatings on products and production plants in a number of industries. Articles being coated range 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)





2022 in highlights

- New tasks in the food industry
- More tasks in the medical device industry
- The corona pandemic and its spill-over effects continued to impact – just as the war in Ukraine made its mark
- Due to the corona pandemic, production activities have fluctuated greatly
- Increased costs of energy and raw materials
- Performs tasks within a broad range of industries
- The production covers a broad range of coatings and a broad range of products
- Focus on high-build core competencies non-stick, low friction and corrosion protection
- Experienced disruptions in supplies, production and sales
- Adjusted its production to fit current demand
- Expects results of operation to improve in 2023 relative to 2022

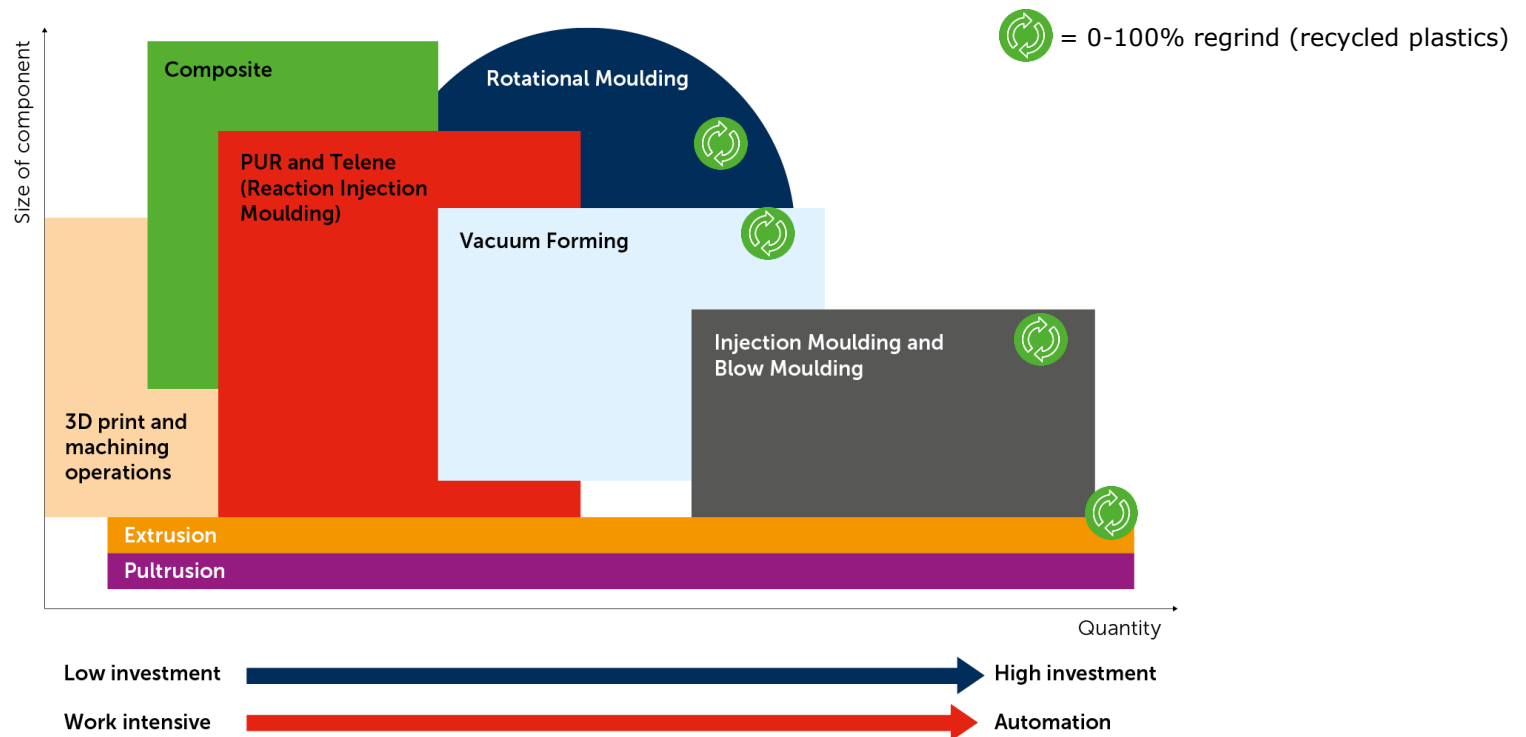


PLASTIC SOLUTIONS



Plastic businesses include:

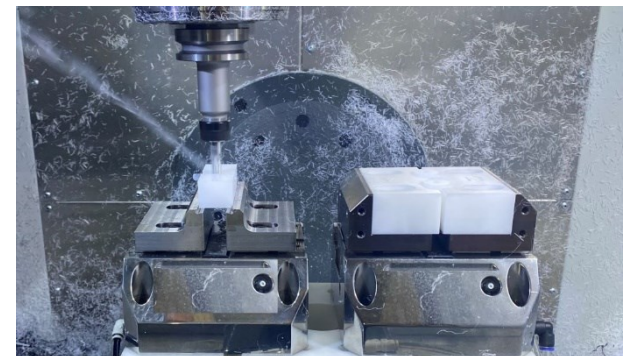
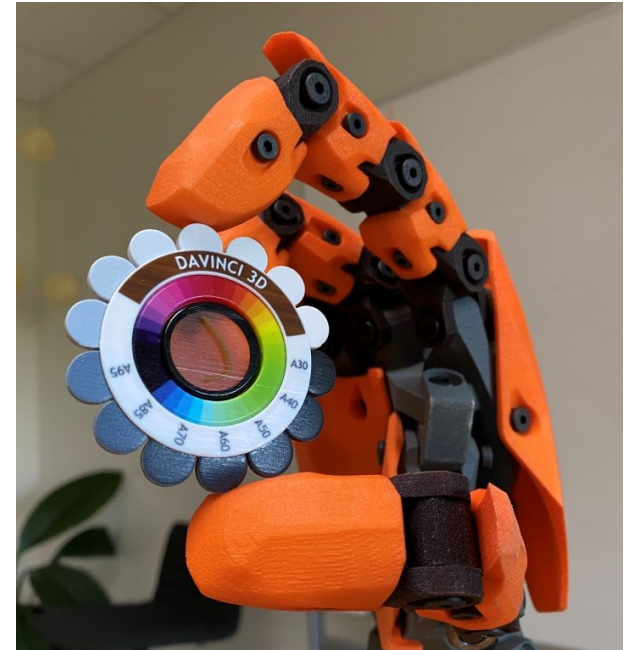
- **Injection Moulding and Blow Moulding:** SP Moulding, Sander Tech, Coreplast, Ulstrup Plast, Neptun Plast, SP Medical, MedicoPack and Meditec
- **Polyurethane (PUR) and Composite:** Ergomat, Tinby, TPI Polytechniek, Bröderna Bourghardt and MM Composite
- **Vacuum Forming, Rotational Moulding, Extrusion,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





3D PRINTING AND MACHINING OPERATIONS / 1

- DAVINCI 3D A/S, Bovil ApS and Kodaň Plast s.r.o.
- DAVINCI 3D is specialised within advanced Additive Manufacturing (3D print) and can 3D print subjects in many colours and in varying hardness
- Bovil is specialised in CNC processing of technical plastics
- Kodaň Plast is specialised in rotation and milling of plastic materials as well as bending, gluing and welding of plastics
- Serve customers abroad and in Denmark with 3D printed or CNC machined items for: Prototypes, ex-demonstration models, 0-series, series production, spare parts and production equipment
- DAVINCI 3D, Bovil and Kodaň Plast are extremely fast in "time to market"
- SP Group can now help the customers even more efficiently and competitively "all the way" from development, prototype and low volume manufacturing to high-volume manufacturing in plastics
- Locations: Billund (DK), Odense (DK) and Zilina (SK)

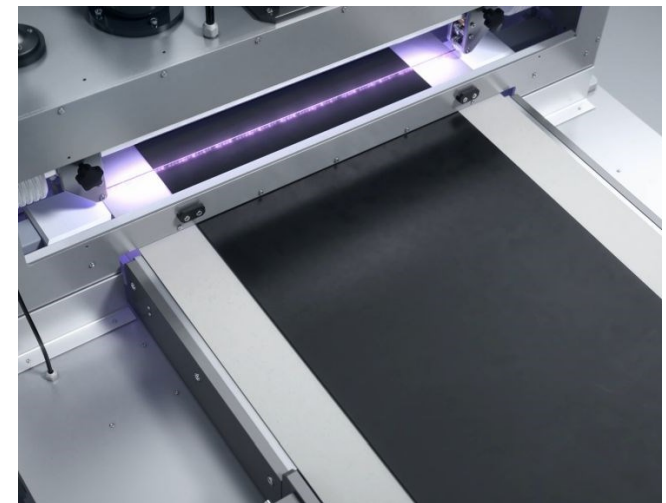




3D PRINTING AND MACHINING OPERATIONS / 2

2022 in highlights

- New customers
- High activity
- **DAVINCI 3D** has performed well
- Invested in new machines
- **Bovil** has grown steadily since the takeover
- Has launched a number of large investments
- **Kodaň Plast** has accelerated its handsome growth
- Moved into new and larger premises
- Does CNC machining in plastics for customers in Europe and the USA





INJECTION MOULDING & BLOW MOULDING / 1

- SP Moulding, Sander Tech, Coreplast, Meditec and Ulstrup 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 and Meditec develop, manufacture and sell in Karise, Helsingør and Zdunska Wola (PL) medical devices and components for 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, Meditec and Neptun Plast have more than 535 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 50 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), Helsingør (DK), Sieradz (PL), Zdunska Wola (PL), Laitila (FIN), Pobedim and Nové Mesto (SK) and Suzhou (CN)



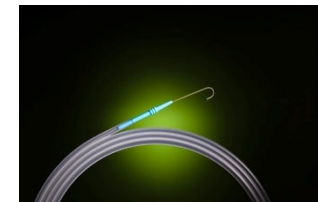
Injection moulding machines



Meditec



Neptun basket



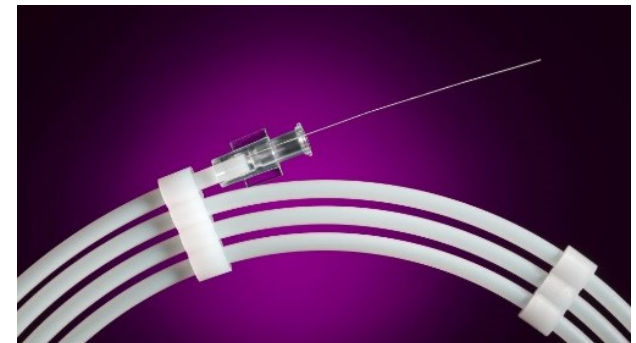
Guidewires



INJECTION MOULDING & BLOW MOULDING / 2

2022 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 and Coreplast** saw a healthy intake of a number of new customers in Europe, the Americas and Asia
- **SP Medical and Meditec** 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, Meditec, Coreplast and Ulstrup Plast** have entered into agreements to purchase injection-moulding machines for delivery in 2023 – 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, Tinby, TPI Polytechnik, Bröderna Bourghardt and MM Composite
- Locations: Søndersø (DK), Nørre Aaby (DK), Ejby (DK), Sieradz (PL), 's-Hertogenbosch (NL), Helsingborg (SE), Kungsbacka (SE), Cleveland (USA), Mount Pleasant (USA), Montreal (CAN), Suzhou (CN), Liepāja (LV) and Bangkok (TH)

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 Polytechnik 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 factories in Latvia, Thailand 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. Two production facilities in Denmark and one in the USA. Head office located in Denmark



Wind turbines



Glass fibre



POLYURETHANE & COMPOSITE / 2

2022 in highlights

- Higher activities
- New products
- Expansion in the Netherlands, Poland, USA, China and Latvia
- In Thailand, a new factory was established
- **Ergomat** again had a very good year with healthy growth with all markets
- **Tinby** expanded its capacity to support global growth
- **TPI** noted declining demand in Western and Eastern Europe due to increasing prices of corn and the war in Ukraine
- TPI saw positive trends in the North American markets
- Activities in Asia gradually improved
- **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** established a new production line in its American factory
- The global consolidation in the wind turbine industry meant new challenges and opportunities
- Sound development in own products and processes



VACUUM FORMING, ROTATIONAL MOULDING AND EXTRUSION / 1



- Gibo Plast, Dan-Hill-Plast and PlexxOpido develop, design and manufacture thermo-formed, extruded and rotational-moulded plastic components
- The components are i.a. used in refrigerators and freezers, buses and cars (automotive), for medical devices and lighting and in the cleantech industry
- Gibo Plast and Opido are 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
- The components are used in stable components, buses and cars (automotive) and in the cleantech industry
- Nycopac develops, designs and sells packaging solutions in plastic for industrial transportation tasks both in the form of a number of standard products and customised solutions for specific tasks
- Market leader in Scandinavia
- Location: Skjern (DK), Hornsyld (DK), Ljungby (SE), Fredrikstad (NO), Sieradz (PL), Nyköping (SE), Mt. Pleasant (USA) and Tianjin (CN)



Vacuum forming



Furniture



DHP buoys



Cleantech



Dan-Fender

VACUUM FORMING, ROTATIONAL MOULDING AND EXTRUSION / 2



2022 in highlights

- More new tasks for heavy vehicles
- Strong sale of own products for the maritime industry
- Expansion of the production in Poland, China, Sweden and Denmark

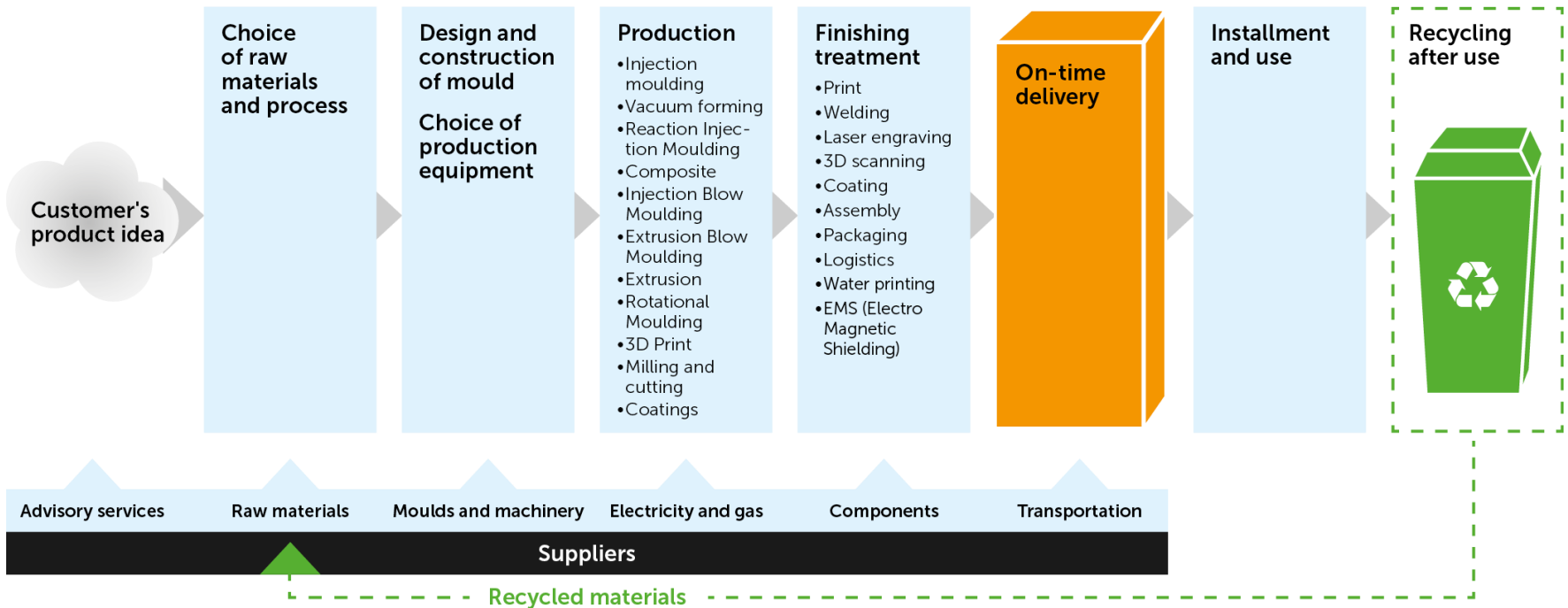
- **Gibo Plast** improvement in revenue and activities
- Intensely work on implementing efficiency-enhancing measures in Denmark, Sweden, China and Poland
- Large amounts and many efforts were invested in strengthening the expertise in the production of tools for prototype devices and production of vacuum-formed plastics
- Use of recycled plastics has been increased, in particular in the form of Nycopac's unique solutions where production scrap from SP Group's factories are used for new products
- **Nycopac** increased development, design and sale of packaging for industrial transportation. The main part of these are manufactured in recycled plastics
- **Dan-Hill-Plast** sale of Dan-Fender products increased again, and additional production capacity was established
- To meet the increasing demand





SP GROUP'S VALUE CREATION

Know-how, quality assurance, documentation



ESG-DATA / 1



ESG	Category	Item	Unit	2018	2019	2020	2021	2022
E	Raw materials	Virgin plastic	Kg	15,220,931	15,978,078	15,347,852	16,764,678	15,522,512
		Regenerated materials	Kg	373,913	412,941	1,465,875	2,609,507	2,774,306
		Glass fibre	Kg	11,711,282	9,730,540	9,937,401	6,860,301	3,428,861
		Coating	Kg	61,419	47,375	43,751	50,675	75,872
		Other (e.g. Iso, Polyol, Telene, Resin)	Kg	2,068,629	3,003,466	3,837,398	5,314,525	4,710,722
Energy		Fuel oil	Litre	178,109	101,865	65,673	57,444	35,188
		Natural gas	m ³	1,235,688	1,309,242	1,574,322	1,773,101	1,591,138
		District heating	MWh	3,575	2,692	2,616	3,404	3,194
		Coal	Kg	0	0	0	0	0
		Diesel/petrol	Litre	112,876	88,235	108,379	196,085	195,274
		LPG gas	Kg	0	0	0	0	118,097
		Electricity	kWh	58,893,152	60,395,863	60,372,241	66,753,410	65,201,596
CO ₂ e		Electricity intensity (processed raw material)	kWh/kg	2.03	2.09	2.07	2.11	2.46
		Carbon emission (Scope 1)	Tons	3,560	3,437	3,921	4,567	4,517
		Carbon emission (Scope 2) Location-based	Tons	24,247	24,467	21,490	23,438	23,777
		Carbon emission (Scope 2) Market-based	Tons	-	-	-	17,897	5,814
		Carbon intensity (Location-based) (processed raw material)	Kg/kg	0.95	0.97	0.87	0.89	1.07
		Carbon intensity (Market-based) (processed raw material)	Kg/kg	-	-	-	0.71	0.39
Water		Water consumption	m ³	21,109	23,800	22,960	28,982	30,534
		Water consumption intensity (processed raw material)	L/kg	0.73	0.83	0.79	0.92	1.15

ESG-DATA / 2



ESG	Category	Item	Unit	2018	2019	2020	2021	2022
S	Working hours	Working hours (permanently employed)	Hours	3,277,211	3,528,715	3,700,898	3,991,107	3,996,388
		Working hours (temporarily employed)	Hours	92,734	118,235	196,892	226,044	234,042
		Working hours incurred (total)	Hours	3,369,945	3,646,950	3,897,790	4,217,151	4,230,431
	Accidents	Fatal accidents	Number	0	0	0	0	0
		LTI (accidents resulting in min. one day of absence))	Number	36	38	35	39	48
		LTIFR (accidents per million working hours)	Number	10.7	10.4	9.0	9.2	11.3
	Gender ratio	Women	Number	1,048	1,105	1,078	1,196	1,195
		Men	Number	1,012	1,116	1,181	1,313	1,285
		Women/men	%	50.9/49.1	49.8/50.2	47.7/52.3	47.7/52.3	48.2/51.8
		Female executives	%	17	24	25	32	26
G	Diversity on the Board of Directors	Women/men	W/M	¼	1/4	1/3	1/3	1/3
	Board independence	Independent members	%	40	40	50	50	50
	Diversity in Group Management	No. of executives	W/M	0/2	0/2	1/3	1/3	1/3
	CEO pay ratio	CEO remuneration/average employee salary in the Group	Ratio	19.9	20.7	16.9	19.7	19.7
	Taxation	Employees	DKKm	-	-	147.3	168.5	171.9
		Corporation tax	DKKm	35.5	30.5	40.5	50.5	49.1
	Whistleblower	Incident reports	Number	-	0	0	0	0

Further information:

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