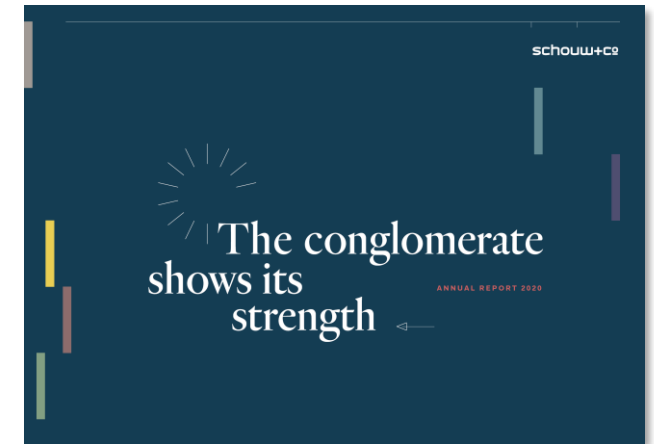


INVESTOR PRESENTATION
5 March 2021

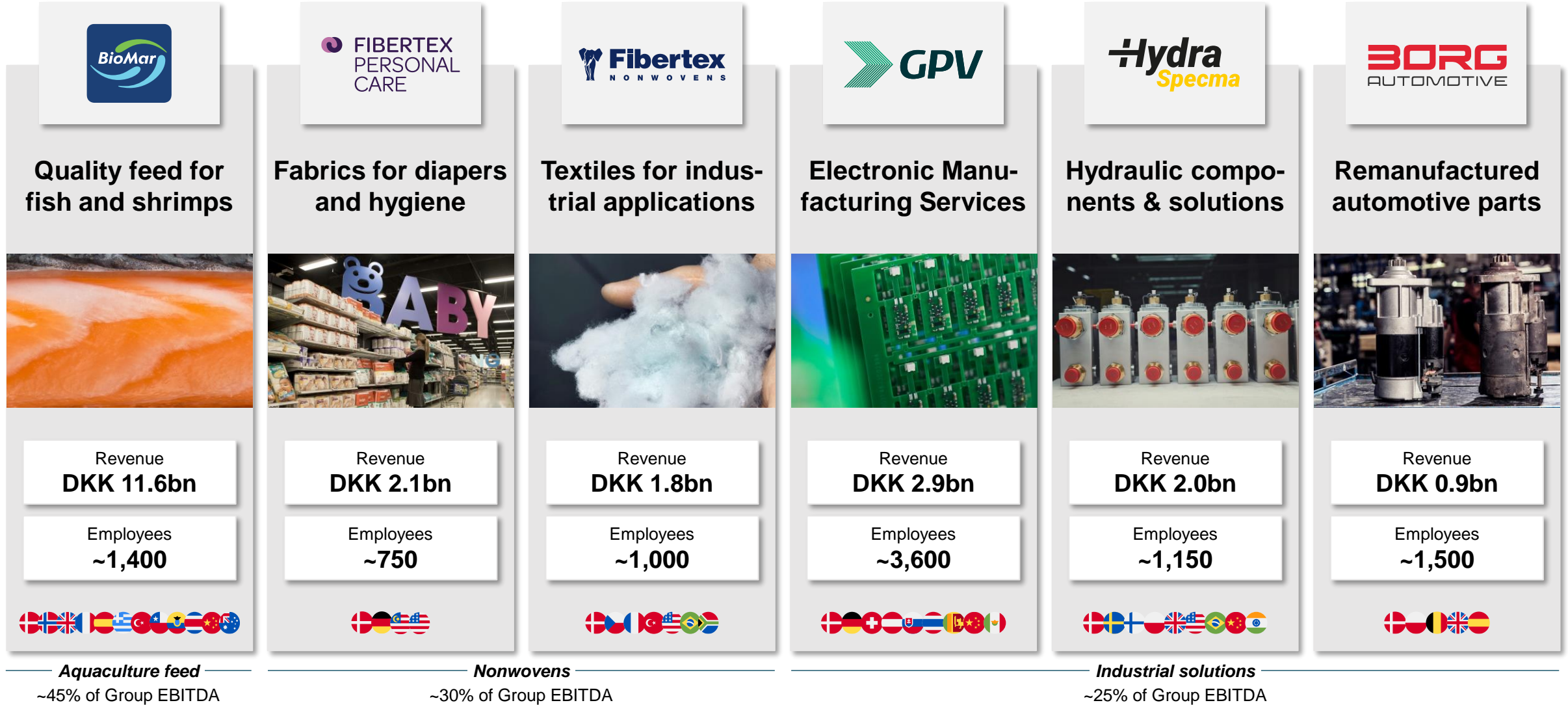
schouw+co

Annual Report 2020

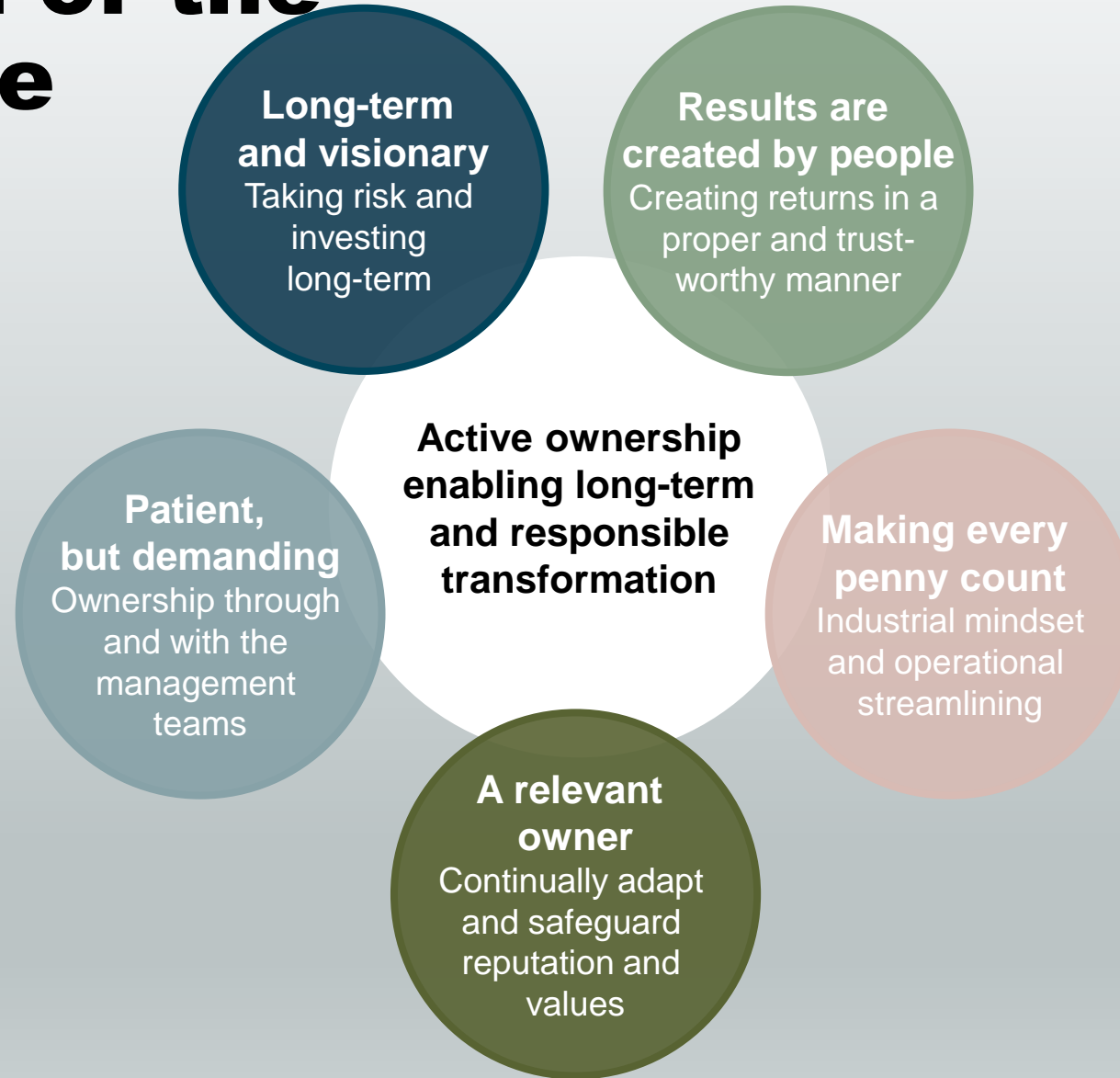
The conglomerate shows its strength



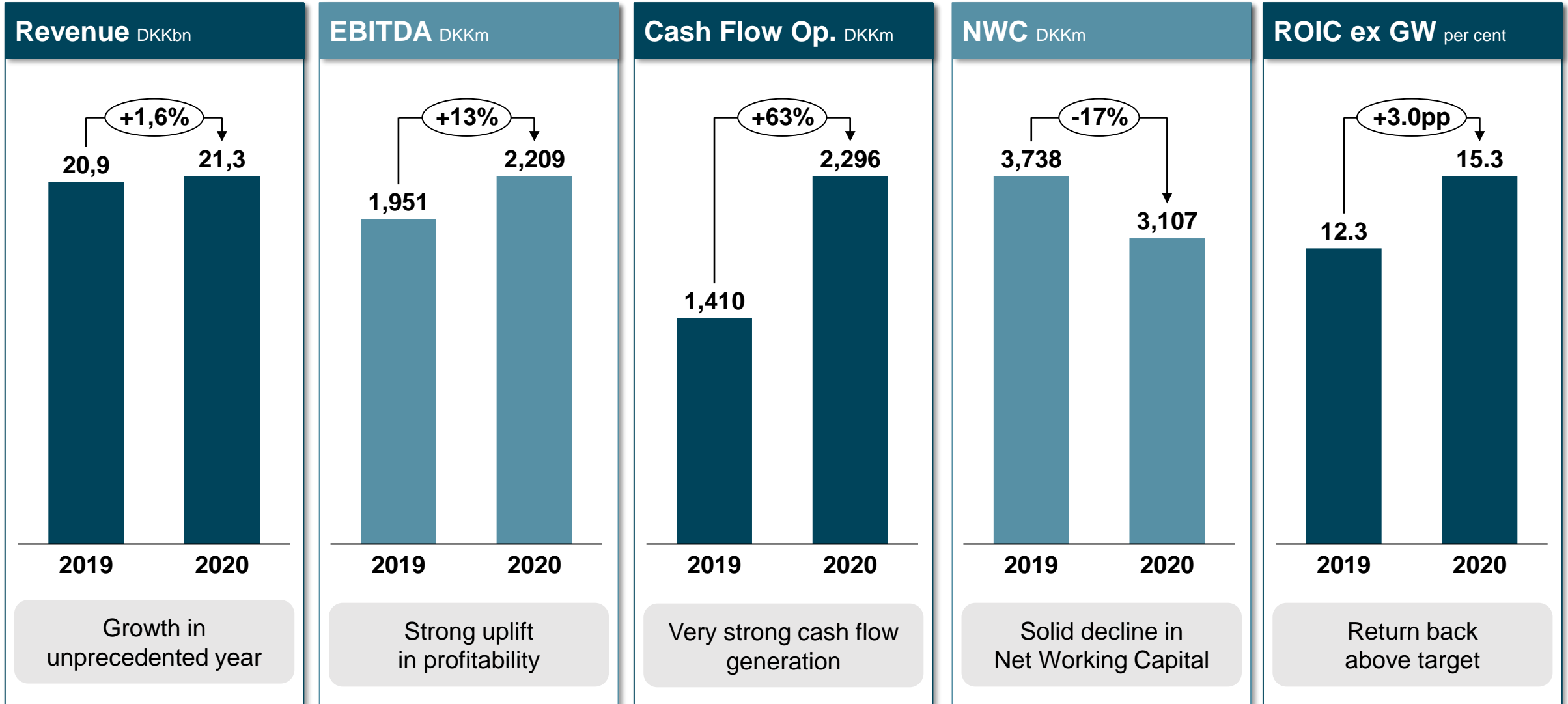
A portfolio of six strong businesses



The strength of the conglomerate



Strong earnings and cash flow in 2020



2020 was a very unusual year

STARTING POINT

- A portfolio of strong and well-invested businesses with solid prospects
- Solid capital structure with room to seek opportunities and sustain the long-term momentum
- From an overall perspective, well underway to achieve its strategic goals both short and long term

POSITIVE FACTORS IN 2020

- Lower prices of raw materials leading to temporary income flows in the Fibertex businesses
- Lower costs due to less travel activity, reduced marketing, etc.
- Demand for PPEs and hygiene products increasing volume sales, enhancing efficiency at the Fibertex businesses.

A TURBULENT YEAR

- **BioMar** successfully ran in production at the new factory in Australia, completed building a factory in China and signed agreement to start operations in Vietnam
- **Fibertex Personal Care** delivered EBITDA of more than DKK 400m and approved investments in Malaysia and the USA
- **Fibertex Nonwovens** lifted earnings to highest level ever, driven by high capacity utilisation
- **GPV** had positive effects from large order for ventilators
- **HydraSpecma** saw negative impact of coronavirus in Sweden, but with offsetting effects from efficiency improvements and growth in wind business.
- **Borg Automotive** completed acquisition of TMI in Spain and implemented substantial adjustment of workforce in Poland.

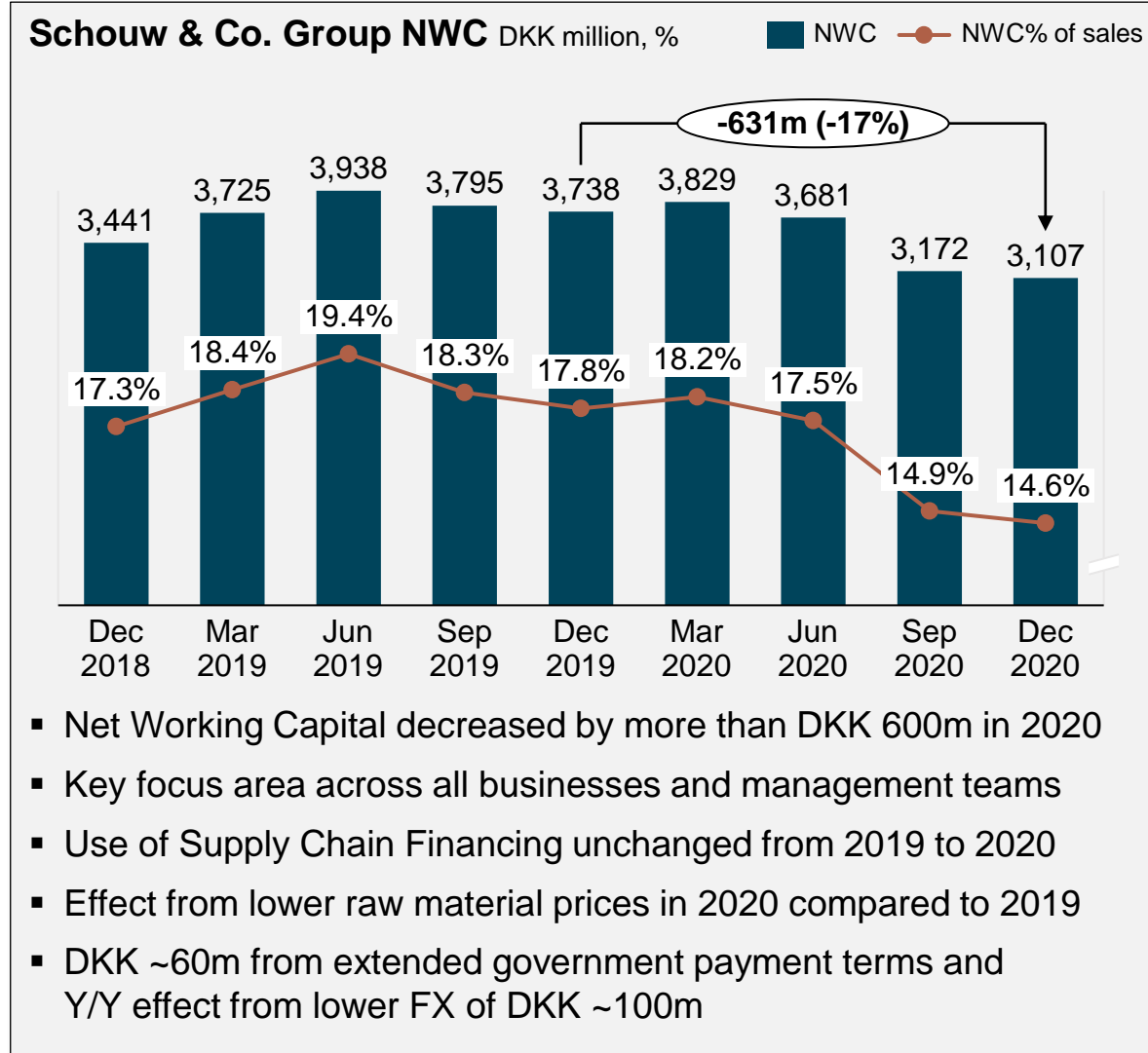
CONGLOMERATE STRENGTH

- In a year of unprecedented events the conglomerate model showed its strength
- Schouw & Co.'s strategy unchanged: focus remains on long-term growth and transformation
- Capital resources and management resources in place for sustained growth and development.

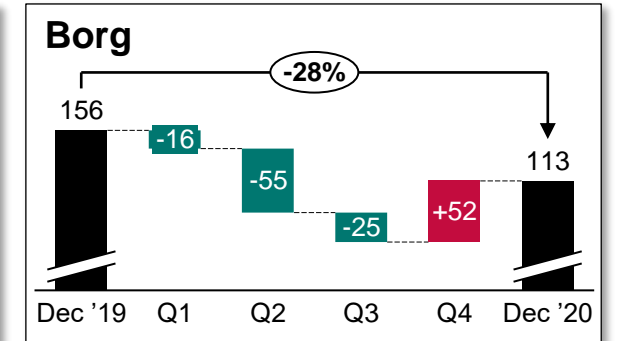
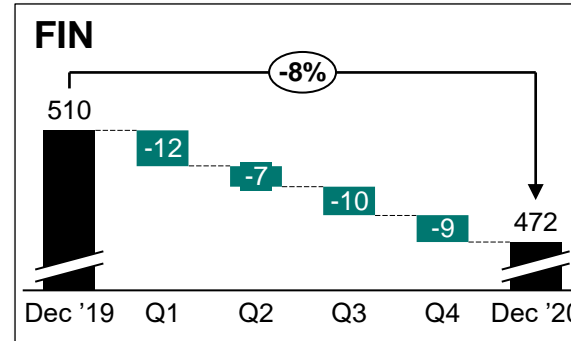
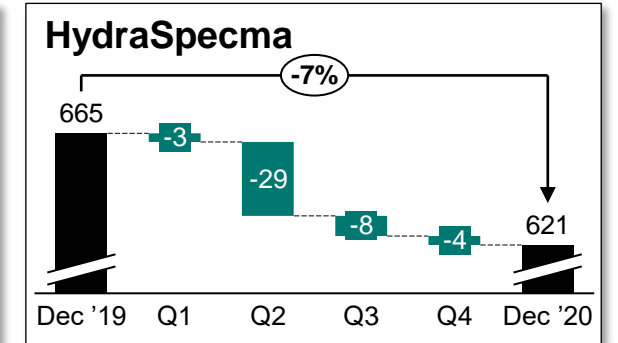
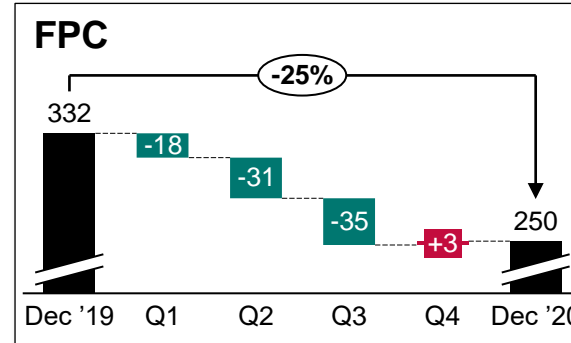
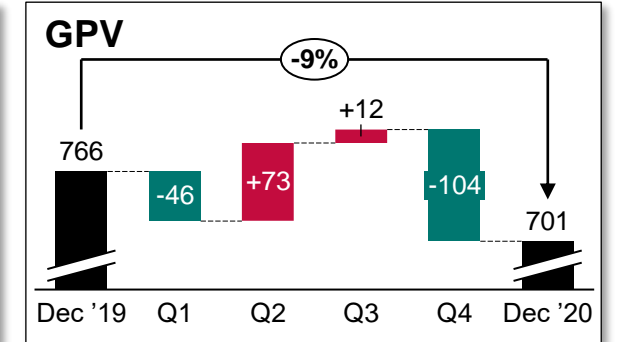
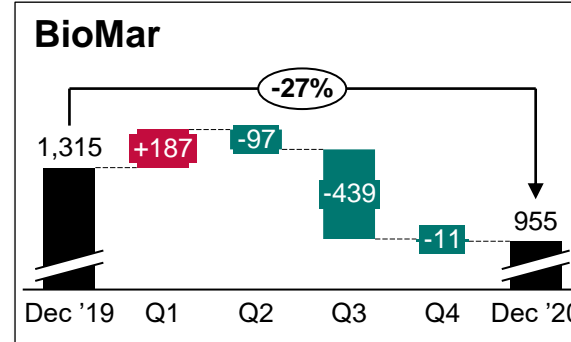
NEGATIVE FACTORS IN 2020

- Corona-driven lockdowns have challenged efficiency and limited demand, especially in the automotive segments
- Lower exchange rates to DKK, especially in Norwegian kroner and US dollars, have reduced revenue by more than DKK 600 million.

Strong NWC development in 2020



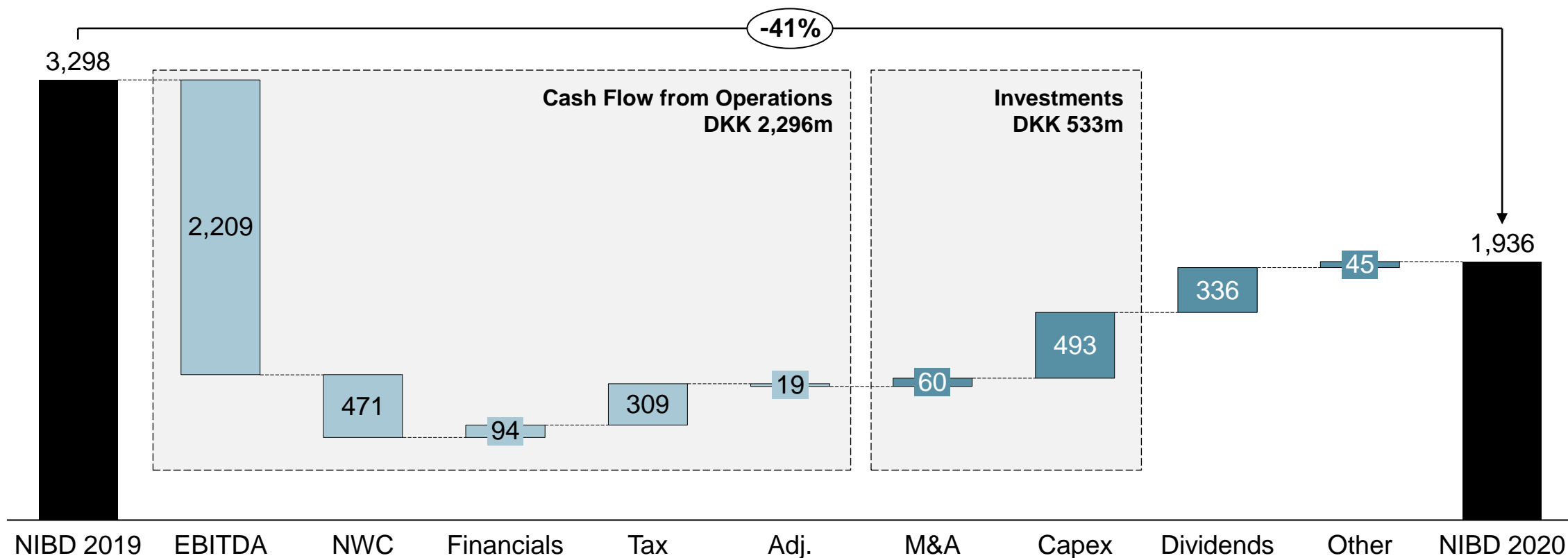
Figures in DKK million



Significant NIBD reduction in 2020

Net Interest-Bearing Debt DKK million

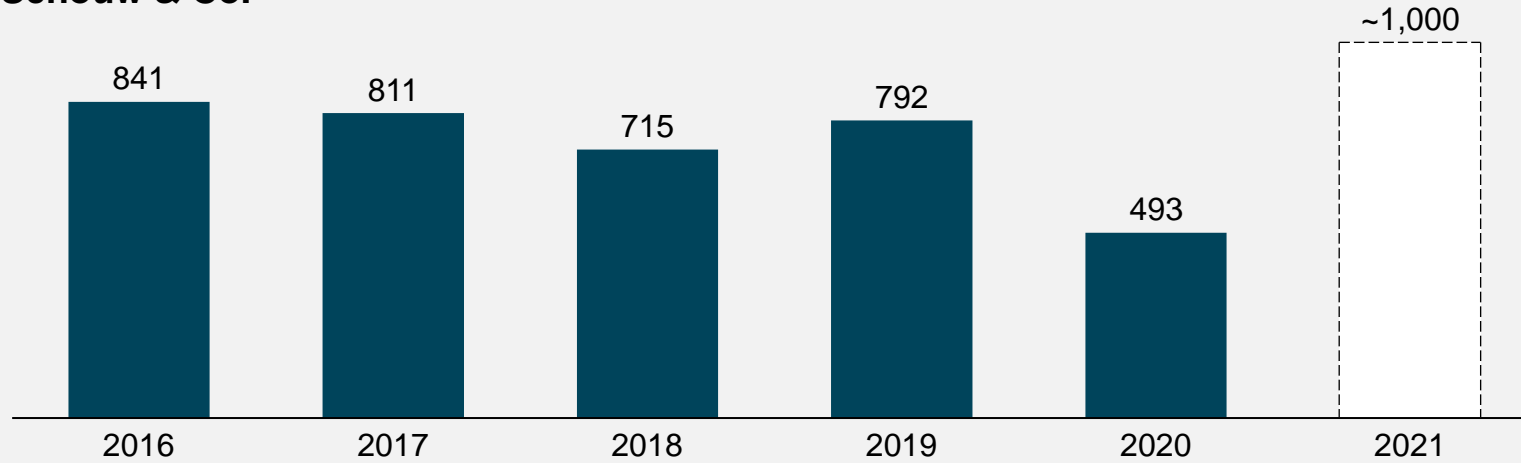
Significant net debt reduction following strong cash generation and low M&A and capex activity



Capex set to increase in 2021

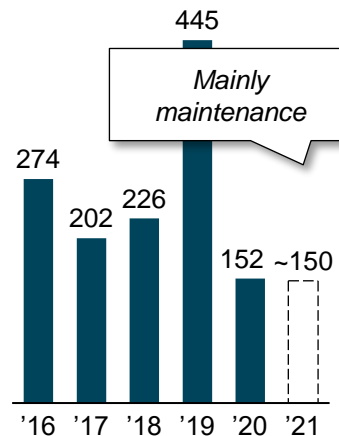
Figures in DKK million

Schouw & Co.

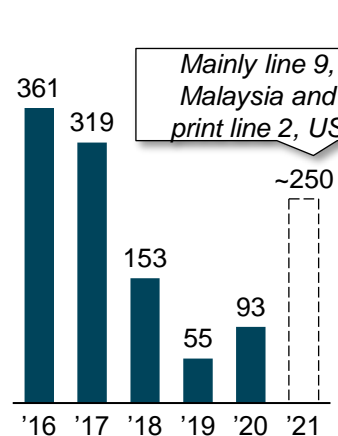


- 2019 marked the end of a major investment program and 2020 capex was lower than recent years
- 2021 capex will pick up on development initiatives and form the basis for new growth
- Major projects are FPC's line 9 expansion in Malaysia (total DKK ~250m in 2020-21) and FIN's two new spunlacing lines in Europe and US (total DKK ~550m in 2021-22)

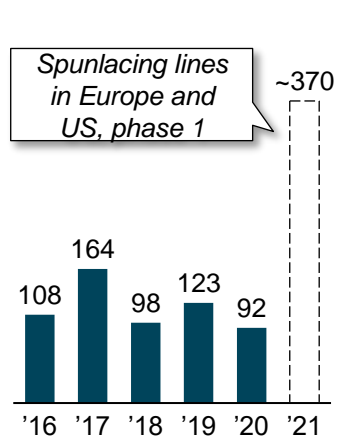
BioMar



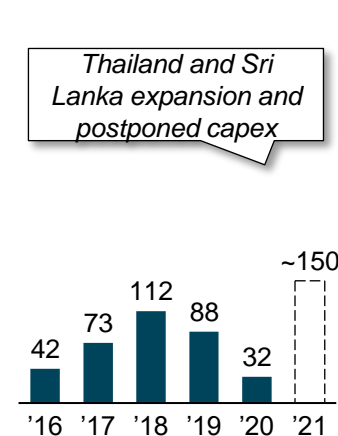
FPC



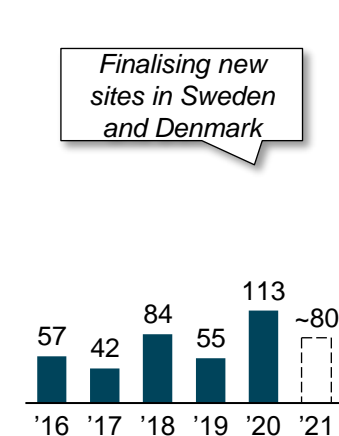
FIN



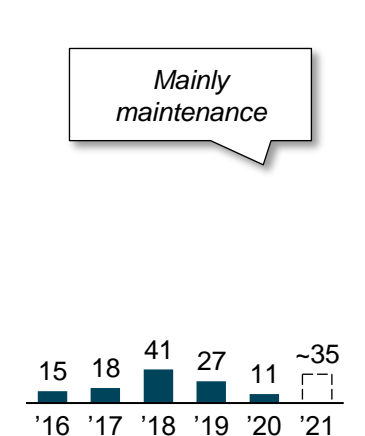
GPV



HydraSpecma



Borg



2021 guidance

Profit DKK million

	2021E	2020R
BioMar	950-1,020	972
Fibertex Personal Care	320-360	406
Fibertex Nonwovens	220-250	270
GPV	220-250	271
HydraSpecma	210-230	211
Borg Automotive	130-150	108
Other	-35	-29
Total EBITDA	2,015-2,225	2,209
PPA depreciations	-85	-89
Other depreciations	-775	-744
Total EBIT	1,155-1,365	1,376
Associates etc.	40	-36
Divestments	-	2
Other financial items	-90	-133
Profit Before Tax	1,125-1,315	1,209

Revenue DKK million

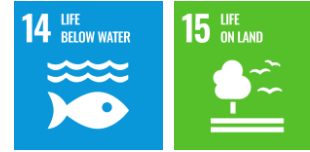
	2021E	2020R
BioMar	c. 12,000	11,649
Fibertex Personal Care	c. 2,200	2,118
Fibertex Nonwovens	c. 1,850	1,791
GPV	c. 2,700	2,887
HydraSpecma	c. 2,100	1,977
Borg Automotive	c. 1,050	871
Other	-	-19
Total Revenue	c. 21,900	21,273

Depreciations DKK million

	2021E	2020R
BioMar	348	335
Fibertex Personal Care	138	137
Fibertex Nonwovens	103	104
GPV	120	120
HydraSpecma	94	88
Borg Automotive	56	48
Other	1	1
Total Depreciations	860	833

BioMar: Solid '20 despite corona uncertainty

A global leader in quality feed for aquaculture focusing on responsible use of sustainable raw materials, food safety and traceability in the entire value chain

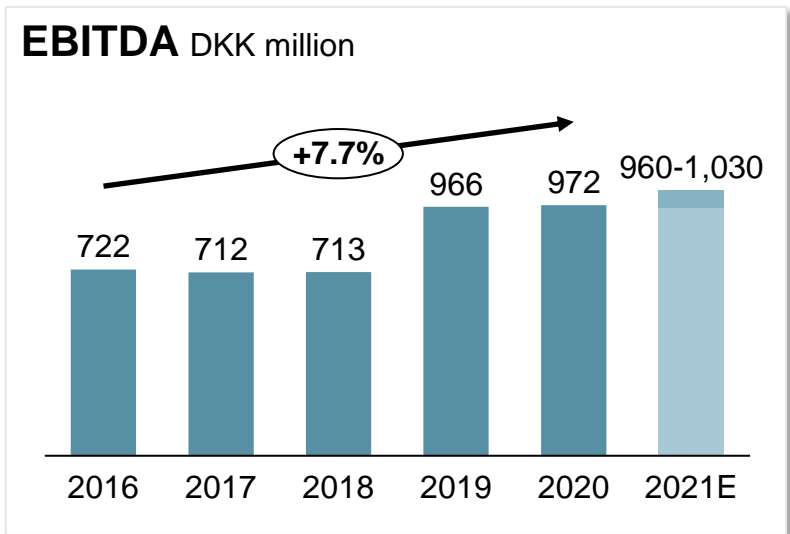
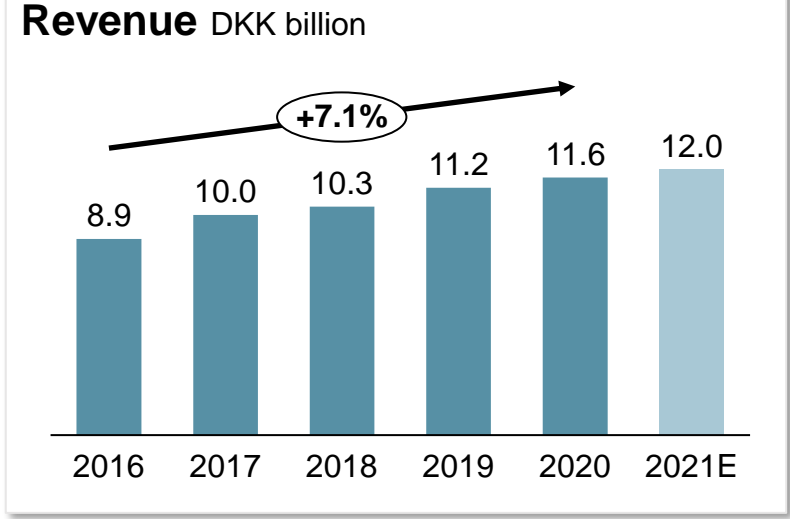


Solid 2020 with 5% growth in volumes despite corona

- FY volume growth, especially in salmon (Norway, Chile, Australia)
- Corona uncertainty throughout most of the year
- Q4 profitability declines due to difficult markets in Chile and Ecuador
- Ramping up in Australia and China
- NWC declines DKK +350m following reduced receivables and inventories
- ROIC solid at 18.4%
- Innovative products/concepts and close collaboration with customers

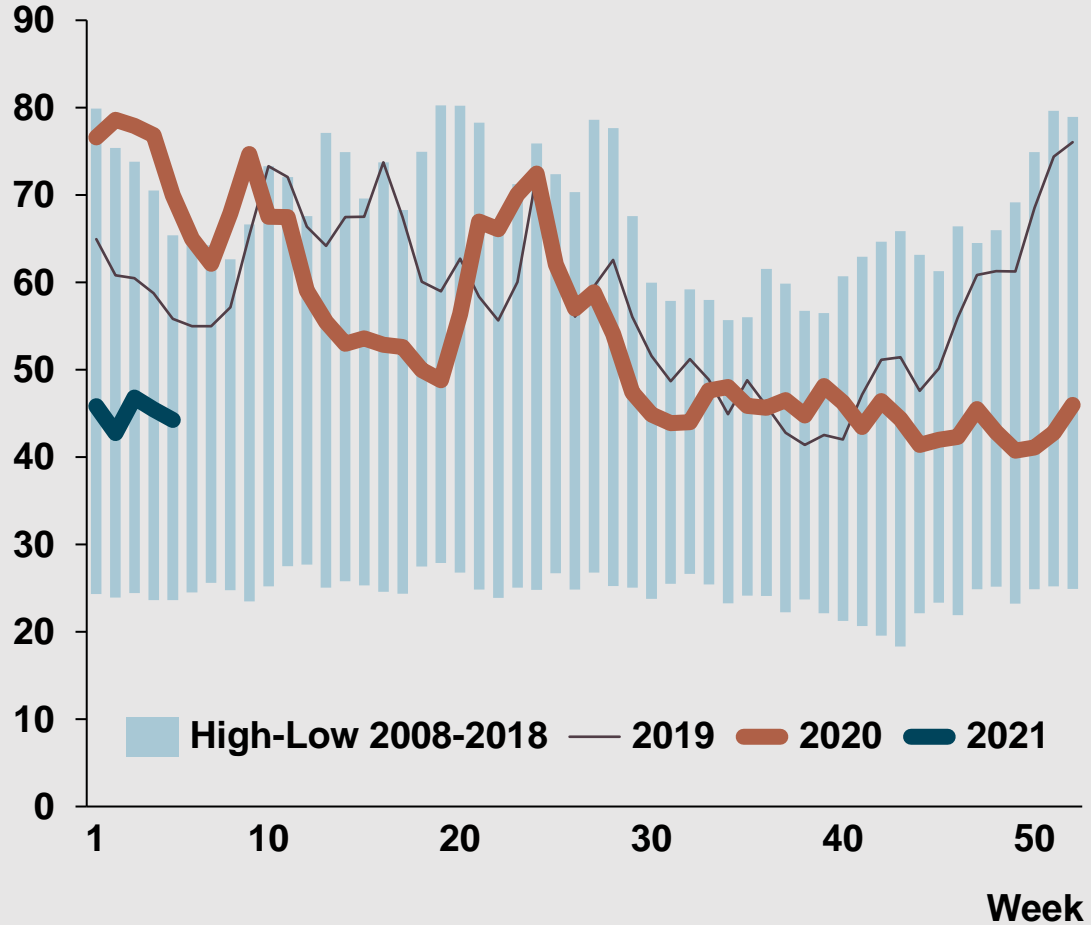
Uncertainty continues in 2021, but strong growth platform

- Some degree of normalisation in HoReCa demand expected
- Volumes expected to increase in '21
- Deal signed for majority ownership of Vietnamese shrimp feed factory
- Investments in IT and technological innovation
- Continue improvements in the salmon markets/Norway
- Significant improvement in associate Salmenes Austral expected

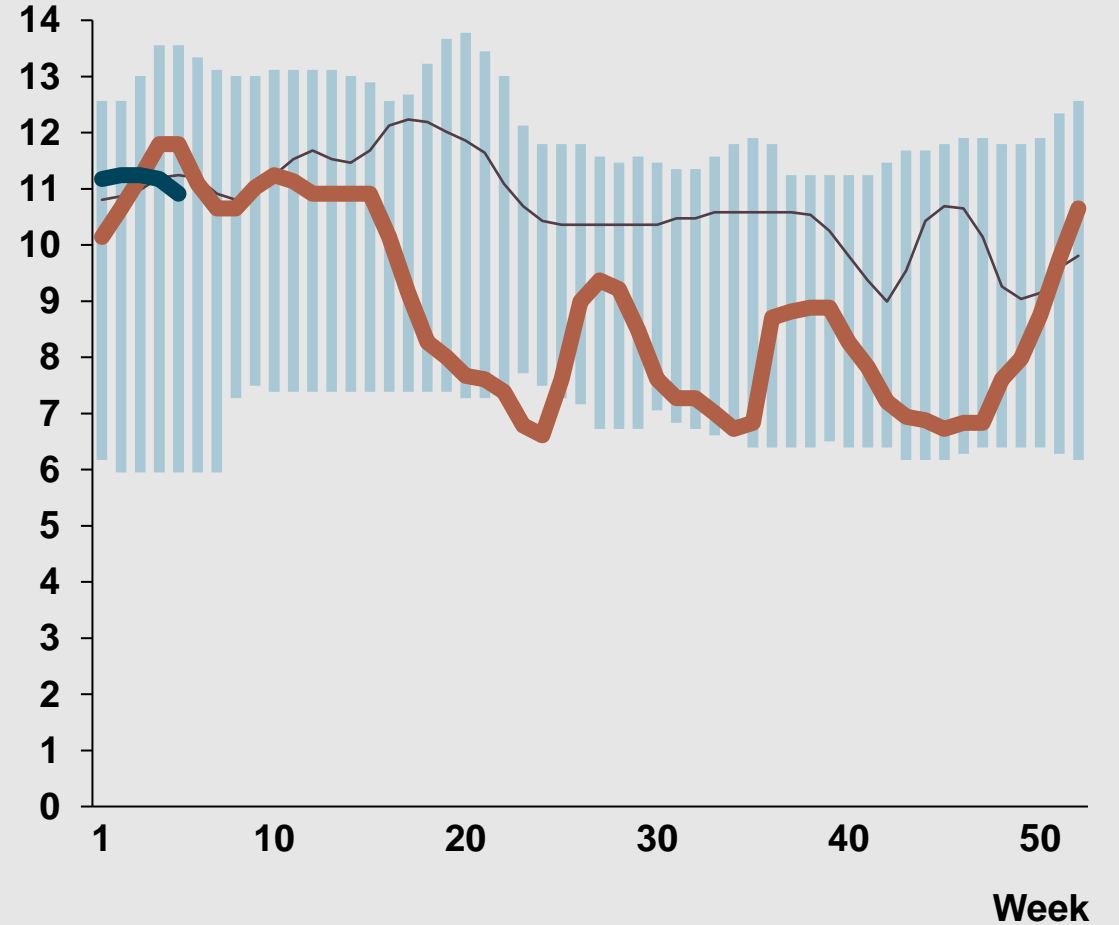


Salmon prices

Fresh Norwegian Atlantic Salmon gutted (NOK/kg)



Fresh Chilean Atlantic Salmon fillets (USD/kg)



FPC: Volume increase and high efficiency

Market leader in spunbond fabrics used in hygiene applications improving everyday health and well-being for millions of people worldwide

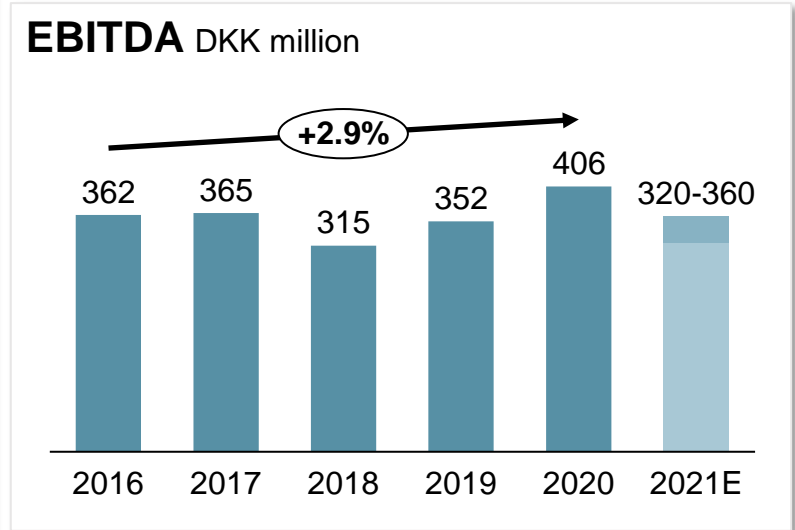
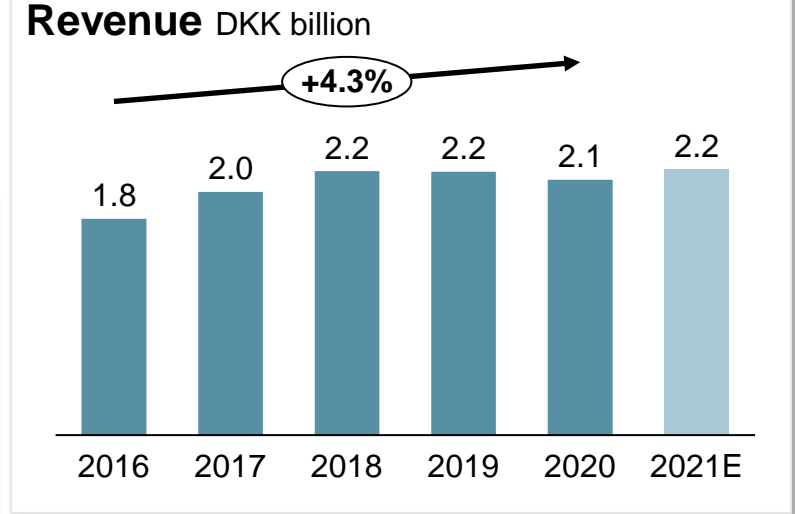


Very strong 2020 with high capacity utilisation

- Nonwovens volumes up +10% leading to full capacity utilisation
- Significant effect of FX in contracts and raw material prices in Q1-Q3
- Print volumes up almost 20% with print being 17% of revenue
- Certified circular PolyPropylene
- Expansion in Malaysia with new nonwovens line
- US print still loss-making but volumes ramping up and second line ordered
- ROIC reaching 18.3%

Current demand pattern expected to in 2021

- Increasing raw materials will have significant negative impact in 2021
- Good demand outlook in both Asia and Europe
- Focus on innovation, speciality products and post-treatment applications
- Increase in revenue solely from higher raw materials which similar has a negative EBITDA impact



FIN: New profitability level

Leading manufacturer of lightweight non-woven fabrics used e.g. to reduce CO₂ emissions in cars, to improve global infrastructure, in wipes and in filtration to secure clean air

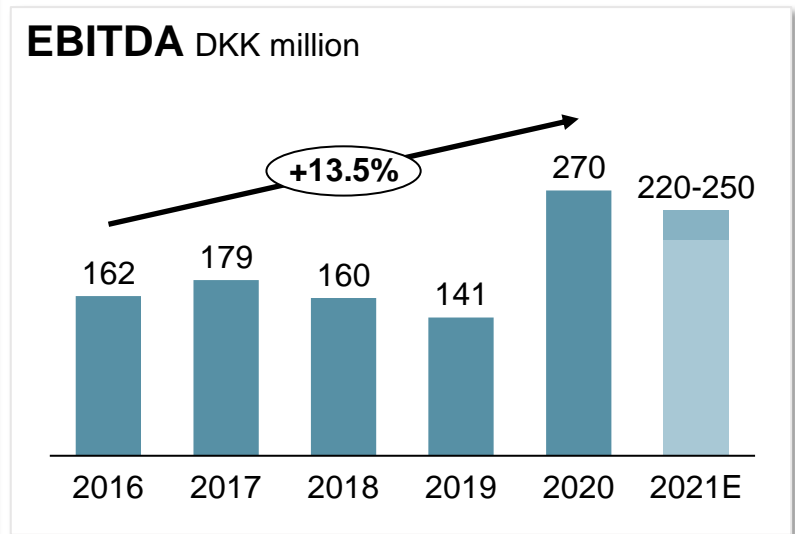
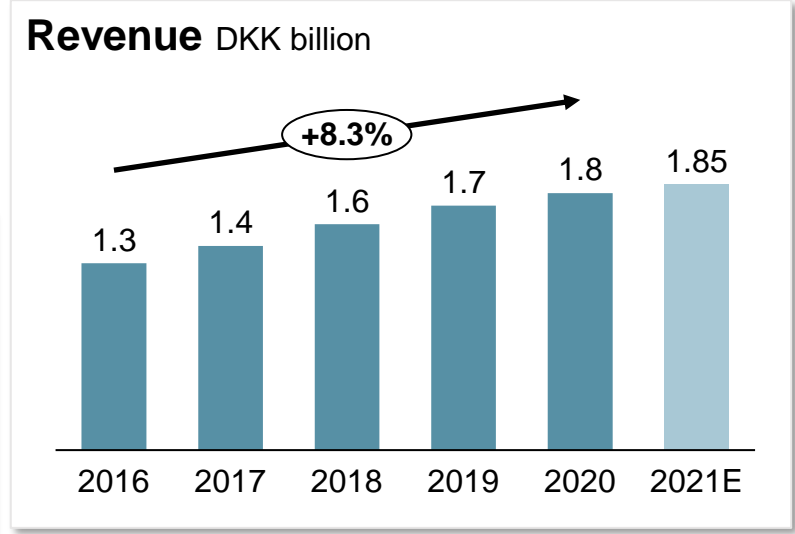


Strong 2020 after strong product mix and efficiency

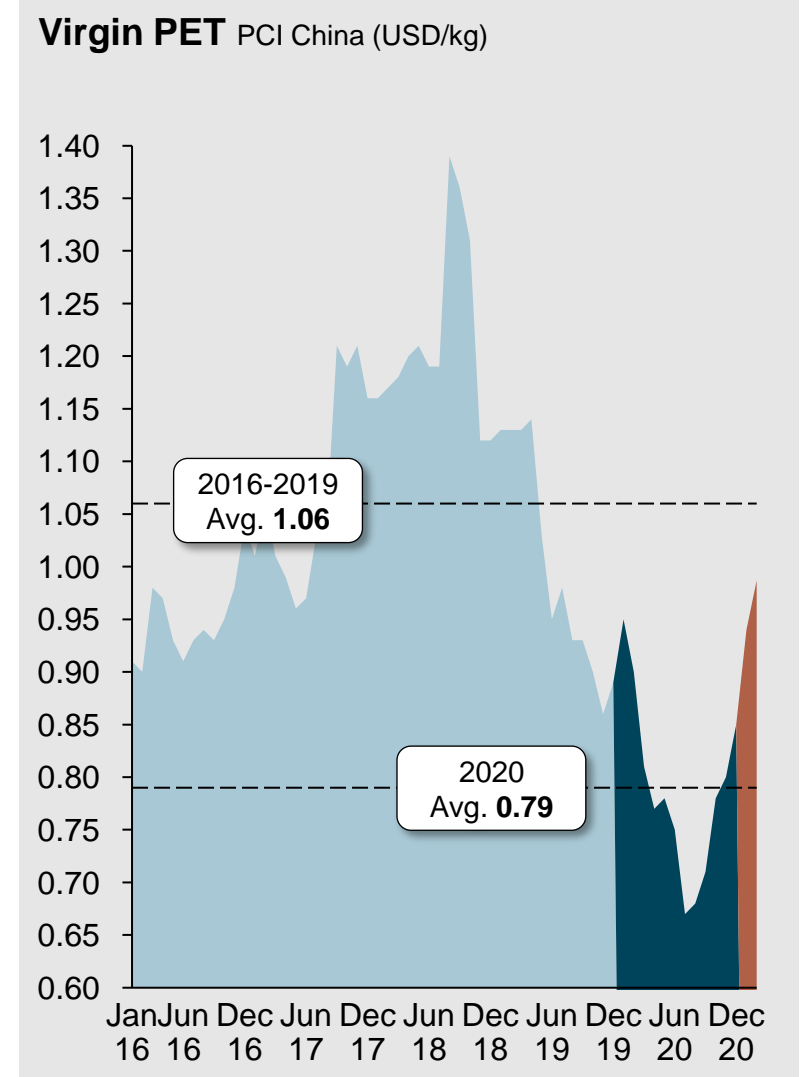
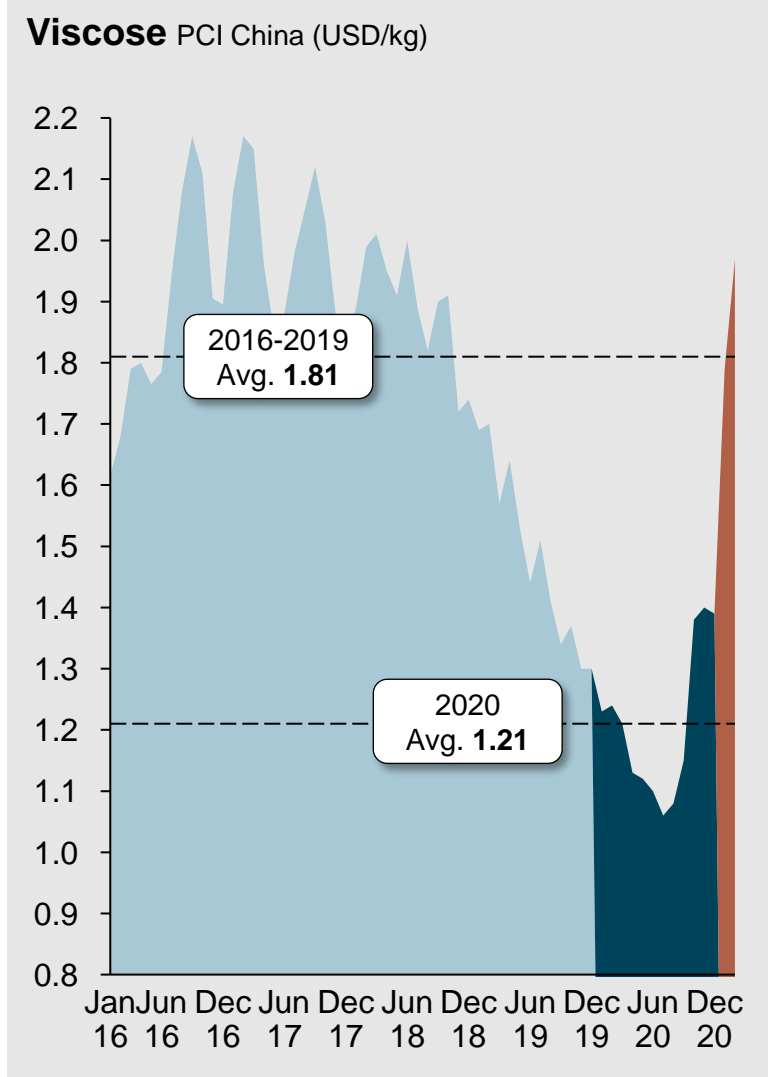
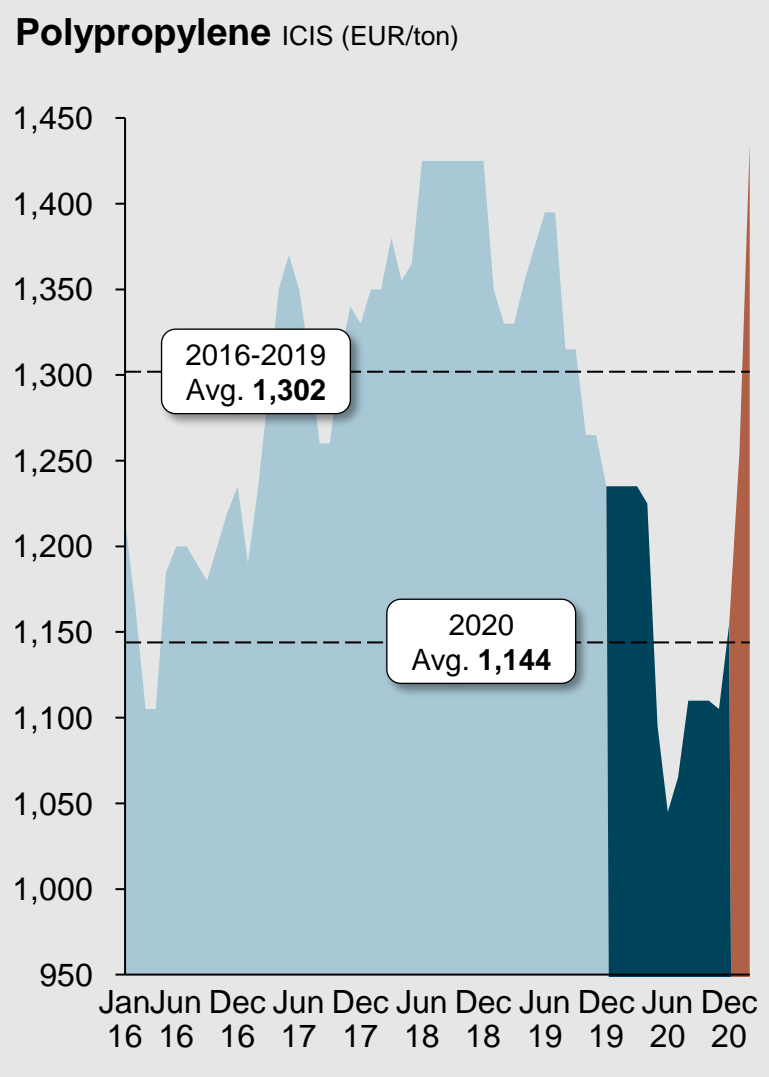
- FY revenue up 5%, and 28% in Q4
- Surge in sales of filtration materials and nonwovens for disposable wipes
- Sales to automotive below 2019 level
- Both sites in the US performing extremely well
- Break-even in South Africa
- Favourable raw material positions and developments effect DKK ~45m
- Strong NWC management
- ROIC up to 12.2% (from 3.1%)

Negative raw material impact expected in 2021 profitability

- Rationale behind recent years of investments and expansion confirmed
- Very strong outlook in wipes market paves the road for a significant spunlacing investment program
- Raw materials currently in shortage with surging prices – negative profit impact as price increases takes time
- Strong demand for filtration materials
- Potential to increase profit and return medium and long-term



Fibertex: Surging raw material prices in 2021



GPV: Very strong finish to 2020

European top 10 EMS company serving global industrial and cleantech customers from Asian factories with significant better-than average health & safety and working conditions

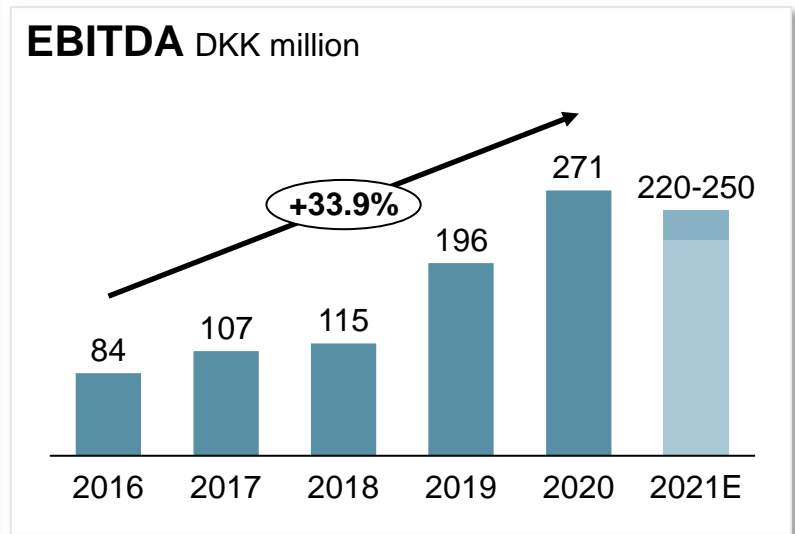
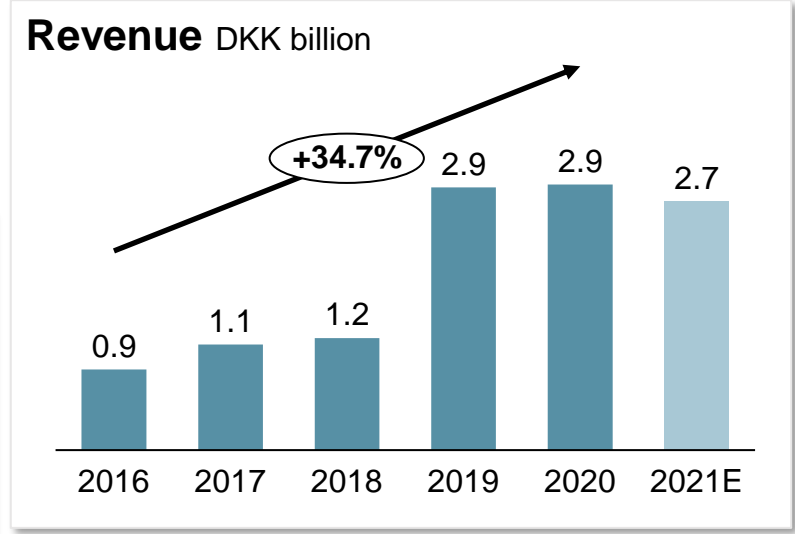


Very strong end to a very unusual year

- 1% improvement in FY revenue
- Reduced demand in certain markets and segments since Q2
- Very strong sales to MedTech with ventilator order of DKK +200m
- Tight cost management and FTE reduction
- CCS integration completed
- Inventory management lowers NWC
- ROIC increases to 11%

2021 profitability without effect of ventilator order

- Strong European market coverage in both Scandinavia and DACH
- Factory footprint optimisation
- Expanding big Asian sites in Thailand and Sri Lanka
- Solid customer pipeline management
- General uncertainty to affect customer demand in 2021
- 2021 revenue guidance below 2020
- Component shortage to increase inventories and affect profitability



HydraSpecma: High activity in wind segment

Leading Nordic Power & Motion hydraulic component and solutions specialist servicing wind turbine and other cleantech customers globally



Significant corona impact but strong sales to wind segment

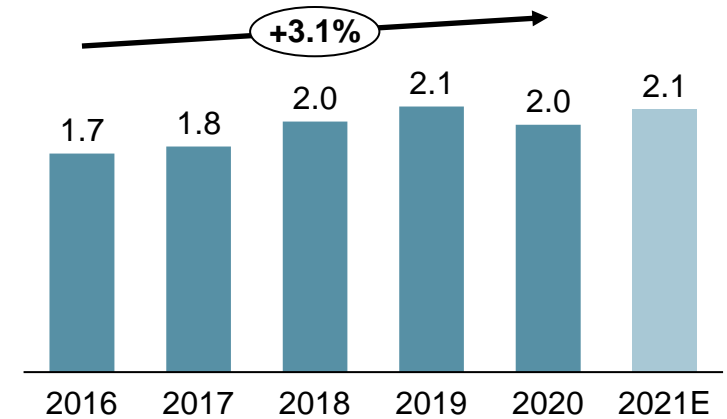
- FY revenue down 7%, however Q4 revenue up 1% Y/Y
- Strong sales to wind throughout 2020 with sales ~30% of total revenue
- Vehicles and mobile OEM affected by lockdowns and declining demand
- EBITDA margin increased to 10.7%
- NWC focus reduces inventories
- ROIC declines to 12.9%



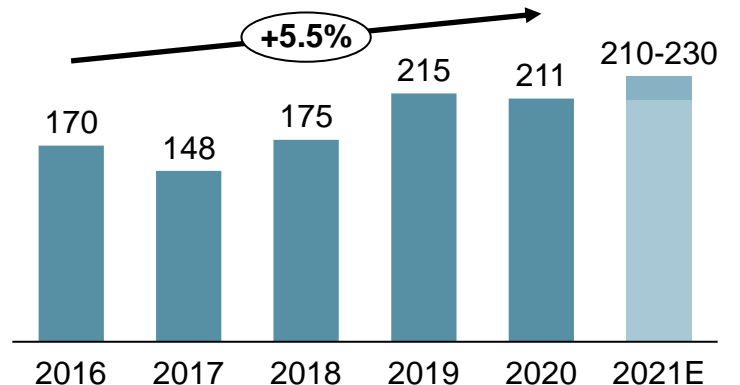
Stable outlook despite uncertainty in some segments

- Vehicle segment expected to grow back to pre-corona levels
- Hydraulics market is volatile and dependent on end markets
- Building sites in Sweden and Denmark
- Further focus on product range within electrification
- 2021 profitability better than 2020 level

Revenue DKK billion



EBITDA DKK million



Borg: Solid navigation in turbulent times

European leader in remanufacturing of automotive parts in a business model fundamentally build on circular economy

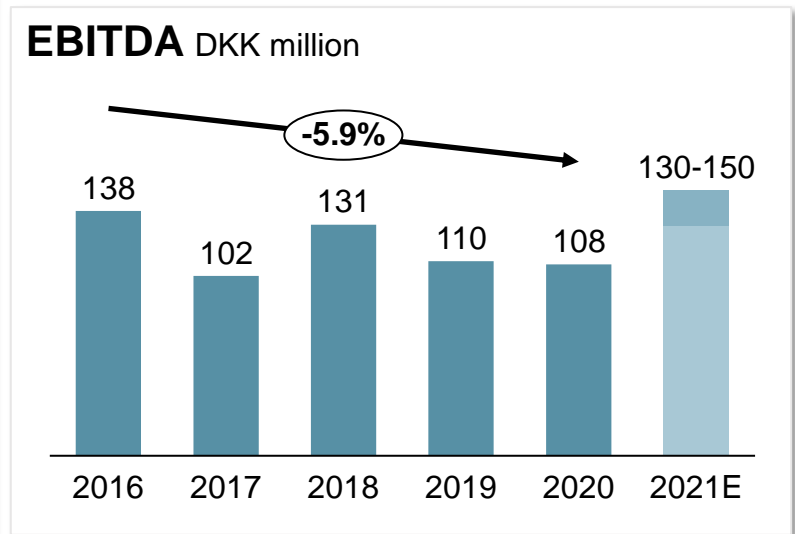
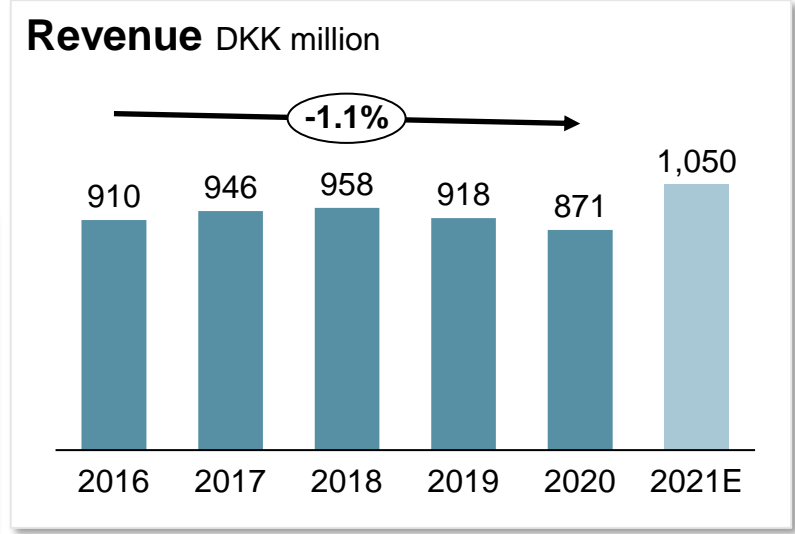


Corona effect on volume and profitability in 2020

- Significant market slowdown under European lockdowns
- Revenue only 5% down, indicating better-than-market sales
- Very strong adjustment of cost base
- EBITDA much better than feared during the year
- ROIC improves to 17.5%

Progress expected in 2021, however still uncertainty

- Strongest reman platform in Europe
- Acquisition of Spanish turbo charger company TMI strengthens product portfolio
- Further develop production systems and optimise logistics platform
- Improve efficiency and profitability in UK unit
- Increase in revenue and EBITDA expected



2021 priorities: Group and company level

Schouw & Co. (Group level)

Improve earnings

- Optimize pricing (margins), adjust cost base
- Close or develop activities that reduce earnings

Investments in growth

- Allocate capital for continued transformation
- Investments/M&A to strengthen long-term competitiveness

Optimisation of capital use

- Optimize workflows to reduce NWC
- Ensure full asset utilization

Future-proofing

- Think long-term but seize opportunities as they arise
- Take responsibility

Business level



- Continue globalising BioMar (incl. Asia)
- Innovate further with technology



- Internationalise design/engineering
- Develop footprint and operational management
- Improve Mexico



- Increase capacity, but ensure utilisation at sites
- Introduce sustainable products, enhance R&D



- Strengthen electrification, grow in wind, and develop Nordic aftermarket
- Optimise footprint (building in Sweden/Denmark)



- Sustain momentum in wipes and nano/filter
- Build spunlace capacity
- Regain volumes in automotive



- Ensure scalability and operational excellence
- Integrate TMI and fix underperforming UK

Enabling long-term and responsible transformation

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