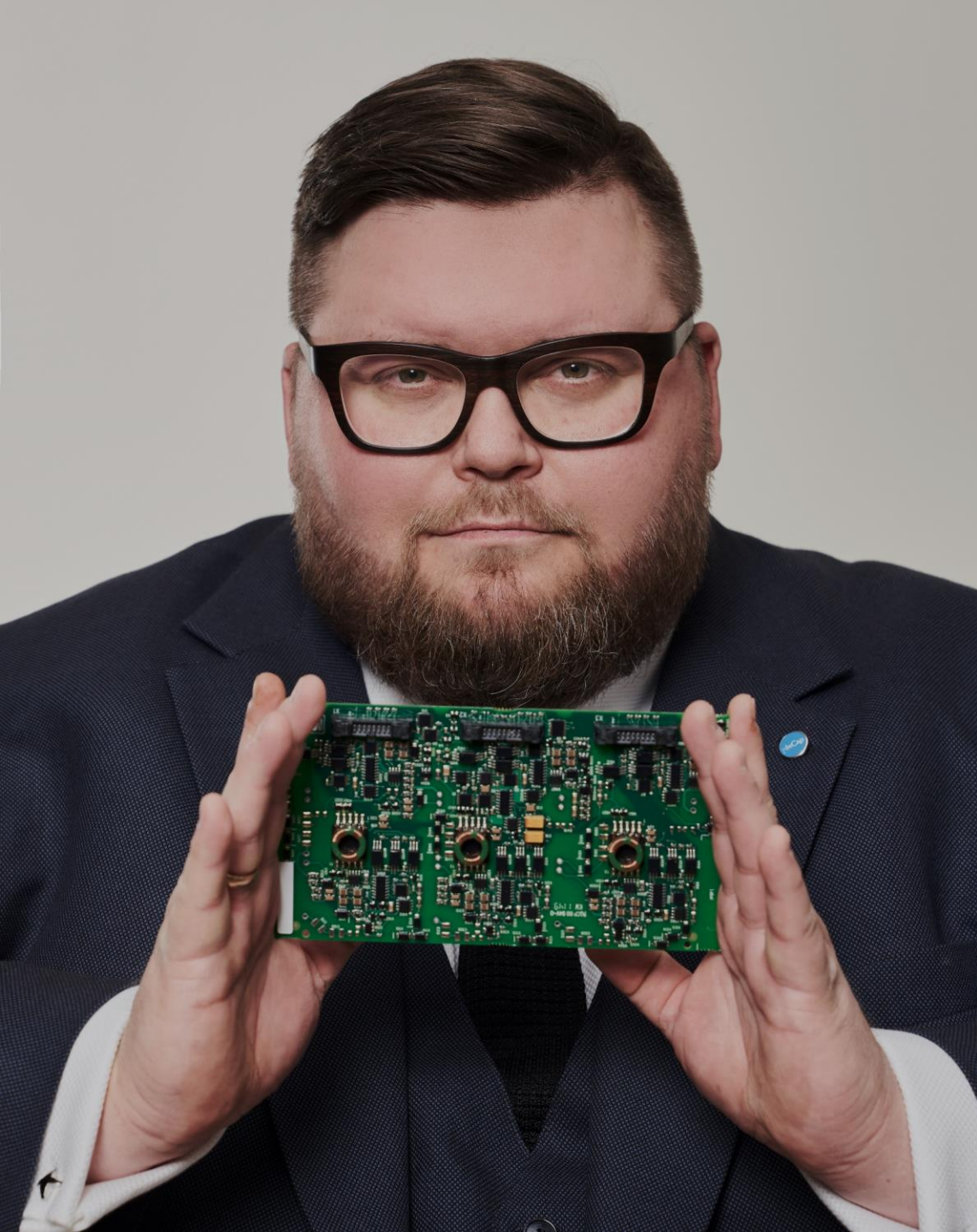




INCAP ANNUAL GENERAL MEETING

27 APRIL 2023

INCAPCORP.COM



CEO REVIEW

2022

YEAR OF STRONG GROWTH

OTTO RICHARD PUKK

President and CEO

27 April 2023

INCAP – A TRUSTED PARTNER IN EMS

- Incap supports customers ranging from large multinationals and mid-sized companies to small start-ups in their complete manufacturing value chain.
- Incap offers state-of-the-art technology, an entrepreneurial culture and highly qualified personnel.
- Operations in Finland, Estonia, India, the UK, Slovakia and Hong Kong. Approximately 2,800 employees.
- Listed on Nasdaq Helsinki Ltd stock exchange since 1997.





2022: YEAR OF STRONG GROWTH

- Revenue increased organically 55% to EUR 263.8 million.
- Operating profit (EBIT) increased to EUR 38.9 million, corresponding to 14.8% of revenue.

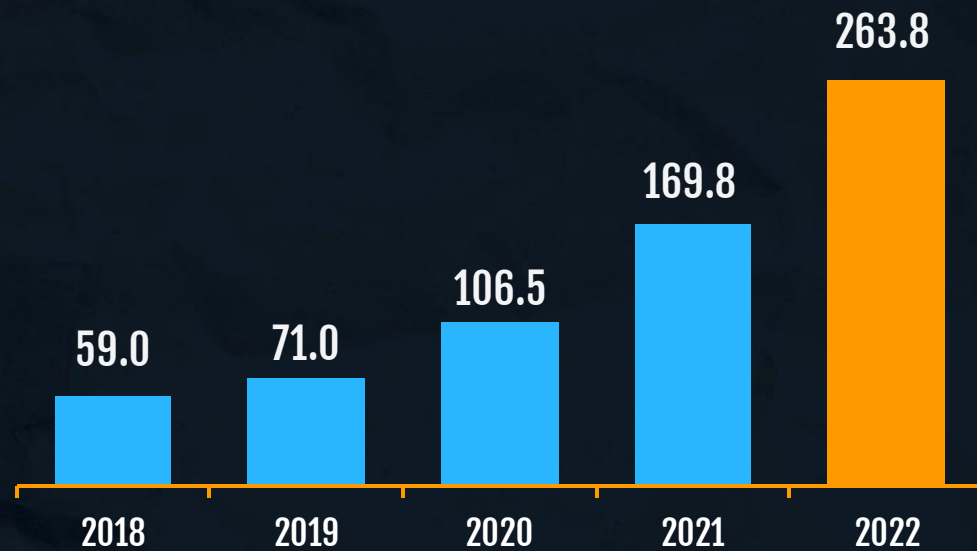
+55%
REVENUE

263.8
MILLION

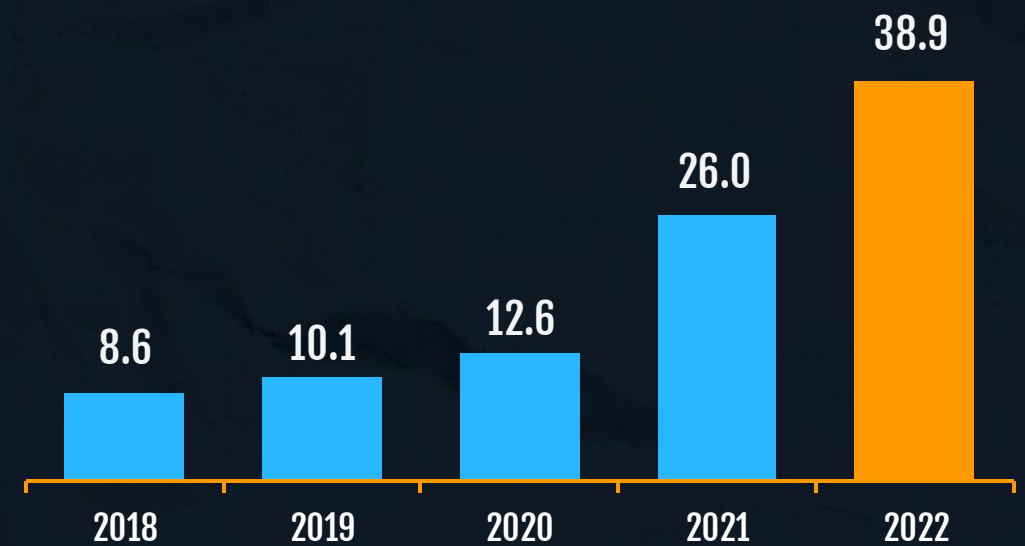
+49.9%
EBIT

A GREAT TEAM

REVENUE, EUR MILLION

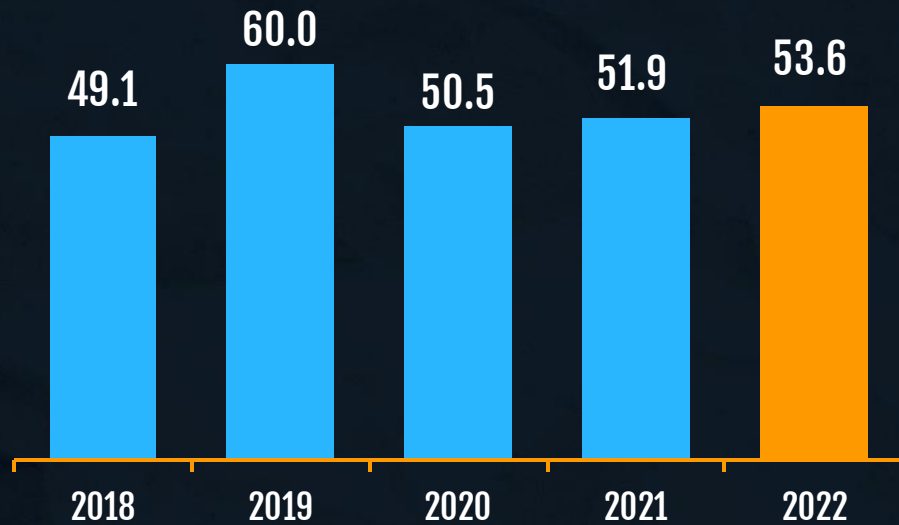


OPERATING PROFIT (EBIT), EUR MILLION

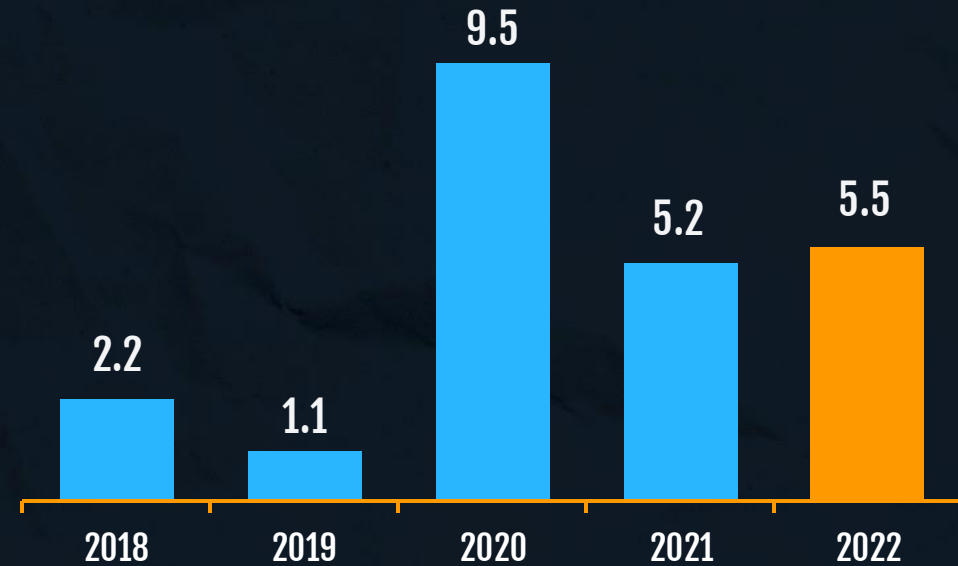


STRONG BALANCE SHEET AND MODERN MACHINERY

EQUITY RATIO, %



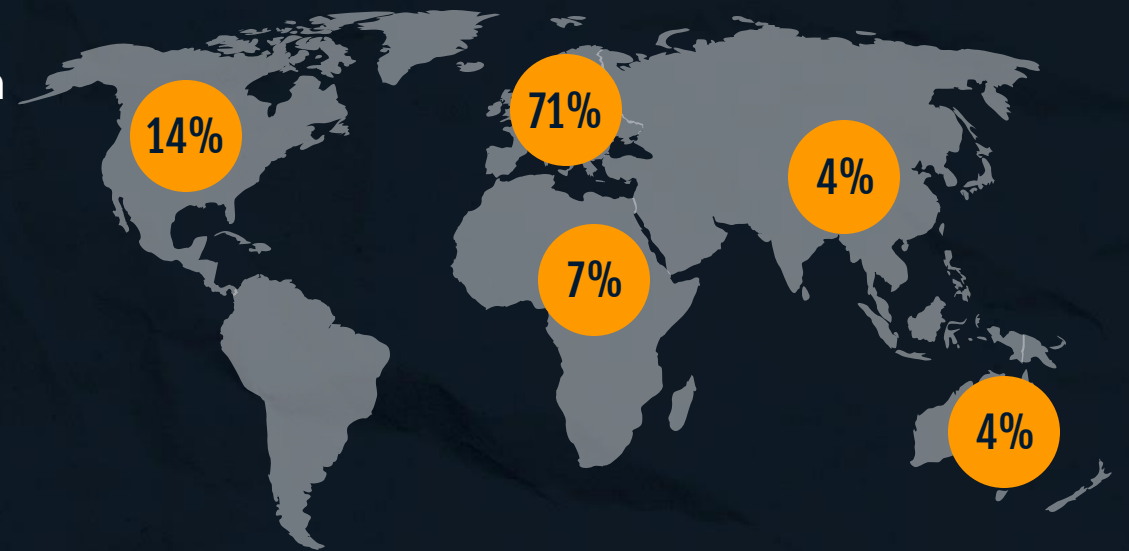
INVESTMENTS, EUR MILLION



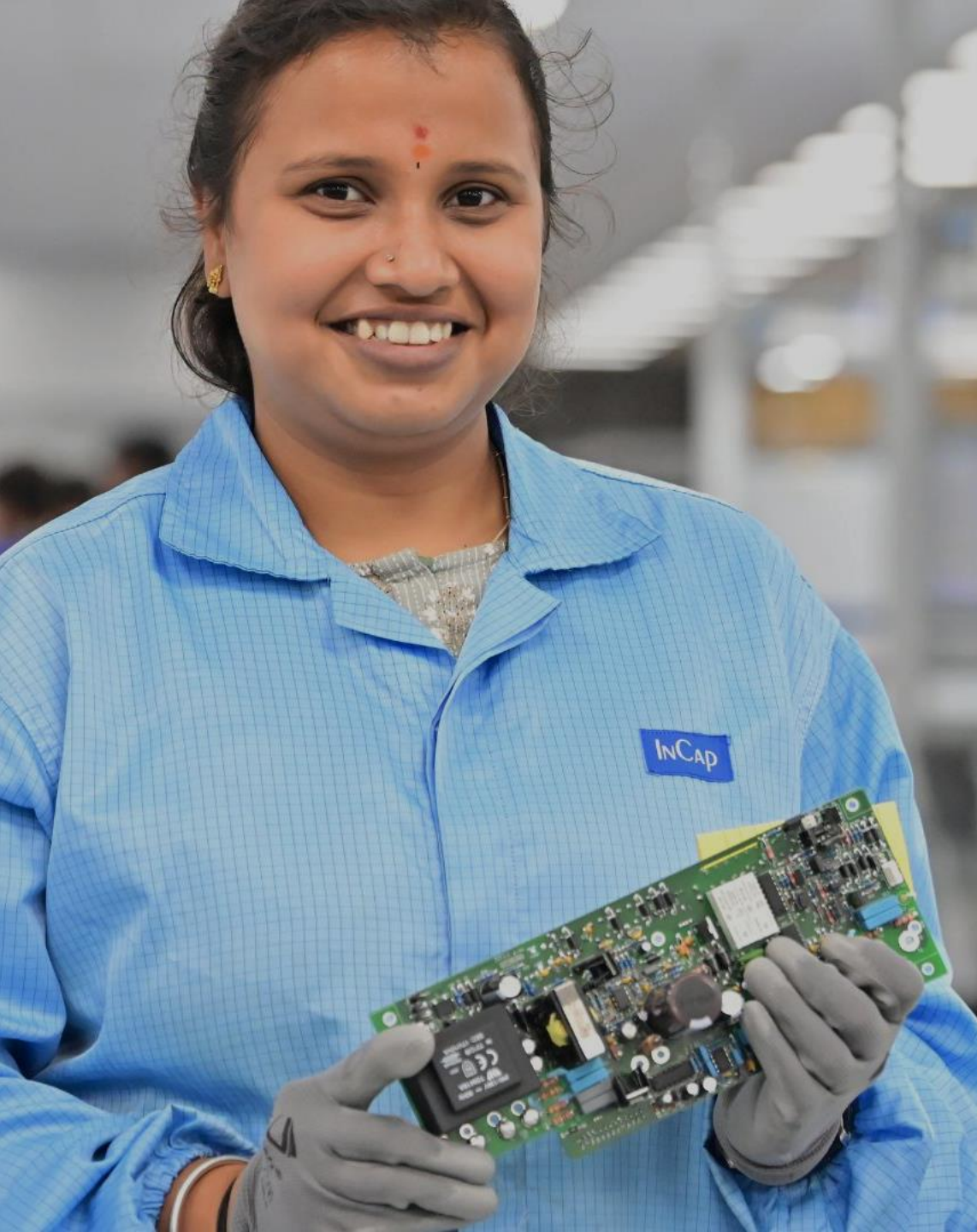
2022 GROWTH IN VOLUMES

- Strong growth driven by the demand for electronics from existing and new customers.
- All-time-high orderbook supported with earlier investments in capacity of Incap's factories.
- Overall growth in industrial electronics, green energy and green mobility.

SHARE OF REVENUE PER REGION IN 2022



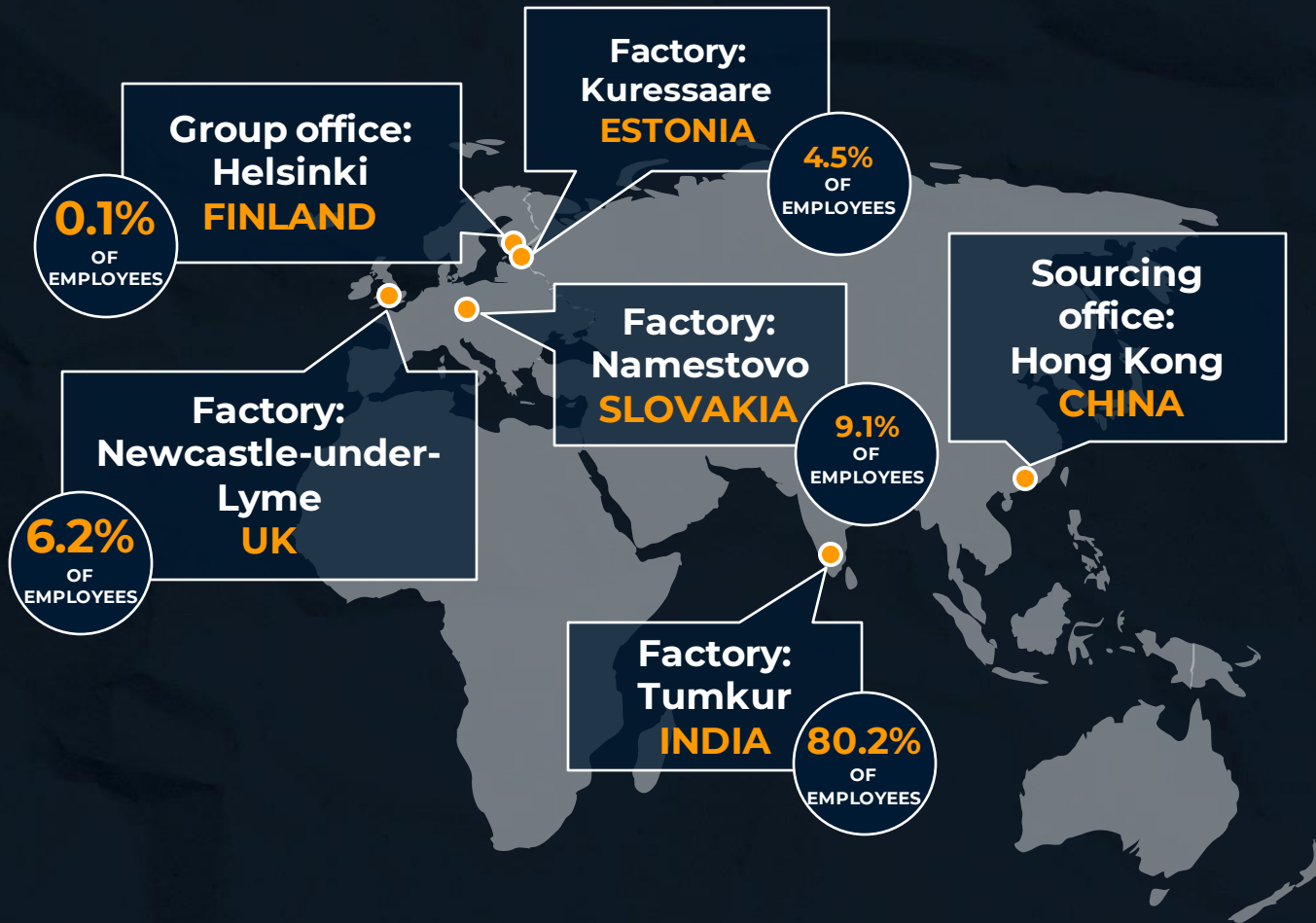
Geographic division of external customers' revenue	1 Jan-31 Dec 2022	1 Jan-31 Dec 2021
Europe	187,204	114,616
North-America	36,314	32,363
South-America		0
Asia	10,928	8,146
Africa	18,340	6,985
Australia	10,977	7,678
	263,763	169,787



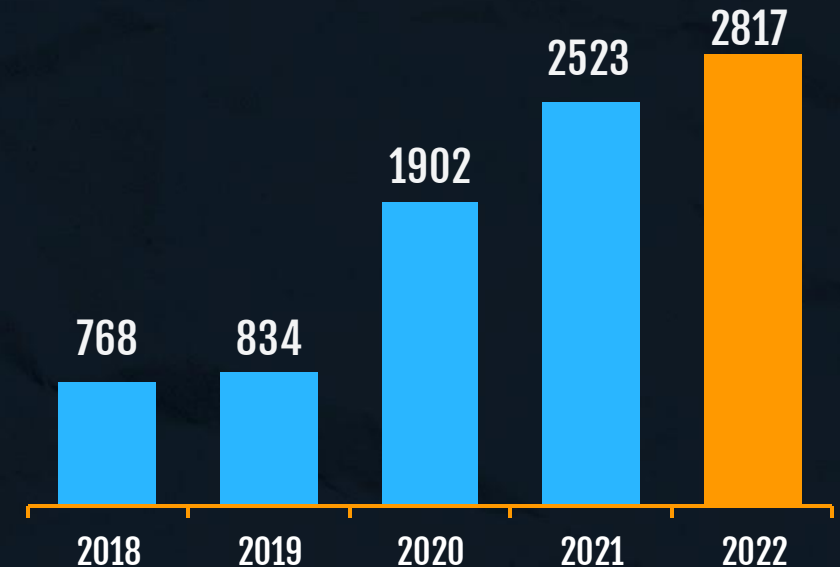
CONTINUOUS IMPROVEMENT **IN 2022**

- Developing our own operations in a sustainable way and developed our corporate responsibility and reporting in 2022.
- Developing our investor relations by means of open and versatile communications (ie. CMD in 2022).
- Continued investing in 2022 while finalising the 3rd factory in India.

HR IN NUMBERS AND BY LOCATION



AVERAGE NUMBER OF PERSONNEL incl. contract workers



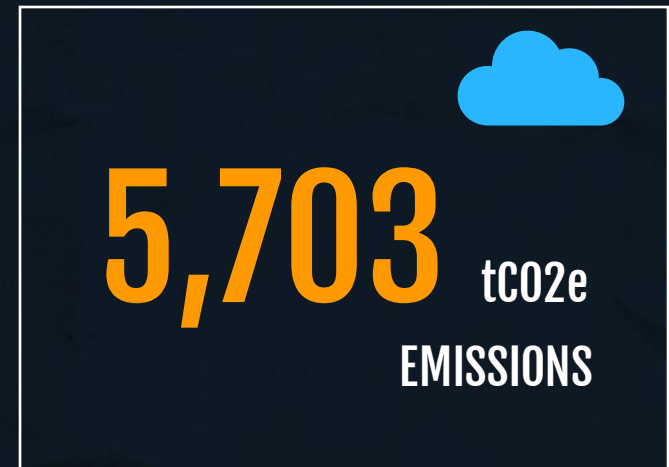


A GREAT TEAM

- Great results achieved with a highly **professional** and **entrepreneurial team**.
- Incap's top quality and efficiency are based on seamless **teamwork** throughout the whole production and delivery chain.
- The dedicated team spirit can also be seen in our **low employee turnover** rate.
- We aim to keep the best professionals at Incap by providing **equal opportunities**, good **training** possibilities and **family friendly** working atmosphere.

CORPORATE **RESPONSIBILITY** PROGRAMME

- Sustainable operations are a must in achieving our goals and reason for initiating Incap's Corporate Responsibility program during 2020.
- To strengthen our commitment for sustainable development, we also joined the United Nations Global Compact initiative in 2021.



NEW CORPORATE RESPONSIBILITY REPORT 2022

- Developing our own **environmental activities**, while increasingly supplying our customers with electronics for **green energy and mobility solutions**.
- Developing our own practices in line with our **sustainability programme**. Focusing on calculating and reporting our CO2 emissions to prepare for increasing reporting requirements and to be able to set a realistic target for the timetable for carbon neutrality in the future.
- We see the increasing ESG reporting as positive developments on our part.



SHARE INFORMATION

IFRS		2022	2021	2020	2019	2018
Per-share data						
Earnings per share	EUR ²	0.94	0.72	0.40	0.29	0.27
Equity per share	EUR ²	2.99	2.15	1.32	1.00	0.72
Dividend per share	EUR ²	0	0	0	0	0
Dividend out of profit	% ¹	0	0	0	0	0
Effective dividend yield	% ¹	0	0	0	0	0
P/E ratio		18.10	21.81	9.14	11.76	5.42

¹ The Board of Directors of Incap Corporation proposes that the Annual General Meeting authorises the Board of Directors to decide on a distribution of dividend of a maximum of EUR 0.80 per share from the profits in accordance with the adopted financial statements of the financial year 1 January 2021 to 31 December 2021, to be distributed in one or several instalments at a later stage based on the Board of Director's assessment. The authorisation shall be valid until the commencement of the next Annual General Meeting. If the Board of Directors decides to exercise the authorisation, the company will publish the possible decision on the amount of the dividend to be distributed separately, and at the same time confirm the pertinent record and payment dates of the dividend payment.

² Number of shares increased in 2020 due to the acquisition of AWS Electronics Group that was partially paid in shares and due to the share issue in November. In 2021 the number of shares decreased due to the actual realized purchase price paid in shares relating to AWS acquisition.

³ Share issued adjusted number of shares in 2020 based on purchase price in shares relating to AWS acquisition and share issue in November 2020. Share issue adjusted number of shares in 2021 based on the actual realized purchase price in shares relating to AWS acquisition.

INCAP 2023

INCAP
FINLAND

INCAP
INDIA

INCAP
ESTONIA

INCAP
SLOVAKIA

INCAP
UK

INCAP
HONG KONG

NEW NORMALCY OF THE MARKET

- As component availability and lead times keep improving, we expect that **visibility will come down to more normal levels** as customers don't need to place orders so much in advance.
- With components available equally for all on the market, **we expect competition to increase** in many segments.





CURRENT SITUATION **UPDATE**

- In April, our largest customer informed us on temporary having **too high inventory level** and decision to reduce it by postponing some orders from 2023 to 2024.
- **We are continuing our cooperation** and now helping them by adjusting our production volumes to help them reduce their inventory levels, which will naturally impact our revenue for 2023.
- In the long term, **EMS business outlook remains positive**. We remain committed to actively invest in our operations and develop them. In line with our growth strategy and supported with our solid financial position, we continue to focus on pursuing M&A.



OUTLOOK

- **Incap estimates that its revenue and operating profit in 2023 will be lower than in 2022.**
- We are nevertheless convinced that our decentralised operational model and our committed team will help to maintain the **good level of profitability** also in the future.
- In the long term, **EMS business outlook remains positive**. We remain committed to actively invest in our operations and develop them.
- In line with our growth strategy and supported with our solid financial position, we **continue to focus on pursuing M&A**.

A close-up portrait of Otto Pukk, a man with a full beard and glasses, wearing a dark suit jacket and a white shirt. He is looking directly at the camera with a slight smile, and his right hand is raised to his forehead, resting on the top of his glasses. The background is a plain, light gray.

THANK YOU!

AT YOUR SERVICE

OTTO PUKK

President and CEO
at Incap Corporation

otto.pukk@incapcorp.com



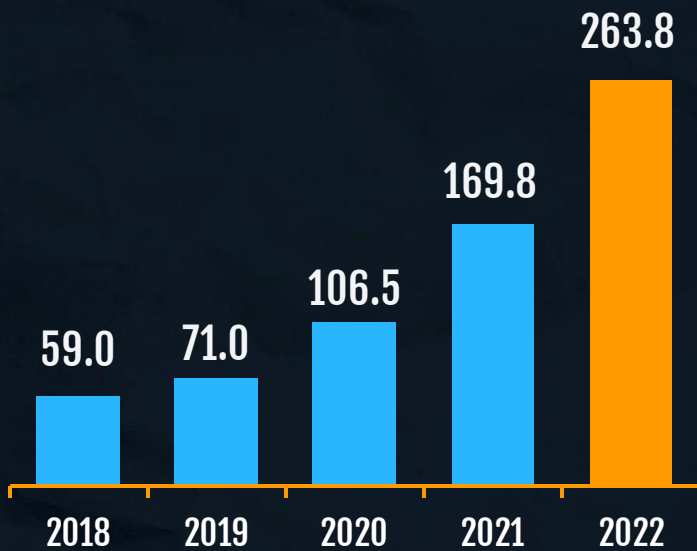
FINANCIAL STATEMENTS 2022

ANTTI PYNNÖNEN
CFO

27 April 2023

A YEAR OF **GROWTH** FOR INCAP

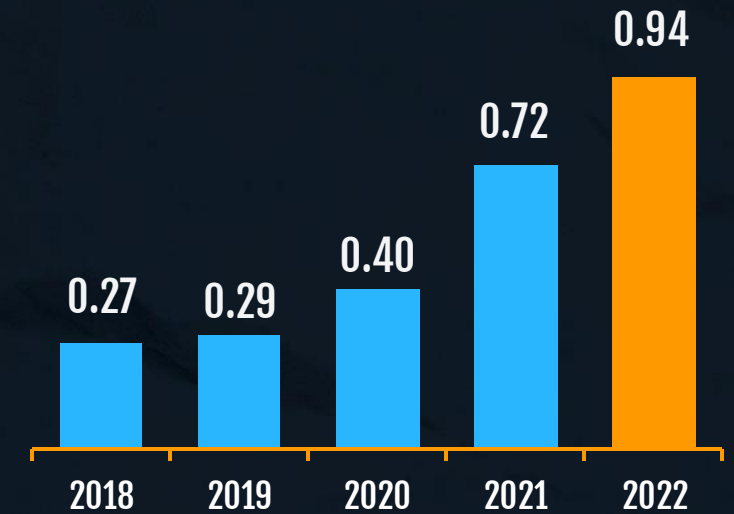
REVENUE, EUR MILLION



OPERATING PROFIT (EBIT), EUR MILLION



EARNINGS PER SHARE (EPS), EUR



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

1,000 euros	Note	1 Jan-31 Dec 2022	Restated 1 Jan-31 Dec 2021
Revenue	3	263,763	169,787
Other operating income	4	679	200
Changes in inventories of finished goods and work in progress		4,897	10,232
Raw materials and consumables used	5	-194,330	-127,032
Personnel expenses ^{*)}	8	-16,381	-14,509
Depreciation and amortisation	7	-3,827	-3,286
Other operating expenses ^{*)}	6	-15,859	-9,419
Operating profit		38,942	25,974
Financial income	9	385	844
Financial expenses	9	-2,701	-1,098
Profit before tax		36,627	25,721
Income tax	10	-9,032	-4,662
Profit for the year		27,595	21,059
Consolidated statement of comprehensive income			
Other comprehensive income:			
Items that are not transferred to the statement of income			
Revaluation of employee benefits		54	15
Items that may be reclassified subsequently to profit or loss			
Translation differences from foreign units		-3,328	2,470
Other comprehensive income, net		-3,274	2,485
Total comprehensive income		24,321	23,544

CONSOLIDATED BALANCE SHEET

1,000 euros	Note	31 Dec 22	31 Dec 21
ASSETS			
Non-current assets			
Property, plant and equipment	12	13,476	10,115
Right-of-use assets	12	6,893	3,736
Goodwill	13	7,178	7,547
Other intangible assets	13	4,026	4,517
Other financial assets	14	4	4
Deferred tax assets	15	362	852
Other receivables	17	614	346
Total non-current assets		32,553	27,117
Current assets			
Inventories	16	91,798	59,467
Trade and other receivables	17	36,416	33,654
Cash and cash equivalents	18	7,559	9,249
Total current assets		135,773	102,371
Total assets		168,326	129,488

CONSOLIDATED BALANCE SHEET

1,000 euros	Note	31 Dec 22	31 Dec 21
EQUITY AND LIABILITIES			
Equity attributable to equity holders of the parent	19		
Share capital		1,000	1,000
Exchange differences		-5,487	-2,159
Unrestricted equity reserve		22,184	22,185
Retained earnings		69,728	41,867
Total equity		87,426	62,893
Non-current liabilities			
Borrowings	22	5,428	1,363
Lease liabilities	22	5,222	2,351
Deferred tax liabilities	15	624	851
Employee benefit obligations	22	280	312
Other liabilities	23	1,619	1,619
Total non-current liabilities		13,173	6,496
Current liabilities			
Trade and other payables	23	56,708	52,435
Borrowings	22	8,898	5,754
Lease liabilities	22	1,616	1,484
Employee benefit obligations	22	57	59
Other liabilities	23	449	368
Total current liabilities		67,727	60,099
Total liabilities		80,900	66,595
Total equity and liabilities		168,326	129,488

CONSOLIDATED CASH FLOW STATEMENT

1,000 euros	Note	1 Jan-31 Dec 2022	1 Jan-31 Dec 2021
Cash flow from operations			
Operating profit, in total		38,942	25,974
Adjustments to operating profit	26	4,539	4,530
Change in working capital			
Change in current receivables		-5,416	-7,775
Change in inventories		-35,589	-34,615
Change in current liabilities		4,752	26,634
Interest paid		-857	-557
Interest received		12	9
Tax paid and tax refund		-7,192	-4,530
Cash flow from operations		-808	9,669
Cash flow from investing activities			
Capital expenditure on tangible and intangible assets		-5,465	-4,520
Proceeds from sales of tangible and intangible assets		45	
Acquisition of subsidiary less cash at the date of acquisition			-650
Cash flow from investing activities		-5,420	-5,170
Cash flow from financing activities			
Drawdown of loans		16,288	6,886
Repayments of loans		-9,843	-4,725
Right-of-use asset payments	28	-1,385	-1,356
Cash flow from financing activities		5,060	805
Change in cash and cash equivalents			
Cash and cash equivalents at beginning of period		9,249	3,899
Effects of changes in exchange rates		-522	46
Cash and cash equivalents at end of period	18	7,559	9,249

FIVE-YEAR KEY FIGURES

IFRS		2022	2021	2020	2019	2018
Revenue	EUR million	263.8	169.8	106.5	71.0	59.0
Growth/change	%	55	59	50	20	21
Operating profit/loss	EUR million	38.9	26.0	12.6	10.1	8.6
Share of revenue	%	14.8	15.3	11.8	14.2	14.6
Profit/loss before tax	EUR million	36.6	25.7	11.5	9.7	7.9
Share of revenue	%	13.9	15.1	10.8	13.6	13.5
Return on equity (ROE)	%	36.7	41.5	30.5	33.4	44.7
Return on investment (ROI)	%	43.0	43.8	34.8	43.4	46.8
Total assets	EUR million	168.3	129.5	76.4	36.5	32.1
Equity ratio	%	53.6	51.9	50.5	60.0	49.1
Net gearing	%	15.9	3.2	15.3	-2.7	16.6
Interest-bearing net debt	EUR million	13.9	2.0	5.9	-0.6	2.6
Quick ratio		0.7	0.8	1.0	1.6	1.0
Current ratio		2.0	1.7	1.8	2.6	1.8
Investments	EUR million	5.5	5.2	9.5	1.1	2.2
Share of revenue	%	2.1	3.1	8.9	1.6	3.7
R&D expenditure	EUR million	0.3	0	0	0	0
Share of revenue	%	0.1	0	0	0	0
Average number of employees, incl. contract workers		2,619	2,165	1,424	830	684
Dividends	EUR million ¹	0	0	0	0	0

A portrait of Antti Pynnönen, a man with short brown hair and a light beard, smiling. He is wearing a white collared shirt and a dark suit jacket. The background is dark with horizontal light streaks.

THANK YOU!

ANTTI PYNNÖNEN
CFO at Incap Corporation

Antti.Pynnonen@incapcorp.com

INCAP CORPORATION

MORE INFORMATION
incapcorp.com