

On a journey towards accelerated growth

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Capital Markets Day 2024

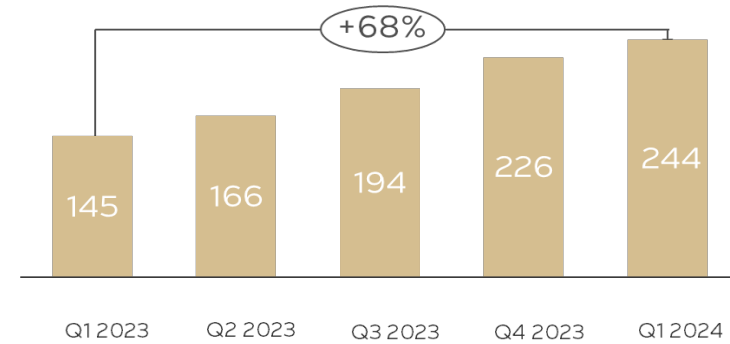


A world leader in digital and climate solutions for the global food supply chain

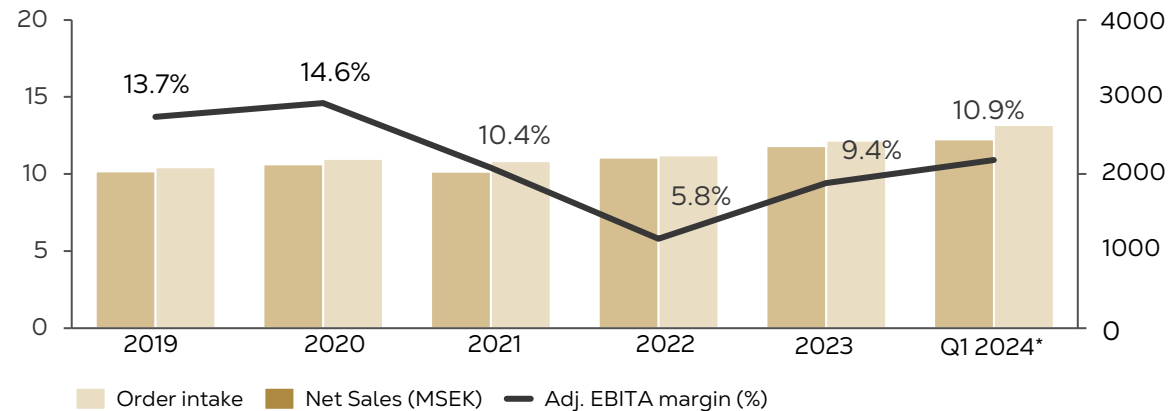
Key figures Q1 2024

859	17%	11.7%	13
Employees (FTEs)	of Group Net Sales	adj. EBITA margin	Production & software locations

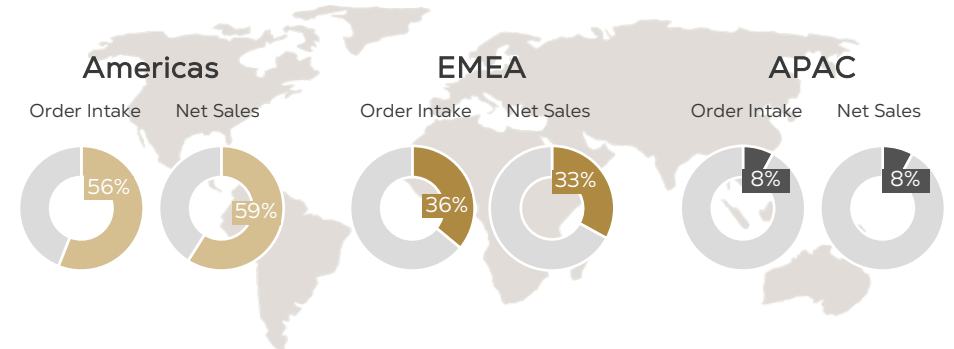
ARR (MSEK) development Q1 2023-Q1 2024



Growth & Profitability



Regional distribution Q1




*Last twelve months



Retrospect from CMD 2021 – FoodTech on a journey

Our offering




DIGITAL SOLUTIONS




CLIMATE SOLUTIONS



SOFTWARE



CONTROLLERS & SENSORS



EQUIPMENT

Our strategic direction

IV.
Lead the software market

III.
Connect the world's farms

II.
Grow through climate solutions

I.
Defend and strengthen our position

Achievements

Growth of digital

- ✓ Launch of Amino platform and additional modules
- ✓ Investments in innovation, software development and execution capabilities
- ✓ Acquisitions & partnerships
- ✓ Performance management

Turnaround of equipment:

- ✓ Launch of new products (Air cleaning heat recovery)
- ✓ Capture opportunities in the US market
- ✓ Development of underserved markets (e.g. Middle East, North Europe)
- ✓ Improvement of gross margins through pricing and operational efficiency

Results, Q1 2024

+17%

Order intake growth, Q1 2024 vs Q1 2023

+10%

Organic sales growth, Q1 2024 vs Q1 2023

+68%

ARR growth Q1 2024 vs Q1 2023

11.7%

Adjusted EBITA Q1 2024 (4.7% Q1 2023)



FoodTech on a journey of accelerated growth

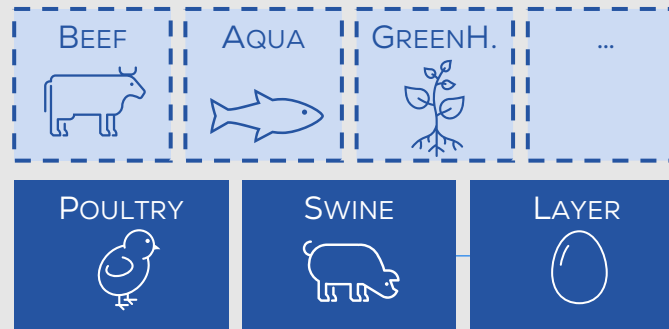
1. Developing existing segments

Continuous enhancements and penetration of already conquered segments through multiple growth avenues



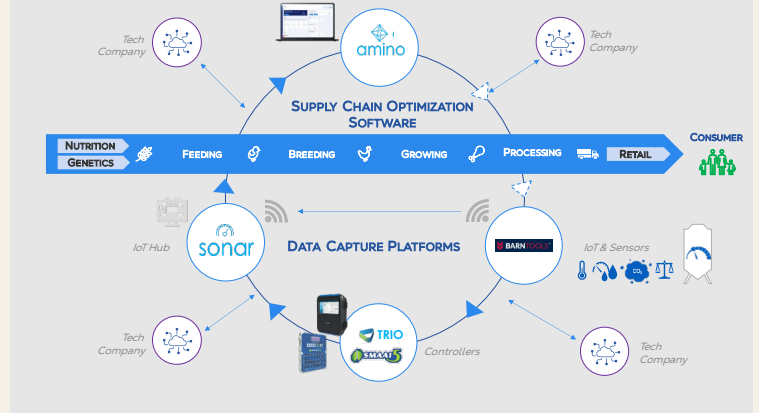
2. Replicating into new segments

Expansion to new segments, leveraging replicable model and capabilities



3. Establishing the data eco-system & attracting technology leaders

Establishment of eco-system, being the unifying technology leader that connects and delivers value to other stakeholders of the food industry



4. MOVING WITH SPEED AND BEING THE FIRST MOVER

- Customer penetration
- Data capture
- Innovation/ development

ENABLERS

Customer centricity | Scalability | Innovation | People & Culture | Footprint & Legacy



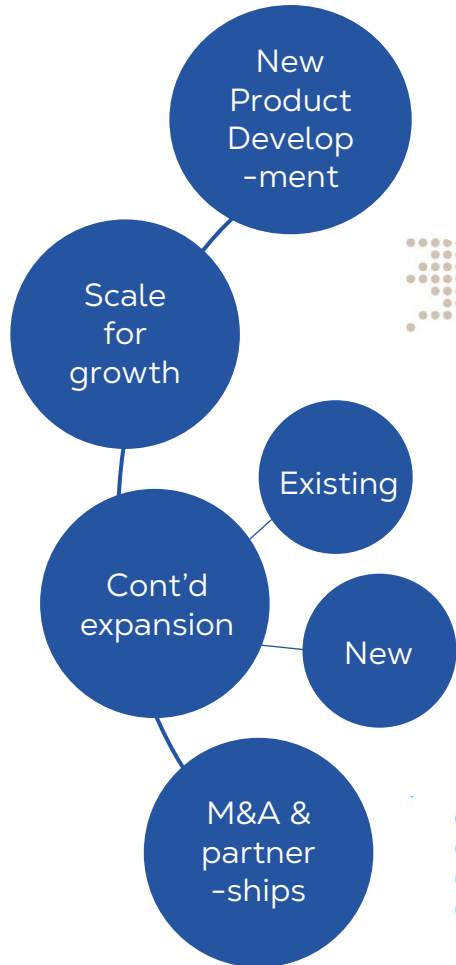
Footprint & global investments for the future



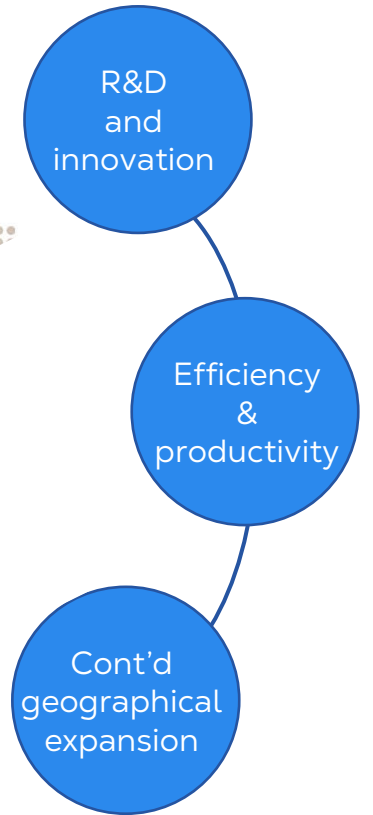
Digital Investments for accelerated growth



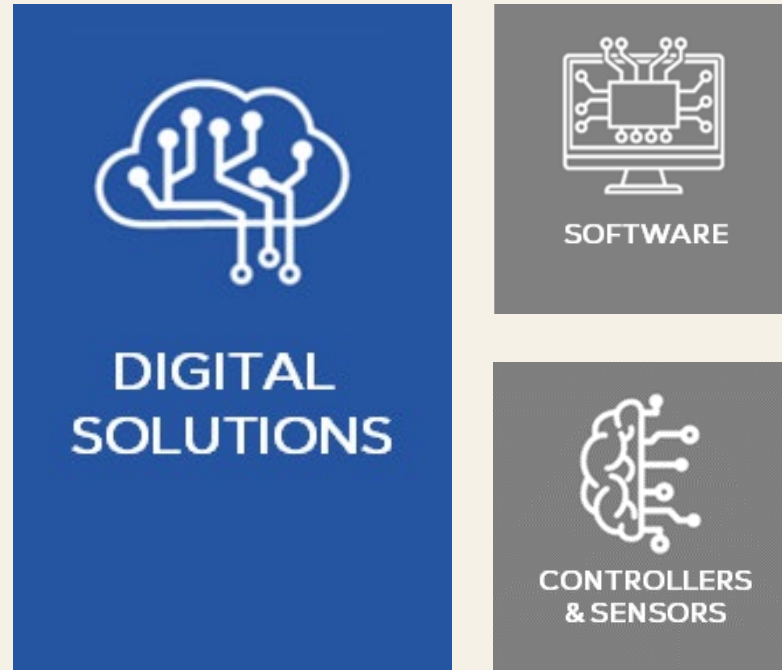
Climate solutions Innovation and further efficiency improvements in operations



- Software development center
- Production site
- Assembly site
- Controller

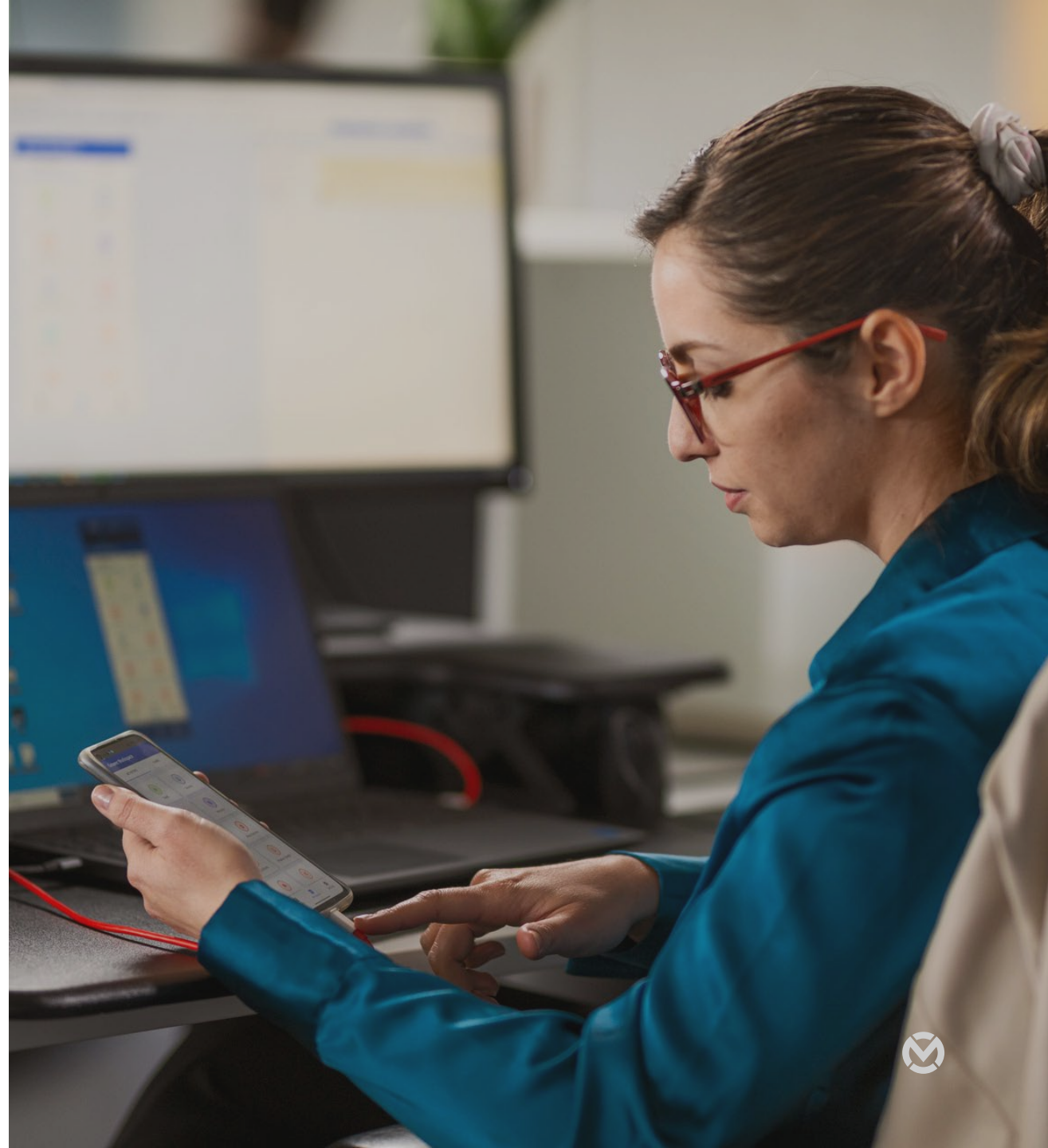


Deepdive into the digital business in FoodTech



FoodTech's digital business - We are on a mission!

We help to feed the world by changing the way we farm and produce food



Starting point - Improving food safety is crucial for the future



815 million people go to bed hungry every night

Around 1/3 of all food produced globally each year – 1.3 billion tons – is lost or wasted



~65% of waste & loss within the producers supply chain...

... to a value of ~500 BUSD

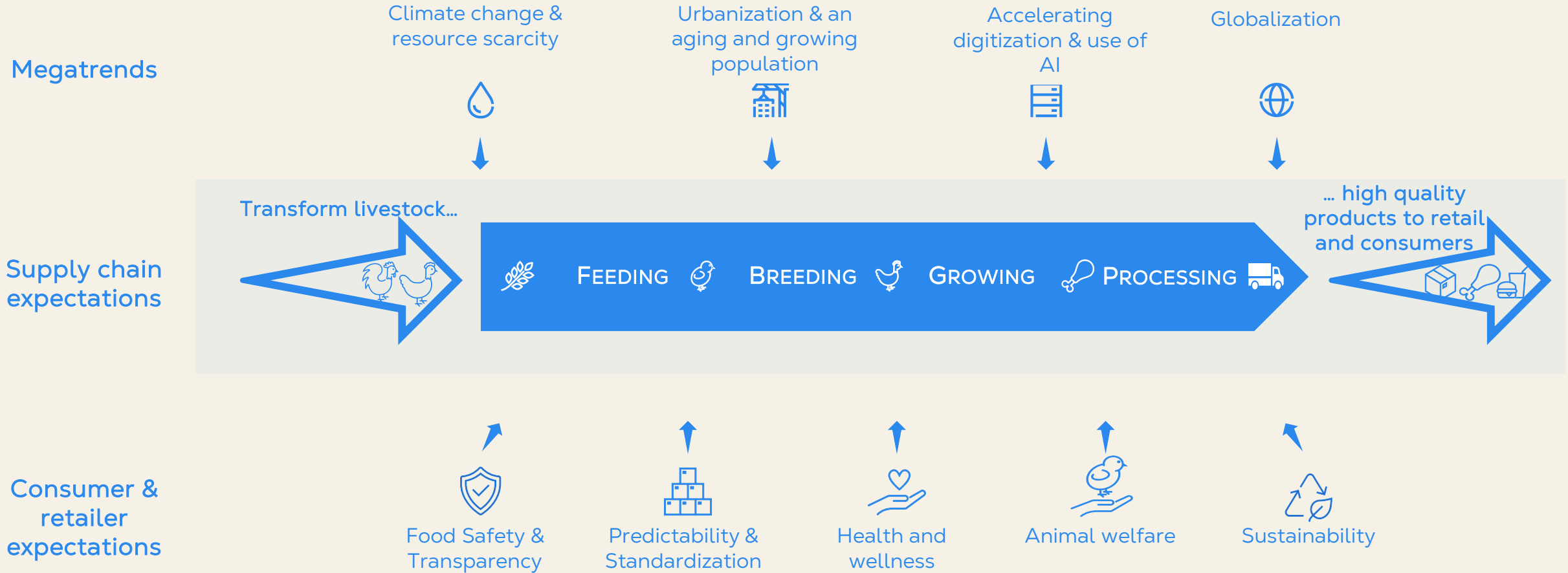
This results in roughly 1 tnUSD in economic losses per year, accounting for:

8% of annual GHG emissions, or 3rd largest emitter globally if it was a country

25% of all water used in agriculture annually

960m Hectares of arable land, the size of China

Megatrends and expectations



FoodTech's digital business and the value we add

Example: Wireless sensors & Cameras



BARN TOOLS™ **FARMSEE**

Farm monitoring solutions for feed management AI-driven cameras for weight prediction

Our base → **Extended footprint**

TRIO Controllers Acquisition of Brazilian InoBram



Amino
Supply chain management software



IoT & Sensors - Tech partners -

Controllers, IoT & Sensors - Own -

Software - Own -

Sold direct to food producers and via partners to farmers

Sold to Farmers via partners, specified/influenced by food producers

Sold direct to C-suite food producers

Food producers	Capture data from the supply chain	Leverage data and AI	Traceability and transparency	Drive yield and sustainability	Optimize planning/forecasting	Optimize food supply chain through predictions	Customer centricity	Scalability	Data & Innovation
Value we add									
Farmers	Reduced workload for the grower	Enabling data driven decision making	Improve animal welfare	Reduced resource consumption (eg energy)	Optimize farm climate operations to increase flock yield		People & culture	Footprint & legacy	

What

How



The new Amino sustainability module

What?

Supply chain carbon accounting in Amino

- Detailed dashboards
 - Farm-level granularity
 - Month to month performance comparisons
 - Scope 1 – 3 breakdown
- Auditing ensures complete reporting
- Multiple data entry paths to facilitate accessibility

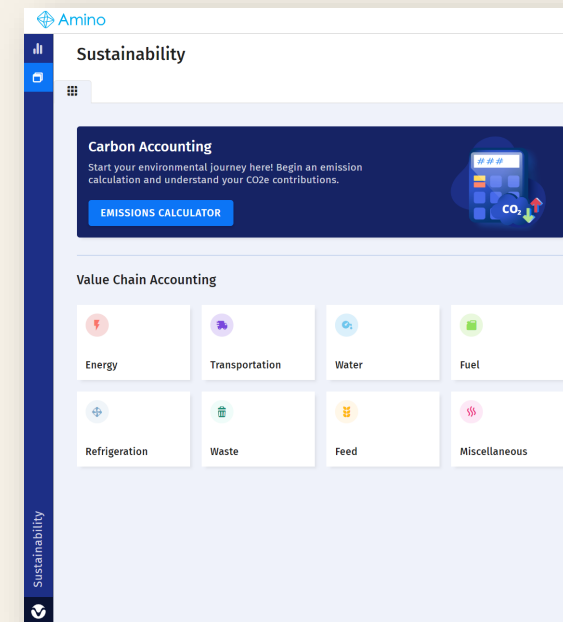
How?

Utilizing data collection in Amino:










- Energy
- Water and Wastewater
- Transportation
- Fuel
- Refrigerants
- Waste
- Feed



Customer value: Secures sustainability data accuracy





Modules


-  Breeder
-  Hatchery
-  Growout
-  Supply Chain Planning
-  Feed Mill
-  Warehouse
-  Financial
-  Purchases
-  Sales

 Sustainability

 General

Axis

-  Breeder
-  Hatchery

 SYSTEMADMIN
Amino

A culture of innovation – AI at the core of our offer



100+ Software development and data science teams in our Digital businesses



Machine Learning and AI powering customer value Creation

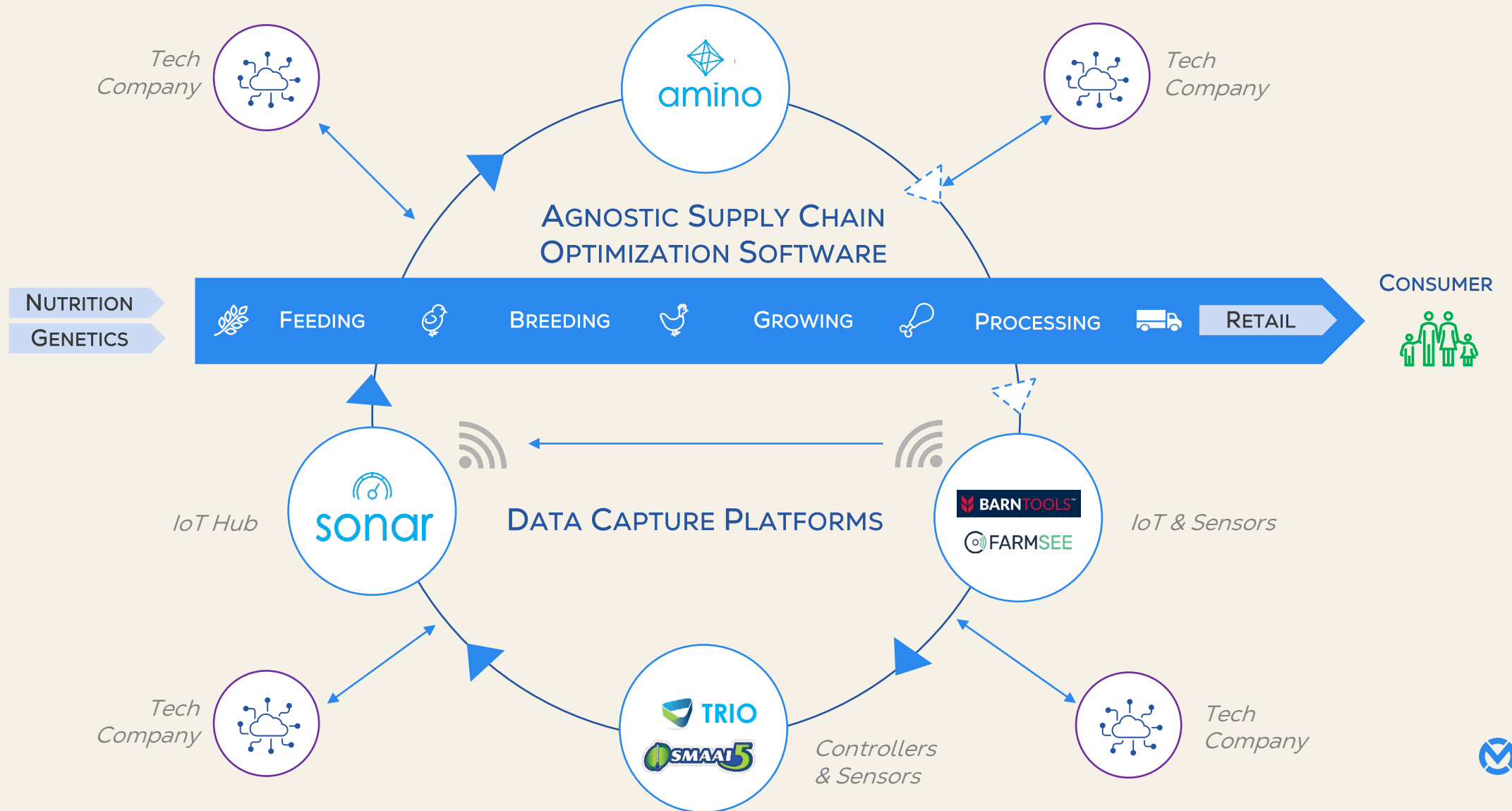
- Amino add-ons powered by AI
- Controller Munters Academy leveraging AI



Generative AI as increased efficiency tool for our internal teams

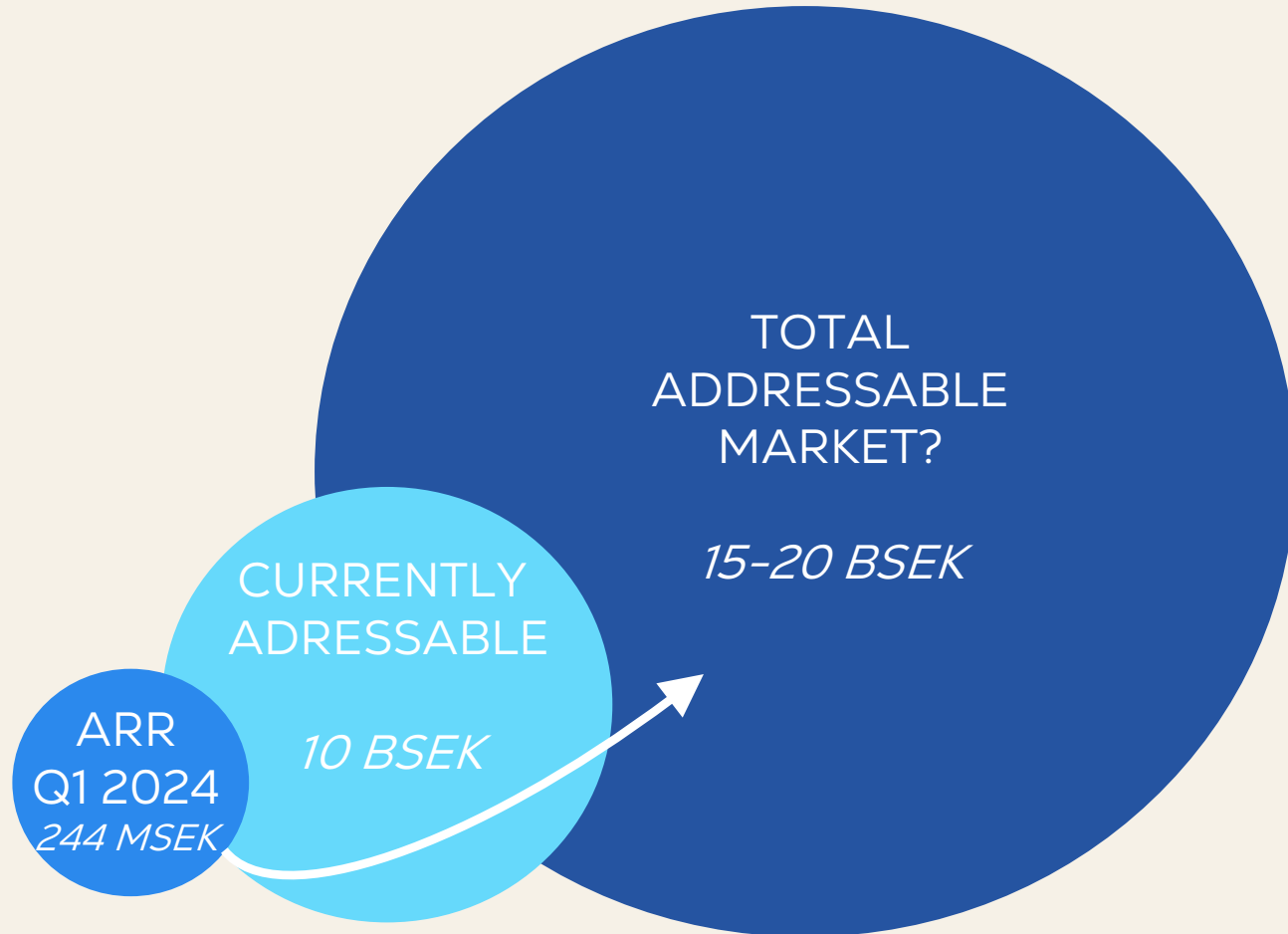


Our offering - an ecosystem optimizing the food supply chain



We are creating a new market

Estimated addressable market for FoodTech SaaS solutions



The global market for food production

45,000

BSEK - Estimated food market production value

Whereof:

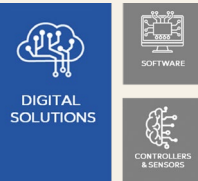
18,000

BSEK is related to animal protein

and

27,000

BSEK is related to plants



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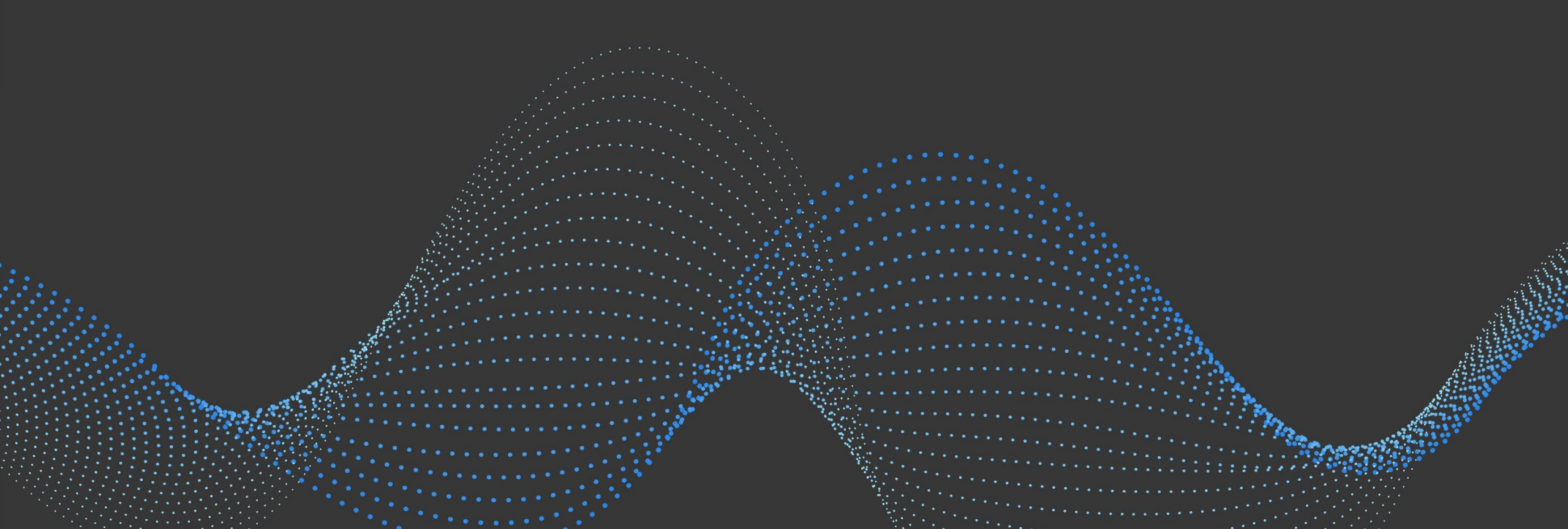
Equipment well positioned for growth



Market creators with scalable platforms with AI and sustainability at core



Clear strategy for accelerated growth



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