

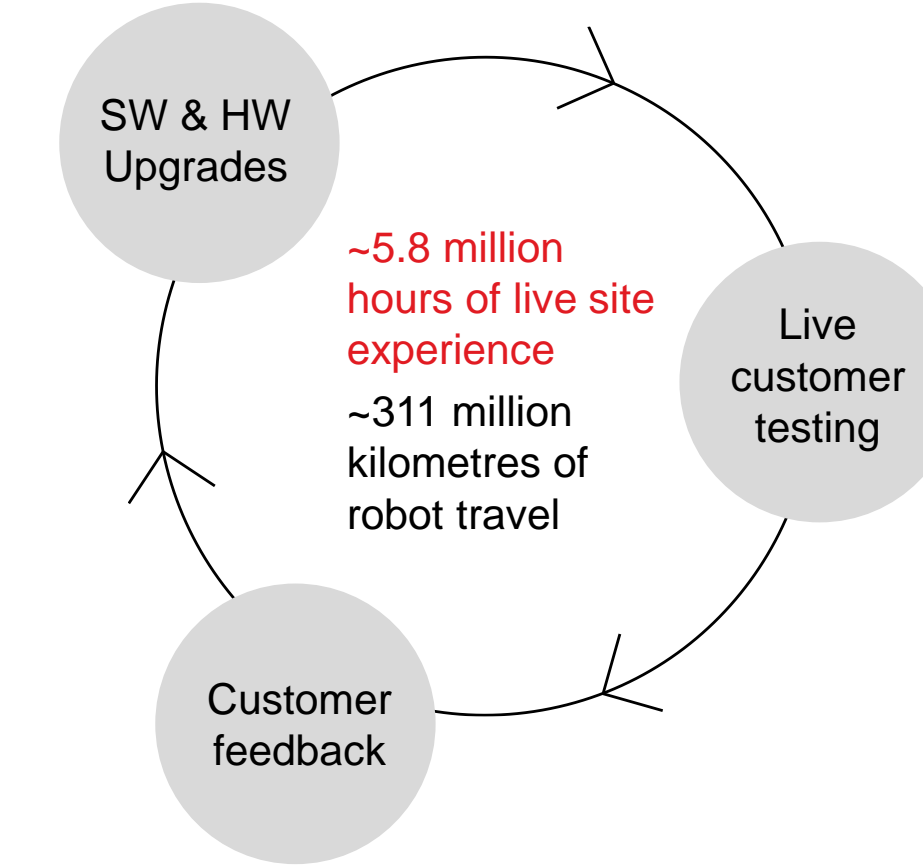



Intellectual property and patent strategy





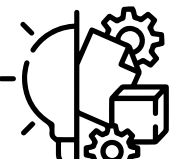
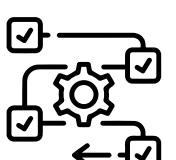
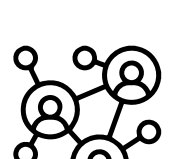
The combination of multiple key factors that are hard to replicate, secure AutoStore's position as the #1 Cubic market leader

Underlying fundamentals creating high entry barriers

| <p>Innovation engrained in our DNA – Leading solution created based on 20+ years of continuous development of hardware and software – always pushing the limits</p> | <p>The world's leading competence house</p> | <p>Superior ROI for customers</p> | <p>Strong proof of concept from blue-chip customers and large installed base</p> | <p>Highly efficient business model, with full focus on solutions development</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|-----------------------------------|--|--|------------------|--------------|-----------------------------------|---|--|--|---|--|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|---|--|--|---|
| <p>25 years of continuous development loop</p>  <p>Million hours of live testing</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Hours</th> </tr> </thead> <tbody> <tr><td>1996</td><td>0.000</td></tr> <tr><td>1997</td><td>0.000</td></tr> <tr><td>1998</td><td>0.000</td></tr> <tr><td>1999</td><td>0.000</td></tr> <tr><td>2000</td><td>0.000</td></tr> <tr><td>2001</td><td>0.000</td></tr> <tr><td>2002</td><td>0.000</td></tr> <tr><td>2003</td><td>0.000</td></tr> <tr><td>2004</td><td>0.003</td></tr> <tr><td>2005</td><td>0.009</td></tr> <tr><td>2006</td><td>0.018</td></tr> <tr><td>2007</td><td>0.030</td></tr> <tr><td>2008</td><td>0.035</td></tr> <tr><td>2009</td><td>0.048</td></tr> <tr><td>2010</td><td>0.069</td></tr> <tr><td>2011</td><td>0.105</td></tr> <tr><td>2012</td><td>0.177</td></tr> <tr><td>2013</td><td>0.279</td></tr> <tr><td>2014</td><td>0.420</td></tr> <tr><td>2015</td><td>0.636</td></tr> <tr><td>2016</td><td>0.987</td></tr> <tr><td>2017</td><td>1.503</td></tr> <tr><td>2018</td><td>2.190</td></tr> <tr><td>2019</td><td>3.105</td></tr> <tr><td>2020</td><td>4.263</td></tr> <tr><td>2021</td><td>5.799</td></tr> </tbody> </table> <p>Internal External</p> | Year | Hours | 1996 | 0.000 | 1997 | 0.000 | 1998 | 0.000 | 1999 | 0.000 | 2000 | 0.000 | 2001 | 0.000 | 2002 | 0.000 | 2003 | 0.000 | 2004 | 0.003 | 2005 | 0.009 | 2006 | 0.018 | 2007 | 0.030 | 2008 | 0.035 | 2009 | 0.048 | 2010 | 0.069 | 2011 | 0.105 | 2012 | 0.177 | 2013 | 0.279 | 2014 | 0.420 | 2015 | 0.636 | 2016 | 0.987 | 2017 | 1.503 | 2018 | 2.190 | 2019 | 3.105 | 2020 | 4.263 | 2021 | 5.799 | <p>R&D employees</p> <h1>160+</h1> <p>>70% in software</p> | <p>Payback period, years (standard throughout facility)</p> <p>AutoStore</p> <h2>2.7 years</h2> <p>vs</p> <h2>4.7 years</h2> <p>Shuttle system</p> | <h1>937</h1> <p>systems sold including several blue chip customers</p>  | <h1>2,000+</h1> <p>global sales representatives across 22 distribution partners</p> <p>Modular design and standardized production drive quick scalability and high margins for partners</p> |
| Year | Hours | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1996 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1997 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1998 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1999 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2002 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2003 | 0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2004 | 0.003 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2005 | 0.009 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2006 | 0.018 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2007 | 0.030 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2008 | 0.035 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2009 | 0.048 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2010 | 0.069 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2011 | 0.105 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2012 | 0.177 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2013 | 0.279 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2014 | 0.420 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015 | 0.636 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016 | 0.987 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017 | 1.503 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018 | 2.190 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 3.105 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 4.263 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 | 5.799 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <tr> <td>First offering</td> <td>90% + uptime</td> <td>Max. 50 robots systems</td> <td>Max. throughput 650 l/h</td> </tr> <tr> <td>Current offering</td> <td>99.7% uptime</td> <td>1000 robots per grid¹</td> <td>Throughput of 20,000l/h per grid¹</td> </tr> </table> | First offering | 90% + uptime | Max. 50 robots systems | Max. throughput 650 l/h | Current offering | 99.7% uptime | 1000 robots per grid ¹ | Throughput of 20,000l/h per grid ¹ | <p>Home to the world's leading resources within AS/RS and cube storage</p> | <p>Superior economics for customers</p> <p>Best performance across all customer KPCs</p> | <p>Large blue-chip customer base across all end-markets and verticals, with high repeat purchase rate</p> | <p>Core focus on solution development</p> <p>Supply chain created over 20 years together with partners</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| First offering | 90% + uptime | Max. 50 robots systems | Max. throughput 650 l/h | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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Future-facing patent portfolio strategy focused on accelerating growth from new innovations and new markets

AutoStore's robust approach to protection of its patent fortress

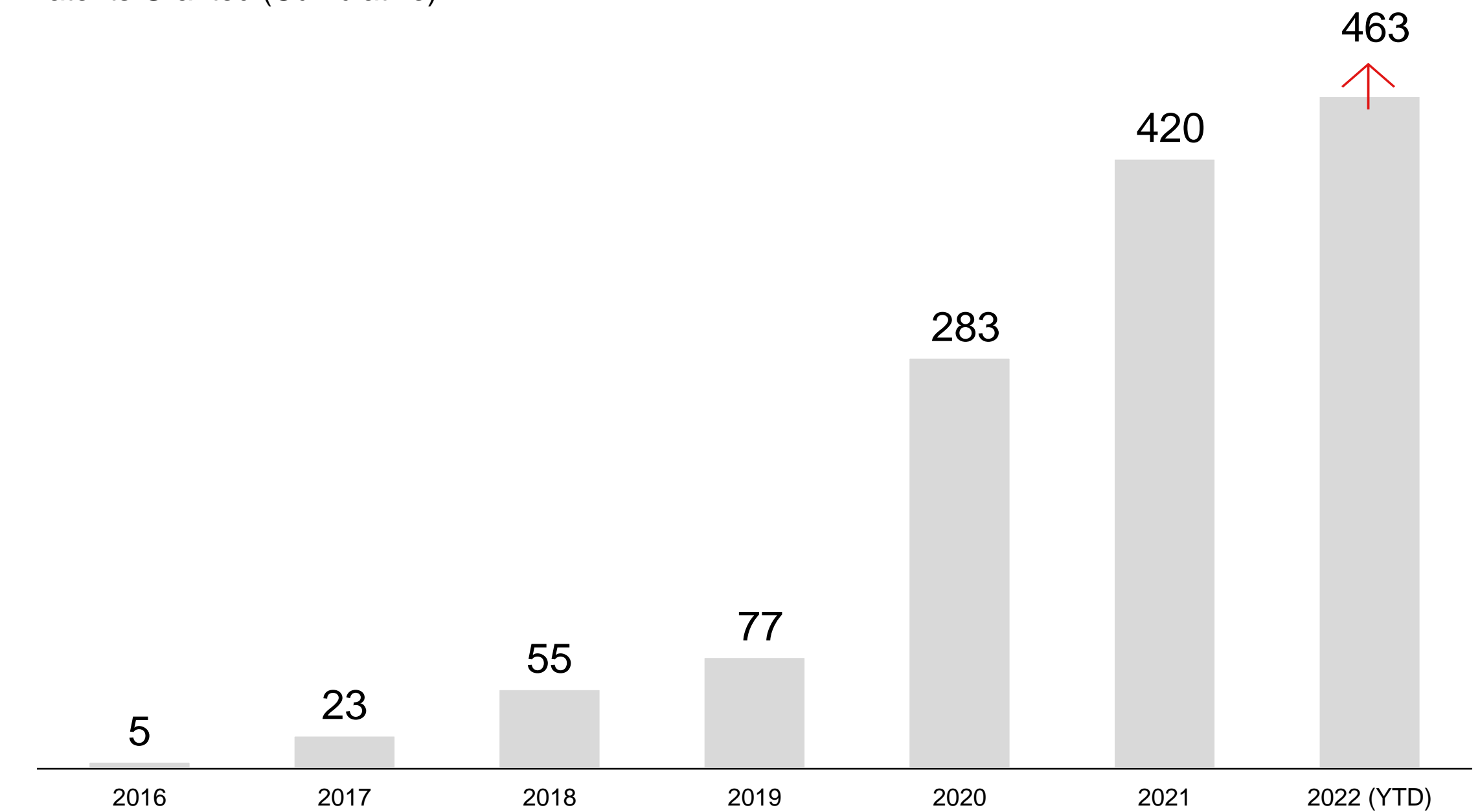
-  Comprehensive IP Portfolio
-  Continuous evaluation of new ideas
-  Systemic approach to safeguarding innovations
-  Robust internal processes including rigorous tracking of expiry dates and renewals
-  Trusted network of specialist advisors



Supporting our position as leader in the cube storage market

> 1 Patent added per week drives continuous patent roll forward

Patents Granted (Cumulative)



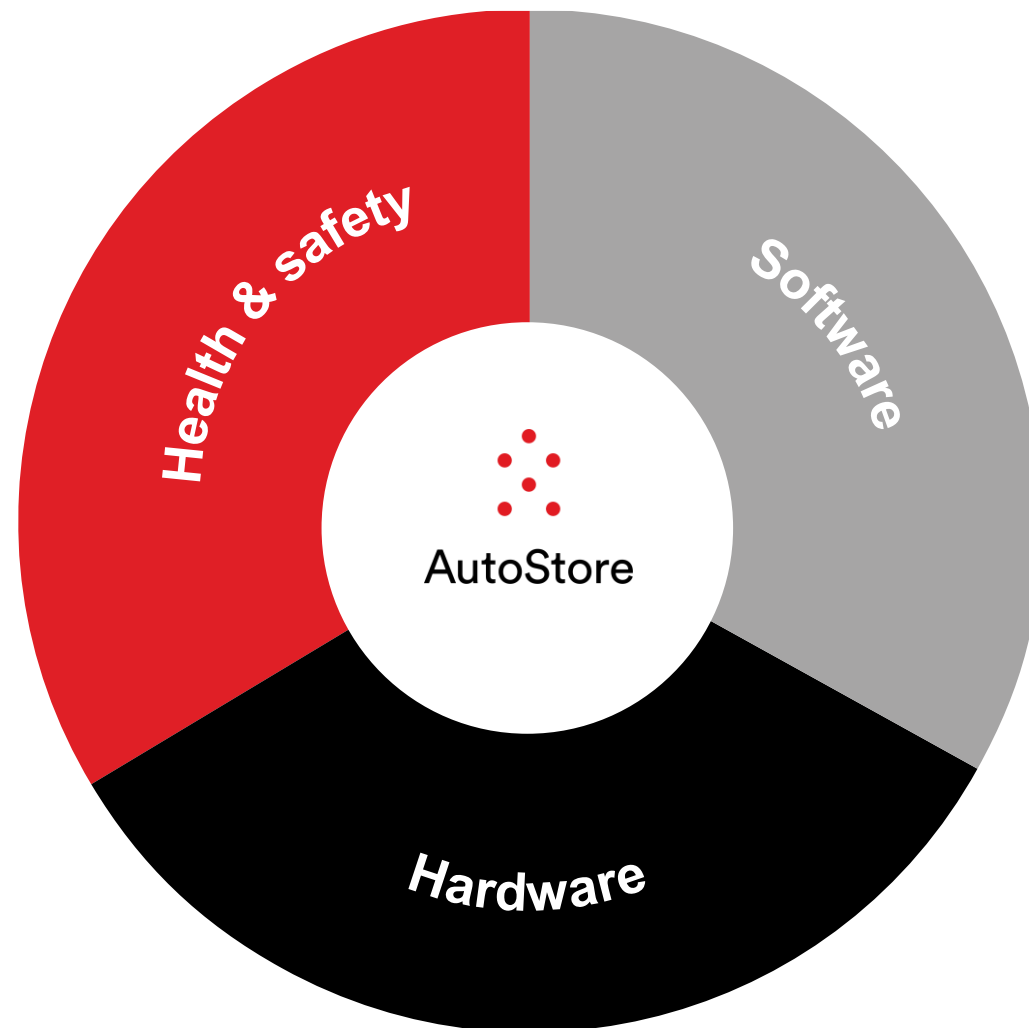
Average current patent expiry year: 2035¹

Modern patent portfolio supports our innovation

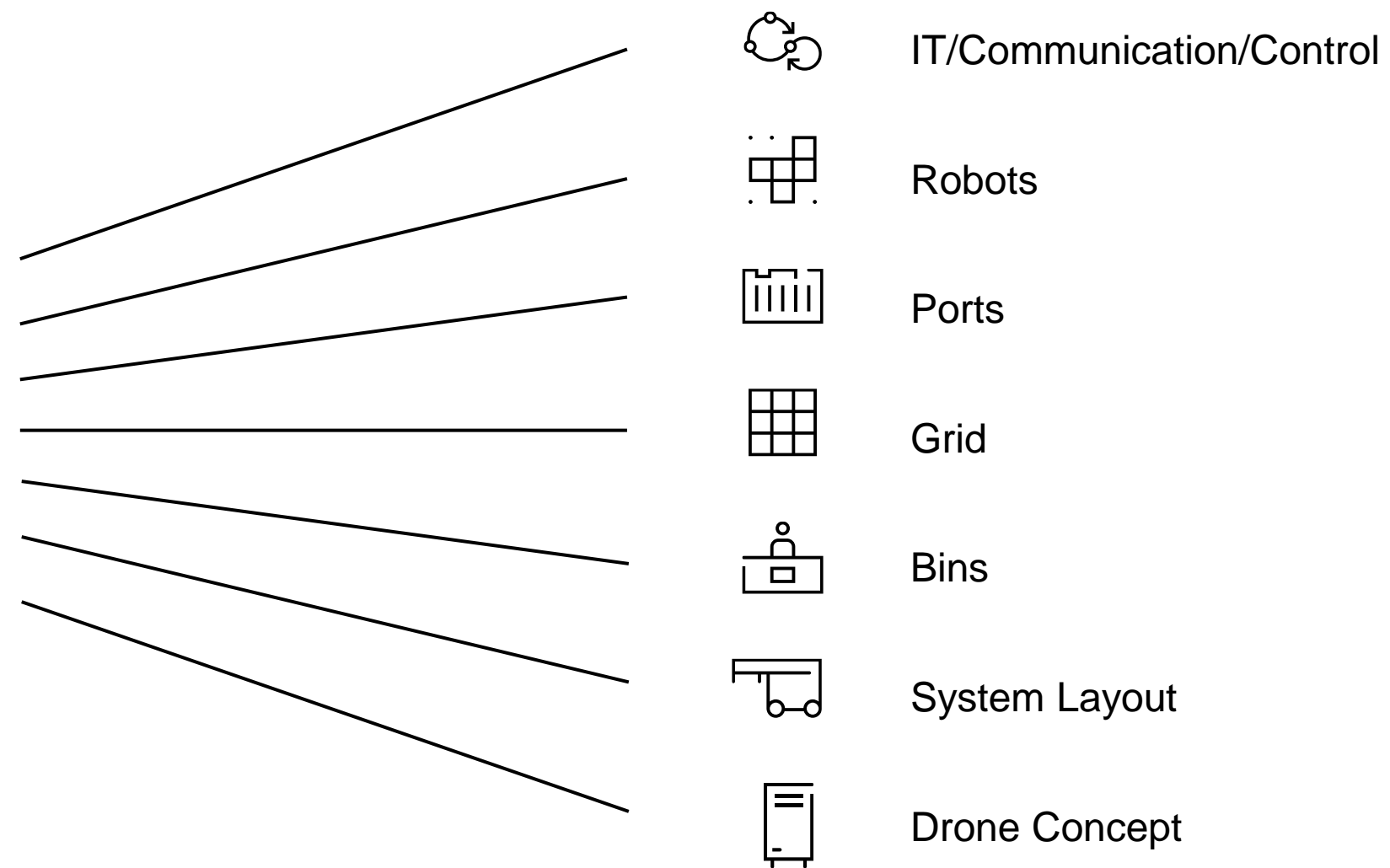
Extensive portfolio breaking ground into untapped sectors to consolidate its industry-leading capabilities – product expertise and broad solution offerings

Patents protecting all aspects of our solution, including current versions, future improvements and relevant adjacencies

Overview of key R&D initiatives



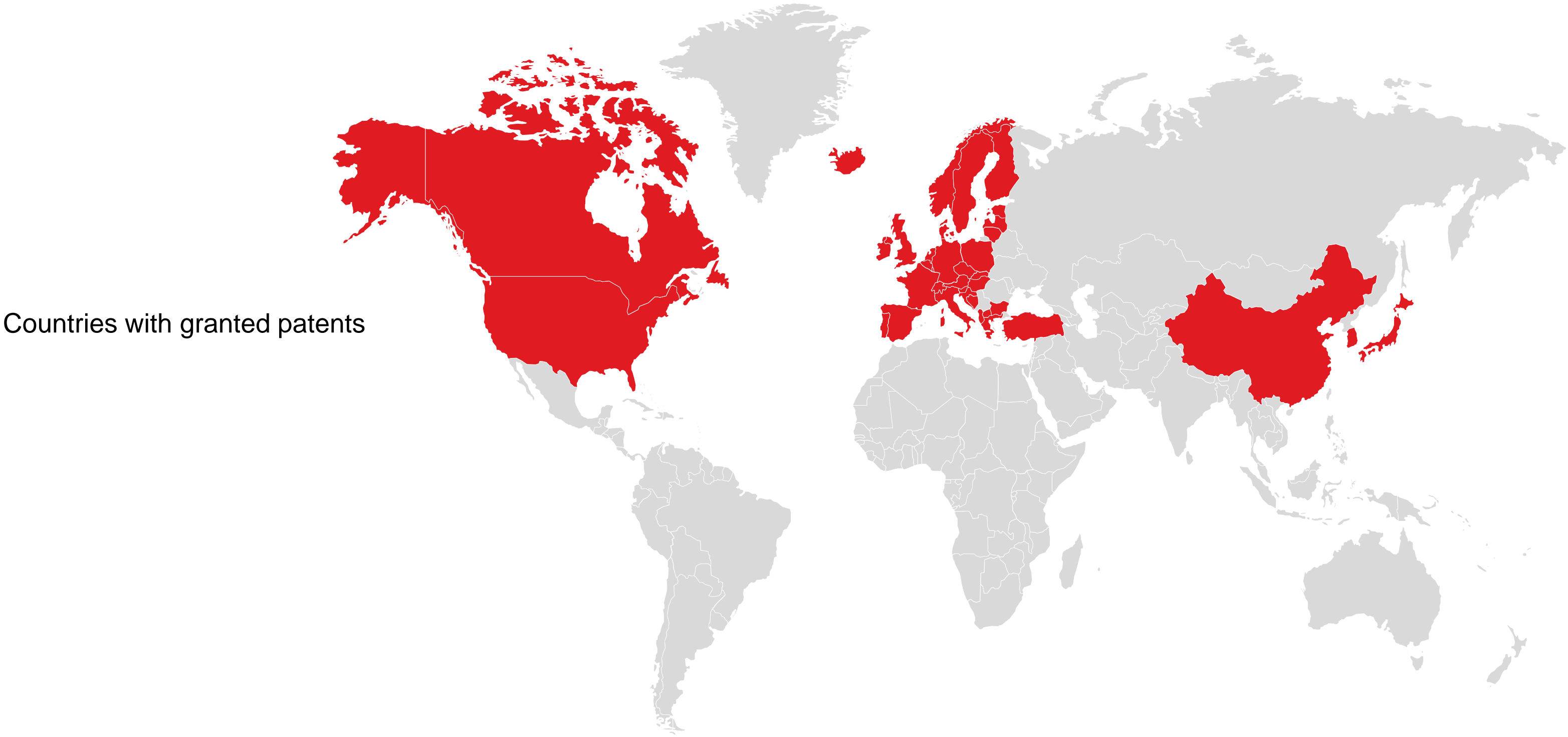
Active patent families
(By technical category)



Unwavering focus on protecting current products and new innovations

Consolidating patent portfolio driving forward growth in underrepresented markets

Exponential and unprecedented growth in exciting new markets such as Asia



721 Total patent applications in prosecution


463 Total granted patents

248 Total granted patent families


Protecting AutoStore's valuable intellectual property

Commercial reasons for defending AutoStore's patents

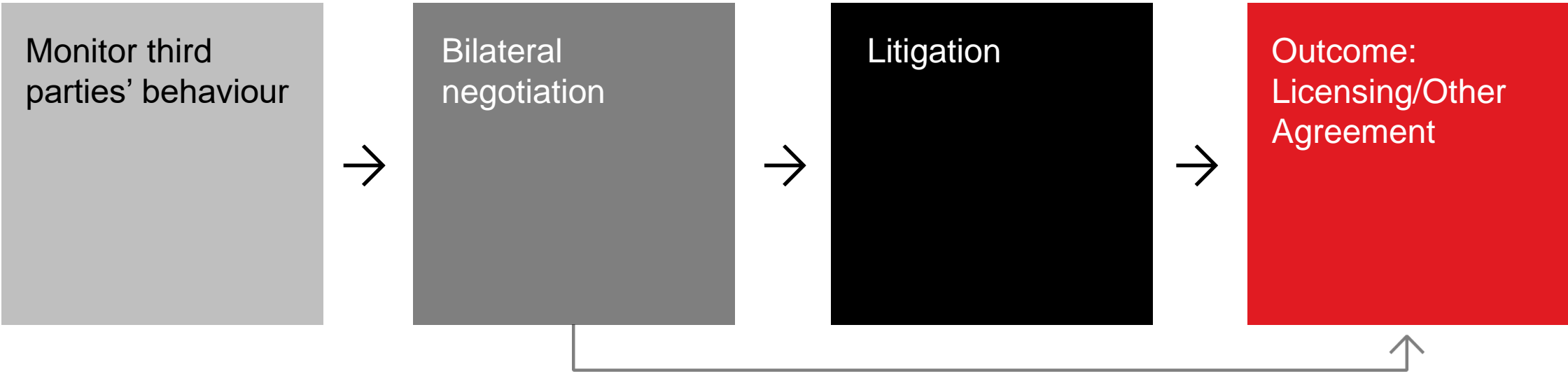
 Protect AutoStore's proprietary technology and innovation strategy

 Protect market position and reputation

 Maintain freedom to operate and commercialise inventive technology

 Recoup the upfront costs of research and development

Toolkit



Protecting AutoStore's valuable intellectual property

Background

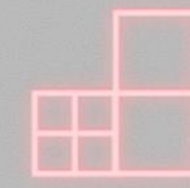
- AutoStore has filed **patent infringement lawsuits** in the US and the UK against Ocado, an online grocery retailer and technology company
- AutoStore is seeking court orders **barring Ocado from manufacturing, importing, using and selling technology that infringes AutoStore's patents**, as well as monetary damages
- AutoStore took these actions because it pioneered the technology at the heart of Ocado's OSP and will not tolerate **Ocado's infringement** of its intellectual property
- The litigations brought by AutoStore poses **no risks** to AutoStore's core business, but presents **potential for injunctive relief, damages and fees from Ocado**

Latest developments

- Adverse decision in **ITC** which **has now been appealed**
- Case in **UK** heard in March and April and **expecting decision in Q3 this year**

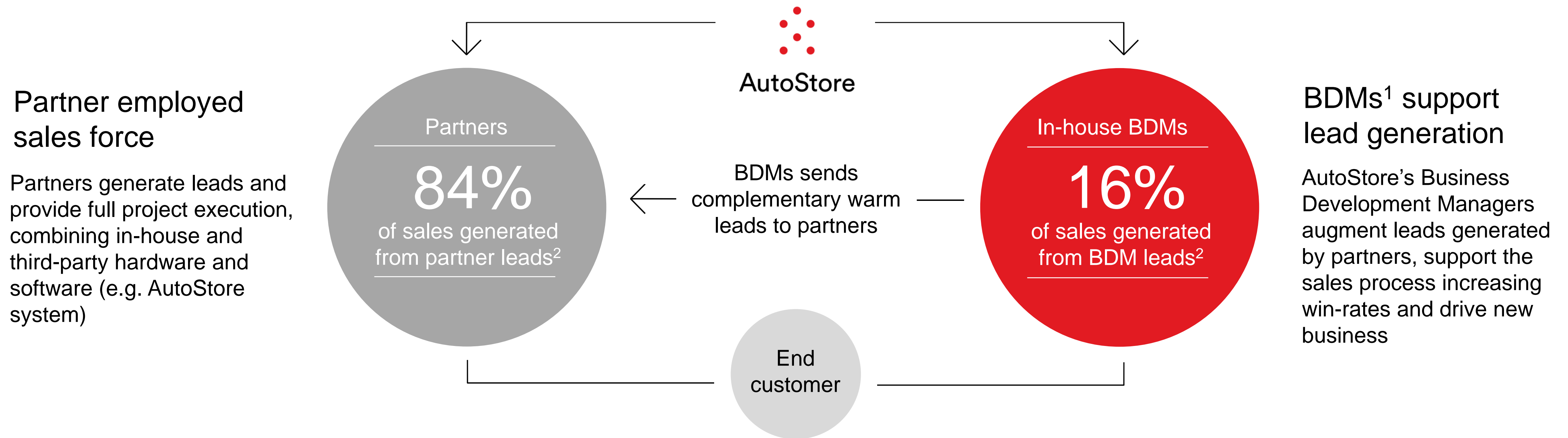
At the current stage of proceedings, AutoStore has **small downside risk** from unfavourable decision, including in part by strengthening innovation and patent filing strategies

Global high growth
strategy accelerated
by proven and
scalable go-to-
market model



Global go-to-market through partner network and in-house BDMs support high growth at high margins

Sales managed through a global partner network supported by AutoStore business development managers generating leads



Key benefits of the go-to-market model

Broad global pipeline reach

Highly scalable

Mutually beneficial incentive structure

Local aftermarket presence

Leverage strengths of each partner

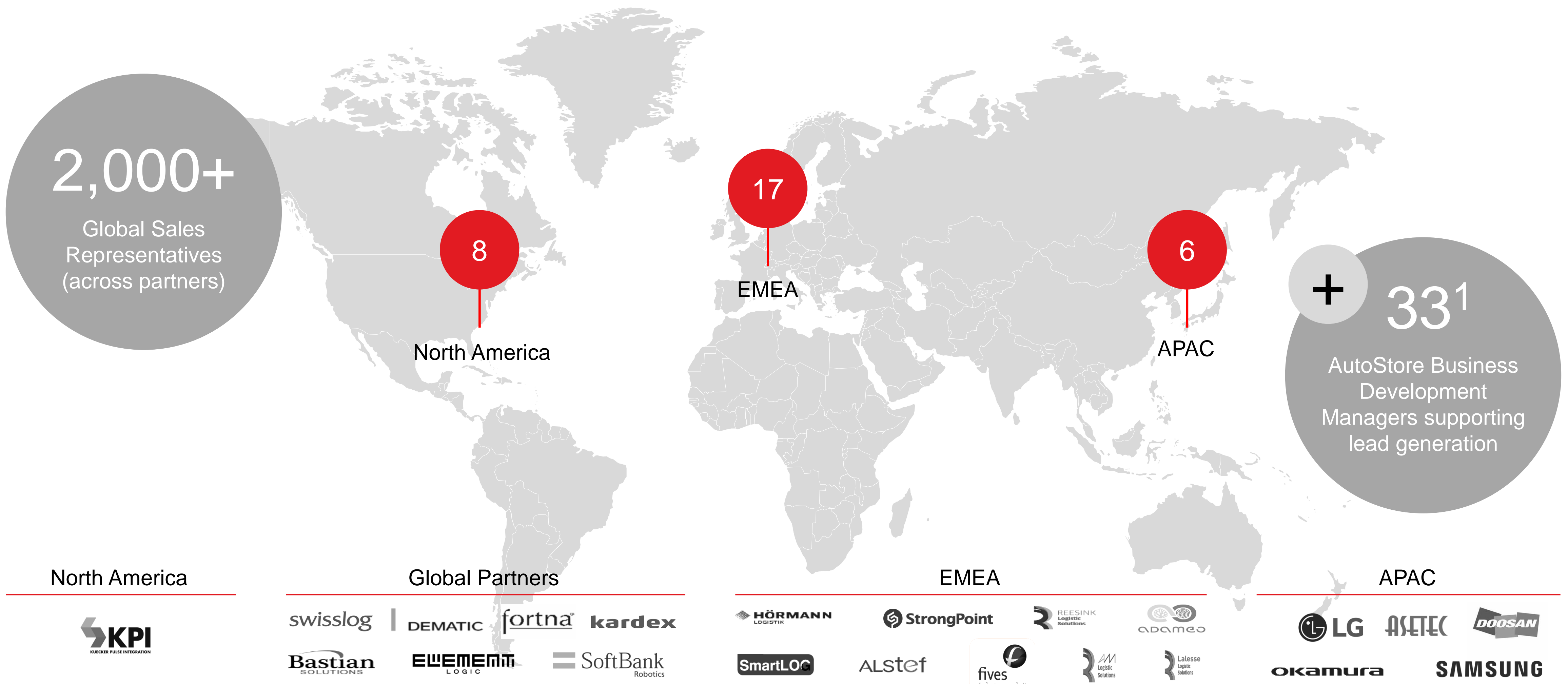
Ownership of lead generation data

Notes:

- 1. Business Development Managers
- 2. Share of 2022 billing + backlog

Partner network and BDMs – doubling of BDM capacity through 2021

 AutoStore Business Development Managers (“BDMs”)



Notes:
1. 2 BDMs have global position – not included in specific region count.

Continuous geographical BDM and partner network expansion

Expansion of partner network since IPO



Increases market access and relevance in Grocery MCF in Nordics



Strong presence and market position in Southern Europe



Increases market capacity as a global partner



With strong presence and market position in Latin-America

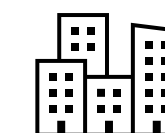


Strong presence and market position in South Korea

Geographical expansion since IPO



Onboarded Business Development Managers in key markets like APAC, US, UK, Germany

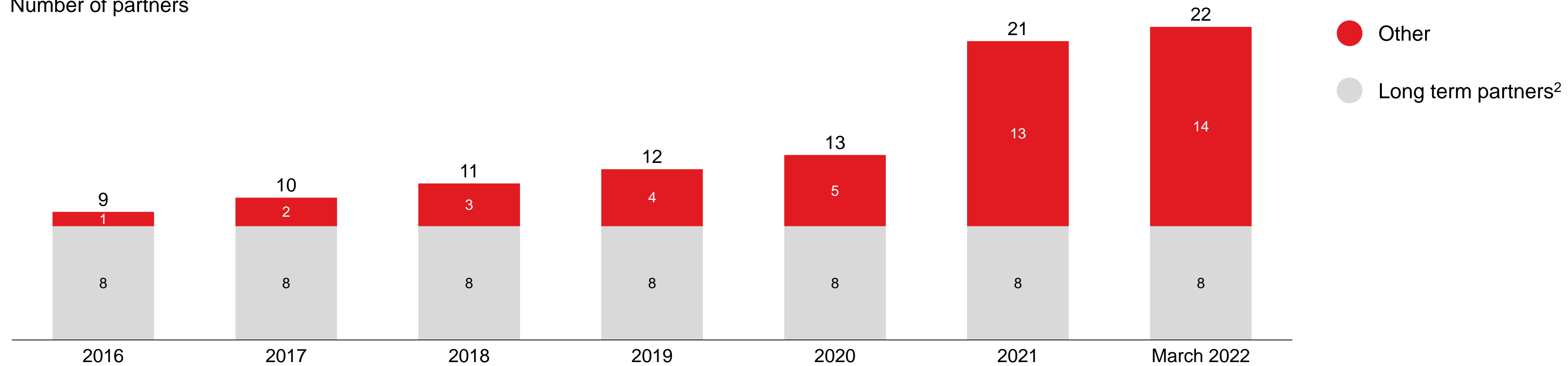


Establishment of new offices in Singapore

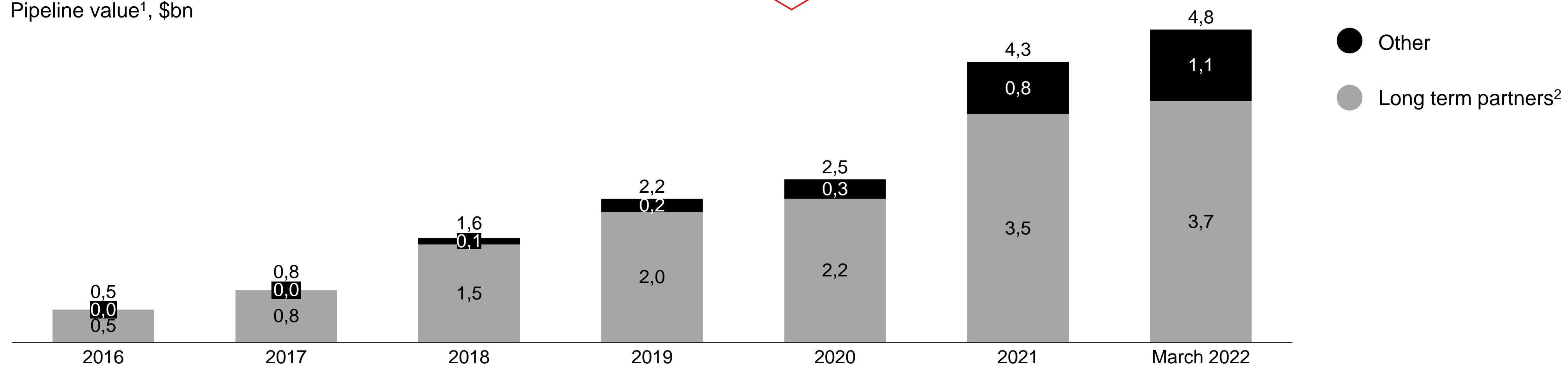
Strong pipeline growth from both existing and new partners

Increased capacity to deliver on growing share of BDM generated leads

Number of partners



Pipeline value¹, \$bn



Notes: 1. End of period pipeline value

2. Long term partners signed up prior to 2020

Business model enabling consistent high growth and high margins

Strong market push as partners make attractive margins

Global partner network

Modular solutions

Addressing all end-markets

22 partners

2,000+ sales representatives across 22 partners enabling rapid growth with attractive margins

 **AutoStore**

Standardised, modular, software powered warehouse technology driving high margins

Highly flexible, best-in-class solutions addressing all end-markets

+ growing installed base driving repeat purchases

Strong customer pull as superior customer proposition