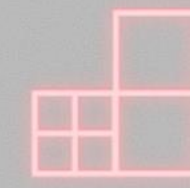


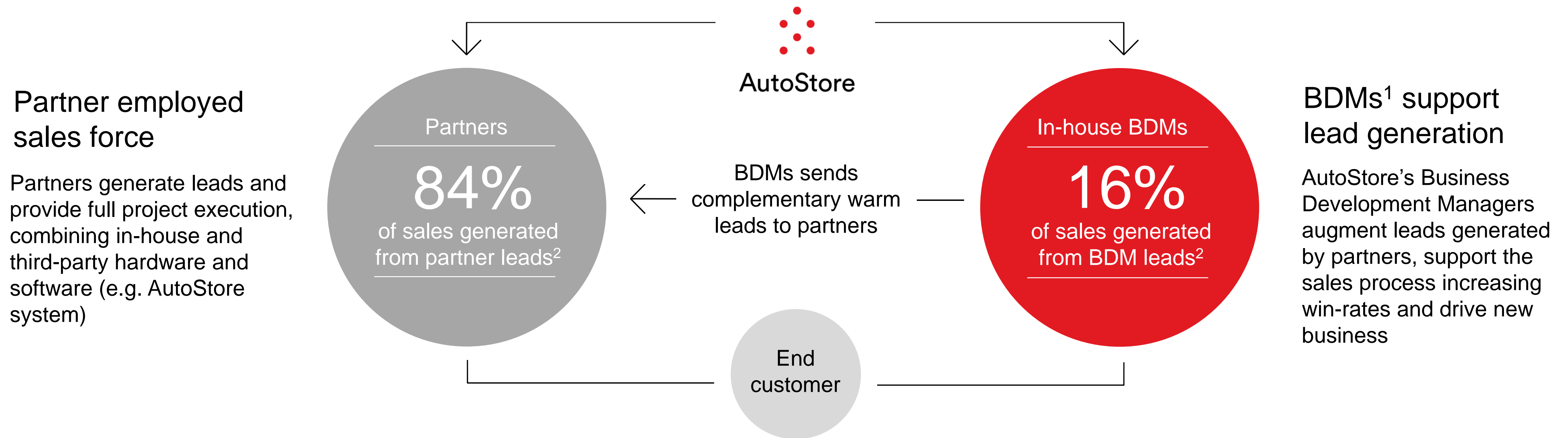


Global high growth
strategy accelerated
by proven and
scalable go-to-
market model



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

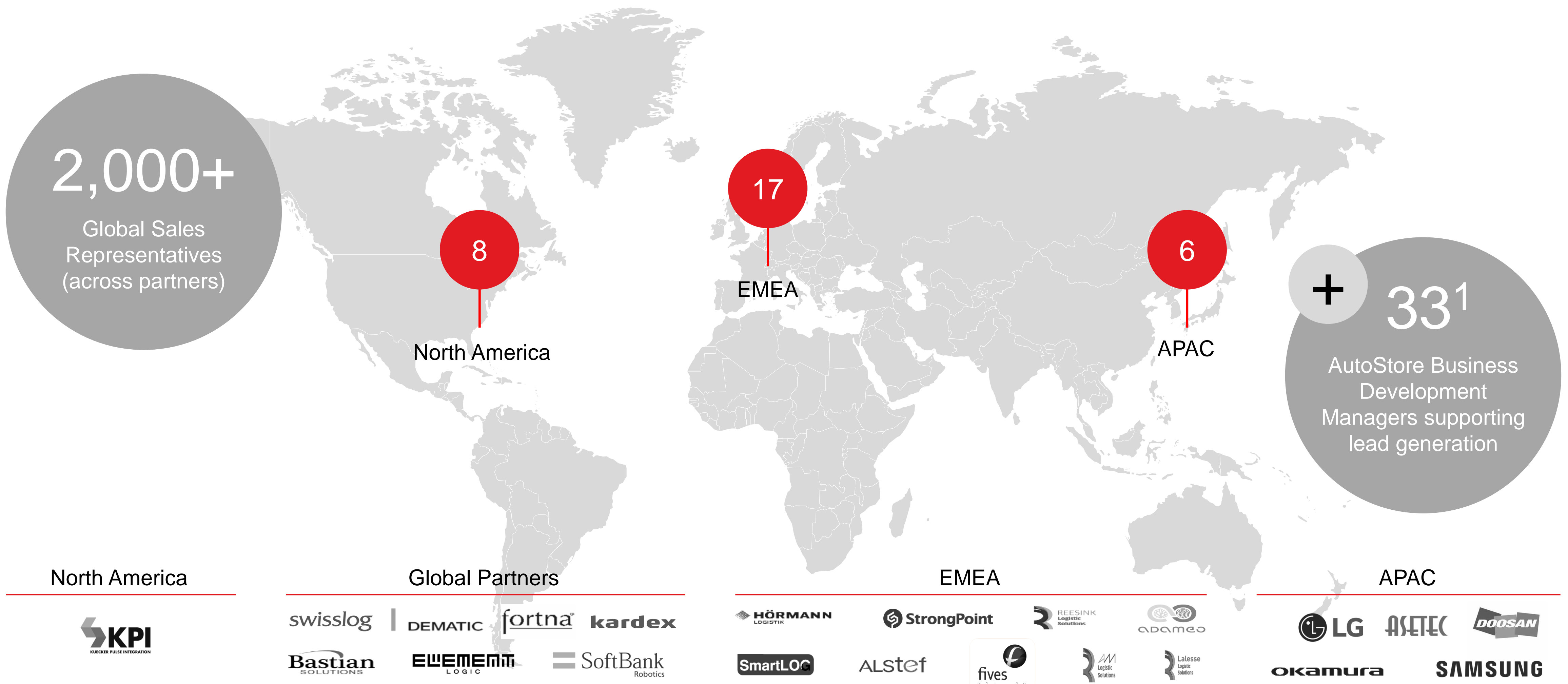
Ownership of lead generation data

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

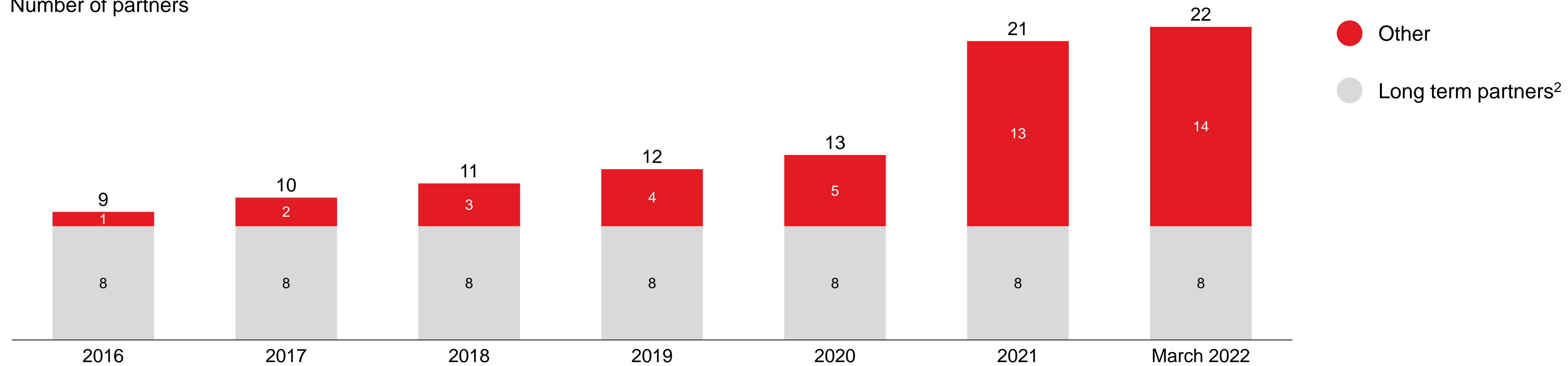


Establishment of new offices in Singapore

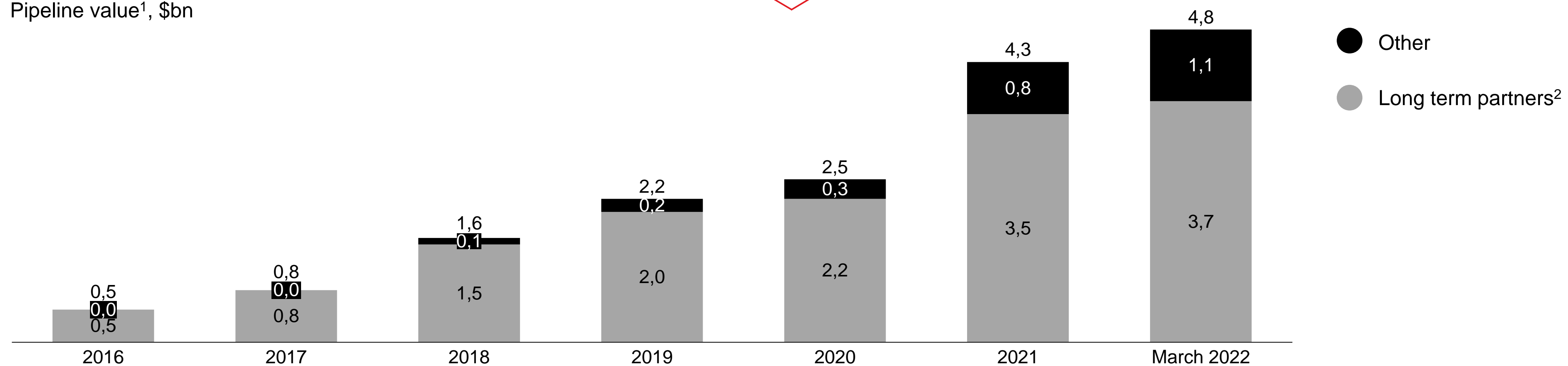
Strong pipeline growth from both existing and new partners

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