



Driving value creation

Munters Capital Markets Day 2022

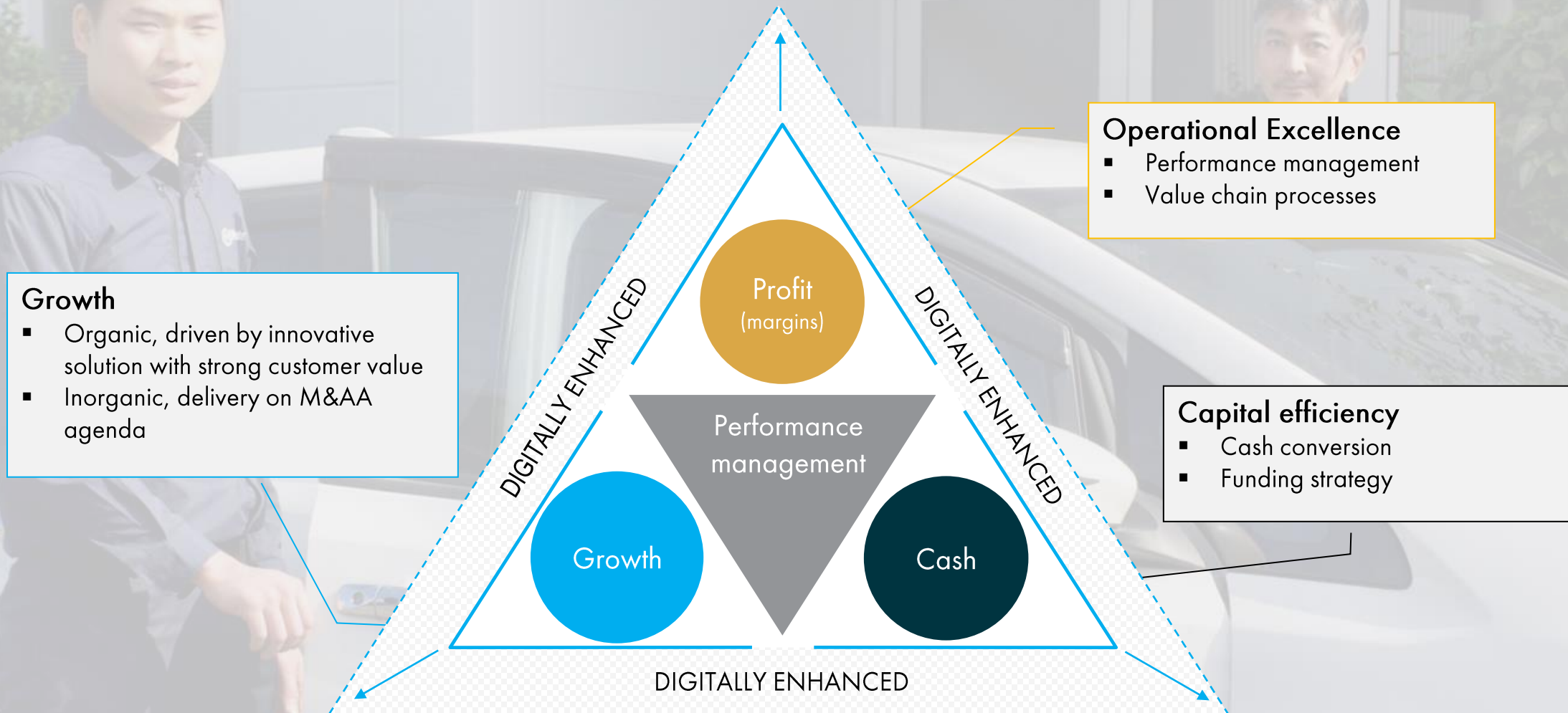
Annette Kumlien , GVP and CFO

Staff from our assembly unit in Tokyo, Japan. Munters' Japan sell AirTech and FoodTech applications at three locations: Tokyo, Osaka & Taiwan

 Munters

 Munters

Growth, Profit and Cash - central pillars for driving company value



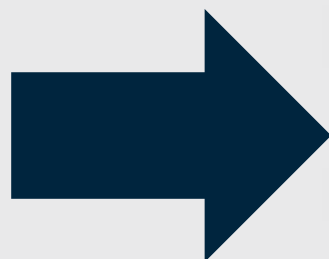
Building solid organic growth...

Munters well-positioned towards growth markets

Strategy to capture growth opportunities

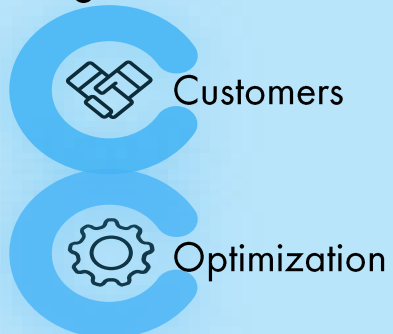


Several initiatives to enhance offering & increase efficiency



Digital roadmap

Digital Ambitions



Digital Twin

Digital offerings

User experience

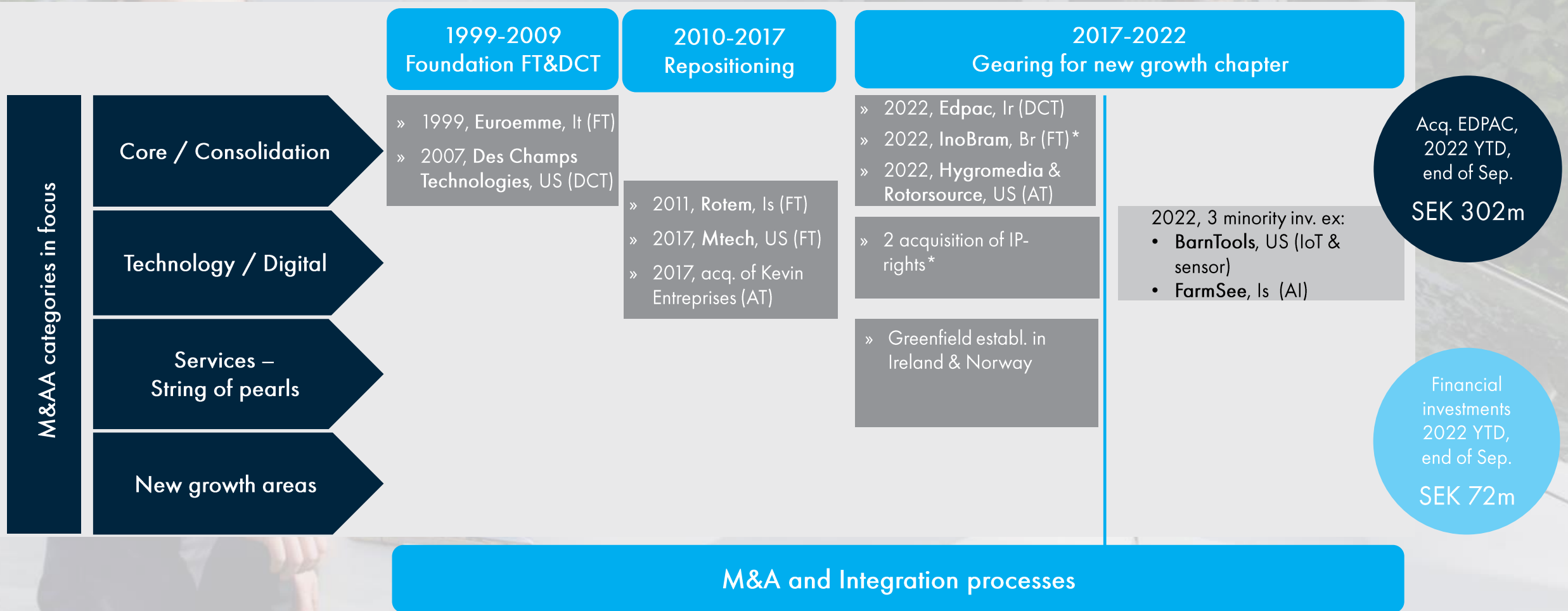


Security



Growth

... coupled with a well-crafted M&A strategy



* subject to certain corporate and regulatory approvals

**IP-rights - Intellectual property rights

Investments for growth will strengthen value creation

Commercial excellence

Digitalization

Innovation

Manufacturing excellence

Investing in people



In Q3 2022 0.6% of adj. EBITA was invested in initiatives to strengthen Munters

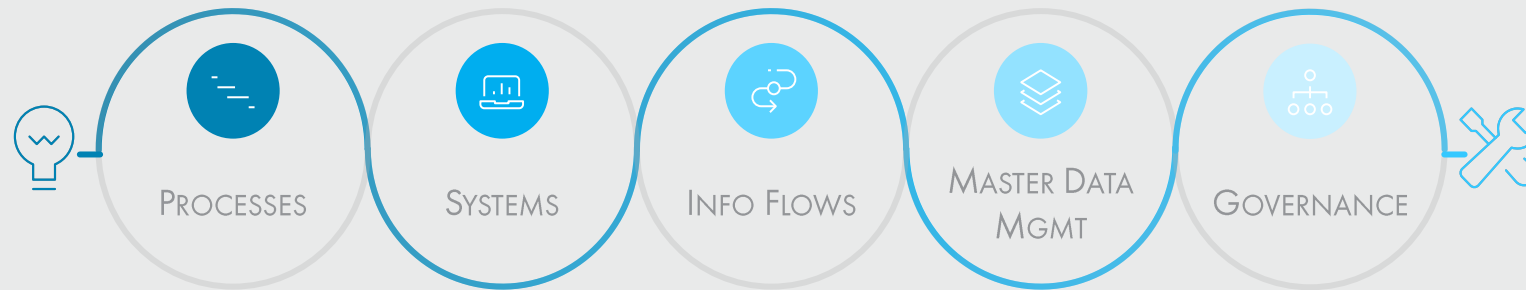
Adj. EBITA-% development



Target: Adjusted EBITA margin >14%

Operational excellence – value chain optimization

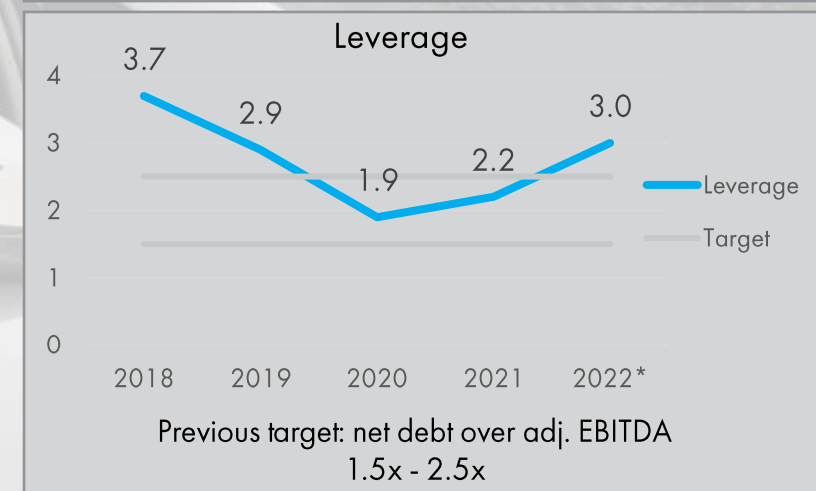
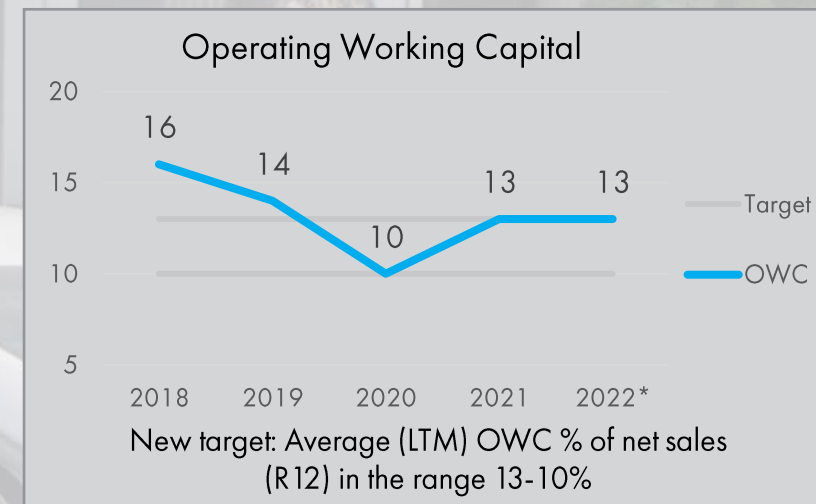
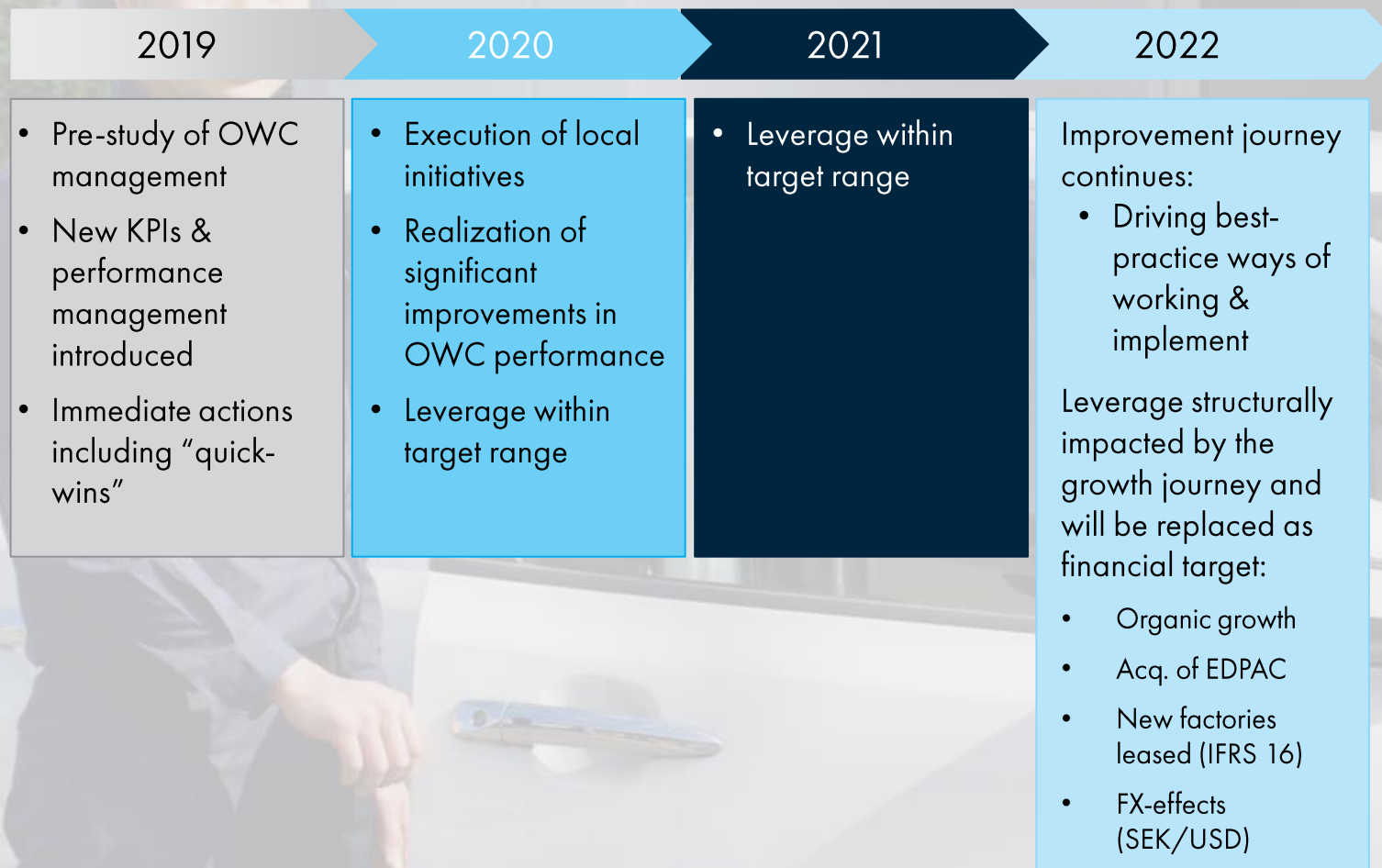
Initiative to secure a transparent & scalable company



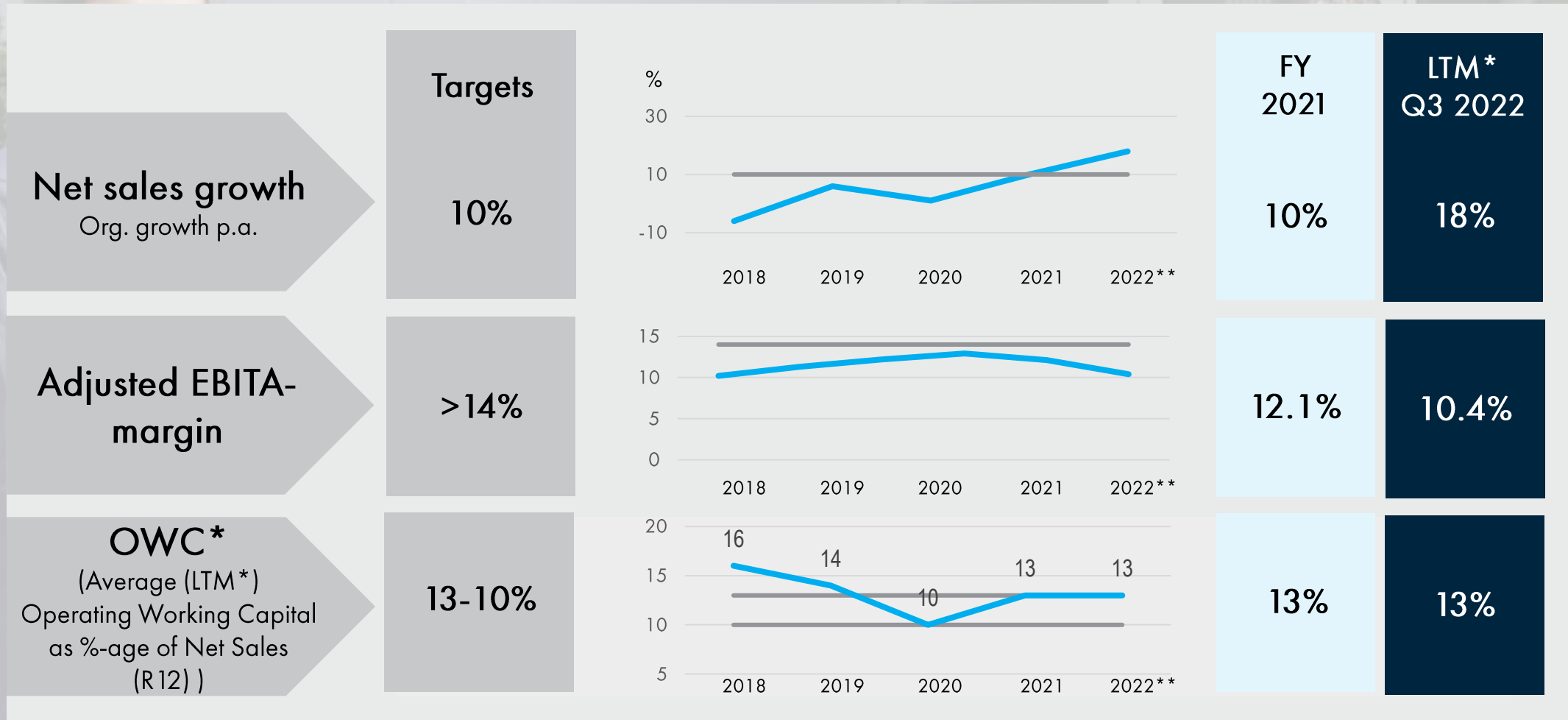
R&D, PM & MKT, SALES, SOURCING, OPERATIONS, SERVICE, FINANCE, HR

- Global best in class processes & software systems
- Lead time reduction, quality improvement & economies of scale
- Create a scalable company

Performance management focus Cash

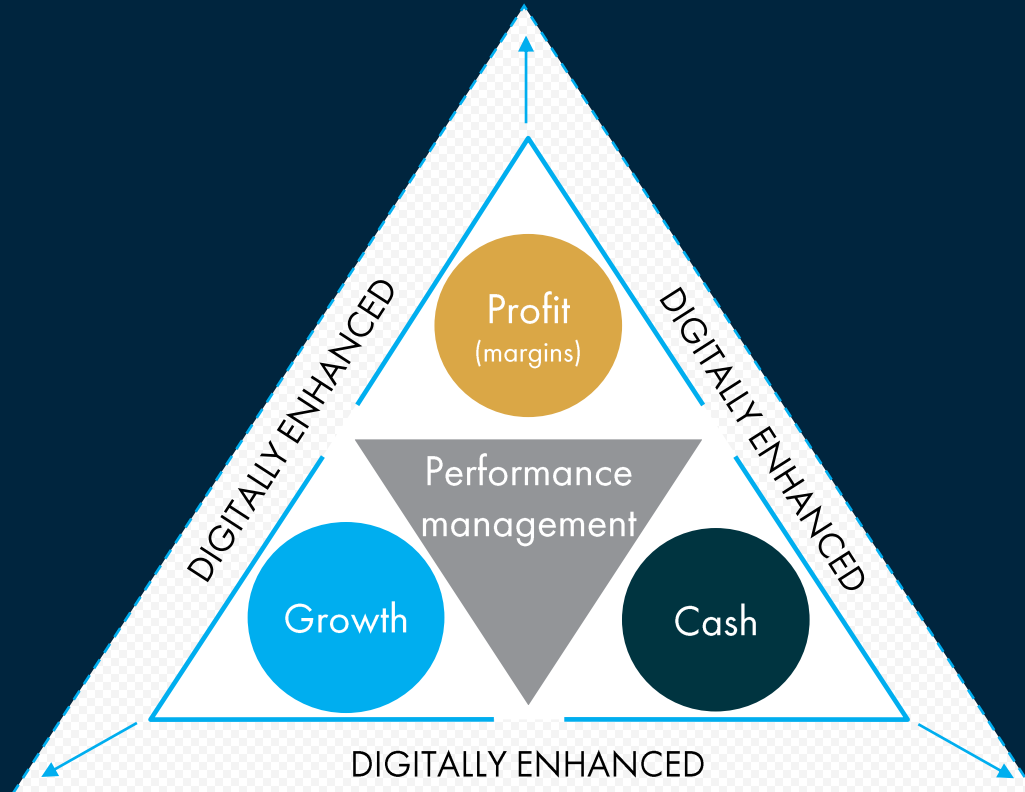


Updated financial targets reflects Munters journey



*LTM = Last Twelve Months

Future ambitions



Growth

- Organic and M&A initiatives

Profit

- Investments to secure scalability and increased efficiency

Cash

- Increased focus on OWC*, external financial target

Performance management

- Strategy deployment focus

Digital journey

