Q3 2026

Financial Results | November 5, 2026



AutoStore

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The forward-looking statements regarding the Company's intentions, beliefs or current expectations concerning, among other things, the Group's financial strength and position, backlog, pipeline, operating results, liquidity, prospects, growth, the implementation of strategic initiatives, as well as other statements relating to the Group's future business development and financial performance, and the industry in which the Group operates, such as but not limited to the Group's expansion in existing and entry into new markets in the future.

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Agenda

01 Highlights of the quarter & business update

02 Financials

03 Q&A

Q3 2026 overview

Continued strong execution and performance

Financial overview

- Revenue $192 million, +38% YoY
- Order intake $178 million, +17% YoY
- Gross margin of 71%, -1.8p.p. YoY
- Adj. EBITDA[1] margin 42%, -4.8p.p. YoY

Business update

- Fall 2026 Product Announcement introduces new products and capabilities that further strengthen autonomous and intelligent fulfillment
- Acquisition of Logiqs enables future expansion into roaming pallet AS/RS[2]

2026 outlook raised

- Raised Full Year 2026 revenue guidance to around $750 million, up from around $700 million, supported by strong execution, healthy order backlog and increased visibility into the outturn of the year
- Positive momentum supports continued investments, which are expected to slightly moderate margins in the second half

1. Adj. EBITDA and other alternative performance measures (APMs) throughout the presentation are defined and reconciled to the financial results as part of the APM section of the Q3 2026 report. 2. Automated Storage and Retrieval Systems

A clear path to long-term value creation

Attractive market

Very large, underpenetrated market with majority of warehouses yet to be automated

Superior platform and installed base

Market leading technology platform with ~2,050 systems, delivering strong customer payback of 1-3 years

Go to market model enabling scalability and customer intimacy

Our global partner network drives reach and scale, while deep engagement with key accounts builds the intimacy needed to “land and expand”

Expanding offering

Continue investing in innovation to enhance our offering, while selectively expanding into adjacent areas and use cases through organic development and strategic acquisitions

Underpinned by attractive financials, strong cash generation and disciplined capital allocation

AutoStore

Fall 2026 Product Announcement

Building a more autonomous and intelligent fulfillment platform

Path to lights-out operations



FlexBinsPort™

One port for every bin height



AutoCase™ update

Broader case coverage, Multi-Station (FlowStream)



Pio Pal™, Pio Industrial & Retail

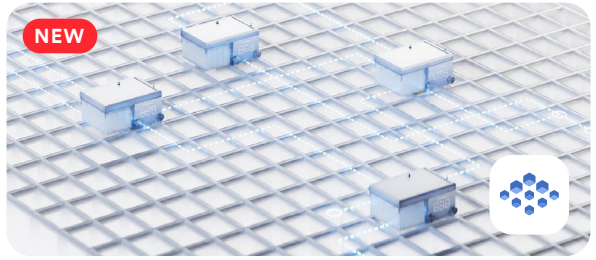
Robotic picking add-on for any Pio, plus industrial and retail setups



Robotic piece picking

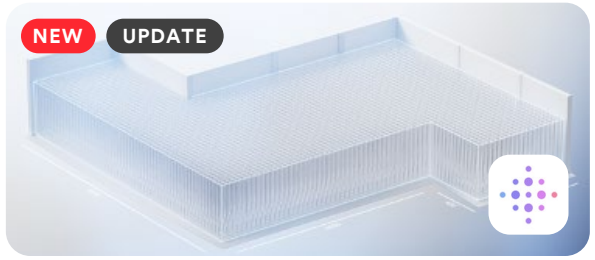
Automated induction, barcode scanning and cycle counting

Autonomous-ready intelligence — CubeVerse™ software that runs and improves the hardware



CubeFleet™

Maintenance by real robot usage



CubeExplore™ & CubeStudio™

Intelligence-guided ROI and design



CubeVerse™ Access & Deploy

SSO, unified software & firmware



CubeAnalytics™ Multi-site

One view across every site

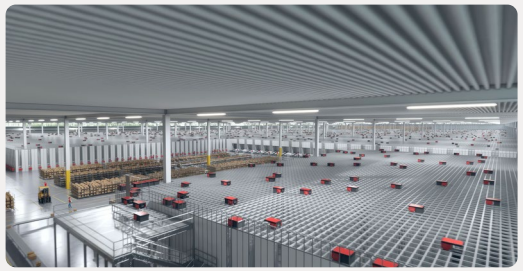
AutoStore

AutoStore to acquire Logiqs, enabling future expansion into roaming pallet AS/RS

Expanding offering

Continue investing in innovation to enhance our offering, while selectively expanding into adjacent areas and use cases through organic development and strategic acquisitions

Expansion journey to date





Case Handling



Robotic Piece Picking



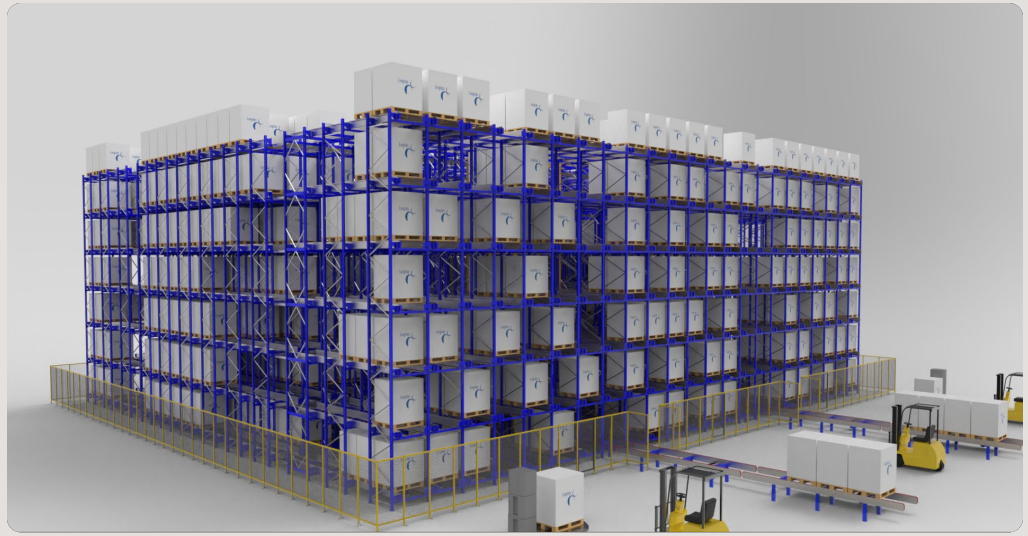
Multi-temperature & frozen



Buffering & Consolidation

Adding more adjacent workflows

Logiqs as the technology foundation for expanding into roaming pallet AS/RS



- Based in the Netherlands
- Deployed at 30 warehouse customer sites
- ~60 employees in new tech area for AutoStore

CubeVerse Design · Analytics · Operate · AutoStore Intelligence

Opportunities for expansion across a wide range of end-markets

End-market	# of systems[1]	2025 share of revenue	Selected blue-chip customers
Apparel / Sports accessories	~ 280	17%	macy's, PUMA, benetton, crocs, Lids, JFG, XXL, Boozt.com, DICK'S SPORTING GOODS, JD, lululemon
Industrials[2]	~ 670	23%	SIEMENS, YKK FANUC PERTRONICS LTD, TOYOTA MATERIAL HANDLING, ABB, JOHN DEERE, BOSCH, 3M, CAT, American Airlines
3PL	~ 230	10%	ups, DB SCHENKER, bring, DHL, GEODIS, KUEHNE+NAGEL, CJ LOGISTICS, DSV, RHENUS LOGISTICS, QLS
Other retail[3]	~ 220	13%	chewy, playmobil, coupang, SSG.COM, Kid, GYMGROSSISTEN.com, thansen
Grocery	~ 160	7%	H-E-B, Weee!, HelloFresh, Albert Heijn, MENY, Nestlé, MART, ASDA, rohlik.cz, K, consum
Automotive	~ 170	10%	FEDERAL-MOGUL MOTORPARTS, Continental, AGCO Your Agriculture Company, Bertel O. Steen, POLARIS
Healthcare	~ 200	6%	Johnson&Johnson, Pfizer, CVS pharmacy, MEDLINE, CardinalHealth, Osaki, apotea.se, Lilly
Luxury & Personal Care	~ 50	6%	GUCCI, LONGINES, ETON, MANOR, VITA, matas, ULTA BEAUTY
Consumer electronics	~ 70	8%	BEST BUY, Dustin, OLYMPUS, KOMPLETT.no, POWER, MASTER ELECTRONICS, alza.cz, MediaMarkt SATURN

1. As per end of Q3 2026, includes installed base and backlog

2. End markets include aviation, aerospace and defense, building and construction, machinery and other industrials

3. End markets include toys and games, office supplies, home supplies, generalist retailer, books & media, and public sector & services

Customer case: Parts Authority

Parts Authority is a US automotive aftermarket distributor with over 250 locations and a catalog of over 3 million parts

2
Installations



190
R5 Robots



202K
Bins



17
Ports



> “We were able to shrink the footprint requirements for the building from three to one but triple the number of SKUs that are in the building too”

Scott Hooper
Senior Account Executive, KPI Solutions

Parts Authority serves service centers, jobbers, fleets and national accounts, and runs e-commerce fulfilment. Volume has roughly tripled since the facility opened in 2022, and the company was running out of space.

About 70% of picked items fit in a bin, which made AutoStore the cornerstone.

6x improvement in throughput, almost four times faster picking, well over 99% system uptime and three times as many SKUs on a third of the footprint.



Q3:
Financials

Q3 key financial overview

$192m

Revenue +0.0% QoQ and +38.2% YoY

71%

Gross margin -0.9p.p. QoQ and -1.8p.p. YoY

42%

Adj. EBITDA margin[1] -2.6p.p. QoQ and -4.8p.p. YoY

78%

Cash flow conversion[2]

$178m

Order intake -18.3% QoQ and +16.5% YoY

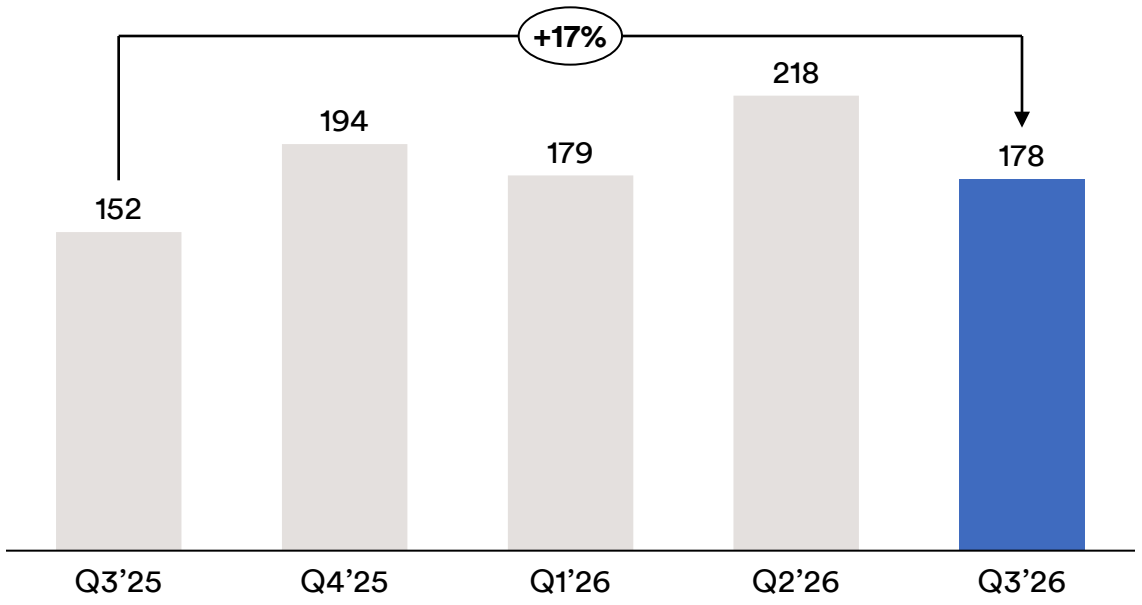
$582m

Order backlog -2.4% QoQ and +7.2% YoY

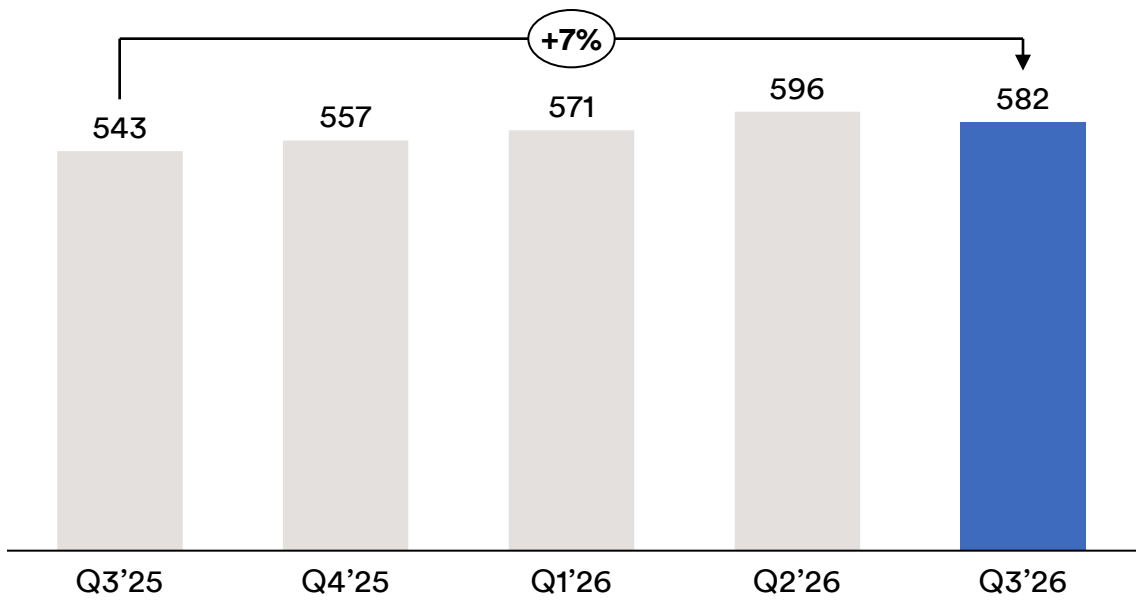
1. Adj. EBITDA margin and other alternative performance measures (APMs) throughout the presentation are defined and reconciled to the financial results as part of the APM section of the Q3 2026 report
2. Defined as Adj. EBITDA less cash CAPEX divided by Adj. EBITDA

Order intake up YoY with healthy backlog; highest Q3 order intake on record

Order intake ($ million)

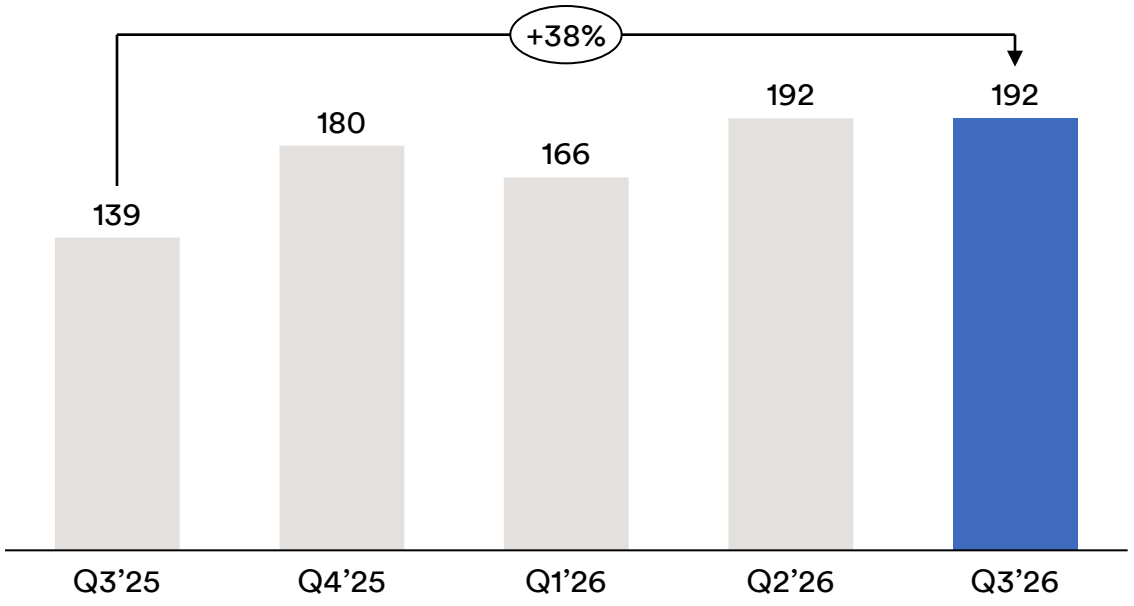


Order backlog ($ million)

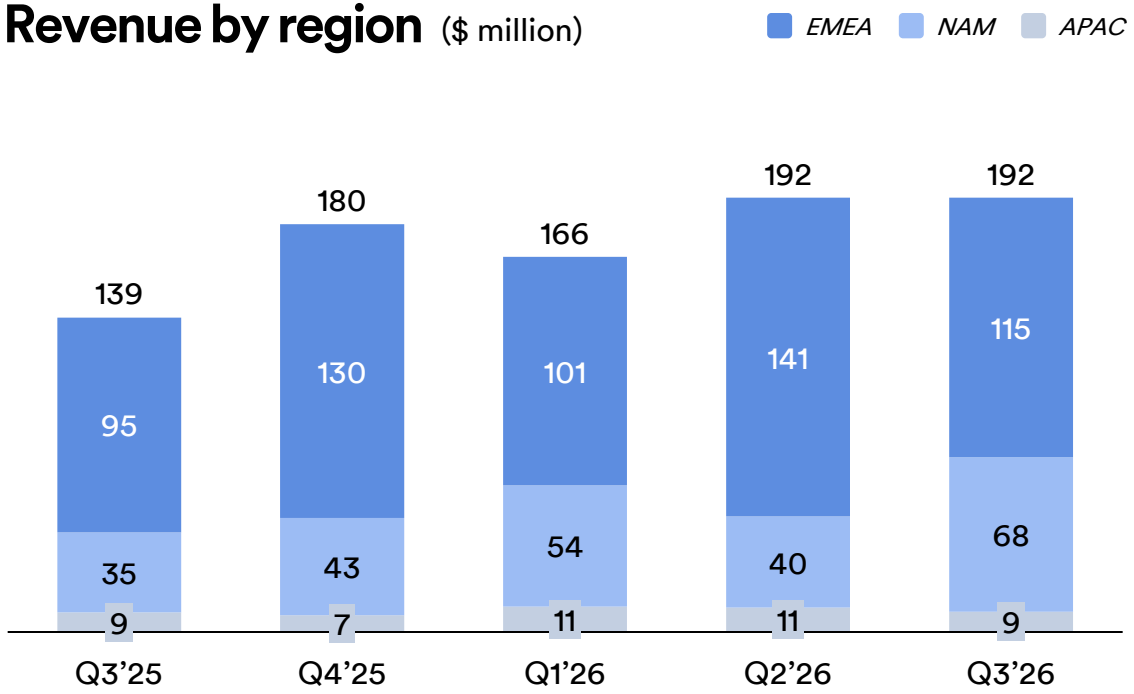


Continued strong growth driven by North America, with deliveries to several large customers

Revenue ($ million)

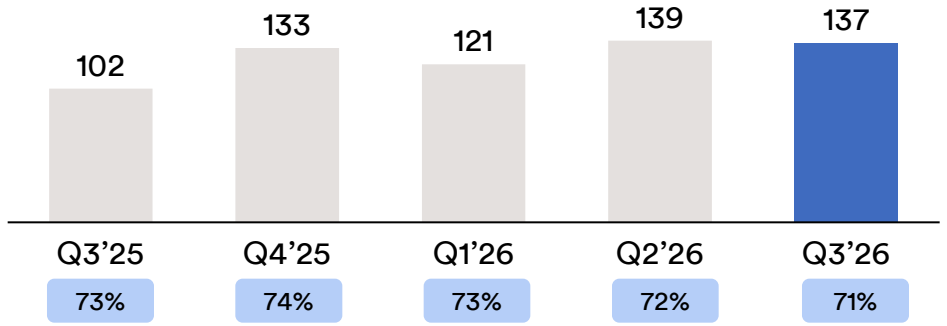


Revenue by region ($ million)

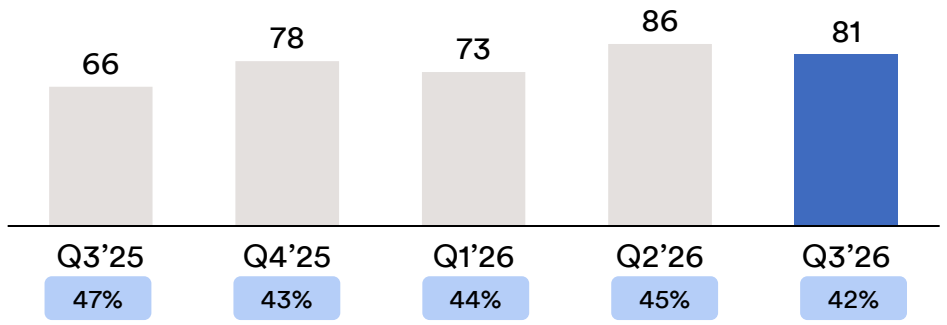


Margins remain strong balanced with increased investment to drive growth

Sustainable gross margin
Gross profit ($ million)



Adj. EBITDA margin[1]
Adj. EBITDA ($ million)



Gross margin

- Gross margin remains strong, despite delayed impacts of commodity prices
- Enhanced resilience to raw material cost fluctuations through proactive sourcing and supplier management

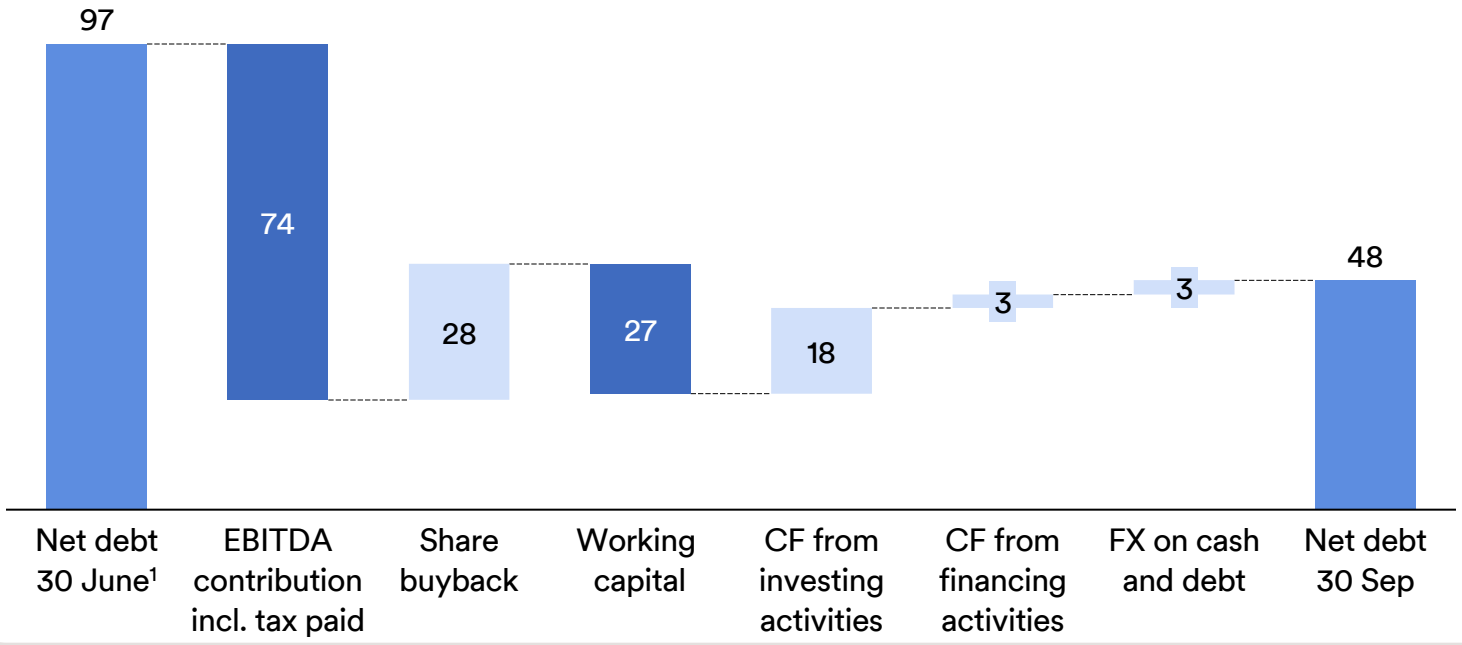
Adj. EBITDA margin[1]

- Strong profitability reflects the scalability of the business model
- Investment in growth expected to continue, while maintaining strong profitability

1. Adj. EBITDA margin and other alternative performance measures (APMs) throughout the presentation are defined and reconciled to the financial results as part of the APM section of the Q3 2026 report

Strong financial position with net debt ratio of 0.2x

Movement in net debt in Q3 2026 ($ million)



Observations

- Net debt reduced by $49 million in the quarter, notwithstanding share buy-back:
  - RCF remains undrawn
  - Term loan $147 million ($140 million net of unamortized fees)
  - Lease liabilities $52 million
  - Cash balance increased by $47 million to $151 million
- Significant liquidity headroom with $350 million undrawn revolving credit facility and $151 million in cash
- Net debt ratio[2] of 0.2x

1. Net debt excludes unamortized fees to align with the financial covenant calculation
2. Net debt ratio is defined as interest-bearing debt incl. lease liabilities, less cash, divided by last-twelve months adjusted EBITDA.

Capital allocation priorities

Disciplined approach to capital allocation supporting profitable and sustainable growth

1. Organic investment

Reinvest in the business to support organic growth and continue defining the industry with innovation

2. Strategic M&A

Maintain flexibility for strategic M&A, including technology and adjacent markets

3. Shareholder returns

Return surplus cash to shareholders

Maintain a strong balance sheet and leverage position

Acquisition of Logiqs for a cash consideration of up to $34 million. As of November 4, $53 million has been returned under the share buy-back program of up to $75 million announced in August.

Q&A

Key takeaways

01 Significant strategic progress delivering strong financials

02 Investing in our leading position through innovation

03 Exciting future in very attractive market, with long runway for growth

Appendix

The Intelligent Fulfillment solution

Global scale and leading position in the warehouse automation market

Scaled and global platform

Countries	68
Robots[1]	~96,500
Systems[1]	~2,050
R&D FTE[2]	269

Customers and partners

Partners[3]	21
Certified sales representatives	~3,000
Unique customers	~1,350
Customer payback period	1-3 years
Broad exposure to all end markets[4]	~55% Sales to existing customers

Superior financial profile

Raised FY 2026 guidance	~$750m
Gross margin LTM	72%
Adj. EBITDA margin LTM	44%
FCF conversion[5] LTM	82%

1. As per end of Q3 2026, includes installed base and backlog
2. As per end of Q3 2026
3. Merger between three Partners
4. Historical average (2021 – Q3'26)
5. Defined as Adj. EBITDA less cash CAPEX divided by Adj. EBITDA

Presentation of Adj. EBITDA[1] breakdown

	Third quarter		YTD	
USD million	2026	2025	2026	2025
Profit/loss for the period	**37.7**	**32.2**	**128.8**	**40.9**
Income tax	11.0	9.2	34.5	11.5
Net financial items	5.4	7.2	9.3	31.9
EBIT	**54.1**	**48.6**	**172.6**	**84.3**
Depreciation	5.0	5.0	14.7	13.9
Amortization of intangible assets	12.3	11.1	37.2	31.1
Impairment	2.4	0.5	2.4	0.5
EBITDA[1]	**73.7**	**65.3**	**226.9**	**129.8**
Option costs	5.2	0.2	10.1	1.5
Transformation costs[2]	-	-	-	19.0
ERP system implementation costs	2.4	-	3.4	-
Total adjustments	**7.6**	**0.2**	**13.5**	**20.5**
Adjusted EBITDA[1]	**81.3**	**65.5**	**240.5**	**150.3**
Total revenue and other operating income	192.1	139.0	549.9	358.9
EBITDA margin[1]	**38.4%**	**47.0%**	**41.3%**	**36.2%**
Adjusted EBITDA margin[1]	**42.3%**	**47.1%**	**43.7%**	**41.9%**

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