

Agenda – platform for today and the future

CEO – Munters Towards Full Potential

- A strong company – but disappointing performance since IPO
- Global player in niche markets
- Full Potential Program to seize opportunities

Global Operations – Building a customer-oriented and scalable platform

AirTech – Sustainable solutions for demanding industrial applications

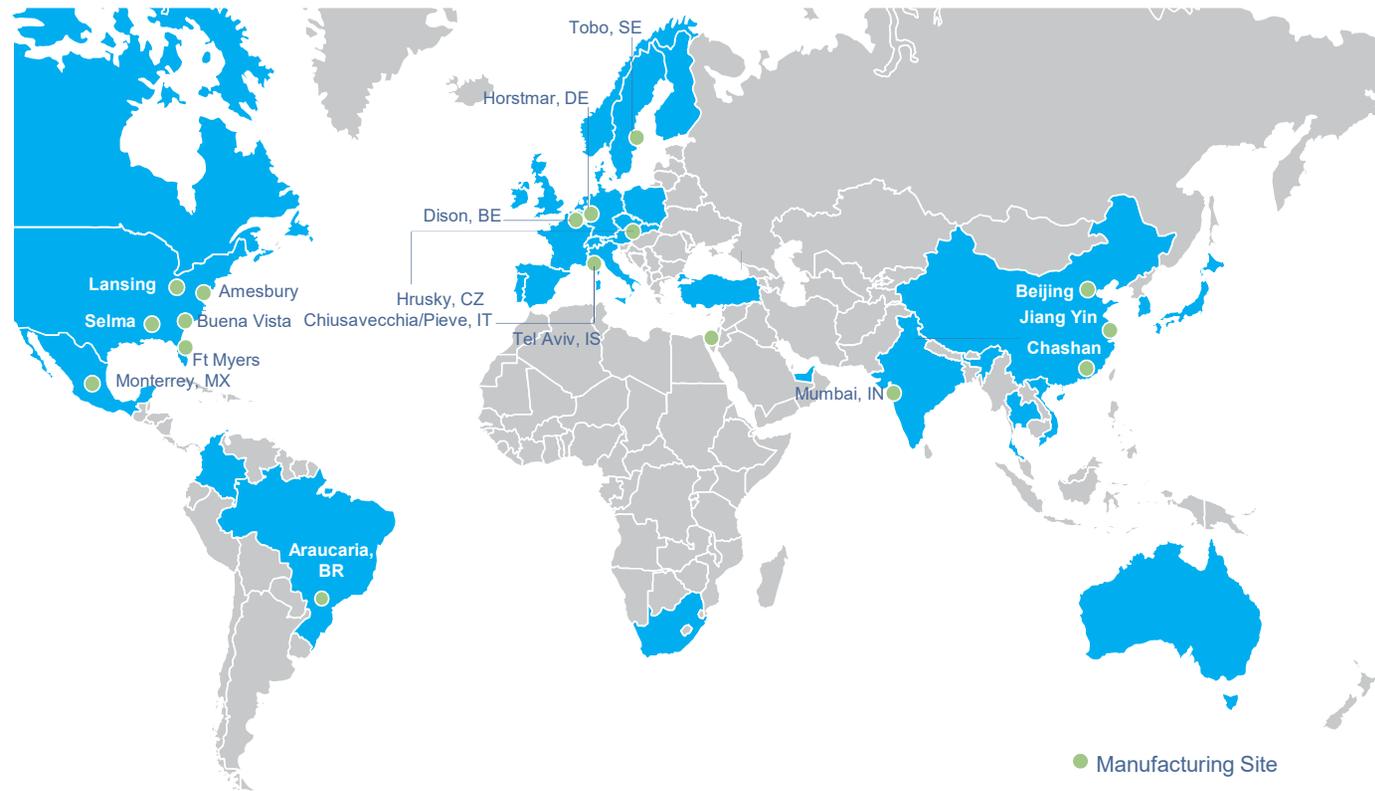
FoodTech – Sustainable solutions for demanding agricultural applications

CFO – Delivering the numbers

CEO wrap-up – Confident in our targets

Operations - Global scale and regional agility

- 18 plants and spare part distribution centers
- 7 assembly and logistic hubs
- ~1800 Employees
- Global leverage and regionally optimized supplier base



Our improvement journey continues

1955-2011 Distributed Manufacturing and Sourcing

- Local optimization and local processes
- Scattered Supplier-base
- Common IT platforms initiated

2011-2018 Global Operations Reduce Cost

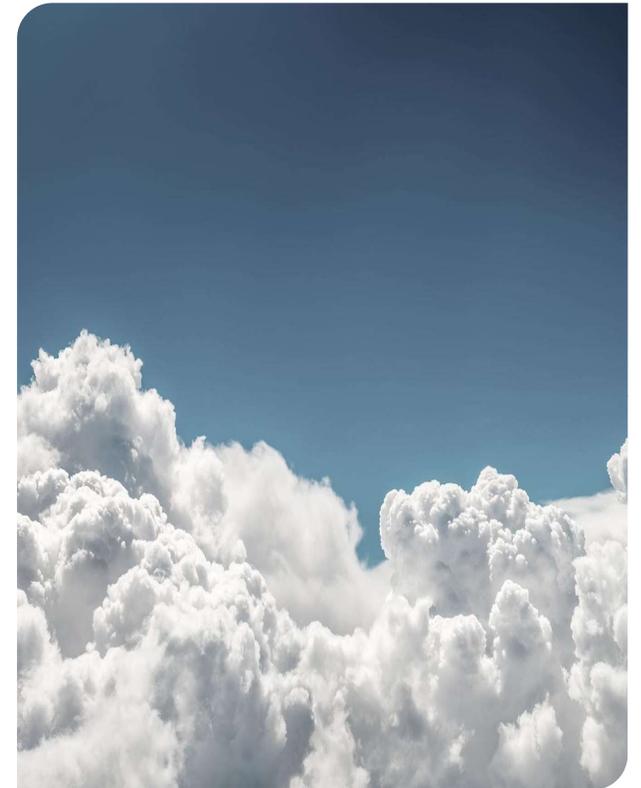
- Growth through acquisitions
- Global sourcing - Category wave execution
- Capacity investments
- Lean Journey started (MPS)
- Main focus on Ad Hoc Cost reduction, sometimes increasing Loss and Waste.

2019 → future Enable Business OPERATIONAL PERFORMANCE

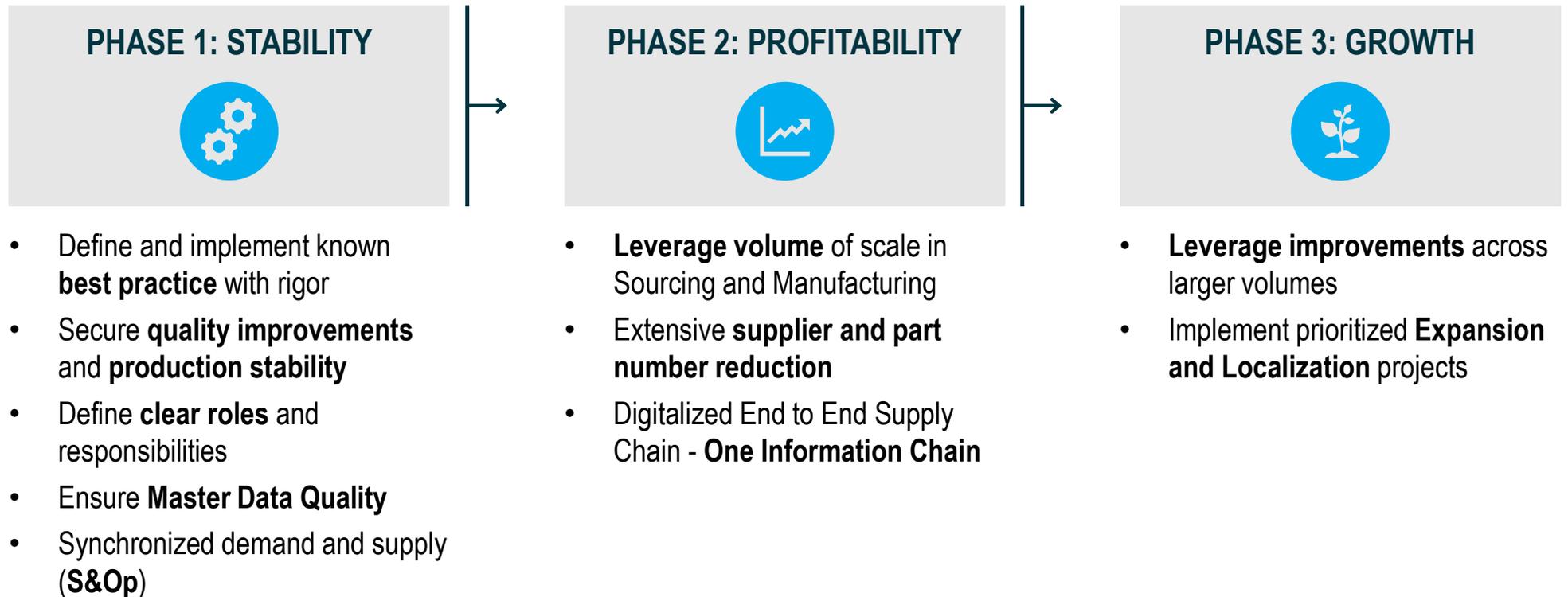
- A** Customer needs comes first!
- B** Scalability to support Profitable Growth through Stability in Performance, Solid processes supported with IS/IT, Sourcing and Manufacturing leverage
- C** Towards World Class performance with Munters Production System
- D** Working Capital Excellence

Customer needs come first

- Quality **ZERO defect mindset** to protect Customers
- **Customization excellence** - supporting full product lifecycle
 - Product project readiness and early involvement in projects – Right from start!
 - Optimized workflow for Standard, Configured and Customer Engineered products
- **Optimized Supply-chain** based on well defined customer and market needs (e.g. lead-time) supported by S&Op process
- Determined to **deliver** according to **customers expectations**
- **Clear, honest**, immediate and fact based **communication**

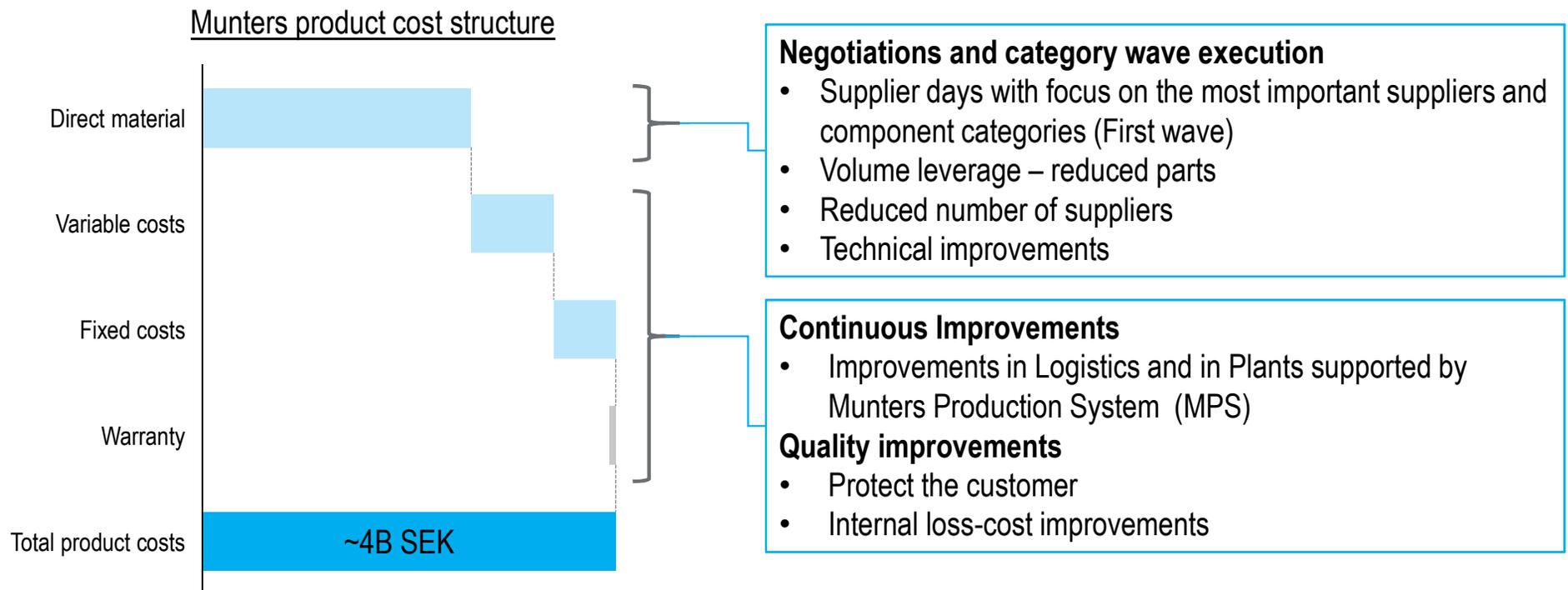


Create operational scalability to support profitable growth



C

Towards World Class: Focused improvements targeting cost savings to counter inflation and more every year



We are aiming towards world-class level of manufacturing

