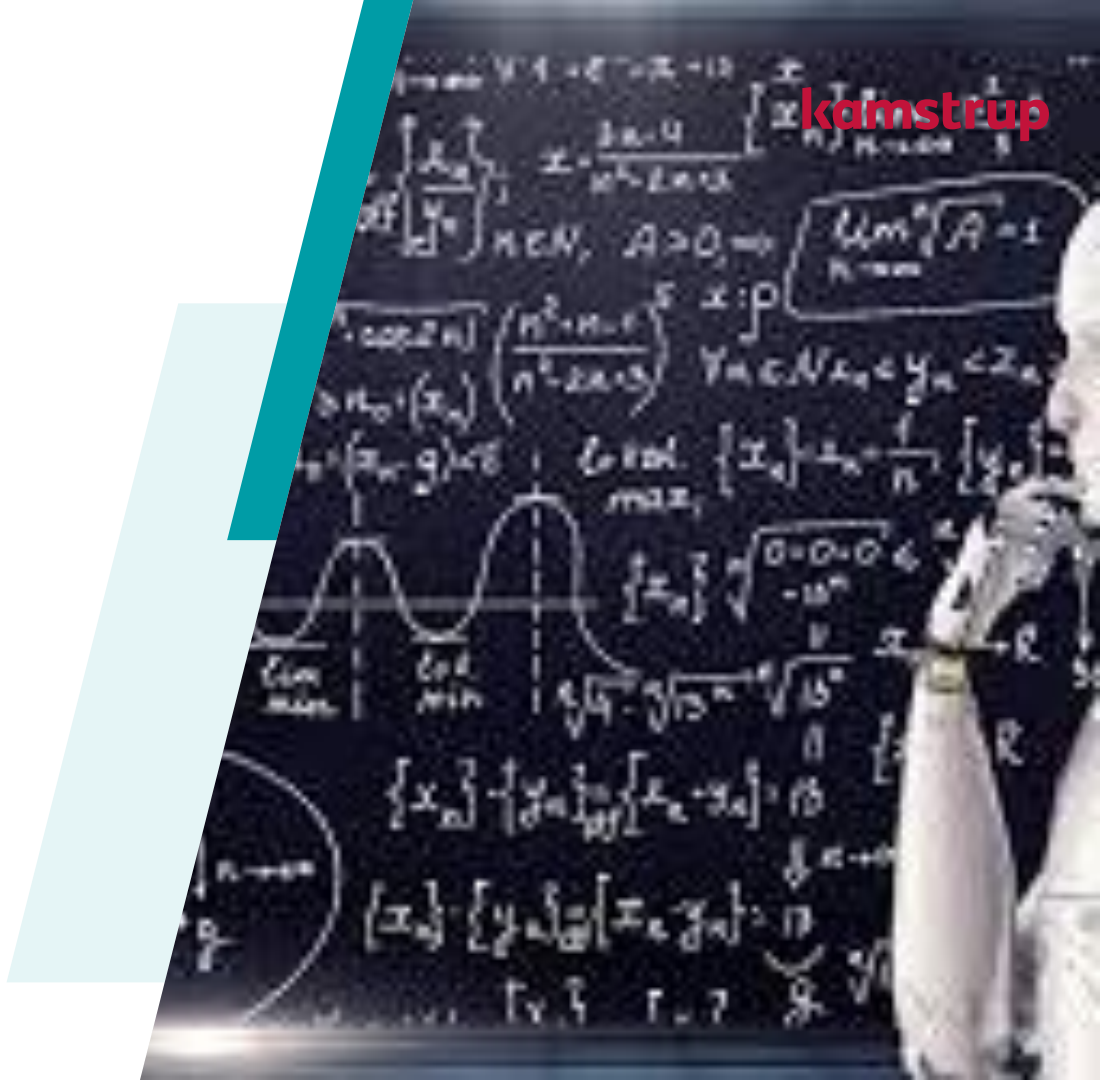




Digitalization - Creating value - together ?

1st May 2024

Flemming Bent Thomsen



kamstrup

Kamstrup in short

1,800 employees
+400 R&D
engineers

+75

years of curiosity and innovation

484

mill. EUR turnover 2023

21

offices, more
than 80 partners
and active in +80
countries



150
robots



***IT'S TIME
TO KNOW***

26,000,000 meters installed
around the world

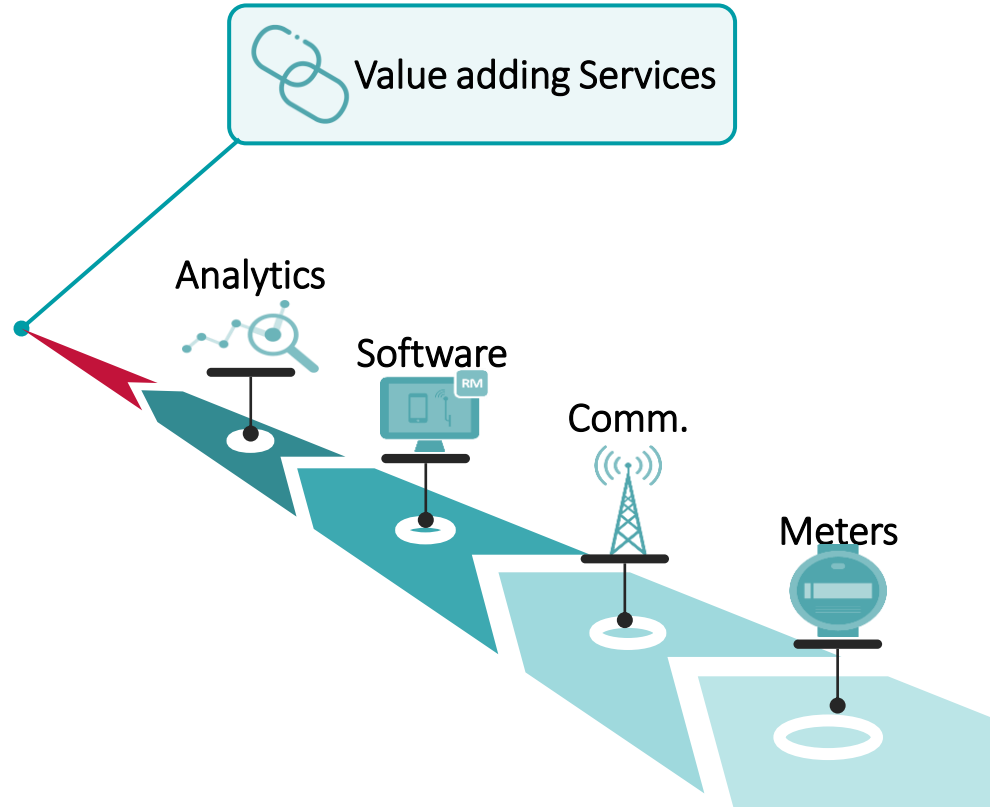
Up to **11.2%**
of turnover invested in R&D

Strategic direction for Kamstrup

We focus on digitalization to add additional value

We see Data -> Software and Services as a key differentiator

We will focus on innovative partnerships with customers and other vendors



The water industry is facing increased demands



Demographic Shifts



Financial Pressures



Regulatory & Policy Drivers



Climate & Environmental Risks



Reduction of non-revenue water



Aging Infrastructure



Consumer transparency & involvement



Asset Maintenance

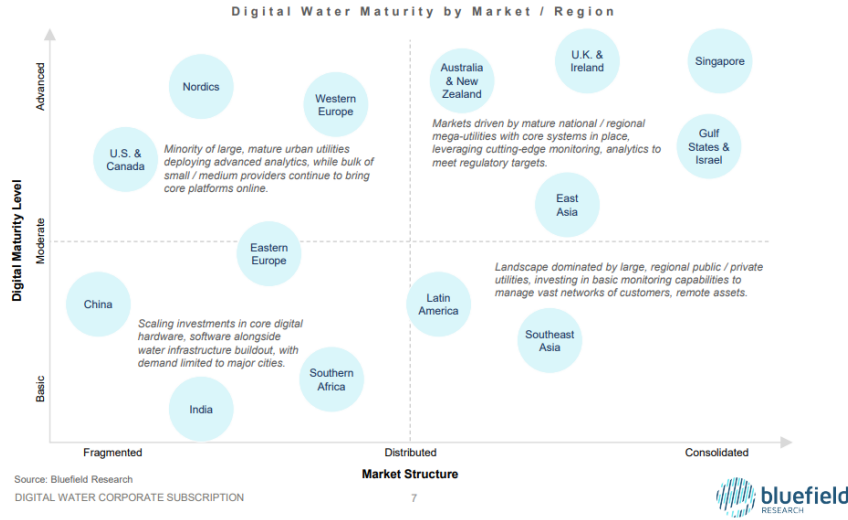


Technology Change

Digitalization is moving fast...

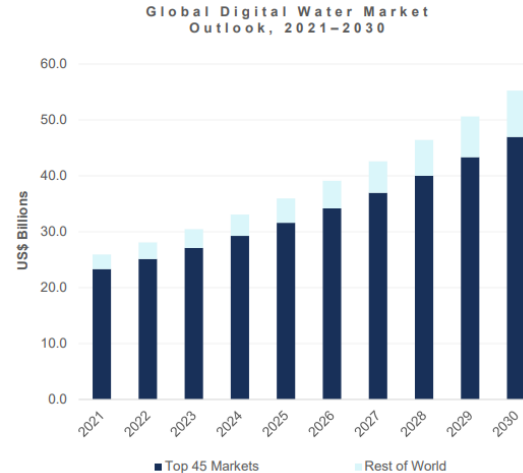
Plotting the Digital Water Journey – Digital Maturity by Market & Region

The addressable market for digital water varies significantly by country / region, with different types of solutions, business models appropriate for different types of utilities based on location, size, income level, digital maturity.



The Big Picture – Top-Line Global Digital Water Market Opportunity

Bluefield projects that total global spend on digital water technologies and services will scale at an 8.8% CAGR from US\$25.9 billion in 2021 to US\$55.2 billion in 2030, for a cumulative 10-year total of US\$387.5 billion.



Analysis

Top markets tracked by Bluefield represent lion's share of opportunity for digital water solutions.

- The 45 key markets covered in Bluefield's forecast account for nearly 90.0% of total global 10-year digital water spend, despite making up less than two-thirds of world population.
- Bluefield's forecast includes 25 of the 30 largest world economies by GDP, as well as smaller high-income technology hubs (e.g., Singapore, Norway, Qatar) and key emerging markets (e.g., Malaysia, Chile, South Africa).

Bluefield forecasts that rest of world digital water spend will scale at a 13.8% CAGR from US\$2.6 billion in 2021 to US\$8.3 billion in 2030.

- Rest of world hotspots for digital water adoption include upper middle income Eastern European markets (e.g., Romania, Bulgaria) and emerging markets in Asia and Africa (e.g., Pakistan, Kenya).
- Russia has been removed from Bluefield's forecast due to its ongoing war with Ukraine, which has led many leading global digital water solutions providers to cease business operations in Russia to avoid sanctions and reputational risk.

Source: Bluefield Research

DIGITAL WATER CORPORATE SUBSCRIPTION

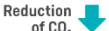
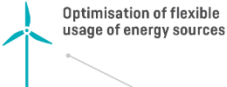
19

FROM model based digital twins for fault diagnosis systems

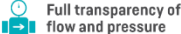
based on massive investment in sensors

TO prescriptive maintenance that prevent leaks/faults.

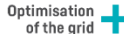
Heat/Cooling



Water



Electricity



Supporting the green transition and electrification



Questions?

