

BALYO

Investors' presentation

As of March 2023

OUR VISION

ENABLE COMPANIES TO
FOCUS ON HUMANS



OUR MISSION

DESIGN, SELL & OPERATE SIMPLE,
AFFORDABLE & SUSTAINABLE
DRIVERLESS FORKLIFTS, SYSTEMS &
SERVICES GLOBALLY

OUR VALUES

#thinksimple

TURN COMPLEX PROBLEMS
INTO SIMPLE SOLUTIONS

#movefast

TRY FAST, FAIL FAST
TRY AGAIN

#beboid

TAKE RISKS TO
CHALLENGE STATUS QUO

#givetrust

WE TRUST EACH OTHER



ONE OF THE FEW TRULY GLOBAL MOBILE ROBOTICS PLAYERS

- ▲ Founded in 2006, listed on Euronext since 2017, 150+ FTE
- ▲ Mobile robots & Software developments
- ▲ HQ & Logistics Center in Paris, subsidiaries in Boston, US & Singapore
- ▲ Industrial partnerships with two OEMs (KION & HYG),
Distribution with integrators (KORBER, ULMA,...) &
Global Direct Sales



HQ, Osmose Building, Arcueil, France

CONVERT PALLET MOVEMENT TO AUTONOMY

LARGEST MARKET WHERE AUTONOMY IS BECOMING REALITY



5+ million

Forklifts deployed around the world

€50+ billion

Annual global expenditures on material handling

80%+

Of forklifts operating costs related to driver costs

€200+ billion

Annual global expenditures on pallet handling

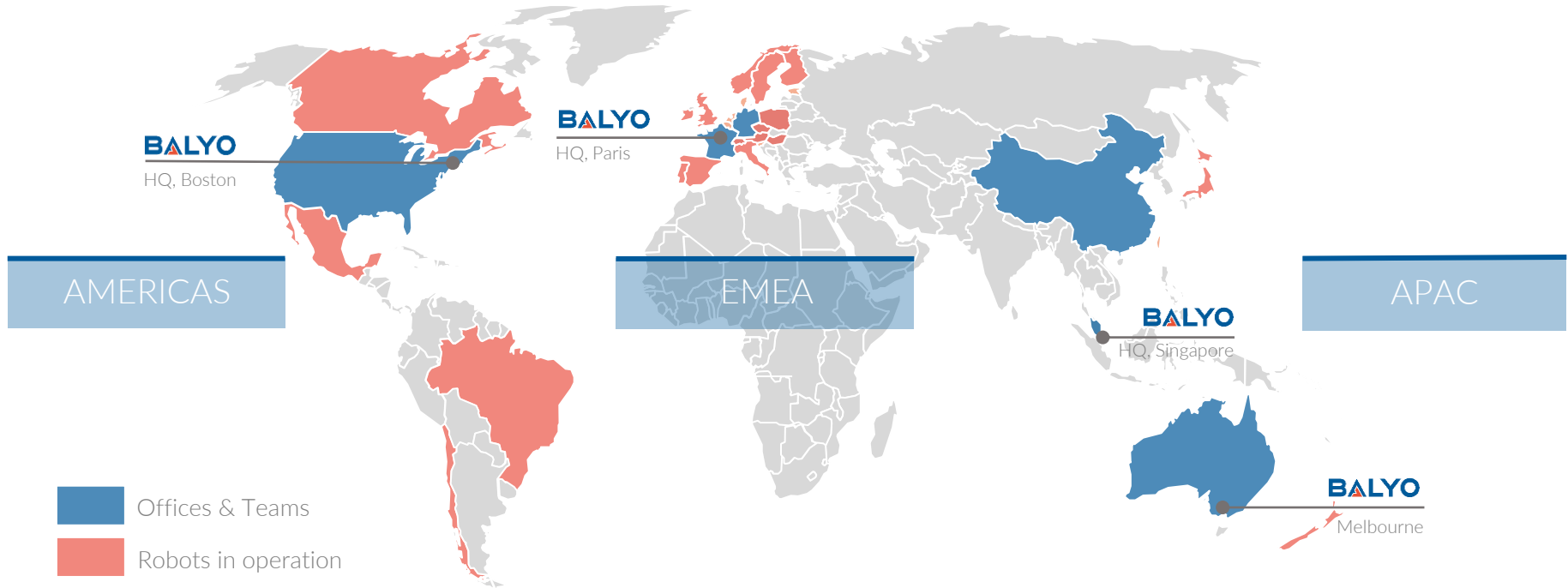
\$380 million

Estimated annual expenditures on material handling of a major client

Still less than 1% of pallets moved today by robots ! Company estimates

3 REGIONAL HQ & GLOBAL FOOTPRINT

WAREHOUSING & MANUFACTURING EXPERIENCE: 1,000+ ROBOTS, 300+ SITES, 30 COUNTRIES



ROBOT RANGE

CONSISTENT PRODUCT RANGE TO ADDRESS MOST WAREHOUSING APPLICATIONS



TUGGY



LOWY



CB LOWY



LOWY HL



CB LOWY HL



REACHY



VEENY

**ROBOTS TRACTOR, STACKER
& CB-STACKER "LOW-LIFT"**

Transports floor to floor

**ROBOTS STACKER
& CB-STACKER "MIDDLE-LIFT"**

Transports <4 m

**ROBOTS REACH & VNA :
REACHY IN 2,9 M AISLES AND VEENY UP TO 17 M**

High-bay storage

BLUE CHIP USER BASE

EXPERIENCE WORKING WITH THE MOST DEMANDING PARTNERS & CLIENTS GLOBALLY



Targetted sectors : Logistics, Manufacturing at FMCG & Automotive

LOGISTICS



FMCG



AUTOMOTIVE



AND MANY OTHERS...



TECHNOLOGY UPDATE 2022

HIGHER, SIMPLER, QUICKER & MORE INTELLIGENT

"Product of the year" in 2021 & 2022 by German magazine "Materialfluss"

- ▲ BALYO's Robotic-as-a-Service to implement mobile robots with minimal investment and pay "per pallet moved"
- ▲ Further technical customer benefits: control & monitoring for the robot fleet 24/7 via remote access, etc.
- ▲ VNA reaching world-record height of 17m



Strategic supplier agreement with Ouster

- ▲ Mid-term migration of BALYO's mobile robots to Ouster's 3D lidars
- ▲ Improvement of existing abilities:
 - ▲ localize mobile robots in complex environments,
 - ▲ detect obstacles at height or on the ground in 3D at 360° & auto-restart
 - ▲ improve energy consumption & efficiency



Release of OS V4.12 (Operating System)

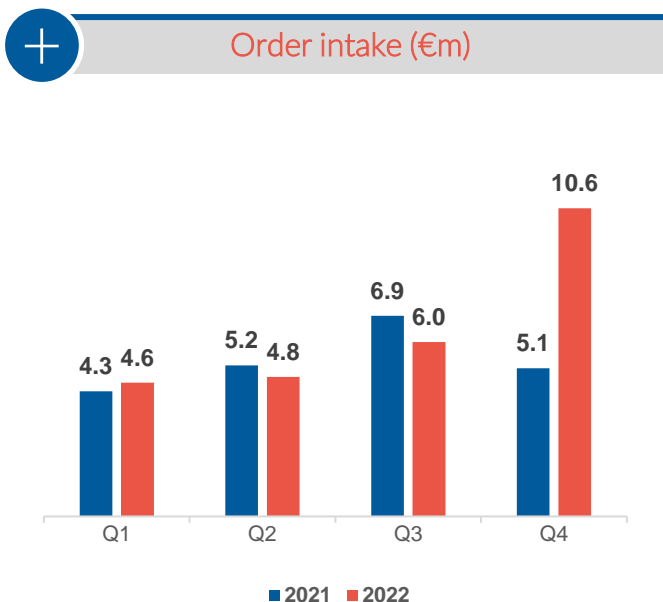
- ▲ Safety Soft Gen2 - mobile robots adapt their speed in real time
- ▲ Pallet perception - improvement of pallet drop-off perception for the combination of manual pick & autonomous drop of pallets
- ▲ Autocalibration - extension of the autocalibration features to accelerate set-up or restart of the mobile robots after delivery or following a maintenance operation
- ▲ Client driven commissioning - Launch of tests at clients of our 1st graphical & codeless installation tool for robots
- ▲ Productivity gains on REACHY - via software improvement vs previous OS, 20% improved speed of the Reach robot Pick & Drop cycle



2022 Full Year Results

FY 2022 ORDER INTAKE

MULTI-CHANNEL SALES via DIRECT SALES, OEM & INTRALOGISTICS INTEGRATORS

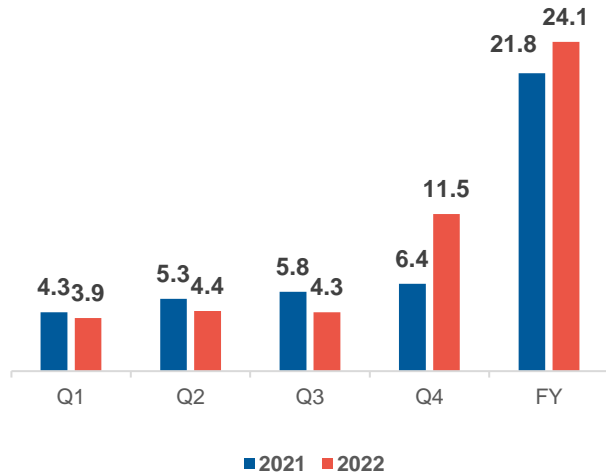


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- Increase in backlog to €12.7 million at December 31, 2022 (+33% vs. December 31, 2021)
- In terms of breakdown by geography, the backlog in the Americas region showed very strong growth (+86%) to €5.8 million

FY 2022 REVENUE

MULTI-CHANNEL SALES via DIRECT SALES, OEM & INTRALOGISTICS INTEGRATORS



1

- Q4 2022 sales up 81% vs. Q4 2021
- FY 2022 sales up 11% compared to FY 2021
- Direct sales represent 37% of total sales in 2022 vs 19% in 2021

CONSOLIDATED P&L

IFRS (€m)	Dec. 31, 2022	Dec. 31, 2021
Sales revenue	24.14	21.77
COGS	(13.79)	(11.76)
Gross profit	10.35	10.01
Gross margin (%)	43%	46%
R&D	(4.55)	(3.86)
Sales & Marketing	(2.91)	(2.11)
Overheads	(7.12)	(6.27)
Share-based payment	(0.24)	(0.18)
Other operating income and expenses	-	0.94
Operating loss	(4.45)	(1.49)
Financial expense	(0.11)	(0.43)
Net result	(4.56)	(1.92)

1

Good level of gross margin maintained at 43% (vs 46% in 2021)

- Operating profitability achieved in H2 2022

2

Increase in operating expenses, up 19% to €14.6 million:

- Mainly driven by marketing and sales investments to support the development of direct sales (+38%)

3

Operating loss decreased to -€4.5 million vs -€1.5 million in 2021

BALANCE SHEET

IFRS (€m)	Dec. 31, 2022	Dec. 31, 2021
Non-current assets	6.00	6.90
Inventories	6.33	3.36
Trade accounts receivables	3.78	6.36
Other receivables	3.75	2.89
Cash & cash equivalents	8.22	10.22
Total assets	28.08	29.73
Shareholders' equity	(2.44)	1.86
Non-current financial debt	11.33	13.21
Current Financial debt	3.56	2.53
Trade notes and accounts payables	6.79	4.65
Tax and employee-related payables	3.45	2.48
Other current liabilities	5.40	5.01
Total liabilities	28.08	29.73

1

Net debt at Dec. 31, 2022:
€6.7 million

2

Working capital at Dec. 31, 2022: €3.3 million (vs. €5.1 million at Dec. 31, 2021):

- Significant increase in inventories to €6.3 million, offset by a sharp decrease in trade accounts receivables and surge in trade notes and accounts payables

Cash Flow Statement

IFRS (€m)	Dec. 31, 2022	Dec. 31, 2021
Cash used for operating activities	(0.35)	(3.06)
Cash used for investing activities	1.10	0.48
Cash provided for financing activities	(2.65)	3.92
Change in cash	(1.99)	1.42
Cash & cash equivalents	8.22	10.21

1

Cash position of €8.2 million at Dec. 31, 2022
(vs €10.2 million in 2021):

- BALYO is considering strategic and additional financing options to extend its cash horizon to finance the development of its activities and, in particular, the growth of its direct sales



New Strategy

DRIVE ROBOTICS ADOPTION

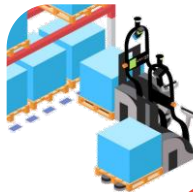
WHAT DRIVES CUSTOMERS TO BALYO

- ▲ Difficulty in recruiting and retaining warehouse operators
- ▲ Rising wages and pressure on margins
- ▲ Risk of manual error, esp. in High-bay storage



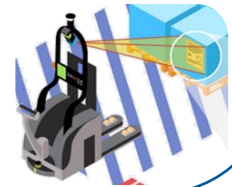
WHAT IS SLOWING CUSTOMER INVESTMENT IN AUTOMATION

- ▼ Lack of automation expertise, particularly in system implementation
- ▼ Complexity of systems on offer
- ▼ Perceived expense of automation (especially outside of peak seasons)



BALYO'S ANSWER

- ▲ Digital Journey from Idea to Commissioning
- ▲ Simpler User Experience
- ▲ High Bay Storage: VNA & Reach
- ▲ Standard (OEM) Driverless forklifts & Dual-mode
- ▲ Global Presence & Local Service
- ▲ 1st Robotics Company with Impact Roadmap




NEW STRATEGY INITIATED IN 2020

MORE FOCUSED, IMPROVED EFFICIENCY FOR BETTER SALES CHANNEL CONTROL

1 Focus On High Bay Storage



2 Transition Towards A Direct Sales Model



3 Strategic Shift To The US Market

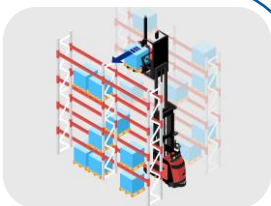


4 Simplify Customer Experience



- ▲ Pipeline Building Rapidly
- ▲ Higher Growth Through Direct Sales

GAME-CHANGING HIGH-BAY CAPABILITY



REACHY



VEENY

ROBOTS REACH & VNA :
REACHY IN 2,9 M AISLES AND VEENY UP TO 17 M

High-bay storage

- ▶ Ability to manage narrow aisles with **REACHY** (as low as 2,9m) is critical as most warehouses do have aisles <3,2m, especially at 3PL
- ▶ Apart **BALYO** other vendors usually can manage aisles >3,3m, hence cannot convert most of the existing warehouses to autonomy
- ▶ **VEENY (VNA)** is about saving space by having a robot driving into <2m aisles, these products are sold in markets where space is expensive and scarce, hence one want to go as high as possible
- ▶ **BALYO** is the 1st company who (dared) exploring storage heights >14m, recently installed robots at SSW in Singapore at 17m. Japan, UK, Germany, Singapore are markets where such heights are common

SALES DEPLOYMENT AT 1st TIME BUYERS



- ▲ Partnership aimed at providing autonomous pallet handling in Bolloré Logistics warehouses in the APAC region
- ▲ 1st order of BALYO VNA-mobile robot at Bolloré Logistics' Blue Hub in Singapore, ongoing discussions for further scale-up in APAC
- ▲ Relocation of BALYO Singapore into Bolloré Logistics' B.Lab innovation center, a leading global logistics hub



- ▲ 1st order at a factory in the North of France with more than 100 pallets / hour of In/Outbound movement
- ▲ Fleet of 10 REACHY to manage exceptionally tight aisle-width & rack-cell storage space
- ▲ Handling of specific pallet-bending risk using conveyor & WMS information

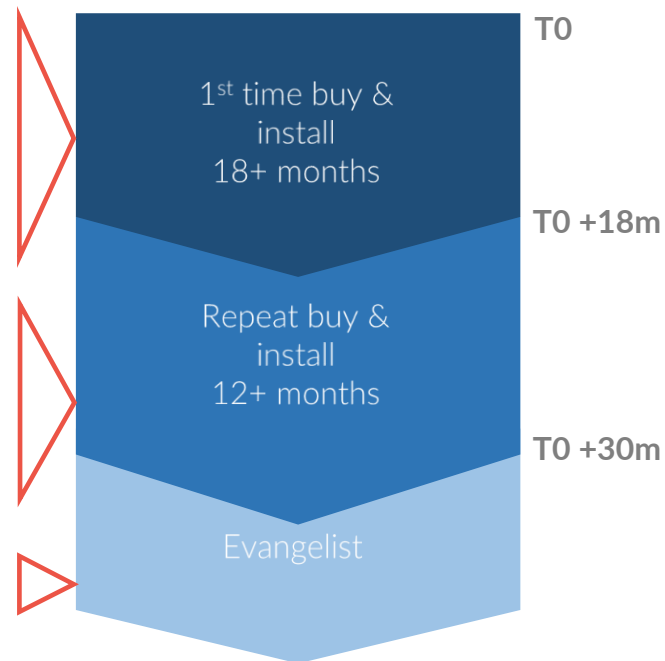


- ▲ BALYO installed and handed-over 4 of the world's tallest autonomous Very Narrow Aisle (VNA) to Singapore Storage & Warehouse
- ▲ With a lift height of 16.8m, this is the 1st site in the world operating autonomously such heights using driverless VNA up to 750kg
- ▲ On-going discussions to extend at other sites in Singapore

CASE STUDY (USA): BEHR

ORDER INTAKE & INSTALLATION CYCLE TIMES FOR CONVERTING CLIENTS FROM 1st TIME BUYER TO REPEAT-BUYER

- | | |
|---|----------------------------|
| ▲ 1 st contact with BALYO | End 2020 |
| ▲ Pilot project qualification & purchasing process | Jan 2021 to Aug 2021 |
| ▲ Order for 1 st site in Dallas, TX with 3x REACHY | Sep 2021 |
| ▲ Robots Delivery | February 2022 |
| ▲ Implementation & Start of Production | July 2022 |
| ▲ Launch & Review of 4 extra sites in the US | July 2022 to Oct 2022 |
| ▲ Purchasing for 4x new sites (12 REACHY) | December 2022 |
| ▲ Robots Delivery (Robots in Stock) | Jan-March 2023 |
| ▲ Forecasted implementation & Completion | Exp. September 2023 |
| ▲ ...Towards a convinced “Evangelist” & recurrent business relationship | |



SHIFT TOWARDS NORTH AMERICAN MARKET

MANY ADVANTAGES : QUICKER DECISION-MAKING, LARGER PROJECTS, LESS INTENSE COMPETITION

- ▲ Experienced sales team
- ▲ Almost 50% of our backlog (as of Dec 31 2022) belongs to Direct Sales from the US market
- ▲ Our pipeline of leads/opportunities is also showing a similar trend/share
- ▲ One shall expect in 2023 a majority of Direct Sales from the US market, also over 2024
- ▲ We plan a progressively more balanced intake with EMEA & APAC from 2025



AMBITIOUS USER EXPERIENCE ROADMAP

CLIENT WANTS & SHALL BE ALLOWED TO DIY

One of the most important dampers in our market is **fear**

- ▲ ...Fear of Changing operations
- ▲ ...Fear of not having the “robotics” teams to manage projects and change
- ▲ ...Fear of not making the right tech choice as every week one read news on a “disruptive technology”

BALYO is convinced that by providing the simplest, least intrusive and most flexible technologies one can **suppress** fears

- ▲ Our ambition is to **drive** an evolution towards DIY software-suites to clients
- ▲ In 2023 we will provide clients with a 1st release to allow clients to commission robots (for our **whole** fleet)
 - Map sites (basis of our work is to map sites with Lidars so that robots can localize)
 - Design circuits & applications WITHOUT any line of code, drag & drop, like a powerpoint user experience

IMPACT

ALL THE ABOVE IS WORTHLESS IF NOT DONE WITH A POSITIVE IMPACT MINDSET

- ▲ BALYO has engaged already since 2021 to add positive impact in its strategy & decision-making
- ▲ 1st Roadmap published mid-2022 & action plan launched at BALYO to focus on 5 relevant areas ;
 - (1) Robots ecodesign
 - (2) Sustainable procurement
 - (3) Sustainable logistics & People transportation
 - (4) Women at work and
 - (5) Employee engagement
- ▲ Various actions launched or completed over 2022 (non-exhaustive) ; Carbon footprint completed, an all-new CB Stackers includes ecodesign principles, changes in our freight policies and heavy R&D investments in commissioning tools for “DIY”
- ▲ Impact Report 2022 published Q1 2023

