



Industrial AI is IFS.ai

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Overview

IFS is the world's leading provider of Industrial AI for the hardcore businesses that service, power, and protect our planet. IFS.ai enables businesses which manufacture goods, maintain complex assets, and manage service-focused operations to unlock the transformative power of Industrial AI™ to enhance productivity, efficiency, and sustainability.

#IndustrialAI

Business in Numbers



Financial Highlights

€1.24B+

Annual Recurring Revenue (ARR)

+23%

Increase in Annual Recurring Revenue (ARR) YoY

+30%

Increase in Cloud Revenue YoY



Customers

US\$3T

Critical assets are managed by customers using IFS.ai

6,000+

IFS Customers

87%

Industry leading CSAT score



Partners

500+

Partners Globally

85%

Net New Deals won in 2025 including a partner

75%

Projects Delivered/ Co-Delivered by Partners



Company & People

10,000+

Human and Digital Workers

38%

Percentage of Women in IFS

8.2%

Global Engagement Score



Sustainability

100%

Renewable electricity across global sites

35%

IFS ranked in the top 35% of sustainable companies*

36%

IFS employees volunteered - more than double the industry average

Foreword from IFS's CEO

Mark Moffat



The winners in enterprise software will be those who turn applications into platforms: connecting data, AI, and autonomous agents into a single system of execution. That's exactly where IFS is staked."

Mark Moffat
IFS CEO

Speed is life. Nowhere is this truer than in the six industries we serve; the companies that manufacture, maintain, and manage the world's critical infrastructure. The faster you can detect an anomaly, dispatch a technician, optimize a schedule, or reconfigure a production line, the more competitive you become. These industries operate in real time. Their customers demand immediate responses. Downtime costs millions. Delays cascade into disasters.

The enterprise software market is undergoing a fundamental shift. Winners are those who harness applications as dynamic platforms, connecting data, AI, and autonomous agents into unified systems of action. Meanwhile, asset-intensive industries remain the backbone of global progress, regardless of economic cycles. This convergence is where IFS has staked its position.

2025 was the year we proved that velocity wins. Not just the speed of our software, but the speed at which we helped customers transform, compete, and succeed. Building on our €1B ARR milestone from 2024, we delivered exceptional growth with 23% YoY ARR growth, double that of our peers according to market growth figures published by respected industry analysts. This performance, and one step closer to our 2029 Strategy, reinforced IFS's

position as the category leader in Industrial Software.

In just three years, our enterprise value doubled to over €15 billion, and we welcomed ADIA and CPP Investments, sovereign and pension wealth funds whose investment signals market confidence in our Industrial AI strategy.

Industrial AI brought the next wave of AI innovation, applied for Industry; scaling from first deployment across our customer base, to transformation in real time. Our partnership with Microsoft deepened, and our patronage of MIT CISR generated research that shaped industry best practices. IFS.ai became recognized as the most powerful, most practical Industrial AI platform serving asset intensive industries.

The market responded. We brought in over 300 new customers including ArcelorMittal, Cadillac Formula 1 Team, Callaway, Collins Aerospace, Hitachi Energy, Homeserve, Japan Airlines, Tampa Electric, TotalEnergies, Westinghouse, William Grant & Sons. Leading global organizations using IFS to fundamentally transform how they operate.

Our partner ecosystem drove exceptional growth in 2025, contributing 85% of new customers and establishing the foundation for continued scale. When our partners won, our customers won. When our customers won, entire industries moved faster.

To match this growth with the trust our customers placed in us, we set an audacious goal: raise customer satisfaction from 80% to 85%. We exceeded it, reaching 87%. Our Business Value Assurance approach proved that speed and quality aren't trade-offs.

Through strategic acquisitions in 2025, we expanded our Industrial AI

platform where our customers needed it most, investing to ensure they continue to lead in their respective markets.

TheLoops brought the first Agentic AI workforce for mission critical industries, unlocking 10x workforce capacity. 7bridges added AI-driven supply chain optimization, reducing transport costs 8% and automating 90% of data management. Softeon extended Industrial AI into warehouse management and robotics for end-to-end orchestration. In addition, IFS Nexus Black™ was launched, delivered breakthrough AI capabilities within weeks by turning customer challenges into productized innovation.

Meanwhile, Copperleaf and EmpowerMX, acquisitions from 2024, completed their transformation from integration priorities to competitive differentiators, giving us the most comprehensive end-to-end asset lifecycle management platform in the market.

Each acquisition solved real industry problems. Every innovation we bring to market starts with understanding what our customers need to win.

This was brought to life at our flagship Industrial X Unleashed event in New York, where IFS stood at the convergence of four powerful engines: frontier AI, robotics, grid and power, and business reinvention. Assembling market leaders including Anthropic, Boston Dynamics, Microsoft, PwC, and Siemens, we demonstrated through live showcases how the orchestration of AI, large language models, robotics, and enterprise software solves real industrial challenges and transforms mission-critical operations.

2025 was the year we moved from recognition to reputation. We expanded our brand presence with bold campaigns, deeper sports partnerships and IFS Unleashed and IFS Connect events that grew globally in attendance and impact.

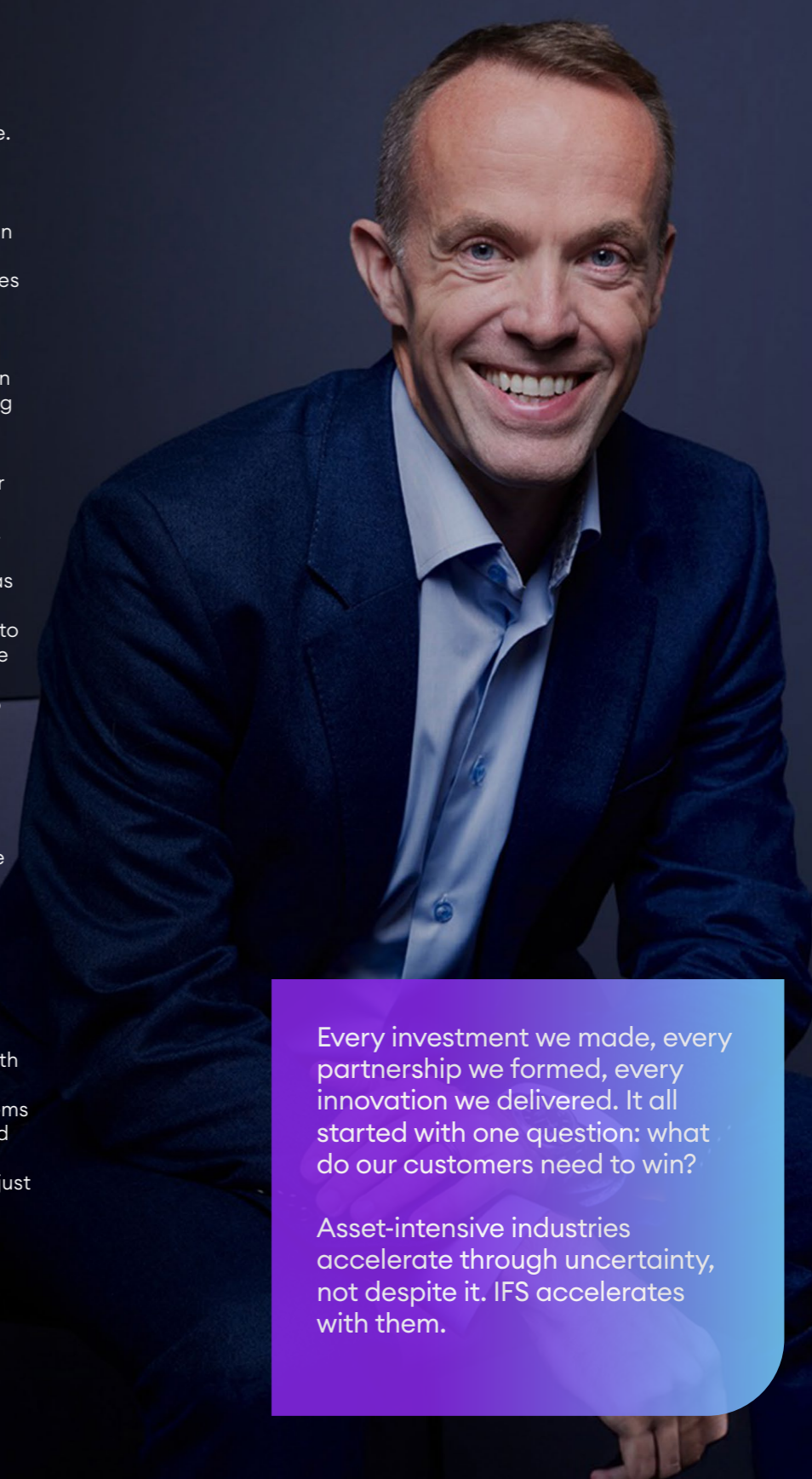
Throughout this growth and acceleration, we remained committed to making it sustainable. Sustainability is embedded in IFS Cloud through partnerships like Climatiq for automated Emissions Management and PwC for AI-driven decarbonization that cuts Scope 2 emissions by nearly half and reduces field service travel by over a third. Hard-to-abate industries account for 40% of global emissions, and our customers are driving change in these sectors without compromising operational excellence.

Grit, the fourth value I added to our DNA at the end of 2024, defined how we operated throughout 2025. Trust, Collaboration, and Agility remained foundational, but Grit was the fuel. The determination to push through complexity. The resilience to tackle the toughest challenges. The relentless focus required to lead in this market that demands speed to succeed.

Speed alone gets you moving. Grit keeps you going. Together, they become transformative. Our operating margin expanded by five percentage points YoY, while cloud revenue grew 30% and recurring revenue reached 83% of total revenue, showing that disciplined execution and high performance amplify each other.

To our customers who trusted us with their most critical operations, our partners who proved that ecosystems win, and Team Purple who executed with speed and grit, 2025 was extraordinary, and together, we're just getting started.

Mark Moffat
Chief Executive Officer, IFS



Every investment we made, every partnership we formed, every innovation we delivered. It all started with one question: what do our customers need to win?

Asset-intensive industries accelerate through uncertainty, not despite it. IFS accelerates with them.



Market Opportunity



The Market Growth Statistics

Total Addressable Market:

2025

\$163B USD
16% CAGR

2029

\$300B USD
16% CAGR

Source: BCG, November 2024

The Market

Industrial software entered a new phase in 2025. Across asset-intensive industries, organisations accelerated investment in AI-enabled, data-driven operations in response to rising costs, tighter regulation, workforce shortages, and ageing systems. Industrial AI moved from experimentation into real operational use, reshaping how companies plan, maintain, and service critical assets. At the same time, customers demanded more adaptable digital foundations; platforms that evolve with their businesses and embed intelligence into everyday workflows. Together, these shifts expanded the market and increased demand for solutions that combine deep industry capability with practical AI, composability, and lifecycle insight. In this environment, IFS is well positioned to help customers scale Industrial AI with confidence.

Industrial Artificial Intelligence & Agentic Operations

Industrial organisations are rapidly applying AI to make complex work simpler, safer, and faster. From planning and scheduling to maintenance and service execution, AI is becoming a practical partner in day-to-day operations. As these capabilities mature, organisations are increasingly relying on AI systems that move beyond analysis to help teams keep pace with rising operational demands and growing data volumes.

“Agent-based AI will drive up to \$6 trillion in economic value by 2028.”
Futurum, Rise of Agentic AI: 2025 Top Solutions for Enterprise Workflows.

“40% of business applications will include task-specific AI agents by the end of 2026, up from less than 5% in 2025.”
Gartner, Emerging Tech: The Future of Agentic AI in Enterprise Applications and Emerging Tech.

Asset & Service Lifecycle Performance

Across asset-intensive industries, organisations are focusing more sharply on asset performance across the lifecycle. With a more connected, insight-driven view, teams can align on asset health, risks, and priorities. Bringing these functions closer together improves reliability, reduces downtime, and delivers more predictable value.

“The IAM software market was valued at \$7.5 billion in 2024 and is projected to grow at a CAGR of 15%, reaching \$17 billion in 2030.”
Verdantix, Market Size & Forecast: Industrial Asset Management Software 2024–2030.

“84% of industrial firms plan to increase their maintenance budgets over the next 12 months.”
Verdantix, Buyer's Guide: Industrial Asset Management Technology Implementation Services.

AI-Enabled Composable Operations

Rapid change is forcing organizations to rethink operational capabilities. Leaders are moving from monolithic systems to modular environments that evolve with demand. AI-enabled orchestration is key, helping teams adapt processes quickly, link data smoothly, and stay agile through disruption.

“By 2027, 60% of customers replacing ERP applications will select software for the platform and business process orchestration capabilities as critical requirements, along with transactional capabilities, in order to deliver more-tailored outcomes.”
Gartner Magic Quadrant for Cloud ERP for Product-Centric Enterprises
“By 2027, 75% of Global Businesses will have begun the process of incrementally decoupling monolithic enterprise apps via the ‘Strangler

Pattern’ to continue future-proofing their organization.”
IDC FutureScape: Worldwide Intelligent ERP Predictions

“AI spending will grow by 44% in 2026, driven by the demand to build out AI infrastructure and the vendor race to reach customers. The long-term realization of outcomes from new use cases and readiness to scale across infrastructure, AI products and humans will grow spending to \$4.7 trillion by 2029.”
Gartner, Forecast: AI Spending, Worldwide, 2024–2029, 4Q25

Operational Sustainability & Circularity

Sustainability is becoming inseparable from day-to-day operational performance. Organizations are seeking clearer visibility into resource use, emissions, and waste, while exploring circular models that extend asset life and reduce environmental impact. This shift is driving a more data-driven approach to sustainable operations, linking long-term environmental goals with tangible operational improvements, financial benefits, and greater resilience.

“By 2029, over 75% of the G2000 will have comprehensive carbon management programs in place that include Scope 3 emissions, reducing their operational emissions by as much as 25% through these efforts.”
IDC FutureScape: Worldwide Future of Operations Predictions

“By 2028, 70% of organisations will operationalise sustainability by embedding ESG metrics into core operational and asset-centric systems to drive efficiency, resilience and regulatory compliance.”



IDC, IDC FutureScape: Worldwide Sustainability and ESG Predictions

AI-Accelerated Digital Operations

Digital transformation is increasingly measured by how quickly organisations turn data into action. AI now plays a central role in that shift, moving initiatives beyond experimentation and into business-critical workflows. As companies redesign operations with automation, insight, and intelligence built in, they are achieving faster execution, improved quality, and greater confidence in scaling innovation across the enterprise.

“The global Artificial Intelligence (AI) infrastructure market is on track for unprecedented growth, poised to reach \$758 billion USD in spending by 2029.”
IDC, Worldwide Quarterly AI Infrastructure Tracker

“By 2027, 40% of job roles in large global enterprises will involve working with AI agents - redefining how humans and intelligent systems collaborate.”
IDC FutureScape 2026

An Expanding Market Aligned to IFS’s Strengths

Industrial organizations are prioritizing trusted AI that works in mission-critical environments, cross-lifecycle asset optimization, modular and composable operations that adapt quickly, resilient and sustainable supply chains, and faster time-to-value. These priorities directly map to IFS’s product strategy; IFS.ai, IFS Cloud, the Success framework, and our partner ecosystem.

As these forces converge, the industrial software market is expanding rapidly, and moving decisively toward the capabilities IFS has spent years building.



Our Approach Industrial AI

In 2025, Industrial AI crossed an important threshold. What had previously been discussed as potential, experimentation, or early adoption became tangible: intelligence applied directly to the work of industrial organizations, at scale and with confidence.

For IFS, this shift was deliberate. Rather than pursuing AI breadth for its own sake, the focus moved decisively toward application: embedding intelligence into real industrial workflows, improving outcomes that matter, and operating reliably in environments where failure is not an option. Industrial AI, applied, is not about novelty. It is about precision, dependability, and measurable impact.

IFS is committed to delivering a strategy that puts customers at the centre, delivers value for shareholders, empowers employees and generates growth that consistently outperforms the market.

From capability to outcomes

As AI capabilities accelerated across the market, the challenge facing industrial leaders was not access to technology, but relevance and impact. Generic AI platforms promised flexibility and scale, yet often struggled to translate into operational value inside complex, regulated environments.

In response, IFS sharpened its approach. The emphasis shifted from leading with technological capability and long lists of “art of the possible” use cases toward outcome-led Industrial AI. This meant starting with the problem to be solved and applying the right techniques to deliver results that could be trusted, explained, and repeated.

This mindset shaped how Industrial AI was developed and deployed

across the portfolio. Intelligence was embedded directly into planning, maintenance, service, supply chain, and asset-intensive workflows, supporting people where decisions are made and work is executed. AI was designed to augment human judgment, reducing friction and improving accuracy so teams could focus on higher-value work.

In 2025, this approach moved decisively into production, with Industrial AI deployed across more than 200 customers in live planning, maintenance, service, and supply chain environments.

Agentic systems become practical

One of the most significant developments in 2025 was the practical emergence of agentic AI systems. Advances in reasoning models made it possible to move beyond single-step automation toward intelligent agents that can reason, plan, and act across workflows.

For industrial environments, this represented a step change. Agents could operate within defined boundaries, observe conditions in real time, execute tasks consistently, and escalate exceptions when human intervention was required.

IFS Loops plays a central role in this evolution. By focusing on specific, high-impact industrial tasks, IFS Loops enables agentic systems to operate with clarity, control, and accountability. These digital workers are designed to do defined jobs exceptionally well, where consistency and auditability matter most.

At KLN Family Brands, IFS Loops digital workers automated high-volume purchasing and replenishment processes, delivering an estimated 20% efficiency improvement while returning time to frontline teams.

Reliability over novelty

In industrial settings, reliability is non-negotiable. The cost of being wrong can include safety risks, regulatory exposure, downtime, and customer impact.

IFS innovated where AI created genuine new capability, while engineering for certainty where reliability and trust were paramount. AI systems were explicit about where they apply and where human validation remains essential. Human-in-the-loop design ensured AI-supported decisions could be trusted in practice.

This reflects a clear distinction between generic AI and industrial-grade AI. In environments where security, compliance, and operational integrity are critical, AI must be secure by default, permission-based, and governed throughout its lifecycle. Industrial AI must operate safely, predictably, and transparently from the outset.

Trust as a foundation for scale

As Industrial AI moved from experimentation to production, trust became a defining factor. In 2025, IFS focused on putting foundations in place to ensure AI could be adopted, scaled, and governed responsibly.

Trust was treated as an operating principle. AI needed to be easier to understand, easier to adopt, and easier to assess in terms of value. Explainability, auditability, and compliance were designed into solutions, supporting customers from deployment through to operation and continuous improvement.

Trust also extends beyond products to the wider ecosystem. As partners play an increasing role in delivering Industrial AI outcomes, alignment around standards, governance, and responsibility helps customers move forward with confidence.

Applying Industrial AI at the edge

While embedded intelligence addresses broad operational needs, some challenges require deeper, faster application of AI in highly specific contexts. In 2025, IFS Nexus Black was introduced to address these scenarios.

IFS Nexus Black pairs deep industry expertise with advanced AI engineering to help organizations tackle complex industrial problems at pace. By focusing on targeted outcomes and working closely with customer teams, Nexus Black accelerates the path from challenge to working solution.

At William Grant & Sons, IFS Nexus Black helped reduce reactive maintenance and unplanned downtime, with the distiller estimating £8.4 million in annual savings once operations reach business-as-usual.

Positioned for the next phase

By the end of 2025, Industrial AI at IFS had evolved into practical, scalable capabilities, moving decisively into production with adoption across more than 200 customers. As a result, customer conversations shifted from pilots to execution, with organizations focused on extending AI across priority workflows.

Looking ahead to 2026, the focus is on building on these foundations. Industrial AI will continue to expand across workflows, with greater use of intelligent agents, deeper integration into operational systems, and sustained emphasis on trust and adoption. As Industrial AI becomes a standard part of industrial work, IFS remains focused on helping organizations apply intelligence with confidence, ensuring innovation translates into outcomes that endure.



Our Approach

Customer Adoption



This year, our products proved they could carry the weight of real industrial work at scale. Customers trusted them in the toughest parts of their operations, and the results speak for themselves.”

Cathie Hall,
Chief Product and
Customer Officer, IFS

2025: The Year IFS Products Redefined Industrial Work

In 2025, IFS showed what happens when intelligence is embedded directly into the work of industrial organizations. Customers felt operations ran with more stability and momentum, as everyday tasks became easier and outcomes more certain with IFS products carrying more of the load.

TOMRA experienced this shift first-hand. With standardized global processes, increased visibility and embedded AI within IFS Cloud, first-time fix rates rose from 84 percent to 96–97 percent.

Instead of working around issues, teams were increasingly ahead of them. Industrial work felt smoother, safer and more in control.

IFS Cloud 25R1 Strengthened the Intelligent Core

IFS Cloud 25R1 brought new intelligence across planning, maintenance, service and supply chain. Customers used these capabilities to anticipate disruption earlier, improve planning accuracy and strengthen maintenance quality.

These improvements made day-to-day work easier to manage and more resilient under pressure, giving teams the confidence and rhythm needed to keep operations moving.

“We drove 30 percent savings to the bottom line. Proof of how simplifying complexity pays off.”

Tony Alloway, VP North American Operations, BGIS

Outcomes That Changed the Scale of Work

One of the breakthroughs of 2025 was the shift in capacity across teams; people, intelligent agents and machines working as one system. The result was profound: customers could extend the impact of their industrial workforce by up to 10X, by expanding what teams could achieve with automation, robotics, and intelligence built into IFS.

This became real at the IFS Industrial X event, where Linamar connected robotics into IFS workflows. They increased throughput, improved shop-floor coordination and strengthened safety in ways that mattered to operators on the ground.

Partnerships accelerated this progress. Work with Anthropic, Siemens, Boston Dynamics and IX Technologies combined industrial connectivity, advanced reasoning and robotics, helping customers operate with greater certainty in demanding conditions.



IFS and Boston Dynamics integrated Spot robots with IFS.ai to capture thermal, acoustic and visual inspection data. IFS.ai interprets the results to identify issues and trigger appropriate follow-up actions.

A partnership with Siemens brought IFS’s asset management, field service and planning strengths together with Siemens Gridscale X solutions, helping utilities make better investment decisions.

“This integration has the potential to transform our operations. It will allow our highly skilled crews to focus on the right priorities and ensure mission-critical work is completed.”

Ron Utterbeck, CIO, Eversource

IFS Nexus Black Provided Fast Paths to Industrial AI Outcomes

2025 introduced IFS Nexus Black as a new way for customers to accelerate progress. By pairing deep industry expertise with advanced engineering, Nexus Black helps organizations turn complex industrial challenges into working solutions in weeks, closing the gap between problem and progress.

William Grant & Sons is already realizing the benefits. Previously, fragmented data meant 38% of repairs were emergency work, leading to high downtime. The distillery has reduced downtime, increased output and expects annual savings of £8.4 million once steady-state operations are established.

IFS and Anthropic also announced a partnership to accelerate the impact of AI in critical industries, with solutions already supporting disaster-response teams.

“IFS Nexus Black understood our industry. They weren’t trying to apply something generic. It’s been innovation that’s practical, fast and actually connected to results.”

Badri Narasimhan, Chief Technology & Business Growth Officer, William Grant & Sons

IFS Cloud 25R2 – A Step Change in How Work Gets Done

IFS Cloud 25R2 expanded intelligence across service, asset, and supply-chain workflows and introduced Digital Workers, autonomous workers powered by technology from TheLoops.

Digital Workers lift repetitive pressure off teams, taking on high-volume tasks across enterprise systems with full governance and auditability. They return hours to teams every week and strengthen operational consistency.

25R2 also added AI-supported capabilities across ERP, EAM, FSM, and aviation maintenance, including summarized work briefings for technicians, more accurate failure-mode analysis, stronger inventory and planning processes, and improved intelligence for emissions tracking.

Expanding What Customers Can Achieve

Targeted acquisitions broadened what customers could accomplish with IFS in 2025.

TheLoops added autonomous AI-agent capabilities through Digital Workers. These workers carry out defined operational tasks and workflows such as order management, replenishment and monitoring.

7bridges enhanced supply-chain capability with advanced simulation and analytics, helping customers improve visibility, efficiency and financial control.

Softeton (closing in Q1 2026) brings intelligence directly to warehouse operations, strengthening orchestration and deepening the connection between manufacturing and warehouse execution.

Looking Ahead to 2026

IFS enters 2026 with continued momentum. Product innovation, strategic acquisitions and applied partnerships have strengthened the portfolio and extended the value of Industrial AI across operations.

Customers will see more Digital Workers, deeper intelligence in workflows and continued expansion across planning, maintenance, service and supply chain. Industrial AI is now a practical part of everyday industrial work. In 2026, IFS will help customers take that progress further, enabling teams to work faster, operate more safely and make decisions with greater certainty. Bold, visible progress is already underway.

Our Approach Partners

Partner First: Driving the Year's Success

In a year where IFS crossed €1B ARR and Industrial AI adoption accelerated, partners became the decisive factor in expanding delivery capacity and value creation globally. By driving adoption of IFS Cloud and embedding IFS.ai into core workflows, partners enabled IFS to grow faster than internal delivery alone could support.

This was Partner First in action: partners translating strategy into measurable business performance.

That focus drove a step-change in partner capability. The ecosystem grew to 500+ global partners, supported by the launch of the new IFS Partner and ISV Partner Programs to strengthen delivery standards and readiness.

Together, these investments enabled IFS to scale faster and support record levels of growth and customer satisfaction in 2025.

70% year-on-year increase in partner certifications

30% increase in average partner-led deal size

These results reflect the strength of partner contribution across deals and delivery

Scaling Industrial AI Through Partner Enablement

As Industrial AI scaled, partners played a central role in turning IFS.ai capabilities into measurable outcomes. Through strong industry expertise and disciplined execution, intelligence was embedded into daily operations, improving productivity and decision-making. Continued investment in training, clear standards, and regional alignment drove readiness, reflected in a 70% year-on-year increase in partner certifications and strengthened delivery capacity.

Building the IFS.ai Partner Ecosystem

IFS strengthened its Industrial AI ecosystem through targeted partnerships, accelerating adoption and improving execution.

- Frontier models: Partnerships with providers such as Anthropic accelerated industry-specific AI capability and frontline productivity use cases.
- Physical AI: Collaborations with Boston Dynamics and IX Technologies extended IFS.ai into inspection, sensing, and frontline execution
- Infrastructure: Alliances with Microsoft, Siemens, NVIDIA, and Snowflake ensured scalable, secure deployment supporting customers in moving from pilots to measurable operational outcomes.

Together, these partnerships embed IFS.ai into operational workflows and support measurable outcomes.

Strategic Partners – Collaboration and Impact

Strategic Partners (in partnership with IFS) strengthened joint execution and deepened cross-regional collaboration, enabling shared success on the competitive opportunities.

- Accenture secured major enterprise wins across asset-intensive industries, driving competitive displacement, standardized delivery models, and sustained operational performance.
- Deloitte delivered large, regulated utilities programs, integrating ESG advisory with IFS Cloud to strengthen sustainability governance, compliance, and reporting readiness.
- Infosys enabled large-scale cloud transitions, supporting customers moving from fragmented legacy systems to integrated, scalable, and future-ready platforms.
- TCS executed national infrastructure and field service programs, improving adoption, delivery consistency, and long-term service performance.
- IFS and NEC launched IFS Cloud Kaname, expanding secure, compliant, locally operated delivery in Japan to support regulatory, data residency, and AI deployment requirements.
- Arcwide standardized food and supply chain operations on IFS Cloud, improving traceability, planning accuracy, and compliance readiness.
- PwC supported complex, high compliance defence and regulated programs, strengthening governance, risk management, and execution discipline.

Strategic Partner Spotlight

Our strategic partnership with Microsoft accelerated significantly in 2025, combining IFS's Industrial AI platform with Microsoft's trusted cloud and AI infrastructure to drive transformation across key industries such as energy, manufacturing, mobility, and defense.

IFS was named a Microsoft Partner of the Year finalist in Global Energy & Resources, Defense & Intelligence, and the Americas region, reflecting our expanding global impact. Microsoft was also recognized as IFS Global Growth Partner of the Year 2025. The partnership delivered significant Marketplace-driven growth and supported some of our most strategic customers and highest-value deals.

"The partnership between IFS and Microsoft brings together deep industry expertise with Microsoft's trusted cloud and AI platform, helping enterprises accelerate transformation at scale."

Sandy Gupta,
Microsoft

Channel partners driving standout momentum

Channel partners in Partnership with IFS delivered significant wins in 2025, combining industry expertise with local execution to accelerate customer adoption across new and growing markets.

- **HOIST:** delivered a net-new IFS Cloud win in education, expanding service management capability through Assyst in a new growth area.
- **Gogh Solutions:** closed the largest channel deal of the year in fire and security services improving contract execution and service performance at scale.
- **InfoConsulting:** secured a net-new IFS Cloud win in industrial services and process manufacturing, marking a record channel achievement within six months of entering North America.

Expanding the ISV Partner Ecosystem

The relaunch of the ISV Partner Program strengthened how IFS Cloud and IFS.ai are applied in real operational environments. ISV partners extended core platforms with practical, industry-focused, AI-enabled solutions across finance, engineering, field operations, and compliance. These integrated tools supported faster onboarding, stronger governance, improved data quality, and accelerated time to value for customers.



IFS Year in Review 2025

IFS Partner of the year awards

The awards recognized delivery excellence, innovation, and customer outcomes. Select categories were reviewed by independent analysts.

Winners

IFS Foundation Partner Award:
Arcwide

ISV Partner Award: OmniByte

Customers' Choice Partner Award:
Cappgemini

Customers' Choice Partner Award, Aerospace and Defense:
Tsunami Tsolutions

Innovation Partner Award: Deloitte

Outstanding Deal Maker Partner Award: Gogh Solutions

APJMEA Regional Partner of the Year: NEC

Europe Regional Partner of the Year: Arcwide

North America Regional Partner of the Year: HOIST

Global Channel Partner of the Year: InfoConsulting

Global Partner of the Year: Deloitte

Global Growth Partner of the Year: Microsoft

2025 confirmed the maturity of the IFS partner ecosystem through strong delivery, new customer wins, and increased adoption. With speed increasingly defining competitive advantage, IFS and its partners enter 2026 positioned to turn Industrial AI into measurable business impact, proving that speed is life.

Our Approach

Mergers & Acquisitions

Three Acquisitions Defining IFS Industrial AI Growth Strategy

To accelerate innovation and extend its leadership in Industrial AI, IFS pursues strategically cohesive M&A plan, acquiring companies that deepen its applied AI expertise and deliver end-to-end value for customers, reinforcing its leadership position in Industrial AI.

In 2025, IFS executed a trio of strategic acquisitions. TheLoops provides an agentic AI foundation for autonomous digital workers, 7bridges optimises supply chain logistics connecting operations and Softeon brings warehouse intelligence completing the production-to-distribution value chain.

“AI is disrupting our world, but nowhere is the potential impact more pronounced than in the Industrial setting. IFS’s acquisition of TheLoops is addressing a huge opportunity for asset-intensive and service obsessed industries, where agentic decision making will enable organizations to rethink their digital workforce, so they can improve the way they serve their own customers”

Aly Pinder,
Research Vice President, Aftermarket Services Strategies, IDC

TheLoops



“Together, we’re delivering AI autonomous agents that understand the real-world complexity of industrial environments – what work needs to be done, how to do it, and how to do it securely, ethically, and at scale. This isn’t experimental; it’s transformational”

Somya Kapur

Agentic AI Takes Centre Stage: TheLoops

IFS acquired Silicon Valley-based TheLoops (now named IFSLoops), accelerating its agentic AI capabilities with enterprise-grade AI agents that understand industrial context, adhere to compliance standards, and operate as digital co-workers.

For IFS customers, this transforms how work gets done across complex operations. Instead of technicians manually searching through documentation or planners spending hours reconciling data across systems, AI agents handle these repetitive, knowledge-intensive tasks autonomously.

TheLoops enables customers to 10x their workforce capacity through digital employees that handle everything from invoice processing and work order generation to compliance checks and predictive maintenance recommendations. Notably, IFS was already a TheLoops customer, experiencing firsthand how agentic AI transforms workflows in complex, regulated environments.

7bridges



Supply Chain Optimization: 7bridges

IFS made the acquisition of London-based 7bridges, an AI-powered supply chain platform purpose-built for industrial use. The company brings advanced simulation, analytics, and optimization that help their customers achieve an average 8% reduction in transport costs while automating 90% of logistics data entry and management.

For manufacturers and distributors managing complex multi-modal logistics across global networks, 7bridges solves a critical pain point: supply chain visibility and optimization at scale.

Customers gain the ability to model different transportation scenarios, evaluate trade-offs between cost and speed, and optimize routing decisions based on real-time constraints like carrier capacity, fuel costs, and delivery windows. The acquisition addresses critical business needs in today’s volatile supply chain environment shaped by cost pressures, global disruptions, and decarbonization demands.

Softeon



“Softeon brings proven warehouse expertise and IFS deliver next-generation AI, robotics orchestration, and deep industrial domain knowledge. Together, we’re redefining what’s possible when you apply Industrial AI where it matters most: on the warehouse floor, in real-time, with measurable impact on throughput, accuracy, and workforce capacity”

Warehouse Intelligence: Softeon Completes the Value Chain

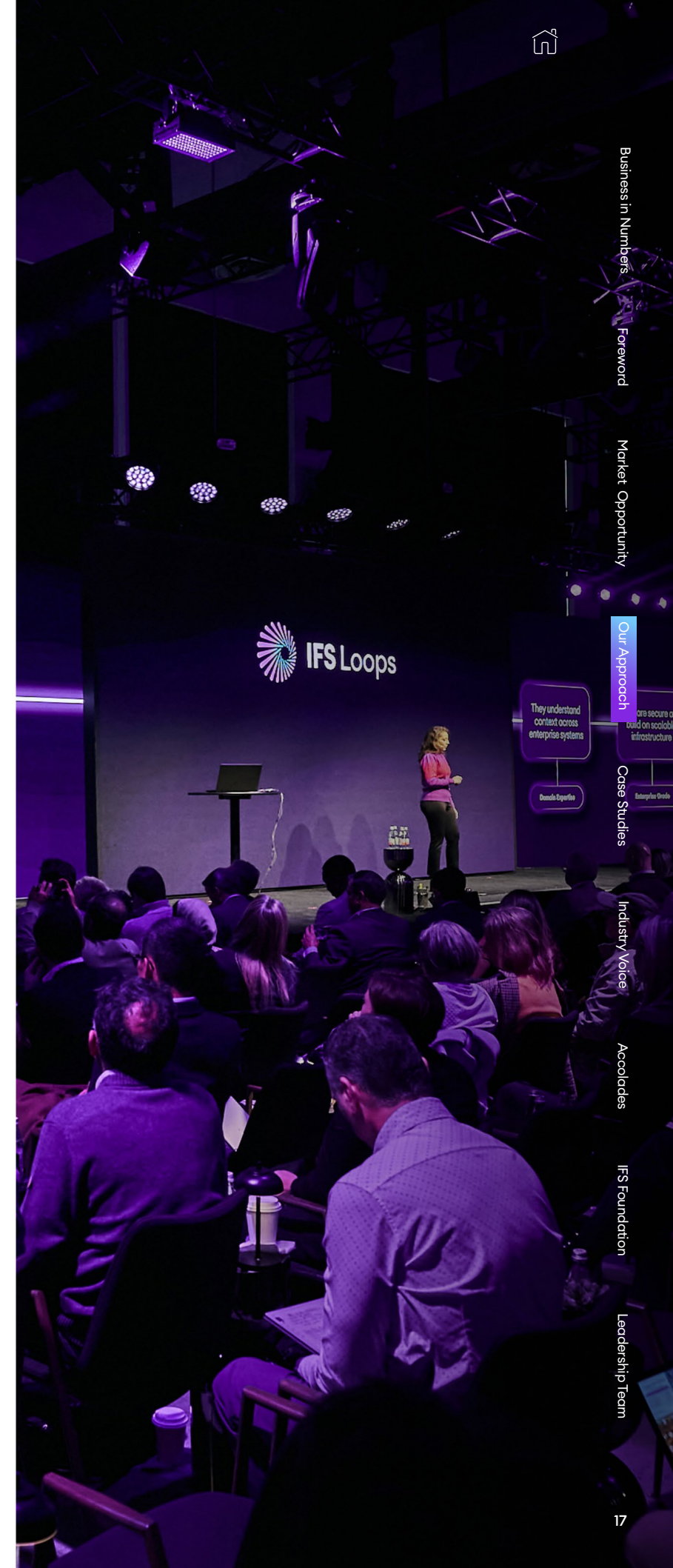
IFS announced the acquisition of Softeon, a Gartner Visionary providing cloud-native warehouse management, warehouse execution, and distributed order management. This acquisition extends IFS customer propositions into the \$8.6 billion warehouse management systems market.

For IFS customers in manufacturing, aerospace, defense, and distribution, warehouse operations are no longer considered as just storage, they’re strategic assets requiring the same intelligence and optimization as production lines.

Softeon’s WMS and WES capabilities address this need by bringing sophisticated fulfilment orchestration, labor management, and automation integration to industries where accuracy, traceability, and throughput are non-negotiable.

Expanding Industrial AI capabilities across the full operational value chain

Consistently strong, targeted M&A activity significantly expanded IFS Industrial AI capabilities and market reach in 2025. Going forward, this strategy remains a core ingredient in maintaining IFS category leadership in Industrial AI.



Our Approach Brand & Marketing

2025 was a transformational year for the IFS brand, marked by bold creative executions, strategic sponsorship platforms, and global visibility across digital and physical touchpoints.



IFS set a new benchmark for industrial AI storytelling in 2025, combining world record visibility with unprecedented brand consistency.”

Oliver Pilgersorfer
Chief Marketing Officer

Making Industrial AI Unmissable

A key achievement of the year was the Guinness World Record for the longest static indoor billboard, installed at Chicago O’Hare Airport. The 304-foot installation served as a high-impact anchor for our U.S. brand activation, driving significant visibility among business travelers and reinforcing the narrative that Industrial AI is IFS.ai. This airport campaign was part of a wider international OOH strategy, including digital takeovers, in-flight media through British Airways, and targeted placements in high-traffic transportation hubs. Together, these activations contributed to over 45 million impressions during Q4 alone and nearly 4 million social interactions for the year.

Bringing the Brand to Life

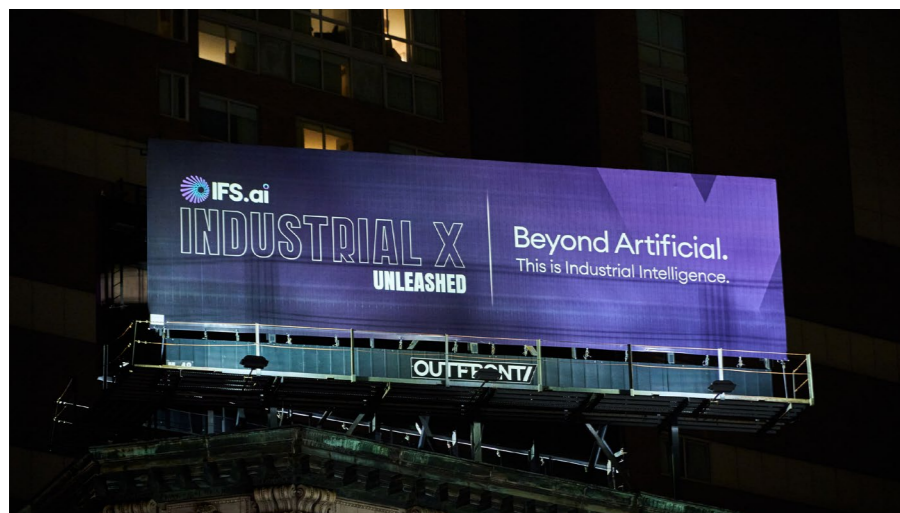
The Waterloo Station experiential activation in London, along with the ExCeL-based guerrilla campaign tied to SAP’s AI event, showcased our brand expanding beyond static design into immersive and shareable experiences.

commuters on their route to the venue, paired with witty on-brand messaging, we positioned IFS.ai as the perfect blend of Industrial AI. The first of its kind for IFS, we created an activation that was fun, and easy for people to engage with, reaching over 320k impressions.

IFS on the World’s Biggest Stages

On the sponsorship front, 2025 was defined by scale, structure and storytelling. The Big Ten partnership matured into a fully activated multi-channel platform, framed around the idea of Industrial AI powering the industries that shape Big Ten cities. From on-field signage to social amplification and hospitality, the program delivered more than 161 percent of its social engagement target. Championship-week content, tailored city narratives and in-stadium branding reinforced the connection between peak athletic performance and data-driven operational excellence. Hospitality participation likewise exceeded expectations, hosting more than 124 non-IFS guests across the year.

Car gain significant media attention, with two appearances on BBC News, one featuring Lewis Capaldi’s viral surprise concert in a cabin and another highlighting the “Chatty Cabins” initiative. These moments broadened the reach of the partnership well beyond its physical presence, amplifying the brand across digital channels.



Additional sponsorships—including AJ Foyt Racing, BEAT cycling, rugby, ice hockey, tennis and skiing—were integrated into a unified narrative summarized in the year-end ‘IFS.ai 2025 Wrapped’ program. This initiative showcased how the brand appeared on the world’s biggest stages, tying visibility at races, tournaments and championships back to IFS’s core customer industries.

Elevating Storytelling Through World-Class Production

In 2025, the company also launched the IFS Studio, a state-of-the-art production space designed to elevate how IFS tell their story through high-quality, professional video and audio content. Equipped with a full green screen, a five-person podcast set, dedicated explainer zones, a lightboard area, and a professional control room, it enables teams to create polished, broadcast-level material with ease.

A Darker, Modernized Identity for the Next Chapter

The brand refresh played a central role in consolidating IFS’s creative direction with visual updates introducing a modernized aesthetic look. This refresh informed every asset, from digital banners to corporate presentations, ensuring global consistency. By making the brand darker, IFS visualized the shift to AI and the steps the brand has taken in the last few years.

A Year Defined by Visibility, Creativity & Momentum

IFS received recognition at both the Lens Awards and the Corporate Content Awards for the strength of the IFS.ai campaign. Our IFS.ai video described by judges as “next level” and featured across the Big Ten Network and major airline partners, was acknowledged for its creative impact and effectiveness. The wider campaign was also recognized for its strong digital execution

and the momentum created by our employee community, whose airport-selfie posts helped extend its reach organically. Together, these awards reinforce the clarity and visibility of our Industrial AI story across 2025.

“Through bold sponsorships and a state-of-the-art studio, IFS demonstrated how a technology brand can dominate the global stage with clarity and ambition.”

Mark Moffat
Chief Executive Office

Our Approach People & Talent



As IFS continues to grow, our unwavering focus is on cultivating world-class leadership, deepening capability, and fostering genuine engagement throughout our organization. The **Aspire to Thrive** program provides a powerful, transparent framework that empowers us to develop exceptional talent and uphold uncompromising standards of excellence. Our sustained investment in AI skills ensures that we remain at the forefront of Industrial AI revolution, ready to embrace every opportunity that lies ahead. Above all, we are dedicated to creating an environment where people feel trusted, challenged, and inspired - where every individual can realize their full potential and make a meaningful impact on IFS's journey.

Mihita Podobnik
Chief People Officer

Building a High-Performance, Future-Ready Culture

Our success at IFS comes from the strength, capability, and commitment of our people, and from our ability to turn that strength into real business outcomes. We are focused on building a high-performance culture that supports our growth ambitions: scaling our business, accelerating innovation, and consistently delivering value to customers. At the heart of this is **Aspire to Thrive (A2T)**, our global talent and performance framework. Through A2T, we are deepening meaningful development conversations, setting consistent performance standards, and building a shared understanding of what strong leadership looks like at IFS. This ensures our people are equipped to deliver today, and to grow as the business scales.

As Industrial AI reshapes the markets we serve, attracting and developing AI talent remains critical. Our approach blends structured learning with hands-on experimentation, reinforced by clear communication and knowledge-sharing. CEO led initiatives include AI Activate sessions - helping employees understand our strategy, see real-use cases in action, and connect the role of AI to their day-to-day work. By combining world-class expertise with deep industry knowledge, we are accelerating innovation and delivering practical Industrial AI solutions for customers.

Engagement, Inclusion, and Values Powering Sustainable Growth

We remain steadfast in our commitment to foster an engaged and motivated workforce. Regular engagement surveys and open feedback channels help us continuously improve the employee experience. Participation across 2025 was 92 percent, and our overall

engagement score reached 8.2 out of 10. IFS is placed in the top quartile of all technology companies with an eNPS score of 41. These results reflect the quality of our culture and the strength of the day-to-day experience. IFS received the Rising Star award at the I Am Remarkable Awards 2025, reflecting the progress we are making in creating an environment where diverse voices are encouraged and supported. Our focus on inclusion, wellbeing, and career growth continues to shape a workplace where colleagues feel valued, empowered, and able to do their best work.

Underpinning these values is our belief in acting with urgency, removing friction, and empowering teams to deliver with clarity and pace. By investing in our people, strengthening leadership, and fostering a culture of accountability, we are building a resilient organization ready to deliver sustained growth and lead the next phase of the Industrial AI revolution.

"Our values of Trust, Collaboration, Agility, and Grit guide how we work and how we support customers."

Mihita Podobnik
Chief People Officer



Our Approach Sustainability



As we work towards our 2029 vision, sustainability is embedded across everything we do. It is not an afterthought – it must be built into how we work, innovate, and grow. Our success in achieving our 2029 goals depends on being a great business to work for, work with, and invest in. A strong focus on sustainability enables this through excellence in our own operations, by supporting customers in heavily regulated, hard-to-abate industries on their sustainability goals with Industrial AI, and by delivering broader positive impact in the communities where we operate”

Sophie Graham
Chief Sustainability Officer at IFS

Vision & Strategy

Embedding sustainability across everything IFS does is essential to delivering its 2029 ambition of becoming the number one recognized technology brand in Industrial Software. IFS is committed to driving a more sustainable future – through our own actions and by empowering customers in asset-intensive, heavily regulated, and hard-to-abate industries to accelerate their transition toward a green, circular economy.

Sustainability cannot exist in isolation from core business activities: its impact is greatest when fully integrated into strategy, decision

making and day to day operations. This is why “Sustainability Embedded” is a defining principle of IFS’s approach.

In 2025, IFS continued advancing its mission to transform industries and improve lives through technology, while strengthening the integration of sustainability across the business. Its work was guided by three strategic pillars that define a clear and actionable mission: ‘Excellence in Our Business’, ‘Supporting Our Customers’, and ‘Making a Broader Impact’.

Leveraging AI and IFS Products to Drive Excellence in Our Own Business

One of IFS Sustainability team’s key priorities this year was exploring how AI can enhance IFS’s day-to-day operations and reshape sustainability project workflows at a strategic level. Using AI and working with partners, the team streamlined the process of Impact, Risk and Opportunity assessment, with over 70% productivity gains.

Through the first IFS’s AI Hackathon, the team also developed two Sustainability AI agents – one to support sustainability year-end reporting and another focused on regulatory mapping – both planned for delivery in H1 2026.

Another priority was strengthening how IFS uses its own products to advance its sustainability journey. In 2025, IFS successfully migrated to the IFS Emissions Management and Sustainability Management solutions, reinforcing its commitment to improving data transparency and strengthening end-to-end sustainability data management.

Sustainability Embedded Solutions and Our Partnerships

IFS customers operating in asset-intensive, highly regulated industries are critical to the global transition to a low-carbon economy. With sustainability embedded across IFS Cloud, IFS empowers them to act decisively – leveraging its role as their system of record and its leadership in industrial AI to accelerate progress toward meaningful, measurable sustainability goals.

With IFS’s solutions, customers can:

- Track and disclose sustainability data for regulations, such as Corporate Sustainability Reporting Directive (CSRD) and International Sustainability Standards Board (ISSB)
- Manage Scope 1, 2, and 3 emissions with accuracy
- Start to enable circular operations with remanufacturing
- Gain visibility of emissions for purchased good and services
- Optimize asset performance and reducing costs

Global sustainability reporting has shifted from a strategic advantage to a regulatory imperative. IFS continues to stay ahead of this momentum. This year, IFS expanded the Sustainability Management Module with full alignment to the International Sustainability Standards Board (ISSB) frameworks.



For IFS’s customers, this is a significant step forward as ISSB creates a unified global baseline for climate disclosures, already recognized in more than 30 countries. By embedding this directly into the module, IFS removes the complexity of managing fragmented reporting obligations. Instead of navigating multiple systems and inconsistent data, customers can rely on a single, integrated platform to meet both European (CSRD) and global (ISSB) requirements.

Beyond Efficiency: Industrial AI as the Engine of Decarbonisation

Heavy and hard-to-abate industries account for 40% of direct global emissions, and every new asset built today risks locking in carbon until mid-century.

In 2025, IFS and PwC UK released a new whitepaper,

The Intelligence Behind Sustainability: Industrial AI’s Critical Role in Decarbonisation”, revealing how AI is already delivering measurable decarbonization results:

- 37% less field-service travel. Up to 47.6% lower Scope 2 emissions with carbon-aware scheduling
- 86% of industrial leaders believe AI will be essential to meeting their environmental goals.

Increasing the Scale of Our Broader Impact

Volunteering remains central to our culture. In 2025, 36.2% of IFS employees used their CSR Volunteering Days—our highest participation ever and far above the 11% industry benchmark. Colleagues worldwide supported initiatives from improving rural schools to aiding healthcare programs, demonstrating IFS’s values of collaboration, care, and commitment.

Excellence in Our Own Business

- Green Facilities Strategy delivering over 60% reduction in cost and energy for offices
- 2024: 33% female managers
- 0 reportable data breaches over the past six years
- 100% renewable electricity across our sites in 2025 for the last 4 years
- Launched Sri Lanka’s Sustainability Centre of Excellence to embed sustainability in daily decisions

Supporting Customers

- Expanded the IFS Sustainability Management Module to ensure full alignment with ISSB framework International Sustainability Standards Board

- Expanded the IFS Sustainability Management solution with AI-enabled narrative generation capabilities to automate qualitative disclosures across ISSB CSRD
- Launch of the Chief Sustainability Officers (CSO) network Sustainability Innovators, bringing together CSOs from large industrial companies to share expertise and innovate together IFS Sustainability Innovators Partners engaged: MSFT, GSI, Climatiq, Integrity Next

Making a Broader Impact

- Collaborated with 165 educational institutions through the IFS Education Program
- IFS’s CSR Volunteering Days taken by 36.2% of employees - our highest participation rate to date
- 99% of participants would recommend CSR Volunteering Day, and 91% say they would volunteer again

Pacific Gas and Electric Company

“Instead of competing programs, we now have trade-off discussions based on outcomes. IFS Copperleaf lets us quantify risks and benefits on a common economic scale, so we can prioritize investments that deliver the most value.”

Jocelyn Wong,
Senior Manager of
Integrated Grid Planning



Company Overview

Pacific Gas and Electric Company (PG&E) stands as one of the largest combined electric and gas utilities in the United States, providing vital services to 16 million residents throughout Northern California. The company’s extensive infrastructure includes over 125,000 miles of electric circuits alongside 50,000 miles of natural gas pipelines, enabling it to meet the diverse energy needs of its service area. PG&E is dedicated to delivering safe and reliable electricity and natural gas to its customers. This commitment is reflected in the company’s ongoing efforts to support local communities and foster economic growth. Through strategic investments in infrastructure and innovation, PG&E plays a crucial role in California’s transition to clean energy.

Faced with accelerating electrification, aging infrastructure, increasing climate volatility, and heightened regulatory expectations, the company recognized that its traditional program-based investment planning approach could no longer keep pace with rapidly evolving system needs. To address these challenges, PG&E reimaged its planning process in partnership with IFS Copperleaf. The utility first developed the System Needs Assessment Platform (SNAP) using Palantir Foundry to aggregate and normalize data from more than 20 sources covering 4.5 million assets. SNAP calculates enterprise aligned risk across multiple dimensions, including reliability, capacity, financial, and public safety, and feeds this data into the IFS Copperleaf decision analytics platform for investment creation, bundling, and optimization. This bottom up, asset level approach replaces fragmented tools and spreadsheets with an evidence based, transparent, and scalable framework.

Using IFS Copperleaf, PG&E shifted from program-based requests to circuit-based planning, allowing projects to be bundled geographically and executed in a coordinated manner. Early pilots validated this transformation. In 2024, PG&E tested a manually created \$100 million “mega bundle” to confirm the benefits of consolidated project execution. The results were significant: planned outages were reduced by 67%, customers experienced single coordinated outages instead of multiple disruptions, and the utility saved 20% on equivalent units of work. These savings could be reinvested into other system needs, amplifying overall value.

Beyond operational improvements, the shift also transformed internal decision making. Instead of competing for capital, teams now engage in outcome-based trade off discussions supported by shared data and a common economic scale. One bundle example showed that a \$15 million investment could deliver \$30 million in mitigated risk value, demonstrating the power of integrated, risk optimized planning at scale. Executives emphasize that the new process enhances transparency and defensibility for regulators while improving affordability and customer experience. PG&E projects up to \$3.7 billion in efficiencies over six years by scaling these methods across its \$8–10 billion annual investment portfolio.

Looking ahead, PG&E plans to expand integrated planning across all plannable capital, incorporate additional asset classes, integrate O&M work, refine transmission and capacity models, and continue advancing industrywide value framework standards. The utility sees IFS Copperleaf as central to shifting from subjective debates to long-term, fact-based planning that maximizes value for customers and regulators alike.



Intergrated Planning with IFS Copperleaf

Case study
Pacific Gas and Electric Company

40%

Reduction in outages

20%

Improvement in captial efficiency

50%

Faster planning cycle

Higher ROI

Use automation instead of manual consultative processes to create defensible plans

Reliability and Resilience

Maintain or improve grid reliability while reducing outage time for customers

Regulatory Defense

Defensible plans aligned to compliance, sustainability, and other objectives

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Leading the Team

TOMRA

Embraces the Era of Industrial AI with IFS Cloud

Company Overview

TOMRA's field service organization keeps mission-critical machinery running across many locations, industries, and climates. The complexity of this critical challenge is compounded by acquisitions, regional expansion, and rapid technological advancement.

In 2011, TOMRA recognized the need for global consistency while operating in a highly decentralized manner. "There were teams doing amazing work in their own regions, but the approach simply wasn't scalable," explains Daniel Basile, VP of Field Service for TOMRA North America. "We needed to rethink how we support customers in a consistent, efficient way across the globe."

This realization sparked a multi-year transformation establishing a global field service framework, creating comprehensive service playbooks, and implementing a common technology stack beginning with IFS in 2014.

Data-Powered Decision-Making Delivers Results

The company-wide visibility offered by IFS had significant impact. "The visibility was a game changer. Suddenly we could benchmark, identify bottlenecks, and replicate what was working," says Daniel. TOMRA improved first-time fix rates from 84% to 96-97% and achieved a 27% increase in operational efficiency.

Entering the Evergreen Era with IFS Cloud

In 2023, TOMRA upgraded to IFS Cloud. "When we evaluated whether to upgrade or move to IFS Cloud, either option could do what we needed – but the Cloud solution allows us to adopt an evergreen approach," Daniel explains. "We don't have to worry about going through a full implementation process every 6 or 7 years."



When a cyberattack hit mid-2023, TOMRA accelerated implementation. "The attack took down our entire network," says Daniel. "The ability to be flexible in our go-live was something we never knew we'd benefit from, but we did."

Embracing Industrial AI

As an IFS Pioneer Program participant, TOMRA helps develop AI capabilities including Copilot and What-If-Scenario-Explorer (WISE). "Rather than an employee needing 30 minutes to sift through an 800-page manual, with Copilot, they can ask a question and in seconds it will return the answer," Daniel notes. This could reduce new technician training time by up to 50%.

"As a business, and with the help of IFS, we've moved from firefighting to foresight. That allows us to be more consistent, more strategic, and more valuable to our customers. And that's where the real impact happens."

Daniel Basile,
VP of Field Service for
TOMRA North America

"Our initial investment in IFS allowed us to baseline our performance and improve operational efficiency, and now IFS Cloud allows us to make informed decisions on how we define and achieve operational excellence," says Daniel. "As a business, and with the help of IFS, we've moved from firefighting to foresight. That allows us to be more consistent, more strategic, and more valuable to our customers. And that's where the real impact happens."

About TOMRA

TOMRA is a global leader in sorting and recycling technology, with approximately

85,000

installations across more than 60 markets of its innovative reverse vending machines. These machines capture more than

48 billion

used beverage containers each year, keeping bottles and cans in the loop of reuse and out of our streets, oceans and landfills.

www.tomra.com



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KLN

How KLN Is Redefining Operational Excellence with IFS Loops Digital Workers

Supplier Order Manager and Customer Order Manager Are the First of KLN's New Agentic Workforce with More to Go Live in 2026

Overview

Minnesota-based food manufacturer KLN Family Brands isn't just a category leader; they're an Agentic AI pioneer demonstrating the real-world impact of IFS Loops digital workers. In the fall of 2025, KLN first started deploying digital workers to accelerate growth, increase operational efficiency, and enhance customer responsiveness across their product lines.

Operational Challenges

Facing the dual challenge of expanding human and pet brands, paired with strong market demand, KLN identified the objectives they needed from reliable AI: reduced customer cycle time, improved inventory and production visibility, eliminating repetitive tasks, and scaling capacity without proportional headcount growth.



We knew we were on to something, and our big breakthrough came when we saw live demos of IFS Loops Customer Order Manager and Supplier Order Manager,”

Lance Schultz,
IT Director at KLN Family Brands

With an annual purchase order volume of close to 16,000, 15% of which were complex and required multiple steps and human reviews, KLN selected Supplier Order Manager as their first digital worker to deploy.

“Before, our processes were manual and time intensive but now, all of our purchase orders go through the Supplier Order Manager across multiple systems.



the Supplier Order Manager across multiple systems. Beyond straight-through processing, these digital workers are helping us resolve complex exception cases, which significantly reduces human interruptions and system fragility.”

The Supplier Order Manager ensures a huge lift in go-to-market velocity for the foreseeable future while the next digital worker under evaluation, Customer Order Manager, focuses on strategic capacity.

When KLN deploys IFS Loops Customer Order Manager, their service teams will be freed from routine tasks to instead focus on higher-value customer interactions and opportunity identification. As he thinks ahead to 2026 and beyond,

“IFS Loops has proven to be a highly collaborative, technically strong partner. Our executive team views this as foundational infrastructure for operational transformation and future growth.”

Lance Schultz,

Strategic Outlook Moving Forward

KLN's executive leadership team anticipates that AI will increase operational efficiency, expand capabilities, empower the IT team to create custom digital workers, transform operations, and unlock new growth. The KLN deployment validates IFS Loops' approach: enterprise-grade automation that augments human capability, scales efficiently, and delivers measurable business outcomes.



About the Company

KLN Family Brands is a large, multifacility U.S. manufacturer producing premium products for both people and pets. As a third generation Organization with nationwide reach, KLN combines advanced manufacturing, strong operational capability, and a people-first culture to deliver high-quality products while supporting community growth and long-term innovation



Creating Value with IFS.ai

William Grant & Sons

How do we take a 138-year-old distillery from fixing problems to predicting them?



We were very keen to avoid the whole proof of concept trap. We said, do something at scale – and that’s what we’ve been able to do. The pace at which we’ve gone from idea to something real has been fantastic.”

Badri Narasimhan,
Chief Technology & Business Growth Officer, William Grant & Sons

The Beginning Christmas Day, 1887

And the first drop of whisky ran from the stills at William Grant & Sons’ site in Girvan on the west coast of Scotland. These days, the family-owned distillery produces household names, from Grant’s whisky to Hendrick’s gin.

But there was an efficiency problem. Nearly 40% of repairs were for emergencies, not proactive maintenance. Faults were caught only after the alarm sounded, meaning more downtime and stifled output.

The What

A system to beat the emergency alarms

We spent days at the team’s distillery, learning processes first-hand. We used that knowledge to pick the best starting point for AI: something that would prove value fast, by helping the business shift to predictive maintenance.

The solution we’ve built can:

- Plug into every system and schematic in William Grant’s operation – even piping & instrumentation diagrams, highly complex plans typically analysed by top engineers.
- Monitor live information from sensors alongside historic data about each asset.
- Flag a potential problem well before the sensor would trigger an alarm.
- Analyse how a specific fault will impact the entire distillery.
- Give technicians a way to capture what they spot on the job – from video and audio to vibration and sensor data.
- Turn that context into clear, accurate work orders, to fix more faults first time.
- And feed everything it learns back into the system, building resilience for the future.

The ability to interpret audio or pressure is crucial in a world where problems can’t always be put into words: it’s the distinct rattle of a pipe, or the rhythm of a pump that’s off by a beat.

Technicians learn to recognise subtleties like these over a lifetime. AI gives that experience to workers at all levels, helping them troubleshoot on their own.

The How

The gloves stay on

Working on the ground taught us the reality of life on the factory floor. Like that a chatbot with text input isn’t much use to an engineer wearing protective gloves. It has to be voice activated, with automatic transcription so they can diagnose faults and report fixes just by talking.

The Result

£8.4 million at one site alone

William Grant & Sons estimates savings of £8.4 million a year at Girvan, once in business-as-usual mode. That’s thanks to more first-time fix rates, less downtime, and higher output.

“What we really liked about Nexus Black was that they understood our industry – they weren’t trying to apply something generic”, said Badri. “It’s been innovation that’s practical, fast, and actually connected to results, not theory.”

What’s Next Next, we scale

We’re now working on scaling this solution across the whole of William Grant’s operation. And what we built here became Resolve – a product now available across manufacturing, field services, utilities, and more.

“What we really liked about Nexus Black was that they understood our industry – they weren’t trying to apply something generic”, said Badri. “It’s been innovation that’s practical, fast, and actually connected to results, not theory.”

Bosch

How Bosch Automotive Executes Issue Management 60% Faster with IFS Connected Worker

The Challenge: Too Many Systems, Too Little Connectivity

Bosch's RtP2 plant, located in Reutlingen, Germany, is a ramp-up facility for advanced automotive electronics - including radar sensors, steering modules, and power electronics used in hybrid and electric vehicles.

The site's mission: industrialize complex new products before transferring them to high-volume plants worldwide.

However, with that complexity came fragmentation. The team was managing dozens of disconnected tools for issue tracking, knowledge sharing, and documentation. Data lived in silos - in Word files, SAP, Excel, and various local systems - leading to wasted time, duplicated effort, and inconsistent information.

“Our employees were unsatisfied. We had bad usability, missing interfaces, and too many manual steps. People had to document the same information in multiple tools - it was risky and annoying,”

Marc-André Hildebrand, Bosch's Project Lead for IFS Connected Worker

The objective was clear: replace multiple legacy systems with a single, comprehensive platform—one that connects workers, integrates with SAP and MES, and consolidates all process knowledge in one place.



The Solution: One Platform for the Entire Shop Floor

Bosch began its IFS Connected Worker journey in early 2023, following a structured roadmap:

- H1 2023 – Preparation: Technical and process reviews, project setup, and system integration design.
- 2024 – Configuration and Training: Process mapping, SAP and MES integrations, and user onboarding.
- H1 2025 – Go-Live: Launch of IFS Connected Worker modules for Forms and Fabric News (Factory Feed) - enabling deviation tracking and communication across teams.
- H2 2025 – Expansion: Rollout of Incident Management, Skills, and Training Content modules.
- 2026 – Continuous Improvement: Implementation of Ask IFS Connected Worker, Huddle Boards, and AI-powered learning tools for smarter operations.

A key success factor was integration. Bosch's team connected IFS Connected Worker directly to SAP to automatically sync equipment data and to its MES system for real-time visibility into production performance.

“Every equipment data point from SAP is visualized automatically in IFS Connected Worker - no manual syncing needed. For us, that was huge,” said Hildebrand.

The Project Team: Collaboration and Structure at Scale

The deployment was led by a four-person core team working 100% on the project, responsible for both the technical setup and process alignment.

They were supported by:

- 6 Key Users per area (10%) – providing training and second-level support
- 28 Extended Team Members (5%) – offering first-level support across shifts
- 2 Project Lead & Sponsor (1x 100% and 1x 20%) – providing leadership and ensuring alignment across manufacturing, IT, and quality.

“Dedicated people make successful projects. Our team is 100% focused on IFS Connected Worker - no firefighting, no distractions”

Christian Loos, Manager of Manufacturing Digitalization

“Every equipment data point from SAP is visualized automatically in IFS Connected Worker - no manual syncing needed. For us, that was huge,”

Marc-André Hildebrand, Bosch's Project Lead for IFS Connected Worker



Incident Management

Before IFS Connected Worker, managing incidents required multiple logins, calls to service teams, and manual data entry. The process was slow and inconsistent.

With IFS Connected Worker, Bosch replaced this with a centralized, digital workflow - where operators can log, escalate, and resolve issues directly on the shop floor, complete with real-time notifications and analytics.

Results:

- 60% faster issue resolution time
- 25% more issues reported (+500 per month)
- €100,000 annual savings from reduced mean time to attend and repair

“Operators can now solve many issues themselves using Ask IFS Connected Worker or Troubleshoot. We don't have to escalate every time - it saves real money,”

Marc-André Hildebrand, Bosch's Project Lead for IFS Connected Worker



Shaping the Policy Conversations That Matter

2025 marked a significant expansion in IFS's global public affairs engagement. As IFS' footprint continues to expand across the world's most critical industries, so too does its responsibility to contribute meaningfully to the policy and regulatory conversations shaping their future.

Serving the utilities that power nations, the manufacturers building essential infrastructure, the aerospace and defence organizations that protect it, and the energy companies driving the transition to a more sustainable world demands a seat at the table. Not as an observer, but as a credible, trusted voice helping to inform what comes next.

Governments and institutions increasingly turned to IFS for insight because industrial operations, unlike consumer technology, require rigorous governance, sector-specific expertise, and deep understanding of real-world operational complexity. IFS brings decades of experience in mission-critical environments where AI must be safe, auditable, and compliant from day one. This earned credibility, grounded in operational reality rather than theoretical frameworks, positions IFS as the industrial AI voice policymakers trust.

In December 2025, IFS became a Partner of the World Economic Forum, joining a select group of companies shaping global dialogue on technology, industrial transformation, and economic resilience.

This partnership recognizes IFS's role as the leading voice for Industrial AI and positions the company alongside the world's most influential organizations driving policy and economic strategy.

Through WEF, IFS contributes industrial operational insight to global policy discussions—ensuring that asset-intensive industries have representation where AI regulation, sustainability standards, and digital transformation policies are shaped.

Alongside this, IFS continued its Patronage of MIT's Center for Information Systems Research (CISR), reinforcing a long-standing commitment to evidence-based thinking on digital transformation, data, and value creation.



Throughout the year, IFS engaged directly with policymakers and institutions across key regions:

United States: Federal AI Policy and Industrial Insight

IFS met with the bipartisan Chair and Co-Chair of the U.S. House of Representatives AI Task Force on Capitol Hill, contributing industry perspectives as the U.S. navigates the evolving balance between federal and state-level AI regulation. IFS also welcomed senior representatives from the British and Swedish Consulates to its Industrial X event in New York City.

These engagements positioned IFS as a practical voice on how Industrial AI can be deployed safely in mission-critical environments, helping federal and state regulators understand operational requirements before imposing compliance burdens that could hinder innovation.

United Kingdom: Advisory Leadership on AI Governance

IFS joined the All-Party Parliamentary Group (APPG) on AI as an Advisory Board Member, underscoring its commitment to informed, evidence-based debate on AI policy and governance. IFS also engaged with the Department for Science, Innovation and Technology, leading a briefing for 20 UK Government Director Generals and senior decision-makers.

The APPG advisory role places IFS at the center of the UK's emerging AI governance debate, ensuring that industrial operational needs inform policy as the government balances innovation with safety and compliance

Europe: Industrial Competitiveness and EU AI Act

In Poland, IFS met with the Secretary of State at the Ministry of Digital Affairs and the Ministry's AI team in Warsaw for a forward-looking discussion on Industrial AI and its role in strengthening European competitiveness.

Middle East: Strategic Partnership in Economic Transformation

The IFS Connect event in Saudi Arabia brought together senior Saudi ministers, with support from the Swedish Ambassador in Riyadh, reflecting IFS's growing engagement in the region and its industrial transformation agenda.

Policy engagement delivers direct value to IFS customers. When AI regulations are informed by industrial operational reality, customers benefit from workable compliance standards. When sustainability policy recognizes the challenges of hard-to-abate industries, customers gain practical pathways to decarbonization. When digital transformation policy supports rather than hinders innovation, customers can modernize with confidence.

IFS's public affairs work ensures that the voices shaping policy understand what customers face every day.

Together, these engagements demonstrate how IFS is building credibility, trust, and influence across global policy ecosystems. Through deepening partnerships and direct engagement with governments and institutions, IFS is ensuring that the voice of industrial leaders helps shape the future of technology, regulati

IFS recognized as Gartner Peer Insights Voice of the Customer Leader in: ERP, EAM and FSM



Cloud ERP

Gartner Voice of the Customer for Cloud ERP for Product-Centric Enterprises, 2025

Field Service Management

Gartner Voice of the Customer for FSM Software, 2025

Enterprise Asset Management

Gartner Voice of the Customer for EAM Software, 2024

“Over the years, IFS has demonstrated a strong commitment to innovation with regular enhancements to the application. The flexibility and integration capabilities have allowed us to tailor our specific workflows making it a vital part of our service infrastructure.”

Applications Manager, UK Services Company

Gartner Peer Insight Reviews

“IFS is like a multitool. You can do everything with it, you just need to know how”

The System is Flexible, supports complex business processes well, and offers strong integration capabilities, which makes it a reliable platform for enterprise operations.

IT Associate, European Manufacturer

“IFS Cloud covers business areas like CRM, Sales, Procurement, Finance, Manufacturing, Warehousing, etc. You don't need different applications to run “your business as IFS Cloud offers solutions for crucial processes.”

“IFS Cloud is a very good product. There are constant improvements to meet evolving and changing business requirements for different areas and different industries.”

VP of Investments, German Manufacturer

“IFS has a truly solid and adherent product to our industry that enabled our division to maximize value.”

Manager of Engineering, Latam Manufacturer

“IFS Delivers Reliable ERP Services With Flexible Solutions And Prompt Support”

IFS is very reliable service provider we can count on. IFS is a highly flexible and agile ERP solution, and its standard business processes comprehensively cover all typical business requirements.

IT Manager, Healthcare company

“Highly Customizable and Effective - Require Strong Design for Best Results”

“The overall experience with FSM has been very positive so far, and IFS has demonstrated a proactive approach as a delivery partner.”

IT Senior Consultant, Utilities and Energy company

“IFS provides Integrated Solutions - IFS is very open to feedback in driving their product direction. Their product range links well together and provides a robust solution in many end to end use cases.”

Manager of IT Services, European Manufacturer

IFS Named a Leader

- Gartner MQ Cloud ERP for Product Centric Enterprises 2025
- IDC MarketScope: AI Enabled Aftermarket/ Service Life Cycle Management Platforms 2025
- IDC MarketScope: Worldwide AI Enabled Service Parts Management Applications 2025 Vendor Assessment
- Gartner Voice of the Customer for Cloud ERP for Product Centric Enterprises, 2025 - IFS a Customers' Choice
- Gartner Voice of the Customer for Field Service Management, 2025 - IFS a Customers' Choice
- Verdantix Smart Innovators: Field Service Management (FSM) Solutions (2025)
- ISG Buyers Guide: Enterprise Resource Management (ERP)
- ISG Buyers Guide: Energy



The IFS Foundation



What makes the IFS Foundation special is not just the projects it delivers, but the people behind them. Employees, partners, customers and communities working together with a shared belief that education and wellbeing can change lives. This is what shared values look like when they're put into practice."

Sophie Graham,
Chief Sustainability
Officer, IFS

The IFS Foundation is a registered charity in the UK (no. 1191843), a 501(c)(3) certified organization in the US (EIN 84-4440168), and a Canadian Charitable Organization (Business No. 726904741RR0001).



The IFS Foundation is an independent charity supported by IFS. As Sri Lanka's largest IT employer, IFS has deep roots in the country. The Foundation connects IFS's global community of customers, employees, and partners with local communities to improve educational outcomes, and strengthen our social license to operate

Working across remote and rural areas, the Foundation takes a systems-thinking approach to removing barriers to education. It builds sanitation facilities and water treatment plants, renovates healthcare facilities, creates employment opportunities for women, and invests in educational infrastructure like classrooms and computer labs. By addressing interconnected social challenges, the Foundation helps strengthen long-term health and wellbeing for individuals, families, and entire communities.

In 2025, the IFS Foundation undertook three major development projects.

- Construction of new primary school buildings in the village of Weralugahamula, expanding capacity and creating a safe, well-ventilated learning environment with dedicated classrooms for each year group.
- In partnership with the Hg Foundation, built a dedicated computer lab at the school to promote digital literacy and STEM skills.
- Funded the renovation of a neonatal care facility at the Madampe Medical Centre, providing vital healthcare services to young mothers and their babies in the local community.

These projects were made possible through the fundraising efforts of IFS employees worldwide, including one-off events and activities, payroll giving, and sponsorship from partners across the IFS ecosystem. Key sponsoring partners include brand ambassador Platned, founding partner Hoist, and valued partners Poka, IGT1, and Arcwide - a clear example of shared values in action.

Major fundraising initiatives in 2025 included challenging day hikes in the UK and Australia, as well as the Pekoe Trail Challenge, completing 7 marathons in 7 days through the mountains of Sri Lanka.

"HOIST is honoured to serve as the IFS Foundation's first sponsoring partner. The Foundation's work in improving water systems, sanitation standards, and educational opportunities mirrors HOIST's values of integrity, sustainability, and impact-driven progress. We are proud to contribute to efforts that empower communities and create pathways to stronger, more secure futures."

Patrick Zirnhelt,
CRO, HOIST

"It is heartwarming and a true privilege to see businesses that usually compete come together as partners for positive change. On behalf of Platned, the IFS Foundation Brand Ambassador, I give my sincere thanks to all supporters for the life-changing benefits that you help to make possible."

Steve Boreham,
CCO, Platned





Executive Leadership Team

Visionary leadership
built on strong values

Executive Board



Mark Moffat
Chief Executive Officer



André Robberts
Chief Revenue Officer



Cathie Hall
Chief Product and
Customer Officer



Christian Pedersen
Chief Innovation Officer



Fred Brady
Senior VP Strategic Initiatives



Kriti Sharma
CEO, IFS Nexus Black



Matthias Heiden
Chief Financial Officer



Mihita Podobnik
Chief People Officer



Oliver Pilgerstorfer
Chief Marketing Officer



Robi Gone
Chief Information Officer



Simon Niesler
Chief Commercial Officer



Sophie Graham
Chief Sustainability Officer

Group Board



Darren Roos
Executive Chairman



Constance Minc
IGTI CFO



Michael Ouissi
IGTI COO



Sal Laher
IGTI CDIO



Contact us

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