



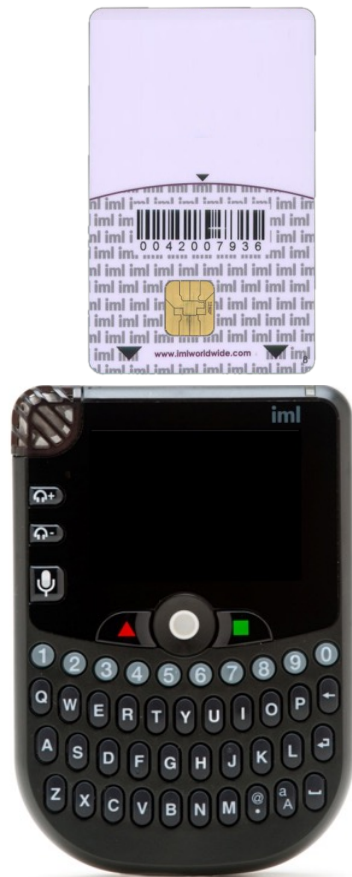
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Annual general meeting of shareholders

Nedap Campus, Groenlo, The Netherlands

13 April 2023





Stemmen

Voor het stemmen

- Stop de stempas in het stemkastje met de gouden chip naar u toe.
- Uw naam verschijnt in het scherm.

Tijdens het stemmen

- De stem opties verschijnen op het scherm.
- Druk knop **1 (Voor)**, **2 (Tegen)** of **3 (Onthouding)**.
- Uw keuze verschijnt op het scherm.
- Uw laatst gemaakte keuze telt.



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2020-2022

Challenging years

- Lockdowns due to COVID-19
- Drop in demand
- Scale down component manufacturing capacity
- Economic recovery
- Supply chain disruptions
- War in Ukraine
- Steep inflation
- Economic downturn

It has been a roller coaster ride, and the ride has not come to a stop yet!

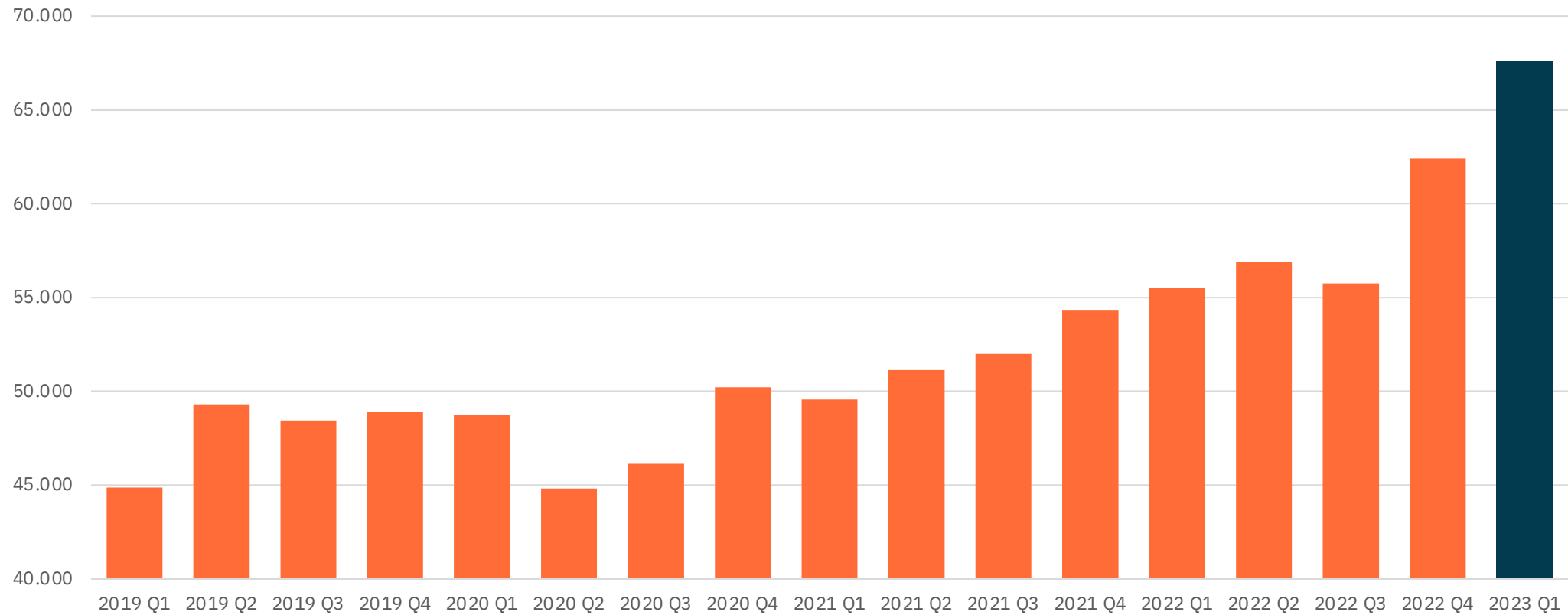


2022

An intense year, again

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Turnover per quarter



Financial results 2022

(x € 1 mio)	2022	2021	Growth
Revenue	230.6	207.0	+11%
Recurring revenue	71.0	58.5	+21%
EBIT	23.8	23.1	+3%
EBIT margin	10%	11%	
ROIC	31%	36%	

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Highlights business units





Highlights business units

Healthcare

- Market leader in mental healthcare sector at large institutions
- Expanding market share in other care sectors
- Introduction Unify Ons, a new software architecture

Highlights business units

Identification Systems

- Focus on reader portfolio
- Intensifying sales and marketing
- Progress scale down SENSIT





Highlights business units

Light Controls

- Supply chain issues top priority
- Increased demand for UV technology
- Scale down Luxon according to plan

Highlights business units

Livestock Management

- Increase worldwide demand for SmartTags
- Expansion international sales and support team
- Investments in development, sales and marketing aligned with market potential in the pig sector





Highlights business units

Retail

- Important contract wins for iD Cloud RFID platform
- Challenging market conditions in fashion and apparel sector
- Market traction with new approach for Essential retail sector with RF-based solutions

Highlights business units

Security Management

- Good demand, challenging supply situation
- AEOS successfully qualified for new security certifications (FR, EN, DE)
- Now, 25 of the top 100 brands in Europe have chosen Nedap AEOS
- Finalising cloud-based access control proposition





Highlights business units

Staffing Solutions

- Focus on FLUX
- Key markets manufacturing, distribution and logistics
- Important reference customers won

Create, Scale, Core

Get the most out of our propositions

Step Up!

Create, Scale, Core

Explore

Explore trends, technologies, markets and business opportunities

Curiosity, imagination

Create

Create a viable proposition that is adopted by a first group of clients

Chaos, flexibility

Scale

Scale up to win the strategic match with competition for the leading position in the market

Structure, competitiveness

Core

Sustain our position with a good yield and easy adoption for a large group of clients

Optimization, stability

Step Up!

Create, Scale, Core

- Ample growth potential
- Not all propositions had adequate outlook
- More resources for Scale propositions





Step Up!

Get the most out of our potential



Step Up!

Key markets

- Market-leading
- Size matters
- Positive impact
- Sustainable competitive edge
- Positions guide new initiatives

Step Up!

Key markets

Nedap – Technology for Life				
Healthcare	Livestock Management Cows	Retail	Security Management	Strategic Options Core Propositions
Explorations & Propositions (Create, Scale, Core)				
People, culture, leadership, brand, business platform				

Step Up!

Progress

- Radically clear
- Always deliver
- Full Nedap power



Step Up!

New Initiatives



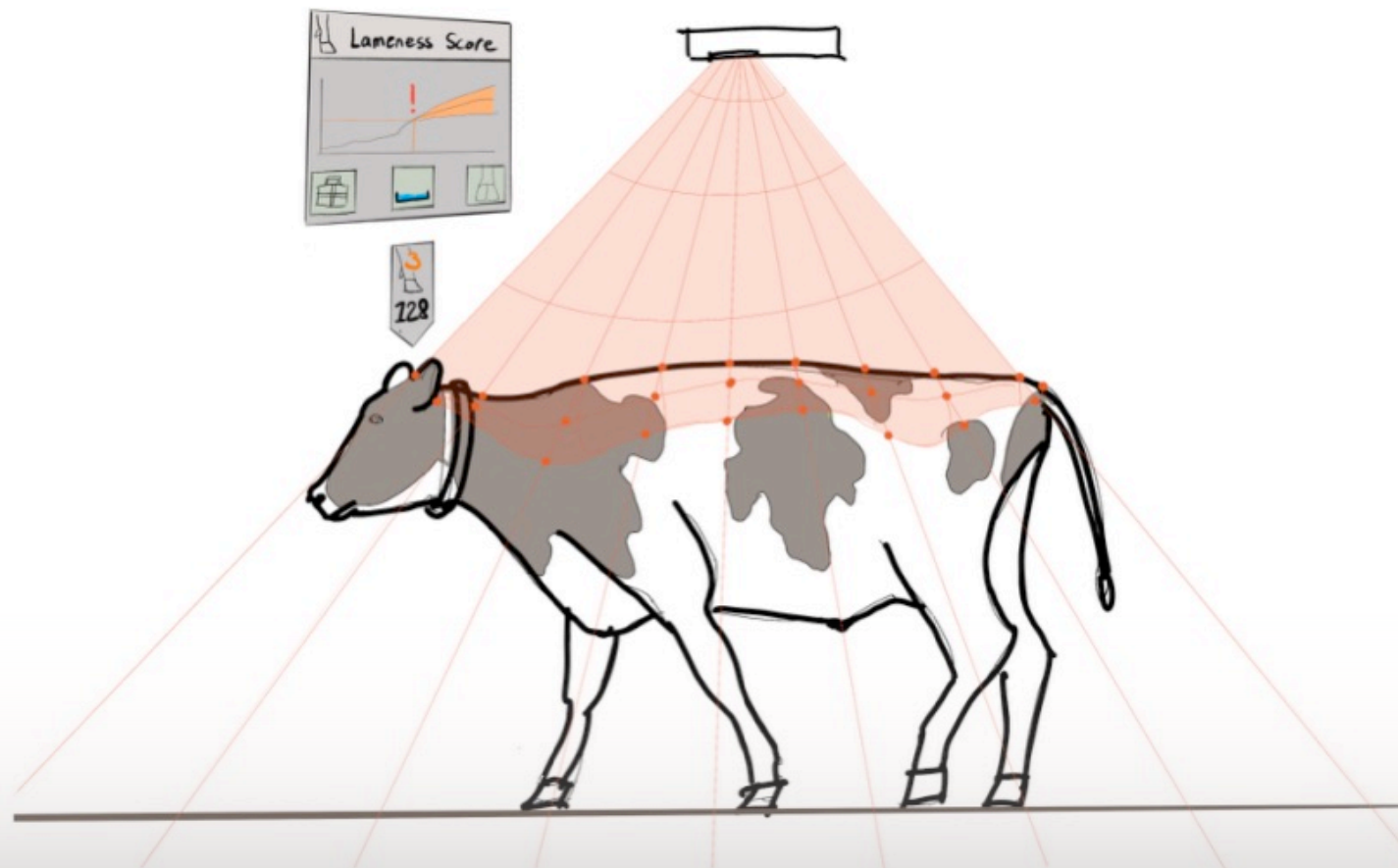
Telefoongesprekken

New Initiatives

Belle

New Initiatives

Belle



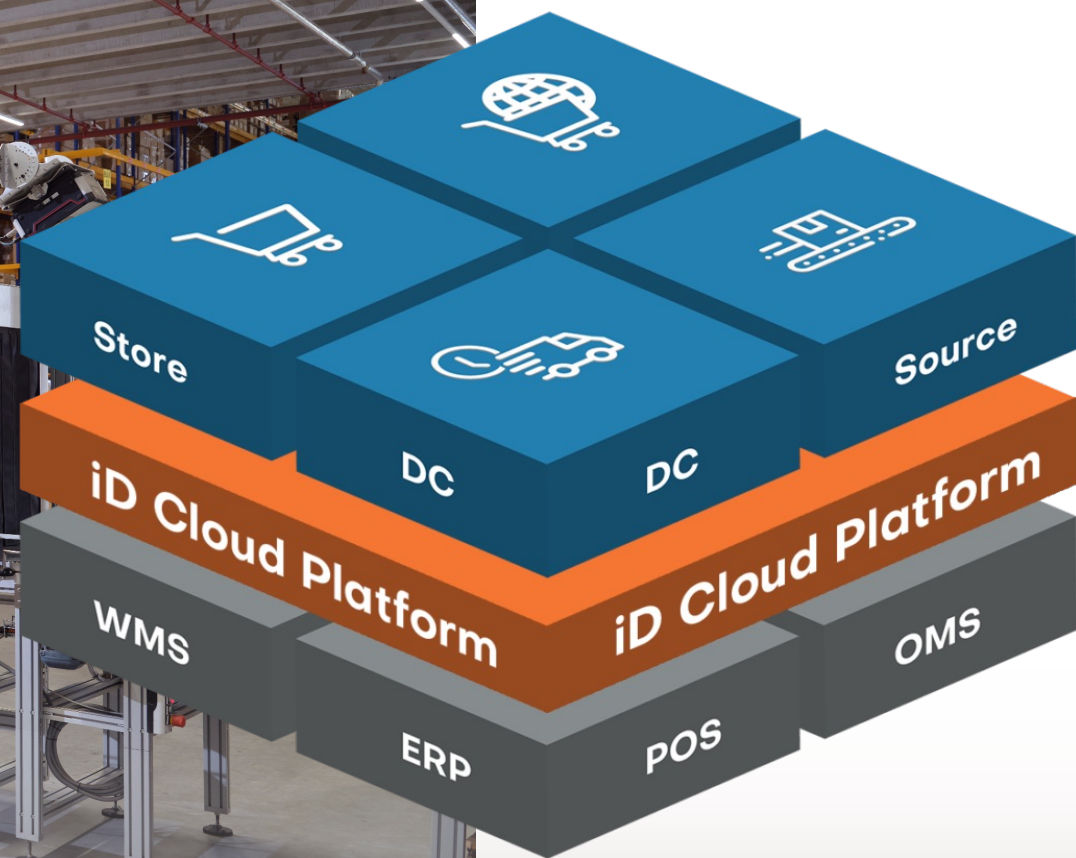
New Initiatives

Lameness detection



New Initiatives

Lameness detection



New Initiatives
iD Cloud DC

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Sustainability

Focus areas



Our Employees

We do the right thing by securing a healthy work environment where employees can develop themselves for a long term perspective.



Our Customers

We do the right thing by creating technology that positively influences the output of professionals.



Our Operations

We do the right thing by striving for net-zero negative CO₂ -impact before 2030.



Our Products

We do the right thing by reducing negative impact throughout the value chain together with our partners.

Sustainability

Our employees

Talent development

2022

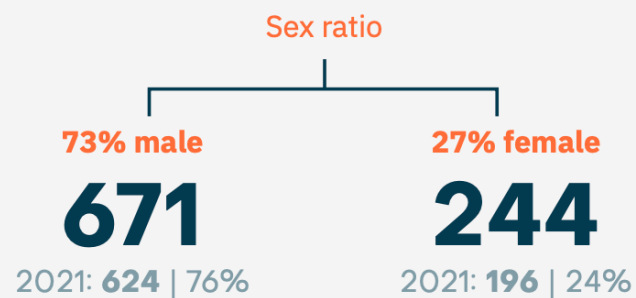
47% of the 386 respondents indicates that they dedicated at least **40 hours per year** on their development



Sustainability

Our employees

Gender diversity



Figures as at year-end 2022

Senior management:
84% male 16% female



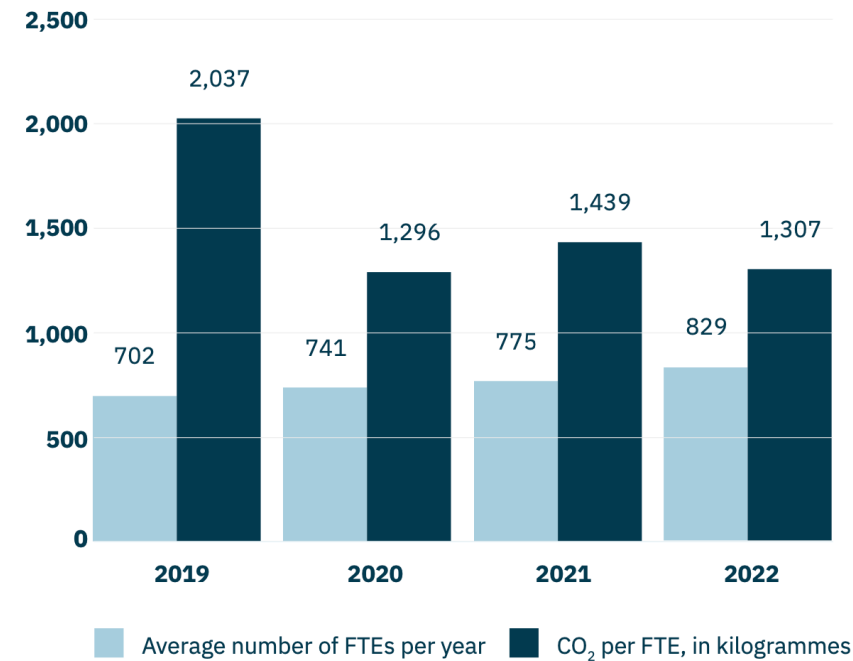


Sustainability

Our operations

Net-zero CO₂ impact before 2030

CO₂ per FTE, in kilogrammes, scopes 1 and 2





Sustainability

Our products

Reducing negative impact throughout the value chain

- Reduce CO₂ footprint of our **hardware portfolio**
- Reduce CO₂ footprint of our **software solutions**

Sustainability

Our products

CO₂ dashboard

- Portfolio based Life Cycle Analyses (LCA)
- CO₂ impact insights per business unit & life cycle phase





Focus area

Our products

Reduction plan

- Setting goals & KPI's per BU
- Quick wins (e.g., packaging)



Sustainability

Our customers

Creating technology that positively influences the output of professionals

- Sustainability perspective on current propositions
- Sustainability as success factor for new propositions

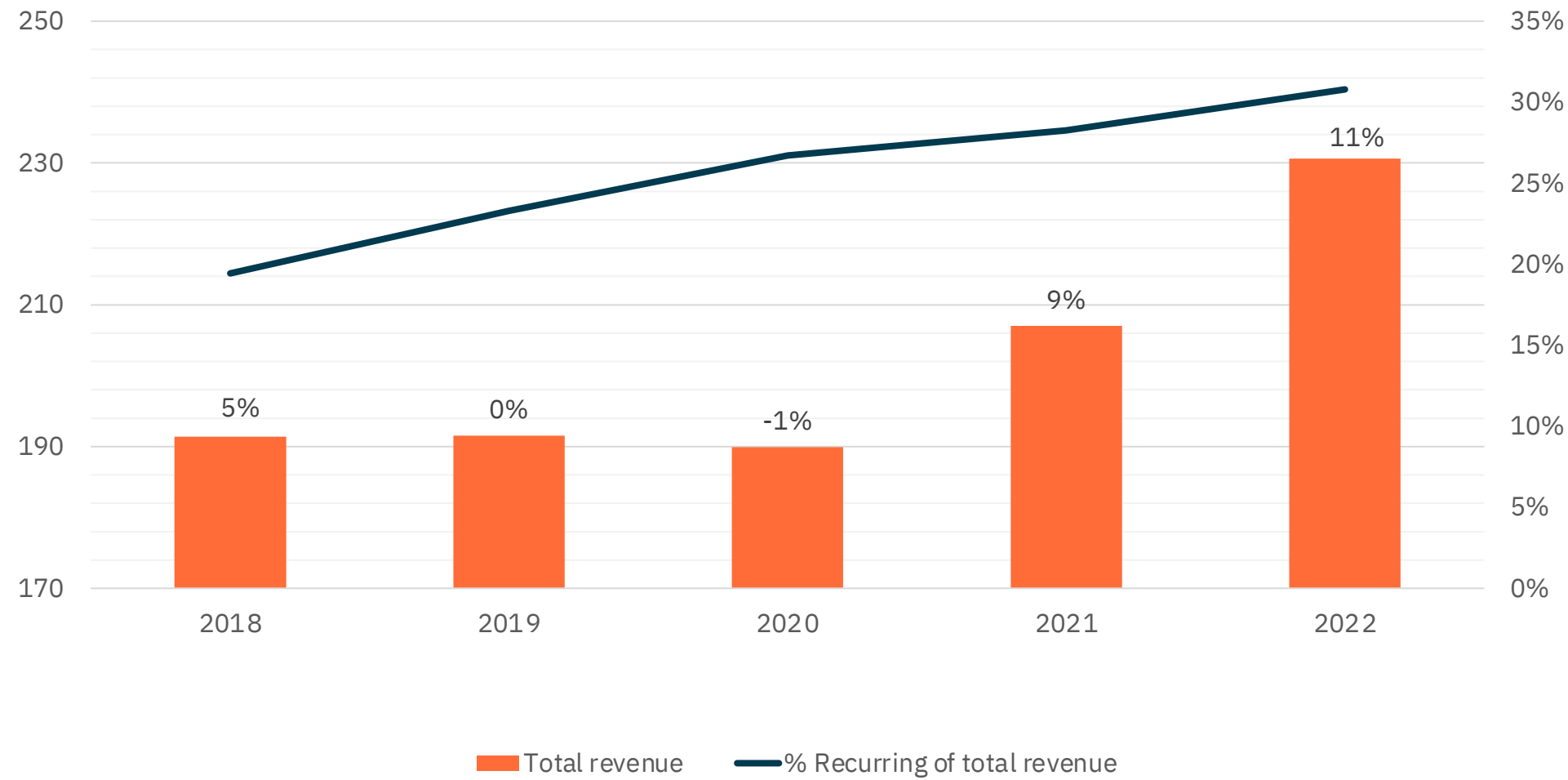


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Financial results



Revenue development





Financial results

2022 intense year supply chain

- Number of critical components still high
- Inflation drives up cost prices
- Long lead times remains
- Increased inventory suppliers
- Volatility puts challenge on production capacity suppliers

However situation is stabilizing

Financial results

Key figures 2022

(in m€)	2022	2021	% '22 vs '21
Revenue	230.6	207.0	+11%
Recurring revenue	71.0	58.5	+21%
Gross Margin	154.5	139.3	+12%
GM%	67%	67%	
Operating Expenses	130.7	116.2	+13%
Operating result	23.8	23.1	+3%
Operating margin	10%	11%	
EOY FTEs	872	786	+11%
Working Capital in % of revenue	14%	10%	
ROIC	31%	36%	
Dividend per share (x1€)	3.00	3.00	
Pay-out ratio	105%	106%	



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Outlook 2023

Although there is still volatility in the market, we foresee further revenue growth in 2023, in line with our financial ambition defined in our Step up! strategy, unexpected circumstances notwithstanding.



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Toelichting accountant op jaarrekeningcontrole

april 2023



Belangrijkste elementen van onze controle

- ❑ Wij hebben op 22 februari 2023 een *goedkeurende controleverklaring* verstrekt bij de jaarrekening 2022.
- ❑ Gehanteerde *materialiteit* bedraagt € 1.300.000.
- ❑ Full scope audits in Groenlo en specifiek overeengekomen werkzaamheden voor Nedap Inc.
- ❑ *Kernpunten* van onze controle:
 - ✓ Controle van de omzetverantwoording
 - ✓ Activering ontwikkelingskosten
- ❑ Overige aspecten van de controle: klimaat, fraude en continuïteit.