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Capital Markets
Day 2024

November 7, 2024

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Capital Markets Day 2024

Reflecting on
Step Up!

Ruben Wegman

November 7, 2024

Starting points

1. Strategy process

Fixed multi-year strategic plans are not suited for volatile market conditions. We have adopted a new approach where we continuously and simultaneously work on strategy development and implementation.

2. Need to Step Up

Competition intensifies. Also, markets for Saas solutions are often characterized by "winner takes all" dynamics. These observations led to our conclusion that we need to step up our performance.

3. Full Nedap power

To Step Up we need to make better use of all available experience, expertise, skills and capabilities within Nedap. To unlock this potential, we need to articulate and document our purpose, ambitions, objectives and plans.

Strategic Corner Stones

Purpose

Ambition

Key markets

Growth strategy

Our
purpose

Our purpose

At Nedap, we are passionate about technology and how it can help people to become more successful and happier in their professional lives. This, what we call Technology for Life, is our purpose and drives us in everything we do.

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Our
ambition

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Market leadership

We regard market share as proof of our relevance in people's professional lives and the success of our value creation process.

We always strive for leadership in the markets we are active in.

In our quest for market leadership, we are willing to take a long-term perspective.

Our
key markets

Criteria

Market characteristics

Competitive edge

Clear path to market leadership

Perspective on attractive financial results
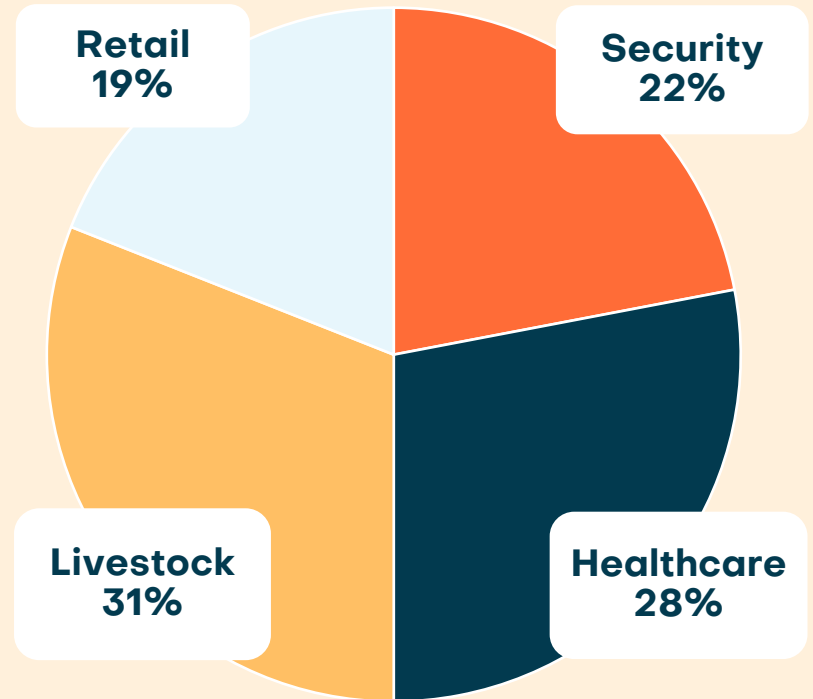
Our
key markets

Healthcare

Livestock

Retail

Security

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Our
key markets

Balanced portfolio with growth potential

Retail 19%

Security 22%

Healthcare 28%

Livestock 31%

Per December 31, 2023
As percentage of total revenue key markets

Our
growth strategy

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Create & Scale

Organic growth

Structured approach

Nedap perspective

Results

Step Up!

Retail

Security

Healthcare

Livestock

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Nedap milestone
€ 100 million ARR

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Capital
Markets Day

Rob Schuurman

November 7, 2024

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Market trends

- Staff shortages, affecting both the quality and quantity of operations

- Increasing pressure on compliance

- Sustainability, driving businesses to do more with less

- Data-driven decision making; data science including AI

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Digital Twin Technology

1. Capture real-world data utilizing our full-stack solution

- Sensors and connected devices

- Communication technology

- Software platforms and applications

2. Adding intelligence using data science and AI

3. Transform this data into actionable insights, suggestions, actions

Examples

ON, Sport Fashion Brand

Nedap iD Cloud creates a digital twin of inventory on item level

Dairy Dreams

Nedap CowControl creates a digital twin of every animal

Nedap's Digital Twin Technology empowers businesses to unlock their full potential

Competitive edge

Uniquely qualified with our full-stack solutions

Decades of experience in multiple markets

Credibility due to leading positions and global reach

Our growth
strategy

Create & Scale

Organic growth by creating and scaling innovative solutions

- CSC methodology

- Scaling by surfing

- Driving growth through market leadership

CSC methodology

Create phase
Innovate and validate

Scale phase
Grow market share
and impact

Core phase
Capture value

Scaling by surfing

- A paradigm shift in the market

    - Overarching software layers in Security

    - Item level inventory in Retail

- Catching the right wave requires experience

Driving growth through market leadership

Market share as a clear sign for relevance

Leveraging credibility and customer references

Growing in two ways: more clients, more value per client

Examples; Nedap Ons, Nedap iD Cloud

Our solutions pipeline
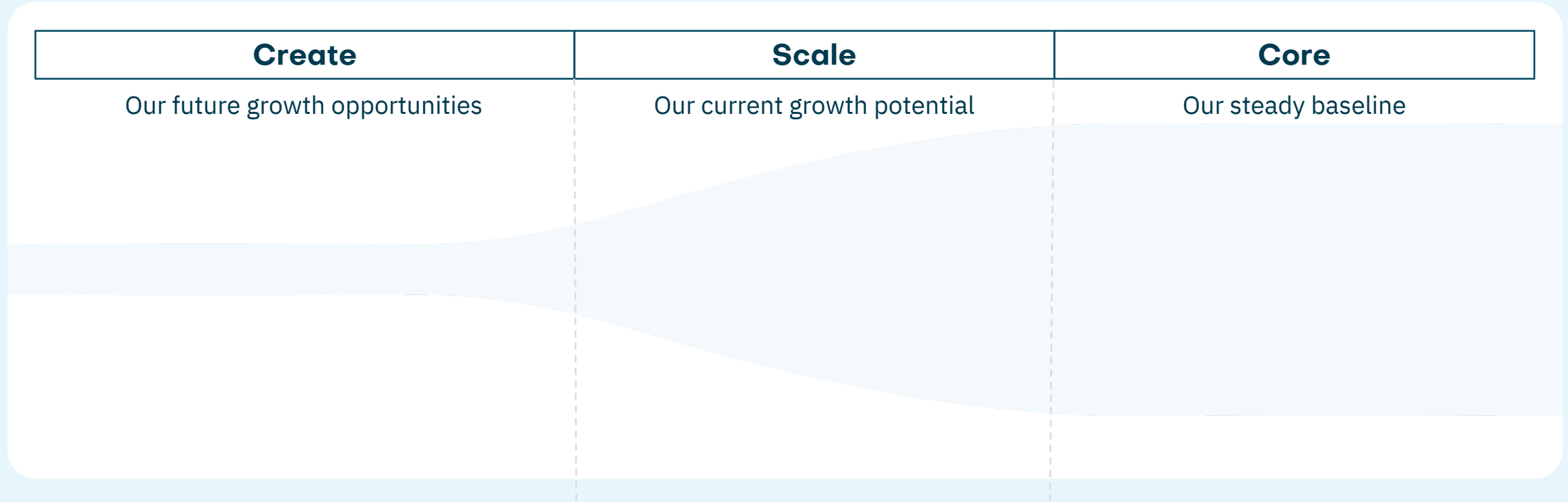
Create	Scale	Core
Our future growth opportunities	Our current growth potential	Our steady baseline

Our solutions pipeline

Create	Scale	Core
Our future growth opportunities	Our current growth potential	Our steady baseline

🔴 MediKIT   🔴 Luna

🔵 Vision

🟢 PIAM

🔴 **Healthcare**   🔵 **Livestock**   🟢 **Security**   🟣 **Retail**

Our solutions pipeline

Create	Scale	Core
Our future growth opportunities	Our current growth potential	Our steady baseline

Create

- 🔴 MediKIT
- 🔴 Luna
- 🔵 Vision
- 🟢 PIAM

Scale

- 🔴 Ons
- 🔵 Cow Control
- 🔵 Farm Control
- 🟣 ID Cloud
- 🟣 Sense RFID

🔴 **Healthcare**   🔵 **Livestock**   🟢 **Security**   🟣 **Retail**

Our solutions pipeline

Create	Scale	Core
Our future growth opportunities	Our current growth potential	Our steady baseline

Create
- 🔴 MediKIT   🔴 Luna
- 🔵 Vision
- 🟢 PIAM

Scale
- 🔴 Ons
- 🔵 Cow Control   🔵 Farm Control
- 🟣 ID Cloud   🟣 Sense RFID

Core
- 🟢 Access readers   🟢 Access control
- 🟣 Sense RF

🔴 **Healthcare**   🔵 **Livestock**   🟢 **Security**   🟣 **Retail**

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38

Proven track record

Retail

#1 RFID platform

Largest number of
stores connected

Security

#1 High security in EU/ME

36% of top 250
EU organizations

Healthcare

#1 Care software NL

60% market share in
elderly care

Livestock

#1 Cow monitoring

Trusted by 4 out of 5 largest
milk equipment companies

Key takeaways

Digital Twin Technology company

We are a leading digital twin technology company.

Strategy

Create & Scale strategy fuels organic growth.

Solution pipeline

Solutions with long-term value potential.

Capital Markets Day 2024

Nedap in Healthcare

Peter van Soolingen

November 7, 2024

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Dutch healthcare system under pressure

Labor shortage in the Dutch care industry between 2024 and 2030 in thousands of vacancies

+14% p.a.

134.2

60.5

2024 2025 2026 2027 2028 2029 2030
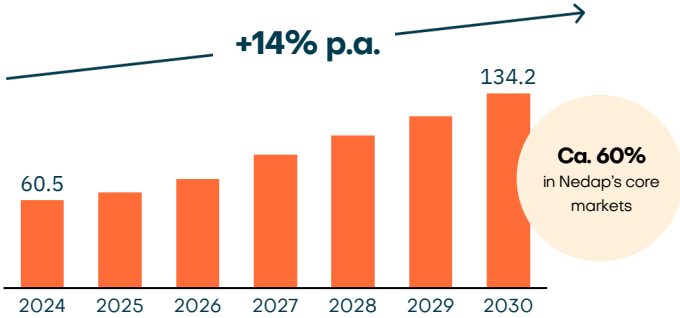
Source: desk research, CBS, VZInfo

Ca. 60%
in Nedap's core markets

Dutch population over the age of 64
in %

+3% p.a.

40%

34%

2024 2025 2026 2027 2028 2029 2030
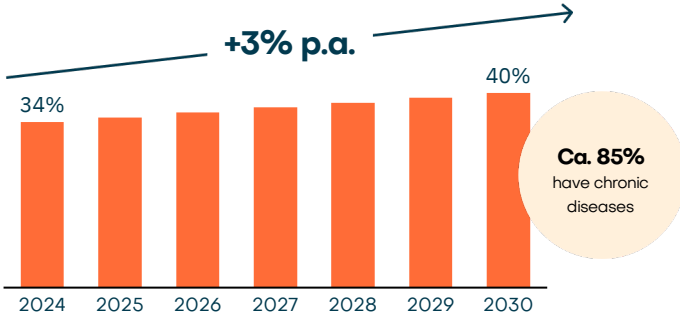
Source: desk research, PrognosemodelZV, VZInfo

Ca. 85%
have chronic diseases

Healthcare system under pressure

Increasing compliance burden

Labor shortage

Care demand

Care cost & complexity

Transition to network care

Rethink their operating model

- Regional cross organization initiatives
- Formal and informal care collaboration
- Shared capacity

Growing technology adoption

Growing need for seamless (digital) collaboration between healthcare professionals and people that need care
- E-health and online patient files
- Remote health, virtual care & care technology
- Secure interoperability and health information exchange
- Integrating data & predictive analysis

Our digital twin technology is essential for enabling seamless collaboration and driving a new sustainable healthcare model.

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More time for care

More time for care

More time for care

More time for care

More time for care

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Luna

Goedemorgen Piet,

Donderdag ochtend 12 september

Nu
Ontbijten met Jan

09:30 uur
Zorg komt langs

More time for care

Our position today

Nedap Ons

SaaS EHR solution
Scale: market leader in long-term care
- Elderly care
- Disability care
- Mental healthcare
- Domestic help

Caren

Patient portal for formal and informal care collaboration

MediKIT

SaaS General Practitioner (Huisartsen) system
Create: start up in General Practitioner market

- 1,900 care organizations use the Nedap Ons
- 380,000 patients and informal caregivers use Caren every month
- 409,000 care professionals use our products every month
- Customer retention >99%
- Mostly recurring revenue

VVT
GHZ
GGZ
Multi

Market share per sector in 2023

Elderly care Disability care Mental healthcare Domestic help GP
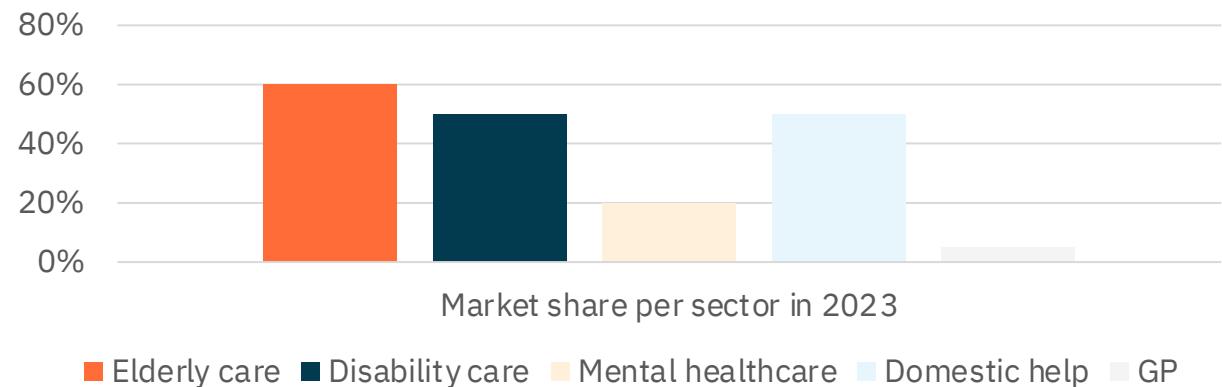
Source: desk research, market research, M&I partners

Growth potential

Increase market share

Market	Solution	Core Addressable Market
Long term care	Ons Suite	Growing
General Practitioner market	MediKIT	€ 70 mio and growing

Increase in technology-adoption

Increase customer lifetime value

New products current market	Core Addressable Market
Luna day calendar	44,000 Luna's
Ons Podium app store	500 external suppliers
AI assistant / planner	All current customers
Wound care app	All current customers
Medication app	All current customers

caren

Social value

nuTS

Our strategy

Strengthen & reimagine a "Nextgen Ons Suite" - Stay relevant

- Implement next gen product vision
- Build an integration eco system for third party suppliers
- Integrate AI to optimize professional time

Transition to Network Care

- Enable regional information exchange
- Create & scale Network Care applications
- Develop intelligent planning cross-care provider

Expand & diversify to new solutions & sectors

- Capture GP market via MediKIT
- Scale Luna
- Explore youth care

Distinctive factors

- Best positioned to facilitate the paradigm shift to Network Care
- Solid SaaS infrastructure portfolio ready for (AI) innovation
- Active in all long-term care sectors which is essential for the transition to network care
- Ready for scale in the GP market. The GP is an essential role in Network Care
- Patient Portal Caren is well positioned to enable collaboration between formal and informal care

Key takeaways

Ons Suite perfectly positioned for the transition to network care

With our leading position in elderly care and disability care we can enable this transition and stay relevant.

Mental healthcare and GP market are the main growth drivers

With the Ons suite in mental healthcare and MediKIT in the GP market we are well positioned to grow towards a leading position.

Expand and diversify strategy

Expand by introducing existing solutions into new markets and create new solutions in current markets.

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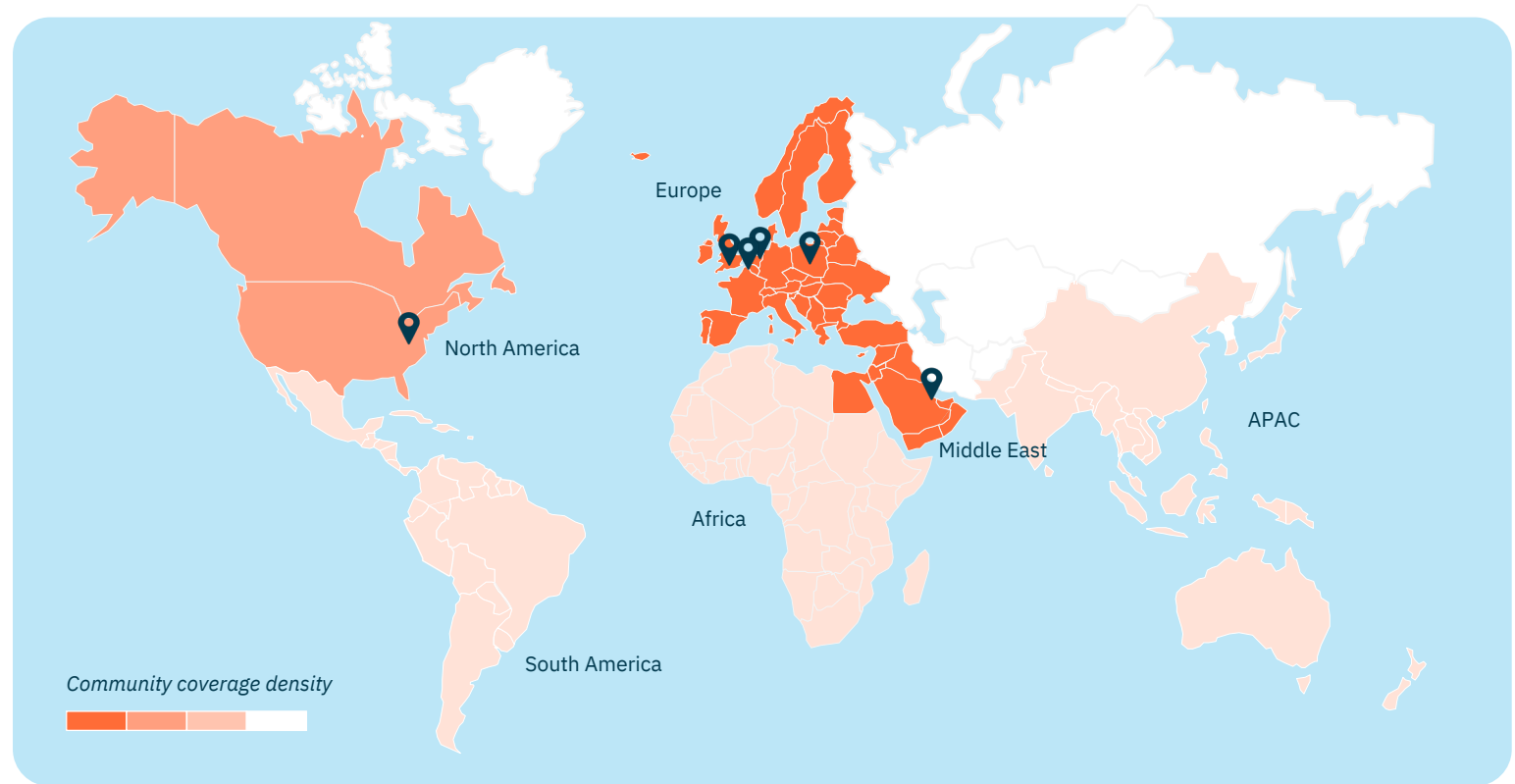
Nedap in
Security

Joost van der Willik

November 7, 2024

Our position today

Nedap has firmly positioned itself as a key player in the security industry, with a strong emphasis on access control. Leveraging an established and growing customer base, an extensive network of partners, and a diverse portfolio, Nedap is regarded as a reliable and trusted solution provider.

Europe

North America

Middle East

Africa

South America

APAC

Community coverage density

The global community we've build

6 regional offices

200+ channel partners

60+ technology partners

Our impact

| 2,500+ organizations | 83+ countries | 36% of top 250 EU organizations* |

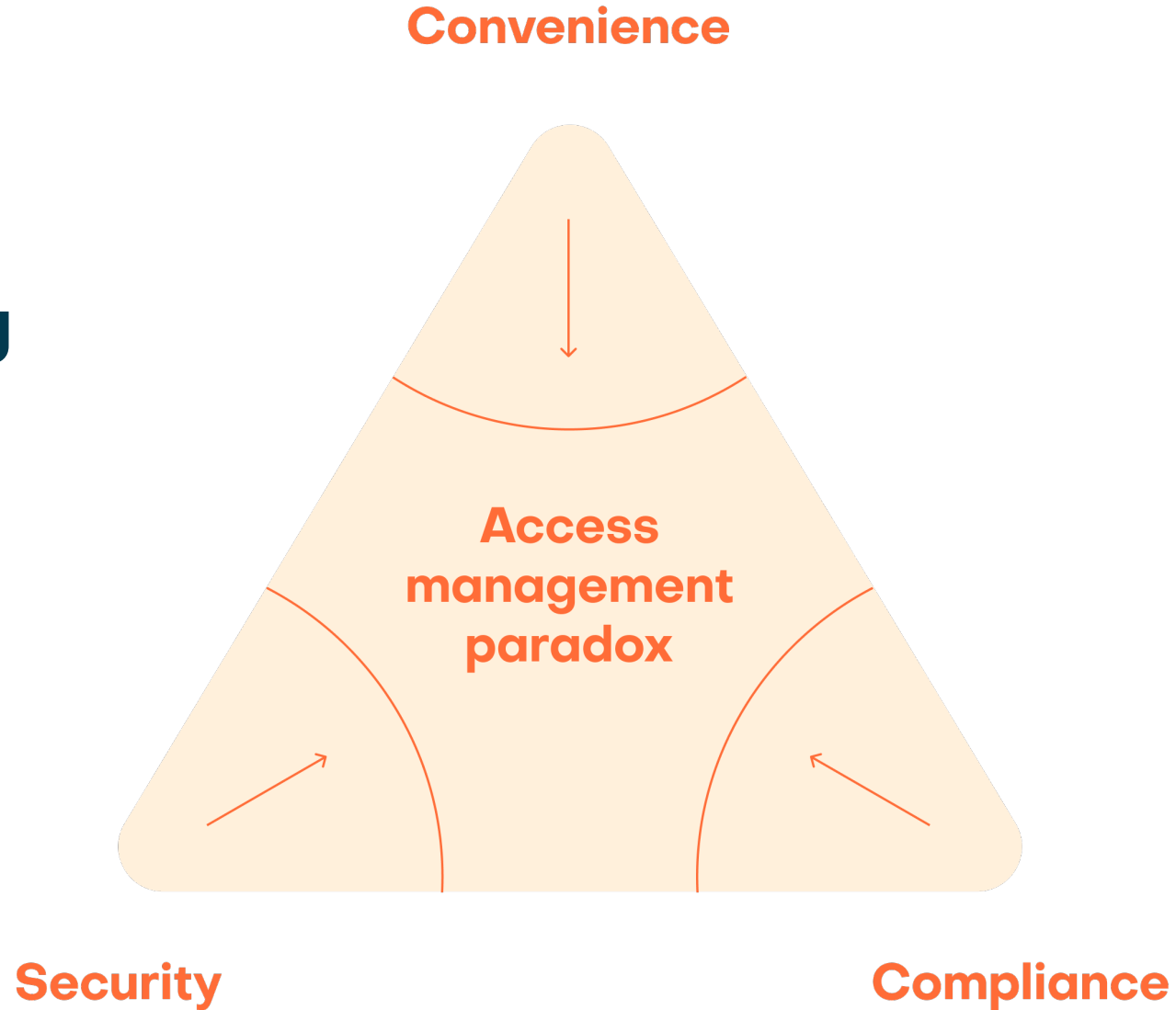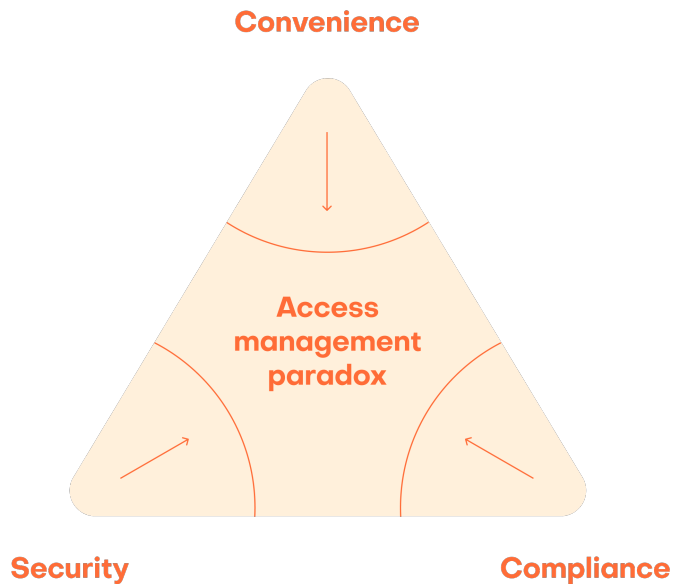AIRBUS · DTU · Schiphol Amsterdam Airport · dpg media · vodafone

Unilever · Lufthansa · VW · Vitens · NEW SCOTLAND YARD

HSBC · ADNOC · Danfoss · postnord

Source: desk research

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The security market is experiencing a challenging paradox

Convenience

Access management paradox

Security   **Compliance**

Our customer base and community is facing three important trends

Threat complexity and number of security incidents

Stricter data protection regulations, cybersecurity & physical security standards

Expectations of more functionalities and seamless experience

Our customers' access management paradox:

- Growing emphasis on **convenient** solutions for employees & security managers
- Growing emphasis on the ability to proof **compliance** with regulations and standards
- Growing emphasis on responsive and adaptive **security** solutions that match the threat landscape

Nedap's digital twin technology is essential in meeting the access management challenge, bridging the gap between evolving customer demands and seamless, secure solutions.
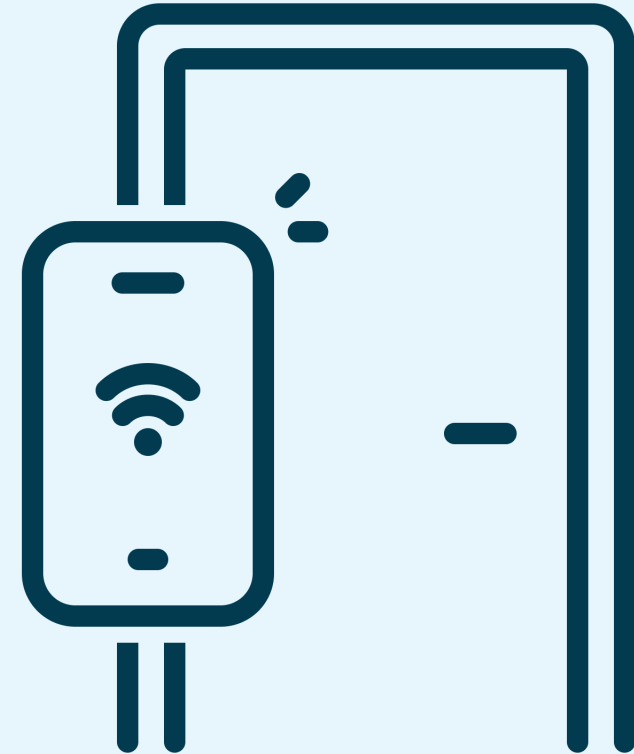
Full solution stack that enables transition to the cloud

Access Readers

Access Control

PIAM

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Full solution stack that enables transition to the cloud
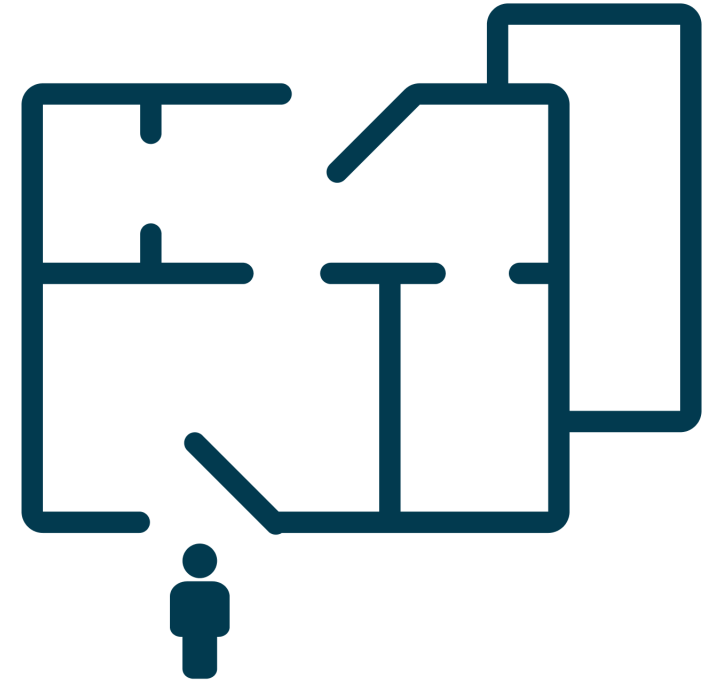
Access Readers

Full solution stack that enables transition to the cloud

Access
Control

nedap

Full solution stack that enables transition to the cloud

PIAM

Making access about
people flow

nedap

Growth potential

Organic growth

Leverage partner community & annual market growth (5-7%*)

200+ channel partners
60+ technology partners

Increase value at existing customer base

Expand position with SaaS solutions

Potential:
2,500+ organizations

Grow market share on the back of market leadership

Expand position with On-Premises & SaaS solutions

Potential:
1,500+ organizations
Average size > 5,000+

* Source: Memoori report

Key takeaways

Growing market

Paradigm shift caused by the access management paradox.

Strong reputation

Reliable and trusted brand in the industry with a proven track record and extensive customer base.

Positioned to capture growth

Our full solution stack enables transition to the cloud, unlocking new growth opportunities for subscription services with new and existing customers.

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Nedap in Retail

Oscar van den Broek

November 7, 2024
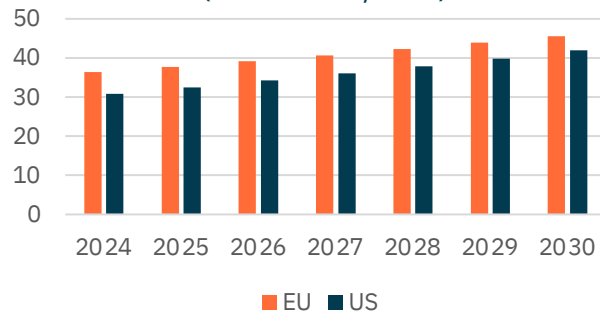
The retail sector is navigating major challenges

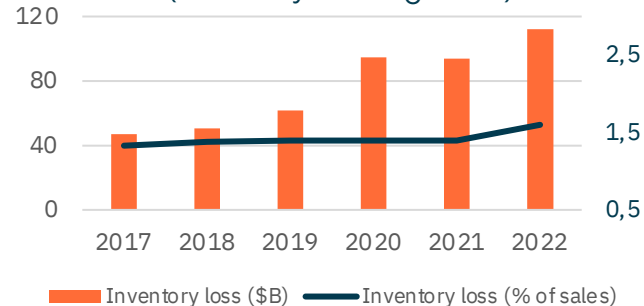And we believe that digital twin technologies like RFID can help overcome these challenges

Enormous Overproduction

Increased cost of doing business

Expect seamless omnichannel shopping experiences

European Directives

- **Looking for ways to sell more with less**
- **Automating processes across the supply chain and in-store**

This is rapidly driving digital twin technology like RFID for automation and real time traceability of each item
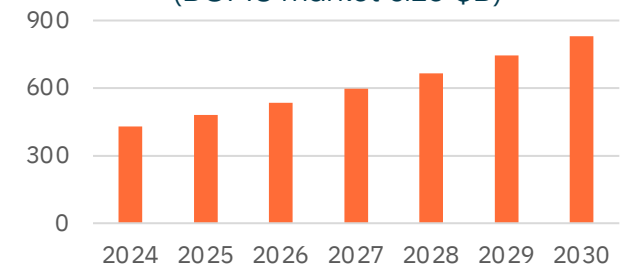
Cost of doing business
(Labor cost/hour)*

Legend: ■ EU ■ US

Cost of doing business
(Inventory loss e.g. theft)**

Legend: ■ Inventory loss ($B) — Inventory loss (% of sales)

Omnichannel
(BOPIS market size $B)***

Source: *EuroStat & US Bureau of Labor Statistics, **NRF Security Survey 2022, ***RENUB Research

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We do this together with the world's largest retailers and brands
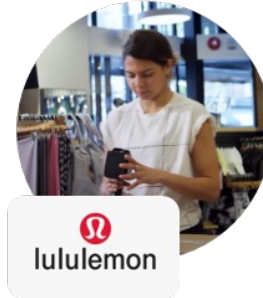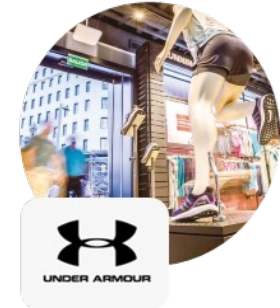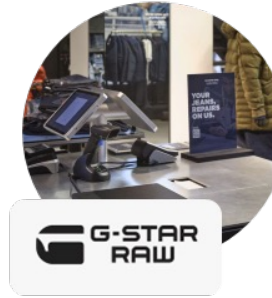
RFID digital twin ecosystem

Supply chain

In-store

Insights and decision making

Improve and automate

Data and capture

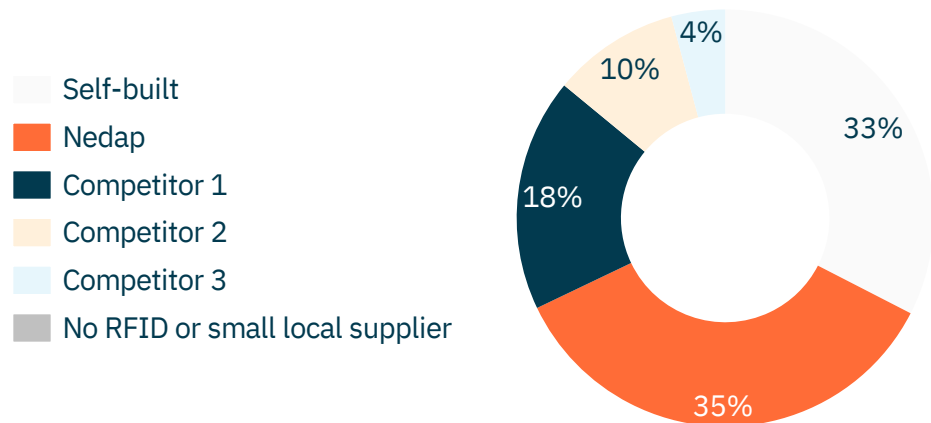Factory | Warehousing & distribution | Omnichannel sales & store | Shopper

Growth potential

Nedap iD Cloud, market leading RFID platform (NA & EU)

Current leading position

Nedap iD Cloud captured leading market position among RFID users (~35%).*

Nedap iD Cloud is bigger than competitor 1, 2, and 3 altogether.

Future leading position

In the next five years:

- Market adoption of RFID will double (highest growth >1,000 stores)*
- We aim to increase our market share
- We aim to increase our value per customer

Legend:
- Self-built
- Nedap
- Competitor 1
- Competitor 2
- Competitor 3
- No RFID or small local supplier

Donut chart values: 33%, 4%, 10%, 18%, 35%

 # stores

# stores	% (value)	Total
50-200	87% (17K)	20K
200-500	82% (28K)	34K
500-1,000	83% (20K)	24K
>1,000	56% (33K)	59K

Largest adoption (~50%) among >1,000 chains

*Projected growth of market is within **20-30 '>1,000' retailers** that will potentially adopt RFID in near future*
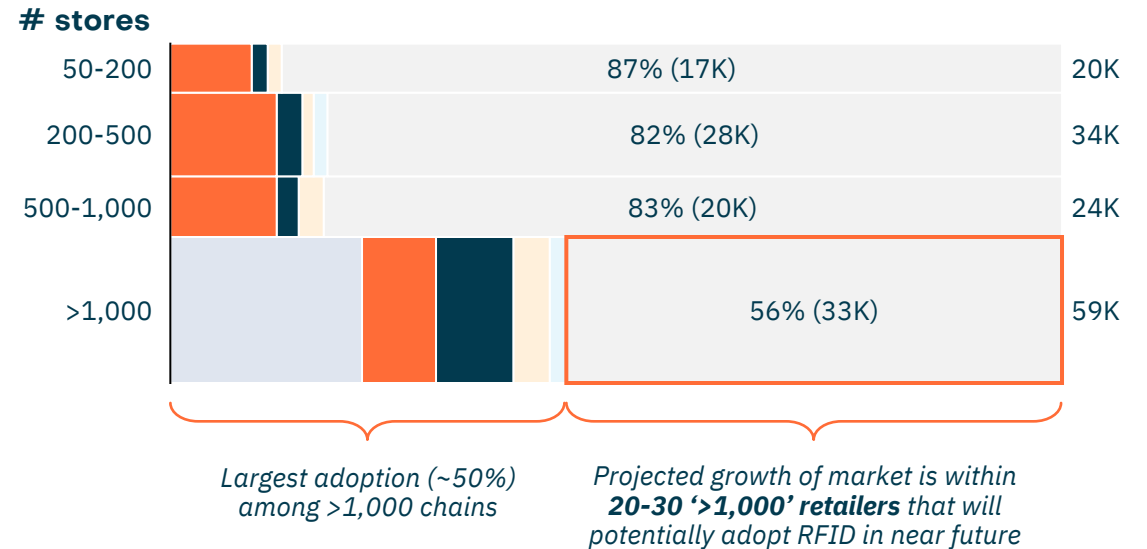
Our strategy

- **Strengthening market leadership** by focusing on >1,000 store retailers in North America and Europe

- Provide the whole **factory to shopper digital twin technology RFID platform,** expand on:
  - Automation across the supply chain & store
  - Data & Insights for decision making

- **Increase customer lifetime value by:**
  - High retention >98%
  - Volume growth
  - Value growth

Key takeaways

Five years

RFID adoption will double in the next five years

Capture the growth

We are well positioned to capture the growth due to our strong team, our strong footprint in Retail, and our unique software and hardware capabilities.

We focus on

- Market leadership
- Providing a factory to shopper digital twin RFID platform

Capital Markets Day 2024

Nedap in Livestock

Maarten Idink

November 7, 2024

Global dairy challenge

To feed the growing world population, the dairy industry needs to increase milk production, whilst simultaneously lowering the carbon footprint. Digital Twin Technology plays a vital role in solving this challenge.

Main drivers

| Labor shortage | Compliance and animal welfare | Sustainability pressures |

▼

Dairy farms rethink their operating model

| Farm consolidation | Automate repetitive tasks | Need for real-time data |

▼

Adoption of cow monitoring accelerates

By monitoring cows 24/7 we create a digital twin of each cow, revealing her unique needs and performance. Know your cows, manage your herd, optimize your farm.

Global milk demand
(source: IFCN)

+50%

| 2020 | 2030 | 2040 | 2050 |
| 932 | 1104 | 1247 | 1371 |
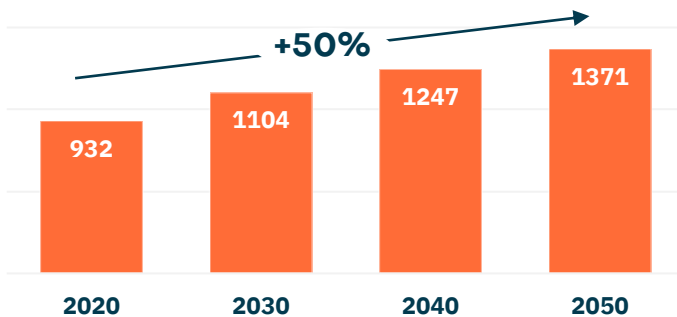
 # Million cows on professional farms
>100 cows – worldwide (source: IFCN)

+100%

| 2020 | 2030 | 2040 | 2050 |
| 44 | 57 | 72 | 90 |
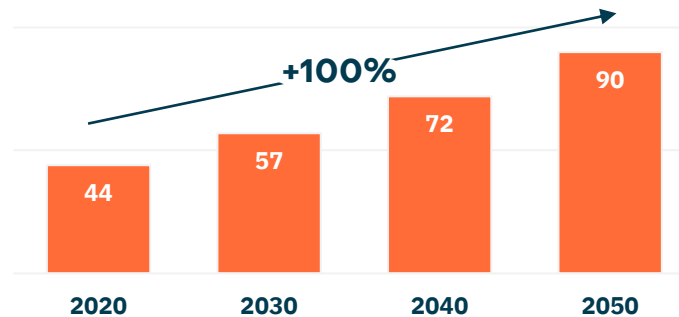
Global cow monitoring adoption
(source: NLM)

+67%

| 2024 | 2025 | 2026 | 2027 | 2028 |
| 30% | 33% | 37% | 43% | 50% |
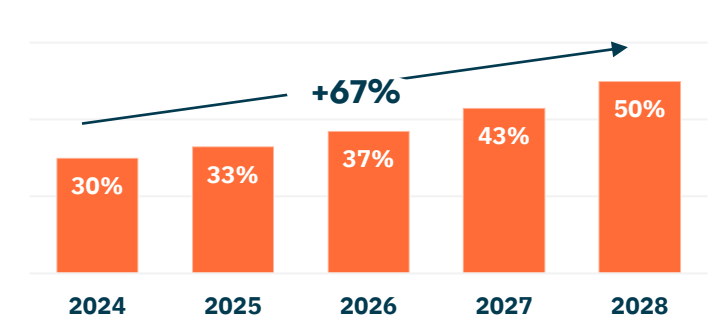
"Sustainability to me equals efficiency. It equals doing more with less. If we keep a cow healthy, she's going to produce more with less inputs. Through the adoption of Nedap we made significant strides in creating a more sustainable operation."

Simon Vander Woude, Vander Woude Dairy (CA, USA)

Improving life on the farm

We help farmers to **optimize** the performance and well-being of individual cows, while minimizing workload and resources.

Improving life on the farm

CowControl

FarmControl

nedap

Improving life on the farm

nedap
CowControl
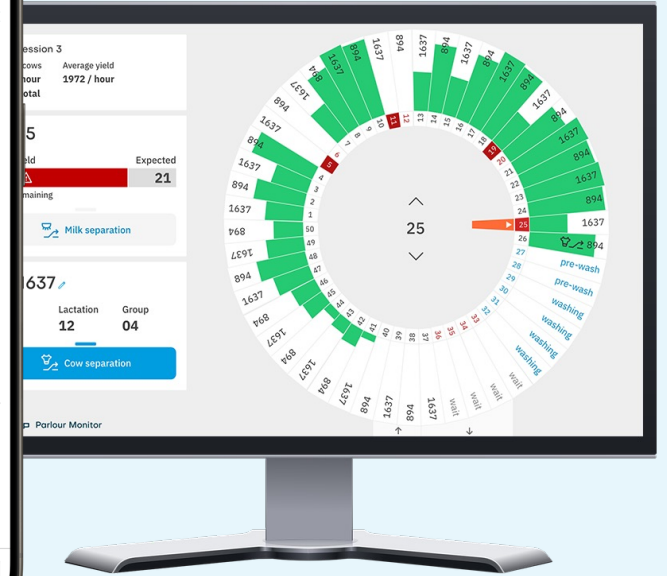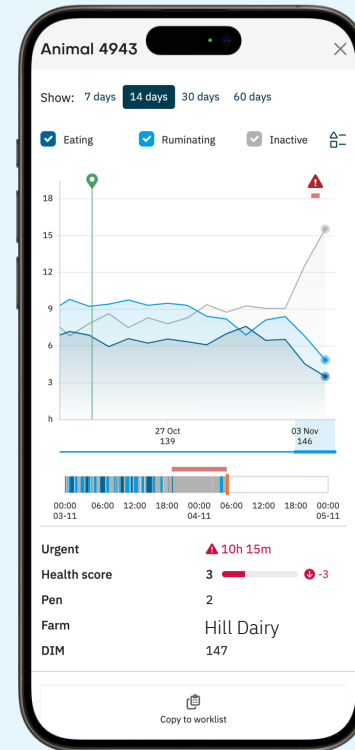
Health   Reproduction   Productivity   Operations

SmartTag Neck/Ear   SmartFlow

Improving life on the farm

nedap
FarmControl

Identification

Sorting

Locating

Feeding

nedap

Our position today

**Global Market Leader
in cow monitoring solutions**

> 30,000 connected farms

> 5,500,000 connected cows

~ 40% Global market share

Local entities and presence in the main dairy regions

Scalable Technology Suite

Best-in-class hardware and integrated on-premise and cloud-based software

Designed for scale to meet the needs of any farm size and segment

Unmatched breadth, accuracy and reliability

Distinctive route-to-market

Together with our global network of leading partners in dairy, we offer unique value propositions and reach 75% of the professional dairy farmers worldwide

North America

Europe

Middle East

India

China

South America

Oceania
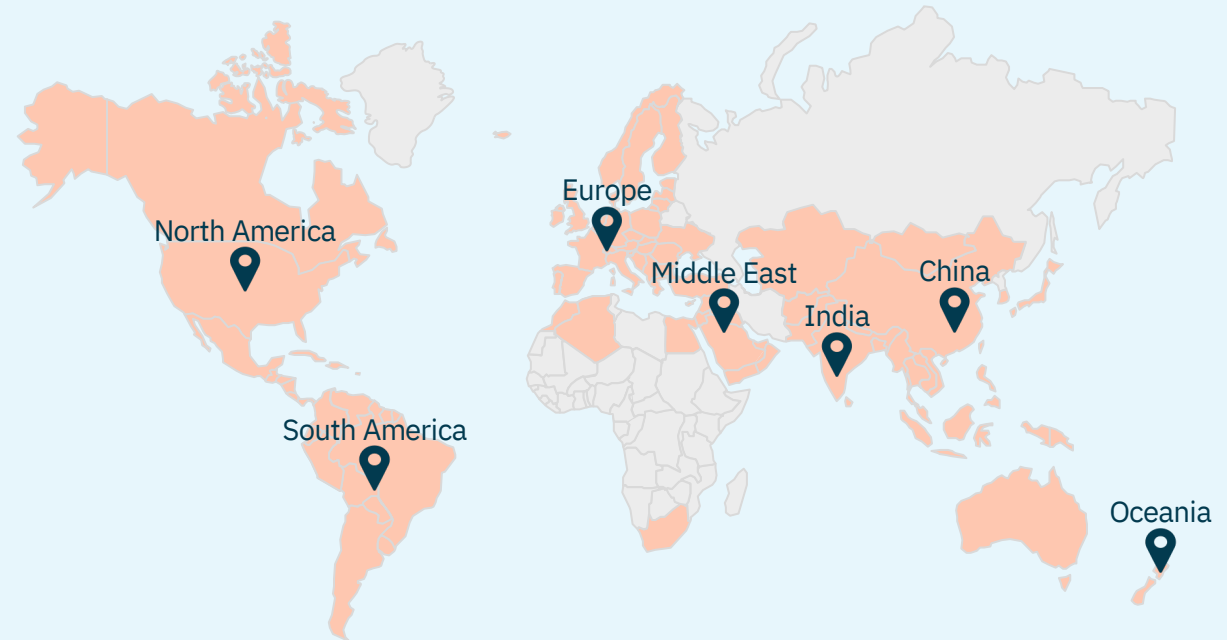
GEA

BouMatic
For the life of your dairy

LELY

Alta

GENEX

150 YEARS CRV
BETTER COWS > BETTER LIFE

WAIKATO
MILKING SYSTEMS

Selection of Global Business Partners

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84

Three growth drivers

1. Growth of market

Total Addressable Market (TAM) grows substantially as a result of industry tailwind

Total number of cows on professional farms grows from 50 million to 90 million (2050)

Adoption of cow monitoring technology grows from 30% to 50% within the next 5 years

2. Growth of reach

Serviceable Addressable Market (SAM) grows by further extending our reach

By closing gaps in reach in our focus countries

By adding potentially new sales channels

3. Growth of value

Revenue per cow grows by extending the value of our solutions

Revenue per cow will grow by extending from one to multiple sensors per farm

Revenue per cow will grow by increasing the lifetime value of our solutions (-as-a-service)

Market ← **Key growth driver** → Nedap

Our strategy

Win today

Scale

- Dairy organization: Rooted in dairy and built for scale

- Grow and monetize our position along two tracks:

  1. Leverage our reach to grow our installed base and market share

  2. Leverage and expand our portfolio to increase our revenue per connected cow

Anticipate tomorrow

Create

- Dedicated expansion team

- Identify and validate key growth opportunities: New technologies, new business models, adjacent markets

- Prime example: Computer Vision

Key takeaways

Paradigm shift

Rising milk demand, farm consolidation, and labor shortages are accelerating cow monitoring adoption, creating a huge and rapidly growing market, signalling a paradigm shift.

Uniquely positioned

As the global market leader with a distinctive route-to-market and scalable technology suite, we are uniquely positioned to capitalize on this growth.

Market leadership

We are set to leverage the next technology wave to solidify our market leadership for the long term.

Capital Markets Day 2024

Nedap
Financial perspective

Daniëlle van der Sluijs

November 7, 2024

nedap

Our
key markets

Balanced portfolio with growth potential

Retail 19%

Security 22%

Livestock 31%

Healthcare 28%
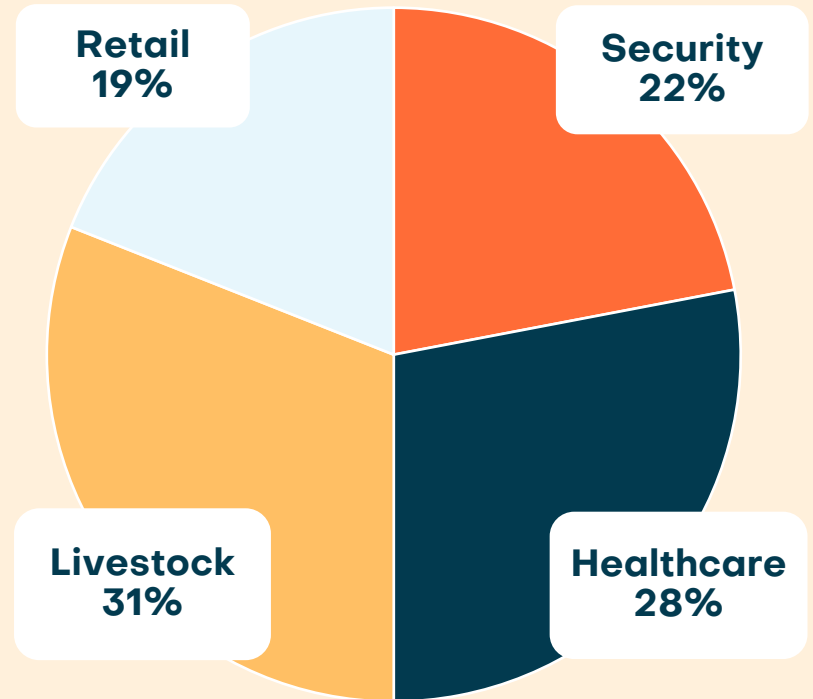
Per December 31, 2023
As percentage of total revenue key markets

Organic revenue growth of 8% on a compound annual basis

- Organic revenue shows compound annual growth rate of 8%

- Earnings per share up 11%, compound annually

- Strategic focus key driver in accelerating growth

- Effect from strategic choices to scale down certain solutions

Total revenue (in m€)

Total CAGR 8%

Year	Scale-down	Revenue
2019	21	171
2020	26	164
2021	24	183
2022	23	207
2023	17	245

■ Scale-down

Earnings per share (in €)

Total CAGR 11%

Adjusted for profit from sale Nedap France
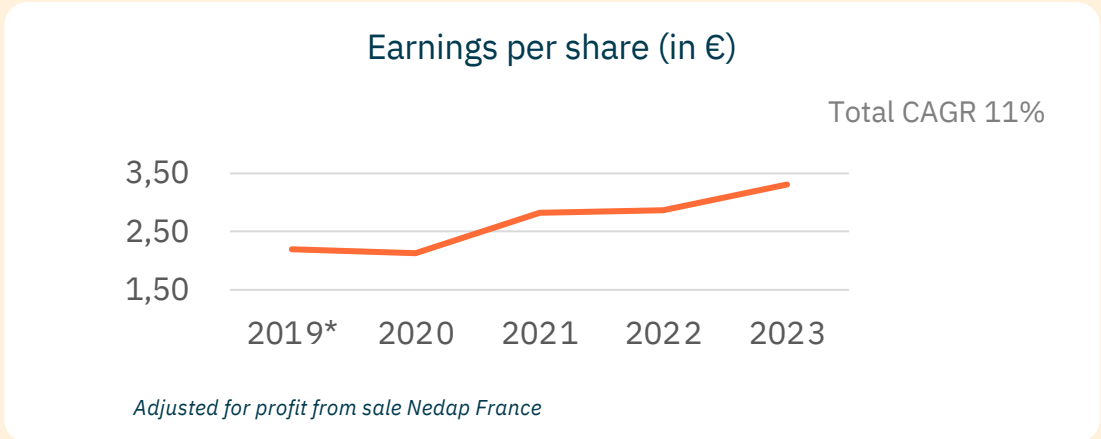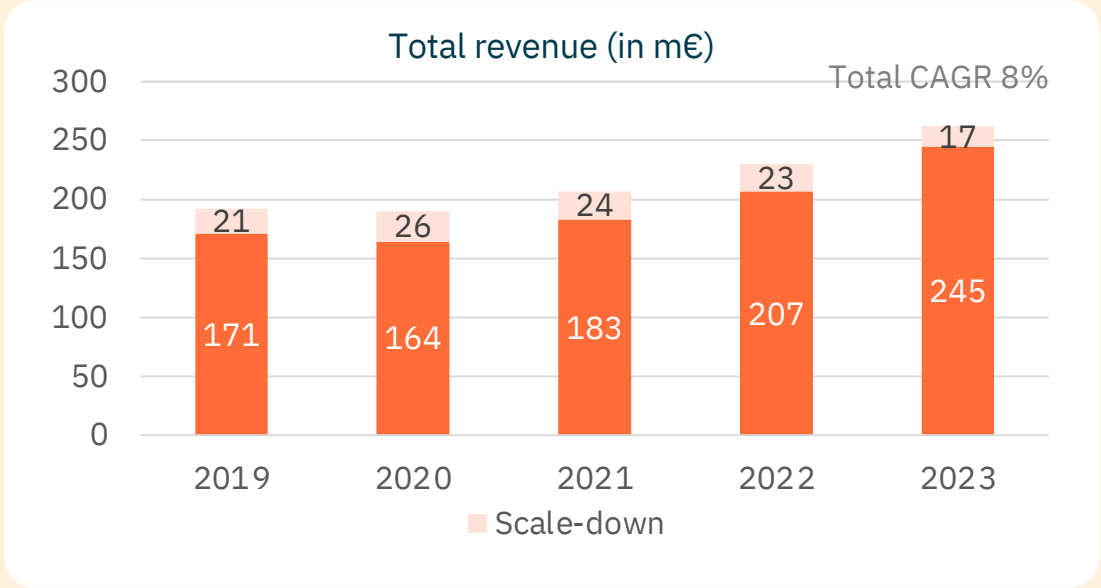
Organic growth of recurring revenue, milestone of €100m ARR

- Recurring revenue is growing organically with a compound annual growth rate of 17%

- Growing share of recurring revenue, generated by software subscriptions (licenses), will contribute to greater stability in total revenue development

- Growth driven by create and scale solutions in all four key markets

- This year, in HY1 year-to-date:

  - Recurring revenue up 20% and reached the milestone of €100m ARR

  - Lower non-recurring revenue, driven by temporary slowdown Dairy market globally

Total revenue per half year (in m€)

Total CAGR recurring revenue 17%

	2019 H1Y	2019 HY2	2020 HY1	2020 HY2	2021 HY1	2021 HY2	2022 HY1	2022 HY2	2023 HY1	2023 HY2	2024 HY1
non-recurring	73	74	70	70	73	75	78	80	94	84	75
recurring	21	23	24	27	28	31	34	37	40	44	49

■ recurring   ■ non-recurring

Postponed effect operating margin driven by increased investments

- Postponed effect on operating margin

- Investments in create and scale solutions to capitalize on the market momentum

- Gross margin improved from 63% in 2019 to 69% in 2023

- Increased margin is used to remain at a high level of investments in R&D and to increase commercial impact

- Focused investments on solutions with recurring revenue creating sustainable long-term value

- Costs scaling down solutions will phase out in coming years

	9%	9%	11%	10%	10%
	2019	2020	2021	2022	2023
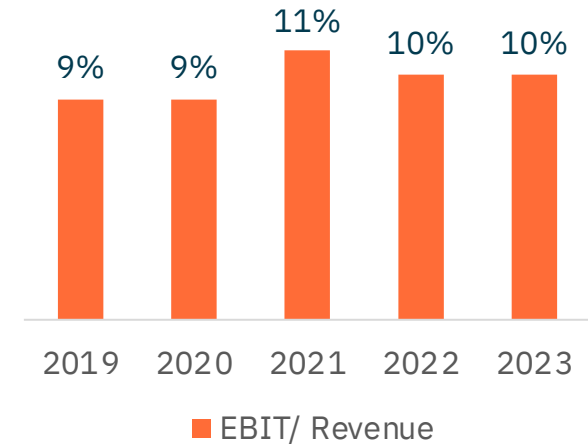
■ EBIT/ Revenue

In % of revenue	2019	2023
Total Revenue (m€)	191,5	262,4
Recurring Revenue (m€)	45,0	84,0
Gross Margin	63%	69%
R&D	16%	18%
M&S / General	38%	40%
Scale down	-	1%
EBIT	9%	10%

Strengthening our teams in create and scale solutions

- Attracting talent is crucial for our growth ambitions

- R&D investments mainly in platform related solutions to invest in future growth as well as in enlarging value per customer

- Increasing commercial headcount boosting greater customer outreach

Number of employees per year end

General/Ops — Commercial — R&D

	2021	2023
R&D	318	441
Commercial	333	376
General/Ops	169	196
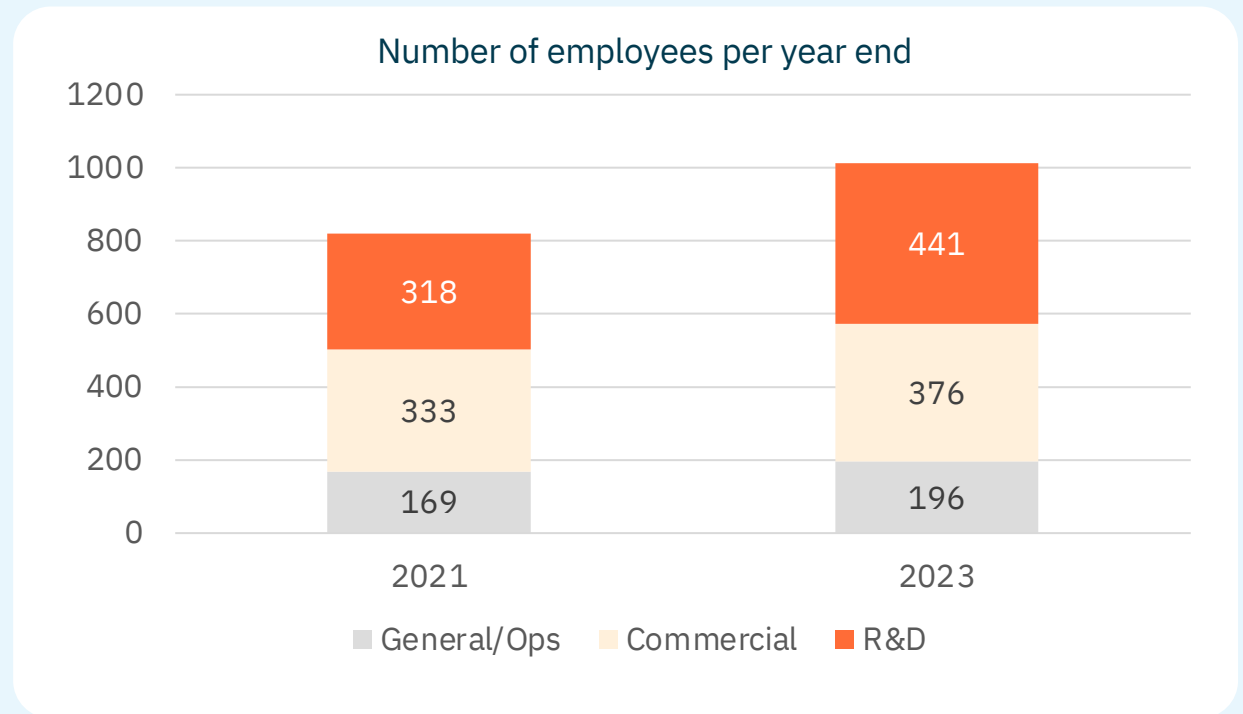
Outlook
2025 – 2028

nedap

Nedap targets high single-digit organic revenue growth and growth operating margin towards mid-teens

Financial KPI's	Medium-term target (2025–2028)	Key drivers
1. Revenue growth	**High single-digit organic growth**	• Supporting long-term market trends • Growing market share by leveraging a strong customer base and targeted investments to 'catch the wave' • Continuous innovation and leadership through digital twin technology • Increasing recurring revenue by shifting towards recurring business models, enhancing customer lifetime value
2. Operating margin *(excluding one-off items)*	**Increasing towards mid-teens**	• Improved margin by increased share of recurring revenue • Leveraged effect through organic growth in focused organization • Finalizing scale down of non-key markets
3. Return on invested capital (ROIC)	**> 30%**	• Limited growth invested capital by optimization working capital and continued move to asset-light Saas business model

Capital allocation focused on driving long-term value

Financial position	Employee participation plan	Dividend	M&A

Financial position
- Nedap's financial position meets the following criteria:
  - Minimum solvency rate of 50%
  - Maximum Net debt/EBITDA of 1.5
- Temporary deviations are possible for strategic reasons

Employee participation plan
- Participation plans as crucial part of Nedap's culture allows employees to share in the company's financial success through profit-sharing
- Fostering engagement and alignment with business goals
- Employees own 3,6% of total shares*

Dividend
- Nedap annually assesses how much of the profit for the year is deemed necessary for investments in profitable growth and a robust financial position
- The remaining amount is paid out to shareholders in full
- Track record of high pay-out ratio
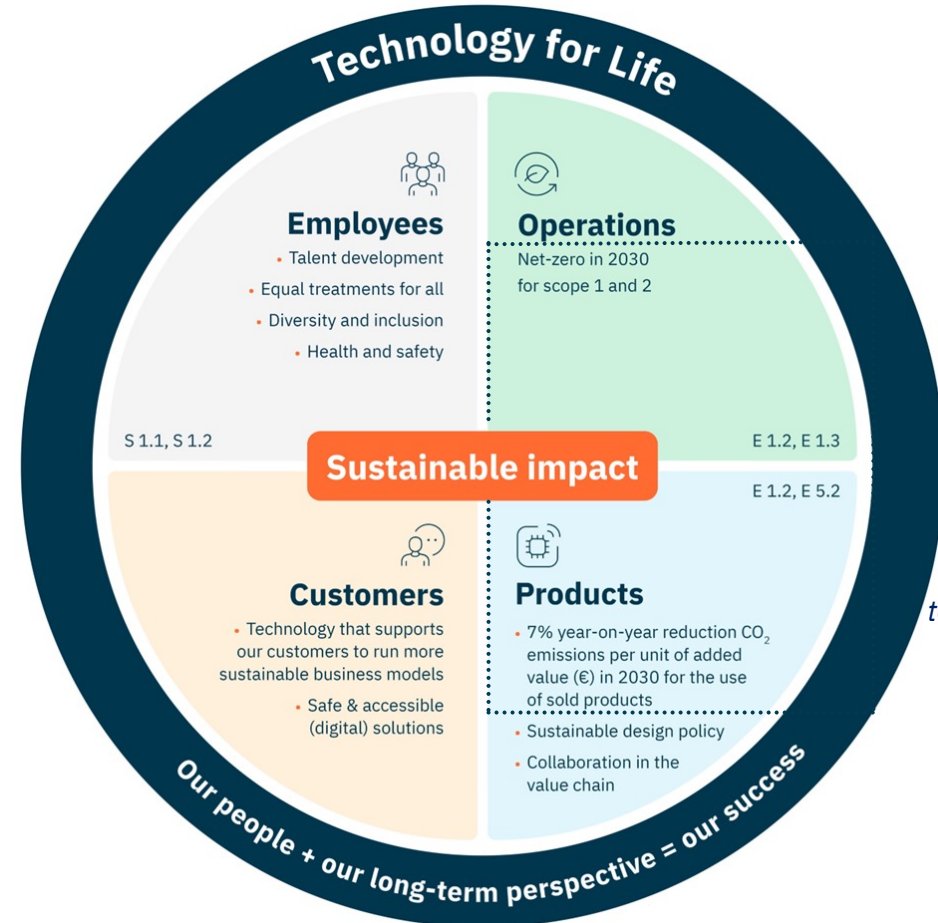
M&A
- Nedap continues to focus on organic growth, given the opportunities in the key markets
- Nedap does not exclude M&A when opportunities in our key markets are identified, but does not actively pursue M&A

*) As per 30 September 2024

Our sustainable impact is directly through our customers

- Commitment to SBTi in the way we run our operations and develop our products

- Biggest impact from solutions that help our customers work toward more sustainable business models

- Continuous development of employees to keep the high level of expertise and knowledge is essential for the long-term value of our organization

These 2 goals together constitute our commitment to the SBTi.

Technology for Life

Employees
- Talent development
- Equal treatments for all
- Diversity and inclusion
- Health and safety

S 1.1, S 1.2

Operations
Net-zero in 2030 for scope 1 and 2

E 1.2, E 1.3

Sustainable impact

E 1.2, E 5.2

Customers
- Technology that supports our customers to run more sustainable business models
- Safe & accessible (digital) solutions

Products
- 7% year-on-year reduction CO_2 emissions per unit of added value (€) in 2030 for the use of sold products
- Sustainable design policy
- Collaboration in the value chain

Our people + our long-term perspective = our success

Key takeaways

Organic revenue growth – 8% on compound annual basis

- Annual recurring revenue 17% growth year on year- milestone of €100m
- EBIT postponed effect:
    - Investments in R&D and Commercial teams and leading Digital Twin Technology
    - Impact of scale down solutions – decreasing year-on-year
- Sustainability integrated – within Nedap and through our portfolio with our customers

Mid-term guidance ('25-'28) includes

- High single-digit organic revenue growth
- Operating margin (excluding one-off items) moving towards mid-teens range
- Return on invested capital above 30%

Capital allocation: driving long term value for all our stakeholders

Summary

Leading Digital Twin Technology company

Focus on four key markets

Strong customer base

Create & Scale

€100m ARR

Outlook

You ain't seen nothing yet!

Summary

Leading **Digital Twin Technology** company

Focus on four key markets

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