

Celebrating the past, shaping
THE FUTURE



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Our CEO EDDIE PERDOK
about the year 2022

"2022 was certainly a year of unexpected challenges, particularly the war in Ukraine and the cost impact of inflation that followed. Nevertheless, we reach a €1.1bn turnover, with every country increasing their own turnover. Along with that achievement, other highlights include the successful extension of our warehouse in France and beginning the transition of Poland's Grene retail network to Powered by Kramp shops," says Eddie Perdok.

***"It's very important to build further on our past,
with a focus on continuous improvement."***

Celebrating 70 years of history

"When a company reaches the age of 70, it's quite an achievement in itself," says Eddie. "At the age of 71 in 2022, we finally got to celebrate that milestone – to celebrate our past – with around 2000 of our colleagues at a fantastic party in Varsseveld. There is so much to be proud of."

Shaping our future

"It's very important to build further on our past, with a focus on continuous improvement. Firstly, by strengthening our value proposition for our customers, making it even easier to work with us, offering an even wider product assortment, competitive pricing, and even better customer service and delivery. We want to make sure we provide the best customer journey, customer experience and customer satisfaction.

"We had already decided to accelerate our growth in the forest & grass care (F&G) industry and began executing our plan during 2022. There is much to do, but we see substantial growth opportunities ahead and we will become an essential partner in this industry.

"Our marketplace for farmers, suppliers and dealers – Maykers, which first launched in Denmark – is making slower progress than originally anticipated. It's difficult to move our relatively conservative ecosystem along the path of digital transformation. We are rolling out Maykers now in France and planning rollouts to start in a few other countries later in 2023. It takes time and we must be patient, but we firmly believe that this is a business model where we can connect all industry stakeholders to make life easier for farmers."



Watch on YouTube:



Refreshed values, same DNA

"In 2022 we also revised our core values and strategic principles. Our DNA and roots have not changed but our business and our environment have, so it's good to reflect these new requirements in our refreshed values and strategic principles. These refreshed values will drive some behavioural change, maintain the strengths of our culture, and support our ambitious plans for shaping the future. Our refreshed strategic principles will support us in making the right decisions every day.

"We are living in volatile times, but we are a strong company with a history of navigating crises well. During 2023 we expect to continue to grow our market share, by strengthening our value proposition and by continuously improving our processes and ways of working. We also want to shape a sustainable future, so we are making sure we identify, minimise and, where possible, prevent any social or environmental risks in our supply chain."



Year 2022 in review

Turnover
1,104M

7.1% Growth

Top 3 countries with most turnover

1. The Netherlands
2. Germany
3. France

>50k Customers

Net Promoter Score (-100 to +100)

40

Customer satisfaction score (1-5)

4.1

>170k Order lines daily

Order lines delivery on time
>95%

27.6m Investments

58% in IT
12% in land and buildings
26% in warehouse equipment

24 Kramp locations

Distribution centres
12
Sales offices
24

3,142 Employees (FTE)

Engagement score (KWE)
7.5 / 10



Celebrating 70 YEARS of history

One of the great cultural and commercial strengths of Kramp is the togetherness of our people. K70 - the 70th anniversary party of Kramp in Varsseveld - postponed from 2021 due to Covid, was devised to recognise the fundamental role of colleagues around Europe in our success. People travelled from every Kramp country in September 2022 to celebrate together.

François Richard, Commercial Director France, Stéphanie Pintureau, Customer Specialist, and Logistic Operative Richard Talbot, who all made the trip from France, look back at the anniversary party.

Highlights of K70

"Most people had not been to Varsseveld, so it was a good chance for them to see the real size of Kramp and meet colleagues from all over Europe," says François.

"Exactly. I spent time talking with colleagues from Madrid and the Netherlands in particular," Stéphanie adds. "It was very important for me to be there. The organisation was amazing and the atmosphere was fantastic, we were like a big family all together." "The atmosphere was exceptional," Richard agrees. "What touched me the most was the bonding and to see colleagues sharing, laughing and dancing."

"For me, what I really enjoyed was the chance to see so many colleagues that I know," François adds. "It was an unbelievable party."



2000 employees joined from more than 20 countries

Summer of Celebrations

In an echo of our founder, Johan Kramp, selling original spare parts from his T1 VW van, a replica Kramp70 VW bus toured 10 Kramp locations around Europe during July, August and September. The Summer of Celebrations tour team hosted pop-up 70-anniversary events featuring various experiences and activities, to build excitement for the anniversary party and as a soft launch for the Kramp Way Festival (see the next chapter: 'Shaping our culture: a refreshed Kramp Way').



300 employees collected 6000 euro at the party for Oxfam Novib

Celebrating 30 years of Kramp Belgium

In November 2022, we celebrated our 30th anniversary in Belgium. Besides organising a celebration event, we also ran initiatives like a special folder with 30 products for €30 and prize draws to win a Kramp private label box during some of our key campaigns.

Celebrating with our dealers and Kramp community in Belgium

To celebrate our 30th anniversary we have organised an event at our office in Lummen, attended by 200 dealers. We informed them of new products and explain key services, for example My Account, Kramp Academy, Powered by Kramp shops and Kramp Workshop Solutions. Since we know many of our customers very well, we found time to have some food and drinks together as well. The following day, we spent time with all our employees and their families over a lovely brunch to thank and congratulate them.



Shaping our culture: a refreshed KRAMP WAY

The Kramp Way was first conceived in 2011. It shows who we are and where we came from, where we're going and how we'll get there. Franc Verhage, Director Corporate Development, and Ruth Oortgiesen, Manager Internal Communications, discuss a relaunch of our guiding document.

"In 2020, we launched Strategy 2025, and while we were planning," begins Franc, "we saw we needed to revise some of our practices in order to realise our ambitions. We decided to formalise our purpose, review our values and set out the principles associated with them. These were really refinements, as we do so many things right."

"We created strategic principles to ensure our decision-making leads us towards our ambitions."



Franc Verhage



Ruth Oortgiesen



Identifying areas for improvement

"But we could improve in some ways," says Ruth. "Giving constructive feedback, for example. Our entrepreneurial nature means we start a lot of things, but we don't always focus on finishing them. We now want to balance our customer priorities with our own priorities, like partners do. So, we created strategic principles to ensure our decision-making leads us towards our ambitions, and refreshed our values to Collaboration, Care and Ownership."

"To make the principles really tangible, we made a checklist; follow those five principles when pursuing new ideas or a new direction and if you meet them, you're doing something that supports our strategy and ambition," explains Franc.

Kramp Way Festivals

Ruth takes up the story: "In January 2022 we introduced the new principles and values to our managers. For the next few months, we supported them to make sure they could successfully introduce them to their teams. In May, we launched them across the organisation, culminating in the Kramp Way Festival in September. To continue to embed the changes into our daily ways of working, value indicators are now part of our performance cycle, and we will hold three mini-festivals every year."

"The Kramp Way is now summarised in a one-page message house, giving a comprehensive overview of what Kramp stands for," concludes Franc. "It takes the form of a pyramid, with our purpose at the top, all the way down to our strategy at the base." "We've gone from a 25-page document in 2011 to a single page!" says Ruth. "But each element is then explored in depth on our intranet."



80 *workshops hosted*
1700 *employees joined*



Shaping the FOREST & GRASS CARE industry

An integral element of Strategy 2025 is to become an essential partner in the forest & grass care (F&G) industry. There is an overlap with the agricultural industry in terms of assortment, customers and capabilities. Supplier Manager Jarno Hugen and Strategy Associate Mike Vinkenborg provide a status update.

"During 2022 we focused on Germany and the Netherlands," says Jarno. "We made important progress, but a number of factors – a dry year, product availability and lead times – meant a success was not as we had hoped. F&G turnover was similar to 2021.

"We worked with dealers in the pilot countries to establish their market focus and service needs, and brands and assortments they want to stock. We carried out targeted trade marketing, exhibited at fairs, acquired Motor Snelco, a Dutch family business, and established a pilot partnership in the Benelux with Husqvarna, a company which provides consumers and professional users with forest, park and garden solutions."

Rolling out further afield

"During 2022, we extended to Belgium, Switzerland, the UK and France, and during 2023 we will extend

to Italy, Austria, Poland, Denmark and Sweden. We will be making a joint effort to become the essential partner for new customers in F&G as well increase our customers, and finetune our assortments for each country," Jarno concludes.

A strategic acquisition

In October 2022, Motor Snelco, a Dutch importer of Briggs & Stratton, Tuff Torq, Peerless and General Transmission products, became part of Kramp.

"We had already been working in partnership with Motor Snelco for many years," says Mike. "We offered all employees of Motor Snelco the opportunity to join Kramp and added 600 unique products to our F&G assortment. Thanks to the Motor Snelco team, we are also proud to have retained their loyal customer base too."



Shaping our SUPPLY CHAIN

Our supply chain operations experienced a number of challenges during 2022, with supply shortages, disruption due to the war in Ukraine, and the effects and costs of inflation. Here, COO Martijn Bonte and Project Manager Supply Chain Just Reinke discuss supply chain resilience and optimisation.

Managed challenges

"We managed these challenges well," Martijn says. "These challenges confirmed our decision to focus on strong customer service, and more scalable cost and working capital structures. Inflation is a global problem, but it's our responsibility to counteract its effects by being more productive and efficient, by shipping less air in our trucks, using less packaging material, and investing in solar panels for warehouse roofs."

Warehouse optimisation is key

"The challenges of 2022 showed us the need to continuously optimise operations to keep cost low, and support rapid growth. In order to support this, we've brought forward investments," Martijn continues.

Among these investments was the 2022 extension and optimisation of our Poitiers (FR) warehouse. "Our goal was to create a futureproof warehouse

that could handle the rapid growth we are experiencing," explains Just. "At the same time, we set out to optimise the internal warehouse operations to reduce costs, by bringing related activities closer together to minimise movements that doesn't add value. The efforts of our people and suppliers, and their willingness to go the extra mile, made sure that even in a turbulent time, ensured a successful project."

"The warehouse in Poitiers is only one of 12 Kramp warehouses. Such an extensive footprint means Kramp continuously needs to optimise these warehouses and the network that surrounds them. Our 12 warehouses don't just hold stock; they play a crucial role in our supply chain network; for instance, they act as internal distribution points to optimise supplier and customer deliveries. These optimisations will continue during 2023: our main focus is on improving our Dutch and Danish warehouses, and finding ways to improve service and reduce costs in our distribution network."

"Supply chain technology integrations are a vital focus for the future too."

The pillars of a sustainable, stable supply chain

"The basis of everything we do is serving our customers as best we can, and better than our competitors. It's a pillar we've built, should cherish and continuously improve," Martijn asserts. "That's why we are actively enhancing our forecasting, stock management, and sales and operations planning. Greater predictability will allow us to staff warehouses more efficiently, adjust forecasts for carriers, adjust purchase volumes, know where to allocate project finances and so on.

"Technology is another pillar. We will be phasing out legacy systems and at the same time refining our business processes for our new systems so we serve our customers better; supply chain technology integrations, too, are a vital focus for the future."



Mød
os på
Maykers

Danmarks største sortiment - tilgængelig 24/7

*Shaping our digital future: **MAYKERS***

Kramp launched Maykers, the online marketplace that brings suppliers, dealers and farmers together, as a pilot in Denmark in September 2020. For the first two years, the focus was on increasing within Denmark, while improving the experience on the platform. In October 2022, Maykers opened for all dealers and farmers in France, too.

Maykers – a farmer's experience

Harry Liselund is a farmer near Billund in the middle of Jutland, Denmark. He took over the farm, where he keeps horses and grows crops, from his parents. He was a Grene customer before the supplier was acquired by Kramp around ten years ago. He was also one of the first farmers to migrate from KOS (Kramp Online Service) to Maykers.

"My dealer sent me promotional emails about Maykers last autumn," says Harry, "and I registered on the platform on 2nd November 2022. The Maykers team contacted me on the telephone two days later to introduce themselves and find out if I had any questions or problems. I found the transition from KOS to Maykers straightforward. I am not a 'computer geek' and if I could figure it out, I think most other people could too."

A wider selection

"It is a bit different searching for products on Maykers from searching Kramp, but it did not take long to get used to," he continues. "It's easy to find the products I need. Because there are more stores than just Kramp, there is a bigger selection and I can compare prices and products.

"It's easy to buy products, I have more choice and still have the support of my dealer."

"I mostly buy spare parts for my machines, and sometimes tools. It matters to me that price tallies with quality. I have tried cheaper products from other retailers, but the results were disappointing."

Maintaining dealer-farmer relationships

"Having my dealer on the Maykers platform is also important. I'm very happy that I have found a service partner who has always been able to find the right parts, of the right quality."

"My farm is some distance from my dealer, so I prefer to have the goods delivered straight to me if possible. If I order before 18:00 I can usually get next-day delivery, and it is useful to be able to return goods via my dealer, when it is more convenient," Harry concludes.

[**> More about Maykers**](#)



Shaping the future with our EMPLOYEES

Our CHRO Andrea Bodstein-Walenciak and Head of Talent & Organisation Magdalena Miedzianowska explain how Kramp is addressing a challenge affecting industry at large: recruitment and retention.

"We have certainly found it more difficult to attract and retain people in the last year, particularly at the start of 2022," says Andrea. "So, we had to look at our offer to existing employees and candidates."

"We do have highly engaged staff who typically stay a long time, but in a very competitive market, some colleagues moved on. It's then very important for us to understand the reasons behind that decision and make improvements accordingly."



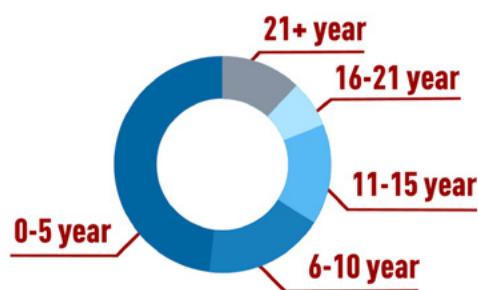
Andrea Bodstein-Walenciak



Magdalena Miedzianowska



YEARS OF SERVICE



New approaches to recruitment and retention

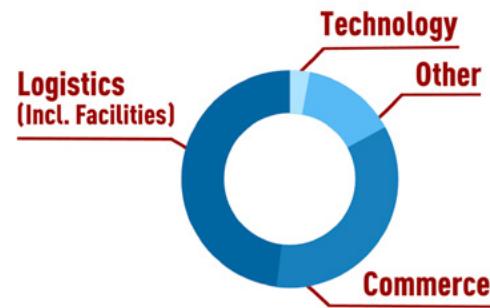
"What made recruitment even harder," adds Magdalena, "is that we had not faced such challenging conditions recently. We decided to move to an internal recruitment model in the last quarter of 2022, for a faster, more efficient service with more focus on the candidate experience."

"Other changes include standardising recruitment processes across the organisation in the future we will be giving hiring managers more training and digital tools, and increasing our social media presence for visibility. We also took steps to make our rewards packages clearer, reviewed our flexible working options, expanded our training offering and introduced a learning management system. We're also involving our own people in creating more

FTE DEVELOPMENT



FTE DEPARTMENTS



eLearning. We have always actively encouraged ambitious career progression, and are now creating more formal paths to make possibilities clearer."

"The way we introduced our new values was important here, too," Andrea says, "boosting engagement, with lots of opportunities to come together – which is the Kramp way."

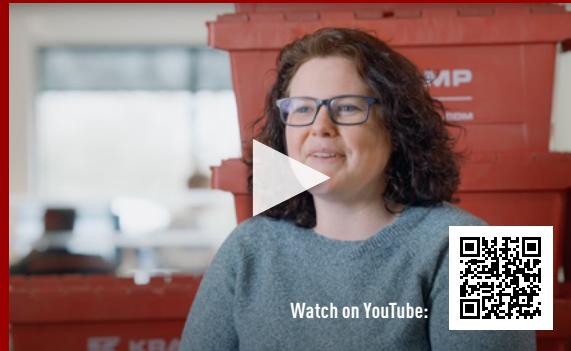
"For 2023," Magdalena concludes, "we have planned a big chunk of improvements. More transparent sharing of vacancies to encourage internal recruitment. More data to guide recruitment and retention, rolling out multiple-language training across all countries, and refreshing our brand as an employer."

[> Career at Kramp](#)

A colleague's experience

Emma Slagter

Emma Slagter – O'flaherty, Assistant to CHRO and COO, is born in Australia and started at Kramp Groep in Varsseveld at the beginning of 2021. Watch the video where Emma shares her story how she ends in the Netherlands and has experienced her Kramp journey so far.



Olena Zakharenko

Olena Zakharenko, Manager Finance & Control, started at Kramp Ukraine and moved in 2022 to Kramp Groep in Varsseveld. She shares her Kramp journey so far. "I joined Kramp Ukraine in March 2021," says Olena, "after a recruiter contacted me about the role of Manager Finance & Control for Ukraine. "I wanted to work in an international environment, and Kramp offered that."

A very human approach

"My expectations of Kramp were exceeded. What I found was a large company but with a very human approach. The people I work with support me in my professional development, and my personal wellbeing too. You are seen as a real person with a life and your overall happiness matters. To feel that you are being taken care of in such a big company is quite remarkable."

An international opportunity

"I became Manager Finance & Control for Kramp Groep in November 2022, and moved here from Ukraine. At first, I had my doubts about the new role in a foreign environment, but I was excited about the new challenge. From a managerial point of view, it was certainly a step up. I now manage a team of Dutch people; I am just starting to learn Dutch, and you need to take the time to understand the people and their culture. Working in another country is something I always wanted to do – I studied for my MBA in the USA - so I was excited to make this move.

"The work is challenging in a good way, and I know I can develop and progress; I feel I can do a lot at Kramp – the opportunities are there. I'm also grateful for the support that Kramp offered to colleagues in Kramp Ukraine since the day the war began. I'm proud to work for a company that tried to help in so many ways."

"I'm proud to work for a company that tried to help in so many ways."



Shaping our RETAIL CONCEPT in Poland

Back in 2013, Kramp merged with the parts supplier Grene, which had a strong presence in Poland with a network of retail stores. For years, we retained the Grene brand on the company's large chain of retail shops. In June 2022, the Polish team introduced the concept of Powered by Kramp (PBK) to dealers, the first step in transforming 168 Grene retail stores to PBK. Commercial Director Jacek Gbur and Head of Retail Beata Jarosz talk about the change.

"We invited all partner dealers, franchises, independent customers and entrepreneurs for a conference to introduce the concept of Powered by Kramp," Jacek says, "It was a huge success."

"Grene was a very well-known brand in the industry," explains Beata, "and our strategy is to replace that with Kramp. This event was an important first step, a platform to demonstrate the ways PBK will help customers develop their businesses."

The advantages of PBK

"Our customers expect extensive pre- and post-sales service," Beata continues, "and the PBK offer provides that. There is no other company here offering digitalisation, and the PBK app draws farmers into the shops."

"We've lowered the entrance barrier for dealers, too, from a 250sq m premises requirement to 100sq m. We've introduced a PBK loyalty programme that rewards engagement and performance. For franchisees, we offered a choice of becoming independent or switching to PBK; they have been very keen to become PBK!"



Jacek Gbur



Beata Jarosz

"They also benefit from full analytics," Jacek adds, "which is unique here. They get detailed financial forecasting, flexible payment plans and preferential distribution. We support them in store design, retail displays and launch marketing, plus longer-term development plans to help them support their farmers. It's true partnership."

To support our shop partners

"We've made our Polish delivery service systems best-in-class," Jacek continues, "with automated packaging lines, digitalising 90% of warehouse processes, and can handle more than 1200 orders per day and send 3000 parcels in one day. Our delivery-on-time success is at 98%, which is unrivalled."

"We are continuously developing, though. We have ambitious plans to expand the PBK network, transition further franchisee stores to PBK and open a minimum of 13 new PBK shops. We are also planning five flagship stores, each with three zones; one showcasing the most technologically advanced agristore; a showroom where farmers and dealers can test Kramp products before they buy; and the third zone a conference and training centre. The first flagship store will launch in June 2023."



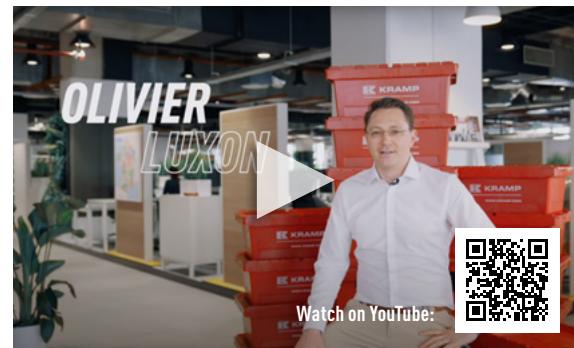
Changes in our **EXECUTIVE BOARD**

After the departure of Mario Babic (CCO) in December 2021 and Arnoud Klerkx (CDO) in June 2022, we are very pleased to have two new Executive Board members on board. Rutger Bruijnen started as our new Chief Commercial Officer in January 2022. In September 2022, Olivier Luxon joined as our Chief Technology Officer. With their great personalities, knowledge and experience, both will make important contributions to achieving our ambitions for the future.



Rutger Bruijnen

Watch the video introduction to meet our new CCO



Olivier Luxon

Watch the video introduction to meet our new CTO



Hans Scholten



Erik-Jan Smit

"We are actively looking for the most environmentally friendly products that suit a need."

Shaping a SUSTAINABLE FUTURE

Good corporate social responsibility (CSR) has always been part of the DNA of Kramp, and in 2022 we launched our official CSR policy. CFO and CSR Steering Committee member Hans Scholten and CSR Manager Erik-Jan Smit share a progress update.

In 2022 we looked at our value proposition, CO₂ emissions reduction, and people and society and the ways in which we can make a difference.

"When I joined Kramp in April 2022," says Erik-Jan, "I quickly saw that a lot of great work had already happened. Our colleagues were highly motivated to drive positive change and there were lots of initiatives under way."

Successes of 2022

"In 2022 we've built a CO₂ dashboard, continually measuring our CO₂ footprint, and we're now extending it to all our partners," Erik-Jan says. "We're creating sustainability visibility in our assortments, with sustainable choices in our category plans, and sourcing more sustainable products."

"Of course, we cannot change the entire agricultural industry," adds Hans, "but we want to be actively looking for the most environmentally friendly

products that suit a need." "That means looking at the origin of articles and how they're produced, and how they're used by the customer. An end-to-end evaluation," says Erik-Jan.

"'People and society' covers everything from safety and wellbeing, diversity and inclusion, to supporting agricultural communities," says Hans. "As an example of that agricultural focus," Erik-Jan says, "with our team in Ukraine we provided tools to the Ukraine government to de-mine farmers' fields, to help them safely work their land. We have also donated €100,000 to the Red Cross and Oxfam."

Groundwork during 2023

"In 2023 we will update our supplier code of conduct, as well as develop a governance structure to make sure we identify, minimise and, where possible, prevent any social or environmental risks in our supply chain," Hans concludes.

[> Current sustainability activities at Kramp](#)



Christian Weiss

Impact of WAR in Ukraine

The war in Ukraine has had a serious impact upon our employees and business in Ukraine. Kramp built contingency and crisis plans at the beginning of 2022 as the war scenario became more likely. Christian Weiss, Region Commercial Director, looks back at Ukraine in 2022 and shares his view.

"From the beginning, our first priority was the safety of our people and their families in Ukraine. We stayed closely connected and prepared safe travel scenarios out of the conflict area to Lviv (the city where our transit warehouse is located), and even evacuation to Poland if needed. We monitored the situation day by day, guaranteeing the safety of all involved," says Christian. "Fortunately, we were able to keep communication lines and IT systems running, helping us to stay in touch."

Helping hand

"As well as our donations to the Red Cross and supplying necessary equipment to the Ukraine government to de-mine farmers' fields, many of our colleagues supported local initiatives. Our team in Poland did an excellent job supporting those fleeing Ukraine by collecting vital products, donating PLN 50,000 to Polish Humanitarian Action, sharing their homes with refugees and bringing materials to the Ukrainian border in their personal vehicles. Also, colleagues from many other countries collected helpful goods to Ukraine. In collaboration between several countries, we brought all kinds of support materials to Ukraine by bus in March

2022. Departing Ukraine, the bus carried refugees to Czech Republic to get them to a safe place," explains Christian.

High resilience and engagement of our Ukrainian team

"There is high resilience and engagement among our team in Ukraine. Regardless of the war and the inevitable issues, most colleagues remained in Ukraine and wanted to keep the business running and stay connected to customers. Agri activities continued in the west and south of Ukraine. Commercial trucks arrived in Lviv and orders were dispatched to customers. In June, we launched our local web shop in Ukraine, with a high customer take-up. The web shop sales share was more than 70% in the first months, and the launch supported a rebound of business in the second half of 2022. By the end of the year, Ukraine had still managed to grow 10% versus last year (in local currency). Despite the devastating situation in Ukraine, I would like to emphasise how proud I am of our Ukrainian team and the help that other teams provided them," Christian concludes.



F.l.t.r.
Koen Slippens
Rutger Ruigrok
Frederik Nieuwenhuys

Statement from the SUPervisory BOARD

Supervisory and advisory role

The role of the Supervisory Board is to advise the Executive Board and to monitor good business conduct. Members of the Supervisory Board keep a watchful eye on the general affairs of Kramp, including the effectiveness of internal risk management and control systems, and the quality and integrity of its financial reporting.

Meetings of the Supervisory Board

The Supervisory Board meets a number of times every year, according to a schedule agreed with the Executive Board. One of these meetings involves a strategy and budget discussion in conference with the entire Executive Board. We met five times in 2022.

Throughout the year, the Supervisory Board received updates on the core subjects of balance sheet trends, cash flow, results and strategy. During 2022 we held specific discussions about budget, investments and refinancing, human resources, the Maykers platform, IT strategy, and succession management. These discussions are very open and were attended by a variety of Kramp managers.

Functioning and evaluation of the Supervisory Board

It is our firm belief that members of the Supervisory Board must be able to take a critical stance and act independently with regard to each other, the Executive Board and any vested interests. We evaluate our collective performance and the performance of fellow Supervisory Board members at least once a year. We are confident that the selected members offer an appropriate depth and breadth of knowledge, experience and competences for the vital role the Supervisory Board performs.

My colleagues on the Supervisory Board and I take this opportunity to thank every Kramp employee for their determination and dedication in 2022. Once again, they have delivered a positive result, in a year of challenges beyond our control. With their continued support, together we are shaping a fine future for our company.

Rutger Ruigrok

Chairman of the Supervisory Board of Kramp Groep B.V.



"Our financial position remains very strong, with a healthy solvency position of almost 47%."

Financial message from our CFO HANS SCHOLTEN

Chief financial officer Hans Scholten talks through another record-breaking year for Kramp. "2022 was a year full of the unexpected, starting with the Ukraine war and the resulting inflation and supply chain disturbances. We have, however, shown resilience in dealing with those events and have improved our ability to adapt and enhanced our forecasting capability."

Financial and operational results

"Inflation is driving up costs everywhere: personnel, distribution, energy, packaging and the cost of the products we sell. Last year our turnover hit €1.1bn, an increase of 7%. That's 2.2% over forecast. This was, however, not due to a greater volume of sales, but due to price increases we had to make

in response to the increase in our own purchase prices and operational costs.

"Our net turnover result was therefore lower than it was in 2021, by €1m. Our non-operational costs were also higher, with exchange losses where the euro weakened.

"Further costs included closing down Staplerkönig and selling Kramp Russia. Staplerkönig was a German startup that we bought around two years ago as a learning exercise in an adjacent market. After two years of partnership, Kramp and Staplerkönig reached the conclusion that the different products, cultures and market approaches prevented both parties from bringing their

businesses closer together. It was with regret that we concluded that Staplerkönig could not continue its operations.

"Nor it is easy to sell a company in a country which is at war. We felt very strongly that Kramp Russia must remain in business – out of loyalty to our people there and because of its role in food production – and found a buyer late in the year. We will complete the sale in Q2 2023. The sale concluded in a substantial loss in our non-operational result."

2021 vs 2022

"If we compare the total costs of 2021 and 2022, we see a €16.5m (12%) total increase in 2022, with turnover only up 7%. All in all, though, considering the circumstances it was still a good year.

"Our result may be lower than 2021, but our financial position remains very strong, with a healthy solvency position of almost 47%. Our stock level guarantees a high availability for customers."

Lessons learned to take into 2023

"We've learned some valuable lessons on inflation. We must be much more on top of the market, the effects of increased purchase prices for stock, and be adapt to the market. It's an ongoing learning. We also need to pay closer attention to cost control.

"We are aiming for a 7% increase in turnover for 2023, half of which should be sales volume. We expect our bottom line to be 10% up, bringing us slightly above the excellent year we had in 2021. Q1 has been a positive start, in line with our ambitions, so we are on track."

Increasing our shareholding to remain a family business

Being a family business is a strong element of the Kramp culture and that ethos is one of the reasons we have been such a successful company over the last 72 years. We believe that it is positive for Kramp and its stakeholders to remain family-owned for as long as possible.

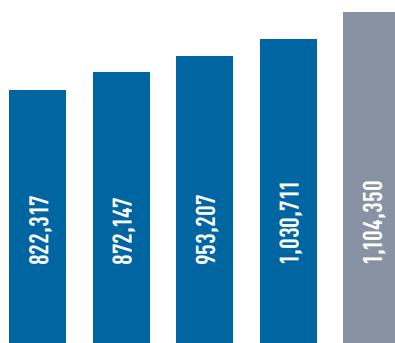
Between 2000 and 2010, our CFO Hans Scholten, our CEO Eddie Perdok, and the investment company NPM Capital acquired all Kramp shares from our second generation of shareholders, Anjo Joldersma and Henk van Braak.

Since 2010, Hans Scholten and Eddie Perdok have owned 60% of shares, with 40% owned by NPM Capital. In demonstration of their faith in the long-term future of our company, they have reached an agreement with NPM to buy back 15% of the total shares, giving them a 75% shareholding.

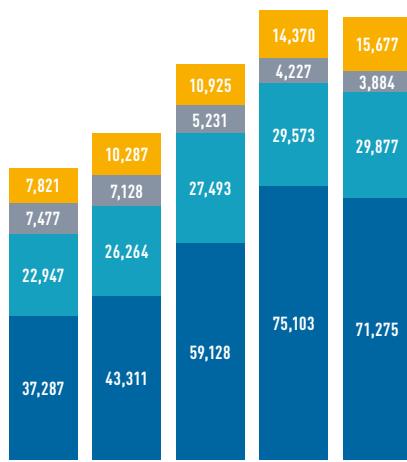
Family companies think in generations and long-term partnerships. We are convinced this decision is good for our people, customers and suppliers, it gives long-term continuity and stability to the company, and both Hans Scholten and Eddie Perdok are incredibly proud to be able to invest in our shared future in this way.

Key figures (x €1,000)

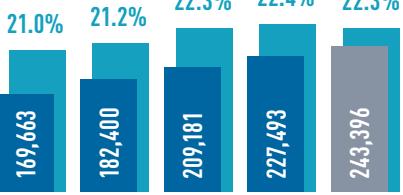
'18 '19 '20 '21 '22

**GROSS TURNOVER**

'18 '19 '20 '21 '22

**ADJUSTED EBITDA**

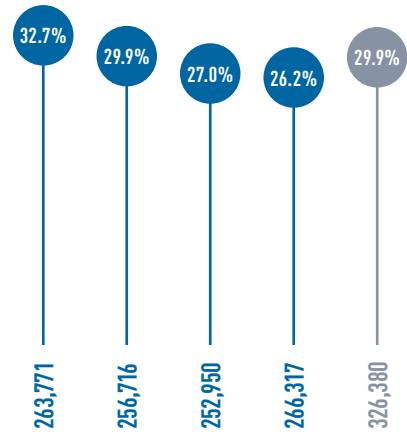
■ NET PROFIT AFTER TAX ■ DEPRECIATION ■ FINANCE CHARGES ■ TAX

**GROSS PROFIT**

■ GROSS PROFIT ABSOLUTE ■ GROSS PROFIT PERCENTAGE

**YEAR-END**

■ BALANCE SHEET ■ EQUITY

**SOLVENCY RATE****WORKING CAPITAL**

■ WORKING CAPITAL AS % OF NET TURNOVER

**INTEREST-BEARING DEBTS**

■ DEBT / ADJUSTED EBITDA

Key figures five years of Kramp Groep

	2022	2021	2020	2019	2018
(x €1,000)					
Gross turnover	1,104,350	1,030,711	953,207	872,147	822,317
Net turnover	1,092,719	1,017,476	937,020	859,130	807,807
Profit from ordinary business operations after tax	71,275	75,103	59,128	43,311	37,287
Extraordinary result after tax	-11,996	5,124	20,848	-	-
Tax	12,739	14,370	14,028	10,287	7,821
Finance charges	3,884	4,227	5,231	7,128	7,477
Depreciation	29,877	29,573	27,493	26,264	22,947
EBITDA	105,779	128,397	126,728	86,990	75,532
Adjusted EBITDA	120,713	123,273	102,777	86,990	78,587
Equity at year-end	298,711	277,779	228,069	192,452	160,954
Balance sheet total at year-end	636,263	630,119	524,987	607,011	579,664
Solvency rate	46.9%	44.1%	43.4%	31.7%	27.8%
Interest-bearing debts (DEBT)	141,363	106,328	157,832	239,567	274,076
DEBT/ Adjusted EBITDA	1.17	0.86	1.54	2.75	3.49
Working capital	326,380	266,317	252,950	256,716	263,771
Working capital as % of net turnover	29.9%	26.2%	27.0%	29.9%	32.7%
Average number of employees	3,142	3,076	3,037	3,003	2,857
Gross profit absolute	243,396	227,493	209,181	182,400	169,663
Gross profit percentage	22.3%	22.4%	22.3%	21.2%	21.0%
Investments (excl. goodwill)	27,595	30,140	38,894	28,674	26,847

Definitions

Finance charges: interest income -/- interest costs (excluding exchange rate results)

EBITDA: net result + taxes + net financing costs + depreciation/amortization

Adjusted EBITDA: as EBITDA taking into account:

- in 2022 the loss on closing down resp. the sale of a participation;
- in 2021 the book profit on the sale of a participation;
- in 2020 the book profit on the sale of real estate;
- in 2018 12 months EBITDA for acquisitions in Italy and Spain.

Solvency percentage: group equity at year-end : balance sheet total at year-end

Interest bearing debts (DEBT): long-term and short-term debts to credit institutions less cash in hand and securitized financing

Working capital: inventories + debtors -/- creditors

Consolidated balance sheet as at 31 December 2022

Pro forma accounts 2022

2022

2021

Assets (x €1,000)

Intangible fixed assets	48,000	50,672
Tangible fixed assets	125,835	131,776
Financial fixed assets	17,298	20,310
Fixed assets	191,133	202,758
Inventories	305,272	267,470
Receivables	129,731	114,105
Cash	10,127	45,786
Current assets	445,130	427,361
Total Assets	636,263	630,119

Liabilities (x €1,000)

Equity	298,711	277,779
Third party share in Group companies	133	103
Group Equity	298,844	277,882
Provisions	5,934	7,778
Long-term debts	151,131	151,654
Short-term debts	180,354	192,805
Total Liabilities	636,263	630,119

Consolidated profit and loss account 2022

Pro forma accounts 2022

2022

2021

(x €1,000)

Gross turnover	1,104,350	1,030,711
Boni and discounts	-11,631	-13,235
Net turnover	1,092,719	1,017,476
Cost of sales	-849,323	-789,983
Gross profit	243,396	227,493
Sales costs	-100,195	-91,236
General administrative expenses	-50,400	-42,898
Total costs	-150,595	-134,134
Net turnover result	92,801	93,359
Interest income and similar income	681	312
Interest charges and similar costs	-4,565	-4,539
Foreign exchange rate results	-1,987	288
Financial result	-5,871	-3,939
Profit from ordinary business operations before tax	86,930	89,420
Taxes result from ordinary business operations	-15,677	-14,370
Share in results of subsidiaries	52	154
Third party share in result	-30	-101
Profit from ordinary business operations after tax	-15,699	-14,317
Extraordinary result	-14,934	5,124
Taxes result from extraordinary result	2,938	-
Extraordinary result after tax	-11,996	5,124
Net result	59,279	80,227

