

# Annual Report

2022



smarter focus.  
brighter tomorrow.





We work together on sustainable developments. These include vital infrastructure at multiple locks, bridges, pumping stations and tunnels. Since early 2022, our specialists have been working for the Levvel syndicate on the reinforcement of the Afsluitdijk. We provide the controls, cybersecurity, predictive maintenance and the accompanying electrical installations.



# Foreword

2022 was a turbulent year. In 2022 and 2023, what seemed to be inconceivable for decades unfortunately proved to be a brutal reality: a war on the European continent causing a great deal of human suffering in Ukraine.

The consequences of all the international tensions are also felt by everyone in the Netherlands. High commodity and energy prices have led to higher inflation and a substantially higher cost of living.

Sharply increased energy prices are generating extra attention to sustainability. The need for less energy consumption and the use of cleaner energy is now widely understood. There is a great need for innovative solutions for the sustainability of industry and real estate. As a supplier of such sustainable solutions, Batenburg Techniek is seeing a sharply higher demand and with it, a confirmation of the strategic choices of the past ten years. This helped to ensure that in 2022, we were able to realise good results in a sustainable, socially responsible manner.

All the national and international developments had a major impact on the daily lives and work of our employees.

We are proud and grateful that they were able to deal with the daily challenges with resilience and adaptability and continue to work hard for our clients.

The strategy of Batenburg Techniek is focused on sustainable, long-term value creation. With a focus on technological innovation and sustainability, we work on developments in the energy transition, digitisation in industry and the global need for food innovation. We help our clients move toward a sustainable and circular economy. Within the existing industry, we realise sustainability with new technical solutions. In addition, we are increasingly approached by scale-ups to further develop new technology. We are making our own business operations more sustainable in line with the agreements of the Paris Climate Accord.

The confidence and commitment of clients, employees, associates/partners, shareholders and supervisory directors enable us to continue to build together the future of Batenburg Techniek. On our way to a brighter tomorrow.

Ralph van den Broek, CEO



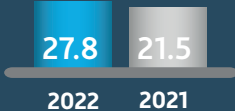


# Overview of Batenburg Techniek

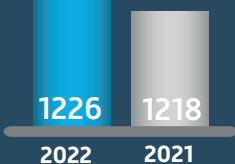
Revenue\*



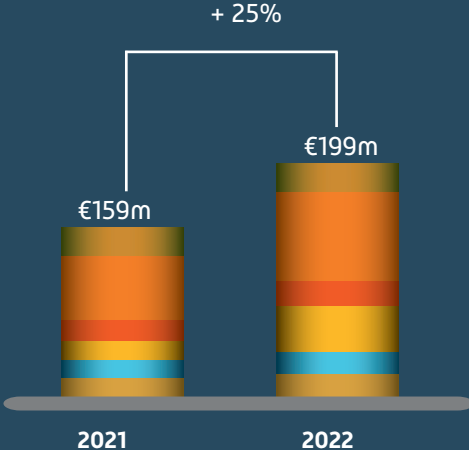
Result  
EBITA\*



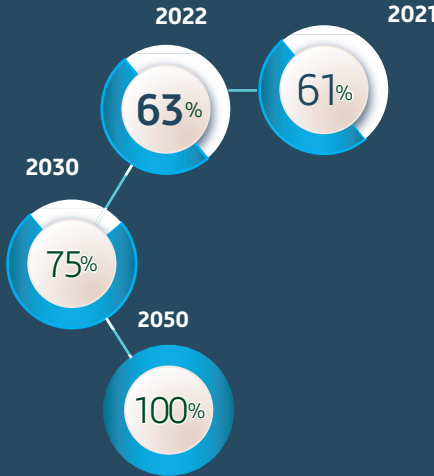
Total number of employees  
employed



Impact projects in terms of revenue in € million



Our share in positive impact projects in %



\* Result is normalised and numbers in € million.



# Profile

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We are on our way to a brighter tomorrow. Batenburg Techniek is a technology company working on a more sustainable future with over 1,200 employees. We do this by improving existing technology and enabling new technology, focusing on digitisation and energy transition. Within Batenburg Techniek, we leverage engineering and innovation to achieve a positive impact. Combining the right techniques, based on specialised knowledge that is applicable in practice is what we mean by 'Smarter focus. Brighter tomorrow'.

We do this through five divisions:

## **Batenburg Industrial Automation**

Every day, we help clients progress by optimising industrial processes. We do that with knowledge of and expertise in operational continuity and secured industrial processes, from design, development and implementation to installation and maintenance. Our domain knowledge means that we know what can and should be improved. In sectors from industry to water and infrastructure, we make processes more efficient, safer and above all, more sustainable. In this way, we develop new operational technology, together with our clients.

## **Batenburg Horticulture**

With integrated automation solutions, we ensure optimal crop production world-wide, for every kind of horticultural business. Through effective deployment of cutting-edge technology and data intelligence, we help growers worldwide with sustainable food production.

## **Batenburg Energietechnik**

Energy technology solutions have formed the basis of our business for more than 100 years. From generating and storing energy to the local connection; Batenburg Energietechnik supplies and develops components and

systems that are applied in the electricity distribution grid. Technological innovations are developed and implemented together with our clients to a new standard. We deliver these solutions to energy network companies and clients in the Solar, E-mobility and E-infrastructure markets.

## **Batenburg Installatietechnik**

Sustainable real estate and sustainable energy supplies are key issues for many of our clients. With our solutions for electrification of energy supplies with decentral generation, battery storage, hydrogen, electric vehicles and an energy management system, we help them to take the next step. In the field of security systems and camera technology, we are ready to serve clients with Batenburg Vision ISP.

## **Batenburg Industriële Componenten**

With a focus on developing appropriate solutions and the supply of smart appliances Batenburg Industriële Componenten helps clients in the manufacturing industry. Specialist fields within these markets include: mechatronics, industrial electronics and fastening technology. In our Centre of Expertise, we bring together engineering, product development and logistical support, and in that way drive innovation.





# Strategy

Batenburg Techniek is a technology company. Together, we are working on a sustainable future by improving existing technology and enabling new technology, focusing on digitisation and energy transition. We have done this successfully for more than a hundred years with highly qualified and experienced staff, distinguished by domain knowledge of clients and by our core values: close by, creative and energetic.

Internally, we are leaders in sustainability. This means we know the practice and take our responsibility. This is how we contribute to a world where our children and grandchildren can also have a good life.

**We use two trends, which converge in our motto:**

**Smarter Focus:** smart use of technology to make new developments practical for clients

**Brighter Tomorrow:** sustainability, energy transition and circular economy

In the coming years, Batenburg Techniek's strategy and positioning focus on three spearheads:

**Further developing in-depth knowledge, engineering and innovation ('Smarter Focus')**

- Joining clients at the table earlier and for longer;
- Leading the way in technology;
- Responding to digitisation and energy transition.

**Supporting clients in becoming more sustainable ('Brighter Tomorrow')**

- Increasing the positive impact of products and services;
- But also leading internally: 'On our way to a Brighter Tomorrow'.

**Strengthening One Batenburg**

- Strengthen the One Batenburg brand, visibility and positioning;
- Attracting, developing and encouraging talent; enjoying working together and growing.

The goal is to maintain a position as a sustainable, profitable company at the heart of the smart industry. This ambition is achieved through a combination of organic growth and strategic acquisitions. Batenburg Techniek continuously monitors market conditions, technical developments and commercial opportunities, adjusting its strategy and activity portfolio accordingly, where necessary.

In this way, we can continue to help our clients to manage their businesses in a circular economy.



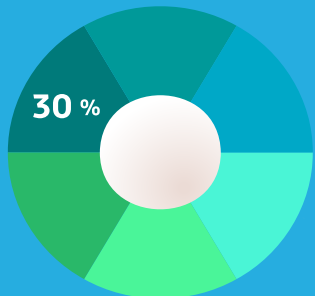
# The power of five divisions

We work with our colleagues on the basis of five divisions, each with its own specialist field and niche. Connections between the companies and the divisions ensure strong cooperation. This enables us to create growth opportunities in the areas of increased sustainability and technological development.

## Batenburg Industrial Automation

- Design and implementation of industrial automation (process automation, factory automation, process informatisation).
- Installation and maintenance of industrial plant and machines

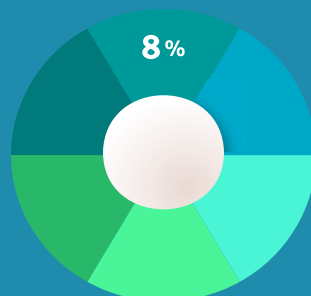
Revenue



## Batenburg Horticulture

- Design modular software and hardware that enable growers to grow sustainably and optimise crop yields.
- Data Driven Growing

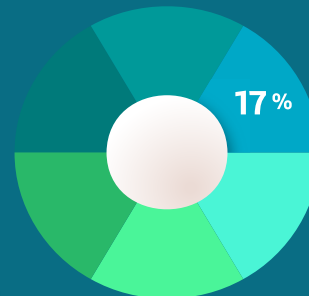
Revenue



## Batenburg Energietechnik

- Designing, supplying and installing energy-technical systems and components.
- Innovation in energy transition technology & energy management systems

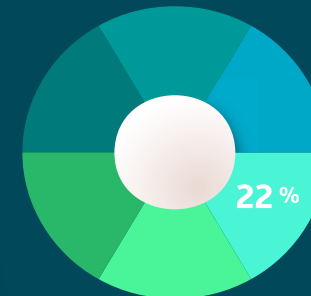
Revenue



## Batenburg Installatietechnik

- Designing, installing and maintaining installations in utility, industry, energy technology (e.g. solar parks, charging infrastructure) and security.
- Solutions for sustainable property

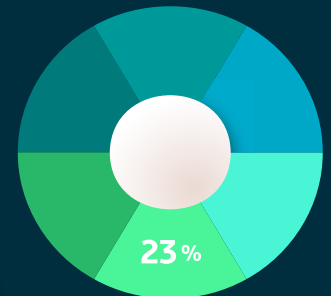
Revenue



## Batenburg Industriële componenten

- Designing and assembling of industrial components.
- Support further digitalisation with embedded systems, connectivity/ IoT and Human Machine Interfaces (HMI)

Revenue





# Digitisation



# Energy transition



## Software implementation

We design and implement DCS, PLC, SCADA, MES/ MOMs systems in industry and infrastructure. For example, we take care of the automation and computerisation of processes and machines.



## Industrial cybersecurity

We help clients with cybersecurity of their operational technology (OT). With our knowledge of industrial automation and standards such as IEC 62443, we identify security risks and implement mitigating measures. We also support clients by responding quickly and effectively to security incidents, for example with network monitoring.



## Data intelligence

We help clients gain greater insight into the operation of their processes through the use of data. We do this by storing production data in an efficient and secure manner with historian systems. With advanced data analytics, we create insights into, for example, predictive maintenance.



## Robotics and vision

We apply robotics and vision to clients' processes and machines. With Artificial Intelligence, we interpret images from vision systems and automatically translate these insights into actions.



## Simulation and digital twin

We apply simulation solutions for various purposes. We work with virtual simulation of processes to further specify design requirements or test designs together with the engineers. We also realise simulators to train operators in a safe and efficient way.



## Energy storage and energy management

We provide energy storage in the form of battery, heat and hydrogen systems. With energy management systems, we create insight into sustainable generation and optimise energy consumption. This serves to ensure that even locally with limited network capacity, more can be generated and consumed.



## Energy distribution

We design and realise power supplies from high voltage to low voltage for electricity networks and industrial and utility construction. By doing this in a smart way, we enable higher generation and consumption of electricity.



## Renewable energy

We ensure that renewable energy, for example from PV parks, can be fed into the grid. We design and install the connections, from inverters to mobile solutions and the connection to the local electricity grid. We also provide solutions for connections, cable fixtures and certification of mechanics and assembly.



## Making real estate and industry more sustainable

We help clients make their real estate and industrial processes more sustainable. With energy monitoring, we make improvements visible and realise them by installing sustainable systems and applying smart automation.



## Electric vehicle (EV) charging infrastructure

We realise the engineering, installation and maintenance of EV charging infrastructure. In this field, we specialise in DC charging infrastructure, which is used to rapidly charge high-power trucks and buses.

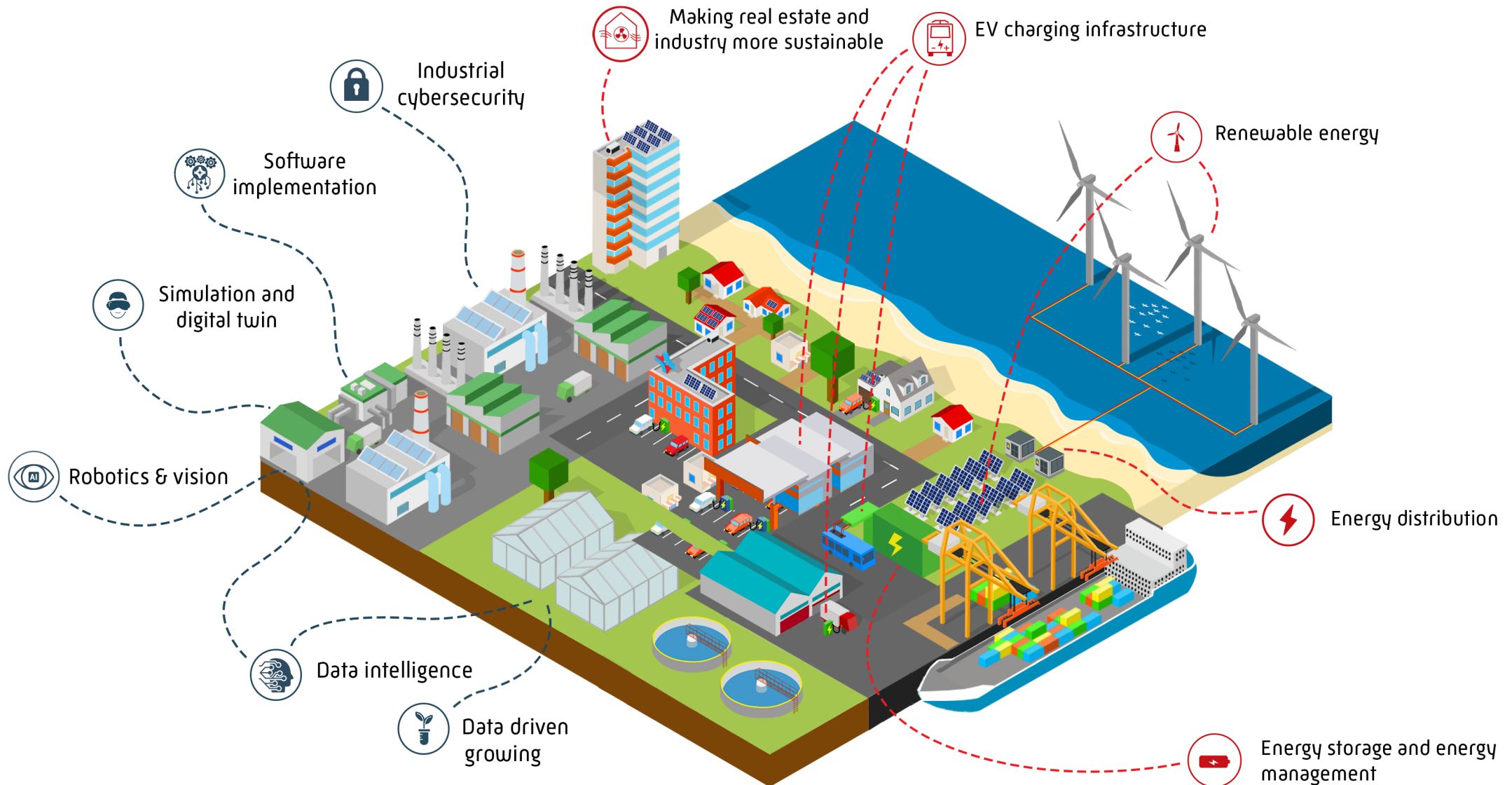


# Smarter focus. Brighter tomorrow.

We use two trends that are reflected in our motto.

**Smarter focus:** making smart use of technology and digitisation in order to make new developments possible for clients in practice.

**Brighter tomorrow:** Technological innovation makes it possible to take bigger steps in making our living environment more sustainable and in making the energy transition.







# sustainability

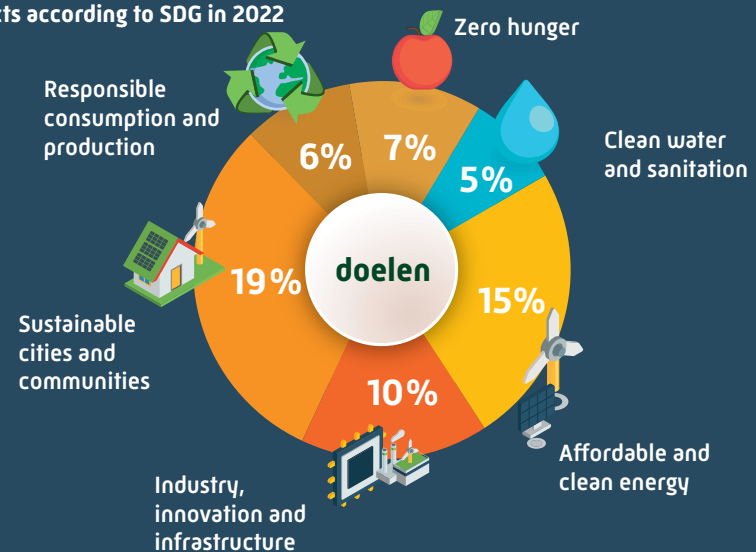
Batenburg Techniek intensified the implementation of its sustainability programme in recent years. This is an integral part of our operations and services. The Environmental, Social, Governance (ESG) methodology is leading here, and translates into attention to:

- Climate and environment (Environment) – we use our knowledge and energy to achieve a positive impact, together with our clients. In addition, we observe the agreements of the Paris Climate Accord;
- The social side of business (Social) – we focus on matters including health, safety and satisfaction of our employees;
- Our governance (Governance) – we have programmes aimed at managing cybersecurity risks. We also implement standards such as ISO 27001 and IEC 62443.

## Making a difference with impact projects

We measure our positive impact by assessing whether our projects contribute to 1 of the 6 selected Sustainable Development Goals (SDGs) of the United Nations. We work in projects on the energy transition, solar parks, wind farms, but also on digitisation of industry and infrastructure in the Netherlands. Positive impact forms an increasing part of our projects. In 2019, 46% of our projects had a positive impact. In 2022, that share rose to 63%. The goal is for at least 75% of our projects to have a positive impact by 2030.

Impact projects according to SDG in 2022





# 'On our way to a brighter tomorrow'

Batenburg Techniek has already been in operation for 100 years. A century from now, we will still be here, in a world that will have changed beyond our recognition. We are shaping that change, both as technical professionals and as engaged citizens of this planet. We believe that technology is going to make a significant contribution to solving these challenges. As a technical services provider, we contribute to such solutions by working toward a sustainable future in three ways:

## 1 Improving the old

The world around us has been built over the years. With new technology, many improvements can be made to existing processes, infrastructure and buildings. We help clients achieve this by, for example, making their processes more efficient. As an early adopter of the latest technology, we enable low-threshold improvements.

## We enable the new

Technology never stands still and is constantly evolving. Whether it is plastic substitutes or new molecules or protein sources, we are making a valuable contribution to the development of new, more sustainable industry. We often do this from the entrepreneurship that runs in our DNA: we recognise the opportunities it offers for the future.

## 2

## 3 The internal organisation in order

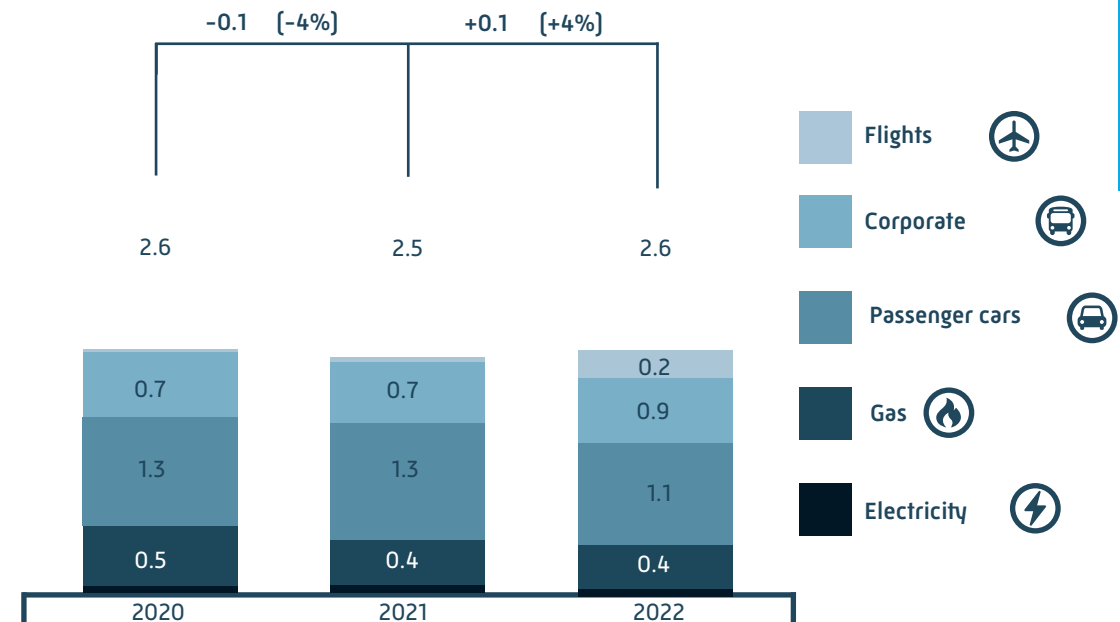
We are also contributing to a sustainable future in our own business operations. In the coming years, we will reduce our CO<sub>2</sub> emissions in line with the Paris Climate Accord. By being a leader in our own operations, we take our responsibility and we know the practice.

# The internal organisation in order

A brighter tomorrow also starts with our own organisation. In 2022, we once again made strides in putting our internal organisation in order. Through further electrification of our vehicle fleet and improvements to our properties, we were able to maintain our reduction of CO<sub>2</sub> emissions per FTE in the field of passenger cars. By now, more than 15% of our passenger vehicles are fully electric. The first electric buses have been purchased to gain experience. Emissions for flights per employee rose slightly in comparison with 2022. This was primarily due to the withdrawal of Covid-19 restrictions. With these measures and our plans, we are on track to reduce our CO<sub>2</sub> emissions per FTE by at least 55% by 2030, in line with the Paris Climate Accord.

In December, our building in Twello became the first of our properties to be completely gas-free.

CO<sub>2</sub> footprint in tons of CO<sub>2</sub> emissions per FTE





# Employees

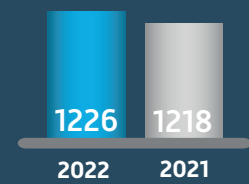
Finding, training and investing in talented people is of great importance to Batenburg Techniek. That is why we continuously invest in their well-being, knowledge and skills by offering a pleasant, safe and healthy work environment, attention to personal development and excellent employee benefits. We have challenging projects and training courses that offer development prospects for our colleagues.

Batenburg Techniek contributes towards a sustainable future. This is how we manage to attract energetic people, with passion and an eye for creative solutions. We regard diversity and inclusiveness as important in the composition of our teams. By this, we mean equal opportunities for everyone.

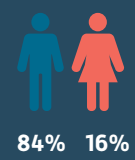
We offer many people the opportunity to gain practical or research experience with us. In 2022, we hosted 114 interns and graduate students. That was 10 more than the 104 students in 2021. In the past four years, 25% of these interns and graduate students have joined Batenburg Techniek after completing their studies.

Batenburg Techniek takes social responsibility seriously. We show this by applying sustainable solutions in our work and in our own organisation and by paying attention to diversity and inclusiveness where equal opportunities are concerned. This is reflected in the opportunities we have offered to people with poor job prospects, career changers and people who are reintegrating after sick leave. The sick leave rate was 4.8%; an increase from the 3.2% in 2021. This was partly due to the increased contact moments and travel movements after two Covid-19 years.

**Total number of employees employed**



**Male/female ratio**



**Number of service years**





# On the road together

## Health and wellbeing

In the spring, we conducted an employee satisfaction survey (MTO) among all employees of Batenburg Techniek. Among other things, the work experience was surveyed. The outcome gives an indication of the engagement and loyalty of the employees and the likelihood of whether they will recommend Batenburg Techniek as an employer. A Net Promoter Score, that reflects this probability, of 56 (on a scale of -100 to +100) puts Batenburg Techniek in the category of 'excellent employers' in the Netherlands (score higher than 50). The average score for knowledge-intensive Dutch companies is 51.



## Young Batenburg

As a young professional at Batenburg Techniek, you are automatically connected with Young Batenburg; the network for and by young professionals of Batenburg Techniek. Young Batenburg organises various activities each year for young professionals aged up to 35, so that they build up a network and exchange valuable experiences. These include master classes on technical and soft skills, meetings with interesting speakers, project visits and team activities. Young Batenburg also serves as a sounding board for the management.



## Batenburg Academy

It is not only Young Professionals who receive attention at Batenburg Techniek. All generations in our business are offered opportunities for development, in breadth or in depth. Some of these are provided in-house, via the Batenburg Academy. There is a menu of various courses, in which we aim to get the best out of everyone and realise personal growth on all sorts of levels. Last year, many different sessions were organised, both digital and physical. Doing projects together and exchanging experiences is experienced as inspiring and enriching. This is also central to our R&D Talent Centres. Batenburg Techniek therefore offers everyone a challenge.





## Beemster Waste Water Treatment Plant

Batenburg Techniek is happy to work towards Safe, Clean and Sufficient water! We work for various waste water treatment plants (RWZIs) in the Netherlands, including RWZI Beemster. This 40-year-old RWZI needed complete renovation, while remaining fully operational. Our employees performed and supervised the entire design and execution of the electrical installation, from the engineering, panel building, setting up low-voltage areas, laying and connecting cables to the Input/Output test.

Batenburg  
Industrial Automation



## Offshore simulator



In order to be able to work still more efficiently, improve the quality of the software and reduce risks in complex processes, we are working on the realisation of control systems with simulations. One example is the training simulator for offshore operators. The crane is tested virtually by an operator at the office.

## Brouwerij Bosteels



Batenburg Techniek has a strong partnership with the Brouwerij Bosteels brewery for its process automation. The projects that we execute provide for efficiency, time savings and optimisations. The sustainability project provides for the storage of process data in order to use these for analyses, reporting and trends. Thanks to this 'data historian', analyses can be conducted in order to optimise the brewery and make it more sustainable.

# Review of Batenburg Industrial Automation

**Batenburg Industrial Automation focuses on the design and management of control systems for applications in industry, infrastructure and the marine and offshore market.**

The acquisition of Magion Industriële Automatisering on 9 November 2021 had a positive impact on the results for 2022. Batenburg Magion therefore formed part of Batenburg Industrial Automation for the full year of 2022. The integration is going smoothly and the companies are working together successfully. In recent years, the demand for cybersecurity has increased for industrial processes and for critical infrastructure. This is a development that we have been anticipating for a number of years and where our pooling of knowledge with Batenburg Magion provides for an acceleration.

A similar development has been taking place in the field of data intelligence. In 2022, we assisted several clients with the structured gathering and analysis of and reporting on essential data. We were involved in vital infrastructure at multiple locks, bridges, pumping stations and tunnels. Since early 2022, our specialists have been working for the Levvel syndicate on the reinforcement of the Afsluitdijk. We provide the controls, cybersecurity, predictive maintenance and the accompanying electrical installations.

High gas prices have a major impact on energy-intensive industry. A number of clients reduced production and delayed investments. At the same time, we are working with a growing number of clients on fine projects relating to the replacement of fossil fuels by sustainable raw materials and re-use of recycled

materials. The number of orders in the pharmaceutical industry and the dairy sector also grew.

In May 2022, Batenburg Beenen celebrated its centenary with two well-attended seminars for business relations and for students. This celebration had been postponed for two years because of the Covid-19 pandemic.

Developments in robotics and vision technology have grown rapidly in recent years. These developments are expected to continue in the sector. A striking example is the autonomously operating weeding robot that we are developing together with a machine builder.

In the marine and offshore market, Batenburg JB Systems regularly works on international projects for the construction of offshore cranes. Several projects were postponed due to the Covid-19 travel restrictions. With the withdrawal of these restrictions, it became possible to travel to the projects again in the second half of the year and to complete these.





## 70 hectares with data-driven controls

Great Northern Hydroponics, the 70-hectare large greenhouse in Kingsville, Canada, which is known for its tomatoes, decided to switch to IIVO of Hoogendoorn Growth Management. Thanks to the powerful algorithms of the IIVO, the climate of the business is proactively controlled, production and quality are improving and savings are being realised on resources.

Batenburg  
Horticulture



## Cultivation of the future



Hoogendoorn Growth Management and LetsGrow.com work with Agadir Horticultural Complex in order to give a boost to Moroccan horticulture in the field of knowledge-sharing, research and development. Students of the CHA make daily use of the IIVO process computer installed, the sensors and the MyLetsGrow data platform. Colleagues also give Data Driven Growing training courses.

## Sustainable greenhouse in Mexico



Finka San Antonio is a sustainable greenhouse of 22 hectares. The IIVO system of Hoogendoorn is responsible for the complete control and climate control of the entire greenhouse. Via LetsGrow.com's Data Driven Growing training programme, the Finka team took part in training at a high level, in order to refine the practical use of the Plant Empowerment principles.

# Review of Batenburg Horticulture

With integrated automation solutions and data intelligence, Batenburg Horticulture provides for optimisation of crops for every type of horticultural business, world-wide. Batenburg Horticulture operates under the names Hoogendoorn Growth Management and LetsGrow.com.

Revenue in horticultural automation once again showed significant growth in 2022. The introduction of the IIVO, the world's most advanced climate computer today, contributed greatly to this growth. Both new and existing clients of Hoogendoorn Growth Management are switching to the IIVO, enabling them to make use of the most advanced algorithms and cultivation principles of Data Driven Growing.

In order to be able to support the growth, an office was opened in Alexandria in the United States of America in 2022. In combination with the branches in Canada and Mexico, this makes Batenburg Horticulture even better able to serve the North American market.

LetsGrow.com focuses on Data Driven Growing. This is reflected in the application of modern cultivation principles in combination with data analyses and algorithms, ensuring improved crop yields in high-tech greenhouses. This enables higher production with less input of natural resources. This development is becoming increasingly important due to the global growth of greenhouse horticulture, the resulting scarcity of experienced growers, and the sharper focus on sustainable growing methods. In the past year, demand for advice and support relating to Data Driven Growing increased sharply.

Increasing water scarcity, population growth and greater demand for locally grown fresh and safe food are driving growing demand for cultivation in horticultural greenhouses and for the associated automation. Investors from outside the horticultural sector have been showing increasing interest in new high-tech greenhouses in recent years.

Greenhouse horticulture – growing vegetables, flowers and pot plants in greenhouses – is highly sensitive to energy prices. The sharply higher price of gas made 2022 a difficult year for this sector, particularly in Europe. And it appears that the market must also take account of the uncertainties of high energy prices in 2023. This can influence investment decisions of market gardeners, particularly in Europe.



## Battery storage by Albert Heijn

Together with Switch Energy, we are helping the Albert Heijn supermarket chain to make their Geldermalsen logistical location more sustainable. Through locally-generated solar power in combination with 16 battery sets, the air water heat pumps installed are supplied with power. The storage system has a total capacity of approximately 800 kVA. Over-capacity is stored in the storage system and is used during peak consumption periods. In this way Albert Heijn is taking a major step towards a sustainable distribution centre.



Batenburg  
Energietechniek



## Kroningswind



The Kroningswind wind farm consists of 18 windmills that generate a total of some 80 MW. This is enough to supply about 65,000 households. In order to distribute this power, we have a capacity transformer that converts the energy from the wind turbines to energy that goes into the grid. We have also supplied almost all the components we have in the delivery package for this switching field.

## DR stations for Liander



In 2022 we made a start on delivering the first distribution units for Liander. In the next four years, a total of 200 of these DR stations will be delivered. This enables Liander to increase the capacity of the grid by increasing the voltage on the line. This will help to combat the congestion on the grid.

# Review of Batenburg Energietechnik

**Batenburg Energietechnik supplies and develops components and systems that are applied in the electricity distribution grid.**

Batenburg Energietechnik's revenues have increased sharply. The energy transition is creating strong demand for power grid components and services. After all, electricity is increasingly used as an energy carrier. This necessitates expansion and reinforcement of the power grid.

The limited capacity of the Dutch power grid is receiving increasing attention. Through the energy congestion, industrial companies are finding it increasingly difficult to expand, make their production more sustainable and to electrify transportation. Demand for innovative solutions is growing strongly, for decentral generation of renewable energy, energy storage and for energy management systems to control the overall system in combination with the production. By combining components, and thanks to the knowledge and experience of the different divisions, Batenburg Technik is well able to respond to this and realise the best solutions for its clients.

The problems in the power grid also restrict the connection of new solar farms to be built. In some cases, connection is impossible. A number of projects were postponed as a result.

For one of the larger network companies, Batenburg Technik supplies the special transformer stations that are used to increase the voltage in the grid and so increase the capacity of the grid.

Demand for transformer stations from other clients also grew, to the point where a second production hall was commissioned at the end of 2022 in order to increase the assembly capacity.

The need for storage capacity is also growing, due to the increased share of solar and wind power in the energy mix. Batenburg Technik is involved in projects for battery storage and the application of hydrogen as an energy carrier.

The government made relatively little investment in the rail infrastructure network in 2022. As a result, our revenue within the rail infrastructure market remained unchanged from 2021. However, in the coalition accord, the current government included investments in rail infrastructure of €7.5 billion. The effects of this can be expected to become noticeable in the coming years. In the meantime, we are helping clients with innovative solutions that keep the rail infrastructure safe and reliable.



An aerial photograph of a large, modern industrial building with a white roof and dark grey vertical panels. The building features a prominent glass-enclosed entrance with a green roof. A parking lot with a few vehicles is visible in the foreground. The background shows a flat landscape with power lines and a clear sky.

## Sustainable real estate for Picnic

Online supermarket Picnic is establishing an automated fulfilment centre (which regulates the entire logistical process for order handling, from receipt of goods to sending the orders) at the Hessenpoort industrial estate in Zwolle. Picnic will have a floor area of 45,000 square metres. We supply all the mechanical engineering and electrical engineering installations for the new fulfilment centre. The Batenburg Energy Container, in combination with two air water heat pumps, has now been installed on the roof of the new building. The Batenburg Energy Container is a space-saving solution and is supplied and assembled as a plug-and-play unit.

Batenburg  
Installatietechniek



## Biodiverse Solar Farm



On commission from IZEN, we are taking part in the construction of the Kamperweg Solar Farm in Kruieningen. We supply the medium voltage for all 45,000 solar panels, including the civil engineering work. We also supply the necessary transformer stations, including a procurement station and seven compact stations, and from Batenburg Vision ISP we supply the camera installations. The farm will moreover be laid with extra greenery and rainwater will also be collected.

## Truck charging bay



One of the largest Dutch supermarket chains is switching to electric vehicles. We were able to realise the charging infrastructure, in collaboration with ABB. A combination of fast chargers, power cabinets and a transformer station was used for this. This provides the four major Dutch cities with stocks of electric vehicles.

# Review of Batenburg Installatietechniek

**Batenburg Installatietechniek is predominantly active in non-residential construction, industry and energy technology.**

From six offices across the Netherlands, Batenburg Techniek helps clients combine their climate ambitions with their building strategy. We do this on the basis of three fields of expertise:

- Sustainable real estate;
- Energy engineering with renewable electricity and hydrogen;
- Security and camera technology.

As a result of the sharply higher energy costs in 2022, demand for making existing real estate more sustainable is growing rapidly. This includes energy conservation, electrification of the energy supply and renewable energy generation and storage.

The overloaded Dutch electricity grid means that many clients face limited, often inadequate connections to the power grid for new buildings or expansions of their production facilities. With smart systems for energy management, in combination with different forms of energy generation and storage, we realise solutions for this situation.

Covid-19 caused drastically lower occupancy of public transport. This also had an impact on investment decisions of public transport companies and led to fewer projects for electrification of public transport. However, in road haulage, demand for

charging solutions for electric trucks is growing. Batenburg Techniek is involved in a large number of projects throughout the country, in the preparation, design, licensing and execution phases. A good example is a large distribution centre where a charging bay has been laid with DC fast chargers. A solar roof in combination with 10 batteries provides for the energy.

Revenues in the sustainable real estate sector were good in 2022. Batenburg Techniek is involved in a number of fine industrial and distribution projects. However, in recent months, some hesitation appears to be emerging in the new construction market. The investment propensity of investors appears to be shrinking due to higher inflation and the related increase in construction costs and interest rates. Furthermore, laws and regulations relating to nitrogen are causing delays in projects.

As a result of the high energy prices, the need for energy conservation in existing real estate is still growing. We are seeing growing demand for advice and support, for example with making buildings gas-free. Many 'free from gas' projects start with energy monitoring and advice on potential solutions. In order to meet the growing demand, we further expanded the advisory capacity in 2022.

## Batenburg Centre of Expertise

Today's technological innovations give rise to the sustainable transitions of tomorrow. From Energy to Healthcare, Smart Mobility and Food & Agriculture: everyone is seeking solutions for the application of electronic innovation. Batenburg Applied Technologies knows what the market wants and realises innovative electronic solutions. In our Centre of Expertise, we bring together knowledge, components and products, which drives innovation. We realise applications for you, from the challenge to the working solution.

Batenburg  
Industriële Componenten





## On the road electrically



The innovative Brekr company produces electric bikes and Batenburg Bevestigingstechniek helps Brekr to realise the Brekr Model B. We do this with our fastening solutions that match the stylish design of the Model B. Together with Brekr, we are working on a more sustainable and stylish future on the road.

## IoT solutions



Batenburg Techniek assembles printed circuit boards (PCBs) for the hardware that enables tracking of containers. These PCBs are resistant to weather conditions and vibrations that the container encounters en route. With smart IoT solutions, we offer IMT the possibility of accessing the data of containers live in order to optimise shipping.

# Review of Batenburg Industriële componenten

The companies in the Batenburg Industriële componenten division focus on the manufacturing industry. The division consists of three companies: Batenburg Applied Technologies, Batenburg Bevestigingstechniek and Batenburg Industriële Elektronica.

In both 2021 and in the first half of 2022, there were bottlenecks in the supply of chips and components. This resulted in long delivery times and higher procurement prices. It also made it necessary to maintain higher stocks, because not all components were available at the same time. It was difficult and costly to ship goods from Asia with containers. Clients therefore had to take long delivery times into account and order far in advance. As a result, the order book increased sharply. The limited availability, and sometimes the unavailability of components made lengthy searches for components necessary and led to the redesign of products. With alternative components, we were nevertheless able to continue production. After the summer, the market appeared to be slowly expanding. As a result of this and an increase in new clients and new projects, revenues increased.

On 1 April 2022, the activities of Batenburg Mechatronica and Batenburg Adelco Electronics were merged in Batenburg Applied Technologies. The knowledge in the fields of wireless modules, decentral intelligence, thermal management and control of devices has now been bundled. Thanks to this step, we are more frequently involved in conceiving innovative electronic solutions. In our Centre of Expertise, we research, develop and test innovations and develop high-tech prototypes in small series. With this, we advise and support clients in the development of products, from the first innovative idea to the completion of their product for serial production. In this way, we developed

products in 2022 for clients in the food and agriculture sector, the medical sector, energy transition and digitisation.

Batenburg Bevestigingstechniek had a good year. A large number of clients are active in growth sectors such as the energy transition and digitisation. Partly as a result of this, revenues increased. Clients are also involving us in the design process for new products at an increasingly early stage. This enables us to add more value, with higher revenues.

In early 2022, Batenburg Bevestigingstechniek successfully introduced the Bright Bin. With this logistical system, scanning technology ensures that clients place orders automatically and on time. This substantially improves the logistics and optimises the production processes of clients.

The war in Ukraine and the resulting sanctions and trade restrictions led to global shortages of nickel in the first half of 2022 and as a result, also of stainless steel fastenings. Thanks to our extensive network, we were able to adapt quickly in consultation with existing and new suppliers and so provide for practical solutions.

Shortages of chips and components made 2022 a hectic year for Batenburg Industriële Elektronica. Nevertheless, by adapting designs, we were still able to produce print plates with the components still available.

# Year in figures

## Batenburg Techniek key figures

	2022	2021 Normalised	2022	2021	2020	2019	2018
<b>(€ million)</b>							
Revenue	303.1	262.1	303.1	262.1	236.0	222.5	200.6
EBITA [*2]	27.8	21.5	27.8	21.1	17.5	16.4	12.3
EBITDA [*3]	34.3	27.4	34.3	27.0	22.9	20.8	14.3
Net result	19.0	14.0	19.0	13.6	11.2	11.0	10.1
Balance Sheet Total			163.6	149.5	136.9	115.3	102.5
Equity capital			52.6	45.6	58.6	52.0	49.3
Working capital [*4]			19.5	10.2	8.8	13.6	11.3
Net debt [*5]			9.0	4.1	-11.9	-6.3	-5.8
<b>Employees</b>							
Average number of employees	1,222	1,190	1,222	1,190	1,110	1,035	986
<b>Ratios</b>							
EBITA on revenues [%]	9.2	8.2	9.2	8.0	7.4	7.4	6.1
EBITDA on revenues [%]	11.3	10.5	11.3	10.3	9.7	9.3	8.7
Net debt to EBITDA			0.3	0.2	-0.5	-0.3	-0.3
Net income on revenues [%]	6.3	5.3	6.3	5.2	4.8	4.9	5.0
Solvency [including IFRS 16 in 2019 to 2022] [%] [*6]			32.6	30.5	42.8	45.1	48.2

\*1) The 2021 column is normalised. This concerns key figures normalised for costs of the acquisition of Batenburg Magion (€0.1 million) and transition costs (€0.3 million).

\*2) EBIT concerns the operating profit before tax, funding income and expenses and amortisation of intangible fixed assets.

\*3) EBITDA concerns the operating result before tax, funding income and expenses, depreciation of property, plant and equipment and amortisation of intangible assets.

\*4) Working capital is shown exclusive of cash and cash equivalents, loans and other funding liabilities.

\*5) Net debt = long-term loans and funding liabilities, plus current loans and funding liabilities, less cash and cash equivalents.

\*6) Solvency = equity capital / balance sheet total.



# Per division

Revenue and result, Batenburg Industrial Automation (€ million)		
	2022	2021
Revenue	89.6	77.0
EBITA	10.8	10.3
EBITA as a % of revenue*	12.1%	13.4%

\* Relates to activities normalised for costs of Magion acquisition (2021: €0.1 million).

\*\* EBITA as a % of revenues is based on non-rounded figures.

Revenue and result, Batenburg Horticulture (€ million)		
	2022	2021
Revenue	24.8	20.5
EBITA	1.5	1.3
EBITA as a % of revenue*	6.0%	6.3%

\* EBITA as a % of revenues is based on non-rounded figures.

Revenue and result, Batenburg Energy Technology (€ million)		
	2022	2021
Revenue	50.2	42.2
EBITA	6.4	3.5
EBITA as a % of revenue**	12.7%	8.2%

\* EBITA as a % of revenues is based on non-rounded figures.

Revenue and result, Batenburg Installation Technology (€ million)		
	2022	2021
Revenue	68.4	64.3
EBITA	3.6	4.1
EBITA as a % of revenue*	5.3%	6.4%

\* EBITA as a % of revenues is based on non-rounded figures.

Revenue and result, Batenburg Industrial Components (€ million)		
	2022	2021
Revenue	70.0	58.1
EBITA	6.6	3.7
EBITA as a % of revenue*	9.5%	6.5%

\* EBITA as a % of revenues is based on non-rounded figures.



# Year in figures

## Consolidated income statement

in € million	2022	2021
<b>Total operating income</b>	<b>303.1</b>	<b>262.1</b>
Cost of raw materials, consumables and trade goods	118.4	105.0
Subcontracted work and other external costs	35.2	26.1
Wages and salaries	73.8	67.4
Social insurance and other employee expenses	16.7	15.2
Depreciation of tangible fixed assets	6.6	5.9
Amortisation of intangible assets	2.0	2.2
Other operating costs	24.4	21.5
Write-down of expected credit losses	0.2	-
<b>Total operating expenses</b>	<b>277.3</b>	<b>243.3</b>
<b>EBIT (operating result)</b>	<b>25.8</b>	<b>18.8</b>
Total financing income and expenses	-0.5	-0.1
<b>Result before tax</b>	<b>25.3</b>	<b>18.7</b>
Tax on the result	6.3	5.1
<b>Result after tax</b>	<b>19.0</b>	<b>13.6</b>







# Core values



## Batenburg employees are ...

Batenburg employees are happy to work together with passion and energy on creative solutions for our clients. Our core values are important to us and show who we are and what we stand for.



### Close by

We work closely with our clients. We listen and familiarise ourselves. We focus on long-term client relationships.



### Creative

Every day, we have a passionate focus on our work. As a result, we keep up to date and surprise our clients with creative solutions. Solutions that make the step towards tomorrow possible for our clients.



### Energetic

Batenburg employees are driven, enthusiastic and optimistic. Every day we go the extra mile to ensure top results.

## Where to find us

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### Batenburg Techniek

Rotterdam

### Batenburg Industrial Automation

The Hague  
Heerenveen  
Nijkerk  
Vlaardingen  
Zeist  
Zundert  
Zwaaag  
Zwolle  
Madrid (Spain)  
Schilde (Belgium)  
Schoten (Belgium)

### Batenburg Horticulture

Vlaardingen  
Alexandria (United States)  
Beijing (China)  
Ontario (Canada)  
Querétaro (Mexico)

### Batenburg Energietechniek


Capelle aan den IJssel

### Batenburg Installatietechniek

Monster  
Nijkerk  
Nijmegen  
Rotterdam  
Twello  
Waalwijk

### Batenburg Industriële Componenten

Rotterdam  
Neede  
Veenendaal  
Zaventem (Belgium)



smarter **focus.**  
brighter **tomorrow.**