



#VACANCY



CTO

Board-level position at a 1 billion euro revenue, fast-growing market leader in the midst of their transformation from a traditional business into a digital-first multinational

Tech leader in agriculture

With one billion euros in revenues, Kramp is the leading supplier of technical parts and supplies for the agricultural industry. The decisiveness and entrepreneurship of this family business has ensured their position as the market leader in Europe. Their economy of scale enables Kramp to invest heavily in technological development to transform the business into a tech company.

The company has an impressive range of 500,000 SKUs. If a tractor or other type of equipment breaks down, Kramp delivers the right replacement parts before 8 a.m. the next morning. This ensures the agricultural dealerships and its customers, who are farmers, can always continue their work without delays. Nearly all of Europe is covered by Kramp's 11 distribution centers.

With 3,076 employees from the head office in Varsseveld to their Tech Hub in Utrecht, Kramp generated a turnover of over 1 billion euros in 2021. Kramp started the process of digitizing a large part of their operation at an early stage. As a result of their leading online position, the company is currently accelerating its growth strategy.

In e-commerce, the old adage still rings true: the winner takes all. A larger assortment means more customers. Higher volumes lead to more competitive pricing. Increased turnover opens up more room for investment. The upward spiral of strong organic growth, completed by an international buy and build strategy, strengthened Kramp's position as the market leader in Europe. With the recent introduction of Maykers, the 'Direct-to-Farmer' online marketplace, Kramp even further strengthens its front-running position in the industry.

Kramp's focus for the next three years will be in technological transformation. The new CTO will be the focal point of its board, leading investment programs and transforming the organization into a digital-first tech-company.

It's that easy.

Stay grounded while you thrive

Agriculture is life

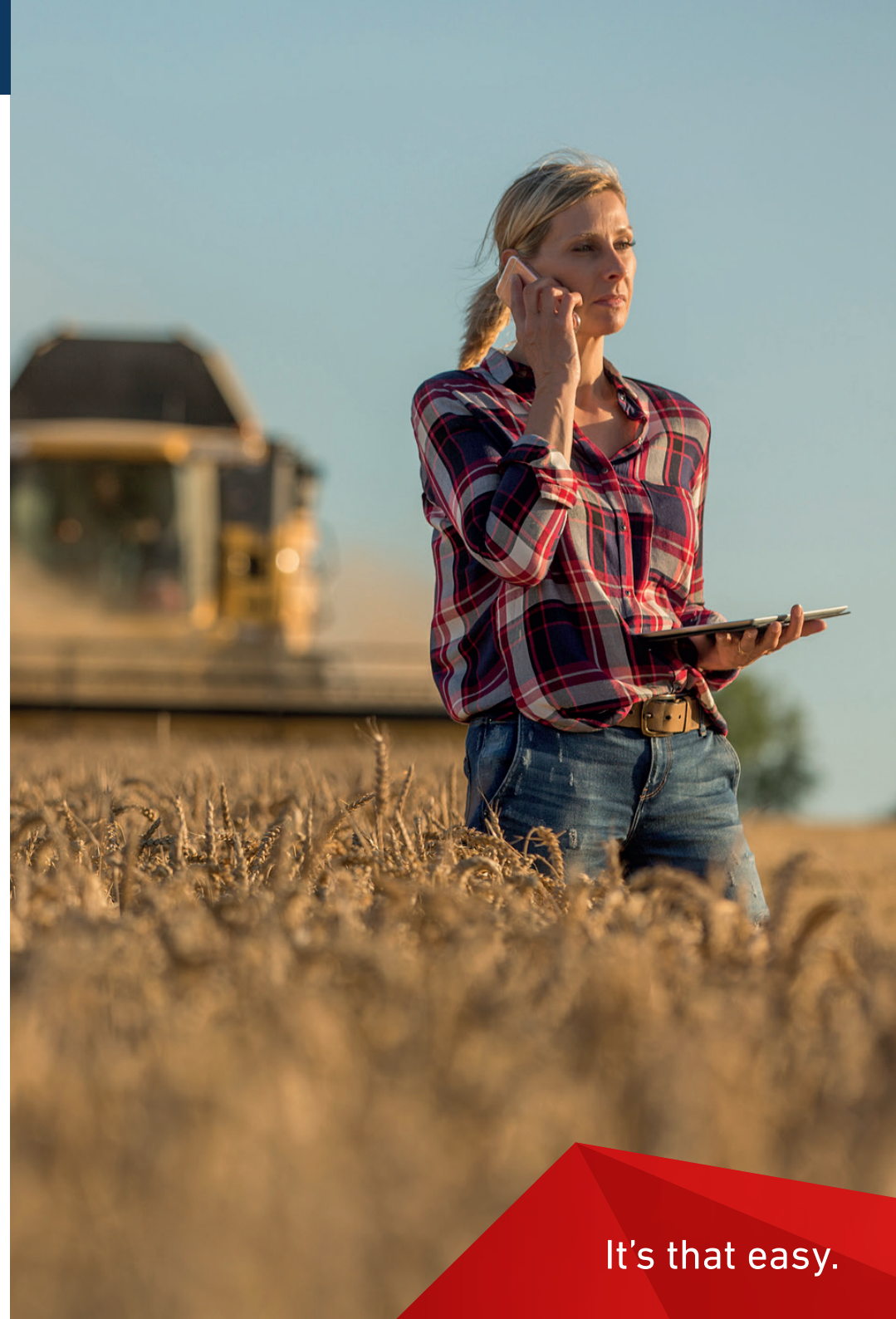
With Kramp, business is as real and tangible as it gets. Your job is ultra-relevant, enabling hundreds of thousands of farmers to optimize their operations and help feed millions of people. The passion for agriculture is a heartbeat that can be felt in every function of the organization.

Business runs in the family

Kramp is a family business. And that isn't only reflected in the active ownership of the shareholders. A strong sense of ownership is a core value for every Kramp employee. Taking responsibility comes naturally. And that level of accountability is never an issue – there are only 'us-problems and we-solutions.' Retention is high because loyalty to one another is a cornerstone of the company's culture.

Strong focus on people *and* technology

As a member of a tight and recently revitalized management board, the CTO has a broad range of responsibilities as technology becomes inseparably linked with business. Therefore, one could equally describe this role as both a people-first CTO and as a tech-first leader. Driving transformation through building relationships and inspiring others with clear vision are as crucial as driving the future technology decisions at Kramp.



It's that easy.

Key figures five years of Kramp groep

	2021	2020	2019	2018	2017
<i>(x €1.000)</i>					
Gross turnover	1 030,711	953,207	872,147	822,317	790,532
Net turnover	1 017,476	937,020	859,130	807,807	776,947
Net profit after tax	80,227	79,976	43,311	37,287	49,693
Tax	14,370	14,028	10,287	7,821	9,589
Finance charges	4,227	5,231	7,128	7,477	8,039
Depreciation	29,573	27,493	26,264	22,947	21,276
EBITDA	128,397	126,728	86,990	75,532	88,597
Adjusted EBITDA	123,273	102,777	86,990	78,587	88,597
Equity at year-end	277,779	228,069	192,452	160,954	126,885
Balance sheet total at year-end	630,119	524,987	607,011	579,664	551,137
Solvency rate	44.1%	43.4%	31.7%	27.8%	23.0%
Interest-bearing debts (DEBT)	106,328	157,832	239,567	274,076	298,012
DEBT/ Adjusted EBITDA	0.86	1.54	2.75	3.49	3.36
Working capital	266,317	252,950	256,716	263,771	240,995
Working capital as % of net turnover	26.2%	27.0%	29.9%	32.7%	31.0%
Average number of employees	3,076	3,037	3,003	2,857	2,743
Gross profit absolute	227,493	209,181	182,400	169,663	176,531
Gross profit percentage	22.4%	22.3%	21.2%	21%	22.7%
Investments (excl. goodwill)	30,140	38,894	28,674	26,847	48,802

Tech Data

- 180000 daily order lines
- 80% online turnover
- 105,000 webshop visits per week

Definitions

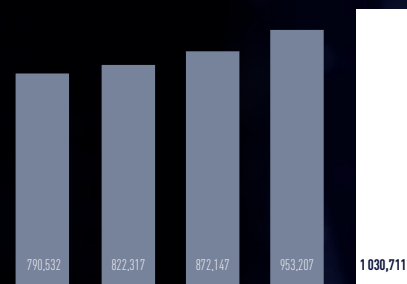
Finance charges:
EBITDA:
Adjusted EBITDA:

Solvency percentage:
Interest bearing debts (DEBT):
Working capital:

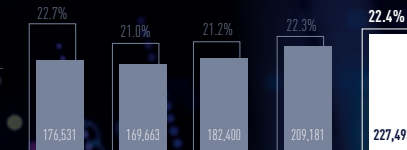
interest income -/- interest costs (excluding exchange rate results)
net result + taxes + net financing costs + depreciation/amortization
as EBITDA taking into account:
- in 2021 the book profit on the sale of a participation;
- in 2020 the book profit on the sale of real estate;
- in 2018 12 months EBITDA for the acquisitions in Raico S.r.l. and Recambios Internacionales S.A.
group equity at year-end : balance sheet total at year-end
long-term and short-term debts to credit institutions less cash in hand and securitized financing
inventories + debtors -/- creditors

Key figures (x 1.000)

'17 '18 '19 '20 '21



GROSS TURNOVER



GROSS PROFIT

□ Gross profit % ■ Gross profit absolute



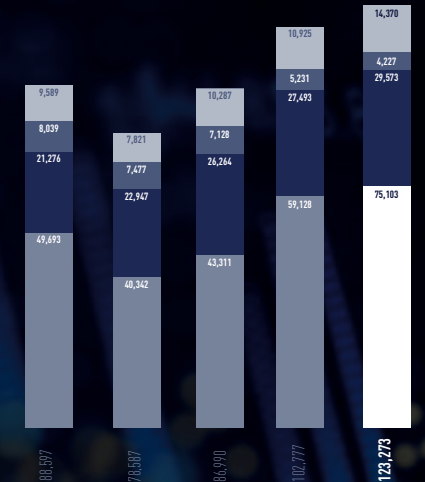
YEAR-END

● Equity ○ Balance sheet



SOLVENCY RATE

'17 '18 '19 '20 '21



ADJUSTED EBITDA

■ Net profit after tax ■ Depreciation ■ Finance charges ■ Tax



WORKING CAPITAL

● Working capital as % of net turnover



INTEREST-BEARING DEBTS (DEBT)

● DEBT / Adjusted EBITDA



CEO

CFO

COO

CTO

CCO

CHRO

DIRECTOR IT
OPERATIONS &
FULFILLMENT

DIRECTOR
TECH HUB

DIRECTOR IT
ARCHITECTURE
& SECURITY

DIRECTOR
STRATEGIC
PROJECTS &
INTEGRATIONS

It's that easy.

Vacancy: CTO

Position

As a board member, the CTO is responsible for all strategic, operational and organizational aspects of IT Management and Technology development. Via four direct reports, the CTO will manage 250 people spread out over multiple locations throughout Europe, with the main two sites in Utrecht and Varsseveld.

Purpose of the role

The CTO steers the digital transformation of Kramp into a technology leading and data driven organization. Taking the customers and suppliers along, the existing dealer network is being complemented by industry leading Business-to-Business and Direct-to-Farmer ecommerce platforms, creating the best possible digital customer journey in both channels.

As always in digital transformations, the CTO has to synergistically combine different organizational priorities: the mission-critical back-end systems (safe, sturdy and scalable) and the hyperflexible customer facing platforms (agile, data-driven and customer-obsessed).

Core responsibilities

1. Drive disruptive tech innovation

Kramp has all the potential to amaze its customers. Reliable delivery of business-critical technical parts in the agricultural operation is of huge importance to farmers. If reliability can be combined with ease of ordering, that impact is guaranteed. This well-connected CTO understands and anticipates the industry stakeholders. Creating value from data, the CTO is the true driver behind Kramp's disruptive innovations in technology.

2. ... on a strong and scalable foundation

Legacy software in order management and operations are being replaced, which may affect business continuity. Continuously updating the infrastructure ensures the scalability that Kramp needs to keep up with the pace of business growth.

3. Agile orchestration

Push the transformation. Increase speed, transparency and flexibility, driven by data and experimentation. Increase performance by further developing (agile) capabilities. Strengthen the connection with the business stakeholders and transform them into tech-savvy co-creators: Business and technology work side-by-side in multi-disciplinary teams, sharing both product pride and ownership outcomes.



Candidate profile

Platform experience with supply chain potential

In this industry, making the sale is only half the job. This position requires strong ecommerce (platform) experience in a physical supply chain and fulfillment environment. The CTO brings experience in digital transformation in both customer-facing and (physical) back-end platform environments: accelerating customer innovation always requires a solid foundation in the back-end platform.

Get your feet dirty

This is a commercial organization dealing with food production, with farmers who are individual owners and run their family business. It involves soil, seeds and rain. It is not abstract business. Be prepared to get your feet dirty.

Thought-leading digital trailblazer

It hasn't been done before. The agricultural industry is lagging in digital transformation. There are no books on the shelf you can consult. This CTO knows how to inspire and connect all stakeholders (business, customer, supplier, technology, etc.) along the journey. Your vision on technology and your capability for ideation fuel the digital transformation in a very down-to-earth industry.

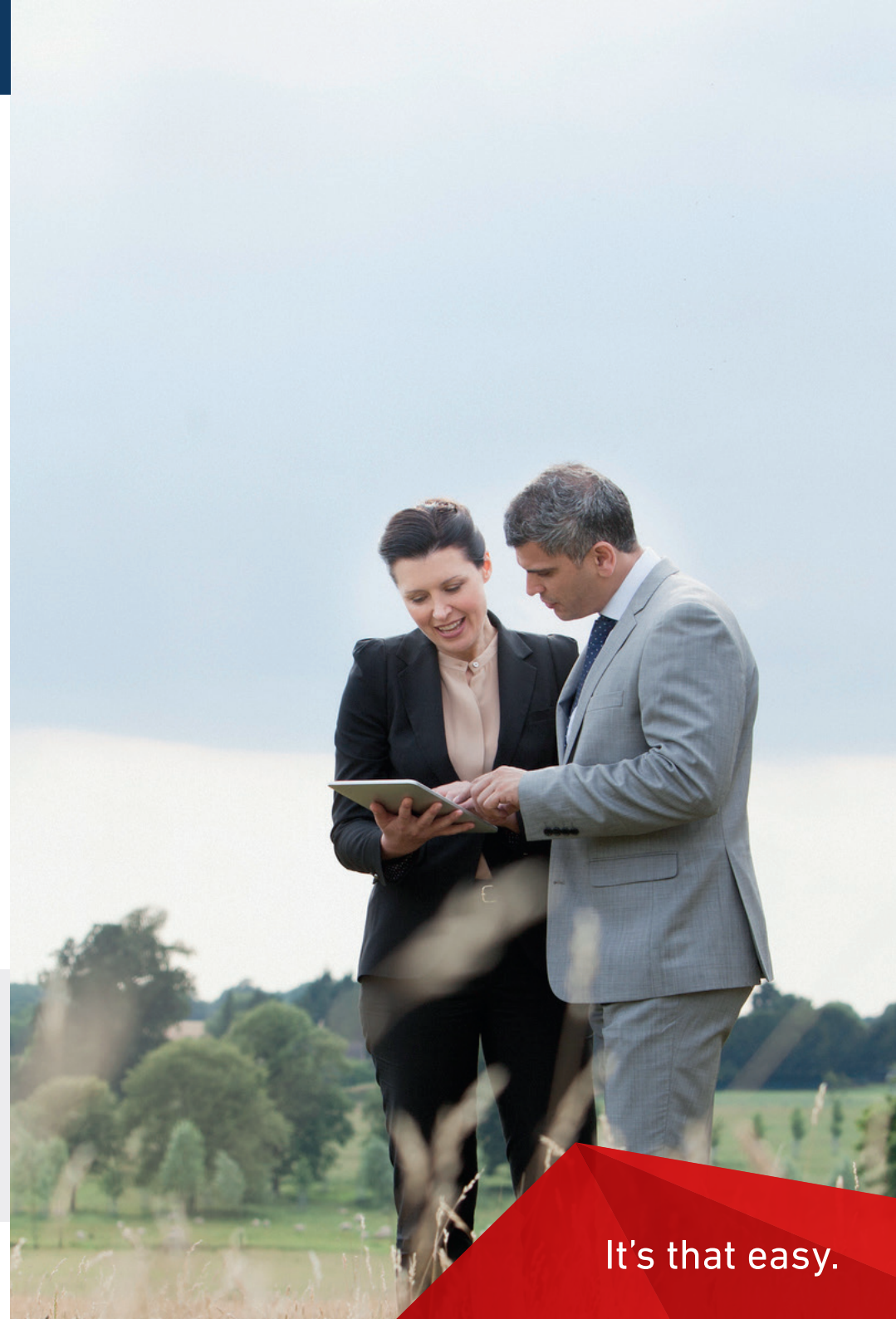
Lead by example

As a family business, Kramp cherishes its warm and kind culture which is highly inclusive. Leadership comes by example, not through authority. Transforming into a product focused organization isn't done by PowerPoint, but through inspiring discussions where the power of ideas is founded on empathic connections.

Minimum of 15 years of relevant work experience required.

Interested?

Kramp has partnered with Top of Minds Executive Search for filling this position. Contact Auke Bijnsdorp at auke@topofminds.com



It's that easy.