

# Year overview

## Foreword by the Management Board

**Ordina had a great year in 2019. Our clients and our people are enthusiastic about the strategic direction we have chosen to take. This is also clear from the results of the surveys we once again conducted last year. Our commercial successes are having an infectious effect on both the organisation itself and the market. We still have plenty of work to do, because we have raised the bar high with Ordina 2022. But 2019 has given us plenty of leads to build on in the coming years. And the results of our strategy are clearly visible in the improved profitability of our company. We are very proud of all our colleagues together with whom we worked so hard to achieve this!**

### **Distinctive profile, now and in the future**

Our business propositions are an important cornerstone of our strategy. They give Ordina a recognisable and distinctive market positioning. The business propositions now account for 32% of our revenue.

Via each of our five business propositions, we offer practical solutions with which we help our clients respond to their business challenges. For instance, we have a strong market position in the industry sector in planning solutions, to deal with the likes of logistics challenges and personnel planning. In the public sector, we help our clients to effect complete and secure transitions from old to new IT environments, or business platforms. We realised numerous projects on this front in 2019. In the financial sector we offer successful solutions for instance for fraud detection using our High performance teams

### **Satisfied clients**

Our clients determine whether we are successful in helping them deal with the challenges they face, which is why regularly find us right there with our clients. We also assess our clients' satisfaction with our services on an annual basis. So we are proud of last year's client satisfaction score of 7.6 in the Benelux. We gained further recognition for



our efforts in 2019 in the form of the highest client satisfaction (NPS score) in the category Secondment & Outsourcing in the MT 1000.

### Engaged colleagues

Engaged colleagues are crucial to Ordina's success. This is exactly why we believe it is important that Ordina is a company that people work for with both pride and passion. A company they want to be a part of. This is why we invest continuously in a culture that puts a high priority on development, learning, communities and social activities.

And these efforts have paid off: our professionals enjoy working at Ordina, which is also clear from our engagement score of 7.1 among our colleagues in the Benelux. We are also very proud that we were awarded the title of Top Employer for 2020.

In order to realise our plans, we will need new colleagues to join our enthusiastic and committed professionals. This is a major challenge given the shortages in the labour market, which is why we launched a number of labour market campaigns in 2019, with our own colleagues acting as ambassadors for our company.

### Improved financial result

The progress we booked with our business propositions, our satisfied clients and our proud colleagues all contributed to the improved result in 2019, and we continued the upward trend in revenue and returns we have seen in recent years. Our activities in Belgium and Luxembourg continued their strong performance and recorded a solid result, especially in the industry, financial services and healthcare sectors. The expansion of our activities in the Wallonia region also made a positive contribution to these results.

The improved results in the Netherlands were the main driver of the improvement in returns. We are seeing growth primarily in the public sector, but there is still room for improvement elsewhere. For instance, we did not book sufficient progress in the industry sector in 2019. We plan to make a considerable effort on that front in 2020.

### Sustainable performance

Hard work continues on the changes of today and tomorrow, which is why corporate social responsibility remains a key priority. In 2019, we continued our efforts by aligning our sustainability objectives directly with our core activities and our vision: Ahead of change. In this, we continue to focus on the interests of our key stakeholders: our clients, our employees, shareholders and suppliers. In 2019, we once again proved that movement is indeed progress. We look forward to maintaining our forward momentum in 2020 as well, and helping our clients stay ahead of change.



Jo Maes (CEO)



Annemieke den Otter (CFO)

“To continue to make progress, we help our customers on their way to the future.”