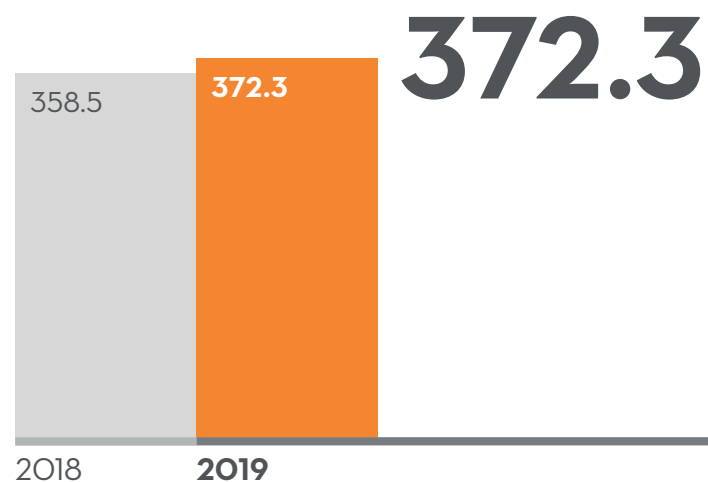


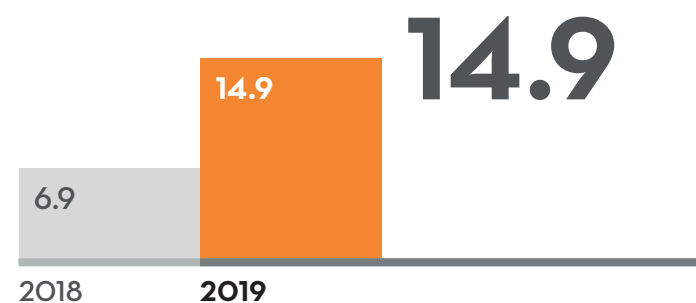
Key figures 2019

In millions of euros (unless stated otherwise)

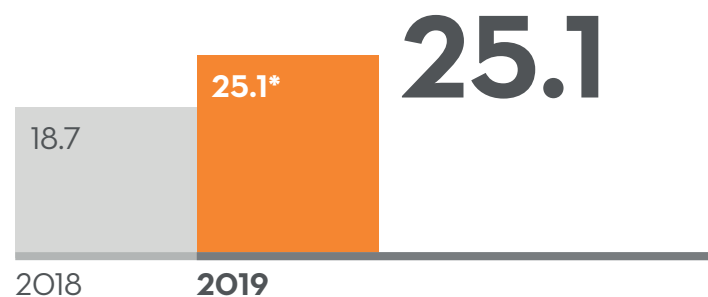
Revenue



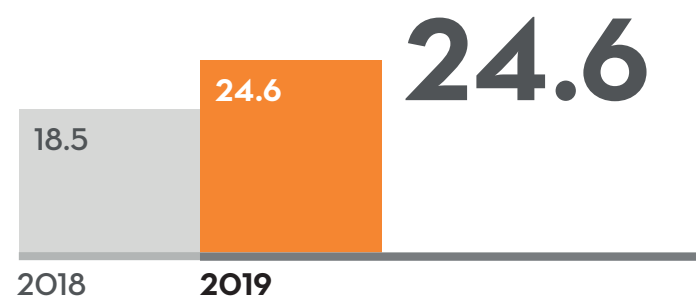
Net profit



EBITDA



Net cash position at year-end



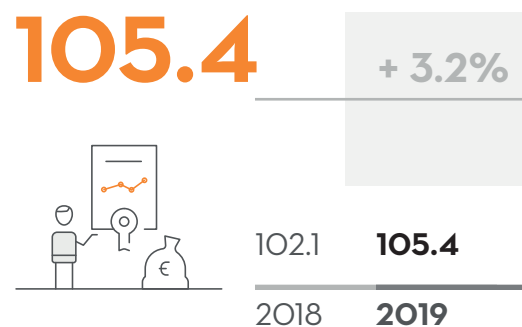
* Adjusted for the application of IFRS 16 'Leases'. Result 2019 including IFRA 16 is: EBITDA 36.7 million.

Key figures 2019

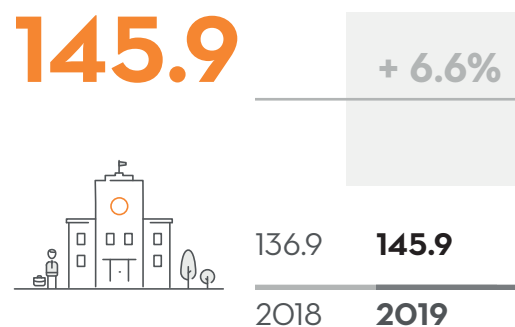
In millions of euros (unless stated otherwise)

Revenue by market*

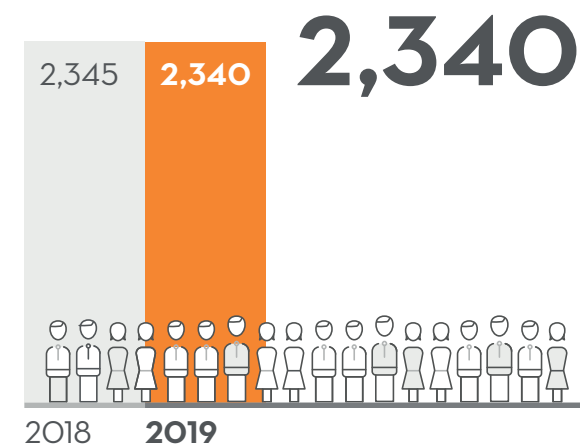
Financial services



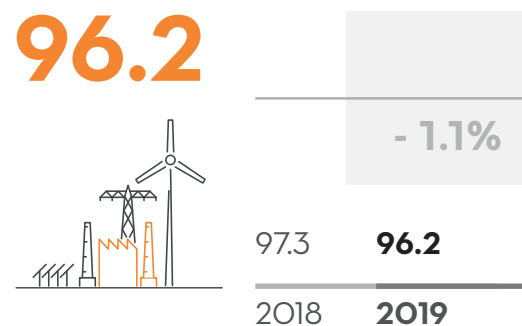
Public sector



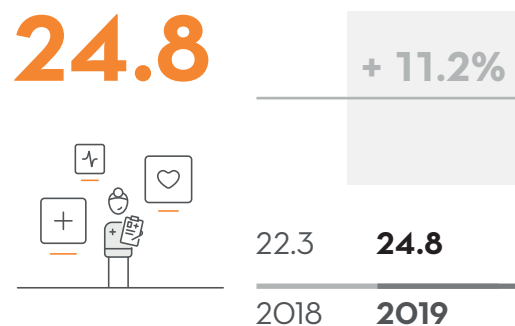
Number of direct employees (FTEs) at year-end



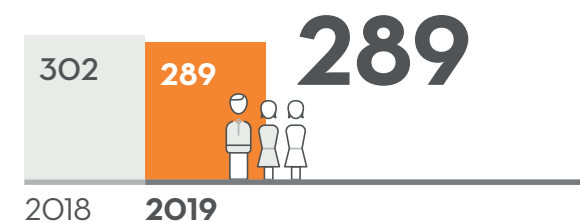
Industry



Healthcare



Number of indirect employees (FTEs) at year-end



* 2018 adjusted for the reclassification of a number of clients.

Five-year overview

Key figures ¹	2019	2018	2017	2016	2015
<i>In millions of euros, unless stated otherwise</i>					
Revenue	372.3	358.5	344.9	343.6	348.3
EBITDA	36.7 ²	18.7	14.5	15.1	4.3
EBITDA margin as a % of revenue	9.9 ²	5.2	4.2	4.4	1.2
Net profit	14.9	6.9	3.1	5.0	-3.2
Net profit margin as a %	4.0	1.9	0.9	1.5	-0.9
Net cash position	24.6	18.5	10.9	2.7	4.5
Cash flow from operations	33.8	16.8	20.0	5.6	2.6
Leverage ratio based on bank covenants	-0.9	-0.9	-0.8	-0.2	-0.5
Interest Cover Ratio at year-end	206.9	106.6	57.7	54.5	18.8
Equity	163.5	153.0	147.8	147.4	141.8
Solvency	59	66	64	64	60
Intangible assets	129.8	130.4	131.8	136.2	134.3
Tangible assets	4.4	4.9	5.0	4.7	6.5
Average DSO (Days Sales Outstanding)	53	55	54	55	56
Average DPO (Days Payable Outstanding)	54	55	59	61	60
Average number of staff (FTE)	2,573	2,542	2,560	2,709	2,884
Average number of direct staff (FTE)	2,286	2,251	2,263	2,394	2,541
Average number of indirect staff (FTE)	287	291	297	315	343
Number of staff at year-end (FTE)	2,629	2,647	2,559	2,689	2,886
Number of direct staff at year-end (FTE)	2,340	2,345	2,276	2,382	2,542
Number of indirect staff at year-end (FTE)	289	302	283	307	344
Number of shares outstanding at year-end (in millions)	93.3	93.3	93.3	93.3	93.0
Productivity	69.3%	68.6%	68.0%	67.7%	64.9%
Ordina Promotor Score (NL and BE)	62.0 and 88.9	69.8 and 72.2	65.3 and 54.0	72.0 and 81.3	67.2 and 84.3
Scores HRM targets:					
Employee engagement survey	7.1	7.1	6.8	6.8	6.5
Inclusiveness (score on question employee engagement survey)	7.3	7.3	7.1	7.1	6.9
Scores Environmental targets CRS plan					
Energy reduction per work space for electricity ³	-2.2%	-19.5%	5.7%	-3.3%	4.5%
Energy reduction per work space for gas ³	30.5%	-27.8%	-4.9%	-2.8%	22.5%
Fuel reduction in liters per car ³	1.7%	-2.6%	-3.8%	-6.3%	-6.1%
CO ₂ -reduction per FTE ³	-0.3%	-4.0%	-5.7%	-3.3%	-6.0%
CO ₂ -performance ladder level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5

1 Information based on the annual reports published for the relevant years.

2 IFRS 16 'Leases' applied as of 2019. Result 2019 excluding IFRS 16 was: EBITDA 25.1 million, EBITDA margin 6.7%.

3 Negative % is a reduction compared to previous year