

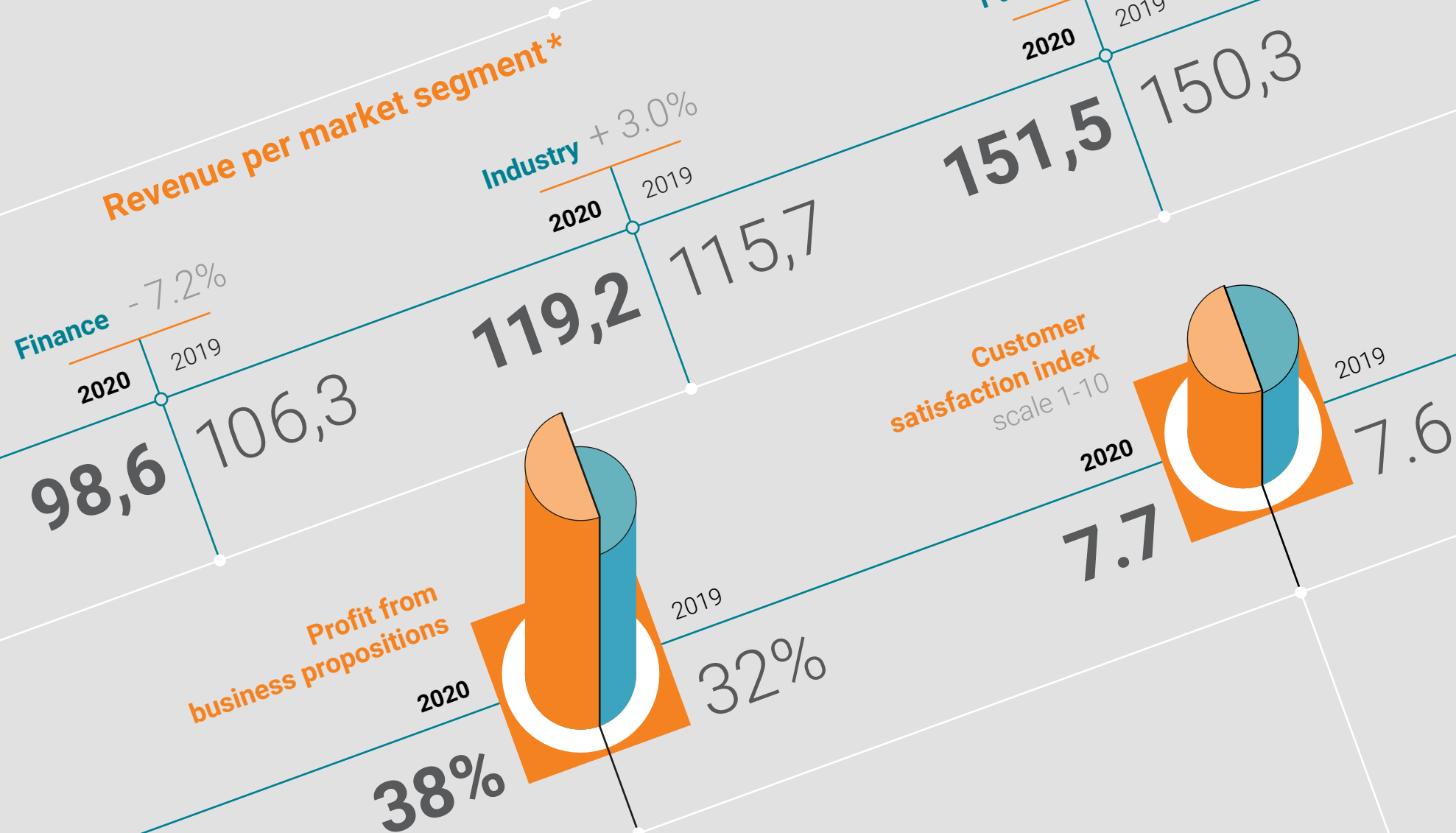
Key figures 2020

In millions of euros, unless stated otherwise



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* The 2019 figures have been adjusted for the reclassification of a number of clients that were previously reported under the healthcare segment

Five-year overview

Key figures ¹	2020	2019 ²	2018	2017	2016
<i>In millions of euros, unless stated otherwise</i>					
Revenue	369.2	372.3	358.5	344.9	343.6
EBITDA	46.4	36.7	18.7	14.5	15.1
EBITDA margin as a % of revenue	12.6	9.9	5.2	4.2	4.4
Net profit	22.3	14.9	6.9	3.1	5.0
Net profit margin as a %	6.0	4.0	1.9	0.9	1.5
Net cash position (year end)	44.4	24.6	18.5	10.9	2.7
Cash flow from operations	49.0	33.8	16.8	20.0	5.6
Equity	177.8	163.5	153.0	147.8	147.4
Solvency as a % of total assets	62	59	66	64.0	64
Number of shares outstanding at year-end (in millions)	93.3	93.3	93.3	93.3	93.3
Average DSO (Days Sales Outstanding)	49	53	55	54	55
Average DPO (Days Payable Outstanding)	47	54	55	59	61
Average number of staff (FTE)	2,572	2,573	2,542	2,560	2,709
Average number of direct staff (FTE)	2,286	2,286	2,251	2,263	2,394
Average number of indirect staff (FTE)	286	287	291	297	315
Number of staff at year-end (FTE)	2,586	2,629	2,647	2,559	2,689
Number of direct staff at year-end (FTE)	2,298	2,340	2,345	2,276	2,382
Number of indirect staff at year-end (FTE)	288	289	302	283	307
Productivity	70.1%	69.3%	68.6%	68.0%	67.7%
Ordina Promotor Score (NL en BE)	66.0 and 76.0	62.0 and 88.9	69.8 and 72.2	65.3 and 54.0	72.0 and 81.3
Scores Environmental targets CRS plan					
Energy reduction per work space for electricity ³	19.2%	-2.2%	-19.5%	5.7%	-3.3%
Energy reduction per work space for gas ³	27.2%	30.5%	-27.8%	-4.9%	-2.8%
Fuel reduction in liters per car ³	-48.5%	1.7%	-2.6%	-3.8%	-6.3%
CO ₂ -reduction per FTE ³	-47.0%	-0.3%	-4.0%	-5.7%	-3.3%
CO ₂ -performance ladder level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5	0.0
Scores HRM targets:					
Employee engagement survey	7.5	7.1	7.1	6.8	6.8
Inclusiveness (score on question employee engagement survey)	7.5	7.3	7.3	7.1	7.1

1 Figures as stated in the published Financial Statements of the concerning year

2 As of 2019 figures based on IFRS 16 'Lease accounting'.

3 Negative % is a reduction compared to previous year