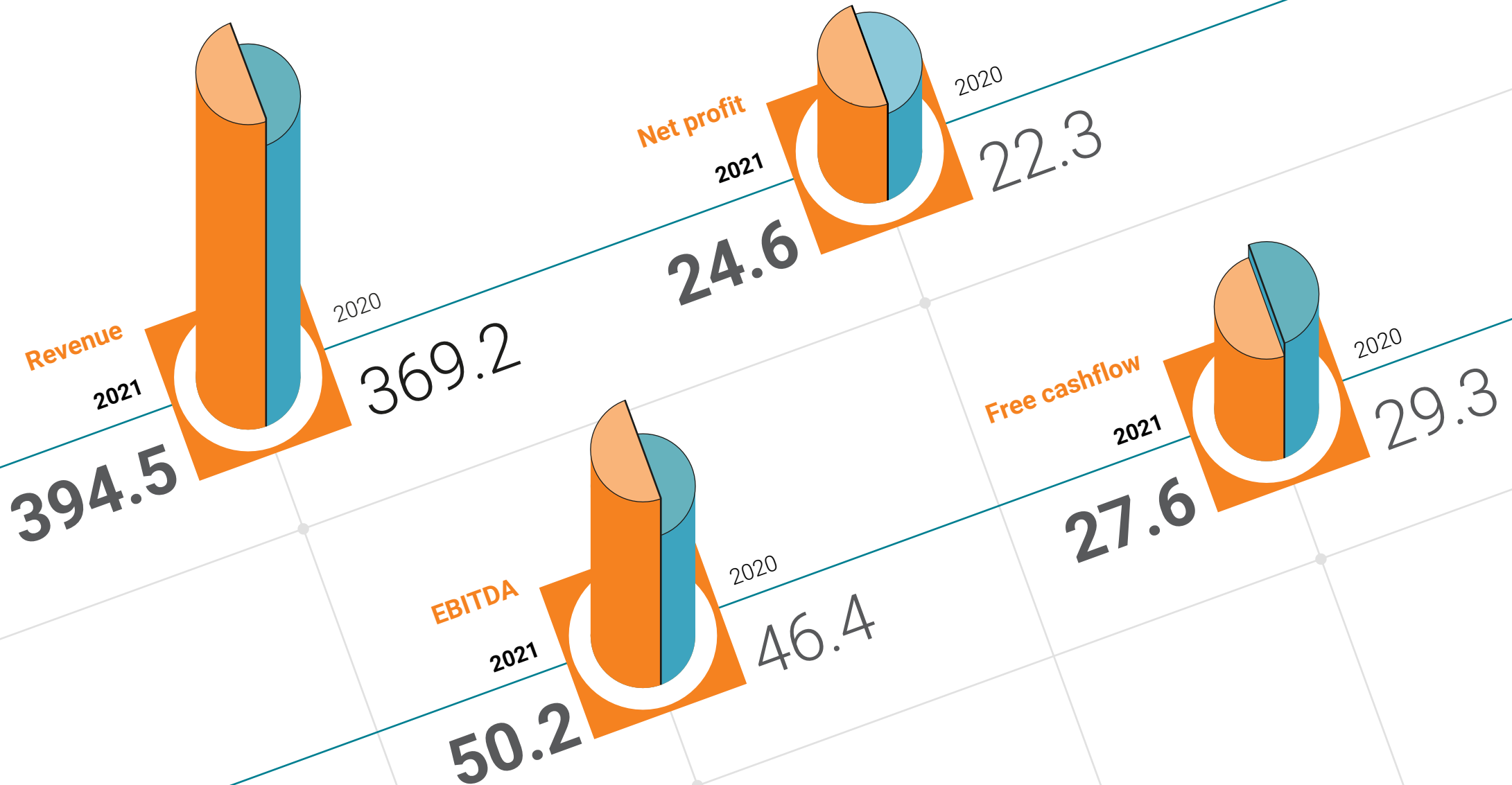


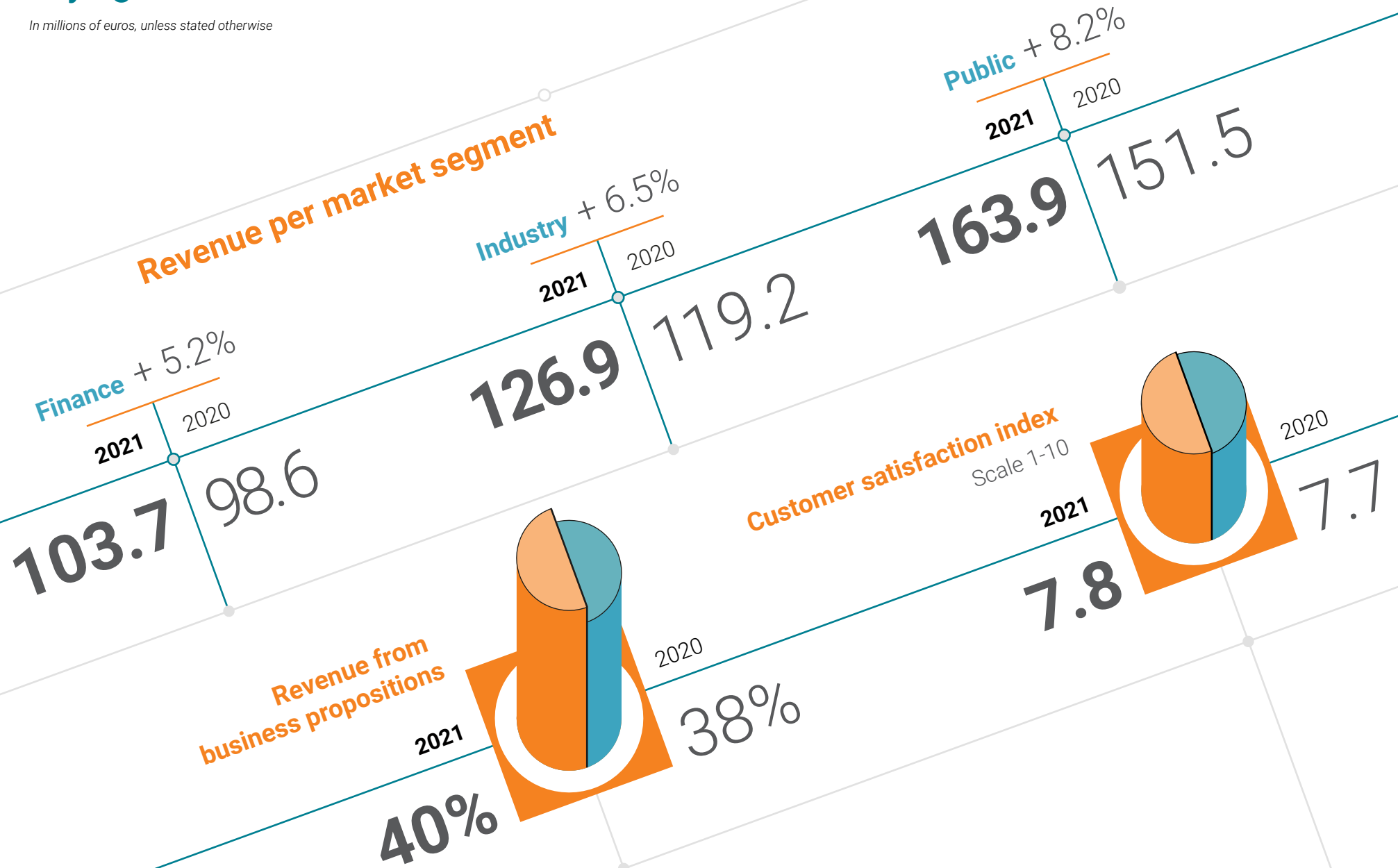
## Key figures 2021

In millions of euros, unless stated otherwise



# Key figures 2021

In millions of euros, unless stated otherwise



## Five-year overview

### Key figures<sup>1</sup>

*In millions of euros, unless stated otherwise*

	2021	2020	2019 <sup>2</sup>	2018	2017
<b>Result</b>					
Revenue	394.5	369.2	372.3	358.5	344.9
EBITDA	50.2	46.4	36.7	18.7	14.5
EBITDA margin as a % of revenue	12.7	12.6	9.9	5.2	4.2
Net profit	24.6	22.3	14.9	6.9	3.1
Net profit margin as a %	6.2	6.0	4.0	1.9	0.9
<b>Cashflow</b>					
Net cash position (year end)	43.6	44.4	24.6	18.5	10.9
Free cashflow	27.6	29.3	10.9	9.5	11.2
<b>Balance</b>					
Equity	178.9	177.8	163.5	153.0	147.8
Solvency as a % of total assets	61	62	59	66	64
Average DSO (Days Sales Outstanding)	48	49	53	55	54
Average DPO (Days Payable Outstanding)	50	47	54	55	59
<b>Shares</b>					
Number of shares outstanding at year-end (in millions)	93.3	93.3	93.3	93.3	93.3
Free cashflow per share	0.30	0.31	0.12	0.10	0.12
Profit per share	0.26	0.24	0.16	0.07	0.03
Dividend per share	0.16	0.24	0.10	0.05	0.02

<sup>1</sup> Data based on the published annual reports of the relevant years, including the associated level of assurance.

<sup>2</sup> As of 2019 figures based on IFRS 16 'Lease accounting'.

<b>Key figures<sup>1</sup></b>					
<i>In millions of euros, unless stated otherwise</i>	<b>2021</b>	2020	2019	2018	2017
<b>Staff members</b>					
Average number of staff (FTE)	2,583	2,572	2,573	2,542	2,560
Average number of direct staff (FTE)	2,299	2,286	2,286	2,251	2,263
Average number of indirect staff (FTE)	284	286	287	291	297
Number of staff at year-end (FTE)	2,715	2,586	2,629	2,647	2,559
Number of direct staff at year-end (FTE)	2,428	2,298	2,340	2,345	2,276
Number of indirect staff at year-end (FTE)	287	288	289	302	283
Productivity	72.1%	70.1%	69.3%	68.6%	68.0%
Scores HRM targets:					
<i>Employee engagement survey</i>	7.6	7.5	7.1	7.1	6.8
<i>Inclusiveness (score on question employee engagement survey)</i>	7.6	7.5	7.3	7.3	7.1
<b>Other</b>					
Ordina Promotor Score (NL and BE)	72.0 and 70.0	66.0 and 76.0	62.0 and 88.9	69.8 and 72.2	65.3 and 54.0
Scores Environmental targets ESG plan					
<i>CO<sub>2</sub>-emission in tons</i>	6,315	6,786	13,036	12,917	13,621
<i>Fuel reduction in liters per car<sup>2</sup></i>	-5.7%	-48.5%	1.7%	-2.6%	-3.8%
<i>CO<sub>2</sub>-reduction per FTE<sup>2</sup></i>	-7.2%	-47.0%	-0.3%	-4.0%	-5.7%

1 Data based on the published annual reports of the relevant years, including the associated level of assurance.

2 Negative % is a reduction compared to previous year.