



## CEO JO MAES AND CFO ANNEMIEKE DEN OTTER LOOK BACK ON 2018

### What are your thoughts when you look back on 2018?

**Jo:** “Realising profitable growth is and will remain our key priority and we have made good progress on that front. In 2018, we saw a continuation of the upward trend that began in the second half of 2017. We recorded another increase in revenue and results and our five business propositions currently account for a third of our revenues. We also managed to improve our client

**“The rising client satisfaction in the Benelux gives us a solid foundation to help our clients stay ahead of the changes in their sectors.”**

satisfaction score. This gives us a solid foundation to help our clients stay ahead of the changes in their sectors. Plus we are pleased to see that our efforts to record growth with our own employees are now paying off. We saw the number of our own employees increase for the first time in years this past summer. That’s a good performance in such a tight labour market.”

**Annemieke:** “We are in good shape financially speaking. We once again had a positive cash flow in 2018. In the past period, we worked intensively as a company to be free of debt. And we succeeded, thanks to the strict management of our working capital and the improved result. It was good to see us recording growth again last year. And our returns improved considerably. However, we are not satisfied with the margins in the Netherlands. We need to take the next step on that front. We recorded a considerable improvement in 2018, but we’re not yet at the level you might expect in this market. On the basis of our strategy and execution, we will now do our utmost to make sure we continue to improve results in the year ahead.”

## INTERVIEW WITH THE MANAGEMENT BOARD

**Jo:** “Our operations in Belgium/Luxembourg in particular performed well in 2018. And another positive development is the strong increase in revenue from the Dutch public sector. The execution of the public sector’s Digital Agenda is resulting in an increasing number of specific projects. And as a local player, Ordina is the logical partner for the execution of those projects. IT is also becoming more and more important for banks and insurance firms. As a result, financial institutions are increasingly looking to retain control of IT projects and are looking to work with local innovative partners. Our High performance teams are a very effective response to that demand in the market.

**Growth with Ordina’s own employees is one of your priorities. The number of in-house employees has increased for the first time in years. Why is that important?**

**Annemieke:** “There is high demand for our services. Our clients would prefer to see contracts filled with our own employees, simply because Ordina employees are highly trained and receive excellent support while fulfilling their tasks for our clients. The increase in the number of our own employees puts us in a much better position to meet client demand and therefore also increase the quality of our revenue.”

“We are proud of our ability to attract new staff, both young professionals and medior and senior IT experts. People have different reasons for wanting to work for us, but the main one is the fact that we have interesting and challenging contracts they can work on. We offer people the opportunity to work in multi-disciplinary High performance teams, where you learn from each other and encourage each other. The fact that you can contribute to solutions to socially relevant issues also plays a role. It is also important to offer career development opportunities with good prospects, the company needs to have a clear direction and remuneration in the form of salary, car and other secondary terms has to be in line with market averages. We can see that this is working, because our employee engagement score rose to 7.1 in 2018, from 6.8 in 2017. Employees particularly appreciate the opportunities Ordina offers and the personal and career development options. We are very pleased with this result and see it as additional spur to continue on the path we have chosen.”

**“Realising profitable growth is and will remain our key priority.”**



**“Ordina is evolving from an excellent IT partner into a partner in digital & business transformation. We help our clients to deal with the business issues behind an IT project and we do this on a structural basis.”**

**Business propositions are a focal point at Ordina. Why?**

**Jo:** “If you are involved in a wide range of organisations, like our people are, you can recognise a number of key issues. For instance, companies are looking to accelerate their services through digitalisation, plus they want to make smarter use of their data to improve their business.

They want to know how to successfully realise projects on the cutting edge of IT and business. And they want to know how they can optimise their business platforms, and how to store and make their data available securely. This is why in 2017 we bundled all our know-how and expertise around these issues in a new go-to-market model with five clear business propositions. Over the past year, we have put these business propositions clearly and firmly in the spotlight, including at events such as the Ordina Innovation days in October, and that has paid off. Our clients are increasingly aware of exactly what we do and what we stand for. Right now, around a third of our revenue comes from the business propositions and we want to expand that in the years ahead.

The traditional divide between business and IT is disappearing. That means that Ordina is evolving from an outstanding IT partner into a partner in digital & business transformation. We help our clients to deal with the business issues behind an IT project and we do this on a structural basis. That was the premise for our recent strategy update. We are IT professionals who understand our clients’ business. We are a local player, close and approachable. And thanks to our business propositions and excellent services, we can become an increasingly important partner to our clients.”

**“Ordina is ahead of change.”**

**Ordina’s pay-off recently changed to ‘Ahead of change’. What do you mean by that?**

**Jo:** “The steady rise of digitalisation means that the pace of change is now incredibly rapid and getting faster. What someone comes up with today has an impact on organisations tomorrow. Our clients have to respond quickly to changes in their market, to different demands on their IT environment and to new laws and regulations. And they need to make sure that the innovations available are actually used to build a sustainable edge in the market. Ordina is used to looking ahead, absorbing new technologies and quickly translating these into applications and services for our clients. In other words: at Ordina, we are ahead of change for our clients, thanks in part to our business propositions. So from now on, our pay-off is ‘Ahead of change’. And by helping our clients to navigate their digital and business transformation, we can also help them get an edge on the market, to stay ahead of change.”

## Profile

# MANAGEMENT BOARD

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**Jo Maes** (1968) has been a member of the Management Board since 1 January 2017 and was appointed as CEO as per 1 April 2017, for a term of four years. He was appointed CEO of Ordina Belgium/Luxembourg and a member of the Executive Committee on 1 January 2014. In his capacity as CEO, Jo Maes is responsible for general operations, commercial affairs, portfolio management, corporate communications and legal.



**Annemieke den Otter** (1979) was appointed as CFO and member of the Management Board in September 2016, for a term of four years. She joined Ordina in 2013 as financial director Corporate and member of the Executive Committee. In her capacity as CFO, Annemieke den Otter is responsible for general operations, finance & control, human resources management, property & purchasing, information management, sustainability and investor relations.