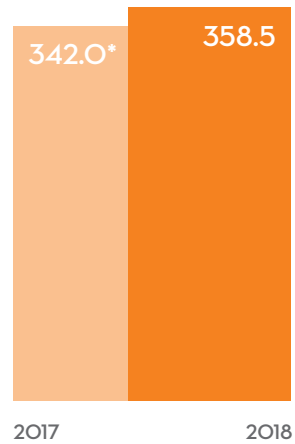


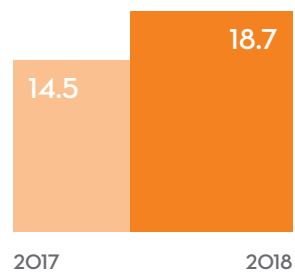
## KEY FIGURES 2018

In millions of euros.

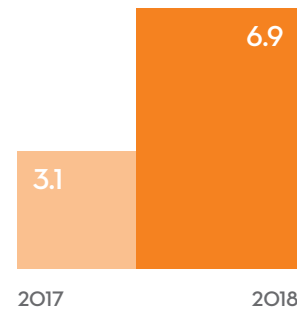


### REVENUE

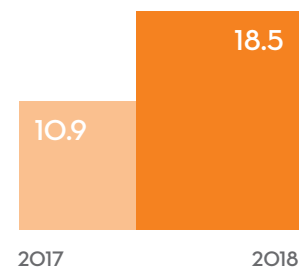
\* adjusted voor de application of IFRS 15



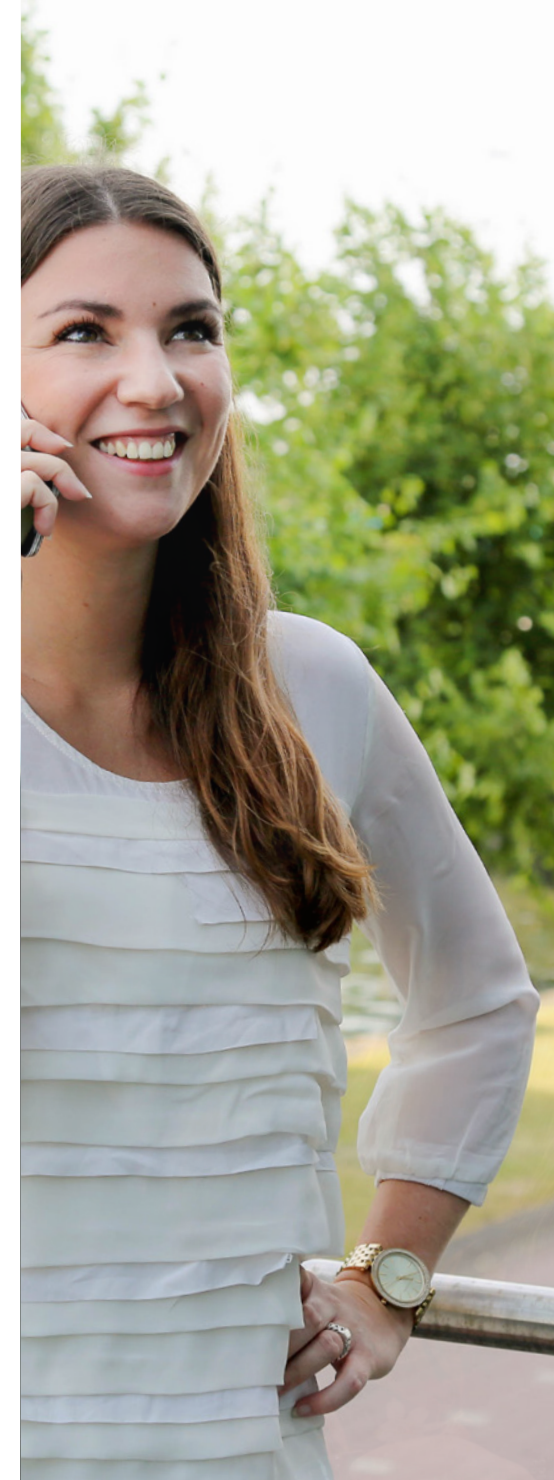
### EBITDA



### NET PROFIT

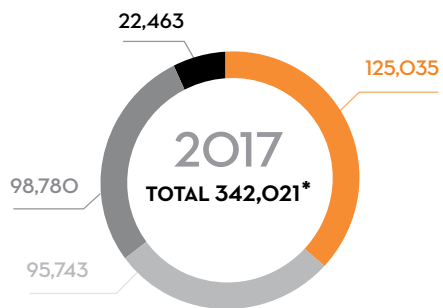
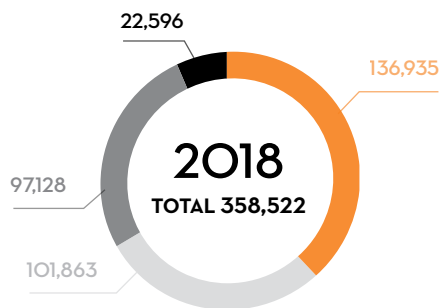


### NET CASH POSITION



# KEY FIGURES 2018

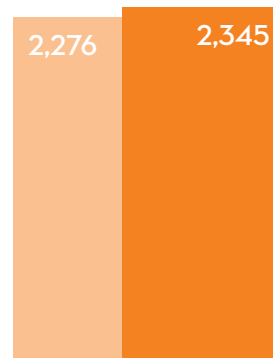
In thousand of euros, unless stated otherwise



- PUBLIC
- FINANCE
- INDUSTRY
- HEALTHCARE

## REVENUE PER MARKET

\* adjusted voor de application of IFRS 15



## NUMBER OF DIRECT STAFF AT YEAR-END (FTE)



## NUMBER OF INDIRECT STAFF AT YEAR-END (FTE)



## FIVE-YEAR OVERVIEW 2014-2018

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

*In millions of euros, unless stated otherwise*

	2014	2015	2016	2017	2018
Revenue	366.9	348.3	343.6	344.9	358.5
EBITDA	9.8	4.3	15.1	14.5	18.7
EBITDA margin as a % of revenue	2.7	1.2	4.4	4.2	5.2
Net profit	1.0	-3.2	5.0	3.1	6.9
Net profit margin as a %	0.3	-0.9	1.5	0.9	1.9
Net cash position	9.6	4.5	2.7	10.9	18.5
Cash generated from operations	20.1	2.6	5.6	20.0	16.8
Leverage ratio based on bank covenants	-0.8	-0.5	-0.2	-0.8	-0.9
Interest Cover Ratio at year-end	11.8	18.8	54.5	57.7	106.6
Equity	144.6	141.8	147.4	147.8	153.0
Solvency	61	60	64	64	66
Intangible assets	133.5	134.3	136.2	131.8	130.4
Tangible assets	7.1	6.5	4.7	5.0	4.9
Average DSO (Days Sales Outstanding)	48	56	55	54	55
Average DPO (Days Payable Outstanding)	59	60	61	59	55
Average number of staff (FTE)	2,884	2,884	2,709	2,560	2,542
Average number of direct staff (FTE)	2,548	2,541	2,394	2,263	2,251
Average number of indirect staff (FTE)	336	343	315	297	291
Number of staff at year-end (FTE)	2,907	2,886	2,689	2,559	2,647
Number of direct staff at year-end (FTE)	2,565	2,542	2,382	2,276	2,345
Number of indirect staff at year-end (FTE)	342	344	307	283	302

## FIVE-YEAR OVERVIEW 2014-2018

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

*In millions of euros, unless stated otherwise*

	2014	2015	2016	2017	2018
Number of shares outstanding at year-end (in millions)	93	93	93	93	93
Productivity (in %)	69.7%	64.9%	67.7%	68.0%	68.6%
Ordina Promotor Score (NL en BE)	65.6 and 68.0	67.2 and 84.3	72.0 and 81.3	65.3 and 54.0	69.8 and 72.2
Environmental targets CRS plan					
<i>Energy reduction per work space for electricity<sup>2</sup></i>	-0.5%	4.5%	-3.3%	5.7%	-19.5%
<i>Energy reduction per work space for gas<sup>2</sup></i>	-28.7%	22.5%	-2.8%	-4.9%	-27.8%
<i>Fuel reduction in liters and CO<sub>2</sub> exhaust fumes per car<sup>2</sup></i>	-8.8%	-6.1%	-6.3%	-3.8%	-2.6%
<i>CO<sub>2</sub>-reduction per FTE<sup>2</sup></i>	-3.8%	-6.0%	-3.3%	-5.7%	-4.0%
<i>CO<sub>2</sub>-performance ladder level 5</i>	Maintaining level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5	Maintaining level 5
HRM targets CSR plan:					
<i>Diversity (scores questions employee engagement survey concerning inclusiveness)</i>	baseline measurement	6.9 and 6.6	7.1 and 6.9	7.1 and 6.9	7.3 and 7.1
Social projects CSR plan (in hours)	circa 450	circa 300	456	68	496

<sup>1</sup> Figures as stated in the published Financial Statements of the concerning year.

<sup>2</sup> Negative % is a reduction compared to previous year.