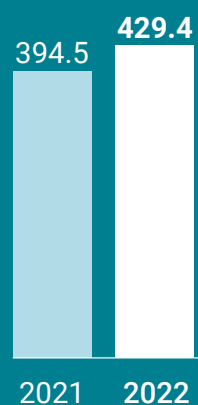


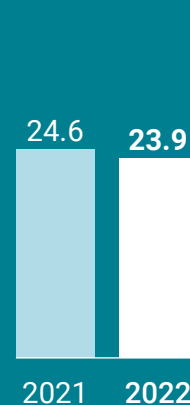
Key figures

(in millions of euros, unless otherwise stated)

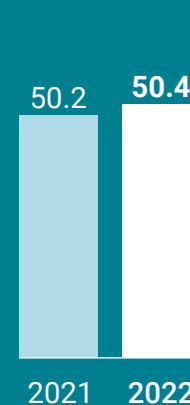
Revenue



Net profit



EBITDA



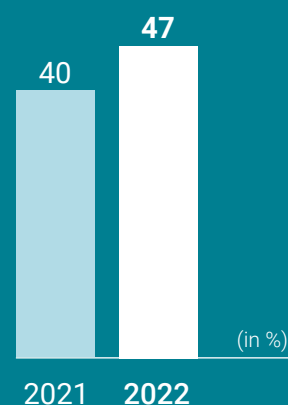
Public

183.8 ↑ 12.2%
2021 163.9

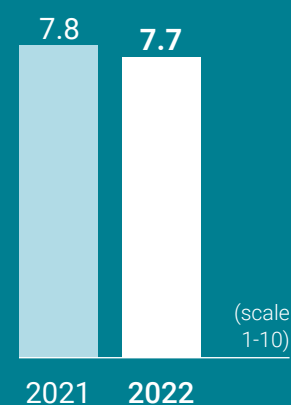
Free cash flow



Revenue from business propositions



Client Satisfaction Index



Financial services

112.8 ↑ 8.8%
2021 103.7

Industry

132.8 ↑ 4.6%
2021 126.9

Five-year overview

Key figures¹

In millions of euros, unless stated otherwise	2022	2021	2020	2019 ²	2018
Result					
Revenue	429.4	394.5	369.2	372.3	358.5
EBITDA	50.4	50.2	46.4	36.7	18.7
EBITDA margin as a % of revenue	11.7	12.7	12.6	9.9	5.2
Net profit	23.9	24.6	22.3	14.9	6.9
Net profit margin as a % of revenue	5.6	6.2	6.0	4.0	1.9
Cash flow					
Net cash position (year-end)	37.2	43.6	44.4	24.6	18.5
Free cash flow	27.1	27.6	29.3	10.9	9.5
Balance					
Equity	171.5	178.9	177.8	163.5	153.0
Solvency as a % of total assets	59	61	62	59	66
Average DSO (Days Sales Outstanding)	49	48	49	53	55
Average DPO (Days Payable Outstanding)	54	50	47	54	55
Shares					
Number of shares outstanding at year-end (in millions)	90.0	93.3	93.3	93.3	93.3
Free cash flow per share	0.29	0.30	0.31	0.12	0.10
Dividend per share	0.40	0.16	0.24	0.10	0.05
Net profit per share	0.26	0.26	0.24	0.16	0.07

¹ Data based on the published annual reports of the relevant years.

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

Key figures¹ (continued)

	2022	2021	2020	2019	2018
Staff members (FTE)					
Average number of employees	2,717	2,583	2,572	2,573	2,542
Average number of direct employees	2,445	2,299	2,286	2,286	2,251
Average number of indirect employees	272	284	286	287	291
Number of employees at year-end	2,805	2,715	2,586	2,629	2,647
Number of direct employees at year-end	2,532	2,428	2,298	2,340	2,345
Number of indirect employees at year-end	273	287	288	289	302
Productivity	69.4%	72.1%	70.1%	69.3%	68.6%
Clients					
Client Satisfaction Index (CSI)	7.7	7.8	7.7	7.6	7.6
Share of business proposition revenue	47%	40%	38%	33%	-
Scores Environmental targets					
CO ₂ emission (in tons)	8,004	6,315	6,786	13,036	12,917
CO ₂ reduction per FTE ²	20.4%	-7.2%	-47.0%	-0.3%	-4.0%
Fuel reduction in liters per car ²	13.3%	-5.7%	-48.5%	1.7%	-2.6%
CO ₂ performance ladder level (NL/Belux)	5/3	5/-	5/-	5/-	5/-
Scores HRM targets					
Employee Engagement Score	7.6	7.6	7.5	7.1	7.1
Inclusiveness (employee engagement inclusion question)	7.7	7.6	7.5	7.3	7.3
Ratio female employees (headcount)	20%	20%	20%	20%	20%

¹ Data based on the published annual reports of the relevant years.

² Negative % is reduction compared to prior year.