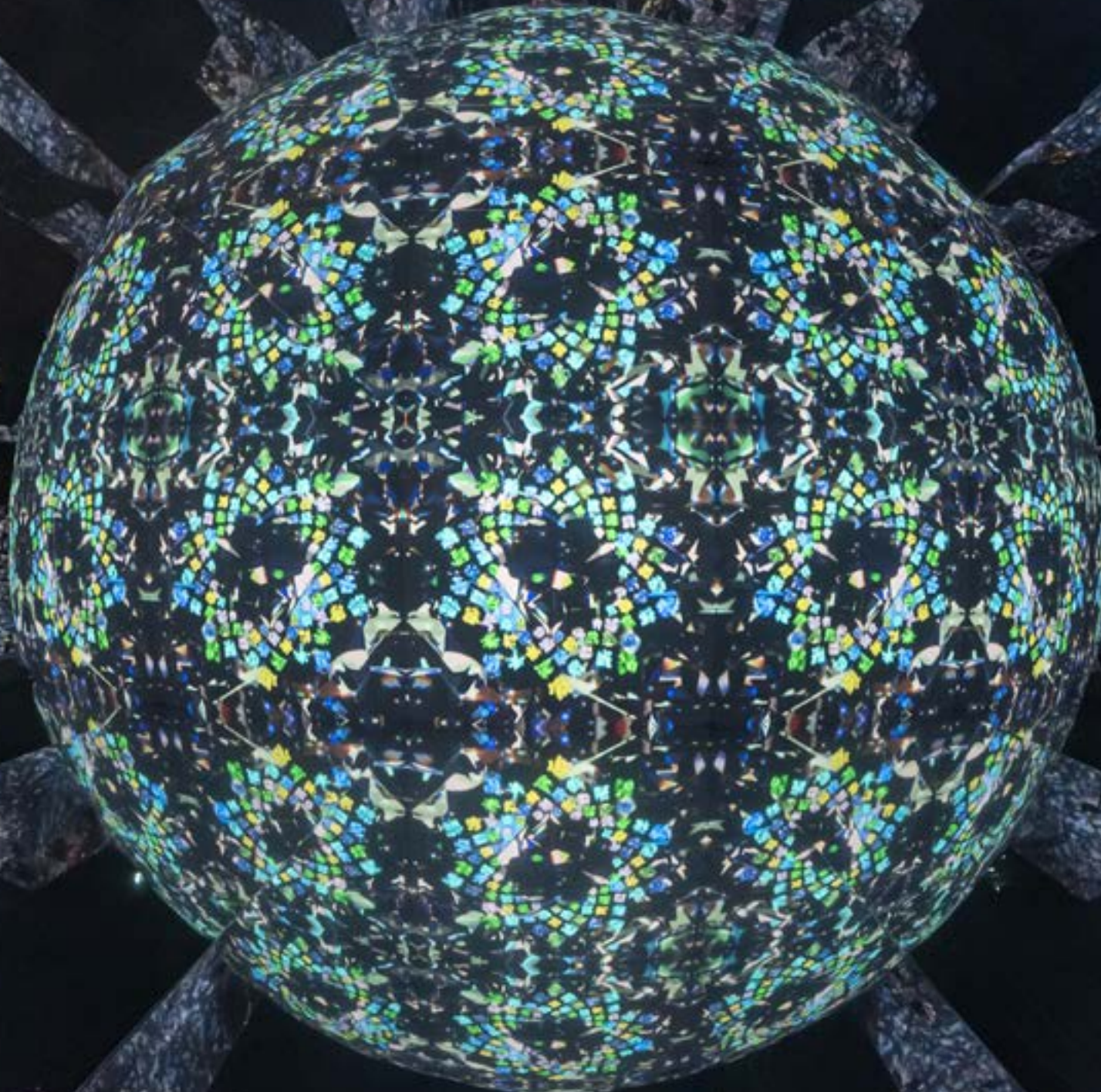


2021 Integrated annual report



Integrated Data Pack

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This is the Integrated Data Pack 2021. This is an appendix to the 2021 Annual Report. Other chapters are available via the download center at ir.barco.com/2021.

CORE

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Integrated Data Pack

This Integrated Data Pack document contains a full set of metrics (financial and non-financial) with the respective performance results over the last 3 years. These metrics are organized per Capital and Material topic.

This document is being updated every year and released together with the Annual Report. For definitions on the indicators, see glossary.

Capital	Material Topic	Indicator	Unit	2021	2020	2019
FINANCIAL	Sustained profitable growth	Group sales	mio €	804.3	770.1	1082.6
		Gross profit	mio €	287.5	283.8	429.3
		Gross profit (% of sales)	%	35.7	36.9	39.7
		EBITDA	mio €	58.5	53.6	153.0
		EBITDA margin	%	7.3	7.0	14.1
		OPEX as % of sales	%	33.0	34.5	29.5
		Earnings per share	€	0.10	-0.05	1.09
		Dividend	€	0.4	0.378	0.379
		Nominal tax amount paid	mio €	8	10	13
		Effective tax rate	%	18	0	18
	Financial resilience	Total amount paid in dividends to shareholders	k€	33,388	33,354	28,680
		Total amount of share buybacks undertaken	# of shares	600,000	-	-
		Net financial cash/(debt)	mio €	309.7	193.5	329.4
		Free Cash Flow	mio €	78.0	-35.9	88.7
		Equity as % of balance sheet total	%	66.5	68.5	63.1

Capital	Material Topic	Indicator	Unit	2021	2020	2019
MANUFACTURED	Long term asset performance	% make	%	66.2	69.6	63.1
		Countries with a manufacturing facility	#	4	4	5
		ROCE	%	4.4	3.0	25.0
		Inventory turns	#	2.4	2.3	3.2
		Capex (in % of sales)	%	2.3	1.9	1.9

Capital	Material Topic	Indicator	Unit	2021	2020	2019
INTELLECTUAL	Innovation management	Number of patents at year-end	#	504	461	402
		Number of new patent filings	#	17	9	8
		% of employees in R&D	% of heads	30.1	28.5	26.0
		R&D spend	mio €	101	103	119
		R&D spend (in % of sales)	%	12.6	13.3	11.0
		Innovation awards	#	11	8	8

Capital	Material Topic	Indicator	Unit	2021	2020	2019
PLANET		% revenues eligible for EU Taxonomy alignment	%	91.0	-	-
		% capex eligible for EU Taxonomy alignment	%	100	-	-
		% opex eligible for EU Taxonomy alignment	%	100	-	-
		% of (manufacturing) sites covered by a certified environmental management system	%	100	100	100
	Product stewardship	% of new products released with Barco ECO label (hardware)	%	65	48	23
		Revenues from products with Barco ECO label	mio € revenues	226.2	178.9	-
		% revenues from products with Barco ECO label (hardware)	%	31	26	-
		Energy efficiency index of sold products relative versus base year 2015	#	0.70	0.73	0.80
		Greenhouse gas emissions of sold products (product use emissions) (relative)	Tonnes CO ₂ e /mio € revenues	296.9	306.7	359.0
		Material use (absolute)	kg	3,235,416	2,736,305	2,773,245
		Material use (relative)	kg /mio € revenues	4,441	3,935	2,827
		% of new products released with recycled plastics (hardware)	%	35	4	-
		% of revenues in countries with Barco return and recycling programs	%	25	26	-
		% of active components covered by Full Material Declarations	%	82.5	82.0	82.0
	Climate change & energy	Total greenhouse gas emissions (absolute)	Tonnes CO ₂ e	281,874	277,335	458,441
		Total greenhouse gas emissions (relative)	Tonnes CO ₂ e /mio € revenues	350.5	360.1	423.32
		Greenhouse gas emissions scope 1 (absolute)	Tonnes CO ₂ e	3,256	3,145	4,044
		Greenhouse gas emissions scope 2 (absolute)	Tonnes CO ₂ e	459	215	5,138
		Greenhouse gas emissions scope 3 incl. product use emissions (absolute)	Tonnes CO ₂ e	278,160	273,975	449,259

Capital	Material Topic	Indicator	Unit	2021	2020	2019
		Greenhouse gas emissions of our own operations	Tonnes CO ₂ e /mio € revenues	53.6	53.4	64.3
		Greenhouse gas emissions infrastructure	Tonnes CO ₂ e /mio € revenues	4.0	3.8	7.5
		Greenhouse gas emissions mobility	Tonnes CO ₂ e /mio € revenues	7.0	8.3	15.4
		Greenhouse gas emissions logistics	Tonnes CO ₂ e /mio € revenues	42.7	41.3	41.4
		Energy consumption in own operations (absolute)	MWh	31,345	26,442	36,470
		Energy consumption in own operations (relative)	MWh/mio € revenues	39.0	34.3	33.7
		% energy consumption from renewable sources	%	52	54	29
		Electricity consumption in own operations (absolute)	MWh	16,747	14,570	20,020
		% electricity from renewable sources	%	98	97	53
	Waste management	Total solid waste (absolute)	Tonnes	1,131	1,937	2,514
		Total solid waste (relative)	Tonnes/mio € revenues	1.4	2.5	2.3
		Total hazardous waste (absolute)	Tonnes	27.4	31.0	43.5
		% hazardous waste of solid waste	%	2.4	1.2	1.7
		Recycled & composted solid waste (absolute)	Tonnes	659.4	1,007.2	1,533.5
		Recycled & composted solid waste (relative)	Tonnes/mio € revenues	0.8	1.3	1.4
		Landfilled waste (absolute)	Tonnes	174.0	561.7	659.0
		Landfilled waste (relative)	Tonnes/mio € revenues	0.2	0.7	0.6
		% waste to landfill	%	15	29	26
		Recycling & composting rate of solid waste	%	58	52	61
		Water withdrawal (absolute)	m ³	35,323	38,666	51,394

Capital	Material Topic	Indicator	Unit	2021	2020	2019
PEOPLE		Number of employees at the end of the financial year (heads)	# heads	3,141	3,303	3,636
		Number of employees at the end of the financial year (FTEs)	# FTEs	3,039	3,211	3,536
		Number of new (external) hires	# heads	384	374	653
		Permanent workforce at the end of the financial year (heads)	# heads	2,882	2,996	3,320
		Non-permanent workforce at the end of the financial year directly employed by Barco (heads, fixed-term contracts + temporary work + apprenticeship)	# heads	307	325	413
		Employee wages and benefits (personnel costs)	mio €	241	235	287
		Employer contributions to pensions or other retirement plans	mio €	13	13	15
	Employee engagement	Employee Net Promoter Score	#	38.5	-	-
		Voluntary turnover rate	% of heads	10.5	9.6	9.1
		Number of iGemba improvement suggestions per operator	#	5.5	4.1	6.0
	Learning & Development	Average training hours per employee	# hours	10.5	11.3	13.2
		% of employees having received training	% of heads	89	85	61
		Average training investment per employee	€	302.0	353.5	354.0
		Internal mobility (% of vacancies filled internally)	%	20	20	24
		% of leaders in annual leader talent development review	% of heads	31	30	44
		% of employees who received Annual performance review	% of heads	58	59	62
	Employee health, safety & wellbeing	Lost time injury frequency rate (per 1 000 000 hours worked) employees	#	1.59	2.44	2.73
		Lost Time Injury Severity rate (per 1000 hours worked) employees	#	0.07	0.07	0.05
		Total work-related fatalities (employees and contractors)	#	0	0	0

Capital	Material Topic	Indicator	Unit	2021	2020	2019
		% employees trained in Standards@Work Safety (white collars)	% of heads	99.6	99.4	-
		Rate of absenteeism	%	2.7	3	4
	Diversity & inclusion	% women overall	% of heads	27.1	27.6	28.4
		% women in senior management	% of heads	16	17	15
		% women in Core Leadership Team	% of heads	13	13	13
		% women in Board	% of heads	50	29	29
		% employees < 30 yrs	% of heads	9	9	10
		% employees > 30 yrs < 50 yrs	% of heads	63	67	69
		% employees > 50 yrs	% of heads	28	24	22
		Average age of the workforce	#	43	43	43
		Number of nationalities in the global workforce	#	44	44	45
	Labor practices & human rights	% employees covered by formal collective agreements	% of heads	100	100	100
		% of the total workforce across all locations represented in formal joint management-worker health & safety committees	% of heads	52	51	47

Capital	Material Topic	Indicator	Unit	2021	2020	2019
COMMUNITIES	Customer engagement	Customer Net Promoter Score (relationship NPS)	#	47	47	-
	Product quality, safety & security	Nr of incidents of non-compliance regarding the health and safety impacts of products and services	#	0	0	0
		% employees trained in Standards@Work Quality (white collars)	% of heads	99.7	99.8	99.0
		% of (development and manufacturing) sites covered by a certified quality management system	%	100	94	94
		Nr of notifications about potential vulnerabilities (including duplicates) in products or services, reported by customers, ethical hackers and third-party pen-testers contracted by Barco	#	267	116	-
	Information security & data protection	Nr of data / GDPR / privacy incidents reported to data protection authorities	#	0	0	0
		Average cybersecurity maturity (NIST CSF) score	#	2.23	2.19	-
		Number of product lines in scope of ISO 27001	#	2	2	1
		% employees trained in Standards@Work Cybersecurity (white collars)	% of heads	99.6	98.5	99.2
		% employees trained in Standards@Work Data protection (white collars)	% of heads	99.7	98.5	-
	Business ethics	% employees trained in Standards@Work (white collars)	% of heads	99	98	99
		% employees trained in Standards@Work Ethics (white collars)	% of heads	99.9	98.5	-
		Nr of incidents reported via ethics mailbox	#	8	10	23
	Corporate governance	Average remuneration per FTE employee	k€	75.0	65.6	77.2
		Total CEO Compensation	k€	1,086.0	1,262.7	1,672.4
		Total CEO compensation / Lowest employee compensation (Euros / Euros)	ratio	25.6	30.0	-
		Number of non-executive Board members / Number of Board members excluding employee representatives	ratio	4/6	5/6	6/7
		% independent directors	% of heads	50	50	43
		% non-Belgian members in the Core Leadership Team	% of heads	38	47	31
		Participation rate Annual General Meeting	%	51	64	58

Capital	Material Topic	Indicator	Unit	2021	2020	2019
		Average % of 'For' votes in Annual General Meeting	%	88	91	95
		Average total attendance rate at Board and Committee meetings	%	99	99	95
	Responsible supply chain management	Number of major (key, key+, core) suppliers (covering X% of production spend)	#	144 (84%)	142 (81%)	153 (87%)
		Days payment outstanding (average payment term of suppliers)	#	80	53	71
		Number of supplier quality audits	#	41	35	38
		% of production spend covered by signed Barco supplier code of conduct	%	83	83	83
		% of production spend covered by contracts with sustainability clause (MSA, signed T&Cs, PA)	%	89	88	87
		% of production spend covered by supplier sustainability score	%	58.2	43.8	-
		% of new production suppliers screened using social and environmental criteria	%	100	-	-
		% in-scope suppliers that responded to Conflict Minerals Reporting Template	%	100	100	100
		Community engagement	Community investment	€	198,000	141,920

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