

# 2023 Integrated annual report



Integrated Data Pack

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This is the Integrated Data Pack 2023. This is an appendix to the 2023 Annual Report. Other sections are available via the download center at [ir.barco.com/2023](https://ir.barco.com/2023).

## CORE

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### ANNEX

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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 the [Glossary](#).

| Capital   | Topic                       | Indicator                                      | Unit        | 2023    | 2022    | 2021    |
|-----------|-----------------------------|--|-------------|---------|---------|---------|
| FINANCIAL | Sustained profitable growth | Group sales                                    | mio €       | 1,050.1 | 1,058.3 | 804.3   |
|           |                             | Gross profit                                   | mio €       | 438.5   | 412.8   | 287.5   |
|           |                             | Gross profit (% of sales)                      | %           | 41.8    | 39.0    | 35.7    |
|           |                             | EBITDA   | mio €       | 142.5   | 126.5   | 58.5    |
|           |                             | EBITDA margin                                  | %           | 13.6    | 12.0    | 7.3     |
|           |                             | OPEX as % of sales                             | %           | 32.2    | 30.3    | 33.0    |
|           |                             | Earnings per share                             | €           | 0.89    | 0.84    | 0.10    |
|           |                             | Dividend                                       | €           | 0.48    | 0.44    | 0.40    |
|           |                             | Nominal tax amount paid                        | mio €       | 13.3    | 6.0     | 8.0     |
|           |                             | Effective tax rate                             | %           | 18      | 18      | 18      |
|           | Financial resilience        | Total amount paid in dividends to shareholders | k€          | 43,243  | 39,802  | 33,388  |
|           |                             | Total amount of share buybacks undertaken      | # of shares | 491,000 | -       | 600,000 |
|           |                             | Net financial cash/(debt)                      | mio €       | 241.1   | 264.0   | 309.7   |
|           |                             | Free Cash Flow                                 | mio €       | 38.0    | 13.1    | 78.0    |
|           |                             | Equity as % of balance sheet total             | %           | 70.0    | 67.9    | 66.5    |

| Capital      | Topic                       | Indicator                               | Unit | 2023 | 2022 | 2021 |
|--------------|-----------------------------|---|------|------|------|------|
| MANUFACTURED | Long term asset performance | % make                                  | %    | 65.9 | 61.5 | 66.2 |
|              |                             | Countries with a manufacturing facility | #    | 4    | 4    | 4    |
|              |                             | ROCE                                    | %    | 17.2 | 16.0 | 4.4  |
|              |                             | Inventory turns                         | #    | 2.1  | 2.1  | 2.4  |
|              |                             | Capex (in % of sales)                   | %    | 5.2  | 2.0  | 2.3  |

| Capital      | Topic                 | Indicator                     | Unit       | 2023 | 2022 | 2021 |
|--------------|-----------------------|-------------------------------|------------|------|------|------|
| INTELLECTUAL | Innovation management | Number of patents at year-end | #          | 902* | 550  | 504  |
|              |                       | Number of new patent filings  | #          | 16   | 13   | 17   |
|              |                       | % of employees in R&D         | % of heads | 31.3 | 30.5 | 30.1 |
|              |                       | R&D spend                     | mio €      | 132  | 121  | 101  |
|              |                       | R&D spend (in % of sales)     | %          | 12.6 | 11.4 | 12.6 |
|              |                       | Innovation awards             | #          | 12   | 3    | 11   |

| Capital   | Topic                           | Indicator   | Unit                                     | 2023      | 2022      | 2021      |
|---|---------------------------------|---|--|-----------|-----------|-----------|
| PLANET  | EU taxonomy                     | % revenues eligible for EU Taxonomy alignment                                     | %  | 89.0      | 90.3      | 91.0      |
|   |                                 | % revenues aligned under EU Taxonomy alignment                                    | %  | 45.0      | 27.0      | -         |
|   |                                 | % capex eligible for EU Taxonomy alignment  | %  | 100       | 100       | 100       |
|   |                                 | % capex aligned under EU Taxonomy alignment                                       | %  | 11.0      | 4.8       | -         |
|   |                                 | % opex eligible for EU Taxonomy alignment   | %  | 77        | 72        | 100       |
|   |                                 | % opex aligned under EU Taxonomy alignment  | %  | 48.0      | 47.7      | -         |
|   | Environmental management system | % of (manufacturing) sites covered by a certified environmental management system | %  | 100       | 100       | 100       |
|   | Product stewardship             | % of new products released with Barco ECO label (hardware)                        | %  | 90        | 63        | 65        |
|   |                                 | Revenues from products with Barco ECO label                                       | mio € revenues                           | 620.4     | 476.1     | 226.2     |
|   |                                 | % revenues from products with Barco ECO label (hardware)                          | %  | 65        | 50        | 31        |
|   |                                 | Energy efficiency index of sold products relative versus base year 2015           | #  | 0.70      | 0.73      | 0.70      |
|   |                                 | Greenhouse gas emissions of sold products (product use emissions) (relative)      | Tonnes CO <sub>2</sub> e /mio € revenues | 241.5     | 272.4     | 296.9     |
|   |                                 | Material use (absolute)   | kg                                       | 3,436,538 | 3,715,435 | 3,235,416 |
|   |                                 | Material use (relative)   | kg /mio € revenues                       | 3,272     | 3,511     | 4,441     |
| % of new products released with recycled plastics (hardware)        |                                 | %   | 10                                       | 12        | 35        |           |
| % of revenues in countries with Barco return and recycling programs | %                               | 69  | 65                                       | 25        |           |           |
| % of active components covered by Full Material Declarations        | %                               | 83.4  | 83.6                                     | 82.5      |           |           |

| Capital | Topic                            | Indicator   | Unit                                     | 2023                  | 2022    | 2021    |       |
|---------|----------------------------------|---|--|-----------------------|---------|---------|-------|
|         | Climate change & energy          | Total greenhouse gas emissions (absolute)                               | Tonnes CO <sub>2</sub> e                 | 292,523               | 330,424 | 281,874 |       |
|         |                                  | Total greenhouse gas emissions (relative)                               | Tonnes CO <sub>2</sub> e /mio € revenues | 278.6                 | 312.2   | 350.5   |       |
|         |                                  | Greenhouse gas emissions scope 1 (absolute)                             | Tonnes CO <sub>2</sub> e                 | 2,803                 | 3,057   | 3,256   |       |
|         |                                  | Greenhouse gas emissions scope 2 (absolute)                             | Tonnes CO <sub>2</sub> e                 | 619                   | 783     | 459     |       |
|         |                                  | Greenhouse gas emissions scope 3 incl. product use emissions (absolute) | Tonnes CO <sub>2</sub> e                 | 289,101               | 326,583 | 278,160 |       |
|         |                                  | Greenhouse gas emissions of our own operations                          | Tonnes CO <sub>2</sub> e /mio € revenues | 37.1                  | 39.8    | 53.6    |       |
|         |                                  | Greenhouse gas emissions infrastructure                                 | Tonnes CO <sub>2</sub> e /mio € revenues | 2.7                   | 2.9     | 4.0     |       |
|         |                                  | Greenhouse gas emissions mobility                                       | Tonnes CO <sub>2</sub> e /mio € revenues | 8.5                   | 6.7     | 7.0     |       |
|         |                                  | Greenhouse gas emissions logistics                                      | Tonnes CO <sub>2</sub> e /mio € revenues | 25.9                  | 30.2    | 42.7    |       |
|         |                                  | Energy consumption in own operations (absolute)                         | MWh                                      | 30,692                | 31,560  | 31,345  |       |
|         |                                  | Energy consumption in own operations (relative)                         | MWh/mio € revenues                       | 29.2                  | 29.9    | 39.0    |       |
|         |                                  | % energy consumption from renewable sources                             | %  | 61                    | 57      | 52      |       |
|         |                                  | Total electricity consumption (absolute)                                | MWh                                      | 19,094                | 18,297  | 16,747  |       |
|         |                                  | % electricity from renewable sources                                    | %  | 98.7                  | 99.0    | 98.0    |       |
|         |                                  | Waste management  | Total solid waste (absolute)             | Tonnes                | 1,370   | 1,282   | 1,131 |
|         |                                  |   | Total solid waste (relative)             | Tonnes/mio € revenues | 1.30    | 1.20    | 1.40  |
|         | Total hazardous waste (absolute) |   | Tonnes                                   | 25.98                 | 17.60   | 27.40   |       |
|         | % hazardous waste of solid waste |   | %  | 1.9                   | 1.4     | 2.4     |       |

| Capital | Topic | Indicator                                   | Unit                  | 2023     | 2022   | 2021   |
|---------|-------|---|-----------------------|----------|--------|--------|
|         |       | Recycled & composted solid waste (absolute) | Tonnes                | 1,090.52 | 806.00 | 659.40 |
|         |       | Recycled & composted solid waste (relative) | Tonnes/mio € revenues | 1.0      | 0.8    | 0.8    |
|         |       | Landfilled waste (absolute)                 | Tonnes                | 26.13    | 131.80 | 174.04 |
|         |       | Landfilled waste (relative)                 | Tonnes/mio € revenues | 0.02     | 0.12   | 0.22   |
|         |       | % waste to landfill                         | %                     | 1.9      | 10.0   | 15.0   |
|         |       | Recycling & composting rate of solid waste  | %                     | 79.60    | 63.00  | 58.30  |
|         | Water | Water withdrawal (absolute)                 | m <sup>3</sup>        | 37,266   | 37,973 | 35,323 |



| Capital | Topic                               | Indicator   | Unit       | 2023  | 2022  | 2021  |
|---------|-------------------------------------|---|------------|-------|-------|-------|
| PEOPLE  |                                     | Number of employees at the end of the financial year (heads)  | # heads    | 3,360 | 3,302 | 3,141 |
|         |                                     | Number of employees at the end of the financial year (FTEs)   | # FTEs     | 3,256 | 3,202 | 3,039 |
|         |                                     | Number of new (external) hires  | # heads    | 429   | 655   | 384   |
|         |                                     | Permanent workforce at the end of the financial year (heads)  | # heads    | 3,037 | 3,013 | 2,882 |
|         |                                     | Non-permanent workforce at the end of the financial year directly employed by Barco (heads, fixed-term contracts + temporary work + apprenticeship) | # heads    | 417   | 394   | 307   |
|         |                                     | Employee wages and benefits (personnel costs)   | mio €      | 307   | 289   | 241   |
|         |                                     | Employer contributions to pensions or other retirement plans  | mio €      | 14    | 13    | 13    |
|         | Employee engagement                 | Employee Net Promoter Score   | #          | 13    | 16    | -     |
|         |                                     | Voluntary turnover rate   | % of heads | 4.9   | 10.6  | 10.5  |
|         |                                     | Number of iGemba improvement suggestions per operator   | #          | 5.1   | 6.3   | 5.5   |
|         | Learning & Development              | Average training hours per employee   | # hours    | 15.8  | 12.3  | 10.5  |
|         |                                     | % of employees having received training   | % of heads | 99    | 91    | 89    |
|         |                                     | Average training investment per employee  | €          | 323.0 | 318.6 | 302.0 |
|         |                                     | Internal mobility (% of vacancies filled internally)  | %          | 25    | 17    | 20    |
|         |                                     | % of employees who received Annual performance review, or regular feedback/check-in session(s)  | % of heads | 63    | 62    | 58    |
|         | Employee health, safety & wellbeing | Lost Time Injury Frequency rate (per 1,000,000 hours worked) employees  | #          | 1.57  | 1.44  | 1.59  |
|         |                                     | Lost Time Injury Severity rate (per 1,000 hours worked) employees   | #          | 0.03  | 0.03  | 0.07  |
|         |                                     | Total work-related fatalities (employees and contractors)   | #          | 0     | 0     | 0     |
|         |                                     | % employees trained in Standards@Work Safety (white collars)  | % of heads | 99.1  | 99.0  | 99.6  |
|         |                                     | Rate of absenteeism   | %          | 3.1   | 2.7   | 2.7   |

| Capital | Topic                          | Indicator  | Unit       | 2023 | 2022 | 2021 |
|---------|--------------------------------|--|------------|------|------|------|
|         | Diversity & inclusion          | % women overall  | % of heads | 29.6 | 29.1 | 27.1 |
|         |                                | % women in senior management   | % of heads | 18   | 19   | 16   |
|         |                                | % women in Core Leadership Team  | % of heads | 14   | 14   | 13   |
|         |                                | % women in Board   | % of heads | 43   | 50   | 50   |
|         |                                | % employees < 30 yrs   | % of heads | 11   | 10   | 9    |
|         |                                | % employees > 30 yrs < 50 yrs  | % of heads | 60   | 61   | 63   |
|         |                                | % employees > 50 yrs   | % of heads | 29   | 29   | 28   |
|         |                                | Average age of the workforce   | #          | 43   | 43   | 43   |
|         |                                | Number of nationalities in the global workforce  | #          | 50   | 48   | 44   |
|         | 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 | 51   | 51   | 52   |

| Capital     | Topic                                  | Indicator  | Unit       | 2023    | 2022    | 2021    |
|-------------|--|--|------------|---------|---------|---------|
| COMMUNITIES | Customer engagement                    | Customer Net Promoter Score (relationship NPS)   | #          | 48      | 44      | 47      |
|             | Product quality, safety & security     | Number 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 | 99.1    | 99.8    | 99.7    |
|             |  | % of (development and manufacturing) sites covered by a certified quality management system  | %          | 100     | 100     | 100     |
|             |  | Number of notifications about potential vulnerabilities (including duplicates) in products or services, reported by customers, ethical hackers and third-party pen-testers contracted by Barco | #          | 215     | 289     | 267     |
|             | Information security & data protection | Number of data / GDPR / privacy incidents reported to data protection authorities  | #          | 0       | 0       | 0       |
|             |  | Average cybersecurity maturity (NIST CSF) score  | #          | 2.78    | 2.66    | 2.23    |
|             |  | Number of product lines in scope of ISO 27001  | #          | 3       | 2       | 2       |
|             |  | % employees trained in Standards@Work Cybersecurity (white collars)  | % of heads | 99.1    | 99.6    | 99.6    |
|             |  | % employees trained in Standards@Work Data protection (white collars)  | % of heads | 99.1    | 99.7    | 99.7    |
|             | Business ethics                        | % employees trained in Standards@Work (white collars)  | % of heads | 99.1    | 99.0    | 99.0    |
|             |  | % employees trained in Standards@Work Ethics (white collars)   | % of heads | 98.3    | 99.4    | 99.9    |
|             |  | Number of ethical issues   | #          | 21      | 9       | 8       |
|             | Corporate governance                   | Average remuneration per FTE employee  | k€         | 92.4    | 88.3    | 75.0    |
|             |  | Total CEO Compensation   | k€         | 1,489.1 | 1,289.6 | 1,086.0 |
|             |  | Highest CEO compensation / Lowest employee compensation in legal entity Barco nv (euros/euros)   | ratio      | 20.9    | 21.1    | 26.2    |
|             |  | Number of non-executive Board members / Number of Board members excluding employee representatives   | ratio      | 5/7     | 4/6     | 4/6     |
|             |  | % independent directors  | % of heads | 71      | 67      | 50      |
|             |  | % non-Belgian members in the Core Leadership Team  | % of heads | 27      | 27      | 38      |

| Capital | Topic                               | Indicator  | Unit                 | 2023        | 2022        | 2021        |
|---------|-------------------------------------|--|----------------------|-------------|-------------|-------------|
|         |                                     | Participation rate Annual General Meeting  | %                    | 64          | 57          | 51          |
|         |                                     | Average % of 'For' votes in Annual General Meeting   | %                    | 91          | 88          | 88          |
|         |                                     | Average total attendance rate at Board and Committee meetings                                | %                    | 96          | 100         | 99          |
|         | Responsible supply chain management | Number of major (key, key+, core) suppliers (covering X% of production spend)                | #<br>(%)             | 175<br>(94) | 159<br>(87) | 144<br>(84) |
|         |                                     | Days payment outstanding (average payment term of suppliers)                                 | #                    | 50          | 68          | 80          |
|         |                                     | Number of supplier quality audits  | #                    | 47          | 37          | 41          |
|         |                                     | % of production spend covered by signed Barco supplier code of conduct                       | %                    | 89.8        | 84.0        | 83.00       |
|         |                                     | % of production spend covered by contracts with sustainability clause (MSA, signed T&Cs, PA) | %                    | 88.3        | 84.5        | 89.0        |
|         |                                     | % of production spend covered by supplier sustainability score                               | %                    | 80.7        | 70.9        | 58.2        |
|         |                                     | % of new production suppliers screened using social and environmental criteria               | %                    | 100         | 100         | 100         |
|         |                                     | % in-scope suppliers that responded to Conflict Minerals Reporting Template                  | %                    | 100         | 100         | 100         |
|         |                                     | Community engagement   | Community investment | €           | 52,132.2    | 38,527      |

#### Group management

Beneluxpark 21  
8500 Kortrijk – Belgium  
Tel.: +32 (0)56 23 32 11

#### Registered office

President Kennedypark 35  
8500 Kortrijk – Belgium  
Tel.: +32 (0)56 23 32 11  
VAT BE 0473.191.041 | RPR Gent, Section Kortrijk

#### Stock exchange

Euronext Brussels

#### Financial information

More information is available from the  
Group's Investor Relations Department:

Willem Fransoo  
Director Investor Relations  
Tel.: +32 (0)56 26 23 22  
E-mail: [willem.fransoo@barco.com](mailto:willem.fransoo@barco.com)

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Focus Advertising

#### Barco

Beneluxpark 21  
8500 Kortrijk – Belgium