

**IDENTIFICATION**

Entity status

ACTIVE



Warnings

N/A

Score

18/ 20 ✓

Credit advice

3.268.055 €

**RECENT MESSAGES**

Date	Message type
24/05/2022	Sustainable policy related to environmental purposes
19/05/2022	Sustainable policy related to environmental purposes
29/03/2022	Acquisition
08/03/2022	Semi-annual figures
24/12/2021	Announcement changes in the board of directors
22/12/2021	Acquisition of New Skool Media B.V.
27/11/2021	Investment in a sustainable project
27/10/2021	Closure department
28/07/2021	Announcement acquisition from Senior Publications Netherlands BV, 50+ Beurs&Festival BV
19/07/2021	Acquisition of Bisnode Belgium BtoB
26/03/2021	Acquisitions of shares of Senior Publications Nederland, , Bayard Presse
04/10/2020	New investments

**GENERAL INFORMATION**

Name:	ROULARTA MEDIA GROUP
Enterprise No/VAT No:	0434.278.896
LEI:	549300X72GEB1X8K911
Address:	Meiboomlaan 33 8800 ROESELARE
Region:	Flanders
Legal form:	Private company limited by shares
Establishment date:	11/05/1988
Language:	Dutch
Main activity:	58140 - Publishing of journals and periodicals
VAT liability:	YES
Listed company:	YES
NSSO number:	036-1551615-87 <a href="#">Check withholding obligation art. 30bis</a>
Staff:	more than 999 persons
Most recently deposited annual account:	31/12/2021

**ANNEX BELGIAN OFFICIAL GAZETTE EXTRACT**

Closing date financial year:	31/12
Date of the annual general meeting:	Third Tuesday of May

## CONTACT DETAILS

Phone number:	051/26.61.11
Fax No:	051/26.68.66
E-mail:	<a href="mailto:info@roularta.be">info@roularta.be</a>
Website:	<a href="http://www.roularta.be">http://www.roularta.be</a>
Facebook:	<a href="https://www.facebook.com/RoulartaMediaGroupNV/">https://www.facebook.com/RoulartaMediaGroupNV/</a>
Twitter:	<a href="https://twitter.com/Roularta/">https://twitter.com/Roularta/</a>
LinkedIn:	<a href="https://www.linkedin.com/company/roularta-media-group/">https://www.linkedin.com/company/roularta-media-group/</a>
Instagram:	<a href="https://www.instagram.com/roularta_media_group/">https://www.instagram.com/roularta_media_group/</a>
Youtube:	<a href="https://www.youtube.com/roularta/">https://www.youtube.com/roularta/</a>

## HISTORY

### PREVIOUS NAMES

Date	Name
04/01/1997	ROULARTA FINANCIERINGSMAATSCHAPPIJ

### LEGAL FORM

Legal form:	Company limited by shares	08/06/1988
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## ESTABLISHMENT

Following information is from the establishment deed.

### DEED

Publication date	Deed	Language	Subject
08/06/1988	33	Dutch	Incorporation

### LEGAL FORM

Legal form:	Company limited by shares
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### INITIAL CAPITAL


























Subscribed capital:	9.444.743 EUR
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## FOUNDERS

Name	Founder/subscriber	Number	Value	Percentage
<a href="#">CLAEYS LEO LOUIS MARIA</a>	Founder			
<a href="#">DE NOLF HENDRIK MARIA JOZEF</a>	Founder			
<a href="#">ROULARTA</a>	Founder			

## MERGE/ACQUISITIONS /SPLITTING

Date	Name	Type
 30/06/2022	<a href="#">GEZONDHEID</a>	Absorbed Company ent
 02/12/2021	<a href="#">BLACK TIGER BELGIUM</a>	Disposal of business segm
 12/08/2021	<a href="#">BELGOMEDIA</a>	Absorbed Company
 30/06/2020	<a href="#">SENIOR PUBLICATIONS</a>	Absorbed Company
 25/06/2019	<a href="#">BRIGHT COMMUNICATIONS</a>	Absorbed Company ent
 01/11/2018	<a href="#">ROULARTA HEALTHCARE</a>	Disposal of business segm
 01/07/2015	<a href="#">ROULARTA PUBLISHING</a>	Absorbed Company
 01/07/2015	<a href="#">BIBLO</a>	Absorbed Company
 01/07/2015	<a href="#">LE VIF MAGAZINE</a>	Absorbed Company
 29/06/2015	<a href="#">ROULARTA BUSINESS LEADS</a>	Absorbed Company
 29/06/2015	<a href="#">NEW BIZZ PARTNERS</a>	Absorbed Company
 29/06/2015	<a href="#">ROULARTA PRINTING</a>	Absorbed Company

	9/06/ 015	<u>REG DE WE KKRANT</u>	Absorbed Company
	29/06/2015	<u>ROULARTA IT-SOLUTIONS</u>	Absorbed Company
	29/06/2015	<u>DE STREEKKRANT - DE WE KKRANT RO P</u>	Absorbed Company
	29/06/2015	<u>PRESS NEWS</u>	Absorbed Company
	29/06/2015	<u>WEST-VLAAMSE MEDIA GROEP</u>	Absorbed Company
	29/06/2015	<u>EURO DB</u>	Absorbed Company
	28/09/2007	<u>ROULARTA BOOKS</u>	Absorbed Company
	26/04/2004	<u>TRENDS MAGAZINE</u>	Absorbed Company
	26/04/2004	<u>VLAAMSE TIJDSCHRIFTEN UITGEVERIJ</u>	Absorbed Company
	13/08/1998	<u>A.D.S. EXPLOITATIEMAATSCHAPP J</u>	Absorbed Company
	13/08/1998	<u>REGIONALE TELEVISIE REGIE</u>	Absorbed Company
	24/06/1998	<u>FLANDERS RADIO EN TV</u>	Absorbed Company
	24/06/1998	<u>DISTRIC MECHELEN</u>	Absorbed Company
	24/06/1998	<u>DE BODE NV</u>	Absorbed Company
	24/06/1998	<u>DRUKKERIJ VAN RIET</u>	Absorbed Company
	31/12/1997	<u>BUROFORM BVBA</u>	Disposal of assets
	29/12/1997	<u>ROULARTA SOFTWARE &amp; DEVELOPM NT</u>	Absorbed Company
	29/12/1997	<u>ROULARTA MEDIA GROUP</u>	Divided company and acquired by one or more companies
	29/12/1997	<u>ROULARTA NV</u>	Absorbed Company
	29/12/1997	<u>INTERREGIONALE MAATSCHAPPIJ VOOR INFORMATICASERVICE</u>	Absorbed Company
	29/12/1997	<u>INTERGRAPHIC NV</u>	Absorbed Company
	31/12/1996	<u>ROULARTA EVENTS</u>	Absorbed Company
	16/07/1993	<u>ANGAFIN</u>	Absorbed Company
	16/07/1993	<u>BACA</u>	Absorbed Company
	16/07/1993	<u>GARAGE FLANDRIA</u>	Absorbed Company

## CONTRIBUTION

### ANNEX BELGIAN OFFICIAL GAZETTE

Date	15/06/2015
Contribution	Not applicable
Capital:	80.000.000 EUR
Paid-up capital:	80.000.000 EUR

### NATIONAL BANK OF BELGIUM

Date	31/12/2021
Contribution	80.303.617 EUR
Capital:	80.000.000 EUR
Paid-up capital:	80.000.000 EUR

## STAFF

Source: NBB - latest deposited annual account (social balance sheet):

Total:	1122
Management:	8
White-collar workers:	826
Blue-collar workers:	288
Other:	0

Source: NSSO

Staff class: more than 999 persons

## ACTIVITY(IES)

Description	Source
58140 Publishing of journals and periodicals	VAT authorities

58140	Publishing of journals and periodicals	National Bank of Belgium: annual financial statements
58140	Publishing of journals and periodicals	Moniteur Belge
58140	Publishing of journals and periodicals	FPS Economy, Crossroads Bank for Enterprises
58140	Publishing of journals and periodicals	ONSS index

## CHARACTERISTICS

Type	Status	Starting date	End date
Enterprise subject to registration requirement	Competence/allowance acquired	01/11/2018	
VAT liability	Competence/allowance acquired	01/02/1998	
Commercial company	Competence/allowance stopped	27/05/1988	31/10/2018
Employer NOSS	Competence/allowance acquired	01/01/1986	

As a result of the "company law", the authorization of commercial companies, non-commercial companies and craft business were canceled on the date of 31/10/2018. All companies must comply with the "registration obligation" from 1/11/2018 before starting the activities on penalty of fines. The companies were automatically converted by the Crossroads Bank for Enterprises.

## LICENSES

Type	Exemption	Name	Starting date	End date
Knowledge of basic management	NO	De Nolf Hendrik	13/01/2000	18/10/2021

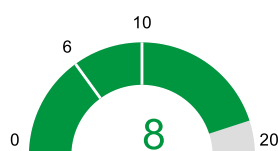
## BANKING RELATION

Bank	International Bank Account Number	BIC code	Starting date
ING BELGIUM	BE78 3850 5139 2986	BBRUBEBB	27/05/1988

## RISK MANAGEMENT

### SCORE

Scored file, with standardised balance sheet



Legen

11 - 20 Low risk

7 - 10 Moderate risk

1 - 6 High risk

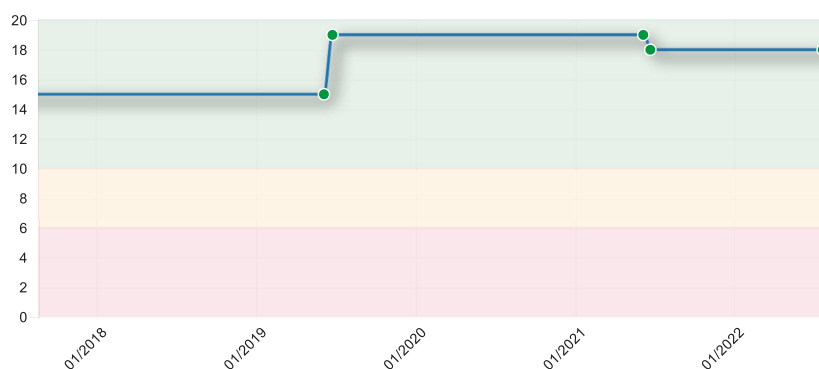
0 Score '0' indicates the presence of a serious negative incident

The TBI score is an indicator for assessing companies on their risk of bankruptcy within 12 months. The higher the risk, the lower the score.

According to our score model, on average 0,06% of the companies that achieve 18/20 go bankrupt within the next 12 months. When interpreting this percentage, you should take into account that on average 0,80% of Belgian companies go bankrupt on an annual basis. This company has a percentage lower than the average and therefore has a lower risk of going bankrupt.

### EVOLUTION OF THE SCORE

The graph "evolution of the score" shows the historical valuation for the risk of default.



## CREDIT ADVICE

The credit advice estimates the ability of a company to meet its commercial commitments, for each individual potential supplier.

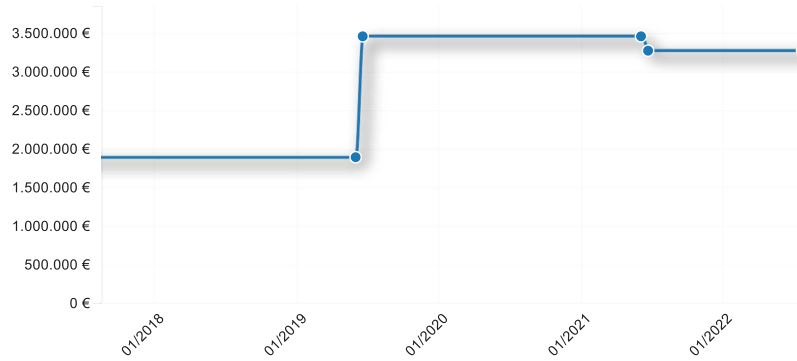
Credit advice: **€ 3.268.055**



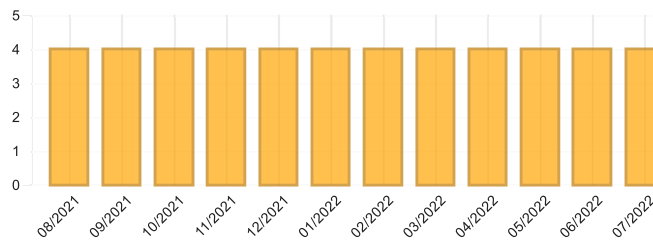
We detected no risks in the funding of the commercial cycle. TBI doesn't advise to apply any down payment policy for your transactions with this company.

## EVOLUTION OF THE CREDIT ADVICE

Until January 2012, our credit advice was capped at 247.894 EUR (10 Mio BEF). We adjusted our calculations, without cap. The graph can therefore show a "jump".



## ANALYSIS OF THE RISK OF DELAY OF PAYMENT



- (5) HIGH RISK OF DEFERRED PAYMENT, higher than the majority within the sector.
- (4) IMPORTANT RISK OF DEFERRED PAYMENT, within the high standards of the sector.
- (3) NORMAL / STABLE RISK OF DEFERRED PAYMENT, within the average standards of the sector.
- (2) LOW RISK OF DEFERRED PAYMENT, close to the 30-day contractual standards.
- (1) LOW RISK OF DEFERRED PAYMENT, close to the European standard of 21 days.

Analyzed population: 2.001

Companies in the same sector publish normalized annual accounts that show a positive profitability.

## PAYMENT BEHAVIOUR

	2022 Q3 (%)		2022 Q2 (%)		2022 Q1 (%)		2021 Q4 (%)		2021 Q3 (%)		2021 Q2 (%)		2021 Q1 (%)		2020 Q4 (%)	
	Cy	BE	Cy	BE	Cy	BE	Cy	BE	Cy	BE	Cy	BE	Cy	BE	Cy	BE
<b>Within term of payment</b>	0,00	19,54	42,63	27,48	19,48	30,61	56,53	30,41	86,38	30,16	99,22	24,50	100,00	33,55	71,95	42,58
<b>1-30 after expiry date</b>	1,10	19,14	36,65	20,20	19,67	18,52	42,89	17,99	11,85	19,72	0,00	23,20	0,00	21,53	28,05	17,62
<b>31-60 after expiry date</b>	77,10	29,48	7,98	22,81	44,01	19,87	0,29	20,03	1,77	23,95	0,78	27,84	0,00	22,50	0,00	16,09
<b>61-90 after expiry date</b>	21,80	13,15	0,00	10,63	16,40	10,57	0,29	10,37	0,00	10,78	0,00	12,23	0,00	10,47	0,00	7,87
<b>&gt;90 after expiry date</b>	0,00	18,69	12,74	18,88	0,44	20,43	0,00	21,20	0,00	15,39	0,00	12,23	0,00	11,95	0,00	15,84

## ASSETS AND MORTGAGES

Real estate assets (Balance Sheet code 22):

16.738.804,00 EUR



## FINANCIAL AND ADMINISTRATIVE INCIDENTS

## JUDGMENT(S)

o judgments to date

## SUMMON(S) LABOUR COURT

o summon to date

## PROTESTED BILL(S)

o protest to date



## DEBT COLLECTION

o debt collection to date

## BOARD OF DIRECTORS

### BOARD OF DIRECTORS

Source: Annex Belgian Official Gazette

ame	Function	Publication date	Starting date	End date	Publication
<u>DE NOLF HENDRIK MARIA JOZEF (RIK)</u> Date of birth: 01/11/1949	Chairman of the Board of directors / council of management	30/06/2022	17/05/2022	Until the general meeting of 19/05/2026	
<u>KOINON</u> Represented by: <u>BOUCKAERT XAVIER BERNARD</u>	Managing Director	30/06/2022	17/05/2022	Until the general meeting of 19/05/2026	
<u>ALAUDA</u> Represented by: <u>DE NOLF FRANCIS WILLY ODA</u>	Administrator	04/06/2019	21/05/2019	Until 21/05/2023	
<u>CLAEYS LIEVE ANNA IRMA MARIA</u> Date of birth: 18/01/1952	Administrator	30/06/2022	17/05/2022	Until the general meeting of 19/05/2026	
<u>INVEST AT VALUE</u> Represented by: <u>DE JONCKHEERE KOEN GUSTAAF LEA</u>	Administrator	30/06/2022	17/05/2022	Until the general meeting of 19/05/2026	
<u>VANPETEGHEM RIK JOZEF</u> Date of birth: 23/04/1961	Administrator	24/02/2022	21/12/2021	Until the general meeting of 19/05/2026	
<u>VERANA</u> Represented by: <u>CLAEYS CORALIE CORALIE MARIA THERESIA L</u>	Administrator	23/06/2020	19/05/2020	Until 19/05/2024	

### OTHER FUNCTIONS:

ame	Function	Publication date	Starting date	End date	Publication
<u>BDO BEDRIJFSREVISOREN - BDO REVISEURS D'ENTREPRISES</u> Represented by: <u>CATRY VEERLE LIEVE LUCIA</u>	Auditor	05/07/2021	01/01/2021	Until the general meeting of 21/05/2024	

### FORMER DIRECTORS

[Click here to view "Former directors" report](#)

### OPERATIONAL MANAGEMENT

ame	Function	Gender	Language	E-mail
<b>in</b> Mrs. Nele Baeyens	Manager	Woman	Dutch	
<b>in</b> Mr. Jan Bamelis	Manager	Man	Dutch	jan.bamelis@roularta.be
<b>in</b> Mr. Philippe Belpaire	Manager	Man	Dutch	philippe.belpaire@roularta.be
<b>in</b> Mr. Alex Coene	Manager	Man	Dutch	alex.coene@roularta.be
<b>in</b> Mr. Erwin Danis	Manager	Man	Dutch	erwin.danis@roularta.be

<b>in</b>	Mrs. Karin Nolf	Personnel, HRM	Woman	Dutch	katr.en.d.nolf@roularta.b
<b>in</b>	Mr. William Nolf	Manager	Man	Dutch	william.d.nolf@roularta.b
<b>in</b>	Mr. Améd Faljaoui	Manager	Man	French	amid.faljaoui@roularta.be
<b>in</b>	Mr. Nils Famaey	Manager	Man	Dutch	
<b>in</b>	Mr. Jérôme Mouton	Finance	Man	Dutch	jeroen.mouton@roularta.b
<b>in</b>	Mr. Luc Nysens	EDP	Man	Dutch	
<b>in</b>	Mr. Steven Rinders	Manager	Man	Dutch	
<b>in</b>	Mr. Burt Riske	Manager	Man	Dutch	burt.riske@roularta.be
<b>in</b>	Mr. Stefan Seghers	Manager	Man	Dutch	stefan.seghers@roularta.be
<b>in</b>	Mrs. Sophie Van Isseghem	Legal departm.	Woman	Dutch	sophie.van.isseghem@roularta.b
<b>in</b>	Mr. Stefaan Vormeersch	Manager	Man	Dutch	stefaan.vormeersch@roularta.b
<b>in</b>	Mrs. Fabienne Willaert	Manager	Woman	Dutch	fabienne.willaert@roularta.be
<b>in</b>	Mr. Luk Wynans	Manager	Man	Dutch	luk.wynans@roularta.be








## STRUCTURE
















### PARENT COMPANY

No information available.

### PARTICIPATIONS

Information below is only available in the language of the source.

Name:		2021	2020	2019	2018	2017
 BAYARD MEDIA VERWALTUNGS GmbH Q	(%) directly	100,00				
	Number of shares					
	(%) indirectly					
 BELGIAN BUSINESS TELEVISION (0461.874.705)	Annual account of	31/12/2021				
	Type of share	op naam				
	(%) directly	100,00	100,00	100,00	100,00	100,00
 HET MEDIABEDRIJF Q	Number of shares	10.000	10.000	10.000	10.000	10.000
	(%) indirectly					
	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
 PRESS PARTNERS Q	Type of share	op naam	op naam	op naam	op naam	op naam
	(%) directly	100,00				
	Number of shares	400				
 ROULARTA MEDIA NEDERLAND BV Q	(%) indirectly					
	Annual account of	31/12/2021				
	Type of share	op naam				
 ROULARTA SERVICES FRANCE SARL Q	(%) directly	100,00				
	Number of shares	90.800				
	(%) indirectly					
 SENIOR PUBLICATIONS VERWALTUNGS GmbH Q	Annual account of	31/12/2021				
	Type of share	op naam				
	(%) directly	100,00				
	Number of shares	1				
	(%) indirectly					
	Annual account of	31/12/2021				
	Type of share	op naam				

 <b>TUDIO AP IN OTIUM</b> (0424.267.706)	(%) directly	75,00	75,00	75,00	75,00	75,00
	Number of shares	6.750	6.750	6.750	6.750	6.750
	(%) indirectly					
 <b>CTR - MEDIA</b> (0432.916.146)	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share	op naam	op naam	op naam	op naam	op naam
	(%) directly	50,00	50,00	50,00	50,00	50,00
 <b>MEDIAFIN</b> (0404.800.301)	Number of shares	1.250	1.250	1.250	1.250	1.250
	(%) indirectly					
	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
 <b>IMMOVLAN</b> (0761.369.034)	Type of share	op naam				
	(%) directly	50,00	50,00	50,00	50,00	
	Number of shares	50.000	50.000	50.000	50.000	
 <b>YELLOWBRICK</b> (0534.817.220)	(%) indirectly					
	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share	op naam	op naam	op naam	op naam	op naam
 <b>REPROPRE S</b> (0473.030.990)	(%) directly	35,00	35,00	35,00	35,00	35,00
	Number of shares	35	35	35	35	35
	(%) indirectly					
 <b>PROXISTORE</b> (0534.497.219)	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share	op naam	op naam	op naam	op naam	op naam
	(%) directly	33,83	28,17	28,17	28,17	26,76
 <b>HET MEDIABEDRIJF Q</b>	Number of shares	45	40	40	40	38
	(%) indirectly		4,93	4,93	4,93	4,93
	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
 <b>ROULARTA SERVICES FRANC SARL Q</b>	Type of share	op naam	op naam	op naam	op naam	op naam
	(%) directly	14,04	14,04	24,90	24,90	46,12
	Number of shares	55.444	55.444	52.214	52.214	52.214
 <b>STORESQUARE</b> (0554.814.066)	(%) indirectly					
	Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share	op naam	Op naam	Op naam	Op naam	op naam
 <b>BELGOMEDIA</b> (0435.771.213)	(%) directly		100,00	100,00	100,00	100,00
	Number of shares		400	400	400	400
	(%) indirectly					
 <b>SENIOR PUBLICATIONS NEDERLAND BV Q</b> (0890.105.058)	Annual account of		31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share		Op naam	Op naam	Op naam	Op naam
	(%) directly		100,00	100,00	100,00	100,00
 <b>JM SAILER VERLAG GESCHAFTSFUHRUNG GMBH Q</b>	Number of shares		250	250	250	250
	(%) indirectly					
	Annual account of		31/12/2020	31/12/2019	31/12/2018	31/12/2017
 <b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	Type of share		op naam	op naam	op naam	op naam
	(%) directly		65,00	65,00	65,00	65,00
	Number of shares		3.648.635	3.648.635	3.648.635	2.772.626
 <b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	(%) indirectly					
	Annual account of		31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share		op naam	op naam	op naam	op naam
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	(%) directly		50,00	50,00	50,00	50,00
	Number of shares		310	310	310	310
	(%) indirectly					
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	Annual account of		31/12/2020	31/12/2019	31/12/2018	31/12/2017
	Type of share		op naam	op naam	op naam	op naam
	(%) directly		50,00	50,00	50,00	50,00
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	Number of shares		100	100	100	100
	(%) indirectly					
	Annual account of		31/12/2020	31/12/2019	31/12/2018	31/12/2017
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	Type of share					
	(%) directly			50,00	50,00	50,00
	Number of shares					
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	(%) indirectly					
	Annual account of			31/12/2019	31/12/2018	31/12/2017
	Type of share					
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	(%) directly			50,00	50,00	50,00
	Number of shares					
	(%) indirectly					
<b>JM SAILER VERLAG GMBH &amp; CO KG Q</b>	Annual account of			31/12/2019	31/12/2018	31/12/2017
	Type of share					



 REGIONALE MEDIA AATSCHAPPIJ (0475.952.274)	(%) directly			50,00	50,00	50,00
	Number of shares			2	2	2
	(%) indirectly					
 SENIOR PUBLICATIONS (0432.176.174)	Annual account of			31/12/2019	31/12/2018	31/12/2017
	Type of share			op naam	op naam	op naam
	(%) directly			50,00	50,00	50,00
 BRIGHT COMMUNICATIONS (0525.670.120)	Number of shares			150	150	150
	(%) indirectly					
	Annual account of			31/12/2019	31/12/2018	31/12/2017
 TVOJ MAGAZIN D.O.O. Q	Type of share			op naam	op naam	op naam
	(%) directly				100,00	100,00
	Number of shares				51.040	40.000
 VOGUE TRADING VIDEO (0430.655.551)	(%) indirectly					
	Annual account of				31/12/2018	31/12/2017
	Type of share				op naam	op naam
 DE WOONKIJKER (0461.238.760)	(%) directly				50,00	50,00
	Number of shares				5.002	5.002
	(%) indirectly					
 BRIGHT COMMUNICATIONS ANTWERPEN (0548.914.189)	Annual account of				31/12/2018	31/12/2017
	Type of share				op naam	op naam
	(%) directly					100,00
 ROULARTA HEALTHCARE (0422.398.673)	Number of shares				10.125	7.560
	(%) indirectly					
	Annual account of				31/12/2018	31/12/2017
 ZEEUWS VLAAMS MEDIABEDRIJF BV Q	Type of share				op naam	op naam
	(%) directly					50,00
	Number of shares				5.002	5.002
 MEDIALAAN (0432.306.234)	(%) indirectly					
	Annual account of					31/12/2017
	Type of share					Op naam
 REGIONALE TV MEDIA (0448.708.637)	(%) directly					100,00
	Number of shares					83.500
	(%) indirectly					
 Eurocasino (0467.730.238)	Annual account of					31/12/2017
	Type of share					op naam
	(%) directly					100,00
 Eurocasino (0467.730.238)	Number of shares					400
	(%) indirectly					
	Annual account of					31/12/2017
 Eurocasino (0467.730.238)	Type of share					op naam
	(%) directly					50,00
	Number of shares					50.000
 Eurocasino (0467.730.238)	(%) indirectly					
	Annual account of					31/12/2017
	Type of share					op naam
 Eurocasino (0467.730.238)	(%) directly					50,00
	Number of shares					4.500
	(%) indirectly					
Eurocasino (0467.730.238)	Annual account of					31/12/2017
	Type of share					op naam
	(%) directly					19,00
Eurocasino (0467.730.238)	Number of shares					1.900
	(%) indirectly					
	Annual account of					31/12/2017
Eurocasino (0467.730.238)	Type of share					op naam
	(%) directly					
	Number of shares					
Eurocasino (0467.730.238)	(%) indirectly					
	Annual account of					31/12/2017
	Type of share					op naam

## IDENTIFIED SHAREHOLDERS

According to our data, this company has the following shareholders. They have not been officially published by the company.

Name	2021	2020	2019	2018	2017
------	------	------	------	------	------

	71,17	71,17	71,17	68,41	6,9
(%) directly	71,17	71,17	71,17	68,41	6,9
Number of shares	9.352.977	9.352.977	9.352.977	8.989.665	7.480.325
(%) indirectly		0,00	0,00		
Annual account of	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
Type of share	Aandelen	Aandelen	Aandelen	Aandelen	Aandelen

## SHAREHOLDERS OF PUBLICLY-TRADED COMPANIES

ISIN : BE0003741551

Symbol : ROU

Market : Euronext Brussel

Name	(%) directly	(%) voting rights	Last update
oion Comm. VA	71,17	79,8	18/02/2022
SA West Investment Holding	3,97	4,44	18/02/2022
Capfi Delen Asset Management NV	3,00	3,35	18/02/2022
Actio naires institutionnels	11,28	12,61	18/02/2022

This information is provided by the source: **COFISEM**

## FINANCIAL INFORMATION

























### FINANCIAL INFORMATION

Type of account	Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital
Publication date	09/06/202	17/06/2021	12/06/2020	13/06/2019	05/06/2018	14/06/2017
General annual board-meeting	17/05/202	18/05/2021	19/05/2020	21/05/2019	15/05/2018	16/05/2017
Currency related to book-year	EUR	EUR	EUR	EUR	EUR	EUR
Start of the annual account	01/01/2021	01/01/2020	01/01/2019	01/01/2018	01/01/2017	01/01/2016
Date of the closure of the annual accounts	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016
Duration of the financial year	12 Month(s)	12 Month(s)	12 Month(s)	12 Month(s)	12 Month(s)	12 Month(s)

### BALANCE SHEET AFTER APPROPRIATION

#### ASSETS

<b>FIXED ASSETS (BEFORE 2016)</b>	0/28							
<b>FORMATION EXPENSES</b>	20							
<b>FIXED ASSETS</b>	21/28		159.412.457	161.572.149	161.267.797	174.218.890	167.170.700	174.511.159
Intangible fixed assets	21		43.472.403	50.304.341	56.154.113	59.783.597	29.893.798	35.164.421
Tangible fixed assets	22/27		39.094.156	40.417.224	34.342.258	33.032.431	33.220.95	32.294.689
Land and buildings	22		16.738.804	18.211.388	20.117.523	21.986.067	23.712.599	25.143.895
Plant, machinery and equipment	23		20.655.787	20.514.633	9.642.052	9.271.130	5.251.981	5.350.847
Furniture and vehicles	24		1.497.193	1.666.058	1.884.985	1.763.317	1.661.249	1.764.231
Leasing and similar rights	25							

Other tangible fixed assets	6		101.47	116	11.8	11.16	17.63	3.717
Assets under construction and advance payments	7		100.875		68.70		77.83	
<b>Financial fixed assets</b>	8		76.845.897	70.80.83	70.771.	81.0.863	104.0.77	107.0.0
Affiliated enterprises	80/1		74.420.001	67.3.3	68.367.87	78.87.713	101.366	103.7.811
Participating interests	80		74.420.001	66.66.387	67.67.87	77.7.71	100.70.30	103.6.88
Amounts receivable	81			1.068.06	800.000	1.10.000	1.6.836	730.
Enterprises linked by participating interests	8/3		9.000	8.00	8.000	8.000	33.7	63.73
Participating interests	8		9.000	8.00	8.000	8.000	33.7	83.7
Amounts receivable	83							31.78
Other financial assets	8/8		2.416.896	3.307.71	2.3.68	2.0.10	2.0.88	.876
Shares	8		510.161	1.761	.000	8.7	63.7	6.8.7
Amounts receivable and cash guarantees	8/8		1.906.735	2.7.80	2.171.68	2.1.71	1.8.307	1.830.186
<b>CURRENT ASSETS</b>	/8		189.982.826	170.1.81	180.6.01	179.1.78	134.860.16	16.181.0
<b>Amounts receivable after more than one year</b>				78.16	100.000	1.03	800.137	1.633.63
Trade debtors	0							
Other amounts receivable	1			78.16	100.000	1.03	800.137	1.633.63
<b>Stocks and contracts in progress</b>	3		9.220.111	4.783.38	5.613	6.81.3	5.830	6.8.8
Stocks	30/36		9.146.591	4.783.38	5.613	6.81.3	5.830	6.8.8
Raw materials and consumables	30/31		7.619.526	3.808.707	4.808.033	5.306.7	4.388.806	.30.71
Work in progress	3		1.099.040	67.37	787.6	768.11	768.10	610.803
Finished goods	33		36.689	38.0	1.	1.6	1.1	6.17
Goods purchased for resale	3		391.336	61.6	386.1	18.18	3.6	0.73
Immovable property intended for sale	3							
Advance payments	36							
Contracts in progress	37		73.519					
<b>Amounts receivable within one year</b>	0/1		56.882.138	54.868	65.71.677	71.078.77	74.18.7	73.7.038
Trade debtors	0		50.778.444	48.1.313	57.087.36	62.78.73	51.0.6886	.81.68

Other amounts receivable	41		6.103.694	6.751.555	8.624.741	8.320.004	23.101.661	19.213.071
<b>Current investments</b>	50/53		76.139.343	54.444.086	43.100.039	43.446.597	16.141.819	16.966.521
Own shares	50		19.429.709	19.444.086	8.100.039	8.446.597	11.141.819	11.920.543
Other investments	51/53		56.709.635	35.000.000	35.000.000	35.000.000	5.000.000	5.045.978
<b>Cash at bank and in hand</b>	54/58		43.942.241	52.439.479	63.332.178	56.454.651	35.233.472	44.937.517
<b>Deferred charges and accrued income</b>	490/1		3.798.993	3.441.384	2.450.981	2.434.856	3.033.321	4.620.031
<b>TOTAL ASSETS</b>	20/58		349.395.283	331.701.730	341.959.811	354.133.868	302.030.825	336.692.211













#### EQUITY AND LIABILITIES

<b>EQUITY</b>	10/15		217.295.715 ▼	218.277.103 ▼	229.077.196 ▲	218.957.899 ▲	100.972.508 ▼	114.184.590 ▲
<b>Contribution</b>	10/11		80.303.617	80.303.617	80.303.617			
Capital	10		80.000.000 ▶	80.000.000 ▶	80.000.000 ▶	80.000.000 ▶	80.000.000 ▶	80.000.000 ▶
Issued capital	100		80.000.000 ▶	80.000.000 ▶	80.000.000 ▶	80.000.000 ▶	80.000.000 ▶	80.000.000 ▶
Uncalled capital	101							
Outside the capital	11		303.617	303.617	303.617			
Share premium account	1100/10		303.617	303.617	303.617			
Others	1109/19							
<b>Share premium account (before 2020)</b>	11*					303.617 ▶	303.617 ▶	303.617 ▶
<b>Revaluation surpluses</b>	12							
<b>Reserves</b>	13		136.934.592 ▼	137.934.592 ▼	148.734.592 ▲	138.634.592 ▲	20.634.592 ▼	21.413.316 ▼
Reserves not available	130/1		27.429.709	27.444.086	16.100.039			
Legal reserve	130		8.000.000 ▶	8.000.000 ▶	8.000.000 ▶	8.000.000 ▶	8.000.000 ▶	8.000.000 ▶
Reserves statutorily not available	1311							
Aquisition of own shares	1312		19.429.709	19.444.086	8.100.039	8.446.597	11.141.819	11.920.543
Financial support	1313							
Other	1319							
Reserves not available (before 2020)	131					8.446.597 ▼	11.141.819 ▼	11.920.543 ▼
In respect of own shares held (before 2020)	1310					8.446.597 ▼	11.141.819 ▼	11.920.543 ▼
Untaxed reserves	132		1.206.746 ▶	1.206.746 ▶	1.206.746 ▶	1.206.746 ▶	1.206.746 ▶	1.206.746 ▼
Available reserves	133		108.298.138 ▼	109.283.761 ▼	131.427.808 ▲	120.981.249 ▲	286.028 ▶	286.028
<b>Accumulated profits (losses)</b>	14		57.506 ▲	38.894 ▼	38.987 ▲	19.690 ▼	34.299 ▼	12.467.657 ▲
<b>Investment grants</b>	15							

<b>Advance to associates on the sharing out of the assets</b>	19							
<b>PROVISIONS AND DEFERRED TAXES</b>	16		14.035.956	9.620.638	9.854.744	10.769.903	6.433.406	7.426.394
<b>Provisions for liabilities and charges</b>	160/5		14.035.956	9.620.638	9.854.744	10.769.903	6.433.406	7.426.394
Pensions and similar obligations	160		5.938.720	4.707.639	5.173.736	5.754.900	309.148	468.436
Taxation	161							
Major repairs and maintenance	162							
Environmental obligations	163							
Other liabilities and charges	164/5		8.097.235	4.912.999	4.681.008	5.015.004	6.124.258	6.957.958
<b>Deferred taxes</b>	168							
<b>AMOUNTS PAYABLE</b>	17/49		118.063.612 ▲	103.803.988 ▲	103.027.871 ▼	124.406.065 ▼	194.624.911 ▼	215.081.227 ▼
<b>Amounts payable after more than one year</b>	17			37.184 ►	37.184 ►	37.184 ▼	4.321.998 ▼	105.828.195 ▼
Financial debts	170/4						4.284.814 ▼	105.791.011 ▼
Subordinated loans	170							
Unsubordinated debentures	171							100.000.000 ►
Leasing and other similar obligations	172							
Credit institutions	173						4.284.814 ▼	5.791.011 ▼
Other loans	174							
Trade debts	175							
Suppliers	1750							
Bills of exchange payable	1751							
Advances received on contracts in progress	176							
Other amounts payable	178/9			37.184 ►	37.184 ►	37.184 ►	37.184 ►	37.184 ▼
<b>Amounts payable within one year</b>	42/48		111.094.314 ▲	96.734.293 ▲	96.384.309 ▼	117.581.767 ▼	182.922.309 ▲	101.692.313 ▼
Current portion of amounts payable after more than one year falling due within one year	42						100.556.197 ▲	1.406.197 ▼
Financial debts	43		66.361 ▼	72.686 ▼	776.188 ▲	455.289 ▼	867.918 ▼	1.157.724 ▼
Credit institutions	430/8		66.361 ▼	72.686 ▼	776.188 ▲	455.289 ▼	867.918 ▼	1.157.724 ▼
Other loans	439							
Trade debts	44		42.160.872 ▲	34.735.394 ▼	44.654.721 ▼	51.630.273 ▲	36.886.313 ▼	41.470.855 ▼
Suppliers	440/4		42.160.872 ▲	34.735.394 ▼	44.654.721 ▼	51.630.273 ▲	36.886.313 ▼	41.470.855 ▼





Bills of exchange payable	441							
Advances received on contracts in progress	46		29.129.854 ▲	24.800.633 ▲	23.698.802 ▲	23.346.001 ▲	16.459.927 ▼	17.169.706 ▼
Taxes, remuneration and social security	45		22.130.321 ▲	19.601.371 ▲	19.591.476 ▲	18.916.820 ▲	16.247.975 ▼	18.207.439 ▼
Taxes	450/3		4.997.091 ▲	4.624.253 ▲	3.438.403 ▼	3.475.307 ▲	2.496.623 ▼	5.403.071 ▼
Remuneration and social security	454/9		17.133.230 ▲	14.977.118 ▼	16.153.073 ▲	15.441.513 ▲	13.751.353 ▲	12.804.368 ▼
Other amounts payable	47/48		17.606.906 ▲	17.524.209 ▲	7.663.121 ▼	23.233.384 ▲	11.903.978 ▼	22.280.392 ▼
<b>Accruals and deferred income</b>	492/3		6.969.298 ▼	7.032.511 ▲	6.606.378 ▼	6.787.114 ▼	7.380.605 ▼	7.560.719 ▲
<b>TOTAL LIABILITIES</b>	10/49		349.395.283 ▲	331.701.730 ▼	341.959.811 ▼	354.133.868 ▲	302.030.825 ▼	336.692.211 ▼
<b>INCOME STATEMENT</b>								
<b>OPERATING INCOME</b>	70/76A		296.489.528 ▲	261.093.899 ▼	300.281.911 ▲	274.243.432 ▲	260.493.178 ▼	282.580.736 ▼
Turnover	70		275.528.006 ▲	250.595.374 ▼	290.403.667 ▲	264.058.536 ▲	249.542.250 ▼	270.573.867 ▼
Stocks of finished goods and work and contracts in progress: increase (decrease)	71		273.965	-91.386	-26.891	-6.683	154.931	57.963
Own work capitalised	72		3.374.923 ▲	2.231.939 ▼	2.238.918 ▲	1.161.682 ▼	1.454.719 ▼	1.591.298 ▼
Other operating income	74		8.446.518 ▲	6.593.576 ▼	6.931.715 ▼	7.783.570 ▼	9.132.950 ▼	10.217.597 ▼
Non-recurring operating income	76A		8.866.116	1.764.396	734.502	1.246.328	208.329	140.011
<b>OPERATING CHARGES</b>	60/66A		291.868.304 ▲	261.678.146 ▼	294.508.679 ▲	278.048.476 ▲	266.909.625 ▼	273.420.835 ▼
Raw materials, consumables	60		52.004.725 ▲	48.136.285 ▼	63.271.867 ▲	61.365.813 ▲	60.841.575 ▼	67.723.975 ▼
Purchases	600/8		55.834.588 ▲	47.099.146 ▼	62.923.880 ▲	62.110.229 ▲	60.043.639 ▼	68.436.796 ▼
Stocks: decrease (increase)	609		-3.829.863 ▼	1.037.139 ▲	347.987 ▲	-744.416 ▼	797.936 ▲	-712.821 ▼
Services and other goods	61		120.092.652 ▲	109.446.990 ▼	119.972.958 ▲	109.654.730 ▲	103.177.066 ▼	105.543.116 ▼
Remuneration, social security costs and pensions	62		90.945.193 ▲	86.696.843 ▼	93.838.172 ▲	89.828.570 ▲	88.606.761 ▲	87.285.780 ▼
Depreciation of and other amounts written off formation expenses, intangible and tangible fixed assets	630		15.865.800 ▲	15.032.509 ▲	14.764.519 ▲	12.168.890 ▲	10.612.309 ▼	10.730.828 ▼
Amounts written off stocks, contracts in progress and trade debtors: Appropriations (write-backs)	631/4		-318.087	-32.820	-187.082	-855.115	429.031	-53.157
Provisions for liabilities and charges: Appropriations (uses and write-backs)	635/8		2.589.413 ▲	-414.862 ▲	-578.223 ▼	1.093.948 ▲	-1.868.519 ▼	-1.591.807 ▲

<b>Other operating charges</b>	640/8		1.370.803 ▼	2.139.674 ▼	2.761.497 ▼	4.277.045 ▲	2.613.019 ▼	3.205.145 ▼
<b>Operating charges carried to assets as restructuring costs</b>	649							
<b>Non-recurring operating charges</b>	66A		9.317.805	673.527	664.970	514.595	2.498.381	576.955
<b>OPERATING PROFIT (LOSS)</b>	9901		4.621.225 ▲	-584.246 ▼	5.773.232 ▲	-3.805.044 ▲	-6.416.446 ▼	9.159.900 ▲
<b>FINANCIAL INCOME</b>	75/76B		17.034.887 ▲	8.433.382 ▼	20.556.447 ▼	210.502.479 ▲	13.021.969 ▼	13.819.701 ▼
<b>Recurring financial income</b>	75		8.283.661 ▲	2.419.987 ▼	6.561.763 ▼	11.608.240 ▲	10.398.136 ▼	12.647.689
Income from financial fixed assets	750		7.007.391 ▲	1.344.774 ▼	5.642.254 ▼	5.661.837 ▼	8.656.150 ▼	12.057.623 ▼
Income from current assets	751		241.654 ▼	291.428 ▼	357.418 ▼	5.130.880 ▲	893.368 ▲	185.951 ▼
Other financial income	752/9		1.034.616 ▲	783.785 ▲	562.091 ▼	815.522 ▼	848.618 ▲	404.115 ▼
<b>Non-recurring financial income</b>	76B		8.751.226 ▲	6.013.395 ▼	13.994.684 ▼	198.894.240 ▲	2.623.833 ▲	1.172.012 ▼
<b>FINANCIAL CHARGES</b>	65/66B		10.400.455 ▲	6.648.350 ▼	15.761.608 ▼	19.320.995 ▼	19.713.680 ▲	7.703.783 ▲
<b>Recurring financial charges</b>	65		-784.110 ▼	556.957 ▼	1.100.854 ▼	10.249.537 ▲	9.286.467 ▲	6.676.904
Debt charges	650		346.398 ▼	398.947 ▲	314.794 ▼	5.797.500 ▲	5.638.039 ▼	6.009.763 ▼
Amounts written off current assets except stocks, contracts in progress and trade debtors: appropriations (write-backs)	651		-3.521.375 ▼	-346.413 ▼	413.444 ▼	1.910.906 ▲	1.184.286 ▲	-393.065 ▲
Other financial charges	652/9		2.390.867 ▲	504.422 ▲	372.615 ▼	2.541.131 ▲	2.464.141 ▲	1.060.206 ▼
<b>Non-recurring financial charges</b>	66B		11.184.565 ▲	6.091.393 ▼	14.660.755 ▲	9.071.458 ▼	10.427.213 ▲	1.026.879 ▼
<b>GAIN (LOSS) ON ORDINARY ACTIVITIES BEFORE TAXES</b>	9902							
<b>GAIN (LOSS) FOR THE PERIOD BEFORE TAXES</b>	9903		11.255.657 ▲	1.200.786 ▼	10.568.070 ▼	187.376.440 ▲	-13.108.157 ▼	15.275.818 ▼
<b>TRANSFER FROM DEFERRED TAXES</b>	780							83.522
<b>TRANSFER TO DEFERRED TAXES</b>	680							
<b>INCOME TAXES</b>	67/77		471.111	271.565	448.773	404.515	103.925	42.243
Taxes	670/3		557.087	467.298	452.305	404.515	103.925	42.492
Adjustment of income taxes and write-back of tax provisions	77		85.976	195.734	3.531			250
<b>GAIN (LOSS) OF THE PERIOD</b>	9904		10.784.546 ▲	929.221 ▼	10.119.297 ▼	186.971.925 ▲	-13.212.082 ▼	15.317.097 ▼
<b>TRANSFER FROM UNTAXED RESERVES</b>	789							162.203
<b>TRANSFER TO UNTAXED RESERVES</b>	689							

<b>GAIN (LOSS) OF THE PERIOD AVAILABLE FOR APPROPRIATION</b>	9905		10.784.546 ▲	929.221 ▼	10.119.297 ▼	186.971.925 ▲	-13.212.082 ▼	15.479.301 ▼
<b>PROFIT (LOSS) TO BE APPROPRIATED</b>	9906		10.823.440 ▲	968.208 ▼	10.138.987 ▼	187.006.224 ▲	-744.425 ▼	18.735.301 ▲
Gain (loss) of the period available for appropriation	9905		10.784.546 ▲	929.221 ▼	10.119.297 ▼	186.971.925 ▲	-13.212.082 ▼	15.479.301 ▼
Profit (loss) for the period brought forward	14P		38.894 ▼	38.987 ▲	19.690 ▼	34.299 ▼	12.467.657 ▲	3.256.001 ▲
<b>WITHDRAWALS FROM CAPITAL AND RESERVES</b>	791/2		1.000.000 ▼	10.800.000			778.724	
on the contribution	791							
from reserves	792		1.000.000 ▼	10.800.000			778.724	
<b>TRANSFER TO CAPITAL AND RESERVES</b>	691/2				10.100.000 ▼	118.000.000		
to the contribution	691							
to legal reserve	6920							
to other reserves	6921				10.100.000 ▼	118.000.000		
<b>ACCUMULATED PROFITS (LOSSES)</b>	14		57.506 ▲	38.894 ▼	38.987 ▲	19.690 ▼	34.299 ▼	12.467.657 ▲
<b>OWNERS' CONTRIBUTION IN RESPECT OF LOSSES</b>	794							
<b>PROFIT TO BE DISTRIBUTED</b>	694/7		11.765.934	11.729.314		68.986.534		6.267.644
Dividends	694		11.765.934	11.729.314		68.986.534		6.267.644
Directors' or managers' entitlements	695							
Employees	696							
Other beneficiaries	697							

▲ Positive trend - ▼ Positive trend  
▲ Negative trend - ▼ Negative trend  
▶ Identical values

## ☐ RATIOS

Currency related to book-year		EUR	EUR	EUR	EUR	EUR	EUR	
Date of the closure of the accounts		31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016	
<b>STRUCTURAL RATIOS</b>								
<b>Solvency</b> ⓘ	%		62,19 ▼	65,8 ▼	66,98 ▲	61,82 ▲	33,43 ▼	33,91 ▲
<b>Net assets</b> ⓘ	EUR		231.331.671 ▲	227.934.926 ▼	238.969.124 ▲	229.764.987 ▲	111.727.911 ▼	227.439.179 ▲
<b>Acquis. tangible assets./tangible assets</b> ⓘ	%		9,38	32,79	19,18	12,68	15,57	14,19
<b>Net working capital</b> ⓘ	EUR		71.919.214 ▲	66.284.361 ▼	77.601.327 ▲	55.327.044 ▲	-56.242.925 ▼	37.294.557 ▲



Working capital requirements	EUR		-44.925.704 ▼	-36.935.391 ▼	-23.899.304 ▲	-39.766.657 ▼	-1.846.816 ▲	-19.104.872 ▲
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#### LIQUIDITY RATIOS


Liquidity in the broad sense	%		160,91 ▼	163,87 ▼	175,34 ▲	144,48 ▲	70,44 ▼	134,13 ▲
Liquidity in the narrow sense	%		159,29 ▼	167,28 ▼	178,6 ▲	145,41 ▲	68,61 ▼	133,44 ▲
Immediate liquidity	%		23,12	30,83	35,06	31,41	26,28	30,66


#### PROFITABILITY RATIOS


Gross margin on sales	%		8,23 ▲	5,05 ▼	6,67 ▲	2,91 ▲	1,96 ▼	6,7 ▲
Net margin on sales	%		1,79 ▲	-0,65 ▼	1,93 ▲	-1,68 ▼	-1,6 ▼	3,44 ▲
Rate of value added	%		39,72 ▲	38,77 ▲	38,39 ▲	36,84 ▲	36,48 ▼	38,16 ▲
Value added on gross tangible long-term assets	%		83,11 ▲	75,82 ▼	91,78 ▲	82,88 ▲	80,06 ▼	92,62 ▼
Share of staff costs in value added	%		81,22 ▼	86,38 ▲	81,64 ▼	92,46 ▼	93,87 ▲	81,52 ▼
Part alloc.amort,... val. added.	%		14,93	15,09	12,77	9,98	9,9	8,59
Loads of the debt/value added	%		0,3 ▼	0,39 ▲	0,27 ▼	5,8 ▼	5,98 ▲	5,61 ▼
Net return on equity	%		4,96 ▲	0,42 ▼	4,41 ▼	85,39 ▲	-13,08 ▼	13,41 ▼
Cash flow on equity	%		16,62 ▲	7,06 ▼	10,87 ▼	95,57 ▲	7,43 ▼	21,27 ▼
Gross return on total assets	%		10,59 ▲	4,9 ▼	7,5 ▼	60,82 ▲	4,36 ▼	9,04 ▼
Net return on total assets	%		3,34 ▲	0,53 ▼	3,17 ▼	54,54 ▲	-2,47 ▼	6,34 ▼
Acquis. tangible assets./value added	%		3,34	11,28	5,54	4,22	5,33	4,2
Total cash flow before distrib.	EUR		36.127.269 ▲	15.419.487 ▼	25.055.304 ▼	209.262.645 ▲	7.505.771 ▼	24.293.034 ▼
E.B.I.T.	EUR		5.709.261 ▲	-315.832 ▼	4.693.716 ▼	184.106.881 ▲	-15.403.828 ▼	9.699.323 ▼
E.B.I.T.D.A.	EUR		18.487.013 ▲	8.549.049 ▲	6.919.368 ▼	203.866.197 ▲	5.404.071 ▼	19.495.405 ▲
R.E.B.I.T.	EUR		6.503.859 ▲	-3.262.934 ▼	3.201.548 ▲	-8.636.286 ▼	-7.354.635 ▼	7.761.507 ▼
R.E.B.I.T.D.A.	EUR		18.530.197 ▲	11.390.342 ▼	18.192.429 ▲	4.588.395 ▼	4.870.991 ▼	18.046.113 ▲








#### ROTATION RATIOS


Turnover supplies & merchandise	Index		6,49 ▼	11,82 ▼	12,18 ▲	11,17 ▼	12,85 ▲	12,11 ▼
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Turnover work-in-progress & finished goods 

Index 	22.891 	36.037 	36.116 	34.733 	33.033 	42.225 
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Number of client credit days 

Days 	58 	62 	62 	73 	62 	62 
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Number of supplier credit days 












Days 	76	69	76	94	69	73
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Turnover of inventory & work-in-progress 

Index 	30,02 	53,71 	48,28 	43,65 	47,21 	43,18 
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▲ Positive trend - ▼ Positive trend  
▲ Negative trend - ▼ Negative trend  
▶ Identical values

## PUBLICATIONS OF ANNUAL ACCOUNTS AT THE NATIONAL BANK OF BELGIUM

Model of annual account	Financial year closing date:	Date of the annual general meeting:	Date of deposit of the annual accounts	Language	Online
Consolidated annual accounts	31/12/2021	17/05/2022	23/05/2022	Dutch	
Complete model company with capital	31/12/2021	17/05/2022	09/06/2022	Dutch	
Consolidated annual accounts	31/12/2020	18/05/2021	08/06/2021	Dutch	
Complete model company with capital	31/12/2020	18/05/2021	17/06/2021	Dutch	
Consolidated annual accounts	31/12/2019	19/05/2020	15/06/2020	Dutch	
Complete model company with capital	31/12/2019	19/05/2020	12/06/2020	Dutch	
Consolidated annual accounts	31/12/2018	21/05/2019	13/06/2019	Dutch	
Complete model company with capital	31/12/2018	21/05/2019	13/06/2019	Dutch	
Consolidated annual accounts	31/12/2017	15/05/2018	05/06/2018	Dutch	
Complete model company with capital	31/12/2017	15/05/2018	05/06/2018	Dutch	
Consolidated annual accounts	31/12/2016	16/05/2017	14/06/2017	Dutch	
Complete model company with capital	31/12/2016	16/05/2017	14/06/2017	Dutch	
Consolidated annual accounts	31/12/2015	17/05/2016	15/06/2016	Dutch	
Complete model company with capital	31/12/2015	17/05/2016	15/06/2016	Dutch	
Consolidated annual accounts	31/12/2014	19/05/2015	22/06/2015	Dutch	
Complete model company with capital	31/12/2014	19/05/2015	09/06/2015	Dutch	
Consolidated annual accounts	31/12/2013	20/05/2014	15/07/2014	Dutch	
Complete model company with capital	31/12/2013	20/05/2014	27/05/2014	Dutch	
Consolidated annual accounts	31/12/2012	21/05/2013	31/05/2013	Dutch	
Complete model company with capital	31/12/2012	21/05/2013	28/05/2013	Dutch	
Consolidated annual accounts	31/12/2011	15/05/2012	25/05/2012	Dutch	
Complete model company with capital	31/12/2011	15/05/2012	25/05/2012	Dutch	




Consolidated annual accounts	31/12/2010	17/05/2011	03/06/2011	Dutch	
Complete model company with capital	31/12/2010	17/05/2011	27/05/2011	Dutch	

## WORKFORCE




### SOCIAL BALANCE SHEET

Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital	Complete model company with capital
Date of the closure of the annual accounts	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016
Currency related to book-year	EUR	EUR	EUR	EUR	EUR	EUR

### EVOLUTION OF EMPLOYMENT

Total in full-time equivalents	1003 	1.147,7	1.168,4	1.221,7	1.226,3	1.272,1	1.295,9
Number of employees for whom the enterprise submitted a DIMONA declaration or who have been recorded in the general personnel register during the financial year	2053 	100,7	76,5	108,8	223,1	96,1	144,8
Number of employees whose contract-termination date has been entered in DIMONA declaration or in the general personnel register during the financial year	3053 	133,1	107	162,2	199,3	172,2	144

### EMPLOYMENT AND FUNCTIONS

Management staff	1303 	8	8,9	12	13,7	13,7	14,7
Employees	1343 	826,5	843,3	859,4	922,3	882,6	945
Workers	1323 	288,1	304,4	317,4	310,8	330,3	346,1

### FINANCIAL BENEFITS AND TRAINING

<b>Total</b>	1023		89.713.208	86.609.393	93.726.514	89.665.562	88.383.787	87.063.696
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## INTERIM

<b>Average number of persons employed</b>	1501		30,2	24,5	54,2	38,9	29,5	28,3
<b>Number of hours actually worked</b>	1511		59.438	48.254	102.930	76.423	58.048	55.264
<b>Costs for the enterprise</b>	1521		2.218.217	1.881.872	3.643.468	2.659.957	2.001.164	1.845.648

## DIMONA

<b>Date of the closure of the annual accounts</b>		31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016
<b>Currency related to book-year</b>		EUR	EUR	EUR	EUR	EUR	EUR
<b>Joint commissions</b>		200 130	130 218	130 218	130 218	130 218	130 218

130 Joint committee of printing works, graphic arts and newspapers

200 Auxiliary joint committee for employees

218 Auxiliary national joint committee for employees

## EMPLOYEES FOR WHOM THE ENTERPRISE SUBMITTED A DIMONA DECLARATION OR WHO ARE RECORDED IN THE GENERAL PERSONNEL REGISTER

### DURING THE CURRENT PERIOD

#### AVERAGE NUMBER OF EMPLOYEES

##### Full-time

Total	1001		957,1	979,9	1.022	1.031,7	1.070,2	1.092,3
Men	10011		608,3	634,3	654	662,4	675,1	686,1
Women	10012		348,8	345,6	368	369,3	395,1	406,2

##### Part-time

Total	1002		253,5	248,5	264	255,9	271,1	274,1
Men	10021		58,9	54,1	55	53,5	68,8	67,5
Women	10022		194,6	194,4	209	202,4	202,3	206,6

##### Total in full-time equivalents

Total	1003		1.147,7	1.168,4	1.221,7	1.226,3	1.272,1	1.295,9
Men	10031		649,2	672,4	693	700,3	723,7	733,7
Women	10032		498,5	496	528,7	526	548,4	562,2

#### NUMBER OF HOURS ACTUALLY WORKED

##### Full-time

Total	1011		1.475.229	1.452.685	1.621.142	1.628.239	1.670.924	1.726.146
Men	10111		938.265	951.349	1.046.026	1.056.793	1.069.234	1.096.380

Women	10112		536.964	501.336	575.116	571.446	601.690	629.766
<b>Part-time</b>								
Total	1012		278.355	275.940	312.839	306.782	318.064	325.152
Men	10121		57.210	53.604	61.798	60.203	78.331	75.679
Women	10122		221.145	222.336	251.041	246.579	239.733	249.473
<b>Total</b>								
Total	1013		1.753.584	1.728.625	1.933.981	1.935.021	1.988.988	2.051.298
Men	10131		995.475	1.004.953	1.107.824	1.116.996	1.147.565	1.172.059
Women	10132		758.109	723.672	826.157	818.025	841.423	879.239
<b>PERSONNEL COSTS</b>								
<b>Full-time</b>								
Total	1021		76.089.684	73.919.475	79.274.195	76.524.617	75.182.541	74.986.468
Men	10211		47.842.617	47.944.461	49.863.221	49.218.224	49.761.107	49.202.478
Women	10212		28.247.068	25.975.014	29.410.974	27.306.393	25.421.435	25.783.990
<b>Part-time</b>								
Total	1022		13.623.524	12.689.918	14.452.319	13.140.944	13.201.246	12.077.228
Men	10221		2.825.905	2.500.438	2.703.645	2.658.227	3.135.481	2.877.398
Women	10222		10.797.618	10.189.480	11.748.675	10.482.718	10.065.765	9.199.830
<b>Total</b>								
Total	1023		89.713.208	86.609.393	93.726.514	89.665.562	88.383.787	87.063.696
Men	10231		50.668.522	50.444.899	52.566.866	51.876.451	52.896.587	52.079.876
Women	10232		39.044.686	36.164.494	41.159.648	37.789.111	35.487.200	34.983.820
<b>ADVANTAGES IN ADDITION TO WAGES</b>								
Total	1033		1.874.629	1.477.594	1.437.288	1.477.218	1.431.785	1.599.898
Men	10331		1.074.503	838.570	802.137	857.453	838.292	929.144
Women	10332		800.126	639.025	635.151	619.766	593.493	670.754
<b>AT THE CLOSING DATE OF THE PERIOD</b>								
Full-time	1051		943	969	997	1.039	1.038	1.104
Part-time	1052		239	247	254	272	251	272
Total in full-time equivalents (FTE)	1053		1.122,6	1.156,6	1.188,8	1.246,8	1.226,6	1.305,8
<b>BY NATURE OF THE EMPLOYMENT CONTRACT</b>								
<b>Contract for an indefinite period</b>								
Full-time	1101		930	948	970	1.023	1.021	1.090
Part-time	1102		236	246	253	270	250	269

Total in full-time equivalents (FTE)	1103		1.107,9	1.135,2	1.161,4	1.229,1	1.208,8	1.290,7
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**Contract for a definite period**

Full-time	1111		12	21	27	15	14	9
Part-time	1112		1			1		2
Total in full-time equivalents (FTE)	1113		12,8	21	27	15,9	14	9,7

**Replacement contract**

Full-time	1131		1			1	3	5
Part-time	1132		2	1	1	1	1	1
Total in full-time equivalents (FTE)	1133		1,9	0,4	0,4	1,8	3,8	5,4

**ACCORDING TO GENDER AND STUDY LEVEL**

**Men**

Full-time	1201		599	625	649	658	667	691
Part-time	1202		56	53	54	56	60	66
Total in full-time equivalents (FTE)	1203		637,6	661,9	687,2	698,4	709,7	737

**primary education**

Full-time	12001		2	2	3	3	3	3
Part-time	12002		1	1				
Total in full-time equivalents (FTE)	12003		2,6	2,6	3	3	3	3

**secondary education**

Full-time	12011		255	279	294	299	301	314
Part-time	12012		29	25	24	23	23	22
Total in full-time equivalents (FTE)	12013		274,7	296,4	311	315,2	317,8	329,1

**higher non-university education**

Full-time	12021		180	184	195	197	245	253
Part-time	12022		17	16	19	22	29	33
Total in full-time equivalents (FTE)	12023		192,7	195	209,2	213,6	266	277,4

**university education**

Full-time	12031		162	160	157	159	118	121
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Part-time	12032		9	11	11	11	8	11
Total in full-time equivalents (FTE)	12033		167,6	167,9	164	166,6	122,9	127,5

#### Women

Full-time	1211		344	344	348	381	371	413
Part-time	1212		183	194	200	216	191	206
Total in full-time equivalents (FTE)	1213		485	494,7	501,6	548,4	516,9	568,8

#### primary education

Full-time	12101		1	1	1	1	1	1
Total in full-time equivalents (FTE)	12103		1	1	1	1	1	1

#### secondary education

Full-time	12111		82	79	88	97	105	113
Part-time	12112		56	57	60	66	72	84
Total in full-time equivalents (FTE)	12113		124,5	122,7	133,4	148	159,8	176,2

#### higher non-university education

Full-time	12121		119	124	114	126	168	196
Part-time	12122		64	74	82	85	94	93
Total in full-time equivalents (FTE)	12123		167,7	181,5	176	191	239,9	266,6

#### university education

Full-time	12131		142	140	145	157	97	103
Part-time	12132		63	63	58	65	25	29
Total in full-time equivalents (FTE)	12133		191,8	189,5	191,2	208,4	116,2	125

### BY PROFESSIONAL CATEGORY

#### Management staff

Full-time	1301		8	8	12	13	13	14
Part-time	1302			2		1	1	1
Total in full-time equivalents (FTE)	1303		8	8,9	12	13,7	13,7	14,7

#### Employees

Full-time	1341		681	689	700	751	733	783
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Part-time	1342		191	200	210	223	199	219
Total in full-time equivalents (FTE)	1343		826,5	843,3	859,4	922,3	882,6	945
<b>Workers</b>								
Full-time	1321		254	272	285	275	292	307
Part-time	1322		48	45	44	48	51	52
Total in full-time equivalents (FTE)	1323		288,1	304,4	317,4	310,8	330,3	346,1

#### HIRED TEMPORARY STAFF AND PERSONNEL PLACED AT THE ENTERPRISE'S DISPOSAL

##### DURING THE PERIOD

##### AVERAGE NUMBER OF PERSONS EMPLOYED

Hired temporary staff	1501		30,2	24,5	54,2	38,9	29,5	28,3
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##### NUMBER OF HOURS ACTUALLY WORKED

Hired temporary staff	1511		59.438	48.254	102.930	76.423	58.048	55.264
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##### COSTS FOR THE ENTERPRISE

Hired temporary staff	1521		2.218.217	1.881.872	3.643.468	2.659.957	2.001.164	1.845.648
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#### PERSONNEL MOVEMENTS

Date of the closure of the annual accounts	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016
Currency related to book-year	EUR	EUR	EUR	EUR	EUR	EUR

##### LIST OF PERSONNEL MOVEMENTS DURING THE PERIOD

##### ENTRIES

##### NUMBER OF EMPLOYEES FOR WHOM THE ENTREPRISE SUBMITTED A DIMONA DECLARATION OR WHO HAVE BEEN RECORDED IN THE GENERAL PERSONNEL REGISTER DURING THE FINANCIAL YEAR

Full-time	2051		84	67	104	186	89	141
Part-time	2052		23	12	7	47	9	6
Total in full-time equivalents (FTE)	2053		100,7	76,5	108,8	223,1	96,1	144,8

##### By nature of the employment contract

##### Contract for an indefinite period

Full-time	2101		77	58	78	167	77	123
Part-time	2102		20	11	6	44	6	4
Total in full-time equivalents (FTE)	2103		92	66,7	82,3	201,9	81,8	125,8



**Contract for a definite period**

Full-time	2111		6	8	26	14	11	11
Part-time	2112		1	1		1	1	1
Total in full-time equivalents (FTE)	2113		6,8	8,8	26	14,9	11,8	11,6

**Replacement contract**

Full-time	2131		1	1		5	1	7
Part-time	2132		2		1	2	2	1
Total in full-time equivalents (FTE)	2133		1,9	1	0,5	6,3	2,5	7,4

**DEPARTURES**

**NUMBER OF EMPLOYEES WHOSE CONTRACT-TERMINATION DATE HAS BEEN ENTERED IN DIMONA DECLARATION OR IN THE GENERAL PERSONNEL REGISTER DURING THE FINANCIAL YEAR**

Full-time	3051		113	90	136	172	146	132
Part-time	3052		28	24	35	39	39	16
Total in full-time equivalents (FTE)	3053		133,1	107	162,2	199,3	172,2	144

**By nature of employment contract**

**Contract for an indefinite period**

Full-time	3101		109	79	129	157	137	127
Part-time	3102		28	22	34	37	37	16
Total in full-time equivalents (FTE)	3103		129,1	94,7	154,4	183,7	162,4	139

**Contract for a definite period**

Full-time	3111		4	11	7	10	5	1
Part-time	3112			2			1	
Total in full-time equivalents (FTE)	3113		4	12,3	7	10	5,1	1

**Replacement contract**

Full-time	3131					5	4	4
Part-time	3132				1	2	1	
Total in full-time equivalents (FTE)	3133				0,8	5,6	4,7	4

**By reason of termination of contract**

**Retirement**

Full-time	3401		11	8	8	7	8	10
Part-time	3402		6	4	3	4	3	3

Total in full-time equivalents (FTE)	3403		15,2	10,9	10	10,2	9,8	12,3
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#### Unemployment with extra allowance from enterprise

Full-time	3411				2	1		5
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Part-time	3412		2	1		3	2	4
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Total in full-time equivalents (FTE)	3413		1,6	0,8	2	3,4	1,6	8,2
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#### Dismissal

Full-time	3421		36	32	52	31	41	24
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Part-time	3422		12	7	19	16	19	5
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Total in full-time equivalents (FTE)	3423		44,7	36,3	66,9	42	54,6	27,5
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#### Other reason

Full-time	3431		66	50	74	133	97	93
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Part-time	3432		8	12	13	16	15	4
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Total in full-time equivalents (FTE)	3433		71,6	59	83,3	143,7	106,2	96
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## TRAINING

Date of the closure of the annual accounts	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016
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Currency related to book-year	EUR	EUR	EUR	EUR	EUR	EUR
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#### LIST OF PERSONNEL MOVEMENTS DURING THE PERIOD

#### TOTAL OF INITIATIVES OF FORMAL PROFESSIONAL TRAINING AT THE EXPENSE OF THE EMPLOYER

#### MEN



Number of employees involved	5801		319	182	509	461	383	379
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Number of actual training hours	5802		5.790	2.592	11.870	6.992	8.069	6.044
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Net costs for the enterprise	5803		286.297	138.631	604.126	340.014	381.533	285.899
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of which gross costs directly linked to training	58031		360.472	184.904	673.186	411.346	462.052	347.571
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Date of the closure of the annual accounts		31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017	31/12/2016
Currency related to book-year		EUR	EUR	EUR	EUR	EUR	EUR
Average proportion of full-time workers in the staff during the year.	% 	83,39 ▼	83,87 ▲	83,65 ▼	84,13 ►	84,13 ▼	84,29 ▲
Proportion of full-time workers in the staff at the end of the year.	% 	84 ▲	83,78 ▼	83,87 ▲	83,33 ▼	84,62 ▲	84,55 ▼
Proportion of women in the staff at the end of the year.	% 	43,2	42,77	42,19	43,98	42,14	43,56
Proportion of men in the staff at the end of the year.	% 	56,8	57,23	57,81	56,02	57,86	56,44
Proportion of trained workers in the staff during the year.	% 	63,34 ▲	37,09 ▼	80,5 ▲	72,43 ▲	53,24 ▲	52,61 ▼
Number of hours performed per full-time worker.	Number 	1.541,35	1.482,48	1.586,24	1.578,21	1.561,32	1.580,29
Number of hours performed per male full-time worker.	Number 	1.542,44	1.499,84	1.599,43	1.595,4	1.583,82	1.597,99
Number of hours performed per female full-time worker.	Number 	1.539,46	1.450,63	1.562,82	1.547,38	1.522,88	1.550,38
Number of hours performed per part-time worker.	Number 	1.098,05	1.110,42	1.185	1.198,84	1.173,23	1.186,25
Number of hours performed per male part-time worker.	Number 	971,31	990,83	1.123,6	1.125,29	1.138,53	1.121,17
Number of hours performed per female part-time worker.	Number 	1.136,41	1.143,7	1.201,15	1.218,28	1.185,04	1.207,52

Number of hours performed per full-time equivalent worker.	Number		1.527,91	1.479,48	1.583,02	1.577,93	1.563,55	1.582,91
Number of hours performed per full-time equivalent male worker.	Number		1.533,39	1.494,58	1.598,59	1.595,02	1.585,69	1.597,46
Number of hours performed per full-time equivalent female worker.	Number		1.520,78	1.459,02	1.562,62	1.555,18	1.534,32	1.563,93
Hourly cost of full-time workers during the year.	Currency		51,58	50,88	48,9	47	44,99	43,44
Hourly cost of male full-time workers during the year.	Currency		50,99	50,4	47,67	46,57	46,54	44,88
Hourly cost of female full-time workers during the year.	Currency		52,61	51,81	51,14	47,78	42,25	40,94
Hourly cost of part-time workers during the year.	Currency		48,94	45,99	46,2	42,83	41,5	37,14
Hourly cost of male part-time workers during the year.	Currency		49,4	46,65	43,75	44,15	40,03	38,02
Hourly cost of female part-time workers during the year.	Currency		48,83	45,83	46,8	42,51	41,99	36,88
Hourly cost of workers during the year.	Currency		51,16	50,1	48,46	46,34	44,44	42,44
Hourly cost of the male workers during the year.	Currency		50,9	50,2	47,45	46,44	46,09	44,43
Hourly cost of the female workers during the year.	Currency		51,5	49,97	49,82	46,2	42,18	39,79

Hourly cost difference between male and female full-time workers.	% 	96,93 ▼	97,27 ▲	93,21 ▼	97,46 ▼	110,15 ▲	109,61 ▼
Hourly cost difference between male and female part-time workers.	% 	101,17 ▼	101,78 ▲	93,48 ▼	103,86 ▲	95,33 ▼	103,1 ▼
Hourly cost difference between male and female workers.	% 	98,83 ▼	100,45 ▲	95,24 ▼	100,54 ▼	109,29 ▼	111,68 ▼
Advantage above salary for male workers per performed hour.	% 	2,12 ▲	1,66 ▲	1,53 ▼	1,65 ▲	1,58 ▼	1,78 ▲
Advantage above salary for female workers per performed hour.	% 	2,05 ▲	1,77 ▲	1,54 ▼	1,64 ▼	1,67 ▼	1,92 ▲
Proportion of male full-time workers in the full-time equivalent staff.	% 	53,36	54,04	54,59	52,78	54,38	52,92
Proportion of male part-time workers in the full-time equivalent staff.	% 	4,99	4,58	4,54	4,49	4,89	5,05
Proportion of male workers in the full-time equivalent staff.	% 	56,8	57,23	57,81	56,02	57,86	56,44
Proportion of full-time male workers with a primary education degree in the full-time equivalent of the staff.	% 	0,18	0,17	0,25	0,24	0,24	0,23
Proportion of male part-time workers with a primary education degree in the full-time equivalent workforce.	% 	0,09	0,09	0	0	0	0

Proportion of male workers with a primary education degree in the full-time equivalent workforce.

%



0,23

0,22

0,25

0,24

0,24

0,23

Proportion of full-time male workers with a secondary education degree in the full-time equivalent of the workforce.

%



22,72

24,12

24,73

23,98

24,54

24,05

Proportion of part-time male workers with a secondary education degree in the full-time equivalent of the workforce.

%



2,58

2,16

2,02

1,84

1,88

1,68

Proportion of male workers with a secondary education degree in the full-time equivalent of the workforce.

%



24,47

25,63

26,16

25,28

25,91

25,2

Proportion of full-time male workers with a higher non-university education degree in the full-time equivalent of the workforce.

%



16,03

15,91

16,4

15,8

19,97

19,38

Proportion of part-time male workers with a higher non-university education degree in the full-time equivalent of the workforce.

%



1,51









1,38

1,6

1,76

2,36

2,53

Proportion of male workers with a higher non-university education degree in the full-time equivalent of the workforce.	% 	17,17	16,86	17,6	17,13	21,69	21,24
Proportion of full-time male workers with a university education degree in the full-time equivalent of the workforce.	% 	14,43	13,83	13,21	12,75	9,62	9,27
Proportion of part-time male workers with a university education degree in the full-time equivalent of the workforce.	% 	0,8	0,95	0,93	0,88	0,65	0,84
Proportion of male workers with a university education degree in the full-time equivalent of the workforce.	% 	14,93	14,52	13,8	13,36	10,02	9,76
Proportion of full-time female workers in the full-time equivalent staff.	% 	30,64	29,74	29,27	30,56	30,25	31,63
Proportion of female part-time workers in the full-time equivalent staff.	% 	16,3	16,77	16,82	17,32	15,57	15,78
Proportion of female workers in the full-time equivalent staff.	% 	43,2	42,77	42,19	43,98	42,14	43,56
Proportion of full-time female workers with a primary education degree in the full-time equivalent of the staff.	% 	0,09	0,09	0,08	0,08	0,08	0,08



Proportion of female part-time workers with a primary education degree in the full-time equivalent workforce.

%		0	0	0	0	0	0
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Proportion of female workers with a primary education degree in the full-time equivalent workforce.

%		0,09	0,09	0,08	0,08	0,08	0,08
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Proportion of full-time female workers with a secondary education degree in the full-time equivalent of the workforce.

%		7,3	6,83	7,4	7,78	8,56	8,65
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Proportion of part-time female workers with a secondary education degree in the full-time equivalent of the workforce.

%		4,99	4,93	5,05	5,29	5,87	6,43
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Proportion of female workers with a secondary education degree in the full-time equivalent of the workforce.










%		11,09	10,61	11,22	11,87	13,03	13,49
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Proportion of full-time female workers with a higher non-university education degree in the full-time equivalent of the workforce.

%		10,6	10,72	9,59	10,11	13,7	15,01
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Proportion of part-time female workers with a higher non-university education degree in the full-time equivalent of the workforce.

%		5,7	6,4	6,9	6,82	7,66	7,12
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Proportion of female workers with a higher non-university education degree in the full-time equivalent of the workforce.	% 	14,94	15,69	14,8	15,32	19,56	20,42
Proportion of full-time female workers with a university education degree in the full-time equivalent of the workforce.	% 	12,65	12,1	12,2	12,59	7,91	7,89
Proportion of part-time female workers with a university education degree in the full-time equivalent of the workforce.	% 	5,61	5,45	4,88	5,21	2,04	2,22
Proportion of female workers with a university education degree in the full-time equivalent of the workforce.	% 	17,09	16,38	16,08	16,71	9,47	9,57
Replacement rate of full-time leavers	% 	74,34	74,44	76,47	108,14	60,96	106,82
Replacement rate of part-time leavers	% 	82,14	50	20	120,51	23,08	37,5
General replacement rate of the full-time equivalent leavers	% 	75,66	71,5	67,08	111,94	55,81	100,56
Share of full-time permanent contracts among newly hired staff	% 	76,46	75,82	71,69	74,85	80,12	84,94
Share of part-time permanent contracts among newly hired staff	% 	19,86	14,38	5,51	19,72	6,24	2,76

Share of full-time permanent equivalent contracts among newly hired staff



91,36	87,19	75,64	90,5	85,12	86,88
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Exit rate of full-time workers in relation to the average number of full-time equivalents during the year



9,85 ▲	7,7 ▼	11,13 ▼	14,03 ▲	11,48 ▲	10,19 ▲
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Exit rate of part-time workers in relation to the average number of full-time equivalents during the year



2,44 ▲	2,05 ▼	2,86 ▼	3,18 ▲	3,07 ▲	1,23 ▼
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Exit rate of full-time equivalent workers in relation to the average number of full-time equivalents during the year



11,6 ▲	9,16 ▼	13,28 ▼	16,25 ▲	13,54 ▲	11,11 ▼
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Number of years of career expectancy for full-time workers

Number



9,25 ▼	11,82 ▲	7,91 ▲	6,34 ▼	7,52 ▼	9,44 ▼
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Number of years of career expectancy for part-time workers

Number



11,95 ▼	13 ▲	7,94 ▼	8,5 ▲	7,38 ▼	30,22 ▲
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Number of years of career expectancy per full-time equivalent

Number



9,65 ▼	12,14 ▲	7,91 ▲	6,71 ▼	7,63 ▼	10,57 ▼
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## BUSINESS UNITS

Number of **ACTIVE** establishment units

● 10

Number of **INACTIVE** establishment units

● 47

REGION

PROVINCE

DISTRICT

### BUSINESS UNITS LIST BY REGION

ACTIVE

INACTIVE

Flanders



● 8

● 45

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