

2020 Integrated annual report



Glossary

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Financial Terms, Alternative Performance Measures (APM) and Non-financial KPI's	Unit of measure	Definition
% of key+ and core suppliers who received sustainability score in Supplier Performance Review	%	Key+ and core suppliers who received a sustainability score in the Supplier Performance Review / total key+ and core suppliers who received a Supplier Performance Review.
% ecoscored products of total new products released	%	Number of newly introduced hardware products that have received a Barco ecoscore/total number of newly introduced hardware products. Definition "hardware product": Barco branded finished electronic hardware product, either designed inhouse or outsourced to OEM suppliers, that can deliver standalone its intended function. Definition "newly introduced hardware product": commercial launch of first member of product family covered by one dedicated hardware development project. Options or modules are not in scope of the definition. Definition "commercial launch": projects for which Formal Quality Review (FQR) is granted and or is available on Barco.com. The Barco ECO label is granted to products that have received an ecoscore of A, A+ or A++. The ecoscore methodology, which is validated against the ISO 14021 standard, is explained on our website https://www.barco.com/en/page/sustainability/ecoscore .
% electricity from renewable sources	%	Electricity consumption from renewable sources/total electricity consumption of the considered Barco sites. Renewable electricity is either achieved by own production using a renewable source (e.g. PV panels) or by having renewable electricity contracts (e.g. Guarantees of Origin, RECs). Renewable energy sources are sources which have zero direct CO2e-emissions (e.g. solar power, wind turbines).
% employees < 30 yrs	%	Number of personnel with age < 30 years/total number of personnel at year-end.
% employees > 30 yrs < 50 yrs	%	Number of personnel with age >=30 years and <=50 years/total number of personnel at year-end.
% employees > 50 yrs	%	Number of personnel with age > 50 years/total number of personnel at year-end.
% employees covered by formal collective agreements	%	Barco applies an active formal collective agreements policy in these countries and industries where collective agreements are mandatory, relevant or customary. For the scope of this definition, we take into consideration the number of employees captured by collective agreement for these sites and regions where a formal collective agreements policy is applicable. In Belgium where the company has its headquarter as well as its main manufacturing site, Barco applies interprofessional, industry as well as company-specific formal collective agreements. In the rest of the EMEA region as well as the Latin American region Barco applies interprofessional and industry collective agreements. In other regions such as APAC-region; where collective agreements are less common, the company is typically subject of regulatory requirements in this domain. In addition to the regulatory framework the respective topics are typically captured in local policies and employee handbooks.
% employees trained in Standards@Work	%	Total white-collar employees trained in Standards@Work /total number of white-collar personnel at year-end (averaged over all modules).
% energy consumption from renewable sources	%	Energy consumption from renewable sources/total energy consumption at the considered Barco sites. Renewable energy sources are sources which have zero direct CO2e-emissions (e.g. solar power, wind turbines).
% hazardous waste of solid waste	%	Tonnes hazardous waste/ total tonnes of solid waste generated at the considered Barco sites. Note that the classification of "hazardous" is dependant on the legal framework of the country considered.
% in-scope suppliers that responded to Conflict Minerals Reporting Template	%	Number of in-scope suppliers that responded to Conflict Minerals Reporting Template (CMRT)/Total number of in-scope suppliers. In-scope suppliers are suppliers that deliver products or components containing tungsten, tantalum, tin or gold. The CMRT is provided by the Responsible Minerals Initiative (RMI).
% make (over hardware revenues)	%	Product revenue (excl services) of materials inhouse manufactured / total product revenue (excl services).
% of employees in R&D	%	Total number of personnel included in R&D expenses/ total number of personnel at year-end.

GLOSSARY

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% of active components covered by Full Material Declarations	%	Number of active components that are covered by FMD-A or FMD-B material declarations/total number of active components.
% of countries where products are sold with Barco dedicated return and recycling programs	%	Number of countries to which products were shipped where specific structural extended producer responsibility measures have been implemented like take back and WEEE reporting / total number of countries to which products were shipped.
% of employees having received training	%	Number of employees who had followed a training course within the year/ total number of personnel at year end.
% of employees in long-term sick leave (>1 yr)	%	Number of personnel on long term sick leave (> 1 year)/total number of personnel at year-end.
% of iGemba improvement suggestions implemented	%	Implemented suggestions/total improvement suggestions. iGemba is the name of Barco's continuous improvement system. An improvement suggestion is an idea, improvement, solution, ... that is registered by an operator on an iGemba improvement card.
% of key(+) and core suppliers who signed declaration of compliance with RBA Code of Conduct (Responsible Business Alliance)	%	Number of key/key+/core component suppliers that have committed formally to the RBA code of conduct or equivalent.
% of key+ and core suppliers with sustainability score higher than 80%	%	Key+ and core suppliers who received a sustainability score of >80% in the Supplier Performance Review / total key+ and core suppliers who were scored on sustainability.
% of leaders in Annual Talent Development Review	%	Number of leaders in annual talent development review/total number of leaders. Leaders are employees with direct reports. A talent development review maps the individual's sustained contribution and behavior and his/her potential and identifies actions needed with regards to development, career paths and internal moves.
% of new products released with Barco ECO label (hardware)	%	Number of newly introduced hardware products that have received the Barco ECO label/total number of newly introduced hardware products. Definition "hardware product": Barco branded finished electronic hardware product, either designed inhouse or outsourced to OEM suppliers, that can deliver standalone its intended function. Definition "newly introduced hardware product": commercial launch of first member of product family covered by one dedicated hardware development project. Options or modules are not in scope of the definition. Definition "commercial launch": projects for which Formal Quality Review (FQR) is granted and or is available on Barco.com. The ecoscoring methodology, which is validated against the ISO 14021 standard, is explained on our website https://www.barco.com/en/page/sustainability/ecoscore .
% of new products released with recycled plastics (hardware)	%	Number of newly introduced hardware products containing recycled plastics/total number of newly introduced hardware products. Definition "hardware product": Barco branded finished electronic hardware product, either designed inhouse or outsourced to OEM suppliers, that can deliver standalone its intended function. Definition "newly introduced hardware product": commercial launch of first member of product family covered by one dedicated hardware development project. Options or modules are not in scope of the definition. Definition "commercial launch": projects for which Formal Quality Review (FQR) is granted and or is available on Barco.com. Definition "containing recycled plastics": product containing a minimum mass percentage recycled content in plastic parts larger than 25 grams. The minimum mass percentage is defined in the applied Barco ecoscore tool version.
% of procurement employees trained in sustainable procurement	#	Number of employees within the worldwide functional domain of procurement (Function-Subfunction=PRO-*) who completed the training 'Sustainable Procurement' / total number of employees within the worldwide procurement team.
% revenues from products with Barco ECO label (hardware)	%	Revenues from hardware products that received the Barco ECO label/ total hardware product revenues. Definition "hardware product": Barco branded finished electronic hardware product either designed inhouse or outsourced to OEM suppliers, that can deliver standalone its intended function. The Barco ECO label is granted to products that have received an ecoscore of A, A+ or A++. The ecoscoring methodology, which is validated against the ISO 14021 standard, is explained on our website https://www.barco.com/en/page/sustainability/ecoscore .
% waste to landfill	%	Tonnes of waste sent to landfill/total tonnes of solid waste generated at the considered Barco sites.

GLOSSARY

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% women Barco overall	%	Number of female personnel/total number of personnel at year-end.
% women in senior management	%	Number of female personnel with hay grade >= 18/total number of personnel with hay grade >= 18 at year-end.
Adjusted EBIT		EBIT excluding restructuring costs and impairments relating to reorienting or stopping certain activities, business or product lines, as well as impairments on goodwill and revenues resulting from a single material transaction not linked to current business activities (e.g. change of control in a subsidiary). Results out of divestments or acquisitions are included in EBIT(DA). Reconciliation from EBIT to adjusted EBIT can be found in the income statement.
Adjusted return on operating capital employed (ROCE)		Adjusted EBIT after tax relative to operating capital employed (including goodwill). ROCE = (Adjusted) EBIT*(1- tax rate)/Operating capital employed (including goodwill).
Adjusted tax rate		(Taxes related to current income before taxes - non current items in 2017 (effect of change in expected tax rate on deferred taxes+ set up of deferred tax assets, not recognized in prior years))/Income before taxes.
Associates		Companies in which Barco has a significant influence, generally reflected by an interest of at least 20%. Associates are accounted for using the equity method.
Average training hours per employee	# hours	Total hours of learning /total number of personnel at year end.
Average training investment per employee	€	Total 'out of pocket' expenses for learning & development / total number of personnel at year end.
BarcoCFG		Full name is CFG Barco (Beijing) Electronics Co., Ltd. BarcoCFG is the entity where Barco joined forces with China Film Group to address the Chinese cinema market. Barco holds a 49% stake in this entity at the end of December 2020.
Book value per share		Equity attributable to the Group divided by number of shares outstanding at balance sheet date.
Capital ratio		Equity relative to total assets.
Community investment	€	The expenses related to charity projects, in €. It does not include in-kind donations.
Community involvement	# heads	The number of Barco volunteers who participated in charity projects.
Customer Net Promotor Score (relationship NPS)	#	Calculation of the Net Promotor Score is based on the answer of customers to the question: "On a scale from 0-10, how likely are you to recommend Barco to a friend or colleague?" Detractors score 0-6, passives score 7-8, promotors score 9-10. Calculation of NPS result = % promotors - % detractors.
Direct available net cash		Net financial cash excluding the cash in Cinionic.
Dividend yield		Gross dividend as a percentage of the share price on 31 December.
DPO		Days payable outstanding calculated as Trade Payables / (Material cost + Services and other costs) x 365
DSO		Days sales outstanding calculated as ((Trade debtors / (sales past quarter)) * 90
Earnings per share (€)	€	Net income/(loss) attributable to the equity holder of the parent divided by weighted average of shares

GLOSSARY

Financial Terms, Alternative Performance Measures (APM) and Non-financial KPI's	Unit of measure	Explanation
EBIT		Operating result (earnings before interest and taxes), calculated as gross profit less research & development expenses, sales and marketing expenses, general and administration expenses, other operating income (expense) - net and plus or minus adjusting items.
EBITDA		Adjusted EBIT + depreciation, amortization and impairments (if any).
EBITDA margin	%	EBITDA as percentage of sales.
EMEA		Europe, Middle-East and Africa.
Employees per functional group	%	Personnel at year-end (in heads) per functional group (9 functional groups).
Employees per region	%	Personnel at year-end (in heads) per region (3 regions).
Energy efficiency index of sold products (#)	#	The energy efficiency index of our products is calculated by taking into account the energy consumption/delivered capability of the most important product groups in terms of energy consumption: projectors & LED products in the Entertainment division and large video walls from the Enterprise division. The energy performance of these product groups is calculated and formulated as Watt/delivered capability. Within the Entertainment division the average energy use/delivered capability is weighted on revenues from the considered product groups (i.e. projectors & LED since 2018). Within each division the energy performance is normalised versus the 2015 baseline value (which has the default value 1,0). The final energy efficiency index is then calculated by weighing the average of the Entertainment division's and the Enterprise division's normalized energy performance. The weighing is done on revenues per division.
Equity as percentage of balance sheet total (above 60%) – potentially indicating over which period (for more than xx years)	%	Equity as percentage of balance sheet total.
Equity method		Method of accounting whereby an investment (in an associate) is initially recognized at cost and subsequently adjusted for any changes in the investor's share of the associate's net assets (i.e. equity). The income statement reflects the investor's share in the net result of the investee.
Free cash flow		Gross operating cash flow excluding share options recognized as cost + change in net working capital + Interest (expense)/income + income taxes + purchase of tangible and intangible fixed assets + proceeds on disposals of tangible and intangible fixed assets.
Greenhouse gas emissions infrastructure	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites covering own operations emissions from infrastructure in tonnes of CO2e per turnover (mio € revenues). Infrastructure covers total emissions from infrastructure energy, refrigerant losses and waste generated at the facilities. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Greenhouse gas emissions logistics	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites covering own operations emissions from logistics in tonnes of CO2e per turnover (mio € revenues). Logistics covers all emissions from transport of goods (in- & outbound) paid for by Barco. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Greenhouse gas emissions mobility	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites covering own operations emissions from mobility in tonnes of CO2e per turnover (mio € revenues). Mobility covers owned/leased fleet emissions, commuting and business travel emissions. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.

GLOSSARY

Financial Terms, Alternative Performance Measures (APM) and Non-financial KPI's	Unit of measure	Explanation
Greenhouse gas emissions of our own operations	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites covering own operations emissions from infrastructure, mobility and logistics in tonnes of CO2e per turnover (mio € revenues). Infrastructure covers total energy emissions from infrastructure energy, refrigerant losses and waste generated at the facilities; mobility covers owned/leased fleet emissions, commuting and business travel emissions; Logistics covers all emissions from transport of goods (in- & outbound) paid for by Barco. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Greenhouse gas emissions of sold products (product use emissions)	Tonnes CO2 e / mio € revenues	Total Greenhouse Gas emissions of the considered Barco sold products in tonnes of CO2e per turnover (mio € revenues). All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Greenhouse gas emissions scope 1	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites covering scope 1 as defined by the Greenhouse Gas Protocol in tonnes of CO2e per turnover (mio € revenues). Scope 1 covers the direct emissions from combustion of fossil fuels on site and by company vehicles and emissions from refrigerant losses. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Greenhouse gas emissions scope 2	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites covering scope 2 as defined by the Greenhouse Gas Protocol in tonnes of CO2e per turnover (mio € revenues). Scope 2 covers the direct emissions from purchased electricity or district heating. Note that the market based approach is used here. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Greenhouse gas emissions scope 3 incl. product use emissions	Tonnes CO2 e / mio € revenues	Total Greenhouse gas emissions of the considered Barco sites and Barco sold products covering scope 3 as defined by the Greenhouse Gas Protocol in tonnes of CO2e per turnover (mio € revenues). Scope 3 covers the direct emissions from waste generated on site, home-work commuting, business travel, logistics operations and product use emissions. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO2-equivalents.
Indirect costs/expenses		Research & development expenses, sales and marketing expenses and general and administration expenses; including depreciations and amortizations.
Indirect expenses (internally – OPEX%)	%	(Research & development expenses, sales and marketing expenses and general and administration expenses; including depreciations and amortizations) as percentage of sales.
Innovation awards	#	Awards are registered throughout the year via publications on the newsroom site and / or press releases. Some awards are noted on the product page of the specific product.
Internal mobility (% of vacancies filled internally)	%	Number of internally recruited filled in vacancies/total number of vacancies filled.
Inventory turns	#	Inventory turns = 12 / [Inventory / (average monthly sales last 12 months x material cost of goods sold %)].
Lost Time Injury Frequency rate	#	Number of lost-time injuries multiplied with 1,000,000 and divided by total hours worked by all employees. Lost-time injuries are accidents that result in at least one lost day of work. When recording lost-time injuries, we use applicable national definitions for incidents as work-related.
Lost Time Injury Severity rate	#	Number of lost days of work of all employees multiplied with 1,000 and divided by total hours worked by all employees.
Net financial cash/(debt)		Short term investments + Cash and cash equivalents + long-term financial receivables - long-term debts - current portion of long-term debts - short-term debts.
New product releases (FQRs - hardware)	#	Commercial launch of the first member of a product family covered by one dedicated hardware development project. Options or modules are not in scope of the definition. Definition "commercial launch": projects for which Formal Quality Review (FQR) is granted and or is available on Barco.com

GLOSSARY

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New software releases (MRDs)	#	Commercial launch of a software product. Definition "commercial launch": projects for which Formal Quality Review (FQR) or Market Review Decision (MRD) is granted.
Non-recurring tax items		Effect of change in expected tax rate on deferred taxes + innovation income deduction (IID) + tax adjustments related to prior periods + capital loss carried back/gain on sold share deal entities.
Nth party risk		An order of magnitude broader than the traditional third-party risk. Every party that a company utilizes is likely to have a large number of other parties of its own. This becomes a chain of downstream relationships with fourth, fifth parties, and Nth parties, introducing a new risk factor to the ecosystem.
Number of certified dealers/partners	#	Number of SAP accounts for which one or more employees have followed a Barco University certified training course. Definition "Partner": Barco recognized account through which we place products into the market ; Definition "Certified": can be based on a test at the end or throughout the instructor-lead training course or as having completed an E-learning on a particular (range of) product(s) in full.
Number of employees (FTEs)	# FTEs	Number of personnel at year-end, in fulltime equivalents.
Number of employees (heads)	# heads	Number of personnel at year-end, in heads
Number of iGemba improvement suggestions	#	Total number of iGemba improvement suggestions received in the considered year. iGemba is the name of Barco's continuous improvement system. An improvement suggestions is an idea, improvement, solution, ... that is registered by an operator on an iGemba improvement card.
Number of iGemba improvement suggestions per operator	#	Total number of iGemba improvement suggestions received in the considered year/total number of operators. iGemba is the name of Barco's continuous improvement system. An improvement suggestions is an idea, improvement, solution, ... that is registered by an operator on an iGemba improvement card. An operator is a blue-collar employee.
Number of key(+) & core suppliers (covering X% of material cost)	#	Number of key, key+ and core suppliers registered in Barco. Total material cost equals the total direct spend. Differentiations between key/Key+ and core is done based upon annual spend and technological/quality importance to Barco.
Number of new (external) hires	# heads	Number of externally recruited filled in vacancies.
Number of new patent filings	#	New patent applications filed in the indicated year.
Number of patents at year-end	#	Total number of granted patents at year-end (of the indicated year).
Number of product lines in scope of ISO 27001	#	Product lines are products found on the public Barco.com website.
Number of supplier quality audits	#	Number of supplier quality audits performed during reporting year.
Operating capital employed (including goodwill)		Operating capital employed + goodwill.
Operating capital employed (OCE)		Working capital + other long term assets and liabilities
Operating expenses (OPEX)		Research & development expenses, sales and marketing expenses and general and administration expenses; excluding depreciations and amortizations

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Order		An order can only be recognized if a valid purchase order has been received from the invoice-to customer. An order is only valid if it is: - In writing. This includes electronic version of the purchase order out of the customer's ERP system. - The contract needs to be signed by an authorized person from the business partner. Next to this, a minimum number of fields need to be mentioned on the order like customer name, address, reference to sales quotation or business partner sales agreement of Barco, etc.
Orderbook		Orderbook are previously received orders, which still fulfill all the conditions of an order, but are not delivered yet and hence not taken in revenue.
Other long term assets and liabilities		Other long term assets & liabilities include the sum of other intangible assets, land and buildings, other tangible assets, deferred tax assets (net). We refer to note 9 and 10 for the amounts.
Other working capital		Other working capital includes the net of other non-current assets, other amounts receivable, prepaid expenses and accrued income and other long term liabilities, advances received from customers, tax payables, employee benefits liabilities, other current liabilities, accrued charges and deferred income and provisions; See remark on the 2018 other working capital in definition of 'Return on operating capital employed (ROCE)'.
R&D spend (in % of sales)	%	R&D spend in percentage of sales.
Recycling & composting rate of solid waste (%)	%	Tonnes recycled or composted waste/ total tonnes of solid waste generated at the considered Barco sites.
Regional spread of key(+) & core suppliers (% spend of material cost)	%	% Spend of material cost per region (in SAP)
Renewable electricity production	MWh/mio € revenues	Renewable electricity generated at the considered Barco sites (e.g. PV panels) in MWh per turnover (mio € revenues).
Return on operating capital employed (ROCE)		Adjusted EBIT after tax relative to operating capital employed (including goodwill). $ROCE = EBIT * (1 - \text{effective tax rate}) / \text{Operating capital employed (including goodwill)}$. In the 2018 calculation of return on operating capital employed, the other working capital doesn't include the other current liabilities related to the contribution of the three minority shareholders in the capital of BarcoCineAppo Limited Hong Kong.
ROCE	%	Return on operating capital employed. $ROCE = EBIT * (1 - \text{effective tax rate}) / \text{Operating capital employed (including goodwill)}$. In the 2018 calculation of return on operating capital employed, the other working capital doesn't include the other current liabilities related to the contribution of the three minority shareholders in the capital of BarcoCine Appo Limited Hong Kong.
Sales per region (growth)	mio €	Sales per region.
Split of shares per July20		At Barco's Extraordinary General Shareholder's Meeting, of 30 April 2020, the shareholders have approved the share split by a factor seven (7), effective as of 1 July 2020. The purpose of the share split is to enhance accessibility and to improve the liquidity of the Barco share. As a result of this share split, Barco's total capital shall be represented by 91,487,438 shares as from 1 July 2020. Each of these shares confers one voting right at the General Meeting. The new split shares (please note: new ISIN code BE0974362940) are traded on the Euronext Brussels regulated market from 1 July 2020 onwards. Therefore, the earnings and diluted earnings per share as of 31 December 2019 and 2018 are for comparison reasons recalculated for the new number of shares.
Subsidiaries		Companies in which Barco exercises control.

GLOSSARY

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TFA		Tangible fixed assets.
Theoretical tax rate		The theoretical tax rate is the corporate tax rate applied in the country of origin of the parent legal entity (i.e. Belgium). The Belgian corporate tax rate as of 2020 is 25% (2019 & 2018: 29.58%).
Total energy consumption	MWh/mio € revenues	Total energy consumption (MWh) per turnover (mio € revenues) of the considered Barco sites, covering both infrastructure energy consumption and owned/leased fleet energy consumption. Regarding infrastructure energy this covers both fossil fuel consumption (natural gas, fuel), purchased energy (grey or green electricity, district heating) as well as produced renewable electricity (e.g. by means of PV panels).
Total greenhouse gas emissions	Tonnes CO ₂ e / mio € revenues	Total Greenhouse Gas emissions of the considered Barco sites and Barco sold products for the complete covered scope (own operations emissions + product use emissions) in tonnes of CO ₂ e per turnover (mio € revenues). All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO ₂ -equivalents.
Total greenhouse gas emissions	Tonnes CO ₂ e	Total Greenhouse Gas emissions of the considered Barco sites and Barco sold products for the complete covered scope (own operations emissions + product use emissions) in tonnes of CO ₂ e. All Kyoto & Non-Kyoto greenhouse gases are accounted for and converted to CO ₂ -equivalents.
Total solid waste	Tonnes/mio € revenues	Total amount of solid waste generated at the considered Barco sites in tonnes of waste per turnover (mio € revenues). Solid waste is all reported waste at the Barco sites in solid state, excluding liquid waste streams such as wastewater.
Voluntary turnover rate	%	Number of voluntary exits/total number of personnel at year-end.
Water withdrawal	m ³ /mio € revenues	Direct purchased water at the considered Barco sites in m ³ per turnover (mio € revenues). Typically this is called "city water", "tap water", "mains water". It excludes water use from other sources (e.g. captured rainfall or groundwater).
Working capital (net)		Trade debtors + inventory - trade payables - other working capital.

Group management

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