

Mensch und Maschine at a glance												
All amounts in million EUR (unless stated otherwise)	2014	2015	2016	2017	2018	2019	2020	2021				
<b>Revenue</b>	<b>140.0</b>	<b>160.4</b> +14.5%	<b>167.1</b> +4.2%	<b>160.9</b> -3.7%	<b>185.40</b> +15%	<b>245.94</b> +33%	<b>243.98</b> -0.8%	<b>266.16</b> +9.1%				
<b>Germany</b>	<b>66.9</b> 47.8%	<b>74.7</b> 46.6%	<b>74.9</b> 44.8%	<b>75.9</b> 47.2%	<b>83.32</b> 44.9%	<b>112.98</b> 45.9%	<b>113.08</b> 46.3%	<b>113.87</b> 42.8%				
<b>International</b>	<b>73.1</b> 52.2%	<b>85.7</b> 53.4%	<b>92.2</b> 55.2%	<b>85.0</b> 52.8%	<b>102.05</b> 55.1%	<b>132.96</b> 54.1%	<b>130.90</b> 53.7%	<b>152.29</b> 57.2%				
<b>Gross profit</b>	<b>74.7</b>	<b>84.5</b> +13%	<b>91.4</b> +8.2%	<b>94.8</b> +3.7%	<b>103.91</b> +9.6%	<b>127.89</b> +23%	<b>127.96</b> +0.1%	<b>138.42</b> +8.2%				
<b>M+M Software</b>	<b>36.6</b> 49.0%	<b>39.6</b> 46.8%	<b>44.7</b> 48.9%	<b>48.9</b> 51.6%	<b>54.36</b> 52.3%	<b>69.70</b> 54.5%	<b>68.85</b> 53.8%	<b>76.13</b> 55.0%				
<b>VAR Business</b>	<b>38.1</b> 51.0%	<b>44.9</b> 53.2%	<b>46.7</b> 51.1%	<b>45.9</b> 48.4%	<b>49.55</b> 47.7%	<b>58.19</b> 45.5%	<b>59.11</b> 46.2%	<b>62.29</b> 45.0%				
<b>Operating profit EBITDA</b>	<b>10.9</b>	<b>12.8</b> +18%	<b>15.8</b> +23%	<b>18.0</b> +14.5%	<b>22.75</b> +26%	<b>36.55</b> +61%*	<b>40.33</b> +10%	<b>44.44</b> +10%				
EBITDA return from revenue	7.8%	8.0%	9.4%	11.2%	12.3%	14.9%	16.5%	16.7%				
<b>Operating profit EBIT</b>	<b>6.8</b>	<b>8.5</b> +25%	<b>12.5</b> +47%	<b>15.2</b> +22%	<b>19.66</b> +29%	<b>27.19</b> +38%	<b>31.03</b> +14%	<b>34.69</b> +12%				
EBIT return from revenue	4.9%	5.3%	7.5%	9.5%	10.6%	11.1%	12.7%	13.0%				
<b>Net profit after minority shares</b>	<b>3.7</b>	<b>3.9</b> +4.0%	<b>6.6</b> +70%	<b>8.5</b> +30%	<b>11.69</b> +37%	<b>16.67</b> +43%	<b>18.71</b> +12%	<b>21.31</b> +14%				
Net return from revenue	2.7%	2.4%	3.9%	5.3%	6.3%	6.8%	7.7%	8.0%				
<b>per share in EUR</b>	<b>0.24</b>	<b>0.24</b>	<b>0.40</b>	<b>0.525</b>	<b>0.715</b>	<b>0.99</b>	<b>1.115</b>	<b>1.26</b>				
<b>Operating cash flows</b>	<b>6.3</b>	<b>14.7</b> +134%	<b>14.6</b> -0.1%	<b>15.2</b> +4.0%	<b>15.23</b> +0.2%	<b>26.35</b> +73%*	<b>33.73</b> +28%	<b>36.91</b> +9.4%				
per share in EUR	<b>0.40</b>	<b>0.91</b>	<b>0.90</b>	<b>0.935</b>	<b>0.93</b>	<b>1.57</b>	<b>2.01</b>	<b>2.18</b>				
<b>Dividend in EUR</b>	<b>0.20</b>	<b>0.25</b> +25%	<b>0.35</b> +40%	<b>0.50</b> +43%	<b>0.65</b> +30%	<b>0.85</b> +31%	<b>1.00</b> +18%	<b>1.20</b> +20%				
<b>Total assets</b>	<b>104.2</b>	<b>102.5</b> -2%	<b>100.5</b> -2%	<b>101.8</b> +1%	<b>106.11</b> +4%	<b>159.49</b> +50%*	<b>154.73</b> -3%	<b>160.79</b> +4%				
<b>Shareholders' equity</b>	<b>39.2</b>	<b>39.6</b> +1%	<b>40.6</b> +2%	<b>43.9</b> +8%	<b>51.28</b> +17%	<b>73.52</b> +43%	<b>80.16</b> +9%	<b>92.80</b> +16%				
Equity ratio	37.7%	38.6%	40.4%	43.1%	48.3%	46.1%	51.8%	57.7%				
<b>Number of shares in million</b>	<b>15.439</b>	<b>16.127</b> +4.5%	<b>16.306</b> +1.1%	<b>16.281</b> -0.2%	<b>16.351</b> +0.4%	<b>16.820</b> +2.9%	<b>16.783</b> -0.2%	<b>16.897</b> +0.7%				
<b>Headcount</b> (full time equivalent)	<b>718</b>	<b>731</b> +2%	<b>759</b> +4%	<b>784</b> +3%	<b>821</b> +5%	<b>946</b> +15%	<b>948</b> +0.2%	<b>979</b> +3.3%				
* Comparison 2019/18 distorted by first time application of IFRS 16												