2024 Integrated Annual Report

Financial Statements

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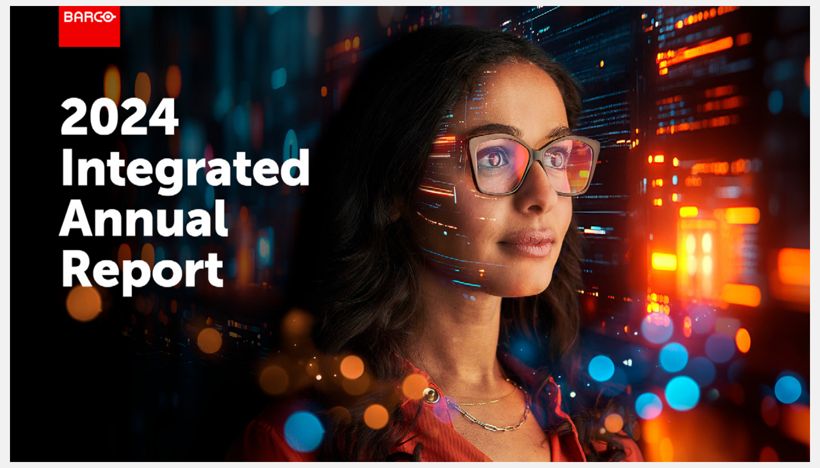
In accordance with IFRS, this annual financial report has been prepared in the European Single Electronic Format (ESEF). In the event of any discrepancies or conflicts between the ESEF version and other published versions of this report, the ESEF version shall prevail. This electronic format is compliant with the requirements set forth by the European Securities and Markets Authority (ESMA) and ensures consistency and transparency in financial reporting across the European Union.



These are the Financial Statements of Barco's 2024 integrated annual report. Other sections are available via the download center.

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IFRS Financial Statements

Introduction

This chapter of the Annual Report contains the IFRS audited consolidated financial statements including the notes thereon, prepared in accordance with the International Financial Reporting Standards as adopted by the European Union.

The chapter 'Our results' provides an analysis of trends and results of the 2024 financial year, and is based on the IFRS consolidated financial statements and should be read in conjunction with these statements.

Consolidated statement of income

In thousands of euro		Notes	2024	2023	2022
Sales		2,3	946,590	1,050,137	1,058,291
Cost of goods sold		3	-561,157	-611,614	-645,538
Gross profit		**3**	**385,433**	**438,523**	**412,753**
Research and development expenses		3(a)	-130,892	-132,282	-120,493
Sales and marketing expenses		3(b)	-138,073	-145,891	-142,740
General and administration expenses		3(c)	-56,482	-59,948	-57,714
Other operating income (expense) - net		3(d)	17,120	1,704	-1,663
Adjusted EBIT	(a)	**3**	**77,106**	**102,106**	**90,143**
Restructuring and impairments		5	-11,100	-10,811	-2,500
EBIT		**3**	**66,006**	**91,295**	**87,643**
Interest income			8,644	6,514	2,773
Interest expense			-3,345	-1,830	-1,930
Income before taxes		**6**	**71,305**	**95,979**	**88,486**
Income taxes		6	-12,835	-17,276	-15,927
Result after taxes			**58,470**	**78,703**	**72,559**
Share in the result of joint ventures and associates		11	3,628	2,539	3,337
Net income			**62,098**	**81,242**	**75,896**
Net income attributable to non-controlling interest		**17**	**-859**	**1,074**	**677**
Net income attributable to the equity holder of the parent		**7**	**62,957**	**80,168**	**75,219**
Earnings per share (in euro)		7	0.71	0.89	0.84
Diluted earnings per share (in euro)		7	0.70	0.88	0.83

The accompanying notes are an integral part of this income statement.

(a) Management considers adjusted EBIT to be a relevant performance measure in order to compare results over the period 2022 to 2024, as it excludes adjusting items. Adjusting items include restructuring costs and impairments. We refer to note 5 restructuring and impairment costs.

Statement of comprehensive income

In thousands of euro	Note	2024	2023	2022
Net income		**62,098**	**81,242**	**75,896**
Exchange differences on translation of foreign operations (a)		14,138	-16,269	11,967
Cash flow hedges				
Net gain/(loss) on cash flow hedges		-107	-262	1,259
Income tax		19	47	-227
Net gain/(loss) on cash flow hedges, net of tax		-88	-215	1,032
Other comprehensive income/(loss) to be recycled through profit and loss in subsequent periods		**14,050**	**-16,484**	**12,999**
Remeasurement gains/(losses) on defined benefit plans	19	-3,753	-1,297	18,395
Deferred tax on remeasurement gains/(losses) on defined benefit plans	10	942	324	-4,599
Actuarial gains/(losses), net of tax		-2,811	-973	13,796
Changes in the fair value of equity investments through other comprehensive income	11	-6,693	14,709	-23,004
Other comprehensive income/(loss) not to be reclassified to profit or loss in subsequent periods		**-9,504**	**13,736**	**-9,208**
Other comprehensive income/(loss) for the period, net of tax effect		**4,546**	**-2,748**	**3,791**
Attributable to equity holder of the parent		4,034	-2,362	1,287
Attributable to non-controlling interest		512	-386	2,504
Total comprehensive income/(loss) for the year, net of tax		**66,644**	**78,494**	**79,687**
Attributable to equity holder of the parent		66,991	77,806	76,506
Attributable to non-controlling interest		-347	688	3,181

The accompanying notes are an integral part of this income statement,

(a) Translation exposure gives rise to non-cash exchange gains/losses. Examples are foreign equity and other long-term investments abroad. These long-term investments give rise to periodic translation gains/losses that are non-cash in nature until the investment is realized or liquidated. The comprehensive income line commonly shows a positive result in case the foreign currency appreciates versus the Euro in countries where investments were made and a negative result in case the foreign currency depreciates.
In all 3 years (2024, 2023 and 2022), the exchange differences in the comprehensive income line were mainly booked on foreign operations held in Hong Kong Dollar and US Dollar (see also note 16.4).

Consolidated balance sheet

In thousands of euro	Note	31 Dec 2024	31 Dec 2023	31 Dec 2022
Assets				
Goodwill	8	105,612	105,612	105,612
Other intangible assets	9,1	11,559	12,026	19,251
Land and buildings	9,2	65,385	63,479	69,677
Other tangible assets	9,2	98,739	89,947	53,181
Investments and interest in associates	11	70,996	70,788	64,811
Deferred tax assets	10	75,442	57,040	55,239
Other non-current assets	13	6,750	4,335	5,819
Non-current assets		**434,483**	**403,227**	**373,590**
Inventory	12	208,678	231,521	245,714
Trade debtors	13	201,546	208,567	194,643
Other amounts receivable	13	12,587	14,458	14,509
Short term investments	14	519	4,670	1,651
Cash and cash equivalents	14	362,442	286,077	305,915
Prepaid expenses and accrued income		8,602	10,895	11,383
Current assets		**794,374**	**756,188**	**773,815**
Total assets		**1,228,857**	**1,159,415**	**1,147,405**

In thousands of euro	Note	31 Dec 2024	31 Dec 2023	31 Dec 2022
Equity and liabilities				
Equity attributable to equity holders of the parent	16	795,150	795,334	759,189
Non-controlling interests	17	-	15,961	19,792
Equity		**795,150**	**811,295**	**778,981**
Long-term debts	14	44,861	32,217	32,335
Deferred tax liabilities	10	3,066	3,576	3,229
Other long-term liabilities	15	63,018	54,374	44,524
Long-term provisions	19	16,726	15,131	14,998
Non-current liabilities		**127,671**	**105,298**	**95,086**
Current portion of long-term debts	14	14,215	12,288	11,217
Short-term debts	14	44,835	5,095	-
Trade payables	18	98,866	89,350	121,920
Advances received from customers	18	61,471	40,613	51,183
Tax payables		16,035	11,913	9,639
Employee benefit liabilities		50,088	58,500	53,487
Other current liabilities		2,787	7,034	5,412
Accrued charges and deferred income		9,705	7,745	11,155
Short-term provisions	19	8,034	10,284	9,325
Current liabilities		**306,036**	**242,822**	**273,338**
Total equity and liabilities		**1,228,857**	**1,159,415**	**1,147,405**

The accompanying notes are an integral part of this statement.

Consolidated statement of cash flow

In thousands of euro	Note	2024	2023	2022
Cash flow from operating activities				
Adjusted EBIT	3	77,106	102,106	90,143
Restructuring	5	-12,859	-6,849	-1,211
Depreciations of tangible and intangible fixed assets	3,9	43,716	40,390	36,331
(Gain)/Loss on tangible fixed assets		-10,100	119	-1,621
Share options recognized as cost	3(d),16	2,826	2,230	1,548
Share in the profit/(loss) of joint ventures and associates	11	3,628	2,539	3,337
Gross operating cash flow		**104,317**	**140,535**	**128,527**
Changes in trade receivables		11,329	-18,320	-35,615
Changes in inventory		25,075	9,579	-70,161
Changes in trade payables		9,803	-30,306	7,425
Other changes in net working capital		13,625	1,551	2,823
Change in net working capital		**59,832**	**-37,496**	**-95,528**
Net operating cash flow		**164,149**	**103,039**	**32,999**
Net operating cash flow				
Interest received		8,644	6,514	2,773
Interest paid		-3,345	-1,830	-1,930
Income taxes		-26,307	-13,343	-6,042
Cash flow from operating activities		**143,141**	**94,380**	**27,800**

In thousands of euro		Note	2024	2023	2022
Cash flow from investing activities					
Purchases of tangible and intangible fixed assets			-42,566	-54,408	-21,218
Proceeds on disposals of tangible and intangible fixed assets			12,521	209	8,038
Proceeds from (+), payments for (-) short term investments		14	4,151	-3,019	1,112
Acquisition of Group companies, net of acquired cash		1.3,24	-	-	-3,763
Other investing activities	(a)		-9,014	3,681	-17,985
Dividends from joint ventures and associates		11	6,180	2,160	-
Cash flow from investing activities (including acquisitions and divestments)			**-28,728**	**-51,377**	**-33,816**
Cash flow from financing activities					
Dividends paid			-42,519	-39,802	-21,065
Capital increase/decrease			183	-14	1,737
Sale/(purchase) of own shares		16	-24,494	-6,784	5,992
Payments (-) of long-term liabilities		20	461	-13,805	-12,390
Proceeds from (+), payments of (-) short-term liabilities		20	38,809	8,762	999
Change in ownership without change in control*	(b)		-18,785	-	-23,649
Dividend distributed to non-controlling interest		17	-	-1,810	-
Cash flow from financing activities			**-46,345**	**-53,453**	**-48,376**
Net increase/(decrease) in cash and cash equivalents			**68,068**	**-10,450**	**-54,392**
Cash and cash equivalents at beginning of period			**286,077**	**305,915**	**351,571**
Cash and cash equivalents (CTA)			**8,297**	**-9,388**	**8,736**
Cash and cash equivalents at end of period			**362,442**	**286,077**	**305,915**

The accompanying notes are an integral part of this statement.

(*) Amount related to Cinionic change in ownership for 2022 has been reclassified from 'other investing activities' to 'change in ownership without change in control' for comparative purposes.

(a) Other investing activities encompass the result of the year of our interest in associates for the years presented (2024 – 2022). In 2024 this relates to the result of CCO Barco Airport Venture and BarcoCFG. In 2023 and 2022 this also includes the movement in investments in entities in which Barco owns less than 20% of the shares.

(b) Change in ownership without change in control in 2024 reflects 18.7 million euro cash paid to the minority shareholder China Film Group after the completion of a selective capital decrease of Cinionic Ltd. (Hong Kong) in which Barco had an ownership of 80%. In 2022 this change reflects 23.6 million euro paid to the minority shareholders of Cinionic, increasing Barco's ownership interest in the joint venture from 55% to 80%. We refer to note 17 for more explanation on the increase in ownership interest.

Consolidated statement of changes in equity

In thousands of euro		Note	Share capital and premium	Retained earnings	Share-based payments	Cumulative translation adjustment	Cash flow hedge reserve	Own shares	Equity attributable to equity holders of the parent	Non-Controlling Interest	Equity
Balance on 1 January 2022			**217,387**	**527,783**	**18,667**	**-37,906**	**-713**	**-31,435**	**693,783**	**41,031**	**734,814**
Net income			-	75,219	-	-	-	-	75,219	677	75,896
Dividend		16	-	-35,695	-	-	-	-	-35,695	-	-35,695
Capital and share premium increase		16	16,284	-	-	-	-	-	16,284	-	16,284
Other comprehensive income (loss) for the period, net of tax			-	-9,301	-	9,556	1,032	-	1,287	2,504	3,791
Share-based payment		16	-	-	1,548	-	-	-	1,548	-	1,548
Exercise of options		16	-	-	-	-	-	5,992	5,992	-	5,992
Increase in ownership interest, without change in control	(a)	17	-	771	-	-	-	-	771	-24,420	-23,649
Balance on 31 December 2022			**233,671**	**558,777**	**20,215**	**-28,350**	**319**	**-25,443**	**759,189**	**19,792**	**778,981**
Balance on 1 January 2023			**233,671**	**558,777**	**20,215**	**-28,350**	**319**	**-25,443**	**759,189**	**19,792**	**778,981**
Net income			-	80,168	-	-	-	-	80,168	1,074	81,242
Dividend		16	-	-39,802	-	-	-	-	-39,802	-	-39,802
Dividend distributed to non controlling interest			-	-	-	-	-	-	-	-1,810	-1,810
Capital and share premium decrease		16	-14	-	-	-	-	-	-14	-	-14
Other comprehensive income (loss) for the period, net of tax			-	13,736	-	-15,883	-215	-	-2,362	-386	-2,748
Share-based payment		16	-	-	2,230	-	-	-	2,230	-	2,230
Exercise of options		16	-	-	-	-	-	1,304	1,304	-	1,304
Share buy-back		16	-	-	-	-	-	-8,088	-8,088	-	-8,088
Increase in ownership interest, without change in control	(a)	17	-	2,709	-	-	-	-	2,709	-2,709	-
Balance on 31 December 2023			**233,657**	**615,588**	**22,445**	**-44,233**	**104**	**-32,227**	**795,334**	**15,961**	**811,295**

In thousands of euro		Note	Share capital and premium	Retained earnings	Share-based payments	Cumulative translation adjustment	Cash flow hedge reserve	Own shares	Equity attributable to equity holders of the parent	Non-Controlling Interest	Equity
Balance on 1 January 2024			**233,657**	**615,588**	**22,445**	**-44,233**	**104**	**-32,227**	**795,334**	**15,961**	**811,295**
Net income			-	62,957	-	-	-	-	62,957	-859	62,098
Dividend		16	-	-42,519	-	-	-	-	-42,519	-	-42,519
Capital and share premium decrease		16	183	-	-	-	-	-	183	-	183
Other comprehensive income (loss) for the period, net of tax			-	-9,504	-	13,626	-88	-	4,034	512	4,546
Share-based payment		16	-	-	2,826	-	-	-	2,826	-	2,826
Exercise of options		16	-	-	-	-	-	29	29	-	29
Share buy-back		16	-	-	-	-	-	-24,523	-24,523	-	-24,523
Increase in ownership interest, without change in control	(a)	17	-	-3,171	-	-	-	-	-3,171	-15,614	-18,785
Balance on 31 December 2024			**233,840**	**623,351**	**25,271**	**-30,607**	**16**	**-56,721**	**795,150**	**0**	**795,150**

The accompanying notes are an integral part of this statement.

(a) Per 20 April 2022, Barco agreed to buy the shares held by Appotronics and CITICPE in Cinionic, increasing Barco's ownership interest in the joint venture from 55% to 80% and per 22 November 2023, Barco reached an agreement with China Film Equipment co., Ltd to fully acquire Cinionic's premium Cinema solutions business, increasing Barco's ownership interest in the joint venture to 100%. The change in ownership to 100% of all Cinionic legal entities, except for the holding entity Cinionic Ltd (Hong Kong) was completed in 2023. Per 15 April 2024, the selective capital decrease of Cinionic Ltd. whereby the minority shareholder China Film Group obtained full ownership of the Cinionic Ltd. legal entity was completed. None of the transactions resulted in a change in control, therefore the relating impacts were reflected in equity.
As of June 1st, 2024, Barco gained back full ownership of Barco Solutions BV, without change in control. Barco paid 1 euro for the change in ownership from 70% to 100%. The impact of -3.2 million euro has been reflected in equity. As a result of the above, per end 2024, Barco has no remaining minority interest. We refer to note 17 for more explanation on the change in ownership interest.

Significant IFRS accounting principles

1. Accounting principles

1.1. Statement of compliance and basis of presentation

The consolidated financial statements of the Barco Group have been prepared in accordance with International Financial Reporting Standards (IFRS), as adopted for use by the EU. All standards and interpretations issued by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretations Committee (IFRIC) effective year-end 2024 and adopted by the European Union are applied by Barco. The financial statements are also prepared on the basis of going concern.

The consolidated financial statements are presented in thousands of euro and are prepared under the historical cost convention, except for the measurement at fair value of investments, pension estimates and derivative financial instruments. The financial statements were authorized for issue by the board of directors on 7 February 2025. The chairman has the power to amend the financial statements until the shareholders' meeting of 24 April 2025.

1.2. Principles of consolidation

General

The consolidated financial statements comprise the financial statements of the parent company, Barco NV (registered office: 35 President Kennedypark, 8500, Kortrijk, Belgium), and its controlled subsidiaries and joint ventures, after the elimination of all intercompany transactions.

Subsidiaries

Subsidiaries are consolidated from the date the parent obtains control until the date control ceases. Acquisitions of subsidiaries are accounted for using the purchase method of accounting. Control exists when Barco is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The financial statements of subsidiaries are prepared according to the parent's company reporting schedule, using consistent IFRS accounting policies.

Non-controlling interests

Non-controlling interests represent the portion of profit or loss and net assets not held by the Group and are presented separately in the income statement and within equity in the consolidated balance sheet, separately from shareholder's equity, even if the attribution of losses to the non-controlling interest results in a debit balance in shareholder's equity.

Investments in associated companies and joint ventures

The company has investment in joint ventures when it shares joint control with other investments, and it has rights to the net assets of these joint ventures. Investments in associated companies over which the company has significant influence (typically those that are 20-50% owned) and joint ventures are accounted for under the equity method of accounting and are initially recognized at cost. Thereafter the carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. The statement of profit or loss reflects the Group's share of the results of operations of the associate, in 'other operating income' for associated companies and joint ventures with closely related business and in the line 'share in the result of joint ventures and associates' for all other associated companies and joint ventures. Investments in associated companies and joint ventures are presented as non-current asset on the face of the balance sheet on the line 'investments and interest in associates'.

2. Goodwill

Goodwill represents the excess of the cost of the acquisition over the fair value of identifiable net assets and contingent liabilities of a subsidiary or associated company at the date of acquisition.

Goodwill is carried at cost less any accumulated impairment losses.

3. Research and development costs

Research and development costs are expensed as incurred, except for development costs, which relate to the design and testing of new or improved materials, products or technologies, which are capitalized to the extent that it is expected that such assets will generate future economic benefits and the recognition criteria of IAS38 are met. Shorter life cycles, unpredictability of which development projects will be successful, and the volatility of technologies and the markets in which Barco operates led the Board of Directors to conclude that Barco's development expenses since 2015 no longer meet the criteria of IAS38.57. As the criteria of IAS38.57 are no longer fulfilled, capitalization of development expenses as of 2015 was not allowed.

4. Other intangible assets

Intangible assets acquired separately are capitalized at cost.

Intangible assets acquired as part of a business combination are capitalized at fair value separately from goodwill if the fair value can be measured reliably upon initial recognition and are amortized over their economic lifetimes. Other intangible assets are amortized on a straight-line basis not exceeding 7 years.

5. Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Generally, depreciation is computed on a straight-line basis over the estimated useful life of the asset. When there is an indication that the item of property, plant and equipment is impaired, the carrying amounts are reviewed to assess whether they are recorded in excess of their recoverable amounts, and where carrying values exceed this estimated recoverable amount, assets are written down to their recoverable amount.

Estimated useful life is:

- buildings 20 years
- installations 10 years
- production machinery 5 years
- measurement equipment 4 years
- tools and models 3 years
- furniture 10 years
- office equipment 5 years
- computer equipment 3 years
- vehicles 5 years
- demo material 1 to 3 years
- leasehold improvements and finance leases: cfr underlying asset, limited to outstanding period of lease contract

A property, plant or equipment item is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset is included in profit or loss in the year the asset is derecognized.

6. Leases

Assets, representing the right to use the underlying leased asset, are capitalized as property, plant and equipment at cost, comprising the amount of the initial measurement of lease liability, any lease payments made at or before the commencement date less any lease incentives received, any initial direct costs and restoration costs. The corresponding lease liabilities, representing the net present value of the lease payments, are recognized as long-term or current liabilities depending on the period in which they are due. Leased assets and liabilities are recognized for all leases with a term of more than 12 months, unless the underlying asset is of low value.

The lease payments are discounted using the lessee's incremental borrowing rate, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions. The interest rate implicit in the lease could not be determined.

Lease interest is charged to the income statement as an interest expense.

Leased assets are depreciated, using straight-line depreciation over the lease term, including the period of renewable options, in case it is probable that the option will be exercised.

7. Investments - financial assets at fair value through profit and loss or other comprehensive income

Investments are treated as financial assets at fair value through profit and loss or other comprehensive income and are initially recognized at cost, being the fair value of the consideration given.

Subsequent fair value recognition through profit and loss or other comprehensive income is determined at moment of initial recognition. For investments quoted in an active market, the quoted market price is the best measure of fair value. For investments not quoted in an active market, the carrying amount is the historical cost if a reliable estimate of the fair value cannot be made. An impairment loss is recorded when the carrying amount exceeds the estimated recoverable amount. These investments are presented on the balance sheet on the line 'Investments and interest in associates'.

Short-term investments are cash deposits with a maturity at inception in excess of 3 months and are intended to be held to maturity less than one year (solely payment of principle and interest). They are recognized at cost, with the associated revenue in interest income.

8. Other non-current assets

Other non-current assets include long-term interest-bearing receivables and cash guarantees. Such long-term receivables are accounted for as loans and receivables originated by the company and are carried at amortized cost. An impairment loss is recorded when the carrying amount exceeds the estimated recoverable amount.

9. Financial assets

The Group classifies its financial assets in the following categories: financial assets at fair value and financial assets at amortized cost. The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. Management determines the classification of its financial assets at initial recognition.

Regular purchases and sales of financial assets are recognized on the trade date – the date on which the Group commits to purchase or sell an asset.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Financial assets (such as loans, trade and other receivables, cash and cash equivalents) are subsequently measured at amortized cost using the effective interest method, less any impairment if they are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest.

Trade and other receivables after and within one year are recognized initially at fair value and subsequently measured at amortized cost, i.e. at the net present value of the receivable amount, using the effective interest rate method, less allowances for impairment. The Group assesses on a forward-looking basis the expected credit loss associated with its financial assets carried at amortized cost. For trade receivables, the Group applies the simplified approach permitted by IFRS 9 Financial instruments, which requires expected lifetime losses to be recognized from initial recognition of the receivables.

The amount of the allowance is deducted from the carrying amount of the asset and is recognized in the income statement within other operating income.

10. Inventories

Inventories are stated at the lower of cost or net realizable value. Cost is determined on a first in first out (FIFO) or weighted average basis. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs of completing the sale.

In addition to the cost of materials and direct labor, the relevant proportion of production overhead is included in the inventory values.

Write offs on inventories are applied on slow-moving inventory. The calculation of the allowance is based on consistently applied write off rules, which depend on both historical and future demand, of which the latter is subject to uncertainty due to rapid technological changes.

11. Revenue recognition

We apply the five-step model to account for revenue arising from contracts with customers. Revenue is recognised at an amount that reflects the consideration to which we expect to be entitled in exchange for transferring goods or services to a customer.

(a) Sale of goods

Contracts with customers to sell equipment has only 1 performance obligation. Revenue recognition occurs at a point in time, when control of the asset is transferred to the customer, generally on delivery of the goods. The Group has following warranty options: the Group provides warranties for general repairs of which the Group determined that such warranties are assurance-type warranties which are accounted for under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

(b) Rendering of services

The Group provides services within all segments. These services are sold either on their own in contracts with the customers or bundled together with the sale of equipment to a customer. The Group accounts for the equipment and service as separate deliverables of bundled sales and allocates consideration between these deliverables using the relative stand-alone selling prices. The Group recognises service revenue by reference to the stage of completion. The Group recognises the services over time given that the customer simultaneously receives and consumes the benefits provided by the Group. Consequently, the Group recognises revenue for these service contracts/service components of bundled contracts over time rather than at a point of time.

(c) Projects

For revenue out of projects, billing and revenue recognition is linked to milestones, reflecting the percentage of completion, provided that the outcome of the project can be assessed with reasonable certainty. These projects generally have a lifetime of less than one year.

12. Government grants

Government grants related to research and development projects and other forms of government assistance are recognized as income upon irreversible achievement and by reference to the relevant expenses incurred.

13. Trade debtors and other amounts receivable

Trade debtors and other amounts receivable are shown on the balance sheet at amortized cost (in general, the original amount invoiced) less an allowance for doubtful debts and less an amount for expected credit losses. The allowance for doubtful debts is recorded in operating income when it is probable that the company will not be able to collect all amounts due. Allowances are calculated on an individual basis, based on an aging analysis of the trade debtors. For the determination of the expected credit loss, the Group has applied the simplified approach and records lifetime expected losses on all trade receivables. This amount is determined on a portfolio basis.

14. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances with banks and short-term investments with an original maturity date or notice period of three months or less. It is the Group's policy to hold investments to maturity. All investments are initially recognized at fair value, which is the cost at recognition date.

15. Provisions

Provisions are recorded when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made to the amount of the obligation.

The Group recognizes the estimated liability to repair or replace products still under warranty at the balance sheet date. The provision is calculated based on historical experience of the level of repairs and replacements.

A provision for restructuring is only recognized when the Group has approved a detailed and formal restructuring plan, and the restructuring has either commenced or has been announced to those affected by the plan before the balance sheet date.

On the line item 'Long-term provisions', the company presents the net liability relating to the post-retirement benefit obligations which includes the Belgian defined-contribution pension plans and Italian defined benefit plan. The Belgian defined contribution pension plans are by law subject to minimum guaranteed rates of return. Pension legislation was amended at the end of 2015 and defines the minimum guaranteed rate of return as a variable percentage linked to government bond yields observed in the market as from 1 January 2016 onwards. For 2024 the minimum guaranteed rate of return remains the same as in 2023 and 2022, i.e. 1.75% on employer contributions and employee contributions. As a consequence, the defined contribution plans have been accounted for as defined benefit plan.

The Italian post-employment benefits are unfunded. The cost of providing benefits under the defined benefit plan is determined using the projected unit credit method. We refer to note 19 for more detailed information.

16. Equity – costs of an equity transaction

The transaction costs of an equity transaction are accounted for as a deduction from equity, net of any related income tax benefit.

17. Interest-bearing loans and borrowings

All loans and borrowings are initially recognized at cost, being the fair value of the consideration received net of issue costs associated with the loan/borrowing. Subsequent to initial recognition, interest-bearing loans and borrowings are stated at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any issue costs and any discount or premium on settlement.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

When a financial liability measured at amortized cost is modified without this resulting in derecognition, a gain or loss is recognized in profit or loss. The gain or loss is calculated as the difference between the original contractual cash flows and the modified cash flows discounted at the original effective interest rate.

The measurement of a written put option liability

When the risks and rewards of ownership transfer to the parent, a financial liability is recognized for the fair value of the put option. The fair value is the present value of the estimated redemption amount and depends on a management estimate of a number of assumptions (i.e. the expected market value, the estimated probability that the exercise conditions are met and the expected WACC). Subsequently, the liability is revalued to fair value at each reporting period through the income statement, including the effect of unwinding the discount and other changes in the estimated redemption amount due to changes in management's assumptions.

18. Trade and other payables

Trade and other payables are stated at amortized cost, which is the cost at recognition date. This is an approximation of the fair value.

19. Employee benefits

Employee benefits are recognized as an expense when the Group consumes the economic benefit arising from service provided by an employee in exchange for employee benefits, and as a liability when an employee has provided service in exchange for employee benefits to be paid in the future.

20. Transactions in foreign currencies

Transactions in foreign currencies are recorded at the rates of exchange prevailing at the date of transaction or at the end of the month before the date of the transaction. At the end of the accounting period the unsettled balances on foreign currency receivables and liabilities are valued at the rates of exchange prevailing at the end of the accounting period. Foreign exchange gains and losses are recognized in the income statement in the period in which they arise.

Foreign currency rates

	31 Dec 2024		31 Dec 2023		31 Dec 2022	
Currency	Closing rate	Average rate	Closing rate	Average rate	Closing rate	Average rate
CNY	7.58	7.79	7.85	7.66	7.36	7.08
INR	88.93	90.57	91.90	89.30	88.17	82.69
USD	1.04	1.08	1.11	1.08	1.07	1.05

21. Foreign Group companies

In the consolidated accounts, all items in the profit and loss accounts of foreign subsidiaries are translated into euro at the average exchange rates for the accounting period. The balance sheets of foreign group companies are translated into euro at the rates of exchange ruling at the year-end. The resulting exchange differences are classified in a separate component of 'other comprehensive income', until disposal of the investment.

22. Derivative financial instruments

Derivative financial instruments are recognized initially at cost, which is the fair value of the consideration given (in the case of an asset) or received (in the case of a liability) for it. Subsequent to initial recognition, derivative financial instruments are stated at fair value. The fair values of derivative interest contracts are estimated by discounting expected future cash flows using current market interest rates and yield curve over the remaining term of the instrument. The fair value of forward exchange contracts is estimated using valuation techniques which include forward pricing and swap models at the balance sheet date.

Derivative financial instruments that are either hedging instruments that are not designated or do not qualify as hedges are carried at fair value with changes in value included in the income statement.

Where a derivative financial instrument is designated as a hedge of the variability in cash flows of a recognized asset or liability, or a highly probable forecasted transaction, the effective part of any gain or loss on the derivative financial instrument is recognized directly in 'other comprehensive income' with the ineffective part recognized directly in profit and loss.

Financial assets and liabilities are offset and the net amount is reported in the balance sheet when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

23. Income taxes

Current taxes are based on the results of the Group companies and are calculated according to local tax rules.

Deferred tax assets and liabilities are determined, using the liability method, for all temporary differences arising between the tax basis of assets and liabilities and their carrying values for financial reporting purposes. Tax rates used are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantially enacted at the balance sheet date.

Deferred tax assets are recognized for all deductible temporary differences, carry-forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, carry-forward of unused tax credits and tax losses can be utilized. The carrying amount of deferred income tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

The Group reviews their tax positions taken in the financial statements and in the tax filings and how these are supported. In addition, the Group assesses how the taxation authorities might make their examinations and how issues that might arise from examinations could be resolved. Based on this assessment, a deferred tax liability is determined in line with IFRIC 23.

24. Impairment of assets

Goodwill is reviewed for impairment at least annually. For other tangible and intangible assets, at each balance sheet date, an assessment is made as to whether any indication exists that assets may be impaired. If any such indication exists, an impairment test is carried out in order to determine if and to what extent an impairment is necessary to reduce the asset to its recoverable amount (which is the higher of (i) value in use and (ii) fair value less costs to sell). The fair value less costs to sell is determined as (i) the fair value (that is the price that would be received to sell an asset in an orderly transaction in the principal market at the measurement date under current market conditions) less (ii) the costs to sell while value in use is the present value of the future cash flows expected to be derived from an asset. Recoverable amounts are estimated for individual assets or, if this is not possible, for the cash-generating unit (CGU) to which the assets belong. An impairment loss is recognized whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

Impairment losses are recognized in the income statement. Reversal of impairment losses recognized in prior years is included as income when there is an indication that the impairment losses recognized for the asset are no longer needed or the need has decreased, except for impairment losses on goodwill, which are never reversed.

25. Share-based payment

Barco created warrants and stock options for staff and directors as well as for individuals who play an important role in the company. According to the publication of IFRS2, the cost of share-based payment transactions is reflected in the income statement.

The warrants and stock options are measured at grant date, based on the share price at grant date, exercise price, expected volatility, dividend estimates, and interest rates. Warrant cost is taken into result on a straight-line basis from the grant date until the end of the vesting period.

26. Earnings per share

The Group calculates both basic and diluted earnings per share in accordance with IAS 33, Earnings per share. Under IAS 33, basic earnings per share are computed using the weighted average number of shares outstanding during the period. Diluted earnings per share are computed using the weighted average number of shares outstanding during the period plus the dilutive effect of warrants outstanding during the period. As diluted earnings per share cannot be higher than basic earnings per share, diluted earnings per share are kept equal to basic earnings per share in case of negative net earnings.

IFRS accounting standards adopted as of 2024

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2024. The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

- Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement: Classification of Liabilities as current or non-current, effective 1 January 2024
- Amendments to IAS 7 'Statement of Cash Flows' and IFRS 7 'Financial Instruments: Disclosures': Supplier Finance Arrangements, effective 1 January 2024
- Amendments to IFRS 16 'Leases': Lease Liability in a Sale and Leaseback, effective 1 January 2024

None of these IFRS standards issued have an impact on Barco's financials.

IFRS accounting standards issued but not yet effective as of 2024

Standards issued but not yet effective

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's financial statements are disclosed below. The Group intends to adopt these standards and interpretations, if applicable, when they become effective.

- Amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability', effective 1 January 2025
- Amendments to IFRS 9 and to IFRS 7: the Classification and Measurement of Financial Instruments[1], effective 1 January 2026
- IFRS 18 Presentation and Disclosure in Financial Statements[1], effective 1 January 2027
- Annual improvements Volume 11[1], effective 1 January 2026. The amended Standards are:
  - » IFRS 1 First-time Adoption of International Financial Reporting Standards;
  - » IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
  - » IFRS 9 Financial Instruments;
  - » IFRS 10 Consolidated Financial Statements; and
  - » IAS 7 Statement of Cash Flows.

None of the IFRS standards issued, but not yet effective are expected to have a material impact on Barco's financials, except for IFRS 18 the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss.

IFRS 18 will replace IAS 1; many of the other existing principles in IAS 1 are retained, with limited changes. IFRS 18 will not impact the recognition or measurement of items in the financial statements, but it might change classification within the income statement.

IFRS 18 will apply for reporting periods beginning on or after 1 January 2027 and also applies to comparative information. The changes in presentation and disclosure required by IFRS 18 might require system and process changes which will be looked into in the coming years.

(1) Not yet endorsed by the European Union as at 31 December 2024.

Critical accounting judgments and key sources of estimation uncertainty

General business risks

Over the year 2024, macroeconomic conditions have been affecting businesses all over the world, including Barco.

We refer to the chapter 'Risk management and control processes' for an overview of the risks affecting businesses of the Barco Group.

The risks described in this chapter are not the only risks facing the Company. Additional risks and uncertainties not currently known to the Company or that the Company currently deems to be immaterial also may materially adversely affect its business, financial condition and/or operating results. Related to climate matters, Barco's operations remain unaffected by severe weather events like droughts or floods. Barco is transitioning to more environmentally friendly products, and we observe a similar shift in our customers' preferences and demands.

Deep dive on the impact and consequences of the macroeconomic environment in 2024

Continuing the trend at the end of 2023, 2024 saw continued weak market conditions in many geographies, as a result of geopolitical and macro-economic challenges that affected businesses all over the world.

The main challenges in 2024 were:

- Supply chain stability: The disruptions seen in previous years continued to stabilize, with fewer shortages and delays in component deliveries. However, the lingering effects led to some distributors and channel partners maintaining higher inventory levels, which gradually normalized throughout the year, affecting global demand and order volumes.
- Persistent inflation: Although inflation rates decreased from the peaks of 2022, they remained elevated compared to historical averages. This sustained higher cost environment continued to impact pricing strategies and consumer spending.
- Geopolitical tensions: New geopolitical conflicts emerged, leading to increased uncertainty and volatility in international markets. These tensions disrupted supply chains and affected business operations worldwide.
- Talent shortages: The scarcity of skilled labour, particularly in technical and specialized fields, remained a significant challenge. Companies continued to struggle with attracting and retaining talent.

Approach

In this section, Barco addresses its risk mitigation plan related to the main 2024 macroeconomic impacts.

Coping with inflation and high commodity prices

After peak inflation rates in 2022 and 2023 in the aftermath of the pandemic, the overall inflation rates lowered in 2024 but were still higher than the historical average levels seen in the last decades. As Barco has relatively low external debt, the direct cost effect of associated increased interest rates on the financial costs for 2024 is limited.

Inflation affects direct and indirect costs such as energy costs, salaries, and component sourcing. All these costs are being critically reviewed and optimized on a constant basis. Inflation effects were passed through where possible.

Operations and supply chain

The base inflation rate remained higher than usual, impacting salary costs and many other direct and indirect spend categories. Barco has addressed these challenges by intense collaboration with all suppliers. Furthermore, flexible value engineering and redesign of products have been a significant mitigating factor and will continue to be.

An aftermath of the supply chain shortages after the pandemic, some customers had higher than usual inventory levels. These levels normalized throughout the year.

In some of our markets, customer ordering behavior has changed, partly driven by the higher interest rates. The ability to ship on short notice has become a differentiating competitive factor. This has led to Barco keeping higher than usual inventory levels for finished goods.

Retaining and attracting talent

Although the higher than usual voluntary turnover in personnel has eased post-pandemic, the global labor market for skilled technical profiles and software engineers remains competitive. Barco continues its efforts on hiring activity and employer branding campaigns to attract the right talent. In search of specialized technical profiles and talents, Barco hires globally, aiming for an ever more diverse workforce.

Inflation was lower than the peak post-pandemic, but still higher than the average of the past few decades, and therefore still drove the average labor cost per employee through salary indexations. Where possible, Barco cross charged the labor cost inflation effect on our products to reflect this increased cost base. Furthermore, focused cost control actions and the implementation of various organizational efficiencies have led to a decrease of the total workforce.

Strong funding and liquidity structure in place

Barco has a strong balance sheet and ample liquidity. We refer to note 14 for more details on Barco's net cash position.

Barco has sufficient headroom to enable it to conform to covenants on its existing borrowings. The Group complied with all requirements of the loan covenants on its available credit facilities throughout the reporting period.

While the future may still bring some levels of headwind, Barco's strong funding and liquidity structure in place should be more than sufficient to ensure the going concern of the company. In addition, we refer to note 8 where we explain how we tested goodwill and all other non-current assets for impairment and concluded no impairment losses on goodwill need to be recognized.

Key sources of estimation uncertainty

Deferred tax assets

Deferred tax assets are recognized for the carry-forward of unused tax losses and unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized. In making its judgment, management considers elements such as long-term business strategy, including tax planning opportunities (see note 10 'Deferred tax assets – deferred tax liabilities') and local tax laws enacted at the reporting date

Uncertain tax positions

The Group reviews their tax positions taken in the financial statements and in the tax filings and how these are supported. In addition, the Group assesses how the taxation authorities might make their examinations and how issues that might arise from examinations could be resolved. Based on this assessment, a deferred tax liability is determined in line with IFRIC 23. (see note 10 ' Deferred tax assets – deferred tax liabilities').

Impairment of goodwill

the Group tests the goodwill for impairment annually or more frequently if there are indications that goodwill might be impaired (see note 8.'Goodwill'). The outcome of the goodwill impairment test performed in the last quarter of 2024, did not result in an impairment loss.

Write offs on inventories

Inventories are stated at the lower of cost or net realizable value. The calculation of the allowance for slow-moving inventory is based on consistently applied write off rules, which depend on both historical and future demand, of which the latter is subject to uncertainty due to rapid technological changes. On top of the minimum rules, more severe rules are applied in case of for example the decision to stop a business unit or product line. The remaining inventory on hand is in that case analyzed and reserved as appropriate. Inventory allowances are only reversed in case the above rules no longer apply or the written off inventory is sold or scrapped. (see note 12. Inventory)

Defined benefit obligations

The cost of the defined benefit pension plan (see note 19) and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexities involved in the valuation, and its long-term nature, a defined obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed on reporting date.

Notes to the consolidated financial statements

1. Consolidated companies

1.1 List of consolidated companies on 31 December 2024

Country of Incorporation	Legal Entity	Registered Office	%
EMEA			
Belgium	Barco Coordination Center NV	Beneluxpark 21, 8500 Kortrijk	100
Belgium	Barco Integrated Solutions NV	Beneluxpark 21, 8500 Kortrijk	100
Belgium	Barco Solutions BV	Beneluxpark 21, 8500 Kortrijk	100
France	Barco SAS	177 avenue Georges Clémenceau, Immeuble "Le Plein Ouest", 92000 Nanterre	100
Germany	Barco Control Rooms GmbH	Greschbachstrasse 5 a, 76229 Karlsruhe	100
Germany	Barco GmbH	Greschbachstrasse 5 a, 76229 Karlsruhe	100
Italy	Barco S.r.l.	Via Lorenteggio 270A, 20152 Milano	100
Italy	FIMI S.r.l.	Via Vittor Pisani n.6, 20124 Milano	100
Netherlands	Barco B.V.	Zuidplein 126, WTC Tower H, Floor 15, 1077XV Amsterdam	100
Norway	Barco Fredrikstad AS	Mosseveien 63, 1610 Fredrikstad	100
Poland	Barco Sp. z o.o.	Annopol 17, 03-236 Warsaw	100
Saudi Arabia	Barco Integrated Saudi for Business Services LLC	Ibn street 3855, West Umm Al Hamam Dist, 12328 Riyadh	100
Spain	Barco Electronic Systems, S.A.	Travessera de les Corts 241, Entlo. 3a, 08028 Barcelona	100
Sweden	Barco Sverige AB	Kyrkvägen 1, 192 72 Sollentuna	100
Sweden	Barco Solutions Sweden AB	c/o Grant Thornton, Box 2230, 403 14 Göteborg	100
Turkey	Barco Elektronik Sistemleri San.Tic. A.Ş	FSM Mah. Poligon cad. no: 8C, Buyaka 2 Sitesi Kule-3 daire no: 35, 34771 Umraniye İstanbul	100
United Arab Emirates*	Barco Middle East L.L.C.	Concord Tower, Suite 1212, PO Box 487786, Dubai Media City, Dubai	49
United Kingdom	Barco Ltd.	Building 329, Doncastle Road, RG12 8PE Bracknell, Berkshire	100

(*) Barco has control over the relevant activities of the entity by virtue of a contractual agreement with the local investor.

Americas			
Brazil	Barco Ltda.	Av. Ibirapuera, 2332, 8° andar, conj 82, Torre II, Moema, 04028-002 São Paulo	100
Canada	Barco Visual Solutions	Suite 2400, 745 Thurlow Street, V6E 0C5 Vancouver, BC	100
Colombia	Barco Colombia SAS	Carrera 15, n° 88-64, Torre Zimma Oficina 610, 110221 Bogota	100
Mexico	Cinionic Mexico, S.A. de C.V.	C. Mariano Escobedo No 194, Int. 105, Col. Anahuac I Sección, Miguel Hidalgo, C.P. 11320 Ciudad de México	100
United States	Barco, Inc.	251 Little Falls Drive, 19808 Wilmington DE	100
Asia-Pacific			
Australia	Barco Systems Pty. Ltd.	2 Rocklea Drive, VIC 3207 Port Melbourne	100
China	Barco Visual (Beijing) Electronics Co., Ltd.	No. 16 Changsheng Road, Zhong Guan Cun Science Park, Chang Ping District, 102200 Beijing	100
China	Barco China Electronic Visualization Technology (Nanjing) Co., Ltd.	No.1, Hengtong Road, Nanjing development zone, 210038 Nanjing, Jiangsu	100
China	Barco (Suzhou) Healthcare Technology Co., Ltd.	No.111, Sutong Road, Suzhou Industrial Park, 215021 Suzhou	100
China	Barco (Wuxi) Technology Co., Ltd	B312-109, No.3, Fengwei Road, Huizhi Enterprise Center, Xishan Economic and Technological Development Zone, 214101 Wuxi City	100
Hong Kong	Barco Ltd.	Suite 2607-2610, 26/F, Prosperity Center, 25 Chong Yip Street, Kwun Tong, Kowloon	100
Hong Kong	Barco Visual Electronics Co., Ltd.	Suite 2607-2610, 26/F, Prosperity Center, 25 Chong Yip Street, Kwun Tong, Kowloon	100
Hong Kong	Barco China (Holding) Ltd.	Suite 2607-2610, 26/F, Prosperity Center, 25 Chong Yip Street, Kwun Tong, Kowloon	100
India	Barco Electronic Systems Pvt. Ltd.	c/o Perfect Accounting & Shared Services P.Ltd., E-20, 1st & 2nd Floor, Main Market, Hauz Khas, 110016 New Delhi	100
Japan	Barco Co., Ltd.	Yamato International Bldg 8F, 5-1-1 Heiwajima, Ota-ku, 143-0006 Tokyo	100
Malaysia	Barco Sdn. Bhd.	No. 13A, Jalan SS21/56B, Damansara Utama, 47400 Petaling Jaya, Selangor	100
Singapore	Barco Singapore Private Limited	100G Pasir Panjang Road Interlocal Center, 118523 Singapore	100
South Korea	Barco Korea Ltd.	1F. & 3F., DS Tower, 72-13 (GwanYang-Dong), BoelMal-Ro, DongAn-Gu, GyeongGi-Do, 14058 AnYang-si	100
Taiwan	Barco Limited	33F., No. 16, Xinzhan Rd., Banqiao Dist., 220 New Taipei City	100

List of equity accounted companies on 31 December 2024

Country of Incorporation	Legal Entity	Registered Office	%
Americas			
United States	CCO Barco Airport Venture LLC	Corporation Trust Center, 1209 Orange Street, 19801 Wilmington DE	35
Asia-Pacific			
China	CFG Barco (Beijing) Electronics Co., Ltd.	No. 16 Changsheng Road, Zhong Guan Cun Science Park, Chang Ping District, 102200 Beijing	49

Exemption of publishing financial statements and management report according German legislation §264 Abs. 3 HGB:
Following subsidiary-companies will be released of publishing their financial statements and management report 2024:

- Barco GmbH
- Barco Control Rooms GmbH

Exemption of publishing financial statements and management report according Section 403 Book 2 of the Dutch Civil Code:
Following subsidiary-companies will be released of publishing their financial statements and management report 2024:

- Barco BV

These companies are included in the consolidation scope of Barco Consolidated 2024 as listed above.

1.3 Acquisitions and divestments

On July 1st, 2022, Barco signed a joint venture agreement with the Swedish company Gnosco AB in order to advance its growth initiative Demetra. Barco acquired 70% of the shares in Gnosco AB (now called Dermicus AB). The investment payment was recorded as an intangible asset (acquired know-how) on the Barco Consolidated Balance Sheet and amortized over 5 years. See note 9.1. The joint venture agreement included a put option on the non-controlling shares, for which a financial liability was recorded. See note 15 for more information.

On June 1st, 2024, Barco reached an agreement with the minority shareholders of Dermicus to sell all of Barco's shares in the Swedish legal entity Dermicus AB (70% of the total shares) for an amount of 1 euro and to purchase back 30% of the shares in the Belgian legal entity Dermicus BV for an amount of 1 euro. As part of the sale agreement, the non-controlling interest put option was cancelled, resulting in 1.4 million euro positive P/L impact from the reversal of the financial liability (see note 15). The acquired know-how has been fully amortized by the end of 2024 in view of the reached agreement (see note 9.1)

On October 7th, 2024, Barco reached an asset purchase agreement with Neko Health AB, including a license agreement on the Belgian Dermicus assets.

2. Operating Segments information

2.1 Basis of operating segments information

Barco is a global technology company developing solutions for three main markets, which is also reflected in its divisional structure: Healthcare, Enterprise and Entertainment.

- Healthcare: The Healthcare division comprises two business units:
  - » Diagnostic imaging offers an extensive line-up of high-precision medical display systems for disciplines including radiology, mammography, dentistry, pathology and clinical review imaging, plus a full suite of support services.
  - » Surgical and Modality offers a digital operating room portfolio (hardware + video-over-IP-technology), custom medical displays for modality imaging and a full suite of support services.
- Enterprise: The Enterprise division comprises two business units:
  - » Meeting Experience offers collaboration and visualization technologies for a smart workplace: ClickShare wireless conference and presentation systems, as well as services.
  - » Control Rooms offers advanced solutions to help control room operators make well-informed decisions. The product portfolio focuses increasingly on software solutions, with the Barco CTRL platform as the core backbone, and it also entails video walls, video wall controllers and a full suite of support services.
- Entertainment: The Entertainment division comprises two business units:
  - » Cinema offers the industry's most complete range of laser based cinema projectors, including image processing, audio and service delivery to theaters and moviegoers. Furthermore, it also offers the next generation of premium cinema projectors, powered by HDR lightsteering.
  - » The Immersive Experience business unit offers solutions tailored to the specific needs of large venues, live events, themed entertainment (museums, theme parks, digital immersive art installations, projection mapping, etc.) and simulation applications: projection, image processing and related services.

No operating segments have been aggregated to form the above reportable operating segments.

The Board of directors monitor the results of each of the three divisions separately, so as to make decisions about resource allocation and performance assessment and consequently, the divisions qualify as operating segments. These operating segments do not show similar economic characteristics and do not exhibit similar long-term financial performance, therefore cannot be aggregated into reportable segments. Division performance is evaluated based on EBITDA. Group financing (including finance costs and finance revenue) and income taxes are managed on a group basis and are not allocated to the operating divisions.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

We refer to 'Our markets' for more explanation on the activities performed by each division.

2.2 Healthcare

In thousands of euro	2024		2023		2022		Variance 2024-2023	Variance 2023-2022
Net sales	**273,189**	**100.0%**	**285,892**	**100.0%**	**341,701**	**100.0%**	**-4.4%**	**-16.3%**
Cost of goods sold	-167,679	-61.4%	-182,946	-64.0%	-225,340	-65.9%	-8.3%	-18.8%
Gross profit	**105,510**	**38.6%**	**102,946**	**36.0%**	**116,361**	**34.1%**	**2.5%**	**-11.5%**
EBITDA	**34,228**	**12.5%**	**27,797**	**9.7%**	**38,354**	**11.2%**	**23.1%**	**-27.5%**
Depreciation TFA and (acquired) intangibles	12,939	4.7%	14,248	5.0%	11,176	3.3%	-9.2%	27.5%
Adjusted EBIT	**21,289**	**7.8%**	**13,549**	**4.7%**	**27,179**	**8.0%**	**57.1%**	**-50.1%**
Capital expenditures TFA and software	8,625	3.2%	14,611	5.1%	6,193	1.8%	-41.0%	135.9%
Segment assets	**181,882**		**180,253**		**193,103**			
Segment liabilities	**61,834**		**62,101**		**74,717**			

Sales for Healthcare in 2023 and the first half of 2024 were impacted by channel inventories above normal levels, following a surge in customer orders at the end of 2022, and the phasing-out of an unusually large contract that ended at year-end 2022, while the phasing-in of orders under confirmed new contracts for new platforms started from the end of 2023 onwards, especially in Surgical & Modality. This has led to a sales decline of 16% in 2023 and 4% in 2024. The customer inventory resets were over by mid-year 2024, leading to year-over-year single digit growth in the second half-year.

The gross profit margin for Healthcare increased further to 38.6% from 36.0% in 2023 and 34.1% in 2022. The higher gross profit margin reflected cost-efficiencies from the manufacturing footprint, and a more favorable software-driven product mix. In 2023, the favorable product mix was still partially offset by temporary transfer costs and costs associated with ramping up the new factory in Suzhou, China. Indirect spend was lower than in 2023, compensating more than the impact of inflation, resulting in an EBITDA margin of 12.5%, an increase of 2.8% versus last year.

In 2024 segment assets and liabilities remained stable compared to the year before. In 2023 decrease in segment assets was mainly the result of lower trade receivables in line with the lower topline.

In 2024 capital expenditure relates mainly to acquired know-how (3.7 million euro) and further facility and production investments.

Total capital expenditure for 2022-2024 included investments in our factory in Suzhou for a total amount of 16 million euro.

We refer to 'Our results' and 'Risk management and control processes' for more explanation.

2.3 Enterprise

In thousands of euro	2024		2023		2022		Variance 2024-2023	Variance 2023-2022
Net sales	**254,077**	**100.0%**	**303,761**	**100.0%**	**317,250**	**100.0%**	**-16.4%**	**-4.3%**
Cost of goods sold	-127,027	-50.0%	-140,816	-46.4%	-144,922	-45.7%	-9.8%	-2.8%
Gross profit	**127,050**	**50.0%**	**162,945**	**53.6%**	**172,328**	**54.3%**	**-22.0%**	**-5.4%**
EBITDA	**32,447**	**12.8%**	**56,934**	**18.7%**	**60,609**	**19.1%**	**-43.0%**	**-6.1%**
Depreciation TFA and (acquired) intangibles	7,299	2.9%	8,405	2.8%	8,601	2.7%	-13.2%	-2.3%
Adjusted EBIT	**25,148**	**9.9%**	**48,529**	**16.0%**	**52,009**	**16.4%**	**-48.2%**	**-6.7%**
Capital expenditures TFA and software	4,084	1.6%	2,904	1.0%	4,015	1.3%	40.6%	-27.7%
Interest in associates	14,463		13,251		13,443			
Segment assets	**193,899**		**216,087**		**195,912**			
Segment liabilities	**64,405**		**60,421**		**75,144**			

Enterprise sales declined 16% in 2024, driven by overall weaker demand in Meeting Experience, with sell-out figures lower than the year before, together with the impact of excess inventory reductions by our channel partners, which they built up end 2023. Channel inventories were back at normalized levels by mid year 2024. Control Rooms was able to maintain its sales around the level of 2023.

In 2023, Enterprise sales were 4% lower than 2022 as the division experienced difficult market conditions with companies delaying investments as they reconsidered their flexible office and meeting room requirements, impacting sales in Meeting Experience. Sales in Large Video Walls started soft at the beginning of the year but improved through the second half of 2023.

Enterprise delivered an EBITDA margin of 12.8%, versus 18.7% in 2023, driven by lower Meeting Experience volumes, hampered by channel inventory resets, impacting gross profit, offsetting the positive impact from the strategy revisit in Control Rooms, which is yielding results, fueled by the increase of software in its product mix and lower indirect costs.

In 2023, segment assets increased 20 million euro, as a result of higher trade receivables due to end of year sales spike and longer payment terms granted, mainly in EMEA and APAC, which was back to normal levels end 2024.

We refer to 'Our results' and 'Risk management and control processes' for more explanation.

2.4 Entertainment

In thousands of euro	2024		2023		2022		Variance 2024-2023	Variance 2023-2022
Net sales	**419,324**	**100.0%**	**460,484**	**100.0%**	**399,339**	**100.0%**	**-8.9%**	**15.3%**
Cost of goods sold	-266,451	-63.5%	-287,851	-62.5%	-275,276	-68.9%	-7.4%	4.6%
Gross profit	**152,873**	**36.5%**	**172,633**	**37.5%**	**124,063**	**31.1%**	**-11.4%**	**39.1%**
EBITDA	**54,146**	**12.9%**	**57,765**	**12.5%**	**27,510**	**6.9%**	**-6.3%**	**110.0%**
Depreciation TFA and (acquired) intangibles	23,477	5.6%	17,737	3.9%	16,555	4.1%	32.4%	7.1%
Adjusted EBIT	**30,669**	**7.3%**	**40,028**	**8.7%**	**10,955**	**2.7%**	**-23.4%**	**265.4%**
Capital expenditures TFA and software	29,858	7.1%	36,893	8.0%	8,002	2.0%	-19.1%	361.0%
Interest in associates	18,936		15,841		13,723			
Segment assets	**320,771**		**303,049**		**288,556**			
Segment liabilities	**160,730**		**126,886**		**140,825**			

The Entertainment division delivered consecutive double-digit sales growth of 15% and 29% respectively in 2023 and 2022, followed by a sales decline of 9% in 2024. Cinema's renewal wave of lamp-to-laser technology took an uplift in the second half of 2022, and further into 2023, as the supply constraints post-covid were resolved. The sales at the start of 2024 were lower, due to delayed investments of cinema exhibitors experiencing low box office revenues, caused by a weak movie slate, resulting from a long strike of the Hollywood writer's guild in 2023. From mid-year onwards the market conditions improved gradually, and cinemas around the world resumed investments in laser projection technology. Immersive Experience recorded record high sales in 2022 and 2023, though suffered from weak macro-economic conditions and softer demand, in part impacted by customers awaiting new product launches, especially in the rental market, in 2024.

With supply chain challenges resolved and on the strength of a more favorable product mix, with more (embedded) software and service revenues, the gross profit margin for Entertainment grew to an all-time high of 37.5% in 2023, up 6.4 percentage points versus 2022. In 2024, gross profit margin decreased 1 ppts to 36.5%, mainly linked to an unfavorable product mix in Immersive Experience. Together with focused cost control and a higher result of BarcoCFG EBITDA margin improved to 12.9%, slightly above the level of last year and almost double the EBITDA level of 2022.

The increase in segment assets in both 2024 and 2023 are mainly the result of additional capex investments for cinema-as-a-service (2024: 14 million euro; 2023: 24 million euro; 2022: 3 million euro) and investments in the Wuxi factory (2024: 10 million euro; 2023: 9 million euro).

Increase of the segment liabilities in 2024 is mainly thanks to prepayments received from Cinema customers.

We refer to 'Our results' and 'Risk management and control processes' for more explanation.

2.5 Reconciliation of segment information with group information

The total over time revenues relate for 39% to project sales mainly in the Enterprise division (in 2023: 48%) and for 61% to recurring service revenues generated on maintenance contracts mainly in Entertainment and Enterprise. The over time revenue further includes financing, including lease, agreements with customers in the Entertainment division over a period of more than one year.

The increase in overtime revenue is mainly coming from cinema-as-a-service amounting to 24.2 million euro (2023: 9.7 million euro, 2022: 0.3 million euro), from additional maintenance contracts, mainly in Cinema.

In thousands of euro	2024		2023		2022	
External sales						
Healthcare	**273,189**		**285,892**		**341,701**	
At a point in time revenues	269,723	99%	281,657	99%	337,983	99%
Over time revenues	3,466	1%	4,234	1%	3,718	1%
Enterprise	**254,077**		**303,761**		**317,250**	
At a point in time revenues	172,968	68%	213,117	70%	232,932	73%
Over time revenues	81,109	32%	90,644	30%	84,319	27%
Entertainment	**419,324**		**460,484**		**399,339**	
At a point in time revenues	347,043	83%	409,375	89%	364,830	91%
Over time revenues	72,281	17%	51,108	11%	34,509	9%
Total external sales segments	**946,590**		**1,050,137**		**1,058,291**	
At a point in time revenues	789,735	83%	904,151	86%	935,745	88%
Over time revenues	156,856	17%	145,987	14%	122,546	12%

In thousands of euro	2024	2023	2022
Net Income			
EBITDA			
Healthcare	34,228	27,797	38,354
Enterprise	32,447	56,934	60,609
Entertainment	54,146	57,765	27,510
Depreciation and other amortizations			
Healthcare	12,939	14,248	11,176
Enterprise	7,299	8,405	8,601
Entertainment	23,477	17,737	16,555
Adjusted EBIT			
Healthcare	21,289	13,549	27,179
Enterprise	25,148	48,529	52,009
Entertainment	30,669	40,028	10,955
Total adjusted EBIT	**77,106**	**102,106**	**90,143**
Restructuring and impairments	-11,100	-10,811	-2,500
EBIT	**66,006**	**91,295**	**87,643**
Interest income (expense) - net	5,299	4,684	843
Income/(loss) before taxes	**71,305**	**95,979**	**88,486**
Income taxes	-12,835	-17,276	-15,927
Result after taxes	**58,470**	**78,703**	**72,559**
Share in the result of joint entures and associates	3,628	2,539	3,337
Net income	**62,098**	**81,242**	**75,896**
Net income attributable to non-controlling interest	-859	1,074	677
Net Income attributable to the equity holder of the parent	**62,957**	**80,168**	**75,219**

In thousands of euro	2024	2023	2022
Assets			
Segment assets			
Healthcare	181,882	180,253	193,103
Enterprise	193,899	216,087	195,912
Entertainment	320,771	303,049	288,556
Total segment assets	**696,552**	**699,389**	**677,572**
Deferred tax assets	75,442	57,040	55,239
Short term investments	519	4,670	1,651
Cash and cash equivalents	362,443	286,077	305,915
Other non-allocated assets	93,900	112,239	107,028
Total assets	**1,228,857**	**1,159,415**	**1,147,405**
Liabilities			
Segment liabilities			
Healthcare	61,834	62,101	74,717
Enterprise	64,405	60,421	75,144
Entertainment	160,730	126,886	140,825
Total segment liabilities	**286,969**	**249,408**	**290,687**
Equity attributable to equity holders of the parent	795,150	795,334	759,189
Non-controlling interest	-	15,961	19,792
Long-term debts	44,861	32,217	32,335
Deferred tax liabilities	3,066	3,576	3,229
Current portion of long-term debts	14,215	12,288	11,217
Short-term debts	44,835	5,095	-
Other non-allocated liabilities	39,760	45,536	30,957
Total equity and liabilities	**1,228,857**	**1,159,415**	**1,147,405**

2.6. Geographic information

Management monitors sales of the Group based on the regions to which the goods are shipped or the services are rendered in three geographical regions Europe and Middle-East and Africa (EMEA), Americas (North-America and LATAM) and Asia-Pacific (APAC).

There is no significant (i.e. representing more than 10% of the Group's revenue) concentration of Barco's revenues with one customer.

Sales to Belgium represent 22 million euro of the Group revenues in 2024 versus 16 million euro in 2023.

The table gives an overview of the sales and assets per region and the most important capital expenditures in non-current assets per region.

EMEA and Americas contributed combined close to 80% of total 2024 sales, which is in line with 2023. Americas became the biggest region, growing single digit (+7%) in 2024. EMEA suffered from weak macro-economic conditions, with double digit sales decline.

We refer to the 'Comments on the group results' for a split of revenue from external customers based on the geographical location of the customers to whom the invoice is issued.

In thousands of euro	2024		2023		2022	
Net sales						
EMEA	306,427	32.4%	420,564	40.0%	405,190	38.3%
Americas	446,812	47.2%	420,077	40.0%	435,793	41.2%
Asia-Pacific	193,351	20.5%	209,496	20.0%	217,308	20.5%
Total	946,590	100.0%	1,050,137	100.0%	1,058,291	100.0%
Total assets						
EMEA	571,795	46.4%	498,129	42.9%	515,349	44.9%
Americas	364,722	29.7%	294,178	25.4%	266,778	23.3%
Asia-Pacific	292,339	23.8%	367,108	31.7%	365,277	31.8%
Total	1,228,857	100.0%	1,159,415	100.0%	1,147,405	100.0%
Purchases of tangible and intangible fixed assets*						
EMEA	15,411	36.1%	13,202	24.2%	10,037	47.3%
Americas	15,733	37.0%	24,084	44.3%	3,763	17.7%
Asia-Pacific	11,422	26.8%	17,122	31.5%	7,418	35.0%
Total	42,566	100.0%	54,408	100.0%	21,218	100.0%

(*) As included in the consolidated statement of cash flow.

3. Income from operations (EBIT)

In thousands of euro	2024	2023	2022
Sales	946,590	1,050,137	1,058,291
Cost of goods sold	-561,157	-611,614	-645,538
Gross profit	**385,433**	**438,523**	**412,753**
Gross profit as % of sales	40.7%	41.8%	39.0%
Indirect costs	-325,447	-338,121	-320,947
Other operating income (expenses) - net	17,120	1,704	-1,663
Adjusted EBIT	**77,106**	**102,106**	**90,143**
Adjusted EBIT as % of sales	8.1%	9.7%	8.5%
Restructuring and impairments	-11,100	-10,811	-2,500
EBIT	**66,006**	**91,295**	**87,643**
EBIT as % of sales	7.0%	8.7%	8.3%

2024 sales amounted to 946.6 million euro, 10% down versus 2023. The decline was mainly driven by weak macro-economic conditions in the EMEA region. Enterprise declined 16% in sales, where Meeting Experience faced tough market conditions and increased competition in the EMEA corporate market and was impacted by inventory reductions at channel partners.

The gross profit margin declined 1.1 ppts year-over-year to 40.7%, driven by lower sales in Enterprise. New products, a shift of the product mix towards more (embedded) software and the move of production to China, supported the margins, most outspoken in Healthcare.

Adjusted EBIT margin reached 8.1% in 2024, down 1.6 percentage points versus 2023, reflecting the impact of lower sales. Focused cost control allowed to keep indirect costs 4% lower than last year. Other operating income was 15.4 million euro higher than 2023 and includes the gain realized on the sale and lease back of a facility in the Americas and a higher result from our joint venture BarcoCFG.

Indirect costs in 2024 amount to 325.4 million euro (34.4% of sales; 2023: 32.2%; 2022: 30.3%), driven by cost control in view of a lower topline, lower costs in Control Rooms after the strategy revisit offsetting continued (on average mid single digit) inflation, while further investing in new product introductions, executing on our product roadmap and strategy.

In 2024, EBIT includes restructuring and impairment costs for an amount of 11.1 million euro versus 10.8 million euro the year before. The lay-off costs were linked to the Control Rooms strategy revisit, the closure of the Changping production site with an integration of its activities in the Wuxi factory, as well as several other organizational cost efficiencies, including the integration of the Cinionic activities.

For more details on adjusting items we refer to note 5. Restructuring and impairment.

In thousands of euro	Note	2024	2023	2022
Adjusted EBIT		**77,106**	**102,106**	**90,143**
Depreciations and amortizations	9	43,716	40,390	36,331
EBITDA		**120,822**	**142,496**	**126,474**
EBITDA as % of sales		12.8%	13.6%	12.0%

A slightly lower gross profit margin on a lower topline, was partially compensated by lower indirect expenses and higher other operating results, which resulted in an EBITDA of 120.8 million euro, 15% lower than the EBITDA of 142.5 million euro for 2023. The EBITDA margin was at 12.8% versus 13.6% in 2023.

The significant increase in gross profit in 2023, which was partially offset by higher indirect expenses, resulted in an EBITDA of 142.5 million euro compared to 126.5 million euro for 2022. The EBITDA margin grew to 13.6% versus 12.0% in 2022.

In 2024 depreciations are 3.3 million higher than in 2023, explained by higher depreciations from cinema-as-a-service. See note 9. Other intangible and tangible fixed assets.

In thousands of euro	2024		2023		2022	
Product sales	763,240	81%	867,612	82%	882,052	83%
Project sales	79,201	8%	82,238	8%	73,920	7%
EU taxonomy - Eligible turnover	**842,441**	-	**949,850**	-	**955,972**	-
Service sales	104,149	11%	100,287	10%	102,318	10%
Sales	**946,590**	-	**1,050,137**	-	**1,058,291**	-

Major part of the sales relate to product sales (in 2024: 81%, in 2023: 82%, in 2022: 83%). Project sales remain stable at 7-8% of total sales over the period 2022-2024 and include combined sales from products, installations and services. Most of these project sales have a lifetime of less than one year. The share of service sales in 2024 increased to 11% of total sales (2023: 10%; 2022: 10%)

We refer to note 2. Segment Information and to the chapter 'Our results' for more explanation on sales and income from operations.

We refer to the note on EU taxonomy for the Company's EU taxonomy eligible turnover in 2024.

Indirect costs and other operating income (expenses) - net

In thousands of euro		2024	2023	2022
Research and development expenses	(a)	-130,892	-132,282	-120,493
Sales and marketing expenses	(b)	-138,073	-145,891	-142,740
General and administration expenses	(c)	-56,482	-59,948	-57,714
Indirect costs		**-325,447**	**-338,121**	**-320,947**
Indirect costs as % of sales		34.4%	32.2%	30.3%
Other operating income (expenses) - net	(d)	17,120	1,704	-1,663
Indirect costs and other operating income (expenses) - net		**-308,327**	**-336,417**	**-322,610**

Indirect costs in 2024 decreased 4% to 325.5 million euro (34.4% of sales; 2023: 32.2% 2022: 30.3%), driven by a strict control of costs in a context of lower topline and lower costs linked to the strategy revisit in Control Rooms offsetting continued mid-single digit levels of inflation (as of 2022), while further investing in our product roadmap.
Impact of inflation and merit in the Company kicks in as of the second half of the year. Indirect costs include the impact of the higher inflation in 2022 as of the second half year of 2022 and in the first half year of 2023, while the higher inflation in 2023 is included as of the second half year of 2023 and in the first half year of 2024. The more moderate level of inflation in 2024 is included as of the second half year of 2024.

(a) Research and development expenses

Research and development activities are spread over the divisions as follows:

In thousands of euro	2024	% of sales	2023	% of sales	2022	% of sales
Research & development expenses	130,892	13.8%	132,282	12.6%	120,493	11.4%

In 2024 research and development expenses represent 13.8% of sales (12.6% in 2023, 11.4% in 2022). In absolute numbers research and development expenses have decreased 1.4 million euro compared to 2023, as a result of rebalancing the R&D portfolio in Control Rooms, while further investing in the Company's product roadmap to sustain and extend the Company's technology leadership position.

Merely the cost related to research and development is considered material and therefore included in EU taxonomy eligible Opex. We refer to the note on EU taxonomy for the EU taxonomy eligible opex in 2024.

(b) Sales and marketing expenses

In thousands of euro	2024	% of sales	2023	% of sales	2022	% of sales
Sales & marketing expenses	138,073	14.6%	145,891	13.9%	142,740	13.5%

Sales and marketing expenses include all indirect costs related to the sales organization which are not billed as part of a product or service to the customer as well as the costs related to regional or divisional marketing activities. Sales and marketing expenses in 2024 are 14.6% of sales compared to 13.9% in 2023 and 13.5% in 2022.

In absolute numbers, sales and marketing expenses decreased in 2024, as a result of cost containment actions and lower variable payroll costs in view of the lower topline, offsetting the impact of higher inflation and go-to-market investments in Entertainment and Healthcare, linked to the new product launches.

(c) General and administration expenses

In thousands of euro	2024	% of sales	2023	% of sales	2022	% of sales
General & administration expenses	56,482	6.0%	59,948	5.7%	57,714	5.5%

General and administrative expenses in 2024 are at 6% of sales, a decrease of 3.5 million euro in absolute numbers, compared to 2023, as a result of cost savings from organizational changes and merging the Cinionic legal entities, while absorbing inflation and further investing in IT systems. General and administrative expenses in 2023 are at 5.7% of sales, an increase of 2.2 million euro versus 2022, as a result of higher inflation partially offset by cost containment actions.

Steady investments in IT systems over the past years have led to IT costs (including amortizations on SAP ERP system) representing the major part of G&A expenses (2024: 43%; 2023: 43%, 2022: 42%).

(d) Other operating income (expense) – net

In thousands of euro		2024	2023	2022
Share in the result of BarcoCFG	(a)	5,361	3,053	2,764
Bad debt provisions (net of write-offs and reversals of write-offs)		459	297	-243
Cost of share-based payments	(b)	-2,826	-2,230	-1,548
Exchange losses		-561	-2,262	-672
Other provisions (net of additions and reversals of provisions)	(c)	2,440	896	72
Bank charges		-1,038	-956	-1,139
Customer financial discounts		-470	-802	-1,230
Gains on disposal of (in)tangible fixed assets	(d)	12,611	4,725	1,670
Other (net)		1,144	-1,017	-1,337
Other operating income (expense)		**17,120**	**1,704**	**-1,663**

(a) The 49% share in the net result of BarcoCFG is represented in EBITDA. See note 11.
(b) We refer to note 16. Equity attributable to equity holders of the parent – 2. Share based payments
(c) We refer to note 19.Provisions
(d) Gains on disposal of tangible fixed assets include in 2024 the gain realized on a sale and lease back agreement the Group closed in 2024 on a facility in the Americas, and the gain realized on part of the stake in a past investment, recorded as fully amortized know-how, transferred to new investors. See note 9.1.

4. Revenues and expenses by nature

The table below provides information on the major items contributing to the adjusted EBIT, categorized by nature.

In thousands of euro		2024		2023		2022	
Sales		946,590		1,050,137		1,058,291	
Material cost		-436,649	-46%	-498,854	-47%	-534,317	-50%
Services and other costs		-115,557	-12%	-105,038	-10%	-106,529	-10%
Personnel cost	(a)	-290,682	-31%	-305,452	-29%	-289,308	-27%
Depreciation property, plant, equipment and software		-43,716	-5%	-40,390	-4%	-36,331	-3%
Other operating income (expense) - net	(note 3)	17,120	2%	1,704	0%	-1,663	-0%
Adjusted EBIT		**77,106**	**8%**	**102,106**	**10%**	**90,143**	**9%**

Material costs in 2024 are 12% lower than 2023, linked to the lower topline, which is 10% lower than 2023. As the material cost decreased more than the topline decrease, we see an improvement of the direct gross margin percentage of 2 percentage points compared to last year.

Material costs in 2023 is 7% lower than 2022, while topline remained at the same level as 2022, as a result of the absence of the unusual high costs for brokerage and logistics that were experienced in 2022 due to supply chain constraints.

As the material cost decreased and the topline remained in line, we see an improvement of the direct gross margin in absolute numbers and relative of 3 percentage points compared to last year.

Personnel cost in 2024 is 5% lower than 2023 and close to the level of 2022, a result of lower headcount and more moderate inflation levels compared to 2023 and 2022.

(a) Personnel cost

In thousands of euro	2024	2023	2022
Wages and salaries	-239,238	-250,641	-237,564
Social security contributions	-28,926	-30,300	-27,709
Pension expense for defined benefit plans	-13,710	-13,461	-12,859
Temporary labour	-3,121	-3,285	-4,004
Recruiting expenses	-919	-1,869	-2,264
Other personnel cost	-4,768	-5,896	-4,908
Personnel cost	**-290,682**	**-305,452**	**-289,308**

Personnel cost includes the cost for temporary personnel for an amount of 3.1 million euro (in 2023: 3.3 million euro, in 2022: 4 million euro).

The full-time equivalents at year end can be split as shown in the table below.

	2024	2023	2022
White-collars	2,554	2,752	2,724
Blue-collars	581	618	575
Total full time equivalents at year end	**3,135**	**3,370**	**3,299**

Per end of 2024 total number of employees (in FTE's) were 3,135 (versus 3,370 in 2023, 3299 in 2022), including 2,554 white-collars (in 2023 2,752, in 2022 2,724) and 581 blue collars (in 2023: 618, in 2022: 575).

This represents a net FTE reduction close to 7% versus previous year. A significant part of the net decrease was associated with the closure of the Changping manufacturing plant and the integration of its activities into the Wuxi plant in China. The remainder of the net reduction reflects adjustments made in response to the business context and the execution of our strategy. For more information on people data we refer to the sustainability statements S1-Own workforce.

5. Restructuring and impairment costs

The table below shows the restructuring and impairment costs recognized in the income statement.

In thousands of euro	Note	2024	2023	2022
Restructuring (cash)	19	-11,100	-9,500	-2,500
Impairments (non-cash)		-	-1,311	-
Total restructuring and impairments		**-11,100**	**-10,811**	**-2,500**

Restructuring charges in 2024 include 11.1 million euro lay-off (cash) costs, mainly linked to the further deployment of the strategic reset of Control Rooms, closure of the Changping factory in China (as disclosed in our 2023 Integrated Annual Report Note 24. Events subsequent to the balance sheet date), the integration of the Cinionic activities into Barco and diverse organizational changes. This affected 182 employees in total.

In 2023, 9.5 million euro lay-off (cash) costs were linked to the strategic review of Control Rooms and several other organizational cost efficiencies, affecting in total 153 employees. Non-cash restructuring costs related to 1.3 million euro write-off on inventories as a result of the strategic decisions taken in Control Rooms.

The restructuring charges linked to Control Rooms are a result of the strategic decisions on rebalancing the R&D portfolio, to focus on profitable products and markets and to align supporting sales and marketing activities and service model to the focus on software and workflows.

At the end of 2022, the Company has recorded 2.5 million euro of restructuring (cash) costs as a result of scaling down activities.

Restructuring cash costs include a provision for severance of 2.7 million euro (2023: 4.4 million) (see note 19. Provisions). The people impacted have all been notified before the end of 2024. Their last working day and severance pay out will be early 2025. In 2024 12.9 million euro (2023: 6.8 million euro, 2022: 1.2 million euro) of restructuring was paid (see consolidated statement of cash flow).

6. Income taxes

In thousands of euro		Note	2024	2023	2022
Current versus deferred income taxes					
Current income taxes			-29,822	-19,573	-13,301
Deferred income taxes		10	16,987	2,297	-2,626
Income taxes			-12,835	-17,276	-15,927
Income taxes versus income before taxes					
EBIT			66,006	91,295	87,643
Interest income (expense) - net			5,299	4,684	843
Income before taxes			71,305	95,979	88,486
Income taxes			**-12,835**	**-17,276**	**-15,927**
Effective income tax rate		%	18.0%	18.0%	18.0%
Income before taxes			71,305	95,979	88,486
Theoretical tax rate		%	25.0%	25.0%	25.0%
Theoretical tax credit/(cost)			**-17,826**	**-23,995**	**-22,122**
Innovation income deduction (IID)			6,937	9,098	6,518
Effect of different tax rates in non-Belgian affiliates			-223	-902	-523
Changes in deferred tax on undistributed earnings	(a)		4,500	-4,500	-
Uncertain tax treatment	(b)		80	250	60
Income not taxed					
Other income exempt from tax (mainly government grants)			3,855	4,298	2,758
Non deductible expenses					
Dividends received	(c)		-7,372	-132	-90
Other non-deductible expenses			-1,979	-1,942	-1,693
Tax adjustments related to prior periods			-1,063	-14	-773
Deferred tax assets, not recognised in current year	(d)		-259	-1,078	-420
Set-up/use of deferred tax assets, not recognised in prior years			973	99	357
Net gain/loss on investments exempted from tax			-457	1,542	-
Pillar Two minimum top-up tax	(e)		-	-	-
Taxes related to current income before taxes			**-12,835**	**-17,276**	**-15,927**

(a) Deferred tax recognized on undistributed earnings of subsidiaries in 2023 have reversed in 2024 due to distribution of dividends to Barco NV in 2024, for which the related taxes on dividends have been paid.

(b) Tax positions taken in the financial statements and in the tax filings and how these are supported, as well as how the taxation authorities might make their examinations and how issues that might arise from examinations could be resolved, are reviewed. Based on this assessment, a deferred tax liability is determined in line with IFRIC 23. A reversal on the deferred tax liability is taken when the uncertain tax position is no longer in place as a result of an occurred tax examination or expiration of the examination period.

(c) Includes withholding taxes on dividends received from affiliates and investments.

(d) Deferred tax assets not recognized on tax losses/credits or tax losses/credits carried forward when assessment shows it is not probable that these tax benefits can be utilized in the near future. Reference is made to note 10.

(e) Pillar Two taxes are those arising from tax laws enacted or substantively enacted to implement the Pillar Two framework published by the OECD. This tax reform aims to ensure that multinational groups pay taxes at a minimum rate of 15 percent on income arising in each jurisdiction in which they operate by applying a system of top-up taxes. The ultimate parent company of the Group is Barco NV, located in Belgium. On 14 December 2023, the Belgian government has enacted the Pillar Two income taxes legislation effective from 1 January 2024. Given that the consolidated revenue threshold of EUR 750 million is exceeded, the Group is required to pay top up tax on profits of its subsidiaries that are taxed at an effective tax rate of less than 15 per cent. Pillar Two legislation has further been enacted or substantively enacted in several other jurisdictions in which the Group operates, effective for the financial year beginning 1 January 2024.

The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred. In 2024 the Group is not subject to minimum top-up tax, with all subsidiaries eligible for the Transitional (Country-by-Country Reporting) Safe Harbours or meeting the minimum effective tax rate of 15 percent. The Group continues to follow Pillar Two legislative developments, as further countries enact the Pillar Two model rules, to evaluate which Subsidiaries may become liable for the top-up tax instead of the ultimate parent company.

7. Earnings per share

In thousands of euro		2024	2023	2022
Net income/(loss) attributable to the equity holder of the parent		62,957	80,168	75,219
Weighted average of shares		88,970,127	90,426,432	90,005,918
Basic earnings per share		**0.71**	**0.89**	**0.84**
Net income/(loss) attributable to the equity holder of the parent		62,957	80,168	75,219
Weighted average of shares (diluted)		89,425,539	91,078,011	90,486,263
Diluted earnings per share	(a)	**0.70**	**0.88**	**0.83**

(a) The difference between the weighted average of shares and weighted average of shares (diluted) is due to exercisable stock options, which are in the money (which means that the closing rate of the Barco share was higher than the exercise price).

For more detailed information concerning the shares and stock options, we refer to note 16.

8. Goodwill

In thousands of euro	2024	2023	2022
At cost	179,775	179,775	179,775
Impairment	74,163	74,163	74,163
Net book value	**105,612**	**105,612**	**105,612**

There are no changes to goodwill over the period 2022-2024 and the impairment tests on goodwill in the 3 years did not result in any impairment.

The test was performed on a cash-generating unit level by comparing each unit's carrying value, including goodwill, to its value-in-use.
The value-in-use of each reporting unit was assessed using a discounted cash flow model based on management's revised budget on division level for the year and estimated long-term projections covering a five-year period. Consistently with its yearly impairment test, the Company adjusts the divisional management cash flow projections for future years to more conservative levels in view of the level of uncertainty. For 2024, 2023 and 2022 the high level of conservatism is again applied to be consistent with prior year testing. Over the past 3 years, the outcome of the goodwill impairment tests performed did not result in any impairment loss.

See below for explanations on the impairment testing performed.

Goodwill by cash-generating unit

On acquisition, goodwill acquired in a business combination is allocated to the cash-generating unit which is expected to benefit from that business combination. These cash-generating units correspond to the division level for Healthcare, Enterprise and Entertainment. Therefore, impairment testing is performed at the level of the cash-generating units as presented below.

The carrying amount of goodwill (after impairment) has been allocated to the cash-generating units as follows:

In thousands of euro	2024-2022
Healthcare	28,263
Enterprise	41,785
Entertainment	35,564
Total goodwill (net book value)	**105,612**

The allocation remained the same over 2024, 2023 and 2022. The Group performed its annual impairment test in the fourth quarter of 2024 consistently with prior years.

The Group looks at the relationship between its market capitalization and its book value, amongst other factors, when reviewing the indicators of impairment. At 31 December 2024, the market capitalization of the Group exceeded the amount of equity of the Group. As such, this general test does not show an indication for impairment.

The annual impairment tests were performed for each cash-generating unit. The recoverable amount for each of the cash-generating units has been determined based on a value-in-use calculation using cash flow projections generated by management covering a five-year period. Due to the level of uncertainty of future years, these financial projections have been adjusted to more conservative levels for the purpose of our impairment testing.
The pre-tax discount rate applied to projected cash flows is 9.5% (2023: 9.5%, 2022: 10.1%) and cash flows beyond the five-year period are extrapolated using a conservative growth rate of 0% (2023 and 2022: 0%).

The same level of conservatism is applied to the EBITDA %, where we used the average of the last 2 years (2024-2023).

A similar approach has been used in the past.

The amount by which the unit's recoverable amount exceeds its carrying amount is 115 million euro in Healthcare, 204 million euro in Enterprise and 143 million euro in Entertainment.

Even with this high level of conservatism applied, all three divisions have sufficient headroom.

A sensitivity analysis is performed on all cash-generating units with respect to the discount rate (see Sensitivity to changes in assumptions – Discount rate). For forward looking statements on sales and EBITDA, we refer to the company report of this annual report.

The assumptions of the annual impairment test are consistent with external sources.

For none of the cash-generating units management identified an impairment loss after the impairment test.

Key assumptions used in value-in-use calculations

The calculation of value-in-use for all cash-generating units is most sensitive to the following assumptions:

- Sales growth rate used during the projection period;
- EBITDA;
- Growth rate used to extrapolate cash flows beyond the budget period;
- Discount rate;

The assumptions are shown in the table below:

	Healthcare	Enterprise	Entertainment
Sales growth rate used during the projection period	0.0%	0.0%	0.0%
EBITDA as % of sales	11.1%	15.8%	12.7%
Growth rate estimates	0.0%	0.0%	0.0%
Discount rates	9.5%	9.5%	9.5%

Sales growth rate used during the projection period – Sales growth rate used over the projected period has been kept conservatively at zero percent for all cash-generating units, since even then there is no risk for impairment.

EBITDA as percentage of sales – EBITDA as percentage of sales is based on average percentages over the two years preceding the start of the budget period for all divisions and has been kept conservatively flat over the projected period.

Growth rate estimates – The long-term rate used to extrapolate the projection has been kept conservatively at zero % for all cash-generating units.

Discount rate – Discount rate reflects the current market assessment of the risks specific to Barco Group. The discount rate was estimated based on a (long-term) pre-tax cost of capital, the risks being implicit in the cash flows. It was determined on group level.

Sensitivity to changes in assumptions

Per 31 December 2024, only a change in EBITDA margin could result in impairment losses. The implications of the key assumptions for the recoverable amount are discussed below:

EBITDA percentage on sales – Management has considered the possibility of lower than projected EBITDA percentages on sales.

For Healthcare, Enterprise and Entertainment a reduction of the EBITDA percentage in the last year of the projected period of respectively more than 6%, 11% and 5% would result in an impairment.

Discount rates - Management has considered the possibility of a significant higher weighted average cost to test the sensitivity. For none of the cash-generating units this leads to an impairment.

Growth rate estimate (beyond the projection period) – For all divisions, no reasonable possible change in the growth rate, used to extrapolate beyond the projection period, would result in an impairment.

9. Other intangible and tangible assets

9.1 Other intangible assets

						2024	2023	2022
In thousands of euro	Software	Customer Relations	Know how	Other Intangible Assets	Other Intangible assets under construction	Total	Total	Total
At cost								
On 1 January	**67,097**	**9,721**	**42,779**	**5,183**	**1,404**	**126,185**	**128,646**	**136,578**
Expenditure	757	-	4,509	29	1,842	7,137	3,261	3,836
Sales and disposals	-267	-	-2,523	5	-	-2,785	-4,997	-20,094
Acquisition of subsidiaries	-	-	-	-	-	-	-	7,607
Disposal of subsidiaries	-	-	-7,147	-	-	-7,147	-	-
Transfers	1,160	-	944	-	-2,104	-	-	-
Translation (losses)/gains	59	171	-318	8	-	-80	-726	719
On 31 December	**68,806**	**9,893**	**38,244**	**5,224**	**1,143**	**123,310**	**126,185**	**128,646**
Amortizations and impairment								
On 1 January	**59,219**	**9,721**	**40,253**	**4,966**	**-**	**114,159**	**109,396**	**119,151**
Amortization	3,708	-	3,840	31	-	7,579	7,207	10,037
Impairment	-	-	-	-	-	-	2,745	-
Sales and disposals	-267	-	-2,523	5	-	-2,785	-4,997	-20,094
Disposal of subsidiaries	-	-	-7,147	-	-	-7,147	-	-
Transfers	-	-	-11	11	-	-	-	-
Translation (losses)/gains	32	171	-264	6	-	-56	-192	302
On 31 December	**62,692**	**9,893**	**34,148**	**5,019**	**-**	**111,751**	**114,159**	**109,396**
Carrying amount								
On 1 January	**7,879**	**-**	**2,526**	**216**	**1,404**	**12,026**	**19,251**	**17,427**
On 31 December	**6,115**	**-**	**4,096**	**205**	**1,143**	**11,559**	**12,026**	**19,251**

Barco's intangibles mainly include customer relationship management software, IT platform solutions and remaining book value of acquired know how.

In 2024, capital expenditures for intangible assets amount to 7.1 million euro (2023: 3.3 million, 2022: 3.8 million euro). Expenditures in 2024 mainly related to acquired know how for a total amount of 4.5 million euro, which are amortized over their useful life (3 years) and implementation costs for migration to S4HANA (2024: 1 million euro; 2023: 0.1 million euro). Expenditures in 2023 mainly related to the implementation of a cloud-based IT platform automation solution, a supplier relationship management tool as well as investments in IT security.

Expenditures in 2022 mainly related to new customer relationship management (CRM) software.

Disposals in 2024 relate to part of the stake in a past investments, recorded as fully amortized know-how, transferred to new investors, realizing a gain of 2.5 million euro (2023: 4.6 million euro) ((see note 3.d (d) other operating income (expense) – net). Other disposals in 2023 and 2022 relate to fully amortized IT software which is no longer used.

Disposal of subsidiaries in 2024 relate to the acquired know-how from the Dermicus acquisition in 2022, for an amount of 7.6 million, which is fully amortized by mid-year 2024. We refer to note 1.3 for more explanation.

The Group performed its annual impairment review on acquired intangibles in the fourth quarter of 2024 consistently with prior years.

The test concluded no impairments (2023: 2.7 million euro, 2022: 0).

Barco does not hold intangible assets with indefinite lifetime.

9.2 Tangible fixed assets

In thousands of euro	Land and buildings	Plant, Machinery and equipment	Furniture, office equip-ment and vehi-cles	Other property, plant and equipment	Assets under construction	Total Other tangible assets	2024 Total	2023 Total	2022 Total
At cost									
On 1 January	**134,009**	**113,063**	**51,470**	**14,159**	**23,242**	**201,934**	**335,943**	**285,253**	**284,317**
Expenditure*	10,726	15,945	6,105	1,307	14,437	37,794	48,520	64,493	30,020
Sales and disposals	-14,695	-4,591	-5,503	-1,255	-	-11,349	-26,043	-8,233	-28,034
Transfers	4,467	25,507	631	57	-30,662	-4,467	-	-	-
Translation (losses)/gains	1,171	3,212	294	174	161	3,841	5,012	-5,570	-1,050
On 31 December	**135,678**	**153,137**	**52,996**	**14,442**	**7,178**	**227,753**	**363,432**	**335,943**	**285,253**
Depreciation and impairment									
On 1 January	**70,529**	**67,749**	**33,993**	**10,246**	**-**	**111,988**	**182,517**	**162,395**	**157,430**
Depreciation	10,636	15,393	7,986	2,122	-	25,501	36,136	30,438	26,294
Sales and disposals	-11,572	-3,431	-5,022	-1,223	-	-9,676	-21,248	-7,882	-21,137
Transfers	-	-183	115	68	-	-	-	-	-
Translation (losses)/gains	700	846	217	140	-	1,203	1,903	-2,436	-191
On 31 December	**70,293**	**80,373**	**37,289**	**11,352**	**-**	**129,014**	**199,308**	**182,517**	**162,396**
Carrying amount									
On 1 January	**63,479**	**45,314**	**17,477**	**3,913**	**23,242**	**89,946**	**153,426**	**122,856**	**126,887**
On 31 December	**65,385**	**72,763**	**15,708**	**3,090**	**7,178**	**98,739**	**164,124**	**153,426**	**122,856**

* Expenditures also include the additions for IFRS16.

Capital expenditures for tangible assets in 2024 amount to 48.5 million euro. Major investments in 2024 are related to new leasing agreements concluded with cinema customers (2024: 14.3 million euro; 2023: 24.5 million euro; 2022: 3 million euro), investment in the new factories in China, both facility and production related (2024: 10 million euro; 2023: 15 million euro; 2022: 10 million euro) and renewal and extension of lease agreements (2024: 13.9 million euro; 2023;14.2 million euro; 2022: 11 million euro)

Further, capital expenditures include machinery and tooling linked to new product introduction projects (2024: 5 million euro, 2023: 4 million euro) and IT hardware equipment (2024: 1.1 million euro, 2023: 2.2 million euro).

The total amount of capital expenditure for tangible assets in 2024 equals the EU taxonomy eligible Capex as the total amount of Capex relates solely to assets or processes associated with Barco economic activities defined in section "Taxonomy-eligible economic activity - Capex". We refer to note on EU taxonomy.

Disposals in 2024 mainly relate to the sale of the Duluth office in Barco Inc., which had a remaining net book value of 2.9 million euro. The building is leased back over a 6-year period and partly subleased to two tenants. The value of the right of use asset is included in the overview of the leases – lessee accounting for an amount of 0.8 million euro.
We refer to note 3d. other operating income (expense) – net for more information on the gain realized.

Other disposals relate to machinery & equipment and vehicles, which are no longer in use and were largely written down.

Disposals in 2023 mainly relate to machinery & equipment and furniture, which are no longer in use and fully written down.

Disposals in 2022 mainly relate to the sale of the building in Norway, which had a net book value of 4.3 million euro. The other disposals relate to machinery & equipment and furniture, which are no longer in use and fully written down.

Leases – lessee accounting

This note provides more information for leases where the Group is a lessee.

The balance sheet on the right shows the following amounts relating to leases.

Additions to the right-of-use assets during 2024 were 13.9 million euro (2023: 14.2 million euro, 2022: 11 million euro;) split over leased buildings (2024: 9.4 million euro, 2023: 6 million euro, 2022: 7.6 million euro) and leased vehicles (2024: 4.5 million euro; 2023: 8.1 million euro, 2022: 3.4 million euro). The additions are mainly renewals of existing lease agreements as well as a new, though limited, right of use value resulting from the sale and lease back of the Barco Inc. Duluth office.

We refer to note 14 for more information on the lease liabilities.

The table on the right shows the amounts relating to leases as indicated in the statement of profit or loss.

The total cash outflow for leases including interests in 2024 was 12.7 million euro (2023: 10 million euro; 2022: 9.2 million euro).

Leases - lessee accounting

				2024	2023	2022
In thousands of euro	**Buildings**	**Vehicles**	**Other assets**	**Total**	**Total**	**Total**
On 1 January	**43,538**	**16,775**	**81**	**60,394**	**51,205**	**46,922**
New leases or extensions of current leases	9,370	4,534	17	13,921	14,226	10,986
Termination of leases	-3,656	-3,537	-12	-7,205	-3,896	-6,586
Translation (losses)/gains	416	8	-1	423	-1,140	-117
On 31 December	**49,668**	**17,780**	**86**	**67,534**	**60,394**	**51,205**
Depreciation and impairment						
On 1 January	**-25,609**	**-6,406**	**-17**	**-32,032**	**-26,371**	**-21,119**
Depreciation	-6,991	-4,584	-25	-11,601	-10,222	-9,539
Termination of leases	2,486	3,133	7	5,626	3,878	4,141
Translation (losses)/gains	-370	-3	0	-373	683	146
On 31 December	**-30,484**	**-7,860**	**-36**	**-38,380**	**-32,031**	**-26,371**
Right-of-use assets						
On 1 January	**17,930**	**10,369**	**65**	**28,363**	**24,834**	**25,803**
On 31 December	**19,183**	**9,920**	**50**	**29,154**	**28,363**	**24,834**

Depreciation charge of right-of-use assets

In thousands of euro	2024	2023	2022
Buildings	-6,991	-6,899	-6,936
Vehicles	-4,584	-3,303	-2,604
Other assets	-25	-20	-
Total depreciation charge of right-of-use assets	**-11,601**	**-10,222**	**-9,539**
Interest expense (included in finance cost)	-1,597	-1,225	-1,072
Expense relating to leases of low-value assets that are not shown above as short-term leases	-4	-7	-19

Leases – lessor accounting
This note provides more information for leases where the Group is a lessor.

Barco offers in selected cases laser projectors via a cinema-as-a-service program. Barco remains owner of the laser projectors and therefore the assets are included in the tangible fixed assets under plant, machinery and equipment. The total investments for all cinema customers who have stepped into a cinema-as-a-service program in 2024 amounted to 14.3 million euro (2023: 24.5 million euro; 2022: 3 million euro).

Installation of laser projectors under the cinema-as-a-service program started in 2023.

For the current cinema-as-a-service installed projectors, the following undiscounted lease payments are expected in the coming 5 years:

Per 31 Dec 2024		Per 31 Dec 2023	
Receivable in		Receivable in	
2025	33,763	2024	17,134
2026	37,369	2025	17,089
2027	36,997	2026	17,089
2028	27,338	2027	16,733
2029	13,984	2028	7,621
Total receivable	149,452	Total receivable	75,665

10. Deferred tax assets – deferred tax liabilities

The deferred tax asset and liability balance comprises temporary differences attributable to:

	Assets			Liabilities			Net asset/(liability)		
In thousands of euro	2024	2023	2022	2024	2023	2022	2024	2023	2022
Tax value of loss carry forwards	19,660	15,948	13,721	-	-	-	19,660	15,948	13,721
Tax value of tax credits	17,000	13,952	17,920	-	-	-	17,000	13,952	17,920
Deferred revenue	17,019	10,973	10,227	-	-	-	17,019	10,973	10,227
Inventory	13,910	12,050	8,837	-48	-104	-211	13,862	11,946	8,626
Provisions	4,768	6,277	6,062	-1,028	-1,009	122	3,740	5,268	6,184
Tangible fixed assets and software	6,893	5,724	1,580	-3	-353	-363	6,890	5,371	1,217
Employee benefits	1,868	1,471	1,333	-	-33	258	1,868	1,438	1,591
Trade debtors	44	184	416	-	-	-	44	184	416
Uncertain tax positions (UTP)	-	-	-	-2,730	-2,810	-3,060	-2,730	-2,810	-3,060
Patents, licenses,…	-	-	-	-5,706	-5,015	-5,704	-5,706	-5,015	-5,704
Other items[1]	795	907	912	-67	-4,699	-40	728	-3,791	872
Gross tax assets/(liabilities)	**81,958**	**67,486**	**61,008**	**-9,582**	**-14,022**	**-8,998**	**72,376**	**53,464**	**52,010**
Offset of tax	-6,516	-10,446	-5,769	6,516	10,446	5,769	-	-	-
Net tax assets/(liabilities)	**75,442**	**57,040**	**55,239**	**-3,066**	**-3,576**	**-3,229**	**72,376**	**53,464**	**52,010**

(1) Other items mainly consist of deferred tax liabilities recognized in 2023 on undistributed earnings (see note 6. Income taxes).

Movements in the deferred tax assets / (liabilities) arise from the following:

In thousands of euro	As at 1 January 2024	Recognized through income statement	Recognized through OCI	Reclassifications	Exchange gains and losses	As at 31 December 2024
Tax value of loss carry forwards	15,948	3,972	-	-460	201	19,660
Tax value of tax credits	13,952	3,061	-	-	-13	17,000
Deferred revenue	10,973	5,418	-	101	527	17,019
Inventory	11,946	1,738	-	14	164	13,862
Provisions	5,268	-2,484	942	-	14	3,740
Tangible fixed assets and software	5,371	1,278	-	-7	248	6,891
Employee benefits	1,438	426	-	2	2	1,868
Trade debtors	184	-144	-	3	1	44
Uncertain tax positions (UTP)	-2,810	80	-	-	-	-2,730
Patents, licenses,...	-5,015	-982	-	402	-111	-5,706
Other items	-3,792	4,624	-	-54	-50	728
Net deferred tax	**53,464**	**16,987**	**942**	**0**	**983**	**72,376**

Per 31 December 2024, deferred tax assets have been recognized on tax attributes carried forward in following countries (in million euro):

In thousands of euro	Tax Losses carried forward	R&D tax credits and investment deductions	Innovation income deduction	Tax value of tax credits
Belgium	20,125	1,028	15,366	16,395
Canada	2,173	606	-	606
China	11,747	-	-	-
Germany	4,938	-	-	-
Other	21	-	-	-
Total	**39,005**	**1,634**	**15,366**	**17,000**
Valuation allowance	-19,344	-	-	-
Net deferred tax	**19,660**	**1,634**	**15,366**	**17,000**

On these items for which a deferred tax asset is recognized, the Group has recorded a valuation allowance of 19.3 million euro (21.5 million euro in 2023). A valuation allowance is recorded on these items because it is not probable that tax assets will be utilized within their statute of limitations or it is not probable that the Group will be able to utilize all of the deferred tax assets within the foreseeable future.

In assessing the realization of deferred tax assets, management considers whether it is probable that some portion or all of the deferred tax assets will be realized within the foreseeable future. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable profit during the periods in which those temporary differences become deductible. Management considers the scheduled reversal of deferred tax liabilities, projected future taxable profit and foreseeable tax events in making this assessment. A time period of 5 years is considered. In order to fully realize the deferred tax asset, the Group will need to generate future taxable profit in the countries where the net operating losses and other items carried forward were incurred. Based upon the level of historical taxable income and projections for future taxable profit over the periods in which the deferred tax assets are deductible, management believes it is probable that the Group will be able to utilize the cumulative net deferred tax asset recognized.

Barco has not recognized additional liabilities for income taxes on undistributed earnings of its subsidiaries which will not be distributed in the foreseeable future. The cumulative amount of undistributed earnings (irrespective of tax treatment exemptions) on which the Group has not recognized income taxes was approximately 399 million euro per December 31, 2024 (2023: 517 million euro, 2022: 488 million euro).

11. Investments and interest in associates

In thousands of euro		2024	2023	2022
Investments	(a)	37,596	41,695	37,645
Interest in associates	(b)	33,399	29,093	27,167
Investments and interest in associates		**70,996**	**70,788**	**64,811**

Investments include entities in which Barco owns less than 20% of the shares. These are accounted for as fair value through profit and loss or other comprehensive income instruments, as determined at moment of initial recognition, which implies that the Group measures these investments on a fair value basis with differences in fair value reflected in profit and loss or other comprehensive income.

Interest in associates represents entities in which Barco owns between 20% and 50% of the shares.

(a) Investments

In thousands of euro	2024	2023	2022
Opening net assets 1 January	41,695	37,645	47,135
Additions	-	-	14,893
Divestments	-	-9,179	-4,384
Other comprehensive income	-6,693	14,709	-23,004
Translation gains/(losses)	2,595	-1,480	3,003
Closing net assets 31 December	**37,596**	**41,695**	**37,645**

The investments are measured at market price. For investments that are publicly quoted in an active market, the quoted market price is the best measure of fair value (level 1). The remeasurement at fair value per 31 December 2024 versus the carrying amount, resulted in an unrealized loss of -6.7 million euro, reflected in other comprehensive income. The loss is caused by a decrease of the share price at year-end 2024 compared to end 2023.

Per 31 December 2023, the remeasurement at fair value versus the carrying amount, resulted in an unrealized gain of 14.7 million euro, reflected in other comprehensive income. The gain was resulting from an increase of the share price at year-end 2023 compared to end 2022. Further, a minority stake was sold, resulting in 9.2 million euro cash-in in 2023, reflected in the line 'other investing activities' in the cash flow statement, and 0.7 million euro gain realized since the moment of acquisition, over the periods until divestment reflected in other comprehensive income.

(b) Interest in associates

Interest in associates, in 2024 - 2022, reflects the equity investment in BarcoCFG and CCO Barco Airport Venture.

The Group's share of the assets and liabilities as at 31 December 2024 and 2023 and income and expenses of the joint ventures and associates for the year ended 31 December 2024 and 2023, which are accounted for using the equity method as shown in the table on the right.

The Group has no contingent liabilities or capital commitments in relation to its associates as at 31 December 2024, 2023 and 2022.

For all equity accounted investments, the parent's or other investor's consent is required to distribute its profits; which is not decided at the reporting date. The equity accounted investments did not recognize items in other comprehensive income.

		31 Dec 2024			31 Dec 2023		
In thousands of euro		BarcoCFG	CCO	Total	BarcoCFG	CCO	Total
Summarised balance sheet							
Cash and cash equivalents		13,254	31,240	44,494	14,454	26,345	40,799
Other current assets		48,584	18,751	67,335	49,397	17,444	66,841
Total current assets		**61,838**	**49,991**	**111,830**	**63,850**	**43,789**	**107,640**
Non-current assets		**15,298**	**5,919**	**21,216**	**5,490**	**7,573**	**13,063**
Other current liabilities		28,663	14,587	43,251	37,012	13,501	50,513
Total current liabilities		**28,663**	**14,587**	**43,251**	**37,012**	**13,501**	**50,513**
Other non-current liabilities		106	-	106	-	-	-
Total non-current liabilities		**9,827**	**-**	**9,827**	**-**	**-**	**-**
Net assets		**38,645**	**41,323**	**79,968**	**32,329**	**37,861**	**70,190**
Reconciliation to carrying amounts							
Opening net assets 1 January		32,329	37,861	70,190	28,007	38,409	66,416
Profit/(loss) for the period		10,941	10,367	21,308	6,231	7,254	13,486
Other comprehensive income (CTA)		1,276	2,492	3,768	-1,909	-1,550	-3,459
Dividends paid		-5,901	-9,397	-15,298	-	-6,253	-6,253
Closing net assets		38,645	41,323	79,968	32,329	37,861	70,190
Group's share in %		49%	35%	-	49%	35%	-
Group's share		18,936	14,463	33,399	15,841	13,251	29,093
Carrying amount		18,936	14,463	33,399	15,841	13,251	29,093
Summarised statement of comprehensive income							
Profit/(loss) for the period		**10,941**	**10,367**	**21,308**	**6,231**	**7,254**	**13,486**
Other comprehensive income (CTA)		1,276	2,492	3,768	-1,909	-1,550	-3,459
Total comprehensive income		12,218	12,858	25,076	4,322	5,705	10,027
Group's share in %		49%	35%	-	49%	35%	-
Group's share in profit/(loss) for the period		5,361	3,628	8,989	3,053	2,539	5,592
Share in the result of joint ventures and associates		-	3,628	3,628	-	2,539	2,539
Included in other operating income	3(d)	5,361	-	5,361	3,053	-	3,053
Dividends received from associates and joint venture entities		**-2,892**	**-3,289**	**-6,180**	**-**	**-2,188**	**-2,188**

12. Inventory

In thousands of euro	2024	2023	2022
Raw materials and consumables	89,363	100,199	120,610
Work in progress	68,930	69,376	79,993
Finished goods	136,073	144,539	123,930
Write-off on inventories	-85,689	-82,593	-78,819
Inventory	**208,678**	**231,521**	**245,714**
Inventory turns	2.1	2.1	2.1

Inventory in 2024 decreased with -10% after two years with high inventories, linked to supply constraints that resulted in high component prices and safety buffers on scarce components. Turns in 2024 remain low at 2.1, at the same level as end 2023.

Raw materials further decreased in 2024 (-11 million euro versus year-end 2023), after a significant slowdown on component purchases in 2023 resulting in a material decrease of raw materials (-20 million euro) and work in progress (€ -10 million). Finished goods inventory at the end of 2023 included the build-up of 3-4 months buffer inventory in China and Italy as a result of the focused factories strategy and transfer of production, which has been build-off in 2024, resulting in a decrease of finished goods inventory (-8.5 million euro). Finished goods inventory remains higher than the level of 2022 and are linked to the launch of new products (example OneLook in Healthcare) and longer lead times between the Suzhou factory in China and European and US customers (transfer over sea).

Inventory levels in the company vary depending on the operating segment. Operating segments selling more hardware products compared to software or project sales generally have higher inventory levels. Enterprise has the lowest inventory.

The two divisions that were impacted the most by the supply constraints in 2022, Entertainment and Healthcare show the highest decrease in raw materials in 2023, as supply constraints are resolved. In 2024, inventories further decreased in both Entertainment and Healthcare.

We refer to chapter 'Critical accounting judgements and key sources of estimation uncertainty' for more explanation on the impact of the macroeconomic environment.

Inventories are stated at the lower of cost or net realizable value. The calculation of the allowance for slow-moving inventory is based on consistently applied write-off rules, which depend on both historical and future demand.

In 2024 write-offs recognized as expense represent 1.3% of sales or 12.2 million euro, compared to 1.2% in 2023.

13. Amounts receivable and other non-current assets

In thousands of euro		Note	2024	2023	2022
Trade debtors - gross			202,858	211,012	197,493
Trade debtors - bad debt reserve	(a)		-1,313	-2,445	-2,850
Trade debtors - net	**(b)**		**201,546**	**208,567**	**194,643**
V.A.T. Receivable			10,802	8,463	5,911
Taxes receivable			490	1,001	3,491
Interest receivable		20	116	-	1
Currency rate swap		20	214	4,321	2,537
Other			964	673	2,569
Other amounts receivable		**20**	**12,587**	**14,458**	**14,509**
Other non-current assets	**(c)**	**20**	**6,750**	**4,335**	**5,819**
Number of days sales outstanding (DSO)			63	63	54

Per 31 December 2024, the number of days sales outstanding remained at the same level as last year, 63 days.

For the year ended December 31, 2024, the Company was able to collect 0.5 million euro of reserved trade debtors (2023: 0.3 million euro cost).

The bad debt reserve in proportion to the gross amount of trade debtors decreased to 0.6% (2023: 1.2%; 2022: 1.5%,).

(a) Movement in bad debt reserve

In thousands of euro	2024	2023	2022
On 1 January	**-2,445**	**-2,850**	**-3,954**
Additional provisions	-103	-289	-1,191
Amounts used	741	136	1,234
Amounts unused	519	514	1,156
Translation (losses) / gains	-24	43	-93
On 31 December	**-1,313**	**-2,445**	**-2,850**

(b) Ageing analysis of trade receivables

At 31 December 2024, the ageing analysis of trade receivables is as indicated below.

In thousands of euro	2024	2023	2022
Not due	183,362	191,491	171,431
Overdue less than 30 days	9,767	8,722	12,699
Overdue between 30 and 90 days	6,783	6,859	9,176
Overdue between 90 days and 180 days	1,947	2,483	2,869
Overdue more than 180 days	1,000	1,458	1,318
Total gross	**202,858**	**211,012**	**197,493**
Bad debt reserve	-1,313	-2,445	-2,850
Total	201,546	208,567	194,643

In 2024, total overdue trade receivables amount to 19.5 million euro (2023: 19.5 million euro; 2022: 26.1 million euro), resulting in 6 days overdue DSO (2023: 6 days, 2022: 7 days). Overdue amounts are for 50% (2023: 45%, 2022: 49%) linked to recent overdues (less than 30 days).

The Company has a credit insurance in place for specific higher risk contracts and for customers with long payment terms. During the last three years, the Company did not need to exercise its rights under the insurance as the customers, for which the credit insurance is in place, paid timely.

The bad debt reserve in 2024 covers 131% of the trade receivables overdue more than 180 days (2023: 167%, 2022: 216%).

(c) Other non-current assets

The other non-current assets include mainly long-term receivables related to subleased buildings in the United States for an amount of 3.8 million euro (2023: 1.1 million euro) and cash guarantees totaling 2.3 million euro (2023: 2.8 million, 2022: 2.7 million euro). The increase for the receivable from subleased buildings is explained by the sale and lease back of the Barco Inc. Duluth office, which is subleased to two tenants over a respective period of 6 and 2 years.

14. Net financial cash/debt

In thousands of euro		2024	2023	2022
Short term investments	(a)	**519**	**4,670**	**1,651**
Deposits	(a)	197,887	186,038	151,491
Cash at bank	(b)	164,533	99,991	154,342
Cash in hand		23	48	82
Cash and cash equivalents		**362,442**	**286,077**	**305,915**
Long-term debts	(c)	-44,861	-32,217	-32,335
Current portion of long-term debts	(c)	-14,215	-12,288	-11,217
Short-term debts	(d)	-44,835	-5,095	-
Net financial cash / (debt)		**259,050**	**241,147**	**264,014**

At the end of December 2024, Barco's net cash position reaches 259.0 million euro, 17.9 million euro higher compared to last year (2023: 241.1 million euro, 2022: 264 million euro). The main elements contributing to this change were cash-in from the positive free cash flow (110.3 million euro) offset by cash out for the dividends paid (-42.5 million euro), the share buyback program (-24.5 million euro) and the buy-out of the Cinionic minority shareholder (-18.7 million euro). We refer to the supplementary statements, note 16 and note 11 for more explanation.

Of the total net financial cash at the end of 2024, 362.4 million euro is cash on the balance sheet. Additional financial flexibility is provided with 77.6 million euro of unused bilateral committed credit facilities (of which 75 million euro linked to Barco's sustainability KPI's) with a selected group of commercial banks (see further c). In addition to significant liquidity, Barco has a well-balanced debt profile with debt limited to 103.9 million euro of which 59.0 million euro has near-term maturities.

The net financial cash at the end of 2023 amounted to 241 million euro, 22.9 million euro lower compared to the year before. The main elements contributing to this change were cash-in from the positive free cash flow (38 million euro) and the proceeds from the sale of minority investments (9 million euro) offset by cash out for dividends paid (-41.6 million euro) and the share buyback program (-8 million euro), and translation impacts. We refer to the supplementary statements, note 16 and note 11 for more explanation.

(a) Short term investments and deposits

Short term investments are convertible to known amounts of cash between three and twelve months from inception. Deposits are short term (between zero and three months), highly liquid investments, which are readily convertible to known amounts of cash.

The short term investments and deposits do not carry a material risk of change in valuation.

At closing date, short term investments and deposits include:

The overall level of short-term investments and deposits at 198.4 million euro has remained fairly stable versus the 2023 closing balance of 190.7 million euro. The larger deposit amounts in USD and HKD, in 2024, are held in the according home currency of the entities or are hedged, avoiding FX impact in the profit & loss, and optimizing yield. Part of the USD and HKD deposits were converted back to EUR in the course of 2024 as part of the closing of the Cinionic merger.

The larger deposit amounts in USD and HKD in 2023 are held in the according home currency of the entities or were also hedged, avoiding FX impact in the profit & loss, and optimizing yield. Deposits held in EUR were transferred to deposits in USD as immediately accessible and granting higher interest. In view of the positive interest rate evolution more cash has been held in deposits compared to 2022.

	2024	Average interest rate	2023	Average interest rate	2022	Average interest rate
Deposits in USD	100,364	4.30%	162,683	4.88%	120,908	4.22%
Deposits in EUR	88,000	2.77%	-	-	19,000	1.25%
Deposits in HKD	7,214	4.06%	19,568	5.06%	9,379	5.24%
Deposits in INR	519	6.70%	4,670	7.22%	1,549	5.97%
Deposits in other currencies	2,309	9.16%	3,787	9.52%	2,307	-
Total short term investments and deposits	**198,406**	**-**	**190,708**	**-**	**153,142**	**-**

(b) Cash at bank

Cash at bank is immediately available. It is denominated in the following currencies:

	2024	2023	2022
EUR	54.0%	48.9%	41.7%
USD	16.2%	8.9%	21.2%
CNY	10.4%	12.6%	15.8%
HKD	2.9%	3.3%	7.1%
KRW	3.5%	4.7%	1.6%
SGD	1.4%	5.6%	0.3%
Others	11.7%	16.0%	12.3%

(c) Long-term financial debts

The below table gives an overview of the long-term financial debts including the current portion of long-term financial debts, per type of interest rate.

Type of interest rate	Maturity	31 Dec 2024	31 Dec 2023	31 Dec 2022
Real estate financing				
- Variable, swapped into fixed (EU)	Later than 2026	5,738	7,013	8,288
- Variable (EU)	Later than 2026	6,263	6,988	7,713
Factory financing	Later than 2026	7,953	-	-
Leasing		39,006	30,419	27,458
Other		117	86	94
Total long-term financial debts		59,076	44,505	43,552

- Barco NV signed a number of bilateral committed credit facilities totaling 28 million euro, for the financing of Barco's headquarters campus project. Drawings have a long-term tenor of 15 years following the end of the availability period (as of the end of 2015). An amount of 12 million euro is outstanding per 31 December 2024. These commitments carry either a variable interest rate or have been swapped via derivatives into fixed rate character.
- Barco China signed bilateral committed credit facilities for a total of 55.4 million euro. Part of the facilities amount to 9.2 million euro are intended to finance the capital expenditures related to the new build factory in Wuxi, having a long-term tenor of 5 years. An amount of 8.0 million euro is drawn at the end of 2024. Another part of the facilities have a short-term tenor and fulfill the working capital needs to support the scale-up of production in both Suzhou and Wuxi. At the end of 2024, 44.8 million euro has been drawn under the working capital loan (see d.).

Barco is meeting all requirements of the loan covenants on its available credit facilities.

The below table summarizes the long-term financial debts, including the current portion of long-term financial debts, per currency:

In thousands of euro	2024	2023	2022
EUR	25,047	29,376	28,213
USD	11,914	2,417	3,829
CNY	8,416	1,547	1,163
INR	2,224	4,140	5,154
Other	11,474	7,025	5,193
Total	59,076	44,505	43,552

The long-term debts, including interests due and excluding the current portion of the long-term debts, are payable as follows:

Per 31 Dec 2024		Per 31 Dec 2023		Per 31 Dec 2022	
Payable in 2026	13,307	Payable in 2025	11,440	Payable in 2024	9,784
Payable in 2027	9,538	Payable in 2026	8,146	Payable in 2025	8,081
Payable in 2028	14,338	Payable in 2027	5,106	Payable in 2026	5,559
Payable in 2029	4,979	Payable in 2028	3,409	Payable in 2027	3,535
Later	5,097	Later	6,426	Later	7,667
Total long-term debts	47,260	Total long-term debts	34,528	Total long-term debts	34,625

The lease liabilities per 31 December are as follows:

In thousands of euro	2024	2023	2022
On 1 January	**30,419**	**27,458**	**26,482**
New leases or extensions of current leases	21,718	14,226	10,991
Payments or termination of leases	-13,576	-10,754	-10,060
Translation (losses)/gains	445	-511	45
Total lease liabilities on 31 December	**39,006**	**30,419**	**27,458**
Current	12,215	10,288	9,217
Non-current	26,791	20,131	18,241

(d) Short-term financial debts

Overview of short-term financial debts on 31 December 2024 and 2023:

In thousands of euro	2024		2023		2022	
	Effective interest rate	Balance	Effective interest rate	Balance	Effective interest rate	Balance
CNY	2.64%	44,835	2.68%	5,095	-	-
Total	**-**	**44,835**	**-**	**5,095**	**-**	**-**

The credit facility of 46.2 million euro under which the short-term debt of 44.8 million euro is drawn is used to support working capital needs in the Suzhou and Wuxi factories in China.

15. Other long-term liabilities

In thousands of euro		2024	2023	2022
Other amounts payable	(a)	254	1,970	2,312
Accrued charges		-	-	884
Deferred Income	(b)	62,764	52,403	41,328
Other long-term liabilities		**63,018**	**54,374**	**44,524**

(a) As part of the joint venture agreement signed with the Swedish company Dermicus AB on July 1st, 2022, Barco acquired 70% of the shares in Dermicus AB. The agreement included a put option on the non-controlling shares, for which a financial liability was recognized in 2022. The terms did not grant the Group any ownership interest in the shares to which the put option related. The fair value of the put option is the present value of the estimated redemption amount and was subsequently adjusted in the income statement for changes in value. In 2024, the remaining put option has been adjusted to zero as a result of the cancellation of the put option as part of the unwinding of the Dermicus joint venture. We refer to note 1.3 Acquisitions and divestments for more explanation.

(b) Deferred income which will be recognized in revenue over a longer period than one year, is shown in other long-term liabilities. It concerns mainly maintenance contracts sold in the Entertainment division which cover a long-term period. The contracts start at the end of the standard warranty period. The increase over the past two years is linked to the growth in our Cinema business and additional longer term service contracts signed with customers.

16. Equity attributable to equity holders of the parent

In thousands of euro	2024	2023	2022
Share capital	56,752	56,752	56,752
Share premium	177,088	176,905	176,919
Share-based payments	25,271	22,445	20,215
Acquired own shares	-56,721	-32,227	-25,443
Retained earnings	623,351	615,588	558,777
Cumulative translation adjustment	-30,607	-44,233	-28,350
Derivatives	16	104	319
Equity attributable to equity holders of the parent	**795,150**	**795,334**	**759,189**

16.1 Share capital, share premium and own shares

The company's share capital is equal to last year and amounts to 56.7 million euro on 31 December 2024, consisting of 92,916,645 fully paid shares.

In the Extraordinary General Meeting of 25 April 2019, Barco's shareholders authorized a share buyback. A first share buyback program for a period of 6 months, starting on 20 September, 2021 was announced on 16 September, 2021. Based on this authorization, the company launched a new buy back program which started on 19 December, 2023 and ended on February 23th, 2024. In 2024, Barco acquired 1,509,000 own shares for a total amount of 24.5 million euro. Since the start of the share buy-back program on 19th December 2023, Barco NV has bought back 2,000,000 shares for a total amount of 32.6 million euro. This corresponds to 100% of the program completed.

Further, Barco sold in total 20,700 own shares in 2024 upon the exercise of 20,700 stock options with a resulting increase of the own shares of 29 ('000) euro and an increase in the share premium account of 182 ('000) euro.

As a result of the exercised stock-options the company's share premium account per 31 December 2024 amounts to 177 million euro.

The number of own shares acquired by Barco NV up to 31 December 2024 therefore increased to 4,314,743 own shares (2023: 2,826,443; 2022: 2,457,922). The total value of share-based payments amount to 25 million euro at the end of 2024.

16.2 Share-based payments

On 25 November 2024, 2 new option plans have been approved by the Board of Directors, through which maximum 831,860 stock options could be granted before 31 December 2024. Each stock option gives right to the acquisition of one (1) share. In 2023, 445,015 stock options have been granted to and accepted by employees and management of the group based upon these option plans.

Stock option plans

The total number of outstanding stock options on 31 December 2024 amounted to 2,913,447. The company's own shares will be used under the outstanding stock option plan to fulfill the commitment. During 2024, 20,700 stock options have been exercised (in 2023: 122,479 stock options). These stock options may be exercised the earliest 3 years after the allocation date (i.e. the vesting period) over a period of maximum 10 years and during a couple of fixed periods over the year.

On the right is an overview of the outstanding stock option plans.

The cost of these stock option plans is recognized over the vesting period on a straight line basis and is included in the income statement in other operating expense. The stock options are measured at grant date, based on the share price at grant date, exercise price, expected volatility, dividend estimates and interest rates. The value of the share-based payment increased with 2.5 million euro to 25 million euro in 2024 (2023: 2.2 million; 2022: 1.5 million euro).

Allocation date*	End term*	Exercise price (in euro)	Balance on 31 Dec 2023	Accepted in 2024	Exercised in 2024	Cancelled in 2024	Expired in 2024	Balance on 31 Dec 2024
10/23/14	10/22/24	7.86	16,091	-	-2,100	-	-13,991	-
10/22/15	10/21/25	8.16	8,650	-	-	-	-	8,650
10/22/15	10/21/23	8.16	1,050	-	-	-	-1,050	-
10/24/16	10/23/26	10.40	78,410	-	-	-	-	78,410
10/24/16	10/23/24	10.40	25,600	-	-9,500	-	-16,100	-
10/24/16[1]	10/23/24	10.61	16,203	-	-9,100	-	-7,103	-
10/20/17	10/16/27	12.54	175,525	-	-	-	-	175,525
10/20/17	10/16/25	12.54	51,100	-	-	-	-	51,100
10/20/17[1]	10/16/25	12.67	13,900	-	-	-	-	13,900
10/23/18	10/22/28	14.40	39,522	-	-	-	-	39,522
10/11/19	10/10/29	24.83	84,280	-	-	-	-9,100	75,180
10/29/20	10/28/30	12.76	381,850	-	-	-	-275,900	105,950
12/06/21	12/06/31	17.80	853,700	-	-	-	-	853,700
12/08/22	12/07/32	21.74	289,946	-	-	-6,860	-	283,086
12/08/22[1]	12/07/32	22.32	32,887	-	-	-	-	32,887
12/08/23	12/07/33	15.27	399,004	-	-	-39,445	-	359,559
12/08/23[1]	12/07/33	15.58	46,011	-	-	-	-	46,011
11/25/24	11/24/34	10.20	-	720,450	-	-	-	720,450
11/25/24[1]	11/24/34	10.35	-	77,400	-	-7,883	-	77,400
Total number of stock options			**2,513,729**	**797,850**	**-20,700**	**-54,188**	**-323,244**	**2,913,447**

(*) Date values are displayed in the form mm/dd/yy, where a forward slash is the separator and the year appears as either two digits.
(1) Deviation of exercise price as a result of the implementation of the US sub plan.

16.3 Retained earnings

The change in retained earnings includes the net income of 2024, actuarial profits, change in the fair value of equity investments, and the distribution of 42.5 million euro dividend, as approved by the general shareholders meeting of 25 April 2024. The board of directors of Barco NV will propose a gross dividend of 0.51 euro per share out of the available reserves per 31 December 2024. In 2024 a gross dividend of 0.48 euro per share was granted on the results of 2023.

16.4 Cumulative translation adjustment

In 2024, the exchange differences on translation of foreign operations have a net positive impact of 13.6 million euro, mainly relating to foreign balances held in Hong Kong Dollar (5 million euro) and in US Dollar (9 million euro).

16.5 Derivatives

Derivative financial instruments are disclosed in note 20.

16.6 Main shareholders

Main shareholders before dilution

Public	57,031,593	61.38%
Vandewiele Group NV	23,465,294	25.25%
3D NV	5,267,891	5.67%
Barco NV	4,314,743	4.64%
Alantra	2,837,124	3.05%
Total	**92,916,645**	**100%**

17. Non-controlling interest

The below table represents the proportion of equity interest held by non-controlling interests:

Name	Country of incorporation and operation	2024	2023	2022
Cinionic Ltd.	**Hong Kong**	**0%**	**20%**	**20%**
Cinionic bv	Belgium	0%	0%	20%
Cinionic Inc.	United States	0%	0%	20%
Cinionic Mexico, S.A. de C.V.	Mexico	0%	0%	20%
Cinionic Pty. Ltd.	Australia	0%	0%	20%
Dermicus AB*	**Sweden**	**0%**	**30%**	**30%**
Barco Solutions BV	Belgium	0%	30%	30%
Gnosco Dermicus LTD	United Kingdom	0%	30%	30%

* The name of the legal entity Gnosco AB changed to Dermicus AB during 2023.

Overview of the equity attributable to non-controlling interest:

In thousands of euro	2024	2023	2022
Cinionic Ltd.	-	18,249	20,345
Dermicus AB	-	-2,288	-554
Total equity attributable to non-controlling interest	**-**	**15,961**	**19,792**

Upon the start of Cinionic, three minority shareholders have contributed in the capital of Cinionic Ltd, totaling 45% of total contributions of USD 100 million. These capital contributions all gave right to 45% in the Cinionic legal entities' equity and result. In 2022 Barco agreed to buy the stakes held by the minority shareholders Appotronics and CITICPE in Cinionic, increasing Barco's ownership interest in the joint venture to 80%. The 20% stake was shown as non-controlling interest.

On 22 November 2023, Barco reached an agreement with China Film Equipment co., Ltd to fully acquire Cinionic's premium Cinema solutions business, increasing Barco's ownership interest in the joint venture from 80% to 100%.

The change in ownership to 100% of all Cinionic legal entities, except for the holding entity Cinionic Ltd. (Hong Kong), is reflected as of 1 November 2023. Cinionic Ltd remained 80% owned by Barco until the completion of a selective capital decrease to Barco, resulting in the full ownership of the Cinionic Ltd legal entity and remaining cash of approximately 18 million euro by the minority shareholder China Film Group, as reflected in the non-controlling interest in the consolidated statement of changes in equity per end of 2023. The selective capital decrease was completed on 15 April 2024.

The change in ownership of the operational Cinionic legal entities from 80 to 100% decreased the non-controlling interest by 2.7 million euro and has been reflected in

OCI per 31 December 2023, as there was no change in control.

The change in ownership of Cinionic Ltd from 80% per end of 2023 to 0% decreased the non-controlling interest by 18.7 million euro.

The financials of Cinionic were fully consolidated in the Entertainment results in 2022-2023.

Per May 31st, 2024 Barco and the minority shareholders of Dermicus agreed to unwind the joint venture. Barco acquired 70% of the shares in Barco Solutions BV for 1 euro, while Barco sold its 70% stake in Dermicus AB to the minority shareholders for 1 euro. The impact of the change in ownership of Barco Solutions BV of -3.2 million euro has been reflected in OCI per 31 December 2024. The joint venture agreement was signed on July 1st, 2022 to enhance its growth initiative Demetra. The Dermicus figures are taken up in the figures of the Barco Group from 1 July 2022 till 31 May 2024.

As a result of the unwinding of both the Dermicus and Cinionic joint ventures, non-controlling interest is zero per end of 2024.

Below is the consolidated balance sheet of the Cinionic legal entities as at 31 December 2023 and 2022:

Assets and Liabilities Cinionic JV

In thousands of euro	2023	2022
Total non-current assets	-	11,081
Cash	59,520	84,610
Other current assets	31,798	49,638
Total current assets	91,318	134,248
Total assets	**91,318**	**145,329**
Equity attributable to equityholders of the parent	72,995	81,381
Equity attributable to non-controlling interest	18,249	20,345
Total equity	**91,244**	**101,726**
Total non-current liabilities	-	29,645
Total current liabilities	74	40,024
Total liabilities	**91,318**	**171,395**

Per end of 2023 the consolidated balance sheet of the Cinionic joint venture reflects the Cinionic Ltd assets, composing of 60 million euro cash and 32 million euro intercompany receivable on Barco NV, linked to the transfer of 100% of the shares of Cinionic BV and Cinionic Inc to Barco NV, which was settled upon the selective capital decrease of 73 million euro to Barco per 15 April 2024. The remaining 18.7 million euro cash was reflected in the equity attributable to non-controlling interest, as fully owned by the remaining shareholder China Film Group, after the selective capital decrease.

Below is the consolidated balance sheet of the Dermicus legal entities as at 31 December 2023 and 2022:

Assets and Liabilities Dermicus JV

In thousands of euro	2023	2022
Total non-current assets	3,452	7,446
Total current assets	998	1,218
Total assets	**4,450**	**8,664**
Equity attributable to equityholders of the parent	246	2,791
Equity attributable to non-controlling interest	(2,288)	(554)
Total equity	**(2,042)**	**2,237**
Total non-current liabilities	2,154	3,246
Total current liabilities	1,289	1,632
Total liabilities	**1,400**	**7,115**

We refer to note 1.3 for more details.

Overview of the net income attributable to non-controlling interest:

In thousands of euro	% non-controlling	2024		2023		2022
Cinionic Ltd.*		-535		13,904		5,876
Dermicus AB**		-2,507		-5,687		-1,661
Net income		**-3,042**		**8,217**		**4,215**
Cinionic Ltd.*	20%	-107	20%	2,780	20%	1,175
Dermicus AB**	30%	-752	30%	-1,706	30%	-498
Net income attributable to non-controlling interest		**-859**		**1,074**		**677**

(*) 20% non-controlling interest included until April 15th, 2024
(**) 30% non-controlling interest included until May 31st, 2024

Other comprehensive income/(loss) for the period, net of tax effect, part attributable to non-controlling interest amounts to +0.5 million euro in 2024, -0.4 million euro in 2023.

Total comprehensive income for the year, net of tax, part attributable to non-controlling interest amounts to -0.3 million euro in 2024, 0.7 million euro in 2023.

18. Trade payables and advances received from customers

In thousands of euro		2024	2023	2022
Trade payables	(a)	98,866	89,350	121,920
Days payable outstanding (DPO)		61	50	68
Advances received from customers	(b)	61,471	40,613	51,183

(a) Trade payables evolved back to a more normalized level towards the end of 2024. The decrease in trade payables in 2023 was the result of a significant slowdown of the raw material purchases throughout the year in order to reduce inventory levels. In 2022 higher purchases were caused by higher sales in the 4th quarter (+29% year-over-year). Payment terms with suppliers were not extended and there has been no change in payment behavior towards suppliers.

(b) Increase in advances from customers in 2024 is mainly from Cinema customers.

19. Provisions

In thousands of euro		Balance sheet 2024	Additional provisions made	Amounts used	Unused amounts reversed	Transfers	Remeasurement gains/(losses) on DBO	Translation (losses)/gains	Balance sheet 2023	Balance sheet 2022
Total long-term provision		**16,726**	**6,399**	**-1,411**	**-41**	**126**	**-3,753**	**275**	**15,131**	**14,998**
Defined benefit obligations	(b)	5,887	4,811	-11	-	-	-3,753	-31	4,870	4,891
Technical warranty	(a)	10,434	1,588	-1,266	-	126	-	308	9,677	10,087
Other claims and risks	(d)	405	-	-135	-42	-	-	-1	583	20
Total short-term provision		**8,034**	**11,168**	**-12,859**	**-524**	**-126**	**-**	**92**	**10,284**	**9,325**
Technical warranty	(a)	3,879	-	-	-32	-126	-	86	3,951	4,816
Restructuring provision	(c)	2,708	11,168	-12,859	-	-	-	-	4,399	1,748
Other claims and risks	(d)	1,447	-	-	-493	-	-	6	1,934	2,761
Provisions		**24,760**	**17,567**	**-14,270**	**-566**	**0**	**-3,753**	**367**	**25,415**	**24,323**

(a) Technical warranty

Provisions for technical warranty are based on historical data of the cost incurred for repairs and replacements. There are three different technical warranty provisions: provisions related to 'standard' warranty period, provisions related to extended warranty periods and provisions for specific claims/issues.

(b) Defined benefit obligations

As per 31 December 2024, 2023 and 2022, the defined benefit obligations are composed of:

in thousands of euros	2024	2023	2022
Pension plans in Belgium	2,092	793	732
Early retirement plans in Belgium	54	71	104
Local legal requirements	3,447	3,735	3,762
(mainly Korea, Japan, Germany, France)			
A small number of individual plans	295	270	293
Total	**5,887**	**4,870**	**4,891**

Belgian regulations require that the minimum guaranteed rate of return on employer and participant contributions amounting to 1.75%, is annually recalculated based on a risk-free rate of 10-year government bonds. According to IAS19, Belgian defined contribution plans that guarantee a specified return on contributions classify as defined benefit plans, as the employer is not responsible for the contribution payments but has to cover the investment risk until the legal minimum rates applicable. The returns guaranteed by the insurance companies are in most cases lower than or equal to the minimum return guaranteed by law. As a result, the Group has not fully hedged its return risk through an insurance contract and a provision needs to be accounted for. The plans at Barco are financed through group insurance contracts. The contracts are benefiting from a contractual interest rate granted by the insurance company. When there is underfunding, this will be covered by the financing fund and in case this is insufficient, additional employer contributions will be requested.

IAS 19 requires an entity to recognize a liability when an employee has provided service in exchange for employee benefits to be paid in the future. Therefore, pension provisions are setup. The obligations are measured on a discounted basis because they are settled many years after the employees render the related service. A qualified actuary has determined the present value of the defined benefit obligations and the fair value of the plan assets. These assets are held by an insurance company. The projected unit credit method was used to estimate the defined benefit obligations, the defined benefit cost and the re-measurements of the net liability.

There are 15 defined benefit plans in Barco Belgium, for which we show below the aggregated view as these do not differ materially from characteristics, regulatory environment, reporting segment or funding arrangement. In accordance with IAS 19 the disclosure is in the form of a weighted average.

2024, 2023 and 2022 changes in the Belgian defined benefit obligation and fair value of plan assets:

in thousands of euros	2024			2023			2022		
	Defined benefit obligation	Fair value of plan assets	Net defined benefit liability	Defined benefit obligation	Fair value of plan assets	Net defined benefit liability	Defined benefit obligation	Fair value of plan assets	Net defined benefit liability
Pension cost charged to P/L									
On 1 January	115,476	-114,683	793	116,560	-115,828	732	130,214	-112,378	17,835
Service cost	4,521		4,521	5,844		5,844	5,575		5,575
Net interest expense	4,609	-4,728	-119	4,253	-4,401	-149	987	-862	126
Decrease due to curtailement	-	-	-	-	-	-	-	-	-
Sub-total included in profit or loss	9,130	-4,728	4,402	10,096	-4,401	5,695	6,562	-862	5,701
Benefits paid	-4,352	4,352	-	-4,020	4,020	-	-3,030	3,030	-
Remeasurement gains/losses in OCI									
Increase due to effect of transfers	458	-458	-	-270	270	-			-
Increase due to the effect plan combinations	-	-		206	-206				
Return on plan assets (excluding amounts included in net interest expense)		2,380	2,380		1,155	1,155		-1,210	-1,210
Actuarial changes arising from changes in demographic assumptions			-			-			-
Actuarial changes arising from changes in financial assumptions	1,506		1,506	-319		-319	-16,172		-16,172
Actuarial changes arising from changes in methodology	-	-	-	-7,188	7,238	50			-
Actuarial changes arising from experience adjustments	-116		-116	410		410	-1,014		-1,014
Sub-total included in OCI	**1,848**	**1,922**	**3,770**	**-7,160**	**8,457**	**1,297**	**-17,186**	**-1,210**	**-18,395**
Contributions by employer		-6,873	-6,873		-6,931	-6,931		-4,409	-4,409
On 31 December	**122,102**	**-120,010**	**2,092**	**115,476**	**-114,683**	**793**	**116,560**	**-115,828**	**732**

Change in methodology as of 2023
For the closed plans with a plan asset value below 0.5 million euro, a confirmation and full recalculation of the plan assets will be done, if there are still active members, every 6 years. These plans will be revalued in 2028.

For the closed plans with a plan asset value above 0.5 million euro, a confirmation and full recalculation of the plan assets will be done, every 3 years. These plans will be revalued in 2025.

This change in methodology is reflected in the line 'actual changes arising from changes in methodology' in 2023.

In 2024 the net defined benefit liability increased to 2.1 million euro, the result of a change in parameters (merit/inflation, discount rate) and lower return on plan assets versus theoretical discount rate recorded through other comprehensive income (3.8 million euro), partly offset by higher employer contributions paid in relation to the service cost (net -2.4 million euro).

In 2023 the net defined benefit liability was in line with 2022, amounting to 0.8 million euro. A positive P&L impact of 1.1 million euro was recorded as the higher discount rate on the employer contributions reduced the service cost, offset by -1.3 million euro recorded via other comprehensive income for change in parameters (merit/inflation, discount rate).

The fair value of the plan assets (120 million euro) are fully invested in insurance policies. In 2024, the target asset mix slightly changed compared to 2023 and consists of 62.25% government bonds (2023: 66.50%), 13% real estate (2023: 12%), 7.75% corporate bonds (2023: 7.50%), 9% corporate loans (2023: 7%) and 8% shares (2023: 7%).

The principal assumptions used in determining pension obligations for the Group's plans are shown below:

	2024	2023	2022
Discount rate	3.30%	4.11%	3.73%
Future salary increases	2.82%	6.55%	8.81%
Future consumer price index increases	2.00%	6.05%	8.14%

The following overview summarizes the sensitivity analysis performed for significant assumptions as at 31 December. The figures show the impact on the defined benefit obligation.

in thousands of euros	2024	2023	2022
Discount rate:			
0.25% decrease	799	284	331
0.25% increase	-595	-198	-265
Future salary change:			
0.25% decrease	-386	-134	-143
0.25% increase	476	176	112
Future consumer price index change:			
0.25% decrease	-227	-81	-88
0.25% increase	254	96	106

The sensitivity analyses above have been determined based on a method that extrapolates the impact on the defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analyses are based on a change in a significant assumption, keeping all other assumptions constant. These may not be representative for an actual change in the defined benefit obligation, as it is unlikely that changes in assumptions would occur in isolation of one another.

The following payments are the expected benefit payments from the plan assets. See table below:

in thousands of euros	2024	2023	2022
Within the next 12 months	2,957	5,853	4,750
Between 2 and 5 years	34,218	31,263	33,002
Between 5 and 10 years	38,388	38,968	40,332
Total expected payments	75,562	76,084	78,084

The average duration of the defined benefit plan obligation in Belgium at the end of the reporting period is 9.9 years (10.1 years in 2023, 11.3 years in 2022). The expected employer contributions to the plan for the next annual reporting period amounts to 5.4 million euro (5.9 million euro in 2024 and 9 million euro in 2023); the employee contributions are expected to amount to 1.2 million euro (1.3 million euro in 2024 and 1.2 million euro in 2023).

Early retirement plans are recognized as liability and expensed when the company is committed to terminate the employment of the employees affected before the normal retirement date.

In Belgium, a multi-employer plan exists for some blue collars where payments go into a sectoral fund. As Barco does not have access to information about the plan that satisfies the requirements of the standard, the plan is further classified as a defined contribution plan and expensed as incurred.

(c) Restructuring provision

See note 5 Restructuring and impairments. We refer to the accounting standards on provisions including provisions on restructuring.

(d) Other claims and risks

This provision relates to disputes with suppliers, pending litigations and specific customer warranty disputes. Barco cannot provide details on the specific cases, as this could cause considerable harm to Barco in the particular disputes.

With respect to the contingent liabilities related to former acquisitions, there is one earn-out capped at 15 million euro linked to the retention of the former shareholders and future results for which the future results could not be reliably estimated at acquisition. The earn-outs will flow through profit and loss at moment of payment over the earn-out period, which ends May 25, 2026. Per end 2024, no payments occurred under this earn-out.

20. Risk management - derivative financial instruments

General risk factors are described in the director's report "Risk Factors".

Derivative financial instruments are used to reduce the exposure to fluctuations in foreign exchange rates and interest rates. These instruments are subject to the risk of market rates changing subsequent to acquisition. These changes are generally offset by opposite effects on the item being hedged.

20.1 Foreign currency risk

Recognized assets and liabilities

Barco incurs foreign currency risk on recognized assets and liabilities when they are denominated in a currency other than the company's local currency. Such risks may be naturally covered when a monetary item at the asset side (such as a trade receivable or cash deposit) in a given currency is matched with a monetary item at the liability side (such as a trade payable or loan) in the same currency.

Forward exchange contracts and selectively option contracts are used to manage the currency risk arising from recognized receivables and payables, which are not naturally hedged. The balances on foreign currency monetary items are valued at the rates of exchange prevailing at the end of the accounting period. Derivative financial instruments that are used to reduce the exposure of these balances are rated in the balance sheet at fair value. Both changes in foreign currency balances and in fair value of derivative financial instruments are recognized in the income statement.

Forecasted transactions

Barco selectively designates forward contracts to forecasted sales. Hedge accounting is applied to these contracts. The portion of the gain or loss on the hedging instrument that will be determined as an effective hedge is recognized directly in comprehensive income. At 31 December 2024, there were no forward contracts outstanding under hedge accounting treatment.

Estimated sensitivity to currency fluctuations

Sensitivity to currency fluctuations is mainly related to the evolution of a portfolio of foreign currencies (mainly USD and CNY) versus the euro. This sensitivity is caused by the following factors:

- The fair value of foreign currency monetary items is impacted by currency fluctuations. In order to eliminate most of these effects in foreign currencies, Barco uses monetary items and/or derivative financial instruments as described above, which are meant to offset the impact of such results to a major extent.
- As the company has no cash flow hedges in place that aim at hedging forecasted transactions, a similar fluctuation in foreign currencies would not have any effect on the equity position of Barco.
- Profit margins may be negatively affected because an important part of sales are realized in foreign currencies, while costs are incurred for a smaller part in these currencies. Barco has done continued efforts throughout the years to increase its natural hedging ratio in USD (being its main foreign currency in terms of sales) by increasing its operational costs and by

purchasing more components in this currency. Impact on adjusted EBIT is currently estimated at 15.5 million euro when the weighted average rate of a foreign currency basket, that has an overall overweight of USD & CNY, changes by 10% versus the euro in a year. The overall natural hedge ratio of foreign currencies reached a level of 73.5% in 2024 (2023: 81%).
- Another impact is the fact that some of Barco's main competitors are USD-based. Whenever the USD decreases in value against the euro, these competitors have a worldwide competitive advantage over Barco. This impact on operating result cannot be measured reliably.

20.2 Interest rate risk

Barco uses following hedging instruments to manage its interest rate risk:

Swap on outstanding or anticipated borrowing

Barco concluded a series of interest rate swaps with an outstanding notional amount of 7 million euro by means of a partial hedge for the bilateral real estate loan (currently outstanding at 12.0 million euro) for the financing of Barco's HQ campus starting in 2016. This instrument swaps the variable interest rate into a fixed 1.76%. These swaps are determined as an effective hedge of outstanding or anticipated borrowings and meet the hedging requirements of IAS 39. The fair values of the effective portion of the hedging instrument are therefore recognized directly in comprehensive income under hedge accounting treatment.

Estimated sensitivity to interest rate fluctuations

Financial markets have shown a significant increase in both long-term and short-term interest rates following multiple policy rate increases concluded by most central banks in their attempt to slowdown economy and inflation rates. Management closely monitors the economic and financial outlook and does not expect the interest rates to further increase in the near foreseeable future, which limits additional interest exposure on the short-term debt portfolio.

With reference to the fair values table below, approximately 80% of Barco's outstanding long-term debt portfolio has a fixed interest rate character, which again limits the exposure of the company to interest rate fluctuations. This ratio increases to 89% when including the swap instruments disclosed above.

20.3 Credit risk

Credit risk on accounts receivable

Credit evaluations are performed on all customers requiring credit over a certain amount. The credit risk is monitored on a continuous basis. In a number of cases collateral is being requested before a credit risk is accepted. Specific trade finance instruments such as letters of credit and bills of exchange are regularly used in order to minimize the credit risk.

In 2024, Barco continued to conclude credit insurances in order to cover credit risks on specific customers or large contracts on a case-by-case basis.

Credit risk on liquid securities and short-term investments

A policy defining acceptable counter parties and the maximum risk per counter party is in place. Short-term investments are made in marketable securities, cash holdings or in fixed term deposits with reputable banks.

20.4 Fair values

Set out below is an overview of the carrying amounts of the Group's financial instruments that are shown in the financial statements. In general, the carrying amounts are assumed to be a close approximation of the fair value.

The fair value of the financial assets and liabilities is defined as the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair values:

- Cash and cash equivalents and short-term investments, trade receivables, trade payables, and other current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.
- Investments are measured at market price. For investments that are publicly quoted in an active market, the quoted market price is the best measure of the fair value. The remeasurement at fair value per 31 December 2024 versus the carrying amount is reflected in other comprehensive income.
- Long term fixed rate and variable rate other assets are evaluated by the Group based on parameters such as interest rates, specific country risk factors, individual creditworthiness of the customer and the risk characteristics of the financed project. Based on this evaluation, allowances are made to account for the expected losses of these receivables. As at 31 December 2024, the carrying amounts of such receivables, net of allowances, are assumed not to be materially different from their calculated fair values.
- The fair value of unquoted instruments, loans from banks and other financial liabilities, obligations under finance leases as well as other non-current financial liabilities is estimated by discounting future cash flows using the effective interest rates currently available for debt on similar terms, credit risk and remaining maturities. As of 31 December 2024, the effective interest rate is not materially different from the nominal interest rate of the financial obligation.
- The Group enters into derivative financial instruments with various counterparties, principally financial institutions with investment grade credit ratings. Derivatives valued using valuation techniques with market observable inputs are mainly interest rate (cap/floor) swaps and foreign exchange forward contracts. The most frequently applied valuation techniques include forward pricing and swap models, using present value calculations. The models incorporate various inputs including foreign exchange spot and forward rates and interest rate curves.

In thousands of euro	Note	2024	2023	2022
		Carrying amount / Fair value (approx.)		
Financial assets				
Investments at fair value through equity	11	37.596	41.695	37.337
Trade receivables	13	201.546	208.567	194.643
Other receivables	13	12.587	14.458	14.509
Loan and other receivables		12.257	10.137	11.971
Interest receivable		116	-	1
Currency rate swap		151	4.185	2.187
Interest rate swap		63	136	350
Other non-current assets	13	6.750	4.335	5.819
Short term investments	14	519	4.670	1.651
Cash and cash equivalents	14	362.442	286.077	305.915
Total		**621.440**	**559.802**	**559.874**
Financial liabilities				
Financial debts	14	19.953	14.000	16.000
Floating rate borrowings		5.738	7.013	8.288
Fixed rate borrowings		14.216	6.988	7.713
Other long-term liabilities	15	63.018	54.374	44.524
Short-term debts	14	44.835	5.095	-
Trade payables	18	98.866	89.350	121.920
Other current liabilities		2.787	7.034	5.412
Other short term amounts payable		275	1.293	750
Dividends payable		2.289	2.289	2.289
Currency rate Swap		208	3.452	2.373
Interest rate swap		15	-	-
Total		**229.459**	**169.853**	**187.856**

Fair value hierarchy

As at 31 December 2024, the Group held the following financial instruments measured at fair value:

In thousands of euro	2024	2023	2022
Assets measured at fair value			
Financial assets at fair value through profit or loss			
Foreign exchange contracts - non-hedged	151	4,185	2,187
Financial assets at fair value through equity			
Investments	37,596	41,695	37,337
Interest rate swap	63	136	350
Liabilities measured at fair value			
Financial liabilities at fair value through profit or loss			
Foreign exchange contracts - non-hedged	208	3,452	2,373
Financial liabilities at fair value through equity			
Interest rate swap	15	-	-

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities
Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly
Level 3: techniques that use inputs having a significant effect on the recorded fair value that are not based on observable market data.

All fair values mentioned in the above table relate to Level 2, except for the investments which were based on level 1 input.

During the reporting period ending 31 December 2024, there were no transfers between Level 1 and Level 2 fair value measurements.

20.5 Capital Management

Management evaluates its capital needs based on following data:

In thousands of euro	Note	2024	2023	2022
Net financial cash / (debt)	14	259,050	241,147	264,014
Equity		795,150	811,295	778,981
% Net financial cash (debt) / Equity		32.6%	29.7%	33.9%
in thousands of euro		**2024**	**2023**	**2022**
Equity		795,150	811,295	778,981
Total equity and liabilities		1,228,857	1,159,415	1,147,405
% Equity / Total equity and liabilities		64.7%	70.0%	67.9%

In 2024, the net cash position ended at a level of 259.0 million euro compared to 241.1 million euro as per end of 2023. We refer to note 14 for details on the movement.

The solvency position and other current ratios continue to consolidate at very healthy levels. Together with the existing committed credit facilities, management considers that it has secured a healthy liquidity profile and strong capital base for the further development of the group.

20.6 Changes in liabilities arising from financing activities

			Non-cash changes		
In thousands of euro	1 Jan 24	Cash flows	IFRS16 movements	Foreign exchange movement	31 Dec 24
Long-term debts					
Long-term liabilities	12,000	5,745		208	17,953
Long-term lease liabilities	20,217	-5,284	11,603	373	26,908
Short-term debts					
Short-term liabilities	7,095	36,934		2,807	46,835
Short-term lease liabilities	10,288	1,875		52	12,215
Total liabilities from financing activities	**49,599**	**39,270**	**11,603**	**3,440**	**103,911**

The long-term liabilities and lease liabilities are together the long-term debts as shown in the balance sheet. The short-term liabilities are the total of current portion of long-term debts and short-term debts, as shown in the balance sheet.

The non-cash changes include impacts from fluctuations in the translation of foreign operations balances, including intercompany borrowings of which the balances are eliminated at Group level.

21. Rights and commitments not reflected in the balance sheet

In thousands of euro		2024	2023	2022
Guarantees given to third parties	(a)	2,633	3,926	3,594
Mortgage obligations given as security	(b)	30,000	30,000	30,000
- Book value of the relevant assets		22,465	25,950	29,539

(a) Guarantees given to third parties mainly relate to guarantees given to customers for ongoing projects, guarantees given to suppliers for investment projects and to authorities for commitments related to VAT, duties, etc.

(b) The total mortgage includes three loans for a total currently outstanding amount of 12 million euro to fund the headquarter campus, started in 2016.

22. Related party transactions

During the ordinary course of their business conduct Barco affiliates also enter into related party transactions. This includes both service transactions and financing arrangements. Related party transactions are generally undertaken on an at arm's length basis based on Barco's worldwide transfer pricing policies. Where appropriate, the arm's length nature of transactions is tested against benchmarking searches and the results thereof are shared with tax authorities worldwide in line with local transfer pricing requirements and regulations.

Barco commits not to use tax structures without economic substance or make use of jurisdictions for the sole purpose of tax avoidance. Barco NV, as the ultimate parent entity of the Barco group, submits the transfer pricing Country-by-Country (CbC) report in Belgium, thereby disclosing taxes paid worldwide on a jurisdictional level to the Belgian tax authorities on an annual basis. Following the implementation of the CbC reporting in Belgian legislation, submitted CbC reports will be shared by the Belgian tax authorities with tax authorities worldwide.

Transactions between the Company and its subsidiaries, which are related parties, have been eliminated in the consolidation and are accordingly not disclosed in this note. None of the related parties have entered into any other transactions with the Group that meet the requirements of IAS 24, 'Related party disclosures'. We refer to note 1 Consolidated companies for an overview of the consolidated and equity accounted companies.

We refer to the 'Corporate Governance Chapter' for information with respect to remuneration of directors and members of the core leadership team.

At the annual shareholders meeting of 25 April 2024, PWC Bedrijfsrevisoren bv, Culliganlaan 5, 1830 Diegem, was appointed as statutory auditor of the company for a period of three years. In 2024, remuneration approved by the Audit Committee to the statutory auditor for auditing activities amounted to 316.850 euro. Remuneration paid to the statutory auditor for other assurance assignments was 98.317 euro.

23. Events subsequent to the balance sheet date

There are no major events subsequent to the balance sheet date which have a major impact on the further evolution of the company.

Supplementary statements

Free cash flow

in thousands of euro	2024	2023	2022
Adjusted EBIT	77,106	102,106	90,143
Restructuring	-12,859	-6,849	-1,211
Depreciations of tangible and intangible fixed assets	43,716	40,390	36,331
(Gain)/Loss on tangible fixed assets	-10,100	119	-1,621
Share in the profit/(loss) of joint ventures and associates	3,628	2,539	3,337
Gross operating Free Cash Flow	**101,491**	**138,305**	**126,979**
Changes in trade receivables	11,329	-18,320	-35,615
Changes in inventory	25,075	9,579	-70,161
Changes in trade payables	9,803	-30,306	7,425
Other changes in net working capital	13,625	1,551	2,823
Change in net working capital	**59,832**	**-37,496**	**-95,528**
Net operating Free Cash Flow	**161,323**	**100,809**	**31,451**
Interest received	8,644	6,514	2,773
Interest paid	-3,345	-1,830	-1,930
Income taxes	-26,307	-13,343	-6,042
Free Cash flow from operating activities	**140,315**	**92,150**	**26,252**
Purchases of tangible & intangible FA	-42,566	-54,408	-21,218
Proceeds on disposals of tangible & intangible fixed assets	12,521	209	8,038
Free Cash flow from investing activities	**-30,045**	**-54,199**	**-13,180**
FREE CASH FLOW	**110,270**	**37,951**	**13,072**

In 2024 the Company generated 110.3 million euro positive free cash flow, up from 38 million euro in 2023. This improvement was largely driven by a significant decrease in net working capital, of which the main contributors were lower inventories and higher prepayments from customers.

Income tax payments increased to 26.3 million euro, due to shifts in payment date and withholding taxes paid on dividends from affiliates.

In line with the strategy, Barco continued its investments. Capital expenditure amounted to 42.6 million euro, 11.8 million lower than last years, with the two biggest categories being the investments in our factories in China and in Cinema-as-a-Service. The proceeds of the sale and lease back of a facility in the Americas were another positive contributor to the free cash flow.

At the end of December 2024, Barco's net cash position reaches 259.0 million euro, compared to 241.1 million euro last year The increase versus last year is mainly driven by the positive free cash flow, partially offset by dividends paid, the share buyback program and the buy-out of the Cinionic minority shareholder.

We refer to note 14, note 16 and note 11 for more explanation.

Balance Sheet

Net working capital amounted to 11.8% of sales, at the end of 2024, a significant improvement versus 16.6% at the end of 2023. This was mainly driven by lower inventories and higher prepayments from customers in Cinema.

In 2023 the net working capital increased to 16.6% of sales, up from 14.3% of sales in 2022. Higher trade receivables contributed to the increase in working capital, mainly due to strong year-end sales, for which cash was collected in 2024. Inventory remained at a high level throughout 2023 but started to decrease over the course of the second half of the year (see note 12). Trade payables reduced year-over-year, in line with lower component purchases, in response to high inventories.

Return on Operating Capital Employed

in thousands of euro		2024	2023	2022
Trade debtors		201,546	208,567	194,643
Inventory		208,678	231,521	245,714
Trade payables		-98,866	-89,350	-121,920
Other working capital		-199,897	-175,905	-168,014
Working capital		**111,460**	**174,832**	**150,423**
Other long term assets & liabilities		248,040	218,916	194,119
Operating capital employed		**359,500**	**393,749**	**344,543**
Goodwill		105,612	105,612	105,612
Operating capital employed (incl goodwill)		**465,112**	**499,360**	**450,155**
Adjusted EBIT		77,106	102,106	90,143
Adjusted ROCE after tax (%)	(a)	**14%**	**17%**	**16%**

The return on capital employed decreased to 14% in 2024 (2023: 17%; 2022: 16%), due to a lower operational result.

Supplementary information

Barco NV

Summary version of statutory accounts Barco NV.

The financial statements of the parent company, Barco NV, are presented below in a condensed form.

The accounting principles used for the statutory annual accounts of Barco NV differ from the accounting principles used for the consolidated annual accounts: the statutory annual accounts follow the Belgian legal requirements, while the consolidated annual accounts follow the International Financial Reporting Standards. Only the consolidated annual financial statements as set forth in the preceding pages present a true and fair view of the financial position and performance of the Barco Group.

The management report of the Board of Directors to the Annual General Meeting of Shareholders and the annual accounts of Barco NV, as well as the Auditor's Report, will be filed with the National Bank of Belgium within the statutory periods. These documents are available upon request from Barco's Investor Relations department, and at www.barco.com.

The statutory auditor's report is unqualified and certifies that the non-consolidated financial statements of Barco NV for the year ended 31 December 2024 gives a true and fair view of the financial position and results of the company in accordance with all legal and regulatory dispositions.

Balance sheet after appropriation

In thousands of euro	2024	2023	2022
Fixed assets	**411,092**	**375,398**	**345,576**
Intangible fixed assets	7,343	8,513	11,381
Tangible fixed assets	57,314	59,701	61,623
Financial fixed assets	346,434	307,185	272,572
Current assets	**397,459**	**393,260**	**340,521**
Inventory	115,481	137,441	156,492
Amounts receivable within one year	218,331	215,966	145,766
Investments (own shares)	56,686	32,434	25,623
Cash and cash equivalents	446	578	2,818
Deferred charges and accrued income	6,515	6,841	9,822
TOTAL ASSETS	**808,550**	**768,658**	**686,097**
Capital and reserves	**527,967**	**408,419**	**358,218**
Capital	56,753	56,753	56,753
Share premium account	173,360	173,360	173,360
Reserves	63,749	39,498	32,687
Accumulated profits	233,554	138,429	93,383
Investment grants	551	379	2,035
Provisions	**6,830**	**7,881**	**9,566**
Provisions for liabilities and charges	6,830	7,881	9,566
Creditors	**273,753**	**352,358**	**318,312**
Amounts payable after more than one year	10,000	12,000	14,000
Amounts payable within one year	263,753	340,358	304,312
TOTAL LIABILITIES	**808,550**	**768,658**	**686,097**

Intangible fixed assets mainly relate to the implementation cost of SAP ERP software, supplier and customer relationship management tools and IT security investments. As in 2023, the amortizations for software are higher than the new investments (2024: 3 million euro; 2023: 1.7 million euro). Investments in 2024, mainly relate to the migration to S4HANA and SAP SuccesFactors. SAP related capitalized expenditures are amortized over 7 years.

The main capital expenditures realized in 2024 relate to machinery and tooling (5.2 million euro), which is linked to new product development projects, development projects, and production facility enhancements. The net decerease in tangible fixed assets is the result of higher depreciations compared to new investments done.

Financial fixed assets in 2024 increased by net 39.2 million euro of which 70.6 million euro is attributable to Barco NV acquiring 100% of the shares of Barco BV and Barco Fimi Srl. Further, the merger of Cinionic BV with Barco NV, on January 1st, 2024, resulted in a decrease of 32 million euro.

The yearly statutory impairment analysis resulted in an impairment on the participation in Barco Solutions Sweden AB for 5.2 million euro.

Inventory in 2024 continues to decrease by almost 22 million euro compared to year-end 2023. When compared to the all-time high inventory levels at the end of 2022, there is a decrease of 40 million euro. The decrease is the result of the lower topline in 2024 and Barco's focused factories strategy, outsourcing the Healthcare production to the Group's production sites in China and Italy, impacting raw materials and semi-finished goods inventory, together with a higher focus on lowering our finished goods inventory in the other divisions.

Overall, the total amounts receivable within one year are in line with previous year. The lower trade receivables, linked to a lower topline, are offset by an intercompany receivable with Barco Coordination Center NV of 46 million euro. The latter increase results from the positive balance on the cash pool account thanks to 150 million euro received dividends from affiliates in 2024. Last year Barco NV had an intercompany payable towards Barco Coordination Center NV of 97 million euro, caused by a negative balance on the cashpool account. Days sales outstanding slightly decreased to 67 days versus 69 days in 2023.

The investment in own shares increased further as a result of the Share Buyback Program announced on 18 December 2023 to replenish its pool of shares for stock options. Barco mandated an independent broker with intention to purchase a maximum of two million (2,000,000) shares. Per 31 December 2023, Barco acquired 491,000 own shares for a total amount of 8 million euro. By February 23rd, 2024, Barco acquired the remaining 1,509,000 own shares for a total amount of 24.5 million euro.

In 2024, the amounts payable within one year decreased by net 75 million euro, which is mainly attributable to the conversion of the intercompany cash pool account with Barco Coordination Center NV from a payable to a receivable.

The intercompany payable to Cinionic Ltd, linked to the transfer of 100% of the shares of Cinionic BV and Cinionic Inc to Barco NV, was settled upon the selective capital decrease of 73 million euro to Barco per 15 April 2024 and is therefore no longer outstanding. Per year-end 2024, Barco NV has an intercompany payable of 35.1 million euro outstanding,related to the acquisition of 100% of the shares in Barco Fimi Srl from Barco BV, settled early 2025.

Income statement

In thousands of euro	2024	2023	2022
Sales	695,909	808,385	745,160
Recurring operating income/(loss)	23,477	93,983	76,974
Recurring financial result	152,820	9,721	46,201
Non-recurring financial result	-5,272	-2,181	-11,024
Income taxes	-7,185	-6,423	-2,960
Profit/(loss) for the year	**163,840**	**95,100**	**109,191**

Barco NV sales declined 13,9% compared to 2023. Sales to customers decreased for all three divisions, linked to a weaker macro-economic investment climate in Europe and partly due to inventory reset at our customers in Healthcare and Enterprise. The Entertainment division in the beginning of the year had to deal also with a weak movie slate, resulting from a long strike of the Hollywood writer's guild in 2023 which led to a delay in new investments.

Gross margin in 2024 is at 42.7%, which is 1.2ppts lower than last year (43.9%) but still higher compared to 2022 (41%). Operating costs were 5.6% lower than last year, the net lower material costs linked to of the lower topline, partly offset by an increase in personnel costs (+ 3.7%) and higher services and other goods (+4.4%). The lower topline, at slightly lower margins, could not be fully compensated by the lower operating costs and resulted in a significant drop of the operating result.

The recurring financial result of 152.8 million euro in 2024, includes the intercompany dividends from Barco Ltd. (HK), Barco Visual Electronics Co. Ltd. (HK), Barco Singapore Private Limited (SG), Barco Limited (TW), Barco Ltd. (UK), Cinionic Pty Ltd. (AU) and Barco Electronic Systems Pvt. Ltd. (IN).

The negative non-recurring financial result in 2024 is caused by the impairment of Barco Solutions Sweden AB. In 2023, there was a negative non-recurring financial result due to an impairment on Barco Frederikstad AS (Norway).

The dividends received have offset the lower operating result resulting in an increase of the profit of the year with 68.7 million euro versus 2023.

Proposed appropriation of Barco NV result

In thousands of euro	2024	2023	2022
Profit/(loss) for the year for appropriation	163,840	95,100	109,191
Profit brought forward	138,429	93,383	18,002
Profit to be appropriated	**302,269**	**188,483**	**127,193**
Transfer from other reserves	24,251	6,811	(5,992)
Profit to be carried forward	233,554	138,429	93,383
Gross dividends	44,463	43,243	39,802
Total	302,269	188,483	127,193

The board of directors of Barco NV will propose to the General Assembly to distribute a gross dividend of 0.51 euro per share relating to the result as of 31 December 2024.

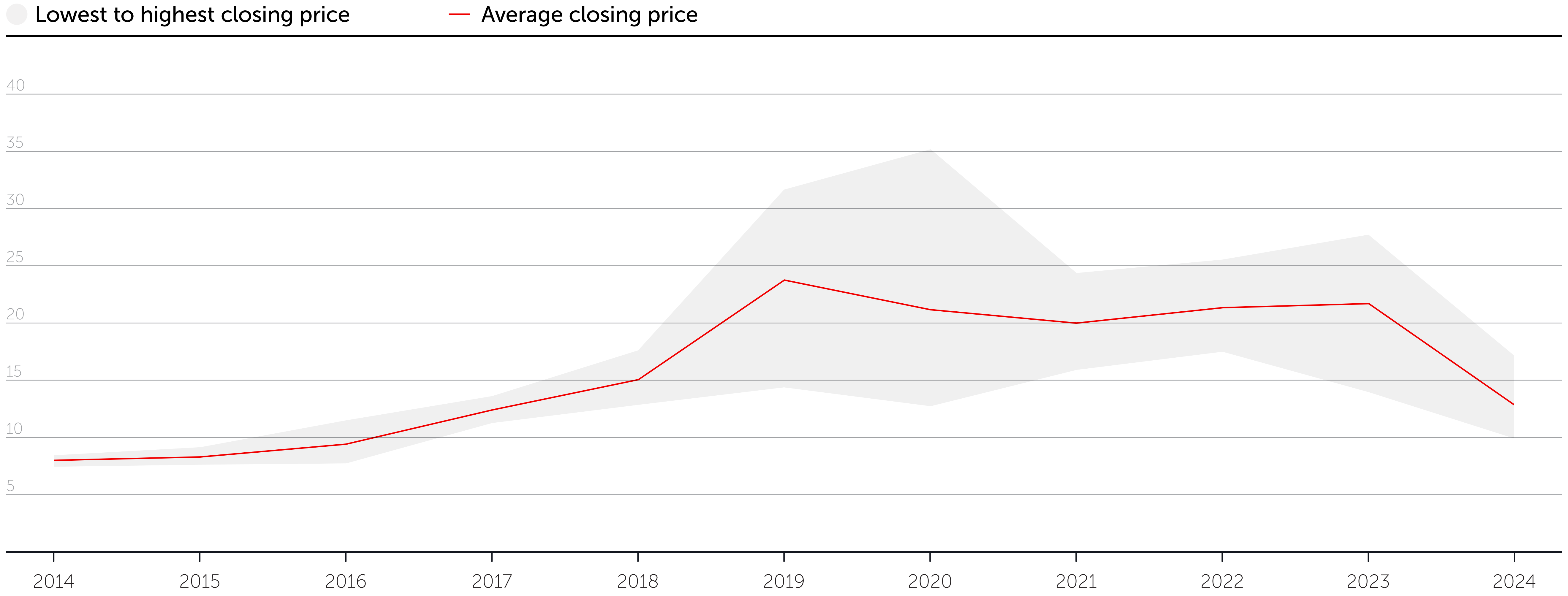
Information about the share

Key figures for the shareholder

		2024	2023	2022	2021	2020
Number of shares (in thousands):		92,917	92,917	92,917	92,170	91,487
per share (in euro)						
EPS		0.71	0.89	0.84	0.10	-0.05
Diluted EPS		0.70	0.88	0.83	0.10	-0.05
Gross dividend		0.51	0.48	0.44	0.40	0.378
Net dividend		0.36	0.34	0.31	0.28	0.26
Return on Equity (ROE)		7.8%	10.0%	9.7%	1.3%	-0.7%
Gross dividend yield	(a)	4.9%	2.9%	1.9%	2.1%	2.1%
Yearly return	(b)	-33.8%	-26.4%	22.5%	9.6%	-41.8%
Pay-out ratio	(c)	75.30%	55.60%	54.40%	415.1%	-787.1%
Price/earnings ratio	(d)	14.8	18.7	27.6	191.9	-358.0

(a) Gross dividend / share price at year-end closing date
(b) Increase or decrease share price + gross dividend paid out in the year, divided by closing share price of previous year
(c) Gross dividend * number of shares on 31 December / net income attributable to the equity holder of the parent
(d) Share price 31 December / earnings per share

Share price performance



Share price

	2024	2023	2022	2021	2020
Average closing price	12.83	21.73	21.37	20.04	21.22
Highest closing price	17.14	27.78	25.58	24.42	35.21
Lowest closing price	9.93	14.00	17.5	15.92	12.76
Closing price 31/dec	10.48	16.55	23.08	19.16	17.82
Daily average number of shares traded (*)	369,161	398,168	373,343	495,007	279,797
Stock market capitalization on 31 December (in millions)	945.89	1,537.77	2,144.52	1,765.98	1,630.31

(*) The daily average number of shares traded for the period 2021-2024 is taking into account the trades on All Venues: Euronext as well as registered trades on alternative platforms such as Lit-venues, the Systematic internalisers and dark venues (LIT+Auction+Dark+OTC+SI). Source: Refinitiv Market Share Reporter and Euronext' customer portal "Connect"Values for the periods 2020 are based on Euronext' customer portal "Connect" only."

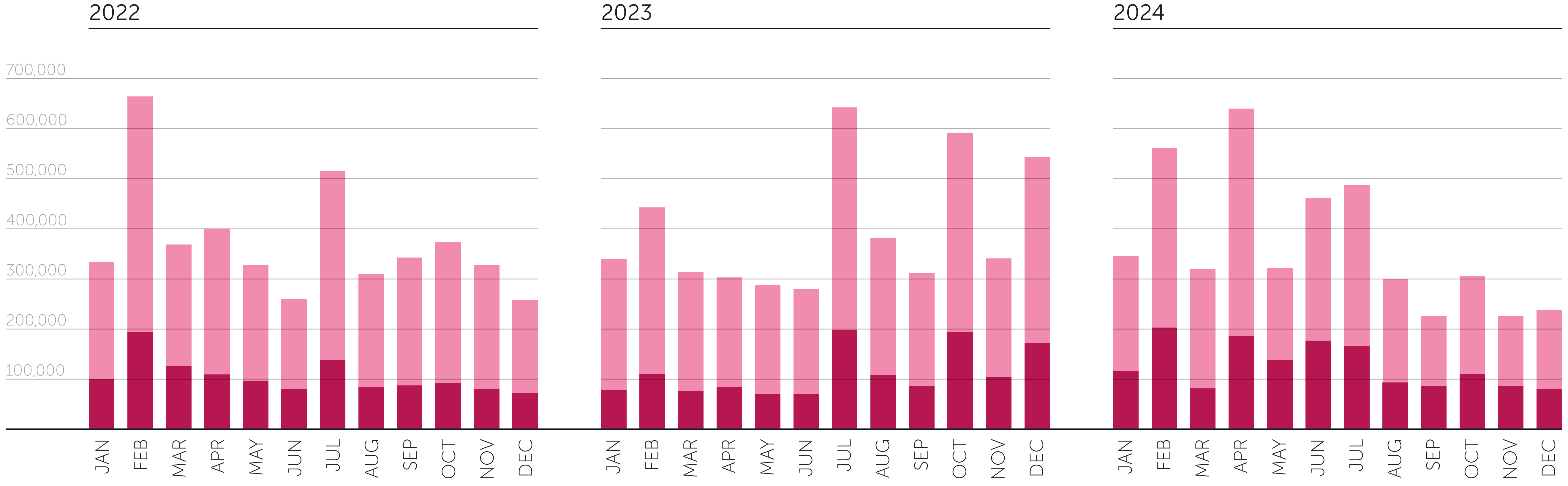
Liquidity

	source	2024	2023	2022
Total yearly volume (shares)	Euronext	32,225,509	28,301,284	26,486,626
	Lit venues	49,065,242	43,764,378	45,549,874
	All venues	94,563,842	101,125,065	95,232,679
Daily average number of shares traded	Euronext	125,681	111,617	103,737
	Lit venues	191,287	172,583	178,660
	All venues	369,161	398,168	373,343
Total yearly volumes (turnover) in million euro	Euronext	417.18	580.47	563.11
	Lit venues	626.76	903.18	971.24
	All venues	1,228.81	2,115.63	2,036.62
Velocity	Euronext	33.53%	29.21%	27.27%

* The numbers referenced here take into account the trades on All Venues: Euronext as well as registered trades on alternative platforms such as Lit-venues, the Systematic internalisers and dark venues (LIT+Auction+Dark+OTC+SI). Source: Refinitiv Market Share Reporter and Euronext' customer portal "Connect"

Daily average shares traded per month*

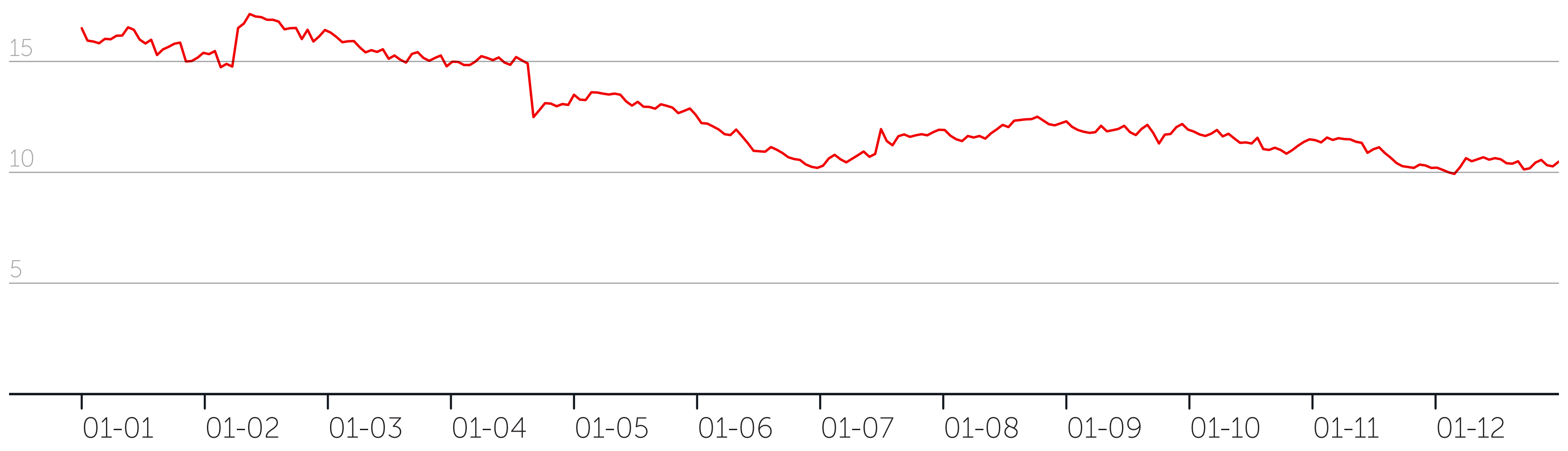
All venues Euronext data



* The daily average number of shares traded for the period 2022-2024 is taking into account the trades on All Venues: Euronext as well as registered trades on alternative platforms such as Lit-venues, the Systematic internalisers and dark venues (LIT+Auction+Dark+OTC+SI). Source: Refinitiv Market Share Reporter and Euronext' customer portal "Connect""

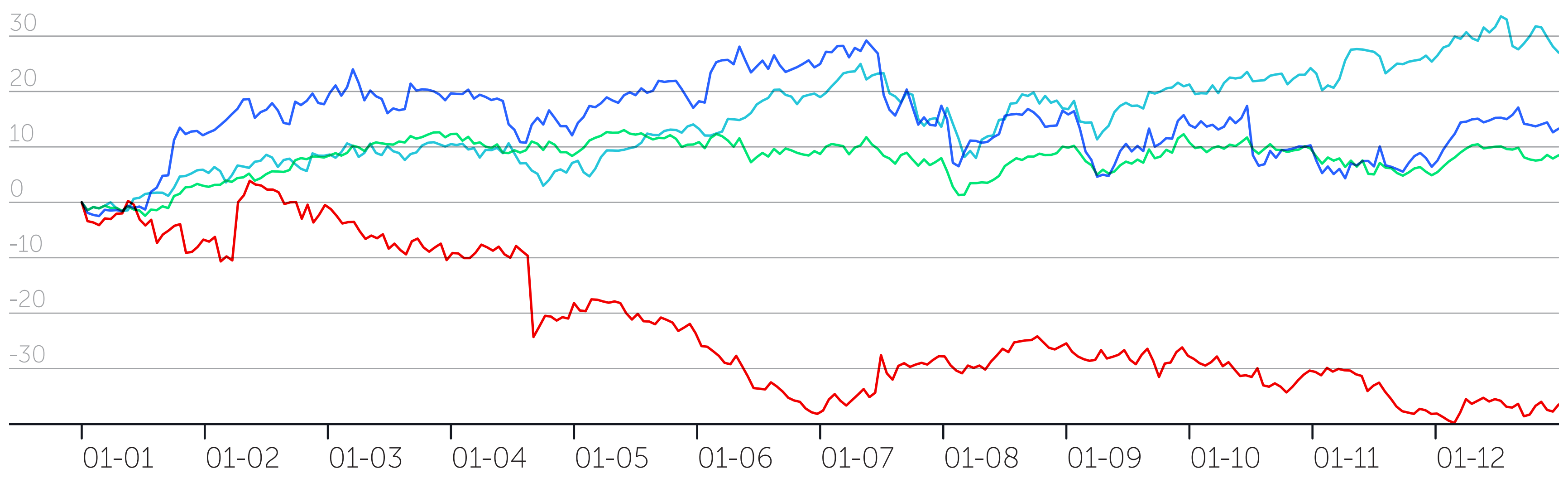
Barco share price 2024

— Barco



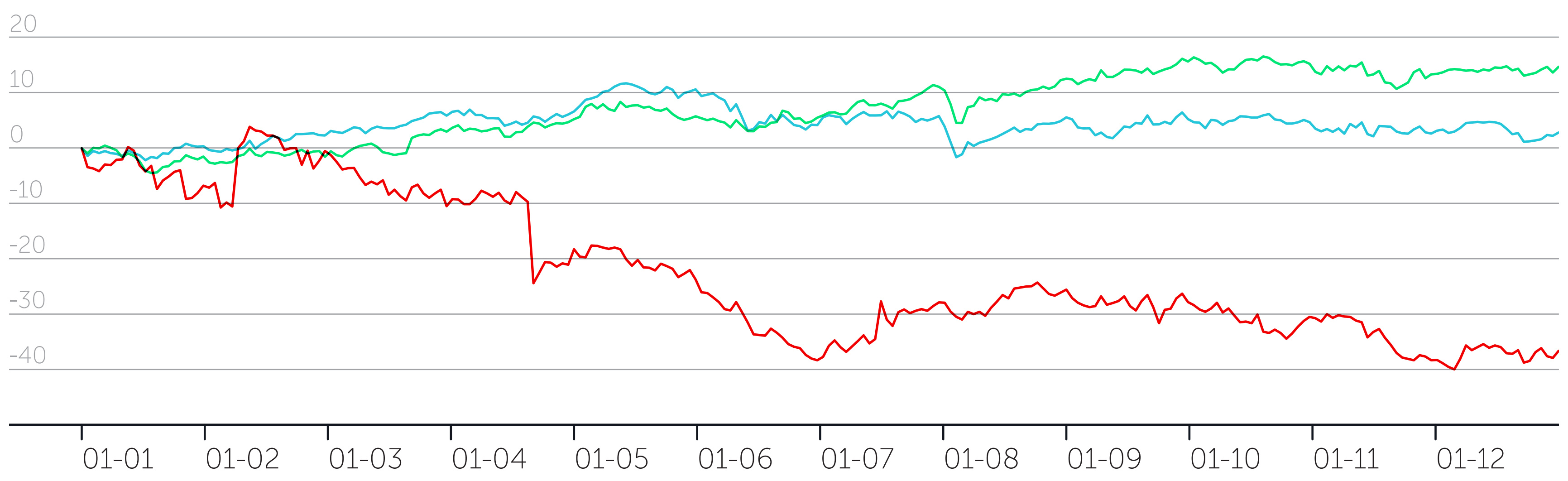
Barco / Eurostoxx 50 / Eurostoxx Technology / Nasdaq - 100

— Barco — Eurostoxx 50 — Eurostoxx technology — Nasdaq - 100



Barco / Bel 20 / Next 150

— Barco — Bel 20 — Next 150



Shareholder structure

Shareholders

A study of Barco's global shareholdership was carried out mid-December 2024[1]. This study plotted 96.39% of the company's shareholder composition, a slightly higher response rate than for the study of end 2023 (93%).

Identified institutional investors were holding 63.71% of all shares. 4.64% were held by the company as treasury shares. Approximately 28.04% of the shares were held by retail investors. 3.61% of the shares were not identified.

Geographic distribution

Belgium remains the dominant investment region in Barco's total (institutional and retail) shareholder base, with a strong proportional representation versus peers and industry averages. At the end of 2024, Belgian ownership accounts for 69.45% of shares. This includes 27.07% held by retail investors, for which the ownership is highly concentrated in Belgium (96.52% of retail shares).

United States remains the second largest region in total share ownership with 9.86% of the shares. Ireland is the third largest country with 5.68% of the shares. Fourth is France with 2.56% of the shares and fifth is Luxemburg with 1.79% of the shares.

Compared to the benchmark of peer companies, Belgium continues to show substantial overweight in terms of ownership. Barco remains very much underweight in both the US and the UK compared to the benchmark.

Concentration

The concentration level amongst Barco top holders increased in 2024, with the top-5, top-10 and top-25 categories all increasing year-over-year.

The categories now account for:
- **Top 5:** 42.52% of total shares, or 62.20% of institutional holders (up versus 35.89% of total holders last year)
- **Top 10:** 50.39% of total shares, or 73.72% of institutional holders (up versus 43.82% of total holders last year)
- **Top 25:** 57.26% of total shares, or 83.77% of institutional holders (up versus 53.59% of total holders last year)

Compared to the average observed in the mid-cap client base benchmark, Barco's concentration levels are above average.

Shareholder remuneration

Dividend

Barco's Board of Directors will propose to the General Assembly to distribute a gross dividend of 0.51 euro per share, up 0.03 euro versus last year's dividend of 0.48 euro.

Dividend policy

The dividend is set by the Board of Directors and subsequently proposed at the Annual General Meeting of shareholders at the end of each fiscal year.

Barco's Board believes that consistency and reliability towards the investment community is key and considers a consistent dividend pay-out as a key contributor, reflecting the long-term confidence in the company and its future growth opportunities.

Shareholder structure

Institutional	63.71%
Retail	28.04%
Company treasure	4.64%
Unidentified	3.61%

Geographic distribution

Belgium	69.45%
USA	9.86%
Ireland	5.58%
France	2.56%
Luxemburg	1.79%
Rest of Europe	5.39%
Rest of World and unidentified	5.37%

Ownership of Barco's shares (per 31 December 2024)

Vandewiele group nv	23,465,294 shares	25.25%
3D NV	5,267,891 shares	5.67%
Barco NV	4,314,743 shares	4.64%
Alantra	2,837,124 shares	3.05%
Public	57,031,593 shares	61.38%
Total	92,916,645 shares	100.00%

(1) Shareholder analysis performed by ABN Amro in December 2024.

Barco's investment case

Strong foundation with technology and market leadership in healthy markets

With a rich history of 90 years, Barco is a strong brand known for its technology leadership in three solid and healthy markets: Healthcare, Enterprise and Entertainment. Building on sustainable advantages, Barco has established global leadership positions in all of these markets. The solutions delivered to these markets are increasingly software-driven and are often mission-critical with a true effective need for high-performance and reliable technology. Based on a solid experience, a thorough understanding of customer needs, advanced know-how in developing differentiated technology and delivering value-add solutions and a well-developed go-to-market network, Barco continues to lead in these markets.

Focused strategy

Barco's strategy is focused around three levers. 'Capturing profitable and efficient growth' focuses on leveraging operational efficiencies from a simplified organization and digital transformation, seizing the China opportunity with strong local presence, and developing new vertical market segments via adjacent products and geographic expansion. The 'Innovate for impact' lever builds on increasing the manufacturing footprint with a strengthened supply chain, and on accelerating innovation with a rebalanced R&D portfolio. The 'Sustainable impact journey' addresses Barco's ambition to design and act towards sustainable outcomes, with 3 pillars: Protecting earth, Engaging people and Empowering society.

Solid financial results

Over the past years, Barco has continued to sharpen the focus of its activities.

Since introducing the 'focus to perform' program in 2016, Barco has made measurable and steady progress by rationalizing the business portfolio and footprint and by implementing value engineering initiatives. EBITDA margin expanded from 8% in 2016 to 14% in 2019 and net earnings grew to 9% of sales. In 2020 and 2021 the company faced significant challenges mainly due to covid-19 pandemic impacts and supply chain constraints, which resulted in a softer sales and profit performance. End of 2021, Barco carried out an organizational redesign to install greater empowerment and accountability at the business unit level while enhancing customer and market responsiveness. In 2022, Barco was able to reconnect with its long-term growth ambitions, bringing the EBITDA margin back to 12%. In 2023 and 2024 Barco's topline was challenged by several macro-economic headwinds and also by partner inventory corrections, however the strong gross margins allowed to grow the EBITDA margin to 13.6% and 12.8% respectively. 2024 was a year with many new product introductions, aiming to support growth in the following years.

Except in 2020, Barco booked year-on-year net cash positive results. The company follows a conservative course in managing its financials and has a significant net cash position.

A strong and reliable leadership team

Further strengthened with the onboarding of new internally promoted leaders, Barco's leadership team holds diverse and global competencies and insights. The organizational redesign brings together focused teams per market, with accountability over R&D, product development, supply chain, marketing and sales. With a clear focus on the customer, the leadership team and the entire company are committed to delivering sustainable and profitable long-term growth.

Shareholder trust

Barco has a stable international shareholder base with a pre-dominance of value-oriented investors. Since 2015, Vandewiele group nv is represented in the Board of Directors. At year-end 2024, this shareholder owned 25.25 Barco's shares.

Analysts covering Barco

ABN AMRO ODDO BHF	Stefano Toffano
Bank Degroof Petercam	Kris Kippers
Berenberg	Trion Reid
Flemish Federation of Investors and Investor Clubs	Geert Smet
De Belegger	Gert De Mesure
KBC Securities	Guy Sips
Kepler Cheuvreux	Matthias Maenhaut
ING	Marc Hesselink
Van Lanschot Kempen	Nikos Kolokotronis

Financial calendar 2025

Announcement of results 4Q24 and FY24	Tuesday 11 February 2025
Trading update 1Q25	Wednesday 16 April 2025
Annual General Shareholders Meeting	Thursday 24 April 2025
Announcement of results 1H25	Wednesday 16 July 2025
Trading update 3Q25	Wednesday 15 October 2025
Capital Markets Day 2025	Thursday 23 October

Share info

Euronext	BAR	ISIN BE0974362940
Reuters	BARBt .BR	
Bloomberg	BAR BB	

The board believes that consistency and reliability towards the investment community is key and considers a consistent dividend pay-out as a key contributor, reflecting the long-term confidence in the company and its future growth and opportunities.

More info including the quarterly consensus update, reports, references, conferences and roadshows is available on Barco's investor portal.

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

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Realization
Barco Corporate Marketing & Investor Relations Office
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