

**Mensch und Maschine at a glance (preliminary figures 2020)**

All amounts in million EUR (unless stated otherwise)	2014	2015	2016	2017	2018	2019	2020
<b>Revenue</b>	<b>140.0</b>	<b>160.4</b> +14.5%	<b>167.1</b> +4.2%	<b>160.9</b> -3.7%	<b>185.40</b> +15%	<b>245.94</b> +33%	<b>244.0</b> -0.8%
Germany	66.9 47.8%	74.7 46.6%	74.9 44.8%	75.9 47.2%	83.32 44.9%	112.98 45.9%	113.1 46.4%
International	73.1 52.2%	85.7 53.4%	92.2 55.2%	85.0 52.8%	102.05 55.1%	132.96 54.1%	130.9 53.6%
<b>Gross profit</b>	<b>74.7</b>	<b>84.5</b> +13%	<b>91.4</b> +8.2%	<b>94.8</b> +3.7%	<b>103.91</b> +9.6%	<b>127.89</b> +23%	<b>128.0</b> +0.1%
M+M Software	36.6 49.0%	39.6 46.8%	44.7 48.9%	48.9 51.6%	54.36 52.3%	69.70 54.5%	68.9 53.8%
VAR Business	38.1 51.0%	44.9 53.2%	46.7 51.1%	45.9 48.4%	49.55 47.7%	58.19 45.5%	59.1 46.2%
<b>Operating profit EBITDA</b>	<b>10.9</b>	<b>12.8</b> +18%	<b>15.8</b> +23%	<b>18.0</b> +14.5%	<b>22.75</b> +26%	<b>36.55</b> +61%*	<b>41.6</b> +14%
EBITDA return from revenue	7.8%	8.0%	9.4%	11.2%	12.3%	14.9%	17.1%
<b>Operating profit EBIT</b>	<b>6.8</b>	<b>8.5</b> +25%	<b>12.5</b> +47%	<b>15.2</b> +22%	<b>19.66</b> +29%	<b>27.19</b> +38%	<b>31.0</b> +14%
EBIT return from revenue	4.9%	5.3%	7.5%	9.5%	10.6%	11.1%	12.7%
<b>Net profit</b>	<b>3.7</b>	<b>3.9</b> +4.0%	<b>6.6</b> +70%	<b>8.5</b> +30%	<b>11.69</b> +37%	<b>16.67</b> +43%	<b>18.6</b> +12%
Net return from revenue	2.7%	2.4%	3.9%	5.3%	6.3%	6.8%	7.6%
<b>per share in EUR</b>	<b>0.24</b>	<b>0.24</b>	<b>0.40</b>	<b>0.525</b>	<b>0.715</b>	<b>0.99</b>	<b>1.11</b>
<b>Operating cash flows</b>	<b>6.3</b>	<b>14.7</b> +134%	<b>14.6</b> -0.1%	<b>15.2</b> +4.0%	<b>15.23</b> +0.2%	<b>26.35</b> +73%*	<b>35.0</b> +33%
<b>per share in EUR</b>	<b>0.40</b>	<b>0.91</b>	<b>0.90</b>	<b>0.935</b>	<b>0.93</b>	<b>1.57</b>	<b>2.08</b>
<b>Dividend in EUR</b>	<b>0.20</b>	<b>0.25</b> +25%	<b>0.35</b> +40%	<b>0.50</b> +43%	<b>0.65</b> +30%	<b>0.85</b> +31%	<b>1.00</b> +18%
<b>Total assets</b>	<b>104.2</b>	<b>102.5</b> -2%	<b>100.5</b> -2%	<b>101.8</b> +1%	<b>106.11</b> +4%	<b>159.49</b> +50%*	<b>155.8</b> -2%
<b>Shareholders' equity</b>	<b>39.2</b>	<b>39.6</b> +1%	<b>40.6</b> +2%	<b>43.9</b> +8%	<b>51.28</b> +17%	<b>73.52</b> +43%	<b>80.1</b> +9%
Equity ratio	37.7%	38.6%	40.4%	43.1%	48.3%	46.1%	51.4%
<b>Number of shares in million</b>	<b>15.439</b>	<b>16.127</b> +4.5%	<b>16.306</b> +1.1%	<b>16.281</b> -0.2%	<b>16.351</b> +0.4%	<b>16.820</b> +2.9%	<b>16.783</b> -0.2%
<b>Headcount (full time equivalent)</b>	<b>718</b>	<b>731</b> +2%	<b>759</b> +4%	<b>784</b> +3%	<b>821</b> +5%	<b>946</b> +15%	<b>948</b> +0.2%

\* Comparison 2019/18 distorted by first time application of IFRS16