

Bekaert in brief

March 2020



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The world's largest independent producer of steel wire products and solutions

Serving customers from a very wide range of industry
sectors in 120 countries and operating a global manufacturing platform with 28 000 employees worldwide

Combined sales of €5.1 billion and consolidated sales of €4.3 billion (2019)

Listed on Euronext® Brussels

















pioneering

innovating

growing

diversifying

BRIC

1880

Leo Leander Bekaert starts a small business in barbed wire in Zwevegem, Belgium

1922

First investment abroad: Tréfileries de Bourbourg, France

1948

First investments in Latin America: Argentina and Chile 1952

Steel cord production start

1964

Establishment of R&D center in Deerlijk, Belgium

1965

Start-up of Engineering facility for machine design and manufacture

Early 1970s

New steel cord plant openings and expansions in US, Brazil, Belgium, Japan

1972

Listing on the Brussels stock exchange to fund continued growth

1975-1977

Establishment of JVs in Ecuador and Brazil

Early 1980s

Bekaert moves into composite materials, non-ferrous forged products, vacuum coatings and filtration

1988

New plant openings in Shelbyville and Rogers, US

1990

Bekaert has become a truly international company with 15 000 employees worldwide

1993

Bekaert recognizes China's huge market potential and builds a first steel cord plant in Jiangyin, Jiangsu Province

Mid 90s

Investments and expansions in Brazil, India, Indonesia, China, Peru and Chile

2000-2010

Strong growth in China, Central Europe, and start-up production in Russia 2010-2018

The ups and downs in sawing wire market conditions significantly impact Bekaert's results

2014

Matthew Taylor is appointed the new CEO. He drives transformation throughout the business

2014-2016

Bekaert concludes its largest acquisition (Pirelli) and merger (Bridon) ever.

BEKAERT

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Bekaert global presence



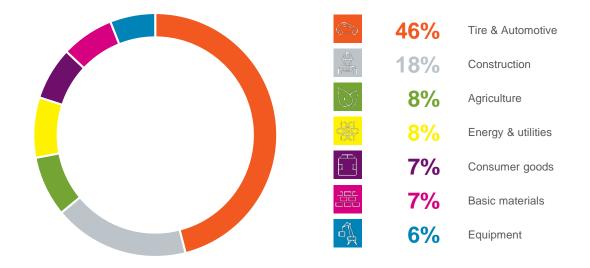


Sales breakdown by sector and by segment - consolidated sales





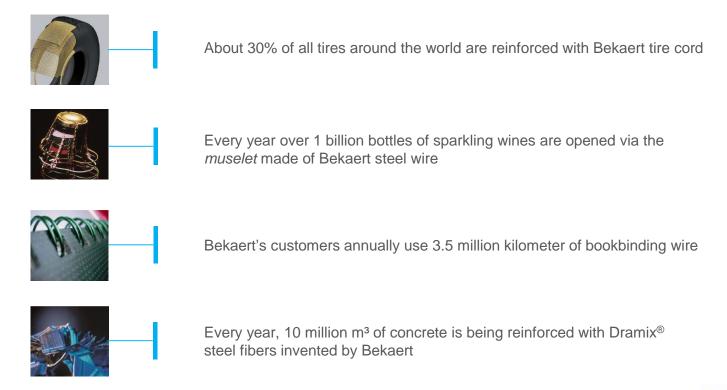
Bekaert market leadership in diverse sectors – combined sales



Bekaert has a strong presence in diverse sectors. This makes Bekaert less sensitive to sectorspecific trends and it also benefits our customers, because solutions we develop for customers in one sector often form the basis of innovations in others.



Often hidden or unknown... but always there...





Bekaert technological leadership







International **R&D** teams in Belgium – China – India



About **1800** patent rights



Co-creation with customers and suppliers

Outward orientation

- internationalization of technologists
- cooperation with internationally renowned research centers & universities
- venture capital and R&D partnerships

Intellectual property protection



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Bekaert core competencies

steel wire transformation



from wire rod 6.5 mm

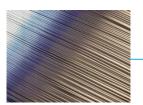


drawing, bunching, cabling, profiling, welding, knitting, weaving...



to metal fibers 1 µm

coating technologies



from traditional coatings



adhesion corrosion resistance wear resistance anti-fouling



to advanced coatings



better together

Our Vision - Our Field of Play

Consistent with our *better together* aspiration, we relentlessly pursue to be the preferred supplier for our steel wire products and solutions, by continuously delivering superior value to our customers around the world.

Soal Statement for the Heart

Drive value creation through a One Bekaert Team with the passion to win, operating in a no-harm-to-anyone working environment

» Our Long Term Core Strategies

- 1. Drive the customer into the heart of our business
- 2. Value driven growth
- 3. Technology leadership and speed
- Leverage scale, reduce complexity and reach lowest total cost
- 5. Engage and empower people

Soal Statement for the Head

Increase: Revenue Profit ROCE

» Our Immediate Must Win Battles

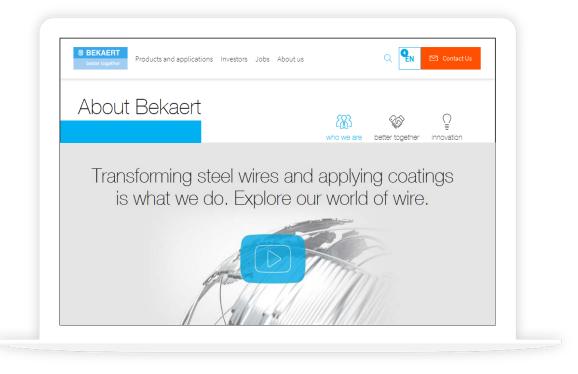
- 1. Advance customer excellence
- 2. Accelerate profit restoration
- 3. Improve organizational efficiency
- 4. Enhance operational excellence
- 5. Re-energize growth and innovation



Our Values

We act with integrity - We earn trust - We are irrepressible!

Welcome @ www.bekaert.com









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