



# Bekaert in brief

March 2024



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# Who we are



## Who we are

Global market and technology leader in material science of steel wire transformation and coating technologies



### Bekaert at a glance

- Preferred partner serving customers in **130 countries**
- Global leader in **steel wire transformation** and **coating** technologies
- Global manufacturing platform
- **24 000** engaged employees worldwide
- Corporate socially responsible (**CSR**) company
- Consolidated sales of **€4.3bn** (combined sales of €5.3bn)



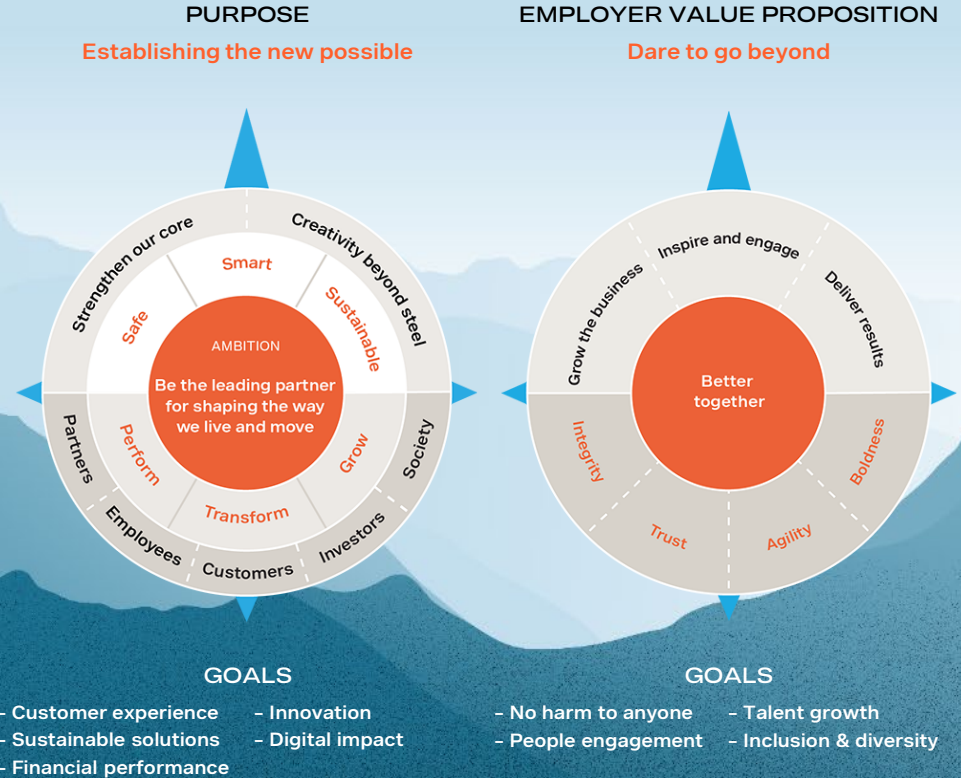
### What sets us apart

- Unmatched products and solutions for customers across a **wide range of industries**
- High-tech solutions leader with more than **2 100 patents** and patent rights in portfolio
- Most **advanced manufacturing capabilities** (+13 plants with digital supply chain in 2023)
- Experienced team with **deep understanding** of local customer needs
- Ambitions and actions for a **sustainable business** (validated targets by SBTi)
- Creating **value for our investors**

## Leading with a purpose

We establish the new possible  
safe, smart, sustainable

We will continue to **strengthen our core**  
in steel wire applications, and we will  
pioneer with **creativity beyond steel** into  
new materials, new markets, services,  
and solutions.





## Our core competencies

Bekaert is a global market and technology leader in material science of steel wire transformation and coating technologies, and beyond

### Steel Wire Transformation



from wire rod 6.5mm...



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

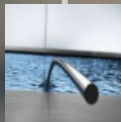


to metal fibers 1  $\mu\text{m}$

### Coating Technologies



from traditional coatings...



to adhesion, corrosion  
resistance, wear resistance  
anti-fouling...



to advanced coatings



# 140+ years of innovation, growth and value creation

Leveraging our strong roots to build a successful future

## PIONEERING



Established in Belgium in 1880 as a small barbed wire manufacturer

First acquisition abroad in 1922 - first investment in Latin America in 1948

## INNOVATING



First patent application in June 1881

Tire cord development 1952

In-house Engineering and R&D centers since 1960s

## GROWING



Global expansion throughout history

Early presence in Latin America and China

Largest acquisition (Pirelli) and merger (Bridon): 2014-2016

## PERFORMING



Performance culture

Delivery on priorities

Customer intimacy with focus on solutions that address the local market needs

## PURSURING



Partnerships and collaboration

better together

Operational and commercial excellence

### Pioneering in solutions that address mega trends:

New mobility | urbanization | connected & smart | renewable energy | sustainability | reverse globalization

### Preferred innovation partner of global technology leaders

2 100+ patents in portfolio  
Services and adjacent solutions  
Creativity beyond steel

### Organic/inorganic growth plans in target markets:

New mobility | energy & utilities | lifting & hoisting | low-carbon construction & infrastructure  
safe - smart - sustainable

### Significant performance improvement since 2019

Very strong balance sheet  
Our ambition: be the leading partner for shaping the way we live and move

### Actions to unlock the company's full potential

Innovation, digital, and sustainability strategy.  
Value creation for all stakeholders

# Bekaert Group Executive (BGE)

The BGE is composed of members representing the global Business Units and the global functions





# Key figures

## Bekaert key figures

Bekaert reported €4.3bn consolidated sales and an EBITu of €388m in 2023

### Bekaert

serves customers in  
**130 countries**

manufactures in  
**69 production plants**

employs  
**24 000 employees**

### in 2023

**€4.3bn**  
consolidated sales  
(€5.3bn combined sales)

**€388m**  
EBITu

**0.5x**  
net debt/EBITDAu

**4.6% (15.1%) carbon emission  
reduction**  
in Scope 1 & 2 vs. 2022 (2019)

**+2 100**  
patents

**€73m**  
in R&D

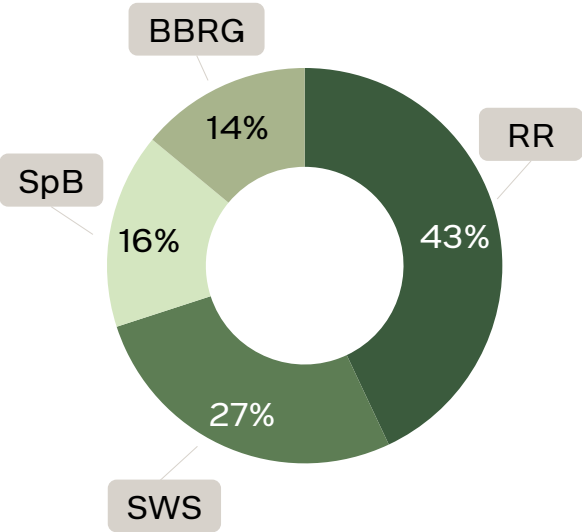
Balanced, global  
presence



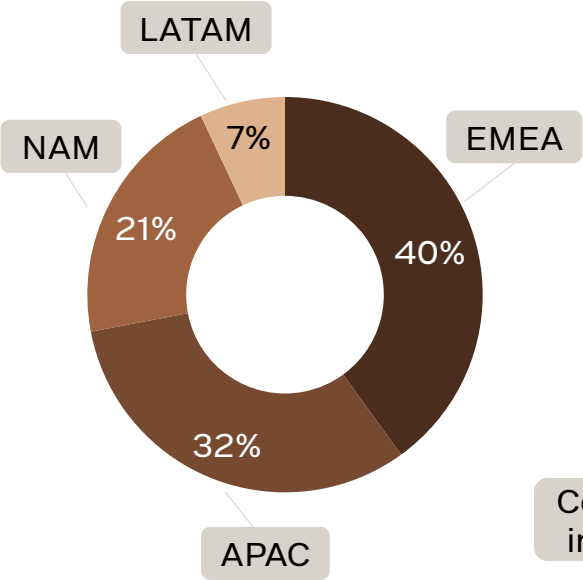
Strategy delivery

Building a balanced business by end-market and by region

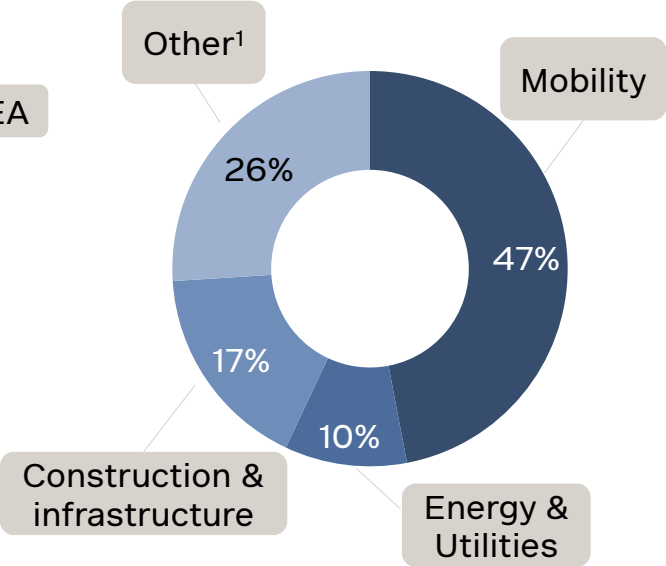
Consolidated sales by business unit



Consolidated sales by region



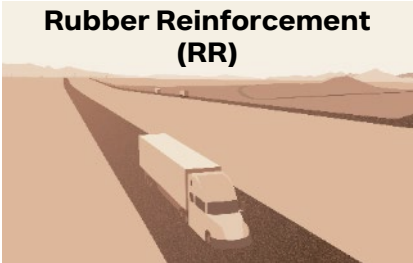
Consolidated sales by end-market



¹ Other includes agriculture, equipment, consumer goods and basic materials

# Four Business Units

Consolidated sales by business unit (2023: €4.3bn)



Tire cord, bead wire, OTR



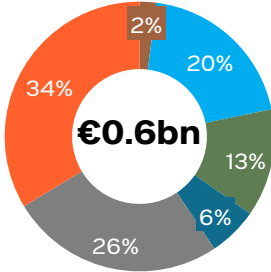
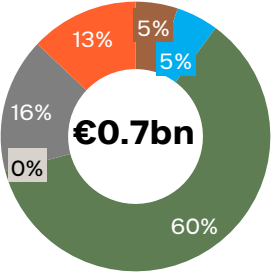
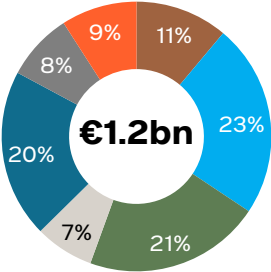
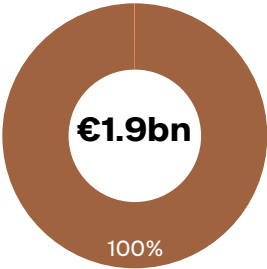
Steel wire products and solutions serving industrial, agricultural, consumer and construction markets



Building products, fiber technologies, combustion technologies and hose and conveyor belt



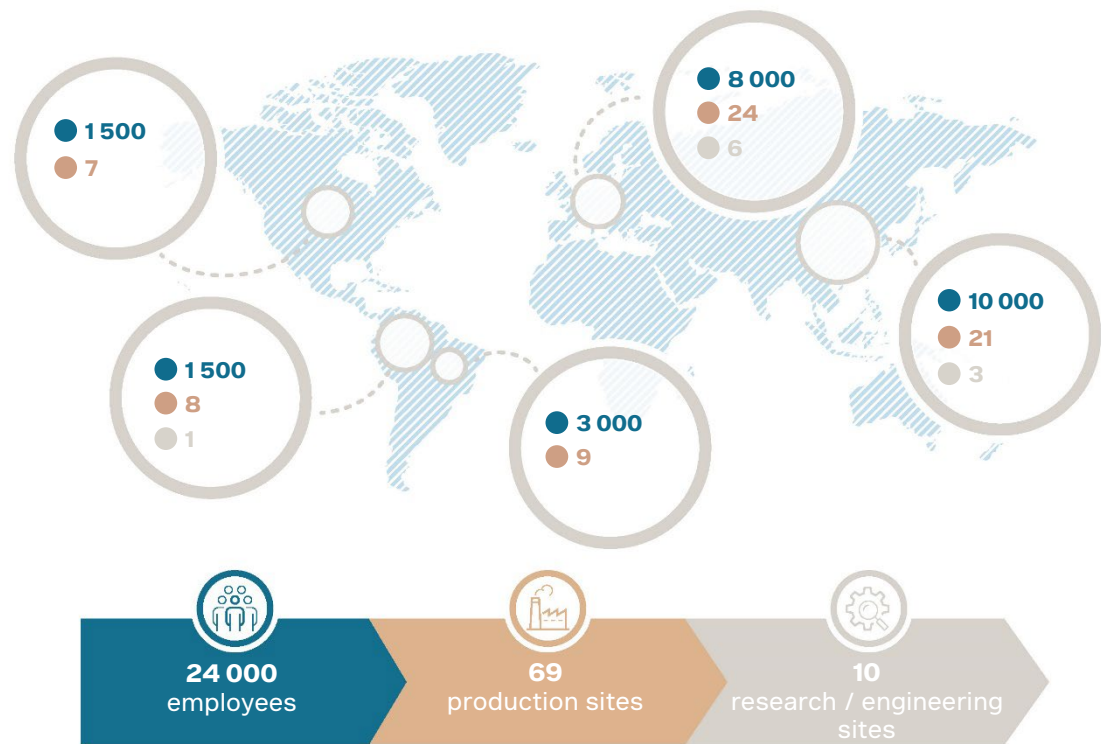
Ropes and advanced cords businesses



Tire & Automotive    Energy & Utilities    Construction    Consumer Goods    Agriculture    Equipment    Basic Materials

# Bekaert global scale

Bekaert operates 69 manufacturing plants in 23 countries globally (including joint ventures)

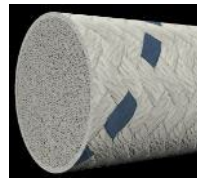
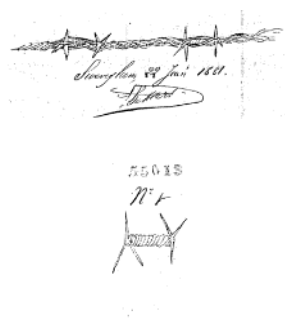




## Product portfolio and sector focus

Starting from our roots, we strengthen our core and invest in beyond steel solutions

First patent  
application  
22 June 1881



### Roots

Innovative from the  
beginning



### Core

Strong positions in  
traditional markets



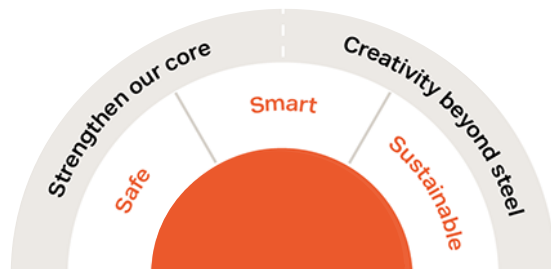
### Beyond

Growth potential driven by  
megatrends & *beyond steel*

Our strategy:  
Core & Beyond

## Strategy: a reminder

Our Core and Beyond approach aims to future proof our portfolio





# Beyond markets

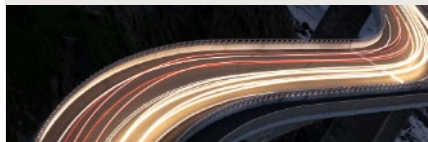
## Enabling the Energy Transition



Bekaert to become a leader in the industry with high-value offerings to optimize or enable resolution of some of the major new energy needs or pain points

- Generation: Offshore wind
- Storage and transportation: Hydrogen, Electricity Transmission

## Embracing the Future of Mobility



Bekaert to leverage current capabilities to bring solutions to the new mobility needs

- Charging of e-vehicles: Speed, safety, automation
- Vertical mobility
- Underground mobility
- Light-weighting
- Thermal management

## Developing the Future of Construction



Bekaert to play a key role to decarbonize and industrialize construction, and to develop new solutions required by climate change

- New and improved materials
- New applications

## Accelerate with Smart Solutions



Bekaert to develop key capabilities to enhance overall product offering and develop new solutions

- Capturing key information, data intelligence/analytics platform
- Basis for developing services business
- Transversally adding value to Bekaert solutions portfolio

## Bekaert technological leadership

We continue to innovate and transform

**€73m**  
**R&D in 2023**

**+2 100**  
**Patents and patent**  
**rights**

**Global R&D**  
**International R&D teams in**  
**Belgium – China – India - UK**



- Co-creation with customers and suppliers
- Outward orientation
  - international team of technologists
  - cooperation with internationally renowned research centers & universities
  - venture capital and R&D partnerships
- Intellectual property protection

## Where innovation meets sustainability: green hydrogen

Our key growth segment: clean hydrogen solutions

### Green hydrogen

Bekaert has been active in electrolysis technologies for 20 years and has built a strong position in the market of PEM electrolysis for hydrogen power.



- **We invest intensively** to meet the promising growth scenarios in this market.
- Further acceleration is expected in the period **2030-2050 as hydrogen reaches cost competitiveness with fossil fuels** – 1 700 to 5 000 GW forecast range by 2050.
- Bekaert participates in 2 consortia that develop next generation electrolysis technologies for green Hydrogen production and concluded a **partnership with Pajarito Powder (US)** to accelerate the development of spearheading innovations in the market of green hydrogen production.
- Bekaert is member of **Hydrogen Europe**

## Where digital meets sustainability: new mobility

Multiple solutions across new mobility



## New mobility

Bekaert invested in **Cargo Sous Terrain** and is technology advisor on the CST Board

Cargo Sous Terrain will bring all cargo transport underground for Switzerland's main logistic axes: the e-cargo units will drive autonomously. Transportation to end destination will also be with e-vehicles

Bekaert's Dramix® steel fibers reinforce the longest, deepest, and newest concept tunnels

Bekaert's advanced hoisting cords are a solution to the 80 elevators that will operate alongside the trajectory

# Creating a better tomorrow

2030 commitment vs. 2019

## Protect the planet

**-46.2%**

of scope 1&2 GHG\* emissions in line with science based targets

**-15%**

freshwater intake in water stressed regions

**0**

reach carbon net zero by 2050

**65%**

of our sales to be from sustainable solutions

**-19.7%**

of scope 3 GHG\* emissions from purchased goods and services by 2035

## Put people first

**100%**

commitment to create a positive working environment for all our employees

**40%**

female representation in administrative and managerial workforce

**100%**

commitment to actively engage with communities on priority sustainability themes

**0**

No harm to anyone

## Act with integrity

**100%**

of strategic suppliers to be leading in ESG ratings

**Strong**

compliance management

**100%**

of spend with suppliers who sign off code of conduct

**Partner**

with suppliers and customers across the value chain

**100%**







transparent and integrated reporting

\*Greenhouse Gas



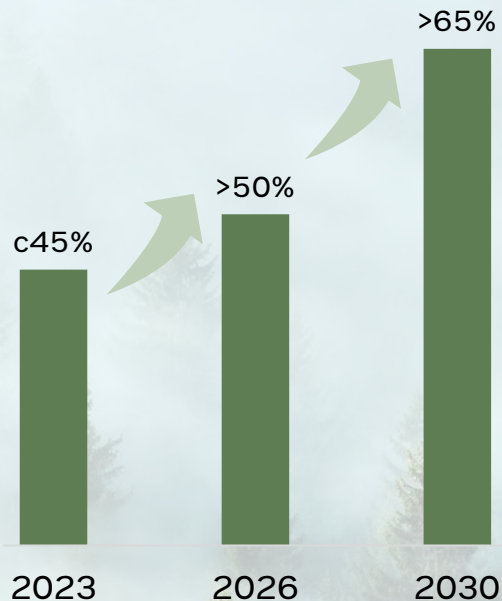
## Continue to progress ESG ambitions

Ongoing recognition from ESG rating agencies

| Rating agency  | Latest rating       |   |
|--|---------------------|---|
|  CDP  | B                   | ↔ |
| ecovadis   | 75 <sup>1</sup>     | ↔ |
| MSCI    | AA                  | ↑ |
| vigeo  iris   | 48                  | ↑ |
| ISS ESG   | C                   | ↔ |
|  SUSTAINALYTICS<br><small>a Morningstar company</small> | 20.5<br>medium risk | ↑ |
| EthiFinance   | 61 <sup>1</sup>     | ↑ |

<sup>1</sup> 2022 ratings, awaiting 2023 ratings from EcoVadis and EthiFinance

### % Sales from Sustainable Solutions<sup>2</sup>



<sup>2</sup> Estimation aligned with EU Taxonomy

### Protect the Planet

**46%**

Reduction in **scope 1 and 2 GHG emissions** in line with science-based targets by 2030

**20%**

Reduction in **scope 3 GHG emissions** from purchased goods and services by 2035

**Zero**

**Carbon net zero** by 2050

Bekaert's GHG emission reduction targets are validated by the SBTi



## Learn More About Bekaert

More information on our solutions available on our website



**Bekaert**



