



Bekaert in Brief

March 2023

Table of Contents



Bekaert

- Who we are
- Our purpose
- Our core competencies
- Our history
- Our team

Key figures

- Year End Results (2022)

Balanced presence

- Balanced business: end markets
- Four business units
- Bekaert's global presence
- Product portfolio and sector focus

Our strategy: Core and Beyond

- Strategy: a reminder
- Beyond markets
- Transversal update
- Bekaert technological leadership
- Where innovation meets sustainability: green hydrogen
- Long-term sustainability targets
- ESG credentials

Who we are

Who are we

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
- **27 000** engaged employees worldwide
- Corporate socially responsible (**CSR**) company
- Consolidated sales of **€5.7bn** (combined sales of €6.9bn)

Bekaert in brief, 2023



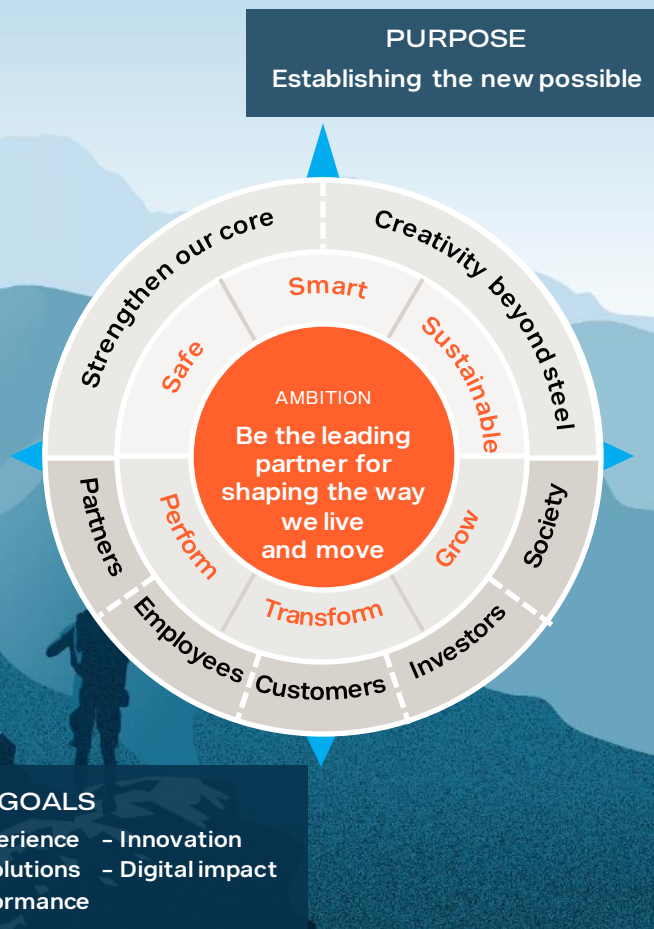
What sets us apart

- 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 2022)
- 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**

Our 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 μm

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 1920 – 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 1960's

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

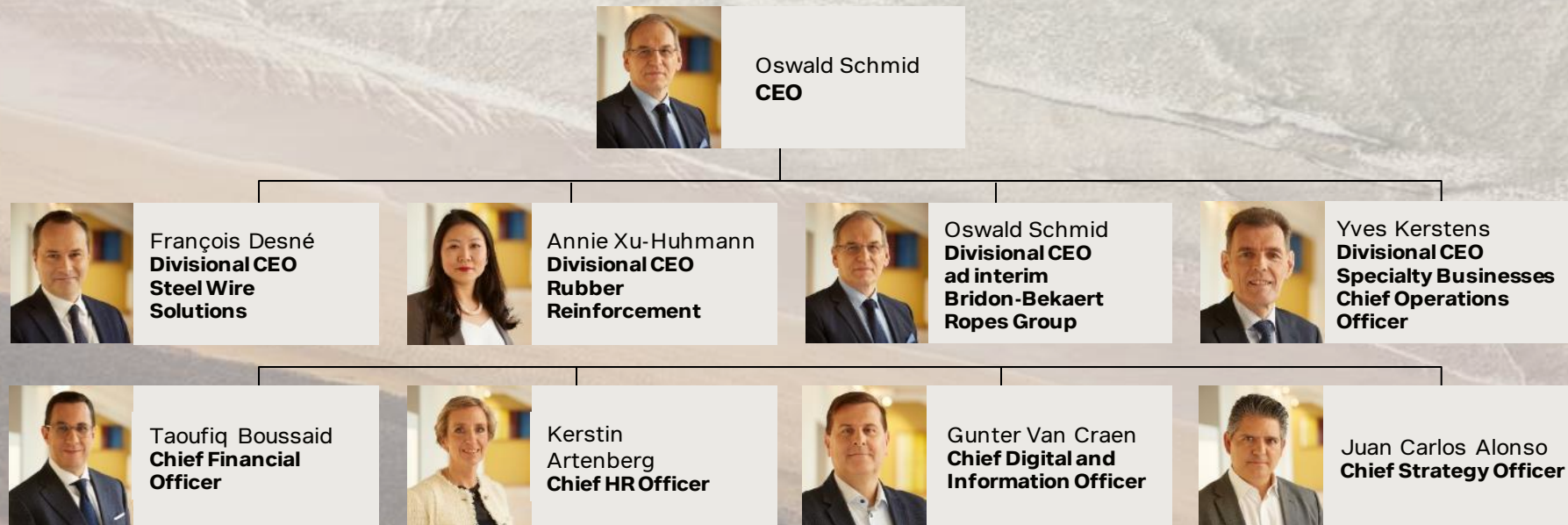
Very strong balance sheet
Our ambition: be the leading partner for shaping the way we live and move

Actions to unlock the company's full potential

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

Our Bekaert Group Executive (BGE) team

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



Key Figures

Bekaert key figures

Bekaert reported €6.9bn in combined sales and an EBITu of €459m in 2022

Bekaert...

serves customers in

130 countries

manufactures in

75 production plants

employs

27 000 employees

In 2022...

€6.9bn

combined sales

**8.3% carbon emission
reduction**

in Scope 1 & 2 (vs. 2019)

€459m

EBITu

+2 100

patents

0.7x

net debt/EBITDAu

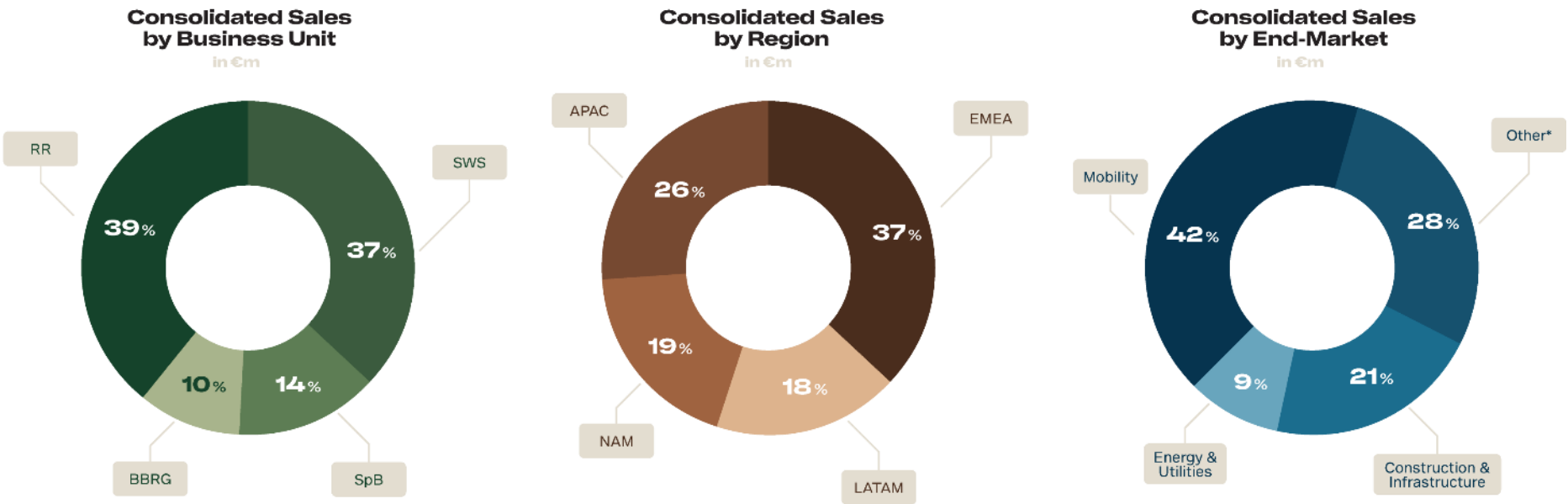
€70m

in R&D

Balanced, Global Presence

Balanced business

Building a balanced business by end-market and by region (2022 consolidated sales: €5.7bn)

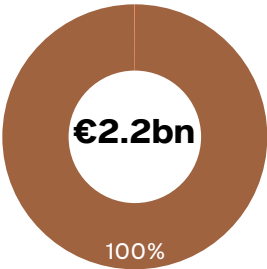


Four Business Units

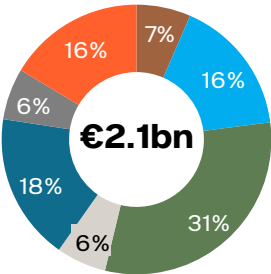
Consolidated sales by business unit (2022: €5.7bn)



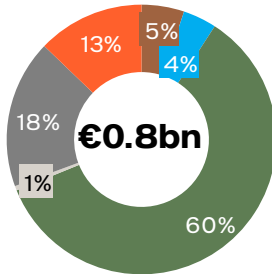
Tire cord, bead wire, hose reinforcement wire and conveyor belt reinforcement



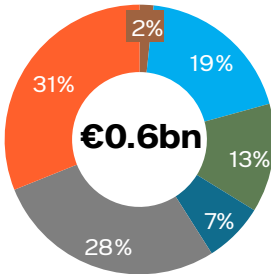
Steel wire products and solutions serving industrial, agricultural, consumer and construction markets



Building products, fiber technologies, combustion technologies



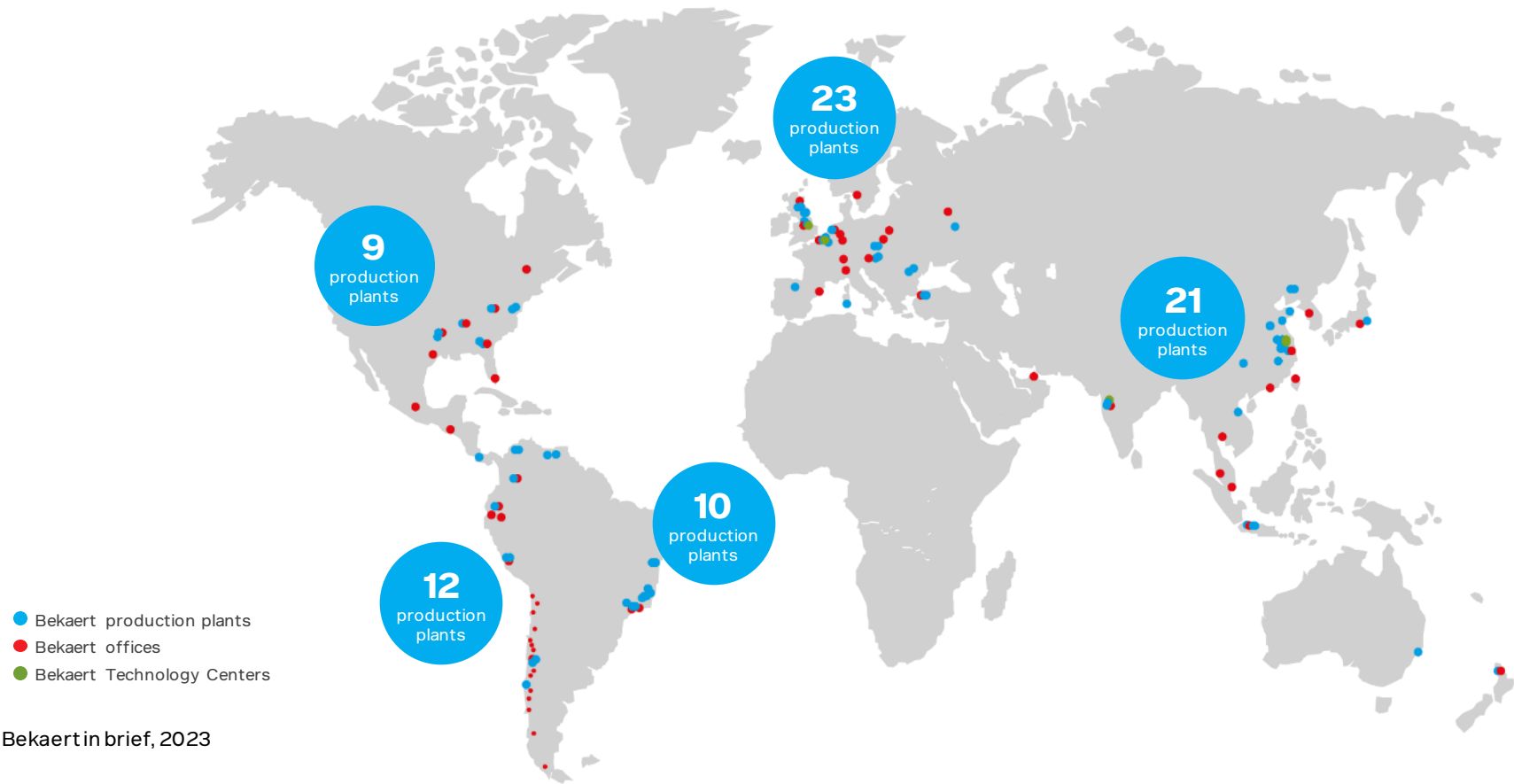
Ropes and advanced cords businesses



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

Bekaert global presence

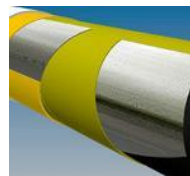
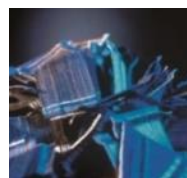
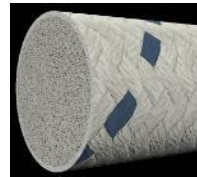
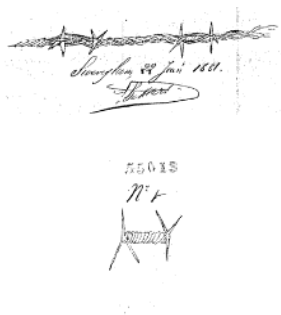
Bekaert operates 75 manufacturing plants in 25 countries globally



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



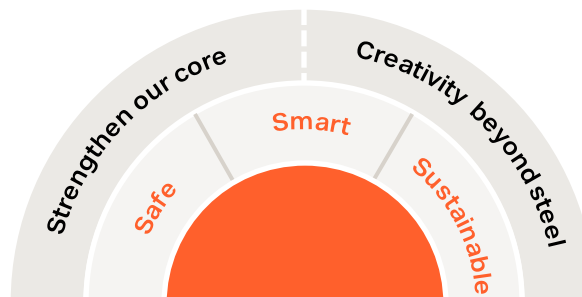
Beyond

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

In addition to 'Strengthening the Core' and 'Optimizing our Portfolio' as part of BU strategy

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

Transversal update

New corporate purpose established, driving further strategic progress



Innovation

Recognized as a leader in energy transition and tire reinforcement markets

- Engine 0** Cost & process improvements
World-class operations
- Engine 1** Beyond incremental innovation
Driven by mega-trends & customer needs
- Engine 2** Anticipation of core disruption
Selective adjacencies and new business models

Tire Manufacturing Innovation of the Year
Award 2022 | E-transition EU-funding obtained



Sustainability

Leading in our industry, delivering on strong validated commitments

- Environment** Footprint decarbonization
Sustainable solutions for value chain
Bio-diversity & water optimization
- Social** Safety & working conditions
Diversity & inclusion
- Governance** Community relations
Fair sourcing
Best in class governance &

8.3%: Scope 1 & 2 carbon emissions reduction vs. 2019 | Carbon Reduction Targets validated by SBTi



Digital

Driving efficient processes through the integration of advanced technologies into our everyday products

- Operations** Intelligent processes
Digital ways of working
Digital S&OP
- Customer** B2B digital commerce
Data-driven pricing optimization
- Process** Business process automation
Procurement e-portal

Digital solutions

Efficiency and real-time visibility in 10 additional plants | Digital supply chain in 13 additional plants

Bekaert technological leadership

We continue to innovate and transform

€70m*
R&D in 2022

+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.

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

Long-term sustainability targets

Bekaert's sustainability targets cover three pillars: environmental, social and governance

Protect the planet

46.2%

Reduction of
Scope 1 & 2 GHG in
line with Science
Based Targets by
2030

19.7%

Reduction of Scope
3 GHG, from
purchased goods
and services by
2035

Zero

Reach Carbon Net
Zero by 2050

15%

Less freshwater
intake in water
stressed areas by
2030

65%

Of sales to be
from sustainable
solutions by 2030

Put People First

100%

Commitment to
create a **positive
work environment**
for all our
employees

+40%

Female representation
in our 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** leading
in ESG ratings

Strong

Compliance management

100%

Of spend with
suppliers who sign
off Code of Conduct

Partner







**Partner with suppliers
and customers** across
the value chain

100%

Transparent and
integrated **reporting**

ESG credentials

Ongoing recognition from ESG rating agencies

Rating agency	Latest rating	
	B	↑
	75	↔
	A	↔
	47	↑
	C	↑
	23.2 medium risk	↑
	61	↑

Bekaert's GHG emission reduction targets were **validated by the SBTi**



Bekaert received a **Gold EcoVadis** score for its performance in 2021



Second consecutive annual improvement of the **CDP** rating by 2 steps each year



Inclusion in Euronext's **BEL ESG** Index of the leading sustainable companies in Belgium



Learn More About Bekaert

More information on our solutions available on our website



Bekaert



