

Bekaert Results FY2021

25 February 2022

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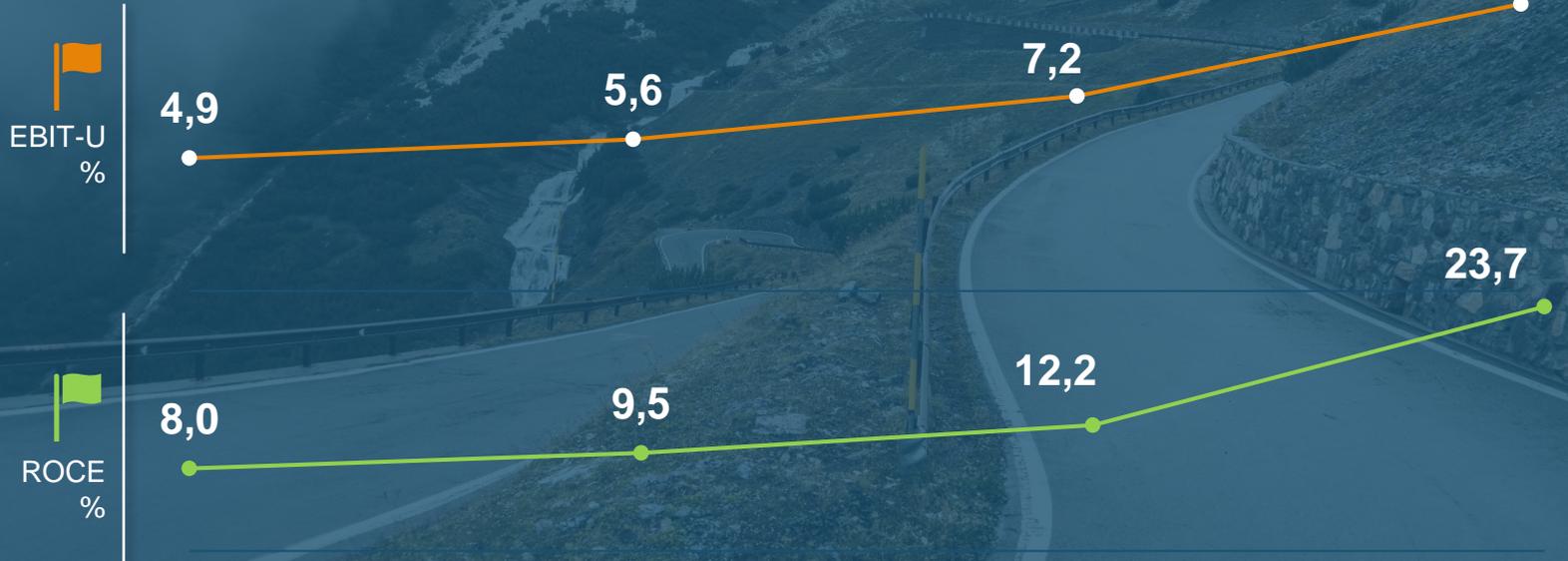
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Oswald Schmid, Chief Executive Officer
Taoufiq Boussaid, Chief Financial Officer

Safe harbor

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Our Sustainable Performance Journey



2018

Divestment of non-core businesses

Profit restoration launch

2019

New leadership
Capital Allocation and WC focus

2020

Value Creation agenda:
Perform, Transform and Grow

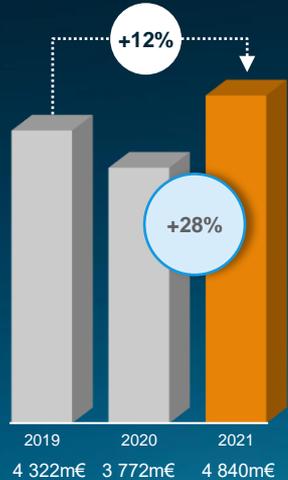
2021

Creativity beyond steel



2021 results confirm sustainable business

Very strong sales and EPS – solid margin growth – strong deleveraging



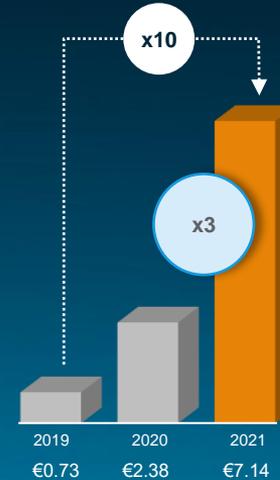
€ 4 840m



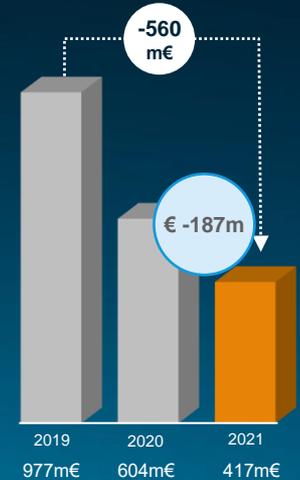
10.6%



23.7%



€ 7.14



0.61

Four performing Business Units

Consolidated sales by business unit (FY 2021)

Rubber Reinforcement (RR)



Steel Wire Solutions (SWS)



Specialty Business (SB)



Bridon-Bekaert Ropes Group (BBRG)



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

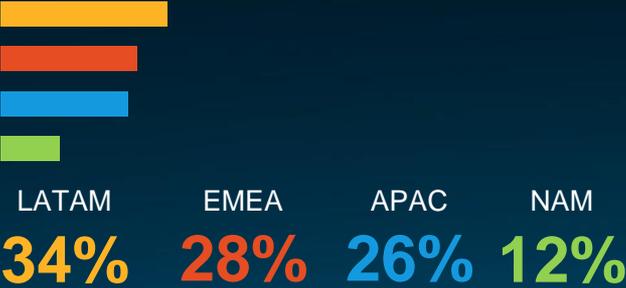
'18-'21
EBIT-U
%



Global presence close to the local customers

Combined sales, including sales of joint ventures and affiliates (FY 2021)

2021 SALES BY REGION



2021 SALES BY END MARKET



- Bekaert production plants
- Bekaert offices
- Bekaert technology centers

The environment in 2021

Supply chain interruptions

Cost inflation

Energy hikes

Covid-19

Geopolitical events

Labour scarcity

Our Execution Pays Off



Customer proximity and commercial excellence



Footprint adjustments and operational excellence



Organizational efficiency



Pricing discipline and margin management



Effective working capital and cost control



Accelerating our transversals digital, sustainability, innovation

2021 Market Environment by Business Unit

Rubber Reinforcement

- Subdued demand in China with impact on utilization rates
- Hampered exports in China and Indonesia
- + Solid tire demand overall
- + US demand improved
- + Strong demand in India

Steel Wire Solutions

- Raw material shortages and manning issues in US
- Logistic supply chain challenges
- + Strong demand across all regions, major boost in price & demand in LATAM
- + Reverse globalization accelerates

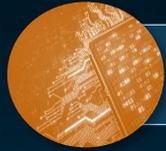
Specialty Business

- Supply chain constraints
- + Improved performance in high-end filtration and overall hydrogen market
- + Demand pick-up in eco-friendly combustion solutions

BBRG

- Lower automotive OEM demand A-cords
- + Recovering energy and mining markets
- + 96% increase in order book for ropes business

Our Digital, Innovation, Sustainability Investments



Digital

A data-driven company

Smart manufacturing improvements

Customer proximity via e-portals

AI-driven forecasting

+6
plants

+3
portals



Sustainability

Science-based targets

Green energy

Energy-efficient operations

Supplier campaigns

Solar
farms
(IN, ES)



SBTi
targets
submission



Innovation

Market makers

Hydrogen

3D measuring remote services

Digital twins for core processes



60%
core
processes

Smart, Sustainable, Safe Wins

Gazelle Wind Power
Mooring lines for floating offshore wind platform



Carreterra al Llano
3,500 tons Dramix® for 18 tunnels



Grand Paris Line 16
Steel fiber pioneering innovation in France in underground

Significant steel and sustainability savings



Les Alizés (Jan de Nul) and Green Jade (Deme)
Crane wire ropes for offshore wind turbine vessels



Our Petrovice Plant
Produced 1 million tons of Dramix®



Mumbai Trans Harbour Link
Solutions for megastructure in harsh marine environments



Euro Asia interconnector subsea cable
Armoring wire solution



Our Thanks

We are looking forward to 2022 and beyond

Our People

Our Customers

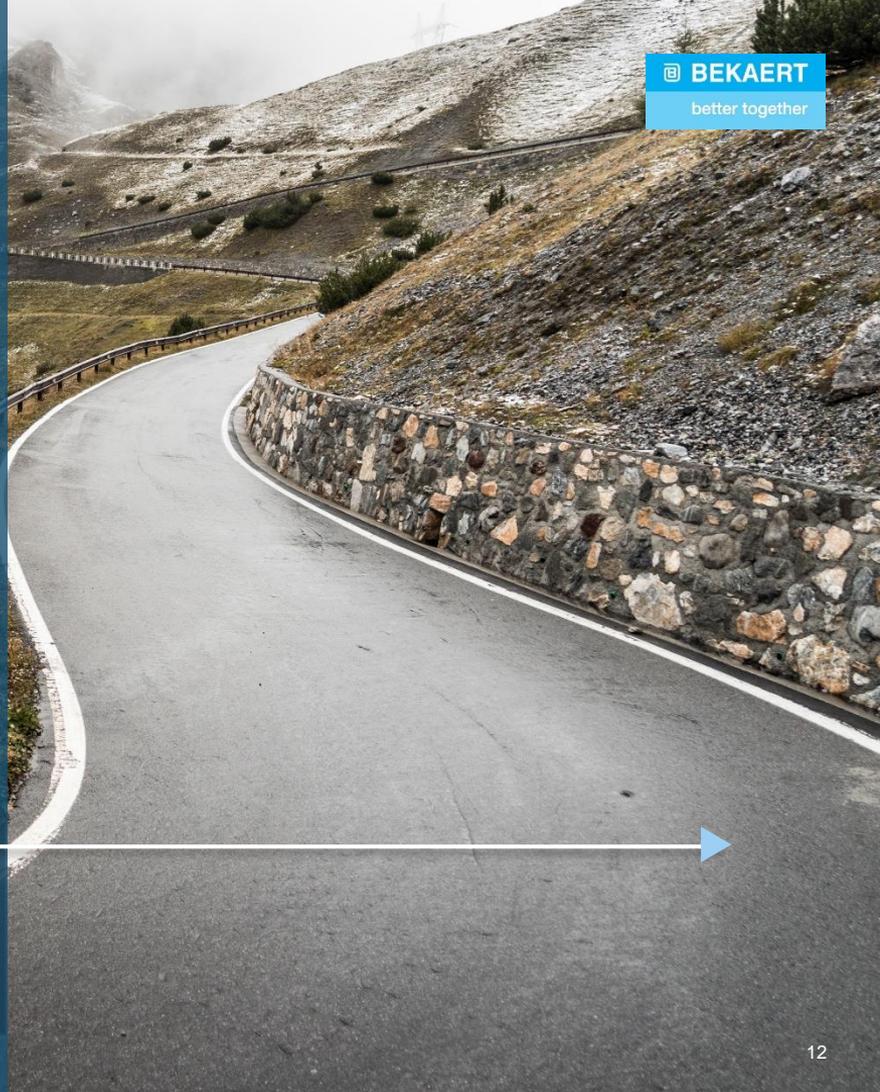
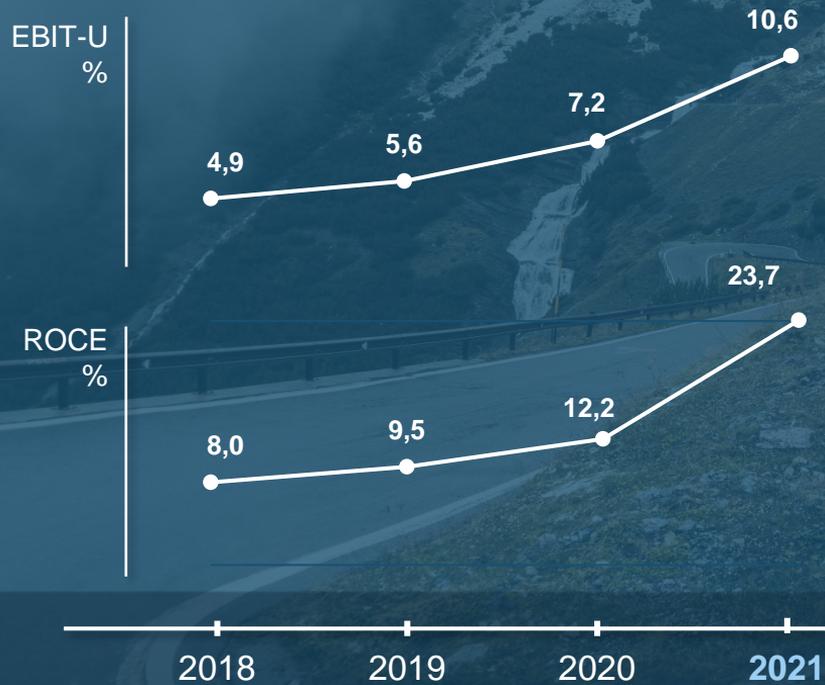
Our Suppliers

Our Investors



we appreciate your efforts • we are grateful for your trust • we are proud of our partners

Our Journey continues





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Financial performance FY 2021

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Taoufiq Boussaid - CFO

2021 Sales

In millions of €

Consolidated sales	2020	2021	Variance	Organic	FX
Rubber Reinforcement	1 614	2 054	+27%	+27%	-
Steel Wire Solutions	1 334	1 819	+36%	+37%	-1%
Specialty Businesses	389	476	+22%	+22%	+1%
BBRG	424	481	+13%	+12%	+1%
Group	11	10	-	-	-
Total consolidated sales	3 772	4 840	+28%	+28%	-
Total combined sales	4 438	5 854	+32%	+33%	-1%

Consolidated sales



Combined sales



Consolidated income statement: key figures

In millions of €	Underlying		Reported	
	2020	2021	2020	2021
Sales	3 772	4 840	3 772	4 840
Cost of sales	(3 174)	(3 937)	(3 214)	(3 954)
Gross profit	599	903	558	886
Selling expenses	(163)	(186)	(167)	(186)
Administrative expenses	(122)	(162)	(134)	(161)
R&D expenses	(50)	(59)	(52)	(60)
Other operating revenue and expenses	8	20	51	34
EBIT	272	515	257	513

Gross profit increase of +50% to € 903 million

Overheads increase in absolute numbers but decrease as a % on sales: -50bps to 8.4%

R&D expenses are after deduction of investment grants and other credits received (€ 7.5 million in both years)

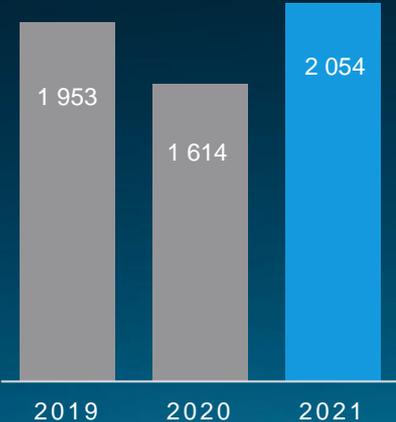
EBIT-Underlying bridge: Consolidated view



Rubber Reinforcement

SALES

in mln €



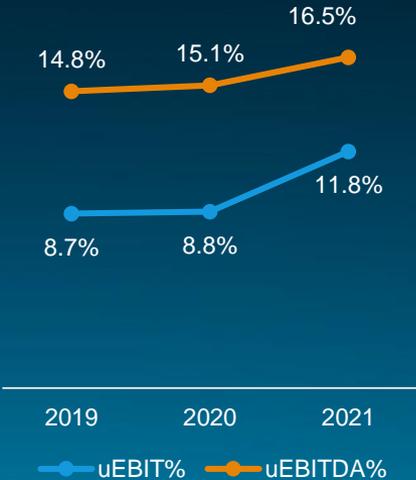
uEBIT

in mln €



MARGINS

% on sales



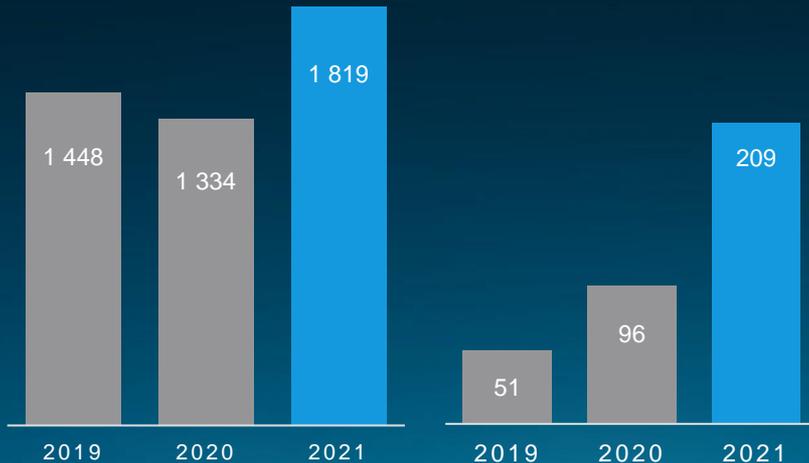
Joint Venture Brazil
€ 183 mln sales
+43%

CAPEX
€ 58 mln

uROCE
21.5%

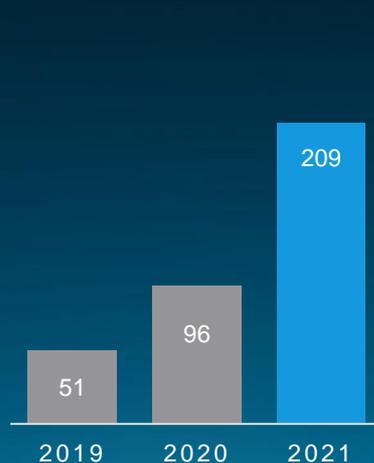
SALES

in mln €



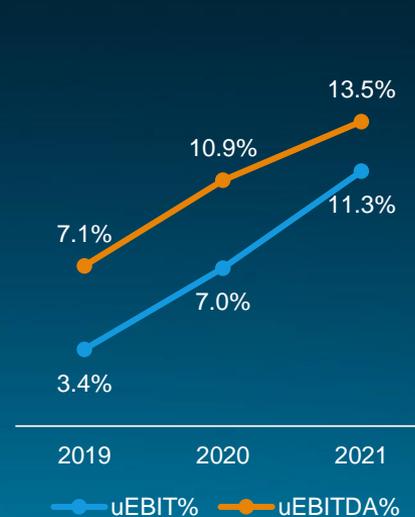
uEBIT

in mln €



MARGINS

% on sales



Joint Venture Brazil

€ 839 mln sales
+53%

CAPEX

€ 43 mln

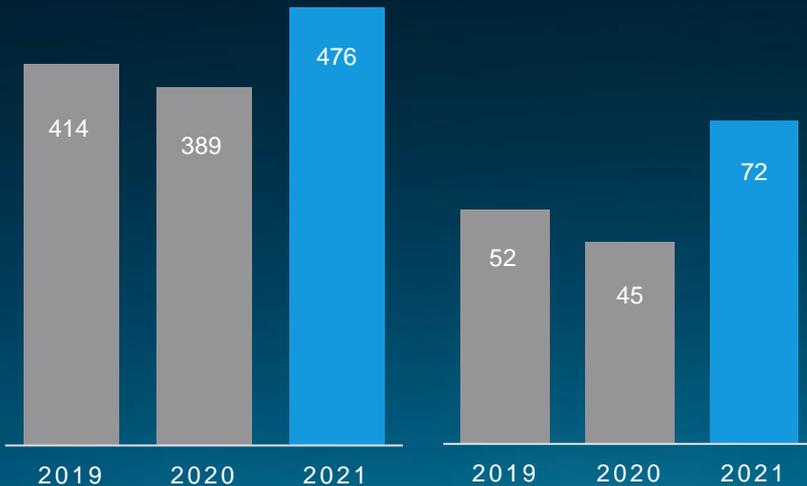
uROCE

37.4%

Specialty Businesses

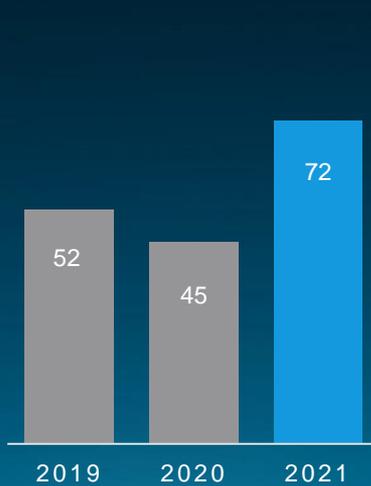
SALES

in mln €



uEBIT

in mln €



MARGINS

% on sales

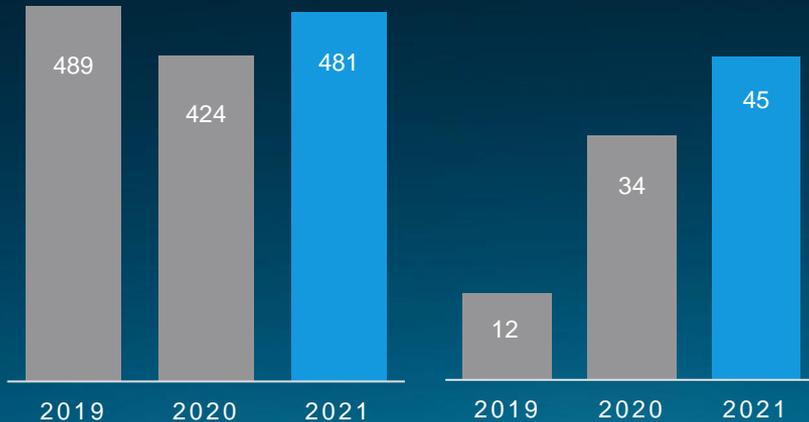


CAPEX
€ 18 mln

uROCE
32.1%

SALES

in mln €



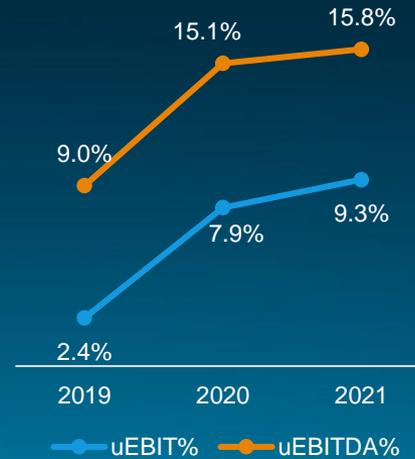
uEBIT

in mln €



MARGINS

% on sales

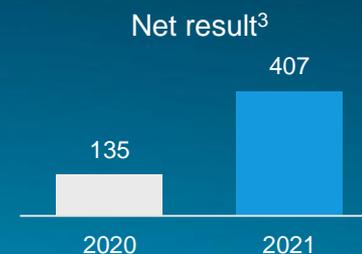


CAPEX
€ 40 mln

uROCE
10.4%

Consolidated income statement: key figures

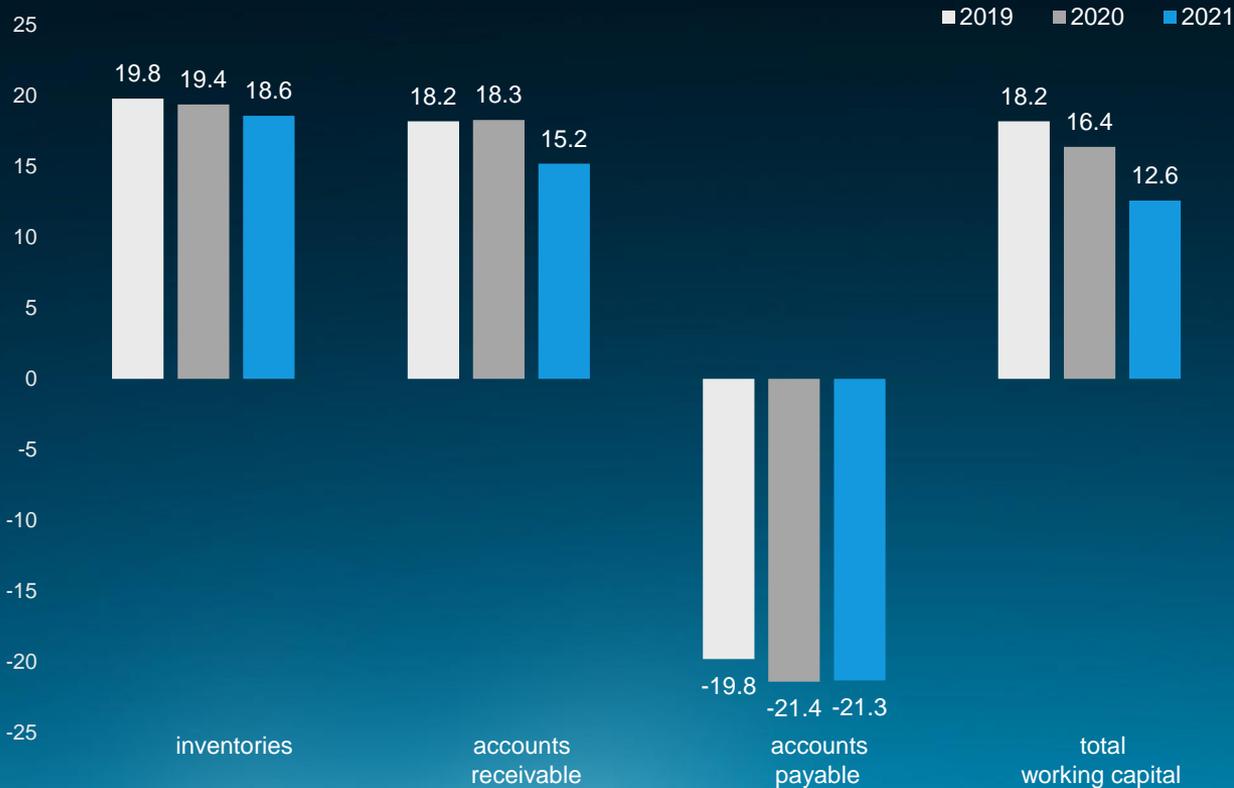
In millions of €	2020	2021
EBIT	257	513
Interest income / expense	(56)	(41)
Other financial income and expenses	(30)	4
Result before taxes	170	476
Income taxes	(57)	(133)
Result after taxes (consolidated companies)	114	343
Share in the results of joint ventures and associates	34	108
Result for the period	148	451
Attributable to non-controlling interests	13	44
Attributable to equity holders of Bekaert	135	407



(1) Effective tax rate / (2) Share in the results of JVs in millions of € / (3) Result of the period attributable to equity holders of Bekaert in millions of €

Average working capital on sales

In % on sales



12.6%

Working capital
on sales

Key figures per share

	2020	2021
Share price on 31 December	27.16	39.14
Number of existing shares	60 414 841	60 452 261
Book value	23.97	32.58
Earnings per share (EPS)	2.38	7.14
Weighted average number of shares	56 554 555	57 000 709

x3
EPS

Commitment to return value to our shareholders

The financial performance of 2021 and the successful execution of the strategic plan have strengthened Bekaert's cash generation perspectives for the coming years.

The Board of Directors will propose to the Annual General Meeting of Shareholders in May of 2022 a 50% gross dividend increase to € 1.50 per share

The Board of Directors approved a Share Buyback Program of up to €120 million, to be initiated in the coming weeks

The Board seeks to maintain a balanced approach between funding future growth and enhancing shareholders' returns.

+50%

**dividend
proposal**

**SHARE
BUYBACK**

**UP TO €120
Million**

Outlook 2022

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Taoufiq Boussaid - CFO

We project further sales growth driven by our customer-centric approach and go-to-market strategy with an extended offering in innovative, digital and sustainable solutions

Global supply chain disruptions and freight cost inflation are expected to persist in 2022. We will continue to seize the opportunities from our worldwide presence in the context of the ongoing deglobalization trends.

We do, however, confirm our ambition to reach the mid-term targets (2022-2026) that we announced on 30 July 2021 at the occasion of the publication of the first half-year results 2021:

- organic sales growth of 3%+ CAGR and an
- underlying EBIT margin level of 9% to 11% through the cycle

Save the Date: Financial Calendar

2021 Annual report and sustainability report available on internet

25 March 2022

First quarter trading update

11 May 2022

Press release (in [news room](#)) before opening of the Brussels stock Exchange

Annual General Meeting of Shareholders

11 May 2022

10:30 a.m. CET

Dividend ex-date

12 May 2022

Dividend record date

13 May 2022

Dividend payable

16 May 2022

Half Year Results 2022

29 July 2022

Press release (in [news room](#)) before opening of the Brussels stock Exchange
Press conference online
Analyst meeting and webcast

Capital Markets Day

Sept/Oct (date TBC)

Third quarter trading update

18 November 2022

Press release (in [news room](#)) before opening of the Brussels stock Exchange

Q&A



Raise your virtual hand.

Unmute your microphone and turn on your camera before raising a question.

Moderator:
Elizabeth O'Reilly
VP Investor Relations



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