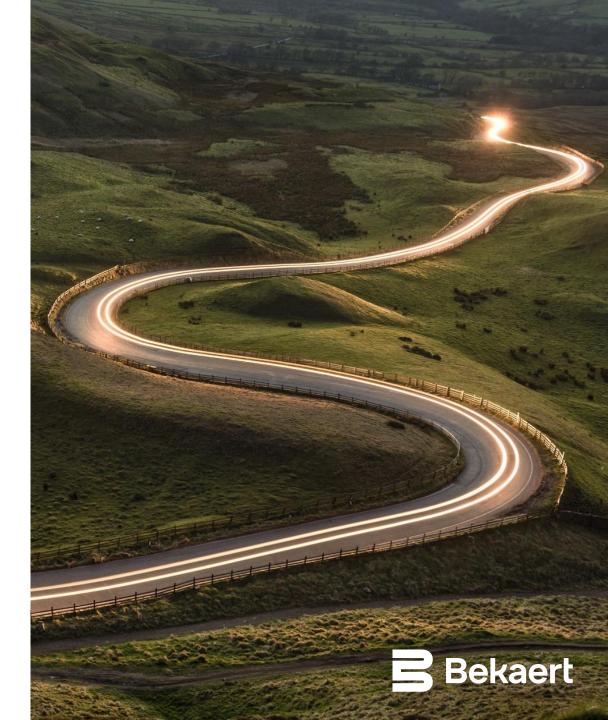


Presentation to Investors

November 2025



Safe harbor

This presentation may contain forward-looking statements. Such statements reflect the current views of management regarding future events, and involve known and unknown risks, uncertainties and other factors that may cause actual results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Bekaert is providing the information in this presentation as of its date and does not undertake any obligation to update any forward-looking statements contained in it, in light of new information, future events or otherwise. Bekaert disclaims any liability for statements made or published by third parties and does not undertake any obligation to correct inaccurate data, information, conclusions or opinions published by third parties in relation to this or any other publication issued by Bekaert.

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- **Appendix**
 - Bekaert at a glance Intro to business units

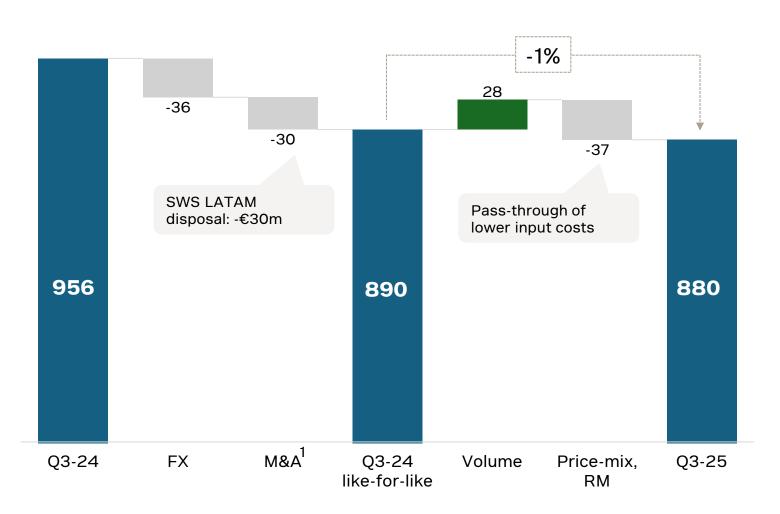
Q32025 Trading Update



Q3 2025 sales bridge

Like-for-like sales broadly in line with last year; volume growth in core markets

in millions of €



Stable sales performance

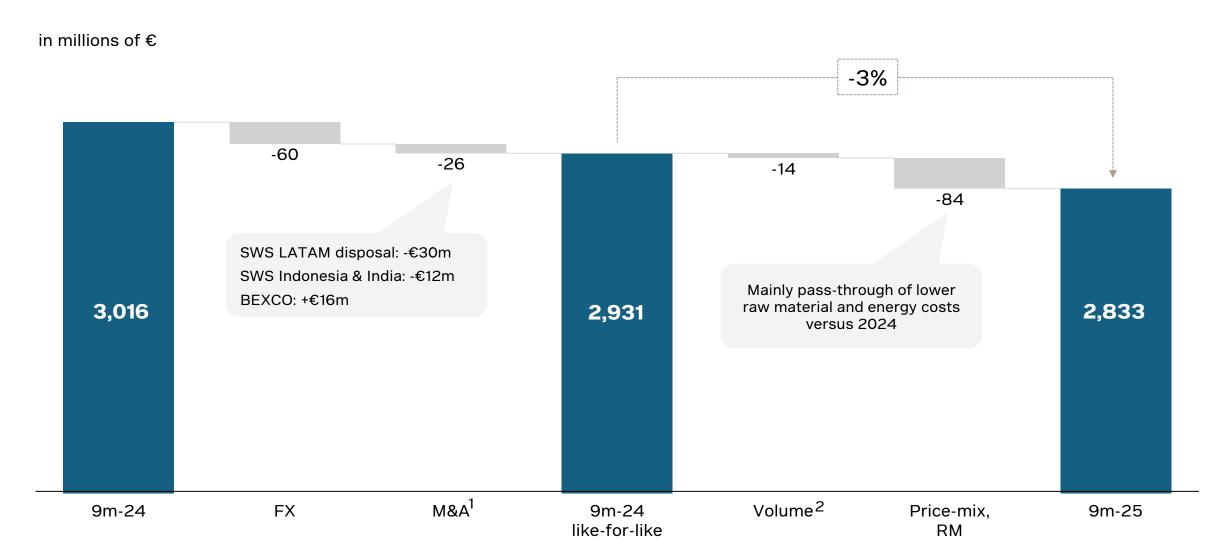
Like-for-like sales -1%

+3% volume growth

- Growth in energy and utilities sector in Steel Wire Solutions
- Volume growth in China for Rubber Reinforcement
- US flooring business improving in Q3 for Sustainable Construction
- Weaker demand in steel ropes in Europe and North America

9-month 2025 sales bridge

Like-for-like sales decline driven by lower raw material costs

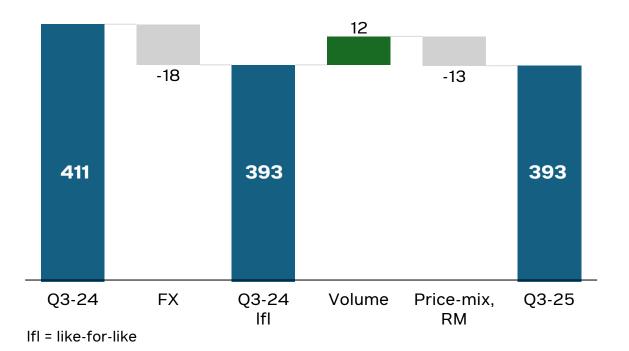


¹M&A includes acquisition of BEXCO, discontinued production SWS Indonesia and India (both relevant for H1 only) and disposal of SWS businesses in Latin America (relevant for Q3 only). ²Volume excludes discontinued production in SWS Indonesia and India.

Rubber Reinforcement

Volume growth in China and North America

Q3 2025 Consolidated sales (€m)



Mixed volumes across regions

- Volume growth in China, strong domestic market
- Volume growth in North America
- Lower volumes in Europe
- Lower volumes in India, increased competition from imports

Optimizing plant utilization

High plant utilization in China supporting profitability and cash flows

Leading tire reinforcement innovation

 Ultra & Mega Tensile solutions awarded the Green Point China - Sustainable Case Award for advancing low-carbon tire manufacturing

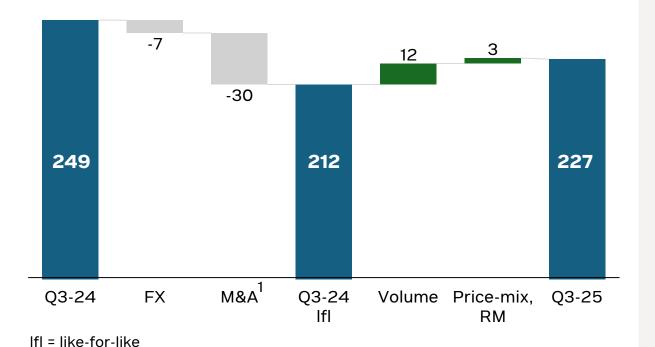
€33m Q3 sales from joint venture in Brazil

Not included in consolidated sales

Steel Wire Solutions

Strong volume growth in Energy & Utilities

Q3 2025 Consolidated sales (€m)



Q3 sales +6% on like-for-like basis

- Strong volume growth in energy & utilities
- Higher volumes in China, supported by a strong automotive end market

Expanding production capacity in the US

- Grid investments supporting demand for transmission wires
- Leveraging local US footprint

€166m Q3 sales from joint venture in Brazil

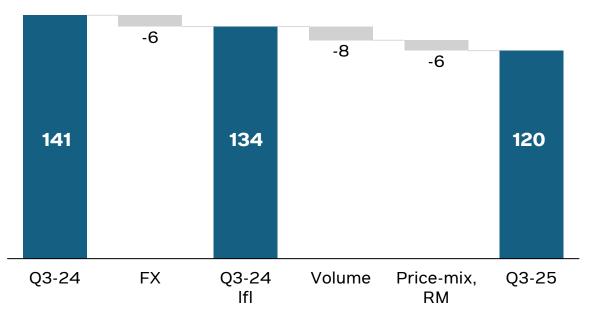
Not included in consolidated sales

⁸

Bridon-Bekaert Ropes Group

Synthetics business performing well; soft market conditions in steel ropes

Q3 2025 Consolidated sales (€m)



IfI = like-for-like

Challenging end-market conditions for Steel Ropes

- Weak demand in North America, due to tariff uncertainties, and in Europe, from lower mining activity
- Soft demand expected to continue until year end

Synthetics business performing well

- Strong performance from BEXCO and Flintstone
- Continue to optimize production footprint with additional site closure in Scotland; activities consolidated in Belgium

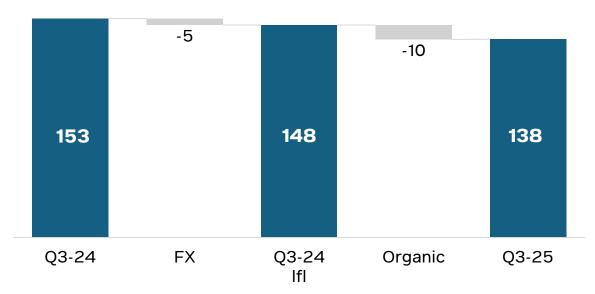
A-Cords impacted by lower hoisting demand

- Lower elevator hoisting demand in China and Europe reflecting a subdued construction environment
- LTSA signed for elevator hoisting belts with key OEM

Specialty Businesses

Positive signals in North American flooring market

Q3 2025 Consolidated sales¹ (€m)



IfI = like-for-like

Sustainable Construction

- US flooring business improving in Q3 after slow H1 2025
- Positive momentum in India and the Middle East
- Weak demand in Europe impacting volumes and prices
- Recent tunneling project wins provide greater visibility for future volume deliveries

Other segments

- Hydrogen production in Wetteren paused to address demand slowdown
- Development with key electrolyzer OEMs continues to progress
- Weak demand in hydrogen, filtration and fiber end-markets
- Combustion Technologies resilient in North America and China, while continued challenges in Europe
- Volume growth in Q3 in Hose and Conveyor belts

Q3 Summary

Driving operational efficiency through footprint optimization and cost focus

Stable Q3 sales amid market headwinds

- Q3 sales down Y-o-Y -1%¹, year-to-date sales down Y-o-Y -3%¹
- Volume growth in SWS and RR, Sustainable Construction improving
- Navigating the challenges of tariffs by leveraging global production footprint

Continued footprint optimization

- Synthetic ropes production optimized post BEXCO integration two plant closures in Scotland
- Hydrogen production in Wetteren temporarily paused flexibility to restart as market develops

Strong focus on costs and cash flow generation

- Cost saving initiatives on track
- Capex for 2025 expected at c€145m, growth platforms already well invested
- Working capital improvements underway
- Strong cash flow delivery expected for 2025

Strong balance sheet with low leverage

€200m share buyback ongoing (€100m completed to date)

FY2025

Outlook

Sales of c€3.7bn

EBITu margin of c8.0%

(versus previous guidance of 8.0% to 8.5%)

Strategy



We have a clear strategy, which we continue to successfully deploy



We Perform

- Significant business turnaround
- Improved customer engagement and contracting terms
- Significantly improved financial profile
- Growing dividend and share buybacks
- Exceptional shareholder returns



We Transform

- Clearly defined focus markets
- Innovation, digital and sustainability integrated in all we do
- Divestment of lower margin and more commoditized businesses
- Upgraded senior leadership



We Grow

- Developed multiple growth platforms:
 - ✓ Sustainable Construction
 - ✓ Energy & Utilities
 - ✓ Hydrogen
 - Offshore Wind
 - ✓ Pipeline Reinforcement
- Developing M&A pipeline as accelerator

Rationalizing footprint and fundamentally improving cost base with additional actions under consideration

Actions since 2019

13 sites closed

worldwide

- 5 Europe (2 Belgium, 1 Germany, 2 Scotland)
- 4 Asia (Malaysia, China, Indonesia, India)
- 3 North America (2 USA, 1 Canada)
- 1 Latam (Brazil)

Across all our **Business**Units

- 2 RR plant
- 4 SWS plants
- 1 SpB plant
- 5 BBRG plants
- 1 Corporate

Strategic footprint moves

- SWS disposal of businesses in Chile, Peru, Costa Rica, Ecuador and Venezuela
- BBRG:
 - Consolidated North America ropes manufacturing in USA
 - Consolidated European steel ropes manufacturing in the UK

2025+

- Further footprint rationalization actions under consideration
- Ongoing portfolio review

Strategic execution in challenging environment



Ongoing transformation

- SWS disposal exiting lower margin, more volatile businesses
- Sustainable Construction acquisitions
- Accelerating move to market-driven, more autonomous business units (increase agility & decision-making power)



Cost focus

- €21m overhead reduction in H1 2025
- Further footprint optimization:
 - Rightsized Fibers production in Belgium
 - Closed synthetics ropes production Scotland



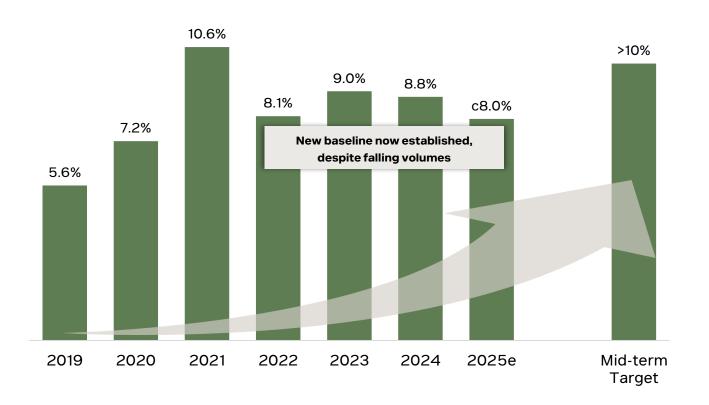
Cash flow focus

- Continued focus on working capital (€135m reduction year-on-year) improved:
 - inventory management
 - collections of overdue receivables
 - payment terms
- Continued strict capital expenditure discipline in H2 2025

Resilient margins in challenging end markets in 2025

A further year of delivery and developing track record

EBITu margin (%)



EBITu margin significantly improved since 2019

- Improved product portfolio mix
- Footprint rationalization
- Decreased exposure to lower growth, cyclical and commoditized markets

Cost initiatives and growth platforms to support margin progress

- Significant costs already taken out of business
 - Underperforming plants closed
 - Material reduction in overheads
- Further savings possible
 - Increased variabilization of cost base
 - Further footprint optimization
- 10% target achievable on mid-term with volume growth
 - Operational leverage of group significantly improved

Prioritizing large and growing end-markets

Divisions strategically aligned with end-markets

Rubber Reinforcement Steel Wire Solutions

Bridon-Bekaert Ropes Group

Specialty Businesses



€7bn¹

Tire

Reinforcement

€3bn¹

Transmission & Performance Wires



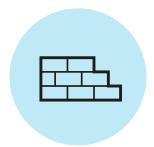
€5bn¹

Advanced Lifting and Mooring



€7bn¹

Energy Transition



€3bn¹

Sustainable Construction

¹Estimated addressable market by 2030



Tire reinforcement



Bekaert reinforces 1 in 4 tires worldwide, setting industry standards for 70+ years

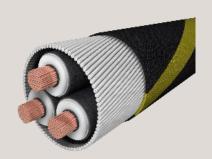
We supply all of the top 30 tire makers around the globe

Elyta™: next-gen tire reinforcement for stronger, lighter and more sustainable tires

Global footprint and expert technical support for seamless customer success



Transmission and performance wires



Bezinox® - a non-magnetic armoring wire used for protecting submarine power cables

Overhead and sub-sea power and data transmission

And other wire solutions for automotive sector, construction, agricultural, medical, construction and consumer applications

Shifting energy mix, electrification of demand and aging assets drive the need for critical grid equipment



Advanced lifting and mooring





Advanced Cords for elevator hoisting



Advanced services via our Ropes360® brand, including maintenance, inspection, installation an training



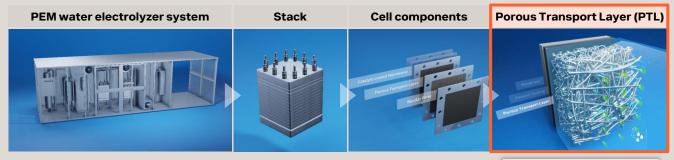


Energy transition

Currento® to support green hydrogen production

High-end **Bekipor®** filtration applications

Exploring a play in the **electrification/grids landscape**



Currento®



Tire reinforcement Transmission and performance wires

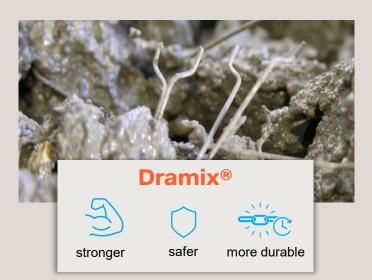
Advanced lifting and mooring

Energy transition

broadly market **Dramix**® **Loop** technology

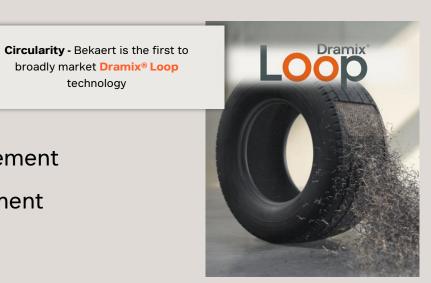
Sustainable construction

Sustainable construction



Dramix[®] steel fiber concrete reinforcement

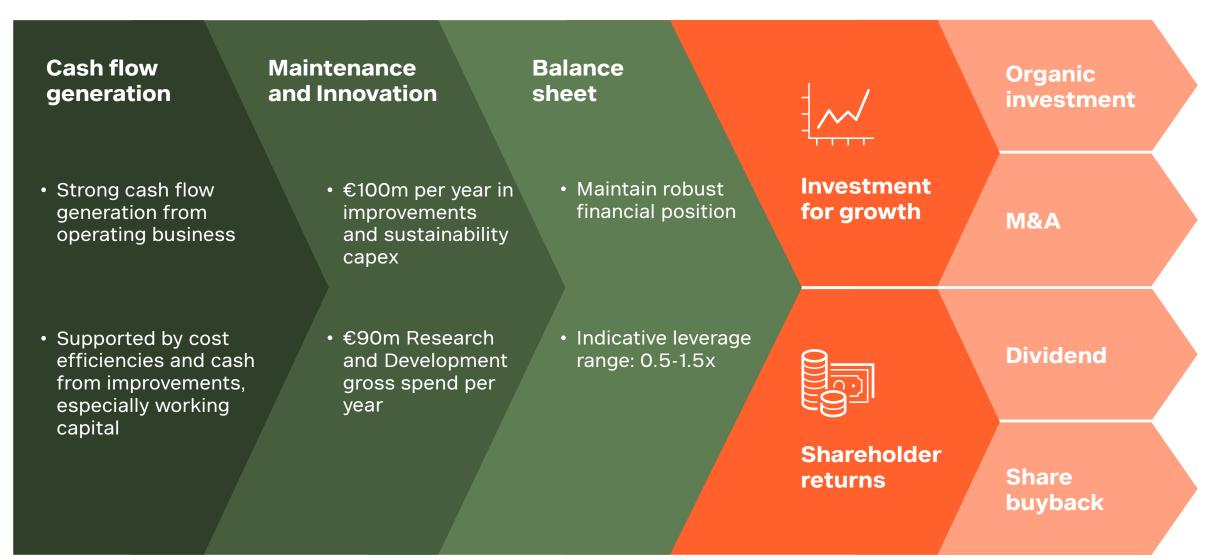
Murfor® Compact masonry reinforcement



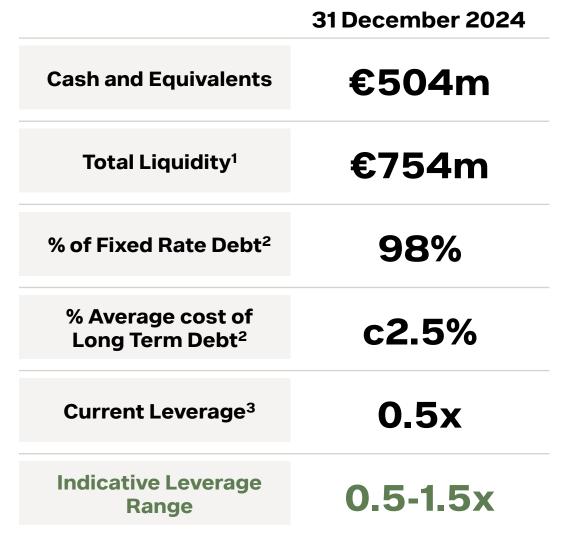
Capital allocation

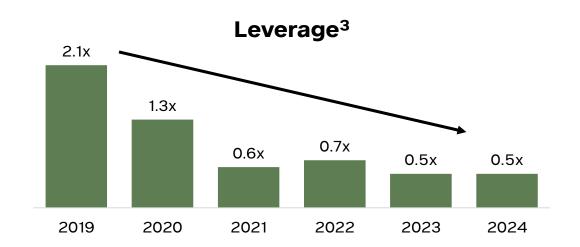


Strategic capital allocation policy enabling both investment for growth and shareholder returns

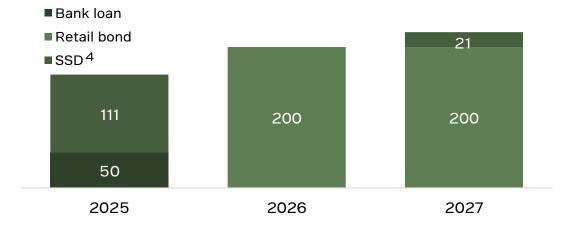


Robust balance sheet with low leverage, significant liquidity, and extended maturity profile provides strategic flexibility





Debt² Maturity Profile (€m)



¹ Total Liquidity = Cash and Cash Equivalents + undrawn RCF (€250m)

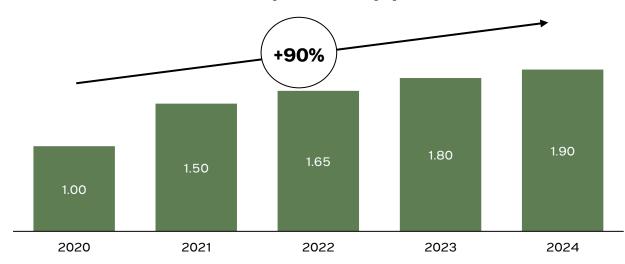
² Long term debt excluding lease liabilities

³ Leverage = Net Debt / EBITDAu

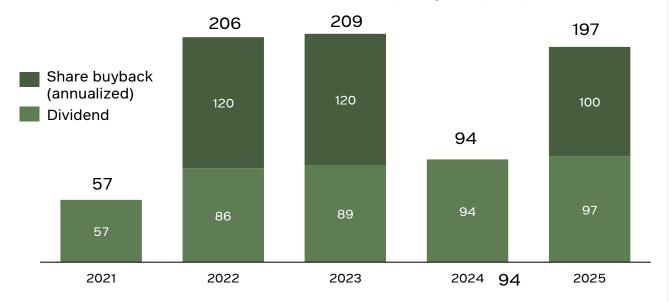
⁴ SSD: Schuldschein

Commitment to significant shareholder returns

Dividend per share (€)



Total returns to shareholders per year (€m)



- Dividend of €1.90 per share (+6%) for FY2024
- Continuation of long-term, progressive dividend policy
- €240m done in 2022-2024 and further €200m share buyback ongoing now (c€100m purchased to date)

Clear M&A acquisition criteria, experienced team, and well-developed pipeline to ensure strategic impact and financial returns



End-market focus

- High-growth markets, supported by key megatrends
- Innovation and technology oriented market segments with high added value products
- Adjacent, synergistic market segments
- Strong potential to secure market leading position



Target investment criteria

Business Characteristics:

- Industry leadership
- Strong track record
- Customer-centric with a digital aspect
- Leveraging Bekaert's platform to create direct synergies

Financial and ESG Criteria:

- EBITu margin and ROCEu accretive (incl. synergies)
- Consistent earnings growth and minimal volatility
- Strong ESG performance



Key success factors for M&A

- Experienced in-house M&A team
- Tailored inorganic strategy inline with BUs
- Diligent synergy assessment to gauge impact
- Maximizing existing market positions and asset bases
- ESG assessment as a cornerstone of evaluation
- Seamless integration from identification through execution

Appendix

Bekaert at a Glance

(2024 figures)



Bekaert at a glance - over 140 years of innovation and value creation

Global leader in steel wire transformation and coating technologies

~21,000

Employees serving customers across 130 countries

62

Production plants¹ and inhouse equipment engineering

Strong focus on research and innovation

3 major R&D centres

Belgium | China | India

1,700+

patents, designs and utility models

Improving financials and growing shareholder returns

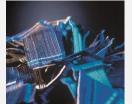
121% Total Shareholder Return²

since 2019

and €340m Share Buy Back since 2022 Well-positioned to grow into established and adjacent markets

Dramix®
Bridon®
Currento®

Established brands to capture megatrends

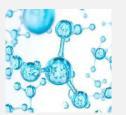


















¹ Excluding JVs

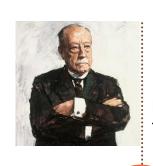
Global scale and close to our customers







Bekaert is shaping the way we live and move since 1880...



Leo Leander Bekaert starts production in Belgium and files first patent one year later



Bekaert keeps exploring new territories and starts in Latin America Bekaert is listed on the Belgian stock exchange



1880

wires ...

1928

1950's

...cords...

1972+

...fibers...

Bekaert starts export to North America



Start of making **Tirecord** for the tire industry (RR - 1951)

Bekaert develops **Dramix® steel fibers**for concrete

reinforcement

...and track record of expanding geographies & applications

Start of composite activities and steel fiber for filtration





Bekaert began its operations in India for steel tire cord production for the domestic automotive industry. 25 years celebration in 2023 Expands its focus on (renewable) energy markets with new products, services, technologies and partnerships (acquisition BEXCO, Toshiba license,...)



1984

1993

1998

2016

2022

2023 2024

...ropes...



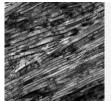
First investment in China to produce tire cord



Merger of Bekaert and Bridon, including R&D center in Doncaster, UK Divestment of SWS activities in Chili, Peru, Equador, Cost Rica, Venezuela

Solutions powered by the group's critical, differentiating technologies

Our Key Technologies



Materials transformation

Defines product attributes, e.g., strength, ductility



Metal deformation

Creates a range of intermediate and final products



Coating and compounding

Extends product performance and lifetime



Converting and scaling

Converts and scales single wires to cord and fabric solutions



Testing

Secures performance and lifecycle monitoring

Our Products are Critical and Everywhere



Our concrete reinforcement reduces

emissions of CO₂ by up to 35%

Our mooring lines will

anchor windmills

in the largest floating offshore wind farm

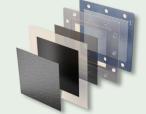
Solutions to power up

the next generation of

Synthetic ropes



Technology leadership in solutions



for green Currento® hydrogen production

Preferred technology partner with

~25% market share

Steel cord

within tire reinforcement

Electric Vehicles

Ampact™

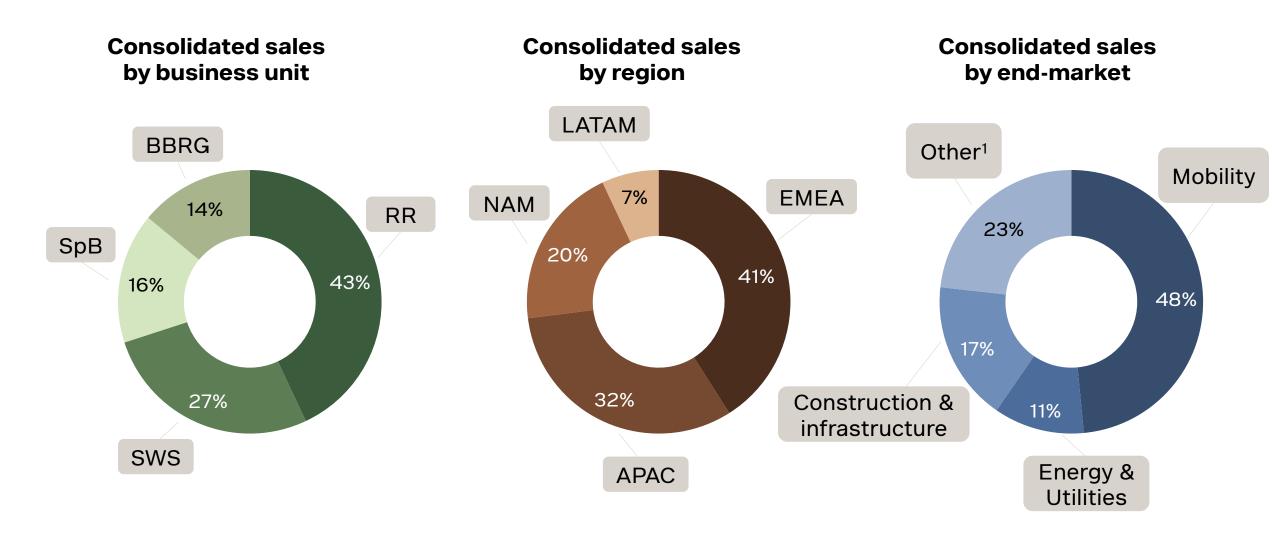
Our products lift more than

1 million elevators



Strategy delivery

Building a balanced business by end-market and by region



 $^{^{\}mbox{\scriptsize 1}}$ Other includes agriculture, equipment, consumer goods and basic materials

Bekaert is making tangible progress to create a better tomorrow

2024 Highlights

Protect the planet

Put people first

Act with integrity

-20%

reduction in Scope 1 & 2 GHG emissions¹ 250+

energy saving initiatives implemented via You Know Watt program

45%

sales from sustainable solutions³

-12.5%

reduction in Scope 3 GHG emissions from purchased goods & services¹ -8%

less freshwater intake in water-stressed areas Assistance Program

> rolled-out to all employees

29%

female representation^a 100%

of Bekaert PC users signed Code of Conduct 51%

of strategic supplier spent with Ecovadis score 45+

Safety First

launched multiple safety awareness campaigns & enhanced life-saying-rules

20 000+ employees

actively supporting communities in 40+ countries 37

average training hours per employee **External** recognition

listed in Time's Top 500 Most Sustainable Companies and recognized by ESG ratings 94%

spent with suppliers committing to Code of Conduct

CSRD compliance

relative to 2019 baseline 2 Life Cycle Assessment 3 EU Taxonomy aligned turnover 4 in administrative and managerial workforce 5 Corporate Sustainability Reporting Directive

Rubber Reinforcement



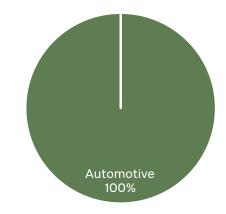
Rubber Reinforcement at a glance

10,800 Employees¹

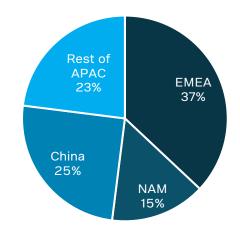
Manufacturing plants²

€1,726m 2024 Revenue¹

End markets served



Geographies covered



Global operating footprint and R&D centers²



¹ Note: Consolidated Rubber Reinforcement figures (excludes JVs)

² Note: Footprint in Brazil excluded (part of JV)

We work with leading tire makers across the globe

Examples of customers we supply

























We supply all of the top 30 tire makers around the globe









About one out of four tires around the world is reinforced with Bekaert steel cord

We supply the tire industry with high quality reinforcement across all end segments

Contribution to key tire features:

- Safety
- Steering / handling
- Weight & rolling resistance
- Durability & load
- Sustainability



Enabled by Bekaert technology & capability:

- Leading experts for product design
- Wire drawing to thinnest diameters
- Coating for adhesion
- Process capability for robust product properties



Trucks & Buses



Passenger Cars

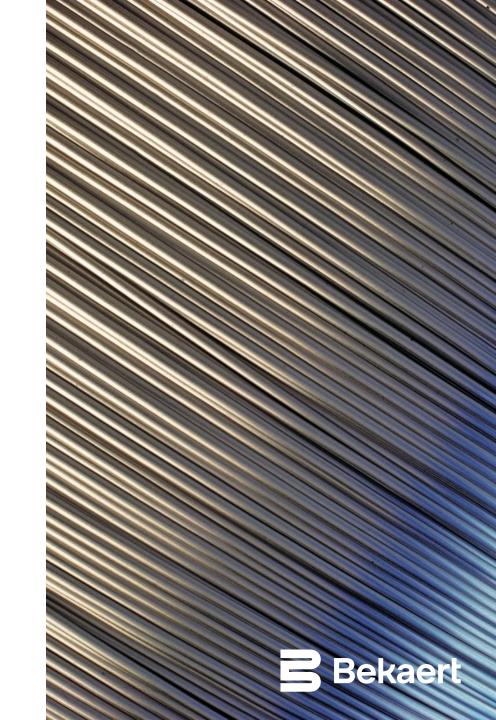


Motorcycles



Off-the-Road Specialty Vehicles

Steel Wire Solutions



Bekaert Steel Wire Solutions at a glance

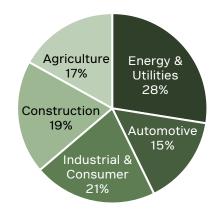
3,930

Employees¹

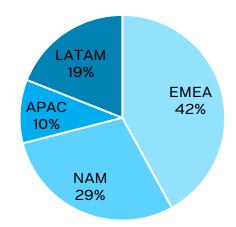
Manufacturing plants¹

€1,096m 2024 Revenue¹

End markets served1



Geographies covered1



Streamlined global operating footprint¹



¹ Excluding JVs.

Steel Wire Solutions serves diversified end markets with a wide range of solutions

Energy & Utilities

Power transmission & distribution

Automotive



Tensodur® Bezinal spring wire

Medical & Equipment



Medical spring wires

Consumers



Champagne cork wire

Construction



Natural hazard protection

Agriculture



Sustainable crop protection

Bridon-Bekaert Ropes Group



BBRG at a glance

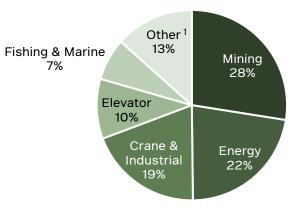
2,550 Employees

16 Manufacturing plants

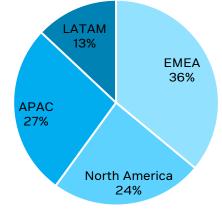
€555m

2024 Revenue





Geographies covered



Streamlined global operating footprint



The leading innovator and provider of the best performing ropes and advanced cords globally

Product Category



Steel Ropes







Advanced Ropes Services

Applications and Products

 High-performance Bridon® ropes suited for industrial use and fishing applications



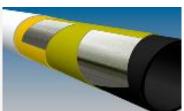
- Offshore mooring lines
- Mining equipment pendants
- Heavy lift slings



- Timing belt reinforcement
- Armofor® pipe reinforcement







- Rope lifecycle services
- Installation, inspection, and VisionTek rope conditioning monitoring





Specialty Businesses



The leading solution provider for green and smart concrete reinforcement solutions

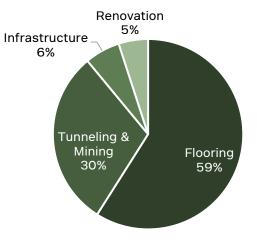
700 Employees

8 Manufacturing plants

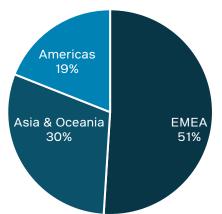
€316m

2024 Revenue

Business segments







Streamlined global operations footprint



We supply leading reinforcement solutions, supported by recognized brand portfolio

Worldwide **Business segment** Reinforcement solutions we provide penetration SigmaSlab™ **FALCONIX Flooring** 20% **Dramix**® Synmix® **Tunneling &** 15% **Mining** Core ΕZ Ultra Fortifix® / <1% **Infrastructure Meshtrack®** Widra®/ **Murfor®** <1% Renovation Stucanet® Compact

Significant resources devoted to Energy Transition

1,300

Employees

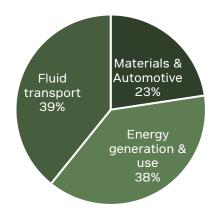
14

Manufacturing plants

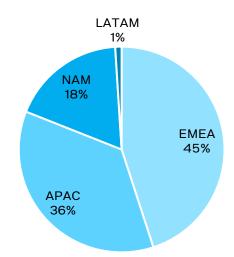


2024 Revenue

End markets served



Geographies covered



Streamlined global operating footprint



Bekaert's Energy Transition focus currently spans over 5 key business categories

Business category	Products, services or applications	Right to play
Hose Reinforcement	 Hose reinforcement for high pressure hydraulic hoses Fleximat® reinforcing high-end belts 	#1 or 2 position in selected high-end target markets
Fiber Technologies	 Bekipor® for high-end filtration applications Solutions for automotive glass bending, interior comfort heating (e-vehicles) 	Technology leadership through high-performing products
Heating Technologies	Burners and aluminum condensing heat exchangers for environment-friendly residential, commercial and industrial process heating	Unique differentiating assets enabling to pivot fast to new markets
Ultra Fine Wire	High precision cutting applications in solar & semicon wafering	Track record: first spec'd in at leading players
Hydrogen	Currento®, porous transport layers for green hydrogen electrolysis applications	Excellent P&L performance

Alternative Performance Measures

Metric	Definition		
Capital employed (CE)	Working capital + net intangible assets + net goodwill + net property, plant and equipment + net RoU Property, plant and equipment. The average CE is computed as CE at balance sheet date plus (
	period of the previous year divided by two.		
Capital ratio (financial autonomy)	Equity relative to total assets.		
Current ratio	Current assets to Current liabilities.		
Combined figures	Sum of consolidated companies + 100% of joint ventures and associates after elimination of intercompany transactions (if any). Examples: sales, capital expenditure, number of employees.		
EBIT	Operating result (earnings before interest and taxation).		
EBIT - underlying (EBITu)	EBIT before operating income and expenses that are related to restructuring programs, impairment losses, business combinations, business disposals, environmental provisions or other events and transactions that have a material one-off effect that is not inherent to the business.		
EBITDA	Operating result (EBIT) + depreciation, amortization and impairment of assets + negative goodwill.		
EBITDA - underlying (EBITDAu)	EBITDA before operating income and expenses that are related to restructuring programs, impairment losses, business combinations, business disposals, environmental provisions or other events and transactions that have a material one-off effect that is not inherent to the business.		
EBIT interest coverage	Operating result (EBIT) divided by net interest expense.		
Free Cash Flow (FCF)	Cash flows from Operating activities - capex + dividends received - net interest paid.		
Gearing	Net debt relative to equity.		
Margin on sales	EBIT, EBIT-underlying, EBITDA and EBITDA-underlying on sales.		
Net capitalization	Net debt + equity.		
Net debt	Interest-bearing debt net of current loans, non-current financial receivables and cash guarantees, short-term deposits, cash and cash equivalents.		
Net debt on EBITDA	Net debt divided by EBITDA, whereby EBITDA is based on last twelve months (LTM) result.		
Operating free cash flow	Cash flows from Operating activities - capex (net of disposals of fixed assets).		
Return on capital employed (ROCE)	Operating result (EBIT) relative to the average capital employed.		
Return on equity (ROE)	Last twelve months result relative to average equity. The average equity is computed as equity at balance sheet date plus equity same period of the previous year divided by two.		
Underlying EPS	(EBITu + interest income - interest expense +/- other financial income and expense - income tax + share in the result of JVs and associates - result attributable to non-controlling interests) divided by the weighted average nr of ordinary shares (excluding treasury shares).		
WACC	Cost of debt and cost of equity weighted with a target gearing of 50% (net debt/equity structure) after tax.		
Working capital	Inventories + trade receivables + bills of exchange received + advanced paid - trade payables - advances received - remuneration and social security payables - employment-related taxes.		
Working capital on sales	The working capital divided by the current quarter sales multiplied by 4		
Internal Bekaert Management Reporting	Focusing on the operational performance of the industrial companies of the Group, leaving out financial companies and other non-industrial companies, in a flash approach and as such not including all consolidation entries reflected in the full hard-close consolidation on which the annual report is based.		

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