

 **BEKAERT**

better together



# Bekaert in brief

September 2020

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Founded in 1880 by Leo Leander Bekaert



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

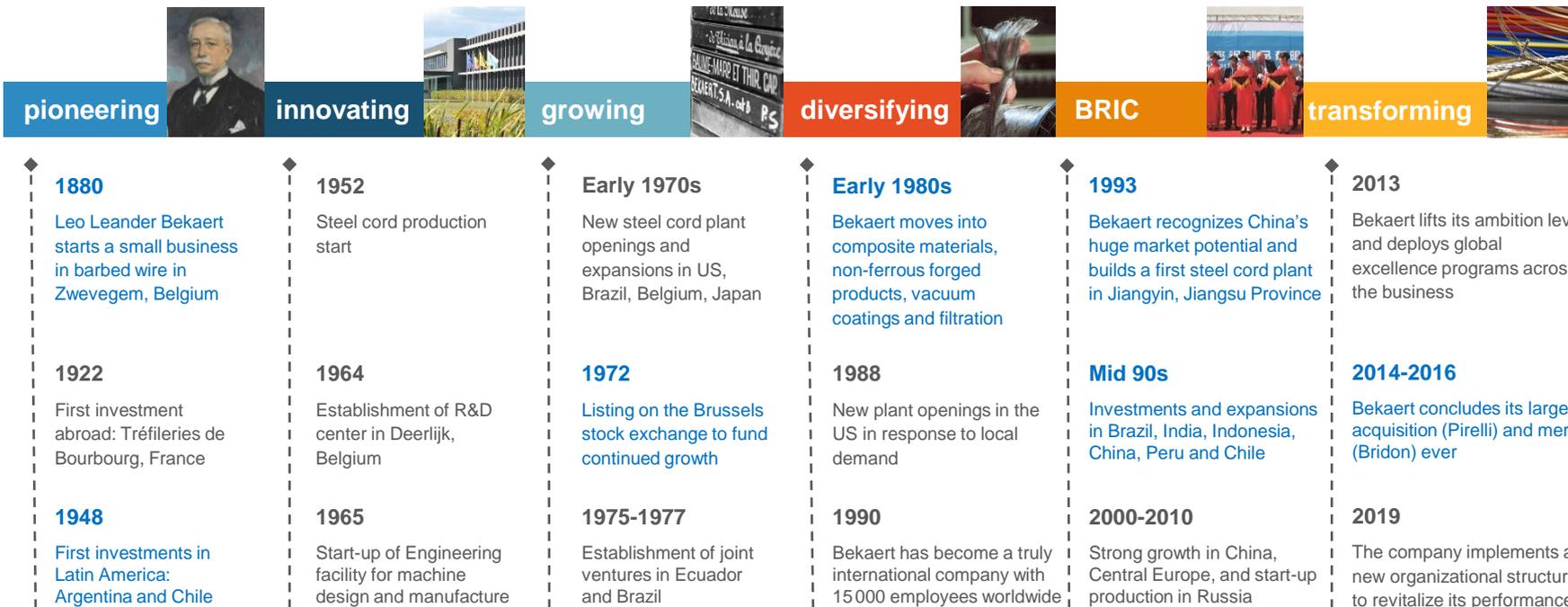


Combined sales of €5.1 billion and consolidated sales of €4.3 billion (2019)



Listed on Euronext® Brussels

# History



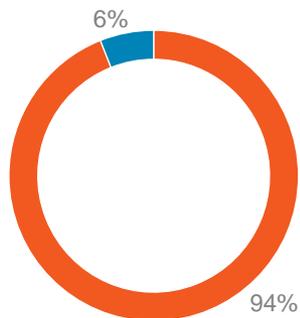
# Bekaert global presence



# Segmentation and sectorial breakdown (consolidated sales H1 2020)

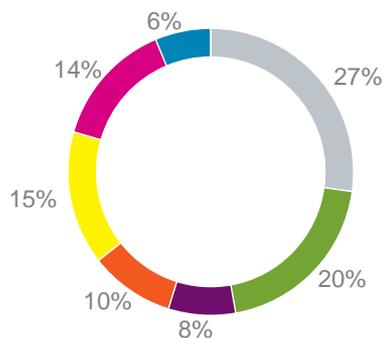
## Rubber Reinforcement (RR)

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



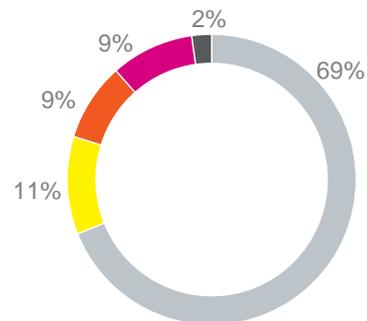
## Steel Wire Solutions (SWS)

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



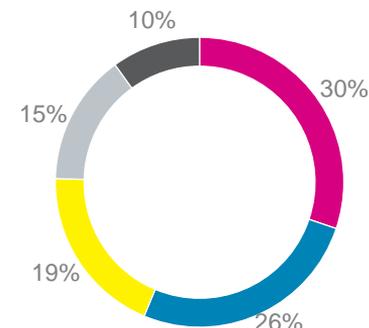
## Specialty Businesses (SB)

Building products, fiber technologies, combustion technology and sawing wire



## Bridon-Bekaert Ropes Group (BBRG)

Ropes and advanced cords businesses

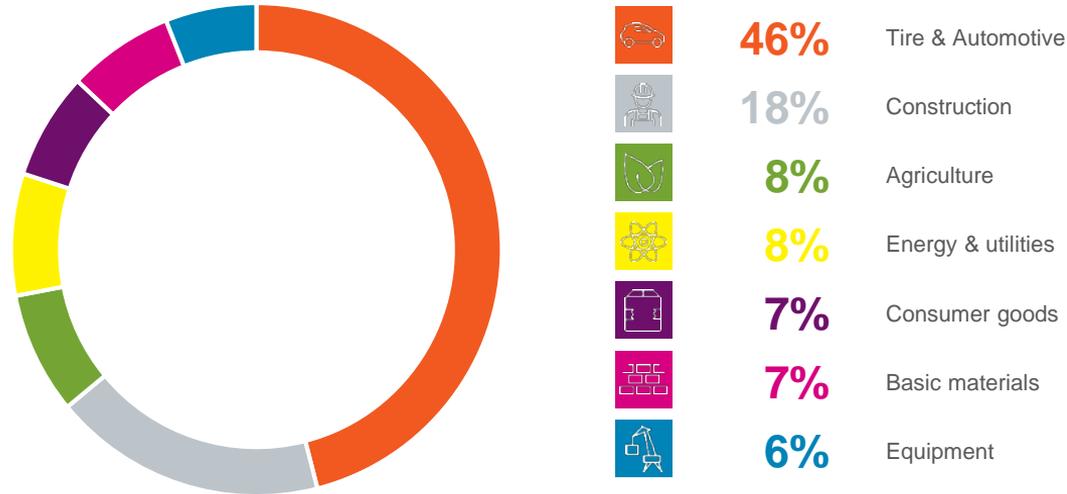


■ Construction 
 ■ Agriculture 
 ■ Consumer Goods 
 ■ Tire & Automotive 
 ■ Energy & Utilities 
 ■ Basic Materials 
 ■ Equipment 
 ■ Other



The sectorial mix in H1 2020 was impacted by COVID-19: automotive sales were down, while the agriculture, energy & utilities and basic material sectors were less affected

# Bekaert market leadership in diverse sectors – combined sales FY 2019



Bekaert has a strong presence in diverse sectors. This makes Bekaert less sensitive to sector-specific 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...



About 30% of all tires around the world are reinforced with Bekaert tire cord



Every year over 1 billion bottles of sparkling wines are opened via the *muselet* made of Bekaert steel wire



Bekaert's customers annually use 3.5 million kilometer of bookbinding wire



Every year, 10 million m<sup>3</sup> of concrete is being reinforced with Dramix<sup>®</sup> steel fibers invented by Bekaert

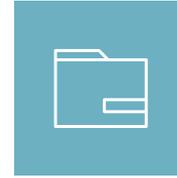
# Bekaert technological leadership



€70 million  
R&D in 2019



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



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

## steel wire transformation



from wire rod  
6.5 mm



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



to metal fibers  
1  $\mu$ m

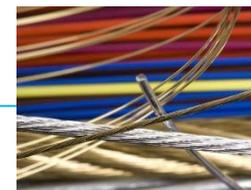
## coating technologies



from traditional  
coatings



adhesion  
corrosion resistance  
wear resistance  
anti-fouling



to advanced  
coatings

# 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.

## » Goal 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

## » Goal Statement for the Head

Increase: Revenue  
Profit  
ROCE

## » Our Long Term Core Strategies

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

## » 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

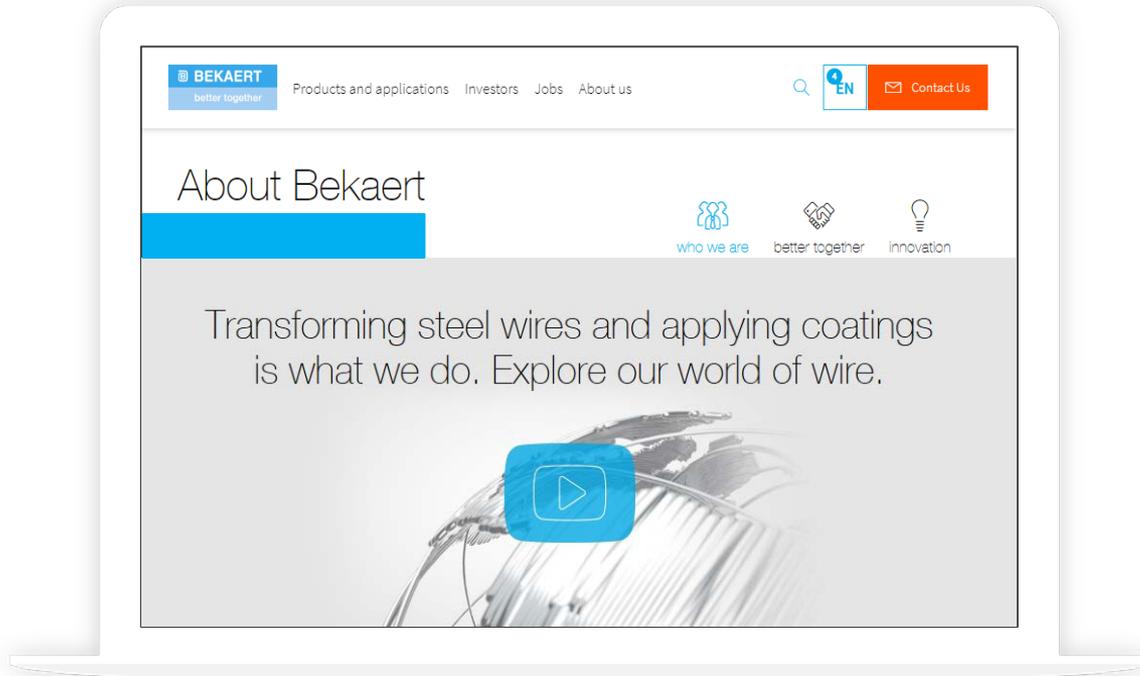
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## Our Values

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







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