

# Built for challenges

At BESIX Group, passion is our driving force. We thrive on challenges and complexity, bringing a high level of expertise to every project. Innovation and adaptability are at the heart of our pioneering solutions. Our entrepreneurial spirit, a cornerstone of BESIX's history, continues to shape bold initiatives and strategic investments, ensuring we remain at the forefront of the global construction industry. We are committed to building a lasting legacy that positively impacts communities and future generations.



## Our values



CO-CREATION



PASSION



EXCELLENCE



RESPECT



UNITY

## Our strengths

### Committed staff members

At BESIX, employees are more than just a team – they are a community of passionate professionals united by a strong culture of excellence. With a deep sense of commitment, responsibility, and an insatiable appetite for challenge, BESIX employees deliver exceptional results for their clients, both as a team and as individuals.

### In-house engineering

BESIX's in-house design office is what sets the Group apart from the competition. This exceptional service is powered by a team of some 170 skilled engineers located mainly in Brussels (Belgium), Dubai (UAE), and Brisbane (Australia). The team leverages its technical expertise, vast experience, and innovative solutions to support clients in developing and executing their most complex projects.

### Integrated service proposition over the value chain

BESIX is a fully integrated group that operates throughout the whole value chain. While construction is still its core business, the Group's investments in concessions, public-private partnerships and start-ups, real estate, and specialised activities have grown steadily.

### A targeted and sustainable international presence

Since 1909, BESIX Group has opted for a deliberate and sustainable strategy with a focus on establishing a strong international presence in addition to its already extensive operations in Belgium.

## Our vision

We take on today's boldest challenges to build a lasting legacy.

# Our strategic priorities

## 1. Inspire, invest, and instil an irresistible culture to drive success

The Group inspires curiosity, invests in continuous development to drive performance, and instils a culture of feedback to unlock full potential.

## 2. A sound commitment to embrace sustainability

BESIX is committed to addressing environmental challenges in a competitive context and to meeting the evolving expectations of its clients, employees, and stakeholders.

## 3. Embracing digital to continuously enhance our processes

Building a culture where digital solutions are the standard and the key to optimising performance, streamlining processes, and maintaining the company's competitive edge as a highly valued partner.

## 4. Robust dedication to risk management

Safeguarding project selection, client and partner interests, expected margin, and overall reputation, ensuring resilience and long-term success for all stakeholders involved.

## 5. Profitability as the foundation of diversification ambitions

This will be achieved through a strong focus on selecting high added-value, profitable projects with a fair risk-reward balance.

# Our resources

## Human and intellectual capital

10,000+ employees

**BESIX Group Academy** devoted to internal training

100% of staff members have access to training

## Industrial capital

>1,000 project sites in 25+ countries

**Several industrial sites** (steel and rebar workshops, quarries, asphalt and ready-mix concrete plants, bitumen production plants)

**EUR 300 million** worth of equipment and machinery to cater to complex marine and infrastructure works

## Real estate capital

Portfolio of **EUR 3.3 billion** in expected sales value

Totalling **921,000 m<sup>2</sup>** under development

## Procurement capital

**EUR 2.5 billion** procured annually at Group level

**20,000+** active vendors across the globe

**50+** frame agreements with vendors

## Financial capital

**Stable shareholding structure** based on a historical reference shareholder base

## Social and environmental capital

**Level 5** (highest level) on the CO<sub>2</sub> Performance Ladder for the Group's activities in the Benelux and France (11 entities)

## EcoVadis Silver Medal

**ISO certifications**  
ISO 9001:2015,  
ISO 14001:2015,  
ISO 19650 (-1 and -2): 2018 and  
ISO 45001: 2018

Certified Institution of Occupational Safety and Health (**IOSH**) training provider

**International Framework Agreement** on Fair Labour Standards

# Macro trends

The world in which BESIX operates and the construction industry as a whole are undergoing profound changes, influencing business models and strategies.



## Environmental emergency

Driven by environmental regulations and consumer demands, the construction industry is increasingly adopting green technologies and sustainable materials to balance ecological concerns with long-term efficiency.



## Supply chain disruption and material innovation

Faced with global supply chain disruptions, the industry is prioritising resilience through local sourcing and the innovation of sustainable materials.



## Labour shortages and workforce development

The industry addresses labour shortages by enhancing workforce development and adopting technologies to attract a diverse and young workforce.



## Technological evolution

Construction 4.0 revolutionises efficiency and safety through the adoption of technologies like BIM, AI, and IoT, becoming essential for competitive edge and value realisation.



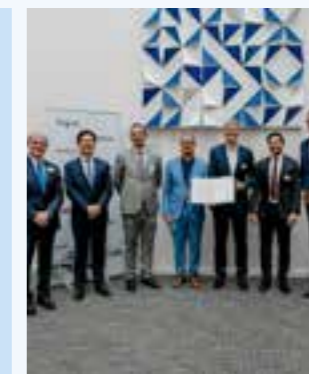
## Urbanisation and smart cities

The rise of smart cities demands innovative solutions for sustainable urban development, enhancing infrastructure and public services for growing populations.



## Regulatory changes and compliance

Evolving regulations in safety, environmental protection, and labour practices necessitate continual adaptability in compliance strategies.

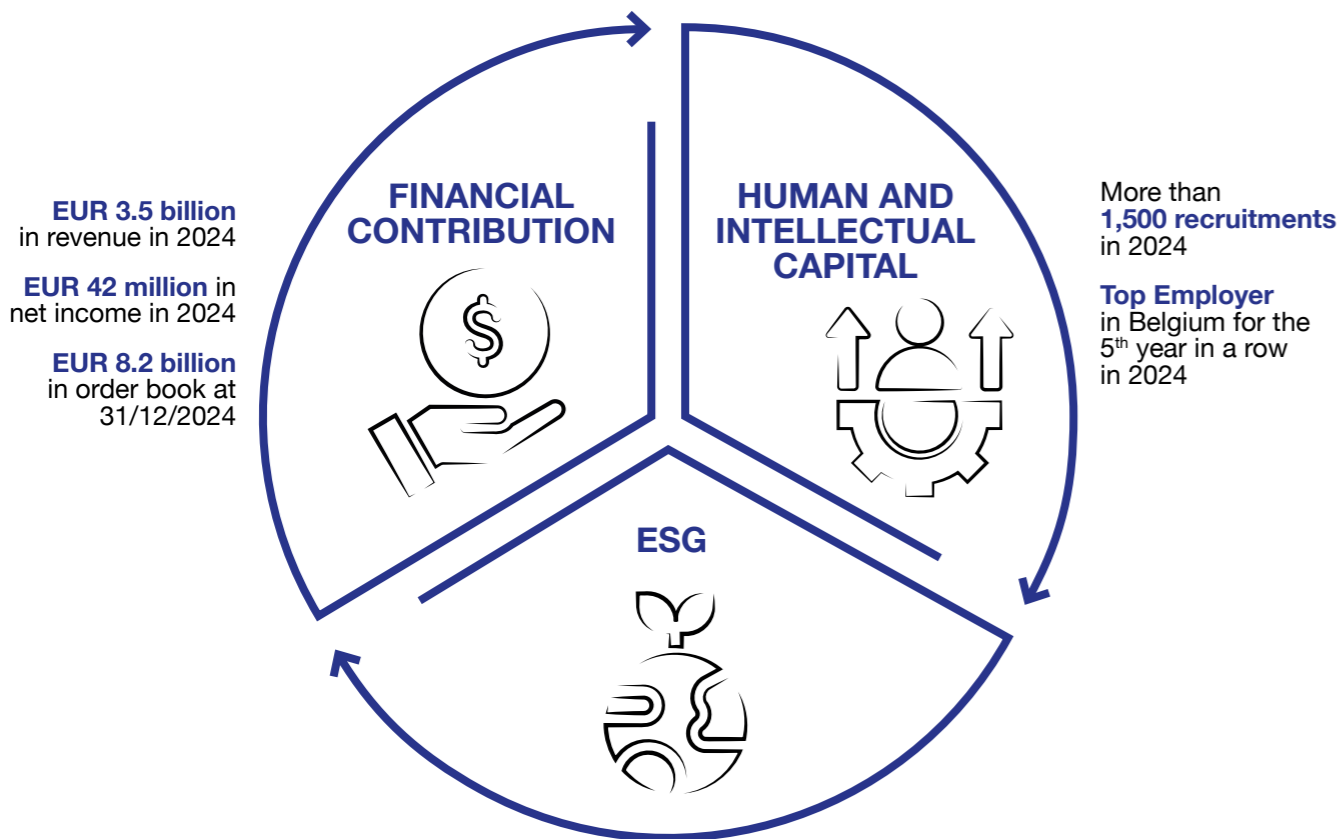


## Competitive landscape

Economic uncertainties and public budget constraints are driving the industry towards strategic adjustments and increased reliance on public-private partnerships to manage risks and governance.



## Our value creation



BESIX's sustainability experts accompany clients to achieve the **highest sustainable certification levels** (read more on the next page)

Accelerated transition to **100% electric lease cars** in the Benelux and France by 2029 (three years ahead of schedule)

Annual Global Safety Time Out : **22,060 people** (employees, clients, partners, and subcontractors) focused exclusively on safety conversations

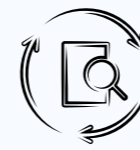
**89% of key suppliers** signed the Procurement Code of Conduct, representing 93% of BESIX's spend

**400+ solidarity projects** funded by the BESIX Foundation since its creation in 2009 (26,500+ volunteers involved)

# Sustainable solutions across project lifecycles

When clients are looking to decarbonise their projects without compromising cost nor efficiency, they need a partner that integrates sustainability throughout the entire project lifecycle. BESIX offers comprehensive solutions that deliver both environmental and financial returns.

## 1 DESIGN: laying the foundation for success



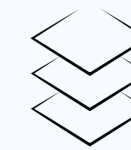
### Life cycle analysis (LCA)

A comprehensive carbon equivalent (CO<sub>2</sub>e) footprint is calculated throughout the project lifecycle, identifying where GHG reductions will have the greatest impact.



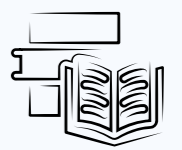
### Digital optimisation tools

A significant amount of data is analysed in real-time, which is essential to efficiently explore various sustainability scenarios.



### Optimal material selection

Recommendations on materials balancing quality, carbon footprint, and cost considerations.



### Material passport implementation

Including origin, composition, maintenance requirements, and end-of-life scenarios.

## 2 BUILD: where sustainability meets practicality



### Circular economy

A project can incorporate material reuse and recycling through comprehensive waste management plans and on-site resource reuse.



### Operational efficiency

Minimising waste and energy consumption through the use of renewable energy sources like solar panels, electric equipment and alternative fuels.



### Certification support

Environmental certifications for projects that not only validates sustainability performance but also increases market value and attractiveness to tenants or buyers.



### Modular construction

Advanced technologies like BIM are used to design and prefabricate modular building components.

## 3 OPERATION AND MAINTENANCE: smart buildings for long-term value



### Smart building solutions

Advanced systems notably using artificial intelligence to minimise energy costs while optimising comfort and functionality.



### Innovative partnerships

A project can continue to perform through systems that automatically adjust to changing conditions, as demonstrated by installations managed by PropTech start-ups.