

BESIX Forward: MEETING TOMORROW'S CHALLENGES

Changing construction market

The world in which BESIX operates and the construction sector are undergoing profound changes. In response to these changes, BESIX has defined the foundations of its strategy to support its capacity to innovate, maintain a high level of quality, face competition, meet new financial requirements and diversify.

Technological:
artificial intelligence, parametric design, digital twin, 3D printing...

Environmental:
energy efficiency, energy neutral, circularity of materials...

Competitive:
risk sharing, shrinking margins, talent war...

6 strategic drivers

01 //

BEING A LEADER IN INNOVATION

Innovation is where our operations are, where each and every one is empowered and supported to carry out the BESIX innovative and entrepreneurial company culture.

02 //

PROMOTING OPENNESS TOWARDS NEW VENTURES

We have been known for decades for our entrepreneurial spirit. We need to continuously explore and to react positively to new opportunities.

03 //

DEVELOPING 'ONE-STOP SHOP' SOLUTIONS

Our Group has unique capabilities and a multiservice offer, meaning we can provide solutions throughout the value chain, from 'develop' to 'operate and maintain'.

04 //

LEVERAGING ON OUR CUSTOMER CENTRICITY

It is key for our business to really know our clients, understand their needs and satisfy them to achieve the desired results. Doing this better than our competitors is a major differentiating aspect.

05 //

PROMOTING A GREAT PLACE TO WORK

Our ability to provide a great employee experience in an open community of enthusiastic colleagues is a defining factor in our successes of tomorrow.

06 //

CREATING SYNERGIES ACROSS THE GROUP

This means 'working light' by simplifying and harmonising our internal processes. This can include common choices of tools, organisational formats and resource allocation across the Group.

5 values



Excellence

This takes us straight back to our corporate purpose and trademark: to always excel in what we do.



Passion

We are all passionate about our jobs.



Co-creation

We need to demonstrate this every day, by pooling our minds and skills, and advancing forward.



Unity

Despite the size of our company, there is an attitude where colleagues stand up for each other and are ready to lend an extra hand to help others succeed.



Respect

Respect is all about attitude. It is vital to create an atmosphere of comfort and trust for everyone.

Purpose

"Excel in creating sustainable solutions for a better world"

This mission gives our actions a goal that goes far beyond profit. It is pivotal, inspiring our decisions and actions based on a simple question: what kind of future do we want and how do we make it happen? By encouraging new ideas, assuming our responsibilities in a proactive way and by excelling in all of our initiatives, we believe that we can help bring about positive change - economic, societal and environmental.



WHAT BEGAN 110 YEARS AGO HAS GROWN INTO THE LARGEST CONSTRUCTION COMPANY IN BELGIUM AND A GLOBAL MULTIDISCIPLINARY PLAYER. THROUGHOUT THE DECADES, BESIX HAS BUILT ROADS THAT CONNECT COMMUNITIES, DUG PORTS TO ACCOMMODATE SHIPS COMING FROM ALL OVER THE WORLD, DEVELOPED NEIGHBOURHOODS WHERE PEOPLE LIVE, LEARN, WORK, AND RELAX.

To maintain its relevance for society, BESIX needs to rely on a clear and sensible purpose and a well-conceived strategy that set it apart from its competitors.

BESIX Forward outlines the strategic direction that BESIX follows since 2018. The aim is to increase shareholder value while working toward a more sustainable future for employees, clients and communities.

The world in which BESIX operates and the construction sector are undergoing profound changes. In response to these changes, BESIX has defined the foundations of its strategy to support its capacity to innovate, maintain a high level of quality, face competition, meet new financial requirements and diversify. BESIX Forward is built around six strategic drivers aimed at meeting these different challenges.

01 // BEING A LEADER IN INNOVATION

The digitisation of working methods in the construction sector has been a steadily accelerating trend for several years. Internet of Things, artificial intelligence, robotics, augmented reality, new materials, 3D printing... These technologies can have a decisive impact on operational performance and sustainability, one more reason for BESIX to make innovation a priority.

THE BESIX HEADQUARTER IN DORDRECHT, THE NETHERLANDS, IS A SMART BUILDING



The in-house Engineering department of BESIX is for instance a natural platform where incremental innovation happens in the fields of methods & planning, BIM, computational design, façade and concrete technology, etc. – while further afield, the digitalisation of construction processes brings unprecedented improvement on project sites.

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02 // PROMOTING OPENNESS TOWARDS NEW VENTURES

Staying open to all new business opportunities and activities is another driver that lies at the very centre of BESIX's DNA: entrepreneurship. It involves a constant curiosity for new products and services, and boldness in seizing potentially promising opportunities. It is these opportunities and new business activities that allow BESIX to diversify and to take on board new skills. And in this way to differentiate itself and to continue to grow.

For instance, since a couple of years, BESIX is partnering with leading companies in the ICT and energy sectors to develop new solutions for intelligent buildings, particularly in terms of energy management, comfort and efficiency.

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03 // DEVELOPING 'ONE-STOP SHOP' SOLUTIONS

In a multi-services group like BESIX, the several entities and subsidiaries cover almost every area of construction, from early upstream to far downstream the value chain. Thanks to its wide range of areas of expertise and specialisations, BESIX can offer efficient and integrated solutions to its clients. This 'one-stop shop' approach allows to optimise planning and execution methods and to reduce costs for the customer.

The bicycle highway between Leuven and Brussels, including the bike and pedestrian bridge across the Ring Road is such an example of a successful collaboration between BESIX, BESIX Infra and Franki Foundations. By favouring an integrated approach, BESIX was able to offer all the disciplines required for the project under one roof and to submit a particularly competitive bid, both in terms of costs and management and execution of the works.

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04 // LEVERAGING ON OUR CUSTOMER CENTRICITY

Decade after decade, BESIX is concentrating on strengthening its relationships with its customers. This is because a better understanding of their environment and strategy enables BESIX to create new opportunities, to bring added value and to optimise its efficiency, in a win-win way.

To understand the long-term interests of its customers and to respond to them in a 100 % adapted way, BESIX is guided by a clear account management system. This approach enables BESIX to establish effective partnerships with its key customers, such as with Real Estate investor Victory. This collaboration has generated a relationship of trust, which helped to bring in the Manhattan contract.

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05 // PROMOTING A GREAT PLACE TO WORK

BESIX thrives on the commitment and wellbeing of its employees, now more than ever. It is they who make all the difference. Ensuring good working conditions is a priority for BESIX worldwide. All employees are important: whether they are migrant colleagues in the Middle East, expatriates or locals working on European, African or Australian sites. Each of them contribute directly to the life and success of BESIX. Each of them is important to the Group. That is why BESIX anchors itself in a strong people-oriented strategy '#WeCare' to place its employees even more at the heart of its business.

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06 // CREATING SYNERGIES ACROSS THE GROUP

Another key part of the BESIX strategy is the simplification and harmonisation of internal processes. Major harmonisation processes are in progress. They cover a variety of aspects, including human resources policies, IT processes, purchasing and accounting practices. For example, as far as purchasing is concerned, BESIX now has ultra-specialised purchasers for specific product categories, serving all Group companies globally, to generate substantial economies of scale.

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Thanks to this clear strategy, BESIX can have a considerable and positive impact on society as part of its profitable business. Because of its international scope, BESIX has a duty to support economic, social and environmental progress and to improve the quality of life of people everywhere it operates. The ultimate goal is to have a positive impact, to make the economy more sustainable, to contribute to the preservation of the planet and the legacy left for future generations.

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