

# BESIX Forward: meeting tomorrow's challenges

## Changing construction market

The world in which we operate 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, blockchain, augmented reality, 3D printing...

**Environmental:**  
energy efficiency, energy neutral, new materials...

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

## 6 strategic drivers

### 01//

#### BEING A LEADER IN OPEN INNOVATION

We are ready to experiment. We are already running our 'Unleash' innovation program, as well as our own Start-Ups Accelerator.

### 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 will be 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 harmonizing our internal processes. This can include common choices of tools, organizational 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

As the proverb goes: "alone we are smart, together we are brilliant". 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 treating others as you want to be treated. 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 sets 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 we operate 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 OPEN INNOVATION

The digitisation of working methods in the construction sector has been a steadily accelerating trend for several years. Internet of Things, artificial intelligence, blockchain, 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.

BESIX supports the development of internal innovation: from opening a 3D-concrete printing unit in Dubai, to manufacturing panels equipped with vegetable moss, intended to reduce locally the concentration of fine particles and improve air quality, many internal initiatives have been commercialised in 2019

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Next to this, BESIX welcomes start-ups active primarily in smart building, robotics, construction 4.0 and artificial intelligence, provides them support and opportunities for experimentation for free during 12 months. Several of them were able to try out their products and services on construction sites during the year. By experimenting with them, the Group gives itself a chance to adopt them early, thus creating added value for its customers.

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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 us to diversify and to take on board new skills. And in this way to differentiate ourselves and to continue to grow.

For instance, since 2018, BESIX and Proximus have been developing new solutions for intelligent buildings. In 2019, BESIX built its first 'Smart Building' in Dordrecht, the Netherlands. This building, which houses the headquarters of BESIX Nederland, is now considered a European reference in the field, particularly in terms of energy management and efficiency. In collaboration with by Nubian, Elia, Fluvius and Proximus, BESIX is also participating in a pilot project focusing on the development of an Internet of Energy that allows buildings to act as vital components in a renewable energy landscape.

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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 specializations, BESIX can offer efficient and integrated solutions to its clients. This "One-Stop-Shop" approach allows to optimize planning and execution methods and to reduce costs for the customer.

The railway widening project in Aalter Beernem is such an example of a successful collaboration between BESIX, BESIX Infra and Van den Berg. 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 optimize 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 PFO Africa. This collaboration has generated a relationship of trust, which help bring in the La Mé contract.

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## 05// PROMOTING A GREAT PLACE TO WORK

BESIX thrives on the commitment and wellbeing of its employees. It's they who make all the difference! Ensuring good working conditions is a priority for BESIX worldwide. All employees are important: whether they are migrant workers in the Middle East, expatriates or locals working on European, African or Australian sites. Each of these people contributes directly to the life and success of BESIX. Each of them is important to the group. That's 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 harmonization of internal processes. Major harmonization processes are in progress and keep being stepped up. 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.

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 indeed 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 to future generations.

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