

Message from the Executive Vice-Chairman and the CEO



Dear Readers,

The past year, 2023, unfolded amidst a backdrop of significant global challenges. Geopolitical strife and economic upheavals, marked by persistent inflation and escalating interest rates, tested the resilience of economies worldwide, including ours. Amid these trials, however, we witnessed extraordinary unity and generosity within our communities, rallying to support those impacted by natural calamities and conflicts, and sharing a collective ambition towards sustainability.

The unusual confluence of economic pressures has made its mark on our operations. The contracting sector, where we play a significant role, faced tight profit margins, impacting our financial outcomes.

Yet, these challenges have underscored the value of our diversified business model. Our investments in public-private partnerships, particularly in the Middle East, and our ventures in real estate, as well as infrastructure and utilities in Western Europe, have shown resilience, continuing to deliver positive performance despite adverse conditions.

Over 115 years, BESIX Group has weathered numerous storms to stand stronger. This period is no exception. Our rich history has shaped us into a diversified conglomerate, with contracting at its heart, bolstered by a variety of auxiliary businesses.

As we look towards the future, 2024 presents both opportunities and challenges. With significant projects in the pipeline and an order book at €5.1 billion, we are geared for growth. Yet, we remain mindful of the need for strategic adaptability in response to economic pressures.

At this crossroads, we face upcoming challenges with a steadfast belief in our collective capability to overcome them. The Board's confidence in our executive team, including the welcome addition of a new Secretary-General and a COO for Construction, underscores our trust in their ability to steer us through these times.

I extend my gratitude to the entire executive team for their unwavering commitment and leadership over the past year. Their efforts, supported by the Board's guidance, have been crucial in addressing the complex landscape we find ourselves in.

My heartfelt thanks to all our employees for their dedication and hard work over the past year. Their collective efforts and resilience are the bedrock of our confidence and pride in what lies ahead. To all our clients who have entrusted us with their projects, we thank you and eagerly anticipate the opportunities and achievements the next year will bring.

Looking forward to the year ahead together,

Johan Beerlandt
Executive Vice-Chairman BESIX Group

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Executive Vice-Chairman

Pierre Sironval
CEO

Dear Readers,

As we look back on 2023, it's evident that the year brought its set of challenges, testing the resilience and flexibility of our industry. Writing to you now, I'm proud to announce that BESIX Group has once again proven its resilience and strategic wisdom, ending the year with commendable results.

This year was fraught with obstacles, including relentless inflation and skyrocketing costs for materials and energy, all against the backdrop of worldwide uncertainty. Despite these challenges, our collective efforts have made a significant impact. A heartfelt thanks goes out to our dedicated team of 10,000 employees, whose commitment and entrepreneurial mindset have been instrumental during these uncertain times. Their hard work has played a pivotal role in supporting our clients and enriching communities by delivering critical infrastructure and spaces - schools, hospitals, railways, bridges, and much more - as detailed in this report.

Our impressive sales figure of €3.39 billion, one of the highest in the last twenty years, speaks volumes about our strength in executing top-quality projects that resonate with our clients' visions.

Although we observed a decrease in net profit, it doesn't detract from our company's strength or our ability to maintain operations amidst economic shifts. Our robust order book, worth €5.1 billion, slightly below last year's €5.2 billion, continues to reflect the trust our clients have in us.

Focusing on quality over quantity has been a fruitful strategy, as evidenced by our contracting gross profit margin increase last year, marking a significant enhancement in our operational profitability - a remarkable feat in a sector known for narrow margins.

Our diversified approach has again proved invaluable, providing stability in our wide range of activities despite fluctuating market conditions.

In 2023, we've also deepened our commitment to ESG principles, taking significant steps forward in our sustainability journey. For the first time, this report is combined with our previously separate ESG Report as you can discover further on.

Moving forward, we will selectively engage in projects that meet our risk and profit expectations, focusing on sectors where we have demonstrated excellence and continuing to invest in our core areas—real estate, concessions, and specialised engineering and construction activities—while remaining adaptable to market dynamics. We're also venturing into new areas closely tied to our expertise, especially those related to combating climate change, leveraging our capabilities to make a meaningful impact.

Our commitment to delivering outstanding projects while navigating the evolving industry landscape remains steadfast. Our legacy is built on foresight, and in 2024, we renew our dedication to forging a sustainable future.

I invite you to explore this report, hoping it provides both inspiration and insight into our journey and achievements.

Pierre Sironval
CEO BESIX Group