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BUSINESS REVIEW

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Contracting



QUATUOR, BRUSSELS, BELGIUM

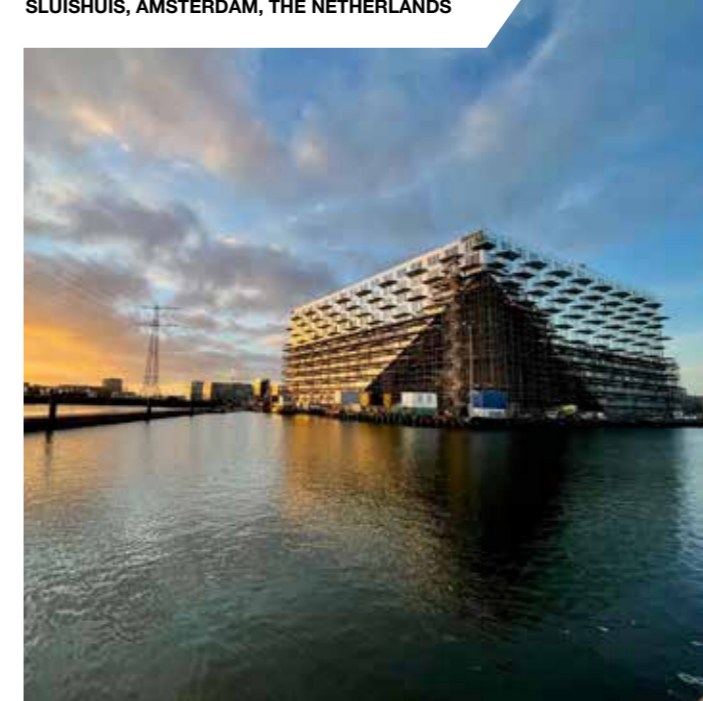
EUROPE

In **Belgium** and the **Grand Duchy of Luxembourg**, BESIX continued the construction of its many ongoing projects in 2021. A number of these will be delivered in 2022. This is the case for the new Antwerp police offices and the Annie Cordy tunnel, the longest tunnel in Belgium, two projects for which BESIX will also manage maintenance for 25 years. The company will also complete the three Befimmo buildings in Liège's Paradis Express eco-district, the Diepenbeek infrastructure for the Hasselt–Maastricht rail link, and industrial buildings within the Belgian nuclear facilities.

Remarkable projects were also delivered in 2021. These include the Quatuor towers for Befimmo and the new headquarters of BNP Paribas Fortis, both in Brussels, as well as the Massenhoven Bridge over the Albert Canal in south-east Antwerp. In the electromechanical field, the provisional acceptance of the work on the third lock of the Viesville-Goselies-Marchienne project, on the Charleroi-Brussels canal, and the start of execution of the Mamer wastewater treatment plant in Luxembourg were significant milestones.

New contracts won in 2021 have or will start and reach cruising speed in 2022. In the building sector, the company is constructing the Liv De Molens real estate complex in Deinze, a project for 3D Real Estate, Alinso's Polytoren south of Ghent and four buildings for Matexi in Liège's Paradis Express eco-district. New infrastructures include the renovation of the Henneaulaan bridge on the Brussels ring road and the Huccorgne viaduct on the E42 motorway, as well as the design of the Oosterweel Right Bank project in Antwerp, the largest infrastructure project in Belgium. In the environmental sector, BESIX was commissioned by Hyoffwind, a joint venture between Fluxys and Virya Energy (Colruyt), to design and build, together with John Cockerill, a pioneering green hydrogen production facility in Zeebrugge, and to build, together with Group subsidiary BESIX Unitec, the 'De Gavers' water production facility near Kortrijk.

SLUISHUIS, AMSTERDAM, THE NETHERLANDS



The outlook for 2022 is positive. New large-scale public tenders are expected to come onto the market as part of the economic recovery plans, in particular in the infrastructure sector. New developments are also expected in major tenders that BESIX is following. This is the case with the A201 interchange, linking Brussels Airport to the capital's ring road, or the Brussels North Metro, a significant extension of the city's public transport system. In the environmental field, BESIX is closely following tenders for the design and construction of a waste-to-energy plant, and for the design, construction, financing, and maintenance of a sludge-to-energy plant, both in the north of the country. In addition to public projects such as the new National Defence headquarters, BESIX participates in tenders for private real estate developers in several cities, both for renovations and for the design and construction of new buildings. Lastly, contracts for which BESIX was previously selected as preferred bidder are expected to be finalised in 2022. These include the new headquarters of the national railway company, the Ghent ring road, and a sustainable land-based salmon farm in Ostend.



“The outlook for 2022 is positive. New large-scale public tenders are expected to come onto the market as part of the economic recovery plans, in particular in the infrastructure sector.”

In 2021, **BESIX France** has reached important milestones on each of its construction sites. These include the structural completion of both the Neuilly clinic and the Deloitte University EMEA buildings, in the Paris region. Projects were also delivered, including the French Pavilion at the Dubai World Expo, for which BESIX France managed the contract and design, and a first building of the Nice Airport Promenade development.

One of the highlights of the year was the start of work on the Saint-Denis Pleyel station, one of the largest stations of the Grand Paris Express rail network. The station, which will accommodate 250,000 passengers a day, will also serve the main venues for the 2024 Olympic Games.

Following a competitive tender and thanks to exceptional preparatory work combining the cutting-edge expertise available within BESIX Group, Unibail-Rodamco-Westfield has awarded BESIX France the design and construction of the Tour Triangle. This is the first skyscraper to be built in the 21st century in inner Paris and will be the city's third tallest building. Preparatory works have started in 2021.

In 2022, BESIX France will continue to implement its 2020-2024 strategy. This strategy focuses on projects where the company has clear added value, in particular hospitals, large complex buildings, and the Grand Paris Express infrastructure. BESIX France will also continue its diversification efforts, notably in the maritime and industrial sectors. Lastly, the company has started and will continue to work in depth, with BESIX Group's dedicated departments, to perfect its engineering and procurement strategy.

In **the Netherlands**, BESIX NL delivered outstanding projects in 2021. These include the completely renovated Stationspostgebouw in The Hague and the Terraced Tower in Rotterdam, a skyscraper with particularly demanding engineering. Infrastructure deliveries include the Theemswegtracé, a four-kilometer-long railway viaduct in the Port of Rotterdam, and the temporary Suurhoff bridge. Other projects of the Dutch branch of BESIX have progressed well, including the A16, the world's first energy-neutral motorway, as well as the Sluishuis building in Amsterdam and the Grotius Towers in The Hague, both of which reached their peak in 2021 and will be completed in 2022.

AIRPORT PROMENADE, NICE, FRANCE



GROTIUS TOWER, THE HAGUE, THE NETHERLANDS

BESIX NL has also won a few new contracts for which construction has started. These include the De Persgroep headquarters in Amsterdam, one of the world's largest buildings with a hybrid-timber structure, the POST Rotterdam project, comprising the renovation of a historic building and the construction of a skyscraper, and a water softening installation in Culemborg.

In 2022, BESIX NL will strengthen its teams with a focus on operational excellence. In terms of tenders, the company will primarily diversify the type of projects in its portfolio and will aim for projects requiring a multidisciplinary approach, which is a traditional strength of BESIX Group. It should be noted that two infrastructure contracts previously awarded to BESIX NL, the A15 motorway and the GOL project for the development of the A59, are still subject to political decisions due to problems relating to the legislation on nitrogen and PFAS.

Finally, in **Italy**, work on the Valfabbrica infrastructure project started in early 2021. The site will reach important milestones in 2022 with the installation of the bridge and viaduct decks. Excavation of the two tunnels, 1545 metres and 874 metres long respectively, will also begin over the year.

MIDDLE EAST

BESIX-Six Construct has been active in the **Gulf Cooperation Council** (GCC) area since 1965. In recent years, the region has experienced a slowdown in the construction market and a year-on-year decline in the number of contracts awarded. This downward trend follows the uncertainties that arose before and during the pandemic. As a result, a significant number of contractors and subcontractors have been facing great difficulties, with only a few managing to maintain a sufficient level of activity.

BESIX-Six Construct, which focuses on selected clients, mainly government-related entities, and on key sectors, including marine works, the environment (including renewable energy), infrastructure, and special buildings, has managed to maintain its level of activity by targeting very specific projects.

The market is in a period of transformation. The UAE is aiming to attract investments in several new sectors to diversify its

economy away from oil. Now that the Government benefits from a modern infrastructure network, priorities have shifted to scientific research, logistics, healthcare, food security, manufacturing, advanced technologies, and renewable energy, resulting in cancelled tenders, postponed projects, and redirected budgets.

In addition, given the region's current reliance on oil revenues for public expenditure, governments are increasingly inclined to fill the funding gap by procuring projects on a Build-Operate-Transfer (BOT) or Public-Private Partnership (PPP) basis.

It is anticipated that by 2022, notable infrastructure and social services projects, such as metros, motorways, schools, and hospitals, will begin to be procured under these models. BESIX-Six Construct has positioned itself with other global partners to take advantage of this new trend and meet the challenges of 2022, with a particular focus on Abu Dhabi.

In 2021, BESIX-Six Construct was able to expand its portfolio and relationships with key government clients in the region and secure the contract to build the Guggenheim Abu Dhabi Museum. Meanwhile, it has achieved significant milestones and successfully delivered key projects, mainly in Dubai, such as the Deep Storm Water Tunnel, the Shindagha Bridge, and the Belgian and French Pavilions. Progress on the strategic Dubai Waste-to-Energy project is on track after a successful and long-awaited financial close in the second quarter of 2021.

BELGIAN PAVILION AT EXPO 2020, DUBAI, UAE



INFINITY BRIDGE, DUBAI, UAE



“BESIX-Six Construct has positioned itself with other global partners to take advantage of this new trend and meet the challenges of 2022, with a particular focus on Abu Dhabi.”

INTERNATIONAL

The International Business Unit is responsible for all BESIX Group projects outside Western Europe, the Middle East, and Australia-New Zealand. By the end of 2021, it had 14 projects in 10 countries, and was continuing to expand by focusing on its two main areas of expertise, which are marine works, and complex projects and high-rise buildings.

In recent years, in the marine works sector, BESIX has been able to rely on its state-of-the-art expertise to sign several contracts and execute key projects. These include the Canada LNG Berth on the Canadian west coast, the development of the Poti Greenfield Container Terminal for APM Terminals, in Georgia, the Mozambique LNG Project, and the Shipping channel through the Vistula Split, in Poland. Both projects in Poland and Canada will be delivered to their respective clients in 2022.

In the field of complex projects and high-rise buildings, BESIX has started the construction of two new projects in Ivory Coast in 2021 with the Tour F skyscraper and the Abidjan Exhibition Centre. These construction sites add to the world-class projects already underway. These include the Grand Egyptian Museum in Cairo, the Mohammed VI

Tower in Morocco, the new Riga Central Station in Latvia, the construction of the Nachtigal dam and hydroelectric power station in Cameroon, and the development of two prestigious resorts in Montenegro. In 2022, BESIX will deliver the Canada LNG berth, the Mamulah Hotel Resort in Montenegro, and the Shipping Channel in Poland. Last but not least, although the opening date of the Grand Egyptian Museum has not yet been announced, works will be completed in the second half of the year, which will be an exceptional milestone both for Egypt, and for BESIX and its partner Orascom Construction.

In 2021, the international market remained deeply affected by the Covid-19 crisis and the lack of investment in the Oil & Gas industry. Investment decisions for projects in this sector are clearly taking much longer than before the Covid-19 crisis. In addition, as everywhere else in the world, the financial returns from projects are affected by the rising costs of both raw materials, logistics and transport.

In 2022, BESIX will continue with its opportunistic approach in Africa, Europe and Asia and will try to penetrate the South American market to carry out marine works. The company is particularly well positioned for two new marine projects: one in Brazil and the other in Tanzania. In addition, special attention is now given to projects that provide sustainable solutions for countries, such as hydropower plants, water treatment facilities, and environmentally friendly transport infrastructure.



MOHAMMED VI TOWER, RABAT, MOROCCO



SHIPPING CHANNEL, VISTULA SPIT, POLAND

KANGAROO POINT, BRISBANE, AUSTRALIA



AUSTRALIAN CATHOLIC UNIVERSITY, MELBOURNE, AUSTRALIA

AUSTRALIA

2021 has seen BESIX Watpac strengthen its reputation as an engineering-led, multidisciplinary contractor, securing a strong pipeline of strategic projects across marine facilities, bridges, secure facilities, data centres, health centres, laboratories, transport facilities, stadiums, and complex commercial buildings. The company expanded further into Victoria and New South Wales and entered New Zealand for the first time with Christchurch City Council engaging the BESIX Watpac-led Kōtui team to deliver the Canterbury Multi-Use Arena stadium.

Central to BESIX Watpac's growth has been the development of its engineering capabilities in collaboration with in-house specialists from Brussels and Dubai. The company has also embraced innovative technologies with solutions such as 360-degree project visualization software to support de-risking projects, adding further value for clients.

Throughout 2021, Covid-19 forced state-based construction sector closures, a historic rise in skills shortages and significant delays in awarding projects. Within this challenging environment, BESIX Watpac has continued to diversify and win notable projects such as the new Kangaroo Point Green Bridge in the heart of Brisbane, the Barangaroo Station in Sydney's CBD, GMHBA Stadium in Victoria and the upgrade of the HMAS Cairns naval base.

Growth in the business made it necessary to strengthen the company's leadership team. Jean-Pol Bouharmont was promoted to Executive Chairman of the Board of Directors of BESIX Watpac and, following a ten-year tenure as CFO, Mark Baker was appointed CEO. To ensure delivery and operational excellence, Nick Luzar has also been appointed as Chief Operating Officer, bringing 25 years of industry experience to the role.

BESIX Watpac has continued to remain proudly focused on the communities in which it operates. In 2021, approximately 80% of total construction hours were dedicated to local participation. 500 jobs were created for Indigenous Australians and 2,000 pathways were established for apprentices.

Since the Federal Government announced a record \$56.9 billion in public funding over the next four years, Australia has remained a highly competitive market. With a strong order book in place, BESIX Watpac will continue to build a strong pipeline of projects in targeted sectors and regions to ensure profitability and success.

In the longer term, a comprehensive strategy has been put in place to ensure that BESIX Watpac is well-poised to capitalise upon the huge opportunities offered by the upcoming 2032 Olympic and Paralympic Games in Brisbane.

Lastly, BESIX Watpac will remain focused on building sustainability strategies, developing gender equality in the workplace and, most importantly, ensuring the wellbeing and safety of our employees.

Concessions & Assets

Business Review

In Europe, tendering activity in 2021 was fully focused on Belgium, as the Netherlands now seem to have completed the major infrastructure program that was started more than 10 years ago, and in which BESIX was highly successful. The Public-Private Partnership projects Coen Tunnel, Limmel Flood Barrier, Beatrix Lock and A6 Almere highway are now all well into their operations period. The A16 'De Groene Boog' highway is under construction, and the ViA 15 'Gelre-Groen' highway awaits a positive outcome from the ongoing nitrogen regulation debates in the Netherlands before moving on to financial close.

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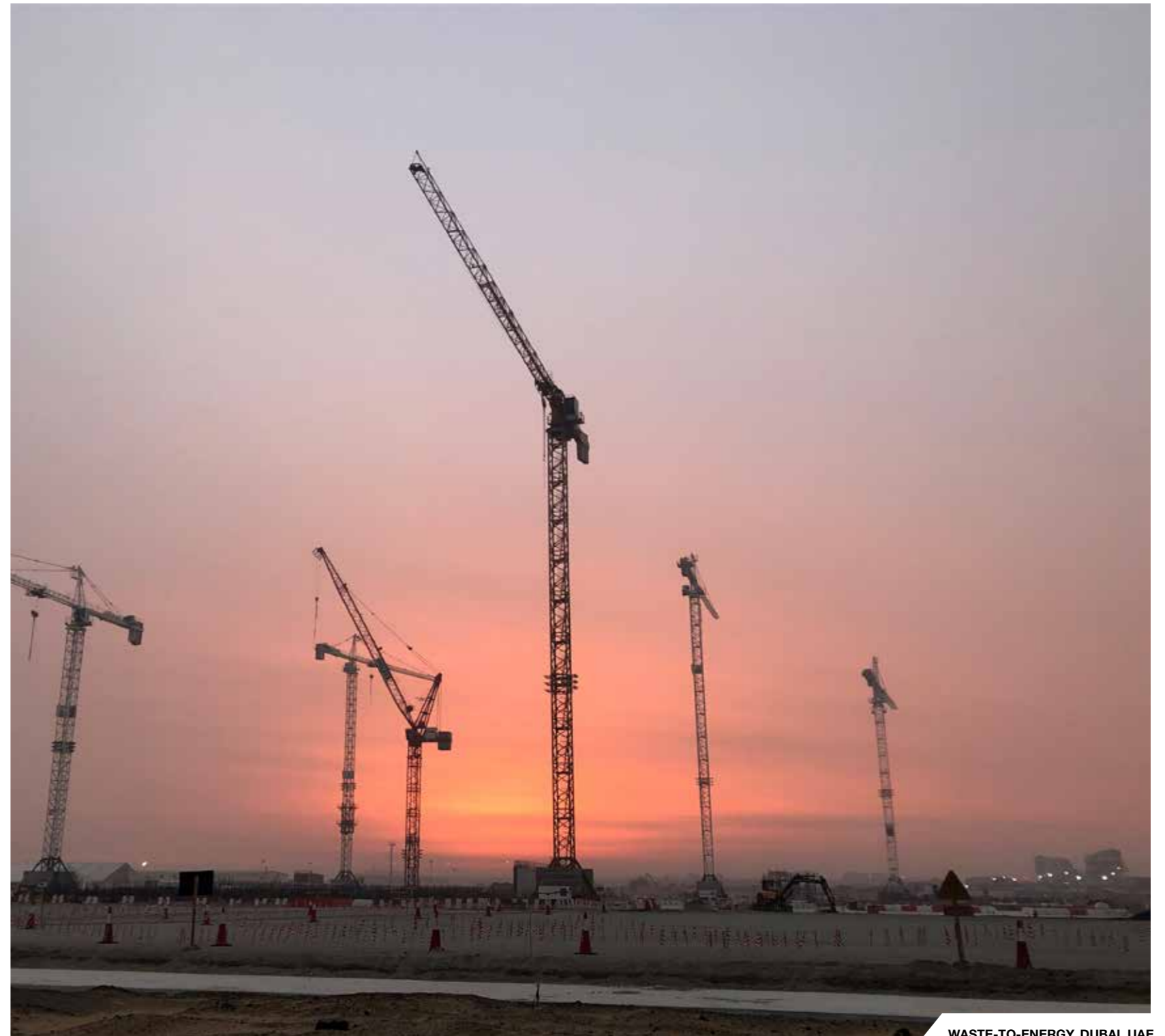
**TOM NEYRINCK, GENERAL MANAGER
CONCESSIONS & ASSETS**



In Belgium, the Post X LPA police station project in Antwerp, of which BESIX acquired all shares in 2020, is perfectly on schedule to reach availability date by the last quarter of 2022. In 2021, BESIX, together with its partners, was awarded preferred bidder status on the major R4WO ring road project in Ghent. Once it has reached contractual and financial close, this project will involve multiple entities within the group (i.e. BESIX Flanders, BESIX Infra, Van den Berg, BESIX Concessions & Assets) throughout its exceptionally long construction and operations & maintenance period.

In the Middle East, the consortium comprising BESIX, Hitachi Zosen Inova, Dubai Holding, DUBAL Holding, Itochu Corporation and Tech Group achieved financial close for the landmark 1.2 billion dollar Warsan Waste-to-Energy project in Dubai. When fully operational, it will have the capacity to process 1.9 million tonnes of municipal waste per year and generate 200 MW of electricity. BESIX also continued to tender and prepare for future Public-Private Partnership projects in Dubai and Abu Dhabi, but also outside the UAE. The projects are mostly availability payment based, but a few will be awarded as concessions – carrying price and volume risk but also upside.

With the continuing Covid-19 pandemic, the hospitality assets in Belgium, Poland and Switzerland, in which BESIX is a co-developer and investor, were again hit hard by the issues facing corporate and touristic travel. However, for the second year in a row, the hard work performed by local hotel management teams who have always been looking for new sources of revenues, and intelligent cost-cutting achievements with no adverse impact on the guests' overall experience, contributed to a very limited impact of the crisis on cash flows.



WASTE-TO-ENERGY, DUBAI, UAE



DE GROENE BOOG, ROTTERDAM, THE NETHERLANDS

One-stop shop solutions

BESIX Concessions & Assets (C&A) creates and offers tailor-made solutions covering the complete scope and lifecycle of infrastructural, environmental or building projects. For Public-Private Partnerships, DBFM (Design Build Finance Maintain) and BOOT (Build Own Operate Transfer) projects, BESIX C&A has the capacity to completely align with its clients' visions and expectations. BESIX C&A provides customised technical, commercial and financing schemes to meet the client's long-term needs, helping them to optimise an asset's total lifecycle cost.

More than ever, the market demands solutions that provide not only an asset but a total service: Design, Build, Finance, Operate and Maintain. Through its international network and track record, BESIX C&A can arrange competitive funding by bringing financial parties and investors together and seeking the optimal financial structure over the economic lifetime of a project. BESIX C&A can provide such solicited added value, offering a broad multidisciplinary range of solutions along the entire value chain and, where appropriate, inject its own capital to finance initial investments.

BESIX C&A skills nicely add to the BESIX Group's strong engineering, design and planning skills. The Group's strong balance sheet allows them to aim for sizeable equity stakes in the financing part of the projects, and for a strong presence in the joint ventures that will carry out the EPC (Engineering, Procurement and Construction) and O&M (Operation & Maintenance) works. From buildings, to infrastructure, to civil works, to road surfacing, to environmental projects, BESIX can do it all. BESIX's worldwide footprint allows for participation in PPP tenders in its three home markets (Benelux-France, GCC countries and Australia), but also in other emerging countries that consider Public-Private Partnerships as a true value-for-money proposition for the longer term.

Milestones 2021

BELGIUM

After acquiring, in 2020, all shares in the SPV of the Post X LPA project in Antwerp, for which it already was the sole EPC contractor, BESIX quickly resumed construction of the Police Headquarters. In a very visible location overlooking Antwerp's ever busy ring road motorway, the works are well on track and availability is foreseen for the end of 2020. Project teams have already started preparing for the operations & maintenance period of 25 years that will commence upon reaching availability. The building, consisting of 14 layers of which 10 are above ground, represents a total surface of 78,000 m² of offices, interrogation rooms, covered parking spaces for police intervention vehicles, as well as all necessary training and sports facilities.

Tendering activity was successful in 2021 with preferred bidder status awarded to BESIX and its consortium partners of the R4WO ring road in Ghent, which was the country's largest infrastructure Public-Private Partnership tender since 2010. Other active tenders include those for the first section of the full remodelling of the Brussels Ring Road, as well as for the first large environmental Public-Private Partnership project being tendered for a sludge treatment plant by Aquafin (the public wastewater collection and treatment authority in Flanders, Belgium). BESIX is also actively working on BOOT tenders and bilateral opportunities for private industrial clients: industrial wastewater treatment, datacentres, food industry, green hydrogen,...

MIDDLE EAST AND AUSTRALIA

In the UAE, BESIX, together with Dubai Holding, DUBAL, Itochu corporation, Tech Group and Hitachi Zosen Innova signed the Concessions Agreement with Dubai Municipality for the Warsan Waste-to-Energy project in Dubai. Project delivery is foreseen for 2024. The highly challenging contractual and financial set-up of the project was such that Project Finance International (PFI), a leading global reference in the field of industrial project finance, awarded the project the Deal of the Year 2021 award for the Middle East & Africa region. The 1.2 billion dollar financing is made up of sponsor's equity together with several tranches of debt, provided by a lending group comprising the Japan Bank for International Cooperation (JBIC) alongside seven international banks, both European and Japanese. Part of the debt is also covered by loan insurance from the Japanese export credit agency Nippon Export and Investment Insurance (NEXI).

Besides managing BESIX's other operational assets in the region, mostly in municipal wastewater treatment, the local C&A Team remains focused on new tenders in the UAE and other GCC countries in the fields of education, healthcare, power generation, water treatment and solid waste solutions.

In Australia, BESIX Watpac continued to participate in Public-Private Partnership tenders not only as D&C Contractor, but also as a partner in the equity of the project. Several bids were submitted in the fields of education, mixed housing and healthcare, with project award decisions sometimes still pending.

// Outlook 2022 and beyond

In 2022 the BESIX C&A Europe's tendering activities will continue to be mainly in Belgium, where a solid pipeline of large infrastructure projects continues to bring good prospects for further growth. Out of Brussels, C&A will also continue to actively consider new sectors, as well as Private-to-Private DBFMO opportunities, for which the team was reinforced by creation of 'C&A New Ventures'. The goal is to develop new types of assets such as datacentres, smart energy solutions, heat networks, geothermal energy, green hydrogen production, ... As for the existing portfolio, the team looks forward to the end of construction and start of operations of POST X LPA, with the local Antwerp police starting to move into the building by the end of the year, achieving financial close for the ViA 15 highway project in the Netherlands, and working towards contract close for the R4WO ring road in Ghent.

In the GCC, with construction of the huge Warsan Waste-to-Energy project in Dubai now progressing well, tendering activity is expected to remain high. Geographical focus will be somewhat less on solely the UAE, with interesting prospects in Bahrain, Qatar and Oman, and a huge pipeline of projects in Saudi Arabia, which will be considered very diligently.

In Australia, BESIX C&A will continue to support BESIX Watpac in moving up the Public-Private Partnership value chain, from being a mere contractor to an active participant in SPVs through equity stakes. Other countries worldwide, where BESIX is already active or where good partners are searching for collaboration, also provide PPP and DBFMO opportunities that will be considered on a selective basis.

LOCAL POLICE HEADQUARTERS, ANTWERP, BELGIUM



Real Estate

BESIX RED, A RECORD YEAR IN 2021 THANKS TO A UNITED AND EFFICIENT TEAM

IMPACTED BY A SLOWDOWN IN THE PROCESS OF OBTAINING PERMITS AND URBAN PLANNING AUTHORISATIONS RELATED TO THE PERSISTENT PANDEMIC, BESIX REAL ESTATE DEVELOPMENT CLOSES THE YEAR WITH A TURNOVER OF 161.6 MILLION EUROS, A NET RESULT OF 22.6 MILLION EUROS, A SOLID RETURN ON EQUITY OF 22.3 %, AND A STRONG PIPELINE OF 36 PROJECTS UNDER DEVELOPMENT IN 19 PAN-EUROPEAN CITIES.



VIRIDIS, BRUSSELS

“Despite the difficulties related to the continuing health crisis, the slowdown in the permitting process and increasing construction costs, we have achieved excellent results in 2021, both from a geographical and sectoral perspective. These results testify to the cohesion and experience of our team.”

GABRIEL UZGEN,
CEO BESIX RED



The developer also took the opportunity to set the stage for its ESG commitments with a view to establishing in 2022 tangible and ambitious Key Performance Indicators for the future.

Finishing the year on a high note

The end of 2021, particularly, was marked by significant milestones across Europe for the real estate developer, including:

Belgium

PATRIZIA has concluded the largest single-asset multifamily deal ever seen on the Belgian investment market. PATRIZIA has acquired all the shares of Evenepoel Properties S.A., which is developing the Viridis project, for its Pan-European flagship residential fund Living Cities. Viridis is a 17,500 m² project in the Reyers district of Brussels comprising 115 residential units, retail and office space.

SLUSHUIS, AMSTERDAM



“This transaction - unique in its size for a new development in Belgium - demonstrates that the Belgian residential rental market has reached maturity for foreign institutional investors. This transaction also illustrates BESIX RED’s ability to develop real estate projects particularly relevant for ESG funds” comments Gabriel Uzgen.

Befimmo has finalised the acquisition of Esprit Courbevoie’s office building in Louvain-la-Neuve. The 8,500 m² office building, under construction, is already entirely rented to Silversquare, an affiliate company of Befimmo specialised in co-working, and to N-SIDE, an innovative software consulting company in advanced analytics.

SO Stockel, a new 27,000 m² residential micro-district in the heart of Woluwe-Saint-Lambert, obtained its enforceable permit, after an ongoing appeal had been rejected.

The City of Namur has issued a favourable opinion on the PRU (Plan de Remembrement Urbain, i.e. Land Reparcelling Plan) for the nearly 46,3000 m² mixed-use project Le Côté Verre at the Square Leopold.

Luxembourg

AG Real Estate, on behalf of its parent company AG Insurance, has finalised the signature of the contract to acquire 100% of the shares of B-9 S.A., owner of the ICÔNE office building in Belval. This emblematic and sustainable office project is already fully occupied by Société Générale Luxembourg for a 15-year lease even before its delivery.

Also in the Grand Duchy and in line with its policy of supporting major accounts, BESIX RED has signed a project management contract with the Ginion Group to support them in the development of the new Luxembourgish Ferrari headquarters.

Beyond the borders of Belgium and Luxembourg, BESIX RED continues its strategy of geographical diversification.

In **The Netherlands**, BESIX RED has acquired a second site in Amsterdam in partnership with ICN Development. The site foresees the development of a project comprising 37,500 m² of residential and 4,500 m² of office & retail.

In **France**, BESIX RED signed its second project. This upcoming 8,000 m² office concept, located in the Lille Metropolitan area, will place the well-being and health of its users at the centre of the experience. It will also be characterised by its innovation and exemplary environmental approach.

In **Portugal**, the developer increased its stake to 75% in Campus Oriente S.A., which owns Parque Oriente, a mixed-used project of approximately 38,800 m² comprising residential, office and retail space as well as F&B outlets in the prime area of Parque Das Nações in Lisbon.

“Our strategy is to consolidate our presence in the 19 cities and 5 countries where we are present today, while remaining open to new opportunities in dynamic markets with potential, but above all where there is a real desire to act from the public authorities” adds Gabriel Uzgen.

Commercial and operational results

In 2021, BESIX RED’s turnover was driven by the transactions on the Viridis project with PATRIZIA in Brussels, and ICÔNE with AG Real Estate in Luxembourg.

It was also supported by the sale of the Esprit Courbevoie office building to Befimmo and the sale of 100 residential units (Les Promenades d’Uccle and SO Stockel in Brussels, Esprit Courbevoie in Louvain-la-Neuve, Meadow in Herent and Sluishuis in Amsterdam).

In 2021, BESIX RED also reached an important milestone in Portugal with the commercialisation of the first phase of DUJO, its first residential project in the country. Developed in collaboration with the investment holding company Compagnie Du Bois Sauvage and designed by the Portuguese architectural firm Nuno Leónidas Arquitectos, DUJO is a high-end residential concept of 34,000 m² with 280 apartments, located in the heart of the popular Avenidas Novas district in Lisbon. The project has been a commercial success: in only 48 hours, more than 50% of the apartments were already reserved.

In 2021, BESIX RED delivered the following residential projects:

- Meadow (Herent): the second phase of this residential project in the village of Herent, near Leuven, corresponding to 64 apartments and covering 6,570 m² was successfully delivered. This phase is entirely sold.
- SO Stockel (Woluwe-Saint-Lambert): 65 out of 138 apartments and one commercial unit, totalling 7,079 m² out of 13,844 m², were delivered. All of the apartments were sold before the deliveries even started.

Construction work has progressed for:

- Meadow (Herent): the third phase of this residential project comprises of 8,218 m² with 68 apartments. This phase is already 40% sold.
- Esprit Courbevoie (Louvain-la-Neuve): plots 706 and 708 (22,165 m² residential) and plot 707 (8,500 m² offices) of this new district are under construction.
- Les Promenades d'Uccle (Brussels): at the end of October, the construction of the houses M19-M31 (2,700 m²) was launched. Besides, the construction of 69 apartments totalling 7,450 m² was continued.
- Sluishuis (Amsterdam): this ambitious residential project of 39,500 m² comprising 442 units, a two-story underground carpark below water-level, houseboat lots, berths for pleasure crafts, catering facilities, as well as commercial areas in the new district of IJburg is set to be delivered during Summer 2022.
- ICÔNE (Belval): this landmark project includes nearly 17,300 m² of office space and an additional 1,500 m² of shops and restaurants. Its delivery is expected for January 2023.

BESIX RED has also made progress in the development of programmes for the introduction of permits for significant and large-scale projects such as:

- Belgium: Cours Saint Michel in Etterbeek, Matisse in Evere, Meyvaert in Ghent, Gelatines in Hasselt, Le Côté Verre and Le Cocq in Namur and Croisée des Champs in Gembloux.
- Luxembourg: Faiencerie, Kayl and Walferdange.
- Portugal: Parque Oriente.

ICÔNE, LUXEMBOURG



Recognitions

The Cosmopolitan project consisted of the renovation of an obsolete office building into a residential tower with 158 apartments and 1,500 m² of office space in the heart of Brussels. A reference project for BESIX RED and finalist at the MIPIM Awards 2020, the project was awarded once more, this time with the International Prize for the transformation of offices into housing (special mention) by the Maison de l'Architecture d'Ile de France and the Greater Paris Investment Agency.

Congratulations to Casa Ferrero and the Ferrero International team for being awarded 'Office Space of the Year 2021' and 'Best Healthy Office' at the annual Paperjam-CBRE Luxembourg Office Space contest.

"Casa Ferrero is a unique and tailor-made office concept where it feels good to work and live. It has been conceived with the wellbeing of Ferrero's employees and the company's Italian heritage at heart" says Pierre Govare, Project Director at Ferrero Group World Headquarters.

Finally, Gabriel Uzgen was appointed Chair of the Urban Land Institute Belgium & Luxembourg for a voluntary two-year term. ULI is a recognised global non-profit organisation that provides leadership in the responsible use of land. This appointment shows the trust ULI has in BESIX RED to move things forward for an industry facing key challenges and priorities, especially ESG.

// Outlook 2022

BESIX RED's growth prospects look positive with several transactions on the agenda and the acquisition of promising projects in several European cities. The developer has a solid pipeline, corresponding to more than 1.8 billion euros in market value.

"We are positive about our growth prospects. However, we remain attentive to the current socio-geopolitical context and the impact it could have on the real estate market" concludes Gabriel Uzgen.

ESPRIT COURBEVOIE, LOUVAIN-LA-NEUVE



// Investor Relations focus

Interview with Bernard Van Essche, Pan European Investment Advisory Director at BESIX RED and Rami Badr, Partner at Orion Capital Managers.

What's BESIX RED role as 'Investor advisor'?

Bernard Van Essche: As a Pan-European real estate actor with an ambition to pursue our growth, co-developing projects with investment partners is a priority. Our objective is to build such partnerships as early as possible in our real estate developments.

With an experience of more than 30 years and a deep understanding of real estate-related risks, we are able to identify very specific opportunities for every investment partner, across Europe and through different types of activities such as residential, offices, retail and services, including hotels. These frameworks offer win-win operations with significant ROI, to all potential partners.

Who do you target?

Bernard Van Essche: Whether in terms of development types, development size or geography, we cover a broad spectrum of activities. When it comes to geography, we can identify opportunities in the 5 countries where we operate today but also in high-potential cities.

Therefore, we can build partnerships with big investment funds, family offices, institutional investors or under club deals of different partners.

What differentiates BESIX RED as a partner?

Rami Badr: BESIX RED has a deep knowledge of both the investment market and real estate development, which is the perfect combination to support Orion's ambitions.

In addition to being highly reactive and flexible, their team is very friendly, which my team and I really appreciate.

What are Orion's ambitions and targets in terms of real estate investment for the future?

Rami Badr: We look forward to bringing to the market, through ground field development or refurbishment, the new generation of high-class assets complying with the highest ESG standards and users' needs. And obviously we intend to do this together with BESIX RED.

Diversification

Flamant

www.flamant.com

FLAMANT CREATES INSPIRING INTERIOR COLLECTIONS THAT CAN TURN EVERY HOUSE INTO A WELCOMING HOME. FLAMANT'S COLLECTIONS ADDRESS ALL ASPECTS OF HOME DESIGN, FROM FURNITURE AND DECORATIVE ITEMS TO TEXTILES, WALLPAPER, AND ITS OWN RANGE OF FLAMANT PAINTS. WITH 8 COMPANY-RUN STORES IN BELGIUM AND FRANCE, A WIDE NETWORK OF PARTNER SHOPS ON EVERY CONTINENT AND AN EASILY ACCESSIBLE ONLINE SHOP, FLAMANT OFFERS ITS PRODUCTS WORLDWIDE. THE MANAGEMENT FOCUSES MAINLY ON THREE BUSINESS ACTIVITIES: RETAIL, WHOLESALE AND FRANCHISE, AND E-COMMERCE.

Due to the ongoing Covid-19 crisis, 2021 was a challenging year for Flamant. Varying restrictions and the customers' reluctance to shop physically put a great deal of pressure on the stores. Nevertheless, the company recorded a 20.5% increase in order intake in retail and e-commerce compared to 2019. E-commerce declined slightly compared to the stellar results of 2020, but remained very strong with a spectacular increase of 339.3% compared to pre-Covid levels. While many competitors in the interior decoration sector struggled with stock problems due to a shortage of raw materials and logistical obstacles, Flamant remained strong with a large stock and short delivery times.

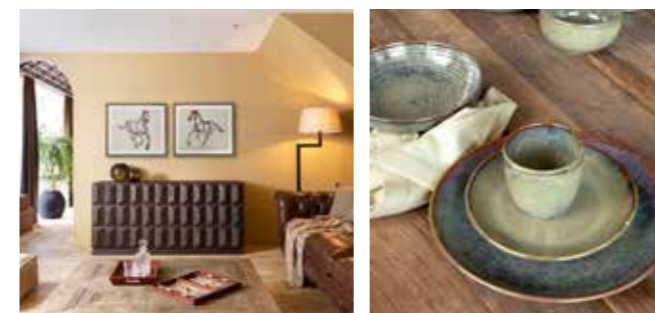
In addition, 'Flamant at Home', the professional service for home interior advice, was also very successful. The public's renewed interest in the home environment was noticeable in 2021: teleworking creates a continued demand for creative home office solutions and increases the average time spent at home. In 2022, Flamant will continue to focus on personalised services such as 'Flamant at Home', a revamped e-commerce environment, and stronger customer loyalty through improved customer service, creative workshops and an increased focus on the shopping experience.

On the corporate level, Flamant made a strong turnaround in 2021 thanks to thorough optimisation at different levels, helping the company to revive its profitability.

FLAGSHIP PROJECT

E-commerce success

The coronavirus pandemic turned the Flamant online shop into the best-selling Flamant shop of 2020. Results were slightly lower in 2021, as there were fewer and shorter lockdowns. Nevertheless, the online shop remained one of Flamant's biggest shops in 2021, thanks to both strong marketing support in SEA & SMA and changing consumer behaviour in our target groups since the start of the Covid-19 crisis. In order to further respond to increased demand for online sales of furniture and interior products, Flamant is going all out to make its e-commerce environment more user-friendly, faster, and more comprehensive. In 2021, a professional partner was selected and the foundations for the plan were laid. The launch is planned for May 2022, after which new features will be rolled out at fixed intervals.



Milestones in 2021

Optimisation: Responding to the decline in in-store sales and the ongoing coronavirus pandemic, Flamant optimised the organisation at all levels, from purchasing processes to logistics. The result is a lean and mean business system, with increased efficiency at the corporate level and a special commitment to customer satisfaction thanks to an improved Customer Service framework.

Franchise success: After its successful first participation in the Paris Franchise Expo in September 2021 and the great success of franchisee Flamant Amman in Jordan, Flamant wants to continue to focus on new franchise partnerships and further expansion of its distribution channels in 2022.

E-commerce investment: In 2021, the groundwork was laid for the renewed e-commerce environment. This modified online shop with improved visibility and user-friendliness should provide an answer to the great demand for online sales in the coming years.

Company DNA: In order to appeal to both the existing clientele and potential new target groups, the entire Flamant collection was overhauled, cleaned up and attuned to the Flamant DNA.

339.3%

SPECTACULAR INCREASE IN E-COMMERCE ORDER INTAKE BETWEEN 2019 AND 2021

