

TESSENDERLO GROUP

Analyst and Asset Manager Day

Ham, April 29, 2024



Tessenderlo Group
EVERY MOLECULE COUNTS

Disclaimer

This document may contain forward-looking statements. Such statements reflect the views of management regarding future events at the date of this document. Furthermore, they involve known and unknown risks, uncertainties and other factors that may cause actual results to be different from any results, performance or achievements expressed or implied by such forward-looking statements. Tessenderlo Group provides the information in this document as at the date of publication and, subject to applicable legislation, does not undertake any obligation to update, clarify or correct any forward-looking statements contained in this document in light of new information, future events or otherwise. Tessenderlo Group disclaims any liability for statements made or published by third parties (including any employees who are not explicitly mandated by Tessenderlo Group) and, subject to applicable legislation, does not undertake any obligation to correct inaccurate data, information, conclusions or opinions published by third parties in relation to this or any other document it issues.

About Tessenderlo Group

With a history that dates back to 1919, the group has evolved over recent years from a chemical company into a **diversified industrial group** that focuses on agriculture, valorizing bio-residuals, machinery, mechanical engineering, electronics, energy, and providing industrial solutions with a focus on water.

www.tessenderlo.com



+100

locations in
more than
25 countries



7,500

employees



2.9

billion EUR
revenue in
2023

A man wearing a brown hat, a green and black plaid shirt, blue jeans, and blue gloves is walking through a vineyard. He is holding a blue tool, possibly a rake or a similar agricultural implement. The vineyard is lush with green leaves, and the background shows a hazy, green landscape under a bright sky.

Sustainability at the
core of our strategy

Our strategy

- Strive to achieve top tier sustained performance
- Continually strengthen our cost position in all areas and activities
- Ensure there is an adequate and reliable asset basis for our activities
- Further reinforce customer, market and service orientation
- Improve the growth possibilities in every domain
- Make sustainability and innovation the differentiating factors over the medium term
- Get the right talent and create the best teams in-house to successfully execute our strategy

Every Molecule Counts

In everything we do, we seek to further valorize the resources at our disposal. This counts just as much for the end products we make.

- Our planet is the most important stakeholder of our company
- Maximizing the re-use of every molecule
- Waste only exists when there is a lack of innovation and creativity
- Our safety and environmental standards are the same all over the world, because every human being is equally valuable
- Only a sustainable company can truly contribute to sustainability
- Our job is to ensure that, when using our systems, every molecule is transported to its intended destination



Our operating segments and business units



A futuristic digital globe with a network overlay. The globe is rendered in shades of blue and orange, with a grid of white lines and dots representing a network or data structure. The word "Agro" is prominently displayed in the center of the globe in a white, sans-serif font. The background is a dark, starry space with a bright blue light source on the right side, creating a lens flare effect.

Agro

Agro



The **Agro segment** combines our activities in the production, trading and marketing of crop nutrition (liquid crop fertilizers and potassium sulfate fertilizers based on sulfur) as well as crop protection products.

The Agro segment includes the **Crop Vitality™**, **Tessenderlo Kerley International**, **NovaSource®** and **Violleau** business units.



18

production
plants



950

employees



793.9

million EUR
revenue in
2023



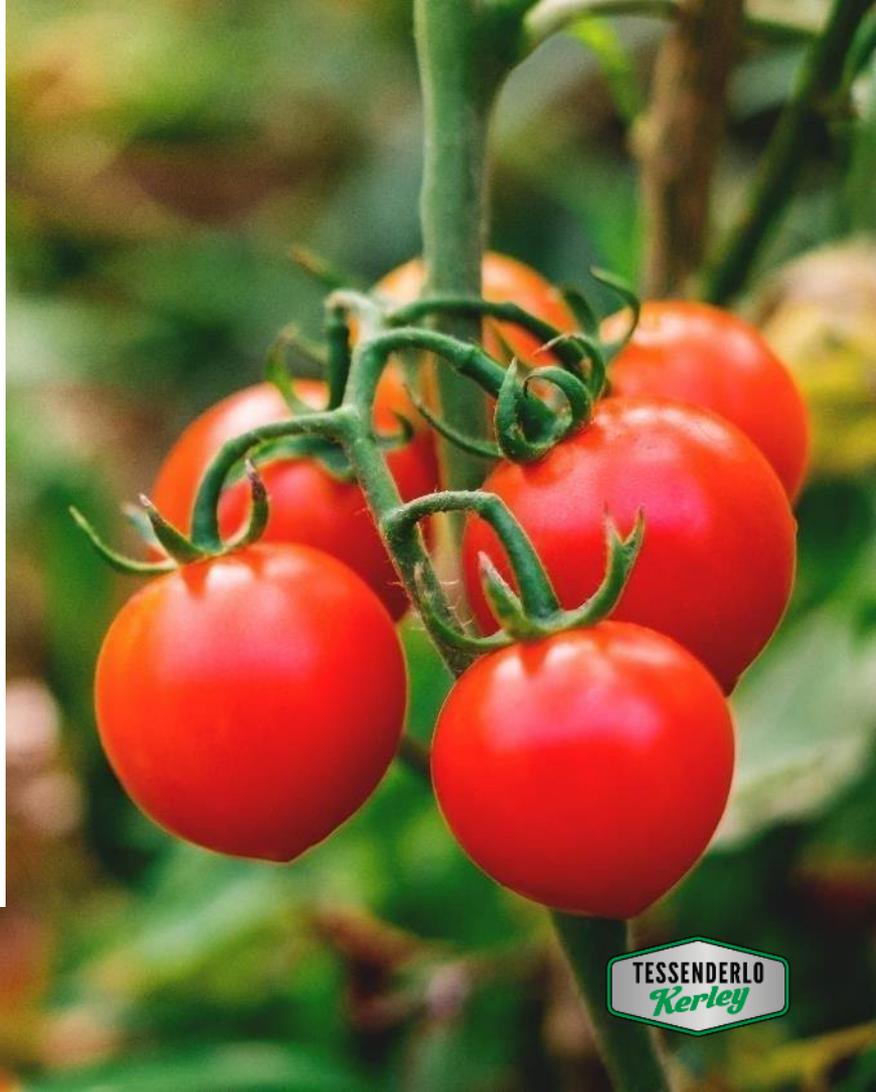
Crop Vitality

- Value-added specialty liquid plant nutrition to support growers in the USA and Canada in efficient and sustainable agriculture
- Top producing growers, crop consultants and retailers rely on our liquid fertilizers to grow high-performing plants that yield the highest quality fruits, vegetables, nuts and grains
- Our principal products are ammonium thiosulfate, which is branded as Thio-Sul® and potassium thiosulfate, which is branded as KTS®



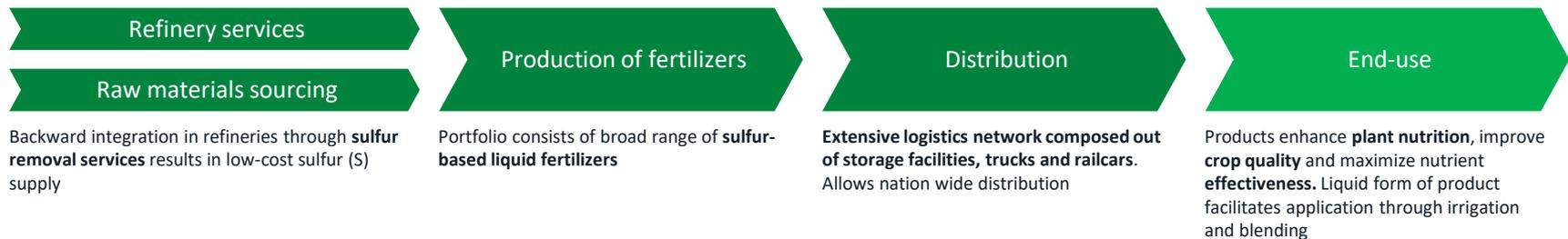
Tessengerlo Kerley International

- Value-added liquid, soluble and solid plant nutrition worldwide (outside the USA and Canada) to support growers in realizing efficient and sustainable agriculture
- Our dedication to give farmers the precise tools needed to stimulate the vitality of their crops is at the very heart of what we do – both today and in the future
- Our portfolio consists of well-recognized specialty fertilizers such as SoluPotasse[®], K-Leaf[®], Thio-Sul[®], KTS[®], CaTs[®], etc.



Liquid fertilizers

Value chain: well-positioned along the value chain



Market position: US leading position in key product lines

Thio-Sul® and KTS® are applied to broad acre crops (e.g. corn, wheat, cotton) and specialty crops (e.g. grapes, almonds, tomatoes).



Thio-Sul® is a liquid ammonium thiosulfate solution that helps increase potential by satisfying a crop's essential need for **nitrogen and sulfur**. It is generally **blended with UAN**, a concentrated solution of urea and ammonium nitrate commonly used as nitrogen fertilizer. Adding Thio-Sul® to a UAN solution is an economical, effective and convenient way to stabilize and **maximize nitrogen efficiency**, by slowing the rate of nitrification, and **providing sulfur to plants**.

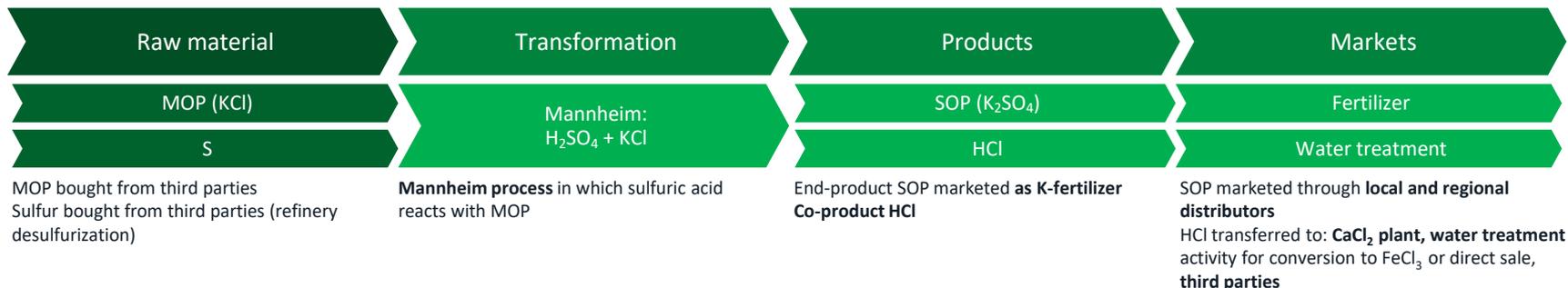


KTS® is a clear, chloride-free solution with the **highest potassium and sulfur content** available on the market.



Solid and soluble fertilizers

Value chain: Tessenderlo Kerley International produces SOP (K-fertilizer)



Market position: one of the leading global players in SOP

- SOP is applied on cash crops (flowers, fruits and vegetables). It has a low salinity index and chloride content which makes it especially relevant for chloride sensitive crops and/or arid regions
- Sold in over 80 countries worldwide
- Most growth in water soluble specialty market

Footprint: production location in Ham (Belgium)

In 2020, Tessenderlo Kerley International signed a long-term partnership agreement with an international partner to produce premium SOP fertilizers (both standard and water-soluble grade) at a plant in Helsingborg (Sweden).



Overview fertilizers production plants



**Jupiter



NovaSource

The responsible use of our products enables growers to overcome agriculture challenges and continue to provide the world with nutritious, abundant and affordable food



NovaSource develops and markets a portfolio of crop protection products for niche uses in agriculture worldwide



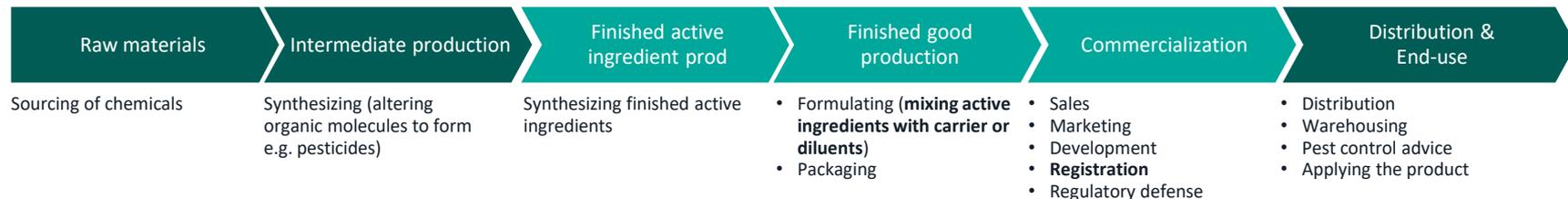
Product portfolio includes herbicides, fumigants, insecticides, fungicides and solar and heat stress protectants, for specialty food crops such as potatoes, fruits, nuts and vegetables



Products are used in more than 40 countries, including many areas of the U.S., Canada, Central America, South America, Australia, Europe and Asia

NovaSource

Value chain: NovaSource products are used on specialty food crops (potatoes, nuts, fruits and vegetables) and are sold globally in more than 40 countries.



Market position: NovaSource delivers a portfolio of niche crop protection products to agriculture customers worldwide. Focusing on specialty crops, NovaSource protects growers' crops from a variety of damaging weeds, insects, diseases, and solar damage hence increasing the growers' yields, profitability, predictability, and quality.

NovaSource

Footprint: 3 production facilities

Tessenderlo Kerley, Inc. has three production facilities that produce crop protection products, located in Burley, ID (US), Finley, WA (US) and Fresno, CA (US). In addition, NovaSource sources products from various industry vendors across the globe, which use NovaSource owned process knowledge to manufacture products to the exact specifications required by regulatory authorities.

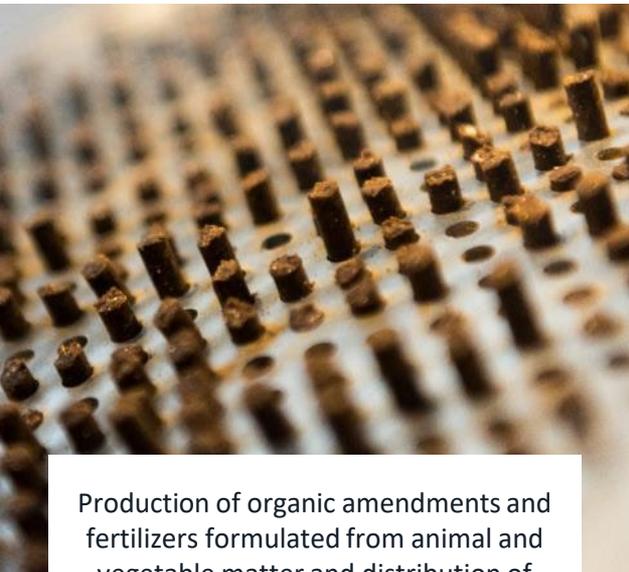
Market dynamics: product acquisitions drive growth

Acquires modest sized crop protection products from multinational crop protection companies who are streamlining their portfolios and **optimizes the value** through:

- improving the supply chain
- marketing the products
- providing regulatory defense and augmenting registrations



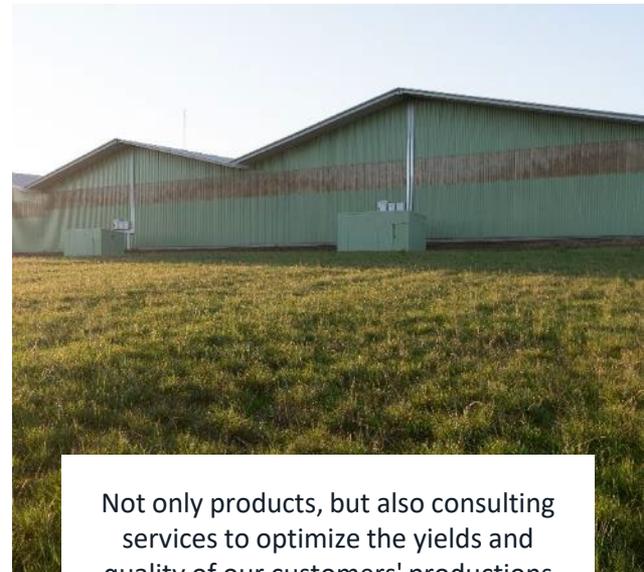
Violleau



Production of organic amendments and fertilizers formulated from animal and vegetable matter and distribution of biocontrol products



Valorization of animal and plant by-products from agricultural and agri-food activities into organic fertilizers



Not only products, but also consulting services to optimize the yields and quality of our customers' productions

Violleau



Agro segment

2H23	2H22	% Change as reported	2H22 Pro forma	% Change as reported	Million EUR	2023	2022	% Change as reported	2022 Pro forma	% Change compared to Pro Forma figures
350.3	428.6	-18.3%	428.6	-18.3%	Revenue	793.9	974.5	-18.5%	974.5	-18.5%
38.8	51.8	-25.0%	51.8	-25.0%	Adjusted EBITDA	82.3	173.4	-52.5%	173.4	-52.5%
11.1%	12.1%		12.1%		Adjusted EBITDA margin	10.4%	17.8%		17.8%	
2.2	33.3	-93.3%	14.7	-85.0%	Adjusted EBIT	9.4	138.7	-93.2%	101.6	-90.7%
0.6%	7.8%		3.4%		Adjusted EBIT margin	1.2%	14.2%		10.4%	

- 2023 Agro revenue decreased by -18.5%. While the revenue of the first half of 2023 was negatively impacted by both volumes and selling prices, 2H23 was mainly impacted by lower selling prices.
- The 2023 Adjusted EBITDA decreased by -52.5% to 82.3 million EUR (2022: 173.4 million EUR), because of lower volumes and margin pressure due to decreasing selling prices in combination with high valued inventory.
- The Adjusted EBITDA of NovaSource increased in 2023, helped by the contribution of the in 2H22 acquired Lannate® product line.

Tessenderlo Kerley, Inc.: new plant in Defiance under construction

Construction works on the new plant in Defiance (Ohio, US) remain on schedule. The Defiance plant will produce the leading liquid and sulfur-based fertilizers Thio-Sul[®], KTS[®], K-Row 23[®], and sulfite chemicals for industrial markets (Agro and Industrial Solutions segments).

The Defiance plant is scheduled to start operations by the end of 2024.



Tessengerlo Kerley International: new plant in Geleen under construction



Construction works on the new plant in Geleen (The Netherlands) remain on schedule.

The Thio-Sul® plant in Geleen (Agro segment) is expected to be operational by mid-2024.

Violleau: specialty products development



Avantages du VIO® Acti B

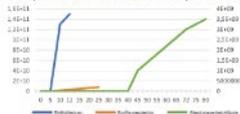
VIO® Acti B a pour objectif de solubiliser le phosphore au plus près des racines.

Les bactéries de solubilisation du phosphore présentes dans le produit jouent un rôle vital dans l'optimisation de la croissance des plantes et la santé des sols. En convertissant le phosphore inactif en une forme accessible, ces micro-organismes favorisent la nutrition des plantes, leur développement et leur résilience aux stress environnementaux.



Colonisation de la rhizosphère

Chronologie de croissance des bactéries complémentaires



Colonisation de la rhizosphère grâce aux bactéries complémentaires en présence rapide des bactéries.

Solubilisation du phosphore



Le phosphore organique est plus disponible pour les plantes grâce à la sécrétion d'enzymes par les bactéries.

Effet vermicifuge

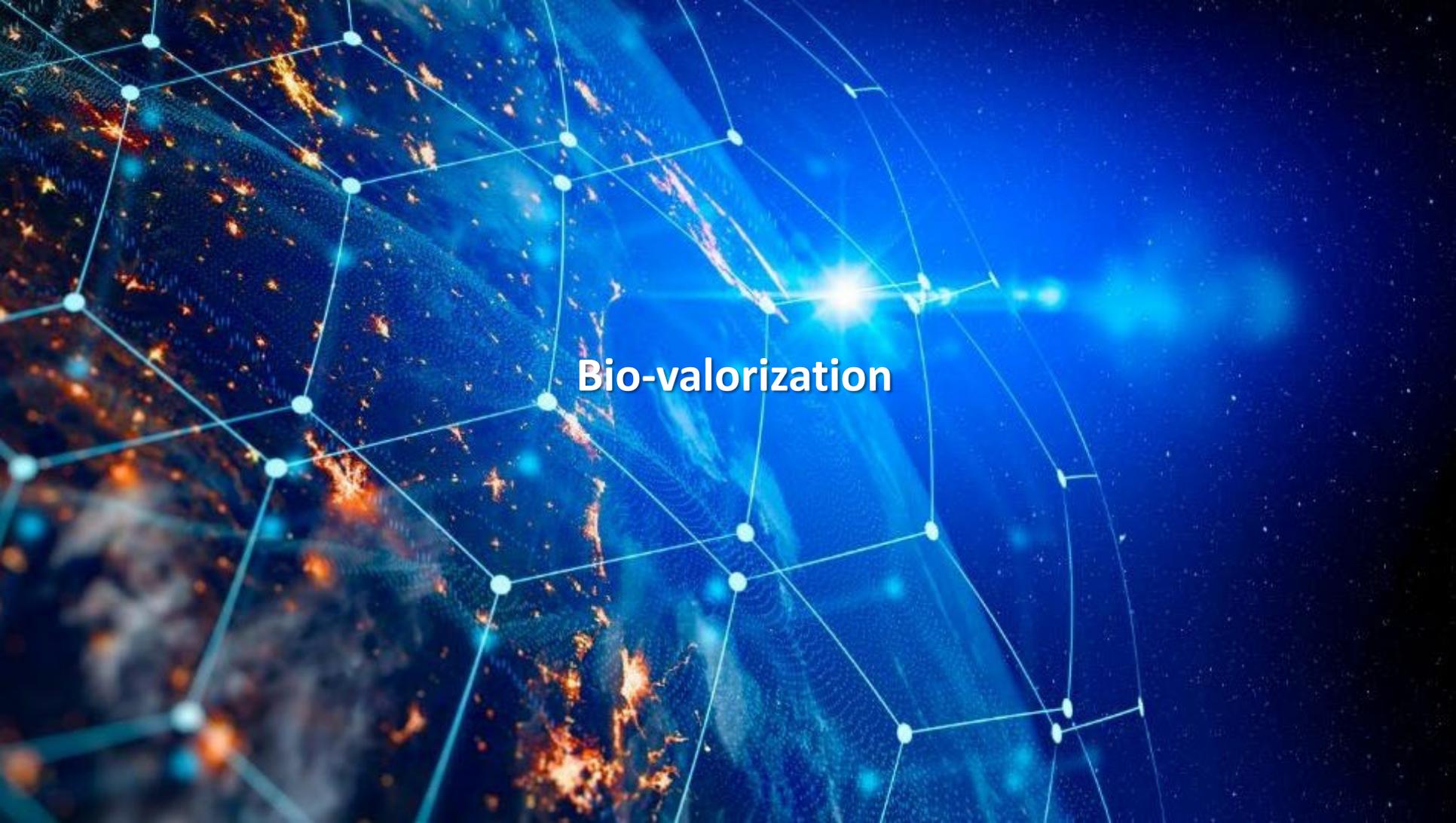


Développement des vers grâce aux bactéries.

We have developed three specialty products: VIO® Acti L, VIO® Acti B, and VIO® Acti Boost to complete our line of organic fertilizers.

These are yeasts, bacterial and mineral complexes added to our formulations as bio-stimulants, aimed at enhancing crop quality and yield, while reducing overall input requirements and maximizing nutrient use.

This aligns with our vision to focus further on specialty products and cash crops, as we strive to innovate and offer solutions that bring added value to our customers and promote sustainable agriculture practices.

The image features a stylized globe of the Earth, viewed from space. The globe is rendered in shades of blue and white, with a network of glowing white lines and nodes overlaid on its surface, suggesting a global communication or data network. A bright, multi-colored light source (yellow, orange, and blue) is positioned on the right side of the globe, creating a lens flare effect that illuminates the scene. The background is a deep, dark blue space filled with numerous small, distant stars.

Bio-valorization

Bio-valorization

Our activities in animal by-product processing are combined in the **Bio-valorization segment**. This consists of **PB Leiner** (the production, trading and sales of gelatin and collagen peptides) and **Akiolis** (the rendering, production and sales of proteins and fats).



21

production
plants



2,100

employees



726.4

million EUR
revenue in
2023

PB Leiner



Production of high-quality gelatin and collagen peptides from skin and bones (pig, beef, fish), valorization of by-products of the meat industry



Third largest gelatin producer in the world, producing an equivalent of ~250 billion soft capsules per year



End products in wide variety of markets:
Food: confectionery, dairy, bakery, ...
Pharma: soft and hard capsules
Health & nutrition: collagen supplements
Industry: photo, film, printing, paper

PB Leiner

Product brand family
for food customers

Product brand family
for the pharmaceutical industry

Product Brand family
for health & nutrition

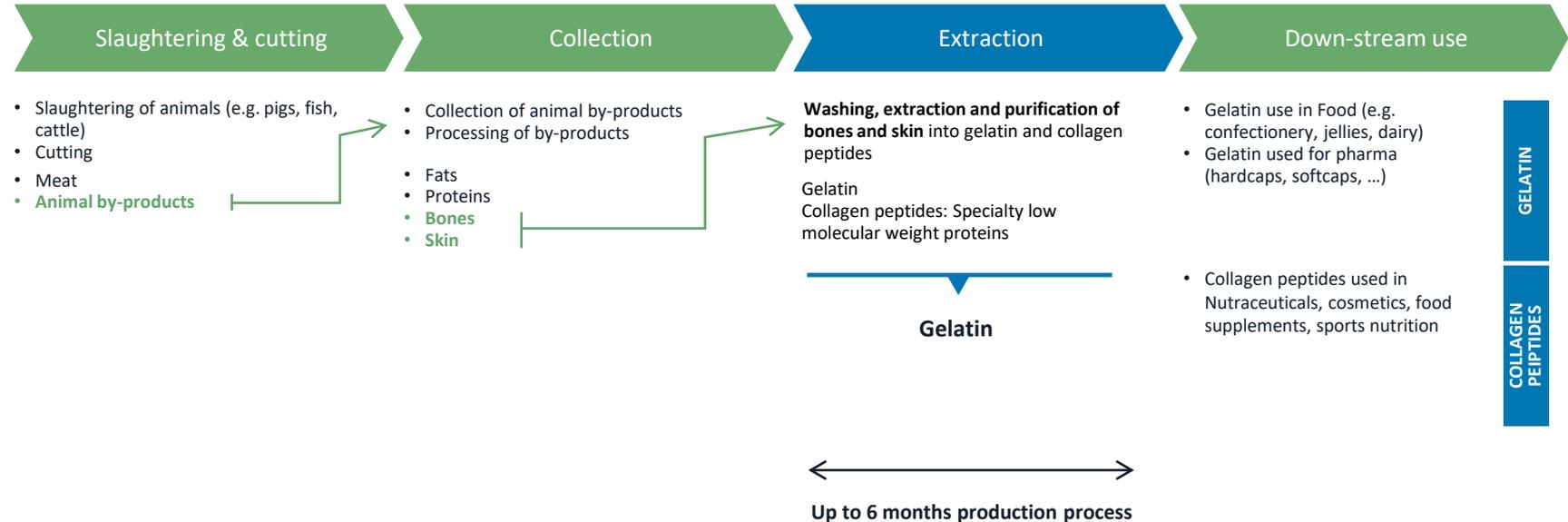
**TEXTURA**TM
go beyond texture

**gelwoRx**TM
functional bio-compatibility

**SOLUGEL**[®]
collagen peptides

PB Leiner

Value chain: production of gelatin from skin and bones



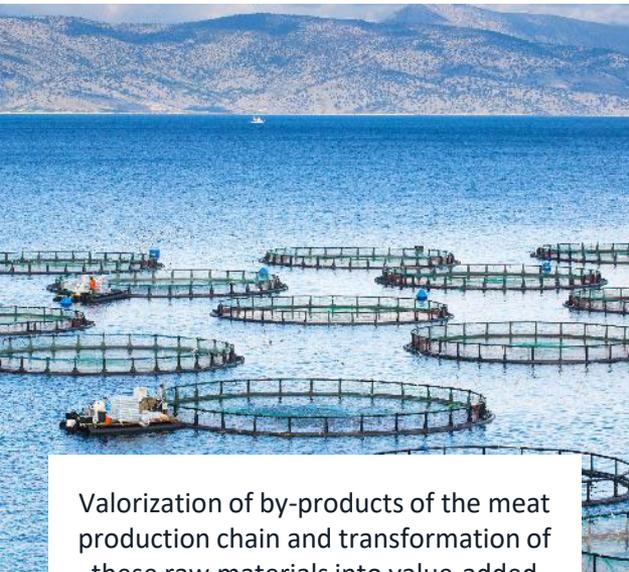
PB Leiner

Market position: one of the leading global players

Footprint: global footprint with 8 well-located sites



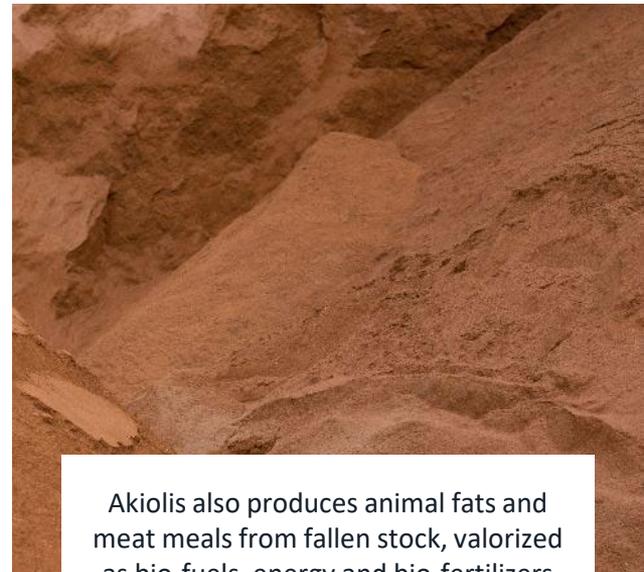
Akiolis



Valorization of by-products of the meat production chain and transformation of these raw materials into value-added ingredients for pet food, oleo-chemistry, biofuel, fertilization, aquafeed, energy, animal feed and gelatin



By-products of slaughtered animals are transformed through sophisticated processes to deliver high-value proteins and fats



Akiolis also produces animal fats and meat meals from fallen stock, valorized as bio-fuels, energy and bio-fertilizers

Akiolis

Market brands for industrial customers

Service brand for breeders and collection of dead animals

Oleochemistry

Accuraks
BY AKIOLIS

Biofuels

Biomaks
BY AKIOLIS

Bioenergy

Caloraks
BY AKIOLIS

Aquafeed

Hydrofaks
BY AKIOLIS

Feed

Leveraks
BY AKIOLIS

Organic Fertilization

Régénaks
BY AKIOLIS

Pet Food

Vivaks
BY AKIOLIS

ATEMAX
BY AKIOLIS

Value chain: collection and valorization of animal waste

HEALTHY ANIMAL BY-PRODUCTS (C3)

Sourcing

- Slaughterhouses
- Food processors
- Butchers
- Supermarkets

Collection

On-site collection of **healthy animal by-products**
Decomposition of products into **valuable constituents** (fat, protein) and sale to highest industrial value

Valorization

Industrial applications

- Products sold for their **nutritional/functional characteristics**
- Typical customers include:
 - Fat: pet food, aquaculture, animal feed, oleo-chemistry, bio-energy and bio-fuel sector
 - Proteins: petfood, aquaculture, animal feed, organic fertilizers, bio-energy

HIGH RISK ANIMAL BY-PRODUCTS (C1/C2)

- Animal breeders
- Slaughterhouses

On-site collection of **fallen stock** and **high-risk animal by-product**, not allowed in food/feed chain (e.g., spinal cords)
Skimming of fallen stock (for leather production)
Decomposition of products into fat and meat meals through full dehydration

- Products sold for their **caloric value**
- Typical customers include:
 - Fat: bio-fuel production
 - Proteins: cement industry

Market position: one of the leading players in France, 2 main competitors

Akiolis

Footprint:

12 production plants and 48 collection centers in France, 1 production plant in Spain.



Bio-valorization segment

2H23	2H22	% Change as reported	2H22 Pro forma	% Change as reported	Million EUR	2023	2022	% Change as reported	2022 Pro forma	% Change compared to Pro Forma figures
351.2	423.2	-17.0%	423.2	-17.0%	Revenue	726.4	799.9	-9.2%	799.9	-9.2%
15.0	64.0	-76.6%	64.0	-76.6%	Adjusted EBITDA	49.8	114.2	-56.4%	114.2	-56.4%
4.3%	15.1%		15.1%		Adjusted EBITDA margin	6.9%	14.3%		14.3%	
-4.8	45.8	nm	44.8	nm	Adjusted EBIT	10.8	79.2	-86.4%	77.3	-86.0%
-1.4%	10.8%		10.6%		Adjusted EBIT margin	1.5%	9.9%		9.7%	

- 2023 Bio-valorization revenue decreased by -9.2% to 726.4 million EUR, mainly because of a lower revenue in the second half of 2023 as sales volumes and sales prices decreased (for both PB Leiner and Akiolis).
- The 2023 Adjusted EBITDA of Bio-valorization decreased by -56.4% to 49.8 million EUR compared to prior year. Lower sales volumes, less favorable market circumstances for fats, gelatin and collagen (resulting in inventory write-offs for -15.3 million EUR in 2023 compared to -0.5 million EUR in 2022) as well as start-up expenses for the newly acquired operations by Akiolis Iberia (Spain) negatively impacted the 2023 result.
- In November 2022, the group announced that PB Leiner reached an agreement in Brazil with D&D Participações Societárias, which is one of the country's leading tannery groups. Under the terms of this agreement, which was closed in January 2023, D&D Participações Societárias acquired a 40% minority stake in the shares of PB Brasil Industria e Comercio de Gelatinas Ltda.

PB Leiner: promoting certified grass-fed collagen peptides

PB Leiner is the only supplier in the world to have a third-party certification for grass-fed. The raw material sourcing and production process to obtain the grass-fed SOLUGEL® product are certified by LIAF Control SRL., a member of the American Grassfed Association.

This unique fact was highlighted during a European promotion campaign at Vitafoods Europe in May 2023 and resulted in substantial sales growth across Europe.



PB Leiner: promoting innovations at Food ingredients Europe

SOLUGEL® Dynamica

The production of high protein bars faces many challenges: hardness, bitterness or disappearing flavor. To overcome these challenges, PB Leiner developed SOLUGEL® Dynamica.

Launch of SOLUGEL® fish collagen peptides in Europe

One year after the joint venture with Hainan Xiangtai Group in China, PB Leiner launched its range of high-quality fish collagen peptides in Europe at Food Ingredients Europe 2023.

PB▷LIVE@Fi Europe

Facing challenges when formulating
a high protein bar?

SOLUGEL® Dynamica provides a clear solution



Wednesday,
November 29, 2023
16:00 - 16:25 (CET)

Exhibitor Showcase
Theater 3.0L20



Tessenderlo Group
EVERY MOLECULE COUNTS

PB Leiner: investment in spray dryer for enhanced efficiency



With the investment in a 3-kiloton spray dryer in Davenport, PB Leiner will be able to say farewell to the expenses involved when relying on an external partner for collagen drying.

Beyond the cost-saving advantages, the investment will have a positive impact on quality optimization and development opportunities.

The spray dryer is expected to arrive by the end of 2024.



Industrial Solutions

Industrial Solutions

The **Industrial Solutions segment** includes products, systems and solutions for the processing, treatment and transport of water, including flocculation and precipitation.

The Industrial Solutions segment includes **DYKA Group** (with DYKA, JDP and BT Nyloplast), **Kuhlmann Europe** and **moleko™**.



17

production
plants



1,900

employees



708.9

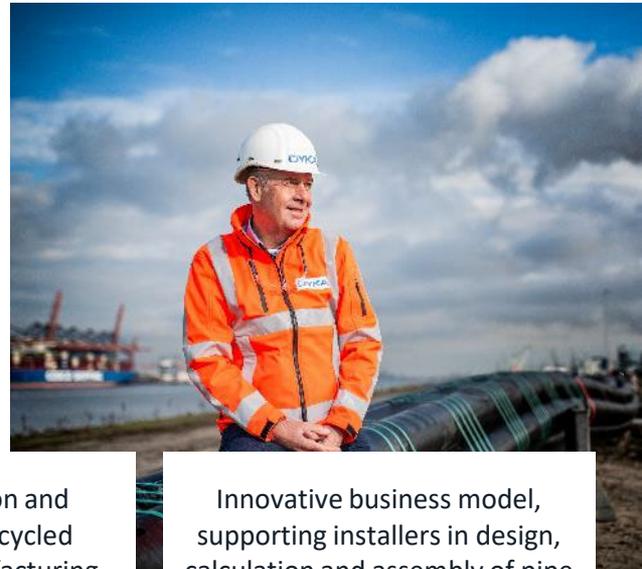
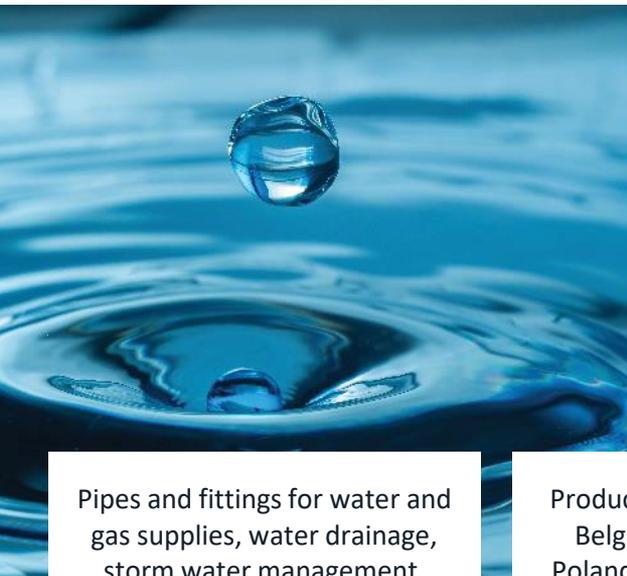
million EUR
revenue in
2023

DYKA Group

DYKA
Nature's Network

BTNyloplast
Nature's Network

JDP
Nature's Network



Pipes and fittings for water and gas supplies, water drainage, storm water management, ducting and ventilation for utilities, agricultural, building and civil engineering markets

Production in The Netherlands, Belgium, Germany, France, Poland and Hungary, extensive distribution network in the Netherlands, Belgium, Poland, Czech Republic, Hungary and the UK

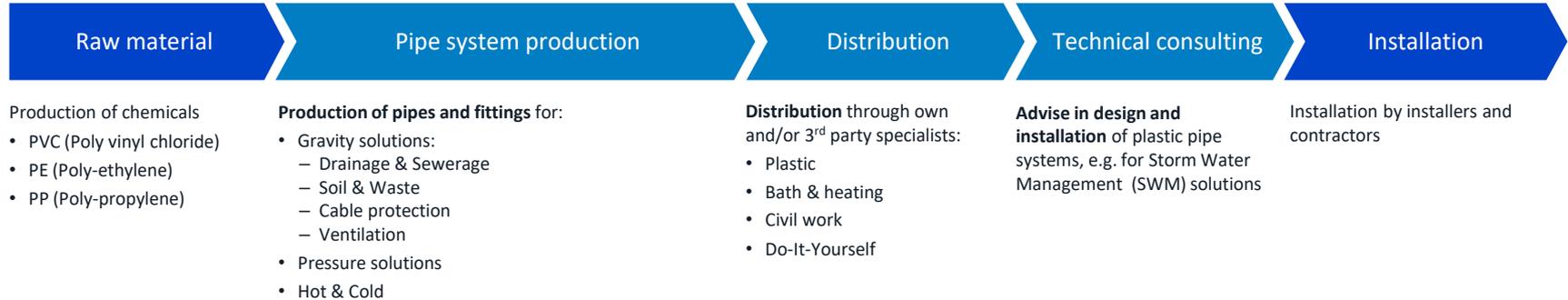
Driven by innovation and increasing use of recycled material in the manufacturing of products and systems

Innovative business model, supporting installers in design, calculation and assembly of pipe systems

DYKA Group
Nature's Network

DYKA Group

Value chain: manufacturing and distribution of DYKA Group



Dependent on regional construction activity in private construction & public projects

DYKA Group

Market position: one of the leading players in Europe

Footprint: 9 manufacturing locations

9 manufacturing locations throughout Europe

- Combination of **extrusion** (pipes) and **injection molding** or **thermo-molding** (fittings)
- Capability to produce **tailored low volume pieces**

75 own distribution points ("branches") across Europe



BENELUX

30 branches

~800 3rd party sales points

UK

26 branches

~250 3rd party sales points

FRANCE

~1000 3rd party sales points

CEE

Poland: 12 branches

~300 3rd party sales points

Czech Republic: 4 branches
150 3rd party sales points incl. Slovakia

Slovakia

Hungary: 3 branches

48 3rd party sales points

Romania: project operation
Siphonic Roof system.

● Distribution ● Distribution & Manufacturing

Kuhlmann Europe



Leading producer of coagulants and other chemicals for wastewater treatment and drinking water purification



A player in the circular economy: recovery of by-products



Elimination of mercury emissions and optimization of energy balance

Position as Europe's largest ferric coagulant production unit

Kuhlmann Europe

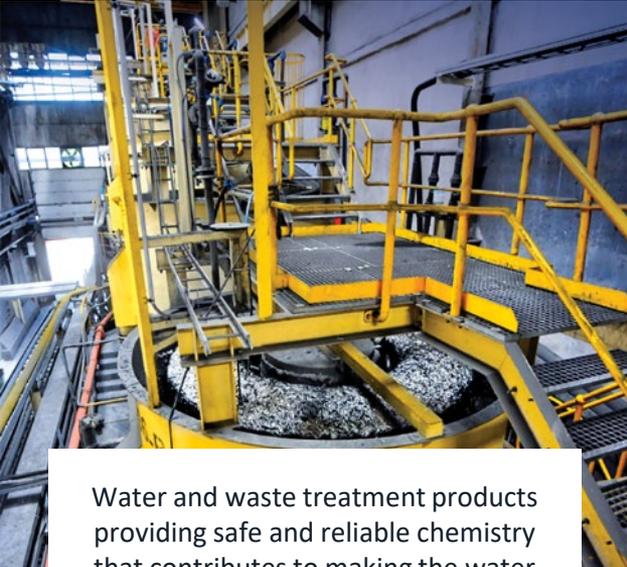
Value chain: integrated value chain



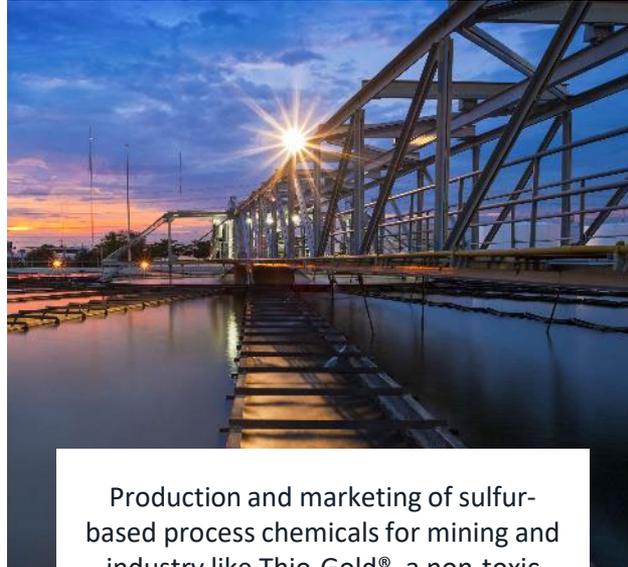
Market position: one of the leading players in France and Belgium, and an important player in the Netherlands and the UK

Footprint: production facilities in Loos (France), Rekingen (Switzerland), Ham and Tessenderlo (Belgium); the highest demand region for coagulants

moleko



Water and waste treatment products providing safe and reliable chemistry that contributes to making the water cycle cleaner and sustainable



Production and marketing of sulfur-based process chemicals for mining and industry like Thio-Gold®, a non-toxic alternative to using cyanide in precious metal leaching



Leading producer of sulfur-based chemistries for the mining and industrial markets

Industrial Solutions segment

2H23	2H22	% Change as reported	2H22 Pro forma	% Change as reported	Million EUR	2023	2022	% Change as reported	2022 Pro forma	% Change compared to Pro Forma figures
324.2	352.2	-7.9%	352.2	-7.9%	Revenue	708.9	732.5	-3.2%	732.5	-3.2%
30.9	36.9	-16.1%	36.9	-16.1%	Adjusted EBITDA	83.8	85.1	-1.5%	85.1	-1.5%
9.5%	10.5%		10.5%		Adjusted EBITDA margin	11.8%	11.6%		11.6%	
12.3	22.9	-46.3%	18.8	-34.8%	Adjusted EBIT	47.4	57.9	-18.2%	49.8	-4.9%
3.8%	6.5%		5.3%		Adjusted EBIT margin	6.7%	7.9%		6.8%	

- Industrial Solutions revenue decreased by -3.2% in 2023. While 1H23 revenue remained stable, revenue in 2H23 decreased by -7.9% as lower DYKA Group sales volumes, following challenging market circumstances, could no longer be fully offset by an improved product mix and the full year contribution of the production plant in Gaillon (France) which was only acquired in 4Q22. The revenue of moleko decreased in 2023, impacted by the expiration of the customer agreement with Barrick Gold at year-end 2022, while the 2023 revenue of Kuhlmann Europe increased thanks to favorable market circumstances.
- The 2023 Adjusted EBITDA remained stable and amounted to 83.8 million EUR (-1.5%). The increase of the Kuhlmann Europe results, thanks to favorable market circumstances, was able to offset the lower DYKA Group results, which were impacted by a lower construction market demand. In 2023, moleko was able to offset the negative impact of the expiration of the customer agreement with Barrick Gold by an improved performance of its other products.

DYKA Group: sustainable world premiere for DYKA France



The recently acquired Gaillon plant (DYKA France) is now producing PE pipes with a new, innovative wrapping technique aimed at reducing the environmental impact of gas pipe-laying sites.

Highly resistant geotextile sheaths are placed on polyethylene pipes, which offers several benefits, including protection against ground stones and future risks posed by nearby earthworks. This results in faster pipe laying, savings in terms of backfill materials, and a reduction in material transport volumes.

Kuhlmann Europe: investment in FeCl_3 production capacity



In March 2024, Kuhlmann Europe (Industrial Solutions segment) disclosed a strategic move by unveiling an investment of approximately 35 million EUR to expand its current ferric chloride production capacity for iron-based coagulants at its Loos site in France. This investment aims at fortifying Kuhlmann Europe's standing as a prominent coagulant manufacturer in Europe, solidifying the position of the Loos facility as the continent's largest ferric chloride production plant. The construction of the innovative chlorination installation is scheduled to commence by the end of 2024, with delivery anticipated in early 2026.



Machines & Technologies

Machines & Technologies

The **Machines & Technologies segment** includes the business unit **Picanol Group**, which is composed of four branded entities: **Picanol** (weaving machines), **Proferro** (foundry and mechanical finishing), **Psicontrol** (development and production of electronics) and **Melotte** (3D metal printing & high precision manufacturing).



4

production
plants



2,100

employees



622.4

million EUR
revenue in
2023



Picanol

High-tech weaving machines, spare parts and accessories

- Development/assembly in Ieper, engineering/production in China
- Worldwide sales network (export outside Europe > 90%)
- Strong customer focus
- Focus: quality, versatility and performance

An innovative, top player

- Holds more than 800 patents
- Fastest rapier and air jet weaving machine in the world

Proferro

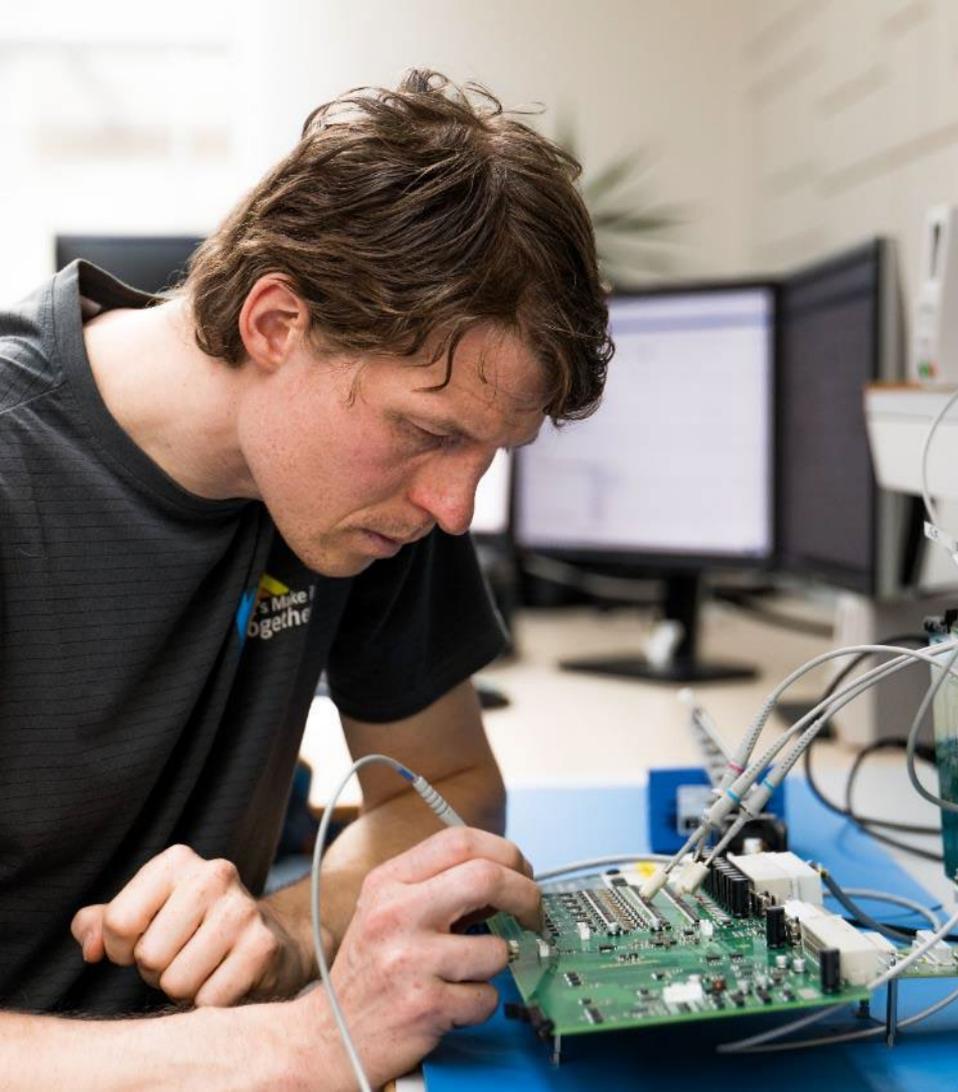
Engineered casting solutions for medium-sized series
(from 500 to 20,000 pieces)

- Casting, machining and assembly of cast iron parts in leper to be used in compressors, agricultural machinery, weaving machines, etc.
- Machining (using a very wide range of technologies including CNC machining, gear cutting, grinding, thermal treatment and welding)
- Customers in various sectors: Atlas Copco, CNH, Caterpillar, Dana Spicer Off-Highway, Fendt, Wacker Neuson, Picanol, etc.



PROFERRO

Engineered Casting Solutions



Psicontrol

Design, development and production of custom-made controllers

- Custom-made solutions built around central controllers, electric drivers, motors and man-machine interfaces
- By using its own platforms, it is able to reduce development times and enable high-performance, cost-effective solutions
- For this purpose, Psicontrol has R&D and prototyping departments in Ieper and procurement, production and service activities at its branches in Ieper (Belgium) and Rasnov (Romania)



Melotte

- Specialized in manufacturing parts with high-precision, complex shapes, in special materials and small numbers
- Both classical methods (turning, milling, grinding and spark erosion) and modern 3D printing techniques are used during the production process
- 50 employees in Zonhoven (Belgium)
- Export > 50% worldwide. Customers in various sectors: Airbus, NASA, Exxon, BASF, Pfizer, Picanol, etc.

Machines & Technologies segment

2H23	2H22	% Change as reported	2H22 Pro forma	% Change as reported	Million EUR	2023	2022	% Change as reported	2022 Pro forma	% Change compared to Pro Forma figures
237.9	-	nm	366.5	-35.1%	Revenue	622.4	-	nm	734.2	-15.2%
0.2	-	nm	13.8	-98.5%	Adjusted EBITDA	45.4	-	nm	32.2	41.2%
0.1%	-		3.8%		Adjusted EBITDA margin	7.3%	-		4.4%	
-7.5	-	nm	6.7	nm	Adjusted EBIT	30.3	-	nm	18.3	65.1%
-3.1%	-		1.8%		Adjusted EBIT margin	4.9%	-		2.5%	

- The 2023 revenue of Machines & Technologies amounted to 622.4 million EUR or -15.2% compared to the 2022 Pro Forma revenue of 734.2 million EUR. The revenue of Picanol (weaving machines) decreased as a lower volume could not be offset by an increase of sales prices. Proferro (foundry and mechanical finishing) revenue remained stable in 2023, while the revenue of Psicontrol (development and production of electronics) increased, although both were impacted by more challenging market circumstances in the second half of 2023.
- The 2023 Adjusted EBITDA increased to 45.4 million EUR (compared to a 2022 Pro Forma Adjusted EBITDA of 32.2 million EUR). The Picanol Adjusted EBITDA increased in 2023, however improved margins could only offset the lower sales volume in the first half of 2023. The 2023 Adjusted EBITDA of Proferro and Psicontrol remained stable compared to the 2022 Pro Forma Adjusted EBITDA, although both were impacted by the lower Picanol activity.

Picanol Group: 400,000th weaving machine at Picanol in Ieper



In October 2023, Picanol achieved a new milestone with the production of its 400,000th weaving machine in Ieper (Belgium). A new high point in the rich history of production at Picanol, which started in Ieper in 1936.

The 400,000th weaving machine, an OmniPlus-*i* Connect air jet weaving machine, was delivered to a customer in India.

Picanol Group: Psicontrol wins iF DESIGN AWARD

In March 2024, Psicontrol has received the prestigious iF DESIGN AWARD for its newest 4 inch concept. The iF DESIGN AWARD is an important seal of approval for design excellence worldwide.

The iF Product Design Award was introduced in 1954 and is annually conferred by the iF International Forum Design. The award, which spans multiple disciplines, has more than 5,500 entries from around 59 nations every year.



Picanol Group: update new HQ Picanol Group



At the end of 2023, the highest point of the structural work on the construction site of the new Picanol Group headquarters in Ieper (Belgium) has been reached.

To mark this achievement, a maypole has been placed at the top of the construction site to symbolize the end of the structural work. The maypole represents the success realized and is aimed at ensuring good luck for the future of a building project.

The image features a stylized globe of the Earth, viewed from space. The globe is rendered in shades of blue and white, with a network of glowing white lines and nodes overlaid on its surface, suggesting a global communication or data network. A bright, multi-pointed light source, resembling a star or a powerful signal, is positioned on the right side of the globe, casting a strong blue glow across the scene. The background is a deep, dark blue space filled with numerous small, distant stars.

T-Power

T-Power



The **T-Power segment** includes the activities of Tessengerlo Group regarding the generation of electricity, in particular, the 425 MW CCGT power plant (Combined Cycle Gas Turbine) of **T-Power**.



1

production
plant



35

employees

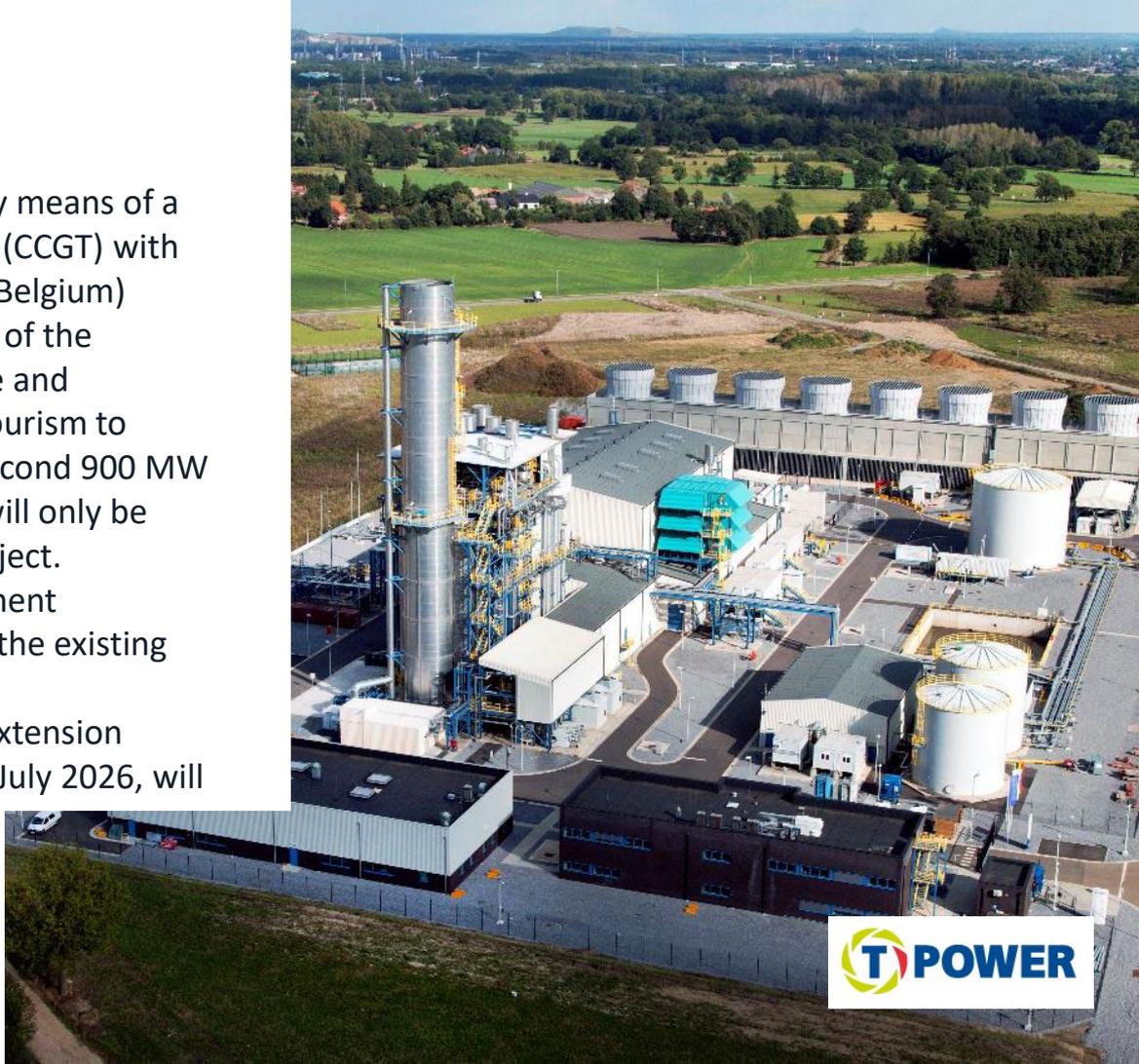


76.7

million EUR
revenue in
2023

T-Power

- Engaged in the production of electricity by means of a Siemens-built combined cycle gas turbine (CCGT) with 425MW capacity, located in Tessenderlo (Belgium)
- In 2022, Tessenderlo Group was informed of the decision by the Flemish Minister of Justice and Enforcement, Environment, Energy and Tourism to grant a permit for the construction of a second 900 MW gas plant in Tessenderlo. A second plant will only be realized if it will be a financially viable project.
- Proper execution of the gas tolling agreement
- Focus on the efficiency and availability of the existing assets
- The group was informed that the 5-year extension option for the tolling agreement, starting July 2026, will not be exercised



T-Power segment

2H23	2H22	% Change as reported	2H22 Pro forma	% Change as reported	Million EUR	2023	2022	% Change as reported	2022 Pro forma	% Change compared to Pro Forma figures
38.1	44.0	-13.5%	44.0	-13.5%	Revenue	76.7	80.6	-4.7%	80.6	-4.7%
28.7	34.6	-17.2%	34.6	-17.2%	Adjusted EBITDA	57.4	62.2	-7.7%	62.2	-7.7%
75.3%	78.6%		78.6%		Adjusted EBITDA margin	74.8%	77.2%		77.2%	
11.1	15.6	-29.2%	15.6	-29.2%	Adjusted EBIT	22.2	24.2	-8.4%	24.2	-8.4%
29.1%	35.5%		35.5%		Adjusted EBIT margin	28.9%	30.0%		30.0%	

- The 2023 revenue of T-Power decreased to 76.7 million EUR, while the Adjusted EBITDA decreased to 57.4 million EUR because of contractual impacts. The 2022 results were positively impacted by higher efficiency payments linked to gas prices. However, the 2023 results were in line with expectations, as T-Power fulfilled all tolling agreement requirements. The group was informed that the 5-year extension option for the tolling agreement, starting July 2026, will not be exercised.

Key figures



Operational key figures

2H23	2H22	% Change as reported	2H22 Pro Forma	% Change compared to Pro Forma figures	Million EUR	2023	2022	% Change as reported	2022 Pro Forma	% Change compared to Pro Forma figures
1,301.8	1,248.0	4.3%	1,614.5	-19.4%	Revenue	2,928.3	2,587.5	13.2%	3,321.7	-11.8%
113.6	187.2	-39.3%	201.1	-43.5%	Adjusted EBITDA ¹	318.7	434.8	-26.7%	467.0	-31.8%
13.3	117.6	-88.7%	100.7	-86.8%	Adjusted EBIT ²	120.1	300.1	-60.0%	271.3	-55.7%
31.0	63.2	-50.9%	37.6	-17.5%	Profit (+) / loss (-) for the period	114.4	226.8	-49.6%	161.5	-29.2%
15.1	49.6	-69.6%	23.0	-34.6%	Total comprehensive income	87.4	268.4	-67.4%	202.4	-56.8%
80.7	54.1	49.1%	66.2	21.8%	Capital expenditure	178.5	113.4	57.5%	134.0	33.2%
111.2	102.5	8.5%	115.6	-3.8%	Cash flow from operating activities	219.2	199.8	9.7%	219.3	-0.1%
					(Net financial debt) / Net cash position ³	10.1	-59.5	nm		

The net cash position of 10.1 M EUR includes lease liabilities (-59.1 M EUR). The net cash position would have amounted to 69.3 M EUR, when excluding these lease liabilities.

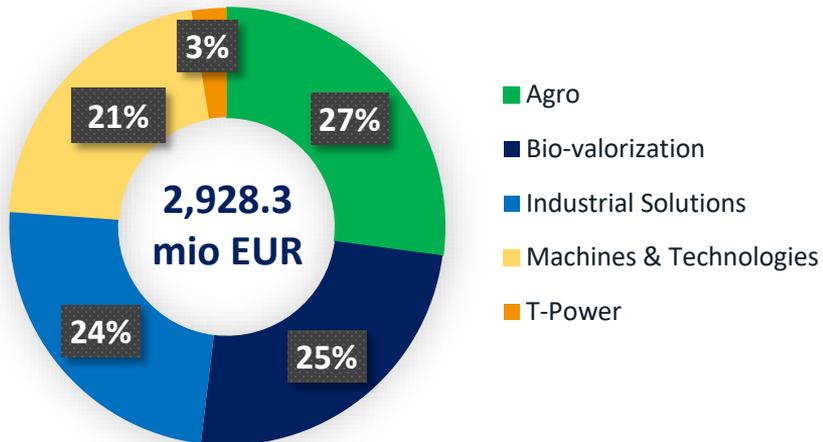
Remarks:

- Adjusted EBITDA equals adjusted EBIT plus depreciation and amortization.
- Adjusted EBIT is considered by the group to be a relevant performance measure in order to compare results over the period 2022-2023 as it excludes adjusting items from the EBIT (Earnings Before Interests and Taxes). EBIT adjusting items principally relate to restructuring, impairment losses, provisions, gains or losses on significant disposals of assets or subsidiaries and the effect of the electricity purchase and sale agreement.
- (Net financial debt) / Net cash position equals cash and cash equivalents and long-term investments minus non-current and current loans and borrowings and bank overdrafts.

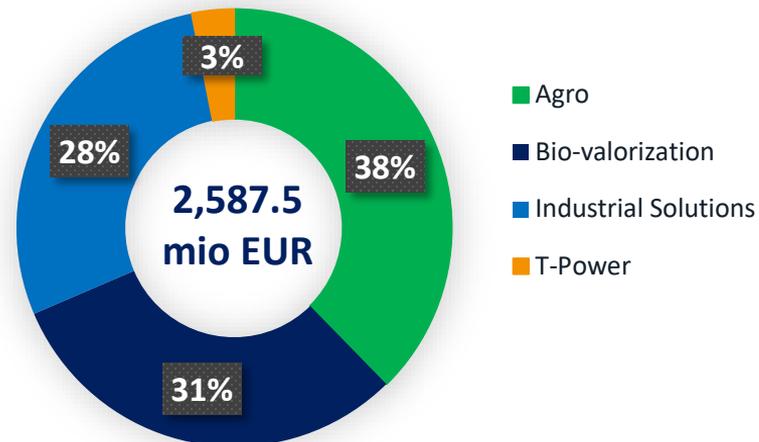
Adjusted EBITDA 2022	: 434.8 M EUR
FX effect	: -6.0 M EUR
Change in consolidation scope	: +50.4 M EUR
Internal growth	: -160.5 M EUR
= Adjusted EBITDA 2023	= 318.7 M EUR

Group revenue per segment

2023 revenue
(% of total)

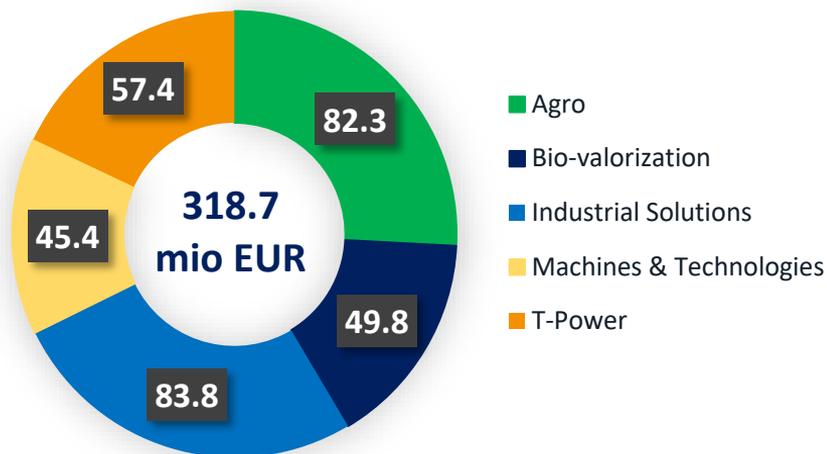


2022 revenue
(% of total)

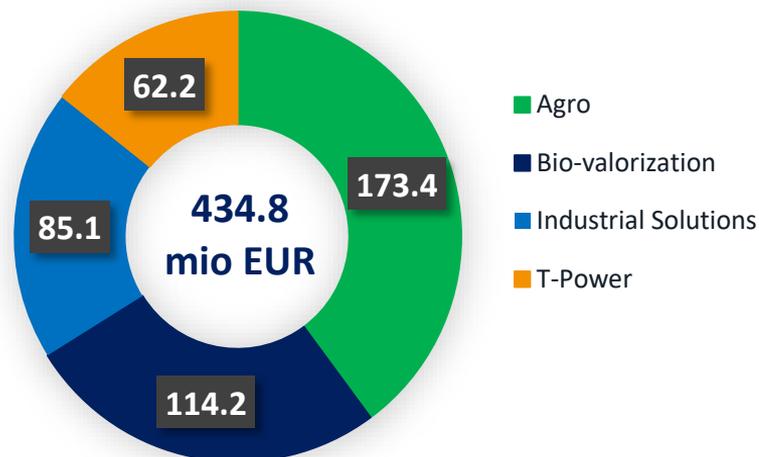


Group Adjusted EBITDA per segment

2023 Adjusted EBITDA (Million EUR)

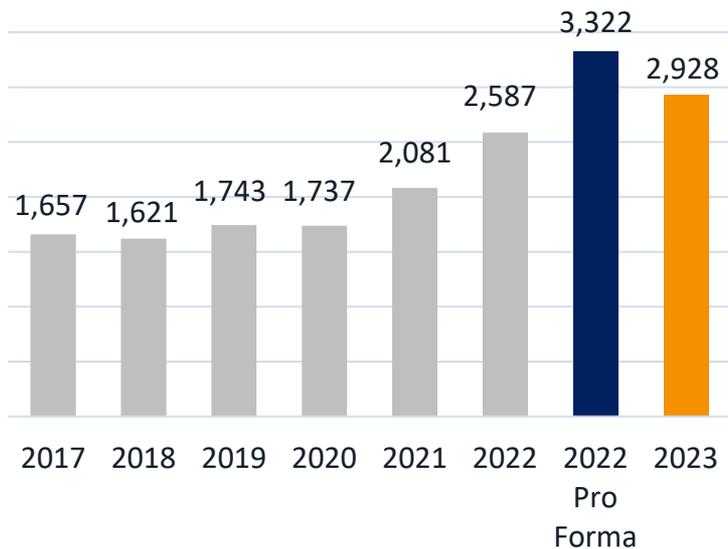


2022 Adjusted EBITDA (Million EUR)

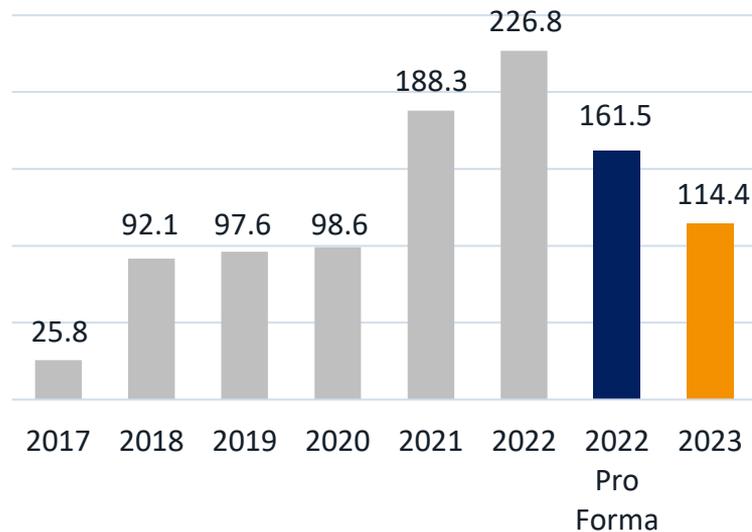


Financial highlights

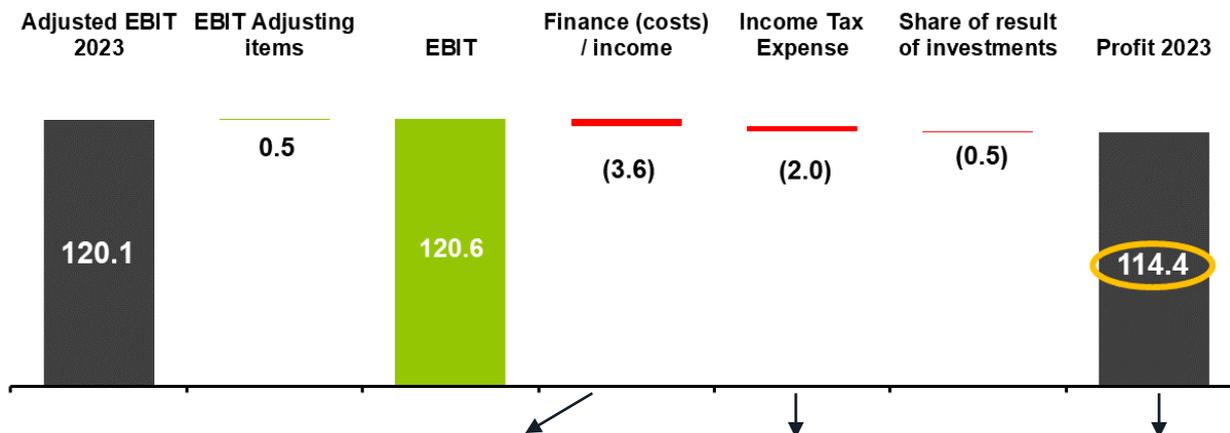
Revenue (in million EUR)



Profit/Loss (in million EUR)



2023 Adjusted EBIT to profit details (Million EUR)



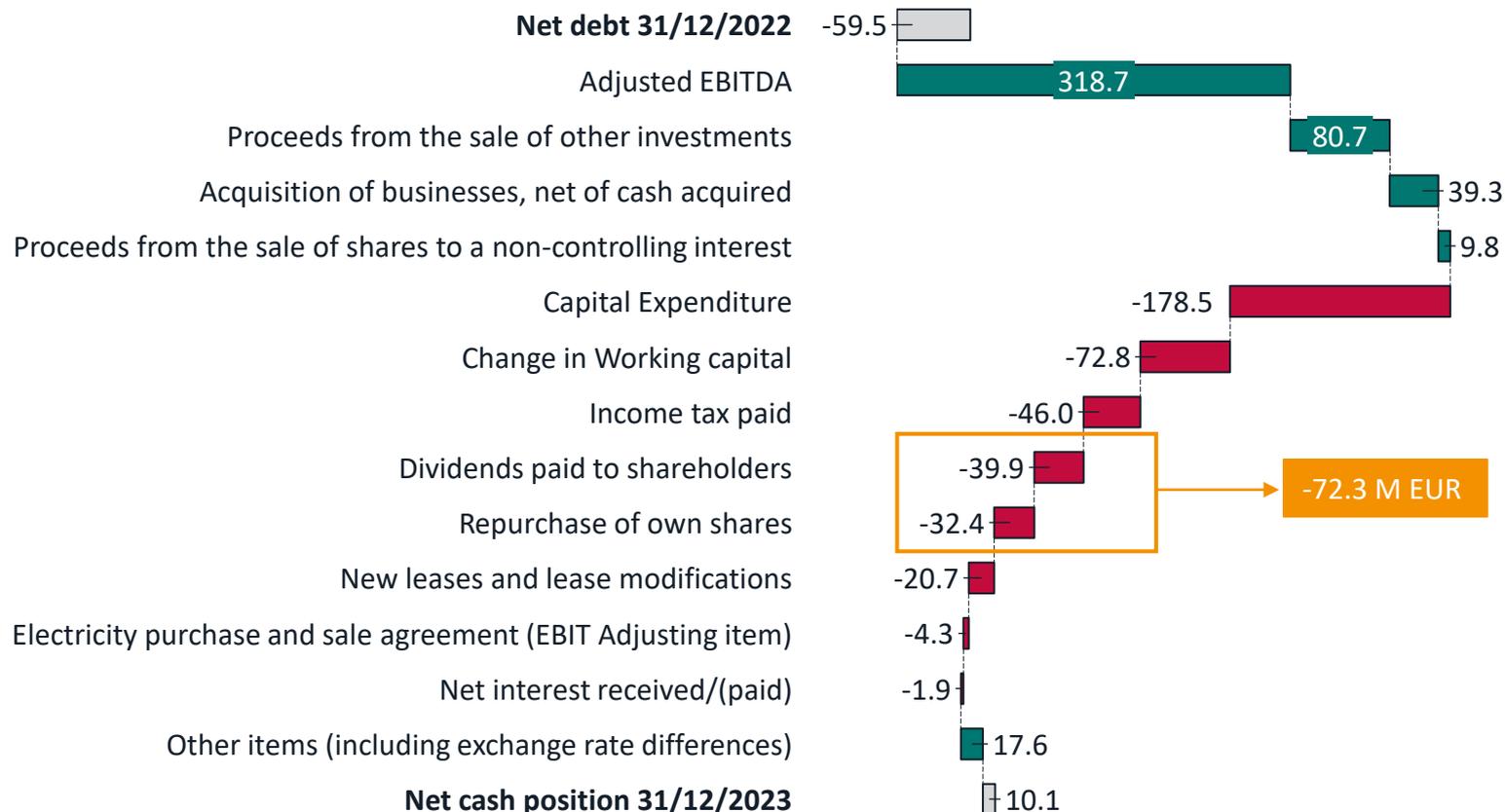
Net finance costs (-3.6 million EUR) mainly include:

- Interest expenses for -6.6 million EUR.
- Interest income for 9.8 million EUR.
- Expense for the unwinding of discounted provisions (-2.8 million EUR).
- Net foreign exchange gains and losses for -14.8 million EUR, mainly explained by unrealized foreign exchange losses on intercompany loans and cash and cash equivalents (mainly in USD), which are not hedged.
- The realized gain on the sale of 654,000 Rieter Holding Ag shares. These shares were sold for an amount of 80.7 million EUR, leading to a gain of +11.3 million EUR. The remaining investment in Rieter Holding Ag consists of 54,262 shares.

Income tax expense amounts to -2.0 million EUR in 2023 impacted by lower current tax expenses following the lower operational results as well as by the recognition of additional deferred tax assets on tax losses carried forward.

The 2023 profit amounts to 114.4 million EUR (of which 109.5 million EUR attributable to equity holders of the company) compared to 226.8 million EUR in 2022 (of which 226.9 million EUR attributable to equity holders of the company).

2022 - 2023 Net financial debt / net cash position reconciliation (Million EUR)



Outlook

- The following statements are forward-looking and actual results may differ materially.
- The group anticipates a continued high level of economic uncertainty in 2024. Based on currently available information, the group expects that the 2024 Adjusted EBITDA will be in line with the 2023 Adjusted EBITDA of 318.7 million EUR.
- The group wishes to emphasize that it currently operates in a volatile geopolitical, economic, and financial environment.





Thank you