

Group press conference

March 18, 2021



Agility in response to the Covid-19 crisis

- Impact as soon as the virus appeared in China
- Adapted governance
- Executive Committee once every week
- Setting up of three ad hoc units



[Social]

Actions solidaires menées durant la crise COVID-19



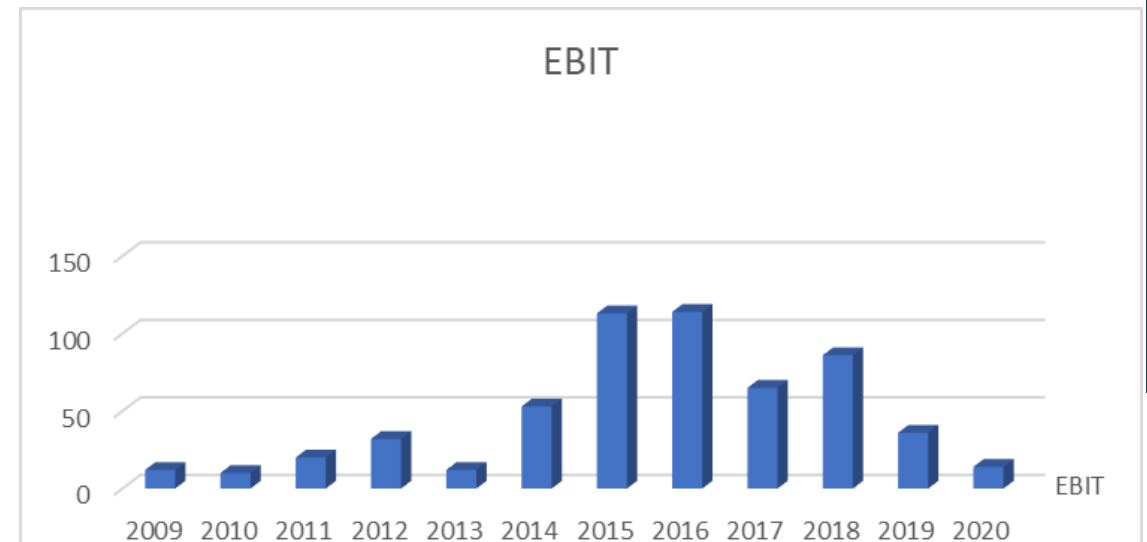
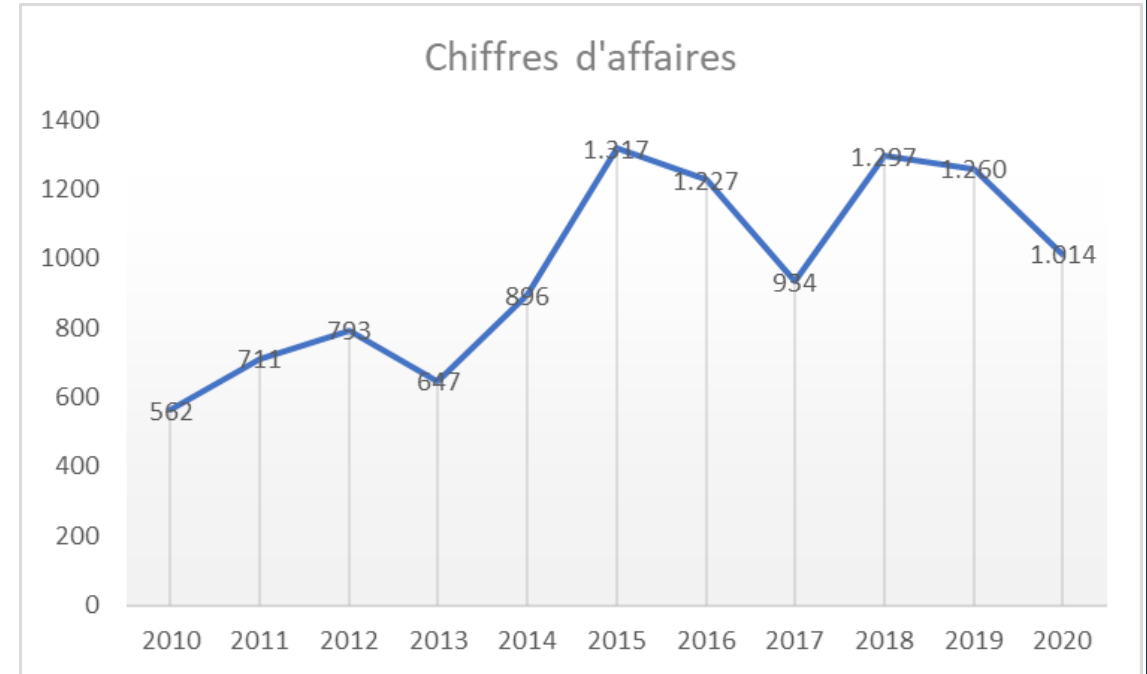
2020: Sustained financial results

- Turnover above €1 billion
- Positive operating result
- Strengthened cash position

Resilience

&

Diversity of activities

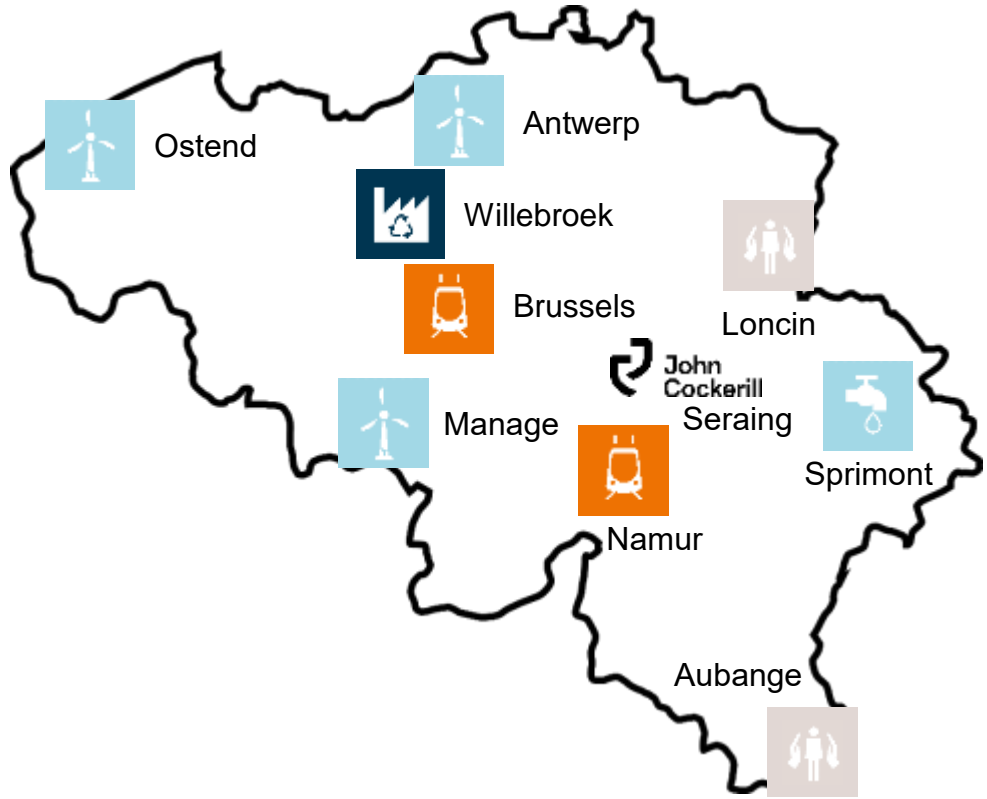
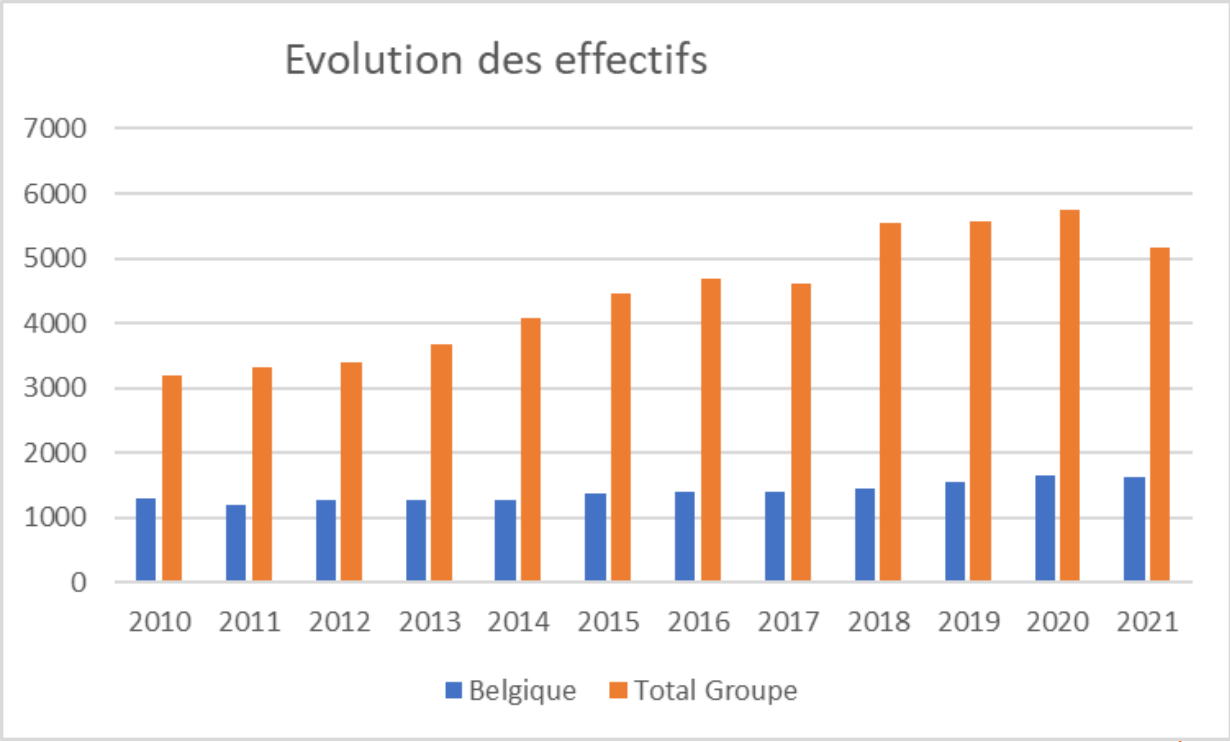


The recovery is now!



Belgian anchoring

Limited impact of the crisis



- 1635 employees in Belgium



**The promising
developments of 2020
include...**



John Cockerill: a major player in the energy transition

HRSG



Thermo-solar



Energy storage



Wind

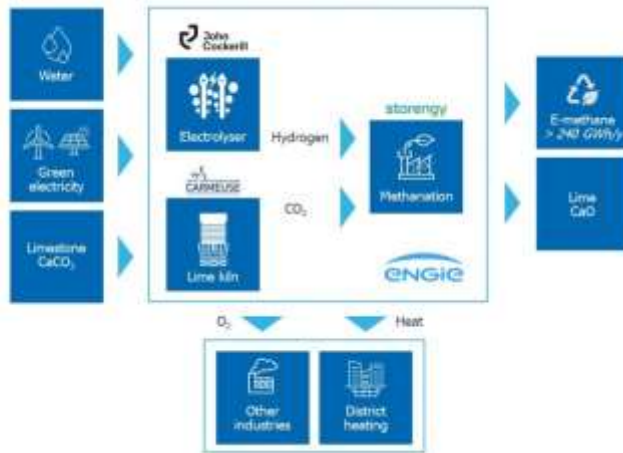


Hydrogen



Hydrogen

First large-scale projects



Project COLOMBUS

Partnership with
Engie and
Carmeuse



Order for
25 MW of
electrolyzers for
Taiwan
(semiconductor
industry)



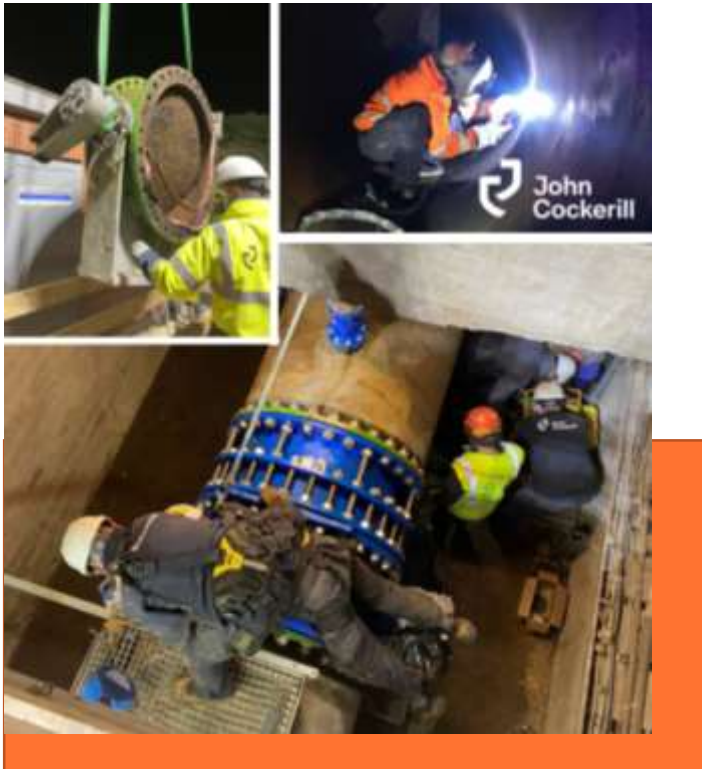
HaYrport project
100% clean eco-mobility
project



Hydrogenizing
Barcelona
Initiative

Developments in water and solid waste treatment

Liege: Modernization of the hydraulic network



Modernization of the Brussels South Step



MEDIX®: 1st contract



Renewal of the Renovation and Standardization of Production Facilities (RSIP) contract with SWDE for 4 years.

Defense

Diversification underway

- Significant developments in relation to the Belgian, French and Indonesian armed forces and in simulation.

**Belgium DF90
maintenance**



**France: Serket
simulation contract**

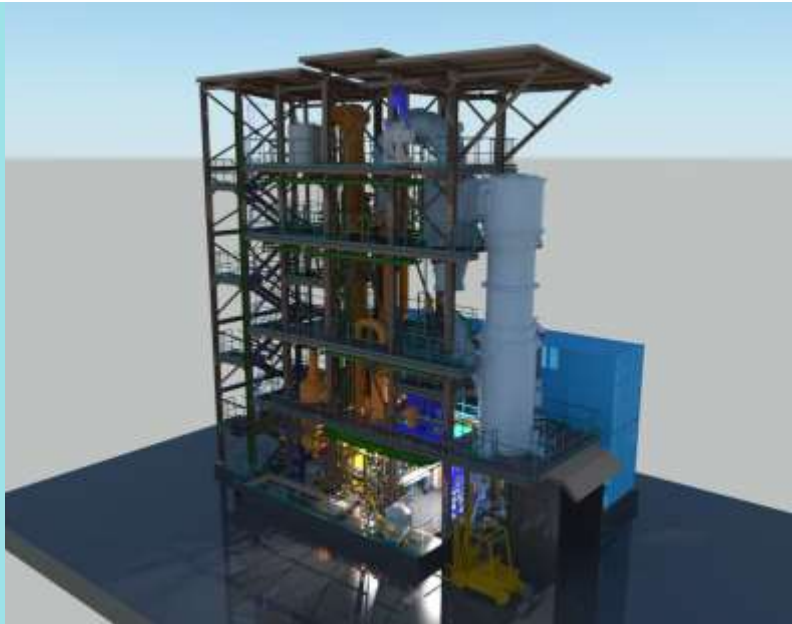


**Indonesia:
Combat boat®**



Producing sustainably

SARA
&
Eagle
Eye
Coating



ACIERS ÉLECTRIQUES
John Cockerill est convaincu que les aciers électriques sont un des vecteurs de croissance des années à venir.

Tata Steel



Inroads in Africa

Major commercial successes in Côte d'Ivoire

- Major infrastructure contract in progress:
 - 15 bridges
 - 4 road interchanges
- New contract for water infrastructure



Ever greener mobility around the world



Industrya

A successful 1st call for projects

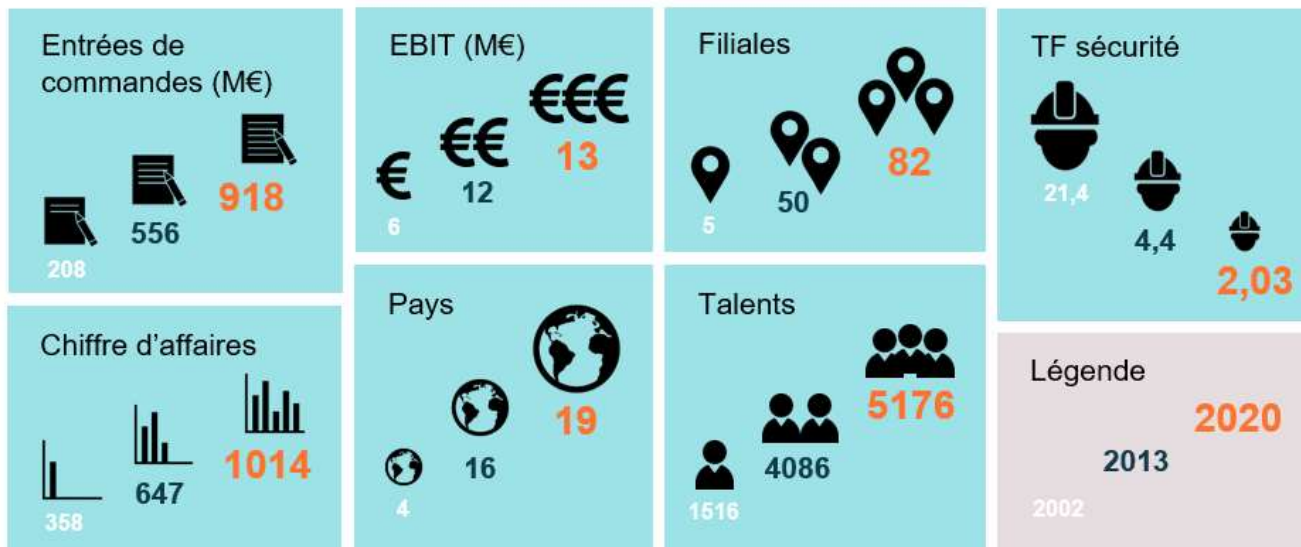
Industrya, fonds d'investissements doté d'un incubateur et d'un accélérateur au coeur de la transformation industrielle.

- 72 applications
- Selection committee 2*/month
- The shortlisted startups due to present their pitches on 3/15
- Investment committee in 06/2021



CONCLUSION

- We emerge from 2020 stronger
- With a reinforced strategy, designed to cope with the post-Covid world
- In a position to pursue profitable growth
- Driven by the same ambition to meet the needs of our time



Répondre
aux besoins de notre temps



THANK YOU

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BACK UP SLIDES

Excellent safety performance

Improved Frequency Rate and Severity Rate

- Frequency rate at 2.03% (11% improvement)
- Severity rate at 0.072 (22% improvement)



Hydrogen

Positioning

- Decades of experience in the fields of electrolysis and hydrogen, as well as pressure equipment and gas treatment.
- More than 1000 references in over 30 countries in many different industries (chemical / glass / steel / power plants, etc.)
- The largest electrolyzers on the market: 7.5 MW per unit
- Manufacturing capacity in the heart of China (350 MW capacity) and under construction in Europe (100 MW Phase 1 in 2022)
- Focus on very large scale production with 100 MW and 1 GW solutions
- Mobility and refueling station equipment and projects

