

Contributing

to a more sustainable world

Purpose
report
2020





WWW

All the John Cockerill Group stakeholders were impacted by the Covid-19 pandemic in 2020. Our employees, their families and friends, our customers, our suppliers and partners, the communities in which we operate ... all have faced health, human and economic challenges. We therefore dedicate this purpose report to these exceptionally resilient men and women, and confirm our commitment to contribute to a more sustainable world.

THANK YOU!

We welcome any comments, suggestions, or questions you may have regarding this report and its contents. They can be sent to sustainability@johncockerill.com

To stay informed about our developments, follow us on johncockerill.com, on LinkedIn or on Facebook.

You can find all the content of this purpose report, enriched with images and videos, on our dedicated website at the following address

2020.johncockerill.com

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Contributing to a more sustainable world

It is no secret that 2020 was a year that was impacted in a very special way by the Covid-19 pandemic. From the very beginning of the crisis, the priority at John Cockerill has been to protect our people while continuing to serve our customers. Today, we have the satisfaction of having ended this challenging year stronger than we started it. Our model, based on the broad diversity of our customer industries, our geographical locations and our technologies, has once again proven its relevance. Our performance in 2020 also demonstrates our resilience and our capacity for adaptation while continuing to contribute to a more sustainable world.



Bernard Serin and Jean-Luc Maurange

Agility and maintained results

The Covid-19 health crisis impacted us from as early as January 2020, with the appearance of the virus in China. It has gradually affected all of our activities around the world. Faced with this unprecedented and unpredictable situation, our teams have collectively demonstrated remarkable agility in protecting our employees, in order to continue to serve our customers in optimally safe health conditions and to participate, in our own way, in the fight against the spread of the epidemic.

The efforts made to deal with this situation have been considerable. Several crisis cells have been set up. A health cell was tasked with the deployment of preventive measures to allow Group employees to continue working in complete safety, and business cells were responsible for coordinating business continuity. It should be noted here that, in this unusual context, John Cockerill achieved an excellent safety performance, with a frequency rate of 2.03 and a severity rate of 0.072. A solidarity cell was set up under the leadership of the John Cockerill Foundation to coordinate all spontaneous initiatives to combat the pandemic. Finally, in the field, our teams spared no effort to execute contracts as well as possible and to obtain new orders. Despite having to juggle with

travel restrictions, quarantine periods and the supply disruptions linked to the closure of certain subcontractors, the teams have nevertheless demonstrated their adaptability and creativity in their quest to satisfy our customers and meet our obligations. We also pulled out all the stops to preserve the interests and financial health of John Cockerill. Finally, we have taken advantage of the relative slowdown in activity to accelerate the digitization of our operating methods and conduct an in-depth analysis of our overheads. These fundamental actions are contributing to a lasting improvement in our operational efficiency.

In the end, and thanks to the agility of the organization and the effectiveness of the measures taken, John Cockerill's level of activity has broadly held up. Our model, based on the broad diversity of our customer industries, our geographical locations and our technologies, has proven its relevance. The Group achieved an EBITDA of €54.3 million in 2020. Unsurprisingly, the 2020 order intake has followed the general economic slowdown, with a 20% decline compared to 2019. Nevertheless, our order book recovered in the fourth quarter, and the outlook identified for 2021 leads us to expect order intake in line with previous years.

A stronger position

Meeting the needs of our time is the mission we have set ourselves. All over the world, our solutions have contributed in 2020 to facilitating access to renewable energy, preserving natural resources, producing sustainably, developing greener mobility or fighting insecurity. In this report, we invite you to discover a selection of the emblematic projects of 2020, of which we are particularly proud.

John Cockerill invested heavily in the energy transition and the decarbonization of human activities in 2020. It has put the necessary organization in place to accelerate the development of its activities in renewable energies, and in particular in green hydrogen, solar energy and the storage of energy. The choice of materials were also a priority, as was water and waste treatment.

In defense, we continued the perfect execution of our major contracts with, in addition to the production of equipment, the start-up of the “training” and “maintenance” components, which will constitute a source of sustainable and substantial revenue for the years to come.

We also continued our development in Africa, with the start-up of major projects and the conclusion of promising partnerships, in particular with the Ivory Coast authorities.

We further accelerated our digitization efforts during the year. Our Industry 4.0 project has seen its resources strengthened, and has made concrete progress, such as the implementation of the John's Cockpit digital platform. Digital solutions dedicated to practical training and simulation have also been developed.

During this turbulent period, a lot of attention was paid to our cash position: finalization of various disputes, re-negotiation of payment plans with certain major customers, and operations to anticipate the collection of receivables led to a significant improvement in the Group's net cash position in 2020.

Fueled by this rapid expansion of our portfolio of services and technologies, we also mapped out in 2020 the contours of the Cockerill Capital sustainable investment fund, dedicated to financing industrial or collective infrastructure projects using energy production technologies that will make a positive contribution to decarbonization or environmental preservation.

Without waiting for the end of the Covid crisis, and together with well-known public partners, we launched our incubator and accelerator Industria in June, an investment fund dedicated to the support and development of start-ups and scale-ups. Industria complements our internal innovation system and allows us to support the creativity of these ambitious entrepreneurs.

From an activity report to a purpose report

John Cockerill took another important step in 2020: its Board of Directors mandated one of the members of its Executive Committee to strengthen its approach to Corporate Social Responsibility. The launch of a structured approach, which is essential for a group whose mission is to meet the needs of its time, has kicked off the development of a new type of annual report. Alongside our financial report, which details our results and performance in the form of financial indicators, this purpose report has a new mainspring: to describe how, year after year, John Cockerill contributes to a more sustainable world by taking each of our stakeholders into account: our Talents, our customers, our partners and suppliers, our shareholders, the local communities in which we operate, and the planet.

Though our commitment to sustainability is not new, we have decided to take a further step towards greater formality and transparency. We want to complement our governance with extra-financial indicators that will help us measure our social responsibility and, in particular, our contribution to the United Nations' Sustainable Development Goals. This first extra-financial report will be available next year.

Confidence in tomorrow

At the end of this very special year 2020, we are confident about the future of John Cockerill. Our strategy is particularly suited to the post-Covid world, whether it be in terms of energy transition, the preservation of natural resources, sustainable production, soft mobility or the fight against insecurity. Our cash flow is healthy, our governance has been adjusted to better fit our managerial challenges, and our staff is fully motivated.

Alongside our enterprising and committed teams, and involving all our stakeholders, we intend to continue our action to contribute to a more sustainable world.



Bernard Serin
Chairman



Jean-Luc Maurange
CEO

Anchoring our corporate social responsibility

As a matter of course...

John Cockerill's longevity speaks for its ability to adapt to its ever changing environment. Today, it ever is no longer enough to be professional and profitable, one must also be responsible and take care of the consequences of one's actions. Better still, companies must create value, not only for their shareholders, but for all their stakeholders: for their customers, of course, but also for their staff, suppliers and partners, communities and the planet.

Since 1817, generations of engineers have succeeded one another at John Cockerill. They all have always sought to innovate in order to support the economic development and prosperity of their time: its steam locomotives promoted the development of transport in Europe, its cannons protected the new country of Belgium, its blast furnaces produced the steel necessary for the construction of new infrastructures, and its ships have caused European know-how to be recognized throughout the world.

In the 60s, John Cockerill made use of this same steam to reduce the energy consumption of gas-fired power stations, positioning itself as a leader in the field of energy efficiency. More recently, and still acting as a pioneer, John Cockerill has developed the equipment to generate continuous solar power. Today, John Cockerill is also a recognized contributor to renewable energies: the maintenance of wind farms, biomass preparation equipment, energy storage and, most recently, pioneering work on the setting up of a production chain for green hydrogen as a substitute for fossil fuels.

Alongside its activities in the energy sector, John Cockerill has developed solutions for reducing the environmental footprint of process industries, for preserving natural resources (water, air, rare metals), for protecting people and infrastructures against threats and for making a contribution to greener mobility through infrastructure linked to rail, urban and river transport.

This evolution of our portfolio of activities goes hand in hand with the awareness of our social ambition, which we have embodied in a reformulation of our Mission Statement. At the same time, we have also questioned our responsibility: are we investing enough in the improvement of our own operating methods and our governance? Are our current initiatives sufficient to reduce the impact of our activity, be it environmental, social or related to governance?

On this basis, the Board of Directors of John Cockerill has decided to further measure its social and environmental contribution, and to improve its impact through a structured and proactive approach.





Evolution of the corporate social responsibility of John Cockerill

Following the privatization of the Group in 2002, initiatives have been taken to integrate social and environmental concerns into its governance.

2002

First ISO 14001 certification for activities in Belgium.

Set up of a European Works Council.

Integration of two representatives of the labour world into the Board of Directors.

2004

Set up of a profit-sharing plan for Belgian employees

2011

First internal declaration of intent with a charter for “sustainable industrial progress”.

2013

Set up of an Ethics Committee chaired by a member of the Board of Directors.

2014

Implementation of a staff engagement survey.

2016

Signing of the “Belgian SGD Charter” under the impetus of the Belgian Minister for Development Cooperation.

2017

The Group's bicentenary created a number of benefits for local communities, particularly in terms of heritage enhancement.

Creation of the John Cockerill Foundation.

Implementation of a Corporate Social Responsibility plan in, John Cockerill India.

2018

Creating awareness in the top management of the Group with regard to the Sustainable Development Goals.

2019

CMI becomes John Cockerill, and redefines its mission statement: the 5 answers to the needs of our time reflect the Group's social ambition.

Internally, awareness-raising actions to reduce our carbon footprint.

2020

The Board of Directors gives a mandate to strengthen the approach to social and environmental responsibility and sets the objective of providing a first non-financial report at the end of the 2021 fiscal year.

The social ambition of John Cockerill

John Cockerill nurtures the ambition to provide answers to the main challenges of our time. Our added value is mainly technical: we adapt technologies in order to turn them into large-scale, concrete and sustainable solutions, with the ambition of making their benefits accessible to as many people as possible. In doing so, we want to generate sustainable progress that will benefit all of our stakeholders. As responsible and committed entrepreneurs, we also want to reduce the negative impact that our activity could generate. Finally, our impact is largely based on our innovative strength, which we seek to leverage whenever possible. Acting as a real enabler of opportunities, we build partnerships (in particular with research centers, academia and other industrial companies) in order to develop complementarities, and to thereby accelerate and strengthen our social impact.



1. Meeting the needs of our times

The value that John Cockerill brings to its customers is concentrated in five main areas, strongly aligned with the United Nations Sustainable Development Goals (SDGs).

Facilitating access to renewable energy



Developing affordable alternatives to fossil fuel generation by offering our customers solutions for the production, storage and distribution of energy from the sun, water, biomass or wind. Thereby contributing to decarbonizing the planet.

Preserving natural resources



Developing solutions to provide access to drinking water, to clean and purify water and air, and, more generally, to reduce the consumption of natural resources. Helping our customers to reduce their consumption of natural resources, and to recycle and re-use them.

Producing sustainably



Targeting the overall performance of production capacities and infrastructures by reducing resource and energy consumption, limiting and treating waste, recovering lost heat, etc. Improving the efficiency of these facilities throughout their life cycle. Developing innovative and sustainable production processes in order to produce without destruction. Reducing the environmental footprint of communities.

Contributing to greener mobility



Developing rail infrastructure and equipment, contributing to the development of a green hydrogen production sector to replace fossil fuels, facilitating transport by ensuring the maintenance of waterways and engineering structures. And thereby offer more sustainable mobility and transport solutions to citizens, cities, companies and public authorities.

Fighting against insecurity



Helping states to protect their citizens against threats and to maintain key balances within alliances. Helping operators of sensitive sites to secure their facilities.

2. Taking care of our Talents



We want to offer diversified careers to our talents in order to maintain their motivation and meet their aspirations. Our talent management policies reflect this ambition.

We also seek to nurture the search for meaning in the work of our employees through constant innovation of our processes and increasing the added value of the solutions we offer our customers. It is important to us that everyone can measure their contribution to the objectives of the company.

The recognition of everyone's commitment is another goal, in particular through fair remuneration and compensation, and a desire to share the results of collective efforts with employees. Beyond the financial aspect, we also want to highlight individual and collective successes, and to provide our experts with the external recognition they greatly deserve.

We also want to make John Cockerill a "great place to work" by facilitating work-life balance, giving autonomy and flexibility, providing our employees with user-friendly facilities and offering them the opportunity to get involved in causes in line with the Group's values.

Finally, offering quality jobs requires an obsession with health and safety at work, and a strict compliance with the various laws. Everyone is called upon to adopt ethical and responsible behavior.

These principles are the basis of a quality social dialog, and should make John Cockerill an employer of choice in the various regions where it is present.

3. Supporting the local development of the communities in which we are established



John Cockerill wants to act as a citizen, and to contribute to the development of the communities in which it deploys its activities. In regular contact with local stakeholders, John Cockerill seeks to play an active role in their development by establishing partnerships or by welcoming initiatives from socio-economic associations, academic bodies, research centers or professional associations. We lend an attentive ear to initiatives in education, heritage preservation and the promotion of culture and sport.

Solidarity and humanitarian actions are also supported by the John Cockerill Foundation, or by its equivalent within our Indian subsidiary. We seek to place our skills and expertise, our networks and our infrastructures at the service of these initiatives, in line with the sustainable development objectives of the United Nations.

4. Reducing our own environmental footprint



It would be incoherent, indeed inconceivable, not to apply to ourselves the principles that underpin our societal contribution through our five responses to the needs of our time. John Cockerill therefore intends to pursue a continuous process of reducing its own environmental footprint. ISO 14001 certification, sustainable development audits, carbon balance assessments of sites and products, digitization, remote means of collaboration, staff awareness, and so on are part of the panoply of actions to be pursued in this area.

5. Self-renewal to guarantee sustainability



For more than 200 years, John Cockerill has sought to constantly renew itself in order to generate the resources necessary for its long-term development.

From this perspective, John Cockerill is committed to constantly adjusting its governance and management. A strategic master plan, operational excellence, an agile organization, and the dynamic of continuous improvement must be part of the daily life of the teams. And this also applies to corrective improvement plans when, despite everything, we deviate from the target.

The available resources are largely invested in innovation, either alone or through partnerships, to develop new technological solutions, new business or financing models, and to thereby anticipate future needs.

CSR at John Cockerill: review

Combining the economic success and the social contribution of a company is a long-term operation that requires changes in practices, systems, governance and culture. John Cockerill is not starting from scratch in this area, although it is aware of how far it still has to go.

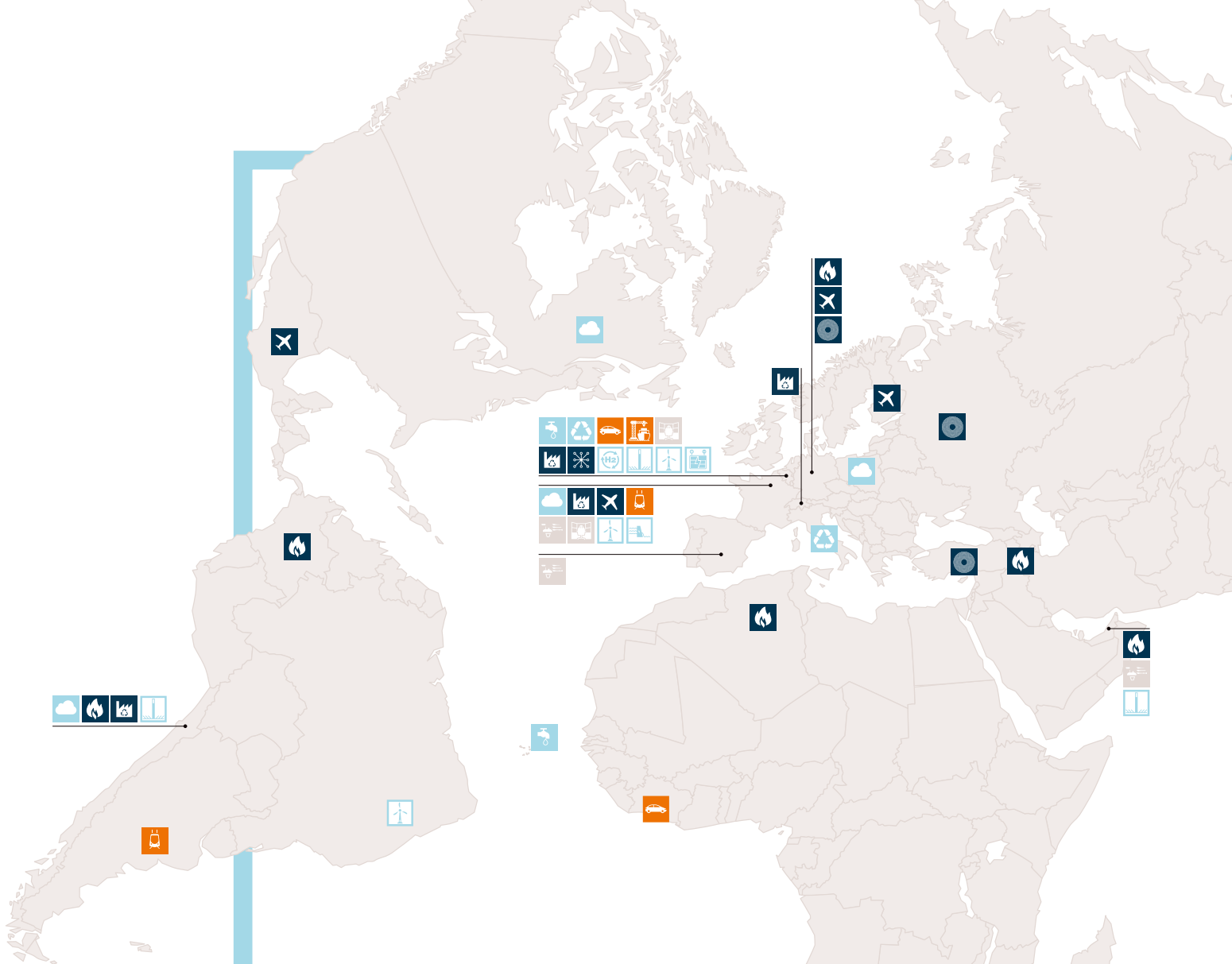
Because a solid approach begins with a **baseline**, the second half of 2020 was devoted to taking stock of the Group's CSR (corporate social responsibility) situation.

Several actions have been launched: an inventory of the initiatives carried out within the Group, an inventory of available policies and indicators, an inventory of requests from our customers or partners, a review of actions in terms of philanthropy, etc.

Benchmarks were also carried out with model companies, in order to understand the way forward and to inspire our roadmap in terms of sustainability. In the same spirit, we took advice from academic specialists. Finally, we submitted our approach to an initial evaluation based on the Ecovadis benchmark. This evaluation is an objective survey to measure our future progress.

Based on this, the Board of Directors has made a **commitment** to set the ambition of John Cockerill in terms of social contribution, and to set up non-financial reporting, which will be released for the first time in the spring of 2022, based on the 2021 performance. Reducing our CO₂ footprint and increasing our contribution to the fight against climate change will be the priorities. This also means complementing our internal management and reporting systems, and investing more in measuring the impact of each solution deployed for our customers.

On this basis, we will be able to demonstrate John Cockerill's commitment to sustainability more widely, and to involve all of our employees and partners in our efforts, through increased awareness.



Facilitating access to renewable energy:

Using the sun, water, biomass or the wind to produce electricity, store it and make it accessible where and when it is needed.











In 2020, the John Cockerill's teams have been working on these projects:

Preserving natural resources:
Reducing consumption and waste of natural resources, cleaning and purifying the water and air, providing access to drinking water, etc.



In 2020, the John Cockerill's teams have been working on these projects:

	25 MW of electrolyzers (Taiwan).....	12		Anaerobic digestion: odor treatment and effluent recovery in Quebec (Canada)	17
	Molten salt, a real midnight sun (Chile, China, Dubai)	13		Finalisation of the modernization of the Brussels-South wastewater treatment plant (Belgium)	18
	As soon as the wind blows... (Belgium, Brazil, France).....	14		A new generation of smarter furnaces (Italy)	19
	Storage to manage the intermittency of renewable energy (Belgium)	15			
	Pumping in order to store and produce renewable energy (France).....	16			







Providing answers to the needs of our time

Producing sustainably:

Producing without destroying. Focusing on the performance of production capacities and infrastructures while minimising the use of resources, energy and emissions throughout their lifecycle.



In 2020, the John Cockerill's teams have been working on these projects:




-  Boosting the energy efficiency of gas (Algeria, Dubai, Chile) 20
-  Towards more sustainable aeronautical and automotive parts (China, United States, France)..... 21
-  Metallurgy: innovation, a lever for differentiation ... and for action (China) 22
-  Make data smarter to optimize returns (Belgium) 23
-  Twice as many effluents treated for a more sustainable production (Switzerland)..... 24

Contributing to greener mobility :

Offering the public, cities, companies and public authorities 'softer' and more sustainable mobility and transport solutions.



In 2020, the John Cockerill's teams have been working on these projects:



-  Road infrastructure to develop the country (Ivory Coast) 25
-  Simulators to train the drivers of the Sydney Metro (Australia) 26
-  Moving towards a 4.0 management of the Walloon waterways (Belgium) 27

Fighting against insecurity :

Helping governments protect their citizens against threats and maintain the major equilibria within alliances. Helping the operators of sensitive sites secure their installations.



In 2020, the John Cockerill's teams have been working on these projects:

-  AB still going strong (Belgium, France)..... 28
-  Training French soldiers with the latest generation of simulators (France)..... 29



25 MW of electrolyzers

In 2020, John Cockerill won an order for 25 MW of electrolyzers to be supplied to the Taiwanese market. This contract reinforces its position as a leader in green hydrogen and, more generally, as a major player in the energy transition.

This order includes 5 stacks of 5 megawatts each, for a total capacity of 25 megawatts. These large-scale electrolyzers will be installed in Taiwan and will serve the semiconductor industry, where they will convert water into ultra-pure hydrogen at a rate of 5,000 Nm³ / hour.

20,000 tons of CO₂ avoided per year

The electrolyzers from John Cockerill can be powered by decarbonized electricity (notably from wind or solar) and, in this case, produce so-called “green” hydrogen. The electrolyzers sold to Taiwan will be partly powered by renewable electricity. They will thereby make it possible to avoid approximately 20,000 tons of CO₂ per year.

Raphaël, Renewable Energy manager at John Cockerill: «In a post-Covid world facing challenges of an unprecedented scale, green hydrogen offers a solution to decarbonize activities such as industry and heavy mobility, and is set to take up a greater share of the global energy mix. As a leader in this field, we are resolutely determined to participate in the Green Deal launched by the European Union.»



Hydrogen, a lever for decarbonization

John Cockerill is the leading supplier of electrolyzers, with a 20% share of the 2020 global market. In addition to its orders for high-capacity electrolyzers, John Cockerill has multiplied its initiatives and partnerships in the hydrogen field throughout the year.

Its teams were deployed as far away as Australia, with several technical and commercial offers. In France, they have established contacts with research teams at the IRT-M2P in Metz and the University of Lorraine. In Belgium, the teams are participating in the H2GridLab (Hydrogen to Grid National Living Lab) project with Fluxys and Sibelga, which will validate the injection of green hydrogen into the gas grid. John Cockerill is also working in partnership with Carmeuse and Engie on a carbon capture and utilization project, which aims to combine CO₂ from a lime kiln with green hydrogen to produce e-methane. Last but not least, its teams have started the HYDEAL project with the CRM, aimed at optimizing the performance of alkaline electrolyzers.

What all these initiatives have in common is the development of green hydrogen as a lever for the decarbonization of human activities.





Molten salt, a real midnight sun



The year 2020 has confirmed John Cockerill's expertise in concentrated solar power plants and its position as a major player in the energy transition. The Haixi power plant in China celebrated the first anniversary of its synchronization with the electricity grid. In Dubai, the solar receiver of the MBR Solar Park was hoisted to the top of its tower, and the commissioning of the Cerro Dominador power plant started in Chile.

Green electricity for 200,000 people, 7 days a week, 24 hours a day. This is what the Cerro Dominador thermal solar power plant in Chile will produce when it reaches cruising speed. The team of John Cockerill, who were mainly in charge of the solar receiver, achieved important milestones in 2020 with regard to its start-up, which is scheduled for 2021.

840,000 tons of CO₂ avoided per year

Adrien, R&D Engineer, testifies with pride. «The solar receiver was hoisted to the top of the concrete tower in January 2020. A particularly complex operation, carried out from inside the hollow tower, and which consists of lifting a total mass of more than 2,000 tons up to a height of 250 m in order to then bond the metallic structure of the receiver to the structure in the concrete tower. Since then, despite the travel difficulties linked to Covid-19, and with the help of the entire technical team, we have taken all the steps that allowed the start-up operations to begin in early 2021.»

Thanks in particular to the molten salt technology, which allows 17 hours of heat storage, and therefore the production of electricity day and night, the Cerro Dominador complex will avoid the emission of 840,000 tons of CO₂ per year. One more demonstration, if still needed, of John Cockerill's determination to contribute to the fight against climate change.

Raising temperatures to increase impact

John Cockerill's molten salt solar power plants are not yet all in operation, but the company is already developing the next technologies. It goes without saying that its teams are working on optimizing current solutions, in particular with in-depth work on materials (mechanical resistance and corrosion at high temperatures with molten salts) as part of the SOLAR GNEXT project supported by the Walloon Region. But they are also working on solutions for the future, together with their partners in the European H2O2O, HIFLEX and COMPASCO₂ projects. These projects will make it possible to reach higher temperatures by no longer using molten salts as energy carriers, which are limited to 565 °C, but rather solid particles, which can easily reach 1000 °C. This will considerably increase the efficiency of concentrated solar power plants, and thereby increase their presence in the global energy mix.





As soon as the wind blows...

John Cockerill has been putting its know-how at the service of wind energy for 13 years now. The aim is to maximize the availability of wind turbines, so that every breath of wind can be used to produce green electricity. This mission was accomplished in 2020 by its Belgian, French, Brazilian and Spanish teams. Both at sea and on land, they worked on 110 wind turbines with a total output of 670 MW.

The teams supported Siemens Gamesa in Brazil in the commissioning of several onshore farms in the states of Rio Grande do Norte and Bahia. They worked on many wind farms in France, notably for Enercon and RES, such as the Marsanne, Claves or Souleilla farms in the Rhône valley and in Aude. In Belgium, they also teamed up with C-Power on the Thornton Bank farm off Ostend and Siemens Gamesa on the Rentel and SeaMade offshore fields in the North Sea, among others.



Record performance, remarkable commitment

Commissioning, inspection and repair of blades, spare parts, maintenance contracts...: the range of wind power services offered by John Cockerill is increasingly comprehensive. In its maintenance contracts, it doesn't hesitate to commit to an annual availability of the wind farm of at least 94%. This figure is largely reached, with a record of 99.63% even being established in December on the offshore fields of Rentel and SeaMade.

And all of this was achieved in the very specific context of Covid-19, underlines Agnès, Business Development & Operations Manager Wind: «Our teams have been agile enough to adapt to new working conditions. During the summer in Belgium, for example, they had to spend four full weeks at sea in a hotel boat, after a week of quarantine and a negative PCR test, in order to be able to proceed with the replacement of several large components, including gearboxes. A remarkable commitment, coupled with a real technical feat, when you think that some of these parts can weigh up to 70 tons!»

Up by 50%

John Cockerill's wind power turnover has increased by nearly 50% since 2017. «Our flexibility, our results and the renewals of long-term contracts obtained in 2020 perfectly illustrate the spirit and excellence of John Cockerill's wind power teams», concludes Agnès. All of them are proud to be able to contribute, at their own level, to the fight against climate change.

100 meters above the ground

When it is impossible to use an intervention platform, as is the case in France, the technicians responsible for repairing the blades resort to another technique: industrial mountaineering. This is particularly the case in Brazil. There, the rope-access technician uses rope movement techniques that allow him/her to carry out all the required maintenance operations. These rope access or platform operations are carried out at heights of almost 100 meters. They therefore require not only great technical know-how but also ... a strong nerve!





Storage to manage the intermittency of renewable energy

In addition to its technologies and services dedicated to the production of renewable electricity, John Cockerill also addresses its intrinsic characteristic: renewable energy does not allow for continuous production, and this production does not always coincide with periods of peak consumption. With the storage expertise acquired on MiRIS from 2018 onwards, its teams set up a battery and a “site controller” on the SWDE site in Gaurain (Belgium) in 2020.



The water of tomorrow, 100% green. It's with this ambitious objective in mind that the Société Wallonne Des Eaux (SWDE) is gradually equipping its infrastructures with renewable electricity production, storage and management technologies. In 2020, it called on John Cockerill, Enersol and Eloy to equip its water purification and distribution station in Gaurain (Belgium).

The brain of the installation

John Cockerill's teams handled the “storage and management” aspect of the project, with the “production” aspect (using photovoltaic panels and then wind turbines) being handled by their partners. They delivered and installed a lithium battery (200 kW, 502 kWh) and a site controller.

«Our controller is at the heart of the system communication,» explains Jean-Philippe, project engineer. We will soon also install an Energy Management System. This will be the real brain of the installation. It will optimize the utilization of the energy that is produced and stored. It will truly make the whole device smart.»

The fruits of MiRIS

For John Cockerill, this project is the realization of the investment and learning acquired by its teams since the 2018 start-up of MiRIS, Europe's largest industrial energy storage pilot, which is installed on the site of its headquarters in Seraing (Belgium). «Thanks to MiRIS, we have developed real expertise in storage, emphasizes Jean-Philippe. And as we know how critical storage is for the energy transition, we can only welcome this new opportunity to learn and further refine our know-how in this area!»

Boosting electric mobility

In addition to its buildings, SWDE also relies on electric vehicles to achieve its goal of 100% green water. «The Gaurain installation was designed with this in mind,» explains Jean-Philippe, engineer at John Cockerill. Our storage and management system will also eventually support the recharging of the electric vehicle fleet. This application is the subject of a specific development project: ReMobHub.»





Pumping in order to store and produce renewable energy

In the field of hydroelectric energy, John Cockerill supports its customers in the maintenance and upkeep of their infrastructures. This was again the case in 2020 at the EDF Pumped Storage Power Station (STEP: Station de Transfert d'Énergie par Pompage) in Revin (France), where its teams carried out maintenance on the lower basin valves. An activity through which John Cockerill proudly participates in a virtuous cycle of storage and production of clean and renewable energy.



An electrical production capacity of 800 MW is achieved in just two minutes. Welcome to the Revin STEP, the 3rd most powerful hydroelectric power station in France, with an original and virtuous operating mode: during periods of high electricity consumption, water from the upper basin is turbined to the lower basin to produce electricity. And during periods of low consumption, the water from the lower basin is pumped back to the upper basin for storage there.

Technological expertise

In order to function properly, a hydroelectric plant of this type must be in perfect condition. This is where John Cockerill's technical expertise comes in. Damien, Operations Manager: «EDF asked us to take on the renovation of the lower basin of the STEP. The work is of considerable scope, and consists of studying, manufacturing, installing, renovating and assessing a set of 10 valves that are essential for the proper functioning of the infrastructure. These are valves with imposing dimensions: 3 meters by 7.5 meters. After emptying the 9 million m³ of the basin, we will renovate and install the gate and valve equipment that has been manufactured in our workshops. We will also carry out various expertise operations.»

This work involves interventions by teams specializing in mechanics, boiler making, welding, handling, sealing and non-destructive testing. «Everyone is particularly proud to thereby put their know-how at the service of this type of infrastructure, which clearly constitutes one of the elements of the energy transition.»

The intervention, which was to take place in full in 2020, was interrupted mid-term, due to Covid-19. It will be resumed in April 2021.

Maximizing uptime

John Cockerill is stepping up its work in hydroelectric power stations. In addition to the Revin STEP, its teams in France are working, in particular, on the Rance tidal power plant, and on the Luzech, Mont Larron, Jousseau and Vouglans dams. Their menu of activities includes: maintenance of valves, repair of lock gates, manufacture and maintenance of valves (aqueduct valves, hollow jet valves, lifting valves, butterfly valves, etc.), maintenance of the Galle chain... In short, a complete range for maximizing the availability of these renewable energy production units.





Anaerobic digestion: odor treatment and effluent recovery in Quebec

In order to recycle its food residues and reduce the volume of its landfill waste, the city of Quebec (Canada) is setting up a new biomethanization (aerobic digestion) and organic waste recovery center, the CBMO. John Cockerill is contributing to this sustainable project by providing equipment for the treatment of odors and the recovery of liquid effluents from the anaerobic digestion.

In 2020, John Cockerill delivered three gas scrubbers, two stripping towers and two concentrators to CBMO. In addition to the treatment of odors with a capacity of 60,000 m³/h of gas between 5 and 30 °C, the John Cockerill equipment will also make it possible to recover the ammonia contained in the approximately 1,100 m³ of “digestates” that are produced daily by the anaerobic digestion process: the ammonia will, in fact, be transformed into ammonium sulfate so that it can then be used as an agricultural fertilizer, replacing traditional chemical fertilizers.

At the heart of innovation with Cométha

While John Cockerill offers technologies for the treatment and the recovery of effluents arising from anaerobic digestion, its teams are also developing technologies dedicated to the process itself. As part of the Cométha innovation partnership, they are participating in the design of a sustainable solution for transforming solid and liquid organic waste into biomethane. In 2020, along with their partners, they carried out studies with the aim of building a pilot installation in the Paris region (France). As soon as it will be built (2021) and operational (in 2022), it is to help the team to fine tune the innovative process known as “two-stage liquid” anaerobic digestion.

Anaerobic digestion is therefore clearly a path on which the teams of John Cockerill embarked and in which they are investing all of their energy and technological know-how to protect the environment and the planet.



Technological developments for tomorrow's world

John Cockerill's teams apply their gas treatment solutions much more widely than only for waste recovery centers. In 2020, on the side of industry, they delivered a process gas washing station, which removes up to 99.8% of the ammonia contained in the gas, to the Chilean company Molymet, the world leader in molybdenum, in 2020. In the same year, they also patented an activated carbon tower (TCA) that is particularly suited to the treatment of air whose temperature is higher than that of the outside air, and which can consequently generate large volumes of water: the TCA Steambuster®. Virginie and Philippe, co-developers: «This technology improves the efficiency of the treatment in

cold regions and in areas with high humidity. Our TCA Steambuster® also reduces our environmental footprint, as the life of the carbon is increased; this means fewer purchases of fossil raw material and less reprocessing of used activated carbon.» On the water purification side, our teams installed 24 air treatment lines in Poland this year, at one of the country's largest purification stations. This is enough to clean up no less than 129,000 m³ of polluted air per hour before its release into the atmosphere!





Finalisation of the modernization of the Brussels-South wastewater treatment plant

The modernization of the Brussels-South water treatment plant (Belgium), the second largest in Europe, was completed in 2020 with the contribution of John Cockerill. Its teams provided the deodorization and treatment of the air, and installed a sewage sludge treatment system there. The result: a further improved environmental performance, with in particular 30% less sludge to be evacuated.

Nancy, General Manager at John Cockerill: «We were involved in the 'sludge' and 'return water' aspects of this station. We installed one of the largest digestion systems in Belgium in order to recover the sewage sludge. The produced biogas is recovered by a cogeneration system, while the return water, heavily loaded with nitrogen, is treated using the Anammox® process, to allow for its reinjection at the head of the station, for a new passage through the process.»

Treatment enhanced by innovation

In 2020, the teams have completed their offer for waste water treatment plants with a new technology: the continuous treatment of wastewater using a granular sludge process. A containerized pilot installation has been set up as a bypass for a municipal station, providing very encouraging results. Carried out in collaboration with Cebedeau, this development aims to reduce the costs of existing stations and to increase their treatment capacities, with a reduced or maintained footprint.

In addition, in order to further improve the performance of its water treatment technologies, John Cockerill continued to work on its Medix® solution in 2020. Its teams continued to test the treatment of pharmaceutical micro-pollutants by treating the effluents from a Walloon hospital. These tests were conclusive, and have also demonstrated the effectiveness of this innovative process against viruses such as ... Covid-19.



Safeguarding the supply of drinking water

As another part of its water-related activity, John Cockerill is also active in the renovation of drinking water distribution networks. Its teams carried out large-scale work for the Société Wallonne Des Eaux (Belgium) in 2020. Their intervention consisted of replacing large-scale hydraulic installations (pipes with a diameter of one meter and with a flow rate of 2,500 m³ per hour). The result: a secure and safe water supply for the province of Liège, in particular for the populations of Liège and Verviers, as well as for the Liège University Hospital.



99% less salinity, for cooling

Demineralizing water is making it chemically neutral by removing its salinity; above all, this is done to make it compatible with the use in cooling circuits. John Cockerill implemented this technology for Inovyn in Belgium in 2020. «A real challenge,» says Steve, Project Manager. In order to integrate our demineralization line into the client's facility, we had to make it as compact as possible. With a flow rate of 200 m³ per hour, this is a benchmark: just imagine, with this flow rate, your bath would fill up in 3 seconds! John Cockerill also offers «Plug & Play» containerized demineralization facilities. One of which has been delivered to Cape Verde in 2020. The produced demineralized water is used for the production of electricity. A modular solution, delivered ready to use. Did you say agility?



A new generation of smarter furnaces

The adventure of John Cockerill's «NESA®» Multiple Hearth Furnaces in Italy dates back to... 1977. For more than forty years, the GIDA (Gestione Impianti di Depurazione Acque) wastewater treatment plant in Prato has used its NESA® furnace to treat its sludge. After 300,000 hours of production, the time had come to find its successor. The operators did not hesitate for a moment before renewing their confidence in John Cockerill.

From design to construction, the equipment was supplied entirely by John Cockerill. The work lasted eight months, two of which were interrupted in order to comply with the local health measures linked to the Covid-19 pandemic. The equipment came into operation during the summer of 2020.

Remote diagnostics

Gauthier, General Manager at John Cockerill: «This project brought out the best in our people. Despite a suspension of activities at the site lasting from March to May 2020, our project team still inaugurated the facility on time. We used connected equipment to carry out commissioning remotely, and provided assembly assistance and a diagnosis of the furnace directly from the Group's headquarters in Belgium.»

Treating sludge from 300,000 users

This new multiple hearth furnace treats and recycles the sludge from the various wastewater treatment plants around the city of Prato, representing a population of 300,000 users, both civil and industrial.

It is equipped with an optimized and integrated control system. The sensors that surround it make it smarter, safer and more efficient. A good start for another 40 years or more of service!



Regeneration of active carbon

In addition to sludge treatment, John Cockerill's multiple hearth furnaces also allow for the regeneration of the activated carbon used in air and water treatment processes. A very popular application. In 2020, the teams worked on an installation (a furnace, a cyclone and a post-combustion chamber) to be delivered to Chemviron in Belgium. An installation that can recycle 1.5 tons of activated carbon per hour, and which will start operations in 2022. MHF are also attractive in China, where a partnership agreement has been signed with the Qyept engineering office. As a result, a first order has already been placed. The first of a long series?





Boosting the energy efficiency of gas



With its heat recovery boilers for gas-steam combined cycle power plants, John Cockerill is ramping up the energy efficiency of natural gas. Its teams installed new capacities or further developed the capacities of existing plants all over the world in 2020. A successful exercise in agility

and innovation in a very specific health context.

The John Cockerill teams replaced 1,025 tubes in the Nehuenco boiler in Chile. The objective: to improve performance and extend its lifespan. «A project delivered on time, despite the pandemic», says Mesut, Local Head of Project After-Sales.

In Dubai, they re-tubed a high-pressure evaporator of a vertical boiler from Siemens NEM on behalf of the DEWA group. In Algeria, they modernized two Alstom boilers under a commission from SNC Lavalin and Sonelgaz Skikda Algérie.

When constraint gives rise to innovation

In these after-sales support activities, the positioning of John Cockerill as “Enabler of opportunities” has this year really taken on its full meaning. «We have transformed the constraints of Covid-19 into opportunities,» underlines Habib, Business Line Manager After-Sales. «It has to be said that we have really had to reinvent ourselves. Equipped with connected glasses, our experts were able, for example, to respond remotely to provide support to our customers, despite the pandemic. An innovative and enriching experience, for both our clients and our teams.»

This adds up to nearly 10,000 hours worked without the slightest incident, and with satisfied customers.

A vector for energy transition

John Cockerill recorded orders for eight new heat recovery boilers in 2020. In Colombia, Germany and Iraq, and even in Russia. The two from Colombia, for horizontal technology, are intended for the Termocandelaria electrical power station, a region where energy needs are high following the serious incident at the Hidroituango hydraulic dam in 2018. The one in Germany, specifically in Munich, will be vertical technology. It will contribute to the country's energy transition, as the “John Cockerill steam” will replace coal.



The customers want more!

After 3 boilers already supplied to the Besmaya plant (Iraqi Kurdistan), John Cockerill was chosen to install 4 new units there, to be started up by 2022. Not far from there, in the United Arab Emirates, the John Cockerill team of the Layyah project was presented with the “Best Partner” award by Mitsubishi Power for this ongoing project: the assembly of the two horizontal boilers began in the summer of 2020 and entry into service is scheduled for the end of 2021. «Two superb illustrations of the performance of our teams and our equipment, and, above all, of our constant attention to customer satisfaction!» rejoices Michel, Sales Manager.





Towards more sustainable aeronautical and automotive parts

United States, France, China: In 2020, major players in the aeronautics and automotive industries throughout the world trusted John Cockerill to install surface treatment capacities. Workshops that allow these manufacturers to produce in a more sustainable manner.

In the United States, John Cockerill will supply two workshops. One is dedicated to the cleaning of components of auxiliary aircraft generator sets, and the second to the inspection of the macrostructure and the quality of cast iron turbine engine blades for airplanes and helicopters on the other. In China, its teams will supply four surface treatment lines for helicopter turbine parts. The installation also includes a purification station to heat the effluents coming from the process. For two other Chinese clients, the teams will also build a surface treatment line for auto parts and a line for fluorescence penetrant testing of automotive components. Finally, in France, John Cockerill will deliver two surface treatment facilities: a complete workshop dedicated to aeronautics, and a line dedicated to connector parts for electric cars.



Eco-conception

João Félix da Silva, President of John Cockerill Industry: «Engineering, construction, assembly, commissioning: our equipment is always eco-designed: our Finnish teams of Galvatek, our French teams from Sleti and our Chinese teams at Cockerill Tempro not only aim to maximize the output, but also to minimize the energy consumption and to strictly respect the environmental standards of our installations. Without forgetting, of course, the safety of operators.»



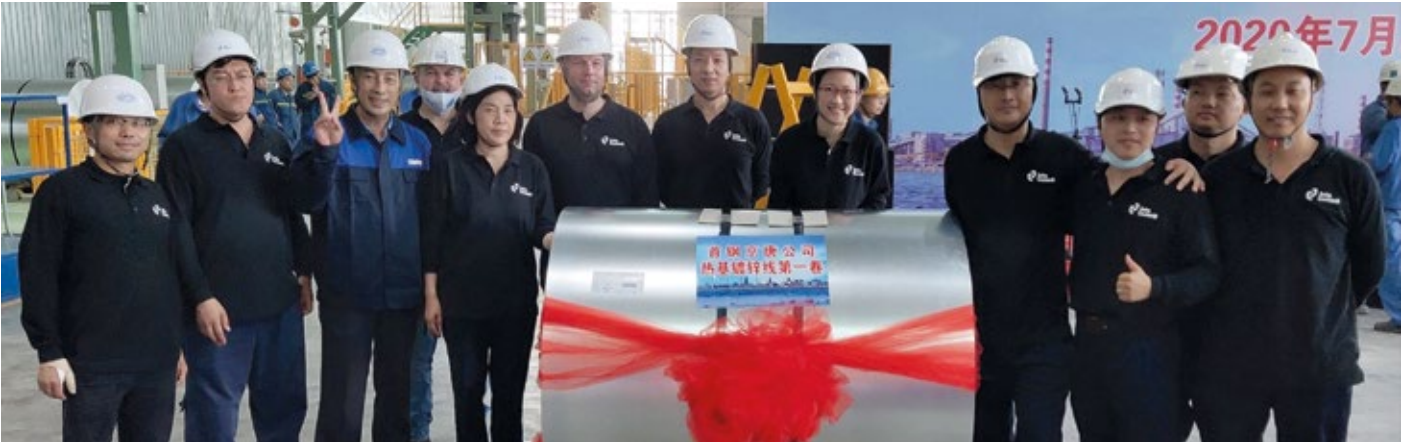
SARA® regenerates acids from small producers

Sustainable production also means regenerating the acids used in metal pickling processes. In 2020, John Cockerill completed its range of acid regeneration units with SARA® (Small Acid Regeneration Assembly), an acid regeneration unit specially adapted for small capacity installations. This technology has convinced a client in Turkey. Andreas, Head of Sales of the German entity UVK: «Our acid regeneration systems for large pickling plants are state-of-the-art in the steel industry. But low capacity used-acid streams are usually not

regenerated for economic reasons, thereby generating a negative environmental impact. With SARA®, we are responding to precisely this ecologically unacceptable situation.»



Metallurgy: innovation, a lever for differentiation... and for action



In 2020, John Cockerill used innovation as a double lever: on the one hand to offer its steel-producing clients cutting-edge technologies that allow them to make a difference in the market, and, on the other, to quite simply remain at their side and continue to execute their projects, despite the global health context.

Despite it being nearly impossible to travel in 2020, John Cockerill's teams still managed to deliver Chinese steel leader Shougang with its new hot-rolled continuous-galvanizing line on time. A sizeable operational challenge, met thanks to the agility of John Cockerill's local teams on the one hand, and thanks to innovation on the other: the experts, who were unable to travel physically, went on-site virtually, thanks to the effective use of a new digital tool: connected glasses.

Innovative coating

What also satisfies the customer beyond this operational success is the advanced technology provided by John Cockerill. Zach, Director of the Engineering Department of John Cockerill's Chinese entity: «This line is the first of its kind in China. It is capable of producing a heavy gauge hot steel strip coated with zinc-aluminum-magnesium. This innovation was rewarded with a John Cockerill Award. A source of great pride for the whole team!»

Another innovation related to coating technologies, the Eagle Eye Coating™, offers an unequaled flatness for continuously galvanized steel strips and a unique control of the coating weight. Developed together with the Belgian Center for Metallurgical Research, this technology convinced one of the major German steelmakers to modernize one of its continuous galvanizing lines in 2020. John Cockerill's team thereby replaced the entire coating section with the Eagle Eye Coating™.

John Cockerill's equipment helped both of these clients to stand out from their competitors through the sustainable production of high quality steels.

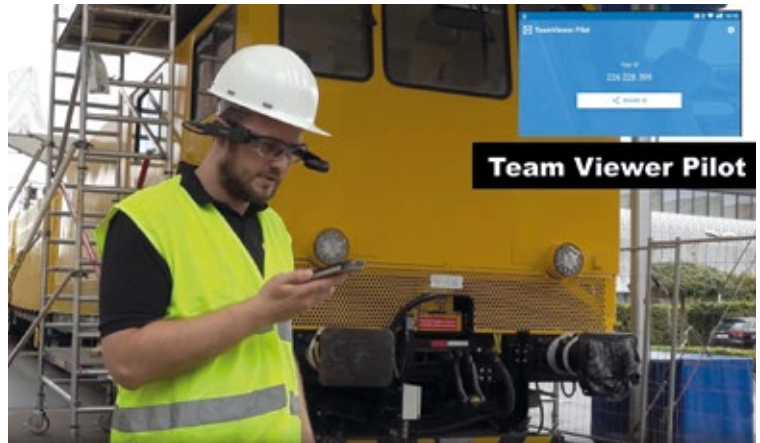
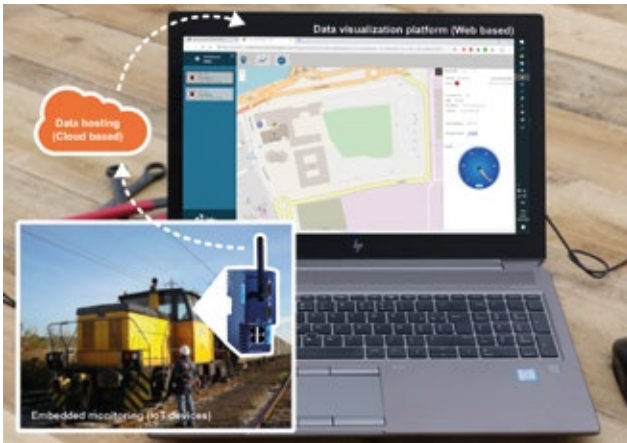
Start-ups in all areas

In addition to the line in Shougang, China, the John Cockerill teams also succeeded to start-up of several other production lines for the metal industry in 2020. A continuous hot-dip galvanizing line in Mexico produced its first coil. The teams in China started up the high-performance pickling and cleaning sections of a new pickling and cold annealing line, intended for the production of a very wide range of stainless steels, ranging from the 300 and 400 series up to duplex steel. In Spain, the teams started a pickling line, which produced its first pickled and oiled coil in presence of the Spanish Minister for Industry.





Make data smarter to optimize yields



John Cockerill stepped up its digitization effort in 2020. The «Industry 4.0» project focused on the digitization of products and services offered to customers. In particular, it led to the implementation of the John's Cockpit digital platform, which centralizes, analyzes and presents the data captured on connected equipment. Better still, it makes data smarter. Hence optimizing the yields of equipment.

An online interface that provides access to all the data of all connected John Cockerill equipment. That is the John's Cockpit. But that's not all. It is also a unique platform, with the same navigation logic whatever the equipment, whatever the data to be captured or the relevant values: mi/h for a locomotive, temperatures for a furnace, kilowatts for a boiler.

Improved design and interventions

Today, John's Cockpit already makes it possible to connect John Cockerill equipment together for the purpose of collecting and processing data, for example, in order to provide monitoring indicators and generate alerts.

«But the ambition of John's Cockpit's is to go much further,» explains Yannick, pilot of the Industry 4.0 project. We want to make the data smarter. Our design office teams will be able to improve their designs on the basis of real data. Our maintenance teams will be able to anticipate, predict and optimize their interventions even better. In order to be able to offer new services tomorrow, constantly adapted to the needs of our customers.»

From one continent to another thanks to connected glasses

Beyond the implementation of the John's Cockpit, another project has generated enthusiasm among the Industry 4.0 teams: the development of a Remote Field Service solution. In order to cope with the inability to reach customer sites, remote connection solutions, including voice and video, have been implemented through various projects. «The Remote Field Service thereby enables an engineer based in Europe to participate in the commissioning of equipment in China. Connected glasses could also replace a site visit prior to submitting an offer», explains Guillaume, R&D Engineer. This solution is particularly useful for the safety of people in the health context of Covid-19, and has also demonstrated its advantages in terms of costs and travel time. To such an extent that its targeted use should become a (good) habit in the future.





Twice as many effluents treated for a more sustainable production

In Switzerland, John Cockerill doubled the effluent treatment capacity of the aluminum sheet processing plant of Novelis Switzerland. A technical feat: this six-month intervention was carried out without interruption of either the production or the effluent treatment. The challenge was therefore met, resulting in a marked improvement in the environmental performance of the installation.



From 3 m³ per hour, the effluent treatment capacity of Novelis Switzerland's aluminum sheet plant increased to 6 m³ per hour. Its storage capacity also doubled, from 15 to 30 m³. In addition, the overall performance of the installation has been improved: a new man-machine interface controls the pumps and level detectors in order to detect any leakage.

Preserving natural resources

John Cockerill's intervention preserves natural resources: the new neutralization tank brings the water back to pH standards before it is discharged to the public water treatment plant. The reprocessing of the effluent allows for better quality checks at the outlet of the installation. All discharges are therefore in strict compliance with the applicable standards.



Green hydrogen to capture carbon

In December 2020, John Cockerill embarked on a development project with Engie and Carmeuse aimed at the capture and use of carbon in Wallonia. The idea: to concentrate the CO₂ from a new type of lime kiln, combine it with green hydrogen and produce "e-methane", a renewable gas that can be injected into the gas network or used in industry. The green hydrogen will be produced by John Cockerill's 75 MW electrolyzers. A new way to reduce industrial CO₂ emissions.

Excellence in nuclear power plants

Nuclear power plants are also aiming to improve their environmental footprint. They can count on John Cockerill to support them on this path. At the Penly plant (France), its teams have thereby implemented an electro-chlorination technology to wash the cooling circuits of the plant without using acid. In addition, the John Cockerill teams are also carrying out work on valves. In over ten years, they have accumulated more than a million working hours in this area, and John Cockerill's valve specialists received four excellence ratings in France in 2020.





Ivory Coast: road infrastructure to develop the country

In recent years, John Cockerill has positioned itself as a partner of Ivory Coast for the development of its infrastructure. In 2020, it started a large project related to the road transport network in the country: the construction of fifteen bridges and four road interchanges. With these works, John Cockerill is helping to make the transport of people and goods in Ivory Coast more fluid and safe and, more generally, is contributing to the country's economic and social development.



«John Cockerill is very proud to support Ivory Coast in its multi-year infrastructure development program.» This was stated by Franck Pasqualini, President of John Cockerill Services, on the fringe of the ceremony to lay the foundation stone for the future bush bridge in the village of Dingbé.

This bridge and the fourteen others whose construction is being coordinated by John Cockerill meet important needs. Up to now, the populations of several villages had to cross the river in precarious conditions, using simple rafts. These bridges will not only facilitate the movement of citizens and the transport of goods, but will above all make this safer.

A meaningful project

The other component of the project involves the construction of four road interchanges in Abidjan. John Cockerill launched the construction work in 2020, in partnership with SGTM. «We are overseeing the entire project,» explains Arnaldo, Operational Technical Director for John Cockerill. «Thanks to our various areas of expertise, we ensure the follow-up of studies, the design of drawings and the management of the teams that are made available. John Cockerill is also the privileged contact point of the client, the Ivorian State.»

These structures will make road transport around Abidjan more fluid, relieve congestion on major axes, improve the conditions for servicing agricultural products and make the transport of people and goods safer. In short, a meaningful project through which John Cockerill and its teams participate in the economic and social development of the entire country in a very concrete manner.

Towards 100% clean eco-mobility

For John Cockerill, road transport is also closely linked to technologies that are related to the vehicles propulsion. Technologies dedicated to green hydrogen (the one that is produced from renewable energy) are on the verge of revolutionizing transport and mobility. John Cockerill's investment in this area dates back to 2018. Its teams continued to advance the HaYrport® eco-mobility project in 2020. Their goal: to enable 100% clean eco-mobility on the Liège airport site (Belgium), with facilities for the production, distribution and use of green hydrogen. Once these facilities are operational, the airport's fleet of vehicles will run on hydrogen produced on site, and will therefore no longer emit any harmful emissions, with the only discharge from hydrogen vehicles being pure water. John Cockerill resolutely continues to innovate, and is committed to combining mobility with sustainability.





Simulators to train the drivers of the Sydney Metro

In order to train its drivers in sustainable and efficient driving, Transdev, the operator of the Sydney Metro (Australia), relies on the Transurb® simulation technologies from John Cockerill. Five state-of-the-art simulators were delivered in 2020: four portable nano-simulators and one compact simulator. With its perfect balance between immersion and transportability, this combination enables rail drivers to learn all the reflexes and behaviors of eco-driving.

The simulators supplied to Transdev in 2020 physically reproduce the driver's console. The rest of the train is fully virtualized in order to give a better understanding of the Sydney Light Rail network in computer-generated images.

Ongoing training

In addition, John Cockerill has also equipped Transdev with its TrainLab® interactive solution. This allows procedures to be taught and theoretical knowledge to be acquired anywhere, at any time and in any medium. Within the context of this Australian project, TrainLab® provides a 3D model of rolling stock, within which trainees are able to navigate. This “virtual trainer” gives them the opportunity to explore the vehicle, to learn procedures outside of the cab, and to access documentation, multimedia content and animations.

Laurent, Head of the TrainLab® Product: «With TrainLab®, the trainees can continue to learn, even when they are not on a simulator. This agile immersion tool has proved particularly useful in this year of lockdowns. When applied to the railway sector, TrainLab® is truly a new digital response towards more sustainable and safer mobility.»



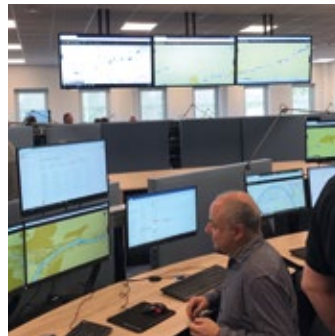
From virtual to physical

John Cockerill's contribution to rail transport is not just virtual. In 2020, its teams also obtained the Marketing Authorization (AMM) for the eight Catenary Maintenance Machines (EMC) ordered by SNCF for its high-speed lines. These hybrid traction vehicles are equipped with batteries designed, manufactured and assembled in the workshops of John Cockerill. Also in France, John Cockerill delivered the lifting and maintenance equipment for Tram 9, the new Orly-Paris line that is due to be put into service in the spring of 2021. In the field of railway maintenance equipment, it should be noted that John Cockerill patented a SEG® transportable pit lathe in 2020. This innovative equipment is small in size, and offers the same level of precision as high capacity pit lathes. Finally, and still in 2020, John Cockerill teams also delivered a second 700 hp locomotive to the industrialist YPF in Ensanada, Argentina, 8 years after the delivery of the first unit.





Moving towards a 4.0 management of the Walloon waterways



Enabling the centralized management of all locks and waterway regulation structures in Wallonia (Belgium): John Cockerill contributed towards this ambitious objective of the Walloon Public Service in 2020. With the installation of remote management equipment, John Cockerill's teams have truly enabled 4.0 management of the Walloon hydraulic network. This will make river transport even more attractive.

As part of this project called "Perex", John Cockerill's teams deployed data sensors on each site of the Walloon hydraulic network in 2020. They have installed a Data Center, to which this data is transmitted to be stored and processed. And they have set up a control room from which the operators of the Walloon Public Service can manage the entire hydraulic network centrally.

Preserving water and air

Managing means looking ahead, as Sébastien, Automation Technician at John Cockerill, points out: «Our remote management equipment makes it possible to predict floods, and thereby avoid a whole series of problems. And as the drinking water for the entire region largely comes from rivers, better management of these also helps to preserve this resource.»

What's more, this centralized, real-time management considerably increases the uptime of the infrastructure. This makes river transport even more attractive,» continues Sébastien, «and therefore leads to a reduction in the number of trucks on the roads. The result: fewer CO₂ emissions and cleaner air!»

Renovation of a strategic river crossroad

In addition to the installation of remote management equipment, John Cockerill's activities in the field of hydraulic networks also cover the renovation and improvement of infrastructures. In 2020, its teams began the renovation of Lock no. 3 at Lanaye, a strategic river crossroad between Belgium and the Netherlands. The work involved the manufacture and installation of new sluice and lock gates. It has benefited from the coordination and combination of the skills of John Cockerill's Belgian, Luxembourg and Moroccan teams. Adelin, Project Manager, recounts: «We first had to dry out the structure by installing three cofferdams weighing 16 tons each. This was a particularly delicate operation, because, given the configuration of the lock, we had to lift each of them from the top of the lock to insert them directly downstream into the grooves. We had to use a 400 ton crane! And it all went very well.» As a result, Lock 3 will be operational again at the end of the summer of 2021.





AB still going strong

The John Cockerill teams continued the manufacturing, assembly and shipping activities for the Cockerill® 3000 Series turrets for the multi-year AB program in 2020. As a logical extension of this “Supply” aspect, they started training courses on the use and maintenance of these systems in the autumn.

The first trainees arrived at the Cockerill Campus, John Cockerill's training center in Commercy (France), in October. On their agenda: theoretical and practical training to acquire the technical know-how associated with Cockerill® weapon systems, and the ability to implement and use them in complete safety.

Major partner of the armed forces

The start of this training course is the culmination of four years of studies and preparations by the French and Belgian teams of John Cockerill. Michel, Director of the Training and Service Center, said: «Over the past four years, we have developed state-of-the-art infrastructure and training programs, thanks to the involvement of teams with rare skills. In particular, this program includes the provision of specially equipped workshops, the use of advanced technology simulators and access to French Ministry of Defense training grounds. This makes John Cockerill a major international partner of the armed forces in their contribution to global security.»



Towards intelligent turrets

John Cockerill also made progress in developing new features based on artificial intelligence in 2020. These include automatic target tracking and automatic identification of objects around the turret. More broadly, as part of the TTU (Turret Technology Upgrade) program, the teams have developed technological building blocks and functions that can be used on the various Cockerill® turrets. This will make them ever more competitive and ever more in tune with the real needs of the men and women who devote their lives to fighting insecurity.

The technological developments for tomorrow

In 2020, in addition to the operational advances of the AB program, John Cockerill teams continued to develop new technological solutions to meet the changing needs of the armed forces. The Cockerill® CPWS Gen.2 turret underwent a first successful firing session, and prototyping of the Cockerill® 1030 turret was initiated. These two weapon systems were developed as part of major programs for John Cockerill in the Middle East and Europe, respectively.





Training French soldiers with the latest generation of simulators

As a major event of 2020, John Cockerill has been chosen by the French Army for its Serket program, which involves the design and delivery of cabin simulators for the armoured vehicles in the French Scorpion armament program. This is a strategic move for John Cockerill, which has thereby signed its first contract with the French Army for the delivery of equipment.

Serket consists of the development and supply of technical and tactical training simulators for the crews of the new armoured vehicles of the French army: the Jaguar and Griffon combat vehicles and renovated Leclerc tanks. The Serket cabin simulators will provide a realistic and kinetic environment for training on armoured vehicles. They will be used to instruct and train French soldiers in vehicle handling and turret techniques, both as a crew and as a platoon. Serket is managed jointly with RUAG Defense France.

Protecting France and the French people

Yves, President of Agueris, John Cockerill's defense simulation subsidiary: «We are delighted to have been chosen for this ambitious program, which is essential for the training of the French Ground Forces. This success crowns five years of technological and commercial development. Furthermore, it is above all a matter of immense pride for John Cockerill to accompany the French Army in its mission to protect France and the French people.»



Co-constructor in European Defense

In addition to its partnerships with the French and Belgian armies, John Cockerill is resolutely committed to a European approach. It is part of a consortium selected by the European Commission to participate in one of the first European Defense Industrial Development Programs (EDIDP). John Cockerill has clearly shown its willingness to invest in European capability development projects that are both ambitious and innovative, in particular through its collaboration in the LynkEUs project.

From Blue-White-Red to Black-Yellow-Red

John Cockerill's success in France, which has been achieved in the overall context of the Scorpion program, also offers good prospects in Belgium. As part of their CaMo national armament program, the Belgian authorities have chosen to deploy the same equipment will be deployed by French Army for Scorpion. This strategic choice puts John Cockerill in an ideal position when it comes to supplying simulators for the CaMo program. This is all the more true since John Cockerill strengthened its ties with the Belgian army in 2020: its teams provided maintenance support for Cockerill® DF90 systems (acquired by Belgium in the 2000s), as well as carrying out various maintenance work at the Rocourt military site. They also welcomed a delegation from the Royal High Institute of Defense for an on-site presentation of the know-how of John Cockerill.



Taking care of our Talents

4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



The main asset of John Cockerill is the men and women who make up its teams and who are also its main ambassadors around the world. That's why John Cockerill puts so much energy into taking care of them on a daily basis. It thereby pays constant attention to their safety and health at work, provides them with individual and collective recognition, and sets up training plans and motivating career paths. It also provides them with a pleasant working environment, as well as adequate organization and resources. The actions taken in 2020 attest to this: the bond between John Cockerill and its teams has been undoubtedly stronger than ever at the end of this very special year.

Safety in the face of Covid-19

Faced with the health situation in 2020, John Cockerill has taken all the necessary measures to allow its employees to serve their customers in optimal safety conditions. After the periods of lock-down, during which teleworking tools were widely deployed, the face-to-face work infrastructures were specifically adapted. Protective equipment (masks and hydroalcoholic solutions) were made available. Health protocols have been defined for each work configuration encountered (in the office, on mission, in the workshop, on site). Every employee has been invited to attend a training course about all these safety measures. As a result, and according to their own statements, employees felt as safe at work as they do at home. Compliance with the measures that have been put in place has thereby also made it possible to avoid infections in our activity sites, while maintaining our activities and relationships with customers.



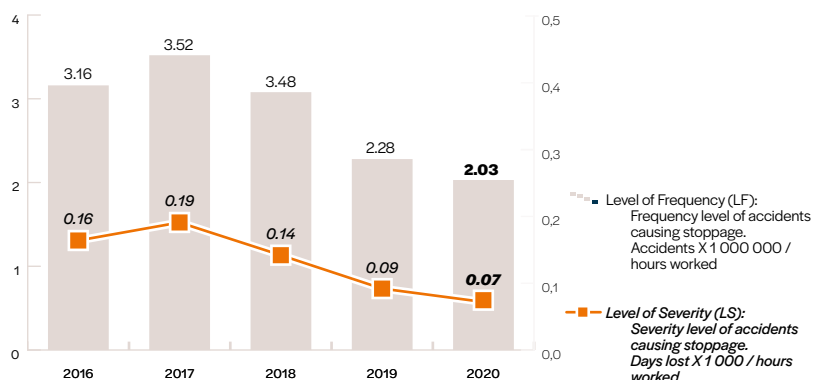
Further improvement in safety performance

John Cockerill achieved an excellent performance with regard to safety in 2020, with a frequency rate of 2.03 (11% better compared to 2019) and a severity rate of 0.072 (22% better compared to 2019). «These results are even better than the exceptional figures of 2014,» Gérard, EHS Director of the Group, is happy to say. «It can be said that safety is in our DNA. Behind each figure, each statistic, there hides a human life. We have reduced the frequency rate by ten over the past 20 years. This constant evolution is truly part of our corporate culture.»

These performances have been reinforced by several re-certifications obtained in 2020, such as ISO 45001 relating to quality and safety or the environmental management standard ISO 14001, which John Cockerill has obtained continuously since 2002. Great rewards for the daily work of the teams.

2,03
frequency rate

0,072
severity rate



5,176 Talents are stronger together

On December 31, 2020, John Cockerill had 5,176 employees with nearly 50 nationalities in 24 countries. 35% are workers, 33% are employees or technicians, 31% are managers. 57% are under 45 years old. 29% have more than ten years of service with John Cockerill. 13% are women. Together, strong in their unity and diversity, everyone contributes to the same strategic objective, to the same mission: to deploy large-scale technological solutions to meet the needs of our time.

On December 31, 2020

5176
employees

35%
workers

79%
sustainable
engagement rate

50
nationalities

29%
ten years of service

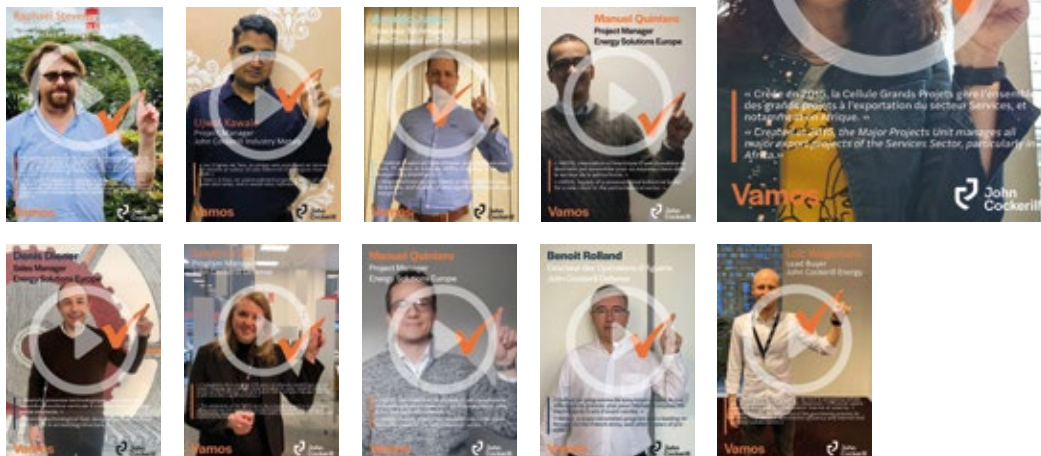
33%
employees or technicians

13%
women

In 2020, despite the pandemic, John Cockerill was able to welcome new employees, in particular to support its ambitions in renewable energies. To those already present in its ranks, it has been able to offer new perspectives, accompanying them in an internal change of the internal perimeter. Despite the complicated health situation, it even managed to propose an expatriation to some of them. Always with the same goal: for everyone to flourish professionally and be able to give the best of themselves.

The pride shared in video

In 2020, two internal initiatives enabled employees to share the pride they have in working at John Cockerill. As part of the “Vamos” video campaign, project leaders expressed their enthusiasm and passion, and called on their colleagues to mobilize for the success of their project. Likewise, the 2020 edition of the internal innovation competition, the “John Cockerill Awards” was a great vintage. Around thirty projects were highlighted, in the categories Technologies, Commercial advances, Continuous improvement and Health, Safety, Environment. Laurence, Project manager: «Although the pandemic has turned the way people live and work upside down, it has also been a tremendous trigger for innovation. This was very clearly seen in the candidate projects, as well as in the format, digital and audiovisual, that this 6th edition of the competition took.» Vamos and the John Cockerill Awards, two magnificent recognition vectors for the teams of John Cockerill.



John Cockerill Awards 2021

Winners of the John Cockerill Awards (awarded in January 2021)



Commercial advancement

- Development of hydrogen activities in Australia, a lever for decarbonization
- John Cockerill Defense selection for French program SERKET

Health, Safety, Environment

- John Cockerill Foundation’s solidarity actions
- John Cockerill India’s response to the Covid-19 pandemic

Technologies

- SARA®, an “all-in-one” acid regeneration unit specifically adapted to small capacity facilities
- Eagle Eye Coating™, a coating innovation that offers an unequalled flatness for continuously galvanized steel strips and a unique control of the coating weight

Continuous Improvement

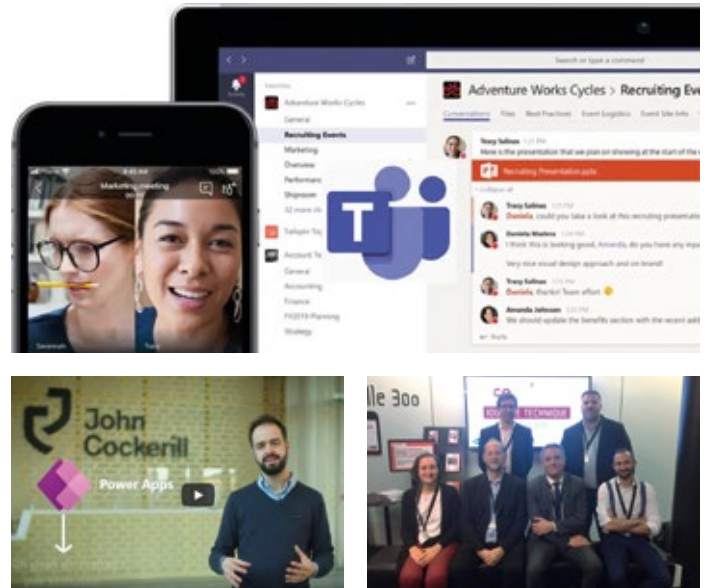
- 1st hot rolled coil with zinc-aluminum-magnesium coating, produced during the pandemic magnesium coating and produced during the Covid-19 pandemic
- Industry 4.0

People’s Choice Award

Development of hydrogen activities in Australia, welcoming a commercial breakthrough in a country where John Cockerill was not present yet.

Helping teleworkers to find a new balance

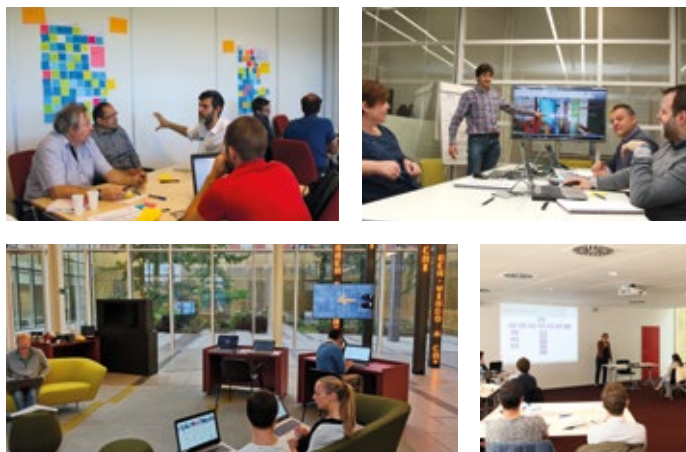
Due to the pandemic, the digitization of John Cockerill has seen a boost in 2020. Teleworking, the deployment of which started in 2019, has become the norm. Many initiatives have been carried out to support employees in this movement. Online training was provided to help them immerse themselves in their new “digital workstation” and take ownership of Teams, Stream and other digital tools. Internal video channels have been created. Podcasts on the John Cockerill technologies, didactic capsules on effective teleworking, tutorials on new tools... all kinds of new media have emerged. Conclusion: our employees have progressively found a new personal balance, thanks to which they have been able to maintain their individual and collective performance, maintain their team dynamics and perpetuate the entrepreneurial spirit that is so characteristic of the teams of John Cockerill.



Developing the leaders of today and tomorrow

Launched in 2019, the Leadership@JohnCockerill development program continued into 2020. This initiative aims to help managers adapt their practices to the needs of today's Talents, and align them with the core values of John Cockerill. Anne-Laure, HR Business Partner: «After a first individual phase in 2019, 168 participants became involved in joint training in 2020. The strengths of these interactions: the discussion of the new things

learned and the exchanges between pairs. The sharing of experiences with colleagues was particularly appreciated.» With this program, John Cockerill is investing in its Talents, not only to develop its leaders for today and tomorrow, but also to maintain and strengthen its corporate culture.



Watching over the Communities and the Planet



In 2020, in its determination to assume its role as a Citizen of the World, John Cockerill stepped up its initiatives and approaches aimed at participation in the development of the communities in which it operates. Hand in hand with the John Cockerill Foundation, its teams have focused their 2020 actions on the fight against the Covid-19 pandemic and on child protection. John Cockerill has also pursued actions to reduce the CO₂ emissions from its activities, mainly in terms of the environmental performance of its operating sites and business travel.

Mobilization against Covid-19

From the first wave of Covid-19, and driven by the values of John Cockerill, our employees have mobilized themselves, both individually or collectively, to fight against the epidemic. Initiatives emerged spontaneously, and were coordinated and supported by the John Cockerill Foundation. A number of colleagues joined forces to design makeshift respirators, while others started making masks, over-masks and visors. They mobilized some 40 seamstresses to produce more than 2,000 masks, 6,000 over-masks and 5,000 visors, in particular using fabrics recovered from former John Cockerill promotional flags. This initiative was praised by King Philippe of Belgium, who expressed «... His sincere thanks ...». In addition, John Cockerill shared its stocks of masks with various medical or paramedical institutions, including 4,500 FFP3 masks offered to the Liège Central University Hospital (Belgium).

In France, a site manager mobilized his team to set up a production line for hydroalcoholic solutions in his workshop. Some 8,000 liters were thereby donated to hospitals in the Grand-Est region. In recognition, he was elevated to the rank of Chevalier de l'Ordre National du Mérite. More modestly, but just as sincerely, the John Cockerill teams in Salem (United States) showed their gratitude to the staff of the Regional Medical Center by donating their “fresh Friday fruits”.

In addition, the John Cockerill Foundation has supported the cultural sector through its participation in the “Artists of the Heart” campaign. This action aimed to help the 250,000 Belgian cultural workers who were deprived of income due to the pandemic.

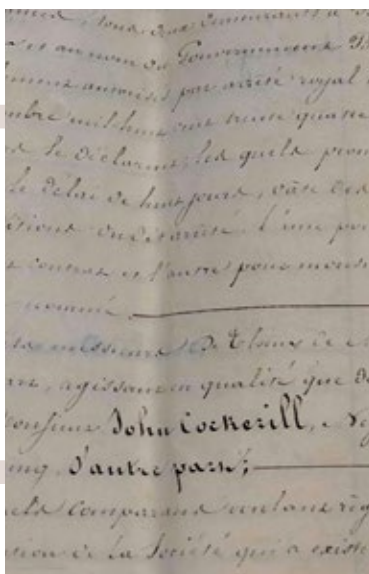


Committed to the protection of children

John Cockerill's teams also carried out humanitarian actions focused on child protection in 2020. In the Ivory Coast, for example, in addition to the commercial activities that they are developing within the country, they have put their expertise to work to drill a well and fit it with a pump and filters, in order to meet the water needs for a maternity center near Abidjan. This intervention was supported by the John Cockerill Foundation.

The Foundation also mobilized itself to support a fundraising project aimed at rebuilding the Ambanpitiya school in Sri Lanka, and supported ECPAT Belgium, a member of a network against the sexual exploitation of children, by participating in a project to train young people how to use the Internet in complete safety.

In India, John Cockerill has continued to carry out investments to benefit the most disadvantaged, with the distribution of foodstuffs in a village located near the Hedavali workshop on the one hand, and support for "Doctors for You" actions dedicated to children's and mother's health on the other.



History preserved and enhanced

Being attached to its roots, John Cockerill created its Foundation 200 years to the day after its founder's acquisition of the castle of Seraing (Belgium), where its head-quarters are still located. Since then, the Foundation has watched over the history and heritage of John Cockerill. In 2020, it recovered the entire collection of the deeds of purchase and sale of successive Cockerill companies since 1817. These documents represent more than two centuries of history, which will be preserved for generations to come.



Towards a more sustainable mobility

The travel activities of John Cockerill employees emits a significant amount of CO₂, whether for business purposes or for traveling from home to work. To reduce emissions linked to air travel, John Cockerill has been deploying alternative solutions to travel for over a year: teleconference equipment in meeting rooms, remote collaborative work tools, remote intervention technologies, increased bandwidth, etc. In 2020, driven by the effect of Covid 19, significant internal events (up to 800 people) have been organized virtually, thereby reducing travel by the same amount. The reduction of 75% of CO₂ emissions generated by air travel in 2020 was, of course, favored by Covid-19, but the cumulative effect of these measures should lead to a sustainable reduction of more than 30%.

In Belgium, where the Group's car fleet is the largest, the car fleet policy has been reviewed with the same objective of reducing CO₂ emissions. The idea was to move from a de facto "all diesel" situation to a system with a real choice of alternative mobility. In order to achieve this, a first action was implemented in 2019, with the integration of the "CO₂ emissions" criterion in the calculation of the monthly car leasing budget. The very way in which this budget is structured was revised in 2020: it's now the Total Cost of Ownership of the vehicle (including fuel) that is taken into account. In addition, this "car" budget has been converted into a "mobility" budget, leaving the beneficiaries the option of using part of it for alternative mobility (cycling, public transport, etc.). In addition, measures have been taken to encourage the use of bicycles (development of dedicated premises and infrastructure, financial incentive, animation of the cycling community, etc.) and public transport (payment of the subscription).

A first assessment: the number of cyclists is increasing from month to month, while the engine mix is evolving favorably, with 10% fewer diesel vehicles and nearly 5% Plug-In or electric vehicles, and the average CO₂ of the fleet (expressed in g/l) is being gradually reduced, with a reduction of 2% already being achieved within one year.

The energetically self-sufficient Headquarters

John Cockerill is continuing its efforts to modernize its facilities at Seraing (Belgium), where it has been located since 1817. A thousand people currently work there.

The major renovation work on the site has significantly improved its energy efficiency. Of particular note for 2020: being now supplied with green electricity by 15,000 m² of photovoltaic panels installed in 2018, the site has achieved energy self-sufficiency thanks to the optimization of the storage and management of this green electricity.

In addition to these energy aspects, John Cockerill also continued its actions related to waste management in 2020: raising staff awareness of selective sorting, encouraging the reduced use of single-use containers, a ban on the use of plastics in catering, etc.



ISO 140001 certified for 18 years now

In the same way as it is reducing the environmental footprint of its customers' facilities, John Cockerill is also working to reduce the environmental impact of its own sites. In Belgium, John Cockerill obtained its ISO 14001 environmental certification at the end of 2020 for the 18th consecutive year, proof of its long-standing commitment in this respect.

In addition to ISO 14001, John Cockerill also obtained several ISO certifications or re-certifications in 2020, such as 9001 (quality management) or 45001 (health, safety and well-being at work). Due to the Covid-19 pandemic, these operations have sometimes been carried out under unusual conditions. This was particularly the case in New Caledonia, where the John Cockerill team obtained its ISO 9001 standard following audits that were carried out remotely.

All over the world, John Cockerill's teams have mobilized for these certifications, fully aware that they demonstrate the effectiveness of the actions they take for the benefit of the Group, its employees, its customers and the planet.

ISO 14001
ISO 45001
ISO 9001

Resolutely facing the future

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



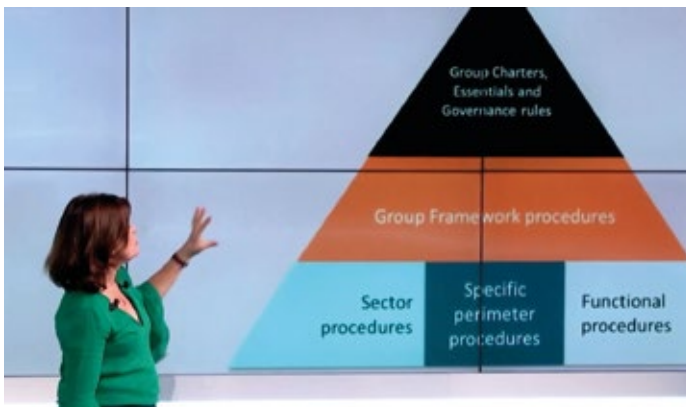
17 PARTNERSHIPS FOR THE GOALS



John Cockerill wants to give itself the means to ensure the profitability of its activities and its long-term development. With this in mind, it has developed and hosted several initiatives in 2020 aimed at improving and boosting its governance, its innovative strength and its operational efficiency, and to set up new business models and partnerships. Combined with its financial results, these provisions have enabled the Group to support its growth.

Agile management of the Covid-19 crisis

In 2020, John Cockerill responded with agility to the threat of Covid-19 by setting up a crisis organization based on a health crisis cell, business cells and a solidarity cell. Together, these teams have defined and deployed the measures and means of protection that have allowed everyone to continue working in complete safety. They coordinated business continuity and kept the Group's finances afloat. This involves, in particular, the application of the accompanying measures put in place by the various Regions or States. They also coordinated the solidarity initiatives that emerged spontaneously across the Group. These considerable efforts have borne fruit: the compliance with the measures that were put in place has made it possible to avoid infections on our activity sites and to maintain activities and relationships with our customers, all while demonstrating the social commitment welcomed by all.



Strengthened governance

The year 2020 saw the establishment of a new governance framework throughout the entire Group. These “Essentials” cover all of the global charters and policies that underpin the internal operations of the Group. They are the subject of a broad communication plan, so that no member of the Group can ignore them.

These Essentials give pride of place to ethics, which is an integral part of the governance of John Cockerill. The ethics charter and policy of the Group were updated in 2020, and are now accessible to everyone via johncockerill.com, to publicly confirm the Group's commitment in this area. A new interactive e-learning module was produced in 2020 to continue to raise awareness among all staff of this crucial dimension of our governance. The Ethics Committee met 5 times in 2020, and handled the 19 files that were sent to it.

Reviewed and mitigated risks

John Cockerill overhauled its internal audit function in 2020, which had been carried out by consultants until then. Now that it has been internalized, this function has a visible and legitimate team that is involved in new issues with regard to governance (compliance, ethics, etc.), and has regular interactions with the various committees and functions within the company.

Among its first objectives is the updating and professionalization of John Cockerill's risk mapping. Strategic, financial, operational, legal and compliance risks were identified in 2020, and their mitigation measures have been defined. The next steps in 2021: to assess their probability of occurrence and their potential impact, and to then establish action plans to manage, mitigate or attenuate them. With the short-term ambition of making this risk mapping into a permanent management and anticipation tool.

A reshuffled management team to prepare for the future

As a mark of its entrepreneurial agility, John Cockerill was able to adjust its organization and reorganize its management team in 2020. John Cockerill has put together an extended Executive Committee to support its Executive Committee. Strengthened by their proximity to the field and the complementarity of their profiles and specialties, its members are responsible for providing solutions to cross-company issues and for elucidating and challenging the decisions of the Executive Committee. Always with the future of John Cockerill in view.

All the details of the Group's governance bodies can be found on: www.johncockerill.com



The Board of Directors

From left to right: Maurice Semer, Louis Smal, Diego Aquilina, Gérard Longuet, Jean-Luc Maurange, Yves Honhon, Bernard Serin (Chairman), Paul Thonon, Nicolas Serin (Vice-Chairman) & Jean-Pol Poncelet.



The Executive Committee

From left to right and from top to bottom: Jean-Luc Maurange, Yves Honhon, Jean Jouet, Brigitte Coppens, João Felix Da Silva, Patrick Paramore, Franck Pasqualini, Thierry Renaudin & Jean Gourp. In charge of the animation of the ExCom: Anne-Françoise Laime.

Industrya: supporting innovative start-ups



Innovation is an essential component of the DNA of John Cockerill: innovation enables it to meet the changing needs of its customers. To make a difference, and to stand out in the markets. And to also find new solutions to the major challenges of our time, including climate change. In 2020, John Cockerill completed its innovation system by launching the Industrya incubator and accelerator, its investment fund dedicated to supporting and developing start-ups and scale-ups that are active in the Industry 4.0, energy and new materials sectors. The originality of this fund consists of the association of institutional investors with a company that has a long industrial experience. The ideal breeding ground for innovative start-ups. Industrya's first call for projects took place in the fourth quarter of 2020. 76 application files were submitted. The selection of the start-ups will take place in the first half of 2021.

200 technologists together... physically!!



January 2020. Health measures were not yet on the agenda in Europe. The 11th International Technology Meeting brought together some 200 John Cockerill technologists, in person. A day of exchanges centered on innovation, and refreshing in its formula. After discovering the subjects via 20 quick pitches, each person went off to explore his/her favorite subjects in small groups through original activities (dialogs, games, demos, etc.). The result: an abundance of ideas and interactions, as enriching for the participants as for the projects.

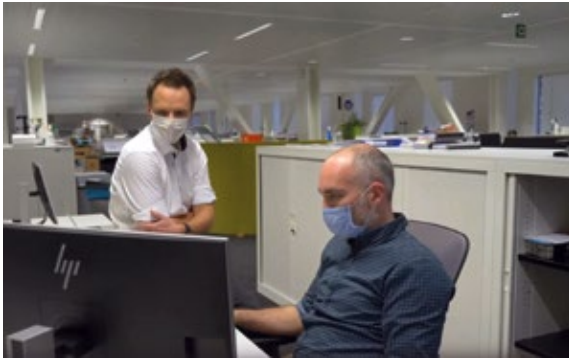


Cockerill Capital, for financing sustainable projects

In 2020, John Cockerill outlined the contours of Cockerill Capital, a new type of sustainable investment fund to accelerate the energy transition. This fund will be dedicated to financing industrial or collective infrastructure projects using energy production technologies, all of which will contribute positively to decarbonization or environmental preservation. The fund will be ready to welcome its first investors in autumn 2021.



SERM, in order to be stronger together



In 2020, John Cockerill carried out structural actions to improve its operational efficiency. It has developed SERM (Shared Execution Resources & Methodology), a department that brings together the project management, engineering and purchasing teams of the Industry and Environment organizations. Supported by its Project Management Office, the objectives of this new department are to share resources and best practices (processes, methods, tools) to develop synergies, achieve economies of scale and ultimately improve operational efficiency, competitiveness and customer satisfaction. All this driven by a single theme: stronger together!

Optimizing operations

This year, John Cockerill carried out an extensive analysis of its overheads in order to identify sustainable sources of optimization. The “Optima” approach involved around one hundred employees. The result: some thirty million euro of recurring savings identified, on themes as diverse as real estate, process automation, indirect purchases and the use of resources. These savings reduce fixed costs without affecting operational efficiency and contribute to John Cockerill's competitiveness and future.



digiExcellence



Documents, process, services. In 2020, John Cockerill chose to digitize in all directions, to strengthen its operational excellence, to make its organization more agile, to take better care of its Talents, partners and customers and to enrich its products and services. In short, to activate its strategic levers. Several “digiProjects” have been initiated: digiBuy (purchasing processes), digiPilot (performance management), digiSign (electronic signatures), digiXpense (paperless expense management) and digiSales (customer relationship management). The deployment of the Office365 suite was also accelerated in order to maintain effective collaboration and communication between the teams that are largely telecommuting. Not forgetting the creation of John's Cockpit, the online platform for managing data arising from the connected equipment supplied to customers.

2020 : financial results maintained

Thanks to the responsiveness of the organization and the effectiveness of the measures taken, John Cockerill's level of activity has broadly held up in 2020. Our model, based on the broad diversity of our customer industries, geographical locations and technologies once again proved its relevance.

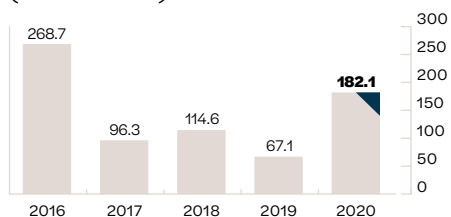
In a context of economic slowdown, our financial results are closely linked to the resilience of our teams.

In thousand €	2016	2017	2018	2019	2020
Shareholders' equity	282 369	262 671	131 144	103 232	114 674
Cash flow	268 741	96 254	114 625	67 073	182 120
Order entries	1 140 751	1 123 056	1 171 521	1 154 278	918 255
Turnover	1 227 119	933 665	1 296 897	1 259 699	1 014 254
EBITDa	130 415	84 151	107 783	81 413	54 299

The data that has been presented since 2015 has been that of the Consortium, consisting of all sectors of activity of the Group and its real estate activity. Given the percentage of the stake held (directly or indirectly) by the Consortium in each of the subsidiaries included in the consolidation scope, the majority of the Consortium's companies are consolidated by the global integration method.

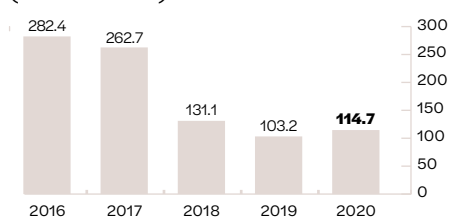
This data is published in accordance with the International Financial Reporting Standards (IFRS). The application of these standards guarantees a homogeneous consolidation of the Group's accounts throughout its scope. It also allows the readability and international understanding of its performance. All the financial data is available in the Group's Financial Report.

Cash flow (EUR millions)



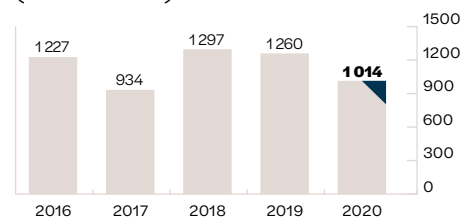
Thanks to the renegotiation of payment plans with some significant customers and the early collection of receivables, the Group's cash position improved significantly in 2020.

Equity (EUR millions)



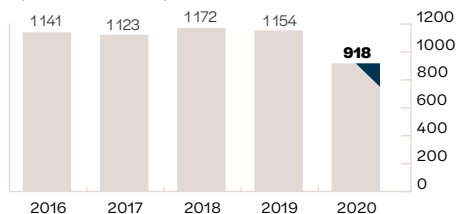
The significant increase in John Cockerill's equity in 2020 positively reinforces the Group's solvency level.

Turnover (EUR millions)



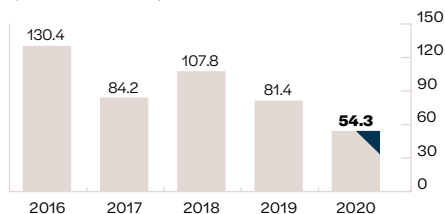
Despite a significant decline in new orders, the Group managed to achieve a turnover over €1 billion. The Services and Defense sectors are the main players

Order entries (EUR millions)



The health crisis brought the level of order intake below €1 billion in 2020, down 20% on the previous year. The Services activities stand out positively, with a significant order in the Ivory Coast.

EBITDa (EUR millions)



The health crisis naturally played an important role in the decline in the consolidated EBITDa of the Group. However, despite a very complicated operating environment, the Group can be pleased to have ended the 2020 financial year with a positive EBIT (5.3%). We owe this above all to the dedication of fantastic teams who have remained united in the face of adversity to protect the Group's results. The plans to return structurally challenged entities to profitability and the use of the support measures put in place by the various governments also contributed to this result.

Net cash position
182.1
millions €

Shareholders' equity
114.7
millions €

Turnover
1.014
billion €

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Our activity report online:
2020.johncockerill.com

The Communication Department thanks all those who contributed, to a greater or lesser extent, to the making of this purpose report.

Ce rapport de mission est également disponible en français sur demande à communication@johncockerill.com

The Group also publishes a financial report containing all the financial data in IFRS format. This financial report is available in French and English on request at finance@johncockerill.com

Produced by

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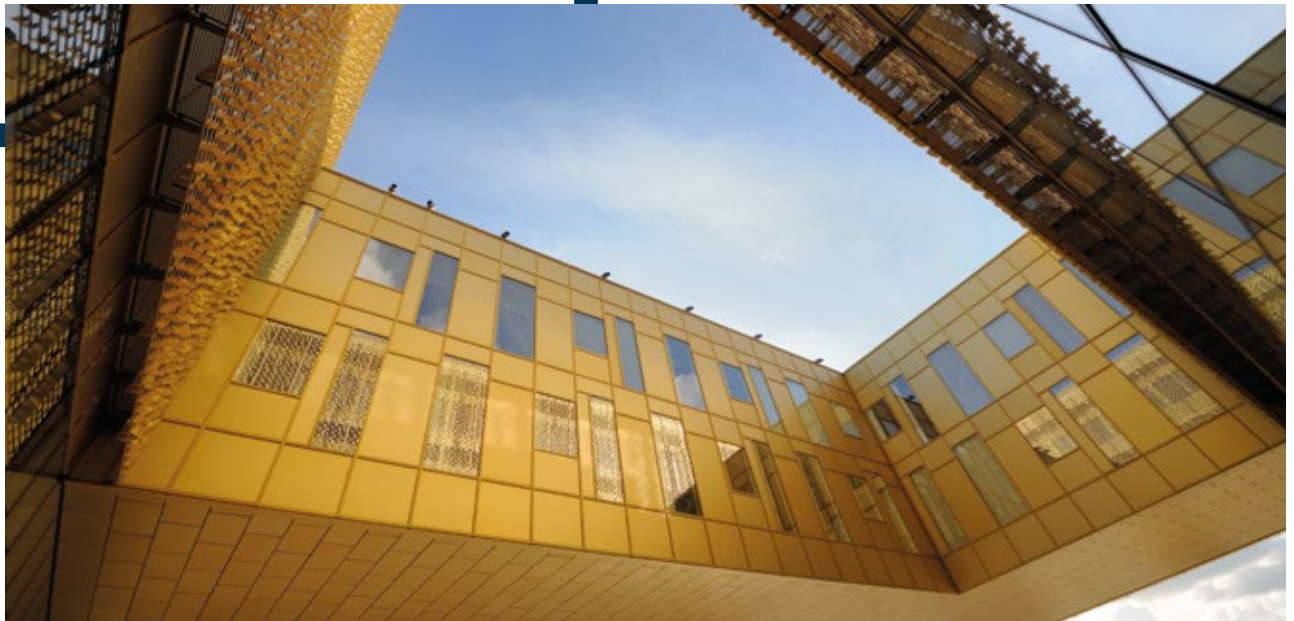
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The John Cockerill Group develops large scale technological solutions to meet the needs of our time: preserving natural resources, contributing to greener mobility, producing sustainably, fighting against insecurity and facilitating access to renewable energy.

Its offering to enterprises, States and communities comes in the form of services and associated equipment for the energy, defense, industry, environment, transport and infrastructure sectors.

Driven since 1817 by the entrepreneurial spirit and thirst for innovation of their founder, the 5 000-strong workforce of the Group enabled it to achieve turnover in 2020 of 1.01 billion Euros in 22 countries across 5 continents.



johncockerill.com

