

Capital Markets Update

30 September 2021

BEWI



Cautionary note regarding forward-looking statements

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Presenters



Continuing our growth
CEO Christian Bekken



Efficient operations
COO Jonas Siljeskär



Becoming circular
Director of Sustainability Camilla Bjerkli



Innovation across the value chain
R&D Director Ville Nurminen



Financial perspectives
CFO Marie Danielsson

Continuing our growth



Christian Bekken
CEO

BEWI



BEWI

*Protecting people
and goods for a better
everyday*

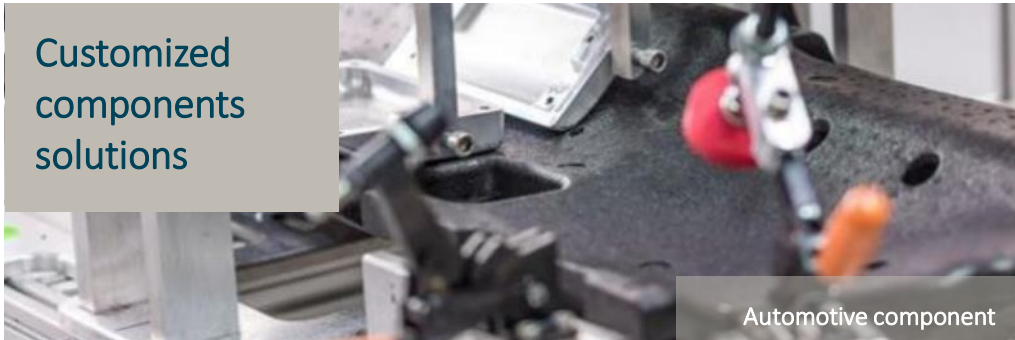
*As a European provider of insulation
and packaging & components
solutions we are dedicated to
creating value to customers, the
society and our owners*



Sustainable solutions in circular value chains



Our products add value to the society



Durable



Versatile



Lightweight



Cost effective



Shock absorbing



Thermal efficiency



Odorless and non-toxic



Mold and moisture resistant

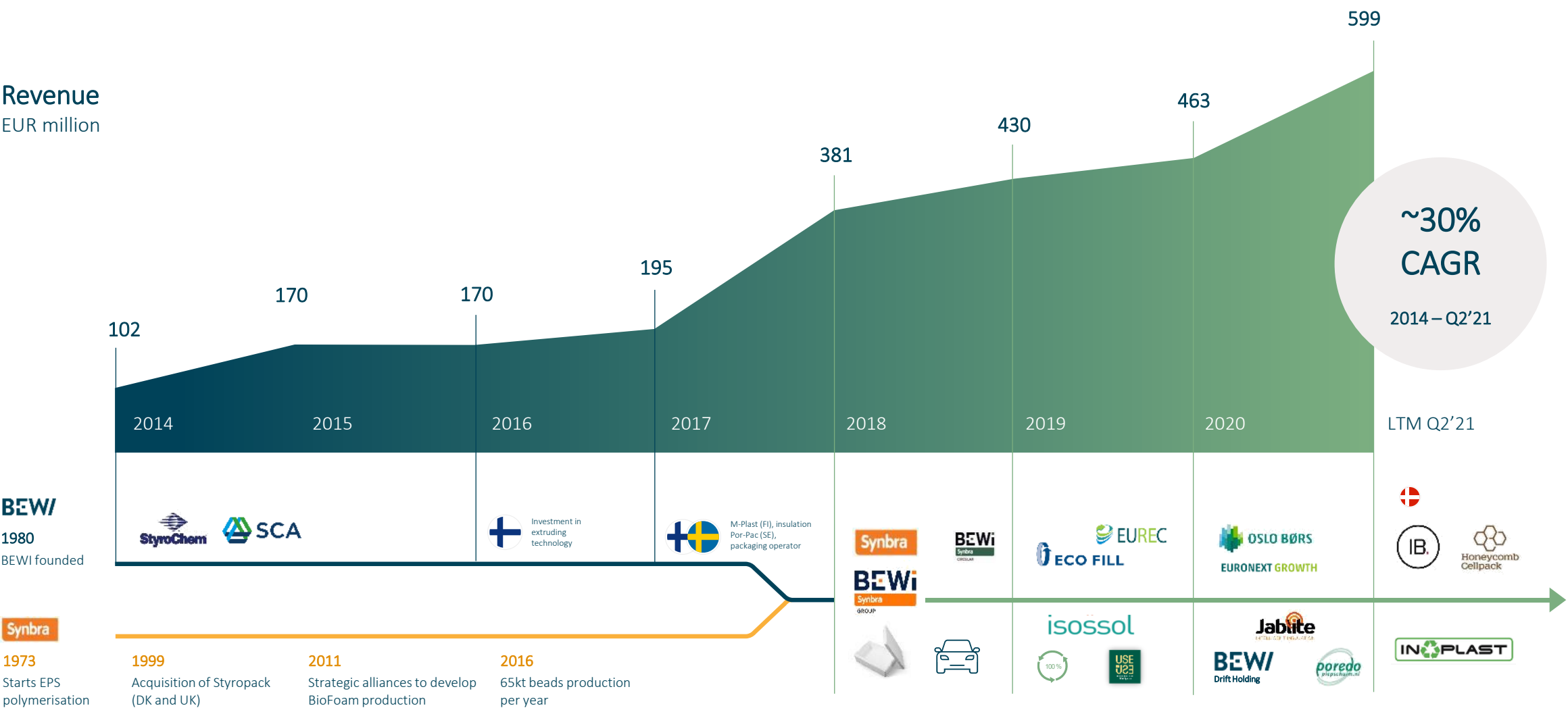


100%
recyclable
materials

Strong growth journey driven by M&A

BEWI

Revenue
EUR million

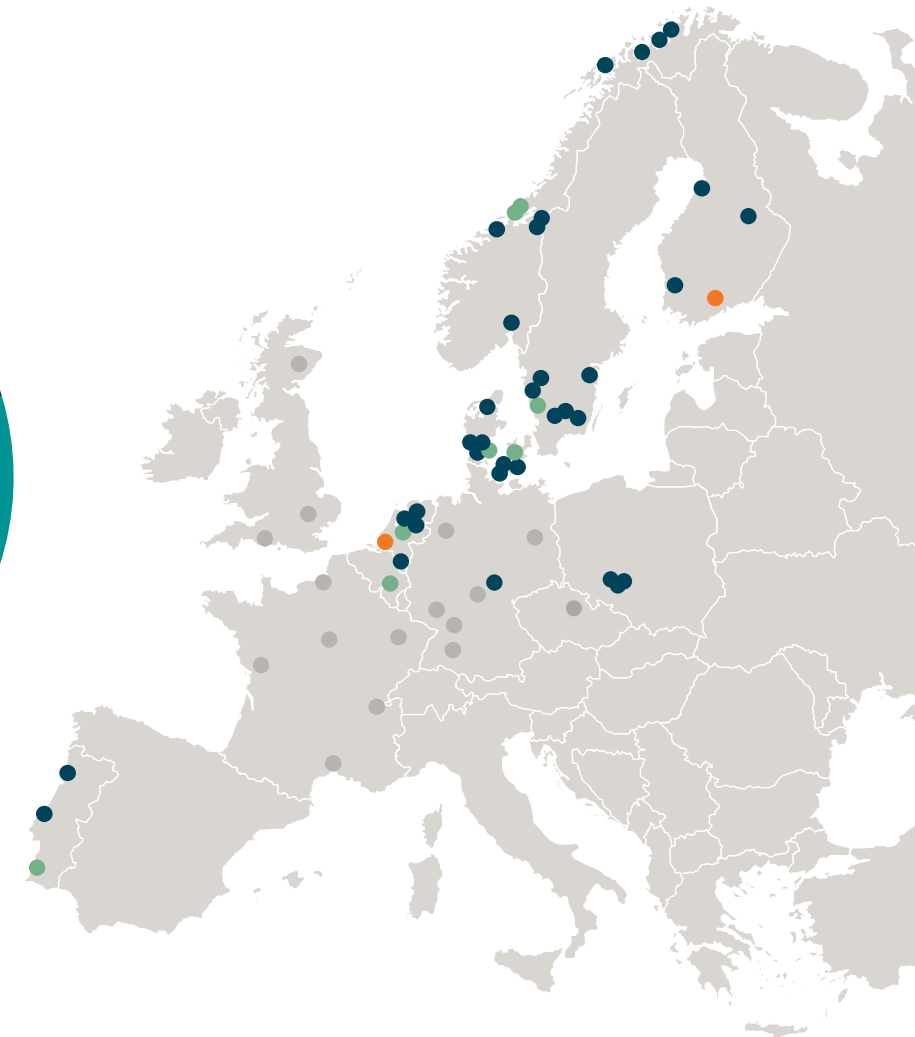
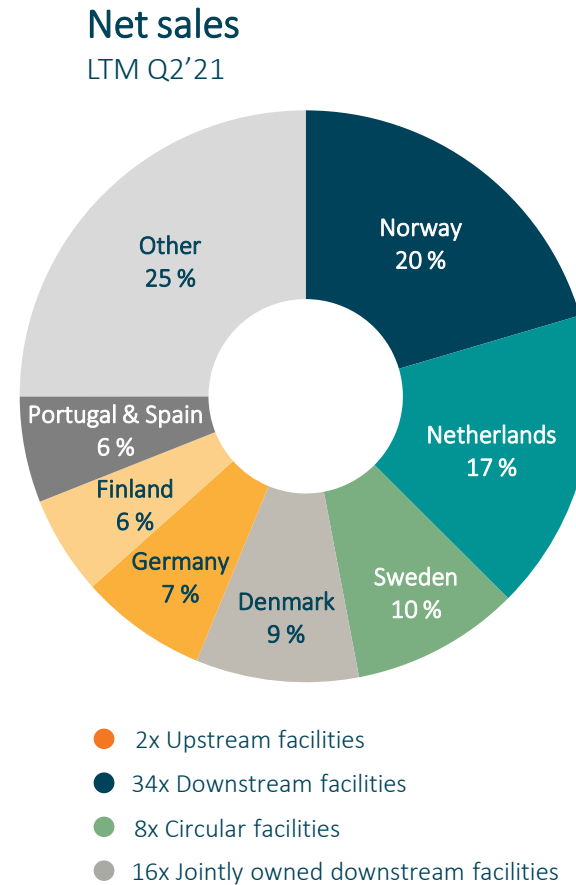


Broad European foothold – local presence

BEWI

Diversified across geographies and end-markets

- ✓ 40+ years of growth and M&A
- ✓ Strong market positions and attractive expansion opportunities
- ✓ First mover advantages and high barriers to entry
- ✓ Long-standing customer relationships
- ✓ ~2,000 committed employees with local market knowledge, ~3,000 incl. jointly owned
- ✓ Leader in innovation and circular solutions

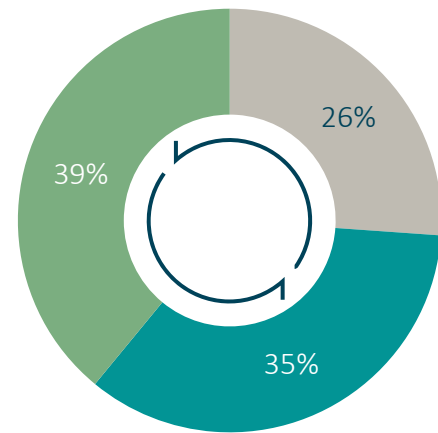


Integrated business model enable robust earnings

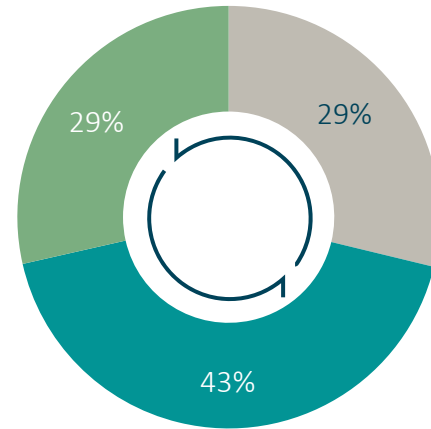
BEW

Extensive industry knowledge throughout the value chain

Net sales LTM¹⁾



Adj. EBITDA LTM¹⁾



● RAW ~50% internal
~50% external

● Insulation

● Packaging &
Components

- Model enable stable earnings in volatile markets
- Enhance innovation through knowledge sharing across segments, regions and end-markets
- Sourcing of raw material a competitive advantage
- Integrated value chain crucial to become a circular company
- Well-positioned as a long-term provider of high-value products including non-virgin materials

Creating high value in specialised end-markets



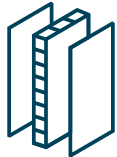
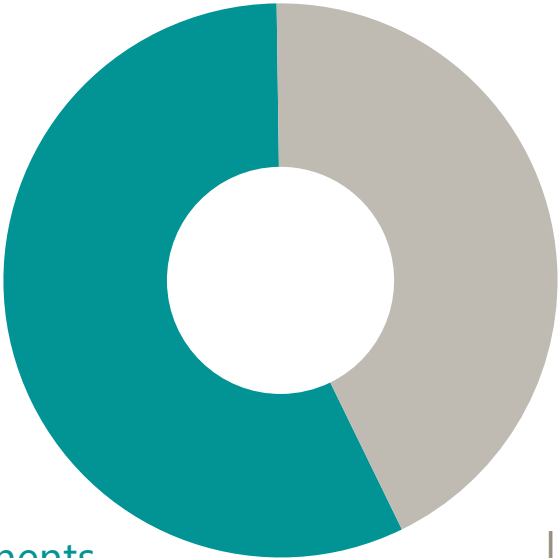
Joint product development with customers locally



Packaging & Components

Manufacturing of standard and customised packaging solutions and technical components for customers in many industrial sectors

Downstream revenue split
LTM Q2'21 EUR million



Insulation

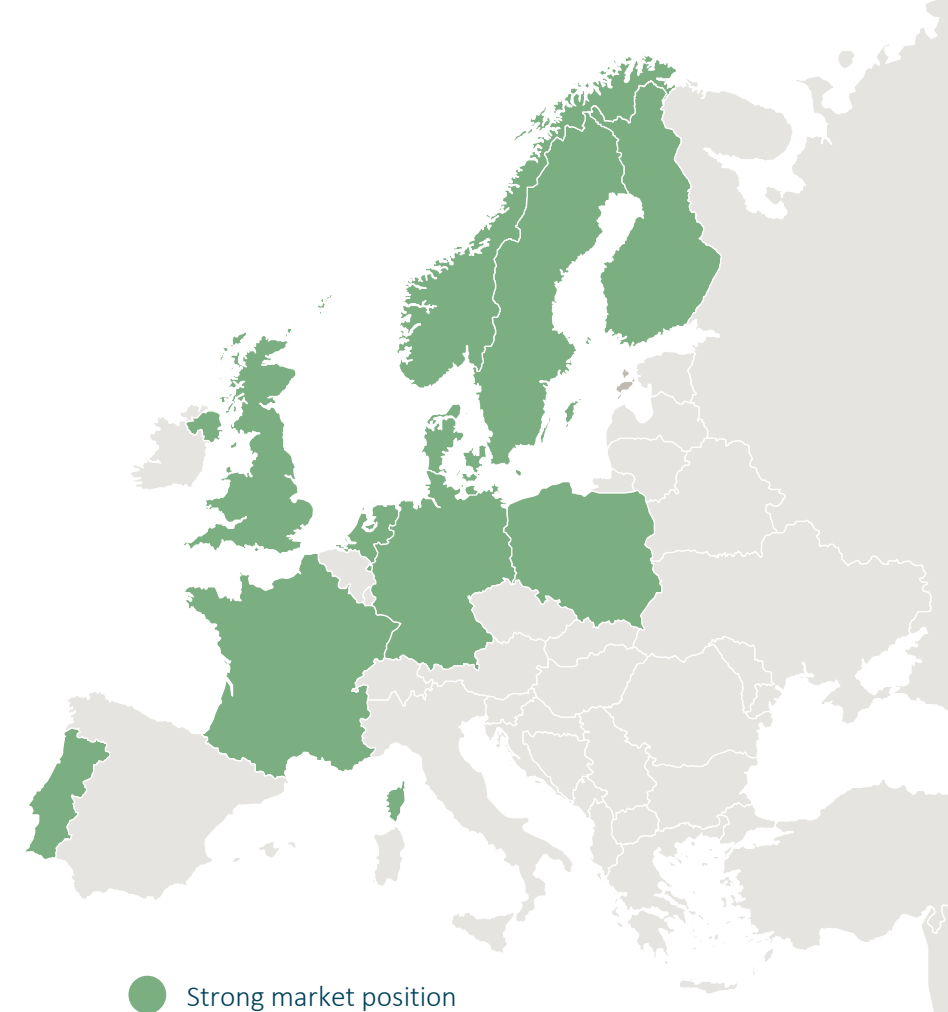
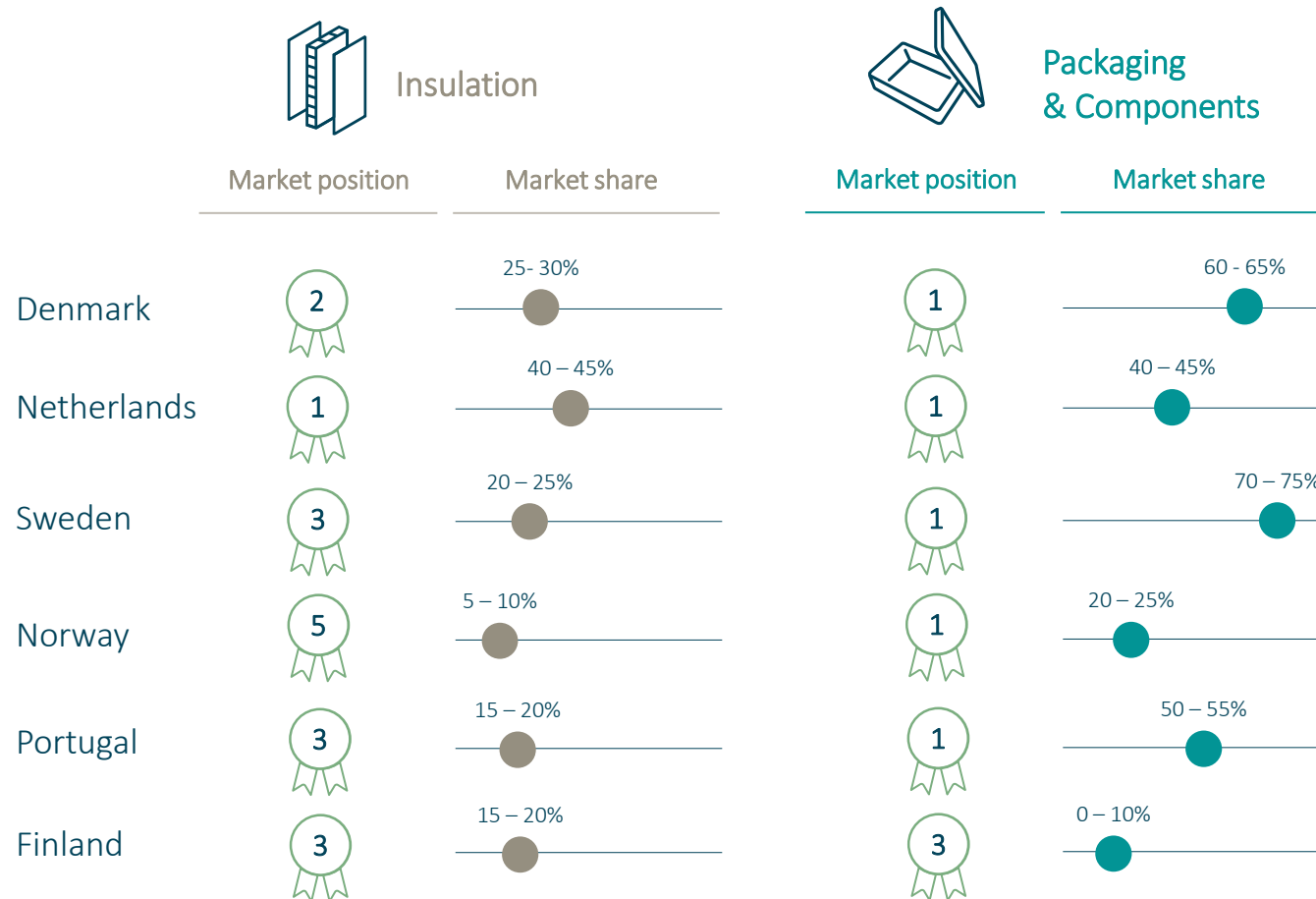
Manufacturing of an extensive range of insulation products for the construction and infrastructure sectors



Established as a leading European provider

BEWI

Multiple #1 positions in European markets



Continuing our growth

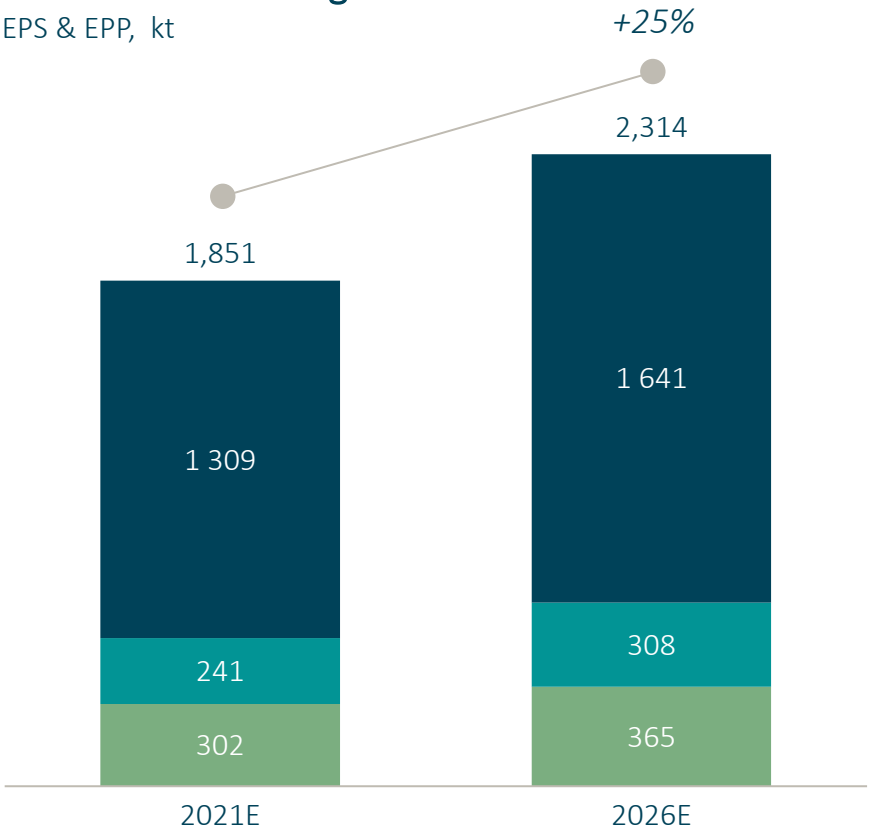
The opportunity



Operating in growth markets

25% volume growth expected the next five years

Forecasted volume growth
EPS & EPP, kt



5% CAGR
CONSTRUCTION

- ~80% of the EPS end-user market in Europe
- EPS holds superior qualities over insulation substitutes
- Demand rebound expected post-pandemic

5% CAGR
AUTOMOTIVE

- ~50% of the EPP end-user market in Europe & Russia
- Increasing use of EPP components to reduce weight
- Electrical vehicles set to support growth going forward

4% CAGR
PACKAGING

- ~20% of the EPS end-user market in Europe
- Growing in pace with demand for consumer goods
- EU regulations on single-use plastics

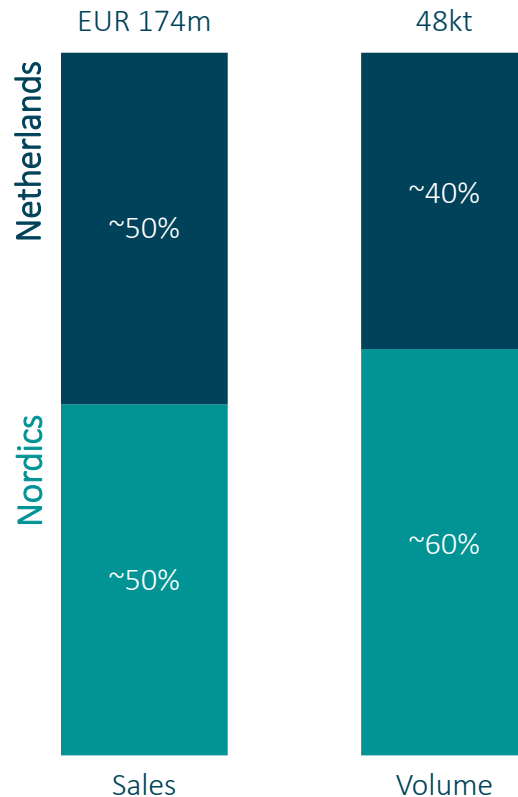
Market leader in the Netherlands through M&A



40% - 45% market share in a high growth market

Insulation segment

LTM Q2'21 Sales and Volume



Advanced market in the Netherlands, with a high degree of value-added products

- Less competition on specialised solutions
- High growth and high margin opportunity
- Expansion opportunities in similar markets

Nordic market more commoditised

- High competition and lower margins
- Potential for increased degree of value-added products

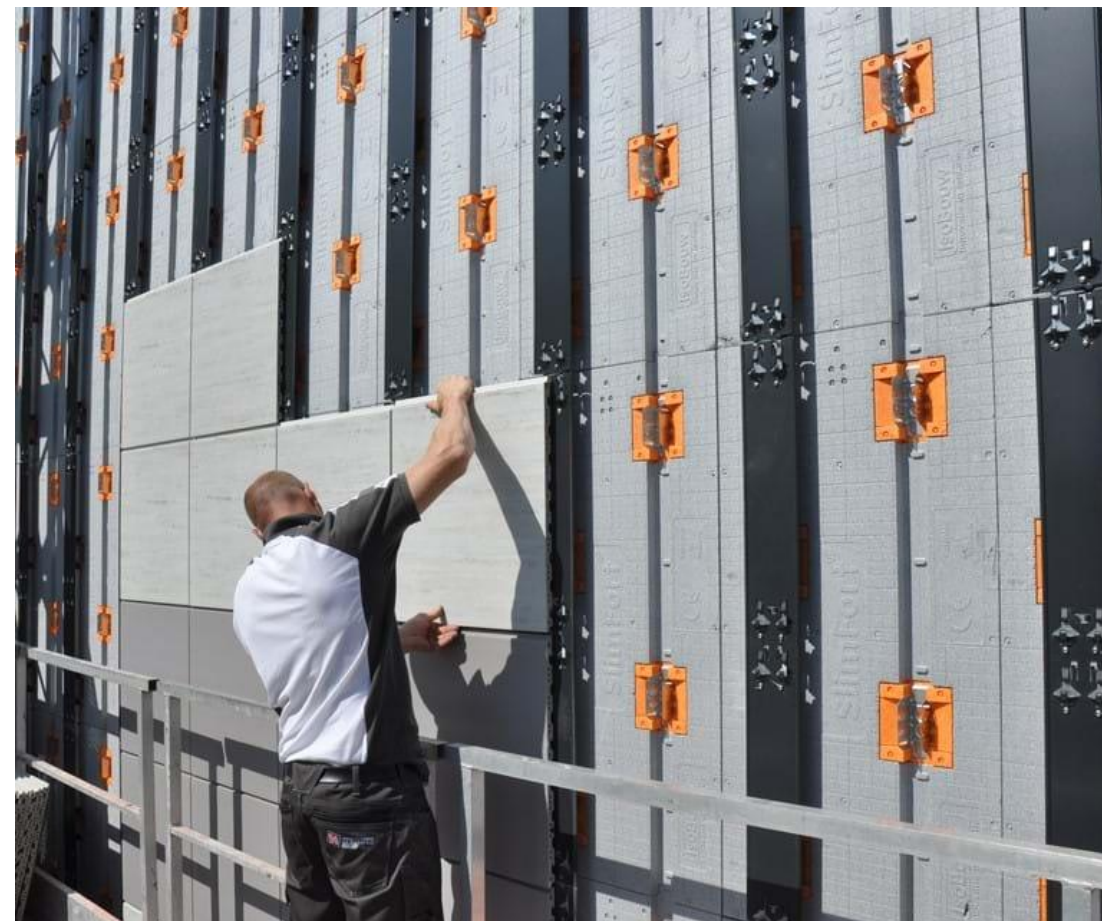
Continue to consolidate and innovate across regions



Further strengthening the position in Benelux

Progressing to final negotiations for acquisition of insulation company

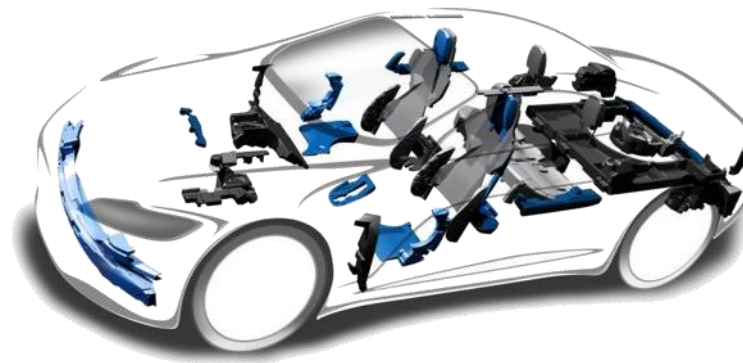
- The Benelux region make up more than 50% of total sales for insulation segment, including a high-degree of value-added products
- Acquisition target is a well-established company
 - Broad product offering, including standard solutions and specialised products
 - Historic revenue of EUR 20-25 million with solid EBITDA margins
- Expect to acquire 100% of the shares by the end of October at normal multiples
- Conditional to the parties entering a final agreement



Light vehicles driving use of EPP

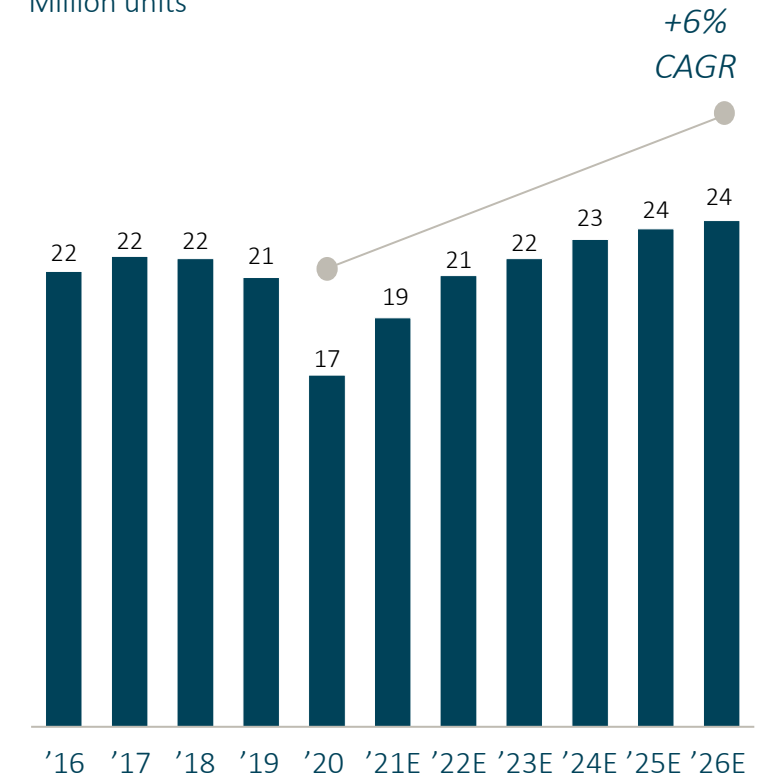
Electrical vehicles set to strengthen growth trend

- Automotive production currently affected by semiconductor shortage
- Increasing use of EPP foam reduces weight, increases fuel efficiency and improves safety
- Electric vehicles set to drive growth due to even lower weight requirements
- EU's End-of-Life Vehicle directive incentivises use of recyclable materials



European production of light vehicles¹

Million units



Source: LMC Automotive *Light weight vehicle forecast*

1) Light vehicles: On-road vehicles up to 6 ton

European market leader through IZOBLOK

>20% market share for automotive EPP components in Europe

- Expansion to increase presence in the automotive components industry
- Adds upstream capabilities to produce EPP beads
- Geographical expansion into Germany and Poland
- Increased R&D capabilities
- Strong synergy potential in relation to BEWI's EPP business



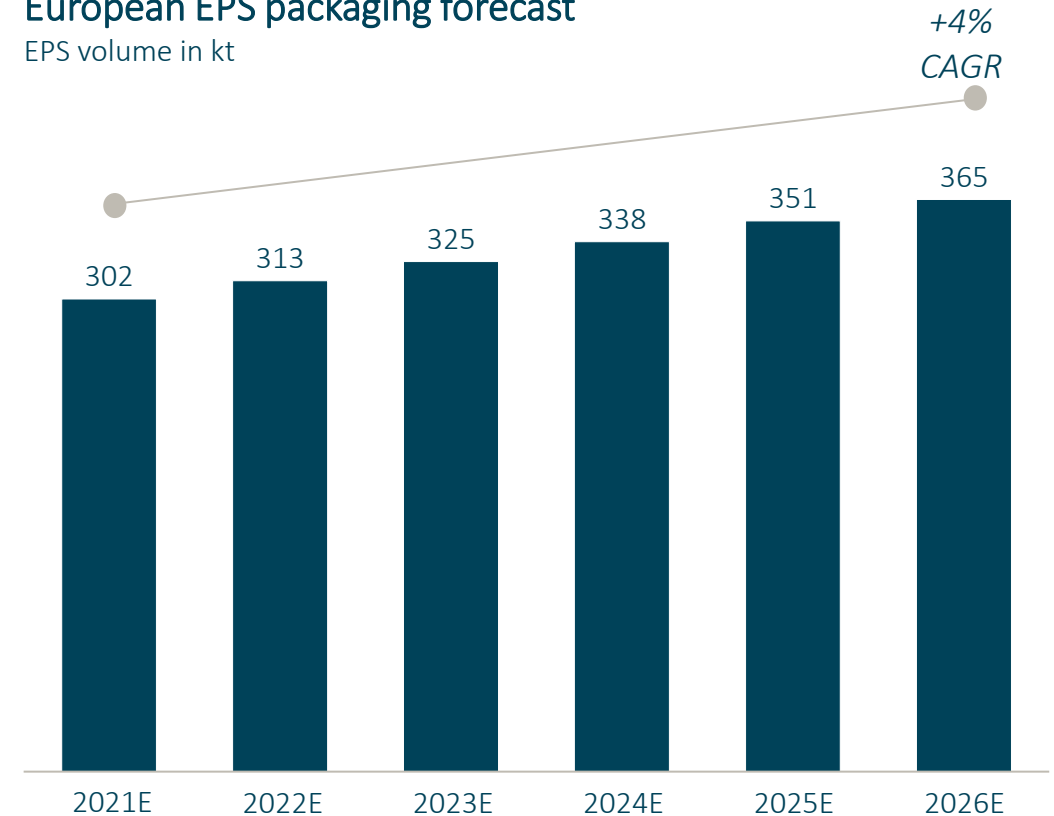
P&C driven by customisation and recycling

BEWI increasingly becoming a circular packaging solutions provider

- Increasing demand for consumer goods and e-commerce sales driving demand for packaging solutions
 - Growth at GDP+
- End-consumer demand characteristics shifting towards increased focus on customization and environmental aspects
- EU directives¹ are supporting increased recycling of plastic packaging solutions

European EPS packaging forecast

EPS volume in kt



1) Single-Use Packaging directive (SUPD) and Packaging and waste Directive (PPDW)
Source: Europe Expanded Polystyrene (EPS) Market (2021) – Mordor Intelligence

Attracting and retaining market shares

Complementary solutions meeting demand characteristics

- A 'one-stop-shop' for customers, creating high value through a collection of solutions
 - Strong local presence enhancing collaboration and reducing transportation cost
 - Long standing customer relationships of 20+ years
- Offering complementary materials
 - Investing in paper-based solutions to offer our customers complementary packaging
- Acquisition of Honeycomb in Denmark complementing BEWI with sustainable and protective packaging solutions from fibre
 - Broadening product offering with protective paper packaging
 - 100% recyclable and biodegradable



Fish boxes

Honeycomb panels

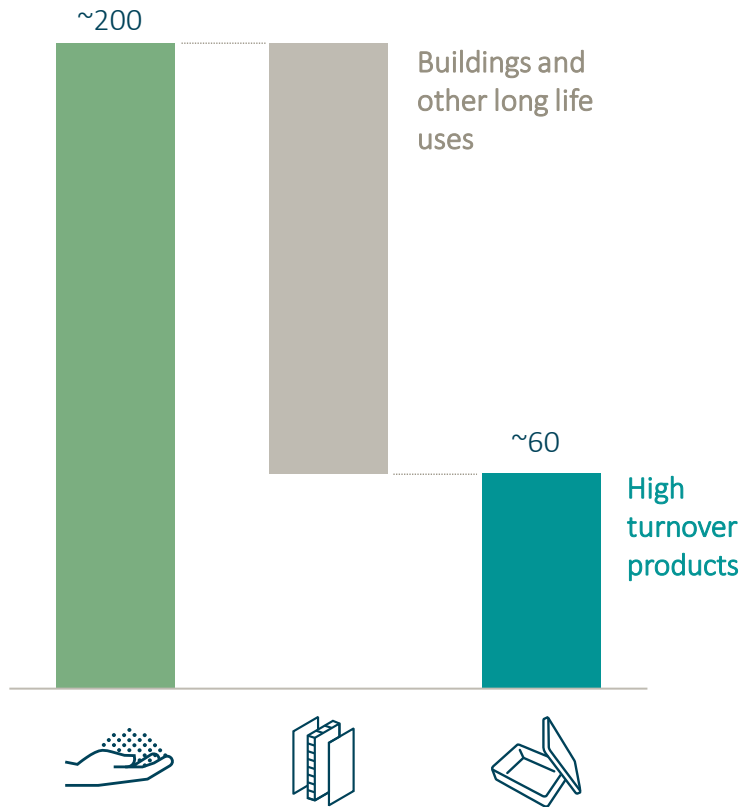


Committed to close the loop and become circular

BEWI

Annual recycling target equivalent to production of high turnover products

Products with lifetime <1 year



- Continuously working to increase collection capacity through investments and collaboration with customers and partners
- 8 own recycling facilities, 1 jointly owned
- Recycling consolidation part of key growth strategy
- Current target is to recycle ~60kt the equivalent of annual high turnover product output



BEWI
Circular



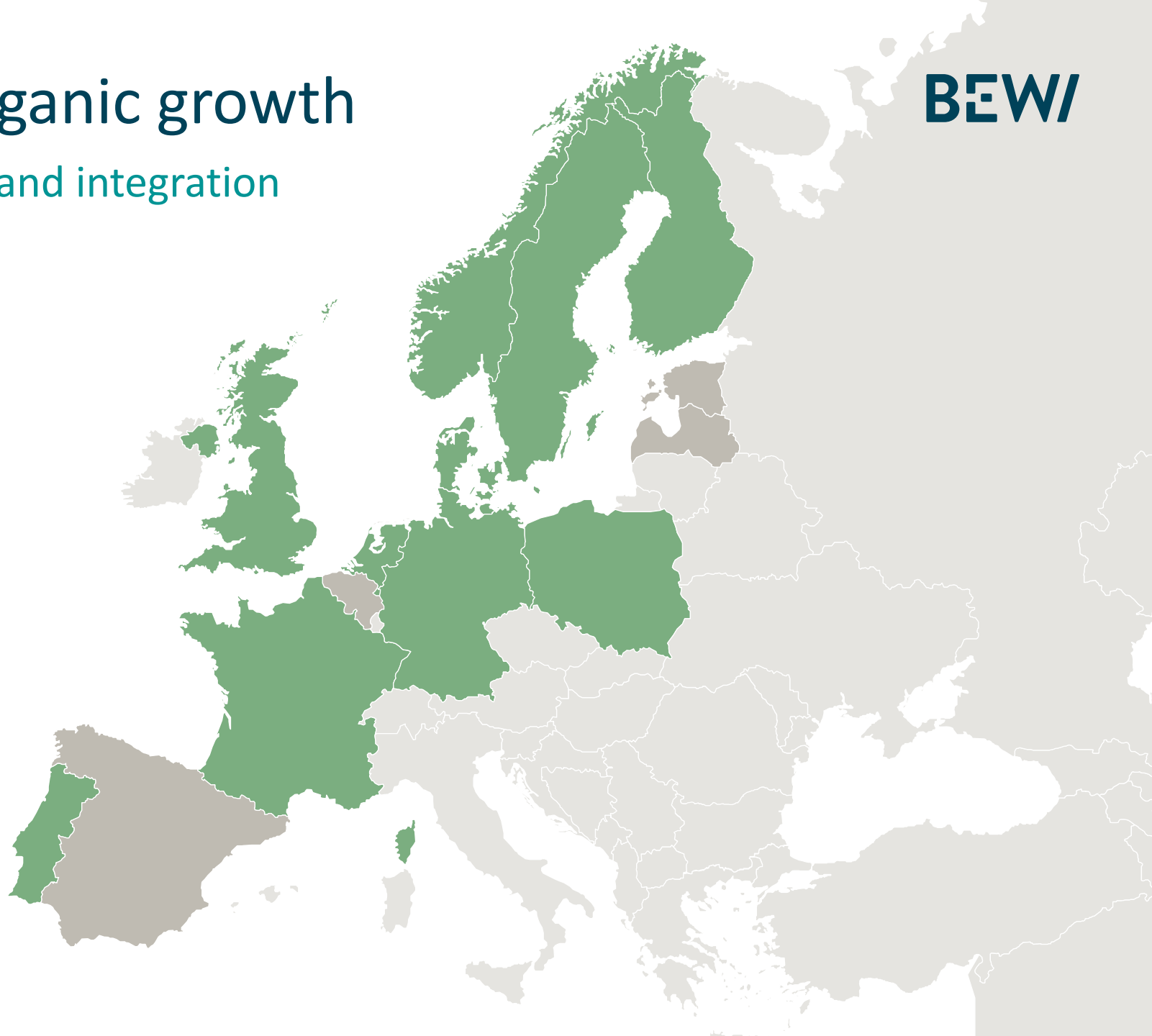
Firm principles of inorganic growth

BEWI

40+ years of well executed M&A and integration

- ✓ Geographical expansion
- ✓ Strengthening market position
- ✓ Broadening product offering
- ✓ Leading recycling consolidator
- ✓ Synergy realisation

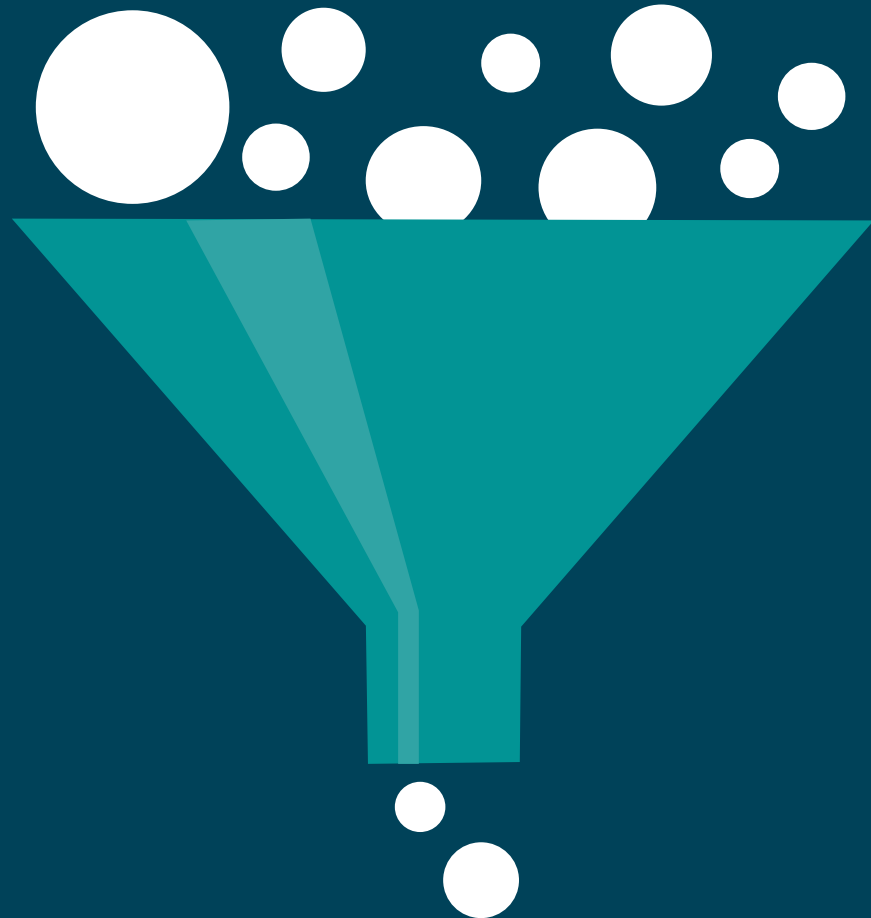
- Strong market position
- Attractive markets to explore or further expand into



Continuous screening of attractive opportunities

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Combination of add-on and transformational M&A



14 acquisitions since Synbra merger in 2018

Well-established M&A processes

Thorough due diligence

8-10 companies under evaluation always

Add-on acquisitions are typically well-run companies with potential for synergy realisation

Additional opportunities for larger, transformative M&A

Continuing our growth

Our ambitions



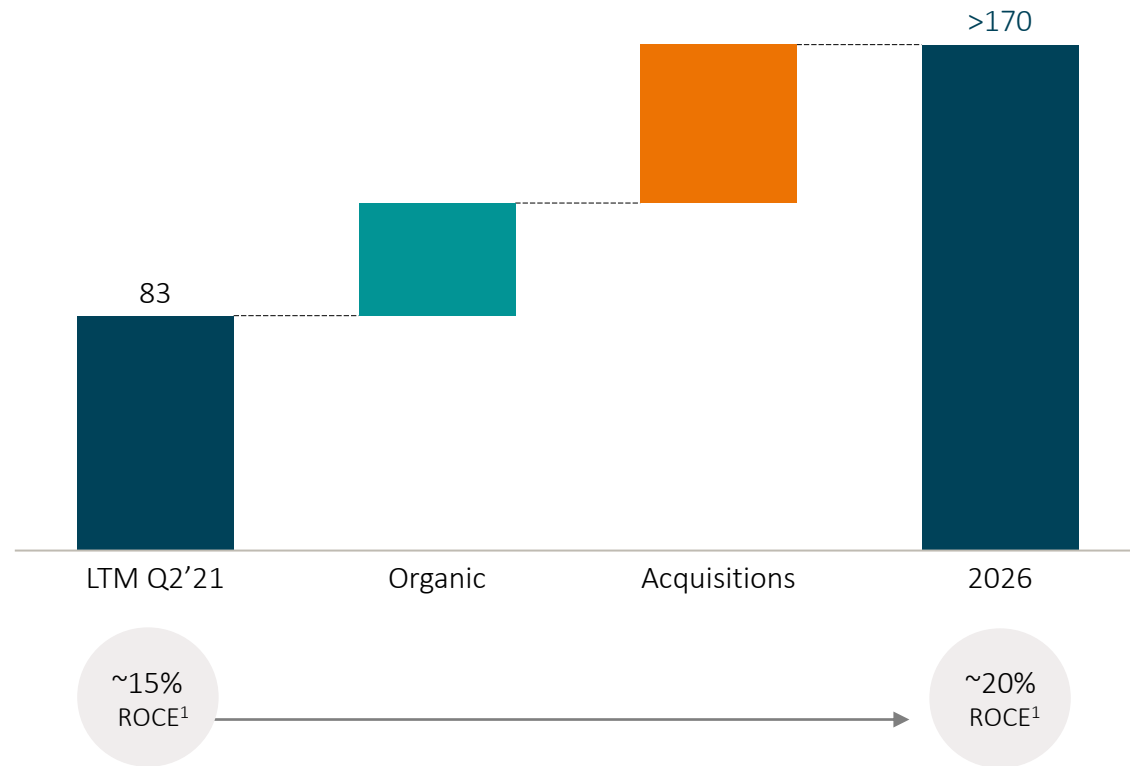
Robust platform for continued expansion

BEW

Targeting ROCE¹ increase from ~15% to 20%

Adj. EBITDA ambition

EUR million



- Continued organic growth and M&A going forward
- Building on current strengths while expanding into new areas
- Current operational and financial framework facilitates profitable growth through 2026
 - Roughly doubling revenues
 - More than doubling EBITDA
 - Targeting ROCE of ~20%

1) 12-months rolling EBITA / (Average NIBD + average book equity value)

Efficient operations



Jonas Siljeskär
COO

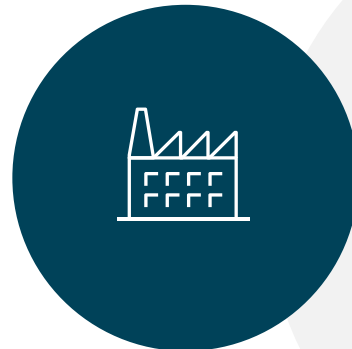
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Integrated business model enable circularity

Raw materials and procurement

- Sourcing of virgin and recycled raw materials
- Beads production
- Sales and distribution
- Research and development
- Continuous improvements



Production

- Enabling recycling of products
- Beads conversion process
- Sales and distribution
- Local logistics management
- Product design
- Customer collaboration

Recycling

- Collection of used material/products
- Setting up collection-hubs
- Compression
- Extrusion
- Logistics
- Customer collaboration



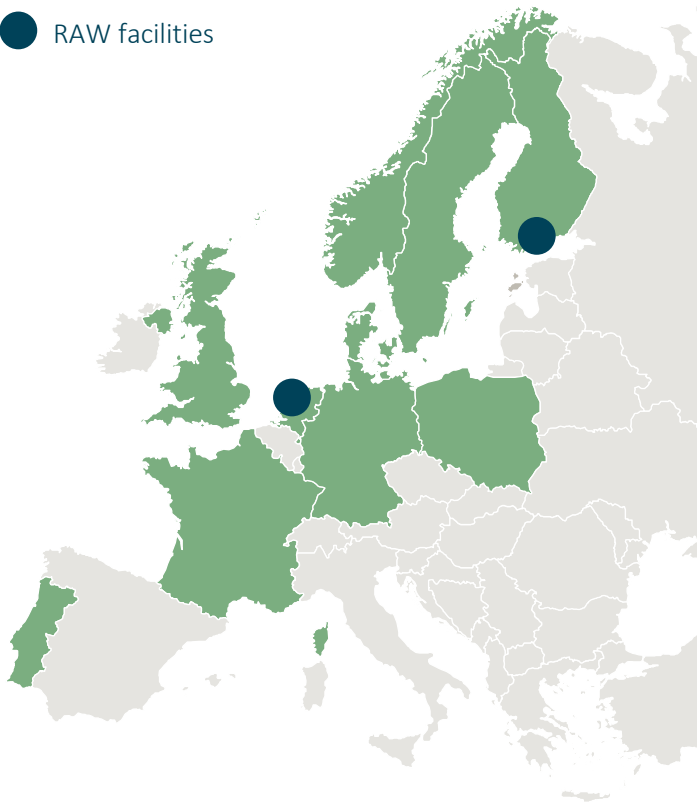


RAW - Efficient production of raw materials

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Sourcing of virgin and recycled raw material – both externally and internally

- Strong market position
- RAW facilities



- Strategically located raw material production ensure European coverage
 - Close to petrochemical hubs
- Two facilities provide redundancy, securing delivery
- Continuous efficiency improvements
- Platform and logistics system capable of handling demanding orders and peak volumes

- Investing in increasing capacity to ~230-250kt for more optimal production cycles
- Further integration of recycled materials in production lines
 - Creating specialised high-value products

Improving margins delivering value-added solutions

BEWI

Always strive to be an integrated part of the customers' operations



Commodity products

Selling commodity products, competing on price, volume and availability



Specialised products

Joint development with customers to develop new applications and materials



Integrated solutions

Dedicated people assisting customers on-site daily, including transport and logistics solutions

Value adding

Specialisation and customer integration vary

BEWI

Experience differences in core insulation markets

1

The Netherlands

~50% of Insulation revenue

- Specialised market enabling upselling of standard products
 - 40-45% market share
 - >15% EBITDA margins

Competitors



BEWI is an integrated supplier in the clients' value chains

4

Nordics

~50% of Insulation revenue

- Commodity market characteristics with many players involved
 - #4 market position
 - <10% EBITDA margins

Competitors



BEWI is a commodity supplier to a large standardized market



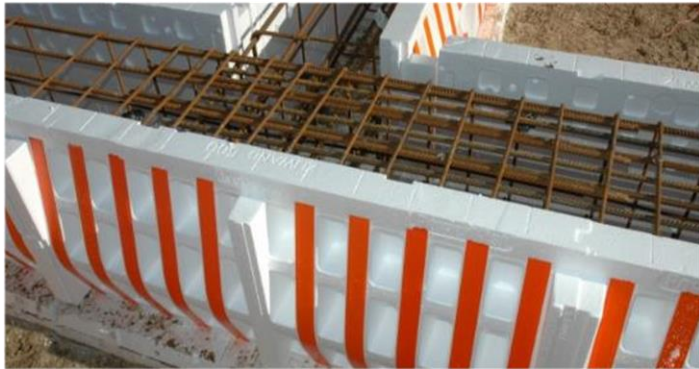
Insulation - Setting market standards

BEWI

Developing value added products for our customers



SlimFort: Façade insulation



PowerKist: On-site foundation installation

- Developing new solutions with a customer centric approach
 - Increasing focus on high value-added products
 - Enabling upselling of commodity products
 - Insulation production hub in Norrköping in collaboration with Sweden's largest plastics recycling station
 - Currently 17 own facilities producing insulation, and 13 through minorities
- Specialized products enabling up-selling of standard products
 - Developing specialised products in commodity markets
 - Realising synergies from acquisitions
 - Developing Norrköping production hub



P&C – Jointly developing products with customers **BEWI**

Tailormade design and production to meet customers' need



Innovation idea
New product line
Specialised need

Design



Prototyping



Production



Collaboration

Innovation teams
locally with
customers

Material development

Building on BEWI's
collective group
competence

Moulding

Experienced, flexible
and large-scale
molding operation

Delivery

Delivery of products
for production lines
or applications

A large variety of products with different lifetimes

BEWI



~700,000 Volvo cars was produced in 2019, a large share of which contained BEWI's components



~50,000 tanks produced annually (by e.g. Nibe, Bosch and Enertech) contain BEWI's insulation



BEWI produces more than 100,000 filling and shock absorbers for Husqvarna razor and cutting saws each year



More than 10 million fish boxes produced annually, equal to ~ 1 billion meals



Packaging for all types of seafood, from frozen fish blocks to ready-made portion packs and transport packaging.



A large variety of protective components such as bike helmets and seats



BEWI produces Child seats for cars, with high demands on security



Packaging for the grocery industry, in mold label options and sustainable returnable packaging in focus



Industrial applications



Agriculture



Medical



Protective Foam



Retail



E-commerce

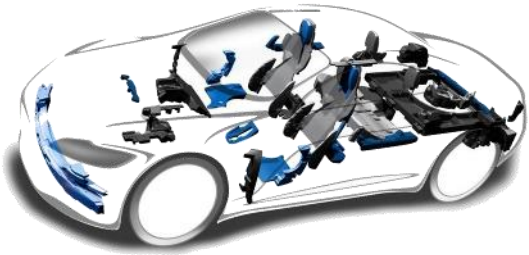


Protective Packaging

Developing components with car manufacturers

BEWI

Critical components in the automotive production lines



Shock
absorbers

Headrests

Bumpers

Floor
components

Safety critical and energy
efficient components

- Long development processes to develop long lifetime product lines
 - 3-5 years design for 5-7 years production
 - High importance
 - Safety critical and energy efficient components
 - Sustainable development
 - Increased demand for recyclable plastics and recycled material
 - Light weight EPP reduce fuel consumption
 - Superior product quality
 - Easily joined to other materials
 - Reduce assembly time
- Continuous work to increase collaboration with existing customers
 - Joint developments
 - Specialising materials
 - First mover in guaranteeing recycled products for customers
 - 25% recycled material commitment to Volvo

Offering specialised packaging solutions

BEWI

A large range of different materials



Insulates

Stackable

Shock absorbing

Low weight

Protecting products during shipment

- Specialised solutions meeting customers' needs
- Product specialisation result in longer product lifetimes
- Investments in specialised equipment increase stickiness
- Highly diversified customer base, including seafood, medical, electronics and technical components
- Development of tailored add-on solutions beyond packaging
- Specialising materials for different customer applications
- Diversifying material, including protective paper packaging and other packaging materials
- Increasing use of recycled materials in products

Food packaging - customer integrated operations

BEWI

Working in tandem with customers locally



Designed to
carry and transport fish

BEWI Box
developed with customer



Dedicated sales and service people
assisting the customer on-site

Facility at Frøya in close
proximity to customers



BEWI working integrated in the
customer's value chain

Continuous and
time-critical operations

How the integrated business model enable circularity **BEWI**

A closed loop for BEWI's fish boxes



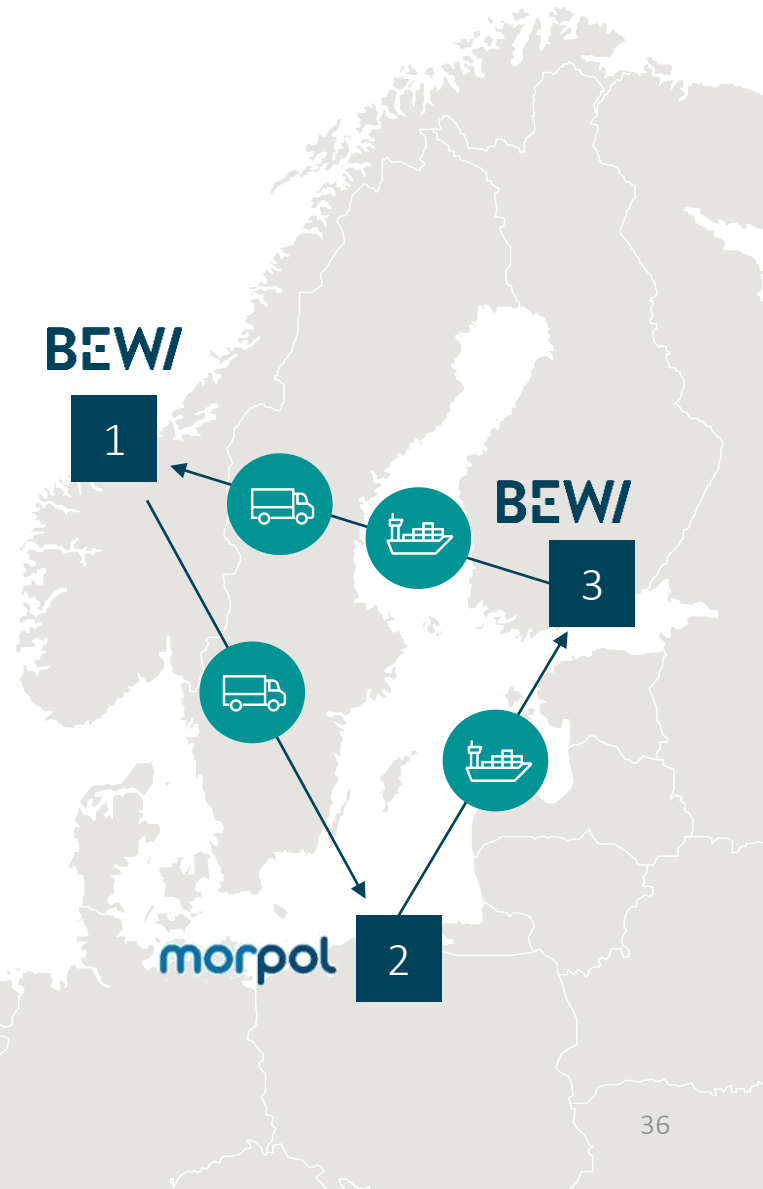
- Fish boxes produced at a foam conversion plant at Frøya, Norway and delivered to salmon farmers/slaughters
- Salmon is shipped to Poland for processing



- Morpol receives ~5 million fish boxes annually, the equivalent of ~2,500 tons of EPS
- Fish boxes are compressed and processed to granulates
- Granulates are shipped to BEWI's RAW facility in Porvoo, Finland



- RAW facility in Porvoo receives EPS granulates
- EPS granulates are converted into beads
- Beads are shipped to Frøya or other locations



Recycling capabilities are our license to grow

Efficient collection, handling and logistics of used materials

BEWI

Continuous focus on

Reducing use of raw materials
Increasing lifetime of products
Making sure products are recyclable



Innovation

Digitalized waste handling
system, automation and
monitoring of streams



Transformation

On-place handling,
collection and recycling
EPS, plastics, paper,
cardboard and HDPE



Collaboration

Initiatives to collaborate
with other recycling
players to optimize
recycling streams

We operate where our customers are located



Strong local presence creating long-standing customer relationships

Average customer relationship



>10 Years



>20 Years

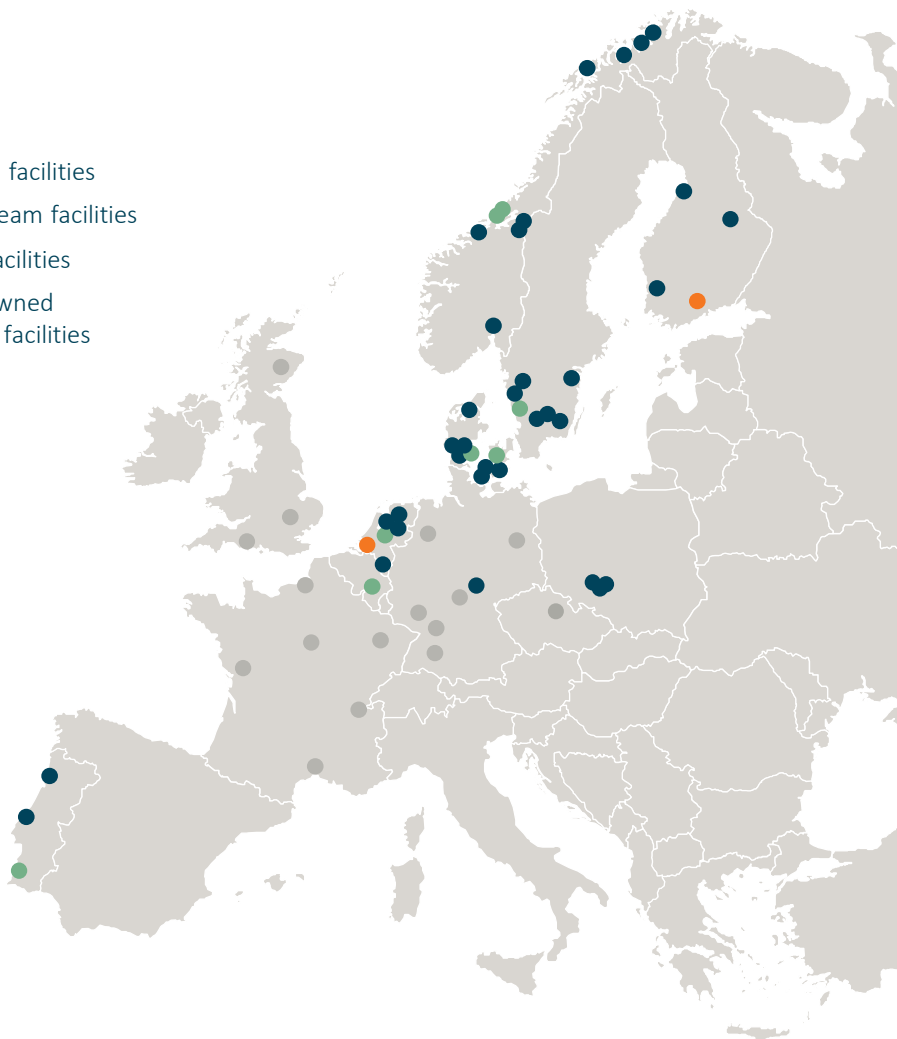


>10 Years

Customer examples



- 2x Upstream facilities
- 34x Downstream facilities
- 8x Circular facilities
- 16x Jointly owned downstream facilities



Key strategic priorities

BEWI



Innovation

Innovation in search for more sustainable materials, products, solutions and production processes



A circular economy

A circular economy aiming at being the most sustainable provider of packaging, components and insulation solutions. By managing the entire value chain, BEWI is committed to closing the loop



Profitable growth

Profitable growth through organic initiatives and M&A opportunities, strengthening recycling operations, enabling geographic expansion and further strengthening of market positions

Becoming circular



Camilla Louise Bjerkli
Director of Sustainability

BEWI



Key strategic priorities

BEWI



Innovation

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A circular economy

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Profitable growth

Profitable growth through organic initiatives and M&A opportunities, strengthening recycling operations, enabling geographic expansion and further strengthening of market positions

Our strategic sustainability approach

BEWI

Based on three pillars

Becoming circular

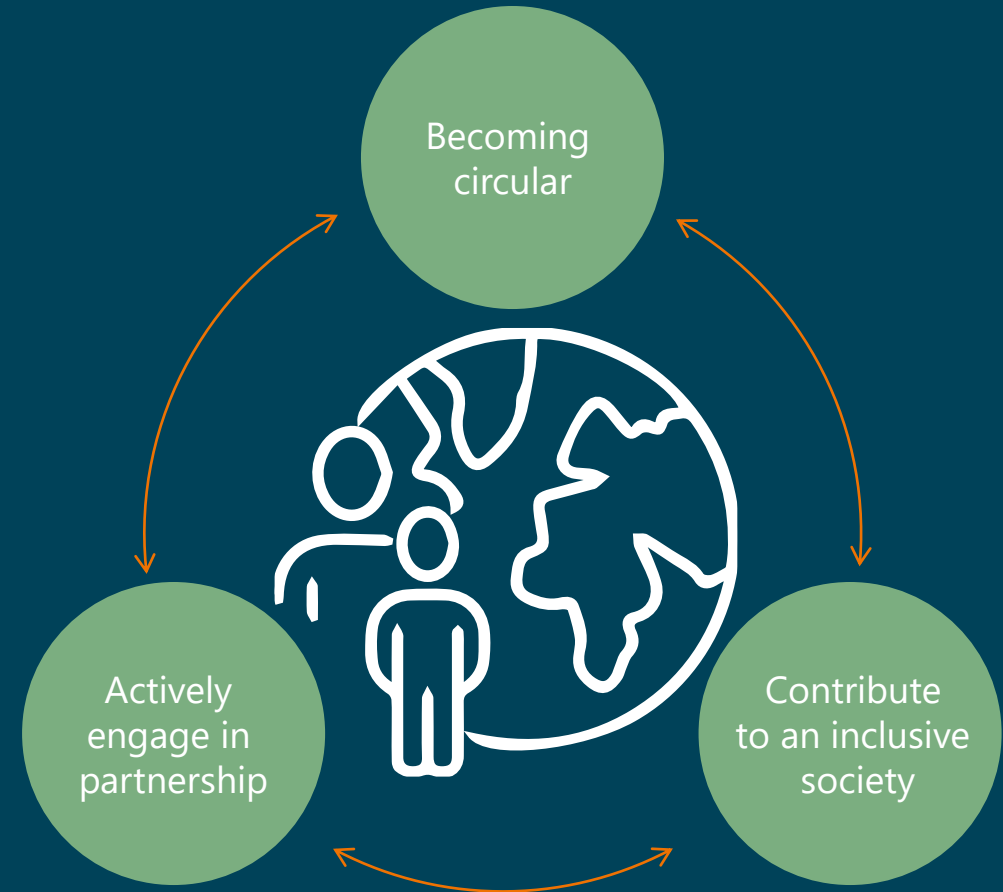
To be a circular business built on renewable energy

Actively engage in partnerships

Being an active and responsible partner so that we together with our stakeholders can achieve a circular economy, operating within our planet's planetary boundaries

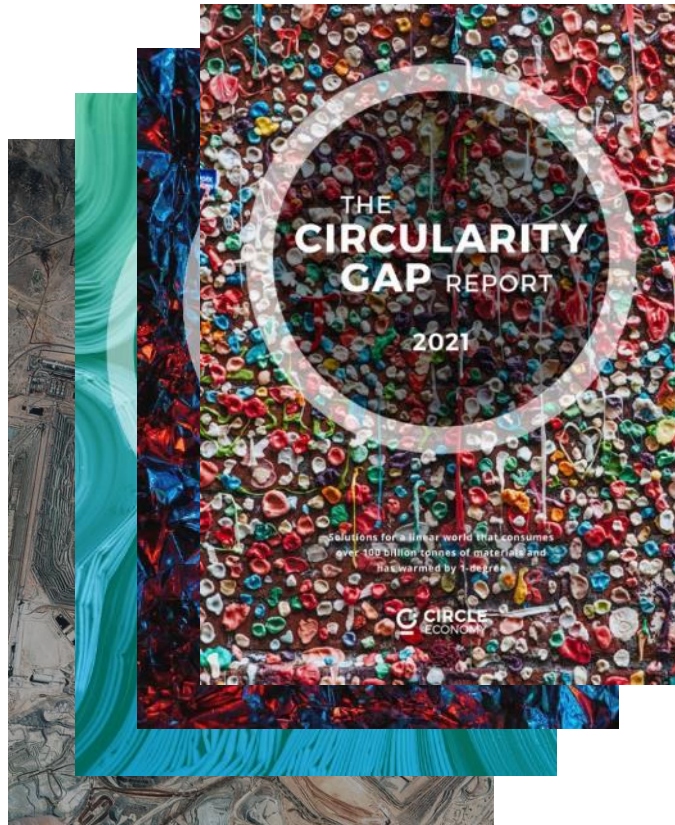
Contribute to an inclusive society

Create a positive social impact for everyone across the BEWI value chain.



The global circularity gap is growing

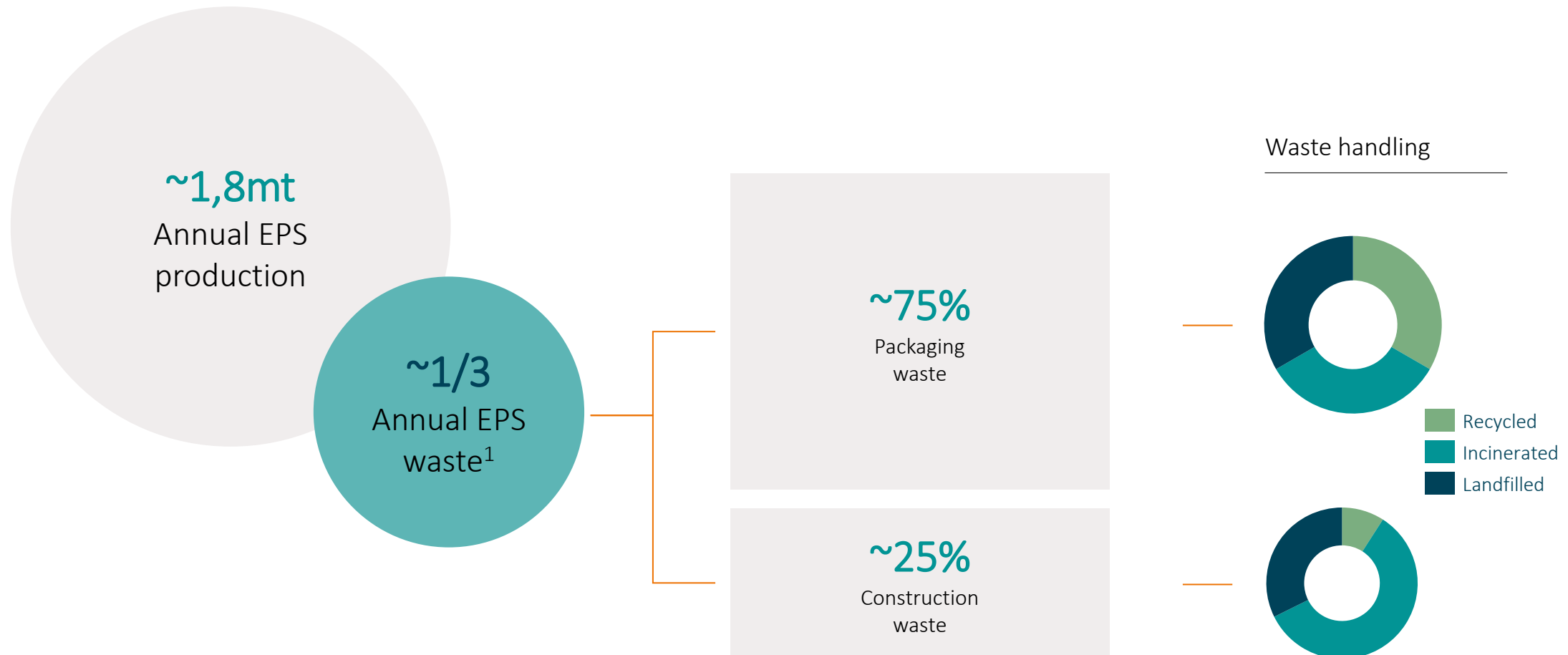
Only 8.6% of the global economy is circular¹



- A massive circularity gap needs to be closed
- Circular economy holds the promise for systemic transformation of our society
- Closing the circularity gap is needed to reach the Paris agreement target

EPS waste generation is mainly from packaging

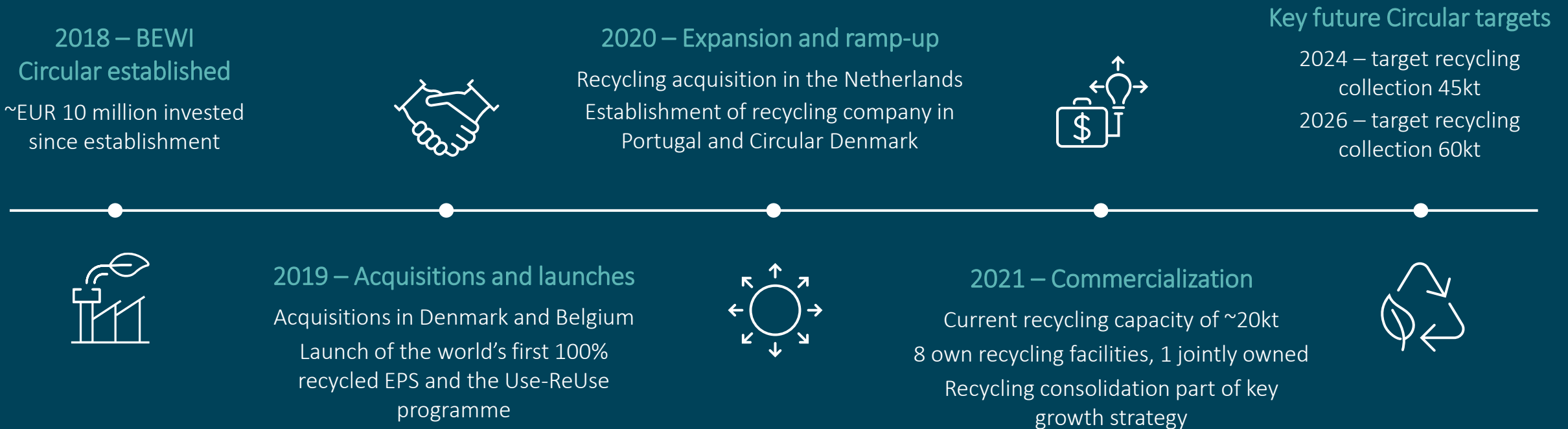
~1/3 of EPS packaging waste is recycled



BEWI is an industry leading recycler



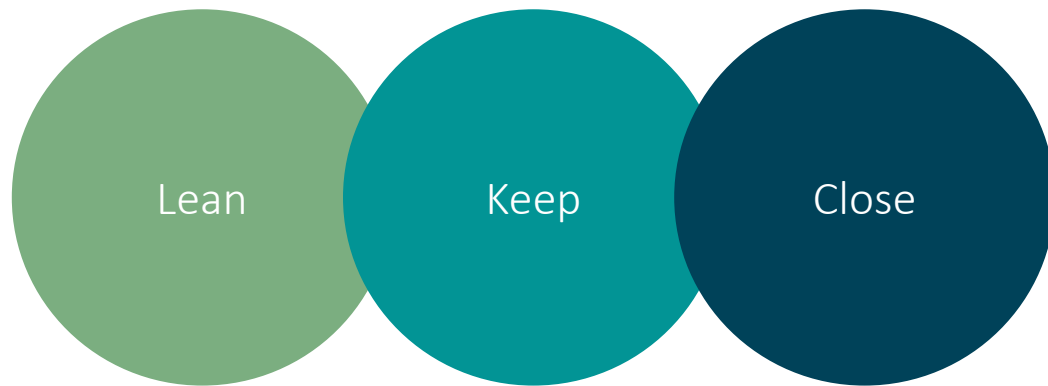
Ambitious commitment to recycling



Becoming circular

By 2030, our ambition is to be a circular business built on renewable energy.

To achieve our goals, we must succeed with three processes:



Lean – Increased efficiency throughout our value chain



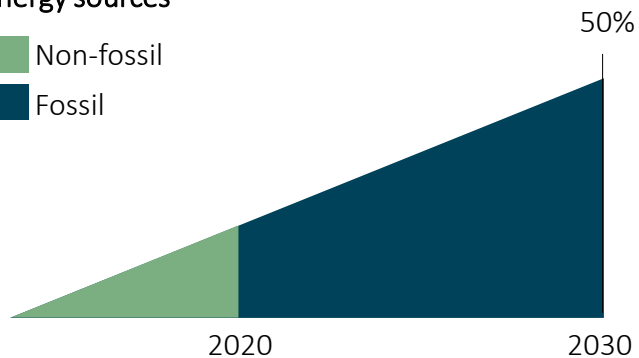
Making more of less using renewable energy

Energy efficiency and transition to non-fossil energy sources



Energy sources

Non-fossil
Fossil

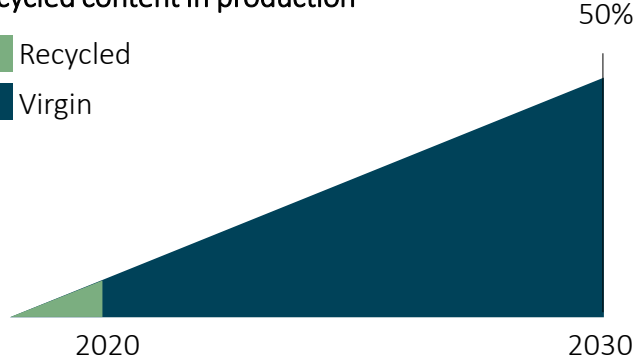


Material reduction and increased recycled content



Recycled content in production

Recycled
Virgin

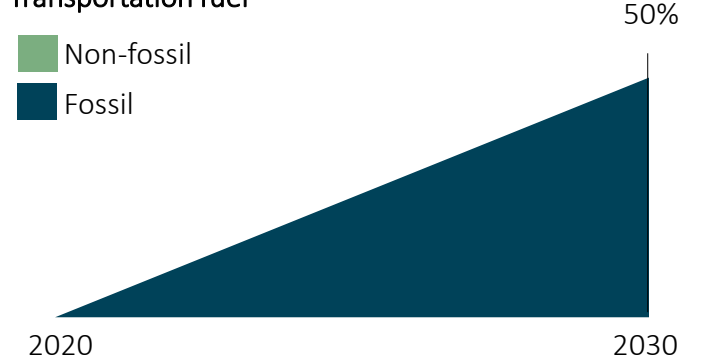


Transition to non-fossil transportation



Transportation fuel

Non-fossil
Fossil



Keep - Increasing the lifetime of our products

Long-lasting products and reuse of raw materials

New business models



- Delivering rental solutions to secure circularity
- Increasing reuse and establishing closed loops

100% recyclable products



- Eliminating non-recyclable contents from production
- Improving designs to enable circularity

Reuse



- Reshaping used materials to fit new designs eliminating waste and new raw materials

Close – Enabling efficient recycling processes

Developing solutions and designs that ensure products are recycled

Collection



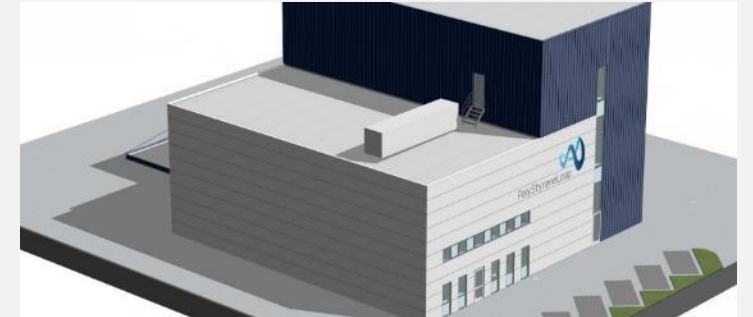
- Investments in collection hubs to secure efficient collection of used EPS
- Cooperation with customers and municipalities to secure sorting and collection
- Investments in green fields and actively looking for M&A opportunities

Mechanical recycling



- Green Line 100% recycled EPS
- Increasing our extruder capacity enabling additional ~30kt production capacity in Etten-Leur in the Netherlands

Dissolution and chemical recycling



- To ensure circularity of used materials dissolution and chemical recycling is needed for some fractions
- Positioning to improve dissolution and chemical recycling processes through collaboration initiatives

Circular development supported by regulators

EU directives regulating the use of plastics in different applications



*Energy Performance
and Buildings
Directive*

CONSTRUCTION

- Member states required to implement **renovation strategies**, and roadmaps for **transformation of building stock** to near net-zero, with mid-term **goals for 2030 and 2040**

*End-of-life Vehicle
Directive*

AUTOMOTIVE¹

- Aims at **reduction of waste** arising from end-of-life vehicles, by achieving **reuse, recycling** and recovery performance targets and preventing use of heavy metals

*Single-Use Packaging
directive & Packaging
and waste Directive*

PACKAGING

- Ban on specific B2B single-use food packaging¹, and all member states for end **producer responsibility schemes**, with a target of recycling of plastic packaging of 55% by 2030

1) Cotton buds, cutlery, plates, stirrers, straws, EPS food containers, food containers, packets and wrappers, beverage cups, light weight plastic bags, balloons and wet wipes
Source: EUMEPS "The EPS Packaging Industry and its contribution to the EU Circular Economy Action Plan 2030"

Strategic sustainability approach

Sustainability Mission

By partnering with likeminded customers, suppliers and other stakeholders we are committed to creating innovative technologies and solutions to become circular



Innovation across the value chain



Ville Nurminen
R&D Director

BEWI



EPS IS 100% RECYCLABLE



Key strategic priorities

BEWI



Innovation

Innovation in search for more sustainable materials, products, solutions and production processes



A circular economy

A circular economy aiming at being the most sustainable provider of packaging, components and insulation solutions. By managing the entire value chain, BEWI is committed to closing the loop



Profitable growth

Profitable growth through organic initiatives and M&A opportunities, strengthening recycling operations, enabling geographic expansion and further strengthening of market positions

Integrated R&D resources across Europe

Employees are our most valuable asset



- R&D in Etten-Leur in the Netherlands and Porvoo in Finland
- EPP development both in Germany and Poland

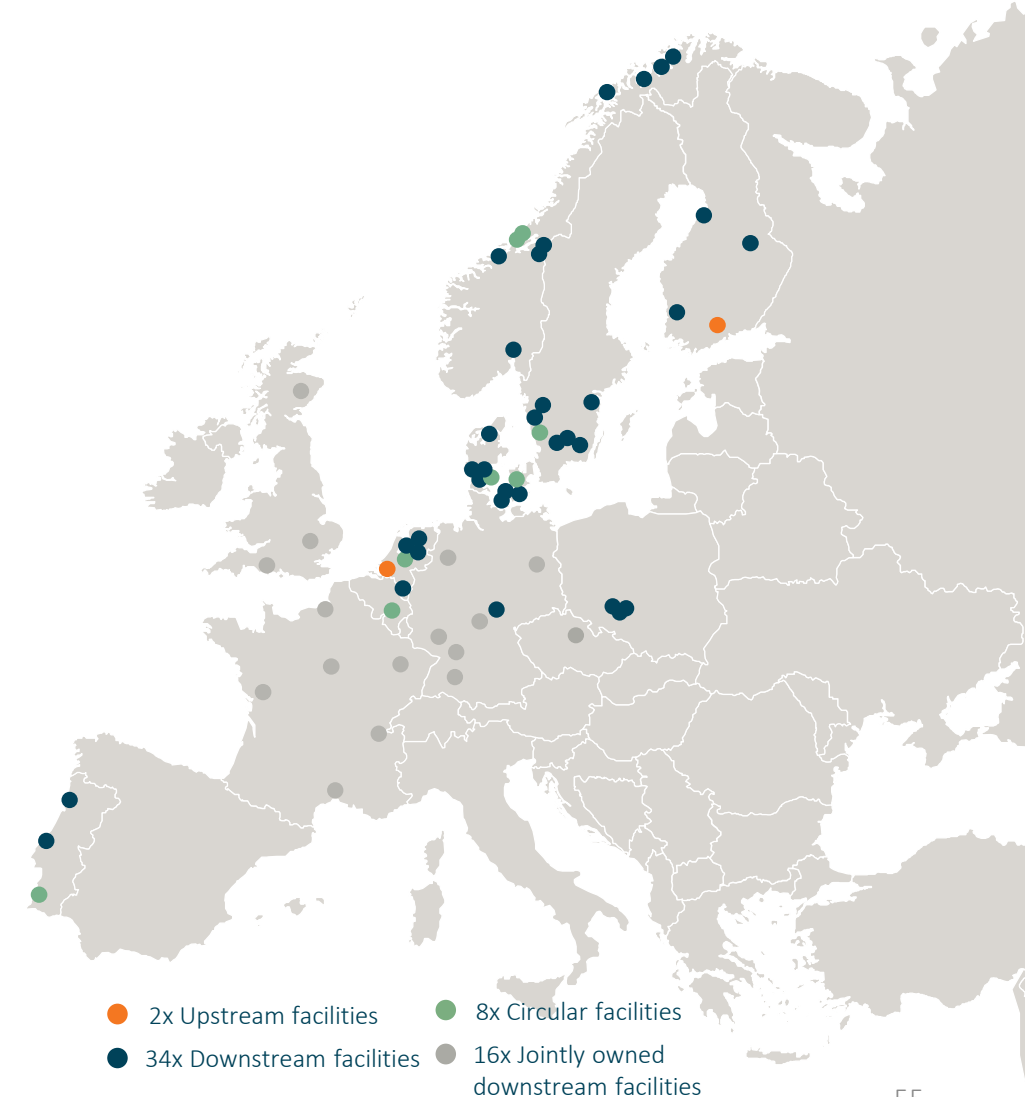


- Design and development in all business units
- Strong departments in the Netherlands and Denmark



- Insulation development hub in Someren in the Netherlands

Targeting to get all business units to work together to develop best of breed products solutions for our customers



BEWI is Europe's largest vertically integrated player

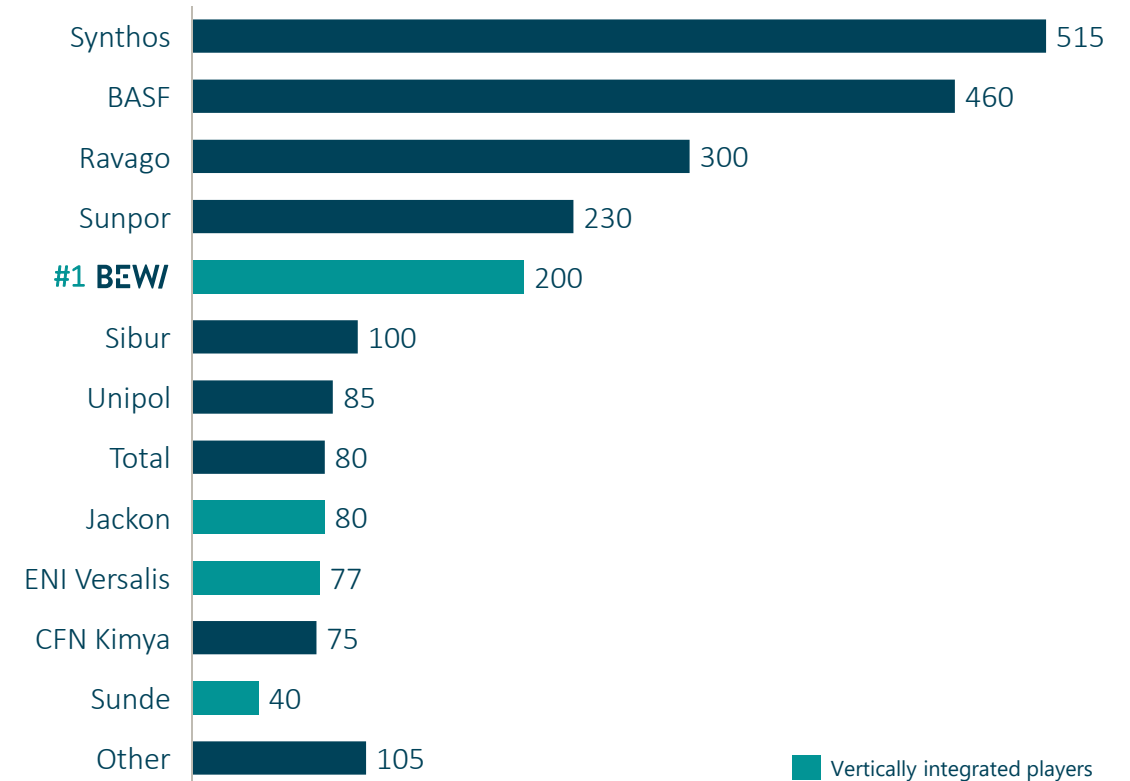
BEWI

Comprehensive R&D resources

- Involved in all parts of the value chain
 - Idea generation and specialised solutions reflecting combined upstream and downstream knowledge
- Equipment assets ranging from lab-scale and pilot-scale to production-scale assets
 - Acquisitions adding equipment and know-how
- Focus on continuous improvements across the value chain
 - Process improvements in Etten-Leur increased capacity from 65kt to 90kt without major investments

#1 integrated player in Europe

Capacity, kt/year¹



Improving products and solutions for our customers



Working to become the preferred supplier across segments



Enhancing commodity products

Utilising decades of industry experience and competence from an integrated value chain



Developing specialised products

In collaboration with our customers in end markets utilising upstream knowledge and large equipment base



Innovating integrated solutions

Developing new solutions to best serve our customer base with focus on developing efficient circular solutions

Value adding

Development of advanced materials

BEWI

Enhancing commodity products



EPS

- Recyclability
- Insulation value
- Fire behaviour
- Strength
- Mechanical properties
- Special features



XPS

- Increase use of recycled content
- Enhancing mechanical properties



EPP

- Only company to do cost-efficient extrusion foaming
- Autoclave process



BioFoam

- Polylactic acid based biodegradable polymer foam
- Renewable alternative for EPS

Efficient production

Broadening offering across P&C and Insulation

BEWI

Developing specialized products



Packaging
& Components



Insulation



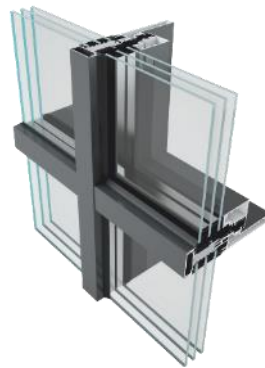
Fish Boxes

From standard to
specialised products



Automotive parts

Customized components



Window frames

UV protected & EPS-based



XIRE

Non-burnable EPS



SlimFort

Specialised façade
insulation



GreenLine

100% recycled EPS

All products in BEWI offering followed up for improvements

A variety of solutions for efficient recycling

BEWI

Innovating integrated solutions



Direct

Utilizing cut off production waste



Mechanical

Extrusion of recycled material back to EPS or XPS beads



Dissolution

Dissolving polystyrene to solvent and separate impurities

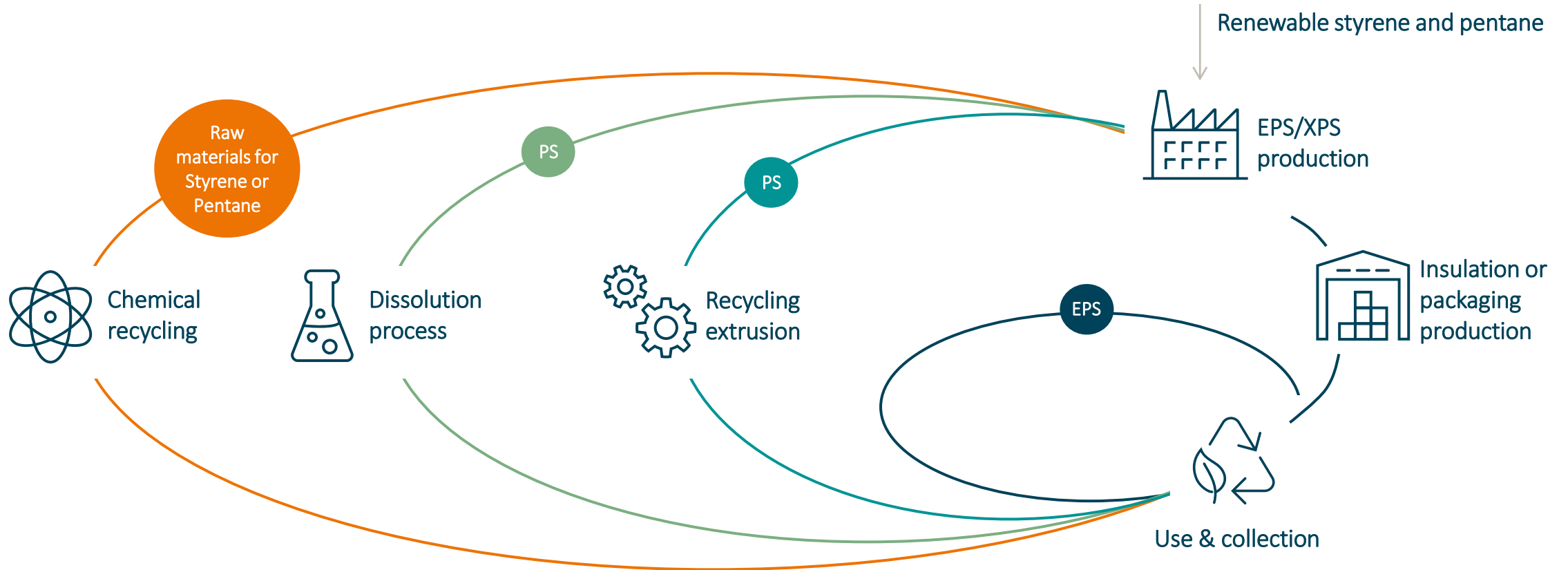


Chemical

Depolymerization back to monomer and cracking hydrocarbon compounds

Working towards a carbon neutral ecosystem

BEWI working on development of several solutions

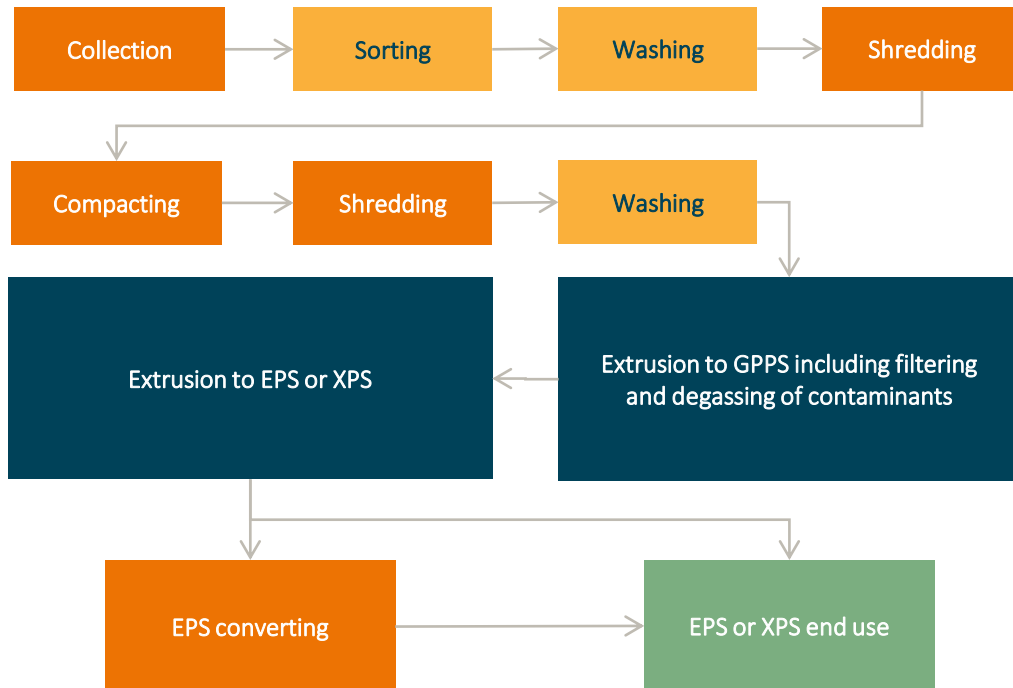


Well established mechanical recycling process

Joint effort with Circular, upstream and downstream

Mechanical recycling process

Separate collection of EPS waste

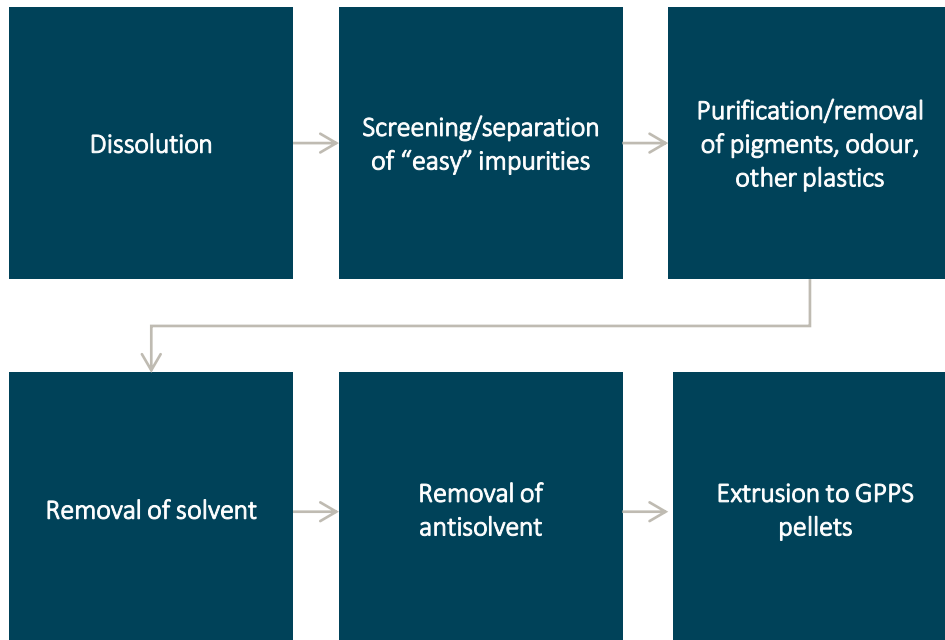


- Introduced first partially recycled grey EPS in 2017
 - 25% of recycled content achieved in Porvoo extrusion in 2021
- Development 100% recycled (RE) grades started in 2019
 - 100% recycled insulation and packaging grades released in 2020
- Currently all BEWI's XPS lines use recycled PS
- Planning start-up of Etten-Leur 25-30kt extruder in 2023 to increase recycling capacity

Dissolution allows more contaminated feedstock

Investigating new recycling solutions to increase reuse of raw materials

Dissolution: *Removing impurities in material*

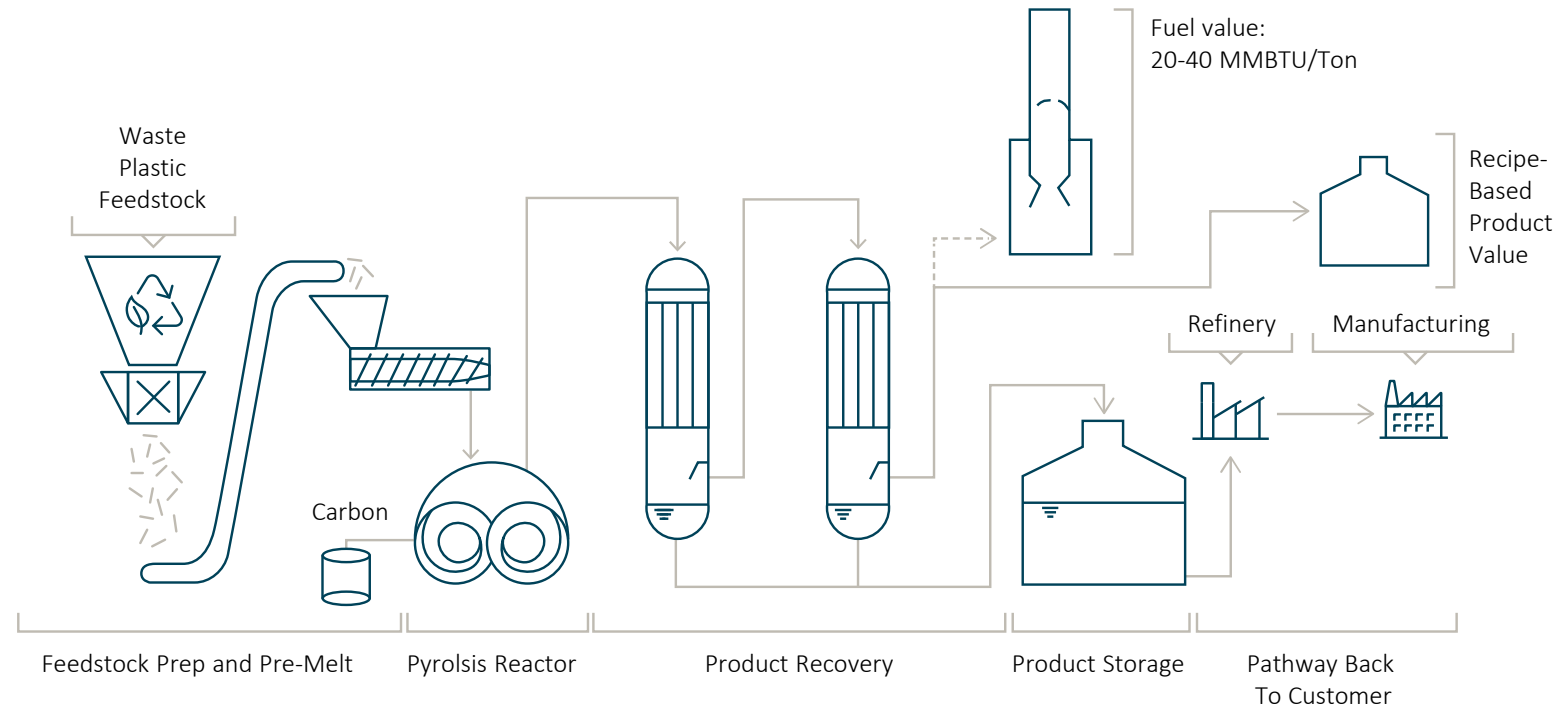


- A separation process removing impurities and other plastics from EPS
- Invested in Polystyvert in Canada in June, 2021
 - Full scale project in Montreal started in 2021
 - Possibility for further development in Europe
 - Targeting to develop food approval technology
- Collaboration with major European EPS producers in PSloop project
 - Targeting to separate former flame retardant agent (HBCD) from EPS insulation waste

Chemical recycling brakes down EPS


Looking for partners to develop advanced recycling solutions

Depolymerization: *Polymer back to monomer*



- Investigations of suitable partner for depolymerization started in 2019
- Test volumes of recycled styrene and renewable pentane in 2021
- Ongoing discussions with large petrochemical partners in order to get access to recycled styrene
 - BEWI will supply EPS waste in partnerships

Ongoing depolymerization of PS initiatives



Agilyx/Amsty (Regenyx) Demo plant

Oregon US

- 3kt PS feed capacity into rStyrene
- Semi-industrial type of asset
- Technology: Agilyx, scw extrusion
- Operational since 2018

1




Michelin / Pyrowave

Southern France

- 10kt PS feed capacity into rStyrene
- Technology: Pyrowave, Microwave
- Operational by 2H 2023

5



Ineos Plant

Wingles, France

- 15kt PS feed capacity into rStyrene
- Technology: Recycling technologies (UK)
- Process: Fluidized Bed
- Operational by 2023

6



Amsty/Ineos Plant

Illinois US

- 30kt PS feed capacity into rStyrene
- Technology TBD
- Operational by 2023

2



Indaver Plant

Antwerp, Belgium

- 17kt PS feed capacity into rStyrene
- Technology: Indaver, screw extrusion
- Operational by 2H 2023

3



Trinseo Plant

Tessenderlo, Belgium

- 15kt PS feed capacity into rStyrene
- Technology: Recycling technologies (UK)
- Process: Fluidized Bed
- Operational by 2H 2023

4



3

5

4

6

7



Agilyx/Toyo Demo plant

Tokyo, Japan

- 3kt PS feed capacity into rStyrene
- Technology TBD
- Operational by 1H 2022

7

We innovate sustainable solutions

BEWI

Strong focus on innovation and collaboration



Smart and ambitious people

Sustainable R&D strategy

Integrated development through the value chain

Strategical R&D acquisitions

Financial perspectives



Marie Danielsson
CFO

BEWI

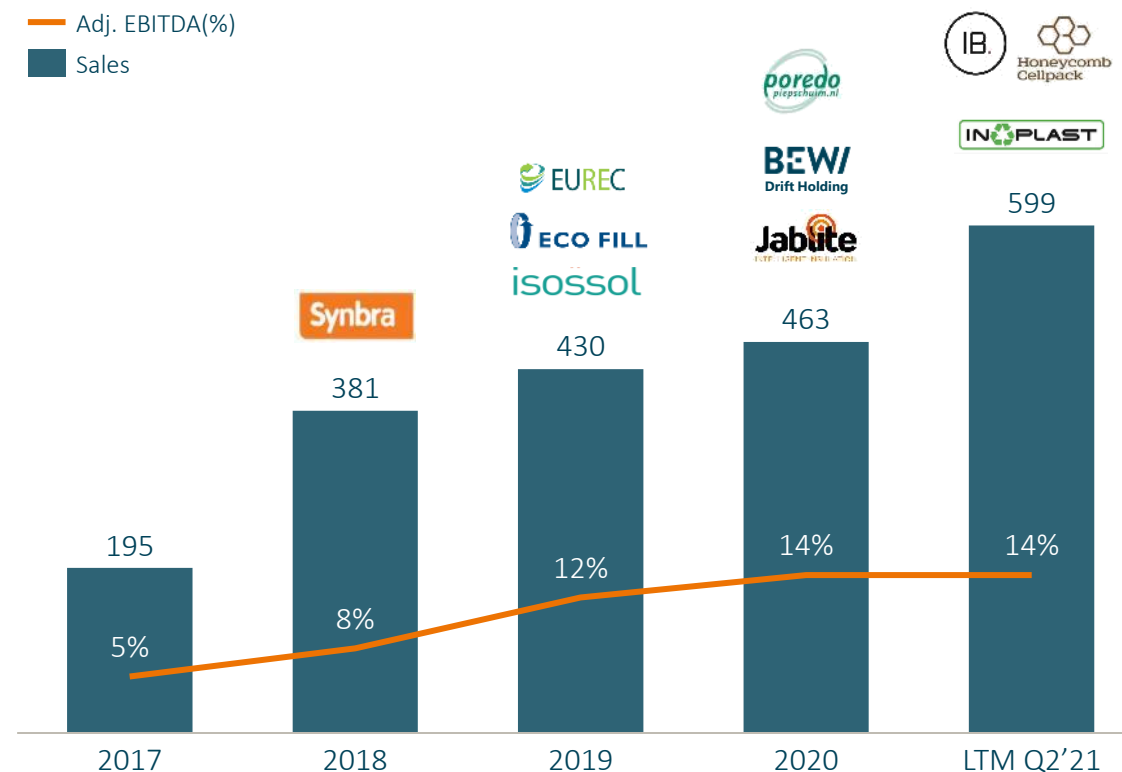


Scaling and capturing market positions

Revenue up 38% p.a. past 3.5 years, combining M&A and organic growth

- Created a robust platform for continued expansion
- Step change with the Synbra acquisition in 2018
- Expanded into several new geographies and verticals in 2019-2021
- Improved margins - reflecting both stronger markets and synergies from acquisitions
- Continuing growth and M&A going forward
 - European expansion with increased focus on consolidating recycling capacity

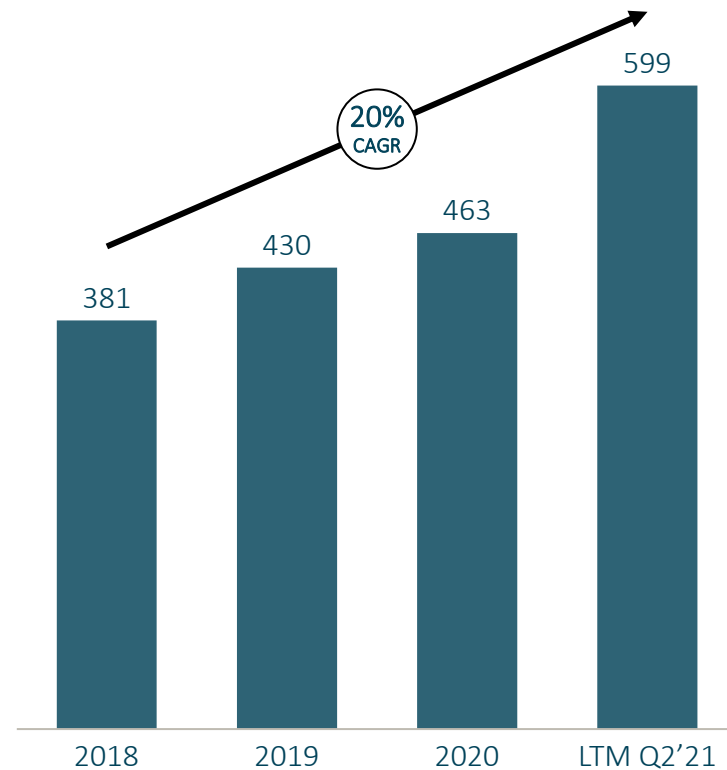
Revenue & Adj. EBITDA margin development
EUR million



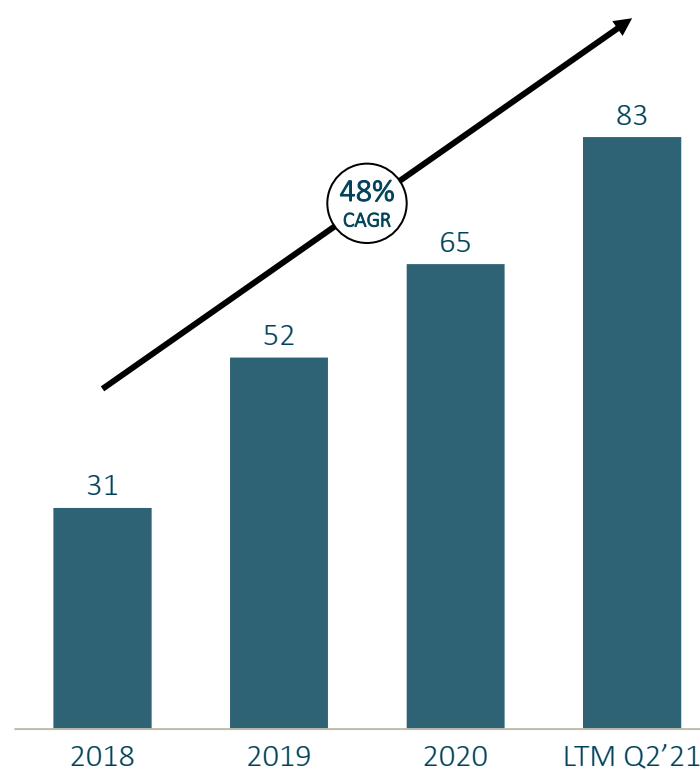
Strong growth in EBITDA

Scale advantages – stronger markets - operational leverage

Revenue
EUR million



Adjusted EBITDA
EUR million



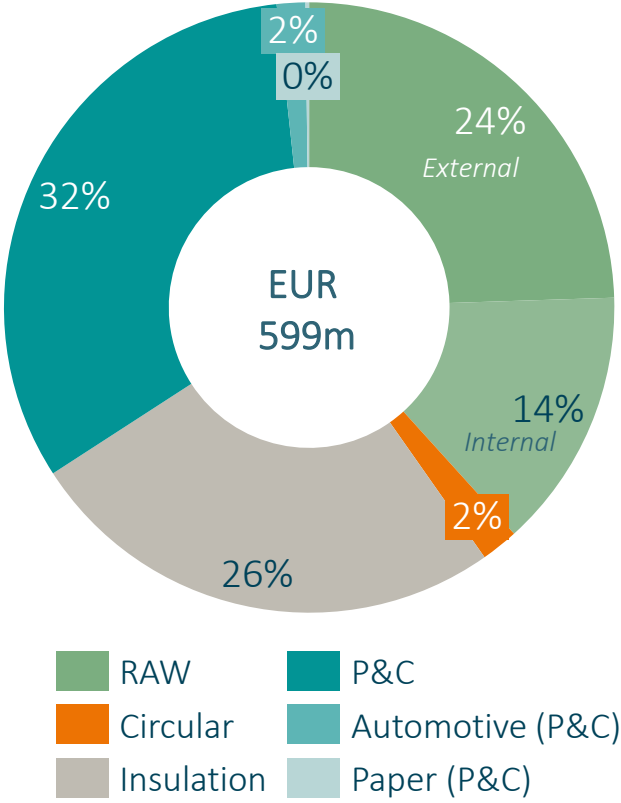
- Higher volumes and increased end-user prices in most segments and regions
- Significant contribution from acquired companies and realisation of synergies

Aiming to roughly double revenue through 2026



~1/3 organic and ~2/3 through M&A

Revenue last 12 months to Q2'21



Pursuing clear growth opportunities across products, technologies and geographies:

- Insulation in the Benelux region
- Food packaging in Norway
- Automotive rebound across Europe
- Complementary paper packaging solutions
- Capacity growth through BEWI Circular - further strengthening position as the leading recycling consolidator

Building on current strengths while expanding into new areas

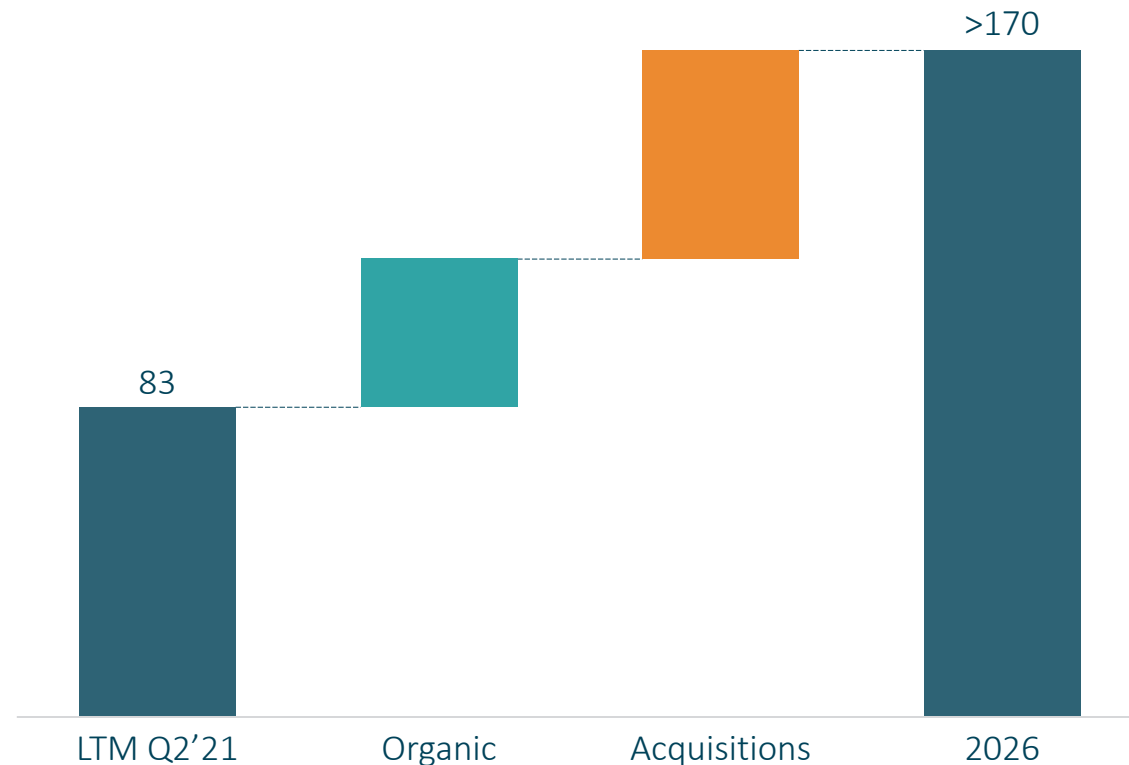
Percentages before elimination of internal RAW sales

Aiming to more than double EBITDA through 2026

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Broader profit base - overall stable margins - higher capital efficiency

2026 Adj. EBITDA ambition
EUR million



Margin improvement potential in existing assets

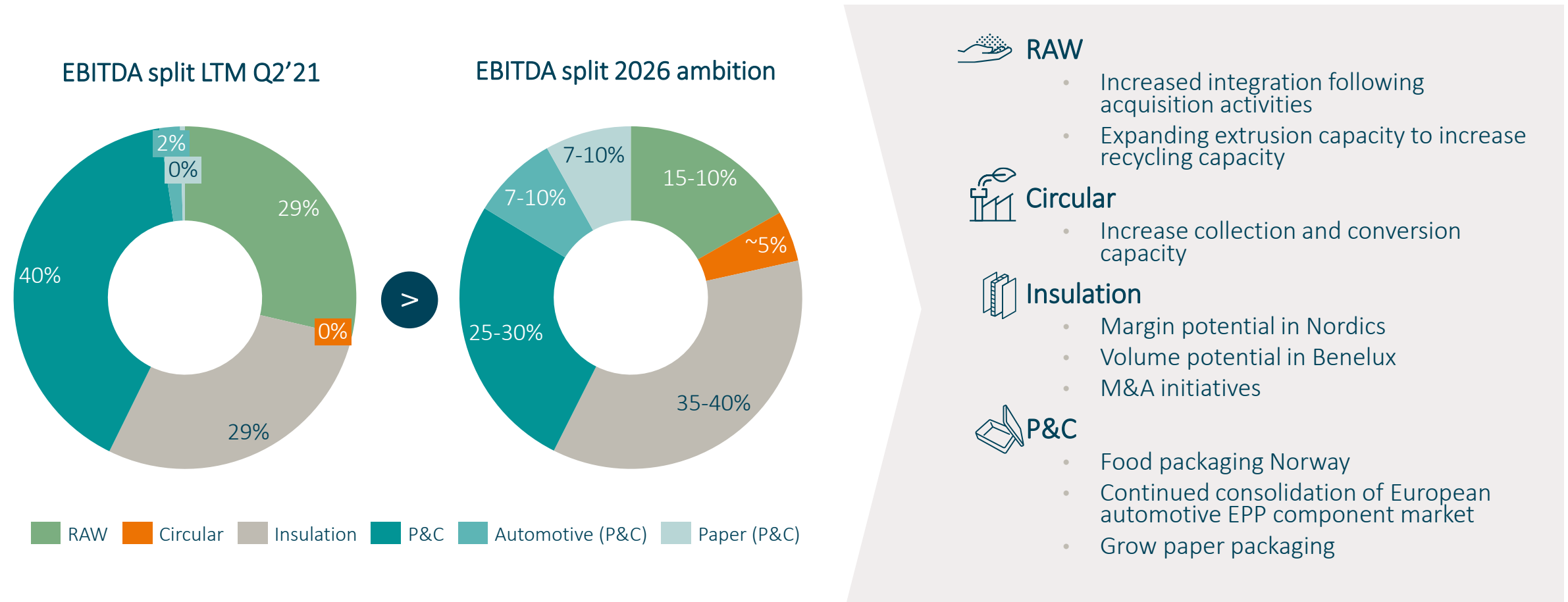
- Growth in high-margin segments in Insulation
- Margin recovery potential in Automotive
- Building a profitable Circular business
- Integrated value chain stabilises margin volatility

Stable long-term EBITDA margin outlook

- M&A targets typically operate at margins below BEWI average - but with synergy potential and healthy long-term outlook

Broadening the profit base

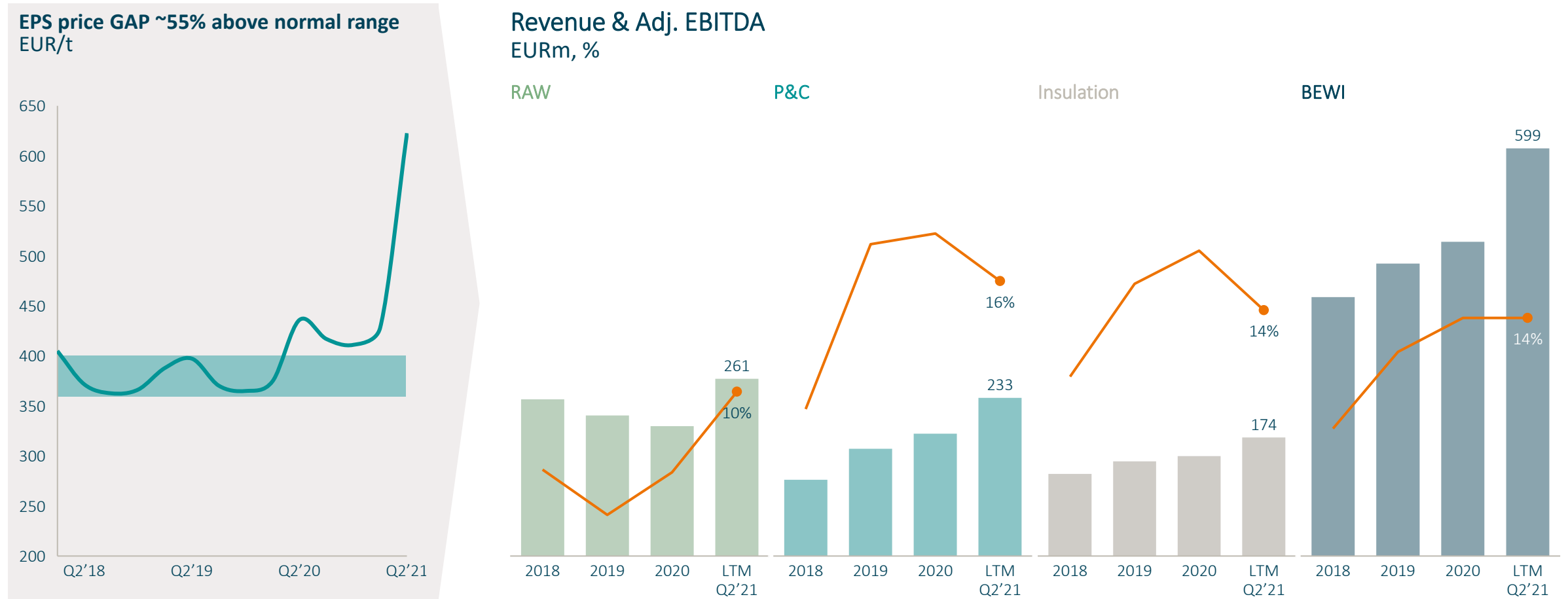
Enabling stable margins and higher capital efficiency



EPS price GAP well above normal range

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Business plan based on stable raw material prices



Expanding to new markets and products

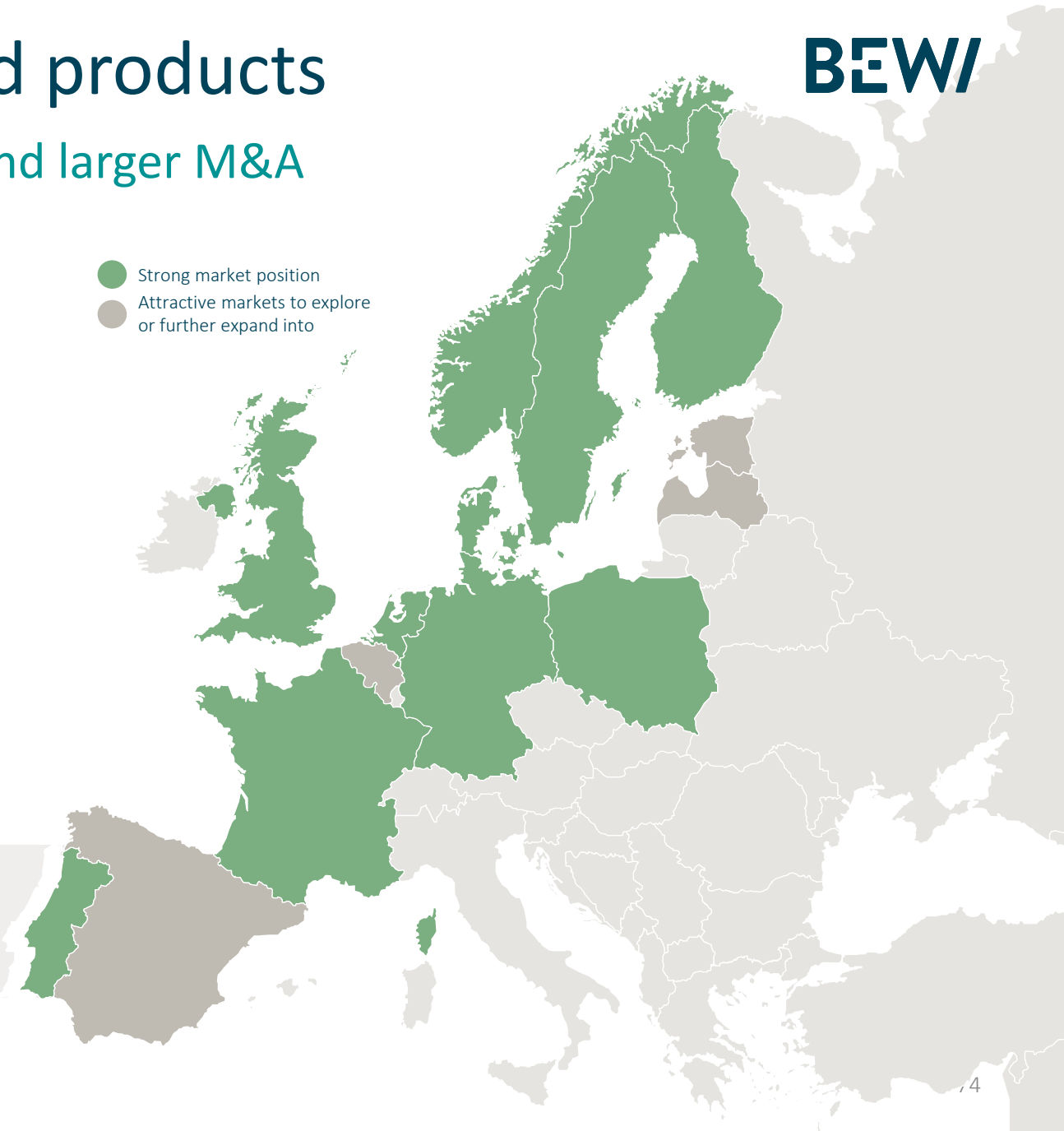
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Opportunities for both add-on acquisitions and larger M&A

- ✓ Geographical expansion
- ✓ Strengthening market position
- ✓ Broadening product offering
- ✓ Leading recycling consolidator
- ✓ Synergy realisation

- Strong market position
- Attractive markets to explore or further expand into

M&A investments of EUR 300-350m
in current 5 year business plan



Proven ability to lift margins in M&A targets

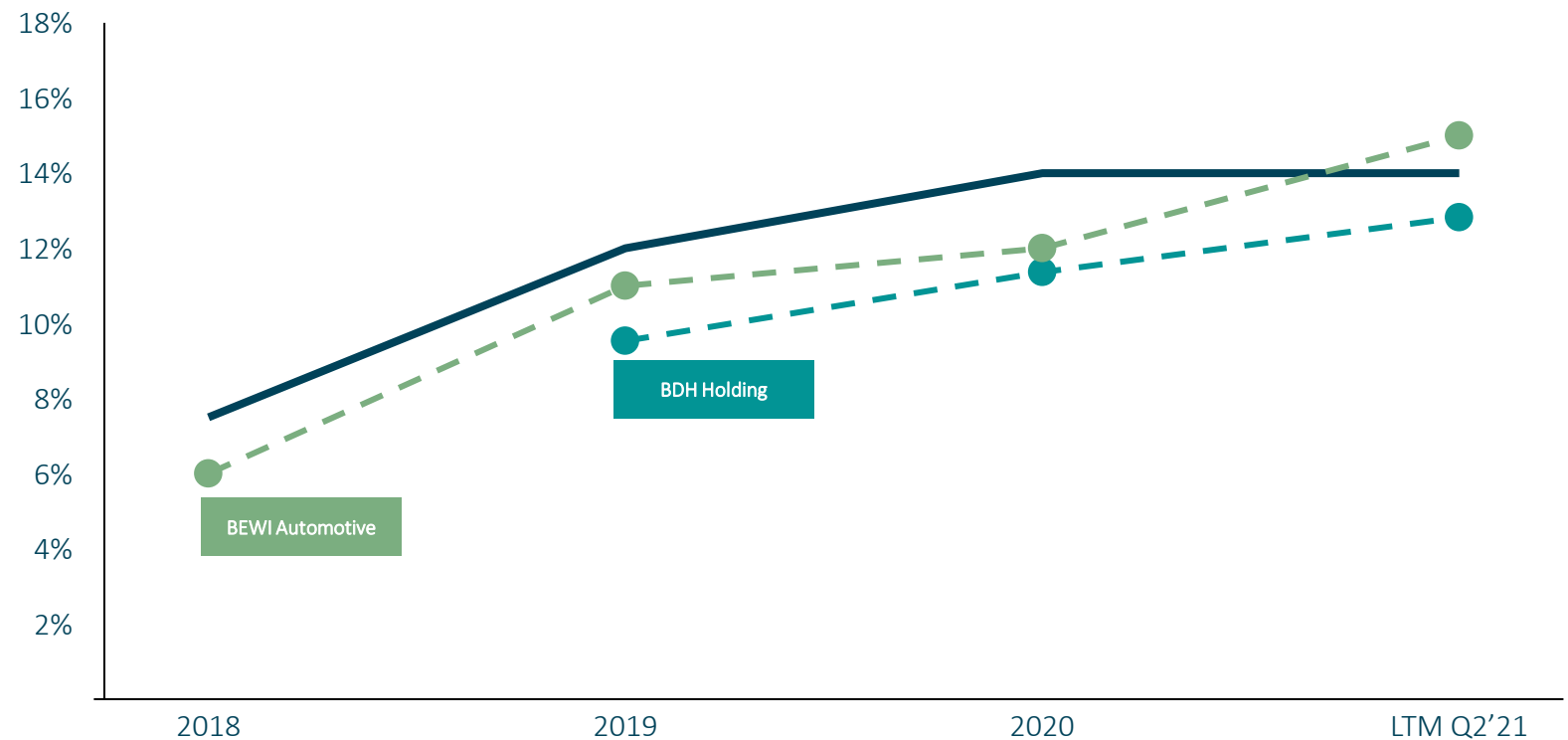
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Extracting significant synergy potential over time

- Well-run companies with clear synergy potential, and healthy long-term outlook
- BEWI has overall improved margins since 2018, despite taking on 14 acquisitions¹
- Still unutilized margin potential in several of the acquired companies

Adj. EBITDA margin and M&A examples

EBITDA%



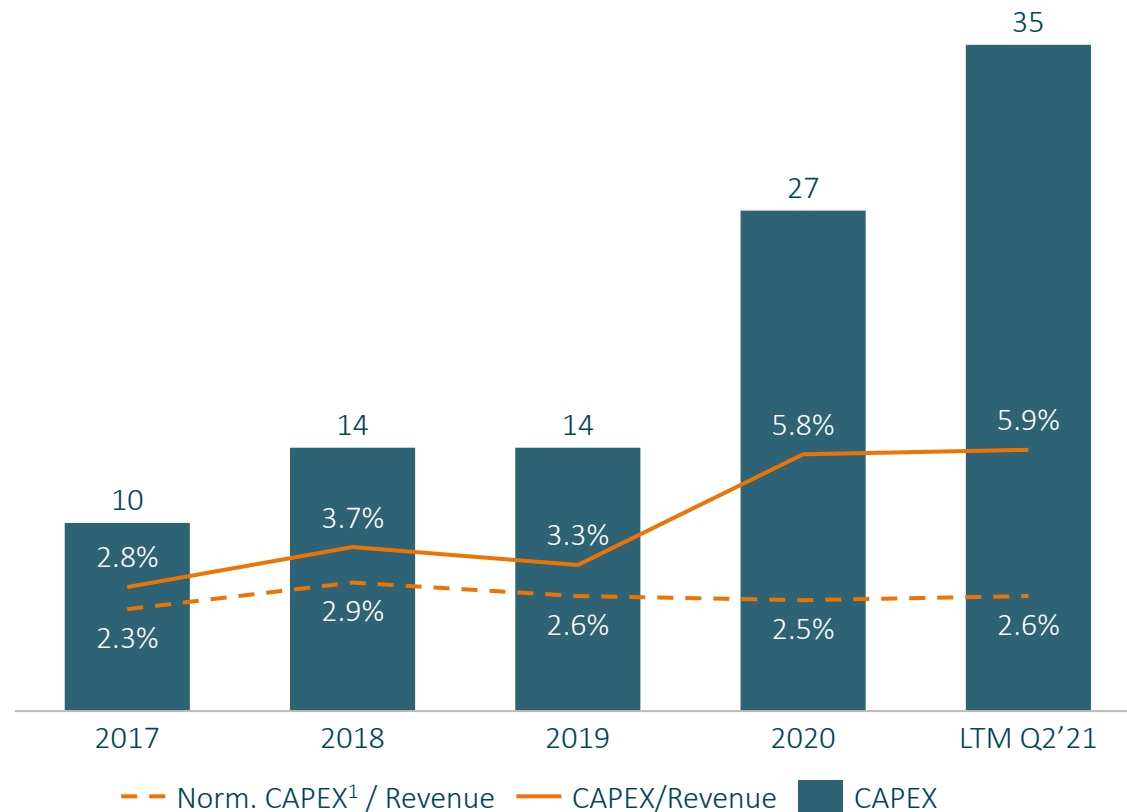
1) Excluding Synbra

Growth plans require continued CAPEX

Normalised level of ~2.5% of revenue

CAPEX development

EUR million, %



Normalized capex level of ~2.5% of revenue excluding M&A-related and greenfield

Identified greenfield projects lifting accumulated capex by ~EUR 40-50 million in 2022-24

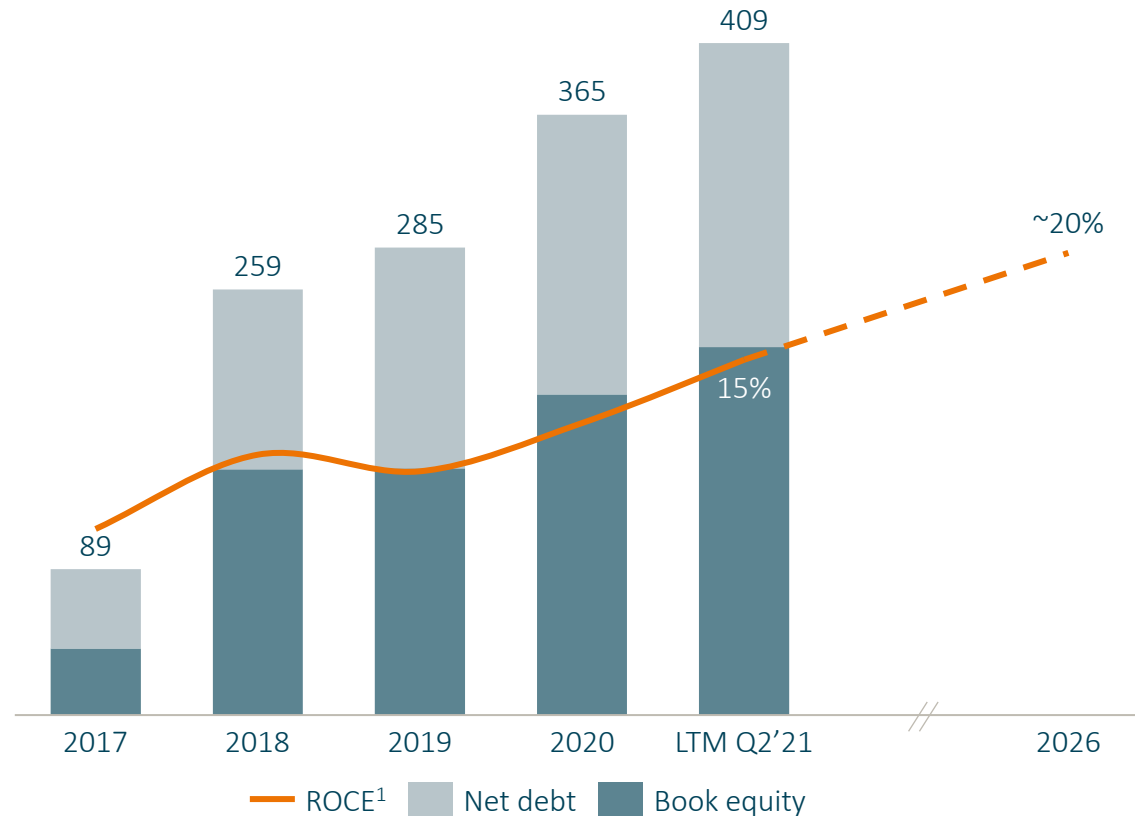
- New packaging hub on Hitra
- Expanding extrusion capacity to increase recycling capacity
- ICT-/ digitalisation project across the organisation

1) Normalised CAPEX excluding M&A-related and greenfields

Increasing return on capital employed

Targeting ROCE increase towards 20% by 2026

ROCE¹ development



Investing in high-return projects

- Investments in upstream production capacity to further increase robustness of operations
- R&D investments securing development of innovative high-value products
- Continuous screening and execution of acquisition opportunities with synergy potential and healthy long-term outlook

1) 12-months rolling EBITA / (Average NIBD + average book equity value)

Fully funded business plan

Strong balance sheet - ample liquidity - declining leverage

EUR 42m

Cash holding
Q2'21

EUR 32m

CFFO
LTM Q2'21

EUR 80m

Available credit
facilities

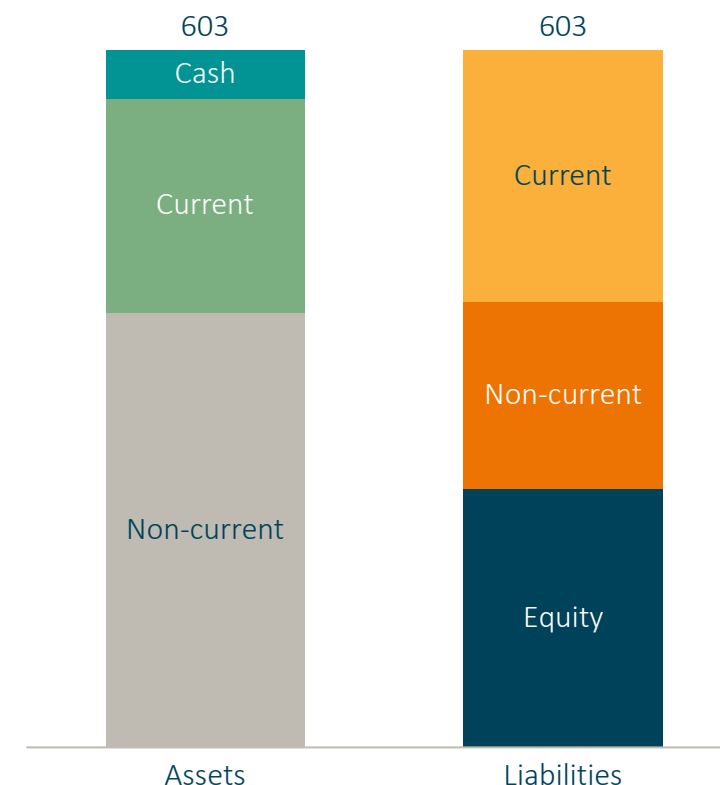
EUR 185m

NIBD
Q2'21

- Strong cash flow from operation and solid cash balance
 - Continued high cash conversion
 - Increasing scale and profitability
- Issued EUR 160 million (EUR 250 million framework) five-year unsecured sustainability-linked bond in August
- Super senior EUR 80 million
 - Undrawn amount of EUR 80 million

Balance sheet

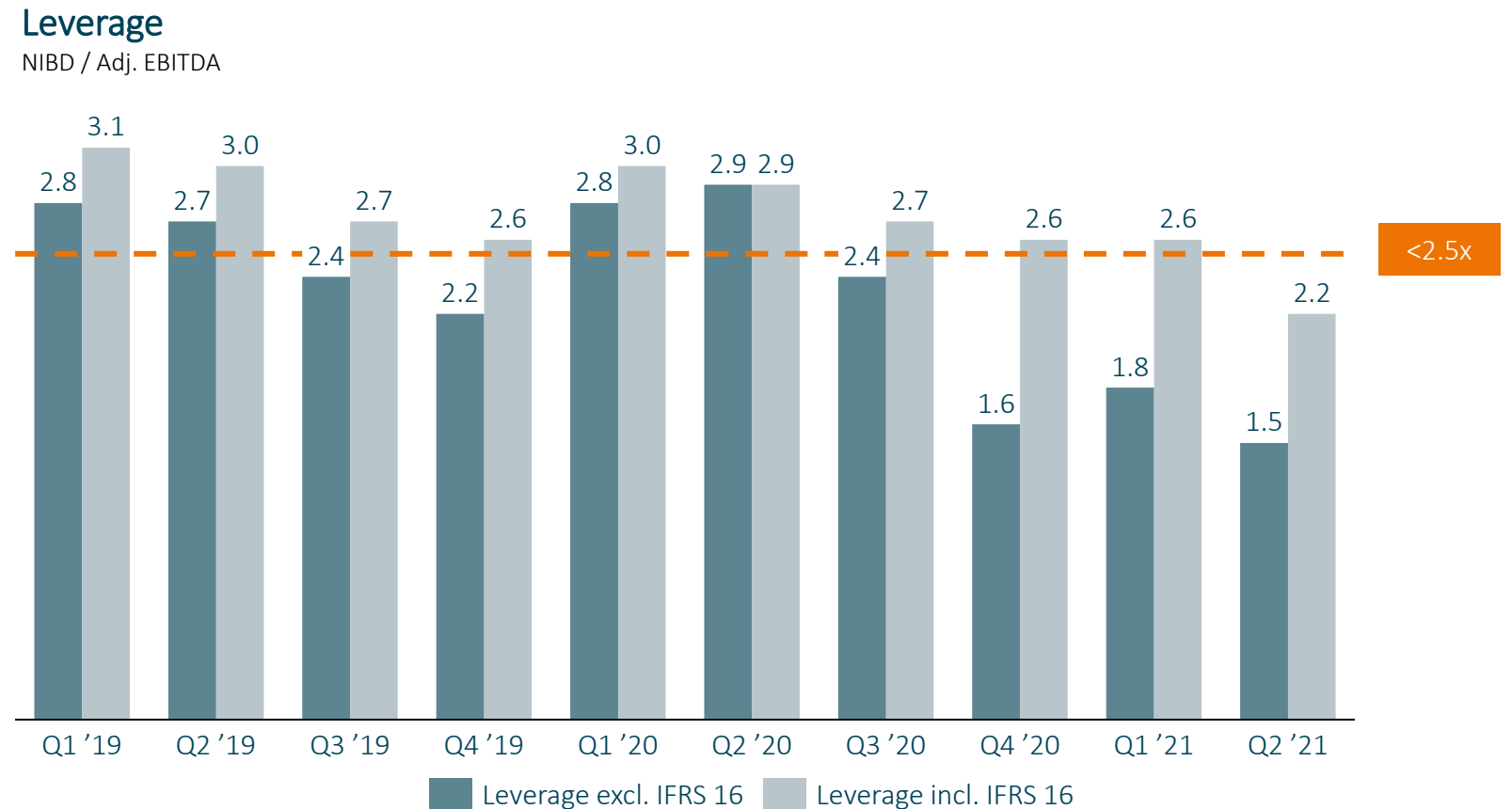
Q2'21, EUR million



Leverage target unchanged despite growth ambitions **BEW**

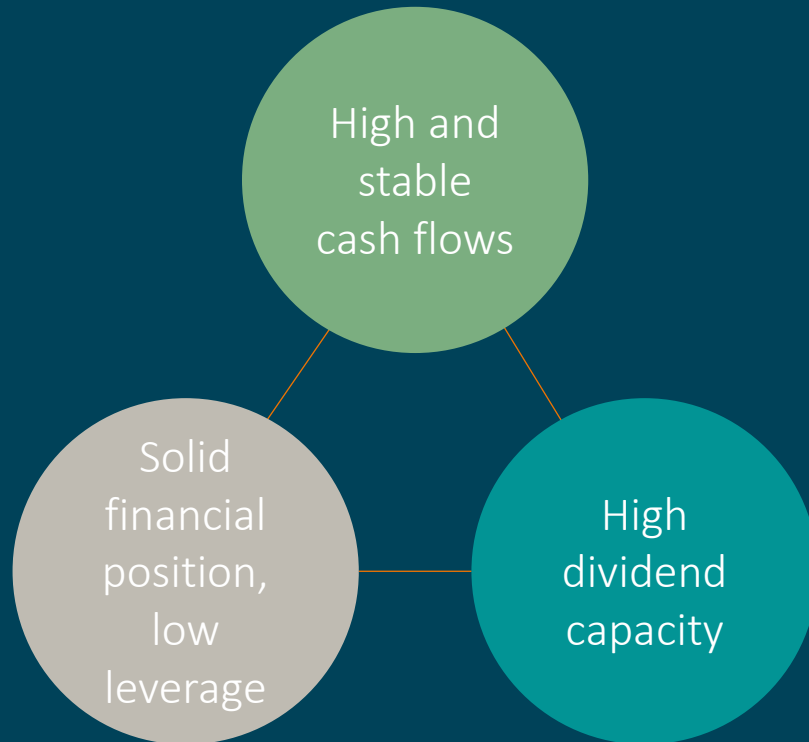
Retaining leverage target of <2.5x EBITDA (excl. IFRS 16)

- Leverage lower as EBITDA has improved
 - EBITDA increase set to continue
- Strong cash position and proven ability to convert cash
 - ~70% average cash conversion last 2.5 years¹



1) (Adj. EBITDA – Capex) / Adj. EBITDA, from 2019 - H1 2021

Remaining in position to pay attractive dividends



Maintaining dividend capacity while executing on organic growth opportunities and pursuing M&A opportunities

Target dividend payout ratio of 30-50% of underlying net profit remains intact

Concluding remarks



Christian Bekken
CEO

BEWI



A strong foundation for further growth

BEWI

Operating in a large and fragmented market



BEWI set to be the leading consolidator in Europe

Solid underlying growth in several business segments



Growing organically with a strong focus on innovation

Sustainability challenges throughout the business



Moving towards an 100% circular business model

Improving financial metrics



Doubling EBITDA on stable margins and improved ROCE¹

Set to continue growth journey next five years



Adj. EBITDA

Through organic growth
and acquisitions by 2026



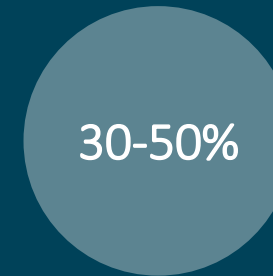
ROCE¹

Increase towards 20%



NIBD/Adj. EBITDA

Leverage target
unchanged going forward



Dividend

Of underlying net profit

Capital Markets Update

Q&A

BEWI
for a better everyday