



reshaping

ANNUAL AND  
SUSTAINABILITY  
REPORT 2024

Beaulieu  
International  
Group



# About this report

While in good years, an annual report is an opportunity to highlight great achievements and bold strategies, B.I.G.'s 2024 annual report is humble, as we're sharing the story of a challenging year for our business and our people – due to a series of both external and internal factors.

2024 was a year of reshaping for B.I.G. – in our leadership, our organization, and our business. This report describes how we addressed the challenges and continued steering the ship.

More than that, our 2024 report looks forward to a brighter future for our organization. After all, stepping back is sometimes necessary to move forward with greater strength. In 2025 and beyond, we're ready to take that leap forward.

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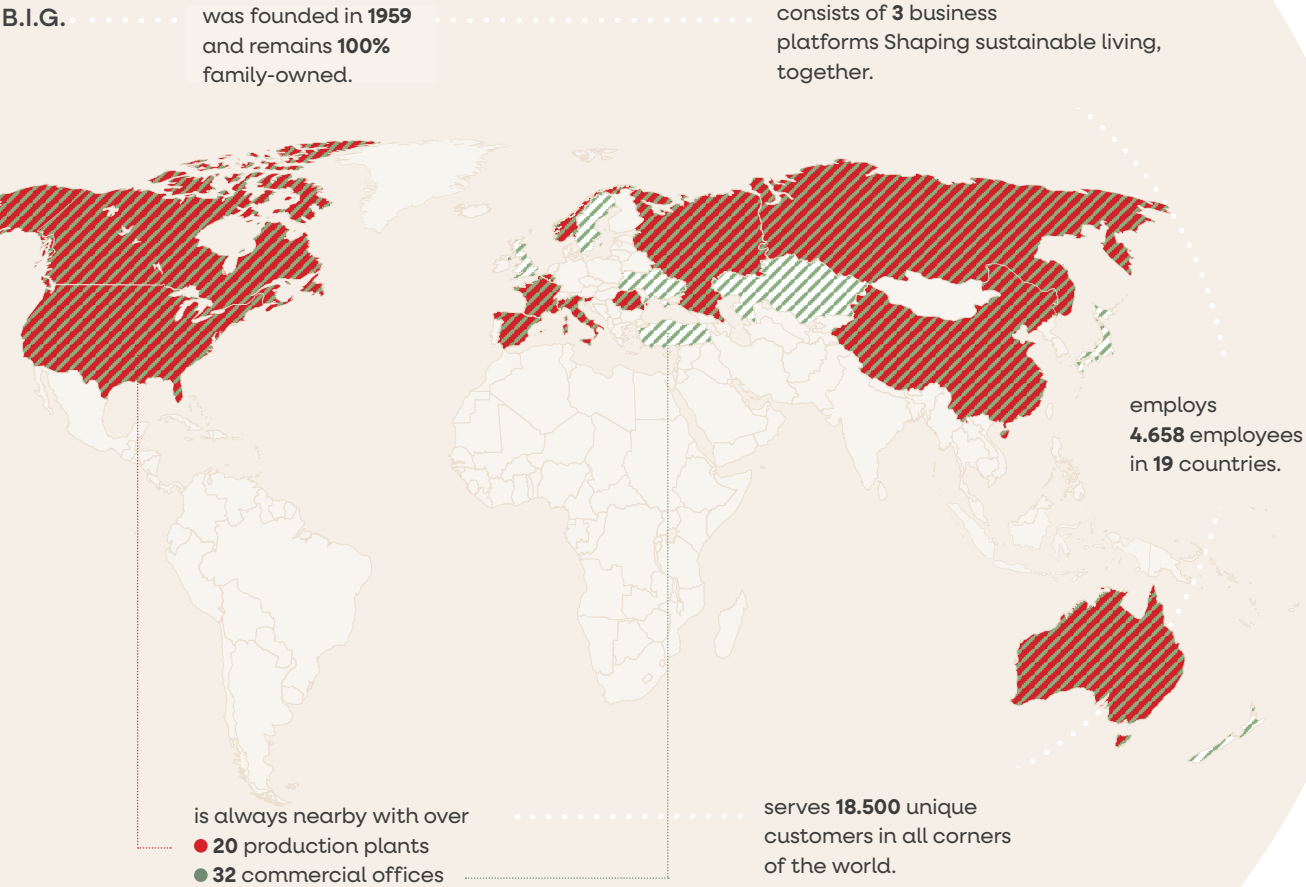
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# CORPORATE REPORT

# **B.I.G. at a glance**

# Welcome, we are B.I.G.

Founded in 1959 as a family business, Beaulieu International Group (B.I.G.) is a global, privately-owned industrial group that develops and co-creates **flooring and material solutions**. Backed by financial stability, decades of experience across multiple sectors, and a strong team, we invest in solid innovation and high-quality engineering to ensure sustainable living solutions for present and future generations.



# Our purpose, mission & vision

## Purpose

### Shaping sustainable living, together.

People's living choices heavily impact the world around us and we want to make sure they have enough sustainable options to choose from. Even more, we want to make the sustainable choice the easy choice. This purpose helps us to maintain focus going forward and is the glue to unify our international teams.

## Mission

As a global family business, B.I.G. develops and co-creates — in an innovative, entrepreneurial, and sustainable way — flooring and material solutions to enhance the quality of living and working for every generation.

## Vision

To set the example in our industry by reducing our environmental footprint, taking good care of our people and those around us, and doing business in a transparent, ethical way with like-minded parties.

## Key 2024 figures

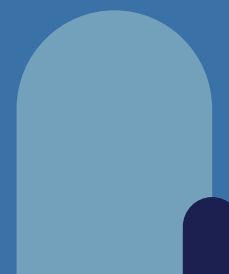
Turnover  
**1.988**  
million euro

Ebitda  
**116**  
million euro

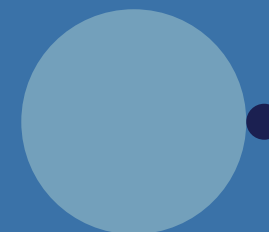
Ebit  
**51**  
million euro

Net result  
**-11**  
million euro

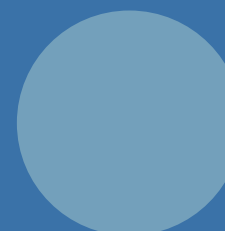
## Key sustainability figures



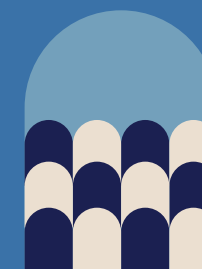
**30%**  
Less accidents



**16%**  
Renewable energy



**-4%**  
CO<sub>2</sub>e emissions vs. 2023



**4.658**  
Reshapers



# 2024, a year of reshaping

# Reshaping, learning, and moving forward

There is no denying that 2024 was a difficult year for B.I.G. – a year that tested us in many ways, as B.I.G. employees, shareholders, Board members, and collectively, as a company.

Just like in 2023, the **market put significant pressure on our businesses**. Low global economic growth kept affecting our main markets, raw material prices remained high, and in Belgium, labor costs continue to weigh on profitability. On top of this, several of our divisions face increasing competition due to the influx of low-cost imports from Asia and the Middle East.

**"With the appointment of Jean-Baptiste as our CEO, we intend to enter a new phase of growth and stability."**

Despite the efforts of our entire team, we could not prevent our results from declining in most markets. That meant making **tough decisions**, including divestments and footprint changes, that we know had a profound impact on our people.

These were not choices we made lightly. On the contrary, as a family business, we are deeply committed to both our people and our businesses, always striving to avoid negative impact. This time, too, we remained hopeful for recovery and continued investing in certain sites – until it became clear that this was no longer sustainable.

On top of the challenging market, 2024 also brought major **shifts in our leadership team**. While such transitions cause uncertainty, they also create opportunities for valuable insights and alternative approaches. At the end of 2024, we welcomed Jean-Baptiste as our new CEO. His experience and fresh perspectives will be essential to identify and capitalize on new opportunities in our industry. I am confident he will help shape B.I.G.'s future and set a course for success.

When I look back on 2024 a decade from now, I hope we will remember not just the challenges but how we turned them into meaningful actions. 2024 was a year of reshaping – our Management team, Board of Directors, as well as our footprint. As we move ahead, we take the lessons of 2024 with us and look forward to a brighter future.

On a final note, let me highlight how I admire the **agility, and resilience** of the B.I.G. team throughout the year. We navigated tough conditions together, and while agility alone won't guarantee success, it remains a crucial driver. Thanks to every single employee, customer, Board member, and all other stakeholders for your continued support.



**Dominiek De Clerck**  
Chairman of the Board of Directors

Looking back at a year of reshaping

# Reshaping our footprint with respect for our people

As our Chairman mentioned, 2024 brought numerous challenges for B.I.G. To improve efficiency, align with market demand, and optimize our production capacity, we had to take some tough decisions that impacted the lives of our employees and their families:

- 🔗 In April, we announced the intention to discontinue the **production and sales activities of our Mats division**. The business suffered greatly from increased competition, reduced volumes, high labor costs, and energy prices. Both the Belgian and Polish sites were closed.
- 🔗 Also in April, we discontinued the **production of Luxury Vinyl Tiles (LVT)**, as the LVT market has been struggling with overcapacity for several years due to the large regional supply and competition from Asia. Despite a transformation plan and several growth investments in the activity, profitability had become impossible. We do, however, keep up our LVT trading activities.
- 🔗 In June, we decided to stop the **tufting activities at our Artificial Grass site** in Oostrozebeke (Belgium). The extrusion of artificial grass yarns, which are increasingly used in the sports segment, will continue at the Oostrozebeke plant. From 2025 onwards, all tufting and finishing activities will be done at our Spanish Artificial Grass plant.
- 🔗 Finally, we also decided to rationalize the production capacity at our Belgian **yarn plant** in Komen by **concentrating all production** within the nearby factory in Comines, France (mid-2025). Consolidating both European plants will help us optimize production and compete with Asia. Besides our yarns production in Comines, we also keep manufacturing yarns in China.
- 🔗 On 1 May 2025, our **Technical Textiles** division was officially **acquired by STEELCO TECH**, a company managed by RCP.

Reshaping our footprint is necessary to safeguard our company's future. And while performance is crucial these days, so are **our people**. That's why we make every effort to minimize the impact of our decisions – communicating openly with all our stakeholders, engaging in extensive discussions with social partners, ensuring fair agreements, and handling every step with care and respect.

**“While performance is crucial in challenging times, so are our people. In fact, talent, collaboration, openness, and trust are more vital than ever.”**

After all, keeping employees informed, engaged, and connected has always been key at B.I.G. In a difficult year like 2024 it was even more apparent how critical **openness and engagement** are. That's also why we resolutely chose to continue our annual Employee Engagement Survey in 2024, which helps us pinpoint key concerns and identify the actions to take. We were pleasantly surprised by the survey's encouraging results. Our engagement score remained strong and internal mobility was higher than expected. At the same time, I realize that numbers don't tell the full story ...

Sometimes you need to step back to move forward: **reculer pour mieux sauter**. B.I.G. is an organization in transition. Talent, collaboration, and trust are more vital than ever. We will continue to communicate in complete openness and transparency, sharing every step of our journey, and always investing in our people.

I look forward to the moment when we can truly say we've bounced back – not just as a company but as a **strong, connected team**.



**Pieter Lelieur**  
Chief HR Officer

# Reshaping our Board of Directors and Management

Over the past few years, B.I.G. intensively prepared for a rapidly changing environment, which caused some changes in the Executive Committee (Excom) and Board of Directors.

## Board of Directors

While Bart Deconinck, Chairman of the Board of Directors, and Director Peter Vandekerckhove decided to leave the Board in early 2024, Dominiek De Clerck joined as the new Director and Chairman. In addition to the four Directors of the family, there are now three independent Directors in B.I.G.'s Board of Directors. Every Board member and all other shareholders support B.I.G.'s transformation into a service- and solution-oriented company that aims to add value for every stakeholder through innovation, sustainability, and entrepreneurship.

Check p. 38 for more details on our Board of Directors.

## Executive Committee (Excom)

- In the course of 2024, Pieter-Jan Sonck and Danny Van D'huynslager resigned as B.I.G.'s CFO and CTO respectively. We would like to thank Pieter-Jan and Danny for their expertise, leadership and contributions to B.I.G.
- When in June 2024, Pol Deturck left the role of CEO, Dominiek De Clerck stepped up as CEO ad interim. On 1 December 2024, we welcomed Jean-Baptiste De Ruyck as the new CEO. With a solid background in senior leadership roles and international finance, he is committed to implementing B.I.G.'s growth strategy, capitalize on new opportunities and reshape our company to thrive.
- At the beginning of 2025, Bo Oxfeldt, VP Polymers and Engineered Solutions, decided to leave B.I.G. We are grateful to Bo for his input, leadership and vision throughout his career at B.I.G.
- As from March 2025, the Excom is composed of CEO Jean-Baptiste De Ruyck, CHRO Pieter Lelieur and VP Wim Coppens. On 2 June 2025, Barend Van Hoorebeke will start as the new CFO of B.I.G. The search for a new COO to complete the Excom in 2025 is still ongoing.

# Reshaping, while sticking to our strategy

## Innovation, sustainability, and people

In spite of the difficulties and the measures taken to turn the tide, B.I.G. is sticking to its strategy and keeps investing in forward-looking projects with a focus on innovation, sustainability, safety, and its employees. This means the company will be ready when the market recovers.

To this end, we invested 75 million euro in 2024.



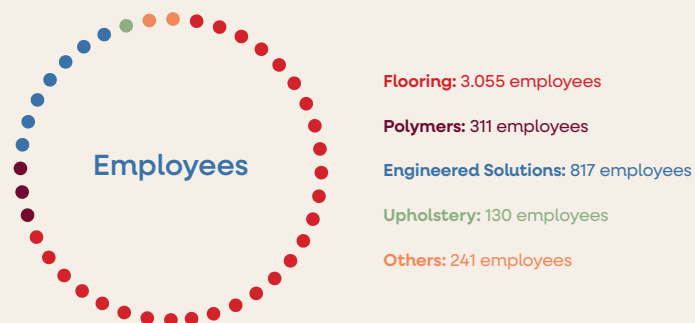
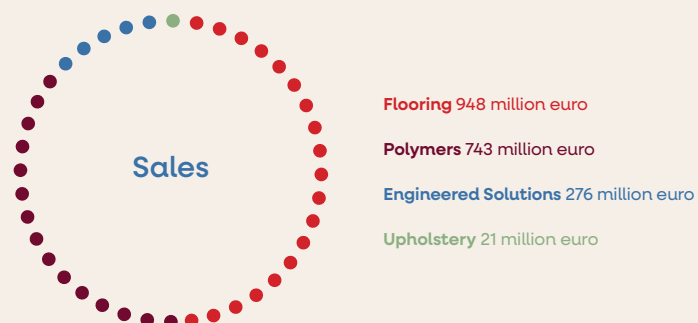
### 2024 investment highlights:

- 🔧 To increase our European share in the yarns market, we're building **state-of-the-art machinery** at our **yarn production plant** in Comines, France. The investment will guarantee a more energy-efficient, faster, and more flexible production system (more small rolls, smaller batch sizes, etc.). This will increase our competitiveness and help us to offer our contract customers a unique and sustainable product.
- 🔧 In September 2024, we opened **Alloc X2**, the brand-new addition to our **flooring production plant** in Lyngdal, Norway. Between 2022 and 2024, B.I.G. doubled the factory's capacity and introduced sustainable, innovative technology.
- 🔧 In Wielsbeke, Belgium, we joined forces with A&U Energy to transition our **cushion vinyl production plant** to **biomass-generated steam**. By converting non-recyclable wood waste into green energy, A&U Energy will supply sustainable heat to site, reducing CO<sub>2</sub> emissions by over 88% compared to current emissions.
- 🔧 Also in Wielsbeke, we inaugurated our **new Experience Center** in May 2024. In this nearly energy-neutral building, which also houses three floors of offices, our solutions are combined under one roof. Our investment in the Center is a clear demonstration of our commitment to anchor ourselves more firmly in Belgium.

# Looking back in numbers

## Our Group

2024 was a year of disruptions for B.I.G. as a company, which required a great deal of agility and reshaping efforts in all of our operations worldwide. In this chapter, we share the results that marked the year for B.I.G.'s business units: Flooring Solutions, Engineered Solutions and Polymers.



## Flooring Solutions



### Local proximity:

Australia  
Belgium  
Canada  
France

### production in 9 countries

Norway  
Poland (site closed in 2024)  
Spain  
Slovenia

Russian Federation  
United States

### distribution in 6 countries

Canada  
Oceania

Russian Federation  
Spain

Ukraine  
United States

### Brands

#### Artificial Grass



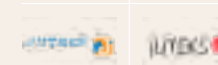
#### Carpet



#### Needle Felt



#### Cushion Vinyl



#### Hard Flooring





## Engineered Solutions



Local proximity:  
production in Europe  
and China

Belgium  
France  
Italy  
China

### Brands



\* On 1 May 2025, our Technical Textiles division was officially acquired by RCP.



## Polymers



Active on both sides  
of the Atlantic

United States  
France

### Brands



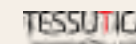
## Upholstery

**21 million euro**  
Total sales

Active in:

Belgium  
Romania

### Brands



# Reshaping to futureproof our business

Dear colleagues, customers, shareholders, and partners,

When I joined B.I.G. at the end of 2024, the company was in the midst of change and uncertainty. Yet, rather than looking back, I prefer to **look forward with optimism** and share my vision for unlocking B.I.G.'s potential in the future.

Because that's what I found when I arrived at B.I.G.: a company with solid foundations and many strengths. Through in-depth conversations and constructive discussions with many different B.I.G. stakeholders around the globe, I've seen that we have strong businesses with the **potential to lead** in their respective markets.

**"Once we've clarified our focus, objectives, and roles, it'll bring peace of mind to our teams, fostering engagement and, as such, performance. When we have all the right pieces in place, I'm sure the magic will happen."**

At the same time, I recognized a clear **need for focus**. Each of B.I.G.'s businesses requires sustained investment and innovation to drive sustainable growth. While I'm highly ambitious about B.I.G.'s future, we must be strategic about where we invest – and equally clear about what we will not do.

More than identifying our focus businesses, B.I.G. needs **a bold focus on performance**, cost control, and execution. As uncertainty in the global economy is likely to continue throughout 2025, maintaining financial discipline will be essential to remain healthy as a company.

It is clear that we will need to be rational, challenge the status quo and **make choices** along the way. Support and **alignment from all the stakeholders** – Excom team, Board and shareholders – will be critical in taking decisions and shaping a clear vision for our future. I strongly believe in the power of transparency, communications, and mutual respect to achieve that goal.

Once we've clarified our focus, objectives, and roles and responsibilities, it will bring **peace of mind to our teams**, fostering engagement – and, as such, performance. If there's anything that I've learned in former roles, it's that a company's success depends on having the right teams and motivated people in place. B.I.G. is a welcoming organization with capable, enthusiastic people who enjoy their work. That said, I would love to see our businesses collaborate more closely as one team, to really shape our future together. Once we've got all the right pieces in place, I'm sure the magic will happen.

2025 is **a year of transition and more reshaping**. That takes hard work, collaboration, and a shared commitment to our goals. Yet B.I.G. has strong foundations to build on. I look forward to shaping a promising future for B.I.G. – to shape sustainable living for our customers, together with all our stakeholders.



**Jean-Baptiste De Ruyck**  
CEO



# Governance

# Corporate Governance

## Corporate governance statement

The Board of Directors provides a strong governance framework for the Group, recognizing that good corporate governance is an essential component to support management in their delivery of B.I.G.'s strategic objectives. Moreover, a solid governance framework is the starting point to operate a sustainable business for the benefit of all internal and external stakeholders.

It is important to note that the process of identifying, developing, and maintaining excellent standards of corporate governance is a continuous and dynamic process. This allows for changes in the Group and its business, the composition of the Board of Directors, and other developments to be reflected appropriately.

B.I.G. is committed to the principles of good corporate governance and employs a sound approach to managing and steering the Group in line with the best interests of our internal and external stakeholders.

Therefore, the Board of Directors has adopted a Corporate Governance Charter, inspired by the Belgian Corporate Governance Code for non-listed companies. The Charter supports the Management, direction, and control of our Group in a transparent and appropriate manner. More concretely, it sets out the responsibilities of the Board of Directors, Remuneration and Nomination Committee, the Audit Committee, the Real Estate Committee, the shareholders meeting, and the Executive Committee in depth.

Our management structure and processes are designed to optimize the performance of the Group, while reducing the possible risks and impact of our activities. The operational management of B.I.G. has been delegated by the Board of Directors to the Executive Committee (Excom).

## Board of Directors

Our Board of Directors sets the overall Group strategy, decides on major investments, and monitors all corporate activities for the Group. Other duties include:

- Providing direction for the Group (vision, mission, and goals).
- Establishing a policy-based governance system.
- Controlling the execution of the Group strategy by the Management.
- Being a sounding board for the Management during execution of the strategy.

## Safeguarding the balance

In early 2024, Bart Deconinck, Chairman of the Board of Directors, and Director Peter Vandekerckhove left the Board. Dominiek De Clerck joined as Director and as the new Chairman. As a result, B.I.G.'s Board of Directors is now composed of four family representatives and three independent Directors.

Each Board member and all other shareholders support B.I.G.'s transformation into a service- and solution-oriented company that aims to add value for every stakeholder through innovation, sustainability and entrepreneurship.

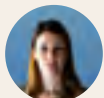
As from February 2024

## Composition of the Board of Directors



**Dominiek De Clerck**  
Chairman and family representative

Dominiek De Clerck is the youngest son of founder Roger De Clerck. After his secondary education, he went to work for New Venture Carpets in the UK, first for six months on the shopfloor and then in the sales department. Dominiek De Clerck has a Master's degree in Applied Economic Sciences from the University of Louvain. After completing his studies, he went to work at Beaulieu Wielsbeke. Following the merger in 2005, he focused on developing the CKV investment bank in Waregem. Dominiek De Clerck joined the Board of Directors in 2024 and assumes the role of Chairman.



**Caroline De Clerck**  
Family representative

Caroline De Clerck holds a Master's degree in Commercial Sciences and has been active in Ideal Group since 2010. She worked in Germany for the automotive division of Ideal Group and later became its director. In 2021, Caroline De Clerck became a Board member at B.I.G. In September 2022, she joined the Remuneration and Nomination Committee.



**Luc De Clerck**  
Family representative

Luc De Clerck started his career in France in 1976 after his studies and is the former head of the Berry Floor Group. He has been a B.I.G. Board member since 2005.



**Jan Vander Stichele**

Jan Vander Stichele, a Master of Science in Electromechanical Engineering, has international experience in operational excellence, innovation, strategic management, and sustainability. He is a Board member in different companies, ranging from stock-listed companies and federations (Fost Plus) to smaller businesses.



**Johan Lambrecht**

Johan Lambrecht is a doctor in Economics and professor at KU Leuven. Furthermore, he is director of the Studiecentrum voor Ondernemerschap (SVO) at Odisee Brussels and has written over 300 publications in Belgium and abroad (books, articles in scientific and popular magazines, papers, etc.).



**Barbara De Saedeleer**

Barbara De Saedeleer is a Master in Business and Financial Sciences and has a degree in Marketing. Her career started in corporate banking with Paribas Bank Belgium, after which she became Regional Director Corporate Banking for East Flanders. In 2004, she joined Omega Pharma as Group Treasury Manager. She was appointed CFO of Omega Pharma and Member of the Executive Committee from 2007 until 2016. In 2017, she became Chief Investments and Operations Officer at Ghelamco until March 2021. Since 2021, she has worked as a strategic and financial advisor at executive level in fast-growing companies. She joined the B.I.G. Audit Committee in 2017 and the Remuneration and Nomination Committee in September 2022. Today, she chairs the Audit Committee.



**Dirk Dees**  
Family representative

Dirk Dees has a Master's degree in Applied Economic Sciences from Ghent University. He kicked off his career in auditing and continued his professional path in the ITC and food industry. Dirk has 30 years of experience in the flooring sector as CEO of Belgotex Group. He retired at the end of 2021 but remained active as a non-executive Director at Belgotex Group. From 2005 to 2010, Dirk was the co-CEO of Beaulieu International Group. In September 2022, he joined the Board of Directors.

# Audit Committee

Following the Audit Committee charter, the Audit Committee assists the Board of Directors in fulfilling its monitoring responsibilities relating to risk and control matters. The Audit Committee has been assigned the following tasks:

- Monitoring the quality and integrity of the financial reporting process and statements and overseeing the statutory audit of the annual and consolidated accounts, in addition to monitoring the qualifications and independence of the external auditor. The Audit Committee therefore meets on a regular basis with the CFO as well as with the statutory auditor, KPMG, to review and assess the conclusions and observations of the Group's statutory audit.
- Ensuring the company's compliance with legal and regulatory requirements. Annually, the Audit Committee receives an evaluation report on the compliance maturity within the company.
- Following up on internal audit activities and reporting. The internal audit function provides reports on their engagements, the status of the implementation of recommendations and any other activities performed. The plan proposed by the Internal Audit is approved annually.
- Overseeing the company's process and systems on internal controls and risk management. The Audit Committee regularly invites management to its meetings to monitor and receive updates on the organization and the impact on risk and controls within their processes and scopes.

The Audit Committee held five meetings in 2024.

## Composition of the Audit Committee (February 2024)

Until January 2024, Bart Deconinck was a member of the Audit Committee. In February, the composition changed, with Johan Lambrecht joining as a new member.



**Barbara De Saedeleer**  
Chair of the Committee



**Johan Lambrecht**

# Remuneration and Nomination Committee

The Remuneration and Nomination Committee prepares the decisions, submits proposals, and provides advice and recommendations to the Board of Directors in all remuneration matters for all top-level professionals within the Group. The Remuneration and Nomination Committee meets at least four times a year and whenever the performance of its duties requires.

The responsibilities of the Remuneration and Nomination Committee are:

#1

Developing a transparent, fair, and equilibrated remuneration policy for B.I.G. top-level professionals, that allows B.I.G. to attract, retain, and motivate people with the right expertise and experience.

#2

Establishing comparable remuneration packages per level to facilitate possible rotation of top-level professionals within B.I.G.

#3

Optimizing the external costs of the remuneration of top-level professionals, in particular by pooling certain employee benefits, insurances, etc.

#4

Supporting and reinforcing the company's long-term strategic goals in view of the companies' overall economic situation.

#5

Advising the CEO both on the operations and performance of all executive managers. Note that the CEO is not present during his/her own evaluation.

#6

Proposing candidates to the Board of Directors for approval.

#7

Performing a thorough analysis of the aspects related to succession planning.

#8

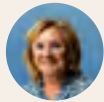
Assisting the Board of Directors in appointing the members of the Excom upon recommendation by the CEO, unless otherwise decided by the Board of Directors.

## Composition of the Remuneration and Nomination Committee (February 2024)

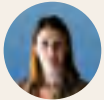
The Chairman of the Committee, who is appointed by the members, presides over the Committee. At least one member of the Remuneration and Nomination Committee is also a member of the Board of Directors.



Jan Vander Stichele



Annie Coppens



Caroline De Clerck



Barbara De Saedeleer

## Executive Committee

The Executive Committee is responsible for the day-to-day management of our Group and for implementing and achieving the Group strategy and policies.

Several changes took place in the Executive Committee in 2024.

- In the course of 2024, Pieter-Jan Sonck and Danny Van D'huynslager resigned as B.I.G.'s CFO and CTO respectively.
- When in June 2024, Pol Deturck left the role of CEO, Dominiek De Clerck stepped up as CEO ad interim. On 1 December 2024, we welcomed Jean-Baptiste De Ruyck as the new CEO.
- Bo Oxfeldt, VP Polymers and Engineered Solutions decided to leave B.I.G. at the beginning of 2025. We want to thank Bo for his years of commitment and dedication to B.I.G.

From 2025 onwards, the B.I.G. Executive Committee will consist of the following positions: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief HR Officer (CHRO), Chief Operating Officer (COO), and Vice President (VP).

## Composition of the Executive Committee (June 2025)



Jean-Baptiste De Ruyck  
Chief Executive Officer



Pieter Lelieur  
Chief HR Officer



Wim Coppens  
Vice President



Barend Van Hoorebeke  
Chief Financial Officer

# Real Estate Committee

The Real Estate Committee (REC) was created in 2023 to ensure a dedicated approach to non-operational real estate within our Group. The horizon for this real estate portfolio is clearly defined, namely, to grow into an additional business unit within B.I.G.

The Real Estate Committee defines the real estate strategy, makes investment decisions for both existing and new development projects, and oversees the progress of the following activities:

- Divestment of all non-operational sites to a dedicated real estate company.
- Active development of brownfield sites into new real estate for sale or lease.
- Optimizing urban planning for sites with little or no development potential.
- Expanding the rental portfolio to generate long-term, debt-free rental profits.
- Professionalizing property management for leased properties.
- Developing a strategic approach for undevelopable agricultural land.

The Real Estate Committee operates under its own governance structure and delegated authority. Led by the Real Estate Development Director, it is composed of four family shareholders and chaired by a real estate professional.

The members meet every three months, supplemented by about six informal consultations per year. The CFO is always invited to the official meetings.

# Composition of the Real Estate Committee (May 2024)



**Dirk Deroose**  
Deroose Projects NV  
Chairman



**Luc De Clerck**  
Family representative



**Caroline De Clerck**  
Family representative



**Dirk Dees**  
Family representative



**Maxime De Clerck**  
Family representative  
(since May 2024, to replace  
Jan Vander Stichele)

## Statement of Business Ethics

B.I.G. is committed to conducting operations in accordance with all applicable laws, rules and regulations, and the highest ethical standards. This includes compliance with national and international anti-corruption and anti-bribery laws, including all relevant provisions of the Belgian Criminal Code, and as applicable, the U.S. Foreign Corrupt Practices Act, the UK Bribery Act and any other applicable anti-bribery laws in place in the countries in which B.I.G. operates.

This strong commitment is embodied in our Code of Business Conduct and Ethics and our Anti-Bribery Compliance Policy.

Both policies apply to all employees, directors, officers, and internal consultants working for entities in which Beaulieu International Group NV has a controlling shareholding – either directly or indirectly. Moreover, all third parties working on behalf of our Group, such as agents, distributors and other representatives, are vetted pursuant to the provisions of these policies.

Employees can access the B.I.G. policies and procedures on our intranet portal and the relevant policies and procedures are explained to new employees during the onboarding process.

The purpose of the Group's Code of Business Conduct and Ethics is to help employees in making ethical and legal decisions when conducting business and performing their day-to-day duties. To ensure this dedication and commitment, new white-collar employees are expected to follow a web-based training, including a test, as part of their onboarding.

The Board of Directors is responsible for administering the policies, although it has delegated the day-to-day responsibility to the Group Legal Director. In addition, senior leadership confirms on a yearly basis that the business has been conducted in accordance with our policies.

## Business Partners - Code of Conduct for Suppliers

We seek to only do business with third parties who share our values and commitment to responsible business conduct. We expect our suppliers and other business partners to act with integrity and fairness and observe applicable laws. After all, business partners have a direct impact on our reputation through their behavior – so our continued success depends upon their commitment.

Therefore, suppliers must adhere to the Supplier Code of Conduct, which sets clear standards for ethical and social behavior, governance, health and safety, and environmental responsibility. We also expect them to uphold these high standards across their own supply chains.

## Conflicts of interest

Directors and members of the Executive Committee will uphold their independent judgment at all times and act in B.I.G.'s best interest. They will also strive to avoid conflicts of interests.

If a Director or a member of the Executive Committee has a direct or indirect conflict of interest, they must inform the Chairman of the Board of Directors or the CEO, respectively. They will also refrain from participating in discussions of the Board of Directors or the Executive Committee and from voting.

As stated in the statutory accounts, the Board of Directors follows the procedure outlined in Article 7:96 of the Belgian Code of Companies and Associations.

## External audit and control

In 2020, KPMG was nominated as the statutory auditor for B.I.G. and its subsidiaries as well as for the Group's consolidated accounts. KPMG has issued an unqualified audit opinion on the statutory and consolidated financial statements of B.I.G. NV as of and for the year ended 31 December 2024.

# Sustainability Governance

In order to drive our sustainability strategy and objectives, we established a clear sustainability governance framework, which we strengthen year after year. This framework ensures oversight of the material sustainability topics and accountability for executing our ambitious sustainability strategy.

The governance structure defines clear roles and responsibilities cross different levels of the organization:



## #1

### Board of Directors

The Board plays a key role in shaping B.I.G.'s sustainability vision and approves our sustainability strategy as well as the related targets.

## #2

### Audit Committee

The Audit Committee, and ultimately the Board, oversees the sustainability program, monitoring performance on material topics, risks, and opportunities. It also approves the Double Materiality Assessment (DMA) and the non-financial performances disclosure.

## #3

### Remuneration and Nomination Committee

The Remuneration and Nomination Committee aligns executive compensation with sustainability targets, ensuring that leadership incentives support our long-term sustainability goals.

## #4

### Sustainability Acceleration Team

Consisting of four senior leadership members and the Sustainability Director, the Sustainability Acceleration Team ensures our top-level managers fully understand and endorse Route 2030.

They meet at least quarterly to review progress on the sustainability strategy, assess targets, identify challenges, and explore potential solutions.



## #5

### Corporate Sustainability Team

The Sustainability Director leads the Group's sustainability strategy and initiatives, ensuring continuous progress towards targets and actions. Her role focuses on creating initiatives that enhance shared value for both the Group and its stakeholders.

Her responsibilities include fostering internal and external collaborations, monitoring and reporting progress, raising awareness, developing policies, and coordinating sustainability-focused teams and projects.

Under her leadership, the Corporate Sustainability Team defines the global sustainability strategy, establishes methodologies, and supports the divisions in driving sustainability efforts and creating shared value. The team members collect and manage data, while they're also in charge of reporting.

## #6

### Sustainability Network Members

Sustainability Network Members drive sustainability in their respective divisions and/or business platforms and embed actions in their local strategy. This means, among other things, that they oversee ongoing actions, unite the right people, set intermediate targets, and embed these in the daily business. They also act as a single point of contact within their divisions and at Group level.

## #7

### Internal Audit

Internal Audit is involved in reviewing the organization of the sustainability processes in line with the CSRD requirements as well as the internal controls over financial and non-financial information relating to sustainability data and reporting.

## #8

### Centers of Excellence

Our Centers of Excellence are cross-divisional, cross-functional teams of experts dedicated to driving progress on specific sustainability topics. They work closely with our innovation department, which explores opportunities to enhance our products in terms of climate impact and circular economy.

The Centers of Excellence focus on projects aligned with our current material topics

Topic	Projects led by
E1 — <b>Climate Change</b>	Sustainability Procurement Innovation Operation
E2 — <b>Pollution</b>	Regulatory Operations Safety, Health and Environment (SHE)
E5 — <b>Circular Economy</b>	Sustainability Innovation
S1 — <b>Own workforce</b> (including safety)	Human Resources Safety, Health and Environment (SHE)
S2 — <b>Workers in the value chain</b>	Procurement Human Rights Officer
G1 — <b>Business Conduct</b>	Group Legal Compliance Committee & Internal Audit

# SUSTAINABILITY REPORT

# Our sustainability vision

## We want to be part of our customers' positive impact

Our purpose 'shaping sustainable living, together' says it all: sustainability is embedded in B.I.G.'s DNA.

Beyond taking our responsibility and complying with the fundamental Environmental, Social and Governance (ESG) requirements, we aim to set the example in our industry by **reducing our environmental footprint** to zero, **taking good care of our people and those around us**, and **doing business in a transparent, ethical way** with like-minded parties.

When it comes to our product portfolio, our ambition is crystal-clear: we want to help our customers **create positive impact**. To achieve that ambition, we provide and co-develop the material and flooring solutions our customers need to build a sustainable future:

- 🌀 **Making materials matter:** We increasingly replace virgin materials with bio-circular/bio-based, recycled and low carbon alternatives.
- 🌀 **Engineering for impact:** We engineer smart, resource-saving products that enhance well-being, are built to last, and are easy to repair or reuse.
- 🌀 **Closing the loop:** We aim to make everything fully recyclable, with take-back programs to close the loop.

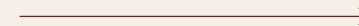
## Our sustainability vision

We want to set the example in our industry by reducing our environmental footprint, taking good care of our people and those around us, and doing business in a transparent, ethical way with like-minded parties.

## Route 2030

Since 2021, we have been **reshaping our business** with a **sustainability strategy** that's based on actionable commitments, encompasses our key priorities and sincerely reflects the spirit of B.I.G.

We translated that strategy into a roadmap for 2030, with **five routes** towards a more sustainable future: Route 2030.



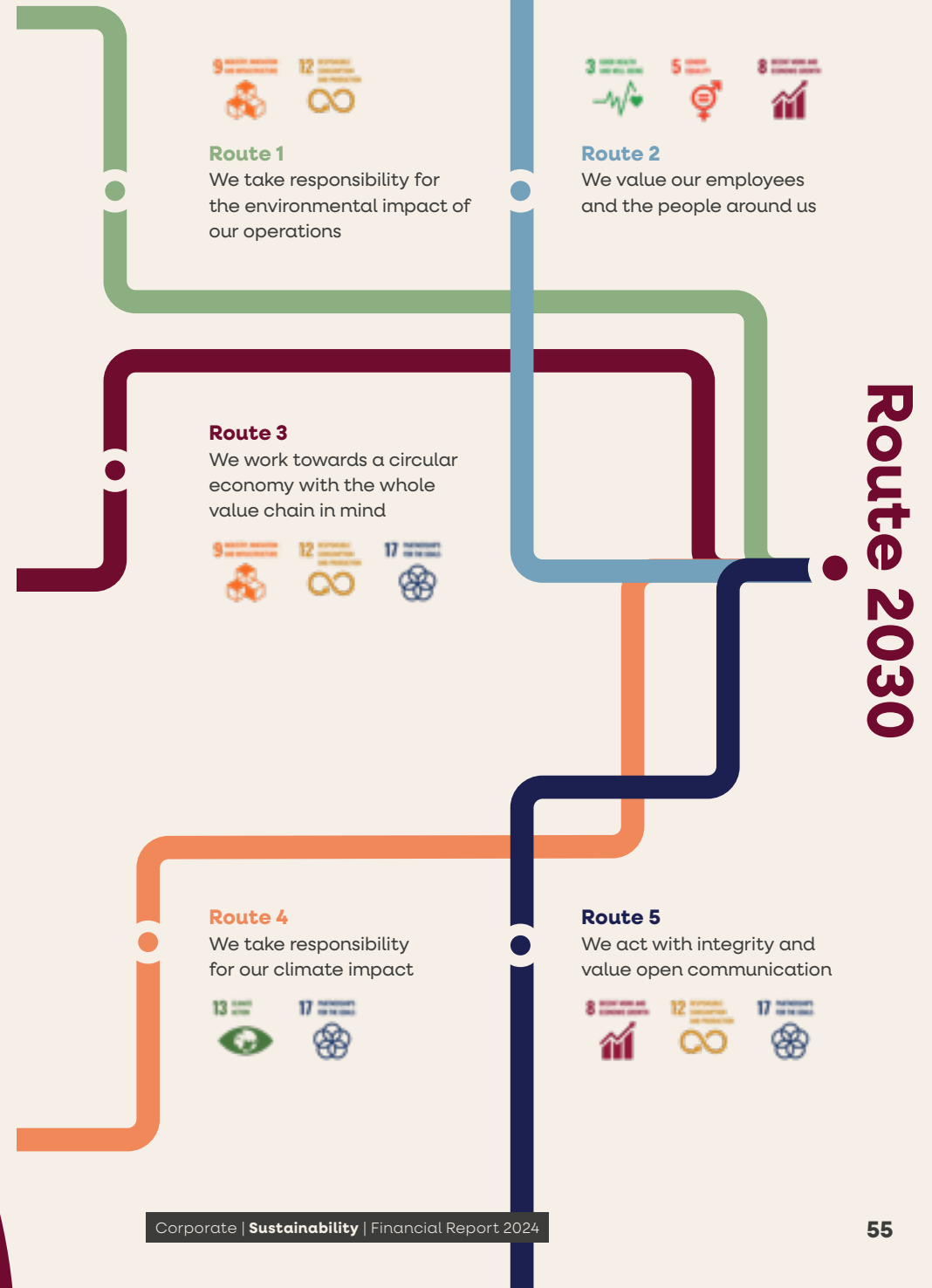
# How the United Nations' Sustainable Development Goals guide our Route 2030 strategy

When shaping our Route 2030 sustainability strategy, we took inspiration from the Sustainable Development Goals developed by the UN (UN SDGs), one of the world's leading ESG frameworks.

By taking our responsibility and bringing sustainable solutions into our core operations, creating value for our customers, and engaging employees and value chain partners, we contribute to the global goals that the UN set. Every step in our Route 2030 complies with several SDGs.

“By investing in a sustainable future, we build resilience, boost innovation and growth, and, together with our customers, we drive lasting, positive impact.”

Jean-Baptiste De Ruyck  
CEO



# Refining our strategy with double materiality

Sure, a strategy is a long-term vision.

Yet it should be dynamic too, evolving with the company, its stakeholders, and the world.

To ensure B.I.G.'s sustainability efforts are focusing on relevant Environmental, Social and Governance (ESG) domains, we conducted a first Double Materiality Assessment (DMA) in 2023. We reviewed it in 2024 to guarantee compliance with the upcoming CSRD.

## CSRD and DMA: what and why?

### What is CSRD?

The Double Materiality Assessment is a key requirement of the **Corporate Sustainability Reporting Directive (CSRD)**. This EU directive requires large and listed organizations to use the European Sustainability Reporting Standards (ESRS) to disclose sustainability information in a harmonized—and therefore transparent and comparable—way.

B.I.G. has to comply with the CSRD in 2028, reporting on financial year 2027 – which is still a while. Yet, as we believe in the benefits of open, transparent corporate sustainability reporting, we want to be CSRD-ready rather sooner than later. This 2024 sustainability report already checks many boxes.

### What is DMA?

Carrying out a **Double Materiality Assessment** is an essential step towards achieving CSRD compliance. It helps us identify:

- The **impact materiality**: the **positive and negative impacts (I)** of B.I.G. (operations, value chain, ...) on people and the environment.
- The **financial materiality**: the **risks and opportunities (ROs)** of external environmental and social evolutions, like climate change or increased social awareness, on B.I.G.

### Why?

More than **ensuring CSRD compliance**, our materiality assessment objectively identifies the **ESG topics that matter most** on our path to a sustainable future, both to B.I.G. and our stakeholders. It enhances transparency, reinforces accountability, supports better decision making, ensures effective resource allocation, and **helps us (re-)shape our sustainability strategy**.

# Reshaping our DMA in 2024: methodology

At the beginning of 2023, B.I.G. performed its first DMA exercise. As, at the time, the CSRD guidelines were still pending, we decided to review and refine our approach in 2024, aligning it to the latest standards and wordings. Additionally, an external auditor was involved throughout the DMA process to verify compliance.

Our **2024 Double Materiality Assessment** consisted of the following steps:

#1

## Context mapping

Map the B.I.G. **business model**, strategy and **key activities**, as well as our **value chain**. Identify the key stakeholder groups and define how to gather their views about potential material topics.

#2

## Identifying Impacts, Risks and Opportunities (IROs)

Identify potential IROs and compile them into a **longlist of possibly relevant IROs**. Review the longlist to then summarize it into a shortlist ready for assessment.

#3

## Assessing the IROs

**Assess** each IRO on the shortlist using internal expertise and external research. Compare the end results with earlier stakeholder desk research and interviews to ensure alignment.

#4

## Validation

Plot all material topics on a **double materiality matrix**. Validate the draft matrix, DMA methodology and the outcome of the material IROs internally (Excom and Audit Committee).

# Our value chain, ecosystem and partnerships

Sustainability is a joint effort that involves our entire value chain and the wide B.I.G. ecosystem – business partners, academics, industry associations, etc. More than consulting our stakeholders, we also collaborate closely with them to shape sustainable living.

Read how we engage with our stakeholders in the Appendix.

“We were glad to hear in the interviews that our suppliers share B.I.G.’s sustainability priorities. They highlighted the same key topics as important, which confirms we’re on the right track.”

Femke Faelens  
Sustainability Manager



## DMA 2024: results

The DMA exercise led to the **matrix of topics that are material to B.I.G.** It shows financial materiality and impact materiality on the x-axis and y-axis, respectively.

The new materiality matrix provides a robust foundation for tweaking our sustainability strategy where needed, and helped us shape this 2024 sustainability report. Of course, our methodology and documentation will be further refined where necessary in the course of 2025 and beyond.

Check the Appendix for the definition of our material topics, and an overview of our material IROs.

## Sustainability governance: we care!

B.I.G. continuously reinforces its sustainability governance, ensuring a strong structure from Group to division level.

The Group Sustainability Director, Sustainability Acceleration Team, Corporate Sustainability Team, Sustainability Network and six Centers of Excellence help us drive impact and accountability across the organization. They get active support from the Board of Directors, the Audit Committee, and the Remuneration Committee, who all help steer B.I.G.'s sustainability efforts in the right direction.

Read more on sustainability governance on page 46 of this report.

## Key insights from the DMA 2024

“The DMA 2024 gives us a deeper understanding of B.I.G.’s impact on the environment, economy and society, as well as the key risks and opportunities.

The assessment helps us to refine our existing sustainability strategy and our actions for the years ahead.

We’re pleased to see that we’re on the right track. Topics like circular products, for example, which are at the heart of what we do, rank high on the list of material topics. At the same time, we’ve identified emerging areas, like microplastics, where we need to intensify our efforts. Still, we keep up our efforts to improve topics that do not appear on our materiality matrix, such as water, Diversity, Equity & Inclusion, etc.”

Femke Faelens  
Sustainability Manager



## B.I.G. double materiality matrix

### Impact materiality

Impact materiality	Critical				<b>Route 4</b> - Climate mitigation	
	Significant		<b>Route 1</b> - Microplastics		<b>Route 3</b> - Circular materials, products, services and business models <b>Route 1</b> - Energy	
	Important	<b>Route 5</b> - Corruption and bribery	<b>Route 2</b> - Working conditions and other work-related rights of own workforce <b>Route 5</b> - Other work-related rights in the value chain <b>Route 5</b> - Supplier relationship management	<b>Route 5</b> - Working conditions in the value chain <b>Route 5</b> - Corporate culture	<b>Route 1</b> - Waste	
	Moderate					
	Minimal					
		Minimal	Moderate	Important	Significant	Critical

### Financial materiality

# Route 2030 at a glance

## Our key 2030 targets and 2024 performance



### Environment

#### Environmental impact: Routes 1,3 & 4

- 🎯 **2030 target:** zero environmental impact
- 📊 **KPI(s):** Environmental Sustainability Score
- 📊 **2024 result:** 98%
- 📊 **Progress:**

#### Circularity: Route 3

- 🎯 **2030 target:** 50% renewable or recycled materials in B.I.G. solutions
- 📊 **KPI(s):** Fossil-Free Index
- 📊 **2024 result:** 6,4%
- 📊 **Progress:**

#### GHG emissions: Route 4

- 🎯 **2030 target:** zero Scope 1 & 2 GHG emissions, -42% Scope 3 emissions vs. 2021
- 📊 **KPI(s):** Annual Carbon Footprint
- 📊 **2024 result:** -13% vs. 2021
- 📊 **Progress:**

#### Renewable Energy: Route 4

- 🎯 **2030 target:** 100% renewable energy
- 📊 **KPI(s):** % of renewable energy
- 📊 **2024 result:** 15%
- 📊 **Progress:**



### Social

#### Safety: Route 2

- 🎯 **2030 target:** 100% Safety Score
- 📊 **KPI(s):** Safety Score
- 📊 **2024 result:** >100%
- 📊 **Progress:**

#### Own workforce engagement

- 🎯 **Target:** to become a talent-first exemplary organization
- 📊 **KPI(s):** Engagement
- 📊 **2024 result:** 75%
- 📊 **Progress:**



### Governance

#### Responsible Business Conduct: Route 5

- 🎯 **2030 target:** 100% suppliers aligned or partially aligned with our sustainability ambitions
- 📊 **KPI(s):** Average Supplier Sustainability Score
- 📊 **2024 result:** 45
- 📊 **Progress:**

# Measuring our environmental impact across Routes 1, 3 and 4

## Why?

Measuring means knowing. That's why we closely track our environmental impact, using a data-driven methodology: the Environmental Sustainability Score.

## How?

We created a set of leading (forward-looking) and lagging (retrospective) environmental KPIs. Each division reports on all of them. The Environmental Sustainability Score, however, is based on annual priorities. The math is simple: each division includes our leading KPIs and then adds two lagging KPIs. That means every division commits to improving four key areas, which have an equal weight.

Every division keeps track of its own result, and together they determine our overall Environmental Sustainability Score.

## Result?

In 2024 we ended the year with an Environmental Sustainability Score of **98%**, very close to our target (100%) for the year.

## Forward-looking (leading) KPIs

##1

### **The impact of sustainability projects:**

with a custom-made tool, we measure the impact of projects by evaluating their potential contribution to our zero environmental footprint targets.

##2

### **Sustainability awareness and expertise:**

this is measured by the number of hours employees spend on awareness sessions as well as internal or external training courses, divided by the total number of hours worked.

## Retrospective (lagging) KPIs

##3

**The share of green energy in our operations:** the exact formula is the sum of renewable energy produced and renewable energy bought, divided by the total energy consumed.

##4

**Energy consumption per unit:** for this second energy-related KPI, we calculate the total amount of consumed energy and divide it by the total production.

##5

**Greenhouse gas emissions per unit in CO<sub>2</sub>e:** divisions can track and improve their Scope 1 and 2 emissions per production unit, or choose to include their Scope 3 emissions too.

##6

**The share of waste in % that is recycled or reused:** with waste, we mean all materials leaving our sites that are not going to an end-customer.

##7

**Water consumption:** this KPI is aimed at both reducing our total water consumption and increasing the relative amount of recycled, reused, or storm water.

##8

**The share of recycled or renewable content in our products:** through our Fossil Free Index, we measure the amount of non-virgin (i.e. recycled) or non-fossil (i.e. renewable) raw materials we use from open and closed loops, as well as our contribution to a more circular economy.



Route 1

# We take responsibility for the environmental impact of our operations

As a manufacturing company, B.I.G. inevitably has a direct impact on the environment. That's why our operations are the first focus in Route 2030: we take action where it starts – within our own facilities. By optimizing our processes, preserving precious resources like energy and water, and managing waste responsibly, we're constantly reducing our operational footprint.



Reducing the  
environmental footprint  
of our operations aligns  
with the following UN SDGs:



SDG 9: industry, innovation and  
infrastructure

SDG 12: responsible consumption  
and production





# Energy consumption and efficiency








Addresses material topic: Energy

## Why does it matter?

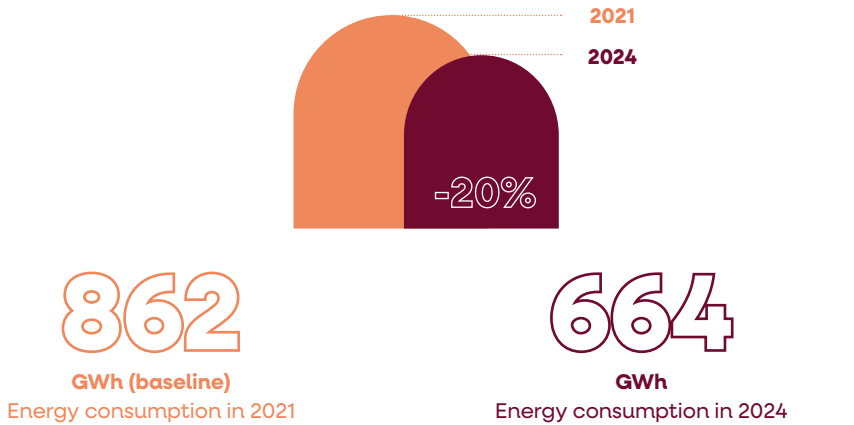
The less energy we use as a society, the less carbon we emit. In other words, reducing energy consumption is unquestionably **one of the most effective ways to fight global warming**. As a large industrial group, we want to maximize our sites' energy efficiency and inspire other companies to do the same. If we all take action, we will not only reduce the environmental impact that comes with generating massive amounts of energy, but we will also safeguard access to energy in general.

## What are we aiming for?

By 2030, we aim to **lower our global energy consumption by 20%**, compared to 2021. We wish to achieve this goal by:

 Creating a culture of energy awareness.	 Focusing on data to draw up evidence-based energy policies and guidelines.
 Proactively replacing old machines and equipment with energy-efficient ones.	 Continuously reviewing our most energy-intensive production processes.
 Developing and/or implementing new techniques and tools.	 Improving the energy efficiency of our buildings and facilities.
 Leveraging international standards, such as ISO 50001.	

## Where do we stand?



The figures show a **reduction of over 20%**, compared to 2021. Compared to 2023, we improved by ca. 7%, reflecting our continuous efforts to enhance energy efficiency across our operations.

While part of the overall reduction is due to lower activity in certain divisions, many of our sites have made measurable progress through targeted efficiency improvements. By optimizing processes, upgrading equipment, and implementing smarter energy management systems, we have significantly reduced energy use while maintaining operational excellence.

Just as importantly, we have fostered a culture of **energy awareness**, where every action – big or small – contributes to our broader sustainability goals. From simple daily habits to large-scale initiatives, our teams are committed to making energy conservation a shared responsibility.

Find more details on energy consumption in the Appendix.

## 2024 highlights

### #1 Advancing energy efficiency in our Needle Felt division

In 2024 we took two major steps to enhance energy efficiency in our Needle Felt division:

- A new thermo-consolidation line at the Kruisem site, with a larger, more advanced oven delivers a double win: beyond increasing production speed and capacity, it significantly boosts energy efficiency. Since the design of Rewind, our recyclable tradeshow carpet, eliminates the need for water evaporation, gas consumption is typically half that of traditional carpets – a major step in reducing our environmental footprint. While the exact impact of the new installation is still being measured, we expect **substantial energy savings**.
- Following a successful pilot, we optimized energy use in our industrial ovens at Kruisem and Oostrozebeke. By reducing air extraction, amongst other process improvements, we **cut gas consumption** per square meter of carpet produced by 18% compared to 2021.

### #2 Energy-smart yarn production in China

Over the past three years, our **Yarns site** in **China** has systematically improved **energy efficiency** while maintaining the precise temperature and humidity needed for high-quality yarn production.

Optimizing lighting – via LED lighting and infrared sensors – helped cut energy. Yet the biggest savings came from upgrading the heating system for twisting and heat-setting. Until 2023, steam heating ran continuously during wintertime. A new heating system with two control points now maintains pressure more efficiently, only when needed, which significantly reduces energy consumption and heat loss.

In 2024, further analysis showed that operating machines generate a lot of heat, allowing us to take the right actions to scale back heating even more. The result? Over 300 tons of steam saved annually, which translates to **1% reduction in water use**, and total **steam savings exceeding 6%** – with more improvements to come!

## IMPACT CHAMPION

### #3 Using natural cooling instead of electricity at Beauflor US

Our plant in Cartersville installed a new heat exchanger to use ambient outdoor temperatures for cooling its chilled water loop.

More than reducing downtime, chiller runtime, and costs, the upgrade helps Beauflor US **lower energy consumption** and shrink the plant's environmental footprint.

**“The new heat exchanger is a win-win. By using natural cooling instead of electricity, we boost efficiency, cut costs and move closer to our sustainability goals while reducing reliance on the energy grid.”**

**David Crews**  
Assistant Plant Manager

# Water stewardship

## Why does it matter?

Water is vital for all life on the planet. Yet, today, the once-so-abundant resource is running dry, with more and more regions facing water stress. The issues concerning **water scarcity and water pollution should alarm us all**.

The main culprits? Next to agriculture and the energy sector, the bulk of the world's water is used by industry. While extensive studies show that B.I.G. is not a water-intensive company, water is an irreplaceable resource in some of our operations. Our water stress assessment, revised in 2024, revealed that seven of our 13 B.I.G. production sites are in **medium or high water stress areas**, i.e. regions where freshwater demand exceeds the available resources.

All of this makes water stewardship a key priority.

## What are we aiming for?

While water is a non-material topic in the 2024 Double Materiality Assessment, we stick to our ambition to reduce the effect our water footprint has on the environments and communities we operate in. We commit to the targets that our **Center of Excellence for Water** defined, at plant and organizational levels:

- **Sourcing water responsibly** and putting water stewardship top of every site's agenda.
- **Reducing our consumption of ground water and municipal water** across the Group **by 20%**, compared to 2022.
- **Reducing our consumption of surface water** and discharging it back into nature at least as clean as it first was to minimize our impact.

## Where do we stand?



**Total water consumption dropped by 5% against 2023, from 1,8 million m<sup>3</sup> to 1,7 million m<sup>3</sup> in 2024**, with a considerable decrease in the volume of municipal (-12%) and fresh water (-29%) used.

The **use of recycled water more than doubled**, rising from 1,5 thousand m<sup>3</sup> in 2023 to 3,5 thousand m<sup>3</sup> in 2024. Groundwater use, on the other hand, increased, mainly due to higher activity at several sites. At our Terni site (IT), for example, production volumes doubled during summer.

## Water stewardship

Water stewardship is a priority at all Beaulieu sites as we work to reduce consumption. Between 2021 and 2024, we conducted **water audits** at 90% of our production sites, including Polymers US, Fibres Kruisem (BE), Fibres Wielsbeke (BE), Fibres Terni (IT), Yarns Comines (FR), Yarns Weihai (CN), Tuft Canada, Needle Felt Kruisem (BE), Needle Felt Oostrozebeke (BE), Wood France, and Tessutica Romania. Based on the findings, we developed targeted action plans to cut water use.

These audits provided **valuable insights** into improving water management and reducing overall consumption. For example, at our Fibres Terni site, we identified ways to potentially reduce groundwater use. Installing a new control system to optimize cooling capacity should help us reduce groundwater use in line with our targets.

Note that we did slightly adjust our approach to water management in 2024, **prioritizing actions at the highest-consuming sites**, such as Fibres Terni, while still encouraging other sites to take action. In line with that shift, we opted to stop exploring the viability and added value of internal water pricing – an idea that we had introduced in 2023.

Check the Appendix for more details on water stewardship.



## 2024 highlights

### #1 Repurposing cooling wastewater at Juteks Slovenia

At our Zalec site in Slovenia, we launched a project to optimize wastewater management. We now **redirect cooling system wastewater back into production** and the city's sewage treatment network, fully complying with all requirements.

As part of this initiative, wastewater is now repurposed for cleaning print cylinders, which reduces the need for fresh water. This step is expected to save 600 - 700 m<sup>3</sup> of water annually, **cutting fresh water consumption at the site by 7%**.

## IMPACT CHAMPION

### #2 Turning rain into a resource at Needle Felt, Oostrozebeke (BE)

Didn't like the rain in 2024? Everyone loved it at our Needle Felt site in Oostrozebeke (BE). Between 2022 and 2024, extensive adjustments to align water usage with actual process needs had led to a **25% drop in groundwater consumption**. In 2024, we stepped up these efforts.

Instead of letting rainwater go to waste, we collected, stored, and treated **764 m<sup>3</sup> of rainwater** (>4% of total consumption in a year) and put it to work in our manufacturing process.

**"It's great to see how we can put nature to work and collect rainwater to reduce our environmental footprint."**

**Seppe Van Loo**  
Process Engineering Specialist

# Waste management

Addresses material topics: Waste, Microplastics

## Why does it matter?

Every year, the global population dumps over 2 billion tons of waste on the planet, according to the World Bank.

While this is an issue that people are aware of, **waste build-up continues to increase at an alarming rate**. It will take a collective and global effort to flatten the curve.

Industrial groups are ideally placed to set the example. For their waste management to be truly effective, they should **focus on different areas**. Waste prevention, waste collection, transportation, recycling, and waste disposal are all part of the equation. We've embraced that broad challenge as part of Route 2030.

## What are we aiming for?

By 2030, our ambition is to become **100% landfill-free and incineration-free for manufacturing waste**. That means that we'll fully valorize the output of our operations, either to be used in our own operations again, or by another party.

As for **non-manufacturing waste**, such as ICT waste, packaging, and other types of waste, we aim to be 100% landfill-free. There'll always be a small share of domestic-type waste that may have to be incinerated, so aiming for 100% incineration-free on all fronts is not feasible.

More than that, we've set ourselves a series of objectives to reduce the risk of (micro)plastic pollution.

## Where do we stand?

67%

Valorized waste  
in 2024

+15%

Reused materials  
in 2024 vs. 2023

Our Group **valorized ca. 67% of its waste in 2024 through reuse or recycling**, similarly to 2023. Notably, we significantly enhanced our **reuse efforts** by incorporating production residues directly into new products or processes, with minimal alteration. The **share of reused materials increased by 15%**, which clearly underscores our commitment to a circular economy.

Zooming in on our production sites, 18 of our sites sent no waste to landfill in 2024, just like in 2023. Ten of them reused or recycled over 90% of all waste (+1% compared to 2023).

In some regions, however, waste valorization remains a challenge, often due to logistical constraints. Still, our teams there go the extra mile to minimize waste and maximize its value. Beaulieu of Australia for example reached a significant milestone by valorizing over 40% of waste in 2024. The team at the Beaflo US site in Cartersville also took a major step by reusing 90% of the waste they previously recycled externally, into their processes – setting a fine example of a fully circular process.

Read more on our waste management efforts in the Appendix.

## Strengthening our commitment to reducing microplastics

While we strongly believe that plastics are essential to our daily lives and even play a role in shaping a sustainable future (insulation, ...), we recognize that plastic pollution and the overall presence of microplastics is a growing problem. B.I.G. is committed to helping reduce – and preferably eliminate – the risk of (micro)plastic solutions. In addition to the waste management promises that we made earlier, we will:

- Improve the recyclability of plastics by ensuring that our products are designed for recycling once they are no longer fit for use.
- Adjust our product design to remove intentionally added microplastics.
- Support the development of products that can help in preventing or mitigating pollution from plastics and microplastics.
- Properly handle plastic pellets and powders to prevent loss.



## 2024 highlights

### #1 Preventing plastic pellets from polluting waterways

Our Engineered Solutions team in Belgium and France signed the pledge by Operation Clean Sweep (OCS), an international program designed to prevent the loss of plastic granules – pellets, flakes and powders – and their release into the environment.

The team commits to **zero pellet loss** across all five production sites. To make that happen, they installed OCS signage near all silos that reminds drivers to avoid spilling granules when unloading their trucks. In case spills occur, drivers can use the available material to clean up the granules. Moreover, we integrated the OCS pledge and the 2021 French decree relating to the prevention of industrial plastic pellet losses in the environment in our ISO 14001 management system for all five production plants.

### #2 World Cleanup Day 2024: 1 ton of waste collected

Just like in previous years, many B.I.G. sites took part in World Cleanup Day in September 2024. Colleagues from sites across Belgium, France, the US, and beyond joined forces to clean up plants, neighborhoods, and nearby areas. Together, we **collected over 1 ton of waste**, ensuring proper disposal and recycling.







Route 2

# We value our employees and the people around us

However cliché it may sound, our people truly are our biggest asset. That's why we care about having the right people in the right place at the right time – within an environment that fosters happiness, health and commitment. That's when the magic happens. This people-centric mindset is what our Route 2 is about: our people, their safety and growth, and the communities around our facilities.



Reducing the environmental footprint of our operations aligns with the following UN SDGs:



- SDG 3: good health and well-being
- SDG 5: gender equality
- SDG 8: decent work and economic growth



# Safety

Addresses material topic: Working conditions of own workforce

## Why does it matter?

Simply because **you cannot compromise on safety**. No employee should ever get hurt or experience health issues because of a job. In other words, we pull out all the stops to ensure everyone goes home safe and sound at the end of the working day.

Moreover, **a safe workplace is a prosperous workplace**. When safety is a priority and there's a culture of well-being within the workplace, team members thrive, they deliver a higher quality of work and increase effectiveness.



## What are we aiming for?

In 2020 – before we outlined our Route 2030 sustainability strategy – we developed a **five-year Safety, Health and Environment (SHE) roadmap**. Its goal: a safer, healthier workplace with minimal environmental impact and a culture where colleagues look out for each other's safety.

The roadmap defines **three pillars** to achieve that lofty objective:

- Leadership:** establish a culture of leadership that prioritizes self-awareness of each employee to recognize SHE as their responsibility and act upon it.
- Standards:** establish global SHE standards for tools and equipment and implement them consistently across all sites. In addition, ensure that all production sites have a **management system** aligned with ISO 14001 (Environmental) and ISO 45001 (Occupational Health and Safety) management standards, which provide a solid framework for responsible and effective operations.
- Tools:** develop and implement user-friendly tools and systems that make our SHE performance visible, helping us stay conscious of our impact and keep progressing. This includes a set of KPIs, as well as SHE software to follow up on events and actions.



## Where do we stand?

Over the past few years, we've made significant progress towards our SHE goals. In 2024, we stepped up our game even more – despite the challenges that B.I.G. faced. Did we achieve every single goal? Not quite, but we have plenty of achievements to stand by.

## Six safety achievements in 2024 to be proud of

#1

### Ten B.I.G. sites now have Safety Improvement Teams at shop floor level

In 2023, we started introducing voluntary **Safety Improvement Teams** at several B.I.G. sites. These teams identify and prioritize shop floor risks, working closely with local Safety Steering Committees. In 2024, we pushed the initiative further, and by the end of the year, ten B.I.G. sites had taken ownership of safety on their work floors.

“I’m proud that our operators are enthusiastic about the Safety Improvement Teams. Everyone was eager to participate, engage in respectful discussions, and identify low-cost yet highly effective solutions. As the people most affected by these improvements, they were truly interested in making their workplace safer – not just for themselves, but for their colleagues as well.”

Ashley Jones  
SHE manager

## IMPACT CHAMPION

#2

### More and more employees report on safety events

To enhance workplace safety, we encourage every employee to report ‘events’ that may lead to safety incidents via the Enablon software.

We made the system easily accessible on the shop floor via tablets and kiosks, raised awareness with a campaign, and reported KPI tracking events per site per employee in 2024.

Most sites met or even exceeded the target.

“In previous years, we focused on making safety a top priority for management, so that they could inspire their teams. In 2024, it’s great to see a bottom-up approach, with more and more employees taking the lead – a clear sign that our leadership approach is working!”

Sybil Saelens  
Corporate SHE Director

### #3

#### We stepped up our risk management approach

We strengthened risk management in 2024 with campaigns, toolboxes, and checklists, including a successful slips & trips campaign. Our **Life-Saving Rules** remained central. Rather than imposing company-wide extra guidelines and practices, we launched task forces with site SHE managers to tailor best practices to their specific needs.

### #4

#### Better quality of input from monthly Safety Walks and Talks

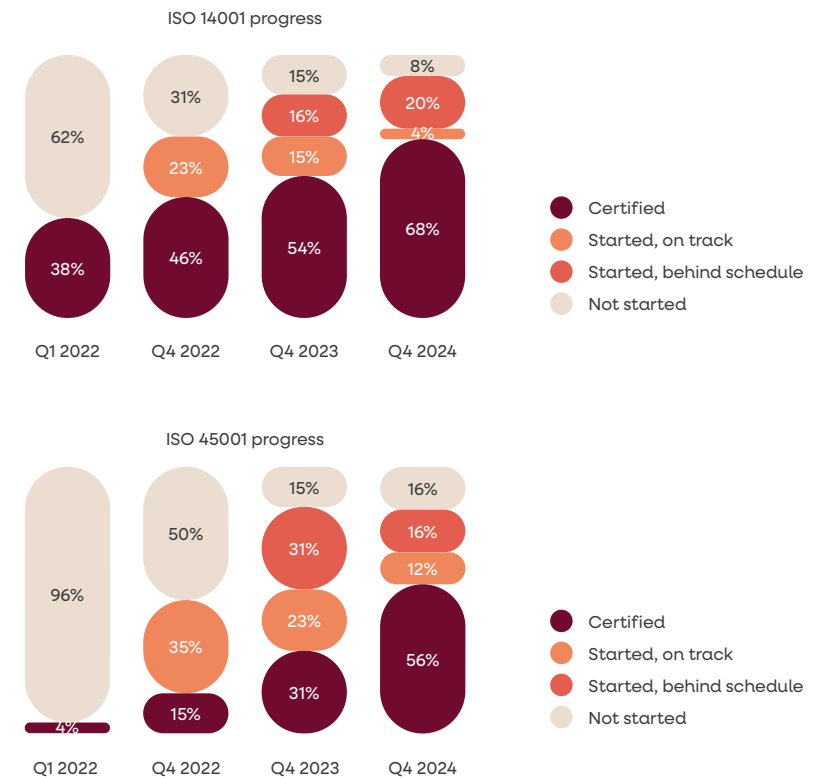
To show leadership commitment to safe working practices, listen to concerns, and involve employees, all leaders within B.I.G. are expected to conduct at least one Safety Walk and Talk per month. These constructive sessions are well-embedded in our sites: we **surpassed our target** in 2024. In addition, the **quality of the talks improved** significantly, bringing new insights.

### #5

#### Solid progress in ISO 14001 and ISO 45001 compliance

In 2020, we set an ambitious goal: full ISO 14001 (Environmental) and 45001 (Occupational Health & Safety) compliance across all B.I.G. production sites by the end of 2024. While internal and external challenges prevented us from fully reaching that target, we've made solid progress:

- ISO 14001: 68% of production sites are certified, up 9% vs. 2023, while 24% is close to or working towards certification.
- ISO 45001: 56% of production sites are certified, up 25% vs. 2023, while 28% is close to or working towards certification.





## #6

### Almost all major safety risks are under control

In 2020, an enterprise-wide SHE screening assessed all operational risks, categorizing them from red (unacceptable) to dark green (best practices). Our first focus was to **eliminate all red and orange risks** by 2023.

We didn't fully achieve that target but came close: out of the initial 184 red and orange risks, only three remained. In other words: we eliminated 98% of all major risks. On top of that, yellow (significant) risks declined, transitioning to light green (under control) or even dark green (best practices). Consequently, our risk score improved to 3,85, reflecting very good progress.

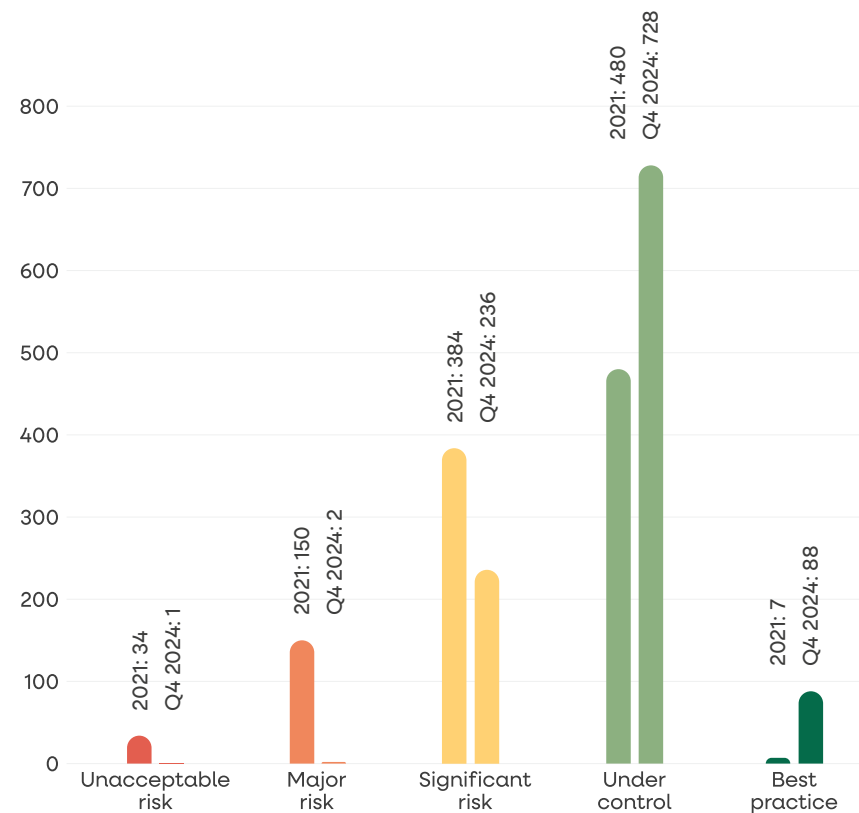
		2020	2022	2023	2024
1	Unacceptable risk	34	1	0	1
2	Major risk	150	37	16	2
3	Significant risk	384	352	302	236
4	Under control	480	643	685	728
5	Best practice	7	22	52	88

**“As a relative new member to the B.I.G. team, I am proud to be part of a culture that places high value on safety at every level of the organization.”**

**Shane Gilbert**

Safety Coordinator - Trainer

SHE screening score evolution

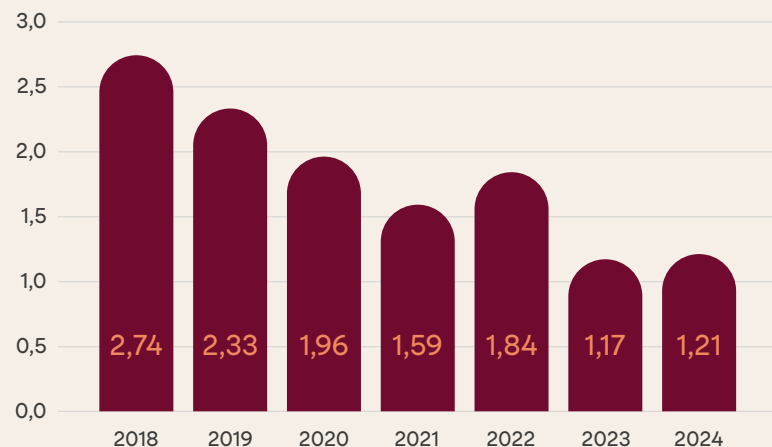


## One critical KPI: the accident risk rate rose

A safe, healthy workplace means **zero accidents** – which is, in fact, the goal of all our SHE efforts. While we've significantly reduced accidents and lost workdays in recent years, we experienced a setback in 2024. We assume that the divestments and the disruptive year for B.I.G. played a role, yet we are actively investigating the root causes and are fully committed to addressing them.

To drive improvement in 2025 we will take **extra actions**, focusing on accident prevention. This includes scaling up accident investigations, sharing know-how and experiences between sites, and providing additional support to sites with higher accident rates.

Accident risk rate all sites



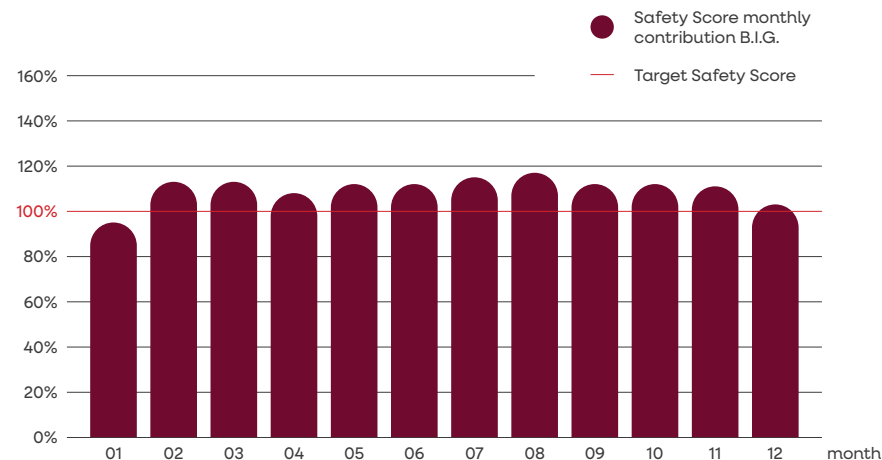
“The sudden spike in accidents is no reason to back down. On the contrary, we know our SHE efforts are truly valuable, and we’re more committed than ever to learn from what went wrong and accelerate our efforts to ensure better results in 2025.”

**Sybil Saelens**  
Corporate SHE director

## Consistently high Safety Score

To keep track of our Group's safety performance, we calculate a safety score, which consists of four KPIs: the number of Safety Walks and Talks, the ratio of reported events and two site-specific KPIs. In 2024, our Safety Score improved again: except in January, the score was consistently higher than 100%.

Safety Score - evolution 2024



## Under construction: our new SHE roadmap 2025 – 2030

We drafted our five-year SHE roadmap in 2020. In 2025, we'll develop a new roadmap to get closer to our ultimate goal: a safe, healthy workplace with zero accidents.

## Our workforce

Addresses material topics: Working conditions of own workforce,  
Other work-related rights of own workforce

### Why does it matter?

B.I.G.'s Reshapers – our people – are our most valuable asset. They turn ideas into solutions, inject expertise into our divisions, bring creativity, passion, and diversity to the table, create an inclusive company culture, and so much more.

By surrounding every single employee with the support and care they deserve, we ensure employees stay longer with us, become B.I.G. ambassadors, increase profitability, create a warm culture, etc.

### What are we aiming for?

Inspired by our Group's strong company culture, we want to be an exemplary **Talent-First organization** in our industry. Something we wish to achieve by:

- Fostering a culture of transparency, open interpersonal communication, recognition, and togetherness.
- Providing various opportunities for our people to do what they love most and do best.
- Creating an environment that allows for healthy minds in healthy bodies.
- Building a diverse workforce, where everyone feels included.

### Where do we stand?

#### Openness and communication matter – even more so in challenging times

2024 brought numerous challenges for B.I.G. and we had to make difficult decisions that affected our employees and their families. We did everything possible to **soften the consequences**. We strengthened interpersonal and group communications, engaging openly with all our stakeholders. We held intensive discussions with social partners, reached fair agreements, and handled every step with care and respect.

# 83%

**of our employees participated in the Employee Engagement Survey**

Despite the challenges, our HR team insisted on conducting our **Employee Engagement Survey** in 2024, as it is a key instrument to feel the pulse of our employees and define actions to remediate pain points.

Much to our surprise, the survey rendered a good Employee Engagement Score. We even did better than in previous years: 83% of our employees participated (+5%) and **the score went up from 74 to 75 (+1)**. They praised us for our efforts to improve workplace safety, team support, and project prioritization (focus) in 2024. Internal information sharing, execution of actions, and continuous improvement were identified as areas that require additional focus moving forward. Based on this feedback, we've updated the existing action plans and defined new actions for 2025.

**“Keeping employees informed, engaged, and connected has always been key at B.I.G. In a difficult year like 2024 it was even more apparent how critical openness and engagement are.”**

Pieter Lelieur  
Chief HR Officer

## Internal mobility: still going strong

At B.I.G., we love seeing our employees seize new opportunities within the Group, staying on board for many, many years – and we actively encourage internal mobility. In 2024, we were happy to see that 9,5% of our people stepped into new positions within B.I.G, despite challenging times.

9,5%

of employees moved on to a new role  
within B.I.G. in 2024  
+1,8% vs. 2023

## Providing ample opportunities for our people to do what they love most and do best

Getting a good mix of people on board only makes sense if you also **allow them to become the best versions of themselves**. This is something we do, among other things, by focusing on:

- Dedicated programs to boost internal growth.
- A wide mix of learning and development opportunities in our Beaulieu University.
- Maximum involvement of employees in cross-functional projects.
- Continuous follow-up of every employee.
- Talent pools based on employees' expertise, experience, and interests.

Whether employees want to build on their talents, develop additional ones, or take an entirely new direction at work, we've got their backs. We believe that finding the **perfect professional** match for each employee is key to employee retention.

**“As part of my annual development plan, I immersed myself in Lean Manufacturing. I'm now better equipped to increase efficiency, effectiveness, and profitability in my department.”**

Corneliu Ionut Nicolae  
Line Leader Weaving

## Supporting healthy minds and bodies through change

While our HR team had to dedicate much time and resources to guiding people through closures and footprint changes in 2024, they remained committed to employee wellbeing through our **global Energize2GROW wellbeing program**.

From padel tournaments and cycling races in Belgium to archery and horse riding in China, B.I.G. teams stayed active and connected in 2024. And who says teambuilding has to be all action? Barbecues, Australia's rugby league series, and the European football championship brought colleagues together, from Belgium and Slovenia to the US. The result? Healthier, happier teams!



## IMPACT CHAMPION

### Raising awareness on Diversity, Equity and Inclusion (DEI)

When it comes to DEI, B.I.G. has a clear ambition: we want to create a diverse culture in which every single employee feels that their presence, ideas, and contributions are truly valued and taken seriously. After all, more and more research shows that **promoting DEI is essential for an organization's long-term success**. It provides us with the balance of voices we need to improve decision-making, boosts employee engagement, and strengthens our reputation among clients, investors, and talent.

In 2023, we established a **DEI working group** to evaluate our progress, policies, and actions, and to define a clear roadmap. One of the first plans was to raise awareness among B.I.G. leadership on topics like unconscious bias. Next, the team wanted to explore ways to strengthen DEI in recruitment, hiring practices, and employee development.

“While we remain highly ambitious, the organizational changes in 2024 put the brakes on our enthusiasm,” says HR Director Kristin Gansbeke. “Still, we made some progress – drafting our DEI charter, assessing our current position, hosting a webinar for all HR managers, and putting DEI on the agenda of the 2024 B.I.G. Sustainability Forum.

We're also preparing for compliance with upcoming EU pay transparency directives.”

**“Looking ahead, we aim to accelerate our initiatives in 2025 to reach our targets by the end of 2026, confident that DEI will help drive B.I.G.'s business success.”**

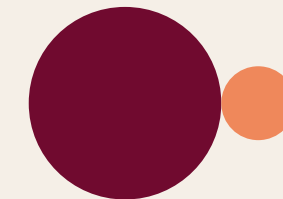
**Kristin Gansbeke**  
HR Director

### Diversity metrics

# 58

Nationalities

#### Gender



# 72,3%

Men

# 27,7%

Women

#### Age



# 12,3%

<30 years

# 53,5%

30-50 years

# 34,1%

>50 years

# Communities

## Why does it matter?

Communities are essential to our success. They are home to our employees, customers and suppliers. Being a good neighbor earns us a **social license to operate**.

There is also an environmental angle: our sites have an environmental impact, from energy use to mobility and water footprint. In other words, there is a lot of taking. And we believe there should be plenty of giving back as well.

By actively engaging with local communities, we contribute to their vitality while paving the way for sustainable success.

## What are we aiming for?

We want to be a **responsible, well-respected, and unifying member** of the communities we operate in by focusing on three areas:

- 🌀 **Environment:** support local and global environmental initiatives that give back to nature by fighting climate change, deforestation, pollution, etc.
- 🌀 **Education:** create value within our communities by sharing expertise and supporting education – in particular, but not exclusively, for disadvantaged community members.
- 🌀 **Local communities:** enhance the quality of life around our sites by donating materials, investing in projects, volunteering, and setting up collaborations.

## Where do we stand?

Giving back to communities is very much a **grassroots endeavor** in our organization. Many B.I.G. sites manage their own environmental, educational, and social programs, mainly driven by what our employees find important. After all, they are part of the local community as well, so they know best what's needed and how to connect with different local stakeholders. To complement these bottom-up initiatives and ensure focus, B.I.G. launched a **new initiative in 2024: beau lieu together**.





## IMPACT CHAMPION

### #1 beau lieu together: community engagement with lasting impact

2024 saw the launch of a new B.I.G. initiative to boost community engagement: beau lieu together. Led by Caroline and Charlotte De Clerck, along with our Sustainability, HR and Corporate Communications Directors, beau lieu together moves away from one-off monetary donations to focus on **impact investing**: supporting up-and-coming organizations for the long run.

“Our focus is not just on funding, but on how we can help,” says Charlotte. “We can provide expertise, know-how, or product solutions to help organizations become financially sound and independent.”

While the approach slightly differs, the aim remains the same as in the past: our community efforts focus on **education, local communities and the environment**. Examples?

- To support local communities, beau lieu together joined forces with *Entrepreneurs for Entrepreneurs*, an organization that supports sustainable businesses in Africa through coaching, bootcamps, internships, project monitoring, etc.
- In the field of environmental care, we look to partner with organizations that clean up and restore ecosystems. Support could take all forms: from organizing clean-up events for all our sites to generating awareness on microplastics. “Plastics ending up in our waterways and oceans is a matter that’s close to our hearts,” says Caroline.



“As part of the family’s third generation, we know better than anyone else how crucial the communities surrounding our facilities are in the company’s success. Basically, Charlotte and I felt we could do more to leave a positive mark. This is our chance.”

Caroline De Clerck  
Board member

## #2 Helping Lignaverda ‘to make deserts green’

In 2009, Entrepreneurs Without Frontiers founded [Lignaverda](#), a non-profit dedicated to **reforesting semi-arid areas at risk of land degradation**. Over the years, it has grown forests in Namibia, Senegal, and Burkina Faso – always in close collaboration with local communities. To ensure **measurable, lasting impact for both people and nature**, Lignaverda partners with the Gold Standard organization.

Since Lignaverda’s mission aligns with B.I.G.’s sustainability strategy, we joined forces in 2024. Thanks to the overwhelming response to our Employee Engagement Survey, we helped **restore 25 hectares of degraded land**.

## #3 36 Golden Tickets, 500 euro each – for charities close to our hearts

In 2024, we once again launched our successful ‘Golden Tickets’ initiative, hiding 36 Golden Tickets inside copies of our internal ONE Magazine. Each B.I.G. site had at least one magazine with a ticket, giving the winning employees the chance to donate 500 euro to a charity of their choice.

32.000 euro

Since the Golden Tickets initiative began in 2022, we’ve contributed a total of **32.000 euro** to meaningful causes worldwide.

## #4 + 5.600 trees planted with Go Forest

For several years, B.I.G. has been partnering with [Go Forest](#) to plant trees with long-term impact. Set up by Sarah Parent in 2020, the organization collaborates with experienced partners to accelerate nature restoration. By involving local communities, they create jobs and educate people on restoring nature and building food forests.

B.I.G., along with B.I.G. Yarns and Beaulieu Fibres International, has supported Go Forest for the past three years. In 2023, for example, B.I.G. tied reforestation to the Employee Engagement Survey, planting a tree for each completed survey, and we asked Sustainability Forum speakers to donate their fee to Go Forest. In addition, B.I.G. Yarns and Beaulieu Fibres International encourage visitors to their booth at trade shows to support the good cause.

Greenwashing – or treewashing? “Not at all,” says Sarah Parent. “Tree-planting projects motivate smaller companies by showing their impact, while larger companies see it as a complement to broader sustainability efforts. Moreover, we prioritize transparency, inviting members to track their contributions through our impact dashboard.”

Curious about B.I.G.’s positive impact? Check **Go Forest’s real-time Impact Dashboard** to see how many trees have been planted, how much CO<sub>2</sub> has been absorbed and read more about the projects that [Beaulieu International Group](#), [B.I.G. Yarns](#) and [Beaulieu Fibres International](#) support.







Route 3

# We work towards a circular economy with the whole value chain in mind

From reducing the pressure on our environment and securing the supply of raw materials to increasing competitiveness and stimulating innovation, the benefits of a circular economy are plentiful. That's why we try to source materials responsibly, design circular products, and use sustainable packaging to break through the take-make-waste model.



Working towards a  
circular economy aligns  
with the following UN SDGs:

SDG 9: industry innovation and  
infrastructure

SDG 12: responsible consumption  
and production

SDG 17: partnerships for the goals



# Circular solutions

Addresses material topic: Circular materials, products, services and business models

## Why does it matter?

Climate change and resource scarcity, amplified by traditional linear production models, are forcing us to rethink our economy. A paradigm shift is long overdue.

Any viable solution will have to focus on **keeping materials at their highest value** for as long as possible, throughout multiple lifecycles, while also ensuring **a sustainable end-of-life**. Doing this right will minimize the use of precious resources, the creation of waste, and the emissions of greenhouse gases – thus fostering environmental sustainability. Moreover, embracing a circular economy stimulates innovation, boosts economic growth, and creates jobs.

## What are we aiming for?

For several years now, B.I.G. has been enriching its product portfolio with a **growing number of circular products**. Our two key circularity goals:

- By 2030, we'll drastically reduce our consumption of fossil-based, depletable resources, by using **at least 50% recycled or renewable raw materials** in our production.
- By 2030, we only want to offer **100% recyclable flooring solutions**.\*

## Where do we stand?

To keep track of our first circularity goal to **reduce our consumption of fossil-based and depletable resources**, we monitor the origin of consumed materials.

While we extended our range of circular product ranges in 2024, the share of renewable or recycled materials decreased to 6,4% in 2024, falling below 2023 levels (7,1%). This decline was driven by variations in raw material consumption, amongst others due to decreased activity in our wood division, while our polymers business grew. We acknowledge this challenge and take action to improve this metric.

\* According to ISO 14021 in which recycling is defined as the processing of waste materials for the original purpose or for other purposes, excluding energy recovery, with commercially available technology at scale.

To monitor our progress in expanding our range of recyclable flooring solutions, we **assessed the recyclability** of our portfolio in 2024, using a methodology built together with internal product experts and external recycling specialists.

Inspired by the [RecyClass Recyclability Methodology](#), we use a similar **traffic-light system** to rate how easily our products can be recycled. Green means optimum recycling potential (classes A & B), orange indicates limited recycling potential (class C), and red indicates the product has features that negatively impact the recycling process or reduce the quality of reyclate severely (class D). Class D products are considered not recyclable under our targets.

Although we apply the system to all B.I.G. products and design for recyclability wherever possible, making flooring solutions recyclable remains a major challenge. About 42% of our portfolio can be considered recyclable according to the assessment. Through innovation and eco-design, we constantly explore ways to further enhance recyclability across our range.



A&B

**Full compatibility**

The product has design features that guarantee the best recyclability and quality of the recylcate.



C

**Limited compatibility**

The product has design features that are known to slightly impact the recycling process and/or the quality of the recylcate.



D

**Low compatibility**

The product has design features that strongly impact the recycling process and/or quality of the recylcate.



## Sustainable materials and recyclability: an overview

Over the past few years, we made great strides towards introducing new products, solutions and services **made with sustainable materials**. In addition, we increasingly focus on **design for recyclability** and set up **take-back schemes** to avoid wasting precious materials. Check this overview.

### Products containing recycled or renewable materials:

- **Twilight** cushion vinyl floors made from PVC from 100% biocircular attributed sources.
- **Sustainable yarns** EgoBalance and EgoCycle yarns include bio-attributed and recycled content, respectively. In addition, we offer low-impact EgoYarn carpet yarn that has a 46% lower carbon footprint than conventional yarns, thanks to our collaboration with polymer suppliers that invest big in process efficiency, green energy, heat optimization and waste reduction.
- **Distriplast** PP corrugated sheets include some form of reground PP (rPP) or recycled content with specific formulations: from 30% rPP for packaging & protection and for floor protection and 50% rPP for signs and displays, to 70% rPP for construction beam formwork.
- **Tessutica's greencare fabrics** with 100% recycled and recyclable upholstery fabrics, created from pellets that come from marine plastic waste.
- **Circular polypropylene** see 'Impact champion' on p. 123.
- **BerryAlloc** hard flooring: by choosing 100% **responsibly sourced wood**, we ensure that forests are managed sustainably, which supports biodiversity and optimizes the trees' role as carbon sinks.

### Recyclable products:

- **Rewind** 100% recyclable event carpet.
- **Turfgrass with Verdite monobacking** is designed to be recycled.

### Take-back schemes:

- **ReLive** concept ensures the collection, sorting and recycling of PVC flooring cutting waste. This initiative will be rolled out from France to other countries in the EU.
- **Circul8** encourages customers to return Signature Floors' carpet tiles after use to have them reused or recycled in Australia.

**"In 2020, we launched our very first circular product: the Rewind sustainable event carpet. Just four years later, at the end of 2024, our portfolio included no less than six circular product ranges. More than that, we launched three take-back schemes to extend our products' end-of-life."**

**Pieter Vanoosthuyse**  
Group Circular Economy Manager

## How Life Cycle Assessments help us build a more sustainable portfolio

As a value-adding solutions provider, we always keep the environmental impact in mind when adding new solutions to our portfolio or rethinking existing ones. That's why B.I.G. increasingly embeds Life Cycle Assessments (LCAs) into its innovation and design processes.

As companies and their customers take sustainability more seriously, the demand for LCAs is surging. **Did you know B.I.G. performed its very first in-house LCA back in 2015?**

"LCAs help us **understand our products' environmental impact** across their entire lifecycle," explains Femke Faelens, Sustainability Manager. "We started performing in-house LCAs over a decade ago to give our divisions deeper insight into their products and processes. Even today, 80% of our LCAs are conducted internally, which is quite rare for a company of our size."

Over the years, Femke and her colleagues have been **continuously refining their approach**, expanding expertise and increasing the number of LCAs performed. Today, a team of dedicated experts carries out in-depth studies and shares the results transparently.



# 70%

Full LCA coverage by the end of 2025

Today, **+50%** of B.I.G.'s portfolio has a dedicated in-depth LCA, rising to **70%** when including collective sector LCAs, such as those for Cushion Vinyl. For only the sustainable product lines, the figure exceeds **80%**. The goal? Pushing from 50% to past **70%** full B.I.G.-specific LCA coverage by the end of 2025.

**"By integrating LCA results we make more sustainable choices from the early design phase, plus we help customers to understand and objectively evaluate the impact of our products."**

Femke Faelens, Sustainability Manager

B.I.G. **performs footprint assessments and LCAs at four levels**, each offering more detail and control:

- 🌀 **Basic screening:** when designing a new product, R&D always completes a **questionnaire** to get a qualitative sense of the product's environmental impact.
- 🌀 **Footprint simulation:** an **Excel-based tool** helps R&D estimate a product's footprint and compare the impact of different materials, components, production methods, and end-of-life options.
- 🌀 **In-depth LCA:** in-house experts use LCA software for footprint calculations based on full and complete data collection.
- 🌀 **External validation:** LCA results are checked by independent, external verifiers.

## 2024 highlights

### #1 Turfgrass with Verdite monobacking is ticking every 'sustainable product' box

Turf is often seen as something artificial that replaces something natural. And in a way, that is correct. But 'artificial' and 'sustainable' should not be mutually exclusive! Our turfgrass with the new Verdite backing ticks all the sustainability boxes.

To ensure artificial grass meets the basic environmental, social, and governance sustainability criteria, it is produced in our energy-efficient production plant, using renewable energy sources. We manage waste in a sustainable way and opt for local sourcing and production to minimize CO<sub>2</sub> emissions. On top of that, turfgrass with Verdite monobacking is:

#### Made of sustainable materials

- The product is made of recycled raw materials.
- It has natural infill options.
- The polyolefin materials simplify recycling and reduce material use by up to 50%.

#### Made for sustainable living

- Turfgrass with Verdite monobacking helps save water.
- The artificial grass does not need chemical fertilizers.

#### Made for life

- Verdite monobacking is exceptionally stable, durable and resistant.

"In all honesty, I struggled with the idea of contributing to potential plastic pollution. But that's also my drive. Artificial grass will be produced either way, so I choose to help make it sustainable. That mindset fuels me and all my colleagues."

Nuria Villena Lerin  
R&D Manager

## IMPACT CHAMPION

### #2 Circular polypropylene helps customers become more sustainable

In 2024, our polypropylene manufacturers Pinnacle Polymers (US) and Polychim Industrie (FR), introduced a new portfolio of circular polypropylene solutions. Without compromising on quality, every solution **helps partners reduce their environmental impact**, as it lowers carbon footprints, extends the lifespan of plastics, reduces plastic waste and decreases the demand for new materials.

The portfolio is divided into three distinct subcategories, each representing a different form of recycling:

**Bio-attributed polypropylene** uses circular bio-attributed materials like used cooking oil to cut the carbon footprint.

**Chemical recycled polypropylene** breaks down plastic waste at the molecular level and converts it into high-quality polypropylene.

**Mechanical recycled polypropylene** incorporates a percentage of mechanically reprocessed post-consumer polypropylene, extending the lifespan of plastics while reducing the volume of plastics waste and the demand for new plastic.

**"We need to stop thinking of plastics as future waste, but as circular resources. Our new circular polypropylene range underscores our commitment to be a sustainability enabler: we offer our partners the opportunity to improve their environmental performance without sacrificing the quality of their products."**

Mason St Pierre  
Marketing Manager

### #3 Reshaping our scope

In 2024, we started broadening our scope, transitioning **from a circular to a fully sustainable portfolio model**. To ensure sustainable living, 100% of our portfolio must meet a series of fundamental sustainability criteria across all three dimensions: environmental, social, and governance – in line with emerging regulations and frameworks on 'Safe and Sustainable by Design'.

While we are still refining our new approach, here's a sneak peek of the concept:

#### Environmental

- Products **free from hazardous chemicals**.
- Produced using **energy** that is at least **partially renewable or decarbonized**.
- Produced using effective **water and waste management** practices, including prevention of **microplastic** pollution.
- Products should be **recyclable**, meeting at least **Level C** (limited compatibility) as defined in our guidelines (traffic-light methodology).

#### Social

- All **materials and goods** must **be responsibly sourced** to ensure ethical and sustainable procurement.
- Robust **safety programs** should be implemented (specific criteria to be defined).

#### Governance

- Both producers and suppliers must uphold ethical business practices, including **Anti-Bribery and Anti-Corruption (ABAC)** policies throughout the value chain.
- Full transparency and no greenwashing.

In addition, we aim to ensure that some of our products meet one or more advanced sustainability criteria within three specialized categories:

- **Making materials matter:** We increasingly replace virgin materials with bio-circular, recycled and low carbon alternatives.
- **Engineering for impact:** We engineer smart, resource-saving products that enhance well-being, are built to last, and are easy to repair or reuse.
- **Closing the loop:** We aim to make everything fully recyclable, with take-back programs to close the loop.



#4 Closing the loop: reducing plastics in packaging

In addition to circular products, circular packaging is also a key step towards a circular economy. By **redesigning our packaging** or purchasing packaging with a **higher amount of recycled content**, we reduce – plastic – waste and lower our environmental footprint.

In Europe, the EU is moving towards mandatory targets for recycled content in new packaging materials. B.I.G. fully embraces this trend and even sets the bar higher: by 2030, all packaging that we use must contain at least 50% recycled content, with at least 40% from post-consumer waste (PCR).

We’re making big strides forward in this field. In 2024, we managed to **raise our overall recycled content to 40%, up from 34% in 2023** – and even exceeding our 2025 target. Post-industrial waste (PIR) and post-consumer waste (PCR) rose by 4% and 2%, respectively.

Recycled content plastic packaging			
	2023	2024	Target 2030
% PIR	13%	17%	
% PCR	21%	23%	≥40%
% PIR + PCR	34%	40%	≥50%

#5 Switching suppliers for more sustainable packaging

In our Belgian Fibres division, we switched from PET straps with 30% post-consumer waste (PCR) to straps with 98% PCR. As a result, the average PCR content in plastic packaging across all Fibres entities rose from 20% to 32%.

Additionally, we took a first step in integrating recycled content into our flat film by incorporating 30% post-industrial waste (PIR). The result: +4% PIR content across all Fibres entities (from 8% to 12%).

“Shifting to more sustainable packaging reduces both our own environmental footprint and that of our customers. Exploring alternatives does require significant effort from our local procurement teams, but it’s great to see how everyone’s motivated to find solutions, without impacting costs.”

Dieter De Jans  
Global Category Manager

#6 Shaping sustainable living, together with the Ellen MacArthur Foundation – and many others

Innovating materials and products requires expert know-how and diverse perspectives. So, transitioning towards a fully sustainable product portfolio is not something we can achieve alone. That’s why we **collaborate** intensively with business partners, universities, research institutions, public authorities, and many more.

One of our new partners is the Ellen MacArthur Foundation, an NGO **committed to creating a circular economy**. They explore opportunities across stakeholders and sectors, and support organizations with learning opportunities. As a member since 2024, we can **benefit from their expertise to shape sustainable living**.

[Read more on our website](#)







Route 4

# We take responsibility for our climate impact

To take full responsibility for our impact on climate, we are fundamentally transforming the way we generate energy for our facilities as well as the way we produce and distribute our goods. Next to the efforts mentioned in Routes 1 and 3, a focus on renewable energy, low-carbon production, eco-design, collaboration across the value chain, and sustainable mobility should lower our GHG emissions.



Working towards  
a circular economy aligns  
with the following UN SDGs:



 SDG 13: climate action

 SDG 17: partnerships for the goals



# Renewable energy

Addresses material topics: Climate mitigation, Energy

## Why does it matter?

A large chunk of the greenhouse gases that blanket the Earth and trap the sun's heat are generated by burning fossil fuels to produce electricity and heat. That means **energy is at the heart of the climate challenge**. And, consequently, it is also key to the solution.

We urgently need to **transition to alternative sources of energy that are clean, accessible, affordable, sustainable and reliable**.

The good news: renewable energy sources are available in abundance, provided by the sun, wind, water, waste, and heat from the Earth, but also offer plenty of other benefits. They emit little to no greenhouse gases or pollutants, while they make perfect **economic sense**.

## What are we aiming for?

By 2030, all B.I.G. sites will use 100% renewable energy in their operations.

## Where are we today?

By the end of 2024, B.I.G. sites sourced about 15% of their electricity and heat from renewable energy, a 0,6% drop against 2023 due to unexpected delays in some renewable energy projects.

The two new wind turbines at our Kruisem site, for example, were initially expected to become operational in 2024, yet the installation was postponed to early 2025.

Despite the temporary setback in Kruisem, we stayed focused on **generating solar and wind energy** and securing **green energy contracts** with external providers.

In 2024, we even hit some milestones: 18 of our production sites were partially powered by renewable energy – three more than in 2023. Additionally, renewable sources accounted for over 24% of our total electricity consumption, a 1% increase from 2023. We also made significant progress in thermal energy production, thanks to our partnership with A&U Energy in Wielsbeke (see 'Impact champion').

## 2024 highlights

### #1 Solar and wind keep powering B.I.G.'s future: B.I.G. site in Slovenia goes solar too

Up until 2024, we had installed **25.335 solar panels** at sites in Belgium, France and Spain. In 2024, we added Slovenia. Next up in 2025 is the US.

### #2 Kruisem wind turbines will power up to 40% of our electricity use

The construction of **two own wind turbines** at our Beaulieu site in Kruisem continued in 2024. In the meantime, the wind turbines are up and running, adding to our renewable energy supply since May 2025. Together, they are expected to generate an impressive **35 to 40% of our site's electricity consumption!**

"As a site and project lead, I was closely involved in the wind turbine project from day one. I coordinated with contractors, designed temporary mobility plans, and ensured site operations could continue safely throughout the works. It was a complex undertaking, involving many different stakeholders, and I'm incredibly proud to have guided a project of this scale. This truly felt like the perfect conclusion to my 35-year career at B.I.G. I even postponed my retirement for this project, which probably says it all."

Marc Rogge  
Project Responsible



## IMPACT CHAMPION

### #3 Green energy in Wielsbeke helps cut CO<sub>2</sub> emissions by 88%

The No. 1 impact project in 2024 when it comes to the energy transition? That's certainly the partnership with A&U Energy in Wielsbeke (BE). A close neighbor of our Cushion Vinyl production plant, A&U converts non-recyclable wood waste into green heat and power, which is then delivered to several nearby factories. From 2025 onwards, their power station will also supply biomass-generated steam to our production plant.

**Swapping fossil fuels for green steam** heat brings numerous benefits. We will be able to cut our ecological footprint for heat supply and waste-gas treatment at our Belgium Cushion Vinyl production site by 88% compared with prior emissions. More than that, it ensures a safer and more stable heating solution, and allows for the future integration of green electricity.



"We are excited about this key step in our sustainability journey. Switching to local green steam reduces our environmental impact while improving operational efficiency. This investment reinforces our commitment to responsible business practices and a sustainable future."

**Nele Tack**  
General Manager

# Greenhouse gas emissions

Addresses material topics: Climate mitigation

## Why does it matter?

In 2024, total carbon dioxide (CO<sub>2</sub>) emissions reached a record 41,6 billion tonnes. The Intergovernmental Panel on Climate Change (IPCC) emphasizes that to limit global warming to 1,5°C, global greenhouse gas emissions must peak before 2025 and then decline by 43% by 2030. At B.I.G., we refuse to give in to doom. Instead, we are doing all we can to reduce our footprint and help fight climate change.

## What are we aiming for?

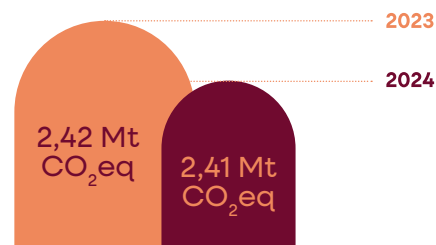
We want to bring our **greenhouse gas (GHG) emissions balance (Scopes 1, 2 and 3) to zero by 2030**.

This means cutting GHG emissions from our own operations (Scope 1 & 2) to as close to zero as possible. However, part of our impact also comes from what happens beyond our own gates. **When looking at the complete value chain (Scope 3), we aim to reduce our emissions by 42% (in absolute values), compared to our base year 2021**, while also compensating for residual emissions that cannot be abated – thus bringing the overall balance to zero.



## Where do we stand?

While our Group grew in 2024, as we included our Signature business, our total carbon footprint remained about the same as in 2023: 2,41 million ton of CO<sub>2</sub>eq.



**Scope 1 and 2 emissions** dropped from 174 kt CO<sub>2</sub>eq in 2023 to 165 kton CO<sub>2</sub>e in 2024, a 5% decrease, despite an increase in global production volumes. Cutting **Scope 3 emissions**, however, proved more challenging. Despite our efforts, value-chain emissions remained unchanged at about 2,2 Mton CO<sub>2</sub>e, as the progress we made was offset by increased activity.

Scope 3 emissions account for over 90% of our carbon footprint. Measuring and reducing these emissions is complex, as they arise from activities beyond our direct control, such as raw materials and the end-of-life treatment for our finished solutions. Nevertheless, we keep up our efforts and results in this field, among others through close collaboration with our suppliers.

### Note that

We excluded the impact of the 'use phase' and 'end-of-life phase' for our Polymers sites (except Distriplast) and Engineered Solutions as their wide variety of applications make accurate estimates impossible. For Flooring Solutions and Distriplast, we included GHG emissions from the 'end-of-life phase' and attempted to assess the 'use phase' (e.g., installation, cleaning). However, as the impact was below 20 kt CO<sub>2</sub>e for the latter, we left it out.

Read more in the GHG section of the Appendix.

## Progress between 2021 and 2024

Our global carbon footprint **decreased approximately by 13% between 2021 and 2024**. While part of this reduction is linked to lower production volumes, our targeted efforts to reduce emissions also made a significant impact.

We reduced the footprint of our Yarns, for example, by more than 20% per unit, while the impact of the key raw materials for our Cushion Vinyl dropped by over 10%. Across our product lines, we focused on **redesigning** for a lower environmental impact, including improved end-of-life solutions. For Needle Felt, this means that we not only make products with a lower impact, but also that we reduce the emissions linked to the end-of-life by more than 60%.

In addition, we began implementing **internal carbon pricing** in 2024: for every ton of CO<sub>2</sub> we produce, we factor in a shadow cost of 150 euro. While it is hard to measure the impact of concepts like this, 2024 has proven that it helps to take the non-financial impact into account when making purchase decisions, as it encourages our teams to opt for low-carbon investments, prioritize sustainable projects, and improve operational efficiency.

Finally, we finalized the **carbon-reduction roadmaps** for all B.I.G. divisions and production sites in 2024, including well-defined intermediate milestones. The Sustainability Network team and the core team are responsible for defining yearly KPIs, in alignment with the milestones, and for monitoring the progress.

In short, we are moving in the right direction, decarbonizing our company one step at the time. While the road is still long, the roadmaps provide every production site with a clear path to follow. We will review progress of every division and production plant and adjust where needed every year, to ensure we all stay on the right track to achieve our 2030 goals.

## IMPACT CHAMPION

### 2024 highlights

#### #1 Big CO<sub>2</sub> cuts at B.I.G. Yarns and Beauflor EU division

While every single team and division is doing a great job in reducing the carbon footprint of their activities and products, two businesses stood out in 2024.

**Our Yarns division** reduced the carbon footprint of its carpet yarns by over **20% between 2021 and 2024. But the journey doesn't stop there.** The team keeps striving to develop even more sustainable solutions. Committed to transparency, they actively engage with suppliers and keep customers informed about their journey.

**Our Beauflor EU division**, for their part, cut greenhouse gas emissions from their raw materials by more than 10% compared to 2023 - a giant step forward and they're committed to advancing on this path.

## #2 Setting the standard: B.I.G.'s Science-based Targets validated!

When it comes to reducing greenhouse gas emissions and limiting global warming, the Science Based Targets initiative (SBTi) undoubtedly sets the global standard. In early 2023, B.I.G committed to reporting in line with SBTi. Just a year later, our targets were officially validated as science-based – a resounding achievement.

“Committing to SBTi is one thing, getting validated is another,” explains Jelena Mnacakanjan, Sustainability Data Manager. “It’s a **painstaking exercise** as it’s not just about submitting data. SBTi challenges data quality, auditability, and the assumptions behind it. Every calculation, every data source, both qualitative and quantitative, must hold up to scrutiny and you need to include a clear plan for the future. And all of this had to be done within a **tight timeline**.”

Jelena and her colleagues did an outstanding job, ensuring that B.I.G.'s targets meet SBTi's strict criteria: “This was a **huge team achievement**. Every B.I.G. division, business unit, and team contributed to collecting and reporting the data and everyone was and were always open to questions.”

Of course, this journey does not end with validation. B.I.G. will report annually on its progress, using 2021 as the baseline, and keeps enhancing its strategies to ensure long-term impact. “Moving forward, we aim to streamline the calculation process, improve data quality, and develop a robust, system-driven approach that ensures consistency year after year.”

**“This is an amazing milestone and fantastic teamwork. I’m incredibly thankful for everyone’s hard work and dedication. Thanks to this collective effort, B.I.G. can really shine with its sustainability results.”**

**Jelena Mnacakanjan**  
Sustainability Data Manager

## How B.I.G. consistently exceeds SBTi requirements

A quick recap for who's new to SBTi: targets are considered ‘science based’ if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to 1,5°C above pre-industrial levels. The SBTi initiative is supported by Carbon Disclosure Project, the United Nations Global Compact, the World Resources Institute (WRI), and the Worldwide Fund for Nature (WWF).

At the time B.I.G. committed to the SBTi, requirements for our sector to limit global warming to 1,5°C involved a reduction of at least 42% in Scope 1 & 2 emissions and at least 30% in Scope 3 emissions. We are **exceeding these requirements** in our ambitions and moving forward towards our goals.





Route 5

# We act with integrity and value open communication



In our quest for zero environmental footprint, we want to protect the interests of our employees and other stakeholders, such as customers, suppliers, and local communities – and equally engage every stakeholder to join us on our ESG journey. Ethical business conduct, such as supply chain due diligence, and complete transparency through solid communication plans are the yin and the yang of that resolution.





Acting with integrity  
and communicating  
openly aligns  
with the following  
UN SDGs:

SDG 8: decent work and economic growth

SDG 12: responsible consumption  
and production

SDG 17: partnerships for the goals



# Responsible business conduct

Addresses material topics: Working conditions in the value chain,  
Other work-related rights in the value chain, Corporate culture,  
Management of relationship with suppliers

## Why does it matter?

As a large industrial Group, we operate in multiple countries and in diverse cultural, legal, and regulatory environments. That puts responsible and ethical business conduct across the whole value chain right on top of our agenda. From human rights to legal compliance, we see due diligence as essential to avoid adverse impacts on people, the environment, society, and our own business.

Responsible business conduct is also an **internal priority**. We should set the example within our facilities.

## What are we aiming for?

B.I.G. has been embracing, supporting, and enacting the 10 Principles of the UN Global Compact, a set of core values for human rights, labor standards, the environment, and anti-corruption for many years. In 2024, we strengthened our commitment by becoming a **member of UN Global Compact**.

By incorporating these principles into our strategy, policies, and procedures, and establishing a culture of integrity, B.I.G. aims to **uphold its basic responsibilities to people and the planet**, while setting the stage for long-term success.

More than placing the bar high for ourselves, we **expect the same from our suppliers**. Only together can we really make a difference.

“Joining the UN Global Compact is a logical step in our commitment to responsible business practices. It connects us with a global network of like-minded organizations, giving us access to valuable partnerships, best practices, and expert guidance. With the support of local networks and the UN’s vast experience, we can further strengthen our sustainability efforts and drive meaningful impact.”

Clara Carelli  
Group Sustainability Director and Human Rights Officer

## UN Global Compact: ten principles

### Human rights

#1

Support and respect the protection of internationally proclaimed human rights.

#2

Make sure that they are not complicit in human rights abuses.

### Labor

#3

Uphold the freedom of association and the effective recognition of the right to collective bargaining.

#4

Eliminate all forms of forced and compulsory labor.

#5

Uphold the effective abolition of child labor.

#6

Eliminate discrimination in respect of employment and occupation.

### Environment

#7

Support a precautionary approach to environmental challenges.

#8

Undertake initiatives to promote greater environmental responsibility.

#9

Encourage the development and diffusion of environmentally friendly technologies.

### Anti-corruption

#10

Work against corruption in all its forms, including extortion and bribery.



## Where do we stand?

### Improving our human rights approach

In recent years, we've taken significant steps to enhance our approach to human rights risks. In 2023, Clara Carelli started combining her responsibilities as Group Sustainability Director with those of **Human Rights Officer** for our Group, a move that has accelerated our progress in this area.

In 2024, we deepened our commitment to human rights by joining the **United Nations Global Compact (UNGC)**. Using the UNGC's recommended framework, we **evaluated our human rights practices** to ensure they meet international standards and best practices.

The assessment confirms that all critical human right risks for our own workforce are **well managed**. Still, we remain committed to continuous improvement.

Although we had aimed to strengthen our measures in Diversity, Equity, and Inclusion (DEI) in 2024, our DEI initiatives were more modest than planned due to a challenging year for our HR team. On a positive note, we focused on optimizing our remuneration practices by implementing a process to ensure living wages.

### Encouraging responsible business conduct in our value chain

To build a value chain that is aligned with us on key sustainability principles, such as safeguarding all human rights, we have a multifaceted approach, including several actions and tools:

- A renewed third-party risk management assessment process.
- On-going sanctions screenings.
- Our Anti-Bribery and Anti-Corruption Policy.
- A Responsible Business Statement.
- A Code of Conduct - reviewed and updated in 2024.
- A series of audits.
- A Sustainable Procurement Policy – new at the beginning of 2025.

In the coming years, we'll be taking real steps to improve our business practices. We're currently rolling out an internal audit system that checks for sustainability risks and we are conducting external audits of our human rights management.

## 2024 highlights

### #1 Every B.I.G. employee earns above the living wage!

At B.I.G., we ensure that **every employee worldwide receives a fair and competitive remuneration** package. To achieve this, we implement salary programs, using market benchmarks to guide our salary-setting and review processes.

In 2024, we added an **extra 'check' to the salary program by adopting the concept of living wages**. Unlike statutory minimum wages set by governments, a living wage is the minimum income a worker needs to cover basic necessities, such as food, housing, healthcare, education, and others, while still affording some discretionary spending. The income is calculated based on cost-of-living benchmarks per country, as provided by Wage Indicator Foundation, which provides one of the world's largest living wage databases.

We adopted the benchmark-based methodology to calculate the wages for all our employees and took corrective actions where needed. As a result, we can ensure that 100% of our employees earn above the living wage in their respective locations.

To ensure continued progress, **living wages will now be an annual key performance indicator (KPI)**. We will include this check in our remuneration cycles, tracking how we're doing and adjusting where needed. This will help maintain fair compensation and uphold human rights across our operations and supply chain.

**“The results of the living wages analysis were in line with our expectations, as we've been working with strategic salary programs at B.I.G. for many years. However, it is very rewarding to see that our consistent efforts to ensure fair and competitive global reward practices position our employees well above local living wage thresholds.”**

**Ward Decock**

Group Compensation & Benefits / Shared Service Center Manager

## #2 Speak Up: a safe space for flagging concerns

The Speak Up platform that we launched in 2023 empowers employees and third parties – including applicants, consultants, and suppliers – to submit good-faith reports of harassment, corruption, legal breaches, and other improper business conduct. In 2024, several individuals used the platform to share their concerns. Reports, which can be submitted anonymously, are acknowledged within seven days and then thoroughly investigated by Internal Audit, Legal, or HR teams, with detailed feedback provided within three months.

## #3 Sustainable Procurement Policy: how do we ensure responsible sourcing?

When doing business, we expect **our suppliers** to be as committed as we are to reducing environmental impact, upholding human rights and ensuring legal compliance and ethical conduct like we do. Our approach to responsible sourcing is a step-by-step process, yet we reached several milestones in 2024.

### Setting clear standards for all our suppliers

One of the key 2024 milestones was **preparing our Sustainable Procurement – or Responsible Sourcing – Policy**, which clearly describes our commitment to include Environmental, Social and Governance (ESG) considerations in our operations, products and supply chains when engaging with suppliers – and how we want to do that.

### Embedding sustainability in the procurement process

B.I.G. takes a **risk-based approach** to sustainable procurement: we aim to identify and address potential problems before they occur.

Our process begins before we do business with a supplier. We use our Third-Party Risk Management (TPRM) framework and tool to **evaluate the potential supplier** based on risks relating to Anti-Bribery & Anti-Corruption (ABAC), environmental impact, and human rights. This evaluation includes an internal assessment as well as a self-assessment (questionnaire) by the supplier. We also require all suppliers to adhere to our **Supplier Code of Conduct**.

To ensure continuous improvement, we **regularly assess** our suppliers' sustainability practices and assign a **sustainability score** to our key suppliers. More than that, we **collaborate** with them to promote sustainable practices and **develop action plans** to address any areas that need improvement.

# IMPACT CHAMPION

## #4 Supplier Sustainability Score

We defined **an unique methodology** to assess the **sustainability maturity** of our suppliers, using a straightforward scoring system:

- Definition and implementation of a sustainability strategy (up to 5 points).
- Commitment on GHG emissions reduction (40 points).
- Efforts (or plans) on circularity (25 points).
- Responsible business practice, ratings, and governance (30 points).

Since 2021, B.I.G. has been conducting an annual assessment of its key suppliers. The result: **the Sustainability Score rose from 34 in 2021 to 45 in 2024** – thanks to dedicated actions to inform, inspire and engage our suppliers. In 2024, for example, we organized a sustainability webinar for suppliers, explaining our purpose and sustainability approach. The 100+ suppliers who attended the webinar provided positive feedback, noting that the session enhanced their understanding of our sustainability efforts.

**“Our vision of ‘sustainable living, together’ means we expect our suppliers to set the bar just as high as B.I.G. when it comes to human rights, environmental care, and ethical business. We’re always ready to exchange our expertise and experience with our business partners – and learn from them too, along the way.”**

**Wout Miechielssens**  
Group Procurement Director

Supplier engagement:  
targets and progress

91%

of old and new suppliers (by spend)  
screened using TPRM framework  
Target: 90% of spend by 2024

93%

of suppliers scored on sustainability  
maturity (for raw materials and  
traded goods)  
Target: 90% by 2024

+20%

Supplier Sustainability Score 2024  
vs. 2021

## #5 Joining EU Sustainable Consumption Pledge

In 2024, we joined the **Sustainable Consumption Pledge** – a voluntary cooperation initiated by the EU together with businesses to enhance the sustainability of production and consumption.

The Sustainable Consumption Pledge is a call to action, urging companies like B.I.G. to build a sustainable future for Europe. By taking the pledge, we commit to identifying our carbon footprint and reducing it by setting measurable targets, increasing circularity in our activities and respecting social sustainability across our supply chain.

Read our Sustainable Consumption pledge [on our website](#).

## #6 Charter Sustainable Entrepreneurship

In September 2024, Beaulieu Fibres International and B.I.G. Yarns received the Sustainable Business Charter from Voka. The award inspires us to make significant strides on our Route 2030, raise awareness among our colleagues, improve customer satisfaction, innovate with new products and services, and attract new talent.

## #7 Stepping up our EcoVadis performance: first Gold Medals in 2024

Our robust policies, sustainable procurement practices, effective third-party risk management and our commitment to transparency get applauded and acknowledged.

In 2024, leading rating platform EcoVadis upgraded its overall rating for B.I.G.: our score rose to 67, a remarkable 17-point jump compared to 2023. That puts us in the top 17% of companies worldwide, with a Bronze Medal - just a small step from Silver (top 15%).

More than that, Beaulieu Fibres International as well as B.I.G. Yarns earned their very first EcoVadis Gold Medal, a prestigious recognition that's awarded to only the top 5% of companies assessed. Meanwhile, Beauflor and BerryAlloc achieved a Silver Medal.

**“Our shift from Silver to Gold highlights the dedication of our colleagues, striving for continuous improvement. I’m proud to see our collective effort towards making a positive difference in every aspect of our operations.”**

**Emmanuel Colchen**  
General Manager



# Communication

Addresses material topic: Corporate culture

## Why does it matter?

**Open and engaging communication** is one of the key paths within our sustainability roadmap.

On the one hand, because we're a Group that employs over 4.500 employees spread over dozens of sites. Some of those sites have been with B.I.G. for decades, while others have recently joined the family.

On the other hand, because our external network has rapidly grown over the years. As stated in our sustainability vision, we can't achieve zero environmental footprint on our own. So, it's not only about getting the B.I.G. family on board, but also about getting everyone within our network to do the same.

## What are we aiming for?

● **Transparent internal communications** are key to ensure that every single B.I.G. employee, every division and every site is **aligned** on our strategy and sustainability agenda. More than that, it instills a sense of belonging, a shared identity, and, ultimately, a common purpose.

Towards the outside world, we value open communication just as much.

**Transparency on ESG performance**, including both strengths and flaws, is the only way to provide our stakeholders with accurate information that informs their decisions, which should, in turn, create a more sustainable world.

In addition, we team up with knowledge and research institutions, competitors, public organizations, and others in (and beyond) our value chain to address sustainability challenges. It is only by building strategic alliances that we can **drive transformative change**.

## Where do we stand?

### Open, honest change and crisis communication

2024 was a tough year for B.I.G. We've repeated this several times in this annual and sustainability report, because the challenging conditions affected everything we did. The impact on our internal and external communications was significant too.

During difficult periods, **open and honest communication** becomes even more essential. We kept that firmly in mind in 2024, staying true to our guiding principle to **always keep our own people informed first**. We delivered our messages with calm and respect to preserve tranquility and trust – and that approach was and still is clearly appreciated by the entire team.

## Sharing information about life at B.I.G. via many different channels

To stay connected with our people around the globe, we kept our communication channels lively throughout 2024. We actively shared updates on our strategy, key milestones, and successes:

- **Regular communication channels**, such as our communication app Spencer, our newsletters, and global promotional campaigns kept our people posted on topics like safety, wellbeing, sustainability, innovation, and life at B.I.G.
- **ONE Magazine**, our internal magazine, was published again at year-end, showcasing initiatives, stories, and achievements that every B.I.G. Reshaper can be proud of.
- **Team boards**: daily check-in meetings between operators, department heads, maintenance workers, quality managers, and shift leaders in our production plants, remained a great way to discuss the progress and status of the site.
- Most sites kept organizing the **Local Townhalls**: regular live updates, where the general management shares B.I.G.'s strategy and the effect on the site's operations with the local team.
- **'10 things to be proud of'**: in 2024, we shared the key insights of our annual and sustainability report with the entire B.I.G. team. The printed leaflet, available in 10 languages, provided a snapshot of our highlights, so that everyone could celebrate our achievements.
- **CEO Messages**: when our new CEO joined in December 2024, he launched an engaging newsletter where he shares vision and key decisions – an initiative that will continue throughout the year to keep everyone updated and aligned with his insights.

All these communication efforts fit into the **global All Voices Count** program that we launched in 2023 to keep every employee informed about our company's direction – no matter where they are. Unfortunately, due to significant changes within our executive team, we were unable to organize the bi-annual online Global Team Meetings in 2024. These meetings are meant to provide updates on B.I.G.'s strategy and offer a platform for Q&A, but the ongoing transitions made it challenging to proceed as planned. We remain determined to resume these valuable meetings in 2025.

**“Despite the crisis and the change communication that was needed in 2024, it was key to continue celebrating successes. So, we kept sharing milestones and positive news, brought people together at all kinds of events such as Sustainability and Innovation Days or local team events, kept our University thriving, and revamped our Fan of You career page.”**

**Sara Geris**  
Corporate Communications Director



## How our global Employee Engagement Survey drives sustainability initiatives

With 83% of B.I.G. employees participating, our global Engagement Survey in 2024 was a resounding success – continuing the strong involvement we saw in 2023. At B.I.G., we always tie survey participation to a sustainability project. Thanks to the amazing engagement, we were able to **restore 25 hectares of degraded land** in Namibia, Senegal, and Burkina Faso, in partnership with **Lignaverda**.

As a bonus, Lignaverda gave us the opportunity to send one colleague to the **Cycling for the Climate** event. We firmly chose to give this chance to a B.I.G. employee. Selected at random from over 120 candidates, Gillis Beun, Business Development Manager at Beaulieu Fibres International, traveled to Africa, where he saw the positive impact of our reforestation efforts firsthand.

## Inspiring internal pride in B.I.G.'s innovation and sustainability efforts

At B.I.G, innovation and sustainability are at the heart of our strategy. We make it a priority to share our innovation and sustainability achievements and initiatives both internally and externally.

To spark enthusiasm among our teams, we hosted a series of dedicated events in 2024. Our **live, two-day Innovation Days** featured presentations by internal and external experts, engaging keynotes, and speed dating and CoLab sessions that showcased our latest developments and encouraged innovation. Similarly, our **Sustainability Webinar** – edition 2 – provided valuable insights. At the webinar, our sustainability leaders demonstrated how innovation and ethical practices are driving sustainable living at B.I.G. In addition, we had invited an external speaker to inspire our teams and learn from other industries.

## What about breakfast at B.I.G.'s?

Do our customers know about our sustainability efforts? Are they familiar with our wide range of sustainable solutions? How can our initiatives help them? And, most importantly, how can we collaborate to drive sustainable living – after all, we're all part of the same value chain...

The best way to find out? A direct conversation. That's why we launched **'Breakfasts with impact'** in 2024.

"The idea is simple," says Valérie Bouckaert, Marketing Manager Engineered Solutions. "We invite the CEOs, CFOs, production managers and/or sustainability managers, together with the purchasing managers of our largest global customers, to our Experience Center for a face-to-face breakfast with our Group Sustainability Director Clara. Transparency is key: we open the topic of sustainability, enter dialogue on our solutions, discuss about our progress, and listen to their experiences, perspectives, needs, and ideas."

"These conversations are both **insightful and inspiring**. Many attendees, especially at the C-level, are hearing our full sustainability story for the first time. Their purchasing teams may know our products, but C-levels don't, while they are the ones shaping the future. The response has been overwhelmingly positive. In fact, these breakfast sessions often stretch well into lunch, leaving everyone with fresh ideas and renewed motivation."

**"The 'Breakfasts with impact' are all about dialogue: rather than presenting our sustainability approach and our offering, we share insights and knowledge with our main customers. It's a great way to boost sales but, more importantly, to explore how we can shape sustainable living, together with our customers."**

**Glenn Hyzak**  
Global Sales Director

## Partners and memberships

When we defined our purpose ‘Shaping sustainable living, together’, we didn’t just add together for the sake of it. Quite the contrary, we fully realize that true impact depends on both **internal and external collaborations**. So, we continuously scan the market for complementary partners and valuable memberships. With success: we’ve been working together with numerous business partners, universities, research institutions, public authorities, and other organizations.

Examples? Just look at how we work with Centexbel and INEOS Inovyn, among many other partners, in the DISSOLV project that aims to innovate vinyl recycling.

### DISSOLV: collaborative innovation for a circular PVC future

Flexible vinyl is known for its durability, strength, and versatility. But how do we retain these qualities while making the product more sustainable and circular, replacing (part of the) virgin components with recycled alternatives? To tackle this complex challenge, B.I.G. launched the DISSOLV consortium: a partnership of companies and research institutes. For 36 months, every partner works closely together to develop a novel dissolution process for recycling post-consumer PVC composite waste, like our cushion vinyl flooring.

“By joining forces we can tackle issues more effectively. Open collaboration and transparent information exchange enable partners to learn from one another and co-develop practical solutions. That’s how we achieve truly sustainable results.”

Isabel De Schrijver  
R&D Manager Melt Processing Technologies, Centexbel

**Centexbel**, Belgium’s scientific and technical center for the textile and plastics industry, is one of the driving forces in the consortium: “We’ve been experimenting with innovative techniques for making PVC more sustainable for quite some years, often in close collaboration with B.I.G.,” says Centexbel’s Isabel De Schrijver. “The DISSOLV project is a step-up, as it involves many different partners. Moreover, it’s the **first time that two big textile players, B.I.G. and Sioen**, team up to look for a solution to a common problem.”

Each partner contributes their own unique knowledge and capabilities. B.I.G., Sioen and **Empire Carpets** provide vinyl, tarpaulin, carpet offcuts, and end-of-life material to **INEOS Inovyn**, which brings its chemical expertise to the table.

Eric Romers, Project Circle Director at INEOS Inovyn, explains: “For the past few years, we’ve been testing dissolution technology actively to enable the recycling of post-consumer PVC composite waste that can’t be recycled mechanically. As part of the DISSOLV project, we developed and are now testing a prototype for a new dissolution-extraction recycling technology that separates PVC resin, polyester and plasticizers. **ExxonMobil**, another project partner, then explores how these extracted plasticizers can be valorized into new products.”

Centexbel supports the project with **analysis and testing**. While the process is complex and challenging, the collaboration is excellent, Isabel ascertains: “The project operates as an open consortium: we all share problems and solutions freely, while we respect each other’s expertise and intellectual property.”

Coordinated by **Catalisti**, the DISSOLV project kicked off in September 2023 and will run for 36 months. It is supported by **VLAIO** and **SPW Recherche** through the **BEL-COO program**, the Flemish-Walloon cooperation program, and stands as a prime example of how collaboration takes innovation – and sustainability – to new levels.

## Universities and knowledge institutes



Spain's Textile technology research association AITEX and the European Center for Innovative Textiles CETI collaborate with B.I.G. on several textile-related innovation projects.



Flanders' innovation clusters like Catalisti (chemical and plastics industry) actively promote collaboration between forward-looking businesses, and B.I.G. is a proud member.



Centexbel, the Belgian textile and plastics research and testing center, which is chaired by Pol Lombaert, Innovation Director at B.I.G., shares its textile and plastics expertise in various innovation projects.



With research centers CETEC (Spain) and VTT (Finland), we work on projects related to biobased plastics.

KU LEUVEN



KU Leuven and UGent, Belgium's top 2 universities, support B.I.G. in advancing sustainability and polymer processing through multiple projects.



B.I.G. works closely together with TNO, the Netherlands' largest organization for applied research, German research university RWTH and TFI Aachen, a service company that specializes in testing, monitoring and certification of building products, amongst others in the Circular Sustainable FLOOR coverings (CISUFLO) project.



We joined the Vlerick Sustainability Centre and partner up with others to learn and drive a common sustainability journey.

## Business partners



We partner up with the labs of the Agfa Gevaert Group to perform chemical analyses, define the look and feel of our products, and experiment with physical characteristics.



B.I.G. uses the easy accessible patent information and AI tools of Aulive and Patentinspiration to speed up innovation.



Chemstream helps us develop next-generation coatings for cutting-edge projects.



Inovyn is a global player in PVC. We have a common ambition on how to make the world more sustainable.



B.I.G. and Juunoo collaborate on innovative wall materials and installation methods. This work is funded by VLAIO.



To organize for sustainability excellence, we team up with Möbius. They support us in addressing sustainability challenges and seizing opportunities.



NOOSA™ is a textile fiber made of bio-renewable resources that is endlessly recyclable. B.I.G. works with OceanSafe, a textile technology company for circular, biodegradable, and toxin-free circular textiles, and with NOOSA, which offers 100% recyclable textile fibers to close loops, to develop recycled yarns and advanced recycling solutions.



We join forces with Renolit, a leading global specialist for high-quality plastic films, sheets and other plastic products, to recycle PVC and polyester and implement digital product passports.

**“Industrial collaboration is crucial for furthering the sustainability of our products and our industry as a whole.”**

**Lara Misseeuw**  
Innovation Project Manager





As one of the global market leaders in coated technical textiles and technical apparel, Sioen has high sustainability ambitions that resonate with our own. Many of the projects we work on together are funded through VLAIO or the EU.



Stanwick provides our R&D teams with training and coaching on innovation and problem-solving methodology.



B.I.G. organizes social impact teambuilding activities together with Time4Society. More than strengthening team cohesion, the activities also support impactful initiatives like Natuurpunt, an organization that buys and manages nature reserves.



The multidisciplinary services that Verhaert offers for industrial design and modelling accelerate our product innovation strategy.



B.I.G. collaborates with Van Werven to set up collection schemes and recycle plastics.

## Sectoral organizations



As a member of the European Man-Made Fibres Association, we benefit from the expertise and advocacy services on a number of issues: trade, environment, energy, and technology. Together, we also ensure a level playing field and gather statistics and other data.



By joining the UK Contract Flooring Association, we have access to a wealth of resources. The depth and breadth of information makes CFA much more than a trade organization.



The European Association of Geosynthetic product Manufacturers (EAGM) promotes the knowledge and usage of European synthetic products and underlines their sustainability benefits.



EDANA, the leading global association and voice of the non-wovens and related industries, offers a wide range of services that help B.I.G. achieve its goals.



ERFMI, the European Resilient Flooring manufacturer Institute, groups all resilient flooring manufacturers and takes on a commitment to transparency and sustainability of product performance.



Together with essencia, the Belgian Federation for Chemistry and Life Sciences Industries, we develop and promote innovatives as well as sustainable solutions.



The European Floor Coverings Association ensures the maintenance of high standards for floorcoverings from a social, environmental, economic, ethical, and technical point of view.



EuPC is the professional representative body of plastics converters in Europe, whose activity embraces all sectors of the plastics-converting industry, including recycling.



We promoted the recycling of different types of plastics as a partner in the European Plastics Recycling Branch (EPRB) of the confederation representing the interests of the European recycling industries at EU level - also known as EuRIC.



Polyvia is the French union of polymer processors, serving a strong, ambitious, and innovative profession. They use innovation, along with social relations and skills to build a sustainable sector based on the circular economy.



We are an active member of VinylPlus, the European PVC industry's commitment to sustainable development, which aims to improve the sustainability performance of PVC.

## Standardization bodies



We take part in multiple workgroups for standardization committees. These address product categories such as resilient, textile and laminate floor coverings (CEN/TC 134 & ISO/TC 219), geotextiles (CEN/TC 189 & ISO/TC 221), textile and textile products (ISO/TC 38), man-made fibres (ISO/TC 38/SC 23), parquet & wood flooring (ISO/TC 218), chemical recycling of organic materials (ISO/TC 47) as well as processes, including the circular economy and sustainability of construction works (CEN/TC 350), as well as sustainability for textile and plastic products (CEN/TC 249) (Centexbel). This way, we co-create standards in our key markets and are always up to date on the latest developments.

# 2024 Sustainability Report - Appendix

## Double Materiality Assessment

### Methodology

Our **2024 Double Materiality Assessment** consisted of the **four steps**, in line with EFRAG's IG 1: Materiality Assessment Implementation Guidance:

#### #1 Context mapping

We mapped the B.I.G. **business model**, strategy and **key activities**, as well as our **value chain**. In addition, we identified the key **stakeholder groups** and defined how we'd integrate their views about potential material topics.

We decided to gather insights from several **internal and external stakeholder groups** – B.I.G. employees, suppliers from different businesses, banks, and customers by using existing engagement processes, complemented by desk research, workshops and face-to-face interviews.

#### #2 Identifying Impacts, Risks and Opportunities (IROs)

After the context mapping, we identified potential IROs and compiled them into a longlist of possibly relevant impacts, risks and opportunities, based on

- The topical standards of the European Sustainability Reporting Standards desk research, including internal data (e.g. Net Promotor Score, sales data, ...) and external sources, such as industry and peer insights, stakeholder perspectives, etc.
- Internal stakeholder workshops.
- In-depth qualitative interviews with selected external stakeholders.
- Our previous DMA assessment.

Our in-house team reviewed the longlist of IROs and then summarized it into a shortlist ready for assessment.

#### #3 Assessing the IROs

Each IRO on the shortlist was further assessed using internal expertise and external research. We defined the specific assessment methodology to determine the impact materiality and financial materiality score of each IRO, in line with CSRD:

🔗 **Impact materiality:** assess scope, scale, as well as irremediability (for negative impacts) based on 5 pre-defined levels of increasing scope, scale, irremediability. Likelihood was assessed on a scale from 0,4 (rare) to 1 (almost certain).

🔗 **Financial materiality:** evaluate risks and opportunities based on the size of financial effects in 5 levels of magnitude and likelihood on a scale from 0,4 (rare) to 1 (almost certain).

By combining the different aspects of scope, scale, likelihood (for potential impacts) and irremediability (for negative impacts), a score out of 10 was calculated which indicated the importance of the impact. Similarly, financial magnitude and likelihood were combined to achieve a score out of 10 for financial materiality.

Positive impact	$(\text{Scale} + \text{scope}) \times \text{likelihood}$
Negative impact	$(\text{Scale} + \text{scope} + \text{irremediability}) \times \text{likelihood} / 1,5$
Opportunities	$\text{Magnitude} \times \text{likelihood} \times 2$
Risk	$\text{Magnitude} \times \text{likelihood} \times 2$

Next, each individual IRO was linked to the corresponding ESRS AR 16 sustainability sub(sub)topics. The topics with IROs above the defined threshold scores were deemed material.

Finally, we compared the end results with earlier desk research and interviews to ensure alignment with the stakeholder views.

#### #4 Validation

Using this approach, we plotted all material topics on a **double materiality matrix**.

To ensure a thorough assessment, we validated both the DMA methodology and the outcome of the material IROs, along with the draft matrix, with the Excom, and the Audit Committee. Additionally, our external auditor was involved throughout the DMA process to verify compliance.



## Double Materiality Assessment – Material IROs

### Topical standard E1

Sub(sub)topic	Type of IRO	Most important IROs	Time Horizon	Most important value chain location
Climate change mitigation	Actual negative impact	GHG emissions related to end-of-life of our products	n/a	Downstream
Climate change mitigation	Risk	Risk of increased costs due to CO <sub>2</sub> taxes and other CO <sub>2</sub> related costs	LT	n/a
Energy	Actual negative impact	Emissions related to energy use	n/a	Upstream
Energy	Risk	Risk of increased energy costs	MT	n/a

### Topical standard E2

Sub(sub)topic	Type of IRO	Most important IROs	Time Horizon	Most important value chain location
Microplastics	Actual negative impact	Microplastics pollution in the full value chain	n/a	Upstream, own activities

### Topical standard E5

Sub(sub)topic	Type of IRO	Most important IROs	Time Horizon	Most important value chain location
Resources inflows, including resource use	Actual negative impact	Raw material sourcing depletes resources	n/a	Upstream
Resources inflows, including resource use	Potential positive impact	Using circular and renewable resources	LT	Own activities
Resources inflows, including resource use	Risk	Availability of economical high-quality circular raw materials is limited	LT	n/a
Resources inflows, including resource use	Risk	Additional taxes and fees for non-circular products	MT	n/a
Resources inflows, including resource use	Risk	New processes or circular materials introduce risks related to SHE	MT	n/a
Resources inflows, including resource use	Opportunity	Opportunity to enhance collaboration and ecosystem development	MT	n/a
Resources inflows, including resource use	Opportunity	New business opportunities due to circular products, recycled materials and new business models	LT	n/a
Resources inflows, including resource use	Opportunity	Operational efficiency and related cost savings	MT	n/a
Resource outflows related to products and services	Actual negative impact	Products at end-of-life are non-recyclable	n/a	Downstream
Resource outflows related to products and services	Potential positive impact	Developing recyclable products and ensuring a zero-waste value chain	LT	Downstream
Resource outflows related to products and services	Risk	Additional taxes and fees for non-circular products	MT	n/a
Resource outflows related to products and services	Risk	Business loss due to consumer perception	LT	n/a
Resource outflows related to products and services	Opportunity	Opportunity to enhance collaboration and ecosystem development	MT	n/a
Resource outflows related to products and services	Opportunity	New business opportunities due to circular products, recycled materials and new business models	LT	n/a
Waste	Actual negative impact	Waste generation in the value chain	n/a	Upstream
Waste	Risk	Business loss due to consumer perception	LT	n/a



**Topical standard S1**

Sub(sub)topic	Type of IRO	Most important IROs	Time Horizon	Most important value chain location
Working conditions of own workforce	Actual positive impact	Creation of fair working conditions and paying adequate wages for all employees	n/a	Own activities
Working conditions of own workforce	Actual positive impact	Safe & healthy working environment	n/a	Own activities
Working conditions of own workforce	Actual positive impact	Secure employment of employees	n/a	Own activities
Other work-related rights of own workforce	Actual positive impact	Creation of fair working conditions and paying adequate wages for all employees	n/a	Own activities

**Topical standard S2**

Sub(sub)topic	Type of IRO	Most important IROs	Time Horizon	Most important value chain location
Working conditions in the value chain	Actual positive impact	Promoting fair and adequate working conditions in the value chain, as well as ensuring compliance to human rights	n/a	Upstream
Working conditions in the value chain	Actual positive impact	Impact of own activities on secure employment in the full value chain	n/a	Upstream
Working conditions in the value chain	Opportunity	Improved trust between partners in the value chain when only working together with ethical and trusted partners, resulting in more innovation, more sharing, etc.	MT	n/a
Other work-related rights in the value chain	Actual positive impact	Promoting fair and adequate working conditions in the value chain, as well as ensuring compliance to human rights	n/a	Upstream

**Topical standard G1**

Sub(sub)topic	Type of IRO	Most important IROs	Time Horizon	Most important value chain location
Corporate culture	Actual positive impact	Corporate culture promotes ethical business practices and reduces impact of corruption & bribery and other human right risks	n/a	Upstream
Corporate culture	Risk	Risk to lose business to companies active in other regions with less social and environmental requirements and restrictions	LT	Downstream
Management of relationship with suppliers including payment practices	Actual positive impact	Collaboration and good relationships with suppliers to improve sustainability in the value chain	n/a	Upstream
Corruption and bribery	Actual positive impact	Corporate culture promotes ethical business practices and reduces impact of corruption & bribery and other human right risks	n/a	Upstream

## Stakeholder Engagement

Stakeholder group	How we engage with the stakeholders	Topics covered
Internal stakeholders		
<b>Employees, including management and executives</b> <b>(A: Affected stakeholder)</b>	<ul style="list-style-type: none"> <li>Annual engagement Survey</li> <li>Workers councils – labor relation dialogues</li> <li>Performance and evaluation process dialogue</li> <li>Newsletter</li> <li>Intranet communication, the Spencer communication platform</li> <li>ONE Magazine for employees</li> <li>Training and professional development</li> <li>Employee well-being program Energize2Grow</li> <li>Local Town Hall meetings</li> <li>SpeakUp hotline</li> <li>Enablon tool to report accidents</li> <li>Multidisciplinary working groups such as SHE (Safety, Health &amp; Environment), sustainability, quality, Diversity, Equity and Inclusion (DE&amp;I) working group</li> <li>Daily Opex boards meetings</li> <li>Safety engagement on the shopfloor and Safety Walks &amp; Talks</li> <li>Topical days such as Innovation days, Sustainability Forum, safety topics</li> <li>Employment fairs (for future employees)</li> <li>Summer and winter drinks</li> <li>Management Meetings like Senior Leadership Meeting (SLT) and Global leadership Meeting (GLT)</li> </ul>	<ul style="list-style-type: none"> <li>Company's strategy, projects and financial performance</li> <li>Employee satisfaction</li> <li>Employee Health &amp; Safety and working conditions</li> <li>Opex performance and improvement</li> </ul>
<b>Labor union and employee representatives (A)</b>	<ul style="list-style-type: none"> <li>Annual meetings</li> </ul>	<ul style="list-style-type: none"> <li>All topics necessary to report on in annual meetings</li> </ul>
<b>Shareholders &amp; Board of Directors (A)</b>  <i>The company is family-owned. There are no external shareholders.</i>  <i>The Board of Directors is composed of representatives of the family as well as independent Board members (see corporate report for the composition of the Board).</i>	<ul style="list-style-type: none"> <li>Quarterly Board meetings</li> <li>Quarterly financial &amp; business reporting</li> </ul>	<ul style="list-style-type: none"> <li>Business performance</li> <li>Business strategy</li> <li>M&amp;A approval</li> <li>Financial performance</li> <li>Budget approval</li> <li>Compliance</li> </ul>

Stakeholder group	How we engage with the stakeholders	Topics covered
External stakeholders		
<b>Suppliers (A)</b>  <i>As indicated in the value chain, we buy raw materials and other products/services from a range of different suppliers.</i>	<ul style="list-style-type: none"> <li>Direct contact with suppliers</li> <li>Raw material assessment center</li> <li>Procurement process and contractual negotiations/contract management</li> <li>Third-Party Risk Management (TPRM) framework and questionnaires</li> <li>Supplier Code of Conduct</li> <li>B.I.G. Sustainability Forum</li> <li>Sustainability supplier webinar</li> <li>Social media</li> <li>R&amp;D projects</li> </ul>	<ul style="list-style-type: none"> <li>Product quality</li> <li>Responsible sourcing</li> <li>Sustainability</li> <li>Circularity</li> <li>Waste and take-back programs</li> <li>Supplier performance review</li> <li>Innovation</li> </ul>
<b>Customers (A)</b>  <i>As indicated in the value chain, our products are sold to different types of customers.</i>	<ul style="list-style-type: none"> <li>Annual Flooring Days</li> <li>Customers Experience Center</li> <li>B.I.G. Sustainability Forum</li> <li>Participation in trade fairs</li> <li>Direct contact with customers</li> <li>Response to questionnaires</li> <li>Product information and brochures</li> <li>Social media</li> <li>Company website</li> <li>Product certifications and external assessments such as EcoVadis, Cradle2Cradle</li> <li>ISO certifications</li> <li>Factory tours</li> </ul>	<ul style="list-style-type: none"> <li>Product design and quality</li> <li>Product life cycle management</li> <li>Sustainability – broader topics</li> <li>Greenhouse gas emissions</li> <li>Innovation</li> </ul>
<b>Business partners (A)</b>  <b>Universities, industry organizations and associations, research centers, business networks, standardization bodies (U: User of the sustainability statement)</b>  <i>We work with business partners, universities and research centers on topics like innovations but also to follow up on the market, industry and product trends.</i>	<ul style="list-style-type: none"> <li>Campus recruitment</li> <li>Research and development projects</li> <li>Scientific research networking</li> <li>Active engagement in national and international industry/trade associations</li> <li>Collaborative initiatives</li> <li>Conferences and meetings</li> <li>Social media</li> <li>Company website</li> </ul>	<ul style="list-style-type: none"> <li>Product design and development, innovation</li> <li>Product, sector and regulatory evolutions</li> <li>Sustainability strategy</li> <li>Circularity</li> <li>Market and product trends</li> <li>Regulation</li> <li>Norms and standards development</li> </ul>
<b>Financial institutions (U)</b>  <i>Traditionally, companies work with financial institutions on treasury related activities. They are as such not directly affected by our activities, but we are affected by their opinion of B.I.G.</i>	<ul style="list-style-type: none"> <li>Regular meetings</li> <li>Annual report</li> <li>Annual bank presentation and direct contact</li> <li>Company website</li> </ul>	<ul style="list-style-type: none"> <li>Company strategy and performance</li> </ul>

Stakeholder group	How we engage with the stakeholders	Topics covered
External stakeholders		
<b>Not-for-profit organizations (U)</b>  We engage with not-for-profit organizations to follow up on sustainability and market trends.	<ul style="list-style-type: none"> <li>Memberships</li> <li>Conferences and meetings</li> <li>B.I.G. Sustainability Forum</li> <li>Social media</li> <li>Company website</li> </ul>	<ul style="list-style-type: none"> <li>Partnership discussions</li> <li>Circularity</li> <li>Environment</li> <li>Sustainability – broader topics</li> </ul>
<b>Local communities (A)</b>  Our companies are located in cities/communities and provide local employment. We want to follow up with the local community where our company is located.	<ul style="list-style-type: none"> <li>Occasional neighborhood meetings</li> <li>Social media</li> <li>Company website</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability strategy</li> <li>Employment opportunities</li> <li>Environmental and health protection</li> </ul>
<b>Government, authorities and other regulatory agencies (U)</b>  We follow up and comply with legislations which are issued in our industry, on our products or company legislations as such.	<ul style="list-style-type: none"> <li>Regular communication and reporting as required by legislation</li> <li>Through industry associations</li> <li>Discussions on conferences</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability strategy</li> <li>Financial information</li> <li>Employment opportunities</li> <li>Environmental &amp; Health protection</li> <li>Regulation</li> </ul>
<b>Competitors (U)</b>  Competitors are organizations that operate in the same markets or industries, offer similar products or services, and target the same customers as B.I.G.	<ul style="list-style-type: none"> <li>Follow up on activities</li> <li>Participating in the standards committees to issue new or amend standards relating to our products</li> <li>Member of industry associations to discuss certain legislations and topics which have an impact on our industry as a whole</li> <li>Engaging together in certain projects, sometimes via trade associations, sometimes via EU projects</li> </ul>	<ul style="list-style-type: none"> <li>Product, sector and regulatory evolutions</li> <li>Regulation</li> <li>Norms and standards development</li> <li>Product design and development, innovation</li> </ul>

# Sustainability performance data

## Route 1 & 4 - Energy

Energy consumption and mix	2021	2022	2023	2024
(1) Fuel consumption from coal and coal products (MWh)		n/a		
(2) Fuel consumption from crude oil and petroleum products (MWh)		n/a		
(3) Fuel consumption from natural gas (MWh)	235.276	197.487	182.166	155.663
(4) Fuel consumption from other non-renewable sources (MWh)		n/a		
(5) Consumption from nuclear products (MWh)		n/a		
(6) Consumption of purchased or acquired electricity, heat, steam, and cooling from non-renewable sources (MWh)	556.760	450.535	423.787	408.694
(7) Total non-renewable energy consumption (MWh) (sum of lines 1 to 6)	792.036	648.022	605.953	564.357
Share of non-renewable sources in total energy consumption (%)	92%	88%	84%	85%
(8) Fuel consumption for renewable sources (including biomass, biogas, nonfossil fuel waste, renewable hydrogen, etc.) (MWh)	14.899	15.857	15.150	17.505
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	51.896	64.220	88.739	75.042
(10) The consumption of self-generated non-fuel renewable energy (MWh)	3.157	7.170	7.885	6.739
(11) Total renewable energy consumption (MWh) (sum of lines 8 to 10)	69.952	87.247	111.774	99.286
Share of renewable sources in total energy consumption (%)	8%	12%	16%	15%
Total energy consumption (MWh) (sum of lines 7 and 11)	861.988	735.269	717.727	663.643

**Note:** Figures include all B.I.G. production sites except for Beaulieu Rizhao Floorcoverings Ltd. Co, Beaulieu Technical Textiles Weihai Co. LTD, and Tuft Europe, which were not active or part of the group in 2024.

## Route 1 – Water

Water (m³)	2022	2023	2024
<b>Total water consumption*</b>	<b>1.492.196</b>	<b>1.797.591</b>	<b>1.708.854</b>
Municipal water	193.468	226.065	200.818
Groundwater	748.447	646.053	782.925
Stormwater	2.610	4.261	3.978
Freshwater surface water	546.197	919.736	717.376
Recycled or reused water	1.474	1.476	3.757
Wastewater discharged in surface water	324	8.121	-
Wastewater discharged in groundwater	-	652	-
Wastewater discharged in seawater	793	517	-
Wastewater discharged in public sewer, followed by public treatment	58.503	48.244	38.191
Wastewater discharged in public sewer, not followed by public treatment	-	8.458	-
Wastewater collected by sister company	226.170	248.986	273.824

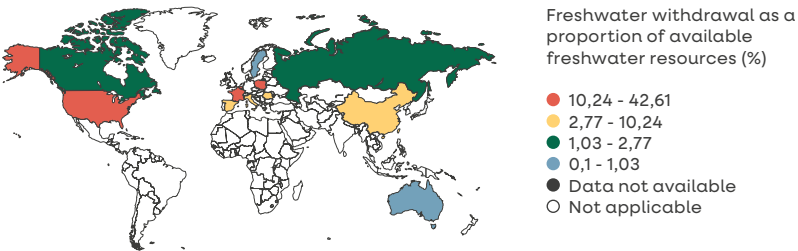
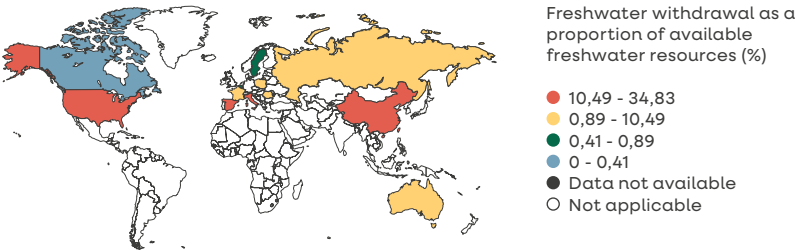
**Note:** Figures include all B.I.G. entities except for Beaulieu Rizhao Floorcoverings Ltd. Co, Beaulieu Technical Textiles Weihai Co. LTD, Tuft Europe and ActGlobal.

\*For comparison, we removed sites that have been closed or divested from both 2023 and 2024. In 2022 our polymer sites had maintenance shutdowns for several months, which resulted in a lower consumption.

Route 1 – Water

Water stress analysis

Beaulieu International Group operates manufacturing sites that use water in 13 countries. To better assess the impacts, risks, and opportunities related to water & marine resources, we updated our analysis of water stress levels in 2024. This assessment, conducted at the country level rather than for specific regions, considers water stress related to both industry-specific and broader usage. The findings support our evaluation of impacts, risk, and opportunity (IRO) in our Double Materiality Assessment.



Based on the mapped data, an overall water stress level was determined and is presented in the table below for all countries considered. When higher stress levels were observed for other uses—such as total water use, agriculture, or other services—a range was applied in the final assessment. For Slovenia, due to the lack of specific data, we assumed a stress level similar to that of Italy.

Location	Water quantity (as % of total consumption) in 2023	Water stress level
Australia	< 0,1%	No stress to medium
Belgium	6,3%	High
Canada	0,6%	Low
China	1,6%	Medium to high
France	2,2%	High
Italy	35,1%	Medium to high
Norway	4,6%	No stress to low
Poland	< 0,1%	High
Romania	0,1%	Medium
Russia	0,3%	Low to medium
Slovenia	0,6%	Medium to high
Spain	0,1%	Medium to high
USA	48,5%	High

More than 90% of the water volumes used by Beaulieu International Group are withdrawn in countries experiencing considerable water stress. In four countries—Belgium, France, Poland, and the US—representing approximately 57% of the company's total water usage, the stress level on freshwater withdrawal is classified as 'high'.



## Route 1 – Waste

Waste (ton)	2022	2023	2024
<b>Total waste*</b>	<b>48.078</b>	<b>36.503</b>	<b>36.594</b>
<b>Non-hazardous waste</b>			
Non-hazardous waste recycled	19.002	19.748	20.741
Landfill with non-hazardous waste	4.625	3.154	3.597
Incineration with energy recovery of non-hazardous waste	14.282	8.245	8.071
Incineration without energy recovery of non-hazardous waste	38	74	87
Reuse of non-hazardous waste	9.017	2.806	3.215
Composting of non-hazardous waste	-	-	62
Other non-hazardous waste	259	277	19
<b>Hazardous waste</b>			
Hazardous waste recycled	287	1.894	496
Landfill with hazardous waste	22	12	64
Incineration with energy recovery of hazardous waste	63	49	126
Incineration without energy recovery of hazardous waste	118	136	48
Reuse of hazardous waste	163	-	50
Other hazardous waste	223	109	18
<b>Amount of waste valorized</b>	<b>28.468</b>	<b>24.448</b>	<b>24.565</b>
<b>% of valorized waste</b>	<b>59%</b>	<b>67%</b>	<b>67%</b>

**Note:** \* Figures include all B.I.G. entities except for Beaulieu Rizhao Floorcoverings Ltd. Co, Beaulieu Technical Textiles Weihai Co. LTD, Tuft Europe, and ActGlobal (for 2022).

## Route 2 – Our workforce

### Headcount by country

Country	Number of employees
Belgium	1.716
Russian Federation	744
France	466
United States	371
Canada	360
Norway	170
Australia	166
Slovenia	139
Romania	121
Spain	121
China	114
Italy	80
Kazakhstan	29
Ukraine	22
Germany	12
United Kingdom	9
New Zealand	9
Sweden	6
Poland	2
Japan	1
<b>Total</b>	<b>4.658</b>

## Route 2 – Our workforce

### Headcount by gender

	Number of employees
Male	3.367
Female	1.291
<b>Total employees</b>	<b>4.658</b>

### Headcount by contract type

Regular				Temporary				Total			
Blue collar		White collar		Blue collar		White collar		Blue collar		White collar	
M	F	M	F	M	F	M	F	M	F	M	F
2.151	339	1.097	923	40	4	79	25	2.191	343	1.176	948

	Regular		Temporary		Total	
	Men	Women	Men	Women	Men	Women
Asia Pacific	187	97	2	4	189	101
Europe, Africa and Middle East	2.578	919	116	24	2.694	943
SAMEA	0	0	0	0	0	0
North America	483	246	1	1	484	247
<b>Total 2024</b>	<b>3.248</b>	<b>1.262</b>	<b>119</b>	<b>29</b>	<b>3.367</b>	<b>1.291</b>

Regular = Direct employment contract with a B.I.G. company = permanent + fixed-term contract

Temporary = No direct employment contract with a B.I.G. company = contingent workforce (interim, contractor, consultant, student, internship)

Both of the above include people on long-term absence.

## Route 2 – Our workforce

### Headcount by age

Age	Number of employees
Under 30 years	575
30-50 years	2.494
Over 50 years	1.589
<b>Total</b>	<b>4.658</b>

### Global Leadership Team

Female	Male	Grand total
11	37	48

### Board of Directors

Female	Male	Grand total
2	5	7

## Route 4 – GHG Emissions

	2021 (base year)	2023	2024	% N / N-1	% N / 2021
<b>Scope 1 GHG emissions</b>					
Gross Scope 1 GHG emissions (tCO <sub>2</sub> e)	61.134	52.806	53.428		
<b>Scope 2 GHG emissions</b>					
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	148.613	133.857	127.144		
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	145.977	121.255	111.953		
<b>Scope 1 + 2 (market-based) GHG emissions (tCO<sub>2</sub>e)</b>	<b>207.111</b>	<b>174.061</b>	<b>165.381</b>	<b>95%</b>	<b>80%</b>
<b>Significant scope 3 GHG emissions</b>					
<b>Total gross indirect (Scope 3) GHG emissions (tCO<sub>2</sub>e)</b>	<b>2.556.075</b>	<b>2.242.177</b>	<b>2.243.196</b>	<b>100%</b>	<b>88%</b>
3.1 Purchased goods and services	1.509.997	1.309.719	1.344.571		
3.2 Capital goods	26.504	34.802	37.759		
3.3 Fuel and energy-related activities location-based	37.259	32.277	36.933		
3.3 Fuel and energy-related activities market-based	38.210	33.208	37.627		
3.4 Upstream transportation and distribution	75.386	71.187	70.549		
3.5 Waste generated in operations	61.225	36.900	33.648		
3.6 Business travels	1.479	3.147	3.981		
3.7 Employee commuting	7.692	7.266	6.667		
3.8 Upstream leased assets		n/a			
3.9 Downstream transportation and distribution	410	1.155	1.126		
3.10 Processing of sold products		n/a			
3.11 Use of sold products*		n/a			
3.12 End-of-life treatment of sold products**	831.441	741.062	703.547		
3.13 Downstream leased assets	3.732	3.732	3.723		
3.14 Franchises		n/a			
3.15 Financial investments		n/a			
<b>Total GHG emissions (location-based) (tCO<sub>2</sub>e)</b>	<b>2.764.871</b>	<b>2.427.909</b>	<b>2.423.074</b>	<b>100%</b>	<b>88%</b>
<b>Total GHG emissions (market-based) (tCO<sub>2</sub>e)</b>	<b>2.763.186</b>	<b>2.416.237</b>	<b>2.408.577</b>	<b>100%</b>	<b>87%</b>

**Notes:** Act Global and Signature were not included in 2021 and 2022, but have been included in the 2023 and 2024 results.

\*Emissions related to use of sold products have not been included. From our estimates, this category of emissions for our flooring products accounts for less than 1% of our global footprint.

\*\*Emissions related to the end-of-life treatment of sold products have been included for all our flooring divisions, our distribution activities and Distriplast.

\*\*\* In early 2025, we reviewed all emission factors. Grid electricity emission factors for all countries where we operate were reviewed and updated, using energy providers' specific emission factors where available or the 2024 International Energy Agency (IEA) emission factors. We worked together with our suppliers to improve the quality of data and when specific emission factors became available, we adjusted all reporting years as applicable. This review led to some minor differences between the data reported here and in previous reports.

\*\*\*\*Transport-related emissions, in category 3.4 have been increased to take into account the full transport lifecycle, considering a well-to-wheel emissions boundary, as recommended by the SBTi team upon validation of our baseline and targets.



# FINANCIAL REPORT

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# 1. Financial review

## 1.1. Key figures 2024

Despite the challenging business environment, Beaulieu delivered a solid financial performance in 2024, demonstrating resilience and improving operational profit. EBITDA rose to 116,1 million euro, an increase of 18,0 million euro compared to the previous year, while maintaining an underlying margin of 5,8%.

Topline and global sales volumes showed a slight improvement vs. 2023, in spite of the weak conditions in many end markets – especially during second half (H2) of 2024.

The adjusted footprint and cost structure helped improve operational profit in our Flooring and Engineered Solutions activities. Our Polymer activities, however, faced pressure on operating profit due to the down-cycle in the chemical markets.

Non-recurring costs, which were mainly related to the footprint adjustments and non-cash write-downs (including the Russian activities), amounted to 38,7 million euro in 2024, resulting in a negative bottom line at year-end (-11,1 million euro net result).

We expect a challenging and uncertain 2025, with import duties and tariffs potentially adding further headwinds. Still, Beaulieu remains committed to its strategy, focusing on growth markets and product diversification, while maintaining strong execution. Moreover, our financial position remains robust with ample liquidity headroom.

**Jean-Baptiste De Ruyck**  
CFO ad interim

In million EUR	2024	2023	2022
<b>Income statement</b>			
Turnover	1.988,1	1.965,3	2.430,5
Operating profit before non-recurring items	63,5	51,5	195,6
EBITDA	116,1	98,1	249,7
EBIT	51,1	39,1	179,8
Net result	-11,1	2,0	120,1
<b>Balance sheet</b>			
Equity	708,9	730,3	895,0
Net cash position	-1,8	-3,0	105,8
Total assets	1.215,4	1.258,3	1.280,0
Capital expenditure	78,3	80,7	73,2
Working capital	338,2	349,6	395,2
Capital employed	764,0	796,1	842,4
<b>Ratios</b>			
EBITDA on sales	5,8%	5,0%	10,3%
Solvency — Equity ratio	58,3%	58,0%	69,9%
ROCE	6,7%	4,9%	21,3%

### Definitions (non-GAAP measures)

- **EBIT** | profit before tax + interests + income from financial assets + non-recurring result
- **EBITDA** | EBIT + depreciations + write-down on stock/trade receivables + changes in provisions
- **Net financial position** | cash and cash equivalents - financial debts
- **Working capital** | inventories + trade receivables + other receivables (long and short term) + deferrals - trade payables - employee benefit obligations & tax payables - other current liabilities - accruals - advance payments
- **Capital Employed (CE)** | working capital + non-current assets
- **Solvency – equity ratio** | equity / total liabilities
- **ROCE** | EBIT / Capital Employed (CE) at balance sheet date end of year
- **Operational costs** | purchase of goods + changes in inventory raw materials and finished goods + services & other + remuneration cost + depreciations + write-down on inventory and trade receivables + provisions + other operating income and costs + own produced fixed assets



## 1.2. Financial highlights

### Income statement

**Consolidated sales** for 2024 amounted to 2,0 billion euro - up by 22,9 million euro or an 1,2% increase against 2023. The Polymers division saw the strongest sales growth, driven by H1 2024, when geopolitical conflicts and logistical issues disrupted polymer imports into Europe, boosting demand for our European-produced polypropylene. For Engineered Solutions, we observed increased sales volumes, mainly driven by our Fibres division, which showed growth following a recovery in demand within the geotextiles end-market. In our Flooring Solutions market, we noted a shift from more expensive hard flooring to more affordable soft flooring products.

**The Group operating** result before non-recurring items was 63,5 million euro, compared to 51,5 million euro last year. Operational margins improved in Flooring and Engineered Solutions, mainly due to lower raw material and energy prices, coupled with easing inflation compared to 2023. Our Polymer business, however, was impacted by the downturn in the chemical market, resulting in lower profitability. As a result, we achieved an operating profit margin of 3,2% on turnover.

Operational costs, across all business segments, were 0,6% or 10,8 million euro higher than last year:

- Purchasing costs increased by 16,4 million euro, yet they remained unchanged relative to sales, demonstrating our ability to withstand price erosion.
- Services and other goods expenses decreased by 16,7 million euro, an 1,1% reduction relative to sales, mainly driven by the easing of energy prices in Europe compared to the very high level in 2023.
- Remuneration expenses rose by 4,6 million euro, an 0,1% increase as a percentage of sales.
- Depreciation on our (in)tangible fixed assets increased by 1,2 million euro.
- Other operating income grew by 0,8 million euro.

The **non-recurring result** had a net impact of -38,7 million euro.

Operational non-recurring cost amounted to 39,1 million euro, including mainly impairment (23,7 million euro) and restructuring costs (24,4 million euro), as well as gains on sales of fixed assets (7,7 million euro).

An update of the impairment test was conducted at the end of the year. Based on the outcome of this assessment, we have determined that there was a need for a non-cash write-down or impairment of 23,7 million euro on the tangible fixed assets (including those linked to our Russian operations).

The restructuring costs include the costs for discontinuing the Belgian production of Luxury Vinyl Tiles, while the commercialization remains in place, the production and sales activities of our Mats division (Belgium and Poland), and the tufting activities at our Artificial Grass site in Oostrozebeke (Belgium). In addition, they also include expenses related to the rationalization of our Yarns production at the Belgian site in Komen, with all production activities being consolidated at the nearby plant in Comines, France, starting mid-2025.

Financial non-recurring income amounted to a net sum of 0,5 million euro.

**Interest and other debt-related expenses** totaled 8,9 million euro, an increase of 1,8 million euro. However, this impact was more than offset by the additional 2,0 million euro in interest income from current assets.

**Income taxes** were 20,1 million euro, 5,6 million euro down from last year as a result of the lower operational result.

**Net result of 2024** was -11,1 million euro, a decrease of 13,1 million euro compared to 2023.

## Consolidated balance sheet

The **total balance sheet** at 31 December 2024, amounted to 1.215,4 million euro compared to 1.258,3 million euro at the end of 2023.

**Tangible and intangible fixed assets** (including goodwill) amounted to 425,0 million euro at year-end, against 445,8 million euro at the end of 2023. All Group companies together invested 78,3 million euro in (in)tangible fixed assets in 2024.

Total **working capital** decreased from 349,6 million euro at the end of 2023 to 338,2 million euro at year-end 2024. The improvement in absolute terms amounts to 11,3 million euro and is mainly due to lower receivables on the customer side. In relative terms, our total working capital decreased from 17,8% of sales at the end of 2023 to 17,0% at the end of 2024.

Russian subsidiaries contributed 109,5 million euro to the total balance sheet.

Our net financial position at year-end shifted from a 3,0 million euro net debt at the end of 2023 to a net debt of 1,8 million euro at the end of 2024. Of this, 36,6 million euro was cash held by our Russian subsidiaries, subject to distribution limitation and restrictions imposed by local legislation. Nonetheless, our financial position remains robust, with ample liquidity headroom.

**Shareholders' equity** declined from 730,3 million euro at the end of 2023 to 708,9 million euro at the end of 2024. This 21,4 million euro decrease was driven by a net result of -12,2 million euro (Group share) and a negative foreign translation difference of 9,3 million euro. As a result, the solvency ratio shifted from 58,0% in 2023 to 58,3% in 2024, which still reflects a strong balance sheet position.

## Consolidated cash flow

In 2024, our cash flow from operations amounted to 73,6 million euro, driven by a 116,1 million euro EBITDA and a 11,3 million euro cash release from working capital. This again demonstrates our focus on cash management and liquidity preservation. After capex spending of 78,3 million euro and the restructuring impact, we reported a consolidated free cash flow of 2,7 million euro.

At 162,9 million euro, our cash balance remained the same as in 2023 (161,6 million euro), but our short-term financial debt decreased by 3,7 million euro.

## Segment information

### Polymers

**Low demand in all product segments continued to challenge margins for polypropylene (PP) in the United States and Europe.**

- Overall sales volumes for 2024 were up by 2%. In Europe, there was an increase in demand during H1 due to the geopolitical conflicts and logistics issues affecting competitive imports into Europe. The dynamics changed in H2, with plenty of cheaper imported material being offered at very low prices.
- The overall PP market generally continued to be a buyer's market, due to the weak economy and demand, combined with historical high oversupply.
- The market was traditionally centered in Europe and the US, where PP plants were run at low operating rates. Inflationary pressures in both regions curtailed demand, particularly in the US, something which had not been seen for a very long time.
- EBITDA performance for European PP business remained at the low levels of 2023, which illustrates the bottom of the cycle the business is currently experiencing. EBITDA for our US operations dropped significantly as the lack of demand squeezed margins.

### Engineered Solutions

**EBITDA improved after a historical low point in 2023.**

- Volumes increased compared to 2023, particularly for the Fibres business, which grew by around 6%.
- Turnover remained stable despite higher sales volumes, as lower sales prices – driven by decreased raw material costs and index-based pricing formulas – offset the growth.
- The year started very strong in all segments, with some options to sell extra volume to North America. Demand slowed down in the second half of the year.
- Overall demand improved in certain key segments, like geotextiles, while it remained challenging in others, like carpet backing and agrotexiles.
- EBITDA improved due to higher sales volumes and better margins, driven by lower energy costs in Europe.
- The focus on contingency measures supported the results.
- Restructuring and investment in the Yarns operations in Europe are in progress.

## Flooring Solutions

EBITDA significantly increased after a very difficult 2023.

- In 2024, our Flooring division managed to boost profitability by managing the mix and margin during a period of declining raw material prices. Additionally, the discontinuation of unprofitable activities, particularly Mats and LVT production, played a significant role in this improvement.
- Demand for our products remained strong in the first half of the year but weakened in the second half. Overall, year volumes increased by 0,4%. We observed a notable shift in consumer preference from more expensive hard flooring to more affordable soft flooring products.
- Our continued focus on improving the sales mix and profitability through innovation, design, product differentiation, and customer value creation has been pivotal. This strategic approach has enabled us to enhance our market position and drive profitability growth.
- The macro-economic environment was volatile, largely due to the ongoing conflict between Russia and Ukraine. This resulted in lower volumes, raw material supply issues, and logistical challenges. Despite these obstacles, our managerial contingency actions were effective in keeping fixed costs under control and monitoring profitability closely.

## 1.3. Outlook

Heading into 2025, we anticipate that the uncertain and challenging global economic environment will persist, impacting our financial performance. It is imperative to maintain a rigid focus on cash, plan our business cautiously, and remain agile and responsive to the macroeconomic developments:

- Overall development of the global chemicals and (European) construction markets.
- Market conditions in the key segments in which we operate (PP, but also PVC, latex, ...).
- Impact of global trends related to circularity and sustainability.
- Effects of tariffs, retaliatory measures, and the looming threat of further escalation on international trade flows.
- Positioning of the Euro against our main trading currencies.

The conflict in Ukraine will continue to impact the Group's operational and financial performance, yet future developments are unpredictable. Beaulieu will continue to analyze the possible consequences and, if necessary, adjust its operational activities.

We took many steps in 2024 and we are optimistic that these will lead to better performance in 2025. We know that future developments are unpredictable and that the global economy remains volatile, yet we will continue to analyze the possible consequences and align our activities. The Group's financial strength of our access to credit facilities will further help us to pursue our future ambitions.

## 1.4. Consolidated income statement

Note for the reader. When reading the consolidated income statement, keep in mind that the official BEGAAP income statement has been adjusted to better align with the Group's internal management reporting by clustering income and expenses items by their nature.

As a result, all non-recurring income and expenses (both operating and financial) are reported under a separate heading. In addition, the operating income line item 'changes in inventories of finished goods and work in progress' (12,6 million euro) has been reclassified under 'Raw materials, consumables, trade goods, finished goods and work in progress', while 'fixed assets - own construction' (8,8 million euro) has been moved to 'other operating income'.

In thousand EUR	2024	2023
<b>Turnover</b>	<b>1.988.146</b>	<b>1.965.292</b>
Raw materials, consumables and trade goods	-1.249.803	-1.199.235
Changes in inventory	12.598	-21.532
Services and other goods	-365.950	-382.648
Remuneration, social sec. costs and pensions	-286.057	-281.413
Depreciations	-61.022	-59.782
Write downs stock and trade debtors	-1.321	3.839
Provisions for liabilities and charges	-64	13
Other operating income	37.632	36.849
Other operating expenses	-10.680	-9.926
<b>Operating profit before non-recurring items</b>	<b>63.478</b>	<b>51.457</b>
Interest and other debt expenses	-8.896	-7.135
Income from financial assets	5.523	3.488
Depreciation goodwill	-2.614	-3.056
Other financial income	18.373	24.065
Other financial expense	-28.161	-33.342
<b>Financial result before non-recurring items</b>	<b>-15.774</b>	<b>-15.979</b>
Non-recurring operating income and expenses	-39.137	-22.917
Non-recurring financial income and expenses	461	15.091
<b>Non-recurring results</b>	<b>-38.676</b>	<b>-7.826</b>
<b>Profit before taxes</b>	<b>9.028</b>	<b>27.652</b>
Income taxes (current and deferred)	-20.101	-25.669
<b>Result for the period</b>	<b>-11.072</b>	<b>1.983</b>
<b>Result for the period: attributable to</b>	<b>-11.072</b>	<b>1.983</b>
Share of the group	-12.201	-620
Share of non-controlling interest	924	2.603

Additional information with regards to non-BEGAAP measures (EBIT and EBITDA):

In thousand EUR	2024	2023
<b>Profit before taxes</b>	<b>9.028</b>	<b>27.652</b>
+ Interest and other debt expenses	8.896	7.135
+ Income from financial assets	-5.523	-3.488
+ Non-recurring operating income and expenses	39.137	22.917
+ Non-recurring financial income and expenses	-461	-15.091
<b>EBIT</b>	<b>51.077</b>	<b>39.124</b>
+ Depreciations	61.022	59.782
+ Depreciation goodwill	2.614	3.056
+ Write-down stock and trade debtors	1.321	-3.839
+ Provisions for liabilities and charges	64	-13
<b>EBITDA</b>	<b>116.098</b>	<b>98.110</b>

## 1.5. Consolidated balance sheet

In thousand EUR	2024	2023
Goodwill and intangible fixed assets	46.233	46.776
Tangible fixed assets	378.801	399.002
Financial fixed assets	725	789
<b>Total fixed assets</b>	<b>425.759</b>	<b>446.566</b>
Inventories	338.891	339.599
Trade receivables	257.603	269.426
Other receivables	10.549	20.617
Cash and cash equivalents	162.909	161.634
Deferred expenses and accrued income	19.692	20.440
<b>Total current assets</b>	<b>789.644</b>	<b>811.715</b>
<b>TOTAL ASSETS</b>	<b>1.215.403</b>	<b>1.258.281</b>

In thousand EUR	2024	2023
Share capital	227.002	227.002
Retained earnings and reserves	545.003	557.141
Translation differences	-63.118	-53.852
<b>Total equity</b>	<b>708.887</b>	<b>730.291</b>
<b>Non-controlling interest</b>	<b>1.183</b>	<b>9.786</b>
Provisions for liabilities	37.562	37.701
Deferred taxes	14.169	14.956
<b>Total provisions and deferred taxes</b>	<b>51.731</b>	<b>52.656</b>
Financial debts	624	10.622
Other non-current liabilities	404	425
<b>Total non-current liabilities</b>	<b>1.028</b>	<b>11.048</b>
Financial debts	164.068	153.979
Trade payables	217.351	223.637
Employee benefit obligations and tax payables	49.781	52.474
Other current liabilities	4.641	3.600
Accrued charges and deferred income	16.733	20.811
<b>Total current liabilities</b>	<b>452.573</b>	<b>454.500</b>
<b>TOTAL LIABILITIES</b>	<b>1.215.403</b>	<b>1.258.281</b>

## 1.6. Consolidated cash flow

In thousand EUR	2024	2023
<b>Net result</b>	<b>-11.277</b>	<b>1.983</b>
Non-cash movements	87.006	70.796
Increase (-) / decrease (+) in working capital	573	45.220
<b>Cash flow from operating activities</b>	<b>76.302</b>	<b>117.999</b>
Additions of (in)tangible fixed assets (-)	-78.265	-80.656
Disposals of (in)tangible fixed assets (+)	14.180	1.510
Scope change (acquisitions, divestments and other investments)	-9.497	-38.938
<b>Cash flow from investing/divesting activities</b>	<b>-73.581</b>	<b>-118.085</b>
<b>Consolidated free cash flow</b>	<b>2.721</b>	<b>-86</b>
Dividends received (+) / paid (-)	-1.391	-101.611
Net debt movements	-3.724	113.376
<b>Cash flow from financing activities</b>	<b>-5.115</b>	<b>11.765</b>
<b>Net change in cash and cash equivalents</b>	<b>-2.394</b>	<b>11.679</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>161.634</b>	<b>161.987</b>
Conversion difference on net cash	3.669	-12.033
<b>Cash and cash equivalents at the end of the year</b>	<b>162.909</b>	<b>161.634</b>

## 2. Notes to the selected financial information

### 2.1. General

Beaulieu International Group NV (the “Company” or “Group”) is a company headquartered in Belgium. The Company has its registered office at Kalkhoevestraat 16, 8790 Waregem and its registration number is 0442.824.497.

The Company’s total consolidated equity was 708,9 million euro in 2024 compared to 730,3 million euro in 2023. This included a share capital of 227 million euro, represented by 758.548 capital shares. The consolidated financial statements for the period beginning on 1 January 2024, and ending on 31 December 2024, from which the selected financial information has been derived, are subject to approval by the Company’s Shareholder Meeting on 27 May 2025.

### 2.2. Basis of accounting

The consolidated financial statements have been prepared in accordance with BEGAAP, the Belgian Generally Accepted Accounting Principles. According to BEGAAP, the historical cost principle is applied as measurement basis and the accounting policies have been applied consistently from year to year.

### 2.3. Functional and presentation currency

The consolidated financial statements are presented in euro, which is the Company’s functional currency. All amounts have been rounded to the nearest thousand, unless otherwise indicated.

In accordance with BEGAAP, the historical cost principle is applied as measurement basis and the accounting policies have been applied consistently from year to year.



## 2.4. Use of judgements and estimates

When preparing the consolidated financial statements, the Management has made judgements and estimates that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

## 2.5. Significant accounting policies

### 2.5.1. Foreign currencies

#### Foreign currency translation

Each Group entity reports in its own functional currency, i.e., the currency of the economic environment in which the entity operates. The financial statements of foreign subsidiaries with a financial currency different from euro (USD, AUD, CAD, RUB, NOK, etc.) are converted to euro, as follows:

- Assets and liabilities, except for shareholders' equity, are translated at the official closing rate at the end of the period.
- Income and expenses are converted at an average rate for the year.
- Shareholders' equity items are carried at their historical rates.

Gains and losses resulting from the difference between the average rates and the closing rates at the end of the year/period are incorporated in the shareholders' equity under the heading "translation differences".

#### Foreign currency transactions

Foreign currency transactions (amounts receivable and payable in foreign currencies) are recognized in the functional currency of each entity at a certain exchange rate during a certain period (i.e., different from the Company's functional currency). The exchange rate is applicable at the transaction date, meaning the date when the actual transaction is recognized.

Gains and losses due to the settlement of foreign currency transactions and from the translation of monetary assets (see foreign currency translation) are reported in the income statement as a financial result.

Foreign currency gain and losses on intra-group dividends are recognized through the income statement, in the non-recurring financial result.

### 2.5.2. Goodwill

The definition of goodwill entails the positive difference between the purchase price of a new participating interest and the net book value of the net assets obtained upon the acquisition. The positive consolidation differences are amortized on a straight-line basis over a period of 5 or 10 years. Positive consolidation differences are subject to impairment reviews, in alignment with macroeconomic, geopolitical evolutions or based on technological developments.

### 2.5.3. Intangible fixed assets

Intangible fixed assets comprise development costs, concessions, patents, software and licenses, know-how, trademarks and other similar rights, and advance payments in respect of intangible fixed assets. The intangible assets are measured at acquisition cost and amortized over their useful estimated economic life. Depreciation charges are calculated on a straight-line basis. Annual depreciation rates for intangible assets are as follows:

- Development costs of R&D projects: 20%.
- Software: 20%.
- Patents, licenses, trademarks and other similar rights: useful life of the asset.

An impairment loss will be recorded if the carrying amount of the intangible asset surpasses its recoverable amount.

#### 2.5.4. Tangible fixed assets

The tangible fixed assets are carried at a cost less than any accumulated depreciation. Costs include all direct costs and costs incurred to bring the asset to its working conditions. On the other hand, borrowing costs (i.e., interest) are not included in the acquisition cost of the tangible fixed assets.

Tangible assets with a limited useful life are reduced to their estimated residual value by the systematic allocation of depreciation over the asset's useful life. The depreciation percentages are calculated on a straight-line basis. The Group has determined appropriate annual depreciation rules per type of asset. Annual depreciation rates for tangible fixed assets:

- Land: 0%
- Buildings: 3%-5%
- Plant, machinery and equipment: 10%-20%
- Rail cars: 4%
- Vehicles and furniture: 10%-20%
- Hardware: 33,33%
- Assets under construction & advance payments: 0%

An impairment loss will be recorded if the carrying amount of the intangible asset surpasses its recoverable amount.

#### 2.5.5. Inventories

Inventories are measured at the lower of cost and net realizable value ("LOCOM") at balance sheet date. In determining the cost, the FIFO principle is used (First-In, First-Out). For manufactured inventories, cost means the full cost including direct and indirect production costs.

The net realizable value is equal to the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

#### 2.5.6. Trade receivables

Trade receivables are measured at amortized cost, less the appropriate impairments for the unrecoverable amounts. At each reporting date, the Group assesses whether or not some receivables need to be impaired. A trade receivable is impaired if there is a chance that the entity will not, or will only partially, collect the amounts due.

#### 2.5.7. Amounts payable within one year

The amounts payable are recorded at amortized cost.

#### 2.5.8. Deferred income/charges & accrued income/charges

Accruals and deferrals are used to assign income and charges to a correct period, i.e., the period where the accrual and deferral refers to. For instance, it comprises prepaid/accrued interests, rent, insurance premiums, commercial entrance fees, fair fees, etc.

#### 2.5.9. Deferred taxes

Deferred taxes are the amount of income tax recoverable or payable in future periods. Furthermore, the Group does not recognize deferred tax assets in accordance with the prudence principle from BEGAAP.

#### 2.5.10. Provisions for liabilities and charges

Provisions are recognized if the following 3 conditions are met:

- It has a current legal or constructive obligation as a result of a past event.
- It is possible that an outflow of resources will be required to settle the obligation.
- A reliable estimate can be made of the amount that potentially has to be paid.

#### 2.5.11. Revenue recognition

Revenue represents the net amounts invoiced to external customers for goods and services, excluding value-added and sales taxes, and after deducting any volume discounts and rebates.

In case the customer has a right of return (e.g., buy-back obligation in case of inadequate sales to end-customer), adequate provisions for the estimated (future) costs involved should be accounted for (e.g., based on historical data).

### 2.5.12. Non-recurring income & expenses

Income and expenses that are not related to the ordinary course of operations or business are classified as non-recurring income and expenses in the consolidated income statement. Income and expenses to which this classification applies include (non-exhaustive):

- Operating revenues, expenses and provisions related to restructuring activities and material reorganization events.
- Impairments on exceptional write-downs on (in)tangible assets and goodwill.
- Income from the sale of land or business divisions.
- Revenues or charges (penalties) due to important (inter)national legal issues.
- Costs of advisory fees in relation to acquisitions or divestments.

### 2.5.13. Non-controlling interest

Non-controlling interests are the shares of minority or non-controlling shareholders in the equity of subsidiaries, which are not fully owned by the Company.

## 2.6. Turnover by segment

In thousand EUR	Consolidated third-party sales	Consolidated sales	Consolidated third-party sales	Consolidated sales
TURNOVER	2024	2024	2023	2023
Polymers	743.080	819.525	689.981	767.241
Engineered solutions	276.188	313.394	279.231	316.902
Flooring solutions	947.768	946.683	972.361	973.069
Other	21.109	16.876	23.719	19.538
Intersegment		-108.332		-111.457
<b>Consolidated</b>	<b>1.988.146</b>	<b>1.988.146</b>	<b>1.965.292</b>	<b>1.965.292</b>

## 2.7. Balance sheet items

### 2.7.1. Goodwill & intangibles

In thousand EUR	R&D	Concessions, patents and similar rights	Goodwill	Consolidation Goodwill	Other	Total intangible fixed assets
<b>Acquisition value</b>						
<b>Balance on 31 December 2022</b>	<b>19.949</b>	<b>94.452</b>	<b>1.707</b>	<b>112.273</b>	<b>4</b>	<b>228.385</b>
Additions	1.910	8.499				10.409
Disposals and retirements (-)		461	1.248			1.709
Transfer to other asset categories		3.393				3.393
Effect of foreign currency exchange differences (+/-)		-1.232	-3			-1.235
Other movements		11.959	-176	10.394		22.178
<b>Balance on 31 December 2023</b>	<b>21.859</b>	<b>116.611</b>	<b>280</b>	<b>122.667</b>	<b>4</b>	<b>261.422</b>
Additions	1.764	7.601				9.365
Disposals and retirements (-)		166				166
Transfer to other asset categories		1.389				1.389
Effect of foreign currency exchange differences (+/-)		1.311				1.312
Other movements		284		1.517		1.802
<b>Balance on 31 December 2024</b>	<b>23.623</b>	<b>127.031</b>	<b>280</b>	<b>124.185</b>	<b>4</b>	<b>275.123</b>
<b>Accumulated depreciation and impairment losses</b>						
<b>Balance on 31 December 2022</b>	<b>18.018</b>	<b>82.091</b>	<b>1.624</b>	<b>104.378</b>	<b>4</b>	<b>206.115</b>
Depreciations recorded	1.147	6.754	52	3.056		11.008
Disposals and retirements (-)		460	1.248			1.708
Transfer to other asset categories						0
Effect of foreign currency exchange differences (+/-)		-1.183	-2			-1.185
Other movements		591	-176	1		416
<b>Balance on 31 December 2023</b>	<b>19.165</b>	<b>87.793</b>	<b>250</b>	<b>107.435</b>	<b>4</b>	<b>214.646</b>
Depreciations recorded	1.447	9.013		2.614		13.074
Disposals and retirements (-)		166				166
Transfer to other asset categories		-1				-1
Effect of foreign currency exchange differences (+/-)		1.339	-2			1.337
Other movements						0
<b>Balance on 31 December 2024</b>	<b>20.612</b>	<b>97.978</b>	<b>248</b>	<b>110.049</b>	<b>4</b>	<b>228.890</b>
<b>Carrying amount</b>						
<b>Balance on 31 December 2023</b>	<b>2.694</b>	<b>28.819</b>	<b>30</b>	<b>15.233</b>	<b>0</b>	<b>46.776</b>
<b>Balance on 31 December 2024</b>	<b>3.011</b>	<b>29.054</b>	<b>33</b>	<b>14.136</b>	<b>0</b>	<b>46.233</b>

In 2024, the carrying amount of intangible fixed assets decreased by 0,5 million euro to 46,2 million euro.

## 2.7.2. Tangible assets

In thousand EUR	Land & buildings	Plant machinery & equipment	Furniture & vehicles	Leasing, oth. similar rights	Oth. tangible assets	Assets under construction	Total tangible fixed assets
<b>Acquisition value</b>							
<b>Balance on 31 December 2022</b>	<b>388.902</b>	<b>1.196.176</b>	<b>71.198</b>	<b>482</b>	<b>6.927</b>	<b>34.587</b>	<b>1.698.273</b>
Additions	6.439	16.113	3.447	6	30	44.336	70.371
Disposals and retirements (-)	1.929	68.886	5.564	16		1	76.395
Transfer to other asset categories	1.935	14.725	773	-6	697	-21.531	-3.408
Effect of foreign currency exchange differences (+/-)	-8.016	-20.806	-2.400	-13	8	-1.344	-32.571
Other movements	570	2.187	1.435				4.191
<b>Balance on 31 December 2023</b>	<b>387.902</b>	<b>1.139.508</b>	<b>68.889</b>	<b>454</b>	<b>7.662</b>	<b>56.046</b>	<b>1.660.462</b>
Additions	12.800	8.749	2.906		97	44.484	69.037
Disposals and retirements (-)	18.149	36.693	8.546		333	149	63.870
Transfer to other asset categories	13.537	-16.573	412	1	58.745	-57.510	-1.388
Effect of foreign currency exchange differences (+/-)	2.482	5.922	302	29	2	-1.336	7.399
Other movements	-158			2		-14	-171
<b>Balance on 31 December 2024</b>	<b>398.413</b>	<b>1.100.913</b>	<b>63.962</b>	<b>485</b>	<b>66.174</b>	<b>41.522</b>	<b>1.671.469</b>
<b>Accumulated depreciation and impairment losses</b>							
<b>Balance on 31 December 2022</b>	<b>241.385</b>	<b>990.664</b>	<b>55.362</b>	<b>56</b>	<b>3.803</b>	<b>2</b>	<b>1.291.272</b>
Depreciations recorded	10.660	39.177	3.634	37	662	8.437	62.607
Disposals and retirements (-)	1.670	66.551	5.443	16			73.679
Transfer to other asset categories		-380	-9	375			-14
Effect of foreign currency exchange differences (+/-)	-3.561	-15.594	-1.415	-7	4	-120	-20.693
Other movements	185	948	834				1.968
<b>Balance on 31 December 2023</b>	<b>246.999</b>	<b>948.264</b>	<b>52.963</b>	<b>445</b>	<b>4.469</b>	<b>8.319</b>	<b>1.261.460</b>
Depreciations recorded	17.415	50.459	3.790	4	7.730	2.286	81.684
Disposals and retirements (-)	13.877	34.415	8.297		319		56.908
Transfer to other asset categories	782	-39.126	-383	1	44.546	-5.820	-1
Effect of foreign currency exchange differences (+/-)	1.182	5.226	284	28	1	-286	6.435
Other movements				-2			-2
<b>Balance on 31 December 2024</b>	<b>252.502</b>	<b>930.407</b>	<b>48.357</b>	<b>474</b>	<b>56.427</b>	<b>4.499</b>	<b>1.292.668</b>
<b>Carrying amount</b>							
<b>Balance on 31 December 2023</b>	<b>140.902</b>	<b>191.244</b>	<b>15.926</b>	<b>9</b>	<b>3.193</b>	<b>47.727</b>	<b>399.002</b>
<b>Balance on 31 December 2024</b>	<b>145.910</b>	<b>170.506</b>	<b>15.605</b>	<b>11</b>	<b>9.747</b>	<b>37.023</b>	<b>378.801</b>

In 2024, the carrying amount of tangible fixed assets decreased by 20,2 million euro to 378,8 million euro. 2024 noted an increase in land & buildings but a decrease in plant machinery and equipment, due to a reclassification of the latter under 'other tangible assets', and additionally booked depreciations. The decline of assets under construction is due to the operational use of some large strategic projects in 2024, leading to their transfer to the appropriate asset category.

### 2.7.3. Trade & other receivables

In thousand EUR	2024	2023
Trade receivables	242.726	254.410
Bills receivable	1.781	1.954
Income receivable	4.043	4.866
Advance payments	9.266	8.542
Write down / Advance payments (-)	-247	-233
Doubtful receivables	4.592	9.660
Write down / Doubtful receivables (-)	-4.558	-9.773
<b>Total trade receivables</b>	<b>257.603</b>	<b>269.426</b>
Other amounts receivable more than 1 year	229	450
Other amounts receivable within 1 year	10.320	20.166
<b>Total other amounts receivable</b>	<b>10.549</b>	<b>20.617</b>
<b>Total</b>	<b>268.151</b>	<b>290.042</b>

The carrying amount of trade & other receivables decreased by 21,9 million euro, mainly due to lower trade (-11,7 million euro) and lower tax receivables (-4,3 million euro).

### 2.7.4. Statement changes in equity

In thousand EUR	Capital	Reserves	Translation differences	Total equity
<b>Balance on 31 December 2022</b>	<b>227.002</b>	<b>686.234</b>	<b>-18.188</b>	<b>895.048</b>
Profit of the period		-620		-620
Change in translation differences			-35.664	-35.664
Dividends		-100.430		-100.430
Changes in consolidation scope		-27.896		-27.896
Other movements		-147		-147
<b>Balance on 31 January 2023</b>	<b>227.002</b>	<b>557.141</b>	<b>-53.852</b>	<b>730.291</b>
Profit of the period		-12.201		-12.201
Change in translation differences			-9.266	-9.266
Dividends				0
Changes in consolidation scope				0
Other movements		63		63
<b>Balance on 31 January 2024</b>	<b>227.002</b>	<b>545.003</b>	<b>-63.118</b>	<b>708.887</b>

In 2024, the total equity decreased by 21,4 million euro, equivalent to -2,9%, to 708,9 million euro. This decline is primarily attributable to a net result of -12,2 million euro (share of the Group) and unfavorable currency translation differences of -9,3 million euro.

### 2.7.5. Provision for liabilities and charges

In thousand EUR	2024	2023
Pensions and similar obligations	4.508	5.048
Taxes	3.689	4.446
Major repairs and maintenance	1.021	1.009
Environmental liabilities	1.272	1.272
Other liabilities and charges	27.071	25.925
<b>Provisions for liabilities</b>	<b>37.562</b>	<b>37.701</b>

The overall provisions decreased by 0,1 million euro in 2024.



## 2.7.6. Financial debt

In thousand EUR	Due with- in 1 year	Due between 1 and 5 years	Due after 5 years	Total
Leasing and similar obligations				0
Credit institutions	153.979	10.622		164.601
Other loans				0
<b>Balance on 31 December 2023</b>	<b>153.979</b>	<b>10.622</b>	<b>0</b>	<b>164.601</b>
Leasing and similar obligations				0
Credit institutions	164.068	624		164.692
Other loans				0
<b>Balance on 31 December 2024</b>	<b>164.068</b>	<b>624</b>	<b>0</b>	<b>164.692</b>

The total financial debt increased by 0,1 million euro in 2024.

## 2.7.7. Trade and other payables

In thousand EUR	2024	2023
<b>Trade payables</b>	<b>217.351</b>	<b>223.637</b>
Remuneration and social security costs	42.723	44.500
Taxes & VAT payable	7.058	7.973
<b>Employee benefit obligations and tax payables</b>	<b>49.781</b>	<b>52.474</b>
Other non-current liabilities	404	425
Other current liabilities	4.641	3.600
<b>Other liabilities</b>	<b>5.046</b>	<b>4.025</b>
<b>Total</b>	<b>272.177</b>	<b>280.135</b>

In 2024, the total trade and other payables decreased by 8,0 million euro to 272.177 million euro, mainly driven by trade payables (- 6,3 million euro), remuneration and social security costs (- 1,8 million euro), taxes and VAT payable (-0,9 million euro) and other current liabilities (+ 1,0 million euro).

## 2.7.8. Non-recurring income and expenses

In thousand EUR	2024	2023
<b>Non-recurring operating income</b>	<b>15.377</b>	<b>43.124</b>
Reversal of depreciation and impairments of (in)tangible fixed assets	0	8.535
Reversal of provisions for extraordinary liabilities and charges	0	2.810
Gains on disposal of intangible and tangible fixed assets	8.441	10.590
Other non-recurring operating income	6.937	21.189
<b>Non-recurring operational charges</b>	<b>54.514</b>	<b>66.040</b>
Depreciation and amortisation of (in)tangible fixed assets	31.130	20.997
Provisions for extraordinary liabilities and charges (additions)	-1.556	-3.175
Losses on realisation of intangible and tangible fixed assets	720	2
Other non-recurring operational charges	24.219	48.216
<b>Non-recurring financial income</b>	<b>816</b>	<b>16.082</b>
Gains on disposal of financial fixed assets	0	11.819
Other non-recurring financial income	816	4.263
<b>Non-recurring financial charges</b>	<b>355</b>	<b>991</b>
Loss on disposal of financial fixed assets	206	0
Other non-recurring financial charges	149	991
<b>Total</b>	<b>-38.676</b>	<b>-7.826</b>

The non-recurring result had a net impact of -38,7 million euro. The operational non-recurring costs mainly include the impairment cost on (in)tangible fixed assets, disinvestments, and restructuring, netted with profits from the sale of fixed assets. The financial non-recurring profit is driven by positive exchange results on the Rubble.

## 2.7.9. Deferred and income tax

In thousand EUR	2024	2023
<b>Deferred taxes</b>	<b>872</b>	<b>3.056</b>
<b>Income taxes</b>	<b>-20.972</b>	<b>-28.725</b>
Income taxes	-21.139	-29.264
Adjustments of income taxes and WB of tax provisions	166	539
<b>Total</b>	<b>-20.101</b>	<b>-25.669</b>

Our tax cost decreased by 5,6 million euro in 2024, reflecting the lower operational result.

## 2.8. Risks, uncertainties, and contingencies

Like any other company, the Group is exposed to market, operational and financial risks that affect its assets and liabilities. The main market risks relate to variations in exchange rates (currency risk), interest rates, the accessibility of funds to operate (liquidity risk), the risk of default (credit risk) by third parties, and variations in commodity prices (commodity risk). These risks are mitigated by business controls, organizational structure, management methods, and internal control systems of the Group. The Group mainly hedges the risks that affect the Group's cash flow.

### 2.8.1. Exchange rate risk (currency risk)

Due to the international operations of the Group's different affiliates, the Group is subject to – both translational and transactional – foreign exchange rate risks.

A translational currency risk arises when the financials of the foreign subsidiaries are converted into the Group's presentation currency, the Euro. The main currencies are US Dollar, Canadian Dollar, Australian Dollar, Russian Ruble, and Norwegian Crown. Since there is no impact on the cash flows, the Group normally does not hedge against such risk.

The Group also faces transactional currency exposure risks resulting from its investments (acquisitions, dividend payments) and its financing (financial liabilities in foreign currency) and operating activities (commercial activities with sales and purchases in foreign currencies). These risks are handled as follows:

- Currency risks resulting from investing activities are hedged if material exposure arises.
- The Group's policy states that each entity needs to be financed in its functional currency. Any currency risk resulting from financing activities should therefore be fully hedged if the market situation allows so.
- For the currency risk resulting from commercial activities, the Group has a hedging policy in place whereby following principles apply: firm commitments (transactions recorded on the balance sheet) need to be fully hedged, highly probable forecasted exposure (based on sales or purchase orders) needs to be hedged between 75 and 80%.

### 2.8.2. Interest rate risk

Interest rate risk arises from the fluctuation of short-term and long-term interest rates which may impact the Group's future cash flow. Given the Group's current debt situation, the main interest rate risk on debt relates to the Chinese Renminbi denominated debt which is short term and at floating interest. The US Dollar debt is a combination of short-term and long-term debt, whereby the long-term portion (65% of the total USD denominated debt) is at fixed rate.

### 2.8.3. Liquidity risk

Liquidity risk is the risk that the Group would be unable to meet its short-term financial obligations as they come due. The Group is monitoring these obligations on an ongoing basis. To ensure liquidity and financial flexibility at all times, the Group has uncommitted short-term credit lines at its disposal in Euro and Chinese Renminbi. These facilities are generally of the mixed type and may be used for advances, overdrafts, or discounting. The Group also has a committed syndicated credit facility at its disposal of 200 million euro (maturity May 2026) and a 20 million euro Commercial Paper program. At year-end 2024, the outstanding amount on the syndicated credit facility was 120 million euro.

### 2.8.4. Credit risk

The Group is exposed to credit risk from its operating activities. The Company's bad debt exposure depends on the solvability of its clients, which is consequently dependent on the economic environment in which its customers operate. More than 90% of our outstanding receivables are covered by our external credit insurance agreements. In case the customer is not (sufficiently) insured, the Group uses a credit policy which considers the customers' risk profiles in terms of the market segment to which they belong. A credit risk analysis of the customers is conducted based on different factors, such as product sector, geographical area, etc. We assess the coverage of the existing risk, which is continuously being monitored. Given our customers' reputation and solvency, the diversification of our portfolio, and our ongoing monitoring of our outstanding receivables, we consider the risk of non-recoverability to be low.

### 2.8.5. Commodity risk

Commodity risk is the risk of future income fluctuations due to changes in commodity prices. When possible, we mitigate this risk through contractual agreements with suppliers. For Polymers, the Group is exposed to price fluctuations in the spread between propylene and polypropylene. Engineered Solutions also faces this spread risk, but to a lesser extent.

## 2.9. Financial Instruments

The Group only enters into financial derivatives when there is an underlying transaction or a forecasted exposure. Speculative positions are not allowed. As the financial instrument is initially valued at historical cost, a periodic revaluation is performed to reflect their current market price. In line with the prudence principle, any remaining unrealized loss is taken into the result, unrealized gains are kept on the balance sheet.

The following table summarizes the situation at the end of 2024:

Instrument	Notional volume	MtoM
FX Forward	43,4 mio euro	0,3 mio euro
FX Swap	80,0 mio euro	1,3 mio euro
Commodity swaps	39.948 MT	0,1 mio euro

## 2.10. Important post balance sheet events

Since the close of the financial year on 31 December 2024, a significant post balance sheet event has occurred. On 30 April 2025 the sale of Beaulieu Technical Textiles has been formally and successfully closed. All conditions precedent set out in the Share Purchase Agreement (SPA) signed on 3 April 2025 between Beaulieu International Group NV, as the sole shareholder of the company Beaulieu Technical Textiles NV ("BTT"), and Steelco GMBH, have been fully satisfied, and the Closing Memorandum has been duly signed by all parties.

## 3. Commitments

In our Polymers segment, we have significant purchase agreements for our raw materials: Polychim Industrie has an agreement for the annual purchase of minimum 130 thousand tons of propylene until the end of 2025. Pinnacle Polymers has an agreement for the annual purchase of a minimum of 397 thousand tons of propylene until the end of 2029. We have also entered into operating leases to finance certain buildings, fleet, rail cars, etc. which are recorded off-balance sheet.

### 3.1. Key differences between BEGAAP and IFRS

Financial statements prepared under the Belgian accounting framework have a mandatory, predefined tabular presentation format, which comprises a balance sheet, income statement, and a limited number of disclosure notes. Under BEGAAP, the consolidated financial statements do not include a cash flow statement. On the other hand, IFRS requires a complete set of financial statements, i.e., balance sheet, statement of profit or loss and other comprehensive income, statement of changes in equity, cash flow statement, and more extensive disclosure notes than the notes under BEGAAP. Furthermore, the classification of certain items within the balance sheet or income statement can vary between BEGAAP and IFRS. For instance, under BEGAAP, expenses are always presented by nature whereas under IFRS these could be classified by function.

#### Leases (from the perspective of the lessee)

Under BEGAAP, leases must be classified as either finance (on-balance) or operating leases (off-balance). A finance lease is deemed to exist when the sum of the minimum lease payments is equal to or greater than the lessor's investment in the leased asset, including related interest and other transaction costs.

IFRS makes no distinction between finance and operating leases. Instead, there is a single, on-balance sheet accounting model that is similar to finance lease accounting under BEGAAP.

#### Deferred taxes

Under IFRS, deferred tax assets are recognized but only to the extent that it is probable that future taxable profits will be available against which deductible temporary differences, unused tax losses and credits can be utilized. Under BEGAAP the Company only recognizes deferred tax assets to the extent of the deferred tax liabilities.

#### Auditor's report – KPMG

Beaulieu International Group NV has prepared its consolidated financial statements in compliance with the accounting principles applicable in Belgium ("BEGAAP"). The financial information contained within this annual report has been derived from the audited consolidated financial statements of Beaulieu International Group NV for the fiscal year ending 31 December 2024 and supplemented with selected relevant financial information. The statutory auditor KPMG Bedrijfsrevisoren - Réviseurs d'Entreprises, represented by Filip De Bock and Tim Vermeiren, has issued an unqualified audit opinion on the consolidated financial statements. The audited consolidated financial statements will be filed within one month after the shareholders meeting on 27 May 2025, and will be available on the website of the National Bank ([www.balanscentrale.be](http://www.balanscentrale.be)).

### 3.3 List of entities

Beaulieu International Group entity	Country of incorporation	% of ownership in 2024	% of ownership in 2023	Consolidation method
B.I.G. Finance Australia PTY LTD	Australia	100,00%	100,00%	I
B.I.G. Invest Australia PTY LTD	Australia	100,00%	100,00%	I
Beaulieu of Australia	Australia	100,00%	100,00%	I
New Signature Enterprises PTY LTD	Australia	0,00%	100,00%	I
Signature Floorcoverings PTY LTD	Australia	100,00%	100,00%	I
Sterling Mill	Australia	0,00%	100,00%	I
B.I.G. Coördination Center NV	Belgium	0,00%	100,00%	I
B.I.G. Floorcoverings NV	Belgium	100,00%	100,00%	I
Beaulieu Fabrics NV	Belgium	100,00%	100,00%	I
Beaulieu Fibres International NV	Belgium	100,00%	100,00%	I
Beaulieu ICT NV	Belgium	100,00%	100,00%	I
Magnifield Europe NV	Belgium	100,00%	100,00%	I
Beaulieu Technical Textiles NV	Belgium	100,00%	100,00%	I
Beaulieu Residential NV	Belgium	100,00%	0,00%	I
Bercolease NV	Belgium	100,00%	100,00%	I
BELOS NV	Belgium	100,00%	100,00%	I
BerryAlloc NV	Belgium	100,00%	100,00%	I
BFS Europe NV	Belgium	100,00%	100,00%	I
Burchtdam NV	Belgium	100,00%	100,00%	I
Goed Ter Lembeek NV	Belgium	100,00%	100,00%	I
Ideal Fibres & Fabrics Wielsbeke NV	Belgium	100,00%	100,00%	I
Beaulieu Real Estate NV	Belgium	100,00%	100,00%	I
Interdeko NV	Belgium	100,00%	100,00%	I
Oostimmo NV	Belgium	100,00%	100,00%	I
Tessutica NV	Belgium	100,00%	100,00%	I
Beaulieu Canada LTD	Canada	100,00%	100,00%	I
Beaulieu Fibres & Yarns Weihai Co	China	100,00%	100,00%	I
Beaulieu Management Consulting (Shanghai) Co	China	100,00%	100,00%	I
Beaulieu Rihzao Floorcoverings Ltd	China	100,00%	100,00%	I
Beaulieu Technical Textiles Weihai Ltd. Co	China	100,00%	100,00%	I
Shanghai Baoliyou Trading CO LTD	China	0,00%	100,00%	I

B.I.G. Floorcoverings France SAS	France	100,00%	100,00%	I
Beaulieu Finance France SAS	France	100,00%	100,00%	I
Berry Tuft SAS	France	100,00%	100,00%	I
Berry Wood SAS	France	100,00%	100,00%	I
Distriplast Flandre SAS	France	100,00%	99,46%	I
Ideal Fibres & Fabrics Comines SA	France	100,00%	99,48%	I
Polychim Industrie SA	France	100,00%	99,00%	I
Polychim SAS	France	100,00%	99,00%	I
B.I.G. Floorcoverings GMBH	Germany	100,00%	100,00%	I
Beaulieu Investment Asia Co Limited	Hong-Kong	100,00%	100,00%	I
Tiane Holding LTD	Hong-Kong	100,00%	100,00%	I
Beaulieu Fibres International Terni SRL	Italy	100,00%	100,00%	I
Beaulieu Immobiliare Italia SRL	Italy	100,00%	100,00%	I
Beaulieu Japan K.K.	Japan	100,00%	0,00%	A
B.I.G. Flooring Kazakhstan LLP	Kazakhstan	100,00%	100,00%	I
Signature Floorcoverings PTY Limited	New-Zealand	100,00%	100,00%	I
Alloc A.S.	Norway	100,00%	100,00%	I
Fiboveien 26 AS	Norway	100,00%	100,00%	I
Beaulieu Polska	Poland	100,00%	100,00%	I
Tessutica Romania	Romania	100,00%	100,00%	I
B.I.G. Russia LLC	Russia	100,00%	100,00%	A
OOO Juteks Russia	Russia	100,00%	100,00%	I
Opus TD OOO	Russia	100,00%	100,00%	I
Juteks d.o.o. Slovenia	Slovenia	100,00%	100,00%	I
Berry Iberica SA	Spain	100,00%	100,00%	I
Doménech Hermanos	Spain	100,00%	100,00%	I
BerryAlloc AB	Sweden	100,00%	100,00%	I
Beaulieu Turkey Flooring Trading	Turkey	0,00%	100,00%	A
B.I.G. Floorcoverings UK Ltd.	UK	100,00%	100,00%	I
B.I.G. Flooring Ukraine	Ukraine	100,00%	100,00%	I
Beauflor USA LLC	USA	100,00%	100,00%	I
B.I.G. USA Inc	USA	100,00%	100,00%	I
B.I.G. USA Real Estate LLC	USA	100,00%	100,00%	I
Pinnacle Polymers LLC	USA	96,76%	96,76%	I
Polychim USA Inc	USA	100,00%	99,00%	I
B.I.G. Act Global LLC	USA	100,00%	100,00%	I
Act Global Americas INC	USA	100,00%	100,00%	I
Xtreme Turf INC	USA	100,00%	100,00%	I

