

Thank you Mr Chairman, and good morning to everyone attending.

As requested, I will provide:

- a brief overview of the Bell Group,
- an overview of the 2021 financial results, and
- give an update on the 2022 year so far.

Overview of the Group.

Bell Equipment is a leading global OEM and distributor of a wide range of heavy equipment for the construction, mining, quarrying, and the sugar & forestry industries globally.

Currently, the Articulated Dump Truck (ADT for short) is our flagship product which we design and manufacture and export to over 80 countries around the world.

Our business model is clearly defined as:

- a Global OEM,
- a Southern African full range material handling equipment distributor,
- a cost-effective agriculture and forestry solutions provider,
- and finally a provider of premium aftermarket support.

We will come back to our distribution strategy later, but in the meantime I am excited to announce that in line with our OE strategy we will be expanding our product range with the release of new machines to the market within the next few years and this will assist us in achieving greater manufacturing efficiencies and enhance the sustainability of the group.

We manufacture and operate globally through our support network of owned and independent dealerships, which supply equipment solutions, and after sales services and support, and are located strategically, close to the main global markets. The independent dealer model has proven to be the most effective model for Bell in global markets outside of Southern African, mainly due to the wider product offering and shared resources of independent dealers. This ensures that our customers receive the level of service and support that they expect.

As we own our distribution network in South Africa, there has been a dedicated focus on building the product range in this region, to offer customers a full range of equipment across all industries. This has largely been achieved through strategic partnerships with like-minded global OEMs. These

partnerships enable us to meaningfully augment our own manufactured products.

Our distribution strategy led us to consolidate various product ranges and alliance partners, to improve our ability to stock and support machines that are popular in the market.

In this regard we terminated some of the legacy product distribution arrangements we had, and during 2021 we successfully concluded the very exciting JCB Construction Equipment product distribution arrangement for South Africa. In addition to JCB, we continue to proudly represent Kobelco Excavators and Finlay Mobile Crushers and Screen, all global leaders in their respective fields.

We also enhanced our Forestry and Agricultural offering in South Africa with announcing the JCB Agricultural product introduction at the Nampo agricultural show a few weeks ago.

Now for an overview of our 2021 financial results.

We ended the 2021 financial year considerably stronger than the previous year in many respects. This was largely due to the commitment and resilience of our global team which collectively put their full weight behind our strategy, and focused on sales, efficiency improvement, working capital management and cost-containment initiatives.

The group stood firm, believing in our initiatives and our long-term future, resisting any retrenchment drive. We kept connected with our people and communicated with our customers, recognising that they are our most important capital and that they needed our support.

We experienced increased demand for our equipment in most markets. Investment in infrastructure and government stimulus packages benefited developed markets, particularly in the Northern Hemisphere, whilst improved prices and demand for commodities also resulted in improvement in certain African markets.

The group managed supply chain challenges and logistics issues, largely brought about by COVID-19, as best we could. Civil unrest in KwaZulu-Natal and Gauteng in July 2021 exacerbated the situation and forced the closure of the Richards Bay factory and several sales branches for the duration of the unrest. Bell recognises the challenges being faced in South Africa and is

well positioned to ensure the future sustainability of the group through our strategy as a global manufacturer and our ongoing investment in people and IT to remain relevant and resilient.

We bounced back from a loss in 2020 to profit after tax of R294 million in 2021. As indicated this was driven by improved market conditions especially in the northern hemisphere and a strong recovery in sales which were 20% up on 2020. Increased production volumes at both the South African and German factories resulted in higher recovery of costs, positively impacting on the bottom line.

Effective management of working capital meant a lower level of borrowings and a significant reduction in interest costs, and this together with strong cost containment, contributed further to the improved financial performance.

Headline earnings per share were 294 cents compared to a headline loss per share of 31 cents for the prior year. In light of the improved financial results, a final dividend of 50 cents per share was declared.

From an operational and product development perspective there was fantastic energy throughout the group during 2021 with the introduction of several new products. The tracked carrier was officially launched in the USA in February 2021 and has elicited positive customer feedback.

The series 5 haulage tractor, the latest version of an old stalwart, has been marketed as our 'best ever' and has been duly met with an overwhelming response from our customers throughout Africa. Production will double in 2022 due to order book demand.

The two new low profile ADT models for underground mining, launched at the end of 2021, are penetrating this market segment well. Both models feature an 'autonomous ready' platform that is easily configurable for remote operation. Given this success, the group expects to play a larger role in underground mining going forward.

Following from our collaboration with Xtonomy and Voestalpine in the autonomous field since early 2020, we have also been working with American safety and automation technology developer, Pronto AI, which officially launched its product at MINEXPO 2021 in Las Vegas in September.

The group is excited by these developments as autonomous vehicle operation is aligned with the Fourth Industrial Revolution's objective of

achieving higher levels of automation for greater process and energy efficiencies and cost reduction. We believe it will also deliver safer vehicle behaviour by reducing the instances of human error and negate the impact of whole-body vibration on operators in the workplace.

In our home market, 2021 was characterised by a consolidation of our alliance partners, led by the agreement reached in 2020 with John Deere that saw BESSA migrate to a non-exclusive dealer of Bell-branded Deere construction products in March 2021 and ceasing to represent Deere forestry products. The manufacturing agreement with John Deere relating to TLBs and wheel loaders was also terminated.

The market reacted favourably to the announcement of our appointment as the South African distributor for the full range of JCB construction equipment with effect from 1 May 2021. Our team is congratulated on rising to the challenge of expediting the rollout of this mammoth project to ensure readiness in terms of parts inventory and stockholding and the training of sales and support staff.

South Africa remains a tough environment with low business confidence, but the JCB product is proving to be a good fit for our business and has invigorated our offering to the South African market. We believe our JCB, Kobelco and Finlay partnerships will stand us in good stead into the future.

Now for an overview of 2022 so far.

We appreciate the importance of being a sustainable business and the risks associated with not continuously pursuing this as a goal. We therefore continue to evaluate ways in which to improve sustainability and believe that continuous improvement across all aspects of the business is key.

The recent floods in KwaZulu-Natal and Eastern Cape resulted in hundreds of lives been lost, and buildings, road and water infrastructure damaged. While the impact to Bell Equipment has been relatively limited, our thoughts are with those employees, families, customers and businesses that have been more severely impacted by the floods. In the spirit of 1Bell and our empathy towards the communities in which we operate, we assisted where we could, partnering with the KZN disaster relief organisation, Gift of the Givers, and we made equipment available to local municipalities in some of the affected areas to assist with clean-up operations and repairs to infrastructure.

Elsewhere our focus in 2022 will be on striving towards a greater level of pre-COVID normality and as a group we are embracing vaccinations to achieve this. Following a successful exhibition and introduction of the agricultural range of JCB products at the Nampo show at Bothaville, South Africa, earlier this month, we also look forward to further interacting with customers and dealers and plan to exhibit at Hillhead in the UK in June and at Bauma Munich in Germany in October. At Bauma we will showcase the Bell tracked carrier to gauge market perception and opportunities in Europe for this product.

To further ensure sustainability, the group has continued its investment in IP and its focus on dealer development and strong alliances with other global manufacturers and as a result the buoyant market conditions in 2022 were approached with a strong order book.

However, unprecedented inflation pressure in the Northern Hemisphere markets together with significant raw material, component and logistics cost increases, supply chain constraints and the meeting of machine delivery dates, remain major concerns across all regions.

These challenges are expected to continue for the remainder of 2022, and will increase pressure on profitability. The long working capital cycle and the group increasing production in 2022 to pursue the growth opportunities globally, will also result in an initial increase in working capital and borrowings over the next six months.

We will continue with our investment in IP and innovation in an ever-changing environment. We have noted that only stage V equipment has been employed on the High Speed Railway (HS2) project in the UK, which represents significant volume for Bell. This is in line with global trends for cleaner fuels and lower emissions and we are carefully tracking developments to ensure we bring solutions to market when needed to stay relevant.

All said, we are far more confident about global infrastructure spend and the recovery of the economic sectors our diverse equipment supports, than in the past three or four years. We remain hopeful of a resolve in Ukraine and that a spill over into the rest of Europe will be avoided. Our Russian business represents a small portion of our global business, (approximately 3% of group revenue in 2021) and machines destined for that country in 2022 have already been absorbed by other markets. We are monitoring

developments carefully and wish for a quick resolution of the situation, which has the potential to be devastating on the global economy.

So in summary,

- Given increased demand for commodities, massive post-Covid-19 global stimulus and infrastructure spend, we expect demand to continue to increase globally over the next year - However, the industry outlook for South Africa remains depressed as the country grapples with low infrastructure spending in a weakened economy.
- All regions reflect healthy order books for the remainder of the financial year and our JCB distribution partnership is progressing well, and together with our excellent B-BBEE rating, we see continued market share gains in South Africa.
- We are expecting increased working capital and borrowings as we gear up and increase production for the global growth opportunities, especially as a result of supply chain constraints and reliability challenges.
- Raw material, component and logistics cost increases are unprecedented and price realisation remains a challenging, yet key priority.
- We will continue to focus on cash preservation, working capital and expense management in the current year.
- Most importantly we will continue to focus on executing our strategic priorities, new product development and global growth objectives. Momentum of new products introduced is expected to continue over the next few years.

The past few years have been incredibly tough and testing, but we are grateful to our employees for their grit and commitment, which has allowed the group to emerge stronger and more resilient.

My appreciation goes to my fellow board members for their guidance and commitment, and a special thank you to my executive management team for their hands-on leadership and motivation and for implementing the strategies that have successfully steered the group through a prolonged trough.

A special thanks to our extended family of customers and dealers across the globe who continue to invest in the group and our products and entrust us with the ongoing support of their machines.

We are also grateful to all of our stakeholders for their continued support and confidence in the group.

Thank you very much Mr Chairman.