

Overview of Bell Equipment

Bell Equipment is a South African company that operates on a global scale, but has retained the family ethos instilled by Irvine Bell when he founded the company in 1954 as a small engineering and agricultural repair service in northern KwaZulu Natal.



Strong family values of integrity, honesty, accountability, and respect have seen Bell become an integral part of the communities in which it operates. The group takes its responsibilities as a corporate citizen seriously, purchasing from local suppliers wherever possible and investing in meaningful outreach initiatives with a focus on education, training, and development both internally and externally.

Bell Equipment's vision is to be a globally recognised OEM and a leader in the capital equipment and industrial goods sector, developing and supplying leading quality brands into the construction, mining, forestry, agriculture and industrial sectors in a number of chosen markets.

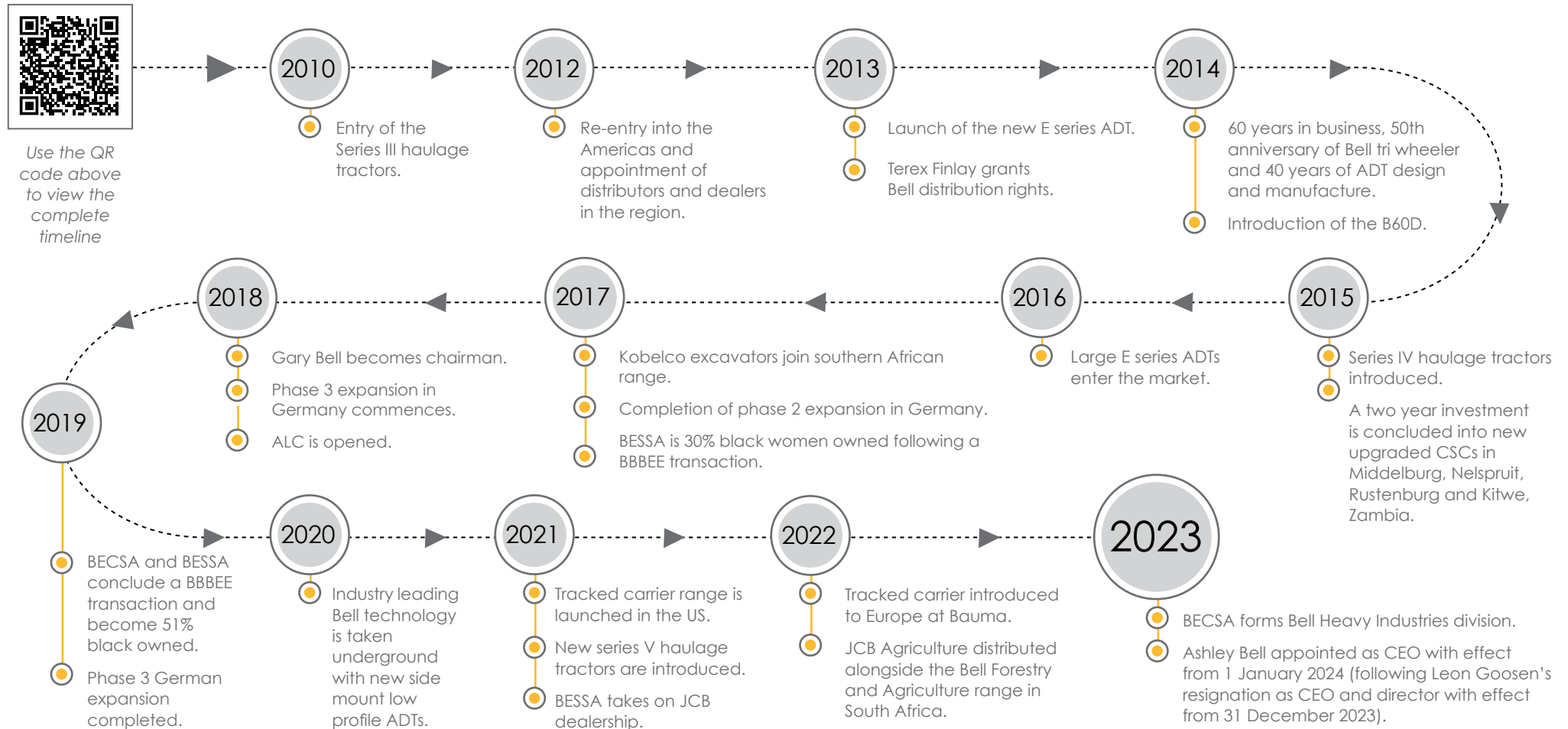


“I am fortunate to have grown up in an environment where Bell Equipment has been a central theme.”

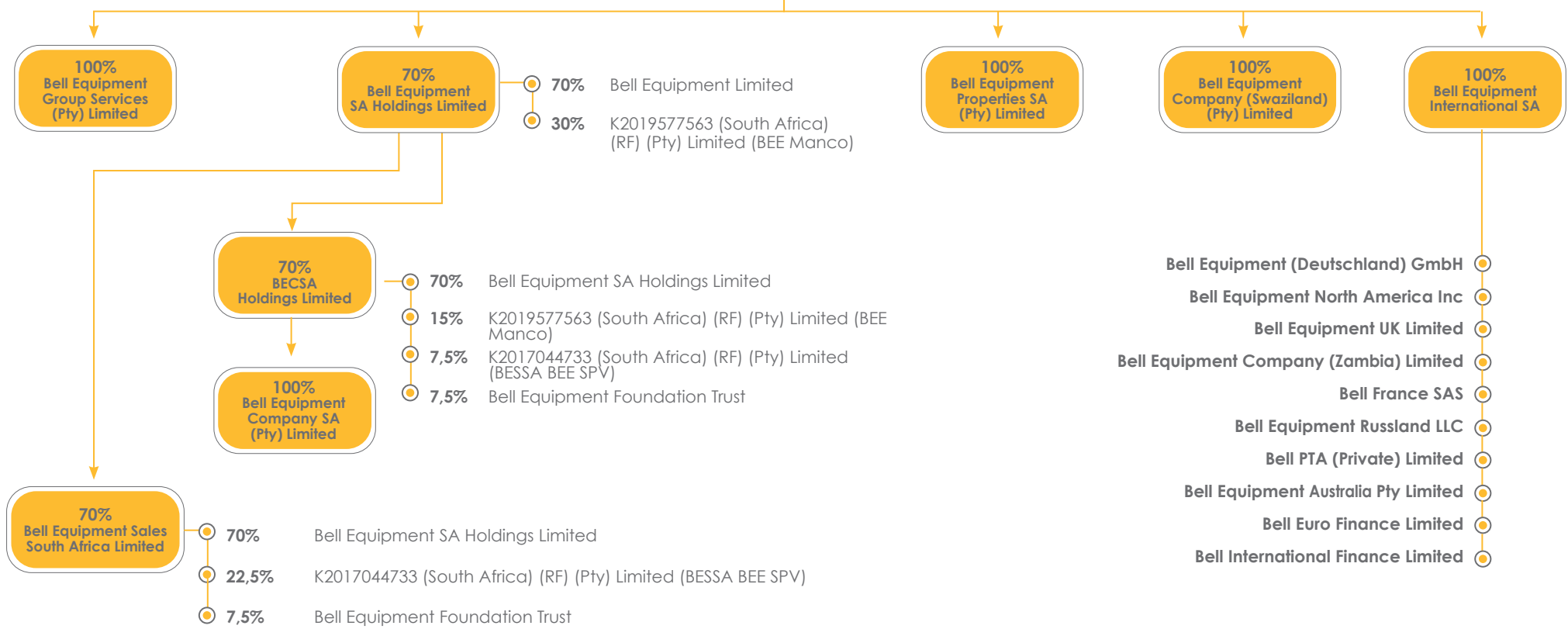
- Ashley Bell, CEO

Our growth path

Gearing up to commemorate seventy years of manufacture in 2024, our value creation process over this time has seen the group grow its intellectual property, product range, global footprint, and reputation as a provider of quality heavy equipment. Milestone developments in our recent history include:



Global corporate structure





Global reach

112 independent dealers globally.

22 Bell owned branches in South Africa.

Bell machines operate in over **80** countries.

Bell has **2** manufacturing facilities based in Richards Bay, South Africa, and Eisenach-Kindel, Germany to serve the southern and northern hemisphere markets.

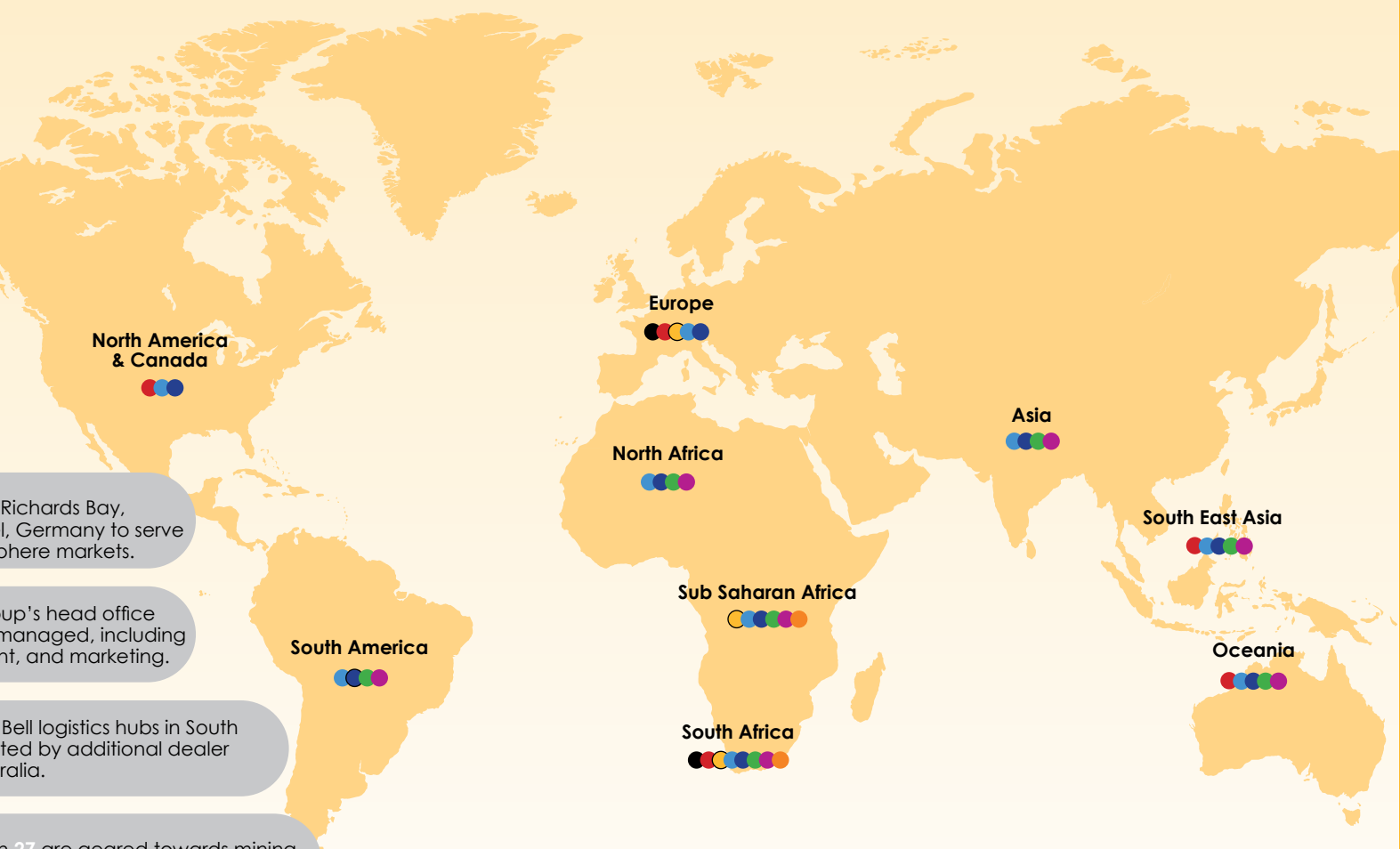
The Richards Bay factory is home to the group's head office from where centralised group services are managed, including finance, logistics, supply chain management, and marketing.

Dealership parts stocking is supported from Bell logistics hubs in South Africa, Germany and the USA, complemented by additional dealer owned logistics hubs in Singapore and Australia.

The Bell OEM range includes **47** products, of which **27** are geared towards mining and construction and **20** cater to the mechanised needs of our forestry and agriculture customers.

The South African factory has **45 000m²** of undercover manufacturing area and is able to provide project manufacturing and contract engineering through its Bell Heavy Industries division.

Bell has a Bell owned dealership network in **4** countries, namely the United Kingdom, Zimbabwe, Zambia, and South Africa. In all other territories Bell uses independent dealerships to support our customers.



Legend

- Manufacturing hubs
- Logistics hubs
- Bell owned dealership
- Independent dealership
- Mining & construction
- Forestry & agriculture
- Underground mining
- Partner products



Our value creation process

Throughout the group, Bell creates value by focusing on five key areas that guide every aspect of the business, including our relationships with our stakeholders, underpinning our philosophy that if we help our customers succeed, so will we.

Our 1-BELL philosophy:



Customer

Growing customer trust and support by understanding their business, co-developing world class products that deliver performance in rugged environments and demonstrating dedication to maximising their uptime.



Quality

Through a culture of continuous improvement and the effective use of our employees' and suppliers' talents, we consistently strive to meet and exceed the customer promise.



Team

Every individual is focused on actively contributing to the success of the Bell group by sharing in our common goal, harnessing individual strengths and undertaking every interaction with mutual respect, honesty and integrity.



Efficiency

Focusing efforts and resources on doing the right things at the right time by critically assessing the return that any investments will have on our other key areas and our long term sustainability.



Safety

Our people are our most valuable asset and we actively build a culture of looking out for each other and fully understanding risks.

Bell is focused and committed to environmental, social and governance (ESG) considerations to unlock higher value creation for stakeholders in its efforts to excel as a model corporate citizen that plays a positive role and makes a meaningful impact in society.





Our material matters

Materiality considerations are a fundamental guide to our reporting. We recognise that materiality is a dynamic concept, and we consider this during our annual materiality review process.

Determining materiality

An assessment of our material matters has been undertaken, including a specific environmental, social and governance materiality assessment, assisted by an external service provider.

We have followed a double materiality determination process to enable us to identify our financial materiality (matters that impact our ability to generate revenue and preserve shareholder value over time) and our impact materiality (our impact on society, communities and the environment). This approach reflects in the guidance of the Integrated Reporting Framework, and results in matters that are prioritised and grouped into themes to inform our integrated report content. Effective management of risks and opportunities is crucial to achieving our business sustainability and strategy.

Materiality determination process

The four step process of identifying, assessing, organising and reviewing information to understand its materiality took place. This included:

- assessing the external context, including global, local and industry risks, opportunities and trends;
- considering internal reports and inputs such as the strategic risk register, stakeholder reports and surveys and strategy;
- prioritising material matters by senior management and executives; and
- reviewing and benchmarking our peers' material matters.

The outcome of our materiality process informs our reporting.

2023 Material Matters

The 2023 review undertaken with an ESG lens, confirmed that all our previous matters remained material and identified new matters for consideration as part of our five material themes as set out below:



Driving business resilience

Underpinning our strategic objectives is the drive to enhance our business resilience through delivering financial results, to remain competitive and to mitigate against country risks. Social, political and economic issues all impact our ability to create value.

Material matters:

- Financial performance
- BEL share price
- BBBEE status
- Global competitiveness
- Business continuity due to power supply
- Business continuity due to supply chain failure
- Niche product dependence
- Digital disruption and cyber security



Executing strategy

Our vision is to be a globally recognised OEM and a leader in the capital equipment and industrial goods sector, developing and supplying leading, quality brands into the construction, mining, forestry, agricultural and industrial sectors in a number of chosen markets.

Material matters:

- Global ADT volumes
- Aftermarket contribution
- Product and product support costs
- Increased intellectual property (new products)
- Strategic alliances
- Enhanced technology



Environmental sustainability

We acknowledge the impact of the predominant use of carbon fuel energy in our operations and supply chain. Minimising this effect is important to us and we strive to address this key environmental issue. Business impact on the climate and companies' ability to withstand climate change, are issues of increasing global importance, and vital to our stakeholders.

Material matters:

- Water stewardship
- Waste management and circularity
- Energy and decarbonisation
- Impact of climate change



Helping our people thrive

We recognise that human capital is vital to our success. To deliver on our strategic goals, we need to foster a culture that supports adaptability and innovation, while leveraging the strength of diversity, equity and inclusion.

We are committed to protecting our people's health, safety and wellness and building trusting relationships.

Material matters:

- Health, safety and wellness
- Talent acquisition/retention and development
- Empowerment, transformation and diversity
- Human rights and responsible supply chains
- CSI/SED



Principled governance

We act responsibly and ethically to build trust and accountability and deliver operational excellence. Our risk tolerance and risk bearing capacity thresholds provide forward looking risk management.

Material matters:

- Legal, regulatory and compliance excellence
- Risk management
- Transparency, ethics and integrity
- Labour relations
- Digital disruption and cyber security

