



BELL

**STRONG RELIABLE MACHINES
STRONG RELIABLE SUPPORT**

**RESULTS FOR THE PERIOD
ENDED 30 JUNE 2025**

CONTENTS

○ Operational update

○ Financial results

○ Looking ahead

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SUMMARY OF THE PERIOD

Contributors to the half-year:

- RSA and Zambia mining sector demand
- Improvement in UK market demand
- Motor Grader product launched
- Cost containment and cash preservation focus
- Operational and working capital efficiency and quality process improvement
- Independent dealer development and positive growth in partner product distribution

Challenges to the half-year:

- Geopolitical instability
- USA tariff uncertainty
- Exchange rate volatility
- Supplier disruptions and challenges
- ADT manufacture location - far from suppliers and major markets





OEM

- MANUFACTURING, ASSEMBLY, LOGISTICS & DEALER SALES OPERATIONS, SOUTH AFRICA

RICHARDS BAY RSA

Achievements and realities for the period 30 June 2025:

- External Dealer sales from South Africa decreased by 15,0% compared with June 2024 and now represents 17,9% of Group Sales (June 2024: 20,1%)
- A sharp reduction in operating profit to R60,9m from an operating profit of R377,8m to June 2024, mainly due to reduced production volumes
- Southern hemisphere dealer demand collectively, including Bell-owned dealers in South Africa and Zambia, has remained stable
- Reduced demand for ADT assembly kits by Kindel factory in Germany
- Reduced production volumes on the back of global market uncertainties
- Dealer network expansion and dealer development in both Mining and Construction, as well as Forestry and Agriculture sectors
- Uptick in demand for OEM Forestry and Agriculture products in Africa
- Reduced operating inventory and net cash-positive position due to lower factory production volumes
- Following a period of supply chain stability, we have experienced isolated supplier challenges and disruptions requiring ongoing management

Outlook / expectations:

- Demand for commodities expected to remain under pressure due to geopolitical uncertainty
- Heightened competition concerns in developing markets due to potential 'redirected' products away from the USA
- USA 30% tariff on products out of RSA restricts ADT production flexibility and threatens future growth of products currently only manufactured in RSA such as Tracked Carrier and Motor Grader
- Quality, manufacturing and working capital efficiencies and cost containment continue to be a key focus
- Production of Motor Grader product for Southern Africa markets
- Continued investment in new IP development
- Focus on growing Bell Heavy Industries (BHI) contract manufacturing division
- Manufacturing entity 51% black owned which is beneficial in pursuing localised BHI contract manufacturing opportunities

OEM

- MANUFACTURING, ASSEMBLY, LOGISTICS & DEALER SALES OPERATIONS, EUROPE

EISENACH GERMANY



OEM

- MANUFACTURING, ASSEMBLY, LOGISTICS & DEALER SALES OPERATIONS, EUROPE



ALSFELD GERMANY

OEM - MANUFACTURING, ASSEMBLY, LOGISTICS & DEALER SALES OPERATIONS, EUROPE

Achievements and realities for the period 30 June 2025 :

- External sales from the OEM operations in Europe reduced by 22,0% compared with June 2024 and accounts for 31,5% (June 2024: 38,7%) of Group Sales
- Extreme uncertainty in USA market with the implementation of tariffs and a temporary 'pause' on shipments and market sales
- European markets remain at subdued levels but some positive indication of market recovery in the UK
- Reduced production volumes on the back of challenging market conditions
- Operating profit reduced to R52,2m from R128,8m earned to June 2024 due to lower production volumes, lower sales to the USA and the impact of the weaker USD to the Euro
- Reduction in operating inventory and gearing due to lower factory production volumes
- Workforce rightsizing exercise at EU factory to match production volumes
- Supply chain challenges with isolated supplier disruptions requiring ongoing management

Outlook / expectations:

- Outlook for the northern hemisphere markets expected to remain extremely challenging
- ADT market contraction in the USA expected on the back of tariffs
- Cautiously optimistic that we see positive turn in EU markets towards end 2025/early 2026
- Quality, manufacturing and working capital efficiencies and cost containment continue to be key focus
- EU factory short-time work week implementation during H2 2025 due to low production volumes
- Focus on growing ADT manufacturing capabilities and capacity in Europe for production flexibility and working capital optimisation
- Continuous optimisation and enhancement of distribution network

DIRECT SALES - SOUTH AFRICA (BESSA) & BELL ZAMBIA



JOHANNESBURG RSA

DIRECT SALES - SOUTH AFRICA (BESSA) & BELL ZAMBIA

Achievements and realities for the period 30 June 2025:

- **BESSA sales** increased by 18,5% compared with June 2024 and makes up 41,9% (June 2024: 33,8%) of Group Sales
- **Bell Zambia sales** increased by 12,7% compared with June 2024. Sales from this operation represent 8,7% (June 2024: 7,4%) of Group Sales
- Mining sector demand for ADTs and excavators driven by expansion projects
- Positive market share growth across full-line product offering
- Uptick in demand for Forestry and Agriculture machines
- Third-party product distribution remains a good fit with OEM product offering to the South African and Zambian markets
- Improvement in finished goods inventory level which has reduced to be more in-line with target levels

Outlook / expectations:

- Cautiously optimistic that certain mining sectors will continue to support demand for equipment – Zambia outlook up-beat
- SA infrastructure spend to underpin construction sector demand for equipment
- Successful Motor Grader roll-out to Southern Africa market during H2 2025 is a key focus
- Emphasis on driving Lifetime Revenue Stream (LTRS) growth and a positive customer experience in every interaction
- South African sales entity 51% black owned, 30% black woman owned with Level 1 B-BBEE score achieved, maximising benefit for customers
- Continue to monitor threat of Chinese competitors in markets
- Possible uncertainty leading up to Zambia elections in 2026

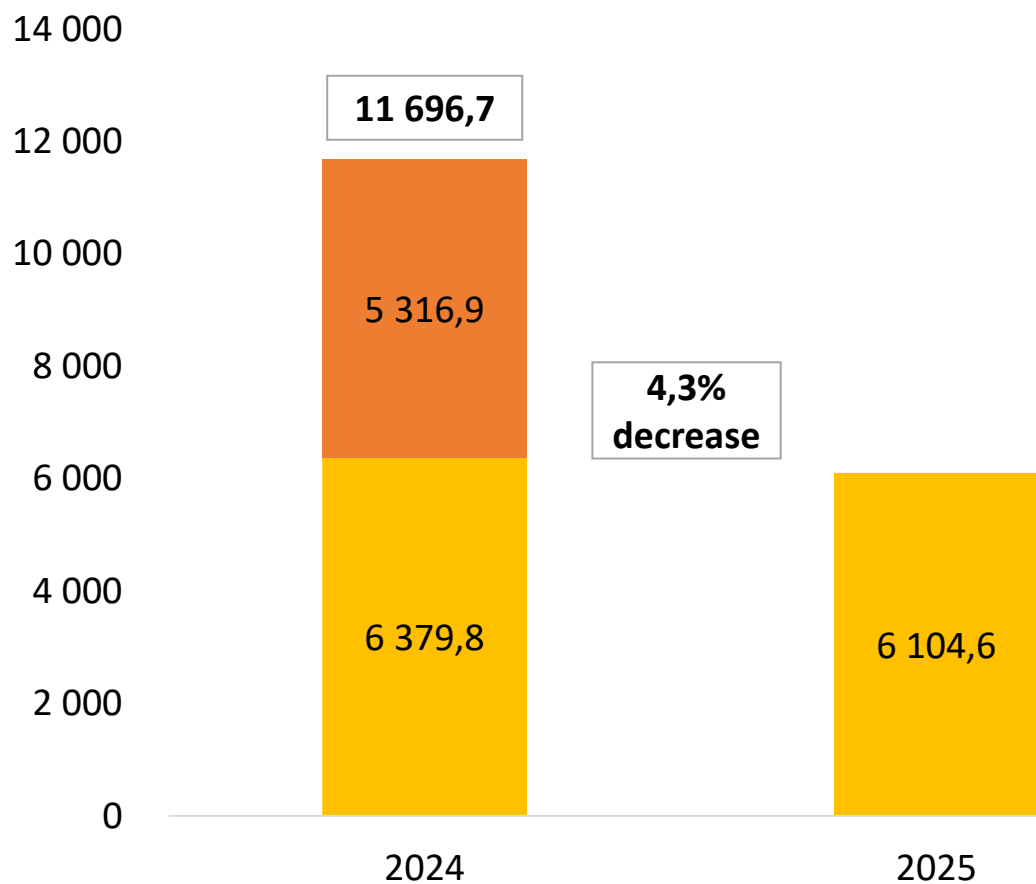
FINANCIAL RESULTS



REVENUE AND OPERATING PROFIT

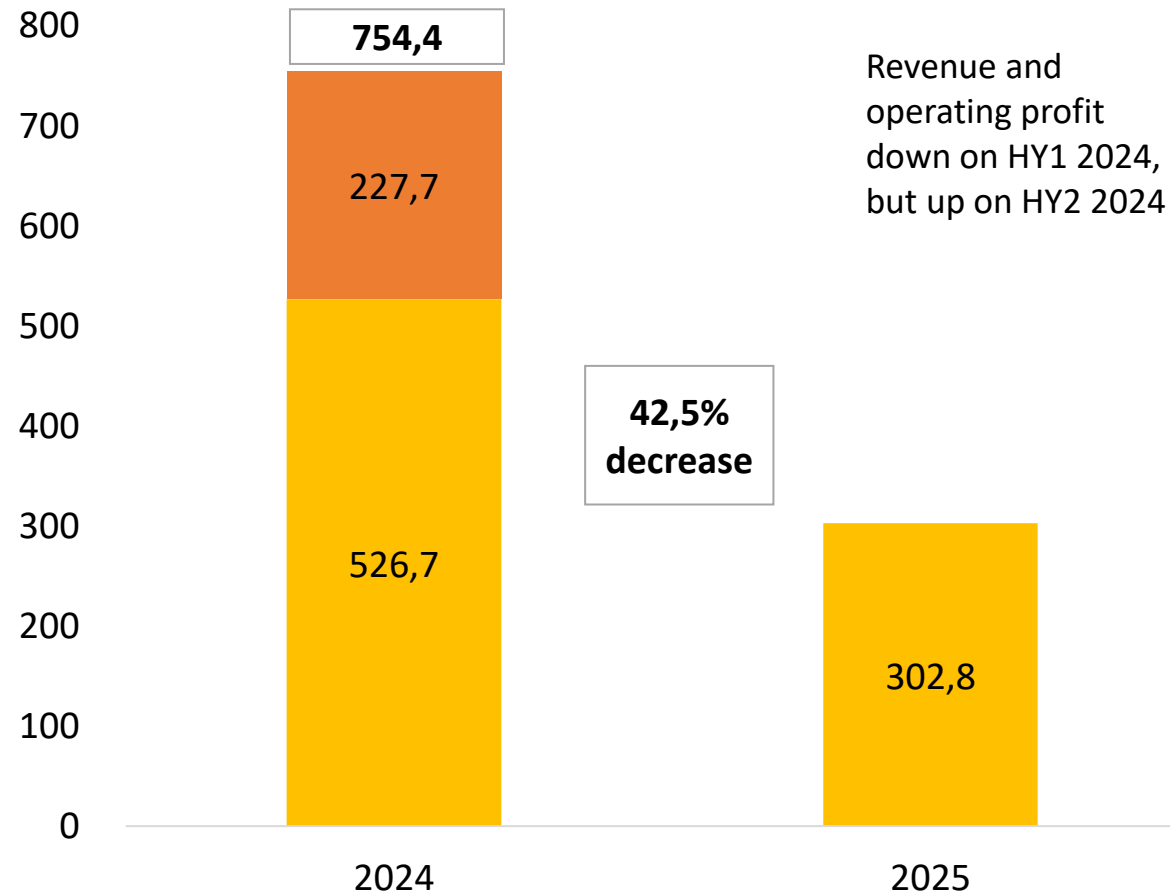
Revenue (R'million)

■ HY1 ■ HY2

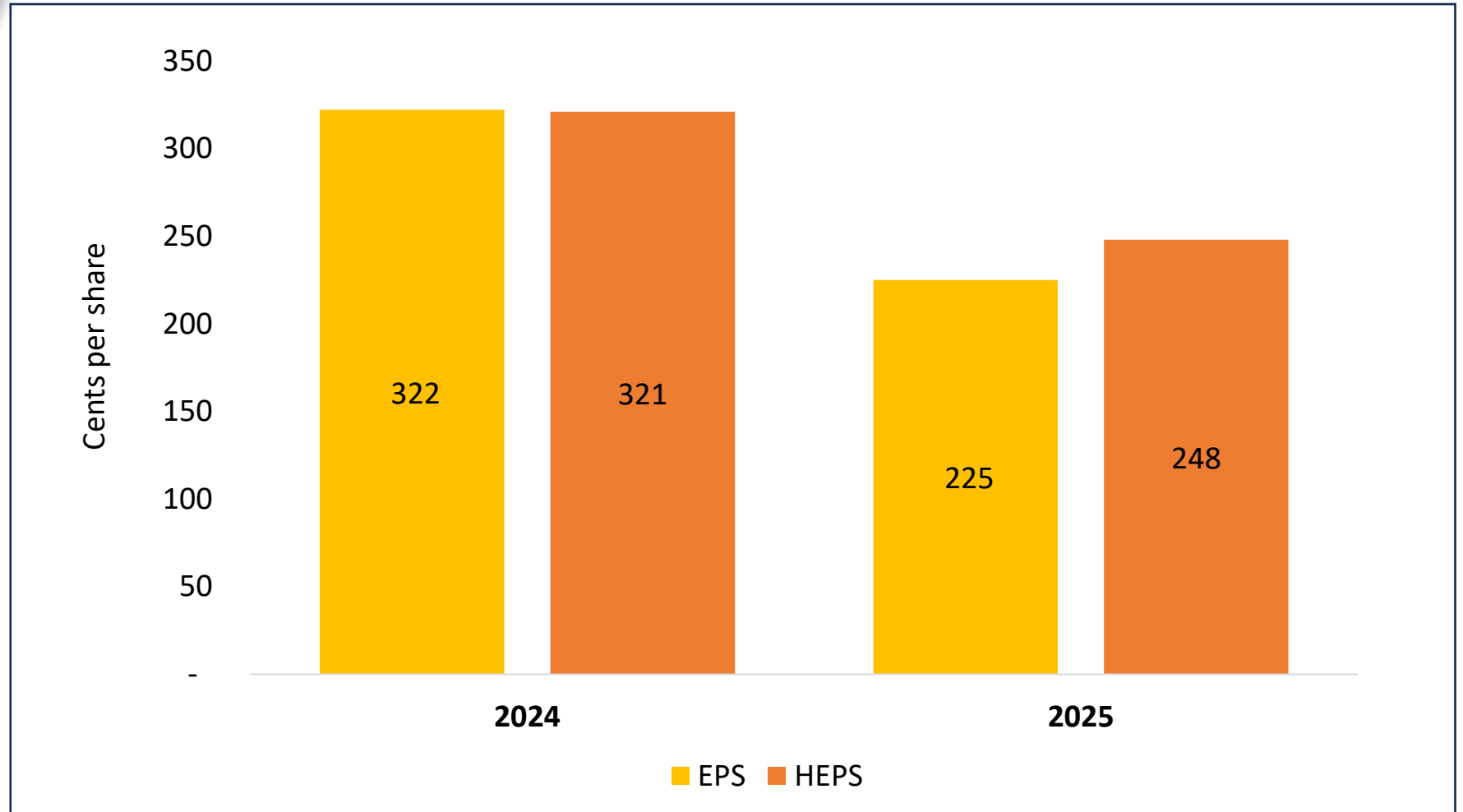


Profit from operating activities (R'million)

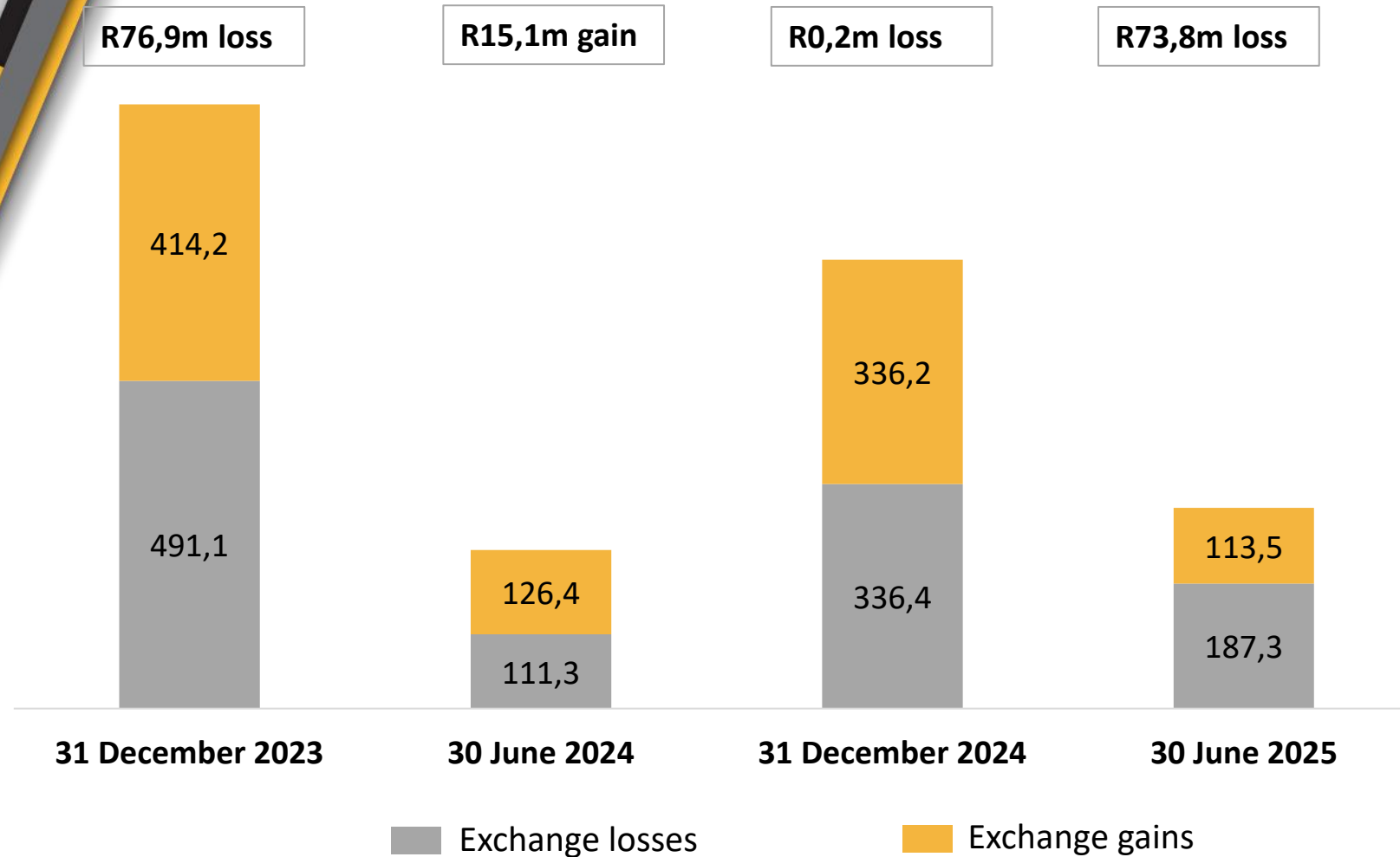
■ HY1 ■ HY2



EPS AND HEPS



CURRENCY EXCHANGE GAINS/(LOSSES)



BALANCE SHEET - ASSETS

R'm	Unaudited 30 Jun 2025	Audited 31 Dec 2024	% change
Non-current assets	2 074,9	2 038,3	2
Property, plant and equipment	1 124,0	1 040,7	8
Right-of-use assets	349,1	342,1	
Intangible assets	296,4	320,9	(8)
Investments	27,8	23,9	
Interest-bearing receivables and contract assets	21,0	27,6	
Deferred taxation	256,6	283,1	
Current assets	7 123,4	7 053,8	1
Inventory	4 489,1	5 076,5	(12)
Trade and other receivables	1 739,7	1 339,6	30
Interest-bearing receivables and contract assets	192,6	186,8	
Prepayments and other assets	144,1	132,5	9
Current taxation assets	45,9	35,1	
Cash and bank balances	512,0	283,3	81
Total assets	9 198,3	9 092,1	1

- Inventory right-sized to match lower levels of demand
- Receivables days increased to 56 vs 42 days at year end due to extended payment terms relating to US tariff uncertainty
- Discontinued R&D projects impaired
- Increase in cash and bank balances - net positive bank balance position

BALANCE SHEET – EQUITY & LIABILITIES

R'm	Unaudited 30 Jun 2025	Audited 31 Dec 2024	% change
Capital and reserves	5 897,4	5 676,9	4
Non-current liabilities	968,6	969,0	
Current liabilities	2 332,3	2 446,2	(5)
Trade and other payables	1 530,3	1 046,5	46
Interest-bearing liabilities	49,1	250,9	(80)
Lease liabilities	98,2	93,4	
Contract liabilities	272,2	276,0	
Repurchase obligations and refund liabilities	34,8	38,0	
Provisions	224,2	217,6	
Share-based payments and other liabilities	34,4	47,7	
Current taxation liabilities	35,0	53,1	
Bank overdrafts and overnight call loans	54,1	423,0	(87)
Total equities and liabilities	9 198,3	9 092,1	1

- Significant reduction in interest bearing liabilities, bank overdrafts and overnight call loans. Net positive bank balance position at half year end

INCOME STATEMENT

R'm	Unaudited 30 June 2025	Unaudited 30 June 2024	% change
Revenue	6 104,6	6 379,8	(4)
Cost of sales	(4 765,0)	(5 033,8)	(5)
Gross profit	1 339,6	1 346,0	
<i>Gross profit margin</i>	<i>21,94</i>	<i>21,10</i>	
Other operating income	111,9	148,1	(24)
Expenses	(1 148,7)	(967,4)	19
Profit from operating activities	302,8	526,7	
Net interest income (expense)	15,3	(53,5)	>100
Profit before taxation	318,1	473,2	
Taxation	(90,2)	(146,5)	
Profit for the interim period	227,9	326,7	(30)

NOTES ON INVENTORY

R'm	Unaudited 30 Jun 2025	Audited 31 Dec 2024	% change
Finished machines – Manufactured	784,8	1 220,2	(36)
Finished machines – Third Party	524,5	674,4	(22)
Finished machines – Used	320,6	201,4	59
Spares, components & raw materials	2 048,4	2 191,1	(7)
Work in progress	810,8	789,4	3
Total	4 489,1	5 076,5	(12)

- The Rand investment in inventory decreased as a result of weaker global demand, lower production volumes and a focused drive towards just in time delivery to the Kindel factory
- Days inventory decreased to 183 days at 30 June 2025, from 201 days at year end
- The high level of finished machines inventory at year end has been sold down
- Used machines inventory a focus area for H2 2025

CASH FLOW STATEMENT

R'm	Unaudited 30 Jun 2025	Unaudited 30 Jun 2024	% change
Cash operating profit before working capital changes	496,5	745,9	
Cash generated from working capital	665,7	152,2	337
Cash generated from operations	1 162,2	898,1	29
Interest paid	(46,6)	(103,5)	(55)
Interest received	67,8	53,9	
Taxation paid	(103,9)	(174,1)	
Net cash generated from operating activities	1 079,5	674,4	60
Net cash utilised in investing activities	(61,8)	(63,1)	
Net cash utilised in financing activities	(530,6)	(498,1)	6
Net cash inflow	487,1	113,2	
Net bank overdrafts at beginning of period	(28,0)	(486,3)	
Net cash (bank overdrafts) at end of period	459,1	(373,1)	>200

NET DEBT AND FINANCE COST

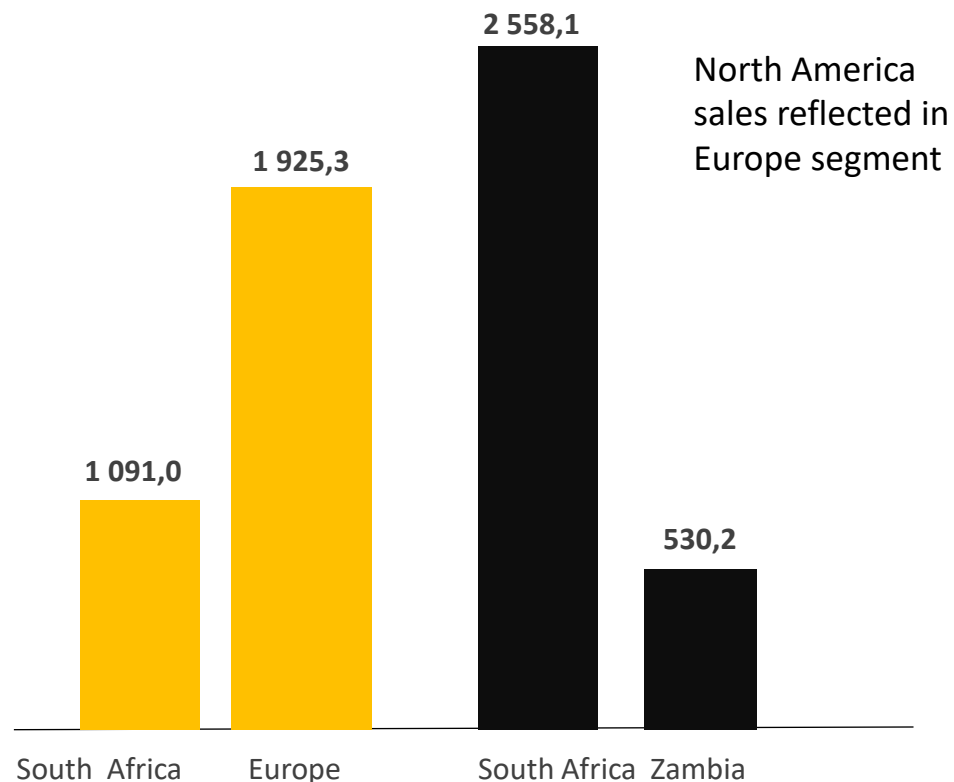
	Unaudited 30 Jun 2025	Audited 31 Dec 2024	% change
Net debt – close (Rm)	(269,8)	542	(150)
Net debt – average (Rm)	136	1 039	(87)
Interest paid on debt for the period (Rm)	15,8	128,8	(88)
Gearing % (net debt)	(4,6)	9,5	(148)
Interest cover (times) (underlying EBIT)	7,3	4,1	78
Avg net debt to EBITDA (times)	0,3	0,6	(50)

- Net positive bank balances at end of period
- Interest cover improved due to lower interest paid on lower debt levels
- Net debt to EBITDA improved due to lower debt levels

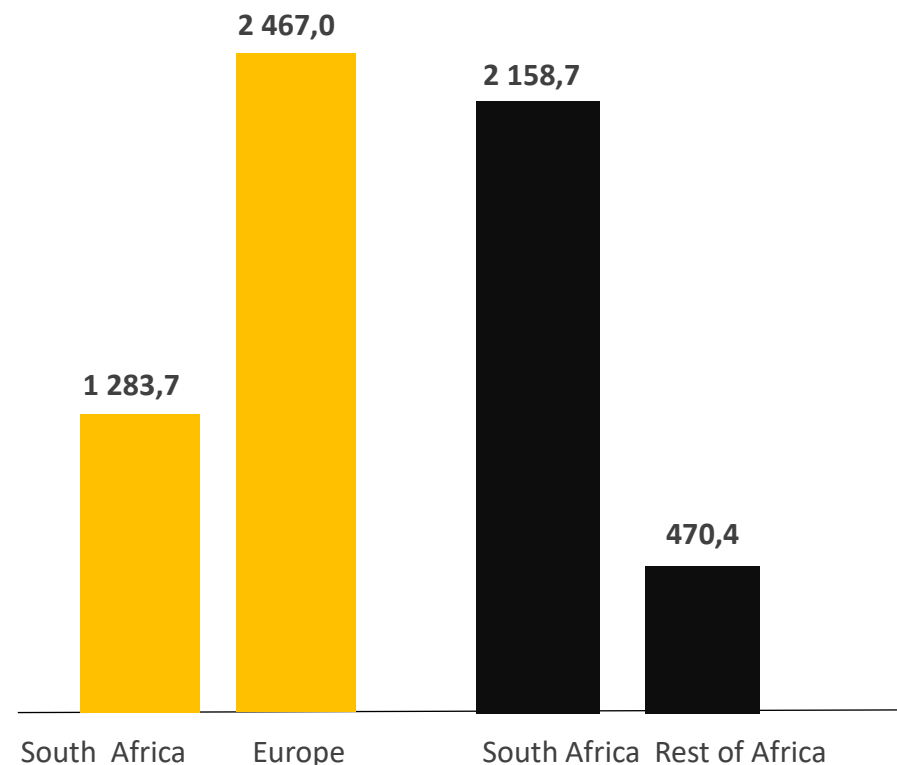
* Net debt excludes lease liabilities in respect of right-of-use assets

SEGMENTAL ANALYSIS - SUMMARY


External revenue (R'm) – Jun 2025



External revenue (R'm) – Jun 2024

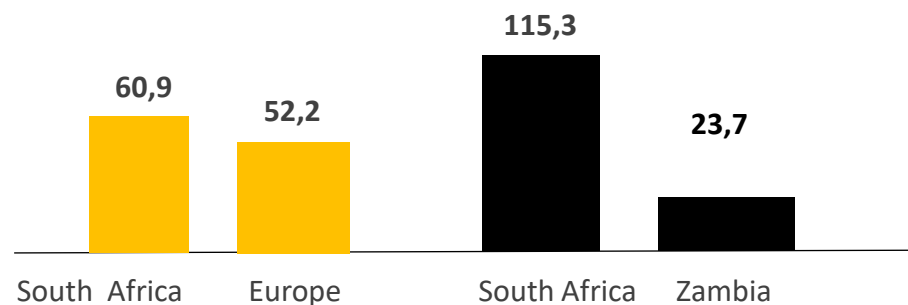


 Manufacturing, assembly, logistics and dealer sales operations

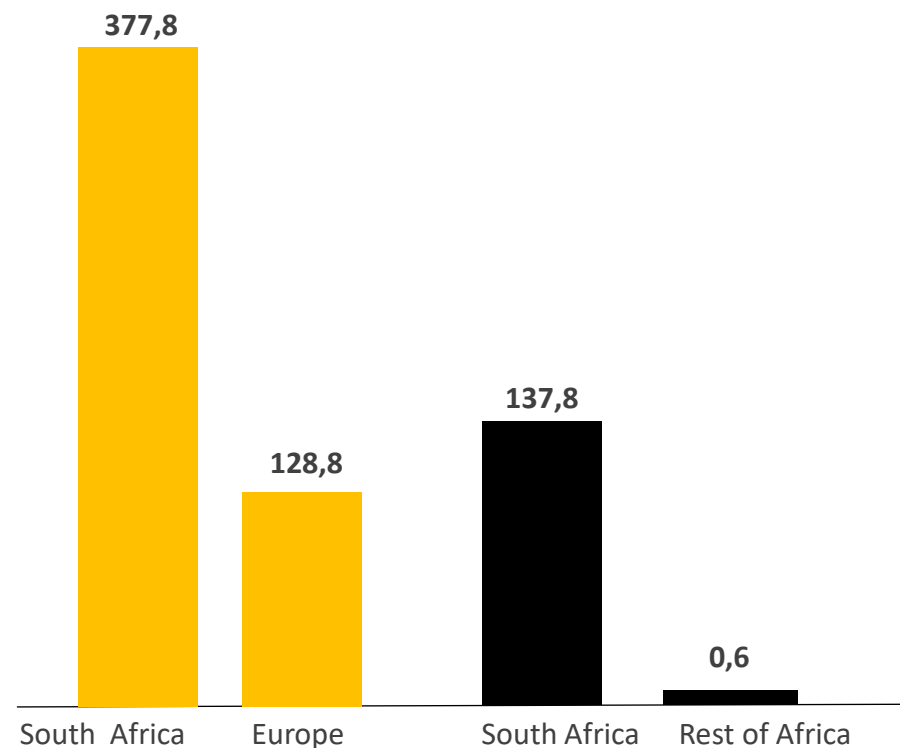
 Direct sales operations

SEGMENTAL ANALYSIS - SUMMARY

Operating profit (R'm) – Jun 2025



Operating profit (R'm) – Jun 2024



Manufacturing, assembly, logistics and dealer sales operations



Direct sales operations

LOOKING AHEAD



LOOKING AHEAD

- We remain cautious in our outlook on global markets for the remainder of 2025 and into 2026
- Strategic focus on USA growth, the world's largest ADT market – tariffs are now reality, need to monitor market and carefully adjust plans
- Pursue growth opportunities in new and existing markets through distributor/dealer development and enhancing reach
- Continue to drive technology innovation on existing product lines and through new product developments
- Planned launch of complementary global products, with the successful launch of the Motor Grader an immediate priority
- Grow existing third-party product sales in South Africa – complementary to Bell OEM product offering
- Growing our Lifetime Revenue Stream (LTRS) contribution, through customer and dealer relationships and leveraging active fleet globally
- Continued focus on expanding ADT manufacturing capabilities and capacity in the Northern Hemisphere, coupled with the launch of our Motor Grader and growing our BHI contract manufacturing division in South Africa
- Ongoing roll-out of the 'Building Us Stronger' organisational development programme, empowering every Bell team member with a renewed sense of pride, energy and commitment to each other, our business and our customers
- Continual evaluation of operating structure and priorities for most efficient deployment of strategies

Our customer focus, world class products and continuous innovation, coupled with our strategy to better balance the business globally, will ensure resilience and sustainability

Thank you for listening to the recording.



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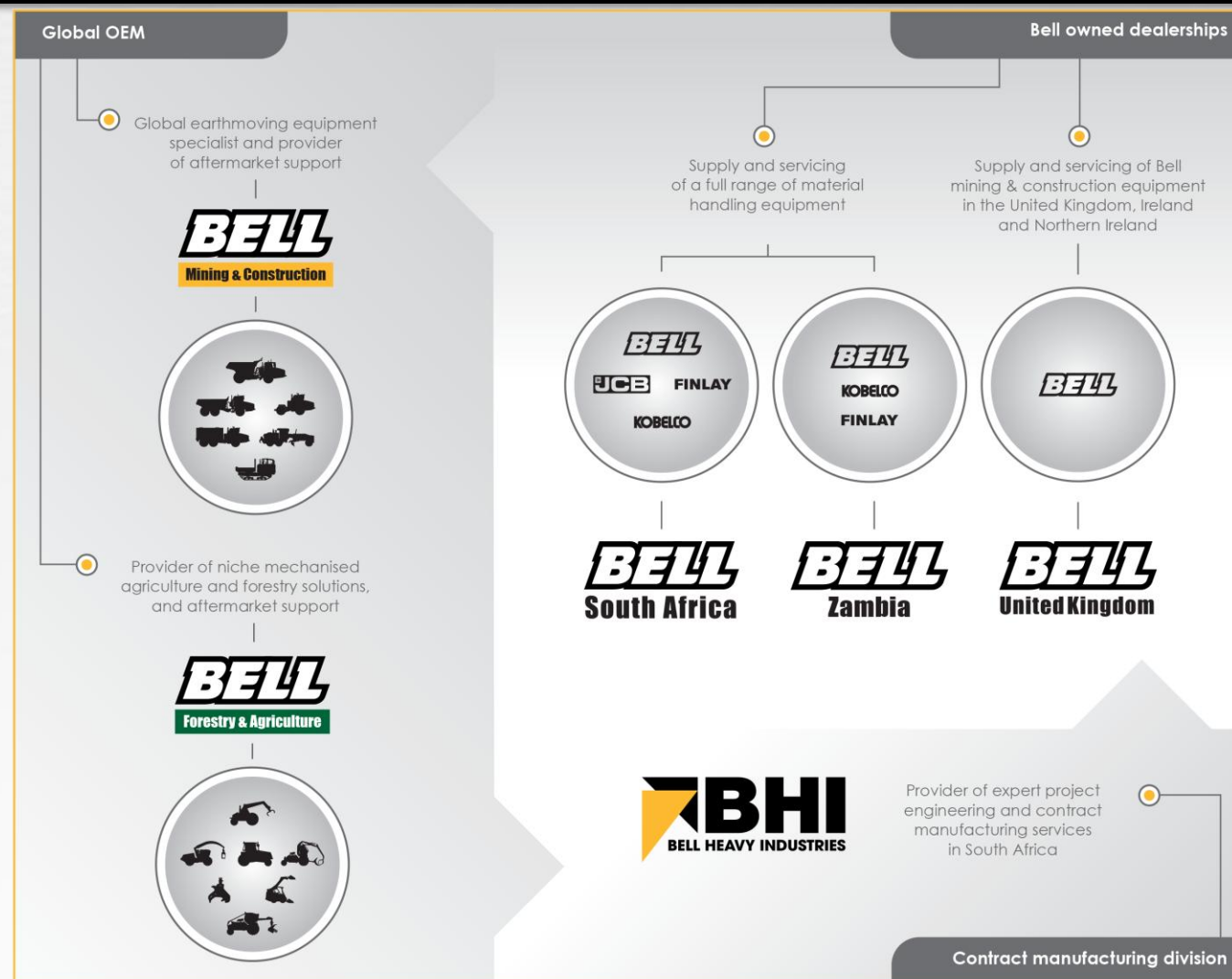
BELL

ANNEXURES

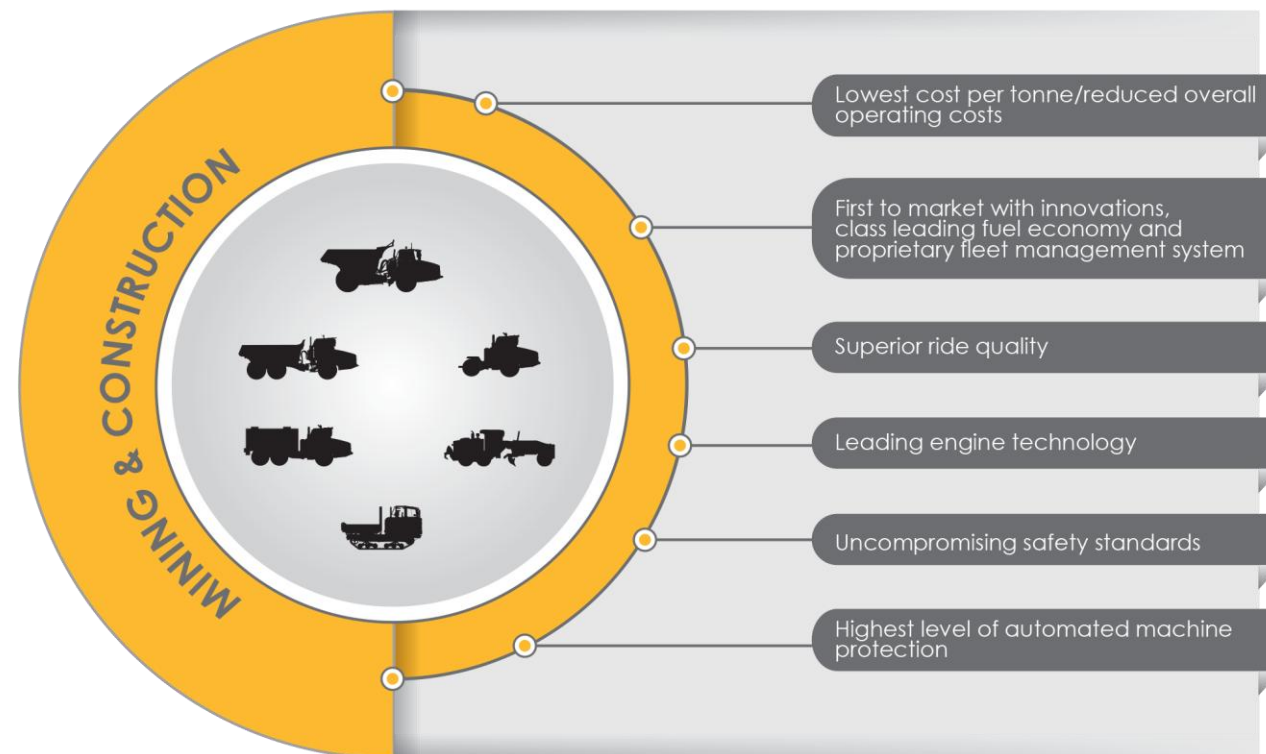
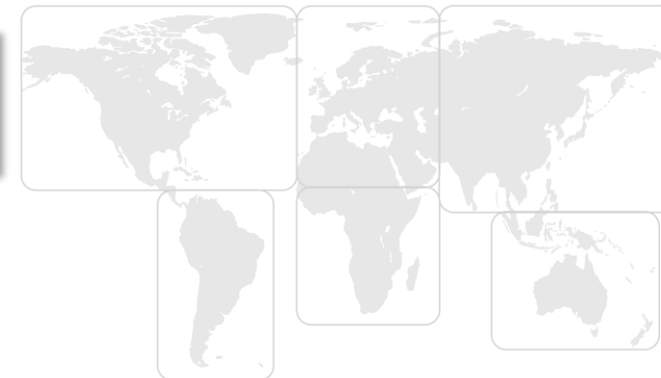
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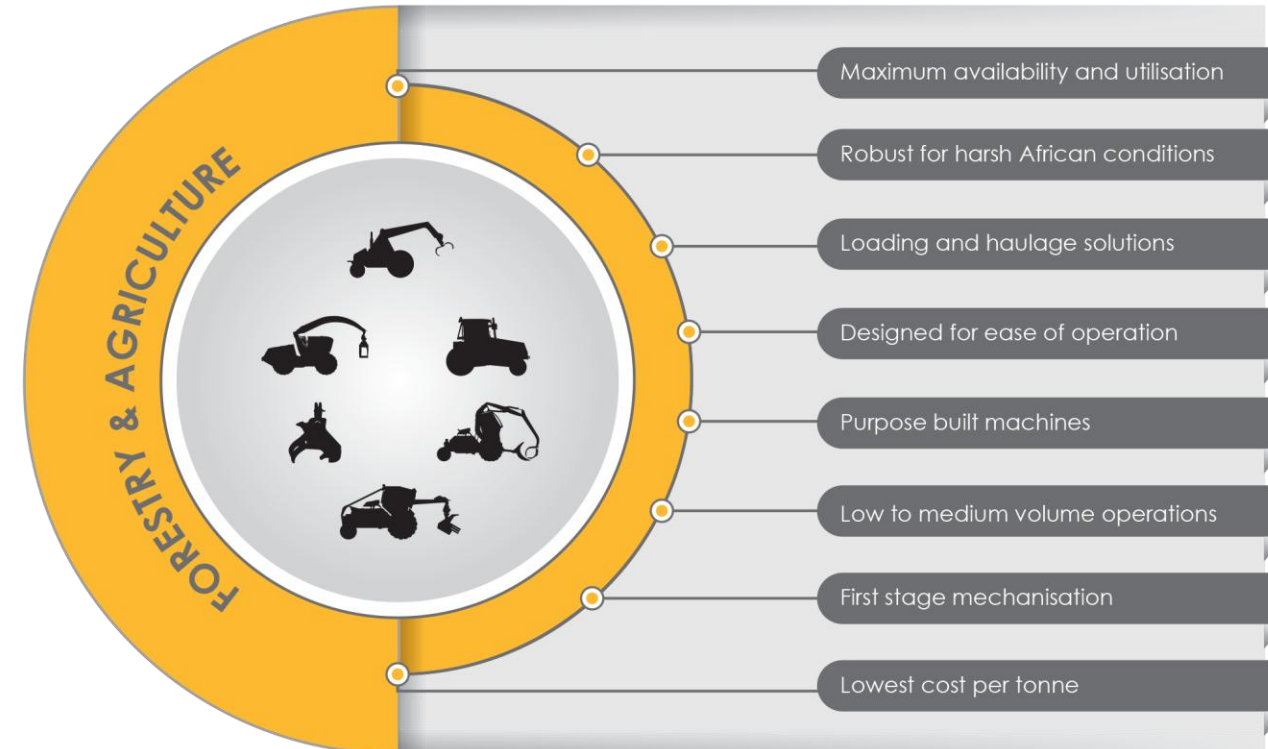
BUSINESS MODEL



GLOBAL OEM - MINING & CONSTRUCTION

BELL**Mining & Construction**

GLOBAL OEM – AGRICULTURE & FORESTRY

BELL**Forestry & Agriculture**



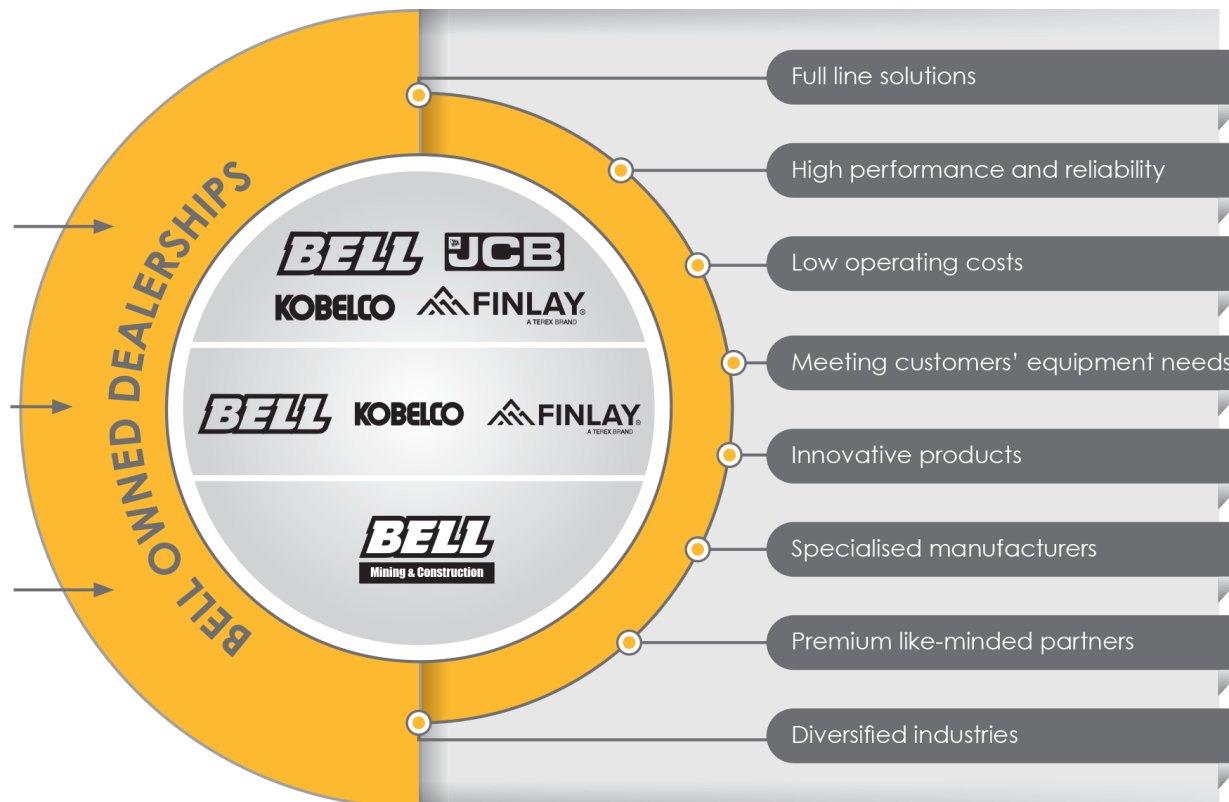
BELL OWNED DEALERSHIPS



BELL
South Africa

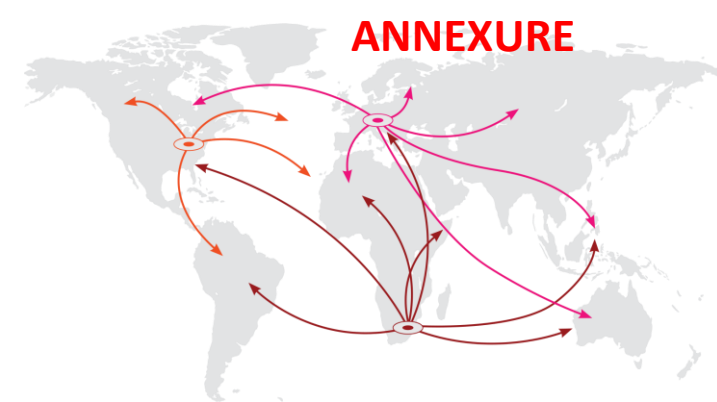
BELL
Zambia

BELL
United Kingdom

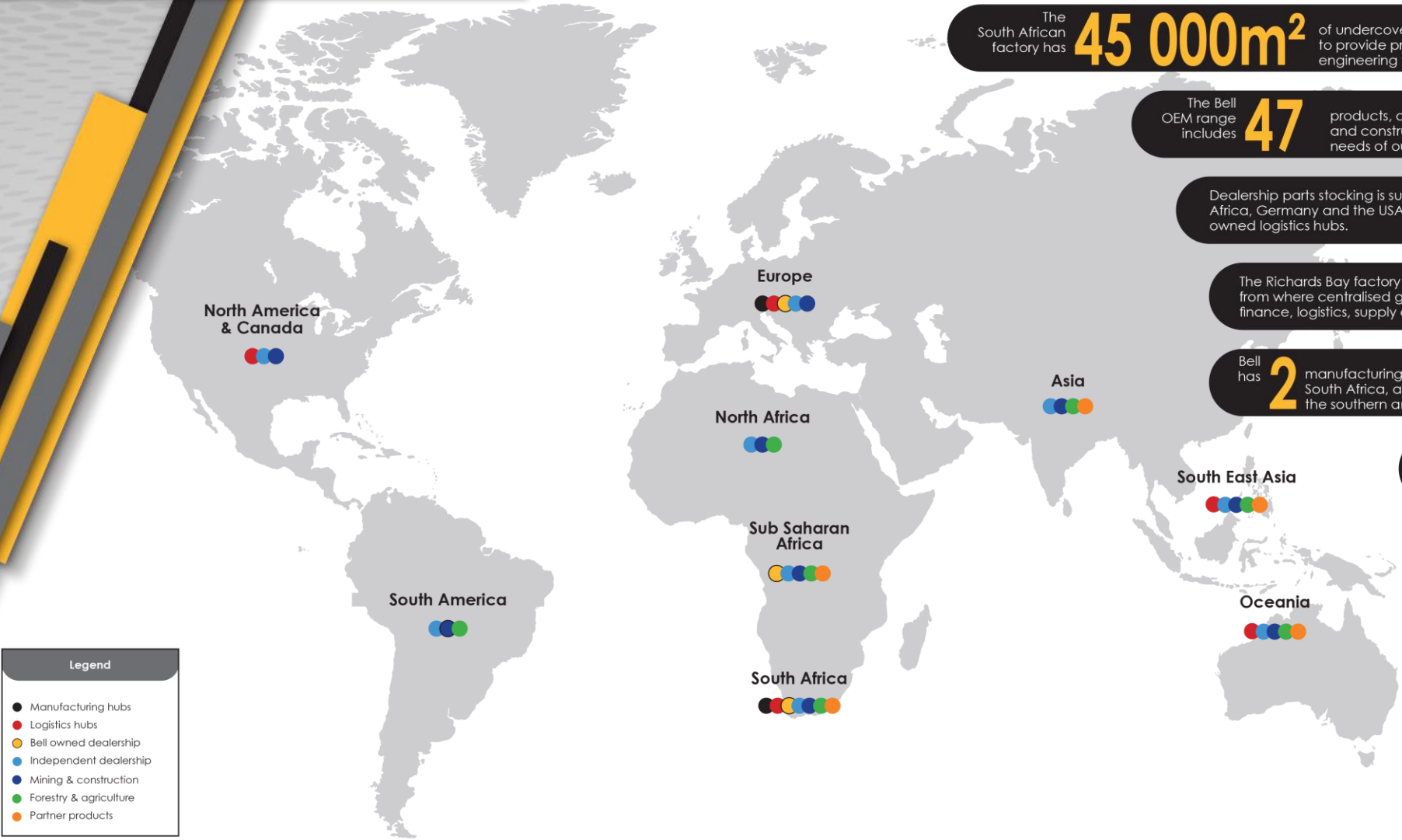


AFTERMARKET SUPPORT

ANNEXURE



GLOBAL REACH



Bell has a Bell owned dealership network in **3** countries, namely the United Kingdom, Zambia, and South Africa. In all other territories Bell uses independent dealerships to support our 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.

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.

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

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.

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

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

22 Bell owned customer service centres in South Africa.

114 independent dealers globally.

SUSTAINABILITY AND STRATEGIC POSITIONING

- **Organic growth**
 - Investing in ongoing new product development and bolstering existing Bell products
 - Increase deal participation and grow market share in key markets
 - Bell Heavy Industries (BHI) contract manufacturing division (Richards Bay)
- **Enhance ADT manufacturing capabilities in Northern Hemisphere**
 - Closer to market and component supplier base
 - Reduce round-tripping of materials and components
 - Improve manufacturing flexibility and responsiveness to changes in the market
 - Assessment and testing of potential contract manufacturers to ensure high quality standards and ongoing product reliability
- **Align repositioning** of ADT manufacturing (Northern Hemisphere) with growth of own product and contract manufacturing (Southern Hemisphere)
- **Empowerment**

BECSA – SA Manufacturing (Level 3)
51% black owned

BESSA – SA Sales Dealership (Level 1)
51% black owned & 30% black women owned