
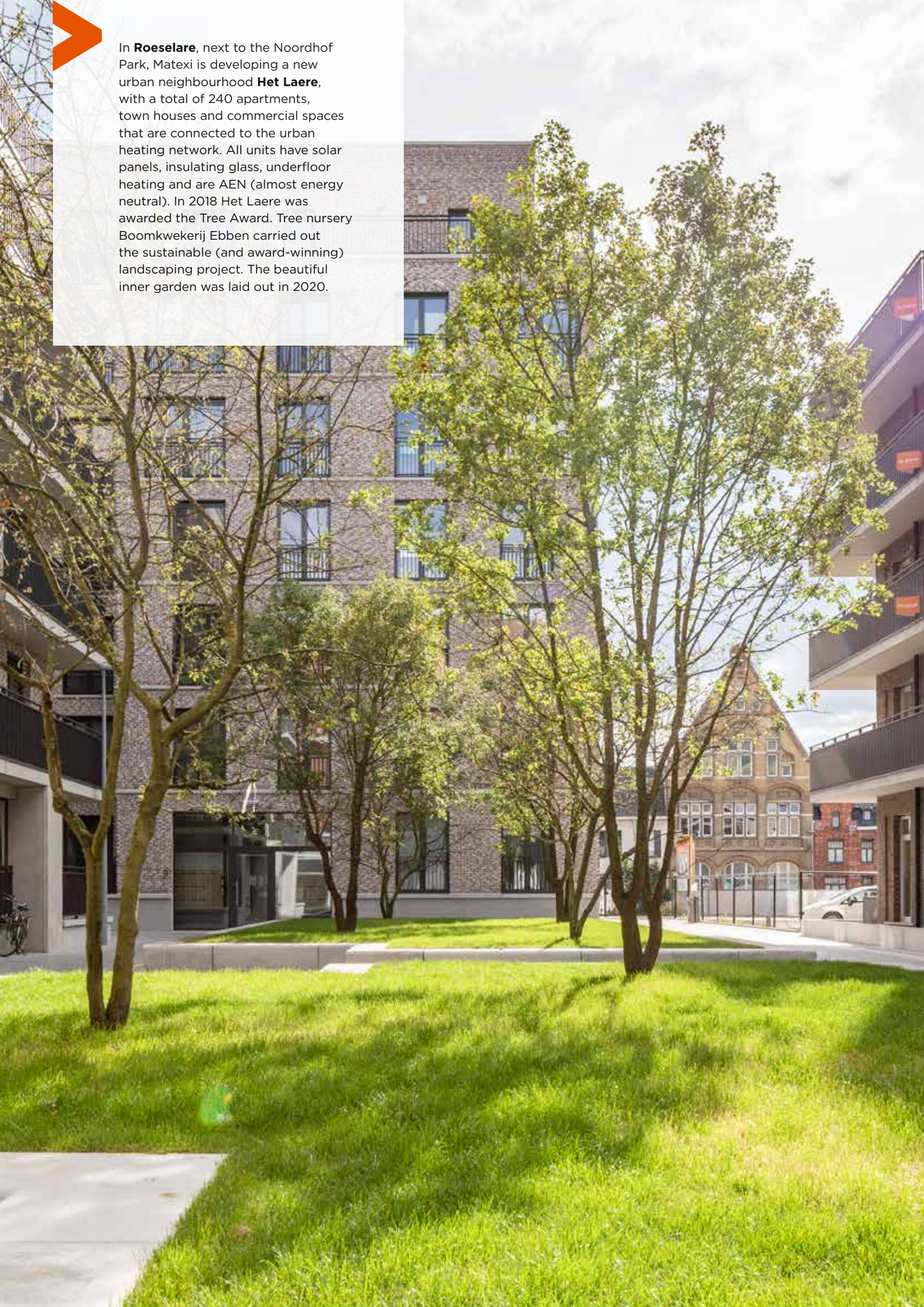




INTRODUCTION	5
Foreword	5
Covid-19	8
Matexi 2020 at a glance	11
ABOUT MATEXI	13
Ethos	15
Just Cause	16
Mission	17
75 years of experience and know-how	19
Entrepreneurship	27
Local anchoring	29
Sustainability approach	31
Sustainability Matrix	31
Objectives linked to SDGs	33
Our design principles	35
Commitment to society	37
Values	39
Strategy	40
NEIGHBOURHOODS AROUND THE GLOBE - STRIJP-S, EINDHOVEN, THE NETHERLANDS	43
GOVERNANCE	47
Corporate governance	49
Board of Directors and board committees	50
Board of Directors	50
Audit Committee	51
Appointment and Remuneration Committee	51
Operational Management	53
Management Committee or Executive Committee	53
Investment Committee	54
Management	55
NEIGHBOURHOODS AROUND THE GLOBE - MITTE ALTONA, HAMBURG, GERMANY	57
OUR ACTIVITIES IN 2020	61
Analysis of the residential real estate market	63
Acquisition	67
Development	71
Building	75
Sales	79
NEIGHBOURHOODS AROUND THE GLOBE - BELVEDERE, MAASTRICHT, THE NETHERLANDS	83
PLANET	87
Concern for the planet	89
Soft mobility	91
Water management	93
Biodiversity	95
Circularity & waste management	97
Energy transition	99
PEOPLE	101
Concern for people	103
Our customers	105
Our employees	107
Human Resources	107
Learning & Development	108
Neighbours and local governments	111
Participatory processes	112
Pop-ups as temporary fills	115
'Welcome to the neighbourhood' inspiration book	115
Matexi is currently active in 329 cities and municipalities	117
Our partners	119
Society and the central government authorities	123
Land and building owners	127
Funders	129
PROFIT	131
Concern for added value	133
Group structure	134
The consolidated annual accounts of Matexi NV	137
Risk management	142
CONTACT	144



In **Roeselare**, next to the Noordhof Park, Matexi is developing a new urban neighbourhood **Het Laere**, with a total of 240 apartments, town houses and commercial spaces that are connected to the urban heating network. All units have solar panels, insulating glass, underfloor heating and are AEN (almost energy neutral). In 2018 Het Laere was awarded the Tree Award. Tree nursery Boomkwekerij Ebben carried out the sustainable (and award-winning) landscaping project. The beautiful inner garden was laid out in 2020.



Foreword

2020 was the year of Matexi's 75th anniversary. In January, together with our more than 300 colleagues, we launched the festive year during the Matexi New Year Event. Since March, and for more than a year now, COVID-19 has determined the course of events. If the pandemic has taught us anything, it is that our just cause has become more topical than ever.

JUST CAUSE BASED ON THE PLANET-PEOPLE-PROFIT ETHOS

A *just cause* that we implement with increasing attention to our planet's carrying capacity. For many years already, Planet-People-Profit has been an important part of our ethos. For over 25 years we have been committed to sustainable neighbourhood development. In doing so, our objectives are not just ecological, but also social, aimed at creating value for everyone concerned. We want to carry out projects that offer responses to the needs of the current generation, without compromising the opportunities of future generations.

More than ever, we realise that everyone longs for and deserves a great place to live in, in an inclusive neighbourhood that invites them to connect with those around them. The importance of a high-quality house or apartment in a green neighbourhood with neighbourhood amenities close by became increasingly clear during the past year, while the right to decent housing, as enshrined in the Universal Declaration of Human Rights, is more topical than ever. What we experienced worldwide in 2020 only goes to strengthen our commitment to our long-term ideal, our *just cause*, working together and helping achieve it little by little: *'Everybody deserves a great place to live.'*

AN OWN SUSTAINABILITY APPROACH

If we test our activities against the Sustainable Development Goals (SDGs) of the United Nations, we find that Matexi impacts no fewer than 10 of the 17 SDGs.

For many years we have already upheld a Planet-People-Profit ethos. To give this even more concrete form, we in 2020 proudly launched our updated sustainability approach.

Various methods exist in the real estate sector for certifying the sustainability of built environments. These include BREEAM, the Flemish Neighbourhood Sustainability Meter and the *Référentiel Quartiers Durables* in Wallonia. Precisely because we are internationally active in various local markets, the choice of any one method is not easy. We therefore developed our own Sustainability Matrix, in order to continue making our real estate projects and our company even more sustainable. As neighbourhood developers, we want to have a positive impact on the environment and on society, focusing more particularly on those aspects where we can make a difference.

In this Sustainability Matrix, we identify measures we can take at four levels: for the benefit of the neighbourhoods we are developing, for the benefit of the individual

houses and apartments in our projects, for the benefit of our business operations and for the benefit of cooperation with our partners. In the matrix, we link the concrete actions embedded in our processes at each of these four levels to their positive impacts on our planet (Planet), on people (People) and on our added value (Profit).

In this context, a healthy economic basis is vital for our company to be able to continue to take the necessary initiatives. For Matexi, profit is not an end in itself, but a pre-condition for ensuring our continued existence and our ability to fulfil our *just cause*. In so doing we clearly show that for us it is all about an integrated approach. An approach that offers added value for the neighbourhood in all areas: for the future residents themselves – our customers, but equally for those living in the immediate environment, and for the local community.

Our redevelopment of 't Groen Kwartier, a former military complex in Antwerp, is a textbook example of our sustainability approach. Despite its city-centre location in an increasingly run-down neighbourhood, we managed to magic the site into a green, car-free area of 8 hectares (Planet), with plenty of space for games, recreation and meeting (People), 398 dwelling units and a number of amenities like shops, restaurants, offices and even a boutique hotel. We are also convinced that our development has given new impetus to the surrounding neighbourhood, and will result in an increase in the value of the adjacent homes (Profit).

ENVIRONMENTAL, SOCIAL & GOVERNANCE

The increasing intertwining of our sustainability approach in our daily activities with our Planet-People-Profit ethos is

expressed in the modified structure of this activity report, with three chapters each based on one of these elements. In it, we illustrate our concern for the planet with numerous examples from the past year. Our seven stakeholders are central to our concern for people. The Profit chapter underlines our concern for added value in society. And finally there is a separate chapter on Governance, with which our activity report becomes, as it were, an integral Environmental, Social & Governance (ESG) report.

In the coming years, we shall continue to challenge ourselves in terms of sustainability. We want to make measurable progress on our ESG objectives and report on this every year.

MATEXI CONFIRMED IN 2020

2020 was our festive year and became a special year. We look back on record sales of 1,605 houses, apartments and building plots, despite the lockdowns, precisely because people started looking for a nice place to live and found them with Matexi. We delivered 1,205 houses and apartments, creating welcoming homes for as many families. The limited impact of COVID-19, combined with a planned temporary decline of the Polish activities, brings the turnover in 2020 to almost EUR 400 million and confirms our evolution into *respected local champions* in each of our markets.

In this activity report, we look back on various great achievements of the past year. In our 4 Fonteinen neighbourhood (Vilvoorde), for example, we began construction of the third apartment building, along with a new school building. In Antwerp, work on Antwerp Tower progressed at a very rapid pace, with delivery of the first apartments in 2021. In Ghent, the

pre-sale of the Leopold Barracks homes has started. In Hasselt, the shops and catering establishments opened in the Quartier Bleu and the first 116 apartments were completed. In Aalst, work on the Pier Kornel project moved into the next phase and the assisted living apartments were completed. Finally, in Jodoigne, we completed an outpatient clinic in the Belle Vallée area, which opened in September.

Over the past year, we also acquired new urban projects in Liège, Brussels, Warsaw, Krakow and elsewhere, with room for more than 2,000 new dwellings, and adding to the existing project pipeline for the coming years.

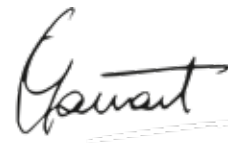
CONTINUING ON OUR CHOSEN PATH WITH CONFIDENCE

In 2020, we celebrated our 75th anniversary. It is my privilege to have been part of the team at the helm of the company since 1994. During this period, we have evolved into the category maker in neighbourhood development and Belgium's largest real estate developer. Matexi is a financially strong company, with a stable family shareholding, a highly regarded board of directors and a professional team. The family shareholders, the board of directors and myself are more ambitious than ever for Matexi and are keen to continue on this path at a faster pace. We therefore believe it to be important to strengthen Matexi with a

very experienced manager to take over from me as CEO. As from the general meeting on 5 May 2021, I shall, with great confidence, hand over operational management to Olivier Lambrecht. This will allow me to pursue even more actively my role as shareholder, director and chairman of the investment committee, a role that requires even more attention, given Matexi's growth. As a source of inspiration, I shall be assisting Matexi more than ever in the further development of its long-term strategy, including geographic expansion.

It is therefore with great appreciation for the dedication of all Matexi professionals and for the cooperation with our very many stakeholders in the past exceptional year that I present this activity report to you.

Gaëtan Hannecart
CEO Matexi



Covid-19

Since the arrival of the Covid-19 pandemic, it has been our responsibility to contribute with all our strength to halting the spread of the coronavirus and to keeping the economy running as well as possible. At the start of the pandemic, we defined two overarching priorities:

#1 “To slow the spread of the virus and keep our employees, their families and all of our contacts safe and healthy.”

#2 “To support the economy and keep business running while applying the measures that our government demands.”

ADAPTING QUICKLY

Since mid-March 2020, and with these two priorities, MATEXI employees have reacted rapidly, adapted flexibly and demonstrated an inspiring “can do” attitude. They have done so both on the business side, to keep the business running as much as possible – within the imposed restrictions – and on the support side, where the legal, ICT, communication, finance, human resources and other teams have continued to support the business. In this context, the IT systems were optimised to enable all colleagues to work from home, with the necessary support from HR. In addition, the frequency of internal communication and CEO letters was increased and the Leadership Team met digitally every month. Finally, a digital New Year's event was held for the first time. And with success!

DIFFICULT TO DO BUSINESS

Even if our operations did not fall into the “prohibited activities” category, we encountered many impediments in the development value chain of a real estate project:

- > The ban on non-essential travel placed the selling process under pressure;
- > With showrooms closed, customers were unable to choose their kitchens and/or bathrooms;
- > With utility companies halting all non-urgent interventions, worksites, homes and apartments could not be connected up to the networks;
- > Some contractors halted more activities than strictly necessary;
- > Certain notary offices were no longer willing to execute deeds;
- > The Order of Architects called on all architects to put their activities on hold;
- > Certain building materials were harder to get delivered;

The reduced level of activity and the delays incurred are hardly surprising. At the start of April, building activity on the worksites fell to around 50% of the normal volume. By the end of the same month, however, building activity was back up to around 90% of the normal volume. We incurred delays on around 100 deliveries. In April, sales too were more than 50% lower than in the same month the year before.

At the beginning of May we managed to get the building activity back up to cruising speed. At the end of 2020, the number of homes and apartments delivered was comparable with the year before. The number of leads and appointments with our Sales Consultants also picked up again before the summer. Here too, in the second half of the year, we made up for lost time, to close the year with record sales of homes, apartments and building plots.

LIMITED IMPACT OF COVID-19

The pandemic has once again demonstrated the importance of having a high-quality home in a pleasant neighbourhood with greenery and neighbourhood amenities. A quality home in a pleasant neighbourhood with local greenery and amenities is a basic need. Meeting this need remains the spearhead of our strategy, even more so since the Covid-19 pandemic.

By joining forces with all our employees and partners, we not only caught up, but also laid the foundation for further future growth. Despite the global economic impact of the pandemic, we look ahead with confidence.

I am extremely proud and grateful for the exceptional commitment, flexibility, resilience and drive of all Matexi employees in the difficult Covid-19 circumstances.

Gaëtan Hannecart
CEO Matexi



Quartier Bleu, the brand new multifunctional district on the pleasant Blauwe Boulevard, is an exceptional real estate project. The city-transforming project on **Hasselt's** Kanaalkom has converted the old industrial site into a real 'waterfront'. Here Matexi is building 400 apartments, studios, town houses and penthouses, plus 25,000 m² of retail and catering establishments and an additional 2,500 underground parking spaces. Living, working, shopping and parking, but also enjoying the tranquillity of the water all come together in a unique location. Although the planned festive opening had to be postponed due to the Covid-19 restrictions, the opening of the retail facilities in May 2020 was a real success.

Matexi 2020 at a glance

- 75 years of experience and know-how
- 527 neighbourhoods under development, 145 of them with projects for sale
- 5 sustainable neighbourhoods with (inter)nationally recognised top scores
- active in 329 cities and municipalities
- more than 300 employees
- more than 3,000 indirect jobs
- more than 20 years as an active supporting partner of social initiatives YouthStart and Guberna
- turnover of 400 million euros
- balance sheet total of 1052 million euros
- operating in Belgium, the Grand Duchy of Luxembourg and Poland
- 14 Business Portfolios grouped into 4 regions with central support teams

ABOUT MATEXI



In the shadow of the 'De Kleiputten' nature reserve in **Kortrijk**, next to a new park laid out by Matexi, we are building the **Schaapsdreef** residential area. In all, 165 families will move into detached and semi-detached buildings. The first residents arrived in 2018. It is already clear that the public spaces and low-threshold interaction opportunities are enhancing the sense of neighbourhood.



Planet People Profit Ethos

'People Planet Profit' is a phrase coined in 1994 by sustainable development expert John Elkington. It has been part of the Matexi Ethos for many years. It is all about the long term. If we want to strive for a sustainable future, care for the planet and care for our society are essential. We reversed the order: Planet, People, Profit. The carrying capacity of the planet comes first; otherwise there'll be no future at all for people.

PLANET

At Matexi, we believe that caring for our planet comes first. As a family business, we intend to contribute to an intelligent and minimal consumption of our planet's natural resources.

PEOPLE

We believe that people live their lives fully through interaction with the people and the world around them. We have the knowledge, the resources and the motivation to find answers to the question of how to develop neighbourhoods where people can develop to the full and are socially connected.

PROFIT

Responsible business means that profit is a result and never an end in itself. For us, striving for financial resources in order to contribute to a healthier planet and better society is not only imperative, but also a commendable ambition.

As a subsidiary of Abacus Group, Matexi also chooses to have these three themes go hand in hand. For Matexi, the best initiatives are both good for the environment and for people, and contribute to a healthy financial basis. That is why we create sustainable neighbourhoods that meet the needs of the present, without jeopardising those of future generations. We take a sustainable approach in our relations with all our stakeholders, without losing sight of our concern to be a profitable and reliable company.

To enable us to take concrete, measurable actions, we drew up the 'Matexi Sustainability Matrix'. Here we take initiatives at various levels: in the neighbourhoods we develop, in the individual homes in our projects, in our business operations and finally in the relationships with our partners. The ultimate goal? Sustainability - both of our projects and of Matexi as a company.

Read more about Matexi's sustainability approach from page 31 onwards.



Just Cause ‘Everybody deserves a great place to live’

At Matexi our just cause is: ‘Everybody deserves a great place to live’. This is the long-term ideal that we strive for, working hard to achieve it and make it a reality little by little.

Do we live in a world in order to build, or are we building a world to live in? At Matexi, we believe that a home – whether a house or an apartment – is far more than four walls and a roof overhead. It is also a place in an easily accessible and pleasant neighbourhood, which positively inspires people to make more of life.

People blossom out in high-quality, pleasant, healthy and sustainable environments and in neighbourhoods where they feel connected with one another. Social solidarity and a sense of neighbourhood and community are an intrinsic part of homes where people feel comfortable. That’s where you live, where you

experience life’s milestones and enjoy its most beautiful moments, in an environment where you spend your leisure time, make friends, join a club or association and where your children grow up safely.

At Matexi, we believe that the neighbourhood is the privileged place for building human relationships, and for engaging and interacting with the real world. As a developer, we therefore want to contribute to inclusive neighbourhoods, where social interaction takes place easily and where the residents are open to the people surrounding them.

The public domain in the immediate vicinity of the house is the place where we meet our neighbours and neighbourhood life can develop.

Erik Wieërs
Flemish Government Architect

Mission

‘Together, we create great places’

At Matexi, we see our real mission as creating desirable residential living spaces. From a sober perspective we combine the requirements of today: affordability, comfort, location and mobility, with those of tomorrow: sustainability and quality.

In our neighbourhoods, each home is harmoniously embedded in the broader environment, with respect for landscape, neighbourhood and the individual. We pay special attention to the public space, and wherever possible we add the amenities that are lacking. Because that's how neighbourhoods really come to life. In this way, Matexi contributes to a world where people live better (together).

We develop sites in order to improve neighbourhoods, with a focus on inner-city redevelopment projects. The colleagues at Matexi work, in a spirit of honest collaboration, with all our stakeholders: our customers, nearby residents and local administrations, central governments, partners, land and building owners and investors. Our expertise, experience, local anchoring and knowledge make us an experienced and reliable long-term partner.

In three generations, Matexi has advanced in every way: the growth of the activities, the strengthening and broadening of our vision on housing, the general quality of the projects, the increasing number of worksites outside the country, the involvement, passion and competence of our employees at every level, the generally high level of customer satisfaction, and our social commitment. In short, Matexi is a strong story.

Luc Martens
chairman Poolstok

In 1945 the 3 brothers Gérard, Robert and Herman Vande Vyvere combined their real estate activities into a single company, partnering with brother-in-law André Bostoen, Camiel Bostoen and with Maurice Verstraete, a schoolmaster and surveyor. The 5 partners put up a starting capital of 1.5 million Belgian francs. Also sister Martha Vande Vyvere, André Bostoen's mother, Marie-Hélène Vande Kerkhove and Jeanne Verstraete, Maurice's sister, each owned a portion of the shares.

MAATSCHAPPIJ TOT EXPLOITATIE VAN IMMOBILIËN

MATEXI

Burgerlijke immobiliën vennootschap onder vorm van naamlooze vennootschap

DUUR: DERTIG JAAR

Gesticht bij akte verleden vóór Mijnheer Henri VAN CAILLIE, notaris te Brugge, ten jare negentienhonderd vijf en veertig, den tienden Juli.

Statuten verschenen in de bijlagen van het "Belgisch Staatsblad" den 30-31 Juli 1945, onder nummer 10356.

Jaarlijksche Algemeene Vergadering: Eerste Vrijdag der maand Juni en voor 't eerst in 1947

Maatschappelijke Zetel: MEULEBEKE

Maatschappelijk Kapitaal: 1.500.000 frs.

vertegenwoordigd door 1.500 kapitaals aandelen op naam van 1.000 fr. nominale waarde ieder onderschreven in geld en volledig afbetaald.

Kapitaalsaandeel van 1.000 fr.

N^o 110

Opbrengst: minimum 6 % per jaar.

Verdeeling van 't winstsaldo, volgens beslissing van den Beheerraad.

Een Beheerder,

Een Beheerder,

75 years of experience and know-how

Matexi is a company with a strong family anchoring. Since it was founded in 1945, Matexi has implemented real estate projects where - above all - the wishes and needs of our customers are central. With 75 years of experience and expertise, we possess the customer trust and business clout needed for undertaking the most challenging real estate projects, at home and abroad.

Victor Vande Vyvere and Clémence

Roelens are a farming couple in Meulebeke. After Victor Vande Vyvere's death in 1917, Clémence finds herself alone with a young family of 9 children. Clémence takes the brave decision to send her 4 sons and 5 daughters to college and boarding school.

1945 > Matexi, the Maatschappij tot Exploitatie van Immobiliën, is founded in Meulebeke. At that time, Matexi buys and sells agricultural land.

In 1945 the three brothers **Gerard, Robert and Herman Vande Vyvere** create Matexi, the Maatschappij tot Exploitatie van Immobiliën. They purchase large tracts of agricultural land and sell it in smaller parcels to farmers who, in this way, are able to acquire their own farms. Martha Vande Vyvere, André Bostoen (married to Godelieve Vande Vyvere), Camiel Bostoen, Maurice Verstraete (the local schoolmaster) and Jeanne Verstraete are also shareholders. André Bostoen's mother, Marie-Hélène Vande Kerkhove, also holds a portion of the shares. Maurice and Jeanne Verstraete leave the company in 1950, followed by the Bostoen branch in 1971.

1949 > After being run by the Hoorebeke family for over 175 years, the Hoorebeke gin distillery in Eeklo is acquired by Matexi. Matexi continues to operate the distillery until 1970.

1952 > Matexi sets up its Brabant regional office in Brussels.

1954 > In Mariakerke near Ghent, Matexi starts Kolegem, its first 'parcelling' (or housing estate) project, on a 15 hectare site, with the construction of roads, sewers, water and electricity networks.

1955 > By its tenth birthday Matexi has grown substantially, with its carrying value rising from from 2 million Belgian francs in 1946 to 19.5 million.
> Matexi buys the De Bist castle with its 32 hectare estate on the border between Lier and Kessel. It runs it as a café and banqueting hall, while progressively developing the surrounding land.

1956 > Matexi opens an office in a magnificent neo-Gothic house in the centre of Ghent. Matexi understands that local anchoring and good contacts with the local administrations are essential. In the 1950s, Matexi initiates more than 10 projects in East Flanders and commences with housing estates.

1957 > Matexi sets up the Antwerp regional office in Berchem.

- 1961** > Matexi receives a sizeable financial injection. The share capital increases from 15 million BEF to 120 million Belgian francs. The extra money enables Matexi to invest extensively in new building land and housing estates during the 'golden sixties'.
- 1962** > Matexi sets up the West Flanders regional office in Kortrijk.

In 1962, the 3rd generation joins the family business with Gerard's son **Christian Vande Vyvere. Bernard**, Robert's son, follows in 1965. **Philippe**, Herman's son, joins Matexi in 1973. They remain active in the company until 2002, 1990 and 2006 respectively.

- 1963** > Matexi observes the rising demand for finished homes. This is how it starts building housing on its 'parcelled' sites. And in this way new residential areas are created with standardised and affordable housing. The first houses appear in Zulte, followed by Oostkamp (100 homes) and Lochristi (400 homes in the Lobos district).
- 1965** > Matexi builds the Nachtegalenhof district in Hoboken with 600 family homes.
- 1966** > Matexi completes the renowned Altena Quarter, right next to the Altena Monastery in Kontich.
- 1971** > The Breyne Act, also known as the 'Housing Construction Act', is adopted. This protects buyers of houses still to be built against various forms of malpractice. An obligatory bank guarantee gives buyers better assurance of building promoters' financial stability. The new law improves the transparency of and confidence in the market, which benefits strong companies such as Matexi.

- > The Bostoën family leaves the group, the Vande Vyvere family becomes the company's sole family shareholder.
- 1972** > The government commences regional planning: all available land in Belgium is attributed a functional destination. The regional plans provide clarity and legal certainty, making it easier for Matexi to make decisions about land purchases.
- 1973** > Matexi decides to structurally develop the construction of villas and detached houses on its properties. The building of individual turnkey homes is independent of the housing estate activity, and targets the more exclusive residential market segment.
- 1974** > Matexi sells its first timber-framed house in Oostrozebeke.
- > The head office moves from Gerard Vande Vyvere's home to a small office building in Meulebeke.
- 1979** > Matexi joins forces with a partner to create Sibomat (Systeembouw Matexi), the pioneer in timber-framed construction.
- 1984** > The economic crisis that breaks out in the late 1970s also offers opportunities. Colleagues or competitors who are struggling can now be taken over at competitive prices. In this way Matexi acquires Venneborg in 1984.
- 1986** > In the late 1980s, Matexi develops new types of projects, including building large parking structures - as in Ostend, where Matexi creates more than 460 above-ground and underground parking spaces. For Matexi, this project is a first experience with larger structures, and in particular with inner-city project development.

1989 > Matexi co-founds the West Flemish real estate company Stad & Renovatie, which invests in the redevelopment of the seawall at Blankenberge. In 1989 the company buys the run-down Grand Hotel, which it transforms into a block of residential flats with commercial undertakings. This is followed a few years later by the adjoining Majestic Hotel, where apartments are created. Stad & Renovatie also builds a parking tower nearby. The experience teaches Matexi what to expect with such complex urban projects.

1992 > Matexi reorganises its regional offices. The office in Ghent has grown too small and Matexi builds a new one in Eke. Sales offices with clear regional boundaries prove more efficient for company employees and clearer for customers and partners.

In 1994 the fourth generation comes on board. **Gaëtan Hannecart**, the husband of **Bénédicte Vande Vyvere**, Christian's daughter, joins the family business in 1994. **Bruno Vande Vyvere**, Christian's son, joins Matexi in 1996.

1994 > Matexi takes over Tradiplan in the villa and luxury home segment.

1995 > Matexi celebrates its 50th birthday. Since its founding, the company has built 16,000 homes in 146 municipalities and cities. Matexi presents Texi, the busy building beaver, as its new mascot during this celebratory year.

> Matexi takes a majority stake in Brussels-based real estate company Jardins de l'Echevinage – Het Schepenhof, which concentrates primarily on inner-city redevelopment. In the Molenaarsstraat in Ghent, Het Schepenhof redevelops the Florida textile plant into lofts and offices.

> While on a horseback trip in Argentina, CEO Gaëtan Hannecart meets Christian Lamot of the eponymous brewery in Mechelen. They talk about the latest trend in urban development: New Urbanism, focused on liveability and creating communities. One of the pioneers of this movement is Maciej Mycielski, an urban development expert with Polish roots who grew up in Belgium and teaches at the University of Miami. Gaëtan travels to Miami. The encounter between the two men marks the beginning of a fundamental change at Matexi: from land 'parceller' to neighbourhood developer.

1996 > Matexi acquires 100% of Sibomat.

> In Jette, Matexi successfully upgrades the dilapidated Charles Woeste complex, with 417 apartments, a supermarket and a shopping arcade. The project constitutes an important step in inner-city redevelopment.

> Matexi sets up Renoplan, pooling the knowledge accumulated in the field of renovation and conquering its place in the home renovation market.

- 1997** > Matexi attaches great importance to the sustainability of its neighbourhoods. Matexi creates the Urban Planning work group, with experts from different specialist areas, and designs well-considered uses for the available building plots and residential neighbourhoods.
- > The Spatial Structure Plan for Flanders and other government decrees change the rules of the game. Matexi sees the Spatial Structure Plan above all as an incentive to remain focused on neighbourhood development, infill development and urban redevelopment.
- 1998** > Matexi launches Habitus®, ready-for-sale homes in carefully-planned residential neighbourhoods.
- > Matexi starts the redevelopment of La Mondiale in central Brussels into apartments, stores and a hotel, The Dominican.
- > With its 'charrette', Matexi applies a key element from the New Urbanism philosophy. A 'charrette' is a period of intensive design and planning activity, with a high level of stakeholder involvement. In so doing Matexi is keen to design neighbourhoods that are borne by their environment. For the record: the 'charrette' was the cart on which, in the 19th century, Parisian architecture students placed their practice drawings with the alternative versions they had designed together.
- 1999** > The 'turnkey home construction' activity is integrated into the independent company Matexi Woningbouw.
- > In Mechelen, Matexi begins redevelopment of the new 'Lamot' quarter on the site of the former Lamot brewery along the River Dijle.
- 2000** > Matexi acquires 50% of the shares in Wilma, a specialist in large-scale, mixed residential/office city (re) development projects. In this way it becomes involved, among others, in Nieuw Helmond, a new residential and shopping complex on the Van Iseghemlaan in Ostend.
- > Matexi redevelops the former post office building in Hasselt into a modern shopping mall with apartments.
- > Matexi Antwerp moves from Berchem to Borsbeek. And in 2014 to Antwerp Centre.
- 2001** > Matexi draws up the master plan for the Campagne du Petit Baulers, north of Nivelles. For this Matexi organises a 10-day charrette with all stakeholders. A total of more than 800 homes are built.
- 2002** > Matexi redevelops the former De Nieuwe Molens mill along the Bruges-Ostend canal into town houses and apartments.
- 2003** > Launch of the first activities in the Grand Duchy of Luxembourg.
- > Matexi founds QuaeroQ CVBA, a fund that invests in listed shares, and a sister company of Matexi NV. In 2019 QuaeroQ becomes an NV.
- > Matexi wins the PPP competition for converting the Feest- en Cultuurpaleis in Ostend into a shopping centre with patio and lofts.
- > Matexi wins the PPP competition for redeveloping the former Central Railway Workshops site in Leuven. The site is turned into a multifunctional neighbourhood with 179 residential units.

- 2004** > Matexi acquires total control of Wilma.
- 2005** > The Meulebeke head office moves to Waregem.
- > Matexi Woningbouw becomes Entro.
 - > Matexi rationalises its corporate structure with a large-scale merging of the various companies.
- 2006** > Matexi sets up a regional office in Beaufays, a sub-municipality of Chaudfontaine in the province of Liège.
- 2007** > The regional office for Flemish and Walloon Brabant and Brussels is transferred to a new building in Grimbergen.
- > Matexi opens the Limburg regional office in Hasselt.
 - > Matexi Group NV is founded as a holding company. Matexi NV becomes a 100% subsidiary of Matexi Group NV.
 - > In Antwerp Matexi starts redeveloping the old military complex 'Het militair hospitaal' into a green urban neighbourhood, 't Groen Kwartier, giving a fresh élan to the entire surrounding area.
- 2008** > The Board of Directors is expanded with three external directors.
- > Matexi sets up the Walloon Brabant regional office in Wavre.
- 2010** > Matexi sets up a regional office for the provinces of Namur and Hainaut in Bouge, near Namur.
- > In the Brussels municipality of Etterbeek, Matexi builds - together with partner ING Real Estate Development - a contemporary and sustainable office building, Fusio, which becomes the new headquarters of Securex.
 - > Matexi sets up the Warsaw regional office in Poland.
- 2011** > The regional office for the provinces of Liège and Luxembourg moves from Beaufays to Rocourt, Liège. By increasing the number of offices, Matexi opts in Wallonia, just as in Flanders, for local anchoring.
- 2012** > The regional office for the Grand Duchy of Luxembourg is established in Steinfort.
- 2013** > All group companies are brought under a single flag: Matexi. The new 'Welcome to the Neighbourhood' slogan articulates Matexi's focus: the creation of inspiring neighbourhoods. Several entities (Tradiplan, Entro) are integrated into Matexi. Only Sibomat remains as a separate entity, given the specific nature of timber-framed construction.
- > In Hasselt, Matexi secures the Quartier Bleu project, which the company will develop, together with a partner, into an entirely new and sustainable urban quarter.
 - > The Board of Directors is joined by a fourth external director.
- 2014** > The regional office for the province of Walloon Brabant moves into its own building at a high-profile location in Wavre.
- > Matexi delivers its first project in Poland.
 - > Matexi acquires the Leopold Tower in Evere and transforms the ageing office building into an innovative residential project with studio flats and apartments.
- 2015** > Matexi starts construction of the new urban quarter between the canal and the River Zenne in Vilvoorde: 4 Fontainen. Ultimately this will contain around 1,200 residential units, a school, a supermarket and community facilities. A pop-up, the De Kruitfabriek cultural centre, brings the site to life long before the first residents arrive.



A birthday comes with a cake and a glass of bubbly! On 10 July, Matexi's founding date, CEO **Gaëtan Hannecart** and **Bénédicte Vande Vyvere**, his wife and family shareholder, digitally toasted our 75 years: during an international video conference with our colleagues in Belgium, the Grand Duchy of Luxembourg and Poland, we celebrated our successes, including the tenth anniversary of Matexi Poland.



- 2016** > The family shareholding structure is revised.
- > Antwerp Tower, the decrepit office building dating from 1974 on the De Keyserlei in Antwerp, opens its doors for a number of hip pop-up initiatives, which prove highly successful. In the coming years Matexi will convert this ugly edifice into a splendid residential tower, the highest in the City. Only the cathedral is higher.
- 2017** > The BU Poland expands its activities to Krakow, Poland's 2nd largest city.
- > Matexi wins two PPP competitions for inner-city redevelopment projects: the conversion of the Leopold Barracks in Ghent and the 'Machtig Wonen in 1830' project in Mechelen.
- 2018** > Matexi Group, with Matexi as subsidiary, changes its name to Abacus Group.
- > 't Groen Kwartier in Antwerp is delivered.
 - > Matexi receives several real estate prizes. 't Groen Kwartier receives the real estate RES Award for 'best residential project' and an honourable mention at the Italian Gubbio Prize. Het Laere in Roeselare receives the 'Tree Award', honouring projects where trees play a central role in the design and execution.
- 2019** > Matexi changes its organisation to a project-centric structure, with projects at the centre and a multidisciplinary team arrayed around them. The local offices are grouped into four larger regions, so as to work more efficiently.
- 2020** > CEO Gaëtan Hannecart has been at the helm of Matexi for 25 years.
- > On the occasion of its 75th birthday, Matexi holds a year of festivities, highlighted by the New Year's Event at the Lamot conference centre in Mechelen on 10 January 2020 and a digital birthday toast with the more than 300 employees in Poland, the Grand Duchy of Luxembourg and Belgium on 10 July 2020.
 - > The Covid-19 pandemic prevents the presentation of the annual Matexi Award. To showcase the importance of neighbourhood-connecting initiatives in this anniversary year, Matexi creates the Buurtboekje (Neighbourhood Book), with 75 inspiring and connecting initiatives.
 - > Matexi Poland has existed for ten years.
 - > Matexi takes over the majority of shares in Quartier Bleu in Hasselt.



In 2008, following a merger with Wilma Project Development, Matexi built a residential care centre, **De Wingerd**, in a public-private partnership with the city of **Leuven**. De Wingerd is a home for elderly people with dementia. It can accommodate 128 people who receive integral care in all phases of their dementia. In this project Matexi closely followed the principles of 'Small-Scale Normalised Housing', allowing residents to build autonomy in a familiar and homely environment.



Entrepreneurship

Everything in our neighbourhood development business starts with entrepreneurship. Entrepreneurship in the real estate sector is based on a multidisciplinary approach and collaboration.

Our development projects tend to be relatively large, complex and capital intensive. This calls for both cooperation between different disciplines and continuous dialogue with various stakeholders, during all phases of a project. Real estate is, if you want, a contact sport. As an entrepreneur, we therefore continuously build professional relationships and collaborations.

The real estate development sector is also characterised by long turnaround times. Our projects run for 5 to 25 years. As an entrepreneur, we are always working in the long term. This requires us to look far ahead and make long-term operational, commercial, financial and regulatory assessments. We do not want to score in the short term by taking high risks. Long-term working also creates trust among all our stakeholders.

All these elements together make each of our real estate projects almost a company in itself, a unique product.

Greek philosopher Heraclitus tells us that change is the only constant. But if there is one constant in Matexi's 75-year history, it is our entrepreneurship. Matexi is inherently a company of local, experienced entrepreneurs. Also trustworthy entrepreneurs, because what they do for our stakeholders, they would not do differently for themselves.

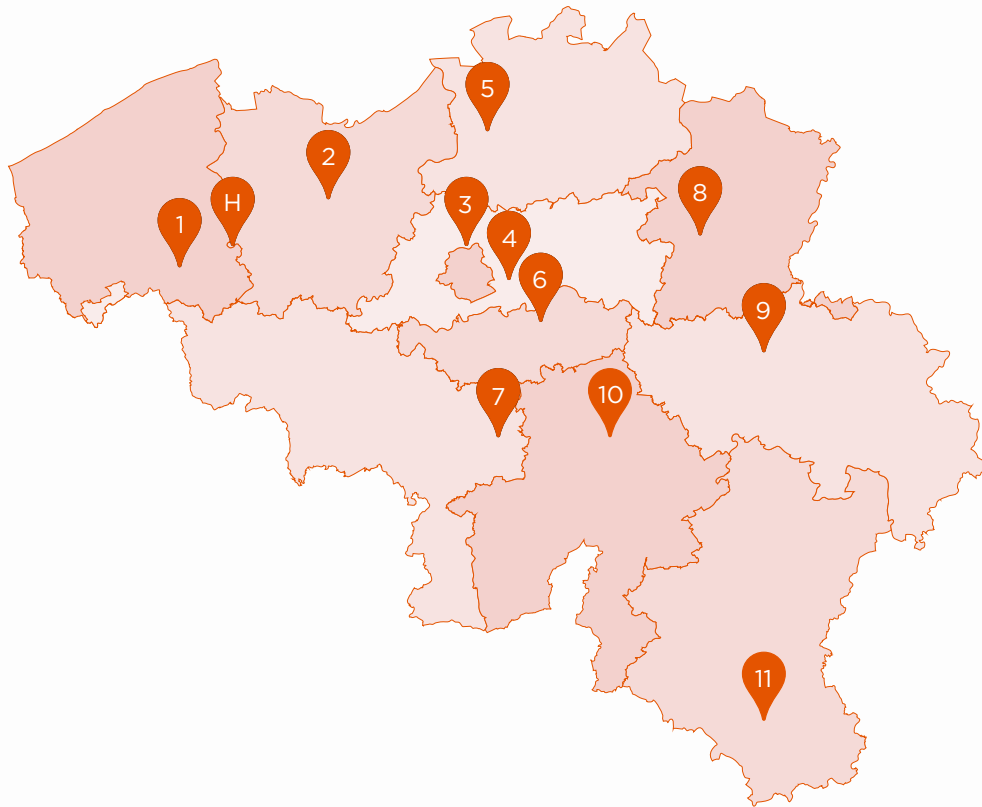
Our word is our word, that's the guiding principle in our entrepreneurship. Our company history bears witness to this intrinsic entrepreneurship. Since being founded in 1945, we have reinvented ourselves several times: from agricultural land broker to 'parceller', and from there to house builder to developer of sustainable neighbourhoods. In short: entrepreneurship has been of paramount importance to us for 75 years!

Our projects are relatively large and run for 5 to 25 years. In this context we as an entrepreneur are not interested in scoring in the short term by taking high risks.

Gaëtan Hannecart
CEO Matexi

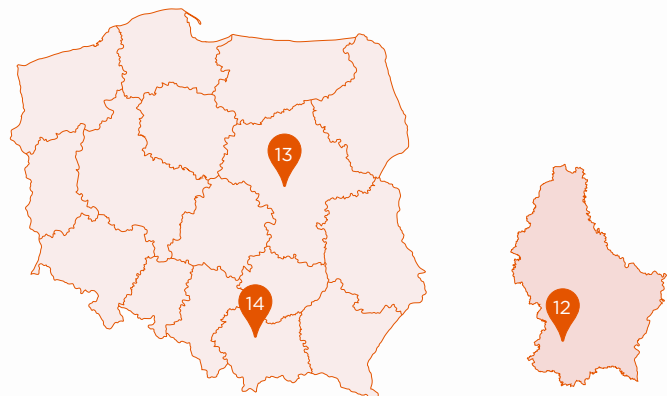


At Matexi we very consciously opt for a direct and local anchoring of our organisation. We operate out of 14 local markets in four regions across Belgium, the Grand Duchy of Luxembourg and Poland. In each of these local markets, we seek to expand and strengthen our position as respected local champions.



LOCAL MARKETS

- 1 West Flanders from Kortrijk
- 2 East Flanders from Eke
- 3 Flemish Brabant from Grimbergen
- 4 Brussels from Watermaal-Bosvoorde
- 5 Antwerp from Antwerp
- 6 Walloon Brabant from Wavre
- 7 Hainaut from Fleurus
- 8 Limburg from Hasselt
- 9 Liège from Liège
- 10 Namur from Liège
- 11 Province of Luxembourg from Liège
- 12 Grand Duchy of Luxembourg from Mamer
- 13 Warsaw from Warsaw
- 14 Krakow from Krakow
- H Matexi headquarters from Waregem



Local anchoring

Neighbourhood development is and remains an activity that is closely tied to a particular area. “The three most important factors for successful real estate projects are: location, location and location”, is the adage in the sector.

At Matexi we have therefore very consciously opted for a direct and local anchoring of our organisation. Our Business Managers and staff know the municipalities and cities, and the neighbourhoods and people of the region where they operate better than anyone else. The Business Managers are Matexi’s ambassadors in their local markets.

The result of this dialogue with the environment is that Matexi quickly recognises and learns about the right market opportunities.

In this way we also succeed better in responding to the need to integrate high-quality residential clusters in an optimal way into the existing environment. This is an objective that Matexi strives for with each new project. At the same time, Matexi makes sure that every development brings added value to the entire neighbourhood.

Matexi and its subsidiaries provide direct employment to more than 300 colleagues and indirect employment to over 3,000 employees who work on our sites each day.

We have 14 local markets in four regions across Belgium, the Grand Duchy of Luxembourg and Poland. On top of this we have separate teams for our three largest city-transforming A projects: **Quartier Bleu in Hasselt, 4 Fonteinen in Vilvoorde** and the **Antwerp Tower in Antwerp**.

The central teams support the four regions from our headquarters in Waregem:

- 1: East and West Flanders
- 2: Antwerp, Limburg and Flemish Brabant
- 3: Brussels and Wallonia
- 4: Grand Duchy of Luxembourg and Poland

Matexi wants to be a respected local champion in every market where it operates. I like to compare our approach to a V12 engine, where the well-functioning cylinders compensate if one or the other cylinder fails to reach its full potential for a short time. Matexi operates in exactly the same way.



As its name implies, **'t Groen Kwartier** in **Antwerp** is a green living and working area. Since 2006, the former Military Hospital has been transformed into an inner city development of more than 7 hectares where sustainability is central. Living, working, shopping, relaxing, getting together ... everything comes together right here in the heart of the city, in a car-free historical park. In addition, the neighbourhood has already won several awards. In 2016 the MIPIM Awards judges nominated 't Groen Kwartier in the urban renovation category, in 2018 the project received the RES Award as 'Best Residential Development' and in 2018 it received an honourable mention in the Gubbio Prize. In 2020, the successful development was fully sold out.



Matexi's sustainability approach




As neighbourhood developers, we have a major impact on society and the environment. We are fully aware of this. For Matexi, sustainability is therefore an essential component of our neighbourhood developments and our corporate culture. Safety & Integrity and Planet-People-Profit, that's our ethos. We create sustainable neighbourhoods that meet the needs of the present, without jeopardising those of future generations. In addition, we adopt a sustainable attitude in our relationships with all our stakeholders, without losing sight of our concern to be a profitable, reliable business concern.

Matexi Sustainability Matrix

To be in a position to undertake concrete initiatives with a measurable positive impact on Planet-People-Profit, we created the 'Matexi Sustainability Matrix'. This matrix identifies the measures we implement at four levels: the neighbourhood, the home, our company and our partners, and assesses them in terms of their positive impact on the planet (Planet), on people (People) and on the global (monetary) added value (Profit). In addition, having a healthy economic basis at all times enables our company to continue to live up to this ethos in the long term.

We would like to illustrate this matrix with a few examples.

We explain the neighbourhood level on the basis of the **'t Groen Kwartier in Antwerp**. This redevelopment of an old military complex is located in the middle of the city. Nevertheless, we succeeded in magicking the site into a green, car-free city area of 8 hectares (Planet), with plenty of space for games, recreation and meeting (People). We are convinced that our development will give new impetus to the entire surrounding neighbourhood, and will increase the value of the adjacent homes. (Profit)

	 PLANET	 PEOPLE	 PROFIT
Neighbourhood			
House / apartment			
Company			
Partners			



In **Diepenbeek**, Matexi is developing the **Paul Piperslaan** housing project. The project stands for green, accessible and central living. The neighbourhood will consist of 16 affordable family homes and 24 energy-efficient apartments in an environment with plentiful amenities. Thanks to our collaboration with Werfwater, we made water from dewatering operations available for free to local residents, farmers and municipal services.



At the level of home (housing unit), we examine the **Leopold Views** project in **Evere**. Solar panels on the roof of the apartment building generate renewable energy for the shared spaces, reducing not only CO₂ emissions (Planet), but also our residents' energy bills (Profit). As well as this, a shared roof garden with an outdoor kitchen has been created on the roof, with plenty of space for social interaction and meeting (People).

At company level, the mobility offer for our employees is a good example. At company level, we are moving towards a fleet of hybrid and electric models, in order to limit our CO₂ emissions (Planet). In addition, an attractive offer is developed for each employee with options for everyone's budget (Profit). In addition, we provide shared bicycles at our

offices, so that our employees can get a breath of fresh air or relax together during their lunch breaks (People).

Finally, the level of our partners is perfectly embodied by the pop-up De Kruitfabriek in **4 Fonteinen in Vilvoorde**. In collaboration with partners Aquafin, NuReSys and the city of Vilvoorde, we undertook a pilot project in this former explosives factory in which we built up expertise in integrated water policy and small-scale circular water systems (Planet). In addition, De Kruitfabriek is *the* hotspot for all kinds of creative and cultural events, with a number of shops and social initiatives (People). Needless to say, the above collaborations provide added value for both Matexi and our partners, precisely by enabling us to learn from each other (Profit).

Objectives linked to Sustainable Development Goals

Matexi has been committed to sustainable neighbourhood development for more than 25 years and is uniquely positioned to make a lasting contribution to the realisation of not only ecological, but also social objectives. Because we believe it is important to link our efforts to worldwide recognised goals, Matexi's sustainability approach is based on the Sustainable Development Goals (SDGs) of the United Nations.

In the coming years, we will also continue to challenge ourselves to produce increasingly sustainable neighbourhood developments and a more sustainable company.

Using a structured approach we are striving to make measurable progress on these various objectives by 2030, with continuous balancing of care and profit anchored in our decision-making processes. We report annually on our achievements and ambitions.

At the current time Matexi has an impact on 10 of the 17 SDGs:



SDG 3 - Good Health and Well-being are fundamental to pleasant living and working. At Matexi we focus on developing safe and inclusive neighbourhoods, in which we promote social cohesion.



SDG 5 - At Matexi, we believe in gender equality for everyone, including in our HR policy and partnerships with suppliers.



SDG 6 - Water management. One of the five pillars with which Matexi takes care of the planet. We are committed to saving more water and reusing more rain and wastewater.



SDG 7 - Energy transition. One of the five pillars with which Matexi takes care of the planet. For each project, we investigate the best way to an energy-optimal design and are committed to making the housing stock future-proof in terms of energy. As a company, we also strive for greater energy efficiency in our offices and on our sites.



SDG 8 - We contribute to economic growth and create valuable jobs with many opportunities. We support the real estate sector by sharing knowledge. Through the YouthStart organisation, of which Matexi is a founding partner, we also offer opportunities to young people with entrepreneurial ambitions.



SDG 11 - We develop inclusive, safe and green neighbourhoods. We do this by creating conditions that offer residents a high quality of life and social stability, while striving to harm the environment as little as possible.



SDG 12 - Circularity & waste management. One of the five pillars with which Matexi takes care of the planet. More reuse of materials and sustainable material choices are essential in our sustainable neighbourhood developments. We are committed to more sustainable production and consumption, in our neighbourhoods, in our offices and in our partnerships with suppliers and contractors.



SDG 13 - We are committed to using renewable energy sources and to reducing greenhouse gas emissions. Soft mobility is therefore one of the five pillars with which Matexi ensures a greener planet.



SDG 15 - Biodiversity. One of the five pillars with which Matexi takes care of the planet. We create more green in our neighbourhoods, improve biodiversity and make all our stakeholders more aware of its importance.



SDG 17 - We are convinced that knowledge sharing and collaborations are essential for a more sustainable planet and society. This is reflected in our contribution to numerous social projects.

Our design principles

For each area development we create, we at Matexi apply twelve sustainable design principles, devised by our central Urban Planning & Design team. We apply these principles to both the neighbourhoods and individual homes, and always seek to involve our partners in the choices we make.

We look at how we can make best sustainable use of the available space by building more densely and compactly, but without prejudice to urbanistic quality and living quality. We pay attention to sociological developments in the way people live together, and we strive for a harmonious architecture that takes the environment into account and strengthens the identity of the neighbourhood. The twelve principles are based on the 'Planet, People, Profit' ethos, starting from the following themes: Participation, Architecture, Collectivity, Experience, Affordability, Value creation, Sustainability, Public domain, Water management, Green, Mobility and Biodiversity.

From its long-term perspective, Matexi always opts for development in the right locations. Mobility, sustainability, interwovenness with the environment, but also the presence of everyday amenities ensure that occupants find themselves in an intelligently-conceived neighbourhood.

For years now, Matexi has begun its real estate projects with a neighbourhood analysis. Seven years ago Matexi developed, in collaboration with the University of Ghent, the innovative 'Neighbourhood Barometer', based on a representative sampling of 1,500 respondents.

As well as helping us define the right places for developing sustainable real estate, this tool also enables us to analyse which amenities are necessary in order to make a particular neighbourhood even more people-friendly and pleasant to live in. The Neighbourhood Barometer looks at each neighbourhood from many different perspectives. Along with a general score, the Neighbourhood Barometer gives a score per amenity and per sub-aspect. These include mobility, care facilities, schools and playgrounds, employment, leisure facilities, shops and so on. We aim for each new neighbourhood, on completion, to score at least 60% on the Neighbourhood Barometer.

Gaëtan Hannecart became acquainted with YouthStart's American parent organisation while attending Harvard Business School. He was so enthusiastic about it that he founded YouthStart Belgium in 1998. In the meantime, Queen Mathilde has also granted her patronage to YouthStart for several years now. The Queen insists on regularly attending training sessions and listening to the project ideas, experiences and dreams of young people. In July 2020, Queen Mathilde visited the YouthStart summer school in Uccle.



Commitment to society

Matexi is committed to creating a positive impact on people and society. That is why we believe it is important to share knowledge and contribute to the community and the economy of which we are a part. We focus on projects that support an inclusive society, participate in knowledge networks and build lasting relationships with our partners.

YouthStart More than 20 years ago, Matexi was a founding partner of YouthStart, a non-profit organisation that encourages ambitious young people to discover the challenges and possibilities of independent entrepreneurship. Queen Mathilde lends her Royal Patronage to YouthStart. Matexi regularly hosts its certification sessions. In 2019 we once again received several groups of young people who presented the business plans of their virtual companies to a panel of judges. Afterwards, the certificates are awarded. When sending our New Year's wishes in December 2020, we donated an amount for each New Year's wish that was sent digitally instead of on paper. In this way we were able to donate 5,000 euros to Youthstart.

ITINERA For ten years now, we have supported the Itinera Institute in order to contribute to the social debate on sustainable economic growth and social protection.

GUBERNA 25 years ago Matexi was a founding sponsor of Guberna, the Institute of Directors that promotes good governance for all companies. Gaëtan Hannecart is chairman of its board.

THE SHIFT As a member of The Shift, a Belgian network on sustainable development, Matexi is committed to collaboration around societal challenges and innovative projects.

hoplr Hoplr is a social network that brings neighbours closer together. From the start, five years ago, Matexi has been involved as an investor in the roll-out of Hoplr in numerous cities, municipalities and neighbourhoods at home and abroad. Hoplr allows local residents to connect with one another in an accessible way and thereby activates the social capital of the neighbourhood.

MATEXI AWARD At the start of 2020 Matexi organised the Matexi Award for the fifth time in a row. This showcases successful and promising projects on the district or neighbourhood level that very concretely foster greater inter-connectedness amongst neighbourhood residents. With it Matexi wishes to promote neighbourhood feeling and emphasise the importance of good, liveable neighbourhoods. We observe a growing realisation of the immense importance of a pleasant neighbourhood: in recent years almost 500 initiatives have registered for the Matexi Award. Shortly before the launch of the fifth Matexi Award, however, our country went into lockdown and we were forced to postpone the process to 2021. We deliberately did not opt for a virtual award ceremony because the Matexi Award symbolises physical, direct contacts and inter-connectedness between people.

To support local anchoring and involvement, we make our proverbial contribution through the Matching Gift programme. For more than a decade, we have contributed euro for euro to local causes supported by our employees.

In addition, we support a number of local social initiatives in the various regions where we operate. In Belgium, for example, we are a proud partner of the regional funds Streekfonds West-Vlaanderen and Streekfonds Oost-Vlaanderen (from March 2021). In Poland, for every apartment sold, an amount is donated to a regional charity. Customers can always choose their favourite from three charities. In 2020, some 7,000 euros were collected.



In 2020, Matexi also organised several viewing days throughout Belgium. Just like here in **Les Jardins du Terril** in **Rocourt**, our colleagues welcome the potential future residents of our neighbourhoods in our show houses and answer questions about the plans, the prices, the options, the support and the guarantees we offer. We pay explicit attention to customer enthusiasm. Since 2008 satisfaction scores have been included in the criteria for a collective result-based bonus.



‘KING’ values

Day after day we seek new ways to improve how we operate. Our KING values (based on the initial letters in Dutch for Customer Focus, Integrity, Precision and Passion) act as an anchor and compass for all employees. They form a solid basis for our decisions and guide us in our activities. We cultivate these values consistently and spread the word with enthusiasm.

CUSTOMER FOCUS

The wishes and needs of each and every customer are key to us at Matexi. We deliver top-quality homes in pleasant neighbourhoods that make the most of any budget. Enthusiastic customers are our best ambassadors.

INTEGRITY

Matexi’s word is its bond. We act not only in strict conformity with the legal standards, but also in accordance with generally accepted social, professional and ethical standards. If unforeseen circumstances arise, we discuss the matter openly and look for the best solution in mutual consultation with all involved parties. In this way we can build up our reputation and relationships over the long term.

PRECISION

Our many years of experience have taught us that a well-finished result is only possible with the proper urban development, architectural, legal, financial, structural and administrative foundations. Day after day we work thoroughly, critically and with the greatest precision and according to efficient processes, because it’s the details that distinguish the best from the rest.

PASSION

At Matexi, we know our profession. We always work as a single team with a ‘can-do’ attitude, with commitment, enthusiasm and optimism, with the same passion with which our customers look forward to their new home.

In this way, our corporate values not only exist internally, they also benefit every neighbourhood. Our agenda aligns with that of our customers: a good home with satisfied residents means added value for the neighbourhood in both human and material terms. And vice-versa.

Strategy

10 operational levers

An effective policy requires a harmonised organisation, based on tangible points of reference. With this in mind, we have defined ten operational levers.

1. AFFIRMING OUR LEADERSHIP IN OUR CORE BUSINESS AREAS ON THE BASIS OF OUR EXPERTISE AND TEAMWORK.

Matexi has always invested in expanding its expertise, and today it has clearly become a genuine knowledge company. In our view, this is an essential foundation for creating inspiring neighbourhoods. It is our knowledge that will enable us to continue to stand out from the competition. Matexi aspires to be the reference in neighbourhood development. For this very reason, we want to extend our multidisciplinary know-how in every area that is important for developing neighbourhoods offering the best possible quality of life: from building costs and sustainable construction to land use planning, always in the broadest sense of the term.

2. EXPANDING AND CONSOLIDATING OUR LOCAL AND PROFESSIONAL NETWORKS.

We continue to work on consolidating our geographic focus thanks to our network of regional offices and our sincere commitment to working together with all involved parties. We also strive for a sound technical anchoring. Finally, we ensure our social focus through constant dialogue with interest groups and policy-making authorities.

3. FOCUSING ON SHORT-TERM RESULTS WITH AN EYE ON THE LONG TERM.

Long-term thinking plays a key role in Matexi's approach. Matexi develops neighbourhoods for current and future generations. Our long-term vision is reflected in every project, negotiation and strategic decision. We are also committed to achieving the objectives of the business plan and implementing the annual plans.

4. ATTRACTING TOP-QUALITY PROFESSIONALS AND TOGETHER CREATING A 'GREAT PLACE TO WORK' FOR ALL EMPLOYEES.

Matexi is able to grow because its employees grow as a team. We want to combine the advantages of an SME with those of a large company. Our aim is to be a flexibly structured knowledge company that holds entrepreneurship in high regard.

5. INSPIRING ENTHUSIASM IN OUR CUSTOMERS.

Customer focus is one of Matexi's values. For us, 'enthusiastic' goes way beyond 'satisfied'. Enthusiastic customers help spread the Matexi message. They are our ambassadors.

6. STRIVING FOR AFFORDABLE CONSTRUCTION COSTS FOR WELL-DEFINED QUALITIES.

Their housing budget is a restrictive criterion for our customers. Matexi has to be able to market new buildings at a price that is within potential customers' budgets. We want to be able to offer all customers a home that meets their needs, at an affordable and competitive price.

7. WORKING ACCORDING TO SIMPLE AND CLEARLY STRUCTURED PROCESSES.

We are a process-driven organisation that develops neighbourhoods in a professional manner by tailoring its products to local requirements. It is absolutely essential to apply harmonised processes in order to guarantee quality at every stage of neighbourhood development.

8. PERPETUATING AND INCREASING OUR FINANCIAL STRENGTH.

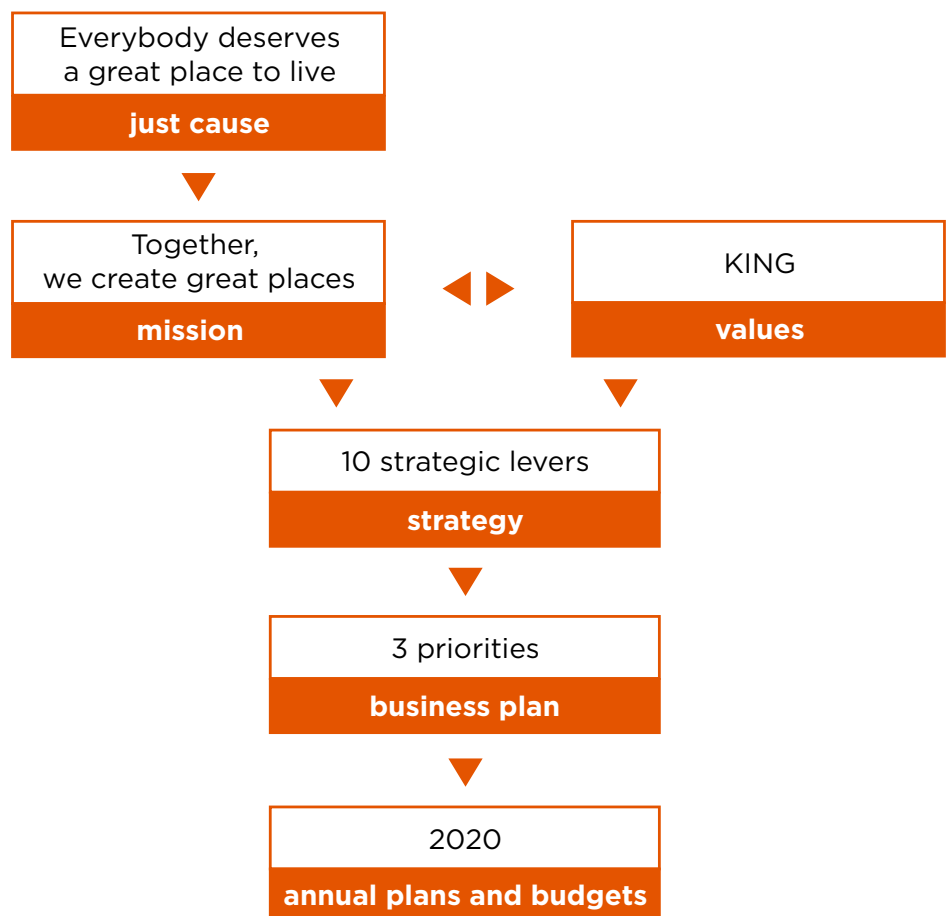
Property development is a capital-intensive, high-risk business dependent on the cyclical nature of the economy, interest rates and the market. Generating a sustainable return is the best guarantee for the company's long-term future. We also want to have adequate financial flexibility and resources in order to be able to react quickly to any new opportunities that arise.

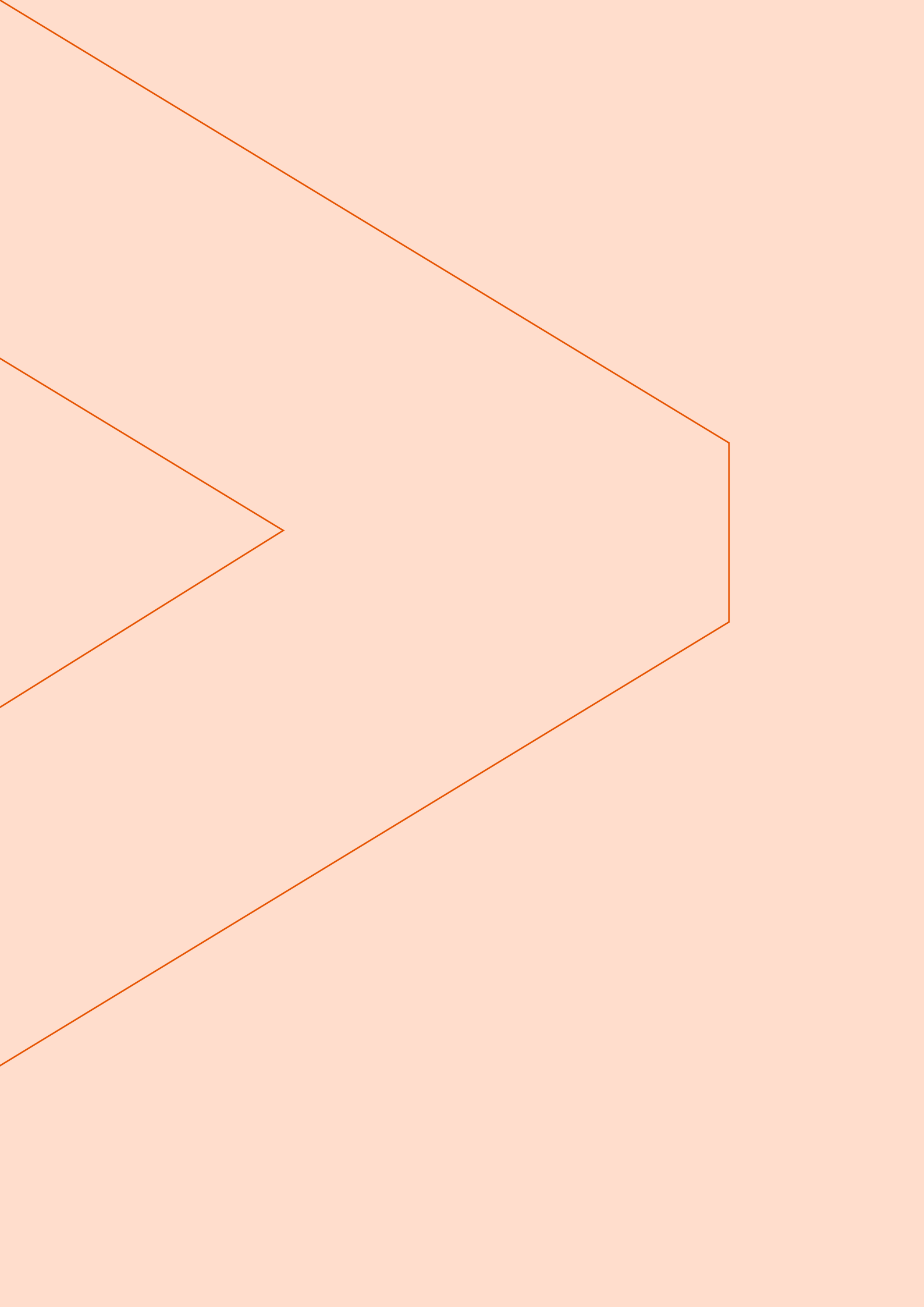
9. BUILDING ON OUR EXCELLENT REPUTATION.

We want MATEXI to have a solid reputation that gives all stakeholders a positive impression and keeps the company top-of-mind.

10. IDENTIFYING AND DEVELOPING NEW MARKET SEGMENTS IN TERMS OF BOTH PRODUCTS AND GEOGRAPHY.

We are a flexible organisation that anticipates external trends and proactively seeks out new business opportunities, with regard to both locations and new products.





NEIGHBOURHOODS AROUND THE GLOBE

STRIJP-S, THE CREATIVE AND CULTURAL HEART OF EINDHOVEN, THE NETHERLANDS

**Matexi learns by watching.
Always looking for good solutions for
neighbourhood development, Matexi
draws inspiration from well-functioning
neighbourhoods and urban renewal
projects, both historical and
contemporary.**

Strijp-S, the creative and cultural heart of Eindhoven

Strijp-S is an 27 hectare site bordering the centre of Eindhoven. For decades it was home to electronics giant Philips. At the end of the nineties, the manufacturer decided to dispose of the industrial area and to withdraw in phases from what had become a designated industrial heritage site. In 2001 construction company VolkerWessels and the municipality of Eindhoven, united in the PPP 'Park Strijp Beheer', purchased the industrial estate. Their goal was to transform Strijp-S into the new creative centre of Eindhoven with a unique mix of living, working, learning and leisure activities.

The 'West 8' design office headed by Adriaan Geuze was commissioned to develop the master plan. The core of Strijp-S consists of a 60 metre-wide avenue, the Torenallee. This dominant walking and cycling boulevard with a double row of plane trees crosses the entire project area like a green vein. In addition, Strijp-S is divided into three zones - Spoorzone, Kastanjevelde, Driehoek - each originally with its own separate function. Over the years, this strict division between living, working and leisure has been abandoned and the zoning plan has changed. Today, there are buildings with both living and working lofts.

UNIQUE COMBINATION OF NEW AND HISTORIC

The first homes were built in 2010, with fourth and final phase scheduled to start in 2022.

Over the years, more than 4,000 new homes have been built, ranging from industrial luxury lofts to apartments to condos, that is compact, affordable living spaces measuring 50 m² each with communal facilities. A particular feature of this new city district is the combination of new and historic buildings. The area is not externally well-finished. Strijp-S thus has an imposing, robust look to it. As a link to the past, industrial elements in the public space were deliberately left raw, with certain iconic factory buildings like the Klokgebouw and the Hoge Rug retained as neighbourhood beacons.

Strijp-S is a creative and innovative city neighbourhood in the field of art, design and technology, with a mix of renowned international technology companies, knowledge institutes and start-ups. The area is perfect for entrepreneurs and makers, with all necessary facilities to test and realise new ideas. Local residents are actively encouraged to create their own living environment. On top of this are many festivals, pop-up events and locations where residents can spontaneously meet each other. For example in Area 51, the largest





indoor skate park in the Netherlands, at the monthly FeelGoodMarket Sunday market, in the Het Veem covered fresh food market, in the Natlab culture house.

Strijp-S is easily accessible, both by bicycle and by public transport. The neighbourhood is close to the centre of Eindhoven, right next to the 'Strijp-S' train station and the inner ring road. In addition to basic facilities such as car parks and bicycle sheds, the mobility plan for Strijp-S includes a sophisticated system of shared electric bicycles, scooters and cars with the accompanying charging infrastructure. Real-time mobility planning exists via an app, with dynamic route planning and integration with public transport. Cyclists are spoiled for choice with wide, well-lit cycle paths and plenty of safe bicycle storage space.

STRIJP-S AS A 'LIVING LAB'

As part of making cities more social, comfortable and sustainable, Strijp-S wants to function as a 'living lab': a dynamic environment where innovative products and

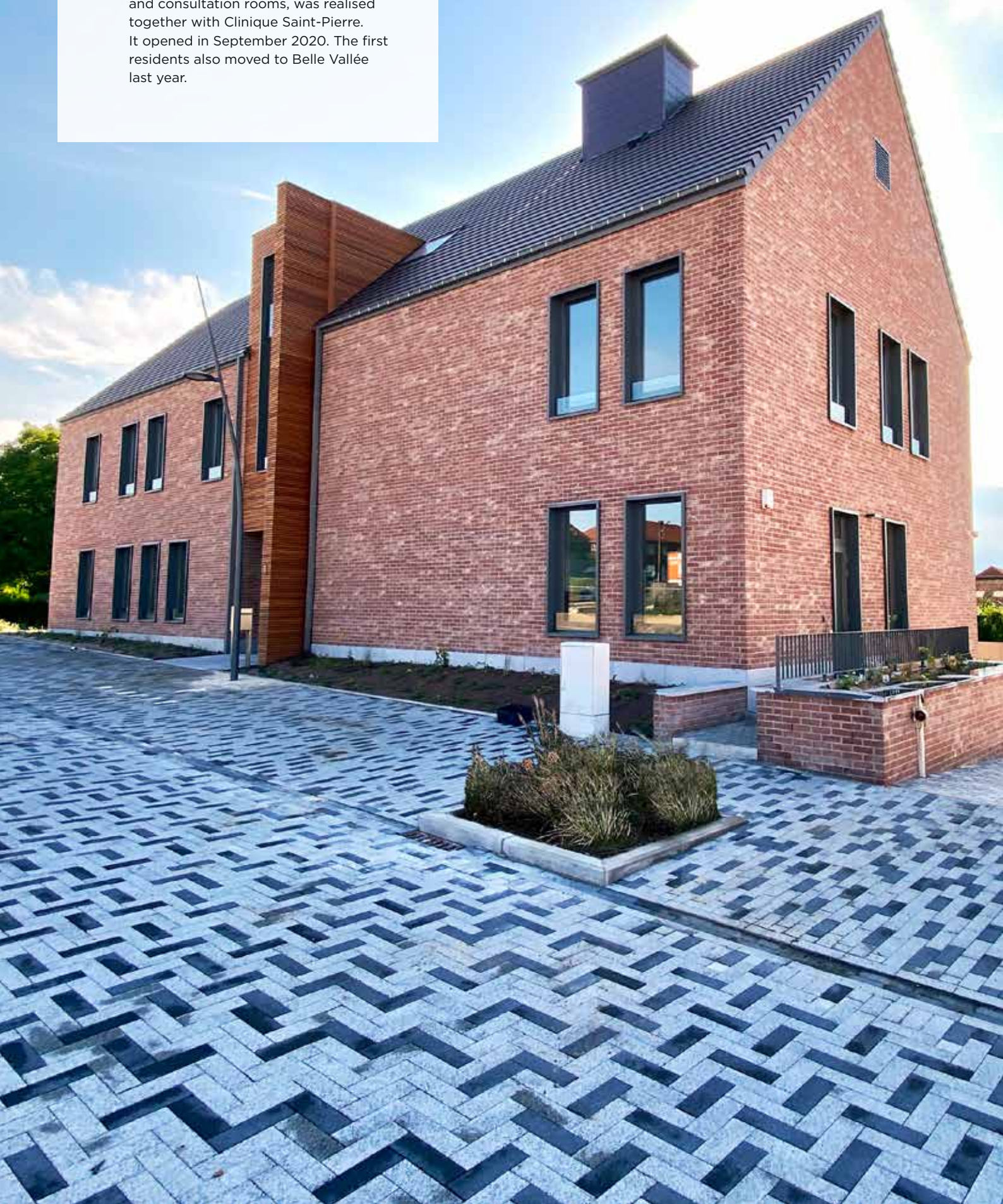
services can be rolled out and developed as (pilot) projects. Everything revolves around the quality of life of residents and visitors. For example, in Strijp-S there are sensors that measure air quality, as well as smart lighting and cameras that monitor and analyse transport movements. These facilitate the search for free parking spaces, reducing the kilometres driven searching for somewhere to park and therefore the emission of exhaust gases.

Strijp-S is widely regarded as a successful area transformation. It has taken two prizes: in 2013, De Gulden Feniks in the 'Area transformation' category, followed in 2019 by the NEPROM prize for the successful collaboration between the municipality and developers. Together they succeeded in transforming the area into a multifunctional neighbourhood, demonstrating respect and ingenuity in their handling of the existing buildings and the social structure.

GOVERNANCE



When designing neighbourhoods, we take into account the necessary local facilities and collectivity. **Belle Vallée** in **Jodoigne** is one example of this approach. In 2020 we completed the outpatient clinic, the orchard in a public park, the first 27 houses and 28 apartments. The 1,300 m² outpatient clinic, with more than 15 specialities and consultation rooms, was realised together with Clinique Saint-Pierre. It opened in September 2020. The first residents also moved to Belle Vallée last year.



Corporate governance

Corporate governance is the way in which companies are governed, managed and controlled. It consists of a set of rules and procedures for decision-making within the company, and distributes power and responsibility between the board of directors, managers, shareholders, companies and other administrators. Globally, corporate governance is becoming an increasingly important factor in measuring a company's sustainability.

Matexi has been a family business for more than 75 years, with fourth-generation family members as shareholders in 2020. We are strongly anchored locally and are committed to a transparent company structure. For example, we encourage employees to share their feedback openly (anonymously if desired), and we provide the necessary resources to do so. In addition, we regularly survey our employees to identify strengths and opportunities for improvement. Matexi is also transparent about finances: its financial status is known to employees and is made public each year in the activity report.

As early as 2008, Matexi opted to strengthen the board of directors with external directors. Their number has steadily increased in recent years, and at the end of 2020 more than half of the board of directors consisted of external directors. An Audit Committee oversees the integrity of financial disclosure, of the administrative organisation and internal control systems and of the risk management systems. Finally, the Appointment and Remuneration Committee advises the board

of directors on matters such as HR policy, general remuneration policy, compensation and succession planning for the members of the board of directors, the Audit Committee and the Appointment and Remuneration Committee. Just as on the board of directors, various external directors also sit on the subcommittees and the Management Committee.

In 2021, Matexi will choose a non-family CEO for the first time in its 75-year history. At the general meeting of 5 May 2021, Olivier Lambrecht will take over from Gaëtan Hannecart. The fact that Hannecart will not then take up the task of chairman of the board of directors is another example of good governance within Matexi. Having a professional and external chairman of the board of directors both provides a kind of arbitrator who guards the balance between the CEO and the family shareholders, and also creates more clarity for employees.

For us, the company does not exist for the family, rather the opposite. The family is there for the company. This means that we, as a family, put ourselves at the service of the company.

Gaëtan Hannecart
CEO Matexi

Board of Directors and board committees

Board of Directors

The Board of Directors is responsible for the approval of the strategy and the general company policies, and monitors the actual execution of the business plan and the realisation of the company targets. At the end of 2020, the Board of Directors of Matexi NV is composed of eight members, that is - in addition to the Managing Director - five external Directors and three representatives of the family. The Board of Directors met eight times in 2020.

> **Jo Van Biesbroeck** (for JoVB BV)

- Director and Chairman of the Board of Directors of Matexi and of Abacus Group
- Other mandates: Director at Patrinvest/SFI Luxembourg; Director at Inno.com; Director at DeNil; Director, Chairman Audit Committee of Etex; Director, Chairman Audit Committee and member of the Telenet Remuneration Committee, Director at Franklinia Swiss Fund, Arboretum Wespelaar, Anti Cancer Fund and Kick Cancer

> **Gaëtan Hannecart** (for Vauban NV)

- Managing Director Matexi, Matexi Projects, Abacus Invest and Abacus Group; Director at Matexi Real Estate Finance; Director at Sibomat, Director at QuaeroQ
- Other mandates: Director at Group Louis Delhaize, N-Side, Financière de Tubize; Director and co-founder of Itinera Institute vzw; Chairman and co-founder of YouthStart vzw; Chairman of Guberna vzw; co-founder and director of Belgium's 40 under 40

> **Bénédict Vande Vyvere** (for Nimmobo NV)

- Director at Matexi, Matexi Real Estate Finance, Abacus Invest and Abacus Group

> **Bruno Vande Vyvere** (for Brunim NV)

- Director at Matexi, Matexi Real Estate Finance, Abacus Invest and Abacus Group

> **Bernard Delvaux** (for BCConseil BV)

- Director at Matexi
- Other mandates: CEO of Sonaca Group; Chairman of HEC Liège Management School; Director at Carmeuse; Director at Gaming1; director at Floridienne

> **Karel Van Eetvelt** (for Dorebor BV)

- Director at Matexi
- Other mandates: CEO of Royal Sporting Club Anderlecht; Director at ProLeague; Director at Eyckerheyde vzw; Chairman of Sporta vzw

> **Walter de Boer** (for NG 53 Consult BV)

- Director at Matexi
- Other mandates: CEO of BPD Europe BV; Vice-Chairman of Supervisory Board at Behoud, Ontwikkeling en Exploitatie van Industriële Erfgoed; Chairman of Bouwfonds Art Foundation; Director at Bouwfonds Cultural Fund; Director at International Foundation Housing Planning (IFHP); Director at International New Town Institute

> **Sonja Rottiers** (for SdL Advice BV)

- Director at Matexi
- Other mandates: CEO and Regional Director for Europe, Middle East and Africa of Lloyd's Insurance Company; Director and Member of the Audit Committee Kinopolis Group

Audit Committee

The Audit Committee is an advisory body to the Board of Directors of Matexi.

It supervises and evaluates the integrity (correctness, completeness) of the financial information provision, the administrative organisation and internal control systems and the risk management systems. The Audit Committee supervises the activities of the statutory auditor and acts as an additional point of contact for the statutory auditor, without prejudice to the role of the Board of Directors.

The Audit Committee can grant audit assignments to management or the internal auditor, and will discuss identified shortcomings or weaknesses in the internal control system, as well as any remediation plan, with the management and/or the statutory auditor. From May 2021, the Audit Committee will be renamed "Audit, Risk & Finance Committee" and its scope extended to the financing policy and important decisions regarding external project or corporate financing and off-balance sheet commitments

(e.g. guarantee lines). At the same time, it will be expanded with a fourth member.

The Audit Committee is composed of three members to be chosen from amongst the members of the Board of Directors, whereby the majority must consist of external directors. An external director, to be chosen from amongst the members, is appointed as chairman of the Audit Committee.

The Matexi Audit Committee consists of:

- > **Sonja Rottiers** (for SdL Advice BV)
 - Member and Chairman
- > **Bénédicte Vande Vyvere** (for Nimmobo NV)
 - Member
- > **Gaëtan Hannecart** (for Vauban NV)
 - Member (from 5 May 2021)
- > **Jo Van Biesbroeck** (for JoVB BV)
 - Member

The Audit Committee reports to the board of directors on a quarterly basis and met four times in 2020.

Appointment and Remuneration Committee

The Appointment and Remuneration Committee is an advisory body to the Board of Directors of Matexi.

The Appointment and Remuneration Committee can deliberate and formulate proposals to the Board of Directors on:

- > high-level HR-policies
- > the composition of the Board of Directors, the Audit Committee, the Appointment and Remuneration Committee and the Executive Committee
- > the remuneration policy for the members of the Board of Directors, the Audit Committee and the Appointment and Remuneration Committee
- > general remuneration policy and the individual remuneration packages for the members of the Executive Committee
- > succession planning with regard to Executive Committee functions

The Appointment and Remuneration Committee is composed of at least three members to be chosen from amongst the members of the Board of Directors, whereby the majority must consist of external directors. An external director, to be chosen from amongst the members, is appointed as chairman of the Appointment and Remuneration Committee.

Since the end of 2020, the Appointment and Remuneration Committee of Matexi is composed of:

- > **Jo Van Biesbroeck** (for JoVB BV)
 - Member and Chairman
- > **Bernard Delvaux** (for BCConseil BV)
 - Member
- > **Gaëtan Hannecart** (for Vauban NV)
 - Member
- > **Walter de Boer** (for NG 53 Consult BV)
 - Member

The Appointment and Remuneration Committee met five times in 2020.



From the general meeting on 5 May 2021 **Olivier Lambrecht** will take over the position of CEO and operational leadership from **Gaëtan Hannecart**. CEO Gaëtan Hannecart: "The family shareholders, the board of directors and myself are more ambitious than ever for Matexi and wish to continue on this path at a faster pace. That is why we believe it to be important to further strengthen Matexi with a very experienced manager, who will take over my role as CEO. This should allow me to focus even more on the vision and strategy of the company."



Executive Bodies

Management Committee or Executive Committee

The Management Committee is responsible for formulating proposals relating to the strategy and policies, the implementation of the business plan, and for approving and monitoring the operational projects for implementing the strategy and policies.

The Management Committee consists of:

- > **Gaëtan Hannecart** (for Vauban NV)
 - CEO, Chairman of the Management Committee, (until 4 May 2021)
- > **Olivier Lambrecht** (for Realize BV)
 - Member of the Management Committee (from 17 February 2021)
 - CEO (from 5 May 2021)
- > **Didier Delplanque** (for Kalis CommV)
 - Chief Construction Officer
- > **Dirk Blendeman** (for Shinrai BV)
 - Chief People & Process Officer, (until 14 March 2021)
- > **Frederik Van Damme** (for Fortjen BV)
 - Regional Business Director East and West Flanders Region
- > **Ivan Van de Maele** (for De Blauwhoeve BV)
 - Secretary General
- > **Jimmy Sterckx** (for Sterckx Business Services B)
 - Regional Business Director Antwerpen – Limburg – Vlaams-Brabant Region
- > **Kristoff De Winne** (for DW Consulting BV),
 - Acquisition & Development Director (from 22 March 2021)

> **Luc Parmentier**

(for Meeùs & Parmentier Properties BV)
– Regional Business Director Brussels - Wallonia Region

> **Matthijs Keersebilck** (for Loupau BV)

– Sales, Marketing & Communication Director

> **Mirosław Bednarek**

– Regional Business Director International Region

> **Philip Goris** (for PG Consulting CommV)

– Chief Financial Officer

> **Wouter Coucke** (for Lires BV)

– Acquisition & Development Director, (until 22 March 2021)

Olivier Lambrecht joined Matexi in February 2021. From the general meeting on 5 May 2021, he will take over the position of CEO and operational leadership from Gaëtan Hannecart. Lambrecht holds a master's degree in Applied Economics and Commercial Engineering from the University of Antwerp. He started his career at Accenture in 1993. In 2005 he moved to AB InBev where he held various positions at corporate and regional level, mainly in HR and organisational functions. In 2015 he joined The Kraft Heinz Company as Vice-President People & IT. For the the last three years he was Group Chief HR Officer and Transformation Officer at Emaar, the largest real estate company in Dubai, active in community development, shopping centres, hospitality and entertainment in the Middle East and Asia.

Investment Committee

The Investment Committee is responsible for evaluating investment proposals and making decisions at six important moments during the life of a real estate project.

The Investment Committee consists of:

- > **Gaëtan Hannecart** (for Vauban NV)
 - CEO, chairman of the Investment Committee
- > **Bruno Vande Vyvere** (for Brunim NV)
 - Director and Business Manager
- > **Didier Delplanque** (for Kalius Comm.V)
 - Chief Construction Officer
- > **Ivan Van de Maele** (for De Blauwhoeve BV)
 - Secretary General
- > **Matthijs Keersebilck** (for Loupau BV)
 - Sales, Marketing & Communication Director
- > **Kristoff De Winne** (for DW Consulting BV),
 - Acquisition & Development Director (from 22 March 2021)
- > **Philip Goris** (for Pg Consulting CommV)
 - Chief Financial Officer
- > **Wouter Coucke** (for Lires BV)
 - Acquisition & Development Director (until 22 March 2021)

Investment proposals are presented by three leads who are jointly responsible for any real estate project: the Business Lead, the Construction Lead and the Finance & Administration Lead.

Depending on the market and the region, the respective Regional Business Director and the Business Manager also become involved in the decision-making.

Depending on the specificity of a project, the Chief People & Process Officer or technical experts become involved in the decision-making. In 2020, the Investment Committee met once.

From May 2021, the Investment Committee will become a formal subcommittee of the Board of Directors to which the Board of Directors will delegate the authority for certain investment decisions, within the investment policy established by the Board of Directors.

Management

Each Regional Management Team knows its market and the possibilities and works according to a project-centric approach. In this approach the project is central and the Business Lead, the Construction Lead and the Finance & Administration Lead are jointly responsible for the success of the project.

The 14 local markets are headed by the Business Managers. They manage the Business Portfolios (BP). They have a wide-ranging role: maintaining good relations with public organisations, government authorities and land owners; looking for, analysing and buying land; examining and working out development possibilities on the purchased sites; coordinating permit applications, as well marketing the developed neighbourhoods. Three Business Managers are responsible for the management of our most important inner-city projects, our A-projects: **Quartier Bleu** in **Hasselt**, **Antwerp Tower** in **Antwerpen** and **4 Fonteinen** in **Vilvoorde**.

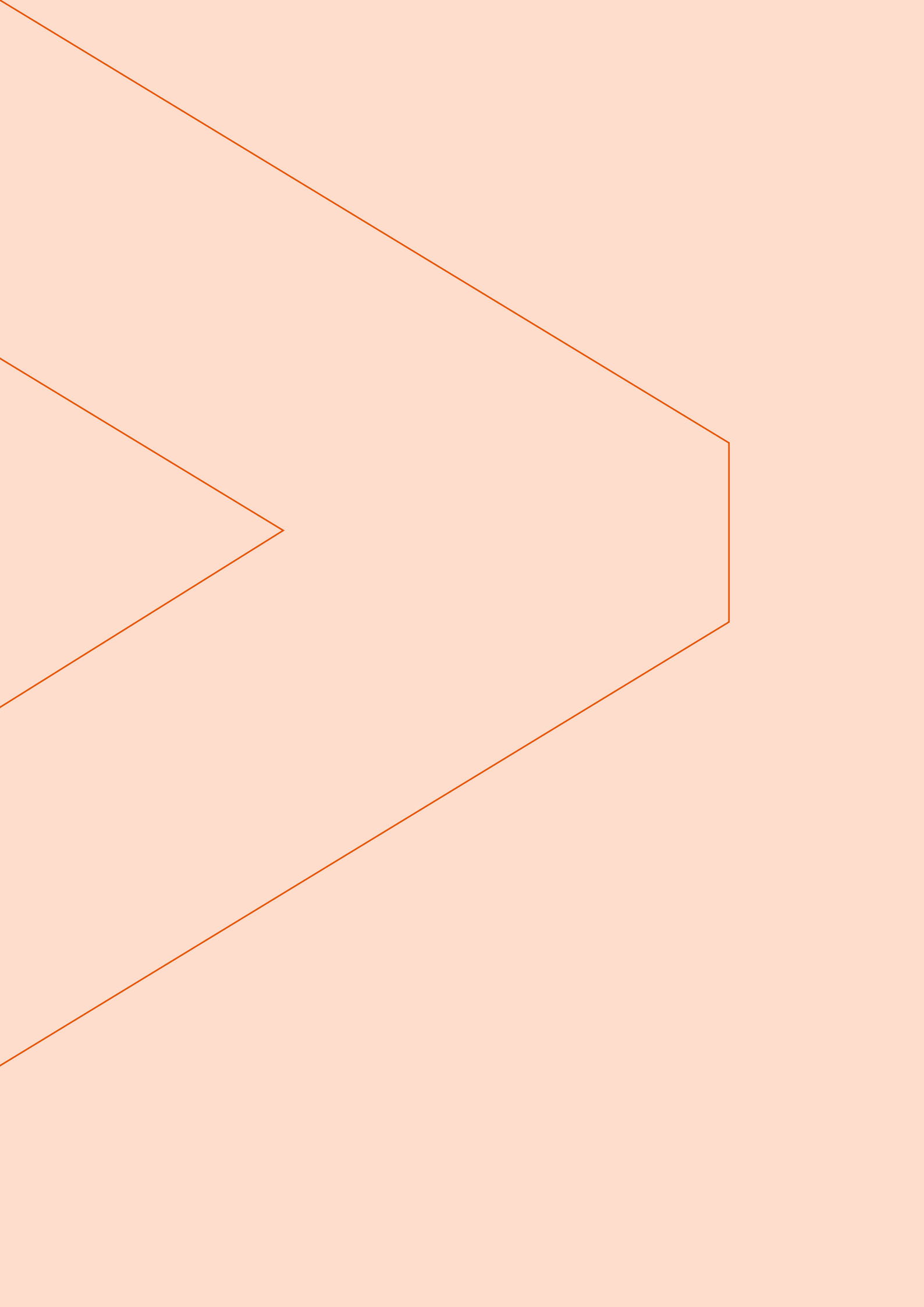
- > **Bart Van Caenegem** (for Cevima BV)
 - Business Manager BP West Flanders
- > **Bruno Vande Vyvere** (for Brunim NV)
 - Business Manager BP Antwerp (until 1 February 2021)
- > **Caroline Franz**
 - Business Manager BP Flemish Brabant
- > **Didier Van Ingelgem** (for BeetoBe BV)
 - Business Manager BP Brussels
- > **Gil Lavend'Homme** (for Mamédo BV)
 - Business Manager BP Hainaut
- > **Klaas Lombaert** (for LO-CO BV)
 - Business Manager 'A Project 4 Fonteinen'
- > **Luc Van Rysseghem** (for Varires BV)
 - Business Manager 'A Project Antwerp Tower'
 - Business Manager BP Antwerp (until 1 February 2021)
- > **Luc Parmentier** (for Meeüs & Parmentier Properties BV)
 - Business Manager BP Luxembourg GD ad interim
 - Business Manager BP Antwerp (until 28 February 2021)
- > **Monika Perekitko**
 - Business Manager BP Warsaw
 - Business Manager BP Krakow (until 28 February 2021).

- > **Piotr Byrski**
 - Business Manager BP Krakow (from 1 March 2021)
- > **Régis Ortman**s (for R. Ortman BV)
 - Business Manager BP Liège, Namur, Prov. Luxembourg
- > **Renaud Naiken** (for INMOVE)
 - Business Manager BP Walloon Brabant (until 1 March 2021)
- > **Tom Van Becelaere** (for AnnTo BV)
 - Business Manager BP Limburg
- > **Trui Tydgat** (for CNSLT BV)
 - Business Manager BP East Flanders

The Regional Management Team for Construction and F&A is:

- > **Eric Renier** (for EL²A srl)
 - Regional Construction Manager RBWL
- > **Henk Carron**
 - Regional Construction Manager ROWV
- > **Marek Straszak**
 - Regional Construction Manager RINT
- > **Wim Smekens** (for Zafferana BV)
 - Regional Construction Manager RALV (until 30 April 2021)
- > **Koenraad Van den Broek** (for Lemon Shark BV)
 - Regional F&A Manager RALV
- > **Stijn Grymonpré**
 - Regional F&A Manager ROWV
- > **Xavier Robeyns**
 - Regional F&A Manager RBWL
- > **Zofia Szymonska**
 - Regional F&A Manager RINT

The central teams in the knowledge clusters support the regions from the headquarters in **Waregem**. Matexi builds up expertise on specific themes via the central teams, enabling us to deal more effectively with complex and wide-ranging assignments and react more quickly to market and/or technology changes.



NEIGHBOURHOODS AROUND THE GLOBE

FAMILY-FRIENDLY

NEIGHBOURHOOD IN ALTONA,

HAMBURG, GERMANY

Matexi learns by watching.

Always looking for good solutions for

neighbourhood development, Matexi

draws inspiration from well-functioning

neighbourhoods and urban

development projects, both historical

and contemporary.

More living space, more public space, more Altona

Altona is the westernmost district of the German city of Hamburg and is located on the right bank of the Elbe. For many years there was a vacant lot in the middle of the district, which formerly housed the Holsten brewery and the Altona freight train station. Given the great need for sustainable, inner-city living space, it was decided to develop the area into a varied, family-friendly neighbourhood: 'Mitte Altona'.

In 2010, the city of Hamburg organised a competition with an extensive package of requirements for the participating architectural firms. Prior to the competition, the residents of Hamburg, experts, investors and other stakeholders had been able to express their wishes and ideas for the new neighbourhood during various workshops. Based on this intensive information and consultation process, the winning Hamburg consultancies André Poitiers Architekt Stadtplaner RIBA and arbos Freiraumplanung drew up a master plan that the parliament approved by a large majority in 2012. The three basic objectives of the plan were to make Mitte Altona an exciting and lively neighbourhood where everyone can participate in social life and where an innovative mobility plan prevails.

INCLUSIVE NEIGHBOURHOOD WITH INTEGRATION PROJECT

In the long term, some 3,500 residential units will be built on a 26 hectare site in Mitte Altona. The first construction phase started in 2015 with the development of 1,600 apartments and will end in 2022 with the completion of the new district school. The neighbourhood also has four nurseries, a central park and two neighbourhood squares. Scattered around the neighbourhood are small shops, cafés and restaurants, with a commercial centre in the former goods depot. In terms of look and feel, Mitte Altona fits in nicely with the surrounding neighbourhoods, with building blocks of similar height, width, design and appearance. In memory of the neighbourhood's turbulent history, historical structures have been integrated and monuments preserved as landmarks and identification points. For example, the water tower, the former railway depot and the 'Kleiderklasse' - the building for the uniforms of the railway personnel - have been preserved in their entirety.





Mitte Altona is an inclusive neighbourhood where different household types - families, singles, people in need - and income groups find a home. One third of the homes are social housing, one third rental homes and one third are owner-occupied. A portion of the buildings are compulsorily reserved for integration projects. Everyone in Mitte Altona can participate equally in everyday social life, regardless of gender, age, social or cultural background. Barrier-free public spaces and buildings, simple and easily understandable public information, a guidance system for blind and partially sighted people ... all contribute to this.

DISTRICT PARK AS THE OUTCOME OF A PARTICIPATION PROJECT

Naturally, a park should not be missing in an area where some ten thousand people will eventually live. The park is no less than 8 hectares in size and is centrally located in the area. In a multi-phase participation process, people of different origins, with different life situations, ages and lifestyles were able to say what the park should look like. The Swiss consultancy Rotzler Krebs und Partner Landschaftsarchitekten won the competition and the new district park was laid out as a flowing meadow landscape stretching southwards over the entire area.

The park includes playgrounds and sports fields, sun terraces, a small wood, playground, city garden, play fountain and amphitheatre.

Mitte Altona is a car and traffic-calmed neighbourhood with no-obstacles, bicycle and pedestrian-friendly streets and squares. Few public parking spaces, innovative mobility, good public transport and attractive cycling and walking paths are intended to encourage residents to leave their cars behind. In the mobility station they can find various types of bicycles for rent, including electric cargo bikes, rickshaws, folding bicycles and also bicycle carts and wheelchair transporters. In addition to car-sharing and carpool systems, there are also many bus and S-Bahn lines and a mobility service that provides advice on travelling through the city without owning one's own car. Fun fact: most of the streets in Mitte Altona bear the name of important Hamburg women.

OUR ACTIVITIES IN 2020



In 2020 Matexi applied for a permit to repurpose the **Bétons Lemaire** site located in the heart of **Ottignies**. This 8.6 hectare area will be redeveloped with the construction of 600 homes. The first phase covers the area between the Rue du Monument and the River Dijle; the second the Decoux joinery site on the railway side of the road (which will be the gateway to the future eco-district); and the third the Bétons Lemaire site, between the two railway lines, on which 80 apartments and houses will be built. In the meantime, in consultation with the neighbourhood, a skate park and laser games site have been set up on the site.



Analysis of the residential real estate market in Belgium, Poland and Luxembourg 2020

2020 was an eventful year for the residential real estate market, which was of course strongly marked by the effects of Covid-19. In the various countries where we operate – Belgium, Poland and the Grand Duchy of Luxembourg – a general lockdown initially produced a sharp decline in activity in the first half of 2020. This was followed, however, by a strong catch-up movement from June onwards. This reflected both a temporary imbalance in the real estate market, and a shift in the preferences of buyers, who more often opted for homes with gardens/apartments with terraces. In addition, the (economic) uncertainty and low interest rates on savings made real estate an interesting alternative investment.

RESIDENTIAL REAL ESTATE MARKET IN BELGIUM


On 1 January 2020 Belgium had 5,577,016 housing units distributed over 4,573,099 buildings. Compared to one year earlier, the number of housing units increased by 62,684, i.e. 1.1%, as had been expected. The increase was most pronounced in Flanders, with 1.3%, compared to 1.1% in Brussels and 0.9% in Wallonia. Apartments are the most widespread form of dwelling unit, with nearly 1.5 million housing units, or 26.9% of the total Belgian housing stock, and are by far the most common form of housing in the Brussels-Capital Region. In Flanders and Wallonia, detached buildings remain the most common form of housing. The age of the buildings differs sharply from region to region. In Flanders, 32.4% of buildings were erected after 1981, as against 21.4% in Wallonia and just 6.8% in the Brussels-Capital Region.

During the first nine months of 2020, building permits were issued in Belgium for 40,399 new housing units, spread over 21,418 new buildings. In addition, permits were issued to renovate 22,004 buildings. This represents a fall in both the number of permits issued for new buildings (- 3.3% compared to the same period in 2019), and in the number of building permits for renovations (- 2.8%). This decrease is mainly due to the delays at cities and municipalities due to Covid-19. 54% of the

building permits issued for new housing units were for apartments, and 46% for houses.

According to the Notarisbarometer, the number of real estate transactions in 2020 was just 2.7% lower than in 2019. The total number of transactions had been expected to be even lower owing to the lockdown in the spring. In April and May 2020, for example, the number of transactions was 23.8% and 29.7% lower respectively than in the previous year. However, since June we observe a strong catching-up movement, so that total number of transactions decreased only to a limited extent in 2020. The decrease in the number of transactions was mainly visible in Brussels (-4.8%) and Flanders (-4.2%). In Wallonia, the number of real estate transactions even increased slightly by 0.8% compared to a year earlier.

Covid-19 not only caused a certain shift in property market activity, but also significantly affected property prices. After a long period of inactivity on the real estate market, prospective buyers were eager to buy real estate in the second half of the year. The catch-up movement brought with it a temporary market imbalance, resulting in house prices in Belgium rising by 5.7% to an average 276,993 euros. The same trend was noticeable for apartments, with an increase of 6.8% to 244,112 euros. These increases can also partly be attributed to the fact that the



To the east of Middelkerke-Bad, between the Oostendelaan and the open polder area, Matexi is developing the child-friendly **Middelkerke Oostendelaan** residential area. This consists of 89 new homes, divided between terrace, semi-detached and detached buildings, all with three or four bedrooms. The greatest asset of the low-traffic residential area is its location within walking distance of the beach, adjacent to the open polder landscape and to a new, 10 hectare green open space. With its various green zones and playgrounds and close to various cycling junctions, this project is attracting both new and second home residents.



houses and apartments sold were mainly in the more expensive segment. Buyers often opted for homes with a garden, a balcony or extra space to be able to work from home in peace. Added to this was a strong demand for luxury real estate and second homes, including on the Belgian coast.

Where the Notarisbarometer divides up sales by regions and provinces, the Residential Real Estate Price Index (Statbel) distinguishes between existing and newly-built homes. During the 3rd quarter of 2020, the prices for all homes and apartments were 3.9% higher than 1 year earlier. The price increase for existing homes was 4.4%, while new homes and apartments cost 2.1% more than the year before.

Ultimately 2020 was a strong year on the Belgian real estate market, despite the corona crisis. This was partly due to the persistently low mortgage interest rates. In November 2020, the National Bank of Belgium reported an interest rate of 1.61% for a house purchase loan, with an initial fixed-interest rate period of more than 10 years. With this the interest rate was even 0.29 percentage points lower than in January 2020. The low mortgage interest rates, coupled with the economic and political uncertainties (including the consequences of Covid-19 and Brexit), largely explain the continuing attraction of real estate, whether to live in or as an investment.

RESIDENTIAL REAL ESTATE MARKET IN POLAND

Particularly resilient, that's how one can describe Poland's residential real estate market in 2020. After a short period of inactivity and falling prices due to Covid-19, the Polish property market recovered already in April. Indeed, according to Eurostat data, house prices in Poland rose at the second fastest

rate in Europe in 2020, after the Grand Duchy of Luxembourg. The increase in the value of real estate in Poland was, just like in Belgium, caused by low interest rates. The rising demand for homes with a garden/balcony and/or an extra (office) room was also noticeable, prompted by the Covid-19 pandemic and compulsory teleworking.

221,978 residential units were delivered in Poland in 2020. This is 7% more than in 2019. Project developers were responsible for the lion's share of total housing production with 143,770 homes, or a share of 64.8%. Given the total additional habitable surface of 19.6 million square metres brought onto the market, the average surface area of each new home was 88.5m².

RESIDENTIAL REAL ESTATE MARKET IN THE GRAND DUCHY OF LUXEMBOURG

As in Belgium, the residential real estate market in the Grand Duchy of Luxembourg experienced a long period of inactivity due to Covid-19. According to the National Bureau of Statistics and Economic Studies, the number of sales, whether for apartments, individual houses and land plots, was about 20% lower in the first and second quarters than the same period in 2019. In the second half of the year, after the lockdown, the number of sales returned to a normal to high level. Despite the pandemic, property prices in the Grand Duchy of Luxembourg rose by about 15% in 2020, the fastest rate in Europe.

In the Grand Duchy of Luxembourg, building permits were issued for 3,693 additional housing units during the first 9 months of 2020. This is down 12.1% from the same period in 2019 when 4,201 building permits were issued. With 2,479 building permits, or 67.3%, the majority of these were for multi-family houses.



Bukowińska in the Polish capital **Warsaw** is in full development. Tram and metro lines and buses guarantee easy accessibility to future residents. The project consists of around 180 residential units and commercial premises. Its many amenities are making Bukowińska into a hugely sought-after new neighbourhood. In 2020, its tenth birthday year, Matexi Poland acquired five new Polish projects.



Acquisition

The development process frequently has a long (indeed, occasionally a very long) completion time. Matexi's neighbourhoods also always require very substantial financial investments. Due to these long construction times and the major investments required, it is essential to develop the right product at the right price in the best locations. Good local knowledge is of vital importance here. Small details can have major consequences.

The first stage in the development process consists of acquiring land and neighbourhood sites. More and more frequently these are disused industrial grounds, old factories and vacant office buildings. These are the basic ingredients for the development process, to be followed by the designing of attractive neighbourhoods, the process of securing the permits, construction and sale. With, as the final result, enthusiastic residents living in pleasant neighbourhoods.

The acquisition process is often complicated. The site to be acquired generally has multiple owners. The value of a piece of land or a building depends on the development possibilities, the completion times and the risks associated with the process. Naturally, we don't evaluate the site only in purely financial terms - we also study it thoroughly in light of Matexi's vision: is there sufficient potential to create a new, pleasant neighbourhood or to improve an existing one? All of this makes acquisition a complex and creative process.

In each of the local markets in which we operate, our ambition is to expand and strengthen our position as a respected local champion. In 2020 Matexi invested 55 million euros in acquiring new sites and buildings. We acquired new urban projects, representing more than 2,000 housing units, in Liège,

Brussels, Warsaw and Krakow, among others. The pipeline is therefore well filled with future projects for the coming years. A complete overview of our acquisitions is not possible within the format of this activity report, so we simply give some examples below.

EAST AND WEST FLANDERS REGION

In **Gentbrugge** we have taken part in a PPP competition for the development of a new neighbourhood. This is a core-strengthening housing project on a 1.2 ha site, which takes into account the existing history of the site. The winner has not yet been announced owing to the corona pandemic.

ANTWERP, LIMBURG AND FLEMISH BRABANT REGION

In **Asse** we acquired the former industrial site of plastics manufacturer **Stilleman**s. The site is five hectares large, run-down and heavily polluted. Based on a participation process with local residents, we are planning a car-free neighbourhood for more than 400 families. There will be a mix of family homes, apartments and neighbourhood support functions. Half of the domain will be laid out unpaved with greenery.

In **Genk**, in the context of a public-private partnership (PPP), we have submitted out candidacy for renovating the former Herfstvreugde residential care home.



In the ten years since Matexi set foot in Poland, we have completed 25 projects. Matexi Poland is currently working on the **Switezianki** project in **Krakow**. The new residential development is unique in terms of its location, architecture and finish. The project will consist of 71 residential units, in a neighbourhood where soft mobility goes hand in hand with accessibility by public transport.



We are planning a new 9,200 m² neighbourhood with the emphasis on intergenerational living. Owing to the corona pandemic, the winner is not yet known.

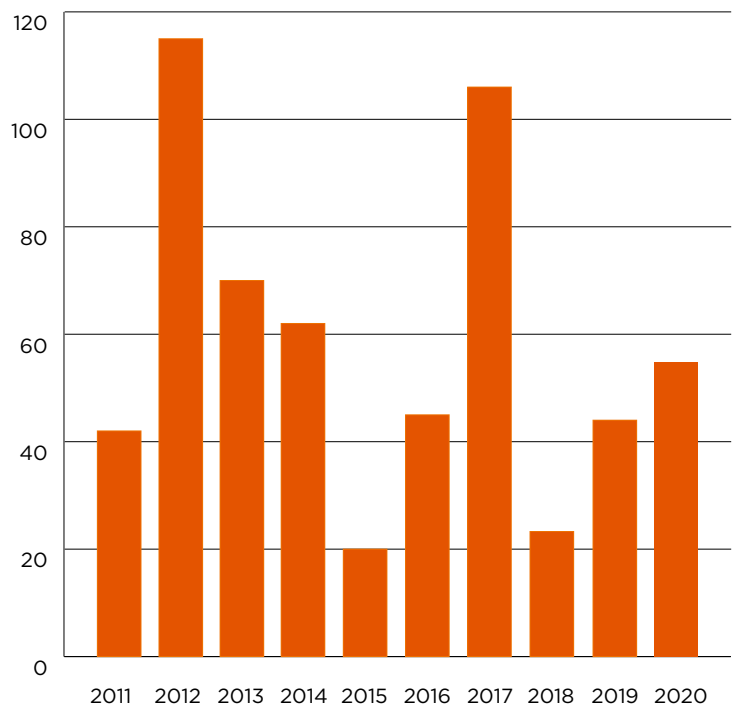
BRUSSELS - WALLONIA REGION

We signed the initial purchase agreement (*compromis*) for a site in the Liège neighbourhood of **Burenville**. This is a former site of the Aumonier coal mine that we will redevelop into a new neighbourhood.

INTERNATIONAL REGION

In Poland, our focus was mainly on growth through acquisitions. In **Warsaw** we acquired three new projects: **Socrates** with 100 units in a former car showroom with workshop, **Bukowińska** with 160 units and **Improwizacji** with 200 units, adjacent to the current **Na Bielany** development. In **Krakow** we acquired two new projects: **Switezianki** with 71 units (Śródmieście District) and **Facimiech** with 70 units (Prokocim district).

ACQUISITIONS - M€





Traversability



Green - blue public space



Buildings

Provisional development plan for the Ertbrugge project in Wijnegem

The development process entails detailed analysis of the site, the neighbourhood and the broader environment, creating a design and then obtaining the permits. With our projects we contribute to the neighbourhood as a whole, including in our planning not only houses and apartments, but other aspects of a good neighbourhood, such as mobility, public spaces, green areas, groundwater system.

Development

The second stage in Matexi's business process is development. This includes a thorough analysis of the site, the neighbourhood and the broader environment, and the creation of a design in consultation with the neighbours and local officials.

As an experienced property developer with vision, our projects contribute to the neighbourhood as a whole. Not only do we optimally plan the homes and apartments, we also take into account the other aspects of a good neighbourhood, such as mobility, urban planning, groundwater system, ecology, green areas, public spaces and infrastructure. In this phase we also obtain the necessary permits for implementing the design.

Real estate development is a location-based activity, in which local anchoring and the further expansion of our positions as local champions are important pillars. In 2020 Matexi obtained urban development permits for 1,242 residential units. We observe a general slowdown in the acquisition of permits due to complex regulations, conflicting opinions and neighbourhood committees. We are working to overcome this by emphasising communication and participation with local governments and neighbourhoods. In this way a neighbourhood is 'supported' by its inhabitants. A complete overview of the permits acquired is not possible within the format of this activity report, so we give some examples.

EAST AND WEST FLANDERS REGION

In this region we obtained a permit for 112 apartments in **Blankenberge. Kortrijk** granted planning permission for eight apartments and a commercial ground floor along the M. Liebaertlaan.

These are part of the future infill project between the M. Liebaertlaan and the Vlaanderenkaai. There we are building a total of 58 apartments and 17 family homes on the former Bruynooghe's Koffie factory site. In this development, we are paying extra attention to greenery and the safety of vulnerable road users. The new neighbourhood will include a high-quality public domain with lawns, a wadi,

a partially covered meeting space, bicycle parking and seating areas.

ANTWERP, LIMBURG AND FLEMISH BRABANT REGION

For the development of the new **Ertbrugge** residential area in **Wijnegem**, we organised a co-creation week together with the municipality. This took the form of a series of input moments for residents and workshops led by a design team. More than 200 interested parties gave ideas. This input was integrated into a master plan that forms the basis for the further shaping of the residential area.

In the **Eksterlaer** residential area in **Deurne** we obtained a permit for 49 residential units. The 15 hectare site consists of various low-traffic residential areas in which more than 580 families will eventually find new homes. Three hectares of the neighbourhood are reserved for green areas and a large water feature.

Still in the province of Antwerp, in **Willebroek**, we are converting the former site of the **De Naeyer** paper mill into a lively, family-friendly and low-traffic neighbourhood with a total of 350 residential units, including 64 family homes. In 2020 Matexi obtained urban development permits for 20 residential units.

The city of **Tienen** approved the environmental permit for the **Donysite** housing project. On this former technical college site in the centre of the city, Matexi is developing a low-traffic residential neighbourhood over 0.55 hectares, with room for 50 families and with special attention to high-quality green areas, including a shared kitchen garden.



After various consultation moments within the participation process for **Vetex** in **Kortrijk**, a broadly supported master plan was drawn up. This consists of a spacious city park of 1.5 ha and a public space for various sports and games, with the existing English garden integrated into it. The low-traffic residential zone will have 33 homes in a mix of single-family homes with individual street entrances, homes with a shared street entrance and multi-family homes. The project will also be within easy reach of amenities such as a crèche, school and recreation facilities.



BRUSSELS - WALLONIA REGION

We obtained the permit for the **La Régence** project in Liège's **Grand Léopold** district. The building on the corner of Rue de la Cathédrale and Rue de la Régence streets is being demolished to make way for a six-storey building with ten apartments and a commercial ground floor.

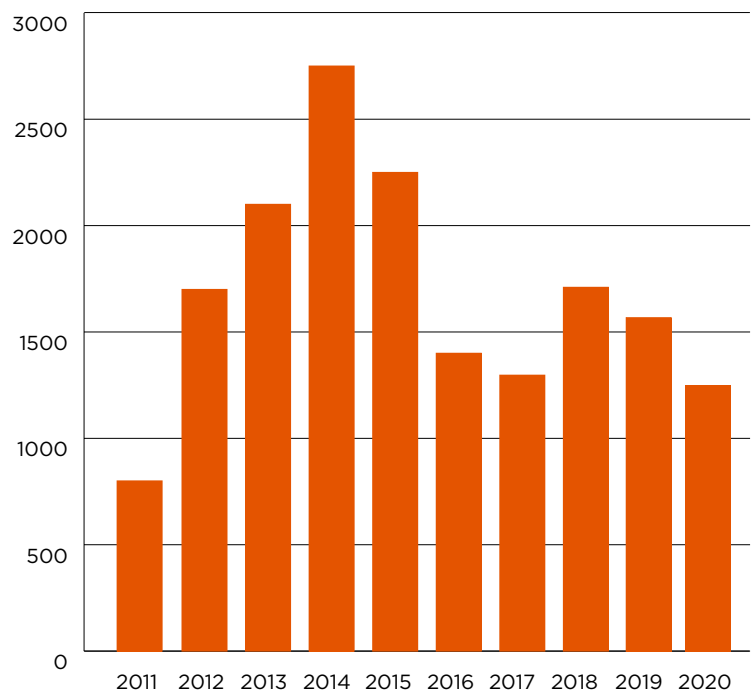
The redevelopment of the former construction company **Bétons Lemaire** site in **Ottignies** restarted at the end of 2020 with the permit application for the first phase of the new neighbourhood. In three phases, we shall be redeveloping this 8.6 ha area into an eco-neighbourhood with 600 residential units.


The first phase, 'Les rives d'Ô', consists of approximately 80 apartments and various commercial spaces in two buildings with an underground parking garage.

INTERNATIONAL REGION

In **Warsaw**, Poland, the **Żeromskiego** project, consisting of 153 apartments and eleven commercial spaces, received planning permission. We shall be including birdhouses in the façade of the building. In the **Grzybowska** project, for which planning permission has been obtained for 232 apartments, we shall be providing a charging station for electric cars and a parcels collection point.

UNITS WITH PLANNING PERMISSION





The **Leopold Barracks in Ghent** project is transforming a historic military site into a bustling city district where history, sustainability and dynamism go hand in hand. Together with Ciril, Matexi is creating a neighbourhood with 82 apartments, 10 houses and numerous commercial and socio-cultural spaces. These will include a new Provincial House for the Province of East Flanders, along with a contemporary hotel, a day-care centre and classrooms. In addition, the inner garden will become a lively green square in the middle of Ghent's museum district, with the SMAK, MSK and the Bijloke sites a stone's throw away.



Construction

For the construction of our neighbourhoods, we work with preferred long-term partners. For this reason we maintain long-term relationships with hundreds of competent and loyal contractors and subcontractors.

For our large building sites we call on regional and national players. Additionally we attach great importance to the local anchoring of our suppliers, because this brings us closer to the customer and makes it possible to adapt more quickly.

Our more than 70 Project Engineers, Construction Planners, Construction Managers and Customer Advisors follow our site contractors on a daily basis. They stay in constant contact with them and in this way monitor the quality of our sites.

1,206 RESIDENTIAL UNITS DELIVERED

Through our relationships of trust with national, regional and local (sub-)contractors, we also strengthen our position as valued local champions in each of the local markets in which we operate. In 2020 Matexi delivered 1,206 homes and apartments. Of these, 618 were apartments and 588 were homes. The balance is steadily shifting towards multi-family dwellings. As a complete overview of our construction activities in 2020 is not possible within the format of this activity report, we give just some examples.

EAST AND WEST FLANDERS REGION

The transformation of the **Leopold Barracks** in **Ghent** from an outdated and closed military complex to a multifunctional and lively city neighbourhood has got under way with the construction of an underground multifunctional space with a depot, archive and parking. By the end of 2023, 82 apartments, ten homes and numerous commercial and socio-cultural spaces will be built here.

Still in East Flanders, in June Aalst's mayor **Christoph D'Haese** and Urban Planning alderman **Caroline Verdoodt** dug the first spade of earth for De Weverij, the next building on **Pier Kornel**. That is the new residential area we are building together with Revive on the former Tupperware site. De Weverij will be a mixed building block with 15 town houses and 50 apartments around a collective courtyard.

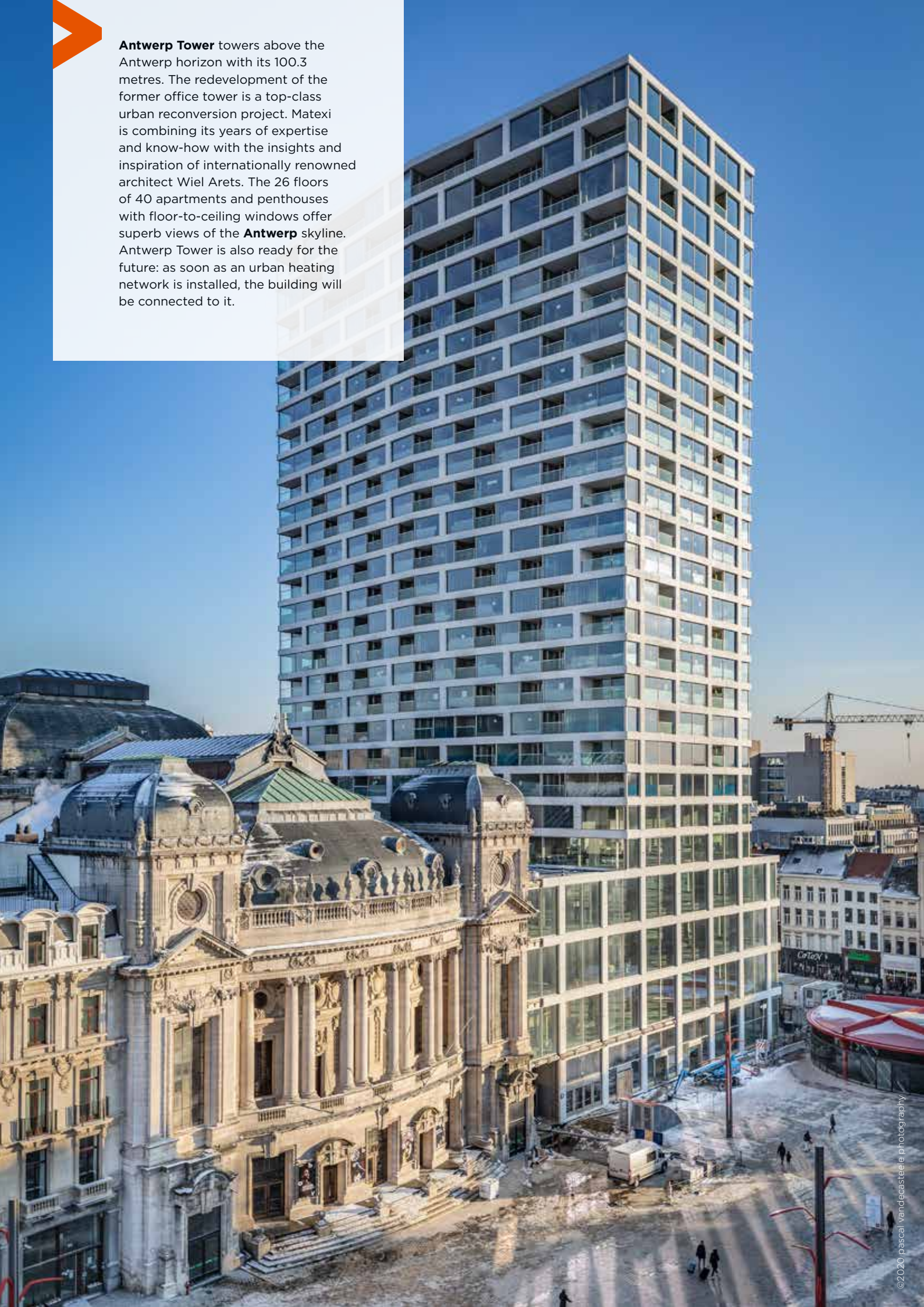
ANTWERP, LIMBURG AND FLEMISH BRABANT REGION

In the **Quartier Bleu**, the new district on Hasselt's Kanaalkom, Covid-19 thwarted the long-awaited festive opening of the retail and catering facilities at the end of March 2020. In mid-May, visitors were nevertheless welcome to discover the shopping boulevard with 22,000 m² of attractive retail concepts and 3,000 m² of catering establishments, albeit subject to strict safety measures. In addition, we were able to deliver the first 116 apartments. On the Boerenkrijgsingel in **Hasselt** we delivered the **Alba residence**. This residential and office building with a striking façade comprises 52 apartments, four offices, underground parking garages and forms a beacon on the outskirts of the city.

Still in Limburg, in **Diepenbeek**, we are erecting on the **Paul Piperslaan** a new sustainable neighbourhood with 16 houses and 24 apartments. The valuable trees on the site will be integrated into a 3,000 m² park area. We made the groundwater pumped up during construction available for re-use to residents, municipal services and local farmers. In this way we continue to contribute to sustainable water management.



Antwerp Tower towers above the Antwerp horizon with its 100.3 metres. The redevelopment of the former office tower is a top-class urban reversion project. Matexi is combining its years of expertise and know-how with the insights and inspiration of internationally renowned architect Wiel Arets. The 26 floors of 40 apartments and penthouses with floor-to-ceiling windows offer superb views of the **Antwerp** skyline. Antwerp Tower is also ready for the future: as soon as an urban heating network is installed, the building will be connected to it.



Antwerp Tower was once the ugliest office tower of **Antwerp**. Thanks to the intensive renovation work in 2020, the transformation to a beautiful residential tower with 240 apartments, space for retail outlets, restaurants and underground parking spaces is almost complete.

Despite the corona pandemic, work continued unabated on the new **4 Fontein** city neighbourhood in **Vilvoorde**. When completed, some 1,000 families will live here. The Waterzicht and 't Brughuis residences rose from the ground. The traditional topping out tree was planted at 't Brughuis.

BRUSSELS - WALLONIA REGION

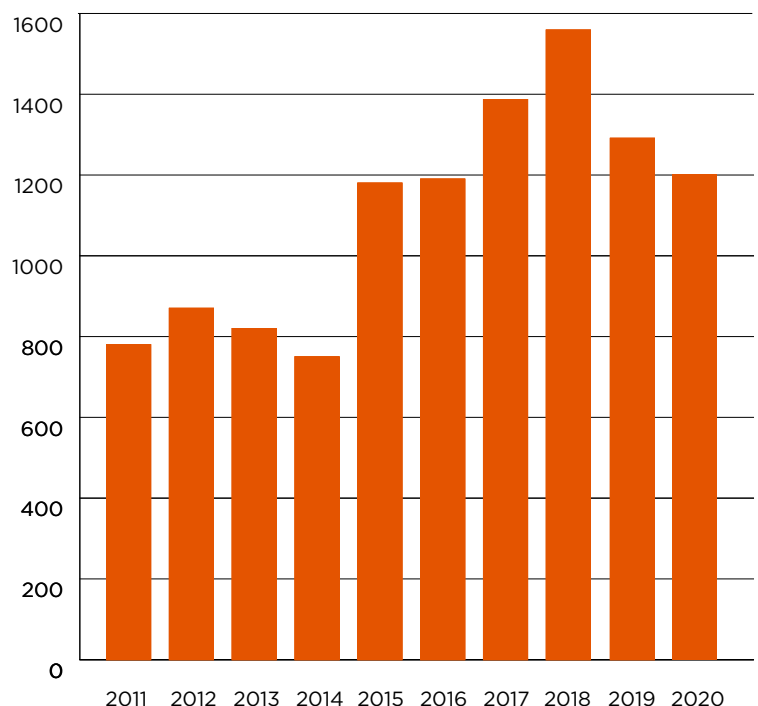
In **Jodoigne** in Walloon Brabant, the new **Belle Vallée** residential area is taking shape. When completed, 300 families will call it home. The first residents have already moved in and the new outpatient clinic, developed in collaboration with Clinique Saint-Pierre, has been completed. This project also includes a landscape park with a recreational and educational orchard and the construction of a ring road to relieve traffic pressure in Jodoigne city centre.

161 sustainable homes, 130 apartments, a community centre, a crèche, an orchard, a collective vegetable garden, playgrounds and local shops: all these will be available in **I-Dyle**, the eco-neighbourhood in **Genappe**. I-Dyle meets 22 of the 25 criteria from the Walloon Region's Sustainable neighbourhoods reference guide. These include biodiversity, waste management, incident light on the façades and natural light, a good functional and social mix and respect for the heritage. After a lot of construction work, the first residents moved into the sustainable neighbourhood.

INTERNATIONAL REGION

In the Polish capital, **Warsaw**, construction started on the first phase of the **Na Bielany** project. The 2.4 hectare site will have two five-storey buildings, with 159 apartments, a commercial space on the ground floor and an underground garage with more than 250 parking spaces.

DELIVERED UNITS





Quartier Bleu, the largest real estate project in Belgium, with more than 400 apartments, offers numerous housing options. Residents have a range of choices: from apartments and studios to town houses or penthouses. Thanks to the mix of living, shopping, recreation and car parking offered by the Blauwe Boulevard next to the water, **Hasselt** has become the shopping capital of Limburg. The successful sale in 2020 demonstrates the great popularity of Quartier Bleu.



Sales

During the fourth and final step in our business process, we ensure that every customer finds a suitable home - in complete confidence - in a neighbourhood in which he or she feels good.

Our Sales Consultants guide the customer in this search. After the sale, our Customer Advisors use a clear step-by-step plan to guide the customer in a personal way up to the moment of delivery. Since Matexi started business in 1945, we have already made more than 42,500 families happy with a quality home in pleasant neighbourhoods.

Thanks to our position of local champions, we were able to sell a record number of residential units in 2020. We made the housing dreams of 1,605 families come true, selling 487 houses, 868 apartments and 250 free building plots. A complete overview of our sales activity is not possible within the format of this activity report, so we give just a few examples.

EAST AND WEST FLANDERS REGION


The **Wolfputstraat** residential area in **Oostakker** was sold out. Special for this neighbourhood are the three custom-built homes of Dienstencentrum Mozaïek vzw. Here 15 people with mental disabilities live alongside around 100 other families. Thanks to this inclusive housing programme, they are able to organise their lives as independently

as possible. Still in East Flanders, the start of sales of the residential units in **De Kazerne** (the former Leopold Barracks) was thoroughly prepared in 2020.

ANTWERP, LIMBURG AND FLEMISH BRABANT REGION

In **Quartier Bleu**, the hip new city quarter of **Hasselt**, the housing offering was expanded with the Docksite and The Connector residences. The two new offspring on the Blauwe Boulevard comprise a mix of studios, apartments and penthouses. Both buildings are distinguished by their small scale.

In **Tienen** the sale of the last phase of **'t Lycée** got under way. On the former school site near the city centre, we are developing a new city neighbourhood with 87 apartments, 25 houses, three spaces for neighbourhood activities and a neighbourhood park as a central relaxation and meeting place. Residents can leave their cars in the underground car park, where there is room for 160 vehicles.



In **Andenne** we are developing the **Clos des Ours**. In this city lying between Liège and Namur, the new neighbourhood offers lots of greenery in a quiet environment, yet close to the city and its amenities. For the new neighbourhood, a lot of attention was paid to the exterior layout with large green spaces, which echo the surrounding rural soul. The outdoor facilities of the homes at Clos des Ours are designed to promote a sense of calm, with car-free paths that meet and with a central outdoor area where children can play in complete safety. The 32 apartments with terraces and parking spaces, spread over 3 buildings, give the feeling of living in the middle of a park.



BRUSSELS - WALLONIA REGION

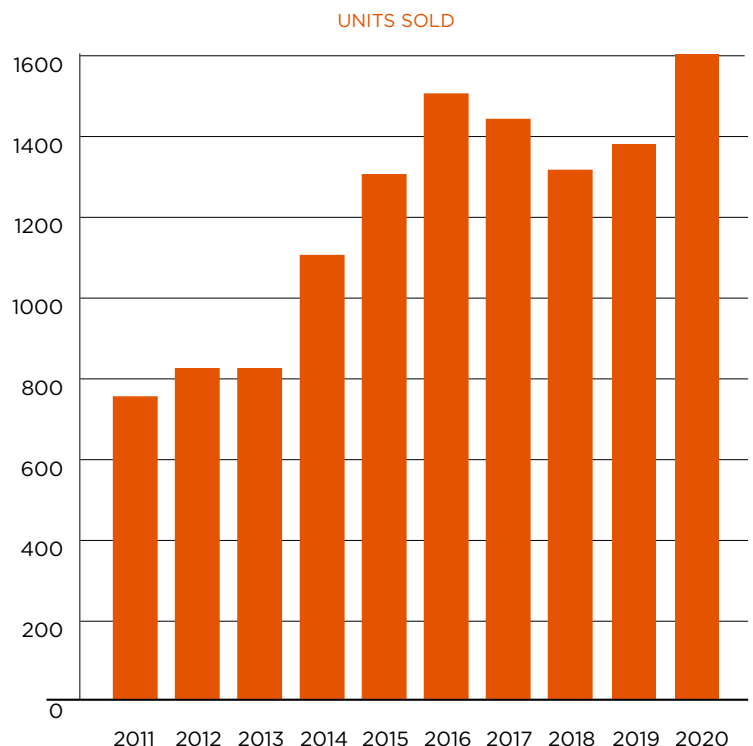
In the province of Namur, the sale of the two following projects went smoothly: the first of three small-scale building blocks in the **Clos des Ours** neighbourhood in **Andenne** is sold out. In **La Clé des Champs** in **Bouge**, the first and second phases of this eco-neighbourhood were sold out. Also the homes of the first phase in the **Belle Vallée** residential area in **Jodoigne** were proving very popular with buyers.

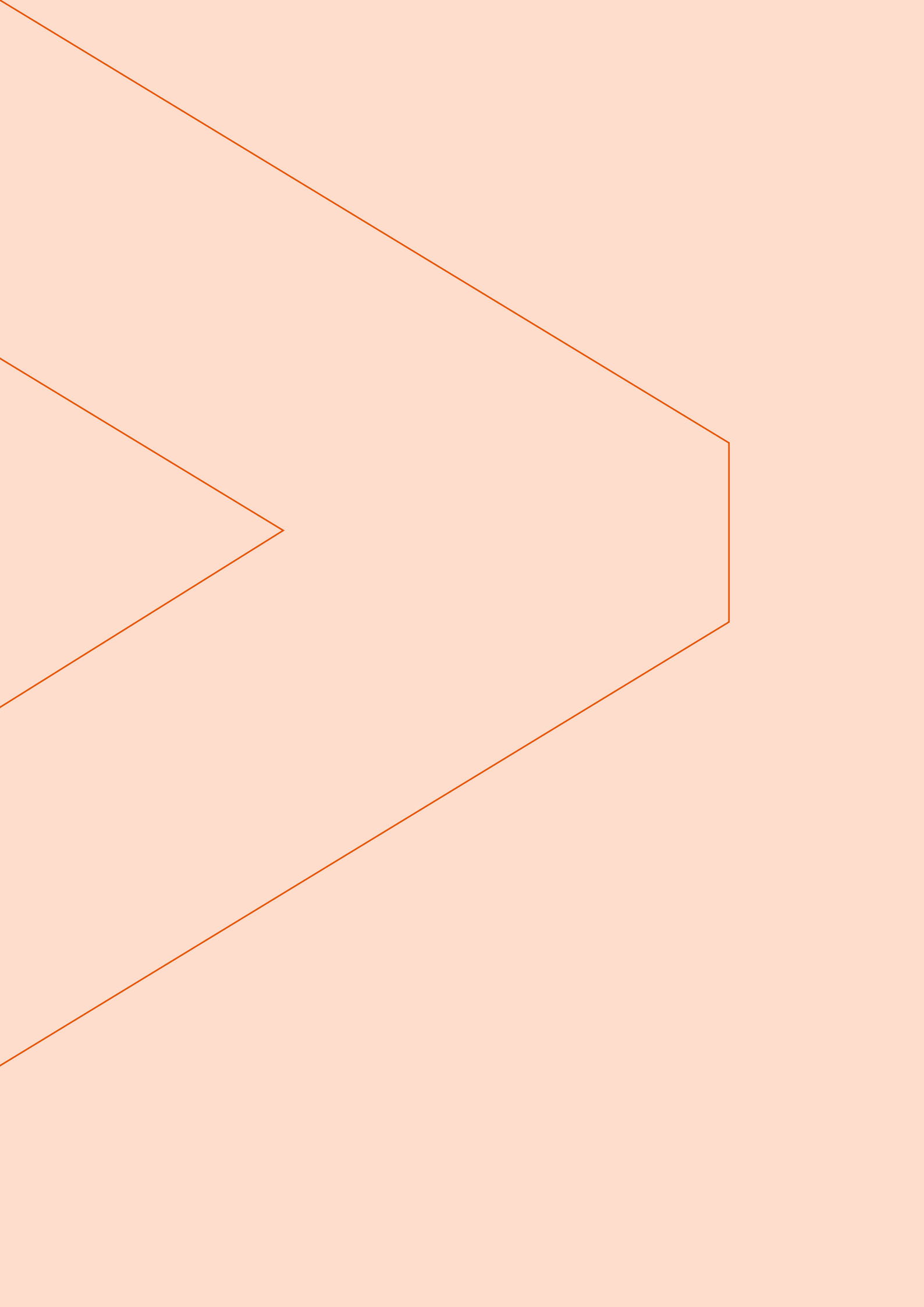
INTERNATIONAL REGION

In Poland we sold the **Pulawska 186** residential tower to the Aurec Capital group. This 17-floor building contains more than 200 residential units and 86 parking spaces. It will be a recognisable architectural beacon in **Warsaw's** Mokotów district. With a price tag of over 100 million Polish zloty (about 22 million euros), the sale is one of our largest transactions in the Polish private rental market.

Also in Poland, selling of the third and final phase of the **Omulewska 26** housing complex got under way. With its elegant design and unique environment, we expect the 139 apartments in this phase to become as popular as the units from the previous phases. **Omulewska 26**, with a total of 479 units, lies just a few hundred metres from **Warsaw's** Wiatraczna roundabout, with an excellent connection to the city centre.

Finally, in the Grand Duchy of Luxembourg, we sold nine apartments worth EUR 9.1 million gross to investor AMFIE, who will lease the apartments for long-term purposes. The project needs to be completed and delivered by October 2021.





NEIGHBOURHOODS AROUND THE GLOBE

BELVEDERE, MAASTRICHT, THE NETHERLANDS

**Matexi learns by watching.
Always looking for good solutions for
neighbourhood development, Matexi
draws inspiration from well-functioning
neighbourhoods and urban
development projects, both historical
and contemporary.**



From an old industrial estate to a fully-fledged city district

To the northwest of the Dutch city of Maastricht lies a 300 hectare area of Belvédère, extending out from the Het Bassin port in the city centre to the village of Smeermaas on the Belgian border. The area contains old and new industrial buildings, historical sites and special nature features. The development of Belvédère started in 2003 with a public-private partnership (PPP) between the city and investors. After the 2008 crisis had forced investors and project developers to withdraw, new development plans became necessary. The city adopted a special vision of urban redevelopment, with organic transformation, temporary and permanent functions and redevelopment as its starting points. The final picture is therefore not established. The city creates the preconditions and leaves the interpretation to the residents and users, with sustainability and co-creation playing major roles in the process.

OVERGROWN GREEN AREAS WILL BECOME A CULTURAL AND LANDSCAPE PARK

Major infrastructure works, such as the construction of a tram connection between Maastricht and Hasselt and the relocation of the Noorderbrug over the Maas, mark the development of Belvédère. The relocation of the bridge in particular proved an enormous catalyst for the site's development. In the first place, the flow of car traffic improved, to the benefit of quality of life and air quality in the city. In addition, Maastricht city centre was extended out northwards, allowing various sub-projects to develop. These include a new city park, the Frontenpark, and the development of a new district, the Sphinxkwartier, with plenty of space for culture, innovation, retail, catering, education and living.

The Frontenpark includes 18th and 19th century fortifications, buildings from the industrial period and rare nature features. Owing to its poor accessibility, dense vegetation and the lack of hiking trails, the area was abandoned for years. With the relocation of the bridge, the Hoge and Lage Fronten were reconnected via a dry moat and the park today covers more than 20 hectares. Step by step, the city has transformed the neglected nature reserve into a cultural and landscape park, with a large green field for football and picnics and plenty of room for events and performances. The park has been deliberately left rugged and adventurous with bumpy footpaths and corten steel decking. The park is the counterpart of the existing city park on the south side of Maastricht.

100,000 M² OF HERITAGE AREA READY FOR REDESTINATION

Adjacent to the Frontenpark and a stone's throw from the historic centre, a new district is also being created: the Sphinxkwartier. Near the Het Bassin inner harbour lie some 15 factory buildings that used to be part of the glass and pottery manufacturer 'Koninklijke Sphinx', in all 100,000 m² of industrial heritage site, ready for re-use. Today, the factories are the ideal backdrop for creative and cultural entrepreneurs and surprising projects. The Sphinxkwartier, known for its mentality of renewal, innovation, creation and entrepreneurship will be the place of choice for

students, expats, young professionals, young families and older people who want to enjoy the good life in the city.

On top of this, the Sphinxkwartier is easily accessible by car and public transport. The new neighbourhood will have its own tram stop and is a ten-minute bike ride from Maastricht station. From there it is a fast and easy train ride to various destinations in the Netherlands, Germany and Belgium. The new A2 tunnel also makes Maastricht easily accessible by car.

The first homes in the Sphinxkwartier have been completed and occupied. The neighbourhood is a mix of spacious apartments, luxury penthouses, park houses and attractive town houses with gardens. Construction will continue in the coming years: a total of 700 new homes and apartments will be built, including some unique CPO projects. CPO stands in Dutch for 'Collective Private Commissioning', whereby the residents retain control of their project from the start and choose the architect and contractor themselves, as well as fully pre-finance the project. The neighbourhood will have a mix of functions with numerous shops, restaurants, cafés and cultural hotspots. This is a city district where sustainability, cooperation and meeting are central.

Source: www.belvedere-maastricht.nl



PLANET



Matexi is keen to convert the former **Charbonnage du Hasard** coal mining site in the Liège municipality of **Cheratte** into a sustainable neighbourhood, and of course with respect for its heritage character. We are looking to build 80 homes, with more than 2.2 hectares of green space, offering pleasurable times for local residents, cyclists and walkers.



Care for the planet

At Matexi we are keen to contribute to a better living environment and increase our positive impact on the environment in a structural way. Do we want to live in a world whose natural resources we are depleting and whose biodiversity we are destroying? Our answer is no. Opting for close-knit, sustainable neighbourhoods is not a luxury but a necessity. For precisely this reason, ecology is therefore an essential part of every Matexi development project. We create sustainable neighbourhoods that meet the needs of the present, without jeopardising those of future generations.

That is why we weave our concern for the planet into our projects and into Matexi as a company. For this we have five themes. We want to achieve a major impact in the fields of Soft Mobility, Water Management, Biodiversity, Circularity & Waste Management, and Energy Transition.

And because we believe it is important to link our ecological efforts to goals that are recognised worldwide, these themes are also based on the Sustainable Development Goals (SDGs) of the United Nations. Read more about Matexi and the Sustainable Development Goals in the chapter 'Matexi's sustainability approach' on page 31.

SUSTAINABLE NEIGHBOURHOODS WITH TOP SCORES

Evolving towards a positive impact on the planet also calls for clear reporting. For this reason we carry out regular sustainability assessments in our neighbourhoods. Matexi makes extensive use here of the Flemish Sustainability Meter for Neighbourhoods. This was developed by the Flemish government, based on the internationally recognised BREEAM Communities certificate. The associated Building Research Establishment Environmental Assessment Method scores the neighbourhood for quality control, well-being

and prosperity, mobility, physical environment, green and nature development, waste and energy, water use and materials.

We are proud to present the following top-scoring sustainable neighbourhoods:

1. The transformation of the **Leopold Barracks** in **Ghent** was screened using the internationally recognised BREEAM certification criteria. The development is aiming to gain the 'Very Good' label for its minimal environmental impact.
2. The **I-Dyle** neighbourhood in **Genappe** is being developed with a view to gaining the Walloon government's 'Ecoquartier' label.
3. The **Bétons-Lemaire** neighbourhood in **Ottignies** is being developed with a view to being awarded the Walloon government's 'Ecoquartier' label.
4. The **4 Fonteinen** neighbourhood in **Vilvoorde** is being developed to the principles of the Flemish Neighbourhood Sustainability Meter. Our ambition here is to achieve a score of 85%, entitling us to the 'outstanding' label.
5. We are also testing the **Kerremans** neighbourhood in **Asse** using the Flemish Neighbourhood Sustainability Meter. Here we are shooting for a score of 70% and the 'excellent' label.



Just 10 minutes from the centre of **Warsaw**, Matexi Poland has transformed an industrial site into a beautiful urban area. **Kolska** is a modern project, with striking architecture, in the well-known neighbourhood of Wola. In this totally car-free project - thanks to the provision of sufficient underground parking - a lot of attention has been paid to recreation and meeting, including a communal garden, a park and plenty of play options for young and old. In all, 569 apartments were built in 4 phases together with central amenities. All the apartments are now sold.



Soft mobility

The European Green Deal advocates sustainable mobility: for this emissions of transport-related greenhouse gases need to decrease drastically by 2050. As a neighbourhood developer, we want to make our contribution by stimulating and accompanying the transition to both soft and sustainable mobility.

WITHIN WALKING OR CYCLING DISTANCE

Matexi creates neighbourhoods in places where basic amenities are maximally available in the vicinity, or adds new facilities to the new neighbourhood itself. It is important to have sufficient amenities within walking or cycling distance. In addition, our neighbourhoods are organised according to the STOP principle: first **S**teps, then pedals (in Dutch '**T**rappen'), then public transport ('**O**penbaar vervoer') and only in the last resort **P**rivate transport (car). Several of our neighbourhoods are therefore low-traffic, cars are secondary features with parking disappearing underground or clustered on the edge of the neighbourhood. With an eye to sustainable transport, we install sufficient bicycle parking facilities in our neighbourhoods and partner with providers of shared mobility (bicycles and cars). Since 2020 we also systematically install charging facilities for electric cars in the neighbourhoods where possible. At company level, we are also moving towards a zero-emission car fleet.

OUR ACHIEVEMENTS

- > **'t Groen Kwartier** in **Antwerp** is a car-free neighbourhood, accessible to cyclists and pedestrians only. Cars park underground and there are charging points for electric bicycles and cars.
- > The **Pier Kornel** neighbourhood in **Aalst** is almost completely car-free, leaving plenty of green space and playing areas.
- > The **4 Fonteinen** neighbourhood in **Vilvoorde** has a mobipoint with a bus stop, five shared bicycles, a bicycle shed, two shared electric cars and a charging station. This is the first mobipoint in Belgium to be placed by a private developer.
- > In the **Rogalskiego** neighbourhood in **Krakow** we are installing charging points for electric cars.



SOFT MOBILITY



At Matexi, ecology is an essential part of every development project. An attractive example is the **Terneuzenwegel** project in **Sint-Niklaas**. This ecological neighbourhood, next to a newly-landscaped four hectare park, was mapped out with a view to integrated water management and biodiversity. The resulting canal structure forms an ecologically valuable network. In addition, flower meadows were sown to welcome bees and birds! In the first phase, there is space for 400 energy-efficient homes. This number will be expanded in the next phase and supplemented with schools, childcare facilities, a convenience store and other amenities.



Water management

Water stress is a growing problem in the countries where Matexi is active - Belgium, the Grand Duchy of Luxembourg and Poland. The European Green Deal is therefore calling for action to tackle water wastage. As a neighbourhood developer, we have a major responsibility to secure water access into the future. We are committed to promoting water conservation, reusing more water and allowing more water to infiltrate into the ground.


SMART WATER PLANS

We do this by offering only water-saving taps and showers in our sanitary packages, and by always connecting toilets and washing machines in ground-floor homes to rainwater. In addition, we ensure sufficient natural buffer and infiltration capacity by including wadis in the landscape design of our neighbourhoods. These basins collect rainwater during heavy showers and allow the water to gradually infiltrate into the groundwater. In the gardens and public areas, we limit the portions of paved surface in order to allow more water infiltration. Finally, we make water from site dewatering available to the neighbourhood as much as possible, instead of having it drain into the sewer system.

OUR ACHIEVEMENTS

- > In the **4 Fonteinen** neighbourhood in **Vilvoorde**, a two-year research project into wastewater recycling and reuse completed in January 2021. The water is collected and purified using an innovative system. The water can be used for toilets, washing machines, cleaning and even urban agriculture or for producing drinking water.
- > In **Diepenbeek** we made water from site dewatering available to the neighbourhood free of charge, in collaboration with the municipality and the Werfwater organisation.
- > On the **Terneuzenwegel** project in **Sint-Niklaas**, the canal structure forms an ecologically valuable network, while offering a functional water management solution.





In **Genk**, Matexi is building the **Veldstraat** residential area. 2.5 kilometres from the centre of Genk, part of its appeal lies in its proximity to the Thor Park and C-Mine growth poles and to the rapidly developing Wellness Campus. The new neighbourhood will have 49 homes with their own front doors onto the street, plus a mix of free building plots and detached/semi-detached/terraced buildings. On the 3 hectare site, a central park area will become the meeting place of the neighbourhood. This development, within cycling distance of amenities such as schools, shops and leisure activities, is aimed at young families and dual earners, a group that in the past often ended up in the suburbs of Genk.



Biodiversity

With its Biodiversity Strategy, the European Union has drawn up an ambitious plan. It wants to put Europe's biodiversity onto the path to recovery by 2030, with benefits for people, the climate and the planet. MATEXI fully supports this goal, and explicitly goes for biodiversity in the neighbourhoods it creates.

MORE GREEN IN THE NEIGHBOURHOOD

In each neighbourhood MATEXI develops, we look at the existing (and former) green-blue structures, and examine how the new neighbourhood can contribute to the ecological diversity of the site and its surroundings. In addition, we always integrate green elements, for example with communal gardens or (pocket) parks. We also design many roofs as green roofs. A green roof has many positive effects: it absorbs rainwater, converts CO₂ into oxygen, lowers the ambient temperature and contributes to local biodiversity.

Finally, we preserve valuable trees as much as possible and provide plenty of extra green in the neighbourhood by planting new trees or sowing flower meadows. This makes our neighbourhoods pleasant not just for people, but also for insects, birds and other animal inhabitants.

OUR ACHIEVEMENTS

- > The **Het Laere** neighbourhood in **Roeselare** received the Tree Award for its green roofs. The neighbourhoods of **Pier Kornel** in **Aalst**, **de Kouterdreef** in **Ghent** and **Marymont** in **Warsaw** also have green roofs.
- > Near **Belle Vallée** in **Jodoigne** we planted an orchard that provides the residents with fruit and has an educational function.

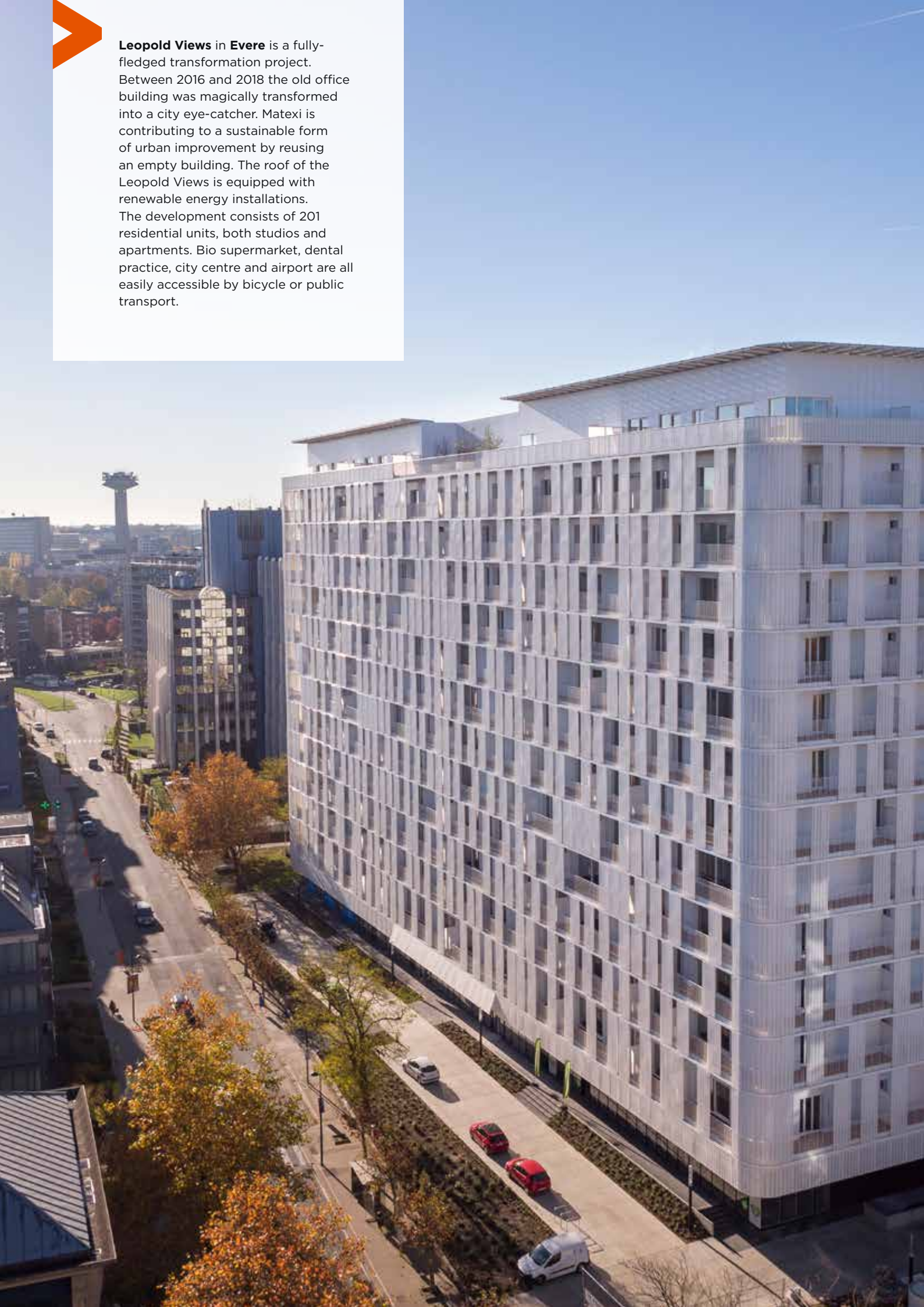
- > On the **Dony site** in **Tienen**, in **'t Groen Kwartier** in **Antwerp** and in the **Kolska** neighbourhood in **Warsaw**, residents have shared vegetable gardens. In the **Quartier Bleu** in **Hasselt** we integrated a vegetable garden into the green roof.
- > In the **Bamboestraat** in **Vorst/Forest**, high priority was given to preserving the old trees already on the site. Today these are decisive features in the collective garden, with its paved areas limited so as to minimise the impact on the tree roots.
- > In **'t Groen Kwartier** in **Antwerp** and the **Veldstraat** project in **Gent**, we integrated valuable old trees into the design of the new neighbourhood.
- > At **Terneuzenwegel** in **Sint-Niklaas** and **Les Promenades d'Uccle** in **Uccle**, flower meadows have been sown to make bees and birds feel more than welcome. In the latter project, nesting boxes for birds and bats were also bricked in.
- > At **Żeromskiego 17** in **Warsaw** ten birdhouses were placed.



BIODIVERSITY



Leopold Views in **Evere** is a fully-fledged transformation project. Between 2016 and 2018 the old office building was magically transformed into a city eye-catcher. Matexi is contributing to a sustainable form of urban improvement by reusing an empty building. The roof of the Leopold Views is equipped with renewable energy installations. The development consists of 201 residential units, both studios and apartments. Bio supermarket, dental practice, city centre and airport are all easily accessible by bicycle or public transport.



Circularity and waste management

In various sectors, materials are still extracted or processed in a polluting manner, with damage to people and the environment. To reduce this, the EU is encouraging CO2-neutral technologies and pursuing policies to reduce waste. The principle of a circular economy, in which material is reused at the end of its life, can have a very significant positive impact in the construction sector.

EXPERIENCE IN CONVERSION, DEMOLITION AND RECONSTRUCTION


For more than 20 years, we at Matexi have focused on inner-city activities with the reconversion, demolition and reconstruction of obsolete and unsuitable buildings (with reuse of materials) and with the remediation of polluted sites. In addition, both in our neighbourhood developments and in our offices we pay attention to the way in which we handle raw materials and waste. This includes actively searching for more sustainable building materials for our projects and applying BIM technology to limit materials wastage as much as possible. In carrying out our projects, we carefully think through the use and consumption of natural resources, using local products and materials whenever possible so as to limit transport and pollution. In neighbourhoods with water access, we also use boats instead of trucks to bring in and remove soil, sand and cement. This significantly reduces CO2 emissions.

OUR ACHIEVEMENTS

- > **Leopold Views** in **Evere** is a former office building from the 1970s that has been completely renovated. Keeping the original concrete, we re-clad it to transform the tower into high-quality contemporary apartments.
- > On the **Pier Kornel** site in **Aalst** we preserved and restored the shed roof structure of the former factory. This now functions as a leisure and meeting place for local residents.
- > At the **Quartier Bleu** in **Hasselt**, 400,000 m³ of soil was removed by ship, which saved 40,000 truck trips. We also installed a mobile concrete mixing plant on the site, with the sand and cement for it also brought in by inland shipping.
- > At the **4 Fontein**en neighbourhood in **Vilvoorde** we transported the equivalent of 1,500 truckloads of soil via the canal. Here too, sand and cement for the mobile concrete plant on the site arrived by boat.



CIRCULARITY



In **Aalst**, on the River Dender, Matexi and Revive are together developing the **Pier Kornel** city neighbourhood. This former industrial site will be an intergenerational neighbourhood, with a total of 450 residential units in a mix of family homes, apartments and assisted living homes. With respect for the industrial heritage - the well-known shed roofs on the site have been preserved - much attention is paid in this project to sustainability: the neighbourhood is completely car-free, while solar panels and green roofs with a high water storage capacity address climatic changes. To really bring the neighbourhood to life, space has also been provided for a collective garden, shops, community facilities and a brasserie. Full delivery is scheduled for 2022.



Energy transition

In order to brake the effects of climate change, global CO2 emissions have to be reduced. We need to move from fossil, non-renewable energy sources to clean energy. The real estate sector also plays an important role in this energy transition. Matexi is therefore fully committed to a growing share of renewable energy, greater energy efficiency and a clean-energy infrastructure.

WELL THOUGHT-OUT ENERGY PLAN

For this we design energy-efficient homes with solid building envelopes - i.e. the traditional construction method with optimal insulation - and EPB-compliant construction nodes to prevent heat loss in the envelope. The dwellings are optimally sun-oriented, with glazed glass areas or closed walls as appropriate, and optimally positioned living spaces, kitchen, bathroom and bedrooms. Renewable energy is also integrated into our projects, with solar panels, heat pumps, geothermal sources or distance heating networks. These options are examined project by project.

At Matexi we have been concentrating for over 20 years already on 'city transforming projects', with which we contribute to renovating the ageing housing stock and making it more energy efficient. In any case, our homes meet the strict requirements of regional and European climate standards. It is important here to find solutions that are both energy-efficient and affordable. For our customers, it is affordability of a home of great importance. Both sustainability and budget friendliness are therefore taken into account in weighing up energy solutions.


OUR ACHIEVEMENTS

- > **Quartier Bleu** in **Hasselt** is fully heated and cooled with geothermal energy.
- > We installed solar panels on the roof of the **Leopold Views** apartment building in **Evere** to provide electricity to the common parts. We are also installing solar panels at **Het Laere** in **Roeselare**, **Pier Kornel** in **Aalst** and **'t Groen Kwartier** in **Antwerp**.
- > **Het Laere** in **Roeselare**, the **I-Dyle** eco-neighbourhood under construction in **Genappe** and several projects in Warsaw are almost energy neutral (AEN) by being connected to urban heating networks. **Antwerp Tower** in **Antwerp** is ready to be connected to the heating network once it becomes available.



ENERGY TRANSITION

PEOPLE



We believe it is important to engage strongly with all our stakeholders. We maintain a 100% reply policy and adopt a sustainable attitude in all our relationships. We also focus on lifelong learning by our employees. A learning organisation like Matexi encourages employees to constantly develop themselves, both professionally and privately, through both internal and external training courses.



Care for people

At Matexi we attach great importance to social cohesion; and are committed to creating a positive impact on people and society. We develop neighbourhoods that inspire people to make more of life together, where people can develop themselves to the full and can live, shop, work and relax in a pleasant way.


For Matexi, an inclusive neighbourhood is a neighbourhood where everyone feels welcome, where social interaction takes place and people feel connected to the neighbourhood and to each other. For this reason Matexi creates a housing offer for as many different housing needs as possible.

As a family business and co-founder of social initiatives, we also attach great importance to opportunities and well-being for everyone. We embrace diversity and use it for the benefit of society. That is why we are committed to sustainability in our relationships with others. All our stakeholders deserve our attention and appreciation. For us it is important to engage strongly with our employees, customers, local authorities and neighbours, partners, society and central governments, land and property

owners and capital providers. We consult with them and together look for the best ways to achieve win-win situations. That is the meaning of our mission 'Together, we create great places'.

We are proud of our commitment to our stakeholders, but at the same time continue to challenge ourselves. Which is why we have developed a solid action plan to do even better in the coming years. And because we believe it is important to link our social efforts to goals that are recognised worldwide, this action plan is also based on the Sustainable Development Goals (SDGs) of the United Nations.

Read more about Matexi and the Sustainable Development Goals in the chapter 'Matexi's sustainability approach' on page 31.



The viewing days took a slightly different format in 2020. However, as few people buy or rent a house or apartment without first seeing it, we have continued to offer such visits, with the necessary security measures. Each visit was meticulously organised: by appointment only, adequate ventilation, a maximum of one couple at a time and with plenty of space between visits.



Our customers

As a neighbourhood developer, we want to contribute to inclusive neighbourhoods, where social interaction takes place easily and where residents are open to the world. Matexi strives to offer to its customers, in full confidence, homes that match their tastes, in a setting where they can be themselves and feel good and which connect with the things they want out of life. Homes of reliable quality that maximise the possibilities of every budget and which retain their value thanks to the sustainable approach and the quality of both the building and the surrounding area.

MEASURING ENTHUSIASM

At Matexi, we pay explicit attention to customer enthusiasm. We want not just to meet, but to surpass our customers' expectations. That is how Matexi has built up such a strong reputation amongst more than 42,500 families. For us, this reputation is a very important advantage for ensuring the future of our organisation. Since 2008 we have been having customer enthusiasm measured via an external independent agency. Since 2017 we have been doing so with a new method and a new research agency.

We ask for detailed feedback on 39 concrete commitments that extend over the entire customer process, the customer's 'touch points' with Matexi, such as: 'all info is easy to find on the website', 'no unpleasant surprises came to light during the provisional delivery' or 'you are notified well in advance if teams are going to come by for after-care'. We also ask for additional qualitative feedback on each of the primary processes. Since 2017 we have been measuring at 2 moments: both 1 month after signing of the contract and 3 months after the provisional delivery. In the future there will also be a measurement moment 2 years after the provisional delivery.

HIGH SATISFACTION SCORES

In addition to this detailed feedback, our customers give a general satisfaction score on a scale of 1 to 10. With a score of 7/10 we regard a customer as satisfied, and as of 9/10 as enthusiastic. We assume that enthusiastic customers are not only rationally, but also emotionally linked to our company. These customers are loyal and will actively recommend Matexi to family and friends.

Customer focus is one of Matexi's four core values. Since 2008, we have added our customer satisfaction scores to the criteria for awarding all employees a collective result-based bonus. The share of enthusiastic customers in 2020 amounted to 20.6% and of satisfied customers 77.1%.

The points that our customers experience as being the most positive are: correct and reliable service, good contact with the staff, smooth collaboration during the building process and top-quality execution. Many customers also explicitly mentioned "worry-free, newly-built home". Matexi analyses customer satisfaction during each phase of the project, for each business portfolio and for each type of product. If a customer raises points for improvement, we examine and implement them if feasible. In this way we are continuously building our reputation.



Matexi turned 75 in 2020 and that had to be celebrated. At the beginning of the year, we gathered according to annual tradition for the New Year's Event, in the conference centre of the **Lamot** complex that Matexi developed in **Mechelen**. The message we sent out there remains unchanged: "Grateful for the past, ambitious for the future."



Our employees

Every year, our employees spend a large part of their time at Matexi. Their health and well-being, their being happy with their careers, and our focus on diversity and inclusion are critical to the smooth running of the business. Our personnel policy therefore guarantees security, care and pensions, but also focuses on our employees' day-to-day well-being.

Matexi is a rapidly growing company. Over the last decade the emphasis has been in particular on large and complex inner-city redevelopment projects. This growth has transformed Matexi

towards a Project Centric approach. The Project Centric evolution is reflected in the support provided by both Human Resources (HR) and Learning & Development (L&D).

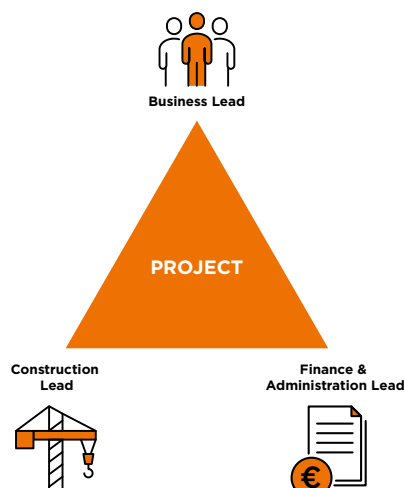
Human Resources at Matexi

Matexi's ambition is to continue to grow in a sustainable and profitable manner. The ability to evolve towards an effective project-based organisation is essential in this effort. With the Project Centric approach, the real estate projects will be even more central in our way of working. The focus is now clearly on Matexi's core activities: acquiring, developing and selling profitable real estate projects.

For each project a team is designated, consisting of three Project Centric Lead Roles: a Business Lead, a Construction Lead and a Finance & Administration Lead. Together they are responsible for the success of the project (joint ownership). Individually they are each

responsible for a single functional domain. Employees get more possibilities to create internal career paths where they can grow in skills and responsibilities.

The Project Centric approach has translated into the organisation-wide uniformisation of our 'Real Estate Project Value Chain'. We have visualised and documented our optimised processes in the new digital portal 'The Matexi Way', which is now *the* reference source for our efficient standard way of working for our colleagues.



The Project Centric transformation process moved into higher gear in early 2020 when the Covid-19 pandemic erupted. Covid-19 had a major impact on our day-to-day way of working.

In March, our employees switched to teleworking from one day to the next. In doing so, they showed tremendous resilience. Teleworking not only requires practical changes, such as designing an ergonomic workplace and remote access to our ICT networks. In order to get the daily tasks done remotely, our employees also displayed the necessary flexibility, a positive attitude and mental resilience.

Right from the start of the pandemic, we took a number of organisation-wide initiatives to continue to connect and engage with colleagues across language and national borders. These included daily team check-ins, shared tips and organising a webinar on working at home healthily and safely. We also supported our people managers in these areas, facilitating remote multidisciplinary teamwork within our business and helping our employees maintain a healthy work-life balance. We initiated Pulse Surveys, which enabled and continue to enable us to keep our finger on the pulse.

Very soon after the outbreak of the pandemic, we displayed inspiring leadership also digitally. Our CEO sent out a weekly personal email, informing employees of our priorities and strategic developments during the pandemic. During difficult moments, he communicated live via MS Teams with our more than 300 employees.

As a human company with a focus on the person behind the employee, we organised a number of events in a different, digital way to create lasting commitment during the far-from-evident (teleworking) circumstances. Our 75th birthday drink, our New Year's Event and also smaller initiatives such as the start-up of a digital notice board and a surprise in the letterbox are some examples.

To continue our growth, we also welcomed more than 60 new employees with different profiles in 2020. With the help of a digital onboarding process, HR and people managers have guided their first steps in the company as well as possible.

Learning & Development at Matexi

Physically and mentally healthy employees make for a healthy company. At Matexi we are fully aware of this. A strong personnel policy is essential for social well-being at work, employee satisfaction and productivity. Matexi is therefore a learning organisation where employees are encouraged to constantly develop themselves, both professionally and privately, via both internal and external training courses. Our many complex projects not only call for specific and up-to-date knowledge, but also for skills in working together, exchanging experiences and proactively developing personally as a function

of new projects. Enthusiastic employees and managers ensure a 'great place to work'.

L&D strives to offer attractive and clear growth paths for the core functions within Project Centric. In 2020 growth paths were developed for the key positions of Project Developer, Project Engineer and Project Controller. The approach was also adapted, with more attention to on-the-job learning and to follow-up moments to better integrate what has been learned. This implies a shift from the traditional classroom learning to more distributed and social learning.

Study trips for the Leadership team could not take place in 2020. Naturally, experiences were exchanged internally and digitally for use in current and future Matexi projects.

The Matexi Academy is an umbrella professional framework within which all internal and external training courses at Matexi are coordinated. Since 2020, our catalogue of both internal and external training courses has been made available digitally so that employees can easily view the current offer and register online. We offer training courses in the following areas: reception of new employees (Onboarding), Communication, ICT & Tooling, Project Management, Sales & Marketing, Health & Well-being, Safety & Environment, Personal Skills, Acquisition & Development, Construction, Finance & Accounting, Tax & Legal and Leadership.


Matexi regards the Matexi Academy as a strategic advantage that makes an important contribution to supporting current and future strategies, growth, productivity and transformation processes.

At Matexi, L&D plays a strategic role in seven areas:

1. Attracting and retaining talent
2. Motivating and involving employees
3. Support for the deployment of knowledge, skills and attitudes
4. Creating a value-based culture
5. Developing people's abilities via growth paths
6. Supporting the business strategy
7. Knowledge acquisition, retention and sharing

After 20 years as an independent broker and surveyor, I have chosen to develop new neighbourhoods at Matexi. I can count on a great team that is building the future together!

Stefan Verboven
Project Developer



In **Aalst**, mayor **Christoph D'Haese** and alderman **Caroline Verdoodt** gave the starting shot for the building works of the new “De Weverij” phase on the **Pier Kornel** site. This former waterside industrial site is making way for a new, high-quality neighbourhood, where people of all ages will live together harmoniously, with a total of 450 residential units in a mix of family homes, apartments and assisted living dwellings. The first phase started in 2020, with completion scheduled for 2022.



Neighbours and local governments

Matexi creates residential areas where everyone can feel welcome. In this process of neighbourhood development, we therefore enter into dialogue with our customers and with people living close to the new neighbourhoods. As neighbourhood developers we have the possibility to develop neighbourhoods in a way that meets the wishes of the people who live and work there. Our own research shows that no less than 80% of people consider the neighbourhood as important as the home itself. Reason enough for us to furnish the neighbourhood with lots of meeting places, playgrounds and greenery.

Matexi thinks long-term and therefore opts to carry out development on carefully-studied sites. A wide range of factors all play important roles: mobility, sustainability, links with the surrounding area, the presence of everyday amenities. We carefully scan potential neighbourhoods and continuously refine our methodology. For example, we assess how our plans supplement or strengthen the current offer of amenities, given that these functions promote a closely-knit neighbourhood life and provide added value to those living nearby. Local amenities also have a positive impact on mobility, as short distances can be travelled without a car.

The teams in Matexi's local markets pay special attention to good contacts and constructive collaboration with local administrations. We exchange knowledge and experience with the local government. Many employees sit on a Gecoro (Municipal Committee for Spatial Planning), a mandatory advisory body in every municipality that advises on planning policy. With their experience and expertise, they contribute to sound spatial planning policy in their municipalities.

In the framework of this exchange of knowledge, Matexi drew up an interesting ID sheet for every Belgian municipality, with useful information such as the evolution of real

estate and land prices, the number of families, age categories of citizens, the number of incomers and the number of people who move out to other municipalities or cities (and if so, which). Matexi gave these ID sheets free of charge to all municipalities and cities, in order to help build its reputation as a reliable partner for public-private partnerships.

As part of the extended partnership, Matexi had intended to support the tenth meeting of the Flemish Association of Cities and Municipalities (VVSG) on 20 October 2020. Unfortunately, due to the Covid-19 pandemic, this high day for the local authorities and their employees could not go ahead. Matexi is committed to supporting the VVSG again in 2021 in developing the 'Tour of Flanders', a virtual event that will serve as an alternative to the Meeting Day.

Our business activities also make a significant contribution to the local economy. Matexi aspires to work together as much as possible, via its local businesses, with entrepreneurs who are active in the vicinity of our neighbourhood developments. In 2020 Matexi was active in 329 out of Belgium's 581 municipalities. Our company employs around 3,000 people in the construction and related sectors every day.

Participatory processes

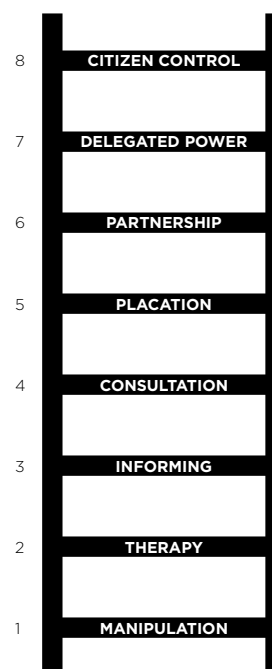
Matexi's neighbourhoods offer added value for local residents and the local community. Each neighbourhood is built on cooperation, because neighbourhood development is a process that involves a number of stakeholders: nearby residents, future residents, future users of the public space, the local authorities and interest groups. For many years Matexi has believed that it is essential to make space for open dialogue with the right people at the right time. For example, Matexi was an absolute pioneer in allowing local residents to join in the thinking process about future neighbourhoods.

A participation ladder diagram represents the degree of stakeholder participation. There are various versions, with the best-known being Arnstein's participation ladder. The lower on the ladder, the less mutual involvement between the actors. On the lowest two rungs there is no participation. Instead, the initiators try to re-educate the stakeholders. On the third and fourth rungs the stakeholders get the possibility to hear and be heard. On the fifth rung stakeholders may also give advice, but the ultimate decision still lies with the initiators. From rung six upwards, stakeholders acquire a certain bargaining power vis-à-vis the initiators. And on the seventh and eighth rungs, stakeholders are allocated the largest share of decision-making power.

At Matexi we find informing our stakeholders to be the absolute minimum. We prefer to opt for active participation, where we listen to our stakeholders and take their advice into account when designing our neighbourhood developments.

Each Matexi neighbourhood contributes to a better living environment. We make room for every involved party and with this contribution we can prepare a broadly-supported plan so as to optimally embed our developments into the local fabric. That's what our slogan 'Welcome to the neighbourhood' is all about.

For example, the role of government authorities in the planning process is different from that of the local residents. Depending on the target group and situation, we integrate a specific consultation moment: kick-off meeting, themed day, introduction evening, open or closed design workshop, regular consultation structure, validation structure, quality unit, information evening and, finally, the 'charrette' method. With this methodology we can speak of 'co-production' or 'co-creation'.



Matexi has used this 'charrette' method more than 20 times since 1998 for complex neighbourhood developments. It is a wide-ranging and intensive participatory process that alternates information-gathering, reflection and assessment. An in-depth study is followed by several days of on-site design workshops. These processes are very demanding, but Matexi views them as a sustainable investment. In so doing Matexi is keen to design neighbourhoods that are borne by their environment. Fun fact: the charrette was what they called the cart on which Parisian architecture students in the 19th century deposited their practice drawings, with the alternative versions that they designed together.

The Covid-19 pandemic made 2020 a challenging year for organising participation. Although physical events were difficult or impossible to arrange, Matexi consciously chose not to postpone or cancel the participation. Digital tools were used as alternatives, or else Matexi organised events with sufficient physical distancing. A number of successful paths were also travelled in this alternative way. This learning path will continue to bear fruit in the future: Matexi now has even more options to reach those involved.

Just before the general lockdown in March 2020, Matexi organised a charrette in Wijnegem for the Ertbrugge project. Information sessions, workshops and discussions were held for a whole week. In this way, 200 citizens from the area could talk to geographers, architects and Flemish architect Leo Van Broeck. Important issues were discussed, such as accessibility, quality of life and sustainability. The design team worked out a master plan based on these concerns, questions and input.

In Oostkamp, a digital information meeting was set up together with the municipality and other partners. The local residents were given a general presentation, after which there was room to enter into dialogue in smaller groups.

OVERVIEW OF CHARRETTE PROCESSES

1997	Knokke – Heulebrug
1998	Oostkamp – Fabiolalaan
1999	Zottegem (Godveerdegem) – De Lelie
2001	Nijvel – Campagne du Petit Baulers
2002	Sint-Martens-Latem – Hooglatem
2003	Turnhout – Melkhoek
2004	Vivegnis – Rue Fût-Voie Péronnes-lez-Binche – Chaussée Brunehaut Liège – La Chartreuse Bouge – Rue de la Poteresse
2006	De Pinte – Moerkensheide
2007	Waremmе – Former sugar refinery site Tawern – Plateau 27
2008	Evergem – Droogte
2009	Izegem – Wallemote Tawern – Plateau 27
2010	Péronnes-lez-Binche – Chaussée Brunehaut Overpelt – South
2011	Liège – Bavière Waremmе – Former sugar refinery site
2012	Saint-Nicolas (Liège) – Rue des Noyers
2013	Kortrijk – Vetex Ath – Rue des Sports Genappe – I-Dyle
2015	Roeselare – Gitsestraat Beveren – Middenheide Torhout – Ruddervoordestraat Deinze – Astene Wavre – Galerie des Carmes
2016	Oostkamp – Fabiolalaan Ottignies – Bétons Lemaire Vilvoorde – 4 Fonteinen Wavre – La Promenade (continuation)
2017	Ottignies – Bétons Lemaire (continuation) Geel – Laar
2018	Gent – Leopold barracks Kortrijk – Minister Liebaertlaan
2019	Asse – Kerremans Boechhout – Zuiderdal Tienen – Donystaat (2 projects) Wommelgem – Kapelaan Staslaan Ranst – Kapelstraat
2020	Wijnegem – Ertbrugge Oostkamp – Fabiolalaan Paal – Heideveldstraat Oostakker – Meerhoutstraat Kortrijk – Vetex

Since 2016, Matexi has been honouring the most people-connecting neighbourhood initiatives with the Matexi Award. In 2020, we took advantage of our 75th anniversary to bundle the 75 strongest initiatives in the book "Welcome to the Neighbourhood". In this way, Matexi - in addition to being very active in its various neighbourhoods - also continues to provide inspiration within and outside the sector. **Herman Van Rompuy**, former President of the European Council, wrote the foreword to the book.



Pop-ups as temporary fills

Our projects often have long completion times. Developing a master plan, obtaining the necessary permits, finding the right partners, ... it all takes time. In the meantime, existing buildings to be demolished lie vacant and their sites derelict. MATEXI makes them available for various pop-ups. This creates dynamic, creative, culinary, cultural and social meeting places.

Since 2014, the pop-up De Kruitfabriek - the former explosives factory in the middle of **4 Fonteinen** - has been a hot spot for all kinds of creative and cultural events. Since 2018 there have also been a number of small shops and social initiatives, grouped under the name MAG44. These include a cycle repair shop run by Groep Intro, a non-profit association that helps vulnerable people get jobs in the regular

employment market. Also in De Kruitfabriek, we participated in a pilot project on water-smart living, together with Aquafin, technology supplier NuReSys and the City **Vilvoorde**. For two years, Aquafin operated installations in De Kruitfabriek for the local purification of grey water and the recovery of phosphorus from urine. In turn, we were able to build up expertise on integrated water policy at neighbourhood level and small-scale circular water systems.

In 2020 we also made a room in the **Tienen - Dony** project available to the neighbourhood. A local carnival association could make use of the neighbourhood hall to build their floats. Unfortunately, this temporary re-use was put on hold for a while by the Covid-19 pandemic.

'Welcome to the Neighbourhood' inspiration book

In 2020 we took advantage of our 75th anniversary to collect the 75 best projects in the book 'Welcome to the Neighbourhood'.

The 75 inspiring neighbourhood projects constantly surprise with their great inventiveness - often great ideas hide in small corners. They always go one step further: these are projects where local residents helped each other, where they tackled a problem or where they worked together to make their neighbourhood more pleasant. With the book we want to inspire other local authorities and neighbourhoods to organise their own initiatives, in order to enhance the pleasure of living together. Because when local governments and neighbours are committed to

warm, sustainable environments, we know that not only will the neighbourhoods themselves reap the benefits, but that in time the nearby areas and even the entire municipality or city will benefit. When neighbours join forces to realise something together, special moments arise with added value for the entire environment. That's why inclusive and ecological neighbourhoods are so important for us.

Herman Van Rompuy, former President of the European Council, wrote the foreword to the book. In it he emphasises that there is still a lot of commitment, a lot of volunteer work and a lot of enthusiasm around and that we must continue to strengthen this.



In **Wijnegem** during a series of consultation moments, neighbours and local residents entered into a dialogue with geographers, architects and designers of the new residential area on the **Ertbruggestraat**. The municipality, Matexi and partner Novus organised this co-creation week in which people brought up their questions and concerns. Particularly important for the municipality was having an accessible, low-traffic residential environment with sufficient public green space.



Matexi is currently active in 329 cities and municipalities

• Aalst	• Court-Saint-Etienne	• Heusden (Destelbergen)	• Luxembourg Ville	• Relegem	• Tielrode
• Arlon	• Cuesmes	• Hillegem	• Maaseik	• Remonval	• Tielt
• Aarschot	• De Klinge	• Hoboken	• Machelen	• Bernister	• Tielt Winge
• Aarsele	• De Pinte	• Hoeilaart	• Maldegem	• Retinne	• Tienen
• Aartrijke	• Deinze	• Hoogstraten	• Malmedy	• Rixensart	• Torhout
• Aartselaar	• Destelbergen	• Hotton (Fronville)	• Marche-en-Famenne	• Rocourt	• Trazegnies
• Ath	• Deurne	• Houthalen	• Marcinelle	• Roeselare	• Trooz
• Affligem	• Diekirch	• Hove	• Mariakerke	• Roosbeek	• Tubize
• Aiseau	• Diepenbeek	• Hubermont	• Mazenzele	• Rosport	• Tuntange
• Amay	• Dilbeek	• Huldenberg	• Mechelen	• Rouvrex Liège	• Turnhout
• Andenne	• Dilsen	• Humbeek	• Meise	• Rumst	• Turpange
• Anderlecht	• Tournai	• Ingelmunster	• Melsele	• Braine-le-Compte	• Ukkel/Uccle
• Anderlues	• Drogenbos	• Izegem	• Membach	• Saint-Nicolas	• Varsenare
• Anhée	• Drongen	• Jabbeke	• Menen	• Liège	• Vichte
• Ans	• Braine l'Alleud	• Jemeppe	• Merchem	• Sart-Melin	• Vilvoorde
• Antwerp	• Ekeren	• Jette	• Merelbeke	• Schaarbeek	• Vivegnis
• Anzegem	• Ixelles/Elsene	• Kachtem	• Merksplas	• Schelle	• Voeren
• Arendonk	• Emines	• Kampenhout	• Meulebeke	• Scherpenheuvel	• Vorst/Forest
• Asse	• Eppegem	• Kapellen	• Middelkerke	• Shots	• Vosselaar
• Assenede	• Erembodegem	• Kasterlee	• Modave	• Schriek	• Waardamme
• Attert	• Erpent	• Kessel-Lo	• Mons	• Seraing	• Waarloos
• Bachte-Maria-Leerne	• Ertvelde	• Kluisbergen	• Mont-Saint-Guibert	• Sijsele	• Wachtebeke
• Baelen	• Essen	• Koekelberg	• Moorsele	• Silly	• Walhain
• Balen	• Etterbeek	• Koningslo	• Mortsel	• Sint-Agatha-Berchem	• Waregem
• Barchon	• Eupen Nussfeld	• Kontich	• Namur	• Berchem	• Waremmes
• Beaufays	• Evere/Èvère	• Kooigem	• Nazareth	• St-Agathe	• Warsaw
• Beernem	• Evergem	• Koolkerke	• Neder-Over-Heembeek	• Sint-Amandsberg	• Wavre
• Beerse	• Familleureux	• Kortrijk	• Neerijse	• Sint-Andries-Brugge	• Wemmel
• Belsele	• Fléron	• Krakow	• Niel	• Sint-Baafs-Vijve	• Wenduine
• Beringen	• Florenville	• Krombeke	• Nieuwerkerken	• Sint-Eloois-Vijve	• Wespelaar
• Berlare	• Fosses	• Kuurne	• Nieuwpoort	• Sint-Denijs-Westrem	• Wetteren
• Berneau	• Franière	• La Hulpe	• Nivelles	• Sint-Gillis/Saint-Gilles	• Wichelen
• Bertrange	• Geel	• La Louvière	• Olsene	• Sint-Lambrechts-Woluwe	• Wieze
• Beveren	• Jodoigne	• Lanaken	• Oostakker	• Saint-Lambert	• Wijnegem
• Roeselare	• Genappe	• Countries	• Ostend	• Sint-Lievens-Houtem	• Wijtschate
• Beveren-Waas	• Genk	• Lebbeke	• Oostkamp	• Sint-Martens-Latem	• Willebroek
• Beyne	• Ghent	• Leefdaal	• Oostmalle	• Sint-Niklaas	• Wilrijk
• Bièrges	• Gentbrugge	• Lembeek	• Oostwinkel	• Sint-Pieters-Leeuw	• Wingene
• Bilzen	• Grace-Hollogne	• Lendeledede	• Orbais	• Sint-Truiden	• Wolvertem
• Binche	• Grez Doiceau	• Leopoldsborg	• Orp-Jauche	• Sleidinge	• Wommelgem
• Blankenberge	• Grimbergen	• Les Fossés	• Ottignies	• Soignies	• Wortegem
• Blégny	• Grivegnée	• Leudelange	• Oud-Turnhout	• Steenokkerzeel	• Wuustwezel
• Boechout	• Haacht	• Leuven	• Oudergem	• Stekene	• Zandhoven
• Boom	• Haaltert	• Lichtervelde	• Overijse	• Sterrebeek	• Zaventem
• Boortmeerbeek	• Haccourt	• Liedekerke	• Overpelt	• Strassen	• Zellik
• Borgloon	• Halen	• Lier	• Pole	• Strombeek-Bever	• Zelzate
• Borsbeek	• Halle	• Limal	• Péronnes	• Suarlée	• Zemst
• Bouge	• Hamme	• Limelette	• Perwez	• Temse	• Zoersel
• Brecht	• Haren	• Lint	• Profondsart	• Tenneville	• Zonhoven
• Broechem	• Heist	• Lochristi	• Pulle	• Tervuren	• Zottegem
• Bruges	• Herentals	• Loenhout	• Putte	• Thorembais	• Zulte
• Brussels	• Herk-De-Stad	• Lokeren	• Puurs		• Zwevegem
• Céroux	• Herstal	• Lommel	• Quaregnon		• Zwijndrecht
• Charleroi	• Herzele	• Loncin	• Ranst		
• Chastre	• Hesperange	• Londerzeel	• Reet		
• Chaudfontaine	• Heule	• Liège	• Rekkem		
• Cheratte	• Heusden-Zolder	• Lummen			



With the **Paradis Express** project in **Liège**, a 1.6 ha site along the Esplanade des Guillemins is being redeveloped. There will be seven buildings. In four of them, Matexi is creating 115 apartments and studios, with 11,500 m² of living space, along with 1,600 m² for catering, services and liberal professions and 400 m² of retail premises. In the fifth building, a co-housing concept will be created via Yust (Young Urban Style). Befimmo is developing two buildings as office space with a surface area of 21,000 m².



Our partners

Matexi works together with many, often local contractors and suppliers, and in this way creates no less than 3,000 indirect jobs. With these partners too we seek sustainable partnerships, given the responsibility we bear towards an entire economic chain. Matexi builds professional long-term relationships as a reliable and challenging partner. Its objective? Obtaining successful collaboration on the basis of clear agreements that fulfil the expectations and requirements of all involved parties.


LONG-TERM COLLABORATION WITH PREFERRED PARTNERS

For decades now, Matexi has entered into long-term collaborations with preferred partners. These include design partners (such as urban development offices, architects and design agencies), executing partners (such as contractors and subcontractors), producers (such as material manufacturers), financial partners (such as bankers and insurance companies), legal partners (such as notaries public and lawyers) and commercial partners (such as brokers and marketing agencies). In this way, Matexi as developer and principal sets an entire economic chain into motion.

In dialogue with all these parties, we actively seek opportunities to create together more sustainable processes and end results. In 2020, we therefore started an evaluation of our existing supplier and contractor agreements. For Matexi it is important that fundamental responsibilities in the areas of human rights, labour, the environment and anti-corruption are woven into these contracts. We also set out what we expect from our partners in terms of mobility, water, biodiversity, circularity and waste, and energy use. Finally, we study how we can define social responsibilities. In 2021, we will launch a charter, reminding our suppliers and contractors of their responsibilities to people and the planet. At regular intervals we evaluate the cooperation: our partners propose new services, products, materials and techniques and we inform them about our projects. In this way, our partners can think along with us and share their innovative insights with us.

This makes it possible to improve the quality of our living environments. Specifically, we increased the frequency of our digital e-newsletter to our business-to-business contacts in 2020. In this way we keep our partners informed of our vision on neighbourhood development, our ambitions and reference projects within our portfolio. This decision demonstrated its added value when the Covid-19 pandemic severely curtailed physical contacts.

We make long-term agreements about prices with our partners. This offers stability and certainty and is also more advantageous for the customer. In addition, quality, delivery reliability, support and innovation are of fundamental importance in order to build our future together. Matexi has developed an assessment system that rates suppliers on the basis of objective, measurable criteria and evaluates the performances of our most important manufacturers and contractors.



In **Vilvoorde**, Matexi is developing **4 Fontein**, a completely new and sustainable neighbourhood, where the dynamics of city life and the tranquillity of greenery form a harmonious whole. 4 Fontein consists of several residences: 't Sas, 't Brughuis and Waterzicht. In total there will be some 1,200 residential units and 3 hectares of green space. Work started in 2013. Right now, construction is in full swing on the third phase, Waterzicht, and the bicycle and pedestrian bridge over the canal is being planned. A brand new Albert Heijn supermarket branch will open in the summer of 2021. In addition, the city neighbourhood will get a completely new school under the 'Schools of Tomorrow' program.



We work together with hundreds of competent and loyal subcontractors. For the large building sites we call on regional and national players. But we also attach great importance to the local anchoring of our suppliers, because that brings us closer to the customer and makes it possible to adapt more quickly.

In normal circumstances, once a year each local Matexi office organises a partner day where we discuss how things are going with our local partners over a drink and snacks. Unfortunately, this could not go ahead in the usual way in 2020. We went looking for a corona-proof way to thank partners on our sites for, among other things, catching up on work that was delayed during the spring lockdown. So we treated our partners with goodies: French fries on the **Quartier Bleu** site, a corona-proof barbecue in the skeleton of the **Antwerp Tower**, and breakfast viennoiseries for workers on the **4 Fontein** site.

Every year we also organise training courses with our suppliers and producers, inviting them to our 'Learning Networks', where exchange of knowledge is central. Matexi has many projects and, thanks to these learning networks, we are able to adapt quickly, which makes us a fast learning organisation.

These Learning Networks were also adapted to the Covid-19 conditions.

In order to integrate our projects harmoniously into the environment, we work closely with architectural and engineering firms.

The **Omulewska** project in **Warsaw**, Poland, is an example of a cooperation with architects in order to bring the functional and the architectural aspects into line with one another. On a number of major projects Matexi partners with other real estate companies, like Revive at **Pier Kornel** in **Aalst** and Ciril at **De Kazerne** in **Ghent**.

On **Paradis Express** in **Liège**, we are working with real estate specialist Befimmo. In this much-lauded real estate project, on which work continued in 2020, we are building together an eco-district of no less than 35,000 m², with a mix of new housing units, offices, a day-care centre, cafés and hotels, neighbourhood stores and lots of greenery. With the Liège-Guillemins railway station and a new tram line close by, Paradis Express is on the way to becoming a perfectly integrated neighbourhood project at a top location in Liège. The transfer of the first buildings is planned in the course of 2021.

Thanks to the long-term collaboration, you feel part of Matexi. We are given the opportunity to meet fellow contractors and to discuss in an informal atmosphere with the people we often work with. It's a pleasure to be involved in the bigger picture. Matexi respects our work: they pay fair prices and give us the time it takes to deliver quality.

Hans Moerman
Structural work contractor



Flemish Environment Minister **Zuhair Demir** on the reuse of site drainage water in **Diepenbeek** - **Paul Piperslaan**:
“Water is our blue gold. We want to make ourselves more resilient to drought. This requires efforts from the government, from industry, from agriculture, from project developers, in short: from everyone. The fact that Matexi is taking the lead in Limburg in using drainage water from construction pits can hopefully inspire others to do the same. In this way we turn construction pits into blue gold mines.”



Society and the central government authorities

Matexi always keeps its finger on the pulse of everything going on in the real estate sector. Affordable living, spatial planning, sustainable building, social housing... We follow all of these subjects closely and formulate positions on them.

We regularly receive and visit policymakers on various levels and attend workshops as invited guests and as speakers. We also talk with academics and social interest groups and are active members of professional associations. In this way we work together on solutions for a stable and balanced housing market.

All Belgian policy levels have an impact on our activities in their own way. Matexi thoroughly analyses the government coalition agreements and the policy memoranda of the ministers whose areas of authority are most relevant for us. We closely monitor the regulations that apply to our activities. We regularly consult, directly or via professional federations, with governments authorities, or are consulted by them.

Matexi is an active member of a number of regional, national and international professional federations and organisations, such as the Professional Federation of the Real Estate Sector (BVS), the Federation of Developers-Residential Builders (FOW as part of the Construction Confederation), the Confederation of Real Estate Professions (CIB) and Voka (Flanders Chambers of Commerce and Industry). Some of our employees also sit

on the boards of directors or serve as chairman and/or experts in working groups (e.g. BVS and FOW). This is one of the ways we make sure our voice is heard by policymakers. Every year we also organise study days with Voka where policymakers immerse themselves for a day in the ins and outs of Matexi and the sector. In 2020 these study days could not take place due to Covid-19.

Matexi is a partner/member of a number of professional organisations, including Public Space Support Point, the Flemish Association for Space and Planning (VRP) and the Chamber of Belgian Urbanists (CUB). Our management and employees frequently appear as speakers and are invited by governments, academic institutions, associations and the press to participate in panels and think tanks. For example, in 2020 we took part digitally in Circular Real Estate, the Belgian Communication Summit and the panel discussion of the Construction Confederation on 'Sustainable construction in a new economic context'. Matexi experts are also guest lecturers at various educational institutions such as KU Leuven and UGent.



EXTENSION OF THE VAT RATE OF 6% FOR DEMOLITION AND RECONSTRUCTION

At regular intervals we also express ourselves in the media, via opinion pieces and interviews. In this way we have long argued for a generalisation of the VAT reduction for demolition and reconstruction to all urban reconversion projects and to all customers of such projects, including our own. Because only professional developers have the expertise, the resources and the capacity in house to tackle complex reconversion projects. A general VAT reduction for demolition and reconstruction makes the homes more affordable and creates additional homes without gobbling up open space. The government also needs to do a much better job of aligning its tax policy with its spatial planning objectives. In 2020, the government followed this position and temporarily extended the 6% VAT rate for the demolition and reconstruction of private homes from 1 January 2021 to the end of December 2022.

Matexi strongly believes in using demolition/rebuilding as the primary instrument for implementing spatial policy. Until 2020, fiscal policy was diametrically opposed to this important form of urban development. The current reduced VAT rate of 6% for demolition and reconstruction applied only in 32 town centres - and solely for principals who demolish the old building, build a new one and then occupy it themselves. Private individuals who bought a home in a large-scale reconversion project paid 21% VAT. With the result that new building after demolition in our country led above all to small, individual projects with zero (or very little) impact on the dynamics of city renovation. The change we have to make can now be implemented much faster. It is the experience of developers, their technical knowledge and resources, in combination with a carefully thought-out policy plan, that will actually transform our cities. We therefore argue that the measure be extended after December 2022. Thanks to demolition & reconstruction, we can expand the housing stock in a sustainable way, without cutting into open space.

ADVANTAGES OF EQUAL VAT FOR NEW BUILDING AND RENOVATION

We also argue for equal tax treatment of new building and renovation. In Belgium there is a need for 32,000 additional residential units every year, primarily owing to a growing population, shrinking families and an ageing population. The existing housing stock is old, energy-intensive, unhealthy and environmentally-harmful. Despite many years of subsidisation with expensive renovation premiums, those figures have hardly improved at all. If things go on like this, we will be unable to meet the European climate targets by 2050. The main reason why our housing stock is growing old so quickly is the tax discrimination constituted by a VAT rate of 6% for renovation versus 21% for new building. Matexi pleads for these rates to be equalised. Research by the Federal Planning Office confirms that construction is one of the sectors that responds most strongly to adaptations in VAT rates. A lowering of VAT on new building is not spread out over time, and therefore has an immediate impact on affordability for consumers.

An identical VAT for new building and renovation offers many advantages:

- > The government mobilises dormant savings without having to touch interest rates (efficient capital allocation).
- > These savings are used to stimulate the offer of homes, which is necessary in order to respond to the growing demography and shrinking family sizes.
- > Energy-efficient new construction once again becomes accessible for many families, as a result of which the energy efficiency of the residential building stock increases.
- > An increased energy-efficient housing offer contributes, via the residential migration chain, to resolving the social housing problem.
- > An equal VAT for new building and renovation generates around 11,000 jobs, including 7,500 in the construction sector.
- > Assuming constant volume, the measure is at the least neutral for the state's coffers. Academic studies, however, show that the volume of new building will increase substantially, as a result of which the measure could generate up to 600 million euros in government revenues.

CONSTRUCTION SHIFT

More new building by no means necessarily entails the sacrifice of more open space. Matexi supports the construction shift (stop the concrete) vision. We must put an end to ribbon development, and ill-considered development in general. Our research on the evolution of the use of space indicates that there is still a great potential for additional housing without having to bite into what open spaces remain. Matexi advocates densifying near public transport nodes and in village and city centres. Moreover, there has been a sea change in terms of mind set and living space. We already live much more compactly than earlier, and this is a growing trend. That is enough to offset the expected growth in the number of families. Moreover, there is a trend towards apartmentisation, although here we argue for an appropriate degree of nuance in this debate: in order to arrive at a better organisation of our available space, we must distinguish much more clearly between urban and rural zones.

Urban densification can be perfectly well implemented by designing neighbourhoods with more apartments, so that at the same time there is more space for 'pitting', for local green (such as a neighbourhood park), or for social integration. Concatenated buildings with three to six storeys can together form a harmonious whole around a local neighbourhood centre with

local amenities, public transport and services. This doesn't require any major innovations, only the openness of mind to look around at the most successful neighbourhoods of attractive cities.

Respectful densification in rural municipalities means opting for more closed building in the village centres, possibly supplemented by a limited number of low apartment buildings, organised around green squares and charming lanes, in accordance with the model of our historical villages. In this way you create not only more open space and public space, but also pleasant, compact villages, in order to attract new residents and generate sufficient public support to keep the local amenities viable. In 2019, the concrete stop featured large in and beyond the elections. In 2020, the Flemish majority parties reached a political agreement on how less open space will be eaten into in Flanders and for owners of those lands to receive proper compensation without derailing public finances. In Wallonia, 'stop au béton' is embedded in the Schéma de Développement du Territoire (SDT), which will be translated into concrete implementation measures.

Finally, we continue to urge the government to prioritise the introduction of faster, legally certain and flexible permit application processes.

Matexi's strategy subscribes to the principles of the so-called concrete stop or construction shift, focusing on infill, compaction and core-strengthening construction for more than 20 years. Thanks to the many years of application of our neighbourhood Barometer, about 97% of the houses and apartments that we offer for sale are located in locations with good local amenities.



On the former site of the **Lamot** bottling plant and brewery in **Mechelen**, Matexi developed the new 'Lamot' district between 1999 and 2004. Living, working, shopping and leisure are optimally integrated in this public-private partnership with the City of Mechelen and the Flemish Region. The site consists of apartments, town houses, lofts, shops, catering establishments and underground parking spaces. The cherry on the cake came in 2020 when the Lamot site was recognised as a Flanders Heritage Venue and was included in the network of inspiring meeting locations.



Land and building owners

As a financially sound market leader, Matexi offers landowners a good, professional utilisation of their land with a concrete commitment. Under all circumstances Matexi has the creativity and the enthusiasm to find optimal solutions for all of the parties involved. Moreover, Matexi can assure owners that their land and buildings will be used for projects that offer a high-quality response to important needs in contemporary society.

SEARCH FOR OPPORTUNITIES

Land and buildings are often offered by owners or brokers. However, Matexi also goes looking on its own for opportunities to develop new neighbourhoods. We look for places within cities, and for interesting infills on their outskirts or close to public transport nodes. This can result in small projects, medium-sized ones, and also large reconversion projects.

We analyse undeveloped terrains, vacant factory buildings, blighted urban areas, adjoining parcels of land having different owners and existing housing estates.

We analyse the possibilities and limits of the land or building together with its owner. In so doing, the developer takes account of what may and can be done.

COLLABORATIVE PROJECTS

Sometimes Matexi develops a project together with the land or property owner. These can be governments, companies or private owners. Examples include the renovation of the village centre of **Machelen** in a public-private partnership, **Willebroek De Naeyer**, where the De Naeyer family has remained closely involved, **Kouterdreef** in **Ghent** where Matexi is working together with the KBC bank, and **'t Groen Kwartier** in Antwerp, where Matexi is working together with (amongst others) the urban development company AG Vespa.

In 2020 Matexi invested 55 million euros in acquiring new sites and buildings, with space for over 2,000 dwelling units. These included the former industrial site of plastics manufacturer **Stillemans** in **Asse**. We also signed the initial purchase agreement for a site in the **Liège** district of **Burenville**.

For a more detailed overview of our acquisitions and developments, please refer to the chapter on our activities starting on page 61.

The project meets all our expectations, both from a human and an environmental point of view. Everything has been done so that people can meet each other in the neighbourhood.

Jean-Luc Meurice

Mayor of Jodoigne, about the new Belle Vallée neighbourhood in his town



In **Warsaw**, Matexi is undertaking the **Pulawska** real estate project. This residential development is located in the Mokotów district, one of the greenest and most trendy areas of the Polish capital. The project consists of a 17-floor high-rise, with a modern look thanks to its triangular shape and glass facade. In 2020, Matexi Polska and Aurec Capital Poland concluded an agreement that makes Pulawska one of the largest transactions in Poland's private rental market.



Funders

Thanks to its many years of expertise, diversified project pipeline and its financial reserves, Matexi is a reliable and ideal partner for parties who wish to entrust their resources to an entrepreneur who develops local projects in the long term.

FINANCIAL RESERVES

As a leader in our sector with 75 years of experience and expertise, we can present an exceptional track record and we also have financial resources in our various portfolios to realise the most challenging sustainable residential projects at home and abroad. These financial reserves allow us to continue to invest, even in (more) difficult times.

RISK SPREADING

Matexi spreads its projects geographically over its different portfolios. Within the portfolios, the aim is to have a spread of different projects with distinctive characteristics: inner or outer city, short or longer term, exclusively residential or rather with a mixed character. Moreover, the large land 'bank', the existing project portfolio and the additional acquisitions guarantee a well-filled project portfolio long into the future.

INVESTMENT IN A SUSTAINABLE FUTURE

But above all we offer the possibility to invest capital in projects that constitute a high-quality response to important needs in today's society. For Matexi, a sustainable future means taking care of the planet and society. That is why we create sustainable neighbourhoods that meet the needs of the present, without jeopardising the needs of future generations.

We report annually on our achievements and ambitions to meet the information needs of our different stakeholders as well as to the different legislative requirements in the regions where we develop neighbourhoods.

We are very satisfied with the process and with the good cooperation with the PZU Group, an important investor. A sign of confidence is that fact that a leading Polish financial institution was willing to take over the entire bond issue.

Zofia Szymonska

Regional F&A Manager on Matexi's first bond loan in Poland.

PROFIT



In the new **Belle Vallée** neighbourhood in **Jodoigne**, we opened a show house. A show house like this enables future residents to fully experience their potential home. This makes the new neighbourhood more tangible. Potential customers can also find inspiration and interior tips. The attractiveness of the new neighbourhood is proved by the sale in 2020 of almost all homes in the first phase. When completed, 300 families will find new homes here.



Concern for added value

An organisation must be profitable or it will cease to exist. At Matexi, profit is not an end in itself, but a precondition for continuing to live up to the “Planet People Profit” ethos in the long term. A healthy economic basis is necessary for taking concrete actions with a measurable positive impact on society and the environment.

Moreover, real estate development for Matexi is all about creating added value for all our stakeholders. We add economic value by focusing on innovation, quality and sustainability, for our customers, the neighbourhoods where they live and the partners we work with.

In this way, every project is an opportunity for Matexi to create added value for the neighbourhood. We analyse which amenities are needed to make the neighbourhood even more people and housing-friendly, and add them where possible. We offer our customers homes of reliable quality, which maximise the possibilities of every budget. The sustainable approach and the quality of these homes guarantee they will retain their value.

In an environment that creates added value, homes can also be easily rented out. That turns our developments into interesting and safe investments.

Finally, Matexi as a developer and principal sets an entire economic chain into motion. The real estate sector, to which the construction sector belongs, represents 13% of Belgium's gross domestic product and employs no fewer than 369,000 people. With around 3,000 indirect jobs, including urban planners, architects, engineering offices, infrastructure contractors, construction contractors, finishing companies and utility companies, Matexi makes a solid contribution.

Group structure

Matexi NV is a subsidiary of Abacus Group NV and Ankor Real Estate NV. Together with its subsidiaries, Matexi NV is active in land and project development.

This activity report relates to the consolidated annual accounts of Matexi NV and its subsidiaries. A total of 57 companies were included in the consolidation. Compared to the previous financial year, two companies have been added to the consolidation circle following their acquisition by Abacus Group NV: Matexi Real Estate Finance NV and De Burkel NV. The companies Poortkwartier NV and Groen Kwartier NV have disappeared from the consolidation scope owing to liquidation. Finally, Matexi Namur-Hainaut NV, Matexi Liège NV and Nussfeld NV have disappeared from the scope following a merger with Matexi Wallonie.

Following an additional acquisition of shares, the control percentage has been changed from 50% to 100% at the three companies involved in the large-scale Quartier Bleu inner-city redevelopment project in Hasselt: Kanaalkom NV, Kanaalkom Development NV and Quartier Bleu Retail NV. From 1 July 2020, they are recorded by the full consolidation method (i.e. at 100%) and no longer by the proportional method at 50%.

The lands and buildings that are in different phases of development are housed in subsidiaries of Matexi NV (the so-called 'regional land bank' companies) and divided into regions by location.

- > Matexi Antwerpen NV is active in land development in the province of Antwerp.
- > Matexi Wallonie NV is active in land development in the Walloon Region.
- > Matexi Brussels NV is active in land and project development in the in Brussels-Capital Region.
- > Matexi Limburg NV is active in land development in the province of Limburg.
- > Matexi Oost-Vlaanderen NV is active in land development in the province of East Flanders.
- > Matexi Vlaams-Brabant NV is active in land development in the province of Flemish Brabant.
- > Matexi West-Vlaanderen NV is active in land development in the province of West Flanders.

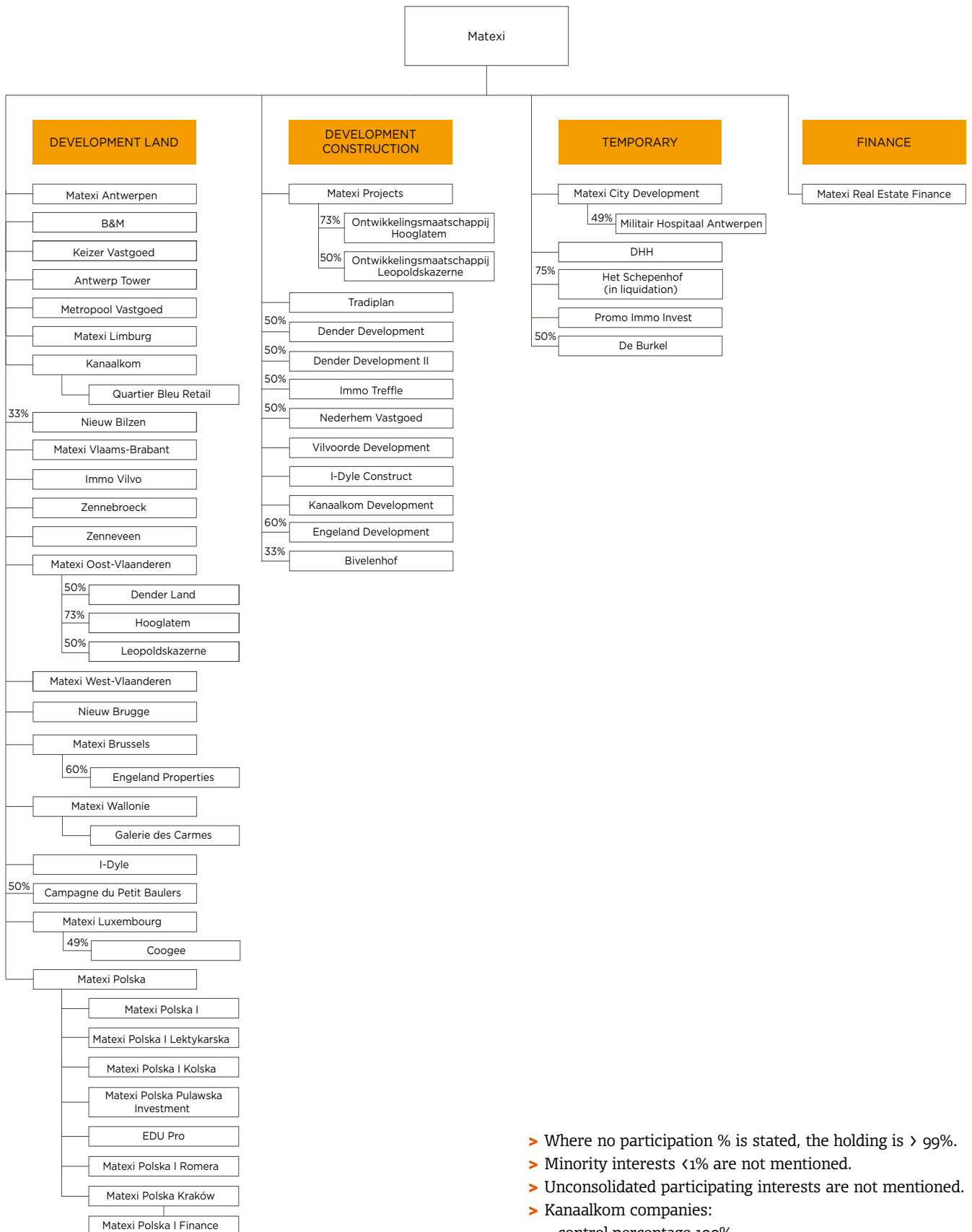
Matexi Projects NV is active in the development of real estate projects – which includes the design, construction and sale of buildings (owner-occupied houses, apartments, parking facilities, shops, etc.), as well as the construction of infrastructure. Increasingly, these are inner-city redevelopment projects, both on lands of third parties and on lands belonging to affiliated companies and sometimes in public-private partnership.

Matexi City Development NV is active in inner-city project development. The activities of this company are gradually being integrated into those of Matexi Projects NV. Matexi Luxembourg SA is active as a developer in the Grand Duchy of Luxembourg. Matexi Polska Sp.z.o.o. and its subsidiaries develop residential projects in Warsaw and Krakow (Poland).

In addition there are various project companies, some of them in joint venture, such as Kanaalkom Development NV (development of a large-scale city project in Hasselt), Quartier Bleu Retail NV (letting and operating of a shopping centre and catering facilities in the Quartier Bleu project in Hasselt), Hooglatem NV (residential area development in Sint-Martens-Latem), Militair Hospitaal Antwerpen NV, Campagne du Petit Baulers NV (residential project in Nivelles), Engeland Development NV (development of the Les Promenades d'Uccle project in Uccle), Dender Development NV (development of the Pier Kornel neighbourhood on the site of the former Tupperware factory in Aalst), and Ontwikkelingsmaatschappij Leopoldskazerne (renovation and redevelopment of De Kazerne in Ghent city centre).

Matexi Real Estate Finance NV, a subsidiary of Matexi NV since 2020, acts as a provider of intra-group real estate project financing.

An overview of the consolidation scope is presented on the right.



- > Where no participation % is stated, the holding is > 99%.
- > Minority interests <1% are not mentioned.
- > Unconsolidated participating interests are not mentioned.
- > Kanaalkom companies:
 - control percentage 100%

The conversion of the **Cathédrale-Régence** corner in **Liège** will create added value for the neighbourhood in an innovative way, by building bridges to the surrounding streets and the historic city centre of 'La cité ardente'. Matexi and Altiplan want to revitalise the old Grand Léopold neighbourhood and bring families back to the city centre with energy-efficient and affordable character homes. The city of Liège issued the permit for this reconversion project in 2020.



The consolidated annual accounts of Matexi NV

Correct application of the Belgian accounting principles (BE GAAP) entails that the book value of the land portfolio reflects the historical purchase value and not the fair value or the market value. This results in a balance sheet that gives an incomplete picture of the real estate value of the group. In order to present a more complete and more faithful picture, an internal version of the annual accounts has been drawn up for the past 15 years or so.

What follows is the internal version of the consolidated balance sheet and profit and loss account of Matexi NV.

The internal version of the consolidated annual accounts gives a picture of the revalued equity. The revaluation is the result of a summation of the estimated value of the individual assets and liabilities. Each year, an internal valuation is systematically conducted of the stock of real properties, taking into account the condition of the land, the location, the urban development status, the potential for developing the particular site and the programme Matexi expects to be able to carry out. Apart from a few minor details, the valuation rules applied have remained the same over the years.

Caution is the watchword here. For the purposes of verification, the statutory auditor does a spot check of 25 selected properties, the value of which is then estimated by an external independent chartered surveyor. The market value defined by the external appraiser is systematically higher than the internal valuation as determined by Matexi. Deferred tax is deducted from the latent added values. The result of all revaluation surpluses is not taken through the profit and loss account, but is recognised directly in equity.

The statutory consolidated annual accounts with correct application of the BE GAAP accounting principles were filed with the National Bank of Belgium and can be consulted there.

Both the internal version and the statutory version of the consolidated annual accounts have been verified by the statutory auditor Ernst & Young Bedrijfsrevisoren BV.

ASSETS (in euro)	31/12/2018	31/12/2019	31/12/2020
Formation expenses, costs of capital increase	988.161	650.986	672.015
Fixed assets	33.172.574	35.216.851	82.082.499
Intangible fixed assets	388	8.957	46.711
Consolidation differences (goodwill)	0	0	0
Tangible fixed assets	8.362.555	8.105.043	77.087.181
Land and buildings	8.057.263	7.788.463	7.375.228
Plant, machinery and equipment	234.797	189.664	133.256
Furniture and vehicles	70.495	42.733	22.895
Other tangible fixed assets	0	34.624	65.759.425
Consolidatie-goodwill op andere materiële vaste activa	0	0	3.496.340
Assets under construction and advance payments	0	49.560	300.037
Financial fixed assets	24.809.630	27.102.851	4.948.606
Participations in affiliated companies	0	750	0
Amounts receivable from affiliated companies	21.452.701	25.027.709	1.889.989
Investments in companies with participating interests	75.381	69.668	51.452
Other participations	10.253	0	8.924
Other amounts receivable and partnerships	0	0	0
Guarantees paid in cash	3.271.294	2.004.725	2.998.241
Current assets	981.160.721	951.866.186	969.638.254
Amounts receivable after more than 1 year	7.253.579	3.292.729	3.303.516
Deferred Tax Assets	3.105.087	3.496.692	5.385.958
Stocks	902.785.642	846.522.984	894.027.459
Inventory Real Estate	871.983.003	808.712.602	871.678.434
Property acquired and constructed for resale (lands and infrastructure)	619.734.569	529.318.532	583.428.820
Constructions and real estate projects	252.018.678	265.377.375	265.468.357
Consolidation differences allocated to inventory	229.756	14.016.695	22.781.257
Advance payments on purchases for inventories	1.480.132	8.508.346	3.615.886
Work in progress	29.322.508	29.302.036	18.733.139
Amounts receivable within 1 year	31.322.970	26.347.876	24.300.495
Trade debtors	24.904.988	23.100.441	20.608.766
Other amounts receivable	6.417.982	3.247.435	3.691.729
Cash at bank and in hand	36.263.334	68.727.140	37.405.485
Accrued charges and deferred income	430.108	3.478.764	5.215.341
TOTAL	1.015.321.455	987.734.023	1.052.392.769

The transfer in the revaluation surpluses (primarily on the real estate stock) does not take place via the profit and loss account, but is booked directly in the equity.

EQUITY AND LIABILITIES (in euro)	31/12/2018	31/12/2019	31/12/2020
Consolidated equity	306.270.523	322.854.844	383.591.298
Share capital	23.000.000	23.000.000	23.000.000
Revaluation reserves	209.568.075	181.110.973	182.902.467
Advance shareholders (Abacus Group)	-20.000.000	0	44.685.383
Consolidated reserves	93.976.678	118.681.577	135.616.467
Negative consolidation differences	6.817	0	0
Translation differences	-281.047	62.294	-2.613.019
Third party interests	1.841.436	2.183.247	113.253
Third party interests	1.841.436	2.183.247	113.253
Provisions, deferred taxes and latent taxation liabilities	7.766.825	10.076.405	12.912.431
Provisions	916.783	1.261.571	3.292.548
Deferred tax liability	324.657	284.171	212.660
Deferred tax liability on revaluation reserves	6.525.386	8.530.663	9.407.223
Amounts payable	699.442.670	652.619.527	655.775.787
Amounts payable after more than one year	530.337.126	409.267.755	313.087.577
Subordinated bond	140.000.000	140.000.000	50.000.000
Non-convertible subordinated loans affiliated companies	49.300.000	18.500.000	0
Unsubordinated debentures	18.140.330	0	16.252.059
Leasing and other similar obligations	0	0	0
Credit institutions	313.077.521	230.082.808	238.332.676
Other loans	5.344.317	14.155.024	5.745.719
Trade debts	3.187.020	2.047.020	2.532.123
Advances received on contracts in progress	0	0	0
Other debts	1.287.938	4.482.903	225.000
Amounts payable within one year	159.631.312	235.149.740	334.480.032
Current portion of amounts payable after one year	61.155.305	91.713.231	137.141.059
Non-convertible subordinated loans affiliated companies	10.800.000	19.400.000	0
Unsubordinated bond	40.000.000	0	90.000.000
Credit institutions	5.750.000	66.000.000	40.175.884
Other debts	4.605.305	6.313.231	6.965.175
Financial debts less than 1 year	21.124.064	38.611.637	81.027.601
Credit institutions	20.244.890	37.714.808	80.664.624
Other loans	879.174	896.829	362.977
Trade debts	55.973.574	62.131.128	70.960.265
Taxes, remunerations and social debts	6.996.970	12.219.165	14.537.955
Advances received on contracts in progress	13.281.357	27.068.029	26.976.779
Other amounts payable	1.100.042	3.406.549	3.836.372
Accrued charges and deferred income	9.474.233	8.202.032	8.208.177
TOTAL	1.015.321.455	987.734.023	1.052.392.769

INCOME STATEMENT (in euro)	31/12/2018	31/12/2019	31/12/2020
Operating income	412.365.992	483.546.769	403.871.023
Turnover (incl. mutation WIP)	406.158.175	472.786.272	345.900.641
Produced fixed assets	18.767	0	51.514.430
Recurring other operational income	5.270.389	10.648.537	6.454.869
Non-recurring other operational income	918.660	111.961	1.084
Operating charges	-357.991.619	-415.750.288	-368.137.634
Acquisitions and increases/decreases in stocks	-281.539.747	-349.748.700	-302.900.338
Depr. of consolidation differences allocated to RE inventories	-1.058.525	-219.081	-1.085.541
Services and other goods	-46.825.447	-41.503.906	-37.198.560
Salaries and social security obligations	-24.221.997	-20.669.620	-20.237.602
Amortisations, depreciations & provisions	-957.643	-727.780	-2.415.409
Amortisations on consolidation differences (goodwill)	0	0	-2.308
Other recurring operational costs	-3.378.427	-2.847.476	-4.297.877
Other non-recurring operational costs	-9.833	-33.726	0
OPERATING RESULT (EBIT)	54.374.373	67.796.481	35.733.389
Financial income	12.044.701	3.156.514	2.972.714
Recurring financial income	3.653.279	3.146.514	2.847.714
Non-recurring financial income	8.391.422	10.000	125.000
Financial charges	-21.435.915	-20.896.208	-16.926.205
Recurring financial costs	-21.332.917	-19.186.643	-16.678.317
Non-recurring financial costs	-102.998	-1.709.566	-247.887
CURRENT RESULT BEFORE TAXES	44.983.159	50.056.786	21.779.899
Income Taxes	-9.230.085	-3.271.128	-4.845.390
Current taxes	-9.059.818	-3.704.514	-4.217.575
Deferred taxes	-170.266	433.386	-627.815
Depr. on consolidation differences (goodwill) allocated to deferred taxes	0	0	0
CONSOLIDATED RESULT	35.753.074	46.785.658	16.934.509

ASSETS

The total assets were just over EUR 1 billion, an increase of 6.5% compared to 2019. Real estate stocks rose by EUR 63 million in 2020. With a total value of EUR 872 million, they were the main balance sheet component. This means that the project portfolio remains well stocked for the future.

The financial fixed assets were EUR 5 million. Works in progress decreased in 2020 by EUR 10 million to EUR 18.7 million.

EQUITY AND LIABILITIES EQUITY

The consolidated revalued equity was EUR 383.6 million. This is an increase of EUR 60.7 million since the previous year.

The amounts payable after more than one year fell from EUR 409.3 million to EUR 313 million. These consist primarily of bond loans (EUR 66.3 million) and bank debts (EUR 230.1 million)

The current portion of amounts payable after one year rose from EUR 91.7 million in 2019 to EUR 137.1 million in 2020.

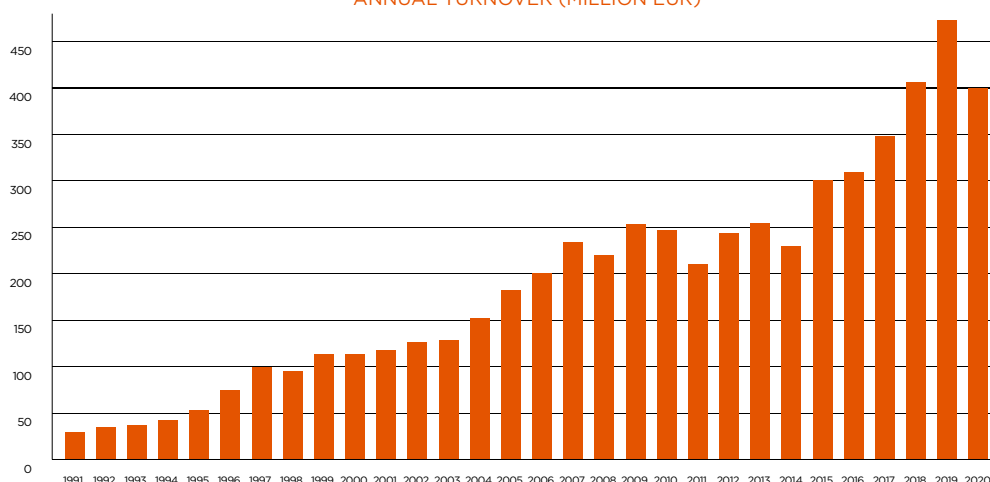
Financial debts maturing within one year rose from EUR 38.6 million to EUR 81 million.

INCOME STATEMENT

The consolidated turnover (including self-produced fixed assets) amounted in 2020 to EUR 403 million, roughly at the same level as in 2018. In 2019, turnover was 472 million, partly due to a number of one-off transactions.

The operating result before depreciation and amortisation (EBITDA) fell from EUR 68.8 million in 2019 to EUR 39.2 million in 2020. EBIT fell from EUR 67.8 million to EUR 35.7 million. The 2020 consolidated result - after depreciation on consolidation differences (goodwill) and after taxes - closed at EUR 17 million.

ANNUAL TURNOVER (MILLION EUR)



Risk management

Matexi operates as a neighbourhood development and construction firm in the residential real estate sector, which is highly dependent (both directly and indirectly) on the prevailing economic climate. Regulations and policies also have an impact on the business environment and the behaviour of actors on the market. The sector is also characterised by the long turnaround time for real estate developments, obliging Matexi to look far into the future and make long-term estimates regarding operational, commercial, financial and regulatory aspects on the basis of the information presently available. As with any company, it is important for Matexi to identify its primary risks. Only then can the necessary mitigating measures be taken in good time. The identified primary risks can be divided into four categories.

Market risks

- > economic downturn
- > falling real estate prices
- > increasing competition

Operational risks

- > bad investments
- > unforeseen problems during the development process
- > unexpected problems during the construction process
- > sharp rise in inflation
- > natural disasters, force majeure or accidental damage

- > Insufficiently liquid portfolio
- > inadequate growth management
- > turnover of staff in key positions
- > misconduct by employees or suppliers
- > contractor bankruptcy
- > IT system interruption or breakdown
- > reputational damage
- > conflicts with joint ventures

Financial risks

- > liquidity risk
- > non-compliance with debt obligations
- > non-compliance with guarantee conditions
- > interest rate risk
- > increase in risk premiums
- > exchange rate volatility
- > insufficient guarantees

Risks related to the regulatory framework

- > non-compliance with urban planning regulations
- > non-compliance with environmental regulations
- > changes in laws or administrative regulations
- > expropriation
- > legal proceedings and claims for damages
- > increased direct and indirect taxes
- > unforeseen outcome of legal disputes and tax audits

Wherever possible, a range of measures are taken in order to identify, control, limit or eliminate the risks. Risk management – in every area – is part of our day-to-day practice. Thanks to the efforts of a professional organisation and the group's many years of expertise, we believe we can state that the unavoidable risks intrinsic to our business are under the greatest possible control.

Matexi keeps a close eye on economic conditions and, during all its investment decisions, commercial launches and any divestments, assesses future economic trends in order to anticipate them and mitigate their impact. Our long years of experience offer strong references here. Investment committees assess all projects on the basis of six check points throughout the development process. To limit the risks inherent to its activities, Matexi carefully ensures that its portfolio of real estate operations is adequately diversified.

The investment committees and the Board of Directors ensure that each project complies with the group's overall financial policy and is financially balanced. They also ensure that projects are implemented in accordance with the commitments made. Matexi always pays particular attention to the location of its projects.

Prior to any neighbourhood development, Matexi has urban planning, commercial, technical, environmental and financial feasibility studies conducted by in-house teams of specialists. If necessary the latter are working closely with third parties and/or external advisors, thereby guaranteeing, as far as possible, that the projects will proceed smoothly.

Special attention is also given to the financial situation and the debt position. When borrowing long-term (both for project financing and large investments), Matexi takes measures to protect itself from the consequences of interest rate fluctuations.

Via its personnel policy Matexi tries to recruit the best possible employees. Furthermore, the company implements an active retention policy. Matexi takes active measures against anyone who harms its reputation through misconduct or otherwise.

Matexi complies strictly with staff health and safety regulations. The company takes all measures necessary in order to prevent environmental damage. Safety is our number 1 concern on the construction sites as well.

Matexi headquarters

Franklin Rooseveltlaan 180
8790 Waregem
Belgium

T +32 56 62 74 00
E info@matexi.be

We welcome your feedback and are always open for questions, ideas and suggestions, including for projects, so don't hesitate to contact:

Kristoff De Winne
kristoff.dewinne@matexi.be

BELGIUM

West Flanders

Spinnerijstraat 101 bus 21
8500 Kortrijk
T +32 56 36 99 99
westvlaanderen@matexi.be

Brussels

Vorstlaan 36 bus 1
1170 Watermaal-Bosvoorde
T +32 2 761 70 60
brussel@matexi.be

Limburg

Broekermolenplein 2
3500 Hasselt
T +32 11 260 740
limburg@matexi.be

East Flanders

Eedstraat 47
9810 Eke
T +32 9 280 20 20
oostvlaanderen@matexi.be

Antwerp

Lange Lozanastraat 270 bus 3
2018 Antwerp
T +32 3 320 90 70
antwerpen@matexi.be

Liège, Namur & Province of Luxembourg

Rue Visé Voie 81 bte 1
4000 Liège
T +32 4 361 18 04
liege@matexi.be

Flemish Brabant

Brusselsesteenweg 146
1850 Grimbergen
T +32 2 270 07 45
vlaamsbrabant@matexi.be

Walloon Brabant

Rue de Champles 50
1301 Wavre
T +32 10 23 79 50
brabantwallon@matexi.be

Hainaut

Rue du Berlaimont 1
6220 Fleurus
T +32 71 87 01 90
hainaut@matexi.be

GRAND DUCHY OF LUXEMBOURG

Route d'Arlon 85
L-8211 Mamer
T +352 26 108 525
info@matexi.lu
www.matexi.lu

POLAND

Warsaw

Al. Jana Pawła II 27
00-854 Warszawa
T +48 22 653 92 92
office@matexipolska.pl
www.matexipolska.pl

Krakow

ul. Limanowskiego 5
30-551 Kraków
T +48 530 100 501
office@matexipolska.pl
www.matexipolska.pl

