



# Agenda

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Front cover picture: Naturalis Biodiveristy Center, Leiden (The Netherlands)







# Group Highlights

Sky Park, Bratislava (Slovakia)





# Cementir at a glance

GROUP

€ 1.2 BN
Annual Sales

.1

€ 1.3 BN

Net capital employed



2,995 Employees



13.1 M tons



**Cement Capacity** 

**12% ROCE** 



20% share\*

White Cement globally







Data as of December 31st, 2020

































**GREY CEMENT** 

WHITE CEMENT

**READY-MIXED CONCRETE** 

**AGGREGATES** 

WASTE / OTHER (\*)



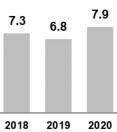


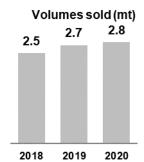




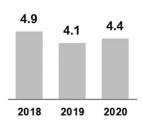


Volumes sold (mt)

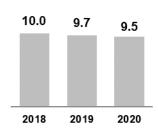




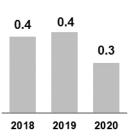
Volumes sold (mm<sup>3</sup>)



Volumes sold (mt)



Waste processed (mt)



2020 Figures

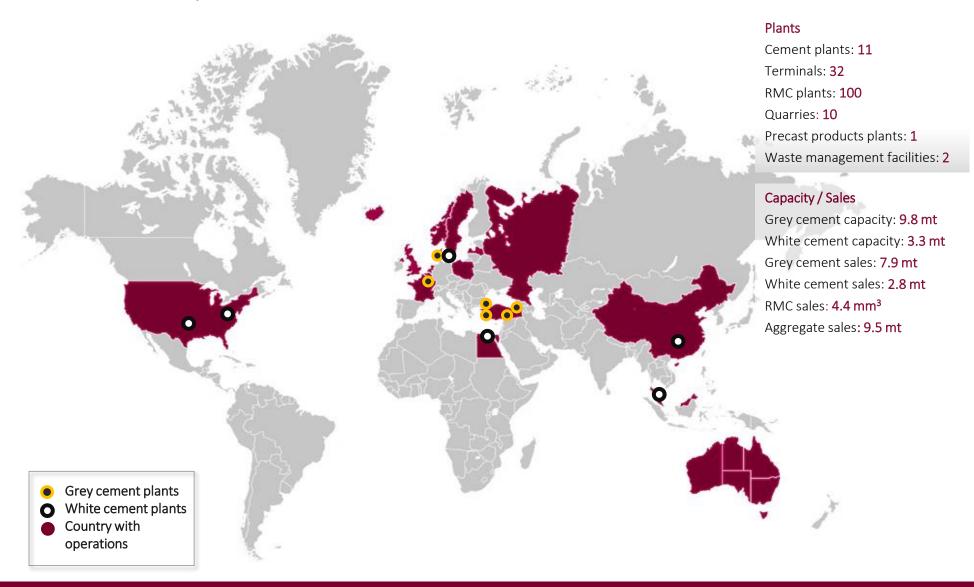
REVENUE = 779 M€ EBITDA = 208 M€ EBITDA margin = 27% REVENUE = 391 M€ EBITDA = 35 M€ EBITDA margin = 9%

REVENUE = 92 M€ EBITDA = 31 M€ EBITDA margin = 33% REVENUE = 99 M€ EBITDA = -10 M€





# **Industrial Footprint**

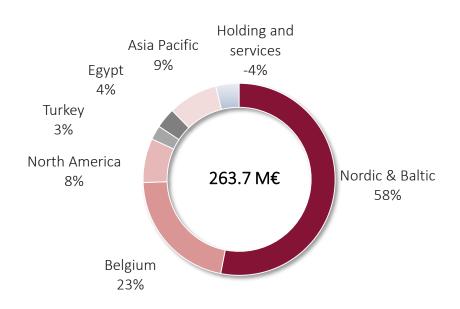




# Strategy based on sustainable growth

- Strengthen white cement global leadership, focus on high-value added solutions and special cements (Futurecem<sup>™</sup>)
- Significant green investments of **107** M€ over the 2021-2023 Industrial Plan
- Improve profitability and operational efficiency with product innovation, digitalization of industrial processes and green investments
- Further diversify business portfolio by region and product
- Leverage on unique vertically integrated platforms in the Nordics, Belgium and Turkey

#### 2020 EBITDA breakdown



85% of Ebitda from mature markets (Currencies: EUR, USD, DKK, NOK, SEK)







# ESG Strategy

CCB's Gaurain plant, Belgium





# Fully committed to ESG agenda: 25 sustainability targets to 2030











**SOCIAL** 



#### **GOVERNANCE**









#### 2020 Performance

**ENVIRONMENT** 

- Alternative fuels use (28% grey; 3% white cement)
- of alternative fuels derived from waste
- Grev cement clinker ratio down to 82%
- ISO 14001 (\*) for 93% of cement production
- ISO 50001 (\*) for 76% of cement production
- 40% of reused water in cement production
- District heating to >36000 households
- 95% of quarries under rehabilitation plan

#### Commitments

- 107 M€ green investments over 2021-2023
- CO<sub>2</sub> reduction target < 500kg/t (grey) and ~ 800kg/t (white) by 2030
- Alternative fuels increase to 77% grey; 6% white
- Reduce grey cement clinker ratio to 68%
- District heating to > 50,000 households
- Low carbon products based on FutureCem<sup>TM</sup>
- Support Denmark to deliver a 70% reduction in GHC by 2030
- ISO 14001(\*) on all cement/RMC plants by 2025
- ISO 50001 (\*) on all cement production by 2025

#### 2020 Performance

- **35,000** hours of training (Cementir Academy)
- Certified Health & Safety management system for 73% of cement plants
- New talent management program
- People engagement: action plan based on employees' survey
- Financial support to schools via Cimentas Foundation and to post-earthquakes reconstruction in Turkey

#### Commitments

- Zero accidents strategy
- Certified Health & Safety management system for all cement plants by 2022
- Promoting **diversity** in the workforce
- Improve employees' engagement with a 3/4year survey / action plan
- Standard and structured performance management process for white collars
- Increase of per capita training hours
- Local communities engagement through quarry rehabilitation (Green Quarry Project in China, Family Park in Aalborg)

#### 2020 Performance

- Board diversity: 33% of women
- Sustainability targets linked to Employees' remuneration
- Group ERM system to manage ESG risks and opportunities
- Widespread human rights awareness: assessment on 79% of workforce
- Sustainability Committee since 2019 with CEO/Chairman involvement

#### Commitments

- Improve **ESG transparency** vis-a-vis ESG rating agencies
- Improve suppliers engagement and qualification on ESG issues
- Improve customers engagement on ESG issues







# Sustainability achievements and ratings



# B Rating – Climate Change

Upgraded from F in March 2021



### **BBB Rating**

Confirmed in December 2020



Commitment signed in April 2021



Score 61/100 Upgraded from 45/100 in 2020



# VIGEO: Score 43/100

Upgraded from 38/100 in 2021 Rank in Sector 7/25



#### Score 73/100

May 2021 Overall rank 22/512; in Materials 1/8



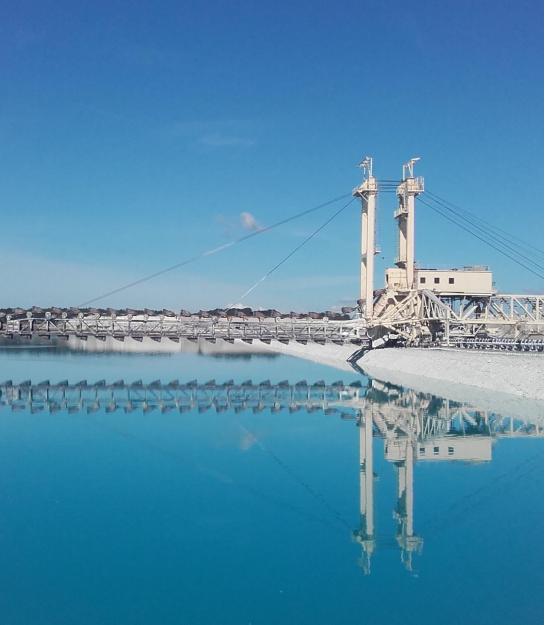
# B Rating-Score 58/100

June 2021 Rank in Construction Materials 19/74









# ESG Strategy – Environment

Dredger at Aalborg plant, Denmark





# CO<sub>2</sub> Emissions footprint: direct vs. indirect emissions



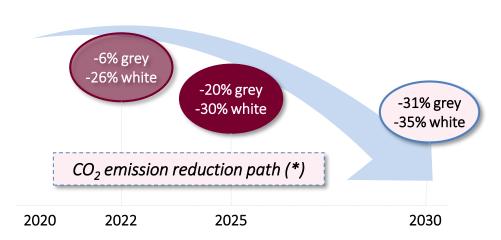
Since April 2021 Cementir started to estimate Scope 3 emissions, according to the Science Based Target Initiative methodology





# Target of ~30% CO<sub>2</sub> reduction by 2030 with current technologies

#### **Focus Areas**



- In April 2021 Cementir signed the Science Based Targets Initiative commitment
- Group roadmap and investments are defined to reach a CO<sub>2</sub> reduction target for grey cement below 500kg/t
- Taxonomy Regulation does not apply to white cement
- EU ETS IV to be released by Q2 2021

	Grey o	Grey cement		White cement	
	2020	2030	2020	2030	
Use of alternative fuels in %	28%	77%	3%	6%	
Clinker ratio	82%	68%	82%	80%	
CO2 emission (kg CO2/ton cement)	718	<500	915	808	

#### Low carbon cements

- Product offering enhancement through FUTURECEM™ technology in both white and grey cement
- Leverage on cementitious materials such as GBFS, fly ash and limestone
- Low clinker cements

#### Process Efficiency + Alternative materials

- Heat Recovery implementation
- Increase alternative fuels over 70% (grey cement)
- Utilization of natural gas in some countries (Egypt, US)
- Specific heat consumption reduction
- Renewable energy (scope 2)

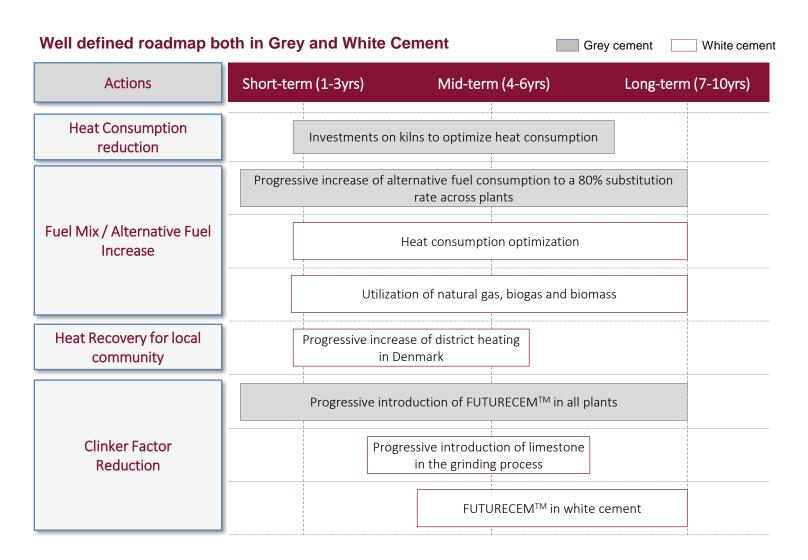
#### **Sustainability Capex**

- FUTURECEM™ production
- Kiln upgrade in Belgium
- Windmills in Denmark
- Calcination plant
- District Heating in Aalborg
- Natural gas/biogas usage in Aalborg, Denmark
- Green Transportation (Hybrid trucks in Denmark)





# Main sustainability initiatives to 2030





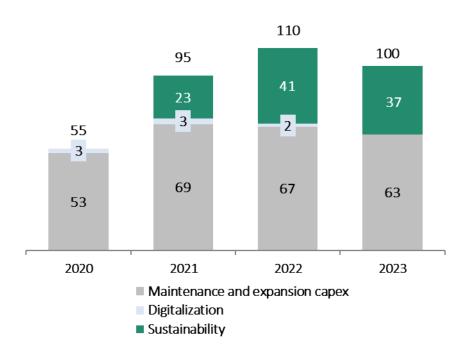


# Capex: 2021-23 highlights

- 107 M€ «green» investments to yield ~30 M€ of annual cost savings from 2023
- Improve profitability and operational efficiency via product innovation, digitalisation of industrial processes
- Main initiatives:
  - Kiln upgrade in Gaurain, Belgium
  - District Heating in Aalborg, Denmark
  - FUTURECEM™ for calcining and grinding plant
  - Windmills in Denmark (8.4 MW installed capacity)
  - Natural gas line in Aalborg, Denmark

### Industrial Plan cumulative Capex

Green Capex = Sustainability + Digitalization







15

# Capex: main initiatives for CO<sub>2</sub> emissions reduction

#### Switch to natural gas





#### Kiln upgrade - Belgium



#### Wind turbines





- Agreement with the Danish gas distribution company Evida to connect our Aalborg factory to the grid from 1 April 2022
- Gas network connection is the first step towards the green transformation and will provide a flexible fuel strategy with increased use of more green fuels
- Estimated 20% CO<sub>2</sub> emission reduction

- Kiln upgrade in Gaurain (Belgium) to increase alternative fuels use from 40% to 80%
- Main objectives: thermal efficiency, improvement, reduced maintenance costs, minimizing kiln stoppages
- Estimated CO<sub>2</sub> emission reduction of 88,000 tons annually

- Wind turbines with 8.4 Mwh of green electricity capacity will cover ~8% of the plant's electrical energy consumption in Denmark
- Expected output of 26,000 Mwh/year which will reduce scope 2 CO<sub>2</sub> emission by 25,000 tons/year













# Capex: other sustainability initiatives

#### **District Heating**





#### Digitalization





#### Sustainable distribution

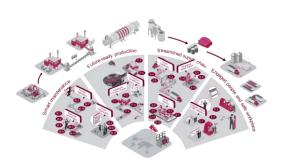




- Flue gasses from the kilns are utilized in heat exchanger installations to transfer thermal energy to the households
- In 2020, the Aalborg plant delivered about 1.8 million GJ of energy to the Municipality of Aalborg
- CO₂ savings of 150 kt for Municipality of Aalborg in 2020
- The objective is to widen the recipients from 36k to 50k households. representing around 50% of Aalborg urban population



- Future-ready production: automation, remote control and lean production, monitoring and complex parameter setting optimization
- Smart maintenance: digital monitoring of equipment and processes, downtime reduction and energy costs optimization
- Streamlined supply chain: smart logistics based on real-time information, improved tendering and Request for Quotation (RfQ) processes
- Cost savings of 15 M€ run-rate from 2023
- Investment in two pilot projects in Aalborg and Gaurain cement plants



- Increase distribution by rail, impose stronger requirements for suppliers, and use more fuel-efficient ships
- In 2021 purchase of 19 hybrid trucks in Denmark, with the first full electric truck operating in Denmark in Aug. 2021
- New ships in Aalborg operating with 55% lower fuel consumption











# FutureCem™ is a key pillar of our sustainability strategy

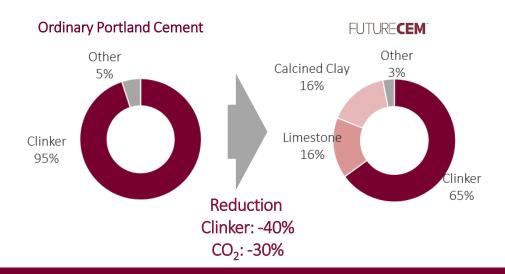




- Calcined clay is a major raw material for Futurecem<sup>™</sup> production
- First Step: investment in storage silo, receiving station, grinding facility
- Second step: construction of calcining plant
- Objective: support Futurecem<sup>™</sup> to achieve 30% CO<sub>2</sub> emission reduction vs. ordinary Portland cement

# **FUTURECEM**\*

- Proprietary technology patented worldwide enabling 40% clinker replacement
- Lower clinker content allows a 30% CO<sub>2</sub> reduction
- Allows to produce a greener and more sustainable concrete
- Also used as binder in InWhite Solution™ and as mineral addition for concrete







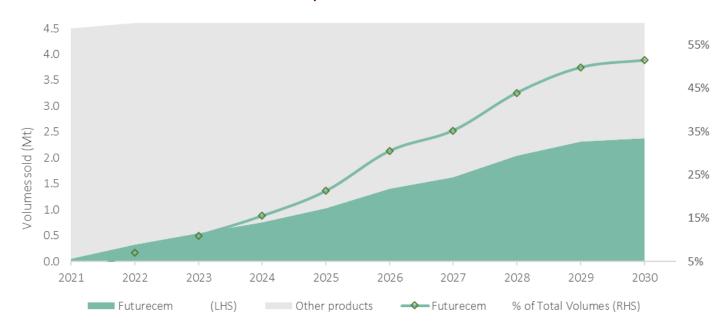




# Futurecem<sup>™</sup> roll-out plan

- Commercialization started in January 2021 in Denmark as special product
- By 2030 Futurecem<sup>™</sup> volumes sold are expected to reach around 51% of total volumes sold in Europe and 60% of grey cement volumes

### Futurecem<sup>™</sup> roll-out plan - volumes sold in ETS countries





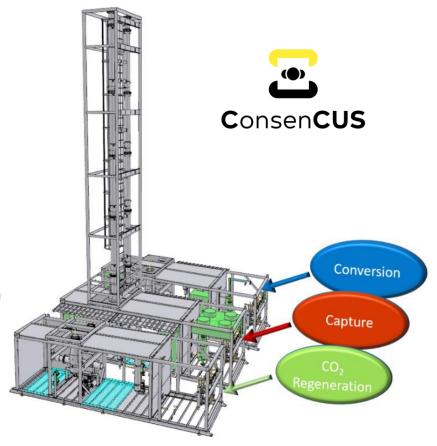




# New breakthrough technologies: Carbon, capture, usage and storage

Aalborg participates in several CCUS projects, among which the EU-funded innovation project named "ConsenCUS – CarbOn Neutral cluSters through Electricity-based iNnovations in Capture, Utilisation and Storage".

- Project period: April 2021 March 2025
- Over 13 M€ of European funds
- Industrial and academic partners from The Netherlands,
   Denmark, United Kingdom, Romania, Greece, China and Canada
- Objective is to investigate the potential of the CCUS technology to reduce CO<sub>2</sub> industrial emissions
- The pilot project is designed to collect 100 kg of CO<sub>2</sub> per hour with a mobile demonstration plant at Aalborg, DK
- Method based on electrochemical gas separation at low temperatures by using an alkaline liquid as binder. The liquid can be reused to capture more carbon
- Captured carbon will be converted into high added-value products (formate, formic acid) with enhanced marketability









# ESG Strategy – Social and Governance

Cimbetonplant, Turkey





# Health and Safety

Cementir constantly identifies, monitors and controls risks at each site according to the Group's Policies and local regulation

- Key H&S initiatives so far:
  - Group guidelines on OHS based on industry best practices and Group policy
  - Golden Rules of Safety: promote standardised behaviour and share best practices to prevent accidents
  - Develop a proactive and responsible safety culture where 'each one protects everyone'
- Effective and efficient management systems:
  - In 2020, 73% of cement production plants certified with ISO 45001 standards
  - Certification of all cement plants by 2022
- **Zero fatalities** and no high-consequences work-related injuries(\*) in 2020 among employees
- Managerial performance linked to H&S targets





# Social commitment – Value to people

Promoting diversity and equality, people engagement and growth

### **Cementir Academy**



- To develop and enhance technical, behavioral and managerial skills of all employees
- In 2020 more than 35,000 hours of training

# Diversity and inclusion



- In 2020, 17% of personnel involved in the Group Talent Program are female
- Promote gender equality across the organization

# Talent management and dynamism



- Key positions are filled internally
- Structured management development program
- Employee's remuneration linked to sustainability targets

### Human rights awareness



- Promote sensibility, awareness and education about Human rights
- Online courses on Human Rights Policy and local Procedures





## Social commitment – Value to communities

Value generation for local communities, building relationships based on transparency, accountability and respect for human rights

#### **Education for local communities**

 In Turkey support the Cimentas Education and Health Foundation sponsoring over 500 scholarships for upper school and university students

### Human rights risk

- Implementation of monitoring system to eliminate human rights related risks
- In 2020 Human rights assessment on 79% of worldwide workforce in several countries

### District heating and cooling in Denmark

- Reuse of the heat developed in cement production by providing district heating to over 36,000 dwellings
- Plan to use cold water present in the quarry to provide a cooling system inside the new city hospital

### Support during earthquakes in Turkey

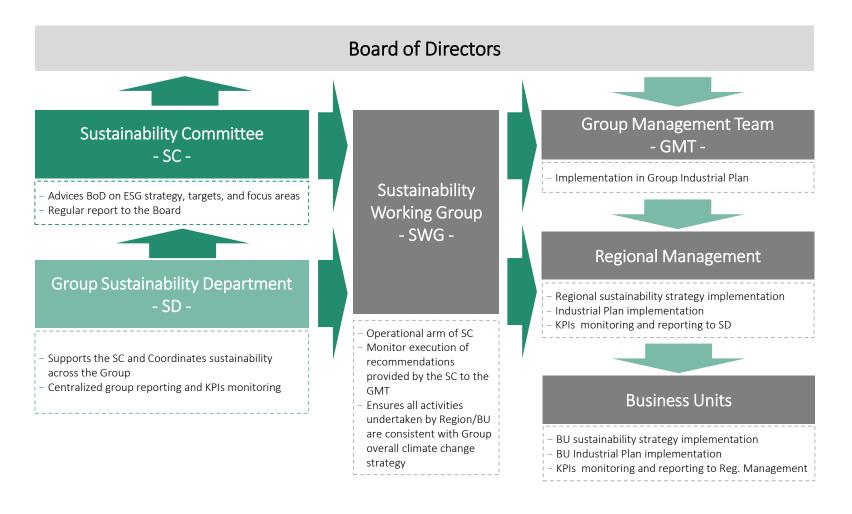
- Earthquake in Elazig in Jan. 2020: support to local community and donation to local authorities
- Earthquake in Izmir in Oct. 2020: financial support to employees whose houses were damaged and donation to local authorities





# Sustainability Governance

Strong governance is a pre-requisite to deliver on our ESG goals











2021-2023 Industrial Plan and Q1 2021 highlights

Youth Olympic Games Center, Nanjing (China)





# 2023 Industrial Plan targets

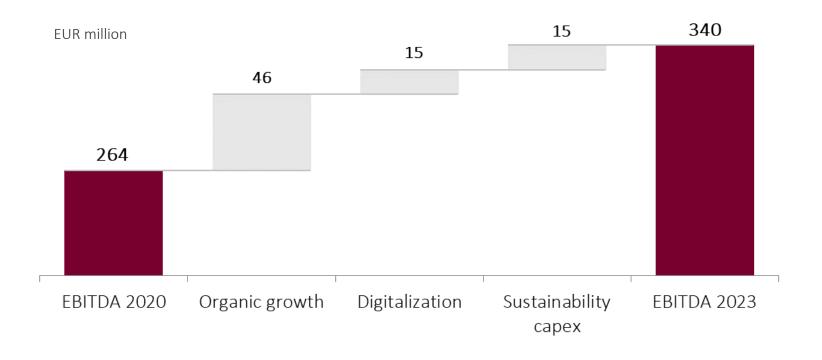
EUR million	2020	2023	
Revenues	1,225	~ 1,470	<ul> <li>Revenue CAGR acceleration to 6.3% from 4% in previous plan</li> <li>4% CAGR in volumes of grey and white cement in all main geographical areas; prices in line with relevant markets and price increase in Turkey</li> <li>12% aggregates volumes(*) CAGR in 2020-23; 6% CAGR in RMC</li> </ul>
EBITDA	264	~ 340	<ul> <li>Fuels and electricity increase ahead of inflation in constant currency</li> <li>30 M€ contribution from green investments</li> <li>Progressive business turnaround in Turkey</li> <li>Free CO<sub>2</sub> allowances until the end of 2021. Around 600,000 tons CO<sub>2</sub> yearly emissions, to be purchased at around €30/t, fully covered by price increases</li> </ul>
EBITDA Margin	21.5%	23%	➤ Efficiency increase thanks to digitalization, sustainability Capex and cost control. <b>8.8%</b> EBITDA CAGR vs <b>4.4%</b> in previous plan
Avg. Yearly Capex	55	66	<ul> <li>Optimization of investments on plant efficiency, Repair &amp; Maintenance, Environmental and Safety</li> <li>Capex/Sales ratio in the 4-6% range</li> </ul>
3 years cumulative Green Capex	2.5	107	Cumulative Green investment (Sustainability and digitalization): district heating, heat recovery, alternative fuels, FUTURECEM <sup>TM</sup>
Net (Debt)/Cash	-122	~ 250 Net Cash	➤ Cumulative ~ 370M€ Free cash flow generation, thanks also to strict working capital controls





# 2021-2023 EBITDA growth drivers

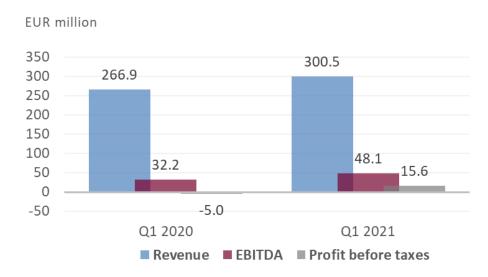
- Strong contribution expected from Turkey where trading outlook is improving
- Positive trend in volumes, prices and cost containment underpin 8.8% EBITDA CAGR
- € 30m contribution from sustainability and digitalization from 2023







# 2021 First Quarter results highlights





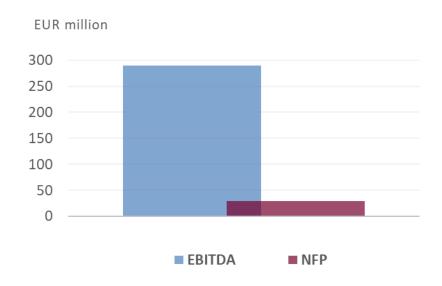
- Revenues reached 300.5 M€ (+12.6%) thanks to good performance in all geographies
  - Cement volumes up by 17.5% driven by Turkey, Belgium and Denmark
- EBITDA reached 48.1 M€ (+49.4%)
  - Higher contribution from Belgium, Turkey, Denmark, and to a lesser extent Asia Pacific and Egypt
  - EBITDA Margin up to 16% from 12.1% in Q1 2020
  - 2020 figures impacted by Covid19 and 2.5 M€ one-offs
- EBIT reached 21 M€ (+310%) from 5.1 M€ in Q1 2020
- Profit before taxes reached 15.6 M€ (loss of 5 M€ in Q1 2020) after 5.4 M€ of financial charges
- Net Financial Debt reached 167.8 M€, a reduction of 154.5 M€ year on year, including 16.0 M€ of share buyback





# ADUSTRIAL PLAN

## 2021 Full Year Guidance



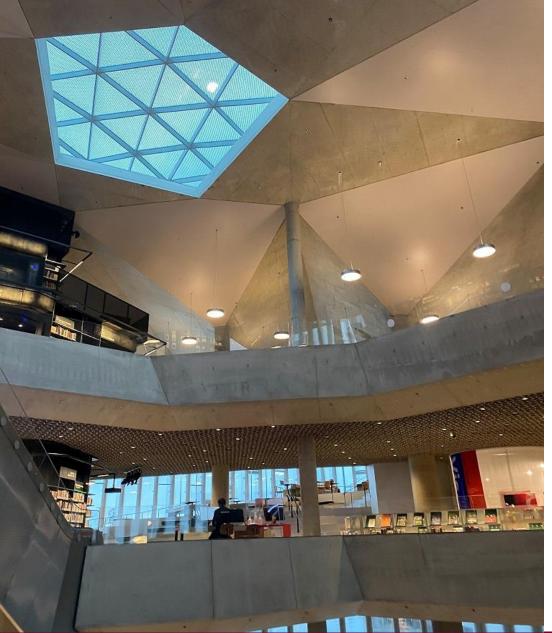
- Revenues ~ 1,3 BN€
- EBITDA ~ 285-295 M€
- Net debt ~ 30 M€
- Capex ~ 95 M€

This forward-looking indication does not include new outbreaks of the Covid-19 pandemic in the coming months. The foregoing exclusively reflects the point of view of the company's management, and does not represent a guarantee, a promise, an operational suggestion or even just an investment advice.





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# Appendix

Deichman Main Library, Norway





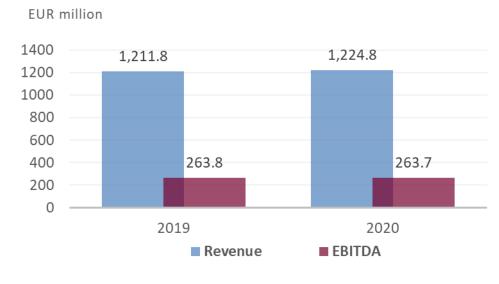
# Consolidated Income Statement – Q1 2021

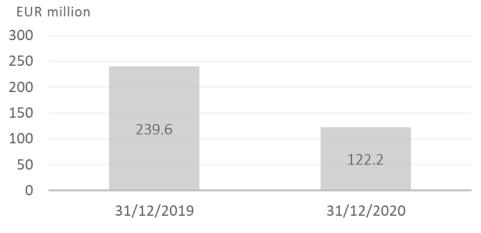
(EUR million)	Q1 2021	Q1 2020	Chg %
REVENUE FROM SALES AND SERVICES	300.5	266.9	12.6%
Change in inventories	(1.2)	(1.0)	(22.8%)
Increase for internal work and other income	5.4	4.1	29.9%
TOTAL OPERATING REVENUE	304.6	270.0	12.8%
Raw materials costs	(123.7)	(102.8)	20.4%
Personnel costs	(46.8)	(49.2)	(4.8%)
Other operating costs	(86.0)	(85.9)	0.1%
TOTAL OPERATING COSTS	(256.6)	(237.9)	7.9%
EBITDA	48.1	32.2	49.4%
EBITDA Margin %	16.0%	12.1%	
Amortisation, depreciation, impairment losses and provisions	(27.0)	(27.0)	0.0%
EBIT	21.0	5.1	310.1%
EBIT Margin %	7.0%	1.9%	
NET FINANCIAL INCOME (EXPENSE)	(5.4)	(10.1)	(46.6%)
PROFIT BEFORE TAXES	15.6	(5.0)	-





# FY 2020 results highlights





■ Net financial position

- Revenues increased by 1.1% to 1,224.8 M€ mainly due to positive performance in Turkey and Egypt
  - Cement volumes sold were up by 13% thanks to a +39% increase in clinker and cement volumes in Turkey
- **EBITDA unchanged at 263.8 M€** including a 0.6 M€ net one-off positive impact (-6.1 M€ from settlement of previous transactions, equipment disposals and legal charges, +6.7 M€ of land revaluation). **Recurring EBITDA** increased by +2.2% yoy (\*)
  - Higher EBITDA in Nordic & Baltic, Turkey, Egypt and China
  - Lower EBITDA in Belgium, USA and Malaysia
  - Progressive improvement in Turkey and stabilization of the Turkish Lira

#### Net Financial Position reached 122.2 M€

In the last twelve months the NFP declined by 117.4
 M€. This figure includes around €10m one-offs due to share buyback and 2016 Cementir Italia anti-trust fine





# **Consolidated Income Statement**

(EUR million)	2020	2019	Chg %
REVENUE FROM SALES AND SERVICES	1,224.8	1,211.8	1.1%
Change in inventories	(14.4)	5.8	n.m.
Increase for internal work and other income	22.4	25.8	(12.9%)
TOTAL OPERATING REVENUE	1,232.8	1,243.4	(0.9%)
Raw materials costs	(461.2)	(466.4)	(1.1%)
Personnel costs	(188.4)	(184.9)	1.9%
Other operating costs	(319.4)	(328.3)	(2.7%)
TOTAL OPERATING COSTS	(969.1)	(979.6)	(1.1%)
EBITDA	263.7	263.8	(0.0%)
EBITDA Margin %	21.5%	21.8%	
Amortisation, depreciation, impairment losses and provisions	(106.6)	(112.1)	(4.9%)
EBIT	157.2	151.7	3.6%
EBIT Margin %	12.8%	12.5%	
NET FINANCIAL INCOME (EXPENSE)	(14.6)	(25.1)	41.8%
PROFIT BEFORE TAXES	142.6	126.6	12.6%
Income taxes	(33.2)	(36.2)	(8.3%)
PROFIT FROM CONTINUING OPERATIONS	109.4	90.4	20.9%
PROFIT FOR THE YEAR	109.4	90.4	20.9%
Non controlling interests	7.4	6.9	7.2%
GROUP NET PROFIT	102.0	83.6	22.1%





# Reclassified Balance Sheet

NON CURRENT ASSETS & LIABILITIES         Tangible, intangible and financial assets       1,427.9       1,520.2         Deferred taxes assets/ liabilities       (88.8)       (96.3)         Other non current assets/ liabilities       (65.2)       (76.0)         TOTAL NON CURRENT ASSETS & LIABILITIES       1,273.9       1,347.9         CURRENT ASSETS & LIABILITIES       150.3       172.4         Inventories       155.1       150.5         Trade receivables       155.1       150.5         Trade payables       (225.9)       (219.0)         Working Capital       79.4       103.8         Other current assets/ liabilities       (48.1)       (30.5)         Assets/ liabilities held for sale       0.0       0.0         TOTAL CURRENT ASSETS & LIABILITIES       31.3       73.3         TOTAL CAPITAL EMPLOYED       1,305.1       1,421.2         FINANCIAL SOURCES       31/12/2020       31/12/2019         Equity attributable to the owners of the parent       1,056.7       1,044.6         Equity attributable to non-controlling interests       126.3       136.9         TOTAL EQUITY       1,183.0       1,181.6         NET FINANCIAL DEBT       (122.2)       (239.6)         TOTAL FINANCIA	CAPITAL EMPLOYED	31/12/2020	31/12/2019
Deferred taxes assets/ liabilities         (88.8)         (96.3)           Other non current assets/ liabilities         (65.2)         (76.0)           TOTAL NON CURRENT ASSETS & LIABILITIES         1,273.9         1,347.9           CURRENT ASSETS & LIABILITIES         150.3         172.4           Inventories         150.3         172.4           Trade receivables         155.1         150.5           Trade payables         (225.9)         (219.0)           Working Capital         79.4         103.8           Other current assets/ liabilities         (48.1)         (30.5)           Assets/ liabilities held for sale         0.0         0.0           TOTAL CURRENT ASSETS & LIABILITIES         31.3         73.3           TOTAL CAPITAL EMPLOYED         1,305.1         1,421.2           FINANCIAL SOURCES         31/12/2020         31/12/2019           Equity attributable to the owners of the parent         1,056.7         1,044.6           Equity attributable to non-controlling interests         126.3         136.9           TOTAL EQUITY         1,183.0         1,181.6           NET FINANCIAL DEBT         (122.2)         (239.6)	NON CURRENT ASSETS & LIABILITIES		
Other non current assets/ liabilities         (65.2)         (76.0)           TOTAL NON CURRENT ASSETS & LIABILITIES         1,273.9         1,347.9           CURRENT ASSETS & LIABILITIES           Inventories         150.3         172.4           Trade receivables         155.1         150.5           Trade payables         (225.9)         (219.0)           Working Capital         79.4         103.8           Other current assets/ liabilities         (48.1)         (30.5)           Assets/ liabilities held for sale         0.0         0.0           TOTAL CURRENT ASSETS & LIABILITIES         31.3         73.3           TOTAL CAPITAL EMPLOYED         1,305.1         1,421.2           FINANCIAL SOURCES         31/12/2020         31/12/2019           Equity attributable to the owners of the parent         1,056.7         1,044.6           Equity attributable to non-controlling interests         126.3         136.9           TOTAL EQUITY         1,183.0         1,181.6           NET FINANCIAL DEBT         (122.2)         (239.6)	Tangible, intangible and financial assets	1,427.9	1,520.2
TOTAL NON CURRENT ASSETS & LIABILITIES         1,273.9         1,347.9           CURRENT ASSETS & LIABILITIES           Inventories         150.3         172.4           Trade receivables         155.1         150.5           Trade payables         (225.9)         (219.0)           Working Capital         79.4         103.8           Other current assets/ liabilities         (48.1)         (30.5)           Assets/ liabilities held for sale         0.0         0.0           TOTAL CURRENT ASSETS & LIABILITIES         31.3         73.3           TOTAL CAPITAL EMPLOYED         1,305.1         1,421.2           FINANCIAL SOURCES         31/12/2020         31/12/2019           Equity attributable to the owners of the parent         1,056.7         1,044.6           Equity attributable to non-controlling interests         126.3         136.9           TOTAL EQUITY         1,183.0         1,181.6           NET FINANCIAL DEBT         (122.2)         (239.6)	Deferred taxes assets/ liabilities	(88.8)	(96.3)
CURRENT ASSETS & LIABILITIES           Inventories         150.3         172.4           Trade receivables         155.1         150.5           Trade payables         (225.9)         (219.0)           Working Capital         79.4         103.8           Other current assets/ liabilities         (48.1)         (30.5)           Assets/ liabilities held for sale         0.0         0.0           TOTAL CURRENT ASSETS & LIABILITIES         31.3         73.3           TOTAL CAPITAL EMPLOYED         1,305.1         1,421.2           FINANCIAL SOURCES         31/12/2020         31/12/2019           Equity attributable to the owners of the parent         1,056.7         1,044.6           Equity attributable to non-controlling interests         126.3         136.9           TOTAL EQUITY         1,183.0         1,181.6           NET FINANCIAL DEBT         (122.2)         (239.6)	Other non current assets/ liabilities	(65.2)	(76.0)
Inventories         150.3         172.4           Trade receivables         155.1         150.5           Trade payables         (225.9)         (219.0)           Working Capital         79.4         103.8           Other current assets/ liabilities         (48.1)         (30.5)           Assets/ liabilities held for sale         0.0         0.0           TOTAL CURRENT ASSETS & LIABILITIES         31.3         73.3           TOTAL CAPITAL EMPLOYED         1,305.1         1,421.2           FINANCIAL SOURCES         31/12/2020         31/12/2019           Equity attributable to the owners of the parent         1,056.7         1,044.6           Equity attributable to non-controlling interests         126.3         136.9           TOTAL EQUITY         1,183.0         1,181.6           NET FINANCIAL DEBT         (122.2)         (239.6)	TOTAL NON CURRENT ASSETS & LIABILITIES	1,273.9	1,347.9
Trade receivables       155.1       150.5         Trade payables       (225.9)       (219.0)         Working Capital       79.4       103.8         Other current assets/ liabilities       (48.1)       (30.5)         Assets/ liabilities held for sale       0.0       0.0         TOTAL CURRENT ASSETS & LIABILITIES       31.3       73.3         TOTAL CAPITAL EMPLOYED       1,305.1       1,421.2         FINANCIAL SOURCES       31/12/2020       31/12/2019         Equity attributable to the owners of the parent       1,056.7       1,044.6         Equity attributable to non-controlling interests       126.3       136.9         TOTAL EQUITY       1,183.0       1,181.6         NET FINANCIAL DEBT       (122.2)       (239.6)	CURRENT ASSETS & LIABILITIES		
Trade payables       (225.9)       (219.0)         Working Capital       79.4       103.8         Other current assets/ liabilities       (48.1)       (30.5)         Assets/ liabilities held for sale       0.0       0.0         TOTAL CURRENT ASSETS & LIABILITIES       31.3       73.3         TOTAL CAPITAL EMPLOYED       1,305.1       1,421.2         FINANCIAL SOURCES       31/12/2020       31/12/2019         Equity attributable to the owners of the parent       1,056.7       1,044.6         Equity attributable to non-controlling interests       126.3       136.9         TOTAL EQUITY       1,183.0       1,181.6         NET FINANCIAL DEBT       (122.2)       (239.6)	Inventories	150.3	172.4
Working Capital79.4103.8Other current assets/ liabilities(48.1)(30.5)Assets/ liabilities held for sale0.00.0TOTAL CURRENT ASSETS & LIABILITIES31.373.3TOTAL CAPITAL EMPLOYED1,305.11,421.2FINANCIAL SOURCES31/12/202031/12/2019Equity attributable to the owners of the parent1,056.71,044.6Equity attributable to non-controlling interests126.3136.9TOTAL EQUITY1,183.01,181.6NET FINANCIAL DEBT(122.2)(239.6)	Trade receivables	155.1	150.5
Other current assets/ liabilities(48.1)(30.5)Assets/ liabilities held for sale0.00.0TOTAL CURRENT ASSETS & LIABILITIES31.373.3TOTAL CAPITAL EMPLOYED1,305.11,421.2FINANCIAL SOURCES31/12/202031/12/2019Equity attributable to the owners of the parent1,056.71,044.6Equity attributable to non-controlling interests126.3136.9TOTAL EQUITY1,183.01,181.6NET FINANCIAL DEBT(122.2)(239.6)	Trade payables	(225.9)	(219.0)
Assets/ liabilities held for sale 0.0 0.0  TOTAL CURRENT ASSETS & LIABILITIES 31.3 73.3  TOTAL CAPITAL EMPLOYED 1,305.1 1,421.2  FINANCIAL SOURCES 31/12/2020 31/12/2019  Equity attributable to the owners of the parent 1,056.7 1,044.6  Equity attributable to non-controlling interests 126.3 136.9  TOTAL EQUITY 1,183.0 1,181.6  NET FINANCIAL DEBT (122.2) (239.6)	Working Capital	79.4	103.8
TOTAL CURRENT ASSETS & LIABILITIES31.373.3TOTAL CAPITAL EMPLOYED1,305.11,421.2FINANCIAL SOURCES31/12/202031/12/2019Equity attributable to the owners of the parent1,056.71,044.6Equity attributable to non-controlling interests126.3136.9TOTAL EQUITY1,183.01,181.6NET FINANCIAL DEBT(122.2)(239.6)	Other current assets/ liabilities	(48.1)	(30.5)
TOTAL CAPITAL EMPLOYED       1,305.1       1,421.2         FINANCIAL SOURCES       31/12/2020       31/12/2019         Equity attributable to the owners of the parent       1,056.7       1,044.6         Equity attributable to non-controlling interests       126.3       136.9         TOTAL EQUITY       1,183.0       1,181.6         NET FINANCIAL DEBT       (122.2)       (239.6)	Assets/ liabilities held for sale	0.0	0.0
FINANCIAL SOURCES31/12/202031/12/2019Equity attributable to the owners of the parent1,056.71,044.6Equity attributable to non-controlling interests126.3136.9TOTAL EQUITY1,183.01,181.6NET FINANCIAL DEBT(122.2)(239.6)	TOTAL CURRENT ASSETS & LIABILITIES	31.3	73.3
Equity attributable to the owners of the parent1,056.71,044.6Equity attributable to non-controlling interests126.3136.9TOTAL EQUITY1,183.01,181.6NET FINANCIAL DEBT(122.2)(239.6)	TOTAL CAPITAL EMPLOYED	1,305.1	1,421.2
Equity attributable to non-controlling interests126.3136.9TOTAL EQUITY1,183.01,181.6NET FINANCIAL DEBT(122.2)(239.6)	FINANCIAL SOURCES	31/12/2020	31/12/2019
TOTAL EQUITY       1,183.0       1,181.6         NET FINANCIAL DEBT       (122.2)       (239.6)	Equity attributable to the owners of the parent	1,056.7	1,044.6
NET FINANCIAL DEBT (122.2) (239.6)	Equity attributable to non-controlling interests	126.3	136.9
	TOTAL EQUITY	1,183.0	1,181.6
TOTAL FINANCIAL SOURCES 1,305.1 1,421.2	NET FINANCIAL DEBT	(122.2)	(239.6)
	TOTAL FINANCIAL SOURCES	1,305.1	1,421.2





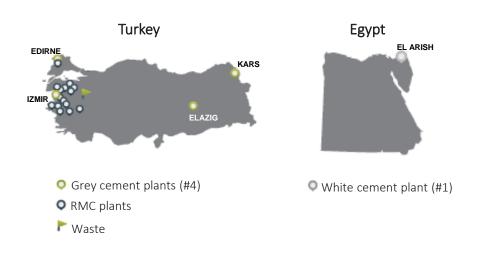
# Differences between white and grey cement

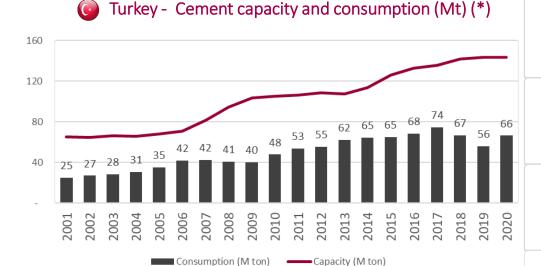
	White Cement	Grey Cement
Market Size	✓ ~ 20 million tons per year	✓ > 4 billion tons per year
IVIAI REC SIZE	✓ Niche product: high value, small volumes	✓ Commodity: basic value, large volumes
Industry Features	✓ Raw materials scarcity, fewer producers, growth end- markets, high switching costs, export-driven	✓ Raw materials widespread presence, many producers, cyclical end-markets, local demand (only 5% exported)
Growth drivers	<ul> <li>✓ Consumption driven by home renovation, restructuring and technology. High tech product</li> <li>✓ Higher market growth rates in developed countries</li> </ul>	<ul> <li>✓ Consumption driven by infrastructure &amp; residential-commercial. Low tech product.</li> <li>✓ Demand growth in line with GDP in developed countries</li> </ul>
End markets	✓ Main clients are large dry mix players (Saint Gobain- Weber, Mapei, etc) and pre-cast producers	<ul> <li>Main clients are ready-mix companies, construction companies and pre-cast producers</li> </ul>
Product Features	✓ High workability, high electrical conductivity, aesthetics. Increasingly used for landmark buildings, urban fittings, eco-friendly construction projects	✓ The most widespread construction material, used mostly for new build and infrastructure





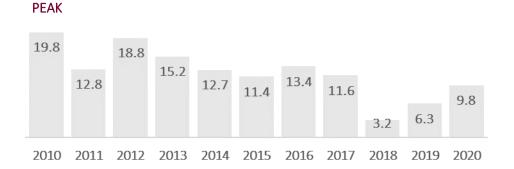
# Turkey and Egypt historical figures



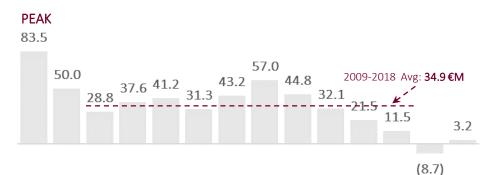




#### Egypt – EBITDA evolution €M







2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

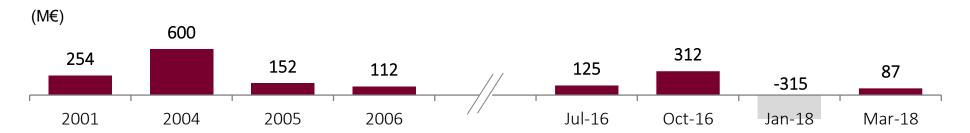


Concretely Dynamic

<sup>(\*\*)</sup> EBITDA excludes non-recurring income due to land revaluation.

### M&A track record

Since 2001 over EUR 1.7 billion invested with no recourse to shareholder equity



#### 2001 - Cimentas AS and Cimbeton AS

Entered the Turkish cement market with 2 plants

#### 2004 - Aalborg Portland A/S and Unicon A/S

Transforming deal:

- **Product diversification** (new products: white cement and aggregates and strong position in ready-mix)
- **Geographical presence** (new countries: Denmark, Norway, Sweden, Egypt, Malaysia, China, US)

2005

Edirne plant in Turkey

Vianini Pipe Inc. in US (Concrete products)

2006

**Elazig plant** in Turkey

#### Jul. 2016 - Sacci

Cement and ready-mix in Italy

#### Oct 2016 - Compagnie des Ciments Belges

- Cement, aggregates and ready-mix in Belgium
- Ready-mix in France

#### Jan. 2018 – Sale of all assets and activities in Italy

Disposal of cement and RMC businesses Cash in of 315 M€ in January 2018

# Mar. 2018 – Acquisition of 38.75% stake in Lehigh White Cement Company

Majority stake of 63.25%. Largest player in the U.S. white cement market

From being 100% domestic Cementir is today an international player operating in 18 countries





# Regulatory Scenario – EU Emissions Trading Scheme (ETS)

- EU ETS works on the 'cap and trade' scheme, whereby a "cap" is set on the total amount of GHG emitted by each plant over the previous five-year period. The cap is reduced over time by a factor (LRF) currently set at 2.2% per annum, to make sure that total emissions levels keeps falling.
- To avoid carbon leakage (unfair competition from producers outside the EU), each plant is awarded a number of free allowances based on a benchmark. Any shortfall must be covered by purchasing allowances on the market
- Phase 4 EU ETS applies from 2021 to 2030. Main features:
  - GHG emissions reduction target of 55% from 1990 baseline, thus achieving carbon neutrality by 2050, consistently with the Paris agreement.
  - A new carbon border adjustment mechanism is being discussed, to prevent carbon leakage, i.e. cement
    produced outside the EU will face some import tariff to ensure a level playing field
  - Dynamic allocation: If the production in a year is > 15% higher or lower than 2014-2018 average, the historical activity level will be corrected to the production average of the two previous years





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#### 2021 Financial Calendar:

9 March Full year 2020 Results

21 April AGM

5 May First Quarter Results

28 July First Half Results

11 November Nine Months Results

#### Stock listing information:

Milan Stock Exchange

Ticker: CEMI.IM (Reuters)

Ticker: CEM.IM (Bloomberg)

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