

**Cementir Holding Group
Star Conference**

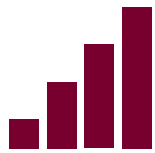
March 21st, 2019



Group Highlights

Cementir at a glance

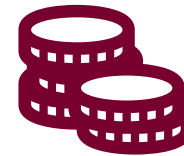
€ 1.2 BN
Annual Sales



3.083
Employees



11% ROCE



€ 2.1 BN
Total Assets

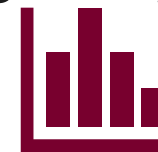


13.1 Mtons



Cement Capacity

20% share*
White Cement
globally



* Excluding «off-white» and lower quality Asian products

Cementir Holding industrial footprint

Plants

Cement plants: **11**

Terminals: **31**

RMC plants: **105**

Quarries: **11**

Precast products plants: **1**

Waste management facilities: **3**

Sales / Capacity

Grey cement capacity: **9.8 mt**

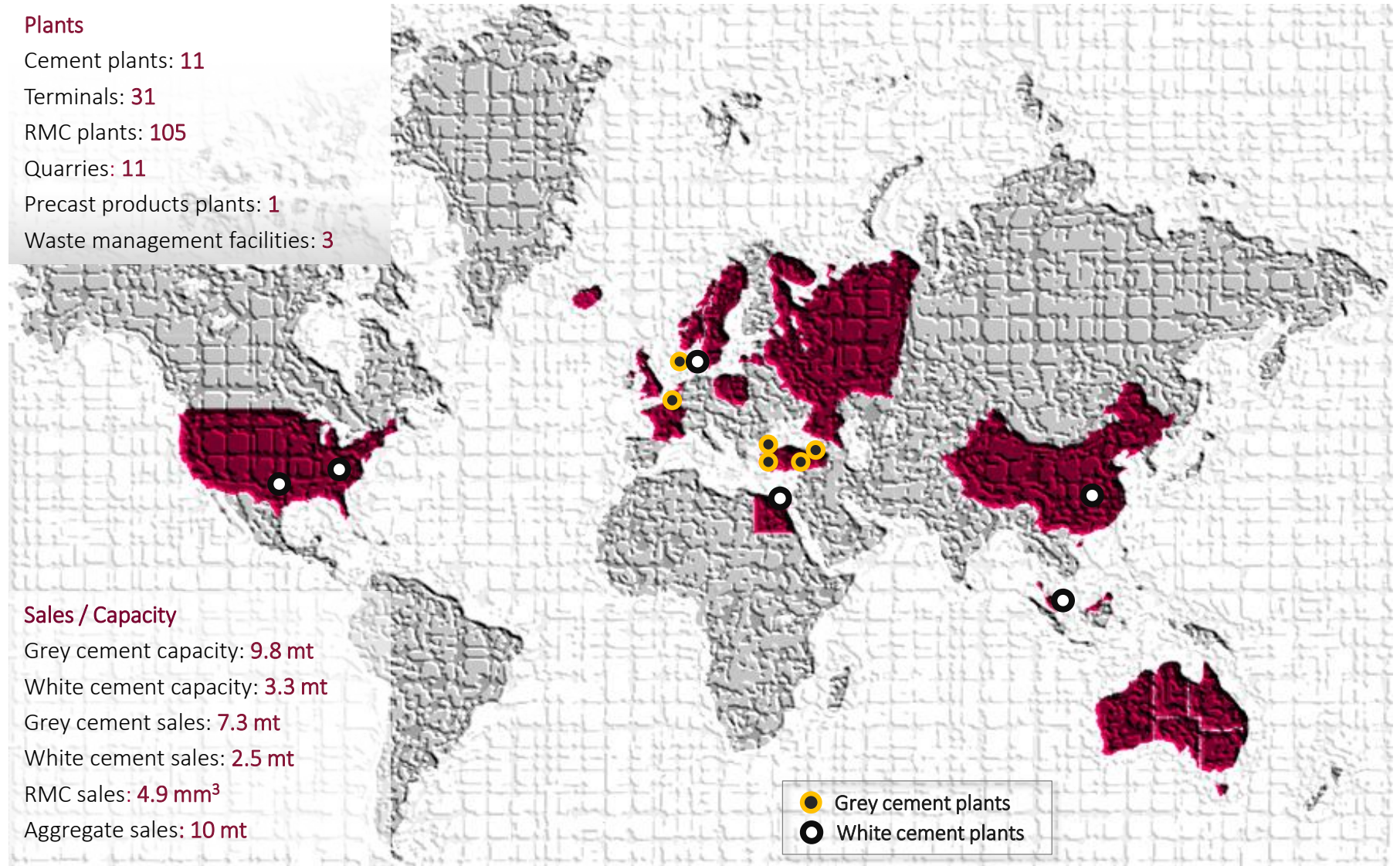
White cement capacity: **3.3 mt**

Grey cement sales: **7.3 mt**

White cement sales: **2.5 mt**

RMC sales: **4.9 mm³**

Aggregate sales: **10 mt**



Cementir Group operates in five business segments

Vertical integration in countries with grey cement presence



GREY CEMENT



WHITE CEMENT



READY-MIXED CONCRETE



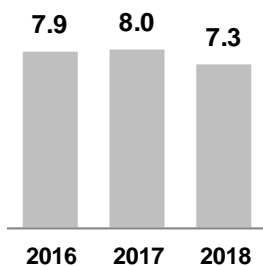
AGGREGATES



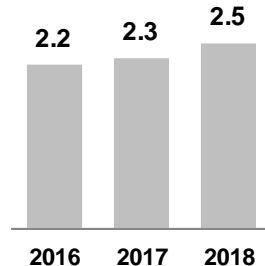
WASTE / OTHER



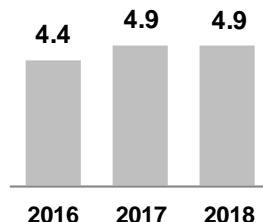
Volumes sold (mt)



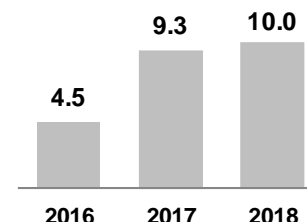
Volumes sold (mt)



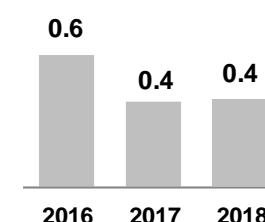
Volumes sold (mm³)



Volumes sold (mt)



Waste processed (mt)



REVENUE 2018 = 700 M€
EBITDA 2018 = 179 M€

REVENUE 2018 = 429 M€
EBITDA 2018 = 31 M€

REVENUE 2018 = 87 M€
EBITDA 2018 = 28 M€

REVENUE 2018 = 108 M€
EBITDA 2018 = 0.1 M€

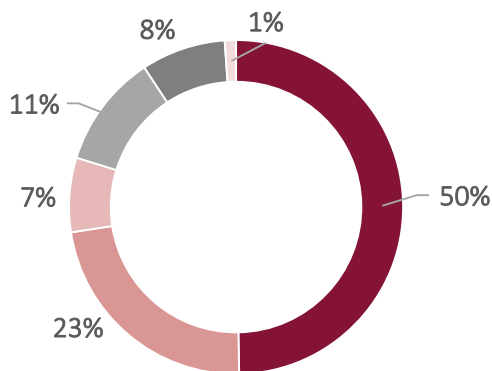
Clear repositioning strategy in the last 24 months

- Reinforced white cement leadership with LWCC deal (USA)
- More international and diversified geographical footprint
- Unique vertically integrated platforms in Belgium and the Nordics
- Focus on innovation and development of special products & solutions (Futurecem, UHPC, GFRC)
- Cost saving initiatives and disciplined capital allocation led to 20% EBITDA margin target achieved ahead of plan



- Global White Cement leadership
- Vertical Integration in selected geographies
- 100% of Group's revenue outside Italy
- 80:20 EBITDA split between mature and emerging countries
- New trading company to optimize logistics and procurement

2018 EBITDA breakdown



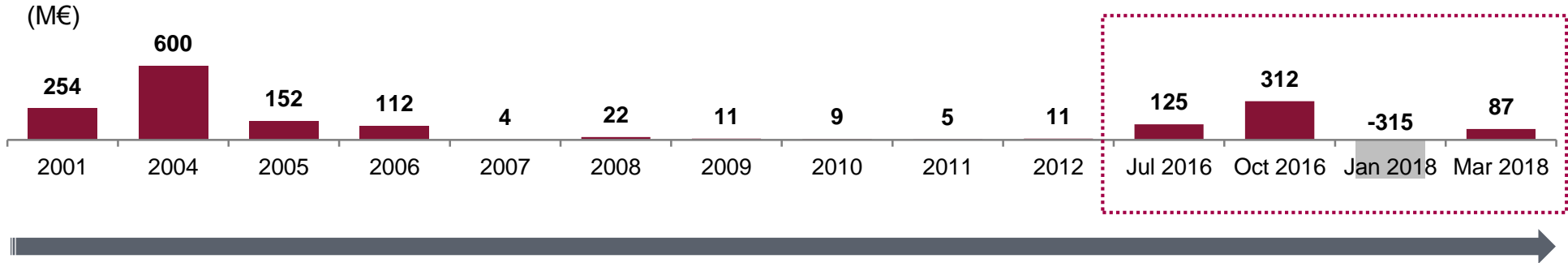
81% Ebitda from mature markets

Currencies: EUR, USD, DKK, NOK, SEK

- Nordic & Baltic
- Belgium
- North America
- Eastern Mediterranean
- Asia Pacific
- Other

Strong M&A track record of successful acquisitions

Since 2001 over EUR 1.7 billion invested with no recourse to shareholders



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 Cement in Turkey

Vianini Pipe Inc. Concrete product in US

2006

Elazig Cimento A/S plant Cement in Turkey
4K-Beton A/S Ready-mix in Denmark

2008 - Kudsk & Dahl

Aggregates in Denmark

2009 - Sureko

Waste management in Turkey

2010 - 14 ready-mix plants

Ready-mix in Italy

2012 - NWM Holding Ltd

Waste management in UK

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 – Closing of acquisition of 38.75% stake in Lehigh White Cement Company

Majority stake of 63.25%
 White cement in the U.S.

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

White Cement: unique competitive position



Global leadership
in white cement



3.3 Mt
Cement Capacity

2.25 Mt White cement volumes sold in 2018



**Local leadership
and production**

#1 in USA, Continental Europe,
Australia and South East Asia



27%
Share of Traded flows

Leader in global trading flows
By 2020, out of 3 Mt of total volumes
sold, 1.5 Mt will be exported



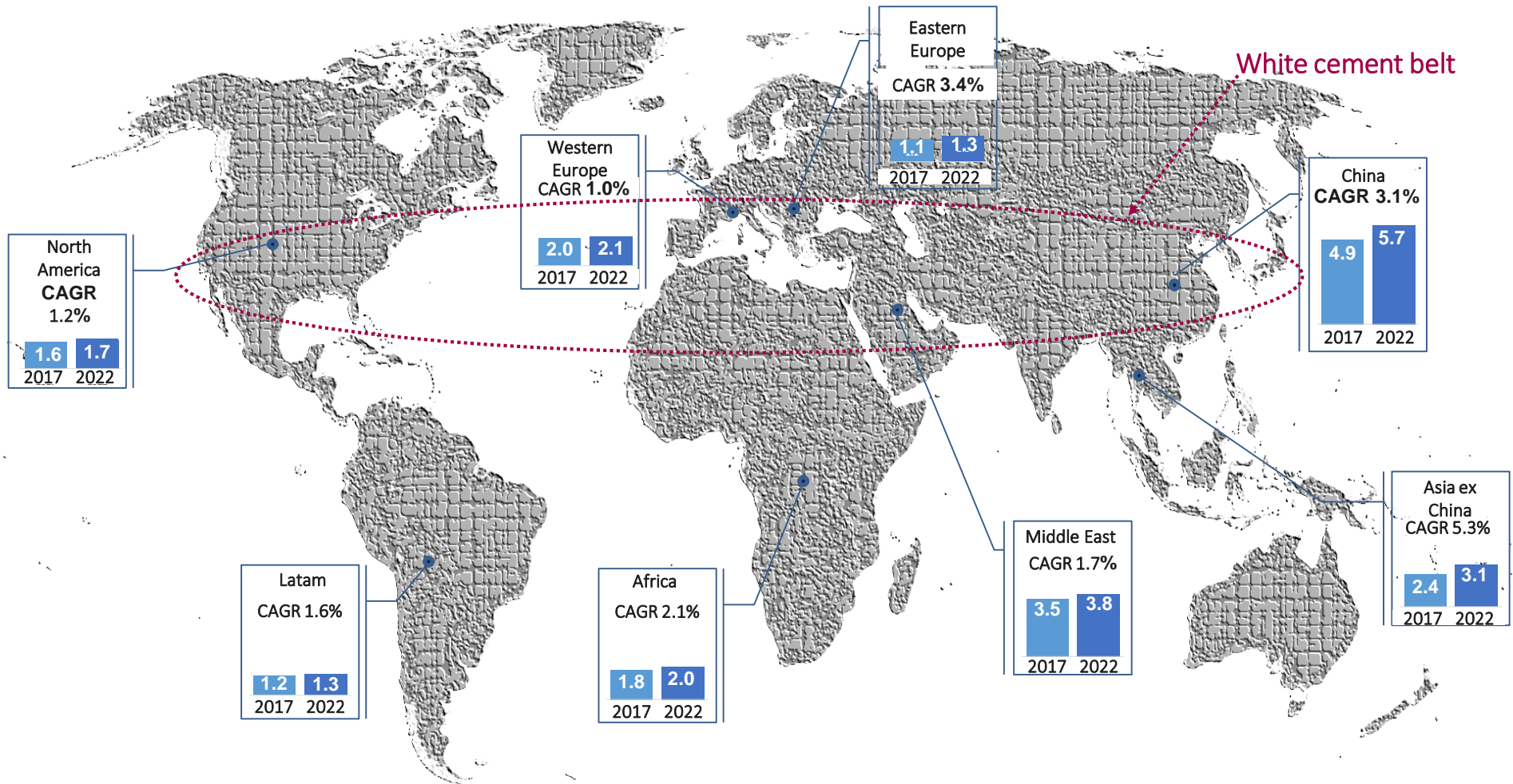
20+ countries
Local market presence

Local sales force and/or controlled
logistic setup in 20 key target markets

70+ countries
Commercial Presence

Sales in more than 70 countries

White cement global consumption trends



White cement market is expected to grow 2.5% on avg. to 2022



Sustainability is a key pillar of our strategy

It is strategically important to reduce CO2 emissions

Regulatory framework

- ☐ Increasing importance of sustainability in every aspect of our business
- ☐ Of the areas where Cementir group operates, EU is the only region with a cap and trade system
- ☐ From 2021 CO2 emissions targets shall be reduced by 2.2% annually by 2030
- ☐ EU initiatives to increase price should lead to a higher CO2 price in 2021-2030
- ☐ Cementir has free CO₂ allowances until the end of 2021

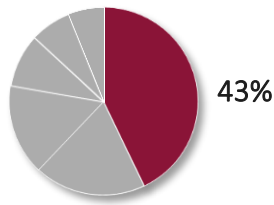
Cementir Actions

- ☐ Main sustainability initiatives:
 - ☐ In Denmark, most of excess heat is recovered and supplied to the Aalborg City district heating (36,000 households, +20% in 2018)
 - ☐ Use of coal burned at a central power station equivalent to around 300 kg CO₂/t clinker
 - ☐ 17% of fossil fuels replacement; use of recycled and alternative raw materials (11% of total)
 - ☐ Heat recovery for 35k MWh electricity production in Belgium
- ☐ Use of concrete for energy savings and concrete recycling
- ☐ Constant focus on Health & Safety

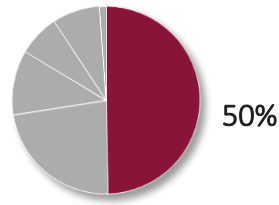


Geographic breakdown

Nordic & Baltic



Share of
2018 Group Revenue



Share of
2018 Group Ebitda

EUR '000	Jan-Dec 2018	Jan-Dec 2017	Chg %
Revenue (1)	553,677	565,274	(2.1%)
Denmark	356,206	358,793	(0.7%)
Norway / Sweden	200,271	211,789	(5.4%)
Others (2)	54,781	40,373	35.7%
Eliminations	(57,581)	(45,681)	
EBITDA	118,542	116,892	1.4%
Denmark	96,331	95,832	0.5%
Norway / Sweden	19,034	18,093	5.2%
Others (2)	3,177	2,967	7.1%
<i>EBITDA Margin %</i>	<i>21.4%</i>	<i>20.7%</i>	

Denmark

- Domestic grey cement volumes down -3% due to harsh winter, the completion of large projects and a muted market growth
- White cement exports declined by +2%; grey cement export grew by +11%
- Ready-mix concrete volumes down -3% due to Metro project phase out, with prices broadly flat
- EBITDA broadly flat due to good cost control

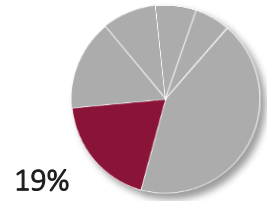
Norway

- Ready-mix sales volumes dropped by -10%, due to very cold winter and a muted residential construction activity.
- Prices moderately up

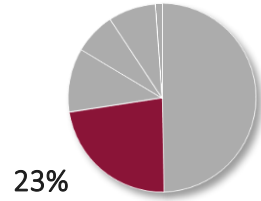
Sweden

- Slowdown in the real-estate sector and positive contribution from public works thanks to 11 billion euro investments planned up to 2029
- Ready-mix sales volumes increased by +2% thanks to new infrastructural and residential projects in Southern Sweden. Prices up.
- Flat aggregates sales with prices up moderately

Belgium and France (1)



Share of
2018 Group Revenue



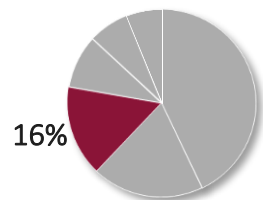
Share of
2018 Group Ebitda

EUR '000	Jan-Dec 2018	Jan-Dec 2017	Chg %
Revenue	248,021	233,637	6.2%
EBITDA	54,560	43,913	24.2%
EBITDA Margin %	22.0%	18.8%	

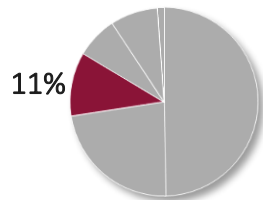
Belgium / France

- Dynamic construction sector with significant increase in new housing permits and public works benefitting from the main road network infrastructure projects
- Cement and clinker volumes increased by 2% with prices flat
- Higher volumes in France, especially in the North and around Paris, and in the Netherlands, prices flat
- Ready-mixed concrete volumes down by 4%, prices mixed
- Aggregates volumes increased by over 11%, driven by RMC and asphalt in Belgium, by few large road construction projects in France. Prices flat/up.
- EBITDA improved strongly due to operational leverage and good cost control

Eastern Mediterranean (1)



Share of
2018 Group Revenue



Share of
2018 Group Ebitda

EUR '000	Jan-Dec 2018	Jan-Dec 2017	Chg %
Revenue	201,381	247,378	(18.6%)
Turkey	174,006	210,935	(17.5%)
Egypt	27,375	36,443	(24.9%)
Eliminations	-	-	
EBITDA	26,172	43,453	(39.8%)
Turkey	22,961	31,806	(27.8%)
Egypt	3,211	11,647	(72.4%)
<i>EBITDA Margin %</i>	<i>13.0%</i>	<i>17.6%</i>	



Turkey

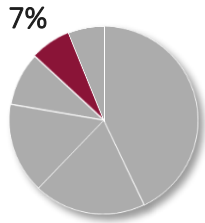
- Cement volumes dropped by -17.5% with a strong slowdown in H2 linked to currency crisis in the summer. Domestic cement prices up considerably due to high inflation
- RMC volumes increase by +9% with local currency prices up and the impact of two new plants
- TRY devaluation (-38%) and volume drop impacted EBITDA severely, together with an increase in fuels and raw materials
- Waste management: industrial waste business reported flat revenue and profitability due to lower volumes; urban waste reported improved sales (+13%) due to reorganisation and assets disposal.
- In 2019 Turkey accounts for < 4% of Group EBITDA



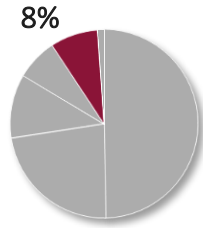
Egypt

- Army's security operations in the Sinai area from 9/2/2018 with curfew and transport restrictions had a negative impact on operations and distribution costs. Normalization since May
- Lower domestic (-34%) and export (-25%) volumes; prices down -7%
- EGP devaluation (-4.5%) and volume drop impacted EBITDA severely

Asia Pacific



Share of
2018 Group Revenue



Share of
2018 Group Ebitda

EUR '000	Jan-Dec 2018	Jan-Dec 2017	Chg %
Revenue	90,502	83,002	9.0%
China	45,732	44,129	3.6%
Malaysia	44,777	38,966	14.9%
Eliminations	(7)	(93)	
EBITDA	19,472	19,100	1.9%
China	12,753	11,166	14.2%
Malaysia	6,719	7,934	(15.3%)
<i>EBITDA Margin %</i>	<i>21.5%</i>	<i>23.0%</i>	

China

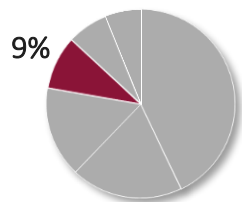
- Cement volumes up by 5,5%, prices slightly up
- Exports, not significant, are mainly directed to South Korea, Hong Kong and Taiwan
- Good cost control helped EBITDA progression



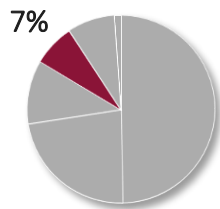
Malaysia

- White cement and clinker volumes up by +6% driven by exports mainly to Vietnam , Korea, Japan partially compensated by lower clinker shipments to Australia
- Export prices are down -6% mainly due to FX impact and higher freight rates. Domestic prices are up around +7%
- Lower average export prices, higher fuel costs and FX impact penalized profitability in 2018

North America



Share of
2018 Group Revenue



Share of
2018 Group Ebitda

United States

- Acquisition of an additional 38.75% stake in Lehigh White Cement Company, completed on 29 March 2018. Total shareholding of 63.25%. Line-by-line consolidation from Q2
- Like-for-Like volumes up 7%, with prices flat/down
- Good trading, strong market backdrop, pockets of intense competition
- Other Group subsidiaries produce concrete products in New Jersey

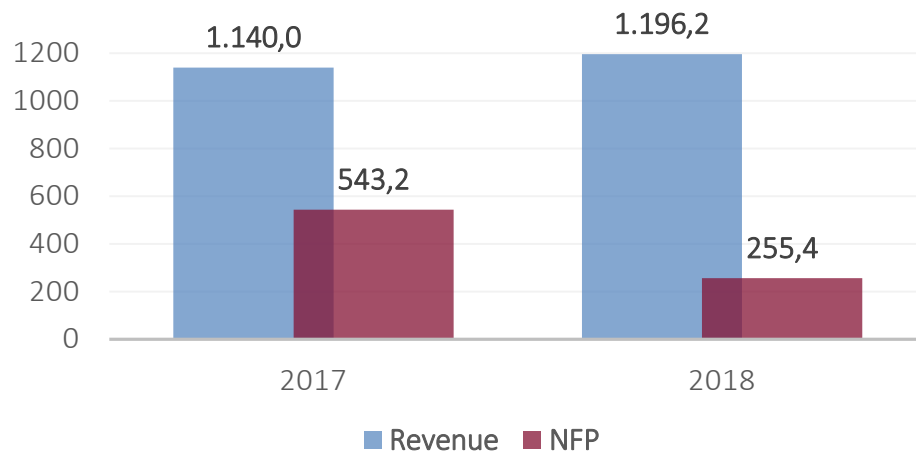
EUR '000	Jan-Dec 2018	Jan-Dec 2017	Chg %
Revenue	119,180	14,039	748.9%
EBITDA	17,160	693	2376.2%
EBITDA Margin %	14.4%	4.9%	



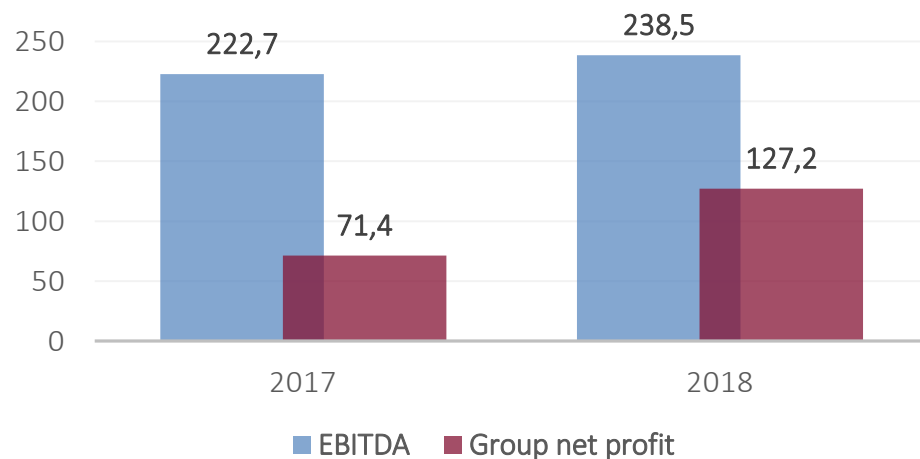
Financials

2018 Full Year results highlights

EUR million



EUR million

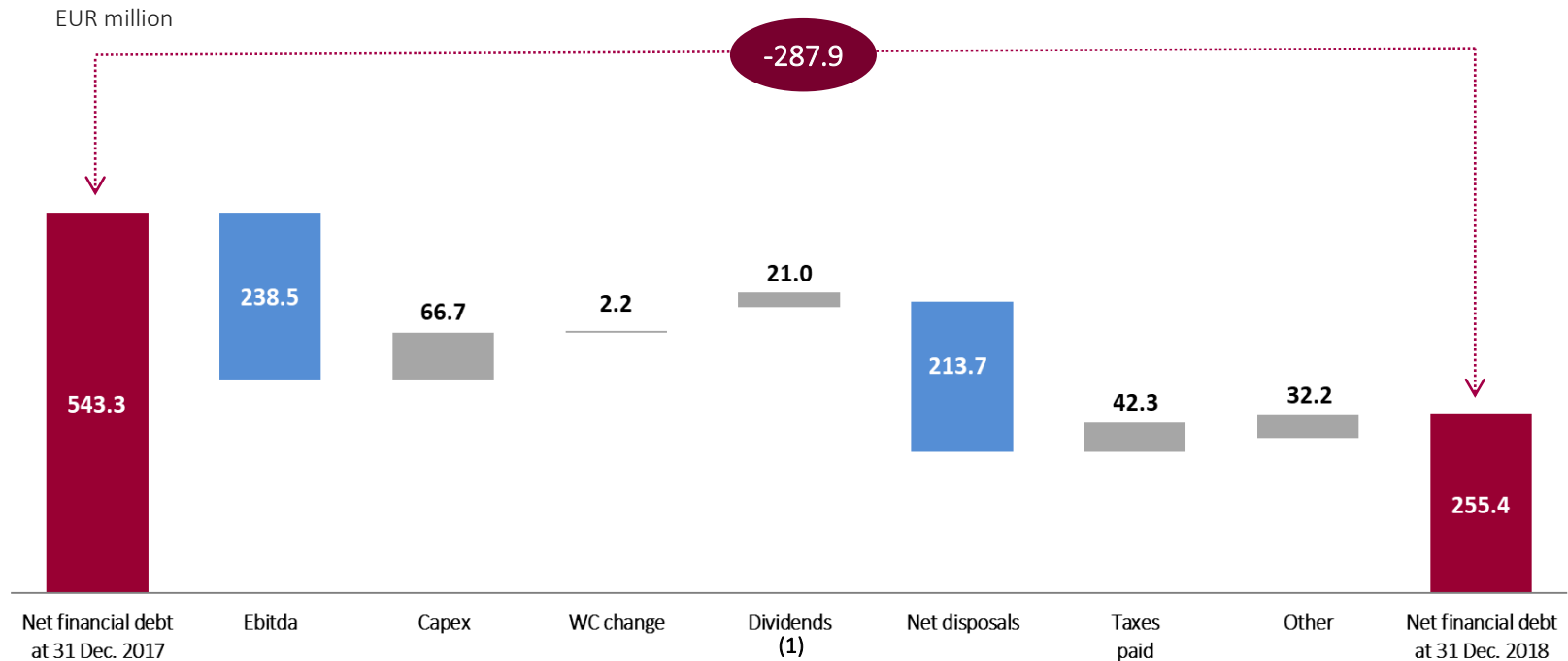


- **Revenues rose by 4.9% to a record high of 1,196.2 M€** including **104.3 M€** from LWCC consolidation from Q2/2018
 - Like-for-like Revenue declined by 4.2% due to TRY devaluation and difficult trading in Turkey and Egypt
 - At constant FX revenue 2018 would have been **1,273.2 M€**
- **EBITDA increased by 7.1% to 238.5 M€** including 17.1 M€ LWCC contribution and 11.5 M€ non-recurring assets revaluation in Turkey (10.1 M€ in 2017)
 - Higher contribution from Belgium, China and Sweden, lower Eastern Mediterranean, flat Nordic & Baltic
 - EBITDA Margin up 40 bp to **19.9%**
 - At constant FX, EBITDA would have been **258.3 M€ (+16%)**
- **Group Net Profit increased by 78% to 127.2 M€**
 - 40.1 M€ of fair value revaluation of LWCC 24.5% stake
- **Net financial Position improved to 255.4 M€**
 - thanks to 315 M€ cash inflow from Cementir Italia sale and strong cash flow generation, partially compensated by the acquisition of LWCC's majority stake (87.7 M€)

* 2017 actual figures restated by moving Italy to "Profit (loss) from discontinued operations"

2018 Cash Flow bridge

Excluding non-recurring activities, the business generated > **91M€** of Free Cash Flow in 2018

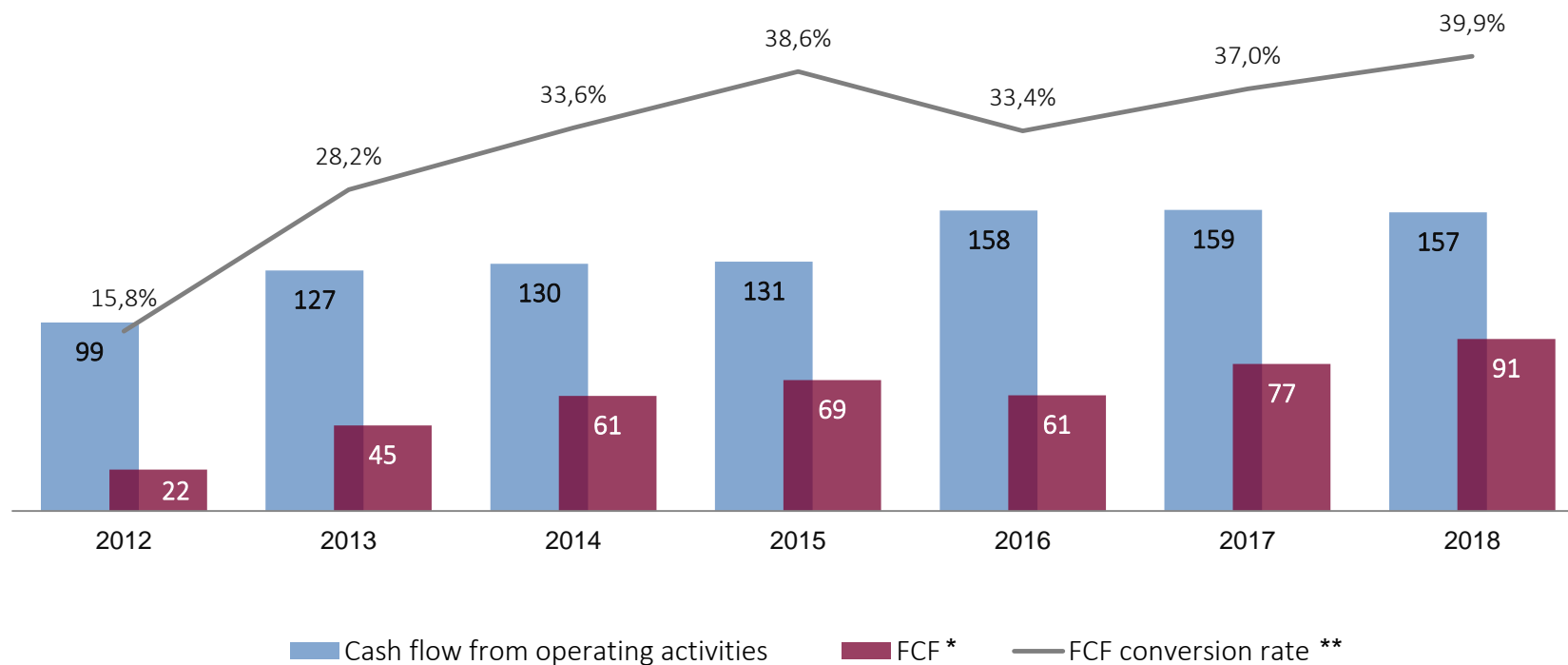


Net Financial Position improved by almost **288 M€** due to: **315 M€** cash inflow from Cementir Italia sale, partially offset by **87.7 M€** paid for LWCC stake, strong operating cash flow, capex and dividend distribution

(1) Of which EUR 15.9 million distributed by Cementir Holding Spa

High Free Cash Flow conversion rate

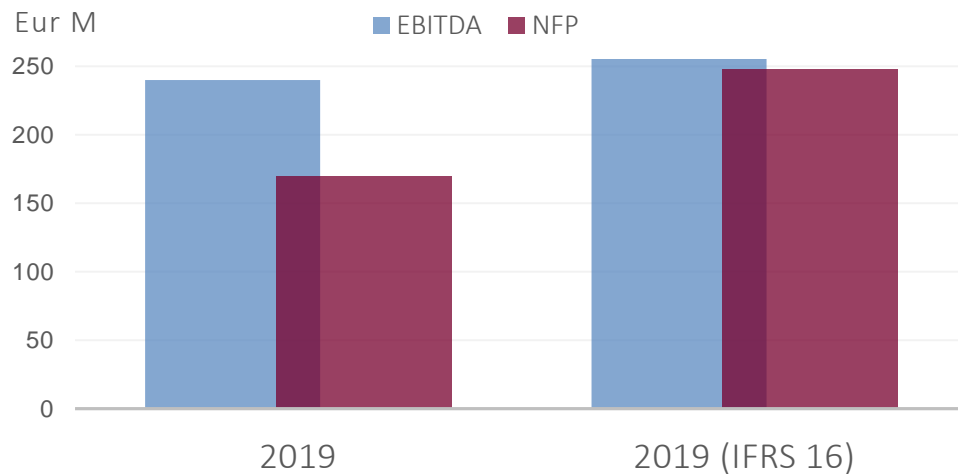
Cash flow from operating activities, Free Cash Flow (M€) and FCF conversion rate (%)



* Free Cash Flow: Cash flow from operating activities minus investments in intangible and tangible assets

** FCF/ EBITDA excluding non recurring items

2019 Guidance & IFRS 16 Impact



- 📌 2019 Revenues to be ~ Eur 1.25 BN
- 📌 2019 EBITDA ~ Eur 250-260 M
Including Eur 23 M of IFRS 16 impact and TRY/EUR exchange rate of ~ 7
- 📌 2019 NFP around Eur 245 M
Including Eur 80 M of IFRS 16 impact
- 📌 2019 Capex ~ Eur 70 M

Net Financial Position / Ebitda ratio expected to be < 1 by the end of 2019

IFRS 16 Impact on 2019 main figures

EBITDA	23 M€
EBIT	<1 M€
NFP	80 M€

- Cementir will adopt the IFRS 16 - standard from 2019 onwards, with impacts on the financial statements
- The present value of the future operating lease payments will be recognized as right-of-use-assets and interest bearing liabilities in the balance sheet. Lease cost is divided into depreciation of the right-of-use-assets (operating result) and interest cost for the liability
- Increase in Net Financial Position does not entail a corresponding increase in cash financing costs
- Impacts on:
 - Income statement
 - Balance sheet
 - Net financial position
 - Leverage ratio (NFP/EBITDA)

Appendix



Consolidated Balance sheet

EUR million

CAPITAL EMPLOYED	31/12/2018	31/12/2017
NON CURRENT ASSETS & LIABILITIES		
Tangible, intangible and financial assets	1,462.4	1,354.9
Deferred taxes assets/ liabilities	(98.5)	(93.8)
Other non current assets/ liabilities	(72.8)	(63.6)
TOTAL NON CURRENT ASSETS & LIABILITIES	1,291.2	1,197.5
CURRENT ASSETS & LIABILITIES		
Inventories	184.8	126.7
Trade receivables	163.6	160.6
Trade payables	(228.2)	(204.2)
Working Capital	120.1	83.2
Other current assets/ liabilities	(27.5)	278.3
Assets/ liabilities held for sale	0.0	0.0
TOTAL CURRENT ASSETS & LIABILITIES	92.6	361.4
TOTAL CAPITAL EMPLOYED	1,383.8	1,558.9
FINANCIAL SOURCES		
Equity attributable to the owners of the parent	997.2	956.2
Equity attributable to non-controlling interests	131.2	59.5
TOTAL EQUITY	1,128.4	1,015.7
NET FINANCIAL DEBT	(255.4)	(543.3) *
TOTAL FINANCIAL SOURCES	1,383.8	1,558.9

* Net financial debt excludes Italian operating companies sold on 2 January 2018

Consolidated income statement *

EUR million	2018	2017	Change %
REVENUE FROM SALES AND SERVICES	1,196.2	1,140.0	4.9%
Change in inventories	12.4	0.6	1886.8%
Other revenue	31.1	29.4	5.7%
TOTAL OPERATING REVENUE	1,239.7	1,170.0	6.0%
Raw materials costs	(479.3)	(444.2)	7.9%
Personnel costs	(176.3)	(174.7)	0.9%
Other operating costs	(345.6)	(328.4)	5.2%
TOTAL OPERATING COSTS	(1,001.2)	(947.3)	5.7%
EBITDA	238.5	222.7	7.1%
<i>EBITDA Margin %</i>	<i>19.9%</i>	<i>19.5%</i>	
Amortisation, depreciation, impairment losses and provisions	(85.3)	(82.1)	3.8%
EBIT	153.2	140.6	9.0%
<i>EBIT Margin %</i>	<i>12.8%</i>	<i>12.3%</i>	
FINANCIAL INCOME (EXPENSE)	31.4	(13.9)	325.9%
PROFIT (LOSS) BEFORE TAXES	184.6	126.7	45.8%
Income taxes	(35.9)	(16.4)	118.8%
PROFIT FROM CONTINUING OPERATIONS	148.8	110.3	34.9%
LOSS FROM DISCONTINUED OPERATIONS, NET OF TAX	(13.1)	(33.1)	(60.4%)
PROFIT FOR THE PERIOD	135.7	77.2	75.8%
Non controlling interests	8.5	5.7	48.6%
GROUP NET PROFIT	127.2	71.5	78.0%

* 2017 figures have been restated by including Italian operations under "Discontinued operations".

Financial result

(EUR million)	2018	2017	Chg %
Net profit from Associates	1,050	4,785	(78%)
Total financial income	70,835	13,468	426%
Total financial expense	(28,145)	(26,916)	5%
Foreign exchange rate gains (losses)	(12,318)	(5,249)	135%
Net financial income (expense)	30,372	(18,697)	262%
Net financial income (expense) plus Associates	31,422	(13,912)	326%

- The decline in Associates contribution is linked to LWCC being moved from Associate to fully consolidated subsidiary from Q2 2018 (LWCC contributed 0.7 M€ in 2018 and 5.3 M€ in 2017)
- Net financial income main positive contribution: **40.1 M€** from LWCC 24.5% stake fair value adjustment, as required by IFRS 3

White vs. grey cement

White cement

- ☒ Special / «Niche» product
- ☒ High purity limestone needed: scarce raw materials
- ☒ Consumption mainly driven by renovation and restructuring
- ☒ Commercial push to «create and grow the market / Business to Business (premix and dry-mortars). Main clients: Saint Gobain, Mapei, Sika, CRH
- ☒ Mid-high value, small quantities
- ☒ Quality consistency, brand and technical service matter
- ☒ Driven by tailored needs of more «sophisticated» customers»
- ☒ Highly traded product: 27% trade at a global scale
 - ☒ Production only in 41 countries worldwide
 - ☒ Distribution costs are less significant

Grey cement

- ☒ «Commodity»
- ☒ Consumption mainly driven by infrastructure & residential/commercial
- ☒ Widespread presence of raw materials
- ☒ Pulled by the market demand / Business to Consumer and Business to Business
- ☒ Low value, high quantities, Country/Region geo reach
- ☒ Driven by international and local «standards»
- ☒ Local product: less than 5% cement traded
- ☒ Price and logistic costs are significant

Disclaimer and Other information

•This presentation has been prepared by and is the sole responsibility of Cementir Holding S.p.A. (the “Company”) for the sole purpose described herein. In no case may it or any other statement (oral or otherwise) made at any time in connection herewith be interpreted as an offer or invitation to sell or purchase any security issued by the Company or its subsidiaries, nor shall it or any part of it nor the fact of its distribution form the basis of, or be relied on in connection with, any contract or investment decision in relation thereto. This presentation is not for distribution in, nor does it constitute an offer of securities for sale in Canada, Australia, Japan or in any jurisdiction where such distribution or offer is unlawful. Neither the presentation nor any copy of it may be taken or transmitted into the United States of America, its territories or possessions, or distributed, directly or indirectly, in the United States of America, its territories or possessions or to any U.S. person as defined in Regulation S under the US Securities Act 1933 as amended.

•The content of this document has a merely informative and provisional nature and is not to be construed as providing investment advice. The statements contained herein have not been independently verified. No representation or warranty, either express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness, correctness or reliability of the information contained herein. Neither the Company nor any of its representatives shall accept any liability whatsoever (whether in negligence or otherwise) arising in any way in relation to such information or in relation to any loss arising from its use or otherwise arising in connection with this presentation. The Company is under no obligation to update or keep current the information contained in this presentation and any opinions expressed herein are subject to change without notice. This document is strictly confidential to the recipient and may not be reproduced or redistributed, in whole or in part, or otherwise disseminated, directly or indirectly, to any other person.

•The information contained herein and other material discussed at the presentation may include forward-looking statements that are not historical facts, including statements about the Company’s beliefs and current expectations. These statements are based on current plans, estimates and projections, and projects that the Company currently believes are reasonable but could prove to be wrong. However, forward-looking statements involve inherent risks and uncertainties. We caution you that a number of factors could cause the Company’s actual results to differ materially from those contained or implied in any forward-looking statement. Such factors include, but are not limited to: trends in company’s business, its ability to implement cost-cutting plans, changes in the regulatory environment, its ability to successfully diversify and the expected level of future capital expenditures. Therefore, you should not place undue reliance on such forward-looking statements. Past performance of the Company cannot be relied on as a guide to future performance. No representation is made that any of the statements or forecasts will come to pass or that any forecast results will be achieved.

•By attending this presentation or otherwise accessing these materials, you agree to be bound by the foregoing limitations.

Investor Relations:

Phone +39 06 32493305

Email invrel@cementirholding.it

Web Address:

www.cementirholding.it

2019 Financial Calendar:

17 April	AGM
9 May	First Quarter Results
26 July	First Half Results
7 November	Nine Months Results

Stock listing information:

Milan Stock Exchange

Ticker: CEMI.IM (Reuters)

Ticker: CEM.IM (Bloomberg)