

# **GROWING STRONGER**

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## **AGENDA**

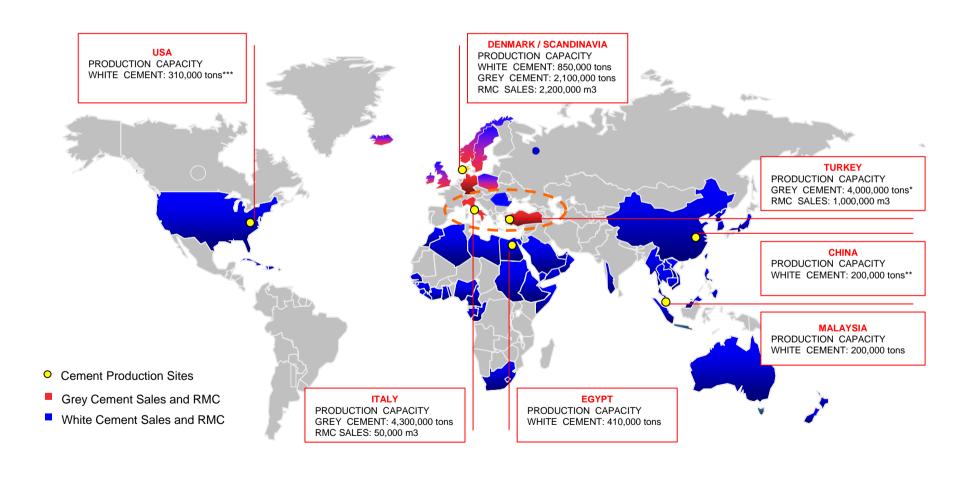


- **♦ GROUP OVERVIEW: CEMENTIR GROUP TODAY**
- ♦ SUCCESSFUL EXPANSION FROM LOCAL TO GLOBAL PLAYER
- ♦ SHAREHOLDERS VALUE CREATION
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## **GROUP OVERVIEW: CEMENTIR GROUP TODAY**



#### OVER 12M T/Y OF CEMENT CAPACITY AND 3.5M M3 OF RMC SOLD IN 5 CONTINENTS



<sup>\*</sup> Including Edirne plant, expected to close by year end, pending Anti-trust authorisation

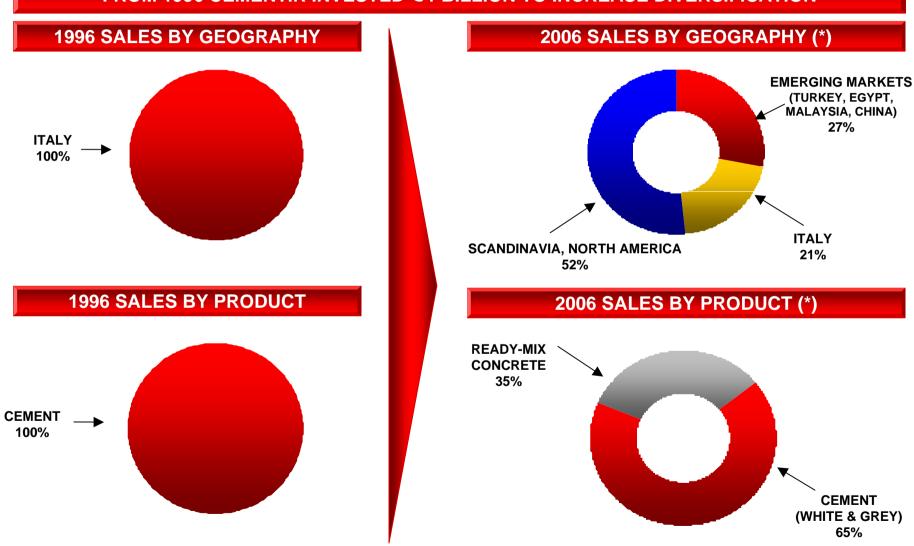
<sup>\*\*</sup> After expansion capex

<sup>\*\*\*</sup> In JV with Heidelberger and Cemex, excluding Tampa terminal

## SUCCESSFUL EXPANSION FROM LOCAL TO GLOBAL PLAYER

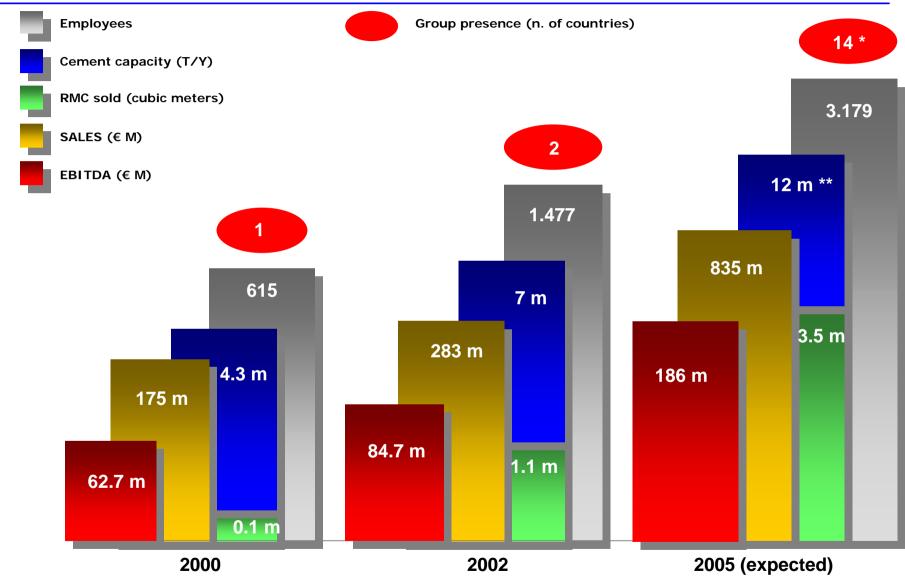


## FROM 1996 CEMENTIR INVESTED €1 BILLION TO INCREASE DIVERSIFICATION



## SUCCESSFUL EXPANSION FROM LOCAL TO GLOBAL PLAYER





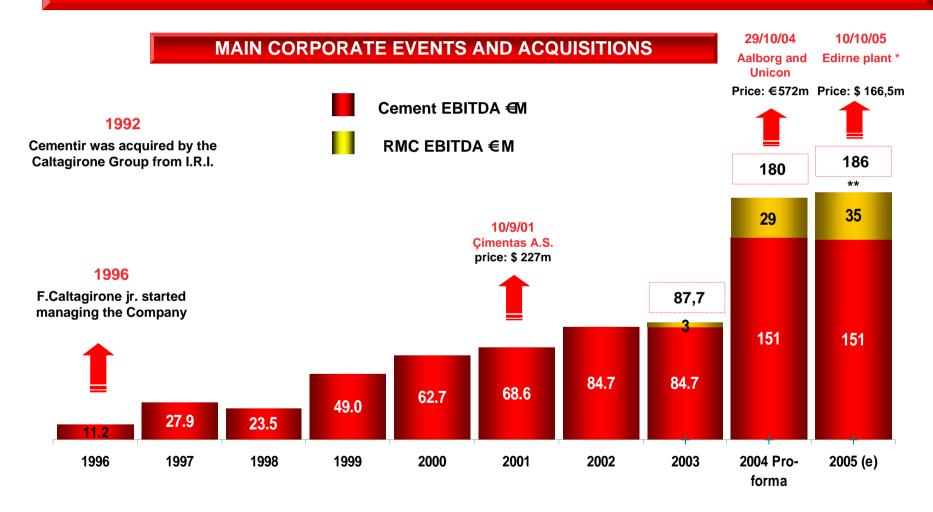
<sup>•</sup>Countries include: Denmark, Italy, Turkey, Egypt, Malaysia, China, USA, Russia, Netherlands, Poland, Iceand, Portugal (jv), Sweden, Norway.

<sup>•\*\*</sup> Including recently acquired Edirne plant in Turkey

## SHAREHOLDERS VALUE CREATION



# 36% EBITDA CAGR FROM 1996 VIA ORGANIC AND EXTERNAL GROWTH ENTIRELY FINANCED BY CASH FLOW & DEBT



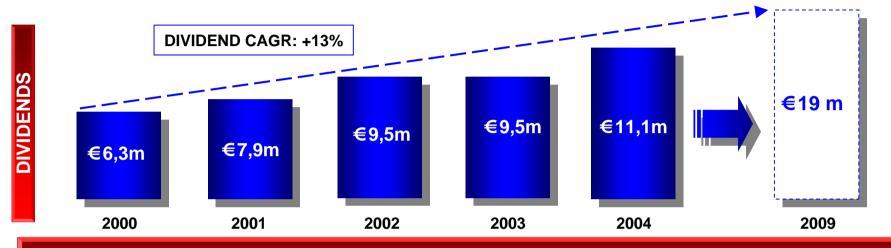
<sup>\*</sup>Deal expected to close by year end, pending Anti-trust authorisation

<sup>\*\*</sup> Expected figure includes €10m of indirect taxes, environmental costs end miscellaneous expenses reclassified above the EBITDA line from 2005 onwards

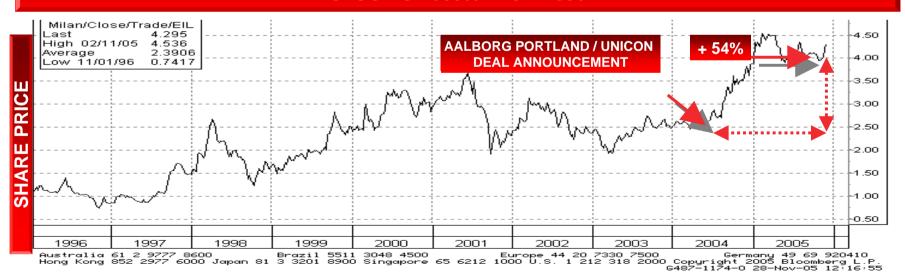
## SHAREHOLDERS VALUE CREATION



## IF WE ASSUME STABLE RESULTS THE GOAL IS TO REACH €19M DIVIDEND BY 2009



#### **STOCK UP 300% FROM 1996**



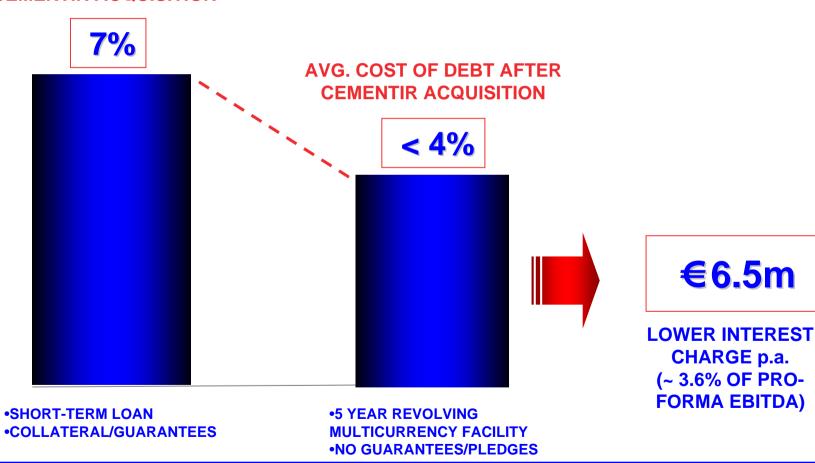
Source: Bloomberg

## SHAREHOLDERS VALUE CREATION



## **AALBORG PORTLAND / UNICON DEBT RESTRUCTURING**

AALBORG PORTLAND/UNICON: AVG. COST OF DEBT BEFORE CEMENTIR ACQUISITION





FINANCIAL TARGETS		DESCRIPTION / COMMENTS	
SALES	>€1 billion	> 30% Emerging Markets 50-55% Scandinavia / USA < 20% Italy	
EBITDA	€250 millions	•Focus on cost efficiencies •Increase use of alternative fuels •Strategic repositioning in Scandinavian RMC •Cement exports optimization	
CAPEX	Avg. €65m	•Reduce capex / sales ratio •Optimize use of capital	
FREE CASH FLOW	Avg. €100m	<ul> <li>•New cement terminal in Tampa (FL)</li> <li>•Double cement capacity in China to 200k t/y</li> <li>•Minority buy-out in Egypt</li> <li>•S. Petersburg (Russia) office to start operations</li> <li>•Revamp of one kiln at Arquata (Italy)</li> </ul>	
ROCE	> 10%	•Global IT platform (SAP) •Charter and logistics redefinition •Investment in Carbon Fund to purchase CO <sub>2</sub> emissions certificates	





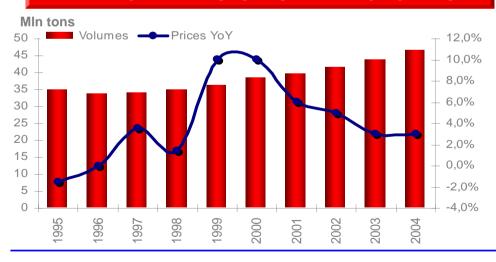


#### **4TH LARGEST CEMENT PRODUCER IN ITALY**

## **CEMENT & RMC PLANTS**

CEMENT DI ANTO	CAPACITY
CEMENT PLANTS	(TONS)
Arquata Scrivia	0.8m
Spoleto	0.7m
Maddaloni	1.4m
Taranto	1.5m
TOTAL CEMENT CAPACITY	4.3m
RMC PLANTS	m3
n. 3 Central / Southern Italy	0.4m

## **ITALIAN CEMENT VOLUMES AND PRICE CHANGE**





NET SALES 04 €206m EBITDA 04 €63.6m



#### 4TH LARGEST CEMENT PRODUCER IN TURKEY

#### **ACQUISITION OF EDIRNE PLANT OPENS THE ISTANBUL MARKET AND INCREASES CAPACITY BY 25%**

2004 FY

NET SALES €114,3 m

EBITDA €26.4m



CEMENT PLANTS	CAPACITY (TONS)		
Izmir <sup>1</sup>	2.6m		
Kars	0.6m		
Edirne <sup>2</sup>	0.8m		
TOTAL CEMENT CAPACITY	4.0m		
RMC PLANTS	m3		
n. 15 in the Aegean region (W.Turkey)	1.0m		



<sup>1</sup> Including 500,000 capacity expansion (one major kiln upgrade) at total cost: of €14 m

<sup>2</sup> Deal announced in October 2005, to be closed by year end pending Anti-trust authorities approval

## **AALBORG PORTLAND**



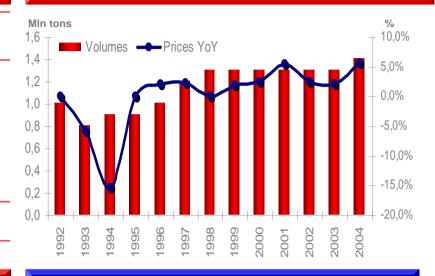
## WHITE & GREY CEMENT PRODUCTION CAPACITY 1

•	WHITE CEMENT	CAPACITY (TONS)	EXPORT COUNTRIES
	Denmark	0.9m	USA, Germany, France, UK
	Egypt	0.4m	Algeria, Syria, Morocco
	Malaysia	0.2m	Korea, Thailand, Indonesia, Australia
	China <sup>2</sup>	0.2m	-
	TOTAL	1.7m	
•	GREY CEMENT	TONS	EXPORT COUNTRIES
	Denmark	2.1m	UK, Northern Ireland, Puerto Rico

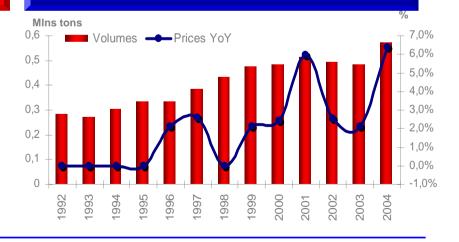
A new 200.000 tons import terminal in Tampa (Florida) will start operation by 2006 year end



## **GREY CEMENT VOLUMES AND PRICE CHANGE**



#### WHITE CEMENT VOLUMES AND PRICE CHANGE<sup>3</sup>



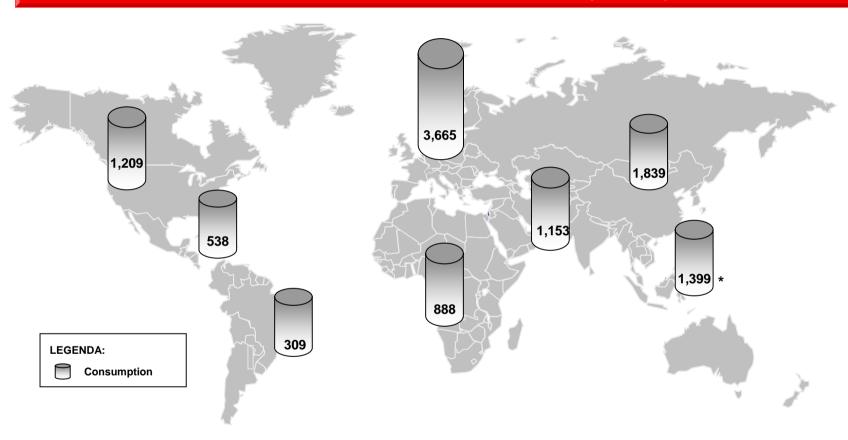
<sup>1.</sup> Nominal capacity:

<sup>2.</sup> Including 100,000 tons of  $\,$  capacity expansion.

<sup>3.</sup> Excluding Leigh White USA joint venture (24.5% owned)



## **2004 GLOBAL WHITE CEMENT MARKET (000 tons)**



- Global white cement demand has grown around 5-6% annually in the last 10 years\*
- White cement capacity tends to be inland and less subject to imports
- White cement is used for decoration and RMI work; hence demand is more stable



## **PAN SCANDINAVIAN N° 1 RMC PLAYER**



## **READY MIX PLANTS & PRODUCTION CAPACITY**

RMC PRODUCTION CAPACITY*	PLANTS	Volumes sold / year
Denmark	28	0.9 m 3
Norway	29	0.7 m.3
Sweden**	8	0.15 m.3
Poland	10	0.5 m.3
TOTAL	<b>75</b>	2.2m 3

**UNICON 2004\_FY HIGHLIGHTS** 

NET SALES €206,7m

> EBITDA €24.7m

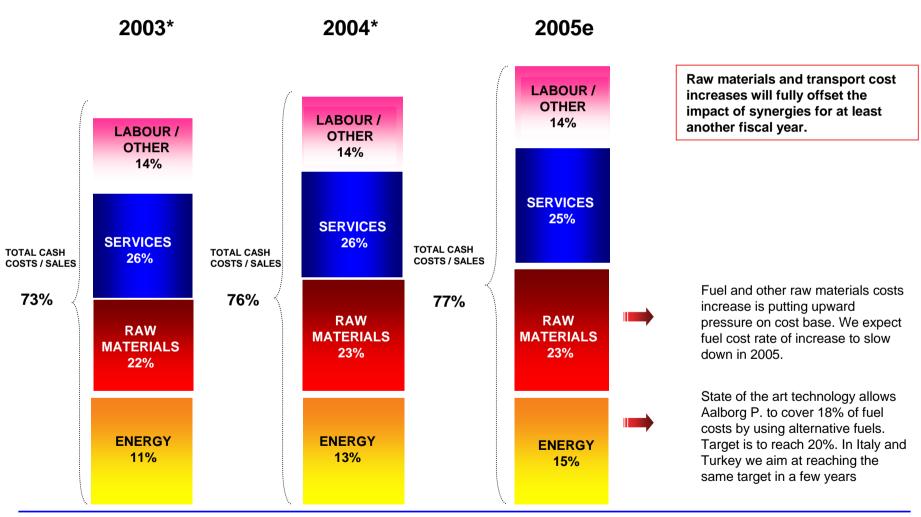
<sup>\*</sup> In addition Unicon has a 50% stake in a Portuguese subsidiary which produces concrete elements

<sup>\*\* 50:50</sup> share capital split between Unicon and Skanska



#### **OPERATING COSTS ARE STILL RISING**

#### **COMMENTS**



<sup>\* 2003</sup> and 2004 data is based on Group pro-forma income statement







#### **AALBORG P. AND UNICON INTEGRATION IS PROCEEDING SMOOTHLY**

#### **FINANCIAL HIGHLIGHTS**

(Euro 000)	9m 2005*	9m 2004	Δ %
NET SALES	636.724	232.940	173.34
RAW MATERIALS	(243.621)	(96.206)	153,23
LABOUR COSTS	(87.894)	(24.628)	256,89
EBITDA	142.932	64.748	120,75
D&A	(33.383)	(14.015)	138,19
EBIT	97.050	46.595	108,28
FINANCIAL RESULT	(4.577)	6.234	n/m
PRETAX	92.473	52.829	75,04

- ➤ Trading at Aalborg is in line with budget
- ➤ Unicon results are above budget due to strong trading in Scandinavia
- ➤ Trading in Turkey remains strong with both volumes and prices up
- ➤ Italy: Sequential improvement in volumes / prices in H2 bodes well for 2006
- ➤ Ebitda includes some indirect taxes and environmental costs which were previously excluded. 2004 figures are adjusted accordingly (difference: around €10 m on a full year basis)



# BROADER GEOGRAPHICAL REACH ALLOWS CEMENTIR TO OFFSET EACH COUNTRY'S ECONOMIC CYCLE

#### **SALES BREAKDOWN BY DIVISION**

(Euro millions)	Jan- Sep 2005	Jan- Sep 2004	Δ %	Q3 2005	Q3 2004	Δ%
EUROPE	484,9	154,0	214,87	177,0	54,7	223,58
ASIA	105,2	78,9	33,33	39,3	27,3	43,96
NORTH/CENTRAL AMERICA	28,6	0	n/a	12,3	0	n/a
NORTH AFRICA	18,0	0	n/a	5,7	0	n/a
TOTAL NET SALES	636,7	232,9	173,38	234,3	82,0	185,73

#### **SALES BREAKDOWN BY PRODUCT**

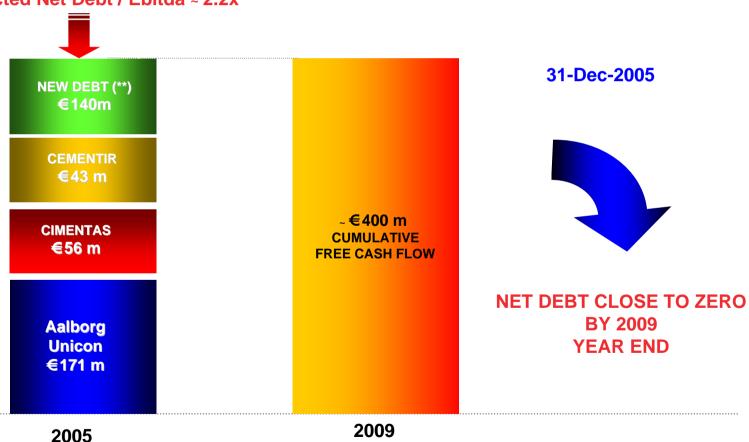
(Euro millions)	Jan- Sep 2005	Jan- Sep 2004	Δ%	Q3 2005	Q3 2004	Δ%
WHITE & GREY CEMENT	406,8	204.9	98,54	155,7	72,9	113,58
RMC	229,9	28,0	721,07	78,6	9,1	763,74
TOTAL NET SALES	636,7	232,9	173,78	234,3	82,0	185,73

## **NET FINANCIAL POSITION**



# ASSUMING STABLE RESULTS AND NO FURTHER ACQUISITIONS NET DEBT TENDS TO ZERO BY END OF 2009

31-Dec-2005 Expected NET DEBT<sub>~</sub> €410m (\*) Expected Net Debt / Ebitda ~ 2.2x



<sup>(\*)</sup> Including pending acquisition of Edirne plant in Turkey

<sup>(\*\*)</sup> New debt to finance Edirne acquisition



### TARGETS: FREE CASH FLOW MAXIMISATION AND GROWTH



INTERNAL AND EXTERNAL GROWTH STRATEGY



TARGET FCF:
~ €100m PER
ANNUM

STRONG CASHFLOW GENERATION



FOCUS ON COST EFFICIENCIES

FOCUS ON IT /
LOGISTICS
OPTIMIZATION AND
CENTRALISATION OF
PURCHASES (COAL,
FUEL, ADDITIVES &
SPARE PARTS)

500,000 tons CAPACITY EXPANSION IN TURKEY



DISCIPLINED INVESTMENTS IN CORE BUSINESS

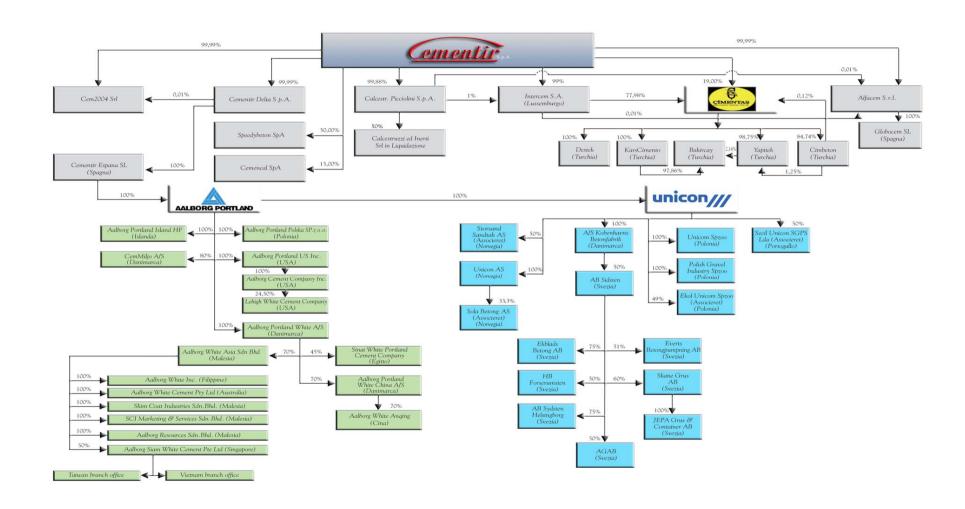


CAPEX / SALES RATIO
DOWN FROM OVER 10% TO
5-7% \*
MANTAINANCE CAPEX
AROUND €65 m





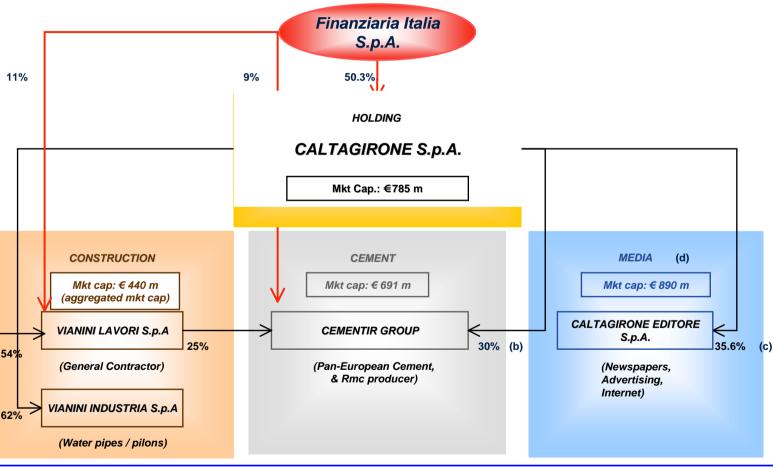




## THE CALTAGIRONE GROUP



- ➤ The Caltagirone Group is a family-controlled industrial concern with aggregated sales over €1.3 bn (2004) (a)
- > Group structure is based on three main activities: Construction, Cement and Media
- > The Group holds Financial Investments in several quoted companies



<sup>(</sup>a) Including Aalborg Portland and Unicon for 12 months 2004

<sup>(</sup>b) Includes 30% stake held by Mantegna '87 Srl, 100% controlled by Caltagirone S.p.A.;

<sup>(</sup>c) Directly held by: Capitolium (4.3%), Vianini Lavori (3.6%), Vianini Industria (2.88%), Mantegna (10.36%), Caltagirone Spa (14.4%),

<sup>(</sup>d) The Caltagirone Family owns directly and/or indirectly another 34% of CED SpA.

# **ANALYSTS COVERAGE**



BROKER / ANALYST	RATING ON CEMENTIR	WEB SITE
CHEUVREUX CRISTOFORI	SELECTED LIST	www.caicheuvreux.com
CAZENOVE FERRARI	OUTPERFORM	www.cazenove.com
UBS WARBURG CIPELLETTI	BUY	www.ubs.com
CREDIT SUISSE COLLISON	NEUTRAL	www.credit-suisse.com
CABOTO LA SCALIA	ADD	www.caboto.it
BANCA AKROS LOGOLUSO	ACCUMULATE	www.bancaakros
CENTROSIM PEDRAZZINI	BUY	www.centrosim.it
ACTINVEST CASTELLI	ACCUMULATE	www.actinvest.com
EUROMOBILIARE CHIANDETTI	HOLD	www.bancaeuromobiliare.it
MEDIOBANCA ARENA	UNDERPERFORM	www.mediobanca.it
INTERMONTE MOSOLE	OUTPERFORM	www.intermonte.it
ABAX BANK PARINI	MARKET PERFORM	www.abaxbank.com



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