



European MidCap Conference

Investors' and Analysts' Presentation

Genève, December 1st, 2016

1. FIRST NINE MONTHS 2016 RESULTS

2. RECENT GROUP ACQUISITIONS

3. CEMENTIR GROUP OVERVIEW

- Group **revenue from sales** increased 1.8% (9M 2016 vs 9M 2015) reaching 733 M€ (251.6 M€ ,+3.1% in Q3 2016).
- Strong performance in Scandinavian countries and Malaysia offset the performance in Turkey, Egypt, China and Italy.
- **CementirSacci** *, included in the scope of consolidation in Q3 2016, contributed with 8.2 M€ of revenue and -2.3 M€ of Ebitda
- Negative effect of exchange rates of 32.3 M€ on revenue (4 M€ in Q3 2016).
- **Ebitda** decreased by 5.4% to 118.5 M€ (-10.8% in Q3 2016), mainly due to a negative exchange rates impact, lower earnings in Italy and Turkey, partially offset by the improvements in the Scandinavian countries and the Asia Pacific area. At constant exchange rates, Ebitda would have been 124.9 M€.
- **Net financial expenses** totalled 10.7 M€ (income of 0.6 M€ in 2015), negative impacted by derivatives held to hedge interest rates and commodities.
- **Net financial debt** rose to 350.6 M€ (222.1 M€ at 31 Dec. 2015) after Sacci acquisition.

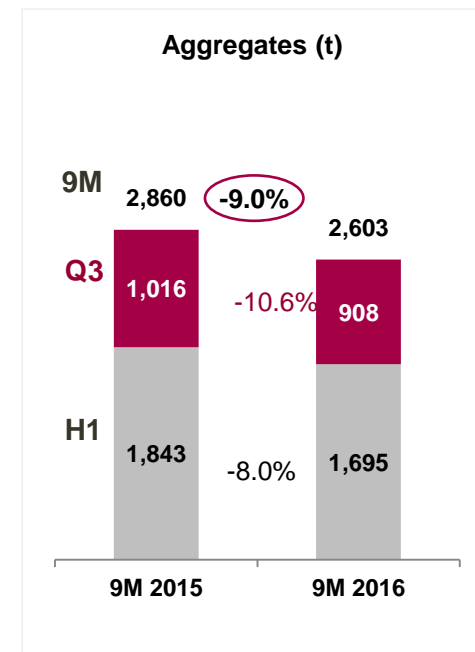
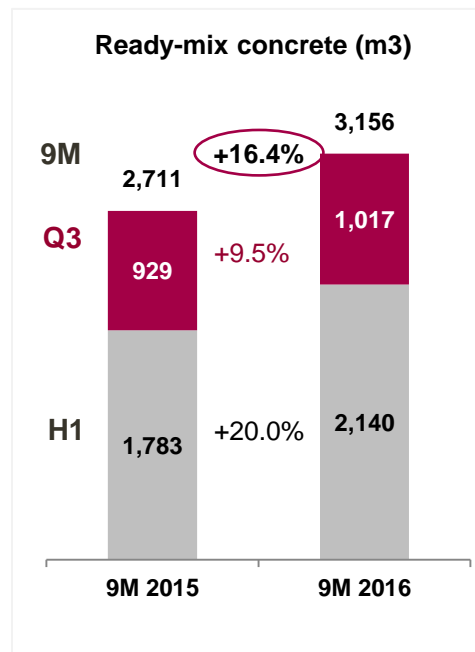
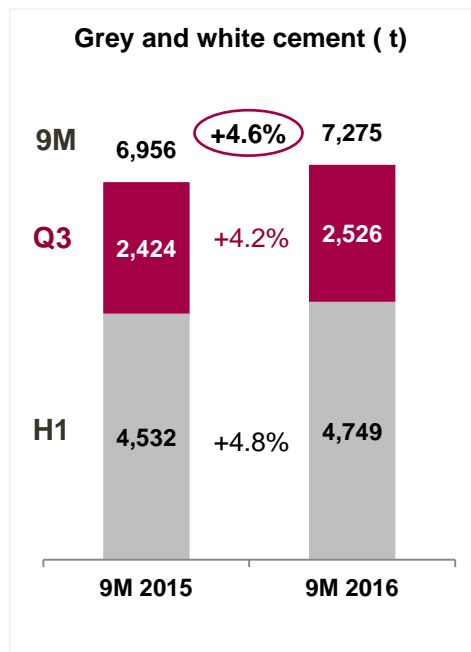
P&L (EUR million)	9M 2016	9M 2015	Chg %	Like-for-like basis*	
				9M 2016	Chg %
REVENUE FROM SALES AND SERVICES	732.6	719.7	1.8%	724.5	0.7%
Change in inventories	(4.7)	(0.2)	n.m.	(5.4)	n.m.
Other revenue	11.0	9.5	16.0%	10.7	12.8%
TOTAL OPERATING REVENUE	738.9	729.0	1.4%	729.8	0.1%
Raw materials costs	(311.0)	(307.1)	1.3%	(305.7)	(0.5%)
Personnel costs	(117.8)	(111.8)	5.3%	(114.8)	2.6%
Other operating costs	(191.7)	(184.8)	3.7%	(188.5)	2.0%
TOTAL OPERATING COSTS	(620.4)	(603.7)	2.8%	(609.0)	0.9%
EBITDA	118.5	125.3	(5.4%)	120.9	(3.5%)
<i>EBITDA Margin %</i>	16.2%	17.4%		16.7%	
Amortisation, depreciation, impairment losses and provisions	(60.1)	(62.3)	(3.6%)	(59.8)	(4.1%)
EBIT	58.4	63.0	(7.2%)	61.1	(3.0%)
<i>EBIT Margin %</i>	8.0%	8.7%		8.4%	
FINANCIAL INCOME (EXPENSE)	(10.7)	0.6	n.m.	(10.3)	n.m.
PROFIT (LOSS) BEFORE TAXES	47.7	63.6	(24.9%)	50.7	(20.2%)
<i>Profit (loss) before taxes Margin %</i>	6.5%	8.8%		7.0%	

- Exchange rates impact on Revenue of -32.3 M€ and on Ebitda of -6.3 M€

P&L (EUR million)	Q3 2016	Q3 2015	Chg %	* Like-for-like basis	
				Q3 2016	Chg %
REVENUE FROM SALES AND SERVICES	251.6	244.0	3.1%	243.5	(0.2%)
Change in inventories	(1.6)	0.3	(547.0%)	(2.2)	n.m.
Other revenue	3.5	2.4	46.4%	3.2	33.7%
TOTAL OPERATING REVENUE	253.6	246.8	2.8%	244.5	(0.9%)
Raw materials costs	(104.6)	(101.8)	2.7%	(99.4)	(2.4%)
Personnel costs	(39.4)	(34.2)	15.2%	(36.4)	6.4%
Other operating costs	(63.1)	(58.6)	7.6%	(59.9)	2.1%
TOTAL OPERATING COSTS	(207.1)	(194.6)	6.4%	(195.6)	0.5%
EBITDA	46.5	52.2	(10.8%)	48.9	(6.3%)
<i>EBITDA Margin %</i>	18.5%	21.4%		20.1%	
Amortisation, depreciation, impairment losses and provisions	(19.9)	(20.2)	(1.1%)	(19.6)	(2.7%)
EBIT	26.6	32.0	(16.9%)	29.2	(8.7%)
<i>EBIT Margin %</i>	10.6%	13.1%		12.0%	
FINANCIAL INCOME (EXPENSE)	(0.5)	(4.6)	(90.1%)	(0.1)	(97.5%)
PROFIT (LOSS) BEFORE TAXES	26.1	27.4	(4.6%)	29.1	6.3%
<i>Profit (loss) before taxes Margin %</i>	10.4%	11.2%		12.0%	

- Exchange rates impact on Revenue of -4 M€ and on Ebitda of -0.7 M€

- Strong growth of cement and ready-mixed concrete volumes
- Aggregates suffered from lower volumes in Sweden and Denmark



- Revenue was 403.4 M€ in the 9M 2016, an increase of 4.6% yoy, driven by the better results achieved in Denmark and Norway, and to a lesser extent in Sweden.

- ✓ **Denmark** revenue increased by 16.0 M€ (+6.6%) as a result of increase in sales volumes of cement (+10.4% yoy) driven by the strong performance of civil construction and major projects
 - Sales prices substantially stable both for cement and ready-mixed concrete.
 - Exports were up, both for white cement (+13%) – driven in particular by exports to the United States – and for grey cement, especially to subsidiaries in Norway and Iceland.

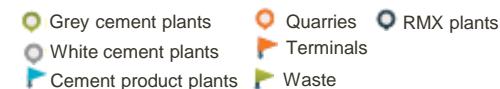


- ✓ In **Norway**, revenue increased by 2.9 M€ (+3.3%), thanks to the significant recovery in the building sector especially in the east of the country
 - Sales volumes of ready-mixed concrete up 12% yoy
 - The depreciation of the Norwegian Krone of around 6.3% reduced the contribution of revenue in Euro.



- ✓ In **Sweden** revenue from sales recorded a slight increase, due to the growth in sales volumes of ready-mixed concrete (+18%) as a result of strong performance in the residential and infrastructural sector, especially in the areas of Malmö, Lund, Thage and Nimab.

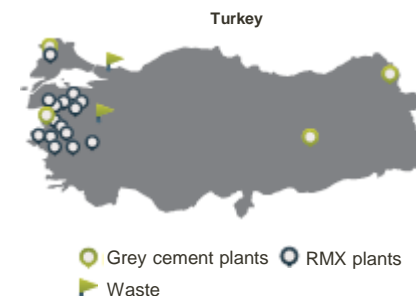
- ✓ In the **United Kingdom** revenue in local currency recorded a slight increase thanks to higher volumes of waste processed, but was pulled down by the depreciation of the British Pound after the Brexit vote (-10.4% vs average exchange rate of 9M 2015).



- Revenue from sales was 205.3 M€ in the first nine months 2016, a decrease of 3.7% yoy

- ✓ In **Turkey** revenue in local currency increased by 8.7% yoy thanks mainly to the increase in sales volumes of cement and ready-mixed concrete (+5% and +35.8% yoy) due to growth in demand in the Izmir and Kars regions, even though the domestic context was influenced by unfavorable weather conditions at the start of the year and the uncertain national political situation.

- Cement prices on the domestic market were slightly down (-1.3%) compared to 2015.
- Exports fell 7% yoy in order to meet the increase in demand on the domestic market.
- The depreciation of the Turkish Lira against the Euro (-10.4% compared to the average exchange rate for the first nine months of 2015) in any case reduced revenue's contribution in Euro.



- ✓ In **Egypt**, revenue in local currency fell by 1.7% yoy due to lower quantities of cement sold in the domestic market, partially mitigated by an increase in sales prices.

- Exported cement volumes were substantially stable (-1%), with prices in US Dollars decreasing.
- The depreciation of the Egyptian Pound (-12.9% compared to the average exchange rate for the first nine months of 2015) had a negative impact on the financial statements expressed in Euro.



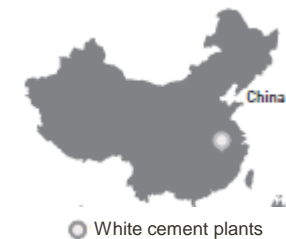
- Revenue from sales was 56.9 M€, a slight increase on the 56.6 M€ recorded for the same period of 2015.

✓ In **Malaysia**, revenue in local currency increased by 7.9% yoy, driven by an increase in average prices on export markets due to the mix of products sold and the appreciation of destination currencies against the Malaysian Ringgit.

- Sales volumes fell 4.8%, essentially due to the deferral to October of a major shipment of white clinker to Australia.
- Revenue in Euro was essentially stable due to the depreciation of the Malaysian Ringgit against the Euro (-8.1% vs average exchange rate for the same period of 2015).

✓ In **China**, revenue in local currency fell by 1.5% yoy due to an increase in the quantity of cement sold on the domestic market (+12%) with prices falling, and a decrease in export volumes (-4%).

- The depreciation of the Chinese Yuan against the Euro (-5.6% vs average exchange rate for the first nine months of 2015) weighed on the translation of the consolidated revenue into Euros

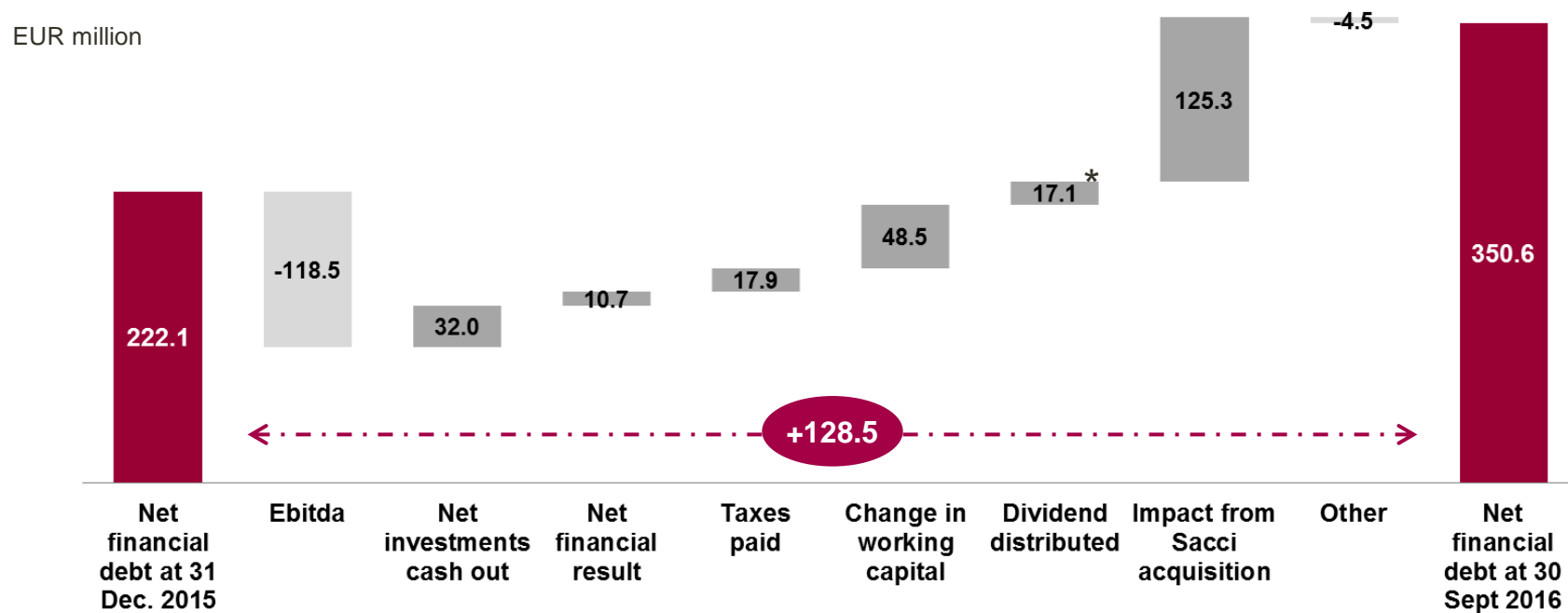


- Revenue from sales was 69.9 M€, a slight increase compared to 69.8 M€ of 2015

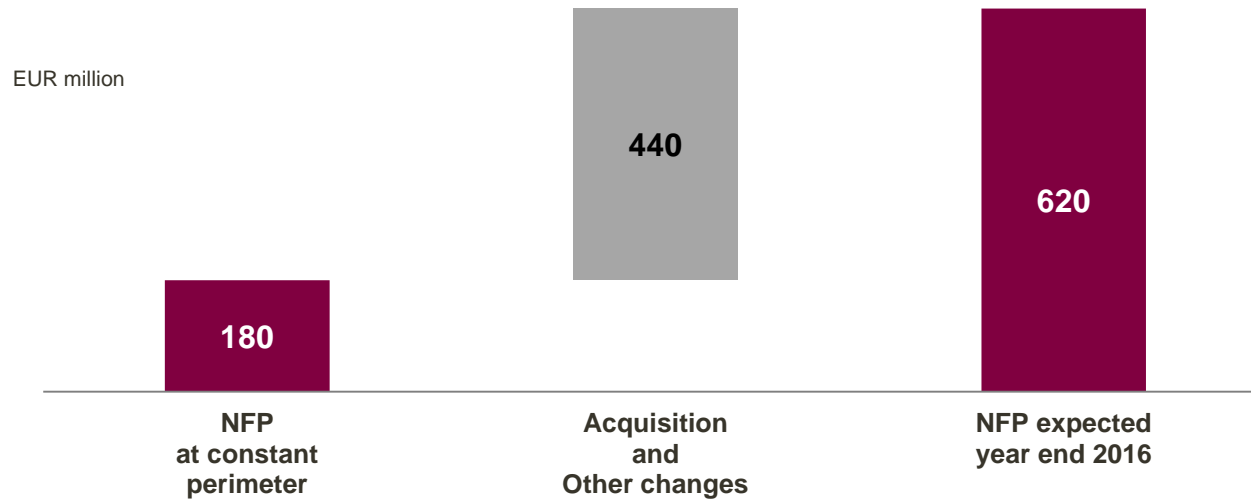
- ✓ Incorporates the revenue from the Sacci business division (8.2 M€), which entered the scope of consolidation in the third quarter of 2016.
- ✓ On a like-for-like basis, sales revenue would have been down by 11.7% due to:
 - decrease in sales volumes of cement and ready-mixed concrete (-11.7% and -10.2%)
 - average sales prices for cement substantially stable and higher for ready-mixed concrete.
- ✓ **Integration process** of Sacci's is under way and a number of actions have been taken to restore industrial efficiency in Italy
 - the reorganization of Cementir Italia and CementirSacci caused several days of total plant stoppages with negative effects on industrial production



- Net financial debt increased to 350.6 M€ due to the effects of the outlay of Sacci acquisition
- Excluding the effects of the acquisition, net financial debt would have been 225.3 M€



- Including the acquisition of Sacci and CCB net financial debt should reach approx. 620 M€ at the end of 2016



- In 4Q no particular changes are forecast compared to **business performance** of the first nine months of the year
 - Continued strong performance in the Nordic & Baltic area and in Malaysia and difficulties in the Italian market
- **EBITDA** forecast for 2016 is **175 M€ on a like-for-like basis** (excluding the recent acquisitions of Sacci and CCB) due to a number of **extraordinary events**:
 - Negative effects of depreciation of the Turkish Lira, double devaluation of the Egyptian Pound and, since the Brexit vote, the British Pound
 - Several days of total plant stoppages in Italy due to reorganisation /integration of Cementir Italia and CementirSacci with negative effects on industrial production
 - Geopolitical effects affecting Turkey and Egypt

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Key Terms

- Acquisition of 100% of the share capital of **Compagnie des Ciments Belges S.A. (CCB)** from HeidelbergCement
- Closing on 25 October 2016
- 100% debt-financed by a pool of banks

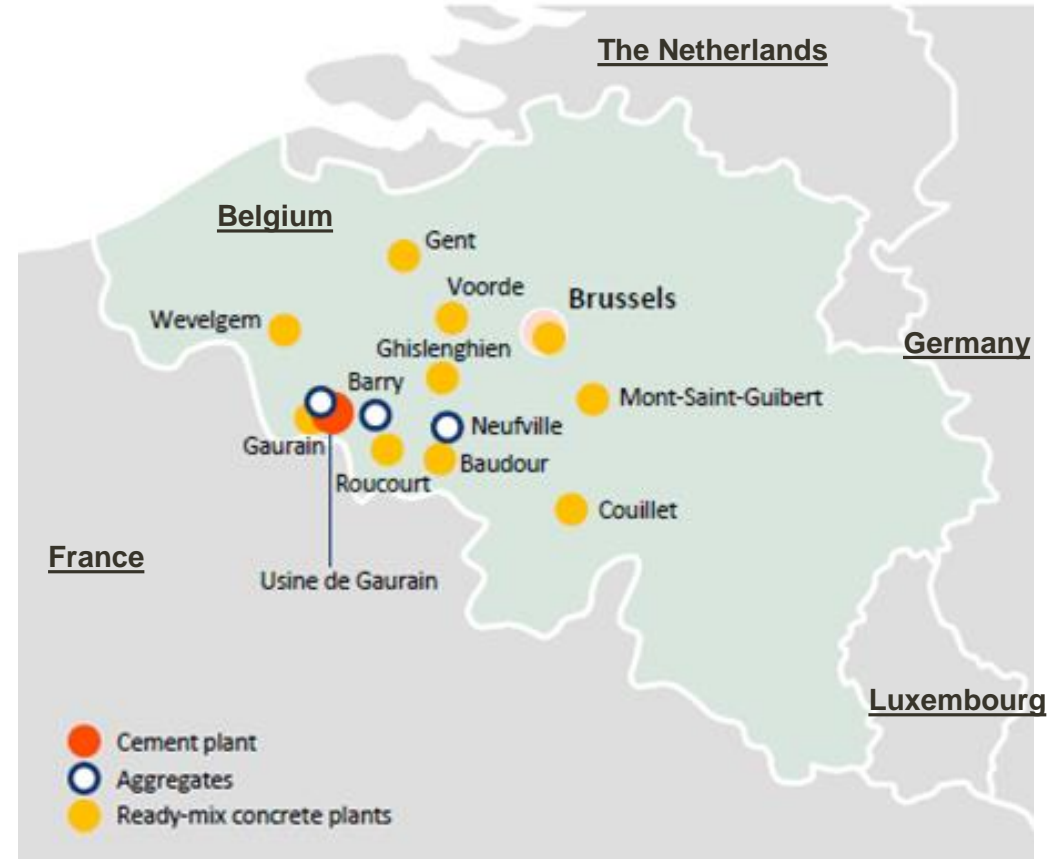
Enterprise Value

- The transaction has an **Enterprise Value of 312 M€** on a cash and debt-free basis
- Implied multiple:
 - **7.6x pro-forma 2015 Ebitda**

Acquisition rationale

- Unique **strategic opportunity** for Cementir to:
 - **diversify the Group geographical presence** in the core of Western Europe, mainly Belgium
 - further **widen its product range** into aggregates
 - acquire **high quality assets** and a **vertical integrated business**

- CCB is a leading building materials platform based in Belgium, involved in the cement, aggregates and ready-mix businesses
- Fully integrated **cement plant** with total capacity of **2.3 million tons** (1.8 Mt of volumes sold in 2015)
 - Gaurain-Ramecroix is the largest plant in France-Benelux with a state-of-the-art technology and long-life mineral reserves (over 80 years)
 - The plant serves Belgium and nearby countries (North-Eastern France, the Netherlands and Germany)
 - Highly competitive dry process plant
- A network of **10 ready-mixed plants** in Belgium (0.8 mm3 of volumes sold in 2015)
- **3 Aggregates quarries** (4.8 M of volumes sold in 2015)

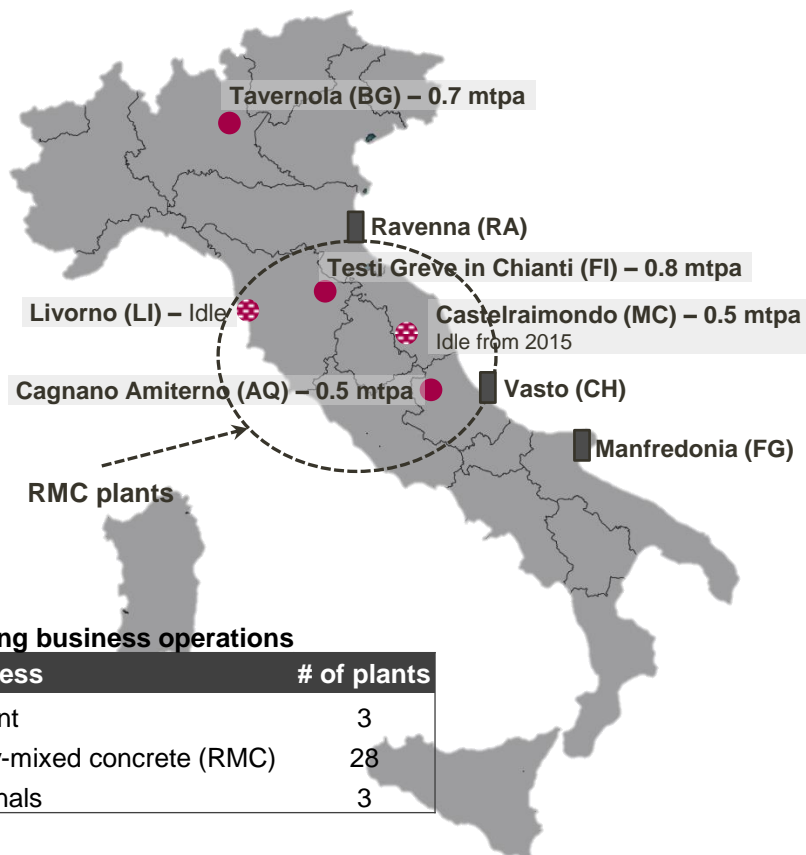


Key Terms

- Closing completed on 29 July 2016
- Total **transaction value**:
 - EUR 125 million, financed through bridge financing with the related party company ICAL 2 Spa (all-in interest rate of 1.50% per annum)
- Price paid in two tranches:
 - EUR 122.5 million - at closing (29 July 2016)
 - EUR 2.5 million - 24 months after the closing
- Part of the transaction value (~20 million), representing items similar in nature to working capital, is subject to price adjustment on the basis of balance sheet at closing
- Acquisition of the business division for the production of cement and ready-mixed concrete of Sacci Spa ("Sacci"):
 - 3 cement plants (Testi- Greve in Chianti, Cagnano Amiterno, Tavernola)
 - 3 terminals (Manfredonia, Ravenna and Vasto)
 - Ready-mixed concrete plants, mainly located in Central Italy
 - Transport service
 - Equity investments in the consortium companies Energy for Growth and San Paolo, and in the Swiss registered company Fenicem SA

Focus on Sacci's operations

- Fifth largest player - market share of approx. 6%)
- Vertical integrated in ready-mixed concrete



A solid rationale

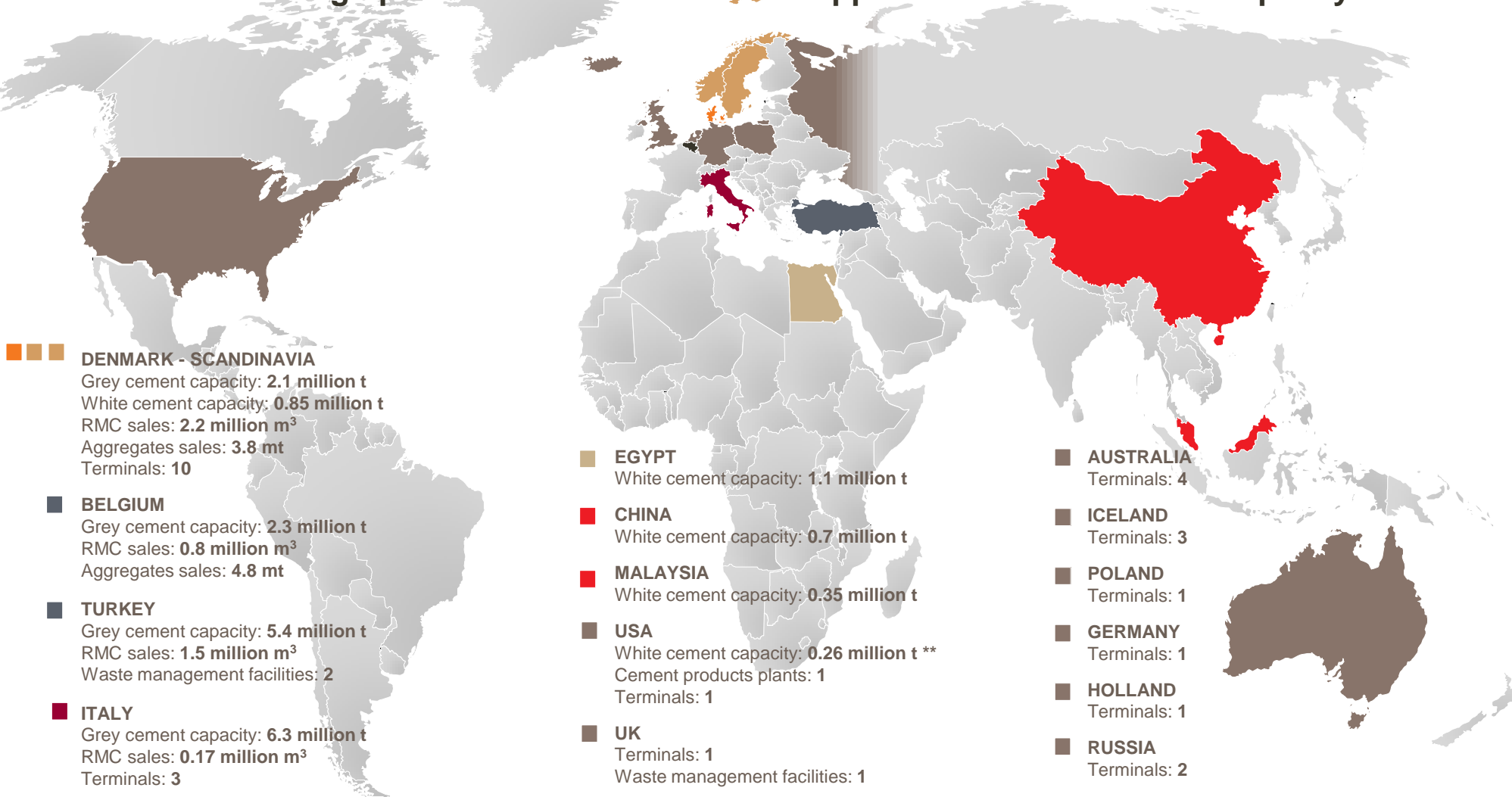
- Enhances Cementir's positioning in Italy
 - Complementary geographies (North and Central Italy) with higher growth potential and greater profitability
 - Regions in the North of Italy have normally higher prices than Central /Southern part of the country
- Captures synergies – estimated at around EUR 10 million once the integration is completed
 - Streamline the distribution network for the Sacci's new plants and Cementir's plants
 - Sales and logistics
 - Global procurement
- Improves Cementir's position and leverage to any recovery of the Italian market
 - Broader and more efficient industrial base to benefit from expected favourable medium-term upward trend in Italy

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Cementir Holding operates in 17 countries with approx. 19.4 mt of cement capacity

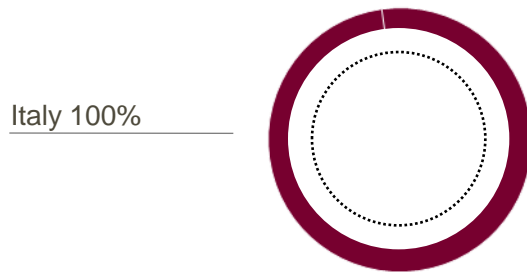


* Volumes sold in 2015. In Belgium and Italy figures are pro-forma 2015

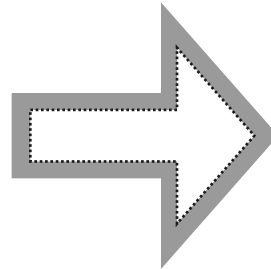
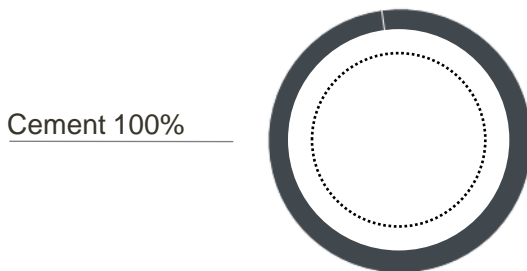
** In JV with Heidelberg and Cemex (Cementir Holding holds a 24.5% stake)

Today 90% of revenues derive from international operations

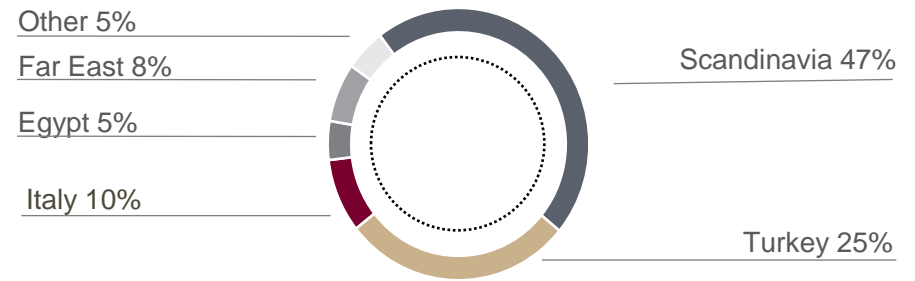
2001 Revenue by geography



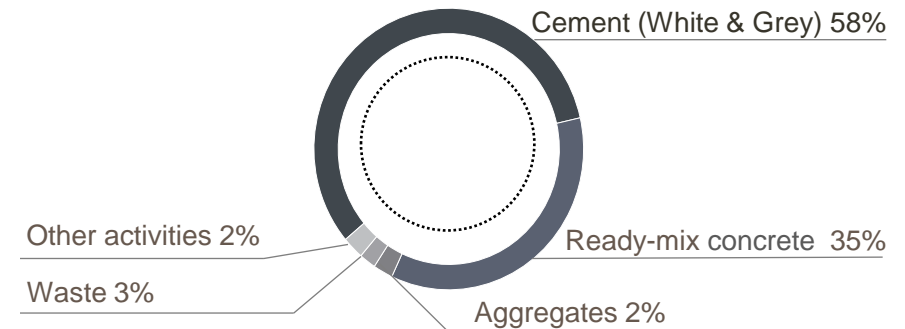
2001 Revenue by product



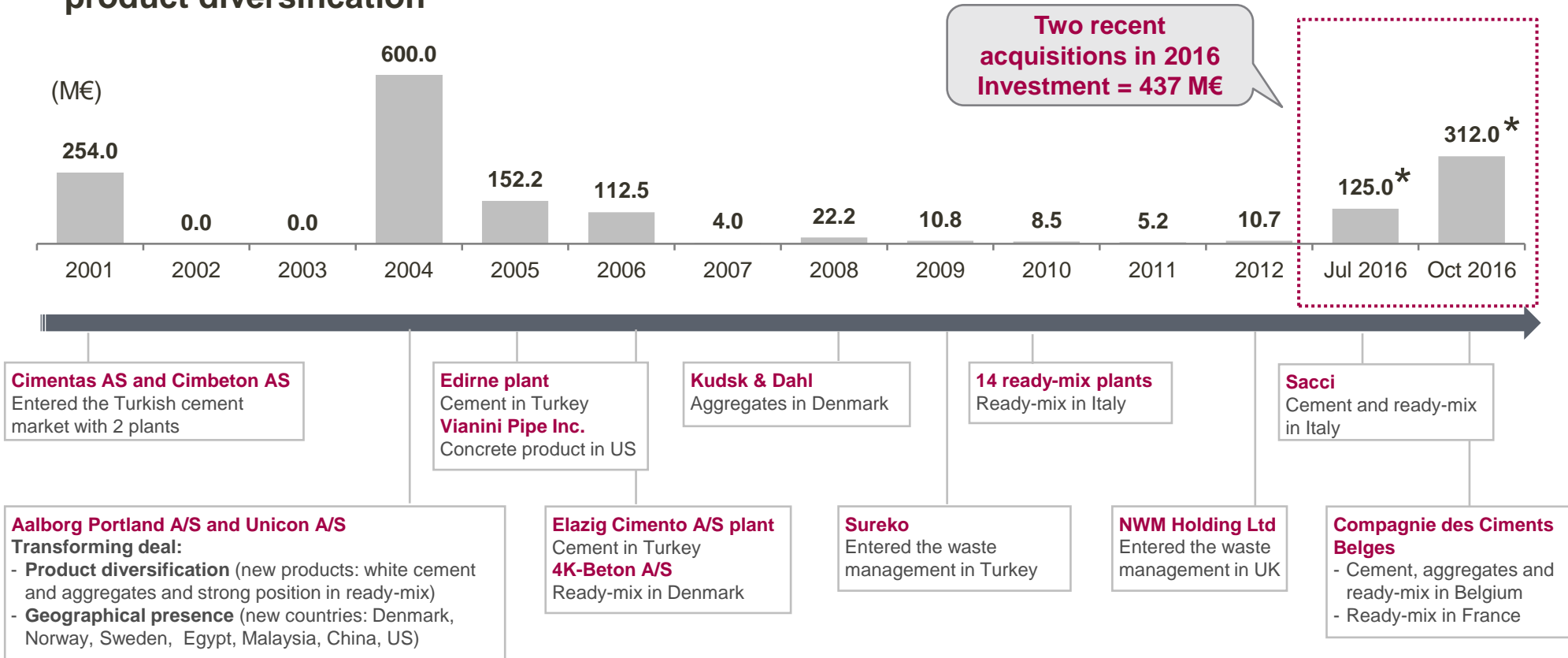
2015 Revenue by geography



2015 Revenue by product



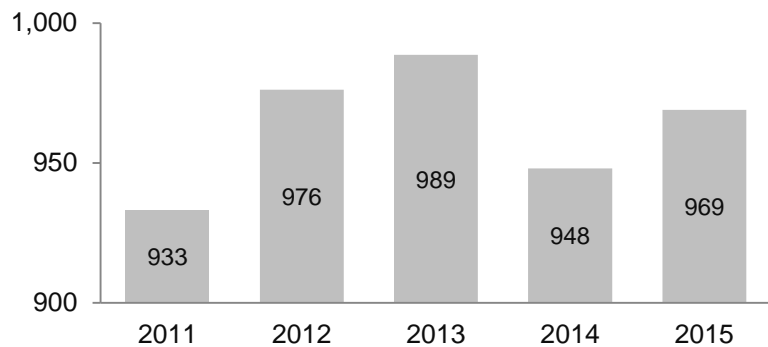
Since 2001 over EUR 1.5 billion invested in acquisitions to increase geographical and product diversification



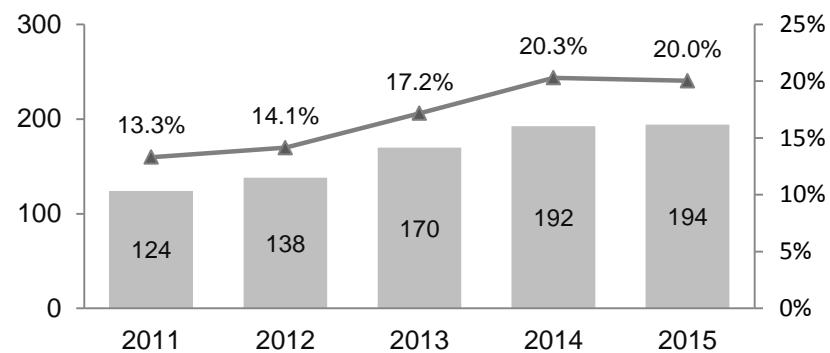
From being an Italian cement producer, Cementir is today an international player operating in **17** countries

* On a cash and debt-free basis

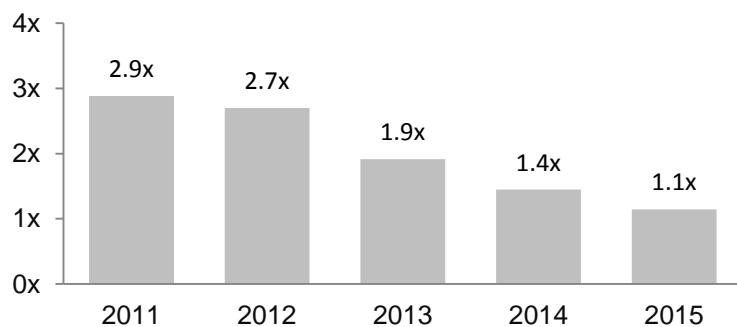
Revenue (M€)



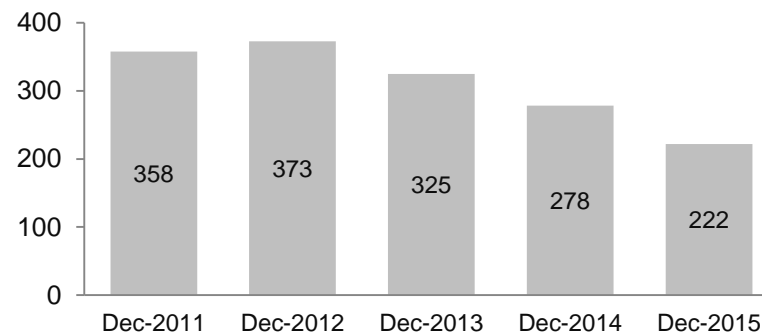
Ebitda (M€) and Ebitda Margin (%)



Net debt / Ebitda



Net debt (M€)

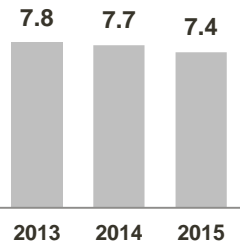


GREY CEMENT



- 11.8 mt of capacity
- 9 plants (4 in Italy, 4 in Turkey and 1 in Denmark)

Volumes sold (mt)

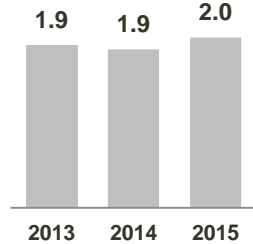


WHITE CEMENT



- 3.3 mt of capacity
- 6 plants (Denmark, Egypt, China, Malaysia and 2 in US *)

Volumes sold (mt)

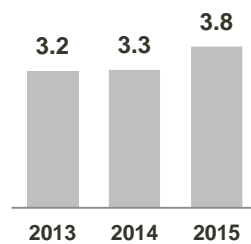


READY-MIXED CONCRETE



- 113 plants (42 in Denmark, 29 in Norway, 9 in Sweden, 15 in Turkey, 18 in Italy)

Volumes sold (mt)

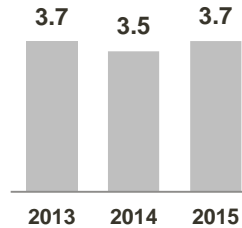


AGGREGATES



- 3 quarries in Denmark
- 5 quarries in Sweden

Volumes sold (mm³)



WASTE



- 2 facilities in Turkey
- 1 facility in UK

Waste processed (mt)



OTHER



- 1 cement product plant in US
- Other minor activities

TOTAL CEMENT

OPERATING REVENUE 2015 = 577.9 M€
EBITDA 2015 = 171.0 M€

OPERATING REVENUE 2015 = 343.4 M€
EBITDA 2015 = 26.0 M€

OPERATING REVENUE 2015 = 24.5 M€
EBITDA 2015 = 5.9 M€

OPERATING REVENUE 2015 = 27.5 M€
EBITDA 2015 = -6.3 M€

OPERATING REVENUE 2015 = 22.1 M€
EBITDA 2015 = -2.6 M€

White cement is a premium product

- Availability of white cement raw material is scarce compared to grey cement
- Used in constructions where aesthetics are of high importance
- Production costs are higher than grey cement

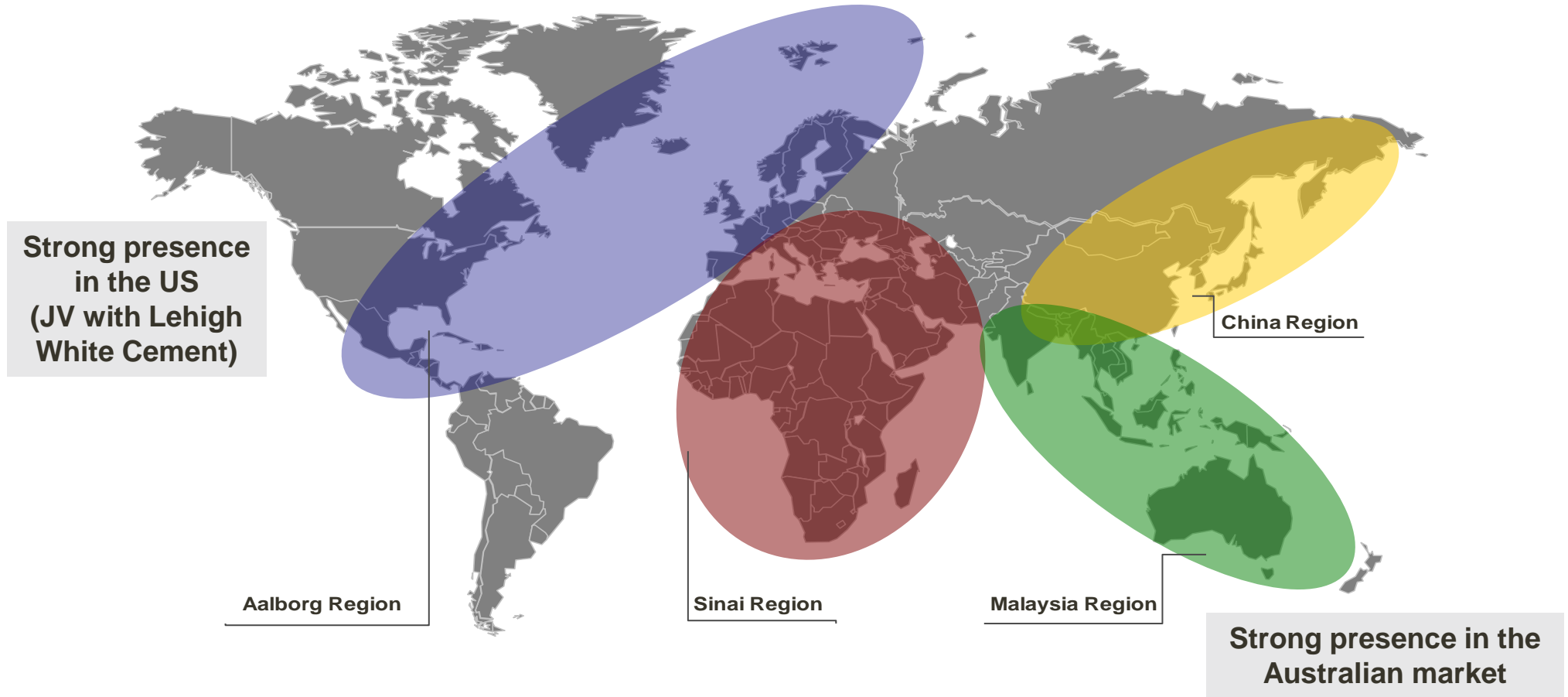
White cement applications

- Terrazzo
- Coloured mortars
- Pre-cast concrete elements
- Cast stone
- Glass fibre reinforced concrete
- Swimming pools
- Paving stones
- Roofing tiles
- Garden ornaments
- Plasters and grouts
- Street furniture
- Road barriers



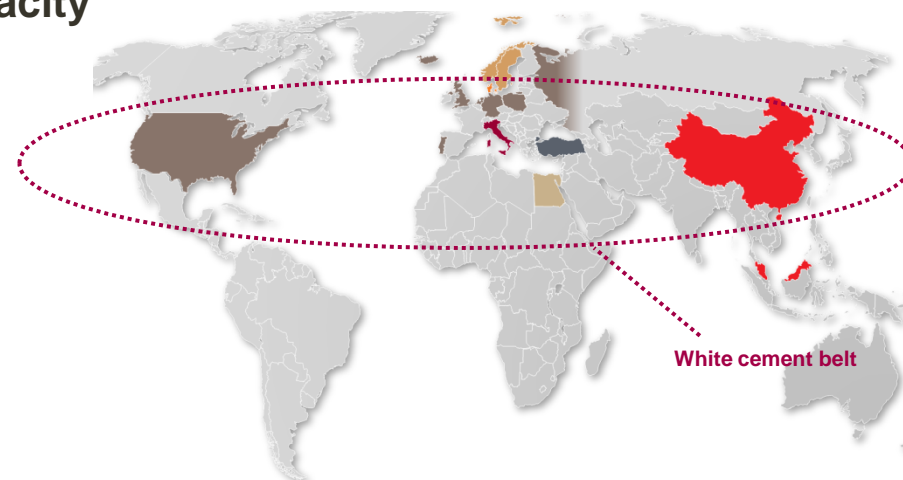
- 1/ Masonry blocks for Velodrom (Olympic Games London)
- 2/ Precast elements, Holstebro Court House
- 3/ Street furniture by Gunnar Näsman
- 4/ Precast elements, Tuborg Nord
- 5/ Coloured mortars
- 6/ Precast tunnel elements
- 7/ Paving stones
- 8/ Paving stones

With a capacity of 3.3 Mt, Cementir Holding is by far the greatest competitor in this market



#1 worldwide with 3.3m tons of production capacity

- Niche product sold globally
- Highly efficient white cement production facilities in strategically important markets (Denmark, Egypt, China, Malaysia, US)
- Very strong position in Middle East, Mediterranean and Asia with higher growth prospects
- Considerable raw material reserves at all production facilities



White cement market overview

- Estimated demand in 2014 of about 18.6 Mt with further increase forecasted of almost 22 Mt in 2019
- North America will lead the Global demand replacing China that will see the stable consumption over the next 5 years
- Asia Pacific (Ex-China), Latin America and MEA will remain its performance above the average global consumption
- Demand moves broadly in line with grey cement consumption, however it is less of a commodity product and consumption can be advanced by the creation of positive perceptions in terms of fashion /aesthetics and effective promotion through marketing
- White cement is used for both renovation (decoration and repairs & maintenance work) and new build

	2014 Capacity (kt)	2014 Production (kt)	2014 Consumption (kt)	2014 Per capita Consumption (kg)	Consumption CAGR 2014 - 2019 (%)
Asia (excl China)	2,977	2,425	2,483	1.0	5.0%
China	6,815	4,815	4,769	3.5	1.0%
Europe	6,284	3,923	3,249	67.65	2.7%
<i>Eastern Europe & CIS</i>	2,431	1,740	1,217	2.4	2.9%
<i>Western Europe</i>	3,854	2,183	2,032	132.9	2.6%
Middle East & Africa (MEA)	8,131	5,758	6,080	9.4	4.1%
<i>Middle East</i>	4,775	3,459	3,880	16.7	3.7%
<i>Africa (mainly North)</i>	3,356	2,299	2,199	2.0	4.9%
North America	800	532	968	5.8	6.6%
Latin America	1,633	1,100	1,005	1.6	4.9%
Total	26,640	18,553	18,553	2.3	3.4%

Investment rationale



- Waste is strategically important to reduce fossil fuels impact on cement and to lower overall energy costs
- Potential for synergies with cement business by reducing production costs and CO₂ emissions
- Huge, fragmented market with interesting industrial developments
- Non-cyclical industry
- Exportable business model and know how to other markets

History

- In 2009 Recydia was established and acquisition of Sureko
- In 2011 landmark 25-year contract to manage and process 700,000 tons per annum of Istanbul municipality solid waste (14% of total municipal waste of the capital)
- In July 2012 Recydia completed the acquisition of Neales Waste Management Group in UK for around EUR 11 million
- 2015 Waste business revenue reached EUR 27.5 million
- In 2015 capex completed in both Kömürcüoda (Hereko) and Neales



Our business goal is to capture value from waste collection to disposal across the entire value chain

	Sureko (Kula - Turkey)	Hereko (Kumurcuoda - Turkey)	Neales (Blackburn - UK)
Collection or receipt	<p>Collect industrial solid waste</p> 	<p>Receive municipal waste from Istanbul municipality</p>	<p>Collect industrial, municipal and hazardous waste</p> 
Treatment / Sorting	<ul style="list-style-type: none"> Biological treatment Mechanical sorting Storage 	<p>Advanced Mechanical Biological Treatment Plant</p> <ul style="list-style-type: none"> Mechanical sorting (magnets, optical sorters, etc.) Biological treatment (drying and decomposing processes) 	<ul style="list-style-type: none"> Advanced Material Recycling Facility for mechanical sorting (magnets, optical sorters, etc.) Facility management and outsourcing
Produce valuable products (recyclables & alternative fuels)	<ul style="list-style-type: none"> Metals, plastics, glass Organic fertilizers Cardboard and papers Refuse Derived Fuel (RDF) Solid Recovered Fuel (SRF) 	<ul style="list-style-type: none"> Metals, plastics, glass Organic fertilizers Cardboard and papers Refuse Derived Fuel (RDF) Solid Recovered Fuel (SRF) 	<ul style="list-style-type: none"> Metals, plastics, glass Organic fertilizers Cardboard and papers Refuse Derived Fuel (RDF)
Disposal / Landfill	<p>Disposal of the remaining waste or Proprietary landfill</p>	<p>Disposal of the remaining waste or Landfill</p>	<p>Disposal of the remaining waste or Proprietary landfill</p>

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For further information please contact our Investor Relations Office:

T +39 06 32493481 F +39 06 32493274 E invrel@cementirholding.it