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2021 Half-Year Results

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- ➢ **Highlights**
- Half-Year 2021 results
- Analysis by geographical region
- Balance sheet and cash-flow
- 2021 outlook

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Half-year 2021 highlights

Strong growth in results over the first half

Sales at **€1,560 million** **(+26%)**

+48% increase *(lfl)* in EBITDA

+137% increase *(lfl)* in EBIT

Cash-flow of €240 million

+44% *(lfl)*

Dynamic markets, well-oriented selling prices

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Launch of low-carbon DECA product line

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Highlights

➢ **Half-Year 2021 results**

Analysis by geographical region

Balance sheet and cash-flow

2021 outlook

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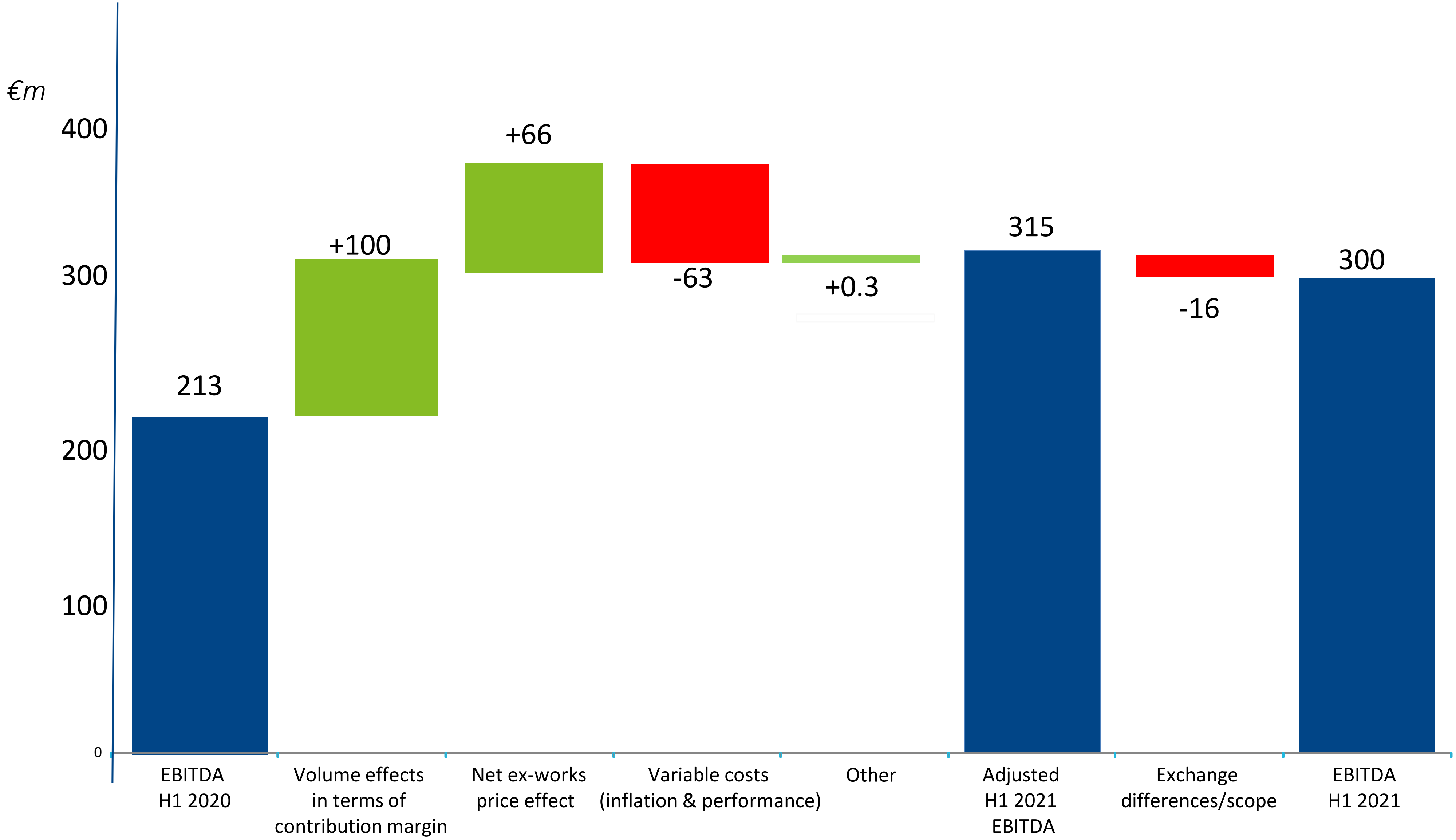
Income Statement

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Consolidated sales	**1 560**	1 304	+19.6%	**+26.2%**
EBITDA**	**300**	213	+41.0%	**+48.3%**
EBITDA margin (%)	***19.2%***	*16,3%*		
EBIT***	**171**	76	+126.3%	**+137.4%**
EBIT margin (%)	***11.0%***	*5,8%*		
Consolidated net income	***102***	29	+247.0%	**+260.9%**
Net margin (%)	***6.5%***	*2.3%*		
Net income, Group share	**94**	27	+246.3%	**+256.1%**

*EBITDA: sum of gross operating income and other income and expenses on ongoing business.
*EBIT: EBITDA less net depreciation, amortisation and provisions on ongoing business.
***Leverage ratio: net debt/consolidated EBITDA

Change in EBITDA (by factor)



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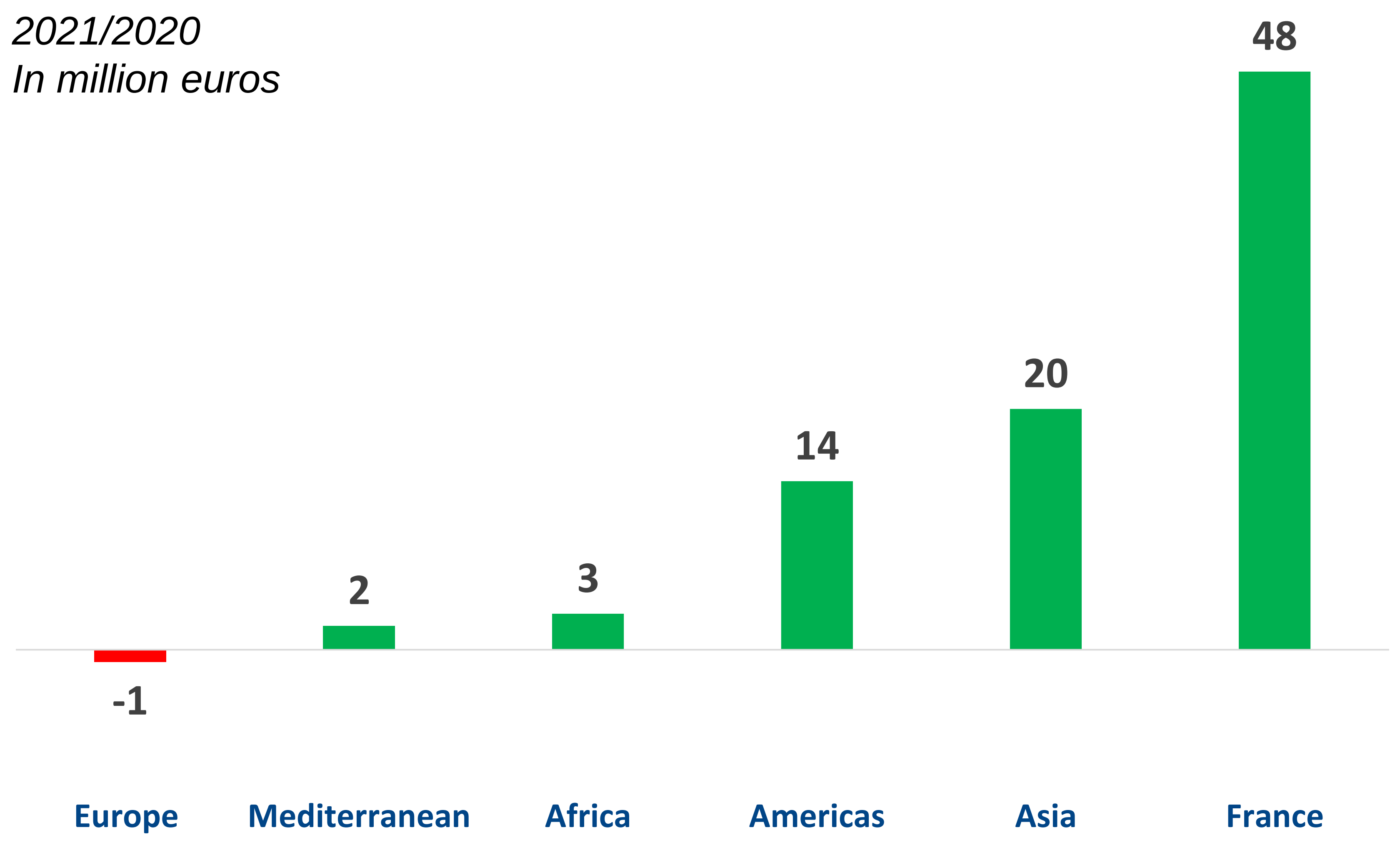
Change in EBITDA (by geographic zone)



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NATIONAL
READY-MIX
RENEWABLE NATURAL GAS

France

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	**562**	444	+26.5%	+25.7%
EBITDA	**104**	56	+83.9%	+83.7%
EBIT	**66**	14	+379.8%	+380.5%

- Strong improvement in performance
  - Dynamic market and favourable base effect
  - Government measures, along with steps taken by the Group, allowed it to seize growth opportunities

- EBITDA grew strongly
  - Positive volume and price effect
  - Slight increase in energy costs

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Europe (excluding France)

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	**203**	198	+2.5%	+5.3%
EBITDA	**39**	40	-1.9%	+0.8%
EBIT	**19**	20	-0.9%	+1.8%

- **Switzerland,** sales up +4%
  - Only slightly affected by the pandemic during the first half of 2020
  - EBITDA margin on consolidated sales was down slightly to 19.5%
  - Disposal of Creabeton Matériaux (lightweight precast products) on 30 June 2021

- **Italy**, sales up +37%
  - Vs shutdown of the business for 30 days in the first half of 2020
  - EBITDA grew by +44.5%

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Americas

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	**319**	298	+7.1%	+20.1%
EBITDA	**70**	56	+24.9%	+41.2%
EBIT	**43**	26	+63.3%	+86.0%

- In the **United-States**
  - Macroeconomic and sector environment remained favourable
  - Unfavourable basis of comparison in Q2 in California
  - Sales up +11% to €238 million
  - EBITDA at €46 million, up +21.5%
  - Ongoing construction of a 5,000 tonnes per day kiln line at Ragland, Alabama

- In **Brazil**, consolidated sales were €81 million, up +53%
  - Dynamic market trends
  - EBITDA reaches €24 million, up from €15 million
  - EBITDA margin improved by 660 basis points

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Asia

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	**206**	149	+38.5%	+51.2%
EBITDA	**58**	38	+51.3%	+65.4%
EBIT	**40**	19	+114.4%	+134.5%

India

- Measures taken by the Indian government to counter the situation have enabled the Group to continue operating
  - Vs H1 2020, when both the Group's plants had to shut down completely for a month
- Sales were €177 million, up +61%
- Positive pricing environment
- EBITDA was €49 million, up +88%
  - EBITDA margin rose 400 basis points to 27.6%

Kazakhstan

- Sales of €30 million, an increase of +14%
- Growth in domestic market, offset the fall in exports
- EBITDA was +3% higher at €9 million

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Mediterranean

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	**103**	75	+37.4%	+71.5%
EBITDA	**-6**	-9	+35.5%	+35.4%
EBIT	**-16**	-18	+11.3%	-0.5%

- **In Turkey**
  - The recovery in the construction market remains on track
    - despite ongoing currency depreciation and pandemic effect on the macroeconomic and sector environment
  - Sales at €69 million, up +71%
  - EBITDA improved to €2 million, after a small loss in H1 2020

- In **Egypt**, sales at €34 million, up +73%
  - EBITDA loss of -€8 million vs -€9million in H1 2020
  - Conclusion of a market regulation agreement between the Egyptian government and all producers
    - Approved by the Competition Authority
    - Aims to create a more rational framework for the various market participants

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Africa

(€ million)	**2021**	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	**167**	140	+19.4%	+19.7%
EBITDA	**35**	32	+11.4%	+11.8%
EBIT	**18**	15	+20.8%	+21.5%

In Africa, the sector environment continues to be favourable despite the pandemic crisis

- **In *Cement*,** sales up +20% with a boost provided by the dynamic trends in the West African market, especially in Senegal, and the ramp-up of the new grinding station in Mali
  - Selling prices in Senegal lower than in H1 2020 with the introduction of the new tax on cement in May 2020
  - EBITDA up +10%

- ***Aggregates in Senegal*** recorded sales of €15 million, up +17%
  - Gradual resumption of major government projects against the background of favourable pricing trends
  - EBITDA rose +21%

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Highlights

Half-Year 2021 Results

Analysis by geographical region

➢ **Balance sheet and cash-flow**

2021 outlook

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Solid balance sheet

Net debt of €1,320 million
versus €1,202 million at end 2020

Consolidated equity of €2,459 million

Gearing of 53.7%
versus 52.9% at end June 2020

Leverage of 2.05x
versus 2.49x at end June 2020

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Cash flow & Capex

- **Cash flow of €240 million up +43.9%**
  in line with the increase in operational profitability

- **Net capital expenditure of €170 million**
  (for a large part related to the new kiln-line at Ragland, Alabama, USA)

- **Free Cash flow of -€52 million**

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➢ **2021 outlook**

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- **The Group expects an increase in EBITDA over the full year despite:**
  - Unfavourable exchange rate trends
  - Rise in energy costs expected to increase by **around +9%** in 2021 (negative impact exclusively in H2)
  - Unfavourable base of comparison in the third quarter of 2021, and, to a lesser extent, the fourth quarter of 2021

- **The Group is keeping up its investment drive focusing chiefly on:**
  - The construction of the new kiln at the Ragland plant in the United States
  - A drive to incrementally boost capacity at production facilities in India and to invest in new terminals to expand its market and lower logistics costs
  - And, lastly, the ramp-up in projects to meet the carbon footprint reduction targets
  - Accordingly, industrial capital expenditure is expected to be at around **€385 million**

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Q&A session

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