

# Delivering value far beyond the cement plant

Aiming to be one of the world's most economically, environmentally and socially responsible providers of construction materials, we use our unique strengths, resources and relationships to create sustainable value for a wide range of stakeholders.

## OUR INPUTS

We have a sustainable approach to doing business. Our relationships with local customers, governments, suppliers and trade partners are very important, but we think global, too. Our leading role in CSI and our commitment to the UN Sustainable Development Goals help us tackle some of our most material issues, such as our impact on climate change, health and safety, water use and biodiversity.

**Natural:** Limestone, clay, aggregates and gypsum. Utilization of energy and water.

**Manufactured:** More than 150 plants worldwide producing cement, ready-mix concrete and other construction products.

**Human:** More than 5,600 people with local knowledge and expertise.

**Financial:** More than €1.7 billion equity and €621 million net debt.

**Social:** Work closely with customers, suppliers, local communities and international organizations.

**Intellectual:** Know-how and expertise, global standards and processes, patents and trademarks.

## OUR CORE BUSINESS ACTIVITIES

We extract the materials we need to make our products and turn them into cement and concrete, with a strong focus on quality control and operational improvement. The use of alternative raw materials and fuels offers considerable benefits to the environment through the conservation of natural resources and has the potential to reduce our CO<sub>2</sub> footprint and the waste we generate.

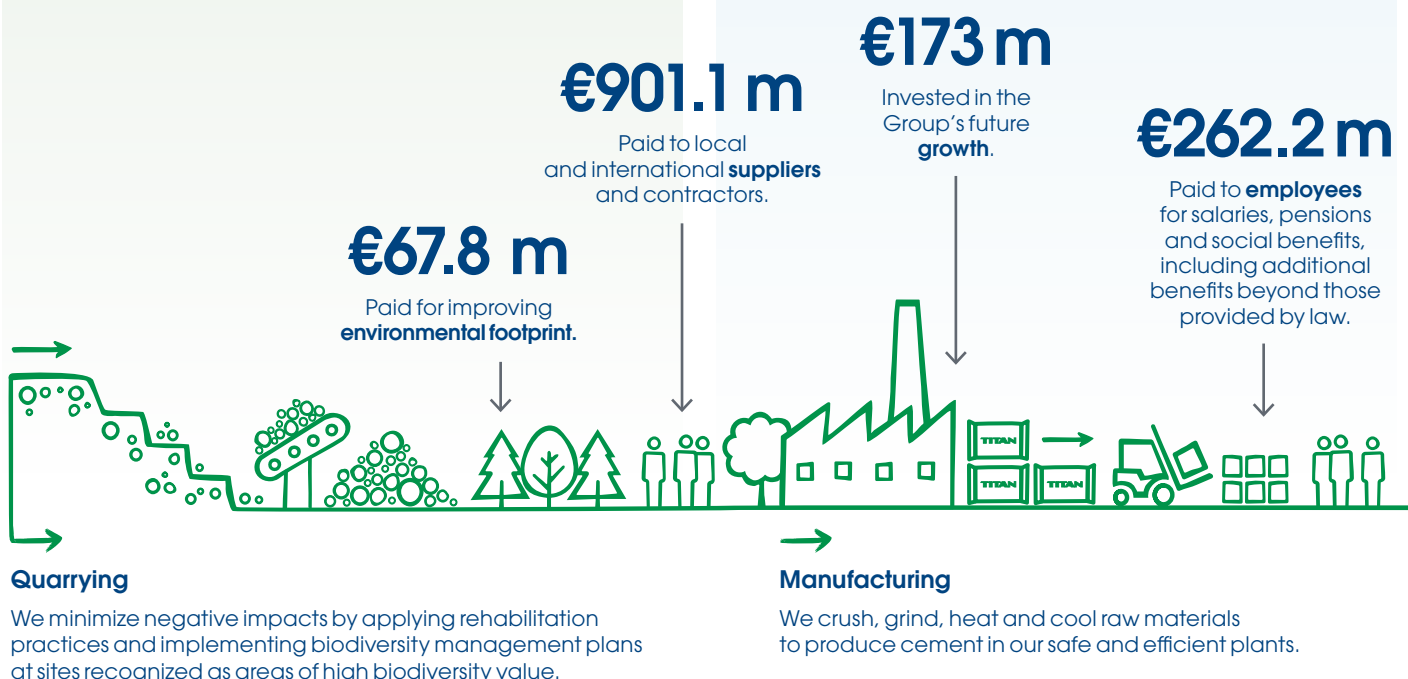
**Quality and durability:** We continually seek to improve our products to ensure long-term customer satisfaction.

**Good governance:** We maintain high standards of governance, promote ethical business practices, and focus on risk management across our value chain.

**Investment for growth:** We continue to invest in future growth, with an ambitious investment program in place and €173 million of capital expenditure in 2015.

**Protect and develop our people:** We safeguard human rights and promote the health, safety and wellbeing of our people and those who work with us.

**Innovation:** We develop innovative products that will provide sustainable improvements in construction.



## OUR PRODUCTS AND SERVICES →

Our products and services are used in various activities ranging from major infrastructure projects (roads, airports, hospitals, schools, etc.) to housing, commercial buildings and social projects. We actively promote new products that will improve quality and durability for our customers, such as ProAsh®, as well as methods and materials that will make construction easier or contribute to reduced environmental impact.

**Cement:** A binding substance and the main component in ready-mix concrete. It is made by grinding clinker, gypsum and other cementitious materials to a fine powder.

**Ready-mix concrete:** This is made from cement, aggregates and water to produce a durable product that can be set in a variety of formats.

**Aggregates:** Coarse materials such as sand, gravel, crushed stone and recycled concrete are used as a raw material in cement and as a strengthening agent in asphalt and concrete. They can also be used in foundations for roads and railways.

**Other building materials:** Dry mortars, building blocks and other concrete products, as well as fly ash, are among the materials used for construction and other industries.

**Service and collaboration:** Transportation and distribution of products, as well as the transfer of know-how and expertise through collaborations with customers and business partners, local communities and academia. Systems for recycling, production and use of alternative fuels, as well as research and development of new products are also included.

### 16.5 m

Metric tons of cement supplied to **customers**, along with many other products.



#### Distribution

We operate 25 dedicated distribution terminals for our products across our regions, ensuring secure supply to our customers.

### €73.7 m

Paid in **taxes** to state and local authorities.

### €31 m

Received by **shareholders** and minorities in cash payments.

### €2.4 m

Invested in **community projects**.



#### Customers and partners

Working closely with partners and customers at a local level enhances the value our business creates for local communities.

## VALUE CREATED IN 2015

We create value for a wide range of stakeholders and this helps us to maintain our reputation, mitigate business risks and ensure our license to operate. Because we work closely with partners and customers at a local level, our financial and social contributions to local communities have some of the greatest impacts.