

WEDNESDAY 16 FEBRUARY 2022

A large, three-dimensional blue sculpture of the VICAT logo, which is an inverted triangle with the word "VICAT" in white capital letters across the top horizontal bar. The sculpture is set against a background of a blue sky with white clouds, green trees, and a building in the distance.

VICAT

2021 Full Year Results

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Chairman and Chief Executive Officer

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- ❖ This presentation may contain forward-looking statements. Such forward-looking statements do not constitute forecasts regarding results or any other performance indicator, but rather trends or targets.
- ❖ These statements are by their nature subject to risks and uncertainties as described in the Company's annual report available on its website (www.vicat.fr). These statements do not reflect the future performance of the Company, which may differ significantly. The Company does not undertake to provide updates of these statements.
- ❖ In this presentation, and unless indicated otherwise, all changes are based on the full-year 2021 by comparison with the full-year of 2020, and at constant scope and exchange rates.
- ❖ Further information about Vicat is available from its website www.vicat.fr

➤ Highlights

Annual results 2021

Analysis by geographical region

Balance sheet and cash flow items

Recent events

2022 Outlook





Strong growth in 2021 Results



Consolidated sales

3.1 billion euros (+16.2% lfl)

EBITDA: +14.5% (lfl)

EBIT: +24.1% (lfl)



**Dynamic markets
and favourable
pricing trends**



Net result: +31.9%

**Proposed dividend
of €1.65 per share
(+10%)**



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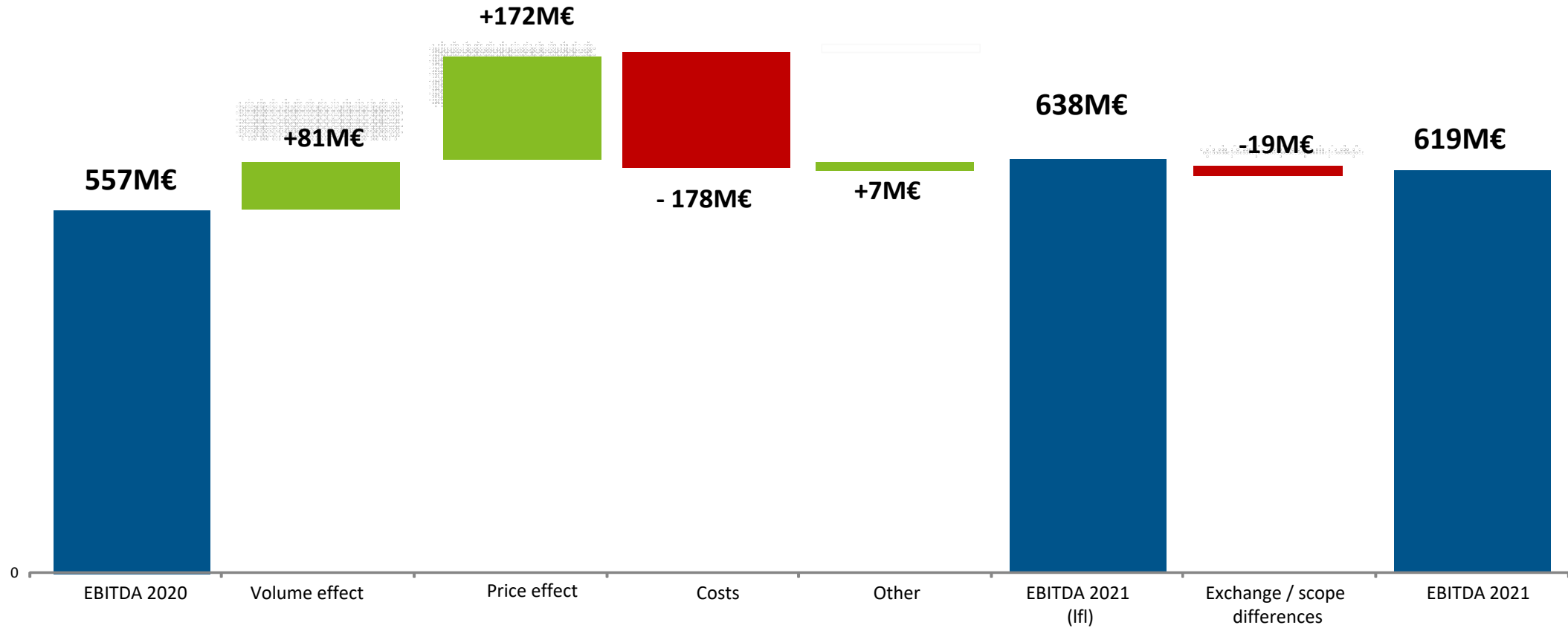
Condensed income statement

(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Consolidated sales	3 123	2 805	+11,3%	+16,2%
EBITDA	619	557	+11,1%	+14,5%
<i>EBITDA margin (%)</i>	19,8%	19,9%		
EBIT	360	298	+20,8%	+24,1%
<i>EBIT margin (%)</i>	11,5%	10,6%		
Consolidated net income	222	172	+29,1%	+31,8%
<i>Net margin (%)</i>	7,1%	6,1%		
Net income, Group share	204	156	+30,9%	+33,3%

- ❖ Strong organic business growth (+16.2%) in 2021
- ❖ Stable EBITDA margin despite strong inflation energy costs in the second half
- ❖ Growth in net income due to increased operating profitability and supported by improved financial result

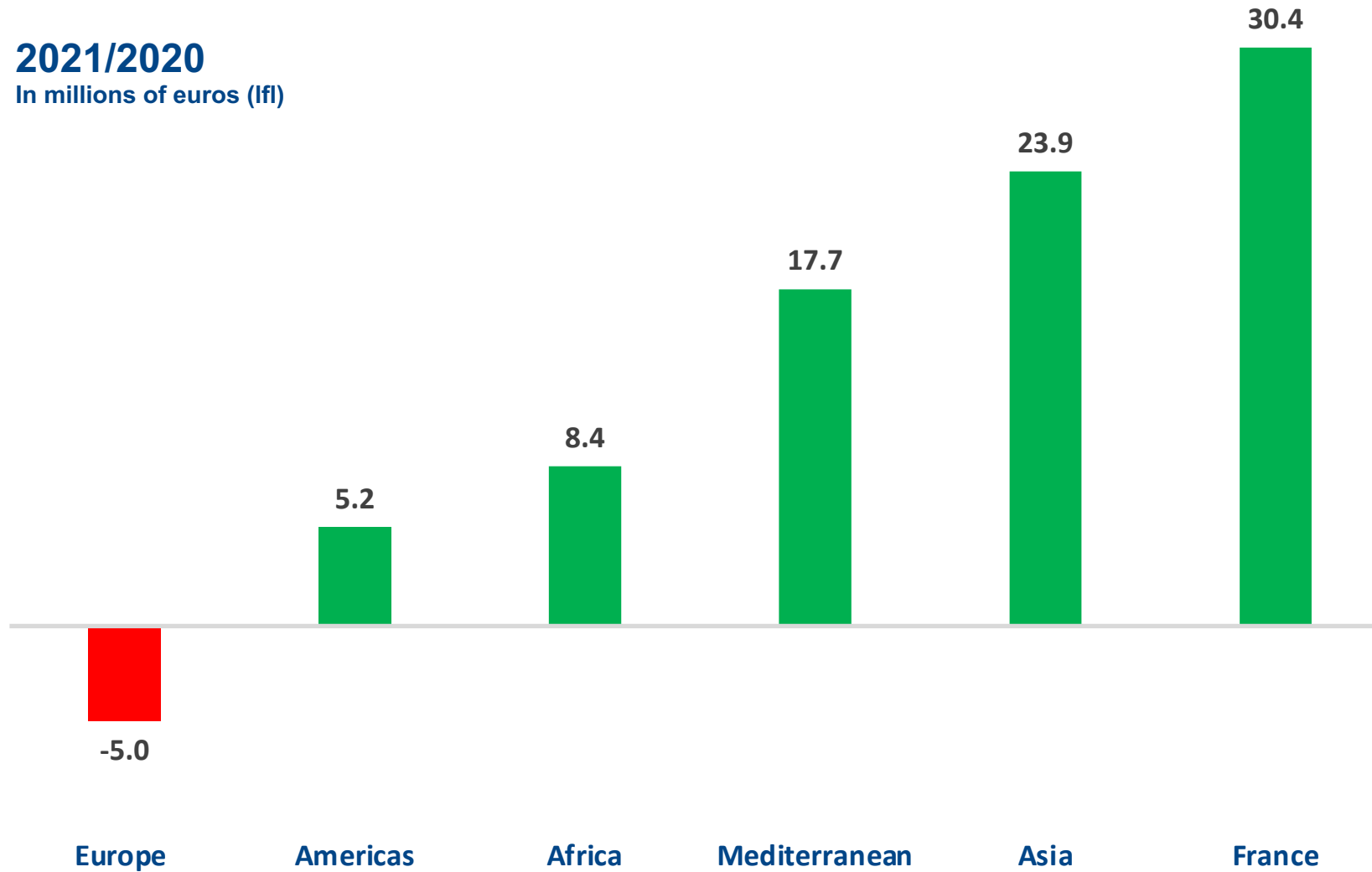
Change in EBITDA

(by factor)



Change in EBITDA

(by geographical area)



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(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	1 074	963	+11,5%	+10,7%
EBITDA	201	171	+17,9%	+17,8%
EBIT	118	92	+27,8%	+28,4%

■ Strong overall performance in 2021

- Strong growth in the first half followed by a moderate dip in the second half due to an unfavourable comparison base
- Strong sales growth in all businesses

■ Strong growth in EBITDA

- Sharp improvement in EBITDA margin on consolidated sales to 18.7% (vs. 17.7% in 2020) despite inflation in energy costs at year-end

(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	394	423	-7,1%	+3,8%
EBITDA	89	97	-8,7%	-5,2%
EBIT	55	55	0,0%	+1,4%

■ Good growth dynamics in Switzerland and Italy

- Business continued as normal in Switzerland with no significant impact from the health context
- Italy benefited from a favourable comparison base in the first half of 2020

■ In Switzerland, consolidated sales increased by +3%

■ In Italy, consolidated sales up by +22%

(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	672	636	+5,7%	+11,0%
EBITDA	140	141	-1,3%	+3,8%
EBIT	84	86	-3,3%	+2,0%

■ In the **United States:**

- Construction of the new kiln at the Ragland (Alabama) plant continues
- Unfavourable comparison basis in the first half of the year in California
- Consolidated sales of 485 million euros (+4.9%)
- EBITDA at 96 million euros (+1.4%)

■ In **Brazil**, dynamic levels of activity and unfavourable comparison basis in the second half

- Consolidated sales of 187 million euros, up +30%, with a favourable price trend
- EBITDA at 43 million euros, up +9%

(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	428	348	+23,0%	+27,9%
EBITDA	122	103	+18,4%	+23,2%
EBIT	88	68	+28,7%	+34,0%

■ In India

- Very favourable basis of comparison in the first half of the year and favourable macroeconomic environment in the second
- High inflation of energy costs in the second half
- Consolidated sales of 363 million euros in 2021 (+31%)
- EBITDA of 100 million euros, +25%.

■ In Kazakhstan,

- Growth in the domestic market
- Prices up, favourable geographical mix
- EBITDA up by +15% to 22 million euros

(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	228	173	+31,8%	+59,2%
EBITDA	3	-11	n.s.	n.s.
EBIT	-15	-29	+49,8%	+51,2%

- **In Turkey**, consolidated sales of 150 million euros, up 58% and EBITDA of 13 million euros
 - Country still affected by continued depreciation and very high volatility of its currency
 - Improved market conditions
 - Steady and significant price increases in the Cement and Concrete businesses

- **In Egypt**, consolidated revenues of 78 million euros, up +63%, EBITDA loss of -10 million euros (vs -19 million euros in 2020)
 - More rationality in the second half thanks to the regulation agreement between the government and producers
 - Regular price increases
 - Market trend is favourable

(In millions of euros)	2021	2020	Change (reported)	Change (at constant scope and exchange rates)
Sales	327	262	+25,1%	+24,9%
EBITDA	65	56	+15,2%	+15,0%
EBIT	30	25	+20,0%	+19,8%

Favourable market conditions, with improved performance at the Rufisque plant and the ramp-up of sales in Mali

- In the *Cement* business, operational sales increased by +25% thanks to the dynamism of the West African market, particularly in Senegal
- Solid increase in activity in the other West African countries with price increases
- In Senegal, consolidated sales in Aggregates reached 30 million euros (up 24%), driven by the gradual resumption of major government projects

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(In millions of euros)	2021	2020	2019
Maintenance capex	155	129	162
Strategic capex	232	190	76
<i>o/w capex to reduce carbon footprint</i>	75	51	23
<i>o/w growth capex</i>	156	139	52
Total outlays of capital expenditure	387	319	238
Free cash flow (before strategic capex)	295	418	234
Free cash flow (calculated based on all capital expenditure)	63	228	159

- **Consolidated equity of 2,606 million euros** at 31 December 2021
- **Controlled net debt of 1,318 million**, compliant with the ratios set out in the *covenants* contained in financing agreements
- **Leverage of 2.13x** versus 2.16x at end 2020

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New kiln in Ragland, USA

- Investment in a new kiln-line for which construction started in 2019
- Using the latest cement production technology, and commissioned in the first half of 2022
- The project will bring the following benefits:
 - Additional capacity to meet strong demand in the South East region, increasing the plant's capacity from 1.2 to 1.8 million tonnes of cement per year
 - Highly energy-efficient technology, enabling production costs to be reduced (-30% per tonne produced)
 - It contributes to the achievement of the Group's targets in terms of reducing its CO₂

Construction of a new kiln in Senegal

- 240 million euro investment plan launched for the construction of a new kiln, to be commissioned in 2024
- This new production facility will allow :
 - A doubling of the Group's capacity in the wider region, which will reach 7 million tonnes per year (vs. 3.5 million) in order to meet the needs of the Senegalese market while supplying clinker to the cement grinding plants of its subsidiaries
 - Significant improvement in industrial performance and energy efficiency
 - Extensive use of alternative fuels contributing to the Group's CO2 reduction targets

Industrial partnership with Haffner Energy

- Investment of the Group in the capital of Haffner Energy in the context of its IPO
- Industrial agreement to develop decarbonisation solutions based on hydrogen produced from biomass ("Hynoca")

First zero carbon binder

- The Group has developed a binder that retains all the properties of a traditional cement with a neutral carbon footprint (less than 0kg of CO₂ equivalent per tonne)
- Composed of a biosourced material that acts as a "carbon sink", the product is part of DECA's low-carbon offering
- It meets the requirements of the new RE2020 regulation and contributes to the Group's commitment to achieve carbon neutrality throughout its value chain by 2050
- Presentation in the form of demonstrators during the first half of the year and then availability of the first sites from 2022, after obtaining the ATEX

■ Increased stake in Ciplan's capital

- The Vicat Group has increased its stake in Ciplan (Brazil) by an additional 8%, bringing it to 74.13%.

■ Strengthening vertical integration in France and Switzerland

- The Group continued its vertical integration strategy in the Concrete and Aggregates business, making small targeted acquisitions in France and Switzerland to strengthen its local network

■ Acquisition of Béton Direct in France

- Vicat has become the majority shareholder of Béton Direct, a company specialising in the sale of ready-to-use concrete over the internet, targeting exclusively individuals and small craftsmen.
- The acquisition of this advanced e-commerce technology is an opportunity to consolidate the Group's position in the market for direct sales to individuals, where demand is rising

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- In 2022, the Group will continue its investment drive, focusing chiefly on:
 - finalisation of construction work at the new Ragland kiln in the United States,
 - start of construction work on the new kiln (Kiln 6) in Senegal;
 - the ramp-up in projects to meet the carbon footprint reduction targets;
 - a drive to incrementally boost capacity at production facilities in India and to invest in new terminals so as to reduce logistics costs
- Capital expenditure is expected to be higher than in 2021 at around €400 million, including €130 million in "maintenance" investments and €270 million in "strategic" investments

- In 2022, the Group will be supported by a macroeconomic and sector environment that is expected to remain broadly favourable, with an anticipated price hike that should help offset the steep rise in energy costs, currently estimated at around 30%
- Even so, strong seasonal effects are likely to be a factor during the year, with:
 - an unfavourable basis of comparison in the first half, mainly as a result of the significant increase in energy costs expected over the period;
 - a clear improvement in the second half as energy costs gradually stabilise and the full impact of the expected hike in selling prices feeds through.

As a result, the Group anticipates **another increase in its activity levels in 2022**
The EBITDA generated by the Group in 2022 is likely to grow,
but not by as much as in 2021

QUESTIONS