



# Outlook & concluding remarks

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## Take-aways from today's presentations

- We have been through a **major transformation** over the past seven years
- We are better positioned in the market than ever before:
  - We have a **leading market position** within both Cement and Minerals
  - We have a cost-efficient engineering **set-up in India**
- **Customer Services** and **Minerals** offer interesting **growth opportunities**; O&M, **alternative fuels**, material handling, industrial minerals, energy, coal, etc.
- Eventually, **Cement** projects will pick up again, it is only a matter of time
- We are focusing our efforts in **R&D** to be even better positioned in the future



# Business outlook

	Short term outlook	Medium term outlook	Long term outlook
<b>Cement</b>			
Projects	↓↓↓	↓	↑
Products	↓	↑	↑
Customer Services	↓↑	↑	↑
<b>Minerals</b>			
Projects	↓↓	↓↑	↑
Products	↓	↑	↑
Customer Services	↓↑	↑	↑
<b>Cembrit</b>	↓↓	↓↑	↑



## General outlook

- **Short-term**  
Difficult, but manageable
  
- **Medium-term**  
Better visibility
  
- **Long-term**  
Structural and growing demand  
for cement and minerals



We face the immediate future **well-prepared** and **well placed** due to our solid order backlog and our **strong financial, technological and commercial platform**



## Business opportunities in the short term

- **We still receive new orders!**
  - although fewer than in the past
  
- **We still get many requests for proposal**
  - but financing is an issue
  
- **Customer Services offers growth opportunities**
  - O&M contracts
  - Partnerships
  - Upgrades and modernisation projects
  - Alternative fuels
  
- **We see selected project opportunities:**
  - Cement: South America, Africa, Asia, India
  - Minerals: industrial minerals, energy, coal plus selected precious and base metals
  
- **Material handling is very interesting**
  - we will leverage our position as the leading provider of material handling solutions for the minerals industries





## Concluding remarks

- We are the **market leader**; we have the leading technology and the most complete offering in both our industries
- We are **asset light** and have a **flexible cost structure**
- We are **no longer** dependent on large cement projects only!
- We have been in stormy weather before; we have the **experience** and **we know what to do**
- We are **agile** and we are **prepared to cut costs** and to make **structural changes**





# Thank you for your interest and participation

