



Capital Markets Days

Egypt example

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Egypt – Impressive business turnaround

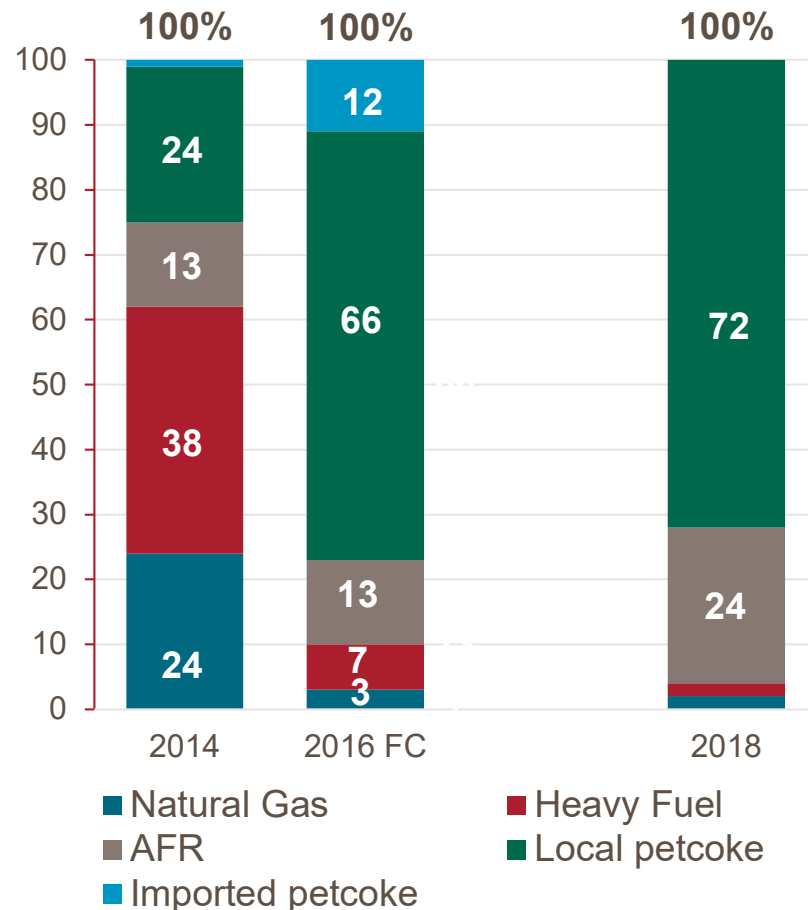
Key initiatives

- ➔ **Good progress on top line management:**
 - › Successful **price management** approach
 - › Continuous success in **winning major infrastructure projects**
 - › **Affiliated retail network** leveraging our current base of more than **3000 retailers**
- ➔ **Brand awareness and employee engagement** through the **Momtaz brand** campaign
- ➔ **Strong Fixed cost reduction** within the plant and headquarters
- ➔ **Fuel conversion** in an **asset light** mode

Increased profitability by 1200 bps margin from 2015 to 2016FC

Egypt – Fuel flexibility & Asset light approach

LH Egypt – fuel mix by source (%)



- Successful fuel transition ...
- ...in an **asset light mode converting an existing cement mill (~30MCHF savings)**
- **RDF usage increase** ensuring further fuel flexibility and **reducing USD exposure**



Fuel bill reduced by ~60MCHF in FC2016 vs. 2015