



Presentation of Aalborg Portland & Unicon

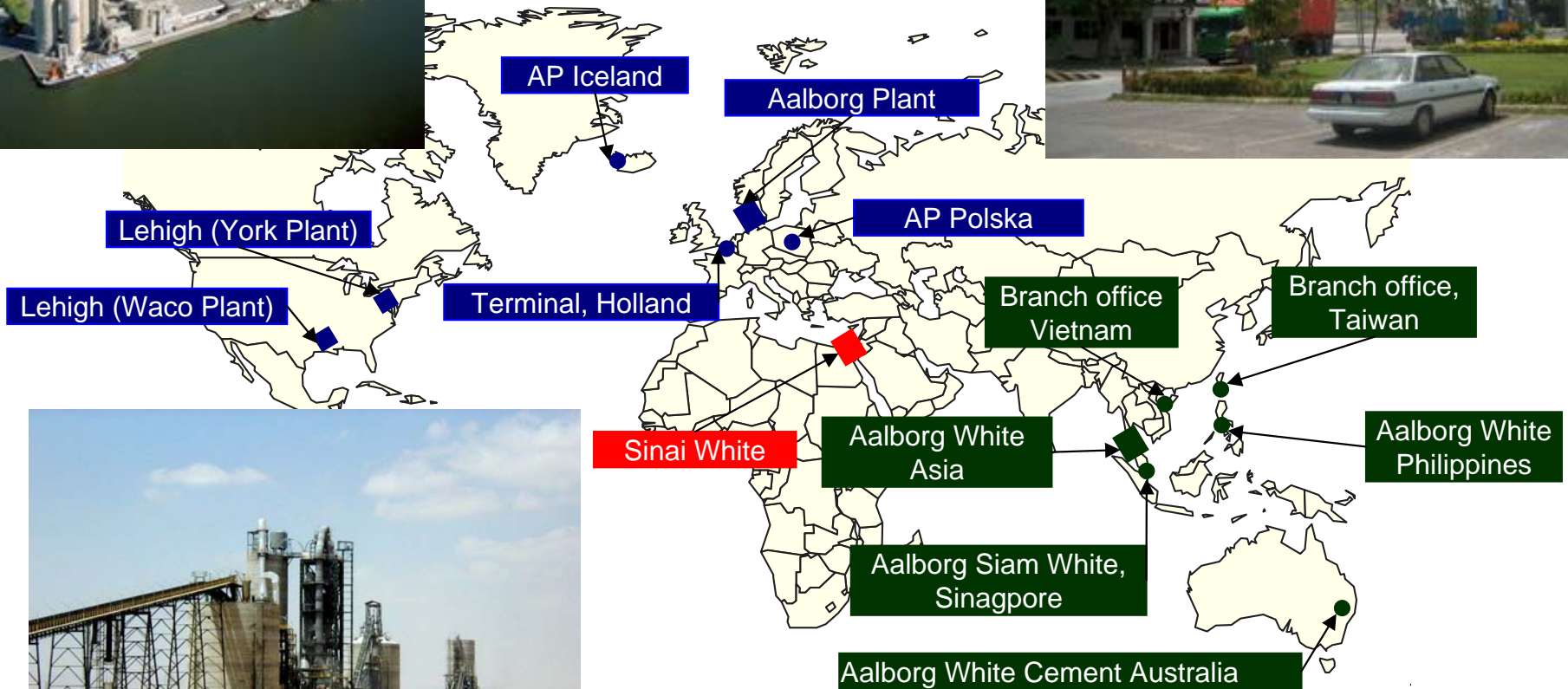
At Enskilda, Copenhagen 1 June 2004

By Bjarne Moltke Hansen, EVP, FLS Industries A/S

- EBIT adjusted for non-recurring items; DKK 35m
- Improvement in EBIT from ordinary activities DKK 12m compared to Q1 2003
- Especially global sales of white cement is growing
- Sales of grey cement to home market benefited from the mild winter, rising economic growth and low level of interest

DKK m	2003	1Q 2003	1Q 2004
Turnover	1,507	293	387
EBITDA	513	95	114
<i>EBITDA ratio</i>	<i>34%</i>	<i>31%</i>	<i>30%</i>
EBIT	358	55	69
<i>EBIT ratio</i>	<i>24%</i>	<i>19%</i>	<i>18%</i>

Aalborg Portland - Global locations



Aalborg Portland - Highlights

- **A global leading position within white cement**
- **Highly efficient white cement production facilities in all strategically important markets**
- **The only grey cement producer in Denmark**
- **Considerable raw material reserves**
- **Achieved increasing EBIT 10 years in a consecutive row**
- **Organisation is geared for continued growth**



- **Turnover of DKK million 1,507**
- **EBITDA of DKK million 513**
- **EBIT of DKK million 358**
- **Grey cement sales of 1,980,000 tonnes**
- **White cement sales of 1,354,000 tonnes**
- **Production facilities in Denmark, Egypt and Malaysia**
- **872 employees**



Aalborg Portland's overall vision is to be a preferred, reliable **low cost producer** and **high-quality** conscious supplier of cement, focused on increasing earnings and return on invested capital with **well educated, motivated employees,** delivering superior performance and growth

Aalborg Portland operates 3 cement production plants.

Aalborg Portland, Denmark

- Grey capacity: 2,100,000 tpy
- White capacity: 850,000 tpy



Aalborg White Asia, Malaysia

- White capacity: 200,000 tpy



Sinai White Cement Company, Egypt

- White capacity: 410,000 tpy



Aalborg Portland – Historical performance

DKK m	1994	2000	2001	2002	2003
Net sales	1.258	1.559	1.479	1.550	1.507
EBITDA	302	436	437	495	513
<i>EBITDA ratio</i>	<i>24,0</i>	<i>....</i>	<i>28,0</i>	<i>29,5</i>	<i>31,9</i>	<i>34,0</i>
EBIT	140	297	307	338	358
<i>EBIT ratio</i>	<i>11,1</i>	<i>....</i>	<i>19,1</i>	<i>20,8</i>	<i>21,8</i>	<i>23,8</i>
EBT	70	301	320	326	375
<i>EBT ratio</i>	<i>5,6</i>	<i>....</i>	<i>19,3</i>	<i>21,6</i>	<i>21,0</i>	<i>24,9</i>
EAT	37	218	222	215	251
<i>EAT ratio</i>	<i>2,9</i>	<i>....</i>	<i>14,0</i>	<i>15,0</i>	<i>13,9</i>	<i>16,7</i>

White cement is a premium product

- Availability of white cement raw materials is scarce compared to grey cement
- Used in constructions where aesthetics are of high importance
- Production costs are higher than grey cement

White cement applications

- Terrazzo
- Coloured mortars
- Pre-cast concrete elements
- Cast stone
- Glass fibre reinforced concrete
- Swimming pools
- Paving stones
- Roofing tiles
- Garden ornaments
- Plasters and grouts
- Street furniture
- Road barriers



Key drivers of growth in consumption of white cement

- Economic growth in mature and developing countries
- Expanded applications by way of innovation in both mature and developing markets
- Pioneering aesthetics in the use of white cement towards architects
- Mortar applications is showing double digit growth

Key global white cement market trends

- Expansion of applications of white cement by innovation
- Continued internationalisation of trade and export
- Continued consolidation among producers
- Retention of customers dependent on ability to produce high-quality white cement at competitive prices and to distribute the cement worldwide

Key strengths – white cement

- **Is the world's leading producer and exporter of white cement**
- **Very strong focus on global coordinated growth strategy – objective to become and stay global leader.**
- **Highly efficient white cement production facilities in strategically important markets (Denmark, Egypt, Malaysia)**
- **Very strong position in Middle East and Asia**
- **Opportunities in China**
- **Has considerable raw material reserves at all production facilities**
- **AALBORG WHITE BRAND is global strong well recognised brand**
- **Own harbour facilities and raw materials close to plant in Aalborg**

Key strengths – grey cement

- **Is the only cement producer in Denmark**
- **Has considerable raw material reserves**
- **Own harbour facilities and raw materials close to plant in Aalborg**
- **High usage of alternative fuels**
- **High strengths cement**
- **Best total solution concept**





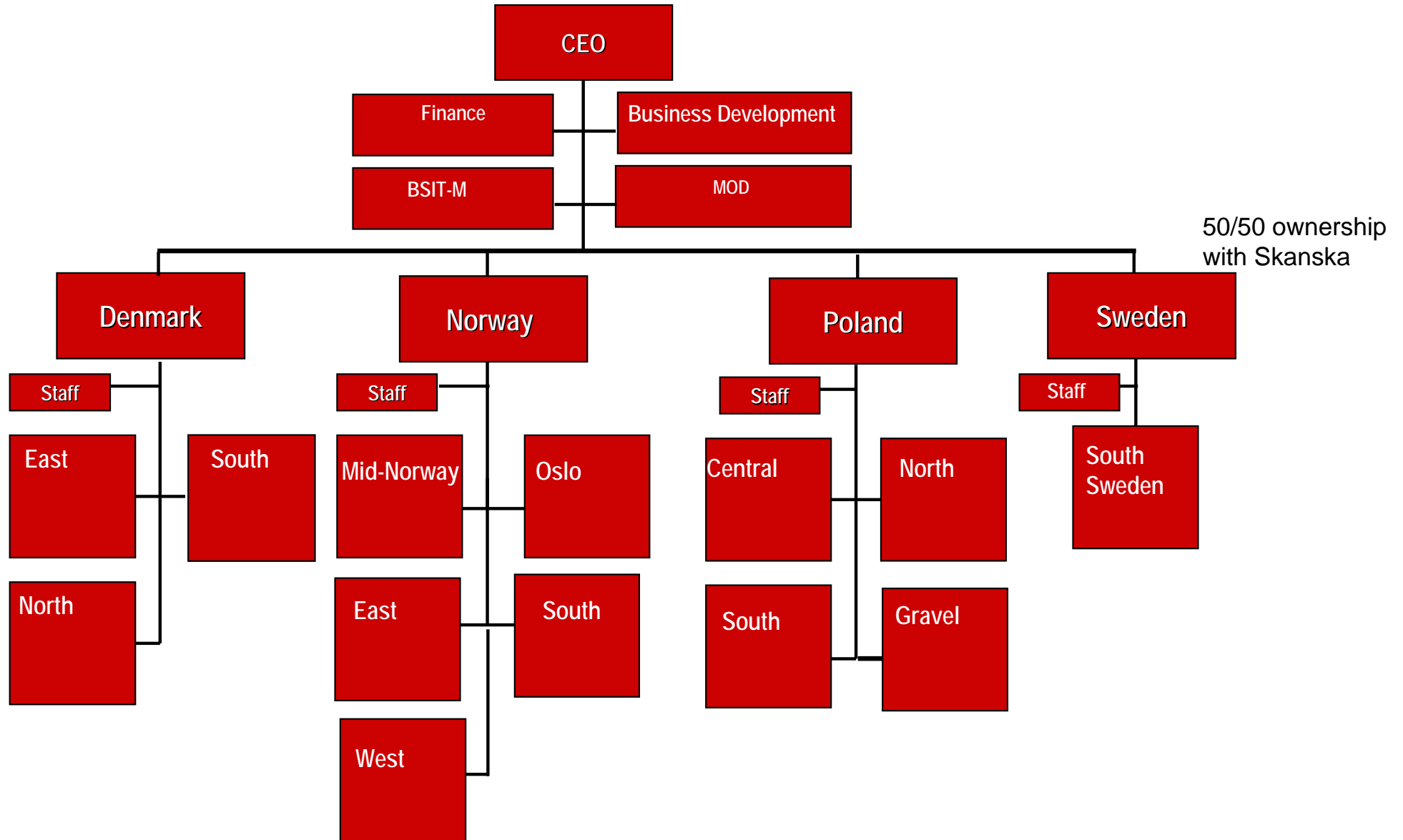
Unicon

- Q1 result favourably influenced by DKK 15m from sale of property
- Improvement in EBIT from ordinary activities - DKK 11m compared to Q1 2003
- Signs of growing optimism and economic recovery
- Acquisition of minority interests (46%) in Unicon AS, Norway

DKKm	2003	1Q 2003	1Q 2004
Turnover	1,334	283	282
EBITDA	203	11	34
<i>EBITDA ratio</i>	<i>43%</i>	<i>4%</i>	<i>12%</i>
EBIT	91	(17)	9
<i>EBIT ratio</i>	<i>7%</i>	<i>(6%)</i>	<i>3%</i>

- **Unicon is the Scandinavian market leader in ready-mix concrete**
- **Unicon has an established growth platform in Poland**
- **Unicon has distribution system second to none in the industry**
- **Unicon's organisation is geared for continued growth**
- **Unicon's systems and concepts are scalable**

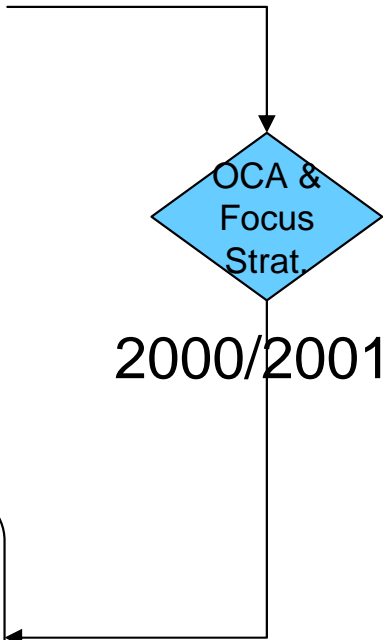

Unicon organization



Unicon History 1926-2004



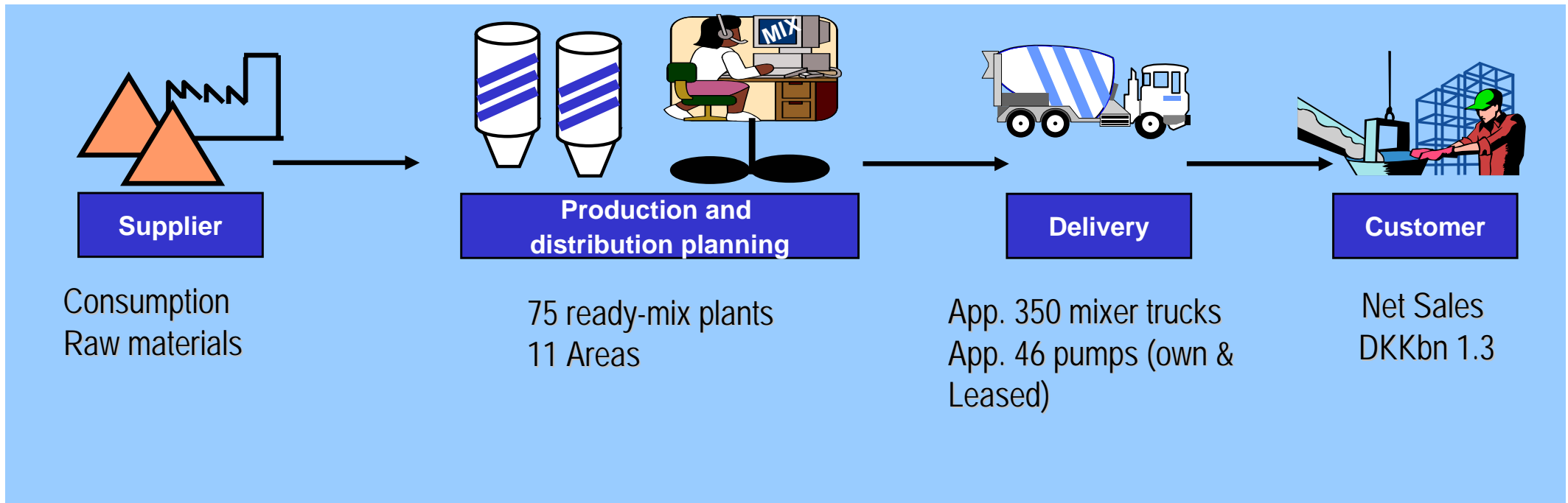
<u>31/12 - 2000</u>			
# Product divisions	3	Net Sales	2931 mio.
# Continents	3	EBITDA	403 mio.
# Countries	9	EBIT	115 mio.
		ROCE	3,1 %
		NIBD	1929 mio.

<u>31/12- 2003</u>			
# Product divisions	1	Net Sales	1334 mio.
# Continents	1	EBITDA	160 mio.
# Countries	4	EBIT	56 mio.
		ROCE	9,1 %
		NIBD	371 mio.

Associated companies: Secil Prebetão & Ekol Unicon

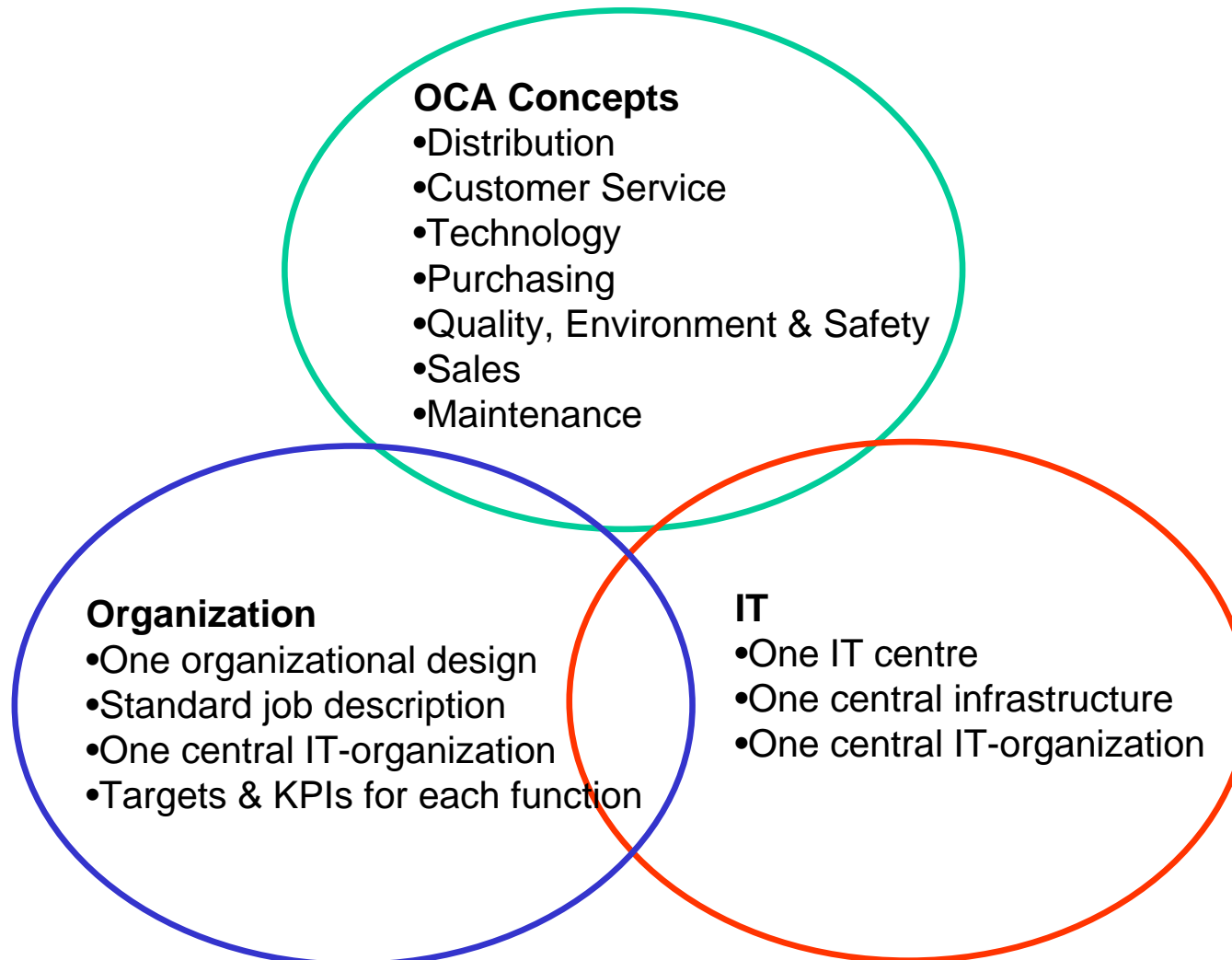
Unicon - The value chain



Unicon - Industry drivers

External (demand side)	Internal (supply side)
<ul style="list-style-type: none"> ▪ Public spending <ul style="list-style-type: none"> ▪ Infrastructure ▪ State institutions & facilities ▪ Public housing ▪ Private spending <ul style="list-style-type: none"> ▪ Industry ▪ Commerce ▪ Private housing ▪ Concrete consumption <ul style="list-style-type: none"> ▪ Ready-mixed concrete's share among building materials 	<ul style="list-style-type: none"> ▪ Volume <ul style="list-style-type: none"> ▪ Asset utilization (utilization of capacity) ▪ Shared development cost ▪ Unit cost ▪ Price <ul style="list-style-type: none"> ▪ Basic products ▪ Add-on services ▪ Unit cost <ul style="list-style-type: none"> ▪ Utilization of raw materials (cement, fly-ash, micro silica and aggregates) ▪ Direct labour ▪ Distribution cost ▪ Differentiation choice <ul style="list-style-type: none"> ▪ Easy to do business with Unicon ▪ On time delivery ▪ Uniform quality

One common model for all Business Units in Unicon



- **Logistics and distribution planning**
- **Easy to order (customer interface)**
- **Uniform quality (quality control and systems)**
- **Performance oriented culture (performance management)**