

FOCUS.WIN.GROW

Proposed next steps for Sibelco 2025

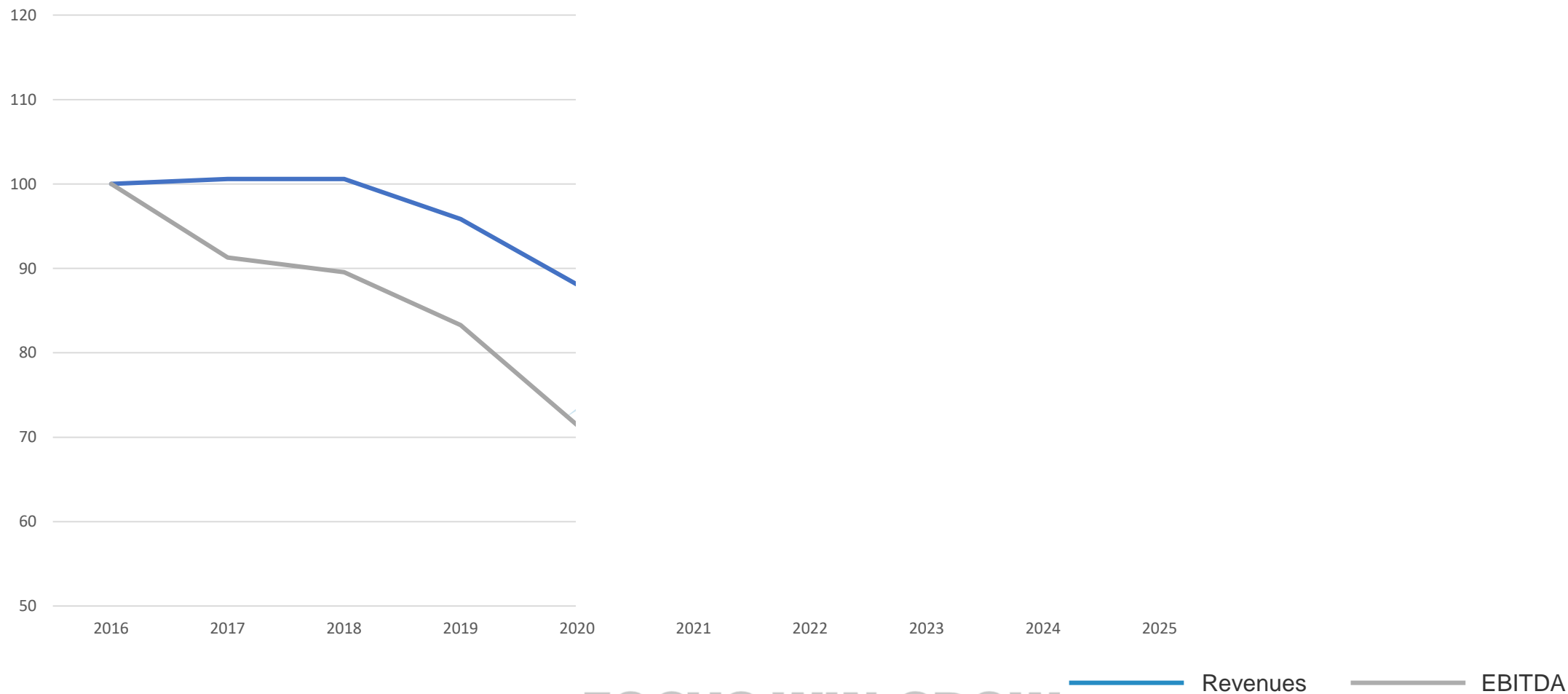
Shareholder update, 9th November 2021



Doing nothing is not an option



Indexed Economic Performance:



CONFIDENTIAL - do not distribute - contains proposals subject to approval and/or information & consultation in some countries pursuant to applicable laws

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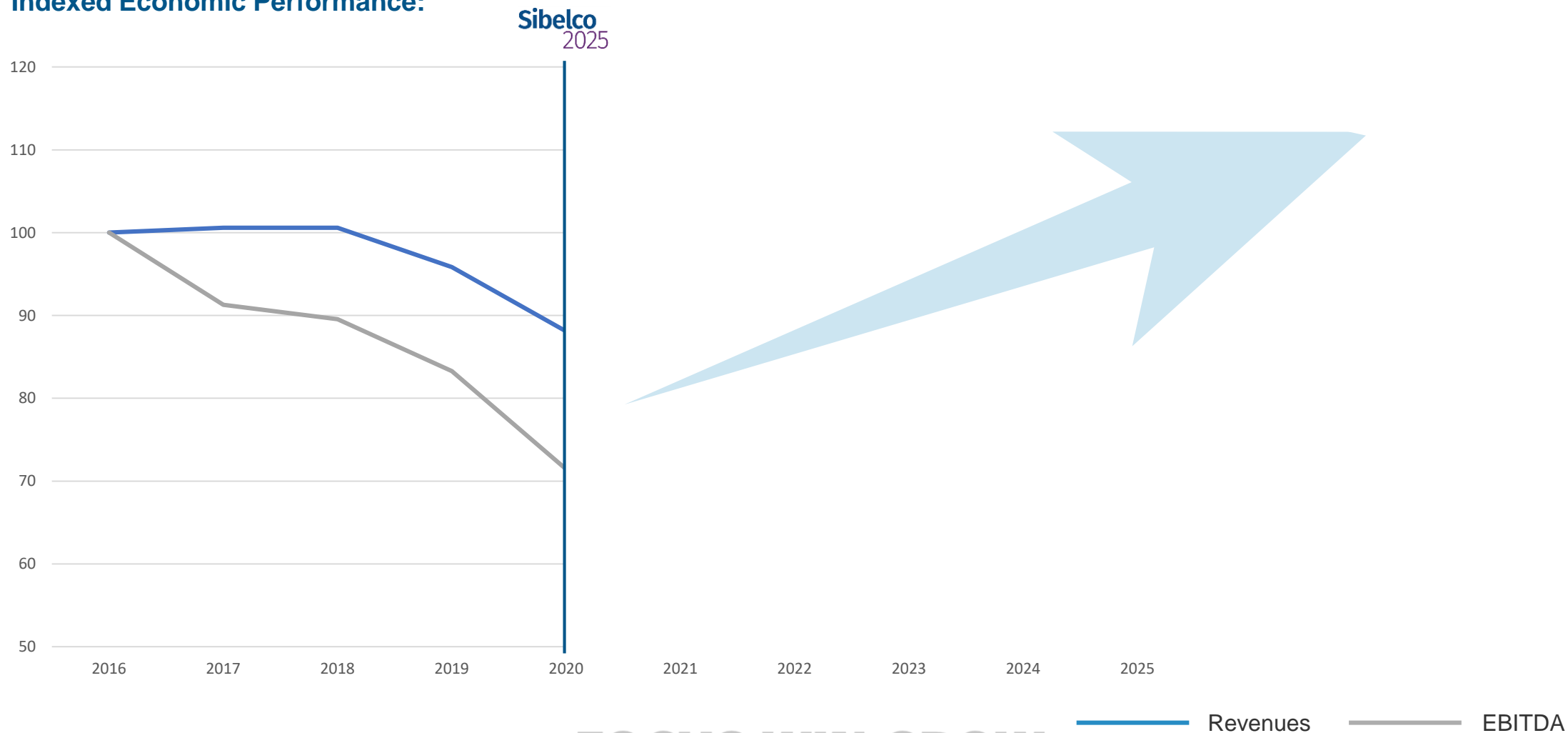
Revenues

EBITDA

We need a step change in productivity



Indexed Economic Performance:



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Revenues EBITDA

A consistent purpose and focused vision underpinned by universal values and translated into specific targets

PURPOSE

Material solutions advancing life

VISION

WE WILL BECOME

- THE GLOBAL LEADER IN THE MINING, PROCESSING & SELLING OF SILICA SAND
- A REGIONAL LEADER IN CLAYS, FELDSPATHIC MINERALS, OLIVINE AND GLASS RECYCLING

SUSTAINABILITY, INCLUDING A RELENTLESS FOCUS ON SAFETY & CO₂ EMISSIONS REDUCTION, IS A FUNDAMENTAL PART OF OUR VISION

VALUES



INTEGRITY



RESPECT



OWNERSHIP



EXCELLENCE



TEAMWORK

2023 TARGETS

Our vision sets out specific targets



REDUCE RECORDABLE INCIDENT RATE (RIR) TO 2.5



IMPROVE FREE OPERATING CASH FLOW (FOCF) TO EUR 120M PER YEAR



IMPROVE RETURN ON CAPITAL EMPLOYED (ROCE) TO 11%



REDUCE CO₂ EMISSIONS
Reduce emissions intensity by 5% a year between 2021 and 2030

Sibelco 2025 implementation so far ...



THE FOUNDATIONS

February 2021



GEOGRAPHICAL STRUCTURE

February 2021



SITE CLUSTERS

June 2021

getting the basics right

... and the next step in our Sibelco 2025 journey



focus on performance



ENSURING A LONG-TERM FUTURE FOR SIBELCO

November 2021



THE FOUNDATIONS

February 2021



GEOGRAPHICAL STRUCTURE

February 2021



SITE CLUSTERS

June 2021

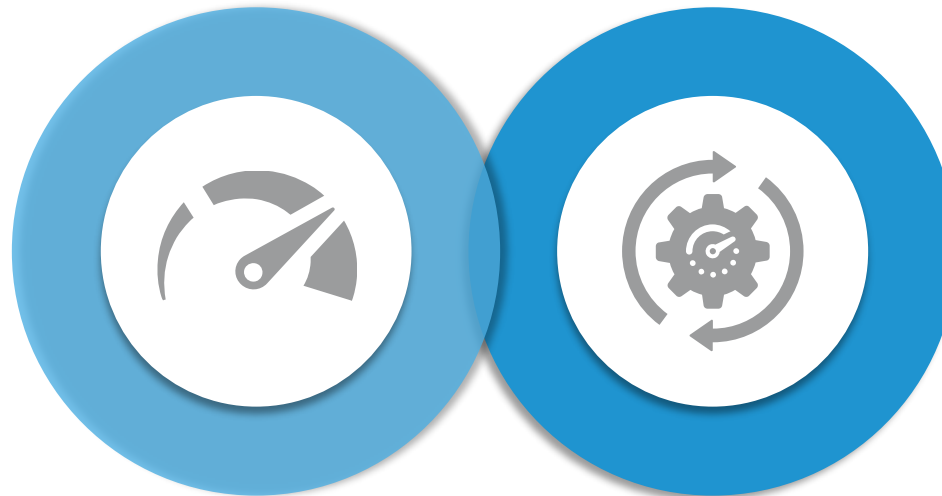
getting the basics right

Proposed next step in 2 areas



01:

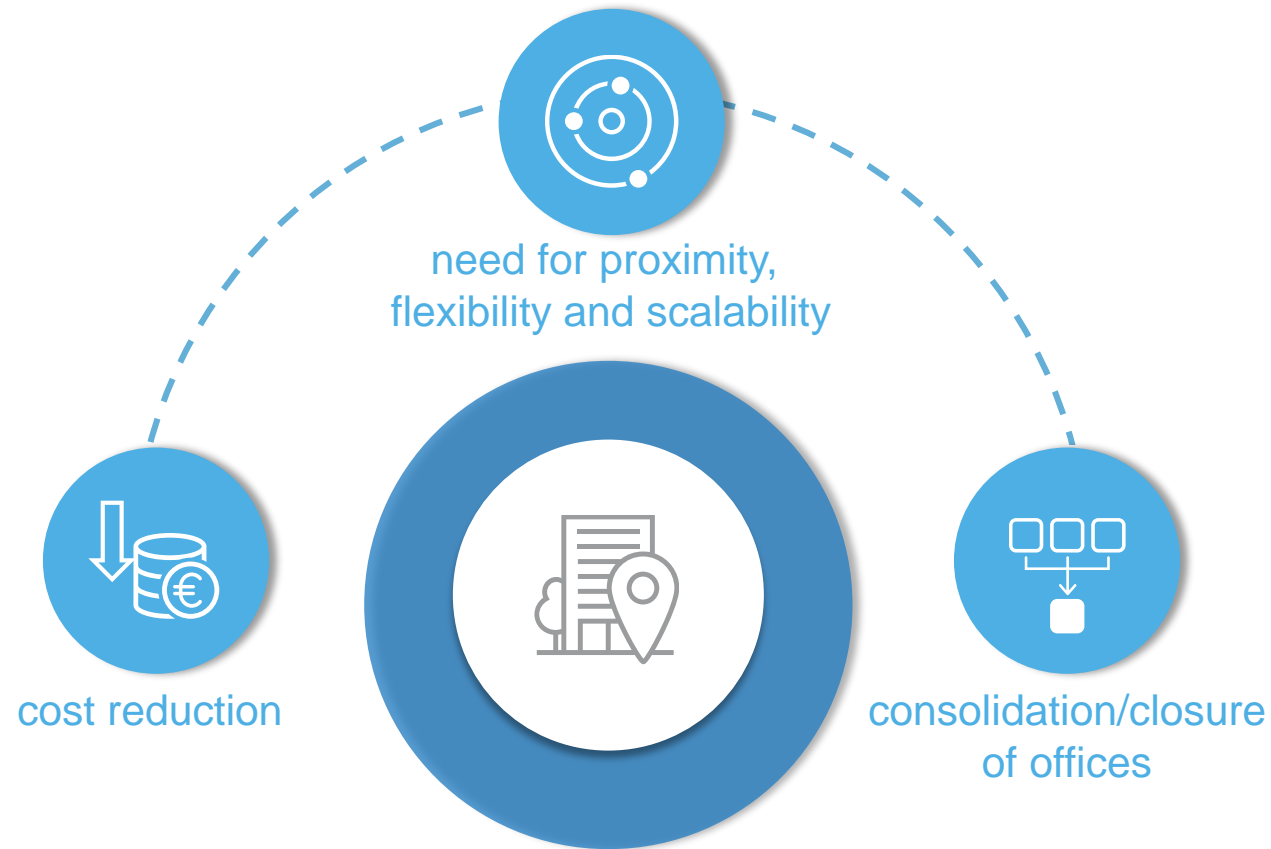
Organising the clusters to become the drivers of performance:



02:

Achieving a step-change in productivity and reducing costs in our operations and functions

Creating the office of the future



Possible impact on our people



- The proposals could lead to up to 600 redundancies globally by the end of 2022. Sibelco will seek to keep the number of redundancies to a minimum and will actively support the redeployment of impacted colleagues through internal mobility
- We will take appropriate steps in each country to carefully review the renewal of temporary contracts and the engagement of contractors
- The proposed changes could result in a change in working conditions, job content, reporting line or location for some Sibelco employees
- This proposal is subject to a process of information & consultation with social partners in some Sibelco countries
- We ask that people continue to work with a focus on safety, and with respect for Sibelco's data and property during this time of uncertainty

Sibelco is committed to:

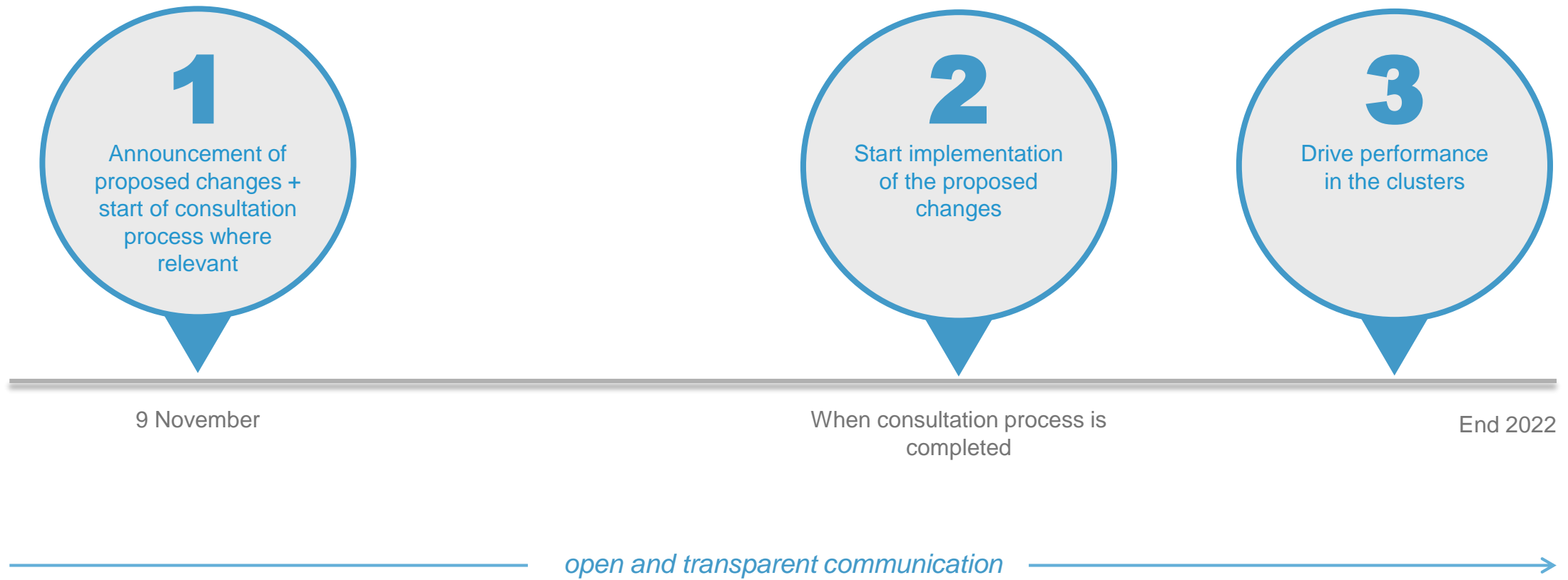


- ✓ Treating our people with fairness and respect
- ✓ Completing the information & consultation process in line with local regulations
- ✓ Keeping the amount of redundancies to a minimum
- ✓ Actively encouraging and supporting internal mobility and outplacement
- ✓ Communicating openly, transparently and timely

Timeline



Proposed approach subject to information & consultation processes in certain countries



Thank you

