

Group presentation

March 2007



IMERYYS
TRANSFORM TO PERFORM

Key dates

- **Company origins: a century of industrial know-how in extracting and processing metals and minerals**

- **1999: Imerys refocused on industrial minerals**
 - Growth in minerals accelerated by the take-over of English China Clays (ECC), divestiture of ECC chemicals business, disposal of Imetal metals processing activities
 - Imetal becomes Imerys

- **2000 - 2006 : continued growth in minerals**
 - About €1.3 billion capital expenditures since 1999
 - Integration of more than 70 small and medium acquisitions since the ECC acquisition for another €1.2 billion

Imerys in brief

➤ A profitable growth strategy

- 2006 sales: €3,288 million
- 2006 Current operating income: €459 million
- 15 years in a row of net recurring income growth (+ 14.2% per year on average over the period)

➤ A market driven organization

- 3 business groups (with decentralization as a management cornerstone)
- More than 250 locations in 45 countries
- Approximately 16,000 employees



IMERYS

A well-defended business

➤ **Imerys mines minerals and transforms them into essential solutions for its customers' product quality and manufacturing process efficiency**

➤ **Imerys has decisive strategic advantages:**

- **Extensive reserves of rare-quality minerals**

- ▬ *Prospecting/ownership*
- ▬ *Mining*

- **Industrial and technological leadership**

- ▬ *High value-added processing*
- ▬ *Large product range*
- ▬ *Logistics*

- **In-depth knowledge of end markets**

- ▬ *Technical dialog with customers*
- ▬ *Product/solution innovation*



A performing economic model

- **Offering products that usually represent a small share of customers' operating expenses** but are essential to the performance of their own products or the efficiency of their manufacturing assets
- **Selling value-added solutions:** no products are listed on a commodities market; the price/mix component can be improved year after year
- **Keeping a limited risk profile:** diverse end markets and geographic zones, leadership positions and barriers to market, prudent financial strategy



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Diversified end markets

> A wide variety of applications

Minerals	Imerys specialties	Finished products
<ul style="list-style-type: none"> • Kaolins and calcium carbonates • Kaolins, feldspar, rare clays • Chamottes, andalusite, bauxite • Fused alumina • Natural & synthetic graphite • Red clay • Diatomite, perlite 	<p>Powders, suspensions, ready-to-use ceramic bodies</p> <p>▼</p> <p>Precise control of particle size, shape and distribution</p>	<ul style="list-style-type: none"> • Paper, paint, chemicals, pharmaceuticals • Tableware, sanitaryware, floor tiles, ceramics • Furnace, steelworks and glassworks walls • Polishing wheels, saws, abrasive paper • Batteries, lubricants • Roof tiles, bricks • Filtration of beer, wine, etc.

> A very diverse customer base

- The Group's 10 biggest customers account for 18.5% of its sales
- None of them represent more than 4% of total sales



The Group's international coverage



➤ More than 250 locations in 45 countries

- Europe = 60% of 2006 sales (France → 20%)
- North America = 24%
- Rest of World = 16% (Asia → 10%)

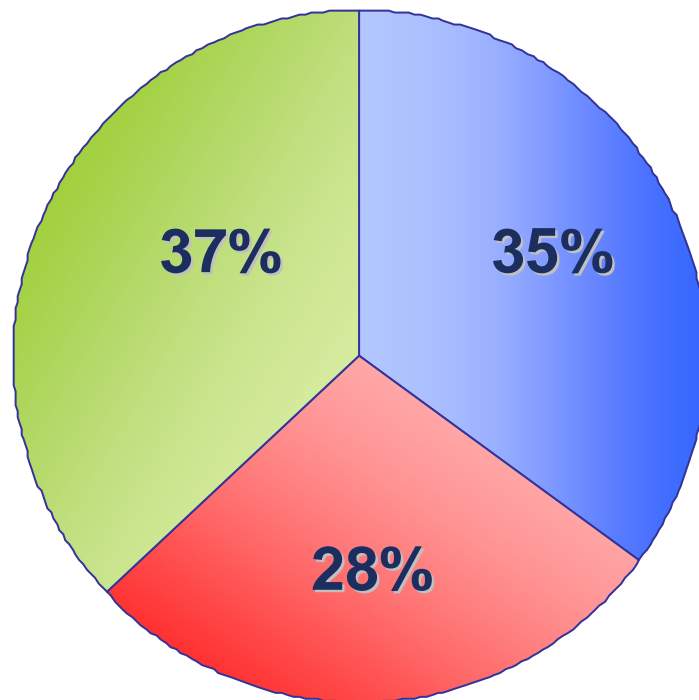
Strong competitive positions

	Market position	Main competitors
Performance Minerals & Pigments (35% of sales)	<ul style="list-style-type: none"> World #1 in kaolin for paper World #2 in ground calcium carbonate (GCC) World #3 in precipitated calcium carbonate (PCC) World #1 in minerals for breathable polymer films 	<ul style="list-style-type: none"> BASF, Huber, AKW, PPSA, Sibelco /WBB, Goonvean Omya Mineral Technologies
Materials & Monolithics (28% of sales)	<ul style="list-style-type: none"> French #1 in clay roof tiles, bricks and chimney blocks as well as in natural slates European #1 in monolithic refractories 	<ul style="list-style-type: none"> Terreal, Lafarge, Wienerberger Vesuvius, RHI, Intocast
Ceramics, Refractories, Abrasives & Filtration (37% of sales)	<ul style="list-style-type: none"> World #1 in minerals for refractory and abrasive applications World #1 in diatomite and perlite for filtration European #1 in bodies for porcelain European #2 in raw materials for floor tiles World #1 in high performance graphite 	<ul style="list-style-type: none"> AKW, Sibelco, Goonvean Almatys, Alcan, Saint-Gobain, Washington Mills Eagle Picher, CECA Nacional de Grafite



Three business groups

➤ 2006 sales⁽¹⁾ by business group



-  Performance Minerals & Pigments
-  Materials & Monolithics
-  Ceramics, Refractories, Abrasives & Filtration

Performance Minerals & Paper

➤ Two businesses

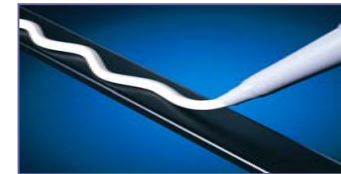
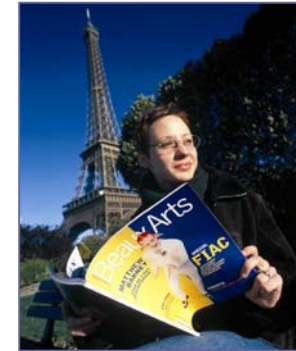
- Performance Minerals (34% of 2006 sales): mineral additives for paint, plastics, adhesives , sealants...
- Pigments for Paper (66%): white pigments for the global paper industry

➤ The world's broadest range of minerals and white pigments

- kaolin zones: Cornwall UK, Georgia USA and the Amazon delta in Brazil.
- A global platform for the production of ground calcium carbonate (GCC): Europe, Americas, Asia/Pacific and PCC production sites
- Felspar, mica, ball clays

➤ To create a lasting competitive advantage

- Key skills combined with an in-depth knowledge of markets and final applications



Materials & Monolithics

➤ Three businesses

- Building Materials (56% of 2006 sales): clay roof tiles, bricks and chimney blocks; natural slates
- Monolithic Refractories (39%): refractory concrete used used in numerous industries: such as cement factories, power stations, petrochemistry, incinerators, casting plants and industrial furnaces...
- Kiln Furniture for the tiles and ceramics industries (5%)



➤ Accelerate growth by improving service & innovation



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Ceramics, Refractories, Abrasives & Filtration

➤ Five businesses

- Minerals for Ceramics (31% of 2006 sales) : products of raw materials and bodies for tableware, sanitary and floor tiles
- Minerals for Refractories (21%): production of acidic refractory minerals
- Minerals for Abrasives (22%): fused alumina and bauxite for cutting, grinding and polishing mills, sand papers
- Minerals for Filtration (20%) : diatomite and perlite for beverage filtration (beer, wine, fruit juices,...)
- Graphite & Carbone (6%): high performance graphite powder for the mobile energy, engineering, refractory markets.



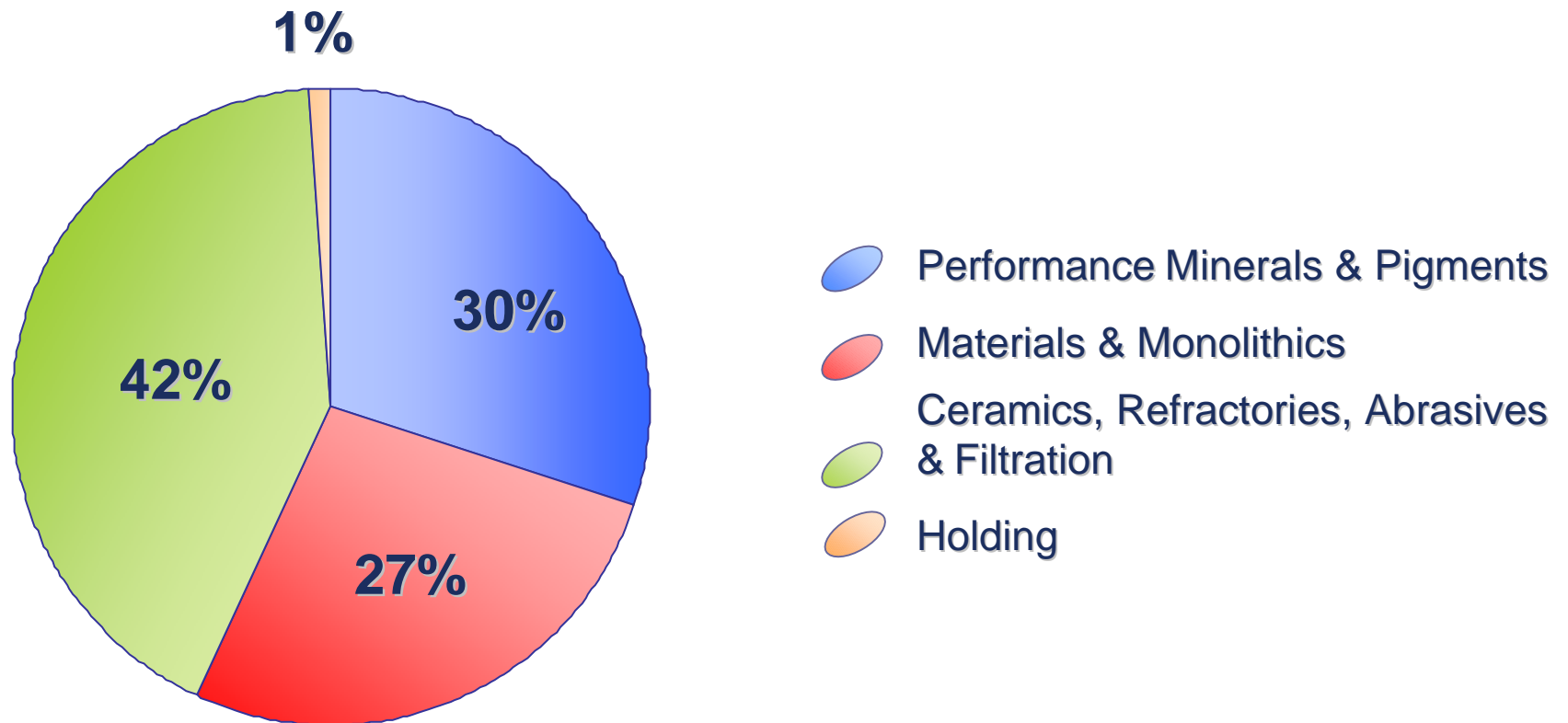
➤ An evolving high added value product range

➤ Worldwide positions



Imerys Headcount by business group

➤ 15,776 employees as of 31/12/2006



Imerys headcount by geographic zone

➤ **15,776 employees as of 31/12/2006**

