Registered Office; 10 St Bride Street,
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Minutes of the 4th WCA General Assembly

WCA General Assembly	
10 December	Meeting commenced at 10:00 am UK Time
Venue	Virtual General Assembly
Chair	Mr Vincent Lefebvre, WCA Joint Chair
Meeting called by	Mr Ian Riley, WCA CEO
Note takers	Mrs Kirsty Monk, Company Secretary

Part 1

1.0 Welcome and Introduction

Chairman, Mr. Vincent Lefebvre welcomed all WCA Members and those delegates in attendance to the 4th WCA General Assembly of The World Cement Association.

1.1 Notices and Declarations

General Assembly Meeting Declared Quorate:
Mr. Ian Riley confirmed that there were 15 Corporate Members represented (including 3 by proxy) and declared the General Assembly quorate under the WCA Articles of Association.

Members in attendance are listed in appendix 1.

1.2 WCA Compliance with Antitrust Laws:

Mr. Ian Riley explained the WCA Rules of Conduct and agrees to abide in full compliance when they join; which means Members shall not use membership of the Association or any Association function or event to circumvent or breach antitrust laws.

1.3 Declarations of Interest: None made

No declarations of conflict of interests were made

1.4. Apologies

The following Corporate Members sent their apologies and were unable to attend.

Member	Representative
Anhui Conch Cement Company Limited	Mr. Wu Bin
Arabian Cement Company	Mr. Badr O. Johar
YTL Cement Berhad	Dato Sri Michael Sock Song Yeoh

2.0. Minutes from previous meeting

Minutes from the previous meeting on September 10th 2019 were approved by the WCA General Assembly.

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3.0 Ordinary Resolution 12-2020-01: Re-election of WCA Directors

The General assembly approved the following resolution 12-2020-01:

That the following directors be re-elected to service a term to December 31, 2022 in accordance with the recommendation of the Board of Directors and in accordance with article 21 (4) of the Articles of Association:

Mr. Mohammed Al-Garni, WCA Vice President, Chief Executive Saudi Cement Company, Saudi Arabia

Mr. Vincent Lefebvre, Executive Chairman and Founder, Cem'In'Eu, France

Mr. Suat Çalbiyik, Head of Cement Group of OYAK, Turkey

Dr. Shai Weil, Chairman of Har Tuv Cement, Israel

Mr. Michael Yeoh, Managing Director YTL Cement, Malaysia

Item	Proxy for	GA Vote for	Against	Abstain	Votes cast
Ordinary Resolution 12-2020-01	3	12	0		15

3.1. Ordinary Resolution 12-2020-02: Election of New WCA Directors

The General assembly approved the following resolutions:

That the Corporate Member representative for Dalmia (Bharat) Cement, Mr. Mahendra Singhi be elected as a director of the Association for a 2 year term until December 31, 2022

That the Corporate Member representative for PPC Ltd, Mr. Roland Van Wijnen be elected as a director of the Association for a 2 year term until December 31, 2022

Item	Proxy for	GA Vote for	Against	Abstain	Votes cast
Ordinary Resolution 12-2020-02	3	10	0	2	15

4.0. Financial statement and report

Mr. Ian Riley explained the Financial statement and report was sent out by email to the members before the GA and is in the document pack. It contained the notification of the financial statement and situation of WCA. Mr Riley gave a short presentation on the report. He then asked if there were any questions about the statement and report. No questions were raised.

5.0 Re-appointment of WCA Accountants

Mr. Ian Riley ask members' formal approval to continue with the same accountants, Stewart Hindley. The proposal was approved by the WCA General Assembly present.

Item		GA Vote for	Against	Abstain	Votes cast
Appointment of WCA Accountants		12	0	0	12

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6.0 Presentation: A vision for the future, for the cement industry and WCA

WCA Board members were invited and shared their thoughts on their vision for the future of the cement industry and WCA.

WCA Joint Chair, Mr. Xingtai Cui: The cement industry must become more environment-friendly, use resources more effectively and reduce emissions. WCA, as the first organization representing the world cement industry, must guide sustainable development of the industry. WCA has organized many activities and events to provide our members and stakeholders with value-added services and contribute to the sustainable development of the industry. I am convinced that with the joint endeavors of all the members, WCA will grow in a faster pace and the world cement industry will usher in brighter future.

WCA Joint Chair, Mr. Vincent Lefebvre: Shared the European viewpoint of the industry and the positive progress made in the last year on the path to decarbonisation. It is now top of the agenda for all companies, large or small and included in all economic papers. Sound legislation has been passed by the European Union which will come into force in 2021. The industry has taken a very positive step forward towards net zero carbon in the last 12 months and Mr Lefebvre was in full support of WCA in working with the industry to support its ongoing decarbonisation.

WCA Vice President, Mr. Mohammed Ali AlGarni: Expressed his wishes that we would all soon be able to meet once again in person. The 2020 G20 Riyadh summit emphasized the need to resolving health and climate change issues. Mr AlGarni felt that WCA will take the opportunity to lead and support the cement industry in finding solutions for climate change.

WCA Board Member, Mr. Suat Çalbiyik: Oyak Group has already made investment in ultra-low carbon cement and new methods of production to reduce CO2 emissions to the target of net zero by 2050. They will support WCA, its members and other cement producers in their objective to reduce global CO2 emissions.

WCA Board Member, Mahendra Singhi: Expressed his pleasure at being a member of the WCA Board and together WCA can add more value for the global cement sector. In most parts of the world, cement helps people achieve their dreams and improves their general quality of life; we should think of it as “Happiness Material”. However, cement has negative image as it contributes 7% of CO2 emissions. Decarbonisation and green cement are top priorities. By working together between regions, learning from each other and sharing best practice, “clean and green” can be profitable and sustainable.

WCA Board Member, Mr. Roland van Wijnen: Many cement companies have practiced sustainability for a considerable time and implemented the 3 axis of sustainability: Financial wellbeing, minimising environmental impact, making social investment. Together we can contribute to decarbonisation by expediting adoption of new technologies. PPC Ltd have already benefited since joining WCA through sharing innovative ideas to its plants. They would like to share their experience and new technologies with others.

WCA Board Member, Dr. Shai Weil: Provided an overview of the cement industry post Covid in Israel. Infrastructure had been heavily supported by the Government, however there had been a substantial slowdown in the residential construction sector due to reduced customer demand and Covid 19 building restrictions imposed during the pandemic. However, overall prospects for the country’s future economy in 2021 now looked more positive.

WCA Board Member and Founder, Mr Emir Adiguzel, ACG: Thanked Mr Riley and the WCA Board for their continued work in developing WCA since its establishment 4 years ago. It has become a multi-national association and truly representative of the worldwide cement industry.

Mr Adiguzel went on to briefly outline major trends forecast for industry in 2021 and beyond:

- Major players will reduce their production in Europe and reduce investment in capacity
- Divestment of major players will create opportunities for others
- We will see greater trading volumes in the future.
- Clear leadership in China has facilitated the development of new technologies and innovations and continue to lead in reducing the carbon footprint of cement production.
- There will be increased demand for clinker in 2021 which will drive up prices of all commodities.

Mr Ian Riley thanked the Board for sharing their thoughts with members and brought part 1 of the formal business of the General Assembly to a close.

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Mr Ian Riley thanked and welcomed all members for joining part 2 of the General Assembly

7.0 Address from WCA President Mr Song Zhiping "Post-Covid World Cement Industry: New Patterns"

Mr Song gave his insight to WCA members regarding the challenges to the world cement industry post Covid 19. Covid-19 has altered global economic directions, and the cement industry strives to find new balance and new directions amongst these rapid changes. Mr Song outlined the impact of the pandemic on global growth and economic development, which has inevitably put the cement industry under intense pressure. (Source IMF: revised to 4.9% in 2020, down 1.4 percent from pre-Covid forecasts earlier in the year)

It is anticipated that China will be the only major economy that will reap positive growth. Globally, the pandemic continues at large due to multiple factors such as the downplay of the pandemic, slow response, or lack of mature public health facilities in some countries. The challenge is on-going, with the uneven resumption of work and production and the decline of cement sales and revenues.

Mr Song went on to inform members of the work of the WCA and how it has risen to the challenge of providing support and services to members during the pandemic. For example, through the use of innovative virtual member services via multiple online platforms.

WCA continues its services to its members and sustains its ability to share information and experiences through its brand-new communication and networking platform. WCA firmly stands by our members for their efforts to adapt to the current situation, counter the pandemic, secure growth and make contributions to economic development.

Mr. Song also looked ahead, to 2021 and beyond, among others, highlighting two main areas of focus for the world's cement industry post-COVID.

Firstly, improving the harmonious co-existence of production and environment will be a key priority. This pandemic served to remind us of the importance of aligning industrial activities towards sustainability and WCA will continue to provide guidance to members on contributing to the long-term development of a sustainable cement industry.

President Song Zhiping praised the work that WCA has been doing this area, in particular the recently launched PEGASUS benchmarking project, which gives members the opportunity to measure their performance on a range of environmental metrics against best practice and explore ways of closing the gap.

The second priority is for individual companies to co-exist effectively with the wider market, supporting rational and fair competition. One impact of this year's pandemic has been significant disruption to cement demand, bringing about a need to reshape market competition patterns, balance supply and demand, and square production with sales.

Since its very foundation, WCA has prioritised coexistence between cement production and the environment, and the intertwined development of economy and nature. The cement industry needs to think about how to break through traditional development patterns and reshape the new ones.

President Song Zhiping concluded that WCA will continue its commitments to promoting the sustainable development of the industry, the harmonious co-existence between cement production and environmental protection. We will be committed to leading the world cement industry to reshape new market competition patterns.

8.0 Report on the activities of the WCA since the last General Meeting

Mr. Ian Riley explained that the report on the activities of the WCA since the last General Meeting in September 2019, was sent out by email to the members before the GA and is in the document pack. Ian provided a short presentation outlining how WCA met the challenges created by Covid 19 and the re-thinking of how we delivered services to its members during the pandemic.

WCA opted for virtual delivery of services and using this native virtual format allows WCA to be far more accessible to members around the world, using technology to deliver more effective services. Ian also updated members on the Pegasus benchmarking service, member forums, industry lead webinars, podcasts series, communications and press releases, networks and the establishment of WCA committees. Ian encouraged members to participate in the forthcoming virtual member forums.

No questions were raised regarding the report.

9.0 Presentation from On Field Investment Research, "From volumes to value in a post Covid 19 world"

For details of the presentation please contact On Field Investment Research, please email team@onfieldresearch.com

10.0 Reports from the WCA Committees and Network

Mr. Ian Riley thanked committee members for their support and invited the WCA Committee Chairs and network representative to present their reports to members.

10.1 Technology and Innovation Committee

Mr Wang Kedong, WCA T&I Committee Chairman, (CUCC) presented the T& I committee 4 key priorities as follows:

1. Reduction in emissions and energy consumption
2. Green product innovation
3. Industry 4.0/ digitalization 4.0
4. Benchmarking and performance improvement

Mr Wang outlined the main deliverables for the committee consisting of:

- Roadmap: create a technology roadmap to address improvement in energy efficiency, reduction in emissions and development of green products.
- Matrix: to develop a matrix to help members to understand their best options, taking account of their business and local issues such as AFR, cementitious availability and regulations.
- To decide topics for WCA webinars and Member Forums based on input from network members.
- Networking with ECC committee and reviewing overlapping priorities

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10.2 Environment & Climate Change Committee Report

Mr. Ashwani Pahuja, Dalmia Cement, ECC Committee Chairman, reported that the objectives of the committee established to date were to:

- Accelerate sustainability agenda in the cement sector through addressing Energy efficiency, Alternate Fuel, Digitization, CCUS, Low carbon cement and Concrete
- Discussions at international forums about cement industry taking positive steps on climate change
- Commitment by progressive companies towards Zero/Low Carbon cement production
- Sharing of knowledge and the best practices

Mr Pahuja explained the next steps for the committee would be:

- Discussion on detailed presentation from each member on their own view of the low carbon roadmap or their company's sustainability expertise, best practices and experience with relevant regulations
- Decision on key topics to present to the committee
- Define the committee's priorities
- Discussion on how to share the workload with the T&I committee and determine overlapping priorities
- Discussion on how the committees work together

10.3 WCA Safety and Health Committee Report

Mr. Anil Raman, S&H Committee Chairman (YTL Cement Malaysia) reported on the initiatives planned for 2021 of the committee as follows:

- Sharing of Good Practices on COVID-19 Preventive Measures (
- Raising Hazards Awareness' Program
- 3 Topics to focus in 2021, to raise hazards awareness: Energy Isolation, Traffic Safety – on/off Site, Confined Space
- Safety incident sharing on a WCA database (on the WCA website).
- The information to be shared will focus on what happened and how to avoid
- Details of incident site / company / personal information will not be revealed.
- Establish WCA Safety & Health Network on a virtual platform – e.g., LinkedIn
- Members to raise questions / provide support & share good practices within the network
- Roll-out Plan for "Raising Hazards Awareness"

10.4 Gender Focus Network (GFN)

Ms. Alexis Breslin, Solidia Technologies, Vice President of Human Resources, presented a brief report providing a contextual background for diversity in the sector and reported on the activities to date of the network. The GFN mission outline as follows:

- To improve the representation of women within the cement industry,
- To encourage member companies to implement gender diversity programs,
- To create a space to share industry best practices for gender diversity and
- To foster women's empowerment and professional development across the industry.

The network has recently been established and has now determined some first steps:

- Survey current membership and create a starting benchmark from which we can gauge future success
- Networking breakfast/lunch for women at the annual conference
- Annual International Women's Day campaign
- Online networking events for women professionals across our global membership
- Highlight women's success profiles and stories of company's initiatives and success gender diversity etc. on our blog, in WCA publications and newsletters
- Learning opportunities: webinars, seminars, panels, Q&A sessions
- Best practice sharing sessions from across the global industry

Mr Ian Riley thanked the Chairs for their reports and invited members who wished to participate and engage with our network to contact WCA and get involved.

11 Q&A Session with the WCA Board , Committee Chairs and Speakers

Those present were invited to put their questions to the WCA Board, Committee Chairs and Speakers

The Q&A panel reviewed future trends in the construction industry, the impact of Covid 19 on countries outside China with respect to "the belt and road initiative" and the approach of WCA committees in connecting with members regarding priorities and issues, through discussions with the professional networks linked to each committee.

12 A.O.B

No matters were raised under this item.

Meeting Closed at 1pm UK London Time.

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Appendix 1: List of General Assembly Delegates

Song Zhiping	The World Cement Association	WCA President Chairman of China Association for Public Companies, Chairman of China Enterprise Reform and Development Society
Mohammed Ali Algarni	Saudi Cement Company	WCA Vice President Chief Executive, Saudi Cement Company, Saudi Arabia
Vincent Lefebvre	Cem'In'Eu	WCA Joint Chair Executive Chairman, Cem'In'Eu, France
Cui Xingtai	CUCC	WCA Joint Chair, Chairman of China United Cement Corporation (CUCC)
Ian Riley	The World Cement Association	WCA CEO and Board Member
Emir Adiguzel	World Cement Association, Adiguzel Consultancy Group (ACG)	WCA Founder & WCA Board Member
Suat Çalbiyik	Oyak Cement Group	WCA Board Member Head of Cement Group of OYAK, Turkey
Shai Weil	Hartuv Cement Ltd	WCA Board Member Chairman, Har Tuv Cement, Israel
Mahenda Singhi	Dalmia Cement	WCA Board Member Managing Director and CEO, Dalmia Cement
Roland Van Wijnen	PPC Ltd	WCA Board Members CEO PPC Ltd
Hong Kai Kuan	YTL Cement	Director, Group MD's Office, YTL Cement WCA Alternate Representative
Alistair Frieslaar	PPC Cement	SHE Manager
Anil Raman?	YTL Cement	WCA Committee Chairman
Anvish Gupta	Dalmia Cement	Deputy Manager Sustainability
Ashwani Pahuja	Dalmia Cement	WCA Committee Chairman
David Ma Gang	West China Cement	General Manager of Safety and Environment Department
Fabien Charbonnel	Cem'In'Eu	
Frank Higgins	Raysut Cement	
Harshit Gupta	JK Cement	WCA GFN Representative
Jaehong Kim	Sampyo Cement	Deputy General Manager
Joshua Yeoh	YTL Cement	TBC
Jungkrak Kim	PT Cemindo Gemilang	Technical Director
Kah Hock Koh	YTL Cement	Director Special Projects
Laurence Lamy	Cem'In'Eu	Marketing Director
Mutlaq Al Otaibi	Saudi Cement Company	Manager Materials Supply Dept.
Nimet Bauster	OYAK ÇİMENTO BETON KAĞIT GRUBU	
Omer Yarden	Hartuv Cement Ltd	VP Supply Chain and trade
Peter Hsu	Asia Cement (China) Holdings Corporation	Vice Chairman

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Sherling@mshl.acc.com.tw	Asia Cement (China) Holdings Corporation	
Zhuang Changxi,	Anhui Conch Cement Company Limited	Deputy General Manager of Overseas Development Department
Phoebe Liu	Anhui Conch	Senior Project Manager, Overseas Development Department
Chen Zhongsheng	Shandong Shanshui Cement Group Company Ltd.	Vice President
Prachai Leophairatana	TPI Polence PCL	CEO
Sebastien Didier Laurant	Cem'In'Eu	TBC
Shady Youssef	Saudi Cement Company	IT Manager
Lei Hao	Sinoma Cement Co., Ltd.	Business Manager
Tshilidzi Ligaraba	PPC Cement	Lead SHEQ
Vince Indigo	PT Cemindo Gemilang	Vice President Director
Wang Kedong	CUCC	Chief Engineer WCA Committee Chairman
Kuang Hong	Shanghai Cement Industry Association	Chairman
Shao Jun	China Cement Net	Chairman
Tatenda Mushuku	PPC Ltd	
Alexandra Novakovic-Andric	FLSmidth A/S	Global Chief Process Engineer Emissions
Alexis Breslin	Solidia Technologies	Vice President of Human Resources WCA GFN Representative
Bo Boylan	Solidia Technologies	Chief Commercial Officer
Zhu Bing	Hefei Cement Research & Design Institute Corporation Ltd. (HCRDI)	Chairman
Chu Biao	Hefei Cement Research & Design Institute Corporation Ltd. (HCRDI)	Vice Director of R & D Center
Chen Kui	Hefei Cement Research & Design Institute Corporation Ltd. (HCRDI)	HCRDI WCA Coordinator
Hu Zhijuan	Sinoma International Engineering Co., Ltd.	
Jerri Yu	Solidia Technologies	Mechanical Engineer
Michelle Shan	Fives FCB	Fives FCB Country's head in China.
Morton Flowe Knu	FLSmidth	Communications Manager
Nicholas DeCristofaro	Solidia Technologies	CTO
Olivier Vanlerenberghe	Fives FCB	Director Commercial and Business Development
Paul Majsztrik	Solidia Technologies	Director of Applied Research
Xenia Hesting	FLSmidth	Senior Public Affairs Manager
Liu Yan	Sinoma International Engineering Co,. Ltd.	Chairman
Liu Yafei	Sinoma International Engineering Co,. Ltd.	International Cooperation Department
Jay Kang	Korea Cement Association	Chairman KCA
Artem Kozinets	AVK Integra s.r.o.	CEO
Çağlan Becan	The World Cement Association	WCA Representative

Julian Rea	Liminal	WCA PR and Advertising Managing Director Liminal
Norman Greig	World Cement Association	WCA Honorary Fellow
Philippe Lavech du Bos	Universal Commodity Trade S.L.	CEO
Arnaud Pinatel	On Field Investment Research	Founding Partner
Xintong Ouyang	On Field Investment Research	Analyst
Yassine Touahri	On Field Investment Research	Founding Partner
Li Xiulan	CNBM	Vice Director of Reform Department of CNBM Deputy Secretary General of China Enterprise Reform and Development Society
Frank Liu	The World Cement Association	WCA Director Beijing Representative Office
Ma Qingfang	The World Cement Association	WCA Deputy Director Beijing Representative Office
Joanna Qin Li	The World Cement Association	Beijing Representative Office
Shen Lili	The World Cement Association	Senior Analyst
Kirsty Monk	The World Cement Association	WCA Company Secretary and Membership Manager
Manon Burbidge	The World Cement Association	WCA Communications Coordinator
Rosy Wang	The World Cement Association	WCA Senior Coordinator, WCA's four professional committees
Vasiliki Vokou	Liminal	Account Executive