



**Italian Excellences Conference – Intesa Sanpaolo
Investor presentation**

Agenda

Group Highlights

3

White cement global leadership

8

ESG commitment and 2022-2024 Industrial Plan

14

2022 First half results and Guidance

27

Appendix

30

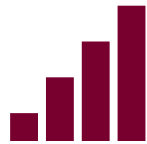


Group Highlights

Youth Olympic Games Center, Nanjing (China)

Cementir at a glance

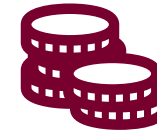
€ 1.4 BN
Annual Sales



3,083
Employees



15.6% ROCE



BBB-
Rated by S&P
Stable Outlook



13.1 M tons



Cement Capacity

20% share*
White Cement
globally



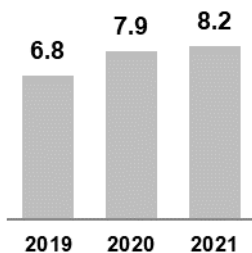
Business segments



GREY CEMENT



Volumes sold (mt)



2021 Figures

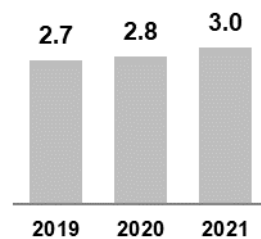
REVENUE = 854 M€
EBITDA = 232 M€
EBITDA margin = 27%



WHITE CEMENT



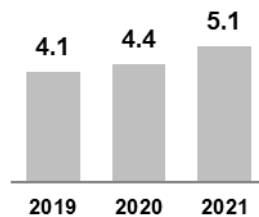
Volumes sold (mt)



READY-MIXED CONCRETE



Volumes sold (mm³)



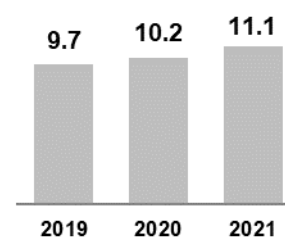
REVENUE = 449 M€
EBITDA = 49 M€
EBITDA margin = 11%



AGGREGATES



Volumes sold (mt)



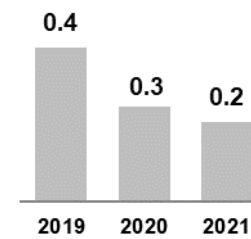
REVENUE = 94 M€
EBITDA = 33 M€
EBITDA margin = 35%



CONCRETE PRODUCTS / WASTE

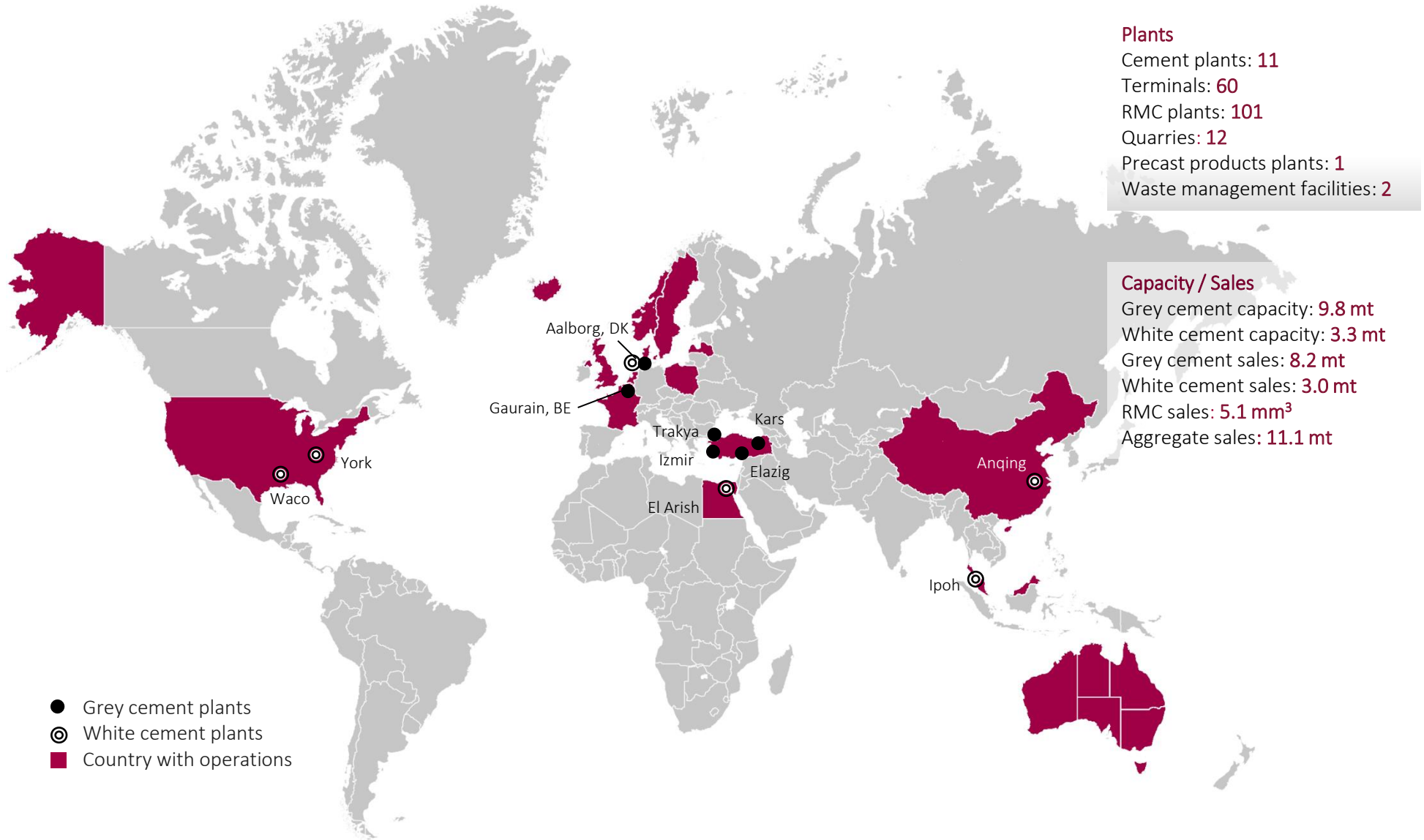


Waste processed (mt)



REVENUE = 12 M€
EBITDA = 0.9 M€

Industrial footprint



- Grey cement plants
- ⊙ White cement plants
- Country with operations

Data as of December 31st, 2021

Strategy based on four pillars

Sustainability

97 M€ of Green Investments by 2024 (~7% of annual sales)

Innovation

Focus on high-value added solutions like FUTURECEM® leveraging on *InWhite Solutions®* platform

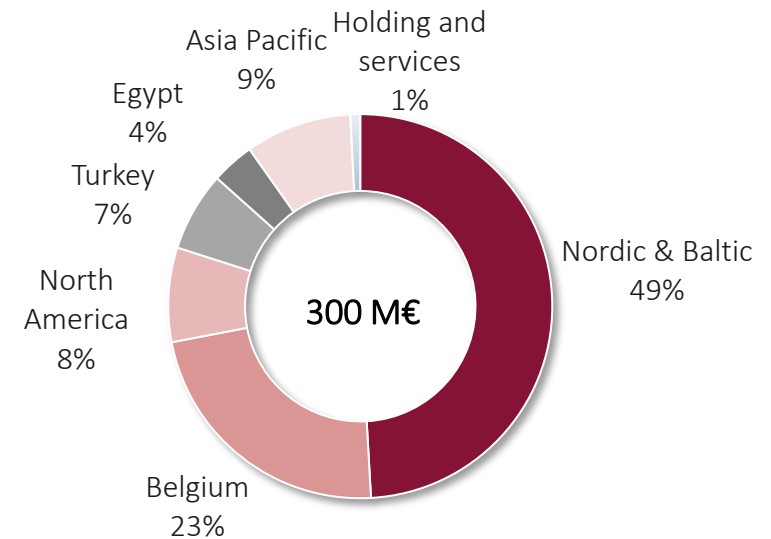
Competitiveness

Decarbonisation and profitability increase through technology, digitalization and green investments

Growth and Positioning

Keep white cement leadership; leverage on vertically integrated platforms (N&B, Belgium and Turkey)

2021 EBITDA breakdown (*)



81% of Ebitda from mature markets (Currencies: EUR, USD, DKK, NOK, SEK)



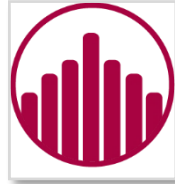
White cement global leadership

Deichman Main Library, Norway

White Cement: unique competitive position



Global leadership
in white cement



3.3 Mt
Cement Capacity

3 Mt White cement and clinker
volumes sold in 2021



**Local leadership
and production**

#1 in USA, Continental Europe,
China, Australia, South-East Asia



25%
*Share of Global
Traded flows*

Global leader in trading flows
In 2021, exports accounted for 1.2 Mt
out of ~3 Mt total volumes sold



20+ countries
Local market presence

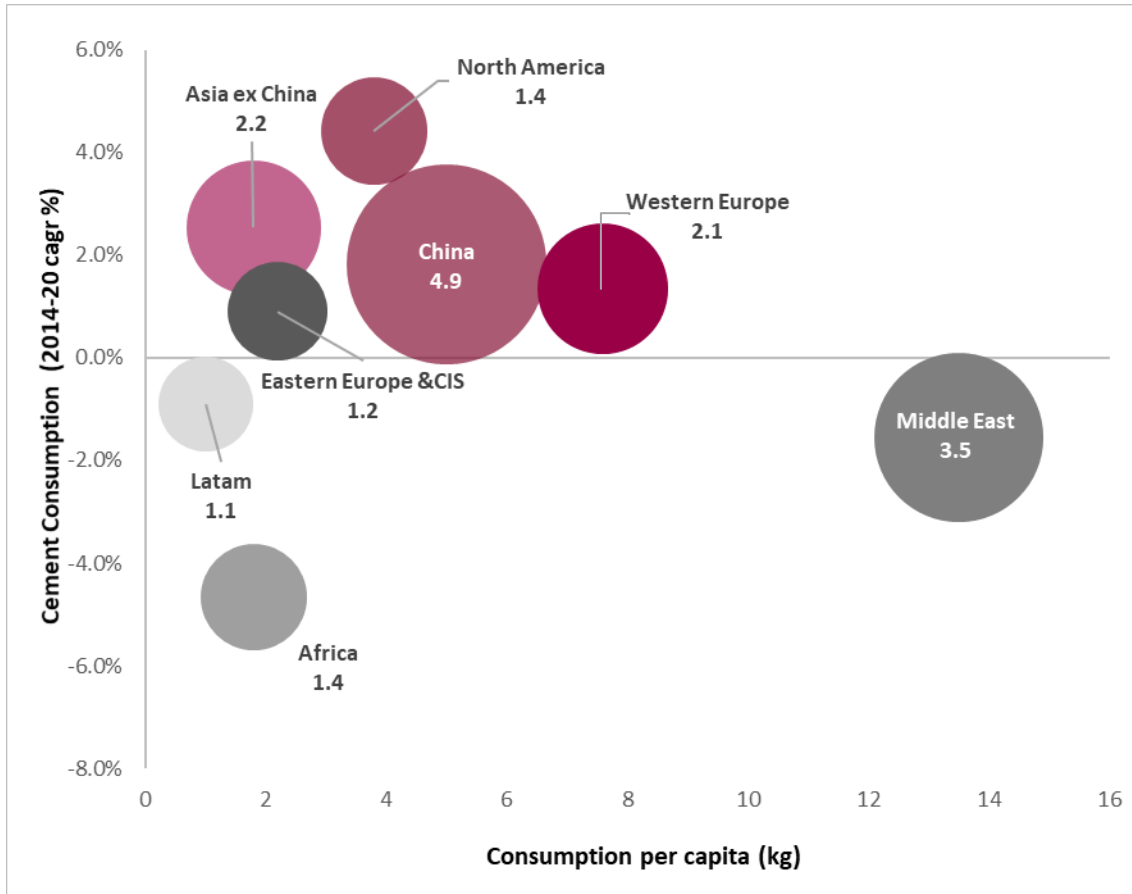
Local sales force and/or controlled
logistic setup in 20 key target markets

80+ countries
Commercial Presence

Sales in more than 80 countries

White cement consumption by macro-area

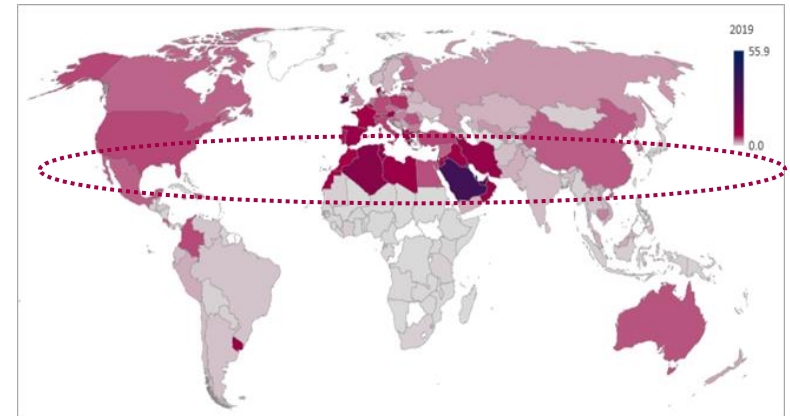
Global white cement demand stands at around **19m tons** in 2020



Bubbles size proportional to market size; figures show 2020 actual consumption (Mt). Countries in red are those where Cementir is #1

- ✓ Per capita consumption is the highest in the Middle East (approx. 14 kg), where consumption is declining
- ✓ All areas where Cementir Holding is leader recorded the highest per capita consumption growth in 2014-20
- ✓ North America, where Cementir is the only manufacturer, is the country with the highest consumption growth

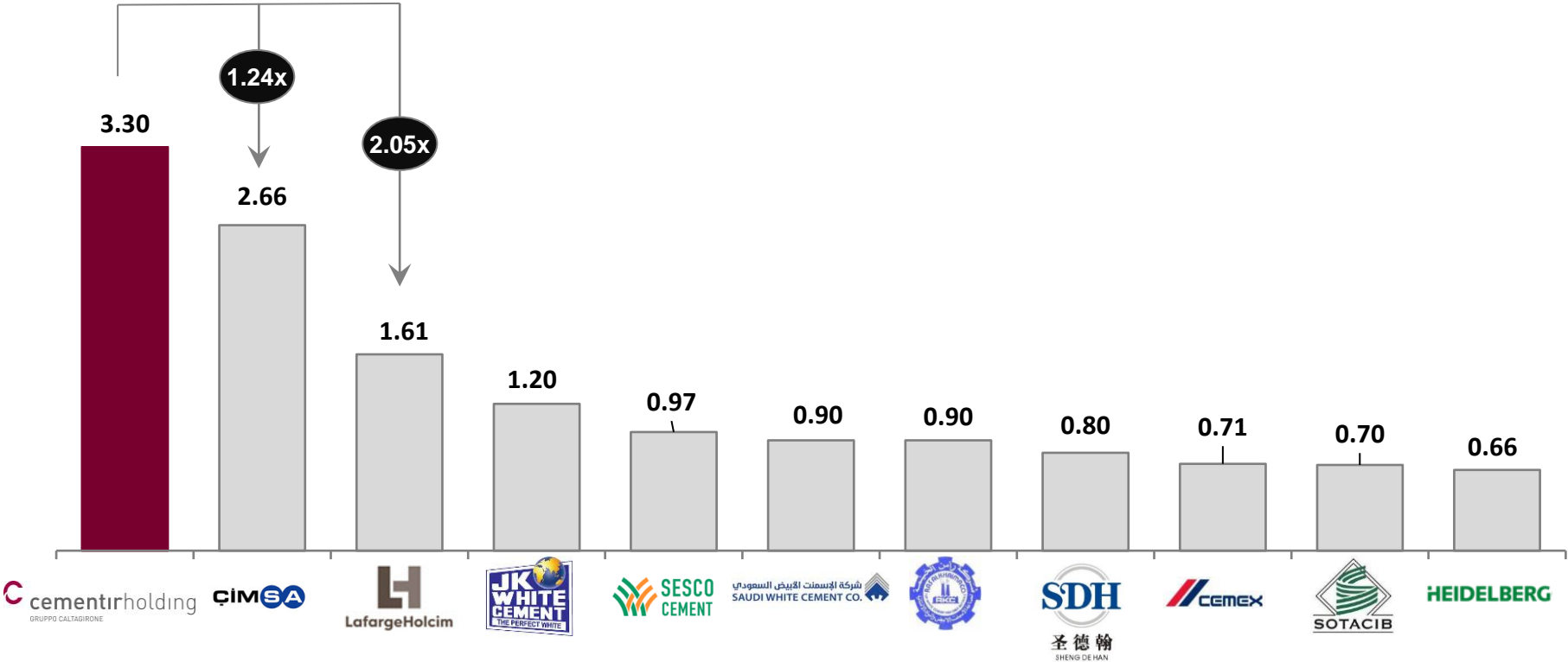
White cement consumption per capita by country (kg)



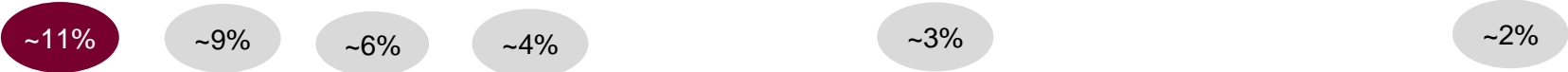
Red dots show the «white cement belt» i.e. the area with highest per capita consumption. Colour Intensity proportional to consumption (dark red: high consumption)

Source: Cementir estimates, CW Research.

Largest white cement manufacturers' capacity (Mt)



% share of global white cement capacity (Total capacity= 29 Mt)



Source: Cementir estimates, CW Research

Unlimited White Cement applications

Segments:

1. Pre-stressed and Ordinary Reinforced Precast
2. Precast Products
3. Artificial Stones
4. GRC (Glass Fiber Reinforced Concrete)
5. UHPC (Ultra High-Performances Concrete)
6. Dry Mix Mortars
7. RMC

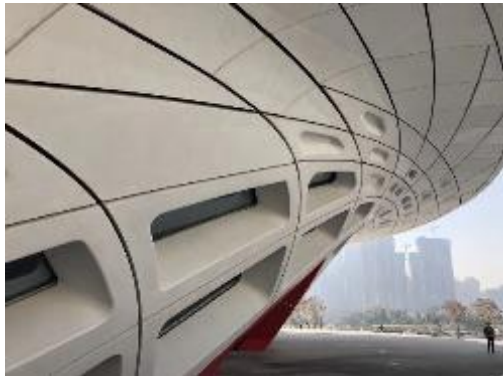


1. Pre-stressed concrete façade: Chengdu Jingchuan Office Building, China

2. Paving blocks: Kerb, Poland



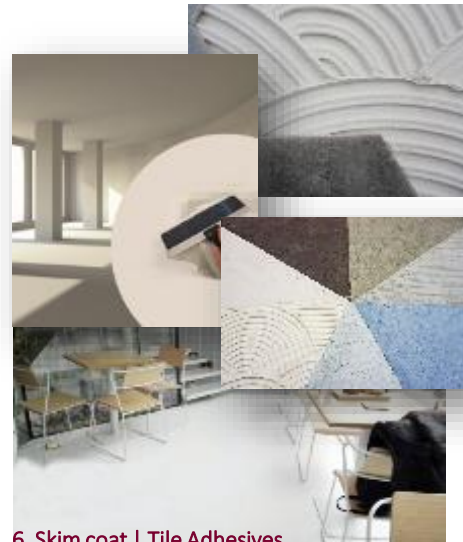
3. Artificial stone: Villa façade application, France



4. GRC façade: Changsha Meixihu Art Museum, China | Zaha Hadid Architects



5. UHPC staircase in Per Aarsleff office building, Denmark



6. Skim coat | Tile Adhesives
Self levelling floor screed | Stucco



7. Cast in-situ concrete: Huai'an Shilian Chemical Plant, China | Architect: Alvaro Siza

Cementir key innovations

FUTURECEM®

Sustainable patented solution for cement, RMC and innovative products. Technology enables concrete with reduced clinker content (greener) and by exploiting two largely available materials on earth (sustainable).



FUTURECEM

Launched in Denmark in January 2021 and in February 2022 in France and Benelux

Ultra-high Performance Concrete (UHPC)

Ready-to-use, self-compacting RMC products for very high aesthetical, mechanical and durability performance – wet-cast casting method – semi-structural or structural



AALBORG
EXTREME™

Aalborg Extreme® Light 120 in the market since October 2018

Glass Fiber Reinforced Concrete (GFRC)

Ready-to-use, high performance mortar products for very high aesthetical – primary focus is surface detail and finishing – wet-cast casting or sprayed method – semi-structural



AALBORG
EXCEL™

Product in the pipeline: in the market since December 2019

3D Concrete printing

Ready-to-use, high performance RMC mortar products for 3D printing technology – primary focus is buildability and surface finishing – structural, semi-structural and non-structural



AALBORG
EXPLORE™

Product under development

New Solutions

AALBORG INBIND™

White cementitious binder to be used in mortar and concrete recipes for high performance and highly aesthetical applications.

AALBORG RECOVER™

White cast-in-place Ultra High-Performance Concrete for a durable and impervious overlay solution

Products to be launched in 2022



ESG Commitment and 2022-2024 Industrial Plan

CCB's Gaurain plant, Belgium

Our Sustainability journey since 2019



2019

- **New organization** and Sustainability Governance with **Group Sustainability Committee**
- Definition of **25 ESG objectives**
- **30%** CO2 emissions reduction target
- Shift from mandatory reporting to ESG voluntary disclosure



2020

- Integration of Sustainability into **Corporate Strategy** with **2030 Roadmap** on CO₂ emissions reduction
- 2050 **Net Zero** ambition
- **Human rights** formal monitoring



2021



- Launch of **FUTURECEM®** on the market
- Cementir joins the **European Climate Pact** against climate change
- **Science Based Target initiative** validated our “well below 2°C” emission reduction objectives
- **Group Sustainability Committee** within Cementir Board of Directors
- **Scope 3** emissions assessment
- First **CDP water security** questionnaire filed
- Non-financial KPIs embedded into short-term incentive plan



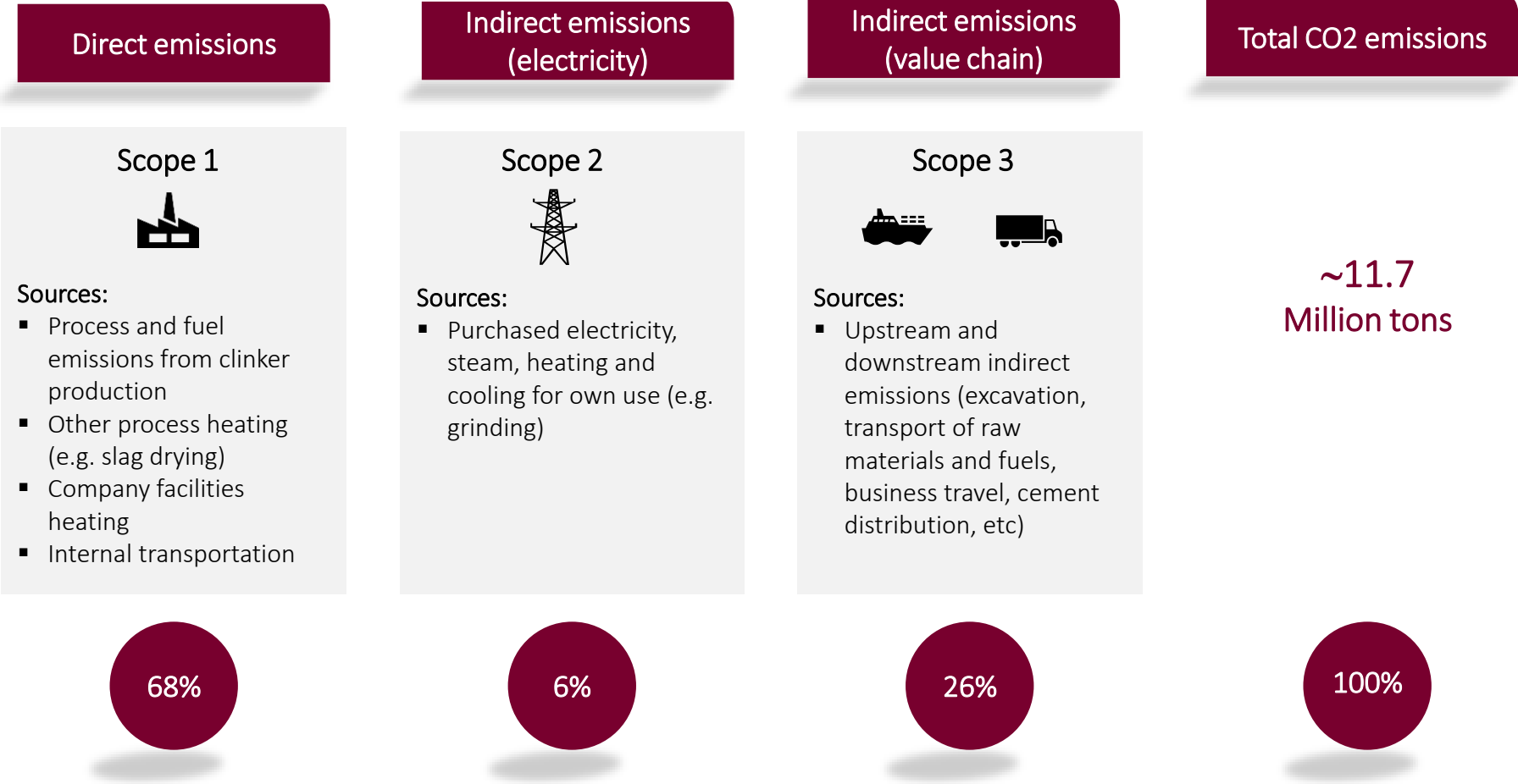
2022

- All cement plants ISO 45001-certified
- **UN Global Compact** Commitment

Rating improvement reflects ESG commitment

Rating	Ranking Scale (Worst-> Best)	2019	2020	2021
 Climate Change	D- to A F: no filing	F	B	A-
 Water Security	D- to A F: no filing	F	F	B
 MSCI	CCC to AAA	BBB	BBB	BBB
 REFINITIV	0 to 100		32	63
 V.E	0 to 100	38	45	45
 Gaia	0 to 100	57	73	76
 INTEGRATED GOVERNANCE INDEX	0 to 100	45	61	54

Scope 1, 2 and 3 CO₂ emissions footprint today (*)



Scope 1

Sources:

- Process and fuel emissions from clinker production
- Other process heating (e.g. slag drying)
- Company facilities heating
- Internal transportation

Scope 2

Sources:

- Purchased electricity, steam, heating and cooling for own use (e.g. grinding)

Scope 3

Sources:

- Upstream and downstream indirect emissions (excavation, transport of raw materials and fuels, business travel, cement distribution, etc)

Total CO₂ emissions

~11.7 Million tons

68%

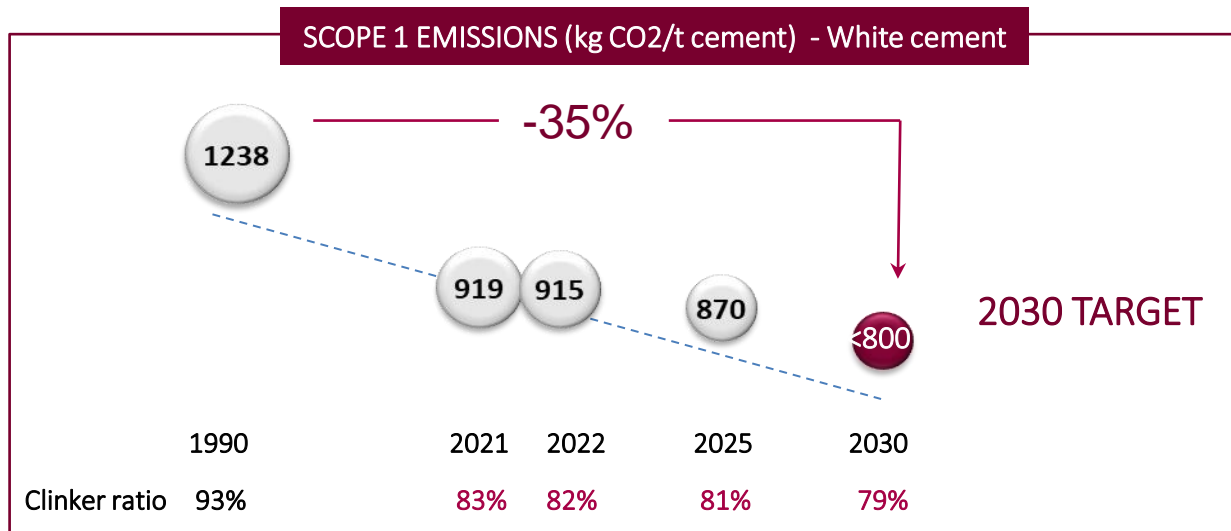
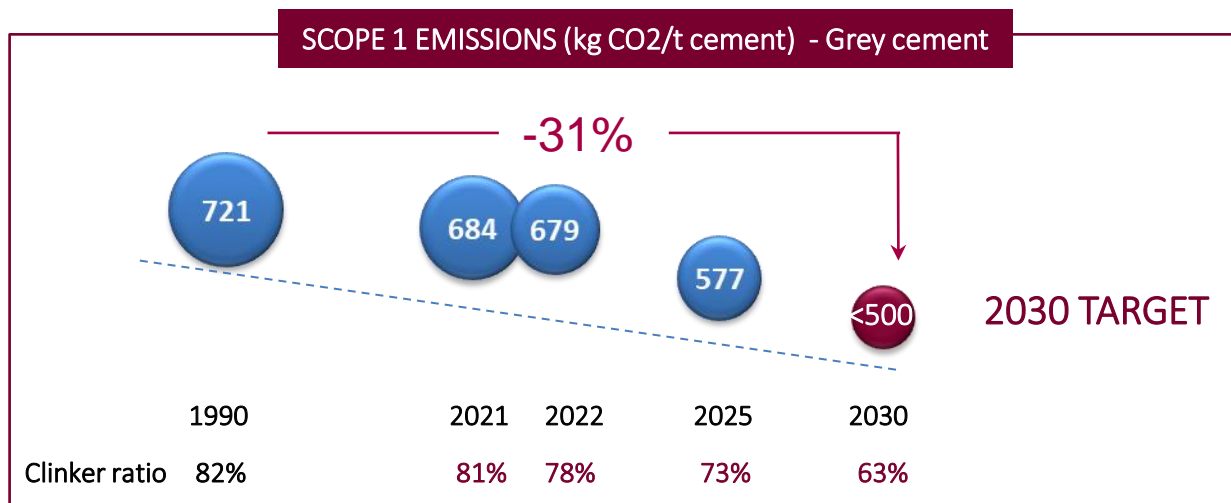
6%

26%

100%

(*) 2021 figures. According to GHG protocol (Scope 2 emissions are calculated by applying the location-based method)

Scope 1 emissions 2030 Decarbonization targets



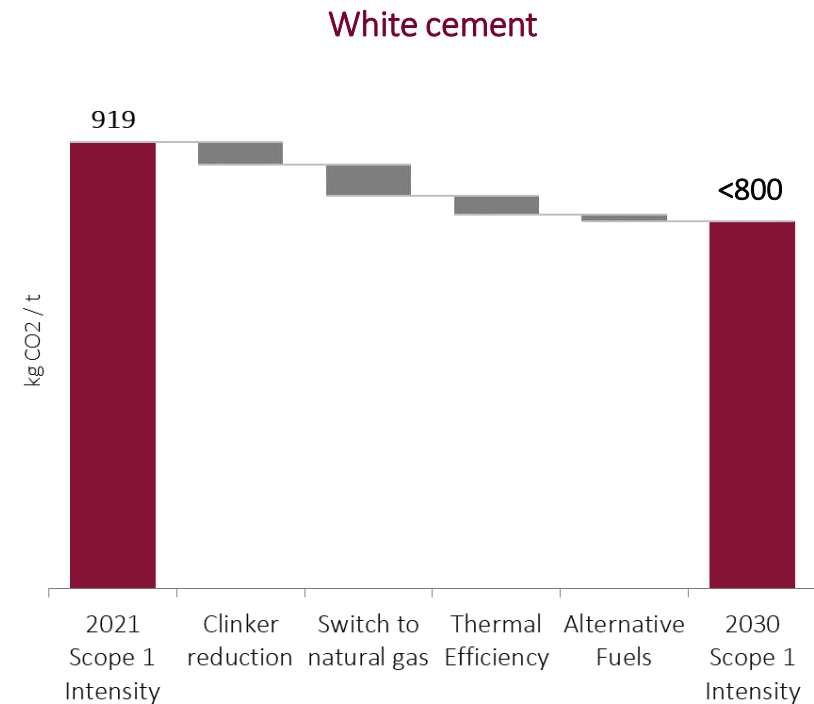
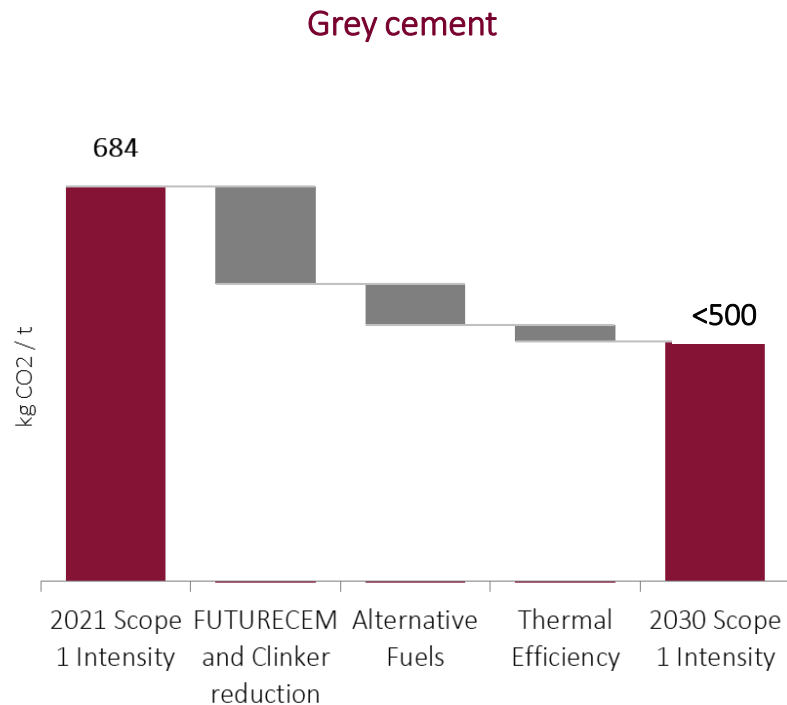
LEVERS

- **FUTURECEM®** and other low carbon products
- **Raw materials:** use of calcined clay, GBFS, fly ash and limestone
- **Circularity:** materials and process waste recycling
- **Energy:** switch to natural gas, biomass and biogas (Denmark and Belgium by 2025), alternative fuels, district heating, green power
- **Process:** plants upgrade (Cementir 4.0), clinker ratio reduction, Kiln heat consumption reduction, waste heat recovery, predictive maintenance
- **Logistics:** green transportation (hybrid trucks), smart logistics, network and routes optimization, eProcurement

Scope 1 emission reduction waterfall

2030 Roadmap earmarks three main levers to reduce Scope 1 emissions:

- FUTURECEM® and other low carbon products
- Increase of alternative and/or less carbon intensive fuels
- Thermal energy efficiencies



Low carbon and sustainable product pipeline

LOW CARBON CEMENT

- Limestone calcined clay technology



- Blended cement with lower clinker content, based on fly ashes, blast furnace slag and pozzolana
- New grey cement brands in Turkey



- White limestone-blended cement

SUSTAINABLE READY-MIX CONCRETE

- More sustainable RMC products by leveraging on **recycled aggregates** and **low carbon cements**
- Optimization of mix designs, use of new additives, cement types, fillers and binders
- Close relationship with customers to develop new products
- Brand **UNI-Green** launched in Scandinavia with 25% less CO₂
- Brand **C-Green Neutral** and **C-Green Recyc** in Belgium and France



Belgium and France



Scandinavia

RECYCLED AGGREGATES

- Use of recycled concrete for aggregates reducing the use of natural resources and landfilling

LOW CARBON SOLUTIONS



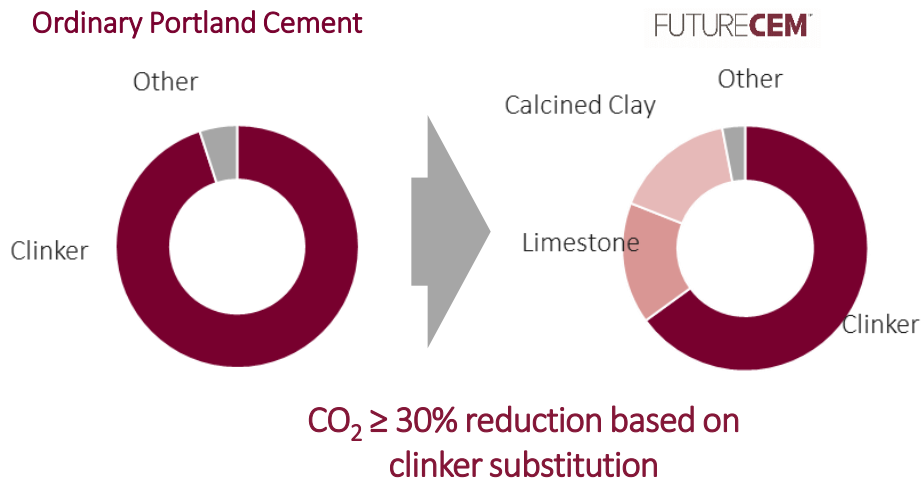
Under development



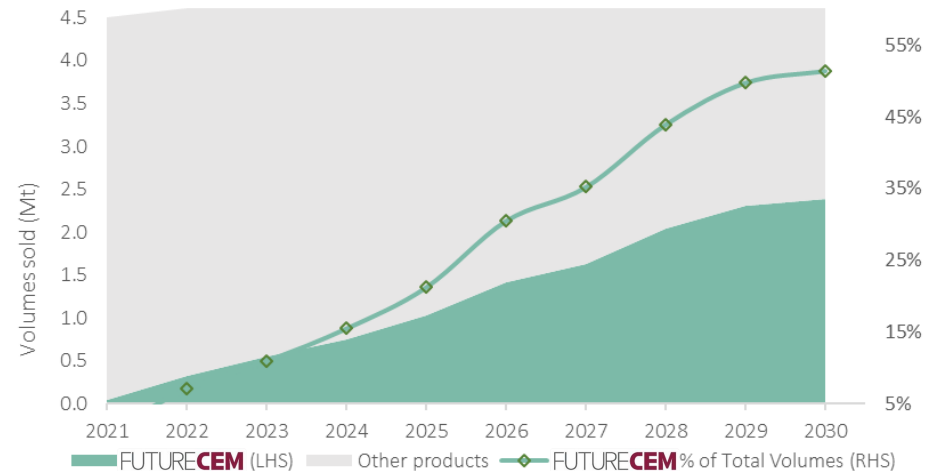
Under development

FUTURECEM® is a key pillar of our sustainability strategy

- Proprietary limestone calcined clay technology which enables over **30% CO₂ reduction compared to ordinary Portland through clinker substitution**
- Allows to produce a greener and more sustainable concrete while preserving overall performance strength
- Fully acknowledged by IEA as clinker ratio reduction solution (*)
- Recognized in the EN 197-5 European standard for II/C-M cements
- 2021: Launch in Denmark with sales targets achieved.
- 2022: Launch in France and Benelux. Progressive roll-out in all regions within 2030.
- By 2030 FUTURECEM® is expected to represent around **51%** of total volumes sold in Europe and **60%** of grey cement volumes



FUTURECEM® roll-out plan - Volumes sold in EU



(*) Roadmap for Low Carbon transition in the cement industry by the International Energy Agency, 2018; "low clinker cements" in the "Cementing the European Green Deal", 2020

New breakthrough technologies: Carbon, capture, usage and storage

Through Aalborg Portland, Cementir participates in several CCUS projects



Concept study of carbon capture and CO2 hub in Aalborg

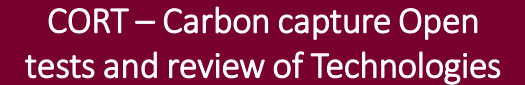
- **Technology:** Liquefaction facility for storage and a Power-to-X plant for utilizing captured CO₂ in reaction with hydrogen for producing the green e-fuel eMethanol.
- **Project period:** August 2020 – July 2022
- **Funds:** co-funded by the Danish Energy Technology Development and Demonstration Programme (EUDP)
- **Project participants:** Aalborg Portland, Port of Aalborg, Aalborg Energi Holding, European Energy, Aalborg University, Cemtec Fonden (Hydrogen Valley), DFDS, Reno-Nord



Techno-economic viability of green electricity-based, energy-efficient CCU innovations.

The pilot project is designed to collect **100 kg of CO₂ per hour** with a **mobile demonstration plant at Aalborg, DK (from Nov. 2023)**

- **Technology:** Method based on electrochemical gas separation at low temperatures by using an alkaline liquid as binder.
Captured carbon will be converted into high added-value products (formate, formic acid) with enhanced marketability
- **Project period:** April 2021 - March 2025
- **Funds:** ~13 M€ of European funds (Horizon 2020)



Demonstration of solvents and process technologies for amine process carbon capture.

A mobile test unit placed at Aalborg plant in October 2022 for one year.

- **Project period:** August 2022 - July 2025
- **Funds:** funding from Innovation Fund Denmark
- **Project participants:** Pentair (carbon capture equipment), Aalborg Portland, DTU, Oersted (biomass electricity plant), Aalborg University, ARC (waste incinerator), Aalborg University, Force (measuring equipment)

Cementir is part of two consortia of the Innovandi Open Challenge

Global program to bring together tech start-ups and GCCA member companies to drive innovation and help solve the climate challenge



Six consortia between start-ups and cement companies to accelerate ground-breaking technologies for achieving net zero

Consortium MOF Technology

- MOF Technologies has developed a mechanochemical manufacturing process to accelerate the synthesis of Metal-Organic Frameworks (MOFs) to allow carbon capture
- Supported by Cementir Holding, Buzzi Unicem, Cimentos Molins and HeidelbergCement

Consortium Saipem

- Saipem has developed a revolutionary carbon capture technology based on enzymes
- Supported by Cementir Holding, Buzzi Unicem, Cemex, Holcim, Titan Cement Group, Cimentos Molins, GCC, Votorantim

2024 Financial targets (*)

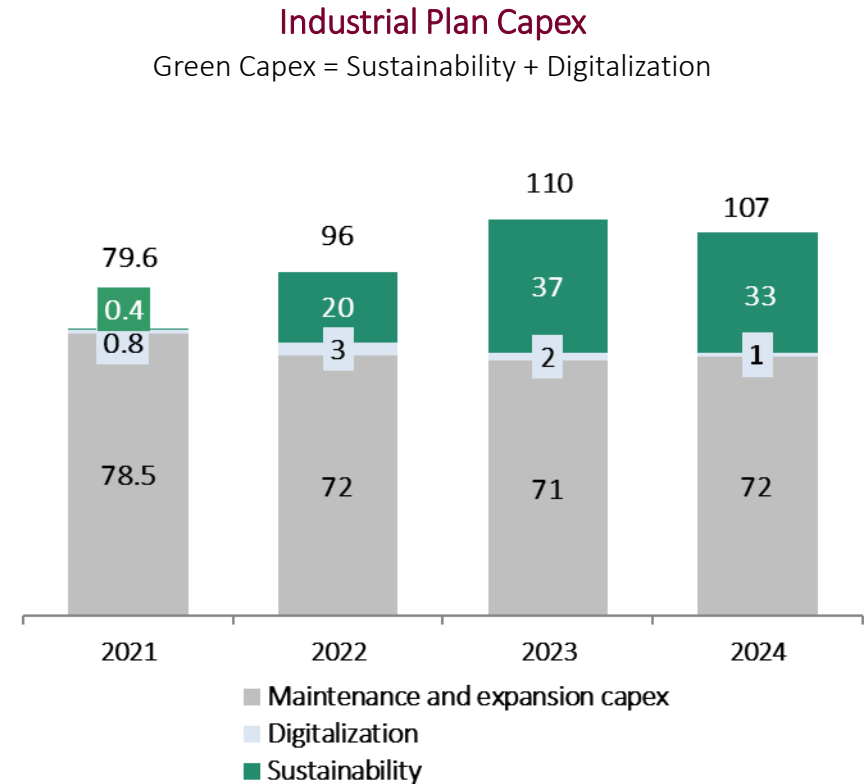
EUR million	2021 A	2024	
Revenues	1,360	~ 1,650	<ul style="list-style-type: none"> ➤ ~7% Sales CAGR in the 2021-24 period ➤ 3-4% cement and RMC volumes CAGR ; ~6% aggregates volumes CAGR (**) ➤ Price increases across all markets
EBITDA (recurring)	300	~ 350	<ul style="list-style-type: none"> ➤ ~ 5% EBITDA CAGR as fuels and electricity are expected to increase ahead of inflation in constant currency ➤ ~ 500,000 tons CO₂ average yearly shortage, with an indexed mechanism on prices covering excess CO₂ costs
EBITDA Margin	22%	21%	<ul style="list-style-type: none"> ➤ Revenues inflated by CO₂ recharge on average prices and recovery of fuel and logistic costs
Avg. Yearly Capex (including Green Capex)	79.6	104	<ul style="list-style-type: none"> ➤ Ordinary Capex / Sales ratio between 4-5% ➤ Green Capex of cumulative 97 M€ includes FUTURECEM® value chain, district heating, waste heat recovery, alternative fuels, cleaner fuels switch investments
Net (Debt)/Cash	(40)	> 300 Net Cash	<ul style="list-style-type: none"> ➤ Cumulative ~ 340M€ Free cash flow generation, assuming a dividend payout ratio between 20-25%

(*) Barring further Covid-19 restrictions/ lockdowns and any intensification of the Ukraine crisis

(**) Aggregate volumes include the acquired aggregate business in Turkey contributing ~ 3.6 Mt per annum

2022-24 Capex highlights

- **97 M€** of «green» investments, focused on operational efficiency through plant upgrades, digitalisation of industrial processes and product innovation
- 2021 sustainability capex lower than planned due to one-year postponement of Belgian kiln upgrade
- Main initiatives:
 - Facility upgrade for FUTURECEM® production in Aalborg, Denmark
 - Switch to natural gas/biogas in Aalborg
 - Kiln upgrade in Gaurain, Belgium
 - District Heating in Aalborg

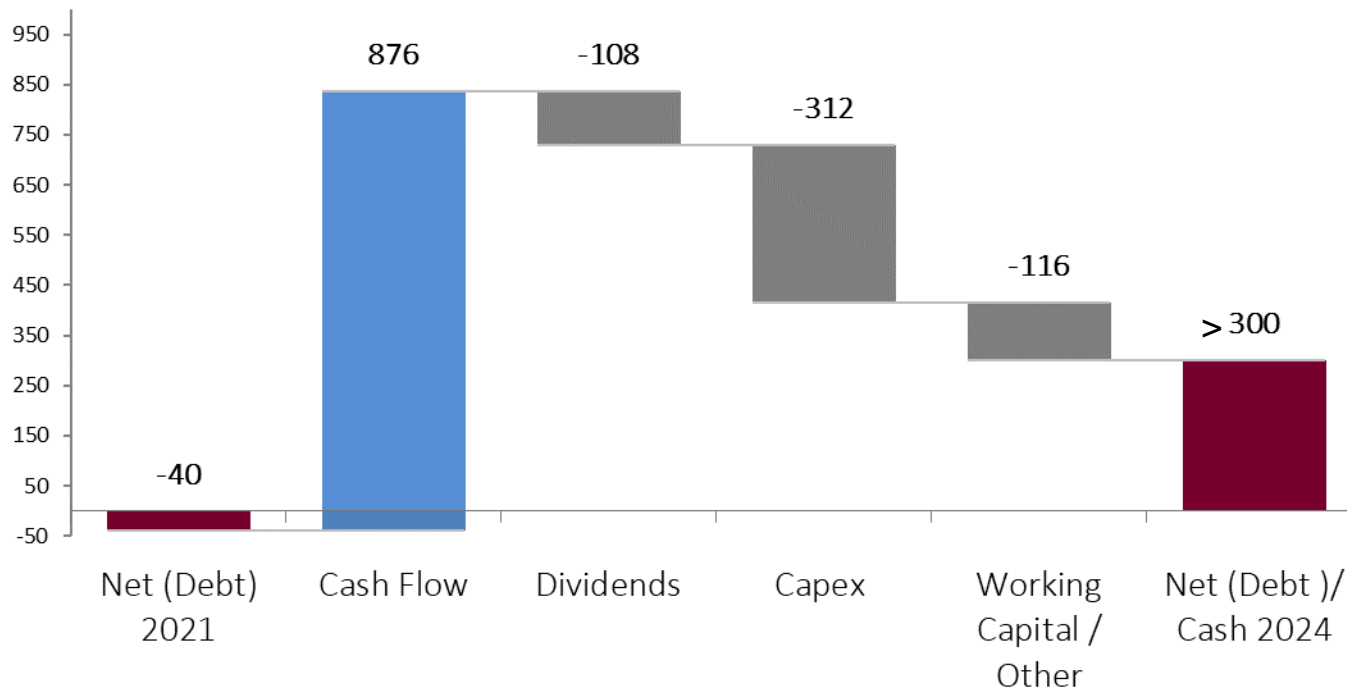


2022-24 industrial plan: strong cash generation objectives

~ **340M€** cumulative Free Cash Flow in 2022-24

~ **312M€** cumulative Capex of which Green Capex is **97M€**

Euro Millions



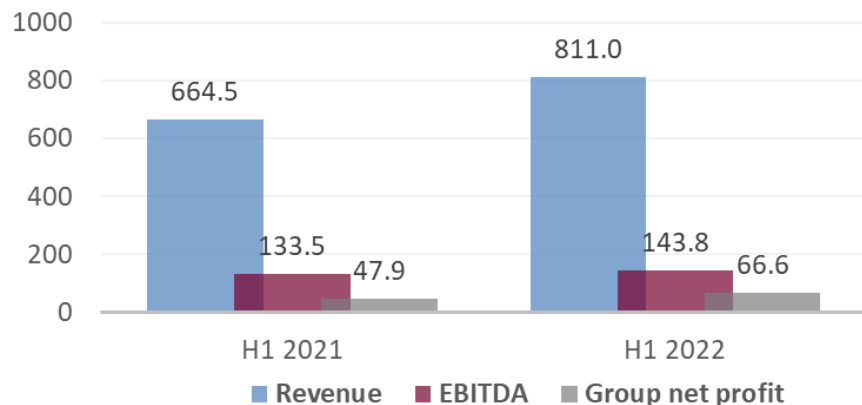


2022 First Half results

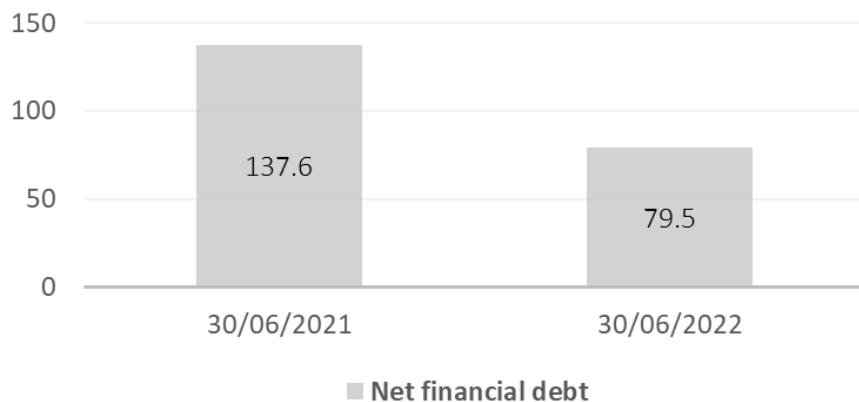
Aalborg plant, Denmark

2022 First Half results highlights

EUR million



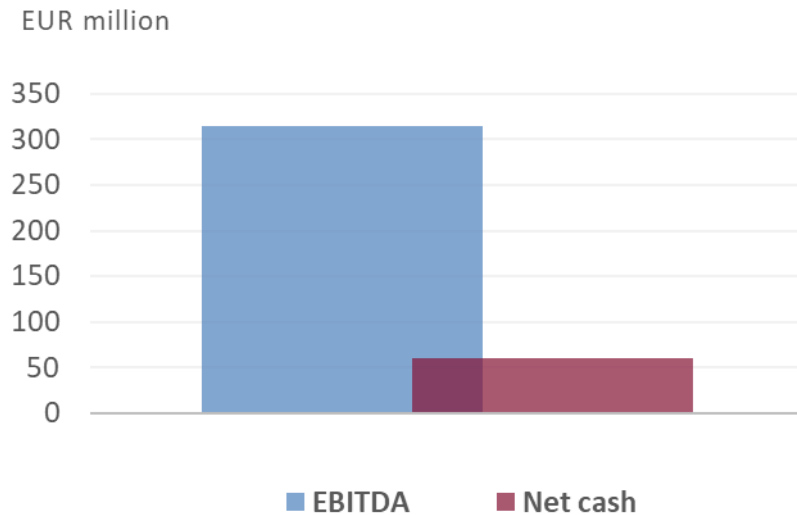
EUR million



- From June 2022 Turkey is considered as “hyperinflationary” and IAS 29 has been applied as at 30 June 2022.
- **Revenues reached 811 M€ (+22% yoy); Revenues excluding IAS 29 reached 805 M€ (+ 21,2% yoy)**, driven by price increases
 - Cement volumes down by **0.8%** due to negative trend in Turkey, China and Denmark
 - RMC volumes down by **5.1%** with slowdown in Turkey, Denmark and Sweden and aggregates down by **0.6%**
- **EBITDA reached 143.8 M€ (+7.7% yoy) ; EBITDA excluding IAS 29 impact: 154.7 M€ (+15.9% yoy)**
 - (+) Belgium, Turkey and US; (-) Nordic & Baltic and Asia Pacific
 - EBITDA includes 11.1 M€ of Turkish non-industrial property land revaluation
- **EBIT reached 82.3 M€ (+4.1% yoy); EBIT excluding IAS 29 impact: 98 M€ (+23.9% yoy)**
- **Group Net Profit of 66.6 M€ (+39.1% yoy)**
- **Net Financial Debt reached 79.5 M€**, a reduction of **58.1 M€** year on year including IFRS 16 impact, 6.3 M€ of share buyback (*) and 28 M€ dividend distribution
- **Free cash flow generation of 92.4 M€** in the last twelve months

(*) Impact from 1/7/21 to the end of the buy back program on 12/10/21

2022 Full Year Guidance



- Revenues > 1.5 BN€
- EBITDA ~ 305 - 315M€
- Net cash ~ 60 M€
- Capex ~ 95 M€

Guidance refers to like-for-like ongoing operations

These expectations do not take into account any intensification of the current crisis in Ukraine or new situations of resurgence of the Covid-19 pandemic and the potential negative effects on demand deriving from the worsening of the macroeconomic scenario. Since the expectations described above are based on a series of assumptions that are beyond the control of management, the results could differ significantly from these forecasts.. As the expectations described here are based on certain preconditions and assumptions that are beyond management's control, actual results may deviate significantly from such expectations. The foregoing exclusively reflects the point of view of the company's management, and does not represent a guarantee, a promise, an operational suggestion or even just an investment advice.



Appendix

Hyperinflation in Turkey – Application of IAS 29

(EUR million)	30 June 2022	IAS 29 effect	30 June 2022 without IAS 29
Total assets	2,437.2	196.1	2,241.1
Total liabilities	966.2	18.4	947.9
Total Shareholders' Equity	1,471.0	177.8	1,293.2

(EUR million)	30 June 2022	IAS 29 effect	30 June 2022 without IAS 29
REVENUE	811.0	5.9	805.2
TOTAL OPERATING REVENUE	872.5	2.7	869.8
Raw materials costs	(410.0)	(11.9)	(398.1)
Personnel costs	(101.7)	(0.6)	(101.0)
Other operating costs	(217.1)	(1.1)	(216.0)
TOTAL OPERATING COSTS	(728.7)	(13.7)	(715.1)
EBITDA	143.8	(11.0)	154.7
Amortisation, depreciation, impairment losses and provisions	(61.5)	(4.7)	(56.8)
EBIT	82.3	(15.7)	98.0
NET FINANCIAL INCOME (EXPENSE)	17.7	15.5	2.1
PROFIT BEFORE TAXES	99.9	(0.2)	100.1
Income taxes	(25.3)	(3.9)	(21.4)
PROFIT FOR THE PERIOD	74.6	(4.0)	78.7
Attributable to:			
Non controlling interests	8.1	0.4	7.7
Owners of the Parent	66.6	(4.4)	71.0

From June 2022, Turkey is considered hyperinflationary based on the criteria of IAS 29 – Financial reporting in hyperinflationary economies

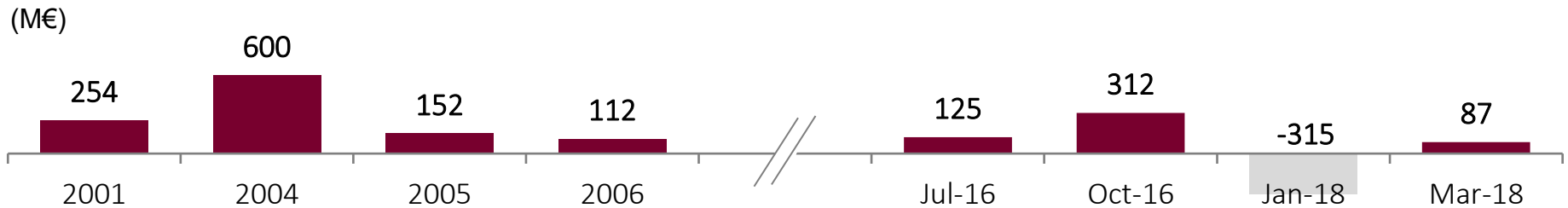
Main effects of IAS 29 application:

- Current and prior period financial information are not comparable
- the financial statements of Turkish subsidiaries have been remeasured by applying the general Consumer Price Index to historical data to reflect changes in the purchasing power at the reporting date.
- the remeasurement of non-monetary items, the components of equity and of the income statement recognized in H1 2022, was included under “Financial Income and Expense”.
- For translation into Euro, all income statement balances were translated at the closing rate as at June 30th, 2022 rather than the average rate.

Periods	Inflation rated applied
From January 2005 to 31 December 2021	503.30%
From January 2022 to 30 June 2022	42.35%

M&A track record

Since 2001 over EUR **1.7 billion** invested with no recourse to shareholder equity



2001 - Cimentas AS and Cimbeton AS

Entered the Turkish cement market with 2 plants

2004 - Aalborg Portland A/S and Unicon A/S

Transforming deal:

- **Product diversification** (new products: white cement and aggregates and strong position in ready-mix)
- **Geographical presence** (new countries: Denmark, Norway, Sweden, Egypt, Malaysia, China, US)

2005

Edirne plant in Turkey

Vianini Pipe Inc. in US (Concrete products)

2006

Elazig plant in Turkey

Jul. 2016 - Sacci

Cement and ready-mix in Italy

Oct 2016 - Compagnie des Ciments Belges

- Cement, aggregates and ready-mix in Belgium
- Ready-mix in France

Jan. 2018 – Sale of all assets and activities in Italy

Disposal of cement and RMC businesses
Cash in of 315 M€ in January 2018

Mar. 2018 – Acquisition of 38.75% stake in Lehigh White Cement Company

Majority stake of 63.25%. Largest player in the U.S. white cement market

From being a 100% domestic player, Cementir today has operations in 18 countries

Differences between white and grey cement

	White Cement	Grey Cement
Market Size	<ul style="list-style-type: none"> ✓ ~ 20 million tons per year (0,5% of grey) ✓ Niche product: high value, small volumes 	<ul style="list-style-type: none"> ✓ > 4 billion tons per year ✓ Commodity: basic value, large volumes
Industry Features	<ul style="list-style-type: none"> ✓ Raw materials scarcity, fewer producers, growth end-markets, high switching costs, export-driven 	<ul style="list-style-type: none"> ✓ Raw materials widespread presence, many producers, cyclical end-markets, local demand (only 5% exported)
Growth drivers	<ul style="list-style-type: none"> ✓ Consumption driven by home renovation, restructuring and technology. High tech product ✓ Higher market growth rates in developed countries 	<ul style="list-style-type: none"> ✓ Consumption driven by infrastructure & residential-commercial. Low tech product. ✓ Demand growth in line with GDP in developed countries
End markets	<ul style="list-style-type: none"> ✓ Main clients are large dry mix players (Saint Gobain-Weber, Mapei, etc) and pre-cast producers 	<ul style="list-style-type: none"> ✓ Main clients are ready-mix companies, construction companies and pre-cast producers
Product Features	<ul style="list-style-type: none"> ✓ High workability, high electrical conductivity, aesthetics. Increasingly used for landmark buildings, urban fittings, eco-friendly construction projects 	<ul style="list-style-type: none"> ✓ The most widespread construction material, used mostly for new build and infrastructure

Disclaimer and Other information

•This presentation has been prepared by and is the sole responsibility of Cementir Holding N.V. (the “Company”) for the sole purpose described herein. In no case may it or any other statement (oral or otherwise) made at any time in connection herewith be interpreted as an offer or invitation to sell or purchase any security issued by the Company or its subsidiaries, nor shall it or any part of it nor the fact of its distribution form the basis of, or be relied on in connection with, any contract or investment decision in relation thereto. This presentation is not for distribution in, nor does it constitute an offer of securities for sale in Canada, Australia, Japan or in any jurisdiction where such distribution or offer is unlawful. Neither the presentation nor any copy of it may be taken or transmitted into the United States of America, its territories or possessions, or distributed, directly or indirectly, in the United States of America, its territories or possessions or to any U.S. person as defined in Regulation S under the US Securities Act 1933 as amended.

•The content of this document has a merely informative and provisional nature and is not to be construed as providing investment advice. The statements contained herein have not been independently verified. No representation or warranty, either express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness, correctness or reliability of the information contained herein. Neither the Company nor any of its representatives shall accept any liability whatsoever (whether in negligence or otherwise) arising in any way in relation to such information or in relation to any loss arising from its use or otherwise arising in connection with this presentation. The Company is under no obligation to update or keep current the information contained in this presentation and any opinions expressed herein are subject to change without notice. This document is strictly confidential to the recipient and may not be reproduced or redistributed, in whole or in part, or otherwise disseminated, directly or indirectly, to any other person.

•The information contained herein and other material discussed at the presentation may include forward-looking statements that are not historical facts, including statements about the Company’s beliefs and current expectations. These statements are based on current plans, estimates and projections, and projects that the Company currently believes are reasonable but could prove to be wrong. However, forward-looking statements involve inherent risks and uncertainties. We caution you that a number of factors could cause the Company’s actual results to differ materially from those contained or implied in any forward-looking statement. Such factors include but are not limited to: trends in company’s business, its ability to implement cost-cutting plans, changes in the regulatory environment, its ability to successfully diversify and the expected level of future capital expenditures. Therefore, you should not place undue reliance on such forward-looking statements. Past performance of the Company cannot be relied on as a guide to future performance. No representation is made that any of the statements or forecasts will come to pass or that any forecast results will be achieved.

•By attending this presentation or otherwise accessing these materials, you agree to be bound by the foregoing limitations.

Investor Relations:

Phone +39 06 32493305

Email invrel@cementirholding.it

Web Address:

www.cementirholding.com

2022 Financial Calendar:

9 March Full year 2021 Results

21 April AGM

5 May First Quarter Results

27 July First Half Results

3 November Nine Months Results

Stock listing information:

Euronext Milan market, Euronext STAR Milan segment

Ticker: CEMI.IM (Reuters)

Ticker: CEM.IM (Bloomberg)

Registered Office:

Zuidplein 36

1077 XV – Amsterdam, The Netherlands