



*Borsa Italiana - Infrastructure & Energy Day
September 9th, 2021*

Agenda

Group Highlights

3

White Cement Global Leadership

8

Industrial Plan and ESG commitment

14

2021 First Half Results

24

Appendix

34

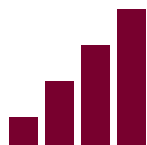
Group Highlights



Sky Park, Bratislava (Slovakia)

Cementir at a glance

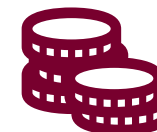
€ 1.2 BN
Annual Sales



2,995
Employees



12% ROCE



€ 1.3 BN
Net capital
employed

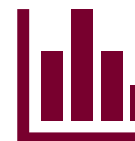


13.1 M tons



Cement Capacity

20% share*
White Cement
globally



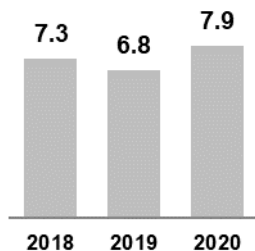
Business segments



GREY CEMENT



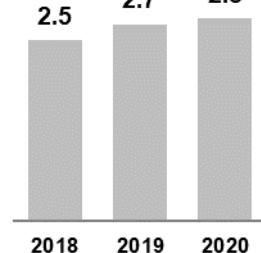
Volumes sold (mt)



WHITE CEMENT



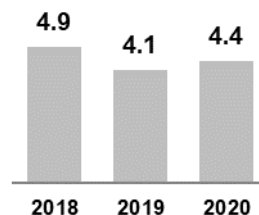
Volumes sold (mt)



READY-MIXED CONCRETE



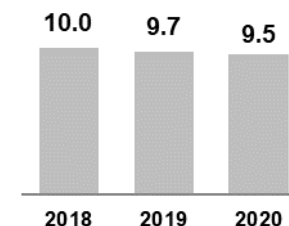
Volumes sold (mm³)



AGGREGATES



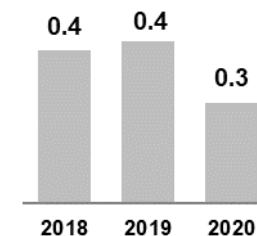
Volumes sold (mt)



WASTE / OTHER (*)



Waste processed (mt)



2020 Figures

REVENUE = 779 M€
EBITDA = 208 M€
EBITDA margin = 27%

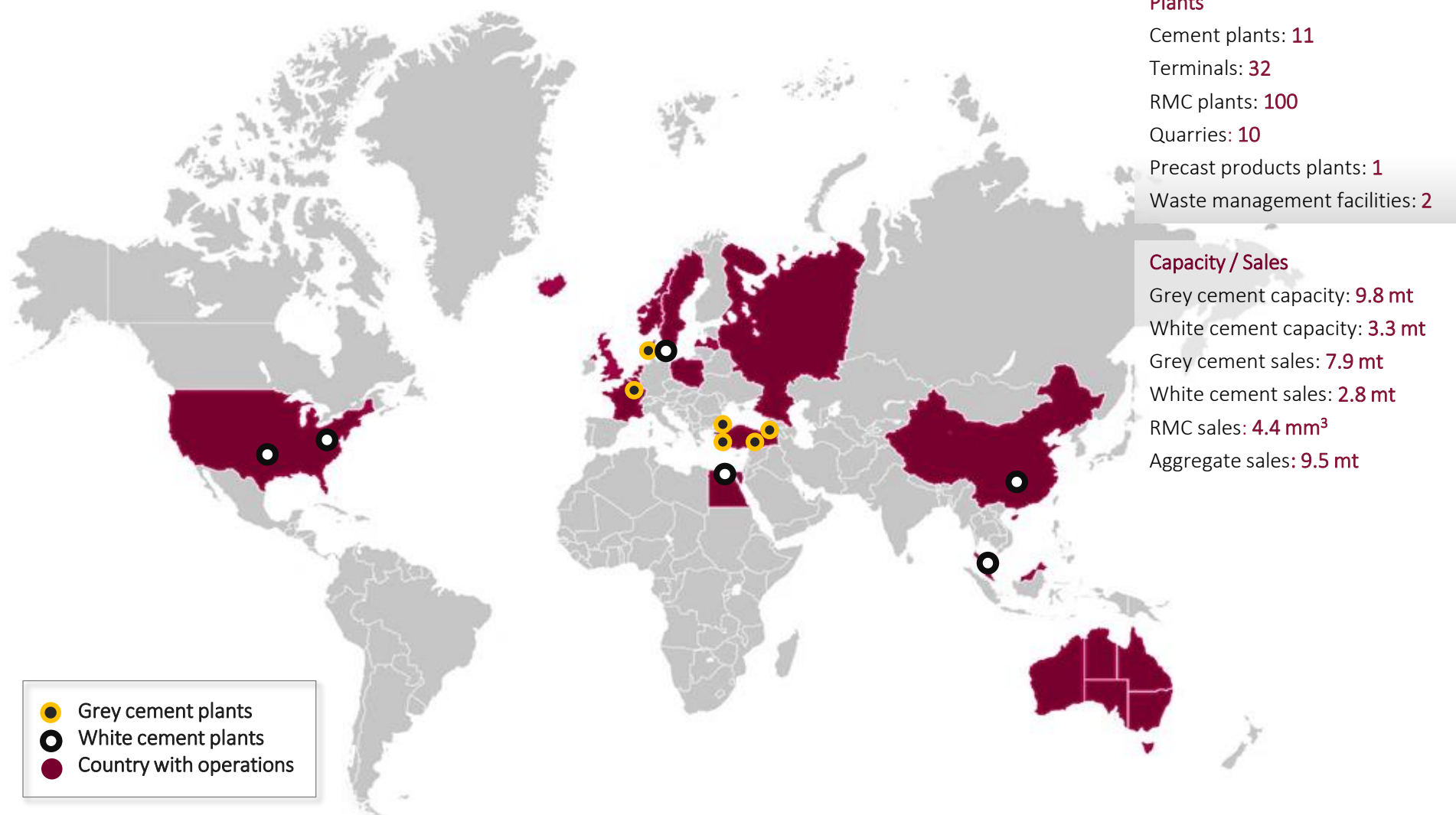
REVENUE = 391 M€
EBITDA = 35 M€
EBITDA margin = 9%

REVENUE = 92 M€
EBITDA = 31 M€
EBITDA margin = 33%

REVENUE = 99 M€
EBITDA = -10 M€

(*) Includes: waste, trading, concrete products, holding.
EBITDA includes € 2.4M one-off due to settlement agreements

Industrial Footprint

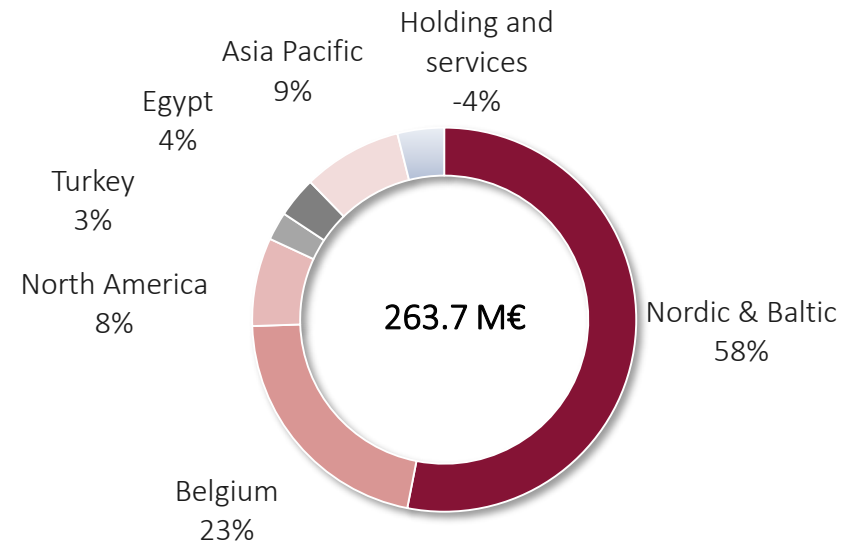


Data as of December 31st, 2020

Strategy based on sustainable growth

- Strengthen white cement global leadership, focus on high-value added solutions and special cements (Futurecem™)
- Significant green investments of **107 M€** over the 2021-2023 Industrial Plan
- Improve profitability and operational efficiency with product innovation, digitalization of industrial processes and green investments
- Further diversify business portfolio by region and product
- Leverage on unique vertically integrated platforms in the Nordics, Belgium and Turkey

2020 EBITDA breakdown



85% 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

2.8 Mt White cement and clinker
volumes sold in 2020



**Local leadership
and production**

#1 in USA, Continental Europe,
Oceania and South-East Asia



25%
*Share of Global
Traded flows*

Global leader in trading flows
In 2020, exports accounted for 1.3 Mt
out of 2.8 Mt total volumes sold



20+ countries
Local market presence

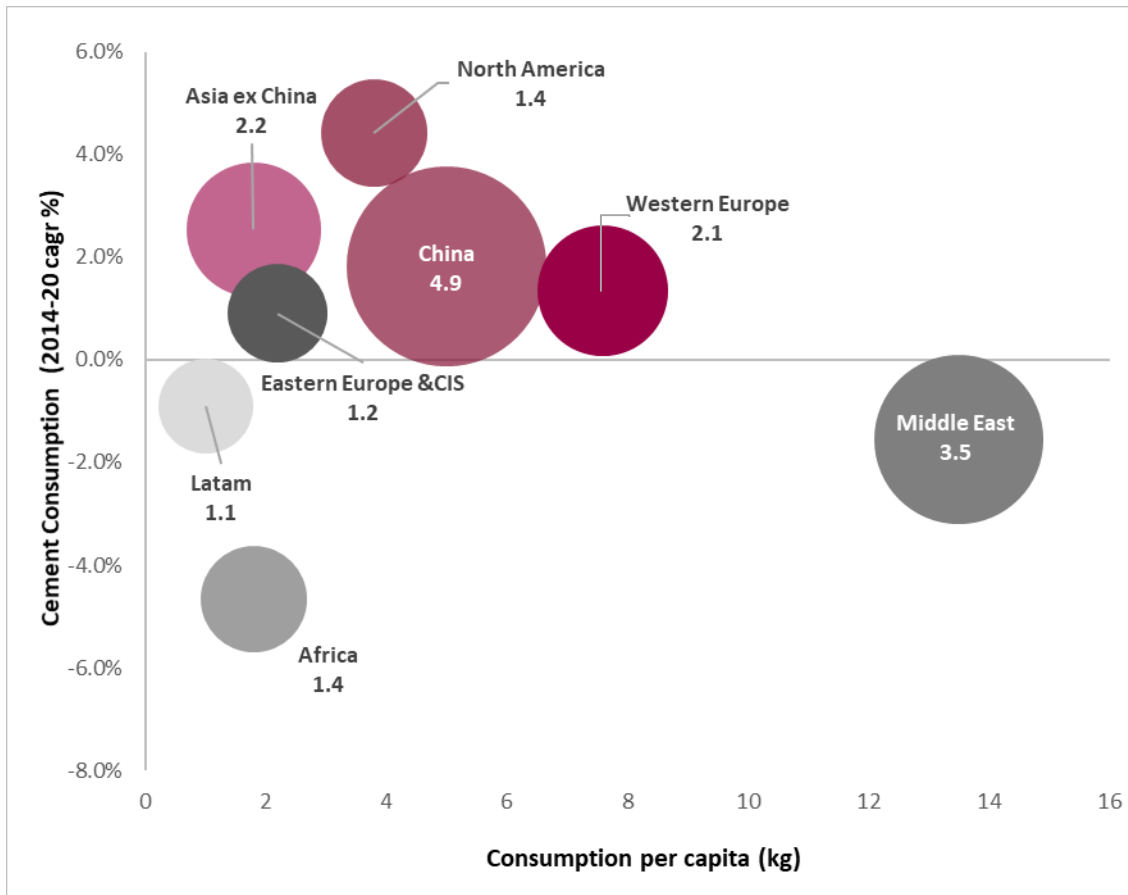
Local sales force and/or controlled
logistic setup in 20 key target markets

80+ countries
Commercial Presence

Sales in more than 80 countries

White cement consumption by macro-area

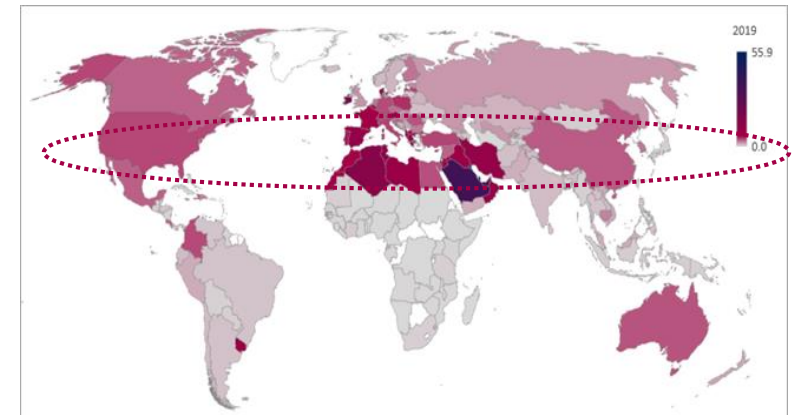
Global white cement demand stands at around 19m tons in 2020e



Bubble size and figures show 2020e white cement consumption in 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 growth

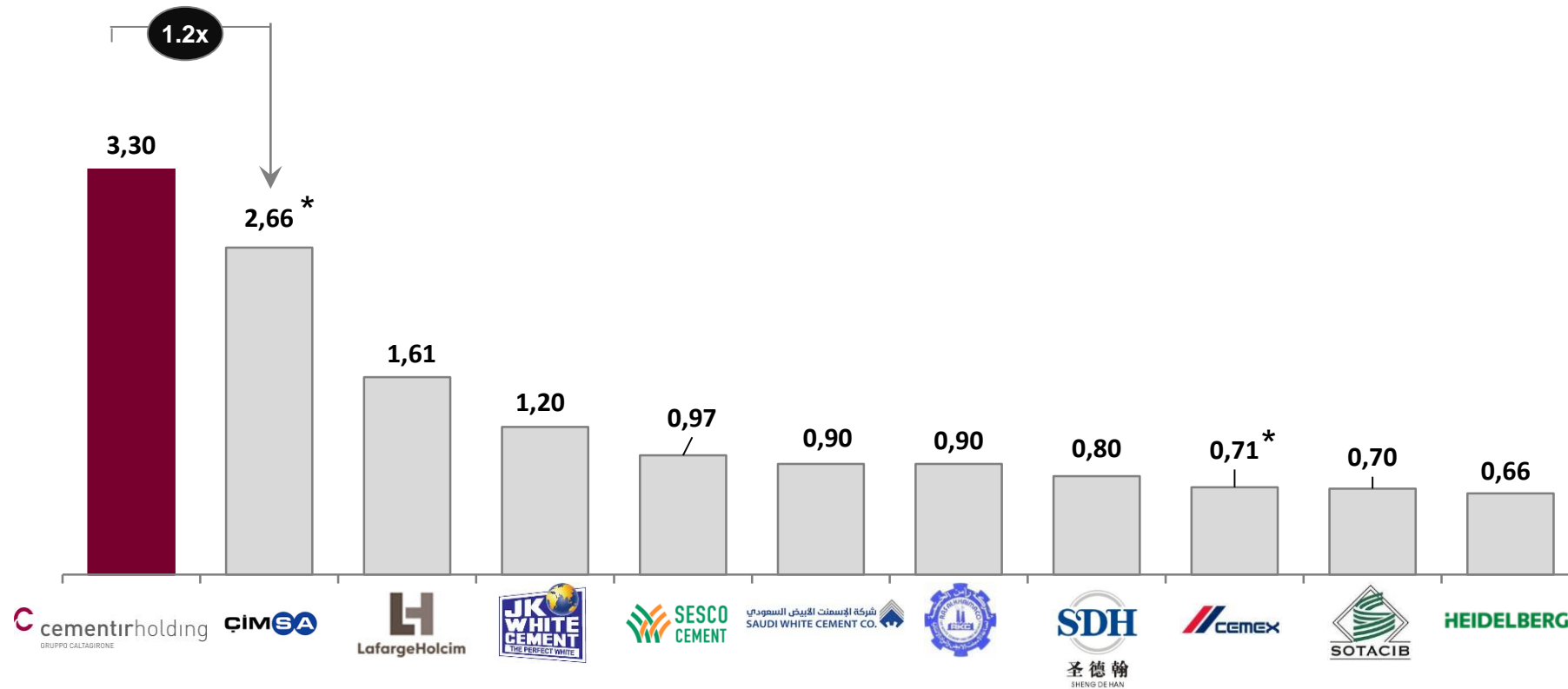
White cement consumption per capita by country (kg)



Red dot shows the «white cement belt»

Source: Cementir estimates, CW Research.

Largest white cement manufacturers' capacity (Mt)



Share of global white cement capacity (Total = 28.4 Mt)

~12%

~9%

~6%

~4%

~3%

~2%

Source: Cementir estimates, CW Research.

* Cimsa capacity includes Buñol plant (650kt of capacity) acquired from Cemex in July 2021.

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

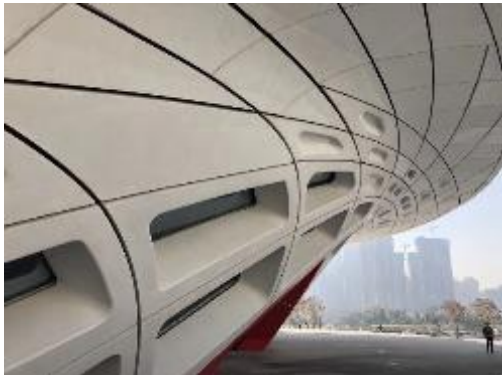


1. Pre-stressed concrete façade: Chengdu Jingchuan Office Building, China

2. Paving blocks: Kerb, Poland



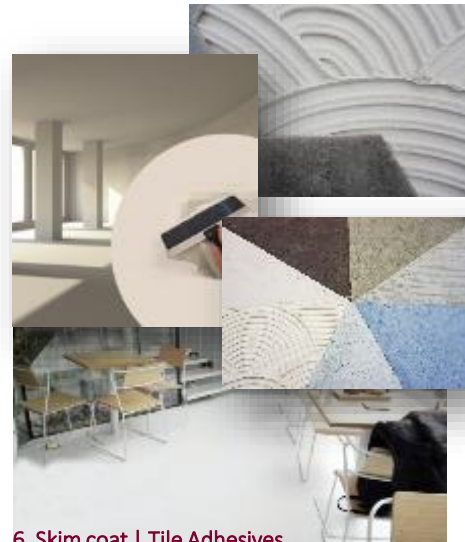
3. Artificial stone: Villa façade application, France



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 soon in France

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



Industrial Plan & ESG Commitment

Gaurain Plant, Belgium

Cementir Strategy: main priorities unchanged

- ✓ Strengthen white cement global leadership, focusing on high-added value solutions and special cements (Futurecem™)
- ✓ Improve profitability and operating efficiency
- ✓ Pursue product and geographic diversification
- ✓ Leverage on unique vertically integrated platforms in the Nordics, Belgium and Turkey

Sustainability

- 107 M€ (~9% of 2020 sales) green investments over the 2021-2023 Industrial Plan
- Increased use of alternative fuels and raw materials
- Push on district heating, waste heat recovery
- Full production of Futurecem™

Innovation

- Leverage high-added value solutions and special cements (Futurecem™)
- Develop new value-added products through InWhite Solutions™ platform

Competitiveness

- Digitalization to drive efficiencies and process improvements
- Focus on operational excellence
- Lean manufacturing, logistics and maintenance the three focus areas

Growth and Positioning

- Strengthen white cement global leadership
- Improve local industrial and competitive footprint
- Further develop the trading business
- Seek M&A opportunities in core businesses

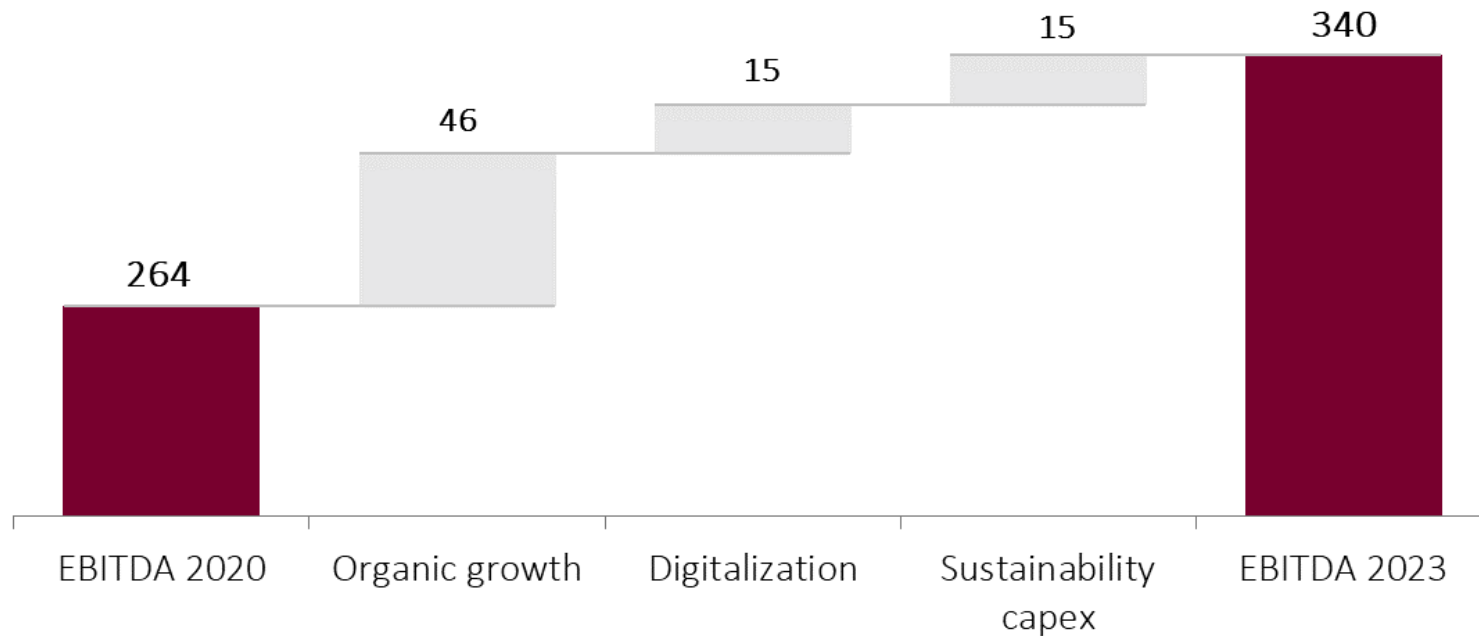
Financial targets to 2023

| EUR million | 2020 | 2023 | |
|--------------------------------|-------|----------------|--|
| Sales | 1,225 | ~ 1,470 | <ul style="list-style-type: none"> ➤ 4% CAGR in volumes of grey and white cement in all main geographical areas; prices in line with relevant markets and price increase in Turkey ➤ 12% aggregates volumes⁽¹⁾ CAGR in 2020-23; 6% CAGR in RMC |
| EBITDA | 264 | ~ 340 | <ul style="list-style-type: none"> ➤ Fuels and electricity increase ahead of inflation in constant currency ➤ 30 M€ contribution from green investments ➤ Progressive business turnaround in Turkey ➤ Free CO₂ allowances until the end of 2021. Around 600,000 tons CO₂ yearly emissions, to be purchased at around €30/t, fully covered by price increases |
| EBITDA Margin | 21.5% | 23% | <ul style="list-style-type: none"> ➤ Efficiency increase thanks to digitalization, sustainability Capex and cost control |
| Avg. Yearly Capex | 55 | 66 | <ul style="list-style-type: none"> ➤ Optimization of investments on plant efficiency, Repair & Maintenance, Environmental and Safety ➤ Capex/Sales ratio between 4-6% |
| 3 years cumulative Green Capex | 2.5 | 107 | <ul style="list-style-type: none"> ➤ Cumulative Green investment (Sustainability and digitalization): district heating, heat recovery, alternative fuels, FUTURECEM™ |
| Net (Debt)/Cash | -122 | ~ 250 Net Cash | <ul style="list-style-type: none"> ➤ Cumulative ~ 370M€ Free cash flow generation, thanks also to strict working capital controls |

(1) Aggregate volumes include the new aggregate business in Turkey worth ~ 3.6 Mt per annum

Growth drivers of EBITDA vs. 2020

- ✓ Strong contribution expected from Turkey where trading outlook is brightening
- ✓ Positive trend in volumes, prices and cost containment underpin 8.8% EBITDA CAGR
- ✓ € 30m contribution from sustainability and digitalization from 2023



Sustainability achievements and ratings



B Rating – Climate Change

Upgraded from F in March 2021



BBB Rating

Confirmed in December 2020



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Target validated in July 2021



Score 54/100

Average industrial sector
51/100



VIGEO: Score 43/100

Upgraded from 38/100 in 2021
Rank in Sector 7/25



Score 73/100

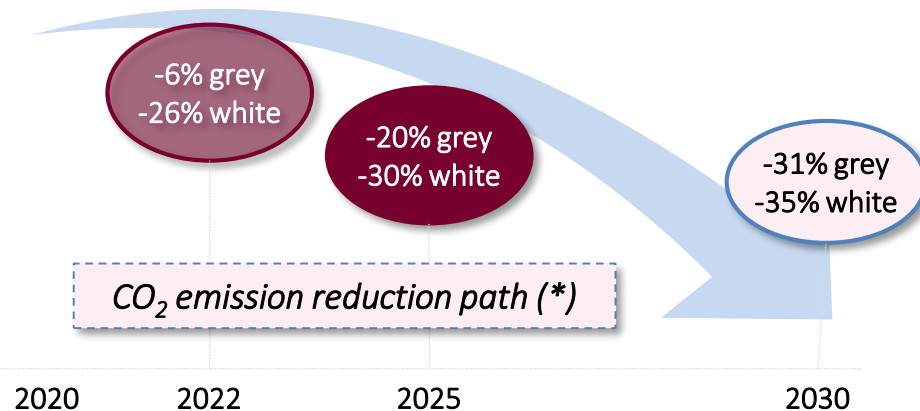
May 2021
Overall rank 22/512; in
Materials 1/8



B Rating- Score 61/100

Sept. 2021
Rank in Construction Materials
18/77

Target of ~30% CO₂ reduction by 2030 with current technologies



- In July 2021 **Science Based Targets Initiative** validated CO₂ emissions reduction targets
- Group roadmap and investments are defined to reach a CO₂ reduction target for grey cement below **500kg/t**
- Taxonomy Regulation does not apply to white cement

| | Grey cement | | White cement | |
|----------------------------------|-------------|------|--------------|------|
| | 2020 | 2030 | 2020 | 2030 |
| Use of alternative fuels in % | 28% | 77% | 3% | 6% |
| Clinker ratio | 82% | 68% | 82% | 80% |
| CO2 emission (kg CO2/ton cement) | 718 | <500 | 915 | 808 |

Focus Areas

Low carbon cements

- Product offering enhancement through FUTURECEM™ technology in both white and grey cement
- Leverage on cementitious materials such as GBFS, fly ash and limestone
- Low clinker cements

Process Efficiency + Alternative materials

- Heat Recovery implementation
- Increase alternative fuels over 70% (grey cement)
- Utilization of natural gas in some countries (Egypt, US)
- Specific heat consumption reduction
- Renewable energy (scope 2)

Sustainability Capex

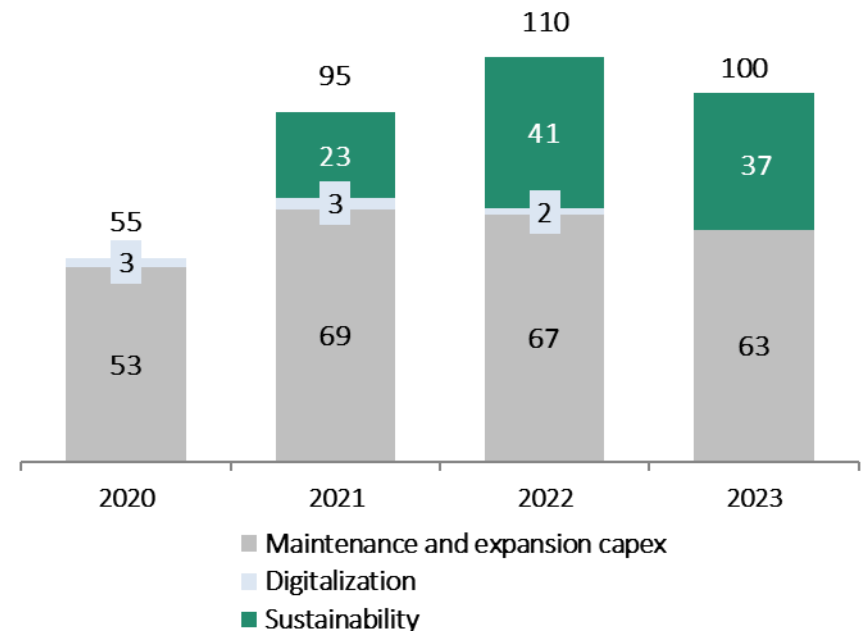
- FUTURECEM™ production
- Kiln upgrade in Belgium
- Windmills in Denmark
- Calcination plant
- District Heating in Aalborg
- Natural gas/biogas usage in Aalborg, Denmark
- Green Transportation (Hybrid trucks in Denmark)

Capex: 2021-23 highlights

- **107 M€** «green» investments to yield **~30 M€** of annual cost savings from 2023
- Improve profitability and operational efficiency via product innovation, digitalisation of industrial processes
- Main initiatives:
 - Kiln upgrade in Gaurain, Belgium
 - District Heating in Aalborg, Denmark
 - FUTURECEM™ for calcining and grinding plant
 - Windmills in Denmark (8.4 MW installed capacity)
 - Natural gas line in Aalborg, Denmark

Industrial Plan cumulative Capex

Green Capex = Sustainability + Digitalization



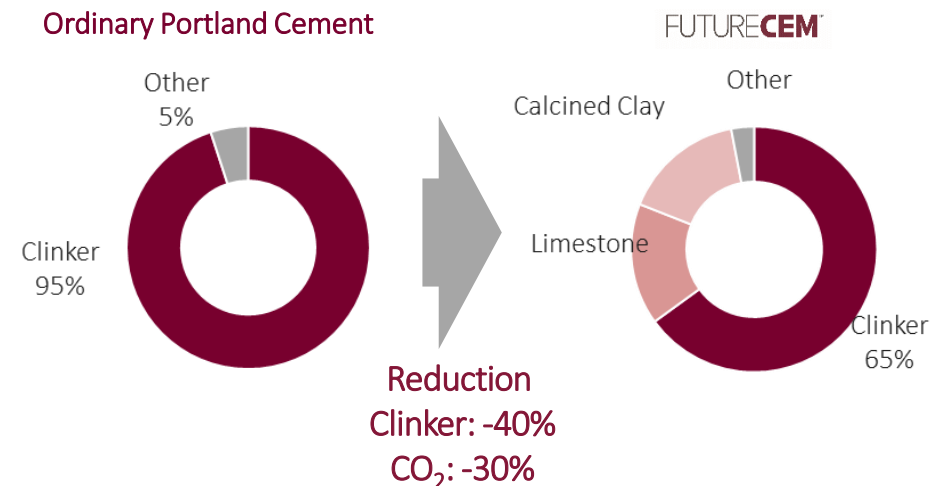
FutureCem™ is a key pillar of our sustainability strategy



- Calcined clay is a major raw material for Futurecem™ production
- First Step: investment in storage silo, receiving station, grinding facility
- Second step: construction of calcining plant
- Objective: support Futurecem™ to achieve 30% CO₂ emission reduction vs. ordinary Portland cement

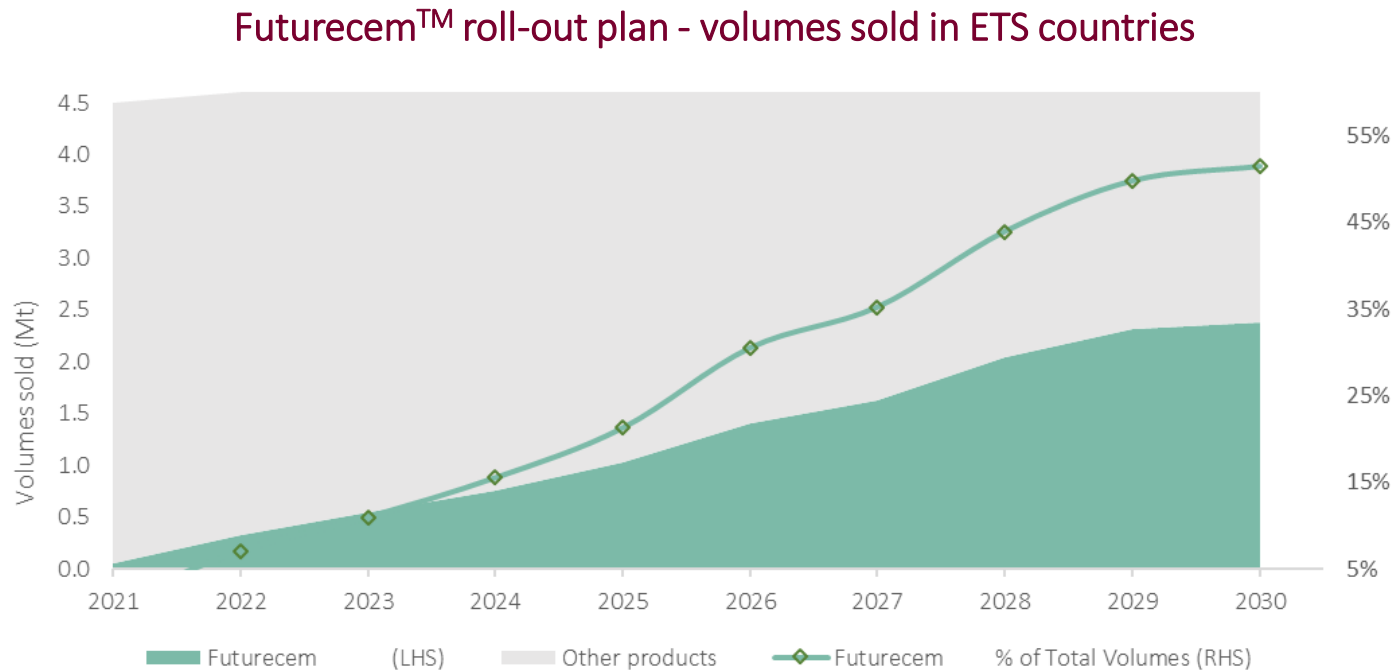
FUTURECEM™

- **Proprietary technology** patented worldwide enabling 40% clinker replacement
- Lower clinker content allows a **30% CO₂ reduction**
- Allows to produce a greener and more sustainable concrete without compromising on resistance / strength



Futurecem™ roll-out plan

- Commercialization started in January 2021 in Denmark as special product
- By 2030 **Futurecem™** volumes sold are expected to reach around **51%** of total volumes sold in Europe and **60%** of grey cement volumes



New breakthrough technologies: Carbon, capture, usage and storage

Through Aalborg Portland, Cementir participates in several CCUS projects, among which:

- ConsenCUS – CarbOn Neutral cluSters through Electricity-based innovations in Capture, Utilisation and Storage
- Project Greensand: to test carbon capture and storage in 2022



- Project period: April 2021 - March 2025
- Over 13 M€ of European funds
- Industrial and academic partners from The Netherlands, Denmark, United Kingdom, Romania, Greece, China and Canada
- Objective is to investigate the potential of the CCUS technology to reduce CO₂ industrial emissions
- The pilot project is designed to collect **100 kg of CO₂ per hour** with a mobile demonstration plant at Aalborg, DK
- Method based on electrochemical gas separation at low temperatures by using an alkaline liquid as binder. The liquid can be reused to capture more carbon
- Captured carbon will be converted into **high added-value products** (formate, formic acid) with enhanced marketability

PROJECT GREENSAND

- Aalborg Portland is part of the consortium Project Greensand 2
- Pilot project to test carbon capture and storage in drained oil fields in the Danish North Sea in 2022
- It will be the first carbon capture and storage project in Europe to demonstrate a full value chain from cement production to storage
- Among partners: Ineos Oil & Gas Denmark, Wintershall Dea, Maersk Drilling, GEUS and more than 20 businesses, research institutes and universities, including Aalborg Portland.

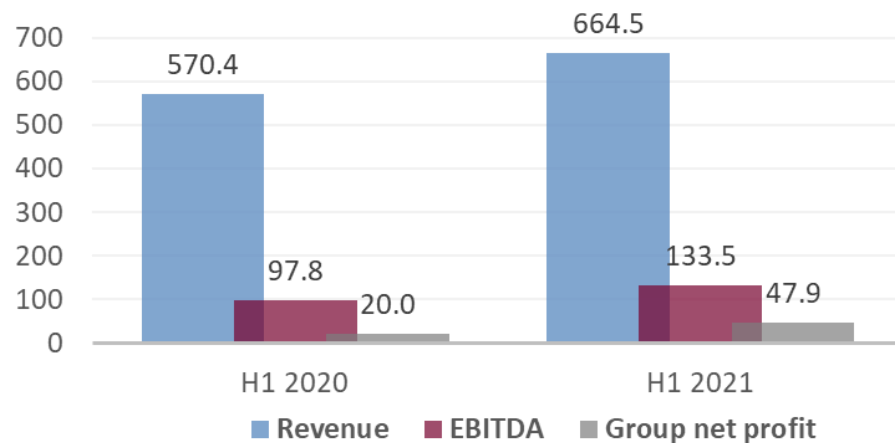


2021 First Half results

Youth Olympic Games Center, Nanjing (China)

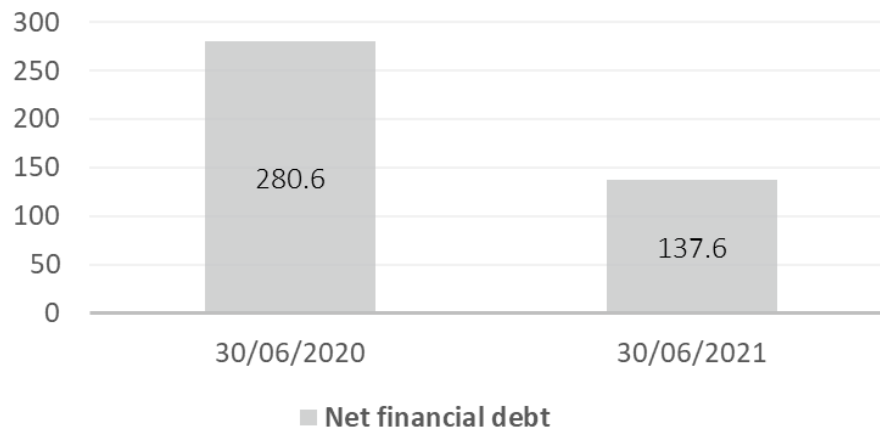
2021 First Half results highlights

EUR million



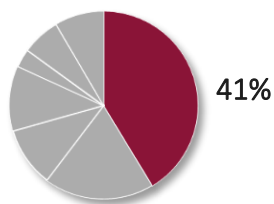
- **Revenues reached 664.5 M€ (+16.5%)** thanks to good performance in all geographies
 - Cement volumes up by 18.7% driven by Turkey, Belgium and Denmark
- **EBITDA reached 133.5 M€ (+36.6%)**
 - Higher contribution from Turkey, Belgium, and to a lesser extent, Asia Pacific and Egypt
 - EBITDA Margin up to 20.1% from 17.1% in H1 2020
 - 2020 figures impacted by Covid19 and 5.6 M€ one-offs

EUR million

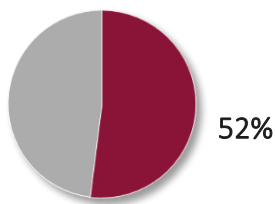


- **EBIT reached 79.0 M€ (+83%)** from 43.2 M€ in H1 2020
- **Group net profit reached 47.9 M€** (20.0 M€ in H1 2020) after 9.7 M€ of financial charges and 16.9 M€ of taxes
- **Net Financial Debt reached 137.6 M€**, a reduction of 142.9 M€ year on year, including 23.0 M€ of share buyback
- **Cementir achieved an investment grade rating BBB-** from S&P during 2021

Nordic & Baltic



Share of
Group Revenue
H1 2021



Share of
Group Ebitda
H1 2021

| EUR '000 | H1 2021 | H1 2020 | Chg % |
|-----------------|----------|----------|--------|
| Revenue (*) | 305,562 | 271,698 | 12.5% |
| Denmark | 204,546 | 187,610 | 9.0% |
| Norway / Sweden | 95,746 | 83,795 | 14.3% |
| Others (**) | 32,945 | 27,683 | 19.0% |
| Eliminations | (27,675) | (27,390) | |
| EBITDA | 69,221 | 67,255 | 2.9% |
| Denmark | 57,689 | 59,172 | (2.5%) |
| Norway / Sweden | 9,312 | 7,054 | 32.0% |
| Others (**) | 2,220 | 1,029 | 115.7% |
| EBITDA Margin % | 22.7% | 24.8% | |

Denmark

- Both grey and white cement volumes up due to increased market activity
- White cement exports up **22%** due to higher deliveries to the US, UK, Germany, Poland, Belgium and France; grey cement exports declined by **11%** due lower sales in Norway
- RMC volumes up **11%** and aggregates up **30%**
- EBITDA declined by **2.5%**, due to cost inflation on raw materials, electricity and other operating costs

Norway

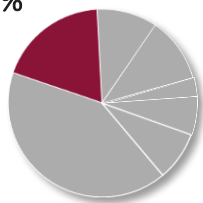
- RMC sales volumes up by **3%**; from March significant recovery with the kick off of some projects. Public and private sectors activities remain uncertain, more favourable trend in the South of the country
- Norwegian Krone appreciated **5.5%** vs. Euro

Sweden

- Favourable weather and robust construction market, RMC and aggregates sales volumes up **19%** and **9%** respectively
- Swedish Krone appreciated **3.5%** vs. Euro

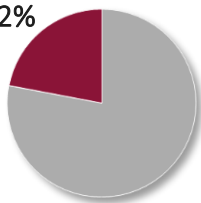
Belgium and France (*)

19%



Share of
Group Revenue
H1 2021

22%



Share of
Group Ebitda
H1 2021

 **Belgium**

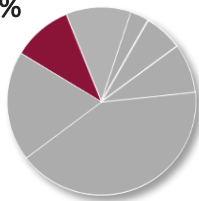
 **France**

| EUR '000 | H1 2021 | H1 2020 | Chg % |
|-----------------|---------|---------|-------|
| Revenue | 139,902 | 120,163 | 16.4% |
| EBITDA | 29,097 | 23,237 | 25.2% |
| EBITDA Margin % | 20.8% | 19.3% | |

- Cement volumes increased by **10%**, thanks to favourable weather and comparison base with 2020 impacted by Covid19. Positive trend in Belgium and France while The Netherlands and Germany were weak
- RMC: **30%** volumes growth thanks to some important projects getting under way and a new plant in France
- Aggregates: volumes up **10%** YoY, with stronger domestic and export to France
- EBITDA increased by **25.2%** to 29.1 M€ due to some maintenance costs being postponed and weak March comparable figures due to Covid-19 impact. Negative impact from higher raw materials costs

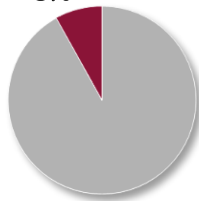
North America

10%



Share of
Group Revenue
H1 2021

8%



Share of
Group Ebitda
H1 2021

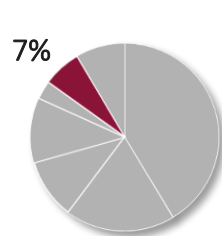
| EUR '000 | H1 2021 | H1 2020 | Chg % |
|------------------------|--------------|--------------|-------|
| Revenue | 76,183 | 75,304 | 1.2% |
| EBITDA | 10,925 | 10,119 | 8.0% |
| <i>EBITDA Margin %</i> | <i>14.3%</i> | <i>13.4%</i> | |



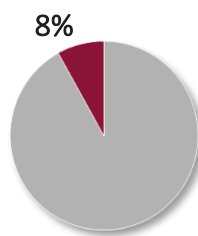
United States

- Sustained volume growth (+**13%**) of white cement especially in Florida and York region (PA) also due to a base effect and favorable weather despite a hurricane in Texas and snowfall in York
- **1.2%** increase in revenue due to higher volumes despite currency translation impact
- EBITDA up by **8%** thanks to good costs control
- **10%** USD devaluation vs EUR

Asia Pacific



Share of
Group Revenue
H1 2021



Share of
Group Ebitda
H1 2021

| EUR '000 | H1 2021 | H1 2020 | Chg % |
|------------------------|---------------|---------------|--------------|
| Revenue | 48,602 | 37,799 | 28.6% |
| China | 28,231 | 23,096 | 22.2% |
| Malaysia | 20,371 | 14,917 | 36.6% |
| Eliminations | 0 | (214) | |
| EBITDA | 10,860 | 8,159 | 33.1% |
| China | 8,128 | 6,630 | 22.6% |
| Malaysia | 2,732 | 1,529 | 78.7% |
| EBITDA Margin % | 22.3% | 21.6% | |

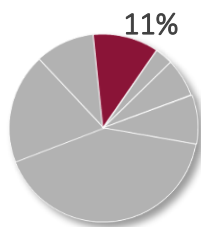
China

- Strong demand with white cement and clinker sales volumes up **16%**, despite a rainy start of the year, supported by several projects
- EBITDA up by **22.6%** driven by higher volumes despite higher variable and fixed costs

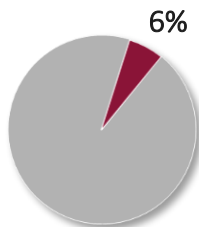
Malaysia

- White cement sales increased by **48%**, driven by exports, while local market was up 25%, thanks also to easy comparable figures; in June 2021 a new lockdown in Malaysia affected negatively domestic and export activity
- Export volumes grew by **50%** with increased exports of cement and clinker to Australia, the Philippines and Bangladesh
- Export prices declined due to mix and FX impact
- EBITDA increased by **79%**, despite the negative impact of increasing fuel and other fixed costs

Turkey



Share of
Group Revenue
H1 2021



Share of
Group Ebitda
H1 2021

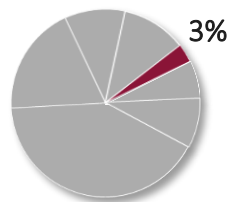
Turkey (*)

- Grey cement volumes increased by around **29%**, with domestic sales volumes up **40%** driven by strong demand in the Marmara, Anatolian and Aegean regions
- Exports declined **8%** with a more favorable sales mix
- Avg cement prices in local currency up with different local trends
- RMC volumes increased by **80%** YoY, thanks to start of new infrastructure projects and opening of new plants
- **33%** TRY devaluation vs. Euro
- Positive EBITDA and strong YoY improvement, also in RMC and waste businesses. 2020 EBITDA included 3.1 M€ one-off costs

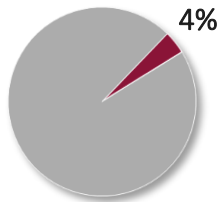
| EUR '000 | H1 2021 | H1 2020 | Chg % |
|-----------------|---------|---------|--------|
| Revenue | 82,551 | 57,174 | 44.4% |
| EBITDA | 7,361 | (8,837) | 183.3% |
| EBITDA Margin % | 8.9% | -15.5% | |

(*) Includes the waste management business both in Turkey and the UK

Egypt



Share of
Group Revenue
H1 2021



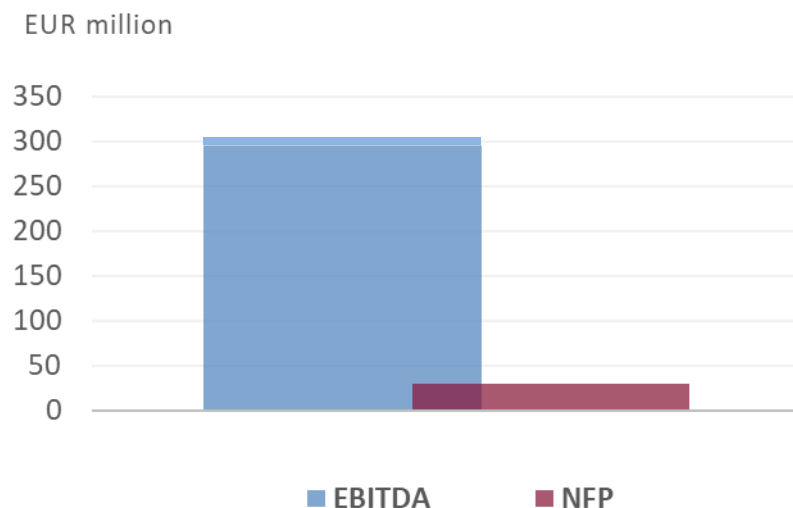
Share of
Group Ebitda
H1 2021

| EUR '000 | H1 2021 | H1 2020 | Chg % |
|-----------------|---------|---------|-------|
| Revenue | 23,560 | 19,798 | 19.0% |
| EBITDA | 5,324 | 3,756 | 41.7% |
| EBITDA Margin % | 22.6% | 19.0% | |

Egypt

- White cement domestic volumes increased by **30%**
- White export volumes increased by **20%** after the removal of pandemic restrictions
- EBITDA increased by **41.7%** due to higher volumes and export prices and lower fuel purchasing costs, despite increased transport and raw materials costs
- EGP devalued by **8.5%** vs. Euro

Raised 2021 Full Year Guidance



- Revenues ~ 1.35 BN€ (from 1.3 BN)
- EBITDA ~ 295-305 M€ (from 285-295 M€)
- Net debt ~ 30 M€ (unchanged)
- Capex ~ 95 M€

This forward-looking indication does not include new outbreaks of the Covid-19 pandemic in the coming months. 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.

Consolidated Income Statement - H1 2021

| (EUR million) | H1 2021 | H1 2020 | Chg % |
|--|----------------|----------------|----------------|
| REVENUE FROM SALES AND SERVICES | 664.5 | 570.4 | 16.5% |
| Change in inventories | (2.7) | (5.3) | 48.5% |
| Increase for internal work and other income | 8.3 | 7.4 | 13.2% |
| TOTAL OPERATING REVENUE | 670.2 | 572.5 | 17.1% |
| Raw materials costs | (267.4) | (217.5) | 22.9% |
| Personnel costs | (95.0) | (95.2) | (0.2%) |
| Other operating costs | (174.3) | (162.0) | 7.6% |
| TOTAL OPERATING COSTS | (536.7) | (474.7) | 13.1% |
| EBITDA | 133.5 | 97.8 | 36.6% |
| <i>EBITDA Margin %</i> | <i>20.1%</i> | <i>17.1%</i> | |
| Amortisation, depreciation, impairment losses and provisions | (54.5) | (54.6) | (0.2%) |
| EBIT | 79.0 | 43.2 | 83.0% |
| <i>EBIT Margin %</i> | <i>11.9%</i> | <i>7.6%</i> | |
| NET FINANCIAL INCOME (EXPENSE) | (9.7) | (11.2) | (12.9%) |
| PROFIT BEFORE TAXES | 69.3 | 32.0 | 116.6% |
| Income taxes | (16.9) | (10.1) | 67.4% |
| PROFIT FROM CONTINUING OPERATIONS | 52.4 | 21.9 | 139.3% |
| PROFIT FOR THE YEAR | 52.4 | 21.9 | 139.3% |
| Non controlling interests | 4.5 | 1.9 | 136.1% |
| GROUP NET PROFIT | 47.9 | 20.0 | 139.6% |

Appendix



Aalborg plant, Denmark

Capex: main initiatives for CO₂ emissions reduction

Switch to natural gas



- Agreement with the Danish gas distribution company Evida to connect our Aalborg factory to the grid **from 1 April 2022**
- Gas network connection is **the first step** towards the green transformation and will provide a flexible fuel strategy with increased use of more green fuels
- Estimated 20% CO₂ emission reduction

Kiln upgrade - Belgium



- Kiln upgrade in Gaurain (Belgium) to increase **alternative fuels** use **from 40% to 80%**
- Main objectives: thermal efficiency, improvement, reduced maintenance costs, minimizing kiln stoppages
- Estimated CO₂ emission reduction of **88,000 tons annually**

Wind turbines



- Wind turbines with 8.4 Mwh of green electricity capacity will cover ~8% of the plant's electrical energy consumption in Denmark
- Expected output of 26,000 Mwh/year which will reduce **scope 2 CO₂ emission by 25,000 tons/year**



Capex: other sustainability initiatives

District Heating



- Flue gasses from the kilns are utilized in heat exchanger installations to transfer thermal energy to the households
- In 2020, the Aalborg plant delivered about **1.8 million GJ of energy** to the Municipality of Aalborg
- **CO₂ savings of 150 kt** for Municipality of Aalborg in 2020
- The objective is to widen the recipients from 36k to 50k households, representing around 50% of Aalborg urban population

Digitalization

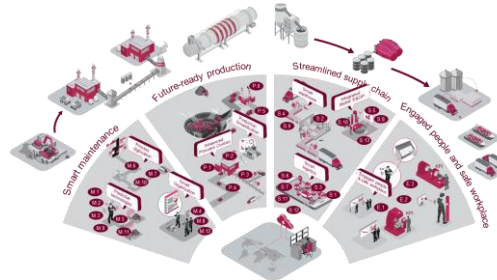


- **Future-ready production:** automation, remote control and lean production, monitoring and complex parameter setting optimization
- **Smart maintenance:** digital monitoring of equipment and processes, downtime reduction and energy costs optimization
- **Streamlined supply chain:** smart logistics based on real-time information, improved tendering and Request for Quotation (RfQ) processes
- **Cost savings of 15 M€ run-rate from 2023**
- Investment in two pilot projects in Aalborg and Gaurain cement plants

Sustainable distribution



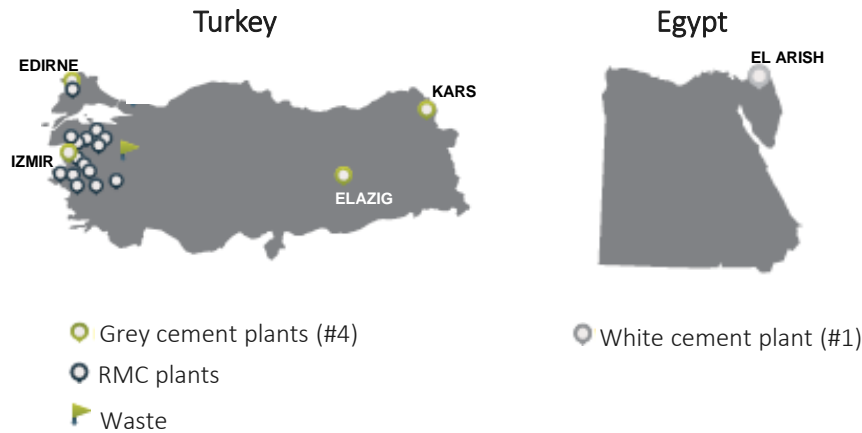
- Increase distribution by rail, impose stronger requirements for suppliers, and use more fuel-efficient ships
- In 2021 purchase of 19 **hybrid trucks** in Denmark, with the first full electric truck operating in Denmark in Aug. 2021
- New ships in Aalborg operating with 55% lower fuel consumption



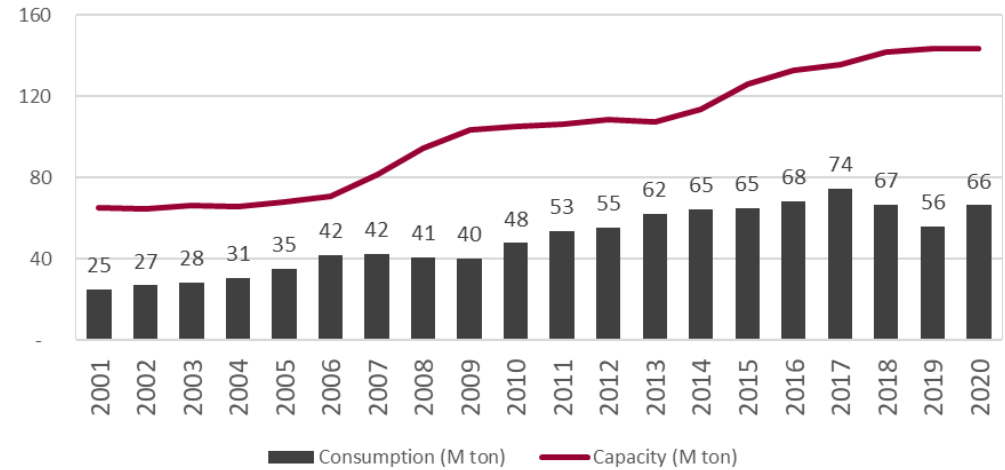
Differences between white and grey cement

| | White Cement | Grey Cement |
|-------------------|--|---|
| Market Size | <ul style="list-style-type: none"> ✓ ~ 20 million tons per year ✓ 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 |

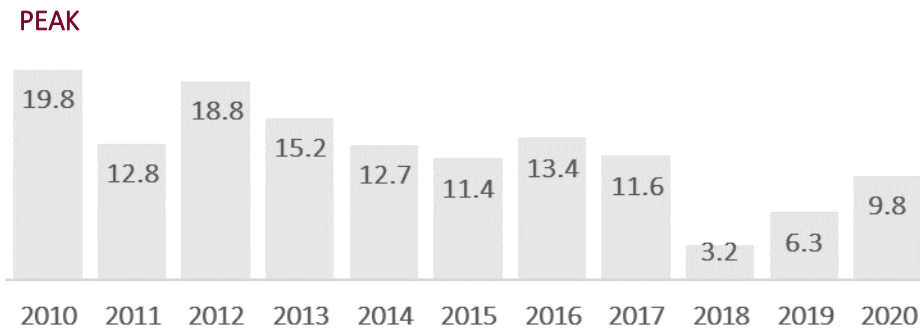
Turkey and Egypt historical figures



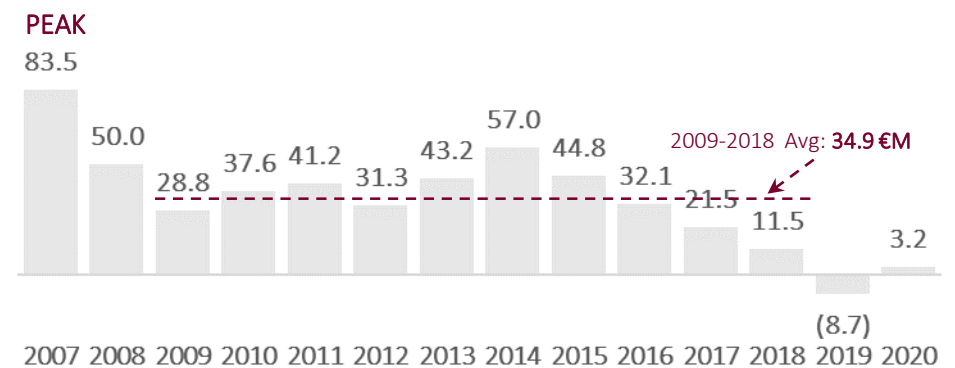
Turkey - Cement capacity and consumption (Mt) (*)



Egypt – EBITDA evolution €M

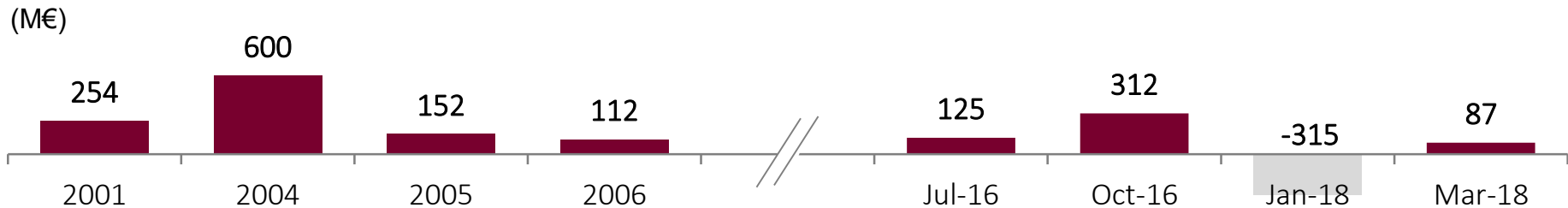


Turkey – EBITDA evolution €M (**)



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 100% domestic Cementir is today an international player operating in 18 countries

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

2021 Financial Calendar:

| | |
|-------------|------------------------|
| 9 March | Full year 2020 Results |
| 21 April | AGM |
| 13 May | First Quarter Results |
| 28 July | First Half Results |
| 11 November | Nine Months Results |

Stock listing information:

Milan Stock Exchange

Ticker: CEMI.IM (Reuters)

Ticker: CEM.IM (Bloomberg)

Registered Office:

Zuidplein 36

1077 XV – Amsterdam, The Netherlands