Italian Sustainability Week
ESG Investor presentation
6 September 2023

cementir holding
CALTAGIRONE GROUP

Agenda

Group Highlights

Youth Olympic Games Center, Nanjing (China)

2022 Highlights

Revenue
1.72 Bn€
+26.7% vs. 2021

EBITDA
335 M€
+7.8% vs. 2021

Employees
3,085

Cement capacity
13.1 M tons

Training per capita
22 hours
+80% vs. 2021

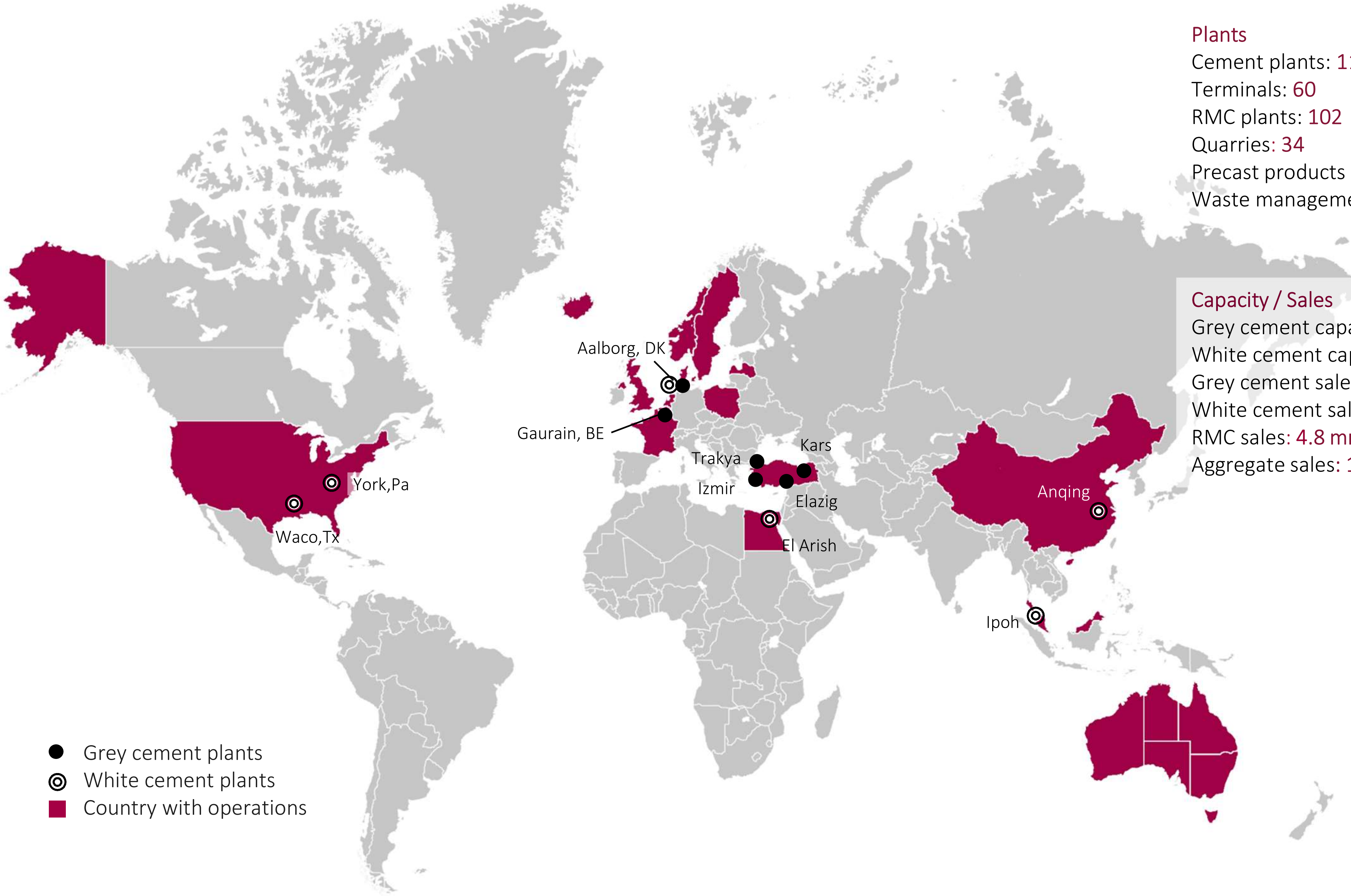
Workers injury rate
4.2
vs. 8.0 in 2021

CO2 emissions**
Grey cement
672 kg /ton
vs. 684 in 2021

CO2 emissions**
White cement
886 kg /ton
vs. 919 in 2021

Data as of December 31st, 2022

Industrial footprint



Plants

Cement plants: 11
Terminals: 60
RMC plants: 102
Quarries: 34
Precast products plants: 1
Waste management facilities: 2

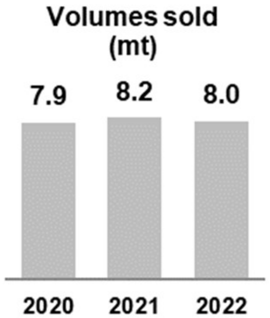
Capacity / Sales

Grey cement capacity: 9.8 mt
White cement capacity: 3.3 mt
Grey cement sales: 8.0 mt
White cement sales: 2.8 mt
RMC sales: 4.8 mm^3
Aggregate sales: 10.5 mt

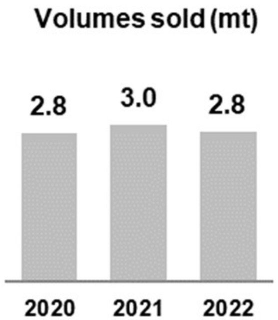
Data as of December 31st, 2022

Business segments

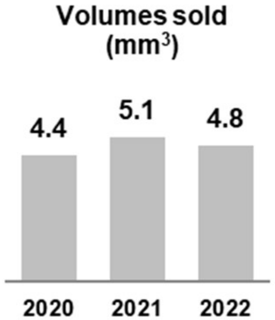
GREY CEMENT



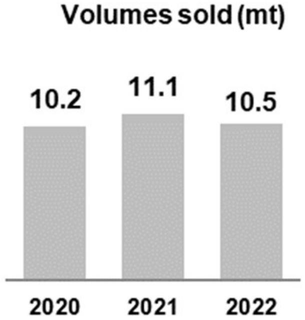
WHITE CEMENT



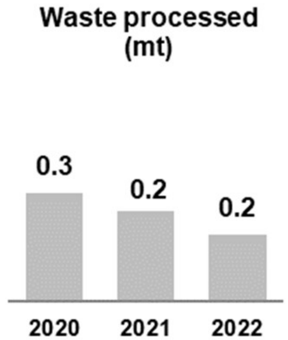
READY-MIXED CONCRETE



AGGREGATES



CONCRETE PRODUCTS / WASTE



2022 Figures

REVENUE =1,137 M€
EBITDA = 267 M€
EBITDA margin = 24%

REVENUE = 530 M€
EBITDA = 51 M€
EBITDA margin = 10%

REVENUE = 105 M€
EBITDA = 35 M€
EBITDA margin = 33%

REVENUE = 10 M€
EBITDA = -0.9 M€

Our Strategy is based on five pillars

Sustainable growth to create value for all stakeholders

1 Sustainability
- Push towards product and value chain circularity
- Carbon capture and storage in Denmark by 2030

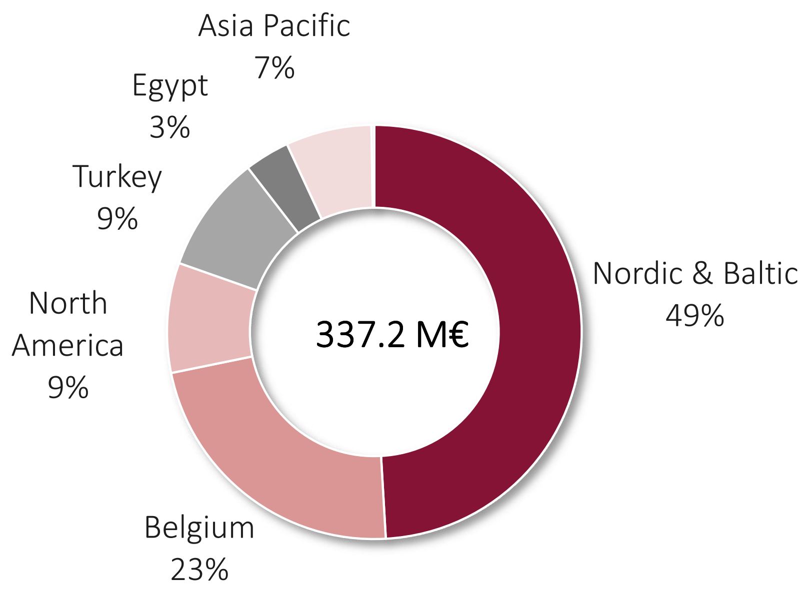
2 Innovation
- Focus on low carbon cements like FUTURECEM®
- Develop new products through *InWhite Solutions™* platform

3 Competitiveness
- Digitalization to drive process efficiencies: lean manufacturing & logistics, eProcurement, smart maintenance, integrated digital sales

4 Growth and Positioning
- Reinforce vertical integration in the Nordics, Belgium and Türkiye
- Keep global white cement leadership

5 Enhancement of people
- Zero Accidents policy
- Development of human capital and leadership Program
- Talent management and succession plan

2022 EBITDA breakdown (*)



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

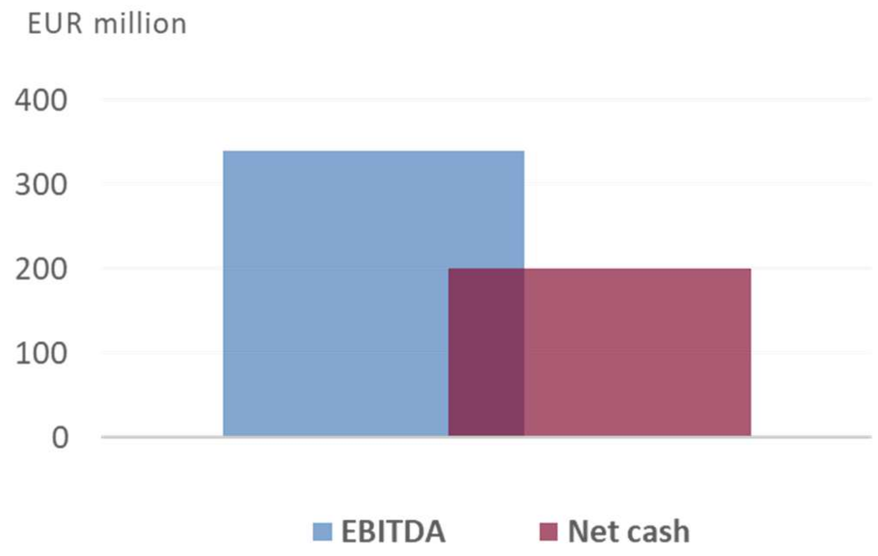
(*) Non-GAAP (excluding IAS 29) and excluding non-recurring items. 2022 Reported EBITDA: 335 m€

Industrial Plan update: 2025 Financial targets (*)

€M	2022 A Non-GAAP	2025	
Revenues	1,721	~ 2,000	▪ ~**5-6%** Sales CAGR in the 2022-25 period ▪ **3%** cement volumes CAGR ; flat RMC volumes, **2-3%** aggregates volumes CAGR, despite flat/negative trend in 2023 ▪ Price increases across all markets to cover cost inflation
EBITDA (recurring)	337	~ 400	▪ ~ **6%** EBITDA CAGR as fuels and electricity are expected to increase ahead of inflation in constant currency ▪ ~ **300,000** tons CO_2 average yearly shortage
EBITDA Margin	19.6%	19.3%	
Avg. Yearly Capex (incl.Sustainability Capex)	97	110	▪ Ordinary Capex / Sales ratio between **4-5%** ▪ Cumulative sustainability capex of **86 M€** . Yearly capex includes kiln upgrades, FUTURECEM® value chain, waste heat recovery, alternative fuels usage increase, cleaner fuels switch
Net Cash	96	> 500	▪ Cumulative **~ 400M€** Free cash flow generation, assuming a dividend payout ratio in the 20% -25% range

(*) Non-GAAP (excluding IAS 29) and excluding non-recurring items. Excludes further Covid-19 restrictions/ lockdowns and any intensification of geopolitical tensions

2023 Full Year Guidance - revised



- Revenues ~ 1.8 BN€ (from over 1.8 BN)
- EBITDA ~ 365 M€ (up by > 7% from 335-345 M€)
- Net cash > 200 M€ (unchanged)
- Capex ~ 113 M€ (unchanged)

Guidance refers to like-for-like ongoing operations, non-GAAP (excluding IAS 29) excluding extraordinary items

These expectations do not include 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 a further worsening of the macroeconomic scenario. As the expectations described above 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.

ESG Strategy

Green Belt Bridge, Denmark

Our path to reach net zero emissions by 2050

2050 AMBITION

2050

NET ZERO

- Net Zero **scope 1, scope 2** and **scope 3** emissions
- FUTURECEM® widespread use
- **100%** fossil fuels-free energy
- Implementation of Carbon Capture & Storage technology, if economically viable
- **Carbon offset** as an option to compensate unavoidable residual emissions
- Filed a commitment to be **aligned to 1.5°C SBTi scenario**, which includes a near-term target (2030) and a net-zero target (2050)

UPDATED ROADMAP TO 2030

2030

- New grey cement target: **-36%** from **718** to **460** kg CO2/ton cement equivalent *
- New white cement target: **-19%** from **915** to **738** kg CO2/ton cement equivalent *
- Previous roadmap: **25%** reduction in scope 1 and scope 2 GHG emissions per ton of cementitious material (2020 baseline) validated by SBTi in 2021.

INDUSTRIAL PLAN

2025

- GHG emissions **yearly** reduction targets **by plant**
- ESG targets embedded into organization **incentive plan**

(*) Target reduction from 2020 baseline

Rating improvement reflects our continued ESG commitment

Rating	Ranking Scale (From F to A)	2023	2022	2021	2020
CDP DRIVING SUSTAINABLE ECONOMIES Climate Change	D- to A F: no filing	Submitted	A-	A-	B
CDP DRIVING SUSTAINABLE ECONOMIES Water Security	D- to A F: no filing	Submitted	A-	B	F
MSCI	CCC to AAA	BBB	BBB	BBB	BBB
REFINITIV	D- to A+	B+	B+	B	C-
Corporate ESG Performance Prime RATED BY ISS ESG	D- to A+	C+ Prime	C+ Prime	Not rated	Not rated
Moody's ESG Solutions	0 to 100	55	55	Not rated	45
EthiFinance	0 to 100	64	64	57	56
Integrated Governance Index	0 to 100	52	57	54	61
Rated Morningstar Sustainalytics (*)	Risk: from Severe to Negligible	Medium risk	Not rated	Not rated	Not rated

Scope 1, 2 and 3 CO_2 emissions footprint (*)

Direct emissions

Scope 1

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

7.3 mt

65%

Indirect emissions (electricity)

Scope 2

Sources:
- Purchased electricity, steam, heating and cooling for own use (grinding, etc.)

0.4 mt

3%

Indirect emissions (value chain)

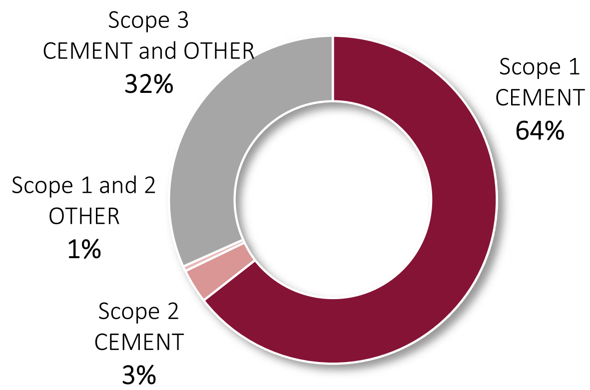
Scope 3

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

3.6 mt

32%

Total CO2 emissions



11.3 mt

100%

(*) 2022 data. According to GHG protocol (Scope 2 emissions calculated applying the location-based method)

Decarbonisation drive across the value chain

Raw Materials

- Calcined clay
- GBFS, fly ash and limestone
- Circularity: materials and process waste recycle

Energy

- Switch to natural gas and Biomass in Aalborg from 2025
- Alternative fuels increase
- District heating
- Green energy (solar/wind)

Production

- Plants upgrade
- Clinker ratio reduction
- Kiln heat consumption reduction
- Waste heat recovery
- Predictive maintenance

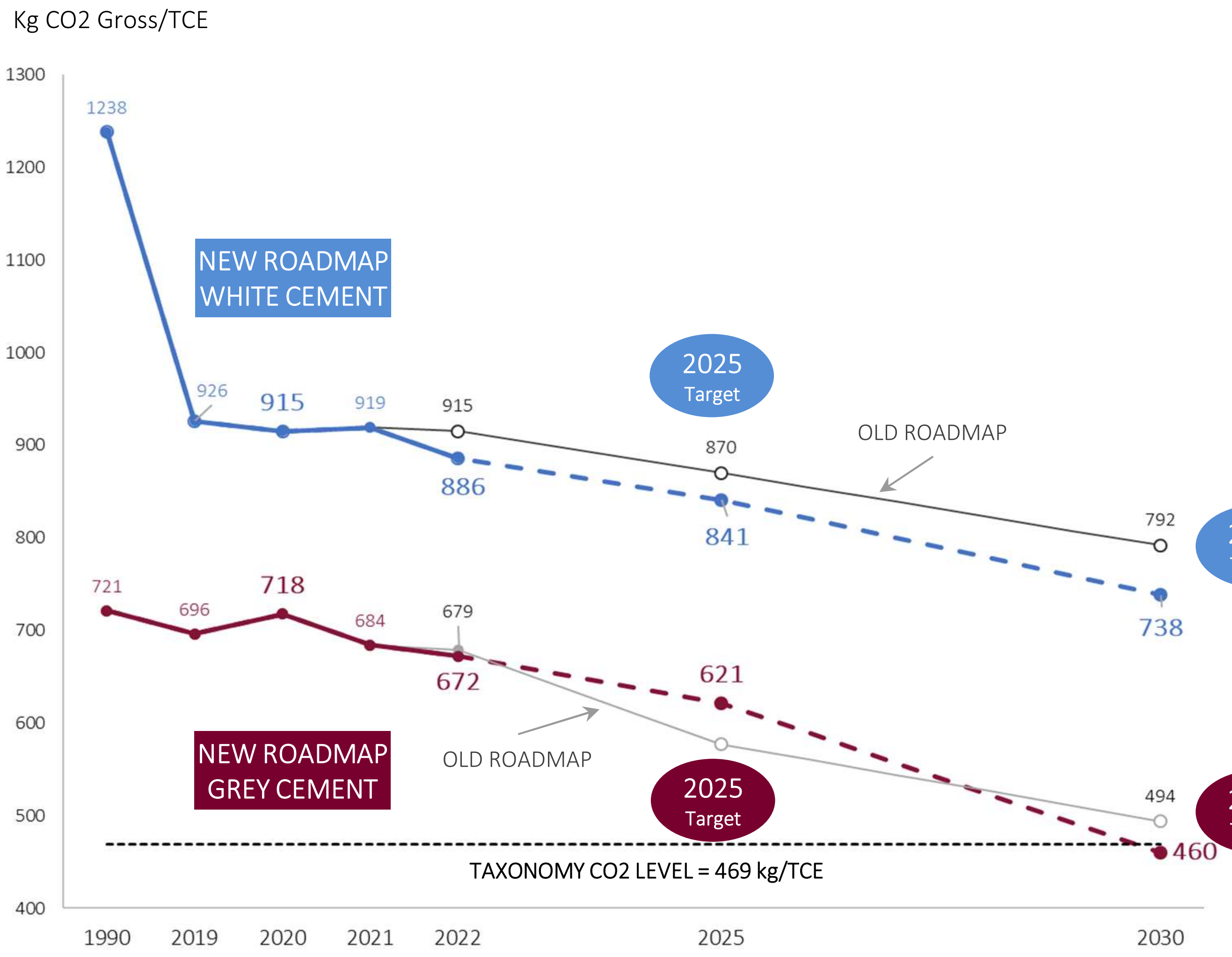
Logistics

- Green Transportation (Hybrid trucks)
- Network and routes optimization
- eProcurement

FUTURECEM rollout across all geographies

Development and adoption of new technologies (Carbon Capture & Storage)

Scope 1 emissions: new 2030 decarbonization targets (*)



White cement target (Kg CO2/TCE)

-19% to 738 Kg from 915 Kg

Grey cement target (Kg CO2/TCE)

-36% to 460 Kg from 718 Kg

Clinker ratio:	2020	2022	2025	2030
White cement	82%	81%	80%	78%
Grey cement	82%	80%	76%	64%

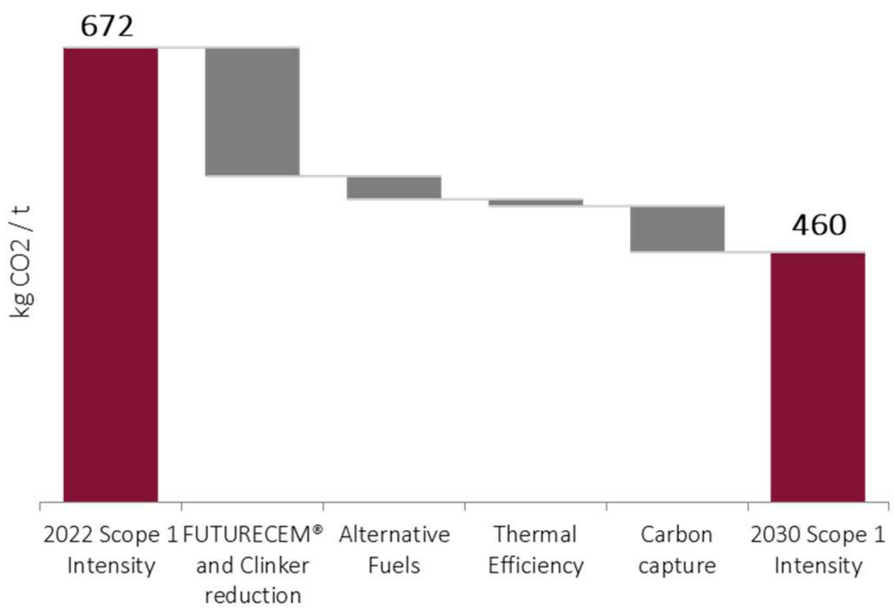
(*) Target reduction from 2020 baseline. TCE means "tons of cement equivalent", an indicator based on the conversion of clinker production to cement, based on the yearly average clinker ratio

Scope 1 emission reduction waterfall

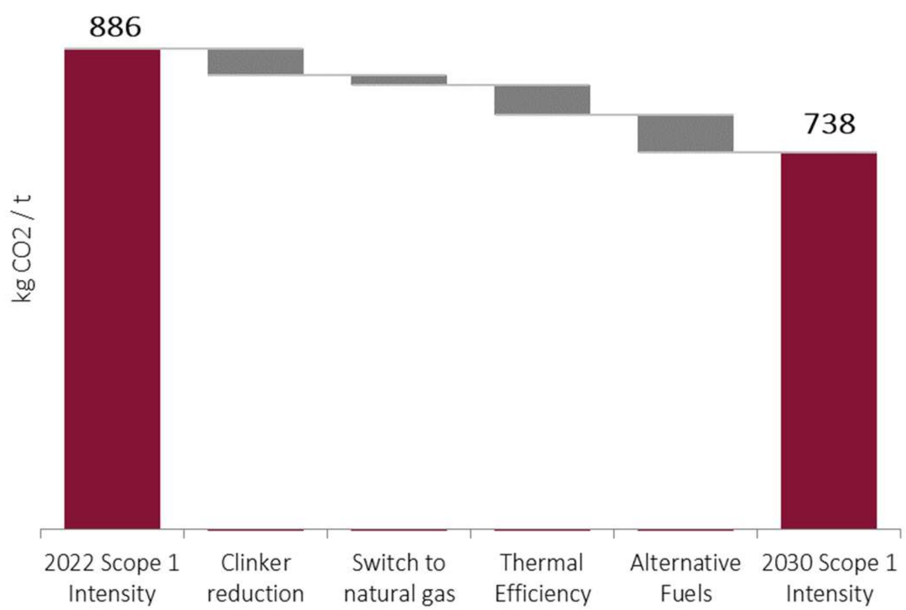
2030 Roadmap earmarks three main levers to reduce Scope 1 emissions:

- FUTURECEM® and other low carbon products
- Increase of alternative and/or less carbon intensive fuels
- Thermal energy efficiencies
- Carbon capture in Aalborg, Denmark, from 2030

Grey cement

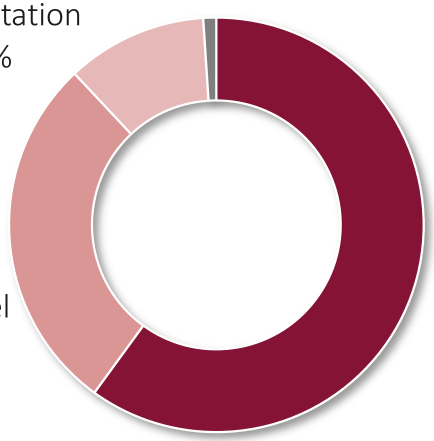


White cement



Scope 3 emissions reduction commitment

Scope 3 emissions Breakdown (*)



Value Chain Engagement

- Since 2022 we have calculated scope 3 emissions with a more accurate method (physical data method)
- We have invited strategic suppliers to participate in the CDP Supply Chain program, reporting information such as: emissions, climate change risks, water resources used, water risk assessment, etc.

Main initiatives

WHAT WE ARE DOING

- Efficiencies in logistics: route planning systems, shift to rail or sea freight, increasing back-haulage and load capacity
- Hybrid and electric trucks in Denmark
- Leveraging other industry decarbonization initiatives

NEXT STEPS

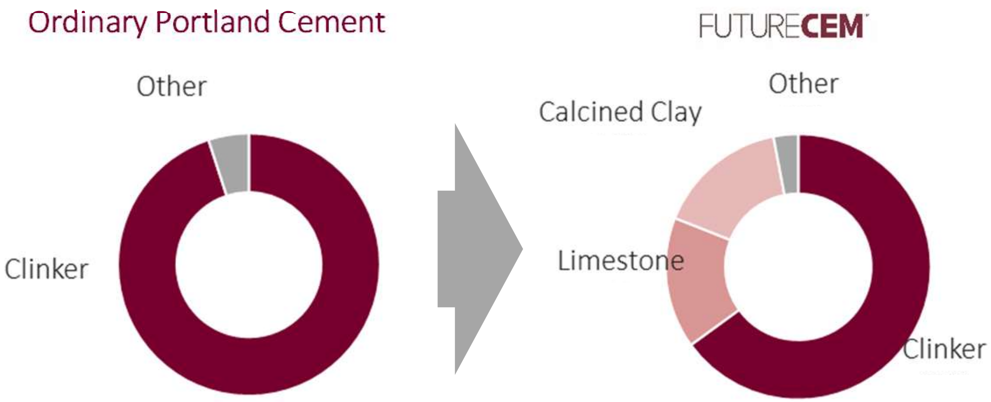
- SBTi validation of reduction targets aligned with 1.5° scenario
- Procurement policy, customer and supplier engagement, product and service design
- Supplier requirement to be compliant with best practices, in line with group emission reduction strategy

(*) Total Scope 3 emissions in 2022: 3.6 million tons

FUTURECEM® is a key pillar of our sustainability strategy

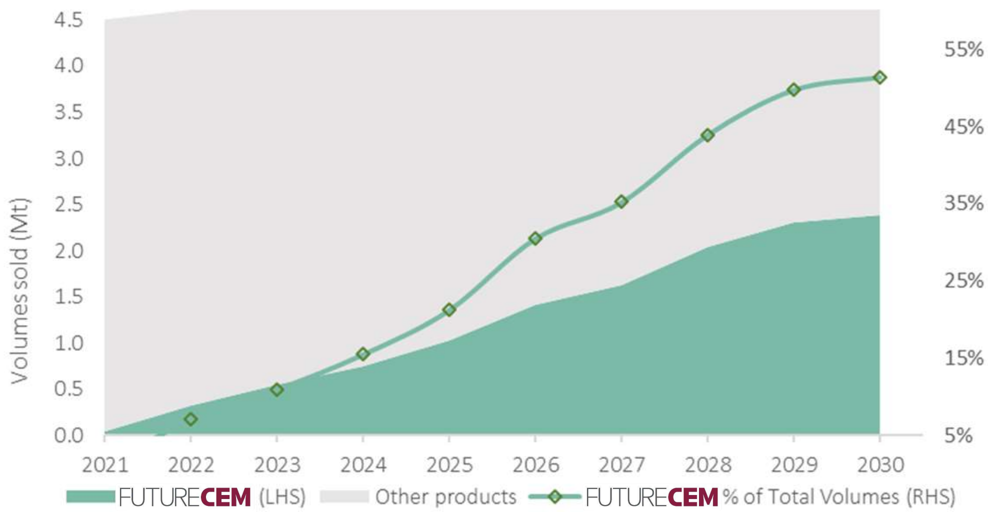
- Proprietary limestone calcined clay technology which enables over **30% CO_2 reduction compared to ordinary Portland through clinker substitution**
- Allows to produce a greener and more sustainable concrete while preserving overall performance strength, comparable to CEM I
- Fully acknowledged by 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



CO_2 reduction ≥ 30% based on clinker substitution

FUTURECEM® roll-out plan – EU Sales Volumes

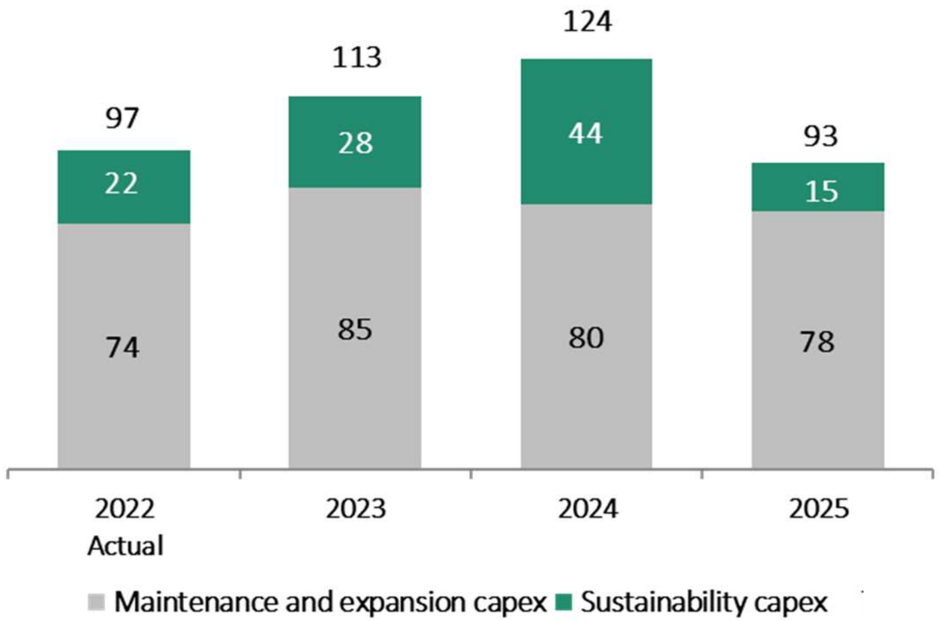


(*) Roadmap for Low Carbon transition in the cement industry by the International Energy Agency, 2018; "low clinker cements" in the "Cementing the European Green Deal", 2020

2023-25 Capex highlights

- 86 M€ of sustainability* investments, focused on operational efficiencies via plant upgrades and product innovation
- Main initiatives:
  - Kiln upgrade in Gaurain, Belgium
  - Facility upgrade for FUTURECEM® production in Aalborg, Denmark
  - Switch to natural gas in Aalborg
  - Waste heat recovery in Türkiye for electricity production
  - Alternative fuels in Izmir, Türkiye
  - Ongoing digitalization of main processes

Industrial Plan Capex breakdown
M€



(*) Excludes digitalization capex, which is part of Maintenance and Expansion Capex

Capex: main initiatives for CO_2 emissions reduction

Switch to Natural Gas in Denmark

- Agreement with the Danish gas distribution company Evida to connect the Rørdal factory to the grid in **2023-2024**
- First step is to replace coal and pet coke with natural gas. Second step is to convert to biogas
- Natural gas emits 40% less CO_2 than coal, while biogas is climate-neutral

Kiln upgrade in Belgium

- Kiln upgrade in Gaurain to increase alternative fuels use from current **40%** to over **70%**
- Main objectives: thermal efficiency, improvement, reduced maintenance costs, minimizing kiln stoppages

Sustainable distribution

- Increase distribution by rail, tighter requirements for suppliers, and use more fuel-efficient ships
- **Hybrid trucks** in Denmark
- New ships in Aalborg operating with **55%** lower fuel consumption

Capex: main initiatives for CO_2 emissions reduction

Main Initiatives in DK and BE

- **Power Purchase Agreement (PPA):** Long-term contracts with renewable energy generators for direct purchase of electricity from renewable projects
- **On-site Renewable Generation:** Valuation of renewable energy systems nearby cement plants, such as wind turbines or solar panels, reducing both costs and carbon footprint. Possibility of financing support from governments

Carbon Capture and Storage (CCS)

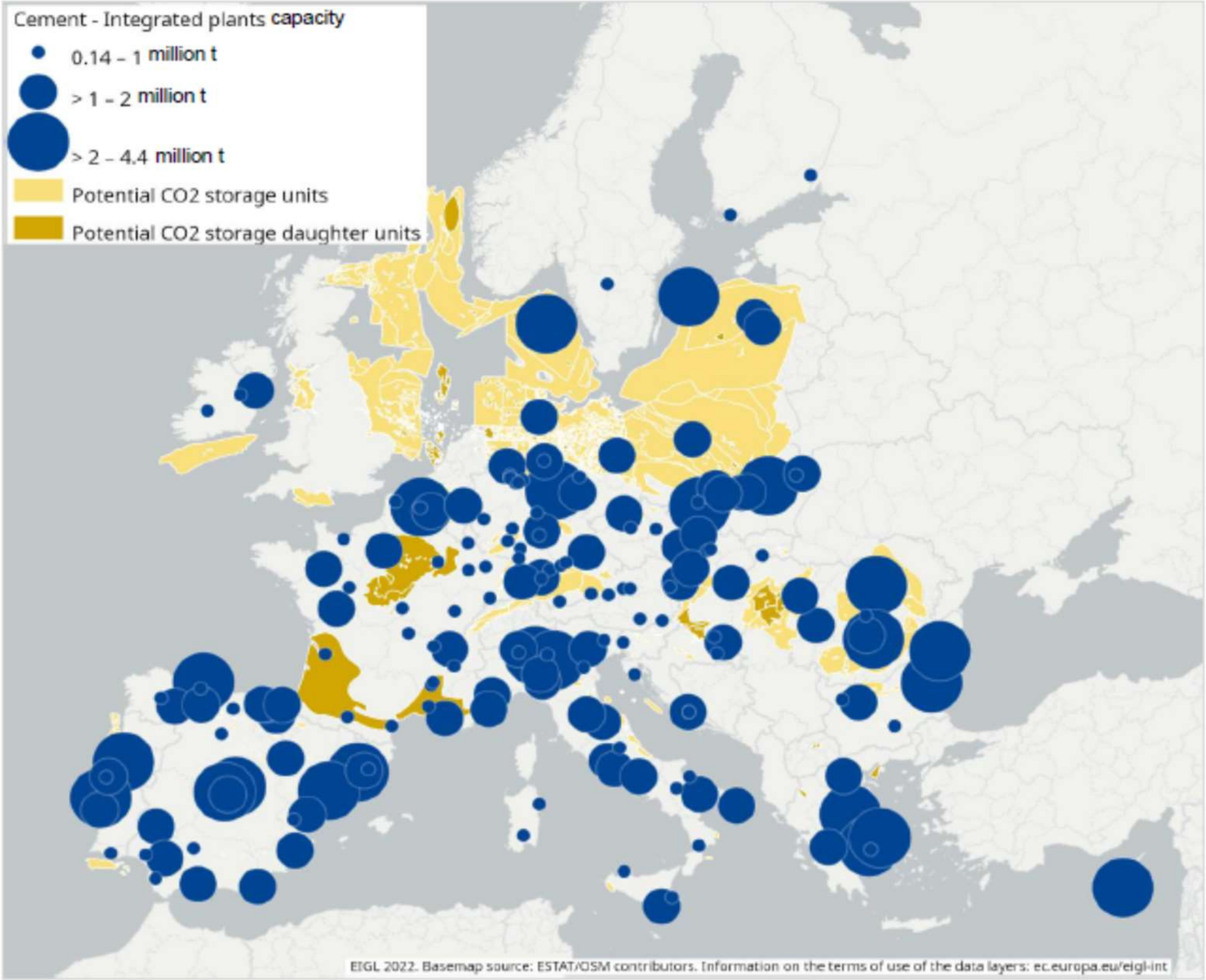
- CORT project*: pilot carbon capture plant with the potential to be scaled up to capture **400,000** CO2 tons per year by 2030. Technology: amine solvents and new heat integration methods. Location: Aalborg — Oct. 2022
- ConsenCUS project**: international R&D initiative leading to a pilot carbon capture plant. Technology: electro-chemical CO2 emission reduction using green electricity. Location: Aalborg — Nov. 2023
- Non-binding agreements for onshore and off-shore CO2 transportation and storage (Fluxys in Belgium, Fidelis and Greenport Scandinavia in Denmark)

** Carbon capture Open tests and Review of Technologies*
*** CarbOn Neutral clusters through Electricity-based innovations in Capture Utilisation and Storage*

Main CCS challenges

- The CC technologies show high energy needs, resulting to be OPEX intensive units
- Even the most mature technological solutions do not boast too many references on large scale industrial plants. On the other hand, scaling up and deployment of new promising technologies will require time
- The cost of CO_2 transport and the availability of adequate storage capacity will represent a major hurdle for cement players (see next slides)
- Offshore CO_2 transport and storage is more expensive than onshore because it requires:
  - additional capex (liquefaction, temporary storage, modifications to port area, customized ships)
  - additional operating costs (additional electricity costs for liquefaction)
- Compared to large scale on-shore/near-shore solutions -where a direct pipeline in gaseous phase is used- an extra 30-40 €/t cost is required
- Wherever possible, on-shore or near-shore storage with a direct pipeline from the production plant should be preferred as they represent a more capital-efficient alternative
- Only large-scale projects may offer an adequate return profile

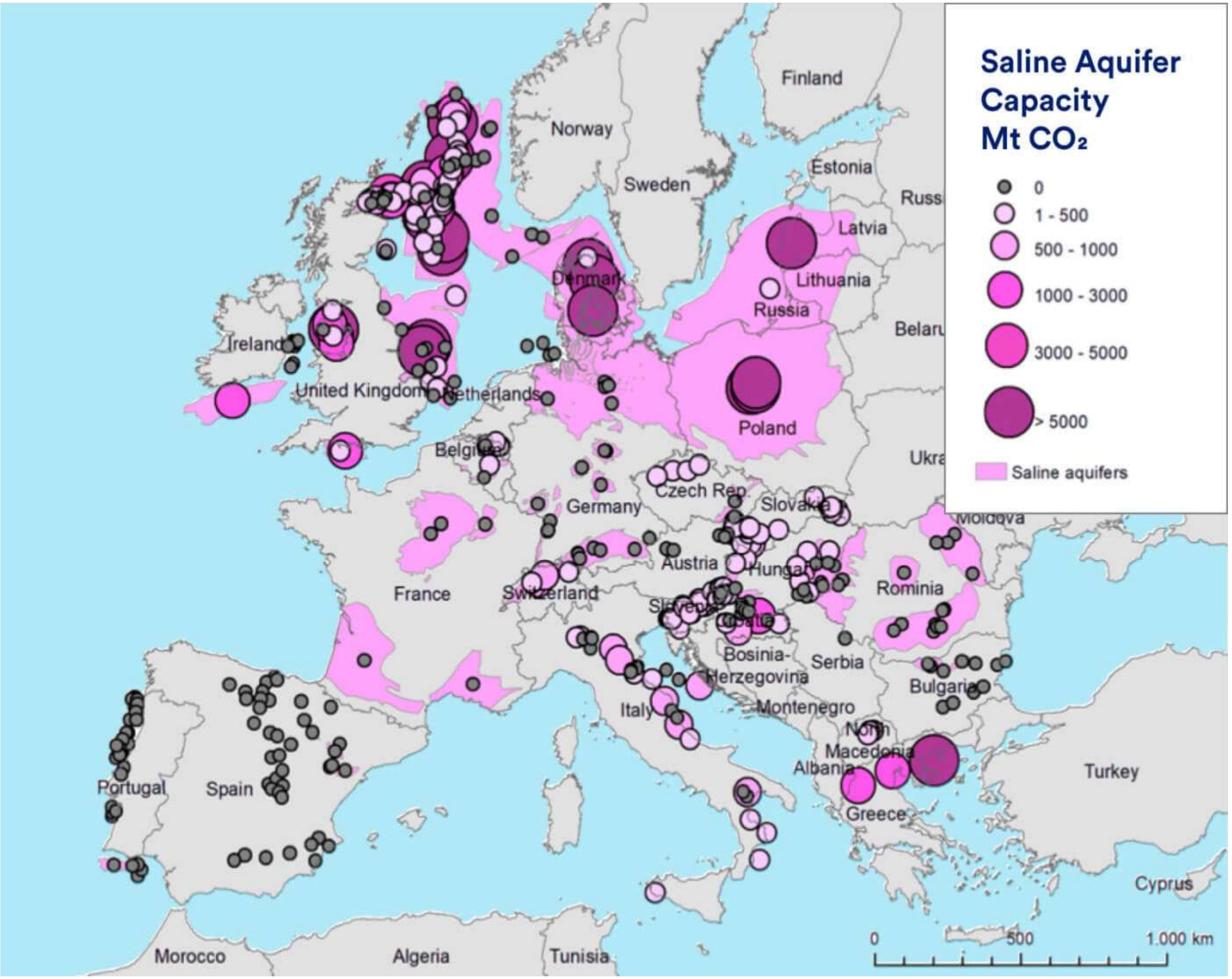
EU integrated cement plants vs. CO2 storage sites



- Mismatch between cement capacity and potential CO2 storage
- Most cement capacity is concentrated in Southern or Central EU but potential onshore storage units are located in Northern/ Eastern EU and parts of France
- Countries like Spain, Greece, Italy and Germany lack adequate CO2 storage sites

Source: JRC, based on GCD 2022 and CO2Stop. Cement capacity excludes non EU members such as the UK

CO2 storage capacity in saline aquifers

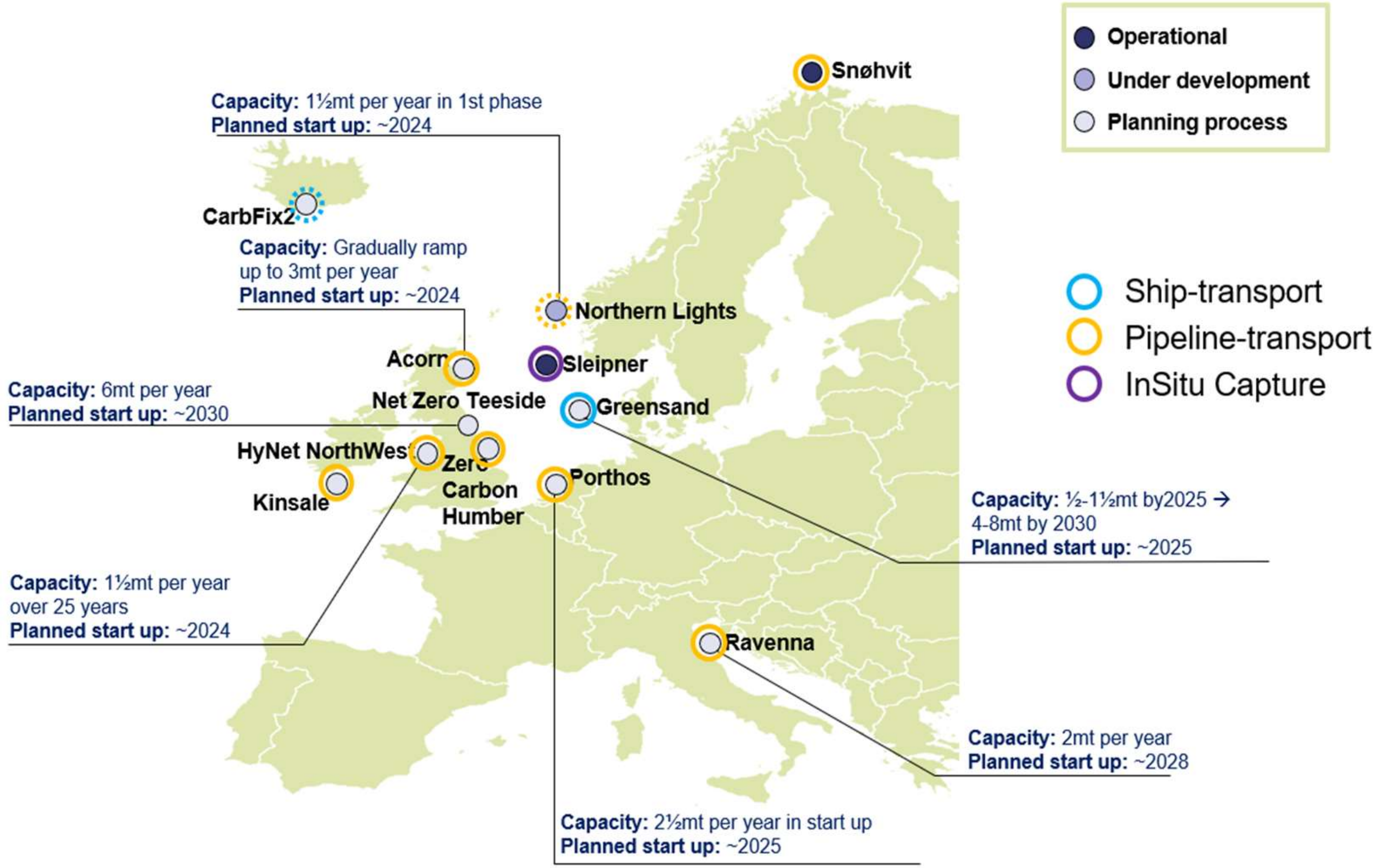


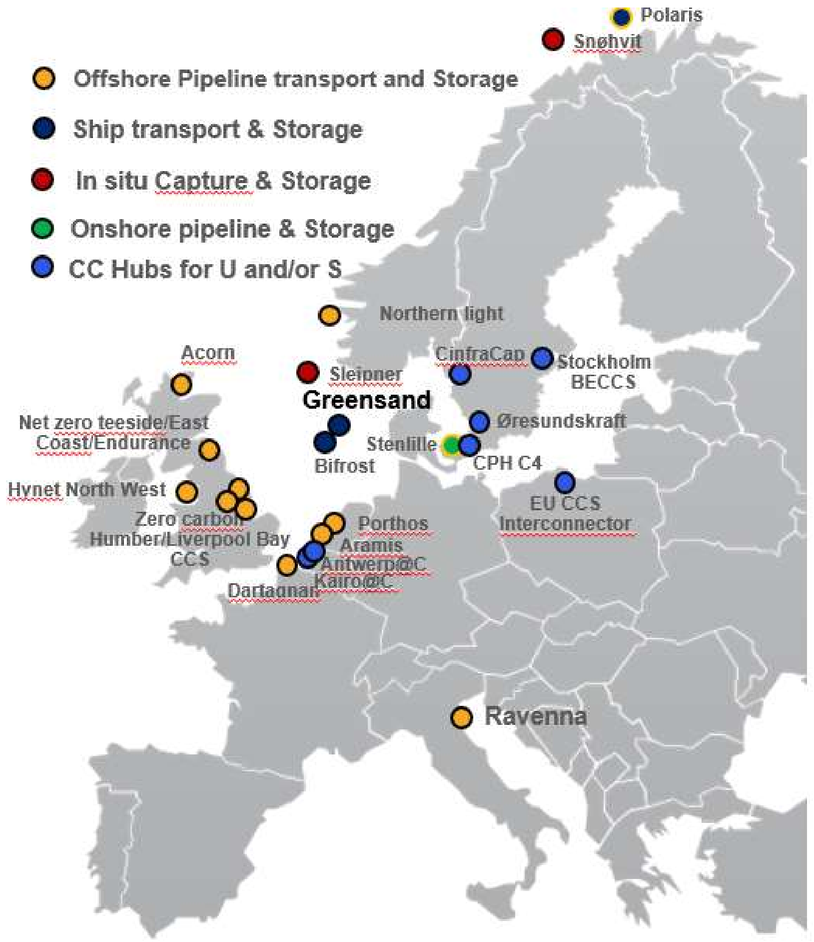
Source: GEUS 2021

- Both our Danish and Belgian operations (100% of our EU capacity) are in a privileged position for transportation and storage solutions
- The largest saline aquifers and depleted oil&gas fields are concentrated in Northern or Eastern EU, with Denmark offering one of the largest CO2 storage capacities
- Significant concentration of storage potential is located offshore / near-shore in the North Sea

Planned CCS sites and hubs in Europe

Most initiatives are concentrated in the Nordics, Benelux and the UK





Source: Ineos

Health and Safety: developing a strong H&S culture

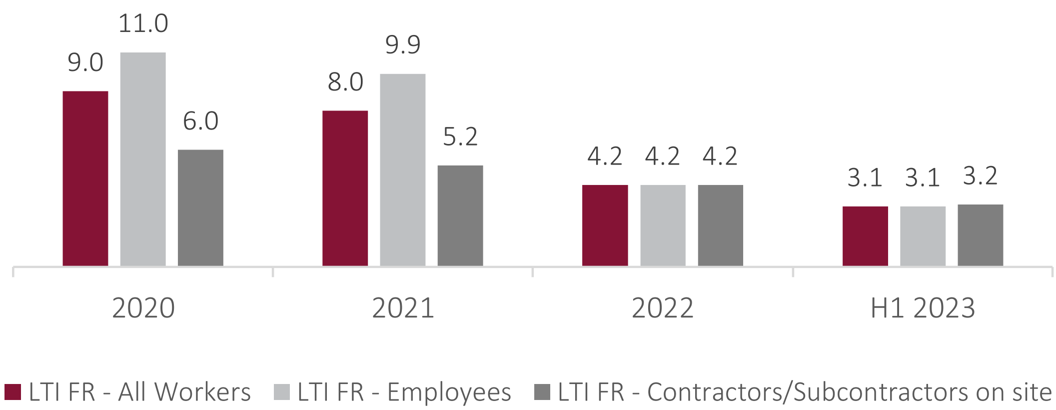
Cementir is strengthening its H&S culture through workers’ engagement and participation

- Continuous improvement of safety through Group H&S initiatives: **Group policy, Group guidelines, Group Standards, Golden Rules of Safety, H&S Balanced Scorecard** to promote homogeneous behaviour and share best practices
- **Leadership** as key attitude starting from managers
- Develop a **proactive** and **responsible** safety culture where ‘each one protects everyone’
- **Effective and efficient management systems** with all cement production plants certified with ISO 45001 standard
- **Zero fatalities** and no high-consequences work-related injuries (*) for both employees and contractors/subcontractors in 2022
- **Management performance linked to H&S targets**

Our core commitments

Declining Lost Time Injury Frequency Rate

LTI FR = (injuries with working days of absence/hours worked) x 1,000,000



*(*) **High-consequences work-related injuries** = work related injury that results in an injury from which the worker cannot, or is not expected to recover fully to pre-injury health status within six months (excluding fatalities)*

Social commitment

Promoting diversity and equality, people engagement and social responsibility

Diversity and Inclusion

- **Group Diversity, Equity and Inclusion policy in 2022**: promotion of diversity, work equality, non-discrimination and inclusion
- Ensure **equality of opportunities** in hiring, management, evaluation and development (compensation levels, salary reviews and promotions, work-life balance, etc.)

Talent management

- Main key positions filled internally
- Structured management development program
- Employee's remuneration linked to sustainability targets

Employees' Engagement

- Improve employees' engagement with a 3-year survey and consequent action plan
- Second **people survey** in Nov. 2022: better engagement and enablement level, and higher intention to stay

Human rights

- Monitoring system covering 100% of workforce worldwide
- Compliance in child labor, forced-labor, non-discrimination, conditions of employment, security and supply chain management

Cementir Academy

- Develops and enhances **technical**, **behavioral** and **managerial skills**
- In 2022 Cementir Academy provided more than **68,000 hours of training (+80% vs 2021)**
- Specific programs: Graduate program and Emerging Talent program

Local Communities

- Intensify local commitment and initiatives based on specific needs
- Group Policy on community involvement and Biodiversity policy
- Support education, district heating and cooling in Denmark, donations

Responsible Governance

Strong governance is a pre-requisite to deliver on our ESG goals

Sustainability Committee
Within Cementir Board of Directors: 4 Directors of which 3 are non-executive and independent

Board diversity
50% of Directors are women

Board Independence
37% of Directors are Independent

Risk management and processes
Internal control and Risk management system covers also climate-related risks and opportunities

Business Ethics and Compliance
Commitment to transparency and integrity, to fight all forms of corruption. Group Policies and whistleblowing

Short Term remuneration
15%-20% of C-level linked to ESG KPIs (based on ESG metrics relevant /material for Cementir)

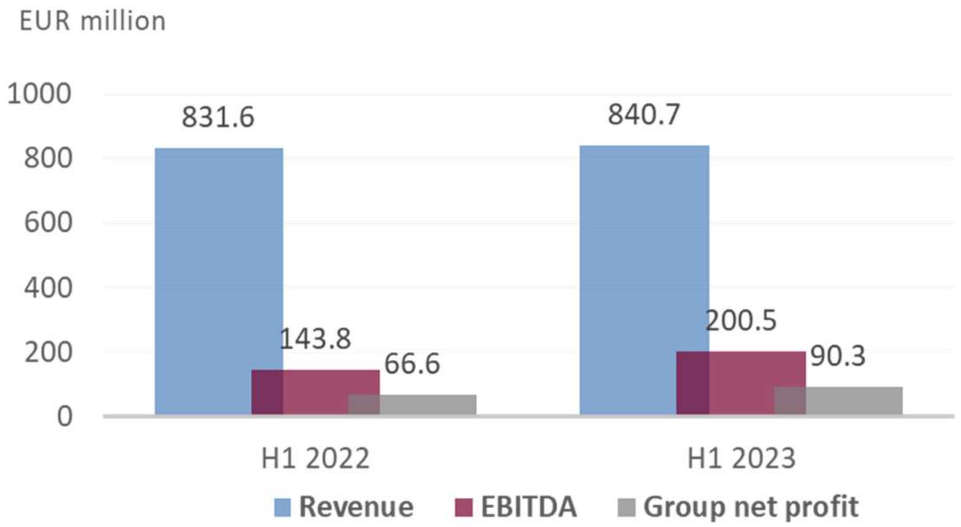
Cybersecurity and Data protection
Roadmap to reinforce security operation centre and initiative to prevent data loss

EU Taxonomy and TCFD
Disclosure according to Non-Financial Reporting Directive (NFRD) and TCFD standards since 2021

Tax transparency
Decentralized tax management but central coordination of transfer pricing policy and extraordinary operations

Appendix

2023 First Half results highlights



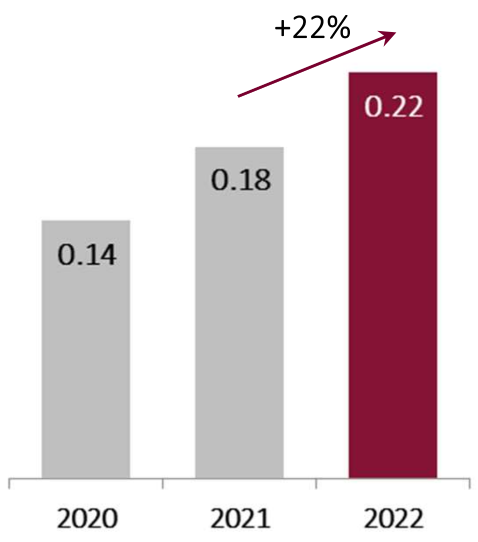
- From April 2022 Türkiye is considered "hyperinflationary"; hence results as of 30 June 2023 are prepared using IAS 29 accounting principle
- Revenues reached 840.7 M€ (+1.1% yoy); non-GAAP* Revenues reached 868.2 M€ (+ 5.1% yoy)
  - Cement volumes down by **5.5%** due to Denmark, Belgium, US and Malaysia, partially offset by growth in China, Egypt and Türkiye
  - RMC volumes down by **11.3%** due to a negative trend in all countries except Türkiye. Aggregates volumes down by **15.3%**
- EBITDA reached 200.5 M€ (+39.5% yoy); non-GAAP* EBITDA: 202.4 M€ (+40.9% yoy)
  - Higher EBITDA in all regions except for the US
  - EBITDA includes non-recurring income of 7.5 M€ of capital gains on assets sale
  - Non-GAAP EBITDA excluding non recurring items is 194.8M€, up **35.7%** on like-for-like H1 22 of 143.6M€
- EBIT: 138.5 M€ (+68.4% yoy); non-GAAP* EBIT: 143.6 M€ (+65.4% yoy)
- Group net profit: 90.3 M€ (+35.6% yoy); non-GAAP* Group net profit: 109.8 M€ (+78.9% yoy)
- Net cash: 11.0 M€, an improvement of **90.5 M€** year on year, including 34.2 M€ dividend distribution (IFRS 16 impacts 77 M€ in H1 2023 and 75.7 M€ in H1 2022)

(*) Non-GAAP figures exclude both the impact of IAS 29 application and of non-industrial properties revaluation in Türkiye (2023: 17.7 M€, 2022: 11.1 M€)

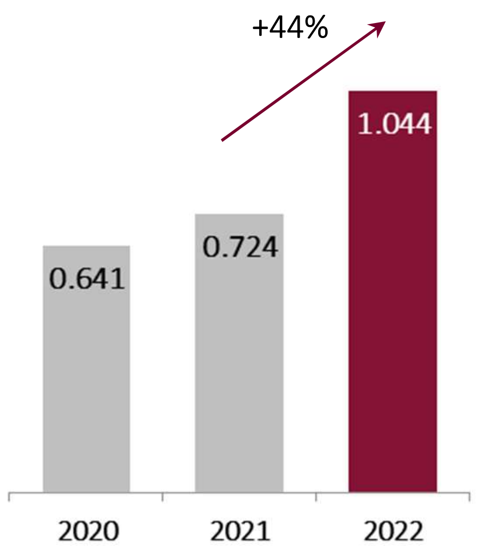
Increasing shareholders return

- +22% Dividend per Share increase vs. 2021 (payout ratio of 21.1%)
- The 2023-2025 Industrial Plan assumes the distribution of an increasing dividend with a payout ratio between 20% and 25%

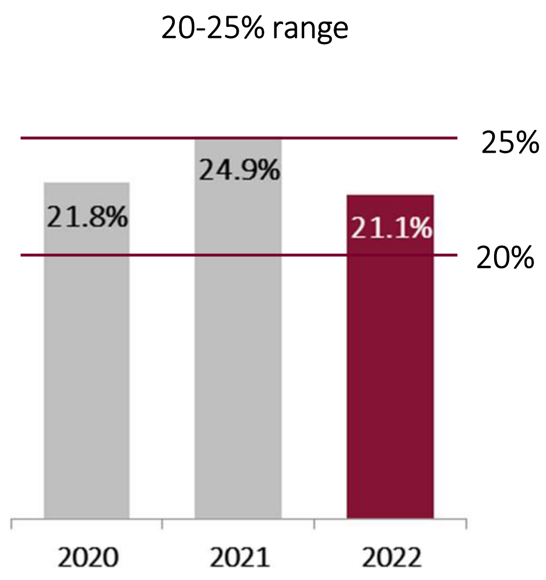
Dividend per Share



Earnings per Share



Payout Ratio



Differences between white and grey cement

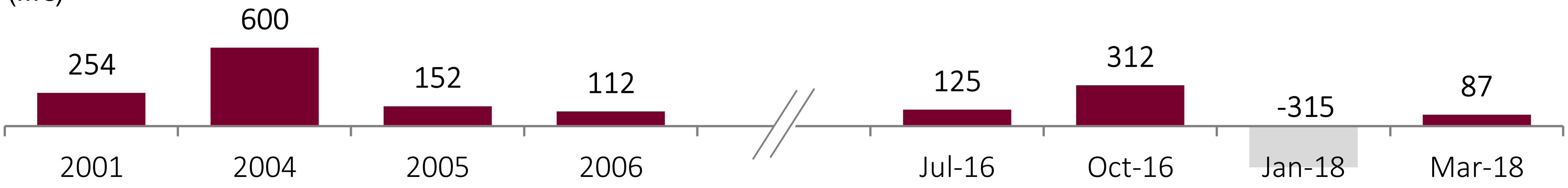
	White Cement	Grey Cement
Market Size	▪ ~ 20 million tons per year (0.5% of grey) ▪ Niche product: high value, small volumes	▪ > 4 billion tons per year ▪ Commodity: basic value, large volumes
Industry Features	▪ Raw materials scarcity, fewer producers, growth end-markets, high switching costs, export-driven	▪ Raw materials widespread presence, many producers, cyclical end-markets, local demand (only 5% exported)
Growth drivers	▪ Consumption driven by home renovation, restructuring and technology. High tech product ▪ Higher market growth rates in developed countries	▪ Consumption driven by infrastructure & residential-commercial. Low tech product. ▪ Demand growth in line with GDP in developed countries
End markets	▪ Main clients are large dry mix players (Saint Gobain-Weber, Mapei, etc) and pre-cast producers	▪ Main clients are ready-mix companies, construction companies and pre-cast producers
Product Features	▪ High workability, high electrical conductivity, aesthetics. Increasingly used for landmark buildings, urban fittings, eco-friendly construction projects	▪ The most widespread construction material, used mostly for new build and infrastructure
Applications *	▪ Dry mix producers/mortars/specialty products (50-70%) ▪ Bricks, blocks and tiles (20-30%) ▪ In-situ and pre-cast concrete (10-20%)	▪ Ready-mixed and pre-cast concrete (55-65%) ▪ Bricks, blocks and tiles (30-40%) ▪ Dry mix/mortars and other (5-10%)

(*) Cementir estimates of cement consumption by segment in Europe

M&A track record

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

(M€)



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 Türkiye
Vianini Pipe Inc. in US (Concrete products)
2006
Elazig plant in Türkiye

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

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2023 Financial Calendar:

8 February	Preliminary 2022 Results and Industrial Plan 2023-2025 update
9 March	Full year 2022 Results
20 April	AGM
9 May	First Quarter Results
27 July	First Half Results
6 November	Nine Months Results

Stock listing information:

Euronext Milan market, Euronext STAR Milan segment

Ticker: CEMI.IM (Reuters)

Ticker: CEM.IM (Bloomberg)

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