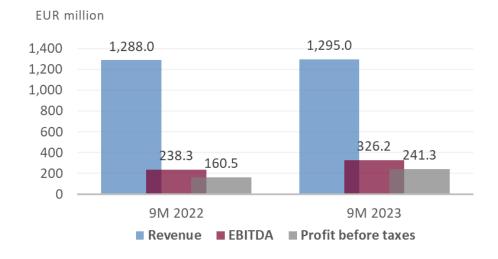
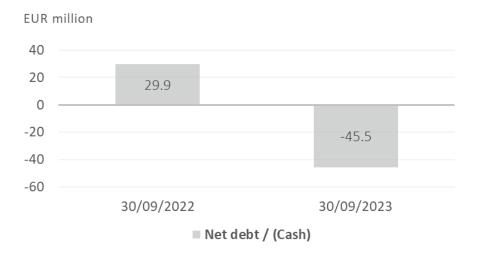




2023 First Nine Months results highlights



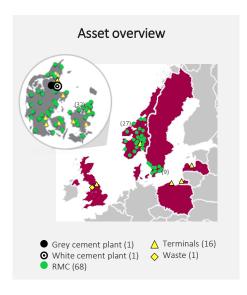


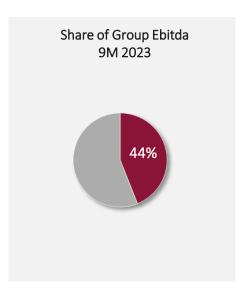
- Revenues reached 1,295 M€ (+0.5% yoy); non-GAAP* Revenues reached 1,288.9 M€ (+0.8% yoy)
 - Cement volumes down by 3.1% due to Denmark, Belgium, US,
 Malaysia and Egypt, partially offset by growth in Türkiye and China
 - RMC volumes down by 10.0% due to a negative trend in all countries except Türkiye. Aggregates volumes down by 11.0%
- EBITDA reached 326.2 M€ (+36.9% yoy); non-GAAP* EBITDA: 321.1 M€ (+32.6% yoy)
 - Higher EBITDA in all regions except for the US
 - EBITDA includes non-recurring income of 13.5 M€ mainly related to gains on assets sale. Non-GAAP EBITDA excluding non recurring items is 307.6 M€, up 27.0% on like-for-like 9M 22 of 242.1 M€
 - Non-GAAP EBITDA Margin from 18.9% to 24.9%
- EBIT: 231.7 M€ (+59.7% yoy); non-GAAP* EBIT: 234.0 M€ (+49.5% yoy)
- Profit before taxes: 241.3 M€ (+50.3% yoy); non-GAAP* Profit before taxes: 246.4 M€ (+60% yoy)
- Net cash: 45.5 M€, an improvement of 75.4 M€ year on year, including 34.2 M€ dividend distribution (IFRS 16 impacts 84.2 M€ vs. 66.2 M€ at 30 Sept. 2022)





Nordic & Baltic





| 9M 2023 | 9M 2022 | Chg % |
|----------|---|---|
| 498,203 | 549,985 | (9.4%) |
| 375,769 | 375,554 | 0.1% |
| 119,775 | 160,922 | (25.6%) |
| 59,272 | 63,877 | (7.2%) |
| (56,613) | (50,368) | |
| 141,086 | 115,032 | 22.6% |
| 132,834 | 99,967 | 32.9% |
| 5,138 | 12,880 | (60.1%) |
| 3,114 | 2,185 | 42.5% |
| 28.3% | 20.9% | |
| | 498,203 375,769 119,775 59,272 (56,613) 141,086 132,834 5,138 3,114 | 498,203 549,985 375,769 375,554 119,775 160,922 59,272 63,877 (56,613) (50,368) 141,086 115,032 132,834 99,967 5,138 12,880 3,114 2,185 |



Denmark

- Cement volumes declined as domestic market was affected by slowing demand due to higher interest rates, partially compensated by the infrastructure segment
- RMC and aggregates volumes were down 20% and 8%, respectively
- EBITDA increased thanks to careful management of energy and distribution costs. Return to Pre-Covid profitability levels
- EBITDA includes a non recurring 6.8 M€ gain on assets sale



Norway

- RMC sales volumes declined by 24% due to slowdown of residential and commercial demand, higher competition and some delays in new infrastructure projects
- EBITDA contraction due to lower volumes and higher operating costs
- Norwegian Krone depreciated by 13.4% vs. Euro average



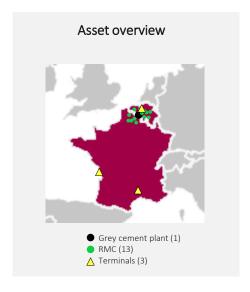
Sweden

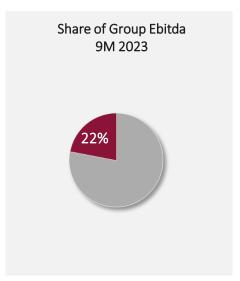
- RMC and aggregates sales volumes were sharply down (-46% and -15% respectively) as a result of residential sector demand slump
- EBITDA contraction due to lower volumes and higher operating costs
- Swedish Krona depreciated by **9%** vs. Euro average





Belgium and France (*)





| EUR '000 | 9M 2023 | 9M 2022 | Chg % |
|-----------------|---------|---------|-------|
| Revenue | 275,039 | 250,150 | 9.9% |
| EBITDA | 69,528 | 56,808 | 22.4% |
| EBITDA Margin % | 25.3% | 22.7% | |



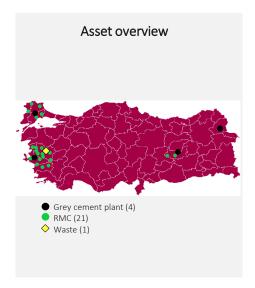


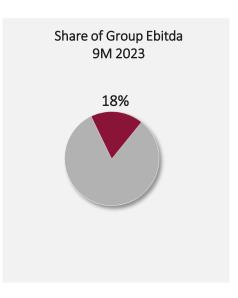
- Cement volumes declined by 8% mostly due to a generalized demand slowdown
- RMC volumes were down 8% both in Belgium and France
- Aggregates volumes were down 13% both on domestic and export markets also due to a particularly good performance in H1 2022
- EBITDA increased thanks to tight operating cost control and increasing selling prices.





Türkiye





| EUR '000 | 9M 2023 (Non-GAAP)* | 9M 2022 (Non-GAAP)* | Chg % |
|-----------------|------------------------|------------------------|--------|
| Revenue | 245,823 | 186,993 | 31.5% |
| EBITDA | 58,012 | 20,357 | 185.0% |
| EBITDA Margin % | 23.6% | 10.9% | |

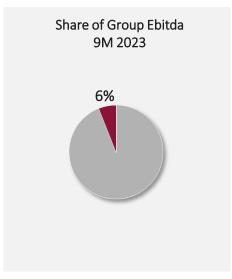
Türkiye (**)

- As from April 2022 Türkiye is considered "hyperinflationary", its results as of 30 September 2023 are prepared using IAS 29 accounting principle. The figures reported herewith are non GAAP
- Revenue increased by 31.5%, with domestic cement volumes +19% thanks to significantly higher sales in Marmara and Eastern Anatolia. Many new projects driven by anti-seismic investments.
- Cement exports were down by 34% as sales were re-directed on the more profitable domestic market
- RMC volumes increased by 8%, aggregates volumes stable due to temporary operational issues
- EBITDA reached 58 M€ driven by cement prices more than offsetting production cost increase and currency devaluation
 - EBITDA includes a non-recurring 4.5 M€ of gain on assets sale
 - Excluding non-recurring items, EBITDA would have reached 53.5 M€, up by 163% on a like for like basis
- 43.1% TRY devaluation vs. Euro average



North America





| EUR '000 | 9M 2023 | 9M 2022 | Chg % |
|-----------------|---------|---------|---------|
| Revenue | 141,669 | 151,301 | (6.4%) |
| EBITDA | 19,815 | 22,652 | (12.5%) |
| EBITDA Margin % | 14.0% | 15.0% | |

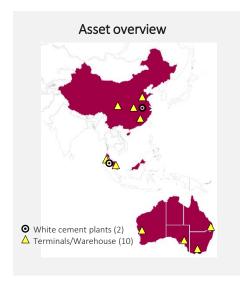


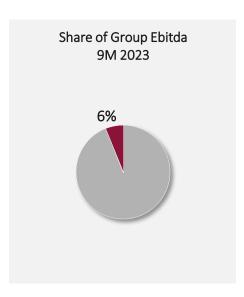
- White cement volume declined by 16%, in line with the residential market. Deliveries to Texas and Florida suffered from a stronger contraction due to competitive pressures from imports and lower demand. More moderate decline in York region and California
- EBITDA down due to lower cement volumes and higher variable costs partially offset by higher average prices. Higher contribution from concrete products (Vianini Pipe)
- 1.8% USD devaluation vs. Euro average





Asia Pacific







- Revenue broadly flat due to 15% volumes growth, offset by lower cement prices. In Q1 2023 cement sales were negatively affected by lockdowns; in Q2 and Q3 2023 volumes were up but competition put pressure on pricing
- EBITDA includes a non-recurring 2.1 M€ gain from asset disposals. Excluding non-recurring items, EBITDA was down around 6% YoY, as higher volumes could not offset declining prices
- 8.6% CNY depreciation vs. Euro average

| 9M 2023 | 9M 2022 | Chg % |
|---------|--|--|
| 87,699 | 91,736 | (4.4%) |
| 49,541 | 49,727 | (0.4%) |
| 38,706 | 42,009 | (7.9%) |
| (548) | 0 | |
| 19,811 | 15,996 | 23.8% |
| 13,701 | 12,275 | 11.6% |
| 6,110 | 3,721 | 64.2% |
| 22.6% | 17.4% | |
| | 87,699 49,541 38,706 (548) 19,811 13,701 6,110 | 87,69991,73649,54149,72738,70642,009(548)019,81115,99613,70112,2756,1103,721 |



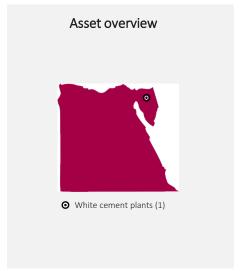
Malaysia

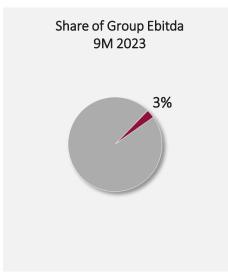
- Revenue declined by 7.9% with 16% volumes drop. White cement exports were down 19%, driven by a decline in clinker exports, a different calendar for shipments and lower deliveries to some countries. Domestic volumes increased by 22% as a result of good recovery in the construction market
- EBITDA grew as a result of higher prices and careful management of freight costs and variable costs
- 6% MYR devaluation vs. Euro average





Egypt





| EUR '000 | 9M 2023 | 9M 2022 | Chg % |
|-----------------|---------|---------|---------|
| Revenue | 37,782 | 44,022 | (14.2%) |
| EBITDA | 9,735 | 9,001 | 8.2% |
| EBITDA Margin % | 25.8% | 20.4% | |

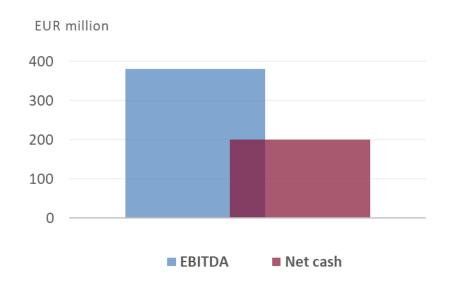
Egypt

- Revenue declined by 14.2% because of the strong devaluation of Egyptian pound vs Euro. Revenue in local currencies were up 49.6%
- White cement volumes were stable both on domestic deliveries and exports
- EBITDA increased thanks to tight production costs control and higher selling prices, despite the negative effects of EGP devaluation
- **74%** EGP devaluation vs. Euro average





2023 Full Year Guidance – further EBITDA upgrade



- Revenues ~ 1.8 BN€
- EBITDA ~ 380 M€ (increase by over 4% from 365 M€ of July 2023)
- 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.





Appendix - Consolidated Income Statement – First Nine Months 2023

| (EUR million) | 9M 2023 | 9M 2022 | Chg % | 9M 2023 (Non-GAAP)* | 9M 2022 (Non-GAAP)* | Chg % |
|--|-----------|-----------|---------|------------------------|------------------------|---------|
| REVENUE FROM SALES AND SERVICES | 1,295.0 | 1,288.0 | 0.5% | 1,288.9 | 1,278.6 | 0.8% |
| Change in inventories | 16.0 | 24.5 | (34.6%) | 19.4 | 28.1 | (31.1%) |
| Increase for internal work and other income | 36.9 | 26.3 | 40.3% | 22.2 | 15.7 | 41.5% |
| TOTAL OPERATING REVENUE | 1,347.9 | 1,338.8 | 0.7% | 1,330.5 | 1,322.4 | 0.6% |
| Raw materials costs | (579.8) | (633.8) | (8.5%) | (569.4) | (616.5) | (7.6%) |
| Personnel costs | (152.1) | (149.2) | 1.9% | (151.5) | (148.3) | 2.1% |
| Other operating costs | (289.9) | (317.5) | (8.7%) | (288.5) | (315.4) | (8.5%) |
| TOTAL OPERATING COSTS | (1,021.7) | (1,100.5) | (7.2%) | (1,009.4) | (1,080.2) | (6.6%) |
| EBITDA | 326.2 | 238.3 | 36.9% | 321.1 | 242.1 | 32.6% |
| EBITDA Margin % | 25.2% | 18.5% | | 24.9% | 18.9% | |
| Amortisation, depreciation, impairment losses and provisions | (94.5) | (93.2) | 1.4% | (87.1) | (85.6) | 1.7% |
| EBIT | 231.7 | 145.1 | 59.7% | 234.0 | 156.5 | 49.5% |
| EBIT Margin % | 17.9% | 11.3% | | 18.2% | 12.2% | |
| NET FINANCIAL INCOME (EXPENSE) | 9.6 | 15.4 | (37.7%) | 12.4 | (2.5) | n.m. |
| PROFIT BEFORE TAXES | 241.3 | 160.5 | 50.3% | 246.4 | 154.0 | 60.0% |
| Profit (loss) before taxes Margin % | 18.6% | 12.5% | | 19.1% | 12.0% | |
| | | | | | | |





Appendix - Consolidated Income Statement - Third Quarter 2023

| (EUR million) | Q3 2023 | Q3 2022 | Chg % | Q3 2023 (Non-GAAP)* | Q3 2022 (Non-GAAP)* | Chg % |
|--|---------|---------|--------|------------------------|------------------------|---------|
| REVENUE FROM SALES AND SERVICES | 454.4 | 456.4 | (0.5%) | 420.7 | 452.8 | (7.1%) |
| Change in inventories | 9.9 | 6.3 | 55.9% | 9.9 | 7.8 | 26.5% |
| Increase for internal work and other income | 13.4 | 3.6 | 275.8% | 9.0 | 3.1 | 190.3% |
| TOTAL OPERATING REVENUE | 477.6 | 466.3 | 2.4% | 439.6 | 463.7 | (5.2%) |
| Raw materials costs | (203.4) | (223.8) | (9.1%) | (180.8) | (218.4) | (17.2%) |
| Personnel costs | (49.0) | (47.6) | 3.1% | (46.3) | (47.3) | (2.0%) |
| Other operating costs | (99.5) | (100.4) | (0.9%) | (93.7) | (99.4) | (5.7%) |
| TOTAL OPERATING COSTS | (352.0) | (371.8) | (5.3%) | (320.9) | (365.2) | (12.1%) |
| EBITDA | 125.7 | 94.5 | 32.9% | 118.7 | 98.6 | 20.4% |
| EBITDA Margin % | 27.7% | 20.7% | | 28.2% | 21.8% | |
| Amortisation, depreciation, impairment losses and provisions | (32.5) | (31.7) | 2.6% | (28.3) | (28.8) | (2.1%) |
| EBIT | 93.1 | 62.8 | 48.3% | 90.4 | 69.7 | 29.7% |
| EBIT Margin % | 20.5% | 13.8% | | 21.5% | 15.4% | |
| NET FINANCIAL INCOME (EXPENSE) | 0.9 | (2.2) | n.m. | 0.2 | (4.6) | n.m. |
| PROFIT BEFORE TAXES | 94.1 | 60.6 | 55.3% | 90.6 | 65.1 | 39.2% |
| Profit (loss) before taxes Margin % | 20.7% | 13.3% | | 21.5% | 14.4% | |





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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

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Ticker: CEM.IM (Bloomberg)

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