

## Corporate Governance Statement

In accordance with the *Dutch Besluit inhoud bestuursverslag* (the **Decree**), Cementir Holding N.V. (the **Company**) publishes this statement relating to corporate governance as part of the annual report of the Board of Directors of the Company for 2025 (the **Annual Report**). As permitted by Article 2a of the Decree, the Company has opted to publish its corporate governance statement by posting it on the website ([www.cementirholding.com](http://www.cementirholding.com)). For the statement in this declaration as stipulated in Articles 3, 3a, 3b, 3d of the Decree reference is made to the relevant pages in the Annual Report. The following statements are deemed to be included and repeated herein:

- the statement relating to the compliance with the principles and best practices of the Dutch Corporate Governance Code (the **Code**), including the motivated deviation of the compliance of the Code, as required by article 3 of the Decree, can be found on page 68 of the Annual Report in the chapter “Corporate Governance”; the full text of the applicable 2025 version of the Code is available at [www.mccg.nl](http://www.mccg.nl);
- the statement concerning the most important characteristics of the risk management and control systems in relation to the process of the financial accounting of the Company and the Group, as required by article 3a letter a) of the Decree, can be found on page 101 of the Annual Report in the chapter “Internal Control and Risk Management System”;
- the statement about the functioning of the General Meeting and the most important powers thereof as well as the rights of shareholders and how these may be exercised, as required by article 3a letter b) of the Decree, can be found on page 59 of the Annual Report in the chapter “Corporate Governance”;
- the statement regarding the composition and functioning of the Board of Directors and Board Committees, as required by article 3a letter c) of the Decree, can be found on page 41 of the Annual Report in the chapter “Corporate Governance”;
- the statement regarding the diversity and inclusion policy applied in respect of the composition of the Board of Directors, the targets of the policy, as well as how the policy has been implemented and the results achieved in the past financial year, as required by article 3a letter d) of the Decree, can be found on page 274 of the Annual Report in the chapter “S1 Own Workforce” of the Sustainability Statement;
- the statement in accordance with Decree Article 10 EU-Directive on Take-overs (*Besluit artikel 10 overnamerichtlijn*), as required by article 3b of the Decree, can be found on page 67 of the Annual Report;
- the statement with respect to the number of men and women on the Board of Directors at the end of the financial year, as well as the categories of employees in senior management positions as determined by the company, the goals and plan to achieve these goals as required by article 3d of the Decree and by the Best Practice provision 2.1.6 of the Code, can be found on page 274 of the Annual Report in the paragraph Diversity Goals Statement of the chapter “S1 Own Workforce” of the Sustainability Statement.