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April 5th, 2018 - Milan







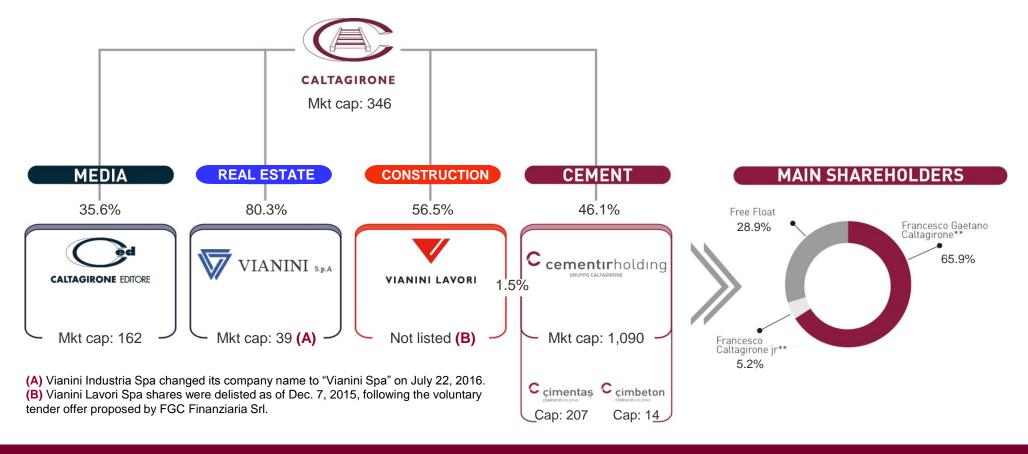
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# **Group structure and main shareholders\***

- Caltagirone Spa Group is a family-controlled industrial concern with consolidated operating revenue of EUR 1.48 billion in 2017
- The Group holds financial investments in several listed companies







# Executive summary – Full year 2017

- Following the agreement for the sale of Cementir Italia group<sup>1</sup> finalised on 2 January 2018, the results of Cementir Italia group have been recognized in 2017 as "discontinued operations"
- The 2017 figures also include the contribution of Compagnie des Ciments Belges SA group (CCB), acquired on 25 October 2016
- Group **revenue from sales** up to 1.14 billion € (1.03 M€ in 2016) due to the change in the scope of consolidation. Negative impact of FX of 79 M€
  - Revenue of CCB of 234 M€ in 2017 (39 M€ in 2016)
- EBITDA reached 223 M€ (198 M€ in 2016) with a negative impact of FX of 19.5 M€
  - EBITDA of CCB of 44 M€ in 2017 (9 M€ in 2016)
  - Non recurring income of 10.1 M€ in 2017 (revaluation on non-core lands in Turkey) and of 15.1 M€ in 2016 (connected to negative goodwill of the assets acquired in Belgium)
  - EBITDA improved in China, United Kingdom, Norway and Sweden but felt in Turkey, Egypt and Malaysia also due to the depreciation of foreign currencies against the Euro (mainly EGP and TRY)
- EBIT of 141 M€ (95 M€ in 2016) with negative impact of FX of 12.3 M€
- Group net profit at 71.5 M€ (67.3 M€ in 2016)
- Net financial debt at 536.6 M€ (562.4 M€ at 31 Dec. 2016)



# **Consolidated Income Statement**

P&L (EUR million)	2017	2016 Published	Var %	2016 Restated <sup>1</sup>	Var %
REVENUE FROM SALES AND SERVICES	1,140.0	1,027.6	10.9%	925.8	23.1%
Change in inventories	0.6	3.3	(80.9%)	1.0	(36.8%)
Other revenue	29.4	37.6	(21.7%)	32.1	(8.2%)
TOTAL OPERATING REVENUE	1,170.0	1,068.4	9.5%	958.8	22.0%
Raw materials costs	(444.2)	(432.7)	2.6%	(369.6)	20.2%
Personnel costs	(174.7)	(167.0)	4.6%	(139.6)	25.2%
Other operating costs	(328.4)	(270.9)	21.3%	(241.1)	36.2%
TOTAL OPERATING COSTS	(947.3)	(870.6)	8.8%	(750.3)	26.3%
EBITDA	222.7	197.8	12.6%	208.5	6.8%
EBITDA Margin %	19.5%	19.3%		22.5%	
Amortisation, depreciation, impairment losses and provisions	(82.1)	(103.2)	(20.4%)	(72.9)	12.6%
EBIT	140.6	94.7	48.5%	135.6	3.7%
EBIT Margin %	12.3%	9.2%		14.6%	
FINANCIAL INCOME (EXPENSE)	(13.9)	23.9	(158.1%)	24.3	(157.3%)
PROFIT (LOSS) BEFORE TAXES	126.7	118.6	6.8%	159.8	(20.8%)
Profit (loss) before taxes Margin %	11.1%	11.5%		17.3%	
Income taxes	(16.4)	(33.2)	(50.7%)	(40.9)	(59.9%)
PROFIT FROM CONTINUING OPERATIONS	110.3	85.3	29.2%	118.9	(7.3%)
LOSS FROM DISCONTINUED OPERATIONS, NET OF TAX	(33.1)			(33.6)	
PROFIT FOR THE YEAR	77.2	85.3	(9.6%)	85.3	(9.6%)
Non controlling interests	5.7	18.1	(68.5%)	18.1	(68.5%)
GROUP NET PROFIT	71.5	67.3	6.2%	67.3	6.2%

• 2017 Exchange rates impact vs 2016: on Revenue of -78.6 M€ and on Ebitda of -19.5 M€





# Cement, ready-mixed concrete and aggregates volumes

Sales volumes (thousands)	2017	2016 Published	Chg %	2016 Restated <sup>1</sup>	Chg %
Grey and white cement (metric tons)	10.282	10.110	1,7%	8.254	24,6%
Ready-mixed concrete (m <sup>3</sup> )	4.948	4.420	11,9%	4.308	14,9%
Aggregates (metric tons)	9.335	4.462	109,2%	4.462	109,2%

- Cement volumes to 10.3 Mt thanks to the Belgian consolidation and the good performance in Denmark, Turkey, Egypt and Malaysia
- Ready-mixed concrete volumes to 4.9 Mm3 due to the consolidation of CCB and to strong performance in Denmark, Norway and Sweden despite the fall in Turkey
- Aggregates volumes to 9.3 Mt thanks to the contribution of CCB and good performance in Sweden and Denmark





# Nordic & Baltic and USA — Consolidation for 12 months of Belgian group CCB

€ '000	2017	2016	Chg %
Revenue from sales	829,081	586,151	41.4%
Denmark	358,793	341,117	5.2%
Norw ay / Sw eden	211,789	185,711	14.0%
Belgium / France	240,373	38,731	520.6%
Other (1)	65,469	59,707	9.7%
Eliminations	(47,343)	(39,115)	
EBITDA	161,749	143,546	12.7%
Denmark	95,832	115,098	(16.7%)
Norw ay / Sw eden	18,093	16,761	7.9%
Belgium / France	44,866	8,738	413.5%
Other (1)	2,958	2,949	0.3%
EBITDA Margin %	19.5%	24.5%	

(1) Other include United Kingdom, USA, Poland, Russia and Iceland

Includes 15.1 M€ of non-recurring connected to assets acquired in Belgium

#### **Other**

- United Kingdom Improvement in the waste management revenue and EBITDA due to higher volumes of waste processed at the subsidiary Quercia (+40%)
- United States Higher revenue from sales of concrete products

#### **Denmark**

- Positive overall growth due to the residential, commercial and public sector. Domestic volumes of grey cement increased 2.8% with slight increase in prices
- · RMC volumes slightly up with positive pricing
- Solid developments of exports for white cement (+7%) driven by France and Poland – and for grey cement (+11%), especially to subsidiaries in Norway and Iceland.

#### **Norway**

- Government investment, new housing and low interest rates support the construction sector, with upturn in all regions of presence except for the south of the country
- RMC volumes increased 10% yoy, with prices up 2%

#### Sweden

- Construction market growth of 10%
- Sales of RMC and aggregates increased by over 12% driven in particular by the residential market in the South (greater presence of the Group)

#### **Belgium / France**

- Consolidation for 12 months in 2017 of CCB group (from 25 Oct 2016)
- Positive performance of cement and RMC sales, supported by good weather
- Aggregates volumes growth in Belgium mainly to RMC and asphalt markets - and in France – due to road construction projects





## **Eastern Mediterranean**

€ '000	2017	2016	Chg %
Revenue from sales	229,585	260,162	(11.8%)
Turkey	193,142	214,913	(10.1%)
Egypt	36,443	45,249	(19.5%)
Eliminations	-	-	
EBITDA	43,202	45,433	(4.9%)
Turkey	31,555	32,060	(1.6%)
Egypt	11,647	13,373	(12.9%)
EBITDA Margin %	18.8%	17.5%	
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Includes 10.1 M€ of non-recurring items due to the revaluation of non-core lands

#### **Egypt**

- Revenue of 36.4 M€ (45.2 in 2016), down due to the depreciation of EGP (-83% vs. avg. 2016)
- Revenue in local currency increased 47.2%
  - overall cement volumes up 7.3%
  - higher sales volumes of cement on the domestic market (+10.2%)
     with an increase in average sales prices in local currency
  - export volumes up 4.6%, especially to Saudi Arabia, Russia and Jordan, with average sales prices in dollars falling in all principal markets.
- Negative impact of FX on EBITDA of 9.6 M€
- Increase in fuel costs on the international markets and increase in plant maintenance costs.

#### **Turkey**

- Revenue of 193.1 M€ (214.9 M€ in 2016) due to the depreciation of TRY (-23% vs. avg. 2016)
- Revenue in local currency increased by 10.8%
  - cement volumes improved significantly in 2H 2017, with volumes for the year up 4.6% yoy both in the domestic market and in exports, after the early part of 2017 affected by adverse weather conditions, delays on some key construction projects, strong competition and the uncertain political situation in the country
  - Domestic cement prices in local currency were up, sustained by the start of anticipated infrastructure projects in the regions of Eastern Anatolia, Marmara (motorway bridges, canal bridges and canals) and the Aegean (residential, commercial and infrastructural investments) – where the Group has plants.
  - RMC volumes fell by 17% due to the deferral of a number of projects due to political uncertainty, adverse weather conditions and the increase in steel prices

#### Waste management:

- Sureko (industrial waste): improvement of revenue and profitability due to the increase in volumes sent to landfill, higher production of RDF and supplies of alternative fuels to Group's cement plants and an increase in volumes received for temporary storage, despite a decrease in recycled ferrous materials and packaging.
- Hereko (Istanbul's solid urban waste): reorganisation under process to improve profitability and product quality. This led to a reduction in processed volumes (~ 75%) but 2017 ended with a notable improvement in results.





# **Asia Pacific**

€ '000	2017	2016	Chg %
Revenue from sales	83,002	80,887	2.6%
China	44,129	41,774	5.6%
Malaysia	38,966	39,269	(0.8%)
Eliminations	(93)	(156)	
EBITDA	19,099	20,983	(9.0%)
China	11,166	10,536	6.0%
Malaysia	7,933	10,447	(24.1%)
EBITDA Margin %	23.0%	25.9%	

#### Malaysia (white cement)

- Sales volumes of white cement and clinker were up 4% overall vs 2016
  - on the domestic market, albeit insignificant, were down 4% with averages prices in local currency slightly up,
  - exports of cement and clinker increased by about 5%, mainly due to higher volumes in Vietnam, Australia, Philippines and Japan, although exports to Singapore and South Korea were lower
- Export prices of clinker and cement are generally decreasing due to the product mix and strong competition on international markets.
- Depreciation of MYR (-6% vs avg. 2016)
- Higher costs for fuel, electricity and raw materials costs, higher fixed costs for production employees, maintenance and operating following technical problems in the kiln in the first half of the year

#### China (white cement)

- Revenue in local currency were up over 9% thanks to the increase in the volumes of white cement sold on the domestic market (+12%), plus a favourable trend in prices (+9% in local currency).
  - Exports were insignificant in the period and mainly directed to South Korea and Hong Kong, down 29% with falling dollar prices.
- EBITDA benefitted from the positive trend in prices on the domestic market, only partially offset by the increase in variable costs connected to the higher price of fuel on international markets, plus the increase in fixed costs for employees and maintenance.
- Depreciation of CNY (-4% vs avg. 2016)





# **Central Mediterranean**

€'000	2017	2016	Chg %
Revenue from sales	183,418	112,582	62.9%
Italy	183,418	112,582	62.9%
EBITDA	(4,974)	(12,138)	59.0%
Italy	(4,974)	(12,138)	59.0%
EBITDA Margin %	-2.7%	-10.8%	

#### Italy

- Agreement to sell the Italian operations (Cementir Italia Spa and its wholly-owned subsidiaries Cementi Sacci Spa and Betontir Spa) on 2 January 2018 for 315 M€, on cash and debt-free basis
- Revenue totalled EUR 183.4 million (EUR 112.6 million in 2016) and included the revenue of Cementir Sacci of EUR 70.1 million (EUR 21.8 million in 2016).
- Cement sales volumes increased 35.5% compared to 2016 as a result of the 12-month consolidation of Cementir Sacci SpA, but fell 9.6% on a like-for-like basis, with average prices rising.
- Sales volumes of ready-mixed concrete were up 13% compared to 2016 (-2.6% on a like-for-like basis).
- EBITDA was a negative EUR 5.0 million (negative EUR 12.1 million in 2016) and includes the EBITDA of Cementir Sacci of EUR -2.5 million (EUR -3.0 million in 2016).



# Financial result

(EUR thousand)	2017	2016 <sup>1</sup>	Chg %
Share of net profits of equity-accounted investees	4,785	5,127	(7%)
Total financial income	13,468	3,413	295%
Total financial expense	(26,916)	(16,289)	65%
Foreign exchange rate gains (losses)	(5,249)	32,015	n.m.
Net financial income (expense)	(18,697)	19,139	n.m.
Net financial income (expense) and share of net profits of equity-accounted investees	(13,912)	24,266	(157%)

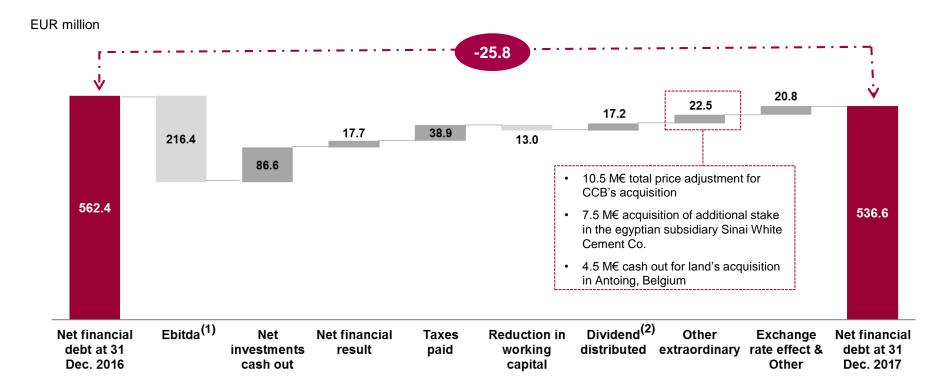
- The share of net profits of equity-accounted investees includes the result of Lehigh White Cement Company (24.5% owned at 31 Dec. 2017) for 5.3 M€ in 2017
- Net financial expense of 18.7 M€ in 2017
  - Financial income include 9.8 M€ (0.6 M€ in 2016) of gains on derivatives purchased to hedge commodities, currencies and interest rates and 3.7 M€ (2.8 M€ in 2016) of interests on cash held by the Group
  - Higher financial expenses due to the higher average financial debt (2016 included also 2.5 M€ of losses on hedging derivatives)
  - In 2016 exchange rate gains includes around 30 M€ of exchange rate gains accrued in the Egyptian subsidiary





# Reduction in Net financial debt

• Net financial debt decreased to 536.6 M€ due to cash flow from operating activities, despite investments, dividends' distribution and non-recurring transactions

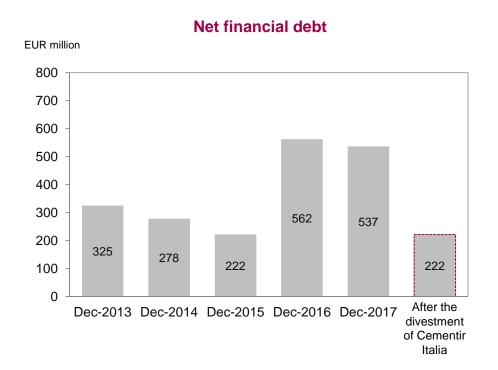




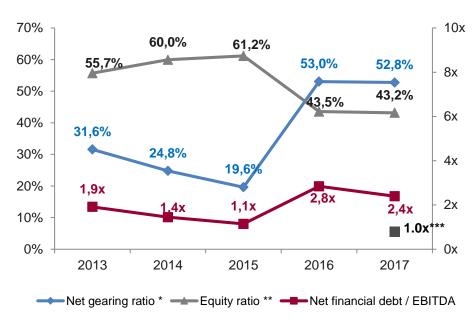


# Net financial debt and key financial ratios

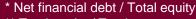
- Net financial debt / Ebitda ratio reached 2.4x at 31 Dec. 2017
- 315 M€ cashed in on January 2<sup>nd</sup>, 2018 from the sale of Cementir Italia



### **Key financial ratios**







<sup>\*\*</sup> Total equity / Total assets

<sup>\*\*\*</sup> After the divestment of Cementir Italia



# Gross financial debt: maturity profile and composition



In January 2018 reimbursement of 195 M€ of debt with the following maturity dates:

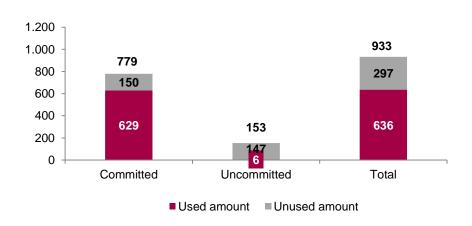
2018: 22 M€

2019: 42.5 M€

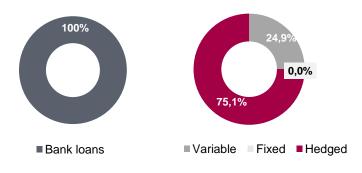
2020: 42.5 M€

2021: 88 M€

#### Facilities by type



#### **Debt by source / interest**







# **Group balance sheet reclassified**

#### EUR/million

CAPITAL EMPLOYED	31/12/2017	31/12/2016 <sup>1</sup>
NON CURRENT ASSETS & LIABILITIES		
Tangible, intangible and financial assets	1,354.9	1,664.5
Deferred taxes assets/ liabilities	(93.8)	(73.4)
Other non current assets/ liabilities	(63.6)	(79.3)
TOTAL NON CURRENT ASSETS & LIABILITIES	1,197.5	1,511.9
CURRENT ASSETS & LIABILITIES		
Inventories	126.7	163.8
Trade receivables	160.6	236.5
Trade payables	(204.2)	(263.4)
Working Capital	83.2	136.9
Other current assets/ liabilities	(35.7)	(26.0)
Assets/ liabilities held for sale	314.0	0.0
TOTAL CURRENT ASSETS & LIABILITIES	361.4	110.9
TOTAL CAPITAL EMPLOYED	1,558.9	1,622.7

FINANCIAL SOURCES	31/12/2017	31/12/2016 <sup>1</sup>
Equity attributable to the owners of the parent	956.2	992.7
Equity attributable to non-controlling interests	59.5	67.6
TOTAL EQUITY	1,015.7	1,060.3
NET FINANCIAL DEBT	(543.3)	(562.4)
TOTAL FINANCIAL SOURCES	1,558.9	1,622.7





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# **Outlook for 2018**

With the new scope of consolidation – excluding the Italian companies sold and including Lehigh White Cement Company ("LWCC")

(EUR million)	ACTUAL 2017	GUIDANCE 2018
Revenue	1.140	1.250
EBITDA	223	235
Net financial debt	537	260
Capex	92	80

- Focus on consolidation and integration of LWCC
- Figures include the contribution of LWCC for around 10 M€ from Q2 2018
- Negative effect of some exchange rates especially the Turkish Lira and Egyptian Pound
- Net financial debt of 260 M€ at the end of 2018 after:
  - Payment of USD 106.6 for the acquisition of LWCC
  - Cash inflows from the sale of 100% of the share capital of Cementir Italia Spa





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# **Strategy - Divestment of the Italian business**

#### **Transaction**

- On September 19<sup>th</sup>, 2017 Cementir Holding signed an agreement with Heidelberg / Italcementi to sell all Italian assets and activities
- Enterprise Value = 315 M€ on a cash and debt-free basis
- Closing on 2 Jan. 2018

#### **Rationale**

- The Transaction represents a strategic opportunity for Cementir to:
  - take advantage of the consolidation ongoing on the Italian cement industry and benefit from current valuation environment
  - take other opportunities abroad

# Financial impacts

- In 2017 Cementir Italia Group achieved:
  - revenue of 148 M€
  - EBITDA of negative 3.7 M€
- Cash-in of 315 M€ on 2 January 2018





# Lehigh White Cement Company - Acquisition of a further 38.75% stake

#### **Transaction**

- On February 14<sup>th</sup>, 2018 Cementir Holding signed an agreement with Heidelberg / Lehigh Cement Company to acquire an additional 38.75% stake in Lehigh White Cement Company (LWCC)
- Cash consideration = 106.6 M\$ on a cash and debt-free basis
- Closing on 29 March 2018
- Final stake of 63.25% (Cemex 36.75%)

#### **Rationale**

- LWCC is the leading supplier and distributor of white cement in the US
- Reinforce the group's position as global leader in white cement, directly managing assets
- Take advantage of our global presence and expertise to fully exploit the product offering and consolidate LWCC customer base

#### **Overview**



- LWCC is the leading supplier of white cement in the US
- Operates 2 cement plants, located in Waco TX and York PA, with a total capacity of 255,000 tons per year
- A distribution network of over 40 terminals across the US which distribute manufactured and imported cement from its partners in all North America
  - The terminal in Tampa FL is owned by Cementir



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# White cement: premium product

#### White cement is a premium product

- Availability of white cement raw material is scarce compared to grey cement
- · Used in constructions where aesthetics are of high importance
- Production costs are higher than grey cement

#### White cement applications

- Terrazzo
- Coloured mortars
- Pre-cast concrete elements
- Cast stone
- Glass fibre reinforced concrete
- Swimming pools
- · Paving stones
- · Roofing tiles
- Garden ornaments
- Plasters and grouts
- Street furniture
- · Road barriers















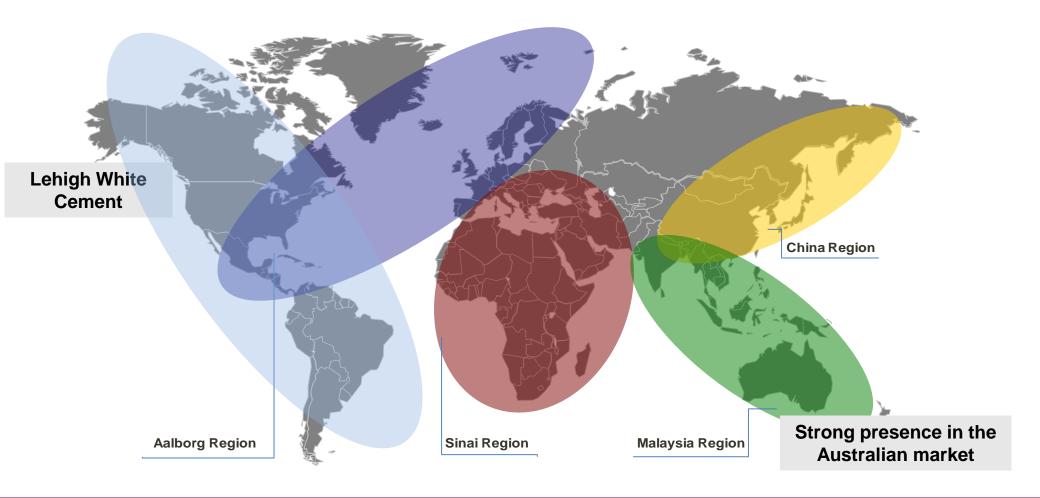
- 1/ Masonry blocks for Velodrom (Olympic Games London)
- 2/ Precast elements, Holstebro Court House
- 3/ Street furniture by Gunnar Näsman
- 4/ Precast elements, Tuborg Nord
- 5/ Coloured mortars
- 6/ Precast tunnel elements
- 7/ Paving stones
- 8/ Paving stones





# White cement: a global business "Lead" by Cementir Holding

With a capacity of 3.3 Mt, Cementir Holding is by far the greatest competitor in this market







# White cement strategy at a glance

#### **CATCH**

EXTERNAL GROWTH
OPPORTUNITIES, BOTH IN
CONSOLIDATED AND IN NEW
MARKETS

#### **PURSUE**

PRODUCT INNOVATION &
NEW BUSINESS MODELLING
WITHIN DOWNSTREAM
APPLICATIONS & TECHNOLOGIES FOR
WHITE CEMENT

# GROUP GLOBAL LEADERSHIP IN WHITE CEMENT

## **ENHANCE**

GLOBAL MARKETING &
BRANDING
AS AN ASSET

#### **EXPLOIT**

OUR UNIQUE PRODUCTION /
COMMERCIAL FOOTPRINT IN WHITE
CEMENT, BY CROSS-REGIONAL
SYNERGIES, WITHIN AN
INTEGRATED GLOBAL PERSPECTIVE
AND GUIDANCE

#### **DEVELOP**

A UNIQUE VALUE PROPOSITION TO THE CURRENT AND POTENTIAL CUSTOMER BASE IN EXISTING AND NEW GEO MARKETS



# Expansion supported by external growth strategy

Since 2001 over EUR 1.7 billion invested in acquisitions to increase geographical and product diversification



#### 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 Cement in Turkey
Vianini Pipe Inc. Concrete product in US

#### 2006

Elazig Cimento A/S plant Cement in Turkey 4K-Beton A/S Ready-mix in Denmark

#### 2008 - Kudsk & Dahl

Aggregates in Denmark

#### <u>2009</u> - Sureko

Entered the waste management in Turkey

#### **2010** - 14 ready-mix plants

Ready-mix in Italy

#### 2012 - NWM Holding Ltd

Entered the waste management in UK

#### 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 – Closing of acquisition of 38.75% stake in Lehigh White Cement Company

Majority stake of 63.25% White cement in the U.S.

From being an Italian cement producer, Cementir is today an international player operating in 18 countries

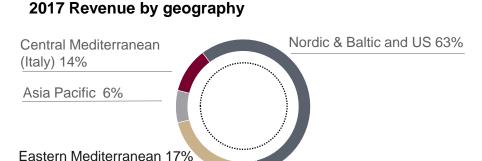


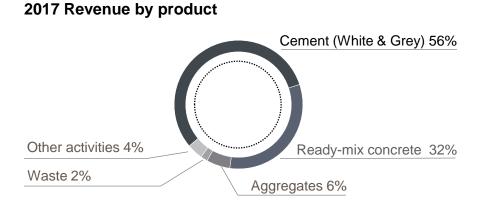


# From local to global player

At the end 2017 86% of revenues derive from international operations From 2018 100% of revenues will be generated abroad

# 2001 Full Year Revenue by geography 2001 Full Year Revenue by product Cement 100%









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