

FY 2024 RESULTS

28 March 2025

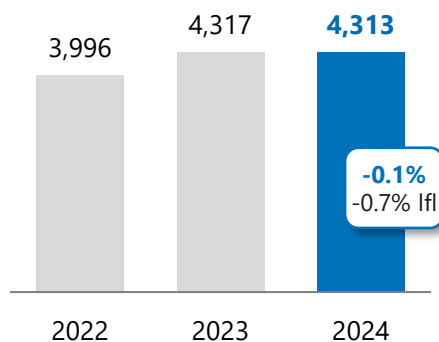
Pietro Buzzi – CEO



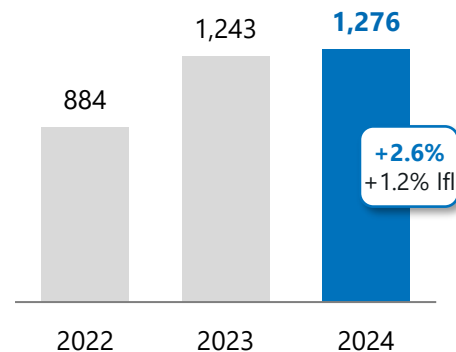
Saxon Construction Bank, Leipzig, Germany.

FY 2024 IN BRIEF

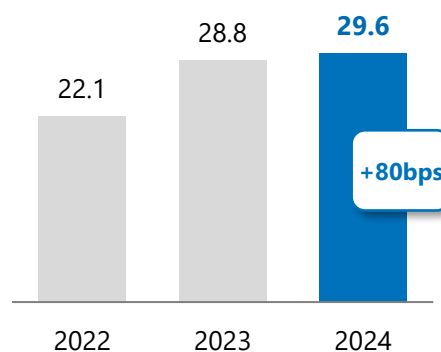
Net Sales (€m)



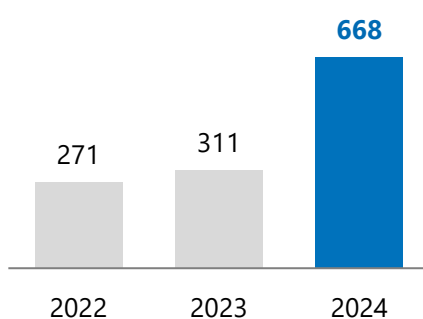
EBITDA (€m)



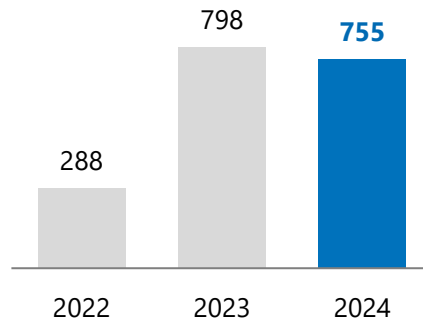
EBITDA margin (%)



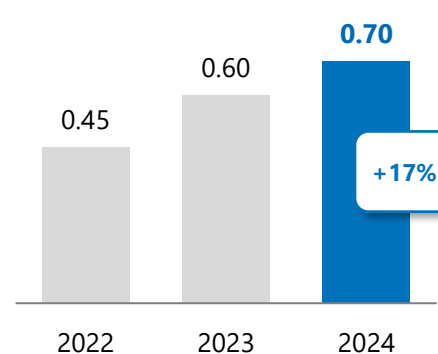
Capex & Financial Inv. (€m)



Net Cash (€m)



DPS (%)



Stable lfl Net Sales, thanks to the favorable price dynamic counterbalancing volume weakness.



EBITDA grew by 2.6%, mainly driven by changes in scope (+28m) and despite fx headwind (-10m). EBITDA Margin further improved to 29.6%.



Stable operating results at constant perimeter, with positive price over cost evolution in Italy and US offsetting lower margins in Central and Eastern Europe.



Sound cash generation from operating activities, to serve higher capex, M&A investments and improved shareholder returns.



2025 group recurring EBITDA expected to consolidate the excellent result level reached in 2024

PORTFOLIO EXPANSION AND OPTIMIZATION

RECENT M&A TRANSACTIONS

Oct-24

Acquisition of the remaining 50% stake of **NCPAR** operating in **Brazil**

Transaction value
~ **370 €m***

Oct-24

Closing of the agreement to **sell** the **Ukrainian assets**

Transaction value
100 €m

Jan-25

Fanna sale to Alpacem Cementi Italia and acquisition of the 25% stake in Alpacem Zement Austria

Asset Swap

Mar-25

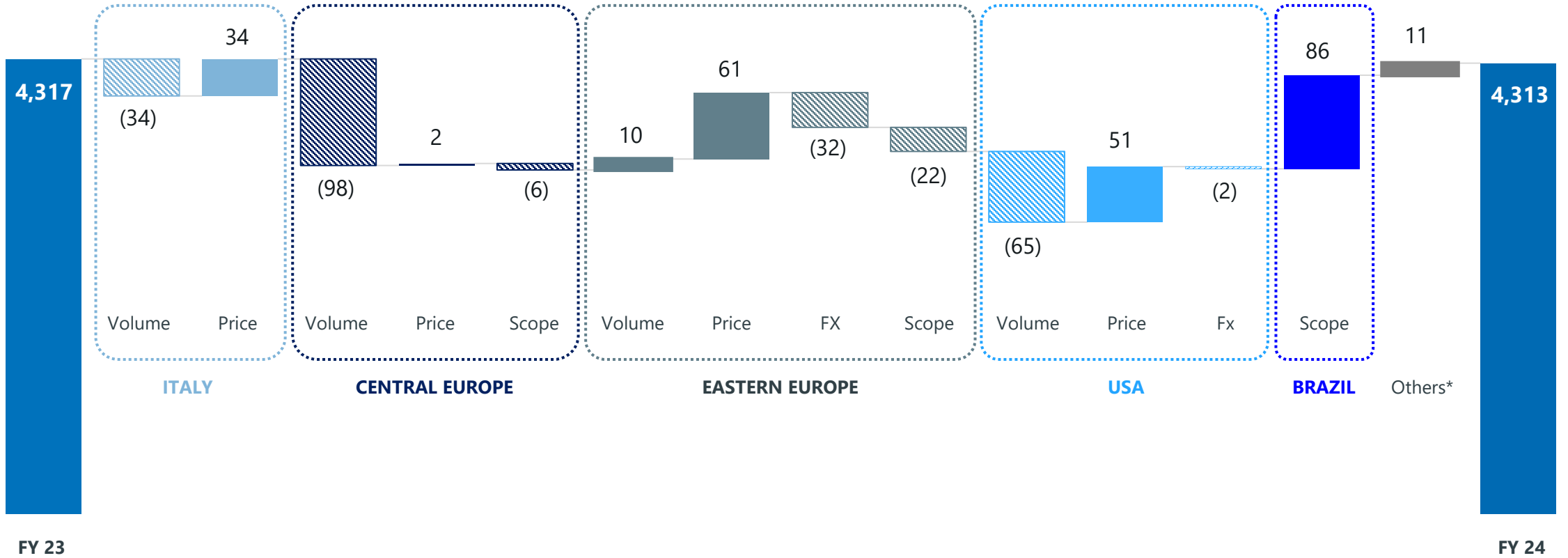
Acquisition of a 37.6% stake in **Gulf Cement Company** (UAE) through the 90% owned subsidiary TC Mena Holdings and public takeover offer to the remaining shareholders

Transaction value
up to 65€m

* It does not consider the consolidation of the Brazilian Net Cash Position (~70€m) and the negative accounting impact coming from the shareholder loan elimination (220€m)

NET SALES VARIANCE BY REGION

(€m)



*Intercompany eliminations and adjustments

Unfavorable impact

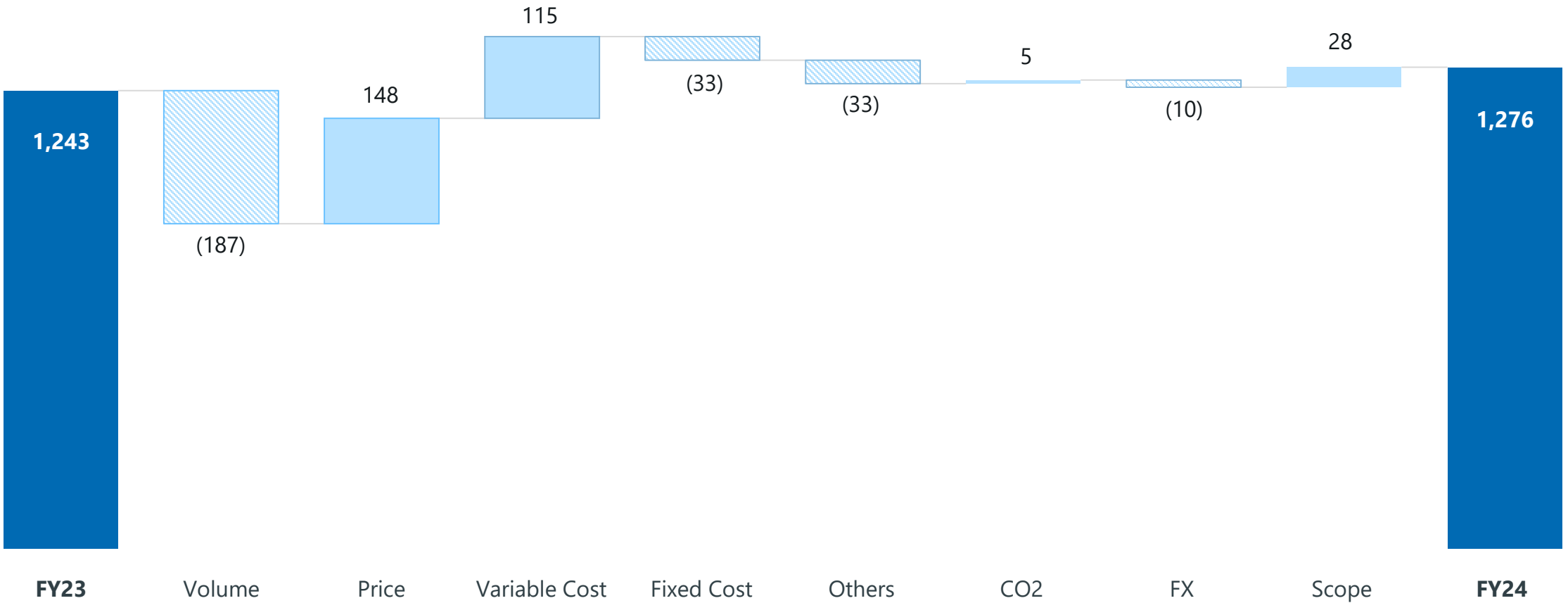
Favorable impact



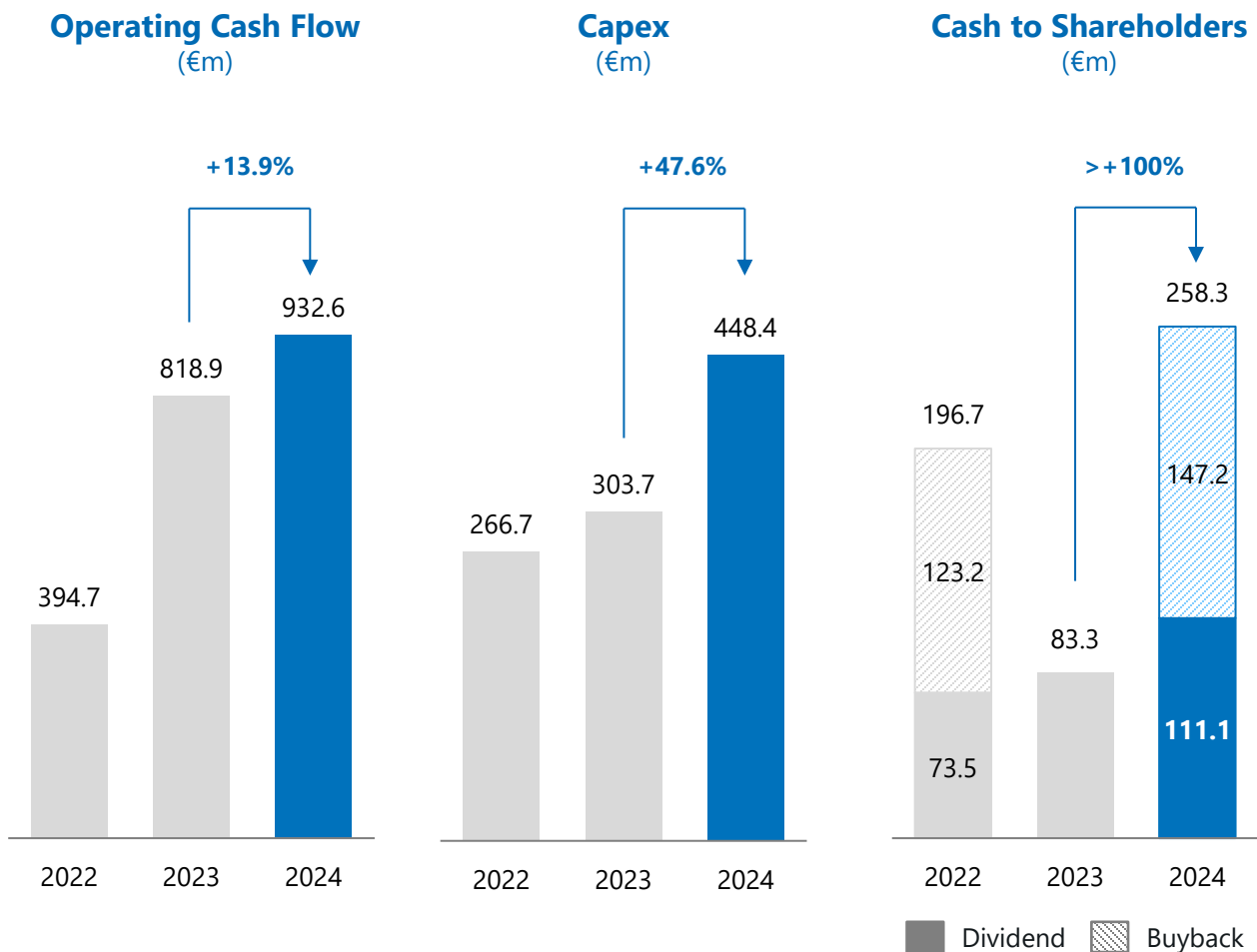


EBITDA VARIANCE

(€m)



CASH GENERATION & CAPITAL ALLOCATION



Buyback program 2024 - 2025

- **4.11 m** shares purchased (2.1% of the share capital)
- **148.9 €m** cash out*
- **11.6 m** treasury shares (6.0% of the share capital)

~260 €m

Total cash to shareholders

~27%

Total 2024 payout**

*Average purchase price: €36.2

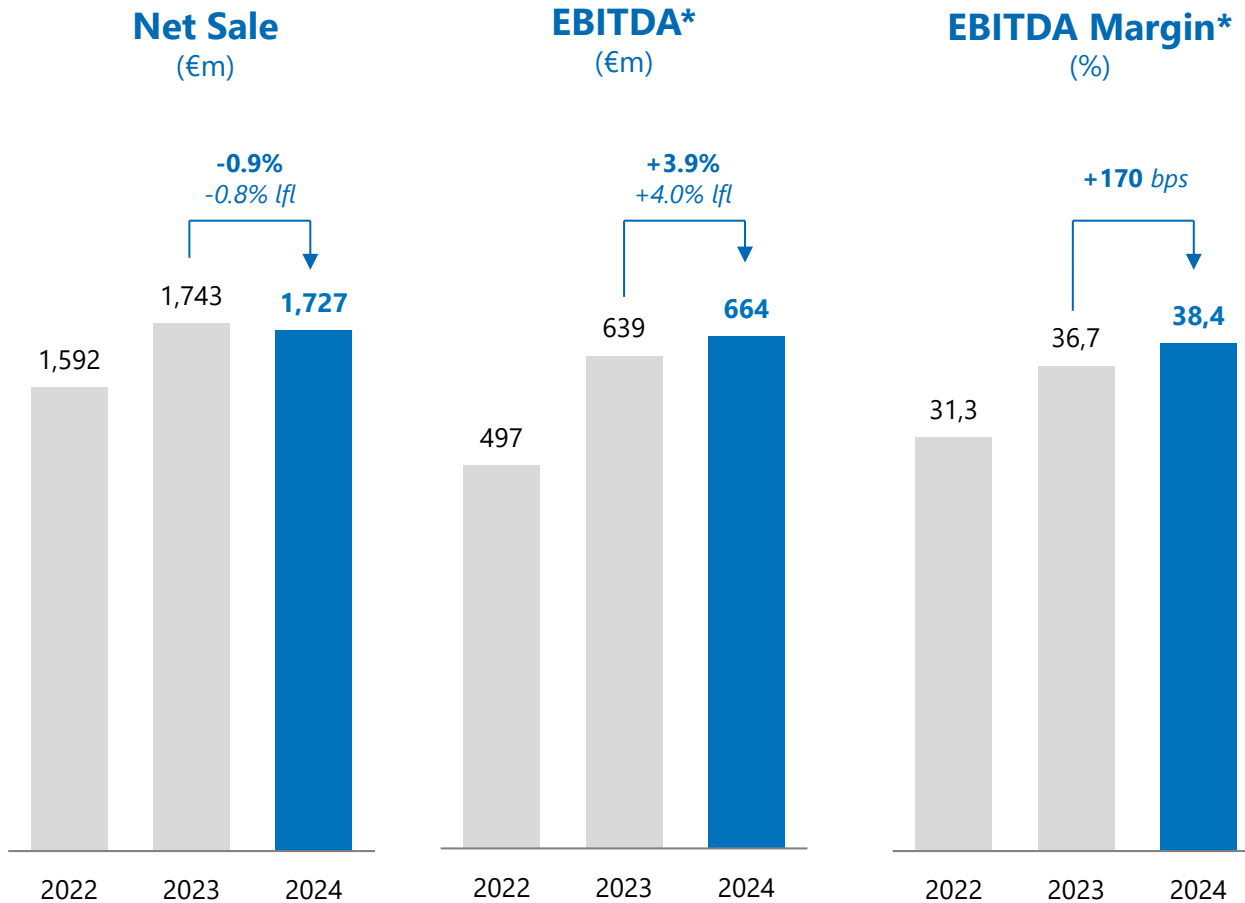
**Total cash to shareholders / Net profit

TRADING BY GEOGRAPHICAL AREA



Worker in the bagging area at Cimento Nacional plant, Brazil

UNITED STATES OF AMERICA



Credit conditions continued to weigh on investments in new housing, while government programs still fueling non-residential and public works



2024 cement volumes down (-5.7%), driven by uncertain dynamic in the river region; rmx rebound in Q4 and turned slightly positive on a FY basis (+1.8%)



Margin strengthened in 2024, mainly thanks to positive price momentum



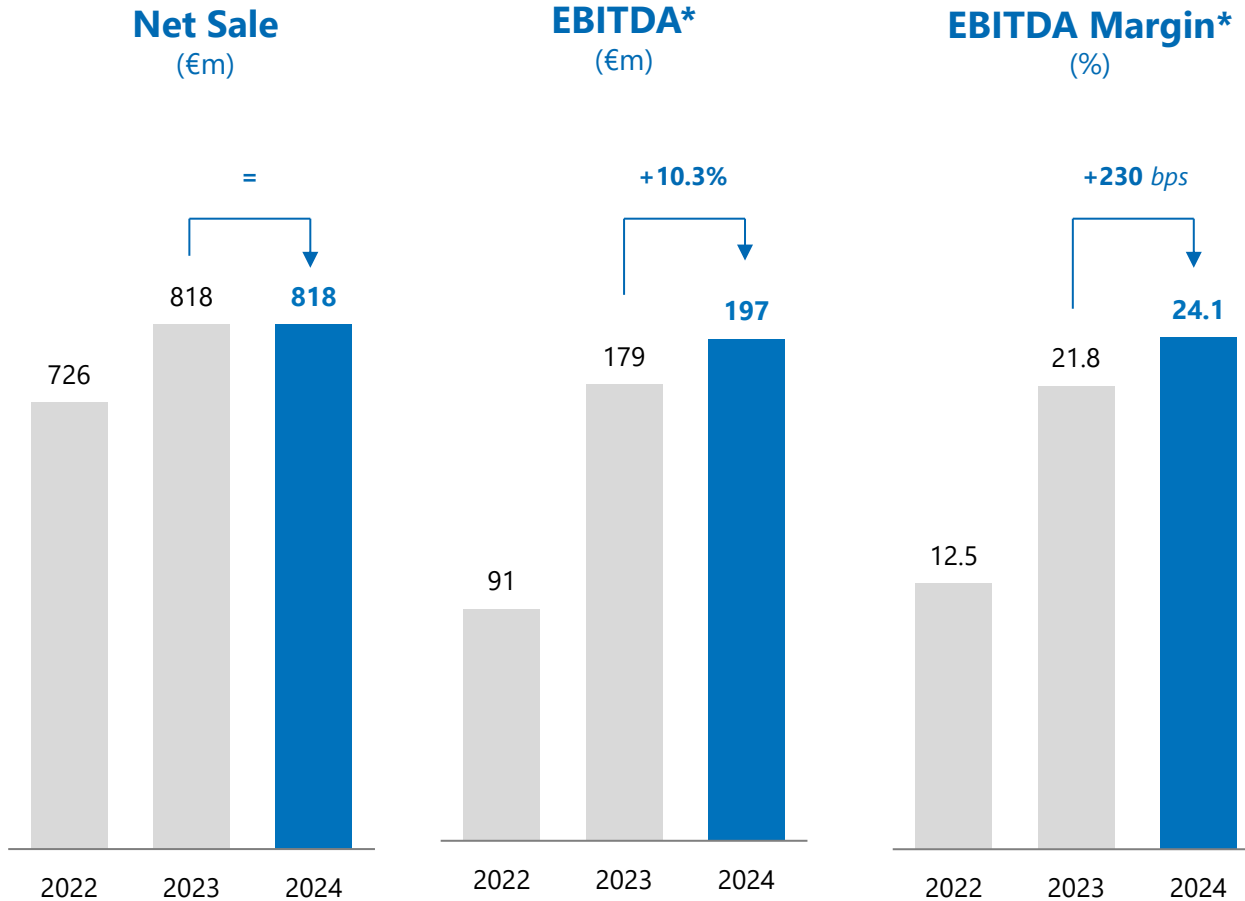
Worsened production costs, despite energy saving, due to increased raw materials and fixed items



Negligible FX effect on Net Sales and EBITDA

* Recurring

ITALY



Still struggling residential activity both in renovation and new constructions. Confirmed support from PNRR to public building and infrastructure



Declining volumes in 2024 both in cement (-3.7%) and rmx (-4.2%), despite the stabilization registered in Q4 trend



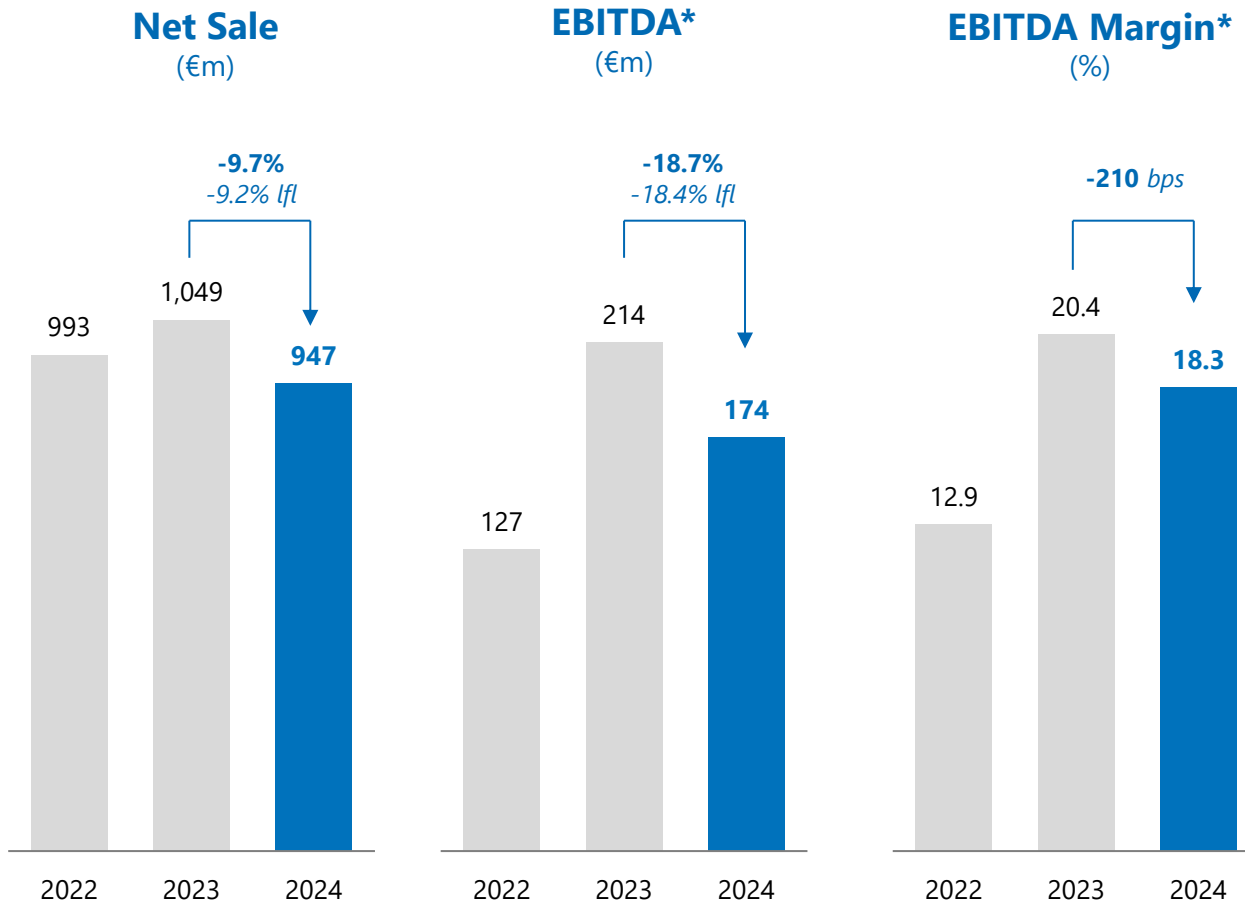
Solid pricing development, together with a favorable variance in fuel expenses, widening the price over cost dynamic



Improved operating results and margin, despite the lack of the tax credit benefit (12 million in 2023)

* Recurring

CENTRAL EUROPE



Weak demand evolution, above all in Germany where residential investments contracted more than expected in H2 and infrastructure remained hindered by uncertain economic policies.



Although Q4 volumes benefited from an easy comparison with a subdued end of 2023, FY volumes declined both in cement (-9.3%) and rmx (-11.5%)



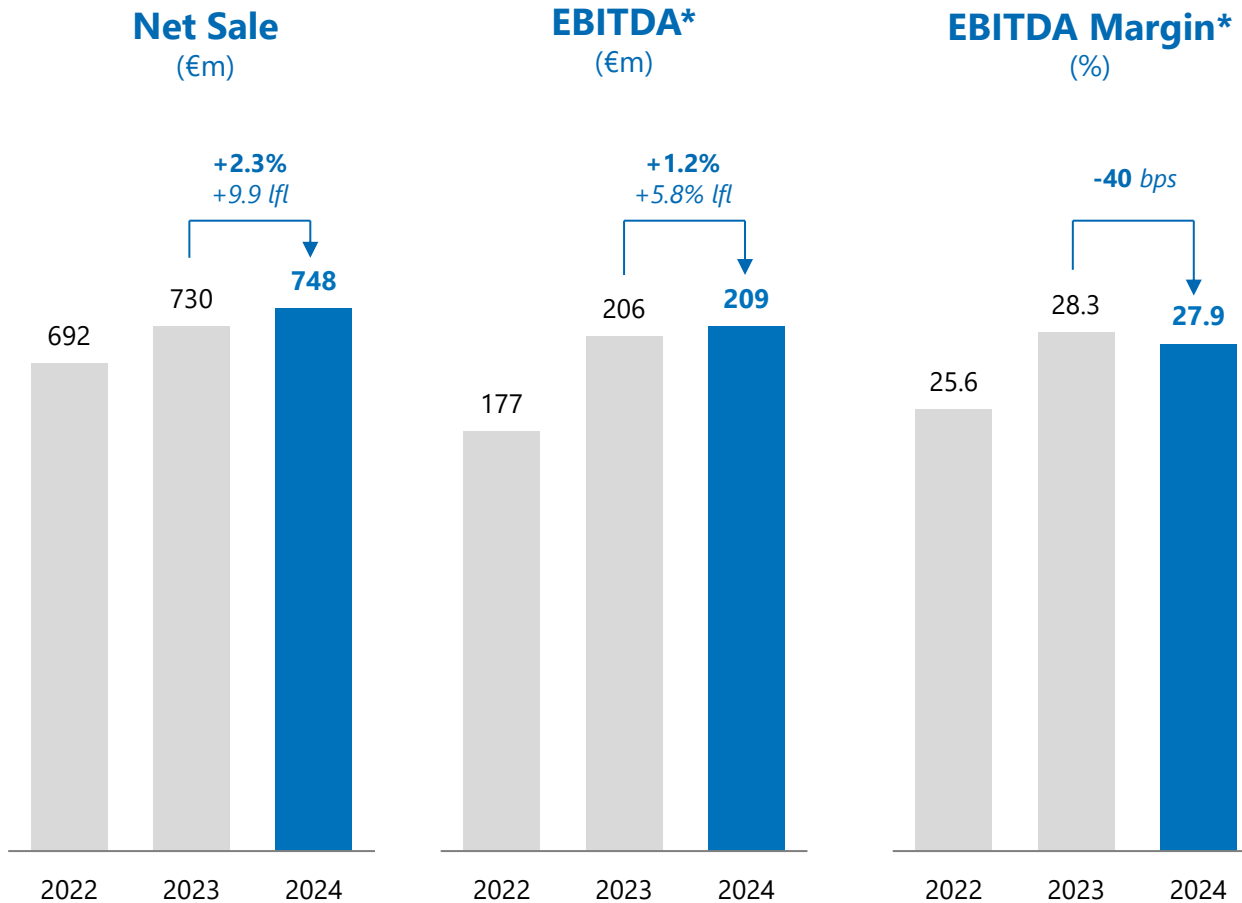
Cement price over cost dynamic further strengthened in Germany thanks to energy savings but worsened in Benelux. Contraction in rmx margins.



Change in Benelux ready-mix scope negatively contributing to Net Sales (-5.7 million) and EBITDA (-0.7 million)

* Recurring

EASTERN EUROPE



Construction activity acceleration in the second part of the year, with signs of improvement in residential demand both in Poland and Czech Republic



2024 cement volumes down (-4.7%), impacted by the Q4 Ukraine deconsolidation and slowdown in Russia; rmx volumes increased (+5.6%), despite scope change



Price dynamic remained favorable, but production cost worsened, also due to higher energy expenses



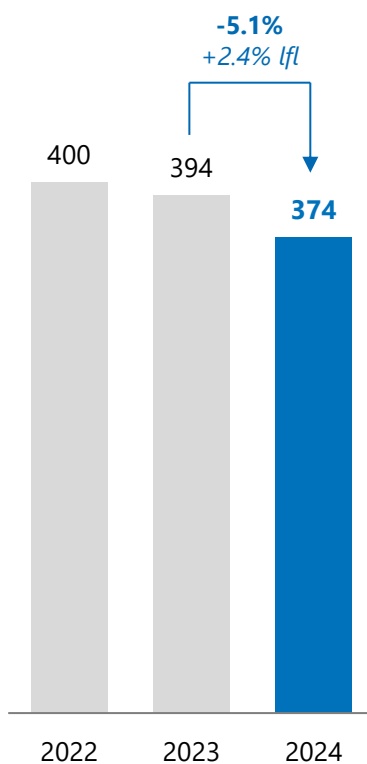
Negative FX contribution to Net Sales (-32.2 million) and EBITDA (-9.7 million); unfavorable change in scope impact on Net Sales (-22.0 million)**

*Recurring

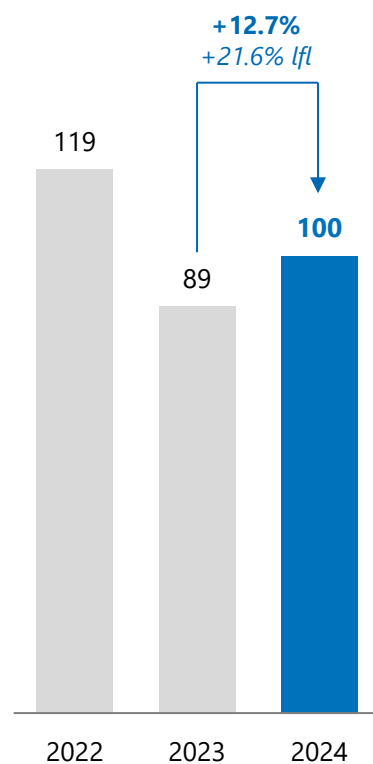
**Negligible impact on EBITDA

BRAZIL

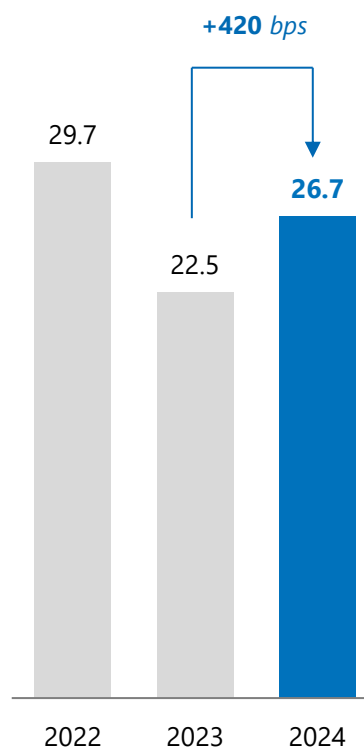
Net Sale (€m)



EBITDA* (€m)



EBITDA Margin* (%)



Positive development in the construction sector though challenges persist due to the shortage of skilled labor



After a stable H1, cement volumes rebound in the second part of 2024 closing the year with a favorable trend (+2.1%)



Muted price dynamic with almost neutral contribution to operating results; margin recovery from 2023 level, thanks to improving variable costs



Negative FX impact on Net Sales (-29.6 million) and EBITDA (-7.9 million)

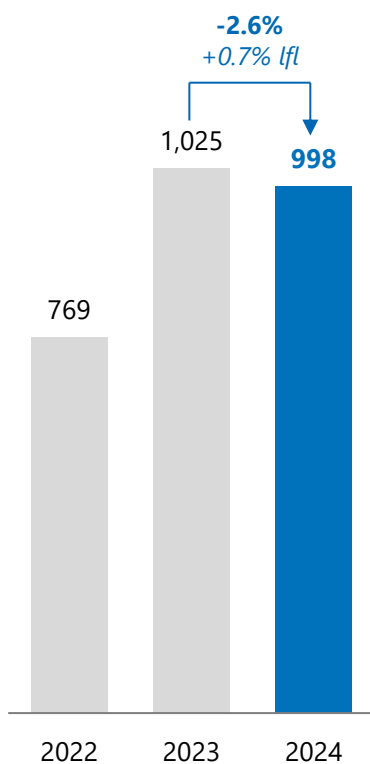


From Q4, the Brazilian operations were included in our scope of consolidation, contributing for 85.8 million to Net Sales and 28.5 million to EBITDA.

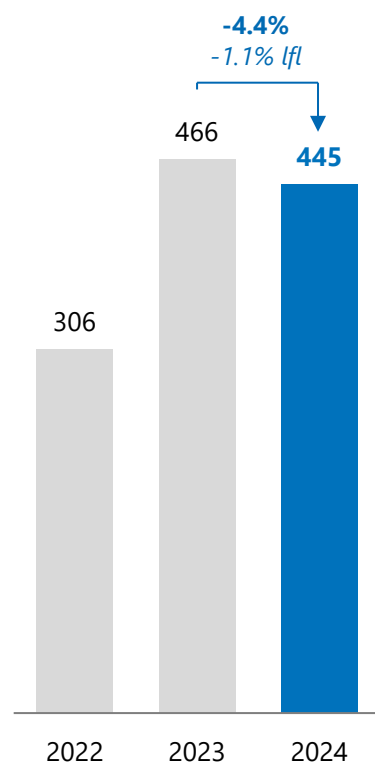
* Recurring

MEXICO

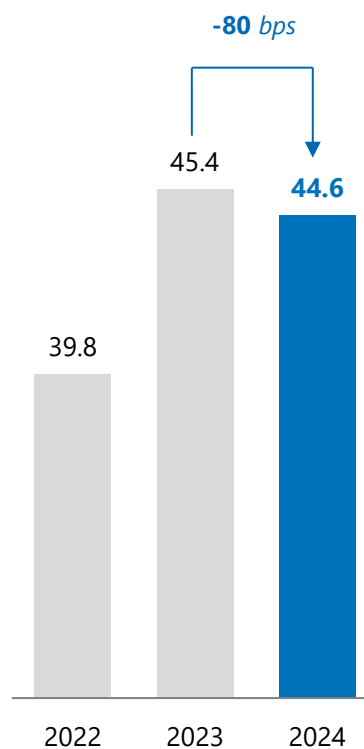
Net Sale (€m)



EBITDA* (€m)



EBITDA Margin* (%)



Volatile performance in the construction activity, with a generalized investments slowdown during the second part of the year



Decline in 2024 cement volume (-4.2%); confirmed favorable momentum in ready-mix in H2 leading to volume growth on a FY basis (+10.6%)



Positive price effect in local currency



Higher production costs, driven by fixed and raw materials expenses, despite reduced fuel costs; reiterated excellent operating results and margins



Negative FX contribution to Net Sales (-33.7 million) and EBITDA (-15.0 million)

* Recurring

OUTLOOK 2025



Concrete pouring work for the Museum Reinhard Ernst foundations, Wiesbaden, Germany, Credits Mertens

OUTLOOK 2025



Construction activity expected to stabilize at low level in almost all the major markets we operate in. However, geopolitical risk and the resulting impact on international trades may cause a significant level of uncertainty about the outlook



- **USA:** improving but still limited trend in residential; confirmed cement demand support from infrastructures spending and re-shoring activity, but at a more moderate pace.
- **Italy:** resilient demand driven by the implementation of PNRR, despite weak residential.
- **Central Europe:** housing investments still weighting on demand that is expected to stabilize after the significant decline experienced in previous years
- **Eastern Europe:** solid construction activities in Czech Republic e Poland
- **Brazil:** sound domestic demand evolution to continue
- **Mexico:** deceleration of economic growth to cause a construction investments slowdown



Increasing production costs driven by fixed cost and raw materials inflation, despite a less volatile energy component at group level



Full commitment to the price over cost evolution in all the regions

Group recurring EBITDA expected to consolidate the 2024 level.

SUSTAINABILITY

Museum Reinhard Ernst, Wiesbaden, Germany, Credits HelbigMarburger.



«OUR JOURNEY TO NET ZERO»

ROADMAP UPDATE

2024

557

KgCO2/t cem.ious prod.

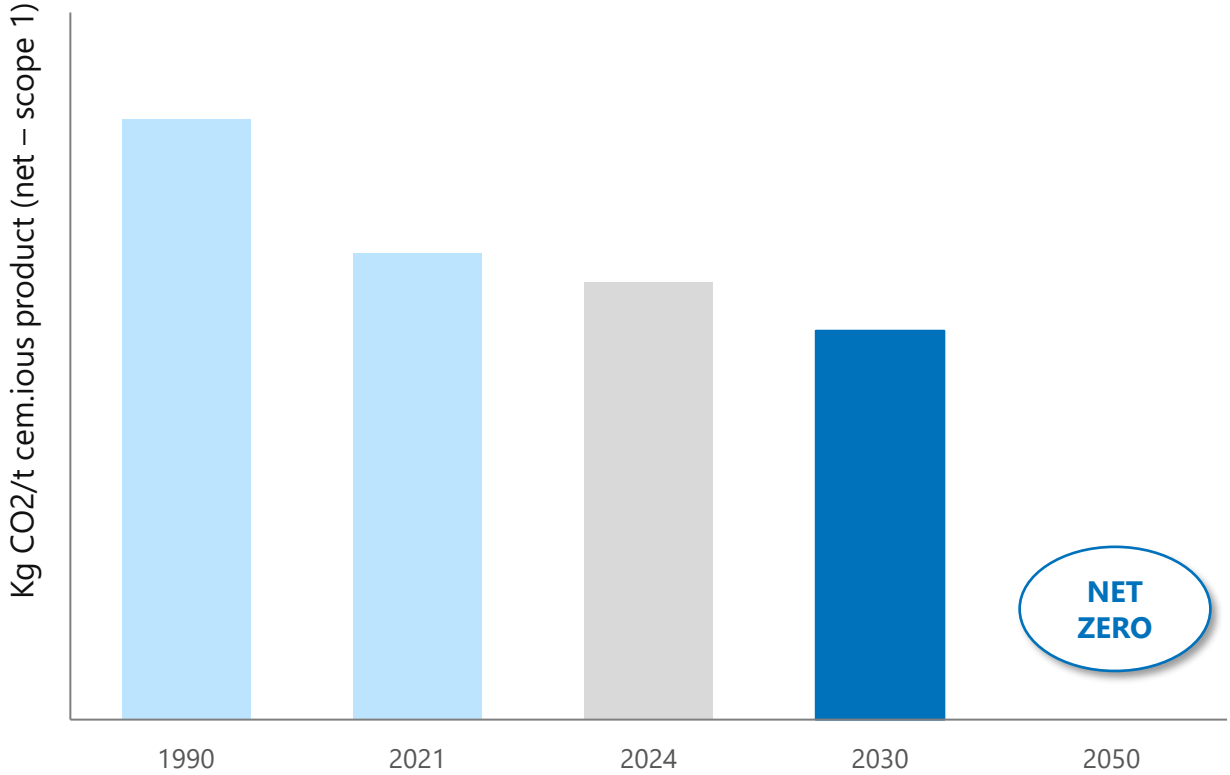
CO2 emissions reduction in line with our roadmap

2030

<500

KgCO2/t cem.ious prod.

Target confirmed



Note: Roadmap perimeter includes Brazil and excludes Russia



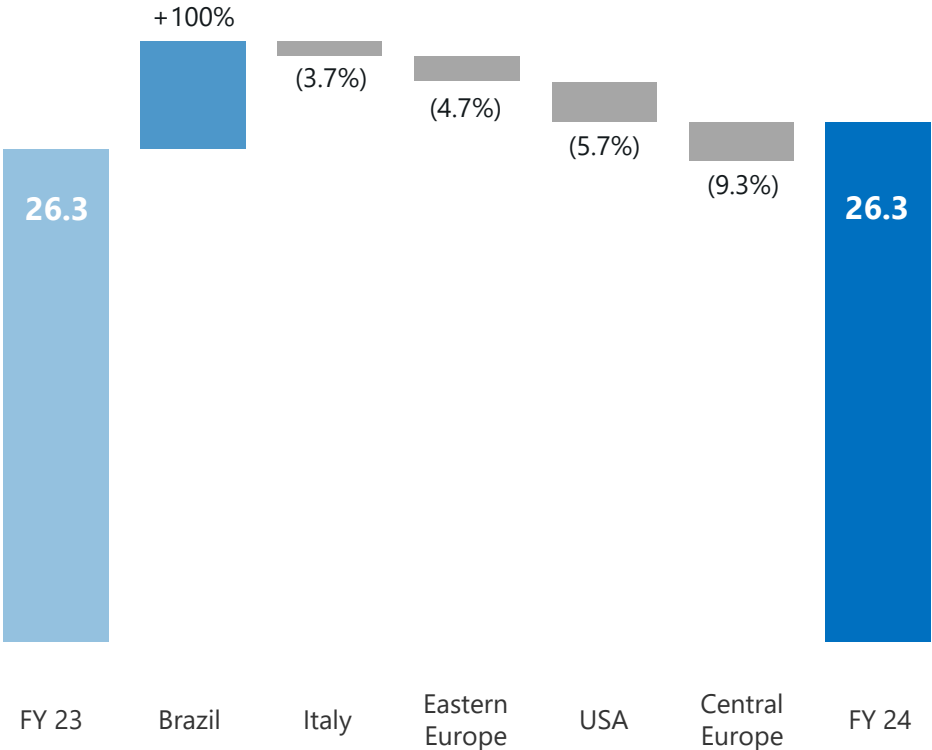


APPENDIX

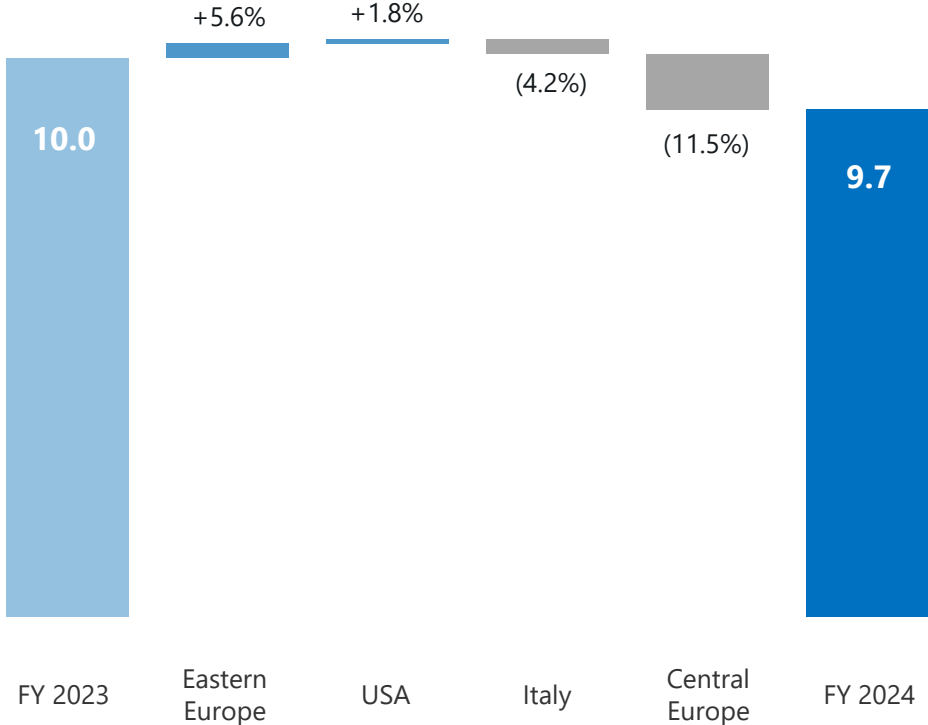


VOLUMES BY REGION

Cement volumes (mton)

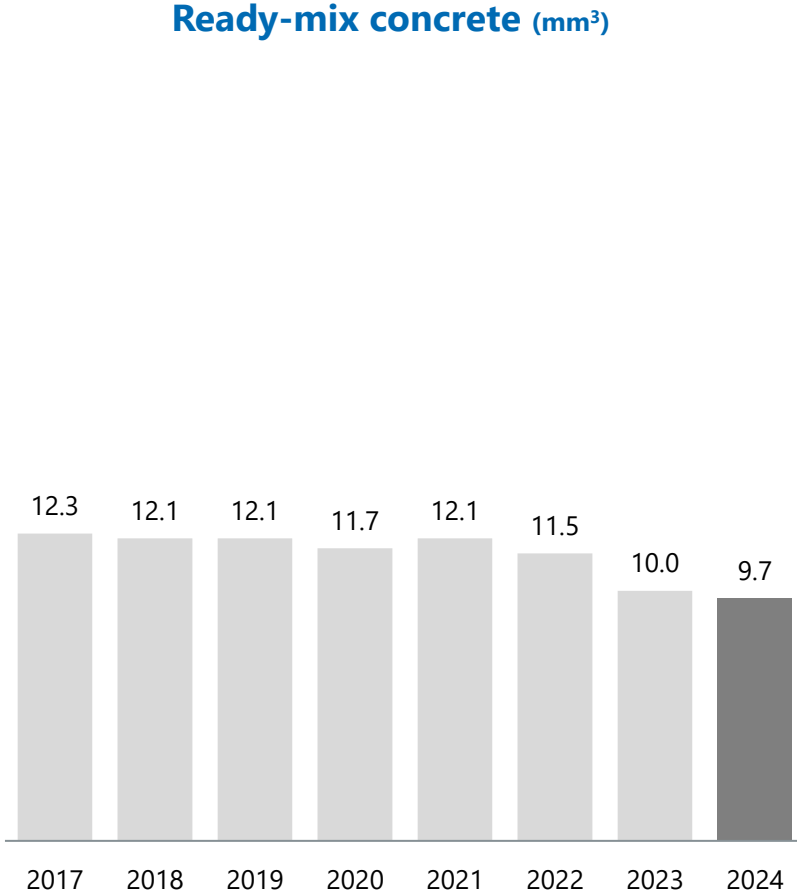
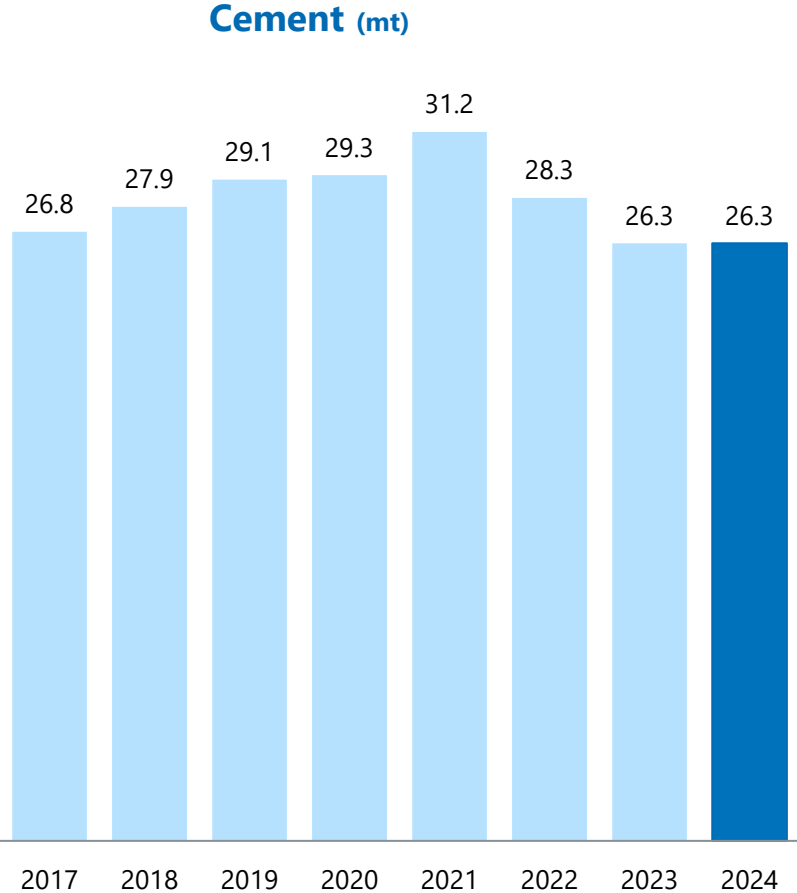


Ready-mix volumes (mm³)





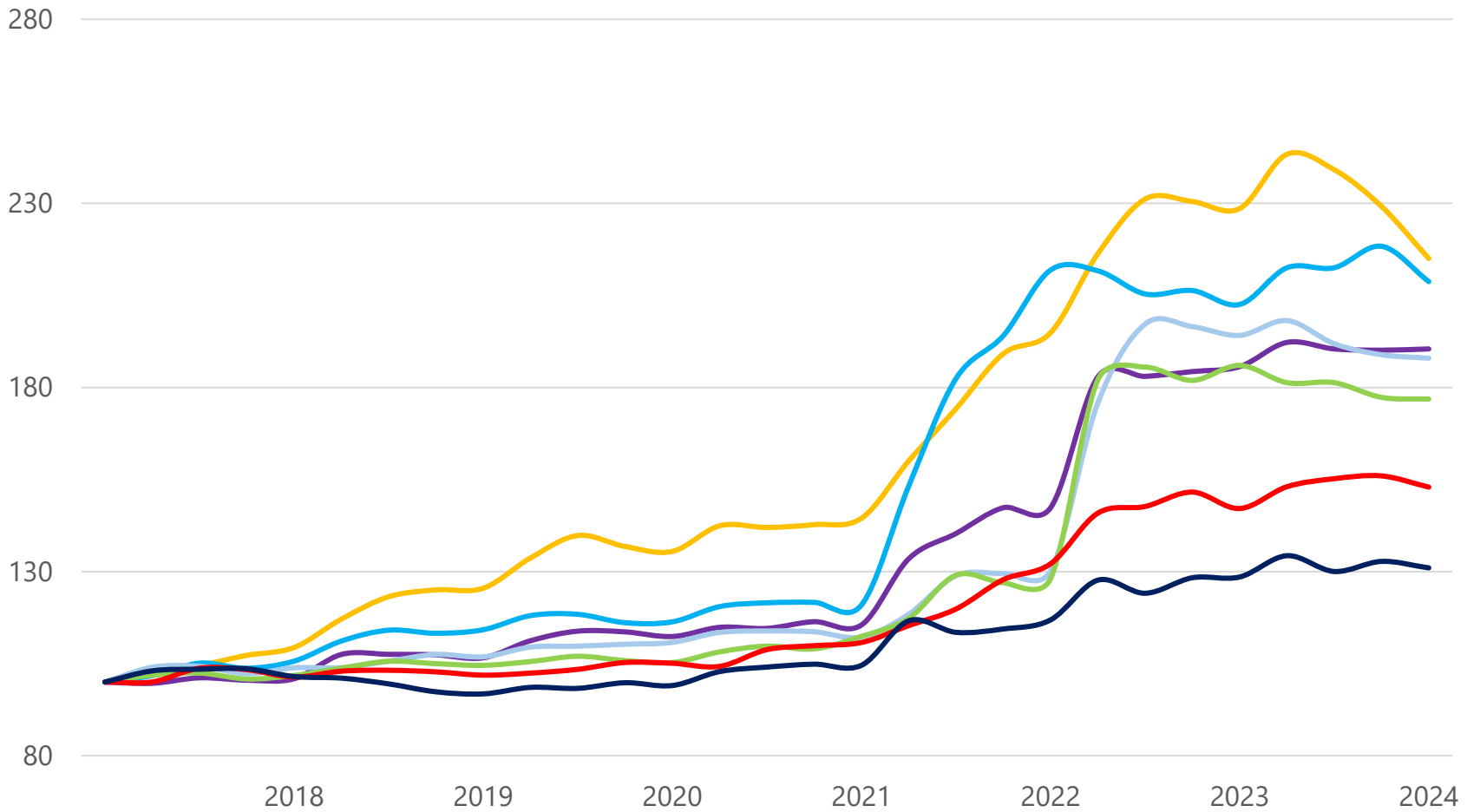
HISTORICAL VOLUME EVOLUTION





PRICE INDEX BY COUNTRY

FY 2017=100



Q4 24

— Poland	215
— Italy	209
— Czech Republic	190
— Germany	188
— Luxembourg	177
— USA	153
— Mexico	131



FX CHANGES

	2024	2023	Δ	Current
EUR 1 =	avg	avg	%	
USD	1.08	1.08	-0.1	1.08
RUB	100.41	92.46	-8.6	90.62
UAH*	43.23	39.54	-9.3	44.98
CZK	25.12	24.00	-4.6	24.98
PLN	4.31	4.54	5.2	4.20
MXN	19.83	19.18	-3.4	21.93
BRL**	6.22	5.40	-15.2	6.19

*Reference period Jan-Sept 2024

**Reference period Oct-Dec 2024

NET SALES BY COUNTRY

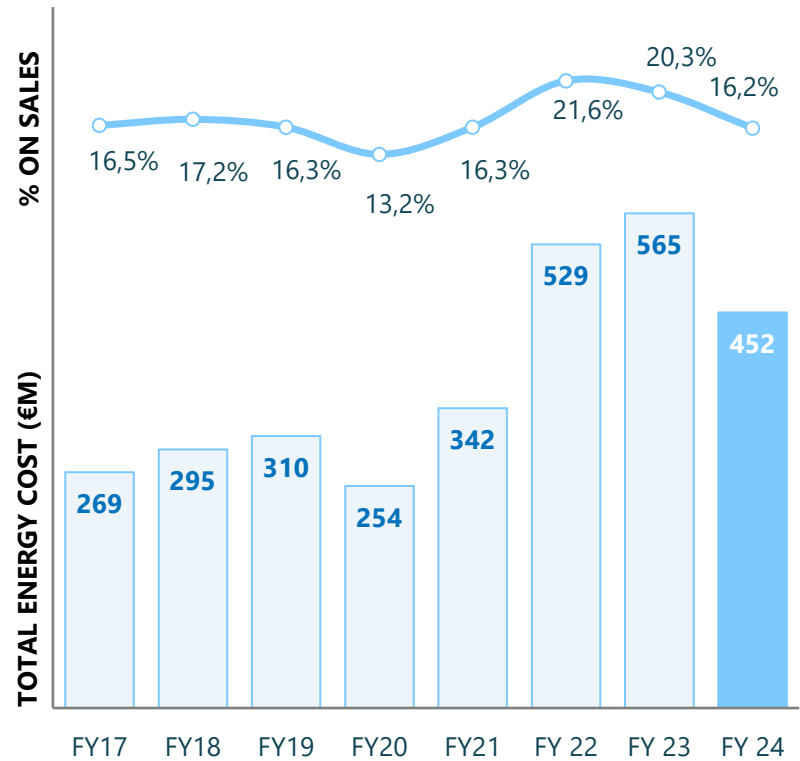
	2024	2023	Δ	Δ	Forex	Scope	Δ I-f-I
EURm			abs	%	abs	abs	%
Italy	818.0	818.3	(0.2)	-0.0	-	-	-0.0
United States	1,726.8	1,742.7	(15.8)	-0.9	(1.8)	-	-0.8
Germany	792.3	872.0	(79.7)	-9.1	-	-	-9.1
Lux / Netherlands	183.0	214.1	(31.1)	-14.5	-	(5.7)	-12.2
Czech Rep / Slovakia	208.5	204.8	3.7	+1.8	(9.3)	-	+6.3
Poland	173.7	156.7	17.0	+10.8	9.0	-	+5.1
Brazil	85.8	0.0	85.8	n.s.	-	85.8	n.s.
Ukraine	71.3	85.6	(14.2)	-16.7	(6.7)	(22.0)	+22.6
Russia	294.0	284.6	9.4	+3.3	(25.3)	-	+12.2
<i>Eliminations</i>	<i>(40.5)</i>	<i>(61.3)</i>	<i>20.8</i>				
Total	4,313.0	4,317.5	(4.5)	-0.1	(34.0)	58.1	-0.7
Mexico (100%)	998.3	1,025.0	(26.7)	-2.6	(33.7)	-	+0.7
Brazil (100%)	374.0	394.0	(20.0)	-5.1	(29.6)	-	+2.4

EBITDA BY COUNTRY

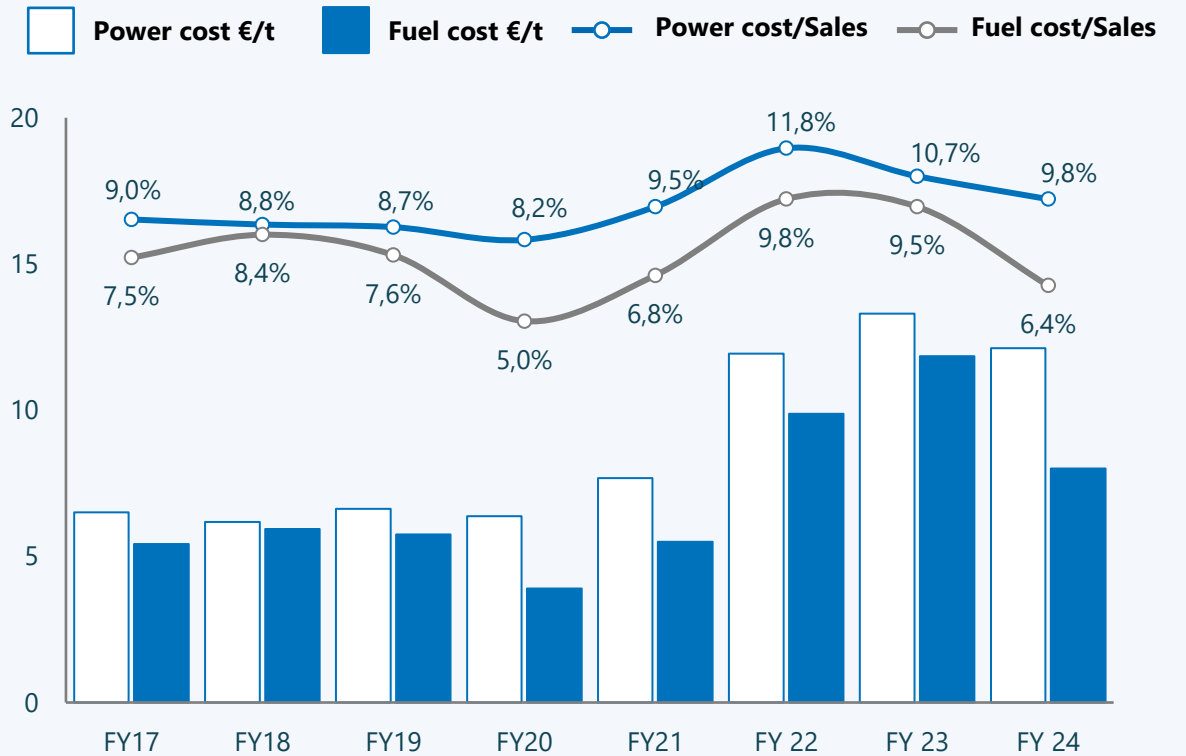
EURm	2024	2023	Δ	Δ	Forex	Scope	Δ I-f-I
			abs	%	abs	abs	%
Italy	196.6	175.2	21.4	+12.2	-	-	+12.2
United States	663.8	639.1	24.7	+3.9	(0.7)	-	+4.0
Germany	164.1	189.1	(25.0)	-13.2	-	-	-13.2
Lux / Netherlands	14.5	28.1	(13.6)	-48.4	-	(0.7)	-47.0
Czech Rep / Slovakia	68.0	72.0	(4.0)	-5.6	(3.1)	-	-1.3
Poland	40.1	38.2	2.0	+5.2	2.1	-	-0.3
Brazil	28.5	0.0	28.5	n.s.	-	28.5	n.s.
Ukraine	3.6	5.6	(2.0)	-35.4	(0.3)	0.2	-31.6
Russia	97.1	96.2	0.9	+0.9	(8.3)	-	+9.6
<i>Adjustments</i>	<i>(0.2)</i>	<i>(0.3)</i>					
Total	1,276.1	1,243.2	32.9	+2.6	(10.4)	28.0	+1.2
Mexico (100%)	445.2	465.5	(20.4)	-4.4	(15.0)	-	-1.1
Brazil (100%)	99.9	88.7	11.2	+12.7	(7.9)	-	+21.6

ENERGY COSTS

Total energy cost evolution (cement only)
Excluding Russia



Power and Fuel cost evolution (cement only)
Excluding Russia



CONSOLIDATED INCOME STATEMENT

	2024	2023	Δ	Δ
EURm			abs	%
Net Sales	4,313.0	4,317.5	(4.5)	-0.1
EBITDA	1,276.1	1,243.2	32.9	+2.6
<i>of which, non recurring</i>	4.5	5.9		
% of sales (recurring)	29.5%	28.7%		
Depreciation and amortization	(274.2)	(258.4)	(15.8)	
Operating Profit (EBIT)	1,001.9	984.8	17.1	+1.7
% of sales	23.2%	22.8%		
Equity earnings	16.4	161.5	(145.1)	
Net finance costs	74.9	(5.4)	80.3	
Profit before tax	1,093.2	1,140.9	(47.7)	-4.2
Income tax expense	(150.7)	(174.1)	23.3	
Net profit	942.5	966.8	(24.3)	-2.5
Minorities	(0.2)	(0.3)	0.1	
Consolidated net profit	942.3	966.5	(24.2)	-2.5

CONSOLIDATED CASH FLOW STATEMENT

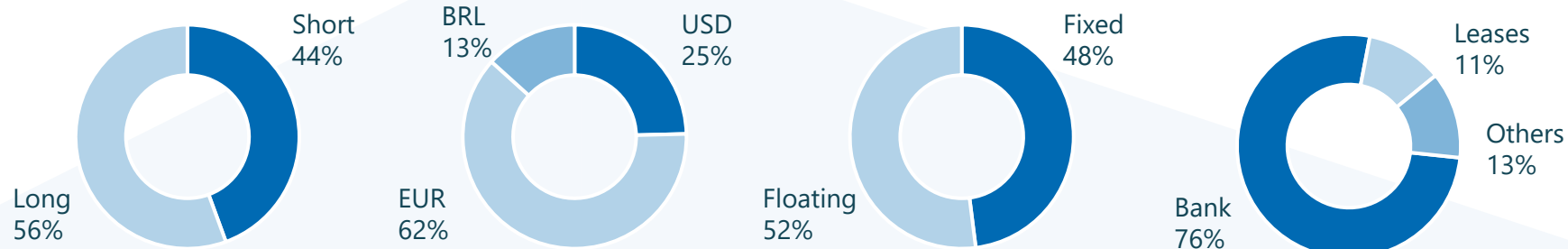
EURm	2024	2023
Cash generated from operations	1,178.3	1,049.7
<i>% of sales</i>	<i>27.3%</i>	<i>24.3%</i>
Interest paid	(28.5)	(35.7)
Income tax paid	(217.2)	(195.2)
Net cash from operating activities	932.6	818.8
<i>% of sales</i>	<i>21.6%</i>	<i>19.0%</i>
Capital expenditures	(448.4)	(303.7)
Equity investments	(318.7)	(7.4)
Purchase of treasury shares	(147.2)	-
Dividends paid	(111.1)	(83.3)
Dividends received from associates	89.7	84.7
Disposal of fixed assets and investments	120.1	22.0
Translation differences and derivatives	37.0	(57.1)
Accrued interest payable	(2.8)	11.7
Interest received	27.4	34.7
Change in scope of consolidation and other	(221.5)	(10.6)
Change in net debt	(42.8)	509.8
Positive net financial position (end of period)	755.2	798.0

NET FINANCIAL POSITION

	Dec 24	Dec 23	Δ	Dec 22
EURm			abs	
Cash and other financial assets	(1.425,0)	(1.271,1)	(153,9)	(1.349,7)
Short-term debt	284,0	287,3	(3,2)	621,9
Short-term leasing	21,6	19,7	1,9	20,3
Net short-term cash	(1.119,4)	(964,2)	(155,2)	(707,5)
Long-term financial assets	(19,4)	(233,9)	214,5	(249,8)
Long-term debt	328,4	343,6	(15,2)	611,0
Long-term leasing	55,2	56,6	(1,4)	58,1
Positive net financial position	(755,2)	(798,0)	42,8	(288,2)

Gross debt breakdown

689.2



FY 2024 RESULTS

28 March 2025

Pietro Buzzi – CEO



Saxon Construction Bank, Leipzig, Germany.