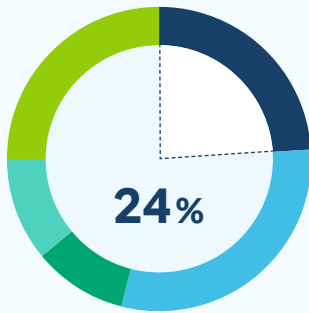


SUCCESSFUL TRANSFORMATION

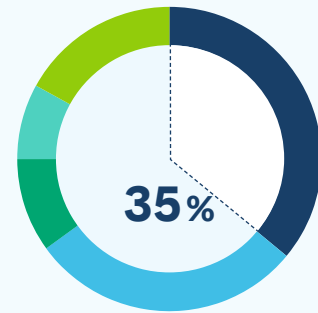
FAST EXPANSION IN THE MOST ATTRACTIVE NORTH AMERICAN MARKET¹

NET SALES BY REGION %



2019

| | |
|----------------------|-----|
| ● North America | 24% |
| ● Europe | 30% |
| ● Latin America | 10% |
| ● Middle East Africa | 11% |
| ● Asia Pacific | 25% |



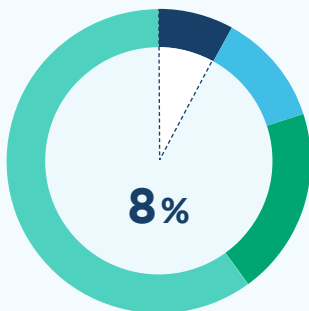
2022

| | |
|----------------------|-----|
| ● North America | 35% |
| ● Europe | 30% |
| ● Latin America | 10% |
| ● Middle East Africa | 8% |
| ● Asia Pacific | 17% |

¹ Net sales to external customers, excluding trading activities

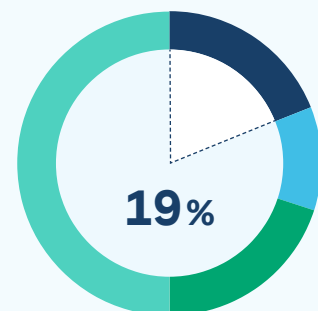
SOLUTIONS & PRODUCTS REACHING 19% OF NET SALES¹

NET SALES BY SEGMENT %



2020

| | |
|------------------------|-----|
| ● Solutions & Products | 8% |
| ● Aggregates | 12% |
| ● Ready-mix | 20% |
| ● Cement | 60% |



2022

| | |
|------------------------|-----|
| ● Solutions & Products | 19% |
| ● Aggregates | 11% |
| ● Ready-mix | 19% |
| ● Cement | 51% |

¹ Net sales to external customers