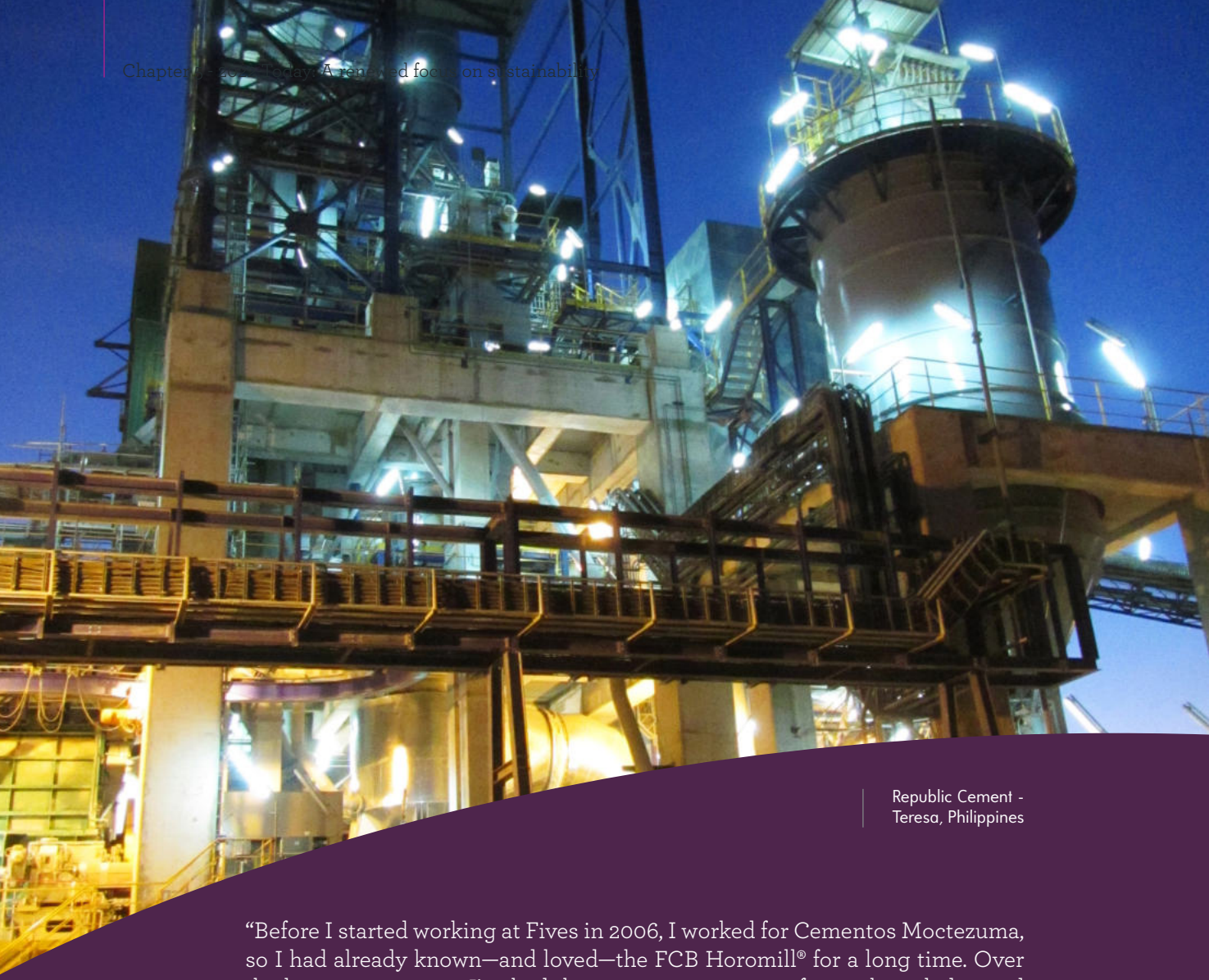


Republic Cement - Teresa, Philippines

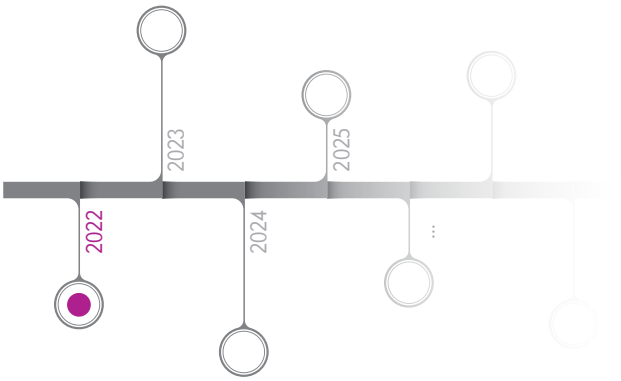
"Before I started working at Fives in 2006, I worked for Cementos Moctezuma, so I had already known—and loved—the FCB Horomill® for a long time. Over the last 20 years now, I've had the opportunity to transfer my knowledge and expertise to our customers. During commissioning and start-up, I make sure they understand the technology, so they can utilize that knowledge for their benefit and optimize the FCB Horomill®.

"After 30 years of evolution, today it is the most reliable, efficient and versatile grinding equipment on the market. It has the most comprehensive control system available and uses the latest generation of sensors and data treatment systems for new and existing machines. However, we're always looking for ways to improve it! AI might be the next step to further improve it for tomorrow's customers.

"Every new FCB Horomill® I help start up is like a new child, and my favorite moments are when I see the happy faces of our customers after a successful installation. I'm proud of my work at Fives, and of the nearly 20 of these 'babies' I've seen born."

Geovanni Calderon
Chief Technical Officer,
Fives FCB USA Inc.

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2022-TODAY: A RENEWED FOCUS ON SUSTAINABILITY

As the world recovered from the COVID-19 pandemic, cement manufacturers honed their focus on a growing challenge: how to reduce CO_2 emissions. To accomplish this, producers in most parts of the world have progressively increased the proportion of higher fineness, low-clinker blended cements. This requires the best grinding solutions available. From an efficiency perspective, the FCB Horomill® and its very high fineness FCB TSV™ THF Classifier are the only choice. (A ball mill simply cannot match them in terms of efficiency.) In combination, the FCB Horomill® and the FCB TSV™ THF Classifier:

- Reach quality targets with the lowest clinker-to-cement ratio
- Process a wide range of additives in terms of composition, fineness and moisture
- Operate under stable optimal conditions for all cement types produced within a given facility

For such types of cement, FCB Horomill® electrical energy savings become even more significant, by as much as 65% compared to conventional ball mills, 15% to 25% compared to vertical roller mills. In an industry working toward decarbonization, the FCB Horomill® continues to be cement producers' optimal solution.

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AN ENDURING PARTNERSHIP

As a testimony to the solution's standing within the industry, a contract was signed between Cementos Moctezuma and Fives in 2023 for the supply of another FCB Horomill® 3800. Further increasing the cement production capacity at its Tepetzingo plant, this is the 15th FCB Horomill® purchased by Cementos Moctezuma over 29 years of partnership. Cementos Moctezuma has now accumulated over 1,500,000 hours of FCB Horomill® operation across its facilities. A key factor in the partnership has always been Fives FCB's willingness to provide top support to Cementos Moctezuma, culminating in the opening of Fives FCB Services Mexico.

1,500,000
HOURS

of combined operation for Cementos Moctezuma's 14 FCB Horomill® grinding mills through 2022

"One of our clients had been using our FCB Horomill® solution throughout their plant for years, but they decided to try another technology. Once. After they saw it didn't measure up, they came back to our solution for their new mill. I think that's due to a combination of the FCB Horomill® technology and our dedicated, knowledgeable teams. For countries and regions where it's either cost-prohibitive or otherwise difficult to find skilled labor, we provide a fully automated solution that is easy to operate. And we are always by our customers' side to guide and support them."

Geovanni Calderon,
Chief Technical Officer,
Fives FCB USA Inc.

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2023

Cementos Moctezuma and Fives sign a contract for a new FCB Horomill® 3800 to further increase cement production capacity at Cementos Moctezuma's Tepetzingo plant—the 15th FCB Horomill® purchased by Cementos Moctezuma



2024

Already an active member of the European Cement Research Association (ECRA) for many years, Fives FCB joins the American Cement Association (ACA)

2025

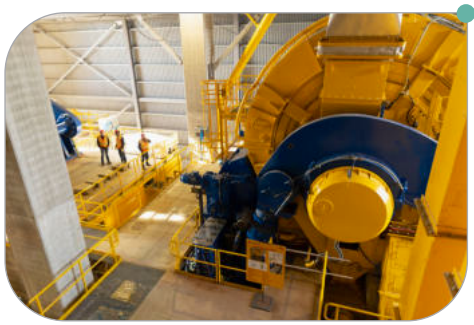
Switching from cement to pure slag production, Oyak commissions Fives to update its Darica plant's FCB Horomill® 3600 (see **Success Story: Oyak, p. 45**), originally installed onsite for Lafarge in 1996

Fives FCB expands in the United States, opening its new Alabama-based subsidiary Fives FCB USA Inc. to better serve its North American customers



2026

CQI upgrades its Saint Basile Plant facility (see **Success Story: Ciment Québec Inc., p. 44**) with two FCB Horomill® 4200 grinding installations and FCB TSV™ THF Classifiers



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SUCCESS STORY *IN PROGRESS*

CIMENT QUÉBEC INC.

Saint Basile Plant • Québec, Canada





Challenge: To upgrade its Saint Basile Plant cement production facilities, Ciment Québec Inc. (CQI) needed a cutting-edge, reliable and environmentally friendly grinding technology. The new mills would need to handle a range of very high-quality fine cements and help CQI advance toward lower clinker content.

Response: Fives demonstrated its FCB Horomill® technology to CQI during visits to installations in the US and Mexico. The R&D team also conducted pilot tests on CQI's own materials, using the FCB Horomill® 500 and comparing its results with those done with a traditional ball mill.

Result: CQI ordered two complete FCB Horomill® 4200 units with FCB TSV™ THF Classifiers (very high fineness) grinding installations from material loading to cement transport to the 16 silos. These meet all of CQI's requirements, helping the Canadian producer accomplish its eco-friendly objectives.

Added value: The FCB Horomill® installation's compactness, low noise and vibration levels were particularly adapted to Saint Basile Plant's existing and limited environment.

"We selected the FCB Horomill® after making an in-depth technical examination of the various cement grinding technologies available today. We are convinced that it is the best solution for our varied range of cements, and that it can best help us achieve our goal of reducing our environmental footprint."

Luc Papillon
Chairman & CEO, Ciment Québec Inc.

See Ciment Québec's Executive Vice-President Patrick Jean talk about the company's decision to go with Fives' FCB Horomill® technology

Learn more about the Ciment Québec project.

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"Continuous improvement is the key to OYAK Cement's success here in Turkey and around the world. With Fives' support on our Darica FCB Horomill® improvement project, we're confident of its production capability for the decades to come."

Berkan Fidan,
Group CTO & Board Manager, CIMPOR Global Holdings BV

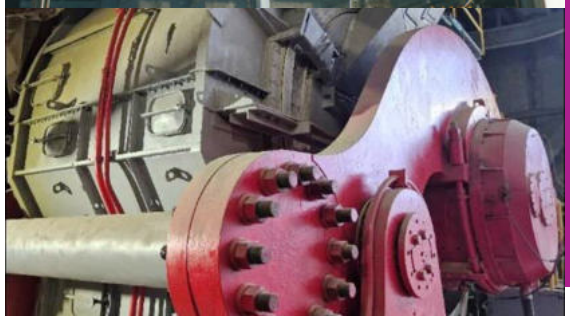


SUCCESS STORY

OYAK CEMENT (AS PART OF CIMPOR GLOBAL)

Darica plant • Darica, Turkey





Challenge: In 2024, OYAK Cement called upon Fives to make technical improvements to its Darica plant's FCB Horomill® 3600, which in 1996 was one of the first commissioned by the previous owner, Lafarge. OYAK Cement also wanted to switch from cement to pure slag production.

Response: Fives Services made a thorough mechanical and process analysis of the installation and proposed several upgrades and optimizations.

Result: For the first time since its original commissioning nearly 30 years earlier, the now modernized installation began producing pure slag in 2025.

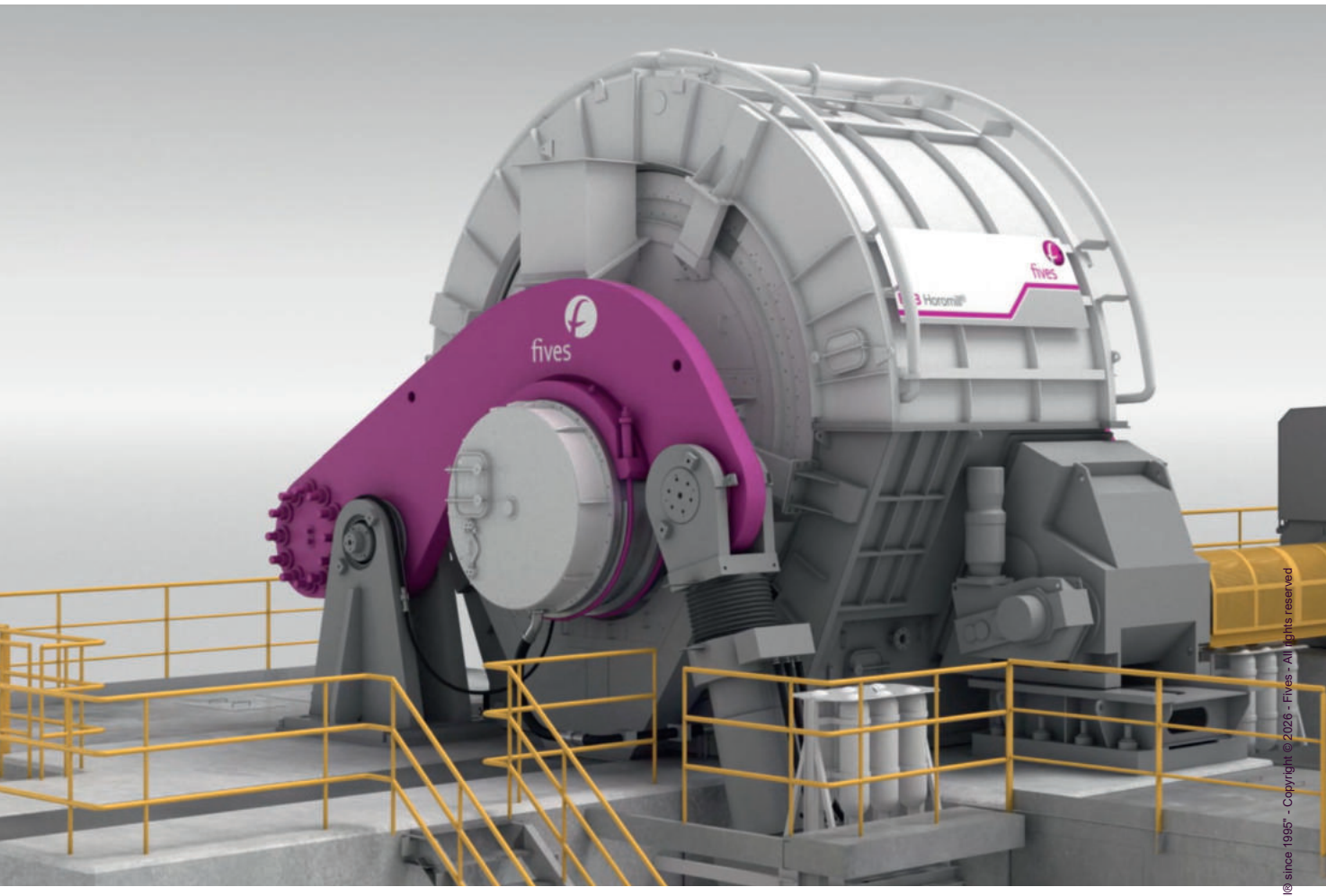
Added value: Plant production today is achieving very high levels of reliability in this demanding grinding application in terms of both feed and final product fineness.

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SPOTLIGHT ON SMART TECHNOLOGY

The FCB Horomill® is not the same machine it was 30 years ago. Because the world isn't the same place it was then. As technology advances and industry needs change, we have enhanced our grinding mill technology to not just keep up with the times, but to forecast the future. In this way, we have integrated smart technology into the FCB Horomill® to further improve its processes and better support our customers and their evolving needs.

From start-up sequences to shut-down and including recipe changes, the FCB Horomill® requires no manual labor. Everything is done by the push of a button. Our experts also assist our customers in optimizing process parameters according to operators' specific requirements.



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REMOTE MONITORING

Data control is central to Fives' Industry 4.0-based process digitalization. Our proprietary solution platform creates a remote, secure connection with machine tools to acquire and process key operational data from the FCB Horomill®. The data enables us to accurately record machine utilization and measure overall equipment effectiveness (OEE). All in real time, this provides the most accurate picture possible of customer plant operations.

Data collection is the foundation for digital optimization, but it's not enough by itself. It must be analyzed and visualized to create actionable intelligence to get the most value out of it. That's why we created a data visualization tool that is integrated into our proprietary solution. The user-friendly interface offers an easily understandable, 360-degree view of the cement manufacturing process. Through predictive maintenance, a plant's parts can be monitored and replaced before any problems can arise, thus keeping a facility up and running.

These functionalities are state-of-the-art today. But they won't be tomorrow. We will keep innovating to make the next generation of the FCB Horomill® even better.



A REMOTE SUCCESS

Cementos Fortaleza's Tula plant in Hidalgo, Mexico features a remote monitoring system on each of its FCB Horomill® grinding mills. To keep track of its two cement grinding mills and its raw meal grinding mill, it leverages real-time data collection and prospective analyses, predictive maintenance and other key features. Remote monitoring enables Cementos Fortaleza to quickly reach out to Fives for online support in handling any issue before it becomes a bigger problem.

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