

# Institutional Investors Meeting

Milan – February 10, 2010

# Executive summary

## ▪ Volumes

- Cement demand declined in all regions
- USA and Italy strongly negative among mature markets
- Russia and Ukraine the most hardly hit by economic downturn
- Poland best performer in Eastern Europe
- Mexico down 11% in Q4 after nine months of favorable variance

## ▪ Prices

- Favorable variance in Germany, Luxembourg and Mexico for the full year
- Italy in continuous deterioration; US drop intensifies in Q4; in Russia -28%
- Stable environment in Czech Republic, slight decline in Poland and Ukraine

## ▪ Forex

- Average US dollar still favorable YoY despite devaluation throughout 2009
- Intense devaluation of emerging market currencies strongly affects result translation

## ▪ Costs

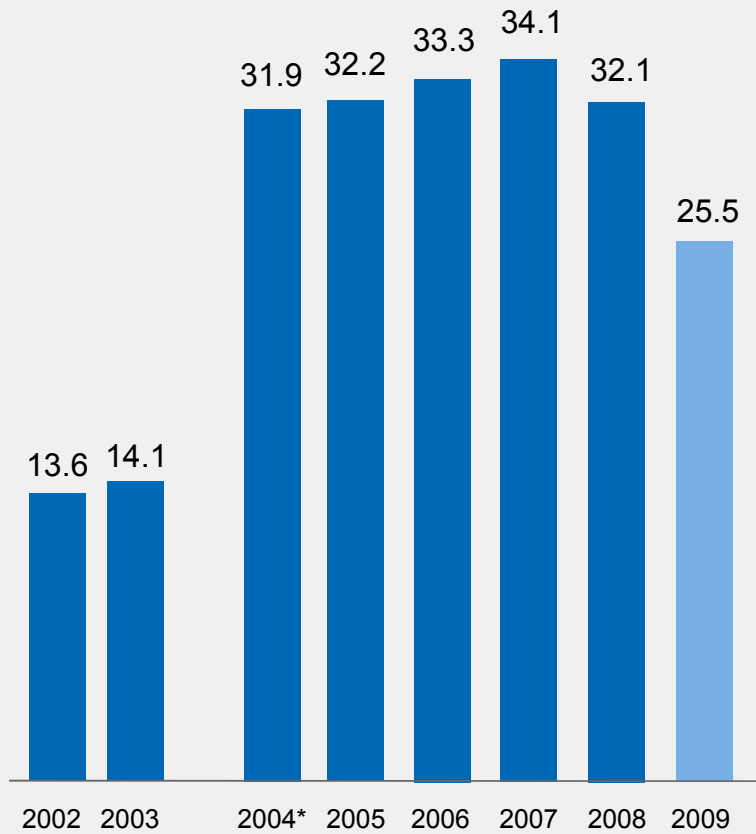
- Deflationary trend during the year, particularly in Italy, US and Mexico

## ▪ Results

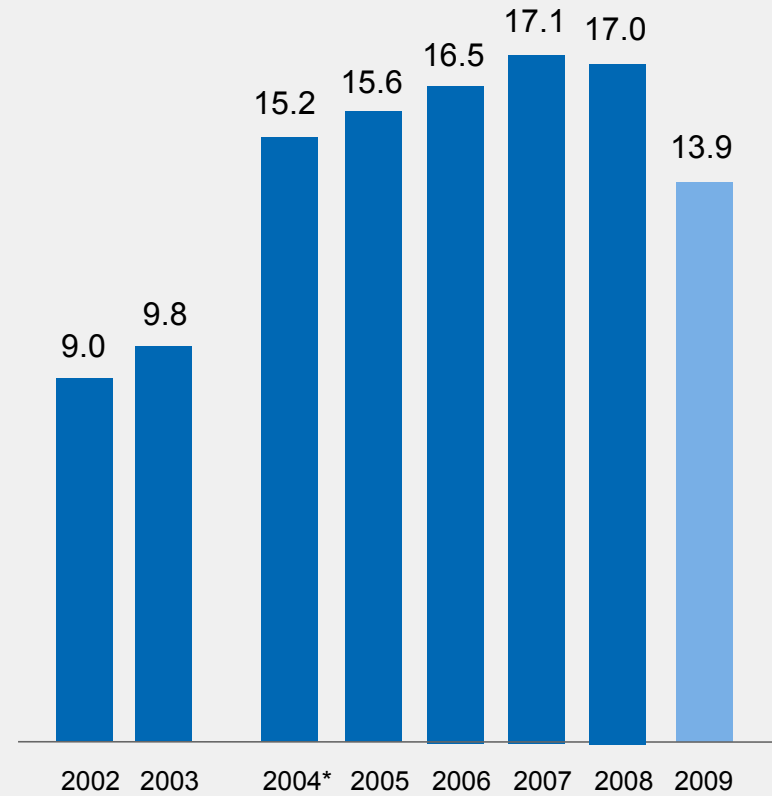
- Net sales declining by 24.1% to €m 2,672 (€m 3,520 in 2008)
- Net debt at €m 1,212 following reduced cash flow generation and expansion capex

# Volumes

## Cement (m ton)

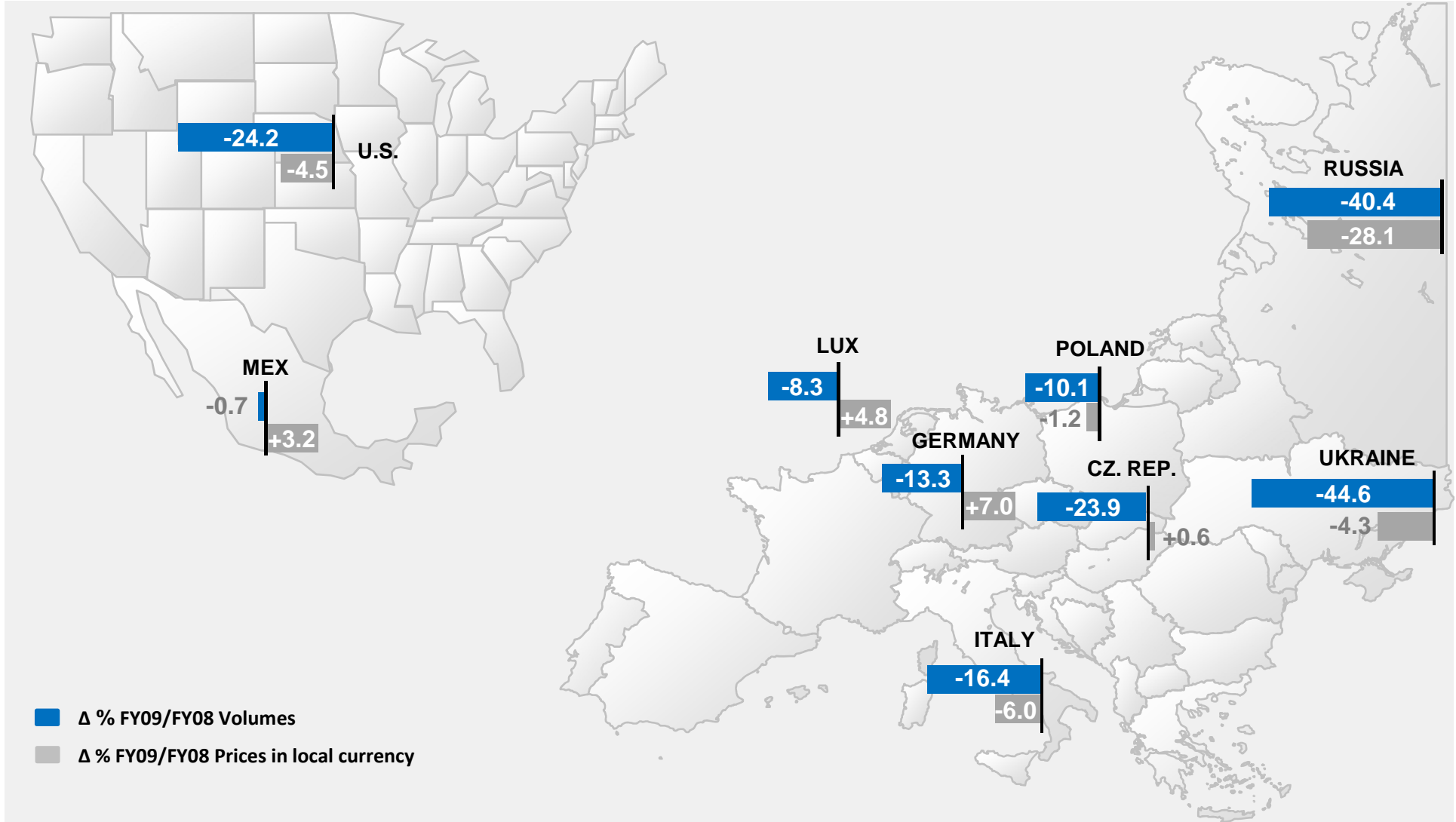


## Ready-mix concrete (m m3)

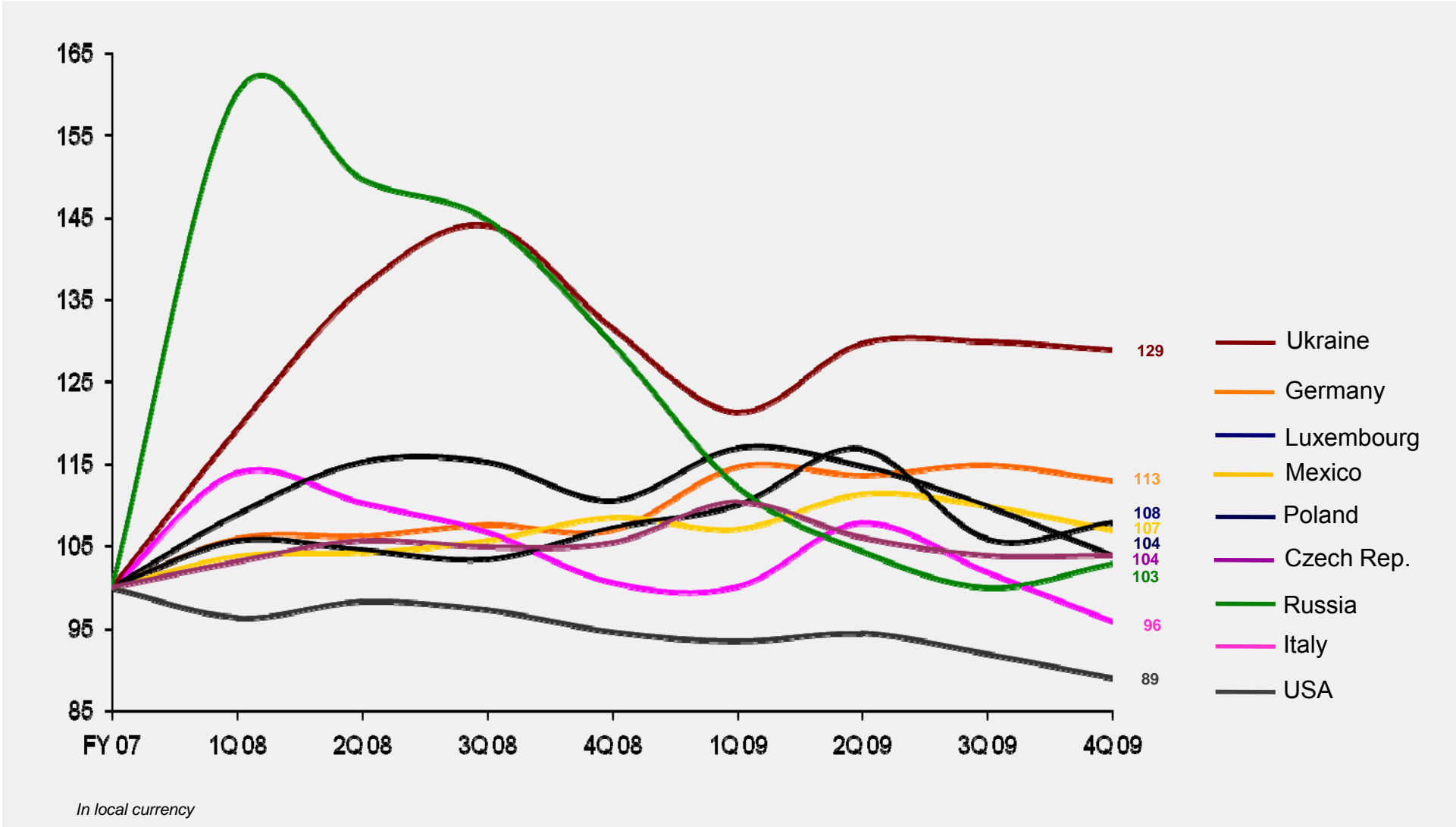


\* First time consolidation of Dyckerhoff

# Cement volumes and prices

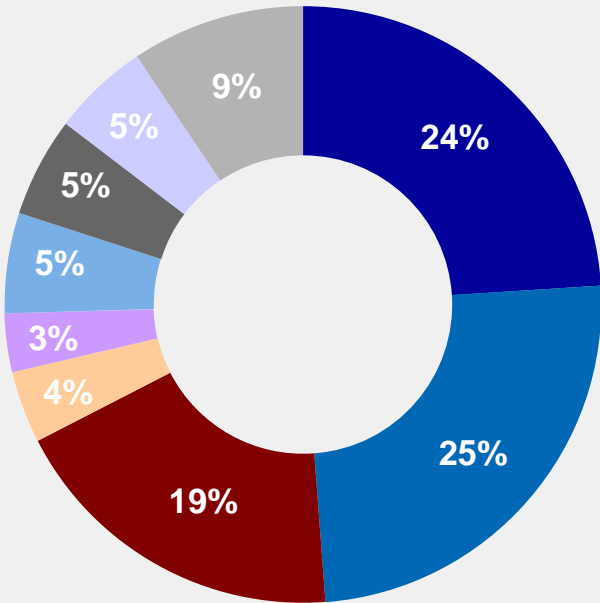


# Cement prices by country

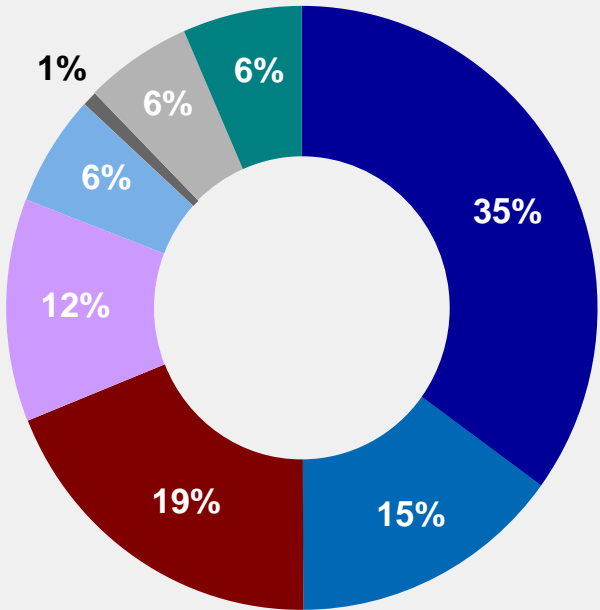


# Volumes breakdown

**Cement**



**Ready-mix concrete**



- Italy
- USA
- Germany
- Luxembourg
- Czech Rep.
- Poland
- Ukraine
- Russia
- Mexico
- Netherlands

## FX changes

|         | 2009  | 2008  | Δ      |
|---------|-------|-------|--------|
| EUR 1 = | avg.  | avg.  | %      |
| USD     | 1.39  | 1.47  | + 5.2  |
| MXN     | 18.80 | 16.29 | - 15.4 |
| CZK     | 26.43 | 24.95 | - 6.0  |
| PLN     | 4.33  | 3.51  | - 23.2 |
| UAH     | 11.13 | 7.69  | - 44.8 |
| RUB     | 44.14 | 36.42 | - 21.2 |

## Net sales by country

|                          | 2009         | 2008         | Δ            | Δ            | Forex       | Scope     | Δ I-f-I      |
|--------------------------|--------------|--------------|--------------|--------------|-------------|-----------|--------------|
| EURm                     |              |              | abs          | %            | abs         | abs       | %            |
| Italy                    | 707          | 850          | (144)        | -16.9        | -           | 7         | -17.7        |
| United States of America | 613          | 750          | (137)        | -18.3        | 32          | 36        | -27.0        |
| Germany                  | 528          | 595          | (67)         | -11.2        | -           | 1         | -11.3        |
| Luxembourg               | 83           | 89           | (6)          | -7.1         | -           | -         | -7.1         |
| Netherlands              | 113          | 133          | (20)         | -15.2        | -           | (5)       | -12.0        |
| Czech Republic/Slovakia  | 176          | 261          | (85)         | -32.6        | (8)         | -         | -28.6        |
| Poland                   | 121          | 184          | (63)         | -34.1        | (28)        | -         | -18.8        |
| Ukraine                  | 75           | 209          | (134)        | -64.0        | (34)        | -         | -47.9        |
| Russia                   | 99           | 267          | (168)        | -63.0        | (21)        | -         | -55.2        |
| Mexico                   | 180          | 205          | (25)         | -12.1        | (29)        | -         | +1.5         |
| <i>Eliminations</i>      | (23)         | (23)         | 0.0          |              |             |           |              |
| <b>Total</b>             | <b>2,672</b> | <b>3,520</b> | <b>(848)</b> | <b>-24.1</b> | <b>(87)</b> | <b>38</b> | <b>-22.8</b> |



## Headcount by country

|                          | 2009          | 2008          | Δ<br>abs    |
|--------------------------|---------------|---------------|-------------|
| Italy                    | 2,041         | 2,071         | -30         |
| United States of America | 2,327         | 2,440         | -113        |
| Germany                  | 1,647         | 1,653         | -6          |
| Luxembourg               | 152           | 150           | +2          |
| Netherlands              | 296           | 297           | -1          |
| Czech Republic/Slovakia  | 914           | 936           | -22         |
| Poland                   | 423           | 419           | +4          |
| Ukraine                  | 1,672         | 1,782         | -110        |
| Russia                   | 1,279         | 1,549         | -270        |
| Mexico (50%)             | 527           | 548           | -21         |
| <b>Total</b>             | <b>11,278</b> | <b>11,845</b> | <b>-567</b> |

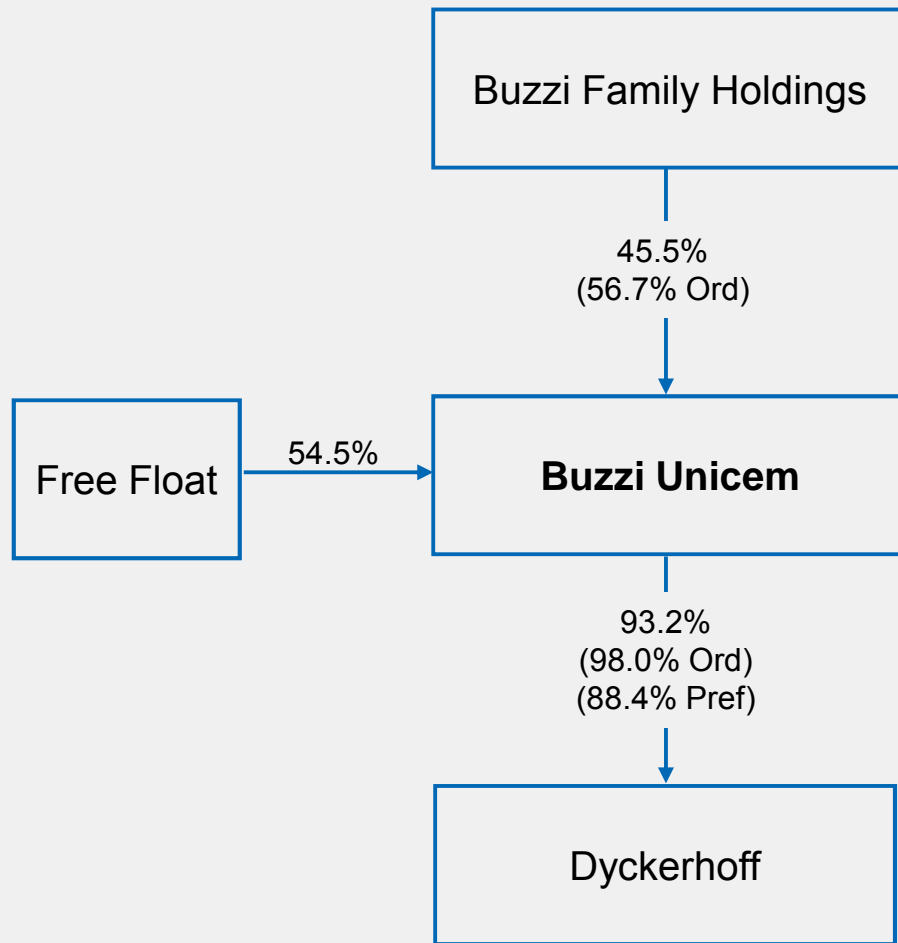
# Company profile & strategies

## Buzzi Unicem at a Glance

- International multi-regional, “heavy-side” group, focused on cement, ready-mix and aggregates
- Dedicated management with long-term vision for the business
- Highly efficient, low cost producer with strong and stable cash flows
- Successful geographic diversification with leading positions in attractive markets
  - Italy (# 2 cement producer, 16% market share), US (# 5 cement producer, 9% market share), Mexico (# 4 cement producer, 11% market share), Germany (# 2 cement producer, 15% market share)
  - Significant positions in Luxembourg, The Netherlands, Poland, Czech Republic, Slovakia, Russia and Ukraine, as well as entry point in Algeria
- High quality and environmentally friendly assets
- Leading product and service offering
- Conservative financial profile and balanced growth strategy

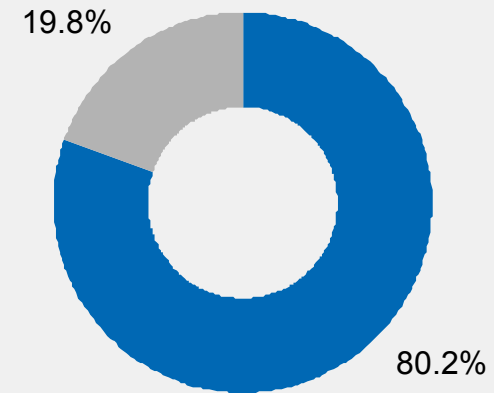
***“Value creation through lasting, experienced know-how and operating efficiency”***

# Lean and direct ownership



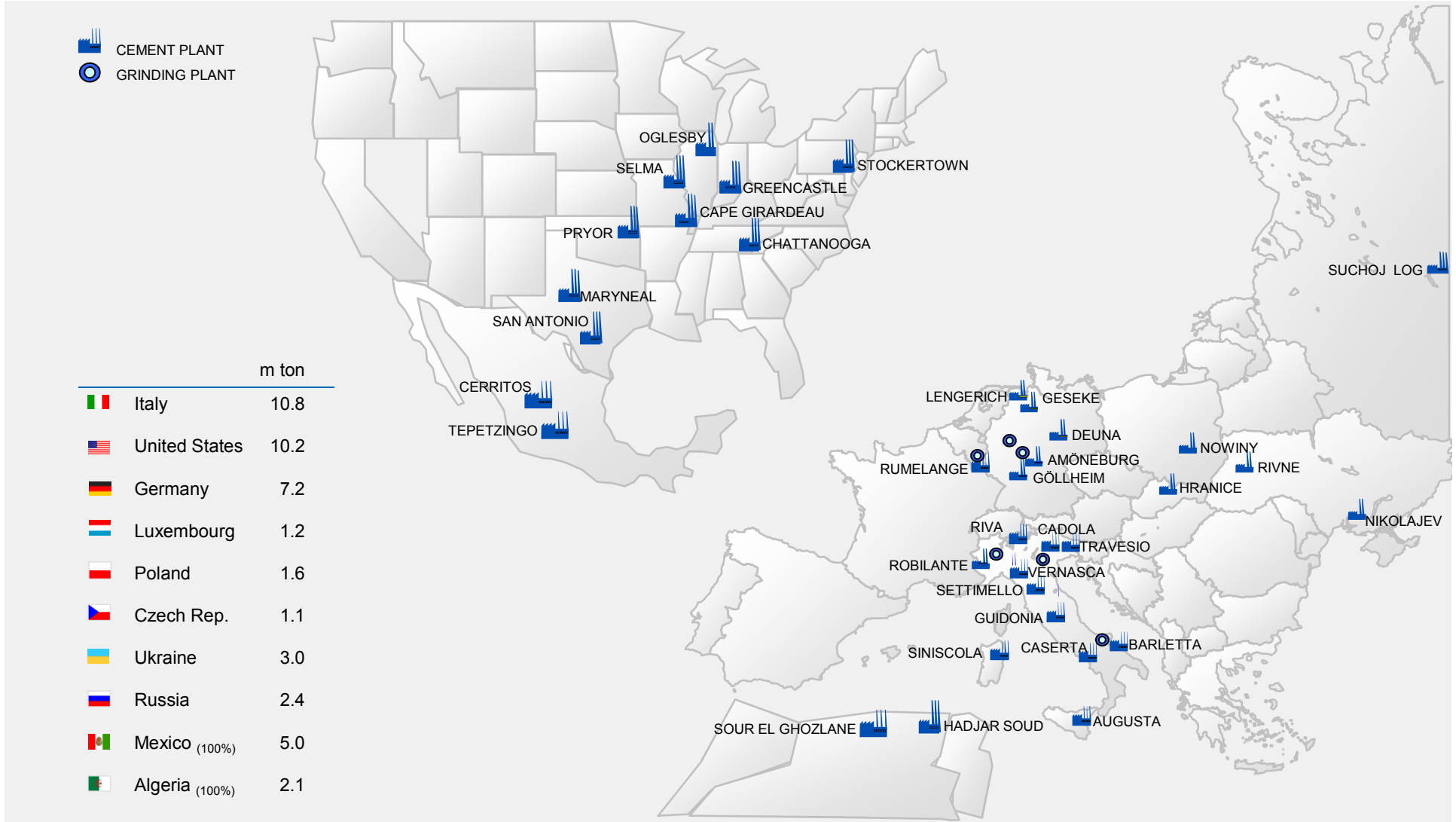
Share capital

|                     |                    |
|---------------------|--------------------|
| ■ Ordinary          | 165,349,149        |
| ■ Savings           | 40,711,949         |
| <b>Total shares</b> | <b>206,061,098</b> |

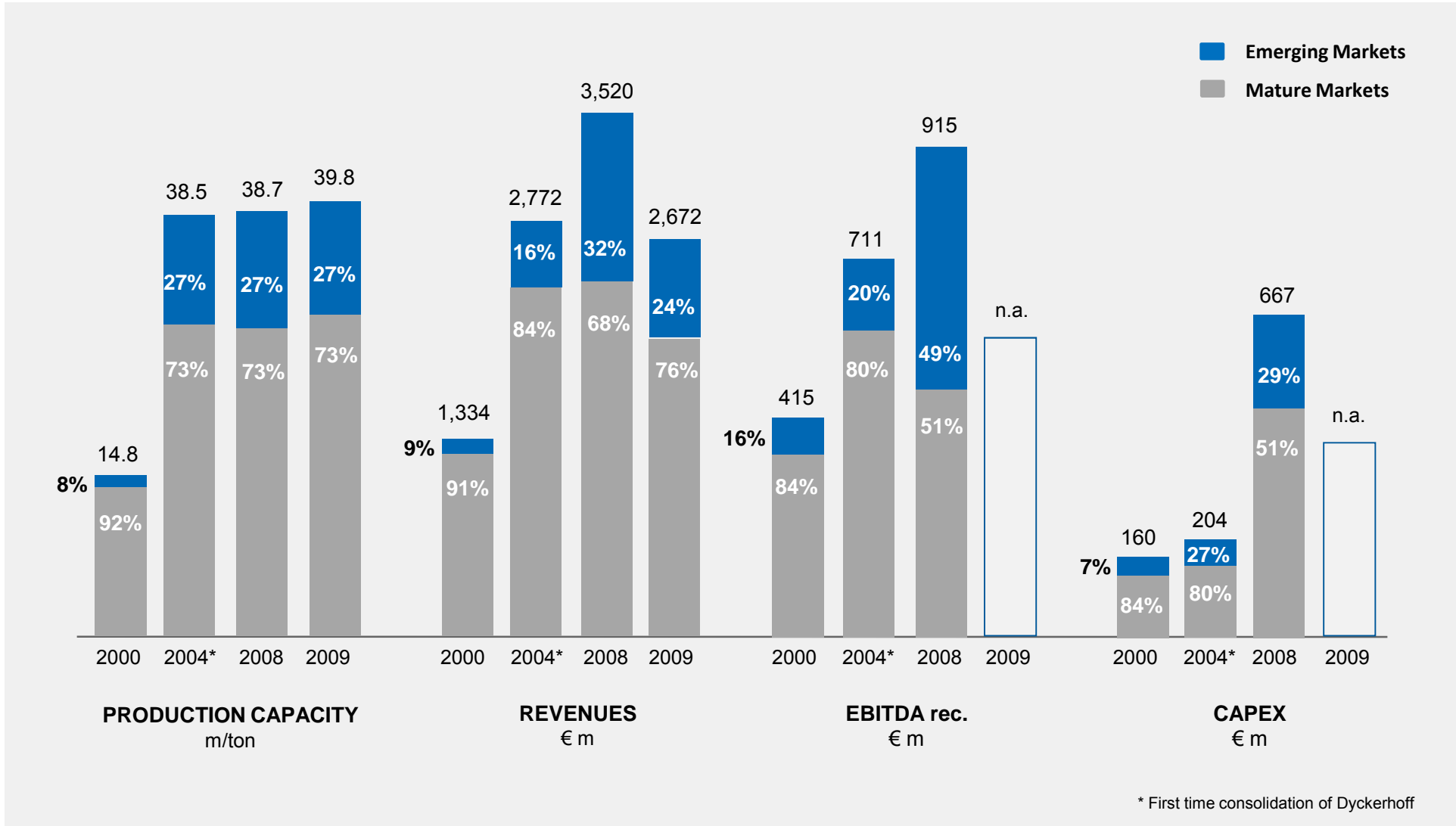


As of September 09

# Cement plants location and capacity



# Group exposure to emerging markets



# Roll-out of additional capacity by project

|           |                             |        | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | Add | Replace |  |
|-----------|-----------------------------|--------|------|------|------|------|------|------|-----|---------|--|
|           |                             |        | mt   | mt   | mt   | mt   | mt   | mt   | mt  | mt      |  |
| Start-up  |                             |        |      |      |      |      |      |      |     |         |  |
| COMPLETED | USA Selma                   | Aug-09 | 0.6  | 1.0  | 0.2  |      |      |      |     | 1.8     |  |
|           |                             |        |      |      |      | 0.2  | 0.2  |      | 0.4 |         |  |
|           | LUX Esch                    | Oct-09 | 0.1  | 0.1  | 0.2  |      |      |      | 0.4 |         |  |
|           | UKR Volyn<br>kiln # 6       | Mar-09 |      |      | 0.2  | 0.2  |      |      | 0.4 |         |  |
| ONGOING   | RUS Suchoi Log<br>(1)       | 2Q10   |      |      |      | 0.4  | 0.5  | 0.3  | 1.2 |         |  |
|           | MEX Apazapán                | 4Q10   |      |      | 0.5  | 0.2  |      |      | 0.7 |         |  |
| POSTPONED | RUS Akbulak                 | tbd    |      |      |      |      |      |      | 2.2 |         |  |
|           | GER Amöneburg               | tbd    |      |      |      |      |      |      | 0.2 |         |  |
|           | UKR Volyn 2<br>(brownfield) | tbd    |      |      |      |      |      |      | 1.2 | 0.9     |  |
| Total     |                             |        | 0.7  | 1.1  | 1.1  | 1.0  | 0.7  |      | 6.7 | 2.7     |  |

(1) The new kiln will initially replace existing capacity and run close to full capacity from commissioning date.