

Italian Investment Conference

20 May 2021

Executive Summary

VOLUMES

Italy and USA well performing, Russia confirms solidity. Negative trend in other Eastern European countries and in Germany. For Q1 as a whole, cement volumes improved (+3.0%) at 6.2 mton

Ready Mix concrete volumes only slightly up (+0.8%) at 2.5 mm³

PRICES

Overall favorable variance across the board in local currencies, particularly in Poland and Germany

FOREIGN EXCHANGE

€m 37.2 disadvantage on Net sales from weaker dollar, hryvna and ruble

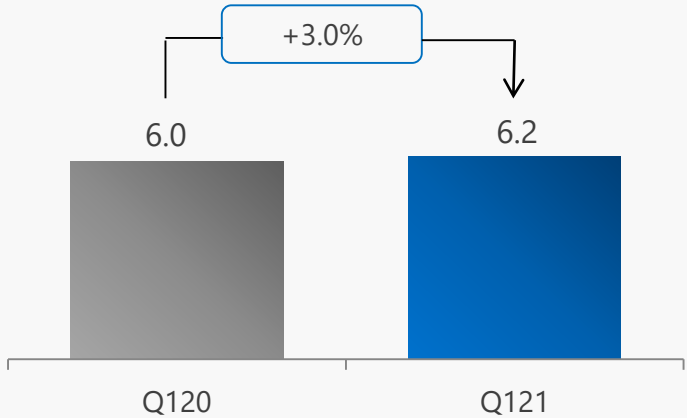
FINANCIALS

Net sales at €m 683 (€m 688 in 2020), -0.8% (+4.5% lfi), with negative variance in Eastern Europe (-15.4%), USA (-4.5%) and Germany (-1.4%). Positive performance in Italy (+20.7%) and Benelux (+6.3%)

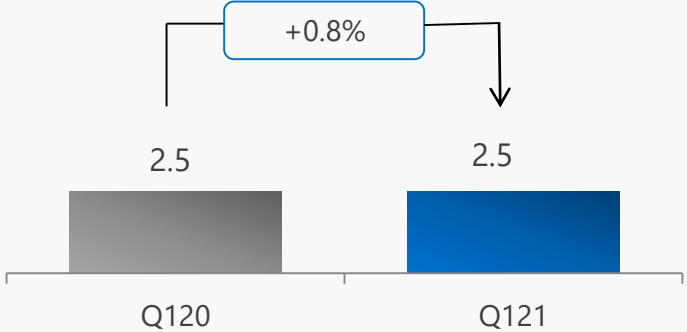
Net Debt at €m 231 versus €m 242 at year end 2020

Q1 21 Highlights

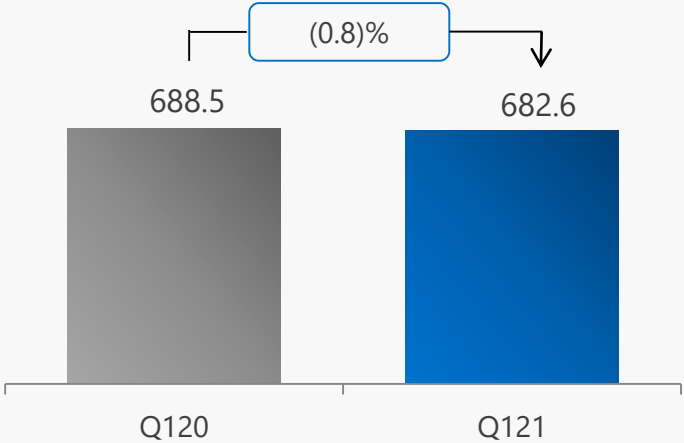
Cement volumes (m ton)



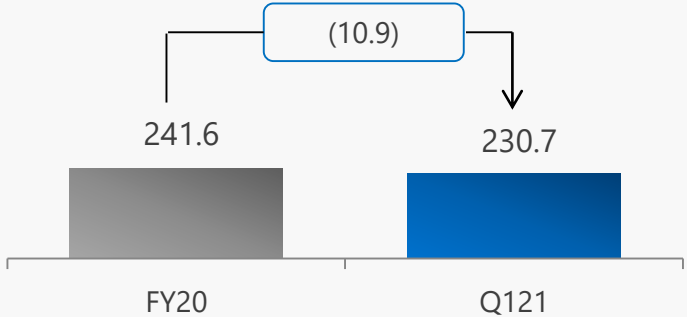
Ready-mix volumes (m m³)



Net Sales (€m)

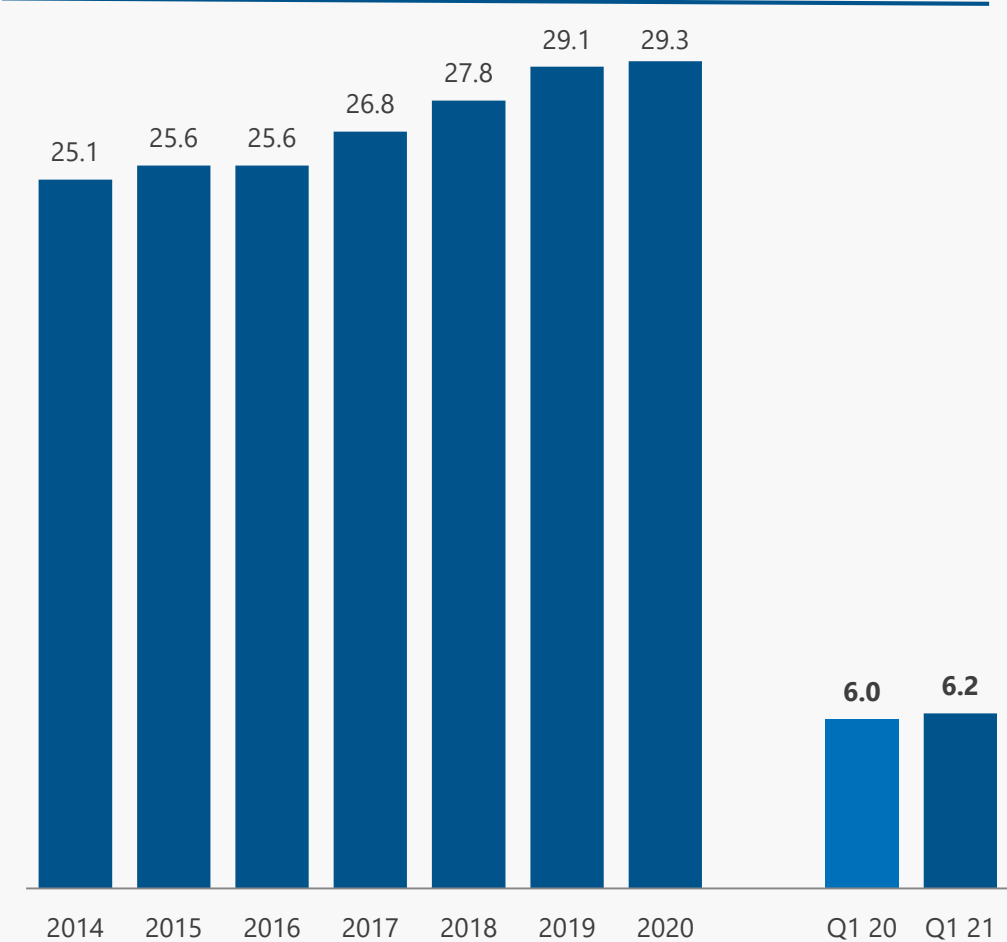


Net Debt (€m)

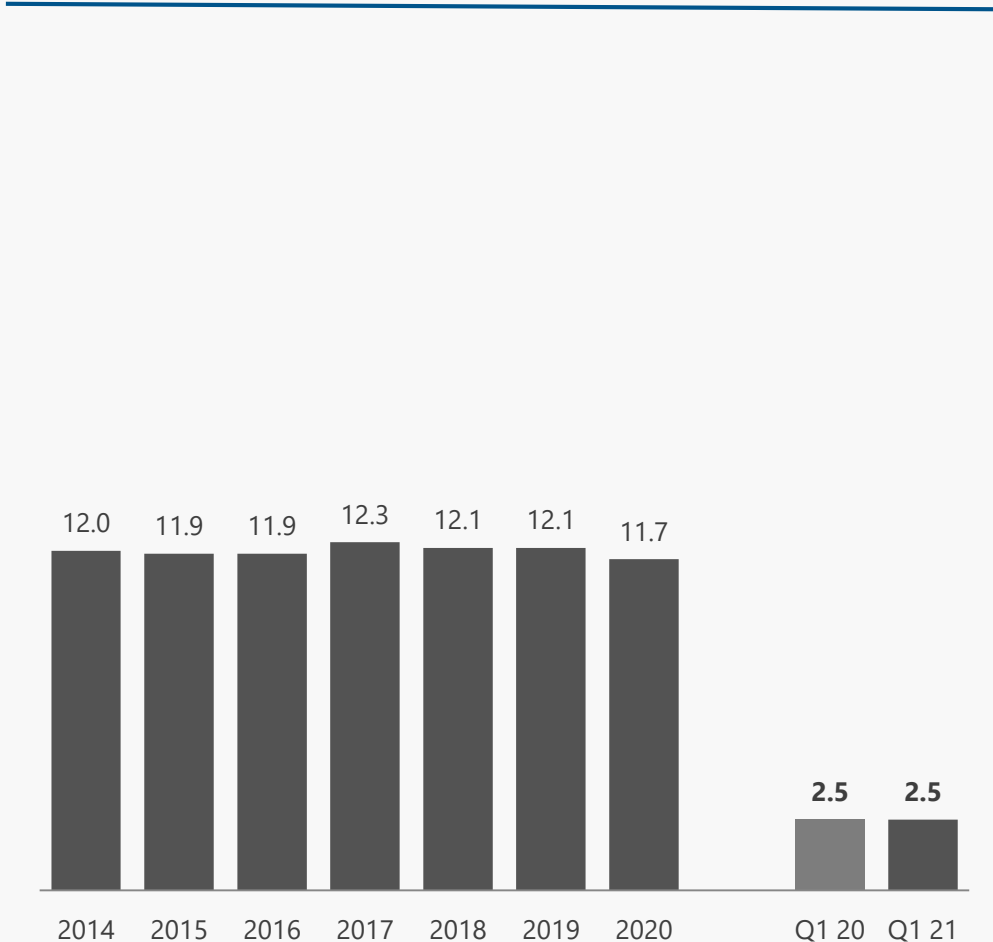


Volumes

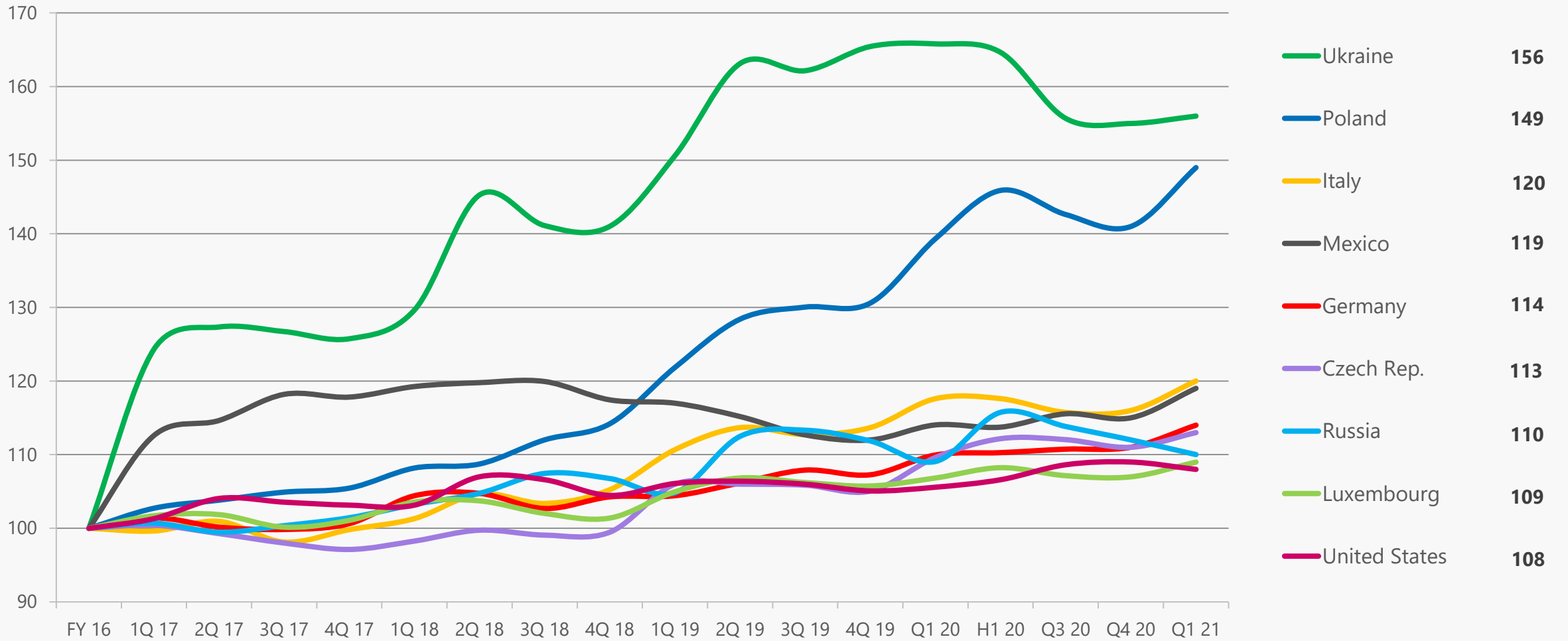
Cement (m ton)










Ready-mix concrete (m m3)



Price Index by country



FX changes

		Q121	Q120	Δ	2020	Current
EUR 1 =		avg	avg	%	avg	
	USD	1.20	1.10	-9.3	1.14	1.22
	RUB	89.67	73.82	-21.5	82.72	90.04
	UAH	33.68	27.66	-21.7	30.85	33.61
	CZK	26.07	25.63	-1.7	26.46	25.43
	PLN	4.55	4.32	-5.1	4.44	4.52
	MXN	24.53	22.09	-11.0	24.52	24.12
	BRL	6.60	4.92	-34.2	5.89	6.41

Analysis by geographical region – Italy and USA

Italy

- Cement volumes clearly up compared to Q1 20, affected by the country lockdown, thanks to the stronger demand, driven by the positive dynamics of the residential renovation and public works. Ready-mix production recorded an even more marked recovery
- Favourable trend for selling prices
- 20% of consolidated Q1 net sales (17% in Q1 20)

USA

- Cement volumes up, despite unfavourable weather conditions in February, particularly in Texas. Ready-mix more penalized by the cold
- Average selling prices in local currency showed a slight growth
- Q1 net sales +4.3% lfl
- 38% of consolidated Q1 net sales (40% in Q1 20).

EURm	Q1 21	Q1 20	Δ%	Δ lfl %
Net Sales	138.5	114.7	+20.7	-

EURm	Q1 21	Q1 20	Δ%	Δ lfl %
Net Sales	261.3	273.7	(4.5)	+4.3

Analysis by geographical region – Central and Eastern Europe

Central Europe

- Cement volumes down in Germany due to adverse weather conditions. Positive performance in Luxembourg. Ready-mix concrete showed a slight contraction
- Positive pricing development
- 27% of consolidated Q1 net sales (27% in Q1 20)

Eastern Europe

- Cement volumes improved in Russia, thanks to robust demand, but visibly contracted in Poland, Czech Republic and Ukraine. Ready-mix down
- Average selling prices in local currency improved, except in Ukraine
- 15% of consolidated Q1 net sales (17% in Q1 20)

EURm	Q1 21	Q1 20	Δ%	Δ Ifl %
Net Sales	185.0	184.4	+0.3	-

EURm	Q1 21	Q1 20	Δ%	Δ Ifl %
Net Sales	99.1	117.1	(15.4)	(3.9)

Analysis by geographical region – Mexico and Brazil (valued at equity)

Mexico

- Positive trend in cement volumes, while ready-mix concrete remained stable
- Prices, in local currency, improved
- Negative impact from the depreciation of the Mexican peso. Q1 net sales +20.8% lfl











Brazil

- Cement volumes showed marked progress thanks to positive developments in construction activity, particularly in the residential sector
- Strong trend in selling prices, in local currency
- Negative FX impact (Brazilian Real -34.2%). Q1 net sales +84.4% lfl

EURm	Q1 21	Q1 20	Δ%	Δ lfl %
Net Sales (100%)	160.7	147.7	+8.8	+20.8

EURm	Q1 21	Q1 20	Δ%	Δ lfl %
Net Sales (100%)	39.6	28.8	+37.4	+84.4

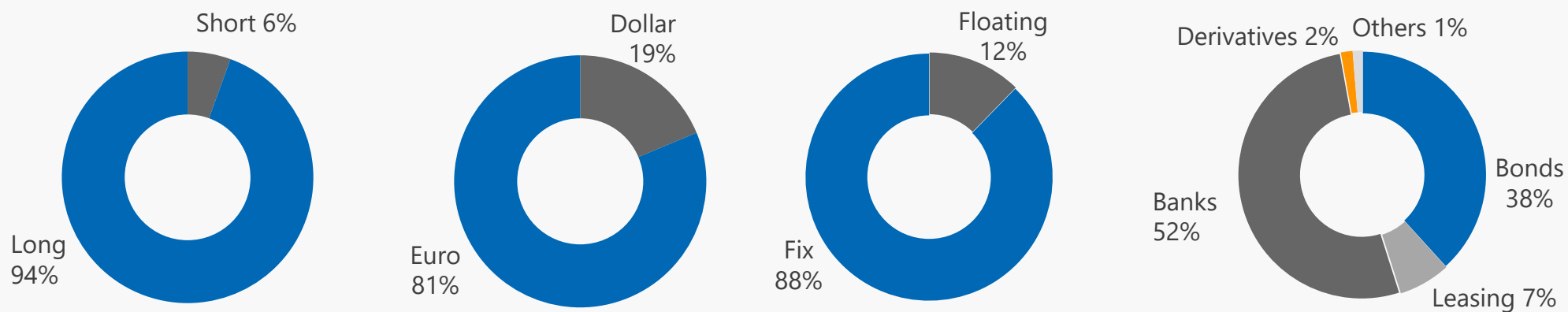
Net sales by country

EURm	Q1 21	Q1 20	Δ	Δ	Forex	Scope	Δ I-f-I
			abs	%	abs	abs	%
 Italy	138.5	114.7	23.8	+20.7	-	-	+20.7
 United States	261.3	273.7	(12.4)	-4.5	(24.2)	-	+4.3
 Germany	147.2	149.3	(2.1)	-1.4	-	-	-1.4
 Lux / Netherlands	43.7	41.2	2.5	+6.3	-	-	+6.3
 Czech Rep / Slovakia	28.0	30.5	(2.5)	-8.4	(0.4)	-	-7.0
 Poland	17.6	24.8	(7.2)	-28.8	(0.9)	-	-25.2
 Ukraine	16.3	22.1	(5.8)	-25.9	(3.6)	-	-9.8
 Russia	37.6	40.3	(2.7)	-6.6	(8.1)	-	+13.5
<i>Eliminations</i>	<i>(7.6)</i>	<i>(8.1)</i>	<i>(0.5)</i>	<i>-6.1</i>			
Total	682.6	688.5	(5.9)	-0.8	(37.2)	-	+4.5
 Mexico (100%)	160.7	147.7	13.0	+8.8	(17.7)	-	+20.8
 Brazil (100%)	39.6	28.8	10.8	+37.4	(13.5)	-	+84.4

Net Financial Position

EURm	Mar 21	Dec 20	Δ abs	Mar 20
Cash and other financial assets	1,065.5	1,220.9	(155.4)	909.4
Short-term debt	(50.9)	(214.2)	163.3	(51.8)
Short-term leasing	(21.5)	(21.4)	0.0	(22.9)
Net short-term cash	993.1	985.3	7.8	834.7
Long-term financial assets	11.4	11.0	0.4	2.8
Long-term debt	(1,167.7)	(1,173.4)	5.7	(1,282.9)
Long-term leasing	(67.5)	(64.5)	(3.0)	(79.8)
Net debt	(230.7)	(241.6)	10.9	(525.2)

Gross debt breakdown (1,307.6 €m)



Appendix

Buzzi Unicem at a glance

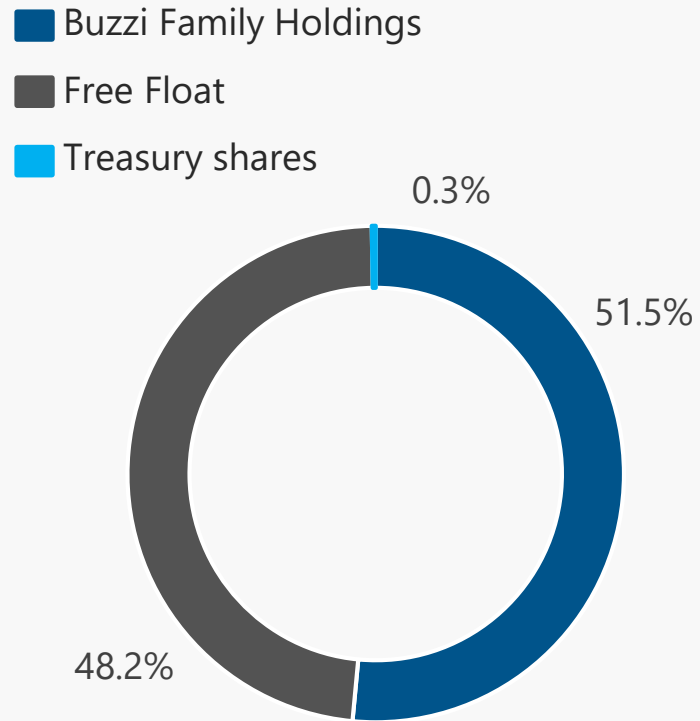
- International multi-regional, “heavy-side” group, focused on cement, ready-mix and aggregates
- Dedicated management with a long-term vision of the business
- Highly efficient, low cost producer with strong and stable cash flows
- Successful geographic diversification with leading positions in attractive markets
 - Italy (# 2 cement producer), United States (# 4 cement producer), Germany (# 2 cement producer), material joint venture assets in Mexico and Brazil
 - Significant positions in Luxembourg, The Netherlands, Poland, Czech Republic, Slovakia, Russia and Ukraine, as well as entry point in Slovenia and 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”

Shares & Shareholders | Dividend

Share Capital

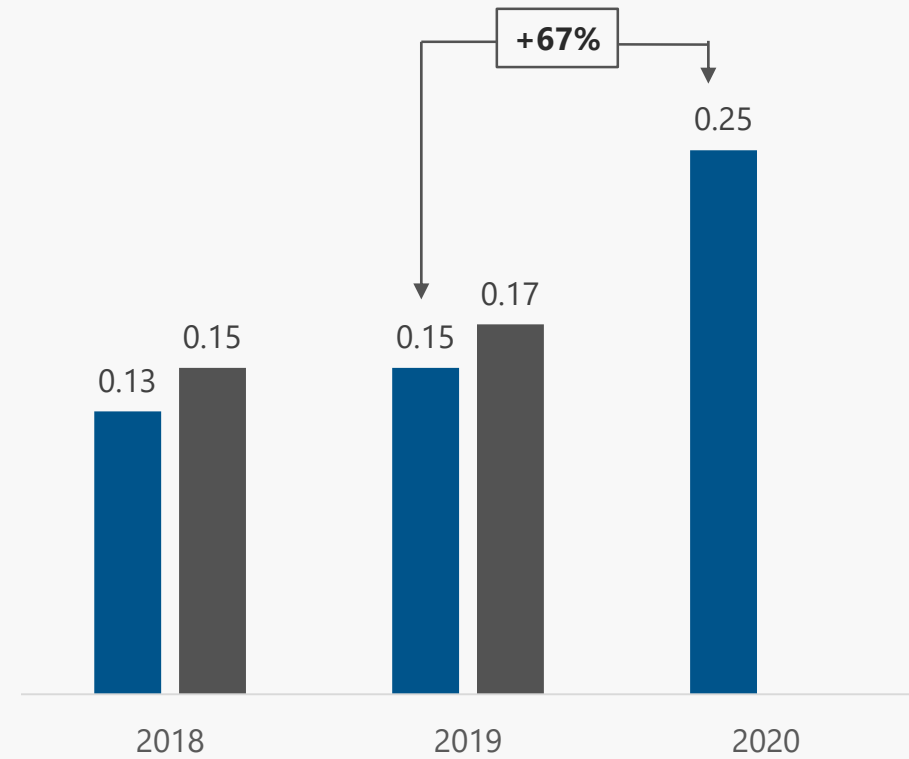
Number of shares 192,626,154



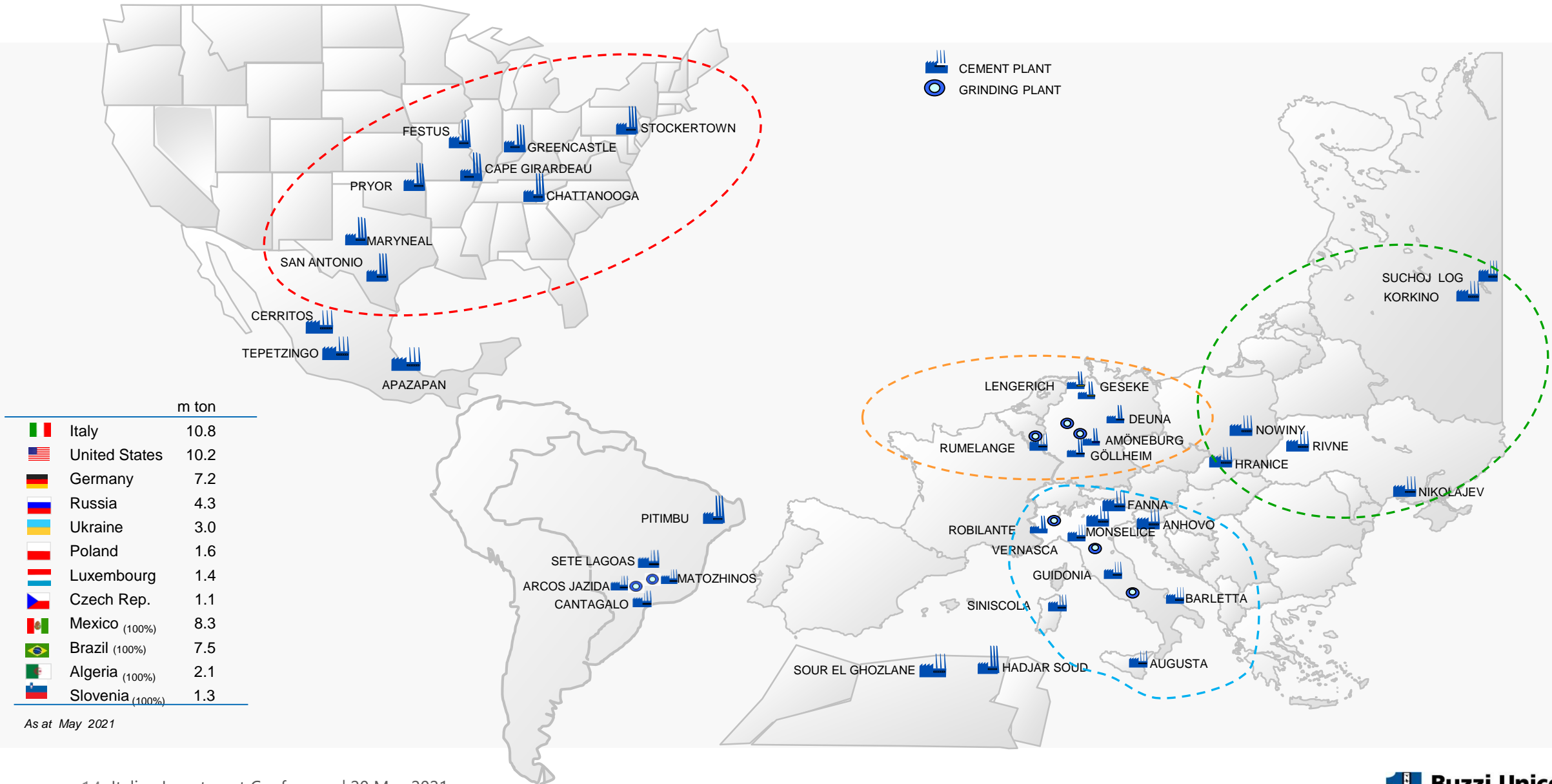
As at May 2021

Dividend per Share (Eur)

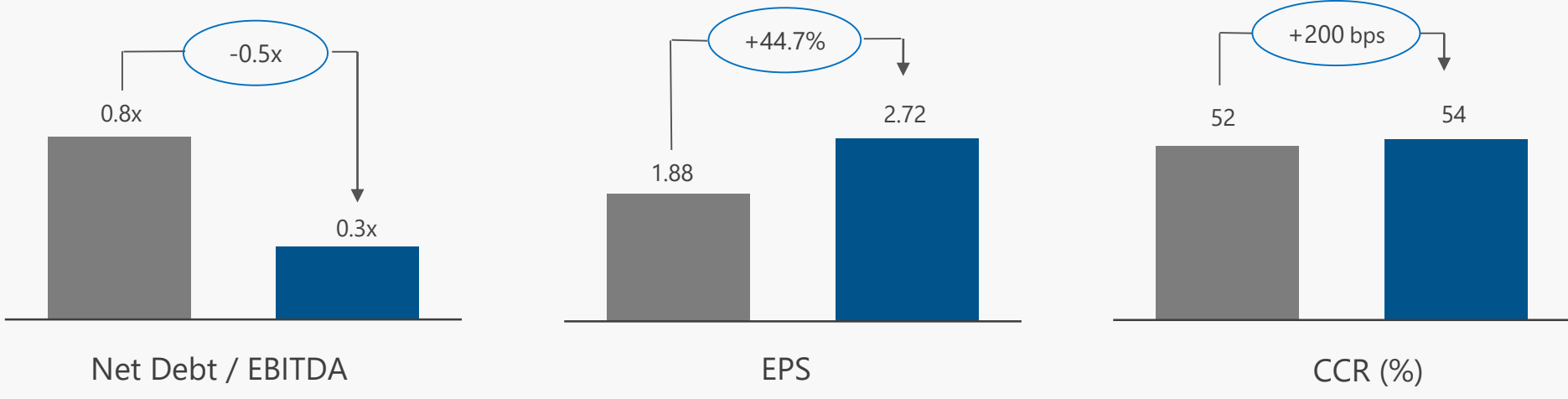
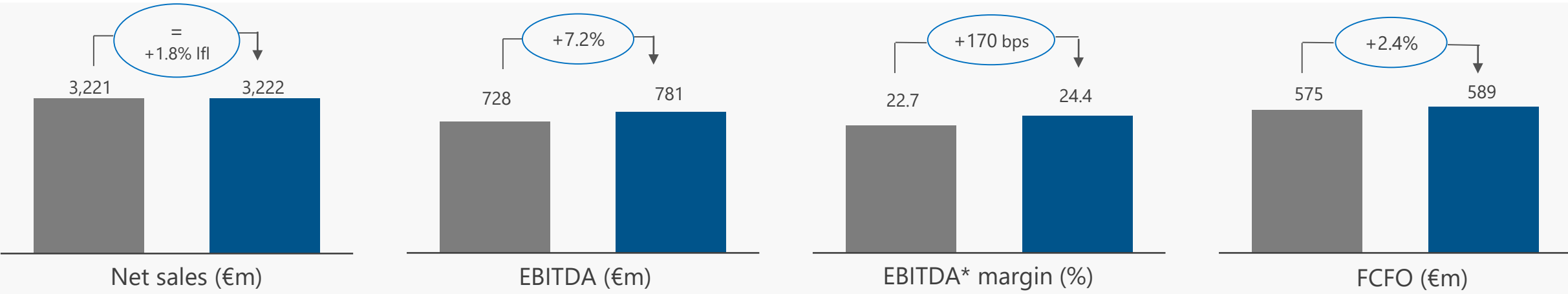
■ Ordinary shares ■ Savings shares



Cement plants location and capacity



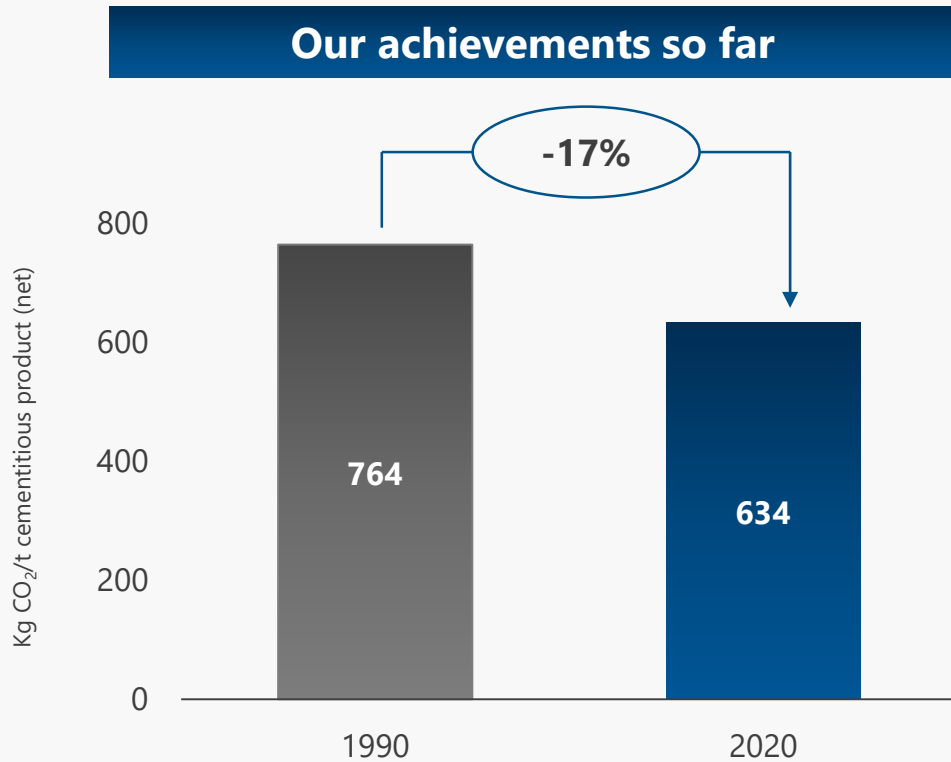
2020 Financial Highlights



■ 2019
■ 2020

*recurring

Specific Net CO₂ emissions: What we have achieved so far



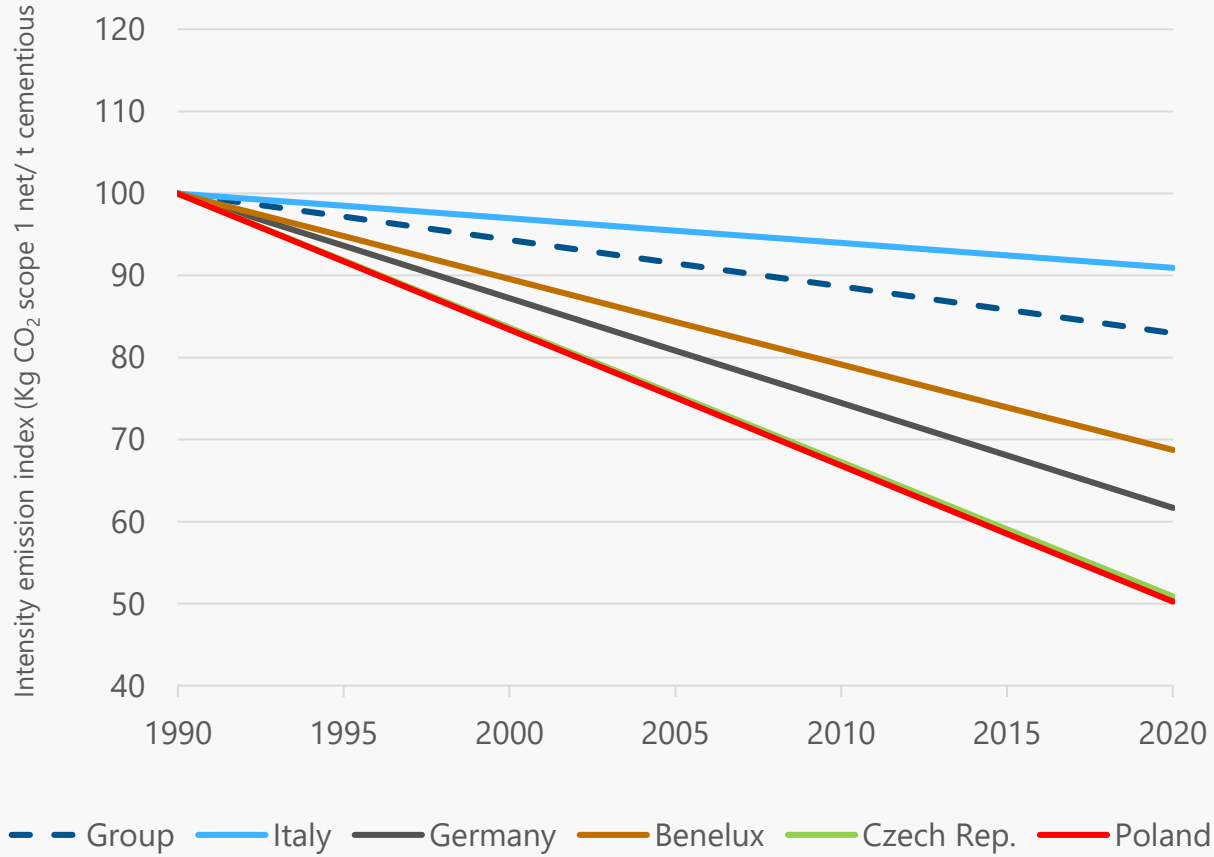
By 2020, we have reduced by approx. **17%** the specific net CO₂ emissions compared to 1990 level (plants taken into consideration according to SBTi methodology)

Reduction's drivers:

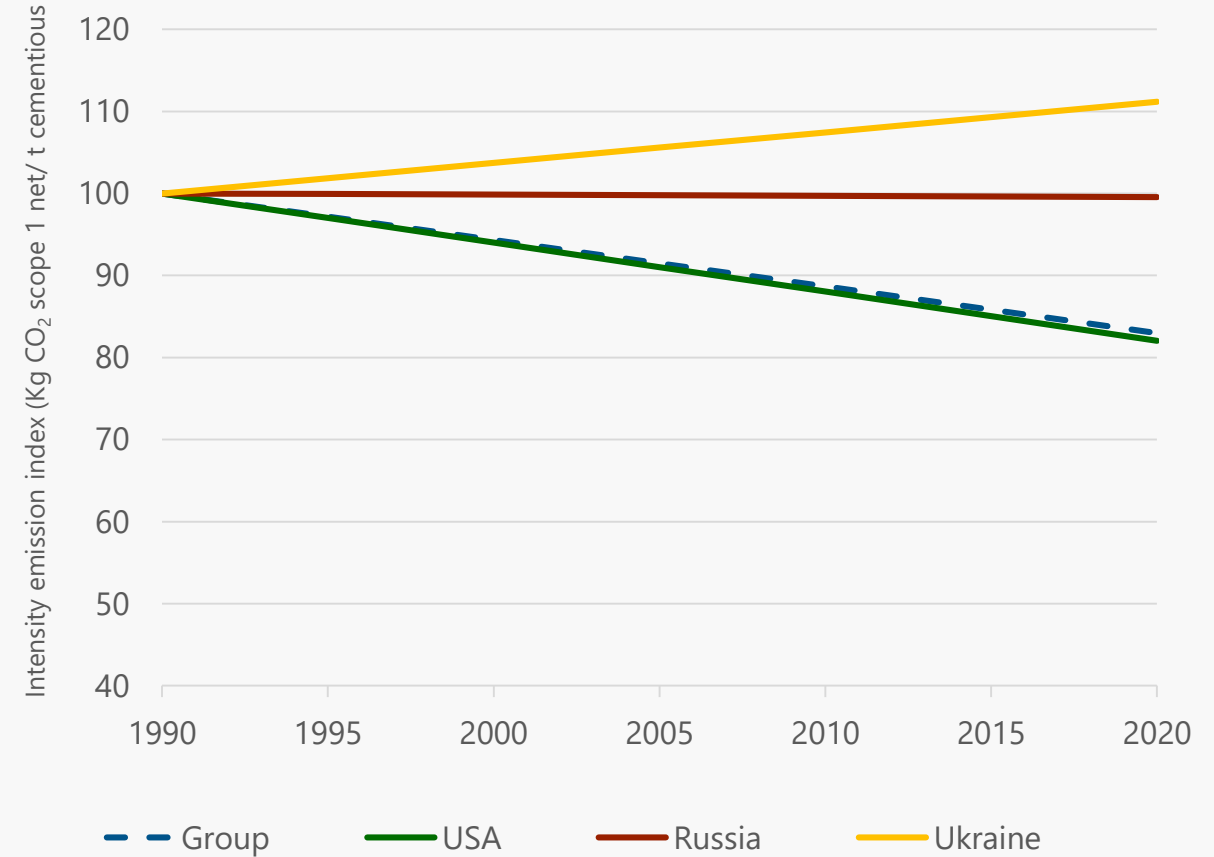
- Higher alternative fuels utilization
- Thermal energy optimization
- Lower clinker to cement ratio
- Improved technologies

CO₂ Intensity emission index by country: 2020 vs 1990

EU ETS countries



Non ETS countries

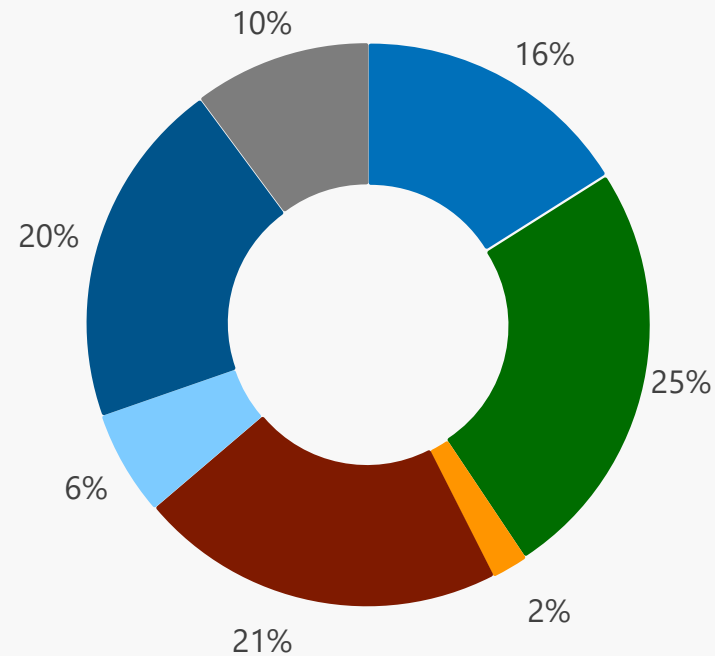


Capex requirements for decarbonization over the next 5 years

- Over the next 5 years, Buzzi Unicem will be involved in more than 100 initiatives aiming to reduce CO₂ emissions
- This plan leads to CO₂ specific capex per year equal to approx **10-15%** of the annual avg capex spending

CO₂ Capex breakdown by initiatives

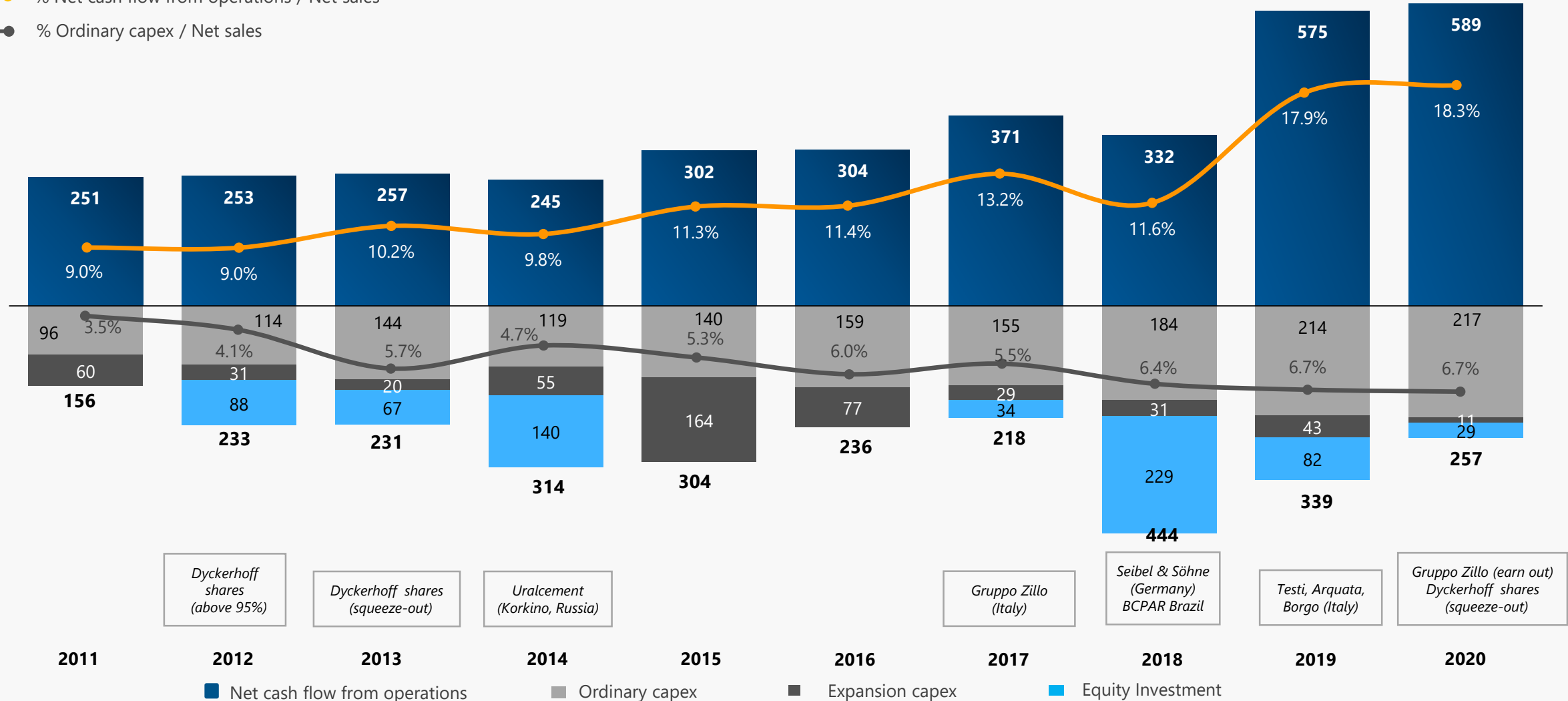
- R&D - Pilot Testing
- Increasing fuel substitution
- Low carbon concrete
- In-house production of electrical power
- Reducing transportation's emissions
- Reducing clinker content in cement
- Reducing CO₂ intensity in energy consumption



- Approx. 75% of CO₂ specific capex will be dedicated to initiatives with high short term potential of CO₂ reduction, such as: increasing fuel substitution, reducing clinker content in cement, in-house production of electrical power and reducing CO₂ intensity in energy consumption
- Within R&D-Pilot Testing category, the most important initiative will be CCU/S










Net Cash Flow from Operations and Capex development | €m

● % Net cash flow from operations / Net sales
 ● % Ordinary capex / Net sales

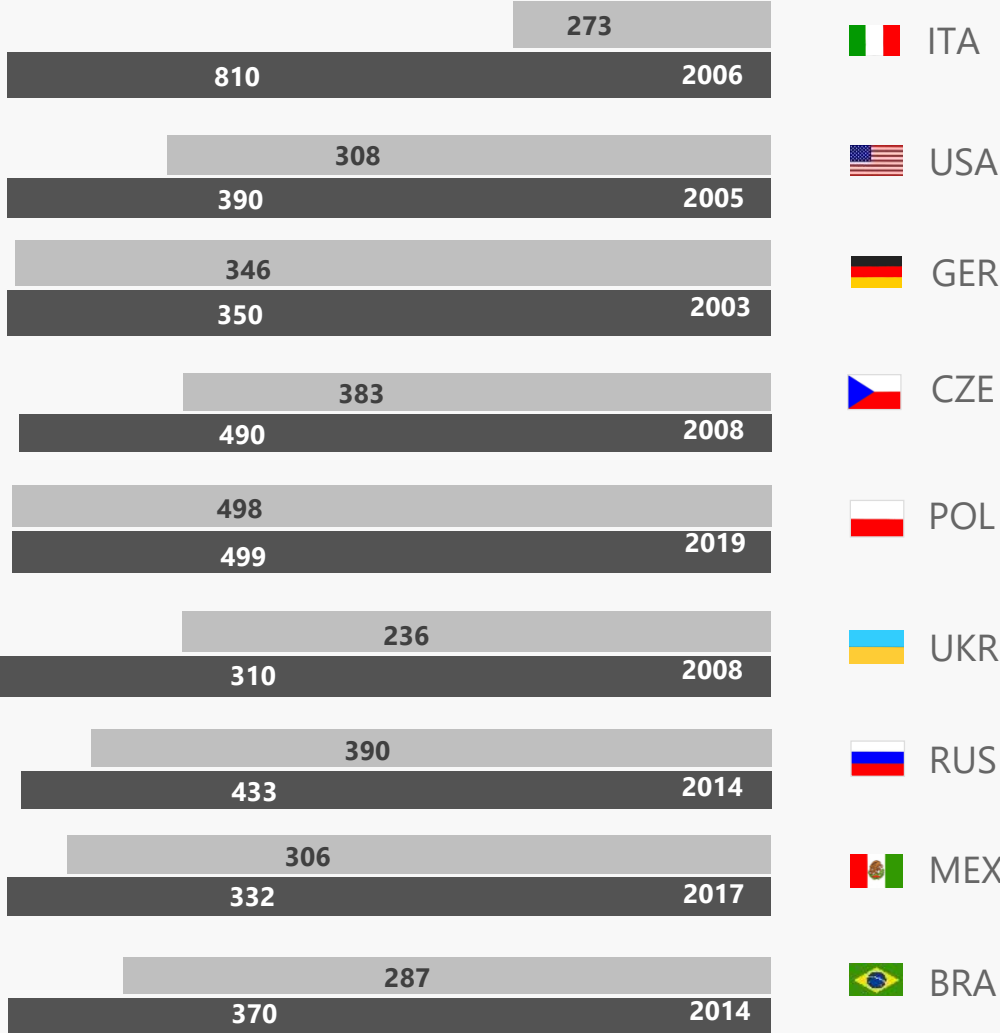
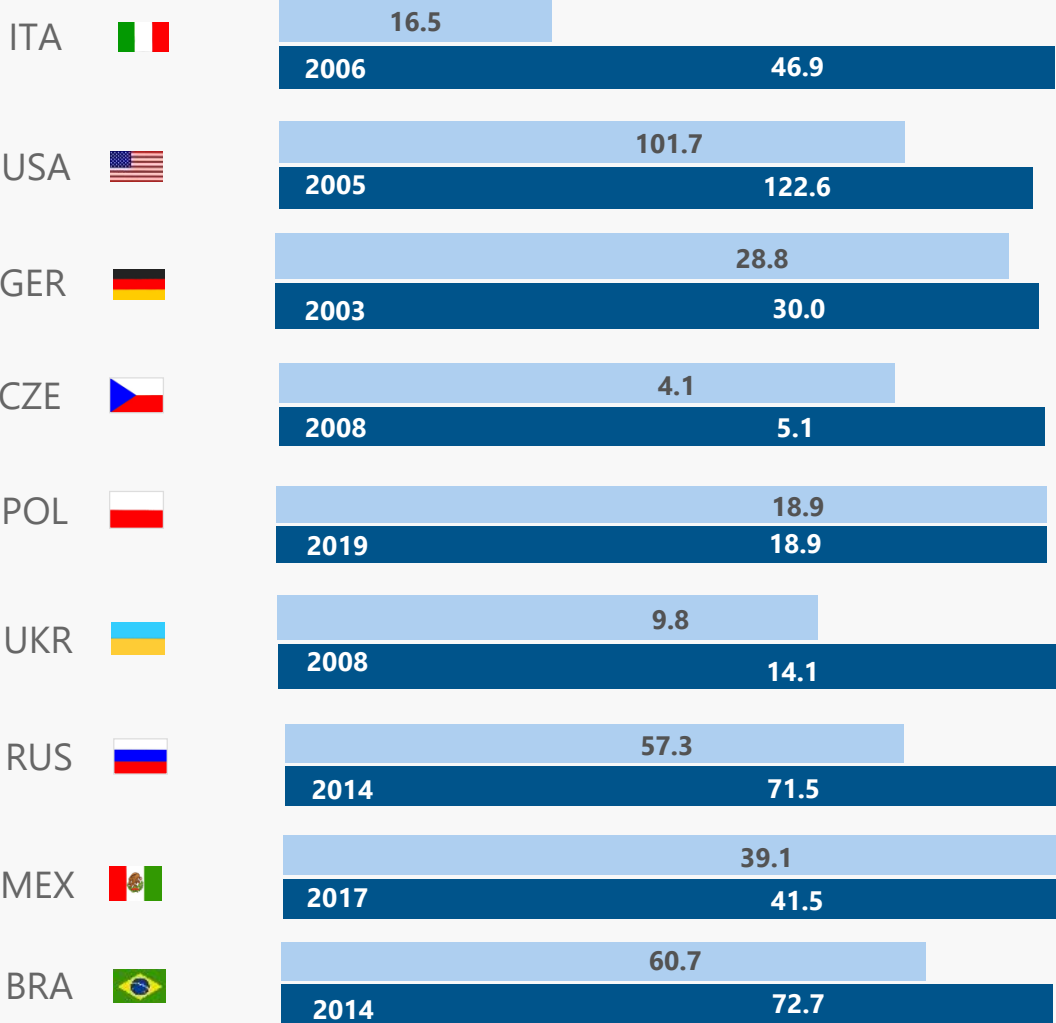


Dyckerhoff shares (above 95%)
Dyckerhoff shares (squeeze-out)
Uralcement (Korkino, Russia)
Gruppo Zillo (Italy)
Seibel & Söhne (Germany) BCPAR Brazil
Testi, Arquata, Borgo (Italy)
Gruppo Zillo (earn out) Dyckerhoff shares (squeeze-out)

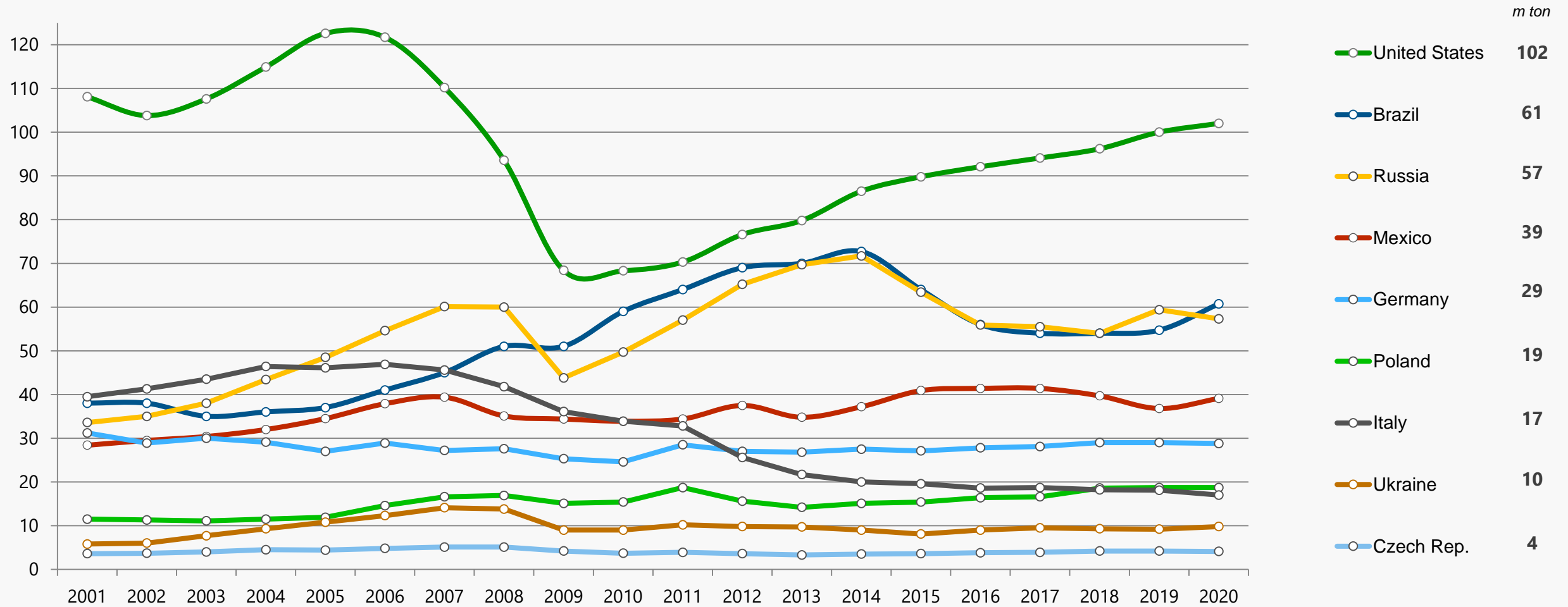
Historical EBITDA development by country

		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
 Italy	EBITDA	10.3	-5.9	-18.1	-18.7	-37.2	-22.2	-79.7	-1.7	43.4	33.8
	margin	1.8%	-1.2%	-4.2%	-4.8%	-9.8%	-5.9%	-18.6%	-0.4%	8.6%	6.8%
 Germany	EBITDA	90.3	72.2	108.1	88.6	72.1	76.8	78.1	82.5	102.3	123.8
	margin	14.2%	12.0%	18.0%	14.7%	12.6%	13.4%	13.3%	13.0%	15.1%	17.3%
 Lux/ Netherlands	EBITDA	35.0	8.3	11.5	15.9	19.7	25.8	17.6	23.1	22.7	21.7
	margin	15.7%	4.3%	6.3%	9.7%	11.7%	14.7%	9.4%	11.7%	11.8%	11.3%
 Czech Rep/ Slovakia	EBITDA	35.2	25.4	19.2	27.0	32.6	34.4	36.5	43.6	46.3	46.8
	margin	20.5%	17.0%	14.6%	20.2%	24.0%	25.2%	24.7%	26.5%	27.5%	29.4%
 Poland	EBITDA	36.9	21.8	27.1	18.2	22.7	23.4	24.1	31.9	32.1	35.3
	margin	26.6%	20.0%	26.8%	20.4%	20.4%	24.6%	24.9%	28.6%	25.9%	29.9%
 Ukraine	EBITDA	6.9	15.8	12.3	11.0	4.0	12.8	16.0	7.0	21.0	21.9
	margin	6.2%	11.8%	10.0%	12.5%	5.7%	16.1%	16.9%	8.0%	15.9%	18.9%
 Russia	EBITDA	65.7	96.1	92.6	73.4	48.4	43.2	46.0	50.1	57.7	52.9
	margin	37.4%	41.0%	37.2%	35.0%	29.0%	28.0%	24.9%	27.0%	26.9%	28.3%
 USA	EBITDA	71.4	123.9	151.0	207.3	311.7	356.5	369.6	341.2	402.7	444.2
	margin	12.8%	18.2%	20.7%	24.2%	28.1%	31.9%	33.0%	31.9%	32.4%	35.2%
 Mexico	EBITDA	82.6	97.5	77.5	Adoption of IFRS 11						
	margin	34.7%	36.2%	33.2%							
Group	EBITDA	434.3	455.1	481.2	422.7	473.2	550.6	508.2	577.2	728.1	780.8
	margin	15.6%	16.2%	17.5%	16.9%	17.8%	20.6%	18.1%	20.1%	22.6%	24.2%

2020 cement consumption vs peak



Historical series cement consumption by country



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Milan, 20 May 2021