J.P.Morgan

Italian Conference 2017

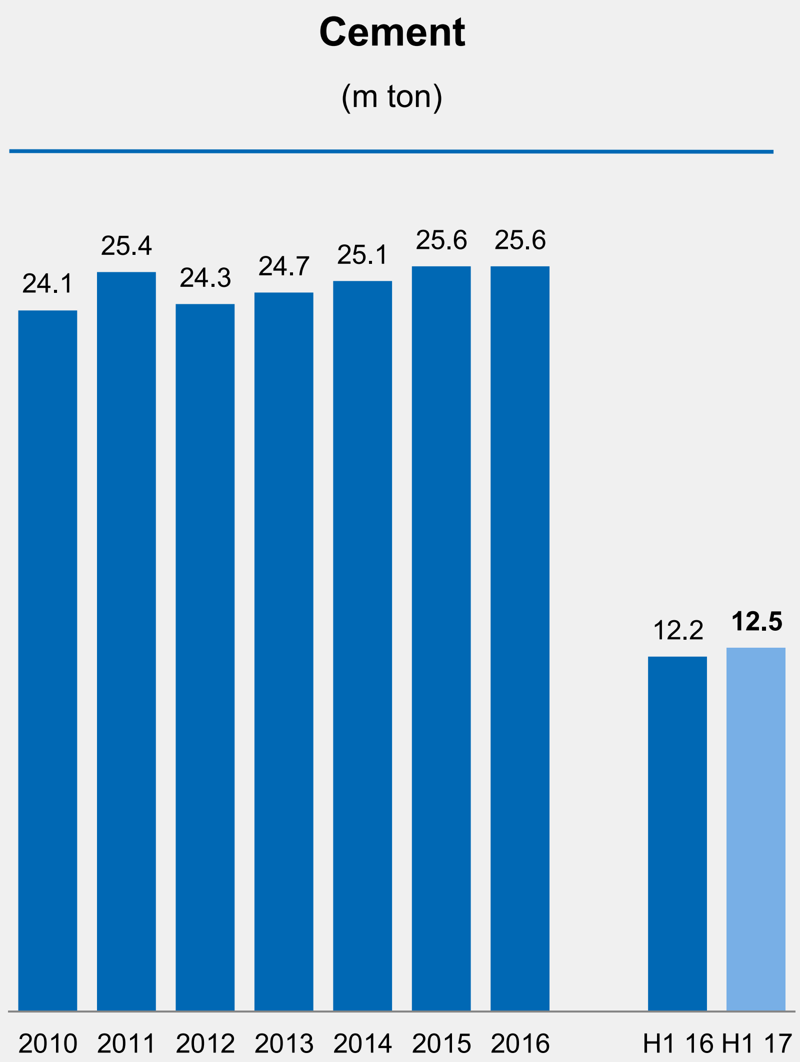
Milan – 29 September 2017

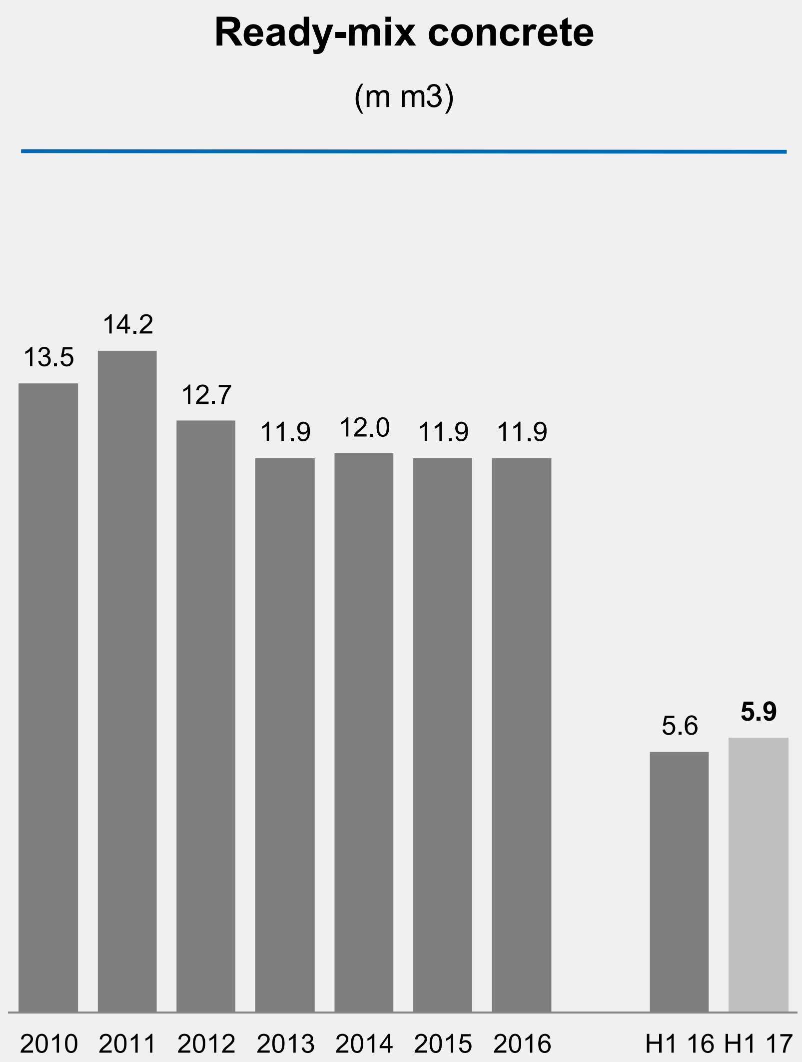
Buzzi Unicem
110 YEARS

Executive summary H1 2017

- **Volumes**
  - Cement up 0.8% in Q2 and +2.3% YTD; Q2 with weak results in the United States (-2.1%), stable volumes in Italy and positive trend in Central (+3.2%) and Eastern (+2.6%) Europe; ready-mix concrete up 3.7%
  - Italy: stable results in Q2 with domestic suffering and positive export; YTD cement up 4.6%, mainly thanks to export and clinker sales; ready-mix up 16.0% favored by positive change of scope in the Milan area
  - United States: weak Q2 result (cement -2.1%); YTD cement down 0.9%; upswing in oil-well cement shipments; ready mix concrete still suffering (-1.1%), but up 7.5% in Q2
  - Central Europe: favorable trend in Q2 (cement +3.2%) and sound YTD (cement +5.4%), with Germany up 6.1% and Luxembourg 2.5%; ready-mix concrete +0.4%, with Germany down 0.6% and Lux/Ned up 4.6%
  - Eastern Europe: positive Q2 (+2.6%) and YTD (+2.3%), thanks to the progress in the Czech Republic (+11.9%) and Ukraine (+5.1%), which more than offset the marginal weakness in Russia (-0.6%); Poland stable (+0.1%)
- **Prices**
  - Sound increase in the USA and Ukraine; favorable variance in Poland, to a minor extent in Luxembourg; stable or minor variances in other markets
- **Foreign Exchange**
  - Positive impact on sales (€m 34.4) due to stronger dollar and ruble
- **Results**
  - Net sales at €m 1,353.8 versus €m 1,261.3 in H1 2016
  - EBITDA at €m 241.1 (recurring €m 245.6) versus €m 222.5 (recurring €m 219.3) in H1 2016
  - Guidance confirmed for the financial year 2017

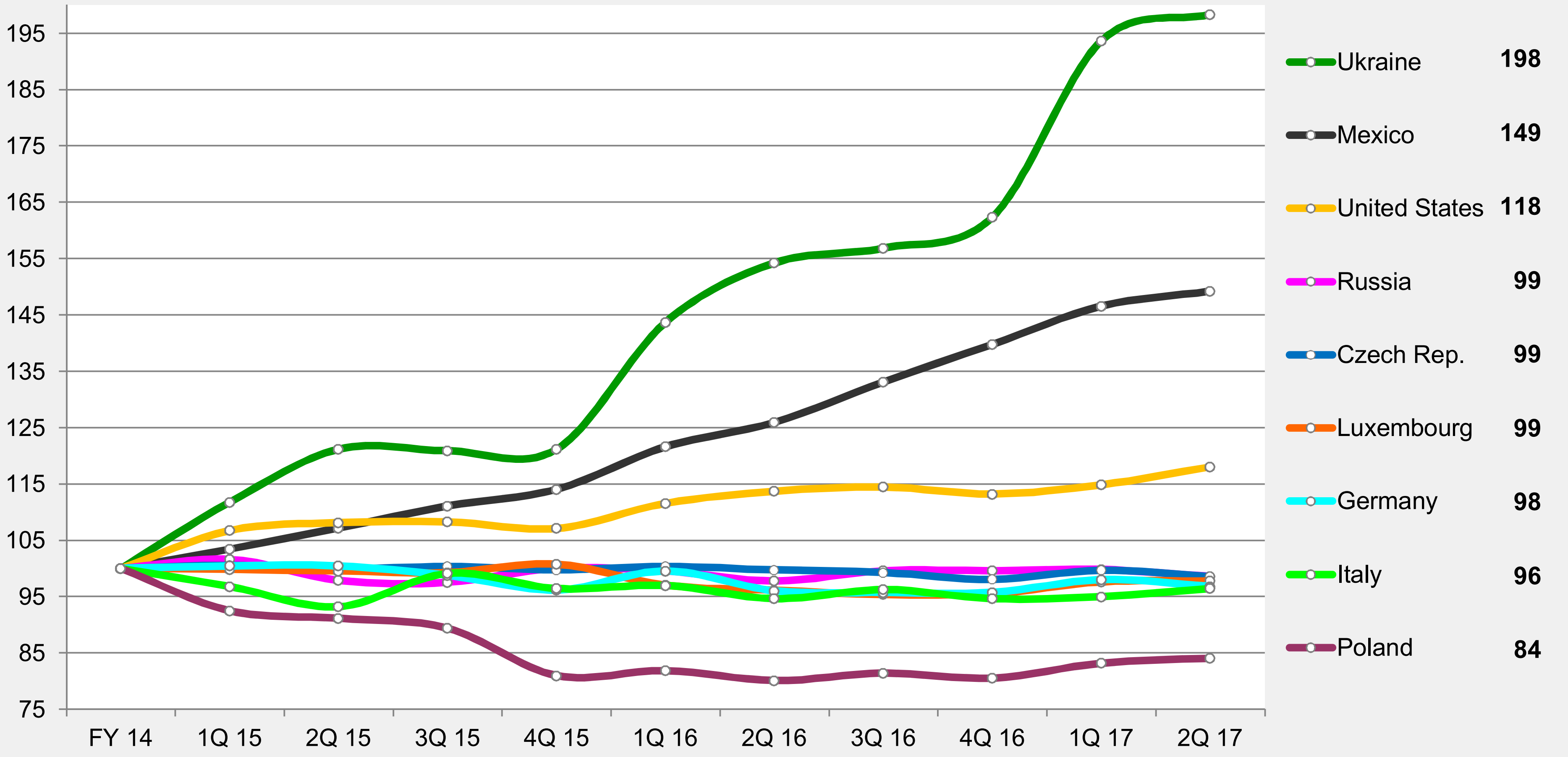
Volumes





Buzzi Unicem 110 YEARS

Price trends by country



In local currency; FY14 = 100

Buzzi Unicem 110 YEARS

FX changes

EUR 1 =	H1 17 avg	H1 16 avg	Δ %	2016 avg	current
USD	1.08	1.12	+2.9	1.11	1.18
RUB	62.81	78.30	+19.8	74.15	68.88
UAH	28.97	28.42	-2.0	28.29	30.37
CZK	26.78	27.04	+0.9	27.03	26.10
PLN	4.27	4.37	+2.3	4.36	4.26
MXN	21.04	20.17	-4.3	20.67	21.08

Net sales by country

EURm	H1 2017	H1 2016	Δ abs	Δ %	Forex abs	Scope abs	Δ l-f-l %
Italy	200.2	187.7	12.6	+6.7	-	-	+6.7
United States	560.4	530.2	30.2	+5.7	16.5	-	+2.6
Germany	282.5	271.2	11.4	+4.2	-	-	+4.2
Lux/Netherlands	90.7	87.8	2.9	+3.2	-	-	+3.2
Czech Rep/Slovakia	65.6	60.6	5.0	+8.3	0.5	-	+7.5
Poland	45.6	43.6	2.0	+4.6	1.0	-	+2.2
Ukraine	42.6	31.6	11.0	+34.8	(0.8)	-	+37.5
Russia	87.0	67.2	19.8	+29.4	17.2	-	+3.8
Eliminations	(20.9)	(18.6)	(2.3)				
Total	**1,353.8**	**1,261.3**	**92.5**	**+7.3**	**34.4**	**-**	**+4.6**
Mexico (100%)	358.5	301.5	57.0	+18.9	(15.5)	-	+24.0

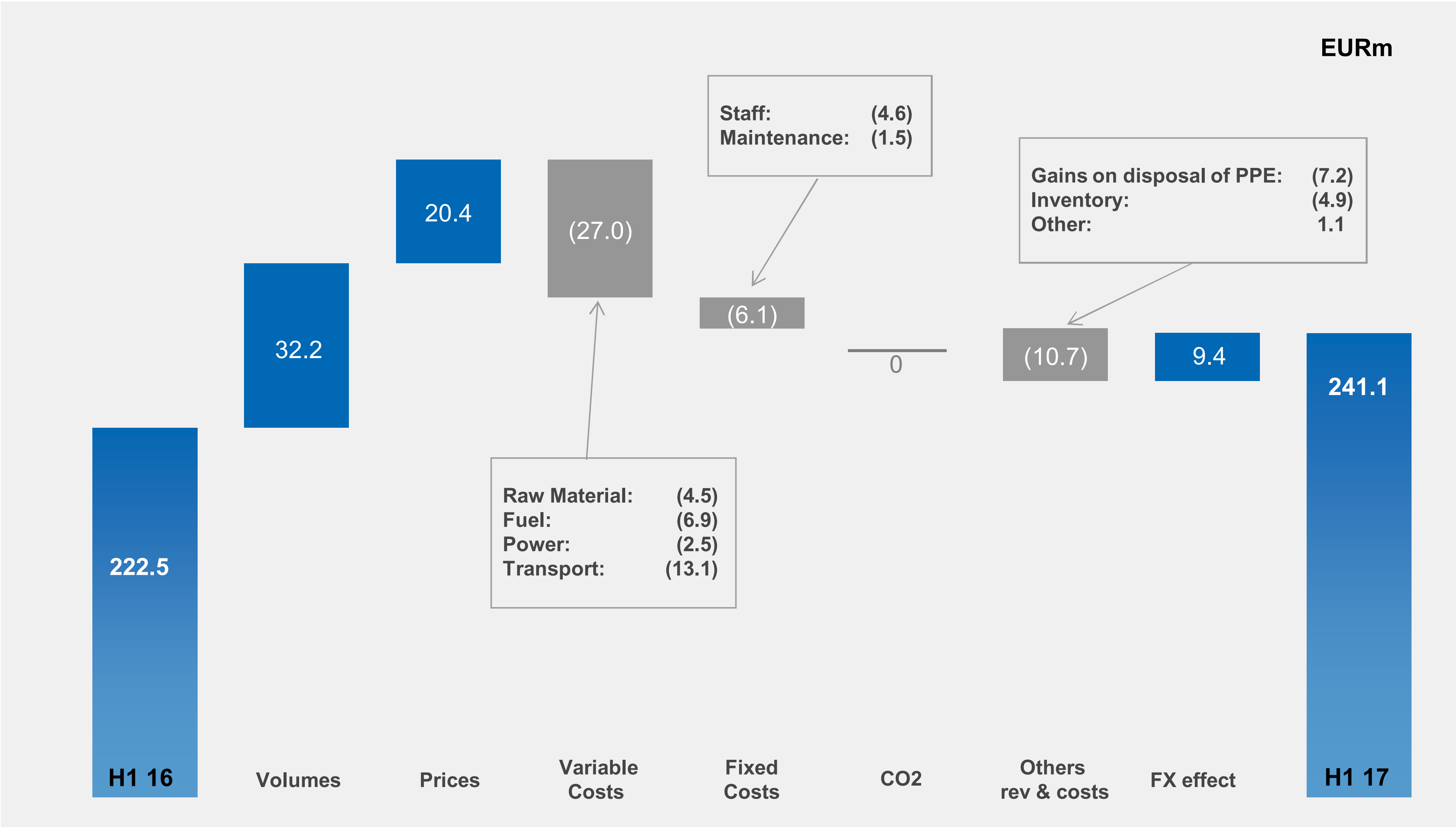
Buzzi Unicem 110 YEARS

EBITDA by country

EURm	H1 2017	H1 2016	Δ abs	Δ %	Forex abs	Scope abs	Δ l-f-l %
Italy	(13.4)	(9.3)	(4.1)	-44.6	-	-	-44.6
USA	161.4	142.7	18.8	+13.1	4.8	-	+9.8
Germany	32.7	29.7	3.0	+10.0	-	-	+10.0
Lux/Netherlands	6.2	13.5	(7.2)	-53.6	-	-	-53.6
Czech Rep/Slovakia	13.4	12.8	0.6	+4.3	0.1	-	+3.8
Poland	9.2	11.7	(2.5)	-21.4	0.2	-	-23.2
Ukraine	8.8	4.6	4.1	+89.5	(0.2)	-	+93.2
Russia	22.9	16.8	6.1	+36.0	4.5	-	+9.1
Total	**241.1**	**222.5**	**18.6**	**+8.4**	**9.4**	**-**	**+4.1**
recurring	245.6	219.3	26.3	+12.0	9.5	-	+7.7
Mexico (100%)	173.0	146.6	26.4	+18.0	(7.5)	-	+23.1

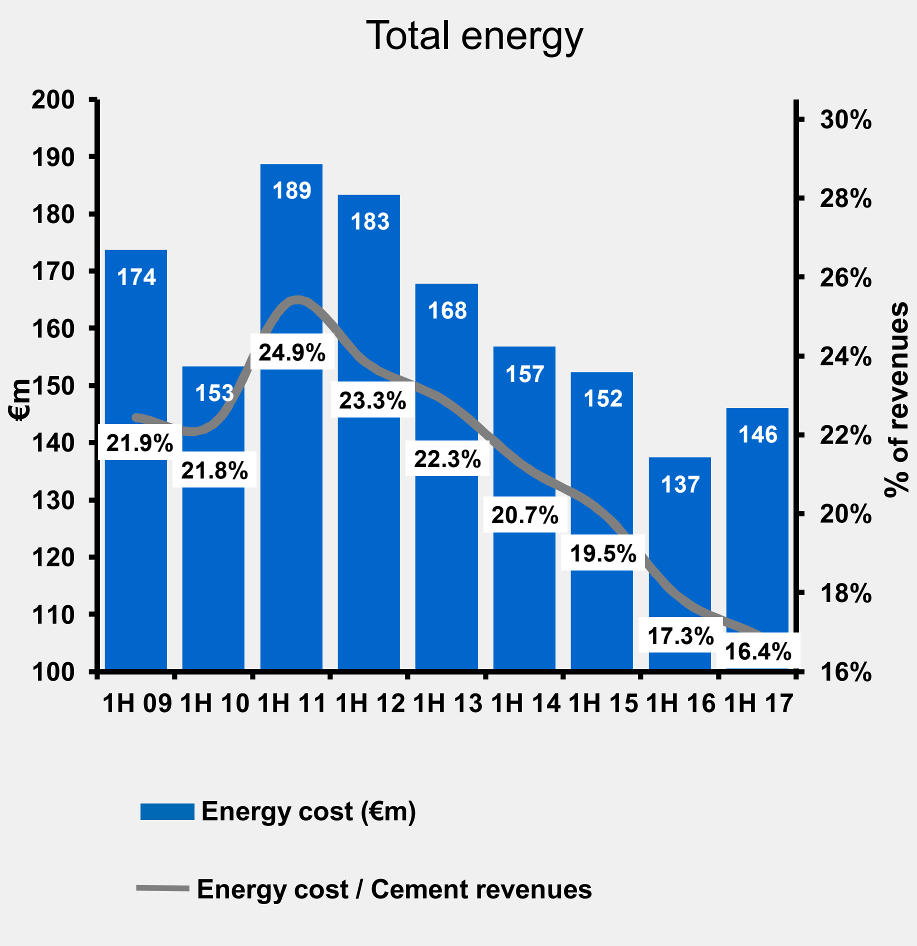
Buzzi Unicem 110 YEARS

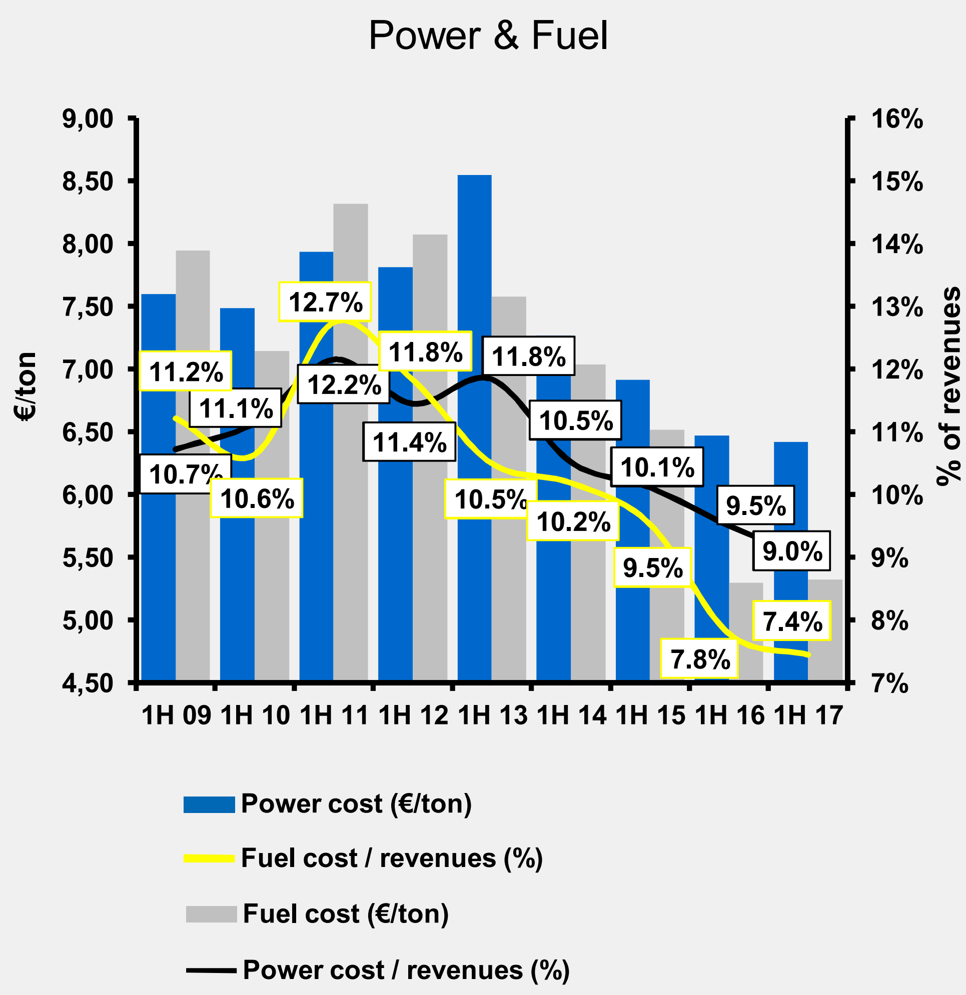
EBITDA variance analysis



Buzzi Unicem
110 YEARS

Energy costs impact





Buzzi Unicem 110 YEARS

Consolidated Income Statement

EURm	H1 2017	H1 2016	Δ abs	Δ %
Net Sales	**1,353.8**	**1,261.3**	**92.5**	**+7.3**
Operating cash flow (EBITDA)	**241.1**	**222.5**	**18.6**	**+8.4**
of which, non recurring	(4.5)	3.2		
% of sales (recurring)	18.1%	17.4%		
Depreciation and amortization	(108.6)	(93.5)	(15.1)	
Operating profit (EBIT)	**132.5**	**129.0**	**3.6**	**+2.8**
% of sales	9.8%	10.2%		
Equity earnings	49.7	36.6	13.1	
Net finance costs	(12.2)	(36.4)	24.2	
Profit before tax	**170.1**	**129.2**	**40.9**	**+31.7**
Income tax expense	(50.8)	(37.7)	(13.1)	
Net profit	**119.3**	**91.5**	**27.8**	**+30.4**
Minorities	(1.7)	(1.1)	(0.5)	
Consolidated net profit	**117.6**	**90.3**	**27.3**	**+30.3**
Cash flow (1)	**227.9**	**185.0**	**42.9**	**+23.2**

(1) Net Profit + amortization & depreciation

Consolidated Cash Flow Statement

EURm	H1 17	H1 16	2016
Cash generated from operations	**186.5**	**136.5**	**467.5**
% of sales	*13.8%*	*10.8%*	*17.5%*
Interest paid	(15.5)	(14.7)	(61.5)
Income tax paid	(37.1)	(38.8)	(101.8)
Net cash by operating activities	**133.9**	**83.0**	**304.1**
% of sales	*9.9%*	*6.6%*	*11.4%*
Capital expenditures[1)]	(90.4)	(127.0)	(236.0)
Equity investments	(27.5)	-	(0.4)
Dividends paid	(21.8)	(16.2)	(16.3)
Dividends from associates	32.5	27.8	67.0
Disposal of fixed assets and investments	5.5	13.0	21.5
Translation differences and derivatives	(9.6)	4.8	(59.9)
Accrued interest payable	6.9	(20.8)	(3.8)
Interest received	4.1	3.1	14.6
Other	(1.3)	(2.5)	(2.7)
Change in net debt	**32.3**	**(34.8)**	**88.2**
Net financial position (end of period)	**(909.2)**	**(1,064.6)**	**(941.6)**

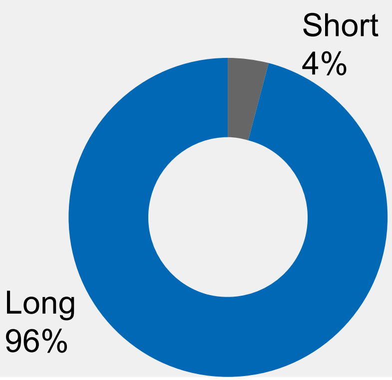
1) of which expansion projects 11.9 (51.6 in H1 16; 76.8 in 2016)

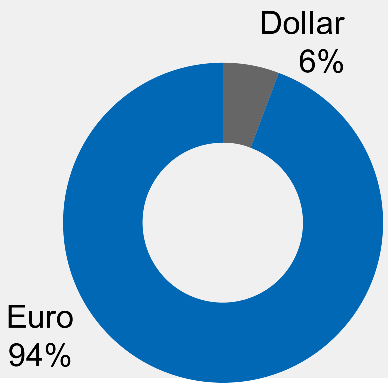
Buzzi Unicem
110 YEARS

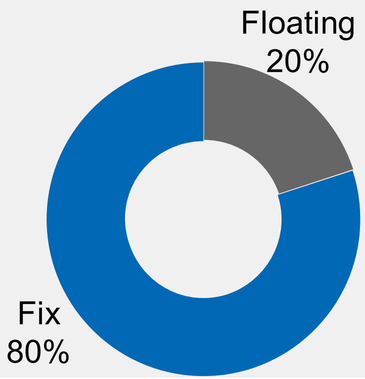
Net Financial Position

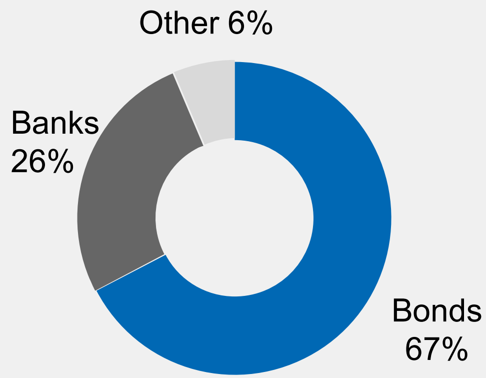
EURm	Jun 17	Dec 16	Δ abs	Jun 16
Cash and other financial assets	635.0	609.6	25.4	863.6
Short-term debt	(64.2)	(75.8)	11.5	(478.5)
Net short-term cash	**570.8**	**533.8**	**36.9**	**385.1**
Long-term financial assets	12.5	13.2	(0.7)	12.5
Long-term debt	(1,492.4)	(1,488.6)	(3.8)	(1,462.1)
Net debt	**(909.2)**	**(941.6)**	**32.3**	**(1,064.6)**

Gross debt breakdown (€m 1,556.7)





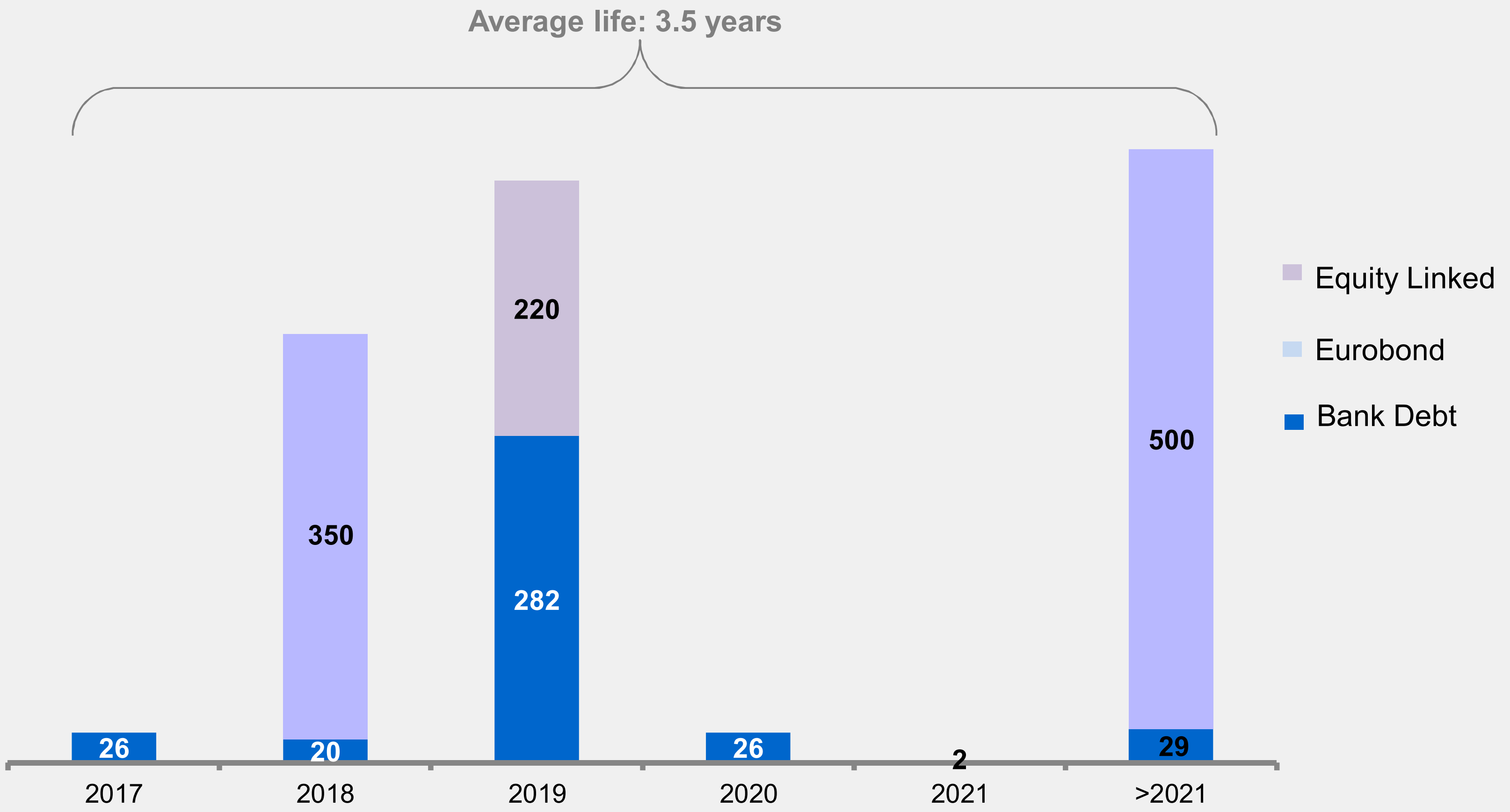




Buzzi Unicem 110 YEARS

Debt maturity profile

- Total nominal value of debt and borrowings stood at €m 1,455 at June 2017
- As at June 2017 available €m 324m of undrawn committed facilities (€m 300m for Buzzi Unicem, €m 24 for Dyckerhoff)



Expected trading in 2017

	Δ Volume	Δ Price
Italy	+	+
United States of America	+	+
Germany	+	=
Luxembourg	+	+
Czech Republic	+	=
Poland	=	+
Ukraine	+	+
Russia	=	+
Mexico	+	+

Note: Prices in local currency

Recent strategic move: Zillo acquisition 1/4

RATIONALE

1- Active role in the consolidation process of the domestic industry

2- Strengthening presence and domestic market share

3- Positive impact on Buzzi Unicem's profitability

4- Expected integration synergies

5- Consolidation in the sector offer

- Leading industrial group, founded in 1882 and focused on the cement and ready-mix concrete industry in the North-East of Italy
- 2 full-cycle cement plants (market share estimated at 5%) and about 40 batching plants
- About 1.1 m ton cement sales in 2016

Recent strategic move: Zillo acquisition 2/4

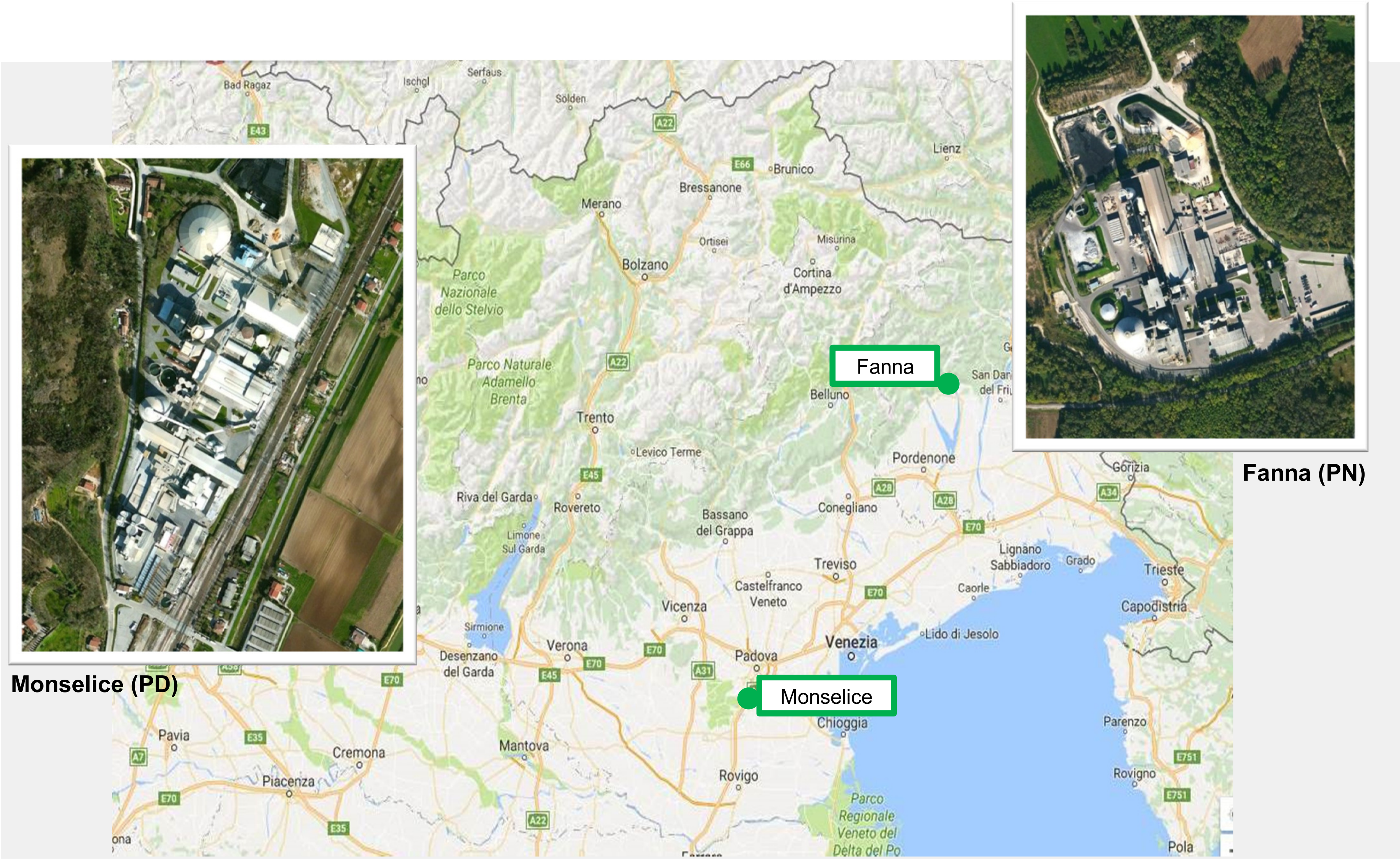
- On June 16, 2017 Buzzi Unicem has signed a mandatory agreement to buy 100% of the share capital of Cementizillo
- The agreement provides for the purchase of 2 full-cycle cement plants (Fanna (PN) and Monselice (PD)) and about 40 batching plants in the North-East of Italy
- The agreed amount for the share purchase of Cementizillo foresees a fixed portion, equal to €m 60 plus 450,000 Buzzi Unicem ordinary shares, already in treasury, and a variable portion that may range from a minimum of € 0 to a maximum of €m 21, depending on the trend of the average cement price achieved by Buzzi Unicem in Italy in the years from 2017 to 2020
- Payment: €m22.6, on June 16, 2017 for the minority stake (48%); payment of the 52% made for €m 19 at the closing date (July 3, 2017) together with the transfer of the 450,000 Buzzi Unicem ordinary shares; next installments will be €m 3.4 120 days after the closing date, €m 7.5 one year after the closing date and another €m 7.5 three years after the closing date

Recent strategic move: Zillo acquisition 3/4

- In 2016, Zillo’s cement and clinker sales came in at approximately 1.1 m tons and ready-mix concrete volumes amounted to about 440,000 cubic meters

- Consolidated 2016 net sales of Zillo stood at €m 90 and EBITDA at €m 10 (of whitch €m 5 non-recurring). Ebit was negative for €m 4 and the company closed the year with a loss of €m 6. At 31 December 2016 net debt amounted to €m 46.

Recent strategic move: Zillo acquisition 4/4



Monselice (PD)

Fanna (PN)

Buzzi Unicem 110 YEARS

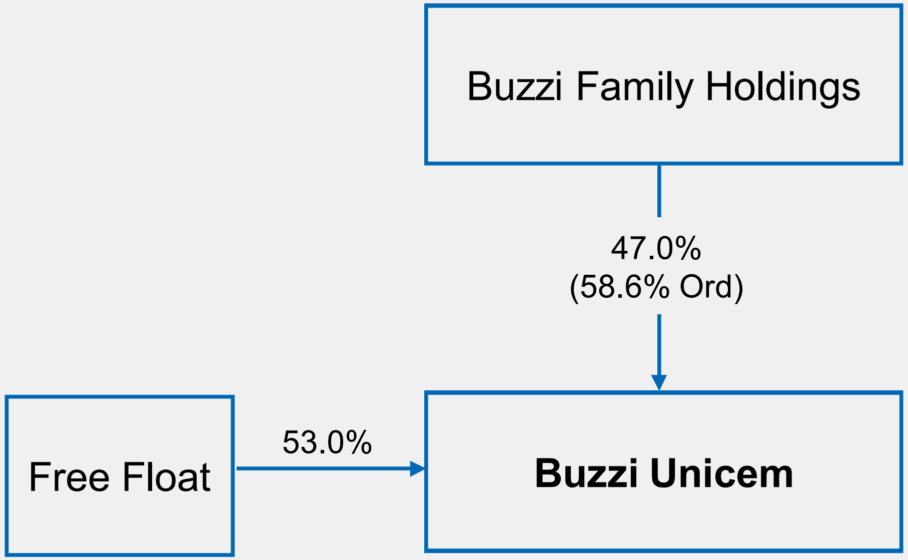
Appendix

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), US (# 4 cement producer), Germany (# 2 cement producer), joint venture in Mexico (# 4 cement producer)
  - 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

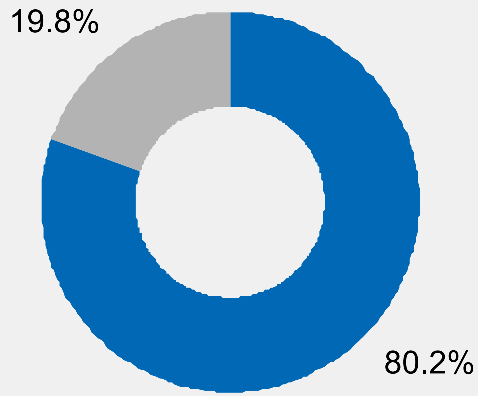
“Value creation through lasting, experienced know-how and operating efficiency”

Ownership structure



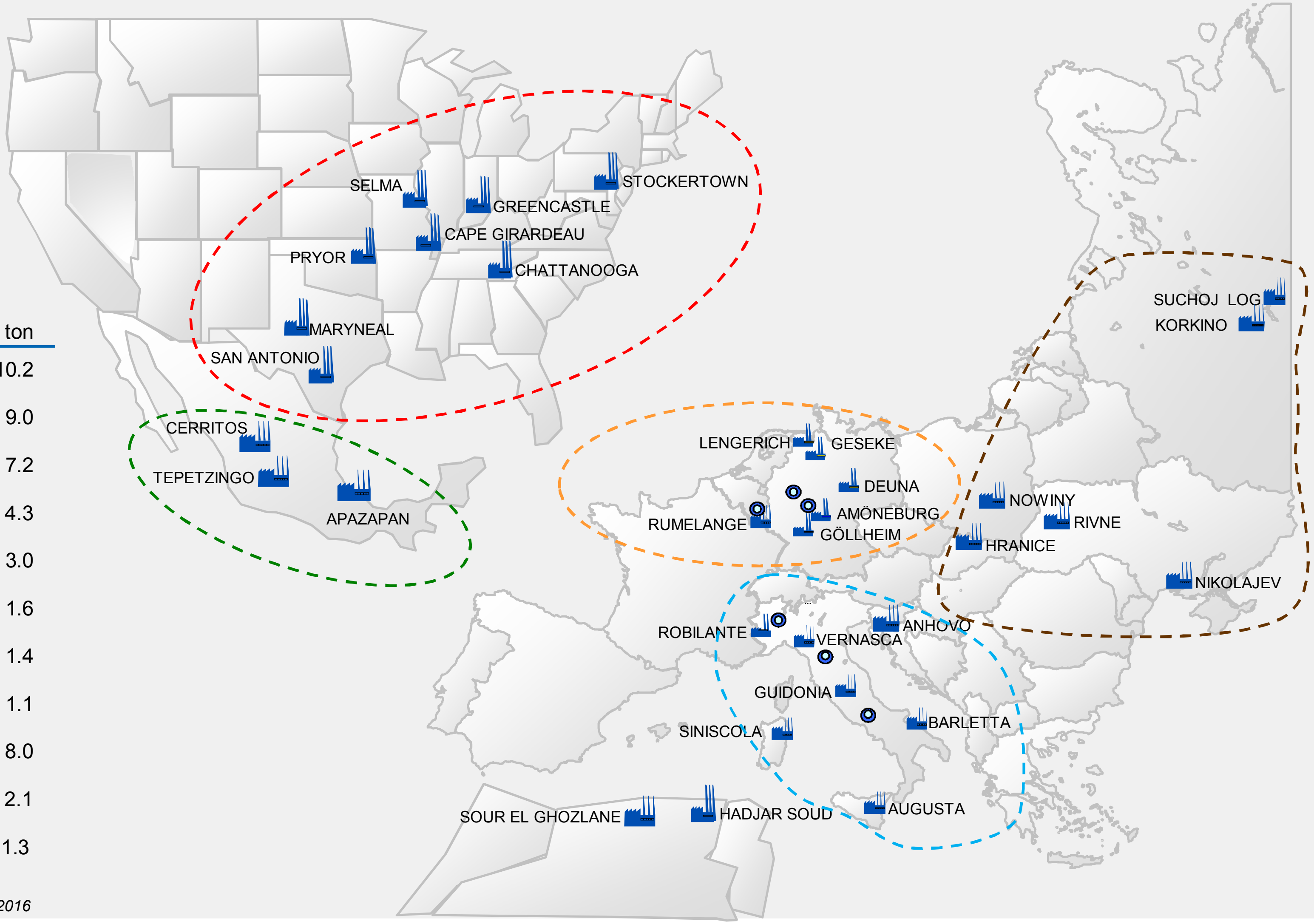
Share capital

Ordinary	165,349,149
Savings	40,711,949
Total shares	206,061,098



As at 31 December 2016

Cement plants location and capacity

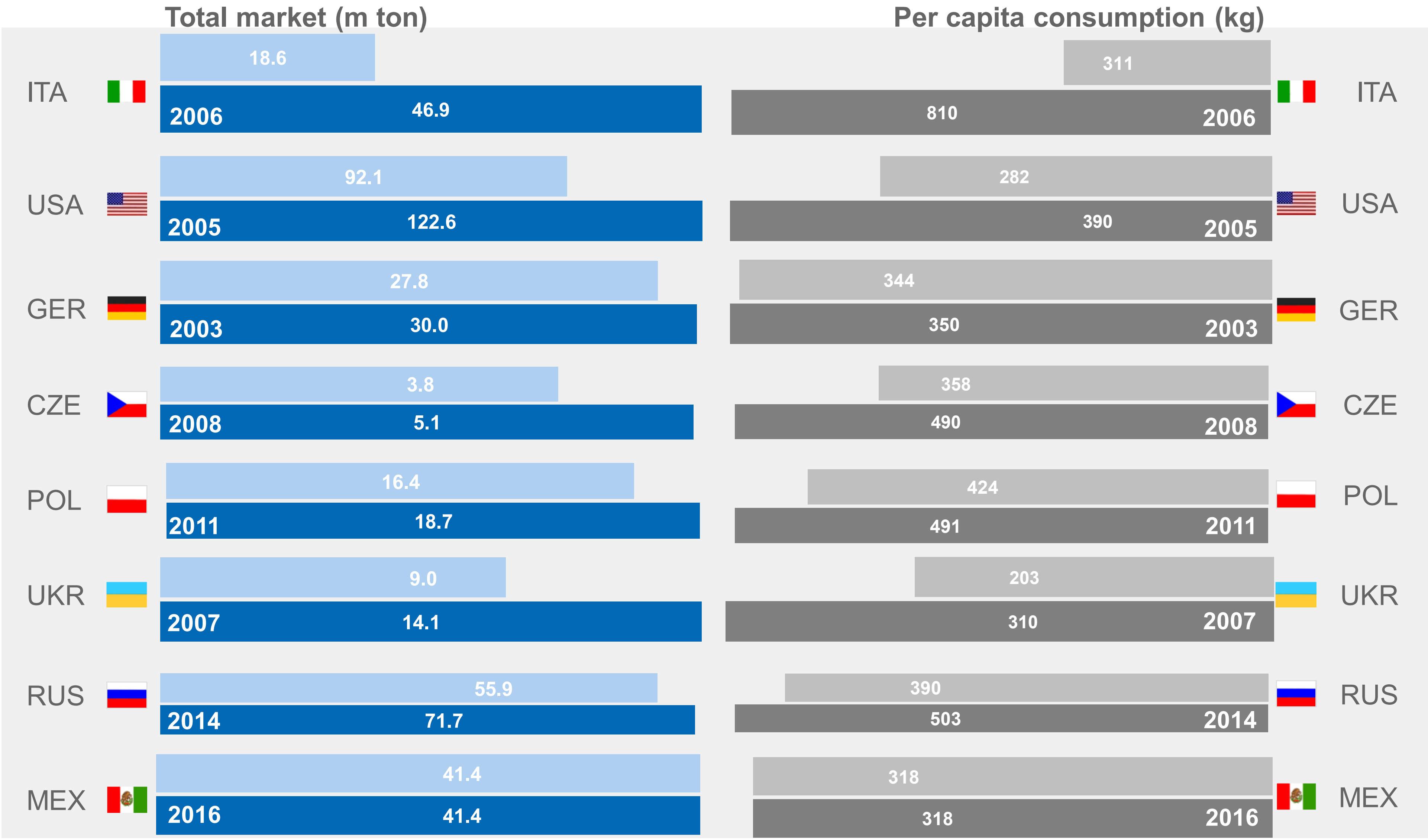


	m ton
United States	10.2
Italy	9.0
Germany	7.2
Russia	4.3
Ukraine	3.0
Poland	1.6
Luxembourg	1.4
Czech Rep.	1.1
Mexico (100%)	8.0
Algeria (100%)	2.1
Slovenia (100%)	1.3

As at 31 December 2016

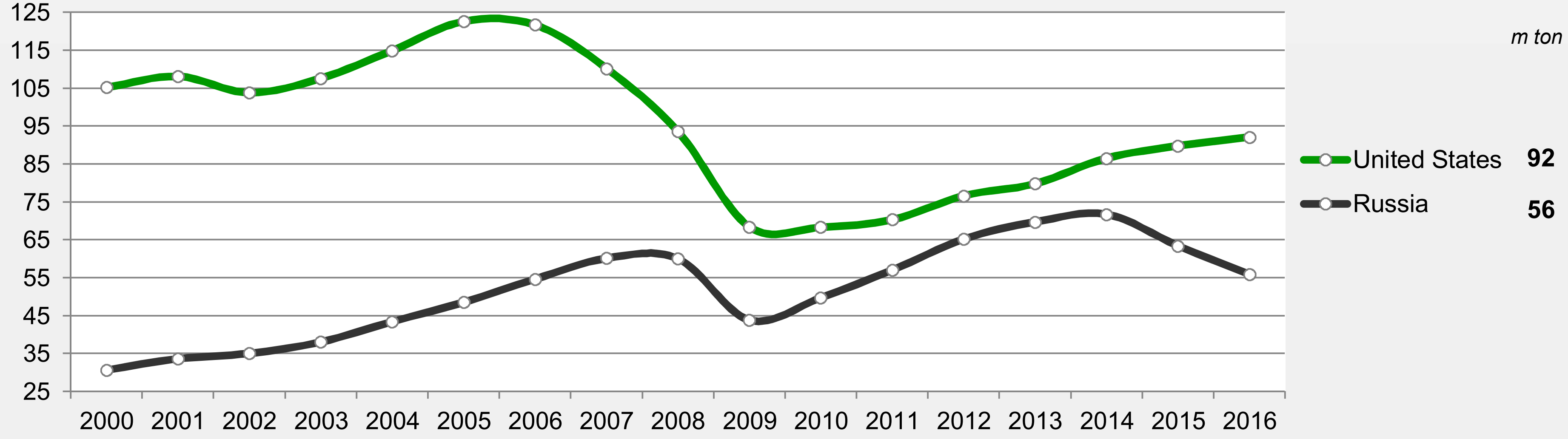
Buzzi Unicem 110 YEARS

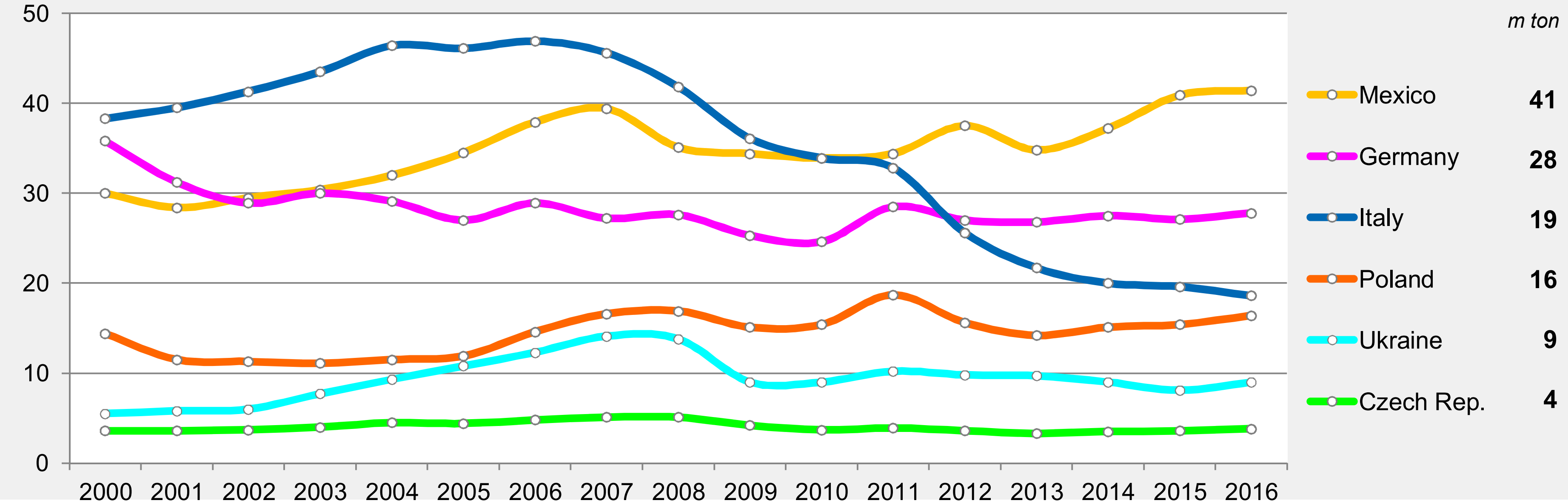
2016 Consumption vs. Peak



Buzzi Unicem 110 YEARS

Historical series of cement consumption by country





Buzzi Unicem
110 YEARS

Historical EBITDA development by country

EURm		2009	2010	2011	2012	2013	2014	2015	2016
Italy	EBITDA	92.7	32.5	10.3	-5.9	-18.1	-18.7	-37.2	-22.2
	margin	*13.1%*	*5.3%*	*1.8%*	*-1.2%*	*-4.2%*	*-4.8%*	*-9.8%*	*-5.9%*
Germany	EBITDA	116.3	76.3	90.3	72.2	108.1	88.6	72.1	76.8
	margin	*22.0%*	*13.9%*	*14.2%*	*12.0%*	*18.0%*	*14.7%*	*12.6%*	*13.4%*
Lux/ Netherlands	EBITDA	18.6	17.0	35.0	8.3	11.5	15.9	19.7	25.8
	margin	*9.5%*	*8.3%*	*15.7%*	*4.3%*	*6.3%*	*9.7%*	*11.7%*	*14.7%*
Czech Rep/ Slovakia	EBITDA	44.2	32.8	35.2	25.4	19.2	27.0	32.6	34.3
	margin	*25.2%*	*20.5%*	*20.5%*	*17.0%*	*14.6%*	*20.2%*	*24.0%*	*25.2%*
Poland	EBITDA	31.2	33.4	36.9	21.8	27.1	18.2	22.7	23.4
	margin	*25.7%*	*25.8%*	*26.6%*	*20.0%*	*26.8%*	*20.4%*	*20.4%*	*24.6%*
Ukraine	EBITDA	-4.5	-10.5	6.9	15.8	12.3	11.0	4.0	12.8
	margin	*-6.0%*	*-12.8%*	*6.2%*	*11.8%*	*10.0%*	*12.5%*	*5.7%*	*16.1%*
Russia	EBITDA	42.1	39.7	65.7	96.1	92.6	73.4	48.4	43.2
	margin	*42.6%*	*32.0%*	*37.4%*	*41.0%*	*37.2%*	*35.0%*	*29.0%*	*28.0%*
USA	EBITDA	131.3	88.7	71.4	123.9	151.0	207.3	311.7	356.5
	margin	*21.4%*	*14.8%*	*12.8%*	*18.2%*	*20.7%*	*24.2%*	*28.1%*	*31.9%*
Mexico	EBITDA	69.9	77.2	82.6	97.5	77.5	Adoption of IFRS 11		
	margin	*38.7%*	*36.2%*	*34.7%*	*36.2%*	*33.2%*			
Consolidated	**EBITDA**	**541.7**	**387.0**	**434.3**	**455.1**	**481.2**	**422.7**	**473.2**	**550.6**
	margin	**20.3%**	**14.6%**	**15.6%**	**16.2%**	**17.5%**	**16.9%**	**17.8%**	**20.6%**

Buzzi Unicem 110 YEARS