

Investor Roadshow

Frankfurt – 20 November 2018

Executive summary 9M 2018

▪ Volumes

- Cement up 2.0% in Q3 (+0.4% lfl) and +3.1% YTD (-0.8% lfl)
- In Q3 volume reduction in the USA, Ukraine and Luxembourg, but positive trend in all the other markets
- Volumes up in Italy and in Germany mainly thanks to scope changes
- In the United States record rainfall in September completely stopped the August promising trend
- Ready-mix concrete down 1.8% YTD (-3.9% in Q3)

▪ Prices

- Favorable variances in all markets

▪ Foreign Exchange

- Negative impact on sales (€m 77.7) mainly due to weaker dollar and ruble

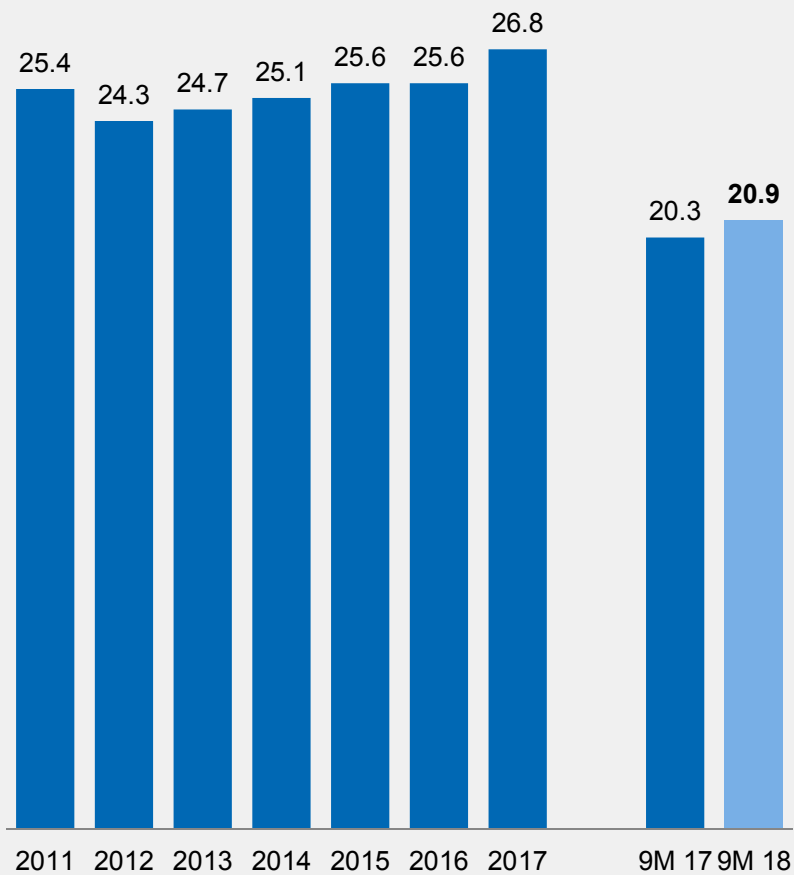
▪ Results

- Revenues at €m 2,137.4 versus €m 2,133.4 in 9M 2017

Volumes 9M 18

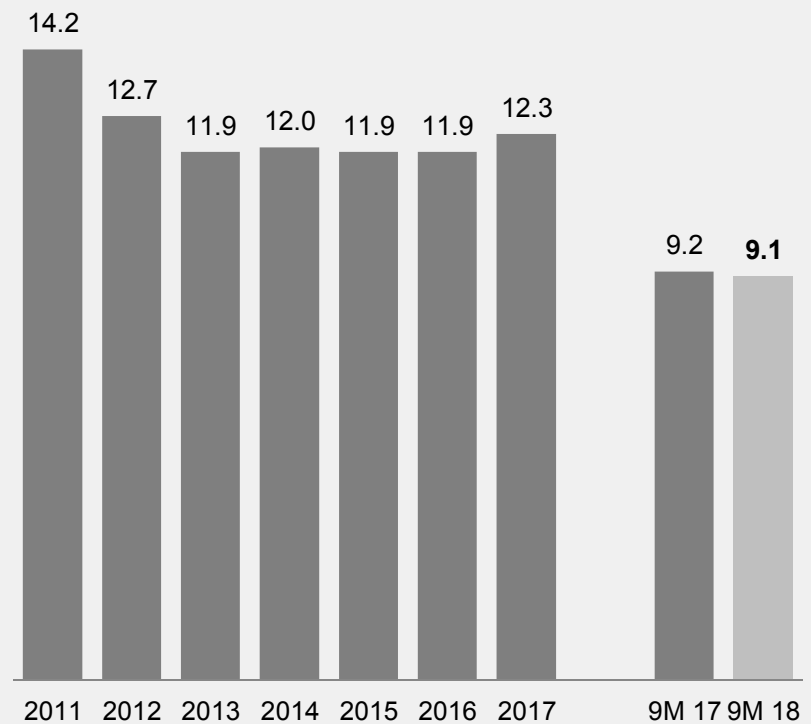
Cement

(m ton)

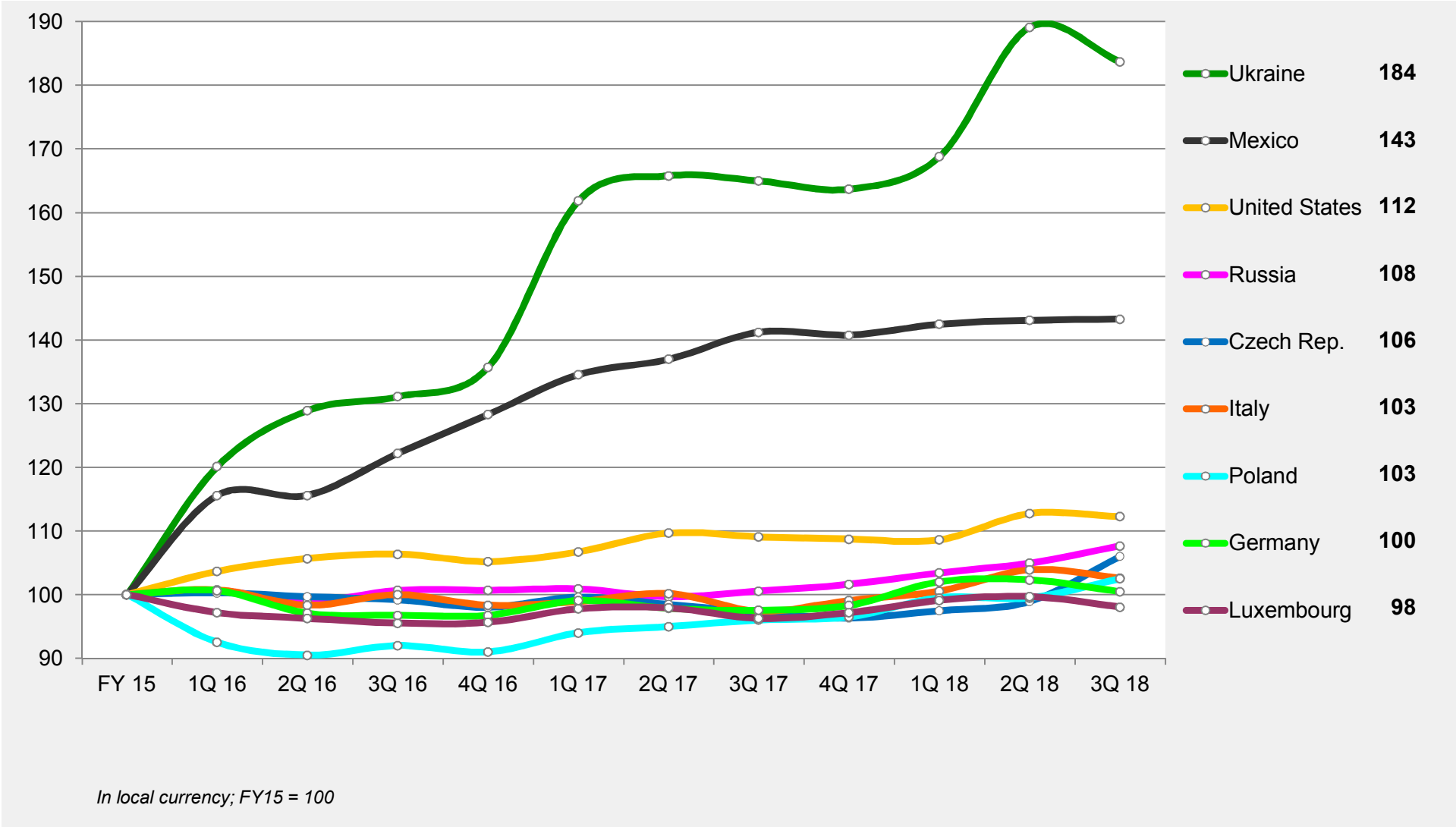


Ready-mix concrete






(m m3)



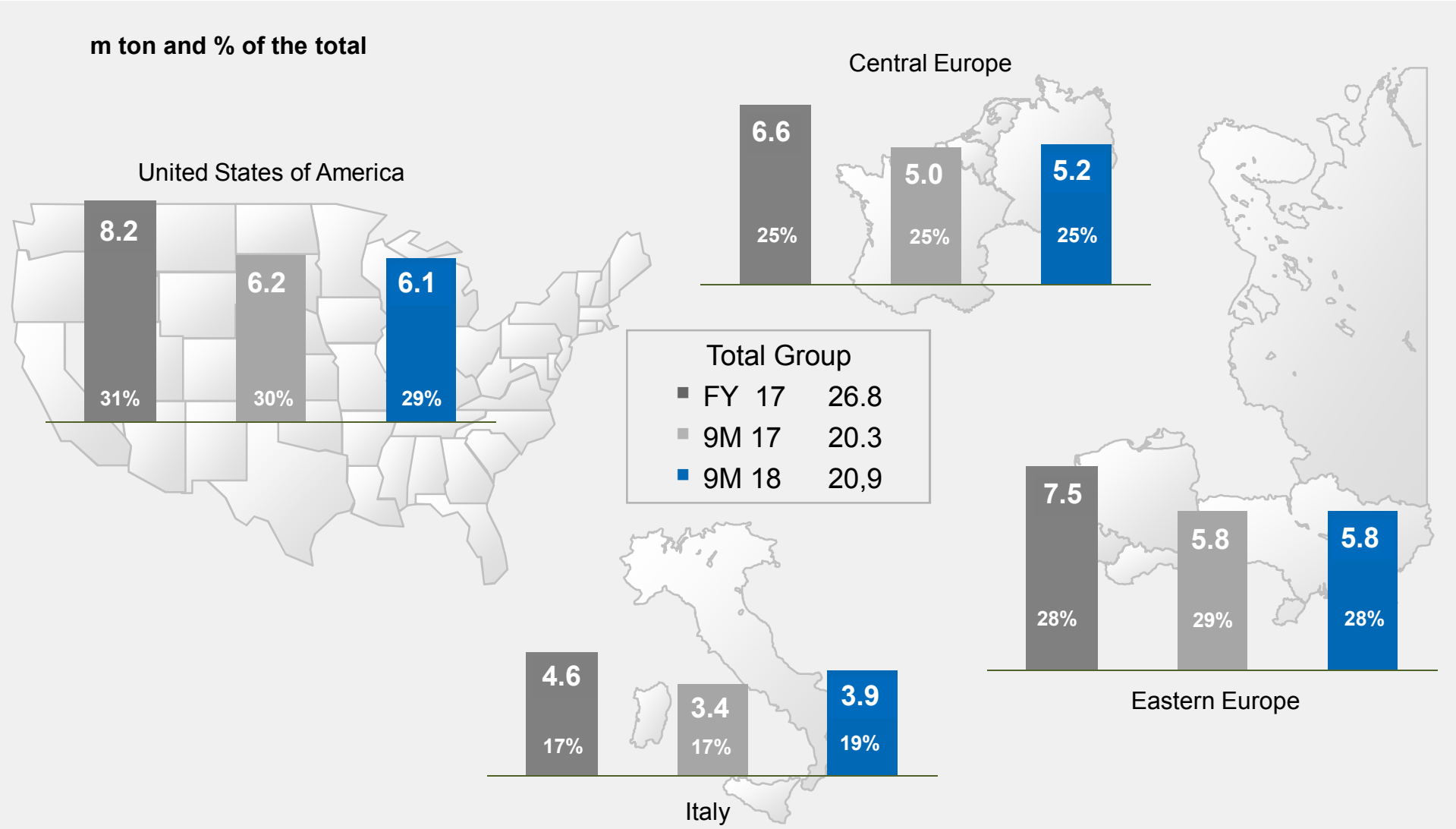
Price index by country












FX changes

		9M 18	9M 17	Δ	2017	current
EUR 1 =		avg	avg	%	avg	
	USD	1.19	1.11	-7.2	1.13	1.15
	RUB	73.42	65.00	-12.9	65.94	75.29
	UAH	32.18	29.47	-9.2	30.02	31.90
	CZK	25.57	26.55	+3.7	26.33	25.84
	PLN	4.25	4.27	+0.4	4.26	4.31
	MXN	22.74	21.01	-8.2	21.33	22.67










Cement volumes by geographical area



Net sales by country

	9M 18	9M 17	Δ	Δ	Forex	Scope	Δ I-f-I
EURm			abs	%	abs	abs	%
 Italy	345.0	316.1	28.9	+9.1	-	36.0	-2.2
 United States	791.0	852.2	(61.2)	-7.2	(56.9)	-	-0.5
 Germany	465.4	448.1	17.3	+3.9	-	11.4	+1.3
 Lux/Netherlands	145.1	137.0	8.1	+5.9	-	-	+5.9
 Czech Rep/Slovakia	123.4	108.7	14.7	+13.5	3.5	-	+10.3
 Poland	85.2	74.9	10.3	+13.7	0.3	-	+13.3
 Ukraine	63.6	73.3	(9.7)	-13.2	(5.9)	-	-5.2
 Russia	144.8	145.7	(1.0)	-0.7	(18.7)	-	+12.2
<i>Eliminations</i>	(26.0)	(22.6)	(3.5)				
Total	2,137.4	2,133.4	4.0	+0.2	(77.7)	47.4	+1.6
 Mexico (100%)	479.6	529.3	(49.8)	-9.4	(39.5)	-	-1.9

EBITDA by country

		H1 18	H1 17	Δ	Δ	Forex	Scope	Δ I-f-I
EURm				abs	%	abs	abs	%
	Italy	(8.9)	(13.4)	4.5	+33.5	-	4.8	-2.2
	recurring	(2.9)	(11.0)	8.1	+74.0		4.8	+30.4
	USA	143.0	161.4	(18.4)	-11.4	(16.8)	-	-1.0
	recurring	126.3	163.5	(37.1)	-22.7	(14.9)		-13.6
	Germany	27.8	32.7	(4.9)	-15.0	-	(5.9)	+3.1
	recurring	32.8	32.7	0.1	+0.3	-	(5.9)	+18.4
	Lux/Netherlands	8.3	6.2	2.0	+32.5	-	-	+32.5
	Czech Rep/Slovakia	19.7	13.4	6.3	+46.9	0.9	-	+40.3
	Poland	16.4	9.2	7.2	+79.0	0.2	-	+77.0
	recurring	11.0	9.2	1.8	+19.8	0.1	-	+18.5
	Ukraine	1.6	8.8	(7.2)	-81.8	(0.2)	-	-79.7
	Russia	19.6	22.9	(3.3)	-14.3	(2.9)	-	-1.8
Total		227.4	241.1	(13.7)	-5.7	-18.8	-1.1	+2.6
	recurring	216.4	245.6	(29.2)	-11.9	-16.9	-1.1	-4.6
	Mexico (100%)	153.2	173.0	(19.8)	-11.4	(14.9)	-	-2.8

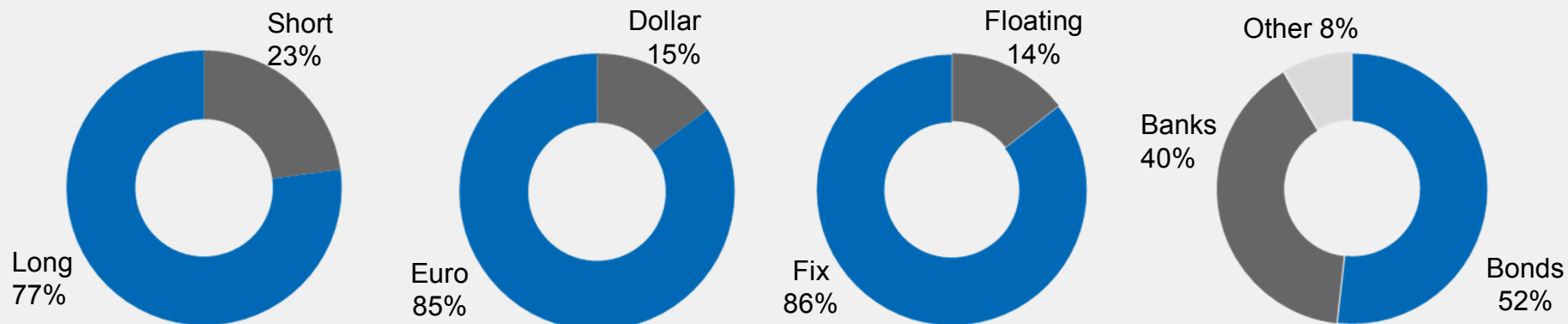
Consolidated Income Statement

EURm	H1 18	H1 17	Δ abs	Δ %
Net Sales	1,337.4	1,353.8	(16.4)	-1.2
EBITDA	227.4	241.1	(13.7)	-5.7
of which, non recurring	(11.0)	4.5		
% of sales (recurring)	16.2%	18.1%		
Depreciation and amortization	(104.0)	(108.6)	4.6	
Operating profit (EBIT)	123.5	132.5	(9.1)	-6.8
% of sales	9.2%	9.8%		
Equity earnings	40.2	49.7	(9.5)	
Net finance costs	(4.4)	(12.2)	7.8	
Profit before tax	159.3	170.1	(10.8)	-6.4
Income tax expense	(35.8)	(50.8)	14.9	
Net profit	123.4	119.3	4.1	+3.4
Minorities	(0.4)	(1.7)		
Consolidated net profit	123.0	117.6	5.4	+4.6

Net Financial Position

	Sep 18	Dec 17	Δ	Sep 17
EURm			abs	
Cash and other financial assets	644.2	829.8	(185.6)	716.4
Short-term debt	(313.5)	(424.6)	11.1	(392.5)
Net short-term cash	330.7	405.2	(74.5)	323.9
Long-term financial assets	3.7	3.2	0.5	12.2
Long-term debt	(1,057.7)	(1,270.9)	213.2	(1,251.3)
Net debt	(723.4)	(862.5)	139.1	(915.2)

Gross debt breakdown (€m 1,371.3)



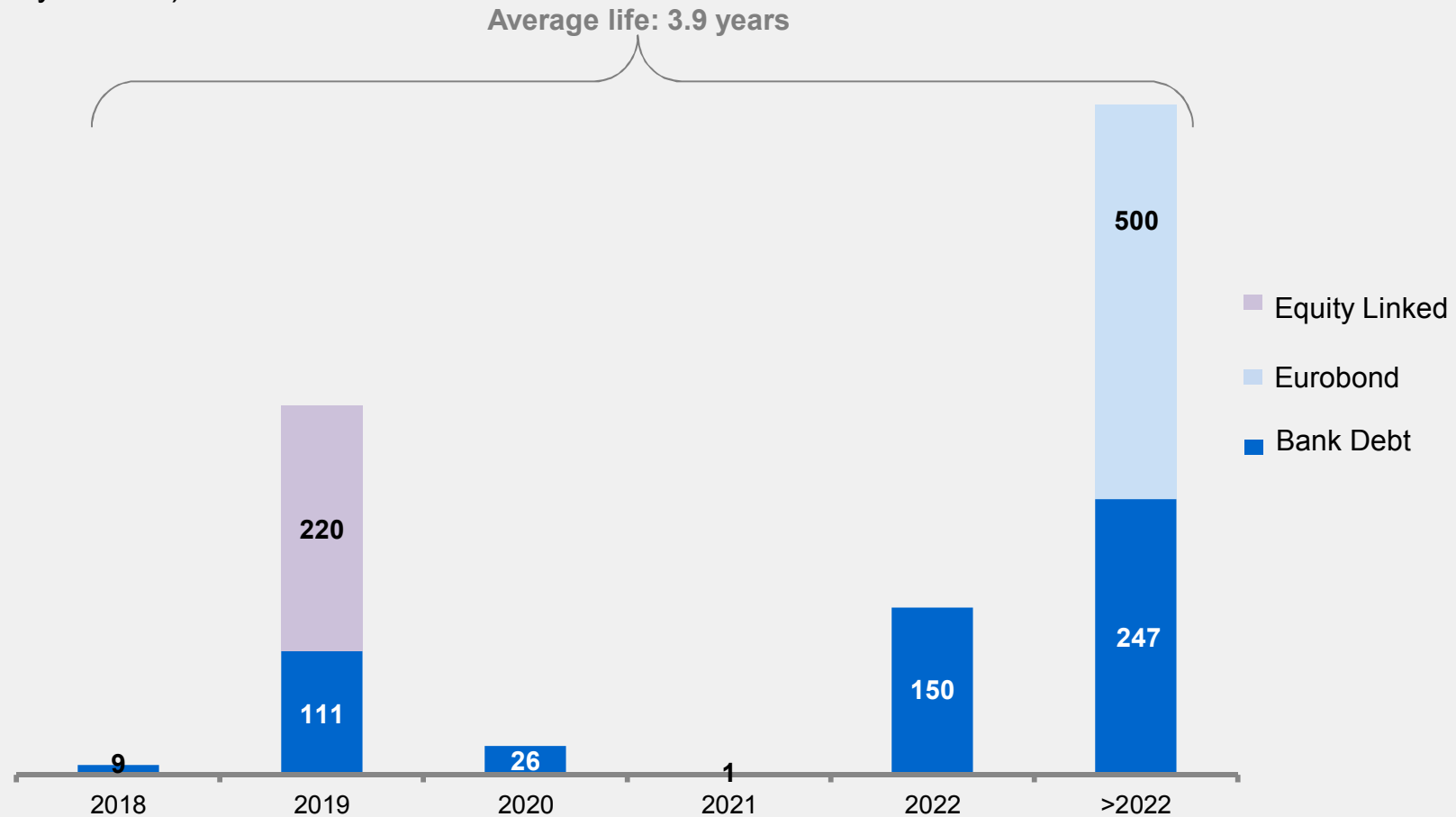
Consolidated Cash Flow Statement

EURm	H1 18	H1 17	2017
Cash generated from operations	96.0	186.5	506.6
<i>% of sales</i>	<i>7.2%</i>	<i>13.8%</i>	<i>18.1%</i>
Interest paid	(15.1)	(15.5)	(43.9)
Income tax paid	(27.7)	(37.1)	(91.9)
Net cash by operating activities	53.2	133.9	370.8
<i>% of sales</i>	<i>4.0%</i>	<i>9.9%</i>	<i>13.2%</i>
Capital expenditures ¹⁾	(107.8)	(90.4)	(183.7)
Equity investments	(54.5)	(27.5)	(33.9)
Dividends paid	(28.3)	(21.8)	(22.0)
Dividends from associates	51.9	32.5	85.3
Disposal of fixed assets and investments	26.3	5.5	12.5
Translation differences and derivatives	27.9	(9.6)	(40.2)
Accrued interest payable	(5.7)	6.9	(1.4)
Interest received	6.4	4.1	9.7
Contingent liabilities			(61.5)
Change in consolidation area and other	(0.9)	(1.3)	(56.4)
Change in net debt	(31.6)	32.3	79.1
Net financial position (end of period)	(894.0)	(909.2)	(862.5)










1) of which expansion projects 18.5 (11.9 in H1 17; 28.7 in 2017)

Debt maturity profile

- Total nominal value of debt and borrowings stood at €m 1,264 at September 2018
- As at September 2018 available €m 324m of undrawn committed facilities (€m 300m for Buzzi Unicem, €m 24 for Dyckerhoff)



Expected trading in 2018

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

Note: Prices in local currency

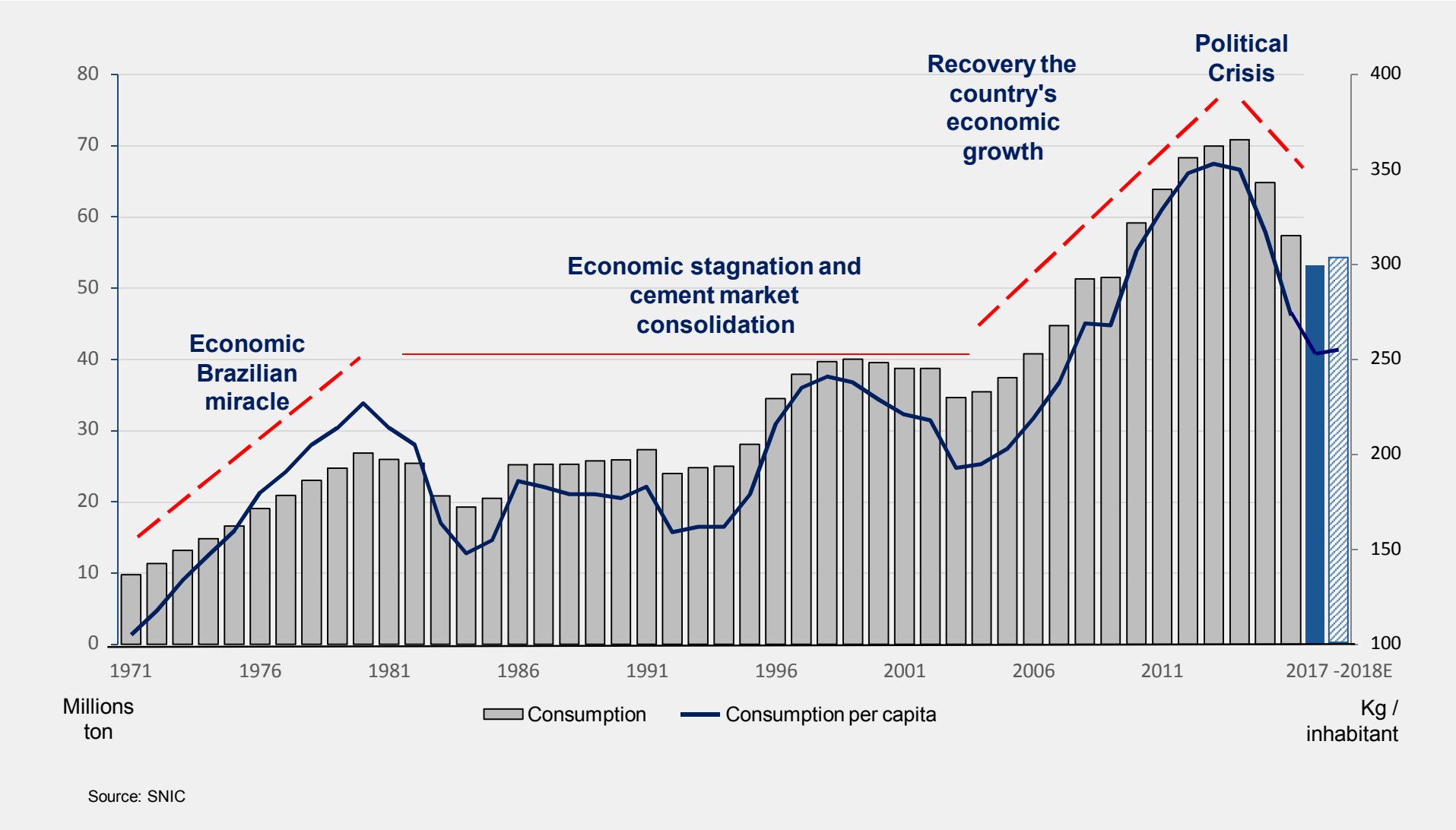
Strategic move: agreement with Grupo Ricardo Brennand (1/6)

RATIONALE

- 1- Stable improvement in the Buzzi Unicem financial situation
- 2- Enlargement of the geographical diversification
- 3- Brazil: largest economy in South America
- 4- Per capita cement consumption in Brazil is currently at its lowest levels in years
- 5- Current downturn in the Brazilian economy and cement industry in particular, is expected to be positively resolved starting from 2019

Strategic move: agreement with Grupo Ricardo Brennand (2/6)

National cement market: evolution over last 45 years



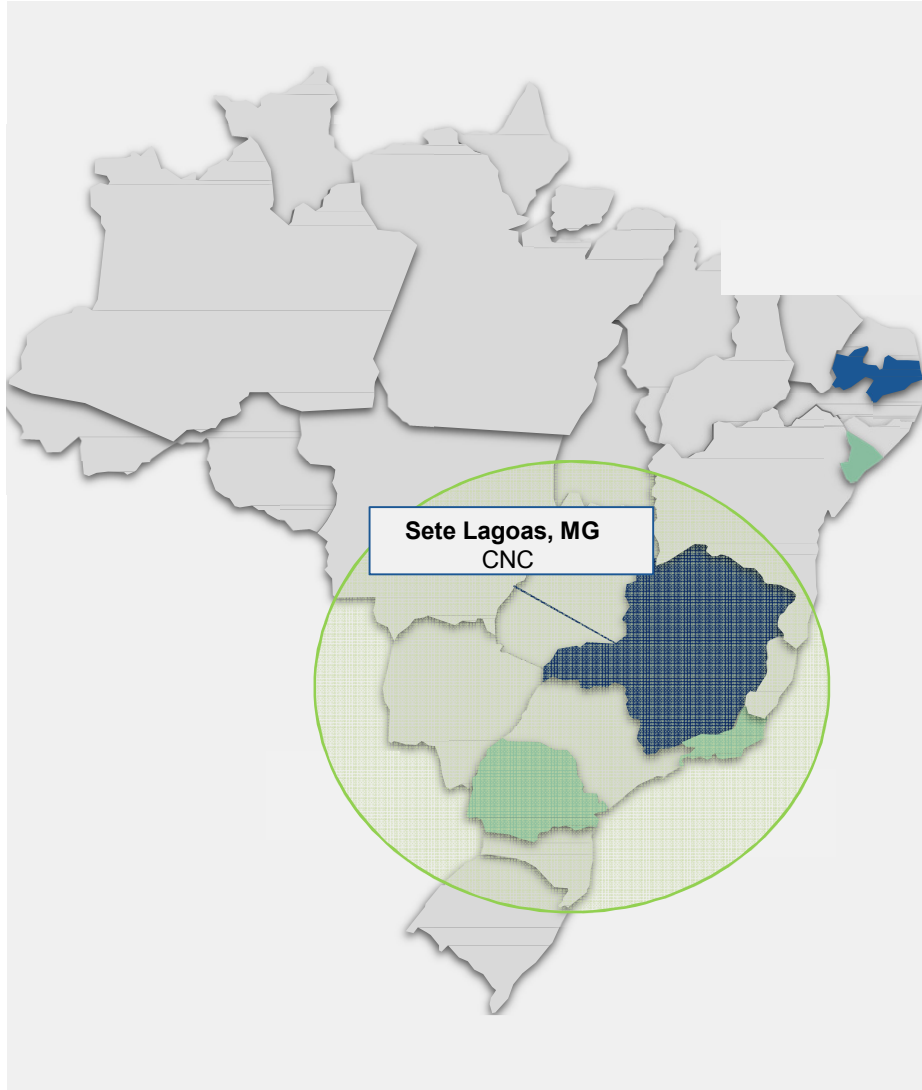
Strategic move: agreement with Grupo Ricardo Brennand (3/6)

- On 6 September, 2018 Buzzi Unicem has signed an agreement with Grupo Ricardo Brennand aimed at acquiring 50% of BCPAR SA, a subsidiary of Brennand Cimentos
- BCPAR SA owns, among other things, two full-cycle cement plants operating in Brazil, one in the North-East region of the country (state of Paraíba) and the other in the South-East (state of Minas Gerais)
- The first step of the agreements entails an outlay by Buzzi Unicem of R\$ 700 million (of which R\$ 350 million for the stake purchase held by the current minority shareholders and R\$ 350 million for the dedicated capital increase) corresponding to approximately € 150 million
- A shareholders' agreement will be signed between the Ricardo Brennand Group and Buzzi Unicem providing for the co-control management rules of the joint venture BCPAR SA, on the basis of an equal participation in the board of directors and the shareholders' meeting. The agreement also entails a Put option (exercisable from 1 January 2023) and a Call option (exercisable from 1 January 2025) referring to the residual ownership interest by Brennand Cimentos (50%)

Strategic move: agreement with Grupo Ricardo Brennand (4/6)

- The exercise price of the options will be established on the basis of the consolidated average EBITDA achieved by BCPAR SA during the three years before the exercise of the option, taking into account the net financial position
- The minimum exercise price of the options is equal to US\$250 million, to which the corresponding portion (50%) of the net financial position at the time of purchase must be added or deducted
- The strike is the same in case of either Put or Call
- The completion of the 100% acquisition, if the option are exercised, will occur no later than 2026
- Closing is expected to take place by 31 December 2018

Strategic move: agreement with Grupo Ricardo Brennand (5/6)

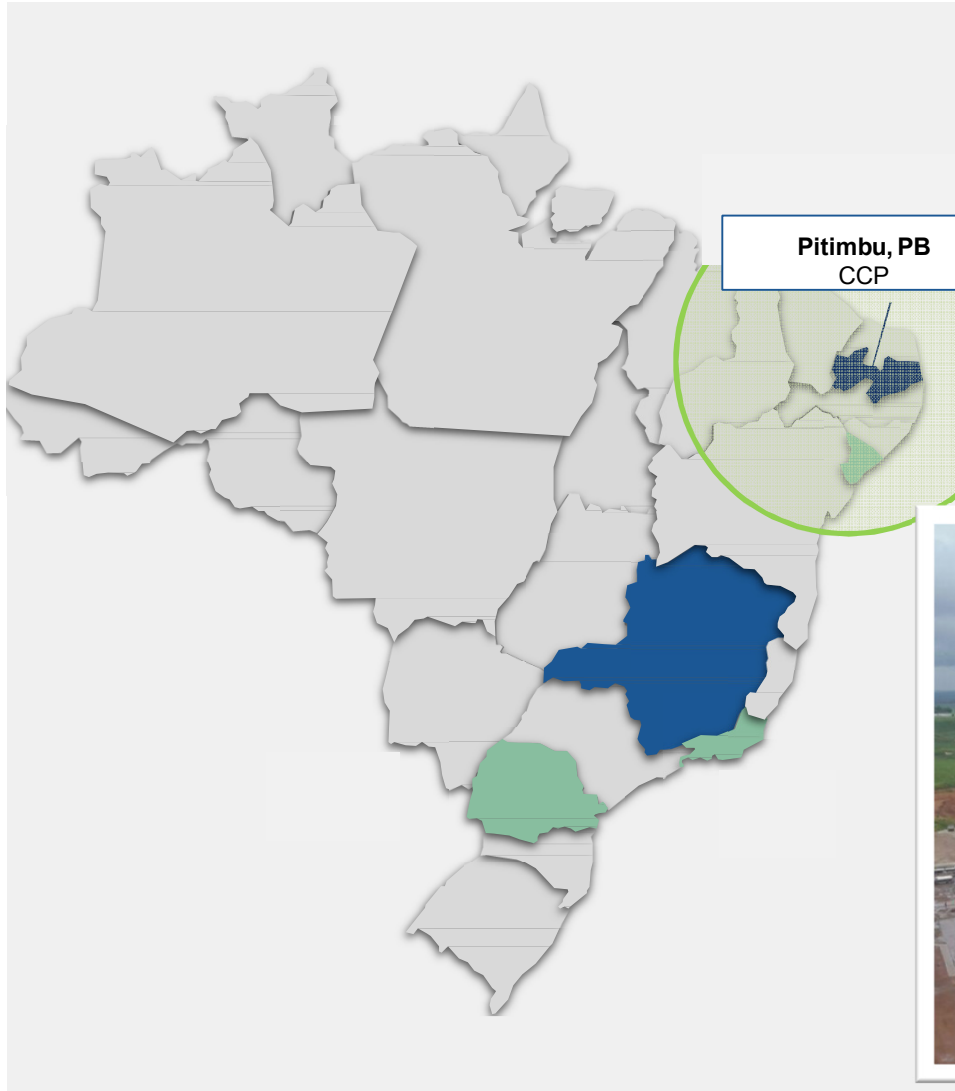


Minas Gerais Cement Plant (CNC):

- **CNC is a complete cement production line**, able to produce clinker (1 rotary kiln) and cement (2 cement mills)
- **Started** its operation in May 2011. The total production capacity is 2.4 million tons of cement per year and 1.2 million tons of clinker per year
- **The plant meets cement demand** of Southeast Region (largest Brazilian Market), part of the South, Mid-West and North



Strategic move: agreement with Grupo Ricardo Brennand (6/6)



Paraíba Cement Plant (CCP):

- **CCP is a complete cement production line**, able to produce clinker (1 rotary kiln) and cement (1 cement mill)
- **Started** its operation in August 2015, with total production capacity of 1.7 million tons of cement per year and 1.4 million tons of clinker per year
- **The plant meets cement demand** of Northeast Region (second largest cement market in Brazil)



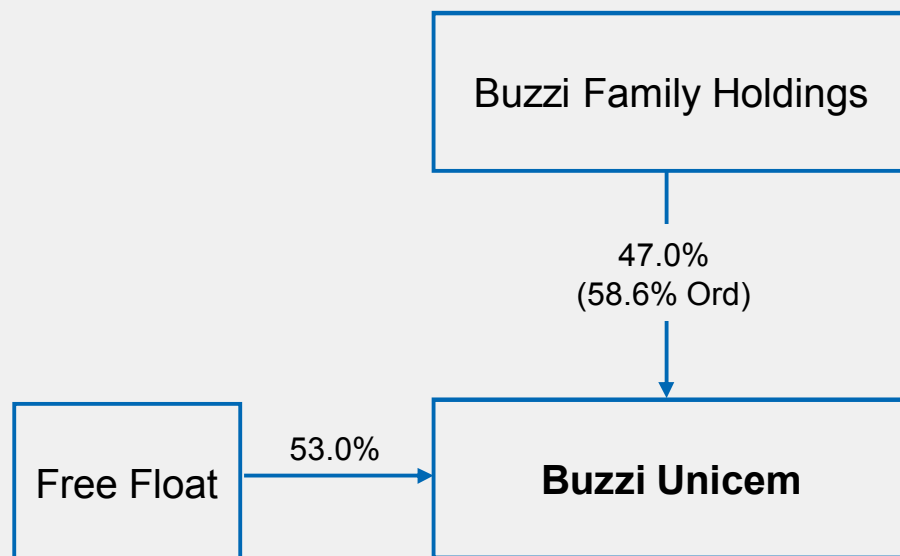
Appendix

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

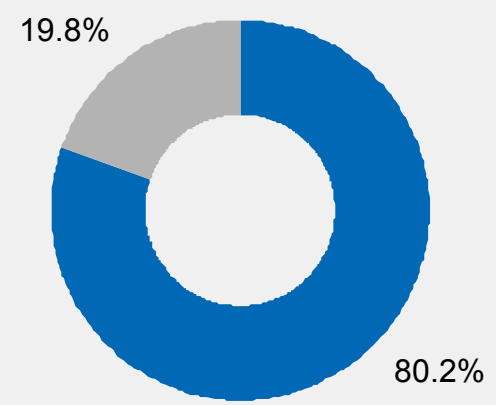
“Value creation through lasting, experienced know-how and operating efficiency”

Ownership structure



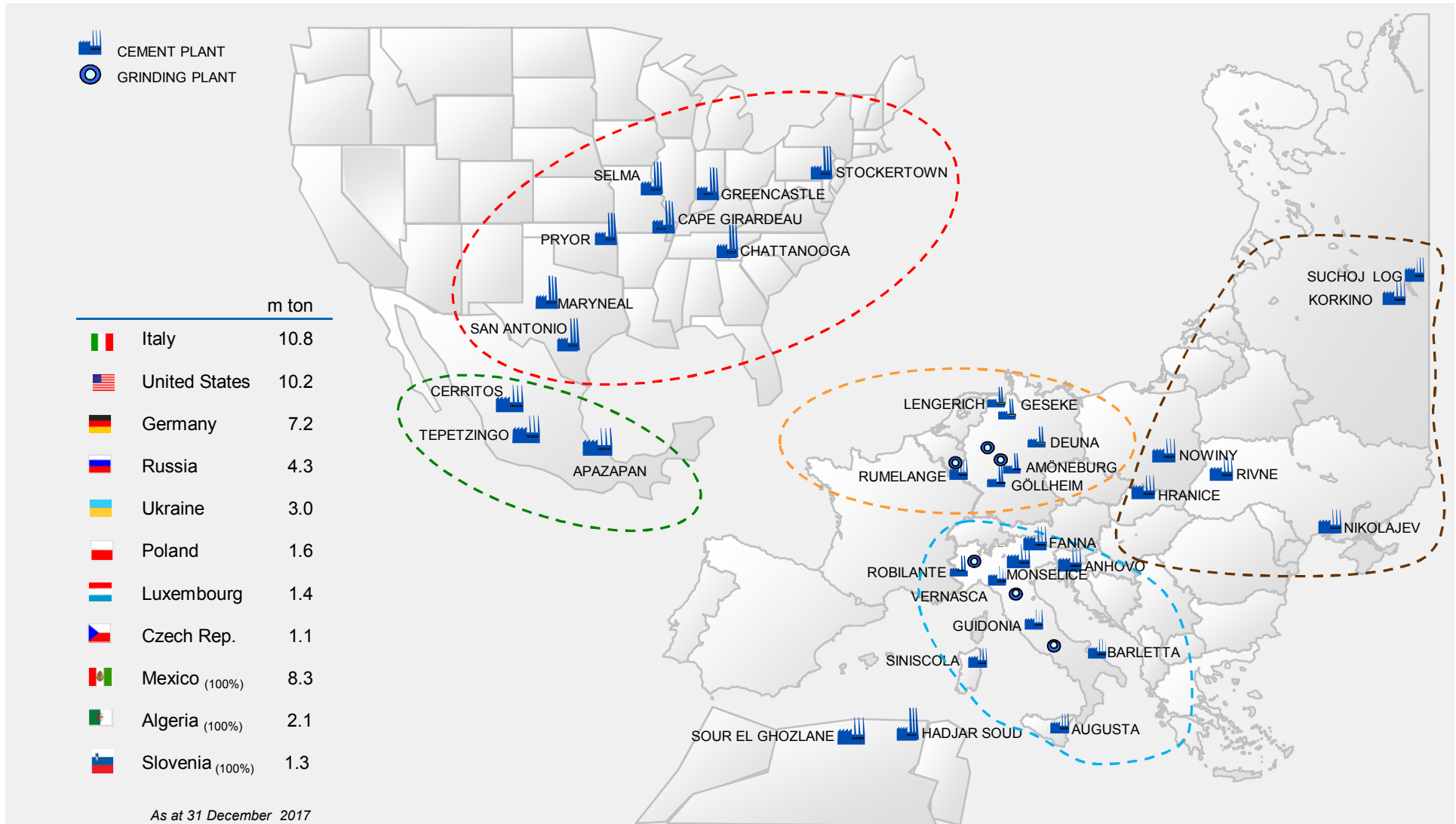
Share capital

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

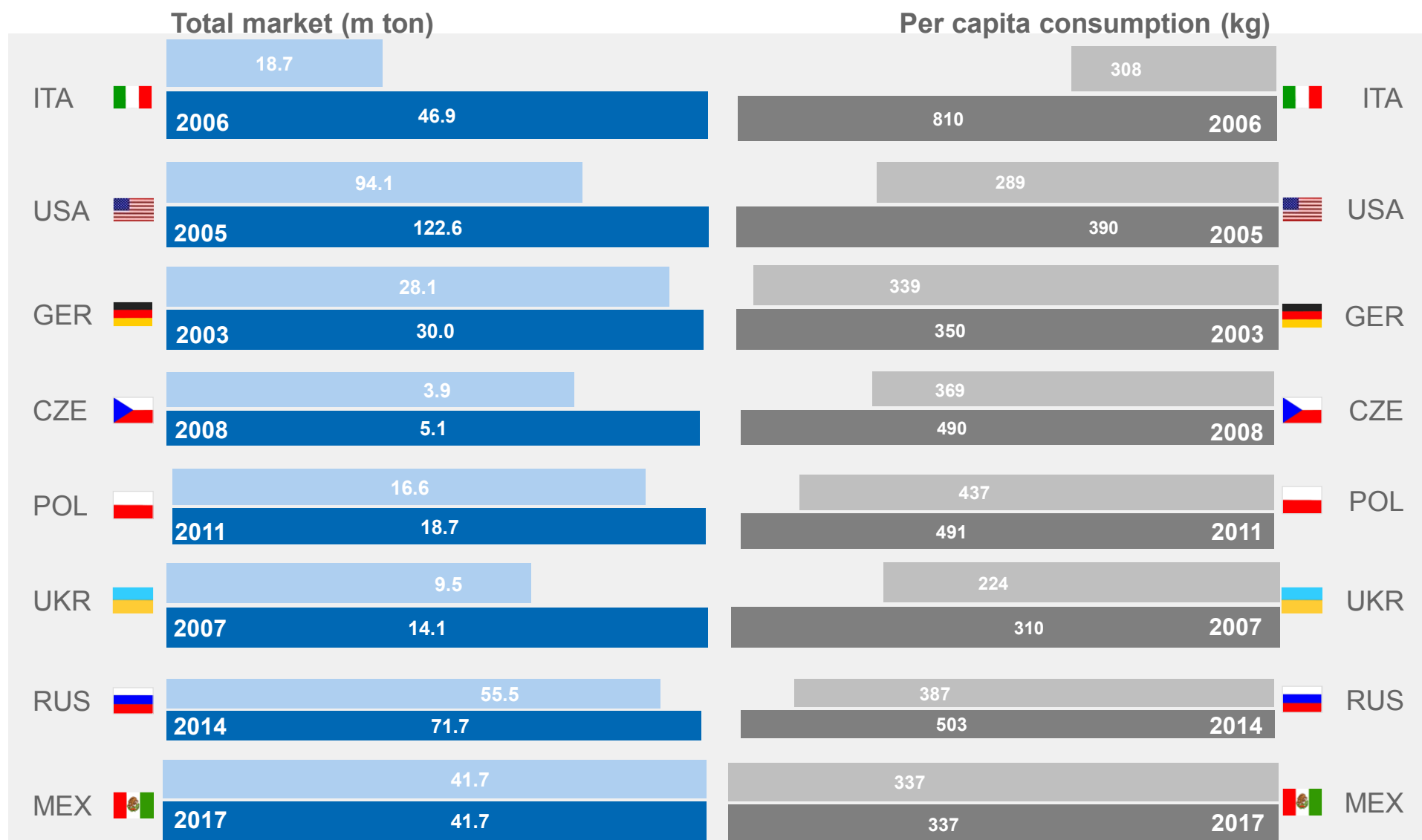


As at 31 December 2017

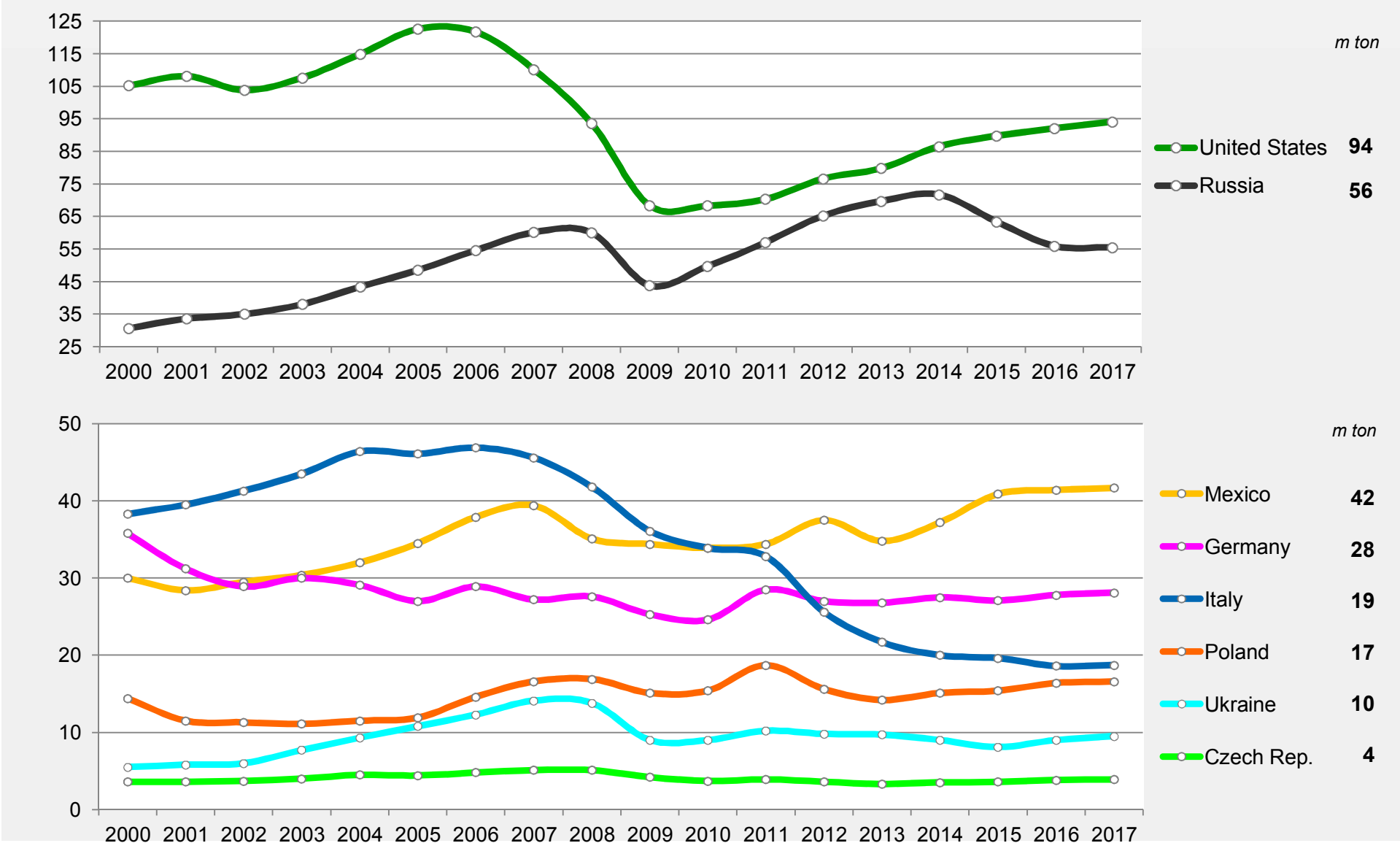
Cement plants location and capacity












2017 Consumption vs. Peak



Historical series of cement consumption by country



Historical EBITDA development by country

EURm		2010	2011	2012	2013	2014	2015	2016	2017
 Italy	EBITDA	32.5	10.3	-5.9	-18.1	-18.7	-37.2	-22.2	-79.7
	margin	5.3%	1.8%	-1.2%	-4.2%	-4.8%	-9.8%	-5.9%	-18.6%
 Germany	EBITDA	76.3	90.3	72.2	108.1	88.6	72.1	76.8	78.1
	margin	13.9%	14.2%	12.0%	18.0%	14.7%	12.6%	13.4%	13.3%
 Lux/ Netherlands	EBITDA	17.0	35.0	8.3	11.5	15.6	19.7	25.8	17.6
	margin	8.3%	15.7%	4.3%	6.3%	9.7%	11.7%	14.7%	9.4%
 Czech Rep/ Slovakia	EBITDA	32.8	35.2	25.4	19.2	27.0	32.6	34.3	36.5
	margin	20.5%	20.5%	17.0%	14.6%	20.2%	24.0%	25.2%	24.7%
 Poland	EBITDA	33.4	36.9	21.8	27.1	18.2	22.7	23.4	24.1
	margin	25.8%	26.6%	20.0%	26.8%	20.4%	20.4%	24.6%	24.9%
 Ukraine	EBITDA	-10.5	6.9	15.8	12.3	11.0	4.0	12.8	16.0
	margin	-12.8%	6.2%	11.8%	10.0%	12.5%	5.7%	16.1%	16.9%
 Russia	EBITDA	39.7	65.7	96.1	92.6	73.4	48.4	43.2	46.0
	margin	32.0%	37.4%	41.0%	37.2%	35.0%	29.0%	28.0%	24.9%
 USA	EBITDA	88.7	71.4	123.9	151.0	207.3	311.7	356.5	369.6
	margin	14.8%	12.8%	18.2%	20.7%	24.2%	28.1%	31.9%	33.0%
 Mexico	EBITDA	77.2	82.6	97.5	77.5	Adoption of IFRS 11			
	margin	36.2%	34.7%	36.2%	33.2%				
Consolidated	EBITDA	387.0	434.3	455.1	481.2	422.7	473.2	550.6	508.2
	margin	14.6%	15.6%	16.2%	17.5%	16.9%	17.8%	20.6%	18.1%