Italian Conference

1 October 2021

Buzzi Unicem

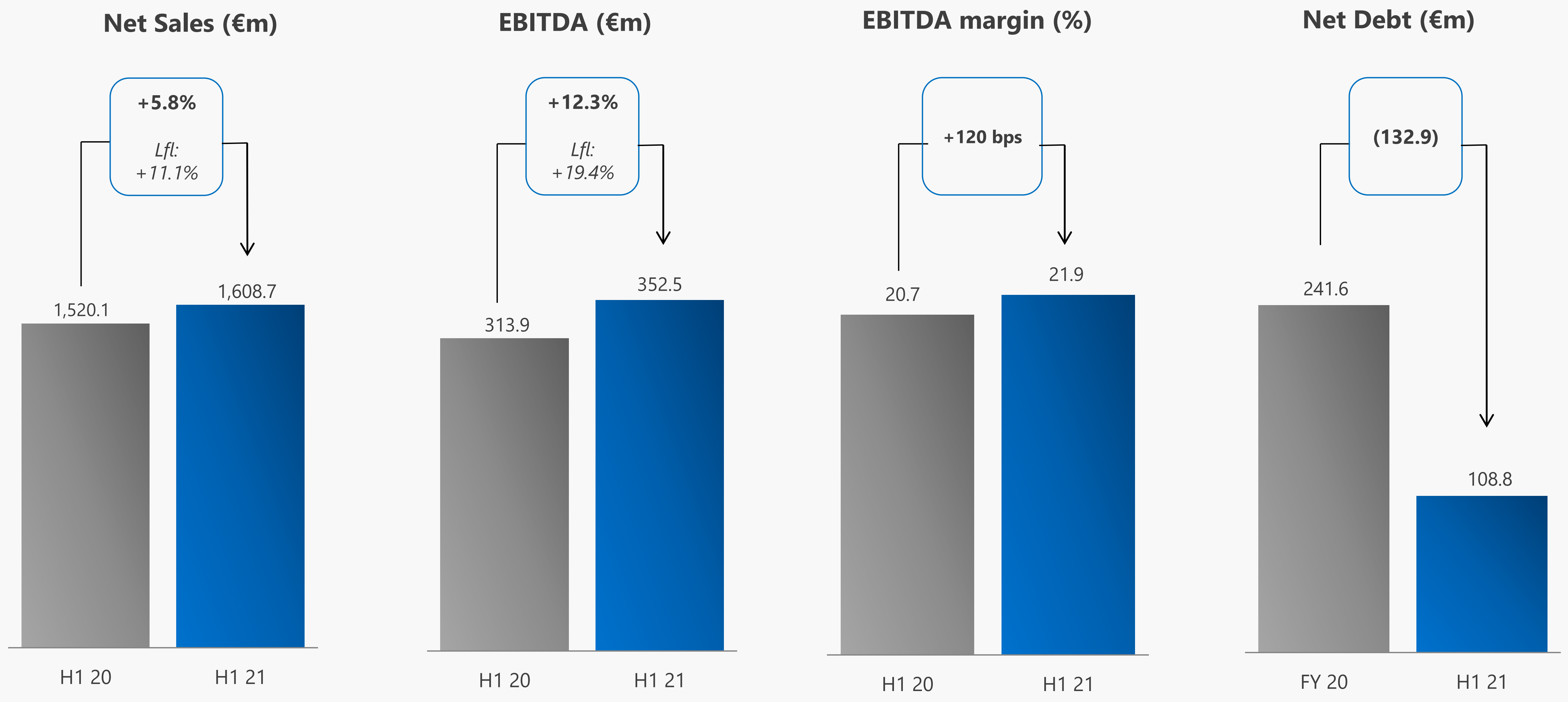
Executive Summary

1. H1 2021 Highlights

H1 2021 - Key takeaways

VOLUMES & PRICES	Overall solid demand and recovery for cement (+10.9%) and ready mix concrete volumes (+7.0%) Favorable variance across the board for selling prices, mainly in USA and Germany
FOREIGN EXCHANGE	€m 81 unfavorable impact on Net sales and €m 22 on EBITDA from weaker dollar, hryvnia and ruble
FINANCIALS	Net sales at €m 1,609 (€m 1,520 in 2020), +5.8% (+11.1% lfl) EBITDA at €m 352 (€m 314 in 2020), +12.3% (+19.4% lfl) Net cash from operating activities at €m 219 (€m 214 in 2020) Net Financial Position stood at €m 109 versus €m 242 at year end 2020.

H1 2021- Financial highlights



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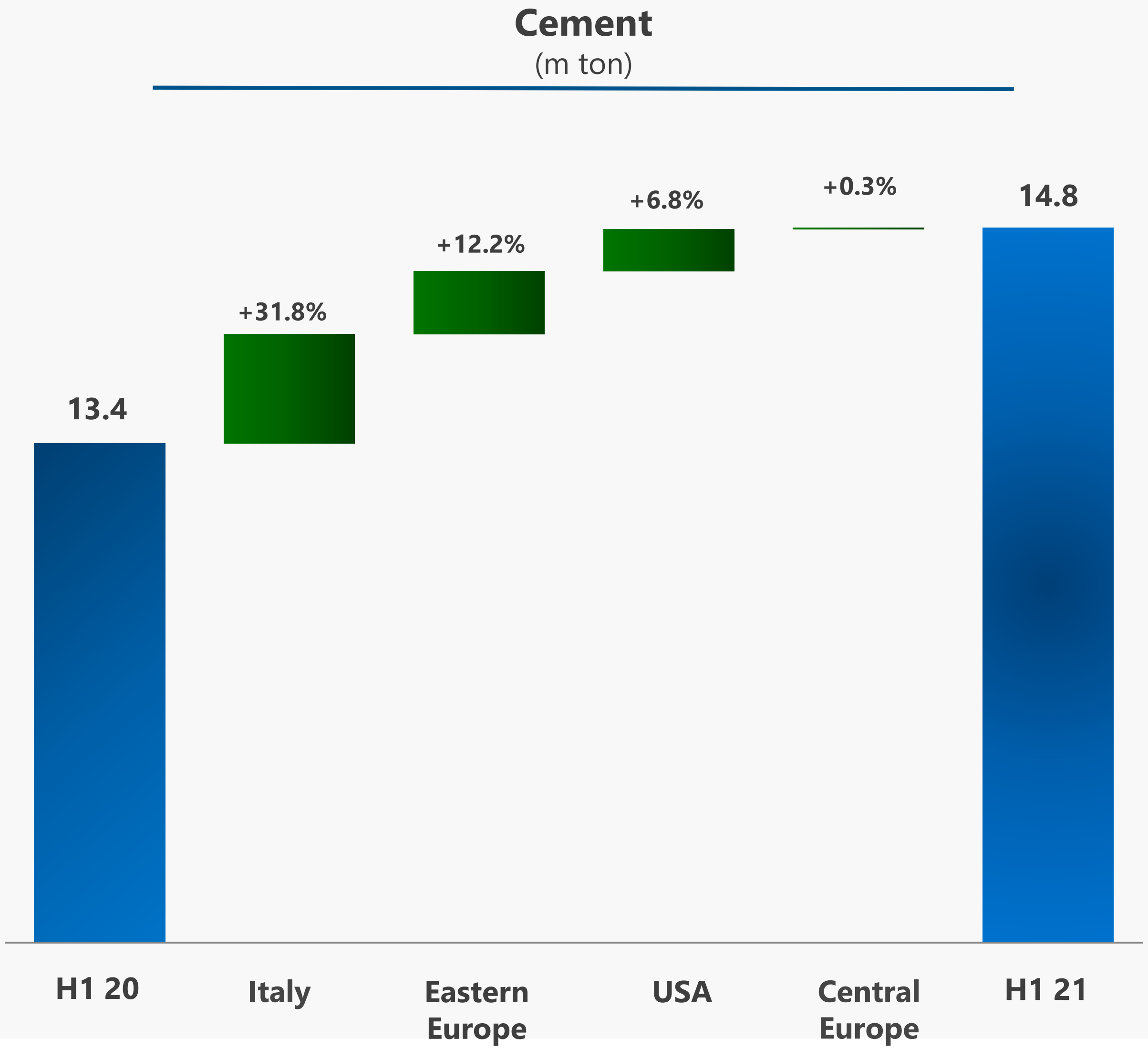
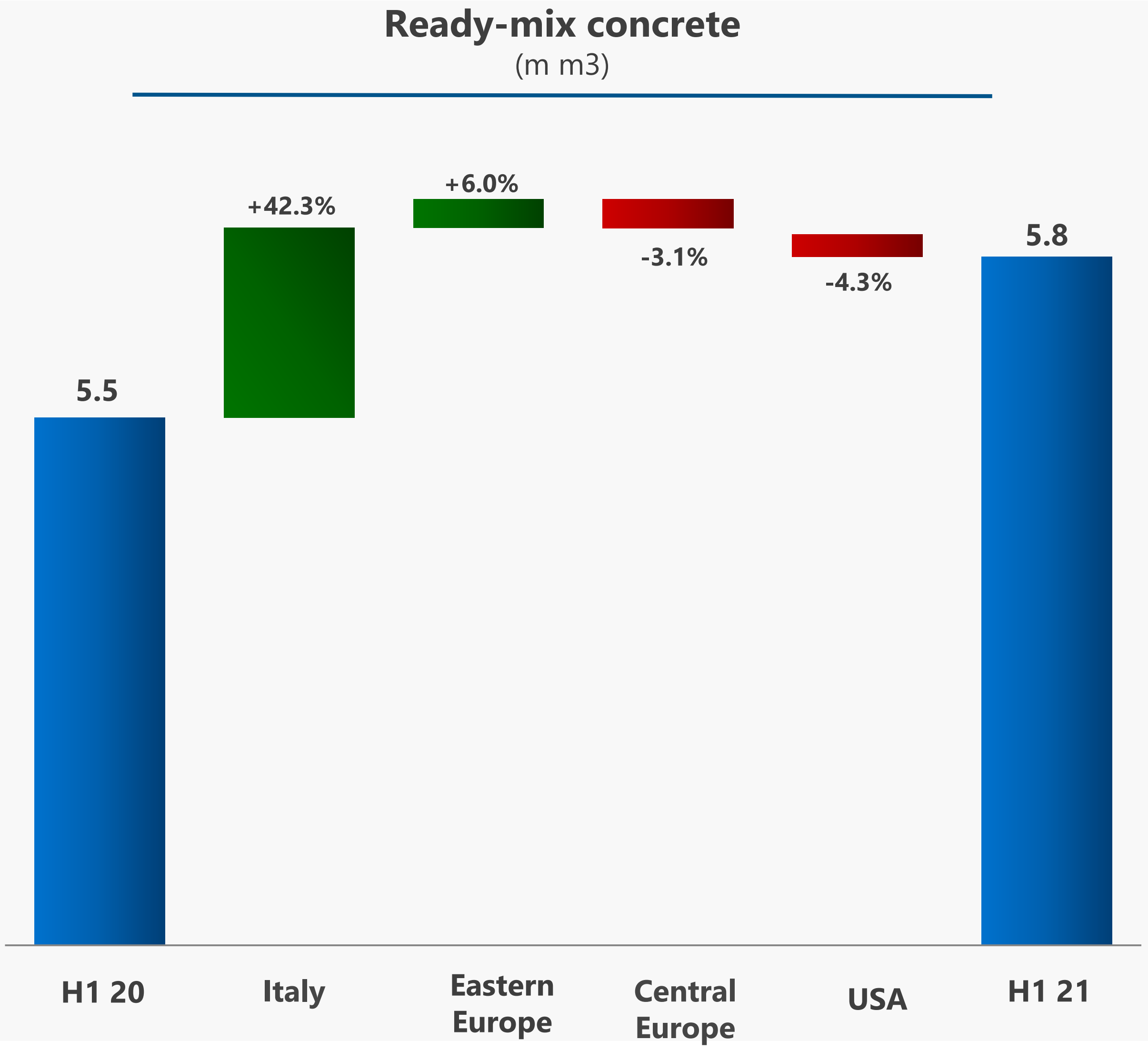
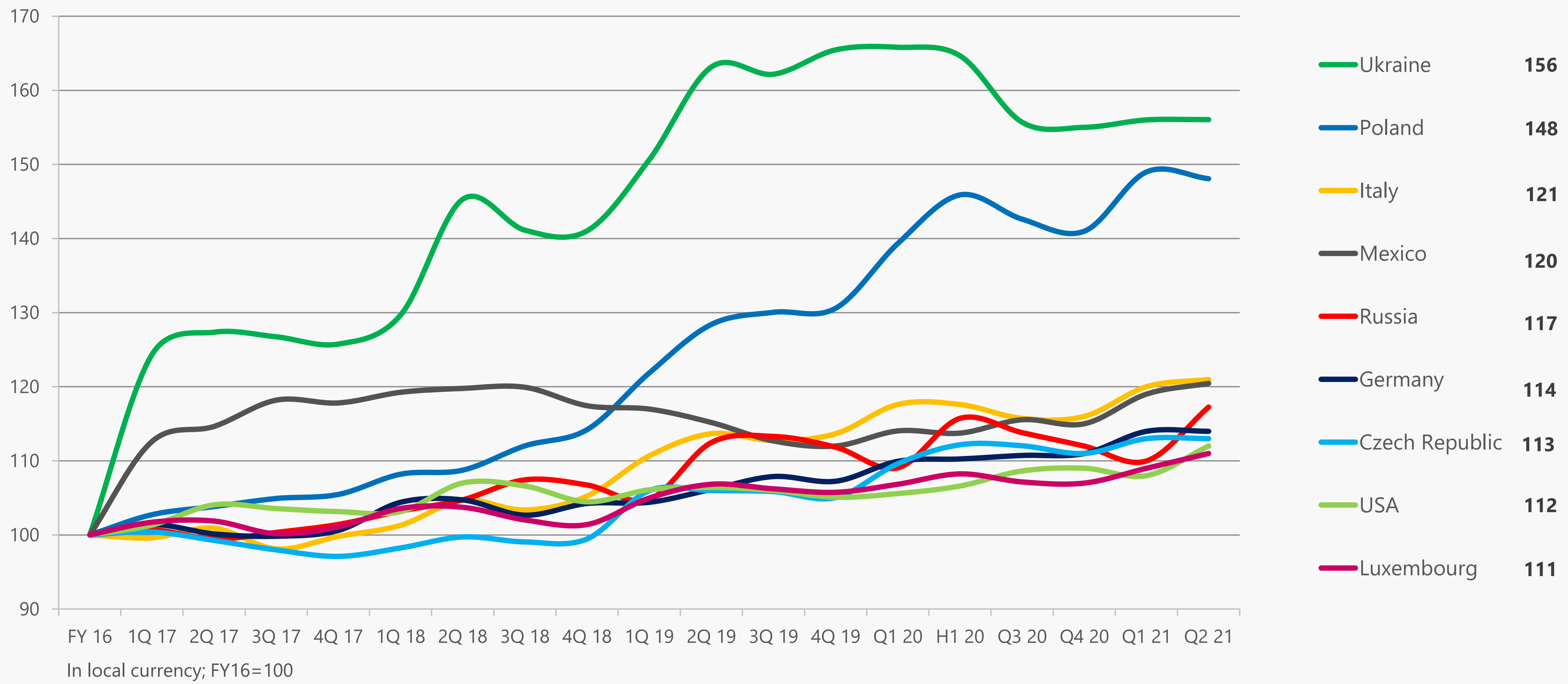
Cement and Ready-mix volumes variance





Price Index by country



FX changes

		H1 21	H1 20	Δ	2020	Current
EUR 1 =		avg	avg	%	avg	
	USD	1.21	1.10	-9.3	1.14	1.17
	RUB	89.55	76.67	-16.8	82.72	84.75
	UAH	33.46	28.63	-16.9	30.85	31.05
	CZK	25.85	26.33	+1.8	26.46	25.52
	PLN	4.54	4.41	-2.8	4.44	4.62
	MXN	24.33	23.84	-2.0	24.52	23.59
	BRL	6.49	5.41	-20.0	5.89	6.31

2. Trading by geographical area

Italy and USA

Italy

- Strong demand, driven by residential renovation and public works
- Positive volume and price effect:
  - Cement +31.8% compared to 2020
  - Ready-mix even stronger (+42.3% vs 2020)
  - Favorable trend for selling prices
- EBITDA grew strongly, despite higher energy costs. EBITDA margin more than doubled

EURm	H1 21	H1 20	Δ%	Δ lfl %
Net Sales	305.6	220.8	+38.4	-
EBITDA	32.7	8.8	>100	-
EBITDA margin (%)	10.7	4.0	-	

United States of America

- Demand has been strong in H1, driven by the residential sector
- Cement volumes up (+6.8%) despite bad weather conditions in May/June; positive variance in prices has been able to offset higher energy costs
- Negative impact from FX on Net sales (-56.2 €m) and EBITDA (-17.0 €m)
- EBITDA +10.3% lfl and EBITDA margin above 30%

EURm	H1 21	H1 20	Δ%	Δ lfl %
Net Sales	599.0	611.6	-2.1	+7.1
EBITDA	181.6	180.1	+0.8	+10.3
EBITDA margin (%)	30.3	29.4		

Central and Eastern Europe

Central Europe

- Soft cement and ready-mix volumes due to adverse weather conditions in Germany (-2.2%). Positive performance in Luxembourg.
- Favorable trend for selling prices, particularly in Germany
- Higher power costs
- No CO_2 cost accrued in H1 21 (€m 8.8 in H1 20)

EURm	H1 21	H1 20	Δ%	Δ lfl %
Net Sales	428.5	416.3	+2.9	-
EBITDA	67.5	58.2	+16.0	-
EBITDA margin (%)	15.7	14.0		

Eastern Europe

- Solid demand for cement and readymix, except in Poland (slightly weak due to bad weather conditions)
- Average selling prices in local currency showed a slight growth, except in Ukraine
- Negative impact from FX on Net Sales (-24.7 €m) and EBITDA (-5.2 €m)
- EBITDA +13.5% lfl

EURm	H1 21	H1 20	Δ%	Δ lfl %
Net Sales	278.3	273.9	+1.6	+10.5
EBITDA	70.4	66.6	+5.8	+13.6
EBITDA margin (%)	25.3	24.3		

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Mexico and Brazil

Mexico

- Solid demand driven by residential and public works.
- Cement volumes up (+23.9%). Favorable variance for selling prices
- EBITDA grew strongly (+19.5%), despite higher energy costs
- EBITDA margin slightly down but still the best in the group

EURm	H1 21	H1 20	Δ%	Δ lfl %
Net Sales (100%)	337.1	266.8	+26.4	+28.9
EBITDA (100%)	150.9	126.4	+19.5	+21.9
EBITDA margin (%)	44.8	47.4		

Brazil

- Cement volumes up (+45.0%) thanks also to the change in scope
- Average selling prices in local currency showed a solid growth
- Negative impact from FX on Net Sales (21 €m) and EBITDA (7 €m)
- Excluding FX and scope, EBITDA more than doubled with improved operating margin

EURm	H1 21	H1 20	Δ%	Δ lfl %
Net Sales (100%)	106.4	61.2	+73.9	+90.8
EBITDA (100%)	37.0	16.5	>100	>100
EBITDA margin (%)	34.7	27.0		

3. H1 2021 Results

Net sales by country

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EURm	H1 21	H1 20	Δ abs	Δ %	Forex abs	Scope abs	Δ l-f-l %
Italy	305.6	220.8	84.8	+38.4	-	-	+38.4
United States	599.0	611.6	(12.6)	-2.1	(56.2)	-	+7.1
Germany	341.7	339.4	2.3	+0.7	-	-	+0.7
Lux / Netherlands	100.6	91.2	9.5	+10.4	-	-	+10.4
Czech Rep / Slovakia	80.4	75.2	5.2	+6.9	1.3	-	+5.2
Poland	53.7	55.2	(1.5)	-2.6	(1.5)	-	+0.1
Ukraine	51.0	51.7	(0.7)	-1.4	(8.6)	-	+15.3
Russia	93.9	92.9	1.1	+1.2	(15.8)	-	+18.2
Eliminations	*(17.3)*	*(17.9)*	*0.5*				
Total	**1,608.7**	**1,520.1**	**88.6**	**+5.8**	**(80.8)**	**-**	**+11.1**
Mexico (100%)	337.1	266.8	70.3	+26.4	(6.8)	-	+28.9
Brazil (100%)	106.4	61.2	45.2	+73.9	(21.2)	10.9	+90.8

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EBITDA by country

EURm	H1 21	H1 20	Δ abs	Δ %	Forex abs	Scope abs	Δ l-f-l %
Italy	32.7	8.8	23.9	>100	-	-	>100
United States	181.6	180.1	1.5	+0.8	(17.0)	-	+10.3
Germany	60.6	51.8	8.8	+16.9	-	-	+16.9
Lux / Netherlands	6.9	6.4	0.5	+8.4	-	-	+8.4
Czech Rep / Slovakia	23.4	19.7	3.7	+18.7	0.4	-	+16.6
Poland	16.2	15.4	0.8	+5.4	(0.5)	-	+8.4
Ukraine	5.6	6.7	(1.1)	-15.9	(0.9)	-	-1.7
Russia	25.2	24.8	0.4	+1.6	(4.2)	-	+18.6
Eliminations	*0.3*	*0.3*					
Total	**352.5**	**313.9**	38.6	+12.3	(22.2)	-	+19.4
Mexico (100%)	150.9	126.4	24.6	+19.5	(3.1)	-	+21.9
Brazil (100%)	37.0	16.5	20.5	>100	(7.4)	2.8	>100

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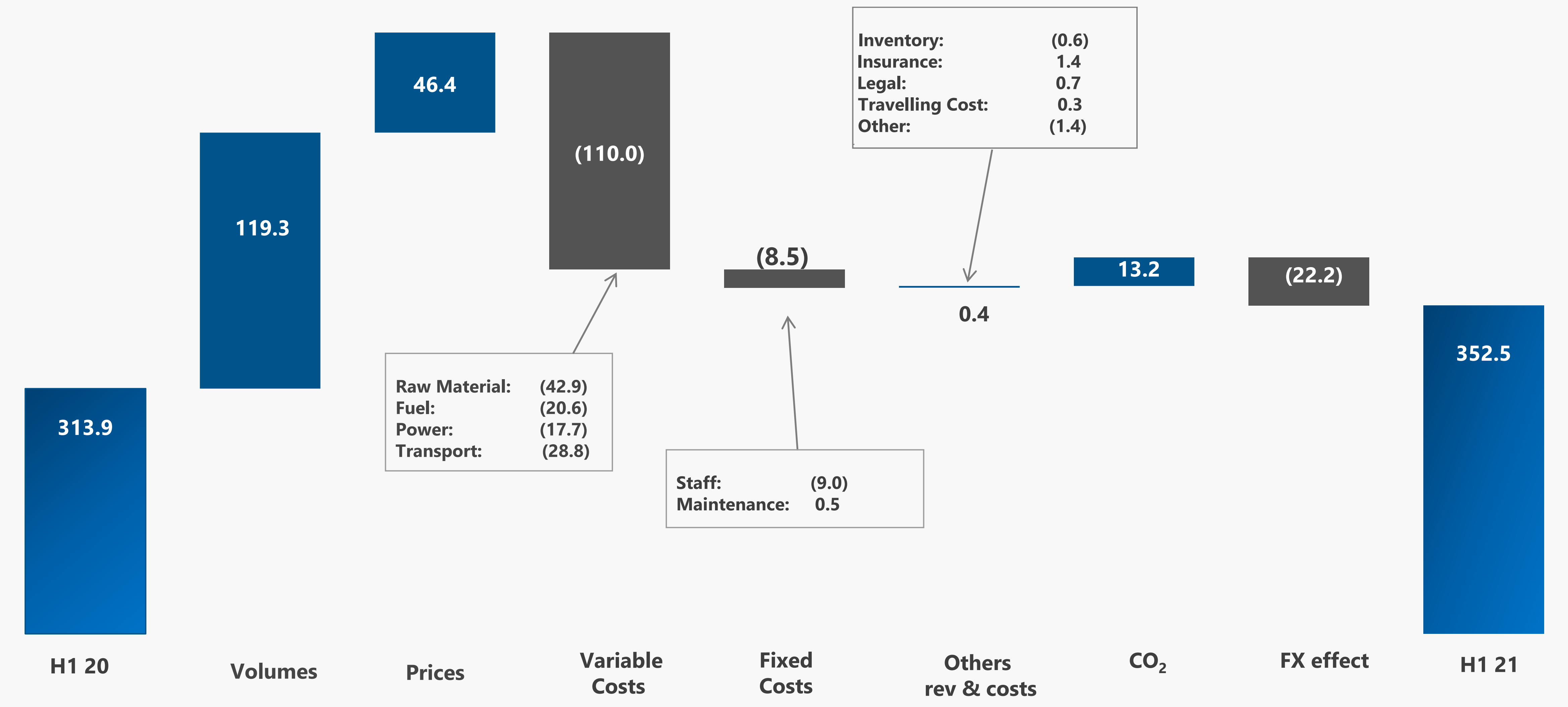
EBITDA variance analysis



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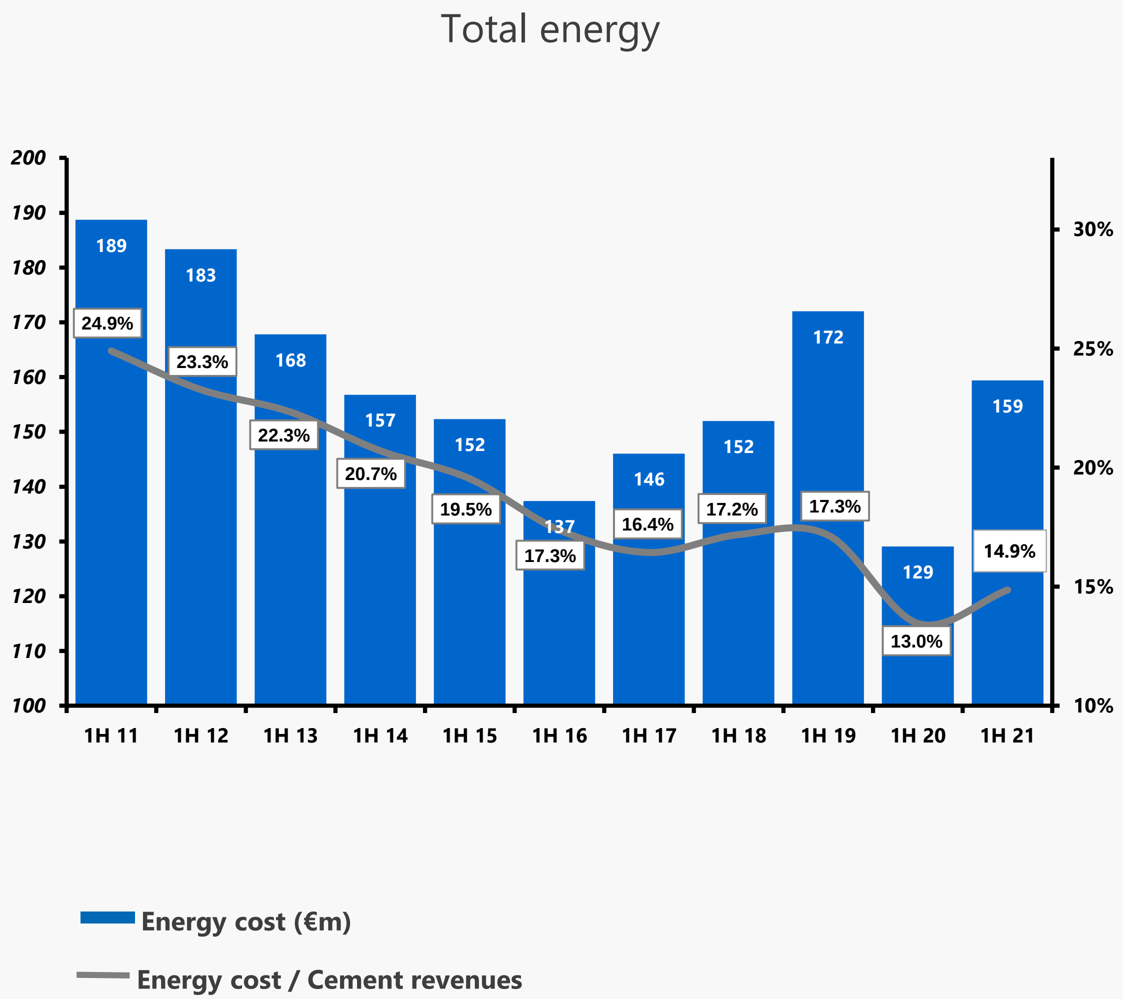
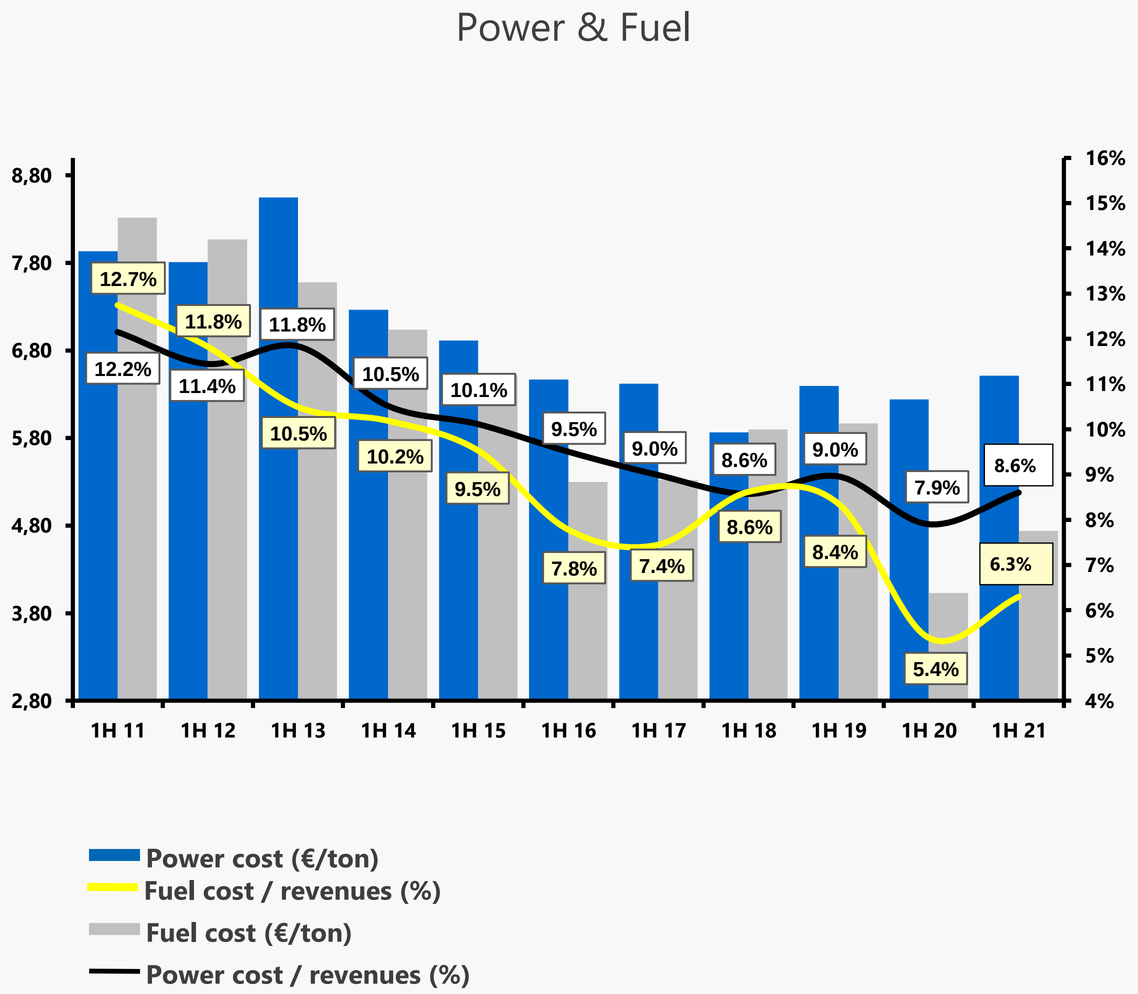
Energy costs impact





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Consolidated Income Statement

EURm	H1 21	H1 20	Δ abs	Δ %
Net Sales	**1,608.7**	**1.520,1**	**88.6**	**+5.8**
EBITDA	**352.5**	**313.9**	**38.6**	**+12.3**
of which, non recurring	-	-		
% of sales (recurring)	*21.9%*	*20.7%*		
Depreciation and amortization	(122.8)	(128.4)	5.7	
Operating Profit (EBIT)	**229.7**	**185.5**	**44.2**	**+23.8**
% of sales	*14.3%*	*12.2%*		
Equity earnings	48.4	148.9	(100.5)	
Net finance costs	(16.0)	(55.0)	39.0	
Profit before tax	**262.1**	**279.4**	**(17.3)**	**-6.2**
Income tax expense	(52.4)	(62.7)	10.3	
Net profit	**209.7**	**216.7**	**(6.9)**	**-3.2**
Minorities	(0.1)	(0.1)	0.1	
Consolidated net profit	**209.6**	**216.5**	**(6.9)**	**-3.2**

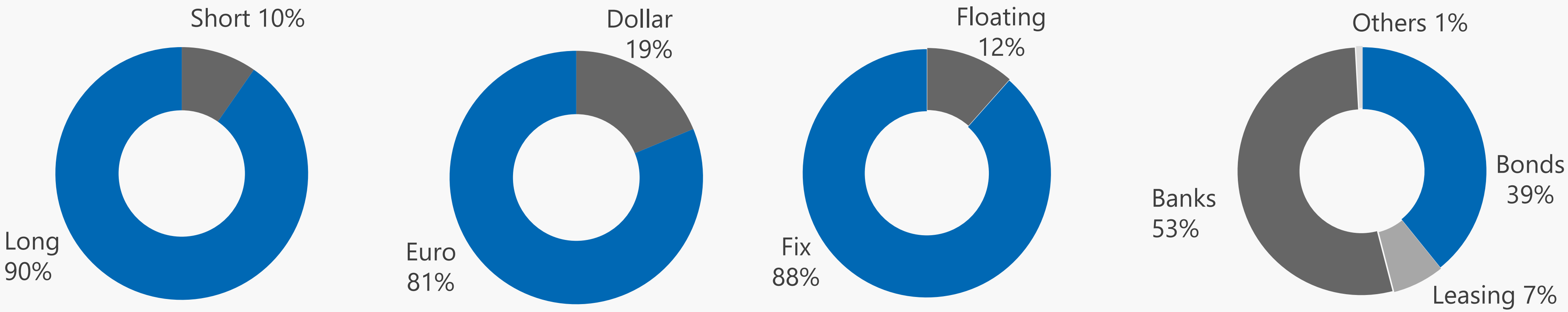
Consolidated Cash Flow Statement

EURm	H1 21	H1 20
Cash generated from operations	**313.1**	**256.2**
% of sales	*19.5%*	*16.9%*
Interest paid	(16.6)	(18.3)
Income tax paid	(77.4)	(23.5)
Net cash from operating activities	**219.1**	**214.4**
% of sales	*13.6%*	*14.1%*
Capital expenditures	(99.9)	(107.6)
Equity investments	(2.0)	(0.7)
Purchase of treasury shares	-	(7.3)
Dividends paid	(190.7)	(31.9)
Extraordinary dividend	143.3	-
Dividends from associates	31.3	171.0
Disposal of fixed assets and investments	14.8	10.4
Translation diffrerences and derivatives	10.6	(71.2)
Accrued interest payable	3.7	3.3
Interest received	3.5	6.4
Change in scope of consolidation and other	(0.9)	(4.2)
Change in net debt	**132.9**	**182.7**
Net financial position (end of period)	**(108.8)**	**(385.1)**

Net Financial Position

EURm	Jun 21	Dec 20	Δ abs	Jun 20
Cash and other financial assets	951.8	1,220.9	(269.2)	1,045.0
Short-term debt	(102.2)	(214.2)	112.0	(40.7)
Short-term leasing	(21.1)	(21.4)	0.3	(22.5)
Net short-term cash	**828.4**	**985.3**	**(156.8)**	**981.8**
Long-term financial assets	214.8	11.0	203.8	2.4
Long-term debt	(1,087.0)	(1,173.4)	86.4	(1,294.2)
Long-term leasing	(65.0)	(64.6)	(0.5)	(75.1)
Net debt	**(108.8)**	**(241.6)**	**132.9**	**(385.1)**

Gross debt breakdown (1,275.3 €m)



4. 2021 Outlook

2021 Outlook

Fine tuning of the guidance following sound H1

- Likely negative impact from FX
- Higher energy and CO_2 costs
- Recurring Ebitda probably not above the 2020 level

Italy
Solid demand to continue in H2, still driven by residential renovation and infrastructure.
Positive development of pricing and operating leverage to balance the cost inflation
Higher operating results than 2020

USA
Underlying demand to remain strong also in H2
Volume and price effect able to offset the steep rise of industry inflation
Operating results, in local currency should confirm the 2020 record

Central Europe
Continuation of a softer demand in H2
Pricing expected to strenghten
Higher costs, (CO_2 and energy) will penalize operating results, expected to be lower than 2020

Russia
Strong demand in H2, driven by public investments in infrastructure
Assuming the ruble at current values, operating results in euro expected to advance

Czech Republic and Poland
Modest evolution in volumes for H2
Positive price effect
Higher costs, mainly CO_2, will impact operating results, expected to fall short of 2020

Ukraine
Positive development of volumes
Unfavorable trend in selling prices and fuel cost rebounding
Operating results expected to decline versus last year

Mexico
H2 expected to be equally sound as H1
Favorable trend in selling prices
Cost inflation is taking its bite; however operating results should exceed last year level

Brazil
Good trend in volumes and prices also in H2
Clear improvement in operating results, driven by the scope change and despite the negative development of the exchange rate

Appendix

Buzzi Unicem at a glance

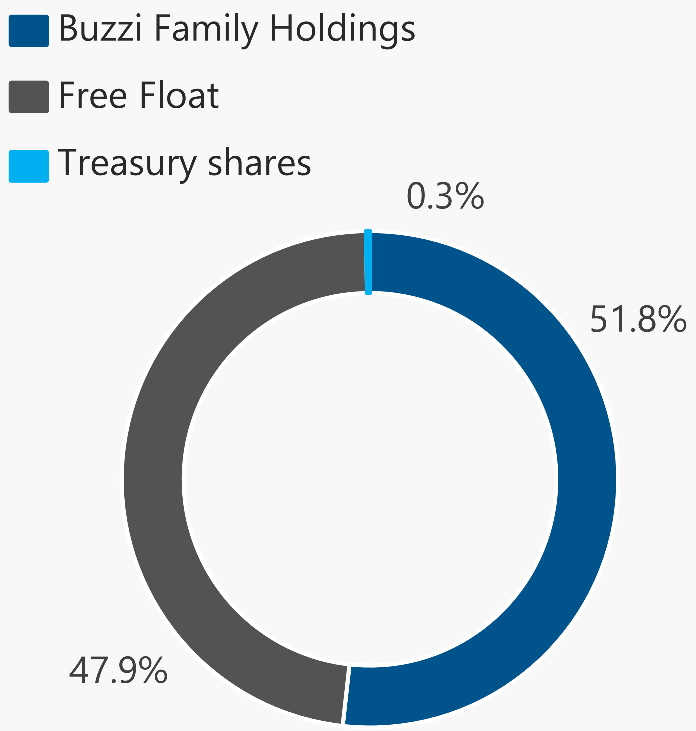
- International multi-regional, “heavy-side” group, focused on cement, ready-mix and aggregates
- Dedicated management with a long-term vision of the business
- Highly efficient, low cost producer with strong and stable cash flows
- Successful geographic diversification with leading positions in attractive 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

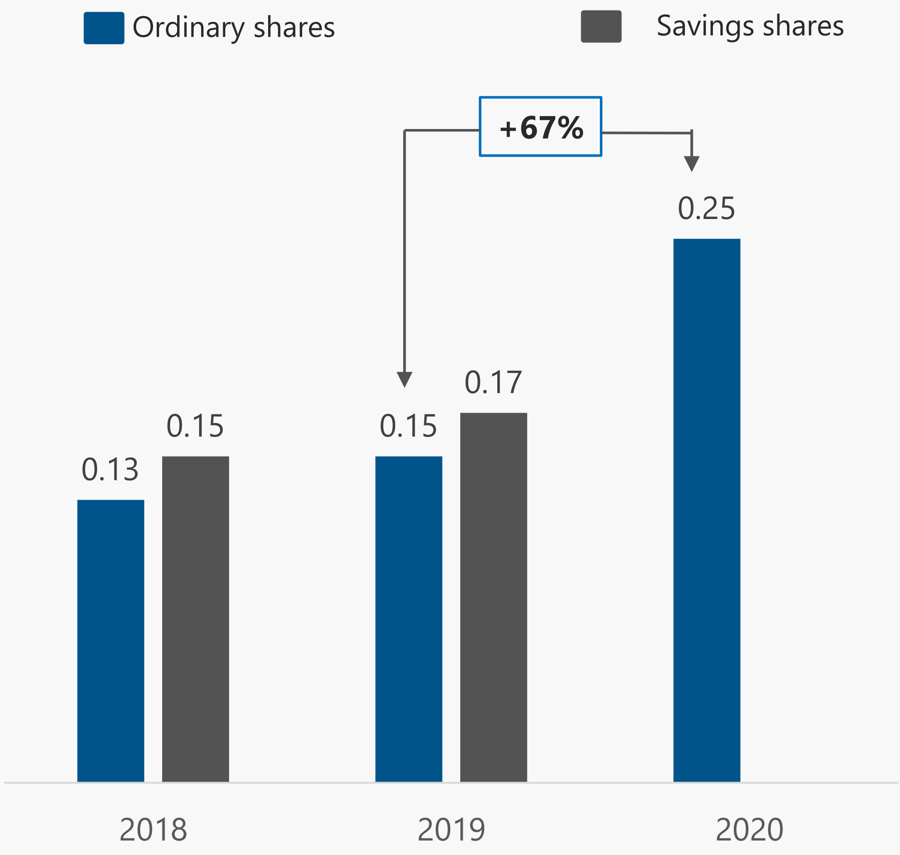
Share Capital

Number of shares	192,626,154



As at September 2021

Dividend per Share (Eur)



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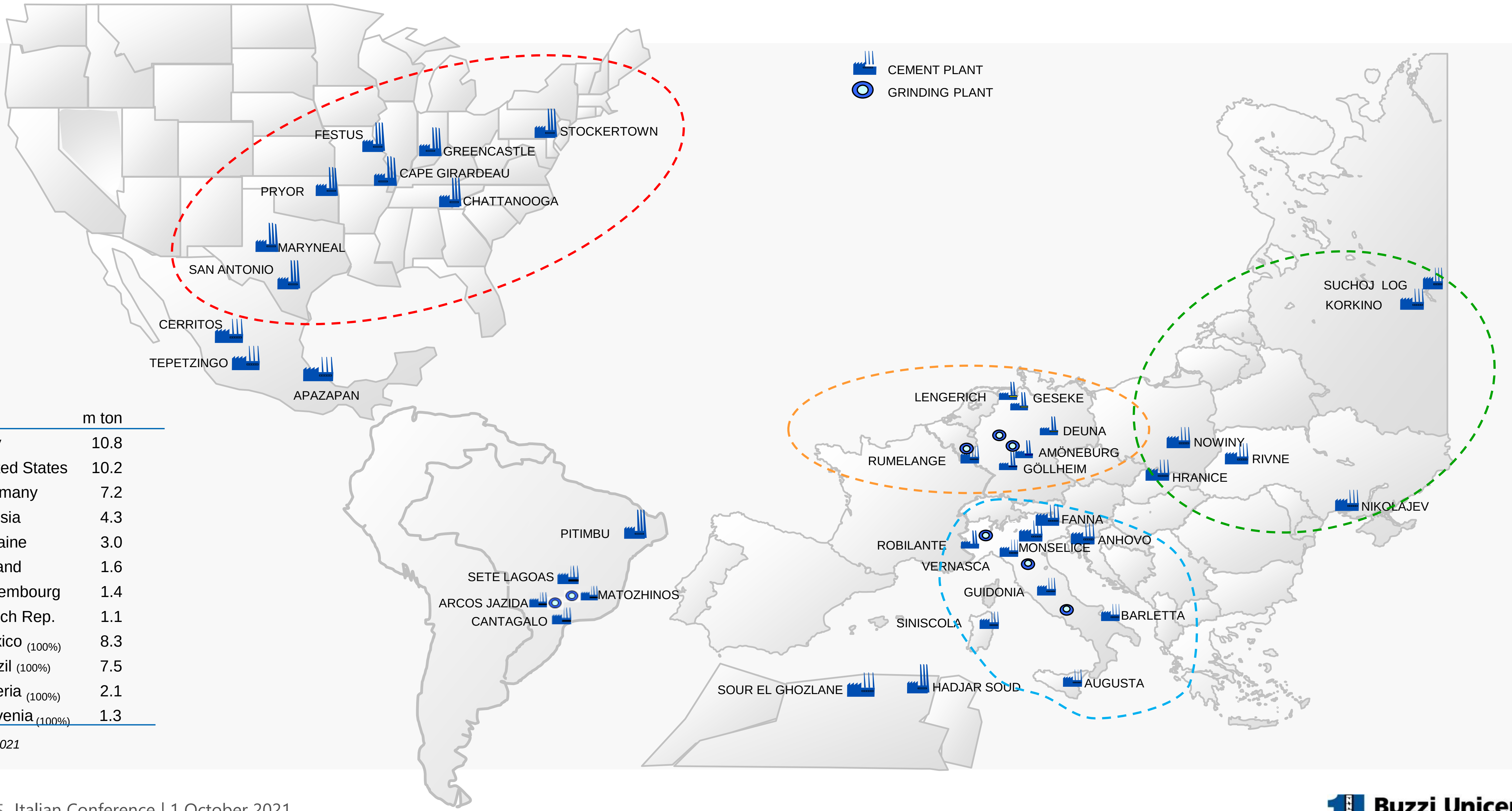
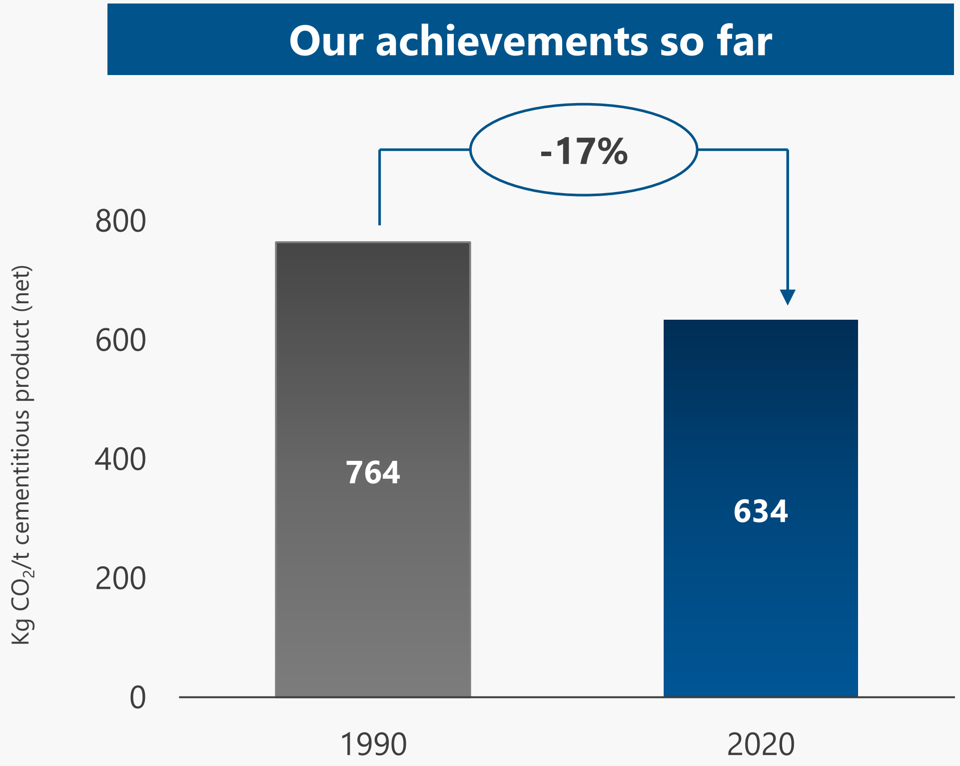
Cement plants location and capacity



	m ton
Italy	10.8
United States	10.2
Germany	7.2
Russia	4.3
Ukraine	3.0
Poland	1.6
Luxembourg	1.4
Czech Rep.	1.1
Mexico (100%)	8.3
Brazil (100%)	7.5
Algeria (100%)	2.1
Slovenia (100%)	1.3

As at Sept 2021

Specific Net CO_2 emissions: What we have achieved so far

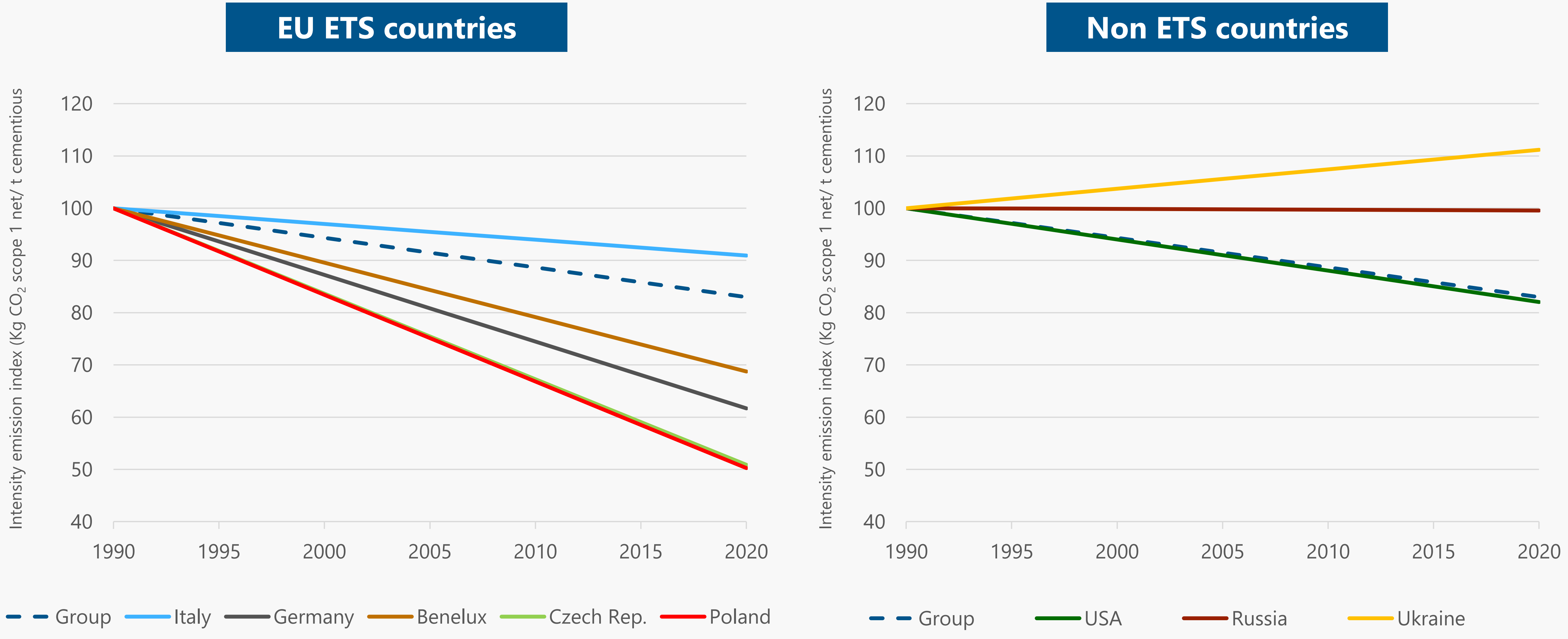


By 2020, we have reduced by approx. **17%** the specific net CO_2 emissions compared to 1990 level (plants taken into consideration according to SBTI methodology)

Reduction's drivers:

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

CO_2 Intensity emission index by country: 2020 vs 1990



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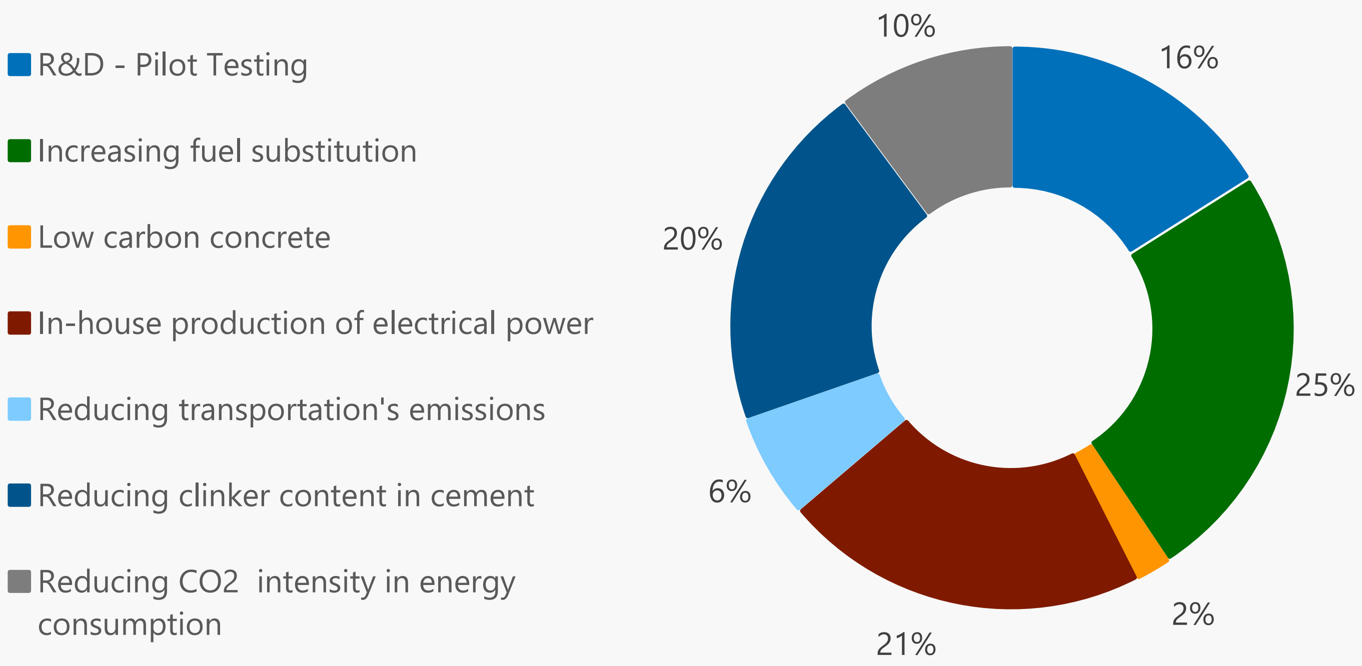
Capex requirements for decarbonization over the next 5 years

- Over the next 5 years, Buzzi Unicem will be involved in more than 100 initiatives aiming to reduce CO_2 emissions
- This plan leads to CO_2 specific capex per year equal to approx **10-15%** of the annual avg capex spending

CO_2 Capex breakdown by initiatives

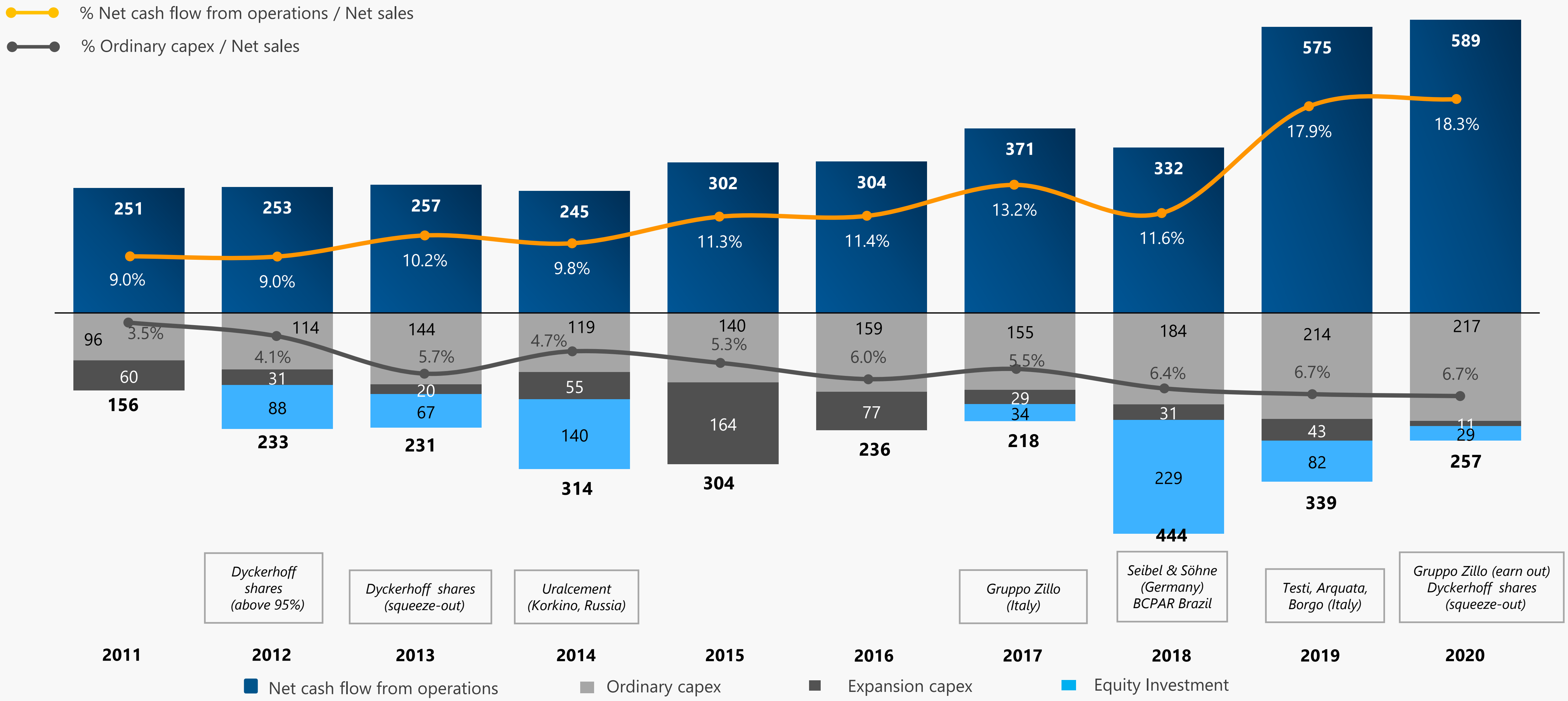


- Approx. 75% of CO_2 specific capex will be dedicated to initiatives with high short therm potential of CO_2 reduction, such as: increasing fuel substitution, reducing clinker content in cement, in-house production of electrical power and reducing CO_2 intensity in energy consumption
- Within R&D-Pilot Testing category, the most important initiative will be CCU/S

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%*
Total (IFRS reporting)	**EBITDA**	**351.7**	**357.6**	**403.7**	**422.7**	**473.2**	**550.6**	**508.2**	**577.2**	**728.1**	**780.8**
	margin	***13.8%***	***14.1%***	***16.0%***	***16.9%***	***17.8%***	***20.6%***	***18.1%***	***20.1%***	***22.6%***	***24.2%***
Mexico (50%)	*EBITDA*	82.6	97.5	77.5	93.9	128.1	146.7	164.6	144.5	126.1	132.5
	margin	*34.7%*	*36.2%*	*33.2%*	*36.0%*	*40.9%*	*48.2%*	*48.0%*	*46.3%*	*42.5%*	*46.2%*
Brazil (50%)	*EBITDA*								15.9	11.7	24.0
	margin								*23.9%*	*17.4%*	*34.5%*
Total (proportional method)	**EBITDA**	**434.3**	**455.1**	**481.2**	**516.6**	**601.3**	**697.3**	**672.8**	**721.7**	**865.9**	**937.3**
	margin	***14.4%***	***14.8%***	***17.5%***	***18.7%***	***20.2%***	***23.5%***	***21.4%***	***22.7%***	***24.2%***	***26.2%***

Net Cash Flow from Operations and Capex development | €m



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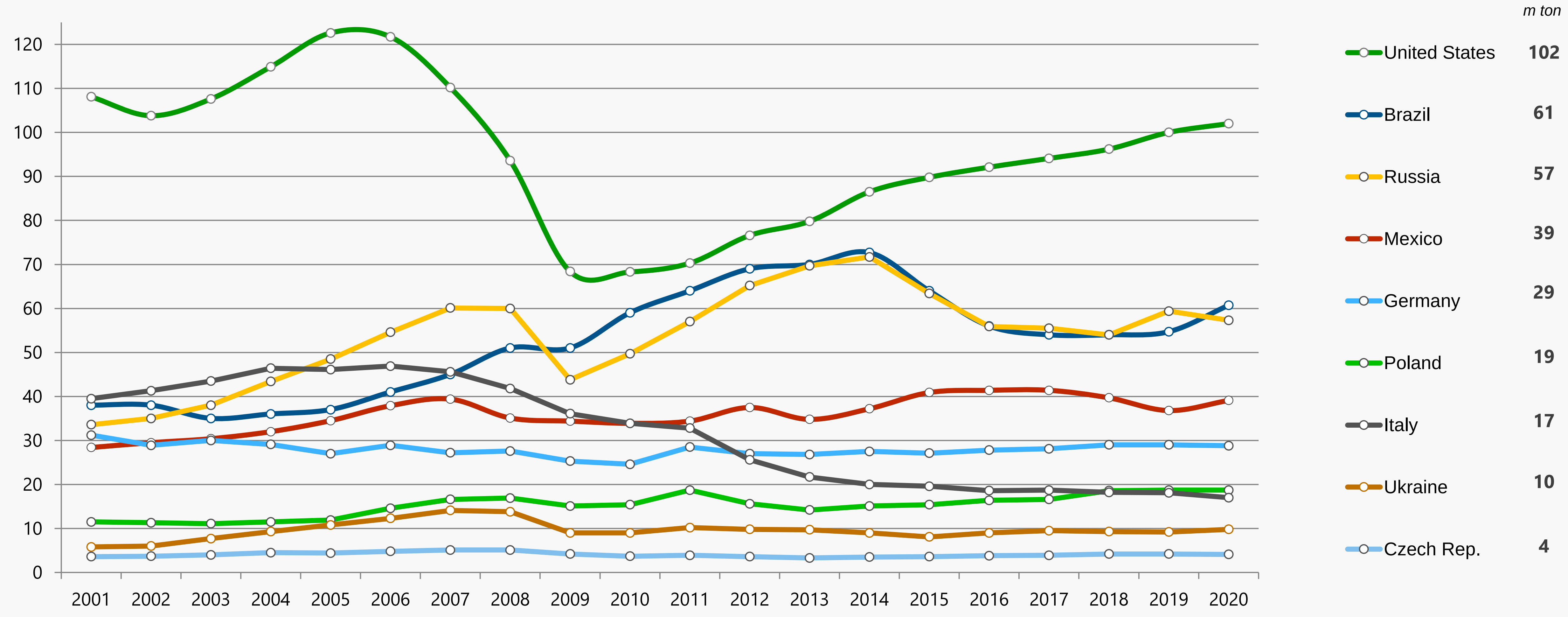
2020 cement consumption vs peak

Historical series cement consumption by country



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