

Materials & Infrastructure Conference

2 December 2021

1. 9M 2021 Highlights

2. Trading by geographical area

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4. 2021 Outlook

5. CO₂ initiatives

9M 2021 - Key takeaways

VOLUMES & PRICES

Overall solid organic growth for cement (+7.5%) and ready mix concrete volumes (+4.5%)

Well oriented selling prices, mainly in USA, Poland and Germany. Limited price decline in Ukraine

FX

€m 85 unfavorable impact on Net sales from weaker dollar, hryvnia and ruble

FINANCIALS

Net sales at €m 2,542 (€m 2,408 in 2020), +9.1% lfl

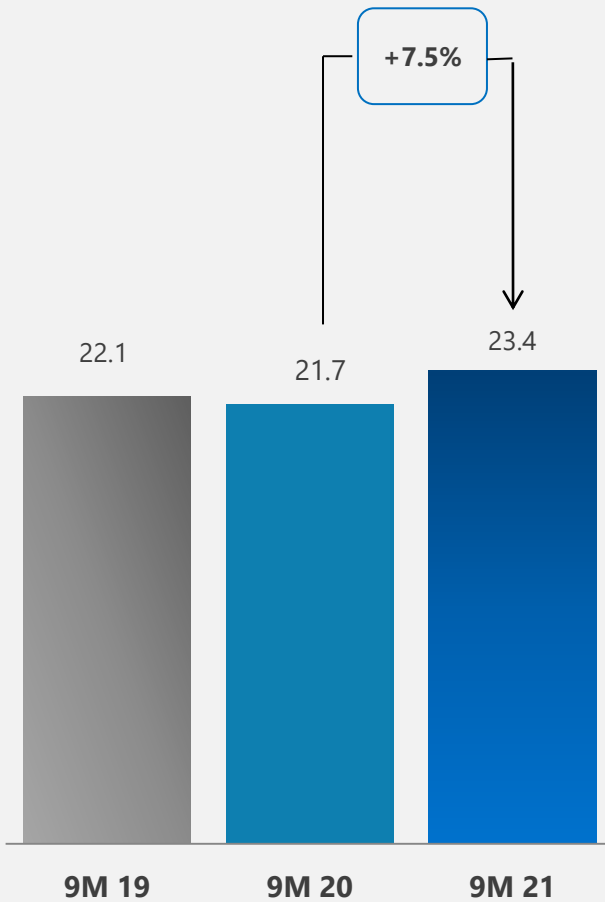
Net Financial Position turns positive at €m 101 vs an indebtedness of €m 242 at year end 2020.

FY 2021 OUTLOOK

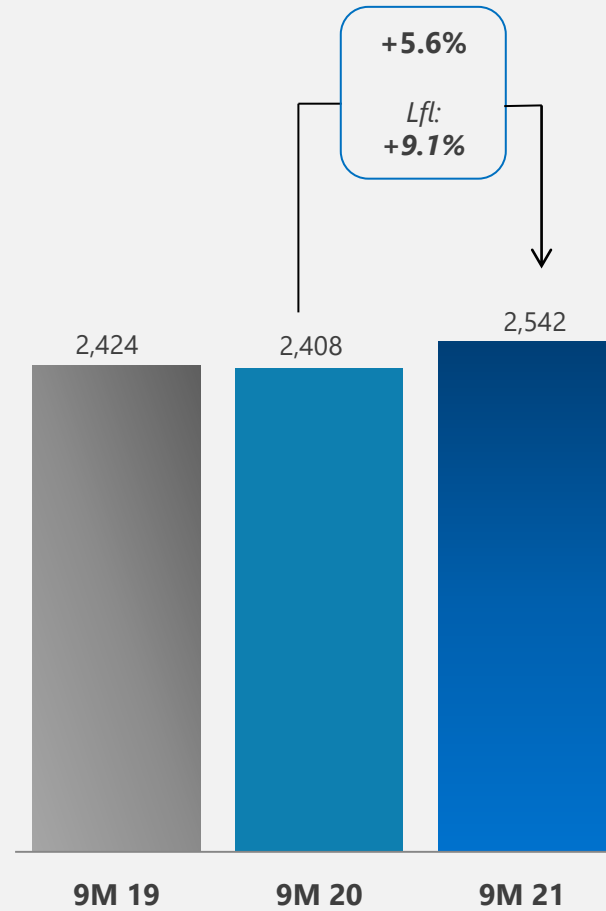
Guidance confirmed: recurring EBITDA to match 2020 level

1. 9M 2021 Highlights

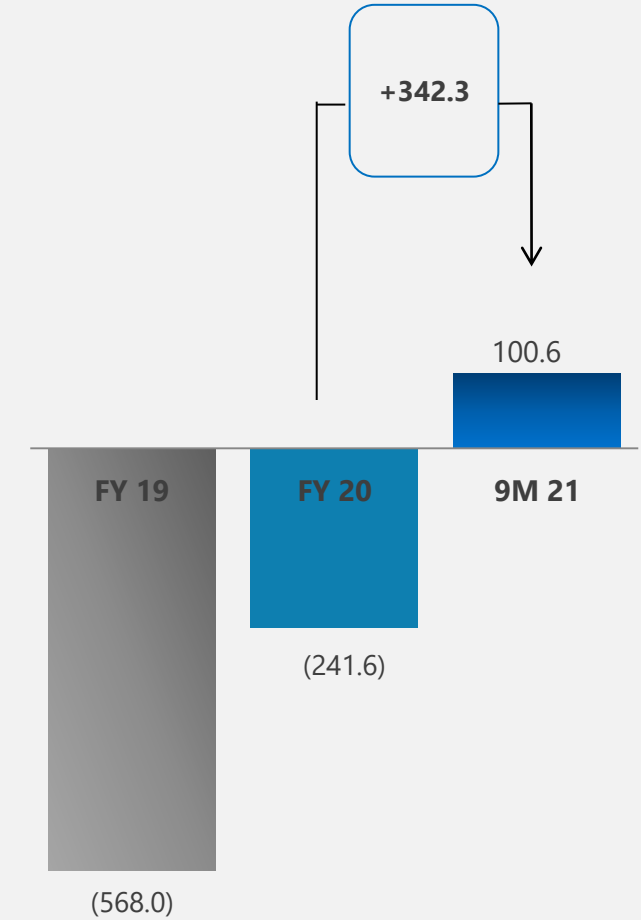
Cement Volumes (m ton)



Net Sales (€m)

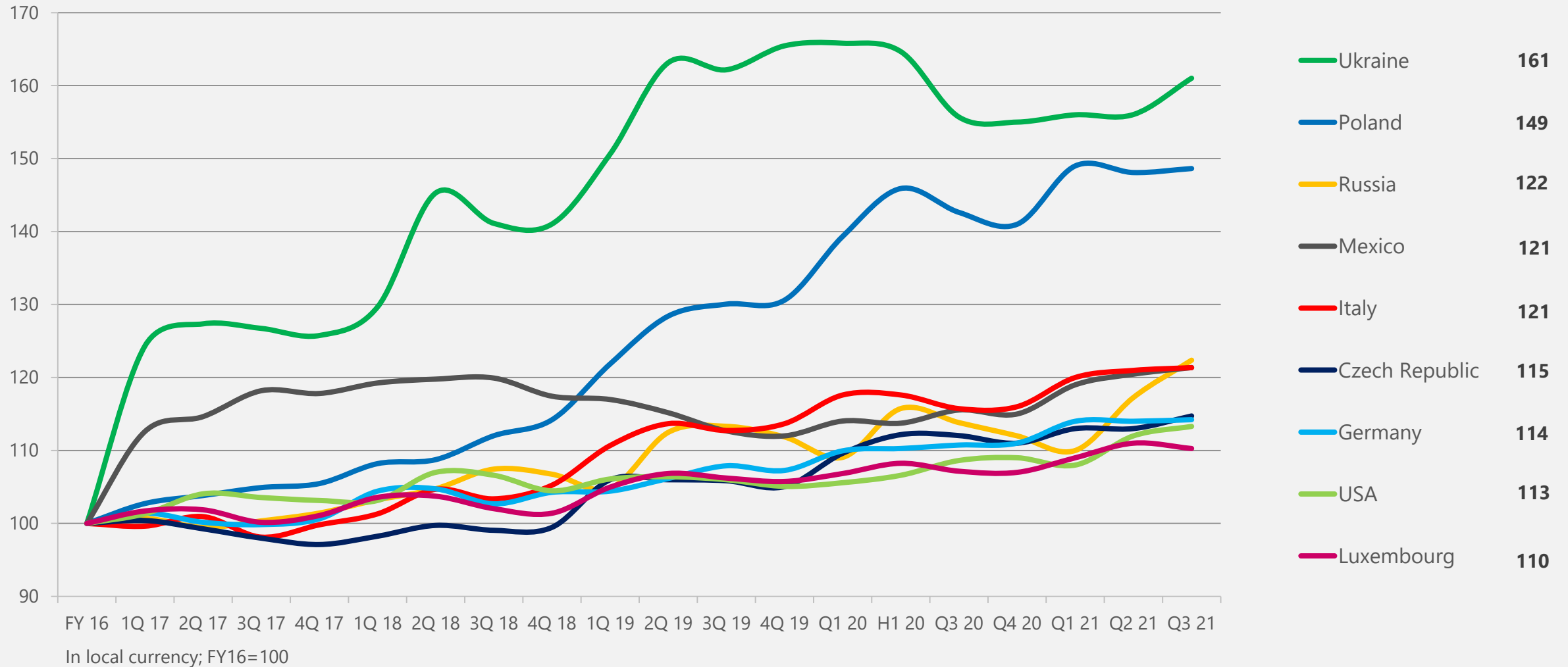


NFP* (€m)










*including long-term financial assets

Price Index by country



FX changes



		9M 21	9M 20	Δ	2020	Current
EUR 1 =		avg	avg	%	avg	
	USD	1.20	1.13	-6.3	1.14	1.19
	RUB	88.53	79.96	-10.7	82.72	87.97
	UAH	32.86	29.88	-10.0	30.85	32.63
	CZK	25.73	26.38	2.5	26.46	25.71
	PLN	4.47	4.42	-1.2	4.44	4.55
	MXN	24.08	24.52	1.8	24.52	24.04
	BRL	6.38	5.71	-11.7	5.89	6.38

2. Trading by geographical area

Italy and USA

Italy

- Q3 slightly down, due to base effect and uncertainties associated with the surge in commodities prices
- Demand has remained strong, driven by residential renovation and public works
- Positive volume and price effect

United States of America

- Robust activity in construction industry, particularly in the residential sector
- Cement volumes up despite Hurricanes season; Ready-mix concrete more impacted by bad weather
- Selling prices has showed a good growth, offsetting the rise in energy costs
- Negative impact from FX on Net sales (-56.2 €m) and EBITDA (-17.0 €m)

EURm	9M 21	9M 20	Δ%	Δ Ifl %
Net Sales	453.1	367.2	+23.4	-

EURm	9M 21	9M 20	Δ%	Δ Ifl %
Net Sales	961.5	937.8	+2.5	+9.0

Central and Eastern Europe

Central Europe

- Weak cement and ready-mix volumes due to heavy rainfalls in in July in Germany.
- Favorable trend for selling prices, particularly in Germany
- Higher energy costs

EURm	9M 21	9M 20	Δ%	Δ Ifl %
Net Sales	657.0	657.0	-	-

Eastern Europe

- Overall favourable demand in cement and readymix, supported by robust construction activity.
- Average selling prices in local currency showed a slight growth. Small decline in Ukraine (prices up in Q3)
- Energy cost under control
- Negative impact from FX on Net Sales (-24.4 €m)

EURm	9M 21	9M 20	Δ%	Δ Ifl %
Net Sales	474.9	450.0	+5.5	+10.8

Mexico and Brazil

Mexico

- Solid demand driven by residential and public works.
- Cement volumes up, despite marginal slowdown in Q3.
- Favorable variance for selling prices

EURm	9M 21	9M 20	Δ%	Δ Ifl %
Net Sales (100%)	500.6	412.5	+21.4	+19.1





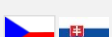





Brazil

- Cement volumes up thanks to dynamic market trends and change in scope
- Robust growth of selling prices
- Negative impact from FX on Net Sales (22 €m)

EURm	9M 21	9M 20	Δ%	Δ Ifl %
Net Sales (100%)	186.7	99.7	+87.3	+80.6

3. 9M 2021 Results

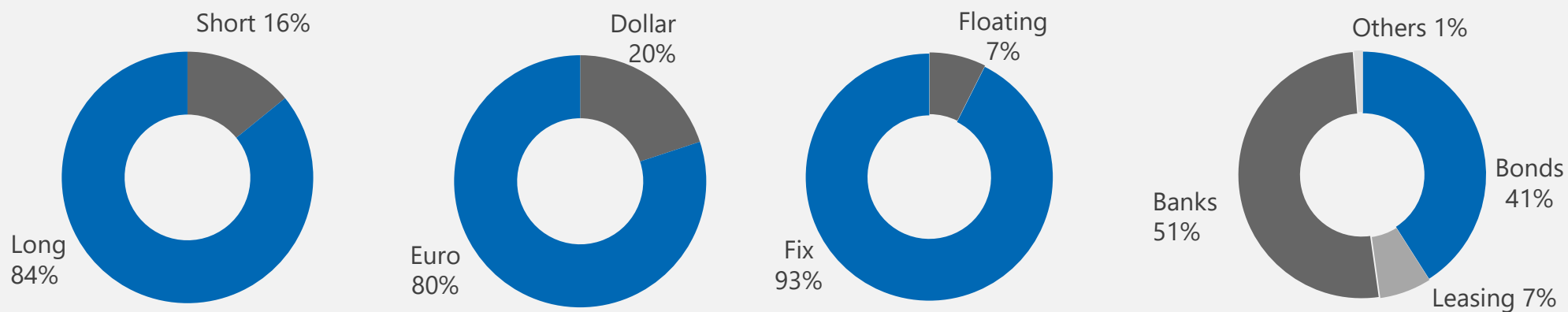
Net sales by country

EURm	9M 21	9M 20	Δ	Δ	Forex	Scope	Δ I-f-I
			abs	%	abs	abs	%
 Italy	453.1	367.2	86.0	+23.4	-	-	+23.4
 United States	961.5	937.8	23.7	+2.5	(60.9)	-	+9.0
 Germany	529.5	539.5	(10.0)	-1.8	-	-	-1.8
 Lux / Netherlands	147.5	138.7	8.8	+6.3	-	-	+6.3
 Czech Rep / Slovakia	132.2	120.1	12.1	+10.1	2.9	-	+7.7
 Poland	93.2	90.4	2.8	+3.1	(1.1)	-	+4.3
 Ukraine	92.3	88.7	3.6	+4.1	(9.2)	-	+14.4
 Russia	158.1	152.4	5.7	+3.7	(17.0)	-	+14.8
<i>Eliminations</i>	<i>(25.8)</i>	<i>(26.8)</i>	<i>1.0</i>				
Total	2,541.7	2,408.0	133.7	+5.6	(85.2)	-	+9.1
 Mexico (100%)	500.6	412.5	88.1	+21.4	9.1	-	+19.1
 Brazil (100%)	186.7	99.7	87.0	+87.3	(21.8)	28.5	+80.6

Net Financial Position

EURm	Sep 21	Dec 20	Δ	Sep 20
			abs	
Cash and other financial assets	1,078.0	1,220.9	(142.9)	1,133.0
Short-term debt	(149.2)	(214.2)	65.0	(47.9)
Short-term leasing	(23.0)	(21.4)	(1.6)	(21.6)
Net short-term cash	905.8	985.3	(79.5)	1,063.5
Long-term financial assets	240.3	11.0	229.4	2.3
Long-term debt	(986.0)	(1,173.4)	187.3	(1,276.3)
Long-term leasing	(59.5)	(64.6)	5.1	(71.2)
Net debt	100.6	(241.6)	342.3	(281.7)

Gross debt breakdown (1,217.7 €m)



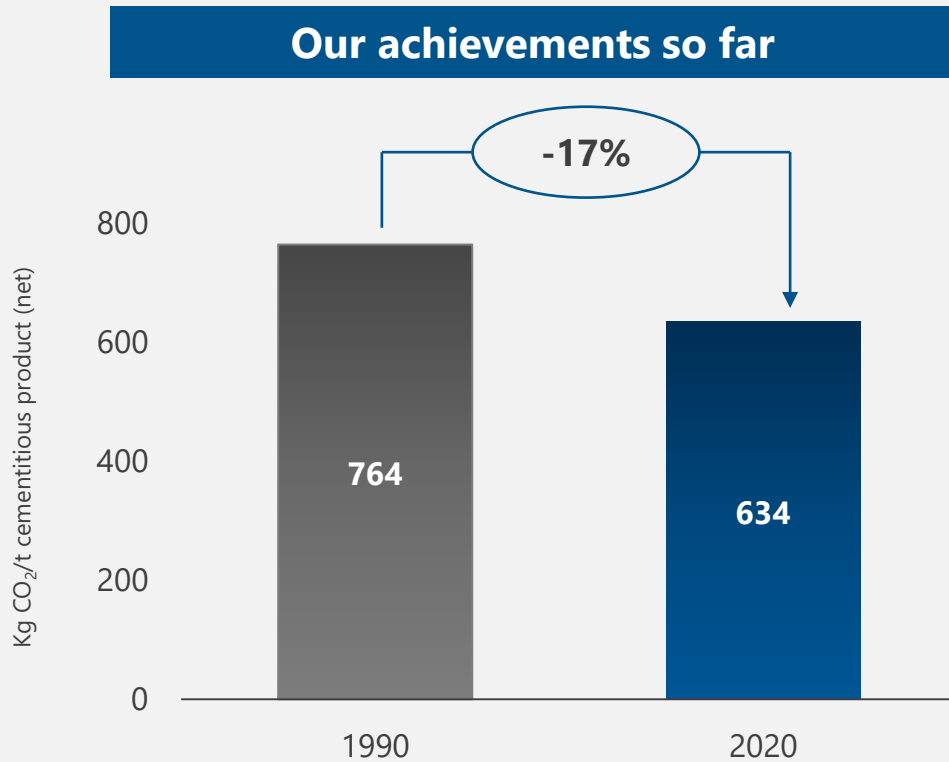
4. 2021 Outlook

- Activity in the construction sector expected to generally remain lively almost everywhere
- Sound demand will support volumes growth
- Positive dynamics in selling prices, able to offset (at least partially) the significant increase of energy costs
- Some slow down in industrial capex versus annual average due to supply chain disruptions (Covid)

Ebitda for the financial year 2021: highly satisfactory level but probably not above the previous year

5. CO₂ initiatives

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)

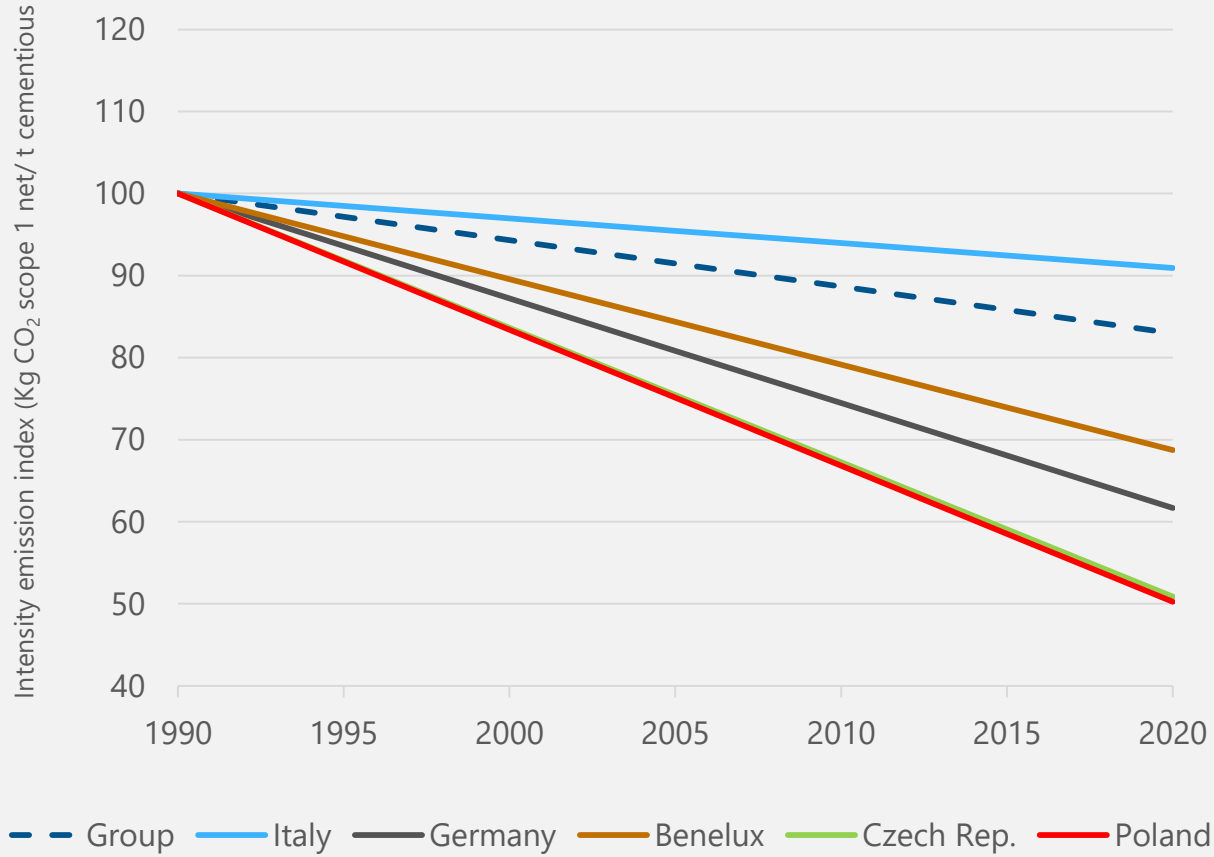
Reduction's drivers:

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

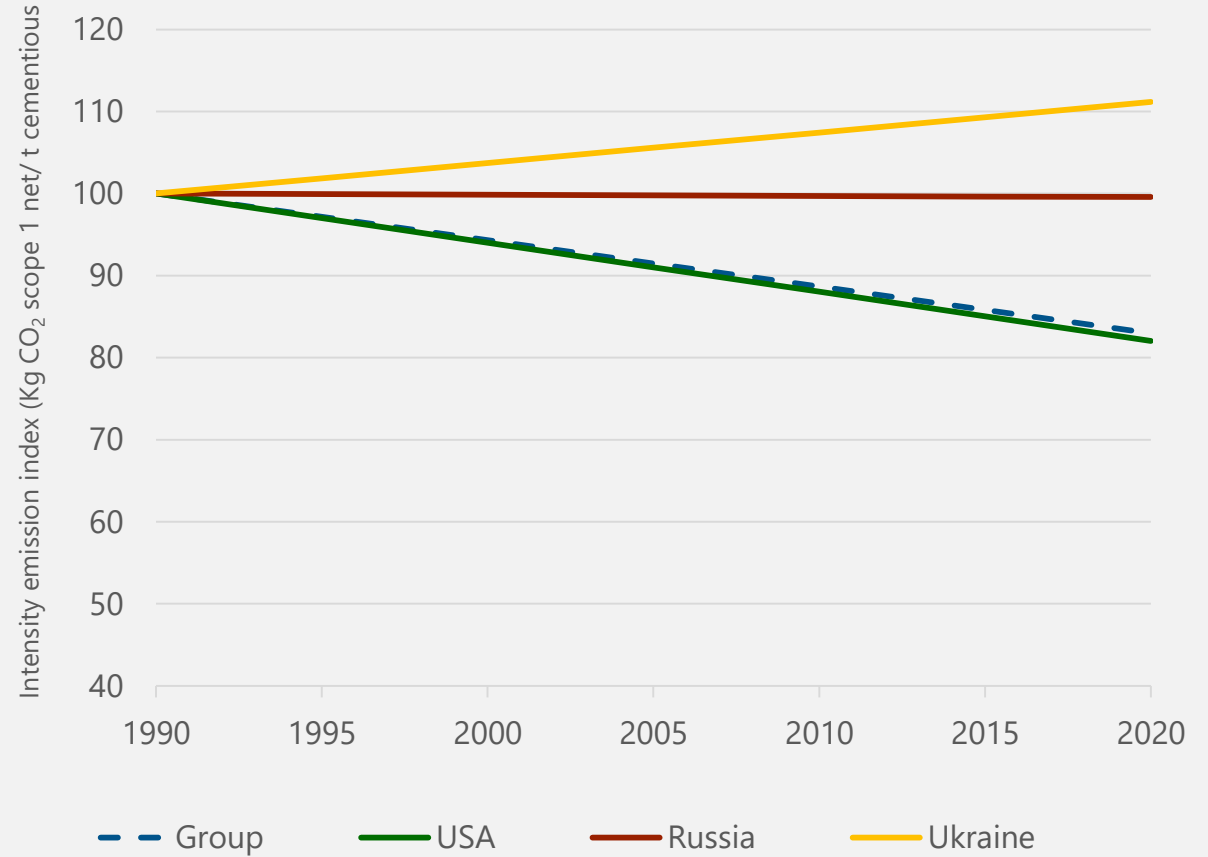
CO₂ Intensity emission index by country: 2020 vs 1990



EU ETS countries



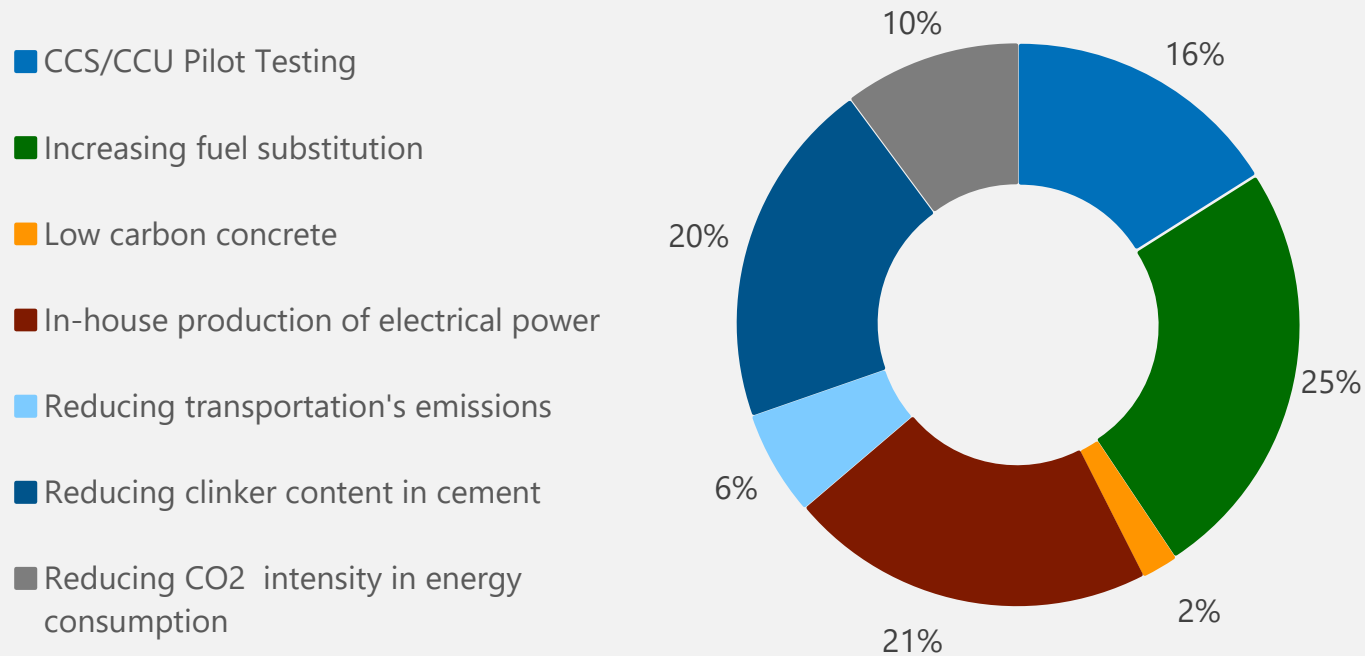
Non ETS countries



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



- 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

Appendix

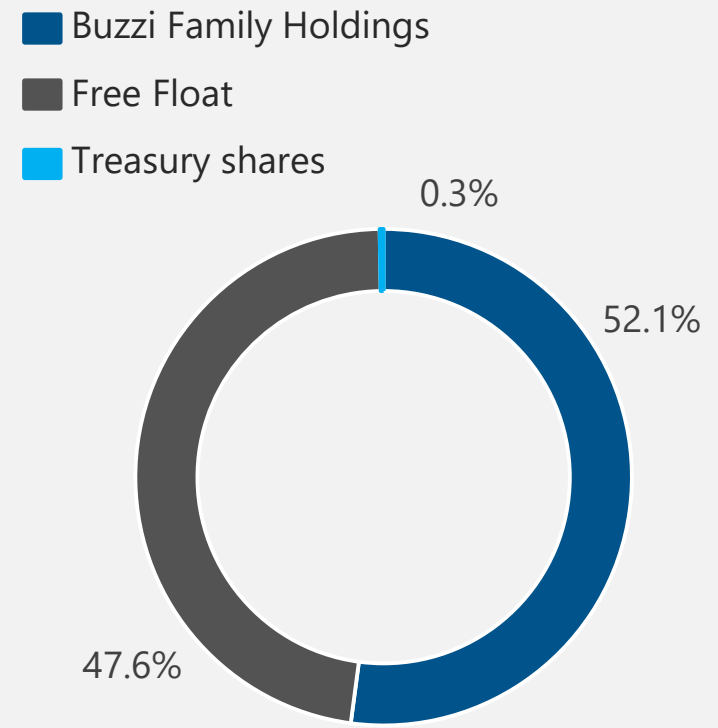
Buzzi Unicem at a glance

- 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”

Share Capital

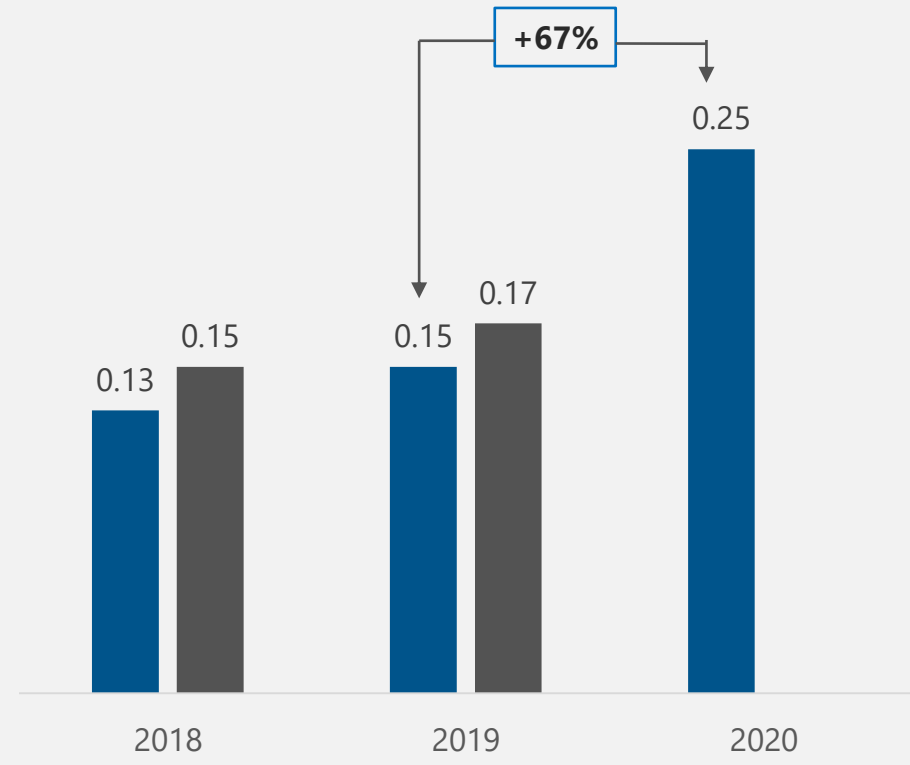
Number of shares 192,626,154



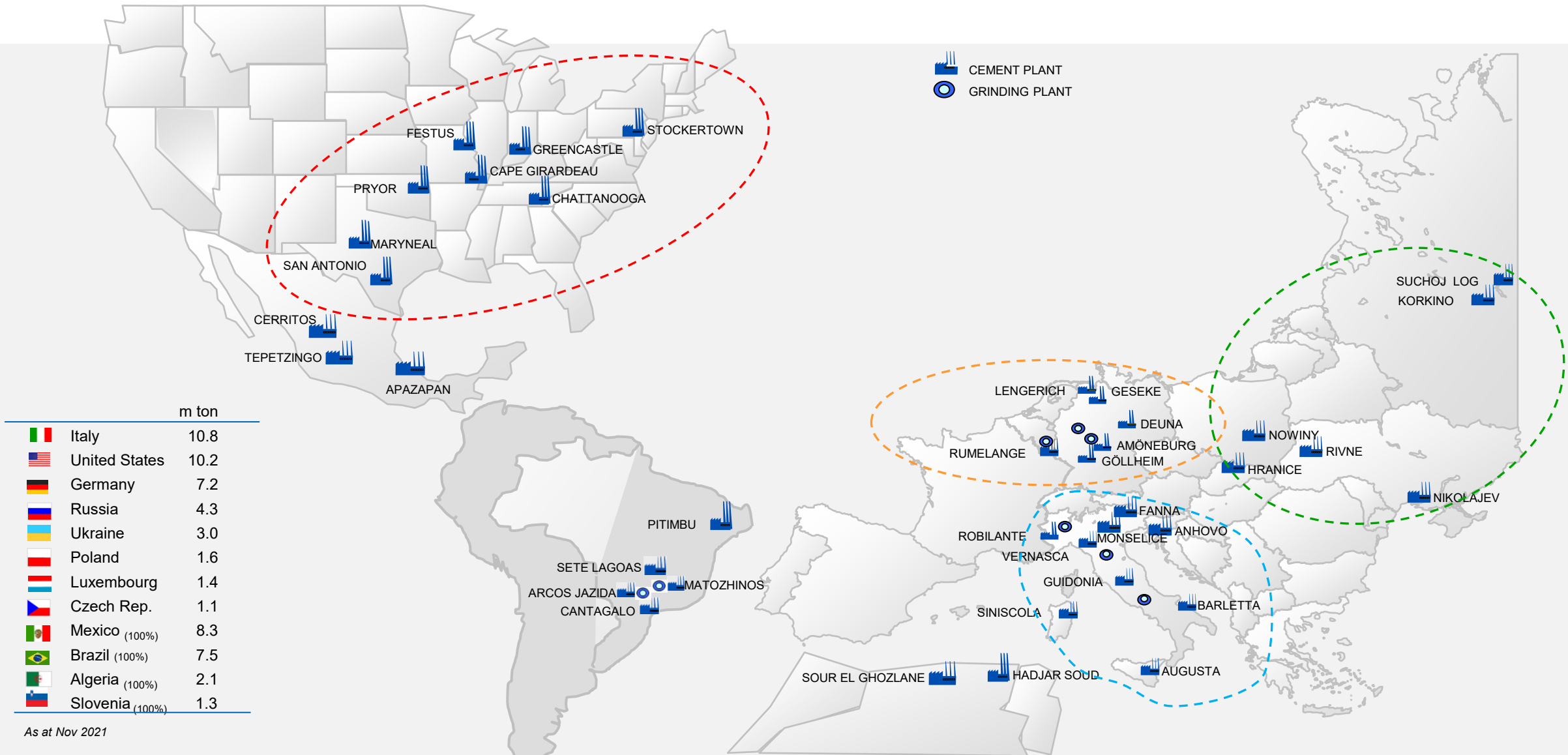
As at November 2021

Dividend per Share (Eur)











■ Ordinary shares ■ Savings shares



Cement plants location and capacity

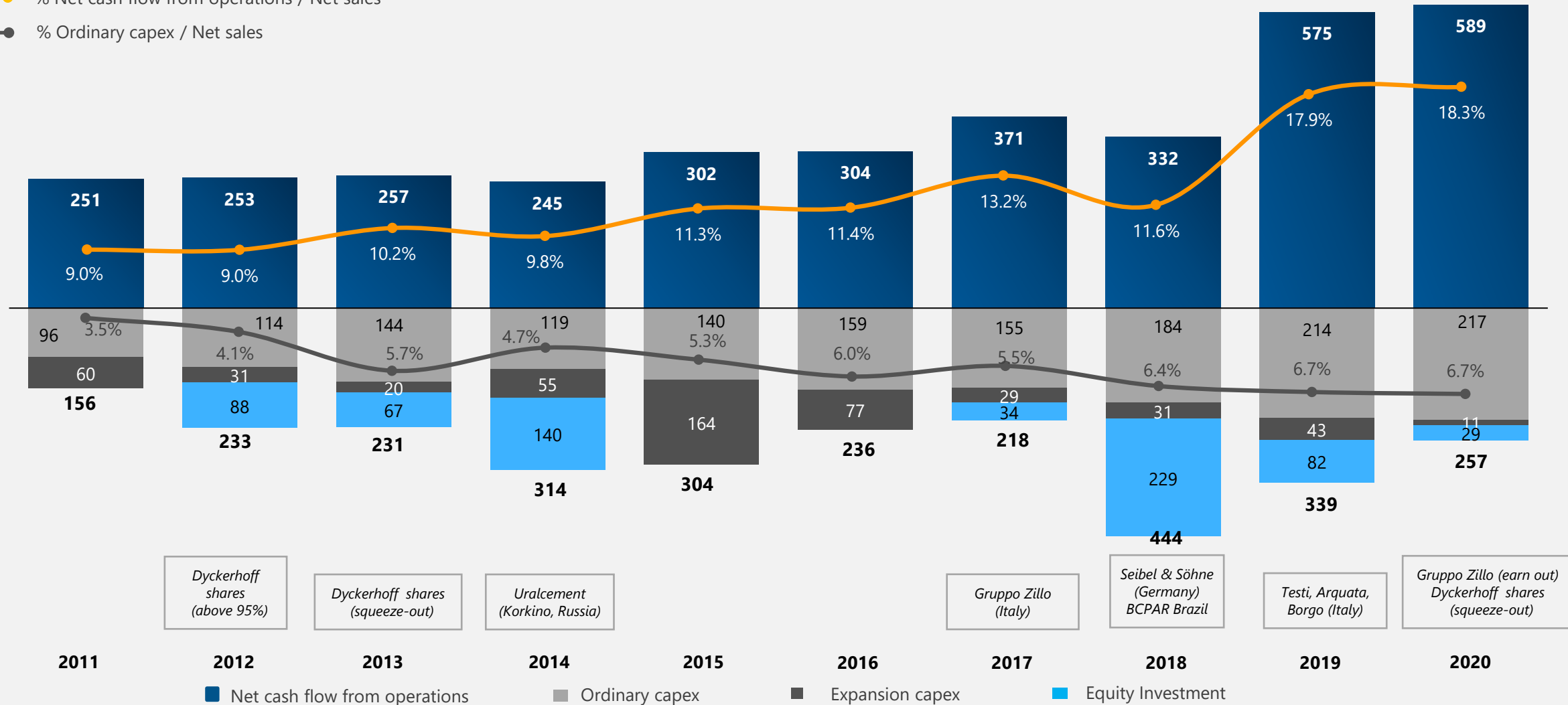


Historical EBITDA development by country

		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
	Italy											
	<i>EBITDA</i>	10.3	-5.9	-18.1	-18.7	-37.2	-22.2	-79.7	-1.7	43.4	33.8	
	<i>margin</i>	1.8%	-1.2%	-4.2%	-4.8%	-9.8%	-5.9%	-18.6%	-0.4%	8.6%	6.8%	
	Germany											
	<i>EBITDA</i>	90.3	72.2	108.1	88.6	72.1	76.8	78.1	82.5	102.3	123.8	
	<i>margin</i>	14.2%	12.0%	18.0%	14.7%	12.6%	13.4%	13.3%	13.0%	15.1%	17.3%	
	Lux/ Netherlands											
	<i>EBITDA</i>	35.0	8.3	11.5	15.9	19.7	25.8	17.6	23.1	22.7	21.7	
	<i>margin</i>	15.7%	4.3%	6.3%	9.7%	11.7%	14.7%	9.4%	11.7%	11.8%	11.3%	
	Czech Rep/ Slovakia											
	<i>EBITDA</i>	35.2	25.4	19.2	27.0	32.6	34.4	36.5	43.6	46.3	46.8	
	<i>margin</i>	20.5%	17.0%	14.6%	20.2%	24.0%	25.2%	24.7%	26.5%	27.5%	29.4%	
	Poland											
	<i>EBITDA</i>	36.9	21.8	27.1	18.2	22.7	23.4	24.1	31.9	32.1	35.3	
	<i>margin</i>	26.6%	20.0%	26.8%	20.4%	20.4%	24.6%	24.9%	28.6%	25.9%	29.9%	
	Ukraine											
	<i>EBITDA</i>	6.9	15.8	12.3	11.0	4.0	12.8	16.0	7.0	21.0	21.9	
	<i>margin</i>	6.2%	11.8%	10.0%	12.5%	5.7%	16.1%	16.9%	8.0%	15.9%	18.9%	
	Russia											
	<i>EBITDA</i>	65.7	96.1	92.6	73.4	48.4	43.2	46.0	50.1	57.7	52.9	
	<i>margin</i>	37.4%	41.0%	37.2%	35.0%	29.0%	28.0%	24.9%	27.0%	26.9%	28.3%	
	USA											
	<i>EBITDA</i>	71.4	123.9	151.0	207.3	311.7	356.5	369.6	341.2	402.7	444.2	
	<i>margin</i>	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%)											
	<i>EBITDA</i>	82.6	97.5	77.5	93.9	128.1	146.7	164.6	144.5	126.1	132.5	
	<i>margin</i>	34.7%	36.2%	33.2%	36.0%	40.9%	48.2%	48.0%	46.3%	42.5%	46.2%	
	Brazil (50%)											
	<i>EBITDA</i>							15.9	11.7	24.0		
	<i>margin</i>							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

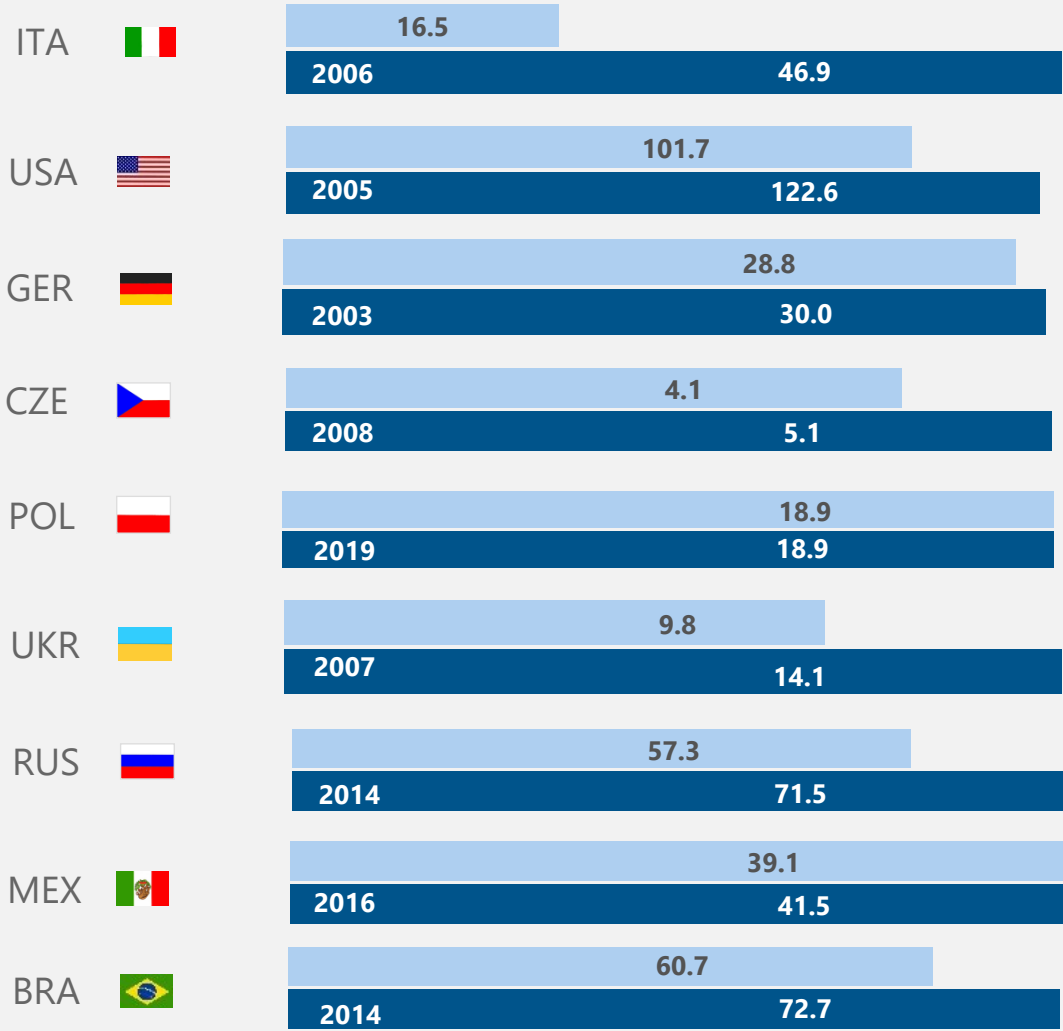
● % Net cash flow from operations / Net sales
● % Ordinary capex / Net sales



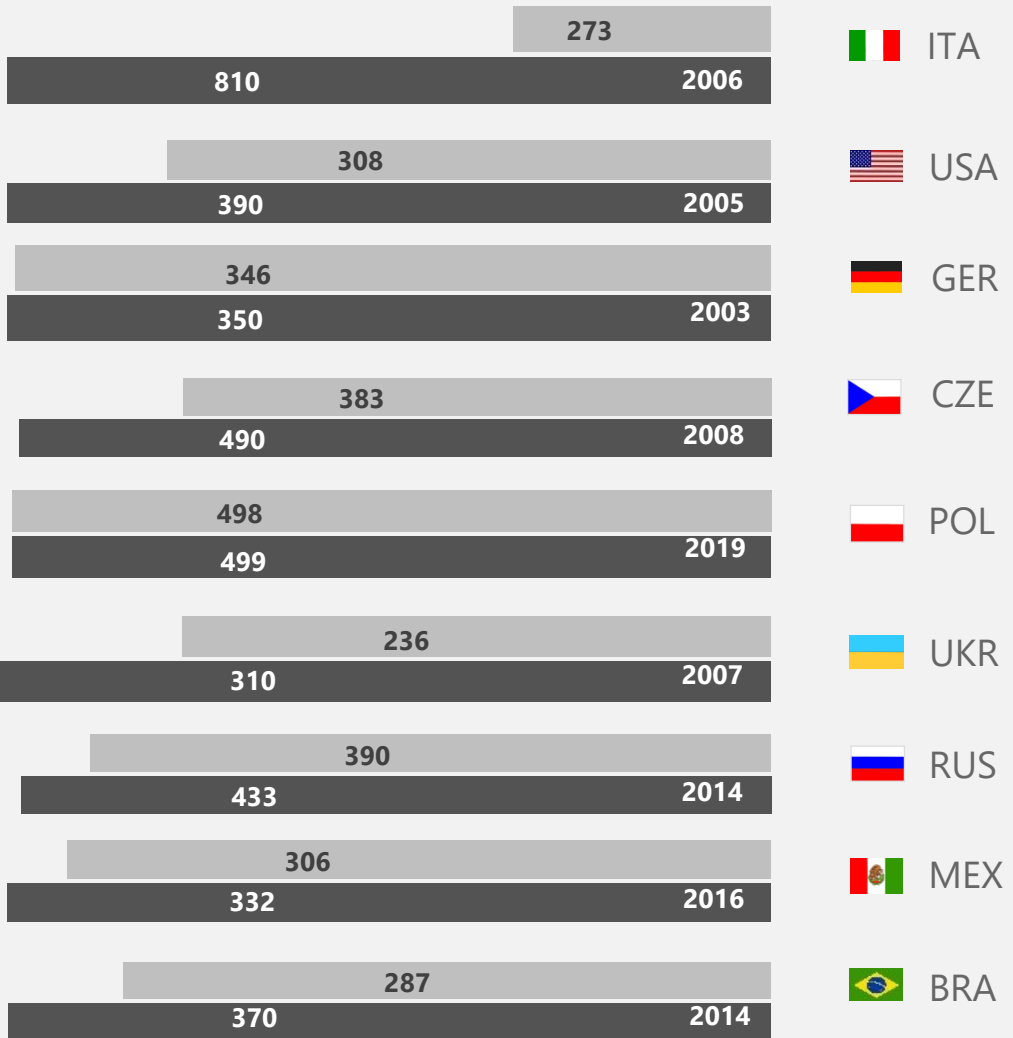
Dyckerhoff shares (above 95%)
Dyckerhoff shares (squeeze-out)
Uralcement (Korkino, Russia)
Gruppo Zillo (Italy)
Seibel & Söhne (Germany) BCPAR Brazil
Testi, Arquata, Borgo (Italy)
Gruppo Zillo (earn out) Dyckerhoff shares (squeeze-out)

2020 cement consumption vs peak

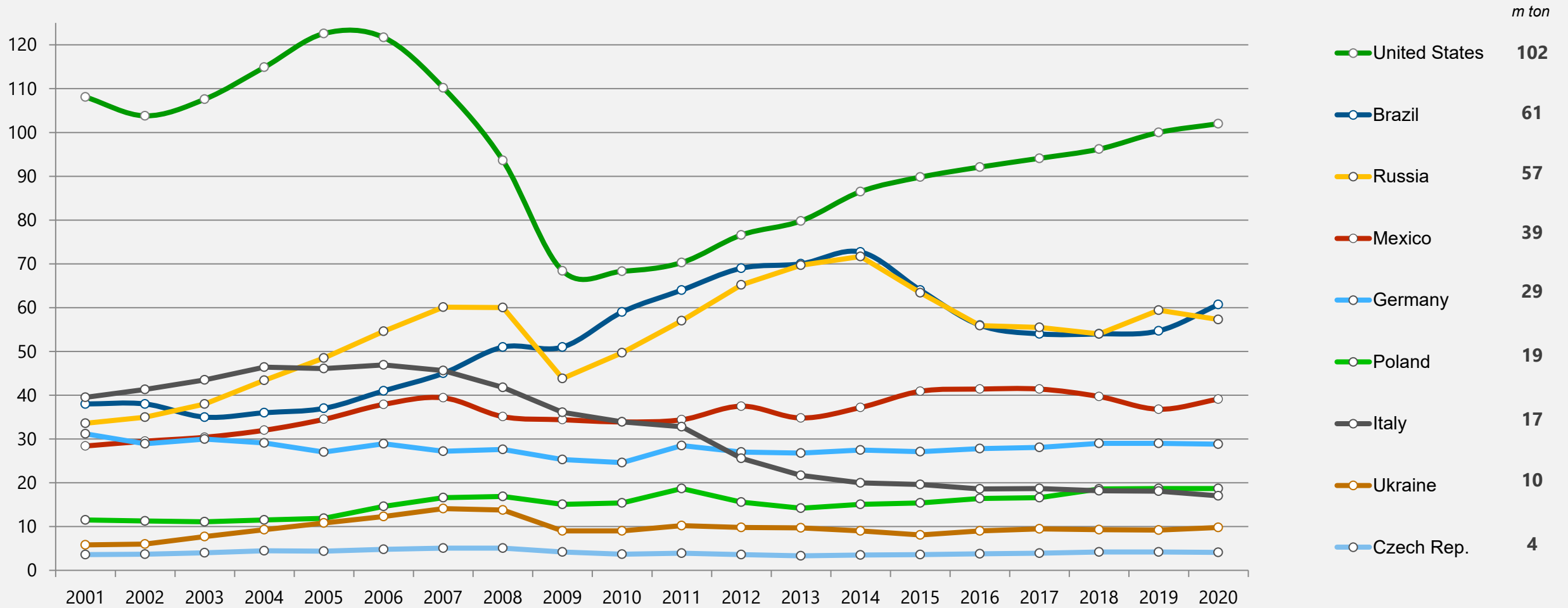
Total market (m ton)



Per capita consumption (kg)



Historical series cement consumption by country



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