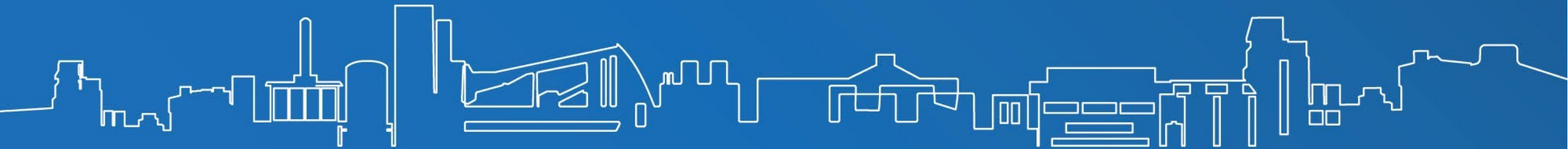


# Investor Roadshow

## Mediobanca

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Paris, 20 April 2023



# EXECUTIVE SUMMARY

- 
- 1. COMPANY OVERVIEW**
  - 2. KEY INVESTMENT HIGHLIGHTS**
  - 3. 2022 OVERVIEW**
  - 4. 2023 OUTLOOK**

# 1. COMPANY OVERVIEW

# BUZZI UNICEM AT A GLANCE:

## WELL POSITIONED TO CATCH FUTURE OPPORTUNITIES



Well balanced portfolio with exposure to mature markets as well as emerging  
Strong market position in USA and Eurozone, enabling us to capture the local opportunities  
Relevant exposure to Mexico and Brazil, countries with attractive prospects in population growth and urbanization



Above 40 mt of cement capacity available and 400 concrete plants (incl. JVs)



Strategy focused on long term and sustainable growth

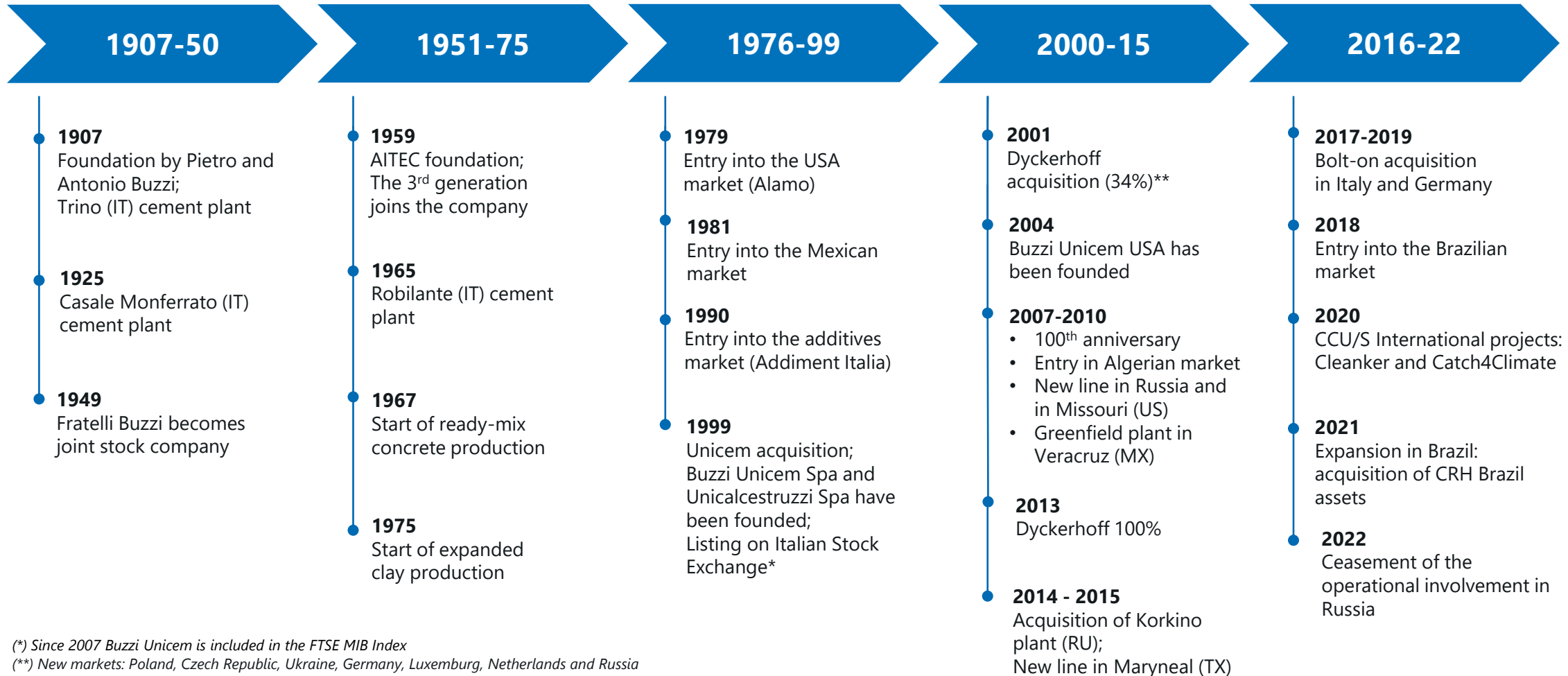


Proven ability to deliver strong financial performance and free cash flows



Clear commitment to sustainability and value creation for all stakeholders

# MORE THAN 110 YEARS OF HISTORY



(\*) Since 2007 Buzzi Unicem is included in the FTSE MIB Index

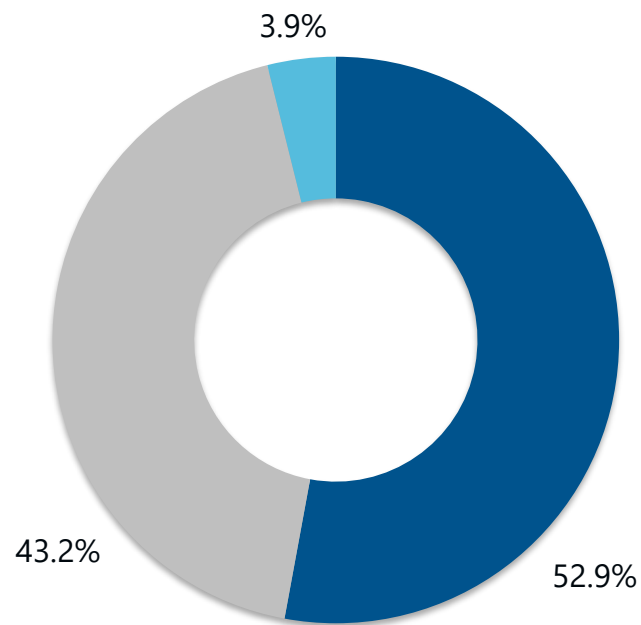
(\*\*) New markets: Poland, Czech Republic, Ukraine, Germany, Luxemburg, Netherlands and Russia

# SHAREHOLDERS STRUCTURE AND DIVIDENDS

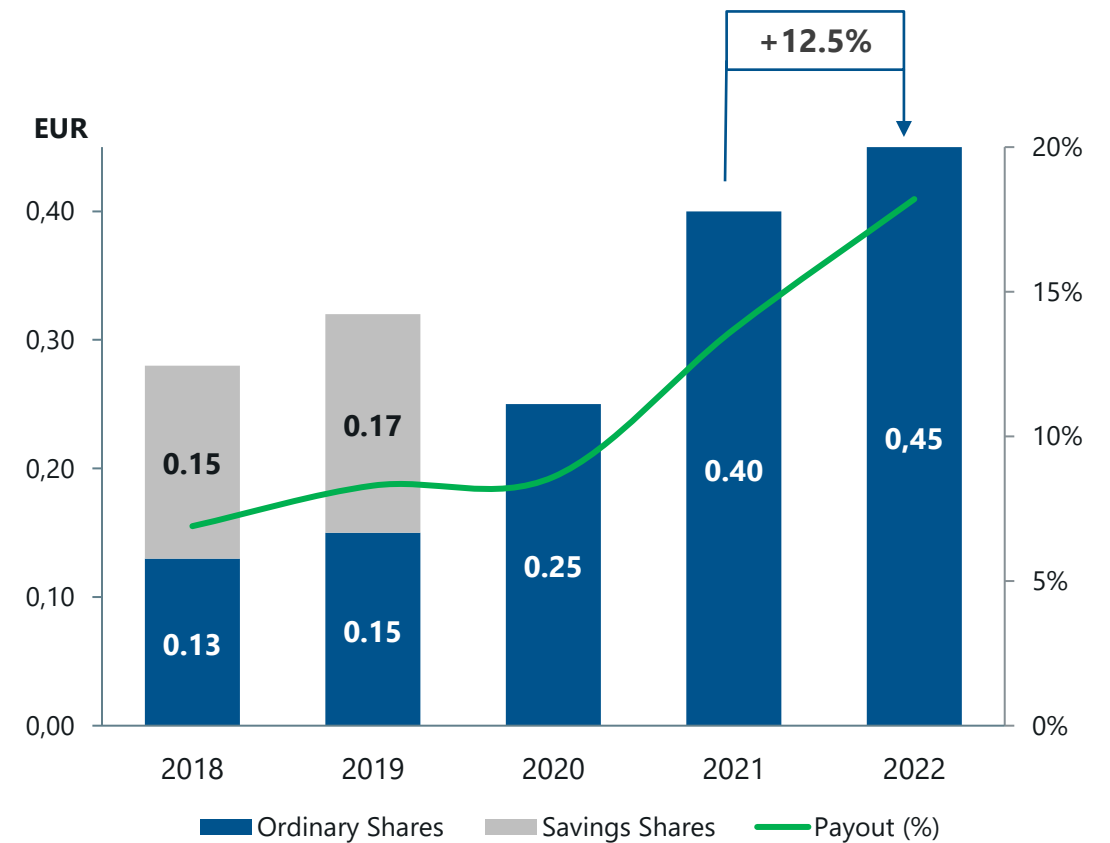
## Share Capital

Number of shares 192,626,154

■ Buzzi Family ■ Free Float ■ Treasury shares



## DPS and payout



# OUR PRESENCE

## MEXICO\*

3 plants  
8.3 m/t cement production capacity  
27 ready-mix batch plants  
2 aggregate quarries

## BRAZIL\*

7 plants  
7.2 m/t cement production capacity  
6 deposits and terminals

## UNITED STATES

8 plants  
10.2 m/t cement production capacity  
67 ready-mix batch plants  
4 aggregate quarries  
36 deposits and terminals

## ALGERIA\*\*

2 plants  
2.0 m/t cement production capacity

## GERMANY, LUXEMBOURG AND NETHERLANDS

9 plants  
8.6 m/t cement production capacity  
125 ready-mix batch plants  
3 aggregate quarries  
2 deposits and terminals

## ITALY

11 plants  
10.8 m/t cement production capacity  
113 ready-mix batch plants  
6 aggregate quarries  
4 deposits and terminals

## POLAND

1 plant  
1.6 m/t cement production capacity  
17 ready-mix batch plants  
1 terminal

## CZECH REPUBLIC AND SLOVAKIA

1 plant  
1.1 m/t cement production capacity  
63 ready-mix batch plants  
6 aggregate quarries

## RUSSIA

2 plants  
4.9 m/t cement production capacity  
1 terminal

## UKRAINE

2 plants  
3.0 m/t cement production capacity  
5 ready-mix batch plants  
2 deposits and terminals

\* Joint ventures

\*\* 35% ownership

## 2. KEY INVESTMENTS HIGHLIGHTS



# INDUSTRY LEADING PERFORMANCE THROUGH THE CYCLE

## Net Sales

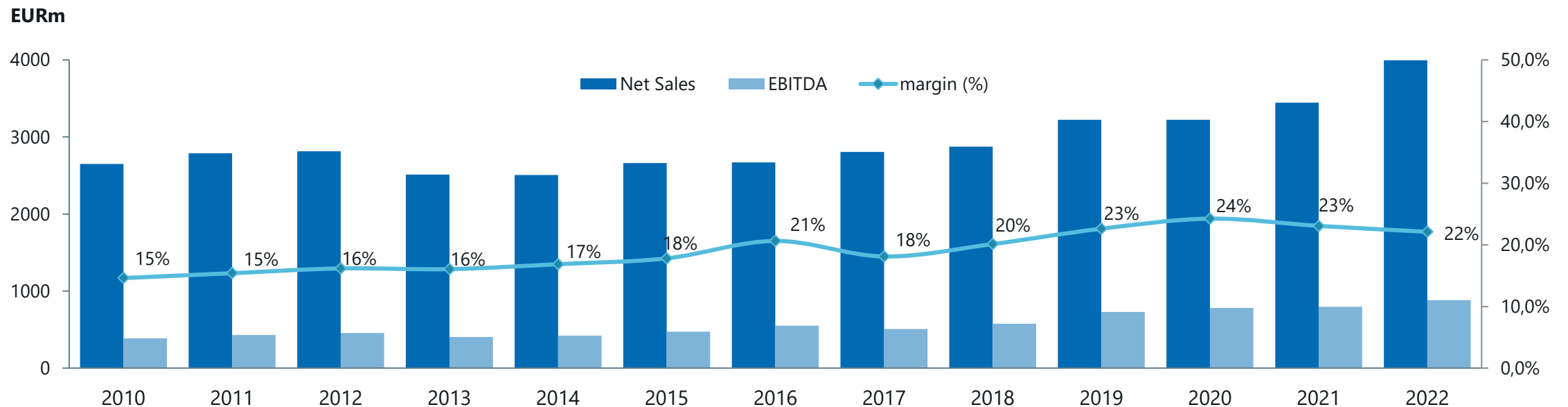
Solid growth fueled by sound demand, driven by residential, infrastructure needs and non-residential recovery.  
CAGR (2010-2022): +3.2%

## EBITDA

Over proportional growth to Net Sales  
More than 50% of group EBITDA generated in the USA  
CAGR (2010-2022): +6.6%

## EBITDA Margin %

Leading performance driven by cost efficiency and synergies  
  
+700 bps vs 2010.



# HISTORICAL EBITDA BY COUNTRY

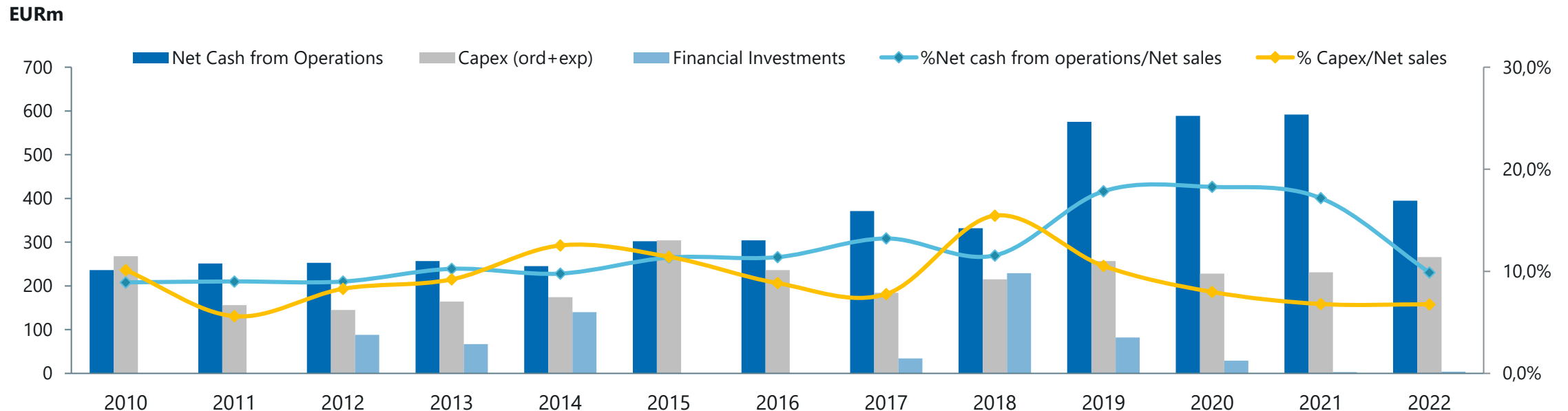
		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Italy	EBITDA	(5.9)	(18.1)	(18.7)	(37.2)	(22.2)	(79.7)	(1.7)	43.4	33.8	40.8	82.0
	margin	-1.2%	-4.2%	-4.8%	-9.8%	-5.9%	-18.6%	-0.4%	8.6%	6.8%	6.8%	11.3%
Germany	EBITDA	72.2	108.1	88.6	72.1	76.8	78.1	82.5	102.3	123.8	127.5	120.5
	margin	12.0%	18.0%	14.7%	12.6%	13.4%	13.3%	13.0%	15.1%	17.3%	18.0%	15.1%
Benelux	EBITDA	8.3	11.5	15.9	19.7	25.8	17.6	23.1	22.7	21.7	16.5	7.0
	margin	4.3%	6.3%	9.7%	11.7%	14.7%	9.4%	11.7%	11.8%	11.3%	8.2%	3.1%
Czech Rep/ Slovakia	EBITDA	25.4	19.2	27.0	32.6	34.4	36.5	43.6	46.3	46.8	51.3	56.8
	margin	17.0%	14.6%	20.2%	24.0%	25.2%	24.7%	26.5%	27.5%	29.4%	28.9%	28.2%
Poland	EBITDA	21.8	27.1	18.2	22.7	23.4	24.1	31.9	32.1	35.3	31.3	27.2
	margin	20.0%	26.8%	20.4%	20.4%	24.6%	24.9%	28.6%	25.9%	29.9%	24.8%	19.2%
Ukraine	EBITDA	15.8	12.3	11.0	4.0	12.8	16.0	7.0	21.0	21.9	13.3	(6.8)
	margin	11.8%	10.0%	12.5%	5.7%	16.1%	16.9%	8.0%	15.9%	18.9%	10.5%	-11.4%
Russia	EBITDA	96.1	92.6	73.4	48.4	43.2	46.0	50.1	57.7	52.9	58.6	99.6
	margin	41.0%	37.2%	35.0%	29.0%	28.0%	24.9%	27.0%	26.9%	28.3%	28.3%	34.3%
USA	EBITDA	123.9	151.0	207.3	311.7	356.5	369.6	341.2	402.7	444.2	455.1	497.5
	margin	18.2%	20.7%	24.2%	28.1%	31.9%	33.0%	31.9%	32.4%	35.2%	34.2%	31.3%
Group (IFRS application)	EBITDA	<b>357.6</b>	<b>403.7</b>	<b>422.7</b>	<b>473.2</b>	<b>550.6</b>	<b>508.2</b>	<b>577.2</b>	<b>728.1</b>	<b>780.8</b>	<b>794.6</b>	<b>883.7</b>
	margin	<b>14.1%</b>	<b>16.0%</b>	<b>16.9%</b>	<b>17.8%</b>	<b>20.6%</b>	<b>18.1%</b>	<b>20.1%</b>	<b>22.6%</b>	<b>24.2%</b>	<b>23.1%</b>	<b>22.1%</b>
Mexico (50%)	EBITDA	97.5	77.5	93.9	128.1	146.7	164.6	144.5	126.1	132.5	141.3	152.9
	margin	36.2%	33.2%	36.0%	40.9%	48.2%	48.0%	46.3%	42.5%	46.2%	42.7%	39.8%
Brazil (50%)	EBITDA							15.9	11.7	24.0	40.5	59.4
	margin							23.9%	17.4%	34.5%	31.9%	29.7%
Group (proportional method)	EBITDA	<b>455.1</b>	<b>481.2</b>	<b>516.6</b>	<b>601.3</b>	<b>697.3</b>	<b>672.8</b>	<b>737.6</b>	<b>865.9</b>	<b>937.3</b>	<b>976.4</b>	<b>1,096.0</b>
	margin	<b>14.8%</b>	<b>17.5%</b>	<b>18.7%</b>	<b>20.2%</b>	<b>23.5%</b>	<b>21.4%</b>	<b>22.7%</b>	<b>24.2%</b>	<b>26.2%</b>	<b>25.0%</b>	<b>23.3%</b>

# SOUND CASH GENERATION AND VALUE CREATIVE CAPITAL ALLOCATION

~ 4.2 billion euros invested in our industrial asset (2010-2022) thereof ~ 710 million euros in special projects dedicated to installed capacity expansion

Invested ~ 700 million euros in equity investments, in order to enter in new countries (Brazil, 2018) and to strengthen our position in existing markets (Germany and Italy)

~ 4.7 billion euros cash generated from operations over the period (CAGR ~4%)



# STRONG BALANCE SHEET, PRESERVING INVESTMENT CAPACITY FOR GROWTH

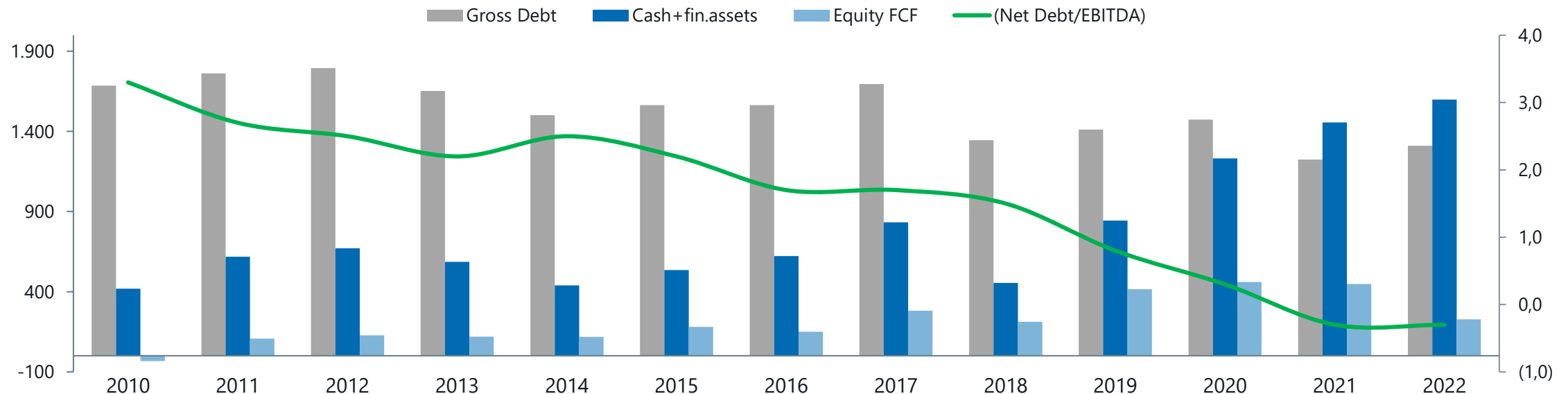
Solid track record of consistent deleveraging over the last decade, while continuing to create value

Net cash position achieved at the end of 2021.

Strongest balance sheet in the industry

Committed to Investment grade metrics, preserving our capacity to create value for the company and shareholders, while financing the Net Zero transition

EURm



# CASH RETURN TO SHAREHOLDERS

Strengthened Equity FCF, selective CAPEX, reducing interests through deleveraging

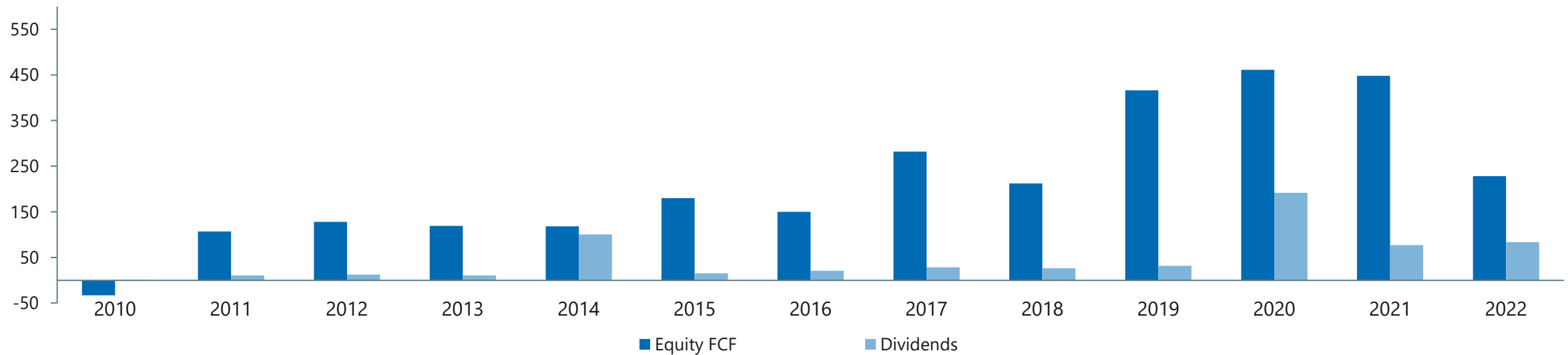
CAGR ~ 7%

From 2010, ~ 860 million euros returned to shareholders, thereof:

- 600+ million euros as dividends
- ~ 250 million euros as buybacks

~ 30% cash returned to shareholders

EURm



# DISCIPLINED AND BALANCED FINANCIAL APPROACH

## WITHIN THE COMPANY....

- Margins protection, through organic growth, adequate pricing and efficient cost management
- Selective decisions on Capex (~8% to Net Sales)
- Maintaining positive avg ROIC vs WACC spread
- Maintaining investment grade metrics (Net debt/EBITDA ratio of 1.5 x – 2.0 x)
- Focus on cash generation and allocating exceeding cash to M&A and shareholders

## ...AND EXTERNAL FUNDING

- Funding plan with access to fixed income markets and loan markets as well as private placements focusing on maturity profiles, flexibility and cost of funding.
- Proactively looking for public subsidies for developing new technologies
- ESG targets and metrics will be integrated in our financial documentations.

# 4. 2022 OVERVIEW

# 2022 IN BRIEF



Net Sales growth in every region. Consolidated figures reached 3,996 €m (+9.6% lfl), highest result in company history. Strong increase in recurring EBITDA (892 €m; +3.1% lfl). Italy and US compensated weaker Central and Eastern Europe. EBITDA margin below 2021 but it recovered during H2 thanks to pricing momentum and some softening in energy prices.



Cash generated from operations suffered from working capital absorption and higher capex. ROCE over WACC still positive despite higher cost of capital.



Shareholders return: increased dividend by +12.5% at 0.45 € ps. Payout ratio approaching 20%.



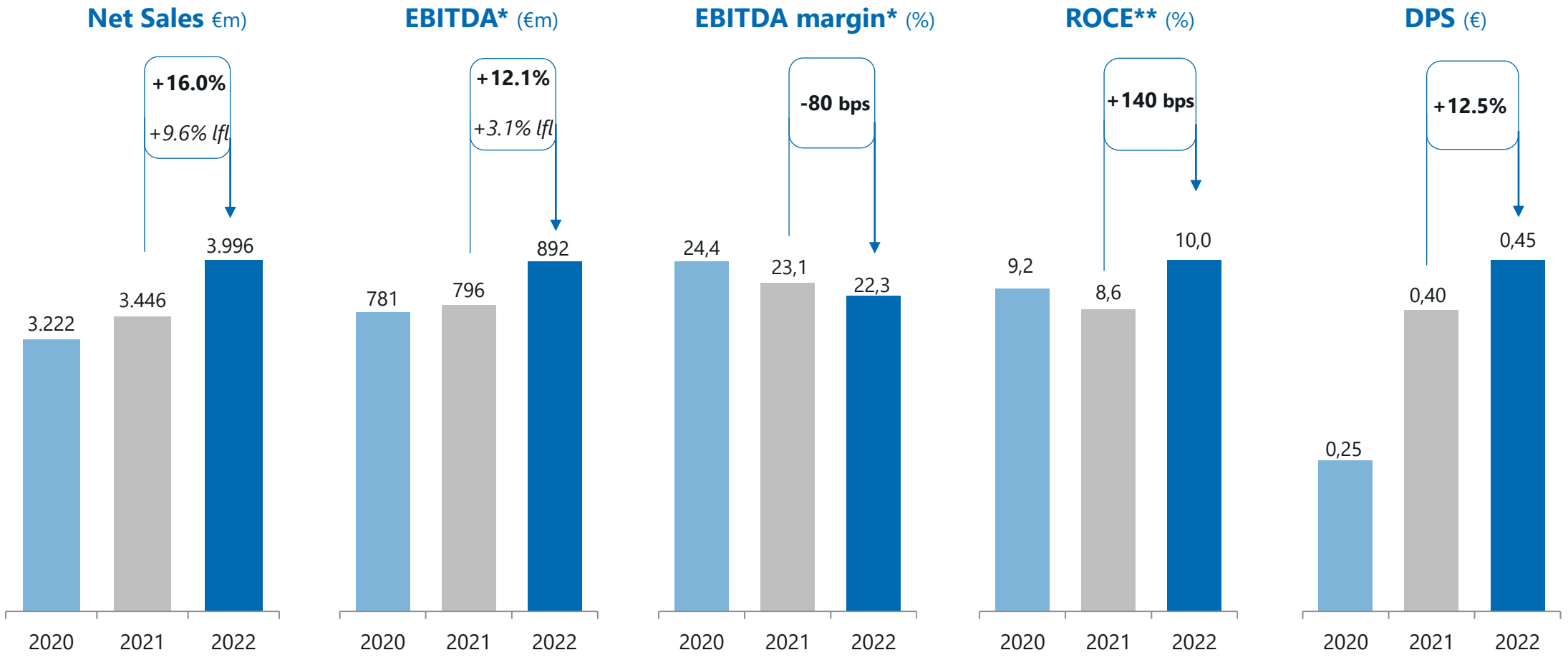
Specific CO<sub>2</sub> emissions (gross) reduced by 3.6% vs 2021 allowing to reach the internal target (-5% vs 2017) 2030 CO<sub>2</sub> reduction program validated by SBTi and aligned to “well below 2°” scenario.



2023 group recurring EBITDA (ex. Russia) expected to remain stable versus 2022.



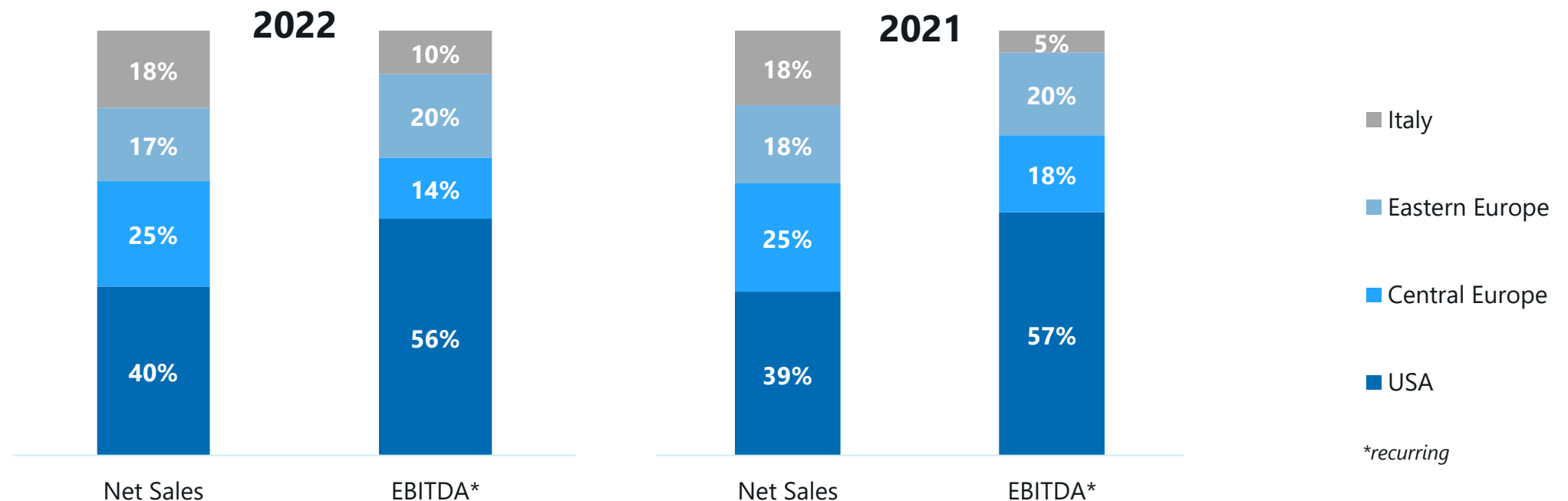
# 2022 KEY FIGURES



\* Recurring \*\* adj by non rec. Items, including goodwill

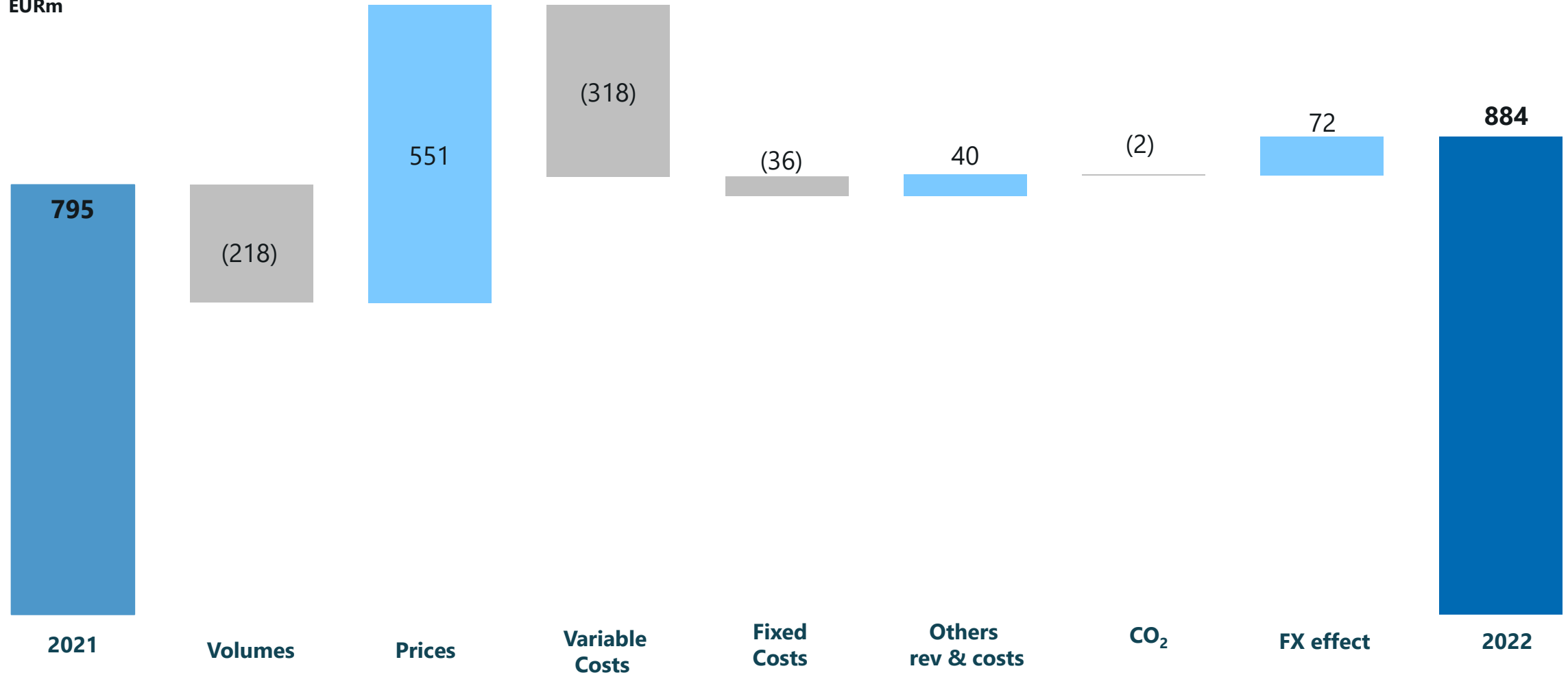
# NET SALES AND EBITDA BREAKDOWN BY AREA

- ✓ Italy's contribution to EBITDA doubled: prices and power subsidies fully offset negative volumes and spike in energy costs.
- ✓ Central Europe slipped back due to costs inflation and less aggressive pricing strategy; Eastern Europe stable despite Ukraine.
- ✓ USA remained the biggest contributor to consolidated recurring EBITDA



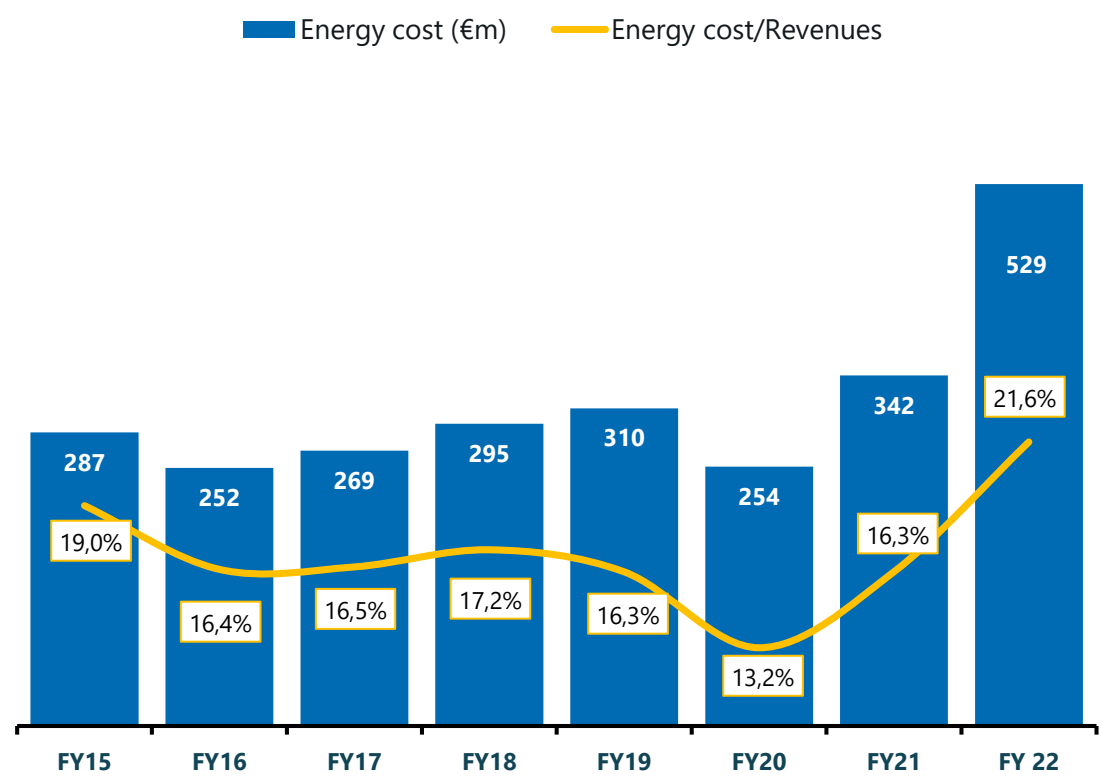
# EBITDA BRIDGE

EURm

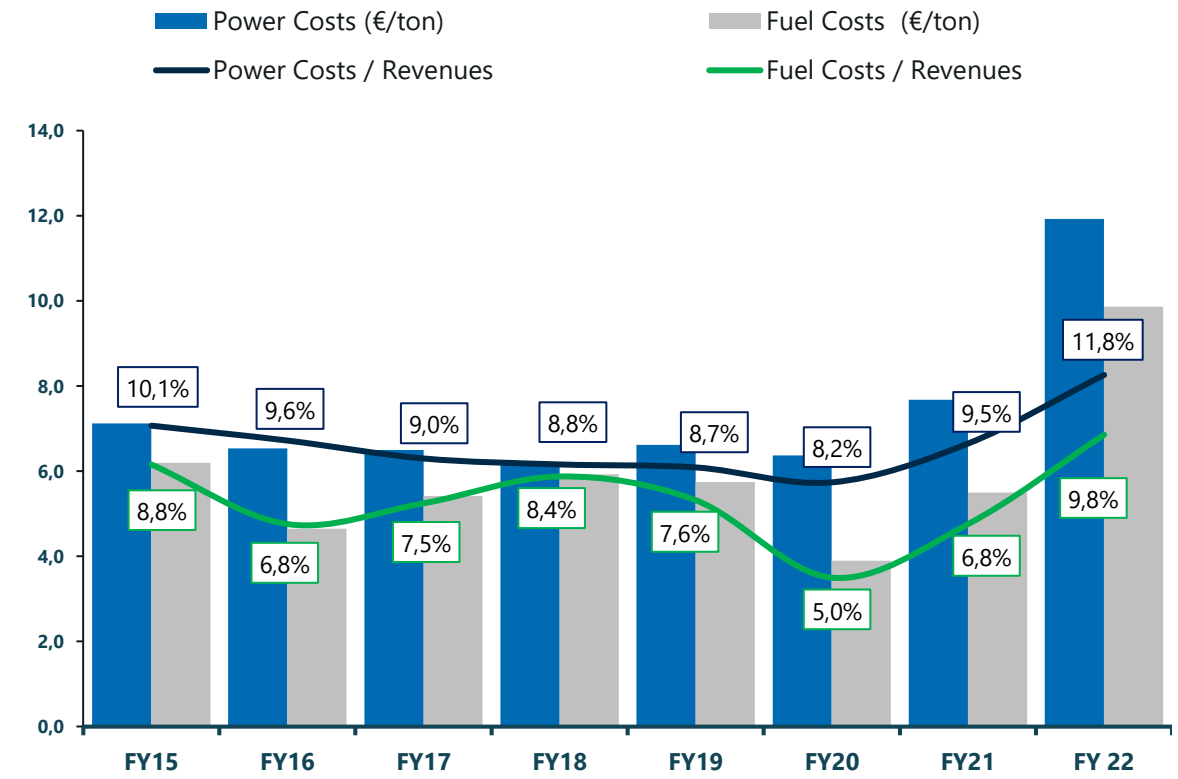


# ENERGY COSTS

Total energy\*



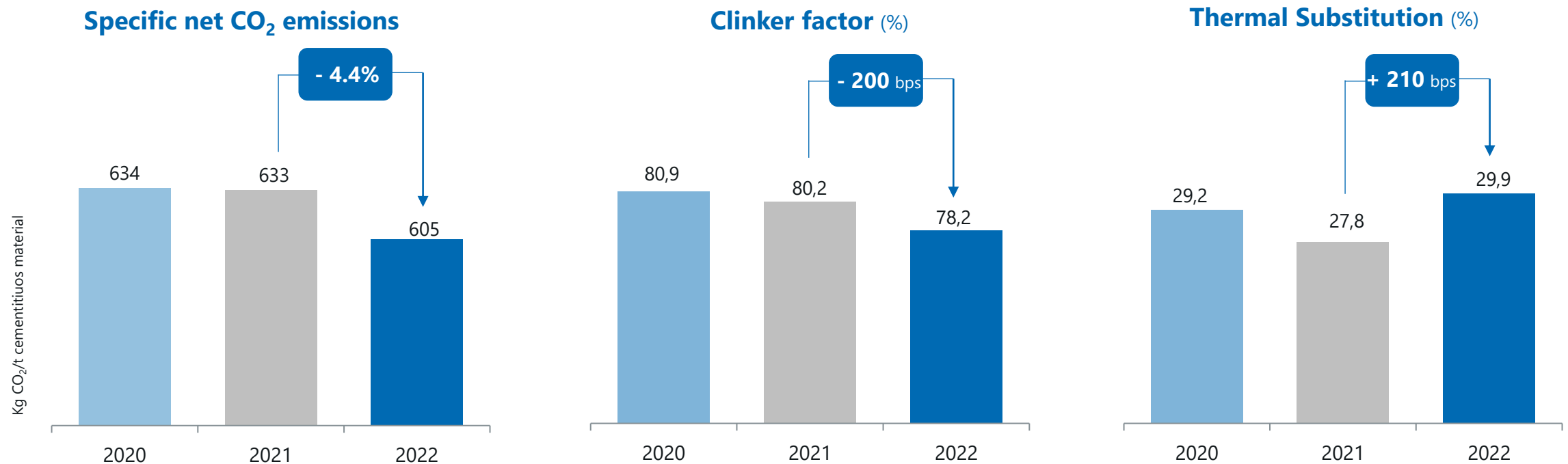
Power & Fuel\*



\* ex. Russia; only cement

# CO<sub>2</sub> REDUCTION ON TRACK

- ✓ Specific gross CO<sub>2</sub> emissions declined by 3.6% to 664 kg CO<sub>2</sub>/t cem.mat, reaching the target as planned (-5% vs 2017)
- ✓ Main factors which contributed to meet the target:
  - Significant reduction of clinker factor thanks to the changes in product mix applied by every country
  - Further increase in alternative fuels rate



# 2030 CO<sub>2</sub> TARGETS VALIDATED BY SBTi



In March 2023, the Science Based Targets initiative (SBTi) has formally validated the scope 1 and scope 2 decarbonization targets envisaged by the roadmap "**Our Journey to Net Zero**"



Our targets are aligned with the objective of keeping climate warming "**well below 2°**", as defined by the 2015 Paris Climate Agreement.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

# 4. 2023 OUTLOOK

# 2023 OUTLOOK



Construction investments are expected to weaken in 2023, both in US and Europe.  
Higher construction costs as well as financing costs are going to weight on building activity.



Energy prices are expected to progressively stabilize during 2023, at levels anyway higher than 2022.



Our operating results will continue to benefit from an upward trend in selling prices, thanks to both carry-over effect and further prices increases.

**USA:** cement demand underpinned by infrastructures spending with residential expected to decline D-D. Further round up of selling prices

**Italy:** weaker demand due to the decline in the residential sector and the lack of the implementation of NRRP. Better avg selling prices thanks to carry-over effect



**Central Europe, Poland and Czech:** construction activity to slowdown due to inflation and higher rates. Public support on infrastructure and residential renovation. Generalized focus on price increases in order to compensate lower volumes

**Mexico:** construction activity expected to remain buoyant thanks to robust residential and to “near-shoring”. Better prices

**Brazil:** stable demand and likely additional price improvements



**Group recurring EBITDA expected to remain stable versus 2022.**

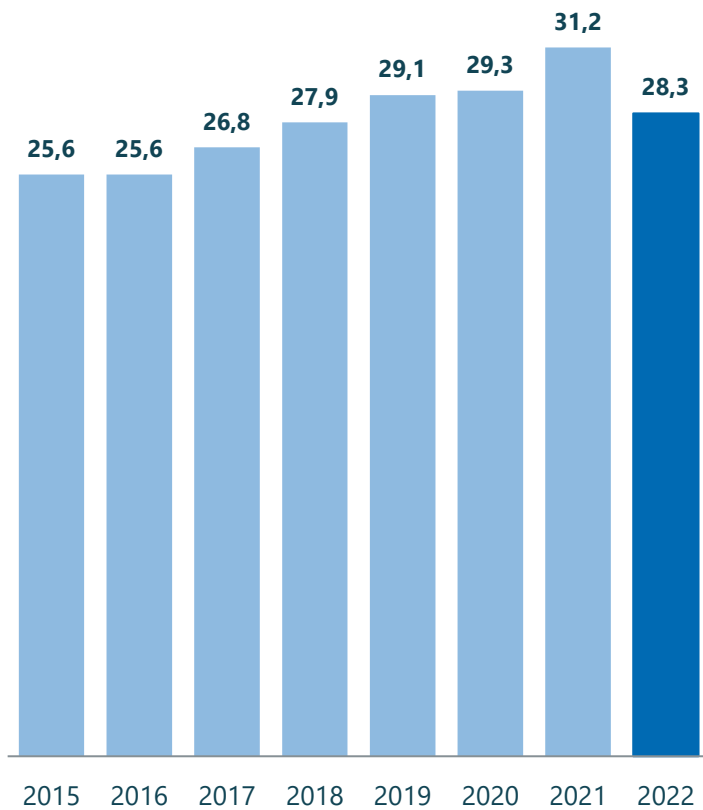


# APPENDIX

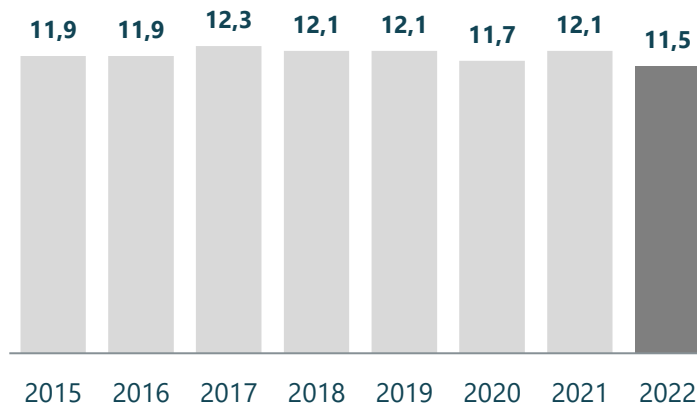


# VOLUMES

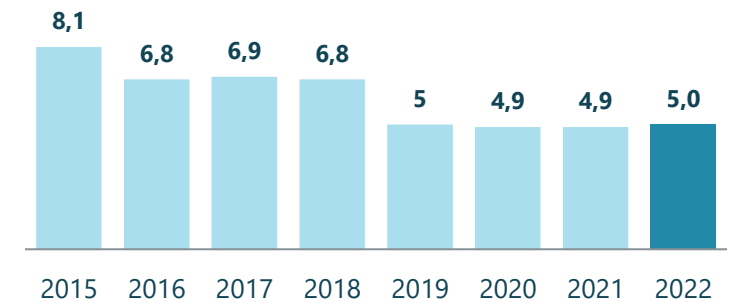
Cement (mton)



Ready-mix concrete (mm<sup>3</sup>)



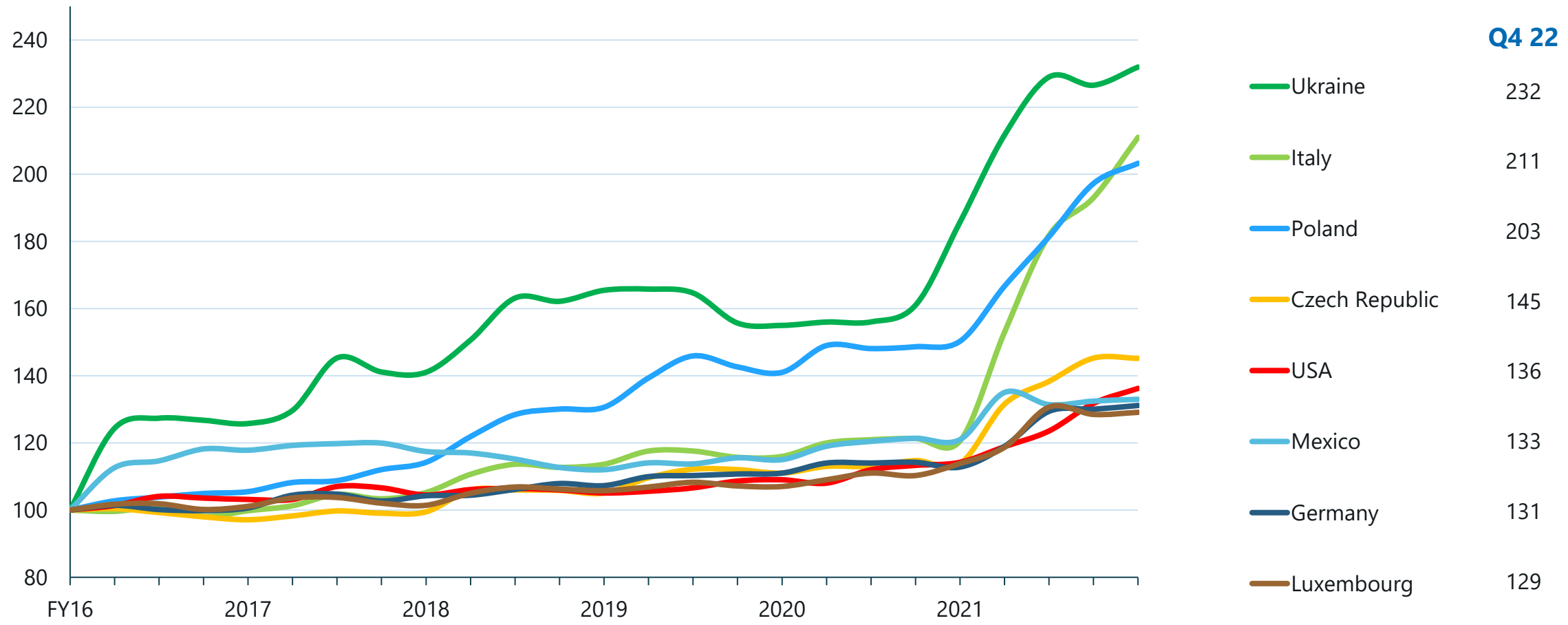
Aggregates (mton)





# PRICE INDEX BY COUNTRY

FY 2016=100



# NET SALES BY COUNTRY

	2022	2021	Δ	Δ	Forex	Scope	Δ I-f-I
EURm			abs	%	abs	abs	%
Italy	726.2	604.7	121.5	+20.1	-	-	+20.1
United States	1,591.8	1,329.6	262.2	+19.7	174.6	-	+6.6
Germany	798.8	708.1	90.7	+12.8	-	-	+12.8
Lux / Netherlands	226.9	201.1	25.8	+12.8	-	(0.6)	+13.2
Czech Rep / Slovakia	201.2	177.5	23.7	+13.4	7.6	-	+9.1
Poland	141.3	126.4	14.9	+11.8	(3.7)	-	+14.7
Ukraine	59.8	127.0	(67.3)	-53.0	(3.3)	-	-50.4
Russia	290.4	207.4	83.0	+40.0	44.4	-	+18.6
<i>Eliminations</i>	<i>(40.8)</i>	<i>(36.2)</i>	<i>(4.6)</i>				
<b>Total</b>	<b>3,995.5</b>	<b>3,445.6</b>	<b>550.0</b>	<b>+16.0</b>	<b>219.5</b>	<b>(0.6)</b>	<b>+9.6</b>
Mexico (100%)	768.5	661.6	107.0	+16.2	80.5	-	+4.0
Brazil (100%)	400.2	253.4	146.8	+57.9	57.3	(33.8)	+22.0

# EBITDA BY COUNTRY

	2022	2021	Δ	Δ	Forex	Scope	Δ I-f-I
EURm			abs	%	abs	abs	%
Italy*	82.0	40.8	41.2	n.s.	-	-	n.s.
United States	497.5	455.1	42.3	+9.3	54.6	-	-2.7
Germany	120.5	127.5	(7.0)	-5.5	-	-	-5.5
Lux / Netherlands	7.0	16.5	(9.5)	-57.6	-	(0.3)	-56.8
Czech Rep / Slovakia	56.8	51.3	5.5	+10.7	2.4	-	+6.0
Poland	27.2	31.3	(4.1)	-13.1	(0.7)	-	-10.8
Ukraine	(6.8)	13.3	(20.1)	n.s.	0.4	-	n.s.
Russia	99.6	58.6	41.0	+70.0	15.2	-	+44.0
<i>Adjustments</i>	-	0.2					
<b>Total</b>	<b>883.7</b>	<b>794.6</b>	<b>89.0</b>	<b>+11.2</b>	<b>71.8</b>	<b>(0.3)</b>	<b>+2.2</b>
Mexico (100%)	305.8	282.7	23.1	+8.2	32.0	-	-3.2
Brazil (100%)	118.7	80.9	37.8	+46.7	17.0	(6.0)	+18.3

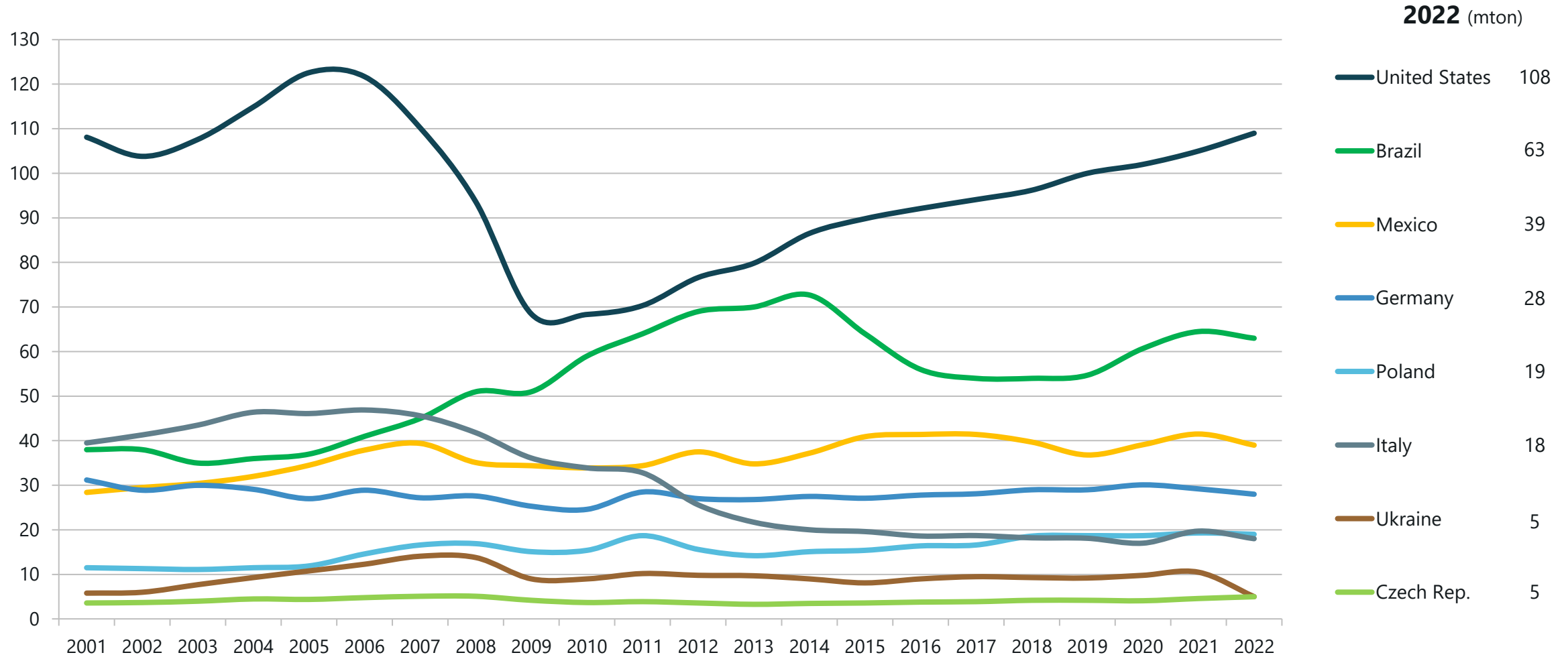
\*including 8.7 EURm of non recurring costs

# CONSOLIDATED INCOME STATEMENT

	2022	2021	Δ	Δ
EURm			abs	%
<b>Net Sales</b>	<b>3,995.5</b>	<b>3,445.6</b>	<b>550.0</b>	<b>+16.0</b>
<b>EBITDA</b>	<b>883.7</b>	<b>794.6</b>	<b>89.0</b>	<b>+11.2</b>
of which, non recurring	8.7	1.3		
% of sales (recurring)	22.3%	23.1%		
Depreciation and amortization	(388.9)	(249.0)	(139.9)	
<b>Operating Profit (EBIT)</b>	<b>494.8</b>	<b>545.6</b>	<b>(50.8)</b>	<b>-9.3</b>
% of sales	12.4%	15.8%		
Equity earnings	117.6	124.1	(6.4)	
Net finance costs	(23.1)	(34.4)	11.3	
<b>Profit before tax</b>	<b>589.3</b>	<b>635.3</b>	<b>(46.0)</b>	<b>-7.2</b>
Income tax expense	(130.5)	(93.0)	(37.6)	
<b>Net profit</b>	<b>458.8</b>	<b>542.3</b>	<b>(83.5)</b>	<b>-15.4</b>
Minorities	-	(0.4)	0.4	
<b>Consolidated net profit</b>	<b>458.8</b>	<b>541.9</b>	<b>(83.1)</b>	<b>-15.3</b>

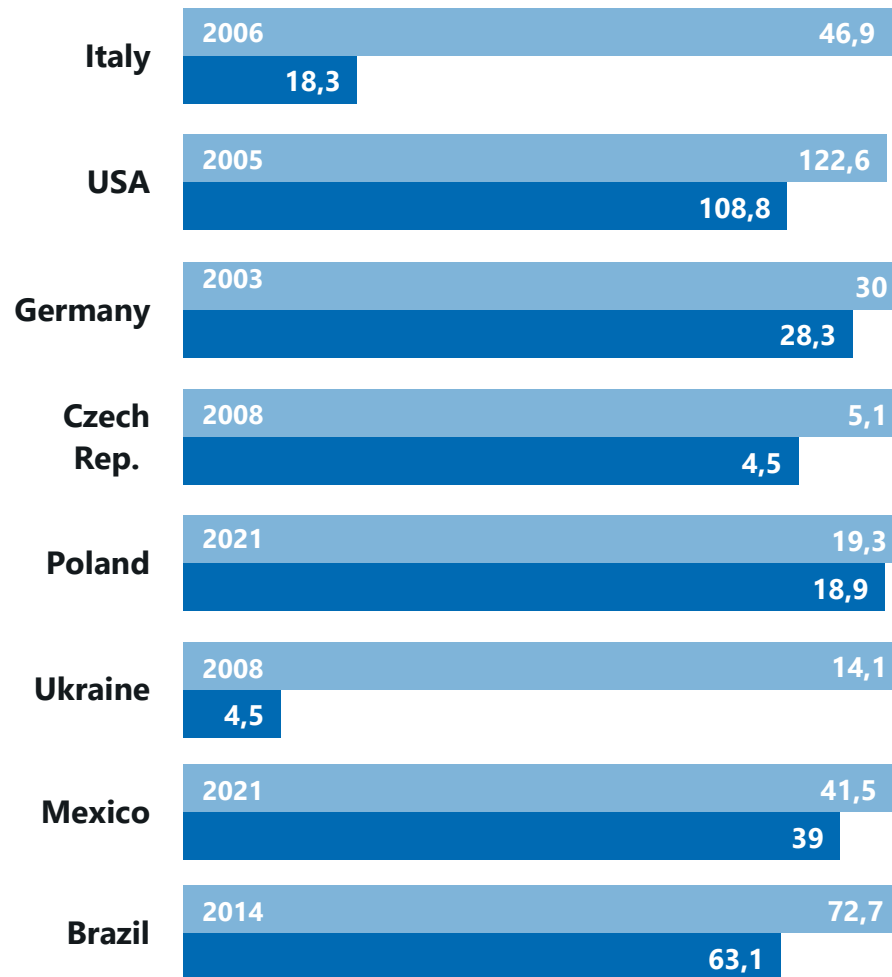


# HISTORICAL CEMENT CONSUMPTION BY COUNTRY

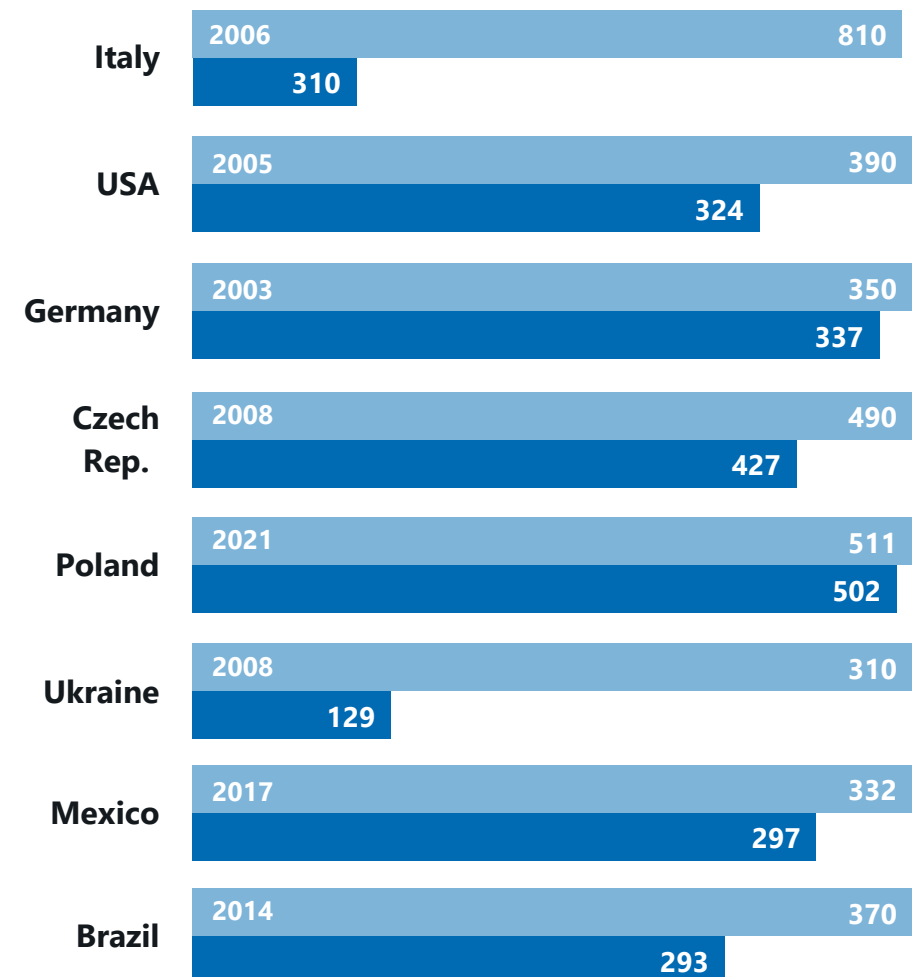


# 2022 CEMENT CONSUMPTION VS PEAK

**Total market** (m ton)



**Per capita consumption** (kg)





THIS REPORT CONTAINS COMMITMENTS AND FORWARD-LOOKING STATEMENTS BASED ON ASSUMPTIONS AND ESTIMATES. EVEN IF THE COMPANY BELIEVES THAT THEY ARE REALISTIC AND FORMULATED WITH PRUDENTIAL CRITERIA, FACTORS EXTERNAL TO ITS WILL COULD LIMIT THEIR CONSISTENCY (OR PRECISION, OR EXTENT), CAUSING EVEN SIGNIFICANT DEVIATIONS FROM EXPECTATIONS. THE COMPANY WILL UPDATE ITS COMMITMENTS AND FORWARD-LOOKING STATEMENTS ACCORDING TO THE ACTUAL PERFORMANCE AND WILL GIVE AN ACCOUNT OF THE REASONS FOR ANY DEVIATIONS.