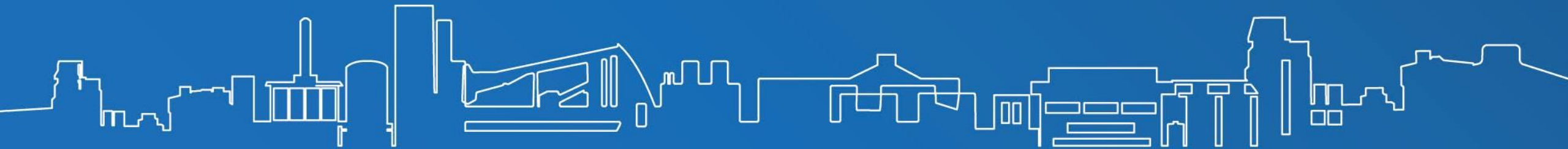


European Materials Conference

Bank of America

London, 4 December 2024



EXECUTIVE SUMMARY

COMPANY OVERVIEW

INVESTMENT HIGHLIGHTS

9M 2024 OVERVIEW

OUR JOURNEY TO NET ZERO

COMPANY OVERVIEW

BUZZI AT A GLANCE:

WELL POSITIONED TO CATCH FUTURE OPPORTUNITIES



Well balanced portfolio with exposure to mature as well as emerging markets
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



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

1907-1970

Foundation by Pietro and Antonio Buzzi, with Trino cement plant

Expansion in Northern Italy

Start of the **ready-mix** concrete production

1999

Acquisition and incorporation of **Unicem**;

Listing on the Italian stock exchange with the name of Buzzi Unicem



Italy



United States

2009-2011

New lines in



Russia



United States

2014

Acquisition of

Korkino



Russia

2018-2021

50% acquisition of **Cimento Nacional** in 2018

Acquisition of CRH Brazilian assets



Brazil



1979

Acquisition of **Alamo** Cement



United States

2001

Acquisition of a minority stake in **Dyckerhoff** (34%)

2004

Controlling stake and full consolidation of **Dyckerhoff**



United States



Central and Eastern Europe

2013

Dyckerhoff minority squeeze out

2017
Zillo

acquisition



Italy

2023

Change of company name to **Buzzi Spa**

2024

Full control over **Cimento Nacional**

Sale of Ukrainian assets



New markets



Existing markets



BUZZI TODAY

OPERATIONAL SUMMARY AND KEY NUMBERS

OWNERSHIP

@ 30/11/2024

Buzzi family	53.0%
Treasury shares	6.0%
Market	41.0%



NET SALES (FY 2023)

4.3 €b

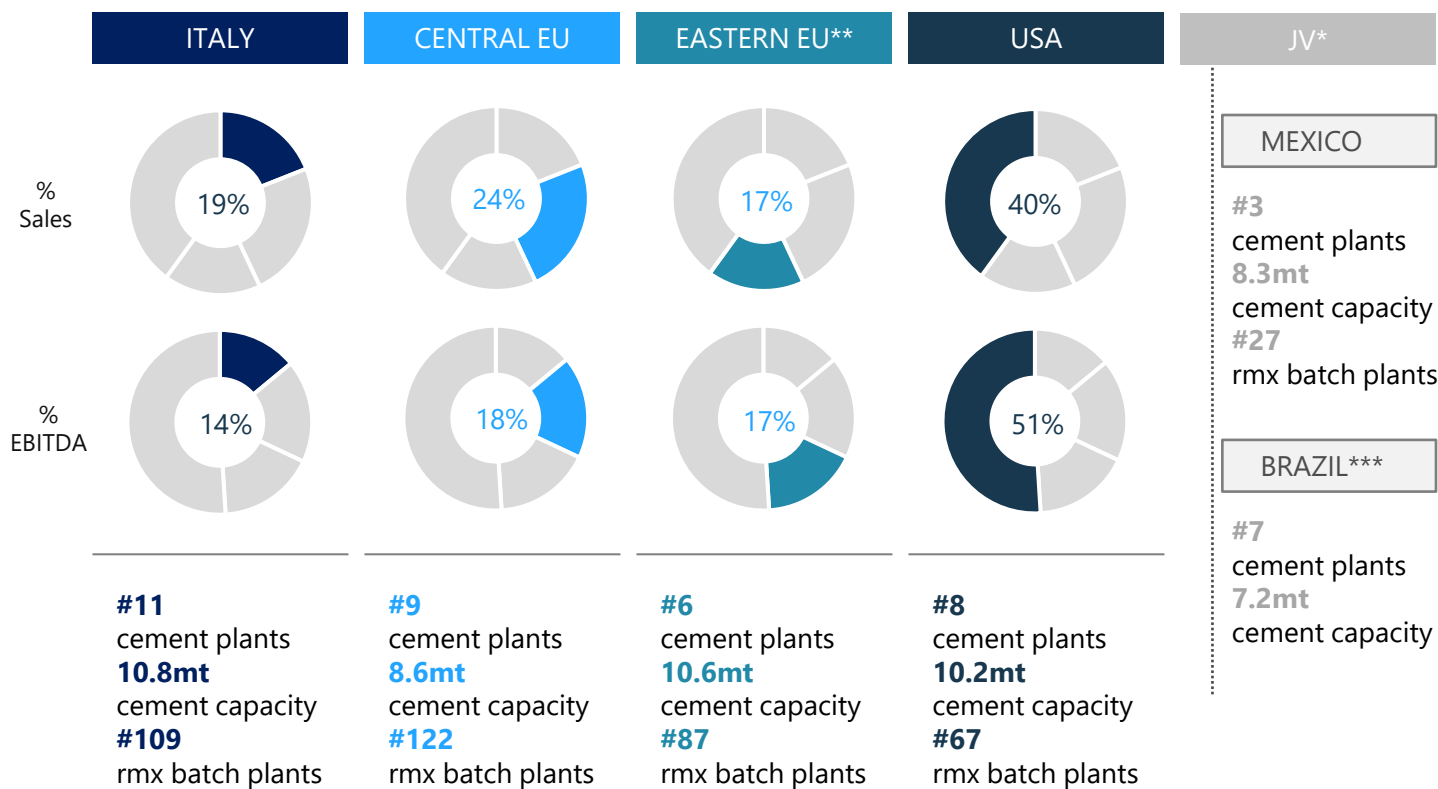
EBITDA (FY 2023)

1.2 €b

NET CASH (FY 2023)

0.8 €b

GROUP STRUCTURE AND OPERATION (2023)



*Figures at 100%

**In October 2024, Buzzi has completed the sale of its Ukrainian assets

***In October 2024, Buzzi has completed the acquisition of the remaining 50% stake in the Brazilian JV.



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
122 ready-mix batch plants
3 aggregate quarries
2 deposits and terminals

ITALY

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

SLOVENIA**

1 plant
1.3 m/t cement production capacity
3 ready-mix batch plants
3 aggregate quarries

POLAND

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

CZECH REPUBLIC AND SLOVAKIA

1 plant
1.1 m/t cement production capacity
64 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

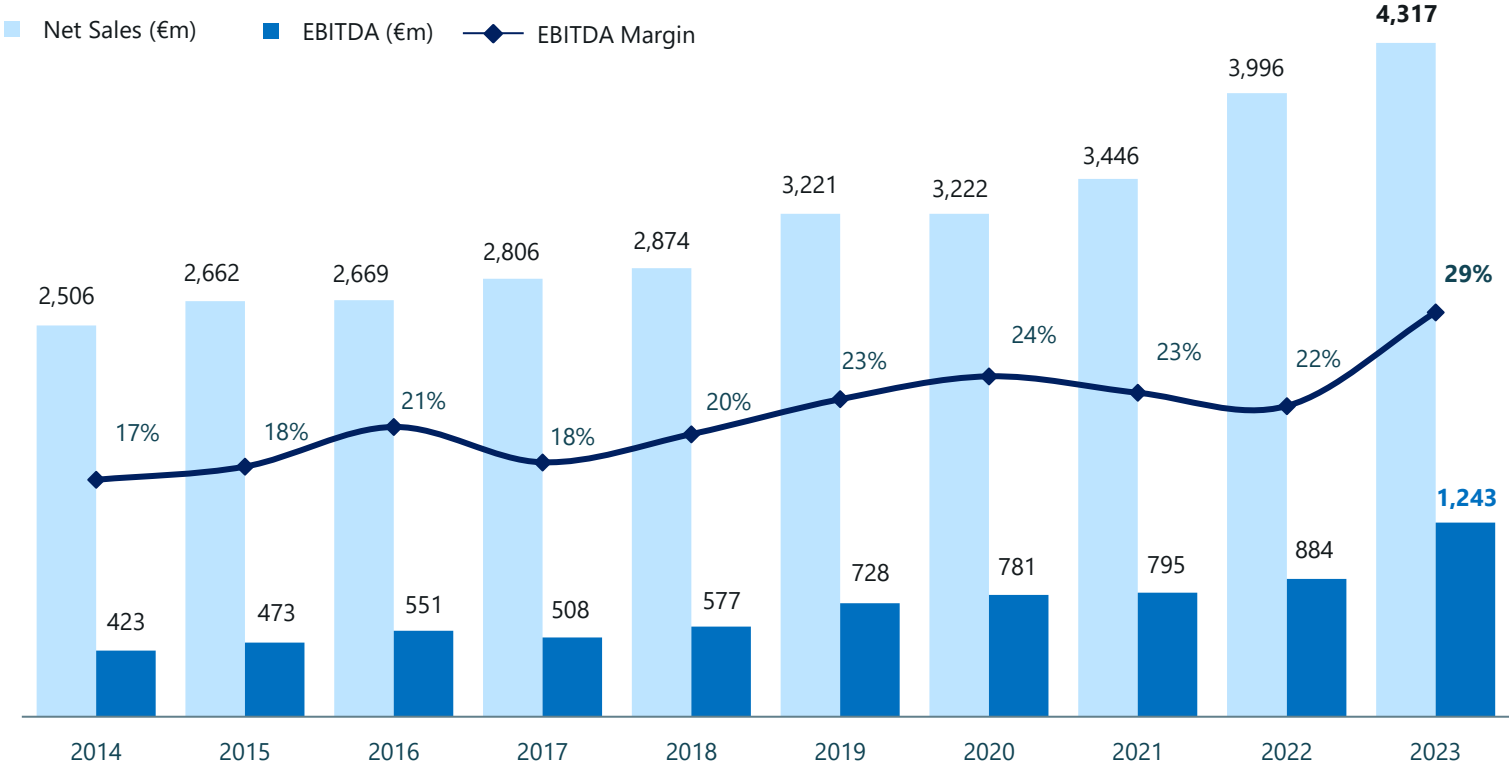
* Joint ventures

** 35% ownership

INVESTMENT HIGHLIGHTS



INDUSTRY LEADING PERFORMANCE THROUGH THE CYCLE



Net Sales

CAGR (2014-2023): +6.2%

Solid growth fuelled by sound demand and significant price re-rating in recent years

EBITDA

CAGR (2014-2023): +12.7%

Over proportional growth to Net Sales, with EBITDA which has more than doubled

EBITDA MARGIN

+12 percentage points

Leading performance, driven by cost efficiency and synergies

Margin protection

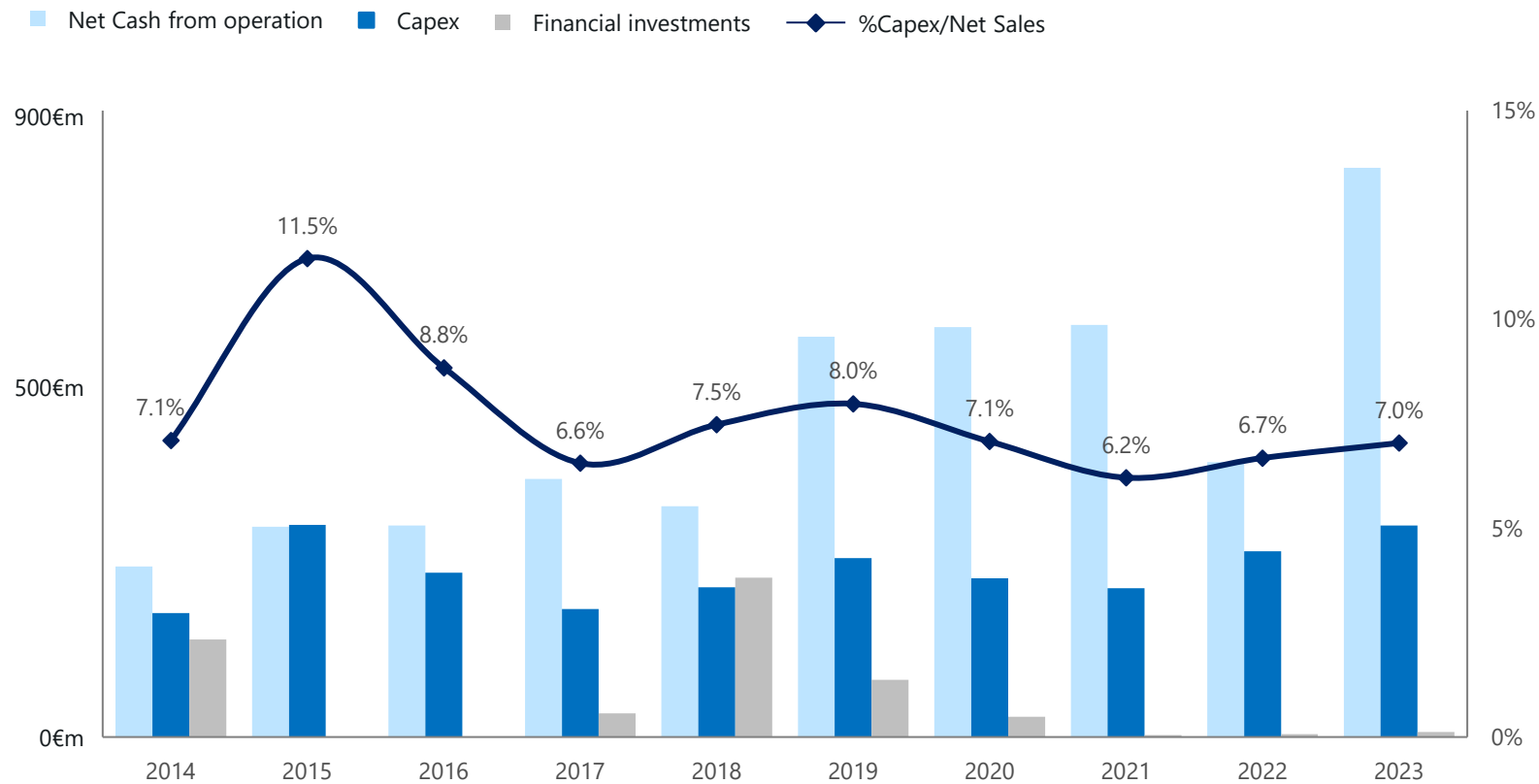
Pass through of higher costs on selling prices



HISTORICAL EBITDA BY COUNTRY

		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Italy	EBITDA	(18.7)	(37.2)	(22.2)	(79.7)	(1.7)	43.4	33.8	40.8	82.0	175.2
	margin	-4.8%	-9.8%	-5.9%	-18.6%	-0.4%	8.6%	6.8%	6.8%	11.3%	21.4%
Germany	EBITDA	88.6	72.1	76.8	78.1	82.5	102.3	123.8	127.5	120.5	189.1
	margin	14.7%	12.6%	13.4%	13.3%	13.0%	15.1%	17.3%	18.0%	15.1%	21.7%
Benelux	EBITDA	15.9	19.7	25.8	17.6	23.1	22.7	21.7	16.5	7.0	28.1
	margin	9.7%	11.7%	14.7%	9.4%	11.7%	11.8%	11.3%	8.2%	3.1%	13.1%
Czech Rep/ Slovakia	EBITDA	27.0	32.6	34.4	36.5	43.6	46.3	46.8	51.3	56.8	72.0
	margin	20.2%	24.0%	25.2%	24.7%	26.5%	27.5%	29.4%	28.9%	28.2%	35.2%
Poland	EBITDA	18.2	22.7	23.4	24.1	31.9	32.1	35.3	31.3	27.2	38.2
	margin	20.4%	20.4%	24.6%	24.9%	28.6%	25.9%	29.9%	24.8%	19.2%	24.3%
Ukraine	EBITDA	11.0	4.0	12.8	16.0	7.0	21.0	21.9	13.3	(6.8)	5.6
	margin	12.5%	5.7%	16.1%	16.9%	8.0%	15.9%	18.9%	10.5%	-11.4%	6.5%
Russia	EBITDA	73.4	48.4	43.2	46.0	50.1	57.7	52.9	58.6	99.6	96.2
	margin	35.0%	29.0%	28.0%	24.9%	27.0%	26.9%	28.3%	28.3%	34.3%	33.8%
USA	EBITDA	207.3	311.7	356.5	369.6	341.2	402.7	444.2	455.1	497.5	639.2
	margin	24.2%	28.1%	31.9%	33.0%	31.9%	32.4%	35.2%	34.2%	31.3%	36.7%
Consolidated (IFRS application)	EBITDA	422.7	473.2	550.6	508.2	577.2	728.1	780.8	794.6	883.7	1,243.2
	margin	16.9%	17.8%	20.6%	18.1%	20.1%	22.6%	24.2%	23.1%	22.1%	28.8%
Mexico (50%)	EBITDA	93.9	128.1	146.7	164.6	144.5	126.1	132.5	141.3	152.9	232.8
	margin	36.0%	40.9%	48.2%	48.0%	46.3%	42.5%	46.2%	42.7%	39.8%	45.4%
Brazil (50%)	EBITDA					15.9	11.7	24.0	40.5	59.4	44.3
	margin					23.9%	17.4%	34.5%	31.9%	29.7%	22.5%
Consolidated (proportional method)	EBITDA	516.6	601.3	697.3	672.8	737.6	865.9	937.3	976.4	1,096.0	1,520.3
	margin	18.7%	20.2%	23.5%	21.4%	22.7%	24.2%	26.2%	25.0%	23.3%	30.2%

SOUND CASH GENERATION AND VALUE CREATIVE CAPITAL ALLOCATION



~4.5 €billion

Cumulative Net Cash from Operation generated over 10 years

~2.4 €billion

Cumulative investments in industrial assets over the period

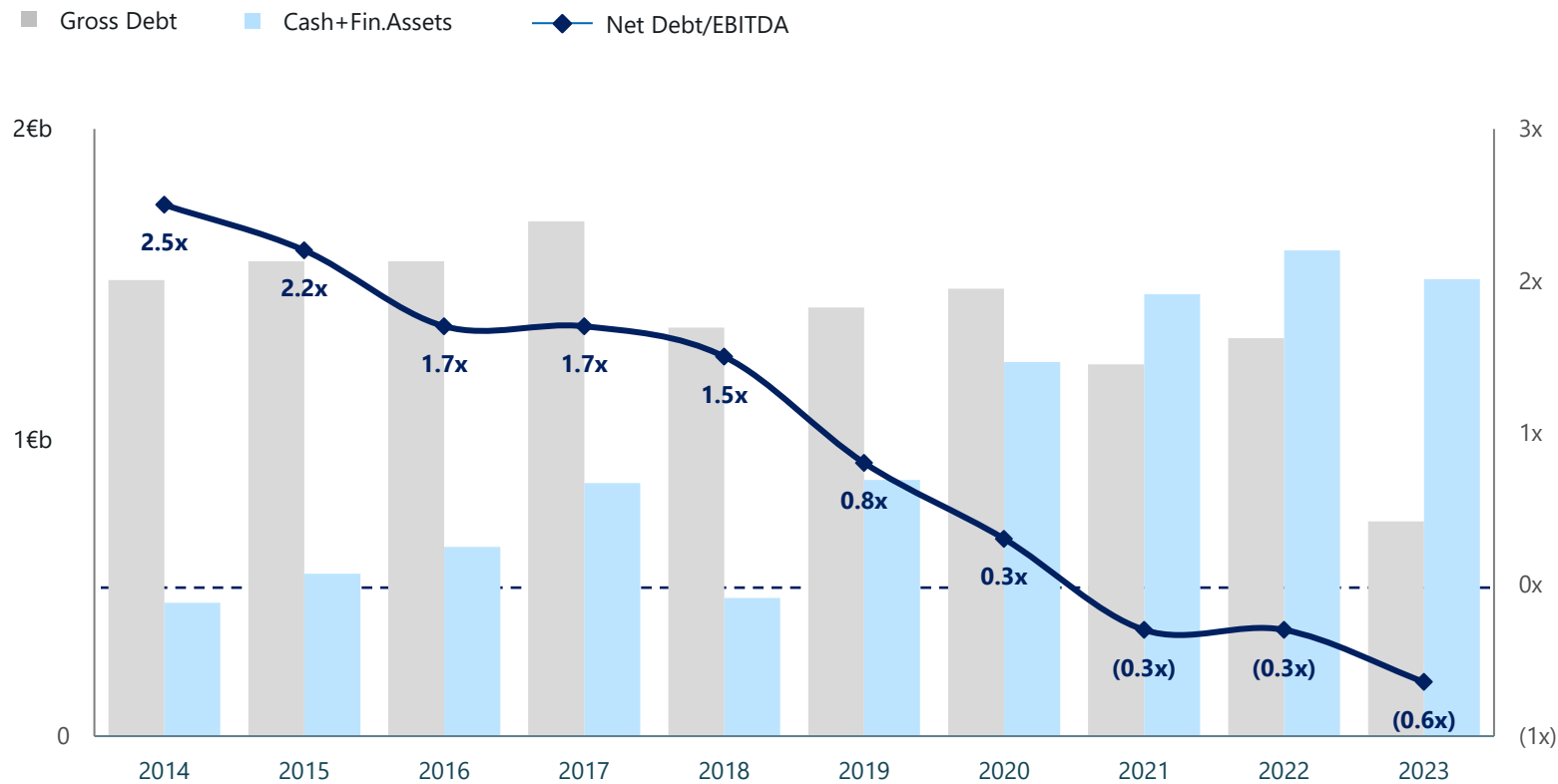
~7.6%

Average Capex/Sales ratio: track record of disciplined and selective investment decisions

~0.5 €billion

Cumulative financial investments to enter in new market (Brazil, 2018) or to strengthened our position in existing markets

STRONG BALANCE SHEET, PRESERVING INVESTMENT CAPACITY FOR GROWTH



Consistent deleveraging

Achieved in 10 years, while continuing to create value

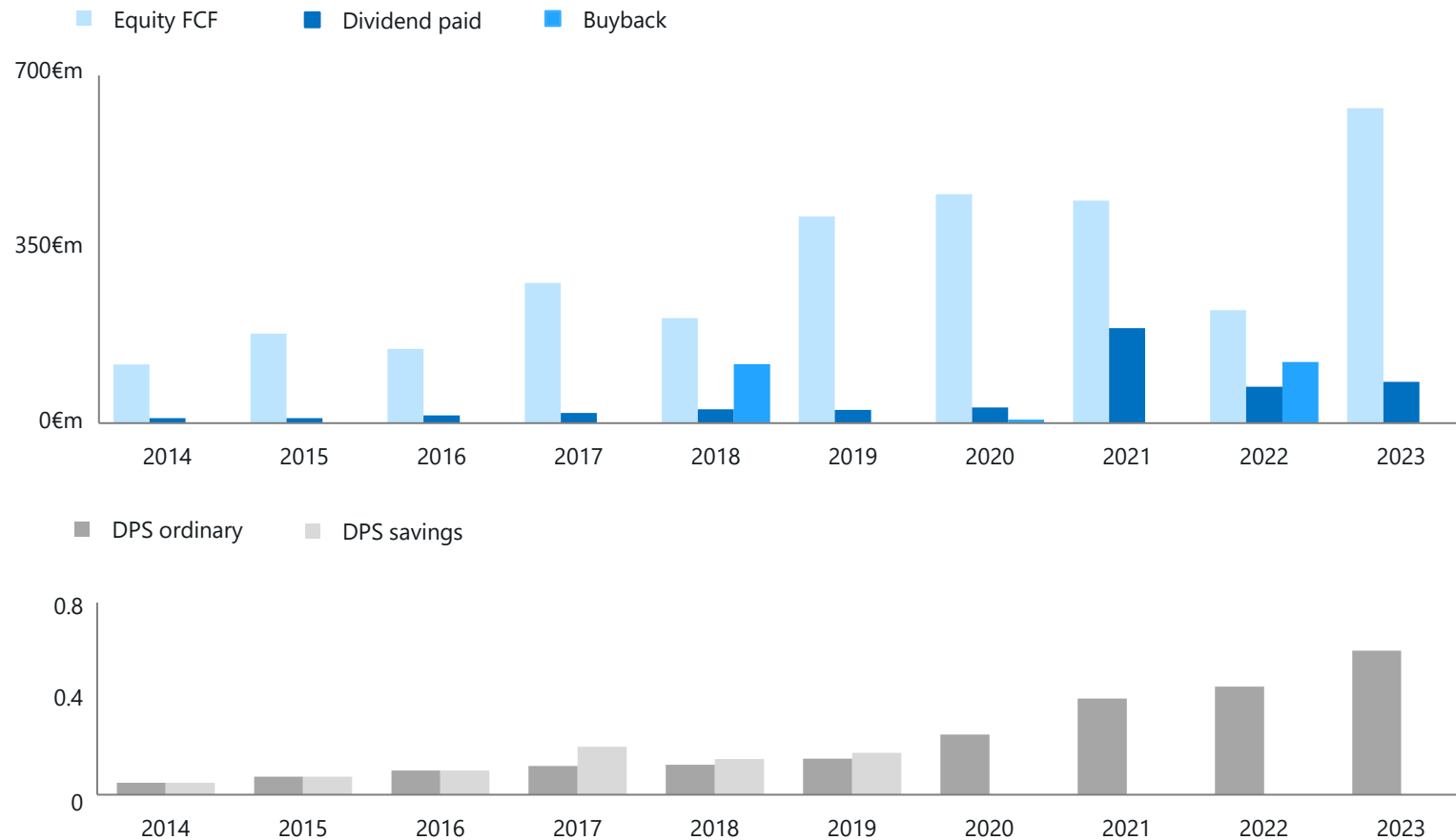
Net Cash position

Since the end of 2021, further strengthened in 2023. Strongest balance sheet in the industry

Investment grade metrics

Remain among our commitments, preserving the capacity to create value for the company and shareholders, while financing the Net Zero transition

SUSTAINABLE GROWTH IN SHAREHOLDERS REMUNERATION



+21%

Equity FCF CAGR

Thanks to strengthened operating results, selective CAPEX and reduced interests through deleveraging

~750 €million

Returned to shareholders since 2014
~500 € million as dividend
~250 € million ad buyback

DPS growth

Commitment to a sustainable growth in dividend policy

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

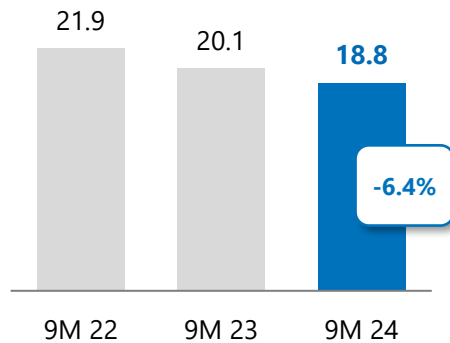
...AND EXTERNAL FUNDING

- 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.

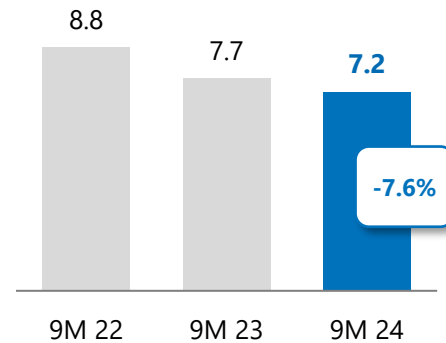
9M 2024 OVERVIEW

9M 2024 IN BRIEF

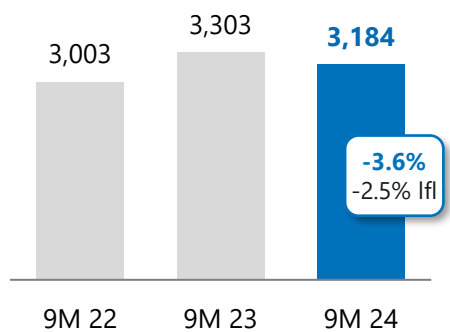
Cement Volume (mt)



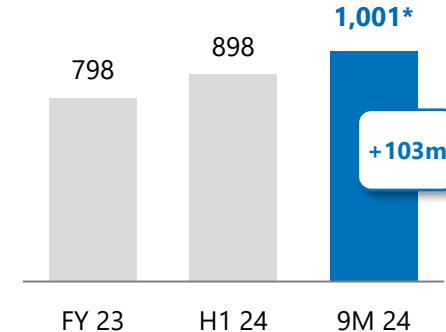
Ready-mix volume (mm³)



Net Sales (€m)



Net Cash (€m)



9M volumes down 6.4% in cement and 7.6% in ready-mix, due to the still challenging scenario in Central Europe and the lack of recovery in Italy and US.



Favorable price contribution to Net Sales partially offset by fx headwind.



Positive price over cost dynamic in Italy and US driving solid operating results, although lower margins in Central and Eastern Europe.



Net Cash Position increased by 103€m compared to June 2024.



FY 2024 Recurring EBITDA expected to be similar but not higher than 2023 record levels.



In October, the acquisition of Cimento Nacional and the sale of Ukrainian assets have been completed. The combined impact of these extraordinary transactions resulted in a reduction of approximately €360 million in the positive net position.

* Includes buyback cash out of 142 €m (out of 200 €m); 3.9 million of treasury shares purchased

9M NET SALES BY COUNTRY

EURm	9M 2024	9M 2023	Δ	Δ	Forex	Scope	Δ I-f-I
			abs	%	abs	abs	%
Italy	607.6	616.1	(8.5)	-1.4	-	-	-1.4
United States	1,294.8	1,325.7	(30.9)	-2.3	(4.5)	-	-2.0
Germany	599.4	674.6	(75.2)	-11.1	-	-	-11.1
Lux / Netherlands	133.2	165.2	(32.0)	-19.4	-	(4.0)	-17.4
Czech Rep / Slovakia	154.0	159.6	(5.5)	-3.5	(7.7)	-	+1.4
Poland	127.8	121.7	6.0	+5.0	7.7	-	-1.4
Ukraine	71.3	63.6	7.7	+12.2	(6.5)	-	+22.4
Russia	226.4	226.5	(0.1)	-0.0	(20.6)	-	+9.0
<i>Eliminations</i>	<i>(30.2)</i>	<i>(50.5)</i>	<i>20.2</i>				
Total	3,184.3	3,302.5	(118.2)	-3.6	(31.7)	(4.0)	-2.5
Mexico (100%)	786.5	766.4	20.1	+2.6	(0.6)	-	+2.7
Brazil (100%)	288.9	296.9	(8.0)	-2.7	(14.6)	-	+2.2

OUR JOURNEY TO NET ZERO



OUR JOURNEY TO NET ZERO

TRACK RECORD IN CO2 EMISSIONS REDUCTION AND AMBITIOUS TARGETS

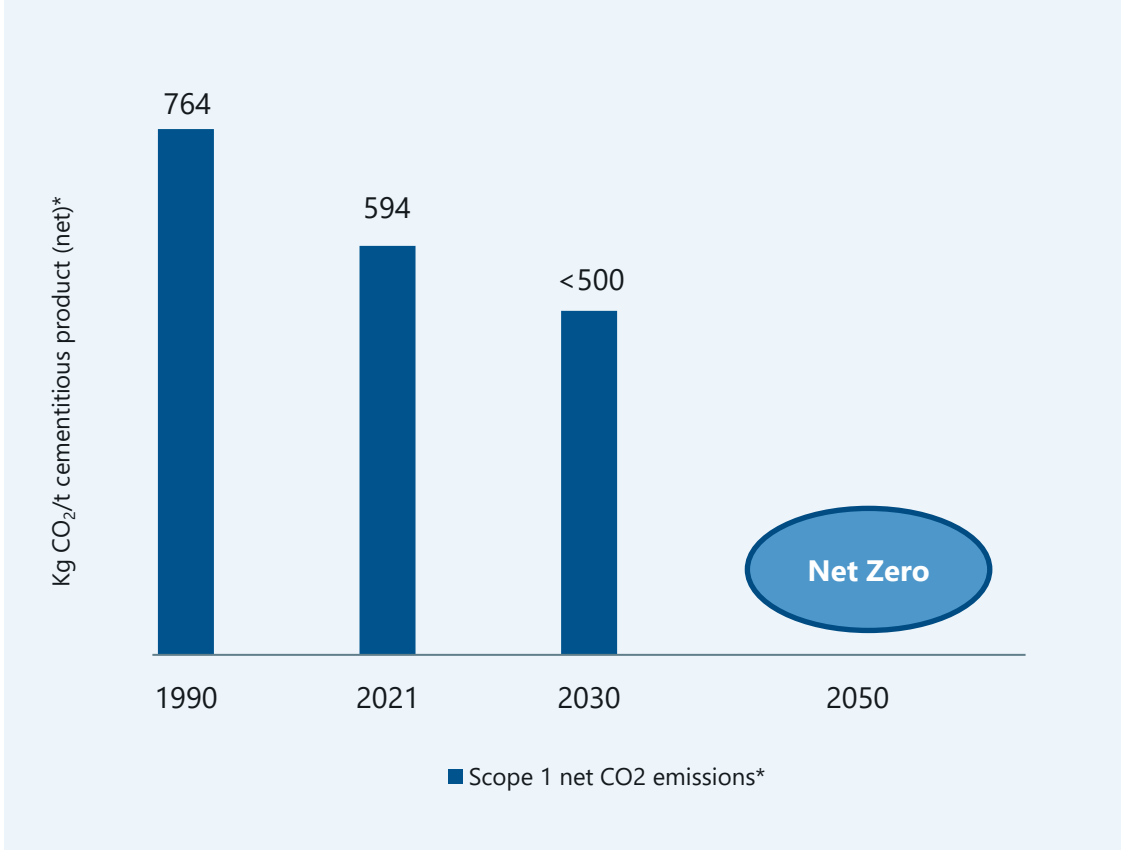
Proven track record in CO₂ emissions reduction.
Already reduced by ~20% CO₂ emissions in 2021 vs 1990.

Targeting to achieve CO₂ emissions (scope 1 net) below 500 kg per ton of cementitious material by 2030, meaning another 20% reduction vs 2021 level*.

TCFD alignment
SBTi validation

ROADMAP 2030 – 2050

Realistic path to turn ambition into reality



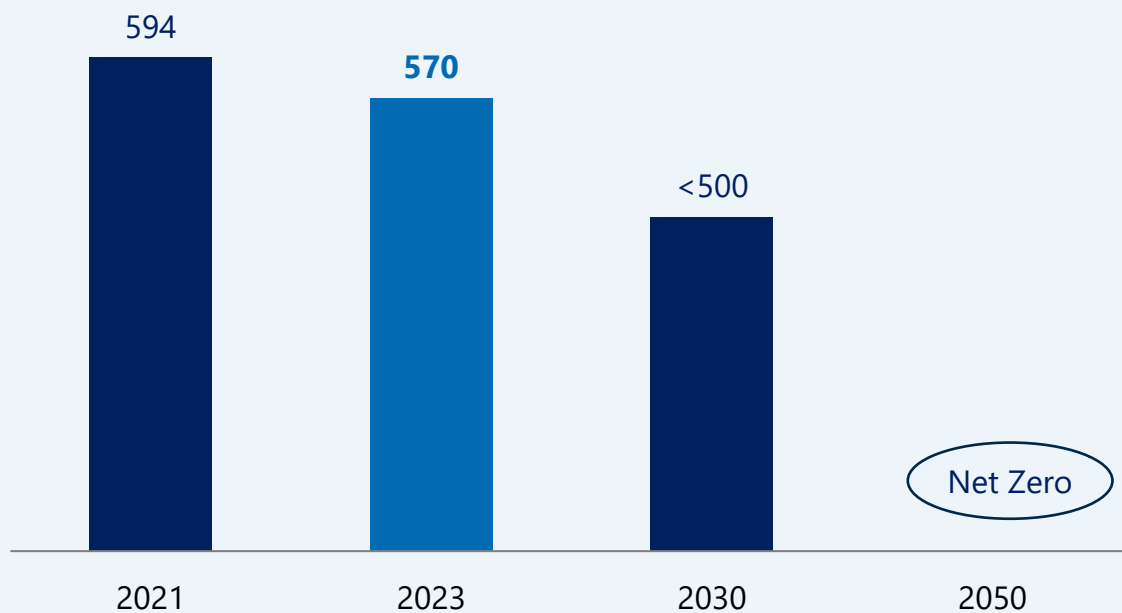
*Scope including Brazil, excluding Russia



2023 CO2 REDUCTION ON TRACK

Specific net CO2 emissions*

Kg CO₂/t cementitious product (net)



CO2 emissions reduction in line with our roadmap.

Among main contributors:

- ✓ Reduced clinker ratio in Luxembourg (-410bps), Italy and US.
- ✓ Significant increase in thermal substitution in Italy (+640bps), Luxembourg (+850bps) and Czech Republic (+710bps).

 Targets confirmed

*Roadmap perimeter excludes Russia and includes Brazil

ENVIRONMENTAL TRANSPARENCY



As part of the company's decarbonization strategy, after the validation of our CO2 emissions reduction target by the Science Based Target initiative (SBTi), in 2023 Buzzi participated in the Carbon Disclosure Project (CDP) questionnaire, receiving the B score.



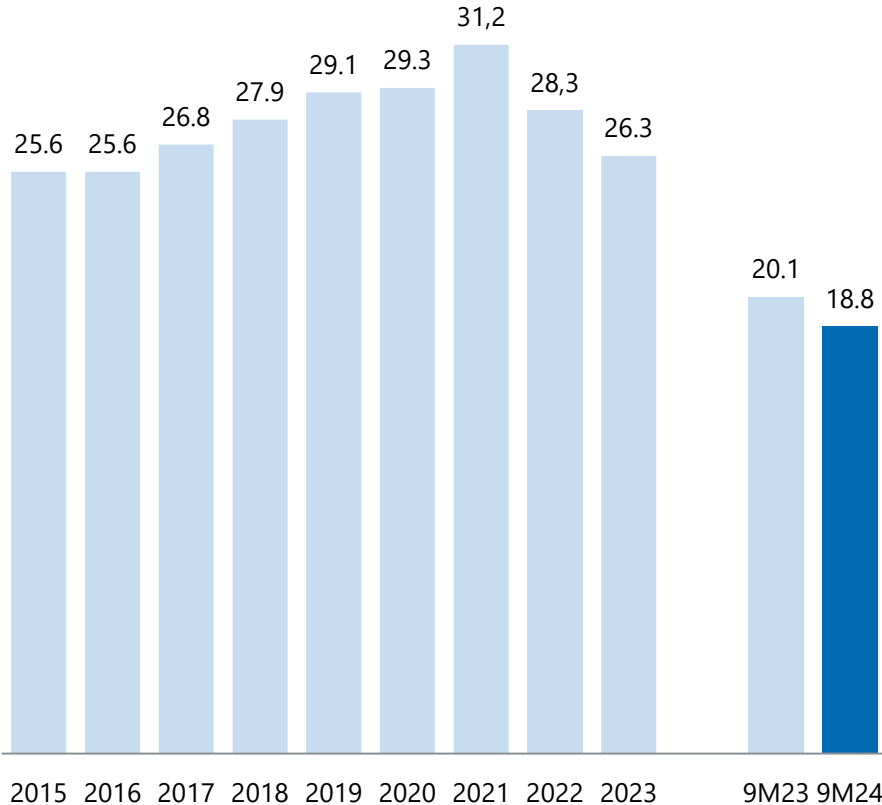
In this way, the company has furthered its commitment to environmental transparency by disclosing its ecological footprint.



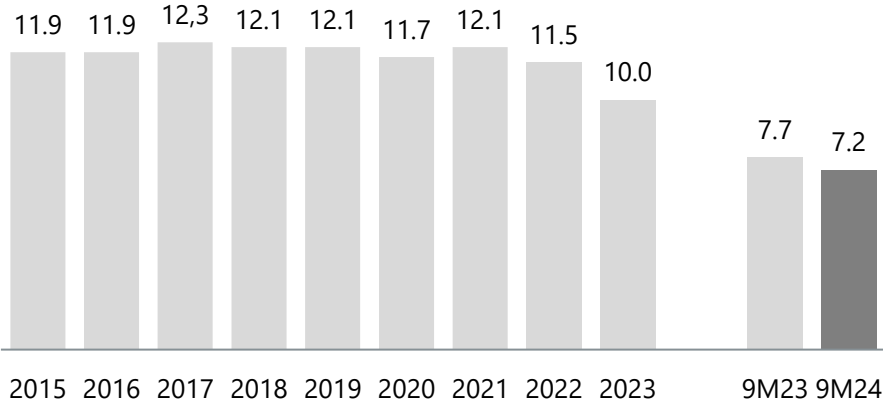
APPENDIX

VOLUMES

Cement (mt)



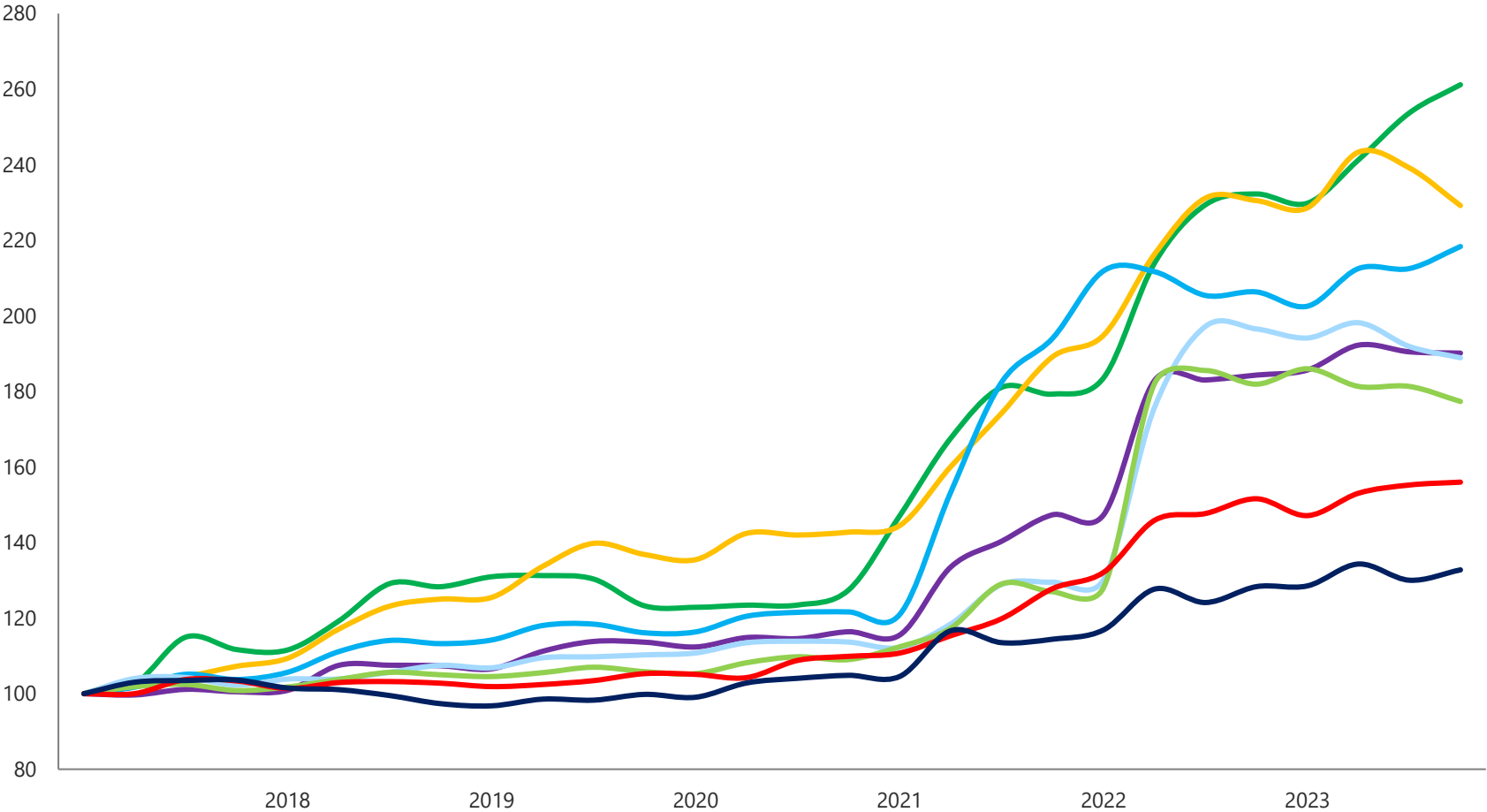
Ready-mix concrete (mm³)





PRICE INDEX BY COUNTRY

FY 2017=100

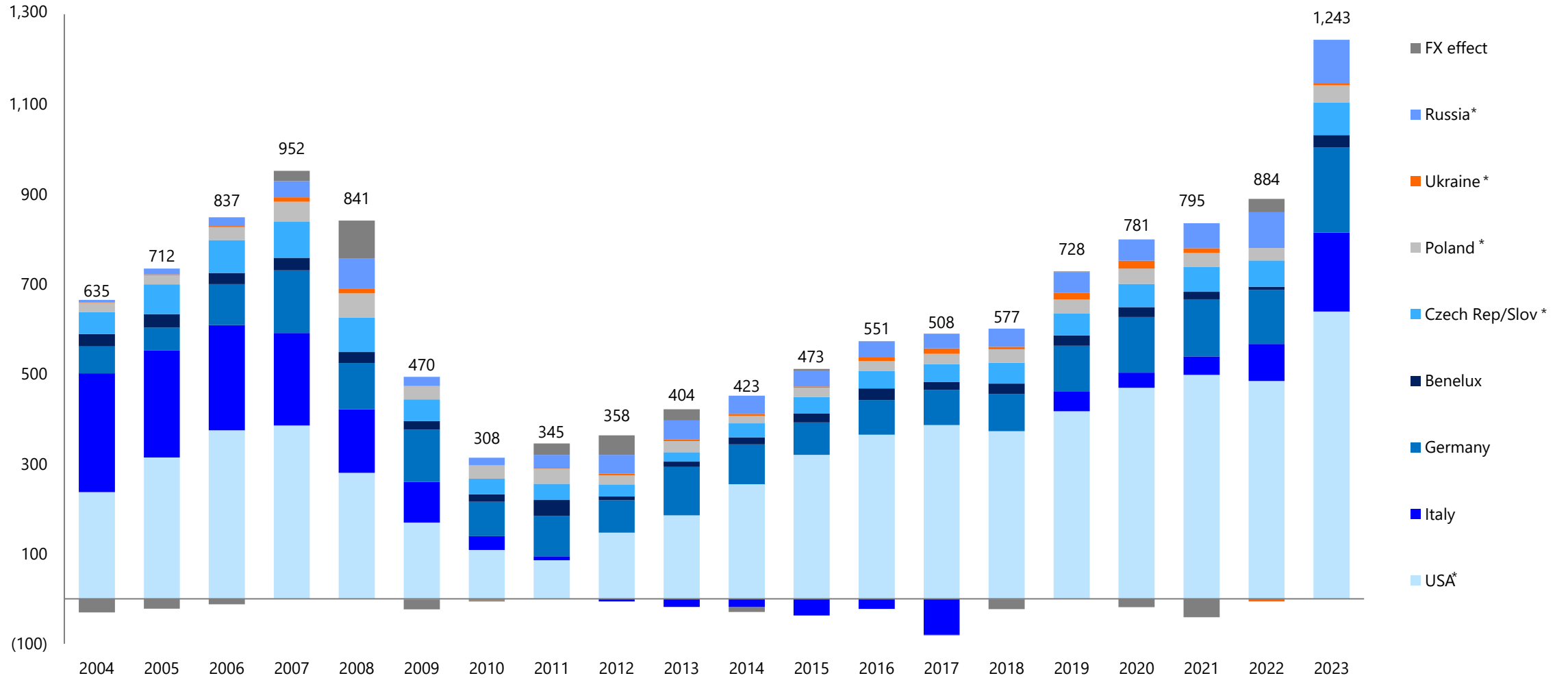


3Q 24

Ukraine	261
Poland	229
Italy	218
Czech Republic	190
Germany	189
Luxembourg	177
USA	156
Mexico	133



LONG TERM EBITDA BY COUNTRY

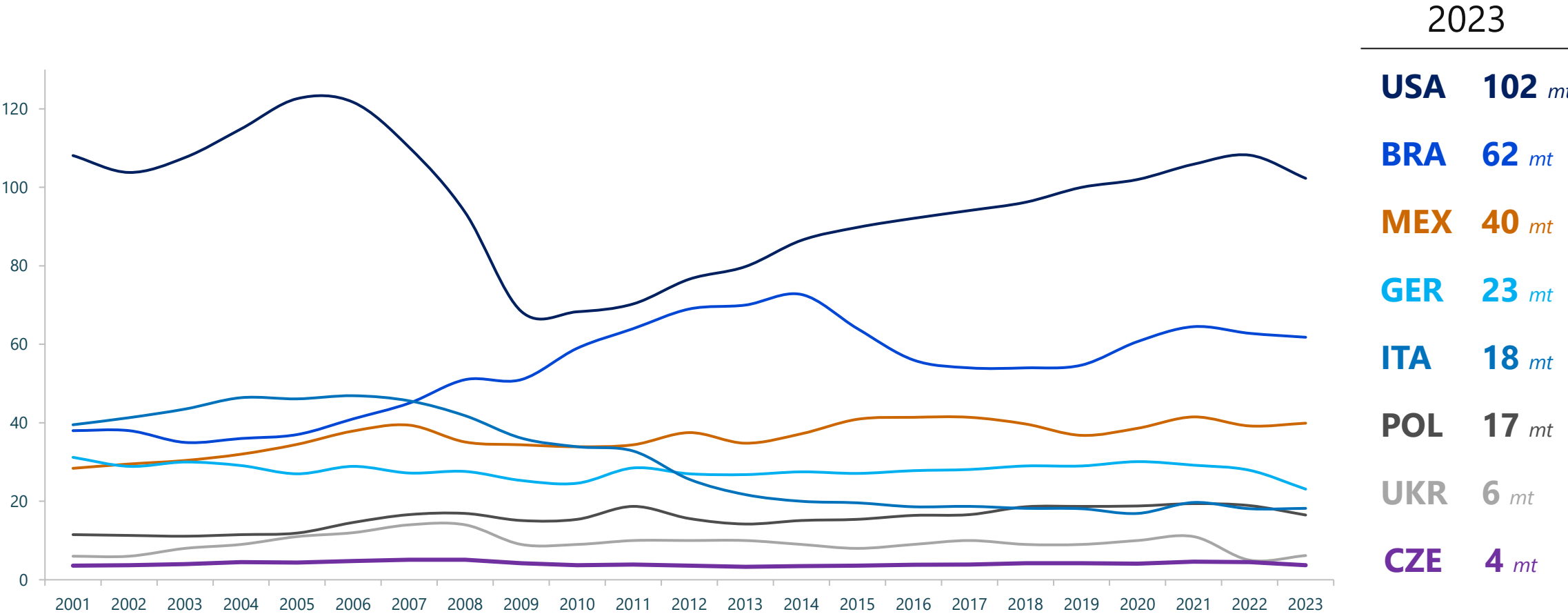


*At constant 2023 Forex



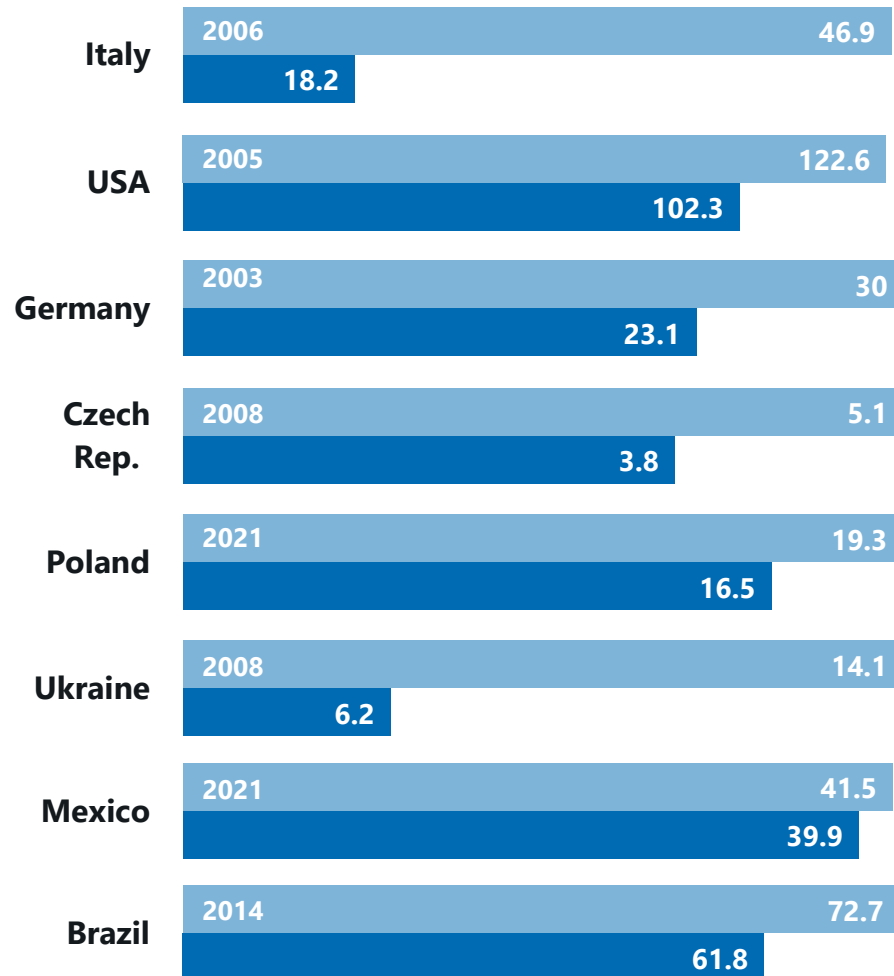


HISTORICAL CEMENT CONSUMPTION BY COUNTRY

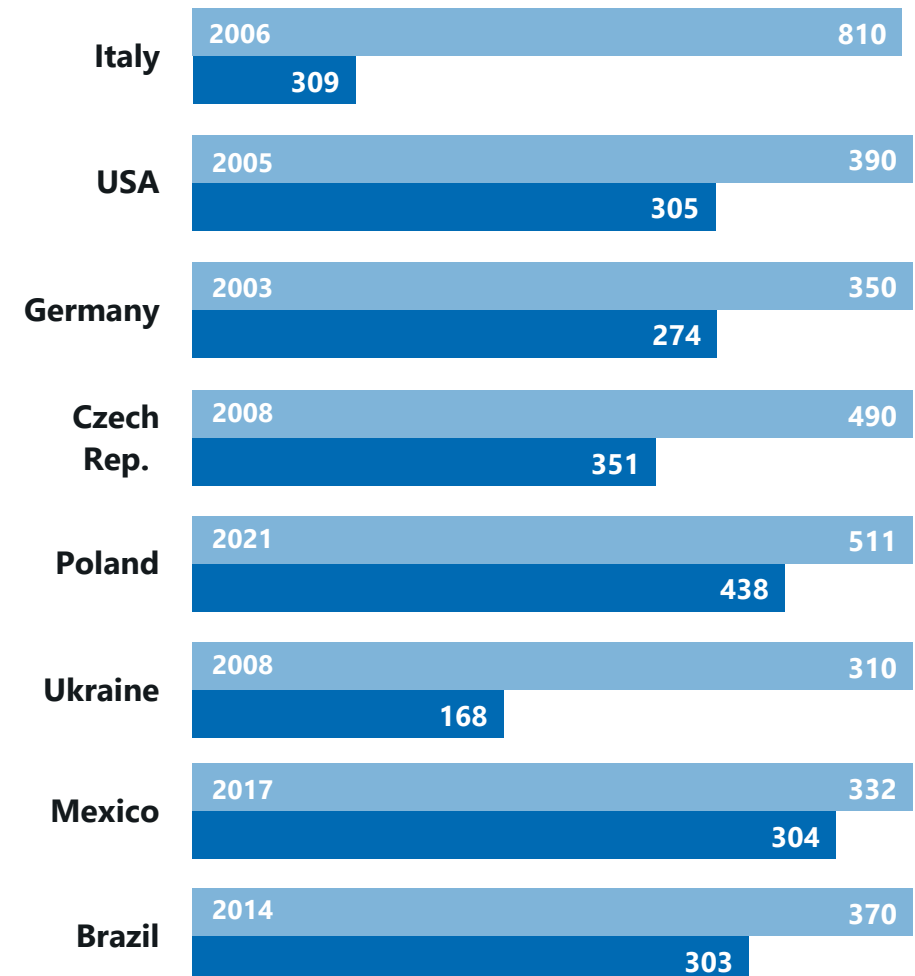


2023 CEMENT CONSUMPTION VS PEAK

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.