

Italian Equity Conference 2017

New York – 16 November 2017

Executive summary 9M 2017

▪ Volumes

- Cement up +4.1% YTD (+2.6% on LFL basis). Q3 includes the scope effect of the first Zillo consolidation in Italy; volumes recovery in the United States despite hurricane season; confirmation of the favorable trend in Central Europe and weaker volumes in Eastern Europe, particularly in Ukraine
- Italy: YTD cement up thanks to Zillo contribution and on LFL basis, mainly due to export and clinker sales; ready-mix up
- United States: recovery in Q3 despite hurricane Harvey impact ; YTD cement slightly up; confirmed upswing in oil-well cement shipments; ready mix concrete flat in Q3 and YTD
- Central Europe: favorable trend maintained in Q3 and sound YTD; ready-mix concrete with Germany slightly down and Lux/Ned up
- Eastern Europe: cement slightly down in Q3 with the negative result in Ukraine more than offsetting the progress realized in all the other countries; cement slightly up YTD thanks to the improvement in the Czech Republic and to a lesser extent, in Russia and Poland

▪ Prices

- Sound increase confirmed in the USA and Ukraine; favorable variance in Poland, to a minor extent in Luxembourg; stable or minor variances in other markets

▪ Foreign Exchange

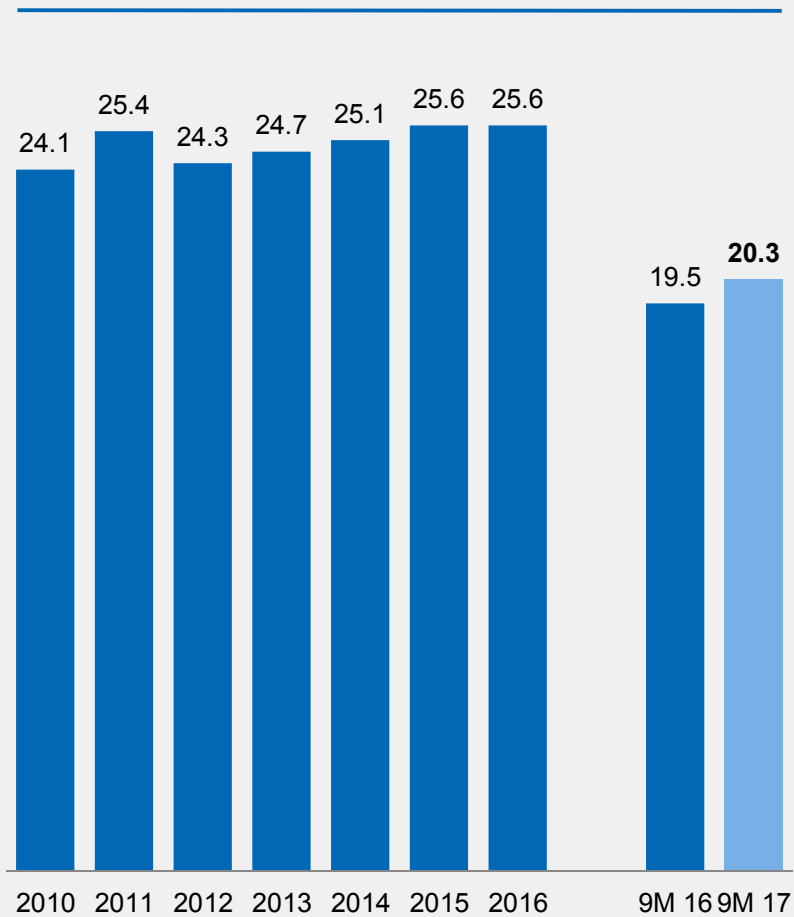
- Positive impact on sales (€m 23.4) mainly due to stronger ruble

▪ Results

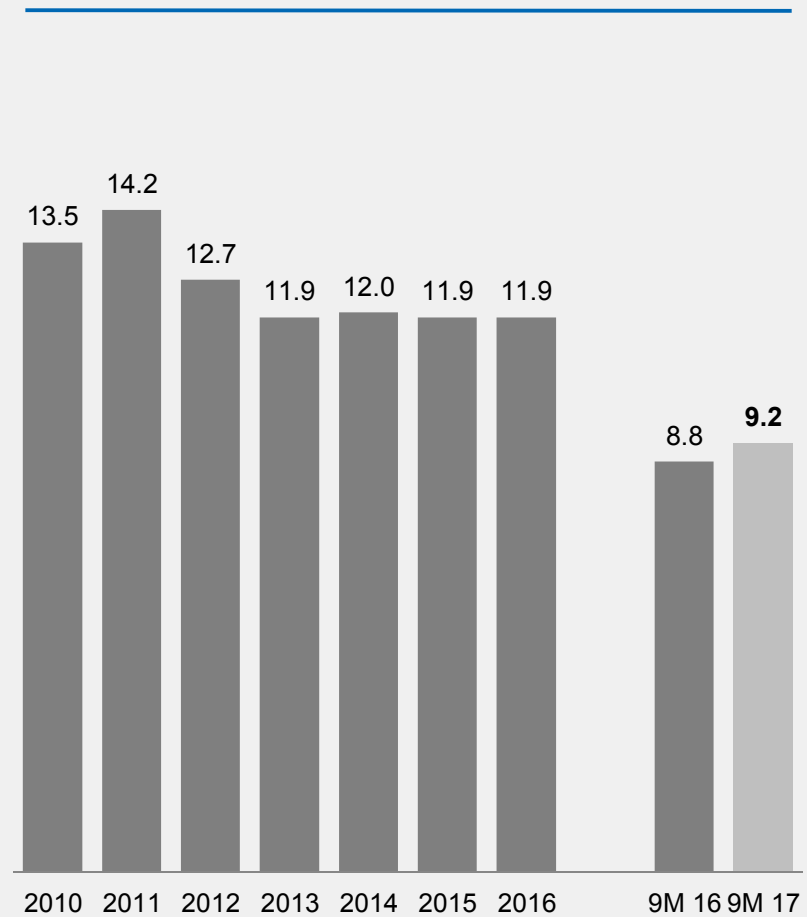
- Net sales at €m 2,133.4 versus €m 1,998.5 (+6.7%; +4.5% LFL)
- Guidance for the full financial year maintained

Volumes 9M 2017

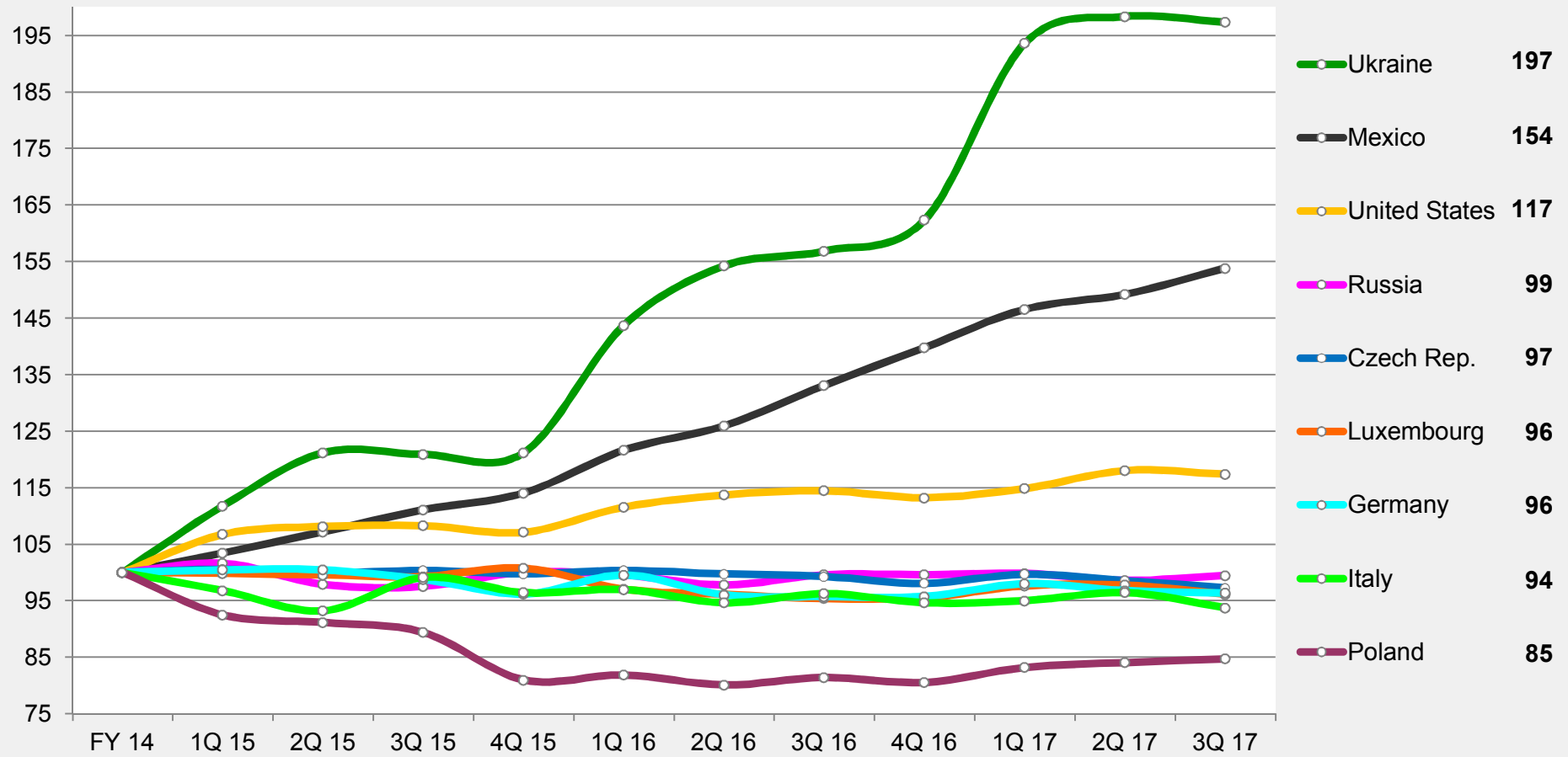
Cement (m ton)



Ready-mix concrete (m m3)









Price trends by country












In local currency; FY14 = 100










FX changes

| | | 9M 17 | 9M 16 | Δ | 2016 | current |
|---|-----|-------|-------|-------|-------|---------|
| EUR 1 = | | avg | avg | % | avg | |
|  | USD | 1.11 | 1.12 | +0.2 | 1.11 | 1.16 |
|  | RUB | 65.00 | 76.18 | +14.7 | 74.15 | 67.87 |
|  | UAH | 29.47 | 28.40 | -3.8 | 28.29 | 31.26 |
|  | CZK | 26.55 | 27.04 | +1.8 | 27.03 | 25.70 |
|  | PLN | 4.27 | 4.36 | +2.1 | 4.36 | 4.24 |
|  | MXN | 21.01 | 20.43 | -2.8 | 20.67 | 22.30 |

Net sales by country

| | 9M 17 | 9M 16 | Δ | Δ | Forex | Scope | Δ I-f-I |
|--|----------------|----------------|--------------|-------------|-------------|-------------|-------------|
| EURm | | | abs | % | abs | abs | % |
|  Italy | 316.1 | 279.7 | 36.4 | +13.0 | - | 21.6 | +5.3 |
|  United States | 860.5 | 831.7 | 28.9 | +3.5 | 1.6 | - | +3.3 |
|  Germany | 448.1 | 429.6 | 18.5 | +4.3 | - | - | +4.3 |
|  Lux/Netherlands | 137.0 | 131.7 | 5.3 | +4.0 | - | - | +4.0 |
|  Czech Rep/Slovakia | 108.7 | 101.5 | 7.2 | +7.1 | 1.5 | - | +5.6 |
|  Poland | 74.9 | 73.4 | 1.5 | +2.0 | 1.6 | - | -0.1 |
|  Ukraine | 73.3 | 60.6 | 12.7 | +21.0 | (2.8) | - | +25.5 |
|  Russia | 145.7 | 118.5 | 27.2 | +22.9 | 21.4 | - | +4.9 |
| <i>Eliminations</i> | (30.9) | (28.1) | (2.8) | | | | |
| Total | 2,133.4 | 1,998.5 | 134.9 | +6.7 | 23.4 | 21.6 | +4.5 |
|  Mexico (100%) | 529.3 | 450.2 | 79.2 | +17.6 | (15.0) | - | +20.9 |

EBITDA by country

| | | H1 2017 | H1 2016 | Δ | Δ | Forex | Scope | Δ I-f-I |
|---|--------------------|--------------|--------------|-------------|-------------|------------|-------|-------------|
| EURm | | | | abs | % | abs | abs | % |
|  | Italy | (13.4) | (9.3) | (4.1) | -44.6 | - | - | -44.6 |
|  | USA | 161.4 | 142.7 | 18.8 | +13.1 | 4.8 | - | +9.8 |
|  | Germany | 32.7 | 29.7 | 3.0 | +10.0 | - | - | +10.0 |
|  | Lux/Netherlands | 6.2 | 13.5 | (7.2) | -53.6 | - | - | -53.6 |
|  | Czech Rep/Slovakia | 13.4 | 12.8 | 0.6 | +4.3 | 0.1 | - | +3.8 |
|  | Poland | 9.2 | 11.7 | (2.5) | -21.4 | 0.2 | - | -23.2 |
|  | Ukraine | 8.8 | 4.6 | 4.1 | +89.5 | (0.2) | - | +93.2 |
|  | Russia | 22.9 | 16.8 | 6.1 | +36.0 | 4.5 | - | +9.1 |
| Total | | 241.1 | 222.5 | 18.6 | +8.4 | 9.4 | - | +4.1 |
| recurring | | 245.6 | 219.3 | 26.3 | +12.0 | 9.5 | - | +7.7 |
|  | Mexico (100%) | 173.0 | 146.6 | 26.4 | +18.0 | (7.5) | - | +23.1 |

Consolidated Income Statement

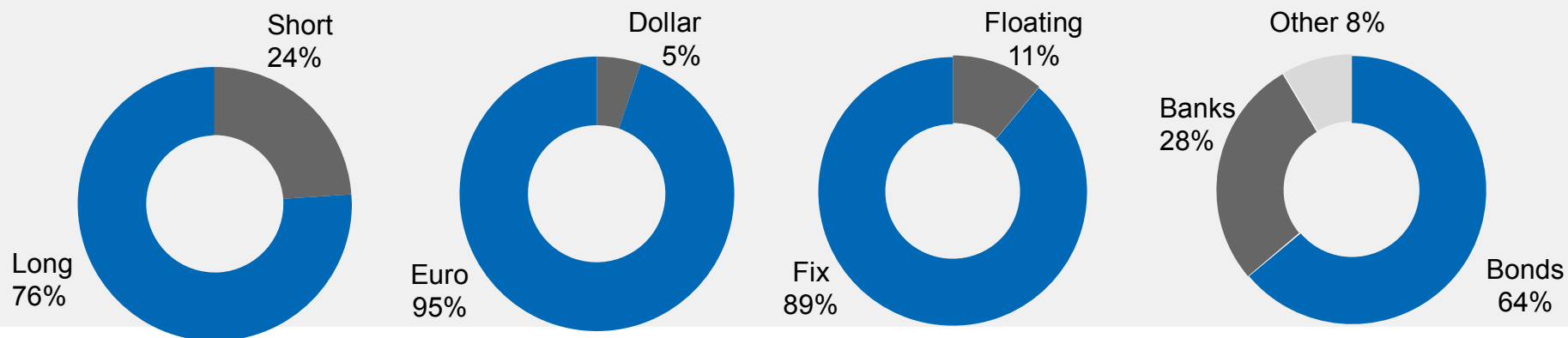
| EURm | H1 2017 | H1 2016 | Δ abs | Δ % |
|-------------------------------------|----------------|----------------|-------------|--------------|
| Net Sales | 1,353.8 | 1,261.3 | 92.5 | +7.3 |
| Operating cash flow (EBITDA) | 241.1 | 222.5 | 18.6 | +8.4 |
| of which, non recurring | (4.5) | 3.2 | | |
| % of sales (recurring) | 18.1% | 17.4% | | |
| Depreciation and amortization | (108.6) | (93.5) | (15.1) | |
| Operating profit (EBIT) | 132.5 | 129.0 | 3.6 | +2.8 |
| % of sales | 9.8% | 10.2% | | |
| Equity earnings | 49.7 | 36.6 | 13.1 | |
| Net finance costs | (12.2) | (36.4) | 24.2 | |
| Profit before tax | 170.1 | 129.2 | 40.9 | +31.7 |
| Income tax expense | (50.8) | (37.7) | (13.1) | |
| Net profit | 119.3 | 91.5 | 27.8 | +30.4 |
| Minorities | (1.7) | (1.1) | (0.5) | |
| Consolidated net profit | 117.6 | 90.3 | 27.3 | +30.3 |
| Cash flow ⁽¹⁾ | 227.9 | 185.0 | 42.9 | +23.2 |

(1) Net Profit + amortization & depreciation

Net Financial Position

| | Sep 17 | Dec 16 | Δ | Sep 16 |
|---------------------------------|----------------|----------------|----------------|----------------|
| EURm | | | abs | |
| Cash and other financial assets | 716.4 | 609.6 | 106.8 | 879.5 |
| Short-term debt | (392.5) | (75.8) | (316.7) | (409.9) |
| Net short-term cash | 323.9 | 533.8 | (209.9) | 469.7 |
| Long-term financial assets | 12.2 | 13.2 | (1.0) | 12.1 |
| Long-term debt | (1,251.3) | (1,488.6) | 237.3 | (1,466.2) |
| Net debt | (915.2) | (941.6) | 26.4 | (984.5) |

Gross debt breakdown (€m 1,643.8)



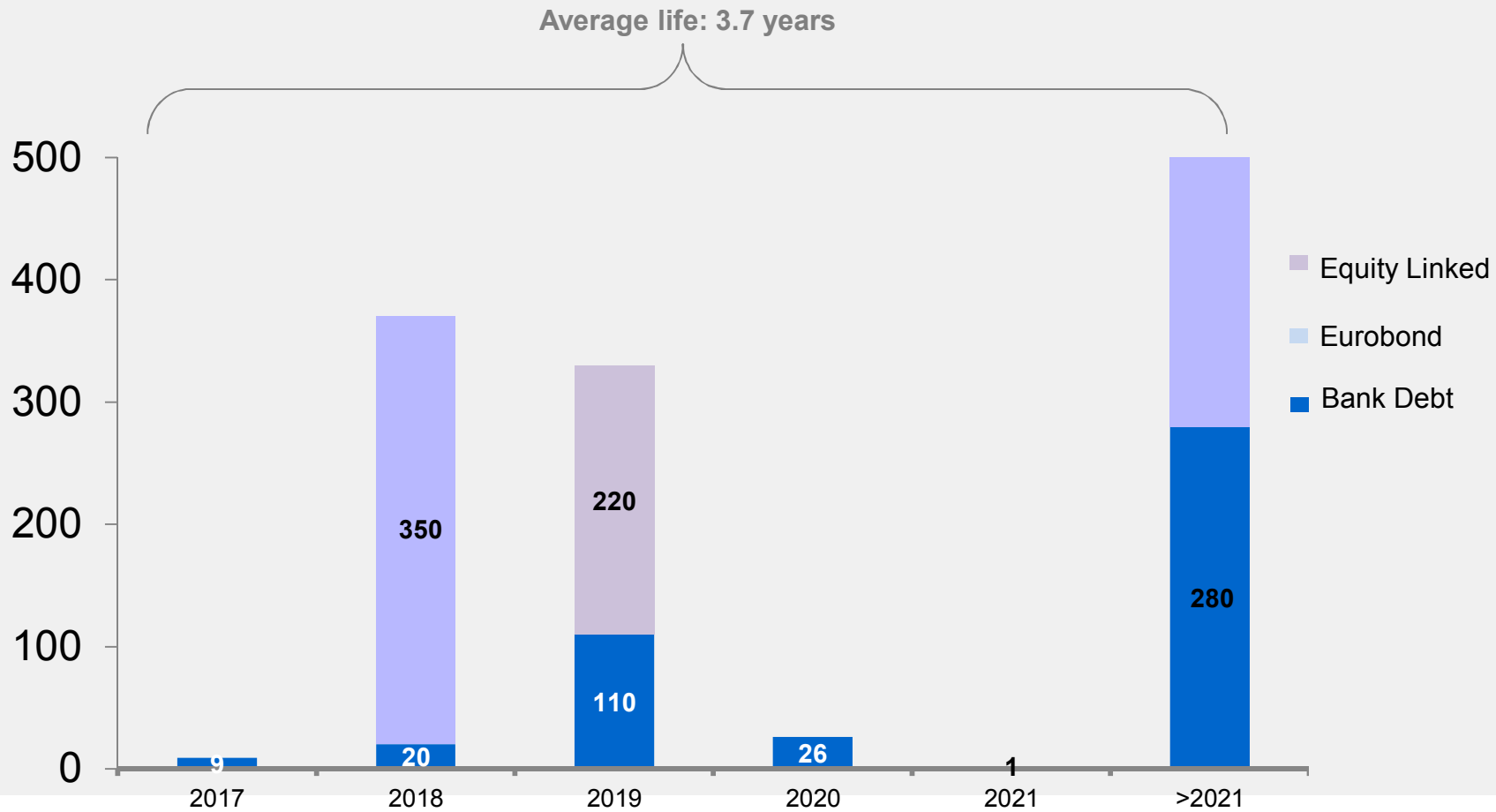
Consolidated Cash Flow Statement

| EURm | H1 17 | H1 16 | 2016 |
|---|----------------|------------------|----------------|
| Cash generated from operations | 186.5 | 136.5 | 467.5 |
| <i>% of sales</i> | <i>13.8%</i> | <i>10.8%</i> | <i>17.5%</i> |
| Interest paid | (15.5) | (14.7) | (61.5) |
| Income tax paid | (37.1) | (38.8) | (101.8) |
| Net cash by operating activities | 133.9 | 83.0 | 304.1 |
| <i>% of sales</i> | <i>9.9%</i> | <i>6.6%</i> | <i>11.4%</i> |
| Capital expenditures ¹⁾ | (90.4) | (127.0) | (236.0) |
| Equity investments | (27.5) | - | (0.4) |
| Dividends paid | (21.8) | (16.2) | (16.3) |
| Dividends from associates | 32.5 | 27.8 | 67.0 |
| Disposal of fixed assets and investments | 5.5 | 13.0 | 21.5 |
| Translation differences and derivatives | (9.6) | 4.8 | (59.9) |
| Accrued interest payable | 6.9 | (20.8) | (3.8) |
| Interest received | 4.1 | 3.1 | 14.6 |
| Other | (1.3) | (2.5) | (2.7) |
| Change in net debt | 32.3 | (34.8) | 88.2 |
| Net financial position (end of period) | (909.2) | (1,064.6) | (941.6) |










1) of which expansion projects 11.9 (51.6 in H1 16; 76.8 in 2016)

Debt maturity profile

- Total nominal value of debt and borrowings stood at €m 1,516 at September 2017
- As at September 2017 available €m 324m of undrawn committed facilities (€m 300m for Buzzi Unicem, €m 24 for Dyckerhoff)



Expected trading in 2017

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

Note: Prices in local currency

Recent strategic move: Zillo acquisition 1/4

RATIONALE

- 1- Active role in the consolidation process of the domestic industry
- 2- Strengthening presence and domestic market share
- 3- Positive impact on Buzzi Unicem's profitability
- 4- Expected integration synergies
- 5- Consolidation in the sector offer



- Leading industrial group, founded in 1882 and focused on the cement and ready-mix concrete industry in the North-East of Italy
- 2 full-cycle cement plants (market share estimated at 5%) and about 40 batching plants
- About 1.1 m ton cement sales in 2016

Recent strategic move: Zillo acquisition 2/4

- On June 16, 2017 Buzzi Unicem has signed a mandatory agreement to buy 100% of the share capital of Cementizillo
- The agreement provides for the purchase of 2 full-cycle cement plants (Fanna (PN) and Monselice (PD)) and about 40 batching plants in the North-East of Italy
- The agreed amount for the share purchase of Cementizillo foresees a fixed portion, equal to €m 60 plus 450,000 Buzzi Unicem ordinary shares, already in treasury, and a variable portion that may range from a minimum of € 0 to a maximum of €m 21, depending on the trend of the average cement price achieved by Buzzi Unicem in Italy in the years from 2017 to 2020
- Payment: €m22.6, on June 16, 2017 for the minority stake (48%); payment of the 52% made for €m 19 at the closing date (July 3, 2017) together with the transfer of the 450,000 Buzzi Unicem ordinary shares; next installments will be €m 3.4 120 days after the closing date, €m 7.5 one year after the closing date and another €m 7.5 three years after the closing date

Recent strategic move: Zillo acquisition 3/4

- In 2016, Zillo's cement and clinker sales came in at approximately 1.1 m tons and ready-mix concrete volumes amounted to about 440,000 cubic meters
- Consolidated 2016 net sales of Zillo stood at €m 90 and EBITDA at €m 10 (of which €m 5 non-recurring). Ebit was negative for €m 4 and the company closed the year with a loss of €m 6. At 31 December 2016 net debt amounted to €m 46.

Recent strategic move: Zillo acquisition 4/4



Fanna (PN)

Monselice (PD)

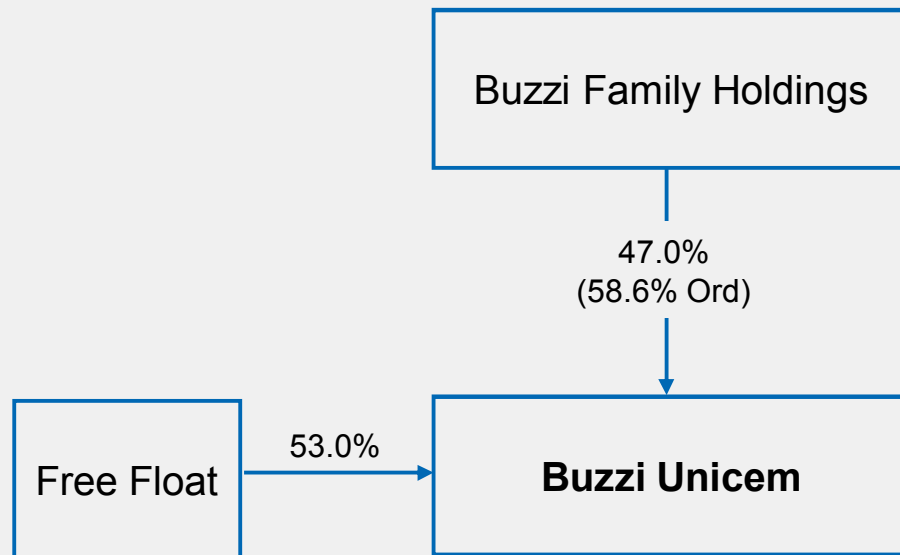
Appendix

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

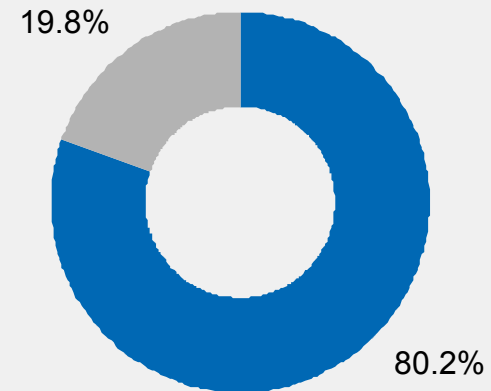
“Value creation through lasting, experienced know-how and operating efficiency”

Ownership structure



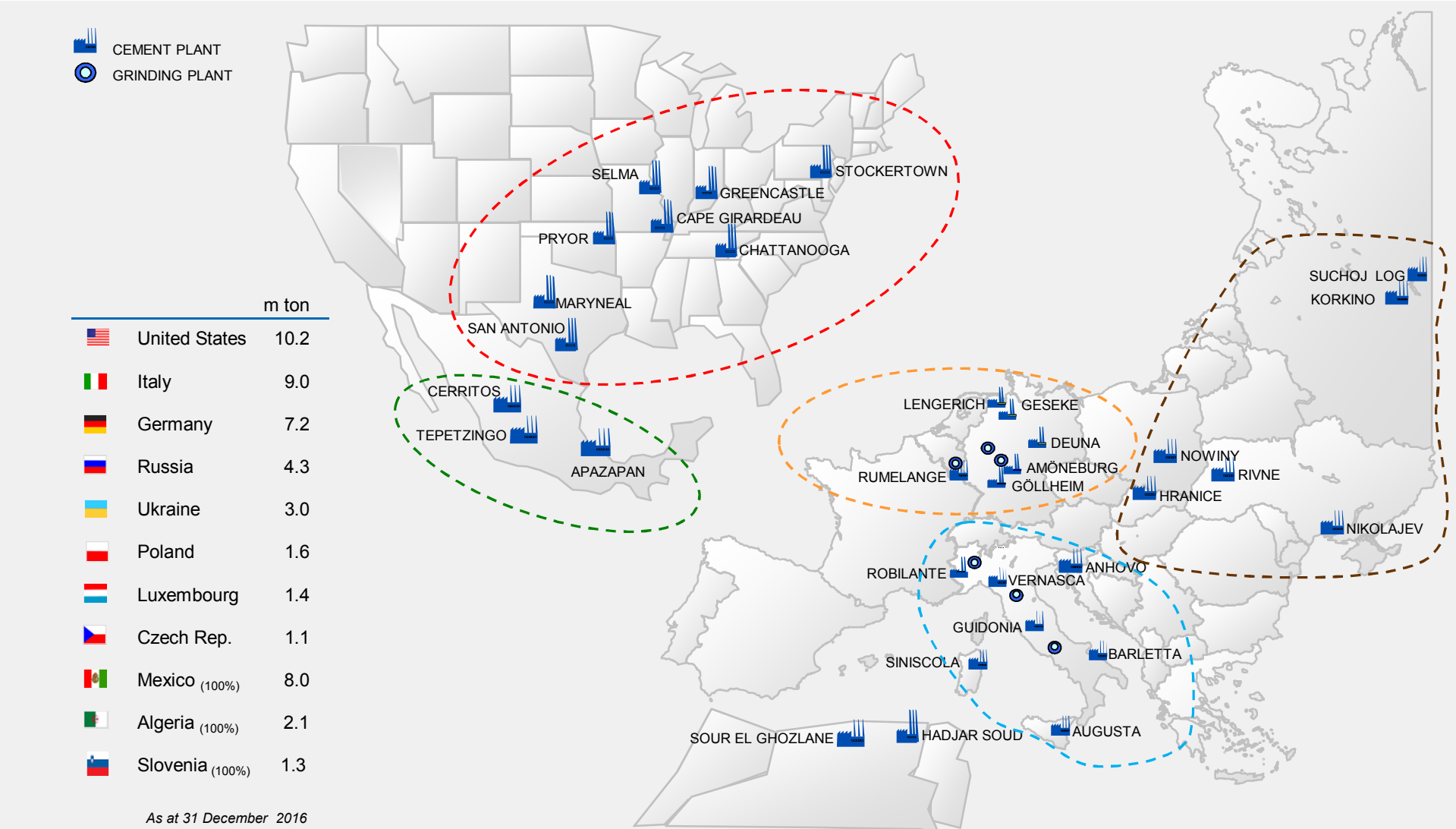
Share capital

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

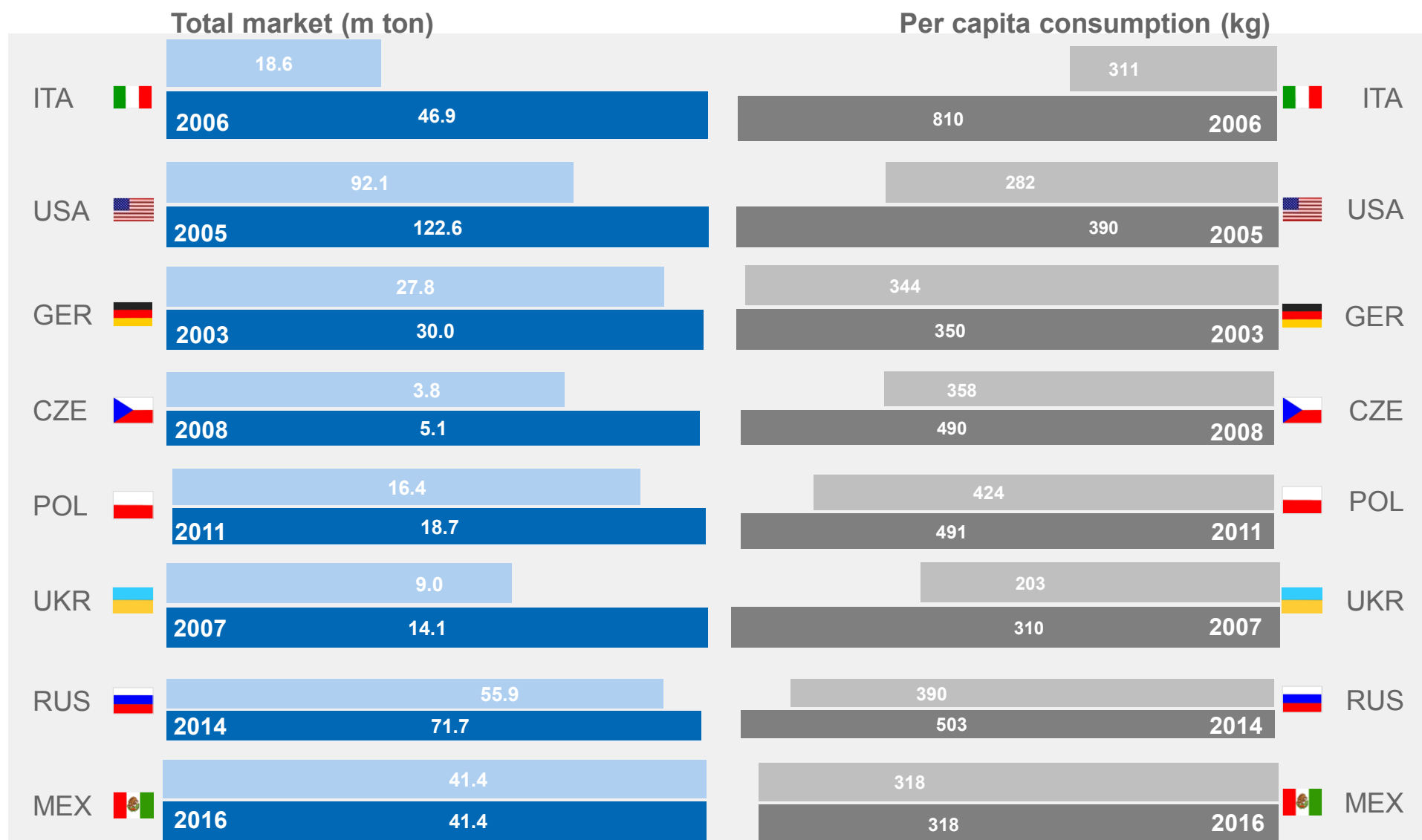


As at 31 December 2016

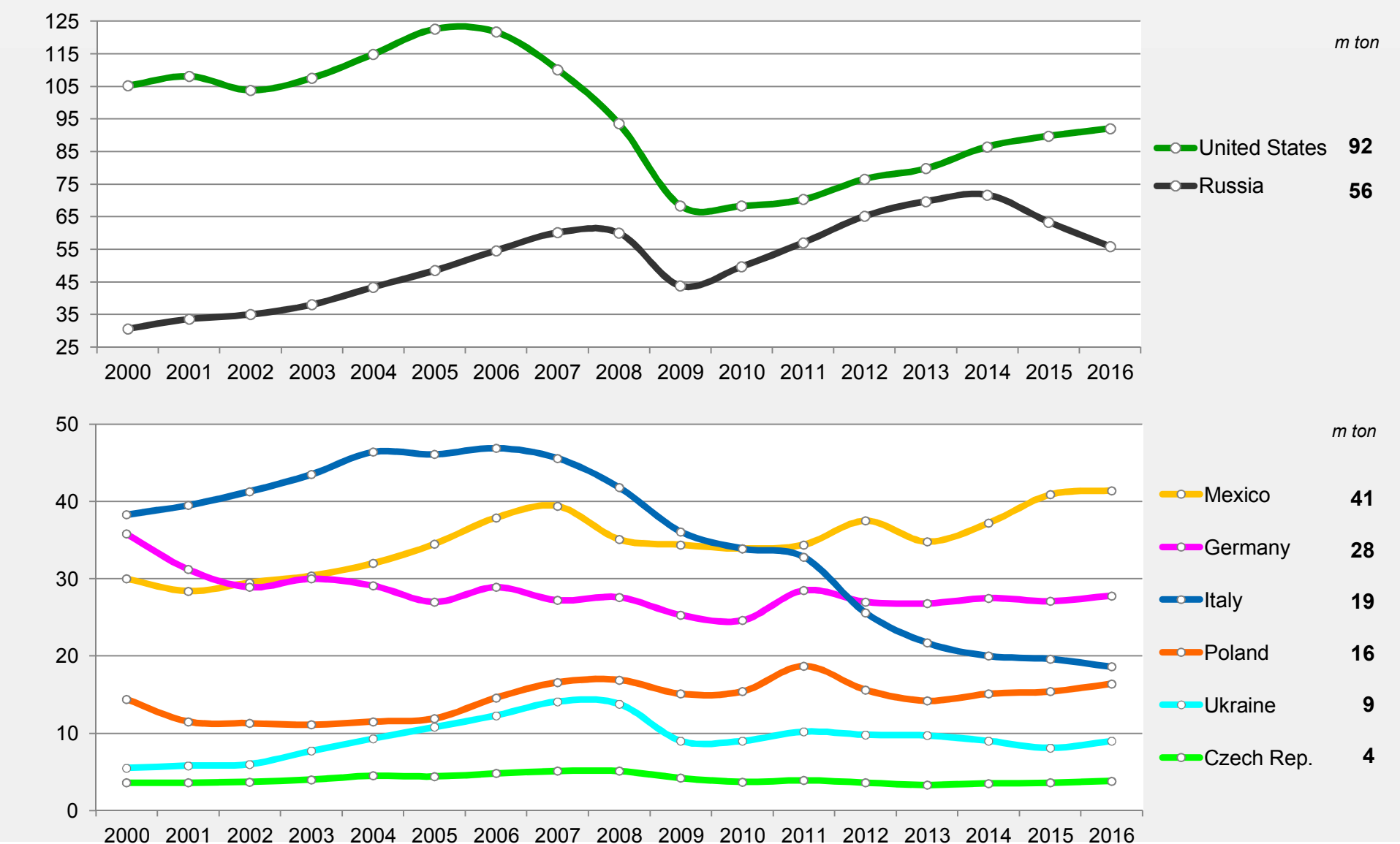
Cement plants location and capacity












2016 Consumption vs. Peak



Historical series of cement consumption by country



Historical EBITDA development by country

| EURm | | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|--------------|--------------|--------------|--------------|--------------|---------------------|--------------|--------------|
|  Italy | EBITDA | 92.7 | 32.5 | 10.3 | -5.9 | -18.1 | -18.7 | -37.2 | -22.2 |
| | margin | 13.1% | 5.3% | 1.8% | -1.2% | -4.2% | -4.8% | -9.8% | -5.9% |
|  Germany | EBITDA | 116.3 | 76.3 | 90.3 | 72.2 | 108.1 | 88.6 | 72.1 | 76.8 |
| | margin | 22.0% | 13.9% | 14.2% | 12.0% | 18.0% | 14.7% | 12.6% | 13.4% |
|  Lux/ Netherlands | EBITDA | 18.6 | 17.0 | 35.0 | 8.3 | 11.5 | 15.9 | 19.7 | 25.8 |
| | margin | 9.5% | 8.3% | 15.7% | 4.3% | 6.3% | 9.7% | 11.7% | 14.7% |
|  Czech Rep/ Slovakia | EBITDA | 44.2 | 32.8 | 35.2 | 25.4 | 19.2 | 27.0 | 32.6 | 34.3 |
| | margin | 25.2% | 20.5% | 20.5% | 17.0% | 14.6% | 20.2% | 24.0% | 25.2% |
|  Poland | EBITDA | 31.2 | 33.4 | 36.9 | 21.8 | 27.1 | 18.2 | 22.7 | 23.4 |
| | margin | 25.7% | 25.8% | 26.6% | 20.0% | 26.8% | 20.4% | 20.4% | 24.6% |
|  Ukraine | EBITDA | -4.5 | -10.5 | 6.9 | 15.8 | 12.3 | 11.0 | 4.0 | 12.8 |
| | margin | -6.0% | -12.8% | 6.2% | 11.8% | 10.0% | 12.5% | 5.7% | 16.1% |
|  Russia | EBITDA | 42.1 | 39.7 | 65.7 | 96.1 | 92.6 | 73.4 | 48.4 | 43.2 |
| | margin | 42.6% | 32.0% | 37.4% | 41.0% | 37.2% | 35.0% | 29.0% | 28.0% |
|  USA | EBITDA | 131.3 | 88.7 | 71.4 | 123.9 | 151.0 | 207.3 | 311.7 | 356.5 |
| | margin | 21.4% | 14.8% | 12.8% | 18.2% | 20.7% | 24.2% | 28.1% | 31.9% |
|  Mexico | EBITDA | 69.9 | 77.2 | 82.6 | 97.5 | 77.5 | Adoption of IFRS 11 | | |
| | margin | 38.7% | 36.2% | 34.7% | 36.2% | 33.2% | | | |
| Consolidated | EBITDA | 541.7 | 387.0 | 434.3 | 455.1 | 481.2 | 422.7 | 473.2 | 550.6 |
| | margin | 20.3% | 14.6% | 15.6% | 16.2% | 17.5% | 16.9% | 17.8% | 20.6% |

Italian Equity Conference 2017

New York – 16 November 2017