Buzzi Unicem: a global cement specialist

A Company, whose Russian business is contributing to Russian war crimes in Ukraine



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An update on what today's Russia is like...

- 1 Today's Russia is ran by a violent criminal group, committing terror against and holding hostage civilians in both Ukraine and Russia
 - Recent bombings of Ukrainian cities and civilian infrastructure are war crimes, including according to the Russian law
- 2 Russian war and policy towards Ukraine deny Ukrainians' right to exist, in line with UN definition of genocide
 - State-run propaganda is inciting genocide. e.g., on 20 October 2022 live on Russia Today, a state-owned broadcaster, a leading Russian propagandist Anton Krasovsky said the following referring to Ukrainian children: "Just drown these children. Drown them."
- 3 Russia is mobilizing hundreds of thousands of Russian men to deploy them as cannon fodder in the aggressive war against Ukraine
 - Several hundred mobilized already died on the front, while hundreds of thousands of Russian men fled Russia post announcement of mobilization

What are the implications for the Western companies operating in Russia?

- Every ruble of taxes paid could be used to finance: (i) criminal leadership of Russia; (ii) Russian genocidal propaganda machine; (iii) Russian armed forces
- Every company is obliged to comply with and cooperate with mobilization of its staff⁽¹⁾
- As the Russian economy is increasingly on a war footing, companies are likely forced to start or continue supplying the Russian war machine

...and what it has become: a terrorist state

Since Russian Invasion of Ukraine several **EU member states and European institutions declared Russia a terrorist state**

- <u>Lithuania</u>, <u>Latvia</u> and <u>Estonia</u> were the first countries, declaring Russia a terrorist state
- The lower house of <u>Czech Republic</u> parliament, as well as Senate in <u>Poland</u> designated Russia a terrorist regime



regime

kw/kb (1) 26.10.2022, 17:32

- The Parliamentary Assembly of the Council of Europe (PACE) adopted a <u>resolution</u> declaring Russia a terrorist regime
- Members of the European Parliament <u>voted</u> on resolution on 23 November 2022 to declare Russia sponsor of terrorism



European Parliament declares Russia to be a state sponsor of terrorism

Press Releases PLENARY SESSION AFET 23-11-2022 - 12:31

Continuing operations in Russia means supporting a terrorist state

Source: News articles 4

Introducing Buzzi Unicem

Buzzi is the key player in the global cement industry with leading position in Italy (#2), Germany (#2) and the US (#4). It is majority owned by the Buzzi family

Overview

- Headquartered in Casale Monferrato, Italy, Buzzi Unicem (the "Company" or "Buzzi") is a global producer of cement (68% of sales in 1H'22), ready-mix concrete and aggregates, operating in 14 countries
- Buzzi's production facilities include 29 full cycle cement plants, 7 grinding plants, 45 terminals, 395 ready-mix batch plants and 18 aggregate quarries. Its production capacity is 40m tons of cement per year
- Key markets: (i) Central Europe (45% of 1H'22 group sales): Germany (45% Central Europe sales), Italy (42%), (ii) US (39%), and (iii) Eastern Europe and Russia (16%): Russia (37%), Czech Republic and Slovakia (31%)
- 52% of the shares are owned by Buzzi family.
 39% of voting shares are held by foreign investors

Key metrics (as of 1H'22, € million)

Market capitalisation (19 Jan 2023):	3,790
Net sales:	1,880
Net income:	89
Employees (#):	9,776
o/w employees in Russia (#):	1,576

Key products

Cement





Ready-mix concrete





Construction aggregates (sand, gravel, crushed stone, etc.)



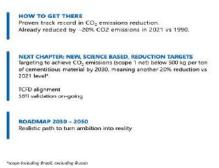


Buzzi Unicem's stated commitment to ESG...

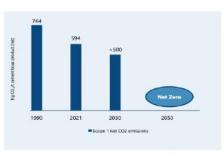
On 22 June, 2022, the Company presented its <u>roadmap</u> towards climate neutrality until 2050. The roadmap, however, excludes the Russian business. According to Company's 2021 sustainability <u>report</u>, **Russian business is among the least sustainable in the group**, with the highest CO₂ emissions (707 kg/t as of 2021 vs 689 kg/t group average) and clinker ratio⁽¹⁾ (88% vs 80%). Hence, its exclusion makes it easier to achieve sustainability targets **but is misleading, as Buzzi did not divest its Russian operations**

CEMENT		2021	ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
Climate change, energy and CO ₂ emissions														
Specific thermal consumption	MJ/t clinker	4,106	3,562	3,884	4,122	4,016		3,859	3,610		4,874	5,622	3,391	3,281
Thermal subtitution	96	27.8	16.8	19.9	72.3	51.9		68.3	81.4	5.65	0.0	0.0	27.9	0.3
Specific electric consumption	kWh/t cementitious product	122	103	137	118	110		111	124		133	114	99	78
Electrical energy from renewable sources (certified and not-certified)	%	9.8	9.1	15.5	2.5	47.7		12.0	8.2		0.0	4.4	76.0	n.a.
Specific gross scope 1 CO, emissions	kg/t cementitious product	689	660	777	600	527	- 1	606	559		707	844	492	598
Specific net scope 1 CO ₃ emissions	kg/t cementitious product	633	640	726	468	438	(#	500	452	1.0	707	844	479	598
Circular economy														
Clinker/cement ratio	96	80.2	76.5	89.1	70.1	66.1	- 2	73.5	75.8	-	88.0	79.9	60.1	71.4
Non virgin materials	96	9.0	5.7	6.4	13.5	24.4	94	12.6	13.3	161	3.8	14.1	19.8	0.2
Total waste produced per ton of cementitious product	kg/t cementitious product	5.8	1.0	16.1	0.8	1.8		4.0	0.3		3.7	0.9	1.1	0.3
of which process dust treated as waste	kg/t cementitious product	4.1	0.0	13.6	0.0	0.0		3.1	0.0		0.2	0.0	0.0	0.0

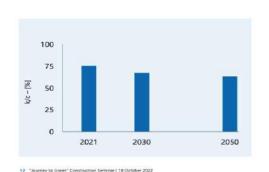
A REALISTIC PATH TO NET ZERO



"Journey to Green" Construction Seminar (18 October 2022)



CLINKER CONTENT IN CEMENTS OUR TARGETS













1 Buzzi Unicem

Source: Company information, 2021 sustainability report

Notes:

...and code of conduct

According to Company's <u>code of conduct</u>, it condemns any kind of discrimination, corruption and states respect to principles of dignity and equality. However, **Buzzi continues to operate in Russia**, **despite country's bottom ranking in Corruption Perception Index**, increasing human rights <u>abuses</u> in the country, violation of international law by Russia and war crimes committed by Russian armed forces in Ukraine

Respect for human rights

Buzzi Unicem is committed to protecting human rights in every country in which it operates. In the context of its internal relationships as well as dealing with third parties, the company recognizes and respects the principles of dignity and equality of each person and it does not tolerate any form of discrimination or harassment.

Buzzi Unicem protects the physical and moral integrity of its employees and associates, and is committed to ensuring them working conditions which respect an individual's dignity, as well as safe and healthy working environments.

Buzzi Unicem condemns the exploitation of labor, prohibits use of all forms of unlawful labor practices and promotes the protection of employees' rights, trade union freedoms and association rights. All persons subject to this Code, towards people with whom they interface, are required to adopt attitudes based on mutual respect and to avoid any discriminatory, harassing or offensive behavior.

Stand against corruption

Buzzi Unicem believes that corruption represents a major obstacle to sustainable development, economic growth and free competition. For this reason the company prohibits and does not tolerate any form of corrupt business activities.

All persons subject to this Code are not permitted to give, offer, promise, receive, accept, request or solicit - directly or through an intermediary - money or anything of value in order to obtain an unfair advantage for oneself, for their relatives, for third parties or for the group, regardless of whether the beneficiary of such an act of corruption is a public official or a private entity.

Continued operations in Russia violate Company's code of conduct and may depreciate its commitment to ESG standards

Buzzi Unicem's business in Russia

Buzzi continued to expand its Russian business after annexation of Crimea, being among top five in the cement industry in Russia and having the largest average cement plant capacity within the group

Overview of Russia operations

- Buzzi Unicem operates in Russia through "SLK Cement" LLC (ООО «СЛК Цемент» or "Buzzi Russia"), which includes two cement plants "Sukholozhskcement" («Сухоложскцемент») and "Korkino" («Коркино»), a terminal in Omsk, and transport company "Cemtrans" («Цемтранс»), according to Buzzi's Russian website. Dyckerhoff GmbH, Company's German subsidiary, is present in Russia since 1994
- Buzzi continued to expand the Russian business even after annexation of Crimea in 2014. On 1 Dec. 2014, 9 months after the annexation, Buzzi announced the acquisition of Uralcement (Korkino cement plant) from Lafarge for €104m. In the press-release (on the RHS), Buzzi emphasized the willingness to strengthen its position in the Urals region
- The Company's Russian cement plants have the largest cement production capacity per plant in the group.
 According to the sustainability report, as of 2021 the average Russian plant capacity was 2.2m tons of cement per year compared to 1.1m group average
- According to the Company's 2021 <u>Annual Report</u>, Russian business accounts for c.6% net sales / 7% EBITDA.
 Capital expenditures in Russia during the Jan 2014 Jun 2022 amounted to c. €154m



Completion of the acquisition in Russia

This is to inform that today Buzzi Unicem, through its fully owned subsidiary Dyckerhoff GmbH, having obtained the required regulatory approvals, has executed the agreement for the acquisition and transfer of a 100% interest in Uralcement from Lafarge, with parallel payment of a cash consideration of 104 million euro (enterprise value), plus cash acquired.

Uralcement is located by the town of Korkino, about 40 km South of Chelyabinsk. It consists of a full cycle plant, based on wet technology, with a production capacity of 1.1 million ton/year of portland cement and ample raw material reserves.

With the bolt-on addition of Uralcement, Buzzi Unicem aims at strengthening its position in the Urals region and leveraging the benefits of the combined production network with the existing factory of Sukhoy Log. Interesting synergies and opportunities are expected in the areas of logistics, product mix and business administration.

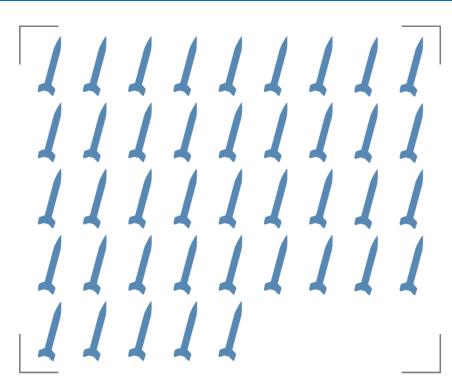
Dyckerhoff entered the Russian cement market in 1994, via the acquisition of a stake in Sukholozhskcement and in 2010 commissioned a new state of the art dry process line at that facility. With the investment in the Korkino plant, Buzzi Unicem annual production capacity in the country attains approximately 4.5 million ton/year.

Buzzi Unicem's business in Russia (cont'd)

Buzzi paid c. €62m in taxes, royalties and fees to the Russian government during 2016-2021, which makes it one of the largest taxpayers in regions of its operations

Buzzi's tax payments in Russia

- SLK Cement LLC is among the largest taxpayers in Sverdlovsk region and was named as a "Best taxpayer of the year" in 2021 according to the company's <u>press-release</u>
- As stated in the consolidated <u>report</u> on payments to governments, SLK Cement has paid c.€11.9m in 2021 to the Russian government in taxes, royalties and fees
- Overall payments to the government by Buzzi Unicem's Russian unit for the period 2016-2021 amounts to c.€62m⁽¹⁾ (compared to c.€5m for Ukrainian unit for the same period)
- c.€62m is the value of 206 missiles OTR-21 Tochka
 (Tochka-U)⁽²⁾ a tactical ballistic missile, that Russia
 used against civilians in Ukraine. On April 8, 2022,
 Russia hit a railway station in Kramatorsk with Tochka U missiles at least 50 people were killed and approx.
 100 injured



c. €62m in taxes paid to the Russian government during 2016-2021, equals to the value of c. 206

OTR-21 Tochka⁽²⁾ ballistic missiles

Source: Company information, financial statements and presentations, new articles Notes:

I. Calculated based on the reports on payments to governments published on Buzzi's website

Assumed one OTR-21 Tochka missile price €300k. One icon refers to 5 missiles

Buzzi Unicem's business in Russia (cont'd)

Despite its announcement to withdraw from any operational involvement in Russian business, Buzzi Russia continued to expand in 2022 since Russian invasion of Ukraine

Performance of Russian business in 2022

- In the <u>press-release</u> dated 12 May 2022, the Company announced its decision to cease any operational involvement in the activities carried out by SLK Cement and to suspend strategic initiatives due to the sanctions imposed on Russia
- At the same time, Buzzi Russia continued to grow in 2022. Based on the interim report, during the 1H'22 Russian unit grew net sales 22%, EBITDA by 43% and capital expenditures by 44% yoy. Profitability improved as EBITDA margins expanded from 27% in 1H'21 to 32% in 1H'22. As per trading update, its net sales growth in Q3'22 has accelerated further, to 36% yoy
- Buzzi Russia, has been actively recruiting during 2022. As of June 2022, SLK Cement had 1,576 employees, c. 9% higher (+130 people) than in December 2021. Moreover, according to the Russian job search service hh.ru, there were 30+ vacancies at SLK Cement LLC as of October 2022

Russia

During the first half of the year, due to the fallout from the war in Ukraine and the consequent rapid deterioration of economic indicators, the economy slowed down significantly. The contraction in economic activity was driven by the decline in domestic demand and investments, severely impacted by international sanctions and the outflow of foreign capital. Although the prices of energy goods have remained high, the decision of the European Union to stop oil imports by the end of 2022 will have unfavorable consequences on the extraction activity. Government fiscal interventions to support domestic demand, in addition to the interest rate cut by the central bank, may not be sufficient to prevent an economic recession already in 2022. In this context, the most recent estimates indicate that GDP is expected to decline by 8.5% and inflation to exceed 21%.

Due to the sanctions imposed on the country by the European institutions, we decided to withdraw from any operational involvement in the activities carried out by the subsidiary SLK Cement in the country. Consequently, decisions concerning the investment can only be taken through the shareholders' meeting and are limited to the ones that, according to Russian business law, belong to this body. Further strategic initiatives in the country have been suspended.

During the first six months of 2022, net sales stood at €114.3 million, up 21.7% from €93.9 million in the same period of 2021, while Ebitda reached €36.0 million (up 43.0% compared to €25.2 million in 2021). The strengthening of the ruble (+4.6%) positively impacted the translation of the results into euros. Net of the exchange rate effect, net sales and Ebitda would have been up 16.1% and 36.4% respectively.

(millions of euro)		1st Half 2022	1st Half 2021	22/21
Net sales		114.3	93.9	+21.7%
EBITDA		36.0	25.2	+43.0%
% of net sales		31.5	26.8	
Capital expenditures		11.7	8.1	+44.1%
Headcount end of period n.		1,576	1,521	+3.6%
million euro	Q3-22	Q3-21	Δ%	Δ % Ifl
Ukraine	47.5	92.3	-48.5	-48.4
Russia	215.5	158.1	+36.3	+18.4

Buzzi Unicem's dealings with MoD and SOEs in Russia

Buzzi Russia does business with the Russian Ministry of Defence and state-owned enterprises

SLK Cement dealings with the Ministry of Defence and state-owned enterprises

- According to the SLK Cement's <u>press-release</u>, in November 2020 the company signed a contract under the state defence order for the supply of 13k tons of cement for the construction of a new Omsk cadet military corps. SLK Cement stated that 80% of total cement volume for the construction of the corps was produced in the "Sukholozhskcement" branch and partially delivered by the Company's subsidiary "Cemtrans"
- Another contract refers to the construction of a multifunctional medical centre, which was caried out by the Military Construction Complex of the Russian Ministry of Defence (press-release)
- According to the <u>interview</u> of SLK Cement's CEO Andrey Immoreev, SLK Cement also provided services for Rosatom – a state-owned enterprise involved in the nuclear threats in Zaporizhzhia Nuclear Power Plant in Ukraine
- Moreover, SLK Cement had a contract for 8k tons of cement supplied to JSC Vostsibneftegaz, a subsidiary of the Rosneft group (press-release). Rosneft is the second-largest stateowned enterprise in Russia and a leading Russian oil and gas company. The CEO of Rosneft, Igor Sechin, is one of the closest allies of President Putin and is currently under the US, EU and the UK sanctions





BЫ НАХОДИТЕСЬ: ГЛАВНАЯ > КОМПАНИЯ > ПРЕСС-ЦЕНТР > КОМПАНИЯ SLK CEMENT ПОСТАВИЛА 13

000 ТОНН ЦЕМЕНТА ДЛЯ СТРОИТЕЛЬСТВА ОМСКОГО КАДЕТСКОГО КОРПУСА



08.10.2021

Компания SLK Cement поставила 13 000 тонн цемента для строительства Омского кадетского корпуса

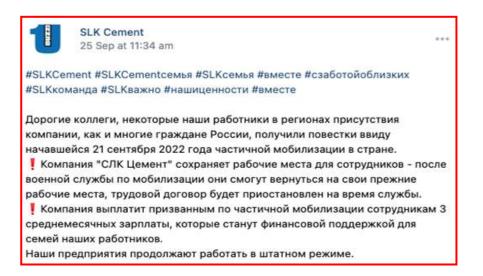
В ноябре 2020 года компания SLK Cement, ведущий производитель цемента в УРФО, впервые подписала договор по государственному оборонному заказу на поставку цемента для строительства нового Омского кадетского военного корпуса.

Buzzi's employees have been mobilized in Russia... (cont'd)

SLK Cement confirmed that some of the employees have been called into Russian armed forces

Mobilization in Russia affects Buzzi Russia employees

- SLK Cement confirmed on its official page on Russian social media vk.com, that some of the employees have been mobilized into Russian armed forces since 21 September 2022
- As of 29 September 2022, approx. one thousand men were mobilized in Korkino, where one of the Buzzi's plants is located, according to the <u>Current Time</u>
- Two weeks later, first news confirmed that **five mobilized men from Korkino were killed in Ukraine**. According to the Current Time unofficial sources, the real number of deaths might have been 27 mobilized men

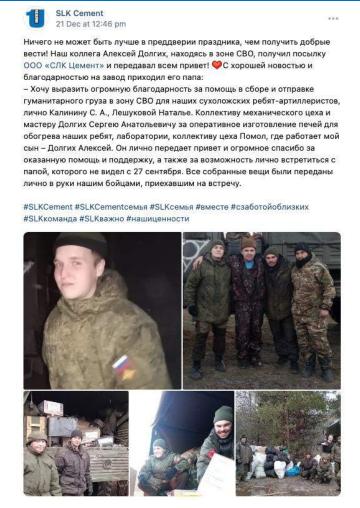


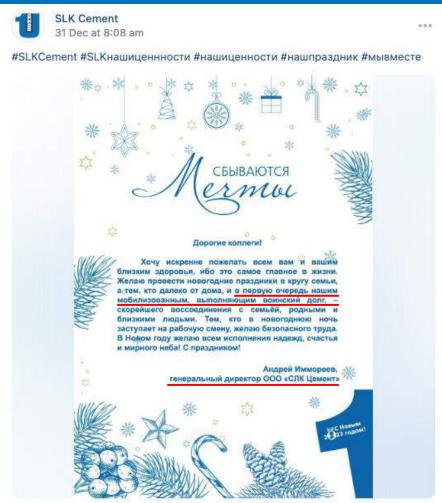


Buzzi's employees have been mobilized in Russia... (cont'd)

Buzzi shows a big appreciation to its mobilized employees on Russian social media. Recent <u>post</u> confirms that SLK Cement sent supplies to the Russian artillery unit, which Buzzi's employees are part of. Buzzi Russia CEO is thanking the mobilized employees in his <u>New Year's greetings</u>

Snapshots from SLK Cement's official page on Russian social media (vk.com)



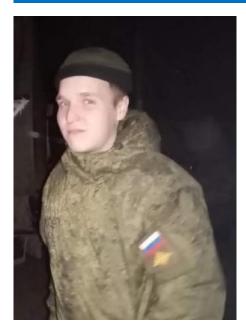


Source: Company information

Buzzi's employees have been mobilized in Russia... (cont'd)

Based on SLK Cement's official page on Russian social media vk.com, at least nine Buzzi's employees are participating in the war in Ukraine. These numbers only include those whose names were mentioned directly on Buzzi Russia official page on vk.com. The real number of mobilized employees is unknown

Snapshots of some of SLK Cement's mobilized employees from Russian social media (vk.com)



Aleksey Dolgikh, SLK Cement employee, Russian artillerist⁽¹⁾



Denis Musin, SLK Cement employee (first one on the left-hand side)(2)



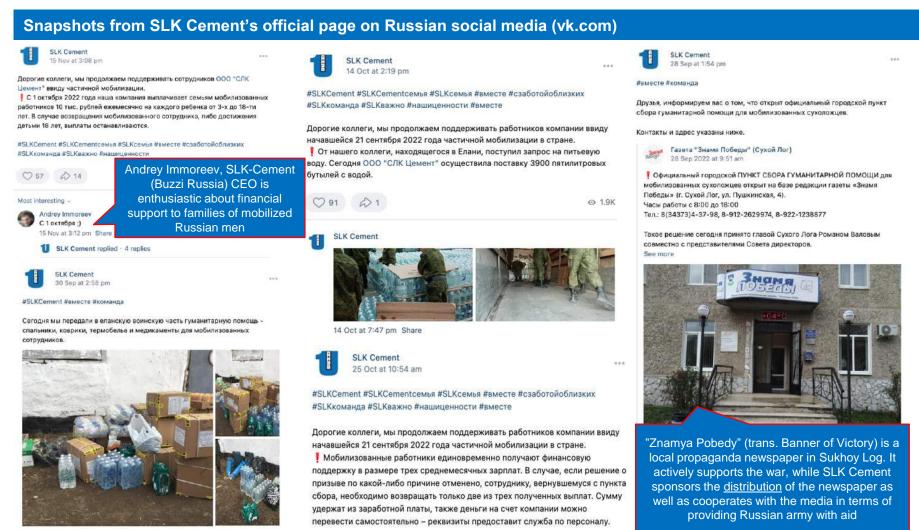
Igor Bestaev, SLK Cement employee(3)

Source: Company information, Russian social media vk.com Notes:

- 1. Identified from SLK Cement web page, where the Company specifically mentioned that Aleksey Dolgikh was mobilized (see snapshot from the previous page).
- 2. Identified from the comment section under SLK Cement recent <u>post</u>. Buzzi's employees mentioned Denis Musin as mobilized, while the Company confirmed Denis as its employee in previous <u>publications</u>. On his personal page on vk.com, SLK Cement figures as a place of employment.
- 3. Identified from the comment section under SLK Cement recent post. Buzzi's employees mentioned Igor Bestaev as mobilized employee of SLK Cement.

...and Buzzi's funds are spent on the Russian army and propaganda!

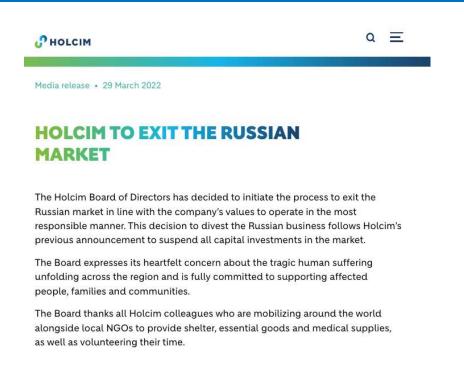
Buzzi Russia actively supports mobilized employees, supplies Russian military with aid and encourages others to support Russian army. The CEO of SLK Cement, Andrey Immoreev, congratulated its mobilized employees with the introduction of financial support from the Company since 1 October 2022

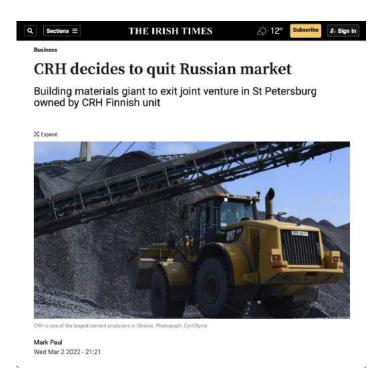


Buzzi Unicem ignored Russian invasion of Ukraine

Buzzi did not make any public statement condemning Russian war against Ukraine. On the contrary, according to the Yale's Russia list Buzzi is "digging in" in Russia, unlike its international peers. While the Company only announced withdrawal from operational involvement in its Russian unit, Holcim Group announced exit from Russia on 29 March 2022 (Holcim media release), even though its Russian operations are larger compared to Buzzi: Holcim had 5 production units in Russia and in 2021 reported RUB23.3bn of sales (c. €279m⁽¹⁾) (according to SBIS: Holcim (Rus) and Holcim (Rus) CM). In March 2022, another peer, CRH plc, announced its decision to withdraw from Russia

Buzzi's peers are leaving Russia





Our call on Buzzi Unicem to exit Russia

We have been appalled with Buzzi Russia's open support of Russian mobilization including **spending Buzzi's corporate funds to pay and supply the mobilized Buzzi's employees, which are joining the Russian army**. We are shocked that no shareholder neither publicly condemned Company's involvement in the Russian war nor called on the Company to divest its Russian business. **We therefore call on Buzzi Unicem to immediately formulate and announce a plan to exit Russia for the following reasons:**

- Some of Buzzi Unicem's Russian employees have been already mobilized into Russian armed forces, while SLK Cement supplies Russian armed forces with aid and pays the families of its mobilized employees
- SLK Cement was involved in construction of cadet military corps in Russia under its contract with Russian Ministry of Defence
- Buzzi Russia supplied its products to the largest government-controlled enterprises in Russia, such as Rosneft, whose
 management is under sanctions and has close ties with Russian president, and Rosatom, who was involved in threatening Europe with
 potential nuclear tragedy at Zaporizhzhia Nuclear Power Plant
- Buzzi acquired new plant in Russia in 2014, after illegal annexation of Crimea, as well as continues to expand its business in Russia since the Invasion of Ukraine on 24 February 2022
- SLK Cement is one of the largest taxpayers in the region of its operations, thereby continuing to finance the Russian war machine through locally paid taxes. According to Meduza, approx. 23% of Russian budget in 2023 relate to "secret" expenses that might be connected with the armed forces or directly with the invasion of Ukraine
- Continued operations in Russia contradicts Company's code of conduct and hinders Buzzi's commitment to the ESG standards
- EU Parliament, PACE as well as several EU member states declared Russia state sponsor of terrorism. Continued operations in Russia means supporting and sponsoring terrorism

Supporting Russian mobilization, building Russian military academies and dealing with Russian state-owned enterprises, which are linked to Russian war crimes and sanctioned oligarchs – does this create shareholder value?