

SUSTAINABILITY REPORT

2018

CONSOLIDATED NON-FINANCIAL STATEMENT
UNDER THE ITALIAN LEGISLATIVE DECREE N°254/216



Buzzi Unicem is an international multiregional, “heavy-side“ group, focused on cement, ready-mix concrete and aggregates.

The company’s dedicated management has a long-term view of the business and commitment towards a sustainable development, supported by high quality assets.

Buzzi Unicem pursues value creation through lasting, experienced know-how and operating efficiency of its plants.

Vision



Photo: Total Tower in Berlin, Germany. Made with Dyckerhoff Weiss. Ph. Christian Richters

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Pietro Buzzi
Chief Executive

A handwritten signature of Pietro Buzzi in black ink, written in a cursive style.



Michele Buzzi
Chief Executive

A handwritten signature of Michele Buzzi in black ink, written in a cursive style.

This 2018 edition of the Sustainability Report includes the consolidated non-financial declaration (NFD) which is mandatory by law since 2017.

Based on a study by KPMG, all 205 companies who published an NFD last year adopted the GRI (Global Reporting Initiative) international standards. Subject matter that received the greatest attention included: health and safety (75%), development of human capital (72%), promotion of diversity (65%), anti-corruption (62%), relations with the community (60%), climate change (58%), energy efficiency (57%), protection of human rights (52%) and waste management (43%).

These figures validate the quality of the content and structure of our Sustainability Report and provide useful suggestions for further improvement.

In terms of tackling climate change, 2018 was the year we implemented our five-year plan for the reduction of direct CO₂ emissions. Despite an increase in production of binders of approximately 550,000 t compared to the previous year, we were able to limit our emissions and improve the respective emission factor, with a reduction from 696 to 690 kg CO₂/t of cementitious material. The path we have embarked on is the right one, however we are fully aware that we need to do more in order to reach our target of 662 kg CO₂/t of cementitious material by 2022.

Indirect CO₂ emissions, resulting from the use of electrical energy, increased slightly compared to 2017. Part of this increase is due to a better calculation of the energy generated from renewable sources that we actually

consumed. However, we do highlight that higher power prices still significantly limits use of energy from renewable sources in all countries.

With regard to safety, the number of injuries and lost days continued to fall, thus confirming the positive trend that has been observed in recent years. Nevertheless, we do have to report two fatal accidents, both of which involved contractor staff.

2018 was also a particularly intense year in terms of our engagement activities, especially those directed at improving collaboration and partnerships with local entities and communities.

We realize that there is still a great deal to do, however we believe that, in 2018, our approach to sustainability helped us to make strides in the right direction, which is why we are wholeheartedly committed to continuing the processes we have started.



Photo: The ROC School in the Hague, Netherlands, inspired by Mondrian. Made with Dyckerhoff Weiss. Ph. Hering Bau & Bart van Hoek

Methodology Note

The enactment of legislative decree 254/2016 requires that public interest entities publish a consolidated non-financial declaration (NFD), starting with the 2017 financial year.

Now, for the second year, Buzzi Unicem has integrated the NFD within its Sustainability Report (art. 4 legislative decree 254/2016). The Company firmly believes that this instrument, which was published initially in 2001, continues to evolve in terms of its content and accuracy, and enables us to more fully comply with our legislative requirements, by integrating them with our corporate culture. The list of information required by the decree is contained within the “Correlation table to Legislative decree 254/16”.

In accordance with the provisions of the decree itself, the Sustainability Report (SR) was drafted using the “In Accordance Core” level of reporting included in the new Standards of the Global Reporting Initiative (GRI). The SR describes the corporate sustainability model, the identified risks and how these are managed through Policies and Targets, and ESG (environmental, social and governance) performances. The list of indicators included in the report is contained within the “Table of Contents of GRI Standards”.

Environmental indicators relating to consumption of thermal energy and emissions of dusts, nitrogen oxides (NO_x), sulphur dioxide (SO₂) and mercury (Hg) are shown per ton of clinker produced. Indicators relating to consumption of electrical energy, emissions of carbon dioxide (CO₂), waste produced and water consumption instead relate to tons of cementitious material, defined as total clinker produced - i.e. that which is used for the production of cements/binders and sold directly - as well as gypsum, and any materials mixed with clinker to produce cement and/or binders (e.g. limestone, slags, fly ashes, pozzolans, dust from production process). The cementitious material includes any quantities of mineral components (slag, fly ashes and pozzolans) that are processed and sold separately as cement substitutes. Clinker purchased from third parties and used for the production of cements and/or binders is not included.

Social indicators on injuries and related indicators, refer to both direct employees and employees of suppliers

and contractors working at our production sites.

This edition of the sustainability report, which also includes the non-financial declaration, was approved by the Board of Directors on March 28, 2019 along with the Consolidated Financial Statement.

Reporting Process

The reporting was prepared using a structured data collection process based on “Reporting Packages” (RP): a series of files distinguished on the basis of the respective subject matter containing all the necessary information as well as the formulae for calculating the indices. The RP also included an operational manual with definitions and examples to assist the reporting process. Finally, the RP contains a Representation Letter including the companies involved in the reporting scope in which each country manager confirms the accuracy of the data.

Reporting Scope

The economic, environmental and social data and information contained in the Sustainability Report relate to all companies within the reporting scope of the Consolidated Financial Statements as at 31 December 2018 using the line-by-line method*. The reporting scope of the Sustainability Report is aligned with that of the Consolidated Financial Statement.

For the calculation of greenhouse gas emissions of cement plants in Italy, Germany, Luxembourg, Poland and Czech Republic that fall within the Emissions Trading System (EU ETS), the Company used the criteria required by Regulation (EU) n. 601/2012 of the European commission, which establishes guidelines for the monitoring and disclosure of greenhouse gas emissions in accordance with directive 2003/87/EC of the European Parliament and Council.

In Russia and Ukraine the calculation of emissions in 2018 was made on the basis of the criteria established by regulation EN 19694-3, method B2, while in the US the calculation was made using method B1.

Additionally:

- all data refers to the period 01-01-2018 to 31-12-2018;
- the quantitative environmental and social data were consolidated in full;
- economic data came from the Consolidated Financial Statement.

* The companies Compañía Cubana de Cemento Portland, S.A., Transportes Mariel, S.A., Proyectos Industrias de Jaruco, S.A., are not included in this non-financial report as the Group does not exercise operational control over them.



Photo: "Silhouette" eyewear plant and warehouse in Linz, Austria. Supplier Dyckerhoff WHITE DECOR.
Architecture firm: X ARCHITEKTEN ZT GmbH, Linz, Austria Ph: ©Schreyer David

Group profile

The group at a glance

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Regional overview

16

THE GROUP AT A GLANCE

INTERNATIONAL PRESENCE

Europe

	Buzzi Unicem, Unical, Cementi Moccia (50%), Laterlite (33%)
Italy	
Germany	Dyckerhoff, Deuna Zement, Dyckerhoff Beton
Luxembourg	Cimalux
Netherlands	Dyckerhoff Basal Nederland
Poland	Dyckerhoff Polska
Czech Republic and Slovakia	Cement Hranice, ZAPA beton
Ukraine	Dyckerhoff Ukraina
Slovenia	Salonit Anhovo (25%)

Asia

Russia	Sukholozhskcement, Dyckerhoff Korkino Cement
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America

USA	Buzzi Unicem USA, Alamo Cement, Kosmos Cement (25%)
Mexico	Corporación Moctezuma (50%)
Brazil	Cimento Nacional (50%)

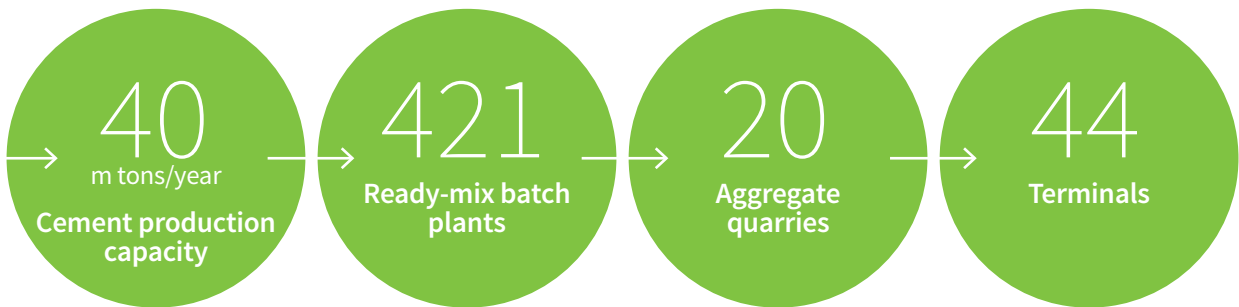
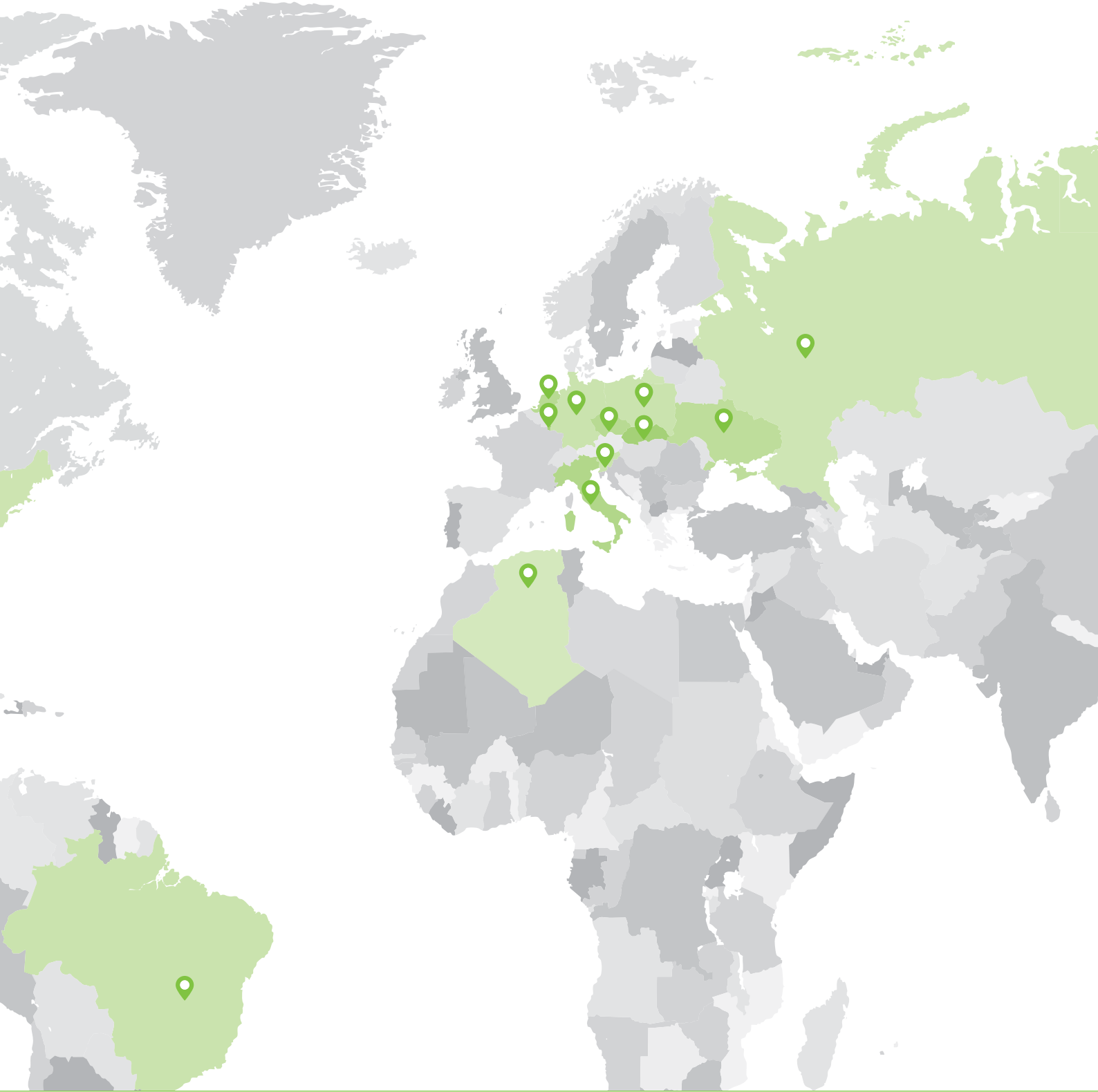
Africa

Algeria	Société des Ciments de Hadjar Soud (35%) Société des Ciments de Sour El Ghozlane (35%)
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The Buzzi Unicem Group is committed to promoting sustainability in all countries in which it operates





Operating structure

		ITA	GER	LUX	NLD	POL	CZE SVK	UKR	RUS	USA	TOTAL	MEX ¹
Cement plants	n.	11	8	2	-	1	1	2	2	8	35	3
of which grinding	n.	3	2	1	-	-	-	-	-	-	6	-
Cement production capacity	m tons/ year	10.8	7.2	1.4	-	1.6	1.1	3.0	4.3	10.2	39.6	8.3
Ready-mix batch plants	n.	133	107	3	14	21	70	5	-	68	421	30
Aggregate quarries	n.	6	3	-	1	-	7	-	-	3	20	4
Deposits and terminals	n.	2	2	-	-	1	-	2	1	36	44	-

ITA/Italy, GER/Germany, LUX/Luxembourg, NLD/Netherlands, POL/Poland, CZE/Czech Republic, SVK/Slovakia, UKR/Ukraine, RUS/Russia, USA/United States of America, MEX/Mexico.

¹ Figures at 100%.

Key Figures

		2012	2013	2014	2015	2016	2017	2018
Cement production	t/000	27,263	23,852	24,280	24,857	24,901	26,173	27,143
Concrete sales	m ³ /000	13,641	11,887	12,048	11,936	11,938	12,294	12,093
Aggregate sales	t/000	8,642	7,869	7,558	8,120	6,839	6,935	6,753
Net sales	€ m	2,813	2,510	2,506	2,662	2,669	2,806	2,873
Capital expenditures	€ m	234	222	318	304	236	218	444
Headcount at year end	n.	10,837	9,938	10,117	9,738	9,975	10,025	9,880

The year 2012 include Mexico at 50%. The years from 2013 do not include Mexico..



Photo: Toyota North America headquarters in Dallas, USA. Supplier Buzzi Unicem USA

Sales revenue



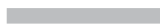




(millions of euro)

2012		2,813
2013		2,510
2014		2,506
2015		2,662
2016		2,669
2017		2,806
2018		2,873

The year 2012 include Mexico at 50%.
The years from 2013 do not include Mexico.

Capital expenditures

(millions of euro)

2012		234
2013		222
2014		318
2015		304
2016		236
2017		218
2018		444

The year 2012 include Mexico at 50%.
The years from 2013 do not include Mexico.

Main Environmental Performance

		2016	2017	2018
CO ₂ Emissions	kg / t cementitious	705	696	690
Specific thermal consumption	MJ / t clinker	4,224	4,121	4,080
Thermal substitution	%	27.0	26.0	27.1

Main Social Performance

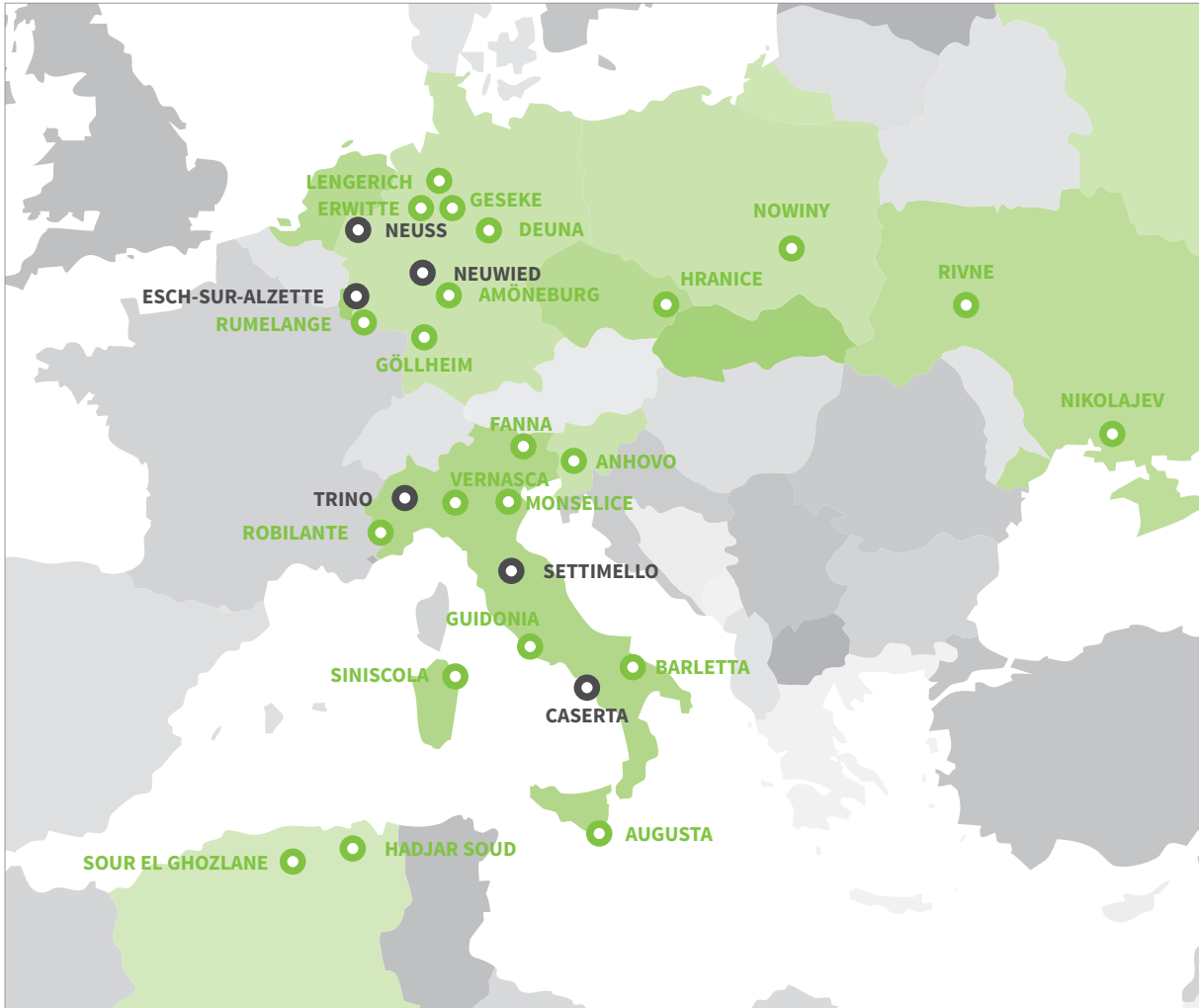
	2016	2017	2018
Headcount at year end	9,975	10,025	9,880
of which % Men	84.3	85.0	85.2
of which % Women	15.7	15.0	14.8
LTIFR *	7.9	6.9	6.4
Management	435	464	447
White collars	3,184	3,221	3,101
Blue collars	6,104	6,082	6,090
Trainees	159	156	153
Marginal/helpers	93	102	89
Total hires	1,905	1,585	1,759
Percentage of hiring	19.1	15.8	17.8
Total terminations	1,668	1,822	1,904
Turnover rate %	16.7	18.2	19.3
Absence rate % (illness/injuries)	3.3	3.2	3.7
Total hours of training	32.1	24.7	32.0

* LTIFR = total number of injuries causing absences from work divided by hours worked and multiplied by 1,000,000. The value includes cement, concrete and aggregates, employees + contractors.

Cement plant locations

As at 31 December 2018

Europe and Africa



Asia



Caption

● Cement plants ● Grinding plants

America



Italy

11

plants

10.8

(million tons)
cement production
capacity

133

concrete
batch plants

6

aggregate
quarries

2

deposits
and terminals

		2018	2017	var% 18/17
Cement production	t/000	4,516	4,027	12.1%
Concrete sales	m ³ /000	2,611	3,093	-15.6%
Aggregate sales	t/000	738	855	-13.7%
Net sales	€ m	459.8	427.8	7.5%
Capital expenditures	€ m	37.1	56.8	-34.7%
Headcount at year end	nr	1,485	1,632	-9.0%



Germany, Luxembourg and Netherlands

10

plants

8.6

(million tons)
cement production
capacity

124

concrete
batch plants

4

aggregate
quarries

2

deposits
and terminals

		2018	2017	var% 18/17
Cement production	t/000	7,103	6,602	7.6%
Concrete sales	m ³ /000	4,540	4,455	1.9%
Aggregate sales	t/000	2,690	2,906	-7.4%
Net sales	€ m	829.6	747.4	11.0%
Capital expenditures	€ m	114.3	49.9	129.1%
Headcount at year end	nr	2,198	2,164	1.6%



Poland

1

plant

1.6

(million tons)
cement production
capacity

21

concrete
batch plants

1

terminal

		2018	2017	var% 18/17
Cement production	t/000	1,638	1,506	8.8%
Concrete sales	m ³ /000	795	716	11.0%
Net sales	€ m	111.4	97.0	14.8%
Capital expenditures	€ m	6.9	5.0	38.4%
Headcount at year end	nr	358	350	2.3%



Czech Republic and Slovakia

1

plant

1.1

(million tons)
cement production
capacity

70

concrete
batch plants

7

aggregate
quarries

		2018	2017	var% 18/17
Cement production	t/000	1,013	935	8.3%
Concrete sales	m ³ /000	1,791	1,696	5.6%
Aggregate sales	t/000	1,398	1,262	10.8%
Net sales	€ m	164.5	147.9	11.2%
Capital expenditures	€ m	7.5	8.5	-11.3%
Headcount at year end	nr	789	766	3.0%



Ukraine

2

plants

3.0

(million tons)
cement production
capacity

5

concrete
batch plants

2

deposits
and terminals

		2018	2017	var% 18/17
Cement production	t/000	1,543	1,768	-12.7%
Concrete sales	m ³ /000	217	200	8.3%
Net sales	€ m	88.3	94.5	-6.6%
Capital expenditures	€ m	7.8	9.4	-16.4%
Headcount at year end	nr	1,313	1,384	-5.1%



Russia

2

plants

4.3

(million tons)
cement production
capacity

1

terminal

		2018	2017	var% 18/17
Cement production	t/000	3,431	3,274	4.8%
Net sales	€ m	185.5	184.3	0.6%
Capital expenditures	€ m	17.1	8.5	102.6%
Headcount at year end	nr	1,435	1,456	-1.4%



United States of America

8

plants

10.2

(million tons)
cement production
capacity

68

concrete
batch plants

3

aggregate
quarries

36

deposits
and terminals

		2018	2017	var% 18/17
Cement production	t/000	7,899	8,061	-2.0%
Concrete sales	m ³ /000	2,140	2,133	0.3%
Aggregate sales	t/000	1,927	1,912	0.8%
Net sales	\$ m	1,263.2	1,265.0	-0.1%
Capital expenditures	\$ m	109.2	89.9	21.5%
Headcount at year end	nr	2,302	2,273	1.3%

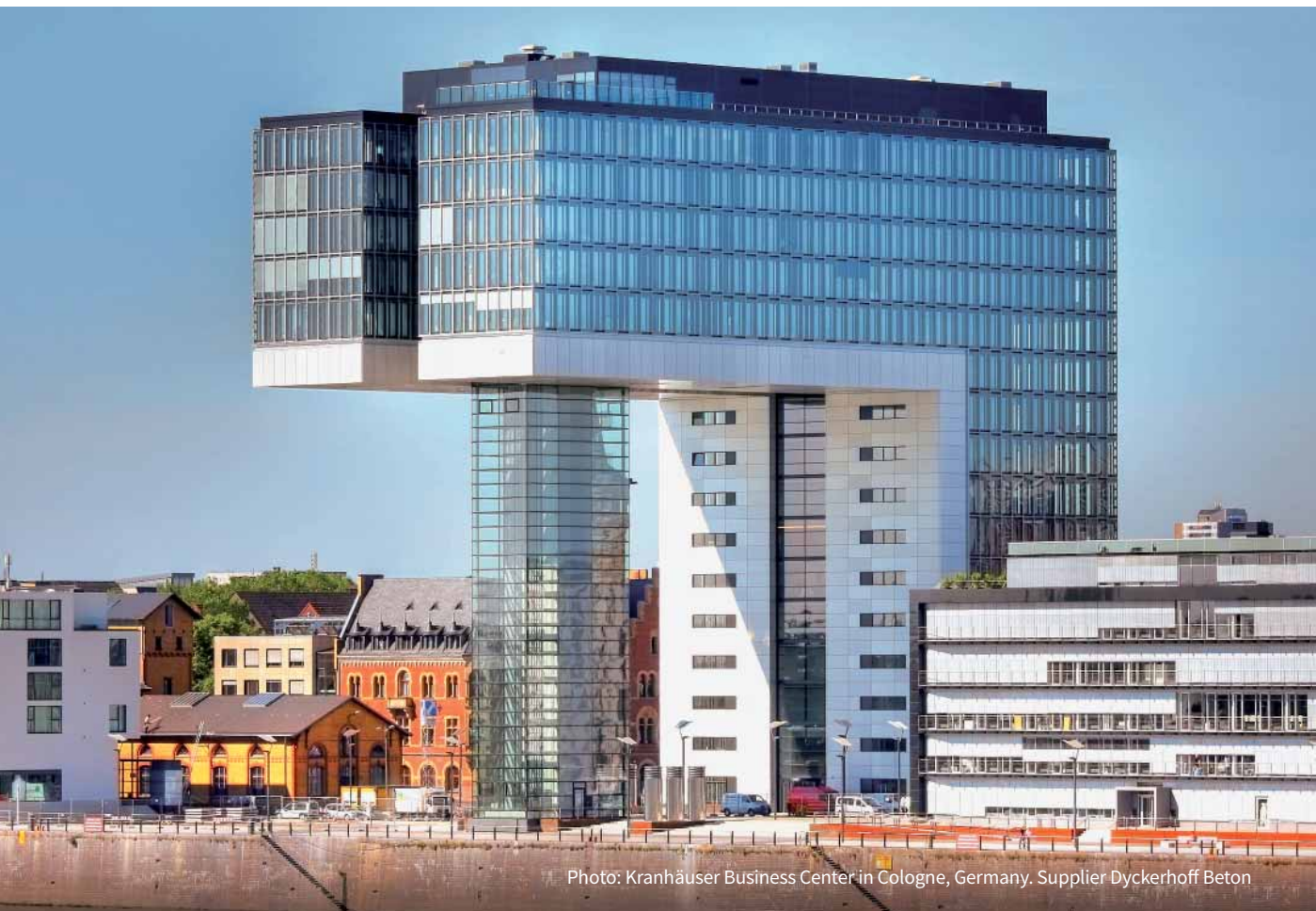


Photo: Kranhäuser Business Center in Cologne, Germany. Supplier Dyckerhoff Beton



Photo: Merck Innovation Center, Darmstadt, Germany – courtyard made with Dyckerhoff Weiss

Governance

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Policies and Targets

Buzzi Unicem sanctions its Policies on Safety, Climate Change and Stakeholder Engagement. Each Policy, and the respective Targets, are linked to the 17 Sustainable Development Goals, to highlight

the tangible contribution of Buzzi Unicem to the global agenda. For each Policy, the Company has defined the medium-term strategy along with clear and quantified Group Targets.



- Buzzi Unicem makes every effort to achieve the highest level of safety for its employees and suppliers. By our own definition, the highest level of safety means that there are no accidents or the incidence of occupational illnesses. To achieve the above, it is essential we:
 - comply with all the regulatory requirements in force in the countries in which the Group operates;
 - make technical and organizational choices that conform with best practices;
 - ensure that the above choices are in no way influenced by economic convenience and/or cost control motives.
- Be aware that safety can only be achieved by continuously ensuring that

the risks, behaviors, preventive measures and a system of controls that involves all the workers have been properly evaluated.

- Be aware that management's responsibility in this regard is essential and must be evident.
- Committing to monitor and reporting on our performance by means of internationally recognized indicators (KPIs), which are used for internal evaluations and comparisons with other companies within and outside the sector in each country.
- Recognize that third-party safety certifications are a valid tool for implementing this policy and move toward obtaining them.

Safety Target

The goal of this policy is to achieve working conditions that do not lead to the occurrence of accidents and/or the development of occupational illnesses.





- Buzzi Unicem recognizes the importance of the efforts made by the international community to limit climate changes.
- Upholds the prevailing opinion of the scientific community which attributes global warming due in part to greenhouse gas emissions, and carbon dioxide (CO₂) in particular, Buzzi Unicem monitors its emissions and reports the data in absolute and specific terms in the Sustainability Report.
- In line with the objectives established by the international climate protocols, Buzzi Unicem is committed to reducing its CO₂ emissions. Following the Paris Agreement of December 2015, this commitment was extended to all the countries in which the Group operates.

Climate Change Target

Although there are many factors in play, and not all of them are predictable or within Buzzi Unicem's control, we believe we can reduce CO₂ emissions by 2022 by 5% compared to 2017, and at the same levels of production.





- Buzzi Unicem recognizes the importance of building and maintaining relationships of trust based on mutual respect, active partnership, transparency and long-term collaboration with its stakeholders, particularly those who are well-established in the territories in which the Group operates.
- Creating relationships of trust with the stakeholders means knowing them, understanding their needs, and encouraging their involvement during the important events in the life of the plants and company headquarters and in strategic initiatives of potential interest to them.
- With this in mind, Buzzi Unicem supports regular communication initiatives, particularly with employees, suppliers, customers, local communities and authorities, whose content and level of involvement are defined, planned and implemented in compliance with this policy.

Stakeholder Engagement Target

The goal is to implement the strategic approach for Stakeholder Engagement and conduct recurring events (such as Family & Friends) at every production site that has a high economic, environmental and social impact by 2022.



SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Sustainable development is defined as development which satisfies the needs of the current generation without compromising the capacity of future generations to satisfy their own needs. To reach sustainable development it is important to harmonize three key elements: economic growth, social inclusion and protection of the environment.

In September 2015, the member states of the United Nations adopted Agenda 2030 with the 17 new Global Goals for Sustainable Development for 2030. The new Agenda recognizes the need to create

peaceful, impartial and inclusive societies that provide equal access to fair treatment and are based on a respect of human rights (including the right to education and advancement, and the emancipation of women and girls), good governance at all levels and responsible, effective and transparent institutions.

The Objectives and Targets are universal and apply to developed countries and less-developed countries in equal measure.

For more information:

www.unric.org/it/agenda-2030





Photo: EUROPEAN PATENT OFFICE (EPO) headquarters in the Hague, Netherlands. Supplier Dyckerhoff Basal

Corporate Governance

The Corporate Bodies

- Shareholders' meetings are the deliberative collective body of shareholders or their representatives. It is the responsible body for appointing corporate committees, approving the Company's financial statements and amending the Articles of Association.
- The Board of Directors is the collective body for the management of the Company and is vested with all ordinary and extraordinary management powers. It guides and controls the Company and is comprised of 3 executive members and 9 non-executive Directors, 7 of whom are independent. The Honorary Chairman is not a Board member.
- The Board of Statutory Auditors is required to ensure compliance with the law and Company bylaws, and verifies that corporate activities are carried out in accordance with the principles of proper administration. They also monitor the suitability of the Company's organizational structure, the internal control system and its administrative/accounting system. The current board of statutory auditors has 3 regular members and 3 alternate members.

With regard to committees recommended by the Self-Governance Code of listed companies approved by the Corporate Governance Code and promoted by Borsa Italiana S.p.A., ABI, Ania, Assogestioni, Assonime and Confindustria, the Board of Directors did not deem it necessary to set up a Nominating Committee, given that the role and standing of the independent and non-executive Directors, as well as the self-assessment procedure of the Board of Directors, allow it to perform the functions attributed to the Nominating Committee by the Corporate Governance Code, especially in light of the composition of the Board of Directors (majority of independent directors).

The Board of Directors has also decided not to set up a Remuneration Committee since the role and standing of its independent and non-executive Directors allows for an authoritative and impartial assessment of the remuneration policy for directors during the Board's meetings.

Moreover, salary proposals for Executive Directors and Directors with special assignments are presented

to the Board of Directors by independent Directors, who, as noted above, represent the majority of Board members.

It was not deemed necessary by the Board of Directors to set up a Sustainability Committee given the existence, at the Group level, of an international committee (Sustainability Steering Committee) that is responsible for identifying sustainability projects, and the existence of a Sustainability Director, who reports to the Control and Risks Committee at least once a year or as requested when it is deemed useful or necessary in terms of sustainability issues.

The Board of Directors did set up the Control and Risk Committee. The Committee is currently composed of 3 members and has suitable accounting and financial know-how. It is entrusted with advisory and propositional tasks as provided by the Code of Self-Governance including, in particular, the duty of supporting, with a suitable investigation, the assessments and decisions of the Board of Directors with regard to the internal control and risk management system, which contributes, inter alia, to the protection of the Company's assets and the reliability of the information provided to the corporate bodies and the market, as well as information pertaining to the approval of financial reports.

The Committee was also given the function of providing a prior opinion to the Board of Directors on internal controls and risk management.

The Board of Directors also set up the Committee for Transactions with Related Parties, which is responsible for issuing the opinions required by Consob Regulation n. 17221/2010 and as amended. It is composed of three independent Board members.

MODEL OF ORGANIZATION, MANAGEMENT AND CONTROL

Legislative decree 231 went into effect in Italy in 2001, and introduced the concept of the administrative liability for entities for offenses resulting from the commission of crimes. The Decree recommends adopting a Model of Organization, Management and Control with the aim of preventing crimes from being committed as well as establishing, in the interest of the company, an organic series of guidelines, operational procedures and control activities based on criteria of sound business management.

To ensure propriety and transparency in the conducting of its business and corporate activities, and to protect its position and image, and that of its subsidiaries, shareholders and employees, Buzzi Unicem SpA considered it useful, in terms of its Group policies, to adopt the Model of Organization, Management and Control provided by the legislative decree 231/2001. The Model is based on a structured and organic system of procedures and control activities. A fundamental part of the Model is the Code of Ethics and the provisions

contained in the two documents are complementary.

The Code of Ethics is an instrument for raising awareness in everyone who operates for and on behalf of Buzzi Unicem, so that they follow proper and honest behavior in fulfilling their professional activities, in order to prevent the risk of crimes being committed. The Code of Ethics is brought to the attention of and pertains, where applicable, to representatives, agents, associates, external advisers and companies who receive an appointment from Buzzi Unicem. The updated versions of the Model and Code of Ethics were approved by the Board of Directors on November 7, 2018.

The characteristics of Buzzi Unicem's organization are:

- An authorization system that is structured on the basis of the value and risk level for transactions;
- Prudence in granting powers of signatures, for both contractual documentation and the use of cash and equivalents;

- Separation of the different operational departments from the administrative and accounting departments;
- Transparency of the activities of the various departments;
- Presence of a reward system which acknowledges ability, dedication and loyalty to the Company, rather than encouraging individuals to commit unlawful acts;
- Presence of a disciplinary system which punishes non-compliance with the procedures and principles as provided by Buzzi Unicem's Code of Ethics and any applicable national bargaining agreements.

Buzzi Unicem also has a specific communication and training plan, through both classroom-based and e-learning courses, to promote awareness of and to spread the Code of Ethics and Model with all the Group's employees.

The content of the training differs on the basis of intended recipients, their involvement in any sensitive activities specified in the Model or having powers of Company representation.



Photo: Thialf, Ice Palace in Heerenveen, Netherlands. Supplier Dyckerhoff Basal

Code of Conduct, Internal Control and Risk Management System

The Internal Control and Risk Management System is a set of rules, procedures and organizational structures to identify, measure, manage and monitor the primary risks. The Code of Conduct is the most important

of these rules and establishes the principles that all employees of Buzzi Unicem must respect in facing and overcoming ethical and legal challenges.

For more information on the Code of Conduct see the box below.

CODE OF CONDUCT

Sustainability, integrity and good Corporate Governance

are the key components of our ethical culture and inspire our conduct towards customers, suppliers, employees, shareholders and stakeholders in general.

Buzzi Unicem believes that, along with full compliance of laws, ethics represent a fundamental aspect in managing a business and add value to the company. All of our activities, whether they are strategic or operational, take place in compliance with the applicable laws and ethical values governing our conduct. This is why we drafted the Code of Conduct, which defines the standards of integrity which Buzzi Unicem has voluntarily chosen to adopt as a commitment towards its stakeholders. The Code applies to Buzzi Unicem SpA and all its Italian and foreign subsidiaries. The principles in the Code apply to directors, members of corporate bodies,

employees, suppliers and everyone acting for and on behalf of Buzzi Unicem, including, but not limited to, representatives, agents, associates, external advisers and companies who receive an appointment from the company, etc.

All recipients must comply with the guidelines of the Code in dealing with and overcoming challenges regarding ethics and legality which they may encounter in their day-to-day professional activities. The Code is an integral part of Buzzi Unicem's Corporate Governance and guides Company bodies, processes and systems to ensure efficient management in accordance with the highest corporate standards.

Buzzi Unicem invites its stakeholders to adopt conduct in line with that set forth in its Code. The updated version of the Code of Conduct was approved by the Board of Directors of Buzzi Unicem SpA on 7 February 2019.

The Company's Internal Control and Risk Management System is inspired by the guidelines of the COSO (Committee of Sponsoring Organizations of the Treadway Commission). It contributes to: guaranteeing the efficiency and effectiveness of corporate processes, providing an adequate management of the risks that could prevent the Company from reaching its objectives; ensuring the reliability of the financial information, the internal/external reporting system through the use of processes, procedures and systems that enable it to generate a flow of reliable information both inside and outside the Company; ensuring compliance with laws, regulations, bylaws and internal procedures; safeguarding and protecting corporate assets from inappropriate or fraudulent use or loss.

Therefore, this definition of Internal Control and Risk Management System has a broader scope; it is not limited to accounting controls and the process of financial and economic reporting; it also covers other important aspects of the business, like the protection of resources, operational efficiency and effectiveness and compliance with laws, regulations and policies of the organization.

Within the scope of the observation of risks control, risks are identified through an inventory that is updated every six months, and cover a short and long-term timeframe. Through a dedicated IT application, the Company has implemented a systematic monitoring system for short-term risks, which are quantified financially in terms of their impact and likelihood of occurrence. The assessment, detection and containment of these risks is the responsibility of specific management departments.

For medium and long-term risks the qualitative assessment and management strategies are periodically conducted and defined by the top management and the Board of Directors. The risks Buzzi Unicem is exposed to are linked to the nature of the Group's business and are aggregated into categories.

These typically include:

- Distribution risks connected to market trends
- Exchange rate risks
- Capital investment risks (cash and equivalents)
- Liquidity risks
- Insurance risks
- Legal risks
- Political risks
- Fiscal risks

- IT risks
- HR and company organizational risks
- Risks on purchases
- Production risks
- Logistical risks
- Environmental, safety and security risks
- Technical and production investment risks

Buzzi Unicem's managers and supervisors are supported in the above-mentioned activities by the Internal Audit Department which, on one hand has the role of independent supervisor of the risk management system, while on the other hand must ensure that the system evolves.

The Internal Audit Department reports to the Board of Directors and liaises continuously with the Director in charge of the Internal Control and Risk Management System, without prejudice to the mutual independence of the respective functions. The Board of Directors approves the Group's Audit Plan on an annual basis, having consulted the Board of Statutory Auditors and the Director in charge of the Internal Control and Risk Management System.

To complete the annual control process, during the meeting for the approval of the Financial Statements, and after receiving the approval of the Control and Risk Committee, the Board of Directors assesses the effectiveness and appropriateness of the Internal Control and Risk Management System. The Internal Audit Department verifies the reliability of financial information, compliance with the Company's internal procedures, obligations relating to occupational health and safety, environmental legislation, the management of staff and relations with government authorities. This process serves to confirm the Company's comprehensive approach to risk management.

The Internal Audit Department prepares the quarterly report, which includes a summary of required amendments to procedures, the results of the audit activities, and highlights any weaknesses that may be identified, providing recommendations for improvements. The report is sent to the Chairman of the Board of Directors, the Director responsible for the Internal Control and Risk Management System, the Board of Statutory Auditors, the Control and Risk Committee and the Manager responsible for the drafting of corporate accounting documents, and will be assessed by these bodies during specific quarterly meetings.

MANAGEMENT OF RISK CONNECTED TO NON-FINANCIAL FACTORS

Environmental Risk Linked to Climate Change

- The risk: Increase in costs, reduction of competitiveness and reduction of operational activities as a result of extreme weather events.
- How does Buzzi Unicem manage this risk:
 - Code of Conduct which requires that everyone working for and with Buzzi Unicem adopt conduct in line with sustainable development;
 - Climate Change Policy with the Group's vision and objective of reducing CO₂ emissions;
 - Incentives to management to encourage them to reach the Group's target;
 - Investments in research and development for the development of technologies for reducing CO₂;
 - Involvement with industry associations in order to contribute to the development of international and local policies.

Social Risk Linked to Injuries in our Production Sites

- The risk: Organizational shortcomings, production delays, reduced capacity to attract the best talent and reputational risks.
- How does Buzzi Unicem manage this risk:
 - Code of Conduct that requires that everyone who enters a Buzzi Unicem production site engage in safety-focused conduct;
 - Safety Policy with the Group vision and the aim of guaranteeing safe and healthy working environments for employees, suppliers, contractors and third parties;
 - Investments for continuous improvement of the safety conditions in our production sites;
 - Constant training in order to spread a common culture of safety based on safe conduct besides compliance with laws and regulations;
 - Safe work plans to guarantee the proper functioning of daily operations.

Social Risk Linked to a Failure to Involve Stakeholders

- The risk: Authorization processes obstructed by adverse groups, and reputational repercussions that could also extend to operating licenses being limited or suspended.
- How does Buzzi Unicem manage this risk:
 - Code of Conduct which requires that everyone working for and with Buzzi Unicem complies with conduct based on a transparent exchange of information;
 - Stakeholder Engagement Policy which aims to involve key stakeholders in a regular and continuous dialogue;
 - Continuous training of Buzzi Unicem staff to encourage openness and dialogue and local networking;
 - Shared projects and partnerships with local stakeholders, in the areas we operate in, with the aim of creating lasting value over time;
 - Regular opening of production sites and putting the skills, time and operational culture of our staff to the service of local communities.

Sustainability Policies

In order to continue to improve the management of its environmental and social impacts Buzzi Unicem has an additional corporate governance instrument: the Sustainability Policies.

The Policies, which are derived from and based on the Group's Materiality Matrix, are focused on three issues that are particularly important for Buzzi Unicem and its stakeholders: Safety, Climate Change and Stakeholder Engagement.

During the course of 2018 the Policies have been circulated in all countries in which the Group operates. In the coming years, they will guide the Company towards a common approach that will also promote local diversity and customs when these are aligned with the Values and Policies of Buzzi Unicem.

The Policies were conceived and developed as instruments for communicating the vision of Buzzi Unicem to people working with the Group in different countries as well as providing clear guidelines to the management on medium-term directives and strategies.

All the Policies have a declaration signed by the Company Directors and three specific sections dedicated to: the identification of risks, the definition of the medium-term strategic approach and the identification of targets.

The Policies comply with the requirements of Legislative Decree 254/2016 on non-financial information.

Each Policy is examined in depth in the respective paragraph.

Transparency in the Conduct of Business

Buzzi Unicem believes that full compliance with any statutory requirements and ethical practices are fundamental to conducting business. All strategic and operational activities are based on ethical principles and legal regulations and are in line with the best existing practices. In recent years, there has been a specific focus on corruption and conflict of interest issues.

The Audit Plan covers all the countries in which the Company operates and takes into account the level of risk in the various geographical areas when planning audit activities. The 2018 Audit Plan included operational audits in production sites (cement and concrete plants) as well as compliance audits in the Headquarters Offices. The Plan was 90% completed and covered the entire perimeter of countries in which

the Group operates, with different assessments based upon the degree of risk for the country and sector.

In addition to the planned operational audits, unscheduled audits may occur, either at the request of the management or following whistleblowing reports. For years, the Company has had an internal reporting system in place for employees to report irregularities or breaches to applicable laws using a procedure that has also been made known to its foreign subsidiaries. All reports that are received from employees are evaluated and examined by the local Internal Audit team under the supervision of the parent company's Internal Audit Department.

During the course of 2018, 24 whistleblowing reports were received, 19 of which turned out not to be reliable, while corrective action was carried out in the remaining cases.

Communication of Policies Relating to Ethics and transparency

In Italy, in 2018, the Board of Directors approved the updates to the Model of Organization, Management and Control and the Code of Ethics, which take into account changes to the law during the course of 2017. In particular, pursuant to Legislative Decree 231/2001 punishment for the offences of incitement to corruption amongst private individuals and illegal immigration and racism and xenophobia were introduced, while the crime of corruption between private individuals was amended (which already falls within the administrative liability of corporations).

Moreover, the Model also includes the system for the management of whistleblowing reports. Safeguards were added to the Model and the Ethical Code for parties making a report along with penalties for anyone breaching these safeguards, or anyone making groundless reports intentionally or with serious negligence.

To complete the periodic training activity on the subject matter covered by Legislative Decree 231/2001, as provided by the Model, the updated versions of these documents were sent to all employees by email, along with an explanation of the main changes.

Anti-corruption

In order to standardize anti-corruption training at the Group level, in 2018 Buzzi Unicem issued the document "Guidelines for Anti-corruption Training". These guidelines were circulated throughout all the Group's subsidiaries in Italy and abroad, who, in turn, were asked to organize training courses for managers

and employees operating in areas where there is risk of corruption. The training is to be conducted every two years with the first session scheduled to take place in 2019.

We are also in the process of drafting guidelines for the management of gifts, benefits and entertainment expenses which will be sent to all of the Group's Italian and foreign subsidiaries during the course of 2019 for comment and suggestions

In compliance with local regulations in Ukraine, the Internal Audit Manager was appointed Anti-corruption Officer and an Anti-corruption Policy was issued. It was sent to all managers along with a request to inform their co-workers of its content. Similarly, in Russia, in the company OOO Dyckerhoff Korkino Cement, an Anti-corruption Policy was adopted. This procedure was sent to the department managers, who were asked to confirm receipt in writing and inform their co-workers about the values and the correct conduct to adopt.

During the course of 2018, Czech Republic, Slovakia and the United States organized training activities on anti-corruption issues for a total of 179 employees.

Antitrust

Competition laws are a fundamental component of the global environment in which Buzzi Unicem operates. For this reason, in 2011, the parent company issued the "Directives Concerning Conduct for Employees of the Buzzi Unicem Group for Compliance with Laws Protecting Competition" (Antitrust Code). This

document was sent to the foreign companies of the Group who proceeded to educate employees, particularly those in the sales departments, with regard to its content.

Training courses were held on anti-trust issues in the various countries in which the Group operates. There were 32 employees in Holland, 22 in the Czech Republic, and 61 in the United States who received training in 2018.

Penalties

Since 2017, Buzzi Unicem has been paying an antitrust penalty in Italy as the Company was alleged to have been involved, between June 1, 2011 and January 1, 2016, in an agreement relating to the coordination of producers in simultaneously increasing prices as well as an exchange of information within the AITEC trade association and, in general, was alleged to have adopted a conduct that aimed to maintain the stability of market shares.

The amount paid in 2018 was 24,003,912.24 euro. Since 2014 Unical S.p.A. has been paying a penalty in installments, in Italy, under anti-trust laws for allegedly implementing an anti-competitive agreement in 2004. The amount paid in 2018 was 474,889.18 euro.

In 2018 Dyckerhoff Polska paid a fine – which relates to a 2009 incident – of approximately 7.38 million euro for an alleged infringement of Polish competition law. Further details are provided in Additional Note 48 of the Consolidated Financial Statement.



Dialogue with Stakeholders

In 2018 Buzzi Unicem regularly involved shareholders, investors and capital providers through various communication channels, in Italy and abroad, both on an institutional level - through the Annual General Meeting, press statements, presentations in institutional investor roadshows and conferences - and through meetings and conference calls for discussing performance and development strategies.

The main events that Buzzi Unicem participated in were as follows:

- Institutional Investors Meeting organized by Oddo in January in Lyon
- Engineering & Construction Conference organized by Equita in Milan in April
- Italian Investment Conference organized by Unicredit and Kepler Cheuvreux in Milan in May
- Italian CEO's Conference organized by Mediobanca in Milan in June
- Institutional Investor Roadshow organized by J.P. Morgan in London in July
- Italian Infrastructure Day 2018 organized by Borsa Italiana (Italian Stock Exchange) in Milan in September
- Institutional Investors Roadshow organized by Mediobanca in Paris in October
- Italian Conference organized by J.P. Morgan in September in Milan
- Convertible Bond Conference organized by Unicredit in Milan in October
- Italian Equity Conference organized by Borsa Italiana (Italian Stock Exchange) in November in New York
- Institutional Investors Roadshow organized by Kepler Cheuvreux in Frankfurt in November
- Construction, Chemicals and Papier Conference organized by BofAML in London in December.

The online communication strategy was recently renewed with a more eye-catching and appealing graphic design on the corporate website, www.buzziunicem.com, which presents useful information about the Group: its history, presence in different geographical areas, the quality of the products it offers, its customers, along with a description of the work by research laboratories and the certifications it has obtained. There is also ample coverage of sustainability and Corporate Governance, as well as a page of press releases. Visitors to the site have the possibility to access annual and interim financial statements, see a description of the shareholding composition, the stock market prices for shares, the list of analysts who monitor the share as well as information on resolutions from ordinary and extraordinary general meetings. The website offers extensive information on production in Italy, relations at a local area level and services offered to customers.

Through its Investor Relations department, and where necessary through its Sustainability Department, Buzzi Unicem provides the financial community with the information, operating trends and performance, and also reports the opinions and assessments of the financial community on the Company's management, thereby nurturing a relationship of active understanding and ongoing collaboration.

Direct Economic Value Generated and Distributed

The information on the direct financial value that is generated and allocated is useful for demonstrating how a company creates value for its stakeholders. In accordance with this principle, Buzzi Unicem provides details of the annual value flows in the following table. The 2018 data is presented in millions of Euro and complies with the requirements of the GRI Standards (indicator 201-1).

	2016	2017	2018
Direct economic value generated			
Revenues	2,730.5	2,851.4	2,957.1
Economic value distributed			
Operating costs ⁽¹⁾	1,650.7	1,733.1	1,809.2
Employee salaries and benefits	456.2	469.3	483.2
Payments to capital providers ⁽²⁾	74.3	73.2	74.5
Payments to Governments	165.3	153.8	116.5
Community investments	42.9	50.2	54.3
Economic value withheld ⁽³⁾	341.1	371.9	419.4

⁽¹⁾ Supply of materials, services including transport, materials, fuels and energy requirements, maintenance of facilities and substructures.

⁽²⁾ Including net financial costs and dividends.

⁽³⁾ Direct economic value generated minus amount distributed.

Materiality Matrix

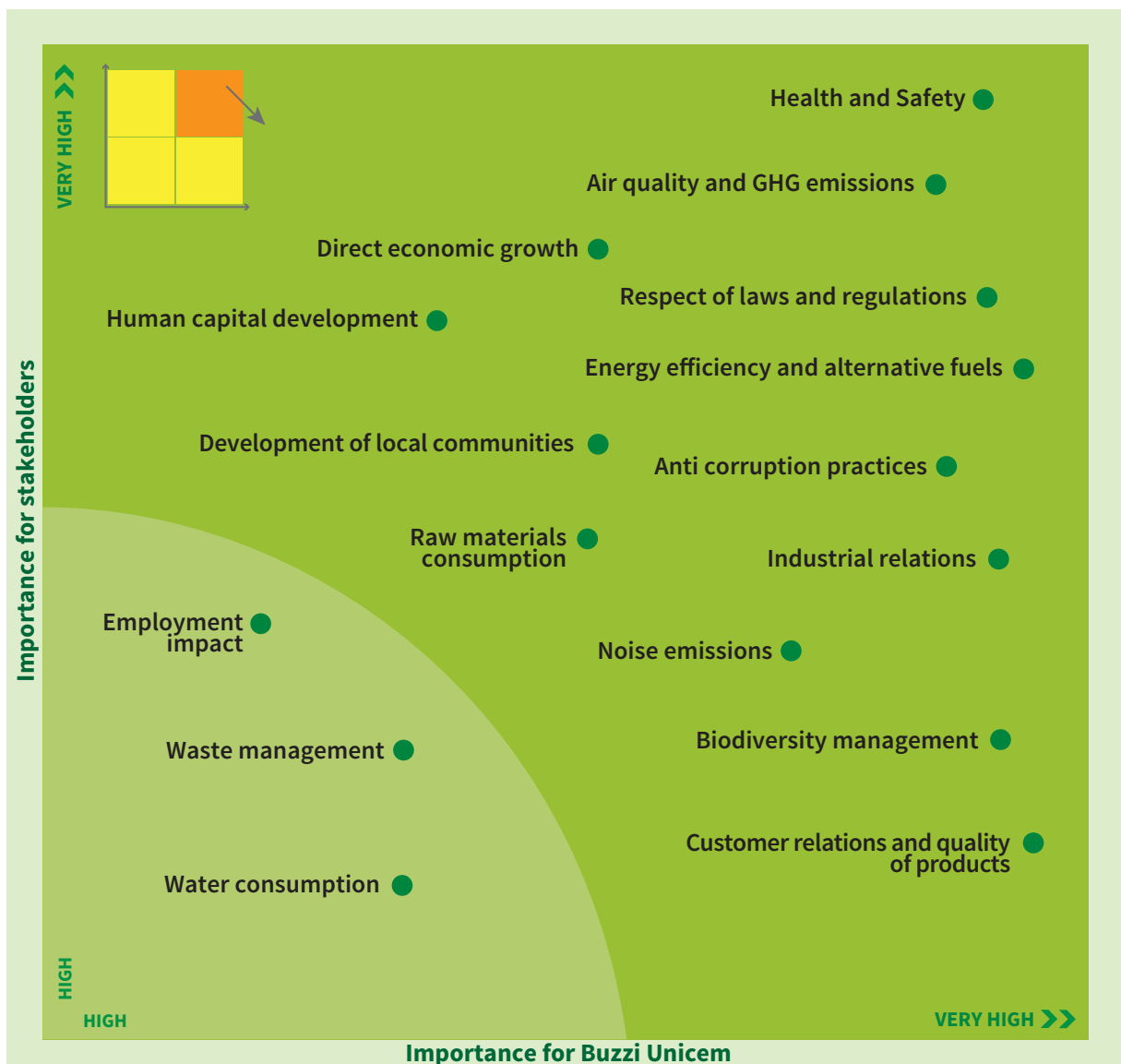
Buzzi Unicem sees the Materiality Matrix as a useful and effective instrument for bringing together the subject matters that are of interest to the Group and the expectations of the community who live near our production facilities.

The Materiality Matrix, which is defined as a map of Buzzi Unicem’s economic, environmental and social aspects, is constructed in accordance with the guidelines of the new Standards of the Global Reporting Initiative (GRI). The Matrix consists of a Cartesian coordinate system in which material business management characteristics are positioned on the basis of their importance to Buzzi Unicem (X axis) and the main stakeholders (Y axis).

In line with the best international practice, the Matrix uses the “arc” approach so the final part of each axis is also important.

The closer a point is to the top right-hand corner, the higher its importance for both Buzzi Unicem and its stakeholders. Points featured in this part of the Materiality Matrix can be seen in more detail in the image below.

The Materiality Matrix was also the starting point for redefining the Group’s Sustainability Policies (Safety, Climate Change and Stakeholder Engagement) and for collecting data for the Sustainability Report, which includes the Non-Financial Declaration.



● material aspects reported



Photo: The Max van der Stoel memorial in the Max van der Stoel Park in Prague, Czech Republic. Supplier ZAPA Beton

Stakeholder Engagement

Stakeholder Engagement is the process through which Buzzi Unicem interacts with parties wishing to know about the company's performance and with the local communities with whom the economic, social and environmental impact of our production activity is more evident. The objective of this interaction is to develop an understanding of what is truly important for the Company and our stakeholders (Materiality Matrix) and subsequently to define strategies and projects through which to provide suitable information and response.

In order to be effective, Stakeholder Engagement must be proactive, frequent and transparent. It is only by structuring a dialogue in this manner that we can ensure constructive communication and exchange of information, with the aim of aligning the Company's strategies to the expectations of the communities in which we operate. Stakeholder Engagement is the instrument through which we want to assert the quality of our operational methods, improve our credibility and earn the trust of individuals who might have expressed interest and/or concerns. The Stakeholder Engagement process represents a significant additional step by the Company toward sustainable development, by creating value over time, both within and outside Buzzi Unicem.

During the course of 2018, we followed up the three important initiatives that were presented in the previous report.

- Gradual promotion in all countries of the contents of the Stakeholder Engagement Policy for the Group and our commitment to involve, by 2022, the main stakeholders in 100% of our production sites that have a high economic, environmental and social impact.
- Promotion of the principles of the operational procedure that was developed by the parent company to approve and report on Stakeholder Engagement projects. The procedure is based on the classification of the projects over various levels, depending on the degree of involvement by Buzzi Unicem staff on these projects in terms of resources, skills and time, in addition to financial contribution.
- Progressive creation and use in all countries of a dedicated cost center for Stakeholder Engagement initiatives in order to standardize reporting at Group level.

To add to this, there are many initiatives at the individual country level, which are aligned with the principles of

the Group policy. In 2018 Buzzi Unicem's program of Stakeholder Engagement activities was implemented in 63% (up from 61% in 2017) of its cement plants in Italy, Germany, the United States, Czech Republic and Luxembourg, with a target of 100% implementation by 2022.

Moreover, in line with the best international practices, Buzzi Unicem's Sustainability Report contains details of the performance within each individual country, to facilitate disclosure to stakeholders and offer a simpler breakdown of the contribution of each country to the Group's sustainability performance.

In 2018, the new website was put up. The combination of the contents of the corporate website (www.buzziunicem.com) and the parent company website (www.buzziunicem.it) offers an overview of the company and its approach to sustainable development, as well as its operations and product lines.

In the interest of maximum transparency, Buzzi Unicem has developed an avenue for dialogue with the local communities and establish lasting relations. All of Buzzi Unicem's facilities are now open for visits by individuals and/or small groups. On these occasions, people can visit, in the company of technicians, all production departments and can get answers to any of their questions about the Company and the local operations. To schedule a visit, simply register using the website of the respective Group country.

Buzzi Unicem is a member of CEMBUREAU, the Brussels-based organization which represents the cement industry in Europe. The association acts as a representative for the cement industry and brings issues relating to the use of raw materials, secondary fuels and environmental protection, emissions, biodiversity and occupational health and safety to the attention of the European Union.

Starting in September 2018, Buzzi Unicem became a member of the Global Cement and Concrete Association (GCCA). The Association, which was founded in London at the start of 2018, currently is comprised of 32 leading companies in the production of cement and concrete, which combined represents more than 30% of global production capacity. The Mission of the GCCA is to interact with institutions, at the international level, and with the most significant stakeholders so that cement and concrete are recognized as the preferred construction materials for achieving sustainable development.



EMPLOYEES

In view of the company's interest in its employees, who are its primary "internal stakeholders", Buzzi Unicem continuously invests in training and accident prevention initiatives, with a particular focus on safety. Furthermore, every year, Buzzi Unicem hosts the European Work Council's meeting with the aim of improving relations between companies and worker representatives.



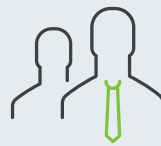
SUPPLIERS

Buzzi Unicem has a continuous relationship with its suppliers and, thanks to a highly efficient supply chain, it creates mutual value and advantages by focusing on excellence. Suppliers are chosen on the basis of their technical and economic competitiveness, as well as their reliability and solidity. All suppliers and contractors are required to comply with Buzzi Unicem's Code of Conduct, which stresses that all business relationships and related activities must be conducted appropriately and transparently at all times.



CUSTOMERS

In Buzzi Unicem, the company and its customers work together in synergy to develop innovative technical solutions to respond to the demands and challenges of a constantly evolving market.



SHAREHOLDERS

Constant shareholder relations are encouraged by means of targeted communication, such as meetings, presentations, press releases and roadshows. More details are available in the Governance section.



LOCAL COMMUNITIES

Buzzi Unicem is fully committed to research for technical solutions that can improve its environmental impact and that can support the suitable development of local communities. Buzzi Unicem is an active member of CEMBUREAU and GCCA.



Photo: Green wings Business Center in Warsaw, Poland. Supplier Dyckerhoff Polska. Ph. Projekt JEMS – Zdjęcia Juliusz Sokółowski

Performance Indicators

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Environmental Performance

Consumption of Materials

The natural raw materials used in the production of cement are limestone, marl, clay, shale, sand, iron and aluminum minerals, gypsum and pozzolans. In compliance with the principles of a circular economy, in specific conditions, some of these materials can be replaced with waste material derived from other industrial processes, which may otherwise be discarded. For example, the rolling waste from steel processing and production residues of sulphuric acid can be used instead of iron minerals; chemical gypsum obtained from the treatment of combustion gases from electrical power plants can replace natural gypsum and, thanks to their hydraulic properties, slag and fly ash can be used to partially replace clinker and pozzolans.

The use of blast furnace slag and fly ash with hydraulic characteristics, also permits the production of cements with less clinker, thus offering a significant contribution to the reduction of direct emissions of CO₂.

In 2018, the percentage of natural raw materials replaced was 9.5% (10.1% in 2017).

The natural materials used to produce concrete are essentially aggregates (sand, gravel, crushed rock). Even in this case, it is possible to achieve partial replacement with recycled aggregates coming from the recovery and subsequent treatment of demolition materials or from concrete not used at building sites and/or residue from concrete mixers removed before making a new load.

In 2018, 391,000 tons of recovered aggregates and fly ash were used (418,000 tons in 2017).

In all physical locations where quarries are situated, Buzzi Unicem implements mitigation actions with the aim of making it possible to reclaim some of the landscape and restore the original ecosystem, including local stakeholders through open interaction and listening to and assessing the needs of the area and communities.

Water Consumption

Water use in the cement production process is mainly to control the temperature of gases from the kilns, the quenching of the cement during grinding, cooling of engines and dust abatement. Consumption increases in production plants with wet-process kilns (Volyn and Yug plants in Ukraine and Suchoilog and Korkino in Russia).

Buzzi Unicem's contribution to the safeguarding of water resources consists of promptly monitoring consumption and implementing systems for the collection, treatment and recirculation of rainwater and/or washing water in all of its industrial plants. Specific consumption in 2018 fell from 308 to 301 liters/ton of cementitious material. Of this, 22% came from collected rainwater (19% in 2017).

Water consumption required for the production of ready-mix concrete was 171 liters/cubic meter. Some of the water used came from recovered sources (rainwater and/or washing water). In 2018 this figure was 12% (13.5% in 2017). 82% of the concrete mixing plants have recovery plants for rainwater and/or washing water. Water is collected and treated in specific tanks so that it can be reused in 'fresh' mixes in accordance with proportions developed through laboratory studies, which depend on the quantity of solids dispersed and the required performance levels of the concrete.

Consumption of Thermal Energy

Production of cement, and especially of clinker, is energy intensive. Producing clinker with good properties requires a temperature of around 1,450 degrees Celsius in cement kilns. Energy consumption is therefore influenced by kiln technologies and the continuity of production.

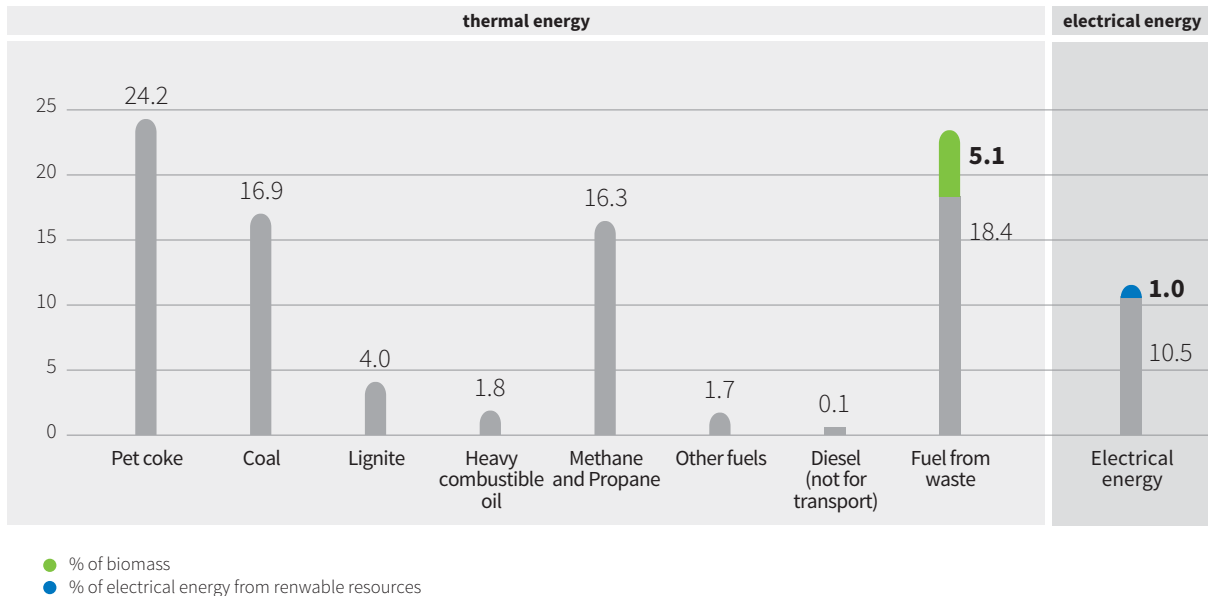
In 2018 the specific consumption was 4,080 MJ/t clinker, down from the value of 4,121 MJ/t clinker in 2017. This improvement is attributable to various interventions in our facilities in Germany, the US, Luxembourg, Poland, Czech Republic, Russia and Ukraine.

In 2018 Buzzi Unicem continued to promote the use of secondary fuels as an alternative to traditional fossil fuels. In particular, these are fuels stemming from waste material, many of which have a significant content of biomass which, it should be noted, is considered neutral for CO₂ emissions purposes. The use of secondary fuels is recognized within the European Union as a BAT (Best Available Techniques) for the cement industry, and is one of the pillars of the circular economy. This generates two main advantages: it reduces CO₂ emissions, based on the content of biomass, and avoids disposal of waste in dumps and landfills.

For 2018 we can confirm the excellent heat replacement

Percentage breakdown of energy consumption by type and source (2018)

In 2018, the total energy consumption was 104,772 TJ



levels reached in Germany, Poland and Czech Republic, with indices greater than or equal to 60%, while Luxembourg reported levels of 47%, USA 21% and Italy 14%.

The average figure at Group level is 27%, a slight improvement compared to 2017 (26%) There was also a slight reduction in the content of biomass, which went from 23% in 2017 to 22% in 2018. The improvement in Italy (from 50% to 52%) did not entirely make up for the slight losses in Germany, Luxembourg, Poland and Czech Republic.

Consumption of Electrical Energy

Reducing electrical energy consumption is another priority for Buzzi Unicem.

In binders manufacturing, electricity accounts for around 10% of the total energy requirement. Specific consumption of electrical energy by the Group in 2018 fell to 122 kWh/t of cementitious material (124 kWh/t cement in 2017).

The improvement is due to numerous activities at all production sites. Energy Certification (ISO 50001) in Germany, Energy Star System in the USA and specific energy audits in Italy are just some examples of the efforts made by Buzzi Unicem around the world.

	Average (2017)	Average (2018)
ITA	23%	14%
USA	8%	13%
GER	32%	2%*
LUX	38%	24%
POL	10%	11%
CZE	7%	7%
RUS	0%	0%
UKR	0%	0%

* The variation in the figure for Germany is the result of a better calculation of the sources of energy actually used by Dyckerhoff. In the 2017 Sustainability Report, since this specific figure was not available, we reported a value coinciding with the national average.

For the second year, Buzzi Unicem has published figures on its contribution to the use of electrical energy from renewable sources.

Greenhouse Gas Emissions

In the cement production process, most of the CO₂ is generated during the production of clinker, the basic constituent of cement. Its synthesis takes place within kilns where a mix of dosed and mixed minerals is 'cooked' at a temperature of up to 1,450 degrees Celsius. One of the main components of the mix is

limestone, which is 'de-carbonized' and releases CO₂ at temperatures in excess of 950 degrees Celsius. More CO₂ comes from the combustion of gas, coal or other fuels needed to reach the above-mentioned temperatures. The sum of these two components represents 'direct' CO₂ (Scope 1).

A second source of CO₂ emissions, which is less significant, is linked to the production of the electrical energy used in the cement production process. This emission is known as 'indirect' CO₂ (Scope 2) because it does not derive from the production of cement but rather from the plants which produce the electrical energy.

The balance is attributable to transport (Scope 3) for which Buzzi Unicem will provide details in following Sustainability Reports.

The following table shows the level of CO₂ emitted in 2018 at Group level:

	Tons emitted	
	(2017)	(2018)
Direct CO ₂ (Scope 1)	18,935,652	18,981,303
Indirect CO ₂ (Scope 2)	1,494,019	1,639,497

In line with the objectives that have been established over the years by international climate protocols, Buzzi Unicem is committed to reducing its CO₂ emissions.

After the Paris agreement of December 2015, the commitment was extended to all countries in which the Group operates and was formalized in the Climate Change Policy.

Although there are many factors in play, and not all of these are easy to predict nor under the direct control of Buzzi Unicem, by 2022 we plan to achieve a reduction of CO₂ emissions, based on current production capacity, of at least 5% compared to 2017 levels.

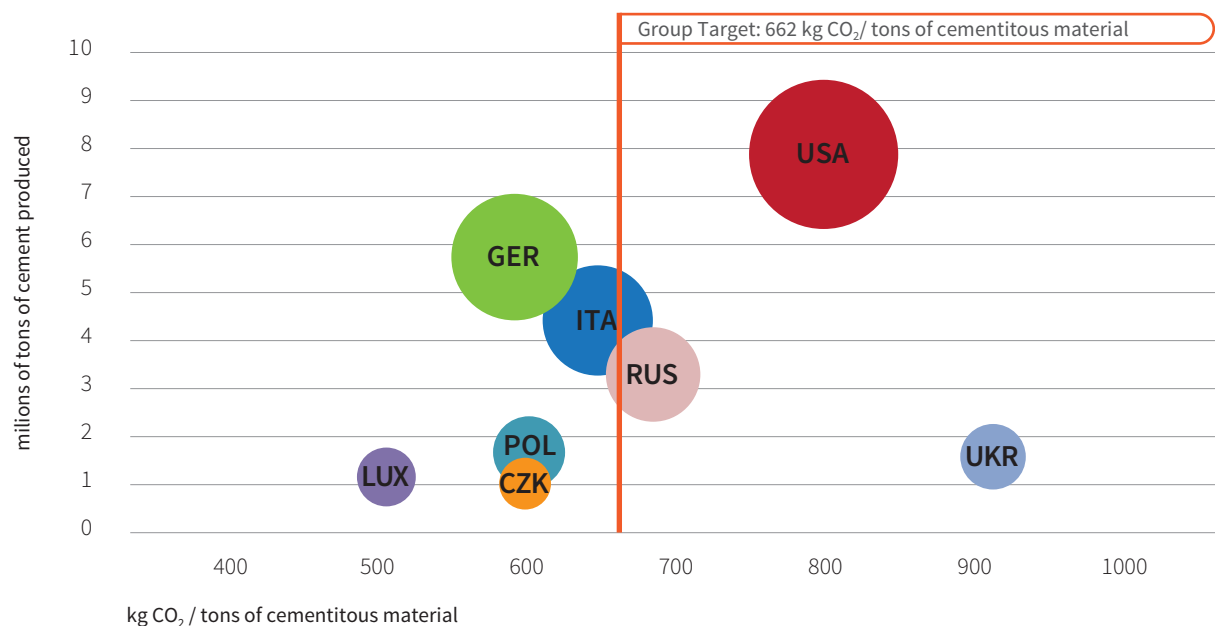
To reach the objective in the specified time frame, Buzzi Unicem is implementing the CO₂ Reduction Plan. The Plan contains the initiatives of every country for optimizing the thermal and electrical efficiency of plants, the use of secondary fuels (with a significant thermal level and content of biomass), non-natural raw materials and optimizations associated to the clinker/cement ratios.

In 2018 the clinker/cement ratio was 80.0% (it was 80.2% in 2017) highlighting a slight improvement in the USA, Czech Republic and Russia. The content of biomass in secondary fuels has allowed us to avoid 389,957 tons of atmospheric emissions of CO₂.

The Group emission factor result was 690 kg of CO₂/t cementitious material (from 696 kg of CO₂/t cementitious material in 2017).

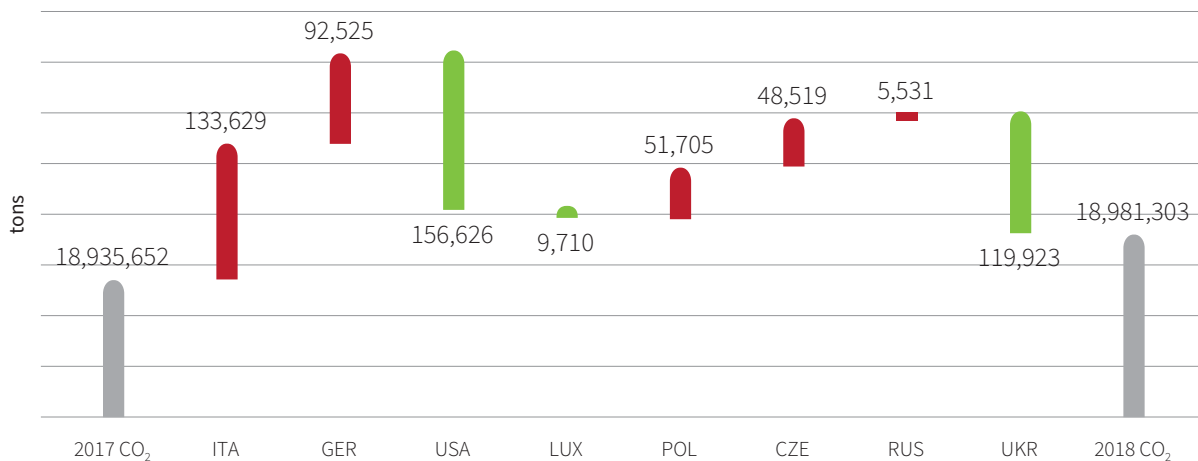
2018 CO₂ direct emissions factors by Country

The 'ball' dimension is proportional to cement produced in each Country.



Comparison Between Direct CO₂ Emissions 2017- 2018

The diagram and the table also show the net emissions contributions from each individual country in relation to production volumes and efficiency.



* The variation in the efficiency is partly due to the slight worsening of CO₂ emissions from calcining in Italy, Poland and Ukraine, the worsening of CO₂ emissions from combustion in Poland and Ukraine, and to the increase in the clinker/cement ratio in Poland and Ukraine.

	ITA	GER	USA	LUX	POL	CZE	RUS	UKR	BU
2017 CO ₂	3,291,308	3,263,710	6,448,827	608,783	904,069	569,140	2,306,234	1,543,582	18,935,652
VOLUMES	118,905	117,789	-104,572	-8,805	28,667	54,041	92,986	-177,371	121,640
EFFICIENCY	14,724	-25,264	-52,053	-905	23,038	-5,522	-87,455	57,449	-75,989
2018 CO ₂	3,424,937	3,356,235	6,292,201	599,073	955,774	617,659	2,311,765	1,423,659	18,981,303

To standardize the calculation methodology for CO₂, Buzzi Unicem has decided to extend the use of the monitoring and reporting procedure of greenhouse gases emissions according to Regulation (EU) 601/2012 which is valid in Countries involved in the Emissions Trading System (ETS) – clinker-based output method B2 - even in non-EU countries not bound by this obligation.

In 2018 Russia and Ukraine joined the scheme. Now, 67.8% of the Group’s emissions are calculated with the methodology which requires periodic analyses to be conducted on samples of meal, clinker and dust for the valuation of the calcining component; the remaining 32.2% of the emissions was calculated, for the valuation of the calcining component, using a standard factor (clinker-based output method B1).

Other Atmospheric Emissions

Buzzi Unicem uses continuous emissions monitoring systems (CEMs) to measure emissions of the main pollutants such as dust, nitrogen oxides (NOx), sulphur

dioxide (SO₂), and mercury (Hg). The use of CEMs allows for a precise monitoring of emissions by line managers, who can at any moment view emission levels and promptly intervene in the process. Moreover, this represents a guarantee for supervisory bodies and other stakeholders interested in having reliable and traceable data.

In particular, with regard to the production of clinker in 2018, the coverage of dust monitoring increased to 53% (52% in 2017), while coverage of NOx remained stable at 73%. SO₂ coverage increased to 64% (62% in 2017) and Hg coverage increased to 47% (45% in 2017).

In 2018, the average value for dust fell to 76 g/t clinker (it was 137 in 2017). The improved results have been possible thanks to significant improvements for the plants in Ukraine. In Italy, Germany and Poland emission levels remained below 10 g/t clinker, in line with the best practice for the sector.

With regard to nitrogen oxides (NOx), deriving from combustion in the clinker kiln system, the use of SNCR abatement systems using urea or ammonia solutions and new-generation Low-NOx burners, provides for compliance with strict emission limits. In 2018, the average value for Buzzi Unicem fell to 1,361 g/t clinker (1,438 g/t clinker in 2017). In Italy, Germany, Luxembourg, Poland and Czech Republic the emissions factor remains below 1,000 g/t clinker, in line with the best practice for the sector.

Sulphur dioxide (SO₂) emissions come from the sulphur content in natural resources and fuels. The average emission factor for the Group fell to 188 g/t clinker (it was 204 g/t clinker in 2017). In Italy, Luxembourg and Russia emission levels remain below 40 g/t clinker.

Finally, the average value for mercury emissions (Hg) fell to 25 mg/t clinker (26 mg/t clinker in 2017) thanks to improvements in Italy, Germany, Luxembourg, Czech Republic and Ukraine, which offset a slight worsening in Poland and the United States.

Waste Management

The cement production cycle generates two types of waste:

- **Dust from production process.** Cement Kiln Dust (CKD) is dust generated during production activities that contain excess sulphur and chlorine, which in turn could alter the product characteristics. The CKD is normally reintroduced into the production cycle in appropriate amounts. In the United States this is not permitted by local standards and therefore CKD must be treated as waste. In Poland, part of the CKD is reused in the process and a part is treated as waste in order not to impact the quality of the final product.
- **Waste from ordinary and extraordinary maintenance, laboratory activities and any demolitions.** Given their origin it is possible for there to be a significant year-on-year variation that is not connected to the cement production process. Buzzi Unicem's daily commitment is thus focused on increasing selection and differentiation.

The indicator relating to the production of waste was 4,005 g/t cementitious material. The increase, when compared to the 2017 result of 3,655 g/t cementitious material is in part due to the increased production of CKD in order to respect emissions limits on chlorine and the production campaigns of clinker with a low alkali content.

In 2018, 34% of waste was recovered (down from 47% in 2017), with this result strongly influenced by the disposal of CKD. In the countries where CKD can be used, the percentage of waste that is recovered is actually higher than 80%.

Noise

The environment and safety management systems implemented by Buzzi Unicem require periodic monitoring of external noise emissions from its plants. This activity identifies any criticalities and the respective targeted investments required, with particular regard to cement plants situated near or within more developed areas.

In 2018 the monitoring of noise emissions took place in 49% (43% in 2017) of the production sites at Group level (100% of sites in Italy, Luxembourg, Czech Republic, Poland and Russia). This monitoring led to investments for improvement of approximately € 230,000 to install silencers and sound-absorbing panels.

The use of such systems can reduce noise emissions, and together with the use of appropriate Personal Protective Equipment (PPEs) can reduce the noise exposure of employees, internally and externally on site.

Product Life Cycle (LCA/EPD)

Measuring the environmental impact of products is the basis of the Green Public Procurement Policies around the world.

In particular, diffusion of procedures for quantifying the main environmental impacts related to each stage of the life-cycle (from cradle to grave) has raised general interest in Life Cycle Assessments (LCAs). Customers, architects and engineers, as well as public authorities, are increasingly stressing the need to receive this data.

Since 2003, Buzzi Unicem has been committed to evaluating the life cycle of its products. It started with its cement factory in Vernasca (Italy), and over the last few years, this practice has been extended to all cement types produced in Italy, also thanks to the Environmental Product Declaration (EPD). The EPD is a modern tool which supports the communication of main environmental impacts of products.

By using the EPDs of its cements, Buzzi Unicem is able to measure the life cycle assessment of any concrete going to a construction site.

To facilitate its use, the Company has successfully implemented a web tool for the Environmental Product Declaration. In Italy the website has also been opened and made accessible to all customers and architects interested in sharing the Company's transparency process on the impact of materials and products. This tool allows professionals to adopt their solutions

with the benefit of information communicated in the EPDs of Buzzi Unicem's products, to be integrated into specific EPDs.

This is the visible commitment by Buzzi Unicem in terms of transparency towards sustainable development.



Environmental Performance: Summary table

2016	2017	2018		
80.9	80.2	80.0	Clinker/cement ratio	%
Energy				
27.0	26.0	27.1	Thermal substitution	%
4,224	4,121	4,080	Specific thermal consumption	MJ / t clk kWh / t cementitious material
126	124	122	Specific electricity consumption	
Raw materials				
10.1	10.1	9.5	Non natural raw materials	%
Air emissions				
104	137	76	Dust	g / t clk
1,582	1,438	1,361	NO _x	g / t clk
274	204	188	SO ₂	g / t clk
27	26	25	Hg	mg / t clk
705	696	690	Direct CO ₂ emissions	kg / t cementitious material
Waste				
3,801	3,655	4,005	Waste produced	g / t cementitious material
38	47	34	Waste recycled	%
Water consumption				
303	308	301		l / t cementitious material
19	19	22	of which from rainwater	%
Certifications				
18	20	20	UNI EN ISO 14001 Environmental Certifications or equivalent	number
16	16	18	OHSAS18001, UNI EN ISO 45001 Health and Safety Certifications or equivalent	number
8	16	17	EPD (Environmental Product Declaration)	number

ITA	GER	USA	LUX	POL	CZE	RUS	UKR
77.8	67.1	91.6	65.0	72.9	76.8	86.2	84.3
13.8	65.7	21.0	47.1	66.9	59.8	0.9	0.2
3,555	4,008	3,942	3,625	3,930	3,639	4,779	5,843
103	117	139	99	105	127	132	130
5.6	14.6	6.4	28.0	13.4	13.5	6.1	8.8
6	3	28	25	6	12	304	410
931	644	1,487	764	662	814	2,709	2,465
40	79	415	24	370	58	14	54
11	26	31	7	119	3	0	30
658	593	792	513	604	614	683	915
1,055	1,196	10,720	1,275	3,288	385	1,213	981
93	64	19	83	100	68	83	88
247	175	274	76	204	156	401	1,224
5	24	61	0	0	100	0	0
9	7	0	1	1	1	1	0
6	7	0	0	1	1	3	0
8	7	0	1	0	1	0	0

Social Performance

Occupational Health and Safety

Buzzi Unicem applies its Safety Policy in all countries in which it operates. The Policy states that safe working conditions can only be achieved through a correct assessment of risks, careful planning of preventive measures and a system of controls involving all workers. In this regard, management's responsibility is fundamental and must be evident in every country.

Aside from prevention, it has become increasingly important to more fully evaluate occupational injuries: the identification of the causes of injuries and the definition of corrective actions are necessary for preventing their repetition.

This systematic approach ensures continual improvement in Buzzi Unicem's injury statistics, as well as the promotion of a health and safety culture in the workplaces.

Starting in 2018, a disclosure, using a common template for all countries, will be circulated every time there is an injury or a near-miss which could also be of interest to other countries. The goal is to increase awareness to all management and subsequently avoid a repeat of events that have already occurred within the Group.

In the various geographical areas in which the Group operates, regular occupational health and safety training projects are in place to prevent typical situations of risk in industrial environments and implement regular initiatives and training activities for all the workforce. The accident rates reported

in the Sustainability Report include: the Lost Time Injury Frequency Rate (LTIFR), which measures the frequency of injuries resulting in absence from work; the Total Injury Frequency Rate (TIFR) that also considers injuries that did not result in absence from work; the Severity Rate (SR) which, along with the average duration, provides details of the seriousness of recorded injuries. The rates refer to all our business activities: cement, concrete and aggregates. Beginning in 2015, the reported rates include employees of the Group as well as employees of contractors and other non-Group service providers working at a Company facility.

In 2018, Buzzi Unicem recorded two fatal accidents. The first took place in the Volyn cement plant in Ukraine and involved the worker of a local company that was working on the decommissioning of a filter. The second occurred in the Fanna cement plant in Italy and involved an electrical maintenance operator from a local company during an intervention on a transformer. In both cases, an in-depth analysis began on the causes and identification of the necessary corrective action for avoiding a repeat of these accidents.

The Fatality Rate, which for the purpose of compatibility with data provided by Company in the sector, only considers fatal accidents involving the Group's employees. That Rate was zero for 2018. No Third Party was involved in fatal accidents.

The table below summarizes the results of the various rates:

	Total	Cement		Concrete			
		Buzzi Unicem	Contractors	Total	Buzzi Unicem	Contractors	Total
Fatal injuries	2	0	2	2	0	0	0
Injuries causing absences from work	153	54	44	98	49	6	55
Lost days	4,525	1,980	893	2,873	1,623	29	1,652
LTIFR ⁽¹⁾	6.4	4.4	9.8	5.9	9.1	3.5	7.7
TIFR ⁽²⁾	15.4	15.3	18.0	16.0	16.7	4.6	13.8
SR ⁽³⁾	0.19	0.16	0.20	0.17	0.30	0.02	0.23
Average duration	30	37	20	29	33	5	30

⁽¹⁾ LTIFR = Lost Time Injury Frequency Rate = total number of injuries causing absences from work divided by hours worked and multiplied by 1,000,000.

⁽²⁾ TIFR = Total Injury Frequency Rate = total number of injuries causing and not causing absences from work divided by hours worked and multiplied by 1,000,000.

⁽³⁾ SR = Severity Rate = number of days lost divided by hours worked and multiplied by 1,000.

The frequency rate (LTIFR) fell to 6.4 (it was 6.9 in 2017) with a reduction in the number of injuries: 153 compared to 170 in 2017. In the cement sector, for the second consecutive year Poland confirmed the absence of injuries amongst employees and contractors. The injury rates for concrete remain higher than those for cement, although progress was made in Germany and Poland during the course of 2018.

The value of the TIFR remained stable on 15.4. The severity rate (SR) for 2018 is 0.19 (0.23 in 2017). The average duration of injuries fell from 33 to 30 days.

Human Rights and Supply Chain

As explained above, the Group's new Safety Policy also applies to contractors.

In February 2019, the Board of Directors approved the Group's new Code of Conduct. The Code defines the standards of integrity and propriety - including with regard to human rights - which Buzzi Unicem has decided to adopt as a commitment towards its stakeholders. The Code applies to Buzzi Unicem SpA and all its Italian and foreign subsidiaries.

The principles in the Code apply to directors, members of corporate bodies, employees, suppliers and everyone acting for and on behalf of Buzzi Unicem, including, but not limited to representatives, agents, associates, external advisers and companies who receive an appointment from the Group.

Working Conditions and Employment Data

The number of employees in the Buzzi Unicem Group at the end of 2018 was 9,880 (10,025 in 2017). The countries with the highest number of employees are: United States of America (2,302), Germany (1,887), Italy (1,485), Russia (1,435) and Ukraine (1,313).

Globally, there are three main areas in which the Company operates: western Europe, eastern Europe and America (each area has about a third of the workforce). Employment contracts are mainly permanent (93.5% of total contracts) and full-time (96.5%).

The turnover rate, which is calculated as the total number of terminations compared to the workforce at the end of the year, increased to 19.3% in 2018 (18.2% in 2017), due primarily to terminations in Italy (14%),

Slovenia (where there was an increase from 21.37% to 31.25%) and the US (25.15%). In Italy, the turnover rate was much higher than in 2017 (4.35%) as a result of some divesting in the concrete sector (Eastern Lombardy, Friuli Venezia Giulia, Puglia, Sicily, Sardinia). In Slovakia, the turnover rate rose significantly (in absolute terms there were 40 terminations in 2018 compared to 28 terminations in 2017) as a result of the outsourcing of transport in the concrete sector. In Ukraine, the turnover rate decreased (from 39.45% to 30.08%) but remains high because of Ukrainian citizens being granted unrestricted circulation within the European Union.

Workplace Diversity

The Group operates in different countries and continents. There are no specific policies at Group level but diversity is considered a value that is in line with the values of Buzzi Unicem.

Staff Incentive Programs

Salary policies and incentive systems are delegated to the individual countries. We do not normally offer shares of Company stock to employees, but we do provide incentives and bonuses based on company and individual performance. Incentive programs differ depending on work classification and managerial level.

Collective Bargaining

In Europe, collective bargaining is extended to and guaranteed at all levels.

In 2018, the European Works Council (EWC), which is the advisory and information body for all workers in the European Union, continued its work.

The EWC meets in a plenary session once a year, with the Buzzi Unicem headquarters in Casale Monferrato selected as the venue. The Committee met twice during the course of the year in a non-plenary form, in Wiesbaden and Rome.

In Italy, there are trade unions (RSU) whose relationship with the Company has historically been characterized by transparency and a spirit of collaboration; in Germany and the Czech Republic, according to the respective local regulations, a third of the Supervisory Board consists of employees. More generally, employees in all countries are represented in compliance with local legal regulations, and although these can vary from region to

region, even within the same country, representation always takes place in accordance with the Company's Code of Ethics, an instrument that is even stronger in a family company with a 110 year history.

Training and Human Capital Development

Training activities were selected on the basis of the requirements and needs identified at a country level. The primary training topics were: health and safety, environment, management systems, cement and concrete technology, project management, IT instruments and foreign language.

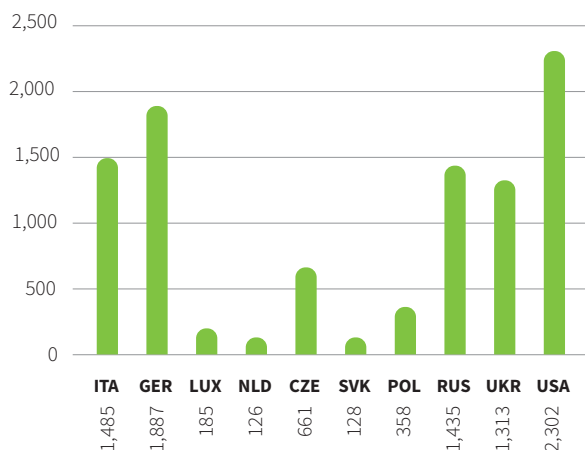
In 2018, at the Group level, 32 hours of training was provided per capita (24.7 in 2017), for a total of 39,209 days (30,683 in 2017), with the largest increase reported for Italy (from 13.5 hours per capita in 2017 to 18 hours per capita in 2018, mainly because of the standard training for recently acquired companies), Czech Republic (16.69 hours per capita in 2017 to 26.75 per capita in 2018) and in Russia (from 38.16 hours per capita in 2017 to 68.21 hours per capita in 2018). In particular, in Russia, the hours per capita almost doubled, the result of the intensive implementation of occupational health and safety and soft skills training.



Photo: Elena Putintseva, Chemical Engineer, Sukholozhskcement, Russia

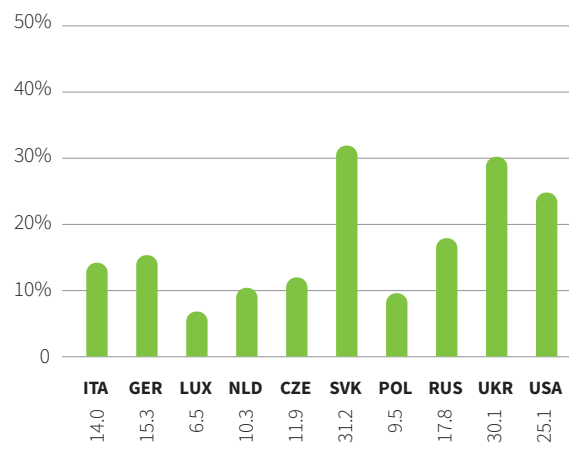
Social Performance: Charts and Tables

Breakdown (2018)



TOTAL GROUP 9,880

Turnover rate (2018)



TOTAL GROUP 19.3%

Total workers per gender and type of contract (2016-2018)

	2016	2017	2018
Total staff	9,975	10,025	9,880
Men %	84.3	85.0	85.2
Women %	15.7	15.0	14.8
Open-end contracts	9,261	9,466	9,235
Fixed-term contracts	707	559	645
Full-time	9,067	9,590	9,534
Part-time	195	435	346

Turnover rate (2016-2018)

	2016	2017	2018
Turnover rate %	16.7	18.2	19.3
Total workforce	9,975	10,025	9,880
Total new hires	1,905	1,585	1,759
Total terminations	1,668	1,822	1,904
Men %	17.3	18.1	19.8
Women %	13.4	18.7	16.0

Turnover calculated as the ratio between outgoing employees in the year and the total workforce at the end of the year.

Breakdown by gender (2018)

	ITA	GER	LUX	NLD	CZE	SVK	POL	RUS	UKR	USA	TOT
Management	111	63	10	4	9	2	5	14	15	214	447
Men %	87.4	88.9	100.0	50.0	77.8	50.0	100.0	64.3	73.3	88.8	86.8
Women %	12.6	11.1	0.0	50.0	22.2	50.0	0.0	35.7	26.7	11.2	13.2
White collars	773	655	70	39	160	30	162	408	320	484	3,101
Men %	84.6	65.3	82.9	76.9	57.5	66.7	60.5	66.2	59.1	72.7	70.7
Women %	15.4	34.7	17.1	23.1	42.5	33.3	39.5	33.8	40.9	27.3	29.3
Blue collars	595	962	103	79	473	92	191	1,013	978	1,604	6,090
Men %	99.0	99.0	98.1	96.2	96.8	92.4	95.3	83.0	79.2	98.9	92.7
Women %	1.0	1.0	1.9	3.8	3.2	7.6	4.7	17.0	20.8	1.1	7.3
Trainees	6	145	2	0	0	0	0	0	0	0	153
Men %	83.3	88.3	50.0	-	-	-	-	-	-	-	87.6
Women %	16.7	11.7	50.0	-	-	-	-	-	-	-	12.4
Marginal / Helpers	0	62	0	4	19	4	0	0	0	0	89
Men %	-	54.8	-	100.0	84.2	50.0	-	-	-	-	62.9
Women %	-	45.2	-	0.0	15.8	50.0	-	-	-	-	37.1
Total	1,485	1,887	185	126	661	128	358	1,435	1,313	2,302	9,880

Collective bargaining (2016-2018)

	2016	2017	2018
Total employees	9,975	10,025	9,880
Employees covered by collective bargaining agreements	7,661	7,737	7,468
Coverage (%)	76.8	77.2	75.6

Minimum notice period (2018)

Italy	11 weeks
Germany	4 weeks
Luxembourg	no notice
Netherlands	4 weeks
Czech Republic	8 weeks
Slovakia	8 weeks
Poland	12 weeks
Russia	9 weeks
Ukraine	12 weeks
USA	5 days*

* The period varies, depending on the type of collective agreement applied, and is up to a maximum of 8 weeks.

Absentee rate by geographic area: illness, injuries, strikes (2018)

	Absentee rate in %	of which male absentee in %	of which female absentee in %	Occupational diseases	Deaths
Italy	3.5	3.5	2.7	4	
Germany	6.2	6.3	5.7		
Luxembourg	5.4	5.7	1.2		
Netherlands	4.7	4.5	6.5		
Czech Republic	4.2	4.5	2.6		
Slovakia	2.5	2.7	1.9		
Poland	3.5	3.4	4.1		
Russia	2.3	2.2	2.8		
Ukraine	3.2	3.2	3.4		
USA	2.6	2.6	1.7		

Group absentee rate* (2016-2018)

	2016	2017	2018
Absentee rate %	3.3	3.2	3.7
of which male %	3.3	3.3	3.7
of which female %	3.0	2.8	3.4
Occupational diseases	1	2	4
Deaths	1	-	-

* Absentee rates are calculated as the total days of absence (for illness, injuries and strikes) compared to total work days, and are calculated for employees only.



Photo: Clever Park Business Centre, Yekaterinburg, Russia. Supplier Sukholozhskcement

Hours of training per capita (2018)

	Hours of training per capita
Italy	17.9
Germany	21.1
Luxembourg	16.8
Netherlands	4.6
Czech Republic	26.7
Slovakia	11.6
Poland	42.0
Russia	68.2
Ukraine	32.5
USA	30.7

Average hours of training per capita (2018)

		of which male	of which female
Management	24.5	22.9	35.1
White collars	32.9	32.3	34.2
Blue collars	32.3	33.2	21.9

Average hours of training (2016-2018)

	2016	2017	2018
Total hours of training	317,488	245,461	313,673
Hours of training per capita	32.1	24.7	32.0
Managers	40.5	23.1	24.5
White collars	22.8	25.2	32.9
Blue collars	37.0	24.8	32.3
Trainees	9.4	20.8	25.1

Graduates (2018)

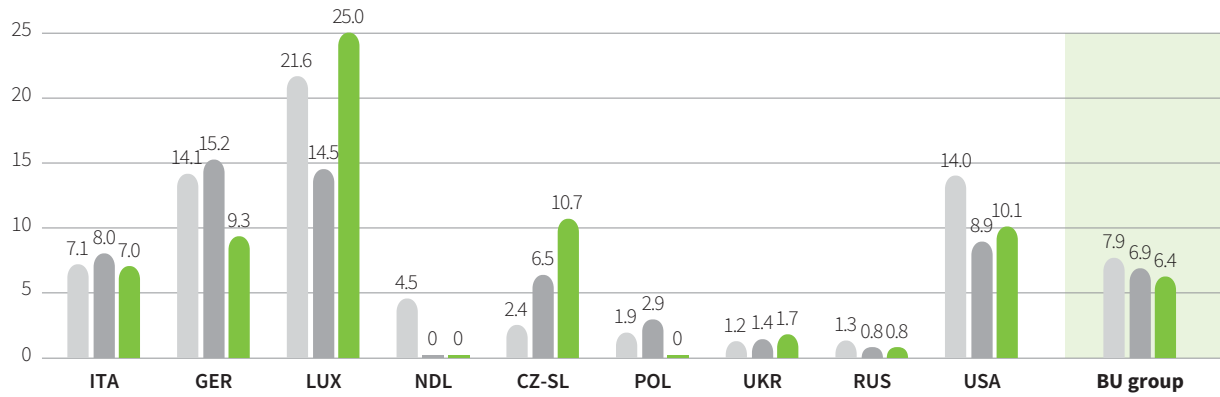
	% on total workforce	% on total men	% on total women
Italy	12.1	10.3	29.3
Germany	6.1	5.0	12.1
Luxembourg	10.3	9.1	20.0
Netherlands	10.3	9.8	14.3
Czech Republic	14.4	9.7	4.7
Slovakia	16.4	12.5	3.9
Poland	38.3	35.7	61.6
Russia	29.1	24.7	44.8
Ukraine	40.7	35.1	56.8
USA	14.2	80.2	19.8

Ratio between the highest paid manager and the median for employees in the same country (2018)

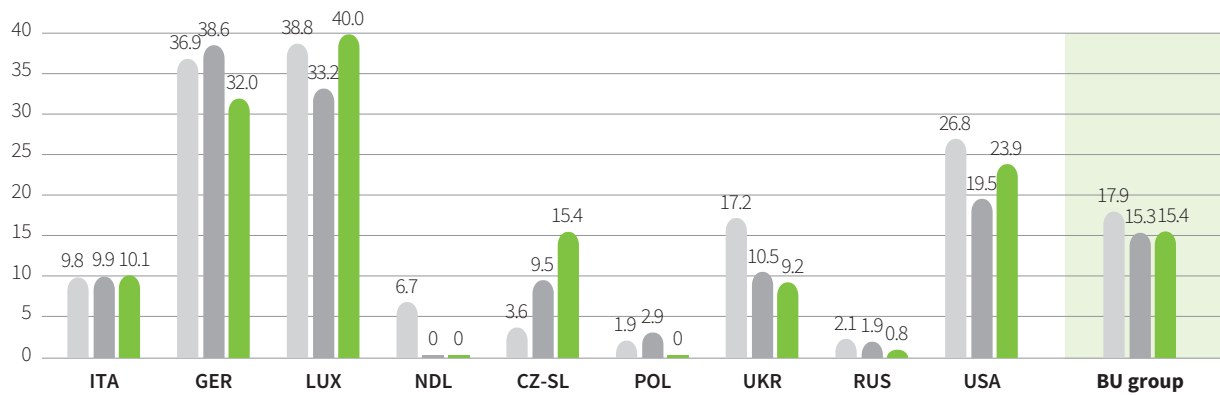
Italy	9.01
Germany	16.54
Luxembourg	4.56
Netherlands	2.30
Czech Republic	7.36
Slovakia	2.85
Poland	10.04
Russia	32.60
Ukraine	24.95
USA	10.91



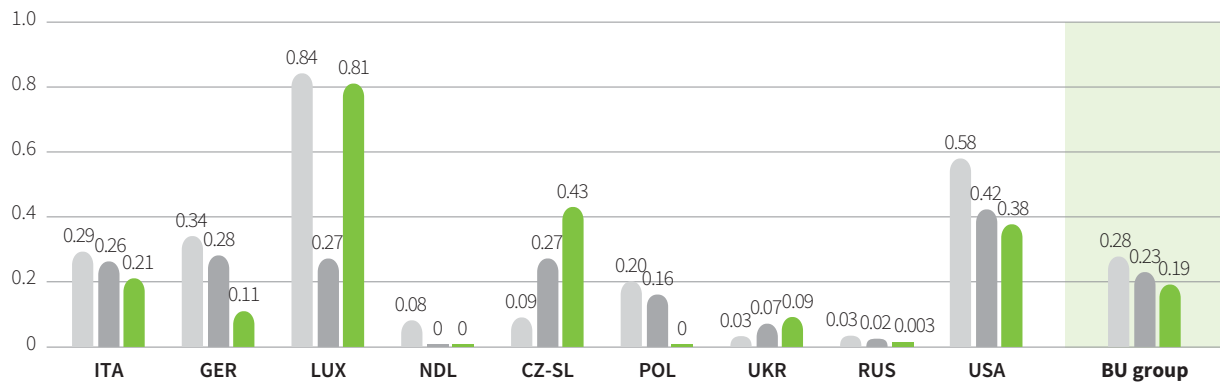
LTI FR (Lost Time Injuries Frequency rate, only with absences from work)



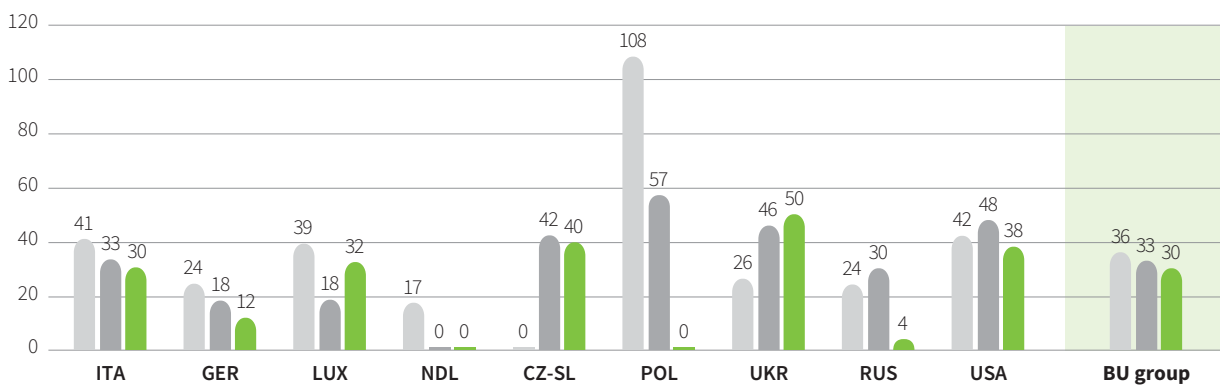
TIFR (Total Injuries Frequency rate, with and without absences from work)



SR (Severity Rate)



TA (average injuries duration in days)



Scope of the charts: employees and contractors, cement, concrete and aggregates.

● 2016 ● 2017 ● 2018



Photo: The National Socialism Documentation Center in Munich, Germany. Façade made with Dyckerhoff Weiss

Appendixes

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Correlation table to the Legislative Decree 254/2016	70
Auditors' report	72

GRI Content

GENERAL STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES	REFERENCE
Organizational profile	
102-1 Name of the organization	Vision
102-2 Activities, brands, products and services	Group profile - The Group at a glance
102-3 Location of HQ	Group profile - The Group at a glance - International presence
102-4 Location of operational facilities	Group profile - The Group at a glance - Cement plant locations
102-5 Nature of the ownership and legal structure	Governance - Corporate Governance system
102-6 Markets served	Group profile - The Group at a glance - Cement plant locations
102-7 Main numerical data (employees, sales, capitalization, number of products/services, etc)	Group profile - The Group at a glance
102-8 Information on staff	Performance Indicators - Social Performance: Charts and Tables
102-9 Supply chain	<i>The majority of the goods and services purchased by the Group concerned the purchase of fuels, electrical energy, raw materials, spare parts, logistics and services. We are fully aware that an effective sustainability approach requires the engagement also of our suppliers. We strive to manage our relationship with them not only on the basis of technical and economic considerations, but also on the basis of sharing fundamental ethical values, in particular those mentioned in our Code of Ethics. In 2018 we have continued the work begun in 2015, engaging a relevant percentage of suppliers in the monitoring of the issue of occupational safety.</i>
102-10 Significant changes during the reference period	Methodology Note
102-11 Application of the principle of prevention or a preventative approach	Governance - Corporate Governance system
102-12 External initiatives	<i>The trade associations to which the Group participates to include: European Cement Federation - Cembureau, Associazione Italiana Tecnico Economica del Cemento - AIITEC, European Concrete Platform, VDZ, Portland Cement Association, CANACEM (National Cement Chamber).</i>
102-13 Membership of associations	Governance - Corporate Governance system
Strategy	
102-14 Declaration by the Organization's most senior Executive on the importance of sustainability for the Organization and its respective strategy	Letter to Stakeholders
Ethics and integrity	
102-16 Values, principles standards, and rules of conduct	Governance - Corporate Governance system

GENERAL STANDARD DISCLOSURES

(continues)

GENERAL STANDARD DISCLOSURES		REFERENCE
Governance		
102-18	Governance Structure	Governance - Corporate Governance system
102-38	Ratio between total annual remuneration	Performance Indicators - Social Performance: Charts and Tables
Stakeholder Engagement		
102-40	List of Stakeholders involved	Governance - Stakeholder Engagement
102-41	Applicable national bargaining agreements	Performance Indicators - Social Performance: Charts and Tables
102-42	Selection criteria for Stakeholders involved	Governance - Stakeholder Engagement
102-43	Approach towards Stakeholder Engagement	Governance - Stakeholder Engagement
102-44	Main aspects which emerged	Governance - Materiality Matrix
Reporting process		
102-45	List of entities included in the consolidated report	Methodology Note
102-46	Process used to define the content of the document	Methodology Note
102-47	List of material aspects	Governance - Materiality Matrix
102-48	Reformulation of information	Methodology Note
102-49	Changes compared to previous reporting documents	<i>Any restatements compared to the previous Report are shown within the individual chapters of the document.</i>
102-50	Reporting period	Methodology Note
102-51	Date of last available report	<i>The Sustainability Report (NFD) 2018 was published in spring 2019.</i>
102-52	Reporting cycle	<i>The Sustainability Report (NFD) is published annually.</i>
102-53	Contact details for questions relating to the report and its contents	info@buzziunicem.it
102-54	Declaration of compliance with GRI Standards	Methodology Note
102-55	GRI content index	Appendixes - GRI Content
102-56	Reference to external audit document	Appendixes - Auditors' report

SPECIFIC STANDARD DISCLOSURES

MATERIAL ASPECTS	PAGE/REFERENCE	OMISSIONS
Performance Indicators - Economic		
103-1	Description of the material issues and their scope	
103-2	Approach and corporate management systems	Governance - Materiality Matrix
103-3	Assessment of management approach	Governance - Corporate Governance system system
201-1	Direct economic value generated and distributed	Governance - Corporate Governance system system
Performance Indicators - Economic - Anti-corruption		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Governance - Corporate Governance system
103-3	Assessment of management approach	Governance - Corporate Governance system - The Model of Organization, Management and Control
		Governance - Corporate Governance system - Anti-corruption Governance - Corporate Governance system - Communication of policies relating to ethics and transparency
205-2	Communication and training relating to anti-corruption policies and procedures	<i>The Ethical Code and Code of Conduct of the Buzzi Unicem Group is communicated to all staff and is also available on its website. Approximately 2% of the Group's employees have been trained on issues relating to ethics, transparency, and contrasting corruption.</i>
205-3	Confirmed incidents of corruption and respective measures undertaken	<i>In 2018 no corruption cases were identified within the activities of the Buzzi Unicem Group.</i>
Performance Indicators - Environmental - Materials		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Performance Indicators - Environmental Performance
103-3	Assessment of management approach	- Consumption of materials
		Performance Indicators - Environmental Performance - Consumption of materials Performance Indicators - Environmental Performance - Summary table
301-1	Materials used by weight and volume	<i>A total of 42,535,733 t of raw materials were used of which: 38,492,696 t natural raw materials and 4,043,037 t non-natural raw materials.</i>
301-2	Use of recycled materials	Performance Indicators - Environmental Performance - Consumption of materials
Performance Indicators - Environmental - Energy		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Governance - Policies and Targets
103-3	Assessment of management approach	Performance Indicators - Environmental Performance
		Performance Indicators - Environmental Performance - Consumption of thermal energy Performance Indicators - Environmental Performance - Consumption of electrical energy Performance Indicators - Environmental Performance - Summary table
302-1	Consumption of energy in the Company	

SPECIFIC STANDARD DISCLOSURES

(continues)

MATERIAL ASPECTS	PAGE/REFERENCE	OMISSIONS
Performance Indicators - Environmental - Energy <i>(continues)</i>		
302-3 Energy intensity	Performance Indicators - Environmental Performance - Consumption of thermal energy Performance Indicators - Environmental Performance - Consumption of electrical energy Performance Indicators - Environmental Performance - Summary table	
302-4 Reduction of energy consumption	Performance Indicators - Environmental Performance - Consumption of thermal energy	
Performance Indicators - Environmental - Water		
103-1 Description of the material issues and their scope 103-2 Approach and corporate management systems 103-3 Assessment of management approach	Governance - Materiality Matrix Performance Indicators - Environmental Performance - Water consumption	
303-2 Sources significantly damaged by extraction of water	Performance Indicators - Environmental Performance - Water consumption Performance Indicators - Environmental Performance - Summary table <i>The Group used a total of 8,284,564 m³ of water.</i>	<i>The data reported in this document relate to water consumption.</i>
303-3 Recycled and reused water	Performance Indicators - Environmental Performance - Summary table <i>The Group used a total of 1,784,281 m³ of rainwater.</i>	
Performance Indicators - Environmental - Biodiversity		
103-1 Description of the material issues and their scope 103-2 Approach and corporate management systems 103-3 Assessment of management approach	Governance - Materiality Matrix Performance Indicators - Environmental Performance - Consumption of materials	
304-1 Operational sites owned, leased, or managed within or near protected areas or areas with a high biodiversity value	Performance Indicators - Environmental Performance - Consumption of materials	<i>Information not currently available. Given the importance of this issue the Group is committed to reporting the issue starting from future financial years.</i>
Performance Indicators - Environmental - Emissions		
103-1 Description of the material issues and their scope 103-2 Approach and corporate management systems 103-3 Assessment of management approach	Governance - Materiality Matrix Governance - Policies and Targets Performance Indicators - Environmental Performance - Greenhouse gases emissions Performance Indicators - Environmental Performance - Other atmospheric emissions	
305-1 Direct GHG emissions (SCOPE 1)	Performance Indicators - Environmental Performance - Greenhouse gases emissions	
305-2 Indirect GHG emissions (SCOPE 2)	Performance Indicators - Environmental Performance - Greenhouse gases emissions	

SPECIFIC STANDARD DISCLOSURES

MATERIAL ASPECTS		PAGE/REFERENCE	OMISSIONS
Performance Indicators - Environmental - Emissions <i>(continues)</i>			
305-4	GHG emission intensity	Performance Indicators - Environmental Performance - Summary table	
305-5	Reduction of greenhouse gases emissions	Performance Indicators - Environmental Performance - Greenhouse gases emissions	
305-7	NOx, SOx, and other significant emissions	Performance Indicators - Environmental Performance - Other atmospheric emissions <i>The company has emitted a total of 1,696 t of dust, 30,356 t of NOx, 4,051 t of SO2 and 555 kg of Hg.</i>	
Performance Indicators - Environmental - Waste and emission			
103-1	Description of the material issues and their scope	Governance - Materiality Matrix	
103-2	Approach and corporate management systems	Performance Indicators - Environmental Performance	
103-3	Assessment of management approach	- Waste management	
306-2	Waste by type and means of disposa	Performance Indicators - Environmental Performance - Waste management <i>The company has produced a total of 110,175 t of waste in 2018 of which 72,831 has been disposed of and 37,344 has been reused.</i>	<i>The value of the waste produced is shown for respective disposal methods (dangerous and non-dangerous waste considered jointly).</i>
Performance Indicators - Environmental - Environmental compliance			
103-1	Description of the material issues and their scope	Governance - Materiality Matrix	
103-2	Approach and corporate management systems	Governance - Materiality Matrix	
103-3	Assessment of management approach	Governance - Corporate Governance system - Penalties	
307-1	Non compliance with environmental regulations	Governance - Corporate Governance system - Penalties	
Performance Indicators - Environmental - Noise (material aspect)			
103-1	Description of the material issues and their scope	Governance - Materiality Matrix	
103-2	Approach and corporate management systems	Performance Indicators - Environmental Performance	
103-3	Assessment of management approach	- Noise management	

SOCIAL

MATERIAL ASPECTS	PAGE/REFERENCE	OMISSIONS
Performance Indicators - Social - Employment		
103-1	Description of the material issues and their scope	
103-2	Approach and corporate management systems	Governance - Materiality Matrix
103-3	Assessment of management approach	Performance Indicators - Social Performance
401-1	Total number and number of people recruited and turnover rate by age groups, gender and region	Performance Indicators - Social Performance: Charts and Tables <i>In 2018 the recruitment rate was 17.8%.</i>
		<i>The number and percentage of recruited staff is shown at the Group level and is aggregated for all age groups. The absolute and percentage turnover is aggregated for all age groups.</i>
Performance Indicators - Social - Industrial relations		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Performance Indicators - Social Performance
103-3	Assessment of management approach	- Collective bargaining
402-1	Minimum warning for operational changes	Performance Indicators - Social Performance: Charts and Tables
Performance Indicators - Occupational Health and Safety		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Governance - Policies and Targets
103-3	Assessment of management approach	Performance Indicators - Social Performance - Occupational Health and Safety
403-2	Type of injury and injury rates, occupational diseases, lost days, absenteeism and number of fatal accidents connected to work	Performance Indicators - Social Performance - Occupational Health and Safety Performance Indicators - Social Performance: Charts and Tables
Performance Indicators - Social - Education and training		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Performance Indicators - Social Performance
103-3	Assessment of management approach	Performance Indicators - Social Performance - Training and Development of Human Capital
404-1	Average annual hours of training per employee	Performance Indicators - Social Performance: Charts and Tables Performance Indicators - Social Performance - Training and Development of Human Capital
404-3	Percentage of employees who receive regular reports on career results and development	Performance Indicators - Social Performance - Staff incentive programs
		<i>The performance management process is described; the percentage of employees covered by incentive programs is not provided.</i>

SOCIAL

(continues)

MATERIAL ASPECTS	PAGE/REFERENCE	OMISSIONS
Performance Indicators - Social - Local communities		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Governance - Policies and Targets
103-3	Assessment of management approach	Governance - Stakeholder Engagement
413-1	Activities for involving local communities, assessment of the impact and development programs	Governance - Policies and Targets Governance - Stakeholder Engagement
Performance Indicators - Social - Marketing and labelling		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Performance Indicators - Environmental Performance
103-3	Assessment of management approach	- Product Life Cycle
417-1	Type of information necessary for labelling of products and services	Performance Indicators - Environmental Performance - Product Life Cycle <i>All types of cement produced in the EU area need to have the EC mark. The EC mark indicates that the cement is in compliance with an harmonized European standard (EN 197-1 law). It allows to meet the essential requirements established by the 89/106/CEE directive in regard to the works in which it is used.</i>
Performance Indicators - Social - Socio-economic compliance		
103-1	Description of the material issues and their scope	Governance - Materiality Matrix
103-2	Approach and corporate management systems	Governance - Corporate Governance system - Penalties
103-3	Assessment of management approach	Governance - Corporate Governance system - Penalties
G4.S08	Non compliance with economic and social regulations	Governance - Corporate Governance system - Penalties

Correlation table to the Legislative Decree 254/2016

ISSUE OF LEGISLATIVE DECREE 254/2016	MATERIAL TOPICS	POLICIES APPLIED AND MANAGEMENT INSTRUMENTS
Environmental	Air quality & GHG emissions	Code of Conduct Climate Change Policy Environmental management systems (UNI EN ISO 14001 or equivalent, EPD)
	Energy efficiency and secondary fuel	Code of Conduct Climate Change Policy Environmental management systems (UNI EN ISO 14001 or equivalent, EPD)
	Raw material usage	Code of Conduct Climate Change Policy Environmental management systems (UNI EN ISO 14001 or equivalent, EPD)
	Water consumption	Environmental management systems (UNI EN ISO 14001 or equivalent EPD)
	Biodiversity management	Environmental management systems (UNI EN ISO 14001 or equivalent)
	Noise mitigation	Environmental management systems (UNI EN ISO 14001 or equivalent)
Social	Direct economic development	Code of Conduct Corporate governance model
	Compliance with laws and regulations	Code of Conduct Corporate governance model and Model of Organization Management and Control pursuant to Legislative Decree 231/2001
	Local communities development	Code of Conduct Stakeholder Engagement Policy Safety Policy Occupational Health and Safety systems (UNI EN ISO 45001, OHSAS 18001 or equivalent)
	Customer management and product quality	Environmental product declaration (EPD)
Relating to staff	Human capital development	Code of Conduct Corporate governance model and Model of Organization Management and Control pursuant to Legislative Decree 231/2001
	Industrial relations	Code of Conduct Corporate governance model and Model of Organization Management and Control pursuant to Legislative Decree 231/2002 Participation in European Works Council (EWC)
Respect of human rights	H&S management	Code of Conduct Safety Policy Corporate governance model and Model of Organization Management and Control pursuant to Legislative Decree 231/2002 Occupational Health and Safety systems (UNI EN ISO 45001, OHSAS 18001 or equivalent)
Anti-corruption	Anti-corruption practices	Code of Conduct Corporate governance model and Model of Organization Management and Control pursuant to Legislative Decree 231/2002

REFERENCES TO PARAGRAPHS

CORRELATION WITH GRI STANDARDS

Chapter Governance, chapter Risk management, chapter Environment, chapter GHG emissions and other emissions into the atmosphere	305-1 Direct emissions of GHG 305-4 GHG intensity 305-5 Emission reducing initiatives 305-7 Other atmospheric emissions
Chapter Governance, chapter Risk management, chapter Environment, chapter Greenhouse gases emissions	302-1 Direct consumption of energy 302-3 Indicators of energy intensity 302-4 Energy saving
Chapter Governance, chapter Risk management, chapter Environment, chapter Consumption of materials	301-1 Raw materials used by weight or volume 301-2 Percentage of materials used which derive from recycled input materials
Chapter Environment, chapter Water consumption	Water consumption per ton of cementitious material Water consumption per cubic metre of concrete
Chapter Governance, chapter Risk management, chapter Environment, chapter Consumption of materials	Quarries with mitigation actions with the aim of making possible the recovery of existing biodiversity and the involvement of stakeholders
Chapter Governance, chapter Risk management, chapter Environment, chapter Noise	Production sites with monitoring of noise emissions Investments for noise mitigation interventions
Chapter Governance, chapter Direct economic value generated and shared	201-1 Direct economic value generated and distributed
Chapter Governance, Box Model of Organization, Management and Control. Ethical Code	419-1 Financial and non-financial penalties for non-compliance with social and economic laws and regulations 307-1 Financial and non-financial penalties for non-compliance with environmental laws and regulations
Chapter Stakeholder Engagement	413-1 Activities with involvement of local communities
Chapter Environment, chapter Product Life Cycle	417-1 Information required by procedures and services subject to such information requirements Clinker/cement ratio
Chapter Social, chapter Training and professional development	401-1 Number of employees, recruitments, turnover 404-1 Hours of training
Chapter Social, chapter Collective bargaining	402-1 Minimum notice period for organizational amendments
Chapter Social, chapter Health and safety and Human rights and supply chain	403-9 Occupational injuries and diseases
Chapter Governance, chapter Anti-corruption	205-2 Communication and training on anti-corruption practices 205-3 Cases of corruption and actions taken



BUZZI UNICEM SPA

**INDEPENDENT AUDITOR'S REPORT ON THE CONSOLIDATED
NON-FINANCIAL STATEMENT PURSUANT TO ARTICLE 3,
PARAGRAPH 10, OF LEGISLATIVE DECREE NO. 254/2016 AND
ART. 5 OF CONSOB REGULATION NO. 20267 OF JANUARY 2018**

YEAR ENDED 31 DECEMBER 2018



Independent auditor's report on the consolidated non-financial statement

pursuant to article 3, paragraph 10, of Legislative Decree No. 254/2016 and article 5 of CONSOB Regulation No. 20267 of January 2018

To the Board of Directors of Buzzi Unicem SpA

Pursuant to article 3, paragraph 10, of Legislative Decree No. 254 of 30 December 2016 (the "Decree") and article 5 of CONSOB Regulation No. 20267/2018, we have performed a limited assurance engagement on the "Sustainability Report 2018 - Consolidated non-financial statement under the Italian Legislative Decree n°254/2016" of Buzzi Unicem SpA and its subsidiaries (hereafter "Buzzi Unicem" or "Group") for the year ended 31 December 2018 prepared in accordance with article 4 of the Decree and approved by the Board of Directors on 28 March 2019 (hereafter the "NFS").

Responsibility of the Directors and of the Board of Statutory Auditors for the NFS

The Directors are responsible for the preparation of the NFS in accordance with article 3 and 4 of the Decree and with the "GRI-Sustainability Reporting Standards" defined in 2016 (hereafter the "GRI Standards"), identified by them as the reporting standards.

The Directors are responsible, in accordance with the law, for the implementation of internal controls necessary to ensure that the NFS is free from material misstatement, whether due to fraud or unintentional errors.

The Directors are moreover responsible for identifying the content of the NFS, within the matters mentioned in article 3, paragraph 1, of the Decree, considering the activities and characteristics of the Group and to the extent necessary to ensure an understanding of the Group's activities, its performance, its results and related impacts.

The Directors are responsible for defining the business and organisational model of the Group and, with reference to the matters identified and reported in the NFS, for the policies adopted by the Group and for the identification and management of risks generated and/or faced by the Group.

The Board of Statutory Auditors is responsible for overseeing, in the terms prescribed by law, compliance with the Decree.

PricewaterhouseCoopers SpA

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Auditor's Independence and Quality Control

We are independent in accordance with the principles of ethics and independence set out in the *Code of Ethics for Professional Accountants* published by the *International Ethics Standards Board for Accountants*, which are based on the fundamental principles of integrity, objectivity, competence and professional diligence, confidentiality and professional behaviour. Our audit firm adopts *International Standard on Quality Control 1 (ISQC Italy 1)* and, accordingly, maintains an overall quality control system which includes processes and procedures for compliance with ethical and professional principles and with applicable laws and regulations.

Auditor's responsibilities

We are responsible for expressing a conclusion, on the basis of the work performed, regarding the compliance of the NFS with the Decree and with the GRI Standards. We conducted our engagement in accordance with "*International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereafter "ISAE 3000 Revised"), issued by the *International Auditing and Assurance Standards Board (IAASB)* for limited assurance engagements. The standard requires that we plan and apply procedures in order to obtain limited assurance that the NFS is free of material misstatement. The procedures performed in a limited assurance engagement are less in scope than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised ("*reasonable assurance engagement*") and, therefore, do not provide us with a sufficient level of assurance that we have become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement. The procedures performed on the NFS were based on our professional judgement and consisted in interviews, primarily of company personnel responsible for the preparation of the information presented in the NFS, analyses of documents, recalculations and other procedures designed to obtain evidence considered useful.

In particular, we performed the following procedures:

1. analysis of the relevant matters reported in the NFS relating to the activities and characteristics of the Group, in order to assess the reasonableness of the selection process used, in accordance with article 3 of the Decree and the with the reporting standard adopted;
2. analysis and assessment of the criteria used to identify the consolidation area, in order to assess their compliance with the Decree;
3. comparison of the financial information reported in the NFS with the information reported in Buzzi Unicem Group's Consolidated Financial Statements;
4. understanding of the following matters:
 - business and organisational model of the Group, with reference to the management of the matters specified by article 3 of the Decree;
 - policies adopted by the Group with reference to the matters specified in article 3 of the Decree, actual results and related key performance indicators;
 - main risks, generated and/or faced by the Group, with reference to the matters specified in article 3 of the Decree.

With reference to those matters, we compared the information obtained with the information presented in the NFS and carried out the procedures described under point 5 a) below;

5. understanding of the processes underlying the preparation, collection and management of the significant qualitative and quantitative information included in the NFS. In particular, we held meetings and interviews with the management of Buzzi Unicem S.p.A. and with the personnel of Dyckerhoff Polska Sp. z o. o. (Poland), and we performed limited analysis of documentary evidence, to gather information about the processes and procedures for the collection, consolidation, processing and submission of the non-financial information to the function responsible for the preparation of the NFS.

Moreover, for material information, considering the activities and characteristics of the Group:

- at holding level,
 - a) with reference to the qualitative information included in the NFS, and in particular to the business model, the policies adopted and the main risks, we carried out interviews and acquired supporting documentation to verify their consistency with available evidence;
 - b) with reference to quantitative information, we performed analytical procedures as well as limited tests, in order to assess, on a sample basis, the accuracy of consolidation of the information;
- for the following companies, Buzzi Unicem S.p.A. at the office in Casale Monferrato (Italy) and Dyckerhoff Polska Sp. z o. o. at the site in Nowiny (Poland), which were selected on the basis of their activities, their contribution to the performance indicators at a consolidated level and their location, we carried out site visits during which we met local management and gathered supporting documentation regarding the correct application of the procedures and calculation methods used for the key performance indicators.

Conclusions

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of the Buzzi Unicem Group as of 31 December 2018 has not been prepared, in all material respects, in compliance with articles 3 and 4 of the Decree and with the GRI Standards.

Turin, 5 April 2019

PricewaterhouseCoopers SpA

Mattia Molari
(Partner)

Paolo Bersani
(Authorized signatory)

This report has been translated from the Italian original solely for the convenience of international readers. We have not performed any controls on the NFS 2018 translation.

This Sustainability Report appears in Italian (original version) and English (non-binding version)

Editorial coordination

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Milan

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Cover photo:

Temporary installation "Colormaster" (Frankfurt Städel Museum) created by VG Bild-Kunst from Bonn and built in collaboration with Dyckerhoff.





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