

# SUSTAINABILITY REPORT

# 2023

CONSOLIDATED NON-FINANCIAL STATEMENT UNDER THE  
ITALIAN LEGISLATIVE DECREE N° 254/2016



**BUZZI GROUP**

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# ABOUT US







WE ARE A MULTI-REGIONAL INTERNATIONAL GROUP, FOCUSED ON CEMENT AND READY-MIX CONCRETE.

WE OPERATE WITH INTEGRITY, CONSISTENCY, A LONG-TERM VISION, STABLE OWNERSHIP AND DEDICATED MANAGEMENT. ATTENTION TO COLLEAGUES, WORK SAFETY AND RELATIONSHIPS WITH LOCAL COMMUNITIES IS FUNDAMENTAL TO OUR DAILY ACTIONS.

WE CREATE VALUE THROUGH DEEP KNOW-HOW, PROCESS INNOVATION, EFFICIENT AND ENVIRONMENTALLY FRIENDLY ASSETS, OFFERING OUR CUSTOMERS INCREASINGLY SUSTAINABLE HIGH-QUALITY PRODUCTS.





Buzzi, Headquarter Building 1, Casale Monferrato (AL), Italy



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## CDP CONFIRMS BUZZI'S COMMITMENT FOR DECARBONIZATION WITH A "B SCORE"

As last year, I would like to start this letter by remembering our Ukrainian colleagues, victims of the conflict that began 2 years ago. The sad toll, to date, is 12 dead, 13 injured and 5 missing. To the families of the fallen and to all our colleagues who work in dramatic conditions due to the war, we renew our condolences and our closeness.

Last September, Sandro Buzzi passed away. He was one of the main authors of the great development that our group has had from the 80s until today. We all remember him with affection and gratitude for what he did and for the precious teachings he left us.

In 2023 we faced a major internal reorganization. Michele Buzzi has stepped down as Chief Executive Officer but remains within the Company in other roles, and Dirk Beese, previously Managing Director of the subsidiary Dyckerhoff, has taken on the role of Chief Operating Officer of Buzzi SpA.

In terms of our performance in 2023, we combatted the decreased production volume and the high energy costs with our competitive pricing model. This allowed for a marked improvement in EBITDA in absolute and relative terms compared to 2022.

Our CO<sub>2</sub> emissions decreased by 1,301 thousand tons compared to 2022. Of these, 185,000 were avoided thanks to improved production efficiency.

Last year, we resumed submitting our decarbonization performance to the Carbon Disclosure Project (CDP), an organization that operates a world-leading environmental disclosure platform and releases a score to participating companies on the basis of standard criteria. Buzzi has been awarded the score B, on a scale ranging from A to F, attesting to the concrete commitment with which we are facing the transition to a more sustainable economy.





2023 was also the year that recorded a significant improvement from the point of view of safety. The values of the accident frequency indices (LTIFR and TIFR) were respectively equal to 3.5 and 9.4, a decrease of 29% and 18% compared to 2022.

Unfortunately, we have to report two fatal accidents involving one of our employees in the United States and a collaborator of our contractors in Slovakia.

I conclude by recalling that exactly 200 years ago, in 1824, J. Aspdin, combining limestone and clay, patented the artificial cement "Portland", so called because of its resemblance to the stones of the island of the same name in the south of England. That extraordinary invention, which still forms the heart of our production process, has made a significant contribution to the economic, social and cultural development of many countries, not only industrialized but also the developing ones.

I am convinced that cement and concrete, even in the years to come, will continue to support growth and well-being and will do so in an increasingly sustainable way, to the benefit of the planet and all of us.

Enjoy the reading.

**Pietro Buzzi**  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "Pietro Buzzi". The signature is fluid and cursive, written over the printed name and title.

## METHODOLOGY NOTE

The entry into force of Legislative Decree 254/2016 introduced the requirement of a consolidated non-financial declaration (NFD), starting from the 2017 financial year.

In line with previous financial years, Buzzi has integrated the NFD within its Sustainability Report (art. 4 Legislative Decree 254/2016), in the belief that this instrument, which was published for the first time in 2001 and the content and accuracy of which continues to evolve, allows us to more fully comply with legislative requirements. The list of information required by the Decree is contained within the section "[Correlation table to Legislative Decree 254/2016](#)".

In accordance with the provisions of the Decree, the Sustainability Report was drafted with reference to the Standards of the Global Reporting Initiative (GRI) and describes the business model, the identified risks, the environmental social and governance policies, targets and performances. The list of indicators is contained within the section "[GRI Content index](#)".

In response to the recommendations of the European Securities and Market Authority (ESMA) on the priorities for drafting reports from listed companies, we have published information related to our climate-related goals with a description of the actions taken and progress made. In the "[Taxonomy](#)" section we include the information required by art. 8 of Regulation (EU) 2020/852 of 18 June 2020 ("Taxonomy Regulation") and the associated Delegated Regulations (EU) 2021/2178, (EU) 2021/2139 and (EU) 2023/2486. The limited assurance carried out by the auditors on the NFD does not extend to this disclosure.

This edition of the Sustainability Report, which also includes the NFD, was approved by the Board of Directors on March 28<sup>th</sup>, 2024, along with the Consolidated Financial Statement.



### REPORTING PROCESS

The process of production, collection, consolidation and verification of the data published in this document is regulated internally by a group procedure, the fulfilment of which is also verified through internal audit activities.

The non-financial data referring to each operating unit and/or headquarters are the result of a process that involves:

- collection of data through Tagetik, the database of non-financial data at the entire Group level;
- collection of additional data through a "Reporting Package" (RP) for topics not implemented in Tagetik. The RPs come with a brief guideline including definitions and examples;
- signature by each country's management of a "Representation Letter" in which they confirm the accuracy of the data and the companies in the reporting scope.

During the aggregation and consolidation process, the data is further checked for consistency and completeness.





## 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 Statement as of December 31<sup>st</sup> 2023, using the line-by-line method.

The reporting scope of the Sustainability Report is therefore aligned with that of the Consolidated Financial Statement.

In line with the Consolidated Financial Statement, the data for our subsidiaries are aggregated as follows: the data of Beton Du Ried S.A. are aggregated with Luxembourg, the data of Dyckerhoff Gravières et Sablières Seltz S.A.S. are aggregated with Germany and those for ZAPA beton HUNGÁRIA Kft. are aggregated with Slovakia.

Moreover, Buzzi is publishing separately data relating to two major shareholdings (in companies not consolidated using the line-by-line method): Nacional Cimentos Participações S.A. in Brazil and Corporación Moctezuma in Mexico.



## REPORTING DETAILS

Environmental indicators relating to consumption of thermal energy and emissions of dusts, Nitrogen Oxides (NO<sub>x</sub>), Sulphur Dioxide (SO<sub>2</sub>) and Mercury (Hg) are shown per ton of clinker produced.

Indicators relating to consumption of electrical energy, emissions of Carbon Dioxide (CO<sub>2</sub>), waste produced and water consumption relate to tons of cementitious product, defined as total clinker produced as well as gypsum, and any materials mixed with clinker to produce cement and/or binders (e.g. limestone, slag, fly ashes, pozzolans, production process dust). The cementitious product 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 relating to injuries refer to direct employees and employees of contractors working in our production sites.

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.2018/2066 of the European commission, which establishes guidelines for the monitoring and reporting of greenhouse gas emissions in accordance with Directive 2003/87/EC of the European Parliament and Council. In non-ETS countries, the same methodology has been applied and consequently 100% of Buzzi's emissions is calculated on the basis of the criteria established by standard EN 19694-3, method B2.

Additionally:

- all data refers to the period 01/01/2023 to 12/31/2023;
- economic data come from the Consolidated Financial Statements.

The performance indicators are presented within this report with the trend over the last three years and country-specific data are included in the relevant appendixes.





Basketball players of Virtus Basket Padova at the Monselice plant, Italy



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# THE GROUP AT A GLANCE

INTERNATIONAL PRESENCE



“

BUZZI GROUP  
IS COMMITTED  
TO PROMOTING  
SUSTAINABILITY IN  
ALL COUNTRIES IN  
WHICH IT OPERATES





28  
full cycle cement  
plants

6  
grinding  
plants

46  
terminals

40  
m tons/years  
cement production  
capacity

385  
ready-mix  
batch plants

20  
aggregates  
quarries

# OUR OPERATIVE ENTITIES IN THE WORLD

---

## Europe

### Italy

Buzzi Unicem, Unical, Cementi Moccia (50%),  
Laterlite (33%)

### Germany

Dyckerhoff, 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

SLK Cement

## America

### USA

Buzzi Unicem USA, Alamo Cement

### 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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## OPERATING STRUCTURE

		ITA	GER	LUX	NLD	POL	CZE SVK	UKR	RUS	USA	TOT	BRA <sup>1</sup>	MEX <sup>1</sup>
Cement plants	no.	11	7	2	0	1	1	2	2	8	34	7	3
<i>of which grinding</i>	no.	3	2	1	0	0	0	0	0	0	6	2	0
Cement production capacity	m tons/ year	10.8	7.2	1.4	0	1.6	1.1	3.0	4.9	10.2	40.2	7.2	8.3
Ready-mix batch plants	no.	109	106	3	13	18	64	5	0	67	385	0	27
Aggregates quarries	no.	7	3	0	0	0	6	0	0	4	20	0	2
Deposits and terminals	no.	4	2	0	0	1	0	2	1	36	46	6	0

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

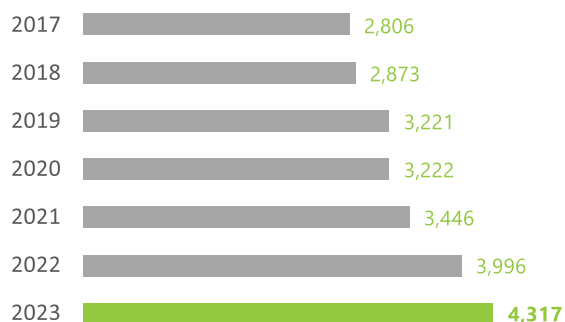
<sup>1</sup> Figures at 100%

## KEY FINANCIAL FIGURES

		2017	2018	2019	2020	2021	2022	2023
Cement production	t/000	26,173	27,143	28,306	28,016	29,442	27,369	25,305
Concrete sales	m <sup>3</sup> /000	12,294	12,093	12,120	11,743	12,141	11,510	10,050
Aggregate sales	t/000	6,935	6,753	5,551	4,853	4,883	4,965	4,710
Net sales	€ m	2,806	2,873	3,221	3,222	3,446	3,996	4,317
Capital expenditures	€ m	218	444	339	258	218	271	311
Headcount at year end	no.	10,025	9,880	9,841	9,683	9,664	9,487	9,620

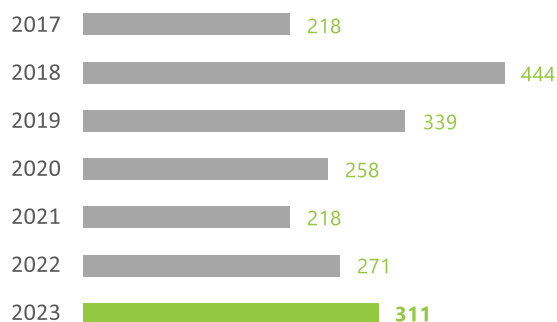
### SALES REVENUE

(millions of euro)



### CAPITAL EXPENDITURES

(millions of euro)



## MAIN ENVIRONMENTAL INDICATORS

		2021	2022	2023
Specific gross scope 1 CO <sub>2</sub> emissions	kg/t <sub>cementitious product</sub>	689	664	665
Specific thermal consumption	MJ/t <sub>clinker</sub>	4,106	4,084	4,175
Thermal substitution	%	27.8	29.9	29.2

## MAIN SAFETY INDICATORS (EMPLOYEES AND CONTRACTORS)

		2021	2022	2023
LTIFR	-	5.0	4.9	3.5
Fatalities	no.	2	2	2

## MAIN SOCIAL INDICATORS

		2021	2022	2023
Total headcount	no.	9,664	9,487	9,620
<i>of which male</i>	%	85.5	85.8	85.5
<i>of which female</i>	%	14.5	14.2	14.5
Hiring rate	%	15.3	15.2	18.1
Turnover rate	%	15.4	18.4	16.7
Absentee rate (illness, strike, injuries)	%	3.8	4.1	3.8
Hours of training per capita	hours	33	31	41

# 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 provides in the following table details of the annual value flows. The data is presented in millions of euro, applies to 2023, and complies with the requirements of the GRI Standards.

(millions of euro)	2021	2022	2023
<b>Direct economic value generated</b>			
Revenues	3,491.1	4,106.8	4,414.5
<b>Economic value distributed</b>			
Operating costs <sup>(1)</sup>	2,094.1	2,547.8	2,470.4
Employee salaries and benefits	513.3	560.0	588.9
Payments to capital providers <sup>(2)</sup>	216.7	103.1	110.9
Payments to Governments	125.6	167.7	212.0
Community investments	58.7	74.6	76.6
<b>Economic value withheld <sup>(3)</sup></b>	<b>482.4</b>	<b>653.5</b>	<b>955.7</b>

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

<sup>(2)</sup> Including net financial costs and paid dividends.

<sup>(3)</sup> Direct economic value minus amount distributed.



# REGIONAL OVERVIEW

## CEMENT PLANT LOCATIONS

As at December 31<sup>st</sup>, 2023

### EUROPE AND AFRICA



### ASIA



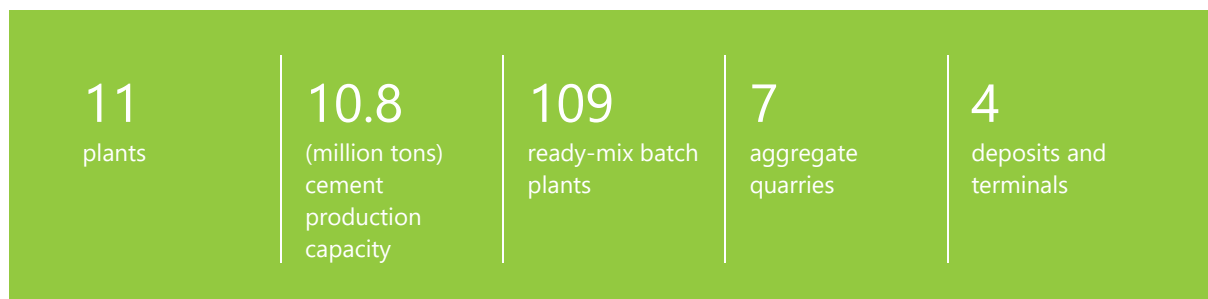
### AMERICA



Caption

- Cement plants
- Grinding plants

## ITALY



		2023	2022	2023/2022
Cement production	t/000	4,553	4,571	-0.4%
Concrete sales	m <sup>3</sup> /000	2,619	2,655	-1.4%
Aggregate sales	t/000	671	790	-15.0%
Net sales	€ m	818.3	726.2	12.7%
Capital expenditures	€ m	40.0	26.5	51.1%
Headcount at year end	no.	1,560	1,538	1.4%

## GERMANY, LUXEMBOURG AND NETHERLANDS



		2023	2022	2023/2022
Cement production	t/000	5,368	7,061	-24.0%
Concrete sales	m <sup>3</sup> /000	3,526	4,450	-20.8%
Aggregate sales	t/000	493	456	8.1%
Net sales	€ m	1086.1	1,025.7	5.9%
Capital expenditures	€ m	78.5	72.2	8.8%
Headcount at year end	no.	2,049	2,090	-2.0%



## POLAND



		2023	2022	2023/2022
Cement production	t/000	1,251	1,439	-13.0%
Concrete sales	m <sup>3</sup> /000	696	756	-8.0%
Net sales	€ m	156.7	141.3	10.9%
Capital expenditures	€ m	12.4	9.1	36.4%
Headcount at year end	no.	345	348	-0.9%

## CZECH REPUBLIC AND SLOVAKIA



		2023	2022	2023/2022
Cement production	t/000	858	1,011	-15.1%
Concrete sales	m <sup>3</sup> /000	1,196	1,476	-19.0%
Aggregate sales	t/000	837	1,111	-24.7%
Net sales	€ m	204.8	201.2	1.8%
Capital expenditures	€ m	14.8	11.4	30.0%
Headcount at year end	no.	658	700	-6.0%

## UKRAINE



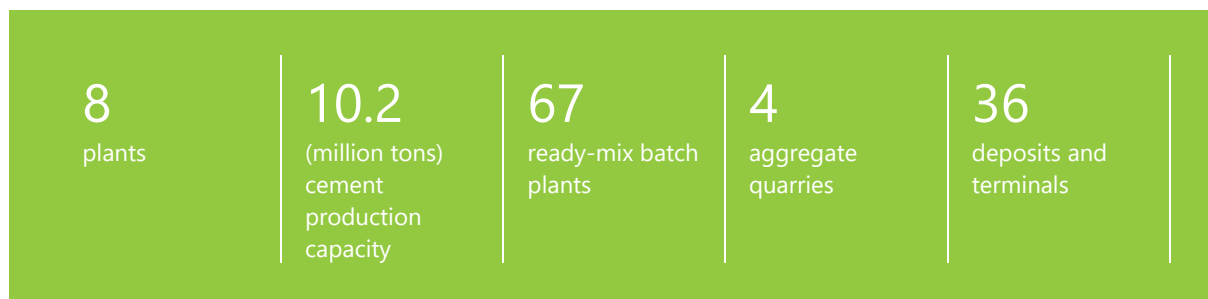
		2023	2022	2023/2022
Cement production	t/000	979	685	42.8%
Concrete sales	m <sup>3</sup> /000	58	54	7.1%
Net sales	€ m	85.6	59.8	43.2%
Capital expenditures	€ m	3.1	1.9	62.6%
Headcount at year end	no.	1,008	981	2.8%

## RUSSIA



		2023	2022	2023/2022
Cement production	t/000	3,808	3,816	-0.2%
Net sales	€ m	284.6	290.4	-2.0%
Capital expenditures	€ m	22.8	26.4	-13.7%
Headcount at year end	no.	1,671	1,556	7.4%

## UNITED STATES OF AMERICA



		2023	2022	2023/2022
Cement production	t/000	8,489	8,785	-3.4%
Concrete sales	m <sup>3</sup> /000	1,955	2,118	-7.7%
Aggregate sales	t/000	2,709	2,608	3.9%
Net sales	\$ m	1,884.4	1,676.2	12.4%
Capital expenditures	\$ m	150.9	129.9	16.2%
Headcount at year end	no.	2,329	2,274	2.4%

## MEXICO<sup>1</sup>



		2023	2022	2023/2022
Cement production	t/000	7,781	7,187	8.3%
Concrete sales	m <sup>3</sup> /000	742	677	9.6%
Aggregate sales	t/000	10	99	-89.5%
Net sales	\$ m	1,108.0	809.5	36.9%
Capital expenditures	\$ m	61.4	33.7	82.2%
Headcount at year end	no.	1,303	1,225	6.4%

<sup>1</sup> Figures at 100% - valued by the equity method



BRAZIL<sup>1</sup>

		2023	2022	2023/2022
Cement production	t/000	5,525	5,587	-1.1%
Net sales	\$ m	425.9	421.4	1.1%
Capital expenditures	\$ m	27.3	18.9	44.8%
Headcount at year end	no.	1,263	1,236	2.2%

<sup>1</sup> Figures at 100% - valued by the equity method







New residential district in Ludwigshafen am Rhein, Germany.



# Sustainability approach

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## OUR POLICIES

Buzzi's Sustainability Policies establish the context for the monitoring of objectives and the periodic re-examination for achieving sustainable growth over time. Together with the Code of Conduct, the Policies cover three of the most relevant topics confirmed by the recent materiality reassessment: Climate Change, Stakeholder Engagement and Safety.



- Buzzi recognizes the importance of the efforts made by the international community to limit climate change.
- Respecting the prevailing opinion of the scientific community, which contributes part of global warming to greenhouse gas emissions and particularly Carbon Dioxide (CO<sub>2</sub>) emissions, Buzzi monitors its own emissions and reports on these in absolute and specific terms in its Sustainability Report.
- In line with the objectives that have been established over the years by international climate protocols, Buzzi is committed to reducing its CO<sub>2</sub> emissions. After the Paris agreement of December 2015, the commitment was extended to all countries in which the group operates.





ENGAGEMENT ACTIVITIES  
AIM AT GENERATING VALUE  
FOR THE COMPANY AND  
ITS STAKEHOLDERS



- Buzzi recognizes the importance of creating and maintaining relationships of trust, based on mutual respect, active partnership, transparency and long-term collaboration with its stakeholders, in particular those based in the areas in which the Group operates.
- Creating relationships of trust with stakeholders means knowing them, understanding their requirements and promoting their involvement during significant events in the life cycles of plants and the main headquarters as well as strategic initiatives that are potentially of mutual interest.
- To this end, Buzzi promotes regular communication in initiatives, particularly with employees, suppliers, customers, local communities and authorities, the contents of which and level of involvement are defined, planned and implemented on the basis of procedures that are compliant with this policy.

17 PARTNERSHIPS  
FOR THE GOALS



“ EACH POLICY CAN BE ASSOCIATED TO ONE OR MORE OF THE 17 SUSTAINABLE DEVELOPMENT GOALS AND HIGHLIGHTS BUZZI’S TANGIBLE CONTRIBUTION TO THE 2030 AGENDA



Buzzi SpA, together with its subsidiaries, is committed to sustaining and improving the work-related Health and Safety (H&S) of employees, contractors and suppliers who operate in all of our locations. Our goal is to reduce injuries and occupational illnesses to zero. To achieve this goal, we are continuously implementing initiatives aimed at maintaining and growing an inclusive, widespread and engaging safety culture, where everybody is an active participant.

Wherever Buzzi operates, it is relevant for us to:

- Foster active participation and involvement of employees at all levels in our H&S processes.
- Adopt and promote safe behaviors that improve our performance, culture and encourage everybody to recognize and stop any unsafe act (defined as any action that fails to follow safety rules and protocols) before it happens. Everyone is responsible and empowered to observe and report unsafe conditions and behaviors on a timely manner.
- Establish goals, objectives, targets, Key Performance Indicators (KPIs) and periodic reviews in all H&S-related areas to drive continuous improvement, while taking into account the context and the organization.
- Implement processes, best practices, programs, procedures and allocate resources to support the implementation of the policy and fulfil the legal requirements.
- Ensure that any goal-oriented initiative is not improperly influenced by economic convenience and/or cost containment factors.
- Identify and comply with Buzzi standards and procedures associated with H&S activities

We shall achieve these goals through clearly documented H&S objectives and routine management reviews, cultivating an interdependent H&S culture where everyone watches out for the safety of themselves and others.



# SUSTAINABLE DEVELOPMENT (SDG)

According to the definition by the World Commission on Environment and Development (Brundland Commission), sustainable development is development that enables the present generation to meet its own needs without compromising the ability of future generations to meet theirs; to achieve it, it is essential to combine three fundamental elements: economic growth, social inclusion and environmental protection. The Sustainable Development Goals (SDGs) are 17 goals that were adopted in September 2015 by the governments of the 193 member states of the General Assembly of the United Nations to make up a program known as "Agenda 2030 for Sustainable Development". Agenda 2030 recognizes the need to create peaceful, just and inclusive societies that provide equal access to justice and are based on a respect of human rights, including the right to development, and the emancipation of women and girls, good governance at all levels and responsible, effective and transparent institutions. The Goals are universal and are applicable in equal measure to developed and less developed countries.

For more information: <https://unric.org/en/united-nations-sustainable-development-goals/>





# MATERIALITY ANALYSIS

Materiality analysis is the process of identifying priority sustainability topics for the company, taking into account its activities and organizational features.

In 2023, the materiality of topics, in line with the GRI Standards, was updated in a broader process of preparation for reporting under the European Sustainability Reporting Standards (ESRS). These standards are mandatory beginning with the next financial year.

The analysis of the impact materiality, which was reviewed and examined by the Control, Risk and Sustainability Committee, started from what we did in the previous Sustainability Report expanding the following points:

- verification of sector's sustainability context, activities carried out by the group, business relationship and the company's main stakeholders;
- identification of the actual and potential impacts of the company on people and environment starting from the complete list of sustainability matters identified by ESRS standards, integrating them with information from various sources (Internal Control and Risk Management System, newspapers and online articles, internal documentation);
- evaluation of scale and scope of impacts through the direct involvement of internal and external experts able to represent the point of view of different categories of stakeholders (employees, governments and authorities, customers, analysts and investors, suppliers, local communities, nature as a silent stakeholder).

The final evaluation was conducted in two subsequent phases:

1. The list of impacts identified in the previous phases had been divided into 3 subgroups; each of them was assessed by homogeneous groups of experts in terms of stakeholders' representation and of areas in which the company operates (Italy, Central Europe, United States of America), with interviews guided by the Sustainability Department.
  2. The experts in each group were then asked to confirm or re-evaluate the answers provided by their counterparts in the other groups. In case where we found significant differences in evaluation, adjustments were made.
- calculation of relevance and prioritization of impacts, also considering the probability of occurrence of them for potential impacts.



## THE COMPANY IS CONSTANTLY STRIVING TO REFINE ITS REPORTING ON MATERIAL ISSUES

The outcomes of this process were used to update the list of material impacts compared to that published in the previous report.

Some impacts needed to be redefined to make them easier to understand, while others were included for the first time.

In the following tables reviewed in their graphic representations compared to last year, the most significant impacts are presented with an indication of their level of relevance.




From the list of relevant impacts, the list of material topics for the company, from the point of view of external stakeholders, has been obtained. The material topics have not changed compared to those in the 2022 Sustainability Report.

Moreover, in preparation for applying the ESRS, the company initiated an analysis to assess the risks and opportunities related to sustainability matters. The results of this analysis will lead to the definition of the topics to be reported for the 2024 financial year according to the principle of double materiality.

The Control, Risk and Sustainability Committee (CCRS) is also dedicated to the supervision of sustainability matters linked to the company activities and its interactions with all its stakeholders.






**IMPACT MATERIALITY**

	Material topic	Description of the impact on economy, environment and people	Type of impact	Relevance	Reference to section
<b>POSITIVE IMPACTS</b>  <b>ECONOMIC</b> 	Taxation	Increased financial availability of the countries/local communities where the Company operates	Actual	●	Tax management
	Long term economic growth	Contribute to society growth and value creation	Actual	●●●	The Group at a glance
	Antitrust & anti-corruption	Ensuring the absence of unfair practices like unfair competition and corruption in business conduct <sup>a</sup>	Actual	●●●	Business integrity
		Development and sharing of sectorial good practices (e.g. decarbonization plan, safety best practices) <sup>b</sup>	Actual	●●●	Business integrity
	Supply chain management	Continuous improvement across the supply chain on environmental and social issues	Actual	●	Supply chain and human rights
	Customers relations	Satisfy customers' needs and address global environmental challenges	Actual	●	Stakeholder engagement
<b>ENVIRONMENT</b> 	Biodiversity management	Preserve biodiversity	Potential	●	Environmental protection
	Natural resources	Boost circular economy by increasing the use of by-products and waste as raw materials, components or alternative fuels <sup>a</sup>	Actual	●●●	Circular economy
	CO <sub>2</sub> emissions reduction	Contribution to objectives of global warming reduction according to Paris Agreements (2015)	Actual	●●●	Climate change, energy and CO <sub>2</sub> emissions
	Air emissions mitigation	Improve air quality by reducing air emissions of SO <sub>2</sub> , NO <sub>x</sub> , and micro-pollutants	Potential	●●	Environmental protection
	Efficient use of water	Increased availability of water resources	Potential	●	Environmental protection
	Local impacts management	Better conditions of coexistence with local communities	Potential	●	Environmental protection
<b>SOCIAL</b> 	Health and safety	Increased our workers safety awareness and culture <sup>a</sup>	Actual	●●●	Occupational health and safety
	Gender equality	Equal opportunities for access to work and professional growth	Potential	●●	Human resources
	Industrial relations & employment conditions	Grant effective freedom of association, respect of human rights (beyond local laws and practices) and attractive work conditions	Actual	●●	Human resources
	Employees development and training	Enhancement of skills and opportunities for personal fulfilment	Actual	●	Human resources
	Local communities engagement	Growth, enrichment and greater well-being of stakeholders	Actual	●●	Stakeholder engagement

<sup>a</sup> reformulated and/or re-evaluated impact compared to 2022 Sustainability Report

<sup>b</sup> added impact compared to 2022 Sustainability Report

		Material topic	Description of the impact on economy, environment and people	Type of impact	Relevance	Reference to section
NEGATIVE IMPACTS	ECONOMIC 	Taxation	Potential delayed development of the countries where the Company operates due to an inaccurate interpretation of our Group Tax Policy	Potential	●	Tax management
		Long term economic growth	Potential reduction of distributed economic value to all stakeholders	Potential	●●●	The Group at a glance
		Antitrust & anti-corruption	Potential increase in market prices, less competitiveness of the country's economic system and spread of corruption	Potential	●●●	Business integrity
		Supply chain management	Potential lack of growth of a sustainable and fair economic system due to inadequate involvement of suppliers	Potential	●	Supply chain and human rights
		Customers relations	Compromise the profitability and competitiveness of our customers	Potential	●	Stakeholder engagement
ENVIRONMENT 	Biodiversity management	Loss of biodiversity and proliferation of alien species	Potential	●	Environmental protection	
	Natural resources	Decrease of the availability of natural resources	Actual	●●	Circular economy	
	CO <sub>2</sub> emissions reduction	Emissions of CO <sub>2</sub> in atmosphere <sup>a</sup>	Actual	●●	Climate change, energy and CO <sub>2</sub> emissions	
		High consumption of energy due to energy intensive production <sup>b</sup>	Actual	●	Climate change, energy and CO <sub>2</sub> emissions	
	Air emissions mitigation	Emissions of SO <sub>2</sub> , NO <sub>x</sub> and micro-pollutants in the atmosphere <sup>a</sup>	Actual	●●	Environmental protection	
	Efficient use of water	Water withdrawals in water stressed areas <sup>a</sup>	Actual	●	Environmental protection	
SOCIAL 	Local impacts management	Interferences to local communities due to noise, diffuse dust and vibrations <sup>a</sup>	Actual	●●	Environmental protection	
	Health and safety	Affect quality of life for workers and their families	Actual	●●●	Occupational health and safety	
	Gender equality	Loss of skills and less growth of the society	Potential	●●	Human resources	
	Industrial relations & employment conditions	Favour the migration of young talents due to a failure in meeting employees' expectations	Potential	●●	Human resources	
	Employees development and training	Reduction of job opportunities and limited possibilities for personal fulfilment	Potential	●	Human resources	
	Local communities engagement	Raise of concerns or misunderstandings between the company and its stakeholders	Actual	●●	Stakeholder engagement	



## STAKEHOLDER ENGAGEMENT

Buzzi 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 – by recognizing and promoting the value of operations that are fully integrated within their respective social, urban and environmental settings.

The purpose of engagement activities is to facilitate interactions between the company and its stakeholders, so they become opportunities for growth and mutual enrichment while at the same time helping to reduce any past or present conflicts or misunderstandings. Stakeholder engagement is crucial to achieving business goals and, above all, generating value for the community. Creating relationships of trust with stakeholders means dedicating the time required to get to know them, understand their expectations and concerns, listen to their requests, provide responses and encourage their involvement during important events in the life of our company.

In accordance with the principles of the Policy published in 2018, the operational guidelines for the management and monitoring of Stakeholder Engagement activities have been applied in all the cement plants of the group.



### LOCAL COMMUNITIES

Many of our plants are located close to cities and towns, so it is of significant importance to maintain regular contact with local communities, authorities and organizations. In 2023 Buzzi confirms the previous year's result: 100% of the group's full-cycle cement plants have implemented significant engagement programs, in line with the group's guidelines. The company firmly believes in a strategic approach to Stakeholder Engagement and intends to continue developing this in the future.

Buzzi plants are open to individuals and/or restricted groups for visits. On these occasions, people can visit all the production departments accompanied, for safety reasons, by our qualified staff and obtain answers to questions and curiosities they might have.

ALL FULL-CYCLE CEMENT PLANTS HAVE  
IMPLEMENTED STAKEHOLDER ENGAGEMENT  
PROGRAMS IN ACCORDANCE WITH  
COMPANY GUIDELINES



"Afternoon at the plant", Trino (VC), Italy

## SECTOR ASSOCIATIONS

Buzzi's participation in the cement and concrete producers' associations, both nationally and internationally, aims to share knowledge and the adoption of best practices in the sector and to give greater strength and authority to dialogue with stakeholders.

Starting from September 2018, Buzzi became a member of the Global Cement and Concrete Association (GCCA). The Association, founded in London in 2018, comprise 44 leading companies in the production of cement and concrete, which represent 80% of global production (excluding China). One of GCCA goals is to favour interaction with institutions at an international level and with the most significant stakeholders so that cement and concrete are recognized as compatible with sustainable development.

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

At the local level, the group takes part in trade associations such as: Associazione Italiana Tecnico Economica del Cemento (AITEC) which in turn is part of Federbeton (Confindustria), the sector federation of the associations of the cement and concrete industry; Concrete Europe; Verein Deutscher Zementwerke (VDZ); Portland Cement Association (PCA); Cámara Nacional del Cemento (CANACEM); European Ready Mix Concrete Association (ERMCO).



## INVESTORS

In 2023, Buzzi 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 in discussing performance and development strategies.

The main events in which Buzzi participated in were as follows:

- Institutional Roadshow organized by Intermonte in February, in Madrid;
- "Engineering & Construction Conference" organized by Equita in April, in Milan;
- Institutional Roadshow organized by Mediobanca in April, in Paris;
- "Italian Investment Conference" organized by Unicredit and Kepler Chevreux in May;
- "Italian CEO Conference" organized by Mediobanca in June, in Milan;
- "European materials conference" organized by Bank of America in November, in London;
- "Italian Champion Conference" organized by Equita in December, in Milan.

Under the company's online communication strategy, the corporate website [www.buzzi.com](http://www.buzzi.com) provides information to get to know the group: its history, its presence in different geographical areas and the quality of the products it offers to its customers. The site also includes a description of the work conducted in research laboratories and the certifications obtained, the Corporate Governance section, a page for press releases, access to annual and interim financial statements, a description of the shareholding structure, share listings, a list of analysts monitoring share listing and information on the decision made in ordinary and extraordinary shareholders' meetings.

During the year, the space dedicated to sustainability issues was also expanded, thanks to the opening of [sustainability.buzzi.com](http://sustainability.buzzi.com), directly accessible from the corporate website: a wide range of information and performance indicators on environmental, social and governance issues is now available in this section.

Through its Investor Relations Department, which is supported where necessary by the Sustainability Department, Buzzi provides the financial community with information, operating trends and performance, reporting at the same time to the company's management opinions and assessments of analysts and investors, thereby nurturing a relationship of active understanding and ongoing collaboration.



## CSC

# SUPPLY CHAIN CERTIFICATION

Leading companies in the concrete industry in Europe, the US, Latin America and Asia set up the Concrete Sustainability Council (CSC) in 2018. The CSC has developed a system for certifying the responsible procurement of concrete at a global level which, by assessing sustainability along the supply chain, allows specifiers and designers to make more informed choices regarding the sustainability of constructions.

In 2023, 13 cement plants and 83 concrete batching plants of Buzzi were certified under the CSC scheme.



## EMPLOYEES

Our employees are among the most important stakeholders for the company and are regularly involved in training and prevention activities. More details can be found in the "[Social aspects](#)" section.



## SUPPLIER

All suppliers and contractors are selected based on their technical and financial competitiveness, credibility and reliability and must comply with Buzzi's Code of Conduct. Our Code reiterates the need for correct and transparent conduct in the development of the requested activities. More details can be found in the "[Social aspects](#)" section.



## CUSTOMERS

The company and its customers work together in synergy to develop innovative technical solutions to best respond to the demands and challenges posed by a constantly evolving market.



## SHAREHOLDERS

Investors and analysts receive and participate in regular targeted communication activities, such as meetings, presentations, press releases and roadshows.



## LOCAL COMMUNITIES

The company encourages dialogue with institutions, opinion groups and civil society and supports community life in the areas where it has its production facilities.



## ASSOCIATIONS

Buzzi is a member of GCCA and of local sector associations.



MoDOT ADOPT-A-HIGHWAY  
Litter Cleanup  
1.0 Miles  
**BUZZI UNICEM  
USA**

**CAUTION  
ROAD WORKERS  
WORKING**



"Adopt-A-Highway 2023", Missouri, United States



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# CORPORATE GOVERNANCE



## THE CORPORATE BODIES

- Shareholders' meeting is the deliberative collective body comprising shareholders (or their representatives). It is the corporate body responsible for appointing corporate bodies, 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 includes 3 executive members and 7 non-executive directors, 5 of whom are independent.
- 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.

The Board of Directors set up the Control, Risk and Sustainability Committee. The Committee is currently composed of 3 members and has appropriate accounting and financial know-how. It is entrusted with advisory and propositional tasks as provided by the Corporate Governance Code. This includes supporting, with a suitable investigation, the assessments and decisions of the Board of Directors regarding the Internal Control and Risk Management System. This system helps protect 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 control and risk management.

The Board of Directors set up the Committee for related parties transactions - composed of 3 independent Board members - that is responsible for issuing the opinions required by Consob Regulation n. 17221/2010 and as amended. The Board has also adopted the "Procedure for related parties transactions".

Further information, also relating to the role of the Chairman within the organization, the skills and the evaluation process of the Board of Directors, is available in the "Report on Corporate Governance and ownership structure" published, in accordance with the law, on the website of Buzzi in the "Corporate Governance" section. The "Report on the remuneration policy and remuneration paid" also contains details on the rules and procedures concerning remuneration.



SUSTAINABILITY, INTEGRITY AND  
GOOD CORPORATE GOVERNANCE

## 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 for effectively identifying, measuring, managing and monitoring the main risks in order to contribute to the sustainable success of the Company. The Code of Conduct is the most important of these and establishes the principles that all employees of Buzzi 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 key components of our ethical culture and guide our conduct towards customers, suppliers, employees, shareholders and stakeholders in general.

Buzzi considers ethics to be an essential part of business management and full compliance with laws is an asset that adds value to the company. Both our strategic and operational decisions are performed according to the ethical values that guide our conduct and applicable standards.

For this reason, the Code of Conduct was prepared, with the aim of defining integrity and fairness standards that Buzzi has voluntarily chosen to implement, as a commitment towards its stakeholders.

The Code applies to the parent Buzzi SpA and its Italian and foreign subsidiary companies. The principles contained in the Code apply to all directors, members of corporate bodies, employees, suppliers and any person acting in the name and/or on behalf of Buzzi including but not limited to representatives, agents, partners, external consultants, entities appointed by the company, etc.

All addressees must follow the guidelines set by the Code when facing and overcoming the ethical and legal challenges that they may encounter in their day-to-day work.

The Code is part of Buzzi's overall Corporate Governance system, which manages the firm's bodies, principles and processes to ensure that the company is efficiently managed to the highest corporate standards.

Buzzi encourages its stakeholders to adopt principles and policies consistent with its Code.

The updated version of the Code of Conduct was approved by the Board of Directors of Buzzi SpA on February 7<sup>th</sup>, 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:

- ensuring the efficiency and effectiveness of business processes by enabling the appropriate management of risks that may hinder the achievement of business objectives, including those that may be relevant to the sustainability of the Company;
- ensuring the reliability of financial and non-financial information and the internal/external reporting system through the use of processes, procedures and systems enabling the generation of a reliable flow of information within/outside the Company;
- ensuring compliance with laws, regulations, the articles of associations and internal procedures;
- safeguarding the company's assets and protecting them 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, Buzzi has implemented a systematic risk monitoring system; short-term risks are quantified financially in terms of their impact and likelihood of occurrence, while medium and long-term risks are subject to a qualitative assessment. The assessment, detection and containment of these two risk types is the responsibility of specific management departments.





The short-term risks Buzzi is exposed to are linked to the nature of the group's business and are aggregated into categories. These typically include:

- commercial risks
- exchange rate risks;
- capital investment risks;
- liquidity risks;
- insurance risks;
- legal risks;
- IT risks;
- HR and company organisational risks;
- risks on purchases;
- production risks;
- logistical risks;
- risks related to environment and safety.

With regard to medium and long-term strategic and operational risks, the qualitative assessment is yearly but management strategies are defined in periodic meetings by the top management and the Board of Directors. This group includes the risks connected with the general political and economic conditions and the evolution of the markets in which the group operates.

Among the main risks, we highlight those related to the ongoing war between Russia and Ukraine. In addition, we highlight those arising from the adoption of EU regulations related to the fight against climate change and, more generally, environmental protection laws and/or regulations. By introducing restrictions on emissions (directly or indirectly), these could generate competitive advantages for producers in non-EU countries.

Less significant risks - albeit ones that still require attention - are those for new construction materials, business combinations, fluctuating exchange rates, the scarcity of certain specific professions and availability of alternative raw materials, the granting of licenses/permits and epidemics. More details on the medium and long-term risks are provided on page 45 "[Management of risk connected to non-financial factors](#)".

Buzzi's managers and supervisors are supported in their risk assessment activities by the Internal Audit Department which acts as the independent supervisor of the management system but must also 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 Control, Risk and Sustainability Committee, the Board of Statutory Auditors and the Director in charge of the Internal Control and Risk Management System.

To complete the annual control process, in the meeting for the approval of the Financial Statements, after receiving the approval of the Control, Risk and Sustainability Committee, the Board of Directors assesses the effectiveness and suitability of the Internal Control and Risk Management System.



# MODEL OF ORGANIZATION, MANAGEMENT AND CONTROL



In the light of the information provided by the Legislative Decree 231/2001, Buzzi SpA has deemed it consistent with its corporate policy to proceed with the implementation of the Organization, Management and Control Model, with the aim of preparing a structured and organic system of prevention, deterrence and control, aimed at reducing the risk of committing crimes through the identification of sensitive activities and their consequent discipline.

The characteristics of Buzzi's organization are:

- **System of Ethical Value:** the Code of Conduct defines the ethical values and principles of behavior the Company has chosen to adopt in the running of its business.
- **Formalized organizational system:** Buzzi has put in place organizational instruments characterised by general principles of knowability within the Company and a clear and formal delineation of roles.
- **Separation of departments and segregation of duties:** Buzzi's organization is based on a separation of the various operational departments and the administrative/accounting departments. The principle of the segregation of duties is applied so that no one person can independently manage all phases of a process.
- **System of delegations:** the system adopted by Buzzi involves caution in granting signatory powers, both for the actions of the entity, and especially for the use of cash and equivalents, and is structured on the basis of maximum values associated with different levels of responsibility.
- **Reward system:** presence of a reward system which rewards individuals' ability, dedication and loyalty to the Company and discourages committing crimes.
- **IT systems:** the company's main processes are supported by IT applications of a high qualitative level which are integrated and designed to segregate functions and departments, protect information contained therein and enable the traceability of operations and transactions.

Buzzi has a specific communication and training plan to promote knowledge and the dissemination of its Model with all employees. The content of training activities differs on the basis of the position of intended recipients, their involvement in any sensitive activities specified in the Model or having powers of representation in the Company.

The updated version of the Model was approved by the Board of Directors 28 September 2023 and takes into account the organizational and corporate changes that affected the Company at the beginning of 2023 and the regulatory changes since the last update of the Model. In particular, the provisions of the Legislative Decree 24/2023 (Whistleblowing Decree) have been implemented, both with regard to the adoption of a new reporting channel and with regard to the provision of measures to protect the Whistleblower and all the subjects provided by the Decree from retaliatory, discriminatory or otherwise unfair behavior resulting from a report made.

The updated version of the Model has been distributed to recipients in accordance with the procedures set out in the Model itself.



# MANAGEMENT OF RISK CONNECTED TO NON-FINANCIAL FACTORS

## Environmental risk linked to climate change

- **Risk:** damage to assets, reduced margins, business interruption, reduced competitiveness as a result of physical and transition risks as described in the section "[Climate change, energy and CO2 emissions](#)".
- **How Buzzi manages this risk:**
  - Code of Conduct which requires that everyone working for and with Buzzi complies with conduct which is conducive to sustainable development;
  - Climate Change Policy with the objective of reducing CO<sub>2</sub> emissions in line with our decarbonization roadmap;
  - incentives to management to encourage them to reach the Group's objectives;
  - investments in research for the development of technologies for reducing CO<sub>2</sub>;
  - involvement in industry associations in order to participate in the development of international and local policies.

## Social risk linked to the injuries in our production sites

- **Risk:** organizational shortcomings, production delays, reduced capacity to attract the best talent and reputational risks.
- **How Buzzi manages this risk:**
  - Code of Conduct and health and safety disclosures which requires that everyone who enters a Buzzi production site engages in safety-focused conduct;
  - Health & Safety Policy with the aim of reducing injuries and occupational diseases to zero, ensuring safe and healthy workplaces and implementing initiatives aimed at supporting and promoting an inclusive, widespread and engaging culture, in which employees, suppliers, companies and third parties are active participants;
  - investments for the continual improvement of the safety conditions in our production sites;
  - constant training in order to spread a common culture of safety based on safe conduct and compliance with laws and regulations;
  - safe workplace organization, in order to ensure the smooth running of daily operations.

## Social risk linked to lack of stakeholder involvement

- **Risk:** authorization processes obstructed by hostile groups, reputational repercussions that could extend to operating licences being limited.
- **How Buzzi manages this risk:**
  - Code of Conduct which requires that everyone working for and with Buzzi complies with conduct which is conducive to the transparent exchange of information;
  - Stakeholder Engagement Policy which aims to involve key stakeholders in a regular and continuous dialogue over time;
  - continuous training of Buzzi staff to encourage openness, 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;
  - availability to organize guided visits of production sites and provide skills, time and operational culture of its employees at the service of the communities.

# BUSINESS INTEGRITY



## TRANSPARENCY IN THE CONDUCT OF BUSINESS

Buzzi is committed to conducting its business in accordance with the laws and regulations of the countries in which it operates. In pursuing financial success, Buzzi's companies are focused on integrity and propriety in all their activities.

In recent years, there has been specific and unwavering focus on ensuring corruption and/or conflicts of interest issues are addressed immediately and consistently, as outlined in the Code of Conduct.

The Audit Plan covers all countries where Buzzi operates except Russia where, as a result of the ongoing conflict, all involvement in the operations of active group companies have been discontinued. The 2023 Audit Plan involved operational audits in production sites (cement and concrete plants) as well as compliance audits in the Head Offices. The Plan covered the entire perimeter of countries in which the Group operates with different assessments based upon the degree of country risk and the sector risk and it was 93% completed.

As well as operational audits, there can be unplanned audits that may occur either at the request of management or following whistleblower reports. For years, the company has had an internal reporting system in place for employees to report possible irregularities or breaches to applicable laws using a procedure that has also been applied by its foreign subsidiaries. All reports that are submitted by 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 2023 we received 42 whistleblower reports, of which 3 are being verified, while 8 turned out to be reliable and resulted in immediate corrective actions.



## ANTI-CORRUPTION

Buzzi considers corruption to be a significant obstacle to sustainable development, economic growth and free competition. This is why it prohibits and does not tolerate any form of corruption.

The parent company has issued the document "Guidelines for Customer Loyalty Measures and Gifts Management" with the aim of defining uniform rules, for all employees of the group, and for the acceptance and offer of customer loyalty measures and gifts. These guidelines were sent to all subsidiaries in Italy and abroad, who were asked to implement them locally.

Moreover, in order to harmonize the anticorruption measures adopted in the various Countries, the parent company issued the document "Guidelines for anticorruption training". These guidelines were circulated amongst all the group's subsidiaries in Italy and abroad for the local management to organize training courses for managers and employees operating in areas where there is a risk of corruption.

In 2023, the training activities on anti-corruption issues involved a total of 656 employees in Netherlands, Poland and the United States.

In 2023, within the group's activities, corruption cases have not been reported.





## ANTITRUST

In Italy, in accordance with the Guidelines on Antitrust Compliance adopted by the Competition and Market Supervisory Authority, an Antitrust Compliance Officer was appointed and an Antitrust Compliance Program was adopted. The Antitrust Compliance Officer has a key role in stimulating innovative and pro-competitive conduct and contributing to reinforcing a culture of antitrust compliance and lawfulness within the company. The Officer is also independent, has suitable resources and instruments and reports directly to the Chief Operations Officer.

The Antitrust Compliance Program was designed to promote a permanent ethical culture of antitrust soundness and therefore aims to acknowledge the value of competition as an integral part of the culture and corporate policy and a continuous and lasting commitment of adherence to the plan.

Moreover, for years, we have adopted in Italy, Germany, Luxembourg, Netherlands, Czech Republic, Slovakia, Poland and Ukraine a database to enable the constant monitoring, assessment and documenting of contacts with competitors, in order to identify and manage potential risks. Employees most exposed to contacts with competitors are required to register in a database all contacts they have with competitors.

The parent company has issued the "Directives concerning conduct for employees of the Buzzi group for compliance with laws protecting competition" (Antitrust Code). This document was sent to the group's foreign companies who disseminated it among their staff.

During 2023, training courses on antitrust issues were held in the various countries in which the group operates, involving 224 employees in Italy, 50 in Germany, 32 in Netherlands and 75 in the United States.

## PENALTIES

In the United States three penalties were paid for a total amount of almost \$430,000. All three penalties - referring to events that occurred in previous reporting periods - are related to violations of the rules on emissions into the atmosphere.

Please refer to Additional Note 49 to the Consolidated Financial Statements for information on ongoing legal disputes.

# TAX MANAGEMENT

## APPROACH TO TAXATION

In accordance with the principles of ethics, transparency and legality of the Code of Conduct adopted on February 7, 2019, Buzzi SpA defined the "Group Tax Policy" with a resolution dated November 5, 2021, in order to ensure a uniform management of taxation. The subsidiaries subsequently formalized their adoption of the same with similar resolutions.

The document is published on the corporate website [www.buzzi.com](http://www.buzzi.com).

The Policy is based on the following principles:

- awareness that financial contribution, in terms of correct payment of taxes and duties in the various countries in which the group operates, represents a prerequisite for the development and prosperity of the respective economies;
- formal and substantial compliance of tax practices with the various applicable laws as well as timely fulfilment of the resulting financial obligations;
- careful calculation of transfer prices and collaboration with the competent tax authorities through a request, where possible, to apply mutual cooperation agreements between States, in accordance with OECD rules;
- transparency in disclosures to all stakeholders, with a detailed illustration of most relevant tax disputes in a dedicated section of the consolidated and statutory Buzzi financial statement.

These principles must be adhered to in order to guarantee over time the primary interest of creating value for shareholders and safeguarding corporate assets, given that taxes constitute a significant burden and that incorrect monitoring of this cost can create the risk of significant penalties.

## INTEGRATION OF THE TAXATION APPROACH THROUGHOUT THE ORGANIZATION

All Group companies must comply with the tax legislation in force in the various countries in which Buzzi operates, observing its letter and the underlying logic, in line with the purpose that the regulations intend to pursue.

Any uncertainties in the application of tax rules must be resolved through reasonable interpretations inspired by the principle of legality, seeking independent professional advice, if necessary, and through consultation with the competent tax authorities.

In order to protect the interests of the Company and its shareholders, the correct application of tax rules does not preclude the need to protect, including through litigation, reasonable interpretations which may differ from the guidelines of competent tax authorities.

Buzzi pursues transparency and fairness in its relations with the tax authorities, ensuring full cooperation during inspections and complete and timely responses to all requests. Intra-group transactions are settled, for tax purposes, on the basis of market prices, as outlined in the OECD Guidelines and are illustrated in the specific documentation "Transfer Pricing Documentation and country-by-country Reporting".

## TAX GOVERNANCE, CONTROL AND MANAGEMENT OF RISK

The Board of Directors has the task of supervising Company operations, in strict compliance with the principles of the Code of Conduct and the Group "Tax Strategy". For the Group companies, this supervision is entrusted to the highest specific governance body of the respective subsidiaries, who are also required to comply with the above guidelines.

The activity of the tax department (procedures and statements) is subject to external audits at an individual entity level on an at least annual basis. The most significant tax risks are included in the Group's Enterprise Risk Management system and are monitored every six months. Since 2016, Buzzi and its subsidiaries have also adopted a whistleblowing policy to encourage reporting of suspected unethical or illegal conduct in all areas of compliance with regulations or provisions, including for tax issues.

The policy identifies the senior executives to whom letters or reports from whistleblowers must be sent and defines the procedures for subsequent investigations, in conformity with the applicable national legislation for the processing of personal data and in order to protect whistleblowers in good faith. In the event of a whistleblowing letter being confirmed, the policy envisages the issuing of a specific report for the attention of senior executives so that the necessary corrective actions can be taken.

## STAKEHOLDER ENGAGEMENT

Buzzi maintains correct and transparent relations with the competent tax authorities, in line with the approaches the company considers most appropriate in its dealings with all authorities in the countries in which it operates; Buzzi believes this collaborative approach also helps reduce tax risks and prevents reputational damage. With this in mind, the Company intends to continue to increase its focus on the system for detecting, measuring, managing and controlling tax risks (the risk of infringements of tax regulations or conduct which is contrary to the principles of the tax system).

Buzzi participates actively in the activities of its general trade associations that represent and protect the technical and economic interests of the sector with institutions as well as public and private bodies and organizations, by promoting disclosure and information to the public and through their commitment to sustainability.

To ensure the utmost transparency of its disclosures with all categories of stakeholders, Buzzi dedicates a large section of its individual financial statement and in the Consolidated Group Financial Statement to a detailed illustration of the main tax disputes it is involved in in the various countries in which it operates.

## COUNTRY-BY-COUNTRY REPORTING

The report relating to the different tax jurisdictions in which the Group operates concerns all entities that are directly or indirectly controlled by Buzzi SpA and included in its Consolidated Financial Statement, as well as the parent company Fimedi S.p.A. and the sub-holding company Presa S.p.A.. The figures shown in the appendix (on [pages 94-95](#)) are taken from the Country by Country Report the group is required to file with the Italian tax authority, on behalf of the parent company Fimedi S.p.A., pursuant to EU Directive 216/881 of 25/05/2016, as implemented in Italy by article 1, paragraphs 145 and 146 of Law 28/12/2015 n. 208 (2016 Stability Law).

The figures included in the Country by Country Report are prepared in accordance with the IFRS international accounting principles and come from the Consolidated Financial Statements, which are audited by external parties every year. Please note that entities subject to joint control are excluded from the report and that Buzzi does not operate through permanent establishments.





Cemento  
**MOCTEZUMA**

Cemento  
**MOCTEZUMA**



# Environmental aspects

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## CLIMATE CHANGE, ENERGY AND CO<sub>2</sub> EMISSIONS

Buzzi is committed to climate change mitigation and for this reason it is important to assess the associated risks and opportunities. To do this, we followed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), which divides climate-related risks into two main categories: physical risks and transition risks.

Physical risks resulting from climate change can be determined by extreme (acute) events or long-term (chronic) changes. Transition risks arise from the adoption of policies introducing or tightening production and/or market constraints. Depending on their nature, the above-mentioned risks may have different impacts. These can be reputational, financial or related to production and competitiveness.

In 2022, Buzzi evaluated and quantified the specific risks arising from climate change. In line with the recommendations of the TCFD and the European Taxonomy, the work considered both physical and transitional risks. The project, approved by the CEOs, was carried out by a working group and saw the contribution of various staff within the company.

First, a preliminary analysis was conducted based on the literature to identify scenarios against which to assess relevant climate-related risks for the cement industry, and to determine how to quantify these risks. This preliminary analysis was supplemented with a benchmarking exercise to check how Buzzi's approach compares to other large companies. Subsequently, an initial screening of relevant physical and transitional risks was carried out by means of a structured questionnaire. In addition, information was collected on the damage caused by past extreme events related to climatic factors (e.g. floods, heavy rainfall, etc.), which allowed us to understand which risks needed to be investigated.

In accordance with the guidelines of the TCFD and considering the uncertainties associated with long-term time horizons, we considered two different scenarios: one with continuously increasing CO<sub>2</sub> emissions throughout the 21st century (4°C scenario) and one with CO<sub>2</sub> emissions decreasing to zero by 2100 (1.5°C scenario).

The scenarios were developed by considering climate projections developed by the Intergovernmental Panel on Climate Change (IPCC), data from the International Energy Agency (IEA), and decarbonization targets set or announced by national policies. The 4°C scenario was particularly relevant for physical risks, while the 1.5°C scenario was particularly relevant for transition risks.

The potential impacts of climate change were assessed by considering different time horizons: short-term (up to 2025), medium-term (2030) and long-term (2040-2050).

## PHYSICAL RISKS

The analysis of physical risks took into account those listed in the Taxonomy (Reg. 852/2020/EU and its delegated acts), the European regulation that, as also described on pages 76-77 ("[Taxonomy](#)"), provides criteria for classifying certain economic activities, including the cement industry, as environmentally sustainable. The study identified the most relevant acute and chronic physical risks, according to the geographical location of each site and assessed their potential damage.



A PROJECT TO ASSESS  
AND QUANTIFY SPECIFIC  
RISKS ARISING FROM  
CLIMATE CHANGE

Construction of the bridge over the Saale river, Germany



SIGNIFICANT RISKS	POTENTIAL IMPACT IN FINANCIAL TERMS AND TIME HORIZONS	MANAGEMENT OF AND RESPONSE TO THE RISK
<p><b>Acute risks</b></p> <p>Buzzi plants are located in several geographical areas, some of which are potentially exposed to extreme weather events (e.g. floods). Climate change could lead to an increase in the level and extent of flooded areas, thereby increasing the risk of material damage.</p>	<p>Besides causing direct damage to the affected assets, an increase in the level and extent of floods could also lead to a reduction in production and margins. These risks may become significant in the short, medium and long term.</p>	<p>The Group carried out a flood risk assessment by identifying the facilities considered to be at risk and quantifying the property damage and potential interruption of operations. In facilities where the risk of flooding was found to be significant, prevention and mitigation plans are adopted.</p>
<p><b>Chronic risks</b></p> <p>In several regions of the world, water availability may decrease due to climate change. This could have an impact on the production process. This risk can become significant in areas of high water stress, where the ratio of total water withdrawals to available water supplies is greater than 40% (according to the Aqueduct Water Risk Atlas of the World Research Institute - WRI). Currently, nine of our cement production plants are located in water-stressed areas, but this is set to change in the future, both in the medium and long term. In a pessimistic scenario (WRI Aqueduct), the number of installations in water-stressed areas will increase significantly in 2030. Chronic risks due to changing temperature and precipitation patterns were considered triggers for the risks described above.</p>	<p>Plants located in water-stressed areas may face water shortages, and therefore suffer production interruptions and reduced margins. These risks may become significant in the medium and long term.</p>	<p>In order to cope with risks related to water conservation and quality, Buzzi monitors its consumption and adopts systems for collecting, treating and recirculating rainwater and/or washing water in all its industrial plants regardless of the risk they are exposed to currently or in the future. All plants adopted the Group's guidelines for monitoring and reporting on withdrawals, discharges and consumption from 2020.</p>



## TRANSITION RISKS

Cement production involves emissions of CO<sub>2</sub> which is a greenhouse gas. In Europe, the group is subject to the obligations of Emissions Trading System, which already provides for a substantial reduction in emissions and could be further tightened in the future. In other areas of the world, emission taxation systems are being assessed. The fact that approximately 60% of CO<sub>2</sub> emissions in the sector do not come from the use of fossil fuels, means the cement sector is classified as a “hard to abate” sector. New technologies must therefore be evaluated in order to achieve climate neutrality, including CO<sub>2</sub> capture, storage and reuse. Many of these technologies are still at an experimental stage and may, in the future, present technical obstacles in terms of their implementation inside factories and the unavailability of the necessary infrastructure outside factories. Among the emission reduction measures the Group has put in place, the risk associated with the production of cements with lower clinker content stems from the fact the market may not be quick enough in accepting these products. As a result of the analysis conducted, the ESG and climate-related risks were presented to management and progressively considered in the Risk Management System for evaluations on the medium and long-term. This is inspired by COSO guidelines and designed to assess, detect, and mitigate significant risks. The system ensures adequate management of risks that could prevent the company from achieving its objectives.



Ready mix-batch plant, Hlohovec, Slovakia

SIGNIFICANT RISKS	POTENTIAL IMPACT IN FINANCIAL TERMS AND TIME HORIZONS	MANAGEMENT OF AND RESPONSE TO THE RISK
<p><b>Policy &amp; Legal Risks</b></p> <p>As a global company, Buzzi is exposed to risks of changing policies and regulations in various countries. The introduction or further tightening of policies to reduce CO<sub>2</sub> emissions, such as emissions trading or taxation systems, could lead to a significant increase in operating costs and a potential need for production rationalization.</p>	<p>The introduction or tightening of policies to reduce emissions cause reduced margins or loss of competitiveness, leading to potential site closures. These risks may become significant in the medium and long term.</p>	<p>Through its trade associations, the Group monitors the evolution of policies and regulations in the geographical areas in which it operates. Buzzi recognizes the importance of the commitments made by the international community to limit climate change and has adopted a specific policy and medium-long term plan (roadmap) to reduce its CO<sub>2</sub> emissions and achieve Net Zero by 2050.</p>
<p><b>Technological Risks</b></p> <p>As previously mentioned, the current state of development of key technologies for decarbonization in the sector presents uncertainties that could pose significant challenges in the implementation phase. In particular, the absence of support from policy makers (legislative framework, incentives, adequate infrastructure) may represent a risk.</p>	<p>The incomplete implementation of decarbonization initiatives such as carbon capture, storage, and reuse, the utilization of renewable energies, and the reduction of clinker-to-cement ratio may lead to, particularly in the long term, higher costs.</p>	<p>The company participates as an industrial partner in national and international research projects, contributing to the development of new materials and technologies and the creation of knowledge networks with excellent facilities in the field of scientific research. One example is the European Commission-funded "Clinker" project to test a CO<sub>2</sub> capture pilot plant, ended in 2023. An other example is the HERCCULES project, in collaboration with 22 international partners, with the aim to demonstrate to demonstrate the feasibility of the entire Carbon Capture, Utilization, and Storage (CCUS) chain.</p>

SIGNIFICANT RISKS	POTENTIAL IMPACT IN FINANCIAL TERMS AND TIME HORIZONS	MANAGEMENT OF AND RESPONSE TO THE RISK
<p><b>Market and Reputational Risks</b></p> <p>To date, some decarbonization options in the sector are limited by existing regulations or the demands of a market that is still not sensitive to climate-related issues. This could slow down our path to Net Zero. At the same time, in the long term, the transition to a low-carbon economy could lead to an increased use of alternative building materials to cement and concrete. Consequently, the slowdown in the decarbonization process and the emergence of alternative products could negatively affect the market's perception of our commitment.</p>	<p>To date, the market shift towards other construction materials and potential reputational risk are not considered likely to lead to a significant financial impact for the Group.</p>	<p>Buzzi is constantly striving to make customers and the entire value chain aware of the characteristics of low-carbon products. The Group's research and development activities contribute to the identification of new materials and technologies for significant CO<sub>2</sub> reduction. Furthermore, through its participation in national and international associations, the Group promotes the neutrality approach of building materials through life cycle assessments (LCA). Buzzi is constantly striving to communicate its commitments, efforts and information transparently and effectively on the subject to all stakeholders.</p>

## CONSUMPTION OF THERMAL AND ELECTRICAL ENERGY

Production of cement requires a significant use of thermal energy. To produce clinker, the main constituent of cement, the materials inside the kilns need to reach a temperature of approximately 1,450°C. Energy consumption is influenced by kiln technology and production continuity. In the 2023, specific consumption was 4,175MJ/ton of clinker, slightly up compared to the value recorded in the 2022 (4,084MJ/ton of clinker).

Buzzi continues to pursue the greatest possible use of alternative fuels in place of fossil fuels. In particular, these are fuels deriving from waste materials, many of which have a significant content of biomass considered neutral for CO<sub>2</sub> emissions purposes.

The use of secondary fuels is recognized within the European Union as a BAT (Best Available Technique) for the cement industry and is one of the pillars of the circular economy. This generates three main advantages: it lowers fossil fuel consumption, reduces CO<sub>2</sub> emissions based on the content of biomass, and eliminates the need to dispose of the waste from which these fuels are derived. Although thermal substitution is improving in many countries, the average value of thermal substitution at Group level in 2023 is equal to 29.2%, slightly down compared to 2022 (29.9%). The energy contribution provided from biomass in 2023 is increased to 8.5% of the total energy consumed (7.6% in 2022).

As well as thermal energy, the production of cement requires electrical energy. In 2023, the electrical consumption was equal to 11.7% of total energy (excluding self-generated electricity from combustion, which is already accounted for in thermal energy). The energy consumed from renewable sources (certified and non-certified) is equal to 12.5% (corresponding to 1.5% of the total energy), a sharp increase compared to 2022 (respectively 11.5% and 1.3%). Following the installation of new renewable energy plants in the United States and the Czech Republic, during 2023 we have produced 13,554MWh from solar energy.

### Self-production of electrical energy in USA

Insight from company magazine Portland n°87



Biomass is considered to be any substance of an organic animal or vegetable matrix that has not undergone any fossilization process, and which can be used to produce energy.

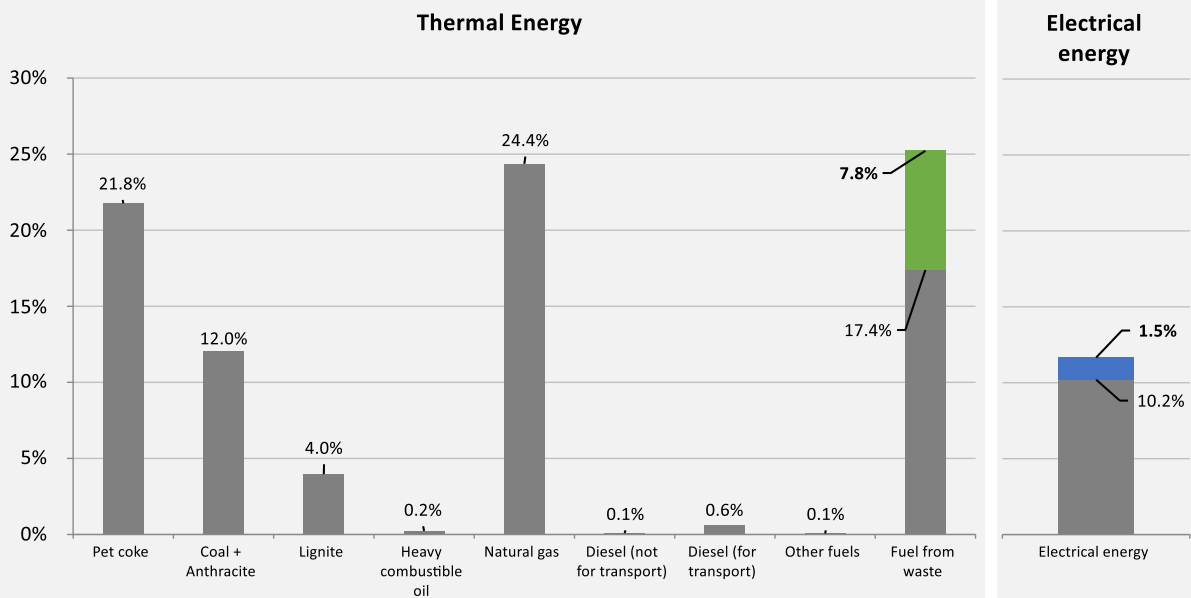
CO<sub>2</sub> emissions from biomass are considered neutral because they are offset by an equivalent absorption by the organic matrix in a relatively short timeframe.



Total energy consumption in 2023 was equal to 123kWh/ton of cementitious product, value in line with the 2022 figure.

**Percentage breakdown of energy consumption by type and source (2023)**

The total energy consumption (thermal and electrical) was equal to 99,604TJ (104,757TJ in 2022).



- % of biomass
- % of electrical energy purchased and self-produced from renewable sources (certified and non-certified)

<b>Thermal energy</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Thermal energy consumption	TJ	101,289	92,605	<b>87,992</b>
Specific thermal consumption	MJ/t <sub>clinker</sub>	4,106	4,084	<b>4,175</b>
Thermal substitution	%	27.8	29.9	<b>29.2</b>

<b>Electric energy*</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Electric energy consumption	TJ	14,318	12,152	<b>11,612</b>
Electric energy from renewable sources	%	9.8	11.5	<b>12.5</b>
of which self-produced	%	-	-	<b>0.4</b>
Specific electricity consumption	kWh/t <sub>cementitious product</sub>	122	121	<b>123</b>

\*Excluding the portion of consumed electricity self-produced from non-renewable sources, already accounted for in thermal energy consumption.

## GREENHOUSE GAS EMISSIONS

The most significant share of total CO<sub>2</sub> emissions from the production process of cement comes from so-called direct or scope 1 CO<sub>2</sub>. Approximately 2/3 of the direct CO<sub>2</sub> comes from the decarbonation of limestone, the main raw material used to produce Portland clinker; the remaining 1/3 is attributable to combustion required to reach the necessary temperature in the kilns. Direct CO<sub>2</sub> can be expressed as a gross or net quantity based on the approach used to record the CO<sub>2</sub> emission of so-called alternative fuels, which are commonly used in the cement industry in place of traditional fossil fuels.

Depending on the type of waste they come from, these fuels can have a more or less significant quantity of biomass. Direct emissions are considered gross if they include the fossil component of the alternative fuel. The CO<sub>2</sub> from the biomass component is not recorded since it is considered neutral for climate purposes. On the other hand, emissions are considered net if all the CO<sub>2</sub> from the alternative fuel - from both the fossil and biomass component - is not recorded.

A second portion of CO<sub>2</sub> emissions derives from the electrical energy used in the production process for cement: this is known as indirect CO<sub>2</sub> or "scope 2" because it is not released in the atmosphere from the production plant, but from power plants that supply electrical energy.

A third portion of CO<sub>2</sub> emissions (indirect scope 3) derives mainly from the extraction and production of materials and fuels used in the factory, the delivery of products to customers, outsourced activities, transport related activities with non-company vehicles, etc.

### SPECIFIC SCOPE 1 CO<sub>2</sub> EMISSIONS

**607** NET

kg/t cementitious product

**665** GROSS

kg/t cementitious product

The following table shows the level of CO<sub>2</sub> emitted in the period 2018-2023 at the Group level, including the distinction between gross and net emissions.

Greenhouse gas emissions		2018	2019	2020	2021	2022	2023
Absolute gross scope 1 CO <sub>2</sub> emissions <sup>(1)</sup>	t/000	19,462	19,944	19,700	20,623	18,692	<b>17,390</b>
Absolute net scope 1 CO <sub>2</sub> emissions <sup>(2)</sup>	t/000	-	18,448	17,995	18,933	17,034	<b>15,889</b>
Absolute scope 2 CO <sub>2</sub> emissions	t/000	1,639	1,704	1,621	1,563	1,526	<b>1,468</b>
Specific gross scope 1 CO <sub>2</sub> emissions	kg/t <sub>cementitious product</sub>	697	688	694	689	664	<b>665</b>
Specific net scope 1 CO <sub>2</sub> emissions	kg/t <sub>cementitious product</sub>	-	637	634	633	605	<b>607</b>
Absolute gross scope 1 CO <sub>2</sub> emissions from on-site power generation	t/000	-	-	-	-	24	<b>27</b>

<sup>(1)</sup> gross scope 1 CO<sub>2</sub>: emissions of CO<sub>2</sub> that come from fossil fuels plus those deriving from the fossil component of alternative fuels.

<sup>(2)</sup> net scope 1 CO<sub>2</sub>: emissions of CO<sub>2</sub> deriving from the use of fossil fuels only (alternative fuel are not considered).





Festus cement plant (Missouri), United States of America

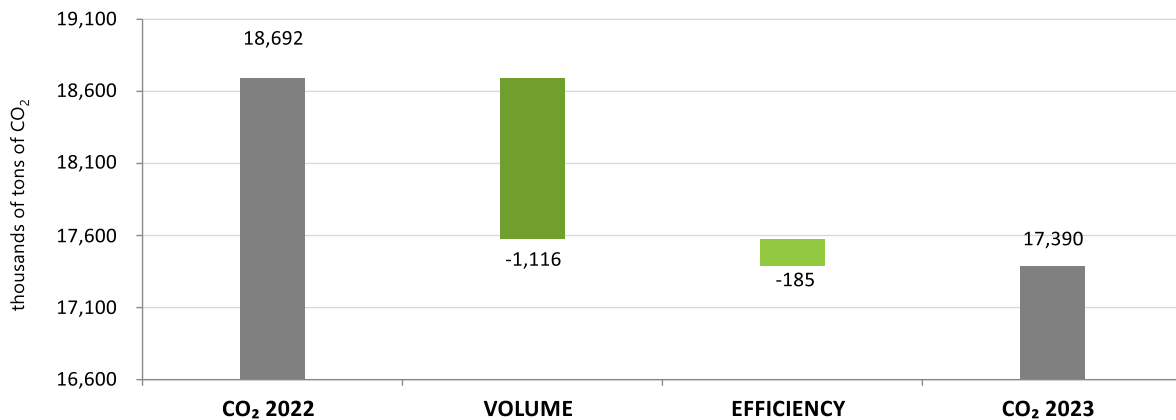


Buzzi shares the goal of achieving net-zero by 2050, in line with the stated aim of the Cembureau and GCCA associations, where Buzzi is an active participant.

CO<sub>2</sub> emissions in 2023 have decreased compared to 2022 (-1,301 thousand tons of CO<sub>2</sub>). Part of this reduction (1,116 thousand tons of CO<sub>2</sub>) is due to lower production, but a portion (185 thousand tons of CO<sub>2</sub>) is attributable to the improvement in production efficiency. The main contributing factor to this improvement is the reduction in the clinker/cement ratio in Italy, the United States and Luxembourg and the increase in thermal substitution in Italy and Czech Republic.

The biomass content of alternative fuels made it possible to avoid the emission of 533.1 thousand tons of CO<sub>2</sub> that would have been emitted if fossil fuels had been used.

### Comparison of gross CO<sub>2</sub> SCOPE 1 emissions 2022–2023



Rumelange cement plant, Luxembourg

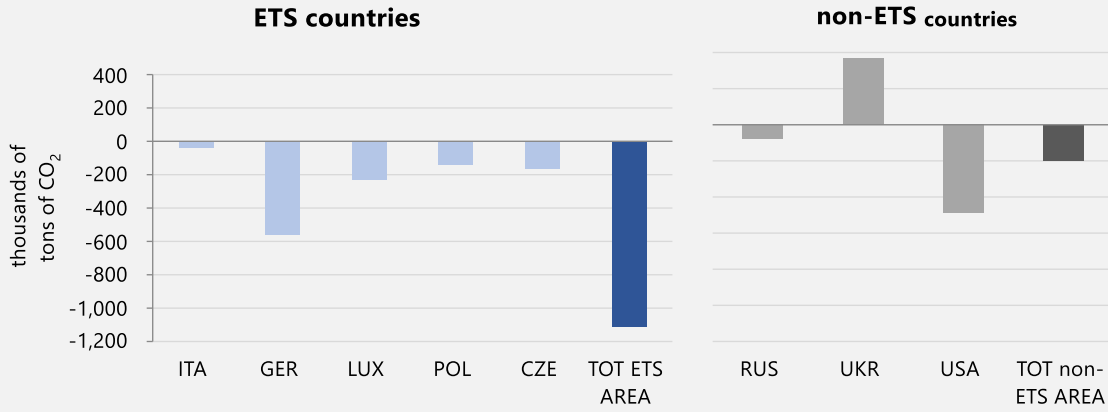


WITHIN THE DECARBONIZATION STRATEGY, BUZZI RESUMED PARTICIPATION IN THE CARBON DISCLOSURE PROJECT (CDP) QUESTIONNAIRE IN 2023, RECEIVING A SCORE OF B.

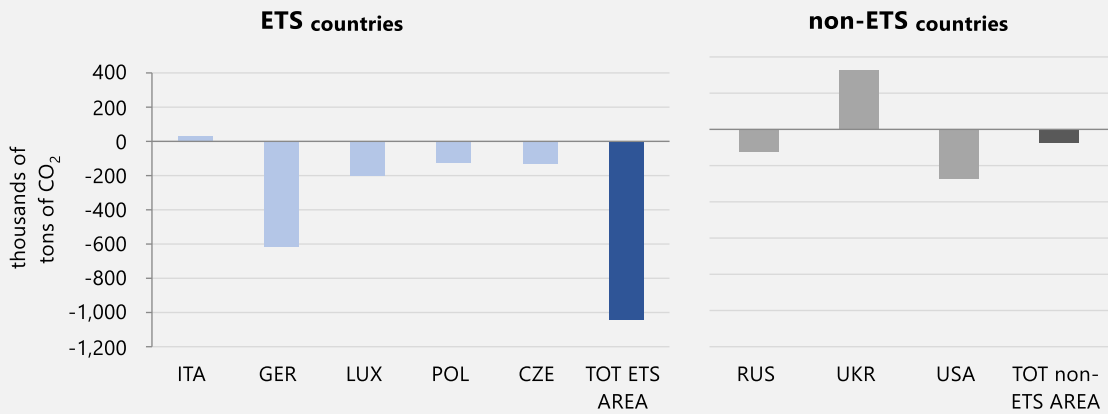


The graphs below show the contributions to CO<sub>2</sub> of each individual country and of the ETS and non-ETS areas as absolute values and in relation to production volumes and efficiency.

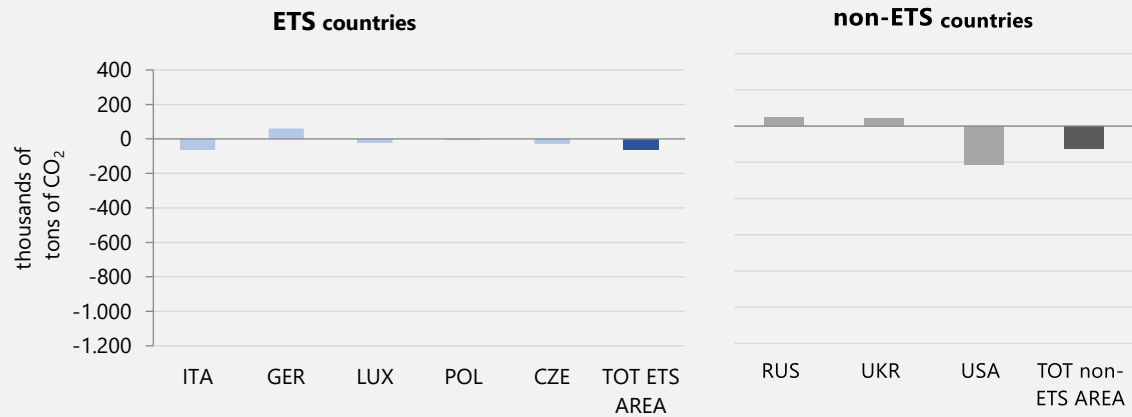
**CO<sub>2</sub> GROSS EMISSIONS SCOPE 1:  
ABSOLUTE VARIATIONS (t) COMPARED TO 2022**



**CO<sub>2</sub> GROSS EMISSIONS SCOPE 1:  
VARIATIONS (t) DUE TO THE VOLUMES COMPARED TO 2022**



**CO<sub>2</sub> GROSS EMISSIONS SCOPE 1:  
VARIATIONS (t) DUE TO EFFICIENCY COMPARED TO 2022**



# Our Journey to Net Zero

## OUR ROADMAP OF DECARBONIZATION

Our Roadmap is a long-term plan for decarbonization, in line with the decarbonization goals set in the European Green Deal. Different levers, with different deployment times and intensity, are foreseen to have the direct or indirect consequence of reducing Scope 1 and Scope 2 CO<sub>2</sub> emissions.

The roadmap has been developed considering all the companies included in the scope of consolidation excluding the Russian ones, due to the current cessation of operational control, and including the Brazilian joint venture, whose shareholders' agreements would allow the consolidation of activities within the company's scope by the midpoint of the roadmap. Production data includes only grey clinker (standard and oilwell), which accounts for more than 99% of the total clinker production, and all cements/binders formulated with it.

The 2050 final goal is net zero. Moreover, to monitor our decarbonization trajectory we have set an intermediate goal to reduce our specific Scope 1 net emission below 500kg CO<sub>2</sub>/t of cementitious product by 2030.

The value of emissions in 2023, equal to 570kgCO<sub>2</sub>/t clinker, is in line with our roadmap, so we confirm the possibility of reaching the 2030 target.

### SPECIFIC NET SCOPE 1 CO<sub>2</sub> EMISSIONS

<u>2021:</u>	<u>2023:</u>	<u>TARGET 2030:</u>	<u>TARGET 2050:</u>
<b>594</b>	<b>570</b>	<b>&lt;500</b>	<b>NET ZERO</b>
kg/t cementitious product	kg/t cementitious product	kg/t cementitious product	

Our Roadmap contains commitments and forward-looking statements based on assumptions and estimates. Even if the company believes that they are realistic and formulated with prudential criteria, factors external to its will could limit their consistency (or precision, or extent), causing even significant deviations from expectation. The Company will update its commitments and forward-looking statements according to the actual performance and will give an account of the reasons for any deviation. More specifically, these are some main conditions that may influence our path to decarbonization:

- for Carbon Capture and Storage infrastructures we envisage a fruitful cooperation of different actors in order to:
  - build and manage the CO<sub>2</sub> transport network;
  - identify storage or reuse sites (e.g. biofuel production);
  - gain the acceptance by the public opinion;
  - obtain adequate support from the government.
- We assume that clinker substitutes (slag, pozzolan, fly ash, etc.) remain available and at competitive costs.
- Up to 2030, our production scenario takes into account the market forecasts provided by individual countries and we assume an increase of between 5 and 10% between 2030 and 2050 compared to 2021.
- We expect institutional support in permits and specific authorizations to facilitate the use of alternative fuels and the implementation of innovative technologies.
- We expect a greater availability of electricity from renewable sources: our roadmap considers decarbonization plans announced at national level for the electricity sector, which envisage the progressive use of renewable sources and for the residual share of production with fossil fuels the use of CO<sub>2</sub> capture and storage.

We are actively involved, also through sectorial associations, in developing favorable conditions to reach the Roadmap's goals.



## CARBON DISCLOSURE PROJECT (CDP)



As part of the company's decarbonization strategy, in 2023 Buzzi participated in the Carbon Disclosure Project (CDP) questionnaire, receiving the B score. In this way, the company has furthered its commitment to environmental transparency by disclosing its ecological footprint.

CDP is a global non-profit organization that runs the world's leading environmental disclosure platform: it collects data on greenhouse gas emissions and their management and evaluates companies based on the information collected and their performance. Its methodology provides for the assignment of a score to participating companies, based on the disclosure completeness, awareness and management of climate risks and the demonstration of implementing best practices, such as setting ambitious goals.

By disclosing through CDP, Buzzi is prepared to respond to the increasing demand for sustainability transparency from financial institutions, customers and policymakers.



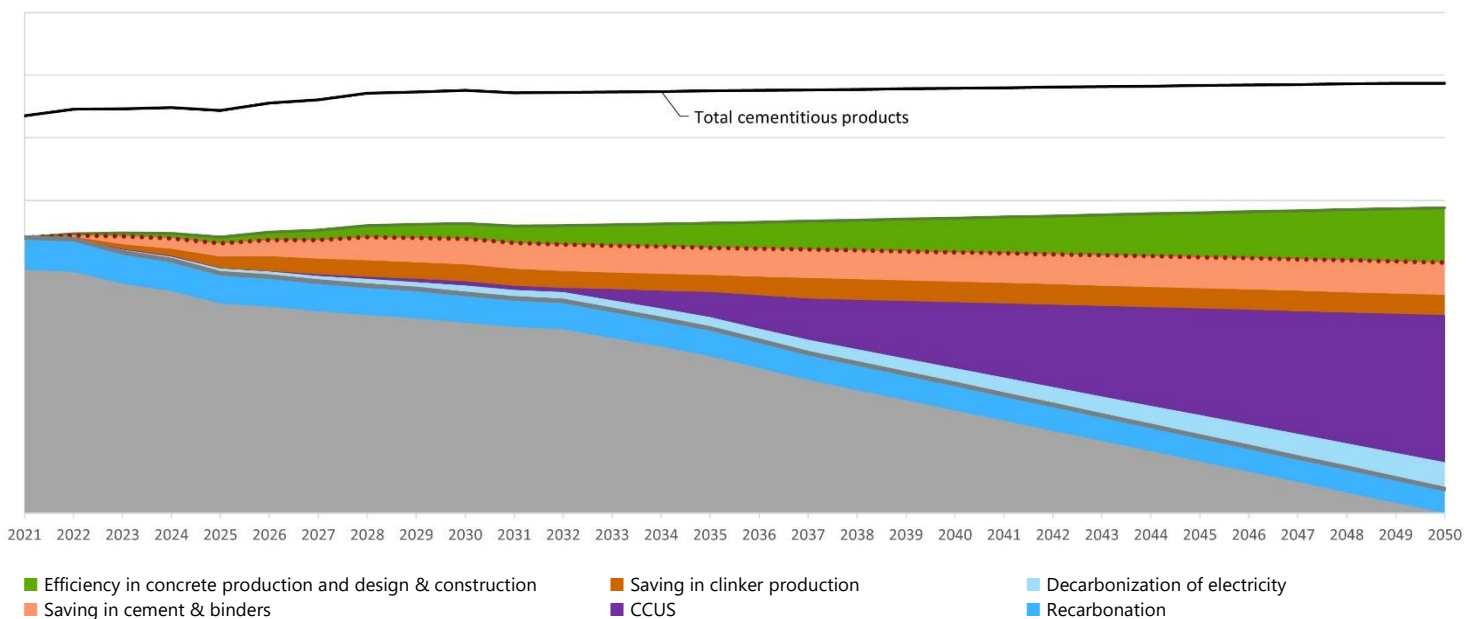
## CO<sub>2</sub> REDUCTION LEVERS

Our Roadmap is built on all the levers recognized for our sector, with reference to regional and global associations roadmaps.

- **Efficiency in concrete production and design & construction:** A more efficient use of cement in concrete and of concrete in design & construction leads to fewer emissions.
- **Clinker content in cements:** Clinker is the constituent of cement whose production entails almost all the emitted direct CO<sub>2</sub>. Producing cements with lower clinker content is therefore a way to reduce CO<sub>2</sub> emissions.
- **Savings in clinker production:** CO<sub>2</sub> savings can be achieved through lower thermal energy consumption, waste heat recovery, use of alternative fuels with biomass content and of fossil fuels with lower emission factor.
- **Recarbonation:** This lever consists in a well-known property of cement matrices of "reabsorbing" a part of the CO<sub>2</sub> from the atmosphere due to a chemical reaction which leads to the formation of calcium carbonate.
- **Decarbonization of electricity:** We took into consideration the decarbonization plans announced by many countries which will use more and more renewable sources to produce electricity. We also foresee to produce electricity in our own installations from renewable sources.
- **Carbon Capture, Usage and Storage:** It is the lever to which the higher reduction is entrusted and it is also the one that requires the major investments both for us and for other subjects (private and public) in charge for the construction or adaptation of transport infrastructures, storage or possible reuse of CO<sub>2</sub>.

## TARGET 2050

# NET ZERO







BUZZI COMMITS TO REDUCE  
GROSS SCOPE 1 AND 2 EMISSIONS BY 21.2%  
PER TON OF CEMENTITIOUS PRODUCT BY 2030  
COMPARED TO 2021.



### SCIENCE-BASED TARGET APPROVED

Science Based Targets initiative (SBTi) is a collaboration between the Carbon Disclosure Project CDP, the Global Compact, the World Resources Institute (WRI) of the United Nations and the World Wide Fund for Nature (WWF). SBTi defines and promotes best practices in identifying targets for reducing carbon dioxide emissions, independently certifying those set by companies.

SBTi's validation team reviewed our scope 1 and 2 targets and determined that they are in line with a trajectory of containing global temperature rise well below 2°C.

As part of our final "Net Zero" target by 2050, our interim targets for 2030 have been approved, placing us among the leaders in the transition to a "low carbon" economy.

## WE'VE HAD OUR SCIENCE-BASED TARGET APPROVED



## CIRCULAR ECONOMY



### CONSUMPTION OF MATERIAL

The production of clinker, the main constituent of cement, requires the use of raw materials and fuels. As an order of magnitude, to produce 1 ton of clinker it is needed approximately 1.6 ton of raw materials and 0.1 ton of fossil fuels.

The raw materials used are mainly limestone and clay, with small additions of sands, iron and aluminum minerals. These materials, all of natural origin, come from quarries and/or mines. For the production of cement, in addition to clinker, other natural materials such as gypsum, limestone and pozzolana are used.

It is possible to reduce the consumption of these natural resources substituting them with selected non-natural materials, with suitable authorization for reuse, coming from waste from other industrial processes.

For example, waste of 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.

Similarly, energy obtained from traditional fossil fuels can also be supplied by "alternative" fuels derived from waste, suitably treated and duly authorized, otherwise destined for landfills or waste-to-energy plants. The cement production process is a much more sustainable solution, from an environmental point of view, than the two practices mentioned. Compared to the landfills, land occupation, impact on the landscape resulting from the large quantities stored, the operating costs and the methane emissions generated during storage are avoided. Compared to waste-to-energy plants, the production of residual slag, which requires disposal in landfills, is avoided since in cement plants it is incorporated into the clinker without compromising its quality.

In this way, our company contributes to the development of a circular economy.



Conveyor belt for raw materials, Rumelange plant, Luxembourg

In 2023 the percentage of natural raw materials substitution for the production of clinker and cements was in line with previous years (9.0%). Also considering the replacement of fossil fuels with alternative fuels, the percentage of mass substitution of materials (raw materials and fuels) increase to 11.0%.



Zapa Beton ready mix trucks, Czech Republic



FOR CONCRETE PRODUCTION  
WE CHOOSE, WHERE  
POSSIBLE, LOWER CLINKER  
CONTENT CEMENT

For the production of concrete, the raw materials used are essentially aggregates (sand, gravel and coarse aggregate). Concrete can provide a significant contribution to the circular economy, too. It is possible to replace part of the natural materials with non-natural aggregates, by-products of industrial processes, or recycled aggregates deriving from the recovery and subsequent treatment of demolition materials or concrete not cast in work sites and/or residues from concrete mixers that are removed before making a new load.

In the table below there are two separate k/c values for concrete: the first refers to cement alone (the ratio between clinker and cement) and the second (which shows the ratio of clinker to cementitious product) also considers constituents that are added directly to concrete.

For the production of concrete, in 2023 Buzzi used 318thousand tons of recovered aggregates (433thousand tons in 2022). This year, the average cement content in concrete was 305kg/m<sup>3</sup> (301kg/m<sup>3</sup> in 2022) while the clinker content was 197kg/m<sup>3</sup> (194kg/m<sup>3</sup> in 2022).

<b>Consumption of raw materials in cement</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Clinker/cement ratio	%	80.2	78.2	<b>78.2</b>
Natural raw materials in cement and clinker	t/000	42,418	39,330	<b>36,690</b>
Non-natural raw materials in cement and clinker	t/000	4,182	4,059	<b>3,633</b>
Ratio of non-natural raw materials/total raw materials	%	9.0	9.4	<b>9.0</b>
Substitution rate of materials and fuels	%	10.8	11.3	<b>11.0</b>

<b>Consumption of raw materials in concrete</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Cement content in concrete	kg/m <sup>3</sup>	298	301	<b>305</b>
Clinker content in concrete	kg/m <sup>3</sup>	196	194	<b>197</b>
Cementitious product content in concrete	kg/m <sup>3</sup>	335	338	<b>338</b>
Ratio of clinker/cement in concrete	%	65.7	64.6	<b>64.7</b>
Ratio of clinker/cementitious product in concrete	%	58.4	57.5	<b>58.5</b>
Recovered materials and aggregates in concrete	t/000	432	433	<b>318</b>

## WASTE MANAGEMENT

The cement production cycle generates two types of waste:

- Dust from production process. These are dusts containing quantities of sulphur and chlorine that, if excessive, could alter the product characteristics. For this reason, they can be reintroduced into the production cycle in controlled doses. In Poland and the US, national laws restrict the use of these dusts in the production process which results in a part having to be managed as waste.
- Waste deriving from ordinary and extraordinary maintenance, laboratory activities and any demolitions activities. Given their origin it is possible for there to be a significant year-on-year variation that is not connected to the production process. Buzzi's daily commitment is thus focused on increasing waste selection and differentiation.

The value of the indicator for waste produced per ton of cementitious product in 2023 was 5.9kg/t cementitious product (6.1kg/t cementitious product in 2022). This value is affected significantly by the countries where dusts from the production process have to be managed as waste.

THE PERCENTAGE OF  
WASTE RECYCLED IS

>70%

in 7 out of 8 countries

Waste management		2021	2022	2023
Waste recovered	t/000	53.4	43.6	41.0
of which dust from production process	t/000	16.4	15.9	17.4
Waste disposed	t/000	121.3	127.2	112.2
of which dust from production process	t/000	107.2	115.0	96.6
Total waste produced	t/000	174.7	170.8	153.2
of which dust from production process	t/000	123.6	130.9	114.1
Waste produced per ton of cementitious product	kg/t cementitious product	5.8	6.1	5.9
of which dust from production process	kg/t cementitious product	4.1	4.6	4.4

## PRODUCT LIFE CYCLE (LCA/EPD)

Measuring the environmental impact of products is the basis of the Green Public Procurement Policies around the world. The diffusion of procedures for quantifying the main environmental impacts relating to products or services in individual production phases (from the acquisition of raw materials to the end of the product life cycle, i.e. during the entire life cycle) has resulted in a greater interest for Life Cycle Assessments (LCA).

Where requested, Buzzi is able to conduct a study on the life-cycle of all its concrete and thereby satisfy the requests of its customers, designers and public authorities who are increasingly requesting these assessments. To facilitate its availability, the company has successfully implemented a web tool for the Environmental Product Declaration (EPD) which, in Italy, is open and accessible to all customers, architects and engineers interested in sharing the company's transparency process on the impact of materials and products. In 2023, the recertification process of the Italian platform according to the latest version of the ISO 15804 standard was performed.





Raw material extraction, Arcos plant, Brazil



# ENVIRONMENTAL PROTECTION

## WATER CONSUMPTION

Water is a key resource for all our production activities. Water consumption in the cement technology cycle is mainly due to controlling the temperature of gases from the kilns, the quenching of the cement during grinding, cooling of engines and dust abatement. Consumption increases in the case of production plants with wet and semi-wet processes.

Buzzi is committed to meeting the challenges of the global decrease in the availability of water resources. To do this, Buzzi monitors its consumption levels and uses systems for the collection, treatment and recirculation of rainwater and/or washing water in all its industrial plants, with the objective of increasing water efficiency by also increasing the quantity of water recovered from the production process.

The specific water consumption in 2023 results of 281 liters per tons of cementitious product, in line with last year's figure (283l/t cementitious product). The rainwater withdrawal respect to the total amount of water used for industrial purposes recorded a slight decrease, going from 11.3% in 2022 to 10.8% in 2023.

**Water stress** involves the capacity, or otherwise, to satisfy human and ecological demand for water and is measured as a ratio between total water withdrawals and available water resources from surface and underground sources in a specific area. Higher levels indicate a high level of competition in the procurement of water.

As part of the climate change risk assessment project ([see pages 54-59](#)), sites in high water stress areas were identified. In 2023 these sites consumed 1,696 thousand m<sup>3</sup> of water.

THE AVERAGE WATER CONTENT IN CONCRETE WAS

173l/m<sup>3</sup>

Concrete plant, Havlíčkův Brod, Slovachia



Water is an essential ingredient for the production of concrete. This partially comes from recovery sources, such as rainwater or washing water.

In 2023, Buzzi developed a Group guideline for monitoring water consumption in concrete production plants, which will come into force from 2024. The ratio between the total quantity of water withdrawn from normal sources of procurement (groundwater, rivers, aqueducts) and total concrete production is 209l/m<sup>3</sup>, in line with the 2022 value (208l/m<sup>3</sup> of concrete).

<b>Water consumption in the production of cement</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Water withdrawn	m <sup>3</sup> /000	19,759	20,384	<b>19,496</b>
Water discharged	m <sup>3</sup> /000	11,520	12,420	<b>12,146</b>
Total water consumption	m <sup>3</sup> /000	8,239	7,964	<b>7,349</b>
of which water consumed in water-stressed areas	m <sup>3</sup> /000	1,961	1,939	<b>1,696</b>
Specific water consumption	l/t cementitious product	275	283	<b>281</b>
Rainwater recovered	%	9.8	11.3	<b>10.8</b>

<b>Water consumption in the production of concrete</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Water withdrawn	m <sup>3</sup> /000	2,429	2,385	<b>2,083</b>
Water consumption	m <sup>3</sup> /000	1,470	1,450	<b>1,266</b>
Average water content in concrete	l/m <sup>3</sup>	170	174	<b>173</b>
Water withdrawn/production of concrete	l/m <sup>3</sup>	202	208	<b>209</b>

## **MANAGEMENT OF OTHER ATMOSPHERIC EMISSIONS AND LOCAL IMPACTS**

The cement production process involves the emission of dust and air pollutants.

Buzzi uses continuous emissions monitoring systems (EMS) to measure the main pollutants such as nitrogen oxides (NO<sub>x</sub>), particulate matter, sulphur dioxide (SO<sub>2</sub>), and mercury (Hg). The use of EMS enables a precise monitoring of emissions by line managers who can at any moment view the data and promptly intervene in the process. Moreover, this represents a guarantee for supervisory bodies and other stakeholders interested in having reliable and traceable data.

With regard to the production of clinker in 2023, continuous monitoring coverage is the following: dust at 65% and NO<sub>x</sub> at 95% (unchanged from the 2022), SO<sub>2</sub> at 87% (89% in 2022) and Hg at 56% (46% in 2022).

In 2023 the average value for dust emissions continues to fall to 21g/t of clinker (33g/t of clinker in 2022), thanks to production conditions that favored the use of more efficient systems and the modernization of collection systems. In Italy, Germany, the Czech Republic and Poland, average values of less than 10g/t of clinker are confirmed.

With regard to nitrogen oxides (NO<sub>x</sub>), deriving from combustion in the clinker kiln system, the use of SCR (Selective catalytic reduction) and SNCR (Selective Non-Catalytic Reduction) abatement systems, using urea or ammonia solutions and new-generation Low-NO<sub>x</sub> burners, enables compliance with strict emission limits. In 2023 the average value for Buzzi decreased to 1,211g/t clinker (1,238g/t clinker in 2022). Italy, Germany, Luxembourg, Poland and Czech Republic had an emission factor of less than 1,000g/t of clinker.

Sulphur dioxide (SO<sub>2</sub>) emissions comes from sulphur contents of natural resources and fuels. The average emission factor was 188g/t clinker (165g/t clinker in 2022). This increase was caused by the increased use of higher sulfur fuels. In Germany, Luxembourg, Italy and Czech Republic emission levels remain below 60g/t clinker.

Finally, the average value of mercury (Hg) emissions in 2023 was 19mg/t clinker, in line with the 2022 value (20mg/t clinker).

The environment and safety management systems implemented by Buzzi require periodic monitoring of noise emissions from its plants as perceived from the outside. This activity enables the identification of any criticalities and the start of the respective targeted investments, with particular regard to cement plants situated near or within built-up areas.

In 2023, monitoring of noise emissions was carried out in 50% (57% in 2022) of the group-wide production sites (100% of the sites in Italy, Czech Republic, Poland and Russia) and, following these monitoring activities, improvement interventions were carried out (such as, for example, purchase of more modern and silenced equipment and installation of sound-absorbing panels and silencers) for a value of more than €360,000 (€305,000 in 2022). The use of such systems, together with the use of appropriate Personal Protective Equipment (PPE), can reduce the noise exposure of employees, internally and externally on site.

<b>Atmospheric emissions and noise</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Absolute emissions of dusts	t	1,365	733	<b>437</b>
Absolute emissions of NO <sub>x</sub>	t	28,806	27,492	<b>24,977</b>
Absolute emissions of SO <sub>2</sub>	t	3,866	3,671	<b>3,883</b>
Absolute emissions of Hg	kg	446	438	<b>393</b>
Specific emissions of dusts	g/t clinker	56	33	<b>21</b>
Specific emissions of NO <sub>x</sub>	g/t clinker	1,190	1,238	<b>1,211</b>
Specific emissions of SO <sub>2</sub>	g/t clinker	160	165	<b>188</b>
Specific emissions of Hg	mg/t clinker	18	20	<b>19</b>
Continuous monitoring coverage for dusts	%	68	65	<b>65</b>
Continuous monitoring coverage for NO <sub>x</sub>	%	95	95	<b>95</b>
Continuous monitoring coverage for SO <sub>2</sub>	%	85	89	<b>87</b>
Continuous monitoring coverage for Hg	%	58	46	<b>56</b>
Monitoring coverage for noise	%	45	57	<b>50</b>



### ENVIRONMENTAL CERTIFICATIONS

The choice to adopt environmental management systems demonstrates the company's commitment in terms of its focus on these issues. ISO 14001, or equivalent certifications, require an organization's adoption of certain fundamental principles: an environmental protection policy, the definition of responsibilities, transparency and clarity in reporting, as well as third party audits. Currently 66% of our cement sites have an ISO 14001 or equivalent certification issued by an independent accredited organization.





## BIODIVERSITY

The production of cement and concrete uses significant quantities of natural and recovered raw materials; the mining of raw materials has a significant direct and indirect impact on the environment and biodiversity.

In general, biodiversity refers to the array of living organisms on Earth and is recognized at multiple levels as diversity among individuals within a species, diversity among species within a certain environment, and the variety of ecosystems present on Earth. Additionally, genetic diversity among individuals comprising biodiversity can also be considered. It is essential for the proper functioning of ecosystems and therefore for the provision of ecosystem services fundamental for humanity and beyond.



To deepen our understanding of the state of biodiversity in the sites where we operate, the impacts affecting them, and how to mitigate them, we have initiated several collaborations with universities and experts in different countries.

Of particular relevance is the project started in November 2023 in collaboration with the University of Eastern Piedmont (UPO). The project will run for three years and will aim at different goals:

- measuring biodiversity in a model sample of concrete quarries;
- develop a monitoring protocol using animal bioindicators (organisms that undergo measurable changes in their natural state in the presence of pollutants or various kinds disturbances) that can be applied on a large scale;
- analyze possible impacts of mining activities on the faunal component, to establish actions that can mitigate its negative effects.

In particular, the project will focus on three groups of bioindicators: terrestrial arthropods, such as Coleoptera, Spiders and Ants; Bats and Birds. The choice falls precisely on these animal groups for their great potential as bioindicators of disturbances deriving from mining activities and for the possibility of standardizing the monitoring methodologies applied in this project.



Currently, impacts on the surrounding environment are mitigated and managed with carefully designed cultivation and restoration plans. Buzzi adopts in 74% of active cement quarries mitigation and/or compensation actions based on an environmental impact assessment according to Directive 2011/92/EU or equivalent regulations in non-EU countries. In a further 4% of its active cement quarries, environmental impact mitigation plans are adopted on a voluntary basis.

32% of active cement quarries are located in or adjacent to biodiversity-sensitive areas. At all these sites, mitigation measures are put in place to protect and conserve biodiversity. In 81% of cases, these measures derive from requirements in accordance with the Birds Directive (2009/147/EC) and the Habitats Directive (92/43/EEC), or equivalent regulations in non-EU countries.

Regardless of regulatory obligations, our commitment is to continue to protect and preserve the ecosystems within and near the sites where we operate.

## TAXONOMY

Taxonomy is a European regulation that entered into force on July 12, 2020, with the objective of guiding financial investments towards environmentally sustainable economic activities.

To do this, Taxonomy requires that financial companies disclose to what extent the activities in their portfolios are environmentally sustainable and requires that non-financial companies provide information regarding six environmental objectives:

- climate change mitigation;
- climate change adaptation;
- the sustainable use and protection of water and marine resources;
- the transition to a circular economy;
- pollution prevention and control; and
- the protection and restoration of biodiversity and ecosystems.

The non-financial companies involved are those required to publish the non-financial statement pursuant to Directive 2014/95/EU, pertaining to economic activities defined as "eligible" by the Regulation, which includes cement production. Taxonomy identifies four conditions that an economic activity must meet to be defined as environmentally sustainable:

- contribute substantially to the achievement of one or more of the six environmental objectives;
- do not cause significant harm to any of the other environmental objectives;
- meet the minimum criteria of social protection;
- comply with the technical screening criteria established by the European Commission.

In June 2021, the delegated act (EU) 2021/2139, covering the first two objectives, climate change mitigation and adaptation, was adopted. In 2023, with the delegated acts (EU) 2023/2486, the Commission established the criteria for the remaining four objectives and revised data publication models. In line with the current requirements, the tables reported on [pages 104-109](#) contain data of revenue, operating expenses and capital expenditures that are eligible and aligned with the overall business.

The following diagrams summarize the overall percentages of alignment and eligibility of the company, along with a description of how the reported values are determined.



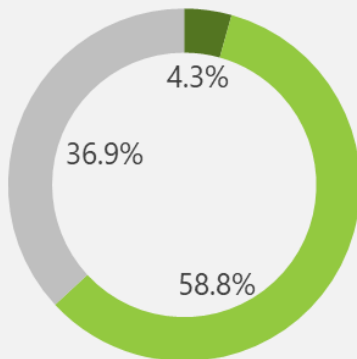
### ELIGIBILITY AND ALIGNMENT ASSESSMENT

According to the delegated acts mentioned above, only cement production activities of Buzzi is eligible concerning the objectives of climate change mitigation and adaptation. Concrete and aggregates production, another operational sector of the group, currently do not fall within the activities deemed eligible under the regulation.

In relation to cement production, the alignment assessment focused on the products of each plant, analyzed according to technical screening criteria. Internal transfers within the group perimeter and both objectives (mitigation and adaptation) were considered in the calculation only once to avoid double counting. Furthermore, it was verified for each plant that the production of aligned products does not significantly harm any of the other environmental objectives, proceeding with the verification of the requirements set out for each of them in the respective Appendices A – E of the delegated acts mentioned before. Finally, for the entire company, social safeguard criteria were verified, referring to respect for human rights and business conduct concerning anti-corruption, fair competition, and taxation, based on minimum standards established by the OECD and the UN.

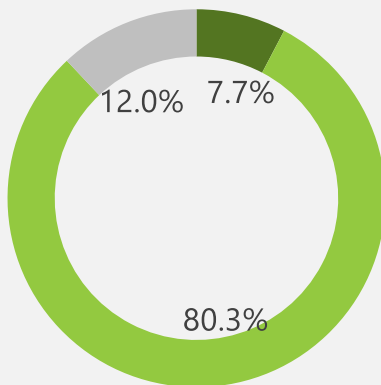
For this purpose, an analysis of human rights practices was conducted, the details of which are presented on [pages 89-91](#).

## TURNOVER



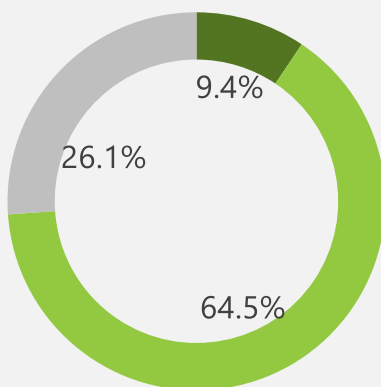
\* The group turnover that is eligible for Taxonomy purposes is calculated as net revenues from external customers deriving from sales of cement. The eligible turnover was compared with consolidated net revenues (Consolidated Financial Statement, note 7), which also include non-eligible activities, like the transport and sale of ready-mix concrete and aggregates. The aligned turnover in terms of mitigation or adaptation targets is the share of turnover from the production of eligible products that generated emissions equal to or below the thresholds set by the Taxonomy, i.e. 0.722 t CO<sub>2</sub> per ton of clinker or 0.469 t CO<sub>2</sub> per ton of cement.

## OPERATING EXPENDITURES



\* Taxonomy-eligible operating expenditures are costs for maintenance, repair, consumables, and research and development related to cement production. In addition to the above-mentioned items, the total consolidated operating expenditure also include the costs of non-eligible activities, such as the production of ready-mixed concrete and aggregates. The share of operating expenditures concerning the maintenance of property, plant and equipment for the production of the aligned products is aligned with the Taxonomy. In addition, eligible expenditures related to projects within the scope of "Our Journey to Net Zero" roadmap ([pages 64-66](#)) are considered aligned, provided these projects are instrumental in aligning economic activities with the 2030 Taxonomy. Eligible operating expenditures related to the purchase of production goods for an aligned economic activity are also considered aligned.

## CAPITAL EXPENDITURES



\* Capital expenditure for properties, plant and machinery and the increase in right-of-use assets relating to the production of cement are deemed eligible in accordance with the Taxonomy. Total consolidated capital expenditure and the increase right-of-use assets also include capital expenditure on non-cement assets (Consolidated Financial Statement, Consolidated Statement of Cash Flows). Taxonomy-aligned capital expenditure is the share of eligible capital expenditure associated with the production of aligned products. Furthermore, eligible capital expenditure falling within the scope of the roadmap 'Our Journey to Net Zero' ([pages 64-66](#)) is considered aligned provided the respective projects align economic activities with the 2030 Taxonomy. Eligible capital expenditure relating to the purchase of goods that are the result of an aligned economic activity.

■ ELIGIBLE ALIGNED      ■ ELIGIBLE NOT ALIGNED      ■ NOT ELIGIBLE

\* The ongoing evolution of European taxonomy criteria could result in changes to definitions over time.





"Camminata in Rosa 2023", Robilante (CN), Italy



# Social aspects

Occupational health and safety	80
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## OCCUPATIONAL HEALTH AND SAFETY

Health and safety at work at Buzzi is a value.

In 2023 the new group Policy has been issued; it recalls the fundamental and essential principles on which the whole Company is committed.

Through the involvement of all stakeholders and the implementation of the highest levels of safety, our goal is to reduce occupational injuries and diseases to zero.

Buzzi's health and safety strategy is not just a vision, it is a tangible commitment embedded in a series of initiatives aimed at fostering a culture of care and excellence in all its operations globally.

These initiatives highlight the company's dedication to pursuing a safer and more sustainable future, in line with its financial and sustainability goals.

During 2023, Buzzi continues with the implementation of various activities: sharing of good practices, organizing training and dialogue sessions, fostering greater awareness and involvement of workers at all levels of the organization.

Increasing cooperation within the Buzzi organization, has brought synergies that are helping to improve group standards including behavioral safety, the application of problem-solving for the investigation of root-causes of accidents and near misses, the management of hazardous energy sources, the organization of work at height and the management of emergencies.

Buzzi considers third-party certifications to be a valid instrument for reaching its targets and objectives. As proof of this, 93% of our workers is covered by health and safety management systems of which 67% complies with the ISO 45001 International Standard.

One of the principles of these standards is continuous improvement, which requires a constant reassessment of risks through regular compliance controls and the resulting adoption of actions necessary to mitigate dangerous situations and to promote safe behaviour.

Buzzi uses software and local databases to record and analyse accidents and injuries including those involving employees and contractors. Aside from this, these systems also collect information on the adopted corrective measures.

At the group level, data and trends are analysed on a quarterly basis and reported from the Chief Operating Officer to the Board of Directors along with details of the most serious injuries, update concerning the main initiatives aimed to reduce the risks and increase the culture of safety.

The continuous improvement of workplaces, prevention and protection measures, and systems monitoring of health surveillance have also contributed to the closure of 2023 with no cases of occupational diseases. During 2023, the new Health and Safety Policy was issued and

215,439

HOURS OF TRAINING ON  
HEALTH AND SAFETY ISSUES

disseminated, in a capillary way, and aims to ensure the involvement and inclusion of all stakeholders by promoting safe behaviors, mindsets and standards.

In 2023 a total of 215,439 hours in training courses were provided on health and safety issues, which represent 54% of total training hours.

The published figures and rates refer to all our business activities, i.e. cement, concrete and aggregates, terminals, transport and offices/ laboratories/ premises. As of 2015, the scope includes both employees and contractors.

In 2023, Buzzi reported 2 fatal accidents involving one of our employees in the United States and a contractor in Slovakia.

<b>Fatalities<sup>(1)</sup></b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Onsite accidents				
Employees	no.	1	1	<b>1</b>
Contractors	no.	1	1	<b>1</b>
Third parties	no.	0	0	<b>0</b>
Offsite accidents - employees	no.	0	0	<b>0</b>

<sup>(1)</sup> Starting from 2022, according to the GCCA guidelines, we report only onsite accidents or those involving our employees.



Worker at the bagging of cement, Corporación Moctezuma, Mexico



<b>Safety indicators, employees and contractors</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
Total injuries (with or without absence from work)	no.	272	283	<b>236</b>
Injuries causing absences from work	no.	131	120	<b>88</b>
Injuries with serious consequences	no.	12	11	<b>3</b>
Lost (calendar) days	days	9,391	9,274	<b>5,378</b>
TIFR <sup>(1)</sup>	-	10.4	11.5	<b>9.4</b>
LTIFR <sup>(2)</sup>	-	5.0	4.9	<b>3.5</b>
SR <sup>(3)</sup>	-	0.36	0.38	<b>0.21</b>

<sup>(1)</sup> TIFR (Total Injury Frequency Rate) = total number of injuries with or without absence from work divided by hours worked and multiplied by 1 million.

<sup>(2)</sup> LTIFR (Lost Time Injury Frequency Rate) = total number of injuries with absence from work divided by hours worked and multiplied by 1 million.

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



Worker at Trebur quarry, Germany

Compared to last year, in 2023 a decrease was recorded for the TIFR (-18%) and the LTIFR (-29%) respectively valued 9.4 and 3.5. The severity rate (SR) was also reduced at 0.21 compared to 0.38 recorded in 2022.

To monitor the severity of accidents, we also record the number of injuries requiring or which were deemed to require more than six months for a complete recovery: in 2023 the figure was equal to 2 for our employees and 1 for our contractors.

Data for the two participations in jointly controlled companies (that are not consolidated with the line-by-line method) Nacional Cimento Participações S.A. in Brazil and Corporación Moctezuma in Mexico are shown in the appendix on [pages 110-111](#).



# HUMAN RESOURCES



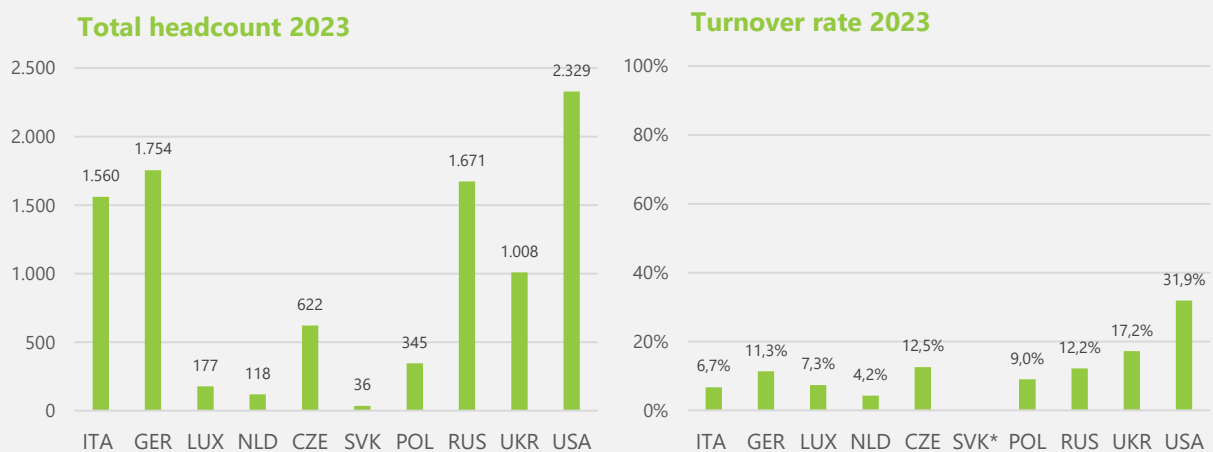
## WORKING CONDITIONS AND EMPLOYMENT DATA

The number of Buzzi employees at the end of the 2023 (within the scope of companies consolidated with the line-by-line method) is equal to 9,620 (9487 in the 2022). Globally, there are three main areas in which the Company operates: Europe, United States of America, Russia and Ukraine (each area has about a third of the workforce). The countries with the highest number of employees are: USA (2,329), Germania (1,754), Italy (1,560), Russia (1,671) and Ukraine (1,008). The 93.9% of total contracts, are permanent contracts (94.7% in 2022). The 97.3% are full-time contracts in line with 2022. The turnover rate, calculated as the total number of terminations compared to the workforce at the end of the year, shows a decrease: 16.7% (compared to 18.4% in 2022). The most significant value was recorded in the United States, where it results equal to 31.9% in 2023, with spikes of the 63% for blue-collar workers in the ready-mix concrete sector, particularly for drivers. With regard to the selection of personnel, also in the 2023 recruiting qualified personnel has been one of the main challenges, especially in Texas.

		2021	2022	2023
Total headcount	n	9,664	9,487	<b>9,620</b>
Open-end contracts	n	9,232	8,983	<b>9,035</b>
Fixed-term contracts	n	432	504	<b>585</b>
Full-time	n	9,390	9,212	<b>9,359</b>
Part-time	n	274	275	<b>261</b>
Total terminations	n	1,491	1,742	<b>1,604</b>
Turnover rate <sup>(1)</sup>	%	15.4	18.4	<b>16.7</b>
Total new hires	n	1,476	1,446	<b>1,737</b>
Recruitment rate <sup>(2)</sup>	%	15.3	15.2	<b>18.1</b>

<sup>(1)</sup>percentage of total termination to total headcount at the end of the year

<sup>(2)</sup>percentage of total new hires to total headcount at the end of the year



\* Turnover figure for Slovakia (SVK) not significant due to corporate changes



## WORKPLACE DIVERSITY

The Group operates in different countries and continents. The central role of people, in terms of their characteristics and diversities, is one of the founding values of the Group, as established by its Code of Conduct. Meritocracy, awareness and accountability are the pillars on which our employees' development is based. At Buzzi we reject any form of discrimination and aim to value the diversity of our people who work in a dynamic, heterogeneous and multicultural context.

MERITOCRACY, AWARENESS AND  
ACCOUNTABILITY ARE THE PILLARS  
ON WHICH OUR EMPLOYEES'  
DEVELOPMENT IS BASED



### STAFF INCENTIVE PROGRAMS

Salary policies and incentives systems are delegated to the various countries. We do not normally offer shares to employees, but we do provide incentives and bonuses based on company and individual performances. Incentive schemes differ depending on working duties and managerial level.

### COLLECTIVE BARGAINING

In Europe, collective bargaining is extended to, and guaranteed, at all levels. In 2023 the European Works Council (EWC), the advisory and information body for all workers in the European Union, continued its work remotely, in February.

In Italy, all cement production sites have trade unions representatives (RSU) whose relationship with the company has historically been characterized by transparency and a spirit of collaboration. More generally, employees in all countries are represented in accordance 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 Conduct. Working conditions and terms of employment of our employees that are not covered by a collective bargaining agreement are determined based on national laws and regulations.

Collective bargaining		2021	2022	2023
Employees covered by collective bargaining agreements	n	7,890	7,725	<b>7,883</b>
Coverage	%	81.6	81.4	<b>81.9</b>



## TRAINING AND PROFESSIONAL DEVELOPMENT

Through its own training and development initiatives, the Group promotes the internal development of its staff as opposed to external recruitments, by ensuring that, given equal expertise, at least 50% of positions it is looking to fill target its current workforce. Training activities are selected on the basis of requirements that emerge in all countries.

Training		2021	2022	2023
Total hours of training	hours	322,274	295,557	396,996
Average hours of training per capita	hours	33	31	41
Management	hours	25	30	26
<i>Men</i>	hours	24	29	25
<i>Women</i>	hours	32	38	36
White collars	hours	31	32	35
<i>Men</i>	hours	33	33	36
<i>Women</i>	hours	24	30	34
Blue collars	hours	36	32	47
<i>Men</i>	hours	36	32	46
<i>Women</i>	hours	24	24	62

In 2023 total training hours increased significantly, as the average training hours per capita increased from 31 hours in 2022 to 41 hours in 2023. The most significant changes were recorded in the United States for new staff recruitment and maintenance training, in the Netherlands for safety and sales training, and in Ukraine due to the gradual resumption of production activities. The average figure for the group is strongly influenced by a significant increase in the average hours of training of our female workers in the United States and Ukraine.

IN 2023 AT THE GROUP LEVEL

**41 HOURS**

OF TRAINING WERE PROVIDED PER  
CAPITA

**396,996 HOURS**

OF TRAINING



Students and tutors of second edition of TagCem Master, Casale Monferrato (AL), Italy



## SUPPLY CHAIN AND HUMAN RIGHTS

The majority of the goods and services purchased by the Group are fuels, electrical energy, raw materials, spare parts, logistics and services. Whenever possible and for specific types of goods, preference is given to local suppliers.

We are fully aware that a sustainable business approach requires the involvement of our supply chain. This is also demonstrated by the fact that the Group's Health and Safety Policy also applies to contractors. In all countries in which we operate, aside from technical and economic considerations, our relations with suppliers are based on the sharing fundamental ethical values, in particular those set forth in our Code of Conduct.

Since February 2019 the new Code of Conduct approved by the Board of Directors is in force. This applies to Buzzi S.p.A. and all its Italian and foreign subsidiaries (more details on [page 41](#)). The Code sets out the essential principles of integrity and fairness, including a focus on respect for human rights. The obligation to comply with these principles is extended to directors, members of corporate bodies, all employees, suppliers and all those who act in the company the name and/or on behalf of Buzzi. This includes, but is not limited to, representatives, agents, collaborators, external consultants, companies that receive an assignment from the company.

For Buzzi, respecting human rights means guaranteeing human dignity, safety and health, equal working conditions, recognizing the value of each person and valuing diversity for an inclusive growth. We are aware that mere compliance with the law is not enough, which is why in 2023 we have commissioned a specialized partner to assess all company's actions, both procedural and non-procedural (practices), that can influence, directly or indirectly, the respect for human rights. In the next paragraph, the detail of this assessment is reported.



## ANALYSIS OF CORPORATE HUMAN RIGHTS PRACTICES

In 2023, Buzzi performed an analysis on its human rights practices in order to verify the related maturity level of the company. The theme of extreme relevance for us, is also subject of increasing attention by International Standards and regulations as the "Taxonomy Regulation" through the Minimum Safeguards criteria (Art.18 of EU Regulation 2020/852) and the *Corporate Sustainability Reporting Directive* (EU Directive 2022/2464).

The analysis has been conducted on the basis of *Corporate Human Rights Benchmark (CHRB)*, which provides an assessment of a company's human rights management model against five areas of measurement. The investigation pointed out that Buzzi has already various procedures, practices and activities in place for the protection of human rights. Although the evaluation results in a possible positioning of Buzzi above average compared to other companies, the analysis has also highlighted areas for improvement where it is important to intervene.

The Corporate Human Rights Benchmark aims at assessing the human rights disclosures and management system of some of the largest global companies since 2017. It is part of the World Benchmarking Alliance (WBA), which is a global organization that assesses and ranks the world's most influential companies' contribution to the Sustainable Development Goals

Below are reported the main outcomes with respect to each measurement area:

### **Area A - Governance and policies:**

this measurement theme focuses on a company's human rights policy commitments and how they are governed. It is divided into two sub-areas.

#### A.1 Policy Commitments:

##### *Objective:*

it aims to assess the extent to which a company acknowledges its responsibility to respect human rights and how it formally incorporates this into publicly available policy statement.

##### *Results:*

in addition to publishing the Sustainability Report to inform its internal and external stakeholders, Buzzi has drafted a Code of Conduct, which is shared and made mandatory with all its stakeholders and suppliers.

#### A.2 Board Level Accountability:

##### *Objective:*

it assesses how the company's policy commitments are managed as part of the board's role and responsibility.

##### *Results:*

Within Buzzi's Board of Directors, human rights issues are addressed periodically (e. g., Health & Safety).

**Area B - Embedding Respect and Human Rights Due Diligence:**

this measurement area focuses on systems and processes established to implement the company's policy commitments in practice. This indicator, like the one above-mentioned, also has an internal division.

**B.1 Embedding respect for Human Rights in Culture and Management Systems:****Objective:**

it aims to assess how the company's human rights policy commitments are embedded in company culture and across its management systems and day-to-day activities.

**Results:**

Buzzi has defined a system which cover areas related to human rights (e. g. Health & Safety) by providing MBO Systems to its board members and managers.

**B.2 Human Rights Due Diligence:****Objective:**

it focuses on the specific systems that the company has in place to ensure that due diligence processes are implemented to assess the real-time risks to human rights that the company poses, to integrate and act on these findings, to prevent and mitigate the impacts and finally to track and communicate those actions.

**Results:**

Buzzi raises external stakeholders' awareness on human rights issues (e.g., transmission of the Code of Conduct to its suppliers) and addresses human rights issues at a high-level in the Enterprise Risk Management (ERM) analysis. Furthermore, the Group is structuring itself, especially in some countries, to implement specific human rights due diligence activities (e.g., Germany to comply with the German Supply Chain Act)

**Area C - Remedies and grievance mechanisms:**

this measurement area focuses on the extent to which a company provides remedy in addressing actual adverse impacts on human rights.

**Objective:**

it assesses a company's approach to providing or cooperating in remediation when human rights harms have occurred.

**Results:**

Buzzi has adopted a whistleblowing procedure and a hotline mechanism, available at the link [buzzi.integrityline.com](https://buzzi.integrityline.com) in both Italian and English, under which both internal and external stakeholders are invited to report any cases of discrimination.



**Area D - Company Human Rights Practices:**

this measurement area focuses on human rights related practices (e.g., trade union freedom; prohibition of any form of discrimination).

*Objective:*

it aims to assess the human rights practices adopted within the company.

*Results:*

Buzzi follows all the applicable laws regarding these aspects, and it is committed to respecting international fundamental human rights within its operations and its value chain, as it is stated in its Code of Conduct. Furthermore, to supplement the evaluation of its suppliers, which already considers ESG factors, Buzzi will introduce specific criteria related to human rights.

**Area E - Responses to serious allegations:**

this measurement area focuses on responses to serious allegations of negative impacts a company may be alleged or reported to be responsible for

*Objective:*

It aims to assess the company's response to potential allegations.

*Results:*

Buzzi has never received allegations.



Worker of Arcos plant, Brazil

# Appendixes

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# PERFORMANCE INDICATORS

## COUNTRY-BY-COUNTRY REPORT

### 2022 FIGURES FOR BUZZI GROUP

(amount in euro)

Tax jurisdiction	Revenues		Revenues	Profits (or losses) before income taxes
	Unrelated party	Related party	Total	
1. Italy*	765,300,321	109,232,673	874,532,994	-223,510
2. Algeria	53,460	0	53,460	14,449
3. Netherlands	94,527,930	15,086,952	109,614,881	-2,590,339
4. Germany	832,061,405	130,618,711	962,680,115	18,193,146
5. France	11,745,629	2,253,769	13,999,398	-430,331
6. Luxembourg	122,411,916	2,464,835	124,876,750	434,257
7. Czech Republic	186,050,359	35,516,857	221,567,216	49,885,857
8. Hungary	352,120	0	352,120	-226,196
9. Poland	143,074,604	15,832,983	158,907,587	22,001,120
10. Russia	303,968,434	16,156,138	320,124,572	95,732,859
11. Slovakia	20,012,588	282,649	20,295,236	-714,749
12. Ukraine	60,760,371	2,845,402	63,605,773	-10,787,968
13. USA	1,655,650,450	482,373,153	2,138,023,603	381,810,758
14. Cuba	-	-	-	-

<b>Income taxes paid based on cash accounting</b>	<b>Accrued taxes on income - current year</b>	<b>Capital declared</b>	<b>Undistributed profits</b>	<b>Headcount</b>	<b>Tangible fixed assets other than cash and equivalent</b>
501,997	0	262,715,159	1,860,810,625	1,538	341,540,544
0	0	20,477	-81,229	0	486
10,839	0	166,714	10,276,681	113	13,817,517
10,596,034	4,984,841	133,217,150	198,612,676	1,787	437,906,707
275,555	205,974	680,000	9,226,859	29	6,509,860
1,109,116	1,140,063	29,900,000	4,310,921	161	70,145,212
10,330,335	9,509,436	33,605,046	67,172,929	624	78,911,341
0	647	14,967	-654,840	6	624,178
5,946,735	4,137,787	14,954,709	27,419,767	348	55,438,178
18,438,920	16,545,871	6,083,531	70,376,436	1,556	198,646,161
-3,321	0	11,859,396	-7,382,328	70	8,477,217
0	0	7,443,766	-5,352,923	981	34,660,397
66,148,518	77,422,333	543,430	4,110,976,176	2,274	2,088,847,340
-	-	-	-	-	-

(\*) The "Italy" tax jurisdiction includes Fimedi SpA and Presa SpA (main business: ownership of shares or other capital instruments) as parent companies of Buzzi.

Data source: The data of the various consolidated entities derive from the separate financial statements prepared by each entity, except for the US subsidiaries, which do not prepare separate statutory financial statements, but only consolidated financial statements.

Reference period: The information is provided with reference to the 2022 financial year, for which the latest consolidated financial statements filed in the public registers are available.

Structure and content: The data of the various consolidated entities are aggregated for each tax jurisdiction in which Buzzi Group operates, by adding the amounts resulting from the financial statements of the individual entities having their tax residence in the same tax jurisdiction.

### Companies of Buzzi group (2022)

<b>Tax jurisdiction</b>	<b>Entities belonging to the group that are resident in the tax jurisdiction</b>	<b>Primary activities</b>
Algerly	Buzzi Unicem Algérie S.à r.l.	Sale, commercialisation, distribution, marketing (winding-up)
Cuba	Compañia Cubana de Cemento Portland SA	Current business unknown*
	Proyectos Industries de Jaruco SA	Current business unknown*
	Transports Mariel, S.A.	Current business unknown*
Czech Republic	ZAPA beton a.s.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Cement Hranice a.s.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
France	Béton du Ried S.A.S.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Gravières et Sablières Seltz S.A.S.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
Germany	TBG Lieferbeton GmbH & Co. KG Odenwald	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Kieswerk Trebur GmbH & Co. KG	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Beton Rheinland-Pfalz GmbH & Co. KG	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	GfBB prüftechnik GmbH & Co. KG	Administration, management, support or assistance services
	Dyckerhoff Kieswerk Leubingen GmbH	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Transportbeton Schmalkalden GmbH & Co. KG	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Transportbeton Thüringen GmbH & Co. KG	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Beton GmbH & Co. KG	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Sibobeton Osnabrück GmbH & Co. KG	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Lieferbeton Odenwald Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
Dyckerhoff Kieswerk Trebur Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality	
Seibel Beteiligungsgesellschaft mbH	Economic entity not included in the group of consolidated companies for reasons of materiality	



### Companies of Buzzi group (2022)

<b>Tax jurisdiction</b>	<b>Entities belonging to the group that are resident in the tax jurisdiction</b>	<b>Primary activities</b>
	MKB Mörteldienst Köln-Bonn Verwaltungsgesellschaft mbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Dyckerhoff Beton Rheinland-Pfalz Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	GfBB prüftechnik Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Dyckerhoff Transportbeton Schmalkalden Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Lichtner-Dyckerhoff Beton Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Dyckerhoff Transportbeton Thüringen Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Dyckerhoff Beton Verwaltungs GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Nordenhamer Transportbeton GmbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	SIBO-Gruppe Verwaltungsgesellschaft mbH	Economic entity not included in the group of consolidated companies for reasons of materiality
	Dyckerhoff GmbH	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Portland Zementwerke Seibel und Söhne GmbH & Co. KG	Sale, commercialisation, distribution, marketing
	Bildungs-Zentrum-Deuna GmbH	Support charitable objectives, primarily in the education field
Hungary	ZAPA beton HUNGÁRIA Kft.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
Italy	Buzzi Unicem SpA	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Unicalcestruzzi SpA	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Buzzi Unicem Srl	Provider of services to unrelated parties
	Calcestruzzi Zillo SpA	Rental of companies in the concrete sector
	Testi Cementi Srl	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Arquata Cementi Srl	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
Luxembourg	Cimalux S.A.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing

### Companies of Buzzi group (2022)

<b>Tax jurisdiction</b>	<b>Entities belonging to the group that are resident in the tax jurisdiction</b>	<b>Primary activities</b>
Netherlands	Dyckerhoff Basal Nederland B.V.	Ownership of shares or other capital instruments
	Dyckerhoff Basal Betonmortel B.V.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Friesland Beton Heerenveen B.V.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Betonmortel Centrale Groningen (B.C.G.) B.V.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	MegaMix Basal B.V.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Dyckerhoff Basal Toeslagstoffen B.V.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
Poland	Dyckerhoff Polska Sp. z o.o.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
Russia**	OOO SLK Cement	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	OOO Dyckerhoff Suchoi Log, obshestvo po sbitu tamponashnich zementow	Sale, commercialisation, distribution, marketing
	OOO CemTrans	Intragroup transport services
Slovakia	ZAPA beton SK s.r.o.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
Ukraine	TOB Dyckerhoff Ukraina	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	TOB Dyckerhoff Transport Ukraina	Intragroup transport services
	PRAT Dyckerhoff Cement Ukraine	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
USA	RC Lonestar Inc.	Ownership of shares or other capital instruments
	Buzzi Unicem USA Inc.	Administration, management, support or assistance
	Midwest Material Industries Inc.	Ownership of shares or other capital instruments
	Buzzi Unicem Ready Mix, LLC	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	RED-E-MIX, LLC	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	RED-E-MIX Transportation, LLC	Third parties and intragroup transport services

### Companies of Buzzi group (2022)

<b>Tax jurisdiction</b>	<b>Entities belonging to the group that are resident in the tax jurisdiction</b>	<b>Primary activities</b>
	Lone Star Industries, Inc.	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Utah Portland Quarries, Inc.	Not active
	Rosebud Real Properties, Inc.	Not active
	River Cement Company	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	River Cement Sales Company	Sale, commercialisation, distribution, marketing
	Signal Mountain Cement Company	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Heartland Cement Company	The company owns quarries which it grants to use to third parties
	Heartland Cement Sales Company	Sale, commercialisation, distribution, marketing
	Hercules Cement Company LLC	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Alamo Cement Company	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Alamo Concrete Products Company	Manufacturing or production, fabrication and sale, commercialisation, distribution, marketing
	Alamo Transit Company	Intragroup transport services

\* The company was nationalized in 1959 and there have been no contacts with it since.

\*\* As a result of the Russia-Ukraine conflict, which led to the imposition of sanctions on Russia by European institutions, we ceased all operational involvement in the business carried out by the subsidiary SLK Cement, although it continues to maintain control from an accounting standards perspective, in accordance with IFRS 10 - Consolidated Financial Statements

Please find below explanations on differences between income tax for companies accrued on pre-tax results and tax due, with details provided for individual tax jurisdictions (as required by disclosure 207-4, paragraph b-x, of GRI 207 Taxes).

Germany	In Germany the theoretical tax rate is about 31%, the effective tax rate is about 27.4%.
Luxembourg	The theoretical tax rate is 24.94%, the effective tax rate is approximately 262.5% due to non-deductibility of certain expenses.
France	In France the theoretical tax rate is 28%. FY2022 result is a loss before tax. Accrued taxes are mainly due to non-deductibility of certain expenses.
Netherlands	In Netherlands the theoretical tax rate is 25%. FY2022 result is a loss before tax.
Poland	In Poland the theoretical tax rate is 19%, which is in line with the effective tax rate of 18.8%.
Czech Republic	In the Czech Republic the theoretical tax rate is 19%, which is in line with the effective tax rate of 19%.
Slovakia	In Slovakia the theoretical tax rate is 21%. FY2022 result is a loss before tax.
Hungary	In Hungary the theoretical tax rate is 9%. FY2022 result is a loss before tax.
Ukraine	In Ukraine the theoretical tax rate is 18%. FY2022 result is a loss before tax.
Russia	In Russia the theoretical tax rate is 20%, which is in line with the effective tax rate of 17.3% as a result of specific tax deductions.
Italy	In Italy, the theoretical tax rate is 27.9%. FY2022 result is a loss before tax.
USA	In the US, the theoretical federal tax rate is 21%, the effective tax rate is approximately 20.3% as a result of specific tax deductions.





Barge unloading system in Cincinnati, Ohio, United States



# ENVIRONMENTAL PERFORMANCE SUMMARY TABLES

## CEMENT 2023

### Climate change, energy and CO<sub>2</sub> emissions

Specific thermal consumption	MJ /t <sub>clinker</sub>	4,175
Thermal substitution	%	29.2
Specific electric consumption	kWh / t <sub>materiale cementizio</sub>	123
Electrical energy from renewable sources (certified and not-certified)	%	12.5
Specific CO <sub>2</sub> direct emissions (gross)	kg / t <sub>materiale cementizio</sub>	665
Specific CO <sub>2</sub> direct emissions (net)	kg / t <sub>materiale cementizio</sub>	607

### Circularity

Clinker/cement ratio	%	78.2
Non virgin materials	%	9.0
Total waste produced per ton of cementitious product	kg / t <sub>materiale cementizio</sub>	5.9
of which process dust treated as waste	kg / t <sub>materiale cementizio</sub>	4.4

### Environmental protection

Specific water consumption	l / t <sub>materiale cementizio</sub>	281
Recovered storm water to total water withdrawal ratio	%	10.8
Specific dust emissions	g /t <sub>clinker</sub>	21
Specific NO <sub>x</sub> emissions	g /t <sub>clinker</sub>	1,211
Specific SO <sub>2</sub> emissions	g /t <sub>clinker</sub>	188
Specific Hg emissions	mg /t <sub>clinker</sub>	19

\* The data for Nacional Cimento Participações S.A. (BRA) and Corporación Moctezuma (MEX) have not been consolidated within the Group figures (companies not consolidated using the line-by-line method)

## CONCRETE 2023

### Circularity

Average cement content per m <sup>3</sup>	kg/m <sup>3</sup>	305
Average clinker content per m <sup>3</sup>	kg/m <sup>3</sup>	197
Clinker/cement ratio in concrete	%	64.7
Clinker/cementitious product ratio in concrete	%	58.5

### Environmental protection

Average water content in concrete	l/m <sup>3</sup>	173
Water withdrawn/concrete production	l/m <sup>3</sup>	209

\* The data for Nacional Cimento Participações S.A. (BRA) and Corporación Moctezuma (MEX) have not been consolidated within the Group figures (companies not consolidated using the line-by-line method)

\*\* n.a. = not available

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
3,591	4,035	4,226	3,575	-	4,076	3,554	-	4,984	5,609	3,547	3,379
23.0	22.8	69.3	58.6	-	71.0	86.3	-	0.0	0.0	30.9	3.0
104	135	120	96	-	118	118	-	138	120	100	78
23.3	14.9	14.9	8.5	-	1.9	9.0	-	0.0	3.5	89.6	0.0
632	723	588	473	-	615	510	-	715	852	526	570
604	669	463	390	-	497	415	-	715	852	499	565
73.4	84.9	67.2	59.5	-	73.8	72.0	-	88.1	80.3	64.2	67.9
7.2	6.4	15.0	30.7	-	11.0	13.2	-	3.2	13.2	14.1	3.1
0.9	14.4	1.4	1.9	-	6.4	0.6	-	1.7	1.1	1.6	0.4
0.0	12.4	0.0	0.0	-	5.5	0.0	-	0.2	0.0	0.0	0.0
195	312	228	112	-	203	109	-	432	515	133	126
5.0	11.0	20.4	0.0	-	0.0	100.0	-	6.5	0.1	7.4	0.0
6	18	4	30	-	9	4	-	50	99	53	50
973	1,178	476	713	-	520	833	-	2,663	1,134	1,362	1,261
58	366	39	21	-	250	50	-	67	410	429	3
10	29	24	6	-	41	30	-	0	0	n.a.**	n.a.**

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
341	277	304	292	332	246	294	294	-	342	-	345
228	235	167	258	121	155	197	196	-	231	-	288
67.1	84.9	55.0	88.4	36.5	62.9	67.1	66.8	-	67.4	-	83.6
62.4	75.1	50.0	86.9	34.5	51.8	57.3	65.0	-	62.0	-	83.5
185	153	181	160	165	160	178	151	-	191	-	242
238	264	172	94	174	159	199	177	-	227	-	216

## SHARE OF REVENUE FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – INFORMATION FOR THE YEAR 2023

Financial year 2023		Year		Substantial contribution criteria					
Economic Activities	Code <sup>(a)</sup>	Turnover	Proportion of Turnover 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity
		€ m	%	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>
<b>A. Taxonomy-eligible activities</b>									
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>									
Production of cement	CCM3.7	187	4.3%	Y	N	N/EL	N/EL	N/EL	N/EL
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		187	4.3%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which transitional		187	4.3%	4.3%					
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>									
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Production of cement	CCM3.7	2,536	58.8%	EL	EL	N/EL	N/EL	N/EL	N/EL
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		2,536	58.8%	58.8%	0.0%	0.0%	0.0%	0.0%	0.0%
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		2,724	63.1%	63.1%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>B. Taxonomy-non-eligible activities</b>									
Turnover of Taxonomy-non-eligible activities		1,594	36.9%						
Total		4,317	100.0%						

(a) The code contains the abbreviation of the objective to which the economic activity is likely to make a substantial contribution, and the section number of the activity in the corresponding annex to the objective, namely:

- Climate Change Mitigation: CCM
- Adaptation to climate change: CCA
- Water and marine resources: WTR
- Circular economy: EC
- Pollution prevention and control: PPC
- Biodiversity and ecosystems: BIO

- (b) Y – Yes, the activity is taxonomy-eligible and taxonomy-aligned with respect to the relevant environmental objective  
 N – No, the activity is taxonomy-eligible but is not taxonomy-aligned with the relevant environmental objective  
 EL – Eligible; the activity is taxonomy-eligible for the relevant environmental objective  
 N/EL – Not eligible; the activity is not taxonomy-eligible for the relevant environmental objective



DNSH criteria ("Does Not Significantly Harm")									
Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy-aligned (A.1) or -eligible (A.2) Turnover 2022	Category enabling activity	Category transitional activity
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
Y	Y	Y	Y	Y	Y	Y	4.0%		T
Y	Y	Y	Y	Y	Y	Y	4.0%		
							0.0%	E	
Y	Y	Y	Y	Y	Y	Y	4.0%		T
							57.0%		
							57.0%		
							61.0%		

## SHARE OF OPERATING EXPENSES DERIVING FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – INFORMATION FOR THE YEAR 2023

Financial year 2023		Year		Substantial contribution criteria					
Economic Activities	Code <sup>(a)</sup>	OpEx	Proportion of OpEx 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity
		€ m	%	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>
<b>A. Taxonomy-eligible activities</b>									
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>									
Production of cement	CCM3.7	27	7.7%	Y	N	N/EL	N/EL	N/EL	N/EL
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		27	7.7%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which transitional		27	7.7%	7.7%					
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>									
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Production of cement	CCM3.7	278	80.3%	EL	EL	N/EL	N/EL	N/EL	N/EL
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		278	80.3%	80.3%	0.0%	0.0%	0.0%	0.0%	0.0%
A. OpEx of Taxonomy-eligible activities (A.1+A.2)		305	88.0%	88.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>B. Taxonomy-non-eligible activities</b>									
OpEx of Taxonomy-non-eligible activities		42	12.0%						
Total		347	100.0%						

(a) The code contains the abbreviation of the objective to which the economic activity is likely to make a substantial contribution, and the section number of the activity in the corresponding annex to the objective, namely:

- Climate Change Mitigation: CCM
- Adaptation to climate change: CCA
- Water and marine resources: WTR
- Circular economy: EC
- Pollution prevention and control: PPC
- Biodiversity and ecosystems: BIO

- (b) Y – Yes, the activity is taxonomy-eligible and taxonomy-aligned with respect to the relevant environmental objective  
 N – No, the activity is taxonomy-eligible but is not taxonomy-aligned with the relevant environmental objective  
 EL – Eligible; the activity is taxonomy-eligible for the relevant environmental objective  
 N/EL – Not eligible; the activity is not taxonomy-eligible for the relevant environmental objective

DNSH criteria ("Does Not Significantly Harm")									
Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy-aligned (A.1) or -eligible (A.2) OpEx 2022	Category enabling activity	Category transitional activity
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
Y	Y	Y	Y	Y	Y	Y	6.7%		T
Y	Y	Y	Y	Y	Y	Y	6.7%		
							0.0%	E	
Y	Y	Y	Y	Y	Y	Y	6.7%		T
							80.6%		
							80.6%		
							87.3%		

## SHARE OF CAPITAL EXPENDITURES FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE FOR THE YEAR 2023

Financial year 2023		Year		Substantial contribution criteria					
Economic Activities	Code <sup>(a)</sup>	CapEx	Proportion of CapEx 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity
		€ m	%	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>	Y; N; N/EL <sup>(b)</sup>
<b>A. Taxonomy-eligible activities</b>									
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>									
Production of cement	CCM3.7	31	9.4%	Y	N	N/EL	N/EL	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		31	9.4%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which transitional		31	9.4%	9.4%					
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>									
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Production of cement	CCM3.7	210	64.5%	EL	EL	N/EL	N/EL	N/EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		210	64.5%	64.5%	0.0%	0.0%	0.0%	0.0%	0.0%
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		240	73.9%	73.9%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>B. Taxonomy-non-eligible activities</b>									
CapEx of Taxonomy-non-eligible activities		85	26.1%						
Total		325	100.0%						

(a) The code contains the abbreviation of the objective to which the economic activity is likely to make a substantial contribution, and the section number of the activity in the corresponding annex to the objective, namely:

- Climate Change Mitigation: CCM
- Adaptation to climate change: CCA
- Water and marine resources: WTR
- Circular economy: EC
- Pollution prevention and control: PPC
- Biodiversity and ecosystems: BIO

- (b) Y – Yes, the activity is taxonomy-eligible and taxonomy-aligned with respect to the relevant environmental objective  
 N – No, the activity is taxonomy-eligible but is not taxonomy-aligned with the relevant environmental objective  
 EL – Eligible; the activity is taxonomy-eligible for the relevant environmental objective  
 N/EL – Not eligible; the activity is not taxonomy-eligible for the relevant environmental objective



DNSH criteria ("Does Not Significantly Harm")									
Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy-aligned (A.1) or -eligible (A.2) CapEx 2022	Category enabling activity	Category transitional activity
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
Y	Y	Y	Y	Y	Y	Y	7.4%		T
Y	Y	Y	Y	Y	Y	Y	7.4%		
							0.0%	E	
Y	Y	Y	Y	Y	Y	Y	7.4%		T
							58.8%		
							58.8%		
							66.2%		

# SOCIAL PERFORMANCE SUMMARY TABLES

		<b>Buzzi Group</b>		
		<b>Employees</b>	<b>Contractors</b>	<b>Total</b>
Total injuries (with and without lost days)	no.	180	56	236
Injuries causing absence from work	no.	52	36	88
Injuries with high consequences	no.	2	1	3
Fatalities	no.	1	1	2
Lost days (calendar basis)	days	3,113	2,265	5,378
TIFR (Total Injuries Frequency Rate) <sup>(1)</sup>	-	10.5	7.0	9.4
LTIFR (Lost Time Injuries Frequency Rate) <sup>(2)</sup>	-	3.0	4.5	3.5
SR (Severity Rate) <sup>(3)</sup>	-	0.18	0.28	0.21
Fatality rate <sup>(4)</sup>	-	0.06	0.12	0.08

		<b>Buzzi – cement business only</b>		
		<b>Employees</b>	<b>Contractors</b>	<b>Total</b>
Total injuries (with and without lost days)	no.	84	28	112
Injuries causing absence from work	no.	30	22	52
Injuries with high consequences	no.	1	0	1
Fatalities	no.	0	0	0
Lost days (calendar basis)	days	2,052	722	2,774
TIFR (Total Injuries Frequency Rate) <sup>(1)</sup>	-	8.7	5.4	7.5
LTIFR (Lost Time Injuries Frequency Rate) <sup>(2)</sup>	-	3.1	4.3	3.5
SR (Severity Rate) <sup>(3)</sup>	-	0.21	0.14	0.19
Fatality rate <sup>(4)</sup>	-	0.00	0.00	0.00

		<b>Nacional Cimento Participações S.A.</b>		
		<b>Employees</b>	<b>Contractors</b>	<b>Total</b>
Total injuries (with and without lost days)	no.	4	20	24
Injuries causing absence from work	no.	2	1	3
Injuries with high consequences	no.	0	1	1
Fatalities	no.	0	0	0
Lost days (calendar basis)	days	30	218	248
TIFR (Total Injuries Frequency Rate) <sup>(1)</sup>	-	1.6	6.6	4.4
LTIFR (Lost Time Injuries Frequency Rate) <sup>(2)</sup>	-	0.8	0.3	0.5
SR (Severity Rate) <sup>(3)</sup>	-	0.01	0.07	0.05
Fatality rate <sup>(4)</sup>	-	0.00	0.00	0.00

<b>Corporación Moctezuma</b>				
		<b>Employees</b>	<b>Contractors</b>	<b>Total</b>
Total injuries (with and without lost days)	no.	30	13	43
Injuries causing absence from work	no.	2	2	4
Injuries with high consequences	no.	0	0	0
Fatalities	no.	0	0	0
Lost days (calendar basis)	days	356	116	472
TIFR (Total Injuries Frequency Rate) <sup>(1)</sup>	-	9.3	3.6	6.3
LTIFR (Lost Time Injuries Frequency Rate) <sup>(2)</sup>	-	0.6	0.6	0.6
SR (Severity Rate) <sup>(3)</sup>	-	0.11	0.03	0.07
Fatality rate <sup>(4)</sup>	-	0.00	0.00	0.00

<b>Corporación Moctezuma - cement business only</b>				
		<b>Employees</b>	<b>Contractors</b>	<b>Total</b>
Total injuries (with and without lost days)	no.	14	9	23
Injuries causing absence from work	no.	2	1	3
Injuries with high consequences	no.	0	0	0
Fatalities	no.	0	0	0
Lost days (calendar basis)	days	101	42	143
TIFR (Total Injuries Frequency Rate) <sup>(1)</sup>	-	7.9	3.9	5.6
LTIFR (Lost Time Injuries Frequency Rate) <sup>(2)</sup>	-	1.1	0.4	0.7
SR (Severity Rate) <sup>(3)</sup>	-	0.06	0.02	0.03
Fatality rate <sup>(4)</sup>	-	0.00	0.00	0.00

<sup>(1)</sup> TIFR (Total Injury Frequency Rate) = total number of injuries, with and without absence from work, divided by hours worked and multiplied by 1 million.

<sup>(2)</sup> LTIFR (Lost Time Injury Frequency Rate) = number of accidents with absence from work divided by hours worked and multiplied by 1 million.

<sup>(3)</sup> SR (Severity Rate) = number of days lost divided by hours worked and multiplied by one thousand.

<sup>(4)</sup> Fatality rate = number of fatal accidents divided by hours worked and multiplied by 1 million.

Employees breakdown by professional category		2023
<b>Total headcount</b>	<b>no.</b>	<b>9,620</b>
<i>men</i>	%	85.5
<i>women</i>	%	14.5
<b>Management</b>	<b>no.</b>	<b>452</b>
<i>men</i>	%	88.3
<i>women</i>	%	11.7
<b>White collars</b>	<b>no.</b>	<b>3,181</b>
<i>men</i>	%	71.0
<i>women</i>	%	29.0
<b>Blue collars</b>	<b>no.</b>	<b>5,659</b>
<i>men</i>	%	93.9
<i>women</i>	%	6.1
<b>Trainees</b>	<b>no.</b>	<b>165</b>
<i>men</i>	%	88.5
<i>women</i>	%	11.5
<b>Marginal / Helpers</b>	<b>no.</b>	<b>163</b>
<i>men</i>	%	69.3
<i>women</i>	%	30.7

Employees breakdown by type of contract		2023
<b>Total number of permanent employees</b>	<b>no.</b>	<b>9,035</b>
<i>Male</i>	%	85.7
<i>Female</i>	%	14.3
<b>Total number of temporary employees</b>	<b>no.</b>	<b>585</b>
<i>Male</i>	%	82.7
<i>Female</i>	%	17.3
<b>Total number of full-time employees</b>	<b>no.</b>	<b>9,359</b>
<i>Male</i>	%	86.8
<i>Female</i>	%	13.2
<b>Total number of part-time employees</b>	<b>no.</b>	<b>261</b>
<i>Male</i>	%	39.8
<i>Female</i>	%	60.2

Employees breakdown by age		2023
<b>under 30s</b>	<b>no.</b>	<b>1,224</b>
<i>men</i>	%	89.3
<i>women</i>	%	10.7
<b>between 30s and 50s</b>	<b>no.</b>	<b>4,725</b>
<i>men</i>	%	83.4
<i>women</i>	%	16.6
<b>over 50s</b>	<b>no.</b>	<b>3,671</b>
<i>men</i>	%	87.0
<i>women</i>	%	13.0

\* The data for to Nacional Cimento Participações S.A.(BRA) and Corporación Moctezuma (MEX) have not been consolidated within the Group figures (companies not consolidated using the line-by-line method).



ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>1,560</b>	<b>2,329</b>	<b>1,754</b>	<b>177</b>	<b>118</b>	<b>345</b>	<b>622</b>	<b>36</b>	<b>1,671</b>	<b>1,008</b>	<b>1,263</b>	<b>1,303</b>
88.8	91.5	85.1	92.1	89.0	78.3	86.0	77.8	79.7	78.0	78,5	87.3
11.2	8.5	14.9	7.9	11.0	21.7	14.0	22.2	20.3	22.0	21,5	12.7
<b>133</b>	<b>207</b>	<b>53</b>	<b>10</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>0</b>	<b>16</b>	<b>15</b>	<b>38</b>	<b>71</b>
87.2	91.3	84.9	90.0	100.0	80.0	66.7	-	87.5	80.0	81,6	83.1
12.8	8.7	15.1	10.0	0.0	20.0	33.3	-	12.5	20.0	18,4	16.9
<b>814</b>	<b>519</b>	<b>697</b>	<b>74</b>	<b>39</b>	<b>150</b>	<b>149</b>	<b>12</b>	<b>459</b>	<b>268</b>	<b>568</b>	<b>367</b>
82.9	71.7	69.0	85.1	74.4	54.7	59.7	58.3	64.9	60.4	66,2	65.7
17.1	28.3	31.0	14.9	25.6	45.3	40.3	41.7	35.1	39.6	33,8	34.3
<b>597</b>	<b>1,603</b>	<b>822</b>	<b>92</b>	<b>71</b>	<b>190</b>	<b>450</b>	<b>24</b>	<b>1,085</b>	<b>725</b>	<b>579</b>	<b>865</b>
97.7	98.0	98.9	97.8	95.8	96.8	96.0	87.5	86.4	84.4	96,4	96.9
2.3	2.0	1.1	2.2	4.2	3.2	4.0	12.5	13.6	15.6	3,6	3.1
<b>16</b>	<b>0</b>	<b>148</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78</b>	<b>0</b>
68.8	-	90.5	100.0	-	-	-	-	-	-	34,6	-
31.3	-	9.5	0.0	-	-	-	-	-	-	65,4	-
<b>0</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>
-	-	55.9	-	100.0	-	57.1	-	73.9	-	-	-
-	-	44.1	-	0.0	-	42.9	-	26.1	-	-	-

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>1,504</b>	<b>2,324</b>	<b>1,555</b>	<b>176</b>	<b>111</b>	<b>303</b>	<b>551</b>	<b>33</b>	<b>1,560</b>	<b>918</b>	<b>1,190</b>	<b>1,303</b>
89.1	91.6	84.6	92.0	88.3	78.2	86.8	75.8	80.1	77.3	81,1	87.3
10.9	8.4	15.4	8.0	11.7	21.8	13.2	24.2	19.9	22.7	18,9	12.7
<b>56</b>	<b>5</b>	<b>199</b>	<b>1</b>	<b>7</b>	<b>42</b>	<b>71</b>	<b>3</b>	<b>111</b>	<b>90</b>	<b>73</b>	<b>0</b>
80.4	60.0	88.9	100.0	100.0	78.6	80.3	100.0	73.9	84.4	37,0	-
19.6	40.0	11.1	0.0	0.0	21.4	19.7	0.0	26.1	15.6	63,0	-
<b>1,532</b>	<b>2,321</b>	<b>1,598</b>	<b>173</b>	<b>87</b>	<b>345</b>	<b>605</b>	<b>36</b>	<b>1,671</b>	<b>991</b>	<b>1,190</b>	<b>1,303</b>
90.2	91.6	90.3	93.1	95.4	78.3	86.9	77.8	79.7	78.0	81,1	87.3
9.8	8.4	9.7	6.9	4.6	21.7	13.1	22.2	20.3	22.0	18,9	12.7
<b>28</b>	<b>8</b>	<b>156</b>	<b>4</b>	<b>31</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>73</b>	<b>0</b>
10.7	75.0	31.4	50.0	71.0	-	52.9	-	-	76.5	37,0	-
89.3	25.0	68.6	50.0	29.0	-	47.1	-	-	23.5	63,0	-

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>128</b>	<b>381</b>	<b>346</b>	<b>15</b>	<b>4</b>	<b>24</b>	<b>41</b>	<b>1</b>	<b>214</b>	<b>70</b>	<b>224</b>	<b>253</b>
82.8	93.4	90.2	100.0	100.0	87.5	92.7	100.0	84.6	84.3	61,2	85.8
17.2	6.6	9.8	0.0	0.0	12.5	7.3	0.0	15.4	15.7	38,8	14.2
<b>681</b>	<b>1,054</b>	<b>661</b>	<b>111</b>	<b>45</b>	<b>208</b>	<b>291</b>	<b>21</b>	<b>1,082</b>	<b>571</b>	<b>898</b>	<b>843</b>
87.8	90.9	82.0	91.0	88.9	71.6	84.5	76.2	78.5	77.1	81,2	86.2
12.2	9.1	18.0	9.0	11.1	28.4	15.5	23.8	21.5	22.9	18,8	13.8
<b>751</b>	<b>894</b>	<b>747</b>	<b>51</b>	<b>69</b>	<b>113</b>	<b>290</b>	<b>14</b>	<b>375</b>	<b>367</b>	<b>141</b>	<b>207</b>
90.7	91.5	85.4	92.2	88.4	88.5	86.6	78.6	80.3	78.2	89,4	93.7
9.3	8.5	14.6	7.8	11.6	11.5	13.4	21.4	19.7	21.8	10,6	6.3

<b>Turnover and new hirings</b>		<b>2023</b>
<b>Total terminations</b>	<b>no.</b>	<b>1,604</b>
<i>men</i>	no.	1,383
<i>women</i>	no.	221
<b>Turnover rate</b>	<b>%</b>	<b>16.7</b>
<i>male turnover rate</i>	%	16.8
<i>female turnover rate</i>	%	15.9
<b>Total new hires</b>	<b>no.</b>	<b>1,737</b>
<i>men</i>	no.	1,473
<i>women</i>	no.	264
<b>Hiring rate</b>	<b>%</b>	<b>18.1</b>
<i>male hiring rate</i>	%	17.9
<i>female hiring rate</i>	%	19.0

<b>Collective bargaining</b>		<b>2023</b>
Employees covered by collective bargaining agreements	no.	7,883
Coverage	%	81.9
Minimum notice period regarding operational changes	weeks	-

<b>Training</b>		<b>2023</b>
<b>Total hours of training</b>	<b>hours</b>	<b>396,996</b>
Hours of training per capita	hours	41
<b>Graduates (% on total headcount)</b>	<b>%</b>	<b>19.9</b>
<i>male graduates (% on total men)</i>	%	15.9
<i>female graduates (% on total men)</i>	%	43.4

<b>Absentee rate: illness, injuries, strikes</b>		<b>2023</b>
<b>Absentee rate</b>	<b>%</b>	<b>3.8</b>
<i>male absentee rate</i>	%	3.8
<i>female absentee rate</i>	%	3.3
Occupational diseases	no.	0

<b>Remuneration ratio</b>		<b>2023</b>
Ratio between the highest paid manager and the median for employees in the same country	-	-

\* The data for to Nacional Cimento Participações S.A.(BRA) and Corporación Moctezuma (MEX) have not been consolidated within the Group figures (companies not consolidated using the line-by-line method).

\*\*Turnover figure for Slovakia (SVK) not significant due to corporate changes

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>105</b>	<b>743</b>	<b>199</b>	<b>13</b>	<b>5</b>	<b>31</b>	<b>78</b>	<b>53</b>	<b>204</b>	<b>173</b>	<b>181</b>	<b>111</b>
94	668	166	12	5	24	67	47	167	133	143	89
11	75	33	1	0	7	11	6	37	40	38	22
<b>6.7</b>	<b>31.9</b>	<b>11.3</b>	<b>7.3</b>	<b>4.2</b>	<b>9.0</b>	<b>12.5</b>	- **	<b>12.2</b>	<b>17.2</b>	<b>14.3</b>	<b>8.5</b>
6.8	31.3	11.1	7.4	4.8	8.9	12.5	- **	12.5	16.9	14.4	7.8
6.3	38.1	12.6	7.1	0.0	9.3	12.6	- **	10.9	18.0	14.0	13.3
<b>119</b>	<b>797</b>	<b>160</b>	<b>10</b>	<b>8</b>	<b>28</b>	<b>77</b>	<b>13</b>	<b>319</b>	<b>206</b>	<b>228</b>	<b>189</b>
95	718	137	7	8	21	62	13	258	154	160	151
24	79	23	3	0	7	15	0	61	52	68	38
<b>7.6</b>	<b>34.2</b>	<b>9.1</b>	<b>5.6</b>	<b>6.8</b>	<b>8.1</b>	<b>12.4</b>	<b>36.1</b>	<b>19.1</b>	<b>20.4</b>	<b>18.1</b>	<b>14.5</b>
6.9	33.7	9.2	4.3	7.6	7.8	11.6	46.4	19.4	19.6	16.1	13.3
13.7	40.1	8.8	21.4	0.0	9.3	17.2	0.0	17.9	23.4	25.1	23.0

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>1,560</b>	<b>873</b>	<b>1,534</b>	<b>154</b>	<b>118</b>	<b>344</b>	<b>621</b>	<b>0</b>	<b>1,671</b>	<b>1,008</b>	<b>1,190</b>	<b>616</b>
100.0	37.5	87.5	87.0	100.0	99.7	99.8	0.0	100.0	100.0	94.2	47.3
11	5 days	4	0	4	12	8	8	9	12	8	2

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>47,315</b>	<b>91,435</b>	<b>35,950</b>	<b>2,666</b>	<b>1,671</b>	<b>8,580</b>	<b>10,310</b>	<b>506</b>	<b>171,050</b>	<b>27,513</b>	<b>5,108</b>	<b>50,724</b>
30	39	20	15	14	25	17	14	102	27	4	39
<b>16.0</b>	<b>11.2</b>	<b>10.2</b>	<b>16.9</b>	<b>10.2</b>	<b>43.5</b>	<b>17.2</b>	<b>8.3</b>	<b>28.6</b>	<b>43.6</b>	<b>33.3</b>	<b>0.0</b>
12.6	9.4	8.4	14.1	9.5	33.3	13.3	7.1	23.7	37.3	27.9	0.0
42.9	31.5	20.2	50.0	15.4	80.0	41.4	12.5	47.6	65.8	53.1	0.0

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>3.2</b>	<b>2.5</b>	<b>6.4</b>	<b>5.0</b>	<b>9.2</b>	<b>3.8</b>	<b>4.8</b>	<b>6.0</b>	<b>2.9</b>	<b>2.4</b>	<b>0.8</b>	<b>1.6</b>
3.3	2.5	6.4	5.3	7.4	3.9	5.1	5.6	3.1	2.5	0.8	1.5
2.9	2.0	6.3	1.0	27.1	3.5	2.4	8.5	1.9	2.2	0.4	2.3
0	0	0	0	0	0	0	0	0	0	0	0

ITA	USA	GER	LUX	NLD	POL	CZE	SVK	RUS	UKR	BRA*	MEX*
<b>13.2</b>	<b>14.7</b>	<b>5.9</b>	<b>4.5</b>	<b>2.8</b>	<b>5.9</b>	<b>7.4</b>	<b>1.9</b>	<b>28.3</b>	<b>23.4</b>	<b>22.5</b>	<b>17.0</b>

# GRI CONTENT INDEX

## GENERAL DISCLOSURE

GENERAL DISCLOSURE		REFERENCE	COMMENTS
<b>The organization and its reporting practices</b>			
2-1	Organizational details	About us Group profile - The Group at a glance Governance and ethics - Corporate governance	
2-2	Entities included in the organization's sustainability reporting	Methodology note Consolidated financial statement 2023	
2-3	Reporting period, frequency and contact point	Methodology note The Sustainability Report (NFD) 2023 was published in April 2024 with an annual reporting frequency info@buzzi.com	
2-4	Restatements of information	Methodology note - Any restatements compared to the previous Report are shown within the individual chapters of the document	
2-5	External assurance	Appendixes - Auditors' report	
<b>Activities and workers</b>			
2-6	Activities, value chain and other business relationships	Group profile - The Group at a glance Social aspects - Supply chain and human rights Sustainability approach - Stakeholder engagement	
2-7	Employees	Social aspects - Human resources Appendixes - Performance indicators - Social performance: summary tables	
<b>Governance</b>			
2-9	Governance structure and composition	Governance and ethics - Corporate governance	
2-10	Nomination and selection of the highest governance body	Governance and ethics - Corporate governance	
2-11	Chair of the highest governance body	Governance and ethics - Corporate governance	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance and ethics - Corporate governance Sustainability approach - Materiality analysis	
2-13	Delegation of responsibility for managing impacts	Governance and ethics - Corporate governance Sustainability approach - Materiality analysis	
2-14	Role of the highest governance body in sustainability reporting	Methodology note Sustainability approach - Materiality analysis	
2-15	Conflicts of interest	Governance and ethics - Business integrity	
2-17	Collective knowledge of the highest governance body	Governance and ethics - Corporate governance	
2-18	Evaluation of the performance of the highest governance body	Governance and ethics - Corporate governance	
2-19	Remuneration policies	Governance and ethics - Corporate governance	
2-20	Process to determine remuneration	Governance and ethics - Corporate governance	
2-21	Annual total compensation ratio	Appendixes - Performance indicators - Social performance: summary tables	<i>It is reported 2-21a general disclosure by Country</i>



## GENERAL DISCLOSURE

GENERAL DISCLOSURE	REFERENCE	COMMENTS
<b>Strategy, policies and practices</b>		
2-22	Statement on sustainable development strategy	Letter to stakeholders
2-23	Policy commitments	Code of Conduct Social aspects - Supply chain and human rights
2-24	Embedding policy commitments	Governance and ethics - Corporate governance Code of Conduct
		<i>Impacts are described in the "Materiality analysis" section and mitigation processes are disclosed in the related section of the document</i>
2-25	Processes to remediate negative impacts	Sustainability approach - Materiality analysis
2-26	Mechanisms for seeking advice and raising concerns	Governance and ethics - Business integrity Code of Conduct
		<i>Information about significant instances of non-compliance with laws and regulations during the reporting period are disclosed</i>
2-27	Compliance with laws and regulations	Governance and ethics - Business integrity Consolidated financial statement 2022: note 49. Legal claims and contingencies
2-28	Membership associations	Sustainability approach - Stakeholder engagement - Sector associations
<b>Stakeholder engagement</b>		
2-29	Approach to stakeholder engagement	Sustainability approach - Stakeholder engagement
2-30	Collective bargaining agreements	Social aspects - Human resources Appendixes - Performance indicators - Social performance: summary tables
		<i>Disclosure 2-30b is reported as a specific statement</i>
<b>Disclosure on material topics</b>		
3-1	Process to determine material topics	Sustainability approach - Materiality analysis
3-2	List of material topics	Sustainability approach - Materiality analysis

Statement of use - Buzzi has reported the information cited in this GRI content index for the period 01/01/2023-31/12/2023 with reference to the GRI Standards.

GRI 1 used - GRI 1: Foundation 2021.

## TOPIC-SPECIFIC DISCLOSURES

TOPIC-SPECIFIC DISCLOSURE	REFERENCE	COMMENTS
<b>Performance indicators - Economic Topics - GRI 201: Economic Performance 2016 (material topic: long-term economic growth)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Governance and ethics - Corporate governance
201-1	Direct economic value generated and distributed	Group profile - The Group at a glance - Value generated and distributed
<b>Performance indicators - Economic Topics - GRI 204: Procurement Practices 2016 (material topic: supply chain management)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Governance and ethics - Business integrity Social aspects - Supply chain and human rights
<b>Performance indicators - Economic Topics - GRI 205: Anti-corruption 2016 (material topic: antitrust &amp; anti-corruption)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Governance and ethics - Corporate governance Governance and ethics - Corporate governance - The Model of Organization, Management and Control
205-2	Communication and training about anti-corruption policies and procedures	Governance and ethics - Business integrity - Anti-corruption Governance and ethics - Business integrity - Transparency in conducting business
205-3	Confirmed incidents of corruption and actions taken	Governance and ethics - Business integrity - Anti-corruption Governance and ethics - Business integrity - Transparency in conducting business
		<i>With the exception of that which is communicated and issued to employees, information relating to communication and training on anti-corruption is reported in a qualitative form</i>
<b>Performance indicators - Economic Topics - GRI 206: Anti-competitive Behavior 2016 (material topic: antitrust &amp; anti-corruption)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Governance and ethics - Corporate governance Governance and ethics - Business integrity - Antitrust
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance and ethics - Business integrity - Antitrust Governance and ethics - Business integrity - Penalties
<b>Performance indicators - Economic Topics - GRI 207: Tax 2019 (material topic: taxation)</b>		
3-3	Management of material topics	Methodology note Governance and ethics - Corporate governance Governance and ethics - Tax management
207-1	Approach to tax	Governance and ethics - Tax management - Approach to taxation Governance and ethics - Tax management - Integrating the taxation approach throughout the organization
207-2	Tax governance, control, and risk management	Governance and ethics - Tax management - Tax governance, control and management of risk
207-3	Stakeholder engagement and management of concerns related to tax	Governance and ethics - Tax management - Stakeholders engagement
207-4	Country-by-country reporting	Appendixes - Performance indicators - Country-by-country report

## TOPIC-SPECIFIC DISCLOSURES

TOPIC-SPECIFIC DISCLOSURE	REFERENCE	COMMENTS
<b>Performance indicators - Environmental Topics - GRI 301: Materials 2016 (material topic: natural resource consumption, CO<sub>2</sub> emissions)</b>		
3-3 Management of material topics	Sustainability approach - Materiality analysis Environmental aspects - Circular economy - Consumption of materials	
301-1 Materials used by weight or volume	Environmental aspects - Circular economy - Consumption of materials Appendixes - Performance indicators - Environmental performance: Summary tables	
301-2 Recycled input materials used	Environmental aspects - Circular economy - Consumption of materials Appendixes - Performance indicators - Environmental performance: Summary tables	
<b>Performance indicators - Environmental Topics - GRI 302: Energy 2016 (material topic: natural resource consumption, CO<sub>2</sub> emissions)</b>		
3-3 Management of material topics	Sustainability approach - Materiality analysis Sustainability approach - Our Policies Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Consumption of thermal and electrical energy	
302-1 Energy consumption within the organization	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Consumption of thermal and electrical energy Appendixes - Performance indicators - Environmental performance: summary tables	
302-3 Energy intensity	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Consumption of thermal and electrical energy Appendixes - Performance indicators - Environmental performance: summary tables	
302-4 Reduction of energy consumption	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Consumption of thermal and electrical energy Appendixes - Performance indicators - Environmental performance: summary tables	
<b>Performance indicators - Environmental Topics - GRI 303: Water and Effluents 2018 (material topic: efficient use of water)</b>		
3-3 Management of material topics	Sustainability approach - Materiality analysis Environmental aspects - Environmental protection - Water consumption	
303-1 Interactions with water as a shared resource	Environmental aspects - Environmental protection - Water consumption	
303-2 Management of water discharge-related impacts	Environmental aspects - Environmental protection - Water consumption	
303-3 Water withdrawal	Environmental aspects - Environmental protection - Water consumption	
303-5 Water consumption	Environmental aspects - Environmental protection - Water consumption Appendixes - Performance indicators - Environmental performance: summary tables	
<b>Performance indicators - Environmental Topics - GRI 304: Biodiversity 2016 (material topic: biodiversity management)</b>		
3-3 Management of material topics	Sustainability approach - Materiality analysis Environmental aspects - Environmental protection - Biodiversity	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental aspects - Environmental protection - Biodiversity	<i>Given the high number of extraction sites, it is not possible to report the details for each of them. We report the percentage of cement quarries in or near biodiversity sensitive areas and how many of these have implemented mitigation measures</i>

## TOPIC-SPECIFIC DISCLOSURES

TOPIC-SPECIFIC DISCLOSURE	REFERENCE	COMMENTS
<b>Performance indicators - Environmental Topics - GRI 305: Emissions 2016 (material topic: CO<sub>2</sub> emissions; air emissions)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Sustainability approach - Our Policies Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Greenhouse gases emissions Environmental aspects - Environmental protection - Management of other atmospheric emissions and local impacts
305-1	Direct (Scope 1) GHG emissions	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Greenhouse gases emissions Appendixes - Performance indicators - Environmental performance: summary tables
305-2	Energy indirect (Scope 2) GHG emissions	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Greenhouse gases emissions Appendixes - Performance indicators - Environmental performance: summary tables
305-4	GHG emissions intensity	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Greenhouse gases emissions Appendixes - Performance indicators - Environmental performance: summary tables
305-5	Reduction of GHG emissions	Environmental aspects - Climate change, energy and CO <sub>2</sub> emissions - Greenhouse gases emissions
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	Environmental aspects - Environmental protection - Management of other atmospheric emissions and local impacts Appendixes - Performance indicators - Environmental performance: summary tables
<b>Performance indicators - Environmental Topics - GRI 306: Waste 2020</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Environmental aspects - Circular economy - Waste management
306-1	Waste generation and significant waste-related impacts	Environmental aspects - Circular economy - Waste management
306-2	Management of significant waste-related impacts	Environmental aspects - Circular economy - Waste management
306-3	Waste generated	Environmental aspects - Circular economy - Waste management
<b>Performance indicators - Environmental Topics - Material topic: local impacts management</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Environmental aspects - Environmental protection - Management of other atmospheric emissions and local impacts
<b>Performance indicators - Social Topics - GRI 401: Employment 2016 (material topic: industrial relations &amp; employment conditions)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Social aspects - Human resources
401-1	New employee hires and employee turnover	Social aspects - Human resources Appendixes - Performance indicators - Social performance: summary tables

*The value of the waste produced is shown for respective disposal methods (dangerous and non-dangerous waste considered jointly)*

*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*



## TOPIC-SPECIFIC DISCLOSURES

TOPIC-SPECIFIC DISCLOSURE	REFERENCE	COMMENTS
<b>Performance indicators - Social Topics - GRI 402: Labor/Management Relations 2016 (material topic: industrial relations &amp; employment conditions)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Social aspects - Human resources
402-1	Minimum notice periods regarding operational changes	Social aspects - Human resources Appendixes - Performance indicators - Social performance: summary tables
<b>Performance indicators - Social Topics - GRI 403: Occupational Health and Safety 2018 (material topic: health and safety; industrial relations &amp; employment conditions)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Sustainability approach - Our Policies Social aspects - Occupational health and safety Social aspects - Human resources
403-1	Occupational health and safety management system	
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	Sustainability approach - Our Policies
403-4	Worker participation, consultation, and communication on occupational health and safety	Governance and ethics - Corporate Governance Social aspects - Occupational health and safety Social aspects - Human resources
403-5	Worker training on occupational health and safety	Social aspects - Supply chain and human rights Appendixes - Performance indicators - Social performance: summary tables
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	Social aspects - Occupational health and safety Appendixes - Performance indicators - Social performance: summary tables
<b>Performance indicators - Social Topics - GRI 404: Training and Education 2016 (material topic: employees development and training)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Social aspects - Human resources - Training and professional development
404-1	Average hours of training per year per employee	Social aspects - Human resources - Training and professional development Appendixes - Performance indicators - Social performance: summary tables
404-3	Percentage of employees receiving regular performance and career development reviews	Social aspects - Human resources - Training and professional development <i>The performance management process is described; the percentage of employees covered by incentive programs is not provided</i>
<b>Performance indicators - Social Topics - GRI 405: Diversity and Equal Opportunity 2016 (material topic: gender equality)</b>		
3-3	Management of material topics	Sustainability approach - Materiality analysis Social aspects - Human resources - Workplace diversity
405-1	Diversity of governance bodies and employees	Social aspects - Human resources Appendixes - Performance indicators - Social performance: summary tables <i>Details for management bodies are not provided</i>

## TOPIC-SPECIFIC DISCLOSURES

TOPIC-SPECIFIC DISCLOSURE	REFERENCE	COMMENTS
<b>Performance indicators - Social Topics - GRI 413: Local Communities 2016 (material topic: local communities engagement)</b>		
	Sustainability approach - Materiality analysis	
	Sustainability approach - Our Policies	
<b>3-3</b> Management of material topics	Sustainability approach - Stakeholder engagement	
	Sustainability approach - Our Policies	
<b>413-1</b> Operations with local community engagement, impact assessments, and development programs	Sustainability approach - Stakeholder engagement	
<b>Performance indicators - Social Topics - GRI 417: Marketing and Labeling 2016 (material topic: customers relations)</b>		
	Sustainability approach - Materiality analysis	
	Environmental aspects - Circular economy - Product Life Cycle (LCA/EPD)	
<b>3-3</b> Management of material topics		
		<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 a 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>
<b>417-1</b> Requirements for product and service information and labeling	Environmental aspects - Circular economy - Product Life Cycle (LCA/EPD)	



# CORRELATION TABLE TO THE LEGISLATIVE DECREE 254/2016

ISSUE OF LEGISLATIVE DECREE 254/2016	MATERIAL TOPIC	POLICIES APPLIED AND MANAGEMENT INSTRUMENTS
Environmental	CO <sub>2</sub> emissions and air emissions	Code of Conduct Climate change policy Roadmap "Our Journey to Net Zero" Environmental management systems (UNI EN ISO 14001 or equivalent, EPD)
	Natural resources consumption	Code of Conduct Climate change policy Environmental management systems (UNI EN ISO 14001 or equivalent, EPD)
	Efficient use of water	Environmental management systems (UNI EN ISO 14001 or equivalent , EPD)
	Biodiversity management	Environmental management systems (UNI EN ISO 14001 or equivalent)
	Local impacts	Environmental management systems (UNI EN ISO 14001 or equivalent)
Social	Long-term economic growth and taxation	Code of Conduct Corporate governance model and Model of organisation, management and control OECD Rules Country by Country Report pursuant to article 1, paragraphs 145 and 146 of law 28/12/2015 n. 208 (2016 Stability Law) IFRS international accounting principles
	Local communities engagement	Code of Conduct Stakeholder engagement policy Health and Safety Policy Occupational Health and Safety systems (UNI EN ISO 45001, OHSAS 18001 or equivalent)
	Supply chain management	Code of Conduct Corporate governance model and Model of Organisation Management and Control pursuant to Legislative Decree 231/2001
	Customers relations	Environmental Product Declaration (EPD)
Relating to staff	Employees development and training	Code of Conduct Corporate governance model and Model of Organisation Management and Control pursuant to Legislative Decree 231/2001 Health and Safety Policy
	Gender equality	Code of Conduct Corporate governance model and Model of Organisation Management and Control pursuant to Legislative Decree 231/2001
	Industrial relations & employment conditions	Code of Conduct Corporate governance model and Model of Organisation Management and Control pursuant to Legislative Decree 231/2001 Participation in European Works Council (EWC)
Respect of human rights	Health and safety	Code of Conduct Health and Safety Policy Corporate governance model and Model of Organisation Management and Control pursuant to Legislative Decree 231/2001 Occupational Health and Safety systems (UNI EN ISO 45001, OHSAS 18001 or equivalent)
Anti-corruption	Antitrust & anti-corruption	Code of Conduct Corporate governance model and Model of Organisation Management and Control pursuant to Legislative Decree 231/2001



REFERENCES TO PARAGRAPHS	CORRELATION WITH GRI STANDARDS
<p>Chap. Governance and ethics - Corporate Governance, Box Code of Conduct, par. Code of Conduct, internal control and risk management system</p> <p>Chap. Environmental aspects - Climate change, energy and CO<sub>2</sub> emissions, par. Greenhouse gases emissions</p> <p>Chap. Environmental aspects - Environmental protection, par. Management of other atmospheric emissions and local impacts</p>	<p>305-1 Direct (Scope 1) GHG emissions</p> <p>305-2 Energy indirect (Scope 2) GHG emissions</p> <p>305-4 GHG emissions intensity</p> <p>305-5 Reduction of GHG emissions</p> <p>305-7 Nitrogen oxides (NO<sub>x</sub>), sulphur dioxides (SO<sub>x</sub>) and other significant air emissions</p>
<p>Chap. Governance and ethics - Corporate Governance, Box Code of Conduct, par. Code of Conduct, internal control and risk management system</p> <p>Chap. Environmental aspects - Climate change, energy and CO<sub>2</sub> emissions, par. Consumption of thermal and electric energy</p> <p>Chap. Environmental aspects - Circular economy, par. Consumption of materials</p>	<p>301-1 Materials used by weight or volume</p> <p>301-2 Recycled input materials used</p> <p>302-1 Energy consumption within the organisation</p> <p>302-3 Energy intensity</p> <p>302-4 Reduction of energy consumption</p>
<p>Chap. Environmental aspects - Environmental protection, par. Water consumption</p>	<p>303-1 Interaction with water as a shared resource</p> <p>303-2 Management of water discharge-related impacts</p> <p>303-3 Water withdrawal</p> <p>303-5 Water consumption</p> <p>Consumption of water per ton of cementitious product</p> <p>Consumption of water per cubic metre of concrete</p>
<p>Chap. Governance and ethics - Corporate Governance, Box Code of Conduct, par. Code of Conduct, internal control and risk management system</p> <p>Chap. Environmental aspects - Environmental protection, Box Biodiversity</p>	<p>304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</p>
<p>Chap. Governance and ethics - Corporate Governance, Box Code of Conduct, par. Code of Conduct, internal control and risk management system</p> <p>Chap. Environmental aspects - Environmental protection, par. Management of other atmospheric emissions and local impacts</p>	<p>Production sites with monitoring of noise emissions</p> <p>Investments for noise mitigation interventions</p>
<p>Chap. The Group at a glance, Box Value generated and distributed</p> <p>Chap. Governance and ethics - Tax management</p>	<p>201-1 Direct economic value generated and distributed</p> <p>207-1 Approach to tax</p> <p>207- 2 Tax governance, control, and risk management</p> <p>207-3 Stakeholder engagement and management of concerns related to tax</p> <p>207-4 Country-by-country reporting</p>
<p>Chap. Sustainability approach - Stakeholder engagement</p>	<p>413-1 Operations with local community engagement, impact assessments, and development programs</p>
<p>Chap. Governance and ethics - Corporate Governance, Box Code of Conduct</p> <p>Chap. Social aspects - Supply chain and human rights</p>	<p>204-1 Proportion of spending on local suppliers</p>
<p>Chap. Environmental aspects - Circular economy, par. Product Life Cycle (LCA/EPD)</p>	<p>417-1 Requirements for products and service information and labelling</p> <p>Clinker/cement ratio</p>
<p>Chap. Social aspects - Human resources, par. Working conditions and employment data and par. Training and professional development</p>	<p>401-1 New employee hires and employee turnover</p> <p>404-1 Average hours of training per year per employee</p> <p>404-3 Percentage of employees receiving regular performance and career development reviews</p>
<p>Chap. Social aspects - Human resources, par. Workplace diversity</p>	<p>405-1 Diversity of governance bodies and employees</p>
<p>Chap. Social aspects - Human resources, par. Collective bargaining</p>	<p>402-1 Minimum notice periods regarding operational changes</p>
<p>Chap. Social aspects - Occupational health and safety</p> <p>Chap. Social aspects - Supply chain and human rights</p>	<p>403-1 Occupational health and safety management system</p> <p>403-2 Hazard identification, risk assessment, and incident investigation</p> <p>403-3 Occupational health services</p> <p>403-4 Worker participation, consultation, and communication on occupational health and safety</p> <p>403-5 Worker training on occupational health and safety</p> <p>403-6 Promotion of worker health</p> <p>403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</p> <p>403-8 Workers covered by an occupational health and safety management system</p> <p>403-9 Work-related injuries</p>
<p>Chap. Governance and ethics - Business integrity, par. Antitrust and par. Anti-corruption</p>	<p>205-2 Communication and training about anti-corruption policies and procedures</p> <p>205-3 Confirmed incidents of corruption and actions taken</p>



**BUZZI SPA**

**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 18 JANUARY 2018**

**YEAR ENDED 31 DECEMBER 2023**



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

*pursuant to article 3, paragraph 10, of Legislative Decree 254/2016 and article 5 of CONSOB regulation n. 20267 of 18 January 2018*

To the Board of Directors of Buzzi SpA

Pursuant to article 3, paragraph 10, of Legislative Decree No. 254 of 30 December 2016 (the "Decree") and article 5, paragraph 1 g), of CONSOB Regulation No. 20267/2018, we have undertaken a limited assurance engagement on the "Sustainability report 2023 - Consolidated non-financial statement" of Buzzi SpA and its subsidiaries (hereinafter the "Group") for the year ended 31 December 2023 prepared in accordance with article 4 of the Decree and approved by the Board of Directors on 28 March 2024 (hereinafter the "NFS").

Our review does not extend to the information set out in the paragraph titled "Taxonomy" of the Group's NFS, required by article 8 of Regulation (EU) 2020/852.

### ***Responsibilities of the Directors and the Board of Statutory Auditors for the NFS***

The directors are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and with the Global Reporting Initiative Sustainability Reporting Standards defined by the GRI - Global Reporting Initiative (hereinafter the "GRI Standards"), with reference to a selection of GRI Standards identified by them as the reporting standard.

The directors are also responsible, in the terms prescribed by law, for such internal control as they determine is necessary to enable the preparation of a NFS that is free from material misstatement, whether due to fraud or error.

Moreover, the directors are 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 for an understanding of the Group's activities, development, performance and related impacts.

Finally, 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 identifying and managing the risks generated and/or faced by the latter.

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 (including International Independence Standards) (IESBA Code) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. In the period this engagement refers to our firm applied International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintained a comprehensive system of quality control including policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### ***Auditor's Responsibilities***

Our responsibility is to express a limited assurance conclusion, based on the procedures we have 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 ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information* (hereinafter "ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the NFS is free from material misstatement. Therefore, the procedures performed were less in extent than for a reasonable assurance engagement conducted in accordance with ISAE 3000 Revised and, consequently, 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 included inquiries, mainly of personnel of the company responsible for the preparation of the information presented in the NFS, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

1. analysis of the relevant matters reported in the NFS in relation 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 with the reporting standard adopted;
2. analysis and assessment of the criteria used to identify the consolidation perimeter, in order to assess their compliance with the Decree;
3. comparison of the financial information reported in the NFS with the information reported in the 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 in 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;
  - key 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 item 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 detail, we held meetings and interviews with the management of Buzzi SpA and we performed limited analyses 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 Group 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 its consistency with available evidences;
  - 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 company, Cimalux SA (Luxembourg), which we selected on the basis of its activity, its contribution to the key performance indicators at a consolidated level and its location, we carried out site visits during which we met with local management and gathered supporting documentation regarding the correct application of the procedures and calculation methods used for the key performance indicators.

### **Conclusion**

Based on the procedures performed, nothing has come to our attention that causes us to believe that the NFS of the Group for the year ended 31 December 2023 is not prepared, in all significant respects, in accordance with articles 3 and 4 of the Decree and the GRI Standards, with reference to a selection of GRI Standards identified by them as the reporting standard.

Our conclusion above does not extend to the information set out in the paragraph titled “Taxonomy” of the Group’s NFS, required by article 8 of Regulation (EU) 2020/852.

Turin, 15 April 2024

PricewaterhouseCoopers SpA

*Signed by*

Piero De Lorenzi  
(Partner)

*Signed by*

Paolo Bersani  
(Authorised 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 2023 translation.*

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

**Buzzi S.p.A.**

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Share Capital euro 123,636,658.80

Company Register of Alessandria-Asti no. 00930290044

**Cover photo:**

Construction of infrastructure A16 "De Groene Boog", Rotterdam, Netherlands

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