

Report on Corporate Governance and ownership structure

pursuant to article 123 bis of Legislative Decree February 24, 1998 no. 58 as amended

referring to the year ended December 31, 2019

MARCH 25, 2020

Buzzi Unicem SpA

Registered Office: Casale Monferrato (AL) - via Luigi Buzzi n. 6

Share capital: euro 123,636,658.80 fully paid up

Chamber of Commerce of Alessandria: 00930290044

Website: www.buzziunicem.com

REPORT ON CORPORATE GOVERNANCE AND OWNERSHIP STRUCTURE

Introduction

This report contains the information on the corporate governance and ownership structure of Buzzi Unicem SpA (hereinafter referred to as Buzzi Unicem) pursuant to article 123 bis of Legislative Decree February 24, 1988 no. 58 as amended (hereinafter referred to as TUF), also in compliance with the Code of Conduct of listed companies approved in July 2018 by the Corporate Governance Committee and promoted by Borsa Italiana S.p.A, Ania, Assogestioni, Assonime and Confindustria (hereinafter referred to as "Code of Conduct" or simply "Code") to which Buzzi Unicem adheres under the terms reported in this report.

The above Code of Conduct to which Buzzi Unicem adheres is available to the public on the Corporate Governance Committee's website (<http://www.borsaitaliana.it/comitato-corporate-governance/codice/codice.htm>).

Part I – General description of Buzzi Unicem SpA organizational structure

Buzzi Unicem SpA's organizational structure consists of the following main corporate bodies:

- Shareholders' meeting;
- Board of directors;
- Chairman of the board of directors;
- one Vice Chairman of the board of directors;
- two Managing Directors;
- Statutory auditors' committee.

This structure corresponds to the "traditional management and control model" issuing from the rules provided by the corporate law reform implemented by Legislative Decree no. 6 of January 17, 2003 as amended.

For the time being, the alternative management and control systems provided by the corporate law reform shall not be adopted.

Part II – Information on ownership structure

a) Shareholding structure and rights of the categories of shares (article 123 bis, paragraph 1, letter a), TUF

As at the date of this report, Buzzi Unicem's subscribed and paid up share capital amounts to 123,636,658.80 euro consisting of #165,349,149 ordinary shares (80.243% of share capital) and #40,711,949 savings shares (19.757% of share capital), all with a par value of 0.60 euro each.

The holders of the "Buzzi Unicem €220,000,000 1.375% Equity-Linked Bonds due 2019" required the full conversion of the bond within its maturity on July 17, 2019. At the service of these conversions, all the #7,050,000 ordinary treasury shares held by the company were used and for the remainder an amount was paid in cash corresponding to the average price of

ordinary shares in a specific period subsequent to the conversion request. Therefore, no new ordinary shares were issued and the share capital remained unchanged. Below are summary tables relating to the share capital structure and other financial instruments that give the right to subscribe for new shares:

SHARE CAPITAL STRUCTURE			
	Share no.	% vs. capital	Listed (Market)/not listed
Ordinary shares	165.349.149	80,243	MTA/FTSE MIB index Italy
Savings shares (with no voting rights)	40.711.949	19,757	MTA Italy
Multiple voting shares	-	-	-
Limited-voting shares	-	-	-
other	-	-	-

Ordinary and savings shares bear the rights and privileges as per articles 6, 7, 25, 27 and 28 of the bylaws. The key provisions are provided here below.

Ordinary shares are registered shares; savings shares are either bearer or registered shares at the option of their holder or as required by the law. All shares are issued in dematerialized form and are listed for trading on the Electronic Share Market managed by Borsa Italiana S.p.A.

Each ordinary share is entitled to vote in all ordinary and extraordinary shareholders' meetings without any restrictions whatsoever. Savings shares are not entitled to vote.

The share capital may be increased also through the issue of shares bearing rights which differ from those attached to the outstanding shares, as well as through contribution in kind or by way of receivables.

In the event of increases in the share capital, holders of shares in each category shall be entitled to a proportional right of pre-emption on the newly issued shares in the same category or on newly issued shares in other categories, if shares of the same category are not available or their number is insufficient.

The capital can be increased within the limit of 10% of the existing share capital also in case of cash payment and with the exclusion of the pre-emption right, on condition that the issuing price corresponds to the market value of the shares and this is confirmed by a legal auditor or a legal auditing firm in a special report.

Resolutions authorising the issuance of new shares bearing the same features as those already outstanding, either through capital increases or through the conversion of shares of another category, do not require further approval by special shareholders' meetings.

In case of reduction in share capital to cover losses, savings shares par value shall not be reduced, save to the extent to which the losses in question exceed the overall par value of the other shares.

In case savings shares should be delisted, they shall be converted into preferred shares, without any change in their dividend rights and assets distribution, with the features and

procedures to be established by resolution of the extraordinary shareholders' meeting to be held within three months from delisting.

In case ordinary shares should be delisted, the additional dividend payable on savings shares in excess of the dividend payable to ordinary shares shall be automatically increased so as to represent 4.5% of the par value.

In order to ensure that the common representative is adequately informed about the transactions which may affect the listed prices of savings shares, the company's legal representative shall promptly inform the common representative of any such issues.

Net profit as indicated in the financial statements shall be allocated as follows:

- a) five percent to legal reserve until the amount of the latter reaches one fifth of the company's share capital;
- b) by way of a preferential dividend on savings shares up to the amount of five percent of the par value thereof;
- c) save where otherwise resolved by the shareholders' general meeting, the remainder by way of dividend on shares, in such manner that savings shares receive an overall dividend that exceeds the dividend payable to ordinary shares by four percent of the par value of the said savings shares.

In case, in a given fiscal year, savings shares should be assigned a dividend of less than five percent of their par value, the difference shall be compensated by an increase in the preferential dividend borne by such savings shares, during the two following fiscal years.

Dividends unclaimed for 5 years from the day they became payable shall be forfeited to the benefit of the company.

In case of distribution of reserves, savings shares shall have the same rights as ordinary shares.

In case of dissolution, the company's assets shall be distributed as follows, in order of priority:

- a) to the savings shares up to their par value;
- b) to the ordinary shares up to their par value;
- c) the remainder, if any, shall be equally shared between the two categories of shares.

No financial instrument grant schemes exist.

b) Restrictions on share transfer (article 123 bis, paragraph 1, letter b), TUF)

There are no restrictions on share transfer or acceptance clauses.

c) Significant shareholdings (article 123 bis, paragraph 1, letter c, TUF)

As resulting from Buzzi Unicem shareholders' register, integrated with Consob communications and available information, Buzzi Unicem's shareholders that, as at the date of this report, directly or indirectly hold shares with voting rights in the ordinary general meeting representing more than 3% of the ordinary stock or a number of shares equal to or greater than the other thresholds established by the applicable regulations, are the following:

Fimedi Group
PRESA SpA
FIMEDI SpA

No. of ordinary shares	% of ordinary stock
79,200,000	47.899
18,261,300	11.044
97,461,300	58.943

As at the date of this report, based on the above mentioned ownership, Fimedi S.p.A. directly or through Presa S.p.A. (subsidiary with a stake of 100%% of ordinary stock) is Buzzi Unicem majority shareholder.

d) Shares granting special rights of control (article 123 bis, paragraph 1, letter d), TUF)

No shares granting special rights of control have been issued.

e) Employees' shareholding: system of voting rights exercise (article 123 bis, paragraph 1, letter e), TUF)

There are no employees' shareholding plans in which the voting right is not directly exercised by the same.

f) Restrictions on voting right (article 123 bis, paragraph 1, letter f), TUF)

There are no restrictions on voting rights nor terms imposed for the exercise of the voting rights nor systems in which, with the company's cooperation, the financial rights attached to shares are separate from their ownership.

g) Shareholders' agreements (article 123 bis, paragraph 1, letter g,) TUF)

As far as Buzzi Unicem is aware, no shareholders agreements, as per art. 122 of TUF, exist related to Buzzi Unicem shares.

h) Clauses of change of control (article 123 bis, paragraph 1, letter h,) TUF) and statutory provisions on offers to purchase (articles 104, paragraph 1 ter, and 104 bis, paragraph 1 TUF)

As regards the existence of significant agreements which become effective, are modified or terminate in the event of direct and/or indirect change in the control of the company, it is important to note the following.

The revolving credit facility for a maximum amount of 200 million euro obtained in October 2015 and extended until December 2018, syndicated among some primary Italian and foreign banks as well as a loan of 100 million American dollars obtained from a leading American Bank in October 2019 contain a clause that in case of a decrease in the controlling shareholder's stake under 50% (or under 40% in the absence of other shareholders with a stake equal to or higher than that of the controlling shareholder) of Buzzi Unicem's voting rights, if no agreement is reached among the financing banks on the amendment, if

necessary, of the loan terms, each bank can require the cancellation of the line of credit and the advance repayment of the part of the loan potentially granted.

Similarly, another line of credit for a maximum amount of 100 million euro, that was obtained at the end of May 2015 from a leading Italian bank, provides an opportunity for the latter to terminate the same line of credit, if the current controlling shareholder ceases to hold the majority of voting rights which are exercisable at Buzzi Unicem's shareholders' meeting.

The bond "Buzzi Unicem S.p.A. €500,000,000 - 2.125% Notes due 28 April 2023" issued on April 28, 2016 for an amount of 500 million euro contains a clause that, as it is customary, mandates call option if more than 50% of the voting rights of Buzzi Unicem are acquired by parties other than Buzzi Unicem's current controlling shareholder, on condition that, in the period of time elapsing from the disclosure of the prospective change of control and the expiry of the 120th day subsequent to the announcement that the change of control has occurred, the notes would no longer be rated or the rating would be downgraded (from investment grade to non investment grade or, if they were already rated as non investment grade, any downgrade).

Moreover the loans obtained by Buzzi Unicem and its subsidiary Dyckerhoff in September 2017 for a total amount of 250 million euro and by Buzzi Unicem in July 2018 for an amount of 135 million US dollar and in August 2019 for an amount of 200 million euro, by means of the German "Schuldschein" legal instrument, provide for a clause that gives lenders the possibility to request early repayment of the loan, if a party other than the current controlling parties acquires more than 50% of entire voting stock of Buzzi Unicem, provided that Buzzi Unicem suffers a rating reduction or that the change in the control is in contrast with the regulation of the country of the/of lenders.

As for the companies w&p Cementi SpA and Salanit Anhovo Gradbeni Materiali d.d., of which Buzzi Unicem holds an interest of 25% in the share capital, some shareholders' agreements have been entered into and are in force with the majority shareholder of the two companies which provide, among other things, that in the event of a change of control of either party, the other party is entitled to sell the whole of its shareholding to the part for which there has been a change of control at a price determined on the basis of the assessment by an independent expert appointed by the parties or, in case of disagreement, respectively, by the Court of Padova and Ljubljana.

Moreover, regarding the Mexican Company Corporación Moctezuma S.A.B. de C.V., of which Buzzi Unicem owns 50% of the controlling stake, a shareholders' agreement has been entered into and is in force with the other partner holding the remaining 50% of the controlling stake, which provides that in the event of changes in the control of either of the parties involved, the other party is entitled alternatively to (i) buy Corporación Moctezuma S.A.B. de C.V.'s shares at the same price as they were valued in the transaction which involved the change of control, or (ii) ask to sell to the third party also its own shareholding interest in Corporación Moctezuma S.A.B. de C.V, always at the same price as the shares were valued in the transaction which involved the change of control or (iii) accept the change of control.

As part of the agreement between Buzzi Unicem and Brennand Cimentos containing the management rules for the joint control at 50% of the BCPAR SA joint venture, a Put option can be exercised by Brennand Cimentos starting from January 1, 2023 and a Call option can be exercised by Buzzi Unicem starting from January 1, 2025, referring to the remaining 50% stake held by Brennand Cimentos. Among other things, the agreement between the two shareholders provides that, in the event of a change in the control of Buzzi Unicem or Brennand Cimentos, the deadline from which the Put and Call options, respectively, are exercisable is anticipated at the time of the change of control itself.

Moreover regarding Kosmos Cement Company, a company operating in the United States and of which the subsidiary RC Lonestar Inc. owns a stake of 25% of the capital stock, an agreement exists with the other partner, which provides that in the event of changes in the control of either of the parties involved, the other party is entitled to sell its whole shareholding interest in Kosmos Cement Company to the other party for which the change of control has occurred at a price fixed on the basis of the company's book value reported in the latest financial statements. It should be noted that on March 6, 2020 the aforementioned company sold substantially all the assets, therefore holding mainly liquidity to be distributed to the shareholders.

Buzzi Unicem has not introduced any statutory provisions concerning takeover bids pursuant to Article 104, paragraph 1 ter, and 104 bis, paragraph 1, of TUF.

i) Agreements between the company and the directors (article 123 bis, paragraph 1, letter i), TUF)

No agreements have been entered into between Buzzi Unicem and the directors which provide for an indemnity in the case of resignation or dismissal without just cause or termination following a takeover bid.

No agreements exist which provide for the granting or maintaining of non-monetary benefits in favor of subjects whose assignments or "ad hoc" consultancy contracts for a period subsequent to the termination of the employment relationship have ceased.

Since no non-compete agreements exist, equally no agreements exist that provide for compensation for non-compete pledges.

For further information reference is made to the Report on remuneration drawn up pursuant to art. 123 ter of TUF.

l) Appointment and replacement of the directors and bylaws amendments (article 123 bis, paragraph 1, letter l), TUF)

The appointment of directors occurs by means of the slate voting system provided by art. 13 of the bylaws. In short the rules for the appointment and the replacement of directors provided by the bylaws are the following:

- the possibility to submit lists by shareholders with voting rights representing at least 2.5% of the voting stock in the ordinary general meeting or a different percentage fixed by

Consob's regulation; Consob set this threshold at 1% of the voting stock for 2017, i.e. when the board of directors was renewed, and also for the following years;

- the obligation to deposit the lists within the terms provided by the applicable regulations (the 25th day prior to the shareholders' meeting day) and to include in the lists consisting of at least three candidates at least two directors that qualifies as independent directors according to the article 147 ter of TUF and to complete the lists with the candidates' curricula;
- the obligation to form lists consisting of at least three candidates so that the gender less represented in the list would reach at least the minimum number provided by the regulations in force;
- a voting system which provides that all directors be elected from the list which obtained most of the votes except one who will be reserved to the list that obtained the second greatest number of votes, being understood that the lists which did not achieve a percentage of votes equivalent at least to half the percentage required to submit the list shall be disregarded;
- in case only one list should be submitted, the shareholders' meeting shall resolve by the simple majority of votes and should this list obtain the majority of the votes, the candidates shall be elected as directors in progressive order up to the number fixed by the shareholders' meeting;
- a voting system that provides that in the event the number of independent directors ex art. 147 ter of TUF provided by the applicable regulations, should not be elected, instead of the last one or, if need be, the second-last elected in the list which got the majority of votes, the first or, if need be, the second independent director ex art. 147 ter of TUF included in the list shall be considered as elected;
- the replacement within the majority list of the last elected candidates belonging to the gender more represented by others belonging to the gender less represented, in the event a gender should be less represented than what provided by the regulations in force as a consequence of slate vote;
- should it not be possible in whole or in part to appoint the directors according to the above rules, or in case of directors appointed as a consequence of the earlier termination from office of directors or as a consequence of the resolution to increase their number, the shareholders' meeting resolves by the simple majority of votes, in compliance with the regulations in force, including the rules that ensure the gender balance;
- in the event of replacement of directors pursuant to art. 2386, 1st paragraph of the civil code, the appointment shall be effected in compliance with the regulations in force, including the rules that ensure the gender balance.

The board of directors, in the meeting held at the date of this report, making use of the powers attributed by the bylaws, adapted the statutory provisions regarding gender quotas to the new regulations contained in art. 147 ter, paragraph 1 ter, of the TUF, as amended, as of January 1, 2020, by the Budget Law 2020.

No provisions exist for the amendments of the bylaws other than those provided by the law and the applicable regulations, being understood that pursuant to art. 2365, paragraph 2 of the Civil Code, the Board of Directors is vested with the non-exclusive competence on (i) the resolutions on mergers by incorporation of companies in which the company holds the whole share capital or at least ninety percent of the share capital; (ii) the resolution on reduction of share capital in case of withdrawal of shareholders; (iii) the amendments of the bylaws to make them consistent with law provisions; (iv) the transfer of the registered office within the national territory, (v) the setting-up, change or closing-down of secondary offices.

m) Powers to increase the capital (article 123 bis, paragraph 1, letter m), TUF)

The extraordinary shareholders' meeting of May 12, 2017 granted the board of directors, for a length of 5 years from the shareholders' meeting resolution, the power to increase, in one or successive tranches, also separately, for a consideration or without consideration, the capital up to a maximum amount of 25,000,000 euro, through the issue of ordinary and/or savings shares, also excluding the pre-emption right, in the case of capital increase for a consideration, in the following circumstances:

- pursuant to article 2441, 4th paragraph, first sentence, of the civil code against contribution of companies and/or equity interests in companies whose activities fall within the corporate purpose or are similar to or complementary to;
- pursuant to article 2441, 5th paragraph of the civil code in favor of Italian or foreign institutional investors or of companies whose activities fall within the corporate purpose or are similar to or complementary to, when the company's interest requires it;
- pursuant to article 2441, 5th paragraph of the civil code in order to assign the conversion right to bonds already issued in favor of qualified Italian or foreign investors and therefore at the service of the conversion option into ordinary and/or savings shares of holders of the aforementioned bonds, when this is requested by the company's interest.

The directors, without prejudice to their competence to issue bonds under the law, have also the power, for a length of 5 years from the resolution of the extraordinary shareholders' meeting of May 12, 2017, to issue, in one or more tranches, also separately, convertible bonds and/or warrants up to a maximum amount of 300,000,000 euro, ensuring, however, that the amount issued through each tranche does not exceed the limits imposed by the law, with the additional power for the corresponding capital increase, also excluding the pre-emption right pursuant to article 2441, 5th paragraph of the civil code, and in this case in favor of Italian or foreign institutional investors or of companies whose activities fall within the corporate purpose or are similar to or complementary to, when the company's interest requires it as well as pursuant to article 2441, 4th paragraph, second sentence, of the civil code, within the limits hereunder stated.

The same shareholders' meeting granted the board of directors, for a length of 5 years from the shareholders' meeting resolution, the additional power to increase for a consideration, in one or more tranches, also separately, the capital up to an additional maximum amount of 12,000,000 euro, through the issue of ordinary and/or savings shares, also subject to the

issue of convertible bonds and/or warrants, and/or in order to assign the conversion right to bonds already issued in favor of qualified Italian or foreign investors and therefore at the service of the conversion option into ordinary and/or savings shares of holders of the aforementioned bonds, excluding the pre-emption right, pursuant to article 2441, 4th paragraph, second sentence of the civil code, in favor of Italian or foreign institutional investors or of companies whose activities fall within the corporate purpose or are similar to or complementary to.

n) Authorization to the purchase of treasury shares (article 123 bis, paragraph 1, letter m), TUF)

The shareholders' meeting of May 9, 2019 authorised the board of directors to buy back, in one or more tranches, treasury shares up to a maximum of #7,000,000 ordinary shares and/or savings shares (in addition to those held at the date of the shareholders' meeting) for a purchasing price ranging from a minimum of 0.60 euro to a maximum not exceeding 10% of the reference price respectively of the ordinary share or savings share recorded in the stock market session of the day preceding the completion of each individual transaction.

The maximum overall amount of purchase is 210,000,000 euro, to be withdrawn from the share premium reserve or other available reserves.

This authorization entitles the board of directors also to dispose of treasury shares in portfolio and to use them (i) by means of transfer with cash consideration and in this case at a minimum price not lower than 10% of the reference price respectively of the ordinary share or savings share recorded in the stock market session of the day preceding the completion of each individual transaction; or (ii) for any distribution to directors and employees of the company or its subsidiaries pursuant to art. 2359 of the civil code as well as for the allocation, if any, to shareholders, also in the form of a dividend, and in these cases they may be transferred even without consideration; or (iii) as consideration in extraordinary transactions, also of equity interest swaps, exchange, contribution or conversion of bonds already issued or of any future issuance, and in this case according to economic conditions and criteria established by the administrative bodies regarding the modalities of disposition and to the best interest of the company.

Moreover the company can avail itself of the procedure for the purchase of treasury shares provided by any market rules approved by Consob as well as in compliance with art. 144 bis, paragraph 1-bis, of Consob Regulation no. 11971/99 and subsequent amendments, and therefore under the conditions indicated by art. 5 of EU Regulation no. 596/2014.

The authorization to the purchase and/or the exercise of the pre-emption right lasts 18 months from the date of the shareholders' meeting resolution.

During 2019, the company did not purchase treasury shares but, as mentioned, used the #7,050,000 ordinary treasury shares already held to the service of the conversion of the bond "Buzzi Unicem €220,000,000 1.375% Equity-Linked Bonds due 2019".

As at the date of year end 2019 and at the date of this report, the company therefore owns #29,290 savings treasury shares, equal to 0.072% of the savings capital and to 0.014% of the entire share capital.

The board of directors, in the meeting held on the date of this report, resolved to request the shareholders' general meeting again to assume the resolution of purchase and disposal of treasury shares for an additional length of 18 months, authorising the board of directors to purchase up to a maximum #7,000,000 ordinary shares and/or savings shares (in addition to those held at the date of the shareholders' meeting) for a maximum countervalue of 140,000,000 euro, under the same conditions as the previous shareholders' authorization and to dispose of own shares held or acquired by virtue of the authorizing resolution.

Even considering the full use of the new proposed authorization, the maximum number of treasury shares that would be held by Buzzi Unicem would be equal to 3.411% of the entire share capital and, therefore, well below the threshold set by the 3rd paragraph of art. 2357 of the civil code, equal to 20% of the share capital.

o) Direction and coordination activities (article 16 of Consob Regulation no. 20249/2017)

Buzzi Unicem is not subject to direction or coordination activities by companies or entities, since the company's management decisions and strategic and operational guidelines are defined in full autonomy with no directions from the holding company.

Part III – Information on Buzzi Unicem corporate governance system and on the adoption of the Code of Conduct

1. Board of directors

1.1 Role and competence of the board of directors

The board of directors is the collective body for the government of the company vested with all powers relating to the ordinary and special management of the company.

The board of directors primarily performs a guideline and control function with respect to the general activities of the company and of its group, without prejudice to the tasks assigned by law to the various entities of the group.

Specifically, the board of directors inter alia shall:

- a) adopt the company's rules of corporate governance and lay down the guidelines for the group's corporate governance and assess the adequacy of the group's organizational structure, particularly as regards the internal control and risk management system;
- b) establish the strategic, operational and financial plans of the company and the group, with special reference to the subsidiaries of strategic relevance, identified on the basis of book value of the equity investment compared to Buzzi Unicem SpA's assets;
- c) delegate and revoke powers to the Chairman, the Vice Chairmen, the Managing Directors and, where appointed, the executive committee, establishing limits and manner of exercising them;

- d) approve the transactions that, by virtue of the limits of the powers delegated as stated in paragraph 1.6. below, are the exclusive responsibility of the board of directors;
- e) resolve on the transactions having a significant impact on the company's profitability, assets and liabilities or financial position, meaning those for which Buzzi Unicem SpA is obliged to inform the market of the communications required by the regulations in force. As for transactions with related parties, please refer to article 4.1 below;
- f) examine the transactions having a significant impact on the group's profitability, assets and liabilities or financial position, which are considered to be those which Buzzi Unicem S.p.A. is required to disclose to the market according to the rules in force. However it is pointed out that the management activity on the subsidiaries is assigned to Buzzi Unicem SpA's executive directors, who sit on the major subsidiaries' board of directors and act within the directions established by Buzzi Unicem SpA's board of directors, to which they periodically refer;
- g) determine, after consulting the statutory auditors' committee, the remuneration of the directors appointed to special positions within the company and, should not the shareholders' meeting have already provided, allocate the total amount to which the single members of the board are entitled;
- h) supervise the general performance of the company with special reference to transactions involving related parties, paying special attention to the information received from the executive directors;
- i) report to shareholders at general meetings on the activity performed and scheduled, in observance of the rules on inside information;
- l) appoint and revoke the manager responsible for preparing the company's financial reports. Moreover, the bylaws, pursuant to art. 2365, 2nd paragraph of the civil code, attribute to the non-exclusive competence of the board of directors (i) the resolutions on mergers by incorporation of companies in which the company holds the whole share capital or at least ninety percent of the share capital; (ii) the resolution on reduction of share capital in case of withdrawal of shareholders; (iii) the amendments of the bylaws to make them consistent with law provisions; (iv) the transfer of the registered office within the national territory, (v) the setting-up, change or closing-down of secondary offices.

The board of directors meets at regular intervals, at least quarterly, as provided by article 15 of the bylaws in force.

Moreover the bylaws require the directors to provide, at least quarterly, the board of directors and the statutory auditors' committee, with adequate information on the activities performed on the exercise of their delegated powers, on the most significant transactions carried out by the company or its subsidiaries, especially on those in which they have a personal interest or an interest on behalf of third parties and those influenced by the subject that may exercise the activity of management and co-ordination.

To this purpose the board of directors has prepared and approved a quarterly report scheme which the executive directors have to render to the board itself and to the statutory auditors' committee about management activities and transactions having a significant impact on the

company's profitability, assets and liabilities or financial position (especially transactions concerning purchase or sale of equity interests, companies, real estate and joint ventures for an amount exceeding 5 million euro, company's re-organization or restructuring and major corporate transactions) of the company and its subsidiaries.

Based on the reports received, the board of directors has periodically assessed the operating performance of the group and the company.

During 2019 the board of directors approved the group's five-year economic plan, examined the strategic guidelines and resolved on the main transactions having a significant impact on the company's profitability, assets and liabilities or financial position.

1.2 Structure of the board of directors

The company's board of directors is made up of a variable number of members from a minimum of 7 up to a maximum of 15. The number of members is resolved by the shareholders' meeting.

The board of directors presently in office, appointed by the ordinary shareholders' meeting of May 12, 2017, is made up of 12 members. The current composition follows the termination due to death on December 23, 2017 of director Oliviero Maria Brega and his replacement pursuant to art. 2386 of the civil code with Luca Dal Fabbro, following the resolution of the board of directors of February 8, 2018. The appointment was confirmed by the ordinary shareholders' meeting of May 10, 2018.

Luca Dal Fabbro, with effect from March 28, 2019, resigned due to corporate appointments and the ordinary shareholders' meeting, upon proposal of a group of international and national institutional investors, who hold 0.9501% of the entire voting stock, appointed Mario Paterlini as director.

The mandate of the board will expire on the date of the meeting called to approve the financial statements as at December 31, 2019.

The following table reports the current composition of the board with reference to the respective positions and qualifications of each director:

Name and Surname	Position	Qualification
Enrico Buzzi	Chairman	Executive
Veronica Buzzi	Vice Chairman	Non-executive
Michele Buzzi	Managing Director	Executive
Pietro Buzzi	Managing Director	Executive
Paolo Burlando	Director	Non-executive
Elsa Fornero	Director	Non-executive - independent
Aldo Fumagalli Romario	Director	Non-executive - independent
Linda Orsola Gilli	Director	Non-executive – independent
Antonella Musy	Director	Non-executive - independent
Mario Paterlini	Director	Non-executive - independent
Gianfelice Rocca	Director	Non-executive - independent
Maurizio Sella	Director	Non-executive - independent

It should also be noted that Alessandro Buzzi (previously Chairman of the company from 2003 to 2014) was awarded the post of Honorary Chairman of the company, and he does not sit on the board.

Attached to this report are the curricula of the members of the board of directors, which report exhaustive information about them on both a personal and professional level.

Please find below information about the positions currently held by the directors in other companies listed on regulated markets, including foreign markets, as well as those held in financial companies, banks, insurance companies and large companies not belonging to Buzzi Unicem group:

Name and Surname	Company	Position in the company
Enrico Buzzi	Fimedi S.p.A.	CEO
	Corporacion Moctezuma S.A.B. de C.V.	Chairman
Veronica Buzzi	Banca Patrimoni Sella & C. S.p.A.	Director
Michele Buzzi	-	-
Pietro Buzzi	Fimedi S.p.A.	Chairman
	Presa S.p.A.	Chairman
	Corporacion Moctezuma S.A.B. de C.V.	Director
Paolo Burlando	Presa S.p.A.	Director
	Mutui On Line S.p.A.	Regular auditor
	Innovazione Finanziaria SIM S.p.A.	Regular auditor
	Centro Finanziamenti S.p.A.	Regular auditor
	Yarpa Investimenti SGR S.p.A.	Regular auditor
	United Venture One SICAF EuVECA S.p.A.	Director
Elsa Fornero	CLV S.p.A.	Chairman of the Statutory Auditors' Committee
	Centrale del Latte d'Italia S.p.A.	Independent director
Aldo Fumagalli Romario	Italmobiliare S.p.A.	Independent director
Linda Orsola Gilli	SOL S.p.A.	Chairman and CEO
	INAZ S.r.l.	CEO
Antonella Musy	INAZ Paghe S.r.l.	Sole Director
	LVG S.r.l.	Chairman
Mario Paterlini Gianfelice Rocca	-	-
	ERG S.p.A.	Independent director
	Tenova S.p.A.	Chairman
	San Faustin S.A.	Chairman
	TEUR S.p.A.	Chairman and CEO
	Humanitas S.p.A.	Chairman
	Humanitas Mirasole S.p.A.	Chairman
	Techint Industrial Corporation S.p.A.	Chairman
Techint Holdings S.àr.l.	Director	

	Techint Financial Corporation	Director
	Domus Aurea Ltd.	Director
	Allianz S.p.A.	Director
	Brembo S.p.A.	Independent director
	Cliniche Gavazzeni S.p.A.	Director
	Tenaris S.A.	Director
	Ternium S.A.	Director
Maurizio Sella	Banca Sella Holding S.p.A.	Chairman
	Banca Sella S.p.A.	Chairman
	Banca Patrimoni Sella & C. S.p.A.	Chairman
	Maurizio Sella S.A.p.A.	Chairman
	Selban S.p.A.	Chairman
	Finind S.p.A.	Director
	Tollegno Holding S.p.A..	Director

The appointment of the board of directors took place by slate voting, as specified in art. 13 of the bylaws.

Specifically, for the appointment purposes, two lists were deposited by the submittal deadline and under the terms provided by the bylaws:

- the one submitted by the controlling shareholders Fimedi S.p.A. and Presa S.p.A, jointly holders, at the list's submittal date, of 58.634% of the voting stock, from which all the directors were taken, except for the last mentioned in the list (York Dyckerhoff), due to the fact that one of the directors must be appointed from the minority list as required by the bylaws;
- the one submitted by a group of international and national institutional investors, which in total are holders of 1,10015% of the voting stock, from which the director Oliviero Maria Brega had been taken.

As mentioned before, following the death of director Oliviero Maria Brega, the board of directors on February 8, 2018, upon proposal of the Management Committee (body made up of representatives of Italian and foreign institutional investors), replaced him pursuant to art. 2386 of the civil code, by appointing independent director Luca Dal Fabbro. This appointment was confirmed by the ordinary shareholders' meeting of May 10, 2018.

As mentioned, following the resignation of director Luca Dal Fabbro, the ordinary shareholders' meeting of May 9, 2019 appointed as his replacement, upon proposal of a group of international and national institutional investors, who hold 0.9501% of the entire voting stock, the independent director Mario Paterlini.

Both lists, complete with the documents required by Consob Regulation no. 11971/99, were deposited at the registered office and were made available to the public in accordance with the procedures and terms of the laws and bylaws.

The lists deposited with the list of their candidates as well as the outcome of the vote at the meeting are available on the company's website www.buzziunicem.com Investors section/Shareholders' Meetings.

The shareholders' meeting which appointed the board of directors in office authorised a partial derogation to the ban on competition provided by art. 2390 of the civil code, limited to the assumption of offices as director or general manager in subsidiary, associated or investee

companies of Buzzi Unicem SpA, directly or indirectly controlled, or in companies controlled by the aforementioned associated companies of Buzzi Unicem.

Moreover the directors have been advised to inform the board of directors in the event they should take up such activities in other companies than the ones which are directly or indirectly controlled by Buzzi Unicem, in order to enable the board of directors to properly assess the situation and, if need be, inform the first useful shareholders' meeting on possible critical aspects, if any.

Diversity policies

The board of directors of November 9, 2017 approved the policies on diversity with regard to the composition of the corporate bodies, which are indications aimed at ensuring, as far as possible and without prejudice to the competence of the shareholders' meeting, a diversity deemed optimal in relation to the achievement of the correct fulfillment of the functions due to the administrative and control bodies. The policies were subsequently amended by the board of directors of August 2, 2019 in order to reduce the age limit desired for the candidates indicated in the lists for the appointment of directors and statutory auditors.

These policies, in short, provide indications regarding the professional features that members of the corporate bodies should have in order to ensure levels of competence and professionalism suitable to the group's complexity and international dimension.

The board of directors believes that the members of the corporate bodies should have developed training and professional process being able to provide a relevant managerial competence, preferably with an international background (not necessarily referring to foreign nationality, but having a strong experience abroad and with a "global" vision).

With regard to the composition of the board of directors, there should be at least 4 of the following managerial and professional figures that:

- have acquired business or management experience in the industrial, services, credit or financial sectors generally operating in an international context with dimensions and complexities similar to those of the company;
- have acquired experience in boards of directors of companies, preferably listed ones, of significant size and/or complexity;
- exercise professional activities in fields pertaining to the company's product and its applications or in fields pertaining to the economic, legal, financial, credit or environmental sectors;
- are university professors in economic, legal, financial, technical-scientific subjects pertaining to the activity in which the group operates or to the environmental sector;
- have developed in particular experience concerning control, risk management as well as auditing, legal and corporate compliance.

These policies also provide information on the representation of gender and the personal and seniority characteristics of the members of social bodies.

As regards the representation of gender, the board of directors, in sharing the aims and objectives pursued by the legislation on so-called "gender quotas", believes that the statutory provisions guarantee adequate and optimal diversity. As mentioned, the board of directors, in

the meeting held at the date of this report, adapted the statutory provisions regarding gender quotas to the new regulations contained in arts. 147 ter, paragraph 1 ter, and 148, paragraph 1 bis, of the TUF, as amended, as of January 1, 2020, by the Budget Law 2020. The board of directors reserves the right to adopt further guidelines starting from the moment in which the legislation on gender diversity should be no longer applicable.

With regard to age diversity, the board of directors hopes that in the lists of candidates for the office of director no persons who have reached the age of seventy-five at the time of taking office will be indicated. Furthermore, in order to ensure an adequate knowledge of the company and its business sector, as well as the pursuit of medium-long term objectives, the board of directors deems it appropriate to maintain an adequate number of members in the corporate bodies that have held the respective offices for more than one term.

The board of directors believes that the implementation of these policies is remitted to the choices of shareholders and the shareholders' meeting, giving indications to the shareholders on the policies adopted during the explanatory reports to be submitted to the shareholders' meetings called to resolve the renewal of the corporate bodies or any changes in the composition of the corporate bodies, as part of an eminent moral suasion.

With regard to the verification of the results of these policies, the board of directors considers that, through the self-assessment process of the board and its members carried out every year on the basis of the provisions of the Code of Conduct, the adequacy of the composition of the board can be monitored. and the contribution that diversity gives to the debate, to management decisions and to the critical sense towards executive directors can be evaluated.

Maximum number of positions held in other companies

The board of directors, unanimously, has not deemed to issue guidelines with regard to the maximum number of positions as director or member of the statutory auditors' committee which could be held in other Companies listed on regulated markets, including foreign markets, or in financial companies, banks, insurance companies and large companies, thinking that the single members of the board of directors would be the most fit to assess the engagements deriving from their other assignments in the above companies and their respective time availability.

Board evaluation

The board of directors has provided to assess the size, the composition and the functioning of the board of directors and its committees, as well as the number and functions of the Committees.

The self-assessment process was carried out through a specific questionnaire, filled in by the members of the board of directors. The results were submitted to the board of directors in the meeting held on November 7, 2019.

The self-assessment questionnaire is prepared by the internal corporate affairs function and the collection and processing of the replies is carried out under the supervision of the Chief Executive Officer in charge of the Group Corporate Finance functions, Pietro Buzzi.

The questionnaire provides wide opportunities to individual directors to express their opinions, suggestions and indications as well as topics for further study.

Being in the final phase of the mandate and as no particular critical issues emerged following the self-assessment carried out in the first phases of the mandate, the self-assessment activity in addition to being addressed to an overall assessment of the functioning of the Board of Directors and the Committees envisaged therein, analyzed the possible requirements of the new board in order to express to shareholders any orientation on managerial and professional figures whose presence in the board is deemed appropriate, in addition to the implementation of some questions aimed at better assessing the independence of judgment of independent directors in relation to the performance of their mandate in the context of board meetings as well as the involvement of the board and the control and risk committee in ESG (Environmental, Social, Governance) fields.

The process especially touched the aspects relating to the structure of the board, which is articulated in executive, non-executive and independent directors as regards their number and expertise as well as some issues regarding the works organisation and the analysis of the board's internal committees.

Based on the outcome of the self-assessment process, the board of directors, taking into account also the comments and recommendations ensuing from the questionnaire has deemed proper the size, composition and functioning of the board of directors and its internal committees, as well as the managerial and professional figures sitting on the board of directors.

1.3 Lead independent directors

As for the previous term of office of the board of directors, no need has arisen to designate a lead independent director since the Chairman, although granted major management powers, as indicated further below, is not the main responsible officer for the management, such responsibility being subdivided among the different legal representatives with management powers and he is not the person controlling the company. Moreover, as of now, the majority of independent directors, who were expressly questioned on this point in the self-assessment process, has not requested the appointment of the lead independent director.

1.4 Independent directors

The board of directors unanimously decided to apply the independence criteria required by the Code of Conduct, except for the criterion relating to the presence on the board for nine years out of the last twelve years. The board believes that the continued stay in the role of director not only does not affect independence, but rather permits the directors to acquire information and specific experience about the company which allow them to execute their functions as independent directors with great effectiveness and competence.

The board of directors, in the meeting held after the appointment and in today's meeting, has provided to assess, on the basis of the information supplied by the single directors and of the

available information, the degree of independence of the directors themselves, communicating the outcome of these assessments by issuing a press release to the market. Following last assessment, which was carried out at the date of this report, 7 non-executive members (Elsa Fornero, Aldo Fumagalli Romario, Linda Orsola Gilli, Antonella Musy, Mario Paterlini, Gianfelice Rocca, Maurizio Sella), have been classified as independent (and consequently the majority of the directors in office) in relation to the criteria stipulated by the Code of Conduct, as applied by the company, as well as in accordance with the combined provisions of Articles 147 ter, 4th paragraph, and 148, 3rd paragraph, of Legislative Decree no. 58/98.

Should the members of the board of directors change, the board of directors provides to assess the independence of each new member, on the basis of the information supplied by the same and of the available information, and communicates the results of the assessments to the market by means of the press release issued on the occasion of the meeting.

Pursuant to the principles stated in the Code of Conduct, the independent directors met once during the year 2019 in a special extra meeting, different from those of the board of directors and without the other directors.

The statutory auditors' committee, in the framework of the duties attributed to it by the law, has ascertained the correct application of the assessment criteria and procedure adopted by the board of director for evaluating the independence of its members. The result of such control is hereunder reported:

"The statutory auditors' committee has ascertained the correct application of the criteria adopted and of the process implemented by the board of directors to evaluate the independence of its members as well as the correct application of the related assessment procedure.

The committee deems that such assessment criteria and procedure are essentially and as a whole, consistent with the spirit and the letter of the Code of Conduct."

1.5 Meetings of the board of directors

In the year 2019, the board of directors met 6 times. The meetings had an average length of around 3 hours. Such length of time was deemed adequate and properly articulated with regard to the issues on the agenda, during the board of directors' self-assessment process.

In the year 2020 the board of directors is expected to meet 6 times, considering the meetings held till the date of this report.

In preparation of the meetings of the board of directors, the Chairman communicates the agenda and provides the directors with the documentation and information needed to enable them to make a knowledgeable and informed contribution to the board discussion. The related documents are made available to the directors and the statutory auditors two or three days prior to the meetings, depending on the different items on the agenda. Such term was deemed adequate during the board of directors' self-assessment process.

The documents are made available by upload into a special protected web application which is only accessible to directors and statutory auditors by a password which has been created and is known only by themselves.

As a rule, the documents relating to the meetings of the board of directors held during the year 2019 were sent in the manner and within the time-limit here above mentioned.

In the self-assessment phase, adequate space was dedicated, among other things, to the assessment by individual directors of the adequacy and timeliness of the information and documentation provided for the preparation of board meetings. The responses provided by the directors allowed the board of directors to positively evaluate the pre-board disclosure process, considered by the directors as suitable to provide them with an in-depth preparation on the topics on the agenda of the board meetings.

Induction Program

Within the initiatives aimed at providing directors and statutory auditors with adequate knowledge of the business sector in which Buzzi Unicem operates, of the business dynamics and their evolution, as well as of the regulatory and self-regulatory framework of reference, the company, after the renewal of the mandate to the board of directors and the statutory auditors' committee, organized, in October 2017, a special meeting (attended by directors and statutory auditors) to study the impact and consequences on the environment and on the health of production activities of the company and the group, also with the participation of external experts in the environmental sector.

During 2018 the induction activity continued with the in-depth study of specific presentations dedicated to the directors and auditors of the group's activities and in particular on the strategies and prospects of the Eastern European markets in which the group operates.

During 2019 the induction activity focused on the presentation of the prospects for the cement and construction market and the main users.

Finally, in February 2020, the company organized a week-long visit to a cement plant located in Mexico and to three cement plants located in the USA, which was attended by the majority of directors and all the auditors. As part of this visit, the members of the corporate bodies met with the managers of the plants and the technical staff involved in both the production and commercial and administrative support activities as well as the main executive colleagues of the group operating locally.

Moreover, the board of directors' meetings are attended by the heads of the concerned corporate functions, when the Chairman deems it proper or on request of one or more directors for an in-depth analysis of specific issues on the agenda. In 2019 managers in charge of the concerned corporate functions did attend the meetings of the board of directors. Pursuant to art. 15 of the bylaws, the board of directors is called by the Chairman or by one of the Vice Chairman, whensoever the same deems it proper or on request of a managing director or the majority of the board members.

The call is effected through a written notification sent at least five days prior to the scheduled date of the meeting, save urgencies.

1.6 Role of the Chairman of the board of directors, of the Vice Chairman and of the Managing Directors

The board of directors, in the meeting of May 12, 2017, following the appointments resolved by the ordinary shareholders' meeting of same date, provided to confirm Enrico Buzzi as Chairman, Veronica Buzzi as Vice Chairman and Pietro Buzzi and Michele Buzzi as Managing Directors. The same board of directors assigned to the Chairman and the two Managing Directors the same powers as granted by the previous mandate, as below listed:

- powers to perform operations on securities and equity holdings, real estate, companies or lines of business, transactions and in general management activities up to an amount limit of euro 50 million with single signature and euro 100 million with joint signature with at least one among the Chairman or the Managing Directors. Moreover they are delegated the powers to perform financial and banking transactions (excluding transactions on futures and granting of sureties on behalf of third parties that are not subsidiaries or associated companies) up to an amount limit of euro 100 million with single signature and of euro 200 million with joint signature with at least one among the Chairman or the Managing Directors.

Both Managing Directors have the same powers listed above.

The delegated bodies are also vested with the function of establishing the organisational, administrative and accounting structure of the Company and the Group.

As of now, no situation exists in which the Managing Directors or other directors with delegated powers hold the position of director in another listed company not belonging to the group whose chief executive officer is another Buzzi Unicem's director.

Moreover, the board of directors in its meeting of May 12, 2017, confirmed to the Chairman, within the powers delegated to him, the following duties:

- operational coordination of ready-mix concrete operations;
- executive supervision of group's Mexican operations;
- group's foreign operations operational coordination.

The same board of directors of May 12, 2017 confirmed to Director Paolo Burlando the following duties:

- assistance to the managing directors for international development projects and initiatives concerning group's operations;
- representation in group's associated companies, also abroad;
- co-ordination of the corporate and financial extraordinary transactions.

Pursuant to art. 21 of the bylaws the Chairman, the Vice Chairman and the Managing Directors have the legal representation of the company.

As provided by art. 15 of the bylaws in force the Chairman and the Vice Chairman are assigned the power to call the board of directors' meeting.

The Chairman moreover shall preside the meetings of the board of directors and act as moderator.

The decision to grant management powers to the Chairman stems from the special competence, standing and expertise of the same in relation to the group's activities and

based on the fact that, nevertheless, the board of directors believes that the transfer of powers to the chairman does not negate either the guarantee function that the same holds or the debate within the board itself.

Succession plans

The board of directors, following an appropriate assessment, has deemed it not necessary to adopt succession plans for the replacement of executive directors, if any.

2. Internal Committees of the board of Directors

2.1 Nomination Committee

The board of directors, after proper evaluation, has deemed, unanimously, not to establish a nomination committee in view of the fact that the company has a concentrated ownership structure as well as considering that both the role and high standing of the independent and non-executive directors and the board of directors' self-assessment process enable it to fulfil the tasks the Code of Conduct assigns to the Nomination Committee, especially in light of the composition of the board of directors, of which the majority of its members is represented by independent directors.

The board of directors hopes that while compiling the lists, the shareholders take into account the indications contained in the diversity policies described above.

2.2 Remuneration of Directors and Managers with strategic duties and remuneration Committee

Buzzi Unicem's remuneration policy aims at attracting, keeping and motivating qualified people having skills and expertise adequate to the management requirements of the company or the group to which the company belongs. This aim is pursued in a logic of cautious management and sustainability of costs and results over time and with a view to aligning the management interests with those of the company and the shareholders so as to create value over the medium-long term. In addition, the policy has the aim of promoting the achievement of the company's sustainability objectives.

The last amendment of the policy was approved by the board of directors held at the date of this report to adapt it to the provisions contained in the new art. 123 ter of the TUF following the changes made by Legislative Decree no. 49/2019 implementing the Shareholders' Rights Directive as well as following the adoption of a long-term monetary incentive plan aimed at the CEOs of Buzzi Unicem and the CEOs of Dyckerhoff and Buzzi Unicem USA.

The guidelines of Buzzi Unicem's remuneration policies are reported here below. For further information, please refer to the information contained in the report on Remuneration policy and the remuneration paid pursuant to art. 123 ter of T.U.F.

Board of Directors, non-executive Directors and Statutory Auditors' Committee

The board of directors' remuneration is established by the general shareholders' meeting and within the board of directors it is equally subdivided among all the directors, allotting a double share to the Chairman by virtue of the general function of representation assigned to him and of the functions performed as Chairman of the board of directors, and with the exception of

the Managing Directors who are also employees of the company and are remunerated exclusively as such.

The remuneration of the non-executive directors is independent of the economic performance of Buzzi Unicem. Moreover the non-executive directors are not recipients of share incentive plans.

The remuneration of the Directors with special tasks or called to be members of Committees is resolved by the board of directors and subject to the opinion of the Statutory Auditors' Committee.

The Statutory Auditors' remuneration is determined by the shareholders' general meeting as a fixed amount for the duration of the assignment, plus reimbursement of expenses incurred during the assignment.

Executive Directors and other Managers with strategic duties

The two Buzzi Unicem SpA's Managing Directors are paid in their capacity of executives employed with the company and they also receive fees related to positions held in subsidiaries. Overall, the Managing Directors' remuneration does not exceed the average market level for companies of similar size and structure.

The remuneration of the Managing Directors and of the other Managers with strategic duties comprises a preponderant fixed portion and a variable portion linked to the company's financial results and for the other Managers with strategic duties also to the achievement of single targets.

The fixed portion is sufficient to remunerate the services of the Managing Directors and the other Managers with strategic duties, should the variable portion not be paid due to failure in achieving the targets linked to such portion. Maximum limits are set for the variable portion of the remuneration.

The remuneration short-term variable portion of the Executive Directors and the other Managers with strategic duties is based on a Management by Objectives (MBO) mechanism, as follows:

- the variable component is objective, not discretionary, and it depends on the achievement of annually pre-fixed corporate targets (in part referred to as a two-year calculation basis) and related to other corporate efficiency indicators, and for the other Managers with strategic duties also of single targets, each with a different weight, the measurable economic ones prevailing;
- for each of the single or corporate targets, a minimum threshold exists, under which the variable remuneration is not due and, similarly, a maximum threshold is set.

In particular, the individual targets of the Manager responsible for preparing the financial reports and the Head of Internal Audit are consistent with the functions of the respective areas of responsibility.

However at least one of the assigned objectives must be represented by environmental, work safety performance or other sustainability indicators.

The fixed portion of the remuneration of the Managing Directors and the other Managers with strategic duties is proportionate to the variable one so as to ensure the consistency of the

remuneration policy with the aim of pursuing the company's long-term interests as well as with a proper management of corporate risks.

The variable portion of the Managing Directors and of the other Managers with strategic duties is regulated by monetary way.

The payment of the variable portion is made after the approval of the financial statements referring to the year in respect of which the variable portion is accrued. A further postponement is not provided in view of the fact that the company management is a stable expression of the controlling shareholders and represents a direct part in social management, ensuring the alignment of interests between management and shareholders after a complete evaluation of the medium to long term risks.

The CEOs of the company and the CEOs of Dyckerhoff and Buzzi Unicem USA are also recipients of a monetary incentive plan for the years 2020-2022 which was approved by the board of directors held at the date of this report and is linked to the achievement, at the end of the three-year application period of the plan, of objectives both of a financial nature and connected to corporate social responsibility. For more details, please refer to the report on remuneration policy and the remuneration paid.

To the extent required by applicable regulations and collective agreements, the variable portion of the remuneration is subject to refund, in whole or in part, in case it was calculated on the basis of data that proved thereafter to be clearly erroneous. Nevertheless, the refund is provided only in case the erroneous figure, on the basis of which the variable portion of the remuneration was calculated, deviates from the correct value by more than 5%.

Nevertheless the refund of the variable portion of the remuneration is provided in every case in which it was calculated on the basis of fraudulent behaviour ascertained, without prejudice to other remedies available to the company under law or contract.

At present no stock-based remuneration plans exist for directors or employees.

No special indemnities are provided in the event of earlier termination of directorship or failure of renewing it or earlier termination of the employment relationship. The local law provisions apply, such as the severance indemnity and what provided by the respective collective agreements for permanent workers.

The board of directors has unanimously decided not to establish a remuneration committee since the role and high standing of the independent (which, however, within the composition of the board of directors represent the majority of its members) and non-executive Directors enable, during the board's meetings, a reliable and independent analysis about the policy for the remuneration of the Managing Directors and the other Managers with strategic duties.

2.3 Control and Risk Committee

The board of directors, in the meeting of May 12, 2017, following the renewal of the corporate bodies, renewed the appointments of the control and risk committee, setting the number of members at 4, in the persons of the independent directors Maurizio Sella, Chairman, Oliviero Maria Brega and Aldo Fumagalli Romario and of the non-executive director Paolo Burlando. Following the termination of the office of Oliviero Maria Brega, the board of directors of

February 8, 2018 resolved to reduce the number of members of the Control and Risk Committee from 4 to 3, without prejudice to the other members. With such a composition the committee is guaranteed an adequate experience in accounting and finance.

The Control and Risk Committee is entrusted with the advisory and propositional duties provided by the Code of Conduct. As provided by the Regulation, the control and risk committee is charged with the task of supporting, through a proper preliminary investigation, the assessments and decisions of the board of directors regarding the internal control and risk management system, which helps to ensure, among other things, the protection of company assets and the reliability of the information provided to the corporate bodies and to the market, as well as those concerning the approval of the periodical financial reports.

As part of the activity of supporting the decisions of the board of directors, the control and risk committee has been charged with the task of providing the board of directors with the prior opinion on the performance of the duties assigned by the Code of Conduct as regards internal control and risk management.

The committee's opinion shall be prior and binding in case of decisions regarding the appointment, revocation, remuneration and resource assignment of the head of the internal audit function.

Specifically, in supporting the board of directors, the committee shall:

- assess, together with the manager responsible for preparing the company's financial reports and after consulting the auditing firm and the statutory auditors' committee, the proper application of the accounting principles and their consistency for the purpose of drawing up the consolidated financial statements;
- express opinion on specific aspects concerning the identification of the main corporate risks;
- examine the periodic reports regarding the assessment of the internal control and risk management system and the most important ones prepared by the internal audit function;
- monitor the independence, adequacy and effectiveness and efficiency of the internal audit function, also with reference to Legislative Decree 231/2001 on the administrative liability of the company;
- request, if need be, the internal audit function to carry out inspections on specific operational areas, informing at the same time the chairman of the statutory auditors' committee;
- report to the board of directors on its activity as well as on the adequacy of the internal control and risk management system, at least once every six months, on the occasion of the approval of the full-year and half-year financial reports as well as at the end of its term of office for the period elapsing between the latest report and the end of its term of office;
- support, with a proper preliminary investigation, the assessments and decisions of the Board of Directors relating to the management of risks arising from adverse events;
- meet every year the Sustainability Manager who reports on sustainability issues relating to the activities of the Company and the Sustainability Steering Committee. During this meeting the Sustainability Report Guidelines are also analysed.

Moreover, the Committee shall:

- express its opinion on the actions not provided for by the audit plan and suggested by the officer appointed to run the internal audit in order to solve possible lacks of information or operational deficiencies and to take the corrective measures to remove anomalies, as they are identified and proposed;
- express, upon request of the board of directors, and after consulting the statutory auditors' committee, its opinion on the consultancy assignments entrusted to the auditing firm different from the one of account auditing;
- examine the frauds, if any, which might have been reported by group structures involving major positions in respect of the internal control and risk management system and express the suitable suggestions;
- carry out those additional preliminary investigations which the board of directors deems it useful to assign specifically for single occurrences or on a periodical or continuous basis.

As part of its functions, the Committee shall be entitled, inter-alia, to access the corporate information and departments necessary for the performance of its duties as well as, within the limits set by the board of directors, avail itself of external consultants that would directly report to it, in case specific knowledge and expertise are required which are not peculiar to the committee's members.

The meetings of the control and risk committee, duly recorded, are usually attended also by the Chairman of the Statutory Auditors' Committee or another statutory auditor appointed by him, in addition to other persons, as the committee deems it useful based on the issues on the agenda.

The control and risk committee, during the year 2019, met 6 times. The meetings had an average length of around 2 hours. In the framework of the meetings, the control and risk committee availed itself of the cooperation of the corporate functions deemed each time relevant, also to gather specific information. The Director in charge of the internal control and risk management system has always attended the meetings.

In the year 2020 the control and risk committee will meet 6 times. As at the date of this report, the committee has already met 2 times.

The president of the control and risk committee informs the first available board of directors regarding the meetings held by the same committee by providing an overview of the issues discussed during the meetings.

2.4 Sustainability Committee

The board of directors, following the evaluation carried out during the meeting held on August 3, 2016 regarding the readjustment of the corporate governance system to the changes made in July 2015 to the Code of Conduct, unanimously decided not to proceed with setting up a special committee dedicated to the monitoring of sustainability issues, in view of the fact that there is, at group level, an international committee (Sustainability Steering Committee), whose managers are part of the Buzzi Unicem group, which is responsible for identifying

sustainability initiatives, including projects to reduce the environmental impact and to improve the dialogue with stakeholders, particularly with local communities.

This assessment was confirmed by the Board of Directors on May 12, 2017 following the renewal of the mandate on the same date.

The Sustainability Steering Committee avails itself of a centralized group structure (sustainability function) that is responsible for the implementation and/or the coordination of these initiatives.

Moreover, in all Buzzi Unicem Group companies some central sustainability representatives operate having specific responsibility for coordinating and interfacing between the central and local management function.

As specified in section 2.3, one of the tasks of the control and risk committee is that the person in charge of the sustainability function reports, at least once a year, to the same control and risk committee and to the board of directors, the sustainability issues relating to the exercise of the group activity and the dynamics of interaction with stakeholders as well as the structure of the annual Sustainability Report.

2.5 Committee for related party transactions

The board of directors, in its meeting of November 11, 2010, following the adoption of the Procedures on related party transactions, established the Committee for related party transactions, in charge of issuing the necessary recommendations required by Consob Regulation no. 17221/2010 as amended.

The board of directors, in the meeting of May 12, 2017, following the renewal of the corporate bodies, renewed the appointment of the Committee for related party transactions, confirming as regular members the independent directors Maurizio Sella, Chairman, Elsa Fornero and Aldo Fumagalli Romario.

For additional information please refer to paragraph 4.1 below.

3. Internal control and risk management system

3.1 Description of the key features of the internal control and risk system

The Internal Control and Risk Management System consists of the set of rules, procedures and organisational structures aimed at identifying, monitoring and managing the main risks. Such a system is integrated in the more general organizational structure and corporate governance adopted by Buzzi Unicem and based on the models and best practice in place nationally and internationally. It contributes to:

- promoting the efficiency and effectiveness of the business processes enabling an adequate management of the risks which might hinder the attainment of the company's business targets;
- ensuring the reliability of the financial information, of the internal and external reporting system through use of processes, procedures and systems which can generate a flow of reliable information both inside and outside the company;
- ensuring compliance with laws, rules, bylaws and internal procedures;

- safeguarding corporate assets and resources from inappropriate or fraudulent use or loss;
The internal control and risk management system based on the national and international best practices is organized on the following three degrees of control:

- 1st level: the operational functions perform “line” controls;
- 2nd level: the operational and administrative central functions perform also controls and risk assessments, apply methods and instruments to ensure the process regularity. They are responsible of and monitor the risks in their respective area of competence;
- 3rd level: the Internal Audit function verifies the structure and operability of the whole system.

The board of directors in the meeting of August 3, 2012 approved the “Guidelines for the Internal Control and Risk Management System” which provide a description of the roles and responsibilities of the entities involved in the internal control and risk management system as well as the identification of the level of risks deemed consistent with the group’s strategic objectives.

These guidelines were amended by the board of directors on August 3, 2016 in order to implement the new Code of Conduct of July 2015, in particular by providing that, while defining the nature and level of risk being compatible with the business goals, it is necessary to also include an evaluation of the risks which can be significant in view of the middle-long term sustainability of business.

The board of directors has the ultimate responsibility of the internal control and risk management control and performs the functions as per art. 7.C.1. of the new Code of Conduct, with the help of the following corporate bodies identified within the board:

- the control and risk committee, which is entrusted with the functions as per paragraph 2.3. here above;
- the director in charge of the internal control and risk management system, identified in the group’s Chief Executive Finance, Pietro Buzzi, who is entrusted with the functions as per art. 7.C.4. of the Code of Conduct, in addition to the task of proposing to the board of directors the appointment, revocation and compensation of the head of the Internal Audit function.

Within the internal control and risk management system a decisive role is played by the function of Internal Audit. The above mentioned guidelines approved by the board of directors confer to the head of the Internal Audit function that has been confirmed in the person of Marco Fabruzzo, the functions as per art. 7.C.5. of the Code of Conduct. As stated by International Standards, the Internal Audit function performs its functions by virtue of a specific power assigned by the board of directors with the aim of defining the objectives, the organizational structure, the reliability, the reporting duties and requirements of the Internal Audit function.

The officer in charge of the Internal Audit function is not responsible for any operational areas and reports directly to the board of directors, and within the objectives of designing, implementing and managing the internal control and risk management system, constantly

communicates with the Director responsible for the internal control and risk management system, without prejudice to the mutual independence of the respective functions.

The remuneration of the Head of Internal Audit was lastly approved by the board of directors at its meeting of February 7, 2020, following the favorable opinion of the Control and Risk Committee.

The identification and management of the main risks is based on a Risk Management system implemented in the parent Buzzi Unicem SpA and the major subsidiaries, through which, on a half-year basis, the main risks are analysed and recorded.

In addition, the board of directors shall approve annually the group audit Plan prepared by the head of Internal Audit, after consulting the statutory auditors' committee and the manager in charge of the system of internal control and risk management. The plan for 2019 was approved by the board of directors at its meeting on February 7, 2019, while the plan for 2020 was approved at the meeting held on February 7, 2020.

Within the internal control and risk management system the company, several years ago, provided an internal whistleblowing system for employees of any irregularities or violations of the applicable law by adopting procedures which also apply to Italian and foreign subsidiaries (in compliance with the respective local regulations), which regulate the process of receiving, analysing and processing alerts and in particular those relating to cases of suspected fraud, violation of the applicable regulations, ethical and behavioural principles present in the Code of Conduct and Code of Ethics committed by employees or persons related to the company or the group. These procedures, among other things, provide for the anonymity of the informant and the confidentiality of processed data.

The board of directors, in the meeting held on the date of this report, upon prior favorable opinion of the control and risk committee, has assessed the group's organizational structure as adequate and effective, especially as regards the internal control and risk management system.

In addition, during the year 2019 the board assessed the organizational structure of the company and the group.

Within the scope of the control system, the board of directors adopted the Organization, Management and Control model pursuant to legislative decree 231/01, of which the Code of Conduct is an integral part.

The Supervisory body has been identified in the Internal Audit function of Buzzi Unicem SpA, is made up of 5 members and is under the direction of the Internal Audit manager. During 2019 the 5 members of Internal Audit, as the Supervisory Body, met 11 times with the aim of verifying the completeness of the various control activities.

The Model and the Code of Conduct are constantly updated so as to include the new criminal offences and identify the relevant sensitive processes.

The latest updated versions of the Model and the Code of Ethics, which incorporate the regulatory changes that occurred during 2017, were approved by the board of directors on November 7, 2018.

An outline of the features of the Model and the Code of Ethics, where the cases of offenses relevant for the Company are indicated, are available on the Company's website www.buzziunicem.com Investors section/corporate governance.

3.2 Main features of the internal control and risk management system in place in relation to financial reporting

3.2.1 Introduction

As described, Buzzi Unicem's internal control and risk management system consists of a set of rules, procedures and organizational structures which, through an adequate process of identification, assessment, management and monitoring of the main risks, aims at allowing a sound and effective management of the company, consistent with the objectives set, ensuring the safeguard of the corporate assets, the efficiency and effectiveness of the corporate transactions, the reliability of the finance reporting and the compliance with laws and regulations.

The internal control and risk management system, as outlined, has thus a broad meaning: it is not limited to the simple accounting controls and financial reporting, but includes other key aspects of the business, such as the safeguard of resources, the operating efficiency and effectiveness, as well as the compliance with the corporate law, rules and policies.

In Buzzi Unicem, the Board of Directors is ultimately responsible for the internal control and risk management system and to this purpose it has established the Control and Risk Committee, identified the Director in charge of supervising the functionality of the internal control and risk management system and appointed the head of Buzzi Unicem's Internal Audit function.

As for financial reporting, the company has appointed the manager responsible for preparing the company's financial reports and has charged the Internal Audit function with the task of checking the compliance with the operating and administrative internal procedures, established in order to ensure a reliable, sound and timely financial reporting.

In laying down its internal control and risk management system, Buzzi Unicem has referred to the guidelines of COSO, Committee of Sponsoring Organizations of the Treadway Commission, adapting the same to its organizational situation.

As a section of the previously defined internal control and risk management system, it is thus possible to identify and extract a set of rules, procedures and structures aiming only at the management, preparation and control of financial reporting.

This section of the internal control and risk management system, made up of rules and procedures, has been designed and implemented in two steps.

Initially Buzzi Unicem has adopted control tools called "entity level controls" which describe and assess the risks and controls at company or group's level. They are periodically updated to account for the changes in risks and internal control environment. This environment encompasses the "Code of Conduct", the "Code of Ethics", the "Organizational Model ex Legislative Decree 231/01" and the high level procedures such as "Financial Closing", "Financial Investment Policy", "Non-routine transaction accounting", "Preparation of the

management Report". "Transactions with related parties" and "Procedure for the management of relevant and inside information". To complete the aforementioned system of procedures, please note the operating Instructions sent to subsidiaries ex Law 262/05, governing the management and updating of process matrices and related control tests. In this context Buzzi Unicem implemented and distributed to the subsidiaries the group's "Accounting Manual". Similarly, general controls on the Information System Governance have been provided for as well as an e-mail box for the employees to report possible infringements of the Code of Conduct and of the Code of Ethics and a "system of risk management", supported by Group Procedure, which complete the internal control environment.

At operating level, Buzzi Unicem has thus formalized a set of procedures aimed at governing the activities of the company's main managements and production units. The procedures which refer to processes affecting different managements, such as Purchasing or Sales, also for the administrative aspects, are monitored and updated by the Internal Control upon indication by the concerned Managements. Lower level procedures and operating instructions, issued by Managements, functions or production units, govern in detail the single activities.

Subsequently, and specifically for financial reporting, this section of the internal control and risk management system has been completed by introducing a set of risk and control matrices, reporting the risks, controls and tests for the main corporate processes. The matrix structure stems from the international best practices and the control identification is structured based on the potential risk level on the respective process. Risk and control matrices are monitored and updated by the Internal Audit jointly with the Administration Management.

The entity level controls, the procedures and the control matrices are thus geared to achieve reliable, sound and timely financial reporting.

3.2.2 Description of the main features of the internal control and risk management system in place in relation to financial reporting

Stages of the internal control and risk management system in place in relation to financial reporting

Identification of risks on financial reporting

Buzzi Unicem is a group operating through a lot of subsidiaries, not only in Italy but also in different foreign countries. Given the group's complexity, in the first stage, which is carried out at the beginning of each year, the group's relevant companies must be identified.

The process to determine the scope of the companies and of the "relevant" processes for their potential impact on the financial reporting aims at identifying, with regards to group's consolidated financial statements, the balance sheet accounts, subsidiaries and accounting and administrative procedures that are to be considered as relevant, based on assessments made using qualitative and quantitative parameters.

Specifically, such parameters are set by:

- determining the quantitative threshold values by which to compare both the accounts concerning the consolidated financial statements and the related contribution of the subsidiaries within the group;
- making qualitative assessments based on the knowledge of the company's situation and of the existing specific risk factors that the accounting and administrative procedures entail.

To the balance-sheet accounts classified as relevant are linked the underlying corporate processes in order to identify the controls suited to achieving the objectives of the internal control and risk management system for financial reporting.

In the second stage the significant processes are identified, which might have a material impact on financial reporting, and consequently are to be periodically tested. For the companies which are relevant under the quantitative aspect, the significant processes identified are as follows: Assets, Information Systems, Inventories, Goods and Services Purchasing, Sales, Treasury (also including the processes Financing and other financial assets and Equity investments), Tax, Personnel, Financial Reporting, Entity Level. The same companies are subject, on a three-year basis, to specific tests on the functioning of the internal controls. The Administration Management and the Internal Audit identify the processes to submit to test on an annual basis, thus all processes are tested at least once every three years. For some companies not included in the scope, but significant for typically qualitative aspects, some specific control checklists are completed which highlight, for the main processes, the internal controls implemented and the potential weaknesses, if any, to set right. To perform the tests, operating instructions are sent every year to the internal auditors or to the CFO of the main subsidiaries indicating the procedures to submit to updating analysis and functioning test. Group procedures, control matrices and the tests which have been carried out are filed in the Internal Audit function of the parent company and the local functions of Internal Audit.

Risk assessment on financial reporting

The matrices report, for each process, the control principles which highlight the main risks that would jeopardize the achievement of the objectives of accuracy, reliability and timeliness of financing reporting.

A "control principle", if applicable to the processes analysed, implicitly highlights the risk of error or fraud on financial reporting.

Identification and assessment of controls against identified risks

Within the matrices, the further step is represented by the identification of the control objective and by the description of the specific control implemented. As for the controls identified to respond to the most significant risks, specific testing methods have been adopted with broader sampling.

On the basis of the schedule defined with the Officer in charge and the operating instructions sent every year, the local Internal Audit structures as well as the parent Buzzi Unicem's Internal Auditing, provide to update the procedures and the control matrices, in relation to the level of risk corresponding to each single process or part of it. The local Internal Audit functions and the parent company's Internal Auditing for Buzzi Unicem and the subsidiaries

perform, during the year, the tests on the selected processes. Quarterly, each local auditing structure sends to the parent company a report which outlines all the activities performed in the period, included the one related to the typical tests of financing report. In the quarterly report the potential weaknesses found, if any, are highlighted as well as the corrective actions to take, if already identified. The completeness and reliability of the tests performed by the local audit functions, as well as the corrective actions to the potential weaknesses are periodically checked directly by the parent company's Internal Auditing at the foreign subsidiaries' offices.

Consequently, through both the tests on the above significant processes (Assets, Inventories etc.) underlying the accounting entries and the checks on the continuous and proper application of the procedures "Financial Closing", Financial Investment Policy" "Non-routing transactions Accounting", "Preparation of the management Report" and "Procedure for transactions with related parties", the risks of both non-intentional error and fraud which may affect financial reporting are brought under control.

Roles and functions involved

The parent company's Internal Auditing quarterly prepares a Report which includes for Buzzi Unicem and all the subsidiaries, the summary of the required adjustments to the procedures and the results of the test activities with the potential weaknesses found and the corrective actions suggested. The report is sent to the Chairman of the Board of Directors, to the Director in charge of supervising the functionality of the internal control and risk management system, to the Statutory Auditors' Committee, to the Control and Risk Committee and to the Manager responsible for preparing the company's financial reports and is being evaluated during specific meeting which are quarterly held by the same bodies.

Moreover, on an annual basis, once the testing activity on the procedure "Financial Closing" has been completed, the parent company's Internal Auditing prepares an additional report on the specific potential weaknesses related to financial reporting and send it to the Director in charge of the internal control and risk management system and to the Manager responsible for preparing the company's financial reports. The report outlines all the control activities performed throughout the year on the application of administrative and accounting procedures and the related test implemented. For the Italian and foreign companies, the same report certifies the reliability of the internal control and risk management system or the existence of anomalies, if any, such as to require a broader sampling, or of significant weaknesses in the administrative and accounting procedures or in the financial statements. On an annual basis as well, once the updating and testing activities locally performed have been completed, the foreign sub-holdings (Dyckerhoff, RC Lonestar, Alamo Cement Company and Corporación Moctezuma) send to the Manager responsible for preparing the company's financial reports a statement, signed by the CEO and the CFO. The statement is also issued by the jointly controlled company BCPAR S.A., which was recently acquired. In these statements they confirm that the procedures for the preparation of their financial statements are adequate and have been effectively applied. They also certify that the financial statements comply with the international financial reporting standards, they correspond to the results, documented in the

books and the accounting records and they provide a true and correct representation of the financial conditions, results of operations and cash flows, highlighting the weaknesses identified, if any.

Similar statements are issued with reference to the half-year interim financial report.

The general structure of the bodies in charge of the internal control and risk management system is organic, well-balanced and present in the different countries of group's operations. In the parent company, the Director in charge of supervising the functionality of the internal control and risk management system and the Manager responsible for preparing the company's financial reports monitor, through the head of the Internal Auditing, also in his capacity of Supervisory Body ex Legislative Decree no 231/01, and certify that the administrative and accounting procedures for the preparation of the financial statements are adequate and have been effectively applied. The head of the Internal Audit function, together with the parent Buzzi Unicem's structure, updates the procedures, the control matrices and perform the tests for the Italian operations, monitors and coordinates the activity of the different foreign functions in relation to the procedures adjustments, the control matrices and the testing activity. A symmetrical structure exists in the four foreign sub-holdings Dyckerhoff, RC Lonestar, Alamo Cement Company and Corporación Moctezuma. As already reminded, the local CEO and CFO monitor and certify to the Italian parent company that the administrative and accounting procedures for the preparation of the financial statements are adequate and have been effectively applied. In the subsidiary Dyckerhoff, the Auditing Officer performs the tests also for the companies in Germany, Luxembourg, the Netherlands and monitors those of Eastern Europe (Poland, the Czech Republic, Slovakia, Ukraine and Russia). To complete the local presence, structures have been set up in the following countries: Ukraine, Russia, the Czech Republic, USA, Mexico. These structures complete the Internal Audit activity performed centrally and cover respectively the following countries:

- Ukraine: associated companies in Ukraine
- Russia: associated companies in Russia
- The Czech Republic: associated companies in the Czech Republic, Poland, Slovakia and Hungary
- USA: associated companies in the United States of America
- Mexico: associated companies in Mexico

Following the Charter of Internal Auditing, which was approved by the board of directors, the local Internal Audit functions functionally refer to the Responsible Officer of Buzzi Unicem Internal Auditing. Local Internal Audit functions have been set up in Dyckerhoff for German, Luxembourg and Dutch operations, in Dyckerhoff Cement Ukraine and in SLK Cement for the associates in Ukraine and Russia, in Cement Hranice for the Czech Republic, Slovakia, Poland and Hungary, in Buzzi Unicem USA for the United States of America and in Corporación Moctezuma for Mexico. The local function of Internal Auditing in Dyckerhoff coordinates the activities of the local functions in Dyckerhoff Cement Ukraine, SLK Cement and Cement Hranice.

At the American subsidiaries RC Lonestar Inc. and Alamo Cement Company, the Compliance Committees have been set up with the responsibility of coordinating compliance with corporate governance, risk management and the internal control system. They are equipped with their own regulations and made up of the Human Resources Manager, the Legal Department Manager and the Internal Audit Manager.

Among the responsibilities and duties of the Compliance Committees there is the supervision and implementation of all activities relating to compliance with the Code of Conduct of Buzzi Unicem, the Procedure for the management of relevant and inside information, as well as of conflicts of interest and of whistleblower reporting service. They carry out any investigations, through Internal Audit, following the same whistleblower reports and organize staff training on the Code of Conduct and Antitrust.

On a quarterly basis, the Compliance Committees send a report summarizing the entire activity carried out during the period to the Board of Directors and the CEO of the American companies and to the Internal Audit of the parent company.

4. Company's procedures

4.1 Procedures for related party transactions and directors' interests

Pursuant to Consob Regulation no. 17221/2013 as amended, the Board of Directors of Buzzi Unicem SpA, in the meeting of November 11, 2010 - following the favorable opinion unanimously adopted by a Committee of independent directors especially formed to release such an opinion - adopted, effective as from January 1, 2011, the Procedures for related party transactions (hereinafter the "Procedures") aiming at ensuring substantial and procedural fairness of related party transactions, which replace the procedure for related party transactions already adopted by the company in March 2003 and amended in March 2006.

The Procedures were revised in the second half of 2013 and the Board of Directors of November 8, 2013, following the favorable opinion unanimously adopted by the Committee for related party transactions, resolved not to make any substantial amendment to the Procedures.

Subsequently, the Board of Directors of February 7, 2014 upon the favorable opinion unanimously adopted by the Committee for related party transactions, resolved to adjust the scope of related parties to make it consistent with the redefinition of managers with strategic duties based on the group's new organizational structure adopted following, inter alia, the delisting of the subsidiary Dyckerhoff.

In the second half of 2016 the procedures were subjected to the second triennial review and the board of directors on November 10, 2016, following the favorable opinion of the Committee for related-party transactions, which was approved unanimously, resolved not to change the procedures. The Procedures will be subject to a new revision on the occasion of any amendments to the new Consob regulatory framework which is currently being consulted. The Procedures, after having identified Buzzi Unicem's related parties pursuant to the definition contained in Consob Regulation, regulate the way to define and approve related party transactions based on their category.

Specifically, the transactions of “greater importance”, identified as those which exceed the parameters provided by Consob Regulation, shall previously be approved by the Board of Directors, following the favorable opinion of the Committee for related party transactions, without prejudice to the possibility, in case of unfavorable opinion of the Committee, to approve such transactions provided that the same are authorized by the ordinary shareholders’ meeting through the so called “whitewash” procedure. Moreover, in relation to transactions of greater importance, the company is required to make an information document available to the public.

The other transactions, unless they should fall within the residual category of transactions of smaller amounts – i.e. transactions for an amount equal or lower than 1,000,000 euro – are defined as “of lesser importance” and may be carried out following the reasoned, non binding opinion of the above committee. Transactions of lesser importance concluded despite the unfavorable opinion of the Committee, require the quarterly release of a document containing an indication of the counterpart, the object and the consideration of the transactions.

To this purpose, the Board of Directors appointed a single Committee for transactions with related parties, in charge for the release of the required opinions both on transactions of greater importance and on transactions of lesser importance. The committee is made up of three independent directors, as regular members, and of two independent and/or non-executive directors, as alternate members. Procedures provide for a system of automatic replacement of the regular members by the alternate members, should one or more of the regular members be a “related director” in connection with the transaction on which the Committee is asked to express opinion, so as to ensure the proper composition of the committee in relation to the category of transactions on which the opinion is asked (presence of at least two independent directors and one non-executive director of the transaction of lesser importance and presence of three independent directors for the transactions of greater importance). Should the proper composition of the committee not be possible, the opinion on transactions of both greater importance and lesser importance shall be issued by the non-related independent board members or, failing that, by a non-related independent expert.

The above mentioned procedures apply also to the preparation by the Board of Directors of resolution proposals to submit to the shareholders’ meeting in connection with related party transactions pertaining to the shareholders’ meeting, as well as related party transactions carried out by the parent company Buzzi Unicem in case they are submitted to the approval or the prior consideration of Buzzi Unicem’s competent bodies.

Moreover the Procedures identify the cases which the procedures do not apply to, including specifically transactions of smaller amounts, resolutions on remuneration of executives with strategic responsibilities, regular transactions completed in market-equivalent or standard terms, transactions with or among subsidiaries and associated companies, provided that they do not involve significant interest of other company’s related parties.

Finally the Procedures have identified the amendments to the bylaws required for an effective application of some of the rules provided by the Procedures, especially in relation to the

shareholders' meeting competence and to some exemptions adopted. Such amendments to the bylaws were approved by the extraordinary shareholders' meeting held on May 13, 2011. As regards the situations in which a director is bearer of an interest on his behalf or on behalf of third parties, the Procedures confirm what already provided by the previous procedure in relation to the manner to inform the board of directors and the statutory auditors' committee about the nature, terms, source and scope of the interest leaving to the discretionality of the concerned directors to abstain from the discussion and the voting on resolutions in relation to which they bear a specific interest.

The Procedures are available on the company website, www.buzziunicem.com Investors section/Corporate Governance.

4.2 Reporting to the board of directors and disclosure of confidential information

As stated, in compliance with the bylaws in force, the executive directors at least quarterly provide the board of directors and the statutory auditors' committee with adequate information on the activities performed in the exercise of their powers, and on transactions having a significant impact on the company's profitability, assets and liabilities or financial position carried out by the company or by the subsidiaries, especially on those in which they have a personal interest or an interest on behalf of third parties and those influenced by the subject that may exercise the activity of management and co-ordination activities.

The board of directors, in the meeting of March 30, 2006, approved the Manual on market abuse and inside information which sets out the procedures and systems the group adopted in relation to the disclosure of inside documents and information concerning the company (namely the procedure for the disclosure of inside information adopted on March 27, 2002), updated in compliance with Consob regulations on Market Abuse.

The Manual was subject to a first review by the board of directors on August 3, 2016, following the entry into force of the EU Regulation no. 596/2014 (MAR Regulation) and was later updated during 2017.

The aforementioned Manual was last updated and replaced by the "Procedure for the management of relevant and inside information" by the Board of Directors on February 7, 2019 in order to take into account the main indications of the Guidelines for handling the inside information issued by Consob.

The procedure, specifically, identifies in the Managing Directors the Function of Inside Information Management, assisted by the Legal Affairs (Affari Legali) and Investor Relations' functions in all activities of corporate communication.

Moreover, the procedure sets forth the method to identify the Competent Organizational Functions of Inside Information as well as the relevant and inside information within the group and the procedures to follow in order to ensure the proper flow and the external communication.

4.3 Procedure on Internal Dealing

The board of directors, in the meeting of March 30, 2006, in compliance with the new provisions introduced by the amendments to Consob Regulation no. 11971/99 following the Market Abuse Directive, adopted a new Procedure on Internal Dealing and consequently cancelled the Code of Conduct on Internal Dealing, adopted on November 12, 2002, pursuant to art. 2.6.3, title 2.6 of the Rules of the Markets organised and managed by Borsa Italiana SpA.

This procedure (effective as from April 1, 2006) was subject to a first review by the board of directors on August 3, 2016 following the entry into force of the EU Regulation no. 596/2014 (MAR Regulation) and was later updated during 2017 following the regulatory clarifications occurred.

The procedure regulates the process for compliance with the disclosure obligations relating to transactions carried out by relevant persons on the listed securities issued by Buzzi Unicem and for which Buzzi Unicem fulfils the communication obligations on behalf of the relevant persons, upon previous agreement with the same.

5. Relations with institutional investors and shareholders

An officer has been designated for the relations with institutional investors and shareholders (Investor Relator) in the person of Lorenzo Coaloa who, following the guidelines laid down by the executive directors, has the task of establishing a continuous dialogue with the institutional investors and the shareholders. The board of directors deems that the function's structure is adequate for such purposes.

It is reminded that in compliance with the shareholders' meetings rules the Chairman can invite to attend the meetings experts, financial analysts and qualified journalists.

The company, in order to ensure a continuous and timely information to the shareholders so as to allow them an informed exercise of their rights, has established a specific section on its website www.buzziunicem.com, in which it makes available, among other things, the notices of shareholders' meetings with the procedure for the participation and the exercise of the voting rights, the documentation relating to items on the agenda of the shareholders' meetings, the lists of candidates for the positions of director and auditor with the candidates curricula, and the minutes of the shareholders' meetings.

Moreover, on the above-mentioned website, the bylaws and the shareholders' meeting rules are made available as well as the annual reports and the interim reports released according to the law and all press releases issued by the company.

Contact details of the Investor Relations' function are available on the company's website, Investors section.

6. Shareholders' meetings

The board of directors has laid down a set of rules to govern the conduct of the ordinary, extraordinary and special shareholders' meetings, guaranteeing the right of each shareholder

to speak on the matters under discussion. These rules have been drawn up on the basis of the facsimile-model prepared by Assonime.

The Rules have been approved in their last version by the shareholders' meeting of May 8, 2015 and are available on the company's website www.buzziunicem.com.

Neither the bylaws nor the shareholders' meeting rules provide rules different from those set by the applicable legislative and prescribed provisions in relation to the conduct of the shareholders' meetings, their main powers, the shareholders' rights and the way to exercise them.

7. *Manager responsible for preparing the company's financial reports*

The board of directors of November 7, 2019, following the termination of the employment relationship due to the age limit of the manager responsible for preparing the company's financial reports Silvio Picca, appointed as new manager responsible for preparing the company's financial reports Elisa Bressan, provided with the statutory requirements, throughout the remaining board of directors' term of office, i.e. till the date of the shareholders' meeting called to approve the financial statements as at December 31, 2019.

8. *Members of the Statutory Auditors' Committee*

8.1 *Appointment of the statutory auditors*

The appointment of the statutory auditors occurs by means of the slate voting system provided by article 23 of the bylaws. In summary the rules for the appointment and replacement of the statutory auditors provided by the bylaws are the following:

- a statutory auditors' committee consisting of three regular auditors and two or three alternate auditors; minority shareholders can appoint one regular auditor and one or two alternate auditors;
- the possibility to submit lists by the holders of shares with voting rights representing at least the percentage required for the submission of lists of candidates for the appointment of the board of directors. Consob set this threshold at 1% of the voting stock for 2017, i.e. when the statutory auditors' committee was renewed, and also for the following years. If, by the submittal deadline as hereinafter indicated, only one list has been deposited or only lists submitted by shareholders linked among them pursuant to Consob Regulation no. 11971/99, the above threshold shall be reduced by 50%;
- the obligation to deposit the lists within the terms provided by the applicable regulations (the 25th day prior to the shareholders' meeting day, except when only one list is submitted or only lists submitted by shareholders linked among them pursuant to Consob Regulation no. 11971/99, in which case lists can be submitted within the deadline set for the purpose by Consob Regulation no. 11971/99, i.e. up to three days after that date). The lists shall be complete with (i) information about the identity of the shareholder and the percentage of shareholding, (ii) a statement by the shareholders other than the majority ones declaring the absence of links with the latter ones and (iii) exhaustive information about the personal and professional features of the candidates;

- the obligation for the lists consisting of at least three candidates (computing both the section of candidates to the position of regular auditor and the section of candidates to the position of alternate) to include in each section, if consisting of at least two candidates, candidates belonging to different genders;
- a voting system such as to ensure the appointment of one regular auditor and one or two alternate auditors from the second list that has got the most votes after the majority list; in the case of a tied vote among more minority lists, the candidates are appointed from the list submitted by the shareholders having the greater equity interest or, subordinately, by the greatest number of shareholders;
- in case only one list should be submitted, the shareholders' meeting shall resolve by the simple majority of votes and should this list obtain the majority of the votes, the candidates shall all be elected and the chair shall be due to the first candidate on the list;
- the replacement within the majority list of the last elected candidates belonging to the gender more represented by others belonging to the gender less represented, in the event a gender should be less represented than what provided by the regulations in force as a consequence of slate vote;
- the chair of the statutory auditors' committee to the regular auditor appointed by the minority;
- a replacement system for the minority auditor such as to ensure in any case the presence of a regular auditor from the minority;
- in the event of termination during the term of office, the replacement in compliance with the regulations which ensure gender balance within the respective lists submitted and, failing that, the prompt call of the shareholders' meeting to restore the gender balance;
- should it not be possible in whole or in part to appoint the directors according to the above rules, the shareholders' meeting shall resolve by the simple majority of votes, in compliance with the regulations in force, including the rules that ensure the gender balance.

The board of directors, in the meeting held at the date of this report, making use of the powers attributed by the bylaws, adapted the statutory provisions regarding gender quotas to the new regulations contained in art. 148, paragraph 1 bis, of the TUF, as amended, as of January 1, 2020, by the Budget Law 2020.

8.2 Composition and functioning of the statutory auditors' committee

The statutory auditors' Committee presently in office, following the resolutions of the ordinary general meeting of May 12, 2017 is made up of three regular auditors and three alternates, in the persons of:

Fabrizio Riccardo DI GIUSTO	-	Chairman
Paola Lucia GIORDANO	-	Regular auditor
Giorgio ZOPPI	-	Regular auditor
Giulia DE MARTINO	-	Alternate
Domenico FAVA	-	Alternate

Margherita GARDI

- Alternate

The regular auditors presently in office do not hold positions in other listed companies.

Attached to this report are the curricula of the regular auditors, which report exhaustive information on their personal and professional features, as well as the statements they issued on their having the qualifications provided by the law and specifically the criteria of independence required by the regulations in force.

The statutory auditors' committee will expire on the date of the shareholders' meeting called to approve the financial statements as at December 31, 2019.

The appointment of the statutory auditor's committee took place by slate voting, as provided by art. 23 of the bylaws.

Specifically, for the appointment purposes, two lists were deposited by the submittal deadline and under the terms provided by the bylaws:

- the one submitted by the controlling shareholders Fimedi S.p.A. and Presa S.p.A, jointly holders, at the list's submittal date, of 58.634% of the voting stock, from which the auditors Paola Lucia Giordano and Giorgio Zoppi and the alternate auditor Margherita Gardi were taken (except for the candidate for the office of regular auditor Gianna Luzzati and the candidate for the office of alternate auditor Roberto D'Amico);
- the one submitted by a group of international and national institutional investors, which in total are holders of 1,10015% of the voting stock, from which the Chairman of the statutory auditors' committee, Fabrizio Riccardo Di Giusto and the alternate auditors Giulia De Martino and Domenico Fava were appointed.

Both lists, complete with the documents required by Consob Regulation no. 11971/99, were deposited at the registered office and made available to the public in accordance with the procedures and terms of the laws and bylaws.

The lists submitted including the list of their candidates as well as the outcome of the vote at the meeting are available on the company's website www.buzziunicem.com Investors section/Shareholders' Meetings.

Diversity policies

As mentioned in the previous paragraph 1.2, the Board of Directors of November 9, 2017 approved the policies on diversity with regard to the composition of the corporate bodies, which are indications aimed at ensuring, as far as possible and without prejudice to the competence of the shareholders' meeting, a diversity deemed optimal in relation to the achievement of the correct fulfillment of the functions due to the administrative and control bodies. The policies were subsequently modified by the board of directors on August 2, 2019 in order to reduce the age limit desired for the candidates indicated in the lists for the appointment of directors and auditors.

These policies, in short, provide indications regarding the professional features that members of the corporate bodies should have in order to ensure levels of competence and professionalism suitable to the group's complexity and international dimension.

The board of directors believes that the members of the corporate bodies should have developed training and professional process being able to provide a relevant managerial

competence, preferably with an international background (not necessarily referring to foreign nationality, but having a strong experience abroad and with a "global" vision).

With regard to the composition of the statutory auditors' committee, the board of directors believes that there should be at least two statutory auditors in this body, who have exercised the activity of statutory auditing for a period of no less than three years.

With regard to the representation of gender, the personal and seniority characteristics of the statutory auditors as well as the procedures for implementing the policies, the same indications as for the board of directors were adopted, as already illustrated in paragraph 1.2 above, to which reference should be made.

The statutory auditors' committee, in the first meeting after the appointment, checked the existence of the independence requirements of its members on the basis of the independence criteria required by the Code of Conduct referring to the independence of directors, as they are applied by the company and, therefore, with the removal of the criterion relating to the presence in the statutory auditors' committee for more than nine years out of the last twelve years.

The board of directors communicated the outcome of this assessment following the appointment of the statutory auditors' committee by issuing a press release to the market.

Moreover the result of the assessment made by the statutory auditors' committee on March 9, 2020 on the continuing compliance with the independence requirements of its members is hereunder reported:

"The statutory auditors' committee has ascertained the correct application of the criteria which allow to qualify its members, collectively and individually, as independent, with respect also to the Code of Conduct as adopted by the company as regards the directors' independence requirements.

With regard to the remuneration of the statutory auditors, on the occasion of its renewal in 2017, the board of directors highlighted in the respective explanatory report to the shareholders' meeting that the remuneration of the statutory auditors should be commensurate with the commitment required, the relevance of the role played and the dimensional and sectorial characteristics of the company.

Also during 2019, the statutory auditors' committee, in carrying out its activities, coordinated with the Internal Audit and the Control and Risk Committee. Specifically, the Chairman of the statutory auditors' committee, together with the head of Internal Audit, attended all the meetings of the Control and Risk Committee, reporting then to the statutory auditors' committee; to some meetings of the Control and Risk Committee the entire statutory auditors' committee also participated. In addition, the statutory auditors' committee has held regular meetings with the Head of Internal Audit, within which the audit activities carried out by the function were analysed.

Moreover, the statutory auditors' committee has monitored the independence of the auditing firm.

Finally, the statutory auditors' committee has complied with the principle by which an auditor who has an interest, either directly or on behalf of third parties, in a certain transaction of the company, he timely informs the other auditors and the chairman of the board of directors about the nature, the terms, origin and extent of his interests. To be pointed out that during the year 2019 no such situations occurred which would require the above reporting.

9. Auditing firm

The auditing firm appointed to audit Buzzi Unicem financial statements is EY S.p.A. The auditing appointment was conferred on the justified proposal by the statutory auditors' committee by resolution of the shareholders' meeting of May 9, 2014 for the years 2014-2022 and consequently it will expire with the shareholders' meeting convened for the approval of the financial statements as at December 31, 2022.

10. Comments on the letter dated December 19, 2019 by the Chairman of the Corporate Governance Committee

The recommendations contained in the 2019 Report of the Corporate Governance Committee on the evolution of the corporate governance of listed companies and forwarded by letter of the Chairman of the aforementioned committee on December 19, 2019 were presented to the board of directors at the meeting of March 25, 2020.

Following the analysis of the Committee's recommendations, the board of directors assessed that, in relation to the recommendation concerning pre-meeting information, it is not necessary to undertake further initiatives as it considers to be in line with the provisions of these recommendations. As a matter of fact, as mentioned in paragraph 1.5 above, the documentation is made available on a special web application that is computer-protected with a timing that has been considered adequate by the board of directors during the self-assessment.

With regard to the recommendation concerning the sustainability issues, as part of its strategic guidelines, as indicated in the Sustainability Report which has been made public by the company, the group has adopted policies in the areas of Safety, Climate Change and Stakeholder Engagement. For each policy, the company has defined the medium-term strategy and clear and quantified group targets. Each policy, with its targets, can be associated with one of the 17 Sustainable Development Goals, giving evidence of Buzzi Unicem's concrete contribution to the global agenda. Furthermore, as part of the company's remuneration policy, the variable component of the remuneration of executive directors and executives with strategic responsibilities is also linked to the achievement of sustainability objectives both within the objectives assigned annually (MBO) and in the scope of the new LTI plan approved by the board of directors held on the date of this report and addressed to the CEOs of Buzzi Unicem and the CEOs of Buzzi Unicem USA and Dyckerhoff.

With reference to the application of the independence criteria , the board decided to maintain the non-application of the criterion relating to the term of office over nine years on the basis of the reasons indicated in the previous paragraph 1.4. The assessment of the independence of the individual independent qualified directors has, however, led to the individual directors being considered independent even in cases where they have been in office for over nine years. As part of the analysis of compliance with the new Corporate Governance Code published at the end of January 2020 and to be applied starting from the 2021 financial year, the board will assess whether or not to apply recommendation no. 7 in the part in which it recommends companies to pre-define quantitative and qualitative criteria to assess the significance of relationships that could compromise the independence of independent qualified directors.

Finally, as regards the extent of the remuneration paid to non-executive directors and to the members of the statutory auditors' committee, it is considered in line with the average of Italian listed companies and commensurate with the commitment required, the relevance of the role held as well as the size of the company and the sector to which it belongs.

The structure of the board of directors and of the statutory auditors' committee as at December 31, 2019 is summarized in the two attached tables.

Casale Monferrato, March 25, 2020

For the Board of Directors
The Chairman
Enrico Buzzi

TABLE 1: BOARD AND COMMITTEES (as at December 31, 2019)

Board of Directors (1)													Control and Risk Committee		Related party Committee	
Position	Incumbents	Year of birth	Date of first appointment*	In office since	In office till	List (M/m)**	Exec.	Non-exec.	Indep. ex Code	Indep. ex T.U.F.	No. of other positions held ***	(*)	(*)	(**)	(*)	(**)
Chairman	Enrico BUZZI	1938	1999	12/05/2017	Appr. fin. stat. at 31/12/2019	M	X				2	6/6				
Vice-Chairman	Veronica BUZZI	1971	2011	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X			1	6/6				
Managing Director	Michele BUZZI	1963	2005	12/05/2017	Appr. fin. stat. at 31/12/2019	M	X				-	6/6				
Managing Director	Pietro BUZZI	1961	2000	12/05/2017	Appr. fin. stat. at 31/12/2019	M	X				3	6/6				
Director	Paolo BURLANDO	1962	2008	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X			7	6/6	6/6	M		
Director	Elsa FORNERO	1948	2008	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X	X	X	2	6/6			1/1	M
Director	Aldo FUMAGALLI ROMARIO	1958	2011	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X	X	X	1	5/6	5/6	M	1/1	M
Director	Linda Orsola GILLI	1953	2014	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X	X	X	3	6/6				
Director	Antonella MUSY	1968	2017	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X	X	X	-	6/6				AM
Director	Mario Paterlini	1963	2019	09/05/2019	Appr. fin. stat. at 31/12/2019	(1)		X	X	X	1	1/2				
Director	Gianfelice ROCCA	1948	2003	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X	X	X	14	4/6				AM
Director	Maurizio SELLA	1942	1999	12/05/2017	Appr. fin. stat. at 31/12/2019	M		X	X	X	7	4/6	6/6	C	1/1	C
DIRECTORS CEASED DURING THE YEAR UNDER REVIEW																
Director	Luca DAL FABBRO	1966	2018	08/02/2018	28/03/2019	(2)		X	X	X	3	2/2				
Number of meetings held during the year under review						Board of Directors: 6			Control and Risk Committee: 6			Related party Committee: 1				
Quorum required to submit lists on the occasion of last appointment: 1% of the entire voting stock in the ordinary shareholders' meeting																

NOTES

- (1) Appointed by the shareholders' meeting on May 9, 2019 on the proposal of a group of international and national institutional investors, who hold a total of 0.9501% of the entire voting stock, to replace the resigning director Luca Dal Fabbro.
- (2) On February 8, 2018 the board of directors, upon proposal of the Management Committee (body made up of representatives of Italian and foreign institutional investors) and in place of director Oliviero Maria Brega, co-opted independent director Luca Dal Fabbro, who was confirmed by the shareholders' meeting of May 10, 2018 for the remaining duration of the mandate of the board of directors. He resigned with effect from the end of the meeting of the board of directors on March 28, 2019.
- * The date of first appointment of each director is the date on which the director has been appointed for the first time (ever) to the Board of Directors of the issuer
- ** M/m indicates whether the director has been elected through the majority slate (M) or through a minority slate (m); "CdA" refers to: list presented by the Board of Directors
- *** Number of other memberships in boards of directors or of statutory auditors' committee in other companies listed on regulated markets in Italy and abroad, in financial, banking and insurance companies or in large companies not belonging to Buzzi Unicem group. The report provides details as to the positions held
- (*) Director's attendance at meetings of the Board of Directors as well as of the Committees (no. of meetings attended vs. total no. of meetings which he/she could have attended)
- (**) Position of the director within the Committee: "C": Chairman, "M": Member, "AM": Alternate Member".

TABLE 2: STATUTORY AUDITORS' COMMITTEE (as at December 31, 2019)

Statutory Auditors' Committee									
Position	Incumbents	Year of birth	Date of first appointment *	In office since	In office till	List **	Indep. ex Code	Attendance at meetings of the Committee***	Number of other positions held ****
Chairman	Fabrizio Riccardo DI GIUSTO	1966	2014	12/05/2017	Appr. Fin. Stat. at 31/12/2019	m	X	19/19	
Regular Auditor	Paola Lucia GIORDANO	1962	2014	12/05/2017	Appr. Fin. Stat. at 31/12/2019	M	X	19/19	
Regular Auditor	Giorgio ZOPPI	1963	2017	12/05/2017	Appr. Fin. Stat. at 31/12/2019	M	X	19/19	
Alternate Auditor	Giulia DE MARTINO	1978	2017	12/05/2017	Appr. Fin. Stat. at 31/12/2019	m	X		
Alternate Auditor	Domenico FAVA	1966	2017	12/05/2017	Appr. Fin. Stat. at 31/12/2019	m	X		
Alternate Auditor	Margherita GARDI	1946	2014	12/05/2017	Appr. Fin. Stat. at 31/12/2019	M	X		
AUDITORS CEASED DURING THE YEAR UNDER REVIEW									

Number of meetings held during the year under review: 19

Quorum required to submit lists on the occasion of last appointment: 1% of the entire voting stock in the ordinary shareholders' meeting

NOTES

- * The date of first appointment of each auditor is the date on which the auditor has been appointed for the first time (ever) to the Statutory Auditors' Committee of the issuer
- ** M/m indicates whether the auditor has been elected through the majority slate (M) or through a minority slate (m)
- *** Auditors' attendance at meetings of Statutory Auditors' Committee (no. of meetings attended vs. total no. of meetings which he/she could have attended)
- **** It should be noted that no regular auditor holds any positions in other companies listed on regulated markets

Curricula of the members of the board of directors

Enrico BUZZI

Place and date of birth: Casale Monferrato (AL) - 27/03/1938

Qualification: Degree in Civil Engineering – Transport section from - Polytechnic University of Turin in 1962

On the Engineer Register of Cuneo Province under no 236

Positions held:

Managing Director of Fratelli Buzzi S.p.A., Via Luigi Buzzi n. 6 - Casale Monferrato (AL)

Chairman of Buzzi Unicem S.p.A., Via Luigi Buzzi n. 6 - Casale Monferrato (AL)

Chairman of Corporación Moctezuma SAB de C.V., Mexico

Chairman of Unicalcestruzzi S.p.A., Via Luigi Buzzi n. 6 - Casale Monferrato (AL)

Managing Director of Fimedi S.p.A., Corso Re Umberto n. 10 - Torino

Veronica BUZZI

Born in 1971; mother of 4 children.

Graduated in Business and Administration with honors at the University of Turin.

After a work experience at Alamo Cement Co. in San Antonio, Texas, she was auditor with Arthur Andersen & Co. from 1996 to 1997. Later, until 2001, he worked at McKinsey & Co., specializing in Financial Institutions area and Corporate Finance. Subsequently, until 2002 he was assistant to the head of Investor Relations & Financial Planning at Buzzi Unicem SpA. After a brief experience with the Cerved Group in 2010, she collaborated with the Dynamo Camp Onlus Association from 2011 to 2013.

Vice President of Buzzi Unicem SpA since 2011; member of the Supervisory Board of Dyckerhoff GmbH since 2013; member of the steering committee of AldAF (Italian Association of Family Businesses) since 2013 to 2019; independent director in Banca Patrimoni Sella & Co. SpA since 2016.

Michele BUZZI

Place and date of birth: Casale Monferrato (AL) - 25.03.1963

Qualification: Bachelor of Science in European Business with Technology, Brighton Polytechnic, UK
Diploma Engineer in Industrial Production from Polytechnic University of Turin

Positions presently held:

since 2006 Managing Director of Buzzi Unicem SpA, Casale Monferrato (AL), Italy

since 2006 Managing Director of Unical SpA, Casale Monferrato (AL), Italy

since 2004 Member of Management Board of Dyckerhoff AG, Wiesbaden, Germany

since 2009 member of Board of Cembureau

since 2011 Member of Aitec Bureau

Other positions:

from 2002 to 2005 COO Cement Italy of Buzzi Unicem SpA

from 1998 to 2003 Member of Standing Committee 2 (Products and Marketing) of Cembureau

from 1998 to 2001 Marketing Manager of Buzzi Unicem SpA
from 1995 to 1997 Managing Director Concrete of Buzzi Group
from 1999 to 2010 Deputy President of AITEC (ITALIAN CEMENT ASSOCIATION)
from 2007 to 2009 Member of Liaison Committee of Cembureau

Professional experiences:

April/June 1990 Cement international seminar (at Holderbank - Switzerland)
1989 Stages (6+6 months) with Soges (Turin – Consultant) and Rugby Cement (UK, in the Distribution Department)

Pietro BUZZI

Born in Casale Monferrato on 22 January 1961, married to Marina Pogliano, 5 children.

Education:

- 1979: Classical Studies GCE from Liceo Cesare Balbo - Casale Monferrato
- 1985: Degree in Economics - Business Administration from University of Turin
- 1988: Master in Business Administration from University of Texas at Austin

Work experiences:

- 1985 - 1986: Arthur Andersen, Turin Office (Auditing Firm), as junior auditor
- 1988: he joins full time Buzzi Cementi SpA, first as a Controller and then with growing operating responsibilities within the administration, financial and information system functions
- 1999: Chief Financial Officer (CFO) of Buzzi Unicem SpA, company listed on the Italian Stock Exchange
- since January 2006: CEO Finance of Buzzi Unicem SpA

Positions held:

- Chairman of Fimedi SpA and Presa SpA (family holdings of Buzzi Unicem's group)
- Member of Dyckerhoff's Supervisory Board since 2007
- Director of Banco Popolare di Verona e Novara Scrl from 2002 to 2007
- Director of Efibanca SpA since 2007 to 2010
- Member of Banco Popolare – Società Cooperativa's Supervisory Board from 2010 to 2011
- Director of Banco Popolare – Società Cooperativa from 2011 to March 2014
- Director of Teoresi SpA since 2017 to 2020

Paolo BURLANDO

Paolo Burlando is a chartered accountant and auditor at WTS R&A Studio Tributario Associato (www.taxworks.it) based in Turin (I). He specializes in corporate non-recurring deals and he is in charge of several management and auditing offices in listed and non-listed companies. Among others, he is serving as member of the Board of Directors for Buzzi Unicem S.p.A., for Presa S.p.A. (holding company of Buzzi Unicem Group), for United Venture One SICAF EuVECA S.p.A. and for Tecna S.r.l.; moreover, he is serving as statutory auditor for Gruppo Mutui On Line S.p.A. (a listed company in Milan Stock Exchange) and for other Gruppo MOL' s companies, for Yarpa S.p.A. and

Yarpa Investimenti SGR S.p.A. (Vittora Assicurazioni Group), for CLN S.p.A. e Arcelor Mittal CLN S.r.l. (Gruppo Magnetto), for Laterite S.p.A. and other minor Italian companies.

He owned working experiences as corporate finance advisor (1987), analyst for Private Equity (1992) and as CEO's assistant at Fratelli Buzzi S.p.A.(1997); in 1998 he founded the corporate tax and legal advisory firm "Burlando Zoppi D'Amico Luzzati" recently (2014) partially merged in WTS R&A.

Paolo Burlando graduated with the highest grades in Economics from University of Turin in 1987 and earned the Certification of Accountant in 1992.

Sport enthusiast in 2017 he founded and presently chairs the ski-racing club Equipe Beaulard

Elsa FORNERO

[\(http://sites.carloalberto.org/fornero/\)](http://sites.carloalberto.org/fornero/)

Honorary Professor at the University of Turin where she covered the position of Political Economics, until October 31st 2018.

Honorary Senior Fellow, Collegio Carlo Alberto (www.carloalberto.org) and Scientific Coordinator of CeRP (Center for Research on Pensions and Welfare Policies. <http://www.cerp.carloalberto.org>)

Vice Chairperson of SHARE-ERIC (Survey of Health, Ageing and Retirement in Europe), <http://www.share-project.org/>

Member of the Research Committee of the OECD International Network on Financial Education (INFE), <http://www.oecd.org/finance/financial-education/>

Research fellow, Netspar (www.netspar.nl) and Policy Fellow of IZA (Institute for the Study of Labor, <http://www.iza.org>)

Member of the Scientific Committee of the Observatoire de l'Epargne Européenne (Paris, www.oee.fr)

Member of the Advisory Council of GFLEC (Global Financial Literacy Excellence Center) – Whashington DC.

She works as a key-note speaker, columnist and television commentator.

Past positions:

From November 16, 2011 to April 28, 2013 Minister of Labor and Social Policy, with responsibility for Equal Opportunities, in the Monti cabinet. In this capacity she signed two important reforms: the Benefit Reform (Law 214/2011) and the Labor Market Reform (Law 92/2012).

In the 2013-16 period she was a member of the Advisory Group of the New Pact for Europe (Brussels) <http://www.newpactforeurope.eu/>

In 2010-2011 Vice Chairperson of the Supervisory Board of Intesa Sanpaolo.

In 2009-2011 member of the Board of Directors of Buzzi Unicem

In 2008-2010 Vice Chairperson of the Compagnia di San Paolo

Previously, member of the Boards of Directors of Eurizon Financial Group (2006-2008); Fondazione Teatro Regio in Turin (2006-2008); Fideuram Vita (2001-2003) and INAAssitalia (1999-2000)

In the period 2005-2011, part of the Evaluation Team for Public Pension Expenditure, at the Ministry of Welfare

In 2005-2007, member of the Governing Council of the Società Italiana degli Economisti and of the Editorial Committee of the "Rivista Italiana degli Economisti"

Part of the scientific committees of Confindustria (2005-2006) and MeFoP - Società per lo Sviluppo del Mercato dei Fondi Pensione (2000-2003)

From 2000 to 2011, columnist for Il Sole-24 Ore

In 2003-2004, worked as an independent expert for the World Bank, with a mandate to assess the support role played by the Bank in the implementation of the benefit reforms in following countries: Russia, Latvia, Macedonia, Albania

In 2001-2002, chaired the Task Force on Pension Portability organized by the Centre for Economic Policy Studies in Brussels

In 2001, member of the Ministerial Commission for the assessment of the social benefit system (Brambilla Commission)

In the years 1993-1997, member of the City Council of the City of Turin, chairing the 1st Advisory Commission (Budget Committee).

Awards:

In 2013, received the Ezio Tarantelli prize for the best economic idea of the year, awarded by the Club dell'Economia for having created the Social Insurance for Employment (ASPI) and the "Liberal Award" by the Swiss "Young Liberals"

In 2011, awarded the prize "La Mela d'Oro" by the Marisa Bellisario Foundation, dedicated to "Women: innovation and human capital"

In 2003, awarded, along with Olivia Mitchell, the award "INA Accademia Nazionale dei Lincei" for studies on insurance matters

In 2001, received (ex-aequo with Ignazio Musu) the Saint Vincent Prize for Economics.

Research areas:

The household savings. The welfare system. The ageing of the population.

The social security systems and the reforms. Labor market reforms. The retirement choices. Life insurance. Financial education and its effects on individual choices and on the effectiveness of reforms. Her latest book is: "**Who is afraid of reforms. Illusions, clichés and truths about pensions**", Bocconi, 2018.

Aldo FUMAGALLI ROMARIO

Born in Milan in 1958.

Degree cum laude in Chemical Engineering from Politecnico of Milan.

- Chairman and CEO of SOL Group (*)
- Member of ASPEN Institute's General Council and Executive Committee - Italy

He has also been:

- Member of Confindustria's General Council (2016-2017).
- Vice President of Assolombarda (from 2013 to 2015)
- Vice Chairman of Credito Valtellinese (CREVAL Group) from 2012 to 2014
- Chairman of Credito Artigiano (CREVAL Group) (from 2010 to 2012)
- Member of the Board of Directors of CentroBanca - UBI Group (from 2005 to 2011)

- President (in 2006) and member of the board (from 2002 to 2007) of the BAC (Business Advisory Council) of the Stability Pact for South-Eastern Europe
- Chairman of IOMA - Industrial Oxygen Manufacturers Association (2011)
- Vice President for the Industrial Relations of Federchimica, the Italian Federation of Chemical Industry (from 1999 to 2007)
- President of Assogastecnici (Italian Association of industrial and medicinal gases Manufacturers)
- President of H2IT – Italian Association for Hydrogen and Fuel Cells
- Confindustria coordinator for Middle East, Africa and Eastern Europe area (from 2002 to 2004)
- President of Confindustria Young Entrepreneurs – Vice President of Confindustria (from 1990 to 1994)
- President of European Young Entrepreneurs – “YES” Group (from 1992 to 1993)
- Member of the Presidency Council of Confindustria – in charge of Institutional Reforms (from 1994 to 1996)
- Member of MURST (Commission for Scientific and Technological parks in Southern Italy and their extension to Central-Northern Italy) (from 1995 to 1997)

(*) Sol is an Italian based multinational group listed on the Milan Stock Exchange since 1998, with a turnover of € 900 million and headcount of over 4,300 units, operating in the production and distribution of industrial and medicinal gases (oxygen, nitrogen, argon, helium, hydrogen) and in home care in Italy and other 24 European countries (Albania, Austria, Belgium, Bosnia, Bulgaria, Croatia, France, Germany, Greece, Ireland, Kosovo, Macedonia, the Netherlands, Poland, Portugal, United Kingdom, Czech Republic, Romania, Serbia, Slovakia, Slovenia, Spain, Switzerland and Hungary), and a local presence in Brazil, India, Morocco and Turkey.

Linda Orsola GILLI

Chairperson and CEO Inaz Srl

In 1978 entered the family company INAZ, company leader in services and solutions for management and administration of human resources, founded in 1948. Marketing Director and then General Manager, has lead the technological breakthrough of the company by integrating strictly regulatory and administrative skills with software development and innovative services. In 2004 appointed as Chief Executive Officer and Chairperson, has consolidated the role of INAZ as a service provider partner for thousands of businesses, professional firms and public bodies with more than two million job positions managed.

INAZ today is an industrial group in which a number of subsidiaries and affiliates flanks the Parent Company, with over 500 highly skilled employees. Headquartered in Milan, it has Research and Development Center in Milan and in Pisa, a network of over 50 commercial agencies and Software Service Centers and outsourced payroll processing widely scattered throughout the national territory. The solutions and the management and administration services offered by INAZ, are based on a basic principle: creating a useful system for the entire company and its strategic development, starting from human resources offering a complete system of solutions combined with technical assistance and organizational consultancy.

Graduated from classical high school, Linda Gilli has a degree in Business Administration from the Bocconi University in Milan and has three children, two of which are working in INAZ. In addition to corporate activity, a strong social and representation commitment for the affirmation of a modern entrepreneurship concept continues to be important.

For over 10 years she promotes a cultural initiative "Piccola biblioteca d'impresa" to disseminate with conferences, study meetings and publications the company's conception as an actor of a modern social market economy and corporate humanism.

Through the Work Business Observatory INAZ, she promotes and supports activities and initiatives to read the current scenario and to translate the ideas that help people to work better and companies to be competitive in daily operations; collects useful materials, offers moments of reflection, promotes good practices, conveys and circulates the best energies related to the management of the workforce and the business economy.

Creator and producer of the documentary film "The human factor, the spirit of the Work" (2018), born from the experience of years spent alongside exemplary Italian companies, small and large, from different sectors, to tell the centrality of the human being in the world of work through a film; the best way to collect and disseminate corporate responsibility and work issues.

Has supported the AIDAF – Alberto Falck chair of Family Business Strategy at Bocconi University from the year of its foundation. She is a member of UCID Milano, supports the Vatican Foundation "Centessimus annus" of which she was a member of the Advisory Board until 2019. She is a member of the board of directors of Buzzi Unicem, a company listed on the Milan stock exchange. Since May 2016 she has been a member of the Board of Directors of Avvenire Nuova Editoriale Italiana Spa.

She was Chairperson of ISVI until 2019 – "Istituto per i Valori d'Impresa" promoting studies, publications, training and services, responsible entrepreneurship which is open to innovation.

From 2003 to 2017 she was part of the jury of the EY Prize "Entrepreneur of the Year". Council member in Assinform, and Member of the Board of Directors of ISPI - Institute for International Political Studies, Linda Gilli has held numerous other positions in public and private bodies, from the Board of Directors of the University of Bicocca in Milan, to member of the evaluation team of the same University, to the AIDDA of which she was Chairperson of the Lombardy Delegation and responsible for the "ICT table".

In 2007 she was appointed Cavaliere del Lavoro by the President of the Republic Giorgio Napolitano and in the same year awarded the title of Businesswoman of the year by the City of Milan.

Since 2010 to 2013 and since 2019 member of the Executive Council of the Cavalieri del Lavoro National Federation - Lombard Group and Vice President since 2014 to 2016.

Since 2007, supports the University College of the Cavalieri del Lavoro National Federation "Lamaro Pozzani", and from 2019/2020 academic year the " Course of culture for business" Valerio e Clara Gilli "

Since 2014 she is Chairperson of the Commission for the training activities of the same Federation.

Antonella MUSY

born in Turin on March 16, 1968, married with three children

Residence: Turin

Study: Turin - Via Luigi Mercantini, 5

Milan - Via San Pietro all'Orto, 10

TRAINING

1986 Scientific Maturity - Galileo Ferraris High School of Turin

1993 Degree in Law - University of Turin

Thesis: Economic and Financial Policy - Supervisor Prof. Walter Santagata

Title: Political economy of an art market, the case of poor art in Turin

Admitted to practice as a lawyer with an examination held at the Court of Appeal of Turin and enrolled in the Register of Lawyers since October 12, 1998, enrolled in the Register of Cassation Lawyers.

LANGUAGE SKILLS

English

French

PROFESSIONAL EXPERIENCES

FROM 1993 TO 2004

STUDIO MUSY - member

The core of the Firm, composed by Alberto and Antonella Musy, represented the continuation of the one founded by their father in 1961, the lawyer Antonio Musy, one of the most expert labor lawyer assisting entrepreneurs in Italy, and taken over by Alberto and Antonella at the beginning of the 90's with the intention to broaden progressively the skills in relation to other areas of the law.

FROM 2005 TO 2008

STUDIO AGNOLI E BERNARDI - member

Since the foundation of Agnoli e Bernardi Firm, spin off of Studio Pavia e Ansaldo, she has been responsible for the Department of Labor Law of the office.

SINCE 2008

STUDIO MUSY BIANCO ASSOCIATI - socia

With the current members she founded the studio Musy Bianco e Associati after the merger of Studio Agnoli and Bernardi in the Studio Pirola Pennuto Zei.

SPECIALIZATION

Since the beginning of their professional training, attention has been focused on labor law, specifically for employers. The specific experience in the context of extraordinary transactions has allowed to extend our competence in the field of company law.

It mainly targets its professional activity towards issues of Trade Union Law, Reorganization and Corporate Restructuring; Company Transfers and Internal Policies Management, in particular:

- Negotiation of corporate collective agreements
- Interpretation of collective agreements
- Participation in trade union negotiations
- Assistance in developing the negotiation strategy.

- Issues of labor law and trade union law, in relation to restructuring processes.
- Due diligence on all aspects of labor law, agency contracts, trade union law and tax treatment and salary contributions
- Analysis and planning of labor law issues related to extraordinary operations
- Restructuring
- Outsourcing
- Contracts
- Collective redundancies and CIGS and mobility procedures, including assistance from the competent Ministries and Territorial Bodies.
- Drafting of internal procedures and company policies
- Drafting of petitions to public bodies for specific authorizations (eg Article 4 S.L.)
- Management and analysis of remuneration policies
- Drafting of employment contracts for each category of workers: managers, middle managers, employees, workers in different sectors and for different tasks
- Drafting of special clauses: non-competition agreements, confidentiality, secrecy, stability, to avoid transfers of personnel, to regulate employees' inventions
- If collective agreements do not apply, drafting corporate regulations containing all the regulatory aspects of labor relations
- Verification of compliance with Italian legislation of the codes of conduct of multinational companies
- Drafting of the disciplinary code
- Management of the employment relationship, with particular regard to:
 - Application of disciplinary sanctions
 - Transfers, changes in duties and other conditions of the work contract
 - Individual and collective redundancies
 - Procedures for the management of confidentiality, use of IT tools and e-mail.

Member of the Piedmont section of the Centro Studi di Diritto del Lavoro Domenico Napoletano.

Member of the Board of Directors of the Italian Labor Lawyers Association Section Piedmont and Valle d'Aosta, with the role of Treasurer.

Member of the National Executive Council of the Italian Labor Lawyers Association for the Piedmont and Valle d'Aosta Section.

Mario PATERLINI

Born on 1963, July 28th

Personal statement

An experienced Chief Executive with a proven track record in International Business. Driving change and organisational development within multiple complex stakeholder environment. As a leader I value the health of the team and the business performance of the team, ensuring the individual interaction between all the team members provides the basis of the overall success of the organisation. Experienced across various disciplines including legal, HR, finance, procurement and M&A. Key strengths include: strategic and ethical approach, strong understanding of governance,

detailed experience and understanding of change management, ownership of productivity programmes and continuous improvement. Ability to assemble and transform teams with consistent values. Strong International experience across EMEA and the US.

Key Skills

- >20 years international experience in a US multinational, \$10 billion revenue
- Chief Executive Industrial Gas business, € 500 million revenue with 18% Market Share
- Extensive experience of European markets and culture
- Tri lingual – French, Italian, English
- Strategic vision with ability to drive focused implementation and financial performance
- Employee engagement and people development – “Employee engagement drives peak performance”
- Strong understanding of governance and compliance
- Business turnaround and change management
- Significant M&A experience

Employment History

July 2010 to present

CEO, Board member Sapio Group

- Main operations in Italy, with expanding operations in France, Germany and Turkey
- Revenue €540 million, EBITDA €137 million, 1800 employees, 45 legal entities
- Executive Member of Board appointed by JV partners (American multinational and Italian business investors)
- Operating in the Industrial Gases and Healthcare Markets

Major achievements:

- Business turnaround: Group moved from industry high leverage with negative free cash flow in 2005 to 2010 to a debt free Group generating in excess of € 250 Million FCF between 2010 and 2016, driven from productivity, pricing and volume improvement.
- Built new management team and business restructure to meet needs of current business environment
- Financial strength has provided platform for creation of strategic plan to drive material International expansion
- Driven higher financial performance vs benchmark in industry in both absolute value and % improvement
- Acquisition of 10 companies over the past 5 years

1988 to 2010

Various roles in Air Products and Chemicals Inc., Revenue \$10 Billion

Director Business Development (based in USA) Merchant Gases, Revenue \$ 4.4 Billion

(June 2008 to June 2010)

Major achievements:

- Strategy definition for the Merchant gases group that led to business mix rebalancing:
- Led M&A initiative to acquire major player in US market, transaction value of \$ 7 Billion, ultimately prevented by shareholder actions of target

- Led initiative to acquire last large independent Gas player in France, transaction value >€ 80 Million, developed integration plan

General Manager Northern Continent and Central Europe- Revenue \$600 Million

(February 2005 to May 2008)

Major achievements:

- Business turnaround, Increased business performance from a 13% ROS to 25% in 3 years
- Integration of large Polish Industrial Gas acquisition, Revenue \$140 Million, 600 people

General Manager France: Revenue €150 Million revenue

(April 2002 to January 2005)

- Drive business performance and margin improvement: In 3 years the French business became the most profitable in western Europe , gained 4% Market share and won the Great Place to work award

Commercial Manager France

(September 2000 to March 2002)

- Grew French Revenue by 10% per year for 2 consecutive year moving from a commodity to value added way of selling, significantly exceeding market standards

Marketing Manager Performance Industries Europe based in Brussels: Revenue \$ 100 Million

(June 1997 to August 2000)

- Responsible for re-positioning of the product offerings and implementing the global launch of a technological product in over 30 countries. 20 years after the product is still a star for the product line

University and Professional Qualification

- International Director Program-Certified in 2016 at Insead
- Advance Management Program 1998 at Insead
- Université de Technologie de Compiègne 1987

Ingénieur/Masters

Other appointments

- CEO, Board member Sapio Life S.r.l.
- Board member Carbitalia S.r.l.
- Board member ERG S.p.A.
- Board member Buzzi Unicem S.p.A.
- Board member Bomi Italia S.p.A.

Gianfelice ROCCA

He is Chairman of Techint Group, which includes Tenaris, Ternium, Tenova, Techint E&C, Tecpetrol and Humanitas. Among the world leaders in the fields of steel, energy and infrastructures, the group, in the last year, generated revenues of over US\$23.5 billion with headcount of about 57,100 units. In the '90ies he founded Humanitas Clinical Institute, a Polyclinic Hospital among the most recognized in Europe, international research and teaching center, Harvard University's case management.

Since November 2014 he is member of the Board of Directors of commercial University "Luigi Bocconi" and in July 2017 he was appointed member of the Board of Directors of the Leonardo da

Vinci National Science and Technology Museum Foundation.

In Italy he sits in the board of Directors of Brembo SpA, Buzzi Unicem SpA and he is also a member of the Advisory Board of the Milan Polytechnic. Since June 2013 to June 2017 he was President of Assolombarda, the largest territorial association of the entire entrepreneurial system in Italy.

For eight years, from May 2004 to May 2012, he had been Vice President for Education of Confindustria (leading association of Italian Industrialists) and from June 2012 to June 2016 he was a member of the Steering Committee of EIT (European Institute of Innovation and Technology).

At international level, he is Vice President of the Aspen Institute and member of the same Executive Committee, he is also a member of the Harvard Business School European Advisory Board, of the International Cancer Center Board of Beth Israel Deaconess Medical Center, and member of the Trilateral Commission and of ERT (European Round Table of Industrialists).

Active in social and charity activities, he is President of the Rocca Foundation and the Foundation Fratelli Agostino and Enrico Rocca.

In June 2007 he was appointed Cavaliere del Lavoro of the Italian Republic and in March 2009 he was presented with a *honoris causa* degree in management engineering by Milan Politecnico.

In 2010 he received from the President of the Italian Republic, Giorgio Napolitano, the 2009 Leonardo Award for his contribution to enhancing Italy's international standing in steelmaking, energy and infrastructure.

In 2018 he was appointed Commander by the President of the Republic Sergio Mattarella for the commitment and contribution given to the country in the economic field.

Gianfelice Rocca graduated *cum laude* in Physics from the University of Milan and holds a PMD from Harvard Business School of Boston.

He lives in Milan, is married and has two children.

Maurizio SELLA

He is Chairman, since 2000, of Banca Sella Holding, Parent of Banca Sella Group, Chairman, since 2005, of Banca Sella, Chairman, since 2001, of Banca Patrimoni Sella & C. and Chairman, since 1989, of Maurizio Sella S.A.A. (family holding).

He began working in Banca Sella in 1966 where he climbed the career ladder to the position of Chief Executive Officer, held from 1974 to 2004.

He has been actively involved in banking trade associations,

- within A.B.I., of which he became member of the Board of Directors in 1976 and of the Executive Committee in 1981. Within the association he has held the following positions: reference person to the Executive Committee and the Board of Directors on all issues related to the Payment System from 1987 to 1998; Vice-Chairman from 1996; Chairman from June 1998 to July 2006. He also chaired the "A.B.I. delegation for transactions on work and employment". Since 2013 Member of the Presidency Council. Since 2014 he has been Chairman of Technical Committee Italian Banks and Unique Mechanism Supervision (MVU), now Technical Committee for European Issues.
- within Fédération Bancaire Européenne, he was Director from 1998 to September 2006 and Chairman from 1998 to 2004. Since 2010 he was again Director of the Fédération Bancaire

Européenne, “alternate to President” in Sepa Council until 2014, while since 2014 he has held the position of “alternate to President” in the Euro Retail Payments Board.

He also holds the following positions:., Director of Buzzi Unicem since 1999, and since 2007 member of Internal Control Committee, since 2008 Chairman of the same committee which changed its name in Control and Risk Committee, since March 2017 Director of Tollegno Holding S.p.A.; member of the Council for United States and Italy since 1990 and of its Board since 1999, member of the Italian group of the Trilateral Commission since 1999, member of the Chairmanship Committee of Assonime (Associazione fra le Società Italiane per Azioni -Italian Association of Joint Stock Companies) since 2003, Deputy Chairman since 2011 and Chairman since 2013 until 2017, now he holds the office of Honorary Chairman; Director of Luigi Einaudi Institute (Istein) since 2009 and Chairman since 2014, Director of Febaf (Banking, Insurance and Finance Federation) since 2011, member of the Board of the Piedmont Group of the Italian Federation of Cavalieri del Lavoro since 2011 to 2019, Chairman since June 2017 to October 2019, Chairman of Italian Federation of Cavalieri del Lavoro from October 2019 from September 2017 member of the Executive Council of the National Federation of Cavalieri del Lavoro; Chairman of AIDAF (Italian Association of Family Businesses) since 2007 and Honorary Chairman since 2013, Director of the Felice Gianani Foundation since 2009, Director of the Sella Foundation since 1981, Member of the Strategic Group of SEP Luiss Policy (GSP) at the Luiss School of European Political Economy from 2017, Member of the Corporate Governance Committee of the Italian Stock Exchange from 2005 to 2006, and since December 2013, Director Camillo Cavour Foundation since December 2018.

Positions previously held:

- Member of the Management Committee G.E.B. - European Group Bankers - of which he was promoter and first Chairman from 1981 to 1983 and from 1993 to 1995;
- Director and member of the Executive Committee C.B.I. Factor from 1981 to 1997;
- Consigliere IMI Bank Lux dal 1990 al 1995;
- President of Istinform from 1985 to 1988 and Director from 1988 to 1994;
- Chairman of S.I.A. (Interbank Company for Automation) from 1998 to 1999;
- Reference person in PSTDG (Payment System Technical Development Group) with the European Commission from 1992 to 1997
- Italian reference person in PSSG (Payment System Steering Group) with the Fédération Bancaire de l'Union Européenne from 1992 to 1997
- Chairman of APAF (Association for Family Businesses) from 1994 to 1999
- Director of Assbank from 1985 to 2004;
- Director of Borsa Italiana from 1998 al 2003;
- Director of Interbank Deposit Protection Fund from 1998 to July 2006
- Director of Toro Assicurazioni from 2003 and Alleanza Toro Assicurazioni from 2009 to 2012
- Chairman of Ente Einaudi from 2005 to 2007
- Director of FBN (Family Business Network) International - Losanna from 2010 to June 2014
- Director of Luigi Einaudi Foundation since May 2008 to January 2016
- Chairman of the Nomination Committee of FBN – Family Business Network since 2011 to May 2016;

- Member of Institut International d'Etudes Bancaires since 2000 to May 2016
- Director of "Compagnie Financière Martin-Mauriel of Marseilles" since 1993 to 2016;
- Chairman Emittenti Titoli from 2016 to 2017.

In 1991 he was given the honour of "Cavaliere del Lavoro".

Maurizio Sella was born in Biella in 1942. He graduated in Economics - Business Administration from University of Turin in 1965.

Curricula of the regular auditors

Fabrizio Riccardo DI GIUSTO

Since 2002, self-employed, own professional firm in Rome - 00192, Piazza della Libertà 20, for tax, administrative, commercial and financial advice.

Main duties and responsibilities:

- Tax and administrative consulting for companies, professional associations, non-commercial bodies, public bodies, Italian local health authorities and asset management companies;
- Preparation of financial statements and tax returns;
- Drafting of advice on specific issues relating to direct and indirect taxes;
- Due diligence reports aimed at investment assessments;
- Trade union duties ex art. 2403 (duties of the Statutory Auditors's Committee) and 2409-bis (Statutory Audit of Accounts) and 2409-ter (Auditing functions) of the Civil Code. Member of statutory auditors' committees: Buzzi Unicem S.p.A. (AL) chairman of the committee, T.F.G. Mediazione S.p.A. (Rm) chairman of the committee; Dinex Italia Srl (TE), regular auditor; Autopreneste Srl (RM) sole auditor, V.B.R. S.r.l. alternate auditor.
- Preparation of appeals to provincial and regional tax courts;
- advice and assistance to constitutions of innovative start-up, innovative p.m.i. and certified incubators;
- - - advice and assistance regarding taxation of collective investment savings organizations;
- Curatorship at the Court of Rome; Reports pursuant to Article 161 LF, estimated concordat.
- Review and reporting of expenses and investments financed by the European Union and managed by the Lazio Region and its provinces under the project POR Ob. 3 2000-06 on behalf of the Company PricewaterhouseCoopers Advisory Srl., and on behalf of RIA Grant Thornton (subcontractor) for the period 2007-2013 . Expert ESF programs - training;
- Review and reporting of expenses for Bic Lazio SpA: first level control activities (ex art. 16 of Reg. EC 1080/2006) of the costs incurred under the projects co-financed by the Interreg IVC program - European Territorial Cooperation Objective of Cohesion Policy 2007/2013 of the European Union. Consultant about research programs Horizon 2020, European Programme for Research and Innovation.;
- Operations of securitization and sale without recourse for the disinvestment of healthcare receivables; special prosecutor on behalf of Local Health Authorities and the hospitals of the Lazio Region in the definition of framework agreements and in negotiating settlement agreements between trade associations (Farindustria, Assobiomedica, Federlazio, ASFO Lazio, ARIS - FOAI), the companies belonging to them and the Lazio Region;
- PSD Impact analysis (Payment Service Directive) in terms of compliance of the organizational model, adjustment of the control model, assessment of new service models in collaboration with leading management consultancy companies; participation in multifunctional teams;
- Participation in consulting projects with credit companies for the adaptation of internal regulations. Analysis of the adequacy of the internal organizational structure aiming at mitigating credit and operational risks.

Work experience:

• *From June 2002 to May 2007*

ASL RM B - Local Health Authority.

Fixed-term executive for the facility.

In addition to the professional activities, head of the Accounting and Tax Department. Among the main activities, the following are to be mentioned: preparation of provisional budgets, balance sheets and all tax returns. Relationship management with suppliers, the Treasury, the Statutory Auditors' Committee, the Lazio Region (Department of Health) and responsible for the invoicing of accounts receivables aimed at the management of separate accounting for commercial purposes

• *From 1996 to May 2002*

Studio Palandri - Law and Tax firm

Senior Consultant - Supervisor

- Tax representative of the firm's clients reporting directly to the partner in charge of the customer;
- Assistance to the firm's customers on budget, control and reporting activities;
- Head of the working group in charge of the preparation of both statutory and consolidated financial statements;
- Advice and assistance to the executive management of some of the firm's customers;
- Audits: verifying the correctness and validity of information contained in the financial statements of the companies which were clients of the firm;
- Accounting and tax due diligence for the conclusion of extraordinary transactions;
- Extraordinary transactions: acquisitions and sales of equity investments, business units and liquidations; merger by incorporation;
- Preparation of business plans, corporate reorganization and restructuring plans;
- Tax litigation: client assistance for those undergoing checks and inspections through the preparation and presentation of petitions and appeals to the competent administrations;
- Assessment, analysis and presentation of requests for obtaining funding in the short, medium and long term (ordinary and subsidized loans) drawn on regional (Law 29/92) and national laws (Law 488/92; Law 341/95 on automatic aid measures; Law 215/92 for female entrepreneurship), carried out on behalf of legal entities operating in the mining / manufacturing sector and in tourism. Territorial Pacts;
- Investigation, carried out on behalf of banks and lending institutions (BNL Banca Nazionale del Lavoro, EFI Bank, MCC Mediocredito Centrale, Europrogetti e Finanza), consisting of the revision of investment projects based on laws in favor of the depressed and disadvantaged areas of the country;

• *From 1994 to 1996*

Studio Palandri, Rome - Law and Tax Firm

Junior collaborator

- Accounting and tax consulting activities to individuals and legal entities aimed at the preparation of final balance sheets for a given period and tax returns as well as tax returns on behalf of withholding agents; processing of direct and indirect taxes. Other local taxes;
- Development and management of own customers.

• *From May 1991 to January 1994*

La Cicogna Srl – Sales agent in the children's fashion sector.

Fixed-term collaborator

- Support to the sector team "marketing and programming" in the preparation of periodical budgets (annual and interim budgets) for company programming and control, Profit Plan editing (economic and financial budget) and market forecast estimates - (so-called potential market).

Education:

Since January 1999: Auditor. Entered in the Register of Auditors with the n° 104290

September 1996 - June 1997 Master in Labor Law.

April 1995: qualification to practice as an accountant. Register of Chartered Accountants of Rome, no. AA005872.

July 1994: University "La Sapienza", Rome,

degree in Economics and Business Administration with a thesis in labor law on "Occupational group and application of the collective agreement", supervisor Prof. Pasquale Sandulli.

July 1986 "Collegio Nazareno", in Rome: Scientific high school diploma.

Personal skills and competences:

- Italian: native speaker

- English:

reading skills: good

writing skills: good

verbal skills: good

- French

reading skills: sufficient

writing skills: sufficient

verbal skills: sufficient

- Excellent interpersonal and teamwork skills, acquired in all education levels as well as in the workplace

- Excellent working relationships with customers and colleagues

- Easily adaptable to different business environments

- Excellent skills in planning and managing of projects and responsibilities

- Excellent knowledge of international accounting standards and of the auditing standards of the Tax and Commercial Law

- Excellent knowledge of the Windows ® operating system

- Excellent knowledge of the system MAC ®

- Excellent knowledge of Microsoft Office®

- Use of economic management and accounting processing softwares (Zucchetti, Oliamm Engisanità, Sispac, Teamsystem)

- Excellent knowledge of internet use and online obligations

- Driving licence cat. B

Paola Lucia GIORDANO

Education

Degree in Economics and Business Administration - University of Torino in 1989

Professional title

- 1992 Qualification to the profession of Accountant at the University of Turin in 1992.
Accountant Admitted to the Accountants and Accounting Experts of Turin
- 1995 Statutory Auditor entered in the Register of Auditors (OJ 31a, IV, Special series of April 21, 1995, DM April 12, 1995)

Professional status

Professional activity as Accountant without interruption since 1992 and as Statutory Auditor.

As part of professional activity, she is a consultant for companies and groups of national and international companies in corporate, accounting and tax matters, with reference to ordinary and extraordinary corporate transactions (mergers, divisions, liquidations, business transfers and sales); company assessment and evaluations and corporate holdings; drafting of financial statements of joint-stock companies, with particular reference to corporate groups; tax returns, consolidated tax and VAT for the Group.

It provides assistance in pre-litigation, litigation and representation procedures in the tax commission.

Supervisory Body member pursuant to Legislative Decree 231/2001

Member of the Board of Statutory Auditors of a listed company.

He holds offices as a member of the Boards of Statutory Auditors and Auditor in other industrial, commercial and real estate companies.

Work experience

- since 2008 She collaborates with Studio Zunino, Re, Claretta Assandri Professional Association, based in Turin, Corso Stati Uniti n. 41, carrying out the professional activity of Accountant and Auditor.
- 2002-2007 From 2002 to 2007 professional associate of the Tax and Corporate Firm - of the Deloitte & Touche network - of Turin with ongoing consulting, accounting and tax consultancy, drafting and revision of financial statements, consultancy for corporate reorganization / restructuring and acquisitions, opinions and tax assistance on problems of an ordinary and extraordinary nature.
Tax due diligence.
- 1989-2001 Professional of the Studio PIA - Accountants, in Turin, where she has performed his professional activity, including the training, carrying out ordinary and extraordinary corporate consultancy activities to companies and groups of companies, in particular in the retail and real estate sector; appraisals and company evaluations, drafting of consolidated financial statements; tax declarations, advice and assistance in the pre-litigation and disputes phases, representation in the tax commission, as well as tax advice to individuals.

Other professional activities

Speaker for several years in courses for practicing accountants of the "Piero Piccatti Professional Training School", of the Order of Accountants and Auditors in Turin

Member of the "Business Income" and "Holding" Study Groups of the Order of

Accountants and Auditors in Turin

Education and training:

- 2019 - 2017 “Induction Session – Sustainability and corporate governance” – Assogestioni and Assonime (2019);
“Induction Session – Follow up: Statutory Auditors and the Control and Risk Committee: synergies and divergences ” – Assogestioni and Assonime (2018);
“Induction Session – Follow up : The responsibilities of the members of the Corporate Bodies” - Assogestioni and Assonime (2018)
“Induction Session for Directors and Statutory Auditors of Listed Companies” – Assogestioni and Assonime (2017).
- dal 1992 She attends and has attended many training courses and conventions about company law, tax law and accounting.
- 1997 Participation in seminar on "The review and certification of financial statements" promoted by the Economics and Commerce University of Turin, the Order of Chartered Accountants of Turin and AIESEC in collaboration with the main auditing firms.

Languages

English: good written and oral; French: good written and oral

Giorgio ZOPPI

Personal data

- Born in Mondovì (CN) on February 7, 1963
- Resident in Turin
- Degree in Economics and Commerce at the University of Turin with a score of 110/110 and honors in 1988
- Member of the Order of Accountants and Accounting Experts of Turin at number 1336; registered in the Register of Statutory Auditors no. 111658 GU n. 100 of December 17, 1999.

Summary of professional activity

- From September 1987 to December 1993: primary consulting company in Turin (SOGES Group) in the field of consultancy on the administrative-accounting sector, organization and management control, with two publications published by Giuffrè Editore (1998 and 2000)
- From January 1994 to today: free professional activity of Accountant and Legal Auditor

He performs professional activities of an ordinary nature and on specific extraordinary transactions, both for private companies - in various sectors of activity - and for subjects operating in the field of local public services (so-called public utilities).

He has held and currently holds positions in bodies performing control and auditing activities, both in the private sphere (among others, some companies owned by BUZZI UNICEM spa) and in the public sphere (among others, ATC La Spezia Statutory Auditor, sector local public); he also performs professional activity as a voluntary liquidator.

He also performs his activity in English and French

STATEMENT

The undersigned, Fabrizio Riccardo DI GIUSTO, born in Collevocchio (RI) on June 20, 1966, residing in Rome, via Salaria 422, tax code DGS FRZ 66H20C876R, Italian citizen, Chairman of the Statutory Auditors' Committee of Buzzi Unicem SpA (with registered office in Casale Monferrato, Via Luigi Buzzi 6, capital stock euro 123,636,658.80, Chamber of Commerce of Alessandria no 00930290044)

hereby declares

under his responsibility, that he satisfies all the criteria of independence required by the regulations in force and by articles 23 of the bylaws, and specifically:

- that against himself no causes of ineligibility, incompatibility and disqualification exist, as provided by art.148, paragraph 3 of Legislative Decree no 58/1998 and, in any case, by the regulations in force;
- that he is on the Auditors' Register by art. 21. Paragraphs 7, Legislative Decree no 39/2010, and that he has performed statutory auditing for a period not shorter than three years;
- that he fulfils all conditions of professionalism and honorability as provided by the regulations in force and specifically by art. 1, paragraphs 4,5 and 6, and by art. 2 of the Ministry of Justice Decree no 162 of March 30, 2000, published in the Official Gazette of the Italian Republic no 141 of June 19, 2000;
- that he holds management and control positions in other companies in compliance with the limits on cumulation of positions set by Consob, pursuant to Legislative Decree no 58/1998.

The undersigned undertakes to promptly communicate the arising of conditions interfering with the position.

March 10, 2020

STATEMENT

The undersigned, PAOLA LUCIA GIORDANO, born in Asti on April 30, 1962, residing in Asti, via Emanuele Filiberto 23, tax code GRD PLC 62D70 A479Z, Italian citizen, Regular Auditor of Buzzi Unicem SpA (with registered office in Casale Monferrato, Via Luigi Buzzi 6, capital stock euro 123,636,658.80, Chamber of Commerce of Alessandria no 00930290044)

hereby declares

under her responsibility, that she satisfies all the criteria of independence required by the regulations in force and by articles 23 of the bylaws, and specifically:

- that against herself no causes of ineligibility, incompatibility and disqualification exist, as provided by art.148, paragraph 3 of Legislative Decree no 58/1998 and, in any case, by the regulations in force;
- that she is on the Auditors' Register by art. 21. Paragraphs 7, Legislative Decree no 39/2010, and that she has performed statutory auditing for a period not shorter than three years;
- that she fulfils all conditions of professionalism and honorability as provided by the regulations in force and specifically by art. 1, paragraphs 4,5 and 6, and by art. 2 of the Ministry of Justice Decree no 162 of March 30, 2000, published in the Official Gazette of the Italian Republic no 141 of June 19, 2000;
- that she holds management and control positions in other companies in compliance with the limits on cumulation of positions set by Consob, pursuant to Legislative Decree no 58/1998.

The undersigned undertakes to promptly communicate the arising of conditions interfering with the position.

March 10, 2020

STATEMENT

The undersigned, Giorgio ZOPPI, born in Mondovì (CN) on February 7, 1963, residing in Turin, via San Dalmazio 14, tax code ZPP GRG 63B07 F351J, Italian citizen, Regular Auditor of Buzzi Unicem SpA (with registered office in Casale Monferrato, Via Luigi Buzzi 6, capital stock euro 123,636,658.80, Chamber of Commerce of Alessandria no 00930290044)

hereby declares

under his responsibility, that he satisfies all the criteria of independence required by the regulations in force and by articles 23 of the bylaws, and specifically:

- that against himself no causes of ineligibility, incompatibility and disqualification exist, as provided by art.148, paragraph 3 of Legislative Decree no 58/1998 and, in any case, by the regulations in force;
- that he is on the Auditors' Register by art. 21. Paragraphs 7, Legislative Decree no 39/2010, and that he has performed statutory auditing for a period not shorter than three years;
- that he fulfils all conditions of professionalism and honorability as provided by the regulations in force and specifically by art. 1, paragraphs 4,5 and 6, and by art. 2 of the Ministry of Justice Decree no 162 of March 30, 2000, published in the Official Gazette of the Italian Republic no 141 of June 19, 2000;
- that he holds management and control positions in other companies in compliance with the limits on cumulation of positions set by Consob, pursuant to Legislative Decree no 58/1998.

The undersigned undertakes to promptly communicate the arising of conditions interfering with the position.

March 10, 2020