

Heidelberg Materials

Group Presentation 2025

Group Presentation
5 December 2025





We drive change through innovation

**Heidelberg Materials
Headquarters –
Heidelberg, Germany**

Built of concrete which actively
reduces the level of air pollutants.



We make cities more sustainable

Biblioteca degli Alberi park – Milan, Italy

The water-draining concrete guarantees higher water permeability, provides high mechanical resistance and improves the appearance of the pavement.



We enable encounters in an outstanding ambience

Elbphilharmonie – Hamburg, Germany

30,000 m² of concrete for the imposing concert hall in the Hanseatic city.



We protect historical heritage from nature forces

Mose – Venice, Italy

“Marine Concrete”: underwater concrete specifically developed for the Mose project.
Guarantees a lifespan up to 100 years.



We cross borders and build connections

Frederick Douglass Memorial Bridge – Washington DC, USA

This 440 metres long structure is the largest infrastructure project in DC's history. Designed for a 100-year service life, it has 3 above deck arches, 2 piers, 6 traffic lanes, and a pedestrian/bicycle lane with 4 pedestrian overlooks.





**We see challenges
as opportunities to
find new solutions**

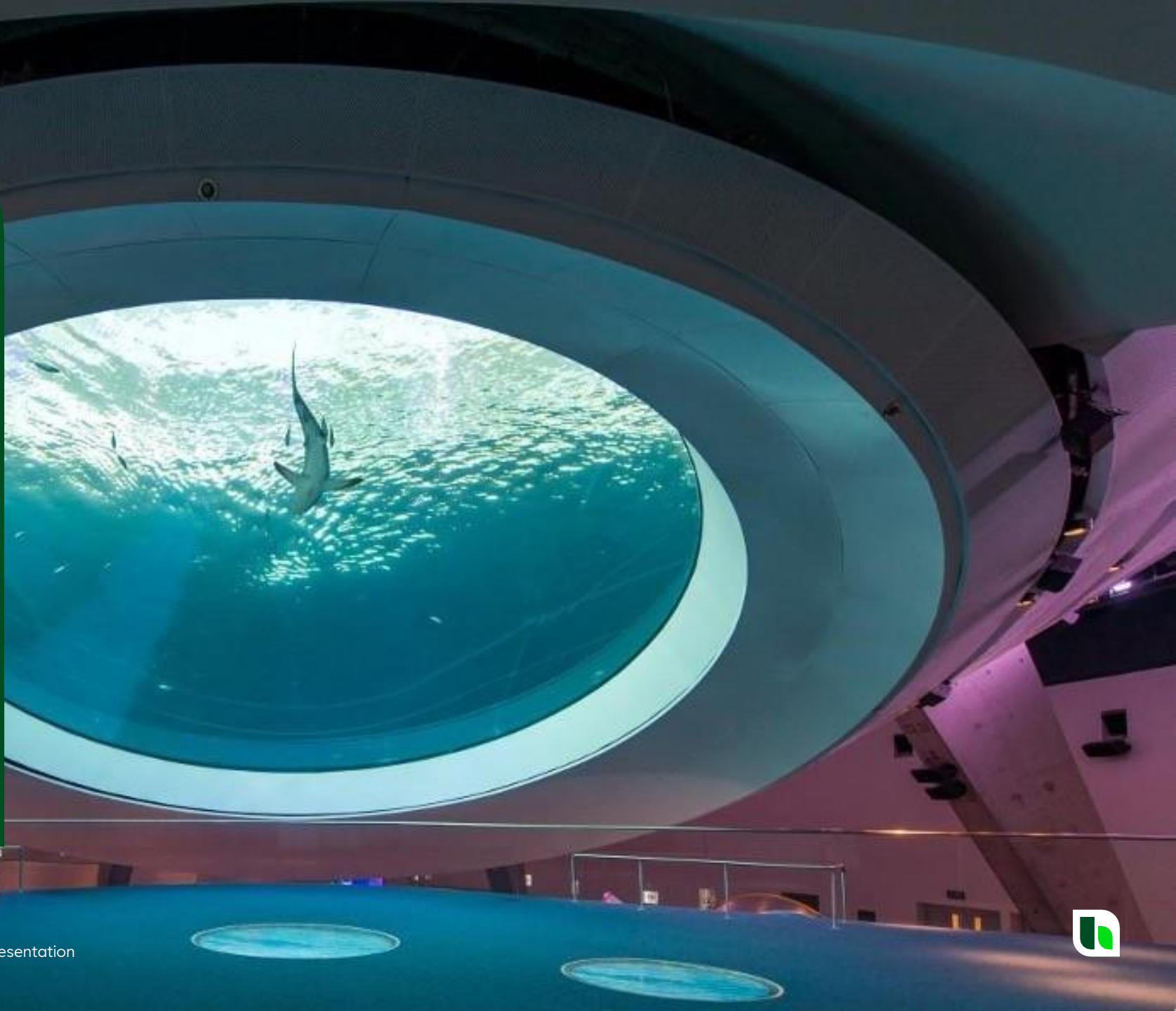
**3D printed house –
Beckum, Germany**

Less material, lower carbon
footprint.

We develop intelligent building materials that inspire

Phillip & Patricia Frost Museum of Science – Miami, USA

Our materials allow to create new levels of architecture. The Museum covers 23,200 m² and is divided into 4 buildings: a planetarium, an aquarium, and 2 separate wings for the science museum.





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1

About Heidelberg Materials



Concrete is essential for building a sustainable society



- Second most used material after water
- Locally produced and sold
- 100% recyclable
- Durable
- Sound absorbent
- Designable
- Flexible



Strong megatrends

propelling
growth

Energy transition

Advanced infrastructure

Housing and urbanisation

Defence revamping

Digitalisation



Heidelberg Materials is one of the world's largest building materials companies



51,000

employees
on 5 continents



3,000

locations
worldwide



Leading positions in cement,
aggregates, and ready-mixed
concrete





Our purpose: Material to build our future

The world is undergoing profound changes. Our building materials and solutions shape significant development worldwide. We build on one and a half centuries of experience. Now is the time to lay the foundation for our future.

At the centre of our actions lies our responsibility for the environment. We want to be the leader in the industry on the path to carbon-neutrality.

We deliver long-term financial performance through operational excellence, dedication, and openness for change.

We are progressive minds with the ambition to drive transformation. We push the boundaries to strengthen innovation and deepen partnerships with our customers and other stakeholders. Together we craft material solutions for the future.

So that the world can always build on us.



We look back on a successful year 2024

-0.1%

Revenue

€21.2bn



+6%

RCO

€3.2bn



+11%

EPS (adjusted)

€11.9



Free cashflow

€2.2bn

Shareholder return

>€1bn



ROIC

9.9%



-1.3%

CO₂

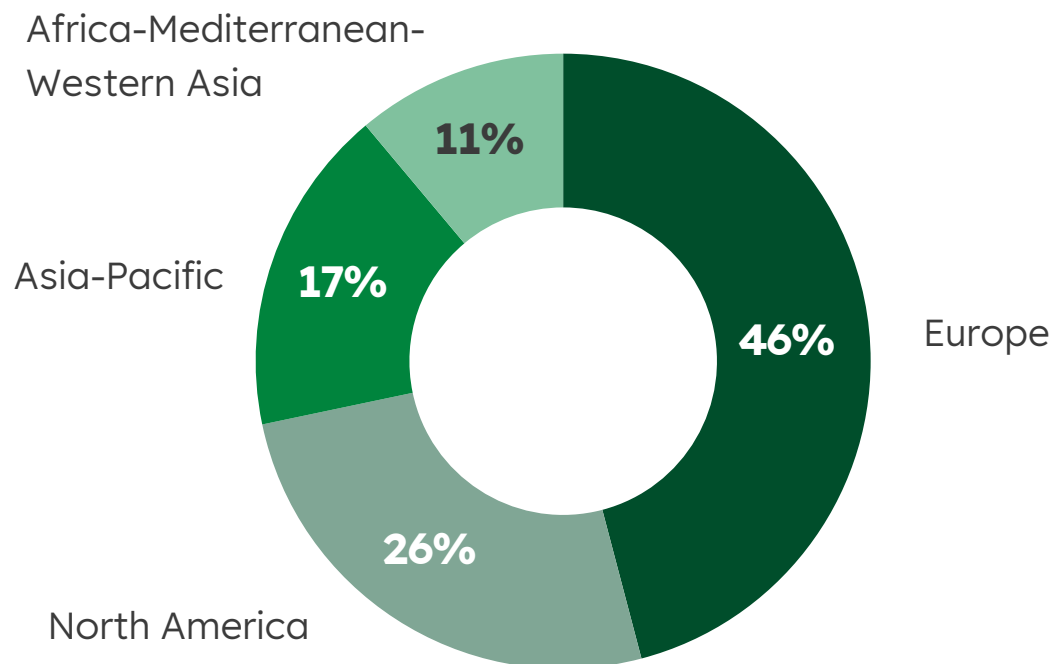
527 kg/t CEM



Global and well-balanced presence

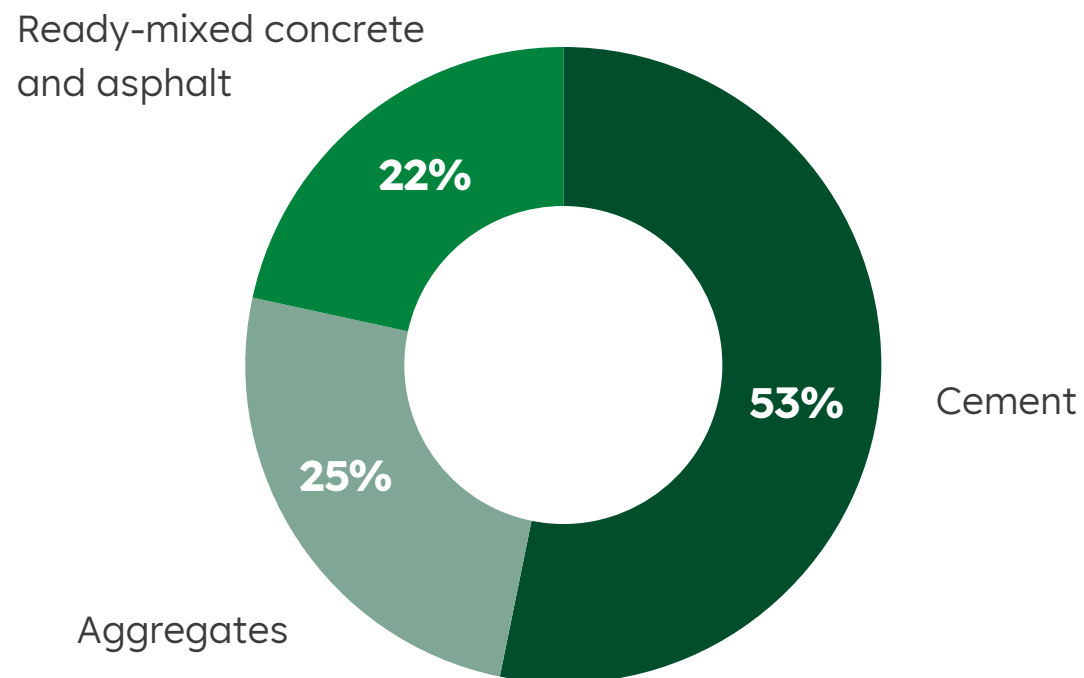
Revenue by Group area

(2024)



Revenue by business line

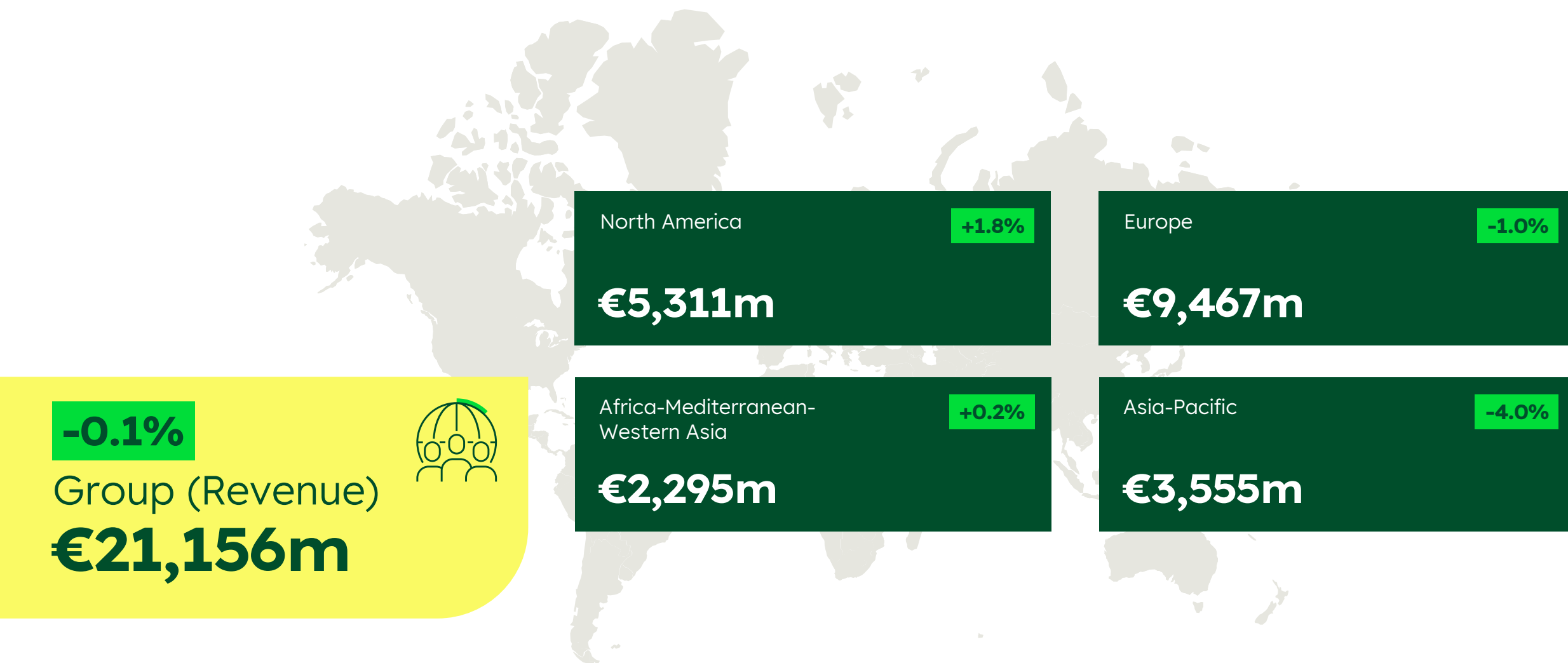
(2024)



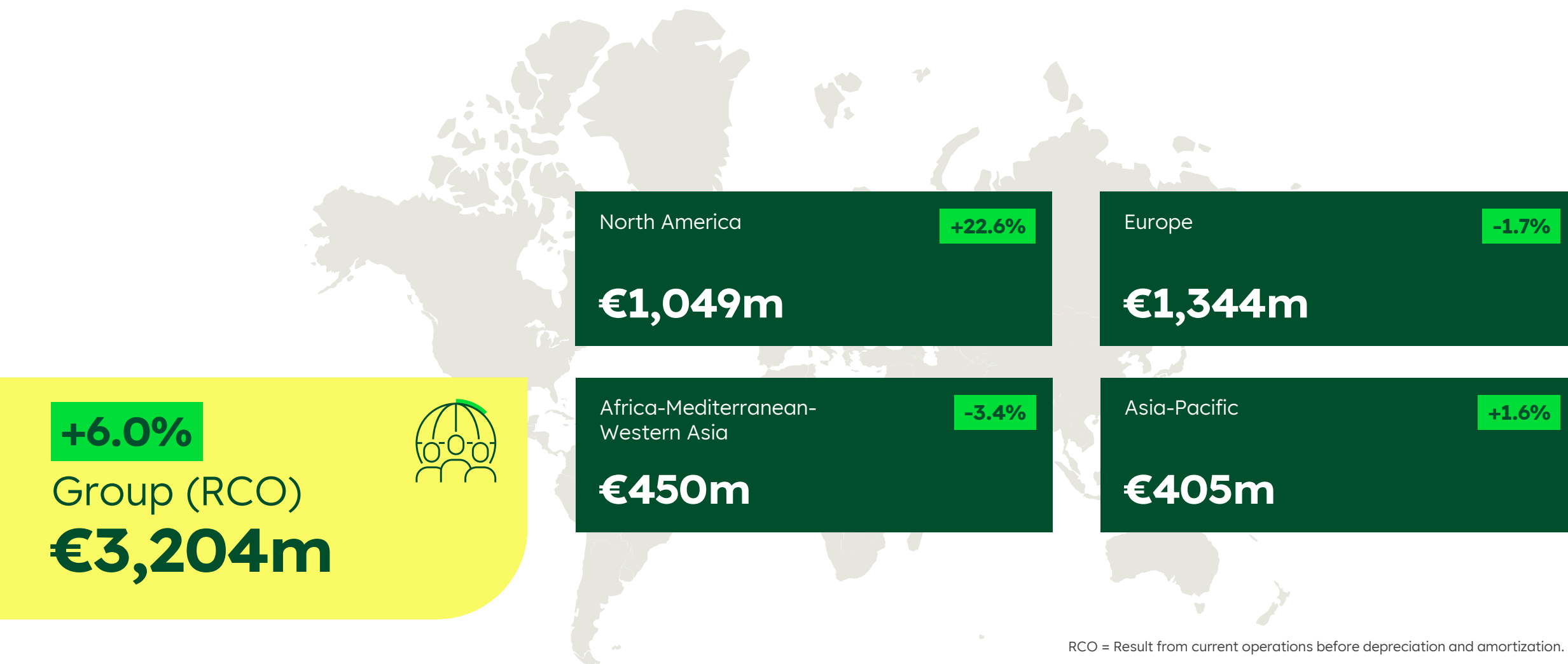
Excluding intra-Group revenues, trading activities, and corporate functions



Demand varies across regions



Strong business in North America drives RCO growth

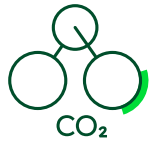


2

Sustainability

Delivering material impact – with the industry’s most ambitious targets

By 2030



Specific net CO₂/t of cementitious material (scope 1)

< **400** kg

2024: **527**kg



Share of revenue from sustainable products

> **50**%

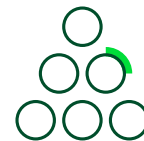
2024: **34**%



Alternative fuel rate

> **50**%

in 2024: **31**%



Clinker incorporation rate

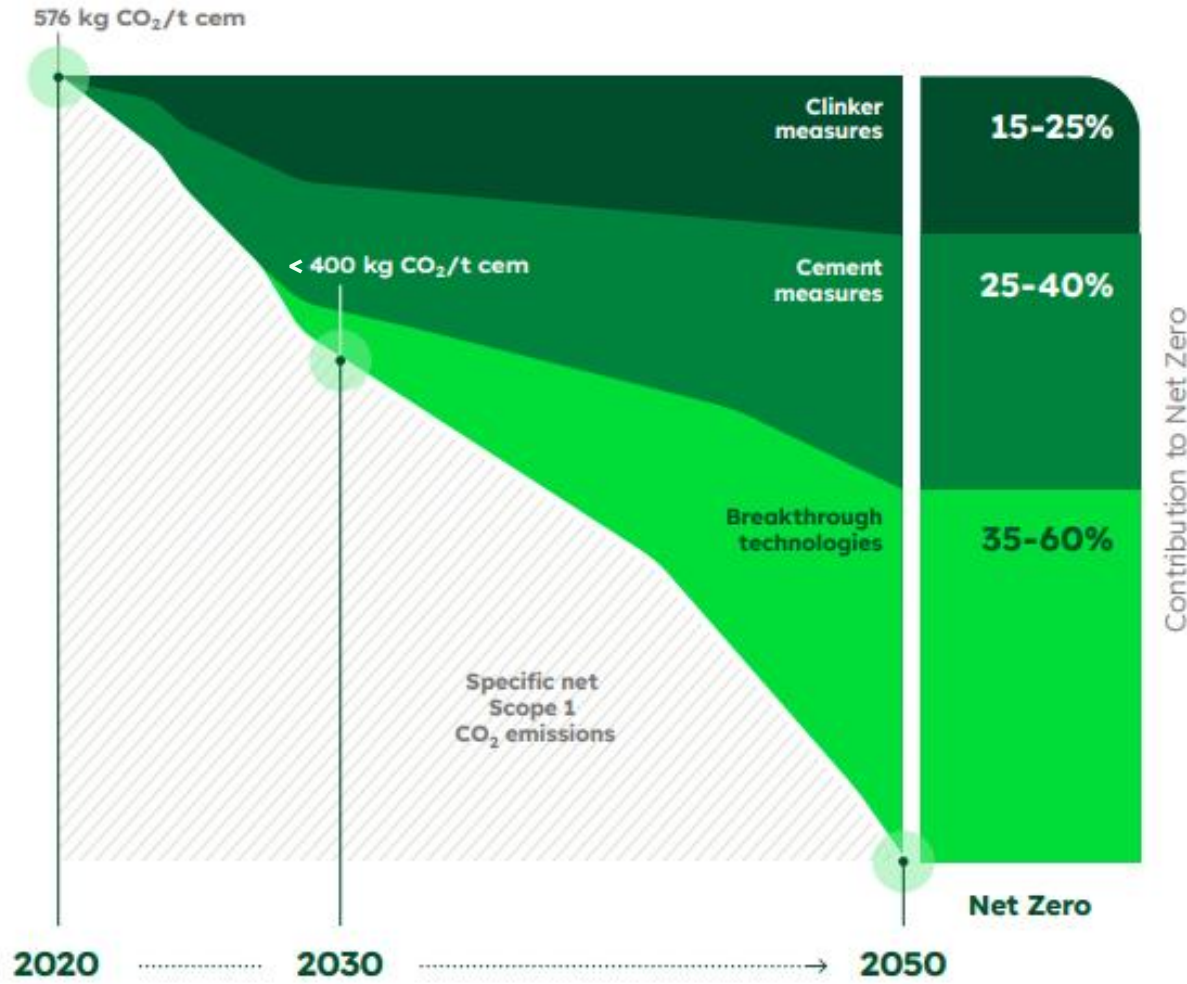
64%

in 2024: **69**%

2030 target as well as our 2050 Net Zero target validated by Science Based Targets initiative (SBTi)



We are pulling all levers on our path to Net Zero



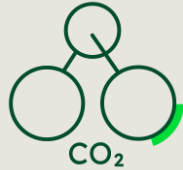
Levers to reach our net-zero target

- **Clinker Measures**
Increase efficiency of plants
>50% alternative fuels rate
20% biomass fuels rate
- **Cement Measures**
Clinker incorporation: 64%
Drive circularity
- **Breakthrough technologies**
New technologies, such as CCUS



Building a net-zero Future

We drive the decarbonisation of our sector and provide low-carbon products.

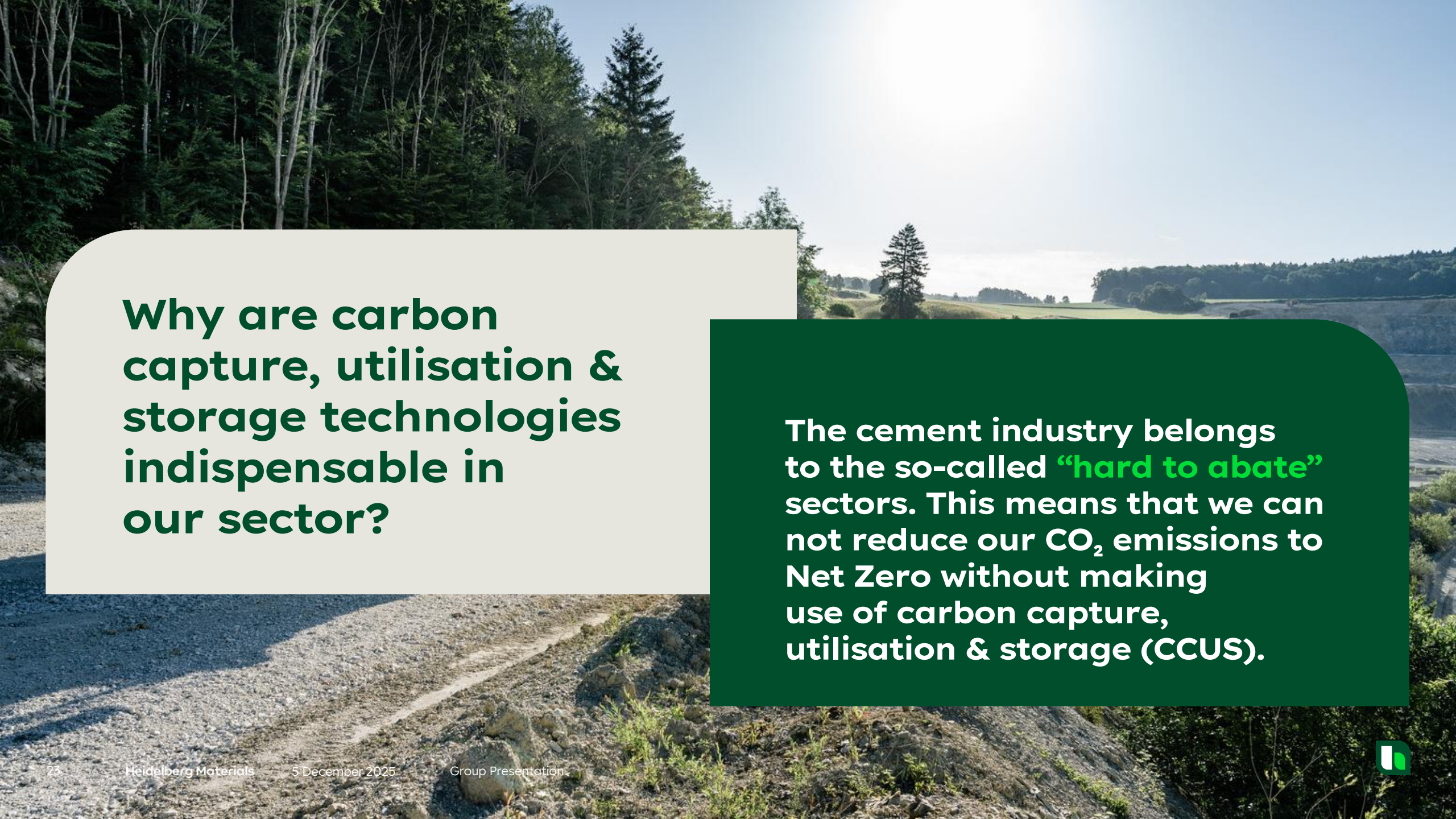


Our reduction strategy is based on solid measures at plant and product levels, the implementation of which is well underway.

Pioneering CCS: Our CCS project in Brevik, Norway, has been inaugurated in June 2025.

We are reducing our carbon footprint in line with the SBTi's 1.5°C roadmap.



The background of the slide is a photograph. The upper portion shows a dense forest of tall, thin trees under a clear blue sky. The lower portion shows a quarry or construction site with a dirt road and piles of gravel and rocks.

Why are carbon capture, utilisation & storage technologies indispensable in our sector?

The cement industry belongs to the so-called “**hard to abate**” sectors. This means that we can not reduce our CO₂ emissions to Net Zero without making use of carbon capture, utilisation & storage (CCUS).

We have the most advanced CCUS project portfolio – driving global advantage

Operational



Brevik, Norway
400kt CO₂ p.a.



Lengfurt, Germany
CCU, 70 kt CO₂ p.a.

FID¹ taken



Padeswood, UK
800kt CO₂ p.a.

Close to FID¹ stage



Edmonton, Canada
1,100kt CO₂ p.a.

Advanced development



Devnya, Bulgaria
800kt CO₂ p.a.



Geseke, Germany
700kt CO₂ p.a.



Slite, Sweden
1,800kt CO₂ p.a.



Antoing, Belgium
800kt CO₂ p.a.



Airvault, France
1,000kt CO₂ p.a.



Mitchell, USA
2,000kt CO₂ p.a.



Rezzato, Italy
1,000kt CO₂ p.a.

Large-scale technology pilot projects



Ennigerloh, Germany
LEILAC 2, 100kt CO₂



Devnya, Bulgaria
OxyCal, 50kt CO₂



Mergelstetten, Germany
Oxyfuel, 100kt CO₂

¹⁾ Final investment decision

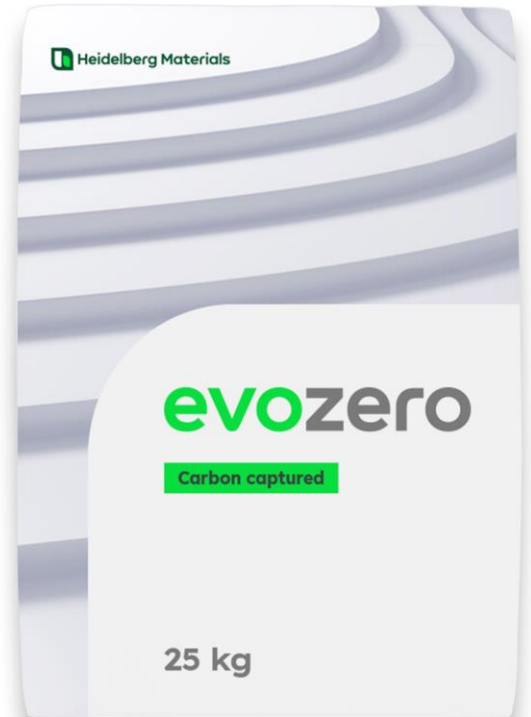
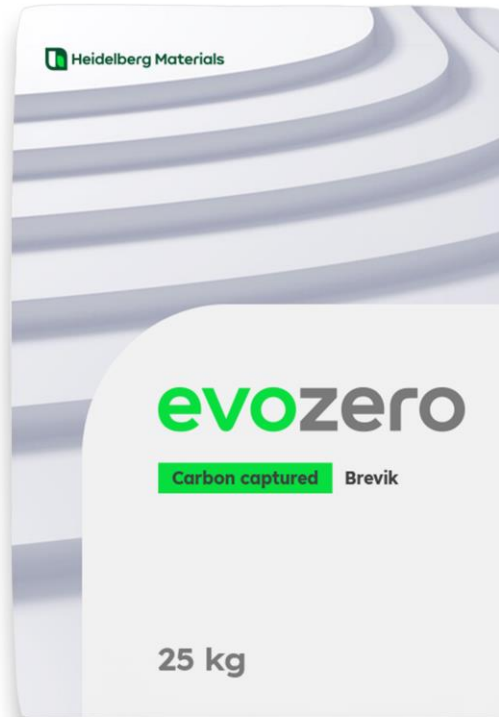


evoZero®: We will be the first to offer carbon captured near-zero cement at scale

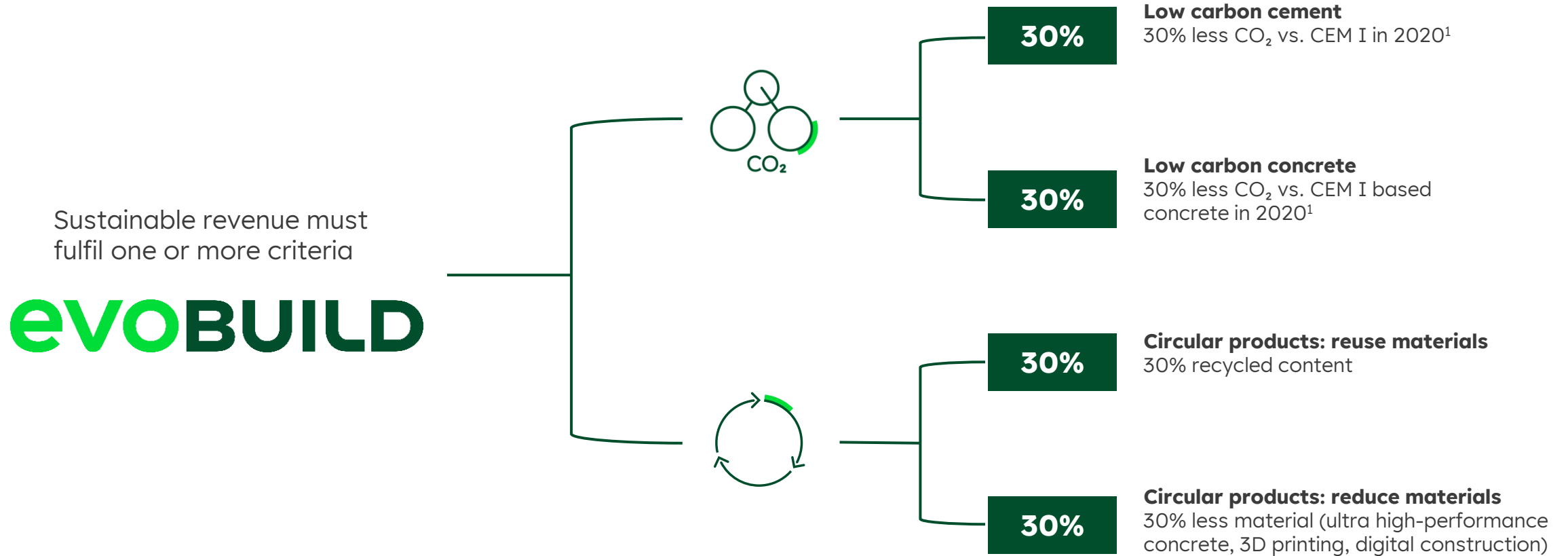
evozero

Applies to cement and concrete products

- Globally unique product: CCS technology, applied for the first time at a large scale in Brevik, enables near-zero carbon footprint of evoZero®.
- Broadest product application combined with lowest CO₂ footprint: customers benefit from trusted product performance.
- Transparent CO₂ capturing and accounting: Each tonne of CO₂ only accounted for once, process independently verified and secured using blockchain-like technology.
- Innovative go-to-market approach: evoZero® is available in two versions, depending on the customer location.



With evoBuild®, we are now applying the same clear criteria for sustainable products across the world

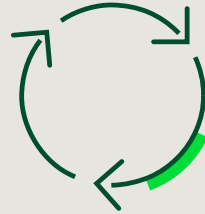


¹⁾ 30% vs. GCCA CEM I in 2020, translates to ≤ 552 kg CO₂/t cementitious material and ≤ 5.5 kg CO₂/m³/MPa



Building a Circular & Resilient Future

We drive circularity to reduce and reuse materials and natural resources



We are **strengthening circularity** along the entire value chain and are advancing our portfolio towards more circular products.

Through resource efficiency, co-processing of waste products, and concrete recycling, we want to contribute to a functioning circular economy.

With our ReConcrete process, concrete can be fully recycled without loss of quality through selective processing of its individual components.



Building a Nature Positive Future

We contribute to a nature positive world through our industry-leading biodiversity programme and sustainable water management



For many years, we have been **committed to protecting and preserving** native animal and plant species, with targets aimed to help nature recover.

Partner organisations such as BirdLife International assist us in understanding and minimising our impact on the environment.

We want to conserve water and minimise negative impacts through measures aimed at saving water and using it efficiently.



Building a Safe & Inclusive Future

We place the health and wellbeing of employees, communities, and suppliers at the core of our business operations



Our declared aim: zero harm. With effective preventive measures, we intend to reduce the risk of accidents, incidents, and ill health.

When selecting and evaluating our suppliers, we also consider social, ethical, and environmental factors.

Volunteering is part of our CSR strategy – with a focus on projects in the areas of culture, environment, infrastructure & education.



3

Appendix



Heidelberg Materials in a nutshell



01

**The only
global one**



02

**The deepest
decarbonising
one**



03

The tech one



04

**The fastest
growing one**



05

**The trusted
one**

Strategy 2030

Making a Material Difference



Strategy 2030 - Making a Material Difference

Value Creation

We will accelerate growth and profitability in the next years, **creating** even higher sustainable **value** for our customers and shareholders.

Collective Strength

We rely on the **collective strength** of the best team in the industry, a one-of-a-kind combination of local, P&L-owning entrepreneurs and innovators that actively embrace change and global best practice learnings.

Unique Positioning

We capitalize on global trends and growth opportunities and are **uniquely positioned** to leverage these for sustainable concrete applications.

Radical Focus

We execute a disciplined pure-play strategy in the most attractive markets with a **radical focus** on concrete applications.

Global Advantage

We drive differentiating success across geographies and businesses through our **global advantage** along three distinct value drivers: sustainability, digitalisation, and technical excellence.

Material Impact

We build on a strong track record of profitable growth over the last few years, making a **material impact** to our customers, our shareholders, and the society at large.



We are executing a strategy that generates real and sustainable value for customers and shareholders

Our mid-term targets for 2030

7-10%

RCO growth p.a.

~12%

ROIC

<400 kg

CO₂/t CEM

We accelerate profitable growth



Digitalisation is a key pillar enabling our strategy and future-proofing our operations

Revenue growth

Cost optimisation

HConnect

HProduce

HService

We provide
connected solutions
for our customers

We drive
efficiency
in our operations

We optimise
our back-office
processes

**Digital
strategy**

>75%
of global revenue
connected

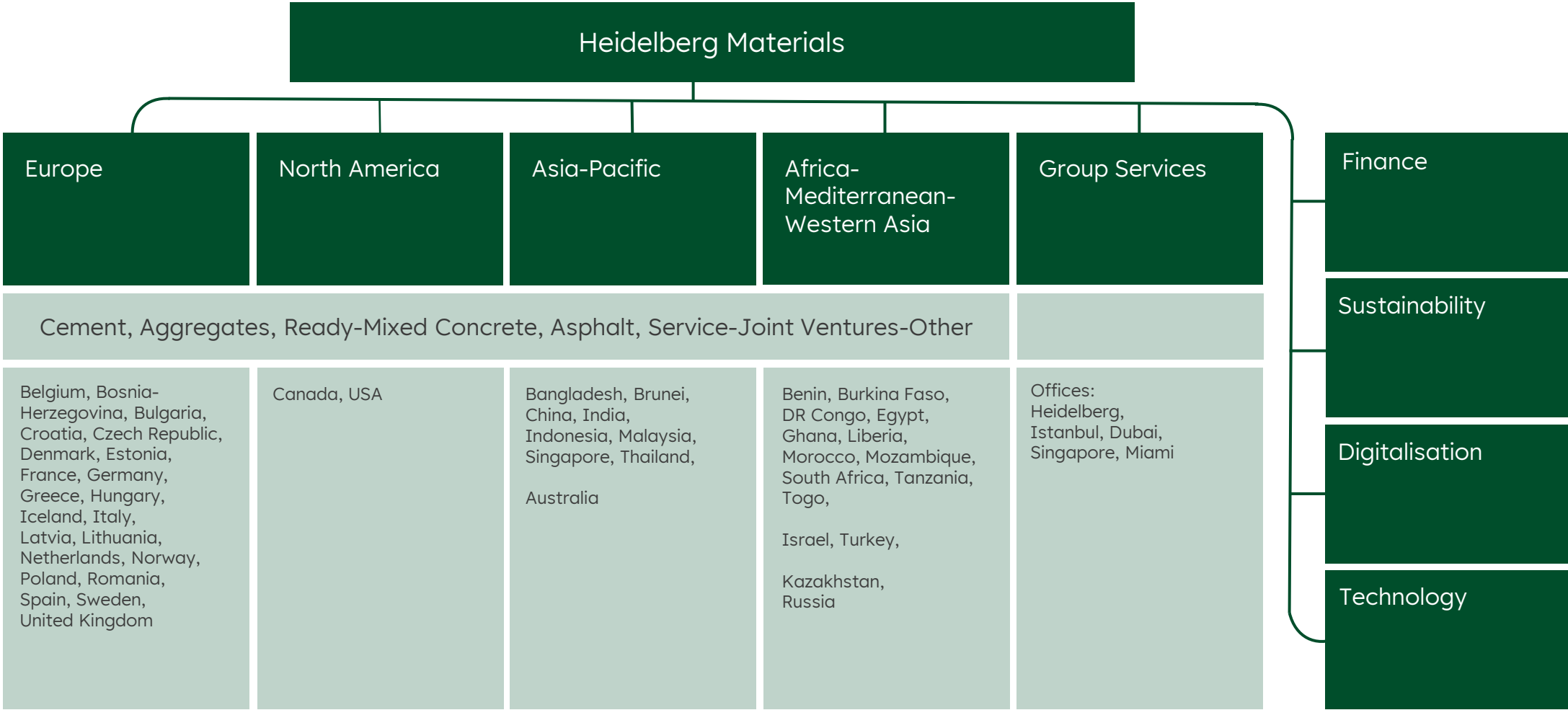
>50%
of operational
improvements supported
digitally

>20%
efficiency gains
in central shared
services

**Digital
targets**



Our organisational structure



● Group Areas ● Functional Responsibilities ● Countries/Hubs



Heidelberg Materials Trading

Heidelberg Materials Trading is one of the largest trading companies serving the global cement industry



Availability across the globe: Covering over 100 countries with our trading hubs in Heidelberg, Miami, Singapore, Dubai, and Shanghai



Cement & clinker trade: Lifting more than 10% of the global seaborne cement trading volume



For a greener industry: Sourcing reliable clinker substitutes and additives



Our Managing Board



Dr Dominik von Achten
Chairman of the Managing Board



René Aldach
Chief Financial Officer
and Australia



Dr Katharina Beumelburg
Chief Sustainability and New
Technologies Officer



Roberto Callieri
Asia



Axel Conrads
Chief Technical Officer



Hakan Gurdal
Africa-Mediterranean-
Western Asia



Dennis Lentz
Chief Digital Officer



Jon Morrish
Europe



Chris Ward
North America



Thank You.





Heidelberg
Materials

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