We drive sustainability to the next level

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Dr Nicola Kimm
Member of the Managing Board & CSO
Society needs resilient, smart, and liveable buildings and infrastructure.
We drive the transition to sustainable construction.
Sustainability is anchored in our purpose. UN SDGs shape our strategy and commitments. Actions and accountability drive our transformation. Joining forces enables us to reach common goals.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Framework</th>
<th>Commitments</th>
<th>Collaboration</th>
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We drive sustainability to the next level.

4 pillars set our foundation to drive the transition.
We have the speed, knowledge, technology, and partners to lead this transition.
We will pioneer with carbon-free cement and concrete and lead with circular solutions.
We will close the carbon and materials loop

- Carbon capture, utilisation and storage (CCUS)
- CO₂ mineralisation in building materials
- Recycled content in products
- Reuse of materials & elements
- High-performance concrete
- 3D printing
- Digitalisation
- Clinker substitution
- Alternative fuels
- Process innovation
We set new benchmarks with our commitments for 2030

**Sustainable revenue**

- **CO₂-reduced cement**
  - 400 kg/t
  - Cut our emissions by almost half\(^1\) – the lowest in the cement industry.

- **Circular concrete**
  - 50%
  - Offer circular alternatives for half of our concrete products – aiming for full coverage.

Double our revenue from low-carbon and circular products and solutions to reach 50% of Group revenue.

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\(^1\) Refers to baseline of 1990 and 750 kg CO₂ per tonne of cementitious material, leading to a reduction of 47%
We drive sustainable revenue with our ecolution programme.
We will generate 50% of our revenue with low-carbon and circular products and solutions by 2030.
Our evolution programme requires strict sustainability criteria

- **Low-carbon cement**
  - 30% less CO₂ vs. CEM I in 2020\(^1\)

- **Low-carbon concrete**
  - 30% less CO₂ vs. CEM I based concrete in 2020\(^1\)

- **Circular products: reuse materials**
  - 30% recycled content

- **Circular products: reduce materials**
  - 30% less material (ultra high-performance concrete, 3D printing, digital construction)

\(^1\) - 30% vs. GCCA CEM I in 2019/20, translates to < 530 kg CO₂/t cementitious and < 5.5 kg CO₂/m²/MPa
Customers benefit globally from our sustainable products and solutions

- **CO₂-reduced cement and concrete (compared to ordinary cement and concrete)**
- **Circularity through reuse or reduction of materials**

**Low-carbon solutions for road construction**

- Reduce materials on tremie concrete
- Reuse materials on road construction

**Super Cool cement**

**Pozzolanic cement**
We will lead the decarbonisation of our industry.
We accelerate deep decarbonisation to reach 400 kg CO$_2$/t cementitious material by 2030.
WE DRIVE SUSTAINABILITY TO THE NEXT LEVEL

We already made significant progress in reducing CO₂ emissions

Achievements from 1990 to 2021

<table>
<thead>
<tr>
<th>Product</th>
<th>Detail</th>
<th>1990</th>
<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td>Clinker incorporation</td>
<td>Clinker incorporation reduced from</td>
<td>82%</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td>Alternative fuels rate increased from</td>
<td>3%</td>
<td>26%</td>
<td></td>
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<tr>
<td>CCUS</td>
<td>Multiple CCUS pilots and studies in execution</td>
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</table>
Now it is time to take off: We sharply accelerate decarbonisation

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Levers to reach our 2030 targets

**Products**
- Clinker incorporation < 68%
- and drive circularity

**Process**
- 45% Alternative fuels rate
- 20% Biomass fuels rate

**ccUS**
- 10 mt CO₂ captured (cumulative)
WE DRIVE SUSTAINABILITY TO THE NEXT LEVEL

Our speed enables us to reach game changing milestones first

- **2026**: Offer carbon-free cement & concrete
- **2030**: Have an EU taxonomy-aligned CO₂ target
- **<2050**: Achieve net zero through accelerated CCUS
We will drive circular economy.
We will offer circular alternatives for our products.
Our 2030 circular ambition will be realised through three levers

**CONCRETE and ASPHALT**

**CEMENT**
Maximise use of supplementary cementitious material (SCM), waste-derived fuels, and alternative raw materials.

**AGGREGATES**
Increase use of recycled aggregates.

**Product**
We will develop and offer circular alternatives for 50% of our products - aiming for full coverage.

**Process**
We will reuse returned materials to retain value, utilising the recyclability of concrete and asphalt.

**Collaboration**
We will offer take-back options to our customers and work towards setting industry standards.
We will double our revenue from low-carbon and circular products and solutions until 2030.

We will cut our emissions by almost half – to the lowest in the cement industry – until 2030.

We will offer circular alternatives for half of our concrete products – aiming for full coverage until 2030.
We are HeidelbergCement.
Leader in sustainable transformation.