

Annual General Meeting 2023 HeidelbergCement AG

CEO Key messages
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Key messages Annual General Meeting 2023

1. **We have successfully completed the 2022 financial year**
 2. **We once again place a high focus on shareholder return**
 3. **We are building on the foundation of our economic success and are continuing to drive the transformation into a sustainable future**
 4. **We focus on sustainable products:**
 - **Carbon-reduced products**
 - **Decarbonised products**
 - **Circular products**
 - **Material-reduced products**
 5. **With these measures, we reduce our CO₂ emissions by around 50% by 2030 compared to 1990**
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1. **We have successfully completed the 2022 financial year**
 - Group revenue increases by +12% to an all-time high of €21.1 billion – revenue increases in all Group regions
 - Slight decline in results driven by fall in sales volumes and very high energy prices
 - Adjusted profit for the year increases significantly – adjusted earnings per share +20% to €9.47
 - Excellent return on investment: Return on Invested Capital (ROIC) at 9.1%
 - Decarbonisation with good progress: specific net CO₂ emissions fall by a further -2 % (=14 kg) compared to 2021
2. **We once again place a high focus on shareholder return**
 - €1 billion spent on dividends and share buybacks – in two consecutive years
 - Dividend to increase by 8% from €2.40 to €2.60 per share as part of progressive policy
 - Our share price performed well despite the challenging environment

3. We are building on the foundation of our economic success and driving forward the transformation into a sustainable future

- By 2030 we will generate 50% of our revenue through sustainable products
- We are leading the transformation of the sector, offering decarbonised cement and concrete in significant volumes as first company worldwide and as early as 2024

4. We focus on sustainable products:

- **Carbon-reduced products:** We focus on CO₂-reduced products, for example based on fly ash or calcined clay
 - As a secondary cementitious material (SCM), fly ash helps to reduce the CO₂ intensity in concrete by up to 30%
 - Latest investment: acquisition of the largest US fly ash recycler SEFA Group
 - Cement clinker can also be replaced by thermally activated clay. CO₂ emissions can thus be reduced by up to 40%. In Ghana, we are currently building the world's largest industrial-scale clay calcination plant.
- **Decarbonised products:** In particular, we are the global leader in the field of carbon capture, utilisation, and storage (CCUS)
 - We are driving existing and further carbon capture projects worldwide
 - As early as 2024, the world's first industrial-scale CO₂ capture plant in the cement industry is scheduled to go into operation in Brevik, Norway
 - In Lengfurt, Germany, we are building the world's first large-scale CCU facility in a cement plant together with Linde. Thanks to its purity, the processed gas can be used in both the food and chemical industries. Capture activity is scheduled to start in 2025.
 - Our CCUS portfolio is the most advanced in the cement industry. We want to reduce CO₂ emissions by 10 million tonnes cumulatively by 2030 through CCUS.

- **Circular products:** We focus on circular economy as a sustainable business model
 - With acquisitions of leading companies in GER, UK, USA we are building a platform of recycling companies
 - The separation and processing of concrete demolition material offer numerous opportunities for our industry. Parts of the material can either be reused as recycled aggregates in fresh concrete or recarbonated and reused in cement production. Up to 100% use of recyclate is technically possible.

- **Material-reduced products:** Our products allow for innovative technologies such as 3D printing
 - Europe's largest 3D printed building is currently under construction in Heidelberg, Germany
 - Heidelberg Materials supplies the high-tech special mortar i.tech® 3D, which contains a CO₂-optimised binder
 - Concrete printing allows design freedom, up to 70% less materials used, and safe work on the construction site

5. With these measures, we reduce our CO₂ emissions by around 50% by 2030 compared to 1990.

- In percentage terms, the reduction in the next eight years until 2030 will be faster than in the previous 32 years
- We have the speed, the knowledge, the technology, the team, and the partners to lead the transformation towards carbon neutrality in the construction industry