Q1 2023 Trading Update
10 May 2023

Dr. Dominik von Achten – Group CEO
René Aldach – Group CFO
Key messages Q1 2023

- Good start into 2023 with strong growth in all operational KPIs
- Revenue +13%*; RCO 168 €m above prior year
- Improving balance between pricing and cost inflation leads to solid RCO growth
- Margin partly recovering towards 2021 level
- Accelerating on sustainable growth through M&A
- CEM business line sustainable revenues reach 37%

**Outlook 2023 upgraded:**
RCO between 2.50-2.65 €bn
(previously: between 2.35-2.65 €bn)

* LfL, excluding currency and scope impacts
Q1 operational overview

**Revenue [€m]**

- **Q1 2021:** 3,958
- **Q1 2022:** 4,427
- **Q1 2023:** 4,896

**YoY 2023 vs. 2022:** +938 LfL: +27%

**Operating EBITDA [€m]**

- **Q1 2021:** 538
- **Q1 2022:** 394
- **Q1 2023:** 557

**YoY 2023 vs. 2021:** +18 LfL: +7%

**Operating EBITDA Margin**

- **Q1 2021:** 13.6%
- **Q1 2022:** 8.9%
- **Q1 2023:** 11.4%

- **YoY 2023 vs. 2022:** -224 bps
- **YoY 2023 vs. 2021:** +247 bps

**Operating EBIT (RCO) [€m]**

- **Q1 2021:** 223
- **Q1 2022:** 91
- **Q1 2023:** 258

**YoY 2023 vs. 2022:** +36 LfL: +26%

**YoY 2023 vs. 2021:** +168 LfL: +256%
Q1 Operating EBIT (RCO) bridge [€m]

Q1 2022 RCO: 91
Q1 2022 LfL RCO: 73
Net volume: -66
Price over cost: 249
Depreciation: 5
Q1 2023 LfL RCO: 260
Scope: -2
Q1 2023 RCO: 258

+187 €m
Positive volume development in all business lines.

Solid pricing and demand increase drives revenue growth and positive result development.

Good momentum provides additional opportunities for further price increases.

Orderbooks across all business lines and regions remain healthy.
Volumes below prior year in all business lines, driven by slow residential sector

Price over cost continues to be positive in the region; energy costs remain on an elevated level

All countries contribute positively to result development
Northern & Eastern Europe - Central Asia

- Ongoing lower demand in most countries
- Revenue and RCO improvement driven by combination of good price increases and cost management
- Margin improvement achieved in the quarter despite challenging environment
### Asia - Pacific

<table>
<thead>
<tr>
<th>Q1 2021</th>
<th>Q1 2022</th>
<th>Q1 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue [€m]</strong></td>
<td><strong>RCO [€m]</strong></td>
<td><strong>RCO Margin</strong></td>
</tr>
<tr>
<td>767</td>
<td>937</td>
<td>99</td>
</tr>
<tr>
<td>837</td>
<td>52</td>
<td>67</td>
</tr>
<tr>
<td>937</td>
<td>99</td>
<td>67</td>
</tr>
</tbody>
</table>

- Solid increase in region RCO
- Positive price over cost driven by price increases and moderating energy prices
- Australia, Indonesia and Thailand delivering improved results
- Volumes in China and India remain soft
• LfL revenue increases +11%, despite a difficult comparison base driven by very strong demand in prior year

• Challenging high inflation environment and local currency devaluations put pressure on Q1 2023 margin

• Signs of currency stabilization visible in key markets combined with better cost development
Sustainability highlights

We are executing on our decarbonization strategy - significant progress on all levels:

• SBTi validated our ambitious 2030 climate targets as compliant with the Paris 1.5°C target

• Several CCUS projects getting closer to their start-up dates: Brevik CCS 2024, Lengfurt CCU 2025, Edmonton CCS 2026, Padeswood CCS 2028, Devnya CCS 2028, Antoing CCS 2028

• Expanding our circularity offering in Germany with the acquisition of SER Group

• Acquiring the SEFA Group, the largest fly ash recycling company in the US

• Exclusive concrete supply for Europe’s largest 3D printed building in Heidelberg
Strengthening SCM* footprint in the U.S.

- Agreement to acquire The SEFA Group, Inc., the largest recycler of fly ash for use in concrete products in the U.S.
- Immediate sustainable EBITDA contribution
- The SEFA Group currently supplies quality fly ash to more than 800 concrete plants in 13 states
- Strong opportunity to create a growth platform for SCMs and further roll-out the technology
- Prompt step-change to reduce the company’s CO₂ intensity in North America
- Strengthen market position in the US-Southeast region with additional cementitious capacity

* Supplementary Cementitious Materials
Portfolio optimization moves towards sustainable growth
Guidance upgraded

Business outlook 2023

- Increase in infrastructure projects and parts of non-residential expected to largely offset slowdown in residential sector
- Continuous high focus on pricing and cost management across all markets
- Focus on cash generation

Guidance 2023

- LfL revenue growth*
- RCO between 2.50-2.65 €bn (previously: between 2.35-2.65 €bn)
- CapEx Net at around 1.1 €bn
- ROIC at around 9%
- Leverage between 1.5x to 2.0x

* Excluding currency and scope impacts

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## Operating result

### Operating Result

<table>
<thead>
<tr>
<th>Quarter [€m]</th>
<th>Revenue</th>
<th>Operating EBITDA</th>
<th>Operating EBITDA Margin</th>
<th>Operating EBIT (RCO)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Q1 22</td>
<td>Q1 23</td>
<td>Change</td>
</tr>
<tr>
<td>North America</td>
<td>798</td>
<td>1,030</td>
<td>29.1%</td>
<td>24.7%</td>
</tr>
<tr>
<td>West / South Europe</td>
<td>1,446</td>
<td>1,564</td>
<td>8.1%</td>
<td>10.1%</td>
</tr>
<tr>
<td>North / East Europe</td>
<td>682</td>
<td>776</td>
<td>13.9%</td>
<td>15.7%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>837</td>
<td>937</td>
<td>11.9%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Africa / Med. Basin</td>
<td>527</td>
<td>490</td>
<td>-7.0%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Group Service &amp; Other</td>
<td>138</td>
<td>99</td>
<td>-27.8%</td>
<td>N/A</td>
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<tr>
<td>Total GROUP</td>
<td>4,427</td>
<td>4,896</td>
<td>10.6%</td>
<td>13.4%</td>
</tr>
</tbody>
</table>

### Scope & Currency

<table>
<thead>
<tr>
<th>Q1 2023</th>
<th>Revenue (€m)</th>
<th>EBITDA (€m)</th>
<th>Operating EBIT (RCO) (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Scope</td>
<td>Currency</td>
<td>Scope</td>
</tr>
<tr>
<td>North America</td>
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<td>26</td>
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<tr>
<td>West / South Europe</td>
<td>-4</td>
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<tr>
<td>North / East Europe</td>
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<tr>
<td>Asia Pacific</td>
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<td>-18</td>
<td>0</td>
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<tr>
<td>Africa / Med. Basin</td>
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<td>0</td>
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<tr>
<td>Group Service &amp; Other</td>
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<tr>
<td>Total GROUP</td>
<td>-1</td>
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<td>-1</td>
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</table>
Financial Calendar & IR Contacts

Upcoming events:
• 11 May 2023: Annual General Meeting
• 27 July 2023: Half Year Results
• 03 November 2023: Q3 Trading Update

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