



Full Year 2024 Results

Full Year 2024 Results | Dr Dominik
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Another year of success & progress



Result and margin improvement continues:

- RCO hits a record high of 3.2 €bn
- EBITDA margin at 21.3%, within our target corridor of “20% to 22%”

“Transformation Accelerator” initiative with 500 €m result contribution started, step change in Western European asset base and global cost improvement

Free cash flow at 2.2 €bn, leverage stable at 1.2x

Shareholder return reaches above 1 €bn, first tranche of 1.2 €bn share buyback program completed, shares acquired during the tranche cancelled

First in the industry: **We will offer carbon-captured Net Zero cement and concrete** in H1 2025

2025 Outlook:

- RCO at 3.25-3.55 €bn
- ROIC at around 10%
- CO₂ emissions: Slight reduction (*kg CO₂ /t cementitious material*)



Solid operational result and strong financial performance

Revenue

21.2 €bn

-2% LfL

EBITDA margin

21.3 %

+116 bps

RCO

3.2 €bn

+6% LfL

Adjusted EPS ¹

€11.9

+11%

Free cashflow

2.2 €bn

PY: 2.2 €bn

ROIC

9.9%

PY: 10.3%

Shareholder return

> 1 €bn

PY: 877 €m

Carbon emissions ²

527 kg/tCM

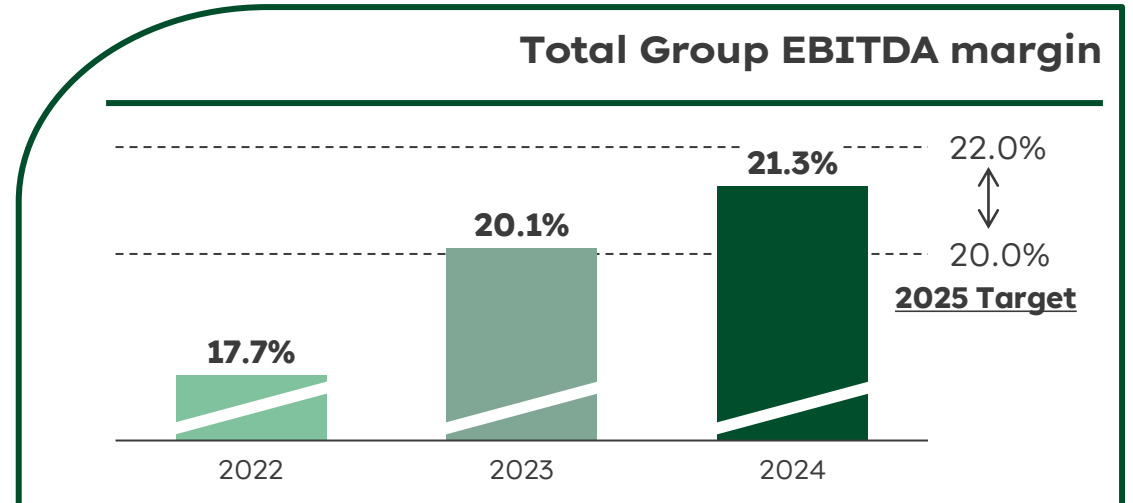
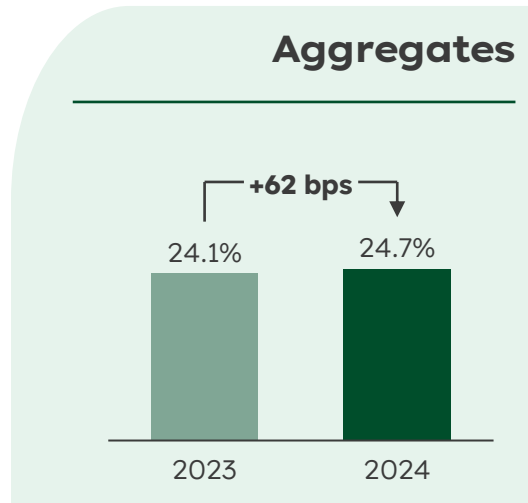
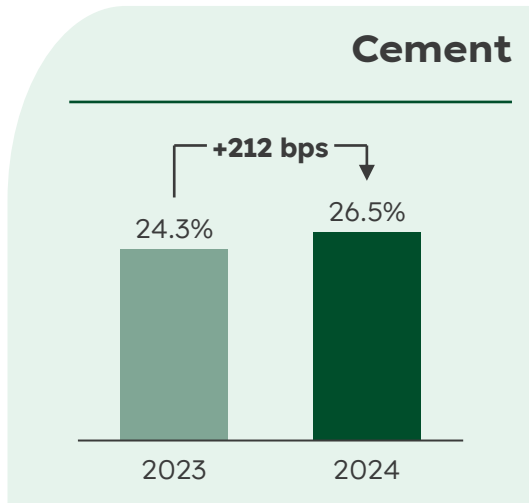
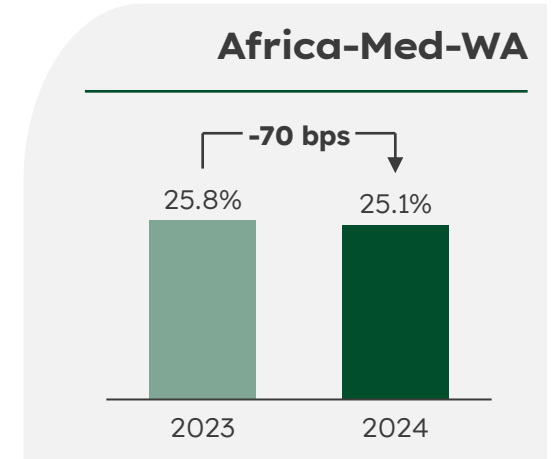
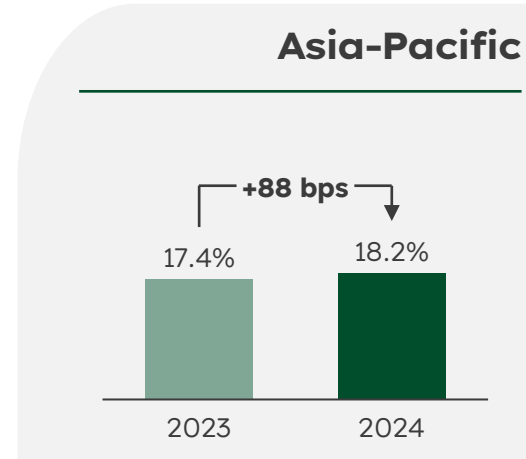
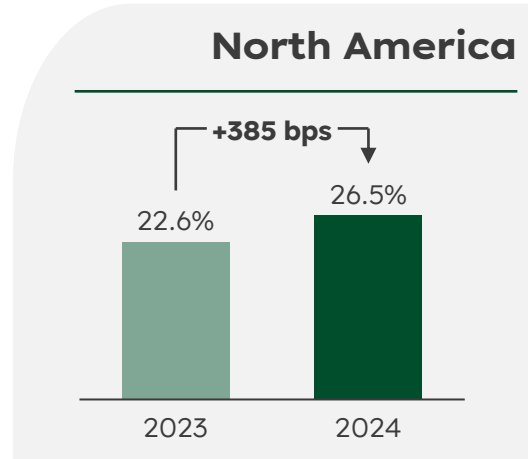
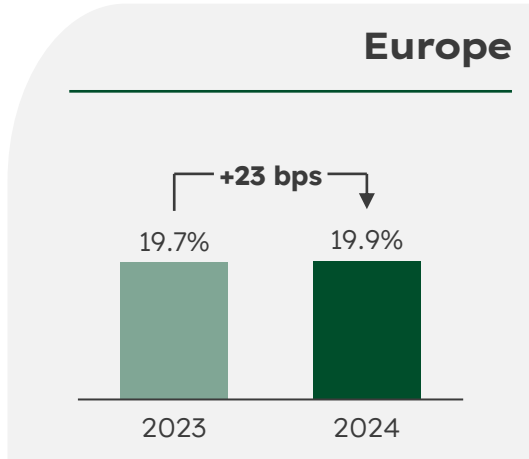
PY: 534 kg/tCM

1) EPS adjusted for “additional ordinary result” and “provision for obligations attributable to discontinued businesses of the Hanson Group”

2) Preliminary and unaudited figures; final and audited figures will be published in the combined Annual and Sustainability Report 2024



Strong EBITDA margin improvement continues



“Transformation Accelerator”: Taking the pole position for the future

Cross-border network optimisation:

- Measures on country business line level
- Focus on cost synergies through standardisation and optimisation of business network

Efficiencies across functions:

- Measures on country & group level including automation opportunities
- Focus on procurement and back-office/overhead costs

Technical initiatives:

- Measures on plant level
- Focus on clinker incorporation and other technical KPIs, including power, heat, alternative fuels

**Expected result contribution of
500 €m by end of 2026**

Targets for each sections are defined, tracking and analysing started

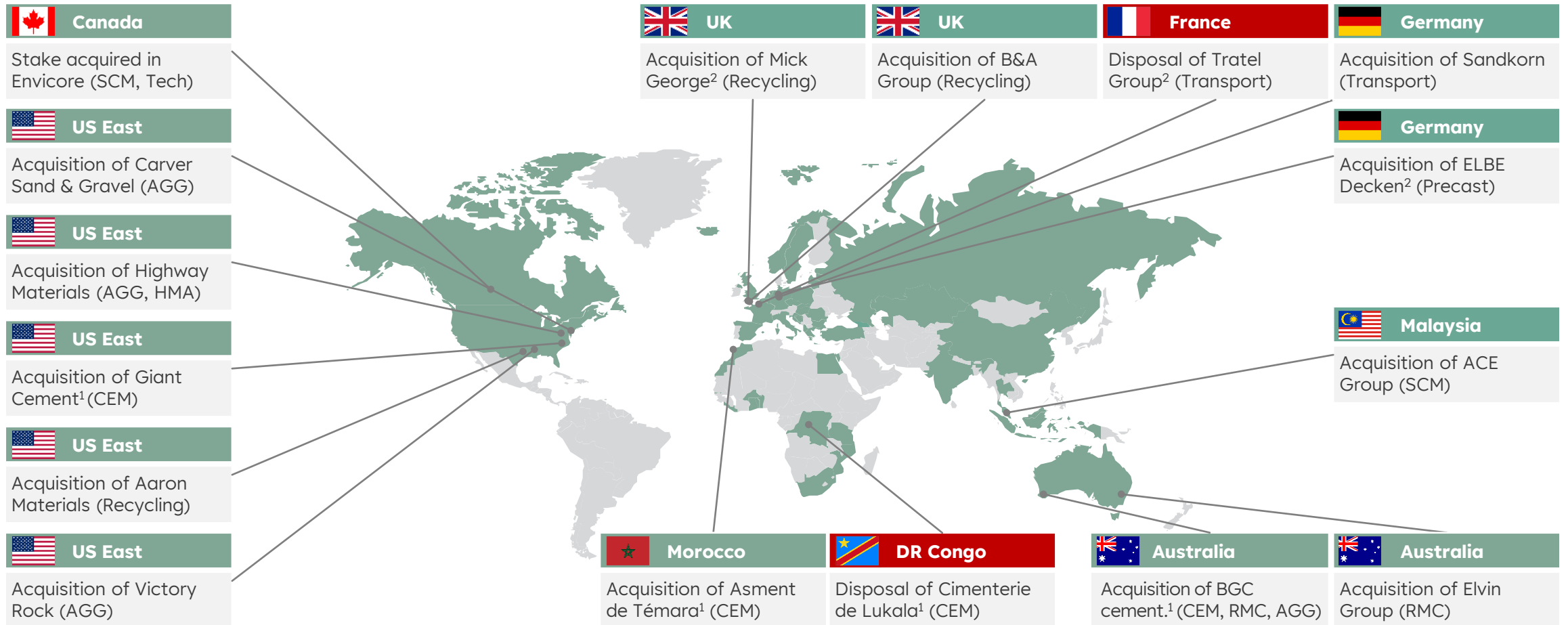


Initiatives internally aligned and communicated; action plans prepared



Portfolio optimisation (since 2024)

■ Acquisitions
■ Disposals



Continuous net growth is the clear target

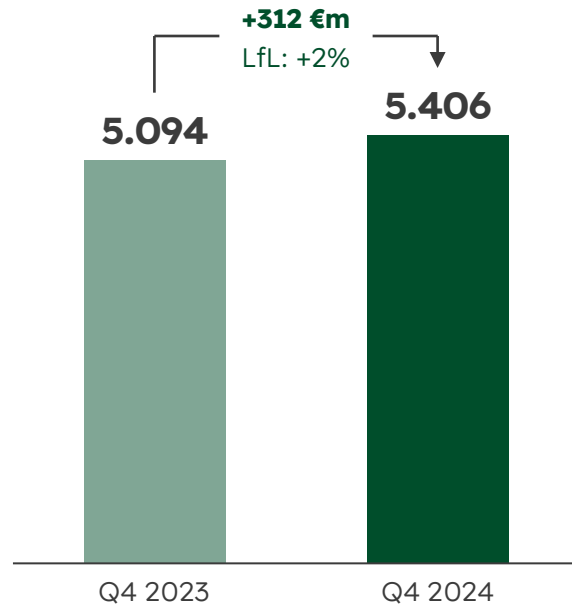


Operational result

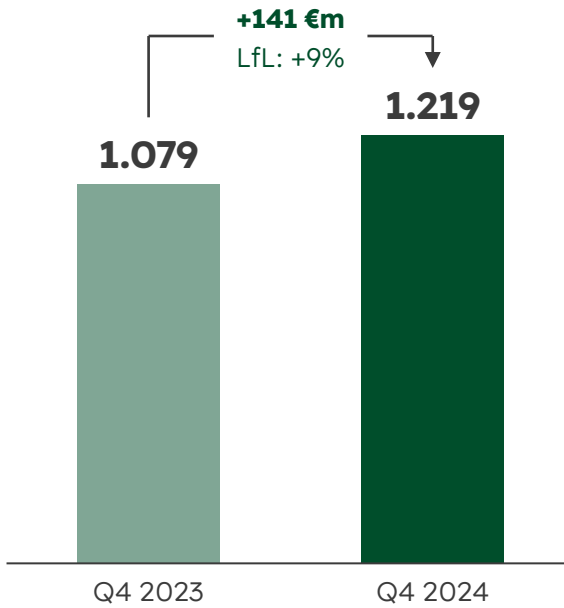


Q4 2024: Margin improvement continues

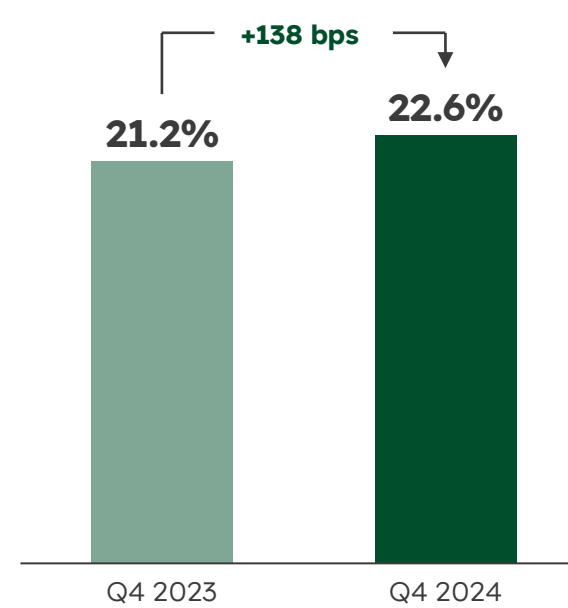
Revenue [€m]



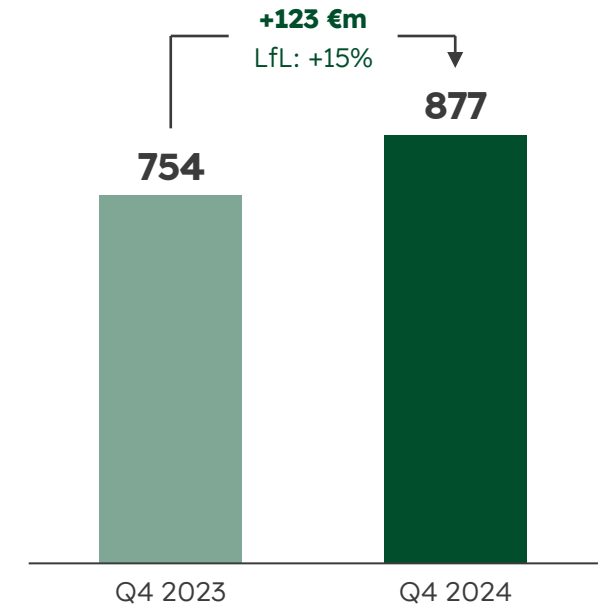
Operating EBITDA [€m]



Operating EBITDA Margin

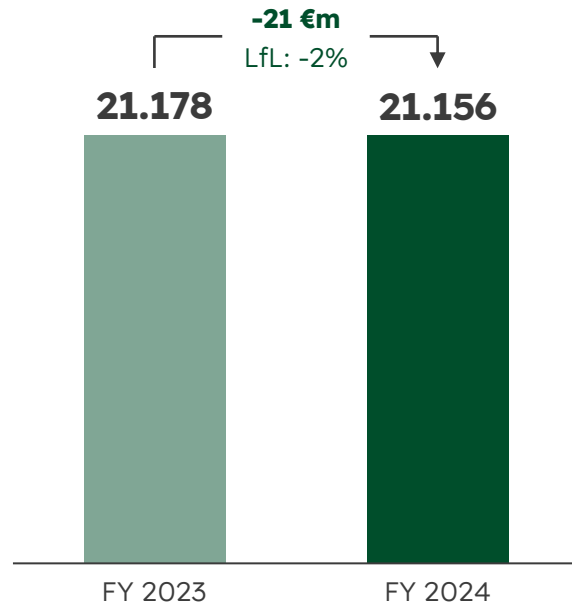


Operating EBIT (RCO) [€m]

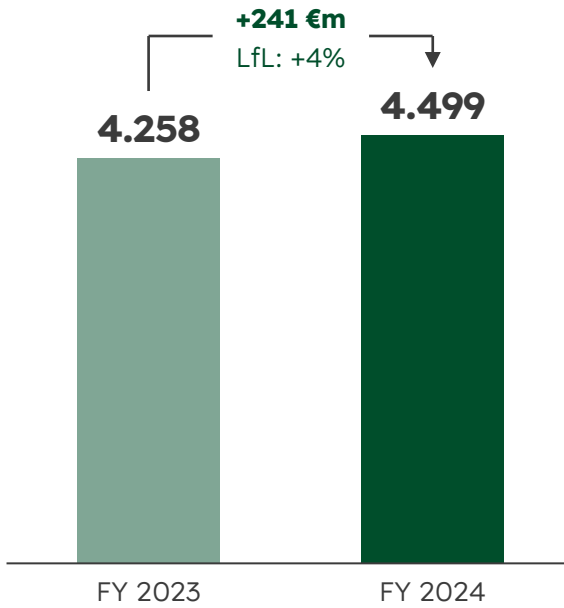


FY 2024: Result improvement despite volume pressure

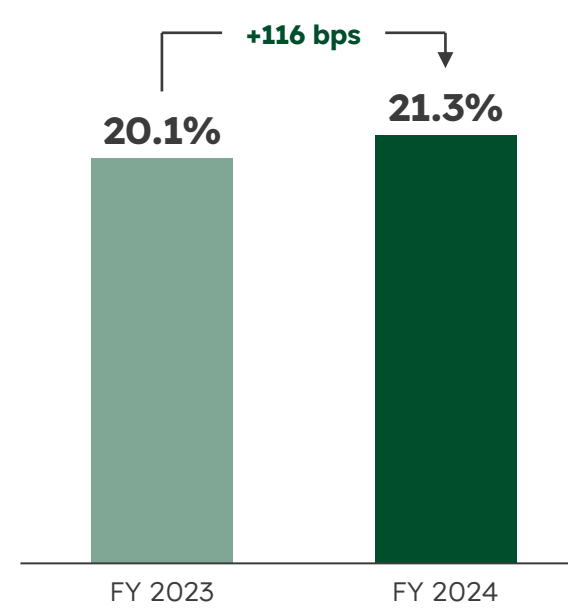
Revenue [€m]



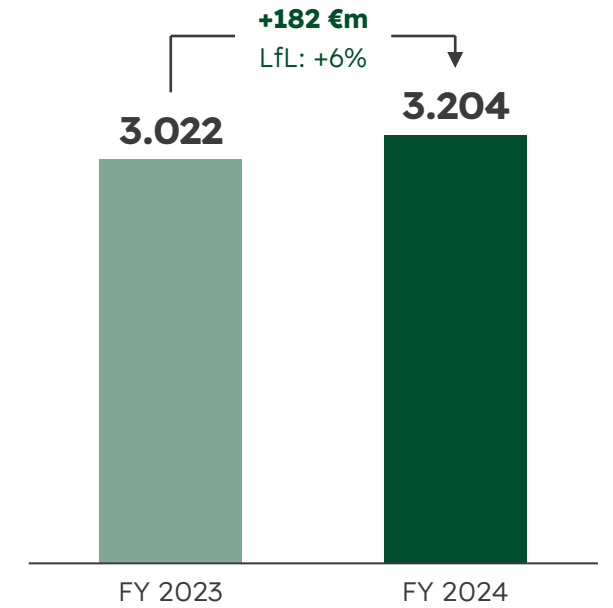
Operating EBITDA [€m]



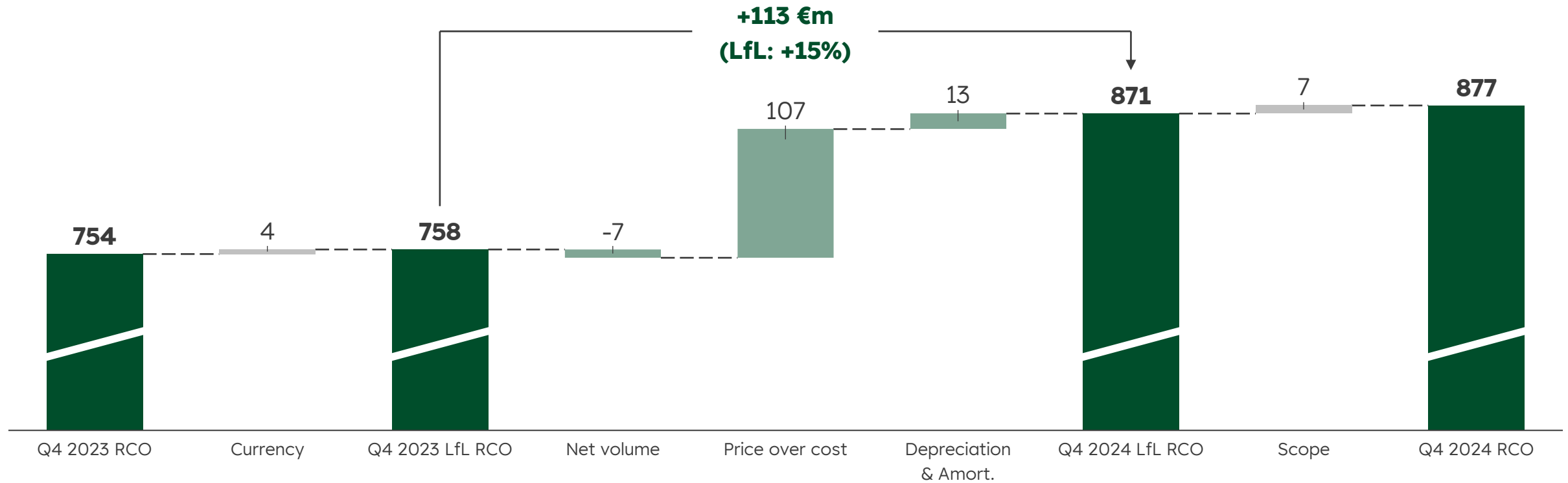
Operating EBITDA Margin



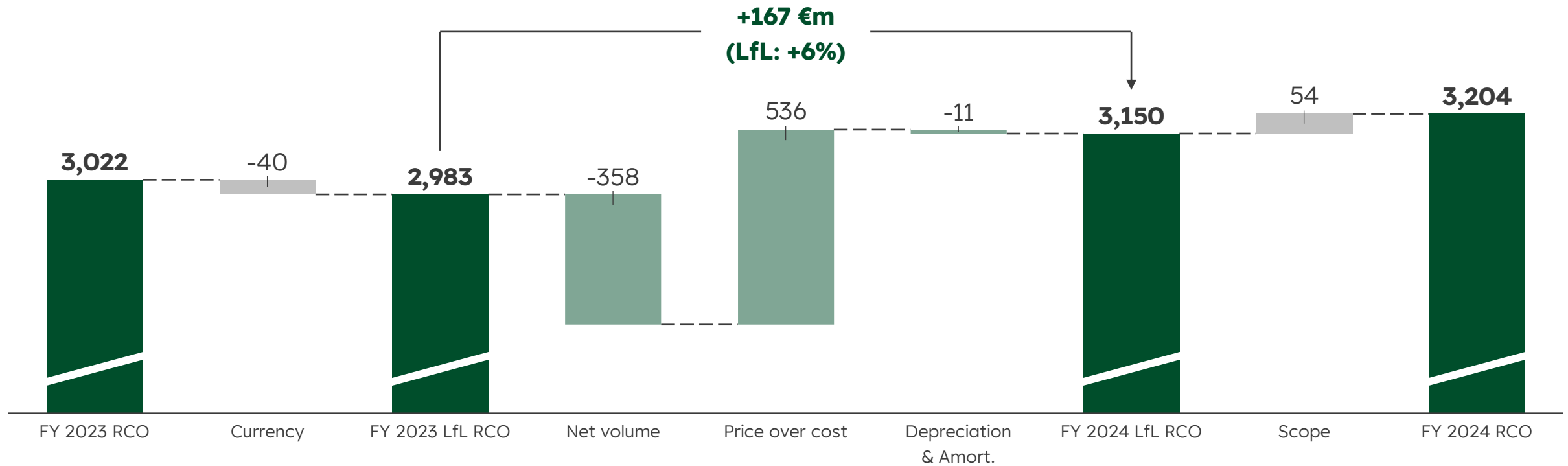
Operating EBIT (RCO) [€m]



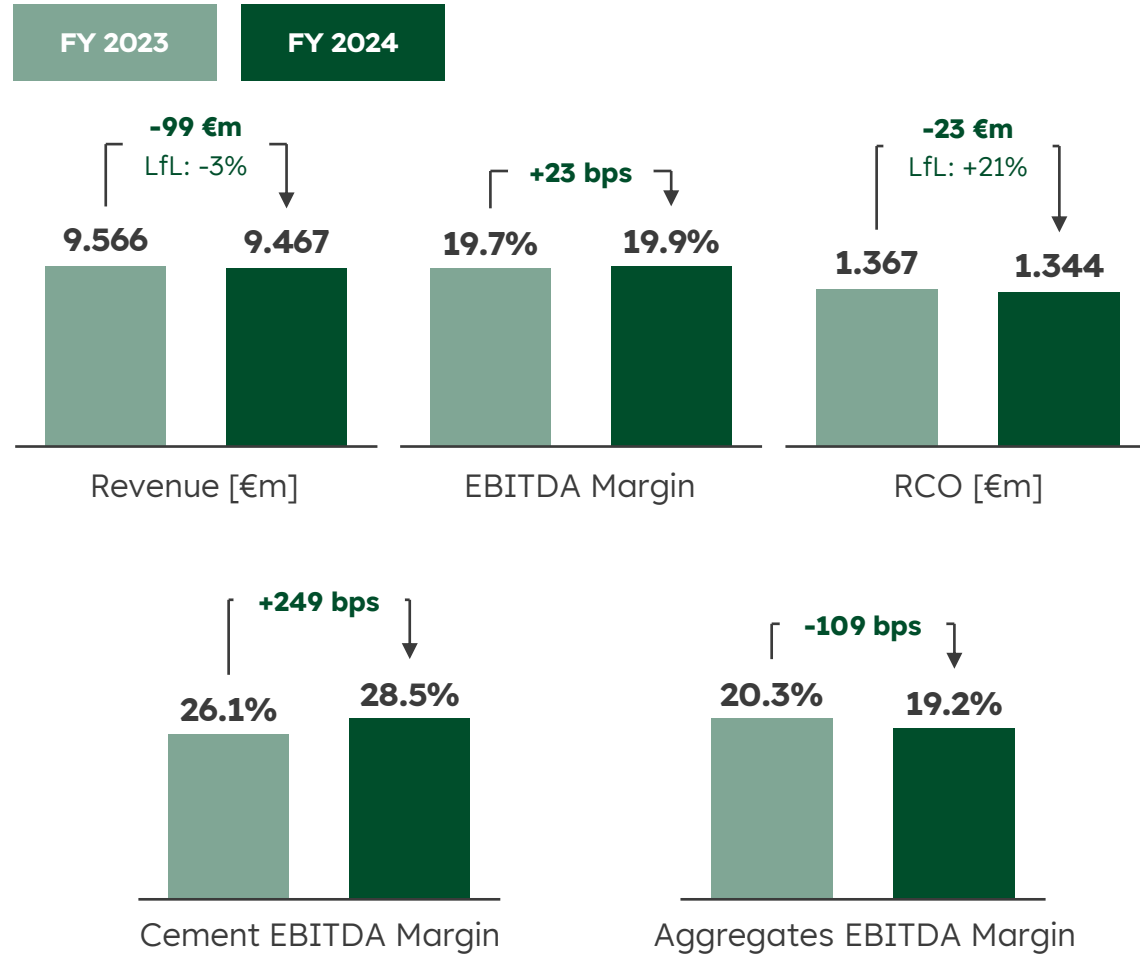
Q4 2024: Operating EBIT (RCO) bridge [€m]



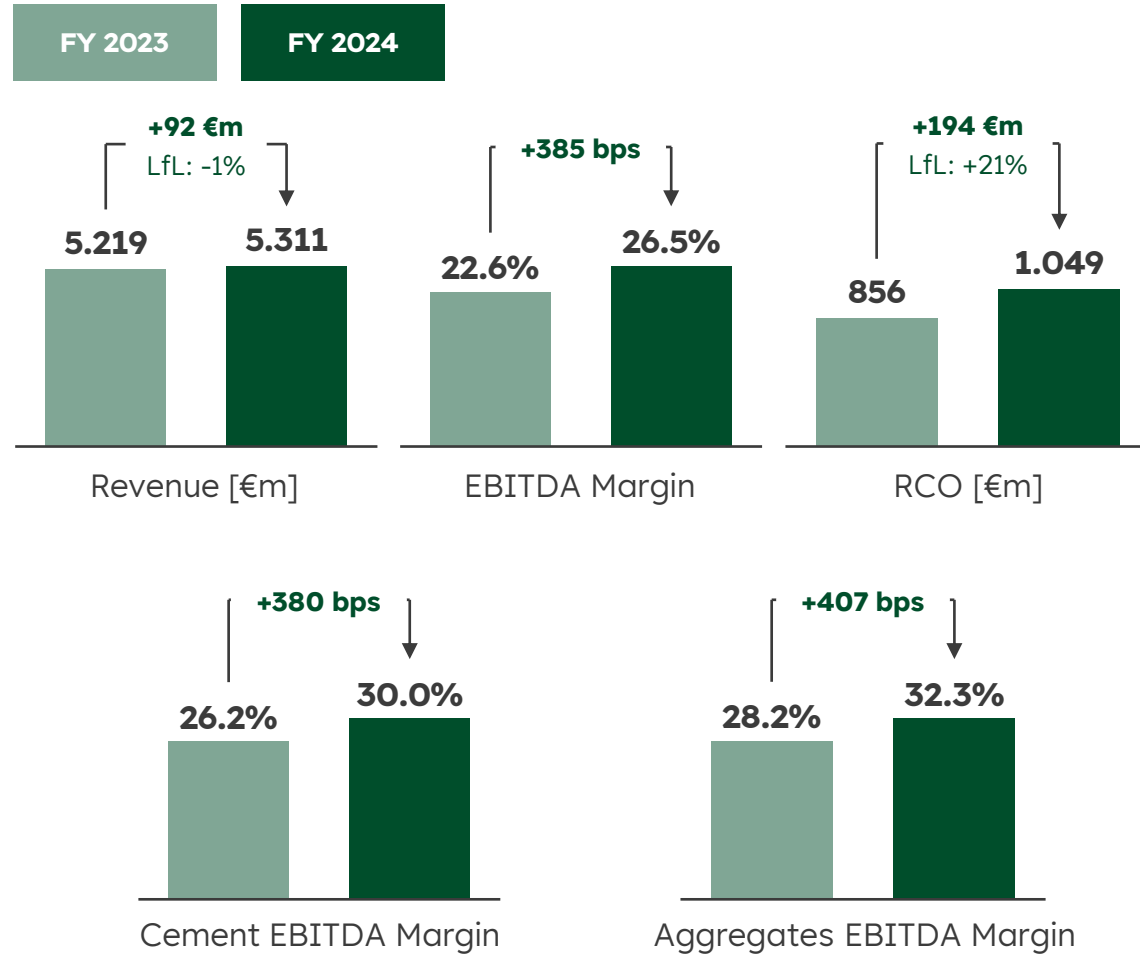
FY 2024: Operating EBIT (RCO) bridge [€m]



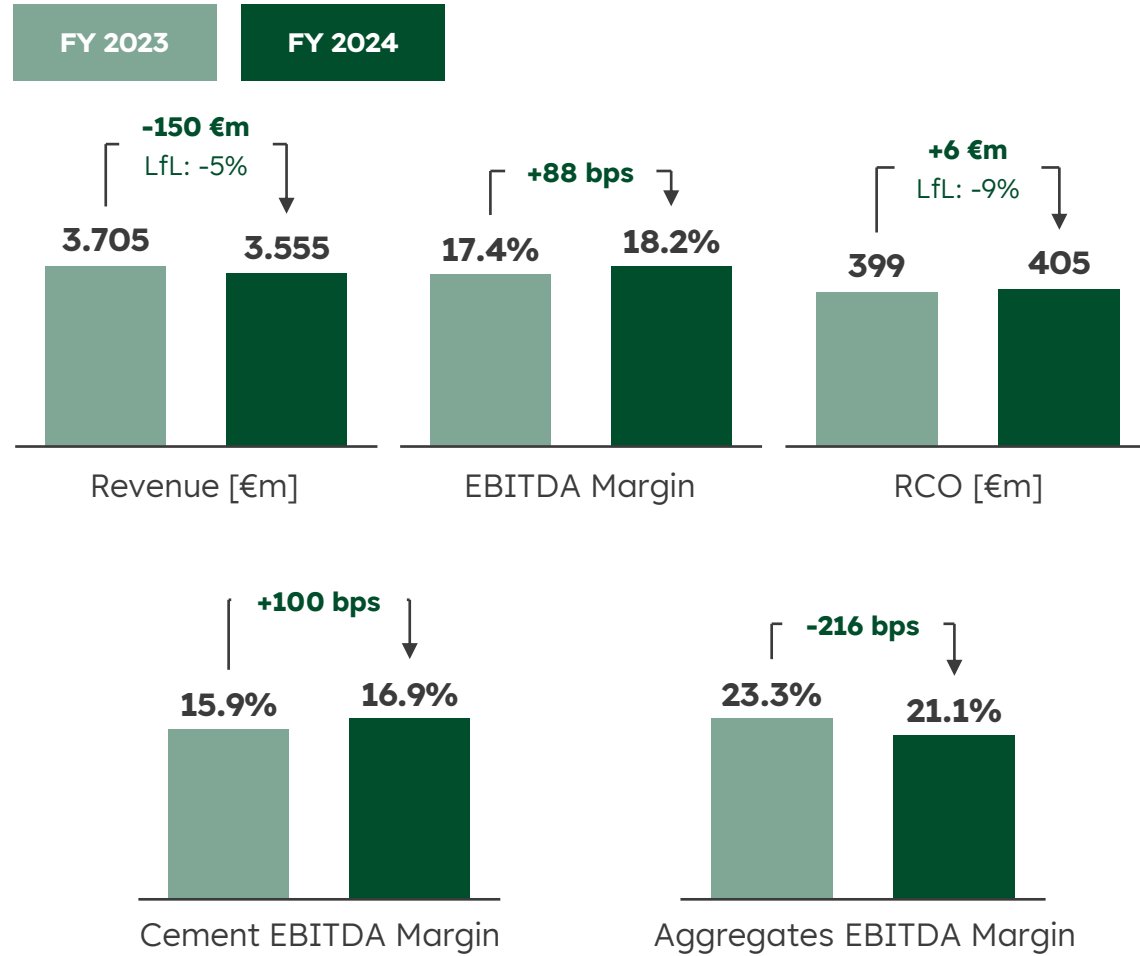
Europe



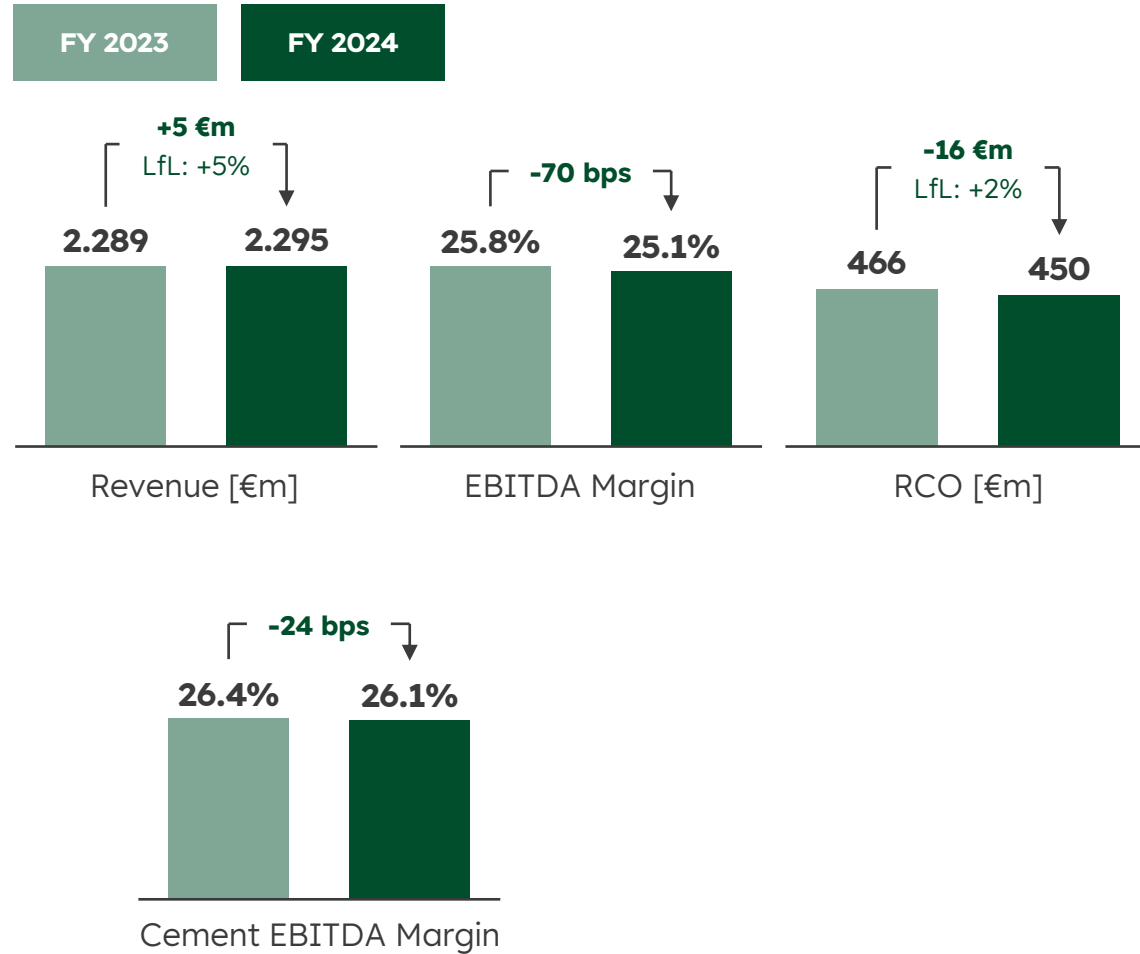
North America



Asia – Pacific



Africa – Mediterranean – Western Asia



An aerial photograph of an industrial plant. The scene is dominated by large, white, cylindrical storage tanks and complex piping systems. In the background, there are several multi-story industrial buildings with grey roofs and windows. The overall color palette is industrial, with greys, whites, and some greenery from trees. A dark green semi-transparent overlay covers the bottom-left portion of the image, containing the text 'Financial highlights'.

Financial highlights



Financial highlights

Adjusted EPS increases by 11% to 11.9 €¹

Free cash flow at 2.2 €bn

Leverage slightly down from 1.24x to 1.18x

ROIC at 9.9%, despite significant negative impact from currency and timing effects of acquisitions

Two Green Bonds are placed during the year with a total amount of 1.2 €bn

Shareholder return reaches above 1 €bn



¹EPS adjusted for “additional ordinary result” and “provision for obligations attributable to discontinued businesses of the Hanson Group”



Adjusted EPS continues to increase

Income Statement [€m]	FY 2023	FY 2024	Delta
Revenue	21,178	21,156	-21
RCOBD (Operating EBITDA)	4,258	4,499	241
Depreciation and amortisation	-1,236	-1,295	-59
Result from current operations (RCO)	3,022	3,204	182
Additional ordinary result	1	-436	-437
Financial result	-174	-181	-7
Income taxes	-659	-704	-46
Net result from discontinued operations	-104	36	140
Non-controlling interests	-158	-137	21
Group share of profit	1,929	1,782	-147
Earnings per share	10.4	9.9	-0.6
Group share of profit – adjusted ¹	1,989	2,155	166
Earnings per share – adjusted ¹	10.8	11.9	1.2

¹ EPS adjusted for “additional ordinary result” and “provision for obligations attributable to discontinued businesses of the Hanson Group”

Key items below RCO

Additional ordinary result:

2024: -324 €m due to impairments and restructurings, mainly related to announced plant closures in Europe

2023: +40 €m gain from financial asset sales

Financial result:

Stable development

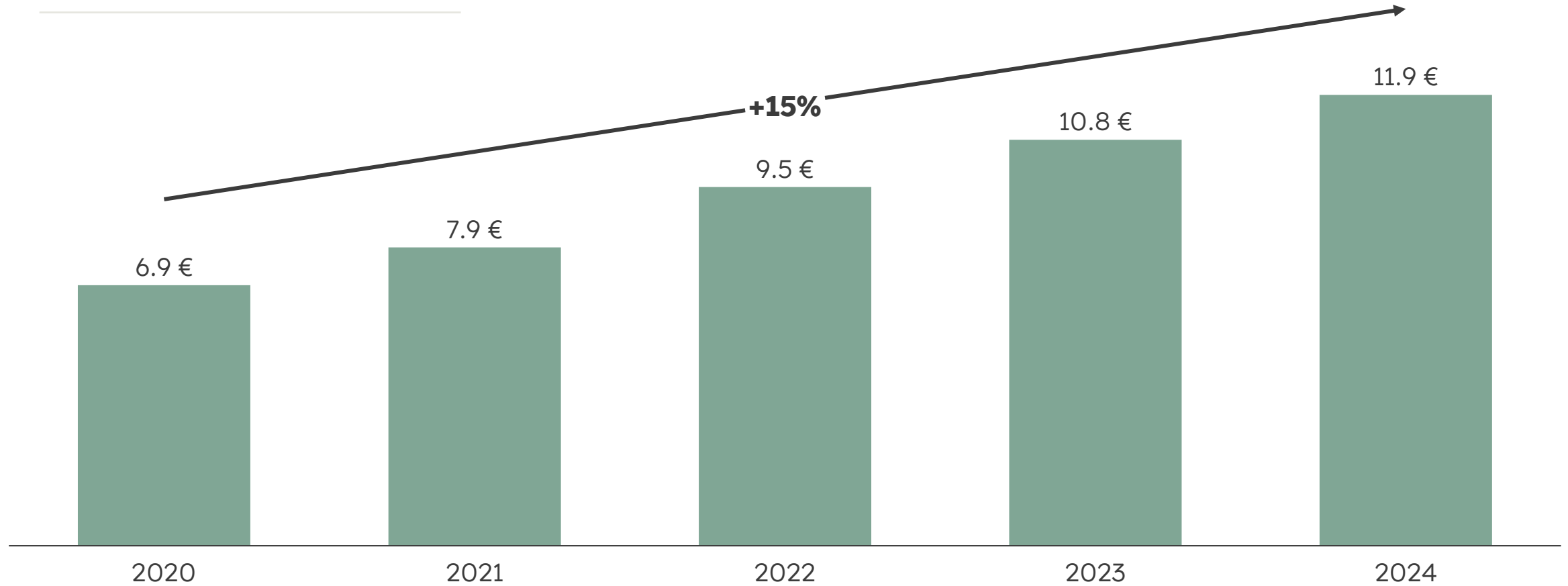
Discontinued operations:

2024: +62 €m income from the reversal of the provision for obligations attributable to discontinued businesses of the Hanson Group (-61 €m added in previous year)



EPS growth continues with impressive 15% CAGR

Adjusted earnings per share ¹⁾



¹ Clean EPS: Figures adjusted for additional ordinary result. In 2020 one-off deferred tax income related to impairments, in 2021 US West assets disposal tax impact, in 2023 and 2024 provision for obligations attributable to discontinued businesses of the Hanson Group



Solid free cashflow generation

Free cash flow [€m]	FY 2023	FY 2024	Delta
Operating EBITDA	4,258	4,499	241
Change in working capital	-205	-110	95
Net interest	-163	-170	-7
Taxes paid	-522	-684	-161
Share of JV result and net dividends	-30	-35	-5
Non-cash items and other	-132	-269	-136
Cash flow from operating activities	3,205	3,232	27
CapEx Net	-1,042	-1,063	-20
Free cash flow	2,163	2,169	6
Cash conversion rate	50.8%	48.2%	-2.6%

Free cash flow drivers

Working capital:

Same level as prior year

Net interest:

Stable development

Taxes paid:

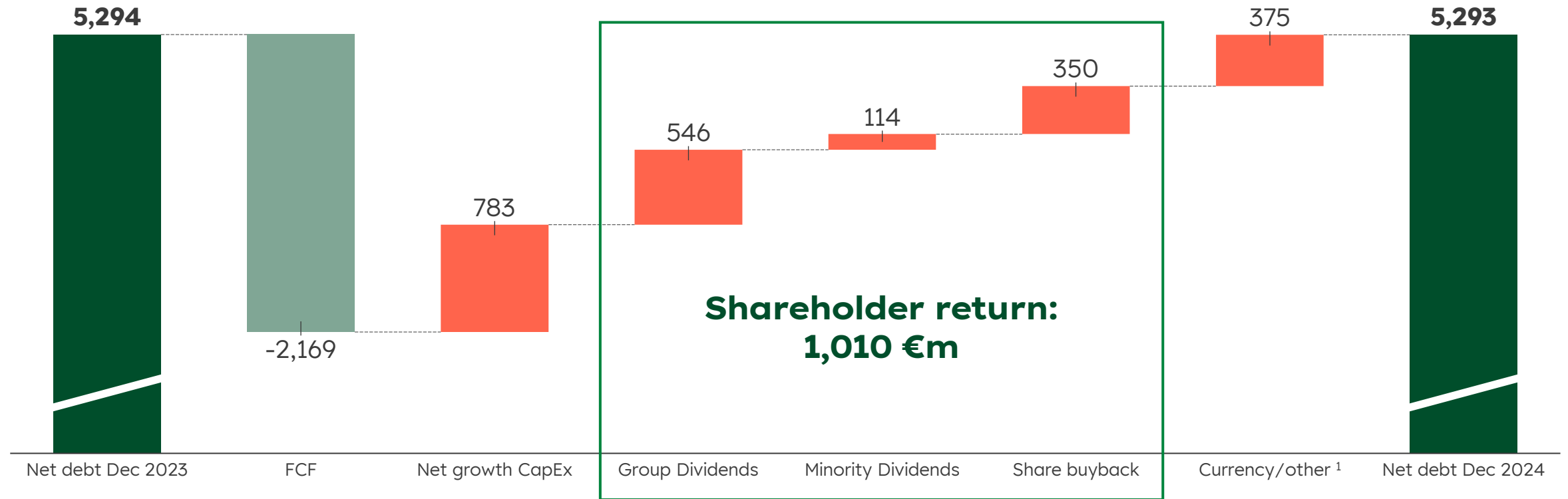
Increase in earnings in NAM and some favorable one-off tax effects in 2023

CapEx Net:

Disciplined approach continues



Net debt development [€m]



¹ Includes mainly consolidation impacts on Net Debt from acquisitions in UK (Mick George Limited: 146 €m) and in US (Highway Materials + Carver Sand & Gravel: 45 €m).



Sustainability highlights

Further CO₂ reduction: Specific CO₂ emissions reduced by -1.3% to 527 kg CO₂/t of cementitious material in 2024

Increasing share of Sustainable revenue (CEM):
from 39.5% to 43.3%

Pioneering the transformation to Net Zero: Providing the first net-zero carbon-captured cement from our plant in Brevik in H1 2025

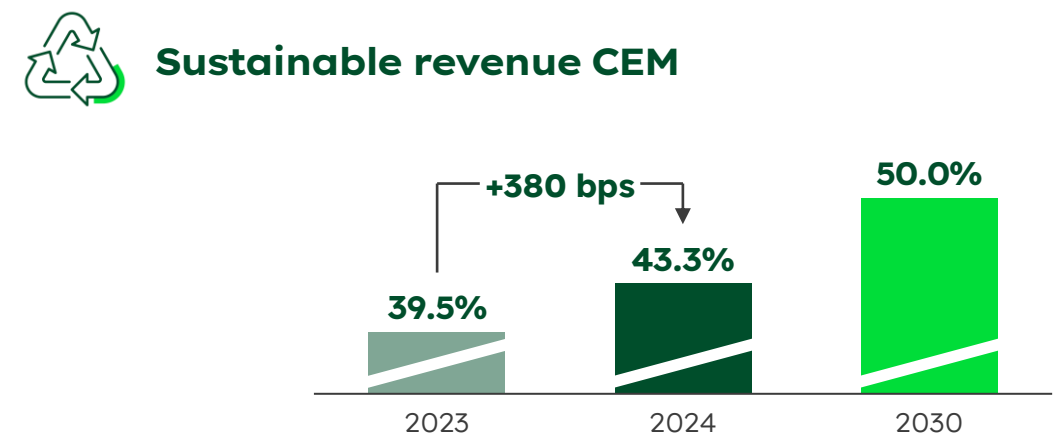
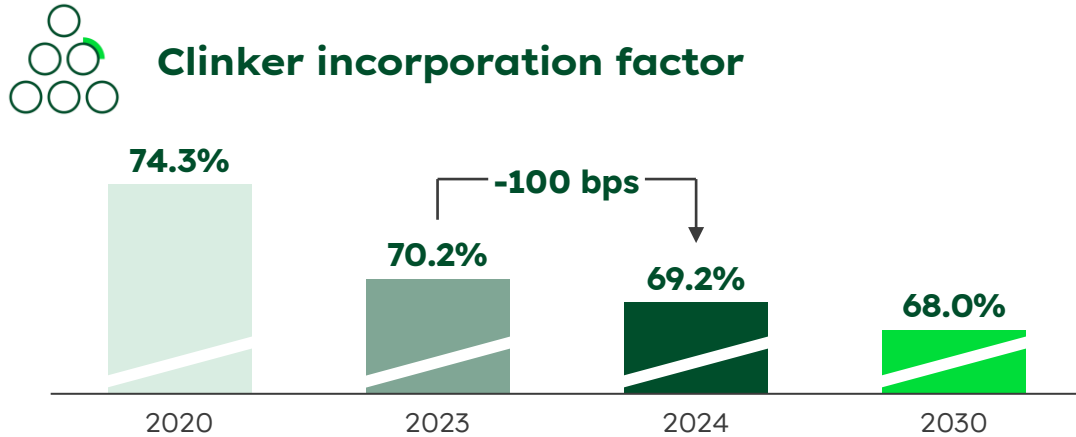
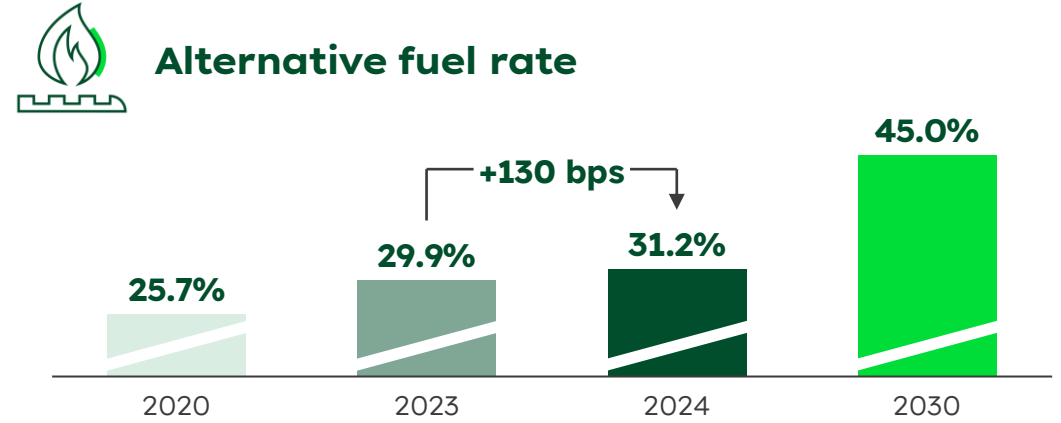
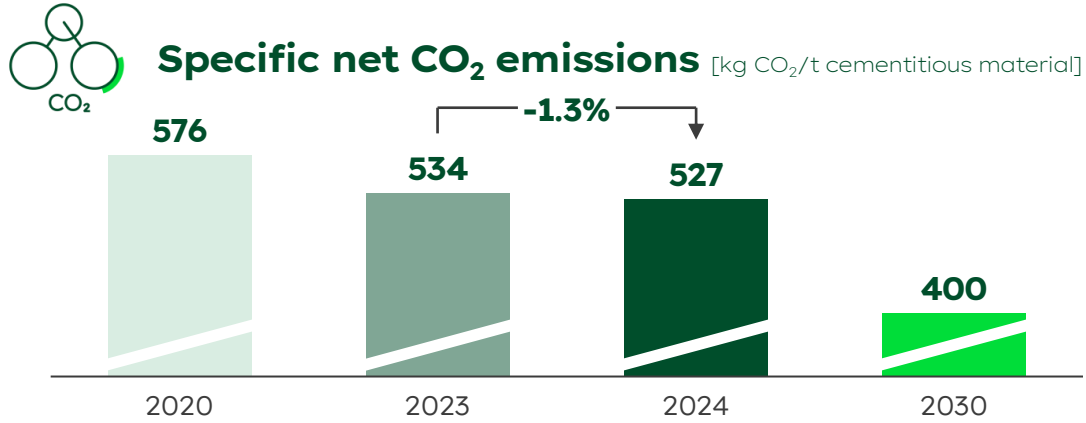
External recognition of our Sustainability strategy:

- 2050 CO₂ reduction targets validated by SBTi
- Included in the Dow Jones Sustainability Index (DJSI) Europe

Driving decarbonisation, circularity and recycling: Progressing in circularity, acquiring recycling businesses and investing in low-carbon products



Significant progress in all sustainability KPIs



Progress in CO₂ reduction mitigated by unfavorable product mix and volume effect



evoBuild TernoCem: Turning an existing asset into an ultra low-carbon plant

Combining profitability, growth and carbon reduction:

TernoCem, a new cement type, with a significantly reduced carbon footprint - **up to 50% less CO₂**

Addressing **both levers** to **reduce CO₂ emissions**

Significant **cost and CO₂ reduction** with **stable or better properties** and **consistent quality**

Switching from research to market launch – successfully completed test phase with pilot customers

Building authority permission applied for and **expected soon**

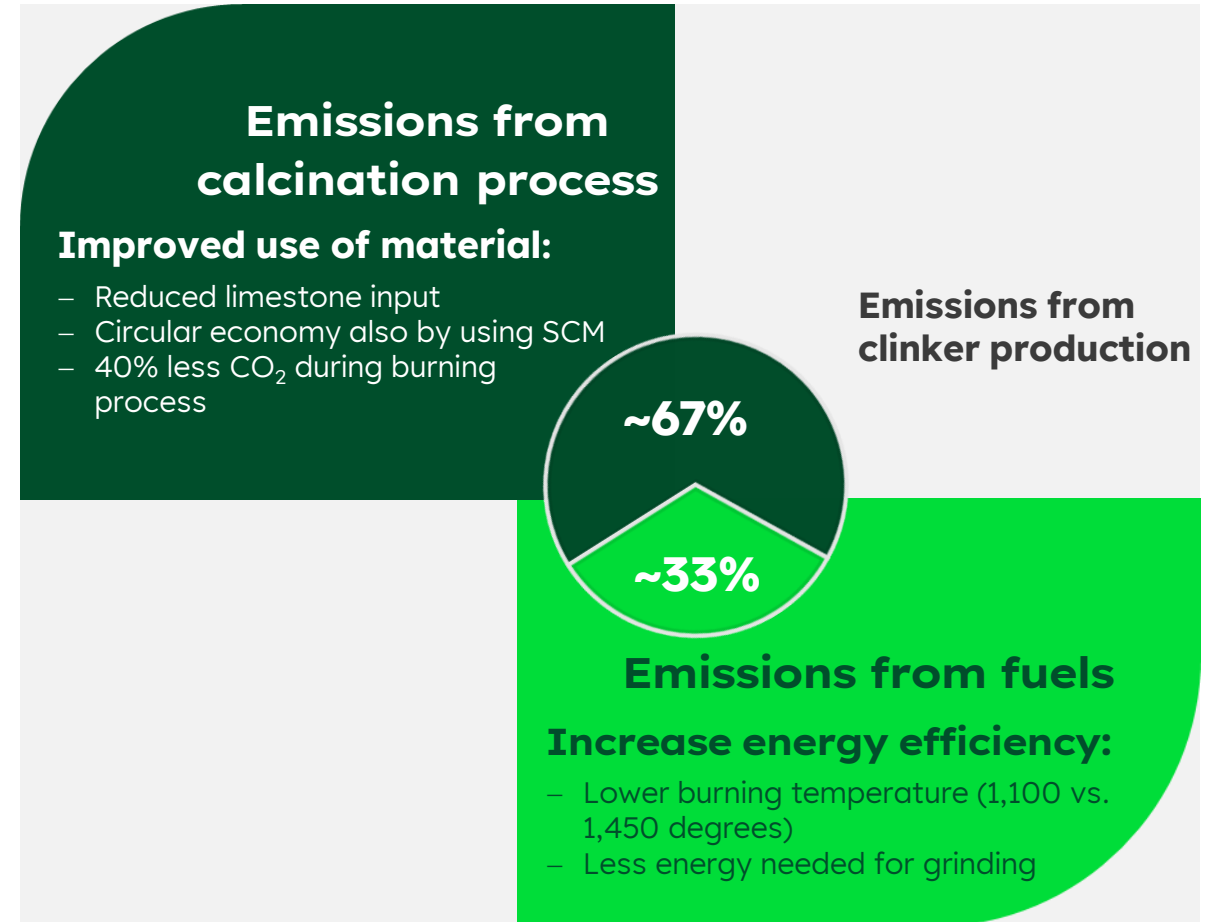
evoBUILD



CO₂ reduction:
30%
less CO₂ vs. CEM I¹⁾



Circular products:
30%
more recycled material



1) evoBuild requires a CO₂ reduction of at least 30% compared to the global reference values of the Global Cement and Concrete Association (GCCA) for CEM I from 2020. This translates to threshold values of ≤ 552 kg CO₂/t for cementitious material and ≤ 5.5 kg CO₂/m³/MPa for ready-mixed concrete.



Outlook



2025 market overview

North America:

- Infrastructure demand growth expected, driven by Infrastructure Investment and Jobs Act (IIJA) and state Department of Transportation (DOT) budgets
- Optimism in our underlying markets and acquisitions support favorable outlook for continued growth in 2025

Europe:

- Demand recovery -which is currently visible in most markets- expected to continue throughout the year

Africa – Med. – Western Asia:

- Overall positive demand expected in most countries, which will drive earnings growth



Asia Pacific:

- Good market momentum in Australia and Thailand, potential recovery in Indonesia
- China and India are still challenging

Geopolitical risks may cause volatility to markets development



Guidance

	Original 2024 Target & Achievement		2025 Target
 RCO	3.00 to 3.30 €bn	3.20 €bn 	3.25 to 3.55 €bn
 ROIC	Around 10%	9.9 % 	Around 10%
 CO₂ emission	Slight reduction: (2023: 534 kg/tCM) ¹⁾	527 kg/tCM ¹⁾ 	Slight reduction
 CapEx Net	Around 1.1 €bn	1.1 €bn 	Around 1.2 €bn
 Leverage	In line with mid-term target: Between 1.5x-2.0x	1.2 x 	In line with mid-term target: Between 1.5x-2.0x

1) kg CO₂/t for cementitious material



Another year of success & progress



Result and margin improvement continues:

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- EBITDA margin at 21.3%, within our target corridor of “20% to 22%”

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Free cash flow at 2.2 €bn, leverage stable at 1.2x

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First in the industry: **We will offer carbon-captured Net Zero cement and concrete** in H1 2025

2025 Outlook:

- RCO at 3.25-3.55 €bn
- ROIC at around 10%
- CO₂ emissions: Slight reduction (*kg CO₂ /t cementitious material*)



Appendix



Scope & currency impacts

Scope & currency Q4 2024 [€m]

	Revenue		Operating EBITDA		Operating EBIT (RCO)	
	Scope	Currency	Scope	Currency	Scope	Currency
Europe	52	18	9	3	-11	2
North America	66	5	8	1	5	1
Asia – Pacific	33	3	15	0	11	0
Africa – Med. - Western Asia	29	-2	4	0	2	1
Group Service & Other	0	0	0	0	0	0
Total GROUP	180	23	36	4	7	4

Scope & currency FY 2024 [€m]

	Revenue		Operating EBITDA		Operating EBIT (RCO)	
	Scope	Currency	Scope	Currency	Scope	Currency
Europe	170	58	4	9	-21	7
North America	169	-18	29	-4	15	-3
Asia – Pacific	127	-79	62	-14	50	-8
Africa – Med. - Western Asia	81	-174	18	-40	11	-36
Group Service & Other	0	0	0	0	0	0
Total GROUP	548	-213	112	-49	54	-40



Operating result

Operating result Q4 2024 [€m]

	Revenue				Operating EBITDA				Operating EBITDA Margin				Operating EBIT (RCO)			
	Q4 23	Q4 24	Change	LfL	Q4 23	Q4 24	Change	LfL	Q4 23	Q4 24	Change	LfL	Q4 23	Q4 24	Change	LfL
Europe	2,275	2,373	4.3%	1.2%	425	487	14.6%	11.7%	18.7%	20.5%	+185 bps	+192 bps	295	340	15.1%	18.0%
North America	1,263	1,336	5.8%	0.1%	325	382	17.8%	15.0%	25.7%	28.6%	+290 bps	+382 bps	233	290	24.9%	22.6%
Asia – Pacific	945	940	-0.6%	-4.3%	179	202	13.1%	4.5%	18.9%	21.5%	+261 bps	+174 bps	117	138	17.9%	8.7%
Africa – Med. - Western Asia	533	647	21.4%	16.5%	152	166	9.4%	6.8%	28.5%	25.6%	-282 bps	-239 bps	117	135	15.2%	12.2%
Group Service & Other	78	110	41.4%	41.4%	-2	-19							-8	-26		
Total GROUP	5,094	5,406	6.1%	2.1%	1,079	1,219	13.0%	9.3%	21.2%	22.6%	+138 bps	+148 bps	754	877	16.4%	14.9%

Operating result FY 2024 [€m]

	Revenue				Operating EBITDA				Operating EBITDA Margin				Operating EBIT (RCO)			
	FY 23	FY 24	Change	LfL	FY 23	FY 24	Change	LfL	FY 23	FY 24	Change	LfL	FY 23	FY 24	Change	LfL
Europe	9,566	9,467	-1.0%	-3.4%	1,883	1,885	0.1%	-0.5%	19.7%	19.9%	+23 bps	+58 bps	1,367	1,344	-1.7%	-0.7%
North America	5,219	5,311	1.8%	-1.1%	1,181	1,407	19.1%	17.0%	22.6%	26.5%	+385 bps	+415 bps	856	1,049	22.6%	21.3%
Asia – Pacific	3,705	3,555	-4.0%	-5.5%	643	648	0.8%	-6.8%	17.4%	18.2%	+88 bps	-25 bps	399	405	1.6%	-8.9%
Africa – Med. - Western Asia	2,289	2,295	0.2%	4.6%	590	576	-2.5%	1.5%	25.8%	25.1%	-70 bps	-78 bps	466	450	-3.4%	2.1%
Group Service & Other	399	529	32.7%	32.7%	-40	-17	-57.4%	-57.4%	-9.9%	-3.2%	+675 bps	+676 bps	-65	-44	-31.8%	31.9%
Total GROUP	21,178	21,156	-0.1%	-1.7%	4,258	4,499	5.7%	4.2%	20.1%	21.3%	+116 bps	+121 bps	3,022	3,204	6.0%	5.6%



Operating result – Business lines

Year to Date Figures

Business line CEMENT [€m]	Revenue			Operating EBITDA			Operating EBITDA Margin		
	FY 23	FY 24		FY 23	FY 24		FY 23	FY 24	
Europe	5,056	4,901	-3.1%	1,317	1,399	6.2%	26.1%	28.5%	+249 bps
North America	2,196	2,243	2.1%	577	674	16.9%	26.2%	30.0%	+380 bps
Asia - Pacific	1,978	1,833	-7.3%	315	310	-1.5%	15.9%	16.9%	+100 bps
Africa – Med. - Western Asia	1,981	1,990	0.5%	522	520	-0.4%	26.4%	26.1%	-24 bps
Total GROUP	11,211	10,967	-2.2%	2,728	2,902	6.4%	24.3%	26.5%	+212 bps

Year to Date Figures

Business line AGGREGATES [€m]	Revenue			Operating EBITDA			Operating EBITDA Margin		
	FY 23	FY 24		FY 23	FY 24		FY 23	FY 24	
Europe	2,033	2,337	15.0%	413	450	8.8%	20.3%	19.2%	-109 bps
North America	2,098	2,123	1.2%	592	685	15.8%	28.2%	32.3%	+407 bps
Asia - Pacific	661	664	0.4%	154	140	-8.9%	23.3%	21.1%	-216 bps
Africa – Med. - Western Asia	87	83	-4.5%	16	11	-30.2%	18.3%	13.4%	-492 bps
Total GROUP	4,879	5,206	6.7%	1,175	1,286	9.5%	24.1%	24.7%	+62 bps



2023 restated figures ¹

Operating EBITDA [€m]	Q1 23	Q2 23	H1 23	Q3 23	9M 23	Q4 23	FY 23
Europe	255	610	864	593	1,458	425	1,883
North America	76	332	409	448	857	325	1,181
Asia - Pacific	129	158	287	178	464	179	643
Africa – Med. - Western Asia	121	145	266	172	439	152	590
Group Service & Other	-25	-14	-39	1	-38	-2	-40
Total GROUP	557	1,230	1,787	1,393	3,179	1,079	4,258

RCO [€m]	Q1 23	Q2 23	H1 23	Q3 23	9M 23	Q4 23	FY 23
Europe	127	484	611	461	1,072	295	1,367
North America	4	256	260	363	623	233	856
Asia - Pacific	67	96	164	118	281	117	399
Africa – Med. - Western Asia	91	115	206	143	349	117	466
Group Service & Other	-31	-20	-52	-5	-57	-8	-65
Total GROUP	258	931	1,189	1,080	2,269	754	3,022

Revenue [€m]	Q1 23	Q2 23	H1 23	Q3 23	9M 23	Q4 23	FY 23
Europe	2,252	2,594	4,846	2,444	7,291	2,275	9,566
North America	1,030	1,404	2,434	1,522	3,956	1,263	5,219
Asia - Pacific	937	874	1,811	949	2,759	945	3,705
Africa – Med. - Western Asia	566	590	1,156	601	1,756	533	2,289
Group Service & Other	112	114	226	95	321	78	399
Total GROUP	4,896	5,577	10,473	5,611	16,083	5,094	21,178

Q1 23	Q2 23	H1 23	Q3 23	9M 23	Q4 23	FY 23
11.3%	23.5%	17.8%	24.3%	20.0%	18.7%	19.7%
7.4%	23.7%	16.8%	29.5%	21.7%	25.7%	22.6%
13.8%	18.0%	15.8%	18.7%	16.8%	18.9%	17.4%
21.5%	24.5%	23.0%	28.7%	25.0%	28.5%	25.8%
N/A	N/A	N/A	N/A	N/A	N/A	N/A
11.4%	22.1%	17.1%	24.8%	19.8%	21.2%	20.1%

Q1 23	Q2 23	H1 23	Q3 23	9M 23	Q4 23	FY 23
5.6%	18.6%	12.6%	18.9%	14.7%	13.0%	14.3%
0.4%	18.2%	10.7%	23.9%	15.8%	18.4%	16.4%
7.2%	11.0%	9.0%	12.4%	10.2%	12.4%	10.8%
16.0%	19.5%	17.8%	23.8%	19.9%	22.0%	20.4%
N/A	N/A	N/A	N/A	N/A	N/A	N/A
5.3%	16.7%	11.4%	19.2%	14.1%	14.8%	14.3%

¹ Figures are restated due to change in segment structure as of 1st January 2024. “Western & Southern Europe” and “Northern & Eastern Europe” are merged into “Europe”. Russia & Kazakhstan are moved from “Northern & Eastern Europe” to “Africa – Mediterranean – Western Asia” region, as a result of change in Management Board structure and responsibilities.



Financial Calendar & IR Contacts

Upcoming events:

- 08.05.2025: Q1 Trading Update
- 15.05.2025: Annual General Meeting
- 27./28.05.2025: CMD in Brevik
- 31.07.2025: Half Year Results
- 06.11.2025: Q3 Trading Update

Contact:

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Disclaimer

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