



Europe – ready for a step change

Profitable growth on a reshaped asset base

CMD 2025 | Jon Morrish, Managing Board Member for Europe
28 May 2025



**Clear market leader
in Europe**

**Significant size,
scale, and network**

**Balanced market
exposure**

**Decarbonisation
creates growth**

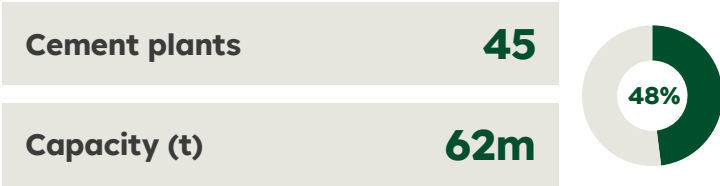
**Market recovery
is gathering pace**

**Market leader with
TOP ranking in terms
of market share and
customer satisfaction**



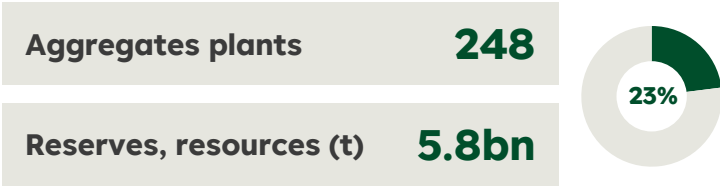
Top market positions in all countries of our business

Cement

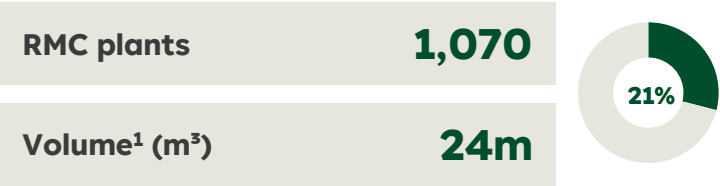


Pie charts: Revenue (2024, before intra-Group eliminations)
1 Production volume (2024)

Aggregates



Ready-mixed concrete (RMC)



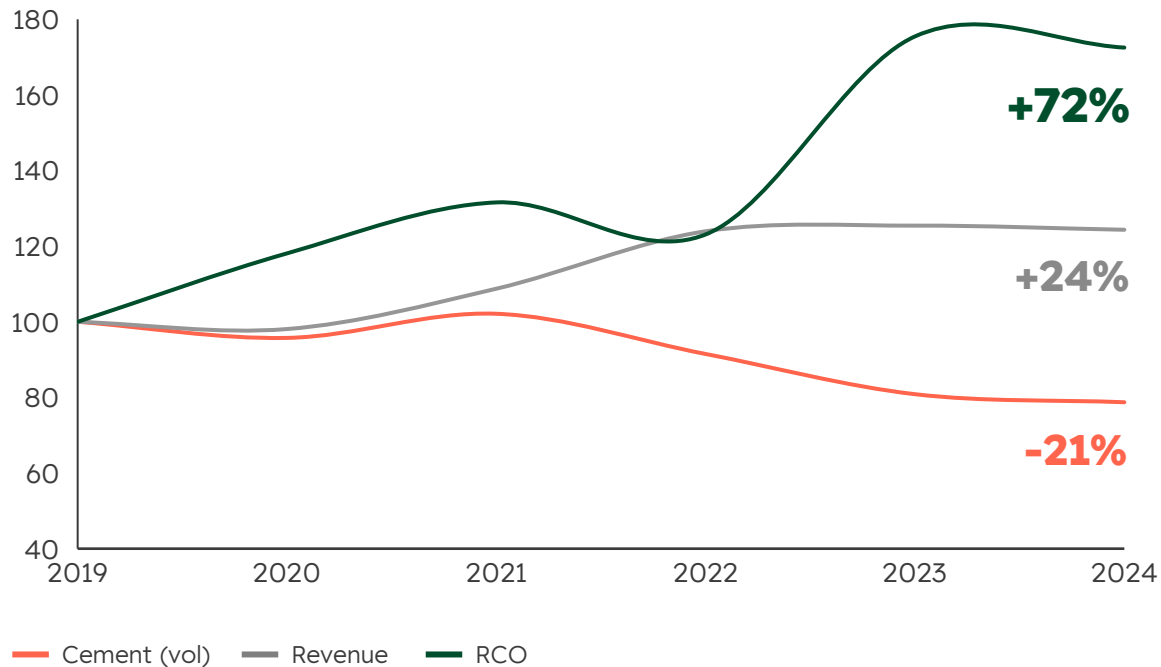
Vertically integrated in key markets (RMC), focused complimentary products in certain countries (precast, recycling, asphalt)



Material Impact – delivering strong results in a subdued market

We achieved excellent performance despite a challenging environment

Volume development and revenue, RCO Europe (indexed)



Development 2019 vs 2024

Revenue (CAGR)	RCO (CAGR)	EBITDA margin (improvement)
+6%	+12%	17.9% vs 19.9%
		+200bps

Volume (decline)	Price/cost (improvement)	EBITDA (improvement)
-€530m	+€1,050m	+€520m

2019 based on unaudited restated numbers



Profitable growth on a reshaped asset base



Unique Positioning



Capitalise on market recovery through leading position and strong customer track record



Global Advantage



Driving decarbonisation as key element of future profitable growth



Radical Focus



Accelerate value-creating cost and efficiency leadership as heavy materials pure play

Everything in place to capture new growth impulses

Market drivers indicate broad recovery

Lower interest rates drive residential and non-residential construction

New build residential stimulus in various countries

Infrastructure programmes accelerating

Defence infrastructure focus

Secondary effects from Ukraine rebuild



Infrastructure stimulus

€500bn | 12 years



Favourable rate trends

2.25%

2024

2025e

Residential

-9.1%

+0.2%

Residential financing rates

4.3%

3.9%

Non-residential

-2.5%

+1.1%

Market data % real change,
Data source: Euroconstruct, April 2024



Accelerating market recovery across Europe



UK

Mixed picture – infrastructure strong last 3 years, paused 2025 but strong pipeline, residential increase end 2025



Germany

Infrastructure package not yet flowing, positive sentiment, and April volumes strong



France, Belgium, Nordics

Volume declines flattened out with recovery expected in H2 2025



Italy

Large infrastructure driven recovery in 2024, not yet in residential



Poland

Positive recovery since early 2024, led by infrastructure, residential expected in H2 2025



Czechia

Broader based recovery since early 2024 continues, led by residential and non-residential



Romania

Strong recovery since early 2024, continuing, helped by defence



Bulgaria

Strong recovery since early 2024, continuing, supported by defence



When it matters, customers trust us

We deliver material solutions across the value chain



United Kingdom

Hinkley Point C (nuclear)



Germany

Hamburg (subway)



France

Paris (Tour Triangle)



Belgium/Netherlands

Infrastructure projects



Czech

Motorway D55



Italy

Genoa (port)



Sweden

E4 Stockholm bypass



Spain

Basque high-speed rail



Skilled and experienced people



Excellent track record of satisfied customers



High quality products and technical competence



Strong logistics capabilities and network



Ability to scale – from multiple business lines and supply points



Decarbonisation – Europe’s ‘Clean Industrial Deal’ a clear business opportunity

Today



240kt

evoBuild 70



200kt

evoBuild 40/60

2026+

TernoCem

Q Cements

Ultra-low-carbon binders

Most innovative ‘very low-carbon’ products

EU ETS CBAM
(market framework)

Lead markets
(for green products)

Grant funding
(for innovations)

Process levers

Alternative fuel rate ~80% (by 2030)

Clinker incorporation ~60% (by 2030)

Recarbonation



Decarbonisation – evoZero: a global approach with a strong focus on Europe

evozero Targeted sales approach

People and
organisation



Dedicated HQ & country team

Customer
archetypes



Traditional & new customers,
private & public asset owners,
development & project companies

Enabling
stakeholders



Governments, associations, NGOs,
architects, investors & financiers

2025 orders
from 11 countries



Physical: **60%**
Virtual: **40%**

TOP 3 countries

Scandinavia, UK, Germany
...but also Bulgaria and Romania



Disciplined approach, performance culture, and automation across operations



Asset optimisation

- + CEM, AGG, RMC fixed plants in best locations
- + Reserves replenishment
- + CO₂ reduction and automation
- Road transport
- RMC trucks & pumps



Performance

- Transformation Accelerator savings – ambitious targets in all countries
- Country organisations – lean operations and optimal SG&A
- Special focus on plants with upside potential ‘Back in Black’



Automation and AI

- RMC ‘Remote batching’
40% by 2028
- CEM ‘Automated grinding plants’
75% by 2028
- Sales & Customer Service – AI tools already making a difference

Reducing clinker asset base and expanding materials capacities

Wave 1

Transformation Accelerator – improve asset structure

5 plant closures

France

Beffes, Villiers

7 → 5

Germany

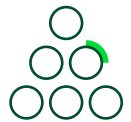
Leimen, Hanover

7 → 5

Spain

Anorga

2 → 1



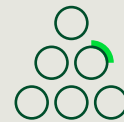
~13%

Reduction of clinker
capacity (base 2021)

Wave 2

European Masterplan – preparing the next phase

- Extensive analysis work completed
- Focus on efficient clinker plants linked to network of grinding plants and distribution terminals



12-17%

Additional reduction of
clinker capacity (base 2021)

2022 – 2025

2026 – 2030





We pull all levers to bring Europe to the next level

Strong track record despite significant volume decline

High operational leverage driven by volume rebound

evoBuild and evoZero as value drivers

Step change in efficiency with less clinker, more SCM

Targets 2030
(base 2024)

Europe
EBITDA margin

Group ROIC
improvement 200bps

Europe

+250bps

100bps contribution
from Europe



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