



# Sustainable growth & consistent returns

Reliable and profitable performance

CMD 2025 | René Aldach, Chief Financial Officer  
28 May 2025



## Successful development in all KPIs

**8%**

RCO growth p.a.

**10%**

ROIC

**~50%**

Cash conversion rate

**>€2bn**

Free cash flow

**>€1bn**

Shareholder return

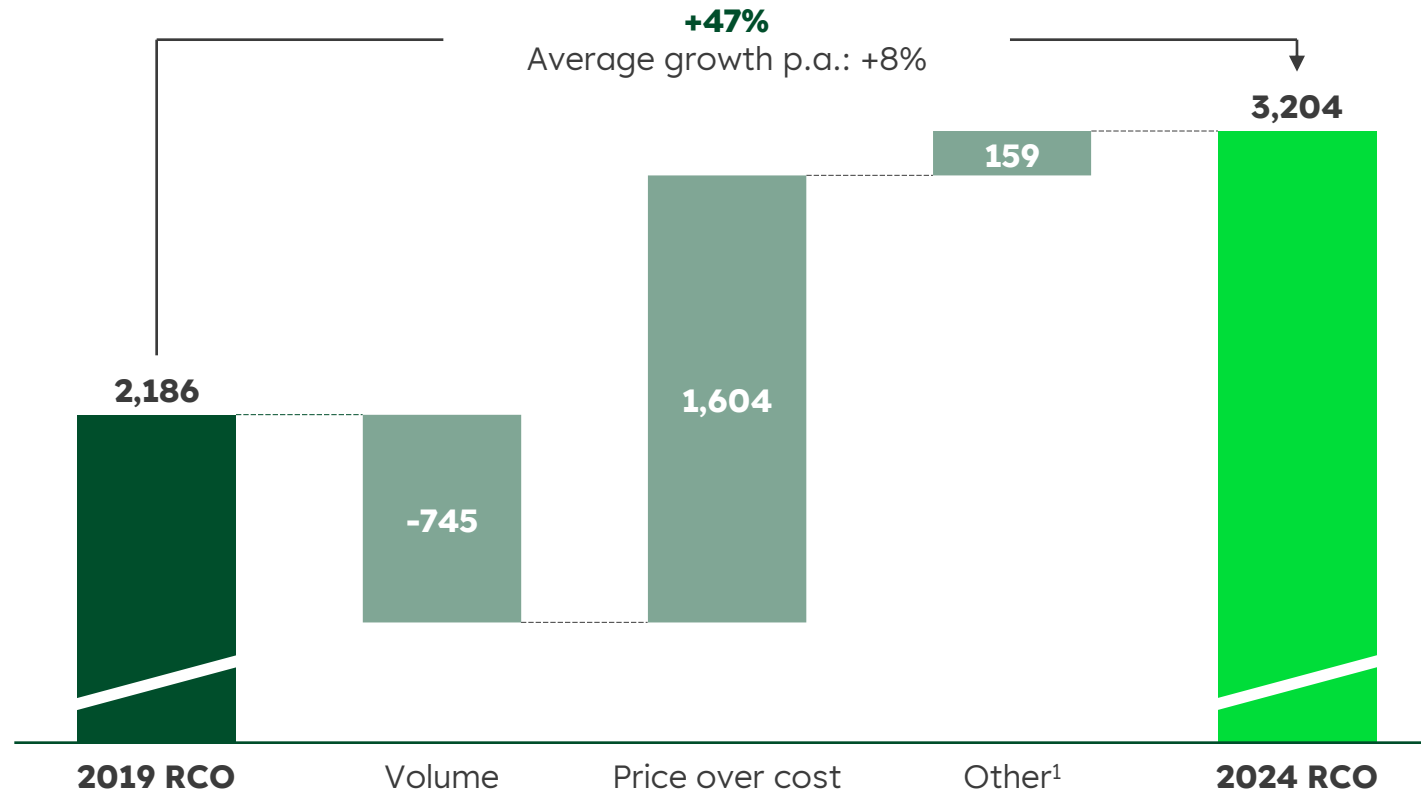
**Solid foundation set  
for accelerated  
growth**

RCO growth is average growth rate from 2019 until 2024. ROIC as of December 2024. FCF, cash conversion rate, and shareholder return based on 2024 full year figures.



# Outperformed despite significant headwinds

## RCO development (€m)



<sup>1</sup> Currency, scope, result from JVs and associates and others

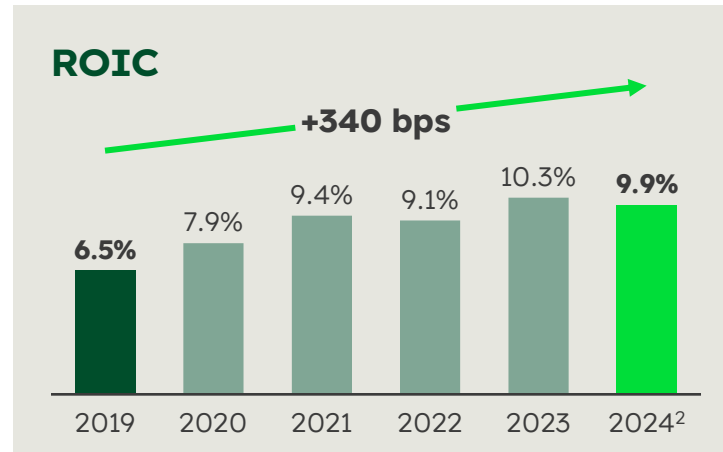
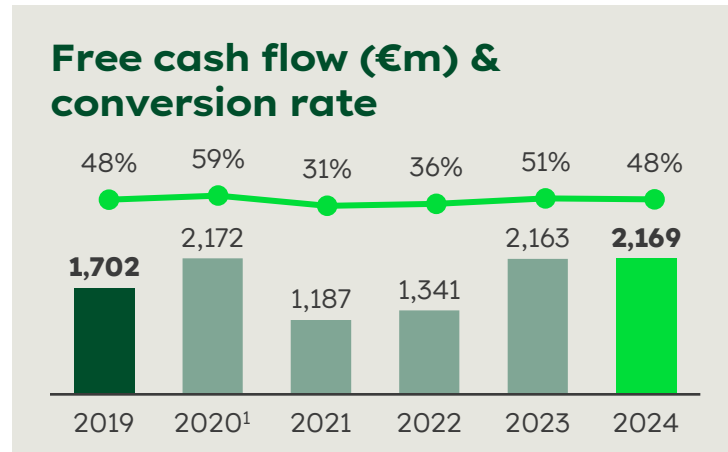
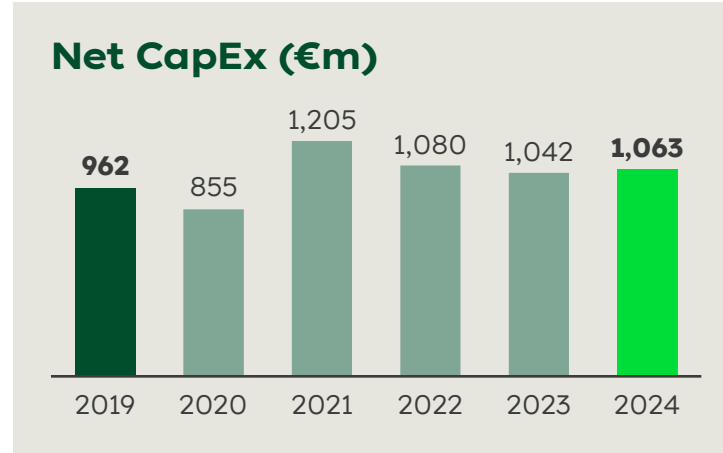
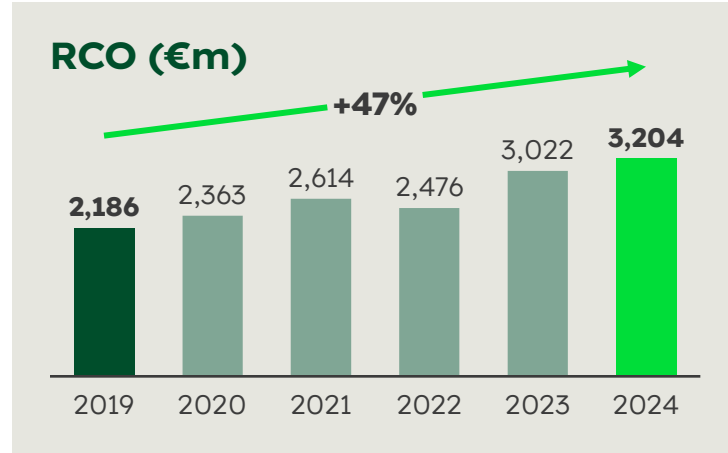
> Fast reaction to volatility

> Clear focus on value over volume

> Effective cost management



# Reliable and profitable performance across all financial KPIs












- > Continuous result improvement
- > Disciplined and sustainable CapEx
- > Over €2bn cash generation
- > Significant increase in ROIC

<sup>1</sup> 2024 ROIC is negatively impacted by currency (-0.2%) | <sup>2</sup> Includes €1.3bn cash savings from “COPE Programme”



## We have over-delivered a year early

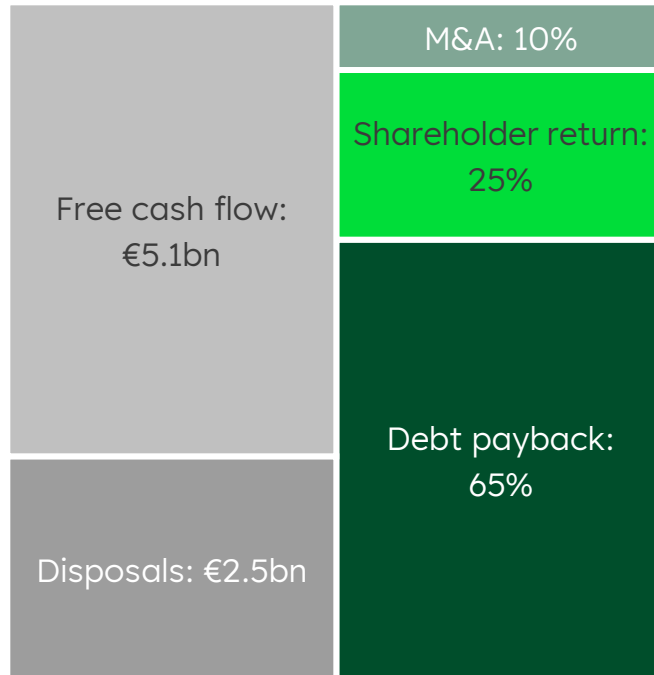
	Target set for 2025
 <b>EBITDA margin</b>	20% to 22%
 <b>ROIC</b>	above 10%
 <b>Leverage</b>	1.5x to 2.0x
 <b>Cash conversion</b>	above 45%
 <b>Net CapEx</b>	€1.1bn p.a.

2024	
<b>21.3%</b>	
<b>10%</b>	
<b>1.2x</b>	
<b>48%</b>	
<b>€1.1bn p.a.</b>	

# Capital allocation: clear shift towards shareholder return and growth

## Allocation of deployed capital

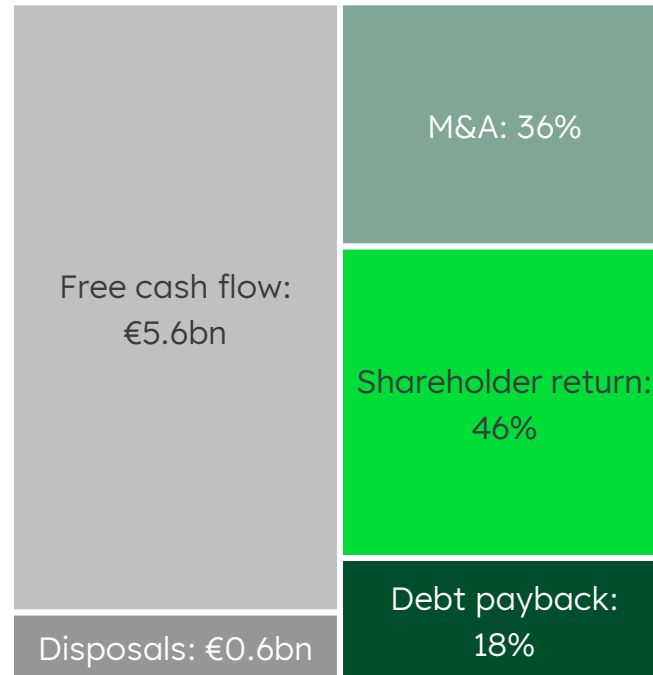
### 2019 – 2021



Deployed capital

Capital allocation

### 2022 – 2024



Deployed capital

Capital allocation

> Solid capital deployment

> Disciplined M&A through bolt-on deals

> Progressive dividend + accelerated share buyback programmes

> Leverage at 1.2x

2021 FCF includes €1.3bn cash savings from “COPE Programme”





## We apply strict M&A criteria focusing on returns

**Prudent  
business plan**

**Comprehensive  
due diligence**

**Positive impact  
on CO<sub>2</sub> roadmap**

**Strict financial criteria**

**Disciplined approach  
for all investments**

**Synergy focused  
decision process**

**Follow-up through  
post investment  
reviews**

# M&A: disciplined growth with high returns in attractive markets

## Key acquisitions over the last 3 years

Target	Business Line	Rationale
Giant Cement	US CEM	<b>Improve our US footprint through bolt-on deals</b>
Highway Materials	US AGG/HMA	
Corliss Resources	US AGG/RMC	
PT Semen Grobogan	Indonesia CEM	<b>Grow our core business in attractive markets</b>
BGC Cementitious	Australia CEM/AGG/RMC	
Tanga Cement	Tanzania CEM	
Asment de Témara	Morocco CEM/RMC	
The SEFA Group	US SCM	<b>Focus on sustainable and profitable growth</b>
Mick George	UK Recycling	
ACE Group	Malaysia SCM	

> More than €2bn spent for M&A over the last 3 years

> ROIC at least on Group target level and above local WACC after full integration

> Immediate contribution to net income and reach 50% cash conversion

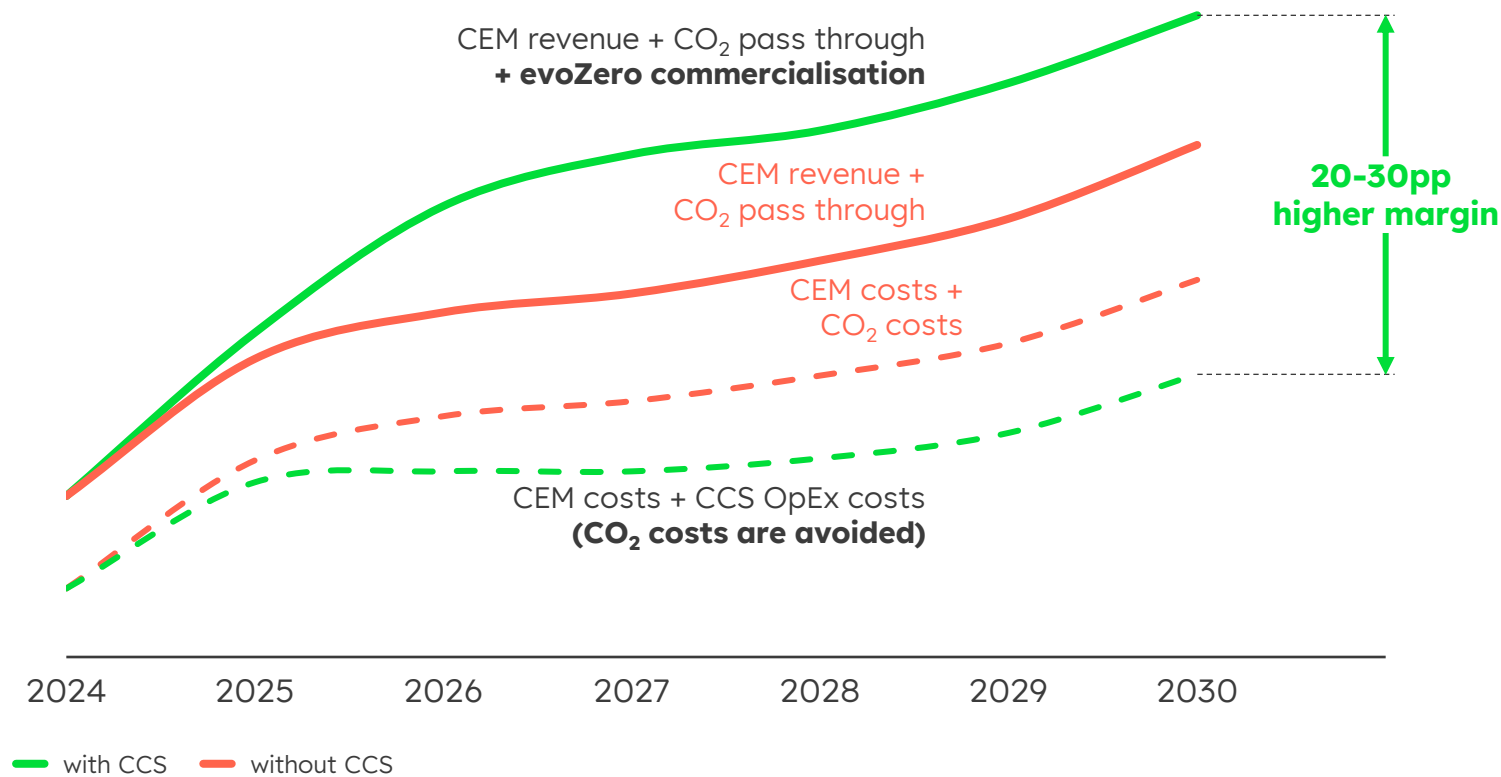
> After synergy realisation on/below our own multiple





# CCS Brevik: a clear business case with high returns

## Brevik EBITDA margin development



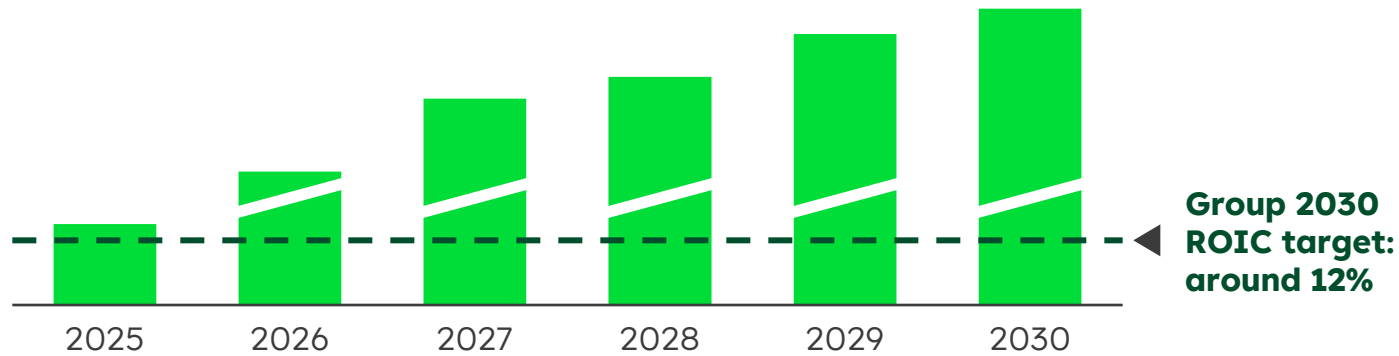
CO<sub>2</sub> allowance cost assumption: €80 in 2025/2026 with linear increase to €100 by 2030. Chart represents entire Brevik plant performance, based on 50% CO<sub>2</sub> capture rate.

- > evoZero comes with a new price point
- > Competitive advantage due to avoided CO<sub>2</sub> costs
- > CCS OpEx largely covered by grants

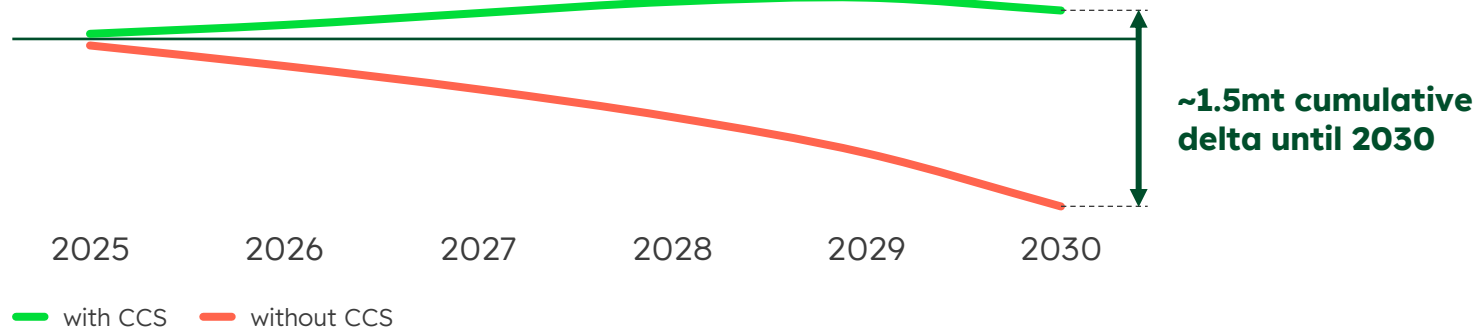


# Brevik CCS immediately generates significant returns

## Brevik CCS – ROIC development



## Brevik – accumulated CO<sub>2</sub> allowances development



CO<sub>2</sub> allowance cost assumption: €80 in 2025/2026 with linear increase to €100 by 2030

> Solid RCO growth

> High level of funding for CapEx and OpEx

> ROIC above 12% in first year already

> Significant ETS savings



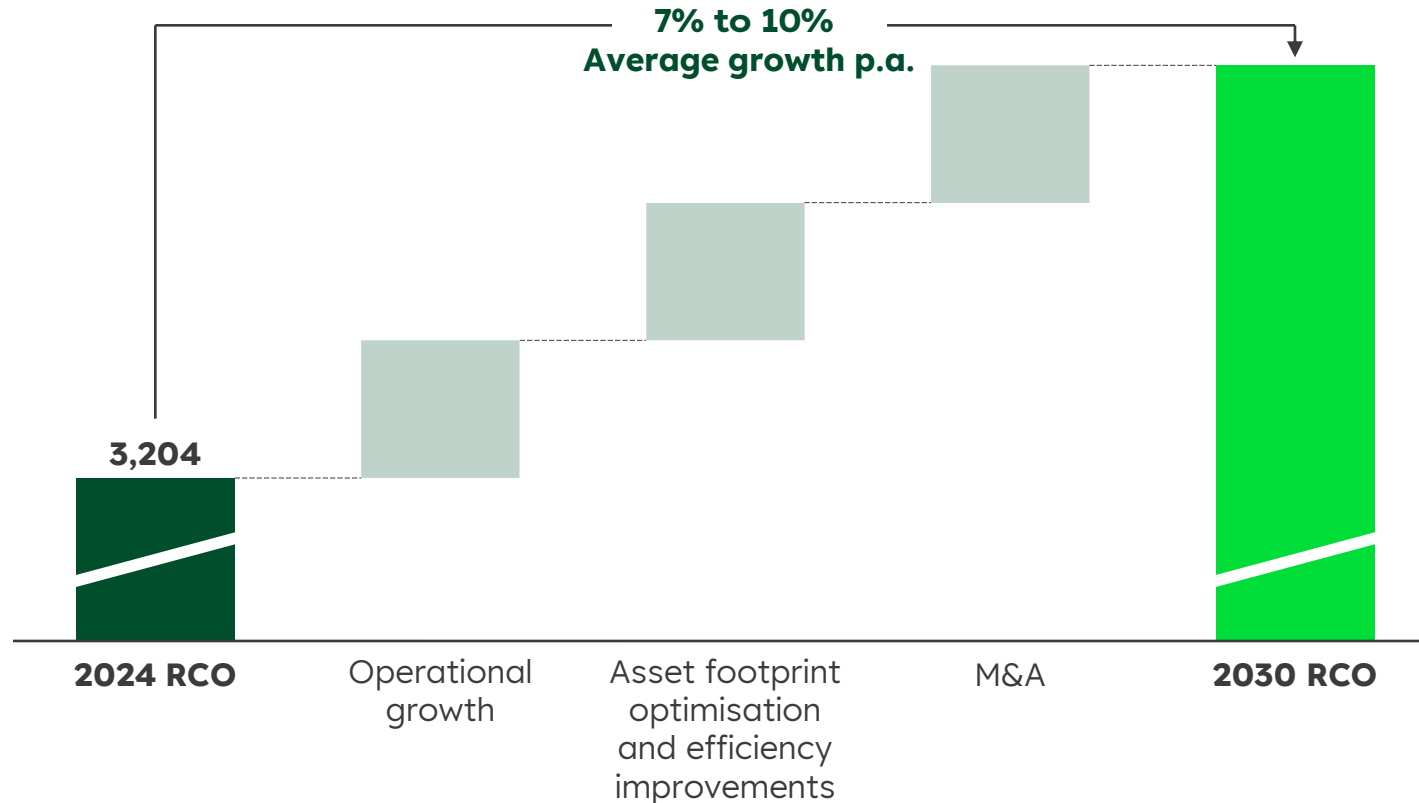


**We are very excited and  
confident about the next  
chapter of our story**



## RCO: accelerating both organic and inorganic growth

### RCO bridge (€m)



> Continuous focus on price over cost

> Clinker capacity optimisation

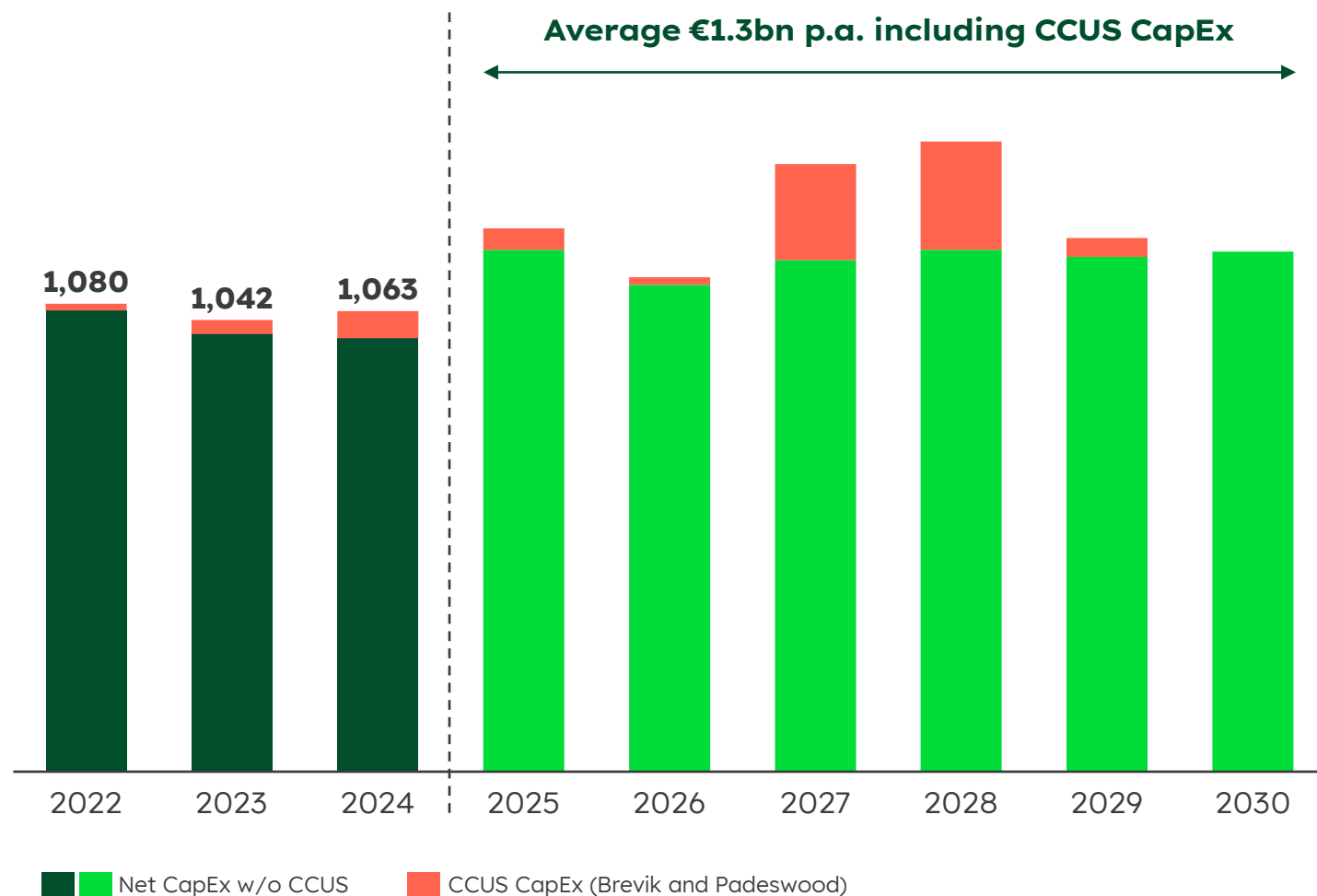
> Operational excellence and digitalisation

> Growth through disciplined M&A





## Net CapEx (including CCUS) at average €1.3bn p.a.



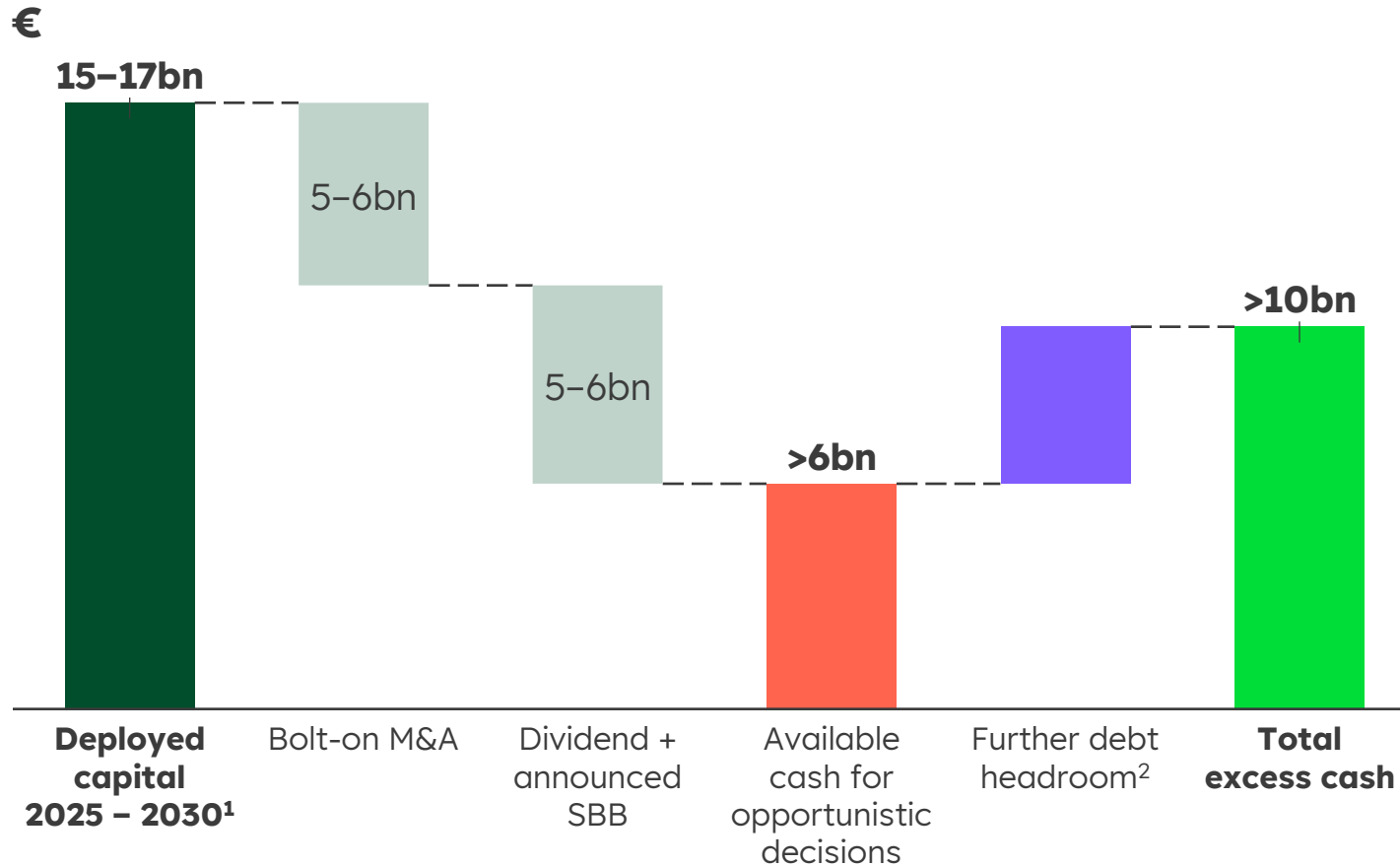
> Disciplined CapEx approach

> Ensure efficient asset quality

> More focus on conventional measures



## Significant cash potential to maximise shareholder returns








More than  
**€10bn**  
excess cash

for increase of  
organic investments,  
further M&A and  
opportunistic  
share buyback

<sup>1</sup> Free cashflow generation + disposal proceeds from 2025 to 2030 | <sup>2</sup> Based on assumed leverage of 1.5x



## Stepping up our ambition for 2030

2025 targets		2030 targets
	<b>RCO growth</b> (average p.a.)	<b>7% to 10%</b>
	<b>ROIC</b>	<b>Around 12%</b>
	<b>Cash conversion rate</b>	<b>Around 50%</b>
	<b>Net CapEx</b> (average p.a.)	<b>€1.3bn</b>
	<b>Leverage</b>	<b>Around 1.5x</b>





# We are ready for the future

Confident to achieve sustainable growth

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Disciplined to create value for all stakeholders

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Focused to deliver consistent returns

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Perfectly positioned to be the fastest growing heavy building materials company

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