



The decarbonisation business opportunity

Setting a new industry standard

CMD 2025 | Dr Katharina Beumelburg
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Industrial and regulatory decarbonisation is accelerating



**Global carbon targets
& regulations**
are tightening

Carbon pricing schemes
are expanding



EU ETS with most advanced framework and biggest impact on our business

We make decarbonisation happen with a very convincing business case

Bottom-line growth

Lower carbon footprint, less carbon allowances needed

Top-line growth

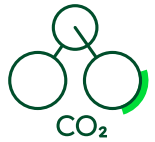
Sustainable products
evoZero and evoBuild

We are the frontrunners, setting the benchmark in Europe, scaling this leadership worldwide



Delivering material impact – with the industry’s most ambitious targets

By 2030



Specific net CO₂/t of cementitious material (scope 1)



Share of revenue from sustainable products

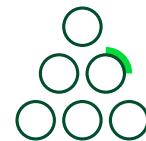
<400kg

>50%



Alternative fuel rate

>50%
prev. 45%



Clinker incorporation rate

64%
prev. 68%

2030 target as well as our 2050 Net Zero target validated by Science Based Targets initiative (SBTi)

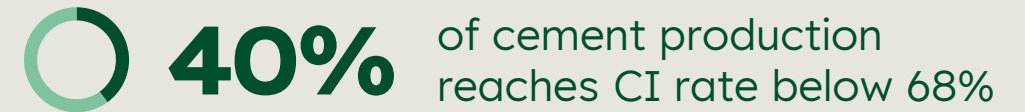


We are scaling our CO₂ reduction levers across all markets

Alternative fuels (AF)



Clinker incorporation (CI)



Germany

Lengfurt: **~100%** AF rate today



US

<64% CI rate via SEFA²



Indonesia

Grobogan: from 0% to **~45%** AF rate¹



Ghana

<66% CI rate via calcined clay²

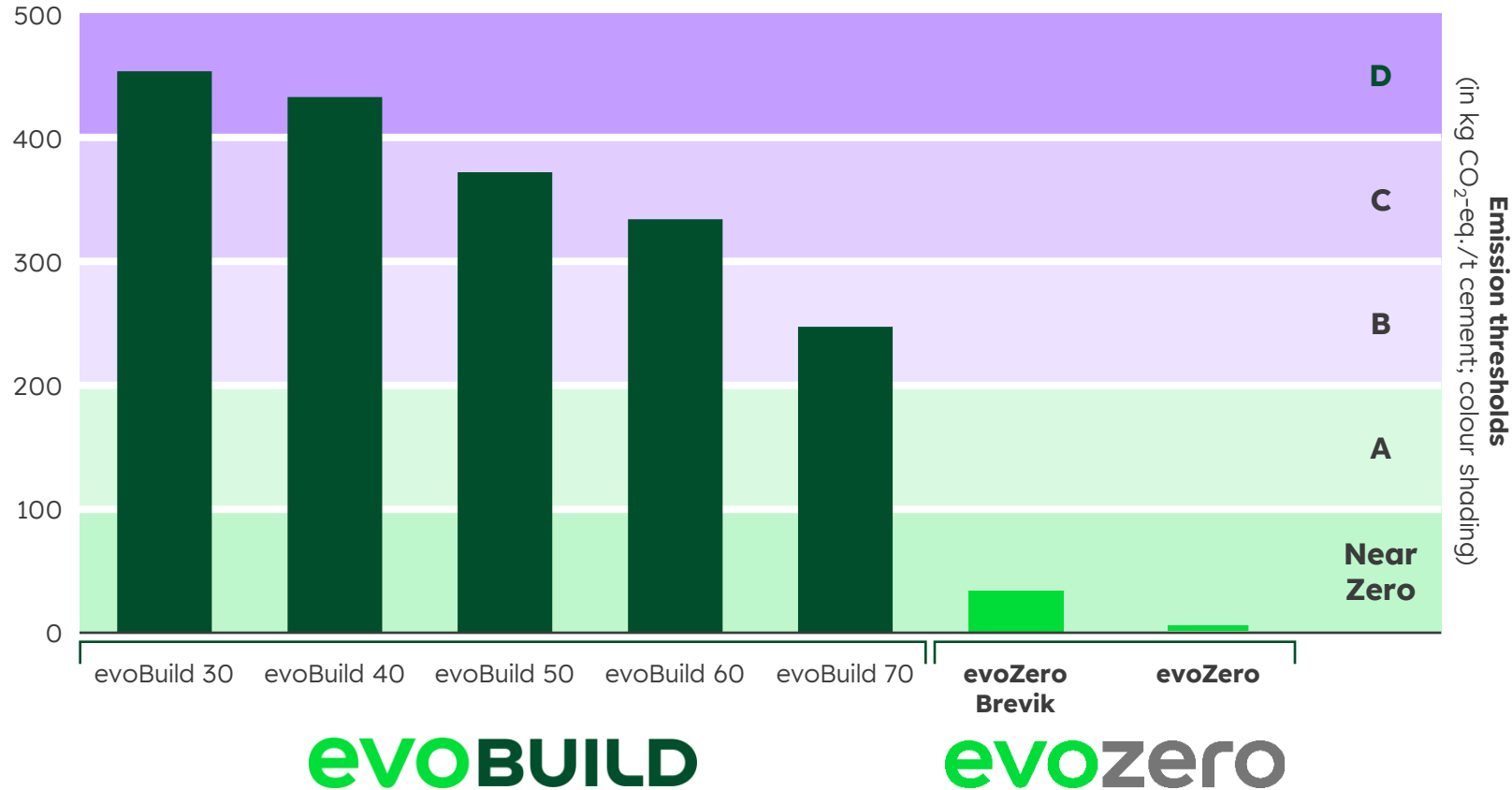
Customers value our product portfolio with low-carbon solutions

¹ By 2026 | ² End of 2025



The most comprehensive low-carbon product portfolio

Classification within the concept of lead markets for low-carbon cements



> Based on an initial concept by International Energy Agency (IEA)

> Entry low-emission production at 500 kg CO₂-equivalent per tonne of cement

> Rating system as developed by GCCA and VDZ

The world's first and only industrial-scale carbon capture unit in a cement plant



**Technology
leadership & data**



**Partnerships
& people**



**Financials
& funding**

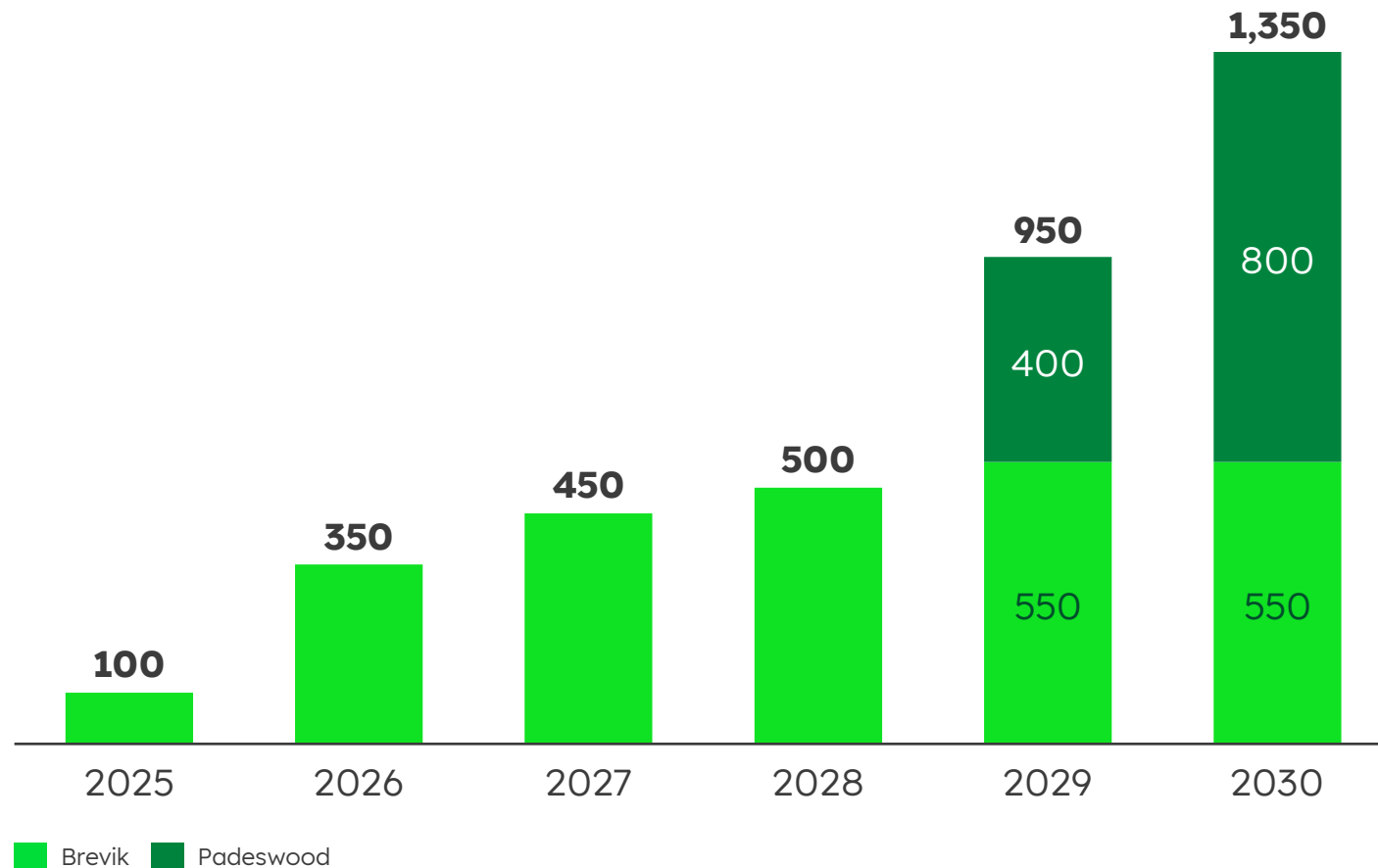
**Pioneering the technology, making the business case,
and scaling across the Group**





evoZero: a game changer for us and the industry

Expected evoZero cement production volume (in kt)
of fully approved projects



evozero

- > Net-zero CO₂ footprint
- > Proven performance and quality
- > No limitations in application



evoZero: a scarce specialty with an innovative go-to-market approach



Two versions of evoZero, depending on the customer location

Accurate and transparent CO₂ accounting

> Carbon bank storage

> Secured by blockchain technology

> Third-party verification



evoZero: a targeted sales 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

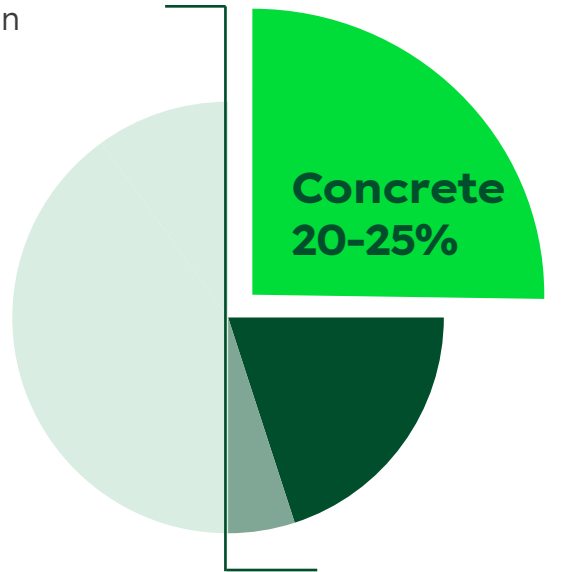


evoZero: embodied carbon reduction – creating immediate customer value

Building lifecycle carbon emissions

Illustrative example

Building operation & demolition



Building materials & construction



evozero
Net-zero emissions
from concrete¹

Customer value creation



Better loan terms



Reach carbon reduction targets



Green occupancy premium



Green rent or sales premium

¹ Incl. recarbonation over lifetime



We have the most advanced CCUS project portfolio – driving global advantage

Operational



Brevik, Norway
400kt CO₂ p.a.



Lengfurt, Germany
CCU, 70 kt CO₂ p.a.

FID¹ stage



Padeswood, UK
800kt CO₂ p.a.

Close to FID¹ stage



Edmonton, Canada
1,100kt CO₂ p.a.

Advanced development



Devnya, Bulgaria
800kt CO₂ p.a.



Geseke, Germany
700kt CO₂ p.a.



Slite, Sweden
1,800kt CO₂ p.a.



Antoing, Belgium
800kt CO₂ p.a.



Airvault, France
1,000kt CO₂ p.a.



Mitchell, USA
2,000kt CO₂ p.a.



Rezzato, Italy
1,000kt CO₂ p.a.

Large-scale technology pilot projects



Ennigerloh, Germany
LEILAC 2, 100kt CO₂



Devnya, Bulgaria
OxyCal, 50kt CO₂



Mergelstetten, Germany
Oxyfuel, 100kt CO₂

¹ Final investment decision





Decarbonisation driving profitable growth

Decarbonisation has a convincing business case

We drive profitable growth through our advanced portfolio of sustainable products

CCS unlocks carbon captured cement, enabling net-zero concrete – evoZero is proof it works

Next step: “Scaling evoZero globally”

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