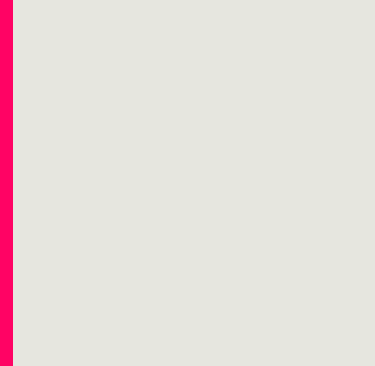
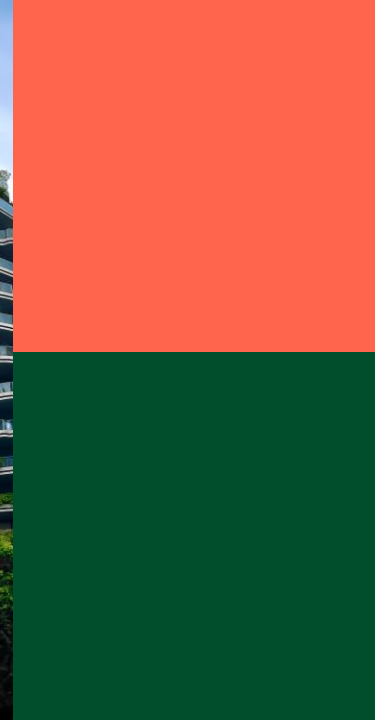
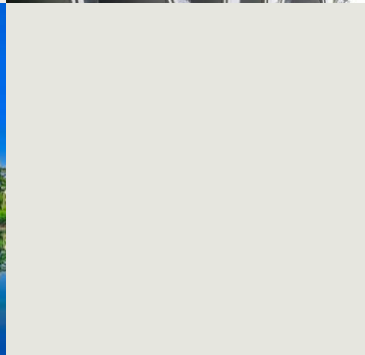
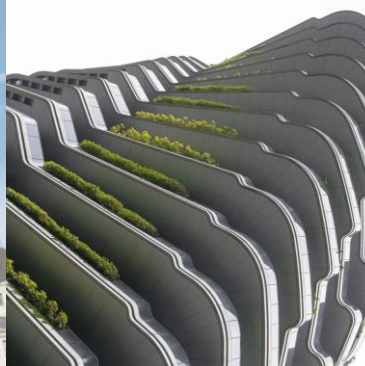
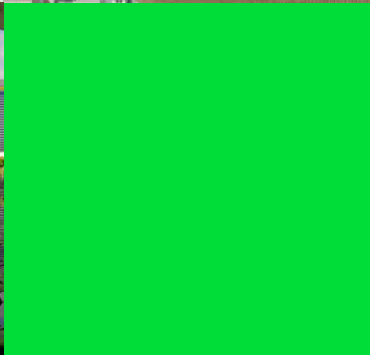
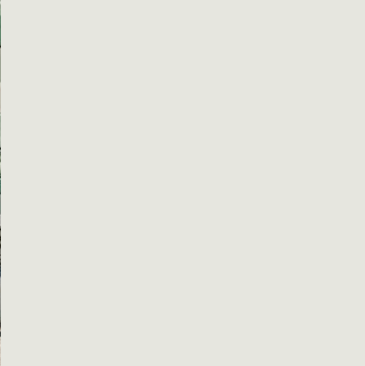
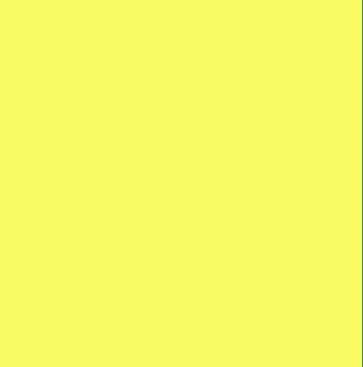


Capital Markets Day

28 May 2025



Strategy 2030

Making a Material Difference





01

**The only
global one**

**with unmatched
advantages**

Balancing cyclicity across the globe

**Leverage platforms to propel
country performance**

Maximising reliable financial success





02

The deepest decarbonising one

**with products all
the way down to
Net Zero**

First to get to net-zero products

Driving sustainable customer value

**Developing a decarbonisation
business case**





03

The tech one

**with a unique
platform to leverage
automation and AI**

Building digital platform as springboard

Unlocking commercial value

Scaling technical innovations quickly





04

The fastest growing one

in heavy building materials

Growing through volume rebound

Growing through decarbonised products

Growing through bolt-on acquisitions



05

The trusted one

**for our customers
and investors**

Maintaining financial discipline

Driving proactive self-help measures

Delivering consistently on targets



Heidelberg Materials in a nutshell



01

**The only
global one**



02

**The deepest
decarbonising
one**



03

The tech one



04

**The fastest
growing one**



05

**The trusted
one**

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