

Heidelberg Materials



Capital Market Slides - **FY 2025**

Capital Market Slides | Heidelberg Materials
FY 2025





Content

1. About Heidelberg Materials
2. Making a Material Difference: Strategy 2030
3. Business update
4. Heidelberg Materials as an attractive investment



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About Heidelberg Materials

Heidelberg Materials is one of the world's largest building materials companies



49k

employees on 5 continents



2,600

locations worldwide



Leading positions
in cement, aggregates, and
ready-mixed concrete



Concrete is essential for building a sustainable society



- > Second most used material after water
- > Locally produced and sold
- > 100% recyclable
- > Durable
- > Sound absorbent
- > Designable
- > Flexible



From the ground to the skyline

Tour Triangle – Place de la Porte de Versailles, Paris

70,000 m³ of Ready-mix concrete
and 10,000 m³ of our low carbon
product, evoBuild®





Building lasting connections

Frederick Douglass Memorial Bridge – Washington DC, USA

This 440-meter-long structure is the largest infrastructure project in the history of Washington, D.C.

Powering the future from the ground up

Hinkley Point C – Somerset, South West England

2.3mt of cement and aggregates
laid the foundation for Hinkley
nuclear power station





**We see challenges
as opportunities to
discover new
solutions**

**3D-printed House –
Heidelberg**

Less material, lower CO₂ footprint
— thanks to Heidelberg Materials.

Sales share of sustainable products



evoBuild

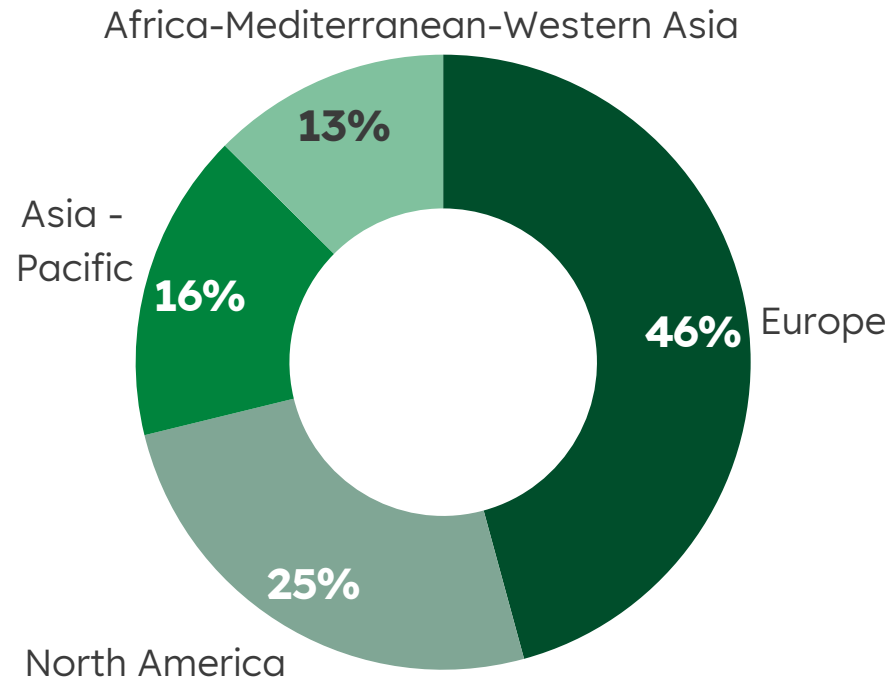
U5 Hamburg: Germany's most sustainable subway

- ✓ Use of **200,000 tonnes** of CO₂-reduced evoBuild cements
- ✓ **70% CO₂ reduction** in the entire project – CO₂ emissions established as an **evaluation criterion** in tenders
- ✓ Flagship project for **sustainable procurement** by the public sector

A global and balanced geographic footprint in heavy building materials

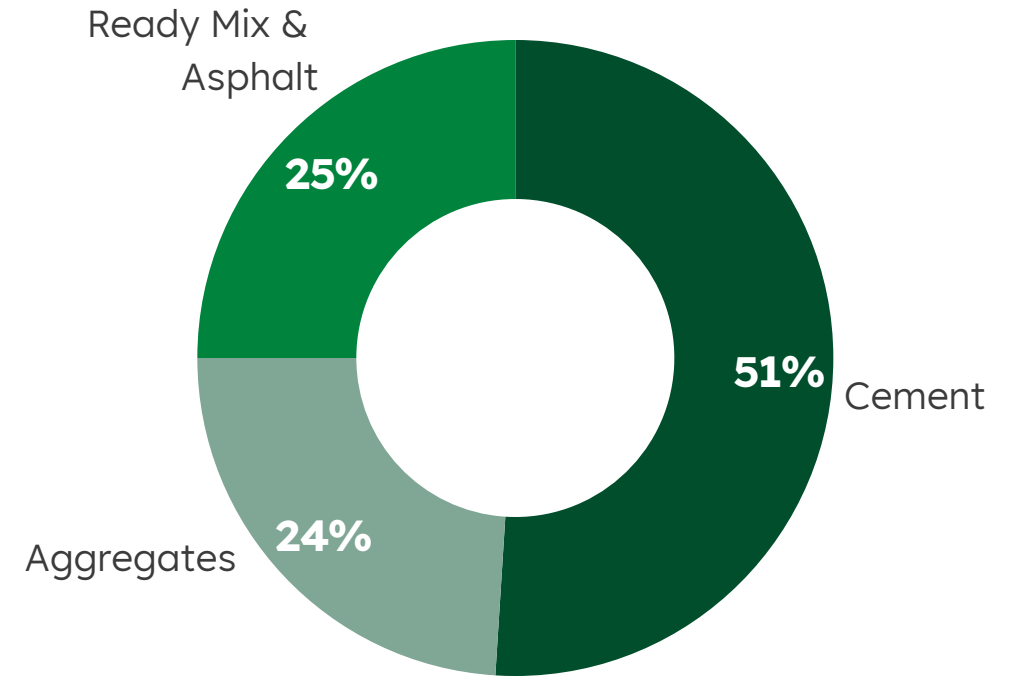
Revenue by Group areas

(FY 2025)



Revenue by business lines

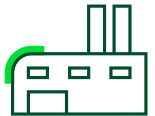



(FY 2025)



Revenue before intercompany eliminations and trading activities



Solid asset base which provides strong growth potential

		North America	Europe	Asia-Pacific	Africa-Med.-Western Asia	Total
	Cement capacity	16.1 mt	60.6 mt	49.2 mt	36.5 mt	162.4 mt
	Aggregates reserves & resources	12.3 bn tonnes	4.2 bn tonnes	3.2 bn tonnes	0.1 bn tonnes	19.8 bn tonnes
	Ready-mixed concrete plants	141	786	314	60	1,301
	Asphalt plants	32	38	19	1	90

As of December 2024



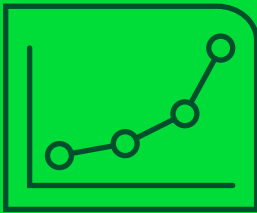
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Strategy 2030

Making a Material Difference



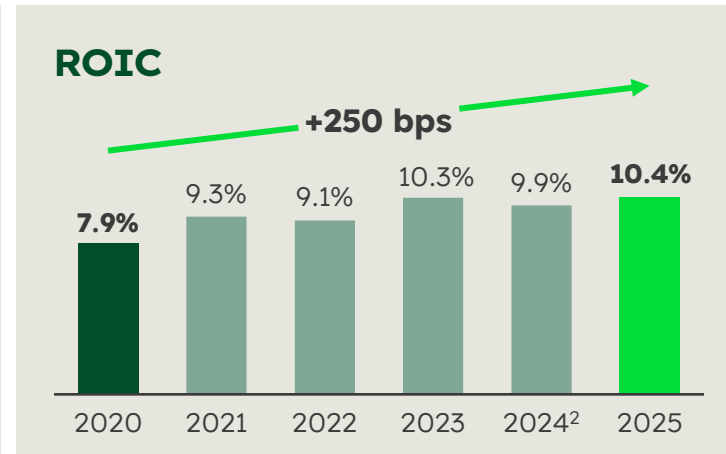
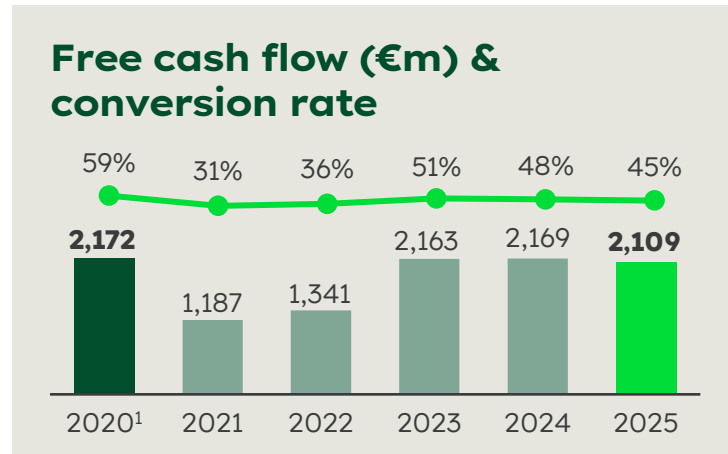
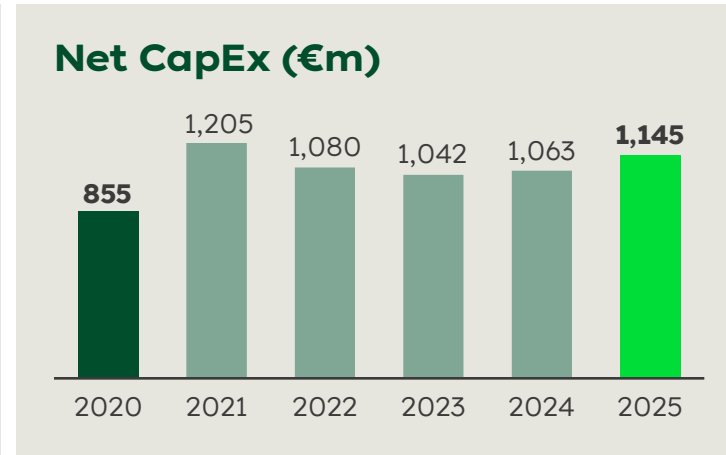
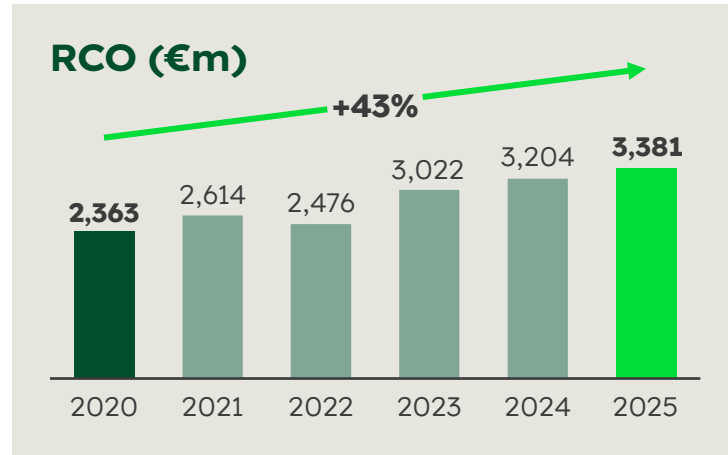
Material Impact



Proven track record of profitable growth



Reliable and profitable performance across all financial KPIs








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

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



We have delivered on our targets

	Old mid-term targets for 2025
 EBITDA margin	20% to 22%
 ROIC	above 10%
 Leverage	1.5x to 2.0x
 Cash conversion	above 45%
 Net CapEx	€1.1bn p.a.

2025

21.8%



10.4%



1.22x



45.1%



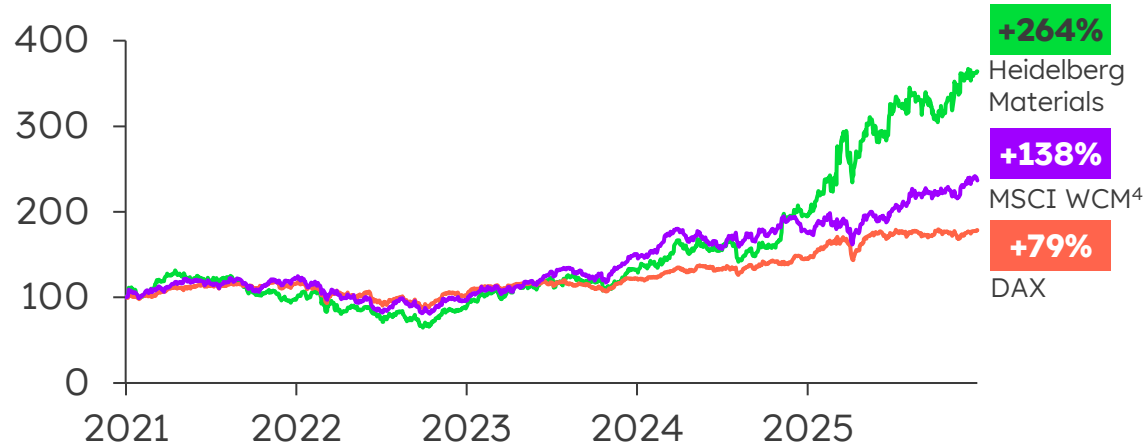
€1.1bn p.a.



Continuously creating sustainable shareholder return

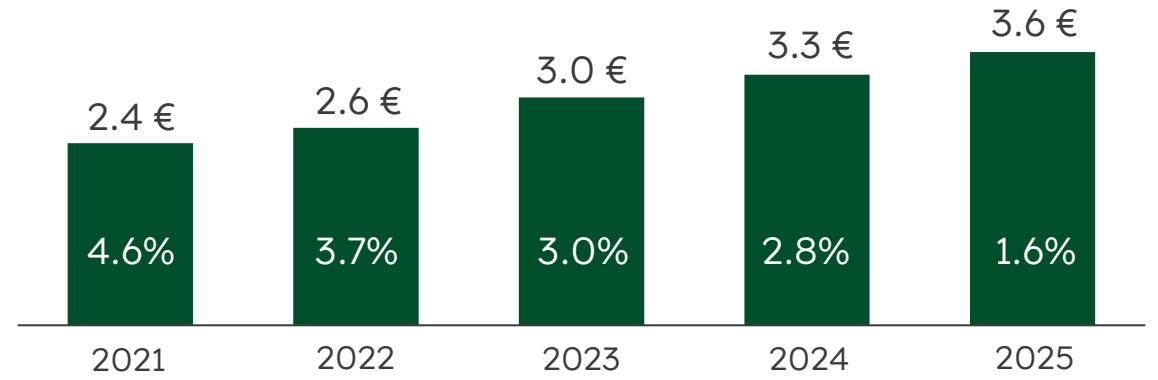
Share price performance

(Base: 31 December 2020 = 100)



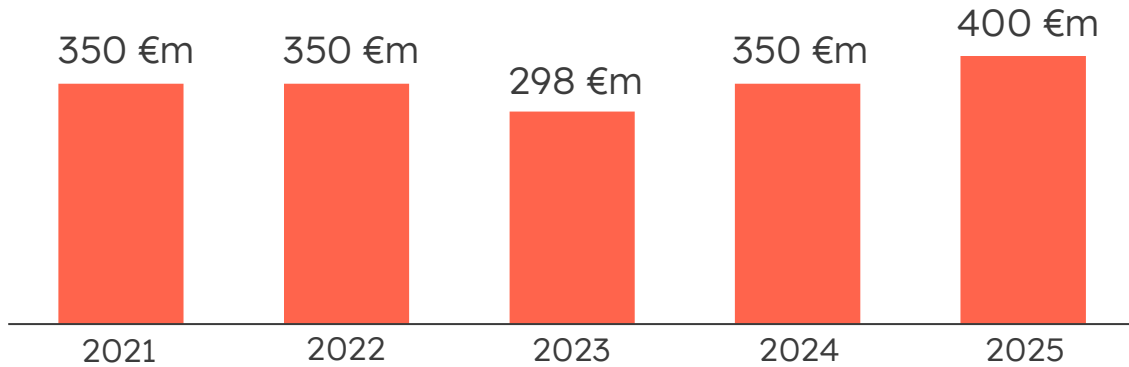
Dividend per share (including dividend yields¹)

Maintaining a progressive dividend policy

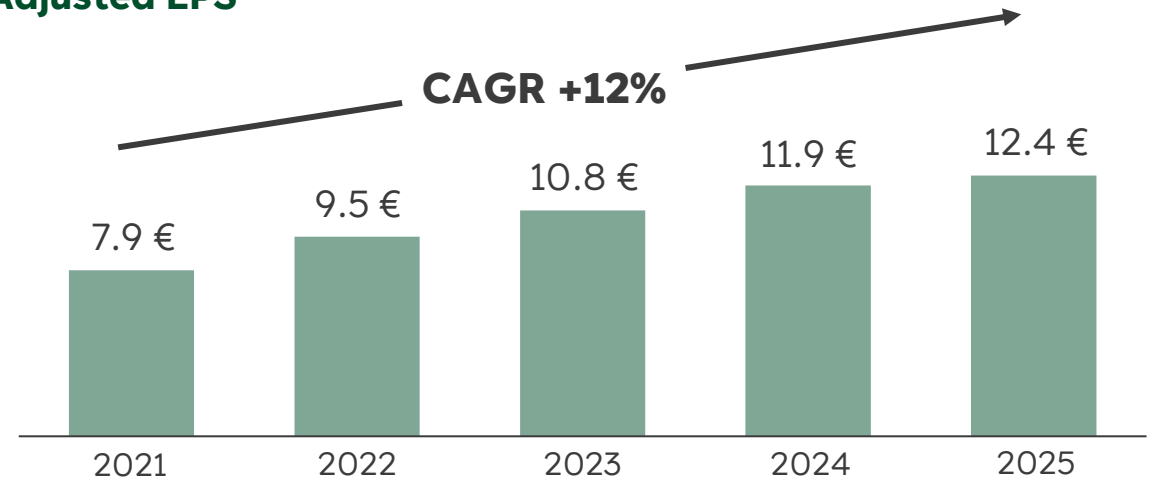


Share buyback

2nd program with volume of 1.2 €bn (2024-2026)



Adjusted EPS³



¹ Dividend yield is calculated based on Heidelberg Materials' closing price end of the year. | ² Proposed dividend for 2025 to be approved by the shareholders during Heidelberg Materials' AGM on 13th May 2026. | ³ Adjusted EPS: Figures adjusted for additional ordinary result. | ⁴ MSCI World Construction Materials.



Unique Positioning



Strong megatrends

**Propelling
growth**

Energy transition

Advanced infrastructure

Housing and urbanisation

Defence revamping

Digitalisation



Radical Focus

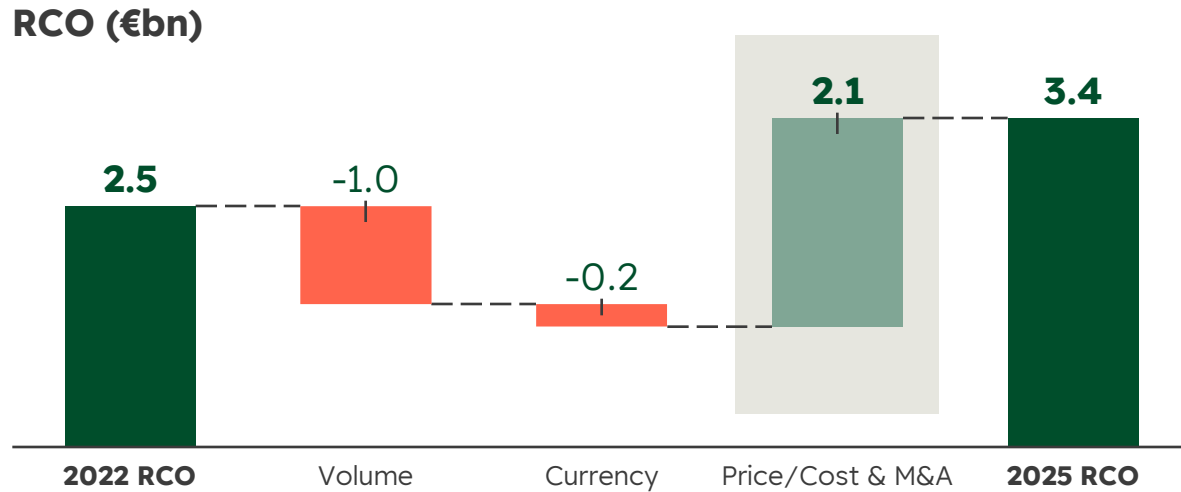


**“The heavy ones”
Cement, aggregates,
ready-mixed concrete,
and asphalt**



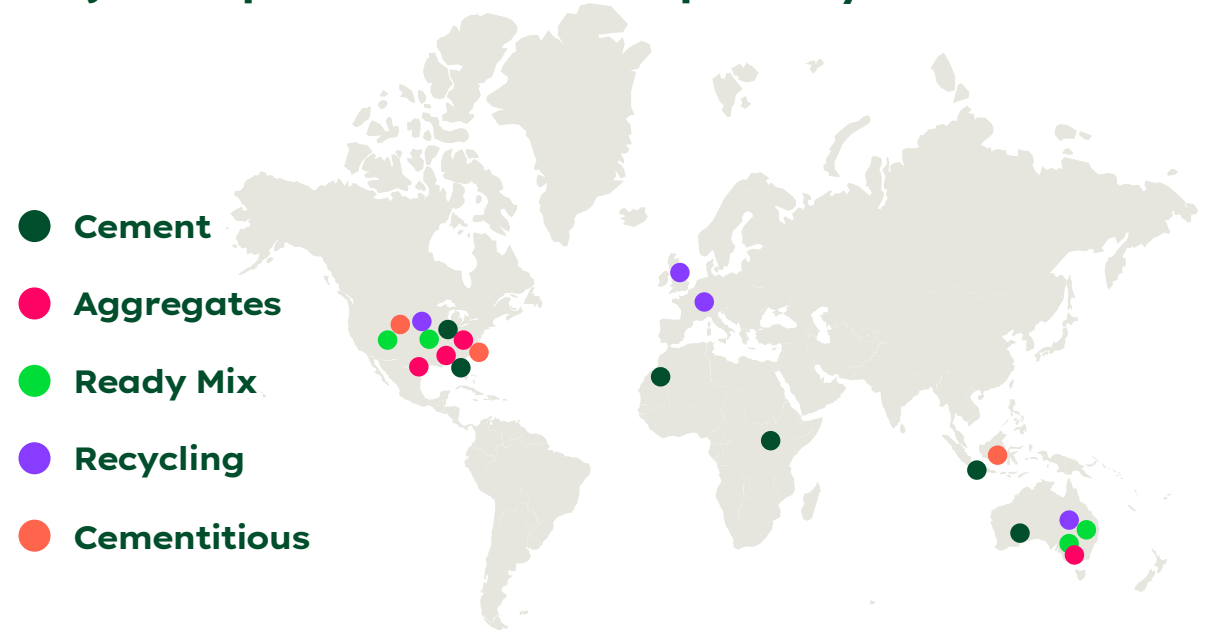
Growing the company through organic and inorganic means

Significant growth over the last 3 years, despite significant volume and FX pressure



Over-proportional growth potential not only but predominantly from Europe recovery, supported by continuously more efficient business set-up

Major acquisitions over the past 3 years



Only global, pure play company. Doubling down our strong market positions. **M&A pipeline is full.**



Europe

Demand rebound

Further redesign of clinker asset base

Upward swing in profitability



Reducing clinker asset base and expanding materials capacities

Wave 1

Transformation Accelerator – improve asset structure

5 plant closures

France

Beffes, Villiers

7 → 5

Germany

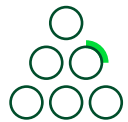
Leimen, Hanover

7 → 5

Spain

Anorga

2 → 1



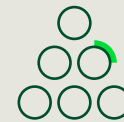
~13%

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



North America

Pent-up demand

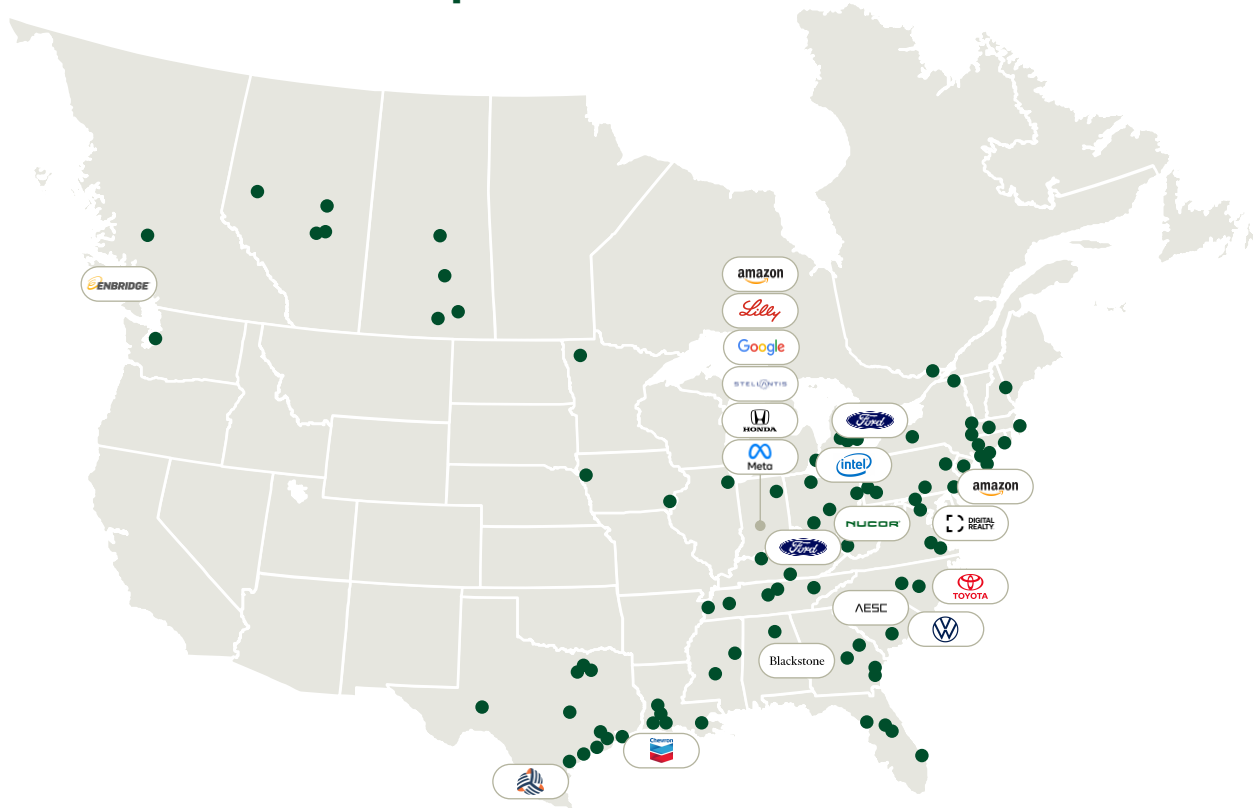
Over-proportional growth through digital and AI-based solutions

Prepared for short-term volatility



Economic outlook supportive of robust long-term growth

Reshoring of US-based manufacturing & AI infrastructure drive positive demand outlook



● Selected projects >\$1.5bn in negotiation, bidding and/or construction phases (e.g. post design/schematic phases) | Project data obtained via Dodge Construction Network Pipeline.

Infrastructure

Robust federal and state investments

Positive short-term outlook

Residential

Housing fundamentals remain in-tact, long-term outlook positive

Short-term pressure as affordability challenges remain noticeable

Commercial

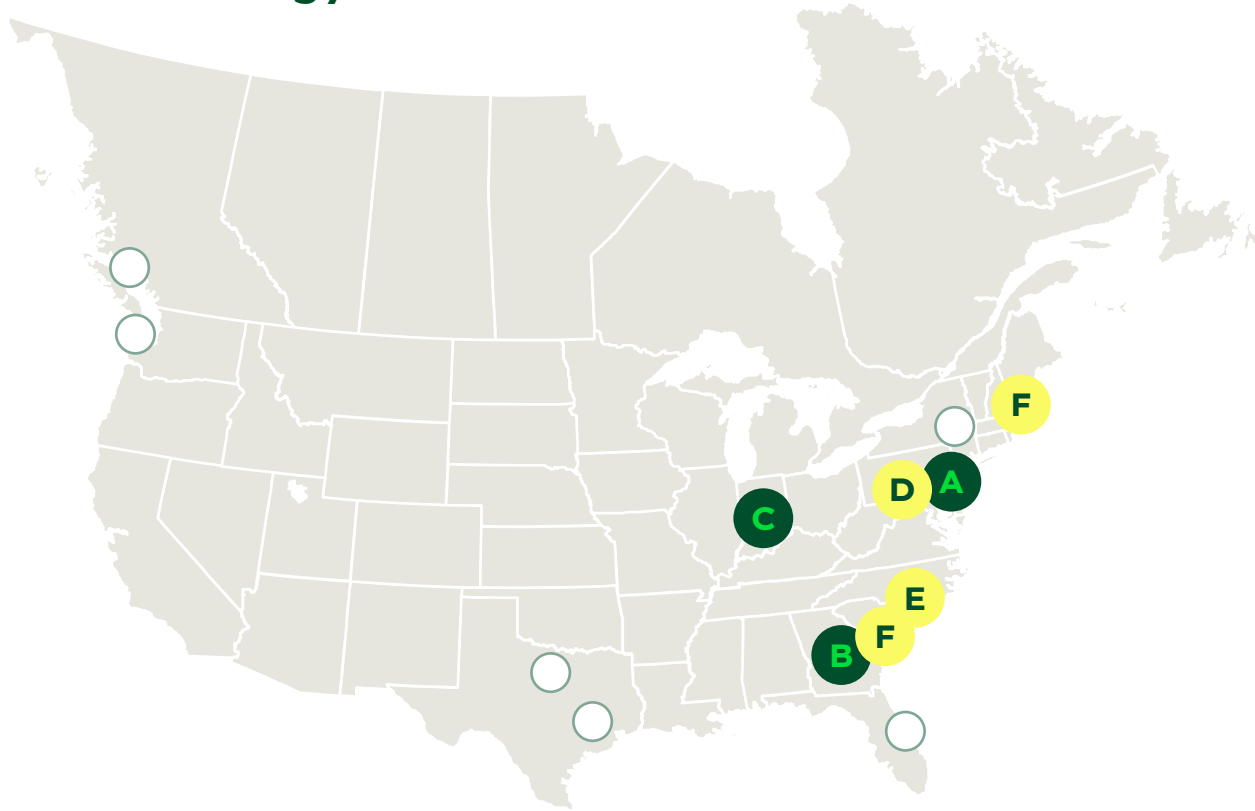
Significant investments in reshoring and AI related infrastructure

Strong demand momentum to continue



Strong growth with value accretive investment strategy

Continuation of value-creating pure-play growth strategy in North America



○ Other major investment (incl. Carver Sand & Gravel, Victory Rock, Houston Slag)

Incremental capacity (examples)

- A Northeast**
Pennsylvania | **Philadelphia (AGG)**
+0.5mt
- B Southeast**
Georgia | **Atlanta (AGG)**
+0.5mt
- C Midwest**
Indiana | **Mitchell (CEM)**
+0.8mt



M&A (examples)

- D Northeast**
Pennsylvania | **Highway Materials**
(AGG & HMA)
- E Southeast**
N/S Carolina | **The SEFA Group**
(Reclaimed fly ash)
- F Southeast**
(+ Northeast) | **Giant Cement**
(CEM & alternative fuels)



Emerging markets

Structural growth dynamics

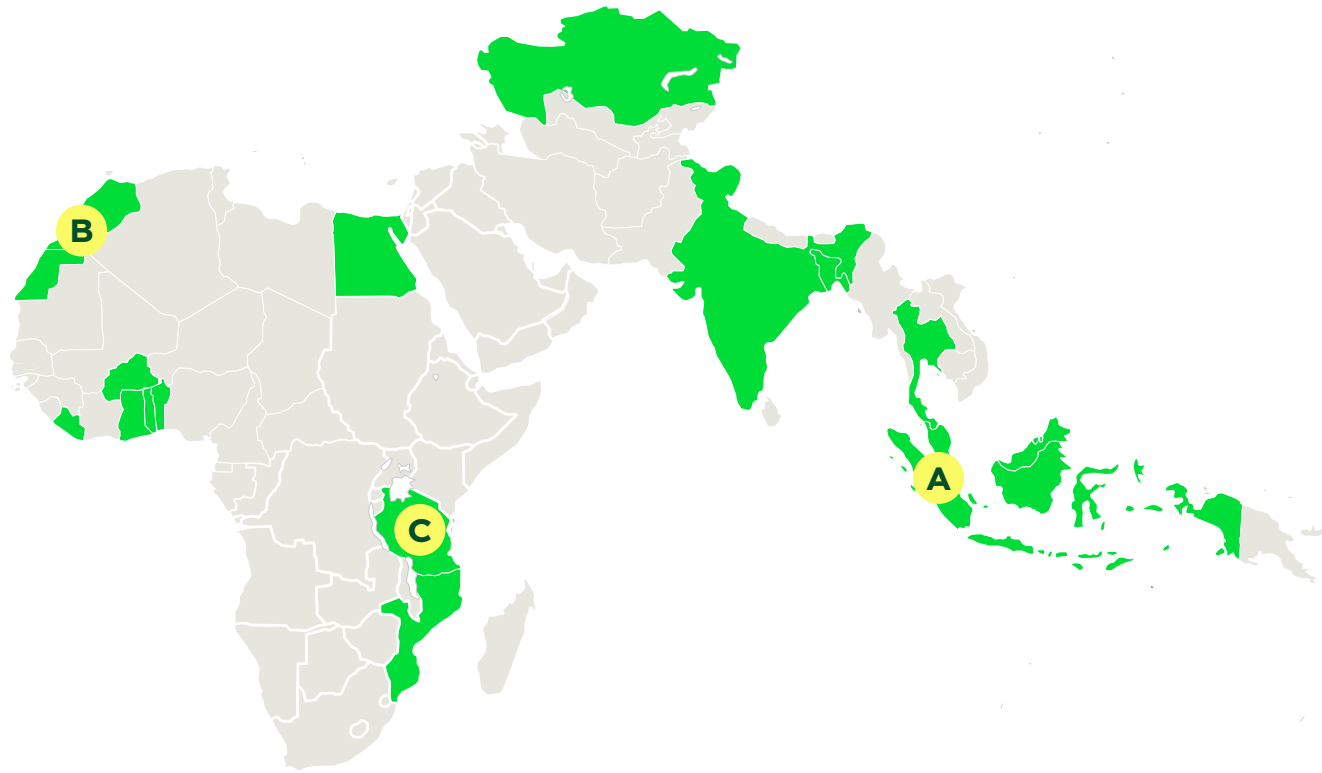
Superior asset light model

Over-proportional return on invested capital



Emerging Markets offer structural growth potential

Presence in over 15 Emerging Markets across Asia and Africa



Highlighted countries and estimates refer to Heidelberg Material's Emerging markets with consolidated operations. | Source: United Nations, internal estimates

Urban population growth ('24-'35)

+2.2%

Cement demand growth ('24-'30)

+5.0%

M&A (examples)

A APAC Region
Indonesia

Grobogan
(CEM)



B AMWA Region
Morocco

Asment Témara
(CEM, AGG & RMC)



C AMWA Region
Tanzania

Tanga Cement
(CEM)



Global Advantage

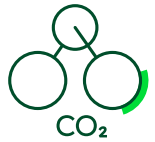


Sustainability



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

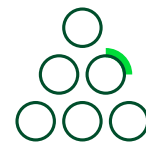
< **400** kg

> **50**%



Alternative fuel rate

> **50**%
prev. 45%



Clinker incorporation rate

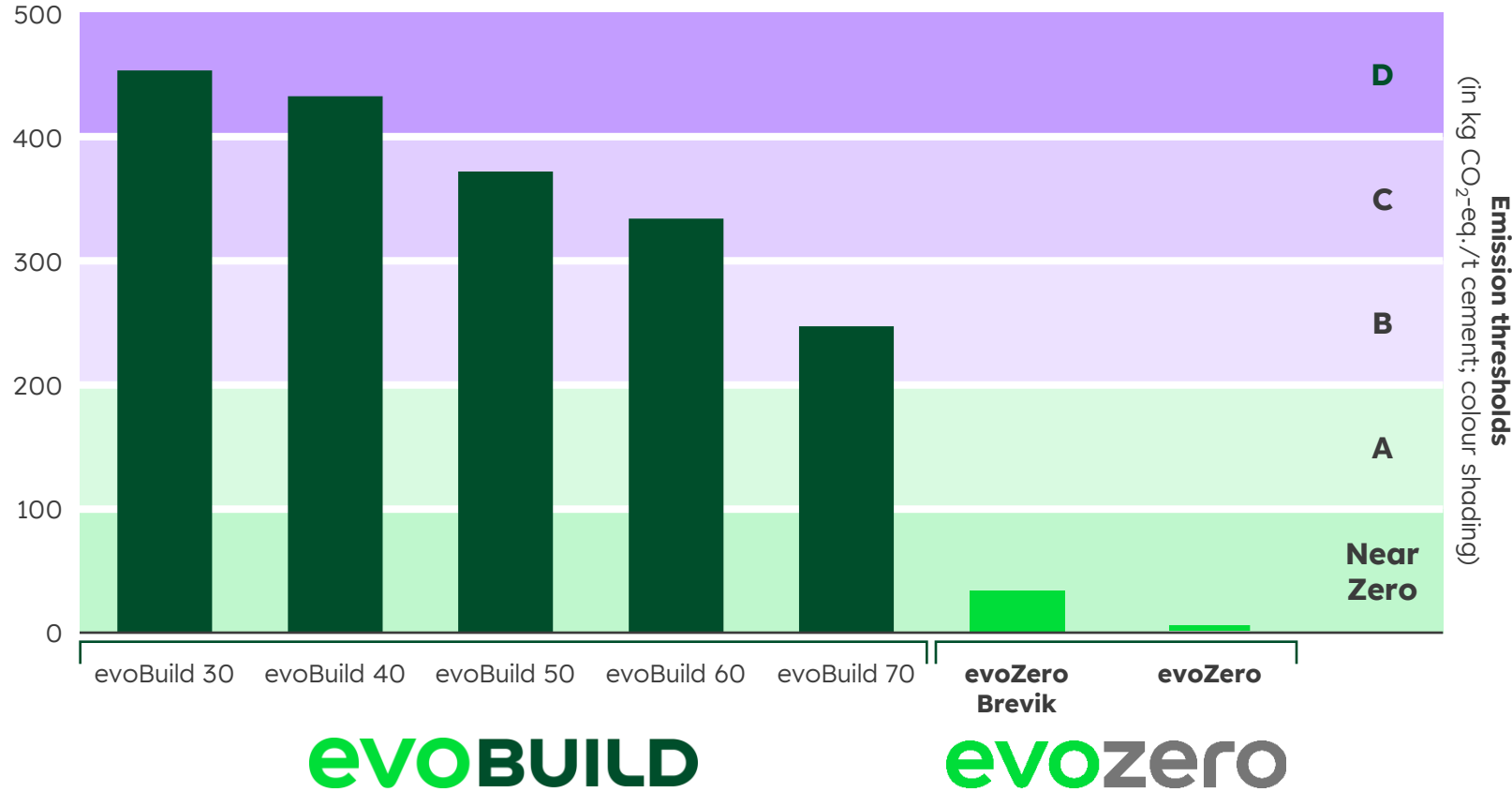
64%
prev. 68%

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



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



Sustainability: Two major steps in decarbonisation

evoZero® hits the market



Delivery of world's first carbon captured near-zero cement evoZero to customers across Europe has started

Carbon reduction digitally traceable and come with a full third-party assurance

evoZero is already being used for the construction of the **new underground Skøyen Station** in Oslo, built by Skanska

3D-Printing DREIHAUS Project in Heidelberg, using evoZero and evoBuild in combination

Final Investment Decision for Padeswood



Set to be the world's first fully decarbonised cement production

~800,000 t of CO₂ will be captured p.a., as integral part of HyNet project

Construction started end of 2025 and will be operational in 2029

Brevik and Padeswood CCS projects combined will enable us to offer **around 1.4 mt evoZero p.a. by 2030**



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

evozero Targeted sales approach

Availability across Europe > Customers being served across EU since 2025

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

Enabling stakeholders > Governments, associations, NGOs, architects, investors & financiers

2026 orders from 11 countries



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

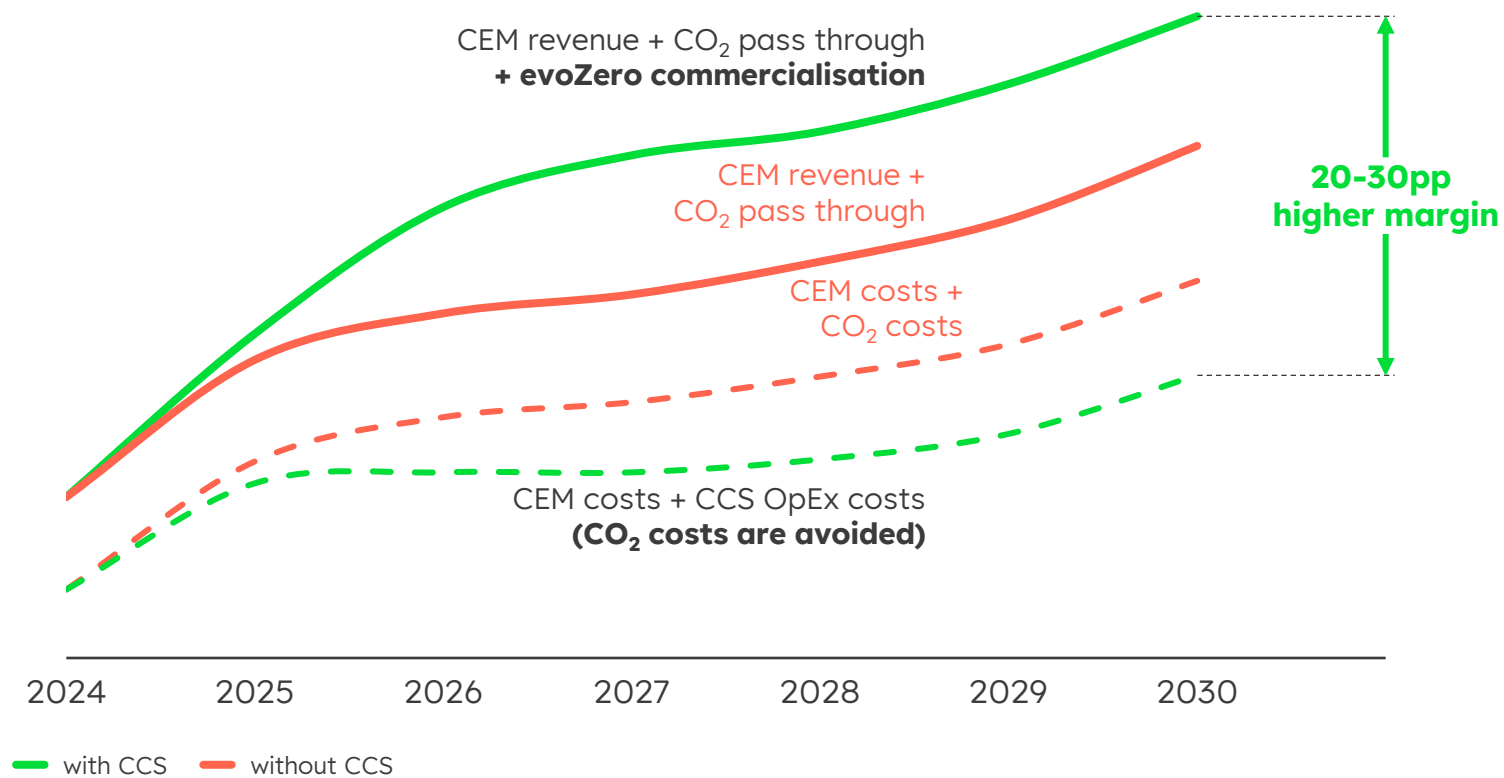
Orderbook growing across all European Countries

Scandinavia, UK, Germany, Bulgaria and Romania



CCS Brevik: a clear business case with high returns

Brevik EBITDA margin development



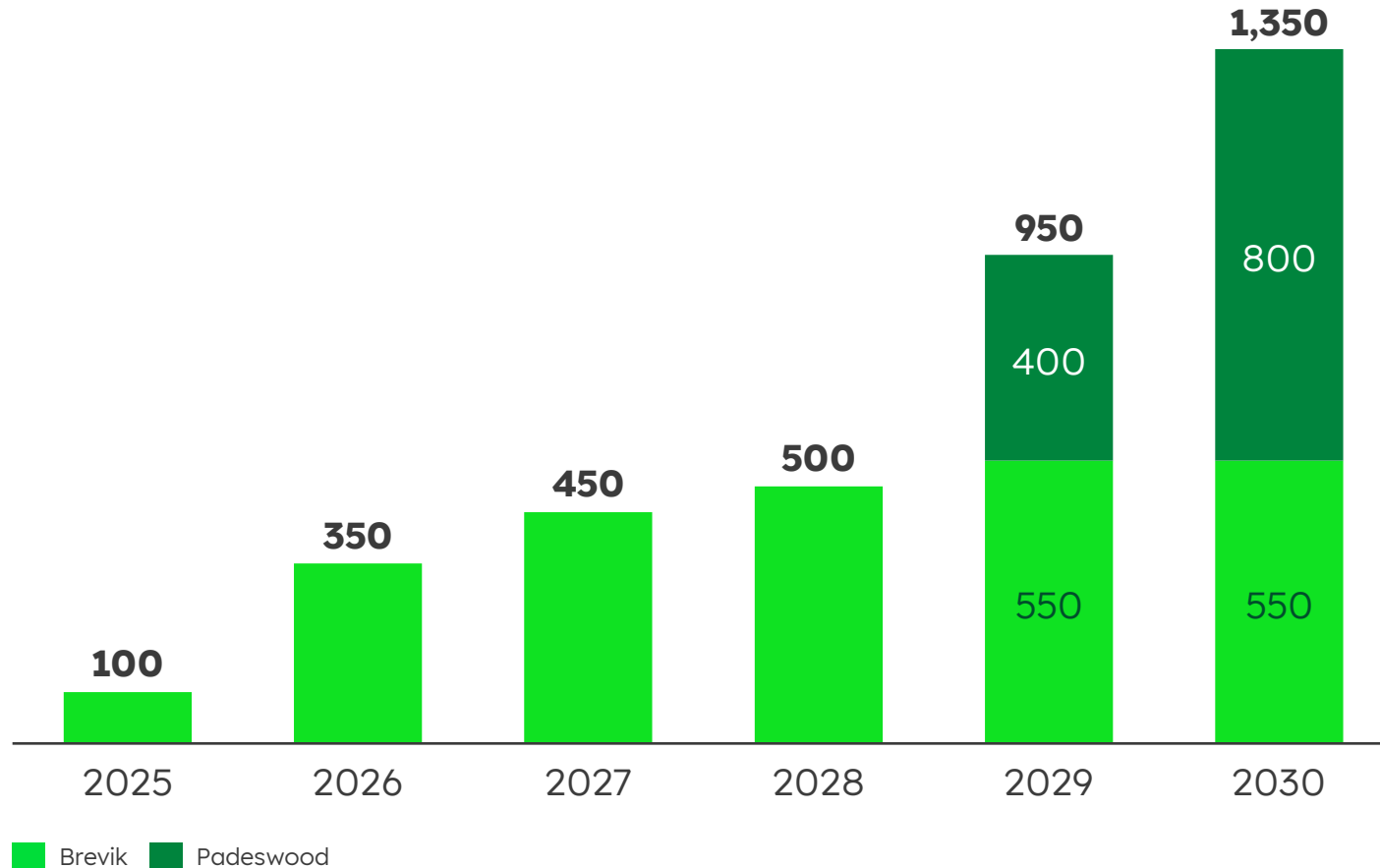
CO₂ allowance cost assumption: €80 in 2025/2026 with linear increase to €100 by 2030. Chart represents entire Brevik plant performance, based on 50% CO₂ capture rate.

- > evoZero comes with a new price point
- > Competitive advantage due to avoided CO₂ costs
- > CCS OpEx largely covered by grants



evoZero: a game changer for us and the industry

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



evozero

> Near zero CO₂ footprint

> Proven performance and quality

> No limitations in application



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

Operational

 **Brevik, Norway**
400kt CO₂ p.a.

 **Lengfurt, Germany**
CCU, 70kt CO₂ p.a.

FID¹ taken

 **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 pilot projects on capture or storage

 **Ennigerloh, Germany**
LEILAC 2, 100kt CO₂

 **Mergelstetten, Germany**
Oxyfuel, 100kt CO₂

 **Devnya, Bulgaria**
OxyCal, 50kt CO₂

 **Gorazdze, Poland**
CO₂ Transport + Storage

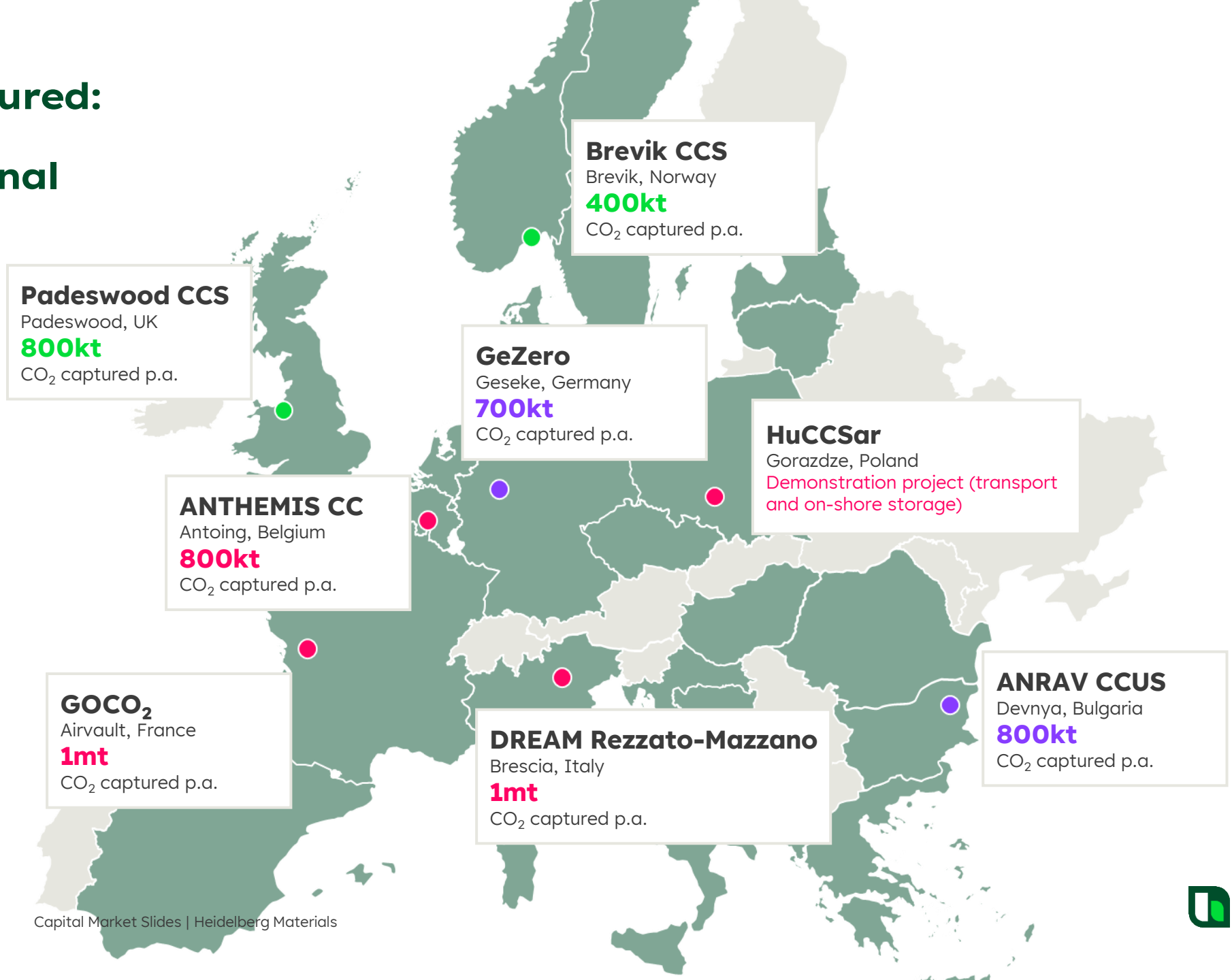
¹ Final investment decision



Further funding secured: EU Innovation Fund grants for 4 additional CCS projects

Funding:

- EU Innovation Fund grants (2025)
- EU Innovation Fund grants (2022/23)
- Local government funding



High recognition for transparency and performance on climate change

CDP
DISCLOSURE INSIGHT ACTION
Top grade A in CDP Climate Score
Stable A-water score

SUSTAINALYTICS
a Morningstar company
23.7
(0 to 40+)

Corporate ESG Performance
RATED BY ISS ESG
B-
Prime

S&P Global
Dow Jones Sustainability Indexes
76/100

MSCI
AA

Sustainable Fitch
a FitchSolutions Company

DVFA
90.11
(0 to 100)

ecovadis
Business Sustainability Ratings
73

SCIENCE BASED TARGETS
2030 and 2050 targets validated by Science Based Targets initiative (SBTi)



Global Advantage



Digital/AI



Digital and AI-based solutions to drive efficient and reliable operations



Equipment automation

**Autonomous
Trucks**



Data-driven operating model

HROC



Digital platform

**Command
Cloud**

Deeply imbedded digital solutions drive margin growth and scalable value creation



Unlocking commercial value as a frontrunner in Digital & AI

We are moving the industry to the cloud with our partners

Command Alkon: Reinventing business processes at scale with the globally leading cloud-based solutions provider



Giatec: Leading digital concrete quality AI provider



C60: AI analytics along the value chain



Pathways: AI-based EPD automation



We empower our customers with value-add solutions

Recipe optimisation as a service: Increase customer stickiness



Bundling concrete with digital services: Boost revenue and margins



Digital evoZero sales across the globe: Drive high-margin premium product sales



Automated EPD update service: Enhance competitiveness & pricing power



Global Advantage

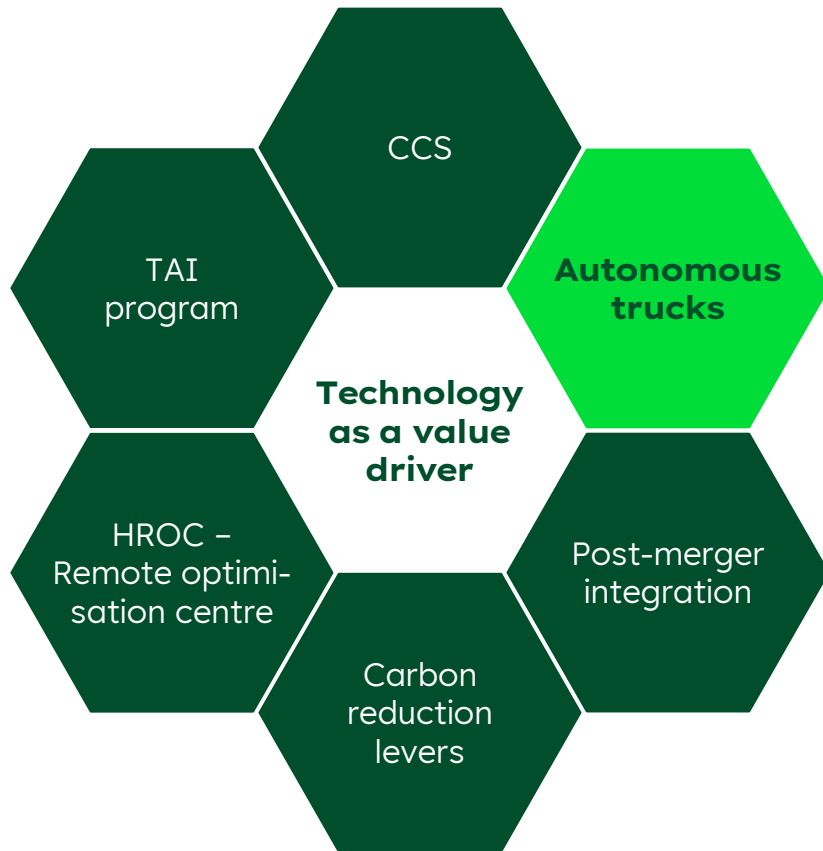


Technical Excellence



Leveraging global set-up to accelerate efficiencies through various initiatives

Linking global advantages with technology to accelerate and multiply efficiency gains



Example:
Autonomous trucks



Worldwide 30 sites in 3 years (100 trucks)

2-million-tonnes-hauled mark reached at the Lake Bridgeport Quarry **in less than eight months**

Significant saving and efficiency improvements anticipated by 2030:

- Staff cost savings of ~5 €m p.a.
- Fuel and tire savings of ~10% p.a.
- Much lower repair and maintenance costs
- Deliver 10% improvement to current productivity levels

Average payback is <2 years



Transformation Accelerator – achieving efficient and sustainable cost structure



Operating models

Blueprints and technological advancement

Multiplier

Leveraging automation and digitalisation as well as cost-effective OpEx savings across all business lines

Speed

Analysis to global rollout in 2 months, worldwide execution in 2 years

Scale

Central approach, worldwide application in all countries and all business lines

> Global efficiency programme

> Benchmarking on productivity and cost across all business lines

> Leveraging technology and AI to automate and standardise processes






> >€500m of recurring savings through scalable technology by end of 2026



Value Creation



Stepping up our ambition for 2030

	2026 targets
 RCO/RCO growth (average p.a.)	3.40 to 3.75 €bn
 ROIC	Above 10%
 Cash conversion rate	
 Net CapEx (average p.a.)	1.2 to 1.3 €bn
 Leverage	Around 1.5x

2030 targets

7% to 10%

Around 12%

Around 50%

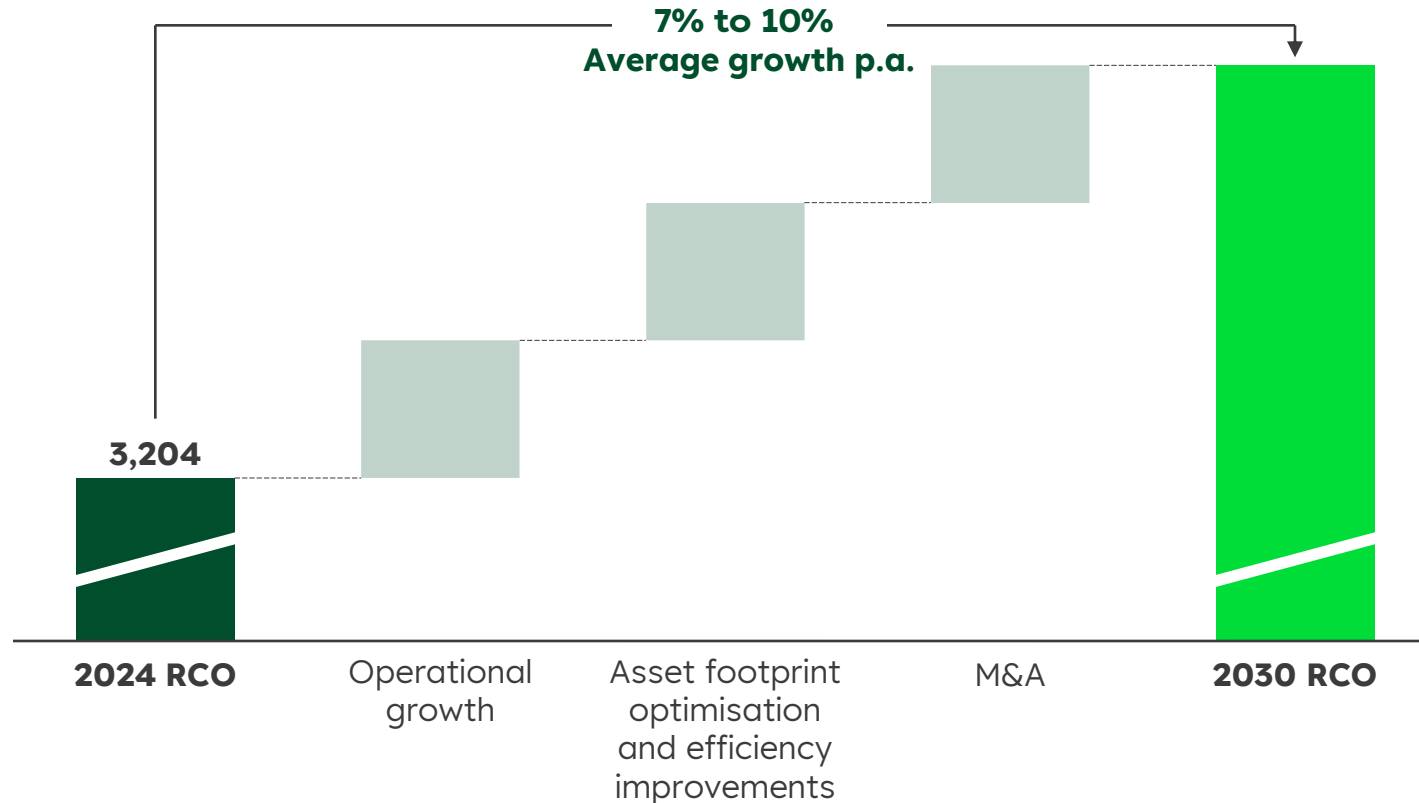
1.3 €bn

Around 1.5x



RCO: accelerating both organic and inorganic growth

RCO bridge (€m)



> Continuous focus on price over cost

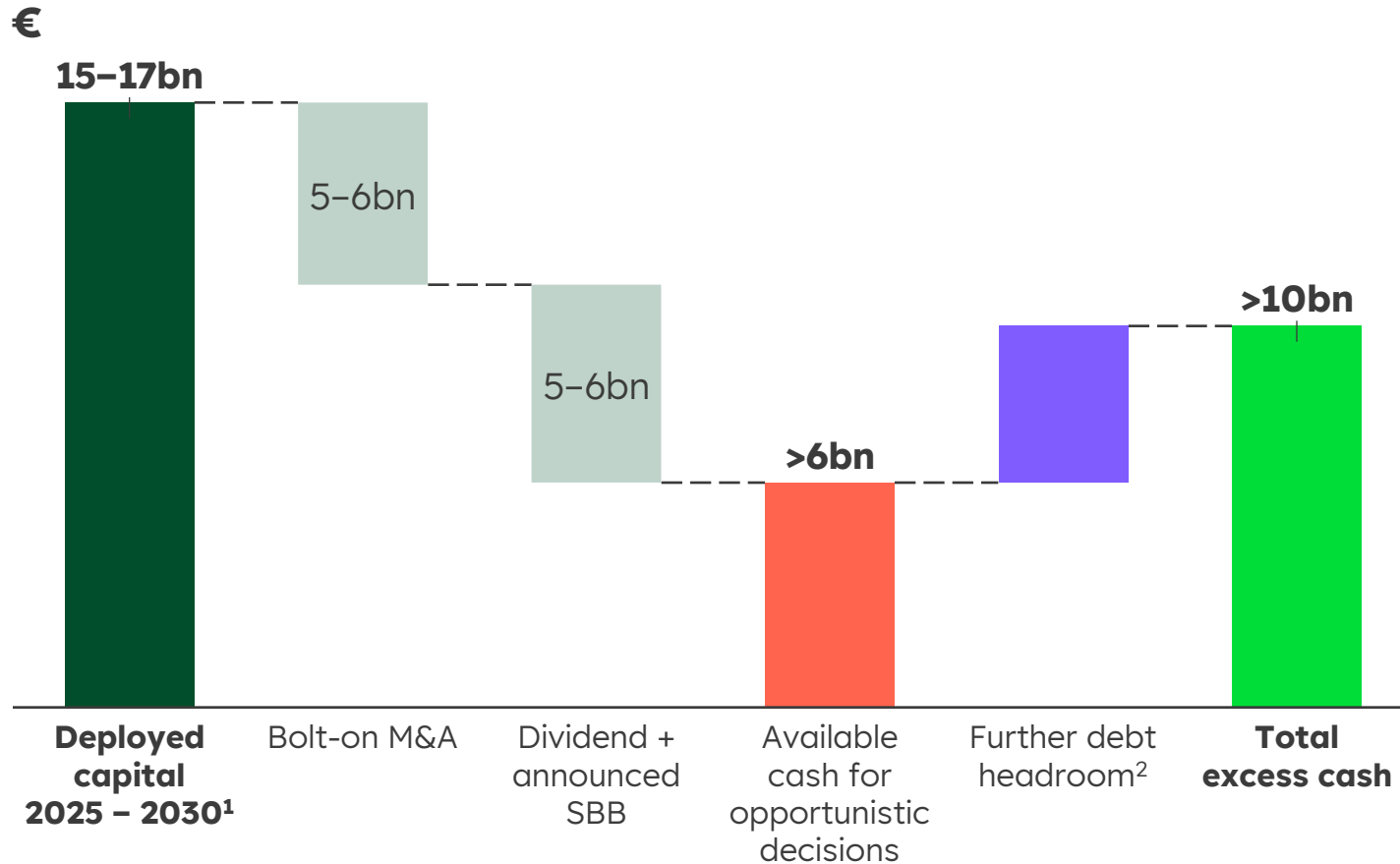
> Clinker capacity optimisation

> Operational excellence and digitalisation

> Growth through disciplined M&A



Significant cash potential to maximise shareholder returns



More than
€10bn
excess cash

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

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



3

Business update



FY 2025: A year of growth, innovation & financial success

Result and margin improvement continues:

- RCO reaches a record high of 3.4 €bn
- EBITDA margin at 21.8%, +54 bps up versus prior year

Transformation Accelerator Initiative (TAI) fully on track, around 380 €m savings already secured in 2025

Europe margin increases to 20.5%, +54 bps up versus prior year

Free cash flow at 2.1 €bn, leverage stable at 1.2x

ROIC at new record level of 10.4%

Shareholder return 10% above prior year at 1.1 €bn, second tranche of share buyback program completed, acquired shares cancelled

evoZero® hits the market. World's first carbon captured near-zero cement delivered to customers across Europe

2026 Outlook:

- RCO at 3.40 – 3.75 €bn
- ROIC above 10%
- CO₂ emissions: Slight reduction (kg CO₂/t cementitious material)



Strong performance

+1% LfL

Revenue

21.5 €bn



+54 bps

EBITDA margin

21.8 %



+6% LfL

RCO

3.4 €bn



+4%

Adjusted EPS ¹

€12.4



PY: 2.2 €bn

Free cashflow

2.1 €bn



Up from 9.9%

ROIC

10.4%



+10%

Shareholder return

1.1 €bn



-3%

Carbon emissions

512 kg CO₂/t CEM



¹ EPS adjusted for “additional ordinary result” (2024 & 2025) and “provision for obligations attributable to discontinued businesses of the Hanson Group” (2024)



Accelerating growth momentum within disciplined financial framework



➤ Transaction value: 1.7 A\$bn.
EBITDA multiple 8.4x post synergies ¹

➤ Strong growth track record with numerous acquisitions

➤ High cash conversion rate

➤ Strong H1 2026 result highlights the potential.
EBITDA increases +36% vs. prior year ²

Leading supplier of construction materials in Australia



40 AGG quarries
(reserves >350 million tonnes)



22 RMX concrete plants
(incl. 4 mobiles)



2 asphalt operations,
1 C&D recycling site, and various allied businesses

¹ Next 12 months after completion

² MAAS Group H1 results announcement on 24 Feb 2026 based on standard Australian financial year, covering the six months ended December 31, 2025



Transformation Accelerator Initiative (TAI) fully on track

Programme successfully continues based on defined roadmap

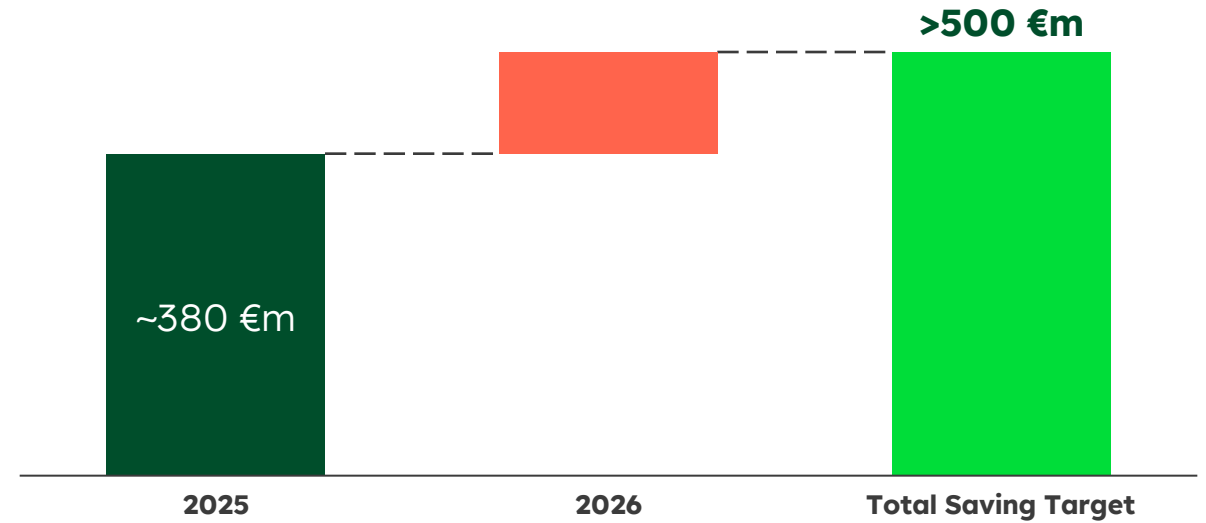
Contribution from almost all countries based on defined and agreed action plan

Transparent approach all over the globe, enabling all levels to contribute with **innovative ideas**

Productivity and cost benchmarking prove to be important pillars of using our **global advantages** to further optimize overall cost structure in all business lines

Clear focus on **innovation, efficiency, and execution**

Secured sustainable savings as of end of 2025



Upside for TAI savings!

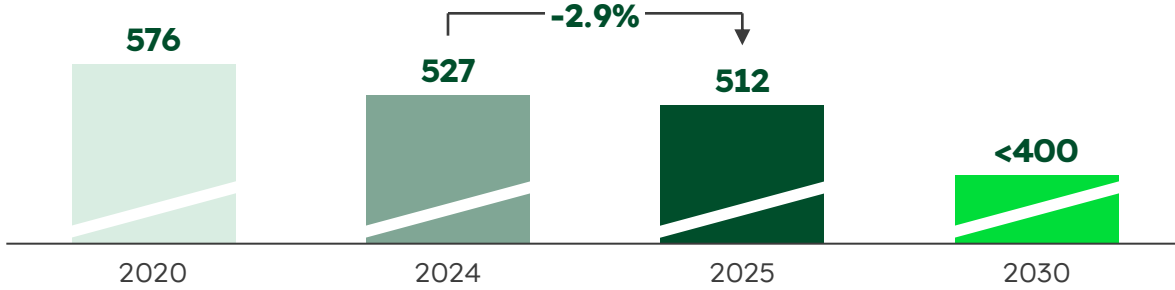
■ Saving target ■ Actual



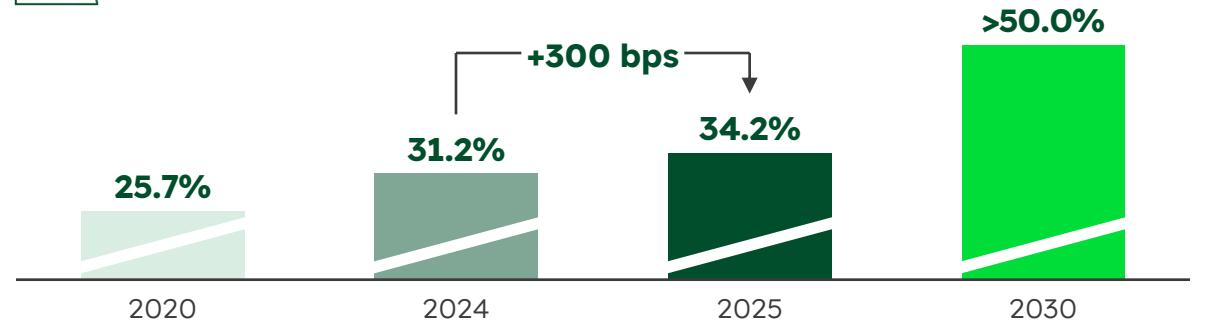
Decarbonisation: Best-in-class in all key KPIs



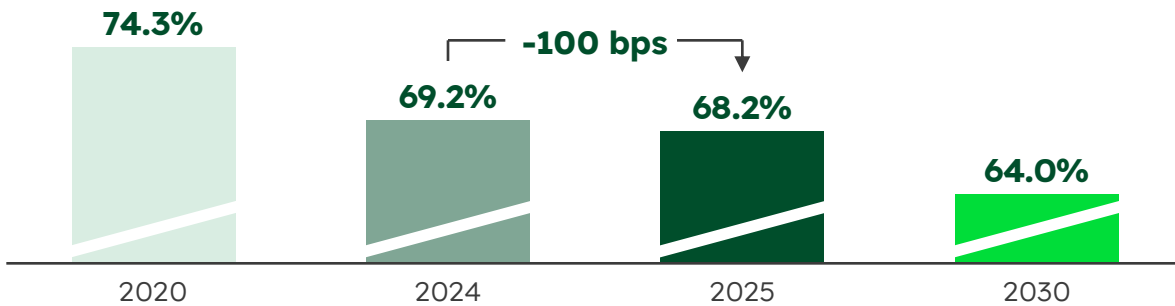
Specific net CO₂ emissions
[kg CO₂/t cementitious material]



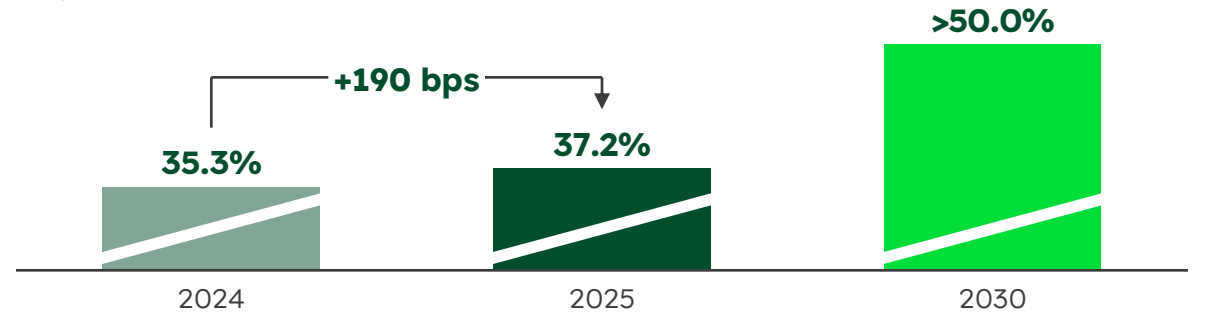
Alternative fuel rate



Clinker incorporation rate



Sustainable revenue



Setting the global benchmark in all key conventional decarbonisation levers



Sustainability highlights

Leading decarbonisation in all conventional levers:

- CO₂ emissions: 512 kg CO₂/t CEM (-3%)
- Clinker rate: 68.2% (-100 bps)
- Alternative fuels: 34.2% (+300 bps)

Making the material difference on the product side:

evoZero® & evoBuild®

Meeting our customers' demand across the entire spectrum of sustainable, CO₂-reduced, and near-zero products

Near-zero leadership through CCS:

- **Brevik CCS, Norway:** The commissioning has marked a new era of sustainable construction
- **Padeswood CCS, UK:** Construction of the world's first fully decarbonised cement plant started
- **CCS project pipeline:** Four additional projects with funding commitments from the EU Innovation Fund



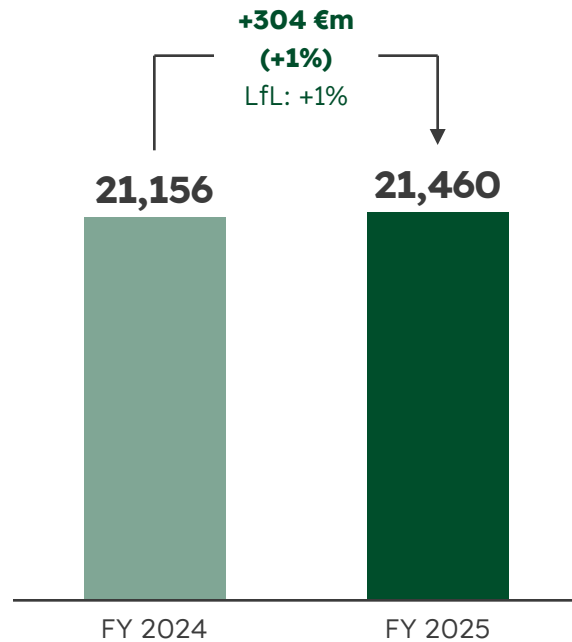


Operational result

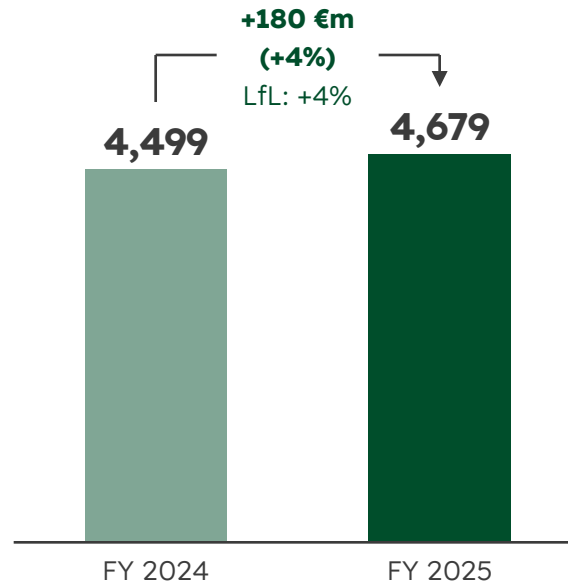


FY 2025 operational result: Solid performance in all metrics

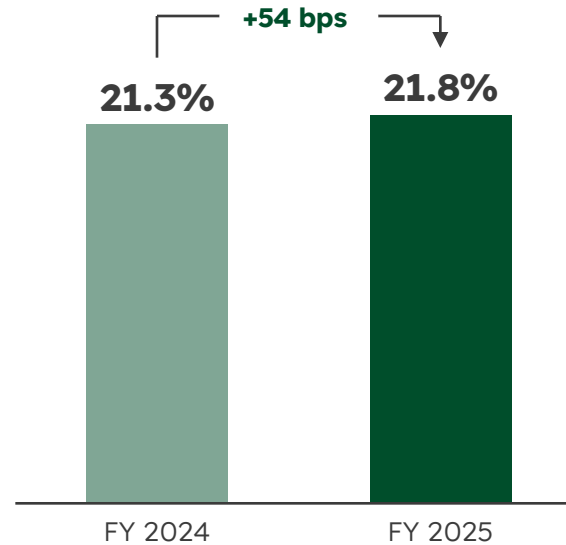
Revenue [€m]



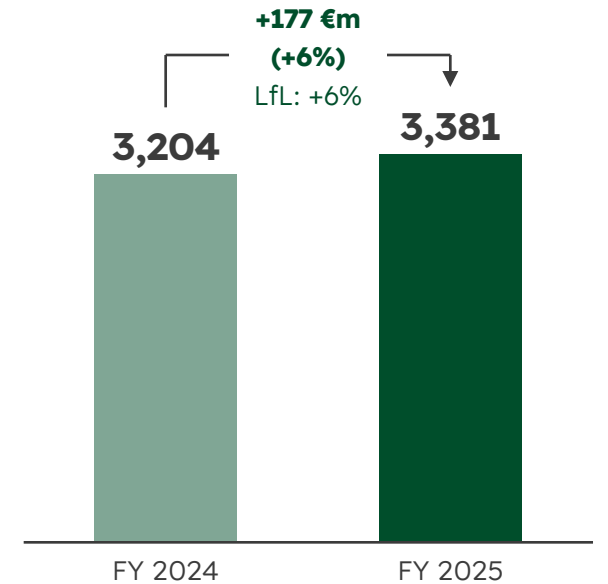
Operating EBITDA [€m]



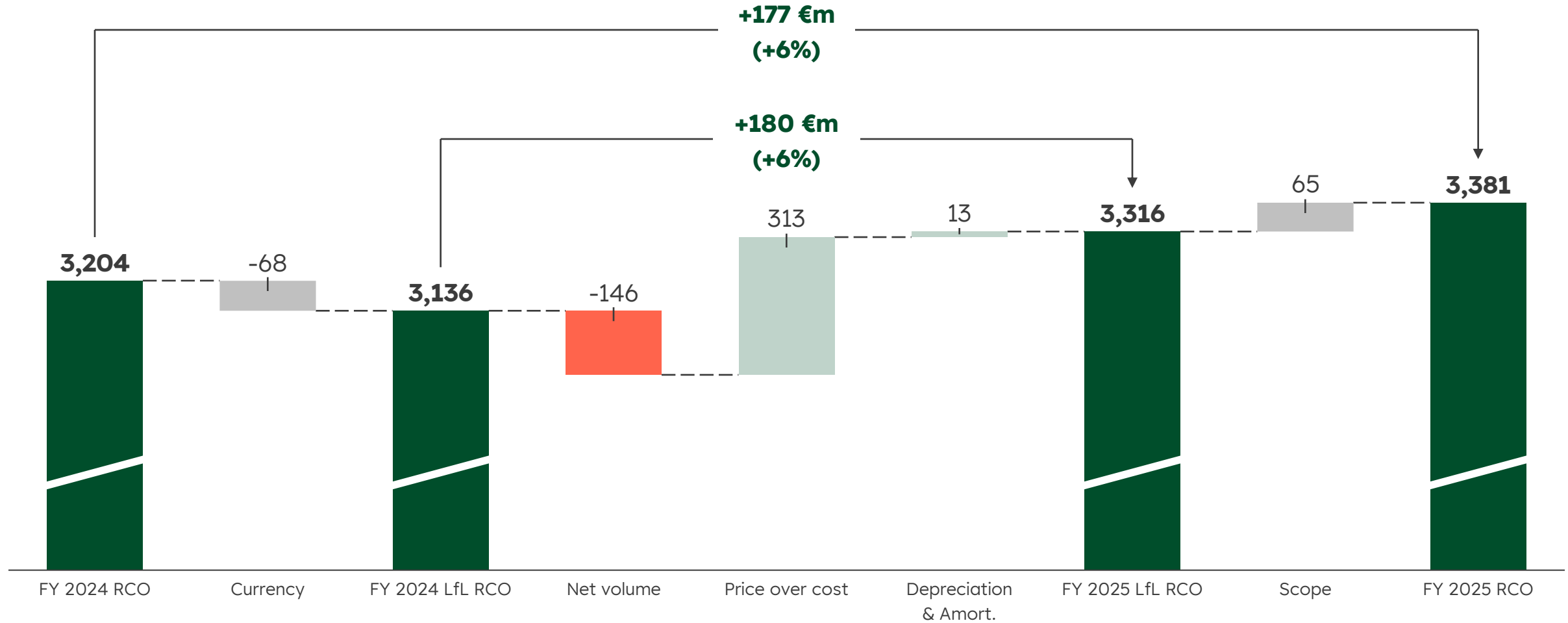
Operating EBITDA Margin



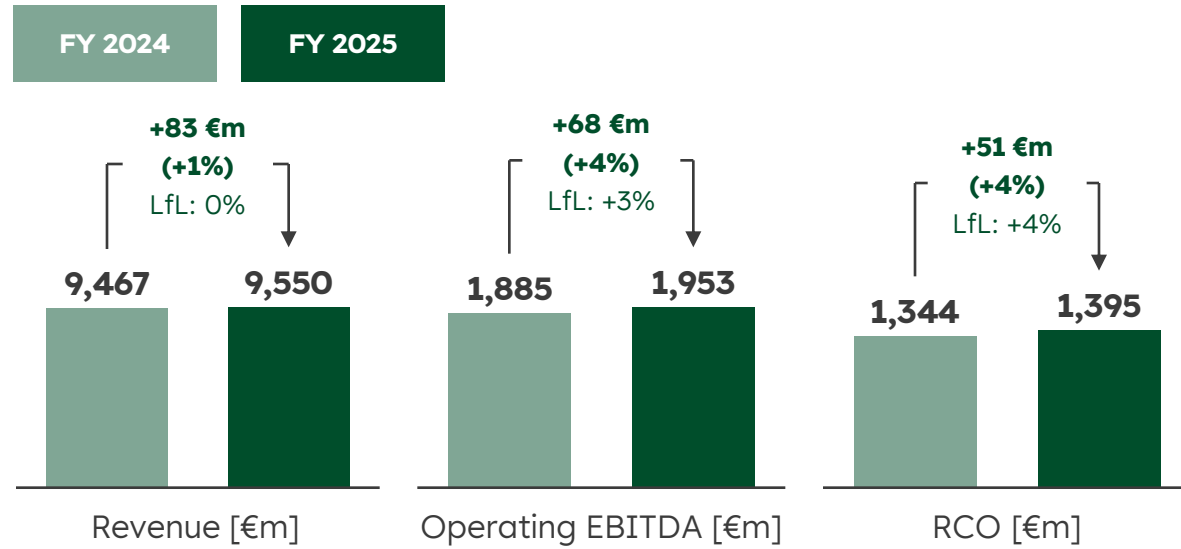
Operating EBIT (RCO) [€m]



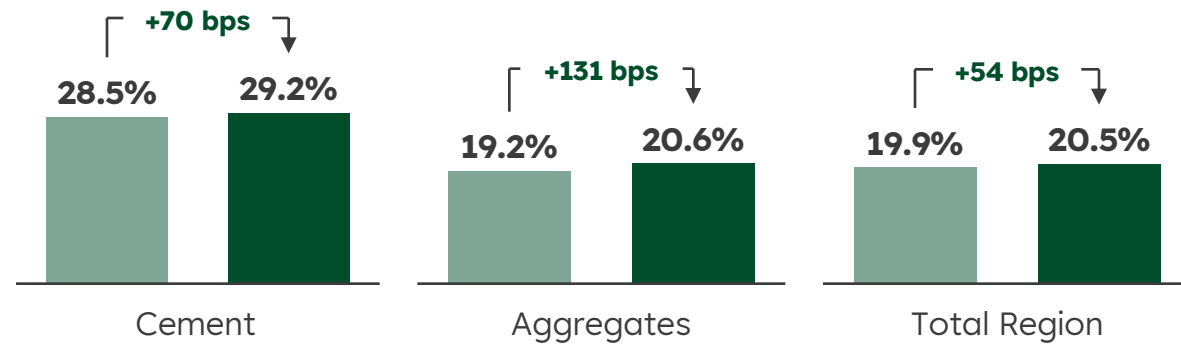
FY 2025: Operating EBIT (RCO) bridge [€m]



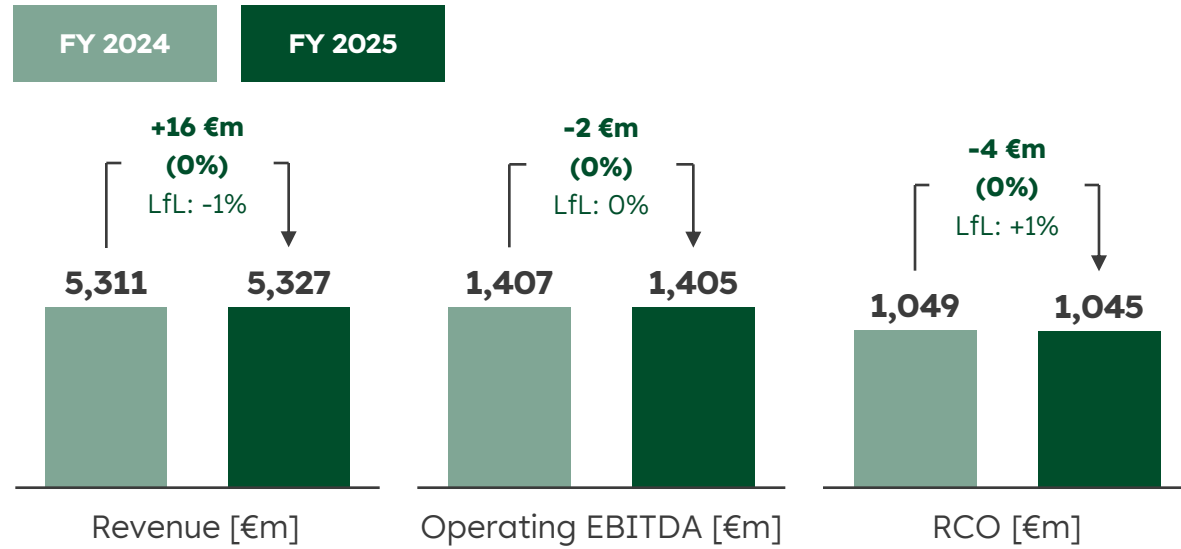
Europe



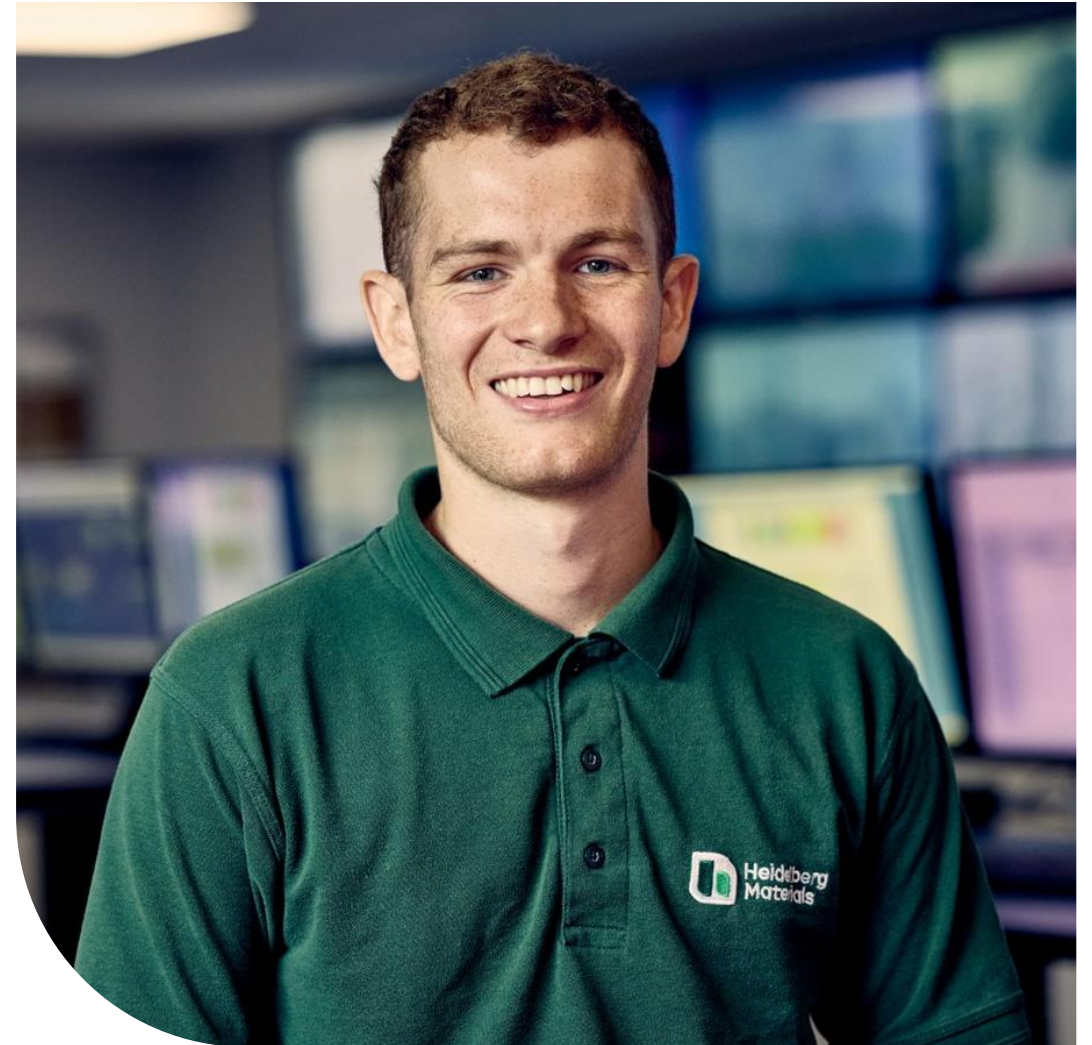
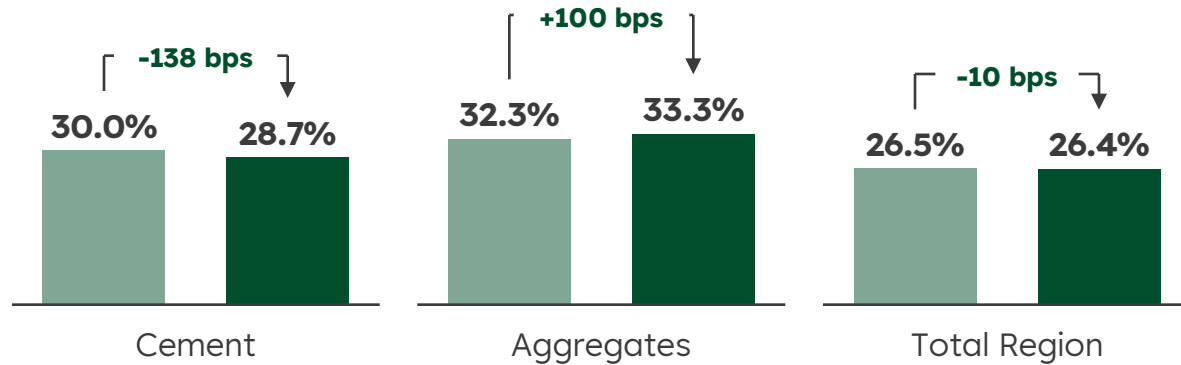
EBITDA margins



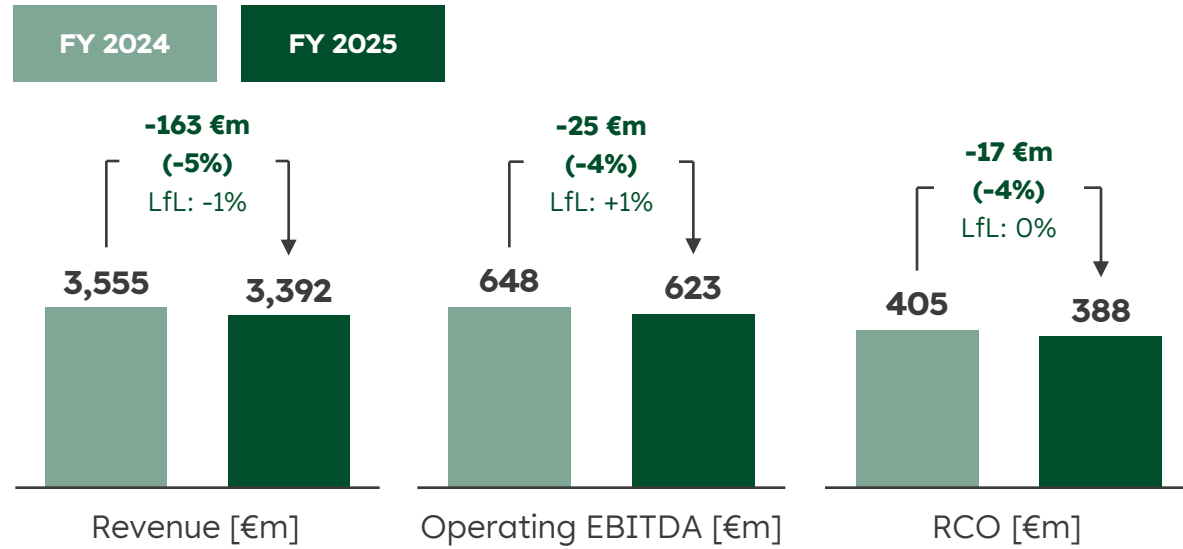
North America



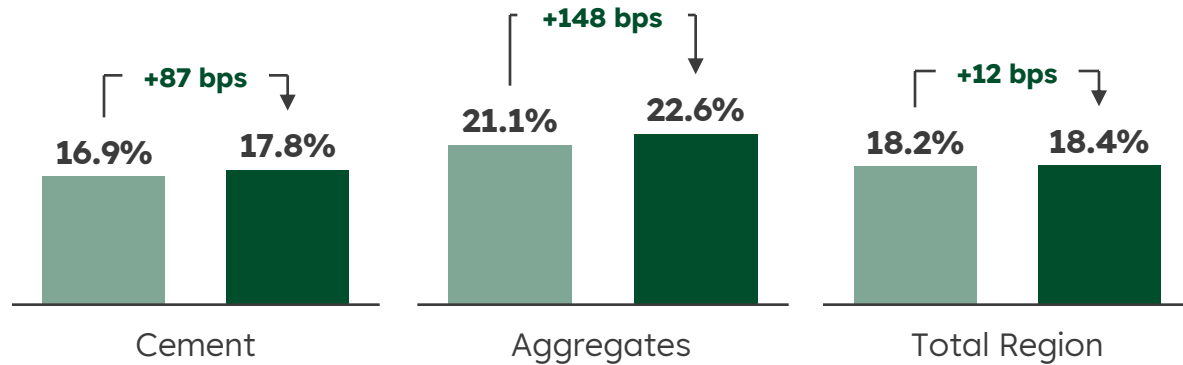
EBITDA margins



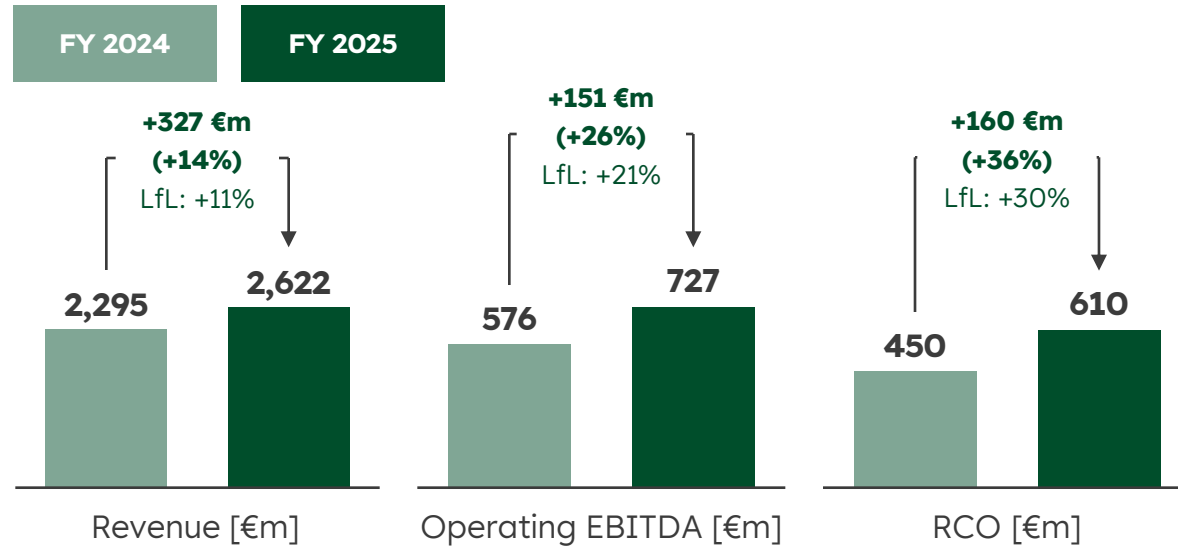
Asia – Pacific



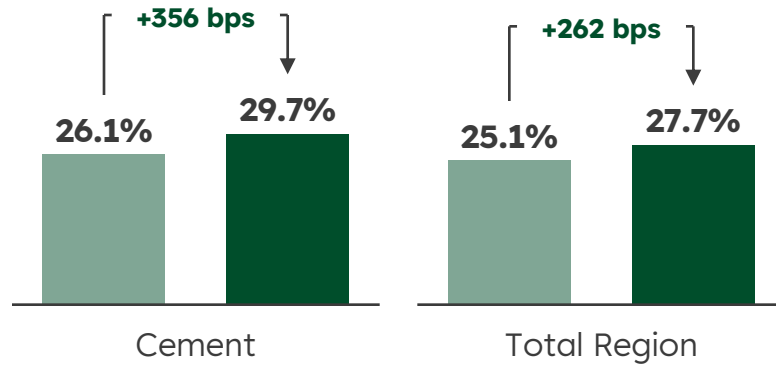
EBITDA margins (Full year)



Africa – Mediterranean – Western Asia



EBITDA margins (Full year)



Financial highlights



Financial highlights

Adjusted EPS increases by 4% to 12.4 €

Free cash flow at 2.1 €bn, leading to cash conversion rate of 45%

ROIC improves to 10.4%

Leverage at a very comfortable level 1.2x

Balanced capital allocation strategy leading to higher shareholder return and growth through M&A

Second tranche of 1.2 €bn share buyback program completed, shares acquired during the tranche cancelled

Giant Cement (US) and Asment Témara (Morocco) deals are closed during the year

Maas Group's construction materials business acquired (deal to be closed in H2 2026)



Adjusted EPS continues to increase

Income Statement [€m]	FY 2024	FY 2025	Delta
Revenue	21,156	21,460	304
RCOBD (Operating EBITDA)	4,499	4,679	180
Depreciation and amortization	-1,295	-1,298	-3
Result from current operations (RCO)	3,204	3,381	177
Additional ordinary result	-436	-264	172
Financial result	-181	-193	-12
Income taxes	-704	-751	-46
Net result from discontinued operations	36	-44	-80
Non-controlling interests	137	189	52
Group share of profit	1,782	1,941	159
Earnings per share	9.87	10.92	1.05
Group share of profit – adjusted ¹	2,156	2,205	49
Earnings per share – adjusted¹	11.94	12.41	0.47

¹ Figures adjusted for “additional ordinary result” (2024 & 2025) and “provision for obligations attributable to discontinued businesses of the Hanson Group” (2024)

Key items below RCO

Additional ordinary result:

Lower impact from restructuring measures and impairments

Financial result:

Stable development

Income taxes:

Higher tax, in line with result

Net result from discontinued operations:

Previous year included reversal of provision for obligations attributable to discontinued businesses of the Hanson Group (62.4 €m)



Free cash flow

Free cash flow [€m]	FY 2024	FY 2025	Delta
Operating EBITDA	4,499	4,679	180
Change in working capital	-110	-89	21
Net interest	-170	-196	-26
Taxes paid	-684	-716	-32
Share of JV result and net dividends	-35	-2	33
Non-cash items and other	-269	-421	-152
Cash flow from operating activities	3,232	3,255	23
CapEx Net	-1,063	-1,145	-82
Free cash flow	2,169	2,109	-59
Cash conversion rate	48.2%	45.1%	

Free cash flow drivers

Working capital:

Below prior year, driven by good working capital management in all countries

Net interest:

On prior year level

Taxes paid:

Higher pre-tax payments, in line with results

Non-cash items and other:

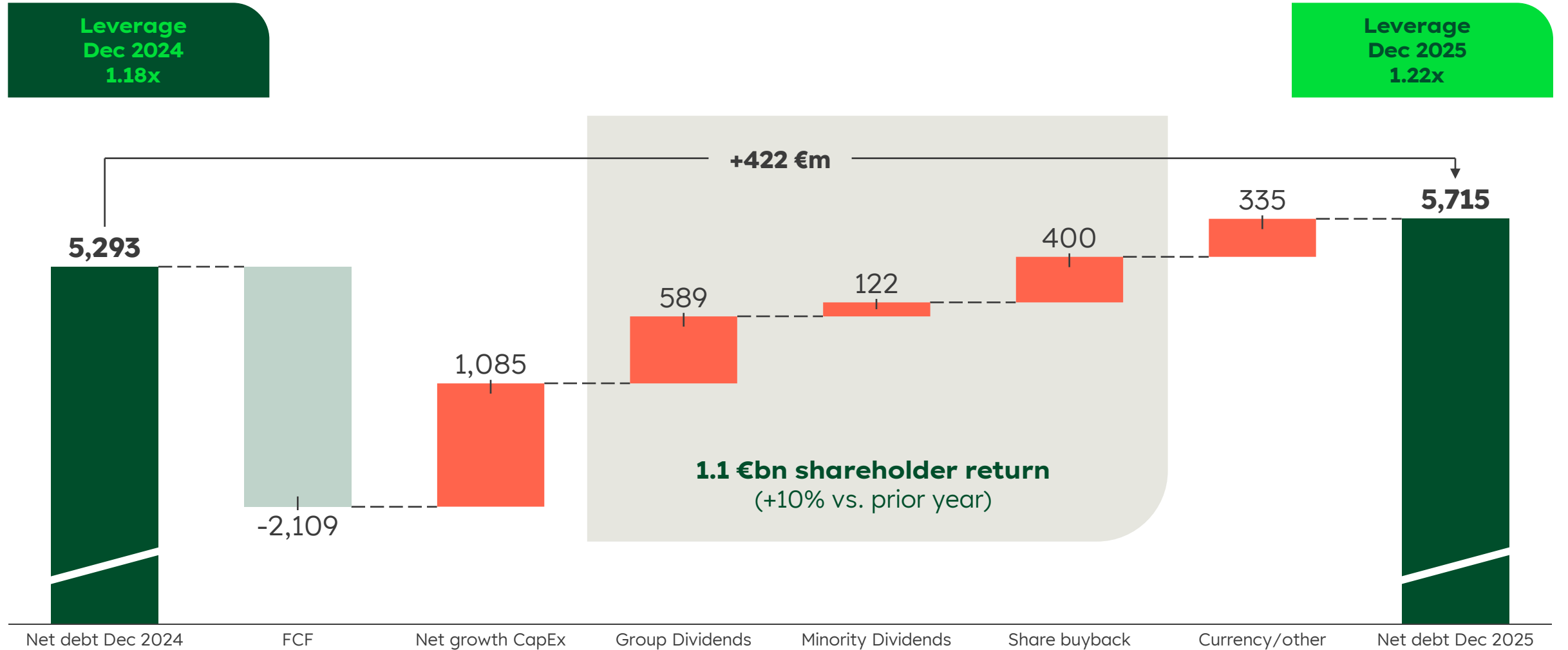
Restructuring and certain one-offs in 2025 compared to provision build-up in 2024

CapEx Net:

Disciplined approach continues

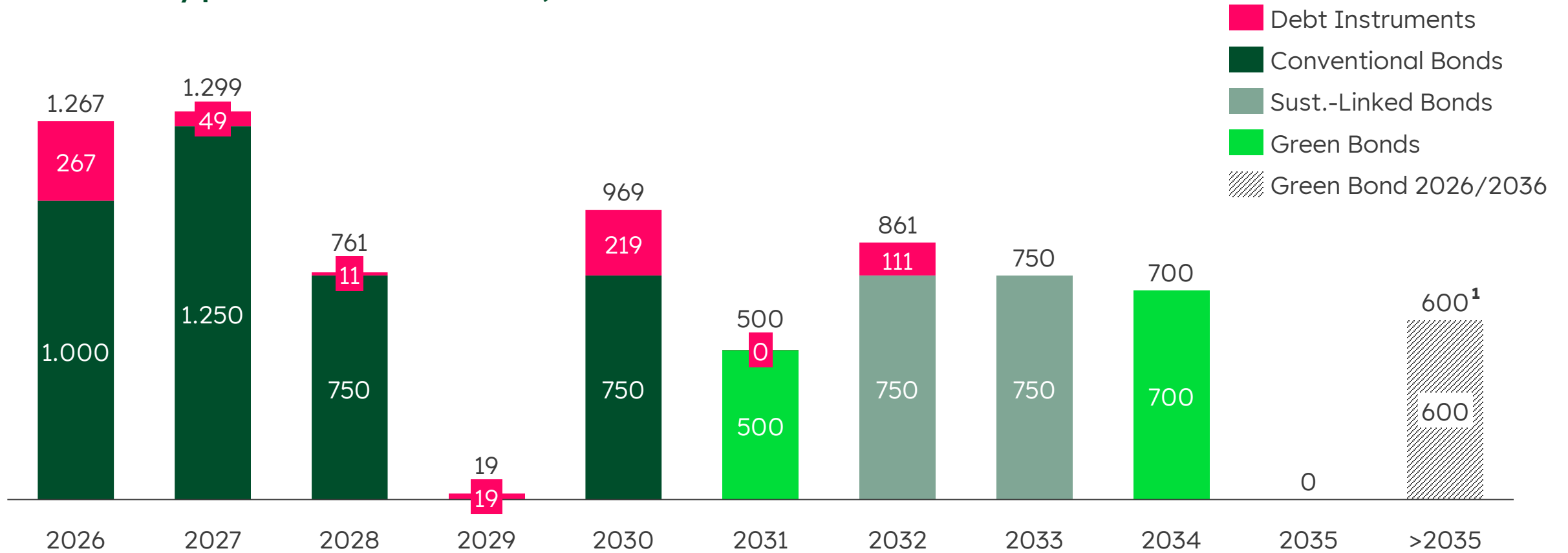


Net debt development [€m]



Debt maturity profile

Debt maturity profile as of December 31, 2025 in €m



¹ This bond was only issued on 15.01.2026 but is nevertheless included in this overview to provide the most current information available.



Credit ratings

Rating agency	Long-term rating	Outlook	Short-term rating
Moody's	Baa2	Positive	P-2
S&P Global	BBB	Positive	A-2

Total bonds volume
6.45 €bn¹

Equity ratio
53.4%

Average coupon
2.7%¹

Heidelberg Materials continues to target a solid investment grade rating.

¹ The total bonds volume and average coupon is based on data as of 31.12.2025.



Outlook



2026 market overview

North America

- Positive outlook underpinned by solid price expectations, and further ramp up of recent investments
- Ongoing softness in residential construction, offset by solid infrastructure spending and favorable momentum in large project activity

Europe

- Eastern/Southern Europe: continuation of steady market improvement
- Western/Northern Europe: market recovery beginning, particularly in second half

Africa – Med. – Western Asia

- Continued organic growth driven by geographically diversified market strategy




Asia Pacific

- Good market momentum in Australia
- Positive volume development in India continues and possible recovery in Thailand throughout the year
- Indonesia and China remain challenging in the short term

Geopolitical risks may cause volatility to markets development



Guidance

	Original 2025 Target & Achievement			2026 Target
 RCO	3.25 to 3.55 €bn	3.38 €bn	✓	3.40 to 3.75 €bn
 ROIC	Around 10%	10.4%	✓	Above 10%
 CO₂ emission	Slight reduction: (2024: 527 kg CO ₂ /t CEM ¹)	512 kg CO₂/t CEM¹	✓	Slight reduction
 CapEx Net	Around 1.2 €bn	1.1 €bn	✓	1.2 to 1.3 €bn
 Leverage	In line with mid-term target: Between 1.5x – 2.0x	1.2x	✓	In line with mid-term target: Around 1.5x

Further increase in shareholder return through progressive dividend and share buyback

¹ kg CO₂/t for cementitious material



4

Heidelberg Materials as an attractive investment

Heidelberg Materials – An attractive Investment

1 Profitable, value-driven growth
Balanced global footprint enables resilient and profitable expansion

2 Strong and reliable financial performance
Results and margins have increased year over year, even in weaker construction cycles

3 Differentiated product portfolio
Innovative low to near zero-carbon products create additional value and unlock attractive long-term opportunities

4 Drive Industry-leading data advantages
Unlocking commercial value and making our core business better and faster through a unique platform that leverages automation, AI and digital solutions

5 Attractive shareholder returns
Clear commitment to rising dividends and ongoing share buybacks



Disclaimer

Unless otherwise indicated, the financial information provided herein has been prepared under International Financial Reporting Standards (IFRS). All the figures included in this presentation are preliminary, unaudited and subject to revision upon completion of the Company's closing and audit processes.

This presentation contains forward-looking statements and information. Forward-looking statements and information are statements that are not historical facts, related to future, not past, events. They include statements about our beliefs and expectations and the assumptions underlying them. These statements and information are based on plans, estimates, projections as they are currently available to the management of Heidelberg Materials. Forward-looking statements and information therefore speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events.

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