

# Heidelberg Materials

## Group Presentation 2025

Group Presentation  
5 February 2026





# We drive change through innovation

**Heidelberg Materials  
Headquarters –  
Heidelberg, Germany**

Built of concrete which actively  
reduces the level of air pollutants.





## We make cities more sustainable

### **Biblioteca degli Alberi park – Milan, Italy**

The water-draining concrete guarantees higher water permeability, provides high mechanical resistance and improves the appearance of the pavement.



# We enable encounters in an outstanding ambience

## Elbphilharmonie – Hamburg, Germany

30,000 m<sup>2</sup> of concrete for the imposing concert hall in the Hanseatic city.



# We protect historical heritage from nature forces

## Mose – Venice, Italy

“Marine Concrete”: underwater concrete specifically developed for the Mose project. Guarantees a lifespan up to 100 years.



© Thies Rätzke



# We cross borders and build connections

## Frederick Douglass Memorial Bridge – Washington DC, USA

This 440 metres long structure is the largest infrastructure project in DC's history. Designed for a 100-year service life, it has 3 above deck arches, 2 piers, 6 traffic lanes, and a pedestrian/bicycle lane with 4 pedestrian overlooks.





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

**3D printed house –  
Beckum, Germany**

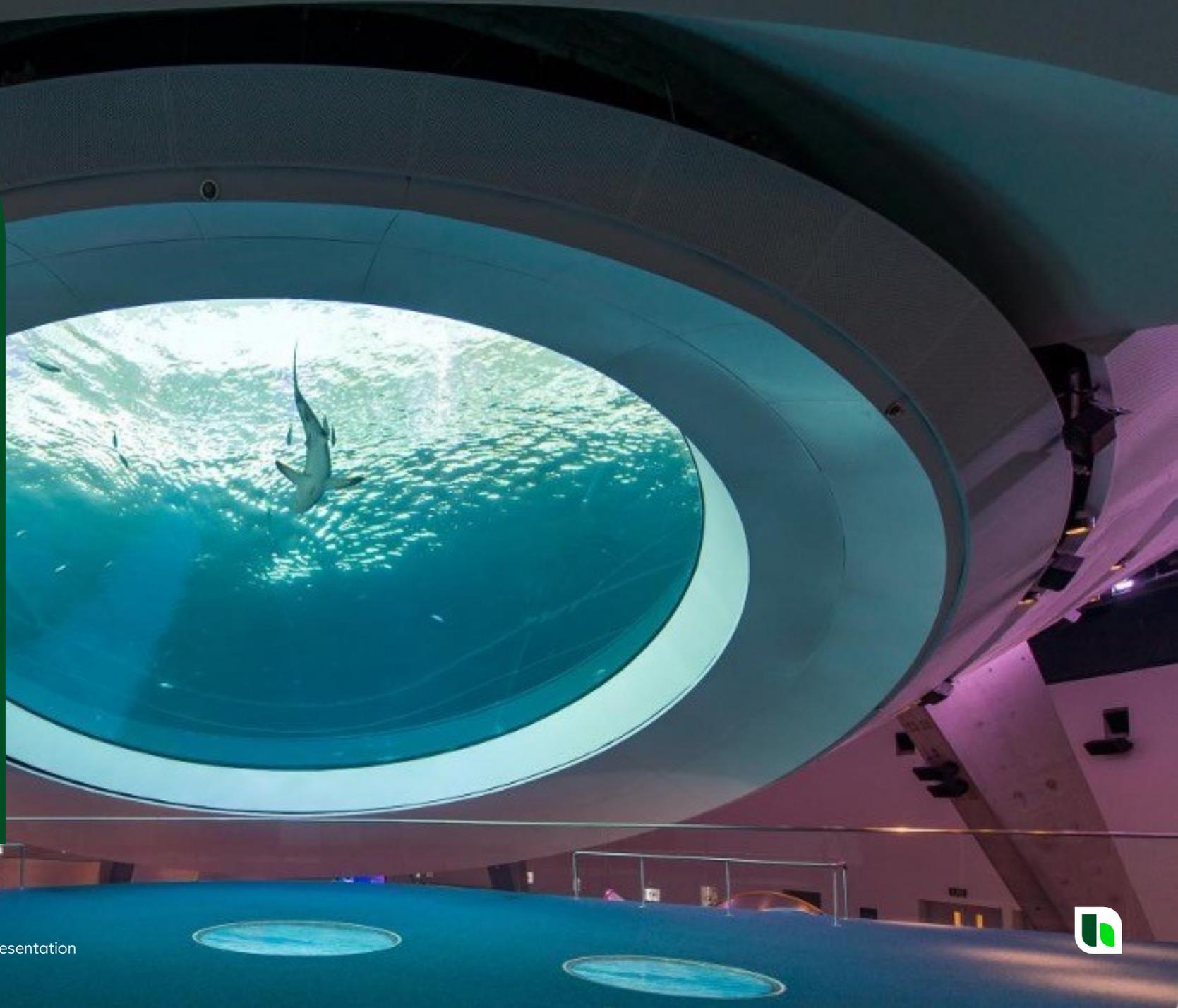
Less material, lower carbon  
footprint.



# We develop intelligent building materials that inspire

## Phillip & Patricia Frost Museum of Science – Miami, USA

Our materials allow to create new levels of architecture. The Museum covers 23,200 m<sup>2</sup> and is divided into 4 buildings: a planetarium, an aquarium, and 2 separate wings for the science museum.





# Content

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2. **Sustainability**
3. **Our targets**
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# About Heidelberg Materials



# 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



# Strong megatrends

propelling  
growth

**Energy transition**

**Advanced infrastructure**

**Housing and urbanisation**

**Defence revamping**

**Digitalisation**



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



**51,000**  
employees  
on 5 continents



**3,000**  
locations  
worldwide



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





## Our purpose: Material to build our future

The world is undergoing profound changes. Our building materials and solutions shape significant development worldwide. We build on one and a half centuries of experience. Now is the time to lay the foundation for our future.

At the centre of our actions lies our responsibility for the environment. We want to be the leader in the industry on the path to carbon-neutrality.

We deliver long-term financial performance through operational excellence, dedication, and openness for change.

We are progressive minds with the ambition to drive transformation. We push the boundaries to strengthen innovation and deepen partnerships with our customers and other stakeholders. Together we craft material solutions for the future.

So that the world can always build on us.



# We look back on a successful year 2024

-0.1%

Revenue

€21.2bn



+6%

RCO

€3.2bn



+11%

EPS (adjusted)

€11.9



Free cashflow

€2.2bn



Shareholder return

>€1bn



ROIC

9.9%



-1.3%

CO<sub>2</sub>

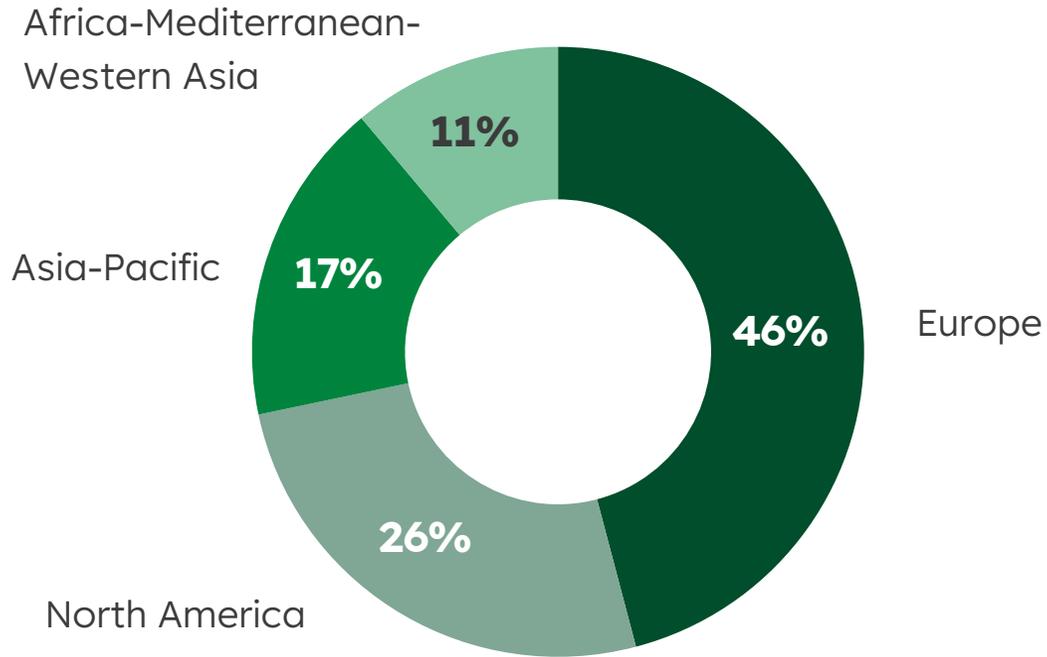
527 kg/t CEM



# Global and well-balanced presence

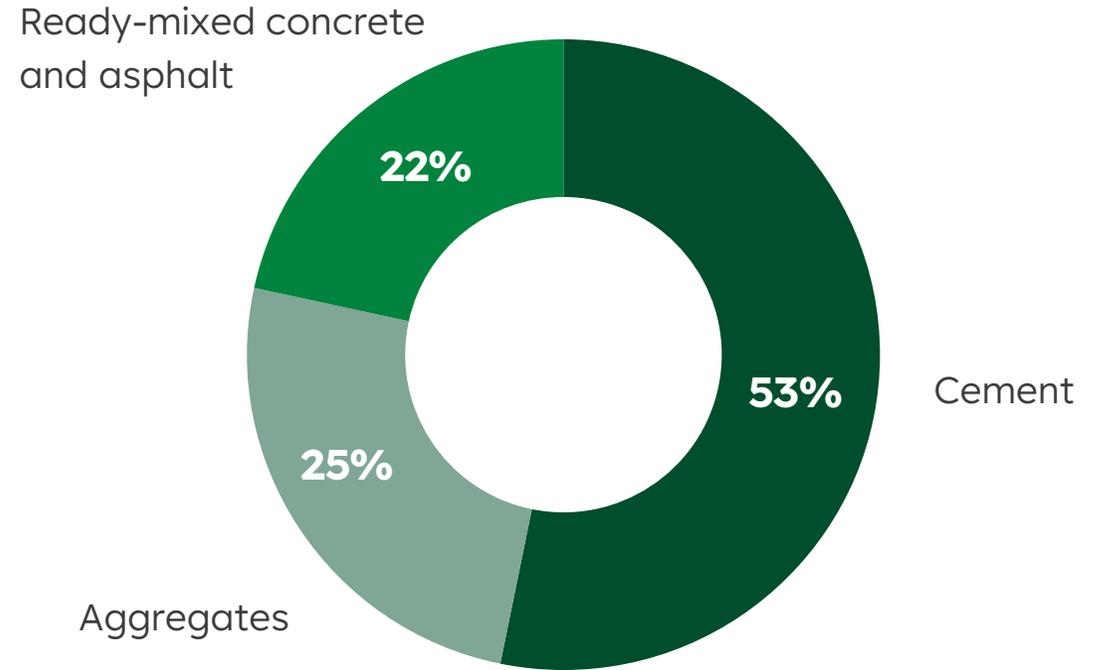
## Revenue by Group area

(2024)



## Revenue by business line

(2024)



Excluding intra-Group revenues, trading activities, and corporate functions



## Demand varies across regions

**-0.1%**

Group (Revenue)

**€21,156m**



North America

**+1.8%**

**€5,311m**

Europe

**-1.0%**

**€9,467m**

Africa-Mediterranean-  
Western Asia

**+0.2%**

**€2,295m**

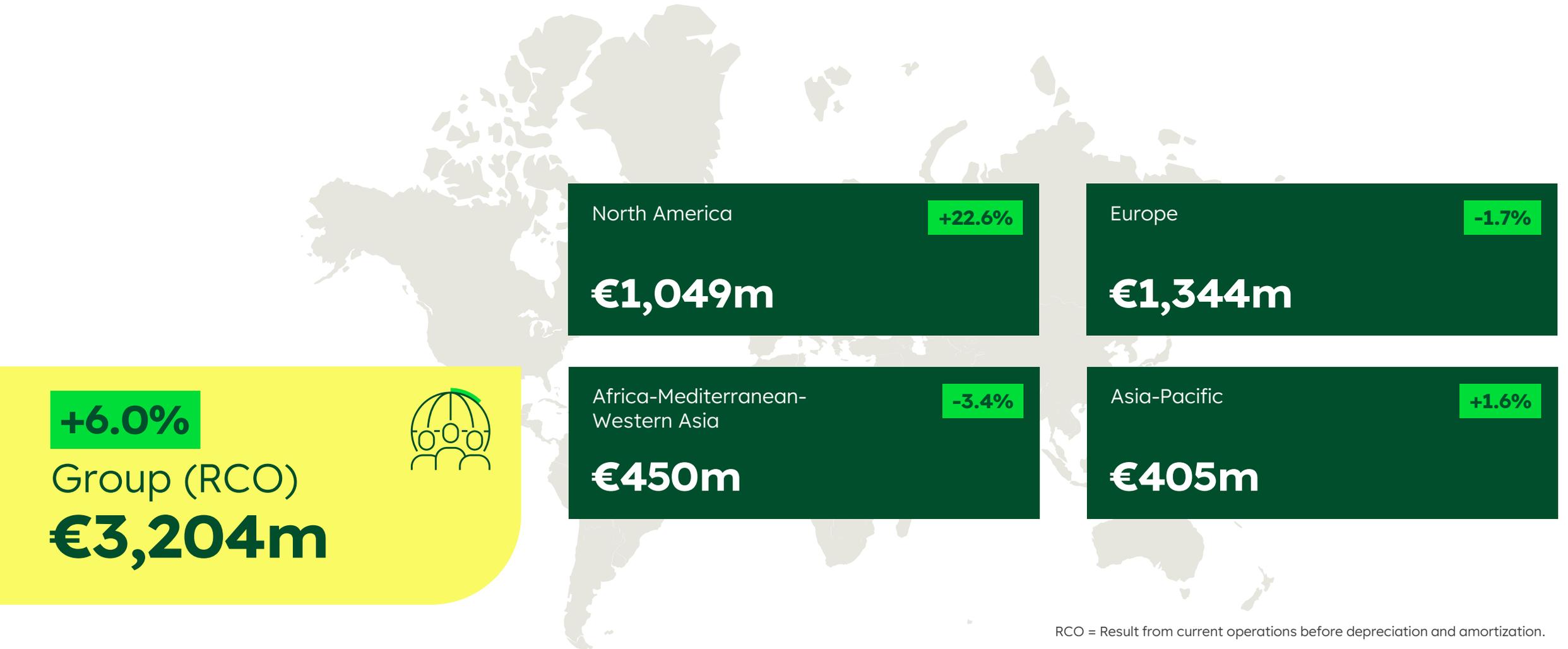
Asia-Pacific

**-4.0%**

**€3,555m**



## Strong business in North America drives RCO growth



RCO = Result from current operations before depreciation and amortization.



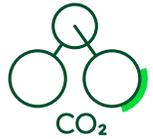
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## **Sustainability**



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

## By 2030



Specific net CO<sub>2</sub>/t of cementitious material (scope 1)



Share of revenue from sustainable products

< **400** kg

2024: **527**kg

> **50**%

2024: **34**%



**Alternative fuel rate**

> **50**%

in 2024: **31**%



**Clinker incorporation rate**

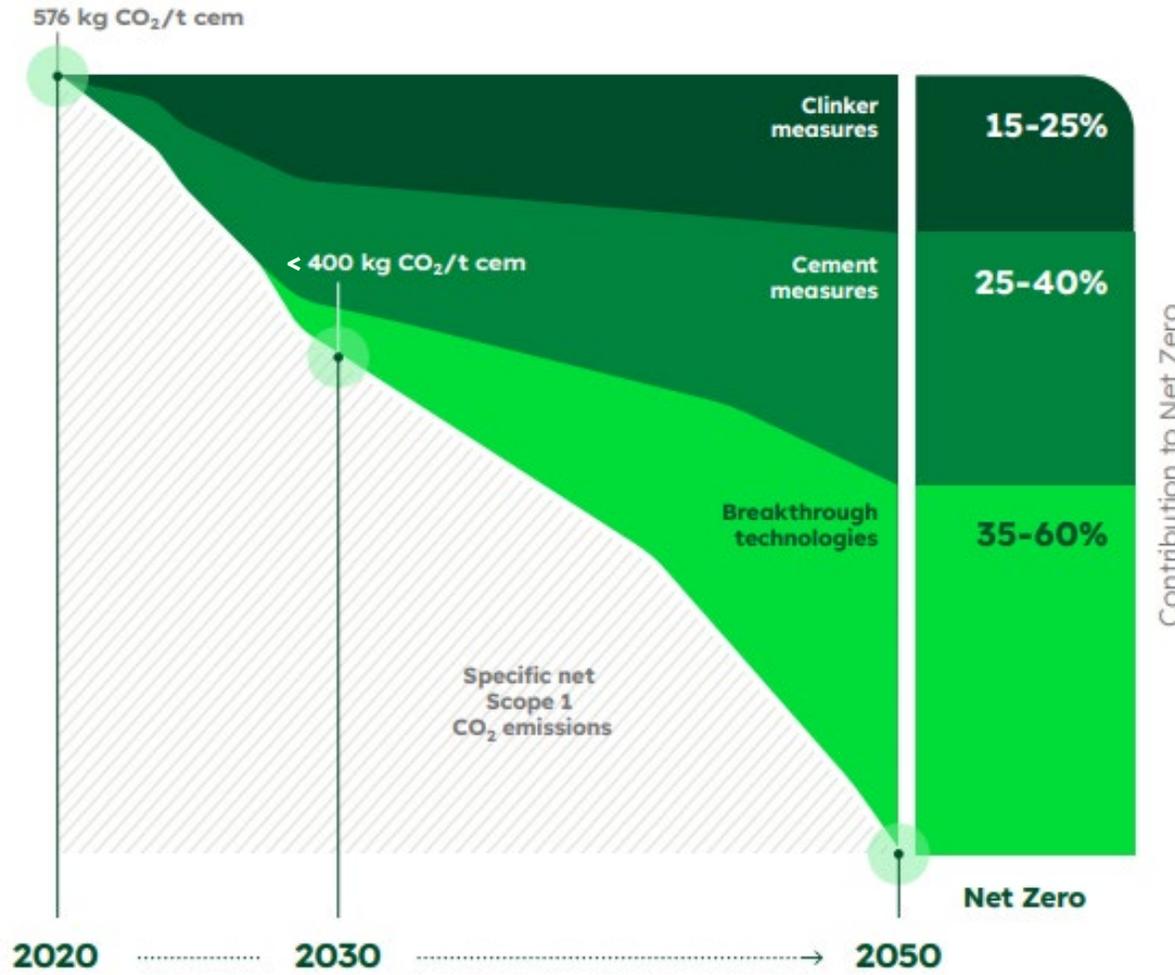
**64**%

in 2024: **69**%

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



# We are pulling all levers on our path to Net Zero



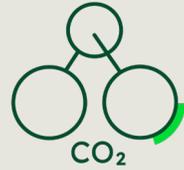
## Levers to reach our net-zero target

- **Clinker Measures**  
Increase efficiency of plants  
>50% alternative fuels rate  
20% biomass fuels rate
- **Cement Measures**  
Clinker incorporation: 64%  
Drive circularity
- **Breakthrough technologies**  
New technologies, such as CCUS



# Building a net-zero Future

**We drive the decarbonisation of our sector and provide low-carbon products.**

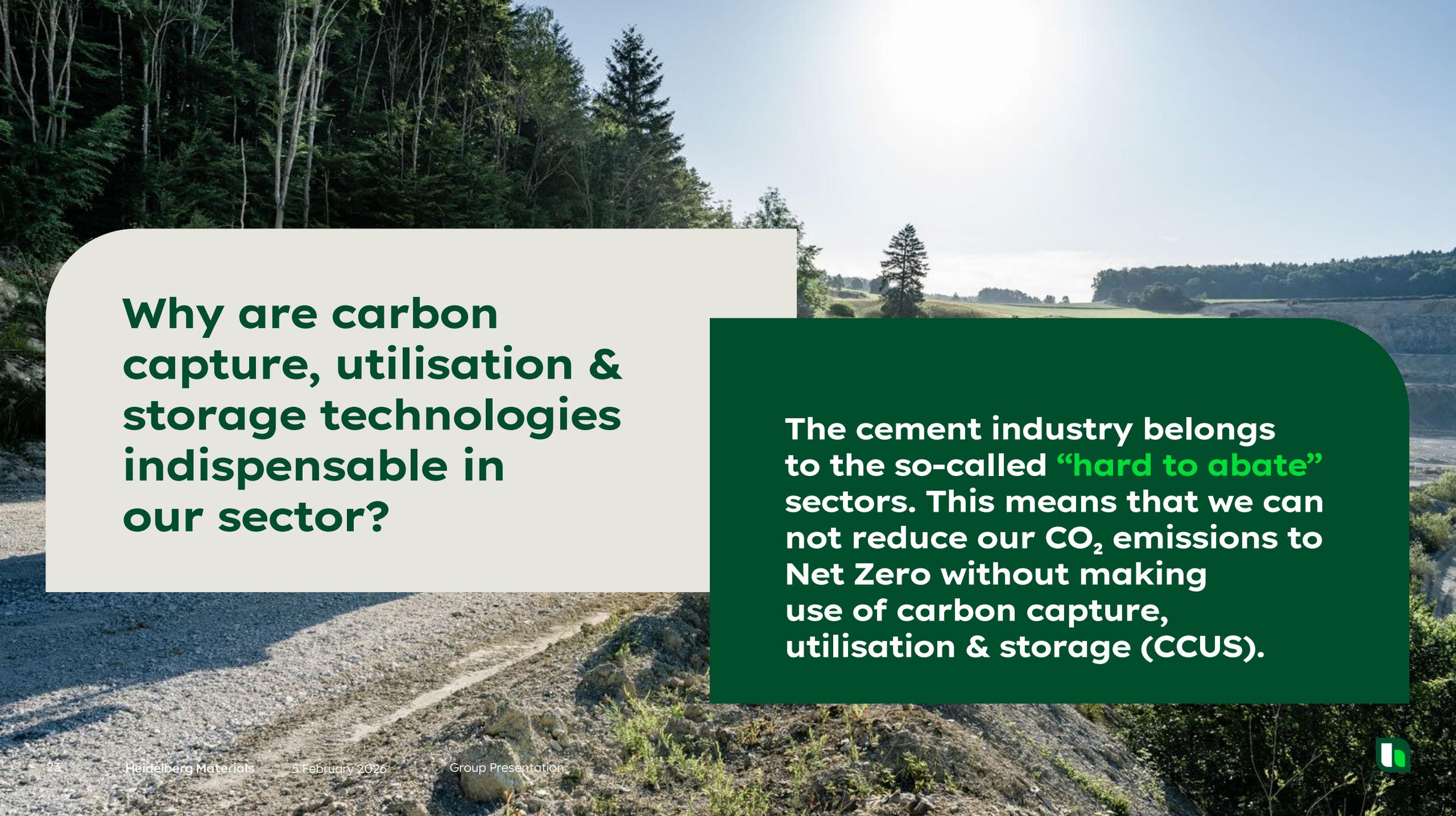


Our reduction strategy is based on solid measures at plant and product levels, the implementation of which is well underway.

**Pioneering CCS:** Our CCS project in Brevik, Norway, has been inaugurated in June 2025.

We are reducing our carbon footprint in line with the SBTi's 1.5°C roadmap.





## Why are carbon capture, utilisation & storage technologies indispensable in our sector?

The cement industry belongs to the so-called **“hard to abate”** sectors. This means that we can not reduce our CO<sub>2</sub> emissions to Net Zero without making use of carbon capture, utilisation & storage (CCUS).



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

## Operational

 **Brevik, Norway**  
400kt CO<sub>2</sub> p.a.

 **Lengfurt, Germany**  
CCU, 70 kt CO<sub>2</sub> p.a.

## FID<sup>1</sup> taken

 **Padeswood, UK**  
800kt CO<sub>2</sub> p.a.

## Close to FID<sup>1</sup> stage

 **Edmonton, Canada**  
1,100kt CO<sub>2</sub> p.a.

## Advanced development

 **Devnya, Bulgaria**  
800kt CO<sub>2</sub> p.a.

 **Geseke, Germany**  
700kt CO<sub>2</sub> p.a.

 **Slite, Sweden**  
1,800kt CO<sub>2</sub> p.a.

 **Antoing, Belgium**  
800kt CO<sub>2</sub> p.a.

 **Airvault, France**  
1,000kt CO<sub>2</sub> p.a.

 **Mitchell, USA**  
2,000kt CO<sub>2</sub> p.a.

 **Rezzato, Italy**  
1,000kt CO<sub>2</sub> p.a.

## Large-scale technology pilot projects

 **Ennigerloh, Germany**  
LEILAC 2, 100kt CO<sub>2</sub>

 **Devnya, Bulgaria**  
OxyCal, 50kt CO<sub>2</sub>

 **Mergelstetten, Germany**  
Oxyfuel, 100kt CO<sub>2</sub>

<sup>1</sup>) Final investment decision

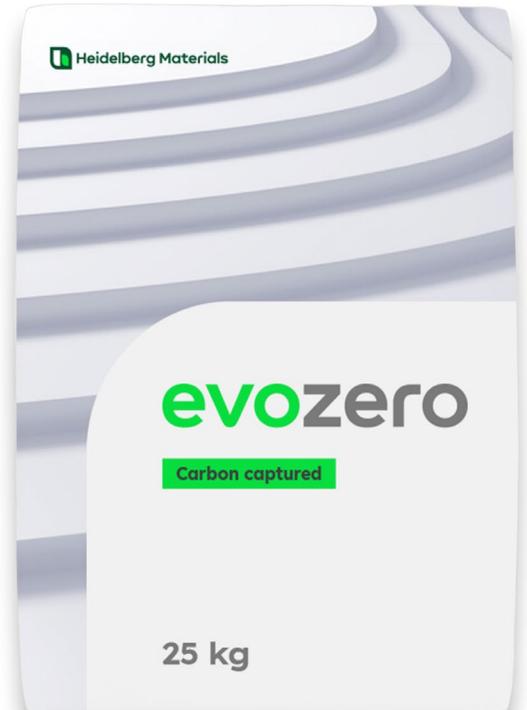
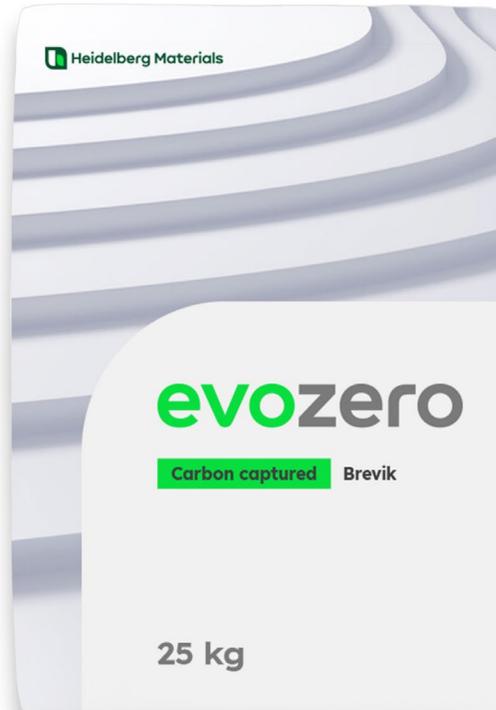


# evoZero®: We will be the first to offer carbon captured near-zero cement at scale

# evozero

Applies to cement and concrete products

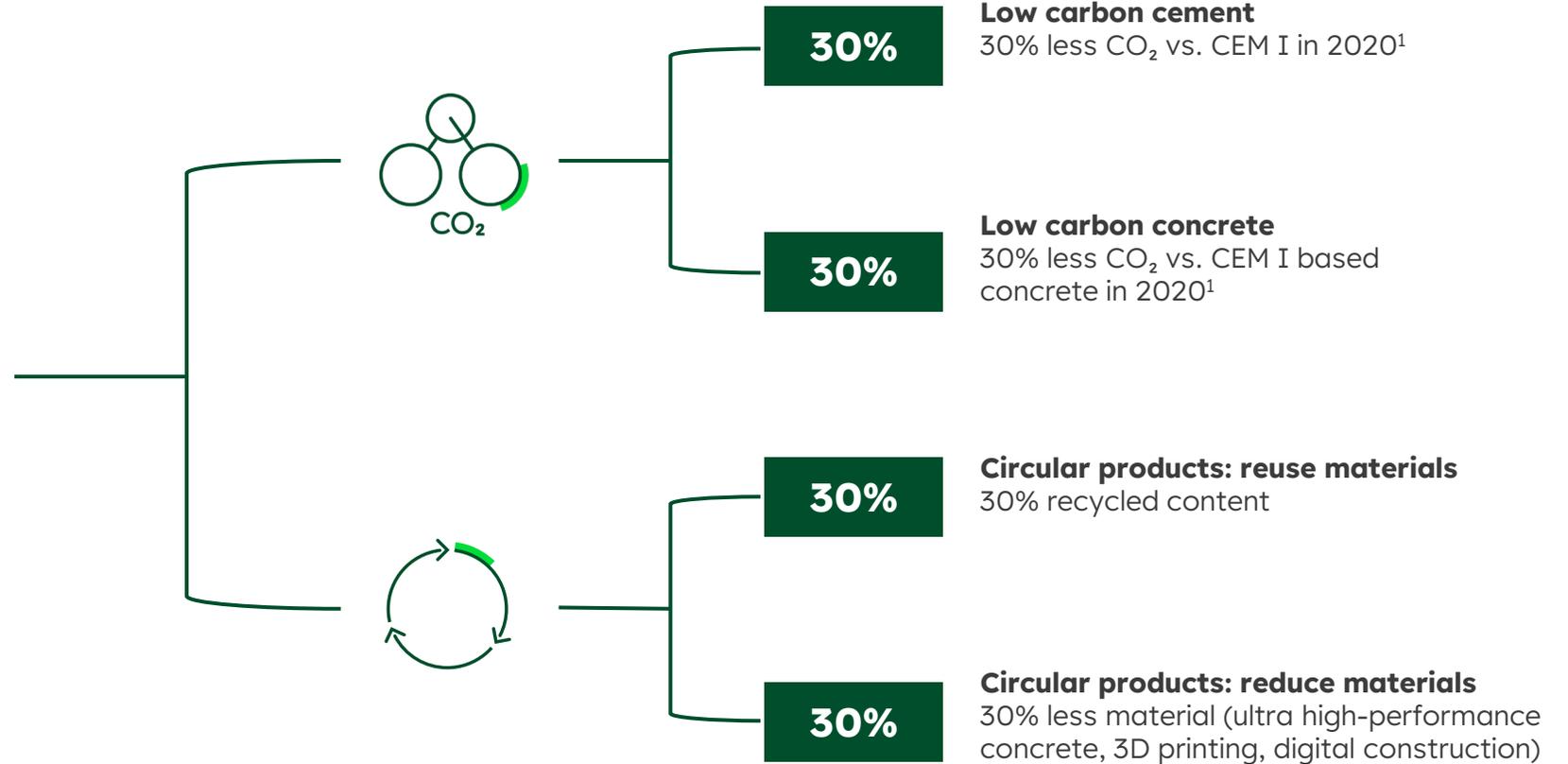
- Globally unique product: CCS technology, applied for the first time at a large scale in Brevik, enables near-zero carbon footprint of evoZero®.
- Broadest product application combined with lowest CO<sub>2</sub> footprint: customers benefit from trusted product performance.
- Transparent CO<sub>2</sub> capturing and accounting: Each tonne of CO<sub>2</sub> only accounted for once, process independently verified and secured using blockchain-like technology.
- Innovative go-to-market approach: evoZero® is available in two versions, depending on the customer location.



# With evoBuild®, we are now applying the same clear criteria for sustainable products across the world

Sustainable revenue must fulfil one or more criteria

## evoBUILD

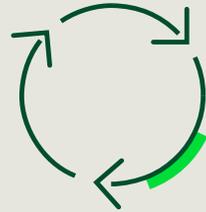


<sup>1)</sup> 30% vs. GCCA CEM I in 2020, translates to  $\leq 552$  kg CO<sub>2</sub>/t cementitious material and  $\leq 5.5$  kg CO<sub>2</sub>/m<sup>3</sup>/MPa



# Building a Circular & Resilient Future

**We drive circularity to reduce and reuse materials and natural resources**



We are **strengthening circularity** along the entire value chain and are advancing our portfolio towards more circular products.

Through resource efficiency, co-processing of waste products, and concrete recycling, we want to contribute to a functioning circular economy.

With our ReConcrete process, concrete can be fully recycled without loss of quality through selective processing of its individual components.



## Building a Nature Positive Future

**We contribute to a nature positive world through our industry-leading biodiversity programme and sustainable water management**



For many years, we have been **committed to protecting and preserving** native animal and plant species, with targets aimed to help nature recover.

Partner organisations such as BirdLife International assist us in understanding and minimising our impact on the environment.

We want to conserve water and minimise negative impacts through measures aimed at saving water and using it efficiently.



## Building a Safe & Inclusive Future

**We place the health and wellbeing of employees, communities, and suppliers at the core of our business operations**



**Our declared aim: zero harm.** With effective preventive measures, we intend to reduce the risk of accidents, incidents, and ill health.

When selecting and evaluating our suppliers, we also consider social, ethical, and environmental factors.

Volunteering is part of our CSR strategy – with a focus on projects in the areas of culture, environment, infrastructure & education.



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**Appendix**



# Heidelberg Materials in a nutshell



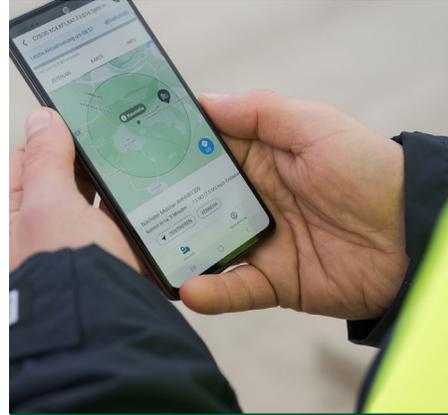
**01**

**The only  
global one**



**02**

**The deepest  
decarbonising  
one**



**03**

**The tech one**



**04**

**The fastest  
growing one**



**05**

**The trusted  
one**



Strategy 2030

# Making a Material Difference



# Strategy 2030 - Making a Material Difference

## Value Creation

We will accelerate growth and profitability in the next years, **creating** even higher sustainable **value** for our customers and shareholders.

## Collective Strength

We rely on the **collective strength** of the best team in the industry, a one-of-a-kind combination of local, P&L-owning entrepreneurs and innovators that actively embrace change and global best practice learnings.

## Unique Positioning

We capitalize on global trends and growth opportunities and are **uniquely positioned** to leverage these for sustainable concrete applications.

## Radical Focus

We execute a disciplined pure-play strategy in the most attractive markets with a **radical focus** on concrete applications.

## Global Advantage

We drive differentiating success across geographies and businesses through our **global advantage** along three distinct value drivers: sustainability, digitalisation, and technical excellence.

## Material Impact

We build on a strong track record of profitable growth over the last few years, making a **material impact** to our customers, our shareholders, and the society at large.



**We are executing a strategy that generates real and sustainable value for customers and shareholders**

**Our mid-term targets for 2030**

**7-10%**

RCO growth p.a.

**~12%**

ROIC

**<400 kg**

CO<sub>2</sub>/t CEM

**We accelerate profitable growth**



# Digitalisation is a key pillar enabling our strategy and future-proofing our operations

## Revenue growth

## Cost optimisation

### HConnect

### HProduce

### HService

We provide connected solutions for our customers

We drive efficiency in our operations

We optimise our back-office processes

**Digital strategy**

**>75%**  
of global revenue connected

**>50%**  
of operational improvements supported digitally

**>20%**  
efficiency gains in central shared services

**Digital targets**



# Our organisational structure



● Group Areas    ● Functional Responsibilities    ● Countries/Hubs



# Heidelberg Materials Trading

**Heidelberg Materials Trading is one of the largest trading companies serving the global cement industry**



**Availability across the globe:** Covering over 100 countries with our trading hubs in Heidelberg, Miami, Singapore, Dubai, and Shanghai



**Cement & clinker trade:** Lifting more than 10% of the global seaborne cement trading volume



**For a greener industry:** Sourcing reliable clinker substitutes and additives



# Our Managing Board



**Dr Dominik von Achten**  
Chairman of the Managing Board



**René Aldach**  
Chief Financial Officer  
and Australia



**Dr Katharina Beumelburg**  
Chief Sustainability and New  
Technologies Officer



**Roberto Callieri**  
Asia



**Axel Conrads**  
Chief Technical Officer



**Hakan Gurdal**  
Africa-Mediterranean-  
Western Asia



**Dennis Lentz**  
Chief Digital Officer



**Jon Morrish**  
Europe



**Chris Ward**  
North America



**Thank You.**





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