

# We drive sustainability to the next level

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Society needs resilient, smart, and liveable buildings and infrastructure.

We drive the  
transition  
to sustainable  
construction.



# 4 pillars set our foundation to drive the transition

## Purpose

Sustainability is anchored in our purpose



## Framework

UN SDGs shape our strategy and commitments



## Commitments

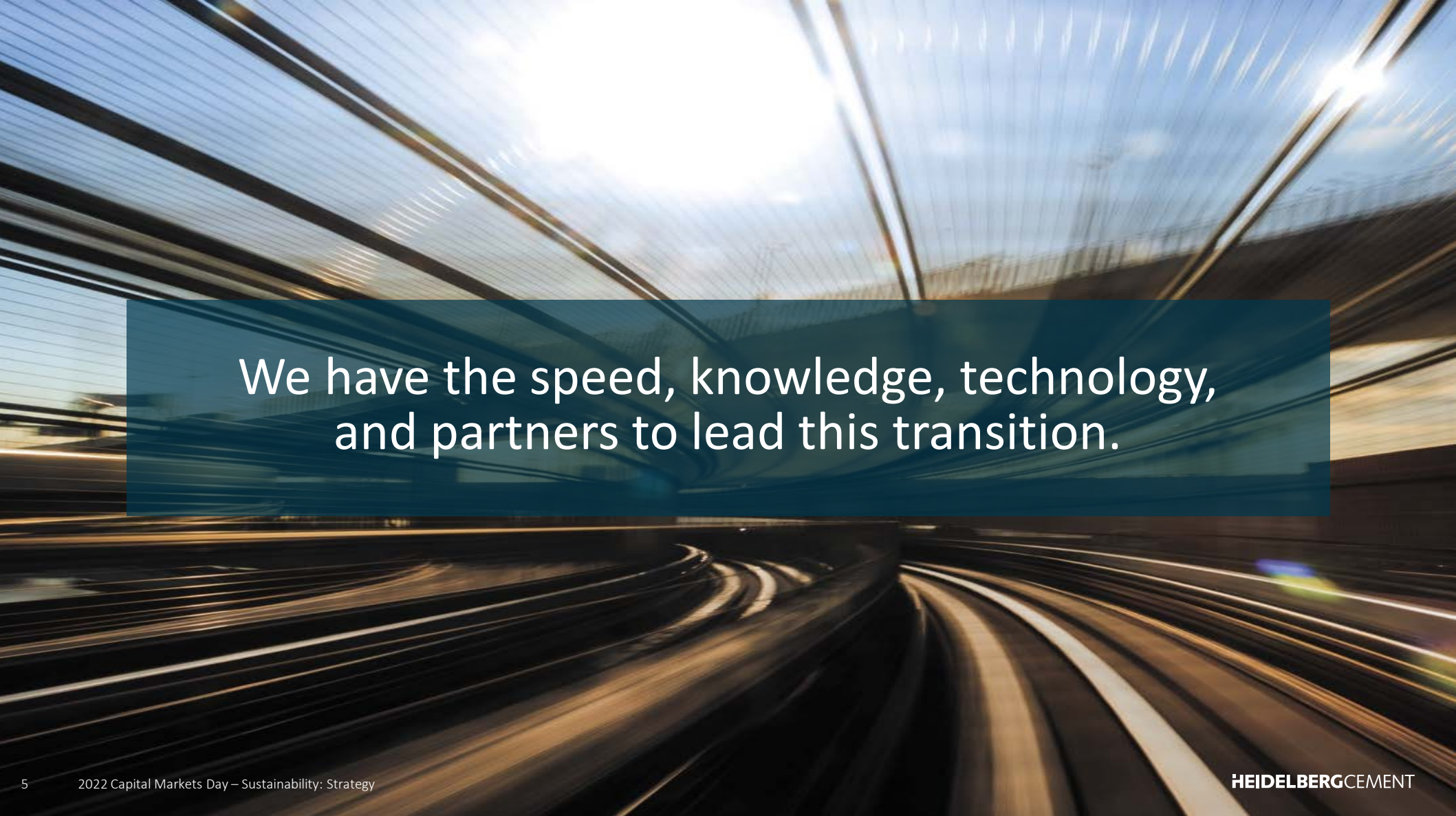
Actions and accountability drive our transformation



## Collaboration

Joining forces enables us to reach common goals



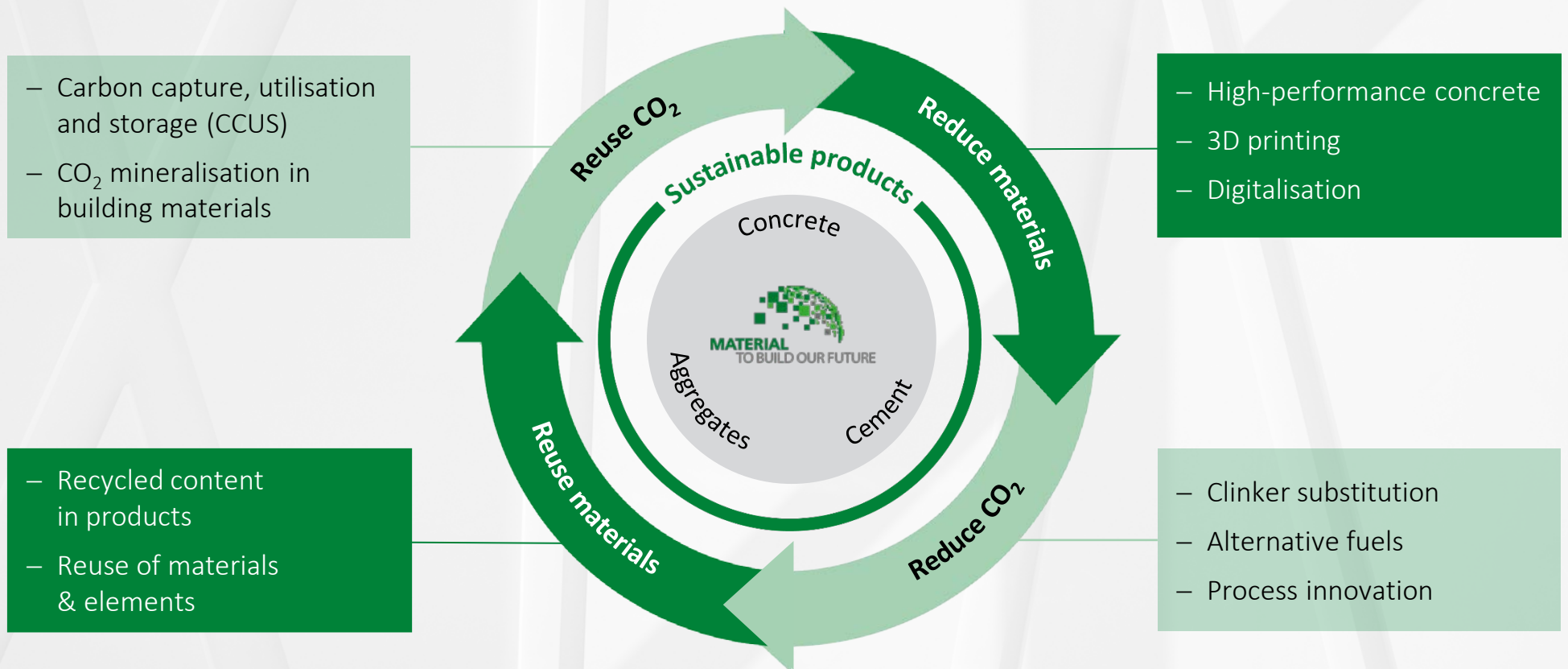


We have the speed, knowledge, technology,  
and partners to lead this transition.

We will pioneer  
with **carbon-free  
cement and  
concrete**  
and lead with  
**circular solutions.**



## We will close the carbon and materials loop



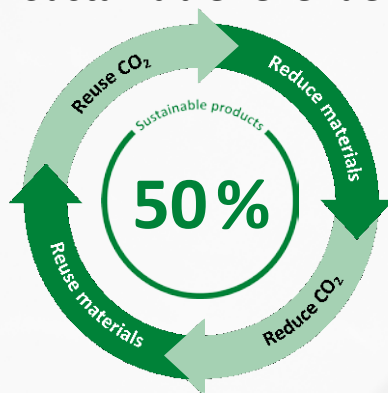
## We set new benchmarks with our commitments for 2030

### CO<sub>2</sub>-reduced cement



Cut our emissions by almost half<sup>1</sup>  
– the lowest in the cement industry.

### Sustainable revenue



Double our revenue  
from low-carbon and circular  
products and solutions to reach 50%  
of Group revenue.

### Circular concrete



Offer circular alternatives  
for half of our concrete products  
– aiming for full coverage.





We drive sustainable revenue with  
our ecolution programme.

We will generate  
50% of our  
revenue with  
low-carbon and  
circular products  
and solutions by  
2030.



## Our ecolution programme requires strict sustainability criteria

Sustainable revenue must  
fulfill one or more criteria

**ecolution**

CO<sub>2</sub>

**30%**

**Low-carbon cement**

30% less CO<sub>2</sub> vs. CEM I in 2020<sup>1</sup>

**30%**

**Low-carbon concrete**

30% less CO<sub>2</sub> vs. CEM I based concrete in 2020<sup>1</sup>



**30%**

**Circular products: reuse materials**

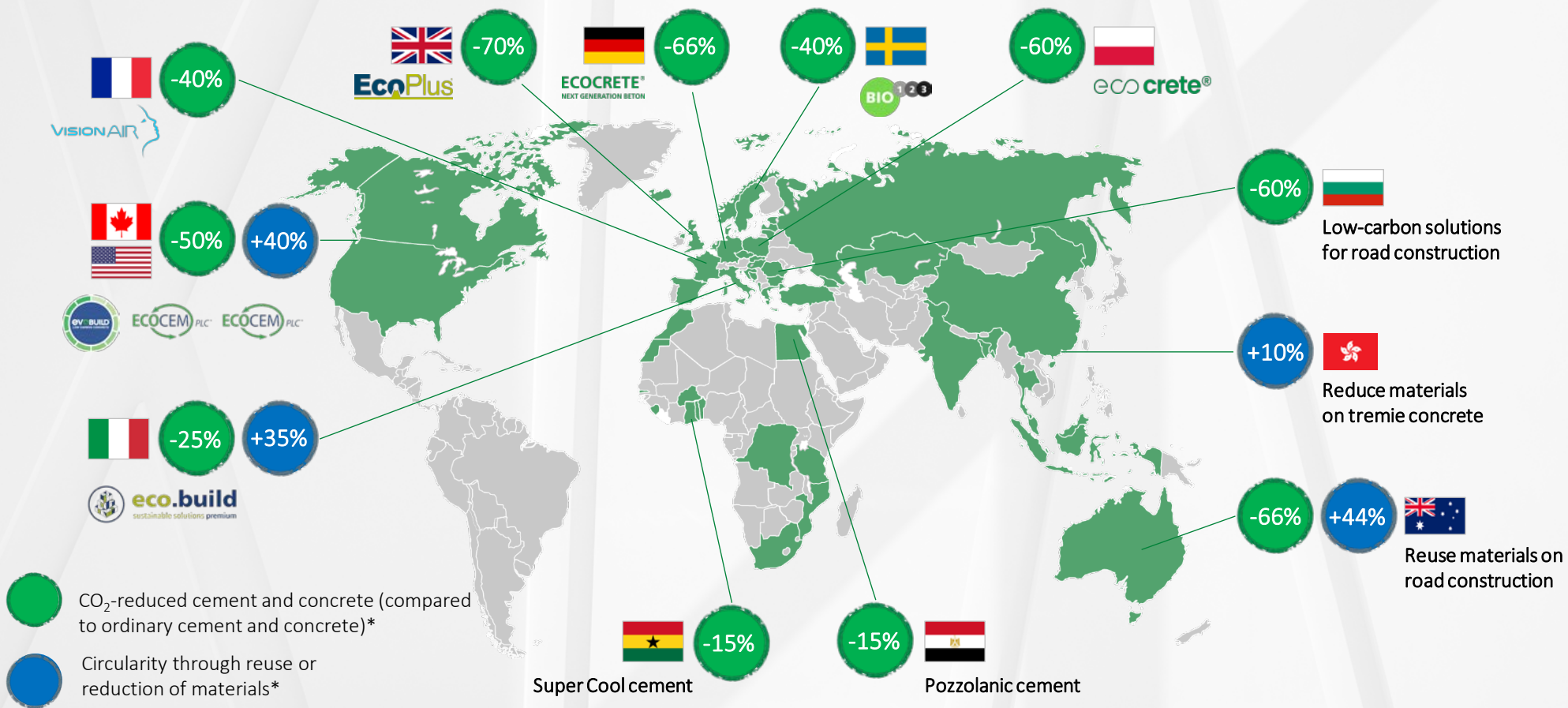
30% recycled content

**30%**

**Circular products: reduce materials**

30% less material (ultra high-performance concrete, 3D printing, digital construction)

# Customers benefit globally from our sustainable products and solutions



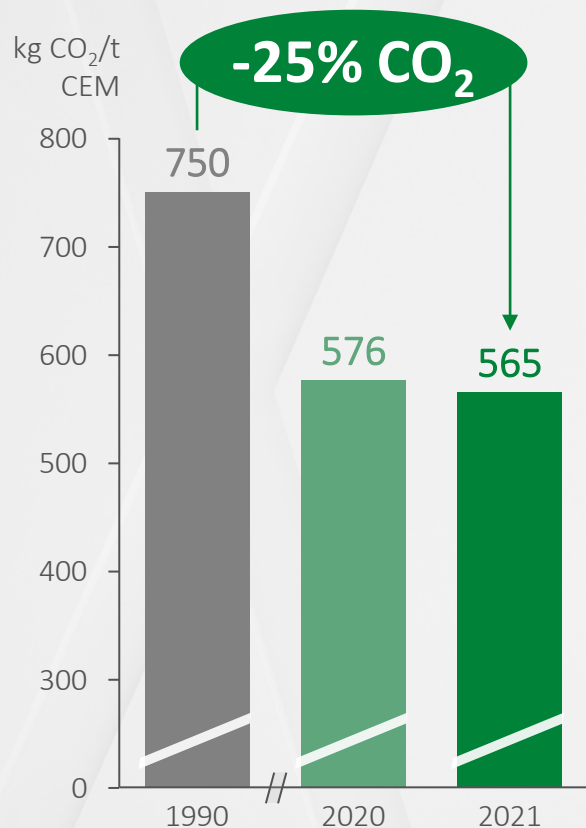
A high-angle, symmetrical view of a suspension bridge at sunset. The bridge's steel structure and cables are silhouetted against a warm, orange and yellow sky. The bridge deck is filled with cars, and the water below is calm. A large, semi-transparent yellow rectangle is centered over the bridge, containing white text.

We will lead the  
decarbonisation of our industry.

We accelerate deep decarbonisation to reach 400 kg CO<sub>2</sub>/t cementitious material by 2030.



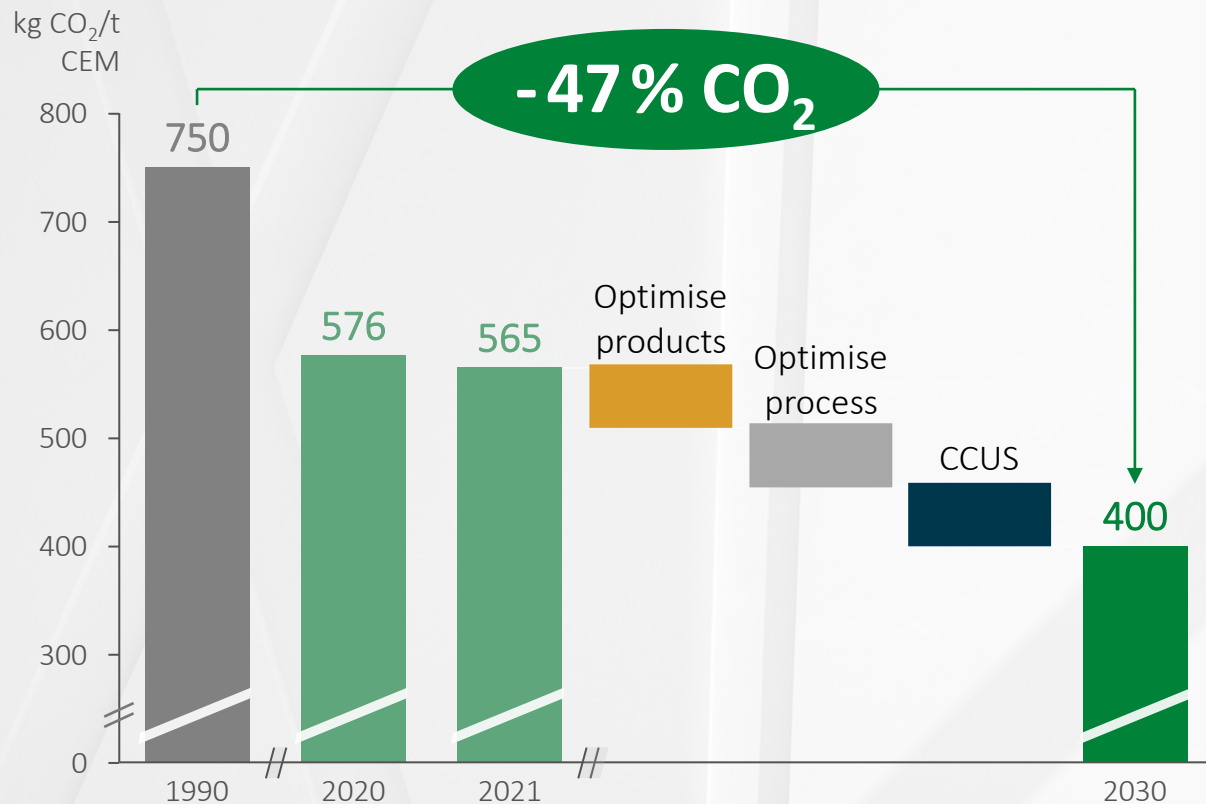
## We already made significant progress in reducing CO<sub>2</sub> emissions



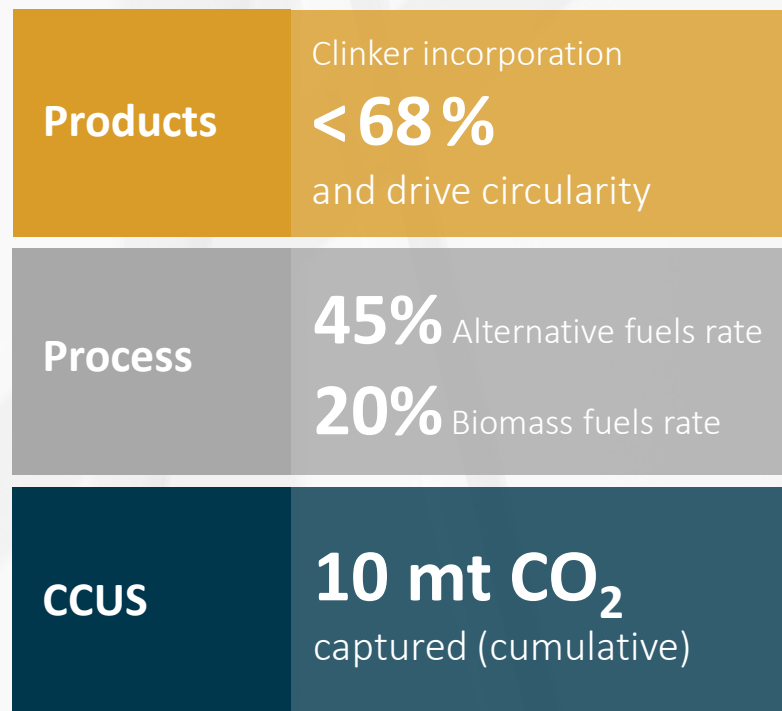
### Achievements from 1990 to 2021

<b>Products</b>	Clinker incorporation reduced from <b>82% to 73%</b>
<b>Process</b>	Alternative fuels rate increased from <b>3% to 26%</b>
<b>CCUS</b>	Multiple CCUS pilots and studies in execution

# Now it is time to take off: We sharply accelerate decarbonisation



## Levers to reach our 2030 targets





Our speed enables us to reach game changing milestones first

2026

Offer carbon-free cement & concrete

2030

Have an EU taxonomy-aligned CO<sub>2</sub> target

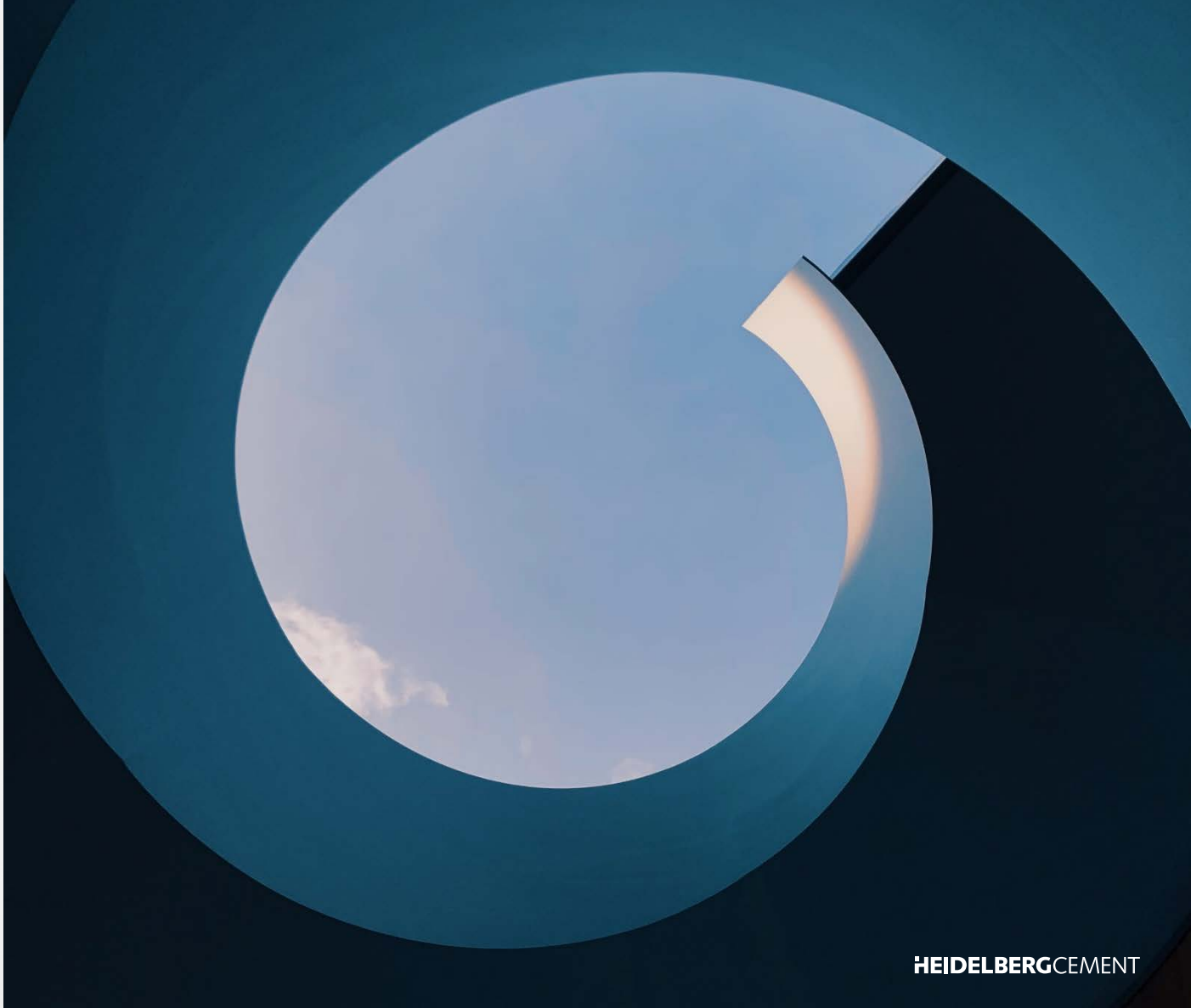
<2050

Achieve net zero through accelerated CCUS



We will drive circular economy.

We will offer  
circular  
alternatives  
for our  
products.



# Our 2030 circular ambition will be realised through three levers

## CONCRETE and ASPHALT

### CEMENT

Maximise use of supplementary cementitious material (SCM), waste-derived fuels, and alternative raw materials.

### AGGREGATES

Increase use of recycled aggregates.



### Product

We will develop and offer circular alternatives for 50% of our products - aiming for full coverage.

### Process

We will reuse returned materials to retain value, utilising the recyclability of concrete and asphalt.

### Collaboration

We will offer take-back options to our customers and work towards setting industry standards.



50%

We will double our revenue from low-carbon and circular products and solutions until 2030.

400  $\text{kg CO}_2/\text{t}$   
CEM

We will cut our emissions by almost half – to the lowest in the cement industry – until 2030.

50%

We will offer circular alternatives for half of our concrete products – aiming for full coverage until 2030.

A person is walking on a glass and steel walkway under a large, complex, geometric glass and steel dome structure. The walkway has a glass railing. The dome is made of a network of steel beams forming a series of triangles and polygons, with glass panels in between. The background shows a lush green landscape with trees and a clear sky. The overall scene is bright and modern.

**We are HeidelbergCement.**  
Leader in sustainable transformation.