

Commerzbank German Investment Seminar 2020

New York – January 14th, 2020

Dr. Bernd Scheifele, CEO



One of the largest building materials producers in the world

58,000 employees

3,100 production sites in **60** countries

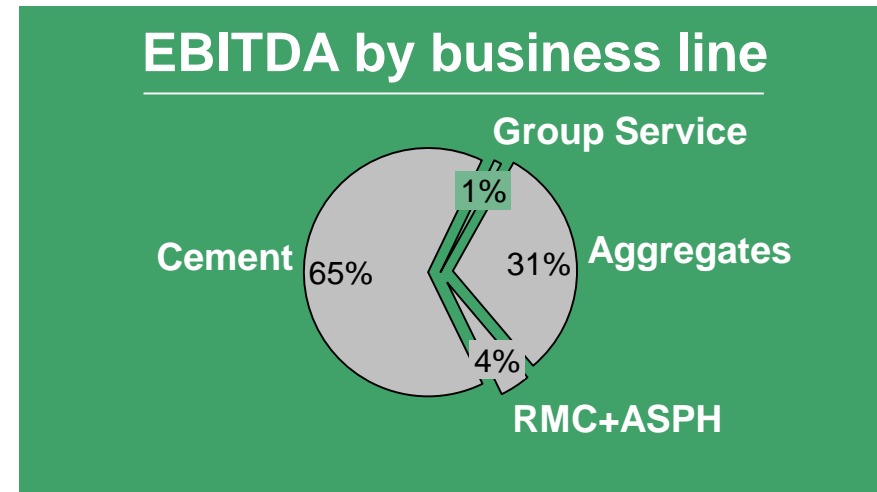
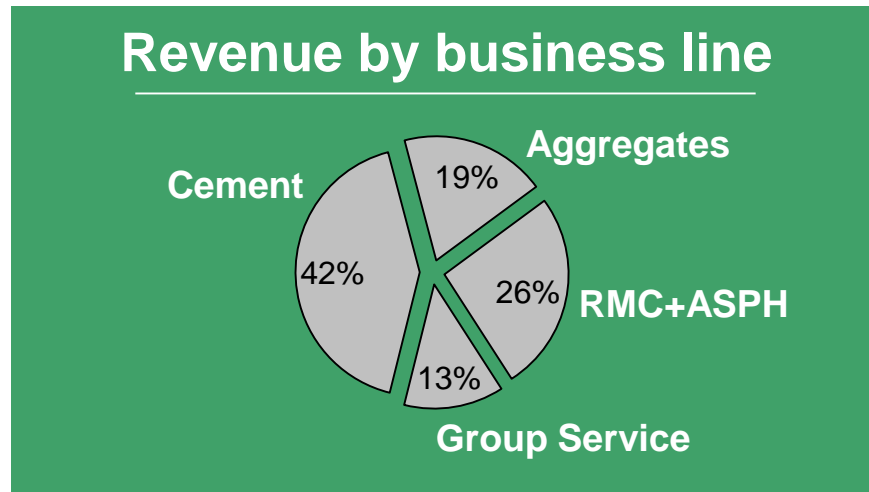
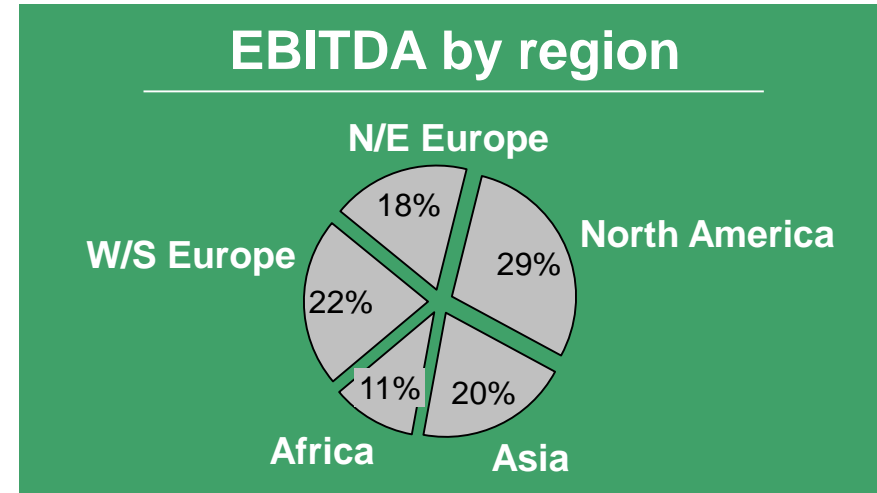
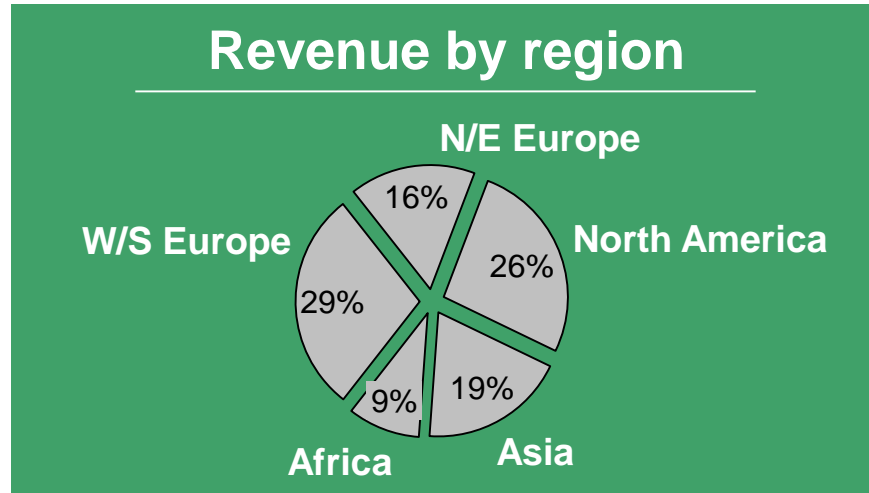
No 1 in aggregates
~20 bnt reserves & resources

No 1 in ready mix
~1,800 plants

No 2 in cement
~200 mt capacity

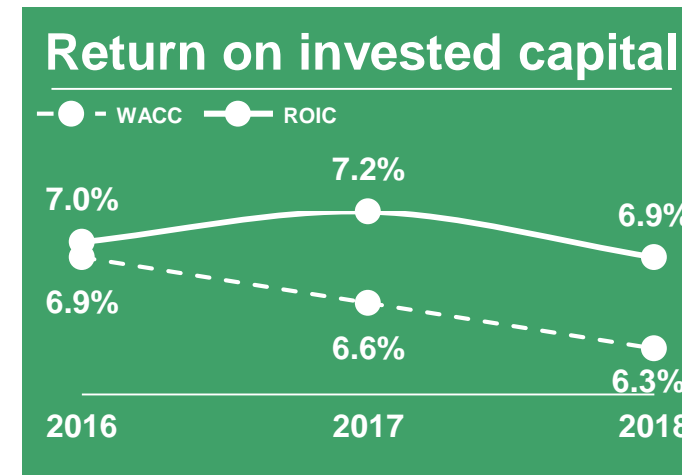
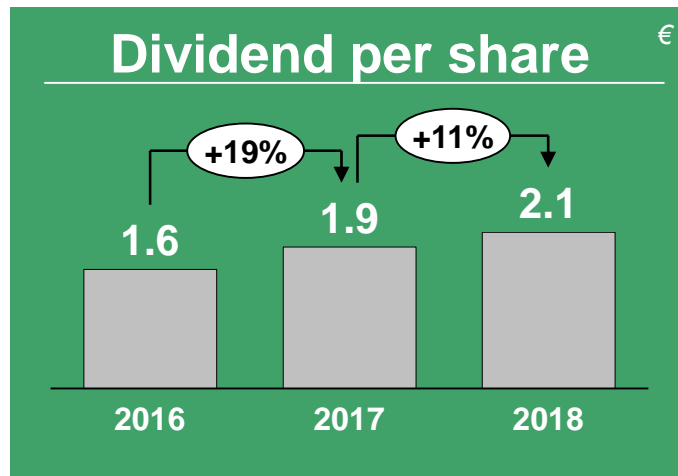
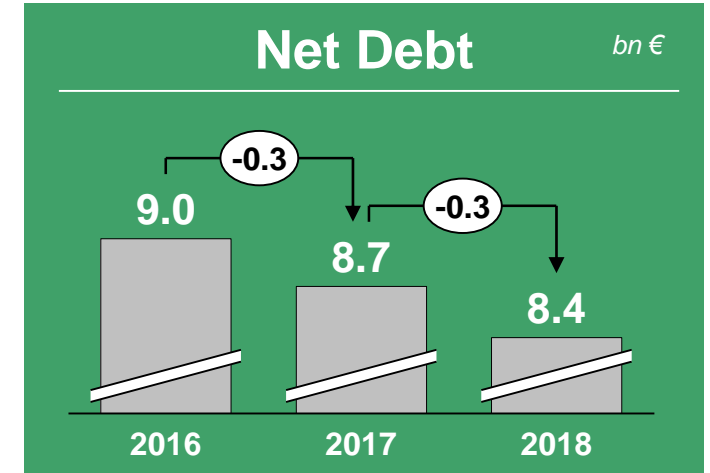
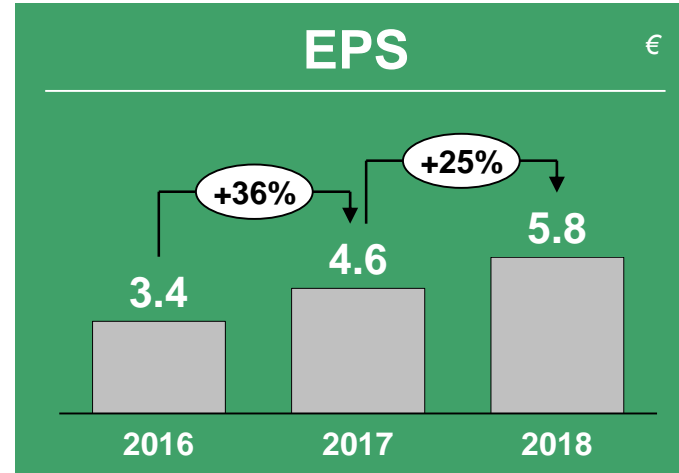
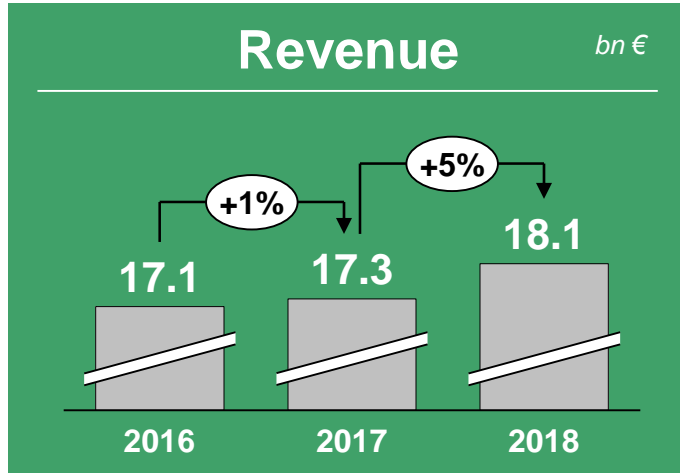


Well-balanced regional set-up and portfolio

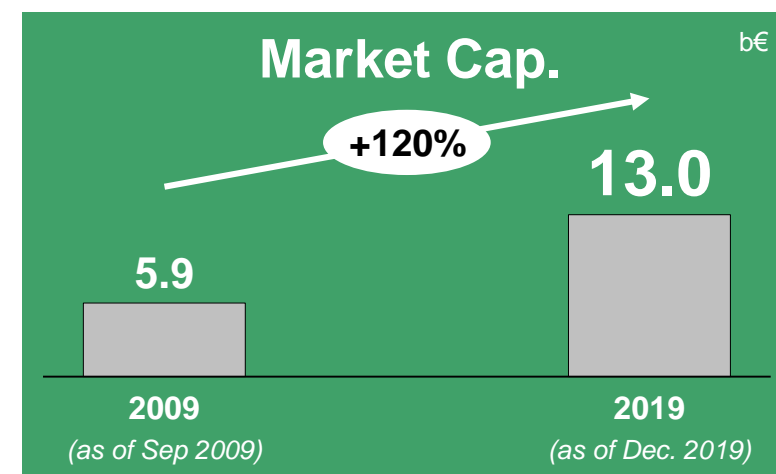
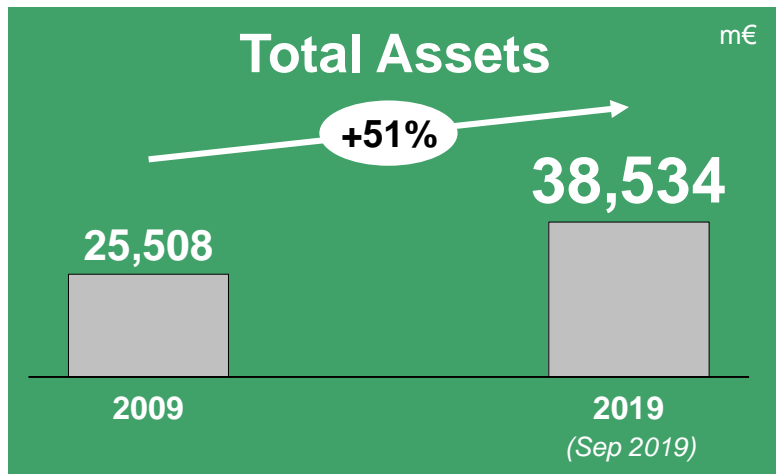
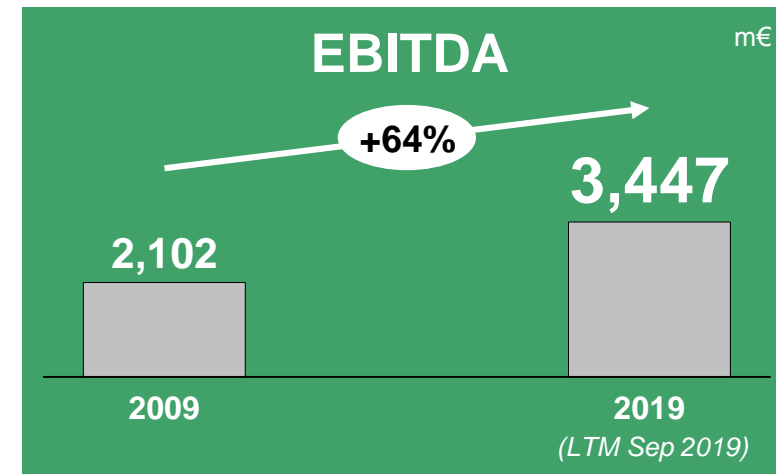
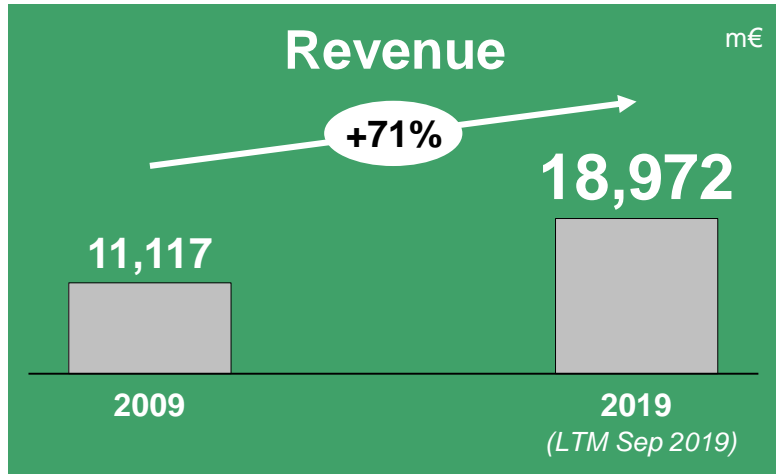


All values based on LTM September 2019

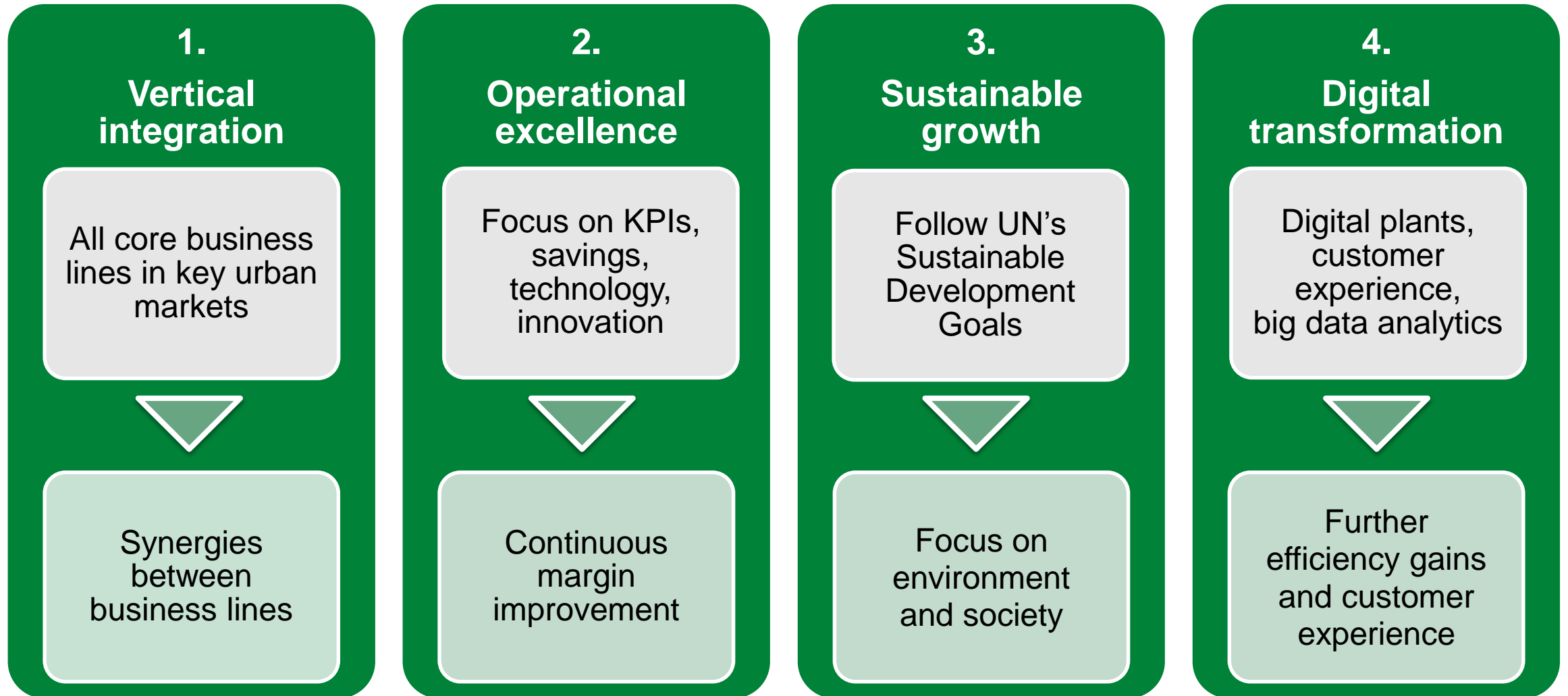
Continuous improvement in financial metrics



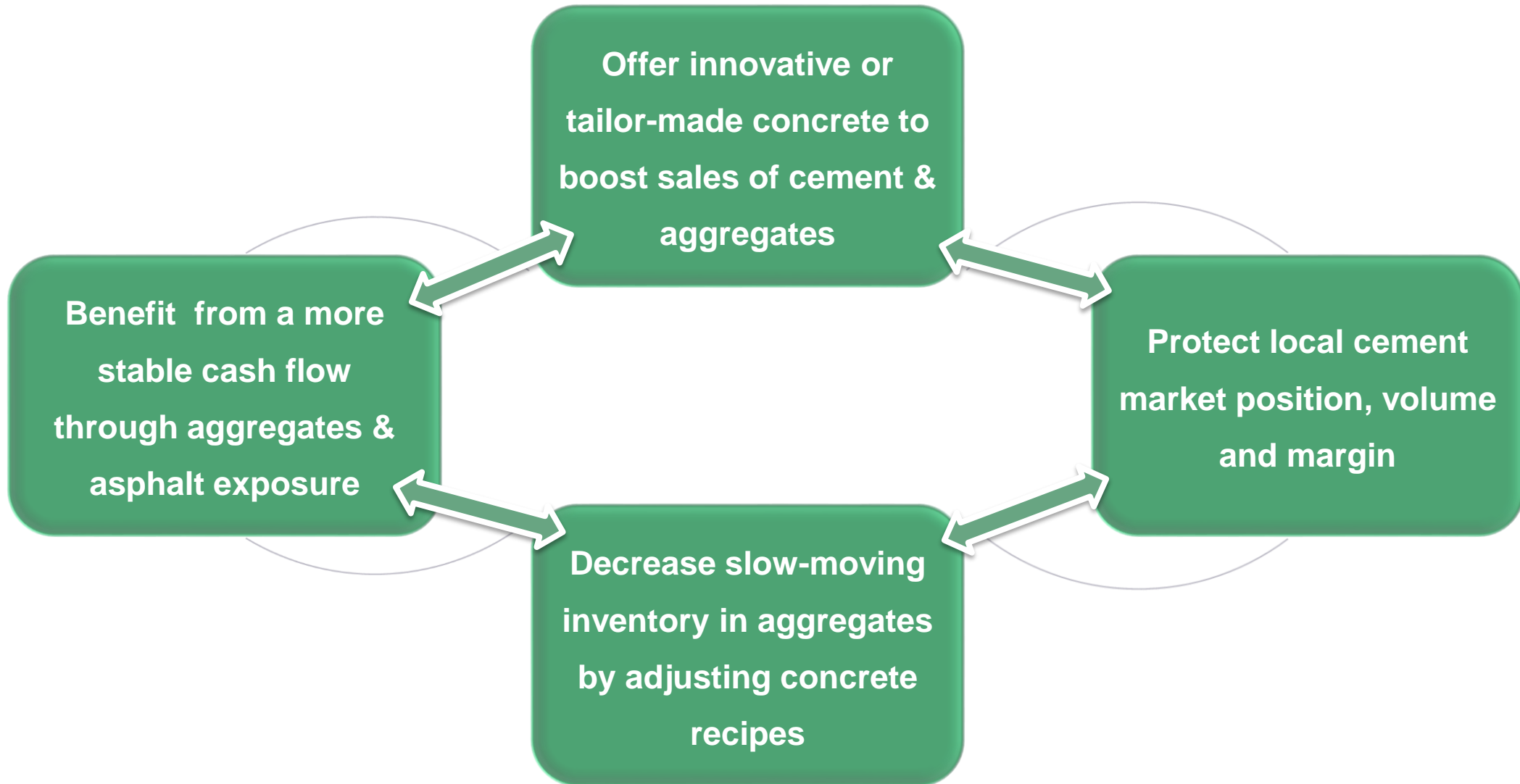
Path to a successful global DAX company in 10 years



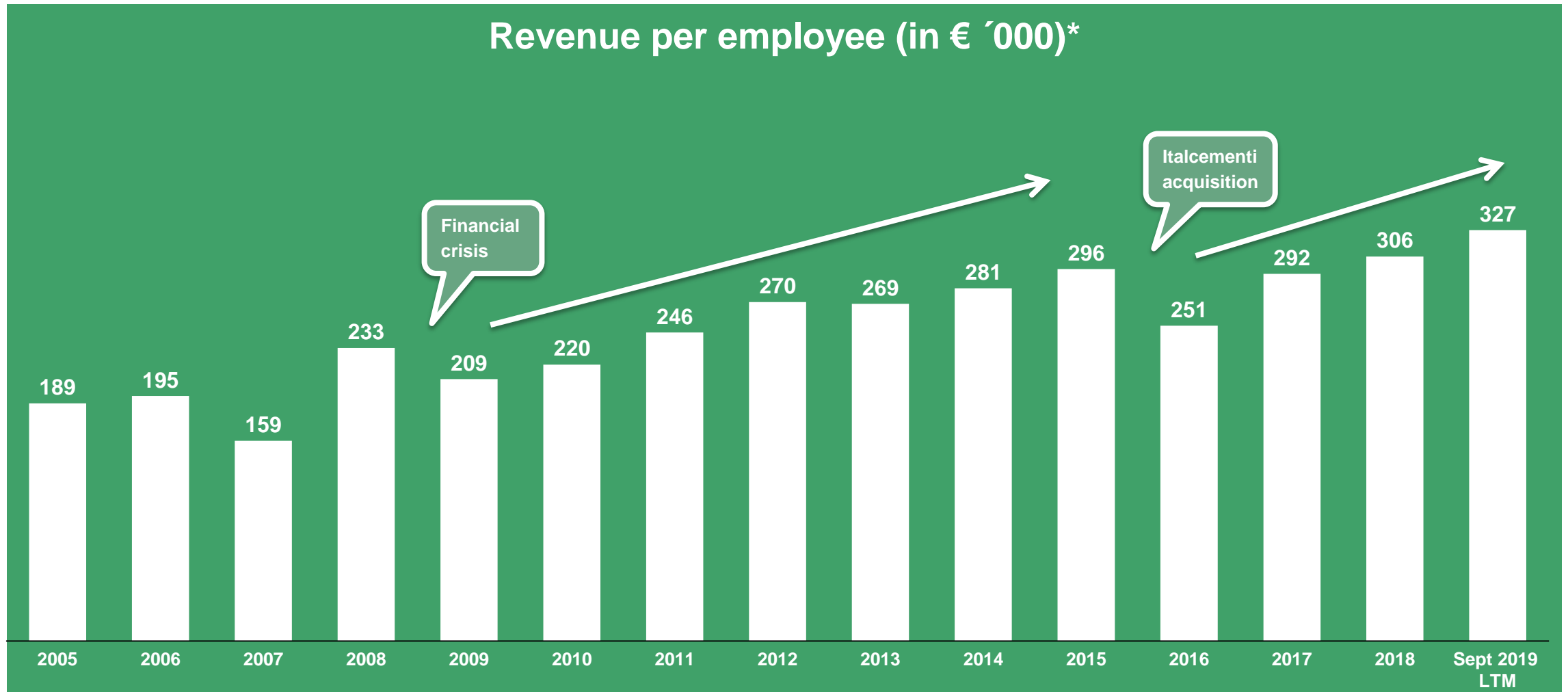
Four strategic pillars



The benefits of vertical integration

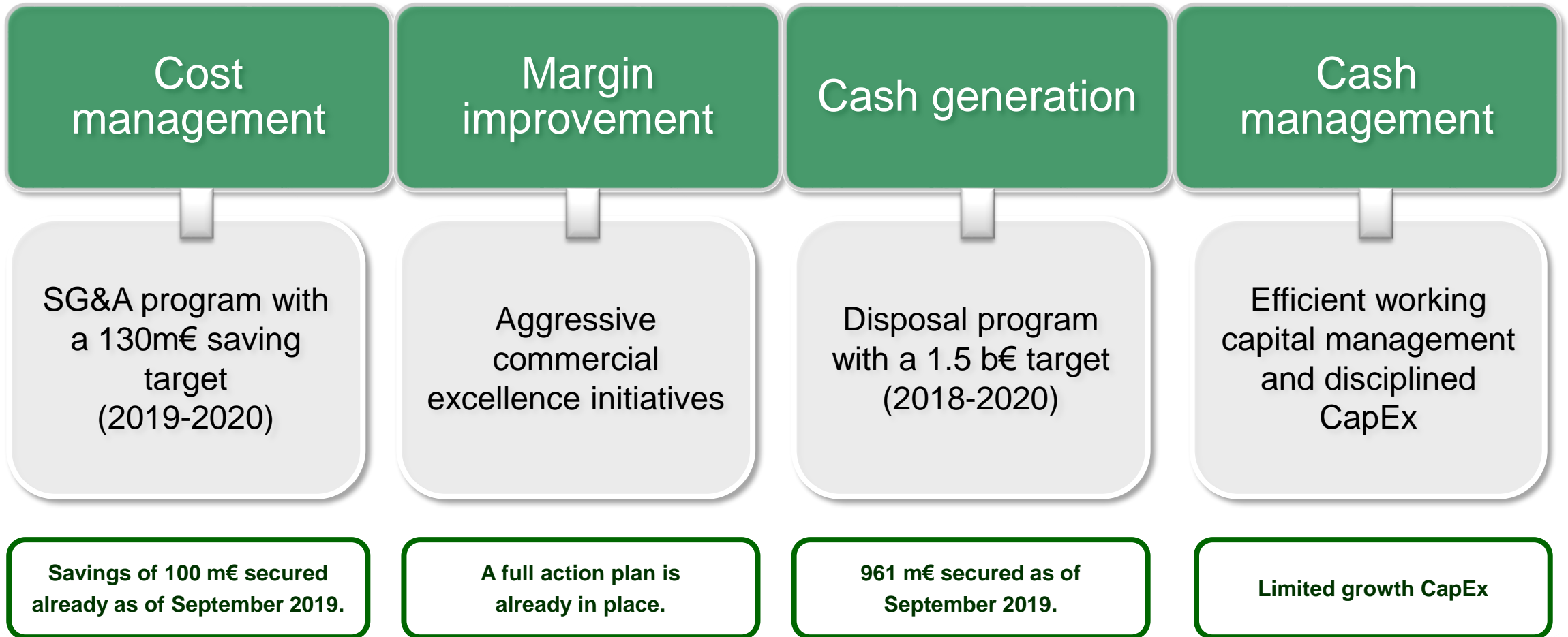


Consistently improving operational efficiency



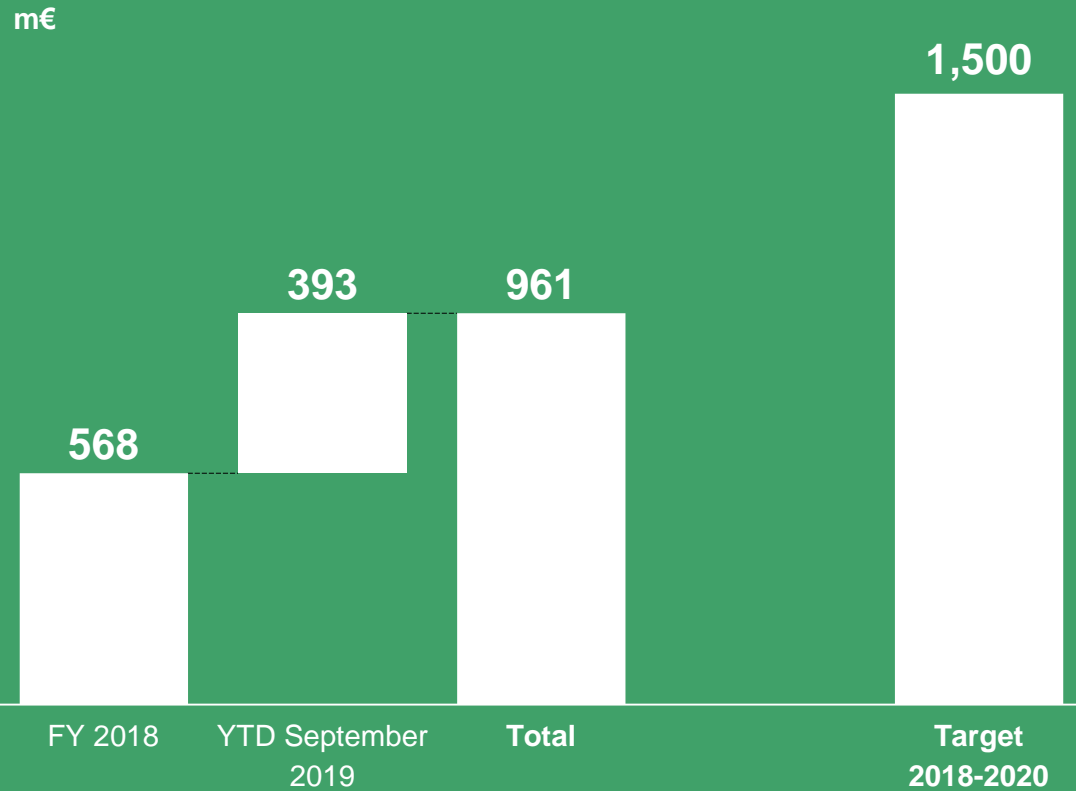
* IFRS view including ITC from 1 July 2016

Focus on cost, margin improvement and cash generation

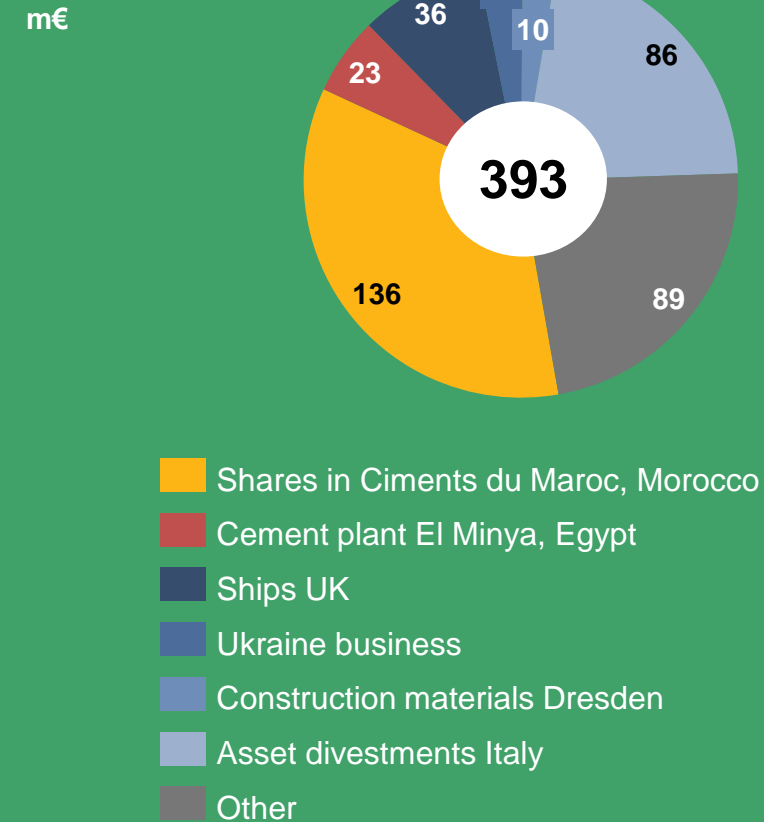


Portfolio optimization continues

Disposal proceeds FY 2018 – September 2019



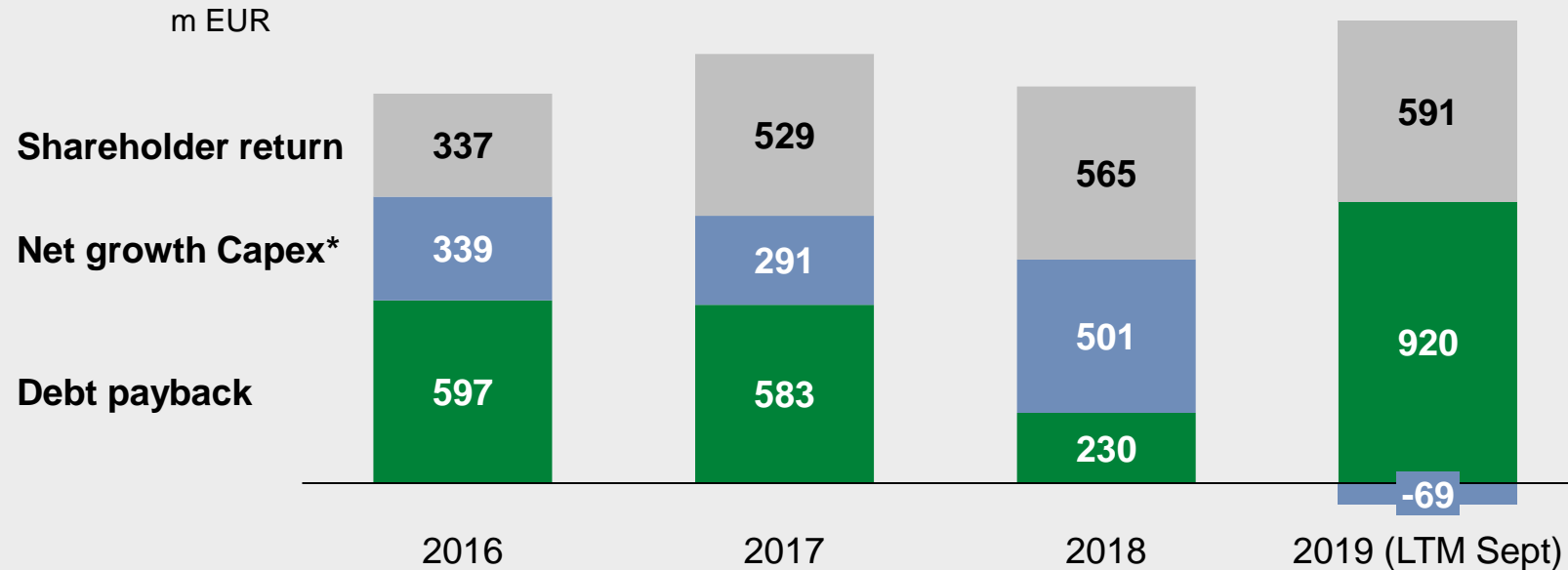
Proceeds from 2019 disposals as of September



Solid FCF generation and focus on debt payback

m EUR	2016	2017	2018	2019 (LTM Sept)
FCF generation	1,273	1,403	1,296	1,442

Cash allocation



Strategy 2019/2020:

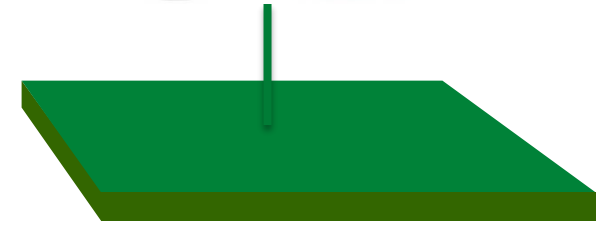
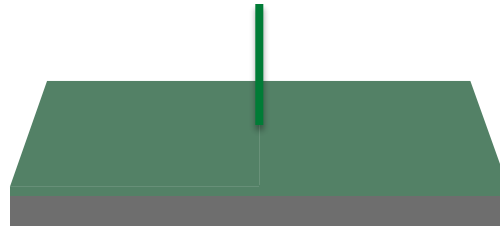
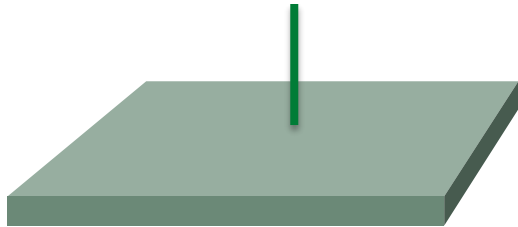
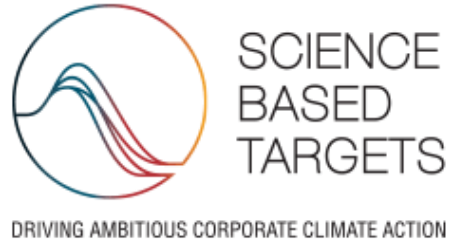
Progressive dividend increase

Limited growth Capex, portfolio optimization

Clear focus on debt payback

* Net growth CAPEX = Gross growth Capex minus disposals

Our vision 2050: Carbon-neutral concrete



Target of 30% reduction of the specific CO₂ emissions by 2030 confirmed by SBTi



SUSTAINABILITY COMMITMENTS 2030

Our goal is to realize the vision of carbon-neutral concrete latest by 2050:

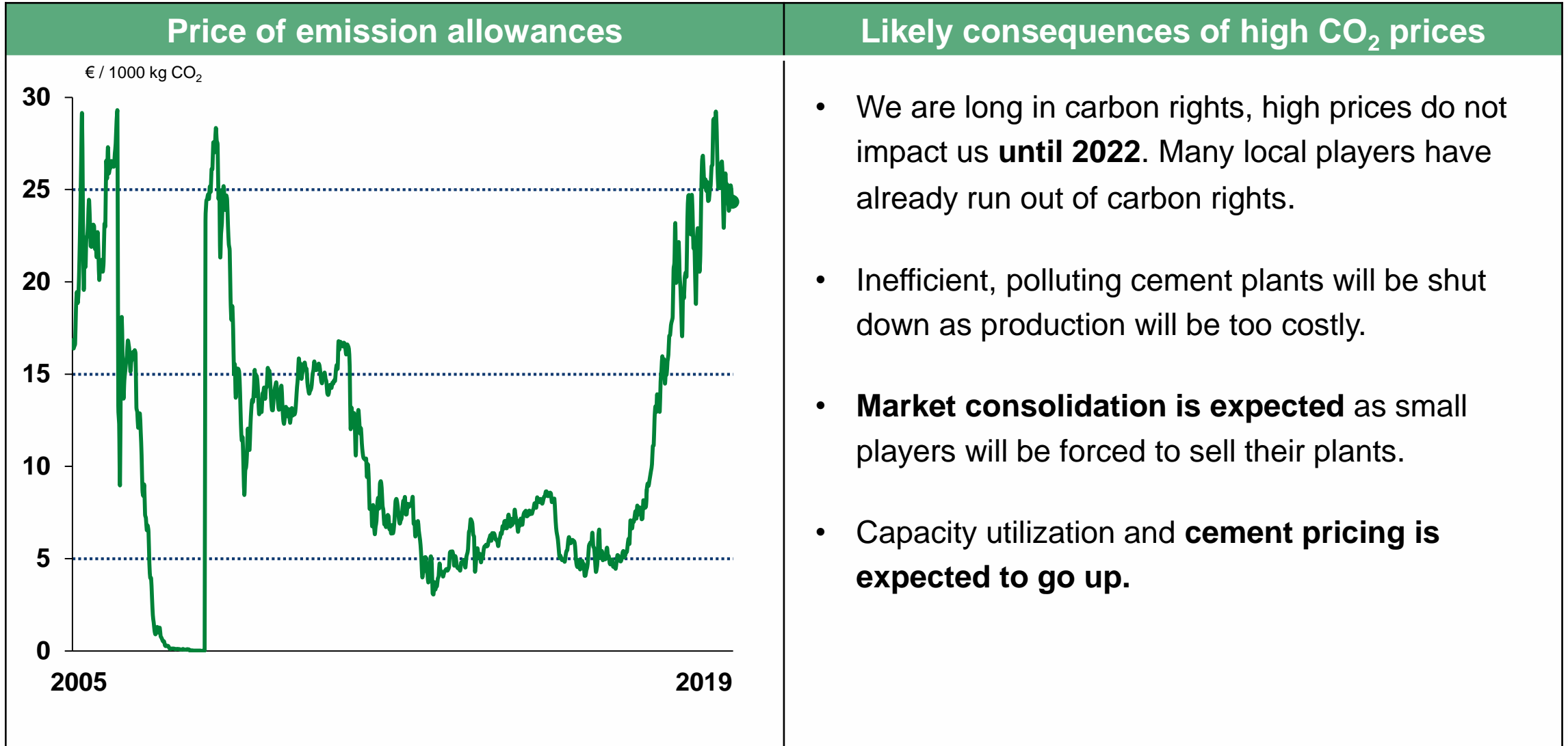
- Develop technologies for CCS / CCU
- Return of CO₂ into the material cycle through re-carbonation

2019

2030

2050

An era of high carbon costs



Improving processes & customer experience through digitalization

Transformation of the existing business (DTO)

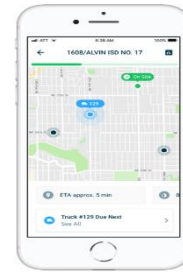
Remotely controlled
& maintained
production
units.



Big data
analytics for concrete
mix design &
workflow analysis



Digital
exchange with
suppliers and
customers



Workflow automation



Potential for enhanced efficiency and service

Disclaimer

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