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Making a Material Difference: Heidelberg Materials presents Strategy 2030 to further accelerate profitable growth

- **Heidelberg Materials underlines pure-play strategy as the global heavy building materials company**
- **New mid-term financial targets 2030: RCO growth at 7–10% p.a., ROIC at around 12%, cash conversion rate at around 50%**
- **Ambitious 2030 sustainability targets continue to set the industry standard: <400kg of CO₂ per tonne of cementitious material, >50% of revenue from sustainable products**
- **Decarbonisation as a business case – evoZero®: scaling up carbon captured net-zero cement and concrete**
- **Driving global advantages across geographies and businesses in the areas of sustainability, digitalisation, and technical excellence**

Today, Heidelberg Materials presented its “Strategy 2030: Making a Material Difference” at this year’s Capital Markets Day in Brevik, Norway. Building on a strong track record of profitable growth since the company’s last Capital Markets Day in 2022, the new Strategy 2030 outlines an ambitious path towards accelerated growth and profitability.

“After delivering on our 2025 mid-term targets ahead of plan, we remain focused on the future as our building materials continue to be an integral part of the solution to the needs of a changing world,” said Dr Dominik von Achten, Chairman of the Managing Board of Heidelberg Materials. “We are witnessing the biggest waves of capital investment ever. Key megatrends in the world – such as energy transition, infrastructure rebuilds and newbuilds, housing and urbanisation, defence revamping, and digitalisation with an exploding demand for data centres – are driving demand for our products in markets where Heidelberg Materials has developed leading positions. We are in the right places with the right products to capitalise on these large-scale global trends and growth opportunities for sustainable concrete applications.”

“We are thrilled to embark on this new chapter, in which we will continue to deliver sustainable value to our customers and shareholders. At Heidelberg Materials, we can build on the collective strength of our high-performance team around the world. Just over 50,000 people, led by a great management team with the right entrepreneurial spirit, complement their local ambitious agenda with global best practices and a relentless drive for rigorous change, creativity, and innovation”.

“Our company is in a stronger position than ever to further accelerate growth, scale our leadership, and seize the opportunities ahead. We combine unmatched global advantages with a unique footprint and radical focus. This strategic positioning enables us to grow faster and intensify our decarbonisation efforts,” said Dr Dominik von Achten. “We see significant opportunities ahead of us – ranging from operational growth as volumes return and an expanding sustainable product portfolio to cost savings through optimisation and efficiencies – to help us grow faster and more sustainably.”

Heidelberg Materials is committed to a pure-play strategy, reaffirming its positioning as the true global heavy building materials company in the industry. The company continues to strengthen its resilience by maintaining a diversified presence across geographies at different stages of the economic cycle, while optimising its portfolio by prioritising markets with strong growth profiles.

“Through our operational growth and asset optimisation push, as well as our sustainability and digital initiatives, we expect the result from current operations (RCO) to grow by 7-10% on average per annum. In addition, we are raising our original target of achieving a return on invested capital (ROIC) of over 10% and now aim to achieve a ROIC of around 12% by 2030,” said René Aldach, Chief Financial Officer of Heidelberg Materials. “We are accelerating our organic and inorganic growth, through a disciplined approach to M&A focused on high returns in attractive markets and positive impacts to our CO₂ roadmap and sustainability targets”.

Heidelberg Materials continues to set the standard by delivering the industry’s most ambitious targets with the reduction of specific net CO₂ emissions to <400kg of CO₂ per tonne of cementitious material and by generating more than 50% of its revenue from sustainable products by 2030. The company aims to further increase the alternative fuels rate to more than 50% and achieve a clinker ratio of 64% by 2030.

In addition, the company plans to continue with a disciplined capital expenditure approach with a slightly increased net capex target of €1.3 billion on average per annum. Heidelberg Materials plans to increase its cash conversion, i.e. the ratio of free cash flow to the result from current operations before depreciation and amortisation, to about 50% by 2030. The leverage ratio is expected to be around 1.5x.

Driving global advantages in the areas of sustainability, digitalisation, and technical excellence

To deliver on its accelerated targets, Heidelberg Materials is driving its efforts across geographies and businesses by being a locally rooted, globally connected, and digitally empowered leader in the heavy building materials sector. This is accomplished through Heidelberg Materials’ global advantage along three distinct value drivers: sustainability, digitalisation, and technical excellence.

“Already today, Heidelberg Materials is offering its customers a wide range of new sustainable products and materials with evoBuild®, the company’s global brand for low-carbon and circular products, and evoZero®, the world’s first carbon captured net-zero cement,” added Dr Katharina Beumelburg, Chief Sustainability & New Technologies Officer at Heidelberg Materials. “We deliberately chose the cement plant in Brevik as the backdrop to this year’s Capital Markets Day and the launch of our Strategy 2030. Home to the world’s first and only industrial-scale carbon capture unit in a cement plant, our project showcases the company’s strong determination to push the boundaries of sustainability and technological innovation.”

Digital innovation is another decisive factor supporting the company’s sustainability efforts and technical excellence by leveraging automation and AI. Together with its partners, Heidelberg Materials is building a digital ecosystem with smartly integrated AI services to unlock efficiencies across the value chain. Moreover, technology will continue to be a core value driver at Heidelberg Materials, as it is leveraged across every plant, process and project to spearhead industrial efficiencies, technological innovations, and decarbonisation advancements.

The presentations of the Capital Markets Day 2025 can be accessed here:

<https://www.heidelbergmaterials.com/en/investor-relations/financial-calendar/cmd-2025>

Caption: Heidelberg Materials introduced its “Strategy 2030: Making a Material Difference” at this year’s Capital Markets Day in Brevik, Norway.

About Heidelberg Materials

Heidelberg Materials is one of the world's largest integrated manufacturers of building materials and solutions with leading market positions in cement, aggregates, and ready-mixed concrete. We are represented in around 50 countries with around 51,000 employees at almost 3,000 locations. At the centre of our actions lies the responsibility for the environment. As the front runner on the path to carbon neutrality and circular economy in the building materials industry, we are working on sustainable building materials and solutions for the future. We enable new opportunities for our customers through digitalisation.

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