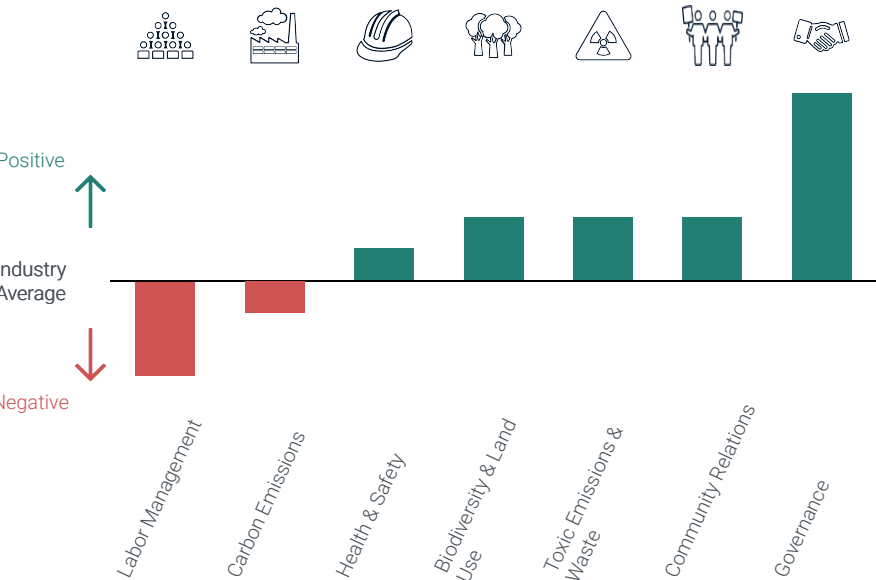


Strong community outreach and carbon emissions mitigation programs

Score attribution by key issue

This chart highlights the company's positioning relative to the industry average for each Key Issue that contributed to its ESG Rating as of November 04, 2025.



Last ESG Rating action

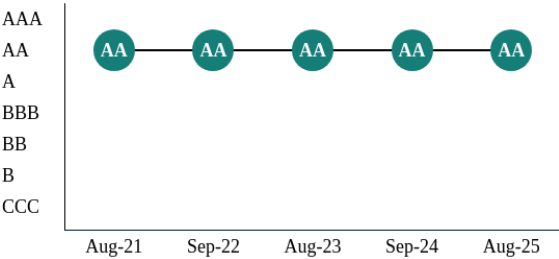
Rating action date: August 12, 2025
Heidelberg Materials' rating is unchanged at 'AA'.

Our latest assessment indicates Heidelberg Materials has implemented programs to conduct biodiversity impact assessments prior to commencing operations in new areas. It also appears to have strong programs to source materials from local suppliers as part of its community outreach initiatives in operational areas. The company's carbon emission mitigation programs are robust, per our assessment. Its labor management programs appear to be on par with those of industry peers.

- ▶ The company's cement producing business (~45% of FY 2024 revenues) may pose risks tied to carbon emissions, per our model. Our assessment suggests the company maintains strong carbon emissions reduction programs. In FY 2024, it commissioned its large-scale carbon capture and storage (CCS) facility in Norway. Moreover, by 2025, it aims to launch evoZero—a cement brand—using CCS technology on a large scale. Its Scope 1 and 2 GHG emissions intensity of 3,101 tCO2e/USD million sales (as of FY 2024) remained lower than the industry average of 4,354 (as of January 2025).
- ▶ The company's large workforce (51,129 in FY 2024 vs. industry average of 10,845 as of January 2025) entails increased exposure to labor-related risks, per our model. Its labor management policies are generally in line with international standards, such as the ILO.
- ▶ While the company's supervisory board is majority independent of management, it is not majority independent of other interests. Moreover, 2 (of 12) directors received over 10% negative votes at the 2024 AGM.

Analysts: Ajay Lobo, Margarita Grabert

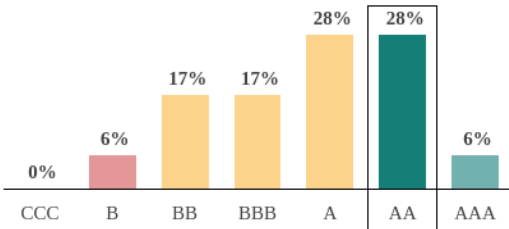
ESG Rating history



ESG Rating history shows five most recent rating actions

ESG Rating distribution

Universe: MSCI ACWI Index constituents, Construction Materials, n=18



Key scores

	Weight	Score (0-10)
Industry-Adjusted Score (Last Updated: August 12, 2025)		7.6
Weighted-Average Key Issue Score (Last updated: October 29, 2025)		5.9
Environmental Pillar Score	35%	6.1
Social Pillar Score	32%	4.8
Governance Pillar Score	33%	6.8

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What is an ESG Rating? MSCI ESG Ratings aim to measure a company's resilience to long-term ESG risks. Companies are scored on an industry-relative AAA-CCC scale across the most relevant Key Issues based on a company's business model.

ESG Rating scorecard

As of November 04, 2025

KEY ISSUE	WEIGHT	INDUSTRY AVERAGE	SCORE (0-10)	CHANGE	EXPLANATION
Weighted-Average Key Issue Score		5.0	5.9		
> ENVIRONMENT	35%	3.9	6.1		
Carbon Emissions	13%	4.7	5.0		<ul style="list-style-type: none">69% of revenues in regions with strict carbon regulatory oversightLimited evidence of efforts to reduce carbon emissions compared to peers
Toxic Emissions & Waste	12%	3.0	5.8		<ul style="list-style-type: none">55% of revenues from business lines with relatively low toxic emissions and waste intensitiesRobust initiatives to address environmental impacts from air, water and waste emissions relative to peers
Biodiversity & Land Use*	10%	5.9	8.0		<ul style="list-style-type: none">Involved in moderate controversyOperates mainly in business lines and locations where negative impacts on communities or the local environmental are less likelyCommitment to minimize impact of operations on adjacent communities, including indigenous people
> SOCIAL	32%	4.2	4.8		
Community Relations*	12%	4.6	6.8		<ul style="list-style-type: none">Involved in severe controversiesLow proportion of revenue derived from business lines that may impact natural ecosystems or the livelihood of local communities.Community impact assessments are performed prior to setting up operations, based on the principles of Free, Prior and Informed Consent (FPIC).
Health & Safety	10%	4.1	5.9		<ul style="list-style-type: none">Operates in business lines and/or locations where accidents and fatalities are infrequentHealth & safety programs in line with peers
Labor Management	10%	4.3	1.4		<ul style="list-style-type: none">45% of revenues in markets with relatively high frequency of labor related work stoppages or strikesDisclosed compensation practices fall short of best practice, with limited to no evidence of material non-pay benefits
> GOVERNANCE	33%	4.8	6.8	▲ 0.4	
Corporate Governance		5.7	6.9		<ul style="list-style-type: none">The company falls into the average scoring range relative to global peers, reflecting relatively few areas of concern.
Corporate Behavior		5.1	8.0	▲ 1.2	<ul style="list-style-type: none">Evidence of detailed policies on business ethics and corruption

* denotes company-specific Key Issue
This table shows the Key Issue scores and weights contributing to the company's ESG Rating and any changes to those scores since the last ESG Rating action. The range of possible scores is 0-10, where 10 is best and 0 is worst.

Rating model details

Heidelberg Materials was rated based on a modified version of the Construction Materials Industry ESG Rating model:

- Biodiversity & Land Use has been added as a company-specific Key Issue due to company's significant involvement in quarrying.
- Community Relations has been added as a company-specific Key Issue due to company's significant involvement in quarrying.

Company Data Feedback response

Data feedback in last 12 months? _____ No
Date of last feedback _____ May 2021

This section only captures inputs provided by companies through our online issuer portal that may have an impact on the weighted Key Issues for the company

MODEL VERSION: 4.3.4

Represents the MSCI ESG Ratings model version used to assess the company. Please refer to the "ESG Ratings Methodology" document for more details on the model versions.

Key documents used for updates, as of November 04, 2025

Company Filing	Fiscal Year	Filing Release Date	Incorporated in data and scores	Incorporated in ESG Rating
AR Filing	FY-2024	25 Mar. 2025	Partially Incorporated	12 Aug. 2025
AR Filing	FY-2023	17 Apr. 2024	Partially Incorporated	26 Sep. 2024
CSR Filing	FY-2023	10 Oct. 2024	Pending	Pending

Key document types reflected here include Annual Reports (AR), CSR, Sustainability or ESG reports. Partially Incorporated = some but not all of the underlying data and related scores reflect the latest filing; Pending = Not yet incorporated; Fully Incorporated = All relevant data from filing has been incorporated into the underlying data and scores. Updates related to Carbon data are not included here. Please refer to "Recent developments affecting ESG scores" for more information.

Recent developments affecting ESG scores

This table shows the last 10 score changes* and rating actions that have occurred in the past 12 months.

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	5.9		
Oct 29, 2025	Data Update: Controversies		▲0.1	Controversy case(s) upgraded or archived
Aug 12, 2025	ESG Rating action	5.8	▲0.1	Heidelberg Materials' rating is unchanged at 'AA'.
Jul 23, 2025	Data Update: Exposure		▲0.2	Change in exposure score for the following Key Issue(s): Corporate Behavior, Labor Management, Community Relations, Corporate Behavior
May 16, 2025	Data Update: Corporate Governance		▼0.2	Flags Added: Board Majority Independent of Other Interests, CEO Equity Changes, Short-Term Pay Performance
Sep 26, 2024	ESG Rating action	5.7	▼0.1	Heidelberg Materials' rating is unchanged at 'AA'.
Jul 24, 2024	Data Update: Controversies		▲0.1	Controversy case(s) upgraded or archived
Jun 07, 2024	Data Update: Corporate Governance		▲0.1	Flags Added: Audit Committee Industry Expert Flags Removed: Audit Board/ Committee Independence, Board Majority Independent of Other Interests, Nomination Committee Independence
May 20, 2024	Data Update: Exposure		▼0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Labor Management, Toxic Emissions & Waste, Community Relations
Nov 06, 2023	Data Update: ESG		▼0.1	Data updated for Corporate Behavior
Aug 22, 2023	ESG Rating action	5.8	▲0.5	Heidelberg Materials' rating is unchanged at 'AA'.

This table outlines the latest changes to specific data points that have occurred, the trigger for change (e.g. issuer feedback, data update or methodology enhancements) and the overall impact on the company's Weighted Average Key Issue Score.

[View additional recent developments affecting the ESG score](#)

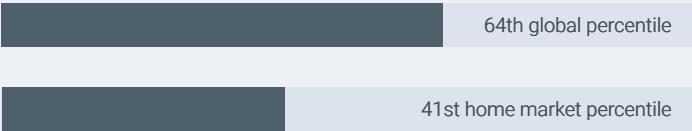
Most recent controversies

Last update	Headline	Assessment	Type
Dec-24	<u>Western Sahara: NGO criticism over cement operations</u>	Severe	Human Rights Concerns

This table shows the most recently updated controversies facing the company. Controversies are considered alongside other factors when assessing a company and may or may not impact the company's ESG Rating. For further details, See Controversies Detail section in full ESG Rating report appendix.

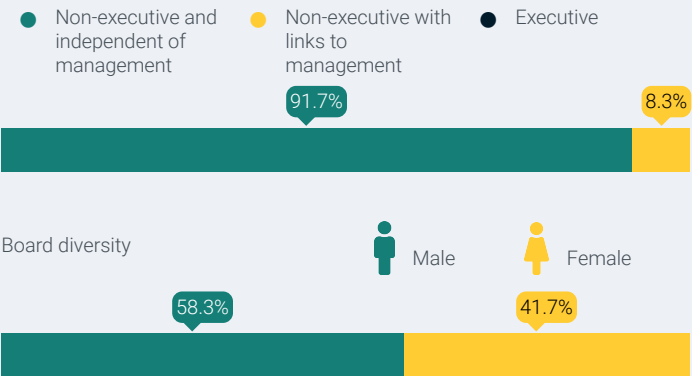


Corporate governance summary



Board of directors

Board type: Two-tier Board



Ownership summary

Capital structure	Single Equity Class	Top shareholders
Ownership classification	Principal Shareholder	Mr Ludwig Merckle (PH Vermögensverwaltung GmbH, Zossen/Germany) - 28.88%
Key Owner Types	Family Firm	
CEO		

Name: Dominik von Achten	Total realized pay*:
Tenure: 5 Years	USD 8,961,217.00
	Total summary pay*:
	USD 7,442,138.50

*CEO pay figures are sourced from listed company annual reports and proxy filings. When a new CEO is named the pay figures for the previous CEO will be displayed until this information has been updated for the new CEO

Peer benchmarking

	Biodiversity & Land Use	Carbon Emissions	Toxic Emissions & Waste	Health & Safety	Labor Management	Community Relations	Corporate Governance	Corporate Behaviour	Rating & Trend
CRH PUBLIC LIMITED COMPANY	●●●●	●●●●	●●●●	●●●●	●●●	●●●●	●●●●	●●●	AAA ◀▶
Heidelberg Materials AG	●●●●	●●●	●●●●	●●●	●	●●●●	●●●	●●●●	AA ◀▶
Holcim AG	●●●●	●●●	●●●	●●●●	●●	●●●●	●●●●	●	AA ◀▶
VULCAN MATERIALS COMPANY	●	●●●●	●●●●	●●●	●●●●	●●	●●●	●●●●	A ◀▶
Buzzi SpA	N/A	●●●	●●●	●●	●	N/A	●●●●	●●	BBB ◀▶
Amrize AG	●	●	●	●●	●●	●	●●●●	●●●●	BB

QUARTILE KEY : Bottom Quartile ● Top Quartile ●●●●

RATING TREND KEY : Maintain ◀▶ Upgrade ▲ Upgrade by two or more notches ▲▲ Downgrade ▼ Downgrade by two or more notches ▼▼

The five industry peers are companies in the Construction Materials ESG Rating Industry, as of November 04, 2025, selected based on similarities in four attributes (ESG Key Issue weights, industry classification, region, and size), sorted by ESG Rating (best to worst).

Analyst insights

HeidelbergCement's plan for the first carbon neutral plant highlights the company's innovation focus.

February 08, 2022
Margarita Grabert

HeidelbergCement announced plans to create a carbon neutral cement plant by 2030. This could be a significant step towards increased focus on decarbonization technology, particularly vital for the cement industry – accounting for around 8% of global CO2 emissions.

In June 2021, HeidelbergCement announced their plans to upgrade their Slite Cement Facility in Sweden to one that is carbon neutral using of carbon capture and storage (CCS) technology. As outlined by the company, the aim is for this facility to capture up to 1.8 million tons of CO2 per year, from 2030 onwards and intends to cover 100% of the plant's emissions. This is a step forward from their ongoing CCS project at their Brevik Cement plant in Norway that is expected to start capturing 400,00 tons of CO2 annually from 2024 onwards (around 50% of the plants emissions).

As of January 2022, there only three Cement Companies* in our ESG coverage that have on-going or completed CCS projects** (HeidelbergCement, Holcim, Taiwan Cement). HeidelbergCement's focus on carbon innovation is also apparent through their Climate Technology Opportunity VaR assessment[^], where we estimate that HeidelbergCement has an upside opportunity of 9.7% of its market value, to gain from their involvement in the development of green technologies. This is significantly higher than the industry average of 1.8%, in a 2-degree warming scenario. Further, as of November 2021, we estimate that HeidelbergCement has 65 Low Carbon patents filed, where the low-carbon technology they focus on is heat recovery, use of waste materials, and cement additives and processes. These green technologies are vital, as the International Energy Agency highlighted that lowering the clinker to cement ratio and incorporating CCS will contribute most to reducing cements' emissions.

* There were 25 Construction Materials constituents of the MSCI ACWI Index as of January 26, 2022.

** Data from Global CCS initiative

[^] See "MSCI Climate VaR Methodology Part 3 – technology opportunities" for more details.

Company reacts to new gender diversity requirements

July 16, 2021
Florian Sommer

HeidelbergCement lagged its German home market peers in promoting gender diversity in senior management roles. The seven-member management board did not include any women and was the largest all-male management board among German MSCI ACWI Index constituents, as of June 2021. However, HeidelbergCement recently confirmed plans to appoint its first female management board member, effective later this year.* The German government announced new gender diversity requirements for senior corporate managers in October 2020, expected to apply from 2022. The timing of HeidelbergCement's new appointment suggests that it may have redoubled efforts to recruit a female senior executive after the government's initial announcement. The new quota will require the presence of at least one woman on the management board of large listed companies subject to Germany's employee board representation rules. Other German listed companies such as Bayer also appointed their first female management board member during the first half of 2021.

HeidelbergCement's supervisory board included five (42%) women out of 12 members. This was above the average rate of 33% women on supervisory boards for all German MSCI ACWI Index constituents and the existing mandatory gender diversity quota of 30% for the supervisory board. Previous MSCI research (The Tipping Point: Women on Boards and Financial Performance, December 2016) found that companies with at least three female directors may outperform those without. At the most recent supervisory board elections in May 2019, three candidates received more than 18% negative votes, including the chair of the nomination committee. This may suggest some investor discontent with the supervisory board's composition and executive recruitment practices. Under Germany's dual board system, the company's most senior executives sit on the management board and are appointed by the non-executive supervisory board.

ESG Rating drill down

Description	As of prior rating action date: Sep 26, 2024		As of last rating action date: Aug 12, 2025		As of last report update date: Nov 04, 2025		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
ESG Rating Letter Grade	AA		AA		AA		-	-
Industry Adjusted Score	7.8		7.6		7.6		-	-
Industry Minimum Score	1.4		1.4		1.4		-	-
Industry Maximum Score	6.9		7.2		7.2		-	-
Weighted Average Key Issue Score	5.7		5.8		5.9		0.1	-
Environmental Pillar Score	6.0	35.0%	6.1	35.0%	6.1	35.0%	-	-
Carbon Emissions Key Issue Score	4.8	13.0%	5.0	13.0%	5.0	13.0%	-	-
Exposure Score	8.7		8.7		8.7		-	-
Business Segment Exposure Score	7.4		7.4		7.4		-	-
Geographic Exposure Score	6.7		6.7		6.7		-	-
Management Score	6.5		6.7		6.7		-	-
Management Score - Excluding Controversies	6.5		6.7		6.7		-	-
Practices Score	8.0		8.0		8.0		-	-
Performance Score	3.5		4.0		4.0		-	-
Biodiversity & Land Use Key Issue Score	8.4	10.0%	8.0	10.0%	8.0	10.0%	-	-
Exposure Score	3.7		3.7		3.7		-	-
Business Segment Exposure Score	3.4		3.4		3.4		-	-
Geographic Exposure Score	6.0		5.9		5.9		-	-
Management Score	5.1		4.7		4.7		-	-
Management Score - Excluding Controversies	5.9		5.5		5.5		-	-
Practices Score	7.4		6.8		6.8		-	-
Performance Score	3.0		3.0		3.0		-	-
Controversy Deduction	-0.8		-0.8		-0.8		-	-
Toxic Emissions & Waste Key Issue Score	5.3	12.0%	5.8	12.0%	5.8	12.0%	-	-
Exposure Score	6.2		6.2		6.2		-	-
Business Segment Exposure Score	6.2		6.2		6.2		-	-
Management Score	4.5		5.0		5.0		-	-
Management Score - Excluding Controversies	4.5		5.0		5.0		-	-
Practices Score	4.1		4.8		4.8		-	-
Performance Score	5.5		5.4		5.4		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Social Pillar Score	4.6	32.0%	4.8	32.0%	4.8	32.0%	-	-
Health & Safety Key Issue Score	6.2	10.0%	5.9	10.0%	5.9	10.0%	-	-
Exposure Score	6.4		6.4		6.4		-	-
Business Segment Exposure Score	7.3		7.3		7.3		-	-
Geographic Exposure Score	3.8		3.8		3.8		-	-
Management Score	5.6		5.3		5.3		-	-
Management Score - Excluding Controversies	5.6		5.3		5.3		-	-
Practices Score	6.3		5.3		5.3		-	-

Description	As of prior rating action date: Sep 26, 2024		As of last rating action date: Aug 12, 2025		As of last report update date: Nov 04, 2025		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
Performance Score	4.2		5.4		5.4		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Labor Management Key Issue Score	1.5	10.0%	1.4	10.0%	1.4	10.0%	-	-
Exposure Score	8.8		8.8		8.8		-	-
Business Segment Exposure Score	6.8		6.8		6.8		-	-
Geographic Exposure Score	6.7		6.8		6.8		-	-
Company-Specific Exposure Score	8.2		8.2		8.2		-	-
Management Score	3.3		3.2		3.2		-	-
Management Score - Excluding Controversies	3.3		3.2		3.2		-	-
Practices Score	3.3		3.2		3.2		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Community Relations Key Issue Score	5.8	12.0%	6.8	12.0%	6.8	12.0%	-	-
Exposure Score	5.1		5.2		5.2		-	-
Business Segment Exposure Score	5.1		5.2		5.2		-	-
Management Score	3.9		5.0		5.0		-	-
Management Score - Excluding Controversies					7.5		-	-
Practices Score	6.4		7.5		7.5		-	-
Controversy Deduction	-2.5		-2.5		-2.5		-	-
Governance Pillar Score*	6.4	33.0%	6.4	33.0%	6.8	33.0%	0.4	-
Governance Pillar Deductions**	-3.6		-3.6		-3.2		0.4	-
Corporate Governance Deductions	-1.8		-2.4		-2.4		-	-
Board	-1.5		-1.7		-1.7		-	-
Pay	-0.2		-0.5		-0.5		-	-
Ownership & Control	-0.1		-0.1		-0.1		-	-
Accounting	0.0		0.0		0.0		-	-
Corporate Behavior Deductions	-1.8		-1.3		-0.8		0.5	-
Business Ethics	-1.8		-1.3		-0.8		0.5	-
Tax Transparency	0.0		0.0		0.0		-	-

**Beginning November 2020, the Environmental Pillar Score and Social Pillar Score are calculated based on the weighted average of underlying Key Issue Scores, while the Governance Pillar Score is calculated based on 10 minus the sum of Corporate Governance and Corporate Behavior deductions. In the ESG Rating drill-down, deductions are scaled to indicate impact on the overall Governance Pillar Score. In subsequent sections of the report, deductions are scaled to show impact on the Corporate Behavior and Corporate Governance Theme Scores.

Overflow table: Recent developments affecting ESG scores

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	5.9		
Oct 29, 2025	Data Update: Controversies		▲0.1	Controversy case(s) upgraded or archived
Aug 12, 2025	ESG Rating action	5.8	▲0.1	Heidelberg Materials' rating is unchanged at 'AA'.
Jul 23, 2025	Data Update: Exposure		▲0.2	Change in exposure score for the following Key Issue(s): Corporate Behavior, Labor Management, Community Relations, Corporate Behavior
May 16, 2025	Data Update: Corporate Governance		▼0.2	Flags Added: Board Majority Independent of Other Interests, CEO Equity Changes, Short-Term Pay Performance
Sep 26, 2024	ESG Rating action	5.7	▼0.1	Heidelberg Materials' rating is unchanged at 'AA'.
Jul 24, 2024	Data Update: Controversies		▲0.1	Controversy case(s) upgraded or archived
Jun 07, 2024	Data Update: Corporate Governance		▲0.1	Flags Added: Audit Committee Industry Expert Flags Removed: Audit Board/ Committee Independence, Board Majority Independent of Other Interests, Nomination Committee Independence
May 20, 2024	Data Update: Exposure		▼0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Labor Management, Toxic Emissions & Waste, Community Relations
Nov 06, 2023	Data Update: ESG		▼0.1	Data updated for Corporate Behavior
Aug 22, 2023	ESG Rating action	5.8	▲0.5	Heidelberg Materials' rating is unchanged at 'AA'.
Aug 01, 2023	Data Update: Carbon		▼0.1	Decrease in performance score, management score
Jun 30, 2023	Data Update: Corporate Governance		▼0.1	Flags Added: Audit Board/ Committee Independence, Pay Committee Independence Flags Removed: Audit Committee Industry Expert
Mar 08, 2023	Data Update: Controversies		▼0.1	Severe Controversies: (1) Central Java, Indonesia: Samin Community opposition to planned limestone mine and cement factory
Jan 04, 2023	Data Update: Controversies		▼0.1	Moderate Controversies: (1) Philippines: Investigation into alleged human rights impact of greenhouse gas emissions contributing to climate change
Sep 08, 2022	ESG Rating action	5.7	▲0.1	HeidelbergCement's rating is unchanged at 'AA'.
Aug 05, 2022	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Significant Votes Against Directors

Jun 22, 2022	Issuer Verification: ESG		▲0.2	Feedback provided on Community Relations and Health & Safety
Jun 13, 2022	Methodology Update: ESG Ratings	5.5	▲0.1	Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model.
Jun 03, 2022	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
May 24, 2022	Data Update: Carbon		▼0.1	Increase in exposure score
May 19, 2022	Data Update: Corporate Governance		▼0.1	Flags Added: Chair not Independent & No Independent Lead Director, Independent Chair, Leadership Concerns Governance Score changed based on the listed Key Metric(s): Significant Votes Against Directors
Aug 27, 2021	ESG Rating action	5.6	▼0.9	HeidelbergCement's rating is unchanged at 'AA'.
Aug 27, 2021	Data Update: Corporate Governance			Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation
Aug 25, 2021	Data Update: Controversies		▲0.2	Controversy case(s) upgraded or archived
Aug 24, 2021	Data Update: Carbon		▲0.1	Increase in performance score, management score
Aug 10, 2021	Data Update: Governance		▼0.2	Governance score recalculated to reflect changes in the underlying Corporate Governance and/or Corporate Behavior scores
May 28, 2021	Data Update: Corporate Governance		▲0.1	Flags Removed: Auditor Tenure, Asset-Liability Valuation Governance Score changed based on the listed Key Metric(s): Expense Recognition, Revenue Recognition
May 25, 2021	Data Update: Exposure		▲0.2	Change in exposure score for the following Key Issue(s): Corporate Behavior, Community Relations
Feb 19, 2021	Data Update: Corporate Governance		▼0.1	Flags Added: Expense Recognition, Revenue Recognition Flags Removed: Asset-Liability Valuation, Revenue Recognition Governance Score changed based on the listed Key Metric(s): Expense Recognition
Nov 05, 2020	Methodology Update: ESG Ratings	6.2	▲0.2	Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model.
Oct 16, 2020	Data Update: Governance		▲0.1	Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Sep 25, 2020	ESG Rating action	5.9	▼0.2	HeidelbergCement's rating is unchanged at 'AA'.
Sep 22, 2020	Data Update: Carbon		▲0.2	Increase in practices score, management score, performance score
Sep 04, 2020	Data Update: Governance		▲0.1	Flags Removed: Overboarded Audit Committee Members, Overboarded Non-Exec Directors

Mar 06, 2020	Data Update: Governance	▼0.1	Flags Added: Overboarded Audit Committee Members, Overboarded Non-Exec Directors Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Sep 03, 2019	ESG Rating action	5.9	HeidelbergCement's rating is unchanged at 'AA'.

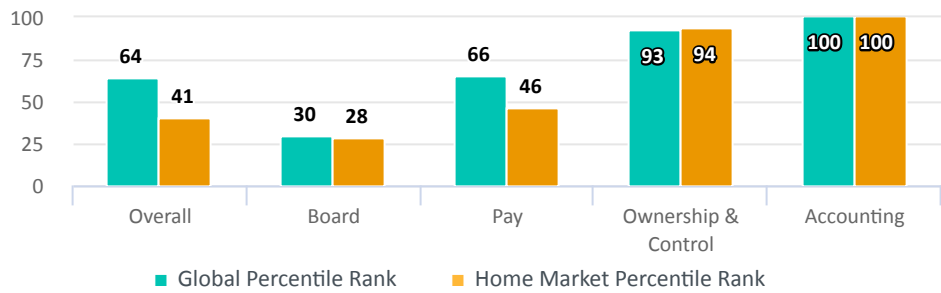


Corporate Governance

Score	Change (since rating)	Quartile	Last score change date
6.9	0.0	...	Apr 11, 2025

Market Cap: 0 USD Home Market: Germany Last Data Update: Apr 11, 2025

GOVERNANCE THEMES AND RANKINGS



KEY DATES

Financial Year End	December 31
Annual Filing Date	Mar 25, 2025
AGM Date	May 15, 2025

WEBSITE

*Key areas of concern include flagged key metrics within the three sub-issues that represent the largest scoring deductions. Please review the full report to see the complete set of flagged key metrics.

SUMMARY

Heidelberg Materials falls into the average scoring range for all the companies we assess relative to global peers and reflects a relatively low level of governance risk in most areas.

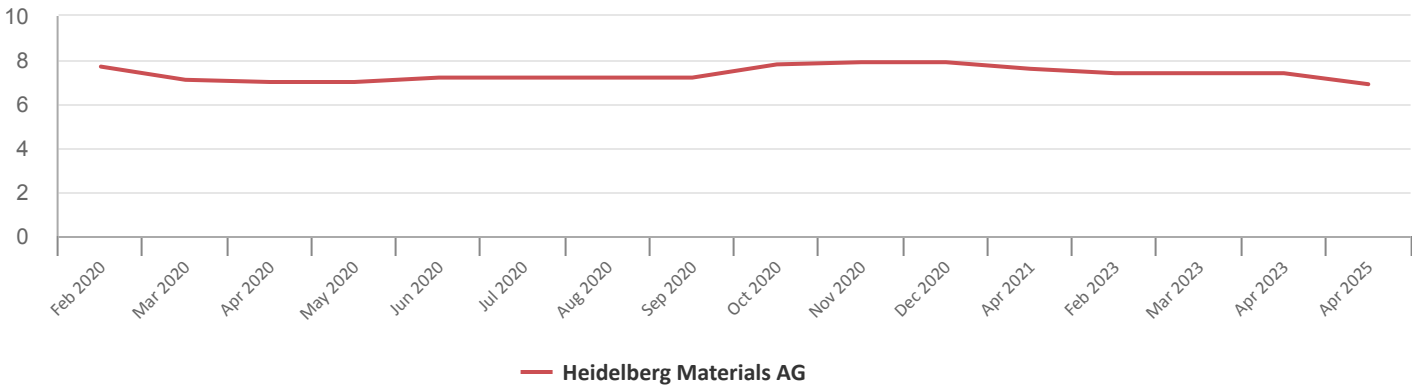
KEY AREAS OF CONCERN*

SCORING DEDUCTIONS

Board Independence	(-0.71)
Executives on Board	
Related Party Transactions	
Board Majority Independent of Other Interests	
Pay Performance Alignment	(-0.60)
Short-Term Pay Performance	
CEO Equity Policy	
CEO Equity Changes	
Board Effectiveness	(-0.51)
Significant Votes Against Directors	



CORPORATE GOVERNANCE SCORE HISTORY



CHANGES TO FLAGGED KEY METRICS (SINCE JULY 2024)

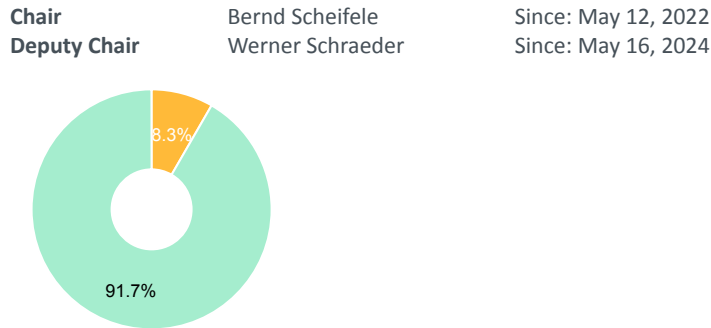
Key Metric	Key Metric Change	Date	Score Change	Change Notes
Short-Term Pay Performance	Flag Added	May 06, 2025	-0.20	
CEO Equity Changes	Flag Added	May 06, 2025	-0.20	
Board Majority Independent of Other Interests	Flag Added	May 06, 2025	-0.30	Board assessed as not majority independent of other interests

Note: A full list of score changes (including where there is no Key Metric Change) is included in the Appendix.

BOARD OVERVIEW

Board Type: Two-tier Board

Supervisory Board



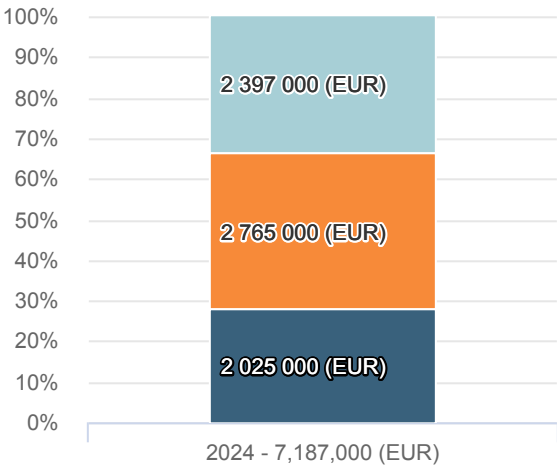
Management Board

CEO Dominik von Achten
CFO René Aldach
Since: Feb 01, 2020
Since: Sep 01, 2021

Executive Links to Management Independent of Management

PAY OVERVIEW

Highest Paid Executive - Dominik von Achten



Long Term Incentives Awarded 2,397,000 (EUR)
Short Term Incentives Awarded 2,765,000 (EUR)
Fixed Pay 2,025,000 (EUR)



BOARD

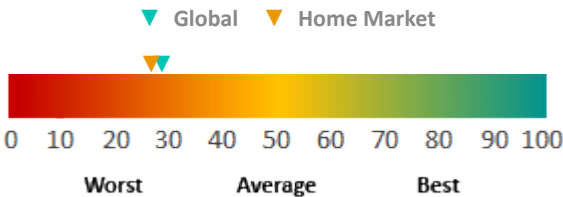
The policies and practices of the Heidelberg Materials board fall within the average scoring range relative to global peers. We have flagged this board for potential concerns regarding the board leadership structure, the presence of certain related party transactions and notable dissent on director election votes.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
6.2	30 th (Average)	28 th (Average)

KEY METRICS SCORING

	Deduction
AUDIT OVERSIGHT	
🚩 Audit Committee Industry Expert	-0.10
BOARD EFFECTIVENESS	
🚩 Significant Votes Against Directors	-0.51
BOARD INDEPENDENCE	
🚩 Executives on Board	-0.30
🚩 Related Party Transactions	-0.11
🚩 Board Majority Independent of Other Interests	-0.30
BOARD LEADERSHIP	
🚩 Leadership Concerns	-0.30
🚩 Independent Chair	-0.10
🚩 Chair not Independent & No Independent Lead Director	-0.10
BOARD SKILLS & DIVERSITY	
🚩 Risk Management Expertise	-0.20
NOMINATION PROCESS OVERSIGHT	
🚩 Nomination Committee Chair Independence	-0.10
PAY OVERSIGHT	
🚩 Pay Committee Independence	-0.10

BOARD PERFORMANCE VS.



LEADERSHIP

CHIEF EXECUTIVE OFFICER

History	CEO Since	Until	Name	Gender	Age
Current	Feb 2020		Dominik von Achten	M	59
Former	Feb 2005	Jan 2020	Bernd Scheifele	M	67

CHIEF FINANCIAL OFFICER

History	CFO Since	Until	Name	Gender	Age
Current	Sep 2021		René Aldach	M	46
Former	Oct 2014	Sep 2021	Lorenz Näger	M	65

CHAIR







History	Chair Since	Until	Name	Gender	Age
Current	May 2022		Bernd Scheifele	M	67
Former	Feb 2005	May 2022	Fritz-Jürgen Heckmann	M	69

LEADERSHIP CONCERNS

- The Chairman previously served as the CEO of the company.

SUPERVISORY BOARD

Number of Board Meetings: 9









Name	M/F	Age	Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Management Link/ Designation Reason	Nationality
Anna Toborek-Kacar  	F	51	1	1	Yes	No	Employee Representative	Poland
Barbara Breuninger	F	57	7	1	Yes	No	Employee Representative	Germany
Bernd Scheifele  	M	67	3	1	No	Yes	Former executive	Germany
Gunnar Groebler	M	53	1	2	Yes	Yes		Germany
Katja Karcher	F	48	1	1	Yes	No	Employee Representative	Germany
Ludwig Merckle	M	60	26	1	Yes	No	Family Firm Director	Germany
Luka Mucic 	M	54	6	2	Yes	Yes		Germany
Margret Suckale	F	69	8	3	Yes	Yes		Germany
Markus Oleynik	M	48	1	1	Yes	No	Employee Representative	Germany
Peter Riedel	M	57	6	1	Yes	No	Employee Representative	Germany
Sopna Sury	F	51	3	1	Yes	Yes		Germany
Werner Schraeder 	M	61	16	1	Yes	No	Employee Representative	Germany
	F	# >= 70	# >= 15 yrs	# >= 4				
Total (of 12)	5	0	2	0	11	5		
Percentage	41.7%	0%	16.7%	0%	91.7%	41.7%		

Note: Board count includes the membership of this board.

 - Financial Expert (2)  - Industry Expert (2)  - Chair of the Supervisory Board

MANAGEMENT BOARD

Number of Board Meetings:

Name	M/F	Age	Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Management Link/ Designation Reason	Nationality
Axel Conrads 	M	49	1		No	Yes	Executive	Germany
Chris Ward 	M	52	6		No	Yes	Executive	United States of America
Dennis Lentz 	M	43	4		No	Yes	Executive	Germany
Dominik von Achten  	M	59	18		No	Yes	Executive	Germany
Hayrullah Hakan Gürdal 	M	57	9	2	No	Yes	Executive	Turkey
Jon Morrish 	M	54	9		No	Yes	Executive	United Kingdom
Katharina Beumelburg 	F	49	1		No	Yes	Executive	Germany

Name	M/F	Age	Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Management Link/ Designation Reason	Nationality
René Aldach CFO I \$	M	46	4	2	No	Yes	Executive	Germany
Roberto Callieri I	M	61	1	1	No	Yes	Executive	Italy
	F	# >= 70	# >= 15 yrs	# >= 4				
Total (of 9)	1	0	1	0	0	9		
Percentage	11.1%	0%	11.1%	0%	0%	100%		

Note: Board count includes the membership of this board.

\$ - Financial Expert I - Industry Expert (9)

RELATED PARTY TRANSACTIONS

The risk to minority shareholders arising from related party transactions is a function of the nature of the related party, the relative size of the transaction and the pricing of the transaction. The board, and in particular the independent directors or audit committee, play a key role in the protection of minority shareholders’ interests, and monitoring and managing potential conflicts of interest of management, board members and shareholders.

Reported Transactions

During fiscal year 2024, Heidelberg Materials AG provided services to PHOENIX Pharmahandel GmbH & Co KG, Mannheim, a related company of Mr. Ludwig Merckle. No expenses for purchased services were incurred in the financial year.

For the two most recently reported fiscal years, these value of these transactions can be summarised as follows :

Fiscal Year	Related Party Types	Aggregate Transaction Value		Type
		Value (CUR)	% of Total	
Dec 31, 2024	Non-Controlling Owner, Non-executive director	85,000 EUR	0.000% of Total Revenue	Recurring income from related party
Dec 31, 2023	Non-Controlling Owner, Non-executive director	210,000 EUR	0.001% of Total Revenue	Recurring income from related party
		2,000 EUR	0.000% of Expenses	Recurring purchases from related party

Sources : 2024 AR, Note 11.4, p.264,, 2023 AR p. 264 Note 11.4

BOARD EFFECTIVENESS

Notably, one or more of the company's directors have received a negative or withheld shareholder vote in excess of 10% in the company's most recently reported election, indicating shareholder dissatisfaction with that individual's performance as a director.

Nomination Committee - Number Of Meetings: 1

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	Committee Status
Ludwig Merckle	M	60	26	Yes	No	Chair
Margret Suckale	F	69	8	Yes	Yes	Member
Sopna Sury	F	51	3	Yes	Yes	Member

AUDIT OVERSIGHT


Audit Committee - Number Of Meetings: 6

The Heidelberg Materials board of directors includes a fully independent audit committee and at least one member of that committee meets our standards for financial expertise. This is in contrast to the 42% of companies in the home market that fail to include a fully independent audit committee. Independent audit committees help provide oversight of the critical function of financial reporting.

Name	M/F	Age	Board Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Committee Status
Barbara Breuninger	F	57	7	1	Yes	No	Member
Ludwig Merckle	M	60	26	1	Yes	No	Member
Luka Mucic 	M	54	6	2	Yes	Yes	Chair
Margret Suckale	F	69	8	3	Yes	Yes	Member
Peter Riedel	M	57	6	1	Yes	No	Member
Werner Schraeder	M	61	16	1	Yes	No	Member

 - Financial Expert

Risk Committee - Number Of Meetings: 6

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	Committee Status
Barbara Breuninger	F	57	7	Yes	No	Member
Ludwig Merckle	M	60	26	Yes	No	Member
Luka Mucic 	M	54	6	Yes	Yes	Chair
Margret Suckale	F	69	8	Yes	Yes	Member
Peter Riedel	M	57	6	Yes	No	Member
Werner Schraeder	M	61	16	Yes	No	Member

 - Financial Expert

PAY OVERSIGHT

Pay Committee - Number Of Meetings: 3

The Heidelberg Materials board does not include a fully independent pay committee which may impact its ability to design rigorous incentives for executives.

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	CEO Role?	Committee Status
Anna Toborek-Kacar <div><div>I</div><div>\$</div></div>	F	51		Yes	No		Member
Bernd Scheifele <div><div>I</div></div>	M	67	3	No	Yes	Former	Member
Katja Karcher	F	48	1	Yes	No		Member
Ludwig Merckle	M	60	26	Yes	No		Chair
Luka Mucic <div><div>\$</div></div>	M	54	6	Yes	Yes		Member
Margret Suckale	F	69	8	Yes	Yes		Member
Markus Oleynik	M	48	1	Yes	No		Member
Peter Riedel	M	57	6	Yes	No		Member
Sopna Sury	F	51	3	Yes	Yes		Member
Werner Schraeder	M	61	16	Yes	No		Member

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 - Financial Expert (2)

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 - Industry Expert (2)

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

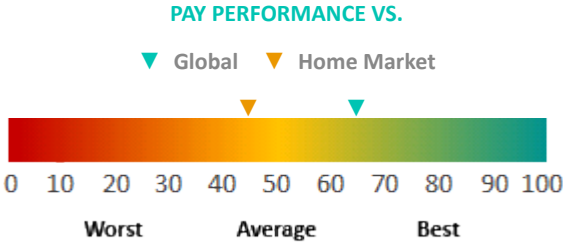
PAY

Executive pay practices at Heidelberg Materials fall into the average scoring range relative to global peers.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
6.8	66 th (Average)	46 th (Average)

KEY METRICS SCORING

	Deduction
NON-EXECUTIVE DIRECTOR PAY	
Director Equity Policy	-0.10
PAY PERFORMANCE ALIGNMENT	
Short-Term Pay Performance	-0.20
CEO Equity Policy	-0.20
CEO Equity Changes	-0.20



PAY FIGURES

EXECUTIVE PAY - 2024

Executive	Title	Tenure (Years)	Total Awarded Pay (USD)	Total Realized Pay (USD)
Axel Conrads	Director	1	2,251,177	1,538,753
Chris Ward	Director	6	3,199,695	4,003,243
Dennis Lentz	Director	4	3,078,542	3,676,025
Dominik von Achten	CEO	18	7,442,139	8,961,217
Hayrullah Hakan Grdal	Director	9	3,454,428	4,357,384
Jon Morrish	Director	9	3,960,788	5,074,986
Katharina Beumelburg	Director	1	866,714	591,271
Kevin Gluskie	Executive		335,502	2,635,348
Nicola Kimm	Executive		1,657,836	2,563,898
Ren� Aldach	CFO	4	2,766,856	3,364,340
Roberto Callieri	Director	1	3,547,623	2,693,336

- Financial Expert - Industry Expert (11)

CEO PAY DETAILS - Dominik von Achten

Pay Awarded		2024
Fixed Pay		
Salary		1,598,000 EUR
Fees		0 EUR
Pension		417,000 EUR
Perks & Other Pay		10,000 EUR
Variable Pay		
Short-term incentives		
Annual Bonus		2,765,000 EUR
Other Non-equity Incentive Plan		0 EUR
Long-term incentives		
Grant date value of Stock Options		0 EUR
Grant date value of Stock Awards		2,397,000 EUR
Total Awarded Pay		7,187,000 EUR

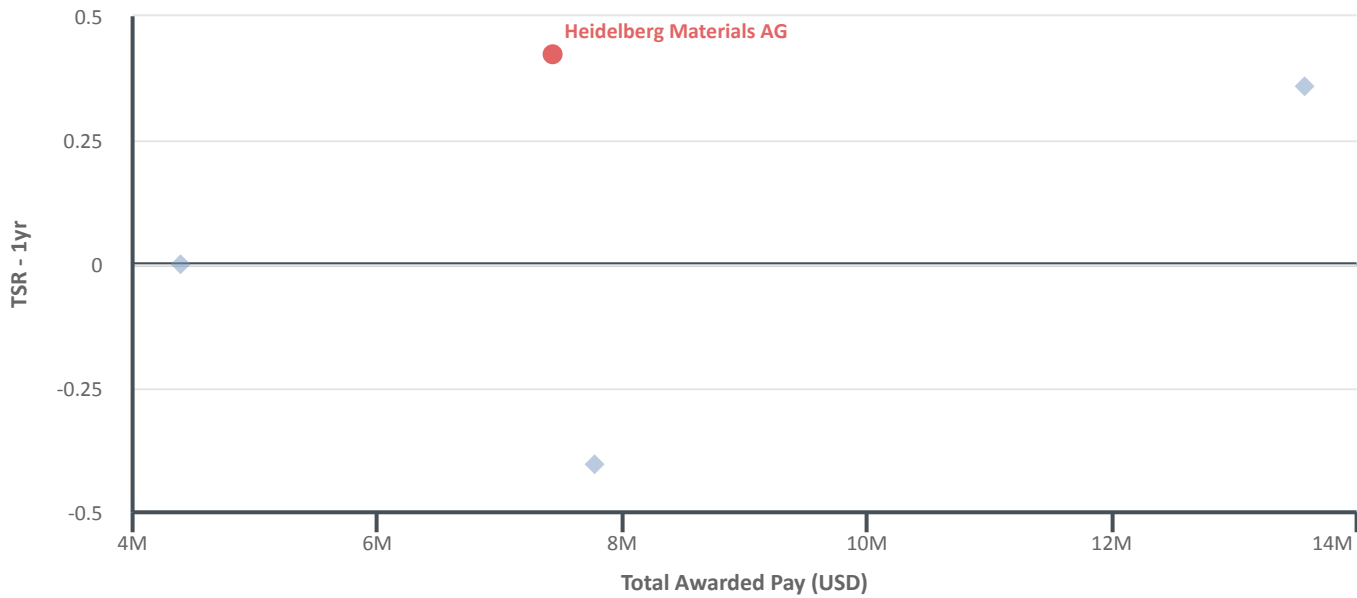
Pay Realized		
Fixed Pay		
Salary		1,598,000 EUR
Fees		0 EUR
Pension		417,000 EUR
Perks & Other Pay		10,000 EUR
Variable Pay		
Short-term incentives		
Annual Bonus		2,765,000 EUR
Other Non-equity Incentive Plan		0 EUR
Long-term incentives		
Options Exercised		0 EUR
Stock Awards Vested		3,864,000 EUR
Total Realized Pay		8,654,000 EUR

PAY PEER GROUP

LARGECAP - OTHER DEVELOPED - CONSTRUCTION MATERIALS (4 COMPANIES)

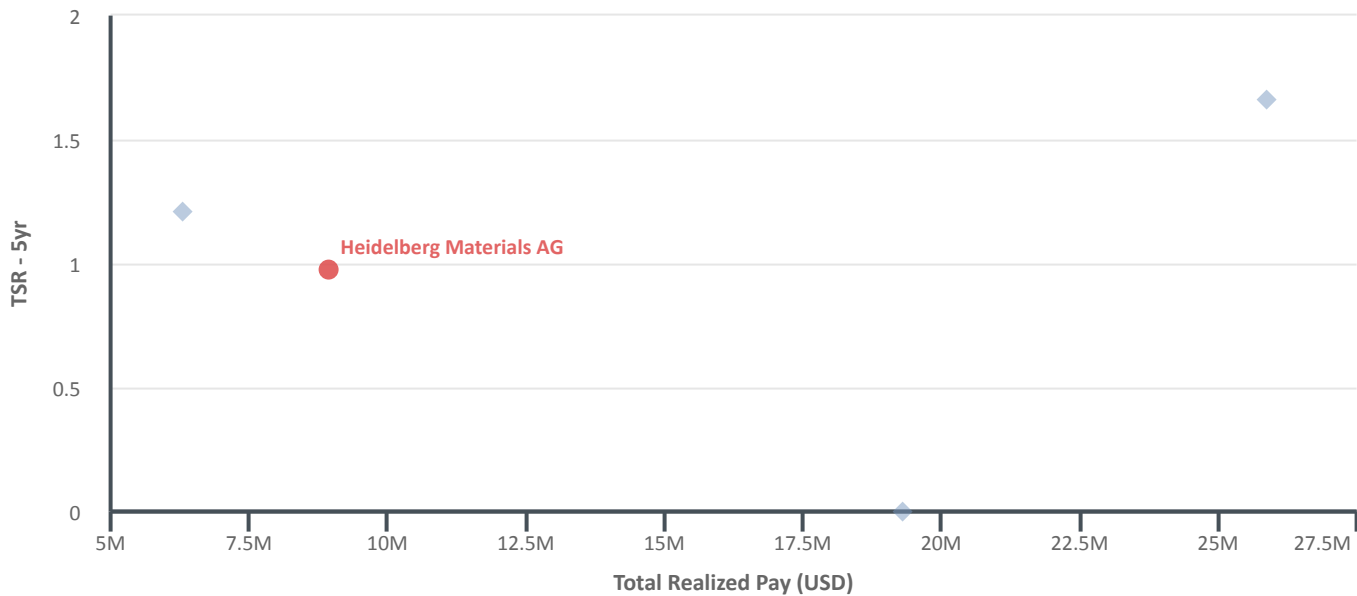
Company	Home Market	Market Cap (USD m)	Pay Year	1 Yr TSR	Total CEO Annual Pay (USD)	CEO Name	CEO Since
CRH PUBLIC LIMITED COMPANY	Other EMEA Developed	79,273	2024	0.36%	5,274,422	Manifold	Jan 2014
Heidelberg Materials AG	Germany	39,190	2024	0.42%	4,960,045	von Achten	Feb 2020
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	Australia	12,318	2025	-0.40%	4,738,682	Erter	Sep 2022
Amrize AG	Switzerland	27,751	2024	0.00%	3,189,268	Jenisch	Jan 2023

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

PAY PERFORMANCE ALIGNMENT

CEO & EXECUTIVE EQUITY

No effective stock ownership guidelines have been identified.
CEO equity policy as a multiple of salary:

1.8



Share ownership

To further harmonise the interests of the Managing Board and the shareholders of Heidelberg Materials, the Supervisory Board has adopted share ownership guidelines. The members of the Managing Board are obliged to acquire shares of Heidelberg Materials AG in the amount of a fixed, relative proportion of their fixed annual salary and to hold these shares for the term of their membership of the Managing Board.

The obligation amounts to 180% of the fixed annual salary for the Chairman of the Managing Board and 100% of the fixed annual salary for regular members of the Managing Board.

MSCI standards for the CEO Equity policy Key Metric require a shareholding requirement of 500% of base salary for the CEO in order to be considered effective

Executive	Tenure (Years)	Shares Held	YoY % Change	Shareholding As % of Salary
Dominik von Achten I	18	0	-100.00%	0.00%

I - Industry Expert

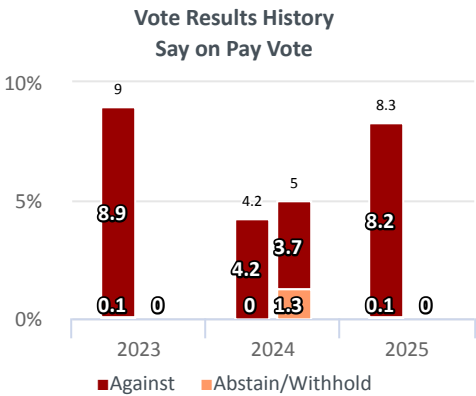
CLAWBACK & MALUS

Clawback or malus provisions are in place.
Clawback Type:

Performance Based

LATEST PAY VOTES

Year	Vote Type	Votes For %	Votes Against %	Abstain %
2025	Remuneration Report (Policy & Totals In One Vote): Remuneration Report - Advisory	91.8%	8.2%	0.1%



EQUITY PLAN DILUTION

	2024	2023	2022
Shares Outstanding	178,430,760	182,068,120	186,185,619
Equity Reserved	0.5%	0.4%	0.3%
Shares granted/awarded (in year)	0.2%	0.1%	0.1%

NON-EXECUTIVE DIRECTOR PAY

NON-EXECUTIVE EQUITY

There are insufficient disclosures available to present non-executive shareholding data.

NON-EXECUTIVE PAY TABLES

Supervisory Board

Director	Tenure (Years)	Cash Fees	Other Comp	Total Pay	Total Pay (USD)
Anna Toborek-Kacar <div><div>I</div><div>\$</div></div>		13,000 EUR	4,000 EUR	17,000 EUR	17,604
Barbara Breuninger	7	80,000 EUR	62,000 EUR	142,000 EUR	147,041
Bernd Scheifele <div><div>I</div></div>	3	200,000 EUR	49,000 EUR	249,000 EUR	257,840
Birgit Jochens		30,000 EUR	15,000 EUR	45,000 EUR	46,598
Gunnar Groebler	1	50,000 EUR	21,000 EUR	71,000 EUR	73,521
Heinz Schmitt	N/A (Resigned)	45,000 EUR	29,000 EUR	74,000 EUR	76,627
Ines Ploss		67,000 EUR	47,000 EUR	114,000 EUR	118,047
Katja Karcher	1	50,000 EUR	35,000 EUR	85,000 EUR	88,018
Ludwig Merckle	26	80,000 EUR	109,000 EUR	189,000 EUR	195,710
Luka Mucic <div><div>\$</div></div>	6	80,000 EUR	92,000 EUR	172,000 EUR	178,106
Margret Suckale	8	80,000 EUR	69,000 EUR	149,000 EUR	154,290
Marion Weissenberger-Eibl		30,000 EUR	23,000 EUR	53,000 EUR	54,882
Markus Oleynik	1	50,000 EUR	25,000 EUR	75,000 EUR	77,663
Peter Riedel	6	80,000 EUR	69,000 EUR	149,000 EUR	154,290
Sopna Sury	3	80,000 EUR	59,000 EUR	139,000 EUR	143,935
Werner Schraeder	16	105,000 EUR	76,000 EUR	181,000 EUR	187,426

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 - Financial Expert (2)

I

 - Industry Expert (2)

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.



OWNERSHIP & CONTROL

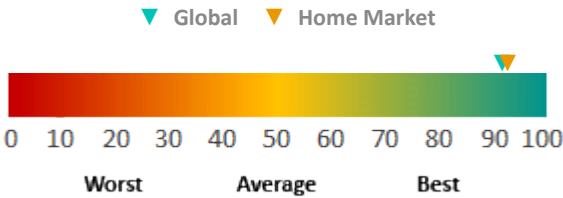
The ownership structure of Heidelberg Materials does not include any indicators of likely governance risk, and shareholder rights are generally well-aligned relative to global peers.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
9.5	93rd (Above Average)	94th (Above Average)

KEY METRICS SCORING

	Deduction
DIRECTOR ELECTIONS	
Annual Director Elections	-0.15

OWNERSHIP & CONTROL PERFORMANCE VS.



CORPORATE STRUCTURE

Public Company

CAPITAL STRUCTURE

Capital Type	Votes Per Share	Shares Outstanding
Ordinary Shares	1.0	182,068,120

OWNERSHIP STRUCTURE

OWNERSHIP CATEGORIES

- Principal Shareholder
- Family Firm

NOTABLE SHAREHOLDERS

Mr Ludwig Merckle (PH Vermögensverwaltung GmbH, Zossen/Germany) - 28.88%	28.9%
5%+ shareholders - Aggregate Voting Power	10.2%
Insider Voting Power	28.9%

We note that despite being classified as a family firm/founder firm, the company does not have a controlling shareholder. The company does not have a special capital structure, thus one vote right is afforded per common share. This principle of 'one share one vote' helps align economic and voting power and ensures that no class of shareholders has more voting power than economic exposure.

FAMILY FIRM

Ludwig Merckle controls 28.88% shares of the company. He is a member of the Supervisory Board. His brother Tobias Merckle is also part of the Supervisory Board.

TAKEOVER PROVISIONS

Fair Price Provision	Mandatory Bid Provision	Mandatory Bid Ownership Threshold
Yes	Yes	30.0

% of Votes to Approve a Merger
75%

GOVERNING DOCUMENTS

MAJORITY REQUIREMENTS

	Bylaws	Charter
Default percentage of votes required to amend a provision		75%
Country Law Mandate of Germany		

SHAREHOLDER RIGHTS

There may be governance risks for investors in relation to shareholder rights and management-controlled takeover defense mechanisms at Heidelberg Materials including:

- Limits on the right of shareholders to take action by written consent

SHAREHOLDER MEETINGS & RESOLUTIONS

	Call Special Meeting	Requisition a Resolution at AGM	Act by Written Consent
Percentage of shares required	5%		N/A - no right exists

RESTRICTIONS ON LEGAL ACTION BY SHAREHOLDERS

No exclusive forum provision has been identified.

SAY ON PAY

While the company does not operate in a market which requires regular 'say-on-pay' votes, the company has provided shareholders with the ability to review and approve executive pay practices.

DIRECTOR ELECTIONS

BOARD RE-ELECTION PROVISIONS

Not all board members are subject to annual re-election. While considered by some governance experts as a means of ensuring board continuity, a classified board structure may limit the ability of shareholders to hold directors accountable and serve as a takeover defense. Some 95% of boards in the home market are flagged for not requiring directors to stand for re-election on an annual basis.

Board Re-election Provisions	
Board Re-election Frequency (Years)	5
% of Board subject to re-election	100%

DIRECTOR ELECTION STANDARD

The company has a majority standard for director elections (with immediate resignation if the director does not receive a majority of the votes cast), which enables shareholders to hold directors accountable in uncontested elections.

Director Election Rules	
Vote Standard	Majority
Immediate Binding Resignation	Yes

AOA p. 4

Unless the General Meeting decides on a shorter term for individual members of the Supervisory Board to be elected by it or for the Supervisory Board as a whole, the election shall be for a term until the conclusion of the General Meeting at which a formal discharge is granted for the fourth fiscal year following the commencement of the term of office. In this respect, the fiscal year in which the term of office commences shall not be included in the calculation of such term.

AOA p. 9

Unless otherwise provided pursuant to the German Stock Corporation Act, resolutions of the general meeting of shareholders shall be adopted by a simple majority of votes cast.

ACCOUNTING

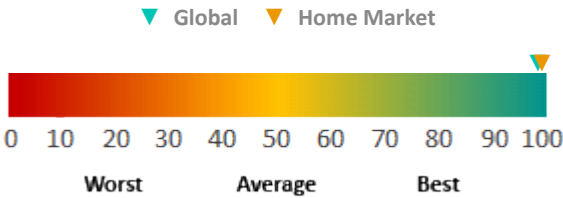
Based on the company's disclosures and other public information, accounting and financial reporting practices at Heidelberg Materials appear to be generally appropriate and effective relative to global peers.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
10.0	100 th (Best In Class)	100 th (Best In Class)

KEY METRICS SCORING

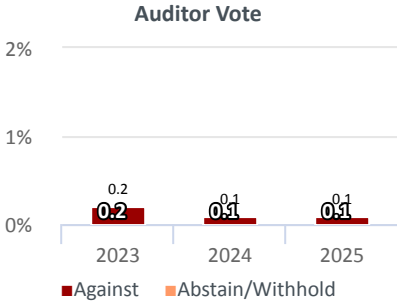
Deduction - None

ACCOUNTING PERFORMANCE VS.



EXTERNAL AUDITORS

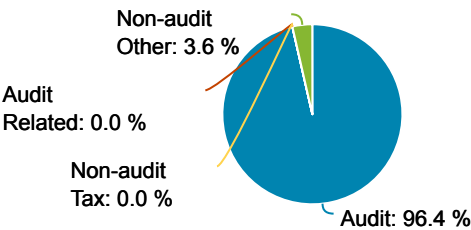
Type	Since	Firm	Most Recent Fiscal Year End Signed Off
Former	1948	Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft	2019
Primary	2020	Pricewaterhousecoopers GmbH Wirtschaftsprüfungsgesellschaft	2024



AUDITOR FEES

Fees paid to: Pricewaterhousecoopers GmbH
Wirtschaftsprüfungsgesellschaft (Primary)

Fee	Dec 31, 2024 (EUR)	Dec 31, 2023 (EUR)	Dec 31, 2022 (EUR)
Audit	16,200,000	14,500,000	4,200,000
Audit Related			
Total Audit + Audit Related	16,200,000	14,500,000	4,200,000
Tax Compliance/ Advice	0	100,000	0
Other Non- audit Services	600,000	500,000	300,000
Total Non- audit Fees	600,000	600,000	300,000
Total Fees	16,800,000	15,100,000	4,500,000



AUDITOR'S REPORT

	Dec 31, 2024	Dec 31, 2023	Dec 31, 2022
Report Disclosed	Yes	Yes	Yes
Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion
Emphasis of Matter	No	No	No

CONTROVERSIES & EVENTS

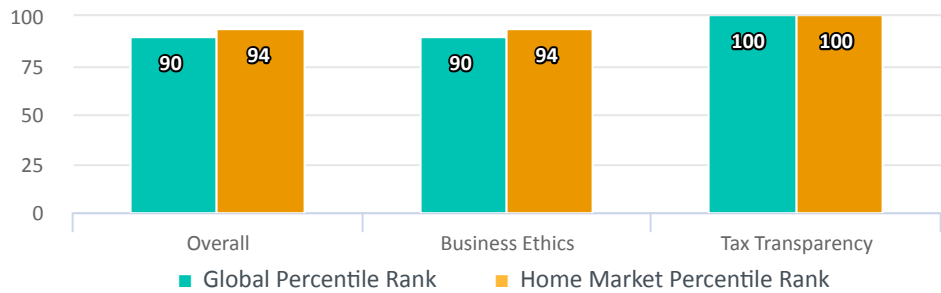
No major relevant controversies have been uncovered.



Corporate Behavior

0-10 Score	Change (since rating)	Quartile	Last score change date
8.0	▲ 1.2	●●●●	Oct 29, 2025

CORPORATE BEHAVIOR THEME AND KEY ISSUE RANKINGS



METHODOLOGY NOTE

This theme evaluates the extent to which companies may face ethics issues such as fraud, executive misconduct, corruption scandals, money laundering, anti-trust violations, or tax-related controversies.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

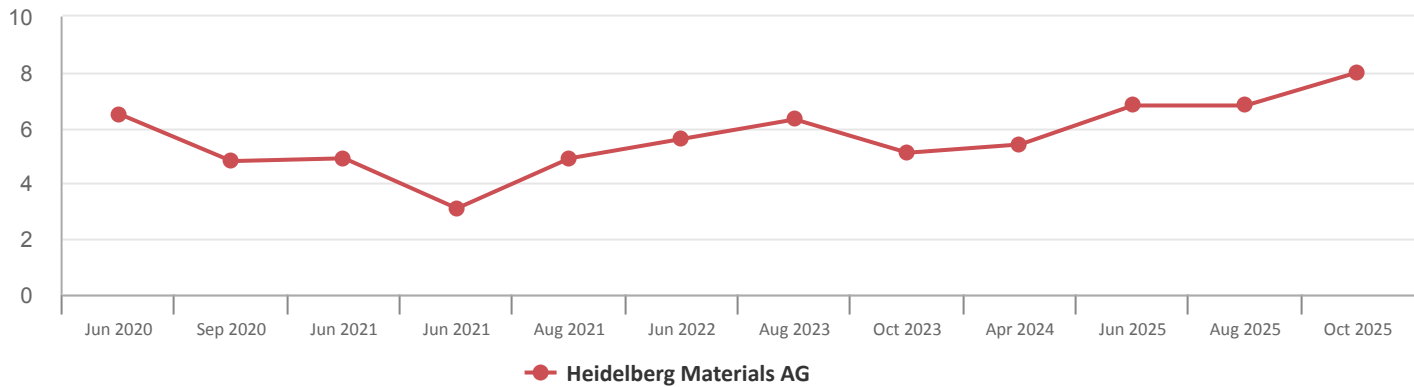
KEY AREAS OF CONCERN*

SCORING DEDUCTIONS

Business Ethics Policies & Practices	(-1.40)
Regular Audits of Ethical Standards	
Employee Training on Ethical Standards	
Business Ethics Risk & Controversies	(-0.60)
Corruption Risk Exposure & Controversies	

*Key areas of concern include flagged key metrics that represent the largest scoring deductions. Please review the full report to see a complete set of flagged key metrics.

CORPORATE BEHAVIOR SCORE HISTORY





BUSINESS ETHICS

KEY METRICS SCORING

	Deduction
BUSINESS ETHICS POLICIES & PRACTICES	-1.40
Regular Audits of Ethical Standards	-0.70
Employee Training on Ethical Standards	-0.70
BUSINESS ETHICS RISK & CONTROVERSIES	-0.60
Corruption Risk Exposure & Controversies	-0.60

Note: Business Ethics Policies & Practices deductions as well as Business Ethics Risk & Controversies are capped at a maximum of -7.0. Cumulative deductions are capped at 10.

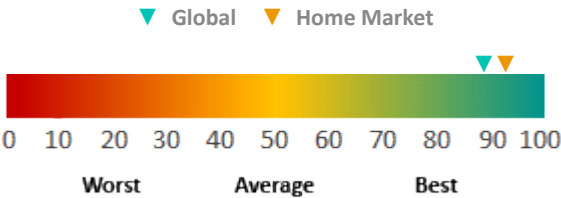
0-10 Score	Change (since rating)	Global Percentile Rank	Home Market Percentile Rank
8.0	▲ 1.3	90th (Above Average)	94th (Above Average)

METHODOLOGY NOTE

Companies are evaluated on their oversight and management of business ethics issues such as fraud, executive misconduct, corrupt practices, money laundering, or anti-trust violations.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

BUSINESS ETHICS VS.



BUSINESS ETHICS POLICIES & PRACTICES

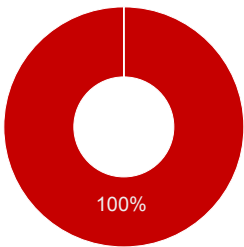
Indicators	Company Practice	Best Practice	Deduction
Responsibility for ethics issues	Board-level committee	Board-level committee or C-suite or Executive committee	0.00
Policy against bribery and corruption	Detailed formal policy on bribery and anti-corruption	Detailed formal policy on bribery and anti-corruption	0.00
Regular Audits of Ethical Standards	Evidence of audits but no specific details / Audits conducted but not on a regular schedule	Audits of all operations at least once every three years	-0.70
Whistleblower protection	Policy provides whistleblowers with protection from retaliation	Policy provides whistleblowers with protection from retaliation	0.00
Employee training on ethical standards	Programs covering all permanent employees (excluding part-time and contractors)	Programs covering all employees (including part-time) and contractors	-0.70
Policy against bribery and corruption for suppliers	NA	All suppliers are required to have anti-corruption policies and programs to verify compliance	0.00
Anti-money laundering policy	NA	Policy and implementation strategy articulated	0.00

*Business Ethics Policies & Practices deductions are capped at a maximum of -7.0.

CORRUPTION RISK EXPOSURE

Exposure to: Regulatory risks or lost market access due to corruption scandals or political and social instability
Business Types : Percentage of operations in business segments perceived most likely to pay or receive bribes

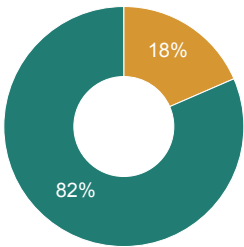
■ High Risk ■ Medium Risk ■ Low Risk



- Cement, Ready-mixed concrete, Construction sand and gravel, Concrete blocks and bricks
- No exposure to medium risk segments
- No exposure to low risk segments

Source: *Bribe Payers Index (Transparency International); State Capture Index (Transparency International); Refinitiv; MSCI ESG Research; company disclosures*

Business Locations : Percentage of operations in countries with high/moderate/low level of corruption and political instability, violence or terrorism



- No operations in markets with high risks
- Asia Pacific, Indonesia, AMEA, other countries, Italy
- Europe, Germany, France, Australia, USA, Uk & Northern Ireland, Canada

Source: *Corruption Perceptions Index (Transparency International); World Governance Indicators (World Bank); Refinitiv; MSCI ESG Research; company disclosures*

CORRUPTION RISK EXPOSURE SCORING DEDUCTION KEY

% of operations in medium and high risk geographies	% of operations in high risk business segments	>=20% government ownership	<20% government ownership	No evidence of government ownership
20% or more	50% or more	-4.00	-2.60	-2.00
	Less than 50%	-1.20	-1.20	-1.20
Less than 20%	50% or more	-0.60	-0.60	-0.60
	Less than 50%	0.00	0.00	0.00

*The Corruption Risk and Controversies Deduction is based on the maximum of deductions from the corruption risk exposure and corruption controversies category listed below

BUSINESS ETHICS CONTROVERSIES

Controversy Cases					
Category	Assessment	Headline	Status	Last Updated	Deduction
Business Ethics & Fraud	--	No ongoing controversies.	--	--	--
Anticompetitive Practices	--	No ongoing controversies.	--	--	--
Corruption	--	No ongoing controversies.	--	--	--

*The maximum deductions from the Anticompetitive Practices and Business Ethics & Fraud categories are summed to arrive at the overall Business Ethics Controversies deduction, which is capped at a maximum of -7.0.



TAX TRANSPARENCY

TAX GAP ASSESSMENT

Indicators

Tax Gap

Estimated Effective Tax Rate	26.2%
Estimated Corporate Income Tax Rate	25.3%
Estimated Tax Gap	(-0.9%)
Tax Gap Assessment	Low Gap

Revenue

Foreign Revenue	90.5%
-----------------	-------

Confidence

Confidence Level of Estimation	Medium
--------------------------------	--------

Involvement in Controversies

NO

0-10 score	Change (since rating)	Global Percentile Rank	Home Market Percentile Rank
10.0	0.0	100th (Best In Class)	100th (Best In Class)

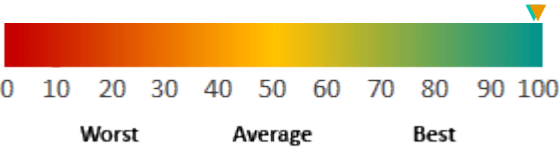
METHODOLOGY NOTE

Companies are evaluated on their estimated corporate tax gap (i.e. gap between estimated effective tax rate and estimated corporate income tax rate) and their involvement in tax-related controversies.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

TAX TRANSPARENCY VS.

▼ Global ▼ Home Market



TAX CONTROVERSIES

Controversy Cases

Category	Assessment	Headline	Status	Last Updated	Deduction
Tax Transparency	--	No ongoing controversies.	--	--	--

TAX CONTROVERSIES SCORING DEDUCTION KEY

Involvement in tax controversies	Estimated tax gap	Tax gap assessment	Deduction
Yes	Below 5%	Low	-0.80
	5-10%	Moderate	-1.40
	Above 10%	High	-2.00
No	Below 5%	Low	0.00
	5-10%	Moderate	0.00
	Above 10%	High	0.00

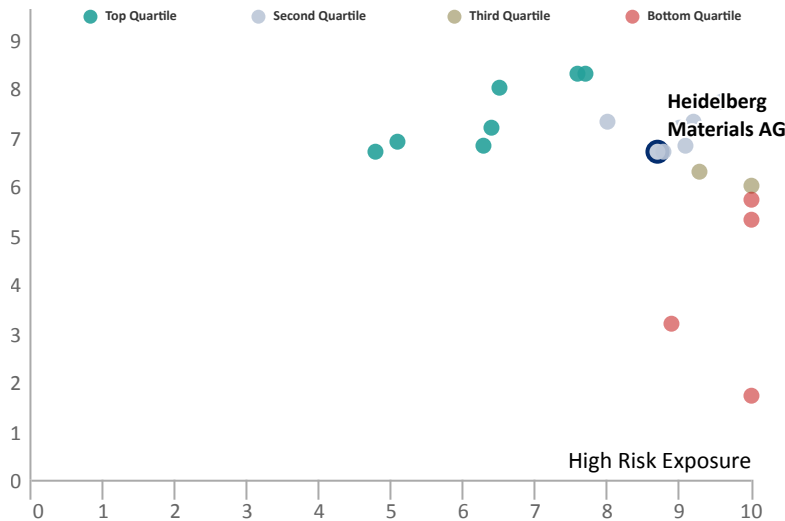
Tax related controversies are not considered for companies in Real Estate Management services or Mortgage REITs industries. Tax gap assessment is effectively low for companies with less than 5% of total revenue categorized as foreign.



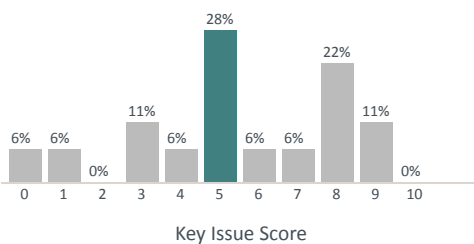
Carbon Emissions

Score	Change (since rating)	Quartile	Weight	Last score change date
5.0	0.0	●●●	13.0%	Aug 20, 2025

Strong Risk Management



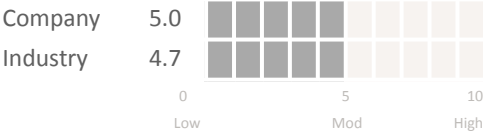
KEY ISSUE SCORE DISTRIBUTION*



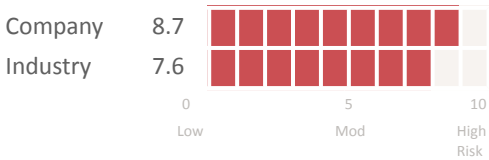
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	8.9
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	8.6
The Siam Cement Public Company Limited	8.4
CHINA JUSHI CO., LTD	7.8
VULCAN MATERIALS COMPANY	7.7

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

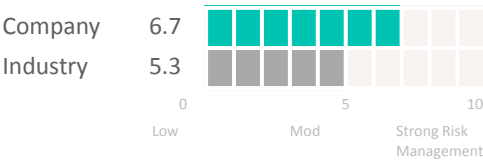
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



BOTTOM 5 INDUSTRY LAGGARDS

SHREE CEMENT LIMITED	4.0
TCC Group Holdings CO., LTD.	3.0
ANHUI CONCH CEMENT COMPANY LIMITED	2.7
China National Building Material Company Limited	1.3
Amrize AG	0.0

METHODOLOGY NOTE

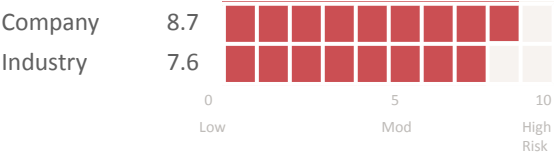
Companies are evaluated on the carbon intensity of their operations and their efforts to manage climate-related risks and opportunities.



* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

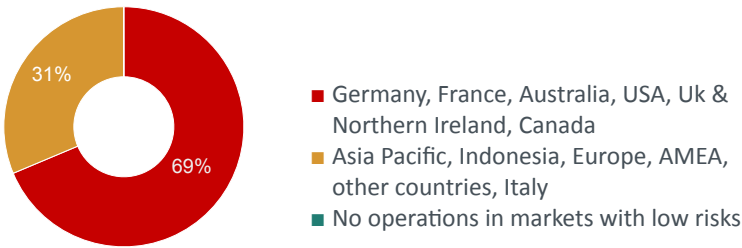
Exposure to: Risks of having to pay increased compliance costs tied to carbon emissions regulations

Business Types : Percentage of operations in business segments with high/moderate/low carbon intensity



Source: IERS' Comprehensive Environmental Data Archive (CEDA); Air Emissions Accounts (Eurostat); Refinitiv; MSCI ESG Research; company disclosures

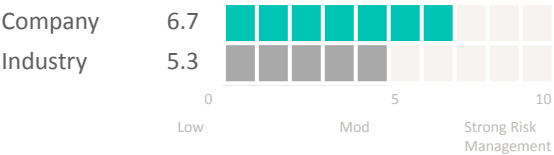
Business Locations : Percentage of operations in countries with strengthening or pending carbon emissions regulation



Source: MSCI ESG Research; Refinitiv; company disclosures

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT



Description	Company Practice	Best Practice	Practices Score ²			
Targets						
Aggressiveness of the company's reduction target in the context of its current performance	Aggressive target with a low base	Aggressive target with a low base	-	LOW	MID	TOP
Demonstrated track record of achieving its carbon reduction targets	On pace to achieve current reduction target	Previously set & met targets	-	LOW	MID	TOP

Carbon Improvement Targets

Baseline Year	Target Year	Target Description	Target Reduction (%)
	2030	We will increase the alternative fuels rate to 45% by 2030	
	2030	To achieve specific CO2 emissions of well below 500 kg per tonne of cementitious material by 2030.	
	2040	To achieve net zero in scope 1, 2, and 3 by 2040	100.00%
	2030	Reduce net Scope 1 emissions to 400 kg per tonne of cementitious material by 2030.	
	2030	Reduce our net Scope 1 emissions to 400 kg per tonne of cementitious material by 2030	
2020	2050	Commits to reach net zero greenhouse gas emissions across the value chain by 2050 from a 2020 base year	100.00%
2020	2030	To reduce gross scope 1 and 2 GHG emissions by 26.7% per ton of cementitious material by 2030 from a 2020 base year.	26.70%
2020	2030	To reduce scope 2 GHG emissions 65% per ton cementitious material by 2030 from a 2020 base year.	65.00%
2020	2030	To reduce gross scope 1 GHG emissions by 24% per ton of cementitious material by 2030 from a 2020 base year.	24.00%
2020	2030	Commits to reduce absolute scope 3 GHG emissions from purchased goods and services 25% by 2030 from a 2020 base year	25.00%
2020	2050	Commits to reduce gross scope 1 and 2 GHG emissions 95% per ton of cementitious material by 2050 from a 2020 base year	95.00%
2020	2050	Commits to reduce absolute scope 3 GHG emissions 90% within 2050 from a 2030 base year	90.00%
2020	2030	Reduce 25% in Scope 3 absolute emissions from purchased cement and clinker by 2030, compared to 2020	25.00%
2016	2030	SBTi approved, aligned with global warming limit of 2 degrees. Scope 1 Category	15.00%
2016	2030	HeidelbergCement commits to reduce scope 1 GHG emissions 22% per ton of cementitious materials by 2030 from a 2016 base year.	22.00%
2016	2030	Reduction of specific scope 2 emissions by 65 percent in 2030 compared to 2016	65.00%
2016	2030	To reduce gross scope 2 GHG emissions by 65 % per ton of cementitious material by 2030 from a 2016 base year.	65.00%
1990	2050	Committed to reaching carbon neutrality by 2050 on the entire product portfolio	100.00%
1990	2030	SBTi approved, aligned with global warming limit of 2 degrees. Scope 2 Category	65.00%
1990	2030	Increase renewable energy use to 30% by 2030 based on 1990 baseline year	
1990	2030	Reduce specific net CO2 emissions (kg CO2/t cem. prod.)	30.00%

Baseline Year	Target Year	Target Description	Target Reduction (%)
1990	2015	Net CO2 emissions per ton of cement	23.00%
1990	2030	Reduce Scope 1 Metric tons CO2/ ton of cementitious material by 33.6% in 2030	33.60%
1990	2030	Reducing Metric tons CO2/ ton of cementitious material by 33.6 percent by 2030 compared to 1990	33.60%
1990	2030	This entails an increase of our alternative fuels rate to 43 percent by 2030 vs 1990	
1990	2030	Reduce to 400 Kg CO2 per tonne of cementitious material in 2030 compared to 1990	
1990	2030	Reduce CO2 emissions from electrical power consumption by at least 65% compared to 1990 by 2030	65.00%
1990	2025	We will reduce the CO2 footprint of our cementitious products by 30% by 2025 against 1990-and further reduce to below 500 kg CO2 per tonne of cementitious material by 2030	30.00%
1990	2030	To reduce Co2e emission scope 1 by 33.6 % from 1990 to 2030	33.60%
1990	2030	SCGC owned by (HeidelbergCement AG) has a goal of reducing 47% of net CO2 emissions by 2030 compared to 1990	47.00%

Mitigation

Strength of Greenhouse Gas Mitigation Strategy (0-10 Score, 0=worst, 10=best) 7.00

Programs or actions to reduce the emissions intensity of core operations

Use of cleaner sources of energy	Some efforts	Aggressive efforts	-	LOW	MID	TOP
Capture GHG emissions	Some efforts	Aggressive efforts	-	LOW	MID	TOP
Energy consumption management and operational efficiency enhancements	Some efforts	Aggressive efforts	-	LOW	MID	TOP
Reduce future energy consumption (e.g. demand-side management programs)	No evidence	Aggressive efforts	-	LOW	MID	TOP
CDP disclosure	Yes	Yes	-	LOW		TOP
Other initiatives (e.g. carbon offsets)	Limited efforts / information	Aggressive efforts	-	LOW	MID	TOP

Performance

Carbon Emissions Performance Relative to Peers (0-10 Score, 0=worst, 10=best) 4.00

GHG Emissions - metric tons CO2e

Year	Scope 1 Disclosed	Scope 1 Estimate Key	Scope 2 Disclosed	Scope 2 Estimate Key	Scope 1+2 Disclosed	Scope 3 (upstream)	Scope 3 (downstream)	Scope 3 (undefined)	Scope 1 Estimated	Scope 2 Estimated	Scope 1+2 Estimated	Scope 1+2 Estimate Key	GHG Emissions Details
2024	62,900,000.0	Reported	5,040,000.0	Reported	67,940,000.0	11,700,000.0		4,500,000.0				Reported	
2023	63,280,000.0	Reported	4,650,000.0	Reported	67,930,000.0	11,600,000.0	7,700,000.0	3,500,000.0				Reported	



Year	Scope 1 Disclosed	Scope 1 Estimate Key	Scope 2 Disclosed	Scope 2 Estimate Key	Scope 1+2 Disclosed	Scope 3 (upstream)	Scope 3 (downstream)	Scope 3 (undefined)	Scope 1 Estimated	Scope 2 Estimated	Scope 1+2 Estimated	Scope 1+2 Estimate Key	GHG Emissions Details
2022	65,910,000.0	Reported	4,780,000.0	Reported	70,690,000.0	14,400,000.0		7,600,000.0				Reported	
2021	69,490,000.0	Reported	5,060,000.0	Reported	74,550,000.0	11,800,000.0		8,200,000.0				Reported	
2020	68,400,000.0	Reported	7,340,000.0	Reported	75,740,000.0	12,380,000.0		8,880,000.0				Reported	
2019	73,080,000.0	Reported	4,700,000.0	Reported	77,780,000.0	13,310,000.0		9,400,000.0				Reported	
2018	76,700,000.0	Reported	5,300,000.0	Reported	82,000,000.0	16,681,293.0	6,255,435.0					Reported	
2017	74,400,000.0	Reported	4,600,000.0	Reported	79,000,000.0	9,083,499.0	6,754,633.0					Reported	
2016	60,138,071.0	Reported	5,137,059.0	Reported	65,275,130.0	9,801,250.0	1,823,192.0					Reported	
2015	54,246,676.0	Reported	4,446,595.0	Reported	58,693,271.0	6,016,250.0	1,313,692.0					Reported	
2014	55,064,408.0	Reported	4,771,306.0	Reported	59,835,714.0	3,935,541.0	1,376,826.0					Reported	
2013	53,336,281.0	Reported	7,759,242.0	Reported	61,095,523.0	1,559,858.0	3,751,500.0					Reported	
2012	46,826,134.0	Reported	6,368,505.0	Reported	53,194,639.0	1,065,826.0	3,774,000.0					Reported	
2011	44,693,687.0	Reported	5,935,317.0	Reported	50,629,004.0		2,480,400.0					Reported	
2010	49,297,918.0	Reported	6,017,532.0	Reported	55,315,450.0							Reported	
2009	46,614,432.0	Reported	4,179,378.0	Reported	50,793,810.0							Reported	
2008		E.CSI		E.CSI					55,164,601.10154456	6,493,943.240592556	61,658,544.34213711	E.CSI	Dec-2015 Estimation Update

GHG Emissions Intensity - metric tons CO2e / USD million sales

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2024	3,101.23			
2023	2,903.76		569.94	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2022	3,139.86		629.77	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2021	3,501.93	tCO2e/USD million	567.29	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2020	3,515.97	tCO2e/USD million	578.44	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2019	3,684.37	tCO2e/USD million	592.45	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2018	3,966.41	tCO2e/USD million	599.20	Specific net CO2 emissions kg CO2/t
2017	3,810.33	tCO2e/USD million	609.20	Specific net CO2 emissions (kg CO2/t cement)
2016	4,080.24	tCO2e/USD million	597.90	Specific net CO2 emissions (kg CO2/t cement)
2015	4,012.75	tCO2e/USD million	606.00	Specific net CO2 emissions (kg CO2/t cement)
2014	3,920.05	tCO2e/USD million	613.00	Specific net CO2 emissions (kg CO2/t cement)
2013	3,191.55	tCO2e/USD million	617.00	Specific net CO2 emissions (kg CO2/t cement)
2012	2,875.96	tCO2e/USD million		
2011	3,029.41	tCO2e/USD million		

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2010	3,513.12	tCO2e/USD million		
2009	3,189.19	tCO2e/USD million		
2008	3,126.49	tCO2e/USD million		

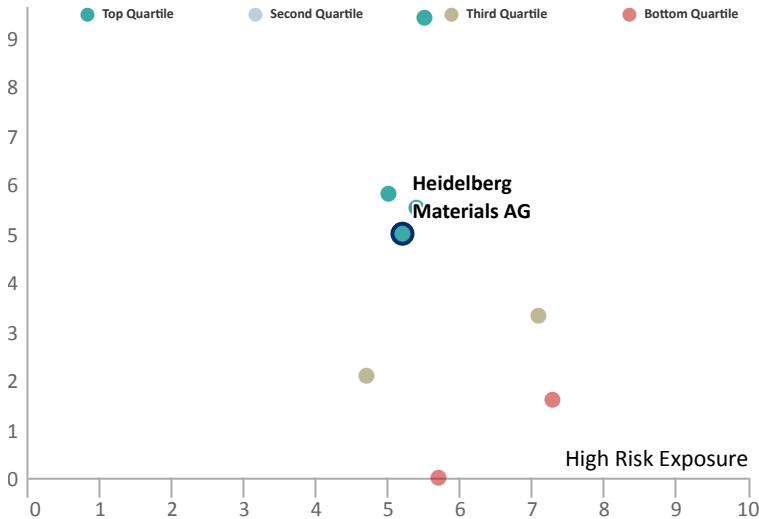
Energy Consumption

Year	Total energy consumption (reported)	Total energy consumption (MWh)	Energy intensity (reported)	Reported intensity details	Total energy consumption intensity	Energy consumption details
2024	91,994,722.23	91,994,722.23	3,015.30	MJ/T	4,199.24	Energy Consumption Cement ,Aggregates
2023	91,300,277.79	91,300,277.79	3,022.00	MJ/t	3,902.75	Energy Consumption Cement Aggregates
2022	96,412,777.79	96,412,777.79	3,071.80	MJ/t	4,282.40	Energy consumption (Cement + Aggregates)
2021	100,896,111.12	100,896,111.12	3,124.60	MJ/t	4,739.52	Energy consumption (Cement + Aggregates)
2020	97,606,666.67	97,606,666.67	3,139.60	MJ/t	4,531.06	Energy consumption (Cement + Aggregates)
2019	103,580,000.01	103,580,000.01	3,167.60	MJ/t	4,906.49	Energy consumption [Cement + Aggregates]
2018	108,756,666.68	108,756,666.68			5,260.65	Energy consumption
2017	105,446,388.90	105,446,388.90			5,085.89	Energy consumption from fuel, electricity and heat
2016	81,203,532	81,203,532			5,075.90	Fuel + Electricity
2015	78,011,130	78,011,130			5,333.47	Fuel + Electricity
2014	94,004,295	94,004,295			6,158.56	Energy consumption from fuel, electricity and heat
2013	93,274,606	93,274,606			4,872.54	Energy consumption from fuel, electricity and heat
2012	63,746,642	63,746,642			3,446.46	Energy consumption from fuel and electricity
2011	64,956,781	64,956,781			3,886.72	Energy consumption from fuel and electricity
2010	65,179,406	65,179,406			4,139.58	Energy consumption from fuel and electricity

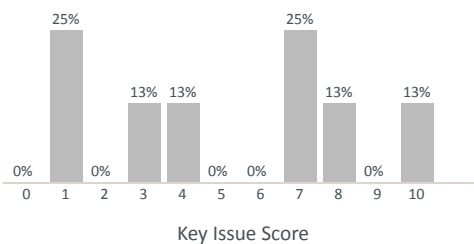
Community Relations

Score	Change (since rating)	Quartile	Weight	Last score change date
6.8	0.0	●●●●	12.0%	Jul 22, 2025

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



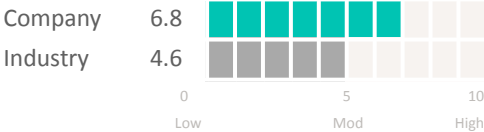
TOP 5 INDUSTRY LEADERS

Holcim AG	10.0
CRH PUBLIC LIMITED COMPANY	7.8
Asia Cement Corporation	7.1
Heidelberg Materials AG	6.8
Cemex, S.A.B. de C.V.	4.4

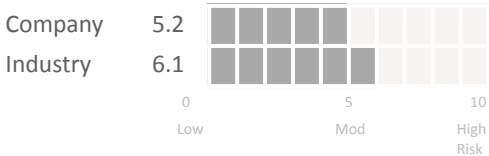
BOTTOM 5 INDUSTRY LAGGARDS

Heidelberg Materials AG	6.8
Cemex, S.A.B. de C.V.	4.4
VULCAN MATERIALS COMPANY	3.2
Amrize AG	1.3
MARTIN MARIETTA MATERIALS, INC.	1.3

KEY ISSUE ASSESSMENT



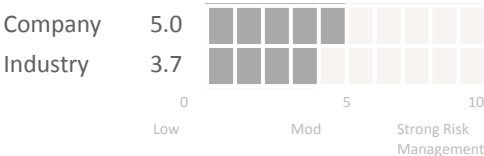
RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



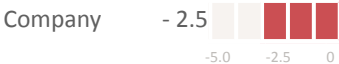
Business Types



Practices Score



Controversy Deduction



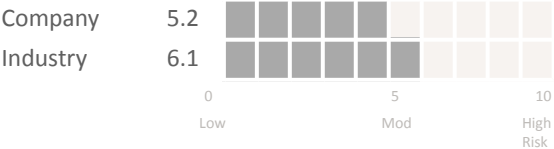
METHODOLOGY NOTE

Companies are evaluated on their management of local community relations, policies on conflict and human rights, and efforts to distribute benefits to local communities.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

Exposure to: Risk of operational disruptions or loss of market access due to local community opposition

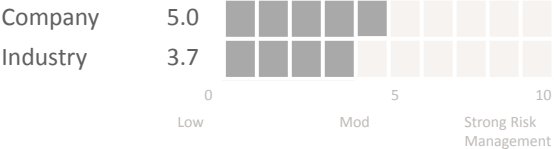
Business Types : Percentage of operations in business segments that typically have a high impact on local communities based on resource use and historical frequency of human rights controversies



Source: MSCI ESG Research; Refinitiv; company disclosures

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT





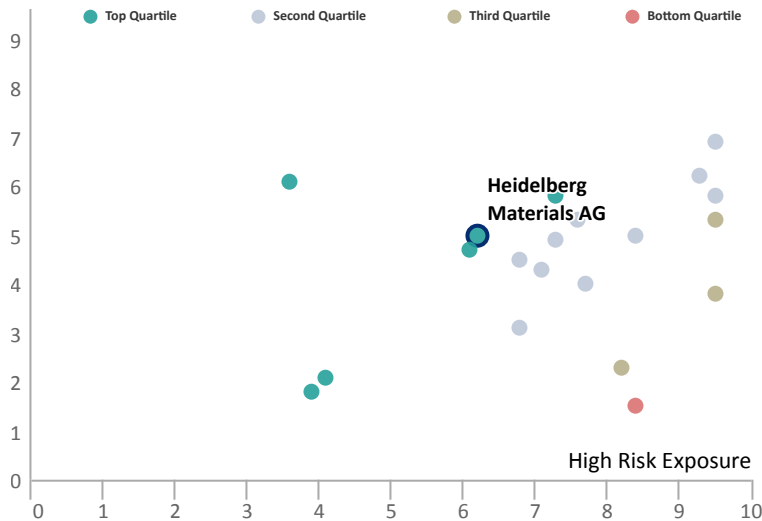
Description	Company Practice	Best Practice	Practices Score ²			
Community Impact and Disturbance						
Indigenous people policy	Yes	Yes	-	LOW	MID	TOP
Commitment to refrain from operating in protected areas	Not Disclosed	Yes	-	LOW	MID	TOP
Local community engagement approach	General statements on supporting community engagement programs (e.g. Local communities are consulted or surveyed, but no formal representation is established)	Precautionary approach and formal channels (grievance mechanisms or community groups and councils) for local community engagement	-	LOW	MID	TOP
Conducts community impact assessment prior to settling in new areas	Company applies the principles of Free, Prior and Informed Consent (FPIC)	Company applies the principles of Free, Prior and Informed Consent (FPIC)	-	LOW	MID	TOP
Distribution of Benefits						
Local procurement policy	Yes	Yes	-	LOW	MID	TOP
Extent of local hiring	Some efforts to hire local workers	Over 90% of workforce is local	-	LOW	MID	TOP
Programs to support local communities	Community development projects and philanthropic programs to support local communities	Community development projects and philanthropic programs to support local communities	-	LOW	MID	TOP
Investment in community development						
Year	Value of investment in community development (USD millions)					
2024	9.70					
2023	8.60					
Conflict & Human Rights						
Human rights policy	Policy aligned with UN Declaration of Human Rights or equivalent	Policy aligned with UN Declaration of Human Rights or equivalent	-	LOW	MID	TOP
Ethical conduct policy covers contract security providers	Not disclosed	Policy covers all security providers and compliance is ensured by audit	-	LOW	MID	TOP
Violence and conflict policy	Not disclosed	Policy articulated	-	LOW	MID	TOP
Monitors the effectiveness of its human rights policy	Company has defined a structured monitoring	Company has defined a structured monitoring	-	LOW	MID	TOP



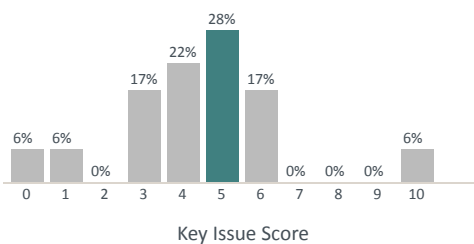
Toxic Emissions & Waste

Score	Change (since rating)	Quartile	Weight	Last score change date
5.8	0.0	●●●●	12.0%	Jul 10, 2025

Strong Risk Management



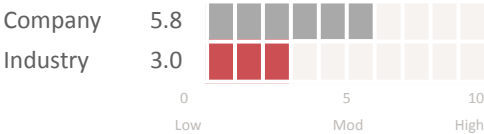
KEY ISSUE SCORE DISTRIBUTION*



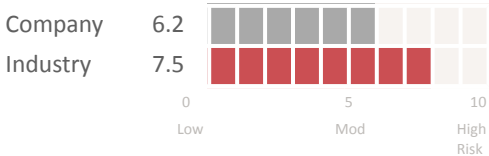
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	9.5
Heidelberg Materials AG	5.8
Cemex, S.A.B. de C.V.	5.6
China National Building Material Company Limited	5.5
MARTIN MARIETTA MATERIALS, INC.	5.0

KEY ISSUE ASSESSMENT



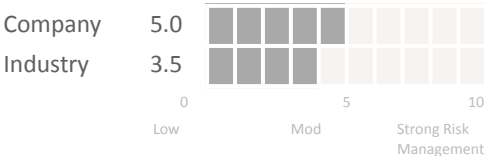
RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



Business Types



Practices Score



Performance Score



BOTTOM 5 INDUSTRY LAGGARDS

AMBUJA CEMENTS LIMITED	3.3
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	3.3
SHREE CEMENT LIMITED	2.8
ULTRATECH CEMENT LIMITED	1.3
Amrize AG	0.1

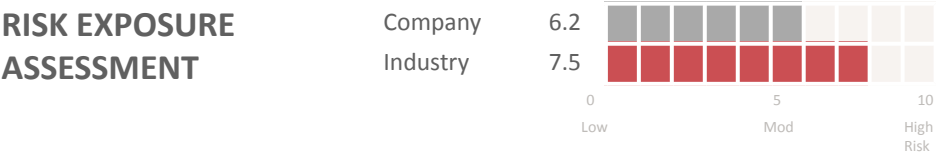
METHODOLOGY NOTE

Companies are evaluated on the potential environmental contamination and toxic or carcinogenic emissions arising from their operations and the strength of their environmental management systems.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]



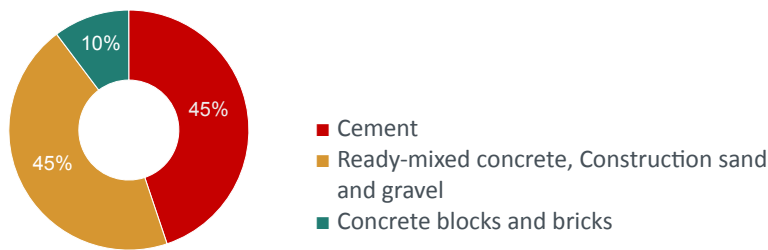
EXPOSURE



Key Drivers of Risk Exposure

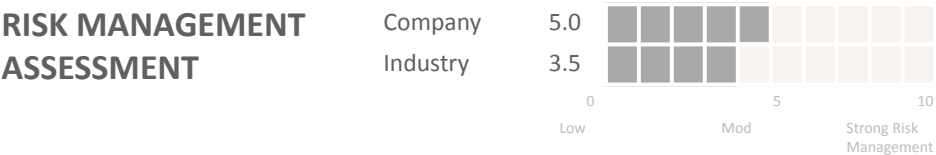
Exposure to: Risk of increased compliance costs and liabilities associated with damaging health, property; risk of losing access to markets due to community opposition or heightened regulatory hurdles

Business Types : This represents the portion of the company's revenues derived from lines of business that are High Risk (typically generate large amounts of toxic emissions), Medium Risk (typically generate moderate amounts of toxic emissions), and Low Risk (typically generate low amounts of toxic emissions).



Source: Toxics Release Inventory (US Environmental Protection Agency); National Emissions Inventory (US Environmental Protection Agency); Risk-Screening Environmental Indicators (US Environmental Protection Agency); US Economic Census; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT





Description	Company Practice	Best Practice	Practices Score ²
Governance and Strategy			
Existence of Environmental Management System (EMS)	Limited evidence of an EMS	ISO 14001 or equivalent	<div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div>
Evidence of regular environmental impact audits	Yes	Yes	<div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div>
Evidence of audits across all locations of operations	Not Disclosed	Yes	<div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div>
Evidence of annual environmental impact audits	Not Disclosed	Yes	<div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div>

Targets

Aggressiveness of toxic emissions and waste reduction target	5		
Track record of achieving toxic emissions targets	Met previous targets	Met previous targets	<div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div>

Toxic Emissions and Waste Reduction Targets

Baseline Year	Target Year	Target Description	Target Reduction (%)
2008	2020	Stack dust g/t clinker	35.00%
2008	2020	NOx g/t clinker	10.00%
2008	2020	SO2 g/t clinker	10.00%
2008	2030	Reduce SOx and NOx emissions generated in cement production by 40%.	40.00%
2008	2030	Reduce dust emissions generated in cement production by 80%.	80.00%
2008	2030	SOx and NOx target reduce by 40%	40.00%
2008	2030	Dust emission reduction by 80%	80.00%
2008	2030	SOx and NOx target reduce by 40%	40.00%
2008	2030	Dust emission reduction by 80%	80.00%

Performance

Toxic releases performance relative to peers 5.40

Air Emissions: NOx Performance

3 Year Average Intensity	4.27
Average Annual % Change in Intensity	-1.00%

Air Emissions: NOx Performance

Year	NOx Emissions	NOx Emissions Intensity (tons/ USD million sales)
2024	99,602	4.55

Year	NOx Emissions	NOx Emissions Intensity (tons/ USD million sales)
2023	90,784	3.88
2022	98,758	4.39
2021	102,203	4.80
2020	99,983	4.64
2019	110,079	5.21
2018	114,514	5.54
2017	119,642	5.77
2016	92,814	5.80
2015	85,160	5.82
2014	83,923	5.50
2013	82,597	4.31
2012	84,280	4.56
2011	76,532	4.58
2010	73,622	4.68
2009	54,665	3.43

Air Emissions: SOx Performance

3 Year Average Intensity	1.06
Average Annual % Change in Intensity	-11.27%

Air Emissions: SOx Performance

Year	SOx Emissions	SOx Emissions Intensity (tons/ USD million sales)
2024	19,732	0.90
2023	24,589	1.05
2022	27,636	1.23
2021	27,543	1.29
2020	26,085	1.21
2019	31,639	1.50
2018	31,858	1.54
2017	31,989	1.54
2016	21,746	1.36
2015	25,557	1.75
2014	25,442	1.67
2013	28,208	1.47
2012	25,927	1.40

Year	SOx Emissions	SOx Emissions Intensity (tons/ USD million sales)
2011	24,192	1.45
2010	17,878	1.14
2009	17,878	1.12

Air Emissions: Mercury Performance

3 Year Average Intensity	0
Average Annual % Change in Intensity	-13.88%

Air Emissions: Mercury Performance

Year	Quantities	Intensity
2024	1	0
2023	1.23	0
2022	1.13	0
2021	1.60	0
2020	1.73	0

Air Emissions: Particulate Matter Performance

3 Year Average Intensity	0.11
Average Annual % Change in Intensity	-7.19%

Air Emissions: Particulate Matter Performance

Year	Quantities	Intensity
2024	2,452	0.11
2023	2,725	0.12
2022	2,236	0.10
2021	3,250	0.15
2020	2,930	0.14
2019	5,454	0.26
2018	7,272	0.35
2017	7,862	0.38
2016	8,031	0.50
2015	6,481	0.44
2014	6,732	0.44
2013	10,489	0.55
2012	18,289	0.99
2011	33,318	1.99

Year	Quantities	Intensity
2010	24,812	1.58
2009	16,871	1.06

Air Emissions: VOC Performance

3 Year Average Intensity	0.15
Average Annual % Change in Intensity	-7.24%

Air Emissions: VOC Performance

Year	VOC Emissions	VOC Emissions Intensity (tons/ USD million sales)
2024	3,178	0.15
2023	2,950	0.13
2022	3,880.14	0.17
2021	4,073.04	0.19
2020	3,729.12	0.17

Air Emissions: Dioxins Performance

3 Year Average Intensity	0
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Air Emissions: Dioxins Performance

Year	Quantities	Intensity
2024	3	0
2023	0	0
2022	0	0
2021	3,380	0
2020	4,140	0

Releases to Land: Non-hazardous Waste Performance

Year	Non-hazardous Waste Quantities	Non-hazardous Waste Intensity (tons/ USD million sales)
		41.49
		55.77

Releases to Land: Hazardous Waste Performance

Year	Hazardous Waste Quantities	Hazardous Waste Intensity (tons/ USD million sales)
		0.85
		0.06

CONTROVERSIES

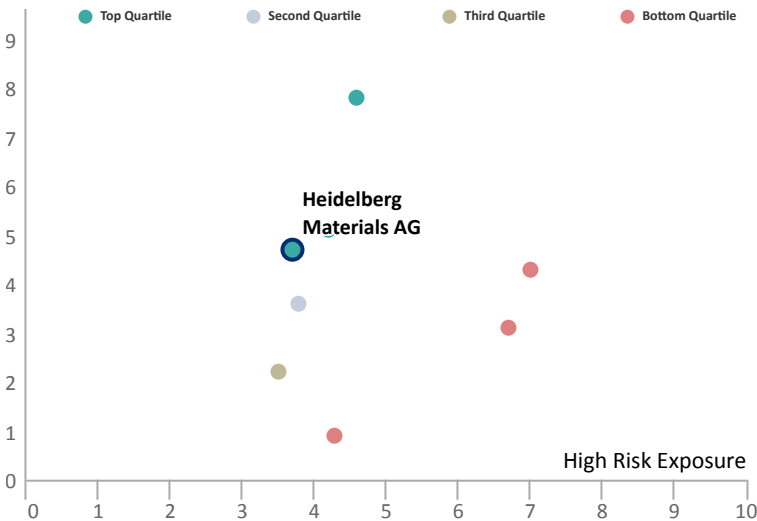
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Heidelberg Materials's current involvement in prominent controversial events or alleged misconduct.



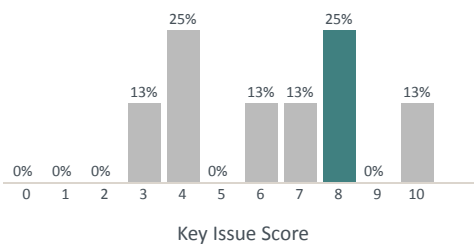
Biodiversity & Land Use

Score	Change (since rating)	Quartile	Weight	Last score change date
8.0	0.0	●●●●	10.0%	Jul 10, 2025

Strong Risk Management



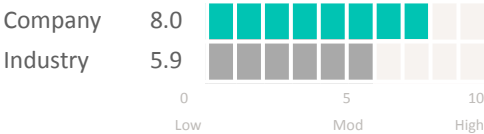
KEY ISSUE SCORE DISTRIBUTION*



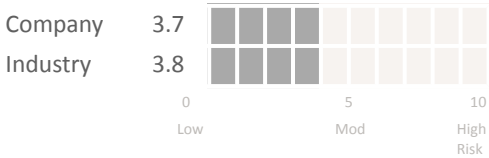
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	10.0
Heidelberg Materials AG	8.0
Holcim AG	7.9
Asia Cement Corporation	6.8
Cemex, S.A.B. de C.V.	5.7

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



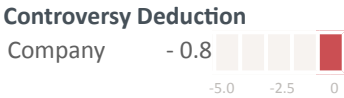
BOTTOM 5 INDUSTRY LAGGARDS

Asia Cement Corporation	6.8
Cemex, S.A.B. de C.V.	5.7
MARTIN MARIETTA MATERIALS, INC.	4.3
Amrize AG	3.6
VULCAN MATERIALS COMPANY	3.4

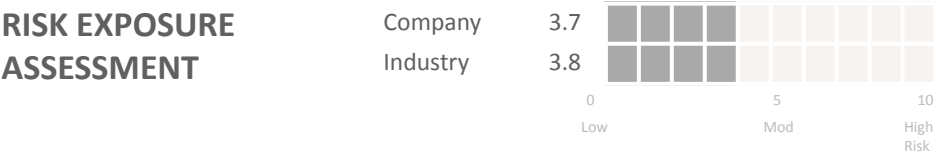
METHODOLOGY NOTE

Companies are evaluated on the potential impact of their operations on biodiversity in their areas of operation and their efforts to manage the environmental impact of their operations.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]



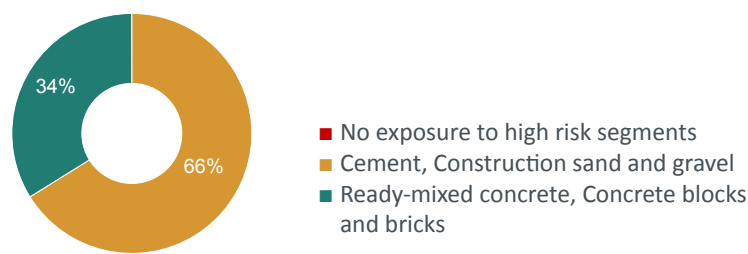
EXPOSURE



Key Drivers of Risk Exposure

Exposure to: Regulatory risk of decreased access to resources due to over-exploitation and depletion of natural resources, and operational risk of disruptions to production processes due to disputes around access rights to key resources

Business Types : Percentage of operations with high/moderate/low impact in biodiversity and traditional land use



Source: The Corporate Ecosystem Services Review (World Resources Institute); Refinitiv; MSCI ESG Research; company disclosures

Business Locations : Percentage of operations in areas with high/moderate/low sensitivity of biodiversity, based on the number of protected species and extent of local community dependence on traditional land use



Source: WRI Global Forest Watch; UNDP Human Development Report; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT



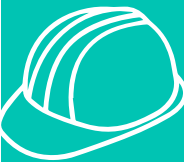
Description	Company Practice	Best Practice	Practices Score ²			
Clear policy on						
Policy on sustainable management of natural resources and raw materials	Yes	Yes	-	LOW	MID	TOP
Commitment to minimize disturbances on biodiversity	Yes	Yes	-	LOW	MID	TOP
Commitment to reclaim habitat on disturbed land	Yes	Yes	-	LOW	MID	TOP
Programs & Structures						
Scope of ongoing land restoration efforts	Concurrent restoration occurs at many operational sites	Concurrent restoration efforts occur at all operational sites	-	LOW	MID	TOP
Extent of programs to protect ecosystems	Reserves or develops areas under its control such as sensitive areas or wetlands to preserve local species at major sites	Creates reservations, wetlands for protection and plants indigenous vegetation at all major sites	-	LOW	MID	TOP
Biodiversity and community impact assessment						
Conducts biodiversity impact assessments	Yes	Yes	-	LOW	MID	TOP

CONTROVERSIES

All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Heidelberg Materials's current involvement in prominent controversial events or alleged misconduct.

Controversy Cases

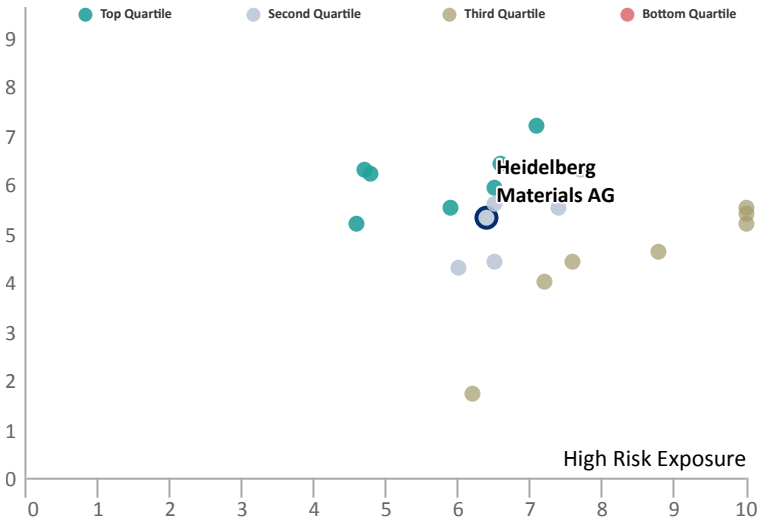
Assessment	Headline	Status	Last Updated
Moderate	Central Java, Indonesia: Samin Community opposition to planned limestone mine and cement factory due to environmental concerns	Concluded	October 2025



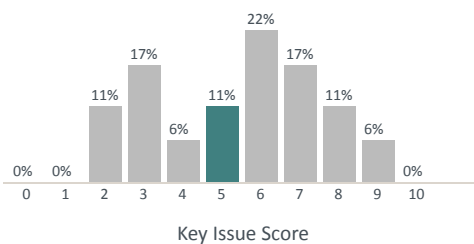
Health & Safety

Score	Change (since rating)	Quartile	Weight	Last score change date
5.9	0.0	●●●	10.0%	Aug 01, 2025

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



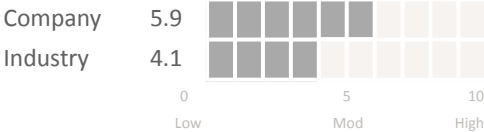
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	8.6
The Siam Cement Public Company Limited	8.4
CHINA JUSHI CO., LTD	7.6
TCC Group Holdings CO., LTD.	7.1
Cemex, S.A.B. de C.V.	6.8

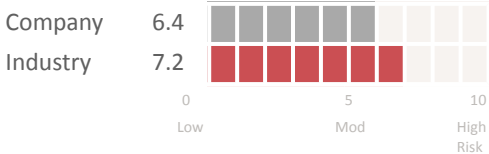
BOTTOM 5 INDUSTRY LAGGARDS

ANHUI CONCH CEMENT COMPANY LIMITED	2.8
Amrize AG	2.5
ULTRATECH CEMENT LIMITED	2.5
SHREE CEMENT LIMITED	2.4
AMBUJA CEMENTS LIMITED	2.2

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



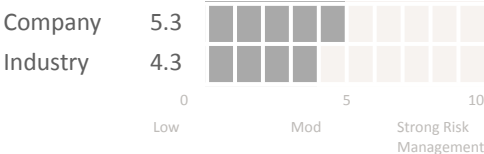
Drivers of Risk Exposure



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



Performance Score



METHODOLOGY NOTE

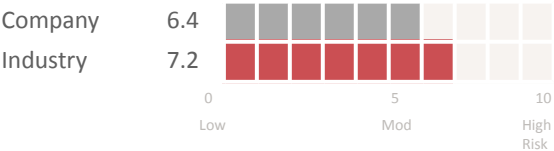
Companies are evaluated on their management of workplace safety and the workplace safety standards in the industries and regions in which they operate.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]



EXPOSURE

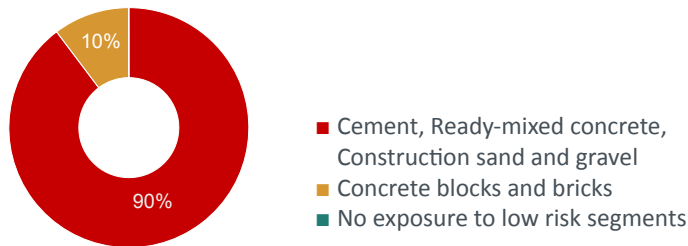
RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

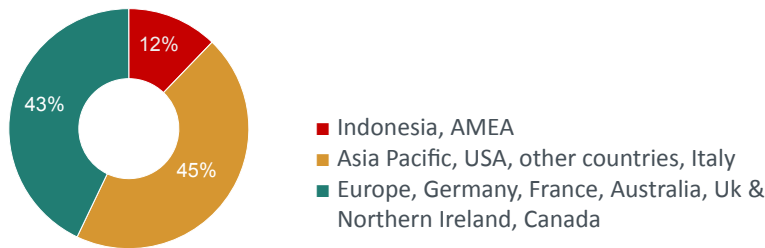
Exposure to: Risk of accidents that can lead to production disruptions, litigation, and liabilities

Business Types : Percentage of operations in business segments with high/moderate/low level of fatalities and industrial injuries



Source: US Occupational Health & Safety Administration (OSHA); UK Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR); US Bureau of Labor Statistics; Refinitiv; MSCI ESG Research; company disclosures

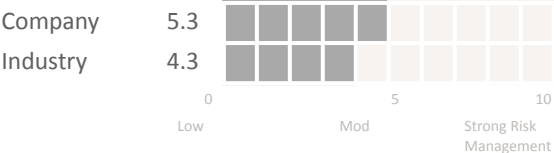
Business Locations : Percentage of operations in countries with high/moderate/low employee fatality rates (total fatalities per 100,000 employees)



Source: International Labour Organization; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT



Description	Company Practice	Best Practice	Practices Score ²			
Governance and Strategy						
Evidence of health and safety management system certified to recognized standard	Yes	Yes	-	LOW	TOP	
What executive body is responsible for H&S strategy and performance?						
Board-level committee is responsible for health and safety strategy	Yes	Yes	-	LOW	MID	TOP
Health & safety policy						
Scope of health and safety policy	Yes	Yes	-	LOW	MID	TOP
Applicability of health and safety policy to contractors	Yes	Yes	-	LOW	MID	TOP
Targets						
Target to improve health and safety performance	Zero target	Non-zero target (contractors included)	-	LOW	MID	TOP

Other H&S Metric

Year (YYYY)	Other Health & Safety Metric Description	Other Health & Safety Metric Value	Details
2024	Lost time injury severity rate	61.00	Lost time injury severity rate
2023	Number of fatalities of Group employees per 10,000 Group employees	0.20	Fatality rate
2022	1,000,000 working hours	79.00	Lost time Injury Severity Rate
2022	Number of fatalities of Group employees per 10,000 Group employees	0.20	Fatality rate
2021	1,000,000 working hours	95.00	Lost time injury severity rate
2021	Number of fatalities of Group employees per 10,000 Group employees	0.00	Fatality rate
2020	1,000,000 working hours	86.00	Accident severity rate
2020	Number of fatalities of Group employees per 10,000 Group employees	0.40	Fatality rate
2019	1,000,000 working hours	80.00	Accident severity rate
2019	Number of fatalities of Group employees per 10,000 Group employees	0.70	Fatality rate

Year (YYYY)	Other Health & Safety Metric Description	Other Health & Safety Metric Value	Details
2018	1,000,000 working hours	70.00	Accident severity rate

Operations

Health & safety performance relative to peers	5.37
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Lost Time Incident Rate

Year	Lost Time Incident Rate	Lost Time Incident Rate (per million hours)	Lost Time Incident Rate Unit	Details
2024	1.30	1.30	per million hours	Group employees
2023	1.70	1.70	per million hours	Group employees
2022	1.70	1.70	per million hours	Group employees
2021	1.60	1.60	per million hours	Group Employees
2020	1.60	1.60	per million hours	Group employees
2019	1.50	1.50	per million hours	Group employees
2018	1.70	1.70	per million hours	Group employees
2017	1.90	1.90	per million hours	Group employees
2016	2.20	2.20	per million hours	Group employees
2015	2.30	2.30	per million hours	Group employees
2014	2.10	2.10	per million hours	Group employees
2013	2.60	2.60	per million hours	Group employees
2012	3.40	3.40	per million hours	Group employees
2011	3.80	3.80	per million hours	Group employees
2010	4.30	4.30	per million hours	Group employees
2009	4.60	4.60	per million hours	Group employees
2008	4.80	4.80	per million hours	Group employees
2007	5.80	5.80	per million hours	Group employees

Fatalities

Year	Contractor Fatalities	Employee Fatalities	Fatalities	Details
2024	8	2	10	
2023	4	1	5	Number of fatalities employees and contractor
2022	4	1	5	
2021	1	0	3	Fatalities include: employees 0, contractors 1, and third-parties 2.
2020	3	2	9	Fatalities include: employees 2, contractors 3, and third-parties 4.
2019	10	4	25	Fatalities include: employees 4, contractors 10, and third-parties 11.

Year	Contractor Fatalities	Employee Fatalities	Fatalities	Details
2018	8	2	29	Fatalities include: employees 2, contractors 8, and third-parties 19.
2017	9	2	14	Fatalities include: employees 2, contractors 9, and third-parties 3.
2016	5	4	11	Fatalities include: employees 4, contractors 5, and third-parties 2.
2015	8	6	17	Fatalities include: employees 6, contractors 8, and third-parties 3.
2014	12	4	18	Fatalities include: employees 4, contractors 12, and third-parties 2.
2013	12	5	19	Fatalities include: employees 5, contractors 12, and third-parties 2.
2012	4	2	14	Fatalities include: employees 2, contractors 4, and third-parties 8.
2011	2	2	8	Fatalities include: employees 2, contractors 2, and third-parties 4.
2010	11	5	19	Fatalities include: employees 5, contractors 11, and third-parties 3.
2009	7	8	22	Fatalities include: employees 8, contractors 7, and third-parties 7.
2008	11	5	21	Fatalities include: employees 5, contractors 11, and third-parties 5.
2007			4	Fatalities include employees and contractors.

CONTROVERSIES

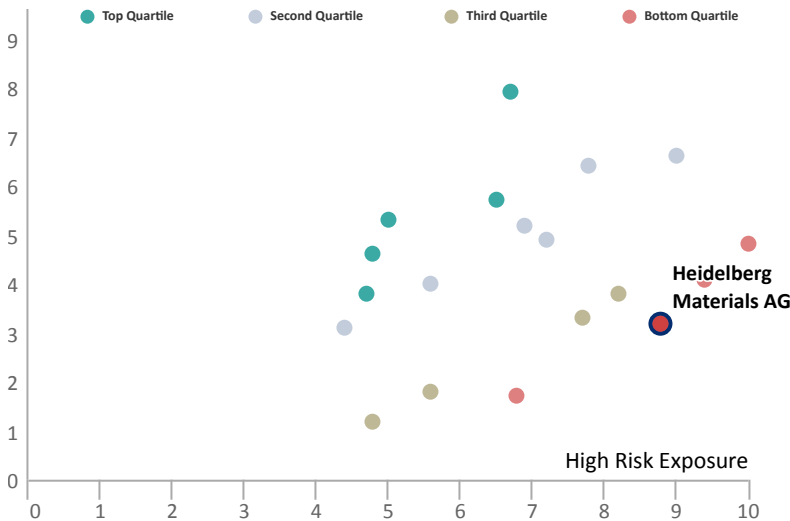
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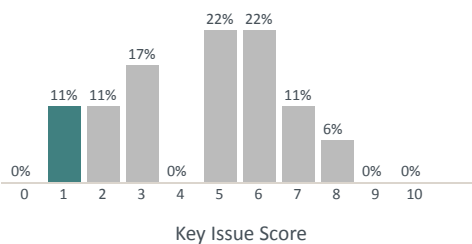
Labor Management

Score	Change (since rating)	Quartile	Weight	Last score change date
1.4	0.0		10.0%	Jul 10, 2025

Strong Risk Management



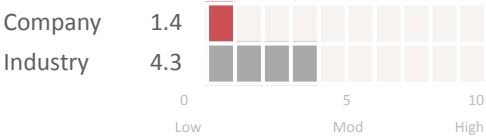
KEY ISSUE SCORE DISTRIBUTION*



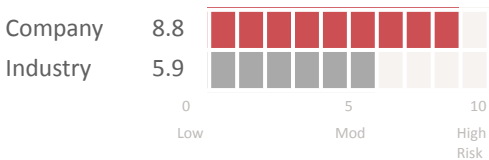
TOP 5 INDUSTRY LEADERS

TCC Group Holdings CO., LTD.	8.2
Asia Cement Corporation	7.3
The Siam Cement Public Company Limited	6.8
CHINA JUSHI CO., LTD	6.2
VULCAN MATERIALS COMPANY	6.1

KEY ISSUE ASSESSMENT



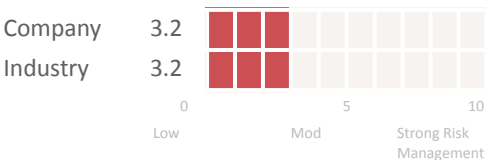
RISK EXPOSURE ASSESSMENT



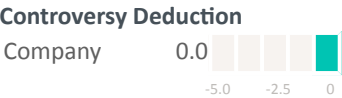
Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



BOTTOM 5 INDUSTRY LAGGARDS

Holcim AG	2.6
ULTRATECH CEMENT LIMITED	1.8
GRASIM INDUSTRIES LTD	1.7
Heidelberg Materials AG	1.4
SHREE CEMENT LIMITED	1.4

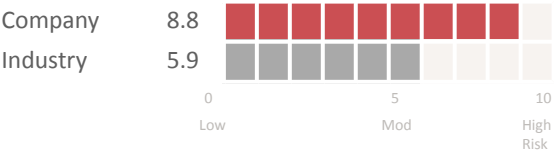
METHODOLOGY NOTE

Companies are evaluated on the complexity of their workforce (size, labor intensity, and regions of operation), employee relations, strength of worker protections, and employee engagement efforts.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

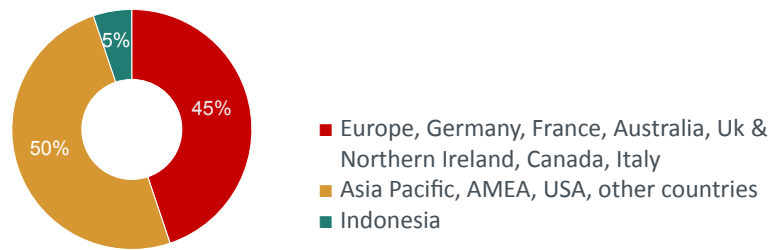
Exposure to: Risk of workflow disruptions due to labor unrest, or reduced productivity due to poor job satisfaction

Business Types : Percentage of operations in business segments with high/moderate/low labor intensities, as measured by average sales per employee of industries



Source: MSCI ESG Research; Refinitiv; company disclosures

Business Locations : Percentage of operations in countries with high/moderate/low likelihood of labor unrest (based on historic precedent)



Source: International Labour Organization; Refinitiv; MSCI ESG Research; company disclosures

Additional Drivers of Exposure

Collective bargaining negotiation expected in next 12 months: Not Disclosed

Layoffs Events

Major Layoffs: Yes

Size and Composition of Workforce

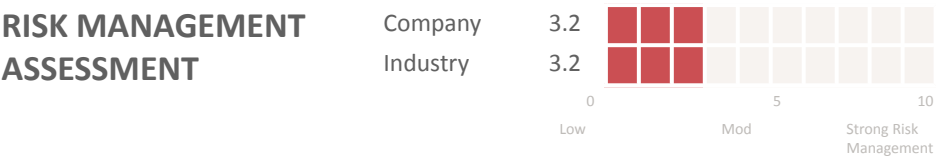
Number of employees: 51,129

Number of Employees

Year	Number of employees	Part time workers (%)	Contract or temporary workers (%)	Estimated Part time/contract %
2024	51,129	5.00%		
2023	50,997	3.10%		

Year	Number of employees	Part time workers (%)	Contract or temporary workers (%)	Estimated Part time/contract %
2022	50,780	2.50%		
2021	51,209	2.50%		
2020	53,122	2.30%		
2019	55,047	11.30%		
2018	57,939			
2017	59,054			
2016	60,424			
2015	45,453			
2014	44,909			
2013	52,560			
2012	51,966			
2011	52,526			
2010	53,437			
2009	53,302			
2008	60,841			

MANAGEMENT





Description	Company Practice	Best Practice	Practices Score ²
Strategy			
Percentage of workforce covered by trade unions/ collective agreements	94.32%		
Estimate Key: Percentage of workforce covered by trade unions/ collective agreements	Reported	Reported	- LOW MID TOP
Evidence of collective agreements	Yes	Yes	- LOW TOP
Employee stock ownership plan (ESOP) or employee stock purchase plan (ESPP)	ESOP or ESPP but scope of coverage is unknown	Sector-leading number of employees eligible for ESOP and/or ESPP	- LOW MID TOP
Scope of workforce eligibility for variable performance-based component to pay	Selective performance-based incentive pay for non-officer staff	Strong performance-based incentive pay structure covers all employees	- LOW MID TOP
Non-compensation benefits including pension and retirement	No evidence	Benefits cover all employees	- LOW MID TOP

Performance

External recognition as employer of choice (last three years)	Not Disclosed
Company witnessed strikes / lock-outs in the last three years	Strike(s) occurred but scope unknown

Employee turnover

Year	Annual employee turnover (%)	Details
2024	11.00%	
2023	17.00%	
2022	11.00%	
2021	12.00%	
2020	6.00%	
2019	11.00%	
2018	13.00%	
2017	13.00%	
2016	12.00%	
2015	13.00%	
2014	10.00%	

Employee Productivity

Year	Profit per employee (USD '000)
2024	36

Year	Profit per employee (USD '000)
2023	41
2022	33
2021	39
2020	-49
2019	22
2018	22
2017	18

CONTROVERSIES

All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Heidelberg Materials's current involvement in prominent controversial events or alleged misconduct.

APPENDIX

CONTENTS

ADDITIONAL ESG ISSUES

CONTROVERSIES DETAIL

ADDITIONAL CORPORATE GOVERNANCE CONTENT

KEY METRIC & SCORE CHANGES


CEO PAY CHARTS

DIRECTOR VOTES

SHAREHOLDER/MANAGEMENT PROPOSALS

GOVERNANCE STANDARDS

DIRECTOR PROFILES



Anticompetitive Practices

Score	Change (since rating)	Quartile	Weight	Last score change date
5.0	0.0	N/A		Aug 23, 2021



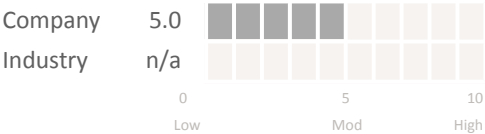
TOP 5 INDUSTRY LEADERS

ANHUI CONCH CEMENT COMPANY LIMITED	5.0
Amrize AG	5.0
Asia Cement Corporation	5.0
CHINA JUSHI CO., LTD	5.0
CRH PUBLIC LIMITED COMPANY	5.0

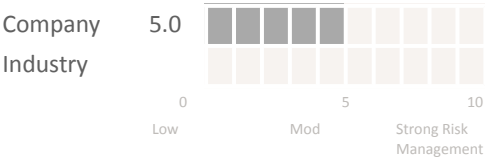
BOTTOM 5 INDUSTRY LAGGARDS

The Siam Cement Public Company Limited	5.0
VULCAN MATERIALS COMPANY	5.0
SHREE CEMENT LIMITED	4.2
ULTRATECH CEMENT LIMITED	4.2
AMBUJA CEMENTS LIMITED	3.7

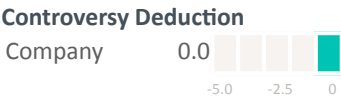
KEY ISSUE
ASSESSMENT



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



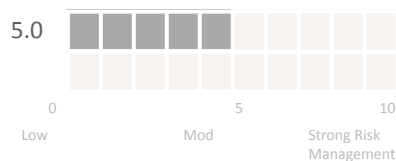
METHODOLOGY NOTE

This issue evaluates the extent to which companies may face regulatory risks relating to anti-competitive practices. Companies successfully avoiding incident score "5", while companies that have faced controversies in the last three years score lower, based on the severity and type of controversy. This Key Issue is discontinued effective November 2020.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

RISK MANAGEMENT ASSESSMENT

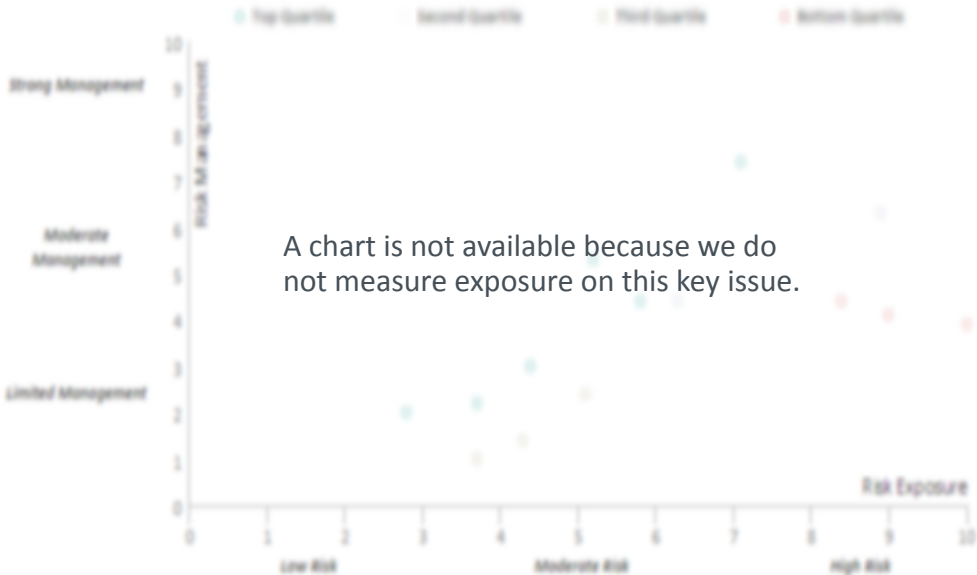
5.0





Business Ethics & Fraud

Score	Change (since rating)	Quartile	Weight	Last score change date
4.2	0.0	N/A		Oct 26, 2023



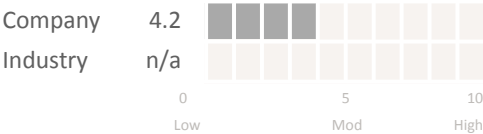
TOP 5 INDUSTRY LEADERS

ANHUI CONCH CEMENT COMPANY LIMITED	5.0
Amrize AG	5.0
Asia Cement Corporation	5.0
CHINA JUSHI CO., LTD	5.0
CRH PUBLIC LIMITED COMPANY	5.0

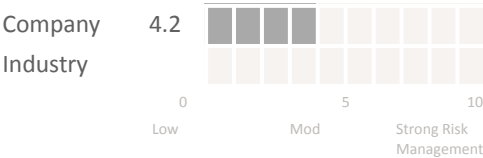
BOTTOM 5 INDUSTRY LAGGARDS

VULCAN MATERIALS COMPANY	5.0
AMBUJA CEMENTS LIMITED	4.2
Cemex, S.A.B. de C.V.	4.2
Heidelberg Materials AG	4.2
Holcim AG	4.2

KEY ISSUE
ASSESSMENT



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



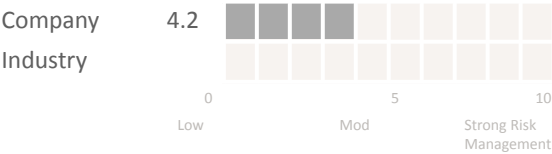
METHODOLOGY NOTE

This issue evaluates the extent to which companies may face regulatory or legal risks or loss of investor confidence due to ethics issues such as fraud, executive misconduct, or insider trading. Companies successfully avoiding incident score "5", while companies that have faced controversies in the last three years score lower, based on the severity and type of controversy. This Key Issue is discontinued effective November 2020.

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MANAGEMENT

RISK MANAGEMENT
ASSESSMENT

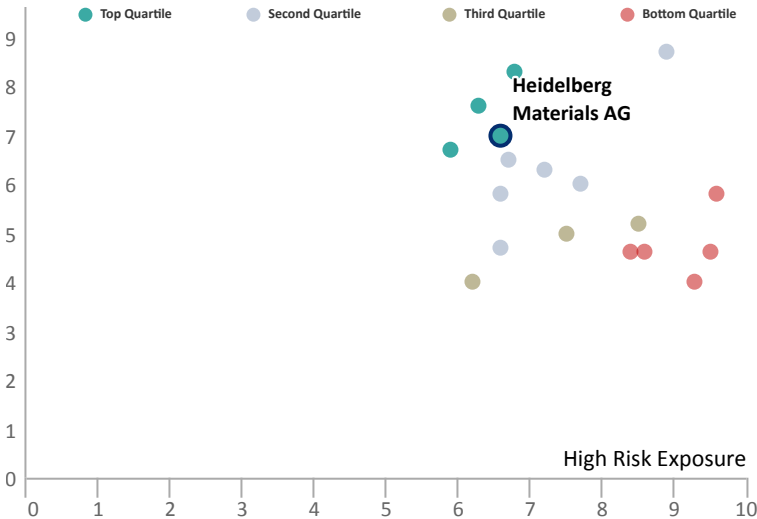




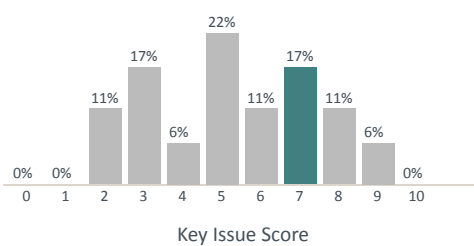
Corruption & Instability

Score	Change (since rating)	Quartile	Weight	Last score change date
7.4	0.0	●●●●	0.0%	Aug 01, 2025

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



TOP 5 INDUSTRY LEADERS

TCC Group Holdings CO., LTD.	8.5
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	8.3
CRH PUBLIC LIMITED COMPANY	7.8
Heidelberg Materials AG	7.4
The Siam Cement Public Company Limited	6.8

BOTTOM 5 INDUSTRY LAGGARDS

China National Building Material Company Limited	3.2
SHREE CEMENT LIMITED	3.2
AMBUJA CEMENTS LIMITED	3.0
ANHUI CONCH CEMENT COMPANY LIMITED	2.1
CHINA JUSHI CO., LTD	1.7

This issue does not present significant risks or opportunities to the company and with the assigned weight of 0% does not contribute to the overall ESG rating for the company.

MSCI ESG Research provides additional scores on a select set of ESG Issues for all companies on the MSCI ACWI Index and MSCI ACWI IMI Index. Every company on the index receives scores for the following ESG Issues, regardless of whether they contribute to the overall Company ESG Rating.

The additional key issue scores and data available by index are as follows:

- MSCI ACWI: Water Stress, Labor Management, Privacy and Data Security
- MSCI ACWI IMI: Carbon Emissions, Human Capital Development and Tax Transparency

We continue to provide data and scores for the discontinued Key Issues under the ESG Rating model for the MSCI ACWI Index: Corruption & Instability, Business Ethics & Fraud, Anticompetitive Practices.

METHODOLOGY NOTE

This issue evaluates the extent to which companies may face regulatory risks or lost market access due to corruption scandals or political and social instability. Scores are based on reliance on government contracts

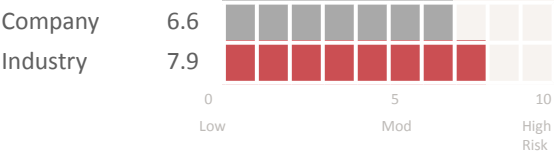


and operations in regions facing political instability or high perceived corruption levels; anti-bribery policies, programs, and transparency; and controversies. This Key Issue is discontinued effective November 2020.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

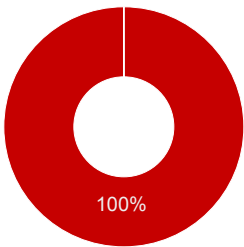
RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

Exposure to: Regulatory risks or lost market access due to corruption scandals or political and social instability

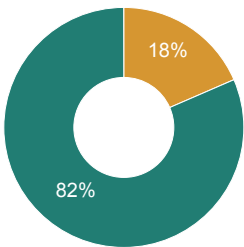
Business Types : Percentage of operations in business segments perceived most likely to pay or receive bribes



- Cement, Ready-mixed concrete, Construction sand and gravel, Concrete blocks and bricks
- No exposure to medium risk segments
- No exposure to low risk segments

Source: Bribe Payers Index (Transparency International); State Capture Index (Transparency International); Refinitiv; MSCI ESG Research; company disclosures

Business Locations : Percentage of operations in countries with high/moderate/low level of corruption and political instability, violence or terrorism



- No operations in markets with high risks
- Asia Pacific, Indonesia, AMEA, other countries, Italy
- Europe, Germany, France, Australia, USA, Uk & Northern Ireland, Canada

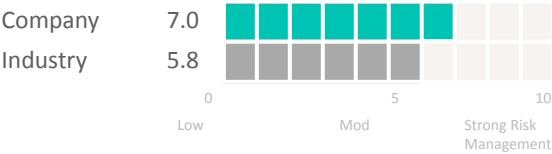
Source: Corruption Perceptions Index (Transparency International); World Governance Indicators (World Bank); Refinitiv; MSCI ESG Research; company disclosures

Additional Drivers of Exposure

Company is reliant on the government sectors for a major proportion: Not Disclosed

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT



Description	Company Practice	Best Practice	Practices Score ²			
Policies & Commitments						
Executive body responsible for managing business ethics and corruption issues	Board-level committee	Board-level committee	-	LOW	MID	TOP
Company's bribery and anti-corruption policy	Detailed formal policy on bribery and anti-corruption	Detailed formal policy on bribery and anti-corruption	-	LOW	MID	TOP
Scope of anti-corruption policy for suppliers	All suppliers are required to have anti-corruption policies and programs to verify compliance	All suppliers are required to have anti-corruption policies and programs to verify compliance	-	LOW	MID	TOP
Commitment to external standards for ethics / anti-corruption						
List of commitments to ethics and anti-corruption mandates	UNGC					
	UNDHR,ILO, UNGC					
	UNDHR,ILO, UNGC					
	UNDHR,ILO, UNGC					
Programs & Structures						
Scope of employee training on ethical standards	Programs covering all permanent employees (excluding part-time and contractors)	Programs covering all employees (including part-time) and contractors	-	LOW	MID	TOP
Provision of whistleblower protection	Policy provides whistleblowers with protection from retaliation	Policy provides whistleblowers with protection from retaliation	-	LOW	MID	TOP
Discloses value of political donations / lobbying expenditure	Yes	Yes	-	LOW	MID	TOP

Human Rights - Policies and Programs

Company's policy indicating support for human rights	Policy aligned with UN Declaration of Human Rights or equivalent	Policy aligned with UN Declaration of Human Rights or equivalent	-	LOW	MID	TOP
Extent of philanthropic programs to support local economic development (hospitals, schools, infrastructure)	General statements on philanthropic programs supporting local communities	At least 1% of profit is invested in community development projects addressing local needs	-	LOW	MID	TOP
List of commitments to external mandates to protect human rights	UNGC					
	Universal Declaration of Human Rights and the UN Guiding Principles for Business and Human Rights					
	International Labour Organization (ILO)					
	UNGCUNDHR,ILO, UNGC					
	UNDHR,ILO, UNGC					
	UNDHR,ILO,OECD					
Policy on ethical business conduct with respect to violence and conflict	Not disclosed	Policy articulated	-	LOW	MID	TOP
Job creation - local hiring	Majority of workforce is local	Over 90% of workforce is local	-	LOW	MID	TOP

CONTROVERSIES

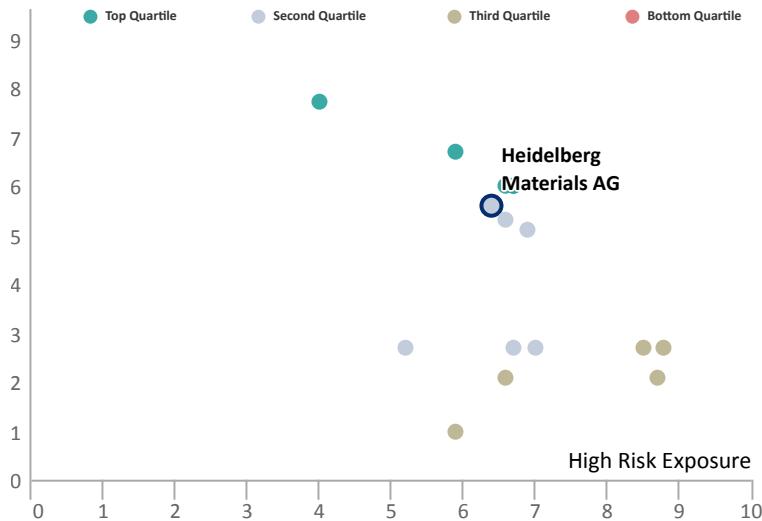
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Heidelberg Materials's current involvement in prominent controversial events or alleged misconduct.



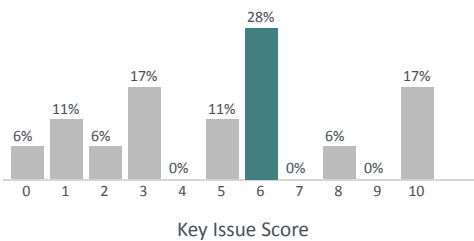
Water Stress

Score	Change (since rating)	Quartile	Weight	Last score change date
6.2	0.0	●●●	0.0%	Jul 10, 2025

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	10.0
The Siam Cement Public Company Limited	10.0
ANHUI CONCH CEMENT COMPANY LIMITED	9.9
Holcim AG	7.8
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	6.4

BOTTOM 5 INDUSTRY LAGGARDS

China National Building Material Company Limited	2.5
Amrize AG	2.1
SHREE CEMENT LIMITED	1.2
AMBUJA CEMENTS LIMITED	0.9
ULTRATECH CEMENT LIMITED	0.4

METHODOLOGY NOTE

Companies are evaluated on the water intensity of their operations, levels of water stress in their areas of operation and their efforts to manage water-related risks and opportunities.

This issue does not present significant risks or opportunities to the company and with the assigned weight of 0% does not contribute to the overall ESG rating for the company.

MSCI ESG Research provides additional scores on a select set of ESG Issues for all companies on the MSCI ACWI Index and MSCI ACWI IMI Index. Every company on the index receives scores for the following ESG Issues, regardless of whether they contribute to the overall Company ESG Rating.

The additional key issue scores and data available by index are as follows:

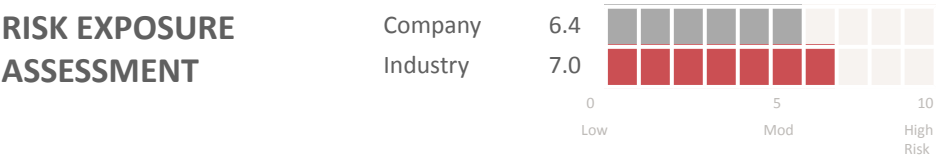
- MSCI ACWI: Water Stress, Labor Management, Privacy and Data Security
- MSCI ACWI IMI: Carbon Emissions, Human Capital Development and Tax Transparency

We continue to provide data and scores for the discontinued Key Issues under the ESG Rating model for the MSCI ACWI Index: Corruption & Instability, Business Ethics & Fraud, Anticompetitive Practices.



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EXPOSURE



Key Drivers of Risk Exposure

Exposure to: Risk of increased cost of input, disputes around access rights to key resources or operational disruptions to production processes requiring water as a critical input

Business Types : Percentage of operations in business segments with high/moderate/low water intensity



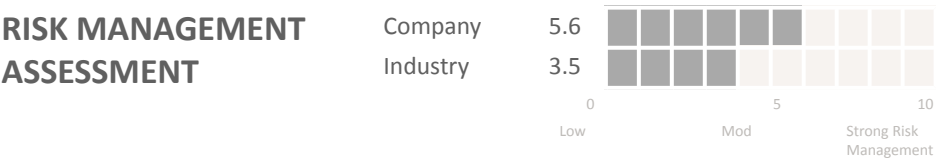
Source: IERS' Comprehensive Environmental Data Archive (CEDA); MSCI ESG Research; Refinitiv; company disclosures

Business Locations : Percentage of operations in countries or regions with high/moderate/low percent of territory affected by oversubscription to water resources



Source: WRI Aqueduct; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT



Description

Company Practice

Best Practice

Practices Score²

Governance and Strategy

Implementation of water-efficient production processes

7.00

Executive body responsible for water management strategy and performance:

CEO is responsible for water management strategy and performance	Yes	Yes	-	LOW	MID	TOP
CSR or Sustainability Committees are responsible for water management strategy and performance	Yes	Yes	-	LOW	MID	TOP

Water Consumption/ Withdrawal Targets

Baseline Year	Target Year	Target Description	Target Reduction (%)
2010	2020	Reduce mains water consumption by 25% per tonne of product based on 2010 baseline until 2020.	25.00%

Performance

Water performance relative to peers

3.00

Water Withdrawal Performance

Year	Freshwater Withdrawal (m3)	Freshwater Withdrawal Intensity (m3/ USD million sales)
2024	47,200,000	2,154.52
2023		
2022		
2021		
2020		
2019	49,900,000	2,363.72
2018	52,500,000	2,539.47
2017	53,600,000	2,585.23
2016	48,500,000	3,031.66
2015	39,100,000	2,673.19
2014		
2013		

Water Consumption Performance

Year	Freshwater Consumption (m3)	Freshwater Consumption Intensity (m3/ USD million sales)	Details
2024			

Year	Freshwater Consumption (m3)	Freshwater Consumption Intensity (m3/ USD million sales)	Details
2023			
2022			
2021			
2020			
2019	30,000,000	1,421.07	
2018	29,700,000	1,436.61	
2017	30,800,000	1,485.55	
2016	28,200,000	1,762.74	
2015	23,200,000	1,586.14	
2014			
2013			

CONTROVERSIES

All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Heidelberg Materials's current involvement in prominent controversial events or alleged misconduct.

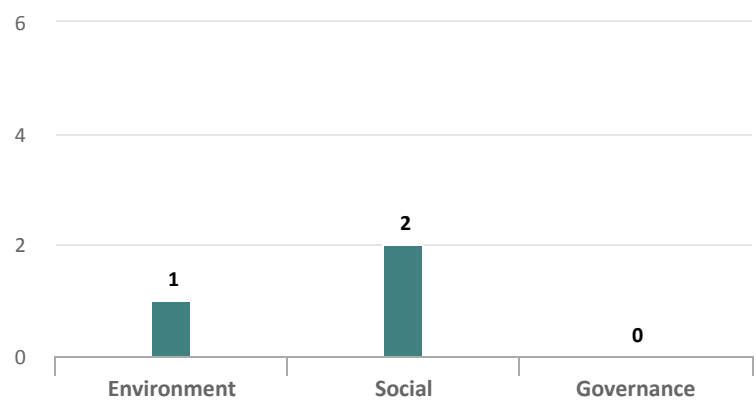
CONTROVERSIES DETAIL

Here you will find the narratives for all controversies relevant to the company. Please note while every controversy case may signal reputational risk, not every controversy is judged to pose material risks; therefore, not every controversy affects the company's overall rating.

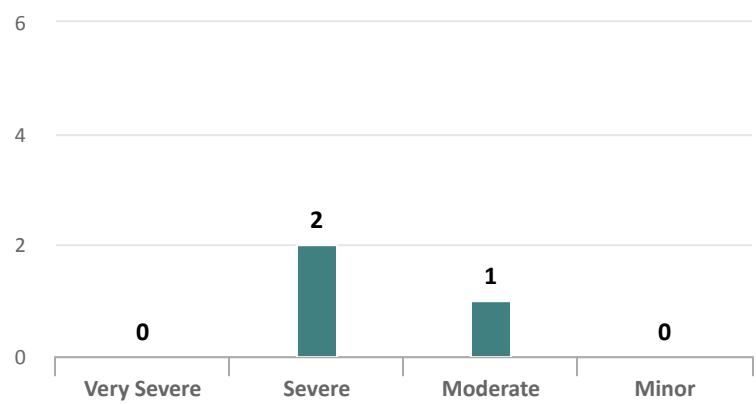
CONTROVERSY CARD

	ASSESSMENT				CONTROVERSY COUNT
	VERY SEVERE	SEVERE	MODERATE	MINOR	
Environment					
Carbon Emissions	0	0	0	0	0
Water Stress	0	0	0	0	0
Biodiversity & Land Use	0	0	1	0	1
Toxic Emissions & Waste	0	0	0	0	0
Social					
Labor Management	0	0	0	0	0
Health & Safety	0	0	0	0	0
Community Relations	0	2	0	0	2
Governance					
Corruption & Instability	0	0	0	0	0
Business Ethics & Fraud	0	0	0	0	0
Anticompetitive Practices	0	0	0	0	0
Corporate Governance	0	0	0	0	0
Corporate Behavior	0	0	0	0	0

NUMBER OF CONTROVERSIES BY PILLAR



NUMBER OF CONTROVERSIES BY ASSESSMENT



CONTROVERSIES

- Very Severe:** Indicates an action by a company that results in a very large impact on society and/or the environment.
- Severe:** Indicates an action by a company that results in a large impact on society and/or the environment.
- Moderate:** Indicates an action by a company that results in a moderate impact on society and/or the environment.
- Minor:** Indicates an action by a company that results in a low impact on society and/or the environment.
- None:** There is no evidence that a company is involved in any controversy.

ENVIRONMENTAL CONTROVERSIES

Moderate Controversies

Date: October 2024
Assessment: Moderate
Status: Concluded

Central Java, Indonesia: Samin Community opposition to planned limestone mine and cement factory due to environmental concerns
UPDATES: 03 Oct 2025: No new information available.

02 Oct 2024: German government calls on Heidelberg Materials to disclose environmental and social risk assessment for Indonesia mine. (Inclusive Development International)

04 Aug 2022: Indonesia: The fight to #SaveKendeng. (Inclusive Development International)

12 May 2022: Dirty Profits 9: How much Pain for Corporate Gain? (Facing Finance)

21 Sep 2020: HeidelbergCement's response. (Business & Human Rights Resource Center)

09 Sep 2020: Complaint under the OECD Guidelines for Multinational Enterprises submitted to the German National Contact Point for the OECD Guidelines Against HeidelbergCement Group, concerning its development of a cement mine and factory in Indonesia. (Inclusive Development International)

03 Jun 2020: Communities file complaint against World Bank, demanding halt to HeidelbergCement project in Indonesia. (Inclusive Development International)

23 Aug 2019: From Kendeng with Love: Seven Messages from Pati. (Heinrich-Boll-Stiftung Foundation)

10 May 2017: Foot cementing action in Germany for Kendeng farmers. (BBC)

01 May 2017: Indonesian farmer joins May 1 rally to protest German cement. (Deutsche Welle)

06 Mar 2017: Putusan MAHKAMAH AGUNG, 4K/TUN/2017. [Supreme Court Decision, 4K/TUN/2017] (Supreme Court of Indonesia)

03 Aug 2016: PTTUN Surabaya Kabulkan Permohonan Bupati Pati, Terkait Ijin Pabrik Seme. [PTTUN Surabaya Kabulkan Requests for Regent of Pati, Regarding Cement Plant Permit] (Pati Regency Government)

17 Nov 2015: DECISION OF PTUN SEMARANG, 015/G/2015/PTUN.SMG. (Semarang State Administrative Court)

04 Sep 2014: Pati Residents Reject Cement Plant Establishment. Why? (Mongabay Indonesia)

04 Feb 2013: The Establishment of a Cement Plant Will Destroy People's Water Sources in the Kendeng Mountains. (Mongabay Indonesia)

Source: 02 Oct 2024 (Inclusive Development International)

SOCIAL CONTROVERSIES

Severe Controversies

Date: December 2024
Assessment: Severe
Status: Ongoing

Western Sahara: NGO criticism over cement operations
Heidelberg Materials AG (Heidelberg Materials), formerly known as HeidelbergCement, has faced criticism for its production and sourcing of cement materials in the Western Sahara. In 2016 and 2020, the company obtained control of two cement processing plants in the region; these facilities are managed by its subsidiary Ciments du Maroc (CIMAR). The NGO Western Sahara Resource Watch (WSRW) alleged in March 2018 that Heidelberg Materials may have constructed and operated its cement plant through CIMAR without the consent of the Sahrawi people and that Sahrawis living in refugee camps perceived no benefit of the cement facility. Furthermore, WSRW claimed that building such facilities "entrenched and legitimized the occupation", alleging Heidelberg Materials and CIMAR did not accurately refer to Western Sahara as the plant's location in their public disclosures, and instead used terms that portrayed the site as part of Morocco. The company also reportedly provided unclear statements on whether CIMAR sourced raw materials used in cement production from the region.

In May 2021, WSRW claimed Heidelberg Materials had not provided a definitive answer as to whether the company had obtained proper consent from the Sahrawi people to operate cement factories in Western Sahara.

In May 2023, WSRW alleged Heidelberg Materials may have been "highly profiting from the Moroccan government's construction of a new port" for a Moroccan state-owned company seeking to export fertilizer products and phosphate rock from Western Sahara. This allegation was made after the company disclosed it did not export any cement, suggesting that the 150 percent increase in sales in 2022 was for cement used in Western Sahara. Furthermore, WSRW criticized Heidelberg Materials for allegedly failing to consider the situation of the country or territory in which it operates.

In December 2024, WSRW listed Heidelberg Materials AG as a current operator of a cement factory in Western Sahara.

UPDATES: 05 Dec 2024: SRI update. (Western Sahara Resource Watch)

02 Nov 2023: SRI update. (Western Sahara Resource Watch)

16 May 2023: Massive increase for Heidelberg Materials in occupied Western Sahara. (Western Sahara Resource Watch)

16 May 2022: HeidelbergCement persistently defends business on occupied land. (Western Sahara Resource Watch)

11 May 2021: HeidelbergCement takes side in the conflict. (Western Sahara Resource Watch)
03 Jul 2020: HeidelbergCement cites local benefits, ignores consent. (Western Sahara Resource Watch)
11 May 2020: HeidelbergCement expands in occupied Western Sahara. (Western Sahara Resource Watch)
10 May 2019: 'We deserve an answer' from HeidelbergCement. (Western Sahara Resource Watch)
16 Apr 2018: HeidelbergCement did not respond. (Business & Human Rights Resource Centre)
16 Apr 2018: NGO: HeidelbergCement's operations in Western Sahara may be linked to IHL violations. (Business & Human Rights Resource Centre)
02 Mar 2018: What is HeidelbergCement doing in occupied Western Sahara? (Western Sahara Resource Watch)
01 Mar 2018: Re.: HeidelbergCement's involvement in cement industry in Western Sahara. (Western Sahara Resource Watch)

Source: 05 Dec 2024 (Western Sahara Resource Watch)

Date: October 2024
Assessment: Severe
Status: Ongoing

Central Java, Indonesia: Samin Community opposition to planned limestone mine and cement factory

Heidelberg Materials AG, formerly known as HeidelbergCement AG, and its subsidiary PT Indocement Tunggal Prakarsa Tbk (PT Indocement) have faced criticism from the indigenous Samin community since 2010 over the anticipated adverse impacts on livelihoods and the environment that they believe would result if the proposed limestone mine and cement factory in Pati Regency, Central Java, proceeds. The site was to be developed by PT Indocement's subsidiary PT Sahabat Muliasakti (PT SMS) in 2014. Farmers, indigenous communities, and multiple civil society and human rights organizations have claimed that the proposed mine and factory could significantly threaten food security, local ecosystems, and water security and quality for thousands of families living in the Kendeng Mountain region, as well as harm the culturally significant sites of the indigenous Samin people. In November 2015, the Semarang State Administrative Court granted a petition by the local community group Mount Kendeng Community Network (JMPPK) to revoke the environmental permit granted for the project by the Pati Regency in December 2014. However, in August 2016, Surabaya's High Court ruled in favor of the appeal filed by PT SMS in Pati Regency to reinstate the permit. Pati residents and JMPPK members then appealed to the Indonesian Supreme Court in September 2016, arguing that the ruling had failed to consider community involvement and violated the general principles of good government. The residents also claimed that the project location was inconsistent with the spatial planning of Indonesia, Central Java, and Pati District. In March 2017, the Supreme Court upheld the ruling of Surabaya's High Administrative Court and ruled against the arguments presented by the residents. In May 2017, according to Watch Indonesia, a social and environmental justice group based in Germany protested in Berlin against Heidelberg Materials AG. The group raised concerns over how the proposed cement factory could negatively impact the environment and livelihoods of communities in the vicinity. It also raised concerns over damaging the water resources of thousands of people. The Kendeng Mountains, where the mine is planned, are characterized by a series of underground rivers and caves due to their limestone geology that is instrumental in filtering water for the region. A farmer from the Samin community, who participated in the protest, claimed that 50 to 60 families residing in the 2,700-hectare site for the proposed cement factory could be displaced and water quality and supply severely affected. In August 2019, the environment and human rights group Heinrich-Boll-Stiftung Foundation reported local and indigenous communities in the Kendeng Mountains continued to voice protests against the project. In September 2020, Inclusive Development International (IDI) partnered with the community, JMPPK, FIAN Germany, and Heinrich-Boll-Stiftung Foundation, to file a complaint with the Organization for Economic Cooperation and Development (OECD) against Heidelberg Materials AG including subsidiaries, PT Indocement and PT SMS, over the alleged transgression of the OECD Guidelines on Multiple Enterprises. IDI, a nonprofit organization that exposes investment in harmful projects, claimed that the project could negatively impact the water supply and agricultural resources of at least 35,000 people in the sub-districts of Sukolilo, Kayen, and Tambakromo. The complaint claimed a lack of transparency, insufficient community engagement in the EIA process, and failure to publicly disclose environmental risks or have risk management plans in place to mitigate the project's potential adverse impacts. The allegations also included the violation of indigenous people's rights—in the absence of the communities' prior and informed consent to the proposed mine and the company's neglect to address concerns over potential food and water security. In May 2022, Facing Finance, a nonprofit organization that advocates for socially responsible investment by German companies in relation to global norms, published a report on HeidelbergCement in its ninth issue of Dirty Profits entitled "How much Pain for Corporate Gain?". It called for Heidelberg Materials' suspension of its mining plan and for proper consultations with local stakeholders, to better assess and mitigate negative impacts on the environment and local communities. In October 2024, IDI reported that the German government called on Heidelberg Materials AG to provide an environmental and social impact assessment to the people who would be affected by the proposed mining operations. Heidelberg Materials AG holds 52.89% shares in PT Indocement, which is the parent of PT SMS.

UPDATES: 02 Oct 2024: German government calls on Heidelberg Materials to disclose environmental and social risk assessment for Indonesia mine. (Inclusive Development International)

04 Aug 2022: Indonesia: The fight to #SaveKendeng. (Inclusive Development International)

12 May 2022: Dirty Profits 9: How much Pain for Corporate Gain? (Facing Finance)

21 Sep 2020: HeidelbergCement's response. (Business & Human Rights Resource Center)

09 Sep 2020: Complaint under the OECD Guidelines for Multinational Enterprises submitted to the German National Contact Point for the OECD Guidelines Against HeidelbergCement Group, concerning its development of a cement mine and factory in Indonesia. (Inclusive Development International)

03 Jun 2020: Communities file complaint against World Bank, demanding halt to HeidelbergCement project in Indonesia. (Inclusive Development International)

23 Aug 2019: From Kendeng with Love: Seven Messages from Pati. (Heinrich-Boll-Stiftung Foundation)

10 May 2017: Foot cementing action in Germany for Kendeng farmers. (BBC)

01 May 2017: Indonesian farmer joins May 1 rally to protest German cement. (Deutsche Welle)

06 Mar 2017: Putusan MAHKAMAH AGUNG, 4K/TUN/2017. [Supreme Court Decision, 4K/TUN/2017] (Supreme Court of Indonesia)

03 Aug 2016: PTTUN Surabaya Kabulkan Permohonan Bupati Pati, Terkait Ijin Pabrik Seme. [PTTUN Surabaya Kabulkan Requests for Regent of Pati, Regarding Cement Plant Permit] (Pati Regency Government)

17 Nov 2015: DECISION OF PTUN SEMARANG, 015/G/2015/PTUN.SMG. (Semarang State Administrative Court)

04 Sep 2014: Pati Residents Reject Cement Plant Establishment. Why? (Mongabay Indonesia)

04 Feb 2013: The Establishment of a Cement Plant Will Destroy People's Water Sources in the Kendeng Mountains. (Mongabay Indonesia)

Source: 02 Oct 2024 (Inclusive Development International)

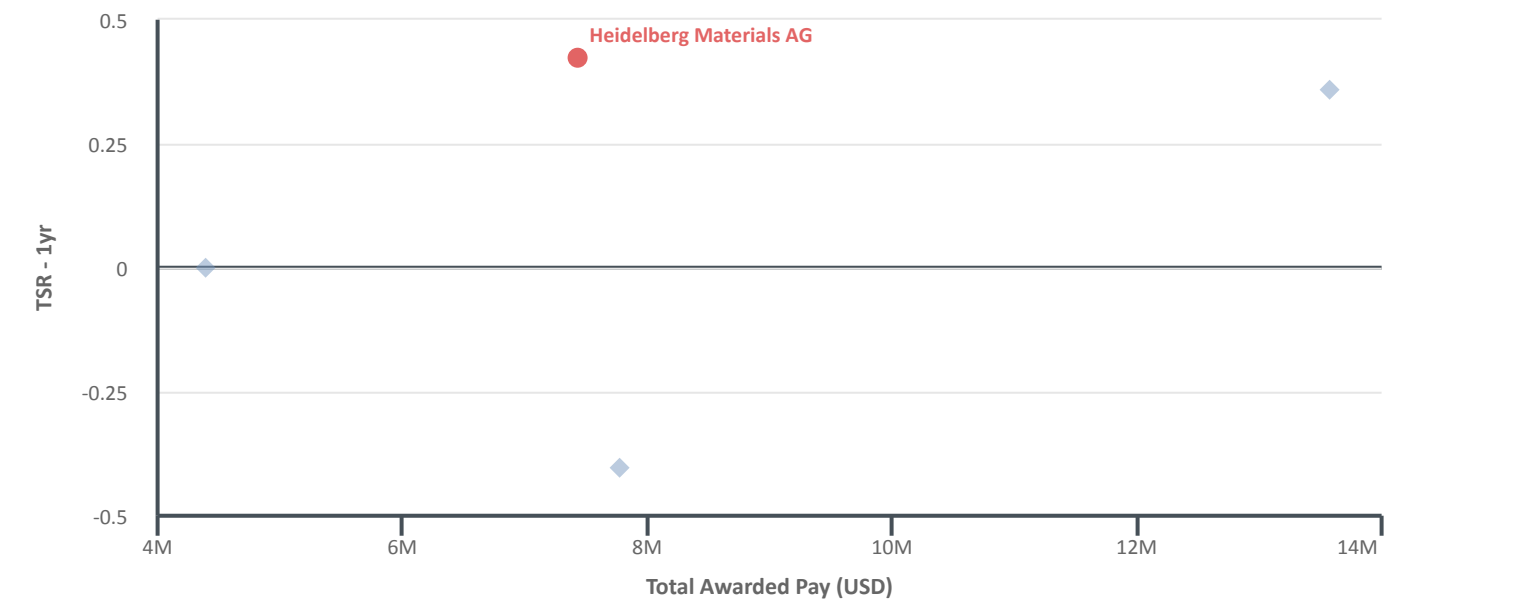
KEY METRIC & SCORE CHANGES

ALL KEY METRIC & SCORE CHANGES (SINCE JULY 2024)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
Short-Term Pay Performance	Flag Added	May 06, 2025	-0.20	
CEO Equity Changes	Flag Added	May 06, 2025	-0.20	
Board Majority Independent of Other Interests	Flag Added	May 06, 2025	-0.30	Board assessed as not majority independent of other interests

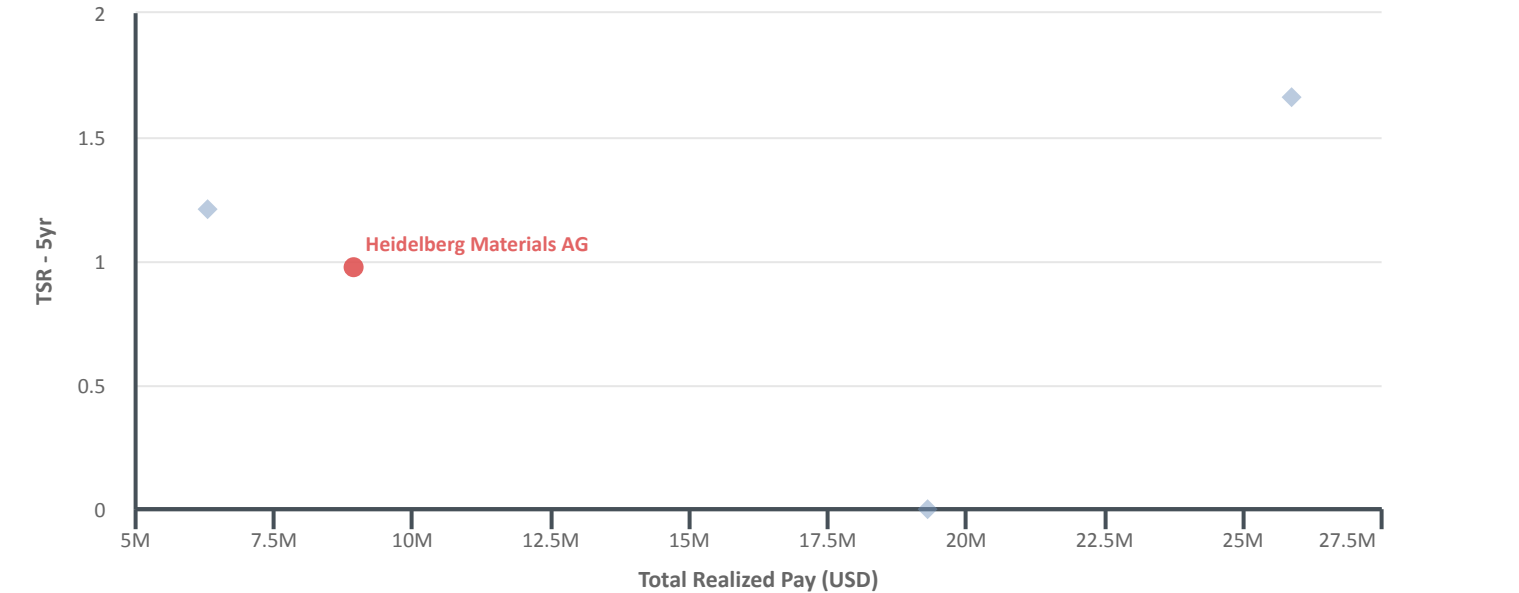
CEO PAY CHARTS

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

DIRECTOR VOTES

Proxy Year	Name	Age	Tenure	Votes For	Votes Against, Withheld and / or Abstained
2024	Bernd Scheifele	67	3	69.7%	30.3%
2024	Gunnar Groebler	53	1	90.6%	9.4%
2024	Ludwig Merckle	60	26	84.9%	15.2%
2024	Luka Mucic	54	6	99.3%	0.7%
2024	Margret Suckale	69	8	97%	3%
2024	Sopna Sury	51	3	99.3%	0.7%

SHAREHOLDER/MANAGEMENT PROPOSALS

MANAGEMENT PROPOSALS

Proxy Year	Proposal	Proposal Summary	Outcome	Votes For	Votes Against	Abstain/ Withheld%
2025	Other	2 Appropriation of the balance sheet profit for the 2024 financial year	Approved	99.9%	0%	0%
2025	Discharge Directors (slate)	3.1 Discharge of the Managing Board for the 2024 financial year Dr Dominik von Achten	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.2 Discharge of the Managing Board for the 2024 financial year René Aldach	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.3 Discharge of the Managing Board for the 2024 financial year Dr Katharina Beumelburg	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.4 Discharge of the Managing Board for the 2024 financial year Roberto Callieri	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.5 Discharge of the Managing Board for the 2024 financial year Axel Conrads	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.6 Discharge of the Managing Board for the 2024 financial year Kevin Gluskie	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.7 Discharge of the Managing Board for the 2024 financial year Hakan Gurdal	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.8 Discharge of the Managing Board for the 2024 financial year Dr Nicola Kimm	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.9 Discharge of the Managing Board for the 2024 financial year Dennis Lentz	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.10 Discharge of the Managing Board for the 2024 financial year Jon Morrish	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	3.11 Discharge of the Managing Board for the 2024 financial year Chris Ward	Approved	98.2%	0.3%	1.5%
2025	Discharge Directors (slate)	4.1 Discharge of the Supervisory Board for the 2024 financial year Dr Bernd Scheifele	Approved	90.8%	7.9%	1.3%
2025	Discharge Directors (slate)	4.2 Discharge of the Supervisory Board for the 2024 financial year Werner Schraeder	Approved	96.3%	2.4%	1.2%
2025	Discharge Directors (slate)	4.3 Discharge of the Supervisory Board for the 2024 financial year Barbara Breuninger	Approved	96.3%	2.4%	1.2%
2025	Discharge Directors (slate)	4.4 Discharge of the Supervisory Board for the 2024 financial year Gunnar Groebler	Approved	95.9%	2.9%	1.2%
2025	Discharge Directors (slate)	4.5 Discharge of the Supervisory Board for the 2024 financial year Birgit Jochens	Approved	96.6%	2.2%	1.2%
2025	Discharge Directors (slate)	4.6 Discharge of the Supervisory Board for the 2024 financial year Katja Karcher	Approved	96.6%	2.2%	1.2%
2025	Discharge Directors (slate)	4.7 Discharge of the Supervisory Board for the 2024 financial year Ludwig Merckle	Approved	91.3%	6.8%	1.9%
2025	Discharge Directors (slate)	4.8 Discharge of the Supervisory Board for the 2024 financial year Luka Mucic	Approved	95.9%	2.9%	1.2%
2025	Discharge Directors (slate)	4.9 Discharge of the Supervisory Board for the 2024 financial year Markus Oleynik	Approved	96.6%	2.2%	1.2%
2025	Discharge Directors (slate)	4.10 Discharge of the Supervisory Board for the 2024 financial year Dr Ines Ploss	Approved	96.6%	2.2%	1.2%
2025	Discharge Directors (slate)	4.11 Discharge of the Supervisory Board for the 2024 financial year Peter Riedel	Approved	96.3%	2.4%	1.2%
2025	Discharge Directors (slate)	4.12 Discharge of the Supervisory Board for the 2024 financial year Heinz Schmitt	Approved	96.6%	2.2%	1.2%
2025	Discharge Directors (slate)	4.13 Discharge of the Supervisory Board for the 2024 financial year Margret Suckale	Approved	95.9%	2.9%	1.2%
2025	Discharge Directors (slate)	4.14 Discharge of the Supervisory Board for the 2024 financial year Dr Sopna Sury	Approved	95.8%	2.9%	1.3%
2025	Discharge Directors (slate)	4.15 Discharge of the Supervisory Board for the 2024 financial year Anna Toborek-Kacar	Approved	96.6%	2.2%	1.2%
2025	Discharge Directors (slate)	4.16 Discharge of the Supervisory Board for the 2024 financial year Univ.-Prof. Dr Marion Weissenberger-Eibl	Approved	96.6%	2.2%	1.2%
2025	Auditor Ratification	5.1 Appointment of the auditor of the annual financial statements and consolidated financial statements	Approved	100%	0%	0%
2025	Auditor Ratification	5.2 Appointment of the auditor of the sustainability report	Approved	99.8%	0.1%	0%
2025	Remuneration Report (Policy & Totals In One Vote): Remuneration Report - Advisory	6 Approval of the remuneration report for the 2024 financial year	Approved	91.8%	8.2%	0.1%

Proxy Year	Proposal	Proposal Summary	Outcome	Votes For	Votes Against	Abstain/ Withheld%
2025	Non-executive director pay: Director (NED) Compensation	7 Amendment of article 12 of the Articles of Association on the adjustment of the Supervisory Board remuneration and approval of the remuneration system for the Supervisory Board	Approved	99.5%	0.4%	0%
2025	Amend Certificate of Incorporation	8 Amendment of article 16 para. 5 of the Articles of Association (General Meeting of Shareholders) on the renewal of the authorisation to hold future virtual general meetings	Approved	92.3%	5.8%	1.9%
2025	Amend Certificate of Incorporation	9 Creation of a new Authorised Capital 2025 against contributions in cash and/or in kind with authorisation to exclude subscription rights and the corresponding amendment to the Articles of Association	Approved	94%	4%	2%
2025	Other	10 Authorisation to acquire and use treasury shares pursuant to section 71 para. 1 no. 8 of the German Stock Corporation Act with the possible exclusion of subscription rights and any right to sell shares	Approved	95.7%	4.2%	0.1%
2025	Other	11 Authorisation to use derivatives in the course of acquiring treasury shares with the possible exclusion of subscription rights and any right to sell shares	Approved	96.4%	3.4%	0.1%
2024	Other	2.Appropriation of the balance sheet profit for the 2023 financial year 2	Approved	100%	0%	0%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.1 Dr Dominik von Achten	Approved	96.7%	0.4%	2.9%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.2 René Aldach	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.3 Kevin Gluskie	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.4 Hakan Gurdal	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.5 Ernest Jelito	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.6 Dr Nicola Kimm	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.Discharge of the Managing Board for the 2023 financial year 3.7 Dennis Lentz	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.8 Jon Morrish	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	3.9 Chris Ward	Approved	96.7%	0.3%	2.9%
2024	Discharge Directors (slate)	4.Discharge of the Supervisory Board for the 2023 financial year 4.1 Dr Bernd Scheifele	Approved	95.5%	1.8%	2.7%
2024	Discharge Directors (slate)	4.2 Heinz Schmitt	Approved	96%	1.4%	2.7%
2024	Discharge Directors (slate)	4.3 Barbara Breuninger	Approved	96%	1.4%	2.7%
2024	Discharge Directors (slate)	4.4 Birgit Jochens	Approved	96.1%	1.2%	2.7%
2024	Discharge Directors (slate)	4.5 Ludwig Merckle	Approved	93%	2.8%	4.1%
2024	Discharge Directors (slate)	4.6 Luka Mucic	Approved	95.5%	1.8%	2.7%
2024	Discharge Directors (slate)	4.7 Dr Ines Ploss	Approved	96.1%	1.2%	2.7%
2024	Discharge Directors (slate)	4.8 Peter Riedel	Approved	96%	1.4%	2.7%
2024	Discharge Directors (slate)	4.9 Werner Schraeder	Approved	96%	1.4%	2.7%
2024	Discharge Directors (slate)	4.10 Margret Suckale	Approved	95.5%	1.8%	2.7%
2024	Discharge Directors (slate)	4.11 Dr Sopna Sury	Approved	95.5%	1.8%	2.7%
2024	Discharge Directors (slate)	4.12 Univ.-Prof. Dr Marion Weissenberger-Eibl	Approved	95.5%	1.8%	2.7%
2024	Auditor Ratification	5.Appointment of the auditor for the 2024 financial year	Approved	99.9%	0.1%	0%
2024	Remuneration Report (Policy & Totals In One Vote): Remuneration Report - Advisory	6.Approval of the remuneration report for the 2023 financial year	Approved	95.8%	4.2%	0%
2024	Remuneration Policy: Remuneration Policy - Advisory	7.Approval of the remuneration system for the Managing Board	Approved	94.9%	3.7%	1.3%

Proxy Year	Proposal	Proposal Summary	Outcome	Votes For	Votes Against	Abstain/ Withheld%
2024	Amend Certificate of Incorporation	9. Amendment of article 16 para. 1 sentence 1 of the Articles of Association (record date for the Annual General Meeting)	Approved	99.8%	0%	0.2%
2023	Other	2. Resolution on the appropriation of the balance sheet profit for the 2022 financial year	Approved	99.9%	0.1%	0%
2023	Discharge Directors (slate)	3.1 Resolution on the discharge of the Managing Board for the 2022 financial year Dr Dominik von Achten	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.2 Resolution on the discharge of the Managing Board for the 2022 financial year René Aldach	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.3 Resolution on the discharge of the Managing Board for the 2022 financial year Kevin Gluskie	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.4 Resolution on the discharge of the Managing Board for the 2022 financial year Hakan Gurdal	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.5 Resolution on the discharge of the Managing Board for the 2022 financial year Ernest Jelito	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.6 Resolution on the discharge of the Managing Board for the 2022 financial year Dr Nicola Kimm	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.7 Resolution on the discharge of the Managing Board for the 2022 financial year Dennis Lentz	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.8 Resolution on the discharge of the Managing Board for the 2022 financial year Jon Morrish	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	3.9 Resolution on the discharge of the Managing Board for the 2022 financial year Chris Ward	Approved	98.6%	0.2%	1.1%
2023	Discharge Directors (slate)	4.1 Resolution on the discharge of the Supervisory Board for the 2022 financial year Fritz-Jürgen Heckmann	Approved	96.9%	2%	1.1%
2023	Discharge Directors (slate)	4.2 Resolution on the discharge of the Supervisory Board for the 2022 financial year Dr Bernd Scheifele	Approved	90%	8.9%	1.1%
2023	Discharge Directors (slate)	4.3 Resolution on the discharge of the Supervisory Board for the 2022 financial year Heinz Schmitt	Approved	96.7%	2.1%	1.1%
2023	Discharge Directors (slate)	4.4 Resolution on the discharge of the Supervisory Board for the 2022 financial year Barbara Breuninger	Approved	96.7%	2.1%	1.1%
2023	Discharge Directors (slate)	4.5 Resolution on the discharge of the Supervisory Board for the 2022 financial year Birgit Jochens	Approved	96.9%	2%	1.1%
2023	Discharge Directors (slate)	4.6 Resolution on the discharge of the Supervisory Board for the 2022 financial year Ludwig Merckle	Approved	92.8%	5.4%	1.7%
2023	Discharge Directors (slate)	4.7 Resolution on the discharge of the Supervisory Board for the 2022 financial year Tobias Merckle	Approved	96.2%	2.7%	1.1%
2023	Discharge Directors (slate)	4.8 Resolution on the discharge of the Supervisory Board for the 2022 financial year Luka Mucic	Approved	96.2%	2.7%	1.1%
2023	Discharge Directors (slate)	4.9 Resolution on the discharge of the Supervisory Board for the 2022 financial year Dr Ines Ploss	Approved	96.9%	2%	1.1%
2023	Discharge Directors (slate)	4.10 Resolution on the discharge of the Supervisory Board for the 2022 financial year Peter Riedel	Approved	96.7%	2.1%	1.1%
2023	Discharge Directors (slate)	4.11 Resolution on the discharge of the Supervisory Board for the 2022 financial year Werner Schraeder	Approved	96.7%	2.1%	1.1%
2023	Discharge Directors (slate)	4.12 Resolution on the discharge of the Supervisory Board for the 2022 financial year Margret Suckale	Approved	96.2%	2.7%	1.1%
2023	Discharge Directors (slate)	4.13 Resolution on the discharge of the Supervisory Board for the 2022 financial year Dr Sopna Sury	Approved	96.2%	2.7%	1.1%
2023	Discharge Directors (slate)	4.14 Resolution on the discharge of the Supervisory Board for the 2022 financial year Professor Dr Marion Weissenberger-Eibl	Approved	96.2%	2.7%	1.1%
2023	Auditor Ratification	5. Resolution on the appointment of the auditor for the 2023 financial year	Approved	99.8%	0.2%	0%
2023	Remuneration Report (Policy & Totals In One Vote): Remuneration Report - Advisory	6. Resolution on the approval of the remuneration report for the 2022 financial year	Approved	91%	8.9%	0.1%

Proxy Year	Proposal	Proposal Summary	Outcome	Votes For	Votes Against	Abstain/ Withheld%
2023	Other	7. Resolution on the approval of the amendment of the existing domination and profit and loss transfer agreement between HeidelbergCement AG and HeidelbergCement International Holding GmbH	Approved	98.6%	0.1%	1.3%
2023	Amend Certificate of Incorporation	8. Resolution on the amendment of article 1 of the Articles of Association (Company Name)	Approved	99.9%	0.1%	0%
2023	Amend Certificate of Incorporation	9. Resolution on the amendment of article 12 para. 2 of the Articles of Association (Supervisory Board remuneration) on the remuneration of the members of the Sustainability and Innovation Committee, including the remuneration system for the Supervisory Board	Approved	99.8%	0.2%	0%
2023	Amend Certificate of Incorporation	10. Resolution on the amendment of article 16 of the Articles of Association (General Meeting) on the authorisation to hold future virtual general meetings	Approved	87.8%	12.2%	0%
2023	Amend Certificate of Incorporation	11. Resolution on the amendment of article 16 of the Articles of Association (General Meeting) on allowing members of the Supervisory Board to attend virtual general meetings via video and audio transmission	Approved	96.9%	1.3%	1.8%
2023	Other	12. Resolution on the authorisation to acquire and use treasury shares pursuant to section 71 para. 1 no. 8 of the German Stock Corporation Act with the possible exclusion of subscription rights and any right to sell shares	Approved	97.7%	2.2%	0.1%
2023	Other	13. Resolution on the authorisation to use derivatives in the course of acquiring treasury shares with the possible exclusion of subscription rights and any right to sell shares	Approved	96.1%	3.8%	0.1%
2023	Other	14. Resolution on the granting of a new authorisation to issue warrant bonds, convertible bonds or participating bonds with authorisation to exclude subscription rights, the cancellation of the Conditional Capital 2018, as well as the creation of new Conditional Capital 2023 and the corresponding [...]	Approved	94.1%	5.9%	0%

*For Management Proposals at AGM's held more than three years ago, please refer to the Screener tool on ESG Manager.

GERMANY



CURRENCY: EURO (EUR)

The legislative framework for corporate governance in Germany is based on the Stock Corporation Act (AktG). The primary regulation for European companies is the Societas Europae (SE) Regulation. Additional regulations apply to listed companies under the Securities Trading Act (WpHG) and the Takeover Act (WpUG). There is also the German Corporate Governance Code (DCGK) which is adopted on an “comply or explain” basis.

The board structure in Germany is two-tier, consisting of a management board responsible for business management, and a supervisory board responsible for the supervision of companies’ activities. A European company (Societas Europea - SE) can choose between a one-tier or a two-tier system.

Shareholders elect the supervisory board directors, which in turn appoint members of the management board. There is no requirement for employee representatives to be elected to the supervisory board of companies with less than 500 employees. Companies with 501 to 2000 employees must have a supervisory board consisting of one-third of employee representatives. Companies with over more than 2000 employees are required to establish a supervisory board consisting of 50% employee and union representatives.

Management boards should have at least one member, while supervisory boards must consist of at least three. In a two-tier board structure, management board members cannot sit on the supervisory board and vice versa. The maximum term of appointment for both management and supervisory board members is five years, subject to renewal.

There is a mandatory quota of 30% gender diversity on supervisory boards and a legal requirement to disclose statistics on gender composition of boards and senior management. There are sanctions for non-compliance.

Listed companies must disclose the pay of individual board members. Supervisory board members’ pay is approved by the general meeting. The supervisory board determines the pay of members of the management board. Shareholders have an advisory, non-binding vote on the pay system for members of the management board.

The DCGK recommends that directors’ pay include both fixed and variable components. The amount of the variable component, as well as the aggregate pay, shall be capped.

Highly concentrated ownership is common in German companies with controlling shareholders holding more than 30% of a company’s share capital. The presence of widely held companies can be observed.

A minimum of 30-day notice must be given to shareholders in advance of the annual shareholders’ meeting. Shareholders with at least 5% of shares may request to call a shareholders meeting and propose agenda items. Issuing a class of shares with limited voting rights is allowed. Issuing a class of shares without voting rights is also allowed but capped at 50%. Multiple voting rights and voting caps are not permitted. Shareholder are entitled to challenge the decisions of the general meeting if certain laws are violated in the process, but generally, actions conducted in the ordinary course of running the company are not subject to shareholder claims.

A qualified majority (at least 75% of the votes cast) is required for passing resolutions of significant importance such as: increasing the share capital, amending the articles of association, approving any profit transfer agreements, mergers and other reorganization matters, as well as liquidating the company. Dismissing supervisory board members also requires a qualified majority, however the Stock Corporation Act (AktG) provides for lowering this threshold through the company’s articles.

Board or shareholder approval for related party transactions is not required. A mandatory takeover bid is triggered upon the acquisition of 30% of the voting rights of a target company.

The company’s accounts must be audited by an independent auditor annually. The auditor is appointed by shareholders’ meeting for a term that ends with the performance of the audit. The Code recommends the supervisory board to establish an audit committee to oversee accountancy and risk management issues and to ensure the independence of the auditor. There is usually a limit of 10 or 20 years on the reappointment of the auditor (Regulation EU No. 537/2014). To be reappointed after this term, a cooling off period of four years must be observed.

DIRECTOR PROFILES

ANNA TOBOREK-KACAR

Age:

51

Gender:

F

Nationality:

Poland

Financial:

Yes

Risk:

No

Industry:

Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Anna Toborek-Kaçar Member of the Personnel and Mediation Committees Member of the Supervisory Board since: 1 November 2024 Term expires: 2029 Career Since 2010 Director Group Corporate Finance, Heidelberg Materials AG, Germany 2006-2010 Tax Manager (Group Tax Department), Heidelberg Materials AG, Germany 2001-2006 Treasury und Corporate Finance Officer (Central Europe East), Heidelberg Materials AG, Germany 2001 Project: Implementation of Group Reporting in Romania, HeidelbergCement AG, Romania 1998-2000 Treasury and Working Capital Officer, Gorazdze Cement S.A., Poland Education 2001-2003 The ACCA (Association of Chartered Certified Accountants), UK Diploma in Financial Management 1998-1999 University of Economics and Business, Poznan, Poland Diploma in Capital Markets 1993-1998 University of Economics and Business, Wroclaw, Poland Master Degree in Finance and Banking

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member		Nov 01, 2024		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Pay	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive		2024	13,462	17,604	0

AXEL CONRADS

Age: 49

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Axel Conrads Chief Technical Officer Member of the Managing Board since 1 February 2024; appointed until 31 January 2027 Areas of responsibility Global technical Competence Centers: Cement (CCC), Aggregates & Asphalt (CCA), and Readymix (CCR) Education Axel Conrads studied mining engineering at the universities TU Clausthal and RWTH Aachen, Germany. Career Axel Conrads joined Heidelberg Materials in 1999 and held several senior management positions in Germany, the USA, Belgium, and Bulgaria. From 2020, he was President of the Midwest Region in Indianapolis, USA. In February 2024, he was appointed to the Managing Board of Heidelberg Materials.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Executive, Management Board Member	1	Feb 01, 2024		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	1	2024	1,538,753	2,251,177	1,538,753	0



BARBARA BREUNINGER

Age: 57

Gender: F

Nationality: Germany

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Barbara Breuninger Member of the Audit and the Sustainability and Innovation Committee Member of the Supervisory Board since: 05 April 2018 Term expires: 2029 Career Since 2013 IG Bauen-Agrar-Umwelt, Frankfurt. Specialist Strategic Management Personnel Recruiting/Development and Coaching as well as independent Management Trainer and Consultant 2002-2013 PWS Managementberatung GmbH, Frankfurt. Senior Managing Consultant (Senior Consultant and Project Leader, internal Head of Human Resources and Senior Manager) 1997-2002 Non-profit institute, Hessen. Consultant for further education and training and deputy head of department Education Organisational Advisor, Mediator and Coach HR Strategy Executive Degree in Social Science (FH), focal points: management theories and consulting External mandates none Group mandates none

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	7	Apr 05, 2018		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Audit	Member
Heidelberg Materials AG	Risk	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	7	2024	82,840	147,041	0

BERND SCHEIFELE

Age:	67	Financial:	No
Gender:	M	Risk:	No
Nationality:	Germany	Industry:	Materials - Construction Materials,Pharmaceuticals, Biotechnology & Life Sciences - Pharmaceuticals

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member, Chairman Source Date: 03/25/2025

Dr. Bernd Scheifele Chairman of the Supervisory Board of Heidelberg Materials AG Member of the Personnel and Mediation Committees Member of the Supervisory Board since: 12 May 2022 Chairman since: 12 May 2022 Term expires: 2028 Career Today Chairman of the supervisory board of PHOENIX Pharma SE and PHOENIX Pharmahandel GmbH & Co KG 2005-2020 Chairman of the Managing Board of Heidelberg Materials AG 1994-2005 CEO of Phoenix Pharmahandel AG & Co KG 1988-1994 Lawyer and, from 1991 partner in the law firm Gleiss Lutz Hootz Hirsch Education Doctorate, University of Freiburg Second state examination in law Fulbright scholarship in the USA, Master of Laws (LLM) First state examination in law Law, Universities of Freiburg and Dijon

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member, Chairman	3	May 12, 2022		No	Yes	
Heidelberg Materials AG	Supervisory Board Member, Chairman		Feb 01, 2005	Jan 31, 2020	No	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Pay	Member

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
Heidelberg Materials AG	2024	69.7%	30.3%

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Chair	3	2024	207,100	257,840	0

CHRIS WARD

Age:

52

Gender:

M

Nationality:

United States of America

Financial:

No

Risk:

No

Industry:

Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Chris Ward Member of the Managing Board Member of the Managing Board since 1 September 2019; appointed until 31 August 2028 Area of responsibility North America Markets United States of America, Canada Education Chris Ward graduated from the University of Missouri-Rolla with a degree in Mining Engineering. Career Chris Ward has been with the Group since 1996 and has held various management positions in Georgia, North Carolina and Texas. From 2010 until 2014, he served as Vice President & General Manager of Lehigh Hanson’s Southeast Aggregates operations. In January 2015, he assumed responsibility for the Canada Region. Chris Ward has been appointed member of the Managing Board as of 1 September 2019 and took on responsibility for the North America Group area on 1 February 2020.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Executive, Management Board Member	6	Sep 01, 2019		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	6	2024	2,093,781	3,199,695	4,003,243	0

DENNIS LENTZ

Age: 43

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Dennis Lentz Chief Digital Officer Member of the Managing Board since 1 September 2021; appointed until 31 August 2029 Areas of responsibility Information Technology and Systems, Digital Business & Partnerships, Cyber Security, Digital Transformation Education Dennis Lentz completed his studies in Business Administration at the University of Regensburg, the INCAE Business School in Costa Rica and the Leipzig Graduate School of Management (HHL) with a university diploma degree in Business Administration. Career Dennis Lentz worked as a project leader on numerous projects at The Boston Consulting Group from 2004 to 2009, including a one-year assignment abroad in Chile. This was followed by a year as Manager Corporate Strategy at EnBw AG, before he joined Heidelberg Materials in 2010 as Head of Group Energy Purchasing. From 2013 to 2016, as Director Logistics & Country IT, he was responsible for the successful realignment of cement logistics in Germany. In 2017, he was appointed Director Group IT and Group Chief Information Officer with Group-wide responsibility for information technology. Since October 2020, Dennis Lentz has also been driving Heidelberg Materials' digitalisation initiative with the three digital pillars HConnect, HProduce and HService as Director HDigital. Since 1 September 2021, Dennis Lentz has been Chief Digital Officer of Heidelberg Materials.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Executive, Management Board Member	4	Sep 01, 2021		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	4	2024	2,252,213	3,078,542	3,676,025	0



DOMINIK VON ACHTEN

Age:	59	Financial:	No
Gender:	M	Risk:	No
Nationality:	Germany	Industry:	Materials - Construction Materials,Commercial & Professional Services - Professional Services

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member, CEO Source Date: 03/25/2025

Dr Dominik von Achten Chairman of the Managing Board Member of the Managing Board since 2007; Chairman of the Managing Board since 2020; appointed until 31 January 2028 Areas of responsibility Strategy & Development, Communication & Investor Relations, Human Resources, Legal, Compliance, Internal Audit Education Dr Dominik von Achten studied law and economics at the Universities of Freiburg and Munich. Following the Second State Exam, he worked at the Munich Higher Regional Court and the Traunstein Regional Court. In 1996, he earned a PhD in economic policy. Career From 1996 to September 2007, Dr Dominik von Achten worked for The Boston Consulting Group. During this time, he held various management roles, including two abroad – in New York and Helsinki. In his capacity as Responsible Partner & Managing Director at The Boston Consulting Group, he headed the successful implementation of the “win” project at Heidelberg Materials. Dr von Achten has been appointed member of the Managing Board as of 1 October 2007 and was in charge of the United Kingdom and the Hanson integration until the end of 2008. From January 2009 until March 2016, he was in charge of the North America Group area. Effective 1 February 2015, Dr von Achten has been appointed Deputy Chairman of the Managing Board. From April 2016 until January 2020, he was in charge of the Western and Southern Europe Group area and the worldwide coordination of the Competence Center Materials. As Chief Digital Officer, he was in charge of Digital Transformation and Digital Ventures from January 2017 until August 2021. As of 1 February 2020, Dr von Achten has been Chairman of the Managing Board of Heidelberg Materials.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Executive, Management Board Member, CEO	18	Oct 01, 2007		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	CEO	18	2024	4,960,045	7,442,139	8,961,217	0

GUNNAR GROEBLER

Age: 53

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry: Materials - Metals & Mining,Utilities - Electric Utilities

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Gunnar Groebler Member of the Sustainability and Innovation Committee Member of the Supervisory Board since: 16 May 2024 Term expires: 2028 Career 2021 – today Chief Executive Officer of Salzgitter AG 1999 – 2020 Vattenfall 2014 – 2020 In addition: Vice President, Wind Business and Member of the Group Executive Board, Stockholm 2014 – 2020 Chairman of the Management Board of Vattenfall Windkraft, Hamburg 2011 – 2013 Head, Hydropower Business, Germany, Hohenwarte 2009 – 2010 Head, Corporate Development and Mergers & Acquisitions, Central Europe, Berlin 2008 Head, Mergers & Acquisitions, Central Europe, Berlin 2007 Head of Department, Group Structuring, Berlin 2005 – 2007 Head of Department, Purchasing, Hamburg 2003 – 2004 Project Manager, Group Strategies, Stockholm 1999 – 2002 Last: Project Manager, Corporate Development, Post-Merger Integration, VEAG, Berlin Education Graduate engineer, mechanical engineering, RWTH Aachen University (Rheinisch-Westfälische Technische Hochschule Aachen)

Aurubis AG - Supervisory Board Member Source Date: 12/05/2024

Gunnar Groebler Supervisory Board member representing the shareholders Chairman of the Board, Salzgitter AG* Mandate at Aurubis AG Function: Member of the Supervisory Board In office since: October 1, 2021 Committees: Special Committee for Security and Safety Personnel / Renumeration Committee Conciliation Committee Nomination Committee Technology Committee Mandates Salzgitter Flachstahl GmbH, Salzgitter**, Chairman of the Supervisory Board Peiner Träger GmbH, Peine**, Chairman of the Supervisory Board Ilseburger Grobblech GmbH, Ilseburg**, Chairman of the Supervisory Board Salzgitter Mannesmann Grobblech GmbH, Mülheim/Ruhr**, Chairman of the Supervisory Board KHS GmbH, Dortmund**, Member of the Supervisory Board Mannesmann Precision Tubes GmbH, Mülheim/Ruhr**, Member of the Supervisory Board Salzgitter Mannesmann Handel GmbH, Düsseldorf**, Chairman of the Supervisory Board Ilseburger Grobblech GmbH, Ilseburg, und Salzgitter Mannesmann Grobblech GmbH, Mülheim/Ruhr**, Chairman of the Joint Advisory Board Semco Maritime A/S, Esbjerg, Denmark, Member Board of Directors Professional career Since 2021: Chairman of the Executive Board, Salzgitter AG 2015 - 2021: Vattenfall AB, Senior Vice President Head of Business Area Wind, Member of the Group Executive Board 2014 - 2021: Chairman of the Management Board of Vattenfall Europe Windkraft GmbH and Head of Business Unit Renewables Continental Europe/United Kingdom 2014 - 2021: Vattenfall Europe Windkraft GmbH, Hamburg Chairman of the Management Board / Head of BU Renewables, Region Cont./UK 2011 - 2013: Various management functions in corporate development, strategy, M&A 2001 - 2002: Secondment to the Group Development project group for the founding of the Vattenfall Europe Group 1999 - 2002: VEAG Vereinigte Energiewerke AG, Berlin, Corporate Development Education 1992 - 2000: Mechanical Engineering RWTH Aachen Specialization: Process Engineering/ Energy Degree: Diplom-Ingenieur

Salzgitter Aktiengesellschaft - Executive, Management Board Member, CEO Source Date: 03/20/2025

Gunnar Groebler Gunnar Groebler studied mechanical engineering at RWTH Aachen University He embarked on his career in 1999 in the Corporate Development department of Berlinbased VEAG Vereinigte Energiewerke AG Over the years from 2001 to 2002 Groebler was part of the Corporate Development project group for the formation of Vattenfall Europe AG where he subsequently worked in the Corporate Development department In 2003 Gunnar Groebler moved to the Group Strategies department of Vattenfall AB in Sweden In 2005 he returned to Germany as head of Procurement at Vattenfall Europe AG Between 2007 and 2011 Groebler was initially responsible for corporate development later for the Mergers Acquisitions and finally for Vattenfall Europe AGs Corporate DevelopmentMA Department before being appointed head of the Business Unit Hydro Germany In 2014 he became Chairman of the Management Board of Vattenfall Europe Windkraft GmbH and Head of the Business Unit Renewables Europe United Kingdom From 2015 onward Gunnar Groebler was responsible for the Business Area Wind as member of the Executive Group Management of the Vattenfall Group Gunnar Groebler has been a member of Salzgitter AGS Executive Board since May 2021 and Chairman of the Executive Board since July 2021

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	1	May 16, 2024		Yes	Yes	
Aurubis AG	Supervisory Board Member	4	Oct 01, 2021		Yes	No	
Salzgitter Aktiengesellschaft	Executive, Management Board Member, CEO	4	May 01, 2021		No	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
Aurubis AG	Pay	Member
Aurubis AG	Nomination	Member

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
Aurubis AG	2023	75.4%	24.6%
Heidelberg Materials AG	2024	90.6%	9.4%

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Salzgitter Aktiengesellschaft	CEO	4	2024	1,637,126	2,548,366	2,112,420	0

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Aurubis AG	Non-Executive	4	2024	77,663	157,566	0
Heidelberg Materials AG	Non-Executive	1	2024	51,775	73,521	0

HAYRULLAH HAKAN GÜRDAL

Age: 57
Gender: M
Nationality: Turkey

Financial: No
Risk: No
Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Hakan Gurdal Member of the Managing Board Member of the Managing Board since 2016; appointed until 31 January 2029 Areas of responsibility Africa-Mediterranean-Western Asia, Heidelberg Materials Trading Markets Benin, Burkina Faso, DR Congo, Egypt, Ghana, Liberia, Morocco, Mozambique, South Africa, Tanzania, Togo, Israel, Turkey, Kazakhstan, Russia Education Hakan Gurdal studied mechanical engineering at the Yildiz Technical University in Istanbul and holds an MBA International Management from the University of Istanbul. Career Hakan Gurdal joined Çanakkale Çimento (today part of the joint venture Akçansa) in 1992. He was appointed to the Managing Board on 1 February 2016 and was responsible for the Africa-Eastern Mediterranean Group area from April 2016. In January 2024, he also assumed responsibility for Kazakhstan and Russia; the Group area was renamed Africa-Mediterranean-Western Asia. Additionally, he is in charge of Heidelberg Materials Trading.

CIMENTS DU MAROC SA - Board Member Source Date: 04/26/2024

Mr. Hakan Gürdal HEIDELBERG MATERIALS AG Director AKANSA IMENTO SANAYI VE TICARET AS TURKEY VicePresident ASMENT DE TEMARA permanent representative of PROCIMAR director legal entity CEMZA PTY LTD South Africa Administrator CONTINENTAL BLUE INVESTMENT SA2 Switzerland Director AUSTRAL CIMENTOS SOFALA SA Mozambique Director CIMBURKINA SA Burkina Faso Director CIMENTS DU TOGO SA Togo Director CIBENIN SA Benin Chairman of the Board CALCIM SA Benin Chairman of the Board GHACEM LTD Ghana Chairman of the Board GRANUBURKINA SA Burkina Faso Chairman of the Council HANSON ISRAEL LIMITED Israel Director HELWAN CEMENT COMPANY Egypt Chairman of the Board LA CIMENTERIE DE LUKALA SARL Democratic Republic of Congo Director GRANUTOGO SA Togo Chairman of the Council SCANCEM HOLDING AS Norway Chairman of the Board SCANCEM INTERNATIONAL DA Norway Chairman of the Council SCANTOGO MINES SA Togo Chairman of the Board SUEZ CEMENT COMPANY SAE Egypt Director TOURAH PORTLAND CEMENT COMPANY Egypt Director TPCPLC TANZANIA PORTLAND CEMENT PUBLIC LIMITED COMPANY Tanzania Chairman of the Board TANGA CEMENT PLC TANZANIA Chairman of the Board VASSILIKO CEMENT WORKS SA Cyprus Director HC TRADING GMBH Germany member of the Advisory Board

Akçansa Cimento Sanayi ve Ticaret AS - Board Member, Deputy Chairman Source Date: 03/10/2025

Hayrullah Hakan Gürdal was appointed as Strategy and Business Development Manager at Akçansa in 1996 and Deputy General Manager responsible for Trade in 1997. He served as General Manager of Akçansa as of August 1, 2008. In 2016, he was appointed as Executive Committee Member responsible for Africa and the Mediterranean Region at Heidelberg Materials Group. Bachelor's Degree: Yıldız Technical University, Department of Mechanical Engineering. Master's Degree: Istanbul University, Department of International Business Administration

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
CIMENTS DU MAROC SA	Board Member	9	Jul 19, 2016		No	Yes	
Heidelberg Materials AG	Executive, Management Board Member	9	Feb 01, 2016		No	Yes	
Akçansa Cimento Sanayi ve Ticaret AS	Board Member, Deputy Chairman	11	Sep 01, 2014		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	9	2024	2,366,118	3,454,428	4,357,384	0

JON MORRISH

Age: 54

Gender: M

Nationality: United Kingdom

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Jon Morrish Member of the Managing Board Member of the Managing Board since 2016; appointed until 31 January 2029 Areas of responsibility Group area Europe, International Associations (e.g. GCCA, CEMBUREAU) Markets Belgium, France, Germany, Italy, Netherlands, Spain, United Kingdom, Bosnia-Herzegovina, Bulgaria, Croatia, Czechia, Denmark, Estonia, Greece, Hungary, Iceland, Latvia, Lithuania, Norway, Poland, Romania, Sweden Education Jon Morrish studied biochemistry at the University of Leeds and holds an MBA from the Cranfield School of Management. Career Jon Morrish joined Hanson in 1999. In February 2016, he was appointed member of the Managing Board. Jon Morrish was in charge of the North America Group area until January 2020. In February 2020, he assumed responsibility for the Western and Southern Europe Group area. Since January 2024, he has been responsible for the Europe Group area. In addition, he represents the interests of Heidelberg Materials in international associations such as Global Cement and Concrete Association (GCCA) and CEMBUREAU.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Executive, Management Board Member	9	Feb 01, 2016		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	9	2024	2,738,898	3,960,788	5,074,986	0

KATHARINA BEUMELBURG

Age: 49

Gender: F

Nationality: Germany

Financial: No

Risk: No

Industry: Materials - Construction Materials,Energy - Energy Equipment & Services

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Dr Katharina Beumelburg Chief Sustainability & New Technologies Officer Member of the Managing Board since 1 October 2024; appointed until 30 September 2027 Areas of responsibility Environmental, Social, Governance (ESG), Innovation Hub, Research & Development, Technologies & Partnerships, supplementary cementitious materials (coordination), alternative fuels (coordination) Education Dr Katharina Beumelburg holds a degree in industrial engineering from University of Siegen, a degree in mechanical engineering from University of Stuttgart, and a PhD in robotics and automation from University of Stuttgart. Career Prior to her appointment to the Managing Board of Heidelberg Materials, Dr Katharina Beumelburg served at SLB (formerly Schlumberger), the world's largest global energy technology company, where she was a member of the Executive Management team as Chief Strategy and Sustainability Officer from May 2021. Previously, she spent more than 16 years in global leadership roles at Siemens, Siemens Energy, and Hydrogen Europe. Since 1 October 2024, Dr Katharina Beumelburg has been Chief Sustainability & New Technologies Officer of Heidelberg Materials.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Executive, Management Board Member	1	Oct 01, 2024		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	1	2024	591,271	866,714	591,271	0

KATJA KARCHER

Age: 48

Gender: F

Nationality: Germany

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Katja Karcher, LL.M. Member of the Personnel and Sustainability and Innovation Committee Member of the Supervisory Board since: 16 May 2024 Term expires: 2029 Career 2024 – today Heidelberg Materials AG, Group Legal & Compliance, Head of Digital Law, Procurement & Legal Operations (Digitalisation, IT law, ESG, Processmanagement/ Technology) 2020 – 2024 Heidelberg Materials AG, Group Legal & Compliance, Global Lead Counsel Digital, IT Law & Procurement (Digitalisation, IT law, ESG) 2009 – 2020 Heidelberg Materials AG, Group Legal & Compliance, Senior Legal Counsel (M&A, corporate law, IT law) 2006 – 2009 Johnson Control GmbH, Burscheid (Automotive industry), Legal Counsel Europe (M&A, corporate law, IP law) Education August 2024 Certificate “Qualified Supervisory Board Member” Deutsche Börse 2022 – 2023 Certified Advanced Studies Supervisory Board Member with the certificate „Certified Supervisory Board Member / Zertifizierte Aufsichtsrätin“, School of Governance, Risk & Compliance of Steinbeis-Hochschule Berlin 2003 – 2005 Second State Examination in Law, Düsseldorf 2002 – 2003 Master of Laws (LL.M.), Commercial and Corporate Law, Queen Mary, University of London/UK 1997 – 2001 First State Examination in Law, University of Konstanz

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	1	May 16, 2024		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Pay	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	1	2024	51,775	88,018	0

LUDWIG MERCKLE

Age: 60

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry: Pharmaceuticals, Biotechnology & Life Sciences - Biotechnology

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Ludwig Merckle Chairman of the Personnel and Nomination Committees, Deputy Chairman of the Audit Committee, and member of the Sustainability and Innovation Committee Member of the Supervisory Board since: 2 June 1999 Term expires: 2028 Career since 2009 CEO of Merckle Service GmbH 2005 – 2009 CEO of VEM Vermögensverwaltung GmbH 1997 – 2005 CEO of Merckle GmbH, parent company of ratiopharm GmbH 1995 – 1997 Management Assistant at Merckle GmbH 1993 – 1994 Roland Berger Strategic Consulting Education Degree in Business Information Technology (Diplom-Wirtschaftsinformatiker), University of Mannheim External mandates Kässbohrer Geländefahrzeug AG1) 3), Laupheim (Chairman) PHOENIX Pharma SE1) 3) (Deputy Chairman) and PHOENIX Pharmahandel GmbH & Co KG2) 3), Mannheim (jointly meeting supervisory board and advisory board, respectively) Group mandates none 1) Membership in other legally required supervisory boards of German companies 2) Membership in comparable German and foreign supervisory committees of commercial enterprises 3) Non-listed companies controlled by Mr. Ludwig Merckle

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	26	Jun 02, 1999		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Audit	Member
Heidelberg Materials AG	Pay	Chair
Heidelberg Materials AG	Nomination	Chair
Heidelberg Materials AG	Risk	Member

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
Heidelberg Materials AG	2024	84.9%	15.2%

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	26	2024	82,840	195,710	0



LUKA MUCIC

Age:	54	Financial:	Yes
Gender:	M	Risk:	No
Nationality:	Germany	Industry:	Telecommunication Services - Wireless Telecommunication Services,Software & Services - Software

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Luka Mucic Chairman of the Audit Committee and member of the Personnel Committee Member of the Supervisory Board since: 9 May 2019 Term expires: 2028 Career Since Sept. 2023 Chief Financial Officer of Vodafone Group Plc 2014 – 2023 Chief Financial Officer of SAP SE 2013 – 2014 Head of Global Finance of SAP AG, with responsibility for Global Finance Infrastructure, Enterprise Analytics & Innovative Solutions, Global Governance, Risk & Compliance, Global Tax, Global Treasury, Global Field Finance and Cloud Finance 2012 - 2013 Chief Financial Officer for Global Customer Operations and Head of Global Field Finance of SAP AG. In this role, he was responsible for all finance, controlling, and commercial functions in SAP’s worldwide field organization. 2008 - 2012 Chief Financial Officer of SAP AG for the DACH region (Germany, Austria, and Switzerland) and SAP Deutschland AG & Co. KG. 2000 - 2008 Various executive roles within the Global Finance and Administration board area of SAP AG, overseeing merger and acquisition activities, heading SAP’s Global Risk Management organization, and leading the legal function of SAP Markets Europe GmbH. 1996 - 2000 Corporate Legal department of SAP AG Education Joint executive MBA from ESSEC, France, and Mannheim Business School, Germany Master’s degree in law from the University of Heidelberg, Germany Study of law and second legal state examination in Germany External mandates Vodafone Shared Operations Ltd.2), UK (Chairman) Oak Holdings 1 GmbH2), Düsseldorf (Chairman) Group mandates none 1) Membership in other legally required supervisory boards of German companies 2) Membership in comparable German and foreign supervisory committees of commercial enterprises 3) Publicly listed company

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
VODAFONE GROUP PUBLIC LIMITED COMPANY	Executive, Board Member, CFO	2	Sep 01, 2023	Nov 30, 2025	No	Yes	
Heidelberg Materials AG	Supervisory Board Member	6	May 09, 2019		Yes	Yes	
SAP SE	Executive		Jul 01, 2014	Mar 31, 2023	No	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Audit	Chair
Heidelberg Materials AG	Pay	Member
Heidelberg Materials AG	Risk	Chair

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
Heidelberg Materials AG	2024	99.3%	0.7%
VODAFONE GROUP PUBLIC LIMITED COMPANY	2025	99.1%	0.9%

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
VODAFONE GROUP PUBLIC LIMITED COMPANY	CFO	2	2025	2,477,582	7,018,487	2,477,582	13,466,817

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	6	2024	82,840	178,106	0

MARGRET SUCKALE

Age:	69	Financial:	No
Gender:	F	Risk:	No
Nationality:	Germany	Industry:	Materials - Chemicals,Transportation - Ground Transportation

BIOGRAPHICAL INFORMATION

Deutsche Telekom AG - Supervisory Board Member Source Date: 02/26/2025

Margret Suckale Career history: Since 2017 Member of various supervisory boards 2011 - May 2017 Member of the Board of Management responsible for Engineering and Maintenance, Environmental Protection, Health & Safety, European Site & Verbund Management and Human Resources; also Labor Director and Site Director of the Ludwigshafen plant, BASF SE, Ludwigshafen 2014 - 2017 President of the German Federation of Chemical Employers' Associations (BAVC), Wiesbaden 2009 - 2011 Senior Vice President, Global HR – Executive Management & Development, BASF SE, Ludwigshafen 2008 - 2009 Member of the Board of Management responsible for HR and Services, Deutsche Bahn Mobility & Logistics AG, Berlin 2005 - 2008 Member of the Board of Management responsible for HR and Services, Deutsche Bahn AG, Berlin 2004 - 2005 Head of Central Staff Units, Deutsche Bahn AG, Berlin 1997 - 2004 Head of Legal Division, Deutsche Bahn AG, Berlin 1993 - 1996 Various positions in human resources for subsidiaries of the Mobil Corporation in Europe, including companies in London (UK), Copenhagen (Denmark), Vienna (Austria), and Hamburg (Germany) 1985 - 1992 Legal Adviser for Marketing, Sales, Contract, Competition, and Antitrust Law, Labor Law, Supply and Distribution, Mobil Oil AG, Hamburg Education and training: 2001 - 2002 Executive Master of European and International Law, University of St. Gallen, Switzerland 1999 - 2001 Executive Master of Business Administration from WHU, Vallendar and the Kellogg School of Management, Illinois (USA) 1985 2nd State Examination in Law, Higher Regional Court of Hamburg 1981 1st State Examination in Law, Higher Regional Court of Hamburg 1975 - 1980 Studied law at the University of Hamburg Expertise/Professional focal points: Management activities and expertise in committee work, particularly as a result of management board activities in two major corporations and committee leadership work (e.g., Bundesarbeitgeberverband Chemie, the German chemical industry employers' association). HR expertise, in particular in processes for identifying candidates in top management positions and in contractual regulations for managers. Expertise in the area of ESG, especially due to responsibility for this subject area at a DAX 30 company (incl. role as Head of the Corporate Sustainability Board) and on an association level (Chairwoman of the Committee at the Verband der Chemischen Industrie (VCI, Association of the German Chemical Industry)) Regulatory expertise, in particular in the legal framework regarding corporate governance. Seats on the Deutsche Telekom supervisory bodies: Strategy, ESG and Innovation Committee Personnel Committee Memberships of other supervisory boards required to be formed by law: DWS Group GmbH & Co. KGaA, Frankfurt* HeidelbergCement AG, Heidelberg* Infineon Technologies AG, Neubiberg* Memberships of comparable supervisory bodies of business enterprises in Germany or abroad: Greiner AG, Kremsmünster, Austria.

Infineon Technologies AG - Supervisory Board Member Source Date: 11/26/2024

Margret Suckale Member of various supervisory boards Member of the Infineon Technologies Supervisory Board since 2020 (elected until 2025) Education 2002 2001 1985 Executive Master in European and International Law, University of St. Gallen, Switzerland Executive Master in Business Administration of WHU, Vallendar and Kellogg School of Management, Illinois, USA Second law state exam Professional career 2009 – 2017 Various positions, BASF SE 2011 – 2017 Member of the Board of Executive Directors 2009 – 2011 Senior Vice President, Global HR – Executive Management & Development 1997 – 2009 Various positions, Deutsche Bahn 2008 – 2009 Member of the Management Board responsible for HR and Services, Deutsche Bahn Mobility & Logistics AG 2005 – 2008 Member of the Management Board responsible for HR and Services, Deutsche Bahn AG 2004 – 2005 Head of Central Staff Units, Deutsche Bahn AG 1997 – 2004 Head of Legal Division, Deutsche Bahn AG 1991 – 1997 Various positions in human resources for subsidiary companies of the Mobil Corporation in Europe 1985 – 1991 Legal Counsel, Mobil Oil AG Memberships in other statutory supervisory boards in Germany - Member of the Supervisory Board of Heidelberg Materials AG, Germany (listed) - Member of the Supervisory Board of Deutsche Telekom AG, Germany (listed) - Member of the Supervisory Board of DWS Group GmbH & Co. KGaA, Germany (listed) Memberships in comparable supervisory bodies of business enterprises in Germany and abroad - Member of the Supervisory Board of Greiner AG, Austria Relevant know-how, expertise and experience Ms. Suckale formerly served for many years on the management board of a DAX-listed company and has exercised a broad range of functions on the supervisory boards of a number of other enterprises, giving her an extremely broad competence profile. In particular, Ms. Suckale's education and previous professional positions provide her with valuable knowledge in the areas of social & governance

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Margret Suckale Chairwoman of the Mediation Committee and member of the Personnel, Audit, and Nomination Committees Member of the Supervisory Board since: 25 August 2017 Term expires: 2028 Career Since 06/2023 Member of the Supervisory Board of Greiner AG Since 02/2020 Member of the Supervisory Board of Infineon Technologies AG Since 03/2018 Member of the Supervisory Board of DWS Group GmbH & Co. KGaA Since 09/2017 Member and ESG Expert of the Supervisory Board of Deutsche Telekom AG Since 08/2017 Member of the Supervisory Board of Heidelberg Materials AG 2011-05/2017 Member of the Board of Executive Directors of BASF SE, responsible for Engineering and Maintenance, Environmental Protection, Health & Safety, European Site & Verbund Management and Human Resources; also Head of the Sustainability Board, Labour Director at BASF SE and Site Director for Ludwigshafen 2009 Senior Vice President, Global HR – Executive Management & Development, BASF SE, Ludwigshafen 2008 Member of the Management Board responsible for HR and Services, Deutsche Bahn Mobility & Logistics AG, Berlin 2005 Member of the Management Board responsible for HR and Services, Deutsche Bahn AG, Berlin 2004 Head of Central Staff Units, Deutsche Bahn AG, Berlin 1997 Head of Legal Division, Deutsche Bahn AG, Berlin 1996 Joint Venture Mobil/BP, Integration Team, Mobil Europe Ltd., London/UK 1991 Various positions in human resources for subsidiary companies of the Mobil Corporation in Europe, for example, in London (UK), Copenhagen (Denmark), Vienna (Austria) and Hamburg (Germany) 1985 Legal Adviser for Marketing, Sales, Contract, Competition, and Antitrust Law, Labor Law, Supply and Distribution, Mobil Oil AG, Hamburg Education 1985 Second state examination in Law, Hamburg 2001 Executive Master of Business Administration from WHU, Vallendar and Kellogg School of Management, Illinois/USA 2002 Executive Master of European and International Law, University of St. Gallen/Switzerland External mandates Deutsche Telekom AG1) 3), Bonn DWS Group GmbH & Co. KGaA1) 3), Frankfurt Greiner AG2), Kremsmünster, Austria Infineon Technologies AG1) 3), Neubiberg Group mandates none 1) Membership in other legally required supervisory boards of German companies 2) Membership in comparable German and foreign supervisory committees of commercial enterprises 3) Publicly listed company

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Infineon Technologies AG	Supervisory Board Member	5	Feb 20, 2020		Yes	Yes	
Deutsche Telekom AG	Supervisory Board Member	8	Sep 28, 2017		Yes	Yes	
Heidelberg Materials AG	Supervisory Board Member	8	Aug 25, 2017		Yes	Yes	
BASF SE	Executive		May 06, 2011	May 12, 2017	No	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Audit	Member
Heidelberg Materials AG	Pay	Member
Heidelberg Materials AG	Nomination	Member
Heidelberg Materials AG	Risk	Member
Infineon Technologies AG	Pay	Member
Infineon Technologies AG	Nomination	Member

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
Heidelberg Materials AG	2024	97%	3%
Infineon Technologies AG	2025	85.6%	14.4%

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
BASF SE	Executive		2024	194,674	194,674	194,674	0

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Deutsche Telekom AG	Non-Executive	8	2024	103,550	180,177	0
Heidelberg Materials AG	Non-Executive	8	2024	82,840	154,290	0
Infineon Technologies AG	Non-Executive	5	2024	103,550	183,284	0

MARKUS OLEJNIK

Age: 48

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Markus Olejnik Member of the Personnel Committee and Sustainability and Innovation Committee Member of the Supervisory Board since: 16 May 2024 Term expires: 2029 Career since 2021 Deputy Chairman of the Works Council of Heidelberg Materials AG since 2020 Spokesman of the Economic Committee of Heidelberg Materials AG since 2014 Chairman of the Works Council at the Lengfurt cement plant, Heidelberg Materials AG since 2011 Shift foreman at the Lengfurt cement plant, Heidelberg Materials AG 2006 - 2011 Shift electrician in maintenance at the Lengfurt cement plant, Heidelberg Materials AG 1998 - 2006 Production controller at the Lengfurt cement kiln plant, Heidelberg Materials AG since 1996 Member of the Works Council at the Lengfurt cement plant, Heidelberg Materials AG 1994 - 1998 Electrician in maintenance at the Lengfurt cement plant, Heidelberg Materials AG Education 2010 - 2011 Training as industrial foreman for lime/cement 1998 - 2000 Training as a production controller 1994 - 1998 Apprenticeship as an energy system electronics technician specializing in operating technology External mandates Member of the Tariff Commission of the Stone and Earth Industry Bavaria Member of the municipal council of the municipality of Birkenfeld

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	1	May 16, 2024		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Pay	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	1	2024	51,775	77,663	0

PETER RIEDEL

Age: 57

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Peter Riedel Member of the Audit and Personnel Committee Member of the Supervisory Board since: 09 May 2019 Term expires: 2029 Career since 2017 Industriegewerkschaft Bauen – Agrar – Umwelt (Federal Executive Committee) Frankfurt am Main Department head in Executive Committee area VI – building materials industry – craft 2013 – 2017 Industriegewerkschaft Bauen – Agrar – Umwelt (Federal Executive Committee) Frankfurt am Main Department head in Executive Committee area V – organisation – education – Junge BAU 2005 - 2013 Industriegewerkschaft Bauen – Agrar – Umwelt (Federal Executive Committee) Frankfurt am Main Department head in Executive Committee area IV – building cleaning – industrial services – housing industry – facility management 2001 - 2005 Industriegewerkschaft Bauen – Agrar – Umwelt (Federal Executive Committee) Frankfurt am Main Specialist in Executive Committee area XI – building materials industry 1998 - 2001 Industriegewerkschaft Bau – Steine – Erden (regional association) Dortmund and Düsseldorf Secretary in the North Rhine and Westphalia regional associations Career 1995 - 1998 Industriegewerkschaft Bau – Steine - Erden (education) Hamm, Essen, Bad Kreuznach, Wilhelmshafen, Heilbronn, Neubrandenburg, Dortmund, Frankfurt am Main Training as a trade union secretar 1988 - 1995 University education: University of Münster Magister Artium (M.A.) political science (sociology, educational science) 1981 - 1988 Städtisches Gymnasium (Municipal Secondary School) Ahlen Graduation: general qualification for university entrance (Abitur) External mandates Zusatzversorgungskasse der Steine- und Erden-Industrie und des Betonsteinhandwerks VVaG – Die Bayerische Pensionskasse (ZVK) Group Mandates none

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	6	May 09, 2019		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Audit	Member
Heidelberg Materials AG	Pay	Member
Heidelberg Materials AG	Risk	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	6	2024	82,840	154,290	0

RENÉ ALDACH

Age: 46

Gender: M

Nationality: Germany

Financial: Yes

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member, CFO Source Date: 03/25/2025

René Aldach Chief Financial Officer Member of the Managing Board since 1 September 2021; appointed until 31 August 2029 Areas of responsibility Finance, Reporting, Controlling & Consolidation, Data Hub, Tax, Treasury, Insurance & Corporate Risk Management, Shared Services Centre, Procurement Market Australia Education René Aldach completed his studies in Business Administration at the Westfälische-Wilhelms-Universität Münster with a university diploma degree in Business Administration. Career René Aldach started his career at Heidelberg Materials in 2004 as a finance trainee and subsequently progressed through numerous roles in the finance areas of Accounting, Shared Service Center and Controlling. In 2015, he was appointed Chief Financial Officer of the Australian joint venture Cement Australia. In 2018, he assumed financial responsibility for the entire Australian country organisation as Chief Financial Officer Hanson and Board Director for Hanson & Cement Australia. From September 2020 to August 2021, René Aldach was responsible for the entire accounting, controlling, and reporting of Heidelberg Materials Group as Director Group Reporting, Controlling & Consolidation. Since 1 September 2021, René Aldach has been Chief Financial Officer of Heidelberg Materials.

PT Indocement Tungal Prakarsa Tbk - Supervisory Board Member Source Date: 04/29/2025

René Samir Aldach Commissioners He has served as Commissioner of the Company since 25 May 2022. He holds a bachelor's degree in business administration from Westfälische Wilhelms-Universität Münster, Germany. Previously he served as a Finance trainee and Head of Finance at the Australian joint venture Cement Australia. Currently, he also serves as Chief Financial Officer and Member of the Managing Board at Heidelberg Materials. He has affiliations with members of the Board of Commissioners, Directors, and Controlling Shareholders.

Akcansa Cimento Sanayi ve Ticaret AS - Board Member Source Date: 03/10/2025

René Aldach began his career at Heidelberg Materials in 2004 and became CFO of the Australian joint venture Cement Australia in 2015. In 2018, he assumed financial responsibility for the entire Australian country organization as CFO of Hanson and a Director of the Board of Hanson & Cement Australia. Since September 2020, he has been responsible for all accounting, controlling and reporting for the Heidelberg Materials Group as Group Reporting, Controlling and Consolidation Director. He has been CFO of Heidelberg Materials since 1 September 2021 and, as of January 2024, is also responsible for Heidelberg Materials’ Australian business. Westphalian Wilhelms University.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Akcansa Cimento Sanayi ve Ticaret AS	Board Member	1	Apr 04, 2024		No	No	
PT Indocement Tungal Prakarsa Tbk	Supervisory Board Member	3	May 25, 2022		No	No	
Heidelberg Materials AG	Executive, Management Board Member, CFO	4	Sep 01, 2021		No	Yes	

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	CFO	4	2024	1,940,527	2,766,856	3,364,340	0



ROBERTO CALLIERI

Age: 61

Gender: M

Nationality: Italy

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Executive, Management Board Member Source Date: 03/25/2025

Roberto Callieri Member of the Managing Board Member of the Managing Board since 1 January 2024; appointed until 31 December 2026 Area of responsibility Asia within the Asia-Pacific Group area Markets Bangladesh, Brunei, China, Hong Kong, India, Indonesia, Malaysia, Singapore, Thailand Education Roberto Callieri studied electrical engineering at the University of Cagliari and he is AMP Graduate from the Harvard Business School in Boston. Career Roberto Callieri joined Italcementi in 1990, where he held several senior management positions in Puerto Rico, the USA, Canada, Turkey, Thailand, Egypt, and Italy. From 2016 until the end of 2023, he was responsible for Italy as General Manager. He has been a member of the Managing Board since 1 January 2024 and is responsible for Asia within the Asia-Pacific Group area.

PT Indocement Tunggal Prakarsa Tbk - Supervisory Board Member, Chairman Source Date: 04/29/2025

Roberto Callieri President Commissioner He has served as a President Commissioner of the Company since 14 May 2024. He studied Electrical Engineering from the University of Cagliari, Italy; Financial Management, Bocconi University, Milan, Italy; and Advanced Management Program, Harvard Business School, Boston, United States. Previously he served as CEO and Director of HM Italia Cementi S.p.A., Director of Italy cementi Group Zone for Asia and Director of Asia Cement Public Company Limited (ACC), and Jalapathan Cement Public Company Limited (JCC). Currently, he also serves as Member of the Managing Board of Heidelberg Materials AG for Asia, CEO of Heidelberg Materials Asia Pte. Ltd, and Director of Heidelberg Cement Bangladesh Limited and Butra Heidelberg Materials Sdn Bhd. He has an affiliate relationship with members of the Board of Commissioners, Directors and Controlling Shareholders.

HEIDELBERGCEMENT INDIA LIMITED. - Board Member Source Date: 09/03/2024

Mr. Roberto Callieri, completed his Degree in Electrical Engineering from University of Cagliari in 1990 and Financial Management from Bocconi University, Milan, Italy. He has also completed Advanced Management Program from Harvard Business School, Boston, USA. Mr. Callieri joined Italcementi Group in 1990, where he held several senior management positions in Puerto Rico, USA, Canada, Turkey, Thailand, Egypt, and Italy. From 2016 until the end of 2023, he headed the Italian operations of Heidelberg Materials Group. He has been a member of the Managing Board of Heidelberg Materials AG since January 2024 and is responsible for Asia within the Asia-Pacific Group area. Traversing his professional career spanning over three decades, Mr. Callieri has gained rich and vast experience in plant operations & maintenance, project management, sustainability, business integration, brand leadership, corporate management, strategy formulation and cost leadership in international cement business. He has led many successful operational and marketing turnarounds resulting in re-establishing profitability and competitiveness. He is a highly disciplined professional with balanced approach, self-starting personality and ability to independently operate under challenging business situations. He is a strong believer in nurturing talent, building high performing teams and ability to successfully integrate and be accepted in multicultural environments.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
PT Indocement Tunggal Prakarsa Tbk	Supervisory Board Member, Chairman	1	May 14, 2024		No	No	
Heidelberg Materials AG	Executive, Management Board Member	1	Jan 01, 2024		No	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
PT Indocement Tunggal Prakarsa Tbk	Pay	Member
PT Indocement Tunggal Prakarsa Tbk	Nomination	Member

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Heidelberg Materials AG	Executive	1	2024	2,693,336	3,547,623	2,693,336	0

SOPNA SURY

Age: 51

Gender: F

Nationality: Germany

Financial: No

Risk: No

Industry: Energy - Oil, Gas & Consumable Fuels

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member Source Date: 03/25/2025

Dr. Sopna Sury Chairwoman of the Sustainability and Innovation Committee and member of the Personnel and Nomination Committees Member of the Supervisory Board since: 12 May 2022 Term expires: 2028 Career 2021 – today RWE Generation SE, Essen Chief Operating Officer Hydrogen 2019 – 2021 RWE Renewables GmbH, Essen Director Strategy & Regulatory Affairs 2016 – 2019 Uniper SE, Duesseldorf COO Energy Services & Infrastructure 2015 E.ON Global Unit Next Generation, Essen Director Energy Solutions 2012 – 2014 E.ON Climate & Renewables GmbH, Essen Director Business Development & Business Affairs 2011 – 2012 E.ON Inhouse Consulting GmbH, Essen Member of the Management Team, area of responsibility: Talent Management, Recruiting, Communication 2001 – 2010 McKinsey & Company, Inc., Duesseldorf 2009 – 2010 Manager EMEA (Europe, Middle East, Africa) Organization Practice 2006 – 2008 Manager German Organization Practice 2001 – 2006 Senior Associate Education 2003 – 2005 Witten/Herdecke University Dr. rer. pol., External Doctorate, Chair of Institutional and Economic Development 1999 – 2000 Darla Moore School of Business, Columbia S.C., USA Master of International Business Program (study visit) 1996 – 2001 Witten/Herdecke University Study of business economics, focus: International Economics and Controlling 1994 – 1996 BHF-Bank Aktiengesellschaft, apprenticeship banker

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member	3	May 12, 2022		Yes	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Pay	Member
Heidelberg Materials AG	Nomination	Member

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
Heidelberg Materials AG	2024	99.3%	0.7%

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Non-Executive	3	2024	82,840	143,935	0

WERNER SCHRAEDER

Age: 61

Gender: M

Nationality: Germany

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Heidelberg Materials AG - Supervisory Board Member, Deputy Chairman Source Date: 03/25/2025

Werner Schraeder Deputy Chairman of the Supervisory Board of Heidelberg Materials AG Member of the Audit, Personnel and Mediation Committee Member of the Supervisory Board since: 07 May 2009 Term expires: 2029 Career since 2021 Chairman of the Group Works Council, Heidelberg Materials AG since 2017 Member of the European Works Council, Heidelberg Materials AG 2012-2021 Deputy Chairman of the Group Works Council, Heidelberg Materials AG since 2007 Chairman of the General Works Council, Heidelberg Materials AG 2006-2007 Speaker of the Economic Committee, Heidelberg Materials AG since 2006 Chairman of the Works Council at the Ennigerloh plant, Heidelberg Materials AG since 2002 Member of the Works Council, Heidelberg Materials AG since 1994 Building Fitter / Maintenance at the Ennigerloh plant, Heidelberg Materials AG Education 1981-1983 Training as Building Fitter External mandates Member of the Representatives’ Meeting at Berufsgenossenschaft Rohstoffe und chemische Industrie2), Heidelberg Volksbank im Münsterland eG2), Münster

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Heidelberg Materials AG	Supervisory Board Member, Deputy Chairman	16	May 07, 2009		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Heidelberg Materials AG	Audit	Member
Heidelberg Materials AG	Pay	Member
Heidelberg Materials AG	Risk	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Heidelberg Materials AG	Deputy Chair	16	2024	108,728	187,426	0

GLOSSARY

MSCI ESG RATINGS AND SCORES

FINAL ESG RATING

- Letter ratings are relative within each MSCI ESG Ratings industry. Each Final Industry-Adjusted Company Score is converted to an equivalent rating on the AAA-CCC scale.

ESG PILLARS

- the **Environment Score** represents the weighted average of all Key Issues that fall under the Environment Pillar
- the **Social Score** represents the weighted average of all Key Issues that fall under the Social Pillar
- the **Governance Score** represents the sum of score deductions derived from Key Metrics included in Corporate Governance (including Board, Pay, Ownership & Control, and Accounting) and Corporate Behavior (including Business Ethics and Tax Transparency)
- the **Environment Weight** represents the sum of the weights of all Key Issues that fall under the Environment Pillar
- the **Social Weight** represents the sum of the weights of all Key Issues that fall under the Social Pillar
- the **Governance Weight** represents the sum of the weights of Corporate Governance and Corporate Behavior, with a minimum weight set at 33% for all rated issuers

KEY ISSUES

For each industry and Company-Specific Key Issue that contributes to the final rating:

- Weight** contribution to the final rating
- Exposure** Score (available for companies published since June 2011; excluding Raw Material Sourcing – Environmental)
- Management** Score (available for companies published since June 2011; excluding Raw Material Sourcing – Environmental)
- Overall **Key Issue Score**

WEIGHTED-AVERAGE KEY ISSUE SCORE VS. INDUSTRY RELATIVE SCORE

- the **Weighted-Average Key Issue Score** is dynamic, reflecting changes in any underlying scores as of the Last Update date, while the **Industry Relative Score** is more static and corresponds to the Rating Date. Issues that we determine do not present material risks or opportunities to companies in a given industry receive 0% weight and do not impact the overall ESG rating.

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All averages, percentiles, and rating distributions found in the report are based on companies in the relevant MSCI ESG Ratings Industry that are constituents of the MSCI ACWI and are calculated based on industry scores as of the date of publication of this report.

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Carbon estimates are based on carbon intensity (carbon emissions/sales). The Estimate Key represents the source of the estimated carbon emissions data. E.CSI represents Company-Specific Intensity estimates based on previously disclosed data. E.GICSSI represents estimates based on the GICS Sub-Industry average. For E.GICSSI we set five levels of confidence (High, Moderately High, Moderate, Moderately Low, and Low). The Carbon Estimation Methodology document, available on ESG Manager, describes the estimation model in greater detail.

GOVERNMENT SUPPORT RATING

We calculate the 'government support rating' for Supranationals and Development Banks based on the weighted average of member countries' Governance scores using the MSCI ESG Government Ratings methodology. These scores are based on measures of political governance (strength of institutions, corruption control, civil liberties, and human rights) and financial accountability.

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