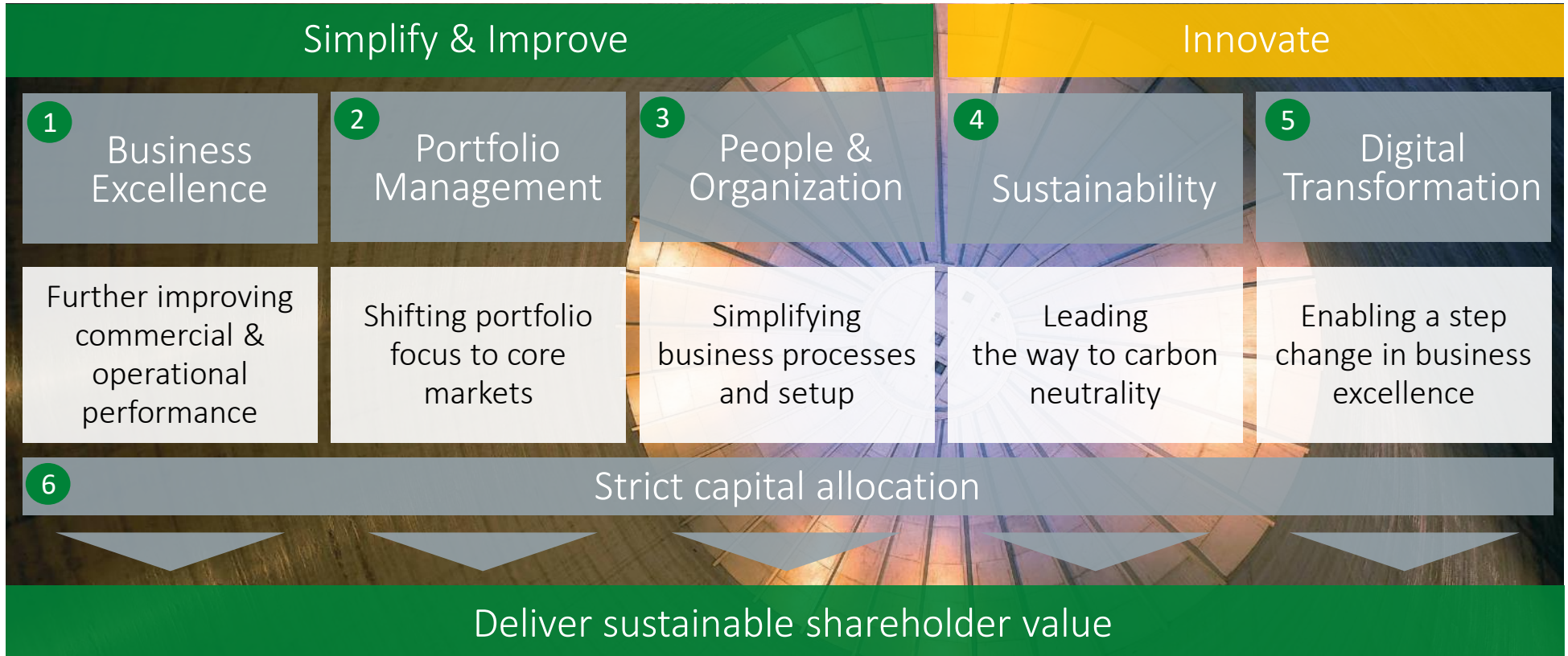


Building the Digital Ecosystem for the Heavy Building Materials Industry – HeidelbergCement partners with Thoma Bravo and invests in Command Alkon

Dr. Dominik von Achten, CEO
Dennis Lentz, CDO

Analyst/Investor Call, 29 September 2021

Our strategic framework “Beyond 2020” sets the stage for this deal





THE FIRST INDUSTRIAL TECH
COMPANY IN THE SECTOR.

WE ARE ACCELERATING THE PACE.

WE ARE ALREADY LEADING
THE WAY IN THE
DIGITALIZATION OF OUR
INDUSTRY

AND LIFTED CUSTOMER EXPERIENCE IN
MANY WAYS.



H CONNECT

WE CREATE THE BEST END-TO-END
EXPERIENCE FOR OUR CUSTOMERS
WITH WEB AND MOBILE APPS



H PRODUCE

WE DRIVE EFFICIENCY IN OUR
OPERATIONS THROUGH SMART,
DIGITAL SOLUTIONS



H SERVICE

WE FURTHER STREAMLINE OUR
BACK-OFFICE PROCESSES THROUGH
AUTOMATION AND SEAMLESSLY
CONNECTED SYSTEMS

HConnect

FROM ZERO TO
18,000+ MONTHLY
ACTIVE USERS IN TWO
YEARS...

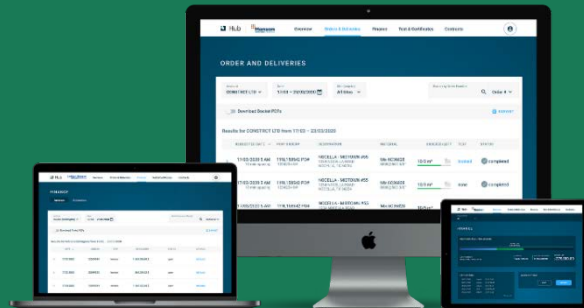
± 50% GLOBAL SALES COVERAGE
> 80% CUSTOMER RETENTION
LIVE IN 12 COUNTRIES

...ON ONE GLOBAL,
CENTRAL CUSTOMER-
FACING PLATFORM

100% OUR INTELLECTUAL PROPERTY



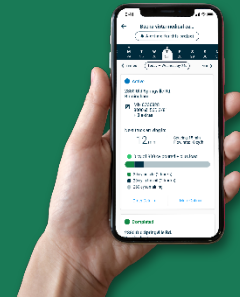
Hub



Orders, tickets and invoices—
all in one place



OnSite



Manage and track deliveries in
real time

WE KEEP OUR CUSTOMERS AT THE CENTER OF OUR THINKING

Vertical integration: We bring a second, digital life to our assets



UNTIL NOW OUR OFFLINE MATERIAL FLOWS HAVE BEEN THE SYNERGETIC FUEL TO DRIVE VERTICAL INTEGRATION

DATA UNLOCKS NEXT GENERATION OF VERTICAL INTEGRATION FOR HEIDELBERGCEMENT

Taking our digital strategy to the next level with Thoma Bravo

A LEADING GLOBAL BUILDING MATERIALS PLAYER

HEIDELBERGCEMENT

COMPETENCIES

- DEEP DOMAIN KNOW-HOW OF THE INDUSTRY
- TRACK RECORD IN EXECUTION
- ONE GLOBAL CUSTOMER-FACING PLATFORM

SCALING ENABLER

LEADING SOFTWARE INVESTMENT FIRM (over \$83 billion in AUM)

THOMABRAVO

COMPETENCIES

- EXTENSIVE SOFTWARE AND OPERATIONAL EXPERTISE
- M&A EXPERTISE AND EXTENSIVE NETWORK OF RELATIONSHIPS

TECH & GROWTH DRIVER

BUILD THE DIGITAL ECOSYSTEM OF THE HEAVY BUILDING MATERIALS INDUSTRY TOGETHER

OUR INDUSTRY- CHANGING FIRST MOVE.

- INVEST IN LARGE INSTALLED USER BASES
- DEVELOP NEW PRODUCTS IN PORTFOLIO COMPANIES
- MORE TO COME SOON

Command
Alkon



HEIDELBERGCEMENT

45%



THOMABRAVO

Command Alkon is the ideal fit to realize our ambitious strategy

Most widely used 'system of record' in our industry

Company Profile



System of record for RMC, aggregates, cement and asphalt business



Products and Services: Batching, telematics, quality control software and hardware



Clear market leader with strong North American market share in RMC, aggregates and asphalt-related software

Revenue Streams



Sale of licenses and maintenance for **industry-specific software solutions**

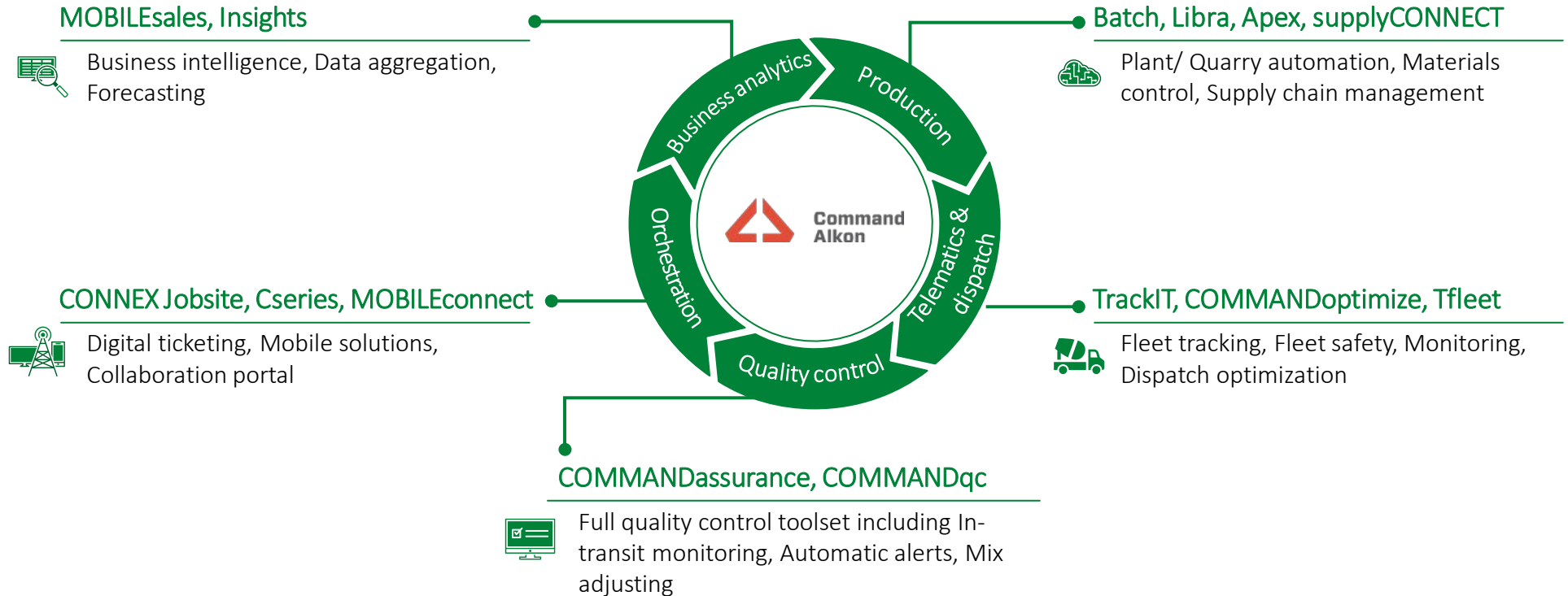


Increasing share of **cloud subscription sales**



Sale of **hardware** for connecting plant infrastructure to these software solutions

Command Alkon covers core digital needs of the Heavy Building Materials Industry



Note: Does not show all products available



LARGEST INSTALLED USER BASE IN HEAVY BUILDING MATERIALS INDUSTRY

THE POLE
POSITION TO
BUILD THE DIGITAL
ECOSYSTEM FOR
OUR INDUSTRY.



60M+ TICKETS
SHARED ON CONNEX



20K+ SITES
USING AT LEAST ONE
PRODUCT



75K+ TRUCKS
WITH TELEMATICS



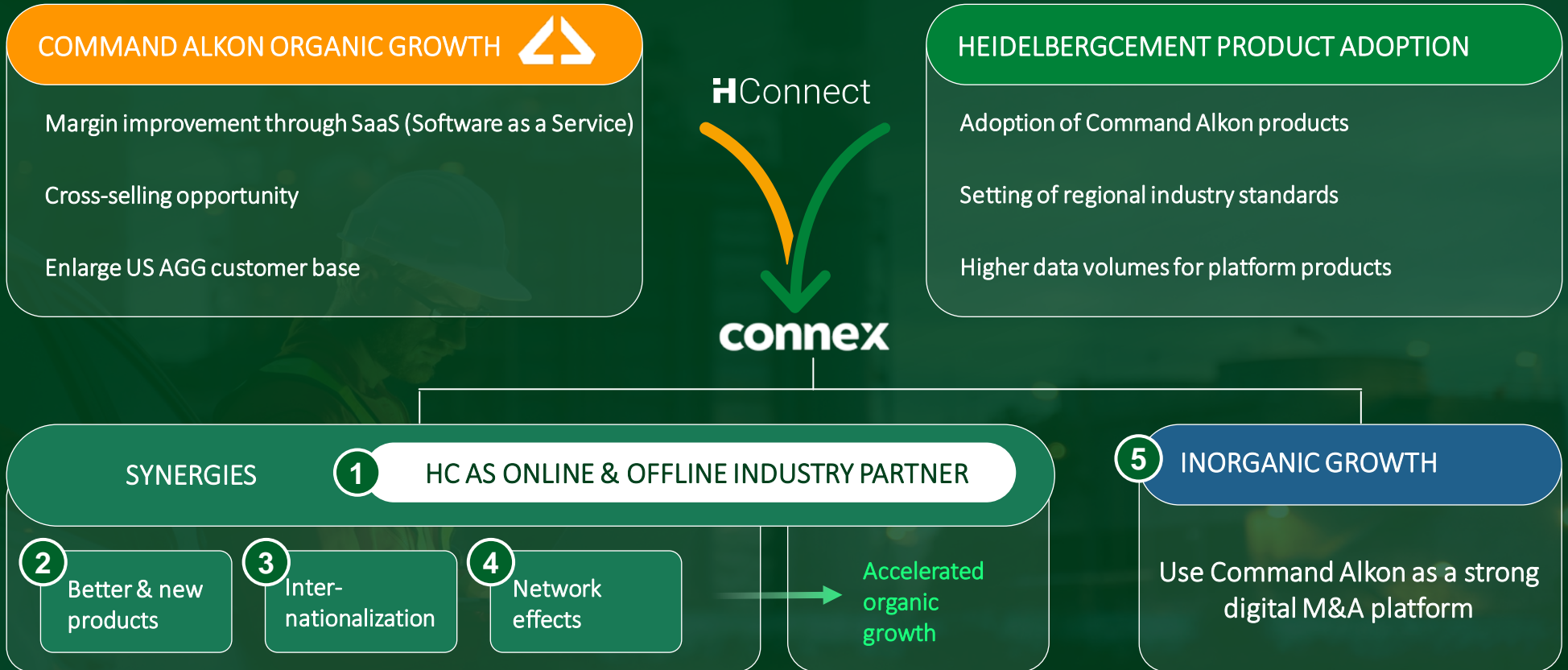
2.5K+ CUSTOMERS



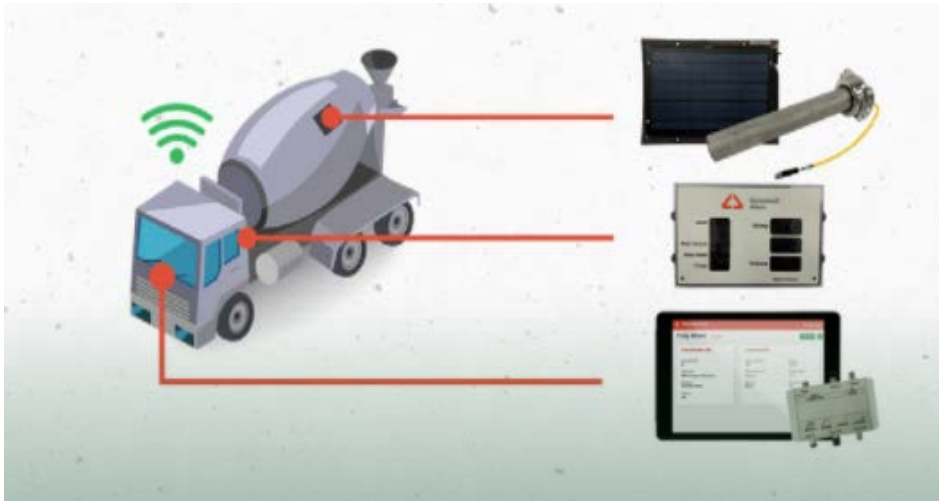
>80% OF REVENUE
FROM CUSTOMERS USING MORE
THAN ONE PRODUCT

TO DRIVE SIMPLICITY, CUSTOMER
SERVICE AND DIGITALLY ENABLED
SUSTAINABILITY

5 growth levers in the partnership with Command Alkon



Deep dive into specific Command Alkon Products – COMMANDassurance



- 3 sensors on a truck to predict slump and later air
- Reduce cycle times and safety risk
- Improve quality compliance
- Sustainability benefits: less concrete waste, recipe optimization for a reduced CO₂ footprint

INDUSTRY KNOW-HOW
INJECTED INTO
CONTINUOUS PRODUCT
DEVELOPMENT

PAVE WAY TOWARDS
NON-US MARKETS, MAKE
QUALITY PREDICTIONS
ACCEPTED BY
LOCAL AUTHORITIES

CREATE ONLINE LEADS
VIA HCONNECT

CREATE OFFLINE
LEADS VIA OUR CEM/
AGG SALES TEAMS



Deep dive into specific Command Alkon products – CONNEX Jobsite



Want visibility into materials and haul costs daily?

- Seamless digital connection of all contributing parties to a successful heavy building material delivery
- Easy to switch for existing Command customers
- Reduced transaction cost, less paper chaos, faster paid invoices

NETWORK EFFECT
CAUSED BY 7.7 MILLION
HC TICKETS IN NAM

PAVE WAY TOWARDS
NON-US MARKETS



CREATE ONLINE
LEADS VIA
HCONNECT

CREATE OFFLINE
LEADS VIA OUR RMC
SALES AND FLEET
TEAMS

'The Big Plus' – How do HeidelbergCement customers benefit?

INCREASED EASE
OF DOING BUSINESS

BETTER SOLUTIONS
FOR DAY-TO-DAY
PAIN POINTS

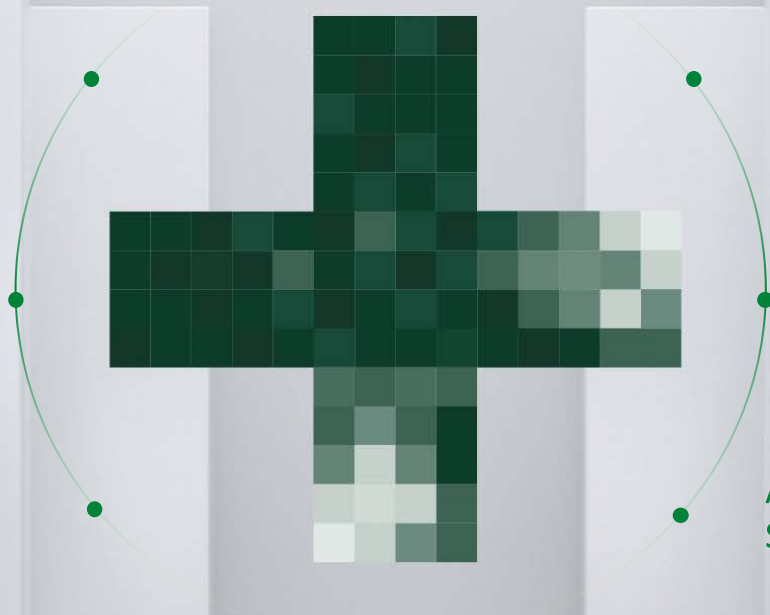
BEST OF BOTH WORLDS: “DEEP”
BEST-IN-CLASS AND “BROAD”
STANDARD SOLUTIONS

QUICKER AVAILABILITY
OF NOVEL DIGITAL
SOLUTIONS

MORE DIGITAL IDEAS
FOR THE BUSINESS

TRANSPARENT INDUSTRY
STANDARDS FOR
SEAMLESS CONNECTIVITY

ACCELERATION TO
SUSTAINABILITY EFFORTS



Pathway to building the digital ecosystem for Heavy Building Materials Industry



Strategic partnership

Thoma Bravo as established **innovation & growth driver**...

... with HC as **rapid scaling enabler**...

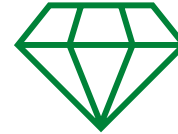


Anchor investment

Investment in the leading digital player of our industry, to ...

... **build** the digital ecosystem for the Heavy Building Materials industry

... while ensuring Command Alkon's independence (e.g. strict data governance)



Better together

Command Alkon's **strong foundation**, paired with its **innovative product offerings**

+

HC's **deep domain know-how** and **global, central digital customer access**

=

capturing the value upside of the industry's digitalization



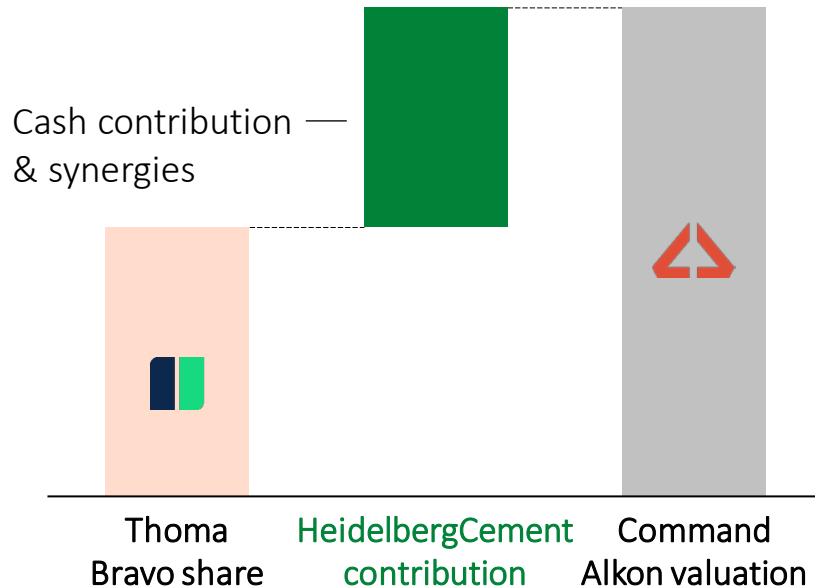
Vision

First step for HC towards target portfolio...

... to **crystallize the value of HC's digital potential**

Synergies from HC's contribution of offline assets make the deal very attractive

HeidelbergCement Deal Contribution



- ✓ Approx. **\$1.7 billion valuation** for Command Alkon
- ✓ Approx. **\$250 million cash out** for HC for 45% stake
- ✓ HConnect remains under complete ownership & control by HC (customer interface, IP)

HC & Thoma Bravo team up to build the digital ecosystem of Heavy Building Materials

- **First anchor investment** in Command Alkon, the leading supply chain digital solutions provider for heavy building materials
- Contributing its digital and offline asset potential allows HC to acquire a **strategic minority stake (45%)** in Command Alkon, a \$1.7 billion valued company, for approx. **\$250 million**
- HC's minority position ideal to maintain **Command Alkon's independence** (e.g. strict data governance)
- Partnership with Thoma Bravo targets **high growth rates** through innovative **cloud-based services** and **bolt-ons**
- Deal allows HC to **capture the value upside** of the industry's digitalization



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