

A photograph of two construction workers on a building site. One worker in a green shirt and white pants is placing a large white panel on a wall. Another worker in a white jacket and white pants is standing in the foreground, looking towards the building. The building has a brick facade and scaffolding. The sky is blue with some clouds.

H+H International A/S Nordea Construction Seminar 2025

2 April 2025

H+H
PARTNERS IN WALL BUILDING

We enable better homes for our communities



3 million m³ of blocks per year

or

125.000 families moving into a
new home every year

500 families moving into their
lifetime dream of a
new home every day

Safe | Sustainable | Affordable

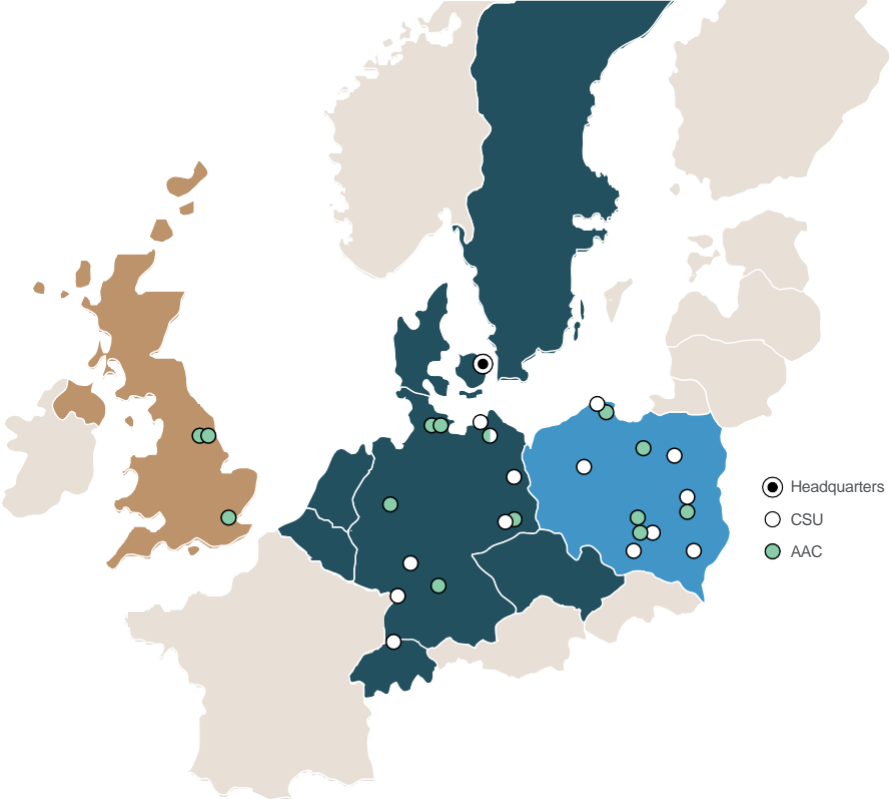
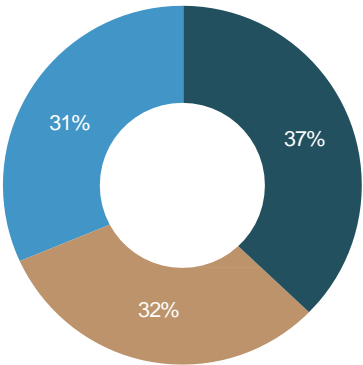
H+H at a glance

H+H is a leading provider of wall-building solutions, committed to being the ideal partner for every project. With a strong market presence, we leverage industry insights and customer expertise to solve challenges and provide better homes for our communities, positioning H+H for future growth.

Markets

Share of revenue

- Central Western Europe
- The United Kingdom
- Poland



Revenue (DKK m)

2,747

In 2024, we generated total revenue of DKK 2,747 million and organic growth of 0%.

EBITDA_{bsi} (DKK m)

250

In 2024, EBITDA before special items was DKK 250 million corresponding to a 9% margin, which is unchanged from last year.

People

1,337

Based across Northern Europe we employ over 1,300 people, of whom around 70% work in our plants.

Climate

28%

By 2030, we want to reduce absolute scope 1 and 2 GHG emissions by 46% from a 2019 baseline. As of 2024, we have achieved a 28% improvement of CO₂ kg/m³.

By 2050, we want to achieve net zero emissions from own operations and supply chain.

Plants


27

In 2024, we reopened one of our four mothballed plants in response to market demands. Across all active plants we produced a total of 2.7 million cubic meters of wall-building materials in 2024.

After two years of restructuring, focus is now on profitable growth

Focus 2023 + 2024

Launch of H+H's **streamlining program** in 2023 entails a **shift in production** to larger and more effective plants to substantially **lower fixed costs** while **increasing uptime and capacity**, offering tangible benefits

	2022	2024
 Plants	32	27 (incl. 3 MB)
 Output	4,187k m ³	2,967k m ³
 Approach	Individual plants	Network of plants
 Avg. Price (rev. pr. M3 in DKK)	857	926
 People	Around 1.700	Around 1.300
 SG&A (DKKm)	392	331
 Zero Harm (LTIs)	11	2
ONE Germany	Acquisitions	Integration (ONE)

Focus 2025 and beyond

From **2025 onwards**, the focus will shift to delivering **profitable growth**, driven by the Group's unique growth platform and ongoing cost savings. Recent streamlining efforts have strengthened the company's **resilience**, enabling H+H to better navigate market fluctuations and challenges.

Platform for future growth in place

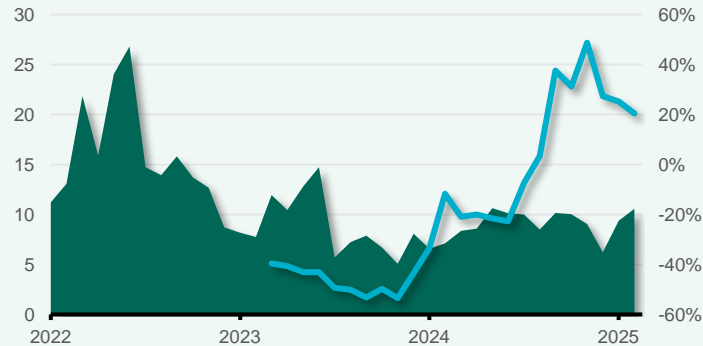




Higher demand in PL and UK already visible

■ UK registrations/Building Permits in '000 ■ 3m rolling y/y %

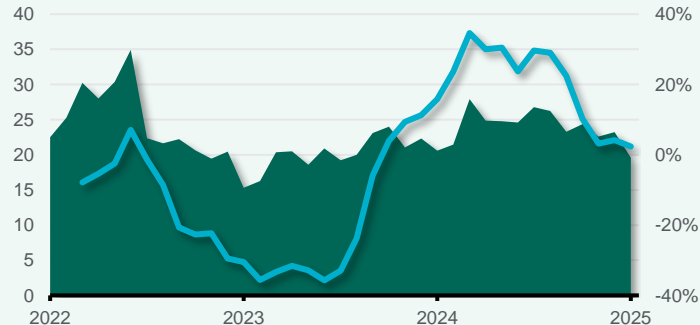
United Kingdom



Market highlights

- Registrations continues in positive direction since mid 2024
- Planning reforms are the current focus of the new government

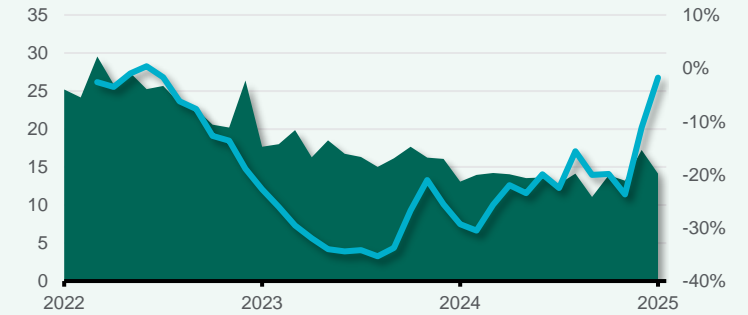
Poland



Market highlights

- Underlying fundamentals of the Polish market are strong
- Limited impact from proposed Housing Support program
- High mortgage costs persisting despite strong underlying demand

Germany



Market highlights

- Building Permits Improving for the first time but outlook still weak
- €500 billion special fund over 10 years aimed infrastructure
- Impact on housing and interest cost to be seen
- New government still not clear on new budget agenda

ONE

Geopolitical uncertainty may weigh on investor confidence

New foundation in Germany with ONE



With several acquisitions in Germany 'Project ONE' is the integration framework focusing on automation, working to **streamline processes**. The German organisation has since been **operating at the highest profitability to date**. Similar models will be applied for **future acquisitions**



Selected 'Project ONE' achievements in Germany from 2022-2024



Product offering streamlined by **around 80%**



Carriers reduced from **around 60 to 1 per plant**



Number of employees reduced by **over 40%**



SG&A costs reduced **by 50%**



Key takeaways



Standardisation



Automation



Centralisation



Efficiency gains



HOME - Agile operating model to meet future demand



The ‘H+H Operating Model of Excellence’...


‘HOME’ by **H+H**
PARTNERS IN WALL BUILDING

The H+H Operating Model of Excellence (‘HOME’) is designed to meet Europe’s volume demands by **increasing capacity within the existing plant network** and unlocking sleeping capacity. The approach will **increase uptime and boost capacity** while **reducing indirect production costs** per unit




Uptime

Focusing on **plant uptime** in 24/7 growth mode to boost volume and productivity through engaging first-line management with operators



Continuous improvement (CI)

Enhancing **efficiency and reliability** using lean tools, automation, recipe optimisation and portfolio rationalisation



De-bottlenecking (De-Bot.)

Strategic investments in specialised equipment to **boost capacity (step change) and enhance efficiency**



	2022	2024	HOME
Prod. Vol.	4.200	3.000	6.000
Plants	32	27 (incl 4 MB)	27

Strategically positioned to capitalise on structural growth drivers

H+H key investment highlights



Material of choice: today and tomorrow

Materials meet modern housing needs and by combining a decarbonisation strategy with the recarbonation properties of limestone, H+H can produce blocks with a negative carbon footprint



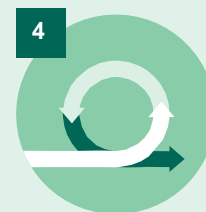
Strong housing demand waiting to be unlocked

H+H is well positioned to capitalise on rising housing demand across core markets, where AAC and CSU increasingly constitute the materials of choice



Leading position in wall building

With a leading market share, strong plant network, solid customer relationships and high entry barriers, H+H is positioned to grow its market presence



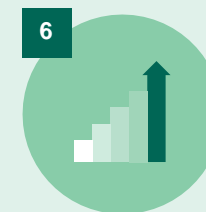
Agile operating model to meet future demand

The H+H Operating Model of Excellence ('HOME') is designed to meet Europe's volume demands by increasing capacity within the existing plant network



Platform for future M&A

Proven M&A platform with efficient integration processes and an agile organisation, allowing H+H to scale and achieve synergies



Improving financial performance and outlook

The company's recent streamlining has created a more resilient business, allowing H+H to better withstand market fluctuations and challenges

Financial targets

Financial outlook for 2025

Revenue growth measured in local currencies (“organic growth”)

5% to 10%

EBIT before special items is expected to be (DKK m)

120m to 180m

Long-term financial targets

EBIT margin

12%

Return on invested capital (ROIC)

16%

Financial gearing (NIBD to EBITDA)

1-2x



Questions and answers

For further information, please contact

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