

# Facts and Figures 2019



**HEIDELBERG**CEMENT

# Preface



Dr. Bernd Scheifele, Chairman of the Managing Board

## Dear readers,

In its 145-year history, HeidelbergCement has never sold more cement, concrete, gravel, and sand than it did in 2018 despite a difficult environment. New record figures were also achieved in revenue and profit for the financial year.

- Revenue improved by 5% to €18.1 billion.
- Profit for the financial year rose by 22% to €1.3 billion.
- Earnings per share increased by 25% to €5.76.

HeidelbergCement's core target is to increase the value of the Group over the long term through sustainable and result-oriented growth. Sustainability is an integral part of our Group strategy, and for us this means integrating economic, ecological, and social targets.

HeidelbergCement's products meet the demands of a growing world population for housing, mobility, and economic development.

We are confident about 2019. We will accelerate the optimisation of our portfolio to increase our cash flow and margins. From a global perspective, we are well positioned to achieve continuous growth, create long-term value for our shareholders, and safeguard high-quality jobs.

Yours sincerely,



Dr. Bernd Scheifele,  
Chairman of the Managing Board

## Competence and quality

**In around 60 countries across the world, HeidelbergCement stands for competence and quality.**

Over the 145 years since its founding in 1873, HeidelbergCement has grown from a regional cement manufacturer, with one plant in Heidelberg, to one of the world's leading building materials groups. Internationally, HeidelbergCement is the number 1 in aggregates, number 2 in cement, and number 3 in ready-mixed concrete. Our success is due to the commitment of 58,000 employees at more than 3,000 locations in around 60 countries on five continents.

The Group is divided into five geographical Group areas: Western and Southern Europe, Northern and Eastern Europe-Central Asia, North America, Asia-Pacific, and Africa-Eastern Mediterranean Basin. The core activities of HeidelbergCement in these Group areas comprise the production and distribution of cement and aggregates, which are the two essential raw materials for the manufacture of ready-mixed concrete and asphalt. Group Services engages in global sea trade with building materials such as cement and clinker as well as solid fuels.

Control room Lengfurt cement plant, Germany



# History and development

1873	Founding
1977	Lehigh, USA
1989	Central and Eastern Europe
1993	Acquisition of CBR
1995/96	China/Turkey
1999	Acquisition of Scancem
2001	Acquisition of Indocement, Indonesia
2005/06	Involvement in Kazakhstan, India, and Georgia
2007	Acquisition of Hanson
2015	Disposal of building products business in North America and the United Kingdom
2016	Acquisition of Italcementi





# HeidelbergCement in the world





# Western and Southern Europe







## Western and Southern Europe

### Belgium, France, Germany, Italy, Netherlands, Spain, United Kingdom

The Western and Southern Europe Group area comprises seven countries. As a fully integrated building materials company, we manufacture cement, aggregates, and ready-mixed concrete in these mature markets, as well as concrete products in some countries and asphalt in the United Kingdom.

We are among the market leaders in the cement business in almost all countries. We also maintain a dense network of quarries for aggregates and production facilities for ready-mixed concrete. The United Kingdom, France, and Germany are the three strongest market regions in Western and Southern Europe.



Beffes cement plant, France



<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2018</b>
Cement capacity	<b>51.0 mt</b>
Aggregates reserves and resources	<b>3.4 bnt</b>

<b>Sales volumes</b>	<b>2018</b>
Cement and clinker	<b>31 mt</b>
Aggregates	<b>81 mt</b>
Ready-mixed concrete	<b>18 mm <sup>3</sup></b>
Asphalt	<b>4 mt</b>

<b>Revenue by business lines (€m)</b>	<b>2018</b>
Cement	<b>2,536</b>
Aggregates	<b>1,064</b>
Ready-mixed concrete-asphalt	<b>1,845</b>
Service-joint ventures-other	<b>362</b>
Intra-Group eliminations	<b>-872</b>
Total revenue	<b>4,936</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>36</b>
Cement grinding	<b>18</b>
Blast furnace slag	<b>4</b>
Cement terminals	<b>14</b>
Aggregates	<b>221</b>
Aggregates terminals	<b>75</b>
Ready-mixed concrete	<b>736</b>
Asphalt	<b>37</b>
Concrete products	<b>25</b>

1) Including joint ventures

# Northern and Eastern Europe-Central Asia







## Northern and Eastern Europe-Central Asia

**Denmark, Estonia, Iceland, Latvia, Lithuania, Norway, Sweden; Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Czechia, Georgia, Greece, Hungary, Kazakhstan, Poland, Romania, Russia, Slovakia**

HeidelbergCement is active in 20 countries in the Northern and Eastern Europe-Central Asia Group area. In many of these countries, we manufacture cement, aggregates, and ready-mixed concrete as a fully integrated building materials company.

In the countries where we produce cement, we are either the market leader or hold leading market positions. Sweden, Norway, and Poland are the strongest market regions in Northern and Eastern Europe-Central Asia. We sold our activities in Ukraine at the beginning of 2019.

Kaspi cement plant, Georgia



Varna ready-mixed concrete plant, Bulgaria



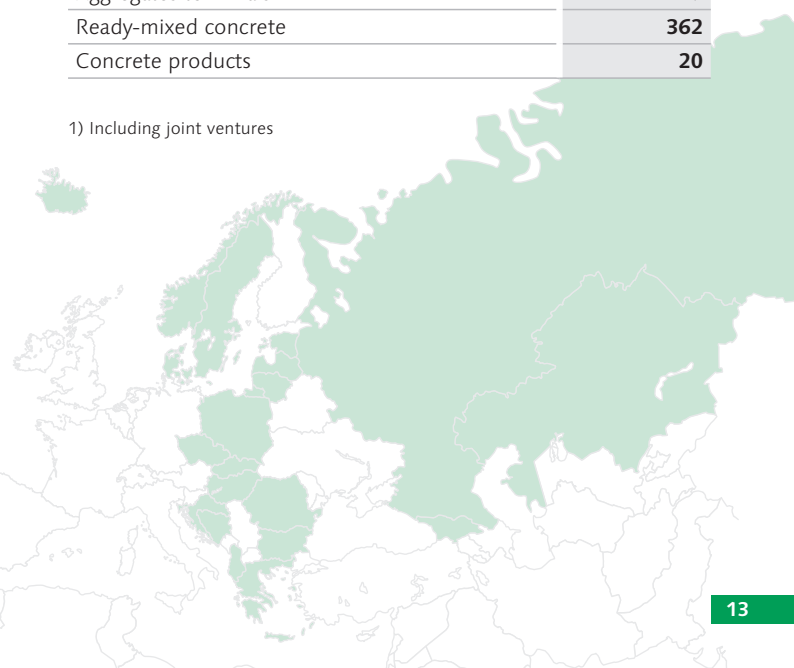
<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2018</b>
Cement capacity	<b>38.7 mt</b>
Aggregates reserves and resources	<b>1.3 bnt</b>

<b>Sales volumes</b>	<b>2018</b>
Cement and clinker	<b>26 mt</b>
Aggregates	<b>51 mt</b>
Ready-mixed concrete	<b>7 mm <sup>3</sup></b>

<b>Revenue by business lines (€m)</b>	<b>2018</b>
Cement	<b>1,566</b>
Aggregates	<b>523</b>
Ready-mixed concrete-asphalt	<b>639</b>
Service-joint ventures-other	<b>420</b>
Intra-Group eliminations	<b>-231</b>
Total revenue	<b>2,916</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>25</b>
Cement grinding	<b>3</b>
Cement terminals	<b>79</b>
Aggregates	<b>105</b>
Aggregates terminals	<b>17</b>
Ready-mixed concrete	<b>362</b>
Concrete products	<b>20</b>

1) Including joint ventures



# North America







# North America

## Canada, United States

The United States and Canada form the North America Group area. In our second-largest market area, we are one of the leading manufacturers of cement, aggregates, and ready-mixed concrete. Additionally, asphalt is produced in both countries and concrete pipes are manufactured in Canada.

HeidelbergCement has production sites across the continent with a focus on the eastern half of the United States, Texas, the Gulf Coast, the Pacific Coast, as well as Western Canada and Ontario. In late 2018, we expanded our market presence in Canada through acquisitions in the aggregates, asphalt, and ready-mixed concrete businesses in British Columbia.

Eagle Quarry, USA



Union Bridge cement plant, USA





<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2018</b>
Cement capacity	<b>17.9 mt</b>
Aggregates reserves and resources	<b>11.9 bnt</b>

<b>Sales volumes</b>	<b>2018</b>
Cement and clinker	<b>16 mt</b>
Aggregates	<b>123 mt</b>
Ready-mixed concrete	<b>7 mm <sup>3</sup></b>
Asphalt	<b>4 mt</b>

<b>Revenue by business lines (€m)</b>	<b>2018</b>
Cement	<b>1,748</b>
Aggregates	<b>1,603</b>
Ready-mixed concrete-asphalt	<b>1,091</b>
Service-joint ventures-other	<b>266</b>
Intra-Group eliminations	<b>-446</b>
Total revenue	<b>4,262</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>16</b>
Cement grinding	<b>3</b>
Blast furnace slag	<b>3</b>
Cement terminals	<b>65</b>
Aggregates	<b>205</b>
Aggregates terminals	<b>19</b>
Ready-mixed concrete	<b>204</b>
Asphalt	<b>51</b>
Concrete products	<b>3</b>

1) Including joint ventures



# Asia-Pacific







## Asia-Pacific

**Bangladesh, Brunei, China, India, Indonesia, Malaysia, Singapore, Thailand; Australia**

The Asia-Pacific Group area includes nine countries. In most of the growth countries of Asia, the focus is on cement production. In Malaysia, Thailand, Hong Kong, and Indonesia, we maintain strong market positions in ready-mixed concrete. In some countries, particularly Malaysia, we also produce aggregates.

In Australia, we have significant market positions in ready-mixed concrete and aggregates, with a dense network of production sites. Moreover, we hold a 50% stake in Cement Australia, the largest cement company in Australia.



Jhansi cement grinding plant, India



<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2018</b>
Cement capacity	<b>57.2 mt</b>
Aggregates reserves and resources	<b>2.9 bnt</b>

<b>Sales volumes</b>	<b>2018</b>
Cement and clinker	<b>37 mt</b>
Aggregates	<b>43 mt</b>
Ready-mixed concrete	<b>12 mm <sup>3</sup></b>
Asphalt	<b>2 mt</b>

<b>Revenue by business lines (€m)</b>	<b>2018</b>
Cement	<b>1,717</b>
Aggregates	<b>592</b>
Ready-mixed concrete-asphalt	<b>1,204</b>
Service-joint ventures-other	<b>69</b>
Intra-Group eliminations	<b>-321</b>
Total revenue	<b>3,262</b>


<b>Number of plants <sup>1)</sup></b>	
Cement	<b>16</b>
Cement grinding	<b>10</b>
Cement terminals	<b>15</b>
Aggregates	<b>93</b>
Ready-mixed concrete	<b>378</b>
Asphalt	<b>21</b>
Concrete products	<b>2</b>

1) Including joint ventures









# Africa-Eastern Mediterranean Basin

## Africa-Eastern Mediterranean Basin

**Benin, Burkina Faso, DR Congo, Egypt, Gambia, Ghana, Liberia, Mauritania, Morocco, Mozambique, Sierra Leone, South Africa, Tanzania, Togo; Israel, Palestine, Turkey**

The Africa-Eastern Mediterranean Basin Group area comprises 17 countries. We are one of the market leaders in Egypt and Morocco, our largest market regions in the Group area. We also produce ready-mixed concrete in both countries as well as aggregates in Morocco. HeidelbergCement mainly manufactures cement in the African countries south of the Sahara – and in most of them we are the market leader. Based on the good growth prospects, we have significantly expanded our production capacities in several countries over the past few years. In 2018, we completed construction of a new grinding mill in Burkina Faso and added South Africa to our country portfolio.

In the Eastern Mediterranean Basin, the joint venture Akçansa is one of Turkey's leading cement manufacturers. It also has a dense network of ready-mixed concrete plants and produces aggregates. In Israel, we produce ready-mixed concrete, aggregates, and asphalt.

Kara cement grinding plant, Togo



Çanakkale cement plant, Turkey



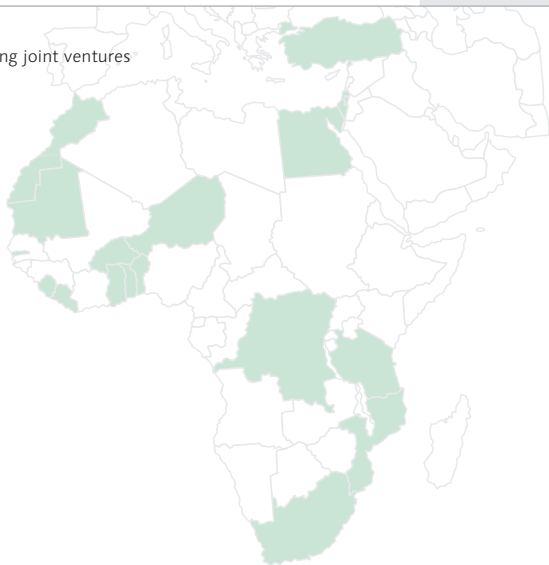
Capacity, reserves and resources <sup>1)</sup>	2018
Cement capacity	30.8 mt
Aggregates reserves and resources	0.1 bnt

Sales volumes	2018
Cement and clinker	20 mt
Aggregates	10 mt
Ready-mixed concrete	5 mm <sup>3</sup>
Asphalt	1 mt

Revenue by business lines (€m)	2018
Cement	1,293
Aggregates	96
Ready-mixed concrete-asphalt	338
Service-joint ventures-other	40
Intra-Group eliminations	-99
Total revenue	1,667

Number of plants <sup>1)</sup>	
Cement	13
Cement grinding	14
Cement terminals	10
Aggregates	12
Ready-mixed concrete	104
Asphalt	2

1) Including joint ventures\*





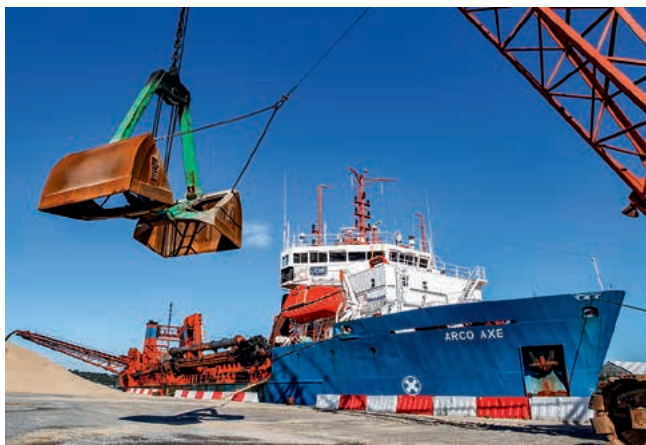
# Group Services



## Group Services

Group Services comprises the international trading activities of HeidelbergCement. Our subsidiary HC Trading is one of the largest trading companies worldwide for cement, clinker, and other building materials, as well as solid fuels. HC Trading supplies locations within the HeidelbergCement Group as well as other cement companies around the world.

In 2018, more than 1,500 shipments were conducted via the main sea routes of Asia, the Mediterranean Basin, and Continental Europe to destinations in Africa, Asia, and North America. In 2018, the total trading volume of HC Trading amounted to 31 million tonnes and revenue reached €1,754 million.





# Sustainability







## Building on sustainability

**For HeidelbergCement, doing business means a lot more than just achieving outstanding financial results. We also want to act in an environmentally and socially responsible manner.**

Our sustainable corporate governance places the primary focus on customers, employees, shareholders, and local partners at all locations. The HeidelbergCement Sustainability Commitments 2030 describe the most important activities for promoting sustainability. This programme, which is valid throughout the Group, defines the main components and objectives of our sustainability strategy until the year 2030.

The principles outlined in the Sustainability Commitments 2030 are:

- Driving economic strength and innovation
- Achieving excellence in occupational health and safety
- Reducing our environmental footprint
- Enabling the circular economy
- Being a good neighbour
- Ensuring compliance and creating transparency

The winners of the Quarry Life Award 2018



The Sustainability Commitments 2030 help us to grow sustainably and not only find innovative solutions to societal challenges but also to generate opportunities for our business.

The Sustainability Commitments 2030 also help us actively contribute to the Sustainable Development Goals of the United Nations.



HeidelbergCement is member of:

econsense  
Forum Nachhaltige Entwicklung

BIO DIVERSITY  
IN GOOD  
COMPANY  
BIOLOGICAL AND CHEMICAL INDUSTRIES

SUSTAINABILITY  
COMMITMENTS  
2030



## Financial highlights

€m	2017	2018
Group revenue	17,266	<b>18,075</b>
Result from current operations before depreciation and amortisation	3,297	<b>3,074</b>
Result from current operations	2,188	<b>1,984</b>
Profit for the financial year	1,058	<b>1,286</b>
Cement and clinker sales volumes (mt)	126	<b>130</b>
Aggregates sales volumes (mt)	305	<b>309</b>
Ready-mixed concrete sales volumes (mm <sup>3</sup> )	47	<b>49</b>
Asphalt sales volumes (mt)	10	<b>10</b>
Number of employees	59,054	<b>57,939</b>

Burglengenfeld cement plant, Germany



## **HeidelbergCement AG**

Berliner Strasse 6  
69120 Heidelberg, Germany  
[www.heidelbergcement.com](http://www.heidelbergcement.com)

Contact:

### **Group Communication**

Phone: +49 (0) 6221 481-13227  
Fax: +49 (0) 6221 481-13217  
E-mail: [info@heidelbergcement.com](mailto:info@heidelbergcement.com)

### **Investor Relations**

Phone:  
Institutional investors USA and UK:  
+49 (0) 6221 481-13925  
Institutional investors EU and rest of the world:  
+49 (0) 6221 481-39568  
Private investors:  
+49 (0) 6221 481-13256  
E-mail: [ir-info@heidelbergcement.com](mailto:ir-info@heidelbergcement.com)

### **Photographs**

HeidelbergCement photo archives; Ola Axman, Stockholm/Sweden: page 12 top right; Steffen Fuchs, Heidelberg/Germany: pages 2/3, 6/7, 8 bottom right, and 28/29; Klaus Kugler, Burglengenfeld/Germany: page 32; Pete Lacker, Dallas/USA: cover and page 16 bottom left and right; Mustapha Lahrouchi, Safi/Morocco: pages 22/23; Thierry Mamberti, Paris/France: page 8 bottom left; Petko Momchilov, Varna/Bulgaria: page 12 bottom; Matthias Müller, Ilvesheim/Germany: inside cover; Audrey K. Noe, Atlanta, USA: page 16 top; Sudha Shankar Singh, Jhansi/India: page 20 bottom; Mr. Suyono, Jakarta/Indonesia: pages 18/19; Carole and Roy Timm, Vineland, Ontario/Canada: pages 14/15.

Unless otherwise indicated, all figures refer to the financial year of 2018.  
Errors and printing errors reserved.





**HEIDELBERGCEMENT**