

An aerial photograph of a HeidelbergCement plant. The central feature is a large, cylindrical silo with a conical roof, surrounded by various industrial structures and conveyor systems. The plant is situated on a shoreline next to a large body of water, with a small town visible in the distance. In the background, there are rolling hills or mountains under a clear sky. The text 'Facts and Figures 2018' is overlaid in the top left corner.

# Facts and Figures 2018

**HEIDELBERGCEMENT**

# Preface



Dr. Bernd Scheifele, Chairman of the Managing Board

## Dear readers,

In its history stretching back over 140 years, HeidelbergCement has never sold more cement, concrete, gravel, and sand than in 2017. New record figures were also achieved in revenue and result from current operations.

- Revenue improves by 14% to €17.3 billion.
- Result from current operations rises by 14% to €2.2 billion.
- Earnings per share increases by 36% to €4.62.

In 2017, we largely completed the ambitious task of integrating the global activities of Italcementi. The expected synergies were realised more quickly than anticipated and also turned out to be significantly higher.

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

We are confident about 2018. 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 more than 140 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 59,000 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 are the production and distribution of cement and aggregates, 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.

# History and development

1873	<b>Founding</b>
1977	<b>Lehigh, USA</b>
1989	<b>Central and Eastern Europe</b>
1993	<b>Acquisition of CBR</b>
1995/96	<b>China/Turkey</b>
1999	<b>Acquisition of Scancem</b>
2001	<b>Acquisition of Indocement, Indonesia</b>
2002/03	<b>Market leader in Romania, Ukraine, and Germany</b>
2005/06	<b>Involvement in Kazakhstan, India, and Georgia</b>
2007	<b>Acquisition of Hanson</b>
2015	<b>Disposal of building products business in North America and the United Kingdom</b>
2016	<b>Acquisition of Italcementi</b>

Heidelberg Technology Center, Leimen, Germany



# 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. At the start of 2018, we significantly expanded our market position in Italy, primarily in the cement business, with the acquisition of Cementir Italia.



<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2017</b>
Cement capacity	47.1 mt
Aggregates reserves and resources	3.5 bnt

<b>Sales volumes</b>	<b>2017</b>
Cement and clinker	29 mt
Aggregates	79 mt
Ready-mixed concrete	17 mm <sup>3</sup>
Asphalt	3 mt

<b>Revenue by business lines (€m)</b>	<b>2017</b>
Cement	2,348
Aggregates	1,004
Ready-mixed concrete-asphalt	1,779
Service-joint ventures-other	399
Intra-Group eliminations	-828
Total revenue	4,701

<b>Number of plants <sup>1)</sup></b>	
Cement	33
Cement grinding	16
Blast furnace slag	3
Cement terminals	15
Aggregates	207
Aggregates terminals	70
Ready-mixed concrete	729
Asphalt	41
Concrete products	20

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, Ukraine**

HeidelbergCement is active in 21 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.

We are either the market leader or hold leading positions in the countries in which we produce cement. Sweden, Norway, and Poland are the strongest market regions in Northern and Eastern Europe-Central Asia.



Vac cement plant, Hungary





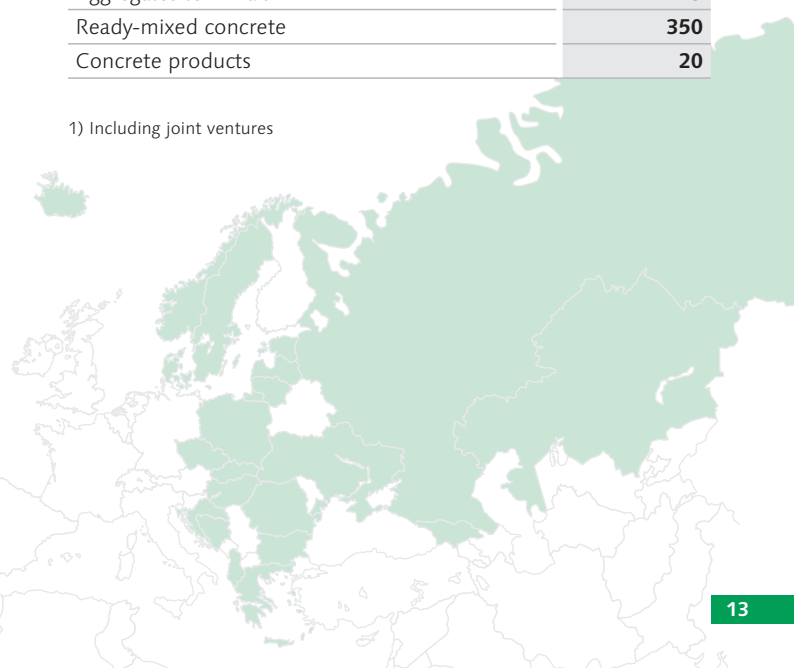
<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2017</b>
Cement capacity	<b>41.4 mt</b>
Aggregates reserves and resources	<b>1.4 bnt</b>

<b>Sales volumes</b>	<b>2017</b>
Cement and clinker	<b>26 mt</b>
Aggregates	<b>52 mt</b>
Ready-mixed concrete	<b>7 mm <sup>3</sup></b>

<b>Revenue by business lines (€m)</b>	<b>2017</b>
Cement	<b>1,558</b>
Aggregates	<b>503</b>
Ready-mixed concrete-asphalt	<b>592</b>
Service-joint ventures-other	<b>399</b>
Intra-Group eliminations	<b>-218</b>
Total revenue	<b>2,836</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>27</b>
Cement grinding	<b>4</b>
Cement terminals	<b>89</b>
Aggregates	<b>99</b>
Aggregates terminals	<b>15</b>
Ready-mixed concrete	<b>350</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 largest market area, we are one of the leading manufacturers of cement, aggregates, and ready-mixed concrete. Asphalt is also manufactured in a few US states.

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 2017, we expanded our market presence on the west coast of the United States and in the US state of New York through acquisitions in the aggregates, ready-mixed concrete, and asphalt businesses.



<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2017</b>
Cement capacity	<b>17.8 mt</b>
Aggregates reserves and resources	<b>12.1 bnt</b>

<b>Sales volumes</b>	<b>2017</b>
Cement and clinker	<b>16 mt</b>
Aggregates	<b>121 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>2017</b>
Cement	<b>1,861</b>
Aggregates	<b>1,591</b>
Ready-mixed concrete-asphalt	<b>1,054</b>
Service-joint ventures-other	<b>259</b>
Intra-Group eliminations	<b>-421</b>
Total revenue	<b>4,345</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>17</b>
Cement grinding	<b>2</b>
Blast furnace slag	<b>3</b>
Cement terminals	<b>66</b>
Aggregates	<b>201</b>
Aggregates terminals	<b>18</b>
Ready-mixed concrete	<b>192</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, Sri Lanka, Thailand; Australia**

The Asia-Pacific Group area includes ten 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. At the start of 2018, we expanded our activities in Australia with the acquisition of the Alex Fraser Group, a leading producer of recycled building materials and asphalt.



Laverton recycling plant, Australia



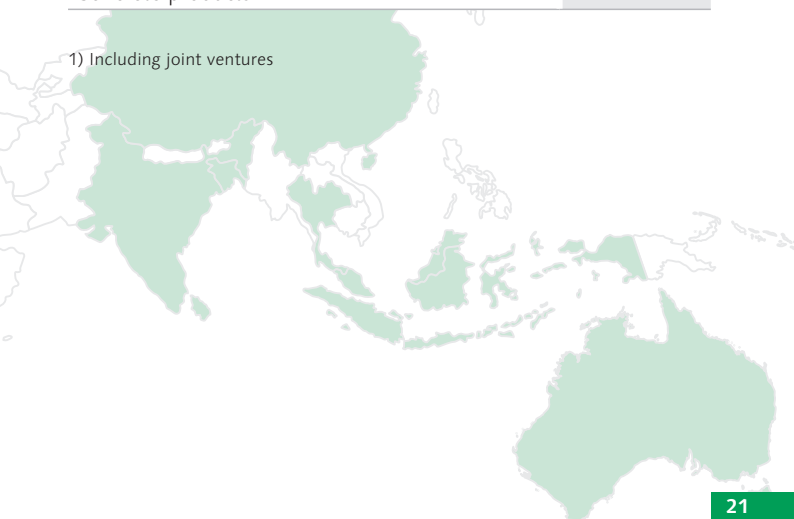
<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2017</b>
Cement capacity	<b>56.8 mt</b>
Aggregates reserves and resources	<b>2.8 bnt</b>

<b>Sales volumes</b>	<b>2017</b>
Cement and clinker	<b>35 mt</b>
Aggregates	<b>42 mt</b>
Ready-mixed concrete	<b>11 mm <sup>3</sup></b>
Asphalt	<b>2 mt</b>

<b>Revenue by business lines (€m)</b>	<b>2017</b>
Cement	<b>1,739</b>
Aggregates	<b>622</b>
Ready-mixed concrete-asphalt	<b>1,089</b>
Service-joint ventures-other	<b>38</b>
Intra-Group eliminations	<b>-333</b>
Total revenue	<b>3,155</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>16</b>
Cement grinding	<b>9</b>
Cement terminals	<b>16</b>
Aggregates	<b>97</b>
Ready-mixed concrete	<b>356</b>
Asphalt	<b>18</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, Tanzania, Togo; Israel, Palestine, Turkey**

The Africa-Eastern Mediterranean Basin Group area comprises 16 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 and 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 last few years. In 2017, we commissioned two new grinding plants in Togo and Benin.

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 manufactures aggregates. In Israel, we produce ready-mixed concrete, aggregates, and asphalt. In Palestine, we intend to set up a local building materials production site for aggregates.

Büyükçekmece cement plant, Turkey



Tabligbo cement plant, Togo





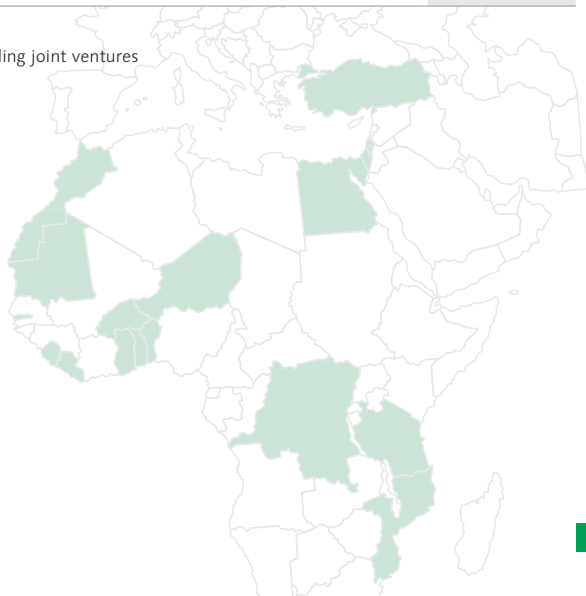
<b>Capacity, reserves and resources <sup>1)</sup></b>	<b>2017</b>
Cement capacity	<b>31.7 mt</b>
Aggregates reserves and resources	<b>0.1 bnt</b>

<b>Sales volumes</b>	<b>2017</b>
Cement and clinker	<b>19 mt</b>
Aggregates	<b>12 mt</b>
Ready-mixed concrete	<b>5 mm<sup>3</sup></b>
Asphalt	<b>1 mt</b>

<b>Revenue by business lines (€m)</b>	<b>2017</b>
Cement	<b>1,216</b>
Aggregates	<b>112</b>
Ready-mixed concrete-asphalt	<b>327</b>
Service-joint ventures-other	<b>30</b>
Intra-Group eliminations	<b>-100</b>
Total revenue	<b>1,586</b>

<b>Number of plants <sup>1)</sup></b>	
Cement	<b>15</b>
Cement grinding	<b>14</b>
Cement terminals	<b>10</b>
Aggregates	<b>12</b>
Ready-mixed concrete	<b>108</b>
Asphalt	<b>2</b>

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 2017, more than 1,200 shipments were conducted via the main sea routes of Asia, the Mediterranean Basin, and Continental Europe to their destinations in Africa, Southeast Asia, and North America. Revenue in the Group Services unit amounted to €1,301 million in 2017.



# 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.

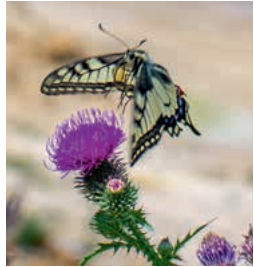
The principles outlined in the Sustainability Commitments 2030 are as follows:

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

With the Sustainability Commitments 2030, we contribute also actively to the Sustainable Development Goals of the United Nations.





HeidelbergCement is member of:

**econsense**  
Forum Nachhaltige Entwicklung

**BIO DIVERSITY**  
**IN GOOD**  
**COMPANY**  
BUSINESS AND ENVIRONMENTAL RESPONSIBILITY

## Financial highlights

€m	2016	2017
Group revenue	15,166	<b>17,266</b>
Result from current operations before depreciation and amortisation	2,887	<b>3,297</b>
Result from current operations	1,928	<b>2,188</b>
Profit for the financial year	831	<b>1,058</b>
Cement and clinker sales volumes (mt)	103	<b>126</b>
Aggregates sales volumes (mt)	272	<b>305</b>
Ready-mixed concrete sales volumes (mm <sup>3</sup> )	43	<b>47</b>
Asphalt sales volumes (mt)	9	<b>10</b>
Number of employees	60,424	<b>59,054</b>



## **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; Jarle Andersen, Asker/Norway: page 24 bottom left; Steffen Fuchs, Heidelberg/Germany: pages 3 and 28/29; Utthakorn Komolsubin, Pukrang/Thailand: page 31 center left; Pete Lackner, Dallas/USA: pages 14/15 and 16; Matthias Müller, Ilvesheim/Germany: inside cover; Amornrat Pichaiprasert, Pukrang/Thailand: pages 18/19; Stéphane Rivière, Heidelberg: page 31 bottom; Carole and Roy Timm, Vineland, Ontario/Canada: pages 4/5; Fabio Toschi, Bergamo/Italy: cover; Antonius Oey, Tarjun/Indonesia: pages 26 and 27; Jyrki Sivenius, Stockholm/Sweden: pages 10/11 and 12 top right.



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