

HeidelbergCement at a glance

Figures in €m	2017	2018	2019	2020	2021
Sales volumes					
Cement and clinker (million tonnes)	125.7	130.0	125.9	122.0	126.5
Aggregates (million tonnes)	305.3	309.4	308.3	296.3	306.4
Ready-mixed concrete (million cubic metres)	47.2	49.0	50.7	46.9	47.4
Asphalt (million tonnes)	9.6	10.3	11.3	11.0	10.4
Income statement					
Revenue	17,266	18,075	18,851	17,606	18,720
Result from current operations before depreciation and amortisation (RCOBD ¹⁾²⁾	3,297	3,100	3,580	3,707	3,875
Result from current operations (RCO ²⁾³⁾	2,188	2,010	2,186	2,363	2,614
Additional ordinary result	-133	108	-178	-3,678	481
Financial result ²⁾	-418	-353	-375	-287	-201
Profit / loss for the financial year	1,058	1,286	1,242	-2,009	1,902
Group share of profit / loss	918	1,143	1,091	-2,139	1,759
Earnings per share in €	4.62	5.76	5.50	-10.78	8.91
Dividend per share in €	1.90	2.10	0.60	2.20	2.40 ⁴⁾
Investments					
Investments in intangible assets and PP&E	1,035	1,061	1,183	969	1,419
Investments in financial assets ⁵⁾	243	663	131	98	180
Total investments	1,278	1,723	1,314	1,067	1,599
Cash flow					
Cash flow from operating activities	2,038	1,968	2,664	3,027	2,396
Free cash flow ⁶⁾			1,702	2,172	1,187
Balance sheet					
Equity (incl. non-controlling interests)	15,987	16,822	18,504	14,548	16,659
Balance sheet total	34,558	35,783	38,589	32,335	33,711
Net debt ⁷⁾	8,695	8,323	8,410	6,893	4,999
Ratios					
RCOBD ¹⁾ margin in %	19.1	17.2	19.0	21.1	20.7
Return on invested capital (ROIC) in %	7.2	6.9	6.5	7.9	9.3
Leverage ratio	2.64x	2.68x	2.35x	1.86x	1.29x
Non-financial figures					
Number of employees as at 31 December	59,054	57,939	55,047	53,122	51,209
Share of women first leadership level in %	11	12	10	16	17
Share of women second leadership level in %	11	13	14	16	19
Lost time injury frequency rate ⁸⁾⁹⁾	1.8	1.7	1.5	1.6	1.6
Specific net CO ₂ emissions (kg CO ₂ /t cementitious material) ⁹⁾	605	599	590	576	565
Alternative fuel rate in % ⁹⁾	20.8	22.0	24.0	25.7	26.4
Clinker ratio in % ⁹⁾	75.3	74.7	74.5	74.3	72.9

1) RCOBD = Result from current operations before depreciation and amortisation.

2) 2018 amount adjusted due to first-time application of IFRS 16 Leases.

3) RCO = Result from current operations.

4) The Managing Board and Supervisory Board will propose to the Annual General Meeting on 12 May 2022 the distribution of a cash dividend of €2.40.

5) 2019 amount was restated due to reporting change.

6) Adjustment of definition as of 2019.

7) 2018 amount was restated due to adjusted net debt definition.

8) Number of accidents (with at least one lost working day) suffered by Group employees per 1,000,000 working hours.

9) Previous year figures are presented as published in the reporting year.