About HeidelbergCement

HeidelbergCement’s Sustainability Strategy

Sustainability-Linked Financing Framework

Financial Policy
ABOUT HEIDELBERGCEMENT

The Group in figures

Leading market positions in cement, aggregates, and ready-mixed concrete.
ABOUT HEIDELBERGCEMENT

Profitable growth and balanced regional positioning

Financial highlights 2021

<table>
<thead>
<tr>
<th>Financial Highlight</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group revenue</td>
<td>€18,720m</td>
</tr>
<tr>
<td>Result from current operations before depreciation and amortisation</td>
<td>€3,875m</td>
</tr>
<tr>
<td>Adjusted earnings per share *</td>
<td>€7.91</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>€2.40</td>
</tr>
<tr>
<td>ROIC</td>
<td>9.3%</td>
</tr>
</tbody>
</table>

* Adjusted for non-recurring effects

Distribution of revenue 2021 by regions

- Western and Southern Europe: 31%
- Northern and Eastern Europe-Central Asia: 17%
- North America: 17%
- Africa-Eastern Mediterranean Basin: 10%
- Asia-Pacific: 25%
Today, HeidelbergCement is a stronger company than ever

Well-balanced geographic portfolio

EU, NAM, EM equal exposure

Strong improvement in financial metrics

ROIC: 9.3% in ‘21 vs. 6.5% in ‘19

Leader in decarbonisation

10 mt CO₂ reduction through CCUS by 2030

Strong customer focus through digital offerings

>20,000 monthly active users 80% retention rate

Focus on shareholder returns

€1 bn returned to shareholders in 2021
The underlying demand for our products remains very promising

- >80% of global GDP committed to net zero targets
- 1.5x Global urban population will increase by 1.5 times to 6 bn by 2045
- >35% higher global construction output over this decade until 2030

Source: Worldbank, University of Oxford, Oxford economics
CO₂ reduction and circularity will be key enablers of our sustainable revenue target

- **CO₂**
  - Less CO₂ in cement and concrete

- **Reuse and reduce materials**
  - More circularity in the product mix

**Commoditisation comes to an end:**

Sustainable product portfolio will be THE key differentiator!
**HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY**

4 pillars set our foundation to drive the transition

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Framework</th>
<th>Commitments</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability is anchored in our purpose</td>
<td>UN SDGs shape our strategy and commitments</td>
<td>Actions and accountability drive our transformation</td>
<td>Joining forces enables us to reach common goals</td>
</tr>
</tbody>
</table>

**Purpose**

Sustainability is anchored in our purpose

**Framework**

UN SDGs shape our strategy and commitments

**Commitments**

Actions and accountability drive our transformation

**Collaboration**

Joining forces enables us to reach common goals
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

Regulatory changes and sustainability focus will be a big opportunity for us

1. Green procurement criteria create significant growth potential
   - Strong demand for sustainable products and solutions on the back of green procurement criteria
   - Sustainable products with price premium over traditional products

2. Carbon regulation creates opportunity for early movers
   - Highest incentive to change in Europe given carbon regulations – our European operations will become the blueprint
   - Sustainable products with margin premium

Growth opportunity
Margin improvement opportunity
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

We will close the carbon and materials loop

- Carbon capture, utilisation and storage (CCUS)
- CO₂ mineralisation in building materials
- Recycled content in products
- Reuse of materials & elements
- High-performance concrete
- 3D printing
- Digitalisation
- Clinker substitution
- Alternative fuels
- Process innovation
We set new benchmarks with our commitments for 2030

**Sustainable revenue**

- Double our revenue from low-carbon and circular products and solutions to reach 50% of Group revenue.

**CO₂-reduced cement**

- **400 kg/t**
- Cut our emissions by almost half\(^1\) – the lowest in the cement industry.

**Circular concrete**

- **50%**
- Offer circular alternatives for half of our concrete products – aiming for full coverage.
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

The unavoidable process emissions of our clinker manufacturing require CCUS

Captured and utilised (CCU) or stored (CCS)

Reduced through waste-derived fuels and more efficient energy use

⅔ of CO\textsubscript{2} emissions from limestone

⅓ of CO\textsubscript{2} emissions from fuels

CO\textsubscript{2} use (CCU) CO\textsubscript{2} storage (CCS)

>95% CO\textsubscript{2}

Carbon Capture (CC)

3/4 Process-related CO\textsubscript{2} 1/4 Fuel CO\textsubscript{2}

Kiln

Raw meal

Mill
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

Researching clinker replacements is key to reduce CO₂ footprint of cement

Important considerations for supplementary cementitious material (SCM)

- Locally available materials
- Pozzolanic or hydraulic properties
- Recycled materials and waste materials from other industries
- Sufficient reserves
- Cost efficient logistics

Products

Clinker incorporation < 68% and drive circularity
We explore new formulations with established materials

Natural pozzolan in Iceland

Prospects
– Bringing the historical use to a new industrial dimension

USP
– **Superior quality** due to fast cooling (glacier):
  – High reactivity
  – Denser structure
  – Low water demand

Timing
– Secured access to 100 mt reserve of pozzolan
– Plant capacity of 1 mt p.a. (starting 2025/26)
We use a wide range of materials for clinker replacement

Calcined clay

Prospects
– Systematically screening potential clay sources worldwide

USP
– Up to 50% clinker replacement when combining calcined clay and limestone

Timing
– Recently announced JV in Ghana will build the world’s largest flash calciner
– Further projects in the pipeline e.g. in Africa – timeline: 2023/2024
We collaborate closely with partners from steel and other industries

**Future steel and metal slags**

**Prospects**
- Steel industry also in transformational process

**USP**
- Enable use of future waste streams from iron production as early mover

**Timing**
- Several projects underway with industry partners
- State-funded (BMBF) project “SAVECO2” with ThyssenKrupp with a budget of €2.2 m
We focus on resource- and cost-efficient capture technologies

- **Amine technology**
  (Post combustion capture)

- **Oxyfuel technology**

- **LEILAC technology**
  (Direct separation)

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Amine technology</th>
<th>Oxyfuel technology</th>
<th>LEILAC technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy use</td>
<td>Amine technology</td>
<td>Oxyfuel technology</td>
<td>LEILAC technology</td>
</tr>
<tr>
<td>Cost efficiency</td>
<td>Amine technology</td>
<td>Oxyfuel technology</td>
<td>LEILAC technology</td>
</tr>
</tbody>
</table>
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

We are an early mover and scaling up fast

Demo

Amine Brevik, Norway

LEILAC 1
Belgium

Oxyfuel
Germany

LEILAC 2
Germany

Full Scale

2014

2018

2024

~ 2028

2014

2018

2024

~ 2028

Amine Norway
0.4 mt p.a.

Oxyfuel Eastern Europe 0.8 mt p.a.
Brevik CCS, Norway

In Brevik we are building the world’s first CCS plant in the cement sector on an industrial scale.

Timeline: Capture unit operational in 2024

Storage: Northern Lights

400,000t CO₂ reduction p.a.
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

First projects where we utilise the CO₂ captured in our plants (CCU)

- **Cement / Concrete**
  - High focus of HC; previous presentation of Group R&D

- **Mineralisation**
  - Carbonation to face-bricks

- **Other materials**
  - E-fuels trial as part of CI4C

- **Conversion with H₂**
  - Micro-algae for fish and animal feed

- **Biological conversion**
  - Safi Morocco 0.5 ha in operation since 2019

**CO₂**

- **Steel slag**
  - 12 kt p.a. CO₂

- **Face bricks**
  - 150 kt p.a.
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

CCU and CCS are complementary — we need both to reach net zero

<table>
<thead>
<tr>
<th>Year</th>
<th>CCU</th>
<th>CCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>Small- and mid-scale Europe and NAM</td>
<td>Large-scale Europe and NAM</td>
</tr>
<tr>
<td>2030</td>
<td></td>
<td>Large-scale Worldwide</td>
</tr>
<tr>
<td>2050</td>
<td>Large-scale Worldwide</td>
<td></td>
</tr>
</tbody>
</table>
Driving CCUS with extensive and most advanced project portfolio in the sector

Our mature CCUS projects

- Edmonton – Alberta
  Capacity: 800 kt CO₂ p.a.
- Lixhe – Belgium
  Capacity: 12 kt CO₂ p.a.
- Brevik – Norway
  Capacity: 400 kt CO₂ p.a.
- Slite – Sweden
  Capacity: 1.8 mt CO₂ p.a.
- Padeswood – UK
  Capacity: 800 kt CO₂ p.a.
- Devnya – Bulgaria
  Capacity: 800 kt CO₂ p.a.
WEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

We set new standards with our upgraded CO₂ reduction target

We have the speed, knowledge, technology, and partners to lead this transition in the sector.

We are early movers and have a sustainable cost advantage with our CCUS project pipeline.

Carbon-free and carbon-reduced products will allow for differentiated customer offerings.
We already made significant progress in reducing CO₂ emissions

HEIDELBERGCメント’S SUSTAINABILITY STRATEGY

Achievements from 1990 to 2021

<table>
<thead>
<tr>
<th>Process</th>
<th>Alternative fuels rate increased from 3% to 26%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products</td>
<td>Clinker incorporation reduced from 82% to 73%</td>
</tr>
<tr>
<td>CCUS</td>
<td>Multiple CCUS pilots and studies in execution</td>
</tr>
</tbody>
</table>
Now it is time to take off: We sharply accelerate decarbonisation

Levers to reach our 2030 targets

- **Products**
  - Clinker incorporation < 68% and drive circularity

- **Process**
  - 45% Alternative fuels rate
  - 20% Biomass fuels rate

- **ccus**
  - 10 mt CO₂ captured (cumulative)
HEIDELBERGCEMENT’S SUSTAINABILITY STRATEGY

Our speed enables us to reach game changing milestones first

2026
Offer carbon-free cement & concrete

2030
Have an EU taxonomy-aligned CO₂ target

<2050
Achieve net zero through accelerated CCUS
About HeidelbergCement

HeidelbergCement’s Sustainability Strategy

Sustainability-Linked Financing Framework

Financial Policy
1. Selection of Key Performance Indicators

- **KPIs:**
  - KPI 1: Specific net CO₂ emissions per tonne of cementitious material
  - KPI 2: CO₂ emissions captured via CCUS
- **Methodology:**
  - KPI 1: Global Cement and Concrete Association (GCCA) Sustainability Guidelines
  - KPI 2:
    - For CCS projects: EU Innovation Fund calculation tool
    - For CCU technologies: 50% CO₂ emissions captured assumption
- **EU Environmental Objective:** Climate Change Mitigation
- **Contribution to SDGs:**

2. Calibration of Sustainability Performance Targets

- **SPTs:**
  - KPI 1:
    - Intermediate target – SPT 1(a): KPI 1 ≤ 500 kg net CO₂ / t. cem. by 2026 (2020 baseline)
    - Long term target – SPT 1(b): KPI 1 ≤ 400 kg net CO₂ / t. cem. by 2030 (2020 baseline)
  - KPI 2:
    - Long Term target – SPT 2: KPI 2 ≥ 10 mt (cumulative) by 2030 (2020 baseline)
- **External validation:**
  - KPI 1: SBTi validated (consistent with a 2°C scenario)*
  - KPI 2: External assurance as per GCCA member obligations

3. Bond Characteristics

- If the SPT(s) has/have not been reached at the target observation date, as per the annual reporting published following the target observation date, a financial penalty will be payable by HeidelbergCement
- **Penalty:** coupon step-up(s) and/or a higher repayment amount
- If, for any reason, the KPI(s) performance against each SPT(s) cannot be calculated or observed, or not in a satisfactory manner, the financial penalty will be applicable

4. Reporting and Verification

- **HeidelbergCement will communicate annually** on the relevant KPIs and SPTs, making up-to-date information and reporting available
- **HeidelbergCement’s performance of each selected KPI** will be verified by the External Verifier on an annual basis
- The **Framework has been reviewed** by DNV and a SPO was issued

*) HeidelbergCement committed also to the UN Global Compact’s Business Ambition 1.5°C. Official verification with SBTi is scheduled for September 2022.
KPI 1: Specific net CO2 emission per ton of cementitious material

Rationale for selecting KPI

- The cement industry contributes about 7% to global industrial carbon emissions. As the global leader, HeidelbergCement has a key role to play to address today’s climate crisis.
- Scope 1 GHG emissions represent the vast majority of HeidelbergCement’s carbon footprint.

Historical values

<table>
<thead>
<tr>
<th>Year</th>
<th>Specific CO2 emissions – net (Scope 1) as published in reporting year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>598.6</td>
</tr>
<tr>
<td>2019</td>
<td>589.6</td>
</tr>
<tr>
<td>2020</td>
<td>576.0</td>
</tr>
<tr>
<td>2021</td>
<td>565.0</td>
</tr>
</tbody>
</table>

Strategy to achieve the SPTs

- Measures to achieve both targets are the same, but the mix is different from 2026 to 2030 as CCUS initiative will play a more significant role.
- Conventional measures:
  - Upgrading existing facilities and consolidating plant portfolio
  - Establishing separate grinding facilities
  - Use of alternative fuels
  - Circular Economy & Innovative Products (e.g. alternative binders)
  - CCUS technologies

Main risks to achieve the SPTs

- Availability of alternative fuels and raw materials
- Increase in logistic costs
- Limited spread of new technologies
- No global level-playing field for carbon price schemes
KPI 2: Increase of tons of CO₂ emissions captured via CCUS technologies

### Historical values

<table>
<thead>
<tr>
<th>Year</th>
<th>Tons of CO₂ emissions captured via CCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>0</td>
</tr>
<tr>
<td>2020</td>
<td>0</td>
</tr>
<tr>
<td>2021</td>
<td>0</td>
</tr>
</tbody>
</table>

### Strategy to achieve the SPT

- Three technologies for CO₂ capture:
  - Post-Combustion capture
  - Oxyfuel
  - Direct Separation
- The captured CO₂ is then either sequestrated (in onshore or offshore facilities) or used as raw material in other processes

### Main risks to achieve to SPT

- Technological risk
- Public acceptance
- Availability of supplies (especially raw materials or technologies)
- Increase in costs of supplies
- Decrease in industrial collaborations
- Regulatory environment
- Market demand

### Rationale for selecting KPI

- CCUS projects play a critical role to HeidelbergCement’s net zero ambition as complete carbon emissions abatement in the cement manufacturing is unattainable at the current state of advancement
- There are no economically viable alternatives existing and carbon emissions generated in the process cannot be completely tackled using established techniques (i.e. use of alternatives fuels, clinker substitution)

### Technical risks

- Public acceptance
- Availability of supplies
- Regulatory environment
- Market demand
SUSTAINABILITY-LINKED FINANCING FRAMEWORK

Second Party Opinion

DNV’s opinion

1. Selection of Key Performance Indicators
DNV confirms that both KPIs are relevant, core, and material to the Group’s overarching Corporate Sustainability Strategy.

2. Calibration of Sustainability Performance Targets
DNV confirms that the SPTs represent a material improvement in the respective KPIs and are beyond a “Business as Usual” trajectory, both are set on a predefined timeline, are consistent with HeidelbergCement’s overall Corporate Sustainability Strategy, and refer to science in line with the SLBP and SLLP.

3. Bond Characteristics
DNV confirms that HeidelbergCement’s commitment to the sustainability-linked bond and loan characteristics are in line with the requirements of the SLBP and SLLP.

4. Reporting and Verification
DNV confirms HeidelbergCement’s commitment to annual reporting and this is in line with the requirements as set out by the SLBP and SLLP.

“HC’s targets are leading, have set a benchmark for the industry, and outperform the level of ambitiousness of its direct peers.”

"In recent years, HeidelbergCement has made significant investments in the development of advanced CCUS technologies, demonstrating it has become a global pioneer in this field."

"Today all operational CCUS facilities globally are capturing and storing 40 million tonnes CO2 annually. Initial projects identified by HeidelbergCement represent 3.78Mt CO2 stored annually, almost 10% of today’s global operational capacity."
**Low EBITDA volatility and strong growth combined with a high cash generation**

**Well balanced footprint and product portfolio >> Stable and solid EBITDA development**

- Lfl EBITDA growth:
  - 2011: -3.6%
  - 2012: 6.7%
  - 2013: 2.0%
  - 2014: 9.1%
  - 2015: 8.2%
  - 2016: 4.7%
  - 2017: 5.5%
  - 2018: -2.3%
  - 2019: 2.5%
  - 2020: 6.1%
  - 2021: 5.9%

- Ø 5% vs. global GDP growth of 2.7%

**Clear focus on cash >> High cash conversion rate leading to strong FCF generation**

- Free cash flow (€bn):
  - 2011: 0.9
  - 2012: 1.0
  - 2013: 0.9
  - 2014: 1.0
  - 2015: 0.9
  - 2016: 1.3
  - 2017: 1.4
  - 2018: 1.3
  - 2019: 1.7
  - 2020: 2.2
  - 2021*: 1.5

- Last 4 years cumulative EBITDA: 14.3
- Last 4 years cumulative FCF: 6.7

*Excluding tax payments US West disposal
Core Capex drastically reduced in favour of conventional CO₂ and CCUS capex

1. Core CapEx down by €250-300 m p.a.
2. Conventional CO₂ CapEx up +€50-100 m p.a.
3. CCUS added as new category
4. Total Net CapEx until 2024 will be below €1.1 bn as major CCUS spend accelerating only during 2025-2028
5. Indicative CCUS CapEx 2025-2030 around €200m p.a. on average
Our leverage is at a very comfortable level, target BBB flat rating well-secured

**FINANCIAL POLICY**

Leverage (Net debt / EBITDA)

- **2018**: 2.7x
- **2019**: 2.3x
- **2020**: 1.9x
- **2021**: 1.3x

**NO CHANGE IN LEVERAGE TARGET:**

- **Beyond 2020 target**: Between 1.5x to 2.0x
- **Target confirmed**: Between 1.5x to 2.0x
More than 70% of our financial instruments will be sustainable by 2025

Overview as of today:
- Pricing adjustment
- Sustainability-linked loan (RCF)
- KfW / EIB loans

Planned in 2022:
- Pricing adjustment
- Sustainability-linked bonds
- CP-Programme

Linking financing to climate change and innovation

Sustainable/green as % of total financial instruments

Today: 23%
End of 2022: 50%
2025: > 70%
Maturity profile & credit rating

**Sustainability-Linked Financing Framework**

Dr. Nicola Kimm / René Aldach
30 May 2022

**FINANCIAL POLICY**

Fully committed to solid Investment Grade Rating

**Maturity profile gross financial debt in €m**

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt Instruments</th>
<th>Bonds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>750</td>
<td>574</td>
</tr>
<tr>
<td>2023</td>
<td>229</td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>1,400</td>
<td>31</td>
</tr>
<tr>
<td>2025</td>
<td>1,000</td>
<td>20</td>
</tr>
<tr>
<td>2026</td>
<td>1,000</td>
<td>12</td>
</tr>
<tr>
<td>2027</td>
<td>1,250</td>
<td>13</td>
</tr>
<tr>
<td>2028</td>
<td>750</td>
<td>11</td>
</tr>
<tr>
<td>&gt;2028</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

**Status: Dec. 2021**

Debt Instruments | Bonds

**S&P Global Ratings**

BBB (stable)

**Moody’s Ratings**

Baa2 (stable)
## FINANCIAL POLICY

Strong cash generation, focus on shareholder return and growth

### Cash generation 2018-2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Divestments</th>
<th>FCF</th>
<th>Total Cash Generation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>0.6</td>
<td>1.3</td>
<td>1.9</td>
</tr>
<tr>
<td>2019</td>
<td>0.4</td>
<td>1.7</td>
<td>2.1</td>
</tr>
<tr>
<td>2020</td>
<td>2.2</td>
<td>2.2</td>
<td>4.4</td>
</tr>
<tr>
<td>2021</td>
<td>3.2</td>
<td>9.5</td>
<td>12.7</td>
</tr>
</tbody>
</table>

€6.7 bn FCF in last 4 years

### Cash allocation 2018-2021

- Focus was mainly on debt payback

<table>
<thead>
<tr>
<th>Component</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divestments</td>
<td>26%</td>
</tr>
<tr>
<td>FCF</td>
<td>55%</td>
</tr>
<tr>
<td>Bolt-on &amp; growth CapEx</td>
<td>19%</td>
</tr>
<tr>
<td>Shareholder return</td>
<td></td>
</tr>
<tr>
<td>Debt payback</td>
<td></td>
</tr>
</tbody>
</table>

### Cash allocation 2022-2025

- Focus on shareholder return and growth

Clear commitments unchanged:
- Leverage 1.5x to 2.0x
- Progressive dividend increase

Further allocation potential going forward – but disciplined excess cash usage continues:
- Profitable growth
- Share buyback as flexible option
# Financial Policy

We set ambitious new targets for 2025

<table>
<thead>
<tr>
<th>Key figure</th>
<th>Beyond 2020 target</th>
<th>Current status</th>
<th>New targets 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA margin</td>
<td>22% by 2025 (+300 bps vs. 2019)</td>
<td>End of 2021: 20.7% (+171 bps vs. 2019)</td>
<td>20-22% by 2025</td>
</tr>
<tr>
<td>ROIC</td>
<td>Clearly above 8%</td>
<td>End of 2021: 9.3%</td>
<td>Above 10%</td>
</tr>
<tr>
<td>Leverage</td>
<td>1.5x to 2.0x</td>
<td>End of 2021: 1.3x</td>
<td>1.5x to 2.0x</td>
</tr>
<tr>
<td>Net CapEx</td>
<td>Below €1.2 bn p.a. excl. CCUS</td>
<td>2020-2021 average €1.0 bn</td>
<td>Around €1.1 bn p.a. incl. CCUS</td>
</tr>
<tr>
<td>Cash conversion rate</td>
<td>Around 45%</td>
<td>Achieved 2019-2021</td>
<td>Above 45%</td>
</tr>
<tr>
<td>Sustainable financing</td>
<td>-</td>
<td>23%</td>
<td>&gt;70 %</td>
</tr>
<tr>
<td>Dividend policy</td>
<td>Progressive increase</td>
<td>Yes</td>
<td>Progressive increase confirmed</td>
</tr>
<tr>
<td>Share buyback</td>
<td>Flexible option</td>
<td>€1 bn announced in 2021</td>
<td>Flexible option</td>
</tr>
</tbody>
</table>
Disclaimer

Unless otherwise indicated, the financial information provided herein has been prepared under International Financial Reporting Standards (IFRS).

This presentation contains forward-looking statements and information. Forward-looking statements and information are statements that are not historical facts, related to future, not past, events. They include statements about our believes and expectations and the assumptions underlying them. These statements and information are based on plans, estimates, projections as they are currently available to the management of HeidelbergCement. Forward-looking statements and information therefore speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events.

By their very nature, forward-looking statements and information are subject to certain risks and uncertainties. A variety of factors, many of which are beyond HeidelbergCement’s control, could cause actual results to defer materially from those that may be expressed or implied by such forward-looking statement or information. For HeidelbergCement particular uncertainties arise, among others, from changes in general economic and business conditions in Germany, in Europe, in the United States and elsewhere from which we derive a substantial portion of our revenues and in which we hold a substantial portion of our assets; the possibility that prices will decline as result of continued adverse market conditions to a greater extent than currently anticipated by HeidelbergCement’s management; developments in the financial markets, including fluctuations in interest and exchange rates, commodity and equity prices, debt prices (credit spreads) and financial assets generally; continued volatility and a further deterioration of capital markets; a worsening in the conditions of the credit business and, in particular, additional uncertainties arising out of the subprime, financial market and liquidity crises; the outcome of pending investigations and legal proceedings and actions resulting from the findings of these investigations; as well as various other factors.

More detailed information about certain of the risk factors affecting HeidelbergCement is contained throughout this presentation and in HeidelbergCement’s financial reports, which are available on the HeidelbergCement website, www.heidelbergcement.com. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described in the relevant forward-looking statement or information as expected, anticipated, intended, planned, believed, sought, estimated or projected.

In addition to figures prepared in accordance with IFRS, HeidelbergCement also presents alternative performance measures, including, among others Operating EBITDA, EBITDA margin, Adjusted EPS, free cash flow and net debt. These alternative performance measures should be considered in addition to, but not as a substitute for, the information prepared in accordance with IFRS. Alternative performance measures are not subject to IFRS or any other generally accepted accounting principles. Other companies may define these terms in different ways.

“Operating EBITDA” definition included in this presentation represents “Result from current operations before depreciation and amortization (RCOBD)” and “Operating Income” represents “Result from current operations (RCO)” lines in the annual and interim reports.