

Heidelberg Materials at a glance

Figures in €m

	2021	2022	2023	2024	2025
Income statement					
Revenue	18,720	21,095	21,178	21,156	21,460
- thereof share of revenue from sustainable products ¹⁾	31%	34%	33%	35%	37%
- thereof share of revenue from sustainable products of cement business line ¹⁾	34%	37%	39%	45%	47%
Result from current operations before depreciation and amortisation (RCOBD)	3,875	3,739	4,258	4,499	4,679
RCOBD margin in %	20.7	17.7	20.1	21.3	21.8
Result from current operations (RCO)	2,614	2,476	3,022	3,204	3,381
Additional ordinary result	481	-193	1	-436	-264
Financial result	-201	-65	-174	-181	-193
Profit for the financial year	1,902	1,723	2,087	1,918	2,130
Profit attributable to Heidelberg Materials AG shareholders	1,759	1,597	1,929	1,782	1,941
Earnings per share in € ²⁾	8.91	8.45	10.43	9.87	10.92
Dividend per share in €	2.40	2.60	3.00	3.30	3.60*
Investments					
Investments in intangible assets and PP&E less state subsidies	1,419	1,260	1,235	1,300	1,341
Investments in financial assets	180	551	614	843	1,144
Total investments	1,599	1,811	1,850	2,143	2,485
Cash flow					
Cash flow from operating activities	2,396	2,420	3,205	3,232	3,255
Free cash flow	1,187	1,341	2,163	2,169	2,109
Balance sheet					
Equity (incl. non-controlling interests)	16,659	17,624	18,375	19,975	19,301
Balance sheet total	33,711	33,256	35,471	37,302	36,139
Net debt	4,999	5,532	5,294	5,293	5,715
Return on invested capital (ROIC) in %	9.3	9.1	10.3	9.9	10.4
Leverage ratio	1.29x	1.48x	1.24x	1.18x	1.22x
Additional key figures					
Specific net Scope 1 CO2 emissions in kg CO2/t cementitious material ³⁾	565	551	534	527	512
Alternative fuel rate in % ³⁾	26.4	28.7	29.9	31.3	34.1
Clinker ratio in % ³⁾	72.9	71.6	70.2	69.3	68.2
Number of employees as at 31 December ⁴⁾	51,209	50,780	50,997	51,129	48,973
Share of women at top management level (n-1 and n-2, based on headcount) in % ⁵⁾	14	14	18	18	20
Lost time injury frequency rate ^{3) 6)}	1.6	1.7	1.7	1.3	1.6

1) In 2024, there was a retroactive change in methodology.

2) Attributable to Heidelberg Materials AG shareholders.

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

4) From 2024, the number of employees is based on headcount.

5) From 2023, the methodology has been adjusted. Figure for 2023 based on FTE.

6) Number of accidents suffered by Group employees per 1,000,000 working hours.

* The Managing Board and Supervisory Board will propose to the Annual General Meeting on 13 May 2026 the distribution of a cash dividend of €3.60.