HeidelbergCement

2012 Third Quarter Results

08 November 2012

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Ghacem, Ghana

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Market and financial overview Q3 2012

- **Strong operational performance driven by successful cost savings and price increases**
  - Revenue up 9% to €m 3,944
  - Operating EBITDA up 12% to €m 874
  - Further improvement of operating EBITDA margin like-for-like for cement

- **Dual strategy of deleveraging and focused strategic growth successful**
  - **Significant net debt reduction:** €m 740 year-on-year; already below level at end of 2011
  - **Strategic growth:** 2012: > 4mt capacity ramp-up in Russia, Bangladesh, Poland
    2013: > 5mt capacity ramp-up in India, Africa and Indonesia

- **Strong and successful focus on margin improvement continues**
  - **Pricing initiatives:** "**PERFORM**" – cement: €m 230 recovery on margin until 2015
    "**CLIMB Commercial**" – aggregates: €m 120 margin recovery by 2015
  - **Cost & efficiencies:** "**FOX 2013**" – €m 241 savings already exceed 2012 target of €m 200
    "**LEO**" – Logistics optimisation on track; €m 150 cost reduction targeted

Key figures

€m	Year to Date 2011	Year to Date 2012	Variance	Variance L-f-L	Q3 2011	Q3 2012	Variance	Variance L-f-L
Volumes								
Cement (Mt)	65,384	**67,038**	3 %	3%	24,348	**24,319**	0 %	0 %
Aggregates (Mt)	191,122	**182,897**	-4 %	-5%	75,917	**68,793**	-9 %	-9 %
Ready-Mix Concrete (Mm3)	29,192	**29,032**	-1 %	-1%	10,580	**10,519**	-1 %	-1 %
Asphalt (Mt)	7,195	**6,530**	-9 %	-9%	3,074	**2,862**	-7 %	-7 %
Income statement								
Revenue	9,620	**10,525**	9 %	4%	3,624	**3,944**	9 %	2 %
Operating EBITDA	1,682	**1,786**	6 %	2%	778	**874**	12 %	7 %
in % of revenue	*17.5%*	***17.0%***			*21.5%*	***22.2%***		
Operating income	1,063	**1,158**	9 %	5%	562	**649**	16 %	10 %
Profit for the period	404	**416**	3 %		316	**323**	2 %	
Earnings per share in € (IAS 33) 1)	1.42	**1.28**	-10 %		1.43	**1.38**	-3 %	
Statement of cash flows								
Cash flow from operating activities	245	**587**	342	140%	409	**516**	107	26%
Total investments	-582	**-511**	71	-12%	-225	**-179**	46	-20%
Balance sheet								
Net debt 2)	8,499	**7,759**	-740					
Gearing	65.9%	**55.0%**						

1) Attributable to the parent entity
2) Excluding puttable minorities

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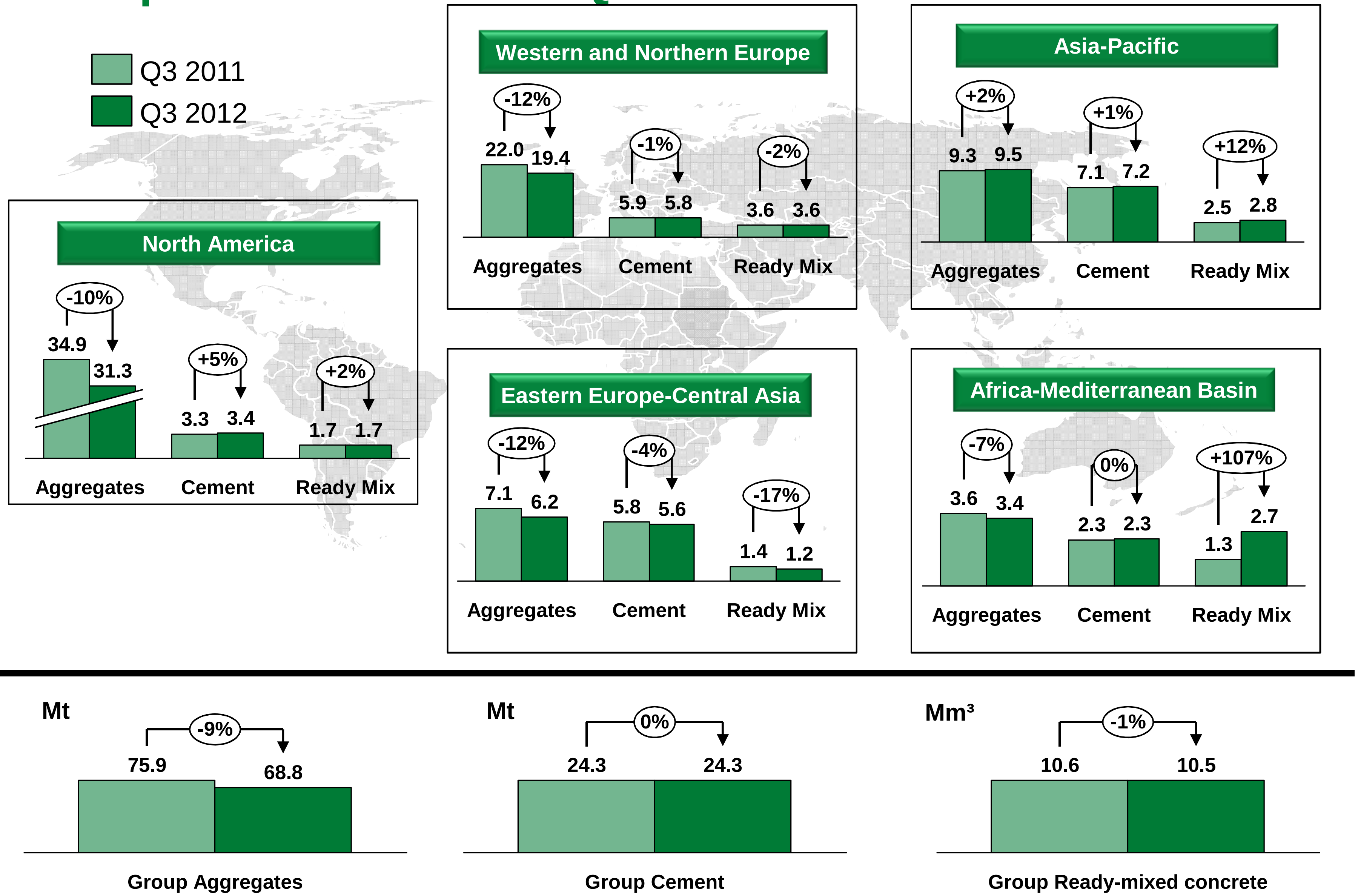
Group Sales Volumes – Q3



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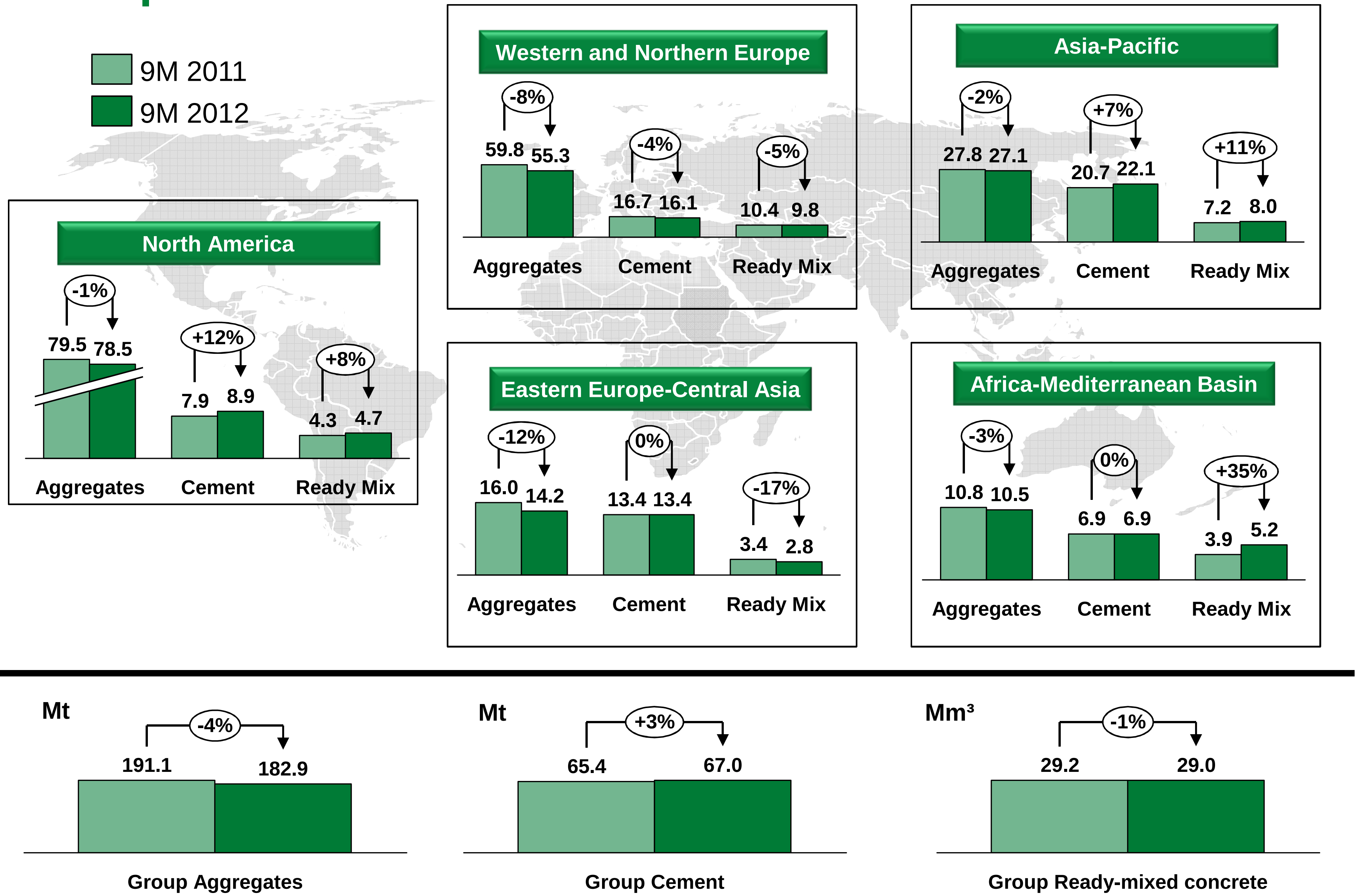
Group Sales Volumes – Year to Date



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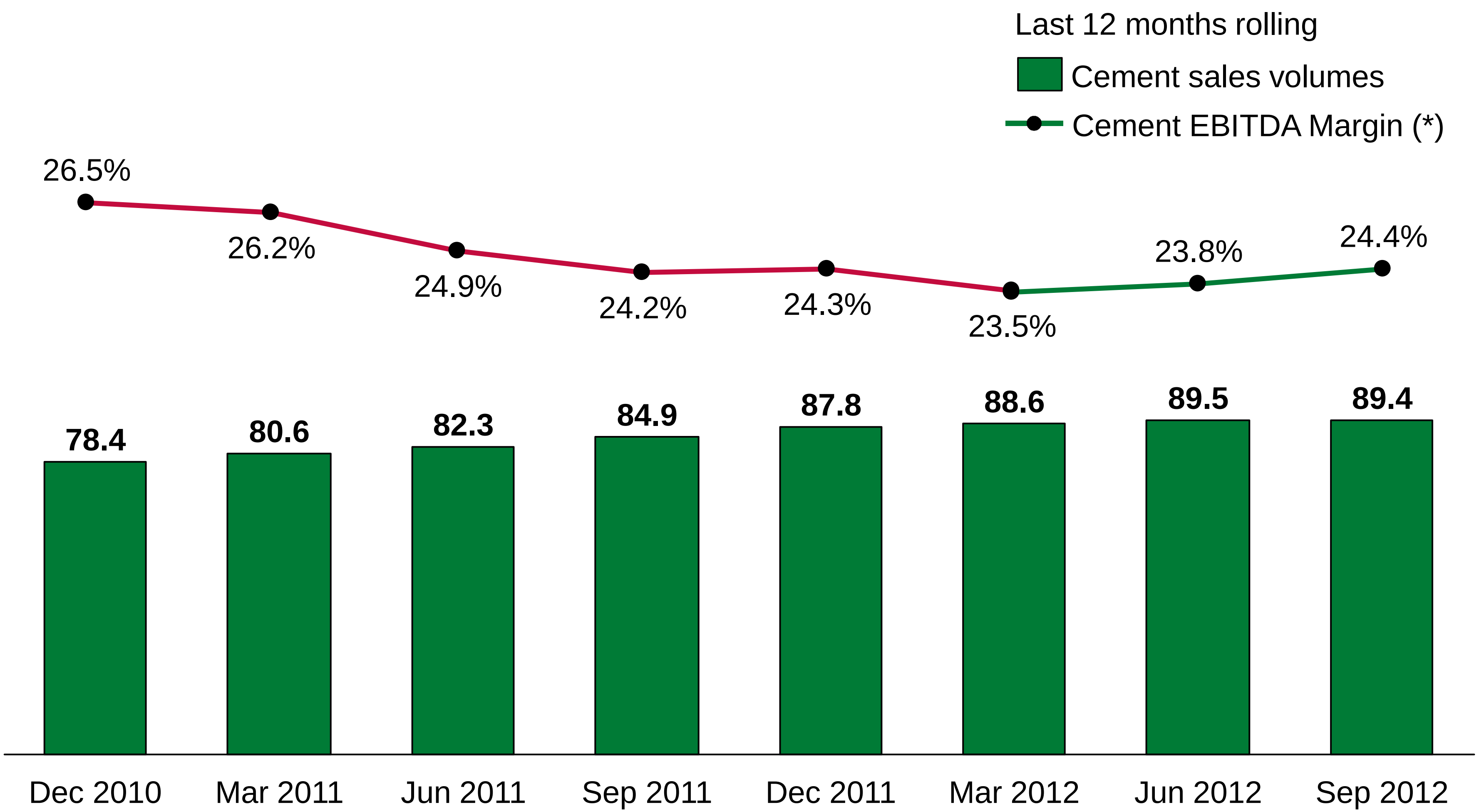
Cement margins continue to improve



Positive trend is expected to continue

(*) Excluding CO_2 and pension gains

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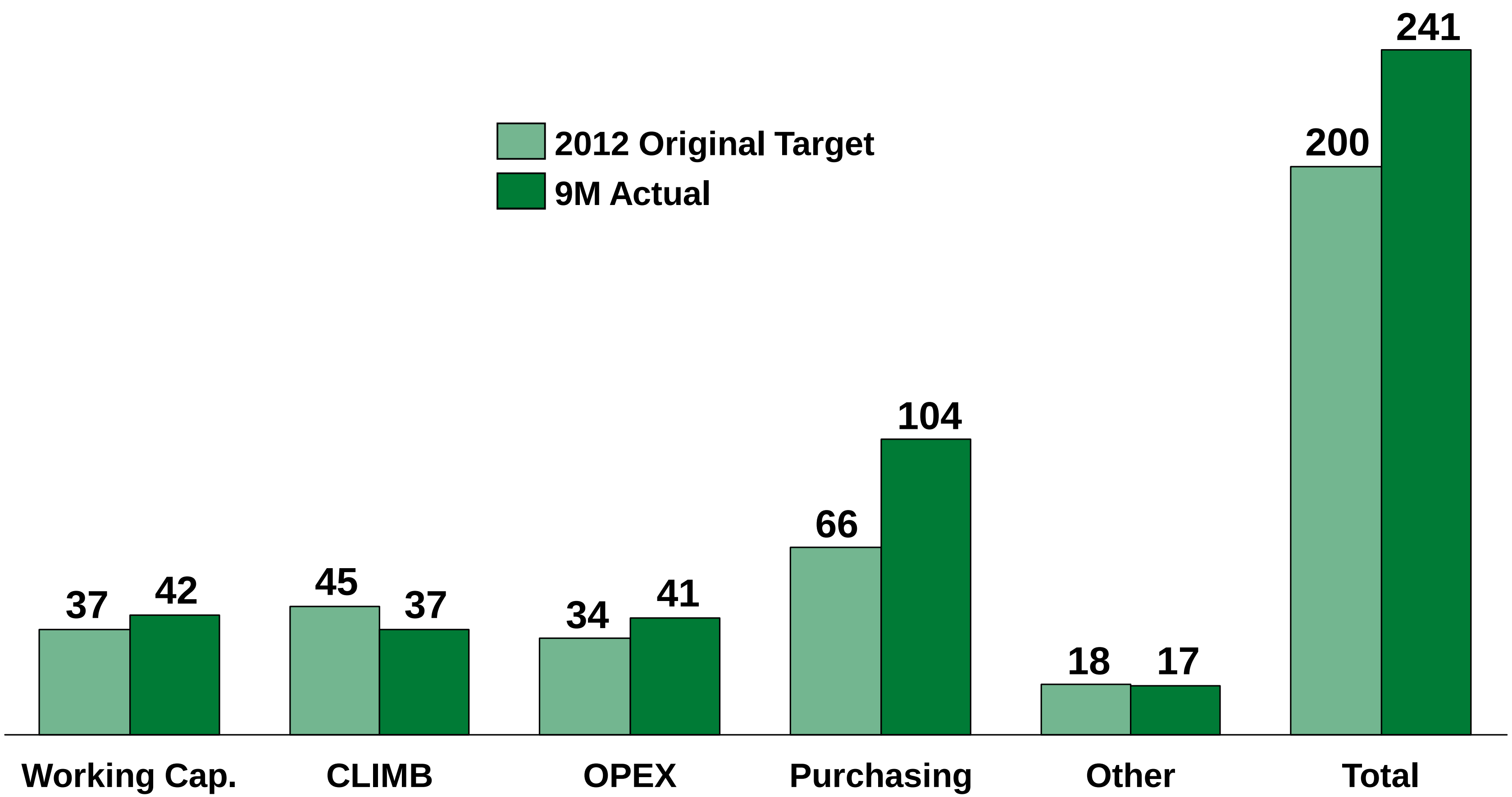
"FOX 2013": 2012 cash savings already above full year target

(cash savings in €m)



€m 241 cash savings secured as of September (target for full year was €m 200)
Confident to reach above €m 300 savings in 2012

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Overall positive pricing trend in cement and aggregates

CEMENT (Gray Domestic)		
Q312 vs. Q311	**Volume**	**Price**
US	↗	↗
Canada	↗	↗
Indonesia	↗	↗
Bangladesh	↗	↗
India	→	↗
China North	↘	↗
China South	↘	↘
Germany	↗	→
Belgium	↘	↘
Netherlands	↘	↘
United Kingdom	↘	→
Norway	→	→
Sweden	→	→
Czech Republic	↘	↘
Hungary	↘	↗
Poland	↘	↘
Romania	↘	↗
Russia	↗	↗
Ukraine	↘	↗
Kazakhstan	↗	↗
Georgia	↘	↗
Ghana	↗	↗
Tanzania	↗	↗
Turkey	→	↗

AGGREGATES		
Q312 vs. Q311	**Volume**	**Price**
US	↘	↗
Canada	↘	→
Australia	↘	↗
Hong Kong	↗	↗
Indonesia	↗	→
Malaysia	↗	↗
Germany	→	↗
Belgium	↘	↗
Netherlands	↘	↘
United Kingdom	↘	↘
Norway	↘	↗
Sweden	↘	↗
Czech Republic	→	→
Poland	↘	→
Israel	↘	↗
Spain	↘	→

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Pricing initiatives already started and on track

PERFORM
(Focus on cement in Europe & US)

- Consistent pricing policy
- Energy/transport and service surcharges
- Intensive/regular sales force training
- Sales enhancement

€m 230 improvement in cement margin* until 2015

CLIMB Commercial
(Focus on aggregates globally)

- Focus on price niches in aggregates
- Focus on unprofitable/small customers
- Ample market intelligence
- Pricing according to product costing

€m 120 improvement in aggregates margin* until 2015

Recovery and further increase in margins of €m 350

* Contribution margin

Logistics optimisation project: “LEO”

Identified key levers

1. **Centralized dispatching system**
2. **Integrated replenishment**
3. **Fleet optimisation RMC**
4. **Bundling and sourcing of trucks**

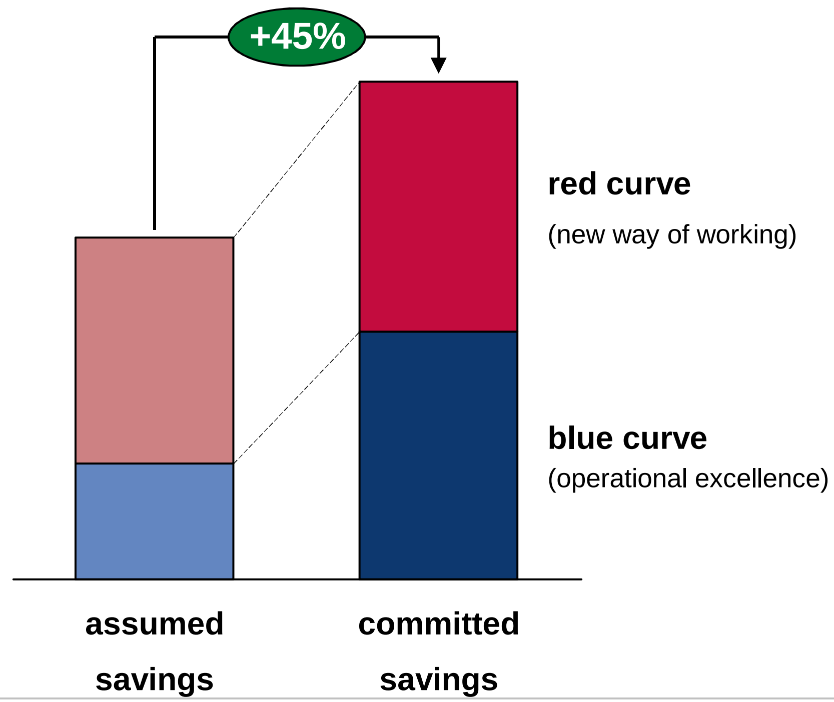
Improvements based on new, integrative SCM structures

Identified potential in pilot countries

(committed savings until end of 2013)

Pilots countries

UK, BeNe, PL, CZ



Encouraging start in pilot countries

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Western and Northern Europe

- **Germany:** Good demand environment; Q3 volumes above 2011; energy surcharge announced for 1 November
- **UK:** Negative volume development due to recession, government austerity measures and bad weather, London is doing OK; further cost control initiatives implemented. Successful rollout of integrated IT solution as a base for LEO project
- **Benelux:** Better than expected cement volume development in Q3, however, still low construction activity − particularly in the Netherlands
- **Northern Europe:** Resilient domestic markets; solid results and pricing.

Western & Northern Eur.	January - September 2011	2012	variance		L-f-L	July - September 2011	2012	variance		L-f-L
Volumes										
Cement volume ('000 t)	16,686	16,070	-616	-3.7 %	-3.7 %	5,892	5,831	-62	-1.0 %	-1.0 %
Aggregates volume ('000 t)	59,840	55,288	-4,552	-7.6 %	-9.3 %	21,954	19,391	-2,563	-11.7 %	-13.1 %
Ready mix volume ('000 m^3)	10,401	9,836	-565	-5.4 %	-5.4 %	3,627	3,563	-64	-1.8 %	-1.8 %
Asphalt volume ('000 t)	2,829	2,163	-667	-23.6 %	-23.6 %	990	693	-298	-30.1 %	-30.1 %
Operational result (EURm)										
Revenue	3,262	3,163	-99	-3.0 %	-5.0 %	1,153	1,134	-19	-1.6 %	-5.3 %
Operating EBITDA*	550	382	-169	-30.6 %	-32.3 %	253	196	-57	-22.5 %	-25.0 %
in % of revenue	*16.9 %*	*12.1 %*				*21.9 %*	*17.3 %*			
Operating income*	333	177	-156	-46.8 %	-48.1 %	172	120	-53	-30.6 %	-32.9 %
Revenue (EURm)										
Cement	1,359	1,295	-63	-4.7 %		474	465	-9	-1.8 %	
Aggregates	664	662	-3	-0.4 %		241	236	-6	-2.3 %	
Building Products	353	371	17	4.9 %		129	139	10	7.9 %	
Opr. EBITDA margin (%)*										
Cement	25.1 %	18.9 %				39.6 %	27.6 %			
Aggregates	19.4 %	14.8 %				17.5 %	18.0 %			
Building Products	13.1 %	10.8 %				9.6 %	12.1 %			

* Note: 2011 figure includes a non-recurring pension provision release (YTD: €89.5 M; Q3: €51.5 M)

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Eastern Europe-Central Asia

- **Russia**: Strong market demand and sales from our new plant near Moscow lead to double-digit increase in volumes and prices
- **Kazakhstan & Ukraine:** Better operational performance due to strong pricing and better volume development
- **Poland:** Volumes and profitability below last year; cost reduction has started; energy surcharges announced for 1 November
- **Czech Republic:** Lower revenue caused by delayed infrastructure projects; price pressure from imports offset by further cost control initiatives
- **Romania:** Low activity levels continue; further focus on gross margin improvement
- **Hungary:** Market continues to be weak; cost control initiatives in place; solid pricing

Eastern Eur. - Cent. Asia	January - September				L-f-L	July - September				L-f-L
	2011	2012	variance			2011	2012	variance		
Volumes										
Cement volume ('000 t)	13,388	13,409	21	0.2 %	0.2 %	5,830	5,624	-206	-3.5 %	-3.5 %
Aggregates volume ('000 t)	16,031	14,169	-1,861	-11.6 %	-11.6 %	7,121	6,236	-885	-12.4 %	-12.4 %
Ready mix volume ('000 m³)	3,382	2,806	-577	-17.0 %	-17.0 %	1,425	1,186	-239	-16.8 %	-16.8 %
Operational result (EURm)										
Revenue	1,070	1,116	46	4.3 %	5.0 %	463	474	11	2.3 %	1.3 %
Operating EBITDA	246	236	-10	-4.0 %	-1.7 %	140	148	8	5.9 %	6.8 %
in % of revenue	*23.0 %*	*21.2 %*				*30.1 %*	*31.2 %*			
Operating income	168	152	-17	-9.9 %	-7.0 %	112	115	2	2.2 %	3.4 %

Revenue (EURm)	2011	2012	variance		2011	2012	variance	
Cement	840	919	80	9.5 %	366	389	23	6.3 %
Aggregates	99	91	-8	-8.5 %	44	41	-3	-6.9 %

Opr. EBITDA margin (%)	2011	2012	2011	2012
Cement	25.6 %	23.6 %	32.4 %	32.9 %
Aggregates	14.2 %	12.8 %	26.0 %	33.2 %

North America

- Cement operating EBITDA margin clearly improved compared to last year
- Cement prices up; first price increases of 6-10 USD/t are announced for 1 Jan.
- **USA:** Market recovery continues in Q3, but at a slower pace due to a tougher comparison base; aggregates volumes decline in Q3 driven by consolidation of shale gas activity and lower highway spending
- **Canada:** Solid cement volume development driven by demand from commodity industry. Pricing at good levels

North America	January - September				L-f-L	July - September				L-f-L
	2011	2012	variance			2011	2012	variance		
Volumes										
Cement volume ('000 t)	7,928	8,857	929	11.7 %	11.7 %	3,264	3,414	150	4.6 %	4.6 %
Aggregates volume ('000 t)	79,468	78,549	-920	-1.2 %	-1.2 %	34,915	31,330	-3,585	-10.3 %	-10.3 %
Ready mix volume ('000 m^3)	4,343	4,672	329	7.6 %	5.6 %	1,720	1,749	29	1.7 %	-3.3 %
Asphalt volume ('000 t)	2,611	2,608	-3	-0.1 %	-0.1 %	1,458	1,509	51	3.5 %	3.5 %
Operational result (EURm)										
Revenue	2,261	2,606	344	15.2 %	4.5 %	951	1,068	117	12.3 %	-0.6 %
Operating EBITDA*	313	452	139	44.6 %	30.9 %	191	262	72	37.4 %	22.8 %
in % of revenue	*13.8 %*	*17.4 %*				*20.1 %*	*24.6 %*			
Operating income*	131	264	133	101.8 %	81.7 %	130	198	67	51.6 %	36.2 %

Revenue (EURm)	2011	2012	variance		2011	2012	variance	
Cement	655	821	166	25.4 %	269	332	62	23.2 %
Aggregates	695	776	81	11.6 %	310	320	9	2.9 %
Building Products	527	547	20	3.8 %	198	212	15	7.5 %

Opr. EBITDA margin (%)	2011	2012	2011	2012
Cement	17.8 %	20.6 %	21.6 %	25.0 %
Aggregates*	23.5 %	32.2 %	33.2 %	45.1 %
Building Products	9.6 %	7.8 %	12.0 %	11.6 %

* Note: 2012 figure includes gain on exhausted quarry sales (YTD: €70 M; Q3: €48 M)

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Asia-Pacific

- Q3 operating EBITDA margin improvement in all major countries
- **Indonesia:** Continued volume growth and additional price increases result in materially improved Q3 operating EBITDA margin; own imports started at low level
- **China:** Improved pricing in North China overcompensates for total volume decline
- **India:** Positive price development leads to improved Q3 result
- **Bangladesh**: Strong volume and price development
- **Australia:** Good demand in Western Australia; softer markets in Eastern Australia; delayed start up of projects in Queensland, now catching up; cost control initiatives implemented

Asia - Pacific	January - September				L-f-L	July - September				L-f-L
	2011	2012	variance			2011	2012	variance		
Volumes										
Cement volume ('000 t)	20,704	22,074	1,370	6.6 %	6.6 %	7,149	7,234	85	1.2 %	1.2 %
Aggregates volume ('000 t)	27,785	27,118	-668	-2.4 %	-2.6 %	9,323	9,535	212	2.3 %	4.8 %
Ready mix volume ('000 m^3)	7,207	7,987	780	10.8 %	10.8 %	2,497	2,804	308	12.3 %	12.3 %
Asphalt volume ('000 t)	1,370	1,337	-33	-2.4 %	-2.4 %	471	522	51	10.8 %	10.8 %
Operational result (EURm)										
Revenue	2,133	2,548	415	19.5 %	13.4 %	743	893	150	20.2 %	12.7 %
Operating EBITDA	518	627	109	21.1 %	15.9 %	175	232	58	33.1 %	26.6 %
in % of revenue	*24.3 %*	*24.6 %*				*23.5 %*	*26.1 %*			
Operating income	410	512	101	24.7 %	19.8 %	138	193	55	39.6 %	32.6 %

Revenue (EURm)	Jan-Sep 2011	Jan-Sep 2012	variance		Jul-Sep 2011	Jul-Sep 2012	variance	
Cement	1,238	1,489	251	20.3 %	425	502	77	18.2 %
Aggregates	386	436	49	12.8 %	137	159	23	16.7 %
Building Products	30	21	-10	-32.1 %	9	7	-2	-23.9 %

Opr. EBITDA margin (%)	Jan-Sep 2011	Jan-Sep 2012	Jul-Sep 2011	Jul-Sep 2012
Cement	30.6 %	32.2 %	29.1 %	33.6 %
Aggregates	31.3 %	27.7 %	31.6 %	31.4 %
Building Products	-0.7 %	-5.2 %	0.5 %	0.7 %

Africa-Mediterranean Basin

- **Africa:** Continued volume and pricing growth in main markets Ghana and Tanzania is partly moderated by volume declines in Benin and Gabon
- **Turkey:** Stable demand and higher prices lead to solid earnings development
- **Israel:** Improved profitability due to price increases in all business lines
- **Spain:** Continued market deterioration driven by austerity measures

Africa - Med. Basin	January - September				L-f-L	July - September				L-f-L
	2011	2012	variance			2011	2012	variance		
Volumes										
Cement volume ('000 t)	6,913	6,915	2	0.0 %	0.0 %	2,321	2,329	8	0.3 %	0.3 %
Aggregates volume ('000 t)	10,809	10,535	-274	-2.5 %	-2.5 %	3,619	3,355	-265	-7.3 %	-7.3 %
Ready mix volume ('000 m³)	3,859	5,223	1,364	35.3 %	35.3 %	1,312	2,709	1,398	106.6 %	106.6 %
Asphalt volume ('000 t)	385	422	37	9.6 %	9.6 %	154	138	-16	-10.4 %	-10.4 %
Operational result (EURm)										
Revenue	768	846	78	10.1 %	9.1 %	255	288	33	13.0 %	9.5 %
Operating EBITDA	130	147	17	13.1 %	12.7 %	46	51	5	10.7 %	7.9 %
in % of revenue	*16.9 %*	*17.3 %*				*18.0 %*	*17.6 %*			
Operating income	103	120	17	16.3 %	16.3 %	37	42	5	13.4 %	11.4 %
Revenue (EURm)										
Cement	545	612	67	12.3 %		179	211	32	17.9 %	
Aggregates	67	67	0	-0.1 %		22	21	-1	-3.9 %	
Opr. EBITDA margin (%)										
Cement	21.6 %	21.4 %				23.2 %	21.5 %			
Aggregates	17.3 %	16.2 %				16.4 %	14.2 %			

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Group Services

- Higher export volume in Southern Europe (Spain, Turkey, and Greece); HC Trading is able to place the exportable surplus fully
- Coal markets are at two-year low and expected to remain the same in H1 2013
- Freight rates for bulk carriers dropped significantly in 2012 and remain at historically low levels

Group Services	January - September				L-f-L	July - September				L-f-L
	2011	2012	variance			2011	2012	variance		
Operational result (EURm)										
Revenue	469	614	145	30.8 %	19.2 %	185	219	35	18.8 %	5.9 %
Operating EBITDA	9	16	7	70.2 %	54.2 %	4	5	2	40.3 %	23.6 %
in % of revenue	*2.0 %*	*2.6 %*				*2.0 %*	*2.4 %*			
Operating income	9	16	7	74.3 %	57.9 %	4	5	2	42.9 %	25.9 %

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Key financial messages

A further major step to achieve our main strategic financial targets

- **Significant net debt reduction – repayment target overachieved**
  - €m 740 net debt reduction year-over-year, ahead of expectations
  - Aggressive management target of close to €bn 7 net debt for year end 2012
  - Significant liquidity headroom

- **Strong cash generation continues**
  - Improved operational cash conversion
  - Working capital improvements 5.5 days in DSO and another 1.4 days in DPO year-over-year
  - Disciplined CapEx with €m 351 net spending year-to-date (PY: €m 474), including €m 161 disposals (+ 49% year-over-year)

- **YTD profit of the period up 3% to €m 416 despite significant one-off charges**
  - Continued efforts to right size asset base especially in North America, UK and Spain lead to losses on sale of assets of €m 49 and impairment of €m 43 (included in AOR).
  - One-off non cash financial expense of €m 42 from discounting of long-term provisions (included in financial result).
  - Operational tax rate at 16.1% in line with strategic target

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Income statement

€m	July-September		Variance	January-September		Variance
	2011	2012	Q3	2011	2012	YtD
Revenue	3,624	**3,944**	9 %	9,620	**10,525**	9 %
Operating EBITDA	778	**874**	12 %	1,682	**1,786**	6 %
in % of revenue	21.5%	**22.2%**		17.5%	**17.0%**	
Amortisation and depreciation of intangible assets and property, plant, and equipment	-216	**-225**	4 %	-619	**-627**	1 %
Operating income	562	**649**	16 %	1,063	**1,158**	9 %
Additional ordinary result	-30	**-59** [1]	94 %	-28	**-113** [1]	299 %
Result from participations	16	**17**	10 %	38	**33**	-14 %
Earnings before interest and income taxes (EBIT)	548	**608**	11 %	1,073	**1,079**	1 %
Financial result	-145	**-180** [2]	25 %	-438	**-477** [2]	9 %
Profit before tax	403	**427**	6 %	635	**601**	-5 %
Income taxes	-82	**-98**	20 %	-212	**-185**	-13 %
Net income from continuing operations	321	**329**	3 %	423	**416**	-2 %
Net loss from discontinued operations	-5	**-6**	35 %	-19	**0**	-99 %
Profit for the period	316	**323**	2 %	404	**416**	3 %
Group share of profit	268	**259**	-3 %	266	**239**	-10 %

1) Various restructuring expenses and asset impairments – mainly in UK, US, Spain
2) One-off non-cash item from change in discount factor of provisions

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Statement of cash flows

€m	July-September		January-September	
	2011	2012	2011	2012
Cash flow	639	**664**	1,021	**1,191**
Changes in working capital	-182	**-99**	-630	**-452**
Decrease in provisions through cash payments	-48	**-50**	-146	**-152**
Cash flow from operating activities	409	**516**	245	**587**
Total investments	-225	**-179**	-582	**-511**
Proceeds from fixed asset disposals/consolidation	40	**100**	108	**161**
Cash flow from investing activities	-185	**-79**	-474	**-351**
Free cash flow	224	**437**	-229	**236**
Dividend payments	-6	**-8**	-103	**-130**
Transactions between shareholders	-8	**-1**	-8	**-1**
Net change in bonds and loans	-249	**-466**	407	**-729**
Cash flow from financing activities	-263	**-475**	296	**-859**
Net change in cash and cash equivalents	-39	**-38**	67	**-623**
Effect of exchange rate changes	43	**-15**	-3	**-25**
Change in cash and cash equivalents	4	**-53**	64	**-648**

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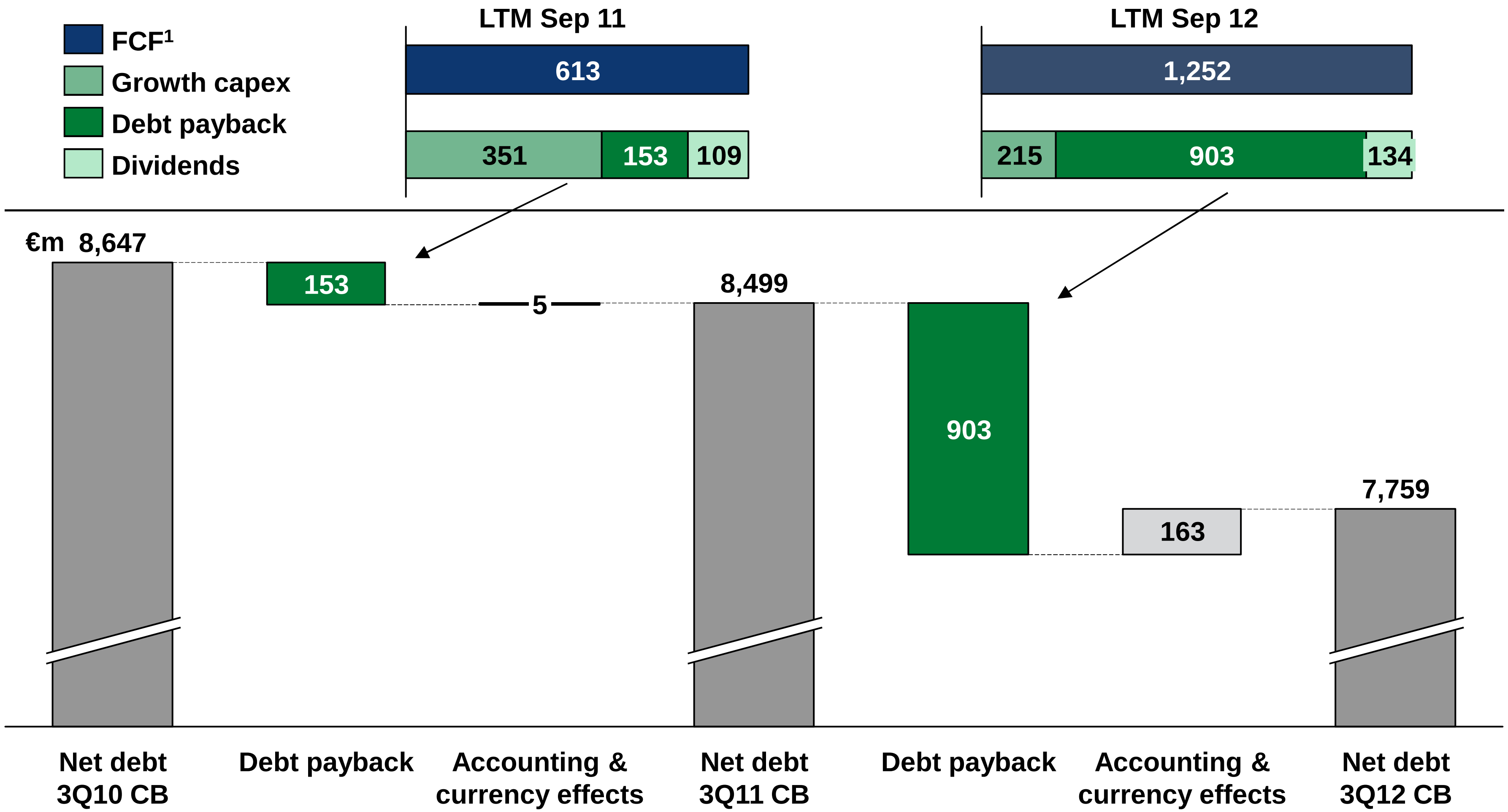
Free cash flow (FCF) used for continuous and accelerated net debt reduction



Disciplined use of FCF[1]
Repayment target of €m 300–500 annually overachieved

1) Net operating cash generated by operating activities less sustainable CapEx

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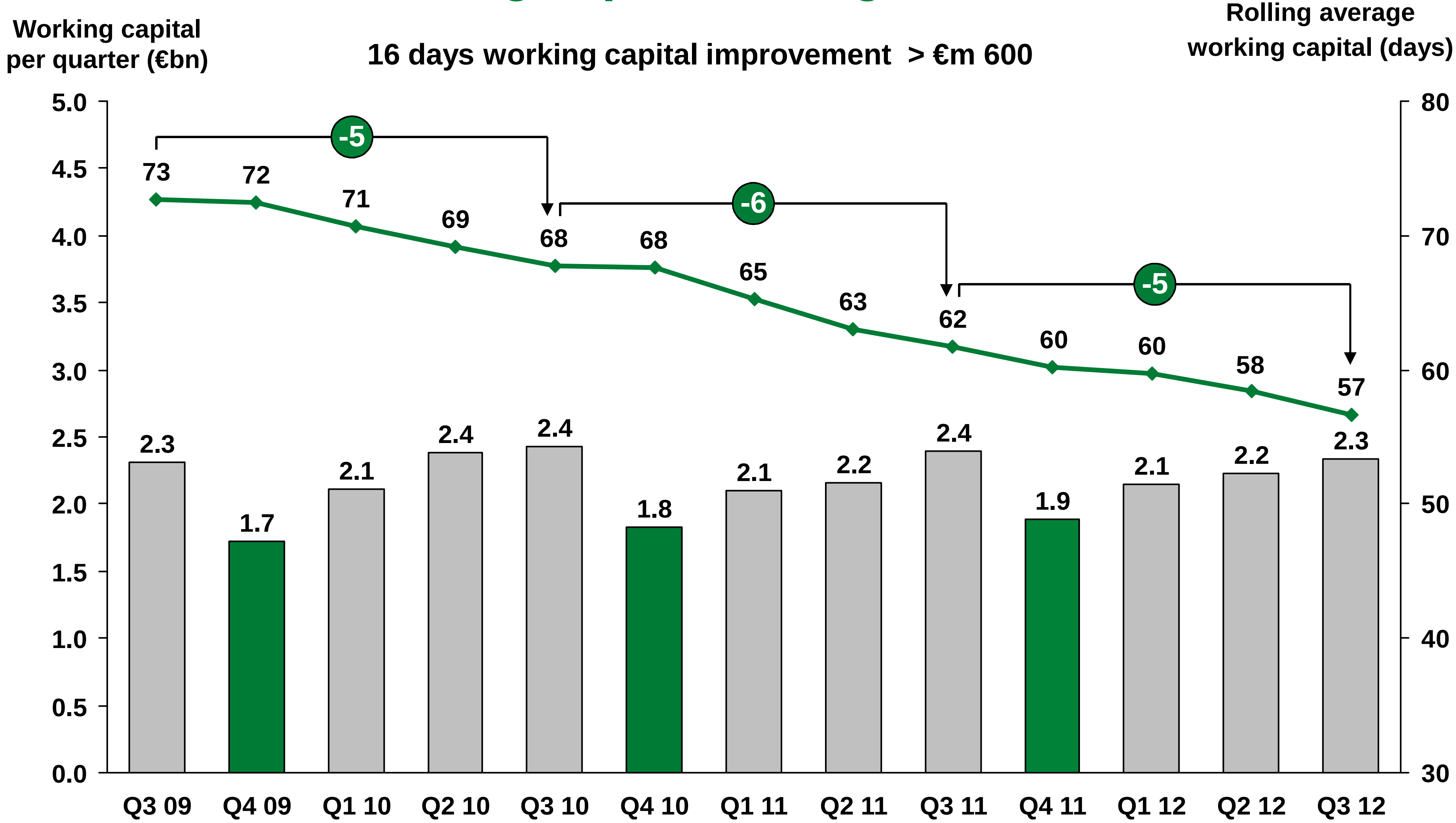
Successful working capital management

16 days working capital improvement > €m 600



Further decrease of 5 days in working capital

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Group balance sheet

€m	30 Sep. 2011	31 Dec. 2011	30 Sep. 2012	Variance Sep 12/Sep 11
Assets				
Intangible assets	10,789	11,109	**11,229**	440
Property, plant, and equipment	10,644	11,036	**11,006**	362
Financial assets	555	553	**557**	2
Fixed assets	21,987	22,698	**22,792**	805
Deferred taxes	344	379	**451**	106
Receivables	2,974	2,427	**2,881**	-93
Inventories	1,506	1,583	**1,667**	162
Cash and short-term derivatives	1,000	1,933	**1,237**	237
Balance sheet total	27,811	29,020	**29,027**	1,216
Equity and liabilities				
Equity attributable to shareholders	11,931	12,617	**13,031**	1,100
Non-controlling interests	901	952	**1,056**	154
Equity	12,832	13,569	**14,087**	1,255
Debt [1)]	9,588	9,801	**9,041**	-547
Provisions	2,146	2,184	**2,448**	302
Deferred taxes	779	754	**690**	-89
Operating liabilities	2,465	2,712	**2,761**	295
Balance sheet total	27,811	29,020	**29,027**	1,216
Net Debt (excl. puttable minorities)	8,499	7,770	**7,759**	-740
Gearing	65.9%	57.0%	**55.0%**	

1) Includes non-controlling interests with put options in the amount of €m 90 (Sep 2011), €m 98 (Dec. 2011), €m 45 (Sep 2012).

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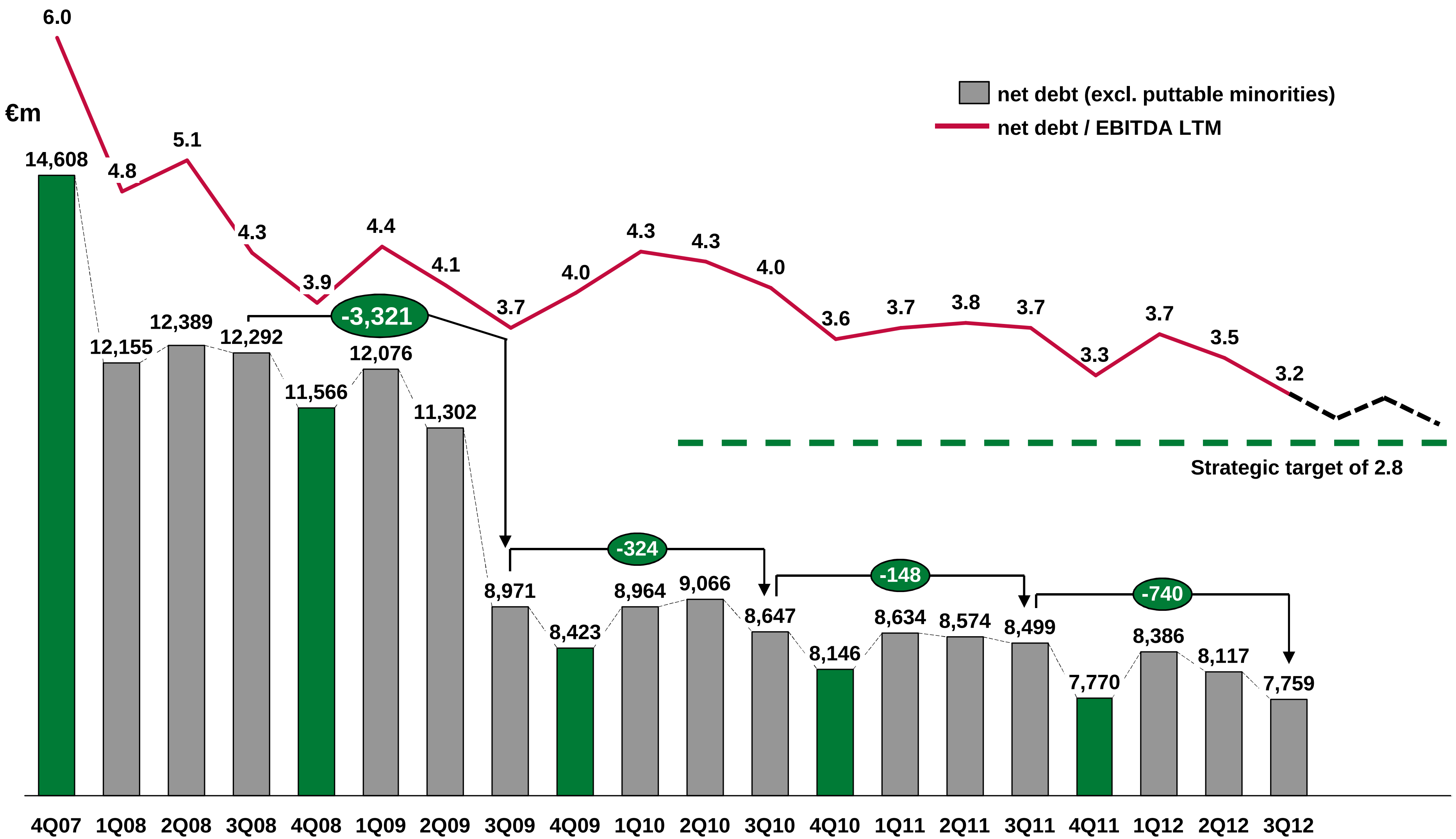
Net debt already below year-end 2011

19 consecutive quarters of y-o-y net debt reduction



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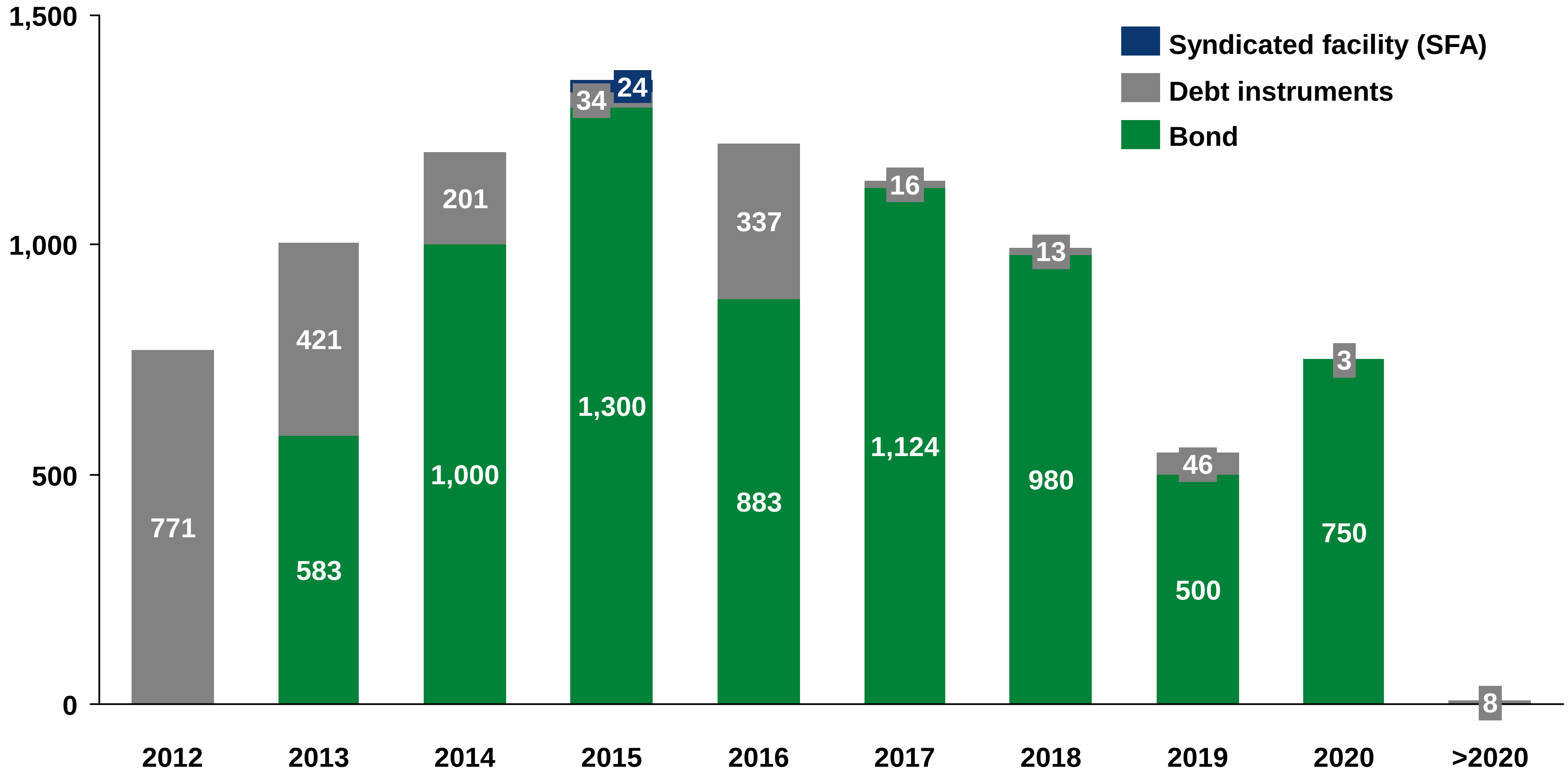
Debt maturity profile

as per 30 September 2012 in €m



- Excluding reconciliation adjustments with a total amount of €m 1.9 (transaction costs to be amortised over the term of the SFA, issue prices, and fair value adjustments)
- Excluding puttable minorities with a total amount of €m 45.3

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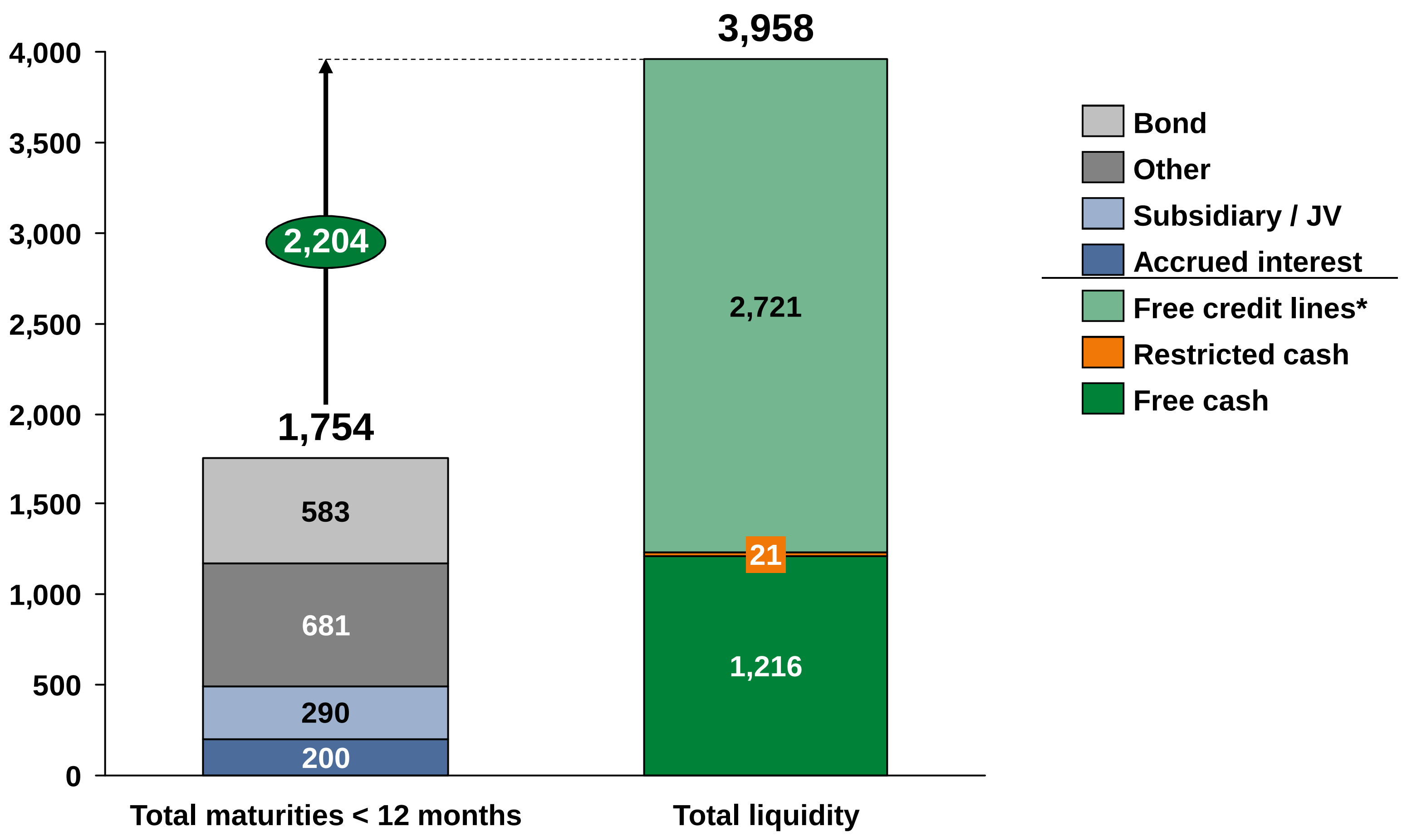
Short-term liquidity headroom

as per 30 September 2012 in €m



- Excluding reconciliation adjustments with a total amount of €m 48 (transaction costs to be amortised over the term of the SFA, issue prices, and fair value adjustments)
- Excluding puttable minorities with a total amount of €m 22.3

***) Total committed confirmed credit line €m 3,000 (guarantee utilisation €m 255)**

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Contents

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Company outlook 2012

- **North America**: Recovery continues
- **Northern Europe and Germany:** stable; **UK and Benelux:** with difficult market conditions to prevail
- **Eastern Europe:** difficult; **Russia, Ukraine, Kazakhstan & Georgia:** overall good
- **Asia and Africa**: Demand growth persists, no hard landing of China
- **Price increases** in excess of cost inflation with a focus on North America and Europe for margin recovery
- **Cost saving** and **efficiency improvement** programmes on track

➢ **Sales volumes growth** based on demand development and capacity expansions

➢ **Increase in revenues and operating income** driven by margin recovery

➢ Aggressive year-end **net debt** management target of close to **€bn 7**

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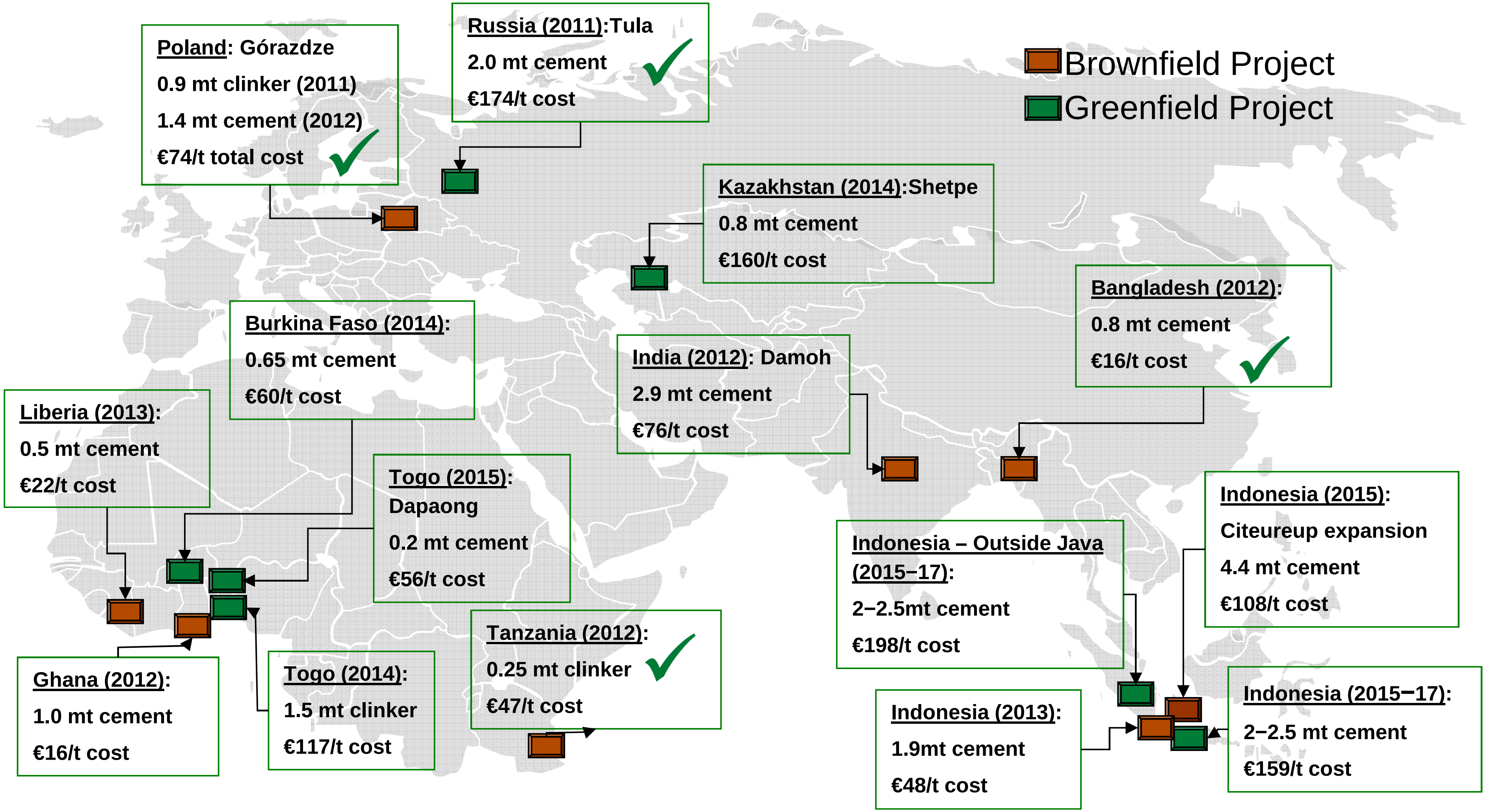
Expansion programme



Growth in attractive emerging markets continue at efficient CapEx values

Cost per tonne values are converted to euro from local currencies using September closing rate.

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Targets 2012 unchanged

	2012 Target	Trend
Cash savings	**€m 200**	Already achieved
CapEx*	**~ €m 980**	On track
Maintenance **	**~ €m 490**	On track
Expansion	**~ €m 490**	On track
Cost of gross debt	**~ 6.7%**	On track
Operational tax rate ***	**18% - 20%**	On track
Mid cycle targets unchanged		
Operating EBITDA	**€bn 3**	
Net debt / operating EBITDA	**below 2.8x**	

* Before any currency impacts
** Including improvement CapEx
*** Assuming full US tax asset recognition

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Management priorities 2012/2013

1 Operational excellence, strict cost management, and improved pricing

– **Aggregates:** "CLIMB" – to become the most efficient aggregates company worldwide
"CLIMB Commercial" – for pricing excellence and margin improvement

– **Cement:** "OPEX" – for global reduction of fuel and electricity costs
"PERFORM" – for pricing excellence and margin improvement

– **Supply Chain:** "LEO" – to save costs and optimise transport management across all business lines

Continue dual strategy of:

2 Deleveraging with clear goal to reach investment grade metrics

– "FOX 2013" programme targets €m 850 cash savings by 2013

– Increased focus on disposals of non-core assets as economic growth continues

3 Targeted growth in emerging markets

– Implementation of cement capacity expansion programme in emerging markets

– Focus on synergy driven bolt-on investments with high value creation

Further strengthening of HeidelbergCement's competitive position in the upturn

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Macroeconomic outlook 2013

Base case scenario: 3.6% global GDP growth, slightly higher than 2012 (3.3%)

- Economy in Germany and Northern Europe remains strong
- Slow re-balancing of euro zone; stretched reform and austerity path
- US recovery continues; "fiscal cliff" largely avoided
- Soft landing of China; continued growth of emerging markets in Asia and Sub-Saharan Africa

Downside risks:

- Euro crisis: Deep recession in euro area periphery
- US fiscal cliff: Automatic tax increase and spending cutbacks would significantly impact GDP and lead to a temporary recession
- Middle East conflict impacting oil supply

In the base case scenario, HeidelbergCement benefits from its exposure to Germany, the stronger European countries, the US recovery, and continued growth in Asia and Africa.
We are prepared to react fast if downside risks materialize!

HeidelbergCement exposed to stronger European countries

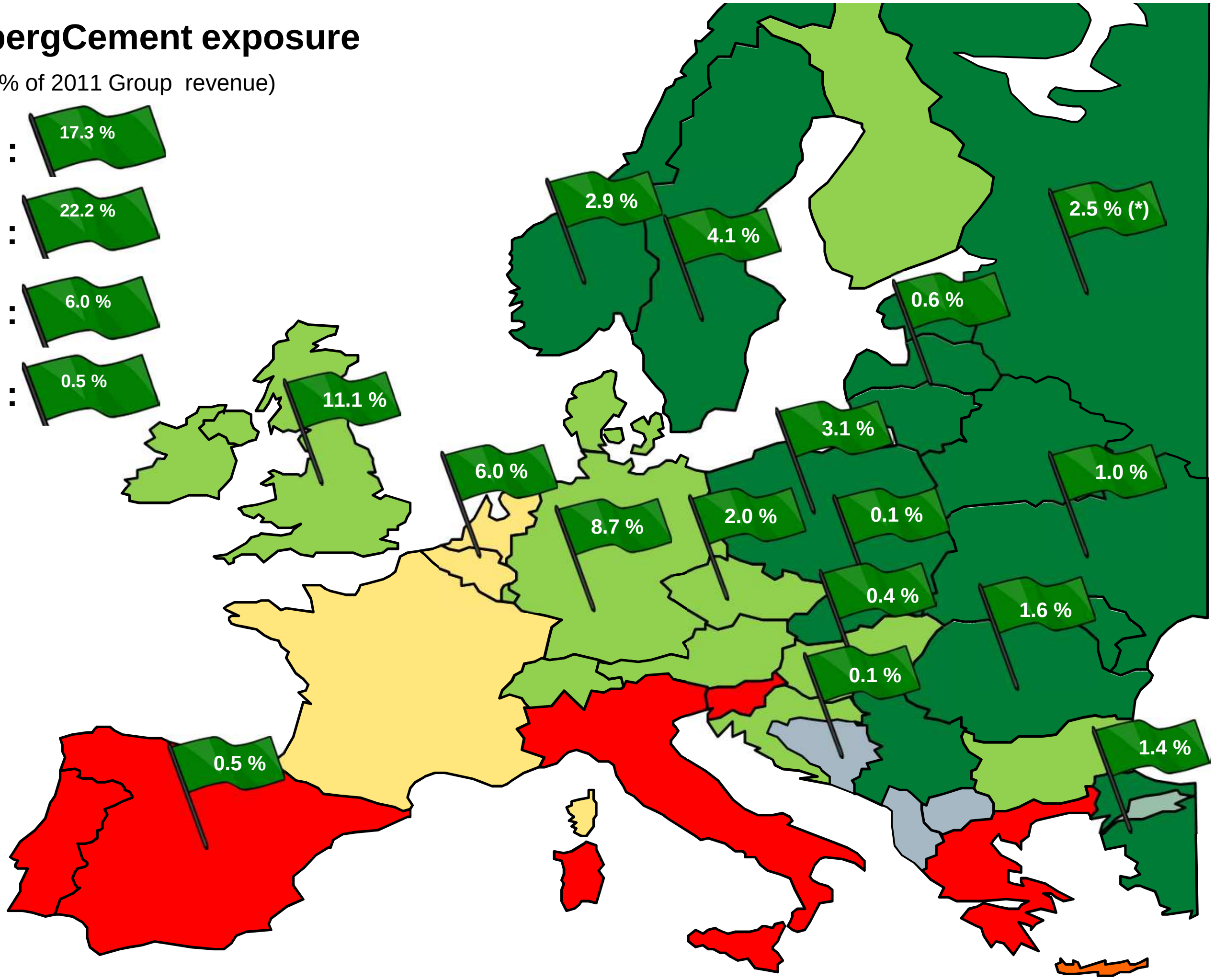
2013: Recession is expected for southern European countries only

HeidelbergCement exposure

(as % of 2011 Group revenue)

- **GDP growth 2013: > 2.0%** : 17.3 %
- **GDP growth 2013: > 0.5%; < 2.0%** : 22.2 %
- **GDP growth 2013: > -0.5%;< 0.5%** : 6.0 %
- **GDP growth 2013: < -0.5%** : 0.5 %

% **: % of Total Group Revenue**



(*) Includes Kazakhstan & Georgia revenues also

Source: IMF October 2012

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Contact information and event calendar

Event calendar

14 March 2013	2012 annual results
08 May 2013	2013 first quarter results
08 May 2013	2013 AGM
31 July 2013	2013 half year results
07 November 2013	2013 third quarter results

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Safe Harbour Statement

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 HeidelbergCements' 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 HeidelbergCements' 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 HeidelbergCements' 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.