

■ HeidelbergCement

Annual General Meeting 2005

HEIDELBERGCEMENT

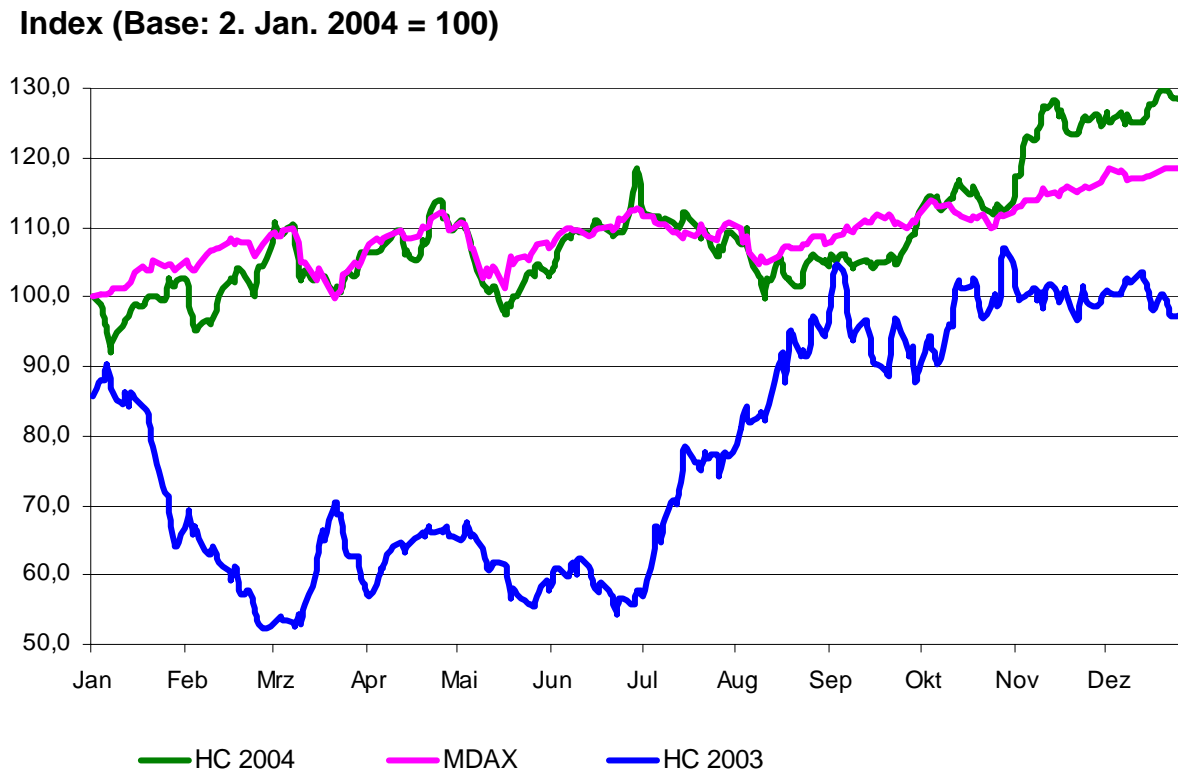
■ Overview

- **Financial year 2004**
- **Current topics**
- **Outlook 2005**

■ **Results 2004 – overview**

- **Turnover increased by 5.8% adjusted for currency and consolidation effects**
- **Cement and clinker sales volume exceeds 65 million tonnes**
- **Results in Germany substantially improved**
- **Additional ordinary result shows one-time charges of 674 EURm due to elimination of balance sheet risks**
- **Changes in the Managing and Supervisory Board**
- **Further debt reduction achieved**

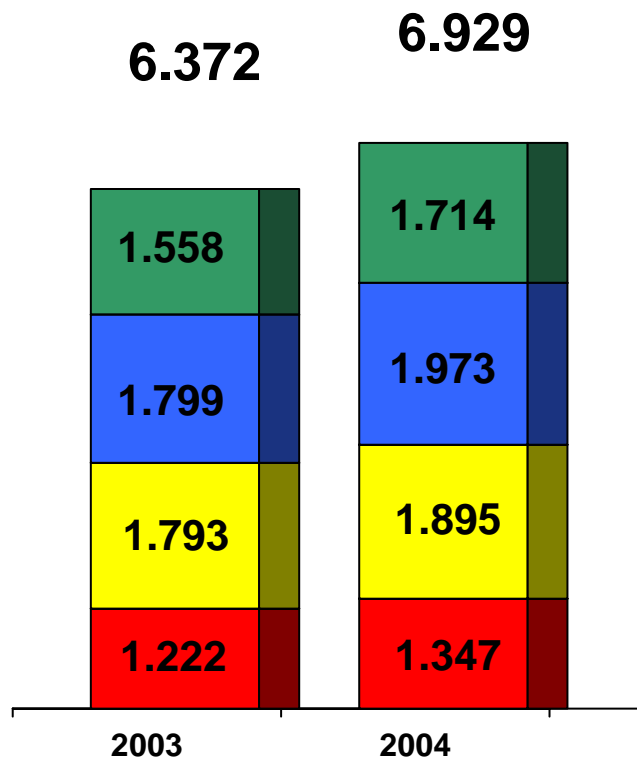
Share price performance



Key figures - turnover & OIBD

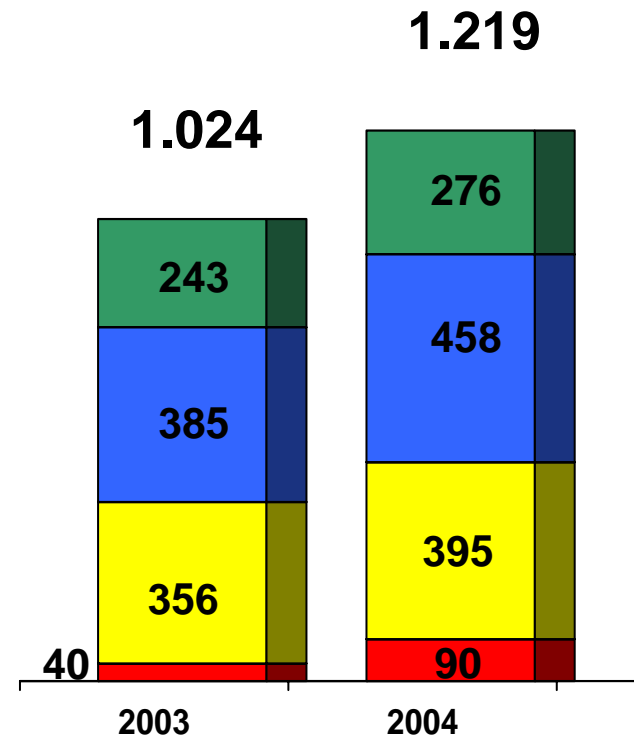
Turnover (+8.8%)

- in EURm -



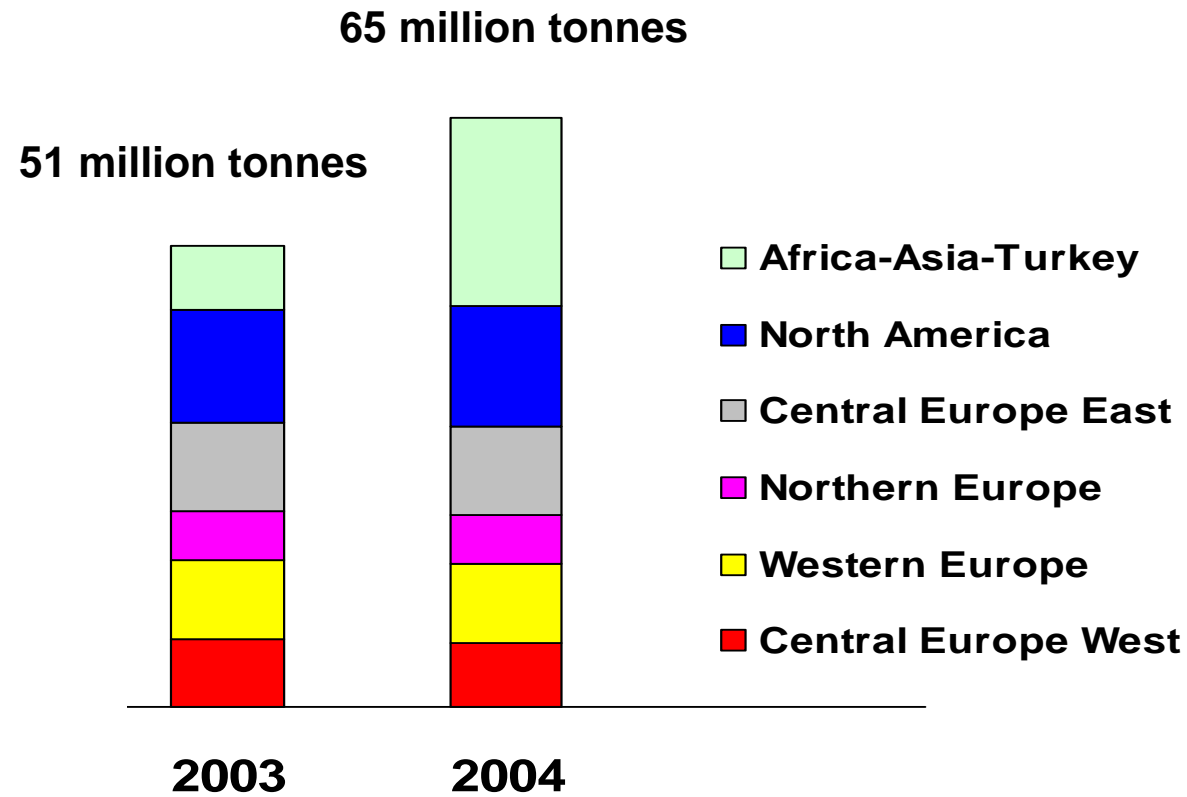
OIBD (+19.0%)

- in EURm -

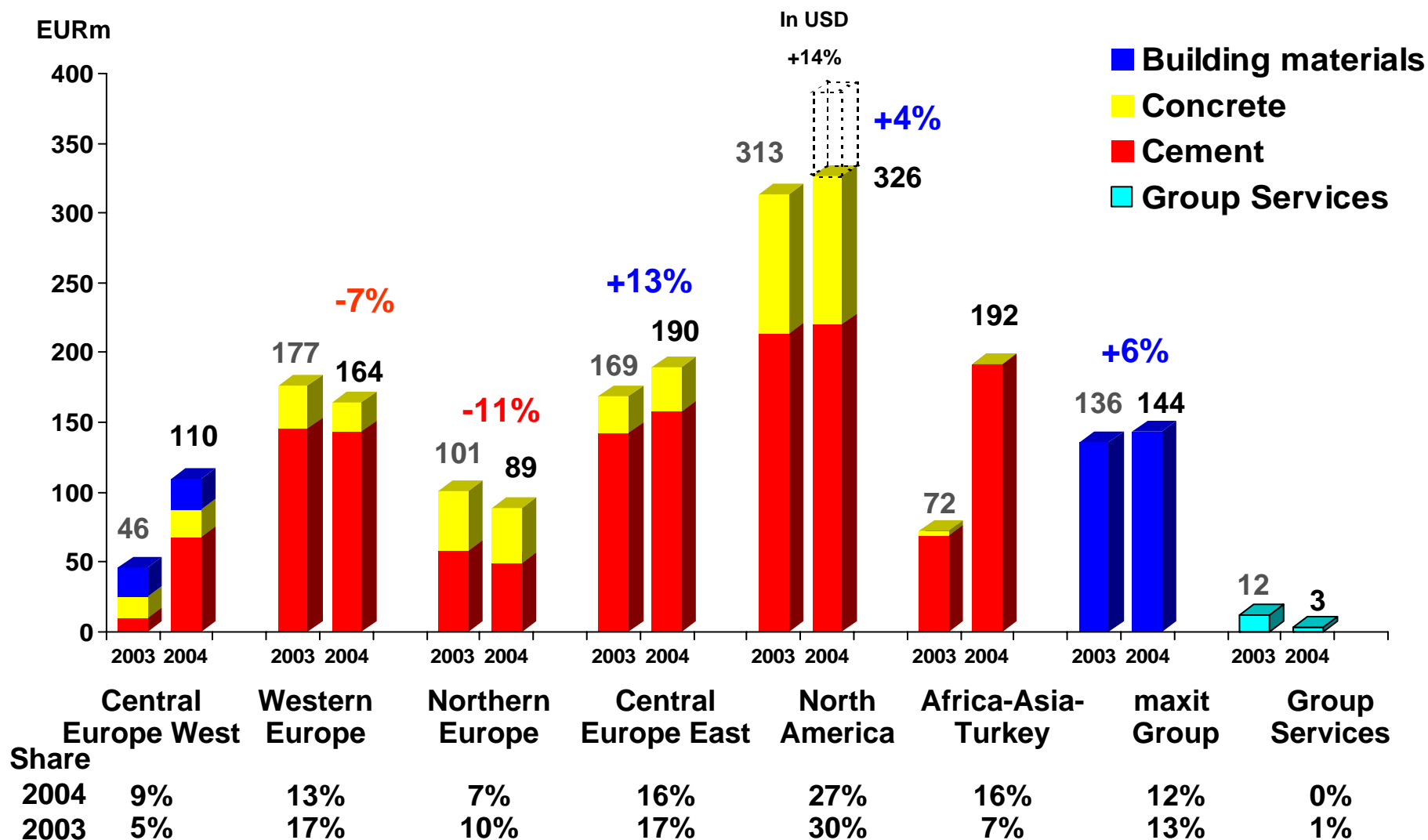


■ Q1
 ■ Q2
 ■ Q3
 ■ Q4

Cement and clinker sales volumes 2004



OIBD per region 2004

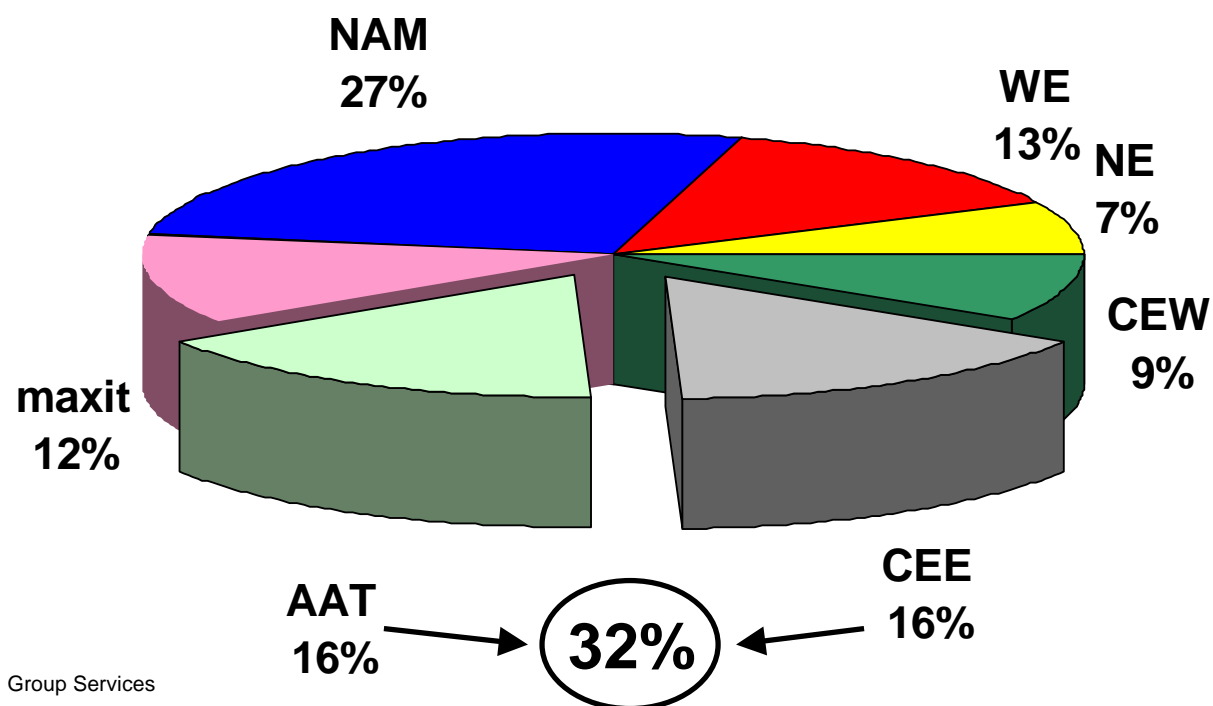


OIBD = Operating income before depreciation

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OIBD – regional split

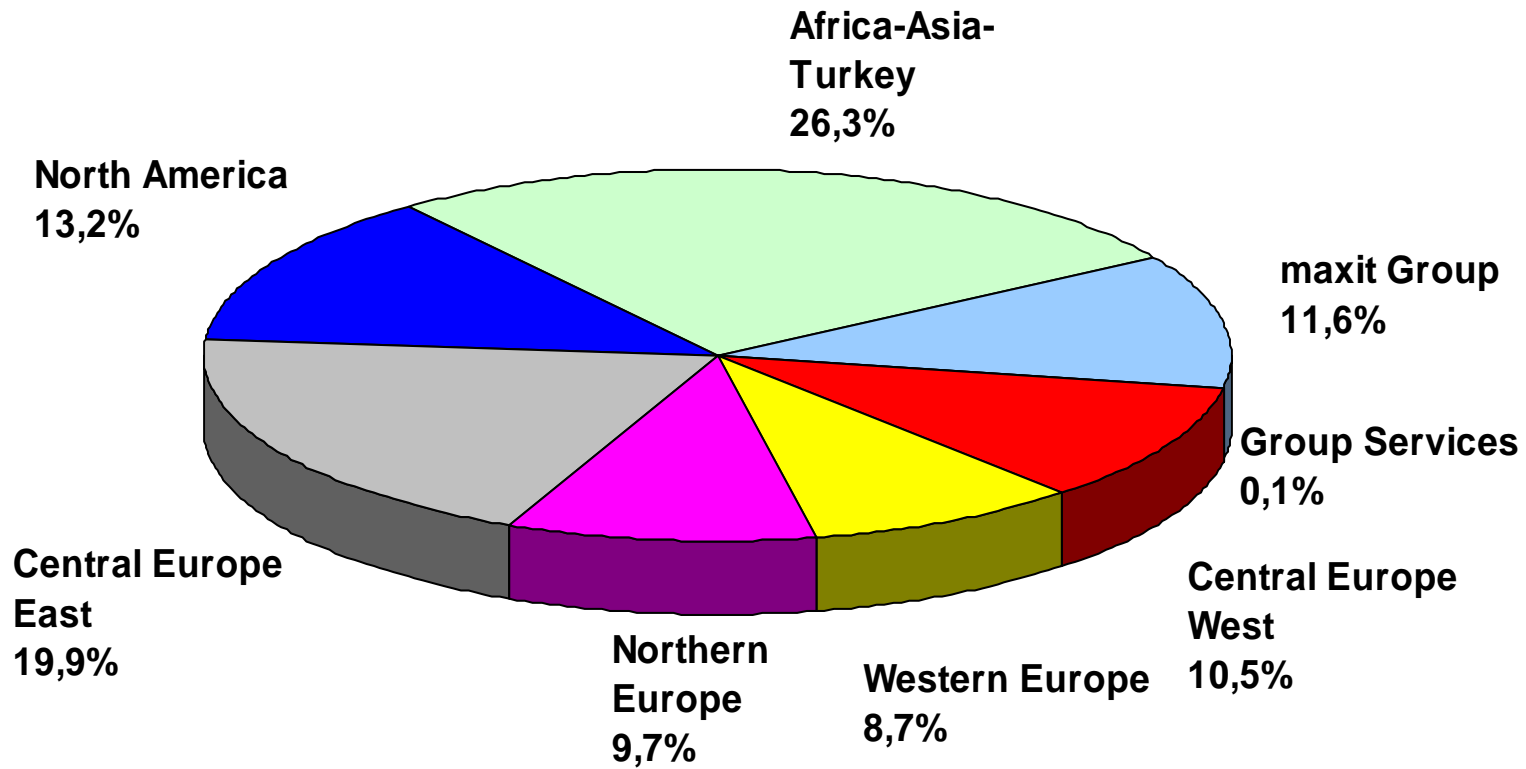
		2000	2001	2002	2003	2004
OIBD	<i>EURm</i>	1.263	1.185	1.147	1.024	1.219
Growth markets	<i>in %</i>	12%	16%	18%	23%	32%
Mature markets	<i>in %</i>	88%	84%	82%	77%	68%



Excl. Group Services

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■ **Employees 2004: 42.062 (2003: 37.774)**



Group profit & loss account 2004

EURm	2003	2004	%
Turnover	6.372	6.929	8,8%
Operating income before depreciation (OIBD)	1.024	1.219	19,0%
Depreciation	-633	-484	
Operating income	391	735	87,9%
Additional ordinary result	22	-674	
Result from participations	89	67	
Earnings before interest and income taxes (EBIT)	502	128	-74,5%
Financial results	-222	-280	
Profit/loss before tax	280	-152	-154,2%
Taxes on income	-146	-181	
Profit/loss for the financial year	133	-333	
Group share	117	-366	

* Including goodwill amortisation of 170 EURm

Additional ordinary result 2004

EURm	2003	2004
Non recurring income and expenses	68,8	-228,1
Exceptional amortization	-47,1	-445,8
Additional ordinary result	21,7	-673,9

Exceptional amortization by region	EURm
- Central Europe West	58
- Western Europe	119
- Northern Europe	163
- Central Europe East	10
- Africa - Asia - Turkey	85
- maxit Group	11
	446

Group profit & loss account 2004 (continued)

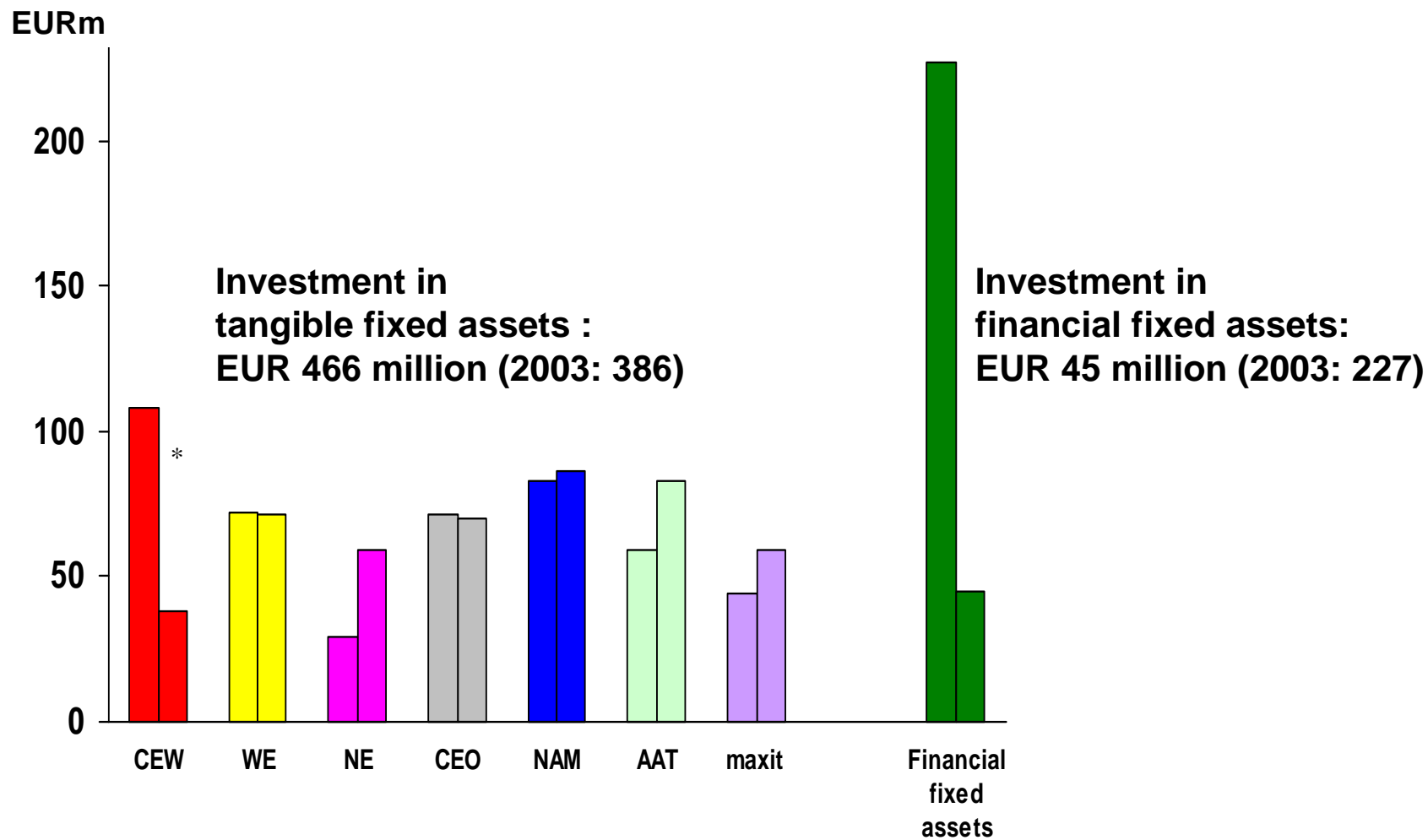
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Group cash flow statement 2004

EURm	2003	2004
Cashflow	790	1.009
Changes in working capital	-130	-72
Net cash from operating activities	660	937
Intangible fixed assets	-9	-16
Tangible fixed assets	-377	-451
Financial fixed assets	-226	-45
Investments	-612	-511
Proceeds from fixed asset disposals	305	138
Cash from changes in consolidation scope	17	65
Net cash used in investing activities	-291	-309
Capital increase	392	0
Dividend payments	-17	-125
Net repayment from bonds and loans	-596	-704
Cash flow from financing activities	-222	-829
Cash & cash equivalents on 31 December	525	305

Investments 2004: EUR 511 million



* Of this: EUR 81 million non-cash relevant investment (acquisition of cement plant Wetzlar from Buderus)

Group balance sheet 31 December 2004

EURm	Dec 2003	Dec 2004	Variance
Assets			
Intangible fixed assets	2.505	2.298	-208
Tangible assets	4.543	5.059	516
Financial assets	1.178	926	-252
Total	8.226	8.282	56
Deferred taxes	168	168	0
Receivables	1.145	1.122	-23
Stocks	667	758	92
Cash & cash eq.	687	385	-302
Balance sheet total	10.893	10.716	-177
Liabilities			
Capital entitled to shareholders	4.031	3.534	-497
Minority interests	154	429	275
Equity	4.185	3.963	-222
Provisions	904	1.236	332
Deferred taxes	519	470	-48
Operating liabilities	995	993	-2
Financial liabilities	4.290	4.054	-237
Balance sheet total	10.893	10.716	-177
Net debt	3.603	3.668	65
Gearing	86,1%	92,6%	

■ **Current topics**

- **Sustainability Report**
- **Corporate Governance**
- **Capital increase**
- **Changes in corporate and management structure**

Sustainability Report



■ Current topics

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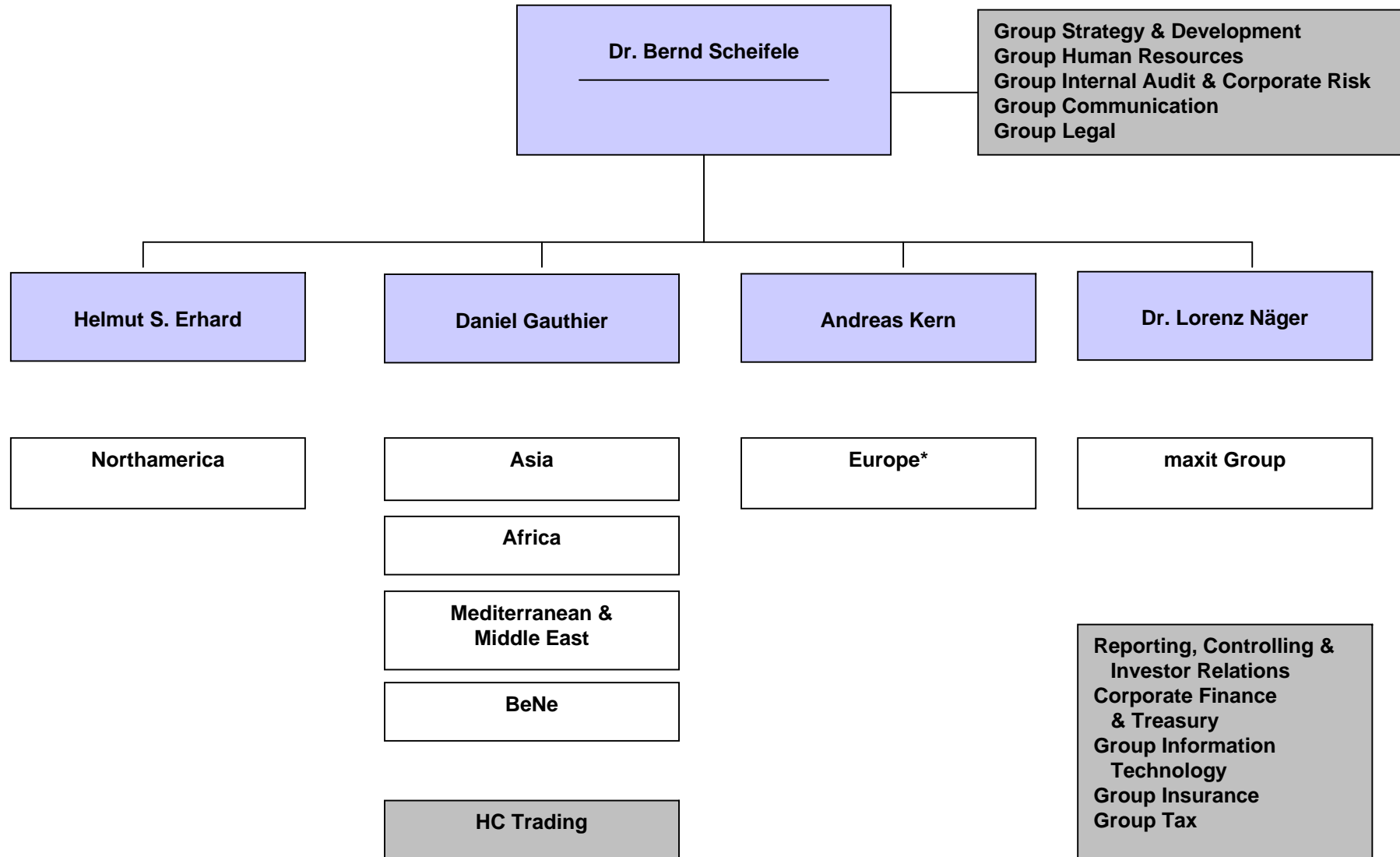
■ Current topics

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■ Current topics

- Sustainability Report
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- **Changes in corporate and management structure**

Reorganisation of the Managing Board



*without BeNe

■ **Transparent and efficient organisation**

Concentration of administration

- **Planned reorganisation of Group functions from Brussels and Malmö to Heidelberg**
- **Planned closure of administration locations(Singapore, Malmö)**
- **Brussels Headquarters**
 - **The future personnel and functional structure of the departments in Brussels will be decided after a detailed study**

Project „win“

■ Overview

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Cement- and clinker sales volume Q1

1.000 tonnes	Jan.- March		var.
	2004	2005	in %
Central Europe West	1.302	964	-26,0%
Western Europe	2.068	1.792	-13,3%
Northern Europe	1.059	1.119	5,7%
Central Europe East	1.262	1.208	-4,2%
North America	2.726	2.807	3,0%
Africa-Asia-Turkey	4.535	4.774	5,3%
Total	12.952	12.664	-2,2%

Group profit and loss accounts Q1

EURm	2004	2005	%
Turnover	1.347	1.355	0,6%
Operating income before depreciation (OIBD)	90	85	-5,4%
Depreciation	-123	-120	
Operating income	-33	-35	-6,6%
Additional ordinary result	18	-21	
Result from participations	2	11	
Earnings before interest and income taxes (EBIT)	-13	-44	-254,7%
Financial results	-70	-54	
Loss before tax	-83	-99	-19,4%
Taxes on income	23	2	
Loss for the financial year	-60	-96	-59,6%
Group share	-58	-105	-80,0%

■ HeidelbergCement outlook

- **Moderate increase in volumes and sales prices in 2005**
- **North America and emerging markets again the strongest contributors to the growth**
- **Management focus on efficiency improvement and cost cutting**
- **Planned participation in the global industry consolidation**
- **Elimination of balance sheet risks and capital increase leads to a solid base for further expansion**