



*Seven Gardens Oak House quarter in Wiesbaden, Germany
Built with Dynamax, the ultimate performance concrete*

OCTAVIAN SEMINAR

JAN JENISCH | CEO

JANUARY 14, 2023



01.

STRATEGY 2025 - “ACCELERATING GREEN GROWTH”



*The Seattle Spheres, Amazon headquarters
Built with ECOPlanet with an 80% lower CO2 footprint*

STRATEGY 2025 – “ACCELERATING GREEN GROWTH” TO BECOME THE GLOBAL LEADER IN INNOVATIVE & SUSTAINABLE BUILDING SOLUTIONS



Accelerating
GROWTH



Expanding
**SOLUTIONS &
PRODUCTS**



Leading in
**INNOVATION &
SUSTAINABILITY**



Delivering
**SUPERIOR
PERFORMANCE**

STRATEGY 2025 – TARGETS

ACCELERATING GREEN GROWTH AND DELIVERING SUPERIOR PERFORMANCE



Accelerate Growth in Solutions & Products

30%

IN % OF GROUP NET SALES



Net Sales Growth

3% - 5%

ANNUALLY



Recurring EBIT Growth

Over Proportional

TO NET SALES GROWTH ANNUALLY



Sustainability

Accelerate Leadership



Cash Conversion

45%



ROIC

10%



Net Financial Debt to EBITDA

< 1.5x

SUSTAINABILITY TARGETS 2025 ACCELERATING GREEN GROWTH

ECO Pact

25%

% OF READY MIX
NET SALES



**Circular
Economy**

75

MILLION TONS



**Construction
Demolition Waste**

10

MILLION TONS



Green Capex

0.5

BILLION CHF



**Fresh Water
Withdrawal**

-25%

LITRES / TON IN
CEMENT



Diversity

+40%

MORE WOMEN IN
SENIOR
MANAGEMENT



Climate

520

KG NET CO₂ / TON
CEMENT



**Sustainable
Financing**

> 40%

LINKED TO
CLIMATE, WATER &
SAFETY GOALS

02.

HIGHLIGHTS AND KEY DEVELOPMENTS



*Gasholders Renovation, King's Cross, London
Built with Ductal® Ultra High Performance Concrete*

SUCCESSFUL TRANSFORMATION – PORTFOLIO SOLUTIONS & PRODUCTS ACQUISITIONS, BOLT-ONS & DIVESTMENTS

Solutions & Products

- Malarkey**
USA
Roofing systems


- SES Foam**
USA
Roofing & Insulation

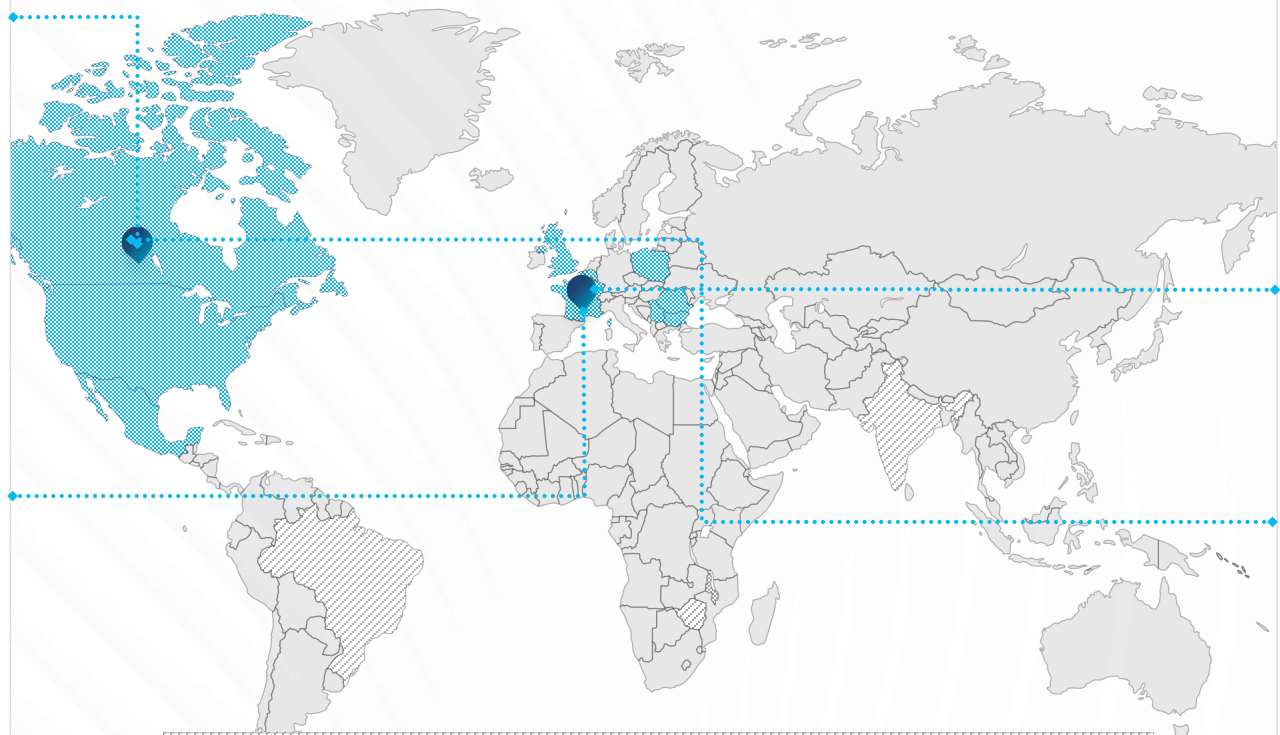

- PRB**
France
Specialty building solutions


- Cantillana**
Belgium
Specialty building solutions


- Izolbet**
Poland
Specialty building solutions


- Polymers Sealants**
North America
USA
Waterproofing & coatings






Divestments closed with total proceeds of USD 7.3 bn


- **Brazil**
Successful closing on September 6th, 2022


- **India**
Successful closing on September 15th, 2022


Aggregates & Ready-Mix


- FAMY**
France / AGG



- General Beton**
Romania / RMX & AGG



- Transport Stroy**
Bulgaria / RMX



- Concrecar**
Mexico / RMX



- Cajun Ready-Mix Concrete**
USA / RMX



- Teko Mining**
Serbia / AGG


- Mathers Group**
Canada / AGG


- OL-Trans***
Poland / RMX


- Wiltshire Concrete & Waste Management**
UK / RMX, AGG


- Basic Construction Company**
USA / AGG
Sand & gravel operations



SUCCESSFUL TRANSFORMATION – SOLUTIONS AND PRODUCTS

ATTRACTIVE SEGMENTS WITH ABOVE MARKET GROWTH & PRICING POWER



Continuous growth through **sustainability & innovation**



Growing and resilient demand in **repair** and **refurbishment**



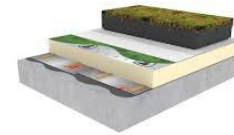
Increased demand for value-added products with premium pricing through **system** and **specification selling**



Technologies that offer solutions for **sustainability** and **reduction in carbon footprint**

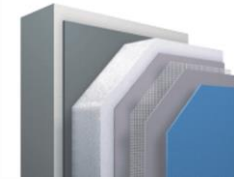


Higher cash conversion and **lower capital intensity**



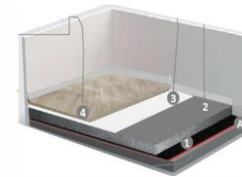
Roofing

From commercial flat roofs to residential shingles



Insulation

Thermal insulation systems for energy efficiency & green retrofitting



Tile adhesives

Advanced systems, decorative and functional

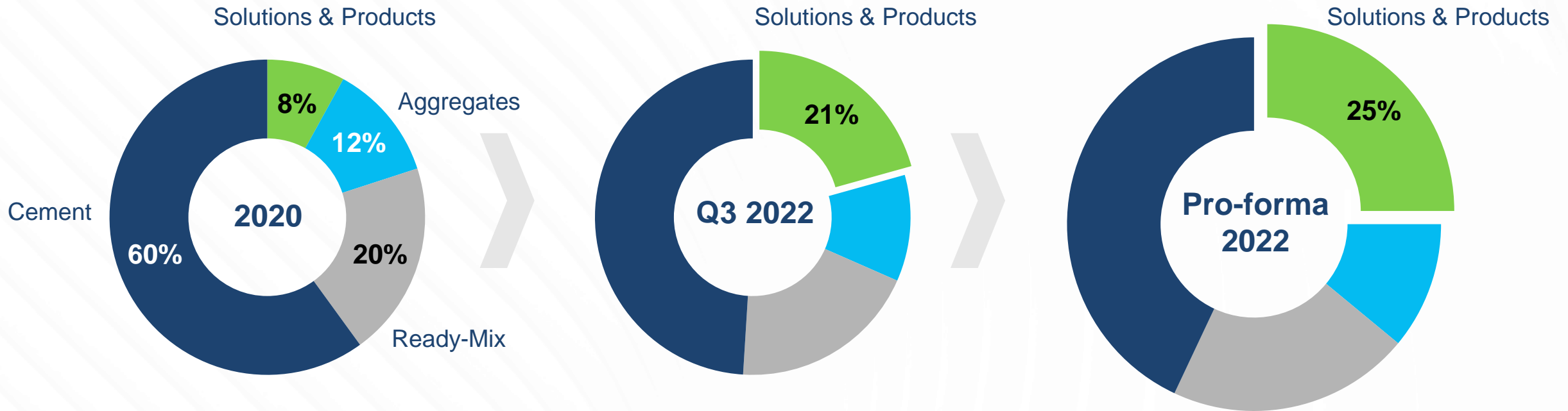


Facade

Internal and external wall systems from decoration to protection

SUCCESSFUL TRANSFORMATION – SOLUTIONS & PRODUCTS ALREADY 25% OF GROUP'S NET SALES IN 2022

NET SALES BY SEGMENT



SUCCESSFUL TRANSFORMATION – SOLUTIONS & PRODUCTS DRIVING PROFITABLE GROWTH

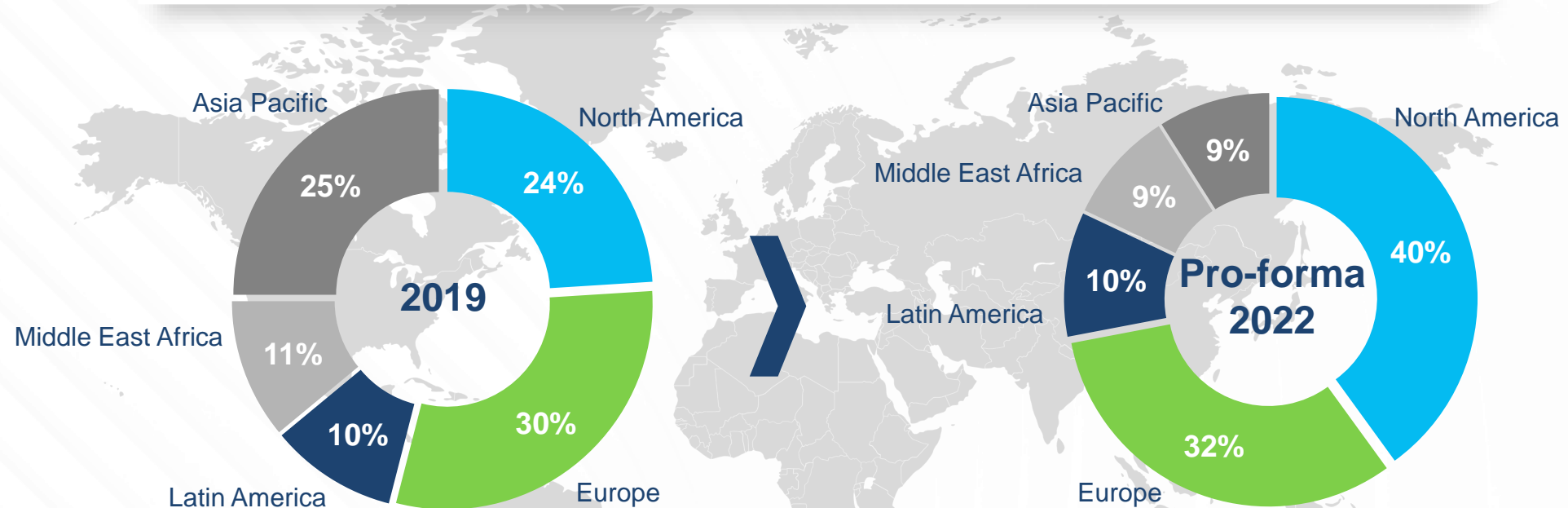
	 CEMENT	 AGGREGATES	 READY-MIX	 SOLUTIONS & PRODUCTS	TOTAL GROUP 9M 2022
					
NET SALES¹	11'837	2'324	4'307	4'258	22'725
	+5.0%	+5.1%	+12.8%	+67.6%	+14.5%
	+564	+113	+490	+1'717	+2'883
RECURRING EBIT	2'580	467	114	563	3'724
	-7.4%	+2.3%	+12.9%	+225.3%	+5.9%
	-206	+11	+13	+390	+208

CHF m

SUCCESSFUL TRANSFORMATION – GEOGRAPHIC PROFILE

FAST EXPANSION IN THE MOST ATTRACTIVE NORTH AMERICAN MARKET

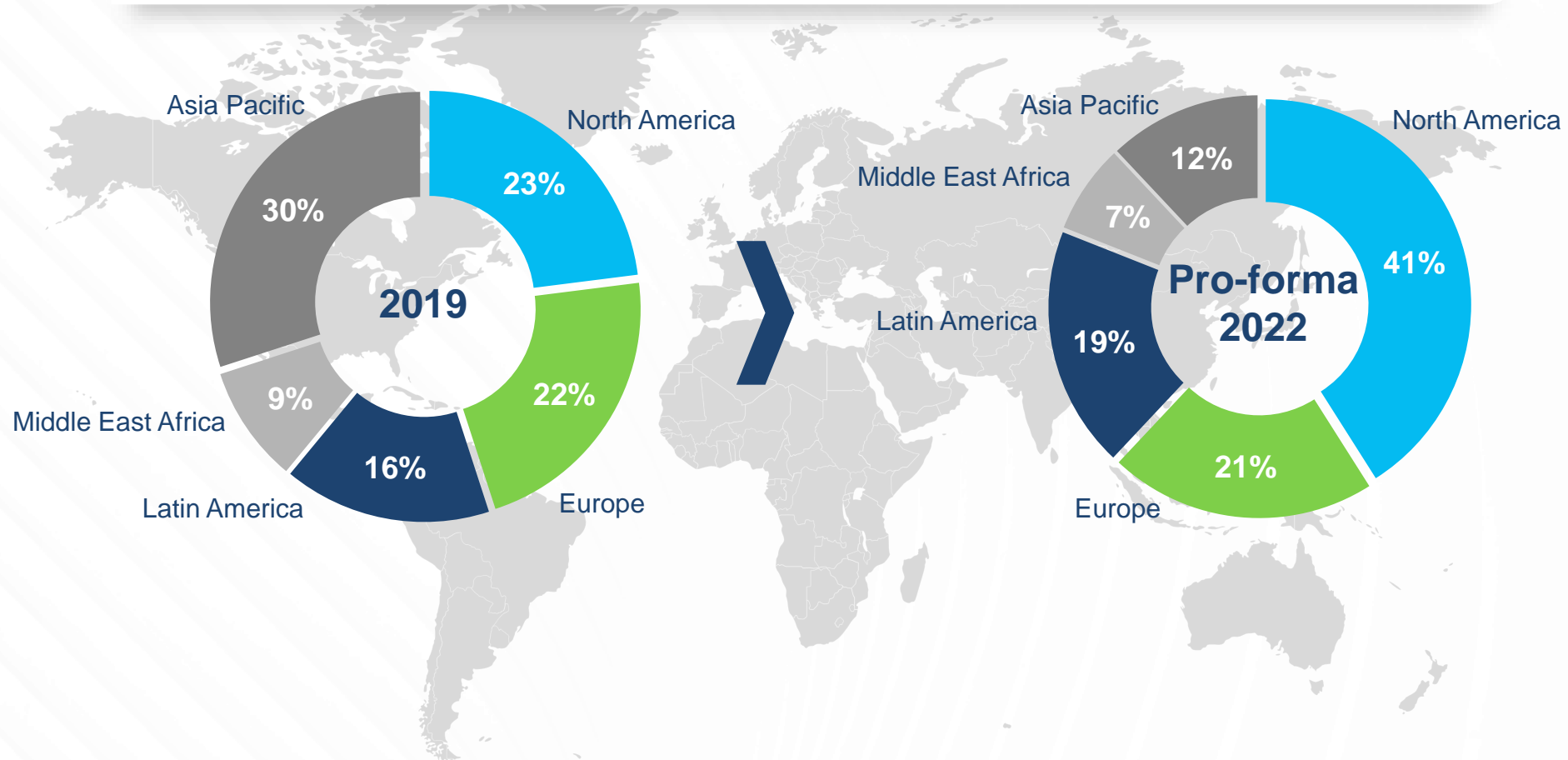
NET SALES BY REGION



Net Sales in mature markets from 59% in 2019 to 77% pro-forma in 2022

SUCCESSFUL TRANSFORMATION – GEOGRAPHIC PROFILE STRENGTHENED, RESILIENT EARNINGS PROFILE

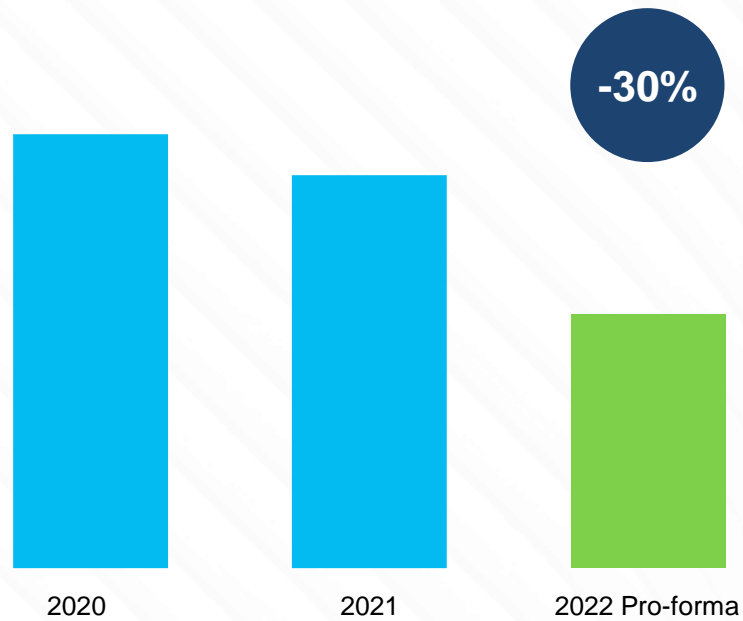
RECURRING EBIT BY REGION



SUCCESSFUL TRANSFORMATION – SUSTAINABILITY PROFILE

30% REDUCTION IN CO2 PER MILLION OF NET SALES IN 2022

CO2 PER MILLION OF NET SALES



*Striatus, first-of-its-kind 3D concrete printed bridge, Venice, Italy
Built with Holcim proprietary TectorPrint 3D printing ink*

CAPITAL ALLOCATION STRATEGY

PROFITABLE GROWTH TO CONTINUE, ATTRACTIVE RETURNS

USD 7.3 bn of proceeds from divestments to be used to fund:

1

PROFITABLE GROWTH AND CONTINUED M&A

Maintaining strict **value discipline**

2

STRONG BALANCE SHEET

Debt leverage of **around 1x** in 2022

3

ATTRACTIVE RETURNS TO SHAREHOLDERS

Launch of **share buyback** program

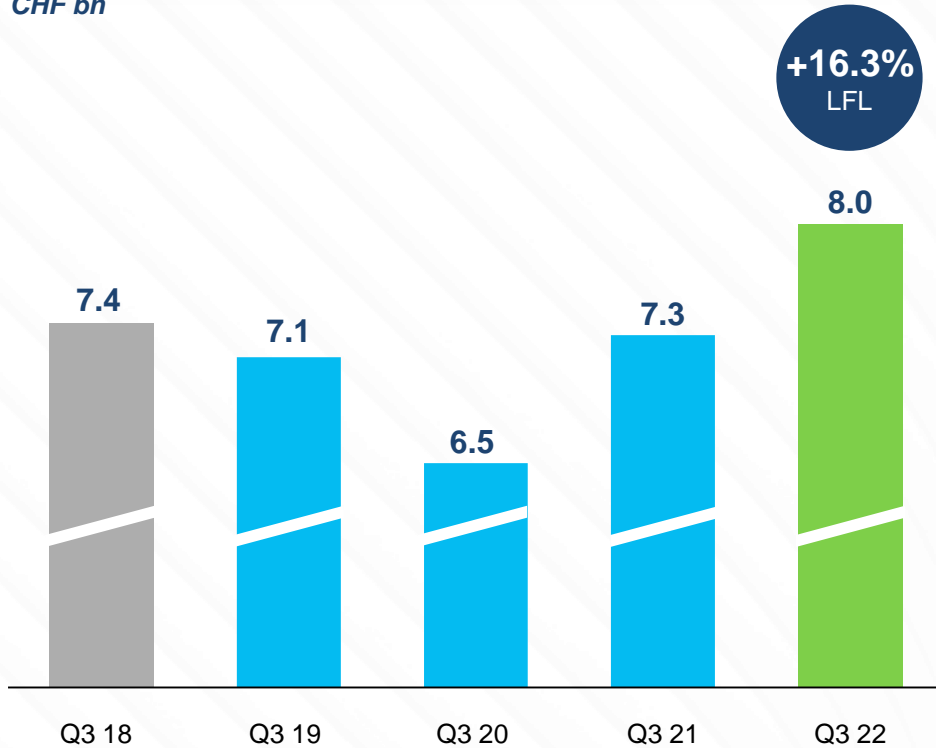
- Up to **40 million shares** for a **maximum amount of CHF 2 bn** if market conditions allow
- Start in **November 2022 until May 2023**
- Share buyback program to be executed on a **2nd trading line** at SIX Swiss Exchange
- **Shares cancellation** to be approved at the AGM, on **May 4th 2023**

DELIVERING SUPERIOR PERFORMANCE

CONTINUED RECORD PERFORMANCE IN Q3 2022

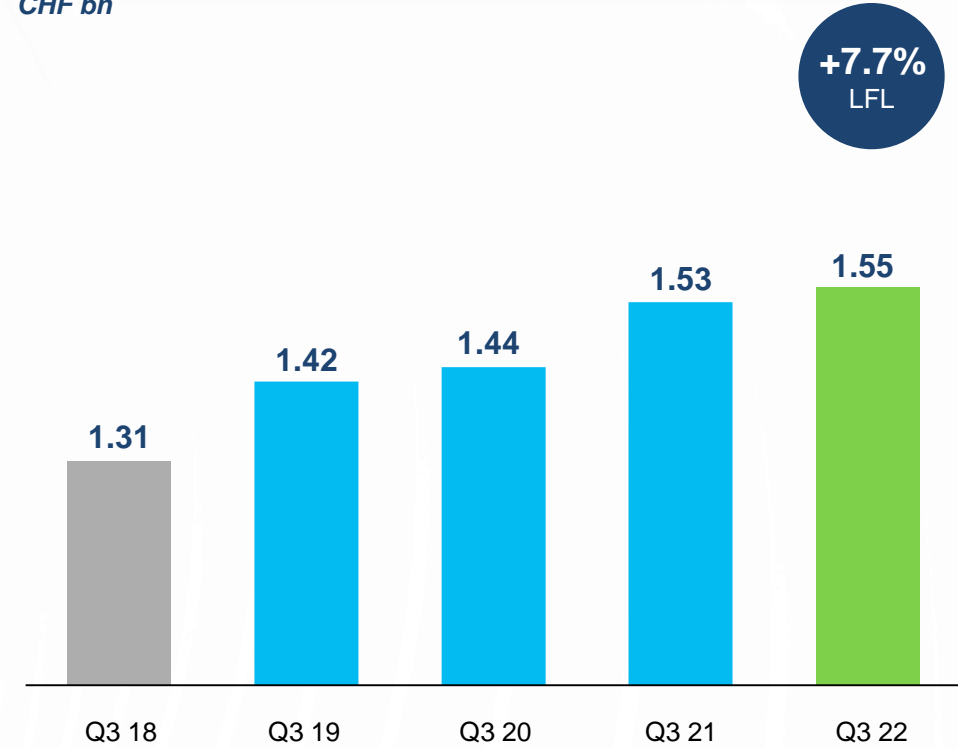
NET SALES

CHF bn



RECURRING EBIT

CHF bn



03.

OUTLOOK AND GUIDANCE 2022



Free Waldorf School, Germany

Built with Elevate RubberGard EPDM roofing system

OUTLOOK AND GUIDANCE 2022

NET SALES AND RECURRING EBIT GUIDANCE UPGRADED



Net Sales growth guidance **upgraded**: from at least 10% LFL to **at least 12% LFL**, Net Sales reaching **CHF 29 bn**

Double digit Net Sales growth in **Solutions and Products**, guidance **upgraded** to achieve **Net Sales of above CHF 5.5 bn**

Recurring EBIT guidance **upgraded**: from positive growth LFL to **mid single digit growth LFL**


Free Cash Flow **above CHF 3 bn**, before divestments and resolution with the U.S. Department of Justice

Debt leverage of around 1x

Strengthened sustainability profile with **reduction in CO2 per million of Net Sales by 30% in 2022***

* Pro-forma basis

UPCOMING EVENTS



FEBRUARY 24, 2023	Full Year 2022 Results
APRIL 21, 2023	Q1 2023 Trading Update
JULY 27, 2023	Half Year 2023 Results
OCTOBER 27, 2023	Q3 2023 Trading Update

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