

Q&A WITH JAN JENISCH



“Our future is Circular Construction. My vision is to build new from the old with recycled materials.”

high-performance culture. With our focus on impact, we delivered our Strategy 2022 one year in advance, setting solid foundations for our next era of growth.

We did this while putting sustainability at the core of our strategy, accelerating the deployment of our green building solutions, from ECOPact green concrete to smart roofing systems.

Q CAN YOU TELL US ABOUT “STRATEGY 2025 – ACCELERATING GREEN GROWTH?”

A A key driver of our “Strategy 2025 – Accelerating Green Growth” is our goal to reach 30% of Group net sales in Solutions & Products by 2025. With our new level of performance, we have the firepower to invest in the opportunities ahead to become the global leader in innovative and sustainable building solutions.

We have started off fast with our agreements to acquire Malarkey Roofing Products in the United States, a leader in residential roofing systems, and PRB Group, a leader in specialty building solutions in France. Both brands are recognized in their respective markets for their leadership in innovation and sustainability with advanced solutions from energy efficiency to renovation.

Firestone is obviously also a key part of this journey with its advanced flat roofing systems for commercial applications, with a broad range of solutions from green to cool roofs. It is already delivering double-digit sales growth and we have started its expansion into Latin America.

Delivering Record Financial Results

26.8BN
Net sales (CHF)

4.6BN
Recurring EBIT (CHF)

8.9%
ROIC

50%
CASH CONVERSION

10.0BN
NET DEBT (CHF)

Q WHAT WERE YOUR HIGHLIGHTS FOR 2021?

A First and foremost, I’m proud of our employees for keeping our people and communities safe. They navigated the COVID pandemic with extraordinary resilience and agility to deliver a record year for Holcim.

From a financial perspective we reached new levels of performance across all our key metrics, from net sales of CHF 26.8bn and over-proportional recurring EBIT of CHF 4.6bn, all the way to a net debt ratio of 1.4x. This is especially impressive for a year when we welcomed Firestone Building Products into the Group, accelerating our transformation to become the global leader in innovative and sustainable building solutions.

This was made possible by our empowered local leaders and

Q WHAT ABOUT THE OTHER BUSINESS SEGMENTS?

A Cement, ready-mix concrete and aggregates are integral to our strategy and vision. On our net-zero journey we are committed to leading their green transformation.

Today we offer the industry's broadest range of green concrete ECOPact and green cement ECOPlanet, starting with a 30% lower carbon footprint compared to standard and local materials and can go all the way to carbon neutral.

We keep on investing in innovative low-carbon raw materials to expand our green product formulation, from calcined clay and carbonated olivine, all the way to recycled construction and demolition waste.

Q SO WHAT IS YOUR VISION FOR THE FUTURE OF CONSTRUCTION?

A Our future is Circular Construction. Circularity is the opportunity of our time. It unlocks economic growth in a way that is climate-friendly, nature-positive and socially inclusive.

At Holcim, we are at the forefront of leading the shift to circular construction, innovating across three areas. We are recycling materials across everything we do with a focus on urban mining. We are reducing material use and

buildings' footprint through smart design and low-carbon solutions. And we are enabling the reuse of buildings, keeping them in use as long as possible, with green retrofitting, repair and renovation.

In Switzerland, we launched the world's first green cement Susteno with 20% recycled construction & demolition waste inside. This is just the beginning and we know we can go much further. I'm excited about the many opportunities ahead to scale up circular solutions that are good for people and the planet.

Q SO WHAT'S NEXT?

A More innovation. We're working on a range of next generation technologies, from digitalization and artificial intelligence, to breakthrough solutions like magnetizable concrete enabling road surfaces to recharge electric vehicles, all the way to over 30 pilot projects in carbon capture, usage and storage. We are partnering with the best and brightest minds around the world to get there faster, from start-ups, to like-minded companies, all the way to leading academics from MIT to ETH. Together we can make a bigger difference to accelerate our world's shift to net zero.

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ACCELERATING GREEN GROWTH

Jan Jenisch visiting Holcim's recycling center in Switzerland (left) and inaugurating Striatius Bridge in Venice (right).

