

RECORD PERFORMANCE AND SUCCESSFUL TRANSFORMATION

HOLCIM 2022 RESULTS



Jan Jenisch, CEO Holcim: 2022 was a remarkable year for Holcim.

I am so proud of how our 60 000 colleagues around the globe kept our customers running, without interruption, despite our challenging environment with geopolitical uncertainty and inflation pressure.

It was a year of record performance for Holcim across all our key financial metrics. Whether it's net sales, Recurring EBIT, free cash flow, earnings per share and especially the strength of our balance sheet. Holcim has never been stronger. This gives us the strength and freedom to invest in the future of Holcim.

HOW WOULD YOU DESCRIBE HOLCIM'S 2022 PERFORMANCE?

Jan Jenisch, CEO Holcim: First of all, I am extremely proud on how we are performing in our traditional business segments. From cement, aggregates to ready-mix concrete, we made so much progress this year. From safeguarding the margins to growth, to bolt-on acquisitions. And my favorite is the introduction of our green product range, ECOPact and ECOPlanet. I couldn't be more proud of how we are performing with Holcim's business. On top of that, we show great progress in expanding our fourth segment – Solutions & Products.

Last year we already reached 19% of our net sales in Solutions & Products and we are on target to make it 30 percent of Holcim by 2025. And we are continuing strong on this fast pace with the acquisition of Duro-Last – a US leader in roofing systems, that is highly complementary to our portfolio.

Another driver of our transformation is our fast expansion across our core markets, especially the most attractive north american market. North America reached 35 percent of our net sales, delivering high value profitable growth. And we further strengthened our footprint in our core markets with 13 bolt-on acquisitions to strengthen ready-mix & aggregates across Europe and North America.

TELL US ABOUT SOLUTIONS & PRODUCTS?

Jan Jenisch, CEO Holcim: In Solutions & Products we are focusing on the most attractive segments in construction. We are focusing on roofing, insulation, façades and tile adhesives. In roofing, we are on track to exceed our target of USD 4 billion net sales by 2025 in the fast-growing 40 billion north american roofing market. This means we reached 10 percent market share within two years. And we did it profitably, delivering 19 percent EBIT margin.

HOW DOES SOLUTIONS & PRODUCTS FIT HOLCIM'S STRATEGY?

Jan Jenisch, CEO Holcim: As a global leader in building solutions, we can leverage our capabilities across the entire construction value chain to offer more value to our customers. From our global footprint, our R&D and open innovation ecosystem to our access to architects, civil engineers, owners, construction companies and public authorities.

HOW IS HOLCIM ACCELERATING GREEN GROWTH?

Jan Jenisch, CEO Holcim: We are putting our capabilities to work to turn our customers' challenges into innovative building solutions. This is key when it comes to supporting their sustainability goals. It puts us in a prime position to be a partner of choice to decarbonize building at scale. A great example is our work with Amazon in the US. We are collaborating to make their data centers more sustainable, from ECOPact green concrete with a 40% lower CO2 footprint, to Elevate roofing systems for energy-efficiency.

As a global leader in building solutions, we are on a mission to decarbonize building, from the construction phase with low carbon solutions to making buildings more energy efficient in use, from roofing to insulation.

TELL US ABOUT HOLCIM'S VISION

Jan Jenisch, CEO Holcim: Sustainability is a top priority at Holcim - at the core of our strategy "Accelerating Green Growth" and vision to become the global leader in innovative and sustainable building solutions. This year we significantly strengthened the sustainability profile of our company, with a reduction in our CO2 intensity of over 20 percent.

Our sustainability leadership was recognized, from CDP with a Double-A ranking for climate and water to ESG ratings from Moody's to MSCI.

Taking a rigorous science-driven approach on our net zero journey, we upgraded our targets this year to be in line with the 1.5 degree scenario and validated by the Science-Based Targets initiative (SBTi).

A big thanks to my 60,000 Holcim colleagues around the world for making 2022 such an incredible year. Your resilience and drive made these record results possible, transforming our company at high pace and advancing our leadership in sustainability.

Now let's continue to decarbonize building, accelerate green growth and let us have another great year together.

