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Ad hoc announcement pursuant to Art. 53 LR

Holcim unlocks value with NextGen Growth 2030

- **Focused investment in most attractive markets from Latin America and Europe to North Africa and Australia**
- **Sustainability driving profitable growth with circular construction target of over 20 million tons of demolition materials recycled**
- **Expanding high-value Building Solutions¹ to reach 50% of net sales**
- **Average growth² of 3%-5% in net sales and 6%-10% in recurring EBIT per annum**
- **Strong cash generation to drive growth and attractive shareholder returns**

Holcim announces its new strategy - NextGen Growth 2030 - to be the leading partner for sustainable construction, following the planned listing of its North American business. With NextGen Growth 2030, Holcim will leverage its sustainability leadership to deliver profitable growth in Europe, Australia and North Africa, while accelerating growth in Latin America to benefit from strong market fundamentals and industrialization trends. Holcim will grow its addressable markets by expanding in high-value Building Solutions, from building systems to high-performance concrete. NextGen Growth 2030 will drive shareholder value with growth-focused capital allocation and value-accretive M&A.

Miljan Gutovic, CEO of Holcim: “Holcim is best positioned through NextGen Growth 2030 to benefit from the powerful megatrends shaping the future of construction, from urbanization to energy-efficient refurbishment. Expanding high-value Building Solutions is a key part of Holcim’s transformation. With this new strategy, we are unlocking significant growth opportunities to drive shareholder value.”

Holcim has a proven track record of growth and value creation. In 2024, Holcim in its post spin-off structure excluding North America reached net sales of CHF 16.3 billion, an industry-leading recurring EBIT margin of 17.4% and free cash flow before leases of CHF 2.2 billion. Since 2018, Holcim in its post spin-off structure has closed 91 value-accretive deals to optimize its portfolio.

NextGen Growth 2030 has four strategic drivers:

Focused investment in attractive markets

With established leadership positions in key markets, Holcim will accelerate growth through organic investments and value-accretive M&A. Holcim will benefit from increasing demand for its sustainable offering in Europe, and is best positioned to capture growth from industrialization trends and demand for mega construction projects in Latin America. In Asia, Middle East & Africa, Holcim will benefit from the strong growth fundamentals in its markets.

Sustainability driving profitable growth

Sustainability will advance net sales and margin expansion, as Holcim scales up its sustainable offering tailored to customer demand with ECOPact and ECOPlanet. Holcim is best positioned to accelerate circular construction, with its well-established footprint in metropolitan areas and its circular technology ECOCycle®, and is targeting more than 20 million tons of recycled construction demolition materials in 2030. It will invest and further innovate to accelerate decarbonization.

Expanding high-value Building Solutions

Holcim will expand its high-value Building Solutions, from foundation and flooring to walling and roofing systems. It will grow its addressable market by leveraging new sales channels, amplifying synergies, and through organic investments and value-accretive M&A. Holcim’s energy-efficient building systems will capture growing demand for repair and refurbishment solutions.

Performance culture and value creation

Holcim’s deeply embedded performance culture stems from a decentralized and lean business model that can swiftly adapt to market opportunities. Holcim post spin-off will have over 450 empowered local P&L leaders across its three regions. With a total estimated capital deployment capacity of CHF 18-22 billion from 2025 to 2030, Holcim will invest in organic growth and value-accretive M&A with attractive and progressive dividends. Excess capital will be allocated to large strategic acquisitions and opportunistic share buybacks.

2030 targets to capture NextGen Growth:

Financial	2030 Target	Sustainability	2030 Target
Average annual net sales growth ²	3% to 5%	ECOPact, ECOPlanet % of RMX, cement net sales	>50%
Average annual recurring EBIT growth ²	6% to 10%	Recycled construction demolition materials	20+ million tons
Average annual cash conversion ³ rate	50%	30% reduction in scope 1 net emissions vs 2020	<400 kg CO ₂ / t cementitious
Building Materials ⁴ / Building Solutions ¹ split	50% / 50% of net sales	Freshwater withdrawal reduction vs 2020	-33% liters / t cementitious

Event and resource information

The Holcim Investor Day will include presentations by Miljan Gutovic, CEO, and Steffen Kindler, CFO, which will be followed by a Q&A session. The live webcast will begin at 13:00 Central Europe Time and is expected to run until approximately 14:45 Central Europe Time. The webcast and accompanying presentations containing financial information, as well as selected financial information about Holcim’s operations post spin-off can be accessed from Holcim’s website at: <https://www.holcim.com/who-we-are/our-strategy/nextgen-growth>. A replay of the webcast will be available on the website after the event.

Important notes

'Holcim' refers to Holcim Ltd and its subsidiaries in its post spin-off structure, following the completion of the planned full capital market separation of the North American business (i.e. Amrize Ltd and its subsidiaries at the time of the spin-off), which is subject to shareholder approval at the Holcim Annual General Meeting on 14 May 2025 and other customary approvals.

Financial information refers to Holcim post spin-off, which differs from Holcim's audited consolidated financial information included in the 2024 Annual Report. Post spin-off Holcim financial information excludes the contribution of the North American business and transactions and separation costs in connection with the spin-off.

For further information please consult the important notes and disclaimer in the presentation containing the financial information available at <https://www.holcim.com/who-we-are/our-strategy/nextgen-growth>.

Alternative Performance Measures definitions

¹ **Building Solutions** refers to activities related to building systems & concrete and surfacing.

² In local currency, which excludes currency translation effects and large M&A, defined as divestments & acquisitions with annual net sales over CHF 200 million.

³ **Cash conversion** is free cash flow divided by recurring EBITDA. For the post spin-off strategy measures are presented before leases.

⁴ **Building Materials** refers to cement & aggregates.

This media release and other communications to investors contain certain financial measures of historical and future performance and financial positions that are not defined or specified by IFRS. A full set of APM definitions can be found on our website (available at <https://www.holcim.com/investors/publications/alternative-performance-measures/2024-alternative-performance-measures-en>).

Important disclaimer – forward-looking statements:

This document contains forward-looking statements. Such forward-looking statements do not constitute forecasts regarding results or any other performance indicator, but rather trends or targets, as the case may be, including with respect to plans, initiatives, events, products, solutions and services, their development and potential. Although Holcim believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions as at the time of publishing this document, investors are cautioned that these statements are not guarantees of future performance. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are difficult to predict and generally beyond the control of Holcim, including but not limited to the risks described in the Holcim's annual report available on its website (www.holcim.com) and uncertainties related to the market conditions and the implementation of our plans. Accordingly, we caution you against relying on forward-looking statements. Holcim does not undertake to provide updates of these forward-looking statements.