

NEXTGEN Growth

WE ARE HOLCIM

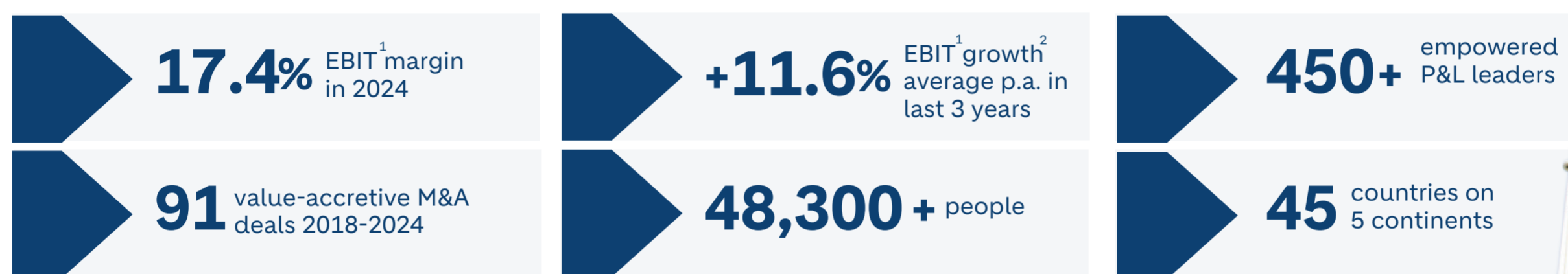
The leading partner for sustainable construction



“Holcim is best positioned through NextGen Growth 2030 to benefit from the powerful megatrends shaping the future of construction. With this new strategy, we are unlocking significant growth opportunities to drive shareholder value.”
Miljan Gutovic, CEO

HOLCIM POST SPIN-OFF

Proven track record of growth, performance and value creation



¹Recurring EBIT ² in local currency excluding large M&A

Headquartered in Zug, Switzerland. Listed on the SIX Swiss Exchange



Financial information refers to Holcim post spin-off, which differs from Holcim's audited consolidated financial information included in the 2024 Annual Report.

The leading partner for sustainable construction

Building Materials	Building Solutions	Serving customers across the built environment
<p>Decarbonized Cement</p> <p>Circular Aggregates</p>	<p>Energy-efficient Building Systems</p> <p>High-performance Concrete & Surfacing</p>	<p>■ Infrastructure ■ Industry ■ Buildings</p>

'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. All financial metrics referencing historical data prior to 2024 are adjusted to exclude contribution from countries divested as of 31 December 2023. Post spin-off Holcim financial information derives from Holcim's 2024 Group financial performance from which we excluded the contribution of the North American business and transaction and separation costs in connection with the spin-off.

NEXTGEN Growth

STRATEGY
2030

FOUR STRATEGIC DRIVERS



1

Focused investments in ATTRACTIVE MARKETS

Leveraging established leadership positions in key markets, accelerating growth in Europe, Latin America, and Asia, Middle East & Africa through organic investments and value-accretive M&A



2

SUSTAINABILITY driving profitable growth

Scaling sustainable offerings tailored to customer demand with ECOPact and ECOPlanet. Established footprint in metropolitan areas and circular technology ECOCycle®, targeting more than 20 million tons of recycled construction demolition materials in 2030



3

Expanding high-value BUILDING SOLUTIONS

From foundation and flooring to walling and roofing systems, growing its addressable market by: leveraging new sales channels and amplifying portfolio synergies, focusing on organic investments and value-accretive M&A



4

PERFORMANCE CULTURE and value creation

Decentralized and lean business model that can swiftly adapt to market opportunities. With over 450 empowered local P&L leaders, this delivers superior financial returns and value for people, customers and shareholders

2030 TARGETS

Financial

3% to 5% net sales growth¹
average p.a

6% to 10% recurring EBIT growth¹
average p.a

50% cash conversion rate²
average p.a.

50/50% Materials & Solutions
split of net sales

Sustainability

>50% ECOPact and ECOPlanet net sales
of ready-mix and cement

20+ Mt construction demolition materials
3X recycled volume of 2024

<400 scope 1 emissions³
30% reduction vs 2020

33% freshwater withdrawal⁴
reduction vs 2020

¹ In local currency, which excludes currency translation effects and large M&A, defined as divestments and acquisitions with annual net sales over CHF 200 million

² Before leases

³ kg CO₂ net/t cementitious

⁴ liter / t cementitious