

Key figures Holcim Group		2008	2007	+/-%	+/-% like-for-like
Annual production capacity cement	million t	194.4	197.8	-1.7	+0.8
Sales of cement	million t	143.4	149.6	-4.1	-0.2
Sales of mineral components	million t	4.8	5.5	-12.7	-9.1
Sales of aggregates	million t	167.7	187.9	-10.8	-12.3
Sales of ready-mix concrete	million m ³	48.5	45.2	+7.3	+3.8
Sales of asphalt	million t	13.5	14.8	-8.8	-8.8
Net sales	million CHF	25,157	27,052	-7.0	+4.3
Operating EBITDA	million CHF	5,333	6,930	-23.0	-10.1
Operating EBITDA margin	%	21.2	25.6		
EBITDA	million CHF	5,708	8,468	-32.6	
Operating profit	million CHF	3,360	5,024	-33.1	-19.4
Operating profit margin	%	13.4	18.6		
Net income	million CHF	2,226	4,545	-51.0	-44.0
Net income margin	%	8.8	16.8		
Net income – equity holders of Holcim Ltd	million CHF	1,782	3,865	-53.9	-48.0
Cash flow from operating activities	million CHF	3,703	5,323	-30.4	-18.8
Cash flow margin	%	14.7	19.7		
Net financial debt	million CHF	15,047	12,873	+16.9	+32.3
Funds from operation/Net financial debt	%	28.0	50.2		
Total shareholders' equity	million CHF	17,974	21,945	-18.1	
Gearing ²	%	83.7	58.7		
Personnel	31.12.	86,713	89,364	-3.0	-2.8
Earnings per dividend-bearing share ³	CHF	6.82	14.86	-54.1	
Total dividend	million CHF	594 ⁴	868	-31.6	
Dividend per share	CHF	2.25 ⁴	3.30	-31.8	

Principal key figures in USD (illustrative) ⁵					
Net sales	million USD	23,294	22,543	+3.3	
Operating EBITDA	million USD	4,938	5,775	-14.5	
Operating profit	million USD	3,111	4,187	-25.7	
Net income – equity holders of Holcim Ltd	million USD	1,650	3,221	-48.8	
Cash flow from operating activities	million USD	3,429	4,436	-22.7	
Net financial debt	million USD	14,195	11,392	+24.6	
Total shareholders' equity	million USD	16,957	19,420	-12.7	
Earnings per dividend-bearing share ³	USD	6.31	12.38	-49.0	

Principal key figures in EUR (illustrative) ⁵					
Net sales	million EUR	15,822	16,395	-3.5	
Operating EBITDA	million EUR	3,354	4,200	-20.1	
Operating profit	million EUR	2,113	3,045	-30.6	
Net income – equity holders of Holcim Ltd	million EUR	1,121	2,342	-52.1	
Cash flow from operating activities	million EUR	2,329	3,226	-27.8	
Net financial debt	million EUR	10,099	7,755	+30.2	
Total shareholders' equity	million EUR	12,063	13,220	-8.8	
Earnings per dividend-bearing share ³	EUR	4.29	9.01	-52.4	

¹ Net income plus depreciation, amortization and impairment.

² Net financial debt divided by total shareholders' equity.

³ EPS calculation based on net income attributable to equity holders of Holcim Ltd weighted average number of share.

⁴ Proposed by the Board of Directors.

⁵ Income statement figures translated at average rate; balance sheet figures translated at year-end rate.