

# 2023 INTEGRATED ANNUAL REPORT



## INTRODUCTION

In 2023, Holcim delivered record results, achieving our Strategy 2025 financial targets ahead of plan.



## RECORD RESULTS

27.0

Net sales  
CHF BN

4.8

Recurring EBIT  
CHF BN

3.7

Free Cash Flow  
CHF BN

20%

Reduction in  
CO<sub>2</sub>/net sales<sup>1</sup>

17.6%

Recurring EBIT margin

10.6%

Return on  
Invested Capital

5.42

Earnings per share<sup>2</sup>  
CHF

1.2×

Leverage ratio

<sup>1</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022

<sup>2</sup> Before impairment and divestments



### DELIVERING RECORD RESULTS

→ P16



### GROWING IN THE MOST ATTRACTIVE MARKETS

→ P34



### LEADING IN SUSTAINABILITY

→ P54

## CONTENTS

### STRATEGIC REVIEW

- 2** Record results in 2023
- 8** Chairman and CEO's Statement
- 12** Intention to list North American business in the U.S.
- 14** Our Executive Committee

### DELIVERING RECORD RESULTS

- 18** Achieving Strategy 2025
- 24** Acquisitions in 2023
- 26** Holcim at a glance
- 28** The strength of Holcim
- 30** Creating value for all
- 32** Global megatrends

### GROWING IN THE MOST ATTRACTIVE MARKETS

- 36** Region North America
- 38** Region Europe
- 40** Region Latin America
- 42** Region Asia, Middle East & Africa
- 44** Solutions & Products
- 48** Growing multi-billion Swiss franc brands
- 50** Innovation
- 52** Holcim MAQER Ventures

### LEADING IN SUSTAINABILITY

- 56** Chief Sustainability Officer's Letter
- 62** Sustainability performance highlights
- 64** [2023 Climate Report](#)
- 122** Building a nature-positive future
- 130** Building for people

### SUMMARY FINANCIAL INFORMATION

- 152** Capital market information
- 156** Consolidated statements

## ART. 964B SWISS CODE OF OBLIGATIONS

- [Read more on pages 434–435 in the 2023 Integrated Annual Report.](#)

## 2023 CLIMATE REPORT

Holcim's 2023 Climate Report is fully integrated in the 2023 Annual Report, based on Holcim's commitment to transparency and environmental responsibility.

- [Learn more on page 64](#)



# RECORD RESULTS IN 2023

2023 was a year of record results for Holcim. We reached a new level of financial performance based on our superior earnings profile, with industry-leading margins and a strong balance sheet.

## INDUSTRY-LEADING EARNINGS PROFILE

### NET SALES CHF

27.0BN

2022: CHF 29.2BN

### RECURRING EBIT CHF

4.8BN

2022: CHF 4.8BN

### RECURRING EBIT MARGIN

17.6%

2022: 16.3%

## GROWING IN THE MOST ATTRACTIVE MARKETS

### MATURE MARKETS<sup>1</sup>

78%

Share of net sales  
2022: 69%

### SOLUTIONS & PRODUCTS

21%

Share of net sales  
2022: 19%

### M&A TRANSACTIONS

28

2022: 23

## LEADING IN SUSTAINABILITY

### CO<sub>2</sub> REDUCTION

20%

CO<sub>2</sub>/net sales<sup>2</sup>

### CIRCULAR CONSTRUCTION

+24%

Recycling of construction demolition materials<sup>3</sup>

### CCUS PROJECTS

6

CCUS projects in execution

<sup>1</sup> Mature markets comprise North America, Europe and Oceania (Australia & New Zealand)

<sup>2</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022

<sup>3</sup> Compared to 2022

# RECORD RESULTS IN 2023

## RECURRING EBIT CHF BN

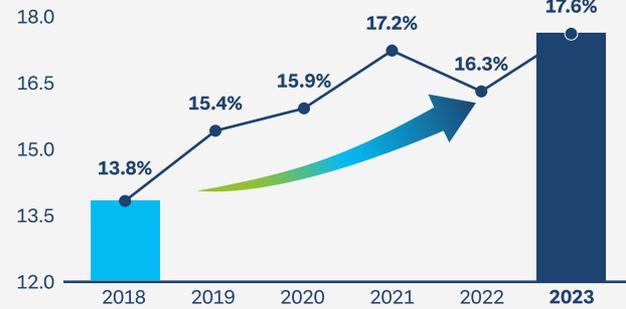
4.760BN

+14.7% organic growth



## RECURRING EBIT MARGIN %

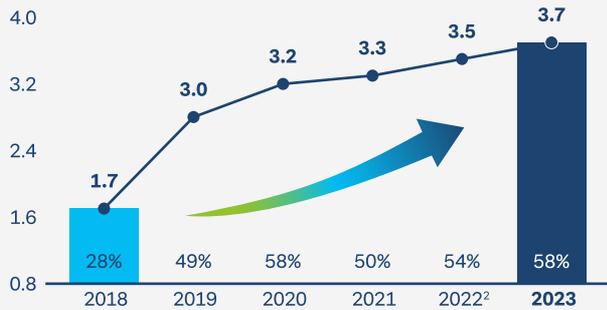
17.6%



## FREE CASH FLOW AFTER LEASES AND CASH CONVERSION CHF BN

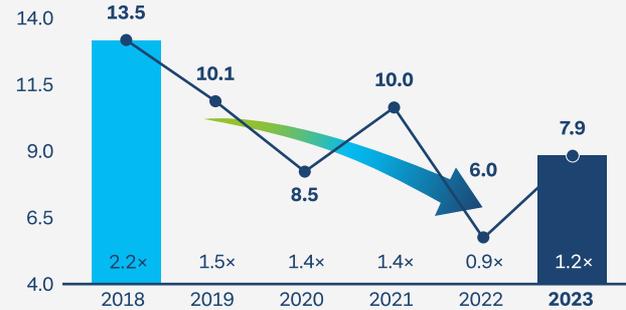
3.705BN

Cash conversion 58%



## LEVERAGE RATIO AND NET FINANCIAL DEBT CHF BN

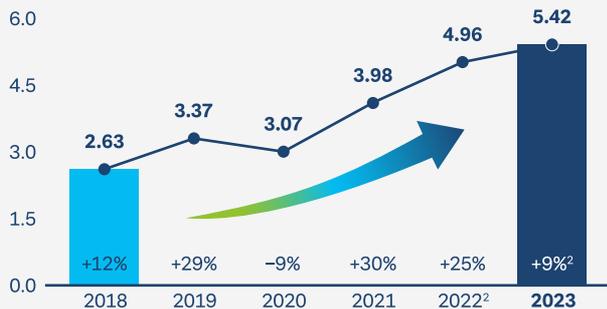
1.2x



## EPS<sup>1</sup> CHF

5.42

EPS growth: 9.2%<sup>2</sup>



## ROIC %

10.6%



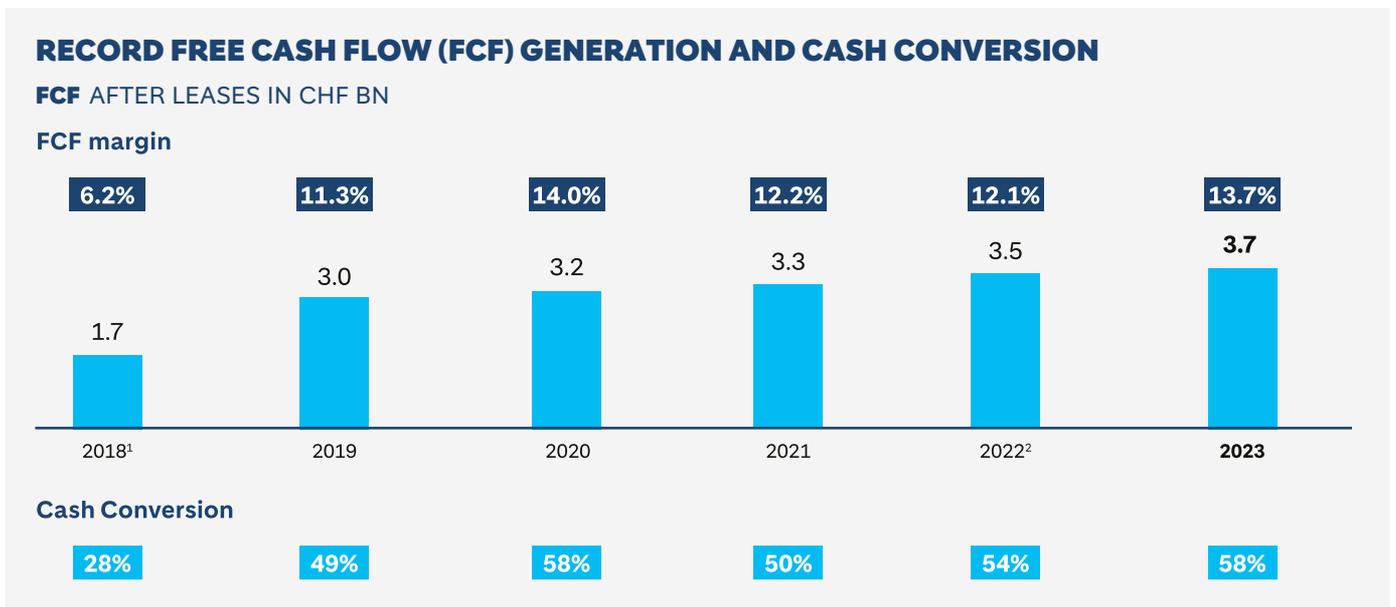
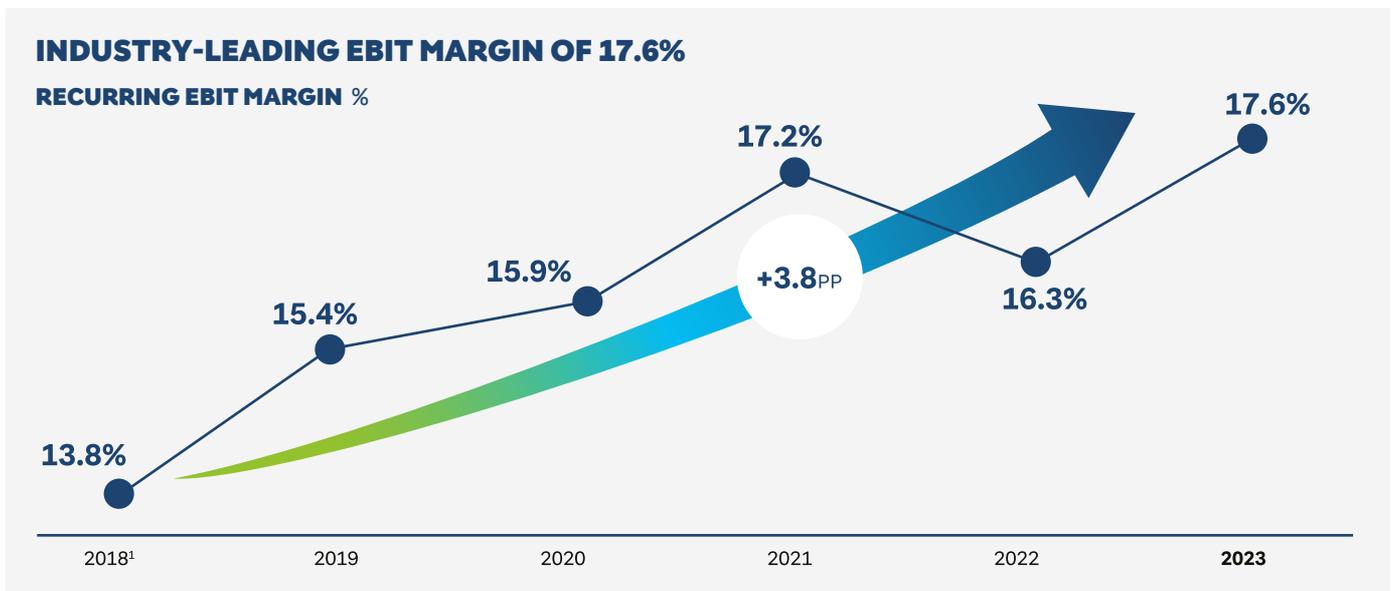
All 2018 figures on pre-IFRS 16 basis

<sup>1</sup> Before impairment and divestments

<sup>2</sup> Before resolution with U.S. Department of Justice (DOJ)

# RECORD RESULTS IN 2023

Our superior earnings profile includes an industry-leading margin, record free cash flow and strong balance sheet, to deliver attractive shareholder returns.



<sup>1</sup> Pre-IFRS-16

<sup>2</sup> Before resolution with the U.S. Department of Justice (DOJ)

## FINANCIAL STRENGTH FROM BALANCE SHEET TO CREDIT RATING

### ROIC %



### NET DEBT CHF BN



### DEBT LEVERAGE

Net debt/Recurring EBITDA



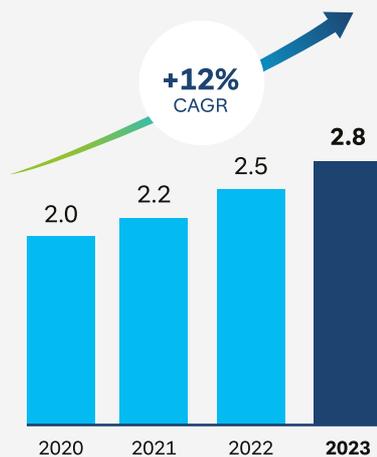
### CREDIT RATING

**2023**  
BBB+ | Baa1  
Outlook stable

**2018**  
BBB | Baa2  
Outlook negative

## DELIVERING SUPERIOR SHAREHOLDER RETURNS

### DIVIDEND PER SHARE CHF

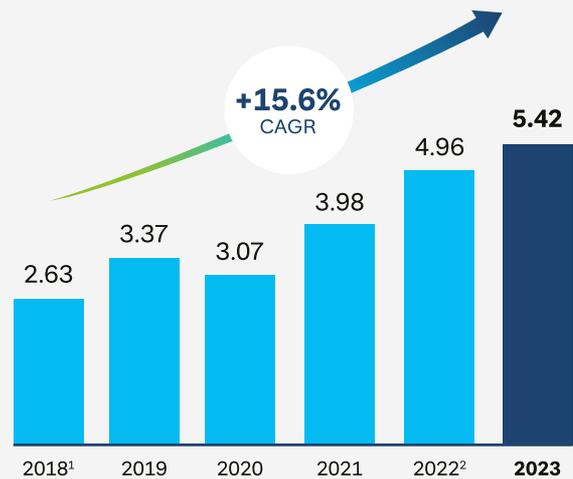


- **12 percent increase in dividend to CHF 2.80 per share will be proposed at AGM on 8 May 2024**
- Dividend to be paid out of foreign capital contribution reserves and is **not subject to Swiss withholding tax**

## OUTSTANDING GROWTH IN EARNINGS

### EARNINGS PER SHARE CHF

before impairment and divestments



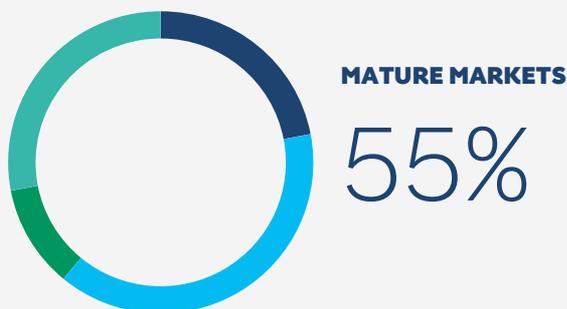
<sup>1</sup> Pre-IFRS-16

<sup>2</sup> Before resolution with the U.S. Department of Justice (DOJ)

## GROWING IN THE MOST ATTRACTIVE MARKETS

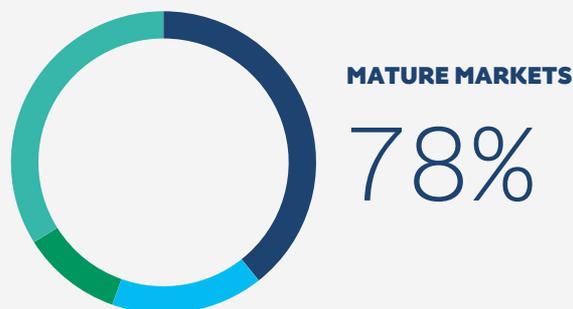
### FAST GROWTH IN MATURE MARKETS<sup>1</sup>

#### NET SALES BY MARKET<sup>2</sup> %



**2018**

● North America	22%
● Asia, Middle East & Africa	39%
● Latin America	11%
● Europe	28%

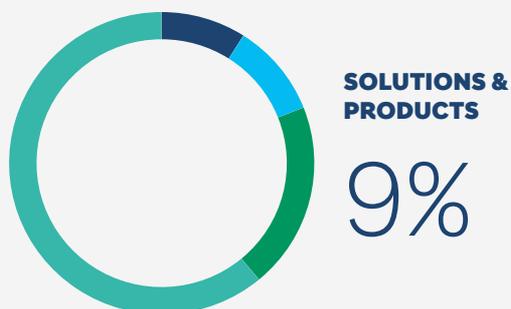


**2023**

● North America	39%
● Asia, Middle East & Africa	16%
● Latin America	11%
● Europe	34%

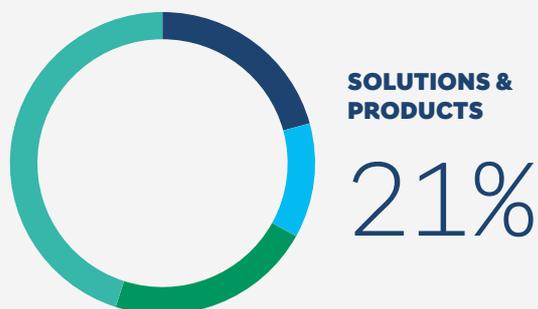
### RAPID EXPANSION IN SOLUTIONS & PRODUCTS<sup>3</sup>

#### NET SALES BY PRODUCT PORTFOLIO %



**2018**

● Solutions & Products	9%
● Aggregates	10%
● Ready-mix	20%
● Cement	61%



**2023**

● Solutions & Products	21%
● Aggregates	12%
● Ready-mix	22%
● Cement	45%

<sup>1</sup> Mature markets comprise North America, Europe and Oceania (Australia & New Zealand)

<sup>2</sup> Net sales to external customers, excluding trading activities

<sup>3</sup> Net sales to external customers

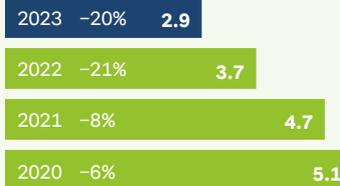
## LEADING IN SUSTAINABILITY

### ACCELERATING GREEN GROWTH

#### CO<sub>2</sub> REDUCTION

20%

CO<sub>2</sub>/net sales<sup>1</sup>



#### RECOGNIZED LEADER



### ADVANCING CIRCULAR CONSTRUCTION

8.4M

Tons of construction demolition materials recycled  
2022: 6.8M tons

+24%

Recycling of construction demolition materials<sup>2</sup>

**ECO**Cycle  
The Circular Technology

### LEADING IN CARBON CAPTURE, UTILIZATION AND STORAGE (CCUS)

6

CCUS projects in execution

5M

Tons of CO<sub>2</sub> to be captured per annum by 2030

8M

Tons of net-zero cement produced per annum by 2030



### BUILDING A NATURE-POSITIVE FUTURE

#### FRESHWATER

298

Specific freshwater withdrawal L/ton of cementitious material  
2022: 304 L/ton

#### BIODIVERSITY

64%

Active and non-active quarries assessed using BIRS<sup>3</sup>  
2022: 48%

#### PARTNERING FOR IMPACT



<sup>1</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022

<sup>2</sup> Compared to 2022

<sup>3</sup> Biodiversity Indicator and Reporting System (BIRS)

# HOLCIM STRONGER THAN EVER WITH RECORD RESULTS IN 2023

In 2023, we delivered record results and achieved our Strategy 2025 financial targets two years ahead of plan, while growing in the most attractive markets and leading in sustainability.



Jan Jenisch  
Chairman & CEO

## Dear shareholders,

With record results in 2023, Holcim is stronger than ever. We delivered record results and a superior earnings profile, with industry-leading margins and a strong balance sheet, enabled by our empowered and accountable performance culture. We launched “Strategy 2025 – Accelerating Green Growth” in 2021, and have achieved our financial targets two years ahead of plan.

Moving our business from volume to value, we have successfully shifted to the most attractive markets as well as businesses with strong growth drivers and margins led by our advanced building solutions and brands. We accelerated our leadership in sustainability, making decarbonization a driver of profitable growth.

## 2023 was a year of record results

With our empowered performance culture, our 63,448 colleagues worldwide delivered record results. They went above and beyond to deliver advanced building solutions for our customers, with our leading brands from ECOPact and Elevate to Fuerte representing 30 percent of our net sales. Thanks to our broad-based, profitable organic growth, we achieved a superior earnings profile, with an industry-leading Recurring EBIT margin of 17.6 percent, as well as record Free Cash Flow of CHF 3.7 billion, while reducing our CO<sub>2</sub> per net sales by 20 percent compared to 2022.

**“With record results in 2023, Holcim is stronger than ever. We achieved our Strategy 2025 financial targets two years ahead of plan.”**

**RECORD RESULTS IN 2023**

27.0BN

Net sales  
CHF

4.8BN

Recurring EBIT  
CHF

17.6%

Recurring EBIT margin

3.7BN

Free Cash Flow after leases  
CHF

21%

Net sales from  
Solutions & Products

20%

Reduction in  
CO<sub>2</sub>/net sales<sup>1</sup><sup>1</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022**Growing in the most attractive markets**

We continued our fast-paced growth in the most attractive markets, increasing our share of net sales in mature markets from 55 percent in 2018 to 78 percent in 2023, while expanding rapidly in Solutions & Products, up from 9 to 21 percent of net sales over the same period.

In North America, we almost doubled net sales from USD 6 billion to more than USD 11 billion in three years. The region now represents 39 percent of our net sales. As a standalone entity, our North American business is ideally positioned to play a key role in the region's reindustrialization, accelerated by infrastructure investments - from data centers enabling the AI economy and logistics platforms for e-commerce, to battery factories supporting the transition to electric vehicles.

In Europe, we made decarbonization a driver of profitable growth and launched our sector's most ambitious net zero targets this year. Making net-zero cement a reality at scale in this decade, we aim to offer eight million tons of fully decarbonized cement per annum by 2030, as we scale up our carbon capture, utilization and storage (CCUS) technologies. We have six projects in execution that have been selected for grants from the European Union (EU) Innovation Fund to capture five million tons of CO<sub>2</sub> a year by 2030.

With our strong market positions in Latin America, we delivered leading profitable growth, playing an essential role in the region's infrastructure growth and modernization with our advanced building solutions. For example, in Mexico we are at the core of signature infrastructure projects including the Maya Train, which is connecting the main cities of the Yucatán Peninsula, and the Libertad Dam in Monterrey with ECOPact inside, which will be the longest dam in Latin America.

In Asia, Middle East and Africa, we achieved strong value creation and margin expansion, while sharpening our geographic footprint. We delivered broad-based profitable growth in some of the world's fastest urbanizing markets and led strong performance in its most attractive markets like Australia.

We continued to expand Solutions & Products, with 11 strategic value-accretive acquisitions, from the iconic roofing brand Duro-Last in the U.S. to FDT Flachdach Technologie in Germany, becoming a global leader in advanced roofing and insulation systems. With our state-of-the-art operations and R&D centers, we are delivering 80 percent of sales in system selling in commercial roofing, to offer superior customer value. Making this business a resilient engine of profitable growth, we are focusing on the repair and refurbishment market - with 70 percent of net sales in re-roofing - while expanding our range of advanced mortars for the renovation market in Europe.



### Leading in sustainability

We advanced our leadership in sustainability, reducing our CO<sub>2</sub> per net sales by 42 percent versus 2020. Leading the transition to sustainable building with innovative solutions, we accelerated green growth with our billion Swiss-franc sustainable brands. ECOPlanet low-carbon cement reached CHF 2.2 billion in net sales, while ECOPact low-carbon concrete delivered CHF 1.1 billion in net sales. To drive circular construction in every metropolitan area where we operate, we launched our ECOCycle® technology platform, and increased recycling of construction demolition materials by 24 percent year-on-year to build new from old.

### Changes in leadership

Beat Hess decided to stand down as Chairman at last year's Annual General Meeting. The Board of Directors and I sincerely thank Beat for his outstanding leadership as Chairman over the past seven years, during which he played an instrumental role in ensuring the company's successful transformation while overseeing the development of the Board of Directors. Our record results in 2023 show that Beat left Holcim in a state which is stronger than ever.

I am honored to stand for re-election as Chairman at the AGM this year, and am very pleased that the Board has appointed Miljan Gutovic as Holcim's next CEO, who will follow in my footsteps on 1 May 2024.

Since joining Holcim in 2018, Miljan has successfully led two of Holcim's regions, firstly as Head of Region Middle East and Africa, and then in his current role as Head of Europe and Operational Excellence.

A highly qualified successor, Miljan has played a central role in Holcim's successful transformation to become the leader in innovative and sustainable building solutions. Making decarbonization a driver of profitable growth, he strengthened our business with record profitability in Europe, while closing strategic transactions and building winning teams.

# 2.80

Proposed dividend per share for 2023 CHF

### Intention to list our North American business in the U.S.

On the back of our record performance in 2023, we began the new year by announcing our intent to list our North American business in the U.S., to unlock our next level of growth and value creation. We have the strength and scale to create two regional champions to fully capitalize on our markets' growth opportunities.

Our rock star North American business will become the leading pure-play building solutions company in North America. Holcim, post-U.S. listing, will aim to strengthen its position as the leader in innovative and sustainable building solutions.

With their market-leading positions, both champions will deliver superior value with their market-specific strategies, focused capital allocation, and fully dedicated leadership teams. They will play to win in their markets, to be the preferred partner for our customers with the most advanced solutions, while generating superior returns for their shareholders.

### Our people make this possible

We owe Holcim's record results to the passion and expertise of our people with their unstoppable winning spirit. They bring our purpose – to build progress for people and the planet – to life across all our markets every day.

A safe and healthy working environment is of the utmost importance to all of us, and I commend the important work our colleagues have done this year to further improve our Health & Safety performance. More remains to be done to reach our goal of zero harm, and we will strive for this in 2024.

**“I sincerely thank all our colleagues for going above and beyond to make Holcim the great company it is today.”**



[Watch video online here](#)

To all our colleagues, I sincerely thank you for going above and beyond to make Holcim the great company it is today, as we lead the transition to sustainable building. I hope that reading about our teams' achievements in this report will inspire you as much as it inspires me.

As we move forward in 2024, we are committed to another year of record results and value creation for all of our stakeholders. Thank you, dear shareholders, for the trust that you continue to place in us as we build progress together.

**JAN JENISCH**  
Chairman & CEO



In September 2023, Washington, D.C. hosted Holcim's Senior Leaders Meeting, where colleagues from around the globe met to exchange best practices and explore progress towards shared goals

# HOLCIM READY FOR NEXT LEVEL OF GROWTH AND VALUE CREATION

On 28 January 2024, we announced our intent to list our North American business in the U.S. with a full capital market separation, to create the leading pure-play building solutions company in the region.

## Creating the leading pure-play building solutions company in North America

Our North American business has a proven track record of outstanding profitable growth.

With its leading geographic footprint, it is ideally positioned to be the partner of choice for North American customers and capitalize on the strong construction spend and once-in-a-generation infrastructure investments across the region.

It will be committed to driving long-term growth and unlocking value for all its stakeholders. The transaction is expected to be completed in the first half of 2025.



Populus Hotel in Denver, Colorado (U.S.), built with ECOPact low-carbon concrete, takes inspiration from Colorado's native aspen trees, with its windows mimicking the pattern of tree trunks

## Holcim to strengthen its leadership in innovative and sustainable building solutions

Post the U.S. listing of North America, Holcim will advance its leadership in innovative and sustainable building solutions.

Maximizing value creation with its leading market positions across Europe, Latin America, Asia, Middle East & Africa, it will accelerate decarbonization and circularity as drivers of profitable growth.

The business aims to deliver industry-leading margins, cash generation and attractive shareholder returns, and is expected to remain in the Swiss Market Index.



**“This next step of growth and value creation is possible thanks to the outstanding leadership of our empowered teams around the world, delivering record results year after year.”**

**JAN JENISCH**  
Chairman and CEO

The city of Vienna, Austria, has set ambitious goals to implement a circular economy in construction – with the aim of reducing resource consumption and emissions by 2030

# OUR EXECUTIVE COMMITTEE

Holcim's dedicated leadership team is delivering on our strategy worldwide and decarbonizing building for a net-zero future.

Back row, left to right

**MATHIAS GAERTNER**  
Head Legal and Compliance

**MILJAN GUTOVIC**  
Region Head Europe and  
Chief Executive Officer Designate

**TOUFIC TABBARA**  
Region Head North America

**STEFFEN KINDLER**  
Chief Financial Officer

**OLIVER OSSWALD**  
Region Head Latin America

**MARTIN KRIEGER**  
Region Head Asia, Middle East & Africa

Front row, left to right

**JAMIE M. GENTOSO**  
Global Head Solutions & Products  
Business Unit

**JAN JENISCH**  
Chairman and Chief Executive Officer

**NOLLAIG FORREST**  
Chief Sustainability Officer

**FELICIANO GONZÁLEZ MUÑOZ**  
Head Human Resources

Learn more about our leadership team

[↩](#) See page 186 in the 2023 *Integrated Annual Report*





# DELIVERING RECORD RESULTS

We achieved our Strategy 2025 financial targets ahead of plan. By accelerating growth, expanding Solutions & Products and leading in sustainability and innovation, we are transforming and delivering superior performance.

Washington, D.C. is the world's first LEED® Platinum city with the full spectrum of Holcim's sustainable building solutions inside

**IN THIS SECTION**

- 18** Achieving Strategy 2025
- 24** Acquisitions in 2023
- 26** Holcim at a glance
- 28** The strength of Holcim
- 30** Creating value for all
- 32** Global megatrends

**ACHIEVING STRATEGY 2025**

# Delivering record results

When Holcim launched “Strategy 2025 – Accelerating Green Growth” in 2021, our aim was to transform the company to become the global leader in innovative and sustainable building solutions. Today, we are achieving our financial targets two years ahead of plan.

We have moved our business from volume to value, and successfully shifted to the most attractive markets, as well as segments with strong growth drivers and high margins, such as North America.

At the same time, we have invested in innovation to develop low-carbon, circular and energy-efficient building solutions and grow our leading brands.

Throughout this journey, we have put sustainability at the core of our business, rethinking our operations from end-to-end and positioning ourselves as a first mover on net zero, circularity and nature.

The result is record performance. Holcim has delivered strong net sales and Recurring EBIT growth, while focusing on high value creation. The value we have created benefits all of our stakeholders – investors and customers, our people, communities and the planet.

[↗](#) Learn more on our website

**“In 2023, we delivered on our strategy, and shifted to the most attractive markets.”**

**JAN JENISCH**  
Chairman & CEO

# ACHIEVING STRATEGY 2025

In 2023, Holcim achieved the financial targets of “Strategy 2025 – Accelerating Green Growth” two years ahead of plan.

## STRATEGY 2025

**NET SALES GROWTH**

3–5% **ORGANIC P.A.**

**RECURRING EBIT GROWTH**

**OVER-PROPORTIONAL  
TO NET SALES  
GROWTH ANNUALLY**

**ACCELERATE GROWTH  
IN SOLUTIONS & PRODUCTS**

30% **OF GROUP  
NET SALES**

**CASH CONVERSION**

45%

**ROIC**

10%

**NET FINANCIAL DEBT  
TO EBITDA**

<1.5×

“Holcim’s new level of financial performance is driven by its superior earnings profile, which is based on industry-leading margins and a strong balance sheet, to deliver attractive shareholder returns.”

JAN JENISCH  
Chairman & CEO

## 2023 RESULTS

+6.1% **ORGANIC** 

+14.7% **ORGANIC** 

21% **ON TRACK**

58% 

10.6% 

1.2× 

**ACHIEVING  
STRATEGY 2025  
FINANCIAL  
TARGETS TWO  
YEARS AHEAD  
OF PLAN**

# ACHIEVING STRATEGY 2025 FINANCIAL TARGETS TWO YEARS AHEAD OF PLAN



## ACCELERATING GROWTH

### STRATEGIC AIM

Holcim is capitalizing on megatrends and specific regional growth drivers to achieve profitable above-market growth. By investing in innovative and sustainable building solutions, we offer high-value benefits to our customers, helping to address their sustainability challenges.

### 2023 Highlights

- Record Recurring EBIT of CHF 4.8 billion driven by low-carbon products
- 28 acquisitions in high-value markets
- Rebalanced portfolio with mature markets<sup>1</sup> representing 78 percent of net sales

### 2023 Related KPIs

- +6.1 percent organic net sales growth
- +14.7 percent organic growth in Recurring EBIT
- 17.6 percent Recurring EBIT margin
- 58 percent cash conversion

### 2023 PROGRESS

Holcim continued to drive growth through acquisitions, investing in innovation and sharpening our portfolio towards high-value end markets and attractive regions.

We acquired 28 businesses: 17 bolt-on acquisitions in cement, aggregates and ready-mix, and 11 acquisitions in Solutions & Products. Leveraging regional growth drivers in 2023, we enhanced value creation and saw strong performance across all regions.

In the North America region, increased demand led to record net sales of CHF 6.7 billion and profitability of 21.7 percent Recurring EBIT margin.

A strong increase in profitability in Europe (15.8 percent Recurring EBIT margin), was driven by decarbonization.

Latin America saw continued profitable growth with 15.4 percent organic growth in Recurring EBIT due to near-shoring and infrastructure projects. In Asia, Middle East and Africa, organic growth of 5.8 percent net sales was broad based, despite softness in China.

### 2024 PRIORITIES

- Invest in decarbonization and circular construction to drive profitable growth in Europe
- Pursue further value-accretive acquisitions
- Continue our expansion in the attractive North American market
- Accelerate growth in advanced roofing and insulation systems
- Maintain focus on deal execution and value for shareholders, including profitable growth and shareholder returns

➔ Read how we are Growing in the Most Attractive Markets on page 34



Holcim contributed to the Arlington Memorial Bridge's first rehabilitation since its opening in 1932 – one of the largest infrastructure projects in the U.S. National Park Service's history

<sup>1</sup> Mature markets comprise North America, Europe and Oceania (Australia & New Zealand)



## EXPANDING SOLUTIONS & PRODUCTS

### STRATEGIC AIM

Holcim aims to capture the high profitability and attractive growth potential offered by our advanced roofing and insulation systems, which are benefiting from strong underlying demand, favorable government incentives and resilient demand from the repair and refurbishment market.

### 2023 Highlights

- Acquisition of roofing brand Duro-Last in North America
- Six acquisitions in Europe in roofing, precast and Specialty Building Products
- Four acquisitions in Latin America in roofing and Specialty Building Products

### 2023 Related KPIs

- CHF 5.6 billion net sales
- 21 percent of Group net sales
- 80 percent of sales from advanced system selling in commercial roofing

### 2023 PROGRESS

We continued to expand Solutions & Products, becoming a global leader in advanced roofing and insulation systems.

Roofing acquisitions included Duro-Last advanced roofing systems in North America.

In Latin America, we acquired Indar and PASA in Mexico, Quimexur in Argentina and Minerales y Agregados in Guatemala.

In Europe, Holcim acquired FDT Flachdach Technologie and Cooper Standard Technical Rubber in Germany, HM Factory in Poland,

Besblock and Eco-Readymix in the UK and Arterpref in Spain.

Net sales growth in Solutions & Products for the full year was 8.6 percent lower on an organic basis. Despite a strong underlying market demand, growth was dampened due to customers building up roofing inventory during the first half of 2022, followed by a severe destocking starting in the fourth quarter of 2022 and ending mid-year of 2023. With destocking now complete, we returned to a positive net sales growth in the fourth quarter of 2023.

### 2024 PRIORITIES

- Pursue value-accretive acquisitions, expand into other regions
- Continue to invest in acquired businesses to further strengthen margins
- Increase production capacity to take advantage of market growth
- Drive system selling – from full roof design and insulation to installation

[→ Read more about Solutions & Products on page 44](#)



Our roofing products range from pitched residential roofs to flat commercial roofing



## LEADING IN SUSTAINABILITY

### STRATEGIC AIM

Sustainability is at the core of our growth strategy. We are decarbonizing construction with innovative low-carbon and circular solutions. By engaging with partners across our value chain, we are accelerating demand and capturing above-market profitable growth.

### 2023 Highlights

- Launch of Europe’s first calcined clay low-carbon cement operation
- Launch of ECOCycle® circular technology recycling platform
- Six CCUS projects selected for grants from the European Union Innovation Fund

### 2023 Related KPIs

- 3 percent CO<sub>2</sub> net/ton cementitious material reduction<sup>1</sup>
- 20 percent CO<sub>2</sub>/net sales reduction<sup>2</sup>
- 8.4 million tons of construction demolition materials (CDM) recycled
- CHF 241 million of CapEx is taxonomy-aligned

### 2023 PROGRESS

To reduce the clinker factor and decarbonize cement, we are replacing limestone with innovative mineral components, e.g. calcined clay and construction demolition materials (CDM).

In 2023, we launched Europe’s first calcined clay low-carbon cement operation in France, enabling us to deliver ECOPlanet low-carbon cement with 50 percent lower CO<sub>2</sub>.

We also launched ECOCycle®, a proprietary platform to drive circular construction at scale across key metropolitan areas.

We continued to decarbonize our plants with Geocycle, replacing fossil fuels with alternatives for clinker production. In Europe, we already substitute over 80 percent of fossil fuels at 11 of our plants.

CCUS will help us achieve our net-zero roadmap, and six full-scale projects across Europe have been selected for grants from the European Union (EU) Innovation Fund that are planned to go live before 2030, allowing us to capture five million tons of CO<sub>2</sub> and deliver eight million tons of fully decarbonized cement a year.

### 2024 PRIORITIES

- Lead decarbonization of the built environment by promoting the value of sustainability to customers and industry partners
- Achieve double-digit growth in CDM
- Reduce CO<sub>2</sub> net/ton of cementitious material 2-4 percent versus 2023 in line with 2025 goal
- Advance 17 flagship CCUS projects under development worldwide

➔ [Read how we are Leading in Sustainability on page 54](#)



Built using Holcim’s low-carbon cement, Campus Aspern Seestadt in Vienna, Austria, covers 90 percent of its energy needs thanks to a geothermal energy process optimized by thermal concrete activation

<sup>1</sup> Compared to 2022

<sup>2</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022

## STRATEGY 2025 IN ACTION



### ACCELERATING GROWTH MILAN METRO

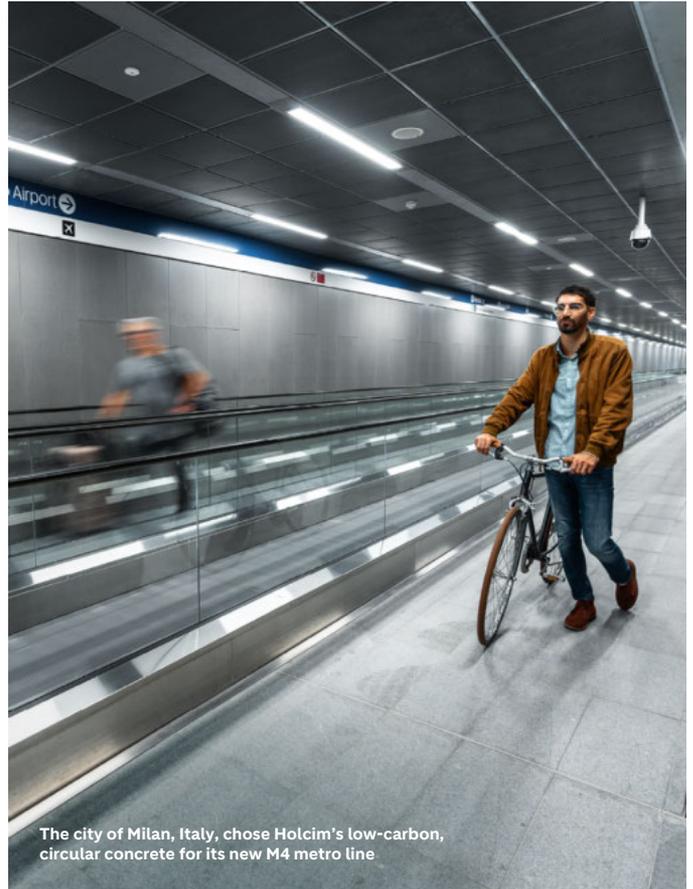
Projects like this one in Milan, Italy, show how we are putting our solutions to work to decarbonize construction in cities and improve quality of life.

Authorities in the city chose our low-carbon, circular solutions to expand the metro. In July 2023, Milan opened San Babila, the latest station on the new M4 line. Once finished, the line will connect the east and west of the city in under 30 minutes, and will be able to transport over 85 million people each year.

Holcim played a key role in the construction, supplying concrete made with low-carbon pozzolanic cement and half a million tons of excavation materials sourced onsite from the project.

Taken together, these solutions reduced CO<sub>2</sub> emissions by at least 30 percent, while significantly reducing the amount of virgin aggregates needed.

→ For more about our decarbonized solutions see page 74



The city of Milan, Italy, chose Holcim's low-carbon, circular concrete for its new M4 metro line.



### EXPANDING SOLUTIONS & PRODUCTS DURO-LAST

By acquiring Duro-Last in 2023, we bolstered our roofing offer in North America and positioned ourselves to meet growing demand for re-roofing.

When Crothersville Junior/Senior High School in Indiana, U.S., needed a new roof to improve energy efficiency and waterproofing, as well as install solar panels, school officials turned to Duro-Last.

The company removed and recycled the old roof via its "Recycle Your Roof" program, to create new roofing and flooring materials. A new solar-enabling roof system was installed, including Duro-Last Membrane and Duro-Guard®, Duro-Last's range of thermal roofing insulation systems to improve energy and heat loss. More drains were also added to direct water off the roof and away from solar panels.

→ For more on Solutions & Products see page 44



### LEADING IN SUSTAINABILITY ADVANCED CRUSHING

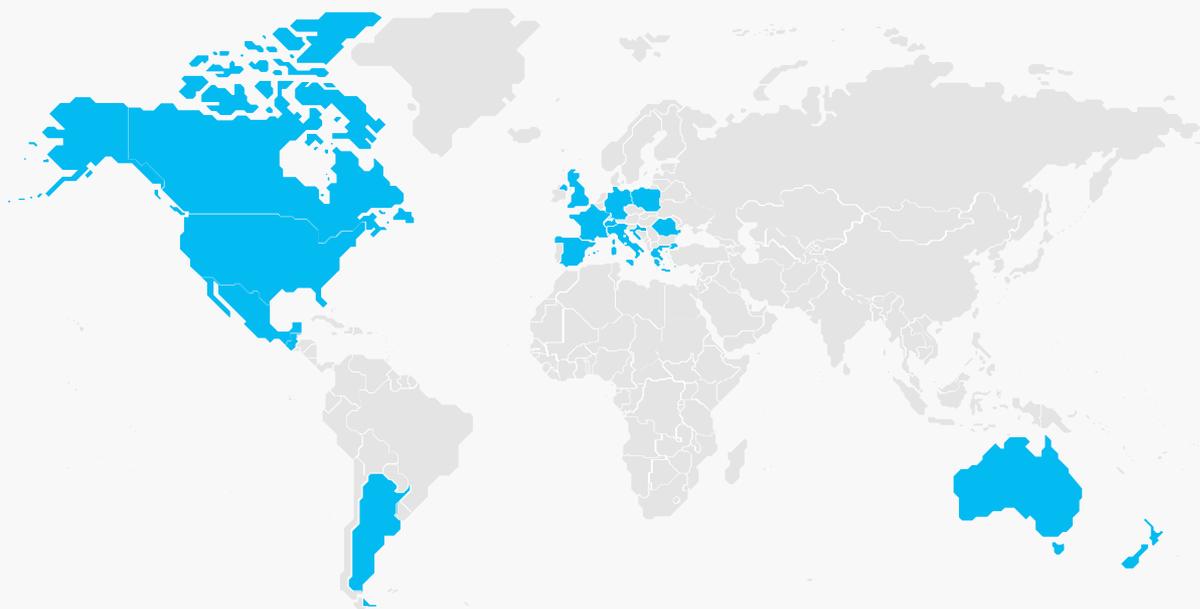
We launched our new advanced crushing system to scale-up our ECOCycle® circular technology platform. Using this technology, we can recycle 100 percent of concrete-based construction demolition materials (CDM) into new building solutions.

Our new facility at Saint-Laurent de Mure near Lyon, France, receives, processes and upcycles CDM from the city's metropolitan area into new environmentally advanced building solutions.

Using ECOCycle®, we can produce superior quality recycled construction aggregates for high-end applications. Additionally, this technology allows us to produce cement-rich fractions that we can use to replace limestone in cement making, which helps to decarbonize its manufacture.

→ For more on circular construction see page 102

# 28 ACQUISITIONS IN 2023



## SOLUTIONS & PRODUCTS

### ROOFING

Quimexur

**Argentina** | Roofing & waterproofing

Cooper Standard  
Technical Rubber  
**Germany** | Roofing systems

FDT Flachdach  
Technologie  
**Germany** | Roofing systems

Indar

**Mexico** | Roofing & retail offering

PASA®

**Mexico** | Roofing & waterproofing

Duro-Last

**U.S.** | Roofing systems

### SPECIALTY BUILDING SOLUTIONS

Minerales y Agregados  
**Guatemala** | Mortars & adhesives

Eco-Readymix  
**UK** | Mortars, AGG, RMX

### PRECAST

HM Factory  
**Poland**

Besblock  
**UK**

Artepref  
**Spain**

## CEMENT, AGGREGATES AND READY-MIX

### U.S.

Pioneer Landscape  
Centers  
AGG

Tezak Heavy  
Equipment  
AGG

### CANADA

Westridge Quarries  
AGG

### AUSTRALIA

Vic Mix  
RMX

### NEW ZEALAND

AML<sup>1</sup>  
RMX

### EUROPE

Beton Zdrug D.o.o.  
**Croatia** | AGG

Ol-Trans  
**Poland** | RMX

Chrono Chape  
**France** | RMX

Stones Business  
Development  
**Romania** | AGG

Klaus Heinz Group  
**Germany** | AGG, RMX, CDM

Elite Cements S.L.  
**Spain** | Cement

Larsinos  
**Greece** | AGG, RMX

Fanger Kies und Beton  
**Switzerland** | AGG, RMX

W.A.T.T. Recycling  
**Greece** | CDM, Recycling

Sivyer Logistics  
**UK** | CDM, AGG, RMX

Nicem  
**Italy** | AGG

OCL Regeneration  
**UK** | CDM

<sup>1</sup> Ready-mix operations acquired from AML Ltd



The acquisition of Duro-Last in 2023 enhances our integrated roofing offer, as seen here at Crothersville High School in Indiana, U.S.

Through our disciplined M&A approach for superior value creation, Holcim has delivered 97 value-accretive transactions since 2018, with six major acquisitions in Solutions & Products, 72 bolt-on acquisitions and 19 divestments including India, Indonesia, Brazil and Malaysia.

In 2023, we continued the fast-paced execution of our transformation with 28 value-accretive acquisitions, expanding in Solutions & Products while strengthening our aggregates and ready-mix segments in core markets.

Solutions & Products acquired the iconic Duro-Last brand in the U.S., a leader in commercial roofing systems, with a track record of double-digit growth in North America's highly profitable roofing market, which is worth over USD 40 billion.

Building on our growth in North America, we also accelerated the expansion of our roofing platform in Europe and Latin America.

In Europe, we acquired FDT Flachdach Technologie and Cooper Standard Technical Rubber in Germany, bringing strengths in thermoplastic roofs, as well as highly durable and technical products used for roofing systems.

We expanded our European business in precast, advanced mortars and adhesives too, acquiring Eco-Readymix and Besblock in the UK, HM Factory in Poland and Artepref in Spain.

In Latin America, we advanced our ambition to become a leader in roofing and waterproofing systems, expanding our position by acquiring Quimexur in Argentina and PASA in Mexico. By acquiring Indar, a leading hardware wholesaler in that country, we added more than 10,000 products to our Disensa retail network.

## 97 VALUE-ACCRETIVE TRANSACTIONS 2018–2023

# 6

### Solutions & Products major acquisitions

- Firestone Building Products
- Malarkey Roofing Products
- Duro-Last
- Polymers Sealants North America (PSNA)
- SES Foam LLC
- PRB Group

# 72

### Bolt-on acquisitions in attractive markets

- 41 in Europe
- 22 in North America
- 5 in Latin America
- 4 in Asia Pacific

# 19

### Divestments

including India, Indonesia, Brazil, Malaysia

# HOLCIM AT A GLANCE

As a global leader in innovative and sustainable building solutions, we are working for our customers to build better with less, and advance our range of higher strength, low-carbon, circular and energy-efficient solutions.

## WHAT WE STRIVE FOR

At Holcim we are leading the transition to sustainable building by decarbonizing construction as a driver of profitable growth. After achieving Strategy 2025 financial targets two years ahead of plan, we are driving growth with industry-leading margins, by delivering value over volume with our strong brands and advanced building solutions.

We have successfully shifted our focus to the most attractive markets, like North America, which represents 39 percent of net sales. We became a leader in advanced roofing and insulation systems with 11 acquisitions since 2021, and are leading the way in decarbonization in Europe to offer eight million tons of fully decarbonized cement per year by 2030. We invested for the future, too in 2023, with 28 value-accretive acquisitions.

With sustainability at the core of everything we do, we create value for people and the planet. In 2023, we reduced CO<sub>2</sub> per net sales by 20 percent versus 2022, and we are accelerating this momentum with sustainable brands that generate billions in sales.

## WHAT WE OFFER



### SOLUTIONS & PRODUCTS

In advanced roofing, insulation and specialty building solutions, our focus is on system selling, as well as repair and refurbishment to create superior value – making buildings more energy-efficient, resilient and long lasting.



### AGGREGATES

We offer aggregates for the most demanding construction projects, from sustainably sourced materials to construction demolition materials.



### READY-MIX CONCRETE

Concrete is the most used man-made material in the world, and it is at the core of decarbonizing construction at scale. From ECOPact to DYNAMax, our high-performance, innovative, sustainable solutions are designed to build better with less.



### CEMENT

We are at the forefront of decarbonizing cement with ECOPlanet, the industry's broadest range of low-carbon cement, and are aiming to produce eight million tons of fully decarbonized cement per annum by 2030.

[Read more about Holcim's building solutions online](#)

63,448

People (full-time equivalent)

60

Markets

## HOLCIM AROUND THE WORLD

### NORTH AMERICA

North America is Holcim's largest market with 39 percent of Group net sales. Since 2020, we have rapidly grown our business from USD 6 billion to USD 11 billion today. We continue to increase our market share, and expand our footprint via organic growth and acquisitions.

With leading positions across all business lines and a state-of-the-art operational footprint with more than 850 sites, we are uniquely positioned to accelerate growth. North America is one of the most attractive fast-growth construction markets in the world today, with a USD 175 billion addressable market for Holcim.

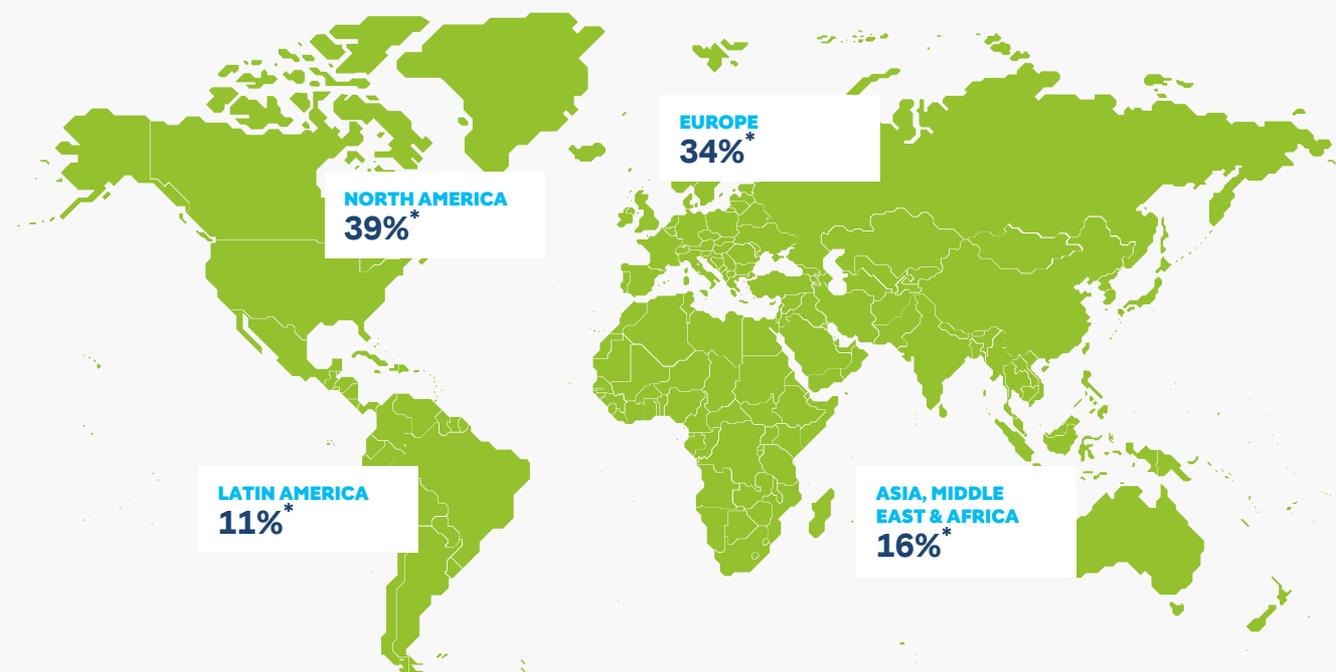
We are capitalizing on its construction boom and once-in-a-generation infrastructure investments, with over 100 infrastructure projects already secured for 2023–2026.

### EUROPE

Europe is leading the shift to sustainable building, making decarbonization a driver of profitable growth, with the most ambitious targets in the industry. It is shifting from volume to value with its strong brands and range of advanced building solutions for low-carbon and circular construction.

We are ramping up carbon capture, utilization and storage (CCUS) with six full-scale projects in execution, selected for EU funding, to capture five million tons of CO<sub>2</sub> and offer eight million tons of fully decarbonized cement per annum by 2030.

Driving circular construction across all key metropolitan areas where we operate, we aim to recycle 20 million tons of construction demolition materials each year by 2030, operating over 150 recycling technology sites.



### LATIN AMERICA

In Latin America, Holcim is positioned in the most high-value segments to support the region's dynamic modernization and infrastructure growth. In Mexico, we are at the core of signature projects from the Maya train and the Libertad dam in Monterrey, to manufacturing facilities, booming with the nearshoring trend.

With its strong market positions and premium solutions, this region delivers the most profitable growth within Holcim. As an integrated construction company, Holcim is present in nine countries, with a broad range of advanced solutions, from cement and ready-mix to admixtures, mortars, roofing and waterproofing.

### ASIA, MIDDLE EAST & AFRICA

In Asia, Middle East and Africa, we are delivering strong value creation with margin expansion, while sharpening our footprint with selective divestments, including the signed divestments of our businesses in South Africa, Uganda and Tanzania. This region is focused on broad-based profitable organic growth in some of the fastest urbanizing markets.

Holcim is investing to further accelerate decarbonization, while we are launching and expanding sales of innovative low-carbon products, driven by the growing use of alternative fuels, as well as renewable energy and adoption of calcined clay.

\* Percentages refer to share of net sales to external customers, excluding trading activities, by market

# THE STRENGTH OF HOLCIM

Holcim's industry-leading earnings profile and record results position it to capitalize on growing demand and create stakeholder value.



## ATTRACTIVE MARKETS

**Accelerating growth in mature markets with our range of advanced building solutions.**

- 39 percent of Group net sales in North America. With leading positions in all business lines, we are capitalizing on strong construction spend and infrastructure investments.
- 34 percent of net sales in Europe, with leadership in decarbonization and circularity driving profitable growth. Shifting from volume to value with our strong brands.
- 11 percent of net sales in Latin America, an emerging market with high margins and strong cash generation, with strong performance led by Mexico.
- 16 percent of net sales in Asia, Middle East & Africa. A focus on value, performance and margins for profitable growth; strong results led by Australia.

78%

**Holcim's net sales in mature markets<sup>1</sup>**



## HIGH-VALUE SOLUTIONS

**Our portfolio of innovative and sustainable building solutions is driving profitable growth.**

- Shifting from volume to value, we offer our customers innovative and sustainable building solutions, with multi-billion CHF brands from ECOPact and ECOPlanet, to Elevate and ECOCycle®.
- Solutions & Products is a leader in advanced roofing systems in North America, and has expanded its European footprint in precast, mortars and adhesives – with recent acquisitions including PRB Group. In Latin America, the segment is advancing its ambition with key acquisitions in roofing and waterproofing.
- Using Holcim's R&D engine we drive cutting-edge innovation for customers, from 3D printing to ultra-high strength concrete.

21%

**Group net sales from Solutions & Products**



## LEADER IN SUSTAINABILITY

**With sustainability at the core of our strategy, we offer advanced low-carbon, circular and energy-efficient solutions for a net-zero future.**

- Holcim's net-zero targets are validated by the Science Based Targets initiative (SBTi) for all scopes. In Europe, we have the industry's most ambitious CO<sub>2</sub> reduction targets.
- Our innovative and sustainable solutions are now multi-billion brands delivering premium margins.
- We are decarbonizing our operations. With six full-scale CCUS projects across Europe selected for grants from the EU Innovation Fund, we aim to capture five million tons of CO<sub>2</sub> each year by 2030 and offer eight million tons of fully decarbonized cement per annum.

20%

**Reduction in CO<sub>2</sub>/net sales<sup>2</sup>**

<sup>1</sup> Mature markets comprise North America, Europe and Oceania (Australia & New Zealand)

<sup>2</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022



## EMPOWERED LEADERSHIP

**Holcim's superior performance is driven by empowered leadership with a strong performance culture.**

- Deeply embedded performance culture with more than 500 profit and loss (P&L) leaders empowered for customer-centric decision-making.
- Transparent and accountable performance management with a focus on Group targets.
- Embedded disciplined and value-focused acquisition framework, from valuation and due diligence to transaction closing, integration and synergies delivery.
- World-class Gallup employee survey results with 90 percent participation rate.
- Well-established Business School, from early career to leadership development, with 85 percent internal promotion rate.

# 500+

**P&L leaders empowered to deliver our targets**



## SUPERIOR EARNINGS

**We have the strongest earnings profile in our sector with industry-leading margins and Free Cash Flow generation.**

- This is driven by our value over volume strategy, Holcim's innovative and sustainable solutions and our leadership in advanced roofing systems.
- Average growth of +0.8pp per annum in Group Recurring EBIT margin since 2018, with over-proportional growth in organic Recurring EBIT as part of our Strategy 2025.
- For the fifth consecutive year, Holcim generated more than CHF 3 billion of Free Cash Flow (FCF) after leases<sup>1</sup>, reaching an industry-leading FCF margin of >12 percent.
- Record FCF after leases of CHF 3.7 billion in 2023.

# 3.7BN

**CHF generated in Free Cash Flow after leases in 2023**



## SHAREHOLDER VALUE

**We deliver above-market returns and shareholder value with profitable growth, industry-leading margins and strong cash flow.**

- Strong Return on Invested Capital (ROIC) of 10.6 percent with 4.1 percentage points improvement since 2018.
- Sharpened geographic footprint in most attractive mature markets, led by superior returns, growth and leading technology and sustainability.
- Strong shareholder returns: CHF 8.8 billion cash returned to shareholders since 2018.

# 61%

**Average dividend payout ratio over the past six years**

<sup>1</sup> Before resolution with U.S. Department of Justice (DOJ)

# CREATING VALUE FOR ALL



## CUSTOMERS

Our low-carbon and circular building solutions help our customers meet sustainability and performance goals and obtain valuable certifications, such as LEED®, BREEAM® and WELL®. Covering the full value chain, from circular aggregates and low-carbon cement to advanced roofing and insulation, our solutions suit new constructions, as well as repair and refurbishment projects, and can be used in all types of buildings and infrastructure, from roads and tunnels to offices and wind turbines.

→ Read more on page 98

600

New products launched

19%

ECOPact share of total ready-mix net sales



## PEOPLE

We are committed to attracting the best talent and fostering an inclusive, winning, high-performance culture based on continuous improvement. We promote diversity and empower young talent in strategic priority areas such as decarbonization and digitalization. Through annual employee surveys of our 63,448 people worldwide and our emphasis on continuous learning, we enable employees to realize their potential and accelerate green growth.

→ Read more on page 132

90%

Participation in employee satisfaction survey

1,209

Holcim people participated in a global leadership program



## PLANET

Holcim is becoming a net-zero company with 1.5°C targets validated by the Science Based Targets Initiative (SBTi). We are on a mission to decarbonize building with circularity at the core of everything we do. At the same time, we are contributing to a nature-positive future through our science-based approach. This is focused on restoring and preserving biodiversity and freshwater ecosystems, while bringing more nature into cities.

→ Read more in our Climate Report on page 64

402M

Green CapEx invested CHF

8.4M

Tons of construction demolition materials recycled



## COMMUNITIES

At Holcim, we embed human rights across our businesses, and with our partners and suppliers. We empower communities and improve their well-being through local partnerships. These include Habitat for Humanity, which is accelerating access to affordable housing in Mexico and Nicaragua. Through our Houses of Tomorrow projects in seven countries, we are enabling sustainable construction at scale. With our Essential Homes Research Project with the Norman Foster Foundation, we are working to make sustainable building possible for all.

→ Read more on page 140

# 24.8M

**Contribution to social initiatives**  
CHF

# 100%

**Holcim cement sites covered by Human Rights Assessments**



## SHAREHOLDERS

In 2023, we delivered superior performance for our shareholders. Net sales, debt leverage and Return on Invested Capital were strong and we reached an industry-leading Recurring EBIT margin. Solutions & Products grew to represent 21 percent of net sales and we sharpened our geographic footprint in mature markets. With a 42 percent reduction in CO<sub>2</sub> per net sales since 2020, Holcim is showing how decarbonization can lead to profitable growth.

→ Read more on page 5

# 2.80

**Proposed dividend per share**  
CHF

# 5.42

**Earnings per share (EPS)<sup>1</sup>**  
CHF

## OUR MATERIAL IMPACTS AND PRIORITIES

Materiality provides an essential lens through which we determine our approach to building long-term value for all our stakeholders.

↩ Read more on page 222 in the *2023 Integrated Annual Report*

<sup>1</sup> Before impairment and divestments

# GLOBAL MEGATRENDS

As the backbone of urbanization, the building sector is essential for society to thrive. With our world's population rising and becoming increasingly urban, people aspire to better living standards. Taking housing alone, we will need to accommodate 2.5 billion more city dwellers by 2050<sup>1</sup>.

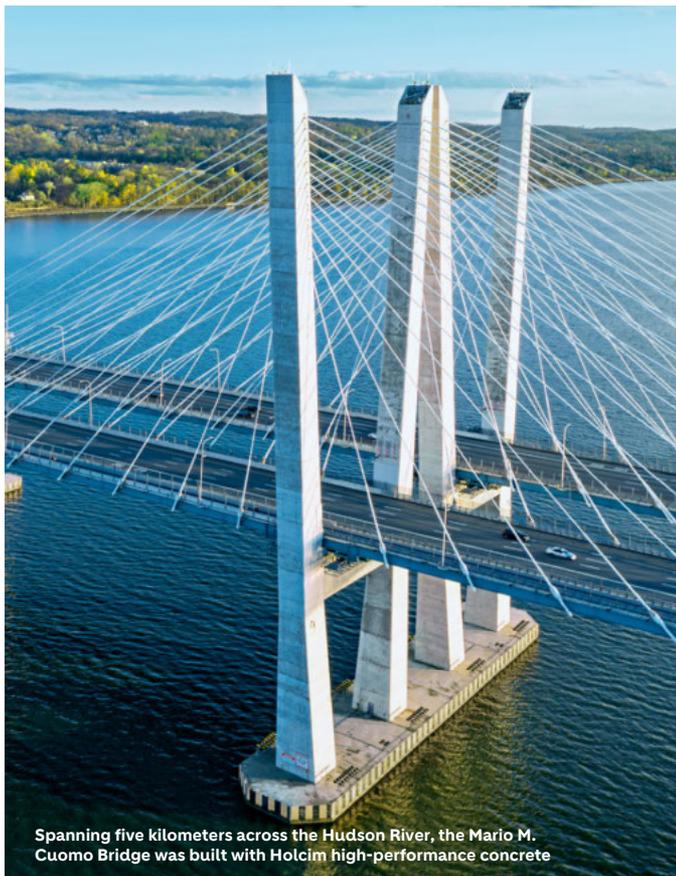
At Holcim, we are leading the way to sustainable building by addressing global megatrends and improving lives. We want to build circular cities, driven by:

- Sustainable buildings: from low-carbon construction to energy efficiency in use
- Smart infrastructure: connecting people with green mobility and empowering renewable energy
- Recycling: to keep materials in use, especially construction demolition materials
- Nature inside: from green roofs to buildings serving as vertical forests

With our advanced, low-carbon, circular, energy-efficient and nature-friendly solutions, we are accelerating the transition to build a future that works for people and the planet. By transforming how the world builds, we can transform lives.

**“There has never been a more exciting time for the building sector. To make our world’s urbanization and infrastructure boom work for all, we are accelerating sustainable construction.”**

**JAN JENISCH**  
Chairman & CEO



Spanning five kilometers across the Hudson River, the Mario M. Cuomo Bridge was built with Holcim high-performance concrete

## BUILDING NET ZERO WITH CONCRETE

At Holcim, decarbonizing building starts with concrete, the most used man-made material in the world. As the backbone of urbanization, it has a central role to play in decarbonizing construction. As an essential building material, it offers unrivaled durability, affordability and performance, while being 100 percent recyclable. It offers strong net-zero potential too.

Concrete acts as a carbon sink, reabsorbing more than 20 percent of the CO<sub>2</sub> emitted in its production throughout its lifespan<sup>2</sup>. Additionally, changes to its production process – from the use of alternative materials and energy sources to carefully managed use of water – can radically improve concrete’s sustainability profile.

Since one ingredient in concrete is cement – which accounts for seven percent of the world’s CO<sub>2</sub> emissions<sup>3</sup> – decarbonizing it is a priority for a net-zero future. Holcim is innovating to offer eight million tons of fully decarbonized cement per year by 2030, which has the potential to enable net-zero concrete as a sustainable building material of choice.

<sup>1</sup> World urbanization prospects 2018 report, United Nations

<sup>2</sup> Carbon uptake data, Global Cement and Concrete Association

<sup>3</sup> Decarbonizing cement and concrete value chains, McKinsey & Co. 2023 article



## CLIMATE AND NATURAL RESOURCES

Climate change and adaptation, resource scarcity and the need to transition to net zero are driving demand for sustainable construction solutions.



## POPULATION GROWTH

The world's population is expected to grow from 8 billion today to 9.7 billion by 2050<sup>1</sup>, with increasing pressure on resources and rising demand for housing and infrastructure.



## BETTER LIVING STANDARDS

The world demands better living standards and more efficient infrastructure. Construction is essential to improve people's quality of life.



## URBANIZATION AND MEGACITIES

Around 2.5 billion more people are expected to live in cities by 2050<sup>2</sup>, creating pressure on resources and infrastructure. As the backbone of urbanization, cement and concrete enable essential urban infrastructure.



## INNOVATION-DRIVEN BUILDING

Innovation-driven building technologies are in greater demand than ever before, especially light and modular construction solutions and smart building technologies.



## REPAIR AND REFURBISHMENT

An estimated 80 percent of today's buildings will still be in use by 2050<sup>3</sup>. Property owners are increasingly looking to repair and refurbish buildings to make them more sustainable in use.

# 9.7BN

World population by 2050<sup>1</sup>

# 6.7BN

Urban population by 2050<sup>2</sup>

# 80%

Of Europe's building stock will still be in use in 2050<sup>3</sup>

<sup>1</sup> United Nations population data

<sup>2</sup> World urbanization prospects 2018 report, United Nations

<sup>3</sup> Accelerating the decarbonization of buildings, World Economic Forum briefing paper, 2022

# GROWING IN THE MOST ATTRACTIVE MARKETS

In 2023, we focused on profitable growth in the most attractive, high-value markets and segments.

Boston's Winthrop Center: The largest Passive House-certified office building in the world, made possible with Holcim Elevate roofing and insulation systems

**IN THIS SECTION**

- 36** Region North America
- 38** Region Europe
- 40** Region Latin America
- 42** Region Asia, Middle East & Africa
- 44** Solutions & Products
- 48** Growing multi-billion Swiss franc brands
- 50** Innovation
- 52** Holcim MAQER Ventures

## Growing profitably in attractive markets

Throughout 2023, we continued to expand in North America, with record net sales and Recurring EBIT. Holcim is well-positioned to target growth here thanks to strong underlying demand and favorable government programs.

Europe posted record performance in 2023, with record net sales and organic Recurring EBIT growth driven by a shift from volume to value – with strong demand for low-carbon building solutions underpinned by positive regulations and policies.

Here, we advanced decarbonization and circular construction as drivers of growth, shifting from volume to value with advanced solutions, from ECOPact low-carbon concrete to ECOCycle® circular technology.

Latin America had a year of record profitability, with record net sales and Recurring EBIT in 2023 leading to a margin of 34 percent, while Asia, Middle East and Africa saw strong value creation with margin expansion.

Solutions & Products became a global leader in advanced roofing systems and furthered its ambition from advanced mortars to waterproofing in 2023.

Holcim's powerful R&D engine underpins all of our innovative and sustainable building solutions, as we innovate to shape the future of building.

**“In 2023, we shifted from volume to value, and demonstrated how decarbonization can be a driver of profitable growth.”**

**JAN JENISCH**  
Chairman and CEO

# REGION NORTH AMERICA

Holcim's profitable growth story continues in North America, driven by its state-of-the-art operational footprint and the market's construction boom.

Having achieved record net sales of CHF 6.7 billion<sup>1</sup> in 2023, Holcim has increased its market share in North America. With a record Recurring EBIT of CHF 1.5 billion, the region achieved a margin of 21.7 percent.

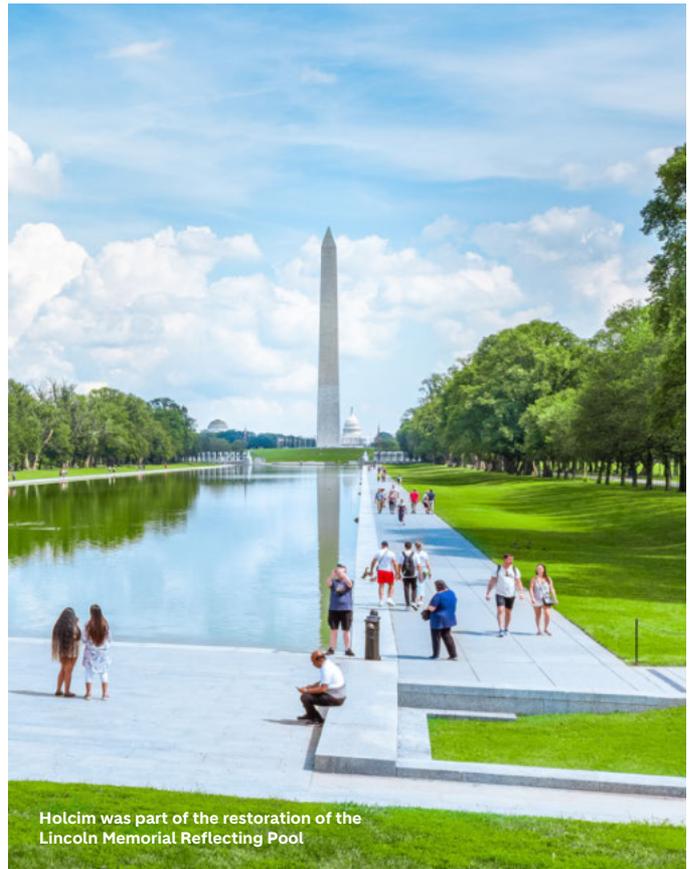
In 2023, Holcim had a strong performance across all markets and segments and is uniquely positioned to capture strong structural demand in an addressable market of over USD 175 billion, fueled by the onshoring of manufacturing and once-in-a-generation infrastructure investments.

Targeting new growth opportunities from the Infrastructure Investment and Jobs Act, the Inflation Reduction Act and investments in the energy sector, we have secured over 100 infrastructure projects for 2023-2026, which are expected to generate around five percent additional organic growth per year.

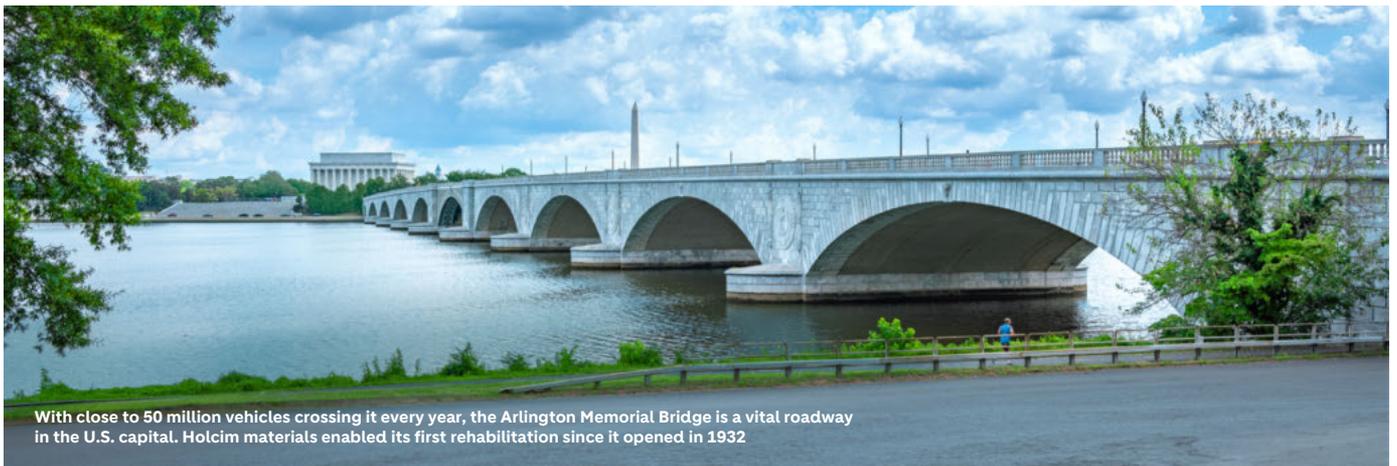
As a leader in the cement market, we have the best distribution network across the U.S. and Canada, with 18 plants and 148 terminals that allow us to reach all major metropolitan areas by rail or water with ease.

In January 2024, Holcim announced its intent to list North American business in the U.S. with a full capital market separation – to unlock the next level of growth and value creation.

[→ Read more on page 12](#)



Holcim was part of the restoration of the Lincoln Memorial Reflecting Pool



With close to 50 million vehicles crossing it every year, the Arlington Memorial Bridge is a vital roadway in the U.S. capital. Holcim materials enabled its first rehabilitation since it opened in 1932

<sup>1</sup> Not including net sales in Solutions & Products segment

## SUSTAINABLE SOLUTIONS FOR ICONIC LANDMARKS

### WASHINGTON, D.C.

As the seat of the U.S. federal government, Washington, D.C. is home to many of the nation's most iconic buildings and sites at the core of America's heritage. We are proud to have contributed to many of them, to help cement Washington's status as the world's first LEED® Platinum city.

One example is Washington's most photographed landmark and one that needs maximum security: the home of the U.S. President. Holcim's concrete is used for the more than 1,000 meters of fencing that protect the 18-acre White House Grounds. And 5,000 tons of Holcim asphalt pave the 82-acre President's Park that surrounds the White House.

Crossing the Potomac River, nearly 50 million vehicles use the Arlington Memorial Bridge to travel between Washington and Arlington, Virginia each year. Holcim contributed to the bridge's first rehabilitation since its opening in 1932 – one of the largest infrastructure projects in the U.S. National Park Service's history.

Some of the most iconic events in American history have taken place on the steps of the nearby Lincoln Memorial. Using ECOPact low-carbon concrete and Elevate Enverge™ Spray Foam, the undercroft beneath the Lincoln Memorial will soon be transformed into an immersive museum dedicated to the monument and its significance in advancing civil rights.

Dating back to 1927, the Lincoln Memorial Reflecting Pool is the largest reflecting pool in the world. Holcim was part of the restoration of the landmark, from paving new paths to enabling the new and sustainable water conservation system.

In addition to our building materials being used in landmarks across the U.S. capital, we also produce many of our products in the surrounding area. With local production, we help close the transport loop and promote circularity.

With iconic projects and operations that represents the full spectrum of Holcim's innovative and sustainable building solutions, Washington inspires us in our commitment to accelerate green growth and decarbonize building.

[Read more online](#)



Using ECOPact low-carbon concrete and Enverge™ Spray Foam, Holcim is transforming the undercroft beneath the Lincoln Memorial into an immersive museum

# REGION EUROPE

With the industry's most ambitious targets, we are making decarbonization a driver of profitable growth in Europe.

Leveraging a favorable regulatory environment, Holcim has set the industry's most ambitious targets to make decarbonization a driver of profitable growth in Europe.

With net sales of CHF 7.3 billion and Recurring EBIT of CHF 1.2 billion in 2023, Europe delivered record performance.

To achieve our decarbonization roadmap in Europe, we are focusing on four areas: low-carbon formulation, decarbonized energy sources, circular construction and leading in carbon capture, utilization and storage (CCUS).

To meet customers' sustainability needs, Holcim is expanding its ECOPact and ECOPlanet brands and delivering premium margins. Making circularity a driver of profitable growth, we are increasing our ECOCycle® circular technology platform to 150 sites in Europe by 2030, to recycle 20 million tons of construction demolition materials per annum. We are accelerating CCUS too, with six full-scale projects in execution selected for grants from the European Union Innovation Fund.

## Leveraging advanced regulations

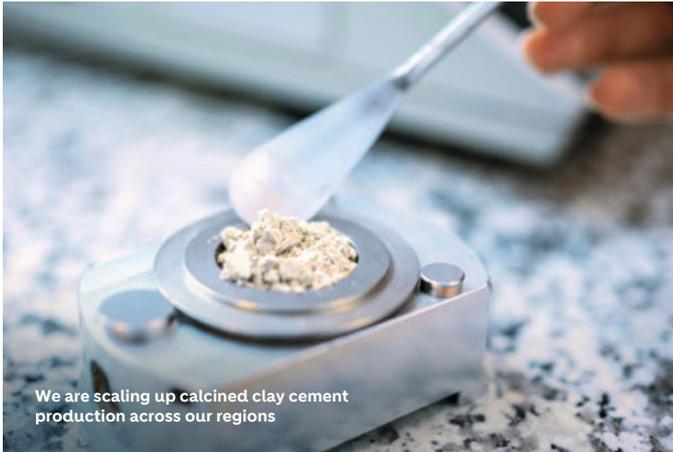
The European Union Emissions Trading System (EU ETS) is the first major carbon market created to reduce greenhouse gas emissions at the lowest possible economic cost. The Carbon Border Adjustment Mechanism (CBAM) serves to place a fair tariff on carbon-intensive products, including cement, entering the EU.

These instruments incentivize investments in decarbonization technologies and are coupled with breakthrough technologies in Europe, including recycling and CCUS. Funding from governments, the EU Innovation Fund and the EU Green Deal make Europe even more attractive to invest in.

Around 70 percent of Holcim's total CapEx in Europe from 2023-2030 will be aligned with the EU Taxonomy, which defines environmentally sustainable economic activities and facilitates sustainable investment.



Elevate UltraPly™ TPO enables a green and solar roof at Nike's European Logistics Campus in Antwerp, Belgium



We are scaling up calcined clay cement production across our regions

### Low-carbon formulation

We offer the industry's broadest range of alternative materials thanks to our formulation expertise. We use innovative low-emission raw materials, from calcined clay to construction demolition materials, to decarbonize our concrete and cement mixes.

Launched in 2023 as Europe's first calcined clay cement production operation, our plant in France produces ECOPlanet cement with 50 percent less CO<sub>2</sub>, thanks to Holcim's ProximA Tech proprietary technology.

→ Read more on page 77



We are decarbonizing our energy mix with Geocycle alternative fuels

### Alternative energy

We power our plants with our Geocycle alternative fuels, using materials at the end of their lifecycle from biomass to municipal waste. We also use renewable energy wherever we can across our sites, from solar, wind and hydro sources, to waste heat recovery systems.

In 2023, more than three million tons of alternative fuels were processed in Europe, with 11 of our plants operating on over 80 percent alternative fuels. By 2030, we aim to increase this to 90 percent for our plants in Europe.

→ Read more on page 78



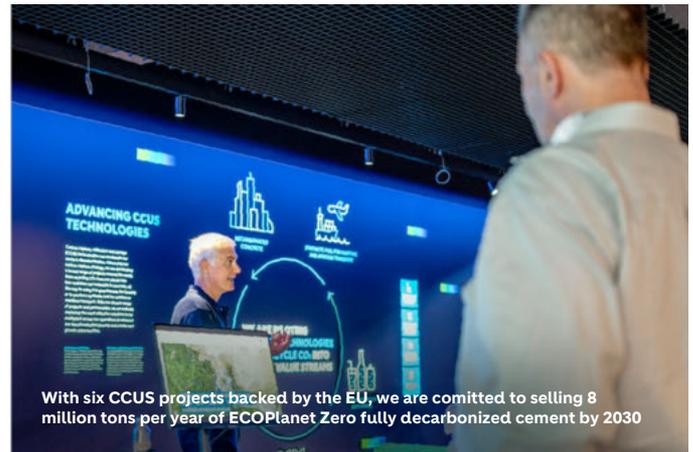
The SQUARE Learning Center at the University of St. Gallen, built with ECOCycle®, enables new, future-oriented forms of learning and teaching

### Circular construction

We are making circularity a driver of profitable growth as our operations in Europe lead the shift towards circular construction and build new from the old. We aim to increase our ECOCycle® circular technology to 150 sites in Europe by 2030, to recycle 20 million tons of construction demolition materials (CDM) per annum.

In 2023, we acquired Sivyer Logistics, a leading UK producer of recycled CDM that handles over 500,000 tons of material each year, using advanced technologies to recover and recycle aggregates and manufactured soils.

→ Read more on page 100



With six CCUS projects backed by the EU, we are committed to selling 8 million tons per year of ECOPlanet Zero fully decarbonized cement by 2030

### Advancing CCUS

Across Europe, we are accelerating carbon capture, utilization and storage, with six full-scale projects selected for grants from the European Union Innovation Fund. By 2030, we aim to capture five million tons of CO<sub>2</sub> annually while producing eight million tons of fully decarbonized cement each year.

Our European CCUS portfolio includes eight additional high-return projects in development.

→ Read more on page 90

# REGION LATIN AMERICA

We are playing an essential role in modernizing Latin America's infrastructure and building stock, with leading profitability across all our markets.

With a year of record profitability, Latin America generated net sales of CHF 2.9 billion and Recurring EBIT of CHF 1.0 billion in 2023, with strong performance in Mexico driven by large-scale infrastructure projects.

In Latin America, Holcim is a large-scale integrated building solutions company present in nine countries, with leading positions from cement, ready-mix and aggregates to a growing range of solutions – from admixtures and mortars to roofing and weatherproofing.

We run the leading construction materials retail franchise in Latin America, Disensa, which offers customers a network of over 2,200 building materials stores.

Putting decarbonization at the core of this growth momentum, we have more than 150 projects underway to offer the broadest range of low-carbon solutions, from calcined clay to recycling construction demolition materials.

## NEARSHORING GROWTH

### MEXICO

Major corporations are investing millions to move manufacturing capacity closer to the U.S. and strengthen their supply chains, a trend known as 'nearshoring'. Mexico could be the Latin American nation that benefits the most, with the potential to attract up to USD 35 billion in new investment.

Mexico shares a border of over 3,000 kilometers with the U.S. and benefits from policies such as the U.S.-Mexico-Canada Agreement (USMCA), which are increasing trade flows in North America.

Accelerated by nearshoring, Mexico is experiencing a construction boom. From water and transport infrastructure, to warehousing and industrial facilities and homes. Holcim stands ready to help the nation build to meet this demand sustainably.

The landmark Libertad Dam is being built to supply Mexico's second-largest city, Monterrey, and other regional cities. The longest dam in Latin America, it is built exclusively using Holcim concrete, of which 90 percent (1.1 million m<sup>3</sup>) is ECOPact concrete – saving some 80,000 tons of CO<sub>2</sub>, which is equivalent to the emissions from 10,000 homes in one year.

The 1,500-kilometer Tren Maya railway, built with ECOPlanet cement, is bringing vital transportation infrastructure to Mexico's Yucatan Peninsula.



The Libertad Dam in Mexico is built with Holcim's low-carbon ECOPact concrete, saving 80,000 tons of CO<sub>2</sub>

**“As growth in Mexico accelerates through nearshoring, Holcim is playing a central role in building the essential infrastructure that the nation needs, with our value-added, low-carbon building solutions.”**

**OLIVER OSSWALD**

Region Head Latin America

Across Latin America (LATAM), we are decarbonizing to meet the urbanization trend. To help our customers build better with less, we offer low-carbon materials, smart design and digital construction solutions.

### Driving performance with DYNAMax

DYNAMax, our ultimate high-strength concrete, optimizes the material used in every new building to unlock more usable space. In Tijuana, Mexico, DYNAMax was chosen to build the Cosmopolitan Skyline tower. It covers 25,770 m<sup>2</sup> of space and spans 25 floors and two basement levels.

Cosmopolitan Skyline is just one example of how we are using smart design to enable building better with less.

In 2023, the Moranta Tower in Monterrey became Mexico's first fully ECOPact project, lowering CO<sub>2</sub> emissions by 30 percent while delivering 100 percent performance. The project was built using SMARTCast digital technology, which accelerated the construction process by up to four days per floor for the high-rise building while enhancing its environmental performance.

### Digital solutions for smart construction

Digitalizing construction helps us to deliver structures that can be built faster, last longer and contribute to a more sustainable built environment. With our suite of digital solutions, we are helping to accelerate smart construction, for buildings like the Moranta Tower in Monterrey, and across Latin America and the world.

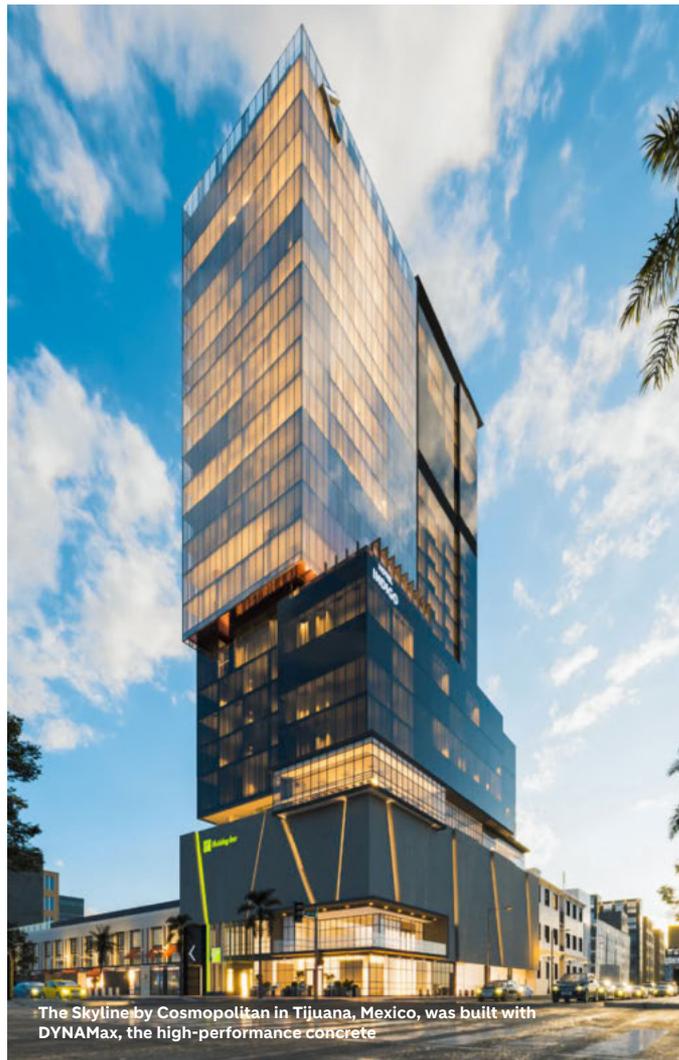
In 2023, we launched Holcim Digital Concrete Services globally to offer:

- **Holcim SMARTCast** which provides digital monitoring of concrete strength and temperature for on-site optimization.
- **Holcim SMARTFlow** which uses digital simulation to measure concrete flowability and match it to the appropriate pump for use in the field.
- **Holcim SMARTerm** which simulates concrete temperature evolution for mass elements to ensure reliable thermal development without defects.

Around the world, Holcim's online concrete ordering solution, ConcreteDirect, is the industry's leading ready-mix management platform for more efficient, safer, and environmentally friendly concrete use at every jobsite.

Offering real-time data on truck location and status, e-tickets, delivery and product performance, as well as Environmental Product Declarations, the platform enables increased transparency and efficiency and reduces waste and material use.

In 2023, ConcreteDirect expanded from seven to 15 countries worldwide, leveraging order and logistics data from over 250,000 jobsites and 200 million kilometers of deliveries to enable machine-learning models at scale.



# REGION ASIA, MIDDLE EAST AND AFRICA

In Asia, Middle East & Africa, we are focusing on the most attractive markets to deliver shareholder value.

We are delivering strong value creation and margin expansion across all segments in Asia, Middle East & Africa by advancing our leadership in core markets, while sharpening our footprint for impact. This diverse region is focused on broad-based profitable organic growth in some of the world's fastest urbanizing markets.

Holcim is scaling up decarbonization in Asia, Middle East & Africa with sales of low-carbon solutions increasing across the region. This trend is driven by our growing use of alternative fuels, as well as renewable energy and the adoption of calcined clay.

**“With solutions like ECOPlanet and 3D printing, Holcim is providing innovative and sustainable ways to build the affordable housing and infrastructure that our rapidly urbanizing region needs.”**

**MARTIN KRIEGNER**

Region Head Asia, Middle East & Africa

## AFRICA'S TALLEST TOWER HAS ECOPLANET INSIDE

### EGYPT

Deploying our low-carbon solutions to build greener and smarter cities is one of our top priorities. This is especially important in complex urbanization projects, such as the New Administrative Capital of Egypt, where ECOPlanet cement enabled Africa's tallest tower.

Located just outside Cairo, the Iconic Tower shows that low-carbon construction is possible at scale.

The building aligns with the Egyptian government's Go Green initiative, which aims to change behaviors and spread environmental awareness across the country. ECOPlanet solutions are already in use in buildings across Egypt, such as the Alamein Towers in Giza and metro stations in Cairo.

Inspired by the shape of an Egyptian obelisk, the Iconic Tower outside of Cairo is Africa's tallest building





Mvule Gardens was enabled by TectorPrint, Holcim's innovative concrete ink

## DELIVERING THE LARGEST 3D-PRINTED AFFORDABLE HOUSING PROJECT

### KENYA

In 2023, 14Trees, our award-winning joint venture with British International Investment, delivered the largest 3D-printed affordable housing project to date.

The Mvule Gardens 52-house complex in Kenya was made possible by TectorPrint, Holcim's innovative 3D printing ink. TectorPrint can be tailored to a range of complex applications, from residential buildings to infrastructure.

Smart design enables us to build better with less. By leveraging technologies like 3D printing, builders can reduce material use by up to 50 percent. Our proprietary technologies – such as 3D concrete printing ink, TectorPrint – empower smart design to use minimum materials for maximum strength.

Thanks to its advanced sustainability profile, Mvule Gardens achieved an EDGE Advanced sustainable design certification from the International Finance Corporation (IFC), the World Bank's development finance institution. This certification recognizes resource-efficient buildings with the potential to be zero carbon. It was the first time a 3D-printed housing project had attained this certification.



Our 3D printing ink, TectorPrint, was used to 'print' Mvule Gardens, an affordable housing project in Kenya

# SOLUTIONS & PRODUCTS

In 2023, Solutions & Products became a global leader in advanced roofing systems and furthered its ambition from advanced mortars to waterproofing.

A rapidly expanding business segment, Solutions & Products offers advanced roofing and insulation systems, as well as tile adhesives, facades and innovative mortars. Leading innovation to meet demand for sustainable and energy-efficient solutions, Solutions & Products rapidly expanded to account for 21 percent of Group net sales or CHF 5.6 billion in 2023.

In 2023, the business made 11 acquisitions, including the iconic Duro-Last brand in the U.S., which strengthened our integrated roofing offer by expanding our reach in the high-value premium PVC membrane market.



Holcim Elevate's ISOGARD insulation helps Boston's Winthrop Center deliver 40 percent better thermal performance

## North American leader in advanced roofing systems

In just over two years, Solutions & Products has become a major player in the USD 40 billion North America roofing market. As the number three in U.S. commercial flat roofing and number five in U.S. residential roofing, the business is well positioned to capture further value by delivering superior value to customers.

We are continuing to invest in North America by building and upgrading production facilities and through acquisitions. In September 2023, Holcim announced its roofing ambition, to reach above USD 6 billion in net sales and above USD 1.3 billion in Recurring EBIT by 2026.

In the years to come, above-market growth and over-proportional increase in profitability will be driven by industry-leading technologies, with 80 percent of sales in system selling in commercial roofing, 70 percent of sales in re-roofing and advanced solutions produced in over 40 state-of-the-art production facilities.

## OUR ADVANCED ROOFING SYSTEMS STRATEGY

### DRIVERS OF OVER-PROPORTIONAL GROWTH



Most comprehensive line of **Advanced Roofing Systems** with iconic brands and high level of customer loyalty



State of the art supply chain with over **40 production facilities**



High-value system selling – from **full roof design and insulation to installation systems** – represents **80% of our commercial roofing activity**



Strong focus on the **resilient repair & refurbishment** market, with **70% of sales from re-roofing**



Leading **innovation** to meet the demand for the most **sustainable, labor & energy-efficient building solutions**

**“With iconic brands from Elevate and Malarkey to Duro-Last, Holcim offers the most comprehensive line of advanced roofing technologies from commercial to residential.”**

**JAMIE M. GENTOSO**

Global Head Solutions & Products Business Unit



La Confluence, in Namur, Belgium, has transformed the district of Le Grognon. The building's roof was sealed using an Elevate RubberGard™ EPDM roofing membrane



The new sports hall in Dolní Břežany, Czech Republic, uses Elevate's UltraPly TPO roofing membrane to cover its 1,400 m<sup>2</sup> roof



BD Bacatá in Bogotá, Colombia is the tallest building in Colombia, and is built with Holcim inside

### Fuelling growth in Europe through acquisitions

In Europe, a fast-growing market where we are the number three in single-ply membrane roofing, Elevate is highly regarded and the only brand to offer the full range of membrane solutions.

With six acquisitions in Europe in 2023, Solutions & Products continued the accelerated expansion of our roofing platform by acquiring FDT Flachdach Technologie and Cooper Standard Technical Rubber in Germany, bringing strengths in thermoplastic roofs, as well as highly durable and technical rubber products used for roofing systems.

We expanded our European business in precast, mortars and adhesives too, acquiring Eco-Readymix and Besblock in the UK, HM Factory in Poland, and Artepref in Spain.

### Expanding roofing and waterproofing in LATAM

In Latin America, Solutions & Products is achieving above market growth. Our Elevate brand is the number one in single-ply roofing, and Holcim is the only company to offer a full range of advanced technologies.

In Bogota, Colombia, a new facility to manufacture liquid applied membranes will start production in the first quarter of 2024, while Holcim advanced its ambition to become a leader in roofing and waterproofing systems in Latin America – expanding our position with the acquisitions of Quimexur in Argentina and PASA in Mexico.

By acquiring Indar, a leading hardware wholesaler in Mexico, we added more than 10,000 products to our Disensa retail network, strengthening its value proposition.

## ATTRACTIVE MARKETS CONTINUED



The Winthrop Center is expected to use 65 percent less energy than the average Boston office building



The building's roof was constructed using Elevate ISOGARD™ insulation and UltraPly™ TPO SA membrane

## ELEVATING THE WORLD'S LARGEST PASSIVE HOUSE OFFICE BUILDING

### WINTHROP CENTER, BOSTON

In 2023, our Elevate roofing and insulation systems were used in the construction of the world's largest Passive House-certified office building: the Winthrop Center in Boston, U.S.

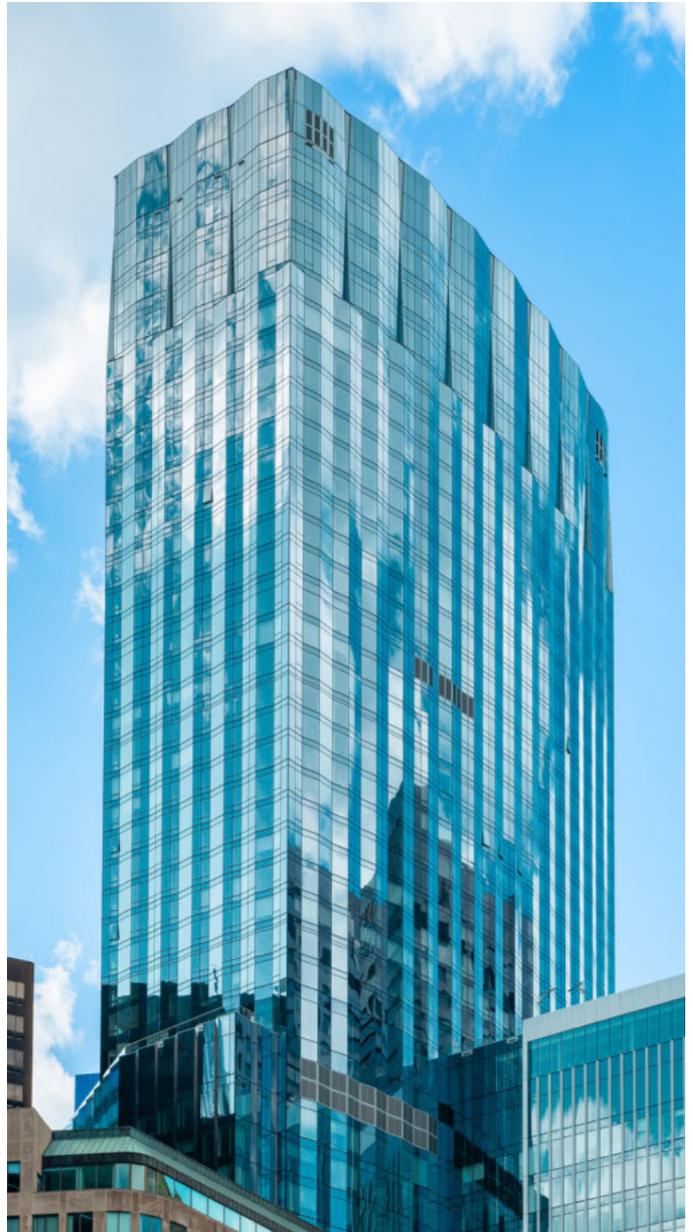
The Winthrop Center is the most energy-efficient large-scale office building ever built in a cold climate. It is expected to use 65 percent less energy than the average Boston office building.

The Passive House concept is an internationally recognized energy efficiency standard in construction. It encompasses the performance of various aspects of a building – from walls and roofs to windows, ventilation and heat exchange systems.

In low temperatures, the thermal performance of polyiso insulation usually decreases. Elevate ISOGARD™, however, is the only polyiso formulation that performs even better as the temperature drops.

In addition, Elevate UltraPly™ TPO SA membrane was installed to provide a protective, waterproof barrier from rain and moisture – and it can be recycled at end of use to live a second life.

[Watch video online here](#)





# GROWING MULTI-BILLION SWISS FRANC BRANDS

Shifting from volume to value, Holcim reached 30 percent of net sales from its multi-billion Swiss franc brands in 2023, from ECOPlanet and Elevate to Fuerte. We are constantly innovating to expand our range of advanced building solutions, to offer superior performance benefits to customers.

ECOPlanet low-carbon cement has become a CHF 2+ billion brand in two years, and is playing an important role in decarbonizing construction across 34 markets worldwide, thanks to Holcim's formulation expertise and a decarbonized production process.

Three years ago, we introduced ECOPact globally, and it became a CHF 1+ billion brand in 2023. Offering the world's broadest range of low-carbon concrete, it has been launched in 31 markets, and reduces the embodied carbon of concrete by at least 30 percent without offsets.

The newest member of our brand family, ECOCycle® is a proprietary technology platform that enables us to recycle construction demolition materials (CDM) into sustainable building solutions, and build cities from cities.

Fuerte and Apasco cements are flagship brands for Holcim in Latin America, offering superior performance to support our customers' complex construction needs.

With CHF 2+ billion in net sales, OneCem is the leading cement brand in the U.S. and accounted for 82 percent of Group net sales in North America in 2023.

Complementing our building materials, Elevate is our most advanced roofing systems brand in North America. With net sales of CHF 2 billion, it is central to our Solutions & Products segment, which is growing globally.



## AWARD-WINNING INNOVATIONS IN 2023

Innovation underpins the growth of our sustainable brands and business. In 2023, Holcim won a number of high-profile accolades, including:

- **Reuters Responsible Business Awards, Circular Transition Award:** Holcim received this for four world-first innovations, including the world's first recycled cement for use in a custom concrete, and Recygénie – the world's first fully recycled concrete building, built with this custom concrete.
- **COP28 Presidency Energy Transition Changemaker Award:** for our Carbon2Business carbon capture project in Lägerdorf, Germany.
- **Rethinking the Future Awards:** Winner in Architectural Innovation of the Year for our Essential Homes Research Project in collaboration with the Norman Foster Foundation.
- **Fast Company 2023, 100 Best Workplaces for Innovators:** Holcim was first in Sustainability and a finalist in the Early Career Innovators category.



**ECOPLANET**

2+BN

Low-carbon brand with 19% of cement net sales CHF



**ECOPACT**

1+BN

Low-carbon brand with 19% of ready-mix net sales CHF



**ECOCYCLE®**

24%

Increase in recycling of CDM to lead in circular construction<sup>1</sup>



**FUERTE AND APASCO**

1+BN

Flagship brands in Latin America<sup>2</sup> CHF

**FUERTE**  
**APASCO**



**ONECEM**

2+BN

Leading cement brand in the U.S. CHF



**ELEVATE**

2BN

Most advanced system selling roofing brand in North America CHF



<sup>1</sup> Compared to 2022

<sup>2</sup> Fuerte and Apasco are part of ECOPlanet

# INNOVATION

Holcim's innovation engine helps drive profitable growth across the most attractive markets, as we accelerate value selling and build our brands.

We are constantly pushing the boundaries of our sector, developing disruptive solutions to decarbonize building through Research and Development (R&D), and fostering a unique open innovation ecosystem with over 500 startups around the world.

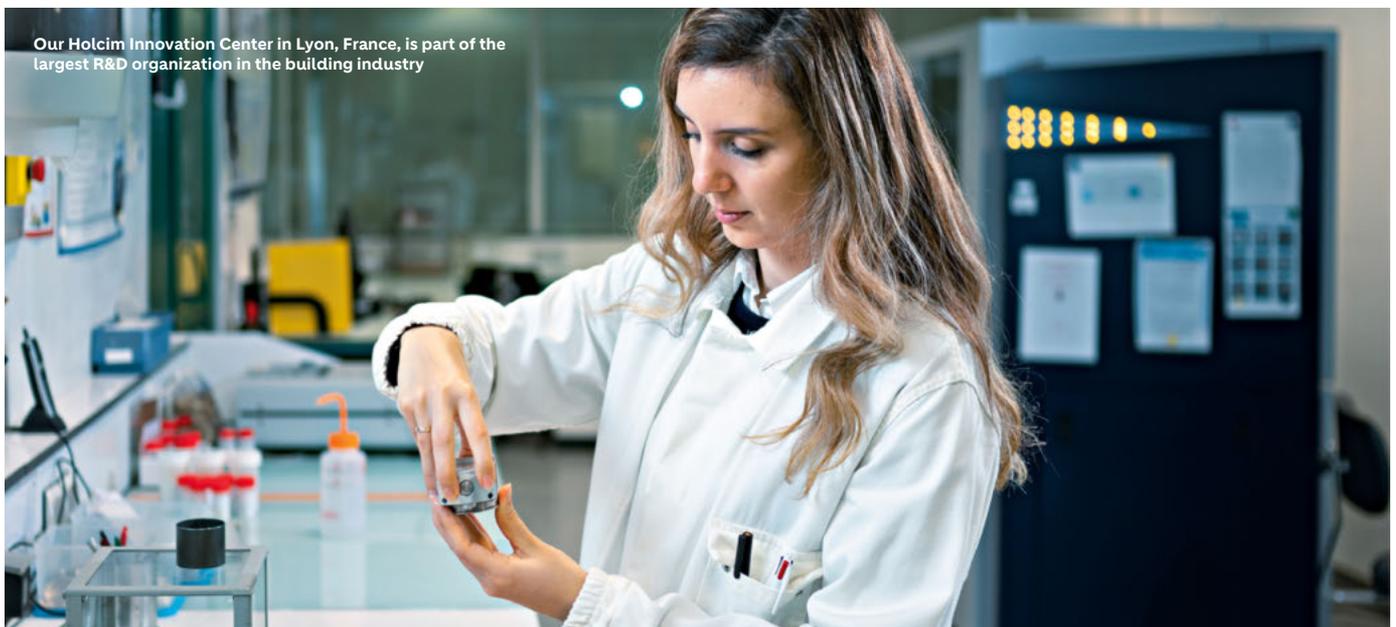
## R&D at Holcim

We have the largest R&D organization in the building industry, with over 300 researchers at our research facility in Holderbank, Switzerland and our Holcim Innovation Center in Lyon.

To spread innovation across our markets, our researchers work in close collaboration with our global network of regional innovation hubs, from Mexico to Montreal. Together with our commercial teams, our researchers support our customers with all their building needs from concept to creation.

Our experts span all building fields, from masons and engineers to material scientists, experts in artificial intelligence and data mining. They drive cutting-edge research in over 15 areas, from ultra high-strength concrete to 3D printing. Harnessing their expertise, we launched 600 new products in 2023.

We draw on 330 patent families. Sustainability accounts for two-thirds of the patent portfolio related to cement-based products: 45 percent is directly related to low-carbon solutions such as carbon capture and innovative low-emission raw materials, while another 20 percent is related to sustainability drivers such as 3D printing, an example of smart design that can reduce material use by up to 50 percent. Since 2021, 90 percent of new patent applications support our sustainability goals.



Our Holcim Innovation Center in Lyon, France, is part of the largest R&D organization in the building industry

## BUILDING EPD ROADMAPS

### MEETING LOW-CARBON DEMAND

To transparently show the environmental profile of our solutions, we provide accurate, third-party verified information on CO<sub>2</sub> savings with Environmental Product Declarations (EPDs). All our countries are building EPD roadmaps so that our customers can generate EPDs on demand, using plant and product-specific data to verify their low-carbon benefits.

We are partnering with the startup Climate Earth to expand EPDs worldwide. The collaboration builds on the success of Climate Earth's EPD Generator digital platform certifying our ECOPact low-carbon concrete across North America. In 2023, we launched the first on-demand EPD generators for concrete and cement in Europe.

As an independent verification system validating the environmental profile of a product, EPDs are key to accelerating low-carbon demand to decarbonize building. We have released nearly 3,000 to date.

In the UK, we have created Your Carbon Report, the first carbon-reporting tool of its kind that gives accurate product information from across our product ranges, split down by project, customer account and manufacturing planet – to give robust carbon data from “cradle to site”.

## HOLCIM INNOVATION HUB

### ADVANCING NET-ZERO BUILDING

Opened in September 2023, the Holcim Innovation Hub showcases Holcim's sustainable building solutions and serves as a co-creation lab to accelerate low-carbon, circular and energy-efficient building worldwide.

The Holcim Innovation Hub is a place where key stakeholders across the construction value chain gather to advance net-zero building.

The hub offers working spaces to host startups and think tanks so that they can accelerate innovation together. It also serves as an urban dialogue platform to explore the future of sustainable cities and their construction via interactive exhibits and events.

As an immersive experience, the hub showcases how Holcim's innovative and sustainable building solutions are decarbonizing building across its entire lifecycle.

These range from low-carbon materials such as ECOPact concrete and ECOPlanet cement that help our customers build better with less, to roofing, insulation and facade systems that drive energy efficiency to make buildings sustainable in use.

In its first four months, the Innovation Hub welcomed more than 1,500 visitors, ranging from customers and journalists to startups and architects.



# HOLCIM MAQER VENTURES

In 2023, we launched Holcim MAQER Ventures, our corporate venture capital and open innovation unit.

Through venture capital, venture clienting and an accelerator program, we partner with construction sector startups to reinvent how the world builds.

Holcim MAQER Ventures predominantly invests in companies at an early stage that have a relationship with Holcim, and where we can move the needle for growth. Our three investment verticals are sustainable building, efficient building and transformative building.

**Our 2023 investments included:**

- neustark, a leading provider of carbon removal solutions
- NanoLike, offering digital solutions to optimize supply chain logistics
- Coomtech, a cleantech startup offering a low-emission kinetic drying technology for raw materials
- Suffolk Technologies, a USD 110 million venture capital fund supporting startups at the forefront of disruptive innovation in the building industry
- Greentown Labs, the largest incubator of climate tech startups in North America

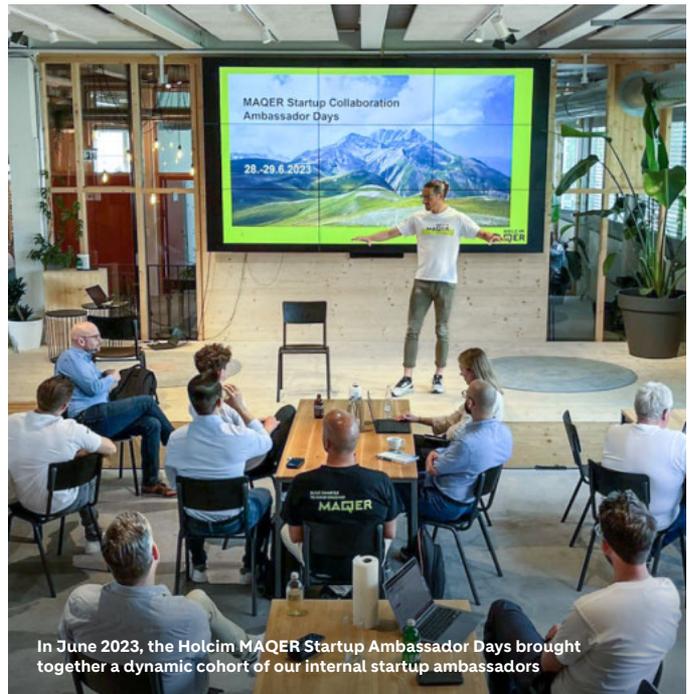
Through venture clienting, a model whereby corporations leverage startup innovation by becoming customers of a startup, Holcim MAQER Ventures brings innovative startup solutions to its global operations, enabling them to pilot and incubate their technologies in a real market context.

For startups looking to develop their early product, the six-month Holcim MAQER Ventures accelerator program provides real market and technical feedback from Holcim and other corporate partners.

**“With our open innovation ecosystem, we empower disruptive startups across the built environment to scale their impact with us.”**

**NOLLAIG FORREST**

Chief Sustainability Officer



In June 2023, the Holcim MAQER Startup Ambassador Days brought together a dynamic cohort of our internal startup ambassadors

## GREENTOWN LABS

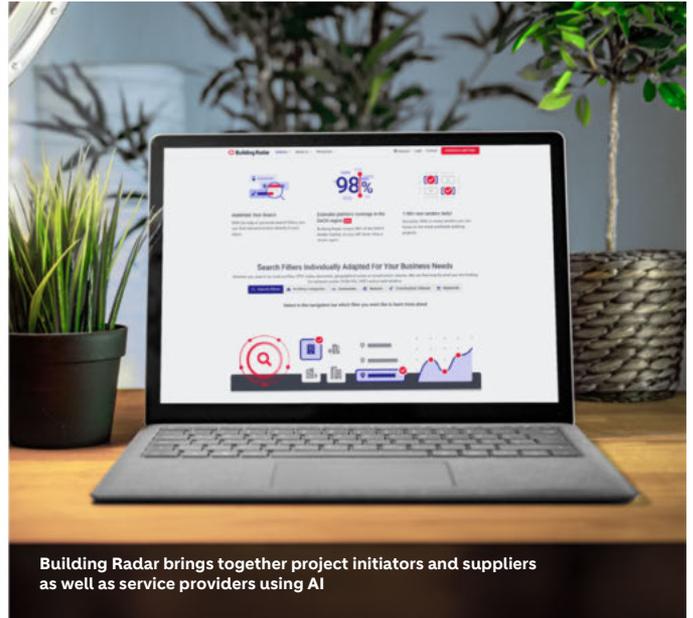
Holcim has partnered with Greentown Labs, the largest incubator of climate tech startups in North America, to accelerate open innovation for the decarbonization of the built environment.

The partnership gives Holcim prime access to promising startups focused on innovative and sustainable building solutions. Through it, Holcim aims to become an early adopter of cutting-edge technologies to decarbonize building, and will take part in targeted engagements with innovative startups and exclusive building-sector pitch days.

As part of the partnership, Holcim has also joined Greentown’s Industry Leadership Council, which gives strategic guidance to Greentown on reducing tech-to-market lead times.



neustark technology captures CO<sub>2</sub> and binds it within construction demolition materials



Building Radar brings together project initiators and suppliers as well as service providers using AI

## NEUSTARK: CAPTURING CO<sub>2</sub> IN RECYCLED CDM

In 2023, we invested in neustark, a pioneer in CO<sub>2</sub> mineralization for permanent carbon removal. The cleantech startup offers innovative technology to capture and mineralize CO<sub>2</sub> within construction demolition materials, thereby removing and permanently storing CO<sub>2</sub> from the atmosphere.

The neustark technology involves capturing CO<sub>2</sub>, liquifying it and then binding it within construction demolition materials during the concrete recycling process, enabling building solutions that are both circular and low-carbon. By combining neustark's state-of-the-art carbon storage technology with recycled concrete, we are harnessing CO<sub>2</sub> to craft building materials that are not only more robust and resilient but also significantly greener.

Holcim Switzerland applied this technology to the forward-looking Zephyr Ost construction project, saving 71 tons of CO<sub>2</sub> – equivalent to the annual carbon absorption of 3,500 trees – using 4,200 cubic meters of ECOPact Recarb, an advanced recycled concrete.

neustark's goal of removing one million tons of CO<sub>2</sub> from the atmosphere by 2030 advances Holcim's mission to decarbonize building and drive circular construction.

This collaboration builds on Holcim's commitment to putting clean technologies to work for a net-zero future, from carbon capture, storage and utilization to carbon dioxide removal.

## USING AI TO SUPPORT SPECIFICATION SELLING

When it comes to specification selling and identifying opportunities to sell green solutions, it can be time-consuming to find the best projects to tender for. Traditionally, leads have come from many sources and are managed manually in a decentralized manner. It can take a lot of work to find the right contact in an organization, then contact this person using a personalized approach.

Step forward Building Radar, a startup that has worked with Holcim MAQER Ventures to run a pilot with our Holcim UK sales managers. Building Radar's platform uses web crawlers, intelligent algorithms, and self-learning neural networks to identify sustainable construction projects at an early stage, giving a potential 1–2 year head start to win projects.

By connecting to an inhouse Customer Relationship Management (CRM) system, Salesforce for example, or using public information on platforms such as LinkedIn, Building Radar then helps our teams to find the relevant contact to approach. Based on all the information it has, including whether the person is, for example, an architect or a general contractor, the platform then uses artificial intelligence to write an initial contact email.

After a successful pilot, the UK business is adopting the solution for its teams, and other Holcim businesses are leveraging the learnings.

# LEADING IN SUSTAINABILITY

With the building sector at the core of urbanization, Holcim is playing a central role in building a future that works for people and the planet.



Campus Aspern Seestadt in Vienna, Austria, one of the city's most energy-efficient buildings, is built using Holcim low-carbon materials

**IN THIS SECTION**

- 56** Chief Sustainability Officer's Letter
- 62** Sustainability performance highlights
- 64** [2023 Climate Report](#)
- 122** Building a nature-positive future
- 132** People

**CASE STUDY**

# Building the sustainable schools of the future

This school in Vienna, Campus Aspern Seestadt, serves as a showcase for how smart design and the use of Holcim's range of low-carbon solutions can play a major role in decarbonizing cities around the world.

One of the most energy-efficient schools in Vienna, the building is able to cover 90 percent of its own energy needs thanks to a geothermal energy process that is optimized by concrete's thermal activation properties. Holcim provided low-carbon cement to ensure that the concrete used for thermal activation was produced as sustainably as possible.

The school is a pioneering project in energy-efficient architecture solutions and building services engineering. During the winter, ground source heat exchangers with heat pumps take warmth from the ground. In the summer, excess heat can be fed back into the exchanger pipes. That creates a heat reservoir for all seasons. The heat pumps are powered by solar panels, making the energy production system self-sufficient.

This sophisticated energy concept provides a virtually maintenance-free system with zero operating costs. Today, the Campus Aspern Seestadt is an almost energy-autonomous building thanks to solar, wind and geothermal energy as well as storage mass.

[Learn more on our website](#)

# LEADING THE TRANSITION TO SUSTAINABLE BUILDING

At Holcim, sustainability is everyone's business. It is at the core of our strategy, as we lead the shift to low-carbon, circular, energy-efficient and nature-friendly building solutions.



**Nollaig Forrest**  
Chief Sustainability  
Officer

Cities are where more than half of us live, and where 80 percent of greenhouse gas emissions occur. With the building sector as the backbone of urbanization, Holcim is playing a central role in creating a future that works for people and the planet.

Taking a rigorous science-driven approach, from climate to nature, we are accelerating the shift to circular cities. In this decade of action to 2030, we are executing our net-zero 1.5°C-aligned targets with speed and scale to decarbonize building across its lifecycle.

#### **Making progress on our decarbonization targets**

In 2023, we accelerated progress across all our decarbonization targets, reducing CO<sub>2</sub> per net sales by 20 percent compared to 2022. At the forefront of our net-zero journey, Region Europe launched our industry's most ambitious targets, to reach 285 kg CO<sub>2</sub> net per ton of cementitious by 2030, a 45 percent reduction versus 2020.

Making net-zero cement a reality in this decade, we aim to deliver eight million tons of fully decarbonized cement per annum by 2030. We owe this breakthrough to six carbon capture, utilization and storage (CCUS) projects that we are executing, to capture five million tons of CO<sub>2</sub> per annum by 2030.

CCUS complements our other decarbonization levers. Expanding our low-carbon formulation, we advanced the use of innovative raw materials like calcined clay, which reduces the carbon footprint of cement by up to 50 percent, from Europe to Latin America.

Accelerating our shift to decarbonized energy, we continued to expand our use of alternative fuels based on end-of-life materials like biomass, while advancing our share of renewable electricity globally.

### Scaling circularity and energy self-sufficiency

Driving circular construction across key metropolitan areas in 2023, we launched ECOCycle®, our proprietary circular technology platform. Using ECOCycle®, we are accelerating urban mining, and we increased recycling of construction demolition materials into new building solutions by 24 percent.

Recognizing our global leadership in this area, we won the Circular Transition Award at the Reuters Responsible Business Awards in London, and received the Lighthouse Award for circularity at the World Economic Forum in Davos. Taking our leadership further, we signed a Network Partnership with the Ellen MacArthur Foundation to accelerate circularity in the built environment, collaborating on a series of ambitious initiatives.

### Thriving with our communities

At Holcim, everything we build, we build for people, and we have an unwavering commitment to both our employees and communities across the world. Respect for human rights is at the core of everything we do, a non-negotiable value for Holcim and our business partners.

This is at the core of the “Essential Home”, which we launched with the Norman Foster Foundation at this year’s Biennale of Architecture in Venice, to help make sustainable building accessible to all, even our world’s most vulnerable populations.

We are proud to have actively participated in the United Nations Global Compact for two decades, a commitment that was recognized by the Corporate Human Rights Benchmark, which once again ranked Holcim as the number one company in the building materials industry.

Holcim aims to create a positive social impact in the communities where we operate. In 2023, we invested CHF 24.8 million across a range of areas, from housing and infrastructure to health, education, skills and development.

### Building a nature-positive future

With nature as our most effective carbon sink, capturing over 50 percent of emissions resulting from human activities, it is at the core of our sustainability strategy.

To make a measurable positive impact on nature, we accelerated biodiversity action in 2023. We completed baseline assessments at 64 percent of our quarries using our Biodiversity Indicator Reporting System (BIRS), up 34 percent versus 2022, and reduced our freshwater footprint.

Bringing more nature into cities, from green roofs to permeable concrete, we are committed to improving urban living standards, while making cities more resilient. Our nature-friendly systems contribute to reducing urban heat island effects, improving air quality, improving water management and ultimately enabling more green public spaces for all to enjoy.

Advancing our Nature Strategy in 2023, we renewed our strategic partnership with International Union for Conservation of Nature (IUCN), to support us in advancing our measurable biodiversity and water targets as well as to bring more nature-friendly solutions into our cities.

As a result of our work, Holcim was selected as one of only 17 companies worldwide to pilot the world’s first science-based targets for nature with the Science-Based Targets Network (SBTN).

### Achieving new levels of disclosure and transparency

As an early adopter, we are implementing the final recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). Through this process we are committed to transparently measuring, disclosing and tracking progress as we achieve our nature targets.

Recognizing that sustainability is inseparable from our business activities, we are reaching a new level of disclosure this year, integrating our Climate Report within our Annual Report for the first time, sharing our EU Taxonomy results, and aligning with the non-financial reporting requirements of the Swiss Code of Obligations (page 434 in the [2023 Integrated Annual Report](#)).

I sincerely thank our diverse teams, from Health & Safety through to Sustainability and Innovation, who make the magic happen. Your efforts won us accolades in 2023 from the likes of the National Safety Council in the U.S., the COP28 Presidency initiative for CCUS in Dubai, and Fast Company, which ranked Holcim as the best workplace for sustainability innovators.

This is such an exciting time for our sector, with breakthrough innovations unlocking sustainable solutions at scale. At Holcim, we are transforming the way we build for a regenerative future.



**NOLLAIG FORREST**

Chief Sustainability Officer

## 2023 CLIMATE REPORT

➔ [Read more on page 64](#)



# ADVANCING SUSTAINABLE BUILDING

As a global leader in innovative and sustainable building solutions, we are on a mission to decarbonize building across its value chain.

## GREEN OPERATIONS

### DECARBONIZING HOLCIM

We are decarbonizing our own operations to become a net-zero company. Holcim is doing so by switching to alternative energy sources, developing new low-carbon formulations, adopting green mobility and using advanced technologies such as carbon capture, utilization and storage (CCUS).

➔ Read more on page 70



## CIRCULAR CONSTRUCTION

### BUILDING NEW FROM OLD

We drive circular construction with solutions to reduce, recycle and reuse materials. We recycle millions of tons of construction demolition materials (CDM) using our circular technology platform, ECOCycle®, and convert plastics and minerals into new materials or energy sources.

➔ Read more on page 100



## Leading in sustainability



CLIMATE



CIRCULARITY



NATURE



PEOPLE

## Partnering for impact

CUSTOMERS & SUPPLIERS PUBLIC AUTHORITIES & CITIES ARCHITECTS & ENGINEERS STARTUPS & ACADEMIA



**BUSINESS AMBITION FOR 1.5°C**   **OUR ONLY FUTURE**

## BUILDING BETTER WITH LESS

### DECARBONIZING CONSTRUCTION

We are scaling low-carbon construction using innovative brands such as ECOPact low-carbon concrete and ECOPlanet low-carbon cement. Our smart-design systems such as 3D concrete printing with TectorPrint and prefabricated solutions can reduce material use by up to 50 percent.

→ Read more on page 96

## MAKING BUILDINGS SUSTAINABLE

### DECARBONIZING CITIES

Our advanced roofing, insulation and specialty building solutions improve energy efficiency for buildings in use, reducing their operational emissions while enabling their repair and refurbishment. We bring nature into cities with products such as green roofs and Hydromedia permeable concrete to reduce temperatures and improve air quality.

→ Read more on page 128

Sustainability is embedded throughout our operations, centered on four key pillars.

→ Read more on page 60

See how we create value for all.

→ Read more on page 30

## DELIVERED THROUGH STRATEGY 2025:

### ACCELERATING GREEN GROWTH

We are accelerating growth across all our markets with industry-leading profitability and cash flow

### EXPANDING SOLUTIONS & PRODUCTS

Holcim will reach 30 percent of Group net sales in Solutions & Products by 2025

### LEADING IN SUSTAINABILITY

Sustainability is at the core of our strategy, with 2030 and 2050 net-zero targets validated by SBTi for all scopes

→ Read more about “Strategy 2025 – Accelerating Green Growth” on page 18.

# OUR APPROACH

Sustainability is at the core of our strategy, and our approach is oriented around four key pillars: climate, circularity, nature and people.



## CLIMATE

At Holcim, we are taking a science-driven approach to becoming a net-zero company. We have taken a leadership role in our industry by following science-based targets and a clearly defined net-zero roadmap.

→ Read our Climate Report on page 64

### Material issues

- Climate change and GHG
- Scaling sustainable product innovation
- Meeting customers' product quality and decarbonization expectations
- Energy consumption

### Key initiatives

- Decarbonizing our operations
- Decarbonizing our energy mix
- Decarbonizing our mobility
- Scaling up low-carbon materials
- Accelerating CCUS
- Advocacy and leadership

→ Our science-based targets. Read more on page 70

→ Low-carbon formulation. Read more on page 74

→ Decarbonized energy. Read more on page 78

→ CCUS. Read more on page 90



## CIRCULARITY

Holcim is driving circular construction at scale across key metropolitan areas. ECOCycle® is our new, proprietary circular technology platform to recycle construction demolition materials into new building solutions.

→ Read how we are driving circularity on page 102

### Material issues

- Internal waste management
- Raw materials
- Waste-derived resources and circular economy

### Key initiatives

- Circular construction
- Circular cities
- Building resilient cities
- Circular living
- GO CIRCULAR

→ Circular construction. Read more on page 100

→ Building resilient cities. Read more on page 128

→ Circular living. Read more on page 104

→ GO CIRCULAR. Read more on page 106

## LEADING IN ESG DISCLOSURES & TRANSPARENCY

Read more about our transparent ESG disclosures in the *2023 Integrated Annual Report*.

- ▣ Art. 964b Swiss Code of Obligations. Read on page 434
- ▣ EU Taxonomy. Read on page 266
- ▣ TCFD. Read on page 238
- ▣ TNFD. Read on page 238



## NATURE

Nature absorbs half of the world's carbon emissions and is the foundation of our economies and lives. Our Nature Strategy focuses on restoring and preserving biodiversity and freshwater, as well as bringing nature into cities.

→ Read how we're building a nature-positive future on page 124

### Material issues

- Land use including biodiversity management and quarry rehabilitation
- Freshwater use

### Key initiatives

- Strategic partnerships
- Piloting world's first science-based targets for nature
- Progressive transformative rehabilitation of quarries
- Optimizing freshwater use at our sites
- Replenishment of freshwater in water-risk areas

- A nature-positive future. Read more on page 124
- Partnerships for nature. Read more on page 125
- Progress on BIRS training. Read more on page 126
- Bringing nature into cities. Read more on page 128



## PEOPLE

Our 63,448 Holcim people worldwide are driven to reach their full potential and make a positive difference. We are committed to upholding human rights, ensuring health and safety and empowering people, communities and all partners in our supply chain.

→ Read more about our people on page 132

### Material issues

- Talent attraction, development and retention
- Employee, diversity, inclusion and non-discrimination
- Labor relations
- Health & safety
- Human rights
- Local community engagements

### Key initiatives

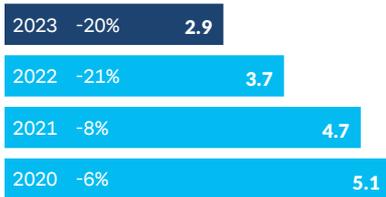
- Early career leaders
- Employee engagement
- Mental health awareness
- Critical risk management
- Human Rights Impact Assessment
- Social Impact initiatives

- Holcim People. Read more on page 132
- Health, safety & environment. Read more on page 138
- Respecting human rights. Read more on page 140
- Just Transition. Read more on page 116

# SUSTAINABILITY PERFORMANCE HIGHLIGHTS 2023

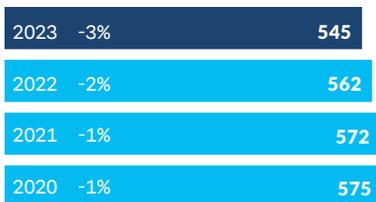
We further reduced our carbon intensity, accelerated CCUS, and scaled up circular construction, while delivering on our nature and people targets.

## REDUCTION OF CO<sub>2</sub> PER NET SALES %



- Continues to decrease, down 20 percent from full year 2022.

## REDUCTION OF CO<sub>2</sub> NET PER TON OF CEMENTITIOUS KG



- Picking up momentum towards net zero, Holcim accelerates CO<sub>2</sub> reduction to 3 percent with solid progress across all decarbonization levers.

## DECARBONIZATION

### CO<sub>2</sub> REDUCTION

20%

CO<sub>2</sub>/net sales<sup>1</sup>

### CO<sub>2</sub> NET PER TON OF CEMENTITIOUS

3%

Reduction in 2023<sup>2</sup>



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

First in our sector with net-zero targets validated by SBTi

<sup>1</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales, compared to 2022  
<sup>2</sup> Compared to 2022

## CCUS AMBITION

### PROJECTS

6

CCUS projects in execution

### CO<sub>2</sub> CAPTURED

5M

Tons per annum by 2030



'Energy Transition Changemaker' and 'Mission Innovation Net Zero' Awards

**CIRCULARITY****RECYCLED**

8.4M

Tons of construction  
demolition materials (CDM)**CIRCULAR  
CONSTRUCTION**

+24%

Recycling of CDM  
compared with 2022

'Circularity Lighthouse Award'  
for our ECOcycle® technology

**NATURE****FRESHWATER  
WITHDRAWAL**

298

Specific freshwater withdrawal  
L/ton of cementitious material  
2022: 304 L/ton**BIODIVERSITY**

64%

Biodiversity baselines assessed  
using BIRS<sup>1</sup> methodology  
(+33% versus 2022)

Official Taskforce member  
and early adopter in 2023

<sup>1</sup> Biodiversity Indicator Reporting System

**PEOPLE****EMPLOYEES**

78%

Level of engagement  
Engagement Survey**DIVERSITY**

21%

Women in Senior Management  
(+1% since 2022)

First place in Fast Company's  
Sustainability ranking

# 2023 CLIMATE REPORT

**“In 2023, we accelerated climate action, making progress across all of our decarbonization levers to lead the transition to sustainable building.”**

**NOLLAIG FORREST**  
Chief Sustainability Officer



New York City's iconic One World Trade Center was built with 150,000 m<sup>3</sup> of specially-designed Holcim concrete, manufactured using recycled materials

## CONTENTS

### DECARBONIZING BUILDING FOR A NET-ZERO FUTURE

- 66** Climate leadership
- 100** Driving circularity
- 108** Advocacy and engagement
- 116** Just Transition
- 120** Holcim Foundation

### CLIMATE REPORTING

Read more about Climate Reporting in the *2023 Integrated Annual Report*.

-  Climate governance. Read on page 167
-  Climate-related risks and opportunities. Read on page 236
-  Scenario analysis. Read on page 252
-  Performance data tables. Read on page 402

### LEADING IN ESG DISCLOSURES & TRANSPARENCY

Read more about our transparent ESG disclosures in the *2023 Integrated Annual Report*.

-  Art. 964b Swiss Code of Obligations. Read on page 434
-  EU Taxonomy. Read on page 266
-  TCFD. Read on page 238
-  TNFD. Read on page 238

## CLIMATE HIGHLIGHTS 2023

# 20%

Reduction in  
CO<sub>2</sub>/net sales<sup>1</sup>

# 5M

Tons of CO<sub>2</sub>/annum  
captured by 2030

# 3%

Reduction in CO<sub>2</sub> net/ton  
of cementitious material<sup>2</sup>

# 8.4M

Tons of CDM recycled

# 6

CCUS projects in  
execution

# +24%

Recycling of CDM<sup>2</sup>

<sup>1</sup> 2023 Scope 1 + Scope 2 CO<sub>2</sub> emissions per million of net sales compared to 2022

<sup>2</sup> Compared to 2022

LEADING IN SUSTAINABILITY CONTINUED

# CLIMATE LEADERSHIP

We are decarbonizing Holcim for people and the planet, from our operations and solutions through to buildings in use.

## CASE STUDY

# Decarbonization in Europe

Leveraging an advanced regulatory environment, we have set the industry's most ambitious targets to make decarbonization a profitable growth driver in Europe.

Meeting customers' sustainability needs, Holcim is expanding its multi-billion brands delivering premium margins. By 2030 we aim to grow our low-carbon cement ECOPlanet to reach more than 50 percent of cement net sales, and produce eight million tons of fully decarbonized cement each year.

Making circularity a driver of profitable growth, we want to increase our ECOCycle® circular technology platform to 150 sites in Europe by 2030, to recycle 20 million tons of construction demolition materials per annum.

We are accelerating CCUS too. Six full-scale projects have been selected for EU funding to capture five million tons of CO<sub>2</sub> annually by 2030, while delivering high returns, with eight additional projects in development.



Learn more on our website





CityLife in Milan, Italy, is one of the most important urban redevelopment projects in Europe. Two iconic skyscrapers set in a new park, a brand new shopping district and a new metro line have all been built with Holcim products

LEADING IN SUSTAINABILITY CONTINUED

CLIMATE

# MAKING PROGRESS ACROSS ALL DECARBONIZATION LEVERS

ACCELERATING GREEN GROWTH  
IMPACT DASHBOARD

2023 IMPACT

**ECOPACT READY-MIX NET SALES**

19%

ON TRACK

**TONS OF CONSTRUCTION DEMOLITION MATERIALS RECYCLED**

8.4M

ON TRACK

**GREEN CAPEX CHF**

402M

ON TRACK

**SUSTAINABLE FINANCE**

40%



**REDUCTION CO<sub>2</sub> NET/T CEM YEAR-ON-YEAR**

3%



## RECOGNIZED CLIMATE AND NATURE LEADERSHIP



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

First in sector with SBTi-validated net-zero targets



Piloting science-based targets for nature



Signatory since 2017 with aligned reporting



Taskforce member and early adopter

**2025 IMPACT**

25%

10M

500M

40%

2%–4%

**BY 2030**

**AMBITIONS FOR A 1.5°C FUTURE**

5M

Tons of CO<sub>2</sub> captured each year in Europe using CCUS

2BN

Investment in CCUS CHF

8M

Tons of net-zero cement per annum

**BUSINESS AMBITION FOR 1.5°C**   **OUR ONLY FUTURE**



**'Energy Transition Changemaker'**



**'Circularity Lighthouse Award'**



**Co-funded by the European Union**  
Emissions Trading System  
Innovation Fund

**Six CCUS projects selected for EU grants**

LEADING IN SUSTAINABILITY CONTINUED

CLIMATE

# DECARBONIZING HOLCIM TO BECOME NET-ZERO

At Holcim, we take a science-driven approach to becoming a net-zero company. In 2023, we made strong progress towards our targets, which are in line with the 1.5°C framework.

**Our net-zero pledge**

With climate action at the core of Holcim’s strategy, we have 2030 and 2050 net-zero targets in line with the 1.5°C framework validated by the Science Based Targets initiative (SBTi) for all three scopes.

**Our Climate Policy**

Holcim’s approach towards accelerating climate action while enabling a Just Transition and climate adaptation are described in our Climate Policy. The main principle of our policy is the delivery of our actions in a rigorous, science-based manner, to execute our net-zero journey. We comply with local, state, federal and national regulations in all our operations and advocate for collective actions with relevant stakeholders.

Read more about climate and nature-related risks and opportunities on page 236 in the [2023 Integrated Annual Report](#)



**What is new?**

We have further updated our 2030 and 2050 targets by:

- Upgrading our combined Scope 1 & 2 2030 targets to meet the latest SBTi validation criteria
- Extending our 2050 target coverage to include all 15 categories of Scope 3 emissions

**FOR YEARS, HOLCIM HAS BEEN AT THE FOREFRONT OF CLIMATE ACTION:**

2020	2020 / 2021	2021 / 2022	2023	2023
			<p>Co-funded by the European Union</p>	
<p>In 2020, Holcim was the first global building solutions company to sign the United Nations Global Compact’s ‘Business Ambition for 1.5°C’ initiative, with intermediate 2030 targets approved by SBTi.</p>	<p>In 2020, we launched ECOPact concrete, and followed that in 2021 with the launch of ECOPlanet cement, to offer the broadest range of low-carbon solutions.</p>	<p>In 2021, Holcim was first in its sector with SBTi-validated 2030 and 2050 net-zero targets. In 2022, we upgraded our 2030 targets to align with our sector’s new 1.5°C science-based framework.</p>	<p>In 2023, Holcim was selected for funding from the European Union (EU) Innovation Fund for six of its breakthrough carbon capture, utilization and storage (CCUS) projects in Germany, Poland, Greece, France, Croatia and Belgium.</p>	<p>Holcim committed to producing eight million tons of fully decarbonized cement per annum by 2030, thanks to the six CCUS projects in Europe that are planned to go live before 2030. One of the projects, Lägerdorf in Germany, won two awards at COP28.</p>

### OUR SBTi TARGETS ALIGNED WITH 1.5°C

Holcim commits to reaching net-zero greenhouse gas emissions (GHG) across the value chain by 2050.

#### Near-term targets

Holcim commits to reduce gross Scope 1 and 2 GHG emissions by 26.2 percent per ton of cementitious materials by 2030 from a 2018 base year.<sup>1</sup> This is equivalent to a 25 percent reduction in absolute emissions within the same timeframe.

By 2030, Holcim commits to reduce gross Scope 3 GHG emissions per ton of purchased clinker and cement by 25.1 percent, from a 2020 base year.

In addition, Holcim commits to reduce Scope 3 GHG emissions from fuel and energy-related activities by 20 percent per ton of purchased fuels and Scope 3 GHG emissions from downstream transport and distribution by 24.3 percent per ton of materials transported by 2030.<sup>2</sup>

#### Long-term targets

Holcim commits to reduce Scope 1 and Scope 2 GHG emissions by 95 percent per ton of cementitious materials by 2050 from a 2018 base year.<sup>1</sup> Holcim commits to reduce absolute Scope 3 GHG emissions 90 percent by 2050 from a 2020 base year.<sup>3</sup>

With these upgraded targets, we have confirmed our commitment to decarbonize building following the most advanced science.

#### From climate to nature

Leveraging our rigorous science-driven approach from climate to nature, Holcim was selected as one of only 17 companies to pilot our world's first science-based targets for nature. This builds on Holcim's industry-first measurable approach to nature, developed with the International Union for Conservation of Nature (IUCN), the Biodiversity Indicator Reporting System (BIRS), to enable a nature-positive future.

[→ Read more on page 125](#)



	Target Base Year	2018	2023	2030	2050
<b>SCOPE 1</b> KG CO <sub>2</sub> / T cementitious		623	587	-23.3% <sup>4</sup>	-95% <i>net zero</i>
		590 <sub>net</sub>	545 <sub>net</sub>	420 <sub>net</sub>	
<b>SCOPE 2</b> KG CO <sub>2</sub> / T cementitious		46	36	-65% <sup>4</sup>	-90% <i>net zero</i>
<b>SCOPE 3</b>	2020				
PURCHASED CLINKER AND CEMENT KG CO <sub>2</sub> / T cementitious		710	702	-25.1%	-90% <i>net zero</i>
PURCHASED FUELS KG CO <sub>2</sub> / T cementitious		286	283	-20%	
DOWNSTREAM TRANSPORTATION KG CO <sub>2</sub> / T cementitious		11	9	-24.3%	

<sup>1</sup> The target boundary includes land-related emissions and removals from bioenergy feedstocks  
<sup>2</sup> These targets were validated by SBTi in alignment with a 2°C scenario  
<sup>3</sup> Target boundary includes 95 percent of Scope 1 and 2 emissions and 90 percent of Scope 3 emissions, per SBTi standard  
<sup>4</sup> Equivalent to the SBTi validated combined Scope 1 and 2 ambition of -26.2 percent

LEADING IN SUSTAINABILITY CONTINUED

CLIMATE

# OUR CO<sub>2</sub> FOOTPRINT AND PATHWAY TO NET ZERO

Holcim is committed to reducing its carbon footprint across its operations and value chain (Scopes 1, 2 and 3), to become a net-zero company by 2050.

**Scope 1**

Scope 1 emissions account for 59 percent of our footprint and are at the core of our emissions reduction strategy. Scope 1 includes all emissions released directly from our operations. Most come from cement production. Thirty-nine percent of our emissions are generated by the raw materials we use to produce clinker. Fuel combustion necessary to heat cement kilns is another significant emissions source. A small share of Scope 1 emissions come from Solutions & Products, Aggregates and Ready-mix operations.

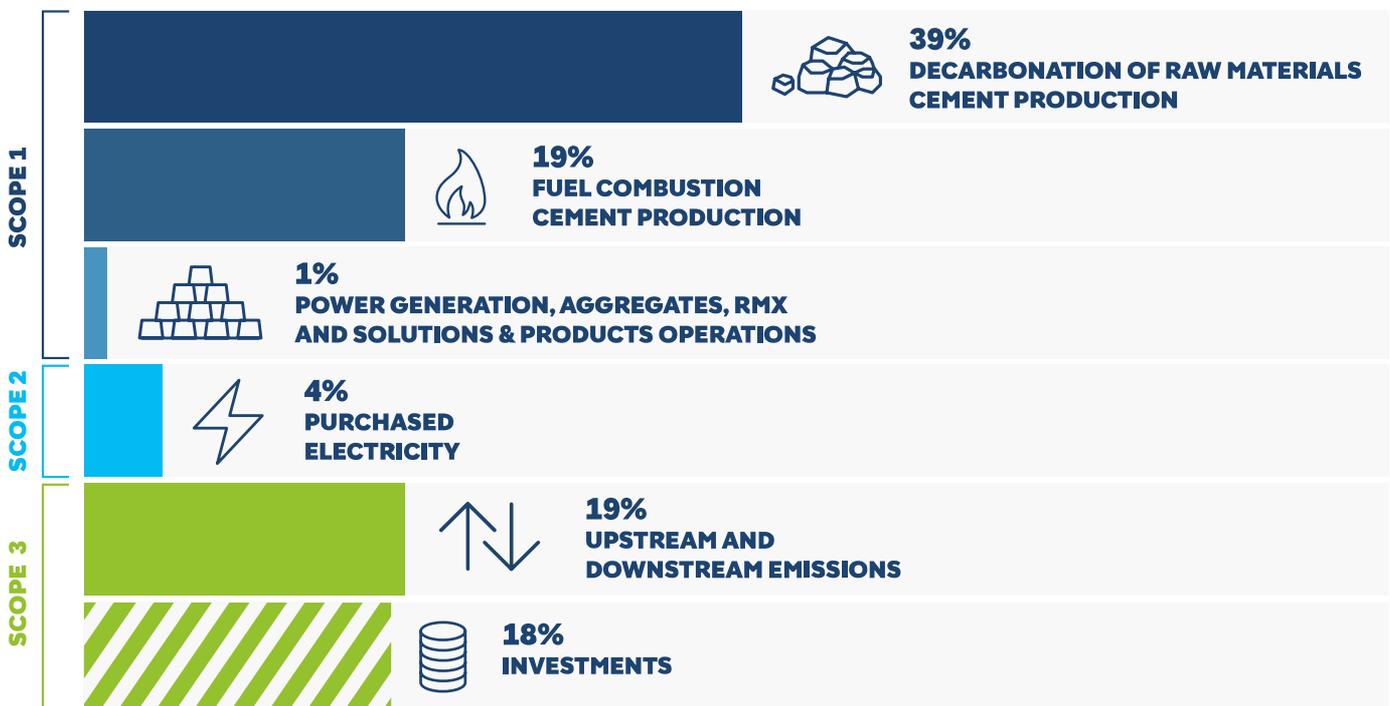
**Scope 2**

Scope 2 emissions account for four percent of our carbon footprint. Scope 2 includes indirect emissions from the generation of purchased electricity consumed in the company's owned or controlled equipment.

**Scope 3**

Scope 3 emissions account for 37 percent of our carbon footprint. Scope 3 includes all other indirect emissions generated in our value chain, such as for transportation and the extraction and production of purchased materials and fuels. Scope 3 also includes direct emissions from non-consolidated companies and investments.

➔ For more on our Scope 3 emissions, see page 84

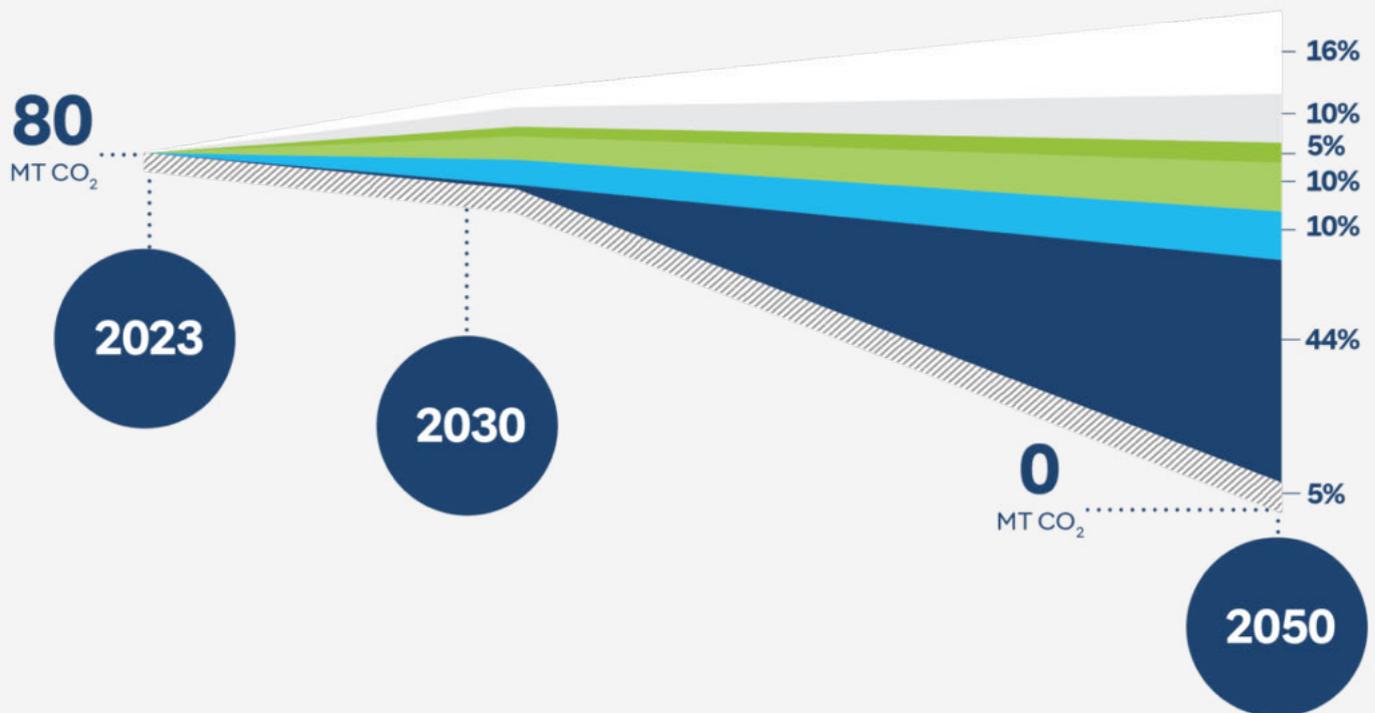


## HOLCIM'S PATHWAY TO NET ZERO

Our pathway to 2030 and 2050 is clear. To reach our Scope 1 and Scope 2 commitments, we will reduce our clinker factor, use alternative fuels and raw materials, and increase our use of renewable energy. We will invest in proven technologies that produce positive returns.

We will scale up breakthrough technologies such as Carbon Capture, Utilization and Storage (CCUS), which will make an increased contribution in terms of reaching our targets post 2030. Our pathway to net zero does not rely on offsets.

### OUR ABSOLUTE SCOPE 1 + SCOPE 2 EMISSIONS PATHWAY



<b>Efficiency gains in design &amp; construction</b>	Leveraging smart design and low-carbon formulation of concrete, as an increased focus on upfront carbon per m <sup>2</sup> moves the market to more carbon-efficient construction
<b>Efficiency gains in concrete</b>	
<b>Decarbonized electricity</b>	Increasing the share of decarbonized electricity by leveraging power purchase agreements and onsite renewable electricity, together with decarbonization of the electrical grid
<b>Less clinker in cement</b>	Replacing clinker in our final cement products with mineral components, such as calcined clay and novel binders, we aim to reduce our clinker factor from 72 percent in 2023 to 68 percent in 2030
<b>Less CO<sub>2</sub> in clinker</b>	Producing clinker with decarbonized raw materials, increasing energy efficiency and transitioning to alternative fuels. Our thermal substitution rate will increase to 50 percent in 2030 and 70 percent in 2050
<b>CCUS and other advanced technologies</b>	With advanced technologies such as carbon capture, utilization and storage (CCUS) and other breakthrough process innovations, we aim to capture five million tons of CO <sub>2</sub> and produce eight million tons of fully decarbonized cement per year by 2030
<b>Passive recarbonation</b>	Natural reabsorption of CO <sub>2</sub> during the lifetime of concrete products

## LEADING IN SUSTAINABILITY CONTINUED

## CLIMATE

## DECARBONIZING OUR SOLUTIONS

We offer a broad range of sustainable building solutions and use our formulation expertise to decarbonize our concrete and cement.

ECOPact and ECOPlanet both offer CO<sub>2</sub> reductions of at least 30 percent compared to standard (CEM I/OPC) local concrete and cement, respectively.

**Alternative raw materials**

The majority of emissions from the cement production process results from the calcination of limestone into clinker. This part of the process is our largest source of CO<sub>2</sub> emissions, accounting for 39 percent of our total carbon footprint.

Decarbonized materials reduce emissions in two ways: they emit less CO<sub>2</sub> and require less heat than conventional materials.

- Basic elements (Ca, Si, Fe, Al, S) enable the supply of the essential minerals required for clinker chemistry and safeguard natural resources in quarries.
- Recycled construction demolition materials (CDM) yield cement paste that has already been decarbonated, meaning process-related carbon emissions are lower.
- Historical waste from other industries, including fly ash and steel slag, can replace virgin limestone and avoid landfill.

We are working with innovative companies to keep raising standards and develop new alternative material streams.

**“Ste. Genevieve underscores Holcim’s commitment to the U.S. Department of Energy’s Better Climate Challenge, to reduce net CO<sub>2</sub> emissions in the U.S. by at least 25 percent by 2033.”**

**TOUFIC TABBARA**

Region Head North America



Ste. Genevieve is North America’s largest cement-producing facility

## DECARBONIZING CEMENT IN NORTH AMERICA

We are investing USD 100 million to expand our Ste. Genevieve cement plant in Missouri, U.S., and increase finished cement production capacity by over 600,000 tons to meet strong industry demand.

The project will enhance processing and allow cement production capacity to increase while reducing net CO<sub>2</sub> emissions by more than 400,000 tons per year.

Work is due to be finished in late 2025, and the capital investment will increase circularity and accelerate decarbonization across the built environment.

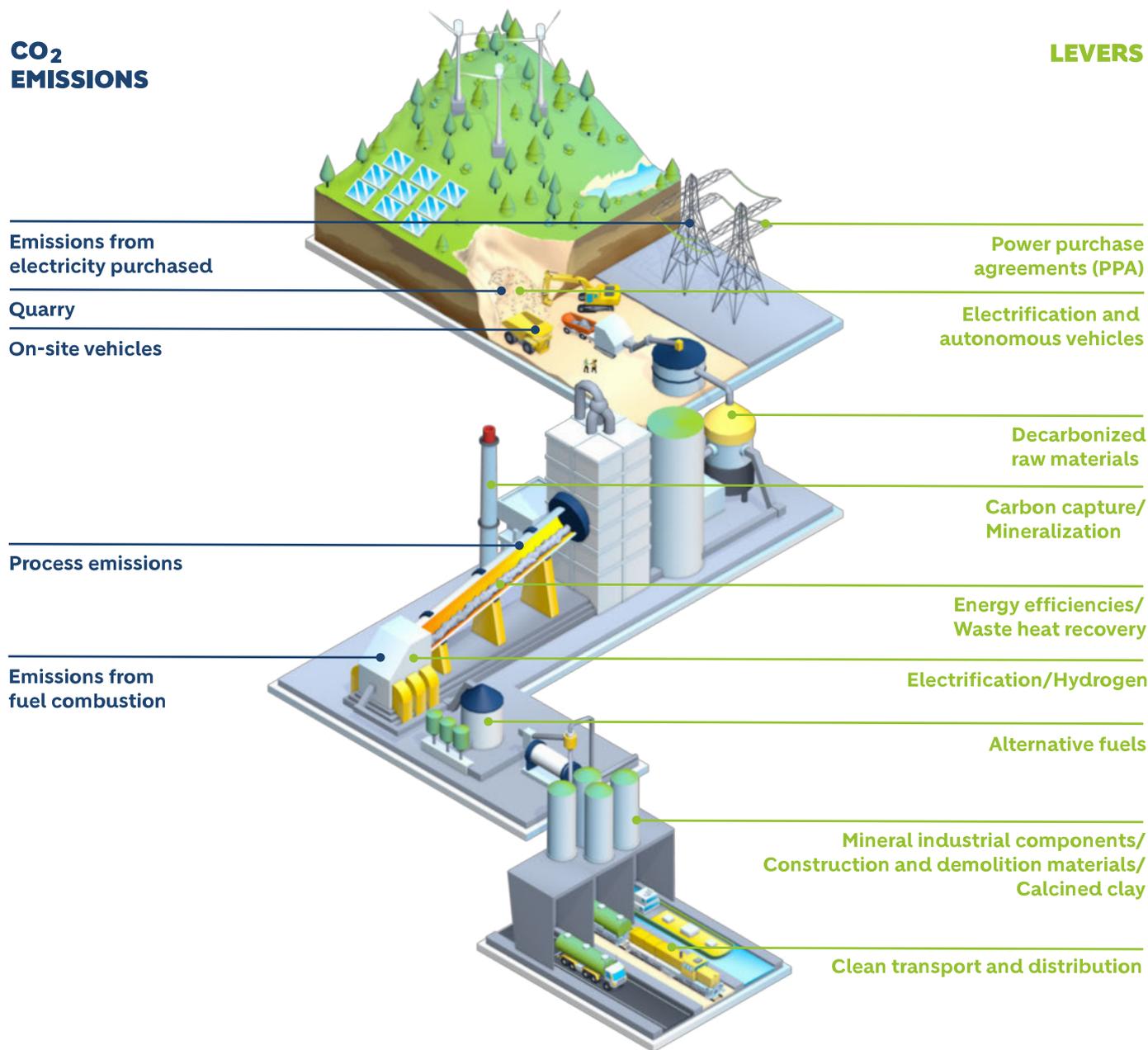
This action further underscores Holcim’s commitment to the U.S. Department of Energy’s (DOE) Better Climate Challenge to reduce net CO<sub>2</sub> emissions in the U.S. by at least 25 percent by 2033. The Better Climate Challenge is intended to drive real-world action that reduces carbon emissions and saves energy.

# HOW WE ARE DECARBONIZING HOLCIM

From our products to our process

## CO<sub>2</sub> EMISSIONS

## LEVERS



	Base Year <b>2018</b>	<b>2023</b>	Target <b>2025</b>	Target <b>2030</b>	Target <b>2050</b>
<b>SCOPE 1</b> KG CO <sub>2</sub> , net/T cementitious	<b>590</b>	<b>545</b>	<b>520</b>	<b>420</b>	
<b>SCOPE 2</b> KG CO <sub>2</sub> /T cementitious	<b>46</b>	<b>36</b>	<b>—</b>	<b>16</b>	

LEADING IN SUSTAINABILITY CONTINUED

**Mineral components to reduce clinker factor**

Our Scope 1 emissions pathway aims to reduce both the level of CO<sub>2</sub> in clinker and the clinker factor of our cement. We aim to decrease our clinker content from 72 percent currently to below 68 percent by 2030 and reduce it further by 2050.

Beyond recycling clinker, replacing it in our final cement products with mineral components significantly reduces the carbon intensity of the cement product.

At Holcim, we use four major categories of mineral components to reduce emissions from our cement and concrete mixes:

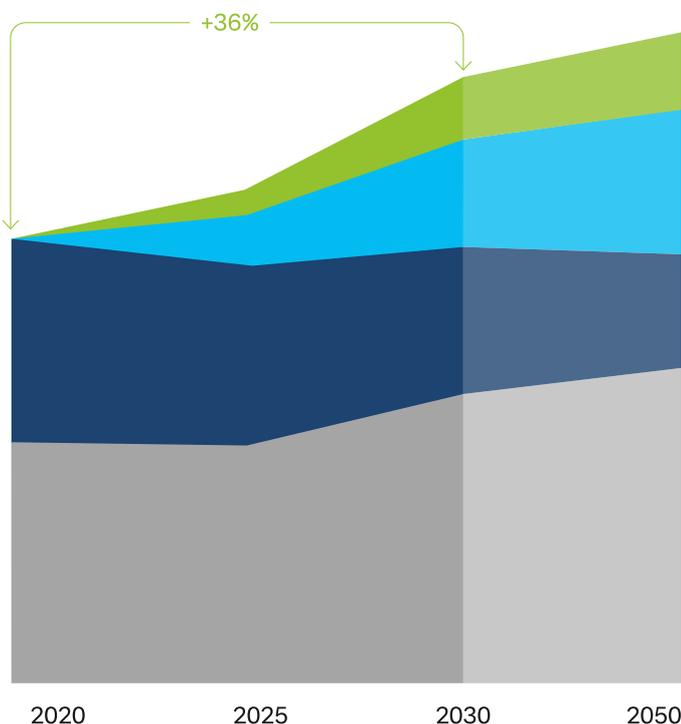
- Recycled cement paste from construction demolition materials (CDM)
- Innovative mineral components like calcined clay, pozzolana and reclaimed ashes
- Waste from other industries, including slag and fly ash, to replace virgin limestone and avoid landfill
- Traditional mineral components like limestone and gypsum

In the coming decades, we expect CDM and innovative mineral components to gradually replace slag and fly ash.

To this end, we are investing in advanced crushing and processing technology to fully recycle CDM. Our most advanced ECOCycle® circular solution in Europe can reduce the CO<sub>2</sub> footprint of cement by up to 40 percent based on recycling cement paste from CDM.

We are also scaling up the use of innovative mineral components like calcined clay that can reduce the footprint of cement by up to 50 percent, with operations currently advancing in Europe and Latin America.

**MINERAL COMPONENTS IN EUROPE (M TONS)**



**GROWTH ENABLERS**

**Construction demolition materials**

Recycling fines as cementitious material in low-carbon cement.

**Innovative mineral components**

Calcined clay, pozzolana, reclaimed ashes will gain in significance as a component of cement in the future.

**Slag and fly ash**

After 2025, the supply of slag and fly ash is expected to decrease due to lower production of underlying related materials (steel/coal). Lower volumes on the market will mean a cost increase.

**Traditional mineral components**

Limestones and gypsum (mainly) are and will continue to be a significant share of mineral components due to high availability and lower cost versus clinker.



We are scaling up calcined clay cement production across our regions

### Replacing limestone-based clinker

Calcined clay is a mineral powder obtained through the calcination of natural clays at a relatively low temperature. It acts as a replacement for limestone-based clinker in the final cement, allowing us to produce cement with up to 50 percent less CO<sub>2</sub> than standard cement. Globally, clay is one of the most abundant natural resources, and is therefore a highly scalable solution to produce low-carbon building materials.

At Holcim, we are increasing use of calcined clay in our formulations. Our plant in Macuspana, Mexico, was the first Holcim site in Latin America to produce cement with calcined clay. This formulation reduces the clinker factor by up to 55 percent and enables the plant to deliver ECOPlanet low-carbon cement with an up to 50 percent lower CO<sub>2</sub> footprint versus ordinary cement (CEM I).

Our plants in Apaxco and Tecomán in Mexico now use calcined clay too, with the same planned for our Malagueño plant in Argentina in 2024.

### Scaling calcined clay across Europe

As part of our European roadmap to decarbonize construction, we launched Europe's first calcined clay low-carbon cement operation at our Saint-Pierre-la-Cour plant in France in 2023.

The plant aims to deliver ECOPlanet low-carbon cement with an up to 50 percent lower CO<sub>2</sub> footprint compared to ordinary cement (CEM I). This advanced production line, a world first, runs on our 'proxima Tech' proprietary technology, and will produce both clinker and calcined clay, to deliver up to 500,000 tons of low-carbon cement per year.

Operations onsite are powered using 100 percent alternative fuels coupled with waste-heat recovery systems.

The project received financial support from the French government as part of the "France Relance" plan to invest in large-scale decarbonization and energy efficiency projects.

Opening the first calcined clay cement production line in Europe is a milestone to decarbonize building. We aim to scale up our calcined clay cements in Austria, Bulgaria, Czech Republic, Germany, Romania, Spain and Switzerland.

More broadly, we will continue to advance our ECOPlanet range of low-carbon cements across all regions by 2025.

# 50%

Potential CO<sub>2</sub> reduction using calcined clay

# 72%

Clinker factor in 2023  
(73% in 2022)

# 10.2%

Alternative raw materials in cement  
(9.3% in 2022)

## LEADING IN SUSTAINABILITY CONTINUED

## CLIMATE

# DECARBONIZING OUR ENERGY MIX

At Holcim, we are shifting to alternative energy across our value chain from alternative fuels and renewable electricity to waste-heat recovery systems.

### Optimizing our energy use

We are investing to modernize our kilns and lower our CO<sub>2</sub> emissions. For example, at our plant in Obourg, Belgium, we are installing an innovative oxyfuel cement kiln that significantly reduces CO<sub>2</sub> emissions. In combination with CCUS (see page 90), this will allow the plant to produce fully decarbonized cement from 2028.

Additionally, as part of Holcim's Plants of Tomorrow initiative, we are taking further steps to modernize our plants. Using digital solutions, we are creating connected, smart and energy-efficient sites that will complement our other decarbonization levers.

### Using alternative fuels

The International Energy Agency anticipates that fossil fuel consumption will peak by 2030. At Holcim, the transition to alternative fuels involves substituting traditional fossil fuels used in cement kilns, which include coal, petcoke and natural gas.

With waste volumes increasing globally, our Geocycle business (see page 80), offers us a safe and ecological solution in line with international standards. Taking a circular approach, we are reducing the carbon intensity of our cement by using pre-treated non-recyclable and biomass waste fuels in place of fossil fuels.

Waste sources include biomass, sewage sludge, shredded waste, fluff, solvents, waste oils and tires, all of which can be used to generate energy.



### Increasing biomass content

Our focus is on innovation to further reduce carbon emissions by increasing the biomass content in the fuels we use. To optimize alternative fuel use, we deploy near-infrared spectroscopy technology to analyze alternative fuel properties during kiln feeding. This enables us to eliminate quality variations and use an optimal fuel mix and reduce CO<sub>2</sub> emissions.

**“In Europe, our plants aim to operate with 90 percent alternative fuels by 2030. Today, 11 sites already run with over 80 percent.”**

**MILJAN GUTOVIC**

Region Head Europe and CEO Designate



We are decarbonizing our energy mix using Geocycle alternative fuels

In 2023, 30.1 percent of Holcim's thermal energy demand for clinker production came from alternative fuels. By investing in co-processing facilities and process improvements, we aim to increase this thermal substitution rate to 50 percent by 2030 and over 70 percent by 2050.

Currently, 11 of our facilities in Europe already run on more than 80 percent of their energy from alternative fuels, offering a high-yield source of energy for heat production.

In addition, as we progress toward net zero, advanced technologies like electrification and use of hydrogen as an alternative fuel will account for an increased share of our decarbonization efforts.

#### Leveraging waste-heat recovery

Waste-heat recovery ultimately serves to capture excess heat generated within a facility and repurpose it in various applications to optimize energy efficiency. Holcim's waste-heat recovery systems are specifically engineered to use excess heat produced by our cement kilns and convert it into electricity.

We presently have eight operational waste-heat recovery units, producing 318 gigawatt hours of zero-carbon electricity. This translates to a carbon reduction of 165,000 tons annually. Our goal is to triple the number of waste-heat recovery units by 2030.

# 30.1%

Of our thermal energy sourced from alternative sources

# 11

Plants in Europe running on over 80% alternative fuels

# >3M

Tons of alternative fuels processed in Europe in 2023

**LEADING IN SUSTAINABILITY CONTINUED**

**Driving profitable decarbonization and circularity**

Our Geocycle business transforms waste into resources to support our sustainability ambition. Geocycle maximizes resource value: recycling when possible, while valorizing non-recyclable materials.

Geocycle materials reduce our carbon footprint, enhance circularity and preserve natural resources. Our global network of advanced pre-treatment platforms provides scientifically proven and environmentally friendly solutions in countries with Holcim cement operations. Geocycle sets and promotes industry-leading standards and provides sustainable resources management solutions to multinationals and municipalities worldwide.

In 2023, Geocycle supported Holcim's decarbonization and circularity targets by recycling 13.9 million tons of waste and byproducts for use as decarbonized energy or in raw materials.

**“We wanted to combine the ecological leadership, culture, and way of life on Galapagos, with the mission of turning Santa Cruz Island waste-free.”**

**LUIS RIVAS**

Head of Geocycle at Holcim Ecuador



**ADVANCING A RECYCLING CULTURE IN THE “ENCHANTED ISLANDS”**

Known as the “Enchanted Islands”, the Galapagos archipelago is home to many unique species and is a UNESCO Natural World Heritage Site.

For years, proper waste management was one of the greatest concerns for residents and the authorities. To solve this issue and preserve the precious natural state of the islands, Holcim and Geocycle Ecuador are working to enable a waste recovery revolution on Santa Cruz Island.

Together with the island’s residents, we have recovered 59 percent of waste since 2022, and processed 50 tons of non-recyclable waste into alternative fuels to power our plants in Ecuador.

A team of journalists recently traveled to Santa Cruz to learn first-hand how residents are embracing this recycling culture to preserve the island’s beauty and ensure that biodiversity continues to thrive.

Watch their documentary film using the link below.

Watch video online here



**59%**

Recovery of waste on Santa Cruz

**50**

Tons of non-recyclable waste transformed into resources each year



New solar arrays at our ready-mix concrete plant at Fort Totten, Washington, D.C. (U.S.)

### Shifting to renewable electricity

Electricity makes up a significant portion of our energy use. To decarbonize electricity, we are shifting to renewable energy sources like solar, hydro and wind power wherever possible.

Several factors impact the electricity value chain, including availability of renewable power, transport and grid infrastructure, and geographic conditions. At Holcim, we take a tailored, local approach to decarbonize our electricity use. Working with private companies and local officials, our diverse energy portfolio gives us the capability to decarbonize electricity at scale.

### Scaling up renewable electricity

We signed our largest green energy contract to date in 2023 to power our operations in Germany with wind energy. Our plants in Colombia are setting an example by operating with 100 percent renewable energy. Globally, we aim to reduce the carbon intensity of Scope 2 emissions by 65 percent by 2030, against a 2018 baseline.

Where renewable electricity sources are not readily available, we install energy facilities on our own sites.

## Generating solar energy in the U.S.

By installing new solar arrays at our ready-mix concrete plant at Fort Totten, Washington D.C., we have reduced our dependency on fossil fuels. The silo rooftop solar modules and a separate carport with solar modules aims to generate 1,300 to 1,500 megawatt hours per year of renewable energy – to cover around 90 percent of site operations.

### Harnessing solar power

We continue to make progress in rolling out solar power across our operations in Europe and the Americas:

- In Belgium, we plan to operate our first floating photovoltaic installation from 2024. It aims to supply 15 percent of our Obourg plant's electricity.
- In the U.S., we generate 10 megawatts of solar energy at our Hagerstown plant in Maryland, reducing CO<sub>2</sub> emissions by over 12,000 tons.
- In Nicaragua, at our Nagarote plant, up to 35 percent of electricity to power operations will be sourced from a new solar park we are building.

LEADING IN SUSTAINABILITY CONTINUED



**Building with blades**

Holcim is a proud member of the consortium that launched the EU-funded BLADES2BUILD project. The innovative project aims to transform used wind turbine blades into circular construction materials, enabled by our ECOCycle® technology platform.

Our collaboration with other partners on this project helps to further our commitment to building new from the old, promoting a circular economy.



Funded by  
the European Union

**Generating our own renewable energy**

Through collaboration with our partners in the wind energy sector, we are installing and operating wind farms on our sites to generate our own renewable energy. For example, three wind turbines at our plant in Paulding, U.S., provide around 20 percent of the site’s electricity, reducing CO<sub>2</sub> emissions by 9,000 tons per year.

**Winds of change in Germany**

Our plants in Germany are at the forefront of harnessing wind energy to power our operations.

Thanks to their advantageous geographical positions, our Lägerdorf (Schleswig-Holstein) and Höver (Lower Saxony) plants met 80 percent and 52 percent of their electricity needs respectively through onshore wind power in 2023.

In total, Holcim’s operations in Germany procured 59 percent of electricity for cement production from green sources, a 15 percent increase compared to 2022. Wind power contributed to a 100 percent share of this and saved 86,000 tons of CO<sub>2</sub> emissions in 2023.

### Leveraging renewable power purchase agreements

We are growing our renewable energy portfolio through partnerships with power producers. Power purchase agreements (PPAs) are long-term contracts for electricity supply between Holcim, as a corporate buyer, and renewable power suppliers. They typically specify pricing, electricity quantities and renewable sources.

In 2023, we signed our largest green energy contract to date with Iberdrola, a global leader in renewable energy. Iberdrola will supply 250 gigawatt hours of wind energy per year to power our operations in Germany. We also signed a memorandum of understanding to investigate the possibility of more clean energy projects across Europe. This includes evaluating Holcim plants to identify opportunities to install renewable energy facilities onsite – from solar to green hydrogen.

We are rolling out renewable energy PPAs around the world:

- In Europe, we secured additional long-term power supply from renewable sources in Poland, Spain and Belgium. We also signed agreements to offtake renewable power from new solar facilities in Romania and the Czech Republic.
- In North America, Holcim signed two new PPAs to supply solar power and services for our plants in Portland and Alpena and a new virtual power purchase agreement for our Exshaw plant in Canada.
- In Latin America, we secured additional power supply from renewable sources in Argentina and finalized a number of rooftop solar projects in Mexico.

### Supporting the energy transition

In addition to using renewable energies and alternative fuels to sustain our own operations, we have a responsibility to facilitate essential infrastructure for the wider energy transition.

Renewable energy adoption is rapidly expanding, with the International Energy Agency estimating that there was an extra 500 gigawatts of renewable generation capacity in 2023. Our low-carbon building solutions offer dependable, cost-efficient and high-performance infrastructure for all solutions – from dams to wind farms.

In 2023, Sabowind, a full-service wind energy provider, initiated operations at a new wind farm in Markowice, Poland. This project used 4,200m<sup>3</sup> of ECOPact concrete, leading to a 31 percent reduction in emissions during construction. The wind farm will generate 300 gigawatt hours (GWh) of electricity annually, serve approximately 75,000 homes and mitigate 100,000 tons of CO<sub>2</sub> emissions.

**“By providing low-carbon construction materials for renewable energy infrastructure, like windmills, we are helping to accelerate the energy transition.”**

**NOLLAIG FORREST**

Chief Sustainability Officer

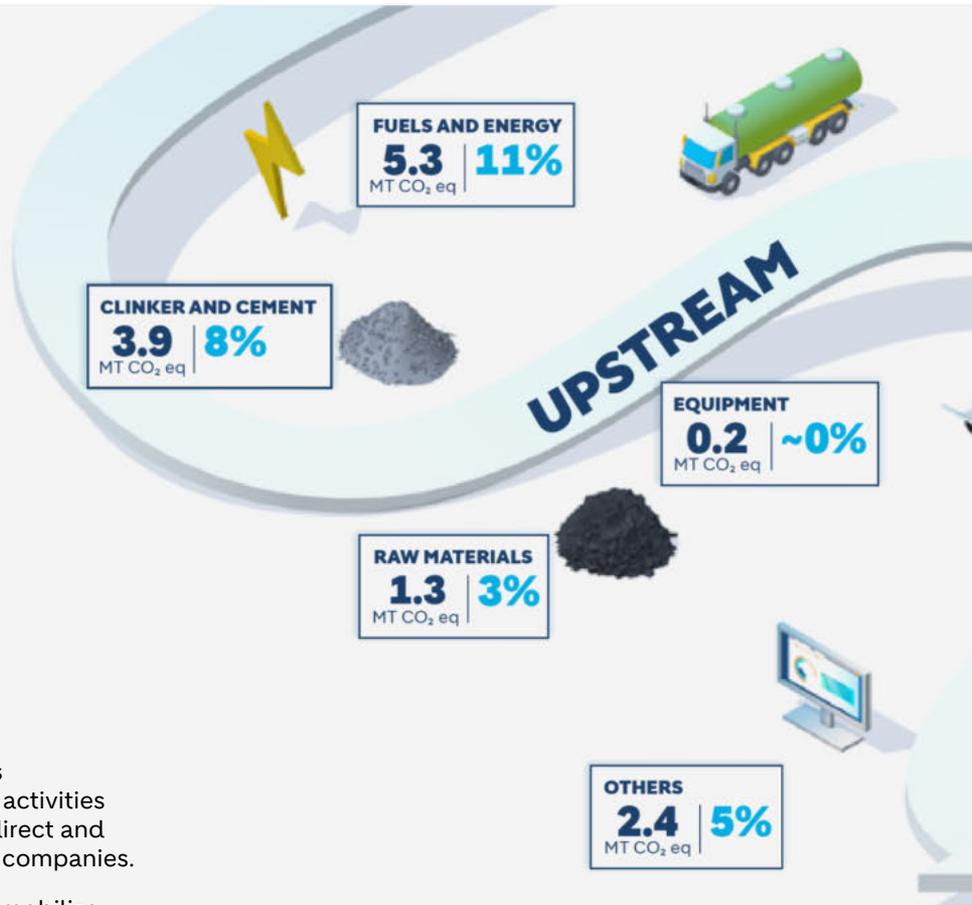
# 250GWh

Amount of renewable energy to power our operations in Germany each year from 2023

LEADING IN SUSTAINABILITY CONTINUED

HOLCIM'S VALUE CHAIN: SCOPE 3 EMISSIONS

**24.0**  
MT CO<sub>2</sub> eq



Scope 3 emissions are all indirect emissions associated with upstream and downstream activities of consolidated companies, as well as the direct and indirect emissions of our non-consolidated companies.

Our Scope 3 accounting gives us a basis to mobilize our full organization, driving purchasing decisions to deliver on our decarbonization commitments. It also helps us engage other companies across the value chain in building a net-zero future.

**Fuels and energy**

“Cradle-to-gate” emissions from purchased fuels and energy account for 11 percent of our total Scope 3 emissions. To reduce emissions in this category, we are replacing traditional fossil fuels with locally sourced, alternative and non-extractive fuels.

**Downstream transportation**

The CO<sub>2</sub> emissions from transporting our materials to customers, between factories and distribution terminals, account for 11 percent of our total Scope 3 emissions. We are reducing these by optimizing routes and loads, moving volumes from road to waterways or rail, and deploying fleets powered by electricity and more eco-friendly fuels.

**Purchased clinker and cement**

Purchased clinker and cement account for eight percent of our total Scope 3 emissions. We are introducing a requirement that our clinker and cement suppliers provide the CO<sub>2</sub> information related to their products, for example, through Environmental Product Declarations (EPDs), to accelerate the purchase of low-carbon products.

**Investments and joint ventures**

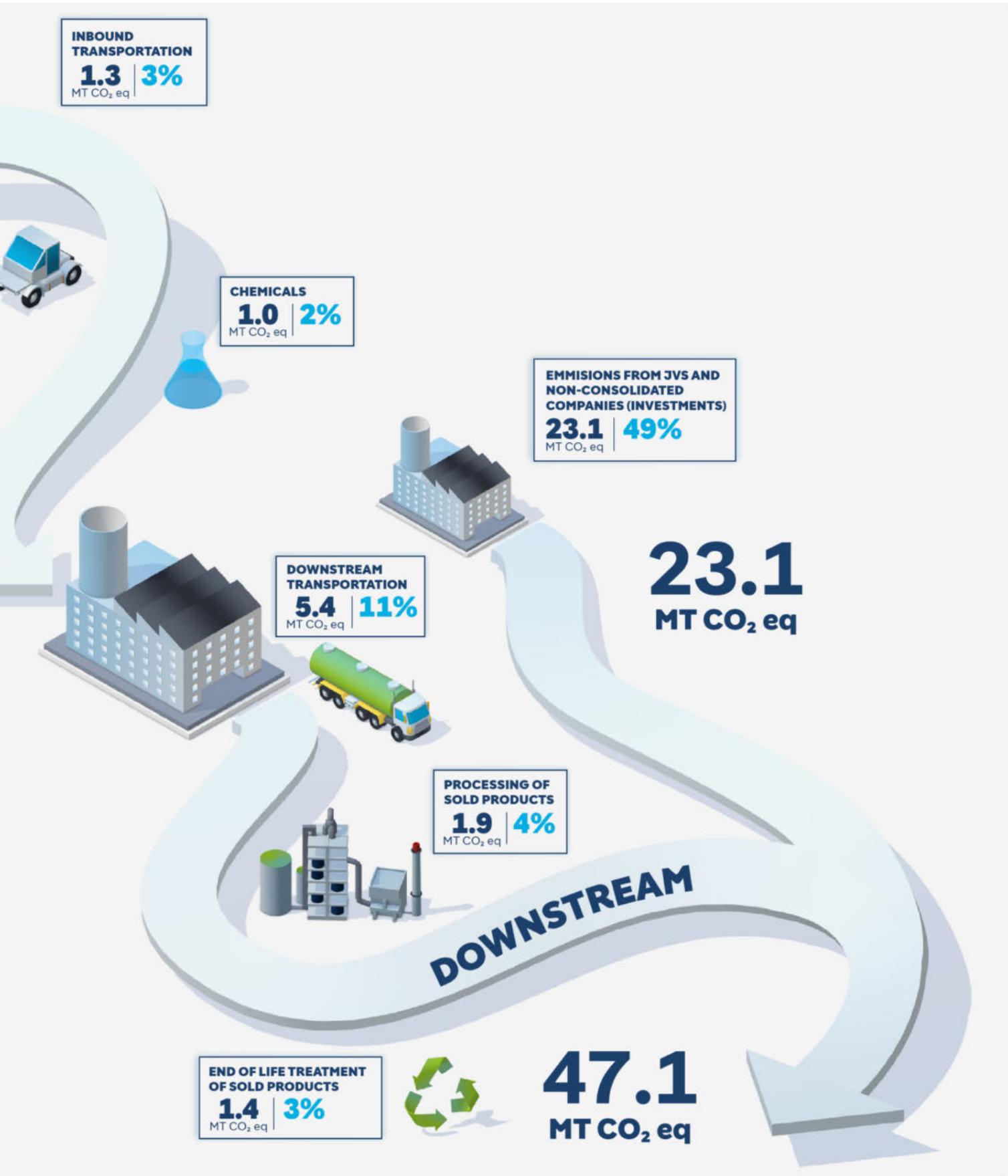
We account for Scope 1 and 2 emissions from our principal cement-producing joint ventures in proportion to our effective participation. These include:

Company	Country of incorporation or residence	Effective participation (percentage of interest)
Cement Australia Holdings Pty Ltd	Australia	50.0%
Huaxin Cement Co. Ltd.	China	41.8%
Lafarge Maroc S.A.S.	Morocco	50.0%
Readymix Qatar L.L.C	Qatar	49.0%

**Other products and services purchased**

All other products and services purchased account for approximately 21 percent of our total Scope 3 emissions. We expect reductions from including CO<sub>2</sub> requirements in the tendering process and integrating CO<sub>2</sub> as a parameter in the “Total Cost of Ownership” models used to drive purchasing decisions.

We also expect CO<sub>2</sub> reductions from innovation and partnerships with suppliers of global categories.



## LEADING IN SUSTAINABILITY CONTINUED

## CLIMATE

## DECARBONIZING OUR MOBILITY

We are transitioning to low-carbon mobility from quarry to city by adopting more sustainable and efficient transport options, using low-emissions trucks as well as rail and waterways.

Downstream transportation currently accounts for 11 percent of our total Scope 3 carbon emissions. To reduce these emissions, we are leveraging four pillars:

- Transitioning to low-emission trucks
- Using rail and waterways where possible
- Optimizing vehicle dispatch, including the use of lightweight trailers
- Encouraging eco-driving: adjusting driving behaviors to reduce fuel consumption

By implementing these measures, and encouraging our customers and suppliers to do the same, we aim to reduce our Scope 3 downstream transportation emissions, per ton of material transported, by 24.3 percent by 2030 compared to 2020.

#### Decarbonizing our vehicle fleet

We are deploying electric fleets where possible across our operations: from autonomous electric vehicles in quarries, to heavy-duty electric trucks to distribute materials. Our goal is to reach 30 percent of zero-emission heavy-duty truck purchases or contracts by 2030.

We use a range of electric mobility options across aggregates, ready-mix and cement in Europe, North America and Latin America. In Europe, Colombia and Mexico, we are piloting electric ready-mix concrete trucks that can reduce carbon emissions by 60–80 percent “well-to-wheel” compared to conventional models.

#### Digitalizing to optimize logistics

We are pushing the boundaries of digitalization across our business, starting with transport and logistics. The Transport Analytics Center (TAC) is our proprietary digital technology platform that optimizes load and route efficiency, safety and carbon footprint. It delivers state-of-the-art logistics and record performance with demonstrated sustainability results. TAC is active across 51 countries worldwide. In 2023, it covered 1.23 billion kilometers, with tracking systems in more than 47,000 trucks.



#### Collaborating to drive industry forward

In 2023, we joined the Smart Freight Centre, a global non-profit organization founded to make the global freight sector more efficient and environmentally sustainable. We are the first construction and building materials company to become a member of the platform under the Global Logistics Emissions Council (GLEC). In collaboration with other industry leaders, we will share best practices and insights into sustainable logistics strategies and work to promote the adoption of low-carbon freight solutions.

#### Creating demand for emerging clean technologies

Holcim is a founding member of the First Movers Coalition, established in November 2021 at COP26 in Glasgow. This initiative brings together like-minded companies that share a net-zero ambition to use their procurement standards and practices to shift the system towards green solutions. By placing orders for emerging low-carbon technologies, coalition members build the demand needed by suppliers to invest in scaling-up production of new and innovative green technology.

## HOLCIM AND VOLVO: ELECTRIC FIRST MOVERS

In May 2023, Holcim announced an agreement with Volvo to deploy up to 1,000 electric trucks by 2030 – Volvo’s largest commercial order for these vehicles. Replacing diesel trucks with electric ones will reduce our CO<sub>2</sub> emissions from road transport by up to 50 percent, and delivery of the first trucks began at the end of 2023.

The agreement is part of a wider partnership between the two companies to deploy electric trucks across Holcim’s European operations from now to 2030.

Holcim and Volvo are both founding members of the First Movers Coalition, a group of companies leveraging their purchasing power to create early markets for innovative clean technologies.

Through such partnerships, companies like ours are leading the shift to sustainable solutions and accelerating green innovation and supply.

# 12.5%

**Reduction in our Scope 3 emissions  
from downstream transportation**  
(compared to 2022)

**“Partnership is the new leadership. I am very proud of the partnership we have developed with Holcim, and the results we are achieving together to make big CO<sub>2</sub> reductions.”**

**MARTIN LUNDSTEDT**

President and CEO of Volvo Group



### Next-generation autonomous electric haulers

Holcim Switzerland is collaborating with Volvo Autonomous Solutions to jointly test and further develop the use of autonomous electric haulers in its operations. Testing is being carried out at Holcim’s Siggenthal quarry in Switzerland, with the vehicles already proving quieter, more sustainable and safer than conventional haulers. When operating at full scale, autonomous electric haulers can reduce quarry CO<sub>2</sub> emissions by up to 85 percent.



Jan Jenisch, Chairman and CEO of Holcim, with Martin Lundstedt, President and CEO of Volvo Group, in front of one of our electric trucks

## LEADING IN SUSTAINABILITY CONTINUED

## CLIMATE

# DRIVING ADVANCED TECHNOLOGIES

We are focusing on advanced technologies as we progress towards net zero, innovating in electrification, hydrogen and carbon capture, utilization and storage (CCUS).

### Clean electricity to reduce fossil fuel use

We are exploring the electrification of our processes to decrease our dependency on fossil fuels by substituting them for clean electricity. Complete process electrification could also be part of our carbon capture solution for net-zero cement plants.

While we are examining and testing new technologies to bolster our electrification portfolio, we are also collaborating with global leaders in electricity production to secure clean electricity supply for our projects.

### Exploring the potential of hydrogen

Hydrogen is increasingly being explored as an alternative fuel to accelerate the energy transition. At Holcim, we are advancing research and development into the application of hydrogen to help decarbonize the building sector.

Low-carbon hydrogen produced using clean energy has the potential to be an alternative to the fossil fuels powering our transportation and cement kilns. It also enables us to increase the amount of alternative fuels we use, particularly biogenic fuels, which often have lower calorific value or are harder to ignite.

Equally, hydrogen has a role to play in our CCUS strategy. Clean hydrogen can be reacted with captured CO<sub>2</sub> to produce low-carbon fuels or chemicals and plastics.

[→ Read more about CCUS on pages 90–95](#)





Holcim is exploring the use of green hydrogen as an alternative to fossil fuels at our plant in La Malle, France

## TRIALING HYDROGEN AS AN ALTERNATIVE FUEL

In 2023, we conducted a milestone hydrogen test at our plant in La Malle, France. The aim of the test was to replace the fossil fuel used to power the cement kiln with hydrogen – a process called fuel switching. At La Malle, we trialed a hydrogen-injection rate of more than 50 percent, with the remaining fuel coming from biogenic sources.

We also tested hydrogen in a process called “boosting”, which involves feeding a small amount of hydrogen (around one percent of total feedstock) into the kiln. This small amount of hydrogen acts as a catalyst to optimize the combustion process and increase the use of alternative and biogenic fuels.

## LEADING IN SUSTAINABILITY CONTINUED

## CLIMATE

# ADVANCING CARBON CAPTURE, UTILIZATION AND STORAGE TECHNOLOGY

Harnessing advanced technologies such as carbon capture, utilization and storage (CCUS) is a game-changer to meet long-term climate goals. Our advanced CCUS roadmap positions us as the right partner to scale up net-zero cement around the world.

## Decarbonizing cement production

Decarbonizing cement and concrete is at the core of Holcim's decarbonization journey. To achieve our goal, the first step is to decarbonize our formulations and energy mix (see page 74).

We are decarbonizing our product formulation with low-emission raw materials from calcined clay to construction demolition materials (CDM). At the same time, we are decarbonizing our energy mix using Geocycle alternative fuels, such as biomass, and using renewable electricity generated by wind and solar.

For the remaining CO<sub>2</sub> emissions, we are advancing CCUS technologies to become net-zero.

Using CCUS technologies, we can capture CO<sub>2</sub> emissions before they are released into the atmosphere. The captured CO<sub>2</sub> can then be used in various applications, such as the production of low-carbon fuels or materials. Alternatively, we can store it safely underground in deep geological formations.

CCUS enables us to reduce greenhouse gas emissions from our operations, offering a viable pathway toward global climate goals and the transition to a net-zero economy.

## Carbon capture technologies

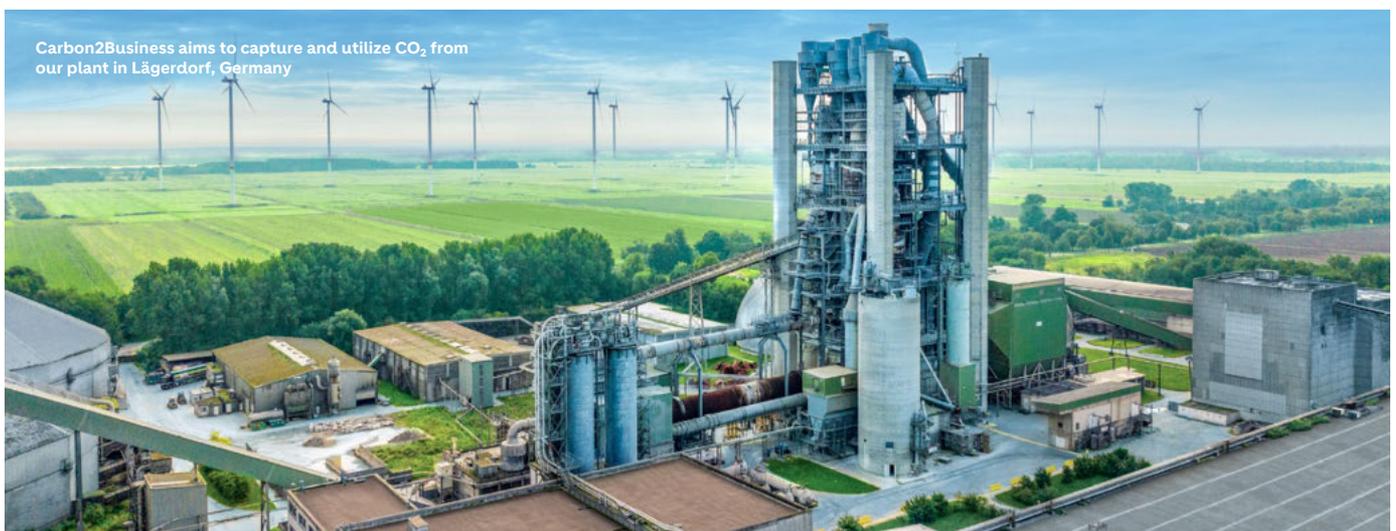
We are developing and assessing several mature carbon capture technologies for cement production to offer us maximum flexibility across our global footprint. They fall into two categories:

### Post-combustion technologies

These solutions capture CO<sub>2</sub> in the exhaust gas of a traditional kiln system. The most advanced use solvents to absorb CO<sub>2</sub>, creating a liquid that is sent to a regenerator where concentrated CO<sub>2</sub> can be released. Other post-combustion approaches include CO<sub>2</sub> separation by membranes and adsorption processes.

### Integrated processes

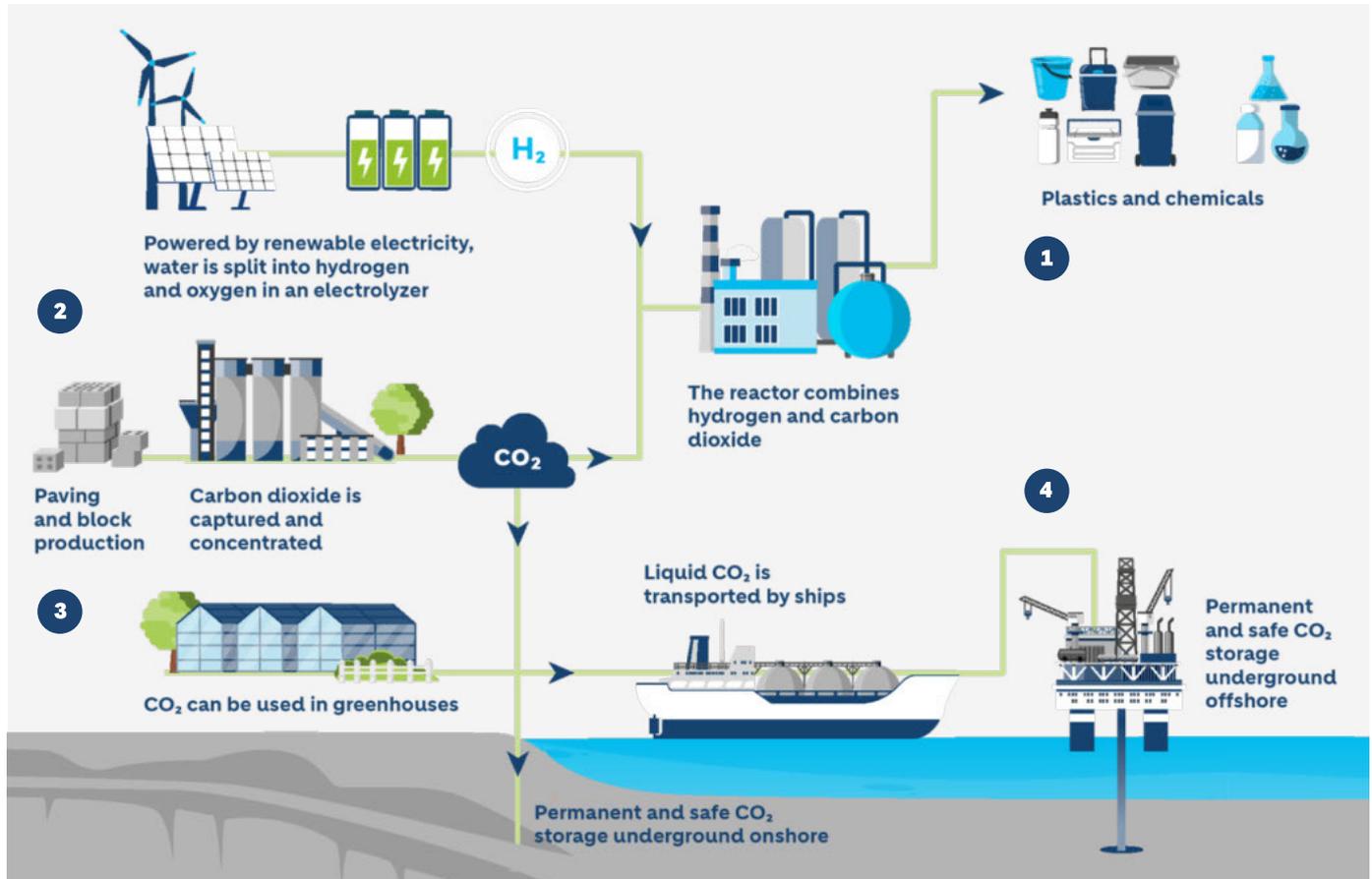
We are also exploring various integrated processes such as oxyfuel, the electrification of clinker manufacturing and the calcination of raw materials. The oxyfuel approach replaces air with oxygen in cement manufacturing, avoiding nitrogen in the system and creating a concentrated CO<sub>2</sub> exhaust stream.



Carbon2Business aims to capture and utilize CO<sub>2</sub> from our plant in Lägerdorf, Germany

## HOLCIM'S CCUS PATHWAYS

Our projects span four CCUS pathways.



### 1 CONVERSION UTILIZATION

CO<sub>2</sub> can be repurposed by reaction with green hydrogen to produce fuels that can decarbonize the aviation and maritime sectors, or can be used to produce chemicals and plastics.

### 2 MINERALIZATION

CO<sub>2</sub> is reacted with minerals to form carbonates, storing the CO<sub>2</sub>. In the cement sector, this reaction provides a way of capturing CO<sub>2</sub> as a raw material to produce new building materials.

### 3 MARKET UTILIZATION

Captured CO<sub>2</sub> can be used for greenhouse plants as a crop growth enhancer or in the food and beverage industries, to carbonate soft drinks, for example.

### 4 STORAGE

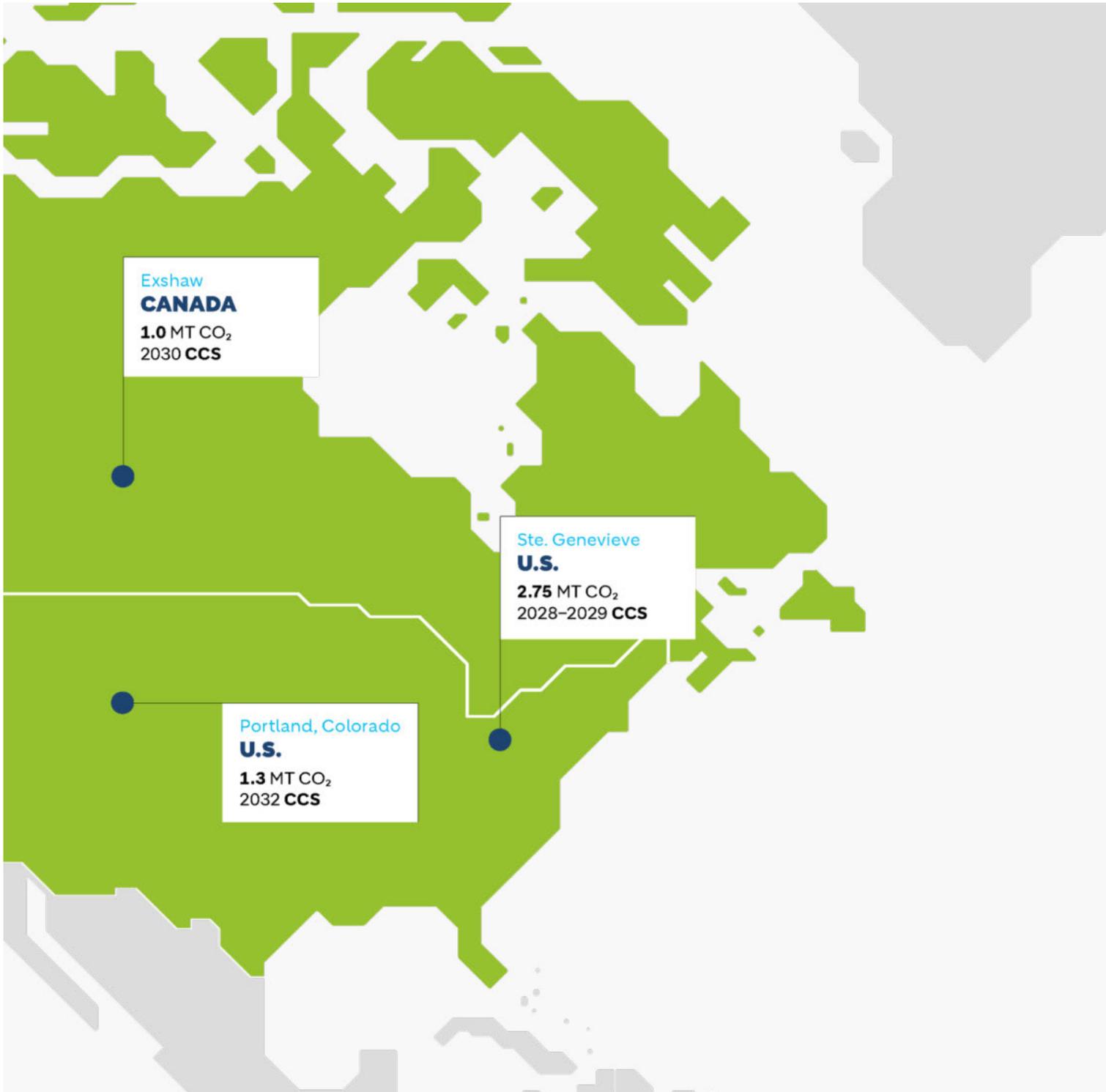
CO<sub>2</sub> is captured from a facility and transported to a location via pipelines, trains, ships or trucks. It is then safely stored underground either onshore or offshore, in abandoned oil and gas reservoirs or dedicated saline aquifers.

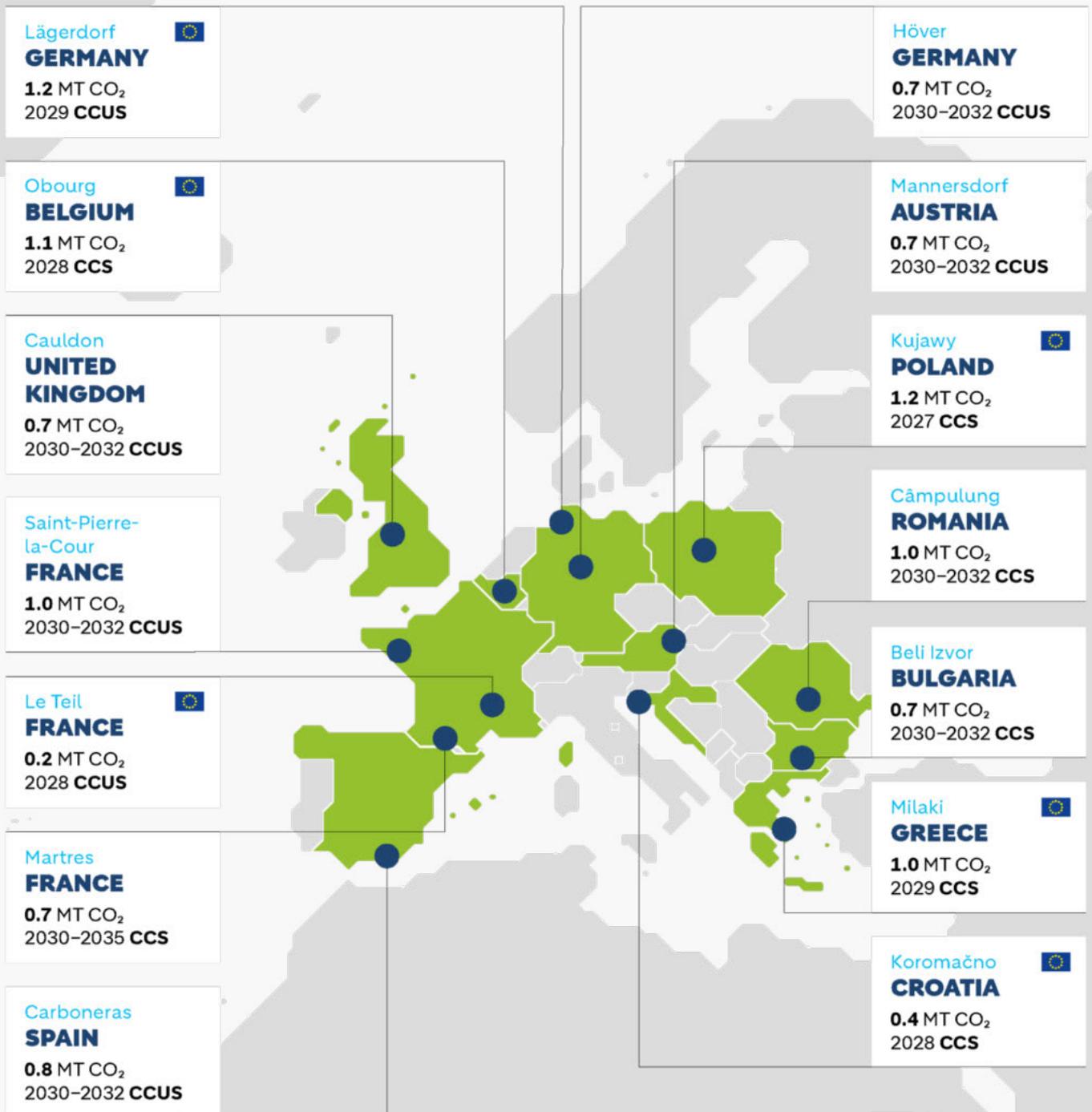
LEADING IN SUSTAINABILITY CONTINUED

## OUR AMBITIOUS CCUS ROADMAP

By 2030, we aim to reach significant milestones in our CCUS journey. We have committed to invest CHF 2 billion into CCUS projects, net of public funding, to capture five million tons of CO<sub>2</sub> annually and produce eight million tons of fully decarbonized cement each year.

To meet these targets, we have identified 17 flagship projects, based on mature technologies and robust partnerships and value chains. Each one is well positioned to become a net-zero cement plant. Six full-scale CCUS projects across Europe have been selected for grants from the European Union (EU) Innovation Fund and aim to go live before 2030.





 Selected for grants from the European Union (EU) Innovation Fund

LEADING IN SUSTAINABILITY CONTINUED

**Robust partnerships and value chains**

Close collaboration among public authorities, private companies, local stakeholders and other value chain partners is essential to secure the development of technologies that will unlock the business case for CCUS and enable a net-zero future.

Several factors impact the value chain including available CO<sub>2</sub> infrastructure, proximity to ports, renewable power and water supply, nearby chemical or plastics industries and the feasibility of on- or offshore CO<sub>2</sub> storage.

At Holcim, we are leveraging proven technologies and tailoring pathways and value chains based on local conditions. Working with other private companies and startups, we have a portfolio of diverse and cost-effective solutions that we scale up across the company.

**“CCUS is a game-changer on our journey to net zero. Holcim has the broadest range of projects and technologies to make net-zero cement a reality at scale. By 2030, we aim to offer eight million tons of fully decarbonized cement each year.”**

**MILJAN GUTOVIC**

Region Head Europe and  
Chief Executive Officer Designate

**Addressing potential impacts of CCUS**

Carbon capture and storage will play a key role in Holcim’s journey towards net zero. As such, Holcim is at the forefront of the development of these technologies with the broadest range of projects within the industry.

Holcim is thoroughly assessing the potential impacts of these technologies on the environment or the communities where we operate throughout the full value chain:

- Energy and water consumption of CCUS installations
- Potential impacts on communities in regards to onshore storage solutions
- Impact on Holcim’s Scope 3 emissions

Read about our climate and nature risks and opportunities on page 236 in the *2023 Integrated Annual Report*

5M

Tons of CO<sub>2</sub> captured annually by 2030 from six CCUS projects selected for EU Innovation Fund grants



Co-funded by the European Union  
Emissions Trading System  
Innovation Fund





Carbon2Business - Lägerdorf, Germany

## CARBON2BUSINESS

Launched in partnership with Thyssenkrupp Industrial Solutions AG and Linde Engineering, Holcim's Carbon2Business project at our cement plant in Lägerdorf, Germany, aims to capture 1.2 million tons of CO<sub>2</sub> emissions annually.

The captured CO<sub>2</sub> can be processed into e-methanol or as a raw material for industry, to produce plastics, for example. We are developing new value chains and technologies to enable the decarbonization of industrial companies beyond the cement industry, by repurposing unavoidable emissions from the cement sector.

Holcim has concluded long-term supply contracts with green electricity providers and also operates its own wind farm. Schleswig-Holstein offers ideal site conditions for the project: there is more green electricity available than is consumed locally.

For industry to use the CO<sub>2</sub> as a raw material, a pipeline needs to be built, and is being realized with various industry partners. With a capacity of at least 1.2 million tons of CO<sub>2</sub> per year, the pipeline is designed to transport the captured and processed CO<sub>2</sub> safely and economically.

In terms of local benefits, the project aims to attract business to the region and preserve and create jobs.

# 1.2M

**Tons of CO<sub>2</sub> potentially  
captured annually**



GO4ECOPlanet - Kujawy, Poland

## GO4ECOPLANET

From 2027, Kujawy cement plant in Poland will operate a unique installation that aims to capture close to 100 percent of Scope 1 CO<sub>2</sub> emissions. Holcim's GO4ECOPlanet project is large-scale, one of the most cutting-edge solutions for the construction industry in Europe.

The CO<sub>2</sub> emissions captured will be transported to CO<sub>2</sub> sequestration storage areas. The carbon capture installation is designed to remove other oxides from flue gas such as NO<sub>x</sub>, SO<sub>x</sub> and dust, producing 99.9 percent pure CO<sub>2</sub> and with positive impacts on air quality.

Fully powered by low-carbon electricity, the installation aims to eliminate more than 10 million tons of CO<sub>2</sub> over ten years along the supply chain. This includes 400 kilotons of CO<sub>2</sub> related to the transportation process, representing less than five percent of the liquid CO<sub>2</sub> captured over the same period. The plant has the potential to capture 1.2 million tons of CO<sub>2</sub> each year, representing 10 percent of annual emissions in Poland's entire cement sector. It will also contribute to pushing forward the national infrastructure and legislation development to accelerate decarbonization. To minimize its impact, the project will incorporate a closed loop water cooling system to reduce freshwater withdrawals.

An estimated 40 new jobs will be created at Holcim Polska S.A., with around 200 additional positions created in companies along the carbon capture and storage value chain.

# 1.2M

**Tons of CO<sub>2</sub> potentially  
captured annually**

## LEADING IN SUSTAINABILITY CONTINUED

# SUSTAINABLE CONSTRUCTION: BUILDING BETTER WITH LESS

At Holcim we are building better with less to decarbonize construction. We combine low-carbon building solutions with smart design to use less material, which reduces upfront carbon compared to conventional materials.

## Smart design

Buildings account for 37 percent of the world's energy-related CO<sub>2</sub> emissions today, with 10 percent generated at the construction phase and 27 percent linked to buildings in use. The construction phase, known as upfront carbon, plays a key role in decarbonizing building.

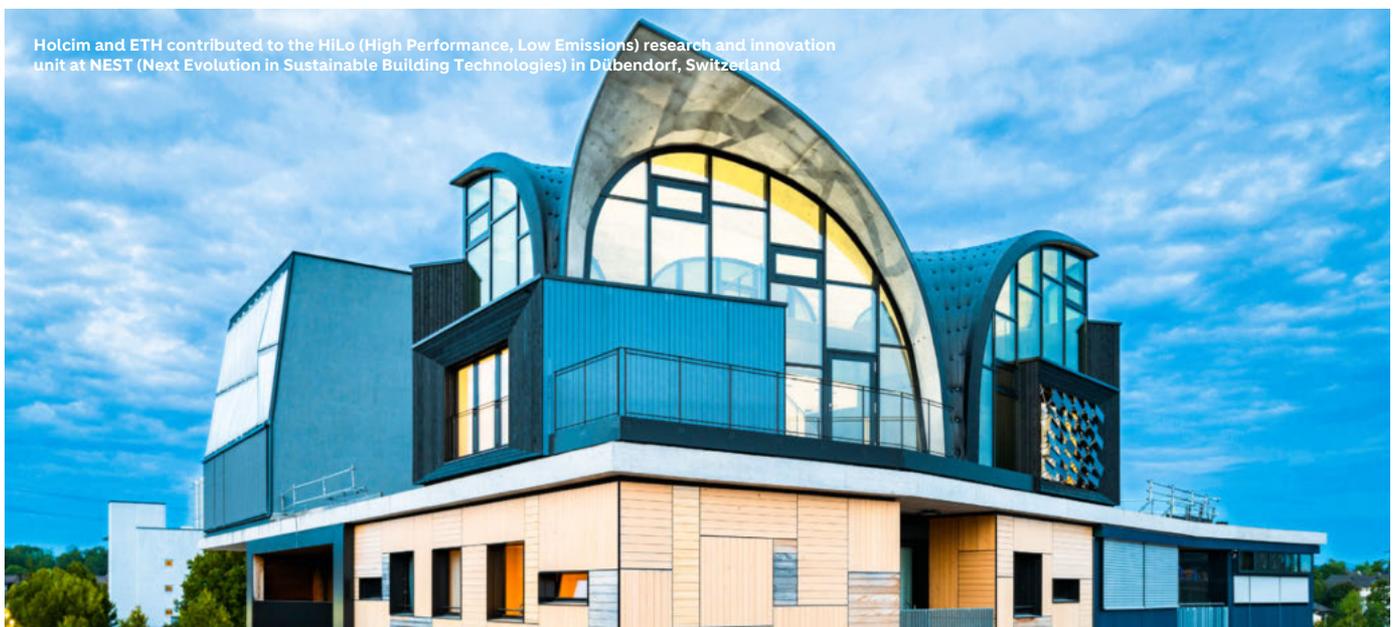
We are leveraging our strategic partnerships with leading academic institutions including the Massachusetts Institute of Technology (MIT) under the MIT Climate & Sustainability Consortium, and the Swiss Federal Institute of Technology (ETH) to develop smart design building solutions that aim to significantly reduce upfront carbon.

One of the most effective levers available to reduce upfront carbon is the concept of smart design to build better with less. When the most efficient design is

combined with the correct materials, in the right location of a structure, the result can achieve significant savings in CO<sub>2</sub>. A smart design approach in the early stage of projects can reduce mass, which reduces vertical loads, which can reduce mass further. This is known as the “virtuous circle of design improvement”, and embraces the Define, Measure, Analyze, Improve and Control model to achieve the optimal design for a specific structure.

We are embracing novel, “smart design” construction solutions, with systems that can reduce upfront carbon at scale in the built environment. Smart design, plus efficiency gains in the construction phase and concrete industrialization process, will contribute to a 26 percent reduction in our absolute Scope 1 emissions by 2050.

→ Learn more about Holcim's pathway to net zero on page 73



Holcim and ETH contributed to the HiLo (High Performance, Low Emissions) research and innovation unit at NEST (Next Evolution in Sustainable Building Technologies) in Dübendorf, Switzerland

## PIXELFRAME

The world builds the equivalent of New York City every month, driven by rising population and urbanization. Over 40 billion tons of virgin materials are extracted from the planet every year in order to build, so making construction circular is essential to staying within our planet's boundaries while we improve living standards for all.

What if we could reuse structural elements to extend the life of buildings by dismantling and rebuilding them multiple times to serve different purposes, so that 50 years of life could become 200?

"PixelFrame" is a system we are collaborating on with Caitlin Mueller, Associate Professor of Civil and Environmental Engineering and Architecture at MIT's Civil and Environmental Department, and her team of world-class researchers. The system harnesses design and computation strategies that give the concrete building elements an optimized geometry which is strengthened through post-tensioning. The system is completely modular and designed for disassembly and reuse several times. This reduces the carbon footprint of the structural system by around 60 percent compared to a conventional reinforced concrete design.

The PixelFrame system separates the reinforcement and concrete components, allowing the Pixel segments to have a longer design and be reused multiple times. Embracing a circular construction approach allows the standardized modules to be reused in flexible configurations. Every time they can be reused reduces the need for new materials and reduces emissions in the system's second life.



## RIPPMANN FLOOR SYSTEM

In conventional multi-story buildings, floors account for around 40 percent of the total weight, which means that smartly designed systems that reduce the mass of structural floors can deliver a compounding reduction in embodied emissions.

The Rippmann Floor System® (RFS®) is a lightweight rib-stiffened funicular floor invented by the Block Research Group, led by Dr Philippe Block, Professor of Architecture and Structures at ETH Zurich, and developed by the ETH Zurich spin-off VAULTED AG. Holcim developed a special ECOPact concrete mix for the prefab solution.

The RFS can reduce up to 70 percent of concrete and 90 percent of reinforcement steel by transferring the loads to the supports predominantly through compression. This is achieved through their vaulted geometry, similar to the centuries-old principles used to build the stunning Gothic cathedral ceilings in masonry that still stand today.

More than 6,500m<sup>2</sup> of Rippmann Floor System® is now being implemented in the CreaTower I project in Zug, Switzerland, using smart design to place the right material, concrete, only where it is structurally needed in the building's floor. Combining the resulting volume reduction with the low-carbon concrete supplied by Holcim, the carbon footprint of the project is significantly reduced.



## LEADING IN SUSTAINABILITY CONTINUED

# REINVENTING CONCRETE FOR A SUSTAINABLE FUTURE

At Holcim, we are reinventing concrete to make it net-zero. Shifting from volume to value, we are making this vital urban building block low-carbon, circular, energy-efficient, nature-friendly and more.



## HIGH-STRENGTH DYNAMAX

DYNAMax, Holcim's ultimate high performance concrete, enables our customers to build better with less. One example is Seven Gardens Oak House in Wiesbaden, Germany. Recognized by the German Sustainable Building Council, the use of DYNAMax ensured high strength, outstanding durability, superior rigidity and a reduced carbon footprint by lowering material demand.

# 40

**Gigapascal (GPa) minimum elastic modulus for rigidity**



## LOW-CARBON ECOPACT

ECOPact low-carbon concrete delivers 100 percent performance with at least 30 percent lower CO<sub>2</sub> than the market standard. Making low-carbon construction happen at scale it represents 19 percent of our ready-mix sales and is a CHF 1+ billion brand.

# 30%

**Lower CO<sub>2</sub> emissions compared to standard (CEM I) concrete**



## CIRCULAR ECOCYCLE®

ECOCycle® makes concrete up to 100 percent recyclable, allowing our customers to build new from old and cities from cities. Holcim has 135 recycling centers around the world, and is driving circular construction in every metropolitan area where we operate, recycling construction demolition materials into new building solutions.

# 135

**Recycling centers**



## WATER- PERMEABLE HYDROMEDIA

Hydromedia permeable concrete allows water to flow through to recharge ground soil, enabling urban forests and gardens. By bringing more nature into cities, we can reduce the heat island effect, improve air quality and optimize water flows to contain flooding, while offering green public spaces for people to enjoy.

# 500

L/min/m<sup>2</sup> drainage rate



## SMART TECTORPRINT

TectorPrint, Holcim's proprietary 3D concrete printing ink, empowers smart design, using concrete at its best with the minimal amount of material for maximum strength. Achieving strength through geometry, from 3D printing to smart design applications like the Rippmann Floor System®, can reduce material use by up to 50 percent with no compromise in performance.

# 50%

Reduction in material use



## ENERGY- EFFICIENT CONCRETE

Thermal activation in concrete enables buildings to be passive and self-sufficient, accelerating our world's energy transition. This school in Vienna, Campus Aspern Seestadt, generates all its renewable energy onsite from geothermal heat pumps and solar panels. Its concrete slabs are essential for optimizing its energy efficiency.

# 90%

Of school's energy from geothermal energy optimized by concrete

LEADING IN SUSTAINABILITY CONTINUED

# DRIVING CIRCULARITY

Circular construction can accelerate the decarbonization of building, by reducing, reusing and recycling materials across the lifecycle.

## CASE STUDY

### Striatus: Circular by design

Since the composition of materials used in a building is a major factor in its lifecycle environmental impact, what if you could reduce overall material use by optimizing building size and methods, to ensure minimum material use and maximum strength?

We did precisely this with Striatus, the first-of-its-kind, award-winning 3D-printed concrete bridge that Holcim presented during the 2021 Venice Biennale of Architecture with our partners.

Striatus' digital and circular design showcases concrete at its best. The footbridge holds together solely through compression with no reinforcements, while the structure's concrete blocks are designed to be infinitely disassembled and reused, and can be easily recycled.

This footbridge set a blueprint for future building using advanced technologies from computational design to 3D concrete printing,

In 2023, we took this innovation to the next level with Phoenix (see page 103).



Watch video online here





Striatus, the first-of-its-kind 3D-printed concrete bridge, as installed at the Venice Biennale of Architecture in 2021

LEADING IN SUSTAINABILITY CONTINUED

CIRCULARITY

# DRIVING CIRCULARITY TO BUILD NEW FROM OLD

Holcim is driving circular construction in all key metropolitan areas where it operates, recycling construction demolition materials with its ECOCycle® circular technology platform to build new from old.

**Scaling up circular construction**

At Holcim, we are scaling up circular construction in all metropolitan areas where we operate. In 2023, we recycled 36.3 million tons of materials across our business, from recycling construction demolition materials (CDM) into new building solutions to converting non-recyclable plastics and minerals into new alternative materials. We also take materials at the end of their life, such as biomass and municipal waste, and turn them into alternative energy sources.

**Building new from old**

In 2023, we recycled 8.4 million tons of CDM, up 24 percent compared to 2022, and are on track to reach our target of 10 million tons by 2025. We currently operate 135 recycling centers with the ambition to raise this to 150 in Europe alone by 2030.

We launched ECOCycle®, our proprietary circular technology platform, to recycle CDM into new building solutions. Using this platform we can recycle from 10 to 100 percent of CDM across a broad range of applications, from decarbonized raw materials in low-carbon cement formulation to aggregates in concrete and fillers in road construction.



**CIRCULARITY HIGHLIGHTS 2023**

**CIRCULAR CONSTRUCTION**

8.4M

Tons of CDM recycled

**RECYCLING OF CDM**

+24%

Compared to 2022

**RECOGNIZED LEADERSHIP**



'Circularity Lighthouse' award for ECOCycle®

## PHOENIX RISES FROM STRIATUS

### Building on the innovations of Striatus

Located at Holcim's Innovation Hub in Europe, Phoenix is a first-of-its-kind 3D-printed concrete masonry bridge built with 10 tons of recycled materials.

Completed in 2023, Phoenix represents the evolution of Striatus (see page 100), using aggregates recycled from its predecessor's concrete blocks.

The stunning structure uses an optimized low-carbon formulation that has a 40 percent lower CO<sub>2</sub> footprint compared to the original Striatus, and Phoenix's overall carbon footprint is 25 percent lower.

Together with our partners, we are now exploring how Phoenix could be scaled up to provide more generalized sustainable infrastructure solutions.

### Developing a custom concrete ink

Using our proprietary ECOCycle® circular technology, we developed the custom concrete ink for Phoenix, integrating recycled construction demolition materials with a 100 percent recycled ECOPlanet cement.

Circular construction, using computational design and 3D printing, allows for a reduction of up to 50 percent of the materials used with no compromise in performance. Circular by design, Phoenix stands solely through compression without reinforcement, with blocks that can be easily disassembled and recycled.

### Partnering to drive innovation

Phoenix is a testament to the importance of advancing partnerships for a low-carbon and circular built environment.

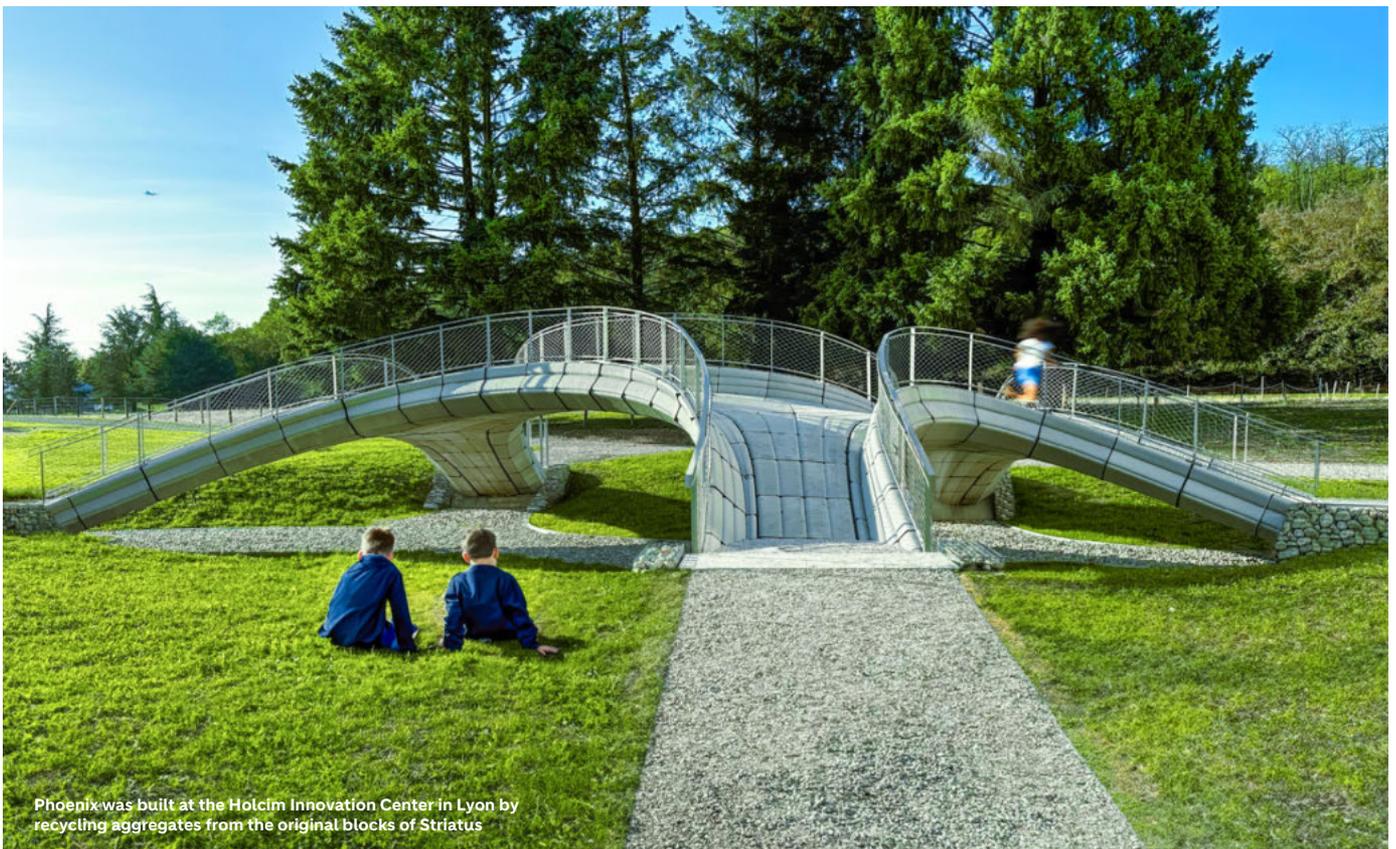
Beyond the core collaboration with Block Research Group at ETH Zurich, Zaha Hadid Architects Computation and Design Group and incremental3D, Phoenix was created with contributions from: AMODIS, DEKRA, Groupe Noel and Bûrgin Creations.

The project demonstrates Holcim's commitment to decarbonization: building better with less using low-carbon materials, smart design and 3D printing, as well as driving circular construction to build new from old, using recycled materials and preserving natural resources.

**“Phoenix is a significant milestone in technology readiness. It showcases the maturation of integrated design to construction technologies that were initiated with Striatus.”**

### SHAJAY BHOOSHAN

Head of Computation and Design Group,  
Zaha Hadid Architects



Phoenix was built at the Holcim Innovation Center in Lyon by recycling aggregates from the original blocks of Striatus

## LEADING IN SUSTAINABILITY CONTINUED

# CIRCULAR LIVING

Let's build circular cities together! Holcim is helping to empower them with sustainable buildings, renewable energy, green mobility, recycling centers and nature inside.

At today's rate of resource demand, we are set to consume 2.3 planets by 2040<sup>1</sup>. To stay within our planet's boundaries, we need to fundamentally change the way we build. That is why we are going beyond circular construction with a call for action to drive circular living.

### Empowering circular cities

With 70 percent of the world's population expected to live in cities by 2050, cities can play a vital role in helping us shift from a linear take-make-waste economy to a circular reduce-regenerate-recycle one. The Circular Cities Hub is a dynamic platform to raise global awareness and fast track the shift to circular living and building.

As part of the Circular Cities Hub, the Circular Cities Barometer measures how fast 30 global cities are transitioning from a linear to a circular economy. The Barometer gives us unique insights into what the most innovative circular cities around the world are doing.

Through solutions such as ECOPact low-carbon concrete we enable smart, sustainable buildings. We contribute to infrastructure enabling green mobility, from metros and railways to bicycle and pedestrian alleys, even roads that can charge electric vehicles.

Solutions such as Elevate roofing and insulation systems help improve buildings' energy efficiency and achieve the most advanced sustainability certifications. Malarkey has diverted millions of rubber tires and billions of plastic bags from landfill by upcycling them into roofing shingles.

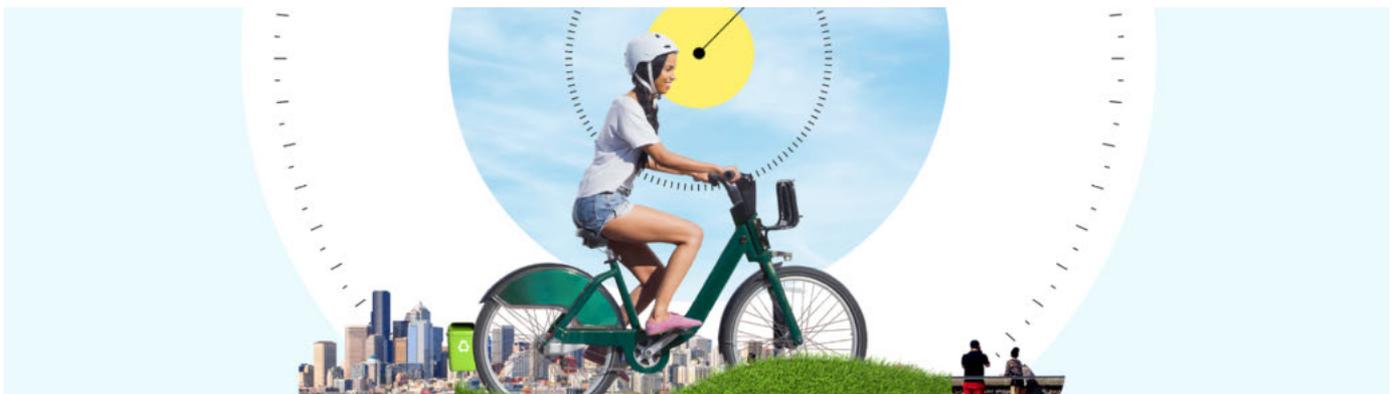
We are helping to drive the transition to renewable energy too, for example with solar-enabling roofs. In partnership with General Electric, we are 3D-printing higher, more powerful wind turbines and, as part of the Blades2Build consortium, recycling the blades at the end of their service lives.

From green roofs to urban gardens enabled by Hydromedia water-permeable concrete, we are bringing more nature into cities, improving air quality, cooling urban temperatures and enhancing well-being.

Our new proprietary ECOCycle® circular technology platform can recycle from 10 percent to 100 percent of construction demolition materials across a broad range of applications, from decarbonized raw materials in low-carbon cement, through to aggregates and concrete.

**“In partnership with Bloomberg Media, Holcim scores global cities on sustainability. Because building smarter and more sustainably goes hand-in-hand with growing local economies, reducing carbon emissions and improving public health.”**

**MICHAEL R. BLOOMBERG**  
Founder, Bloomberg LP



<sup>1</sup> World Business Council for Sustainable Development



## EUROPE'S LARGEST URBAN REGENERATION PROJECT

Holcim is providing ECOPact low-carbon concrete and Hydromedia permeable concrete for the largest urban regeneration project in Europe. The Ellinikon, located outside of Athens, Greece, will recycle the materials of the city's abandoned international airport and increase the amount of green space per resident in the metropolitan area by 44 percent.

Nearly 28,000 m<sup>2</sup> of concrete and tarmac from old runways will be reused for benches and paving. One of three airports in the world designed by renowned architect Eero Saarinen, the 1960s terminal hall will be repurposed into an event space.

Holcim's ECOPact will reduce the development's concrete carbon footprint by at least 30 percent, while Hydromedia will enable smart rainwater management. Construction is underway with the first phase of project due to be completed in 2026.

**“Environmental protection, sustainable development and the benefits for the country and its citizens are the core pillars on which The Ellinikon is being developed. Our cooperation with Holcim is another pioneering step towards the creation of a future green city.”**

**DIMITRIS KITSIOS**

Chief Infrastructure & Controls Officer  
at Lambda Development

# 6.2M

Square meters of abandoned airport regenerated

# 44%

Increase in green space in Athens metropolitan area

LEADING IN SUSTAINABILITY CONTINUED

# “FROM SEA TO CITY!” SPREADING OUR GO CIRCULAR MESSAGE

With GO CIRCULAR, Team Holcim-PRB is sailing the world with our call to action, to accelerate circular building and living from sea to city.

The Ocean Race is one of the toughest team events in sport and one of the few global climate-positive sports events. It was a challenge that our team eagerly accepted in 2023, joining the regatta to promote circular living from sea to city and building for a net-zero future.

During the race, they gathered scientific data as part of the largest ever marine science program during a sports event, with over four million pieces of data collected.

The Holcim-PRB team collected water and air samples from edges of the world where few people go, and shared it with the World Meteorological Organization.

- They measured microplastic pollution
- Gathered information about the impact of climate change on our oceans
- Collected data to improve global weather forecasting

Above all, The Ocean Race was also a vehicle to mobilize everyone in Holcim, as well as our stakeholders, behind our mission to decarbonize building and GO CIRCULAR.

Taking the message from sea to city, we want to unite people behind our call to action, with Team Holcim-PRB showcasing Holcim’s unstoppable, winning and pioneering spirit.

**“It’s a true honor and dream come true for me to sail for Team Holcim-PRB. With GO CIRCULAR, we are fully committed to helping preserve our oceans and planet.”**

**NICOLAS LUNVEN**  
Skipper, Team Holcim-PRB

4

Continents visited by GO CIRCULAR in 2023 during The Ocean Race





Team Holcim-PRB kicked off the 2023 edition of The Ocean Race in Alicante, Spain

In September 2023 we welcomed two new skippers, Nicolas Lunven and Rosalin Kuiper, who will take the helm of the 60-foot Open monohull and keep the GO CIRCULAR spirit going with the same passion. With Team Holcim-PRB, they will spread our circularity message through onsite engagements and activations, partnering with relevant organizations to continue making a positive impact on our oceans.

After successfully completing the Retour à La Base, a race that forms part of the IMOCA Globe Series Championship, Nicolas Lunven got one step closer to qualifying Team Holcim-PRB for the Vendée Globe 2024-25. The race boat will continue carrying its message into the world's premiere round-the-world sailing races, Vendée Globe 2024 and The Ocean Race Europe 2025.

**“Sailing with a clear purpose to GO CIRCULAR from sea to city means a lot to me. It’s a great opportunity for me to add my voice to our shared vision of a more circular, sustainable and inclusive world.”**

**ROSALIN KUIPER**

Skipper, Team Holcim-PRB



Skippers Nicolas Lunven (second from left) and Rosalin Kuiper (right) visiting the Holcim Innovation Hub in Lyon

LEADING IN SUSTAINABILITY CONTINUED

# ADVOCACY & ENGAGEMENT

At Holcim we support public policy frameworks that help us to decarbonize building and build progress for people and the planet.

## CASE STUDY

# Decarbonizing cities at COP28

At COP28, Holcim engaged with key partners across the building value chain, so we can decarbonize cities faster together. From city mayors and urban planners to engineers, architects and civil society, Holcim stands ready to partner with them to help shape the cities of the future with our sustainable building solutions.

Nature topped our agenda too, as we urged more companies to join us in taking a transparent and measurable approach for a nature-positive future. Holcim's Nature Strategy focuses on preserving biodiversity and bringing more nature into cities.

During COP28, Holcim announced an expanded commitment to circularity as well by joining the Sustainable Markets Initiative's (SMI) Task Force to fast-track the shift to circular construction.

We also won two awards for our global carbon capture leadership. The COP Presidency initiative named us as an "Energy Transition Changemaker" for our Carbon2Business project in Lägerdorf, Germany. The same project was selected as Germany's "outstanding project" in the Mission Innovation Net-Zero Industries Awards.

➔ Read more about our Nature Strategy on pages 124–127



➔ Watch our CSO at COP28 on how Holcim is engaging to decarbonize cities





La Confluence in Namur, Belgium, is built with Holcim Elevate RubberGard™ EPDM, at the junction of the Sambre and Meuse rivers. After half a century of neglect, the area has been reborn into a vibrant space featuring a pedestrian-friendly esplanade, green zones, and a versatile multipurpose building

## LEADING IN SUSTAINABILITY CONTINUED

# ADVOCACY POSITIONS AND TRANSPARENCY

Holcim is committed to advocating for public policy frameworks anchored in the principles of circular economy, that are fully aligned with the Paris Agreement's objective to limit the temperature increase to 1.5°C, and that enable innovative and competitive green growth.

Our "Strategy 2025 – Accelerating Green Growth" is fully aligned with the objectives of decoupling economic growth from carbon emissions and resource use:

- We take a rigorous science-driven approach to becoming a net-zero company, ensuring that our targets and actions are in line with the 1.5°C framework.
- We put decarbonization at the heart of our industrial and commercial strategy through the deployment, at scale, of advanced technologies such as Carbon Capture Utilization and Storage (CCUS) and the introduction of low-carbon solutions such as ECOPact concrete<sup>1</sup> on construction markets globally.
- We drive circular construction to build better with less (e.g. by recycling CDM in our products and processes, and using innovative technology such as 3D printing that reduces the use of materials by up to 50 percent).
- We develop solutions to make cities greener from foundation to rooftop and empower society with smarter infrastructure.

This journey requires radical collaboration with our entire value chain and with policymakers. In particular, we advocate for regulatory frameworks that:

- Enable the development of reasonable business cases to invest at scale in decarbonized technologies (e.g. competitive access to decarbonized energy, facilitated access to funding, and transparent regulatory frameworks for the use, storage and transportation of unavoidable CO<sub>2</sub> emissions).
- Create market demand for decarbonized and circular solutions (e.g. through harmonized product standards, and public procurement frameworks that drive innovation by being technology and material-neutral, based on building lifecycle performance).

- Enable industry to remain competitive on the global stage (e.g. through an international level playing field on carbon costs, fair state aid rules for energy-intensive sectors and dynamic carbon pricing).

## Climate policy positions

Holcim advocates for climate policy positions that enable:

### 1. Carbon capture, utilization and storage (CCUS)

One decarbonization lever that is fundamental to the sector's transition is CCUS. The regulatory frameworks that are currently being developed will play fundamental roles in enabling the CCUS value chain to become the necessary engine of the low-carbon and circular transition. No single solution will be perfectly scalable everywhere as different environments present different conditions (e.g. technological, geological and legislative) that favor one solution or another. This requires a flexible yet unequivocal regulatory framework:

- Recognizing carbon use as an integral part of the transition to net zero is a necessity, as is avoiding the design of restrictive regulatory frameworks that prevent the scale-up of industrial carbon capture projects. Policies under development (e.g. on synthetic fuels in the EU) cast serious doubts on the future of CO<sub>2</sub> utilization from industrial sources, without any serious impact assessment.
- A dynamic, accessible and competitive value chain for CO<sub>2</sub> transport and storage. Europe must focus on securing accessible infrastructure for carbon capture, transport and storage. The current monopolistic environment threatens the viability of many projects that would otherwise be implemented before 2030 (and which require planning, permitting and financing now).

<sup>1</sup> ECOPact low-carbon concrete offers at least 30 percent lower CO<sub>2</sub> emissions compared to standard local (CEM I) concrete, without offsets

## 2. Demand for low-carbon products and solutions

Holcim is committed to leading the transition toward low-carbon and circular construction by developing and introducing green products and solutions worldwide. In most cases, introducing them to the market generally requires an adapted product standard and its use must be facilitated by building codes and (public) procurement practices to create market demand.

Integrating sustainability performance in building codes, public procurement and product standards, alongside traditional criteria (safety, performance, durability and affordability) will lead to faster market uptake of low-carbon solutions.

- **Create market demand through a dynamic standardization and public procurement framework.**  
Having standards in place and implemented swiftly is fundamental to start building supply-demand momentum in the value chain that can be supported by (public) procurement practices and building codes.
- **Use of harmonized product standards remains the most appropriate approach.**  
In Europe, our experience with the cement standard EN 197-6 for the use of recycled concrete fines in cement shows that a non-harmonized approach hampers effectiveness, speed of deployment and cross-country optimization within the single market. All difficulties encountered nowadays to make applicable harmonized standards should be solved in close cooperation with industry as soon as possible, without unnecessary legal complexity or multiplication of regulations.

In the U.S., we fully support the administration's establishment of lower emission standards through Executive Orders such as the Federal Buy Clean Initiative. Our products can help them reach their targets with our industry-leading green building solutions.

### Carbon border adjustment mechanism (CBAM)

Fast and watertight implementation is key to its success. A swift implementation of the CBAM will provide the necessary foundations for large-scale investments in the decarbonization of our activities and products across the EU. It requires close collaboration with the sectors concerned to make sure that adequate (existing) standards are used (e.g. on greenhouse gas measurement, monitoring and reporting) and all potential circumvention routes are effectively closed. This process is fundamental to ensuring effective CO<sub>2</sub> cost equalization.

## 3. Lifecycle performance: a basis for the future of construction

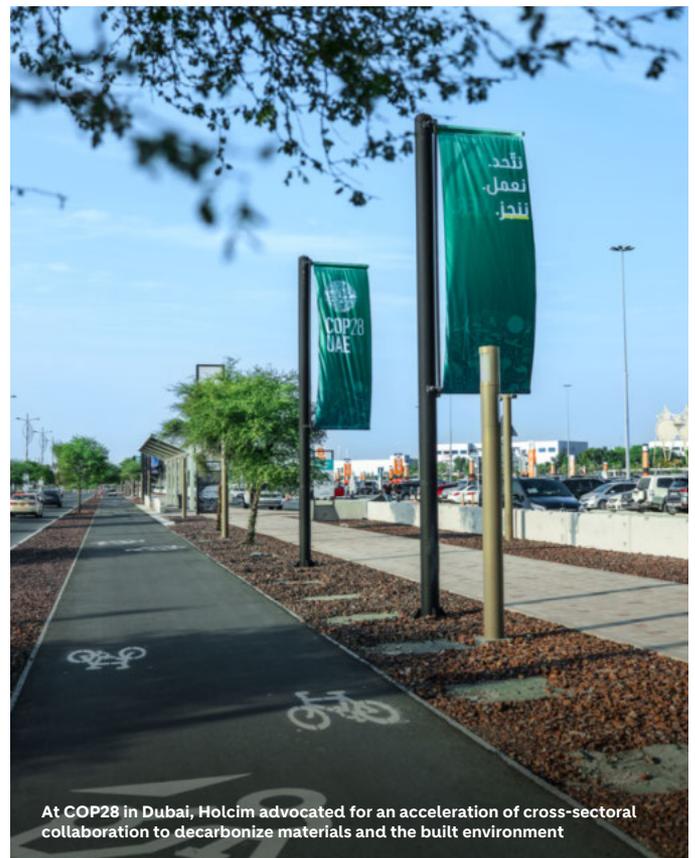
Decarbonizing construction and making the value chain truly circular does not rely on a single technology or sub-sector. All materials and all technologies are part of the solution.

A policy framework and vision is needed that is based on technology neutrality and lifecycle performance. Defining the lifecycle performance that needs to be achieved to be aligned with 1.5°C will lead to a dynamic market based on innovation and performance.

## 4. Competitive and decarbonized energy

Access to competitive decarbonized energy is a critical enabler for the decarbonization of the industry:

- A well-functioning and interconnected electricity market with access to decarbonized energy at scale and at competitive prices is the cornerstone for the decarbonization of European industry and its short- and long-term competitiveness.
- Investments in renewable energy assets should be facilitated through faster permitting procedures, including for the development of renewable assets in industrial contexts.
- Industry also requires continued access to non-fossil sources of energy such as non-recyclable waste and biomass waste. These resources currently supply a large proportion of the cement sector's fuel needs, allowing it to become less dependent on imported fossil fuels while decarbonizing our processes.



At COP28 in Dubai, Holcim advocated for an acceleration of cross-sectoral collaboration to decarbonize materials and the built environment

**LEADING IN SUSTAINABILITY CONTINUED**

**5. Funding for decarbonized industrial growth**

To build strong business cases and ensure the deployment of low-carbon technologies, industry requires access to combined sources of funding. This can be facilitated through:

- A simplified application and approval process to funding sources, allowing transparent and easy access. A shift to direct funding of CCUS for the cement industry can accelerate the construction phase of CCUS projects and, hence, decarbonization in regions such as the U.S. and Europe.
- In Europe, a swift deployment of Carbon Contracts for Difference (CCFDs) at the EU and national level to allow for a de-risking of projects based on access criteria that are simple and fast in execution.

▢ For a review of Holcim’s climate policy positions, see Holcim’s Climate Public Policy Positions Report

**Trade Associations Climate Review**

Our commitment to climate-related reporting is transparent and rigorous and we take the same approach in our advocacy positions.

Aligned with our net-zero pledge, Holcim is committed to ensuring that our direct and indirect lobbying through trade associations is aligned with the Paris Agreement and Holcim’s positions outlined below.

- Support for the Paris Agreement’s climate targets and net-zero agenda
- Support for the use of carbon-pricing mechanisms
- Development of industry roadmap to net-zero by 2050
- Acknowledgement of the need of advanced technologies, including CCUS, to further decarbonize (mainly for cement industry associations)
- Support of need to introduce low-carbon products

We selected the most significant organizations, ensuring a balanced geographical distribution and including global, regional and national organizations. The organizations were assessed by reviewing their public positions using their websites, media releases, publications, social media, questionnaires and, when needed, discussions with the local public affairs teams.

**“We have a huge challenge ahead but we have all the assets in hand. Belgium is going there with Belgian solutions, our industries, offshore wind turbines, [and] Holcim, which wants to make completely carbon-neutral cement.”**

**ALEXANDER DE CROO**  
Prime Minister of Belgium



At COP28 in Dubai, Holcim gathered climate circularity leaders at our Goals House event, titled ‘Circular cities: Housing for resilient urban communities’



We recognize that the journey to net zero requires radical collaboration across our entire value chain and with regulators, investors, NGOs, civil societies and employees. We are committed to working with these stakeholders and our trade associations to accelerate that journey. Where any selected organizations has material misalignment or diverging views with Holcim's policy positions and cannot be considered to be part of the acceleration to net zero, we commit to dissociate ourself from the trade association and related activities or, in extreme cases, renounce our mandates within the organization and/or our membership.

After our review, we pursued our work with all the organizations included in the scope to close the gaps and push for more alignment with our positions and commitments on climate policies. As a result, seven out of ten organizations that had not developed net-zero roadmaps three years ago, have now issued and published their roadmaps<sup>1</sup>. Two organizations that did not formally declare their support for the Paris Agreement have formalized their positions since. Holcim commits to continually assess the climate policy positions of our trade association and memberships on a periodic basis.

Holcim's public policy positions and its climate advocacy activities are systematically underpinned by the Group SBTi's 1.5°C roadmap and associated targets, which are externally verified and fully aligned with the Paris Agreement. Review of the climate policy positions of trade associations and industry bodies entails a review of our own policy position and confirms their alignment to the Paris Agreement and net-zero agenda.

<sup>1</sup> Calculation is excluding three associations that are no longer associated with Holcim

## LEADING IN SUSTAINABILITY CONTINUED

**Mandatory human rights and environmental due diligence**

Holcim supports the implementation of regulatory frameworks that require mandatory human rights and environmental due diligence. A common legal requirement, such as that proposed at the EU level, contributes to bringing companies to the same standard. It also ensures that efforts made by companies to respect people and the planet are not undermined by the lack of uniform standards. Such regulatory frameworks increase legal certainty and ensure a competitive level playing field, to the benefit of the environment and of local communities.

**Climate-related advocacy in 2023**

Throughout 2023, we were actively involved in the work of recognized and leading global organizations on sustainable construction, industrial decarbonization and the decarbonization of the built environment. This includes the World Business Council for Sustainable Development (WBCSD), the World Green Building Council (WGBC), UNIDO's Industrial Deep Decarbonization Initiative (IDDI), the First Movers Coalition (FMC) and the Leadership Group for Industrial Decarbonization (LeadIT). The collaboration with the aforementioned organizations forms the core of our advocacy at a global level, which is anchored wholly on advancing the principles of the circular economy and achieving the Paris Agreement's objective to limit the temperature increase to 1.5°C.

In 2023, as part of its activities to advocate global emissions reductions and the reaching of the Paris Agreement, and the aforementioned climate policy positions, Holcim mobilized its leadership to attend milestone global moments (such as COP28 and Climate Week NYC). Here, we advocated for an acceleration of cross-sectoral collaboration for decarbonizing materials and the built environment, and making cities a global decarbonization lever across all economies, while advancing a nature-positive future. Holcim's calls for action referred above are fully aligned to the Paris Agreement and the net-zero agenda.

In parallel, Holcim is driving decarbonization discussions in Industry Trade Associations such as Cembureau in Europe and Global Cement and Concrete Association (GCCA) at a global level. We are actively engaged in the development of an ambitious climate policy framework globally, at regional levels (e.g. in Europe) and national levels (e.g. in the U.S.).

As outlined in the previous section on public policy enablers, some of the topics that Holcim engages on include regulatory frameworks linked to CCUS, carbon pricing schemes, the development of competitive decarbonized energy networks, and the achievement of common definitions and standards of low-carbon cement and concrete.



Holcim engages on regulatory frameworks linked to Carbon Capture, Utilization and Storage (CCUS)

## SUMMARY OF ORGANIZATIONS AND POSITIONS

	Supports Paris Agreement and net-zero agenda	Supports carbon pricing mechanisms	Existence of a net-zero roadmap	Recognizes the need of advanced technologies, including CCUS	Supports introduction of low-carbon and/or net-zero products
<b>WORLDWIDE</b> GCCA	● Yes	● Yes	● Yes	● Yes	● Yes
<b>EU</b> CEMBUREAU	● Yes	● Yes	● Yes	● Yes	● Yes
<b>SWITZERLAND</b> CEMSUISSE	● Yes	● Yes	● Yes	● Yes	● Yes
<b>SWITZERLAND</b> ECONOMIESUISSE	● Yes	● Yes	● No formal roadmap but net-zero commitment to 2050	● Yes	● Yes
<b>UK</b> MPA	● Yes	● Yes	● Yes	● Yes	● Yes
<b>BELGIUM</b> FEBELCEM	● Yes	● Yes	● Yes	● Yes	● Yes
<b>SPAIN</b> OFICEMEN	● Yes	● Yes	● Yes	● Yes	● Yes
<b>FRANCE</b> SFIC	● Yes	● Yes	● Yes	● Yes	● Yes
<b>FRANCE</b> UNICEM	● Yes	● Yes	● Work in progress	● N/A	● Yes
<b>GERMANY</b> VDZ	● Yes	● Yes	● Yes	● Yes	● Yes
<b>POLAND</b> SPC	● Yes	● Yes	● Yes	● Yes	● Yes
<b>AUSTRIA</b> VÖZ	● Yes	● Yes	● Yes	● Yes	● Yes
<b>US</b> NRMCA	● Yes	● Yes	● Yes	● Yes	● Yes
<b>CANADA</b> CAC	● Yes	● Yes	● Yes	● Yes	● Yes
<b>AUSTRALIA</b> CCAA	● Yes	● No formal position given policy context	● Yes	● Yes	● Yes
<b>NEW ZEALAND</b> CONCRETE NZ	● Yes	● Yes	● Yes	● Yes	● Yes
<b>PHILIPPINES</b> CEMAP	● Yes	● No formal position	● No	● No formal position	● Yes

LEADING IN SUSTAINABILITY CONTINUED

# JUST TRANSITION

We take a whole-society approach towards reaching net zero, respecting human rights while creating decent work and good jobs.

We are committed to decarbonization in line with the Just Transition principles. In the absence of a universal framework for a just transition, we have developed a framework to assess the impacts of our journey to net zero on four key stakeholder groups: our people, our suppliers, our communities and our customers.

## HOLCIM FRAMEWORK FOR A JUST TRANSITION

The framework is informed by various guidelines and initiatives, beginning with the International Labor Organization's (ILO's) Just Transition guidance, with its focus on workers, as well as the Paris Agreement's focus on communities and stakeholder engagement. We also considered:

- The Just Transition Dialogue Report by the Institute for Human Rights and Business (IHRB) and Wilton Park
- Key stakeholder groups identified as per the London School of Economics' Grantham Research Institute on Climate Change and the Environment in their 'Translating just transition ambitions into investor action' policy report
- Just Transition indicators presented by the World Benchmarking Alliance's Just Transition Methodology, considering ISO 26000 and United Nations Guiding Principles on Business and Human Rights

In 2023, we embedded the principals of our Just Transition framework into our Climate Policy and will continue to further integrate it into our climate strategy as external guidelines advance.



Planting mangroves with communities at the Holcim plant in Cilacap, Indonesia

## Our people

We are committed to creating a high-performance culture of empowerment, lifelong learning and development. We aim for all employees to develop their skills in a way that helps us achieve our green growth ambitions while they continue to thrive.

Employment in cement production will continue and the embedded skills of our workforce will continue to be of significant value in reaching net zero. We anticipate expanding roles in replacing limestone with innovative mineral components such as calcined clay, or construction demolition materials (CDM), as well as the pre- and co-processing of materials at end of life for fuels and alternative raw materials.

We also expect our carbon capture, utilization and storage (CCUS) commitments, which involve investing CHF 2 billion and capturing over five million tons of CO<sub>2</sub> annually by 2030, to create high-value opportunities for our workforce. We have identified 17 flagship projects, with each one well positioned to become a net-zero cement plant.

## Our suppliers

Our supply chain will change as a result of our transition to net zero. For example, our needs for raw materials will shift toward alternatives such as CDM. We will also expand into new business lines, such as roofing and insulation. We remain committed to a just transition for all the suppliers we work with. This commitment is framed across three main pillars:

- Respecting human rights: by actively monitoring and verifying compliance with our Supplier Code of Conduct and carrying out due diligence, according to our Human Rights Directive, in every market where we operate to identify, prevent and address human rights breaches.
- Promoting health and safety: We take a systematic approach to health and safety management within our supply chain, verifying compliance with applicable standards and regulations. Suppliers and contractors are selected based on their demonstrated qualifications in these areas. Ongoing training and performance monitoring enables effective management of health, safety and well-being.
- Collaborating with suppliers: We partner with key suppliers to decarbonize our supply chain. We enable multi-stakeholder platforms to accelerate the adoption of decarbonized technologies, such as electric trucks.



We are committed to creating a high-performance culture where our employees can continue to thrive

LEADING IN SUSTAINABILITY CONTINUED

Our customers

We are at the forefront of decarbonizing building throughout its lifecycle to ensure a net-zero future, building progress for people and the planet.

Building better with less

With our world’s rising population and urbanization, Holcim is building better with less to improve living standards for all and build a net-zero future.

The key to decarbonizing construction is developing low-carbon materials and using smart design.

Since concrete is versatile, resilient and infinitely recyclable, we are continually innovating to make low-carbon concrete the building material for a net-zero future. Our ECOPact concrete offers significant CO<sub>2</sub> reductions without compromising on performance and is available in 31 markets.

Decarbonizing cities

Holcim solutions help decarbonize cities, from flooring and insulation to advanced mortars and green retrofitting. We are becoming a global leader in roofing with systems spanning cool, green and solar-enabling roofs.



Did you know?

3D construction printing offers four key benefits: automation, speed, sustainability and design freedom. We are using smart design with 3D printing to build better with less, reducing materials by up to 50 percent. With 3D printing, we are creating high value, technologically advanced jobs that are replacing some traditional construction roles.

This automation is helping to mitigate critical labor shortages in mature markets such as Europe and North America. Technology advancements with 3D printing will ensure the construction industry can attract and retain the talent required to lead decarbonizing building across the value chain.

The speed of 3D printing is key to solving critical infrastructure shortages, such as the lack of adequate housing and infrastructure for 1.6 billion people in the world today. These problems are most acute in emerging markets.



The Mvule Gardens complex of 50 houses is using 3D printing to deliver affordable, climate-resilient homes in Kenya

## Our communities

At Holcim, we are on our journey to promote sustainable development through innovative building materials and solutions. We remain fully committed to creating a positive social impact in the communities where we operate.

### Addressing the vital need for housing

Approximately 2.8 billion people experience some form of housing inadequacy. We partner with communities and governments around the world to address this pressing issue, which is expected to become more urgent as a consequence of climate change.

Our experts develop innovative low-carbon solutions that bridge the gap in affordable housing and infrastructure.

We partner with organizations who share our goal of building affordable housing, such as Habitat for Humanity. We are a founding member of the Roof Over Our Heads campaign, which aims to improve the lives of two billion climate-vulnerable people living in informal settlements by 2050.

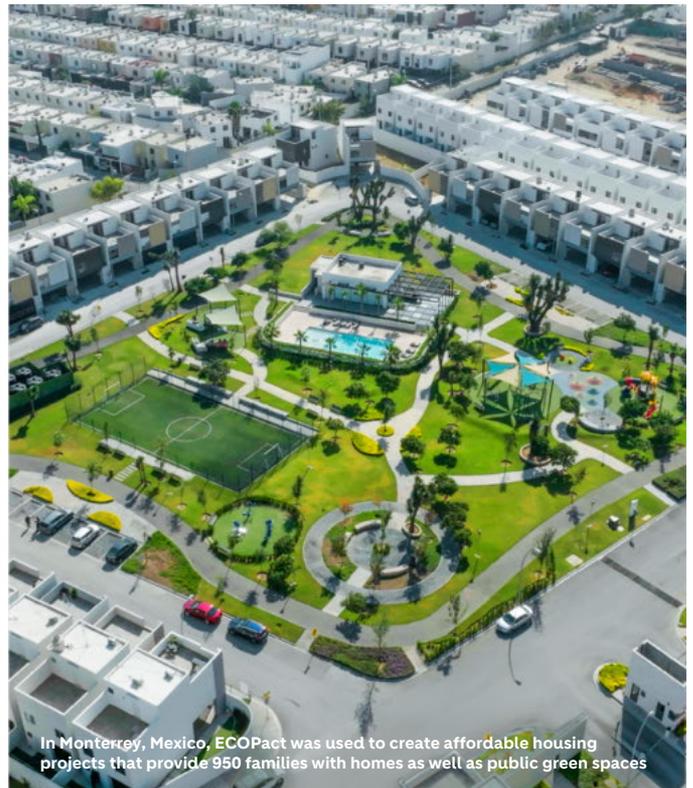
**“Partnering with Holcim channels market power and digitalization to improve living standards for those most in need. This partnership highlights the critical role that private sector partners like Holcim can play in increasing access to affordable housing for low-income families.”**

**JONATHAN RECKFORD**

CEO, Habitat for Humanity International



Casa Laguna, the largest affordable housing project in Ecuador to date, used ECOPact for a 3,500 unit housing development



In Monterrey, Mexico, ECOPact was used to create affordable housing projects that provide 950 families with homes as well as public green spaces

LEADING IN SUSTAINABILITY CONTINUED

# HOLCIM FOUNDATION FOR SUSTAINABLE CONSTRUCTION

By empowering a community of changemakers, we can accelerate sustainable construction

The Holcim Foundation for Sustainable Construction drives impact in the built environment by supporting and connecting the next generation of industry innovators. In 2023, the Foundation expanded its international Holcim Awards competition for design professionals and launched new initiatives to support knowledge transfer among students and emerging talents.

## Holcim Awards 2023

The world's most significant competition for sustainable construction became bi-annual in 2023 and attracted 2,380 registrations of interest from 114 countries. Of the 500 submissions, five regional independent juries selected 20 winning projects that underscore the breadth of diverse and innovative real-world approaches to transforming the built environment. A prize pool of USD 1 million was awarded to winning projects in 17 countries.

These projects exemplify the growing global effort to provide holistic design and construction responses that advance multiple aspects of sustainable development. Supported by renowned architects from across the globe, the hybrid awards ceremony was held during the Biennale of Architecture in Venice, attracting over 3,700 participants.

**“Before, I was seen as a nice young man from Africa building schools. After winning a Holcim Award, people started to call me a designer and it paved the way for my career.”**

## DIÉBÉDO FRANCIS KÉRÉ

Founder, Kéré Architecture, Germany  
Laureate of the Pritzker Architecture Prize



Diébédo Francis Kéré addressing winners of the Holcim Awards 2023 at the Venice Biennale of Architecture



Mary C. Boyce, Provost of Columbia University, addressing Holcim Foundation Impact Summit participants in New York

### Supporting next-generation industry leaders

In 2023, the Holcim Foundation reinforced its commitment to supporting the next generation of architects, engineers and urban planners by launching its Next Generation Ambassadors program.

The inaugural group of bright young minds launched two community building projects in Tanzania and Indonesia, engaging with local NGO partners and over 50 students from a selection of partner universities to enable hands-on sustainable construction.

In Argentina and Brazil, beneficiaries of the Foundation's Research in Practice Grants produced promotional materials for their research. This included a book on ocean energy infrastructure and a documentary entitled 'Life on the Amazon Waters'. Their aim is to develop a deeper understanding of local construction processes and issues related to sustainability and housing.

### Sounding Boards engage young innovators

One of the Foundation's core goals is to connect innovative thinkers from different disciplines to drive impactful actions that can transform the built environment. Two new event formats were created to break down silos and accelerate the implementation of existing solutions.

Sounding Boards, held in Zurich, Rotterdam and Berlin, gave young innovators the opportunity to discuss their ideas with industry-leading peers. The Impact Summit, held at Columbia University in New York, brought together key players across the construction and real estate value chains, to drive collective action to reduce embodied carbon in buildings at a faster pace. The summit resulted in an industry-first alignment between nonprofits, which drafted a common framework for embodied carbon reporting for U.S. real estate professionals.

➔ Visit [holcimfoundation.org](https://holcimfoundation.org) for more information



Student and community workshop to select the design for a maternity clinic extension in Tanzania

**“A holistic paradigm of sustainability must encompass carbon cost, community, culture, and collaboration.”**

**Next Generation Ambassadors Manifesto**

# BUILDING A NATURE-POSITIVE FUTURE

Holcim takes a measurable science-driven approach to nature, from our biodiversity indicator system to our freshwater ecosystems and nature-friendly building solutions.

## CASE STUDY

### Building resilient cities

The World Economic Forum predicts that by 2050, 80 percent of the world's population will live in cities.<sup>1</sup> Greener cities enhance quality of life and well-being, while contributing to a net-zero future that works for people and the planet.

At Holcim, we are putting our innovation to work to bring more nature into cities. We need to use nature's precious resources to build cities that are more resilient to the increasingly severe climate events that we are facing. Here nature is one of our greatest allies. Bringing more of it into cities will increase resilience and allow communities to thrive.

In Singapore, the PARKROYAL Collection Pickering hotel, built with Holcim concrete, was designed as a vertical extension of the neighboring Hong Lim Park. The building's hanging gardens add 15,000 m<sup>2</sup> of greenery to the city. The total greenery on the plot covers 240 percent of the development's site area. It includes all of its new and preserved vegetation, vertical and horizontal landscaping, water features, lawns and trees, raised planters, and urban farms.



Watch a video on Asia's largest urban rooftop farm



<sup>1</sup> World Economic Forum data on 'Cities and Urbanization', 2022



The PARKROYAL Collection Pickering hotel in Singapore has a Green Plot Ratio of 240%, certifying that there is greenery covering 2.4 times the size of the building's plot size

## NATURE

# BUILDING A NATURE-POSITIVE FUTURE

Holcim is committed to contributing to a nature-positive future. We go beyond traditional rehabilitation and transform ecosystems – to increase the resilience of our planet and society.

### Biodiversity

Our biodiversity targets are based on progressive transformative rehabilitation plans and measured by a scientific methodology developed in partnership with the International Union for Conservation of Nature (IUCN).

#### Our commitments include

- Global Biodiversity Indicator and Reporting System (BIRS) baselines complete for all active and non-active quarries by 2024.
- By 2030, a higher biodiversity index measured by BIRS.

Read more about climate and nature-related risks and opportunities on page 236 in the [2023 Integrated Annual Report](#)

### Water

Knowing that freshwater is a finite resource, we aim to reduce water intensity throughout our operations. We are prioritizing our actions in high water-risk areas, tailoring our solutions to local conditions.

#### Our commitments include

- By 2030, we commit to lowering water intensity across business lines, with a 33 percent reduction in cement, 20 percent in aggregates and 15 percent in ready-mix concrete.

### FRESHWATER WITHDRAWAL

298

**Specific freshwater withdrawal**  
L/ton of cementitious material  
2022: 304 L/ton

### BIODIVERSITY

64%

**Biodiversity baselines assessed using BIRS methodology**  
(+33% versus 2022)

### RECOGNIZED LEADERSHIP

**TNFD** Taskforce on Nature-related Financial Disclosures

**Official Taskforce member and early adopter in 2023**

## Partnerships for Nature

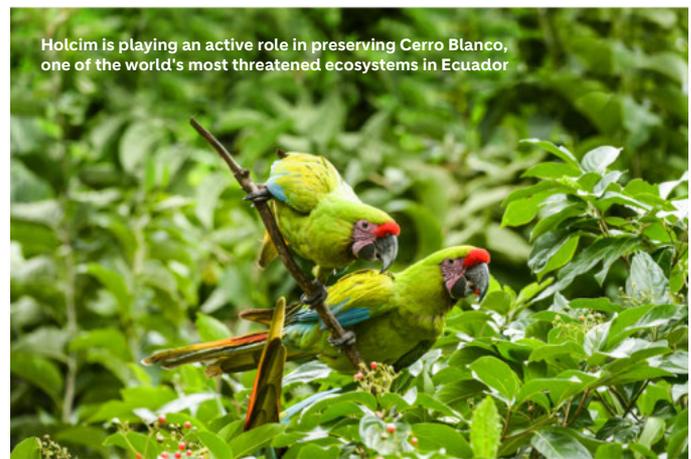
Holcim was selected by the Science Based Targets Network (SBTN) to pilot the world's first science based targets for nature. We are among the first 17 companies and the only one in our sector. This global initiative aims to set the world's first standards for ambitious and measurable corporate action for nature.

During New York Climate Week, the Taskforce on Nature-related Financial Disclosures (TNFD) announced its final recommendations for nature-related risk management and disclosures. We welcome this as an early adopter. We were one of the 17 corporate members of TNFD and the only company in our industry to contribute to the development of the framework.

We also entered a three-year partnership with the International Union for Conservation of Nature (IUCN) to preserve nature and advance nature-positive development in the built environment. IUCN will validate our biodiversity baseline, identify ways to increase biodiversity levels at our quarries and advise on the protection of freshwater sources beyond Holcim's sites. IUCN will also support us in driving and promoting the inclusion of biodiversity into existing and future building standards.



Holcim Chief Sustainability Officer Nollaig Forrest signs our partnership with IUCN Director-General Dr. Grethel Aguilar



Holcim is playing an active role in preserving Cerro Blanco, one of the world's most threatened ecosystems in Ecuador

### BY 2030, WE COMMIT TO REPLENISHING FRESHWATER IN WATER-RISK AREAS

# 75%

Water-positive sites

# 100%

Sites equipped with water recycling systems

**“The commitment of companies to restoring biodiversity and protecting freshwater ecosystems is key to achieving the well-being of our societies. We welcome strengthening our partnership with Holcim to implement positive change in the built environment.”**

**DR. GRETHEL AGUILAR**  
Director General, IUCN

**“Working with leading nature conservation organizations like IUCN, we aim to strengthen our impact for a nature-positive future.”**

**NOLLAIG FORREST**  
Chief Sustainability Officer

## LEADING IN SUSTAINABILITY CONTINUED

### Progress on BIRS training

Measuring biodiversity is a challenging and crucial step in working toward a nature-positive future. At Holcim, we measure biodiversity in our quarries using the Biodiversity Indicator and Reporting System (BIRS), developed in partnership with IUCN. Measuring and improving biodiversity using this science-based approach across more than 815 active and non-active quarries requires expert knowledge of the methodology and its implementation in restoration plans. As part of the partnership signed in 2023, IUCN will validate our 2024 biodiversity baseline, applying BIRS.

Throughout the first half of 2023, Holcim carried out an extensive campaign of regional BIRS trainings in seven countries, with more than 100 participants from over 32 countries to scale up the internal skills required. We are also developing a mobile application to support countries with the biodiversity level assessment.

[Watch video online here](#)



The pond in the rehabilitated Bamburi quarry in Kenya serves as a critical habitat for local wildlife

## RESTORING AND PRESERVING WETLANDS

Wetlands play a vital role in the well-being of the people and the planet. Holcim has a long, global tradition of freshwater ecosystem preservation – including projects to protect and improve our wetlands.

For example, in Bangladesh, we created and now maintain 20 open-water ponds on our site in Chhatak. These ponds help increase and preserve habitats for biodiversity to thrive during the dry months when underground water levels drop.

In Kenya, we created ponds and lakes around our rehabilitated Bamburi quarry as critical habitats and subsystems to enhance and support biodiversity.

In the UK, Chard Junction Quarry is a highly valuable site for birdlife thanks to its numerous areas of quality wetland habitat. And the award-winning restored sand and gravel quarry Ripon City Wetlands is a thriving home for birds and other wildlife.

In France, at a sand and gravel site situated approximately 100 kilometers southwest of Bordeaux, Holcim partnered with a local nature preservation association to create a wetland habitat for frogs, toads and insects. Today, the area teems with a variety of bird species, including coots, herons, ducks and egrets.

## Concrete innovation to create reefs

Coral reefs, some of the planet's most biologically diverse and valuable ecosystems, are under extreme pressure. For many years now, we have been working on the development of bio-receptive concrete to reconcile the development of marine and coastal infrastructure with ecology.

Currently, constructing artificial reefs is a lengthy and complicated process that involves testing the correct materials and a multi-year monitoring period. As part of the development of our maritime solutions promoting marine biodiversity, we set up a ground breaking dedicated laboratory in the Holcim Innovation Center to shorten this process.

We can conduct a quick material assessment in our labs using all the local project parameters (for example, temperature, salinity, biomass), which allows us to reduce the monitoring period from years to weeks. Our lab work will also help us to produce concrete that will allow for faster biological colonization that can be applied to artificial reefs, breakwaters, shore protection and port infrastructure.

## SUPPORTING WATER SECURITY AND BIODIVERSITY IN THE KUJAWY REGION

Kujawy Quarry in Poland is the largest open-pit limestone quarry in Europe. Until now, 100 percent of the quarry drainage water was discharged into the Noteć River and flowed directly into the Baltic Sea instead of being used locally for farmlands and forests.

The Kujawy Region is facing water risks exacerbated by extreme rainfall events. In some months, there is little rainfall and in others, the rain is torrential. A shortage of water is becoming problematic for the environment in the region: the forest has deteriorated, ponds have dried out and birdlife has disappeared.

Annually, Kujawy Quarry collects 1.5 million m<sup>3</sup> of rainwater in a watertight rock structure which acts as a reservoir. Holcim Poland encouraged the State Forests National Forest Holding to take advantage of this unique source of freshwater. Together with the State Forests, we implemented an innovative solution to supply water to the forest bordering Kujawy and restore its biodiversity, creating favorable conditions for new species, plants, animals and birds to thrive.

The investment will rehydrate the area and bring marshes and ponds back to life that have disappeared over the last 50 years due to the water shortages.

The solution involves draining water from the quarry into a reservoir. It is then pumped up over a height of 60 meters to irrigate a network of channels and retention ponds in the surrounding forests. This delivers up to 750,000 m<sup>3</sup> of water to the forest per year. Our local team has a stringent quality control process in place to guarantee top quality water.

**“I am really proud of what our team did at Kujawy Quarry. It shows how our quarries can be part of the solution when it comes to restoring and preserving biodiversity.”**

**XAVIER GUESNU**  
CEO Holcim Poland



Helping the local community achieve water security while boosting biodiversity levels around Kujawy

# BUILDING RESILIENT CITIES WITH NATURE INSIDE

Cities are in a race to adapt to a rapidly changing climate, and Holcim is ready to be a key partner to them on this journey.

We are putting our solutions to work to make cities climate resilient and improve people's quality of life.

As such, we have identified five built environment challenges faced by city mayors today where we can provide solutions:

- 1 Reducing CO<sub>2</sub> emissions in the built environment
- 2 Accelerating circularity in construction
- 3 Increasing buildings' energy efficiency
- 4 Boosting biodiversity
- 5 Improving resilience to climate events



## REDUCING CO<sub>2</sub> EMISSIONS IN BUILT ENVIRONMENT

With urbanization on the rise, around 60 percent of the buildings that will exist by 2050 haven't been built yet. We therefore have the potential to help cities curb greenhouse gas emissions with our building solutions that enable a lower carbon footprint and reduced material use.

We are empowering smart design and deploying new building technologies to use minimum materials for maximum strength, like DYNAMax, our high-performance concrete. Our other smart design solutions include carbon pre-stressed concrete slabs, 3D printing and the innovative Rippmann Floor System® – a low-carbon, fully circular prefabricated concrete floor solution.

We are rolling out Environmental Product Declarations (see page 51) across our solutions. These independent verifications validate the environmental profile of our solutions, ensuring transparency for public authorities and city planners.



## CIRCULAR CONSTRUCTION

Circular construction is an essential lever to decarbonize building. Through urban mining, we are scaling up our advanced circular material solutions to build new from the old.

We are increasing recycling of construction demolition materials (CDM) globally and building our capacity to recycle 100 percent of concrete-based CDM using our ECOCycle® technology, with game-changers such as advanced crushing (see page 23).

ECOCycle® is enabling the construction of the world's first fully recycled concrete building in partnership with Sequens: Recygénie, a social housing complex near Paris.

Using our formulation expertise, Holcim developed the world's first fully recycled concrete for this project, with the cement, aggregates and water all made from recycled materials.

This novel concrete saved more than 6,000 tons of natural resources, and was one of four Holcim innovations to win awards in the Circular Transition category of the 2023 Reuters Responsible Business Awards (see page 48).



### INCREASING ENERGY EFFICIENCY

Energy used to power, heat and cool buildings is responsible for up to 80 percent of CO<sub>2</sub> emissions in cities. Buildings therefore present a unique opportunity to speed up the transition to decarbonized energy and highly energy-efficient cities.

We are improving energy efficiency with advanced roofing and insulation systems. Enverge Spray Foam develops advanced insulation systems such as its bio-based SucraSeal spray foam insulation, designed to improve buildings' energy efficiency and thermal comfort while lowering the carbon footprint.

Malarkey 3M™ Cool Roofing Granules include a technology based on granules that reflect 20-25 percent of the sun's energy, reducing cooling-related energy needs. Our long-lasting roofing solutions also enable the installation of solar panels to shift to decarbonized sources of energy.



### BOOSTING BIODIVERSITY

Global urban expansion is forecast to result in the loss of 290,000 km<sup>2</sup> of natural habitat between 2000 and 2030. To ensure a nature-positive future, urban growth needs to be sustainable and nearby nature must be protected, restored and enhanced. Nature in and near cities is crucial not only to maintain biodiversity but also to ensure human wellbeing, which depends on the benefits that nature provides.

Our solutions include providing a home for ecosystems on green roofs with trees, plants and rainwater harvesting. Furthermore, creating urban green spaces using Hydromedia permeable concrete enables us to grow urban forests by recharging groundwater.

Marine habitats are equally affected by climate change and pollution. Our bioactive concrete can be used to build bioactive infrastructure for marine and coastal ecosystems, including artificial reefs.



### IMPROVING RESILIENCE

Cities, home to over half of the global population, are facing a rapidly changing climate, with the challenges of drought, extreme heat, water scarcity and flooding expected to intensify. It is therefore essential for cities to adapt to protect residents and infrastructure from developing climate risks and increase resilience.

To protect from coastal flooding, our Basalton shore protection system for coast and revetment areas provides stabilization and erosion control. Inland, Hydromedia permeable concrete is a water management system that rapidly absorbs rainwater – reducing the risk of flooding.

Reducing air pollution is an important challenge, and we are helping urban environments tackle this issue with solutions like Malarkey's world-first smog-reducing shingles that remove smog gases from the air. To reduce the urban heat island effect, we also enable green roofing systems as a durable solution to the problem.

# BUILDING FOR PEOPLE

We are committed to improving society by raising living standards for communities worldwide, while empowering our people to thrive so they can make a difference.

## CASE STUDY

# Sustainable building for all

How do we meet the essential needs of displaced people, who can live in temporary settlements for decades?

Unveiled at the 2023 Biennale of Architecture in Venice, The Essential Homes Research Project by Holcim and the Norman Foster Foundation is our answer to this question.

In the words of Norman Foster, Founder and Executive Chairman, Foster + Partners, this project was, “the outcome of a few months of intensive activity in collaboration with Holcim”.

The Norman Foster Foundation designed a housing concept to provide safety, comfort and well-being for displaced people, and Holcim brought the concept to life with its sustainable building solutions.

Using low-carbon, energy-efficient and circular solutions, together we showcased how sustainable building can be possible for all.

Low-carbon rollable concrete sheets serve as an external shell, permeable pathways made of ECOPact low-carbon concrete connect the homes, and energy-efficient systems from Elevate and Airium insulate them.



Watch video  
online here





Essential Homes Research Project on display in Venice during the 2023 Biennale of Architecture

PEOPLE

# HOLCIM PEOPLE

2023 was a year of transformation for everyone at Holcim, from our senior leaders to the next generation of change makers.

We are committed to creating a high-performance culture with more than 500 P&L leaders driving a customer-centric decision-making process, based on empowerment, lifelong learning and development. A diverse and inclusive culture where everyone can develop the skills they need to thrive. With 63,448 Holcim people working worldwide, we are driven to realize our full potential and at the same time make a positive difference to the world. From senior leaders to the next generation of change makers, in 2023, we accelerated our transformation.

### People strategy for green growth

In 2023, we continued to focus on making Holcim a best place to work and empowering employees to achieve our green growth ambition. Efforts are now underway to establish the common threads of the Holcim experience to meet the needs and expectations of our people.

Built upon our decentralized business model, our approach empowers individual countries to cultivate practices that strike a harmonious balance between equitable treatment of our workforce and the demands of our operations, customers and communities. This commitment is stated in our Group Human Resources Policy, where it reinforces our commitment to put our employees at the center of what we do.

Our policy is adaptable to align with local regulations while upholding its fundamental principles of fairness, respect, and the safeguarding of human rights and eliminating child labor. If need be, we refine the policy to comply with local laws but preserve its essence.

### Upholding our Code of Business Conduct

In cases where there is a breach of our Code of Business Conduct (CoBC), thorough investigations are conducted as outlined in our compliance directives. If substantiated, disciplinary measures against employees engaged in misconduct may be implemented.

### Developing leadership at all levels

At Holcim, we ensure that all our employees are encouraged to thrive and grow in their roles.

This starts with empowering our young talent to make a difference. The Early Career Leadership Program is a comprehensive leadership development initiative to equip next-generation leaders with the tools, knowledge, skills and experiences they need to become effective leaders.

Spanning a six-month period, the program offers participants a unique opportunity to receive coaching, engage in hands-on learning through project work focusing on sustainability, increase their exposure to senior management and more. By the end of 2023, 514 early career leaders had completed the program.

Our colleagues in more senior roles continue their professional development in the Business School for Emerging Leaders, Advanced Leaders and Senior Leaders.



Our top young talents came together at the One Young World (OYW) Summit 2023 in Belfast to drive positive change

## Holcim's got talent ... at One Young World Summit 2023

In 2023, Holcim delegates gathered at the One Young World (OYW) Summit in Belfast, UK, to give visibility to sustainable and affordable housing under the slogan #BuildingForPeace. Representing over 190 countries and more than 250 organizations, young leaders came together to accelerate social impact.

To demonstrate a solution to the challenges faced by displaced people, we showcased our Essential Homes Research Project, developed with the Norman Foster Foundation, at our booth, during an onstage session, and in workshops.

We also support OYW's Lead2030 initiative, which funds and accelerates solutions to the Sustainable Development Goals (SDGs). Our partnership with OYW empowers our young people with a once-in-a lifetime opportunity to get inspired to make positive change, develop leadership skills, grow their global networks and build the company they want to work for.

Our OYW ambassadors carried on this transformational spirit by creating a grassroots movement within Holcim: the I'M-Possible Movement. Today, the movement has almost 400 members from 36 countries, helping to build the company they want to work for.



## HOLCIM GLOBAL LEADERSHIP PROGRAMS

<b>SENIOR LEADERS BUSINESS SCHOOL</b>	Driving strategy execution	<b>On-site</b> 3 days	<b>200</b> participants in a fixed group	<b>Total</b> 1,209 leaders
<b>ADVANCED LEADERS BUSINESS SCHOOL</b>	Preparing the organization's senior leadership	<b>Live-Online</b> 5 sessions	<b>62</b> completed by end of 2023	
<b>EMERGING LEADERS BUSINESS SCHOOL</b>	Nurturing leaders to lead the way in accelerating growth	<b>Live-Online</b> 4-month journey	<b>433</b> completed by end of 2023	
<b>EARLY CAREER LEADERSHIP PROGRAM</b>	Building the next generation of leaders	<b>Live-Online</b> 6-month journey	<b>514</b> completed by end of 2023	

## LEADING IN SUSTAINABILITY CONTINUED

### Democratizing learning

At Holcim, we believe that learning new skills should be available to everyone, and primarily driven by each individual employee. Our vast online library Percipio is freely accessible to all employees, providing just-in-time learning and performance support. Newly introduced, GoFluent is a state-of-the-art language learning tool.

Based on enthusiastic feedback from our Early Career Leaders, we have introduced the opportunity for individual coaching across many levels of the organization. Already, around 1,500 people from over 50 countries have received 1:1 coaching from a professional.

### Driving performance through engagement

We want to inspire all of our colleagues to build progress for people and the planet. To achieve this, we conducted a global employee survey in 2023 for a second consecutive year. Over 56,000 employees shared their voice, a strong participation rate close to 90 percent that shows the strength of our company.

Since the previous survey in 2022, engagement has increased significantly – up from 3.73 to 3.92 out of 5, representing 78 percent of engaged employees - with Holcim rated higher on every question compared to last year. This positions us among the top quartile of companies that achieved an improvement.

Colleagues reconfirmed that what they value most is the opportunity to do their best every day at work, with clear expectations, the right materials and equipment and a connection to the company's purpose. They appreciate that they work in a respectful, safe environment.

Empowering our people to voice their views gives us a solid foundation to drive meaningful action and build a great workplace with the involvement of everybody. Our priority is to continue to foster best leadership practices across Holcim, developing a strong culture of recognition and effective conversations on individual progress and growth on a continuous basis. Another employee survey is scheduled in 18 months.

### Developing our senior leadership

We brought our top 200 leaders to Washington, D.C., for our annual Senior Leaders Meeting. Kicked off by Chairman and CEO Jan Jenisch and attended by the entire Group Executive Committee, the meeting was an immersive opportunity to focus and mobilize our global team spirit on advancing our "Strategy 2025 – Accelerating Green Growth".



### Globally committed to diversity

One of our strategic priorities is to foster a diverse and innovative workforce, with the aim of having women occupy 25 percent of senior management roles. The share of women in senior management increased from 18 percent in 2022 to 21 percent in 2023.

In recognition of our focus to progress with gender, generation and broader diversity and inclusion, Holcim was once again named one of Forbes' Top Female-Friendly Companies, while Fast Company named Holcim one of the Best Workplaces for Innovators 2023.

Local country operations successfully progressed with the implementation of dedicated recruitment efforts for diverse and early career talent through internships, as well as establishing employee resource groups and programs such as Women on Wheels.

While local teams are compliant with regards to their applicable gender pay equity regulations, we continued with our second global assessment using a recognized statistical regression analysis model. We monitor progress on a yearly basis to ensure equal pay for equal work and performance – not only between women and men, but also irrespective of ethnic origin, age, religion, ideology, sexual orientation or factors such as physical disability.

We also participate in yearly certification processes with external vendors that benchmark our strategic plans, human resources processes and diversity, equity, and inclusion (DEI) initiatives against other top employers and industries. These certifications are a positive signifier for prospective employees and help us, as an organization, to align, amend and verify how effective our processes and programs are. Through these assessments, we have already been able to identify areas for improvement and received validation for areas where we are ahead of the curve. Among these certifications are Top Employer and EDGE, which we have been awarded in various locations, including Switzerland, Poland, Spain, Colombia and several others.



### WOMEN ON WHEELS

Women on Wheels started off as a pilot in Uganda in 2018 and rolled out as a global initiative in 2021. By the end of 2023, more than 15 countries deployed this program to improve the lives of women and their families. The program encourages women to become truck drivers and provides them with training. The idea was born out of a global truck driver shortage, which affected Holcim's ability to transport its products. Training women as truck drivers not only addresses this issue, it also promotes greater female participation in the transport sector, where women are greatly underrepresented.

Our Women on Wheels are trailblazers in their communities and the industry, actively working on breaking down stereotypes and biases. In more conservative societies, in particular, these women are changing perceptions by showing that women can drive trucks and thrive in the world of work. In 2023, Holcim Ecuador won a Gold Effie award in the Corporate Reputation category for the program, and other organizations have expressed interest in it.

### GROWING AND THRIVING

Lean In Circles, pioneered by Sheryl Sandberg's Lean In Foundation, are small groups empowered by women that meet regularly to provide a supportive network for women to learn and grow together. This grassroots program at Holcim is supported by senior leaders. After the first cohort of 40 Circles with 300 female employees in 32 countries, more than 87 percent of those who took part said the sessions had a positive impact on their lives. In the near future, we will extend the program to all countries where we operate and to other diverse groups of employees.

**“With Lean In Circles, we are creating a mentoring culture, celebrating each other's wins and supporting gender diversity at all management levels.”**

**CARMEN DÍAZ CANABAL**  
CEO Holcim Spain

# 21%

Female senior managers in 2023 (+3% versus 2022)

# 15

Countries have run Women on Wheels programs



The ConstruActoras (“Women in Construction”) initiative promotes gender diversity in construction

## **SUPPORTING ARGENTINA’S WOMEN IN CONSTRUCTION**

Informal studies in Argentina suggest that women make up only five percent of the workforce in the construction sector. We launched the ConstruActoras (Women in Construction) initiative to draw attention to this issue and promote gender diversity.

The initiative was divided into three stages, the first of which was a webinar exercise to shed light on real stories from women in construction and inspire action. Over 200 women took part in these discussions.

Stage two was a hackathon where women were invited to come together and generate projects and ideas that seek to make the construction sector more inclusive. This resulted in 26 projects, two of which received funding for their implementation.

The first winning project was selected by a jury and the award went to Lola Mora for the project De Construyendo in Rosario, which proposed a theoretical and practical training program for women and minorities.

The second project was selected by the public, and the award went to Casa Mamá Construye in Buenos Aires, which proposed a dedicated space for teaching construction-related trades and giving training to vulnerable people so that they can learn by doing.

In 2023, we continued the ConstruActoras initiative by carrying out a study on women in construction – the first of its kind in Argentina – to promote inclusion in this industry. In 2024, we plan to start involving our partners in the initiative to involve more women.

### Commitment to road safety

In our journey towards zero harm on the road, Holcim has continued to improve its road safety performance and completed more than 91 percent of kilometers driven by our own and partner vehicles in full compliance with our program. The program focuses on in-cab driver training, in-vehicle monitoring of the driver and performance feedback and coaching.

Our new DriveSuccess workshops, which aligned all the logistics stakeholders on shared goals, were launched in five countries. They engaged over 1,800 drivers, 70 transporters and nearly 60 senior leaders across five countries. During UN Road Safety Week, we campaigned for safe following distances in 34 countries, reaching over 16,000 drivers.

**“DriveSuccess is designed to engage our drivers and transporters, and enable country leadership teams to take action and promote positive reinforcement. Our plan is to replicate these workshops in every country in 2024 to further our Road Safety Program.”**

**JEFFREY GIESSE**

Group Head of Health, Safety & Environment



Road safety simulator training in Algeria

1,800

Drivers reached through DriveSuccess workshops

+870

Female drivers globally in 2023 compared with 2022

# HEALTH, SAFETY & ENVIRONMENT

In 2023, the three pillars of our Health, Safety & Environment (HSE) operating model evolved into a foundational strength that is shaping our performance and organizational culture.

In 2023, the synergy among the three core elements of our HSE operating model has evolved into a foundational strength shaping our performance and organizational culture. We focused our approach by conducting successful HSE projects in every country, proving through on-the-ground implementation that “zero is possible”.

HSE are core values at Holcim. In 2023, our Lost Time Injury Frequency Rate (LTIFR) dropped 19 percent to reach 0.43, with 98 percent of our sites and 48 percent of our countries reporting no lost-time injuries (LTIs). This reduction correlates to the strong engagement of our workforce with Holcim’s Boots on the Ground program.

## Aiming for a zero harm business

We deeply regret that two incidents in 2023 resulted in the tragic loss of two employees' lives. Each of these cases was thoroughly investigated, and remedial actions were implemented to prevent reoccurrence. In such circumstances, our top priority is to support the needs of families and colleagues affected. For us as a company, it is a renewed call to keep ensuring and improving a safe, healthy work environment for our people and partners, so that everyone who works for us makes it home safely every day. We will not rest until we reach zero.

In 2023, we set out to prove that zero environmental impact is possible, by implementing water, internal waste and energy reduction projects. Our operations responded positively, by planning and executing 188 projects worldwide to reduce power emissions and consumption, enhance water recycling, and increase internal waste recycling and diversion from landfills in every Holcim country. This initiative is accelerating the overall improvement versus last year on waste (47,000 tons diverted from landfills, up seven percent from the previous year), water (recycling 610,000 cubic meters) and energy (emissions in Scope 2 reduced by 45,000 tons of CO<sub>2</sub>).

We improved our environmental performance, reducing dust emissions by 13 percent and SO<sub>2</sub> by five percent. We reduced dust emissions per ton of clinker by 10 percent, to 64 g/t, surpassing our 2030 target of 75 g/t, as well as meeting our 2030 SO<sub>2</sub> target of 230 g/t.

As part of our overall governance, we have completed 68 comprehensive HSE audits. In addition, we have implemented new rules to simplify and reinforce our minimum expected behavior and a new policy to align to our HSE Operating Model.

## Our three-pillar HSE Operating Model

- Critical risk management: prioritizing the most important HSE risks
- Workforce engagement: involving all employees in promoting HSE
- Continuous improvement: driving long-term HSE performance improvements

## Critical risk management

In 2021, we launched Critical Control Management (CCM) to simplify and focus our approach to reduce critical incidents. The program covers 49 critical controls across HSE topics and requires verification on a quarterly basis in all our sites.

We have achieved a nine percent improvement in the performance of the program since 2022, driven by thorough action planning and resource allocation in all countries. As of 2023, we have completed 70,000 verifications of critical controls and resolved 14,000 actions, 10 percent more than in 2022.

We continue to reinforce the program through coaching tracked in our Boots on the Ground application and training for our site leadership teams – adding up to 128,000 coaching interactions.

Our task force of Group HSE experts continued CCM compliance audits in 20 countries in 2023 to ensure quality of verifications and action plan implementation.

## Algeria goes for ZERO

Algeria has opted to embrace the ZERO environmental impact challenge, by implementing nine projects on five sites to address internal waste (400 tons diverted from landfill), water (10,000 m<sup>3</sup> of water recycled), and energy (with 366 MWh produced by solar).

### Workforce engagement

Boots on the Ground, our workforce engagement program is part of Holcim's DNA. Our dedicated mobile application reinforces frontline supervisors accountability, supports team-based collaboration and enables transparent tracking of workplace improvements. The program and the launch of our improved digital application was highlighted during the 2023 Senior Leaders meeting.

The impact of Boots on the Ground is incontestable and helped drive a reduction in injuries and accelerate a positive cultural shift. Our digital approach to workforce engagement has been selected as a 2023 Innovation Award Runner-up from the National Safety Council, a well-recognized HSE institution from North America.

Together, 15,000 supervisors and managers have spent more than four million hours in the field, more than 1.9 percent of total hours worked, on HSE activities. Boots on the Ground's gamified approach to workforce engagement has resulted in 650,000 field interactions recorded and 200,000 improvement actions closed in 2023.

Our second annual Global Rewards & Recognition celebrated its very first Country Gold Award for Colombia, with five Silver Country awards, and 47 unit awards for HSE Excellence in operations.

### Continuous improvement

We further expanded our global reporting platform iCare to enable future use of Artificial Intelligence, and deployed new sets of user-centric real-time dashboards. Over 35,000 actions are created each month, in relation to audit findings, critical control verifications, process safety, environmental assessments, incidents, identified hazards and HSE coaching sessions – with a large majority coming from the Boots on the Ground application.

The POWER program focuses on the top 10 opportunities to increase energy efficiency and green sourcing to reduce Scope 2 CO<sub>2</sub> emissions. Launched in 2022, this year we have identified 155 new projects with savings estimated at 91 tons of CO<sub>2</sub>.

In 2023, Holcim invested CHF 102 million in HSE improvement projects.

# -19%

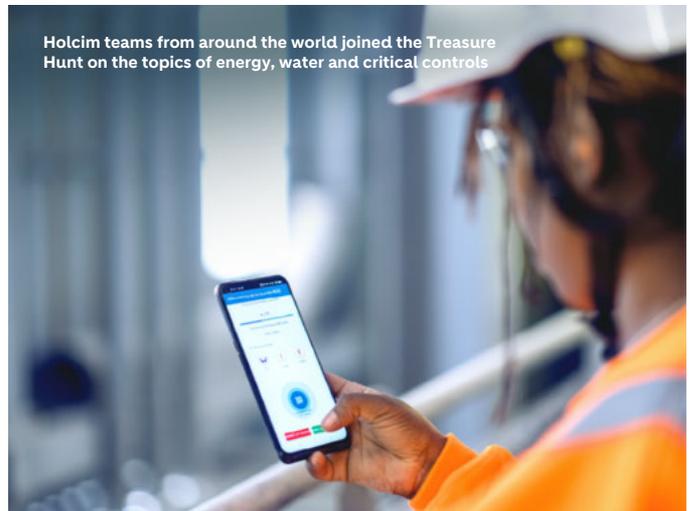
Reduction in lost-time injury frequency rate to 0.43

## HUNT FOR TREASURE AND SAVE ENERGY!

In 2022, we launched a powerful digital initiative inside our Boots on the Ground application – the Treasure Hunt. Designed to educate and bring teams together to learn and implement energy-saving opportunities, it led to 51 kilotons of Scope 2 CO<sub>2</sub> being removed. Leveraging this success, we enhanced the application and expanded the initiatives to cover an improved energy savings hunt, water conservation and critical risks related to health and safety.

Participation increased by 32 percent with 6,600 employees joining the competition in 1,700 teams. As a result, 30 kilotons of CO<sub>2</sub> were eliminated, saving CHF 5.3 million and 920,000 m<sup>3</sup> of water, and 3,400 potential serious injuries were avoided. Winning teams are recognized during the annual Global HSE Excellence Awards.

Holcim teams from around the world joined the Treasure Hunt on the topics of energy, water and critical controls



# 98%

Of our sites with no lost-time injuries

# HUMAN RIGHTS AND OUR COMMUNITIES

At Holcim we are committed to respecting and promoting human rights, and to creating a positive social impact in the communities where we operate.

## Contributing to resilient living

We are building progress for people and the planet by upholding the highest human rights standards and spearheading a wide range of social initiatives. Upholding human rights is a cornerstone of our People Strategy, which also focuses on our legacy of positive social impact, with more than CHF 190 million in social investment over the last six years.

In 2023, we invested CHF 24.8 million in social development programs globally, accelerating access to adequate housing and infrastructure – where we contributed CHF 7 million in 2023 – and in continued support to communities, from health and education to skills development.

## Upholding human rights

Human rights are universal rights that allow people to live in dignity, freedom, equality, justice and peace. As a Group, Holcim is committed to upholding and promoting human and labor rights in all our operations, business activities, business relationships and in the communities where we work.

## Our human rights journey

Holcim has a legacy of working to uphold human rights in our business activities. One of the early landmarks came in 2003 when we joined the UN Global Compact, with its key principles and reporting requirements.

### 2003

Joined the UN Global Compact and commit to respect human rights

### 2006

First reporting on human rights commitments and performance

### 2011

Risk-based Human Rights Approach developed, aligned with the UN Guiding Principles on Business and Human Rights

First Human Rights impact Assessments

### 2013

Further implementation of Human Rights Management System; six Human Rights Impact Assessments and action plans carried out

### 2004

First Code of Business Conduct including human rights

### 2007

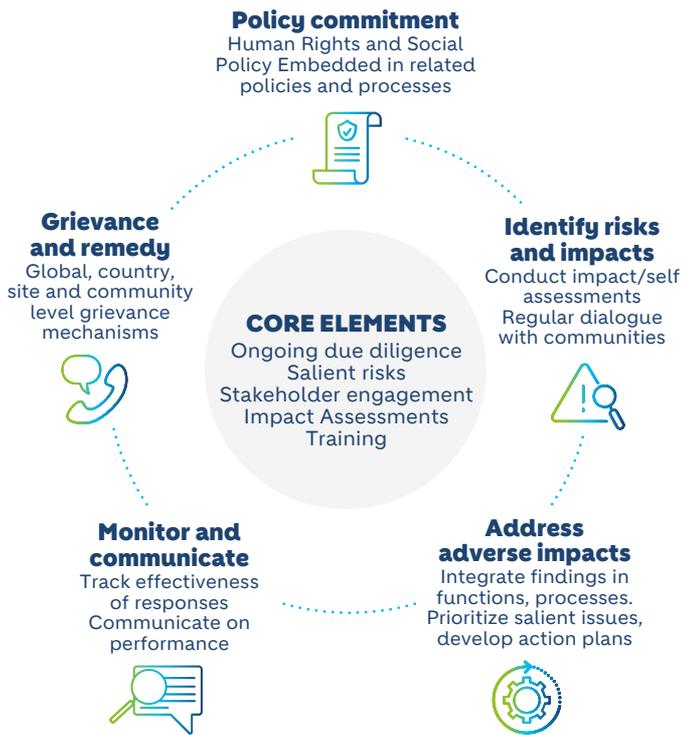
Start of human rights training

### 2012

Published the detailed Human Rights Manual, applicable for all countries

Supplier Code of Conduct, based on the UN Global Compact principles, published and communicated to all suppliers; launched the Sustainable Procurement program applicable for all countries

## Our Human Rights Approach



Our Human Rights and Social Policy and Human Rights Directive sets out our approach, processes and our salient risks. Holcim’s human rights guidelines and salient risks were defined after extensive consultation with our global senior executives, global managers, staff, external human rights experts, civil society and community representatives, and are aligned with the principles and values of the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Human rights due diligence and global training are key to our efforts to improve performance. Human Rights Impact Assessments, which are part of our Human Rights Approach and due diligence work, have been carried out for more than a decade, led either by Group-level experts or at a country level. Today, every country where we operate has a human rights assessment process in place with defined action plans. In 2023, 21 Impact Assessments and 26 Self Assessments were conducted (including joint ventures). Under our country and Group-level programs in 2023, we trained more than 18,650 employees, contractors, community members and other stakeholders on human rights topics.

**2016**  
First Human Rights Directive published

**2019**  
More than 90 percent of countries had identified their high ESG-risk suppliers; 77 percent of spend with them was aligned with our Supplier Code of Conduct and the Sustainable Procurement program

**2021**  
Human Rights and Social Policy launched and Human Rights Directive updated  
Governance of our Human Rights Approach strengthened  
More than 16,000 people trained on human rights  
100 percent of countries had a human rights assessment process and action plan in place  
Signed the UN Pledge to contribute to eradicating child labor in supply chains and initiated actions to increase visibility in our extended supply chain for high-risk categories and countries

**2014**  
Human rights assessments conducted at 39 Group companies; action plans drawn up by 21 Group companies to rectify issues

**2017**  
More than 50 percent of Group countries had conducted human rights assessments in the last three years

**2020**  
Internal human rights community relaunched  
CEO Jan Jenisch signed the Call to Action for Business Leadership on Human Rights by the World Business Council for Sustainable Development (WBCSD)  
Corporate Human Rights Benchmark placed Holcim first in the building materials sector

**2023**  
All cement plants and grinding units in Holcim consolidated and managed countries to have human rights assessments in place  
Corporate Human Rights Benchmark again placed Holcim first in the building materials sector  
100 percent of countries had identified their high ESG-risk suppliers; 93 percent of spend with them was aligned with our Supplier Code of Conduct

## LEADING IN SUSTAINABILITY CONTINUED

### Our Human Rights Salient Risks

We have identified seven salient human rights risks from our business activities, which we may cause or contribute to, or to which we could be directly linked, and which we seek to proactively identify, cease, prevent or mitigate.

Salient risk	What it means for Holcim	Examples
<b>Health and safety</b>	Being a leader in the building materials industry means setting new health, safety and environmental standards. Our aspiration is to conduct a business with zero harm to people and to create a healthy and safe environment for our employees, contractors, communities and customers, while minimizing our environmental footprint.	In 2021, we rolled out the Boots on the Ground program worldwide. The initiative includes a digital application that drives employee engagement and provides managers with tools to enhance the work environment and support the safe execution of the job. Boots on the Ground's gamified approach to workforce engagement has resulted in 650,000 field interactions recorded and 200,000 improvement actions closed in 2023.
<b>Working conditions in our operations and particularly in our supply chain</b>	We respect workers' rights. This applies to direct employees as well as contractors.	In Iraq, new accommodation of a good standard was built for security guards, to further improve working conditions for contractors on our facilities.
<b>Discrimination and harassment</b>	We promote an inclusive and fair workplace, where discrimination and harassment are not tolerated. An equal opportunities employer, Holcim actively promotes diversity, making no distinction on ethnic backgrounds, cultures, religions, ages, disabilities, medical conditions, races, sexual identities, gender, worldviews, affiliation to political organizations, unions, minority groups, sexual orientation, race and religion. Harassment is an unwelcome, disrespectful or unacceptable behavior that has the purpose or effect of creating an intimidating, hostile or offensive work environment.	Globally, the company created LeanIn Circles. These are small groups of 8-12 women, who meet on a regular basis to share experiences, insights, and knowledge, all while providing a supportive network for one another. It is a space where people can learn, grow and thrive together. In 2023, more than 300 women from 32 countries participated in the LeanIn Holcim Network.
<b>Security-related abuses and violations</b>	We use security services to protect our people and assets from intentional criminal activity and malicious acts on an as-needed basis and follow a strict risk-based methodology and stringent rules of professionalism and integrity. Holcim has made its adherence to human rights very clear in its Security and Resilience Policy and governance. Holcim is holding its private security service providers and public forces accountable for meeting the highest compliance standards with international best practices for security and human rights.	In October and November 2023 in Nigeria, we provided a sensitization for 90 public security forces from high-level government officials to local area commanders. The sessions were held in the form of central meetings, local workshops and pilot 'train the trainers' sessions as part of the Holcim Security Services with Integrity (SSI) program. This is the first step of a long-term program that Holcim is providing for the public security forces in the country.

Salient risk	What it means for Holcim	Examples
<p><b>Child labor in high-risk supply chains</b></p>	<p>We respect and support children's rights in our operations and supply chain. Holcim is at the beginning of the supply chain, therefore our Human Rights Impact Assessment and actions with communities are key levers to identify and act to eliminate child labor, for example by implementing social initiatives addressing communities' socio-economic challenges.</p>	<p>In 2021 we joined forces and signed the International Labour Organization (ILO) pledge to "Eliminate Child Labour in global supply chains". In 2023, we implemented a proactive "ESG Alert System" that uses Artificial Intelligence to map and monitor Tier 2 suppliers in high-risk supply chains (e.g. extractive materials in MEA). For many years, we've been enabling access to education by running 19 schools in nine countries (e.g. Colombia, Iraq, Jordan), to help prevent child labor.</p> <p><a href="#">More information is available on page 173 in our 2023 Integrated Annual Report</a></p>
<p><b>Dust and other emissions</b></p>	<p>We require all our sites to measure and manage air and other emissions. Our plants shall operate within emission ranges to comply with environmental laws, regulations and standards applicable to our products and operations, and subscribe to leading industry initiatives and internal requirements. We continue to make improvements across all sites to address other sources of dust, such as surrounding roads. We have a program in place to consistently reduce fugitive emissions in all our plants, to preserve the local environment and minimize impacts on neighboring communities.</p>	<p>When a dust filter problem occurred at one of our plants, we immediately took action to remedy the situation and informed the community. We stopped production for nine months until the filtering system was upgraded to meet internal and external requirements. More than CHF 7 million was invested to improve dust-related equipment at the plant. The newly installed filter requires less maintenance and simpler operations, being more reliable in ensuring low emissions of dust.</p>
<p><b>Climate change and its impacts</b></p>	<p>We are decarbonizing our operations, scaling up low-carbon and circular construction, and growing Solutions &amp; Products to make buildings sustainable in use. Holcim's strategy includes 2030 and 2050 targets aligned with a 1.5°C scenario validated by the Science Based Targets initiative. We engage transparently and responsibly with public authorities, industry partners, customers and communities to create a political, economic and social ecosystem that encourages decarbonization, and fosters an environment that works for people and the planet.</p>	<p>We take a whole-society approach toward reaching net zero, respecting human rights while creating decent work to ensure a Just Transition.</p> <p>In the absence of a universal framework for a Just Transition, we engaged with external provider DNV to develop our own. Our aim is to assess the impacts of our journey to net zero on four key stakeholder groups: our people, our suppliers, our communities and our customers.</p>

## LEADING IN SUSTAINABILITY CONTINUED

### Human Rights Impact Assessments

Human Rights Impact Assessments (HRIA) require careful preparation and in-depth work on the ground with a wide range of internal and external stakeholders.

For example, during one of Holcim's HRIA's in 2023, we held confidential consultations with approximately 100 stakeholders at several sites in Ecuador. These consultations included employees of all levels, contractors, clients, NGOs, minority groups, government officials and local populations. We also met suppliers and customers, diplomats and a national human rights organization, as well as labor and human rights specialists.

The result of the assessment showed that our employees and contractors enjoy safe and dignified working conditions. Labor rights are being respected and in all areas, the Holcim operating company goes considerably beyond minimum legal requirements. The impact assessment was carried out by highly experienced and trained Group-level employees who have done similar HRIAs in many parts of the world. The assessment was conducted with a local Holcim team, with representatives of different functions, such as Health Safety and Environment, Sustainability and Human Resources. Training the local team is part of our strategy to embed human rights due diligence in ongoing processes.

After the visit, the assessment team shared a report including key findings with the country's Executive Committee. It had recommendations for improvements and actions to counter potential risks identified. An overview of positive aspects, including the closure of actions from previous assessments, and opportunities for continuous stakeholder engagement, was also included. The findings and actions were recorded in a global system and are followed-up on a quarterly basis by the country's and Group's human rights experts.

### Ongoing stakeholder engagement

From Group level to our sites, we regularly speak to a wide range of stakeholders, from community members and employees to NGOs and government representatives, to explain company positions, build trust, understand expectations and listen to grievances and concerns.

At and around our sites, we aim to build and maintain regular and constructive relationships with the people who influence our business activities or could be impacted by them. Every cement and grinding site must have a locally managed stakeholder map and engagement plan in place.

Having a Community Advisory Panel is mandatory for cement plants and grinding units and ensures regular exchanges with community representatives. In 2023, 116 cement sites had an active Community Advisory Panel, with 1,526 meetings held with local stakeholders. Engagement with relevant stakeholders is also mandatory in the planning stage of a new development, such as a new quarry.

### Addressing stakeholder questions

We have a number of mechanisms in place to address stakeholder questions and concerns. IntegrityLine is an anonymized and confidential grievance mechanism, available in multiple languages, for employees and their families, contractors, suppliers, business partners, customers, community members and other stakeholders. The hotline service is operated by an external third party. All grievances must be investigated and responded to.

Regular engagement with key stakeholders helps us to better communicate how our business activities, as well as our sustainability performance, are likely to affect our stakeholders. The dialogue allows us to better understand our stakeholders' perspectives and provide opportunities to co-create solutions that benefit everyone.

## CONCRETE FLOORS FOR IMPROVED HEALTH

### NICARAGUA

In Latin America, approximately six percent of households have dirt floors, which can lead to serious illness, particularly among children and elders. Habitat for Humanity launched the 100,000 Floors to Play initiative to replace 100,000 dirt floors with concrete among Latin America and the Caribbean's most vulnerable populations. In 2022 and 2023, Holcim Nicaragua replaced dirt floors in 175 households with concrete in the cities of Estelí and Nagarote. We will continue at a faster pace until 2030 as we aim to reach our 1,200 households target.



Holcim Nicaragua is taking part in Habitat for Humanity's 100,000 Floors to Play project

## EMERGENCY SHELTERS

### MOROCCO

Following the devastating earthquake in Morocco in September 2023, our local team actively contributed to first aid efforts by sending three medical ambulances and 28 volunteer rescuers to the affected Al Haouz region.

The team also established tents and a base camp in Toulkine (Tahanaout region), featuring 18 purpose-built and fully equipped bungalows that can accommodate 120 people. These bungalows serve as a refuge for residents battling harsh winter conditions, and as classrooms for children, showcasing our dedication to the well-being of the communities we serve.

In collaboration with the Holcim Innovation Center, an emergency shelter, inspired by the Essential Homes Research Project, was also installed in the Toulkine region. The emergency shelter is made from low-carbon rollable concrete slabs, used as an external shell for physical security and waterproofing.



Shelter prototype designed by Holcim Innovation Center and Holcim Morocco

### Wide-ranging initiatives to empower communities

At Holcim, we are fully committed to creating a positive social impact. Social initiatives complement our human rights commitment. We strive to be a trusted corporate citizen and to contribute to the social and economic development of the communities in which we operate.

In 2023, we continued to empower communities through a broad range of initiatives covering housing, health, education and skill building. In addition, Holcim employees spent 47,750 hours volunteering in our communities, taking part in everything from beach cleanups to sharing skills in local schools.

#### Access to adequate housing

Globally, 1.6 billion people lack adequate housing and infrastructure. Using our expertise in building solutions and partnering with communities, NGOs and governments around the world, we address this global social challenge.

Our experts develop innovative low-carbon solutions that bridge the gap in affordable housing and infrastructure. This benefits people and communities globally while contributing to our business success. Partnering with organizations that share our goal of building more affordable and resilient housing, such as Habitat for Humanity or c, we collaborate to scale up impact. Holcim is a founding member of Roof Over Our Heads, a campaign to improve the lives of two billion vulnerable people living in informal settlements by 2050.

## HOUSING FOR THE HOMELESS

### CANADA

In Canada, veterans are disproportionately at risk of becoming homeless. The Homes for Heroes project provides a caring, innovative and comprehensive solution to homelessness among veterans by building unique and affordable urban villages in cities across Canada, with the aim of helping homeless veterans get back on their feet.

## CLIMATE-RESILIENT HOMES

### PHILIPPINES

In the Philippines, we invested to jumpstart our climate-resilient housing program in partnership with local NGOs, Build Change and ASKI-MFI. The initiative gave financial access to low-income families vulnerable to the impacts of extreme weather events. It empowered local communities to build resiliently thanks to technical training, and integrated use of Holcim's innovative products to retrofit and improve people's homes.

# SUSTAINABLE SUPPLY CHAIN

Holcim’s principles of respect for human and labor rights, protecting the environment and our commitments to climate and nature are integral to how we work with our suppliers, in all markets where we are present.

The standards and principles governing sustainable procurement at Holcim are based on the UN Global Compact Ten Principles, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

The overriding policies that govern Holcim’s approach to deploy responsible business practices in our supply chain are the Supplier Code of Conduct, the Procurement Policy and the Sustainable Procurement Directive.

Sustainability is embedded in our procurement strategy: “Sustainable Competitiveness”. Purchasing decisions pursue the use of sustainable products and services that are competitive in the market. They can be scaled-up at the speed and level of magnitude needed to build progress for people and the planet and create value in each market (~90 percent of the total procurement spend is with domestic suppliers).

## Commitment to transparency

Holcim’s regular and reliable disclosures reflect our due diligence commitments and performance:

- Governance: Policies, Code of Conduct, Process, Minimum Controls to enforce ESG compliance across all business lines and geographies.
- Materiality: Risk-based methodology to identify areas of significant potential ESG impacts or risks.
- Performance: KPIs related to our sustainable procurement actions taken to prevent or mitigate risks and impacts identified.

## DUE DILIGENCE TARGET AND PERFORMANCE

93%

**Of spend with high-ESG impact is with qualified suppliers.**

Equivalent to approximately 24,000 suppliers worldwide, covering around 60 percent of our total third-party spend

## SUSTAINABLE PROCUREMENT CORE ELEMENTS

From ESG compliance to ESG impact



### SUPPLIER DUE DILIGENCE

Supplier Code of Conduct



### CLIMATE IN THE SUPPLY CHAIN

Directive Sustainable Procurement



### NATURE IN THE SUPPLY CHAIN

**Supplier due diligence**

In all countries, we have processes in place to identify, prevent and manage potential adverse impacts pertaining to Climate, Nature (biodiversity and water), Health, Safety and Environment (HSE), Security and Resilience (S&R), Social Responsibility, Human Rights, Business Ethics and Legal Compliance in country supply chains.

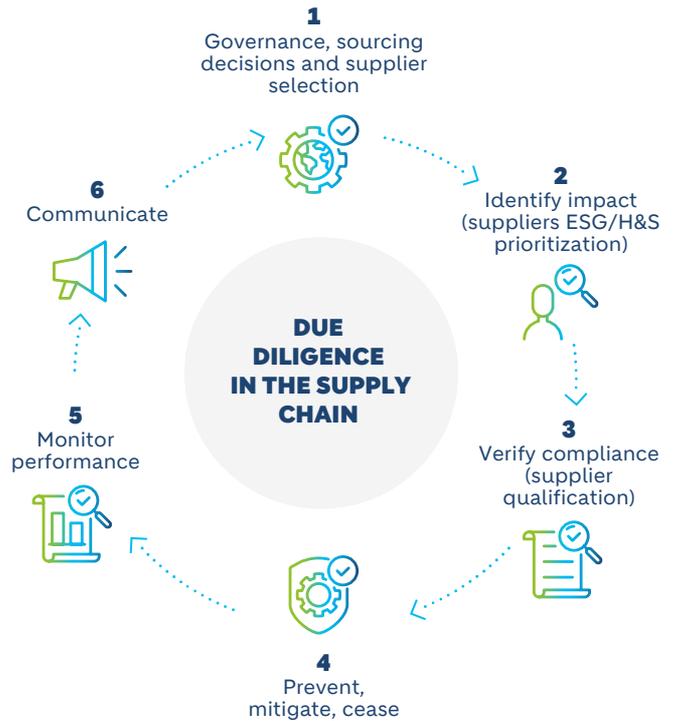
Holcim applies a periodic supplier prioritization methodology to focus due diligence actions on the main risk procurement categories:

- Maintenance and production contracted services
- Raw materials, in particular mining, chemicals and packaging
- Logistics services
- Energy and fuels

Our due diligence approach begins with the qualification of prioritized suppliers, which consists of regular performance evaluations in the form of self-assessments, fact finding or audits, to verify compliance.

Throughout the process, Holcim engages in dialogue with suppliers so that they understand our expectations and how they will be evaluated.

When a supplier does not meet the requirements, corrective action plans are established and guidance provided. Holcim monitors the progress and, when appropriate, supports suppliers in developing their capabilities to improve ESG performance.



**RISK-BASED DUE DILIGENCE IN THREE MAIN STEPS**

**1**  
IDENTIFY

**Know who the supplier is**  
(Risks/Opportunities)

**Supplier screening/prioritization**

1. Products/Services
2. Business relationship
3. Country risk

**2**  
PREVENT

**Verify compliance**  
(Supplier Code of Conduct)

**Verification levels**

1. Self-assessment questionnaire
2. Fact-finding (evidence)
3. Site audits

**3**  
MITIGATE

**Address non-compliance**  
(Risk mitigation)

**Risk mitigation**

1. Improvement plans
2. Additional controls
3. Supplier replacement

Ongoing performance evaluation



Replacing diesel trucks with electric vehicles will reduce our CO<sub>2</sub> emissions from road transport by up to 50 percent

Holcim may terminate relationships with suppliers that breach zero tolerance requirements and/or suppliers that repeatedly and knowingly violate the Code of Conduct and refuse to implement improvement plans.

Holcim operates a global whistleblowing line known as IntegrityLine, to facilitate employees, customers, suppliers and other stakeholders in reporting any concerns about Holcim's business practices.

Holcim co-operates in good faith with National Contact Point, when required, to address adverse impacts that might arise from stakeholders with regards to principles and standards contained in the OECD Guidelines.

### **Nature in our supply chain**

Through our procurement decisions, we strive to reduce our dependency on natural resources and negative impacts on biodiversity and water. We implement specific actions on purchased categories identified as having a potential impact on nature, in particular: natural sand, other raw materials extracted from earth through mining, packaging and chemicals.

### **Climate in our supply chain**

Our procurement and logistics professionals around the world are working at full speed to deliver on Holcim Climate commitments across all GHG scopes. Actions are focused on the most material purchasing categories: power and energy, fuels, transportation, raw materials, and equipment. Our efforts include engaging key suppliers to foster innovation and clean technologies.

## RESPONSIBLE MINING IN OUR SUPPLY CHAIN

We introduced a program to deploy responsible mining practices with our strategic suppliers of extractive raw materials, including but not limited to, natural sand. The five-module program prepares small and medium-sized suppliers for having a certified Environmental Management System and social practices that respect human rights and communities around their quarries.

The program was recently piloted in Argentina, with further implementation planned in all relevant markets. This initiative marks a shift beyond supplier qualification to supplier development.



### SUPPLIER ONBOARDING

Engage suppliers to initiate the development program



### TRAINING

Deliver training to ensure supplier understands minimum requirements established in Holcim Code of Conduct



### SITE ASSESSMENT

Verify environment, health, safety and social practices at supplier site



### PERFORMANCE IMPROVEMENT

Support suppliers to close compliance breaches identified during site visit



### CERTIFICATION

Verification that suppliers meet the requirements to obtain formal certification (focus on environmental management system)



Holcim recently piloted our program to deploy responsible mining practices in Argentina

# SUMMARY FINANCIAL INFORMATION



Gateway DC, a green space for community programs in Washington, D.C., is built with Holcim Ultra-High Performance Concrete

**IN THIS SECTION**

- 152** Capital Market Information
- 156** Consolidated Statements

**CASE STUDY**

# Gateway to D.C.

Built using Holcim's ultra high-performance concrete, Gateway DC in Washington, D.C. is a great example of how we are putting our solutions to work to make cities more climate resilient, boost biodiversity and improve people's quality of life.

Part open air and part covered pavilion, Gateway DC features a vegetated green roof, built-in exhibitor booths and a café, as well as a kitchen.

As the world's first LEED® Platinum city, Washington, D.C. is growing with new construction and renovation projects. Many iconic projects and operations showcase the full spectrum of Holcim's innovation and sustainable building solutions (read more on page 37).

[↩](#) Learn more on our website



## CAPITAL MARKET INFORMATION

2023 was another year of record performance. Holcim reached a new level of financial strength with accelerated growth in the most attractive markets, fast expansion of Solutions & Products and profitable growth driven by decarbonization.

With an over-proportional increase of Recurring EBIT, the company was able to deliver an industry-leading margin of 17.6 percent. As we continued to expand further in the most attractive markets and high-value segments, Holcim achieved a Return on Invested Capital of 10.6 percent, marking new progress. Free Cash Flow generation at CHF 3.7 billion was also stronger than ever.

Accelerated progress have been driven by our innovative and sustainable building solutions – from ECOPact low-carbon concrete to Elevate energy-efficient roofing systems – and expansion in Solutions & Products.

This progress has been reflected in the Holcim share price. As we continue the laser-focused execution of our ambitious strategy and roadmaps, the company should remain particularly attractive to shareholders.

The Holcim share price increased by 37.9 percent to CHF 66.0. In the same period, the Swiss Market Index (SMI) posted a gain of 3.8 percent.

The average trading volume amounted to approximately 1.4 million shares per day on the SIX Swiss Exchange.

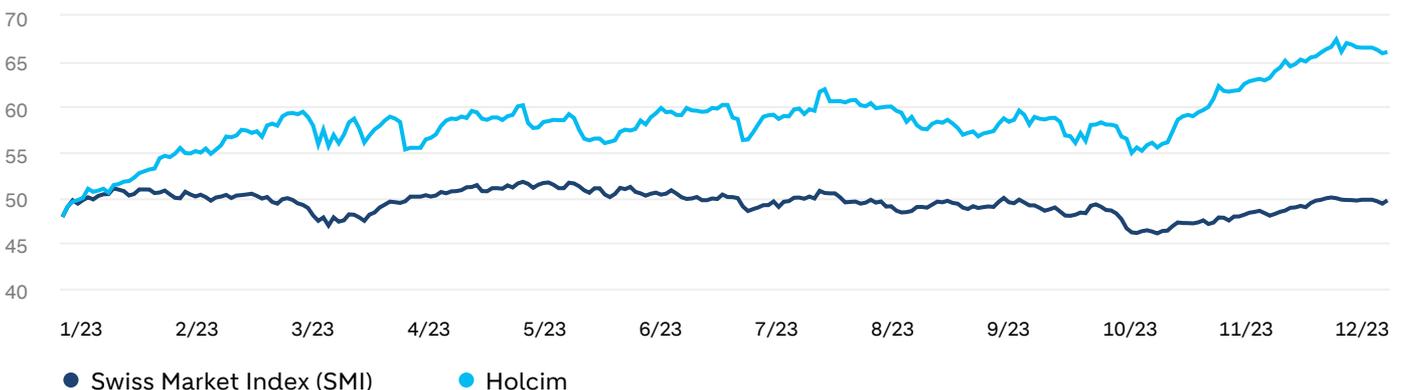
### WEIGHTING OF THE HOLCIM REGISTERED SHARE IN SELECTED INDICES

Index	Weighting in %
SMI, Swiss Market Index	3.11
SPI, Swiss Performance Index	2.36
SPI ESG, Swiss Performance Index ESG	2.41
SLI, Swiss Leader Index	4.46
STOXX Europe 600 Construction	9.53
STOXX Europe Large 200	0.46
STOXX Europe 600	0.37
STOXX Global 1800	0.07
FTSE4Good Europe Index	0.45

Sources: SIX, STOXX, FTSE as of year-end 2023

### PERFORMANCE OF HOLCIM SHARES VERSUS THE SWISS MARKET INDEX (SMI)

in 2023<sup>1</sup>

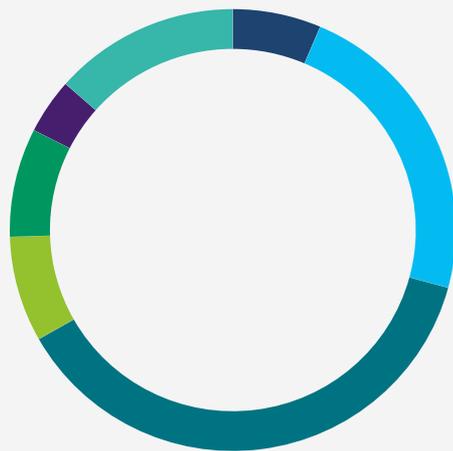


<sup>1</sup> SMI rebased to Holcim share price

## A DIVERSIFIED SHAREHOLDER BASE

31 December 2023, in percentage of shares outstanding

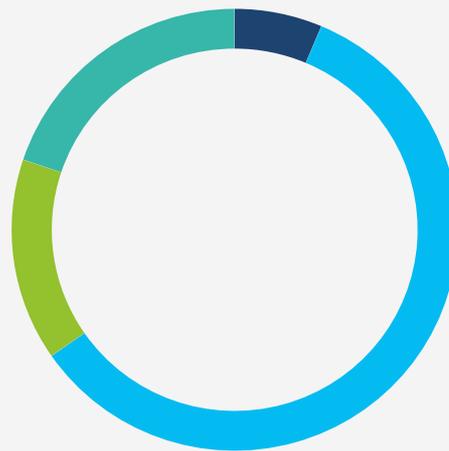
### SHAREHOLDER BY GEOGRAPHY



● Anchor shareholders	6%	● Continental Europe	8%
● North America	23%	● Rest of the world	4%
● Switzerland	38%	● Others <sup>2</sup>	13%
● UK and Ireland	8%		

<sup>2</sup> Includes employee shares, treasury shares and trading accounts

### SHAREHOLDER BY INVESTMENT CATEGORY



● Anchor shareholders	6%	● Retail investors	15%
● Institutional investors	59%	● Others <sup>3</sup>	20%

<sup>3</sup> Includes employee shares, pension fund and treasury shares and others

### CLOSING PRICE CHF

# 66.0

At 29 December 2023  
Annual performance: +37.9%

### MARKET CAPITALIZATION CHF

# 38.2BN

At 29 December 2023  
2022: CHF 29.5BN

### DIVIDEND PER SHARE<sup>1</sup> CHF

# 2.80

+12% compared to 2022 (CHF 2.50)

### STOCK EXCHANGE LISTINGS (At 31 December 2023)

	Security	ISIN Code	Security Code Number	Ticker Symbol	Bloomberg Code	Thomson Reuters Code
SMI, Swiss Market Index	Holcim Ltd, Zurich, share	CH0012214059	1221405	HOLN	HOLN SW	HOLN.S

<sup>1</sup> For the 2023 financial year, the Board of Directors proposes a cash dividend of CHF 2.80 per registered share, subject to approval by the shareholders at the Annual General Meeting on 8 May 2024. The dividend will be fully paid out of the foreign capital reserves from tax capital contributions, not subject to Swiss withholding tax

## CAPITAL MARKET INFORMATION CONTINUED

### Listings

Holcim is listed on the SIX Swiss Exchange. The Group is a member of the main large indexes on the SIX Swiss Exchange (SMI, SLI and SPI). Holcim is also included in the ESG indexes 'SPI ESG' and 'SPI ESG Weighted' launched in February 2021 as sustainable benchmarks for the Swiss capital market.

### Share repurchase and cancellation

In February 2024, Holcim announced a new share buyback program, planned for CHF 1 billion, with the share cancellation to be approved at the Annual General Meeting 2025.

### Free float

Free float as defined by the SIX Swiss Exchange and the Euronext stood at 94 percent at year end.

### Dividend policy

Dividends are distributed annually. For the 2023 financial year, the Board of Directors is proposing a dividend payout in the amount of CHF 2.80 per registered share, subject to approval by shareholders at the Annual General Meeting. The payout is scheduled for 16 May 2024, to be paid out of the foreign capital reserves from tax capital contributions, not subject to Swiss withholding tax.

### Significant shareholders

Information on significant shareholders can be found on page 386 of our [2023 Integrated Annual Report](#).

### Disclosure of shareholdings

Under the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (Financial Market Infrastructure Act, FMIA), whosoever, directly, indirectly, or acting in concert with third parties, acquires or disposes of shares in a company incorporated in Switzerland whose equity securities are listed, in whole or in part, in Switzerland and thereby attains, falls below, or exceeds the threshold of 3, 5, 10, 15, 20, 25,  $33^{1/3}$ , 50, or  $66^{2/3}$  percent of the voting rights, whether or not such rights may be exercised, shall notify the company and the stock exchanges on which the equity securities in question are listed. Consequently, significant shareholdings may have varied within the relevant threshold levels since they were reported.

### Registration in the share register and restrictions on voting rights

The company maintains a share register for registered shares in which the names and addresses of owners and beneficiaries are entered. According to the applicable rules and regulations, only those included in the share register are deemed shareholders or beneficial owners of the registered shares of the company. Upon request, purchasers of registered shares shall be included in the share register as shareholders with voting rights if they expressly declare that they have acquired the shares in their own name and for their own account. Exceptions to this rule apply for nominees who have signed a nominee agreement with the company regarding this position and are subject to a recognized financial markets supervisory authority. The share register is closed approximately one week prior to the date of the Annual General Meeting of shareholders (the exact date is communicated in the invitation to the Annual General Meeting).

Each Holcim share carries one voting right.

### Information on Holcim registered shares

Further information on Holcim registered shares can be found at: [holcim.com/investors](https://holcim.com/investors)

**KEY DATA HOLCIM REGISTERED SHARES**

Par value CHF 2.00	2023	2022	2021	2020	2019
Number of shares issued	579,124,606	615,929,059	615,929,059	615,929,059	615,929,059
Number of treasury shares	17,301,182	27,364,975	7,919,042	4,216,907	2,235,478
Stock market prices in CHF	2023	2022	2021	2020	2019
High	68	53	58	54	54
Low	48	39	43	28	40
Average	58	46	51	43	49
Market capitalization (billion CHF)	38.2	29.5	28.6	29.9	33.1
Trading volumes (million shares)	357.5	456.5	458.7	774.2	602.8
Earnings per share (EPS) in CHF	5.37	5.48	3.73	2.74	3.69
EPS before impairment and divestments in CHF	5.42	3.66	3.98	3.07	3.37
Cash earnings per share in CHF <sup>1</sup>	9.64	7.59	8.26	7.54	7.97
Dividend per share in CHF <sup>2</sup>	2.80	2.50	2.20	2.00	2.00

<sup>1</sup> Cash EPS calculated based on cash flow from operating activities divided by the weighted-average number of shares outstanding

<sup>2</sup> For 2023, proposed by the Board of Directors to be paid out of the foreign capital reserves from tax capital contributions, not subject to Swiss withholding tax

**CURRENT RATING**

(28 February 2024)

Rating Agency	Long-term rating	Short-term rating
Standard & Poor's Ratings Services	BBB+, outlook stable	A-2
Moody's Investors Service	Baa1, outlook stable	P-2

**FINANCIAL CALENDAR**

First Quarter 2024 Trading Update 25 April 2024	Dividend payment date 16 May 2024 (ex-dividend date 13 May 2024)
Annual General Meeting 2024 8 May 2024	Last trading day with entitlement to receive the dividend 10 May 2024
Half-Year Results 2024 26 July 2024	
Third Quarter 2024 Trading Update 25 October 2024	

## CONSOLIDATED STATEMENT OF INCOME OF HOLCIM

Million CHF	Notes	2023	2022
<b>Net sales</b>	<b>3.3</b>	<b>27,009</b>	<b>29,189</b>
Production cost of goods sold	4.3	(15,511)	(17,575)
<b>Gross profit</b>		<b>11,498</b>	<b>11,614</b>
Distribution and selling expenses		(5,905)	(6,611)
Administration expenses <sup>1</sup>		(1,319)	(2,089)
Share of profit of joint ventures	6.4	304	308
<b>Operating profit</b>		<b>4,577</b>	<b>3,221</b>
Profit on disposals and other non-operating income	5.2	156	2,199
Loss on disposals and other non-operating expenses	5.3	(97)	(424)
Share of profit of associates	6.9	36	17
Financial income	7.2	198	183
Financial expenses	7.3	(697)	(641)
<b>Net income before taxes</b>		<b>4,174</b>	<b>4,555</b>
Income taxes	8.2	(999)	(1,027)
<b>Net income</b>		<b>3,176</b>	<b>3,528</b>
Net income attributable to:			
Shareholders of Holcim Ltd		3,060	3,308
Non-controlling interests		115	220
Earnings per share in CHF			
Earnings per share	9	5.37	5.48
Fully diluted earnings per share	9	5.35	5.46

<sup>1</sup> On 18 October 2022, Lafarge S.A. resolved a previously disclosed inquiry by the U.S. Department of Justice into legacy operations in Syria during the country's civil war. Under the terms of the resolution, Lafarge S.A. and its long-defunct subsidiary Lafarge Cement Syria paid a financial penalty of USD 778 million (CHF 767 million), which was recorded under Administration expenses in 2022

↩ The Alternative Performance Measures used in this report are defined on [holcim.com/alternative-performance-measures](https://www.holcim.com/alternative-performance-measures)

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF HOLCIM

Million CHF	Notes	31.12.2023	31.12.2022
Cash and cash equivalents	14.3	6,082	9,824
Short-term derivative assets	14.5	13	118
Current financial receivables	12.3	128	128
Trade accounts receivable	10.2	2,723	2,674
Inventories	10.3	2,807	2,860
Prepaid expenses and other current assets	10.4	849	997
Assets classified as held for sale	13.2	239	183
<b>Total current assets</b>		<b>12,842</b>	<b>16,784</b>
Long-term financial investments and other long-term assets	12.2	542	459
Investments in associates and joint ventures	6.4, 6.9	3,184	3,323
Property, plant and equipment	11.2	19,341	20,356
Goodwill	11.3	13,589	13,675
Intangible assets	11.3	2,127	1,769
Deferred tax assets	8.4	674	610
Pension assets	15.3	296	469
Long-term derivative assets	14.5	90	157
<b>Total non-current assets</b>		<b>39,844</b>	<b>40,819</b>
<b>Total assets</b>		<b>52,686</b>	<b>57,603</b>

Million CHF	Notes	31.12.2023	31.12.2022
Trade accounts payable	10.5	4,336	4,269
Current financial liabilities	14.4	1,416	1,655
Current income tax liabilities		801	461
Other current liabilities		1,899	1,977
Short-term provisions	16.2	348	399
Liabilities directly associated with assets classified as held for sale	13.2	104	96
<b>Total current liabilities</b>		<b>8,904</b>	<b>8,857</b>
Long-term financial liabilities	14.4	12,665	14,475
Provision for pensions and other post-employment benefit plans	15.3	587	554
Long-term income tax liabilities	8.6	170	199
Deferred tax liabilities	8.4	1,868	2,187
Long-term provisions	16.2	1,708	1,718
<b>Total non-current liabilities</b>		<b>16,999</b>	<b>19,132</b>
<b>Total liabilities</b>		<b>25,903</b>	<b>27,989</b>
Share capital	17.2	1,158	1,232
Capital surplus		16,672	18,840
Treasury shares	17.2	(811)	(1,297)
Reserves		8,978	9,899
<b>Total equity attributable to shareholders of Holcim Ltd</b>		<b>25,997</b>	<b>28,674</b>
Non-controlling interests	2.5	786	940
<b>Total shareholders' equity</b>		<b>26,783</b>	<b>29,614</b>
<b>Total liabilities and shareholders' equity</b>		<b>52,686</b>	<b>57,603</b>



**About this document**

This extract is an integral part of the Holcim 2023 Integrated Annual Report, available in English and German. The English 2023 Integrated Annual Report is legally binding. The complete 2023 Integrated Annual Report (English only) is available at [holcim.com/annual-report-2023](https://www.holcim.com/annual-report-2023).



## ABOUT HOLCIM

Holcim is a global leader in innovative and sustainable building solutions with net sales of CHF 27.0 billion in 2023. Driven by our purpose to build progress for people and the planet, our 63,448 employees are on a mission to decarbonize building, while improving living standards for all. We empower our customers across all regions to build better with less, with a broad range of low-carbon and circular solutions, from ECOPact and ECOPlanet to our circular technology platform ECOCycle®. Through innovative systems, from Elevate roofing to PRB insulation, Holcim makes buildings more sustainable in use, driving energy efficiency and green retrofitting. With sustainability at the core of our strategy, we are on the way to becoming a net-zero company with 1.5°C targets validated by SBTi.

More information is available on [holcim.com](https://www.holcim.com)

## INTEGRATED REPORTING

This report applies the principles of Integrated Reporting to show how we manage the company sustainably, as well as the financial and non-financial value we created in 2023.



For TCFD-guided disclosures see page 238 of the complete [2023 Integrated Annual Report](#).



In 2022, the SBTi validated Holcim's 2030 targets as aligned with a 1.5°C scenario.

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