Media Release

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Ad hoc announcement pursuant to Art. 53 LR

Holcim to acquire Xella

- **A European leader in sustainable and innovative walling systems with projected 2025 net sales of around EUR 1 bn in a highly attractive market**
- **Complementary sustainable product offering to Holcim powered by leading premium brands Ytong, Silka, Hebel and Multipor**
- **Strategic value-accretive acquisition to deliver run-rate EBITDA synergies of EUR 60 million in year three, EPS accretive in year one**
- **A milestone in Holcim's NextGen Growth 2030 strategy shaping the future of sustainable construction**

Holcim has signed a binding agreement to acquire Xella, a European leader in sustainable and innovative walling systems with projected 2025 net sales of around EUR 1 billion. Xella is home to premium sustainable brands such as Ytong, Silka, Hebel and Multipor and a pioneer in digitally supported construction processes with proprietary platforms blue.sprint and Building Companion. Headquartered in Duisburg, Germany, the company has more than 4,000 employees, and is present in 21 of Europe's most attractive markets.

Miljan Gutovic, Holcim CEO: "This strategic acquisition is a milestone in our vision to be the leading partner for sustainable construction, accelerating Holcim's high-value Building Solutions in line with our NextGen Growth 2030 strategy. Xella will add to our customer offering in the highly attractive EUR 12 billion+ walling market, with cross-selling and systems-selling opportunities. I look forward to welcoming Xella's 4,000 employees."

The transaction value of EUR 1.85 billion represents a pro forma 2026 EBITDA multiple of 8.9x, or 6.9x after run-rate synergies of EUR 60 million realized in year three. It is earnings per share (EPS) and free cash flow accretive in year one and return on invested capital (ROIC) accretive in year three.

The transaction is in line with Holcim's commitment to financial discipline and growth-focused capital allocation. It is subject to customary conditions and regulatory clearances, and expected to close in H2 2026.

Further information on the transaction is available here.

About Holcim
Holcim (SIX: HOLN) is the leading partner for sustainable construction with net sales of CHF 16.2 billion[1] in 2024, creating value across the built environment from infrastructure and industry to buildings. Headquartered in Zug, Switzerland, Holcim has more than 48,000 employees in 45 attractive markets – across Europe, Latin America and Asia, Middle East & Africa. Holcim offers high-value end-to-end Building Materials and Building Solutions, from foundations and flooring to roofing and walling – powered by premium brands including ECOPlanet, ECOPact, and ECOCycle®.

[1] Net sales 2024 restated following spin-off; excludes net sales to Amrize.

Learn more about Holcim on www.holcim.com, and by following us on LinkedIn.

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