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CHIEF EXECUTIVE OFFICER



DELIVERING STRONG PROFITABLE GROWTH IN 2025

CHF 15.7 bn
NET SALES

+3.0% in LC
+3-5% guidance **achieved**

Powered by leading positions in highly attractive markets and successful execution of 18 acquisitions

CHF 2.9 bn
RECURRING EBIT

+10.3% in LC
+6-10% guidance **achieved**

Accelerated recurring EBIT growth in LC exceeding the top end of 2025 target

18.3%
REC. EBIT MARGIN

+80 bps
>18% guidance **achieved**

Continued margin expansion driven by our high-value strategy

CHF 2.2 bn
FREE CASH FLOW

54% cash conversion
~CHF 2 bn guidance **achieved**

Superior free cash flow generation

CHF 3.22
EPS¹

+5.0%

Proposed dividend of CHF 1.70 per share, not subject to Swiss withholding tax
Payout ratio of 53%

Note: Comparative information in this presentation is restated for discontinued operations
Growth in local currency excluding large M&A, ¹ Before impairment and divestments, from continuing operations

NEXTGEN GROWTH 2030 STRATEGY IN FULL EXECUTION

Focused investment in
ATTRACTIVE MARKETS

1



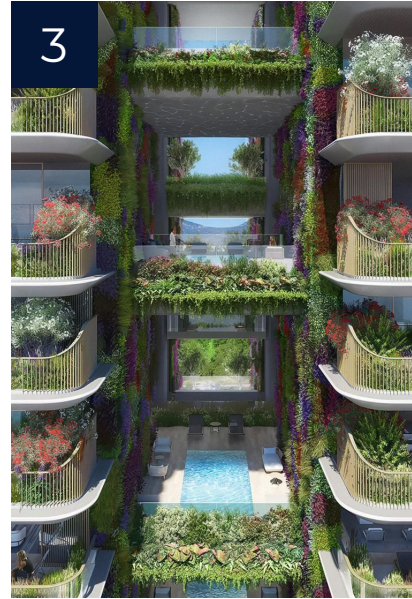
SUSTAINABILITY
driving profitable growth

2



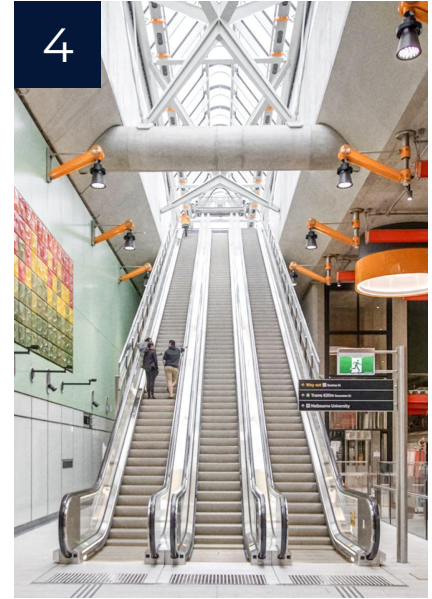
Expanding high-value
BUILDING SOLUTIONS

3



PERFORMANCE CULTURE
and value creation

4



NEXTGEN GROWTH 2030 DRIVING SUPERIOR PERFORMANCE

- **Enhancing our leading positions**
with our sustainable offering powered by premium brands
- **Decarbonization and circular construction**
driving profitable growth
- **Expansion of high-value Building Solutions**
capturing new profitable market segments
- **Continuous value-accretive M&A**
with focus on the most attractive markets
- **Embedded performance culture**
delivering superior financial performance

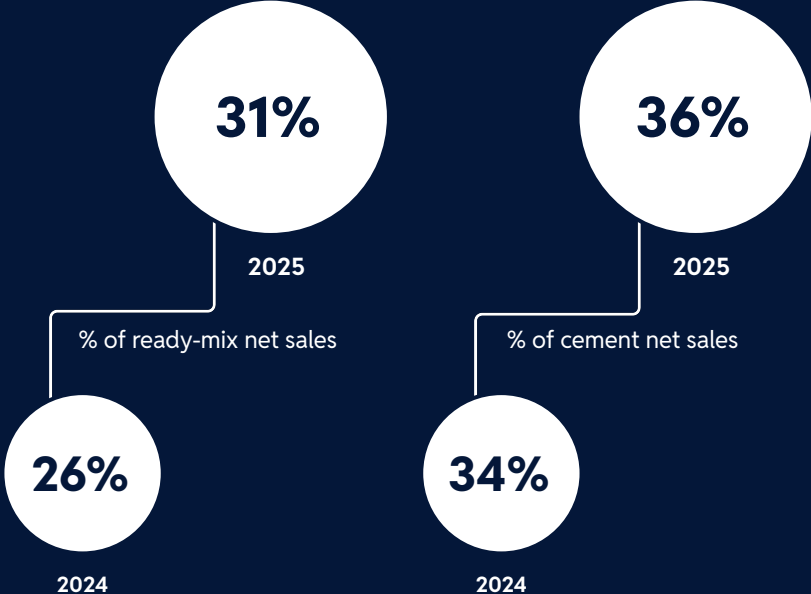
**INDUSTRY-LEADING
RECURRING EBIT
MARGIN**

18.3%
in FY 2025

SCALING SUSTAINABLE OFFERING TO MEET CUSTOMER DEMAND

ECOPACT

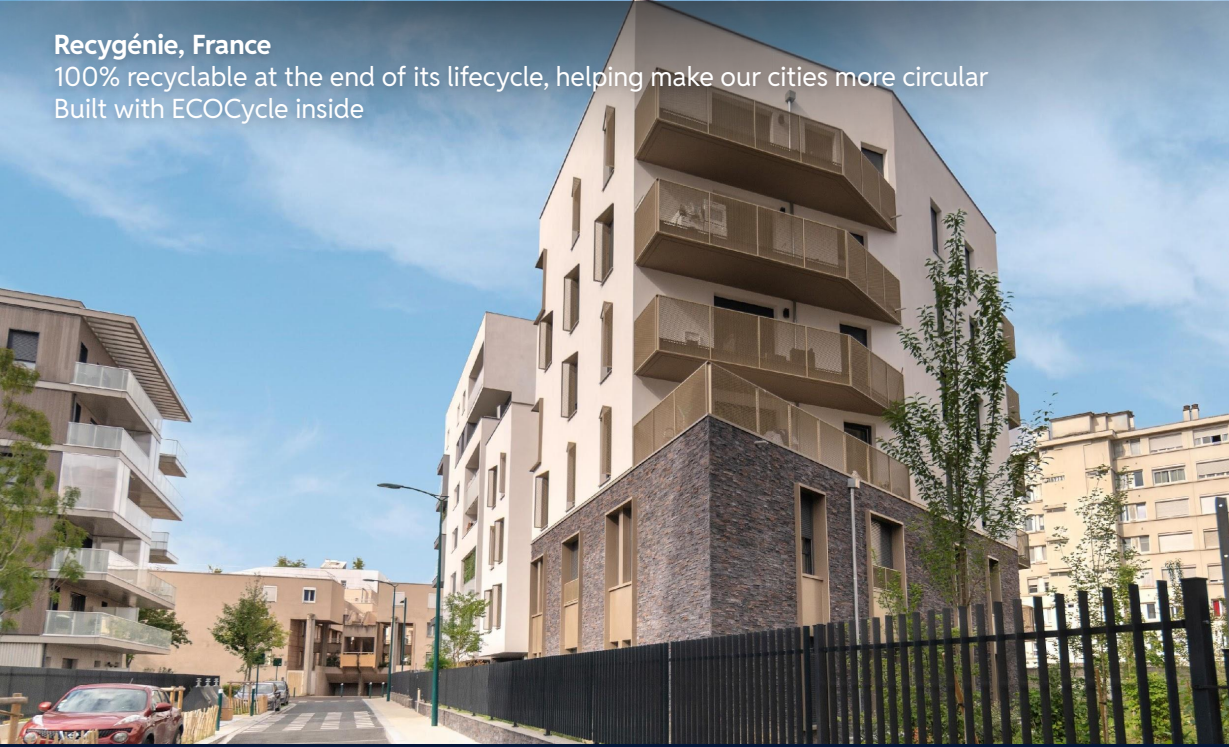
ECOPLANET



Note: 2024 figures are restated for discontinued operations and other material changes in scope

CIRCULAR CONSTRUCTION AS A DRIVER OF PROFITABLE GROWTH

Recygénie, France
100% recyclable at the end of its lifecycle, helping make our cities more circular
Built with ECOcycle inside



ECOCYCLE



2025

(million tons)
Volume of recycled construction
demolition materials (CDM)



2024

Note: 2024 figures are restated for discontinued operations and other material changes in scope

GROWTH INVESTMENTS DELIVERING HIGH RETURNS

Average payback of around 6 years and ROIC of over 39% ¹

Commissioned in 2025

Croatia
Alternative fuels expansion



Ecuador
New calcined clay line



Australia
New factory for Humes business




Mexico
Installation of vertical roller mill



To be commissioned

Belgium
State-of-the-art cement plant



United Kingdom
New Tilbury grinding station



¹ Projects over the last 4 years. Dynamic payback and ROIC in year three

21 VALUE-ACCRETIVE TRANSACTIONS CLOSED

Investing in highly attractive markets in 2025 to accelerate NextGen Growth 2030

18 value-accretive acquisitions

3 portfolio-optimizing divestments

Strengthening leadership in Building Materials

Acquisitions

6 in cement and aggregates across Bulgaria, France, Serbia, Spain and UK

3 in construction demolition materials across France, Germany and UK

Divestments

3 in Jordan, Nigeria and Iraq Karbala

Expanding in high-value Building Solutions

Acquisitions

5 in building systems across France, Germany, Peru and Poland

4 in ready-mix concrete across Argentina, Costa Rica, France and Mexico

EXPANDING HIGH-VALUE BUILDING SOLUTIONS WITH STRATEGIC ACQUISITION OF XELLA



Papieri Cham, Zug, Switzerland
Built with ZinCo and Xella inside



Belgrade Waterfront City Center, Serbia
Built with Holcim's ECOPact and ZinCo and Xella's
Ytong, Silka and Multipor inside

Xella key facts & figures in 2026

1.0 bn

projected net sales (EUR)

>4 000

employees, including 200
specification salespeople

50+

production facilities in 21
countries across Europe

Complementary portfolio

Sustainable, energy-efficient solutions with premium brands. Cross-selling and systems-selling opportunities

Attractive, high-growth walling market

Projected to grow to EUR 16 bn by 2030, with Autoclaved Aerated Concrete and Calcium Silicate Units expected to achieve +5% CAGR over period

Transaction closing expected in H2 2026, subject to customary conditions and regulatory approvals

MAJORITY STAKE IN CEMENTOS PACASMAYO TO STRENGTHEN LATIN AMERICAN PRESENCE



Pacasmayo key facts & figures in 2025

0.6 bn

reported net sales (USD)

>2 000

employees

3

cement plants and 28 ready-mix
and precast concrete plants

Strengthening Building Materials

Growing business in highly profitable
region
of Latin America

Expanding Building Solutions

Reinforcing our ready-mix concrete, precast
and mortars offering in Latin America
through our Disensa retail stores

AI UNLOCKING GROWTH AND VALUE CREATION

LOGISTICS

Optimizing supply chain and distribution network

COMMERCIAL

Enhancing customer experience across the full value chain

PRODUCTION

Driving manufacturing and procurement excellence

ADMINISTRATION

Simplifying processes and boosting productivity



Growth investments of ~CHF 20 million per year to accelerate AI adoption at scale

¹ Net benefits includes cost reduction and cost avoidance

AI DEPLOYMENT PROGRESSING AT SCALE – KEY INITIATIVES

PRODUCTION

10 initiatives

EXAMPLES

**HOLCIM
M-PREDICT**

AI-powered prediction models for equipment performance, optimizing maintenance efficiency and driving operational excellence

LOGISTICS

10 initiatives

**HOLCIM
FORESIGHT**

AI-powered forecasting models for sales and inventory, optimizing fleet and network utilization

COMMERCIAL

8 initiatives



AI-powered customer platform for integrated demand forecasting, planning, ordering and delivery with real-time tracking 24/7

ADMINISTRATION

10 initiatives



AI-powered talent marketplace, matching Holcim's people to business opportunities to create value and nurture talent

EMPOWERED LEADERSHIP WITH STRONG PERFORMANCE CULTURE



named a Global Top Employer 2025 by Top Employers Institute

94%

participation in the Holcim Spirit Engagement Survey

26

average hours of training per employee, including Holcim University

428

empowered P&L leaders with deeply embedded performance culture

82%

engagement score for the Holcim Spirit Engagement Survey

>6 400

enrollments to the Holcim Sustainable Construction Academy since its launch

Our strong 2025 results demonstrate how the **Holcim Spirit** of **Purpose, People** and **Performance** drives our 45 000 employees to deliver value



GUIDANCE 2026: DELIVERING ON NEXTGEN GROWTH 2030

- **2026 growth in line with NextGen Growth 2030 targets:**
 - **3% to 5% organic net sales growth**
 - **8% to 10% organic recurring EBIT growth**
- **Further increase of recurring EBIT margin**
- **Free cash flow of around CHF 2 billion**
- **>20% growth in recycled construction demolition**

materials



CONTINUING OUR SHARED GROWTH JOURNEY