2025 SUSTAINABILITY STATEMENT

2025 Integrated Annual Reporting Suite

HOLCIM

TheCentral Bank of Iraq, Iraq
Built with Ductal inside

CONTENTS

INTEGRATED ANNUAL REPORTING SUITE

HOLCIM 2025 INTEGRATED ANNUAL REPORT WEBSITE

Cover image:
Wood Wharf in London, UK
Built with ECOPact and ECOCycle inside

Holcim advanced significantly on sustainability in 2025

2025 SUSTAINABILITY AT A GLANCE

31%
ECOPACT share of ready-mix concrete net sales
2024: 26% (+5 pp)

36%
ECOPLANET share of cement net sales
2024: 34% (+2 pp)

8 Mt
Construction demolition materials recycled
2024: 6.5 Mt (+23%)

502 kg
Scope 1 emissions[1]
-11% vs 2020 baseline
2024: 515 kg (-3%)

179 l
Freshwater withdrawal[2]
-25% vs 2020 baseline
2024: 191 l/t (-6%)

8
EU funding grants for CCUS projects
2024: 7 (+1)

CDP
Recognized in 2025 as a leader for
- A Climate
- A Water
- A Supplier engagement leaderboard

94%
Holcim Spirit survey participation rate
+4pp vs prior survey
2023: 90%

top EMPLOYER Global 2025 FOR A BETTER WORLD OF WORK
Top employer award for 2025

Note: All 2020 baselines and 2024 figures have been restated for material changes in scope.
[1] Net kg of CO_2 per ton of cementitious materials.
[2] Liter per ton of cementitious materials.

CHIEF PEOPLE AND SUSTAINABILITY OFFICER HIGHLIGHTS

I am incredibly proud of our continued progress in sustainability and our employees' engagement in our Holcim Spirit survey, while we ensured that health and safety is our top priority.

2025 was a milestone year for Holcim. How have you progressed on your NextGen Growth 2030 sustainability targets?

Driven by a clear purpose to deliver progress, with sustainability and innovation at the core of NextGen Growth 2030, we have been successfully implementing our strategy following the spin-off of the North American business.

We are accelerating the scale-up of our sustainable offering – from ECOPact and ECOPlanet to ECOCycle – across all of our markets. Demand for low-carbon and circular solutions continues to grow strongly. ECOPact now accounts for 31% of our ready-mix concrete net sales. ECOPlanet also expanded significantly to 36% of our cement net sales.

Our progress in circular construction is equally encouraging. We increased the volume of construction demolition materials integrated into our products from 6.5 million to 8.0 million tons. This was supported by organic investments to scale our capabilities and increase the number of our circular construction hubs, as well as the acquisitions of Thames Materials in the UK, Atlantic Terres Solutions in France, and A&S Recycling in Germany.

Are there any other climate actions in 2025 that you would like to highlight?

I am incredibly proud that we made further progress on sustainability and that, in February 2025, we proactively updated our SBTi-validated CO_2 targets for 2030 and 2050.

Another highlight was receiving an eighth grant from the EU Innovation Fund for our carbon capture project in Campulung, Romania. We also reached a new milestone for our carbon capture projects by breaking ground on the OLYMPUS project in Milaki, Greece, engineered to produce two million tons of near-zero cement per year.

Our achievements have been confirmed by external recognition, with our sustainability efforts earning Holcim an "A" rating for both climate and water from CDP.

Carmen Diaz
Chief People and Sustainability Officer

Holcim received the prestigious Global Top Employer certification. What would you say are the contributing factors?

Three words: Purpose, People and Performance. These are the three pillars of our Holcim Spirit, the culture that connects all of our over 45 000 employees[1].

We are creating the best workplace where talent is nurtured through programs such as those at Holcim University and Career Hub, our talent market place, diversity is celebrated, and employees are engaged, as underlined by the record 94% participation rate in our 2025 employee survey. With health and safety as our top priority, we are on the right track in minimizing workplace incidents, with our lost-time injury frequency rate (LTIFR) dropping to 0.36, and 99% of our sites reporting no lost-time injuries in 2025.

Our strong 2025 results are a clear reflection of how the Holcim Spirit is motivating us to deliver value for our people, customers, and shareholders as the leading partner for sustainable construction.

I would like to sincerely thank all our people for their dedication and commitment. They have clearly demonstrated how Purpose, People and Performance work well together to deliver strong financial and sustainability achievements.

[1] Employee figures are full-time equivalents.

LEADING PARTNER FOR SUSTAINABLE CONSTRUCTION

Zhuhai Jinwan Civic Art Centre in Zhuhai, China
Built with Ductal inside

SUSTAINABILITY IS DRIVING PROFITABLE GROWTH

Holcim has underpinned a commitment to sustainability with industry-shaping targets in line with our NextGen Growth 2030 strategy.

CityLife in Milan , Italy
Built with Holcim inside

TARGETS

>50%

ECOPact and ECOPlanet
Share of ready-mix concrete and cement net sales

20+Mt

Construction demolition materials
3x recycled volume of 2024

<400

Scope 1 emissions[1]
30% reduction vs 2020 baseline

33%

Freshwater withdrawal[2]
Reduction vs 2020 baseline

Note: All 2020 baselines and 2024 figure have been restated for material changes in scope.
[1] Net kg CO_2 per ton of cementitious materials
[2] Liter/t cementitious materials

FOUR FOCUS AREAS TO ACCELERATE SUSTAINABILITY

Our sustainability plan is built around four focus areas to strengthen our leadership in sustainable construction.

The Ellinikon in Athens, Greece
Built with ECOPact, ECOPlanet, DYNAMax and ZinCo inside

1 SCALING OUR SUSTAINABLE OFFERING

Scaling our sustainable offering, including ECOPact and ECOPlanet, to meet our customers' most ambitious goals.

Reaching more than **50%** of net sales from ECOPact vs total ready-mix concrete net sales and more than **50%** of net sales from ECOPlanet vs total cement net sales by 2030.

Sustainable offering tailored to customer demand and powered by premium brands that are circular, low-carbon, resilient, energy-efficient, and smart.

Recygénie in Paris, France
Built with ECOCycle® inside

2 ADVANCING CIRCULAR CONSTRUCTION

Accelerating profitable growth in circular construction by increasing our construction demolition materials (CDM) volumes using our ECOCycle technology.

Reaching more than **20 million tons** of CDM by 2030.

Scaling this technology in metropolitan areas, we can build cities from cities, creating high-value solutions that can save on valuable primary raw materials, minimize waste, and drive profitable growth.

FOUR FOCUS AREAS TO ACCELERATE SUSTAINABILITY

Focusing on these four areas will drive profitable growth, while building progress for people and the planet.

3

Holcim Innovation Center in Lyon, France

INNOVATION ACCELERATING DECARBONIZATION

Innovation is accelerating decarbonization, with the aim of of reducing Scope 1 emissions to **below 400 kg net CO_2** per ton of cementitious materials by 2030. To achieve this, we are focusing on three levers:

1. **Formulations**: Developing cement and concrete mixtures with lower clinker content and increasing the use of alternative raw materials and binders.

2. **Energy**: Increasing the use of alternative fuels through Geocycle, investing in renewable energy sources, and improving energy efficiency in our operations.

3. **Advanced technologies**: Pioneering and scaling advanced technologies, with a focus on carbon capture.

4

Jubilee Park, Canary Wharf, London
Built with ZinCo inside

BUILDING A NATURE-POSITIVE FUTURE

Building a nature-positive future by bringing nature into cities, while reducing freshwater withdrawal by **33%** in our operations by 2030 versus a 2020 baseline:

1. **Water**: Setting the industry's most ambitious science-based freshwater reduction targets.

2. **Biodiversity**: Transformative rehabilitation measured by a science-based methodology developed with the International Union for Conservation of Nature (IUCN).

3. **Nature-positive solutions**: Offering a wide range of solutions that bring nature into cities.

THE FUTURE OF SUSTAINABLE CONSTRUCTION

With our vision to be the leading partner for sustainable construction, our sustainable offering and innovations will build the NextGen cities of the future.

LOW-CARBON SOLUTIONS

- ECOPact low-carbon concrete and ECOPlanet low-carbon cement reduce embodied carbon emissions by at least 30% compared to standard concrete and cement without the use of offsets.
- ECOPact, ECOPlanet, and ZinCo products can be backed by Environmental Product Declarations (EPDs), which provide objective verification of the products' sustainability information.

CityLife in Milan , Italy
Built with Holcim inside

ENERGY-EFFICIENT BUILDINGS

- Airium, our innovative mineral insulating foam, improves the energy efficiency of buildings, building systems, and processes.
- With ZinCo, Holcim provides energy-efficient, green roofing systems for new buildings as well as repair and refurbishment projects.

CIRCULAR CONSTRUCTION

- Solutions with ECOCycle inside contain from 10% to 100% recycled construction demolition materials, with no compromise on quality or performance.
- They include cements made using alternative raw materials, concrete with recycled aggregates, concrete with recycled ready-mix concrete fines, and recycled coarse aggregates.

NATURE-POSITIVE AND RESILIENT CITIES

- Hydromedia permeable concrete enables the ultra-rapid evacuation of water directly into the soil, reducing the risk of urban flooding.
- ZinCo's advanced green roofing systems improve cities' resilience by allowing biodiversity to thrive and reduce urban heat by using plants to cool buildings through shade.

SMART

- 3D printing with TectorPrint mortar can reduce material use by up to 50% and unlock freedom of design and form as well as time savings.
- DYNAMax high-performance concrete delivers high-strength, outstanding durability and superior rigidity to optimize usable space.

Find out more about The Future of Sustainable Construction

RECOGNITION FOR HOLCIM'S LEADERSHIP IN ESG RATINGS

Holcim continues to be recognized for its leadership in sustainability, underlined by consistently strong ratings in 2025 from independent and benchmarking agencies.

MSCI

AA
Based on management of industry-specific ESG risks

Leader
Category

MSCI ESG RATINGS AA
CCC B BB BBB A AA AAA

CDP

A
Awarded highest rating for climate change and water management

A
Supplier Engagement Leader

Climate Water CDP A List 2025
Supplier Engagement Leader CDP 2024

SUSTAINALYTICS

16.4
ESG risk rating assessed to be at low risk of experiencing material financial impacts from ESG factors

#1
Construction materials company

SUSTAINALYTICS

ISS ESG

B-
rating, awarding PRIME status

Top 8%
Companies in our industry

Corporate ESG Performance
RATED BY ISS ESG
Prime

WBA

#1
Rank in the World Benchmarking Alliance's Social Benchmark among construction materials industry

World Benchmarking Alliance

FTSE4GOOD

4.1
out of 5

Significantly exceeding industry average of 2.7

FTSE4Good

PARTNERING TO DRIVE CHANGE

Holcim is leveraging partnerships and opportunities to drive change as the leading partner for sustainable construction, while building progress for people and the planet.

MEMBERSHIPS OF KEY INDUSTRY GROUPS ADVANCING SUSTAINABILITY

gcca
WBCSD
Cement Europe
World Green Building Council
UN Global Compact
IETA
World Economic Forum
Global Alliance for Buildings and Construction

STRATEGIC PARTNERSHIPS

IUCN
Build Change
Ellen MacArthur Foundation
ARUP

FRAMEWORKS AND STANDARDS

CSRD
TCFD Task Force on Climate-Related Financial Disclosures
IFRS Sustainability
Science Based Targets – Driving Ambitious Corporate Climate Action
TNFD Taskforce on Nature-related Financial Disclosures
Sustainable Development Goals

Find out more on holcim.com

CONTRIBUTING TO SUSTAINABLE DEVELOPMENT GOALS

We have identified 10 United Nations Sustainable Development Goals (SDGs), where we can make the most meaningful contributions.

SDG 3 GOOD HEALTH AND WELL-BEING

Our strategy includes providing decent housing, clean water and sanitation, and accessible healthcare. For example, our health program encompasses initiatives to support the well-being of our employees and their families.

SDG 6 CLEAN WATER AND SANITATION

We actively manage our water use to lower consumption, reduce pollution, and protect water-related ecosystems. In partnership with the Holcim Foundation and World Vision, we provided water purification filters to three schools in Metapán, El Salvador. A total of 1 031 people, including 468 students and teachers, now have access to clean and safe water for daily consumption.

SDG 8 DECENT WORK AND ECONOMIC GROWTH

Guided by the Holcim Spirit, we are committed to creating the best workplace for our over 45 000 employees - ensuring that talent is nurtured, diversity is celebrated, and health and safety is our top priority. Achieving a global adjusted pay gap of under 1% by 2030 remains a central ambition, reinforcing our position as an equitable employer.

SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

We partner with researchers, startups, and industry leaders to advance R&D in the construction industry and develop disruptive solutions. Our unique open innovation ecosystem includes hundreds of pilot projects around the world.

SDG 11 SUSTAINABLE CITIES AND COMMUNITIES

Our purpose is to build progress for people and the planet. In 2025, we invested CHF 18.4 million in social initiatives for our communities, ranging from housing and health to education and skills development to enhance livelihoods.

SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

As a world leader in recycling, circularity is at the core of everything we do. We are leading the shift to circular construction across all our regions. In 2025, we recycled 8 million tons of construction demolition materials.

SDG 13 CLIMATE ACTION

Climate action is an important part of our strategy and is based on our net-zero targets, validated by the Science Based Targets initiative. We continuously find ways to reduce our carbon footprint, and to develop low-carbon and sustainable building materials and solutions. In 2025, we reduced the CO_2 per ton of cementitious materials produced by 3% compared to 2024.

SDG 14 LIFE BELOW WATER

Our bioactive concrete ranges are ideal for building artificial reefs and coastal protection to preserve marine biodiversity. For a pier in the Friedrichsort district of Kiel, Germany, Holcim donated and installed a new artificial reef, including 3D-printed “hotels” for fish.

SDG 15 LIFE ON LAND

We strive to create a nature-positive future, strongly committing to preserving biodiversity and reducing freshwater withdrawal. In 2025, Holcim added three new science-based targets for nature, validated by the Science Based Targets Network (SBTN).

SDG 17 PARTNERSHIP FOR THE GOALS

We engage with stakeholders at local, national, and global levels. In 2025, we partnered with Build Change, a leader in systems change for resilient housing, to enable the construction of safe and resilient homes and improve living standards for communities.

LEADING THE INDUSTRY SHIFT TOWARD CIRCULAR CONSTRUCTION

We are building cities from cities with our ECOCycle circular technology. Our ambition is to recycle over 20 million tons of construction demolition materials (CDM) by 2030.

The future of construction is circular and centers on reusing, recycling, upcycling, and reducing the materials used.

With ECOCycle, our proprietary circular technology, Holcim is optimally positioned to scale up circular construction, making it a key driver of profitable growth.

We add value by reducing the use of primary materials, conserving natural resources, and minimizing landfills, while generating revenue from recycling and new products derived from recycled materials.

The deployment of ECOCycle guarantees a minimum of 10% - and up to 100% - of recycled CDM.

ECOCycle solutions include alternative raw materials for use in low-carbon cement formulations; and recycled aggregates for use in ready-mix concrete, precast and mortars, or as fillers for road construction.

Our high-value, sustainable solutions incorporating recycled material are provided to customers with no compromise on quality and performance.

BUILDING SUSTAINABLE, ENERGY-EFFICIENT SCHOOLS

In Cologne, Germany, a modern school is benefiting 1 000 students and revitalizing an old industrial neighborhood – with Holcim's sustainable building solutions inside.

As the leading partner for sustainable construction, Holcim provided ECOPact and ECOCycle for this pioneering project, helping reduce embodied carbon during construction and incorporating recycled construction demolition materials (CDM) in the concrete to make it circular.

With its sustainable building solutions and state-of-the-art technologies to ensure energy efficiency, Brügelmannstrasse Gymnasium is setting new standards in sustainability for educational environments, while addressing Cologne's urgent need for more schools.

ACCELERATING PROFITABLE GROWTH WITH CIRCULAR CONSTRUCTION

We are promoting circular construction through advanced processing, expansion of our footprint through investments and value-accretive acquisitions, as well as advocacy for stricter landfill standards.

To accelerate profitable growth and the adoption of circular construction, we are prioritizing four areas:

1. Expanding circular construction footprint

Holcim is leading the shift to circular construction with its extensive footprint of over 100 local circular construction hubs. We are growing organically, investing in recycling capacity, and through value-accretive M&A, as well as partnering with municipalities, construction companies, and industry players.

In 2025, we increased our recycled construction demolition materials (CDM) by 23.5% to 8 million tons, supported by three circular construction acquisitions in 2025.

2. Advocating for building norms and standards

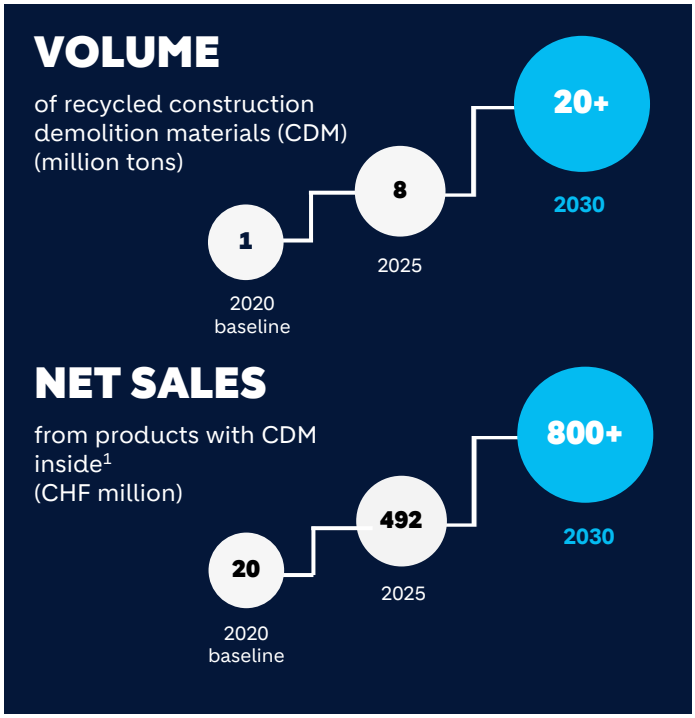
We are actively engaging with policymakers to evolve building norms and standards, promote circular construction, and increase permitted recycled content, as well as pushing for stricter landfill regulations.

3. Scaling ECOCycle technology

We are continuously scaling ECOCycle, producing a range of building materials and solutions that carry this label, with no compromise on quality or performance. Our ECOCycle circular technology is currently available in 12 countries.

4. Accelerating circular construction with innovation

Pioneering innovation in circular construction, Holcim is leveraging advanced technologies to produce high-value CDM, as well as implementing digitalization and AI across our operations to enable more sustainable, and resource-efficient building solutions.



Note: All 2020 baselines have been restated for material changes in scope.
[1] Defined as products and solutions with ECOCycle inside containing at least 10% of construction demolition materials.

ADVANCING CIRCULAR CONSTRUCTION THROUGH NEW TECHNOLOGIES

Through innovation, we are pushing the boundaries of our ECOCycle circular technology and expanding into new markets and applications.

We put innovation to work to develop and scale low-carbon, circular, and smart concrete applications. With our ECOCycle circular technology, we are helping to close the material loop to preserve natural resources.

We are continually launching game-changing technologies, such as our new advanced crushing system that enables us to upcycle 100% construction demolition materials (CDM) into new building solutions, including asphalt, aggregates, ready-mix, cement, precast and mortars.

ACHIEVING HIGHEST QUALITY RECYCLED AGGREGATES

Improved processing and advanced sorting technologies enhance quality, by ensuring higher performance and consistency.

As a result, the market adoption of recycled aggregates has increased across all applications and segments.

BROADER APPLICATION OF CDM IN CONCRETE

Innovation has expanded the use of CDM across a wider range of applications, enabling greater versatility and performance.

At the same time, the market adoption of recycled aggregates in ready-mix concrete has accelerated.

CDM AS ALTERNATIVE RAW MATERIAL IN CEMENT

The use of CDM as an alternative decarbonated raw material contributes to more resource-efficient production and helps reduce the CO_2 footprint of clinker.

CDM AS MINERAL COMPONENT IN CEMENT

New technologies reduce the clinker factor in cement production by incorporating CDM as a mineral component, thereby reducing the CO_2 footprint of cement.

MEETING CUSTOMER GOALS WITH INTERNATIONALLY RECOGNIZED GREEN LABELS

Green label[1] certification enhances the credibility of our sustainable offering, assuring customers that our products verifiably meet specific sustainability criteria.

At the core of our sustainable offering are Environmental Product Declarations (EPDs), which are standardized documents that provide comparable, objective, third-party verified information about the environmental performance of products and services throughout their life cycle.

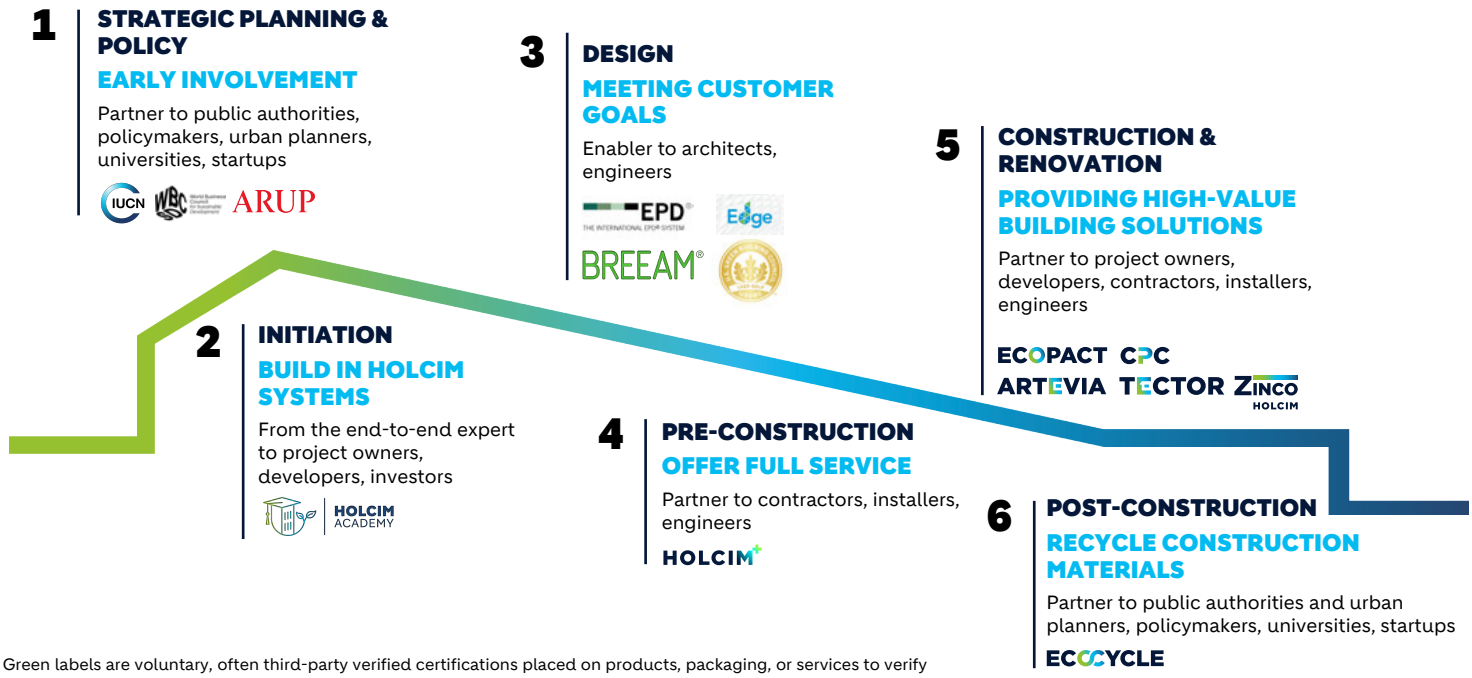
They provide detailed data on embodied carbon and other environmental indicators, enabling architects, engineers, and developers to make informed choices that meet the increasingly stringent requirements of green building rating systems.

Holcim advances sustainable construction through transparent, circular, low-carbon, high-performance solutions such as ECOPact, which is widely EPD-certified according to sustainable building standards.

EPDs represent recognized sustainability credentials and support our customers in achieving leading building certifications such as LEED (Leadership in Energy and Environmental Design), BREEAM (Building Research Establishment Environmental Assessment Method), EDGE (Excellence in Design for Greater Efficiencies) and DGNB (German Sustainable Building Council). For example, ECOPact was used in the Arca building in Milan, Italy, which received a LEED Gold certification due in part to the use of low-carbon concrete solutions.

We have rapidly expanded our EPD coverage across our cement, concrete, and other advanced material portfolios, driving the adoption of verified EPDs through global initiatives and partnerships – for example, with Climate Earth – ensuring consistent, trustworthy environmental transparency worldwide.

GREEN BUILDING LABELS ARE PLAYING AN INCREASINGLY IMPORTANT ROLE IN THE BUILDING VALUE CHAIN



[1] Green labels are voluntary, often third-party verified certifications placed on products, packaging, or services to verify environmental performance, such as eco-friendliness, energy-efficiency, or sustainable sourcing.

GREENHOUSE GAS EMISSIONS PROFILE

Holcim is committed to reducing its greenhouse gas (GHG) emissions across all three Scopes.

Scope 1

Scope 1 emissions account for 57.1% of our 2025 carbon footprint. Scope 1 includes all emissions released directly from our operations, mainly from cement production. The raw materials we use to produce clinker generate 35.5% of our emissions. Fuel combustion necessary to heat cement kilns represents another major emissions source. A small share of our Scope 1 emissions comes from our aggregates and ready-mix concrete operations.

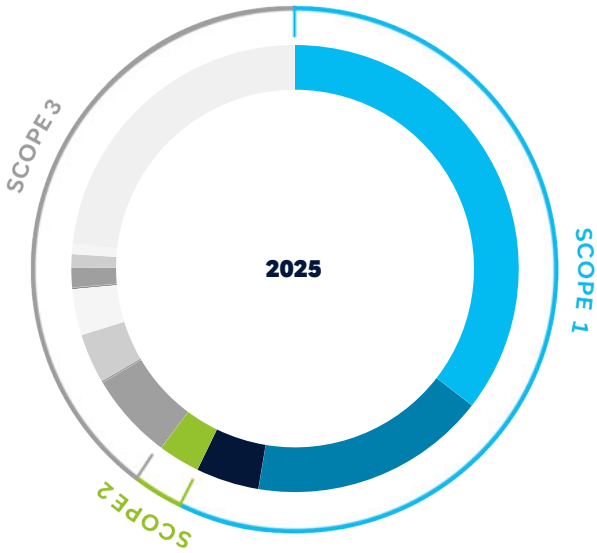
Scope 2

Scope 2 emissions account for 3.0% of our 2025 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 39.8% of our 2025 carbon footprint. Scope 3 includes all other indirect emissions generated in our value chain, such as for transportation as well as the extraction and production of purchased materials and fuels. Scope 3 also includes direct emissions from non-consolidated companies and investments.

SHARE OF OUR SCOPE 1, 2 & 3 EMISSIONS



SCOPE 1	Million tons of CO_2 equivalent	Share of total 2025 emissions
Raw material calcination in cement production	32.6	35.5%
Fuel combustion in cement production	15.7	17.1%
Power generation, aggregates, ready-mix operations	4.2	4.5%
SCOPE 2		
Purchased electricity	2.8	3.0%
SCOPE 3 BY CATEGORY[1]		
Cat 1 – Purchased goods and services	5.8	6.3%
Cat 3 – Fuel and energy-related activities	3.3	3.6%
Cat 4 – Upstream transportation and distribution	3.1	3.3%
Cat 9 – Downstream transportation and distribution	1.3	1.4%
Cat 10 – Processing of sold products	0.9	1.0%
Cat 12 – End-of-life treatment of sold products	0.7	0.8%
Cat 15 – Investments (joint ventures)	21.3	23.2%

Note: Due to rounding, numbers may not add up precisely to the totals provided.
[1] Emissions from Scope 3 categories 2, 5, 6, 7, 8, 13, and 14 are immaterial. Category 11 is not applicable to Holcim. Full disclosure is available on page 87 of this report.

SETTING INDUSTRY-LEADING TARGETS

The science-based targets for our net-zero pathway are among the most ambitious in the industry.

Sustainability, including climate action, is at the core of Holcim's strategy. Our 2030 and 2050 net-zero targets are aligned with the 1.5°C framework and have been validated by the Science Based Targets initiative (SBTi).

Restatement of targets post spin-off

In 2025, following the spin-off of the North American business, we restated our 2030 and 2050 science-based targets and 2020 baselines, without compromising on our commitment to achieve net-zero greenhouse gas (GHG) emissions across our operations and the value chain by 2050. We have also set a new Scope 3 target for joint ventures, in line with the SBTi requirement.

Short-term targets

Holcim is committed to reducing gross Scope 1 and 2 GHG emissions by 24.95% per ton of cementitious materials by 2030 compared to the 2020 base year. This is equivalent to a 21% reduction in absolute emissions within the same timeframe.

By 2030, Holcim is also committed to reducing gross Scope 3 GHG emissions per ton of purchased clinker and cement by 25.1% compared to the 2020 base year, and to reducing gross Scope 3 emissions from investments by 25.1% per ton of cementitious materials within the same timeframe.

This target covers 66.9% of Scope 3 emissions from purchased goods and services (category 1) and 99.8% of Scope 3 emissions from investments (category 15). Together, 67.2% of Scope 3 emissions are covered.

Long-term targets

Holcim is committed to reducing gross Scope 1 and Scope 2 GHG emissions by 94.9% per ton of cementitious materials by 2050 compared to the 2020 base year.

Additionally, Holcim is committed to reducing absolute Scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream and downstream transportation and distribution, and investments by 90% within the same timeframe.

2030 & 2050 NET-ZERO TARGETS VALIDATED BY SBTi[1]

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

	2030	2050
SCOPES 1 & 2	**25%** REDUCTION in gross emissions per ton of cementitious materials	**95%** REDUCTION in gross emissions per ton of cementitious materials
SCOPE 3	**25%** REDUCTION in gross emissions per ton of purchased materials (clinker and cement) **25%** REDUCTION (NEW) in gross emissions per ton of cementitious materials (investments)	**90%** REDUCTION in absolute emissions from purchased goods and services, transportation, and investments

Note: All 2030 and 2050 reductions are measured against the 2020 baselines which have been restated for material changes in scope.
[1] Figures in table have been rounded to zero decimal places.

OUR CLIMATE POLICY

Our approach to accelerating climate action, while ensuring a Just Transition and climate adaptation, is described in our Climate Policy. The core principle of this policy is the delivery of our actions in a rigorous, science-based manner to fulfil our net-zero pledge.

Find out more in our Climate Policy

OUR SCOPE 1 & 2 PATHWAY TO NET ZERO

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

We have a clear and actionable 2050 climate strategy to meet our Scope 1 and 2 targets, as mapped out in the graphic below.

To reach our 2050 targets, we will continue to use our traditional levers, while also scaling up advanced technologies, including carbon capture, utilization, and storage (CCUS).

OUR ABSOLUTE SCOPE 1 & 2 EMISSIONS PATHWAY TO NET ZERO IN 2050

(Million tons of CO_2 equivalent)

EFFICIENCY GAINS IN DESIGN AND CONSTRUCTION

Smart design and low-carbon formulations of concrete to move the market toward more carbon-efficient construction.

EFFICIENCY GAINS IN CONCRETE

Shift from small project site batching of concrete using bagged cement to industrialized processes, generating significant CO_2 emissions savings through adherence to mix specifications and quality control.

FORMULATIONS

Substitution of part of the clinker in our final cement products with mineral components, such as calcined clay and novel binders. Substitution of limestone in the clinker making process with alternative raw materials, such as construction demolition materials.

ENERGY

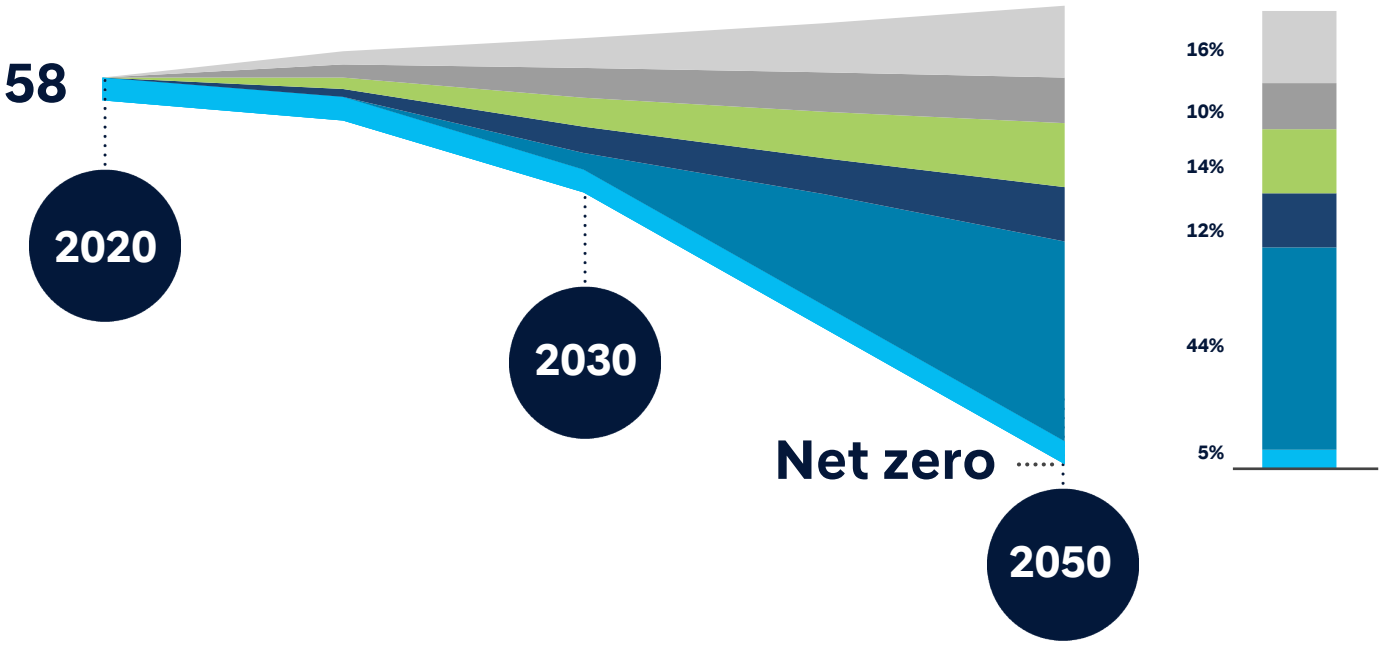
Increase in the share of decarbonized electricity through power purchase agreements and on-site renewable electricity, together with decarbonization of the electrical grid. Increased use of alternative fuels, including biomass.

CCUS AND OTHER ADVANCED TECHNOLOGIES

Deployment of advanced technologies like carbon capture, utilization, and storage (CCUS) as well as other breakthrough innovations, such as accelerating the CO_2 mineralization process.

PASSIVE RECARBONATION

Natural reabsorption of CO_2 during the lifetime of concrete products. Only recently it has been considered in carbon accounting, in the IPCC 6th Assessment Report published in August 2021.



Note: 2020 baseline has been restated for material changes in scope.

OUR SCOPE 3 PATHWAY TO NET ZERO

Holcim is committed to reducing its carbon footprint across its value chain (Scope 3) to become a net-zero company by 2050.

We are working closely with our joint ventures to advance the GHG emissions agenda, from setting ambitious targets to securing SBTi validation. We have adopted a similar approach across our supplier network.

We have implemented our sustainable procurement directive to guide informed decisions to reduce our Scope 3 emissions, covering logistics, and the purchase of cement and clinker, as well as fuels and electricity. Our main levers are described below.

OUR ABSOLUTE SCOPE 3 EMISSIONS PATHWAY TO NET ZERO IN 2050

(Million tons of CO_2 equivalent)

EFFICIENCY GAINS IN DESIGN AND CONSTRUCTION

Smart design and low-carbon formulations of concrete to move the market toward more carbon-efficient construction.

INVESTMENTS (JOINT VENTURES)

Actively engaging with our key cement-producing joint ventures to have their 2030 GHG reduction targets validated by SBTi.

TRANSPORTATION

Optimizing routes and loads, shifting volumes from roads to waterways or rail, and deploying fleets powered by electricity and more eco-friendly fuels.

FUELS AND ELECTRICITY

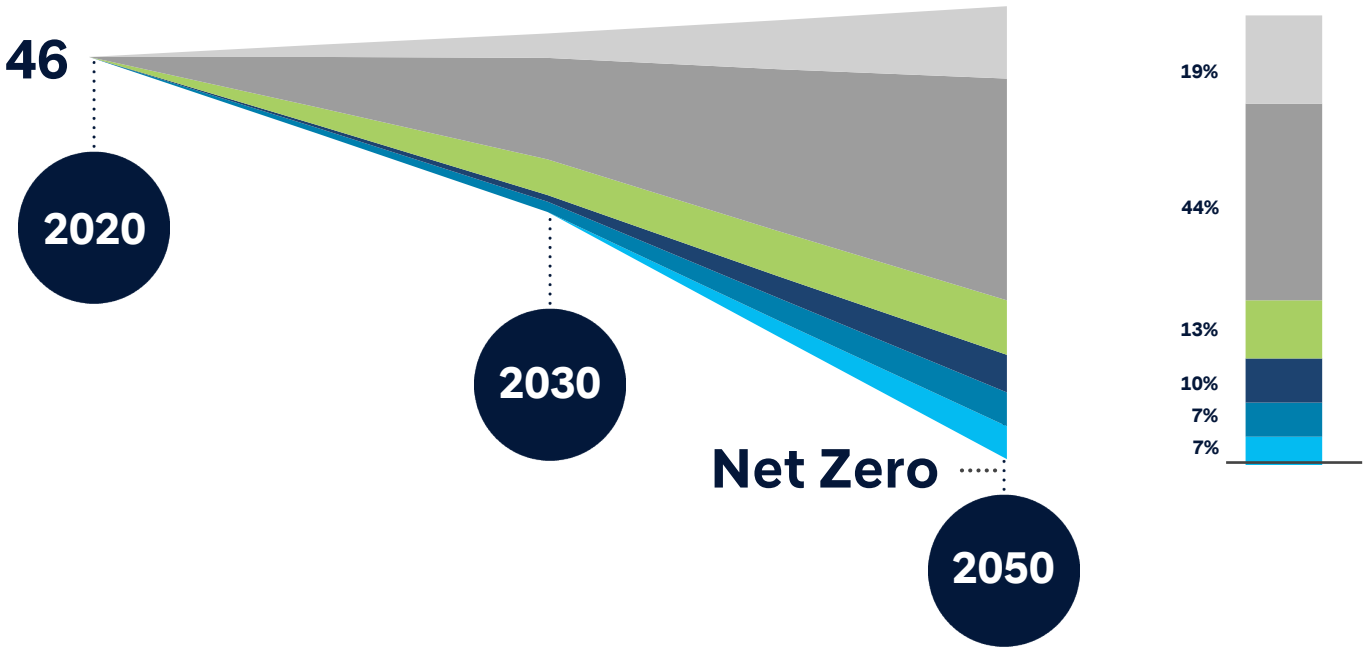
Replacing traditional fossil fuels with locally sourced, alternative and non-extractive fuels.

CLINKER AND CEMENT

Increasing the procurement of low-carbon products from clinker and cement suppliers, prioritizing those with Environmental Product Declarations (EPDs).

OTHER SCOPE 3 CATEGORIES

Prioritizing the purchase of low-carbon products/services; reducing CO_2 impact from processing and end-of-life of sold products.



Note: 2020 baseline has been restated for material changes in scope.

FOCUSED ACTIONS TO REDUCE SCOPE 1 EMISSIONS

Our 2030 climate plan is clear and actionable. To meet our Scope 1 target, we are focusing on three key areas.

We have identified three primary levers to reduce our Scope 1 emissions and meet our 2030 Scope 1 target of less than 400 kg of net CO_2 per ton of cementitious materials: formulations, energy, and advanced technologies, including carbon capture.

Based on our current roadmap, formulation improvements, driven by clinker substitution and the use of decarbonized alternative materials, are expected to contribute to around 40-50% of the required emissions reductions by 2030.

Energy-related measures, including alternative fuels, fuel switching, and efficiency gains, are projected to deliver a further 35-45%. Carbon capture technologies will address the remaining smaller proportion of emission reduction.

These contributions are indicative and reflect our current strategic balance. The relative importance of each lever may evolve over time, allowing flexibility to scale individual solutions as technologies mature and as operational, regulatory, and market conditions change.

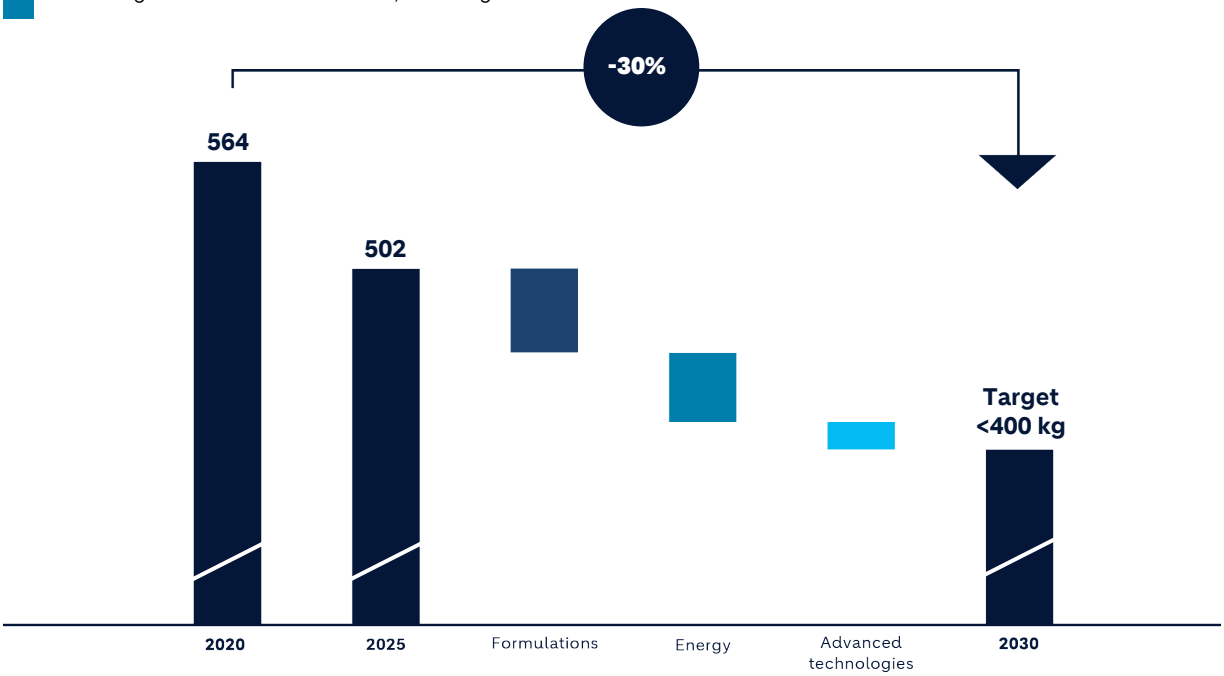
OUR SCOPE 1 EMISSIONS PATHWAY TO 2030

(Net kg of CO_2 equivalent per ton of cementitious materials)

FORMULATIONS
Develop cement and concrete mixtures with lower clinker content, increase the use of alternative raw materials and binders.

ENERGY
Increasing the use of alternative fuels, including biomass.

ADVANCED TECHNOLOGIES
Pioneering and scaling advanced technologies, with a key focus on carbon capture, utilization, and storage (CCUS).



Note: 2020 baseline has been restated for material changes in scope.

INNOVATIVE FORMULATIONS POWERING OUR SUSTAINABLE OFFERING

One of Holcim's key decarbonization levers lies in its 300 R&D researchers' mastery of formulating NextGen building materials and solutions that deliver low-carbon cement and concrete.

When it comes to formulations, our low-carbon range of products under the ECOPact and ECOPlanet brands lead the industry. These products offer CO_2 reductions of at least 30% compared to standard (CEM I/OPC) concrete and cement.

Alternative raw materials

The majority of scope 1 emissions from cement production result from the calcination of limestone into clinker. This part of the process is one of our largest source of CO_2 emissions, accounting for 35.5% of our total carbon footprint.

After our breakthrough in proving that natural raw materials could be fully replaced by recycled materials in clinker production in 2022, Holcim has been driving forward the use of alternative raw materials (ARM), tripling the volumes used in Europe over the past three years.

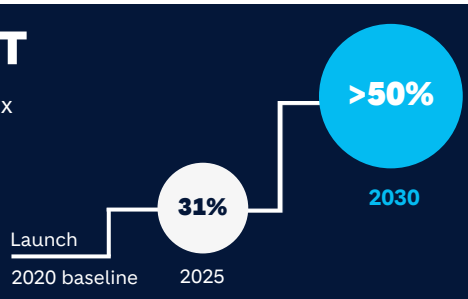
Using decarbonized materials in clinker production reduces our Scope 1 emissions in two ways: less CO_2 is emitted and less heat is required than with the use of conventional materials. In addition to the positive environmental impact, these innovative formulations help optimize production costs, contributing to operating profitability.

Reaching high ARM substitution rates requires advanced process control and precise chemical balancing to displace traditional raw materials while maintaining uncompromised product quality. By mastering such complexities, we have successfully decoupled production volume from CO_2 intensity at an industrial scale. As a result, seven of our operations in Europe are consistently achieving intensities of less than 400 kg net CO_2 per ton of cementitious materials.

The Stade Nautique du Roucas Blanc in Marseille, France
Built with ECOPact and calcined clay-based ECOPlanet inside

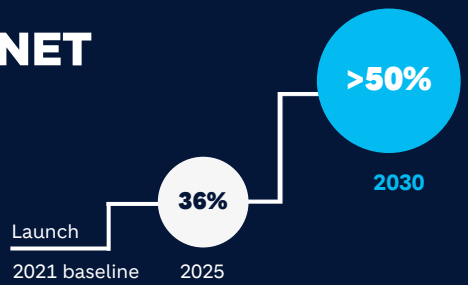
ECOPACT

Share of ready-mix concrete net sales (%)



ECOPLANET

Share of cement net sales (%)



Notes:
ECOPact low-carbon concrete delivers 100% performance offering at least 30% lower CO_2 emissions compared to standard (CEM I) concrete, without offsets.
ECOPlanet range delivers 100% performance starting at 30% lower CO_2 emissions compared to ordinary (CEM I/OPC) cement.

INNOVATIVE FORMULATIONS POWERING OUR SUSTAINABLE OFFERING

Mineral components

Beyond reducing the level of CO_2 in clinker, our Scope 1 emissions pathway aims to reduce the level of clinker in our cement. We intend to decrease our clinker factor from 70% currently to 65% by 2030, with a further reduction by 2050.

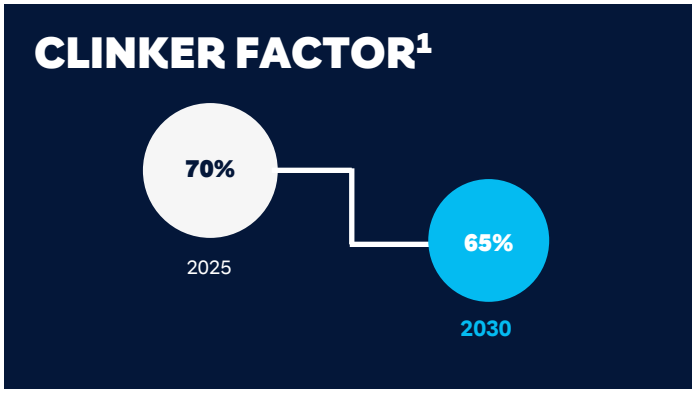
To achieve this, under our formulations lever, we are reducing the clinker factor by partially replacing clinker in our cement with mineral components, significantly lowering the carbon intensity of the final product.

Holcim uses four major categories of mineral components to reduce the carbon intensity of our cement and concrete mixes:

- Recycled cement paste from construction demolition materials (CDM).
- Innovative mineral components such as calcined clay, pozzolana, and reclaimed ashes.
- Waste and byproducts from other industries, including slag and fly ash.
- Traditional mineral components such as 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.

We are also accelerating the use of other innovative mineral components like calcined clay, with operations advancing in Europe and Latin America.



[1] Percentage of clinker in cement, where clinker is an intermediate material produced by mixing raw materials, primarily limestone and clay, at approximately 1 450°C in a kiln.

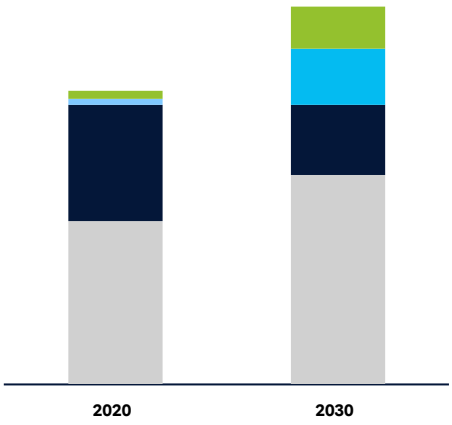
BUILDING WITH CALCINED CLAY-BASED CEMENT

Calcined clay is a mineral powder produced by calcinating natural clays at a relatively low temperature. It is an excellent replacement for limestone-based clinker and can lower CO_2 by up to 50% compared to standard cement production.

An abundant natural resource globally, calcined clay is a highly scalable solution for formulations, reducing our dependency on conventional supplementary cementitious materials such as the increasingly scarce slag and fly ash.

We are building new production lines and retrofitting existing clinker kilns to produce calcined clay.

MINERAL COMPONENTS TREND IN EUROPE TOWARD 2030



CONSTRUCTION DEMOLITION MATERIALS
Upcycled as cementitious materials in low-carbon cement.

INNOVATIVE MINERAL COMPONENTS
Calcined clay, pozzolana, and reclaimed ashes gain significance as a component of cement in the future.

SLAG & FLY ASH
Supply of slag and fly ash expected to decrease, resulting in lower volumes on the market and higher costs.

TRADITIONAL MINERAL COMPONENTS
Limestone and gypsum will continue to account for a significant share of the mineral components.

DECARBONIZATION THROUGH ALTERNATIVE FUELS

Shifting to alternative fuels reduces our carbon footprint. By 2030, we intend to increase our thermal substitution rate to 50%, up from the current 39%.

Holcim's Geocycle business provides crucial waste management solutions to industries and municipalities, transforming non-recyclable materials into valuable resources.

Holcim converts these materials into alternative fuels for its cement plants. Using these resources in our cement plants reduces our carbon footprint, preserves natural resources, and saves on energy costs. Leveraging our global network of advanced pretreatment platforms, we can implement these solutions across all regions.

Using lower-carbon fuels

Through Geocycle, as part of our ambitious roadmap, when possible, we are replacing traditional fossil fuels with low-carbon alternatives, including biomass, in our cement plants across the regions.

Geocycle supports Holcim operations by providing a compliant and sustainable solution for managing non-recyclable waste, turning it into alternative fuels and raw materials for cement kilns. This approach directly addresses the growing challenge of landfilling in Europe, where regulations are becoming increasingly restrictive, by safely treating waste with no residual ash and fully integrating it into final products. By doing so, Geocycle contributes to a circular economy, reducing environmental impacts and delivering tangible benefits to society.

In 2025, Geocycle supported Holcim's decarbonization by recycling 12.6 million tons of waste and byproducts for use as energy or raw materials.

Alternative fuels accounted for 39% of Holcim's thermal energy demand for clinker production in 2025. By further investing in waste treatment and coprocessing facilities, we aim to increase the thermal substitution rate to 50% by 2030.

In Europe, 14 of our cement plants already use alternative fuels for more than 80% of their thermal energy.

In addition, as we progress toward net zero, advanced technologies such as electrification and the use of hydrogen are likely to account for an increased share of our decarbonization efforts.

Innovating to develop alternative fuels

We will continue to develop novel solutions to diversify our range of alternative fuels, while remaining focused on providing solutions to municipalities and industry. Taking advantage of our international footprint, we plan to rapidly scale best practices and new solutions in our plants across all regions.

DRIVING ADVANCED TECHNOLOGIES TO REACH NET ZERO

Advanced technologies, particularly carbon capture, utilization, and storage (CCUS), represent a key decarbonization lever that complements our innovative formulations and better energy mix.

CCUS enables us to capture CO_2 emissions before they are released into the atmosphere. This CO_2 can then be stored safely underground in deep geological formations, where most of it becomes fully mineralized. Alternatively, it can be used in various applications, including the production of low-carbon fuels or materials.

The CCUS project cycle

Each CCUS project moves through defined development stages, from feasibility studies and pilot tests to front-end engineering design (FEED), permitting, construction, commissioning, and operational scaling.

Once FEED is completed, the project is ready for the final investment decision (FID), when funding is committed and the project moves from planning to construction.

This phased strategy allows for technical, regulatory, and cost risks to be systematically managed, with learning and optimization at each step.

19 FULL-SCALE CCUS PROJECTS

8
CCUS projects in Europe selected for EU Innovation Fund grants

11
additional CCUS projects in Europe and AMEA in development

Fully committed as we progress toward CCUS

Holcim remains steadfast in its ambition to decarbonize its operations through CCUS, and to bring near-zero cement and concrete to market at scale from 2030, when and where the requisite infrastructure is available.

Holcim aims to complete the construction and commissioning of state-of-the-art, large-scale CO_2 capture technologies at leading sites, ready for storage and the supply of downstream utilization pathways. Our unique carbon capture testing platform in Martres, France, enables us to optimize leading-edge technologies for specific applications.

DECARBONIZATION THROUGH CCUS

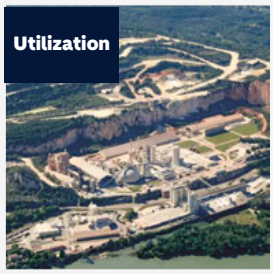
Eight Holcim CCUS projects have been selected for grants by the EU Innovation Fund. The CCUS projects will enable projected near-zero cement production capacity as indicated below.

Carbon Hub CPT01
Campulung, Romania

Carbon2Business
Lägerdorf, Germany

CarboClearTech
Martres, France

eCapt-Rhône
Le Teil, France



Go4ECOPlanet
Kujawy, Poland

GO4ZERO
Obourg, Belgium

KOdeCO
Koromačno,Croatia

OLYMPUS
Milaki, Greece

ADVANCING IMPLEMENTATION

Robust partnerships and value chains

Close collaboration between public authorities, private companies, local stakeholders, and other value chain partners is essential to unlocking the business case for CCUS.

Factors impacting the value chain include the availability of CO_2 infrastructure, proximity to ports, renewable power and water supply, nearby chemical or plastics industries, and the feasibility of onshore or offshore CO_2 storage.

End-to-end CO_2 pathways can be expedited with the support of governments (such as the regulation of CO_2 infrastructure and provision of other de-risking mechanisms), as well as partnerships with leading industry experts across the value chain.

Whether for storage or utilization, long-term investment in carbon management infrastructure requires a critical mass of emitters to commit to start supplying CO_2 over a reasonable ramp-up period.

Achieving a critical mass of CO_2 will boost investments in carbon transportation networks. Such investments include building pipelines within and across countries to deliver CO_2 from multiple sites and industries to multiple storage locations and utilization pathways. The coordinated development of export terminals for CO_2 will provide a flexible interface for its transport from land to sea, unlocking additional offshore storage options in the coming years.

The commitment and coordination of public and private entities to realize these first-of-a-kind projects are vital to ensuring tangible success for CCUS. More importantly, this will lay the groundwork to enable networks of industry players to access the requisite infrastructure to decarbonize at scale through CCUS from 2030 onward.

Groundbreaking ceremony for our state-of-the-art OLYMPUS project in Milaki, Greece

GROUNDBREAKING IN GREECE

In May 2025, Holcim broke ground at its plant in Milaki, Greece, for its OLYMPUS project, which is engineered to produce 2 million tons of near-zero cement per year.

With a planned investment of EUR 400 million, the OLYMPUS project is expected to create over 1 000 direct and indirect jobs.

The groundbreaking ceremony was held in the presence of Greek Prime Minister Kyriakos Mitsotakis.

GO4ZERO PHASE 1 WELL UNDERWAY

GO4ZERO is to deploy an innovative air-oxyfuel switchable kiln with carbon purification technology at Holcim's cement plant in Obourg, Belgium.

Construction of new limestone and clinker lines is in full swing. The completion of phase 1 and start-up of the next generation air-oxyfuel switchable kiln, which will produce clinker, is planned for the first quarter of 2027.

UNLOCKING INNOVATION AND OPPORTUNITIES WITH STARTUPS

We are actively engaging and making focused investments to accelerate innovation and sustainability.

At Holcim MAQER Ventures, our corporate venture capital and open innovation unit, we collaborate with startups, researchers, and partners to accelerate and scale solutions across the built environment. Our work centers on three strategic domains in need of urgent transformation.

1. Sustainable and circular construction

We are reinventing materials and processes to build smarter with fewer resources, using technologies that:

- Reduce CO_2 emissions from cement and concrete production.
- Advance circular construction through the reuse and recycling of construction demolition materials.
- Drive electrification and low-carbon process innovation.
- Enable carbon capture, utilization, and storage (CCUS) at industrial scale.
- Introduce new cement and concrete formulations that are both high-performance and low-carbon.

2. Efficient and digitalized construction

We are reducing construction time, making it more predictable and less resource intensive, with solutions that:

- Streamline workflows across the building value chain.
- Use AI and data to increase operational efficiency in plants, sites, and logistics.
- Enable real-time sensing and monitoring to reduce errors, waste, and downtime.
- Integrate process and material data to optimize planning and performance.
- Support digital commerce models for procurement and material flows.

3. Transformation through smart design

We are shifting from traditional construction to industrialized, automated, and adaptive building systems. To build for more people with less, we are exploring frontier technologies, including:

- Optimized prefabrication and advanced off-site manufacturing.
- 3D concrete printing for design freedom and precision.
- Modular construction systems for scalable, adaptable structures.
- Robotics and automation for safer, faster, and more repeatable building.

BRIDGING STARTUPS

Holcim MAQER Ventures is the gateway through which startups can connect with us. Using our three approaches – Venture Capital, Venture Clienting and the Accelerator Program – we find the right path for every startup to engage with Holcim, the leading partner for sustainable construction. Working together, we can reinvent how the world builds.

HOLCIM MAQER VENTURES

INVESTING IN STARTUPS WITH SUSTAINABLE INNOVATIONS

GRAVIS ROBOTICS: AUTOMATED EARTHMOVING TECHNOLOGY

NEW INVESTMENT AFTER SUCCESSFUL PILOT IN THE UK

Gravis Robotics' AI-based autonomous earthmoving technologies can boost output by 30%, reducing rework, and improving safety.

The successful pilot testing in the UK (Lee Moor quarry) led to a Memorandum of Understanding (MoU) signed with Gravis Robotics and Hyundai to adopt technology for our excavators and wheel loaders.

SALTX: PLASMA TECHNOLOGY FOR NEAR-ZERO CEMENT

NEW INVESTMENT WITH JOINT PROJECT UNDER DEVELOPMENT

SaltX's unique plasma-based process makes it possible to replace the fossil fuels used in cement production with renewable electricity with near-zero emissions.

Holcim and SaltX are working together on building the world's first fully electric cement plant.

PAEBBL: TURNING CO_2 INTO CARBON-NEGATIVE MATERIALS

DEEPENED PARTNERSHIP AND INITIAL COMMERCIAL PROJECT

Paebbl converts CO_2 into a future-proof industrial raw material that turns the built environment into a permanent carbon store.

In 2025, the partnership was strengthened through a follow-on investment, the kickoff of a first joint project with Goldbeck at a logistics center in Germany, as well as several successfully tested applications with Holcim's global R&D team.

CPC: PRESTRESSED CONCRETE WITH EXCEPTIONAL STRENGTH

SUCCESSFUL PARTNERSHIP LED TO FULL ACQUISITION OF CPC IN 2025

Carbon prestressed concrete (CPC) is a high-performance, ultra resource-efficient concrete technology that replaces traditional steel reinforcement with carbon fiber tendons.

Following a successful pilot project at Innovation Lab Grüze in Winterthur, Switzerland, Holcim acquired CPC in 2025, recognizing CPC's market potential and technology as a good fit with our sustainable offering.

OPTIMIZING OUR ENERGY MIX

Holcim's 2030 and 2050 Scope 2 targets, validated by SBTi, are one of the most ambitious targets in the industry.

Holcim's Scope 2 footprint will be reduced through an energy procurement plan to realize our ambitious target. Our target is to reach 14 kg CO_2/t cementitious materials by 2030, representing a 65% reduction compared to our 2020 baseline.

Decarbonization levers

Holcim is focusing on multiple levers to decarbonize energy, with the two main levers being grid emission and electrical power sourcing.

Shift to clean electricity

To decarbonize electricity, which makes up a significant portion of our energy use, we are shifting to clean energy sources such as nuclear, solar, hydro, wind, and geothermal power wherever possible.

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

Leveraging power purchase agreements

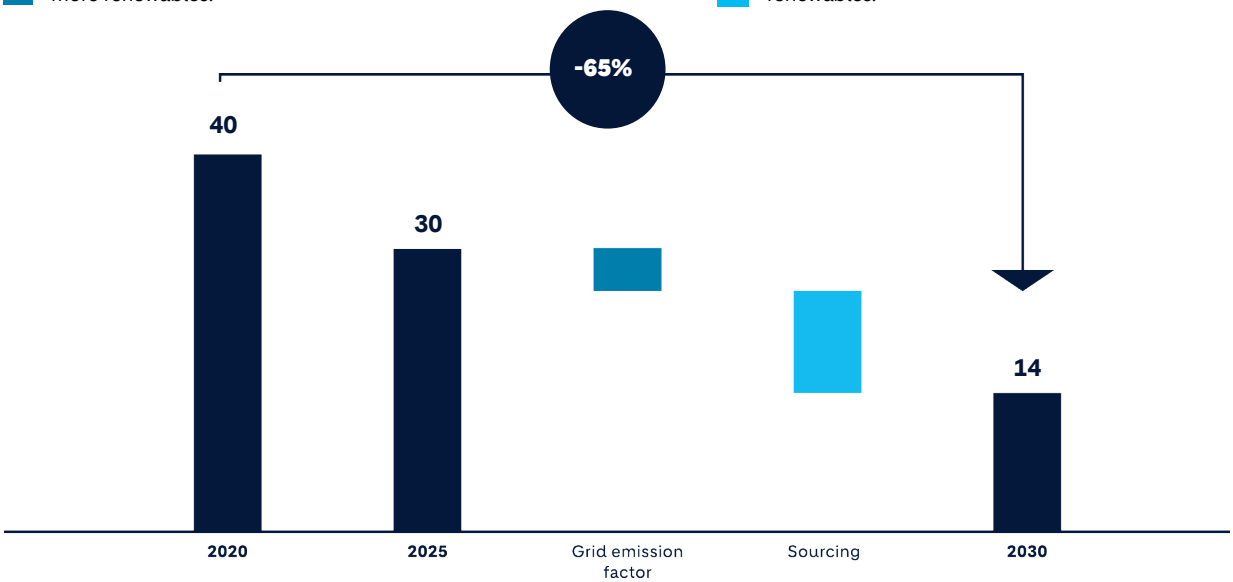
We are growing our renewable energy portfolio through partnerships with power producers. Power purchase agreements (PPAs) are long-term contracts for electricity supply between Holcim, as a corporate buyer, and renewable power suppliers. PPAs typically specify pricing, electricity quantities, and renewable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

OUR SCOPE 2 EMISSIONS PATHWAY TO 2030

(Net kg of CO_2 equivalent per ton of cementitious materials)

GRID EMISSION FACTOR
Reduction in carbon intensity as electricity grids incorporate more renewables.

SOURCING
Increasing share of electricity consumed from procured and own renewables.



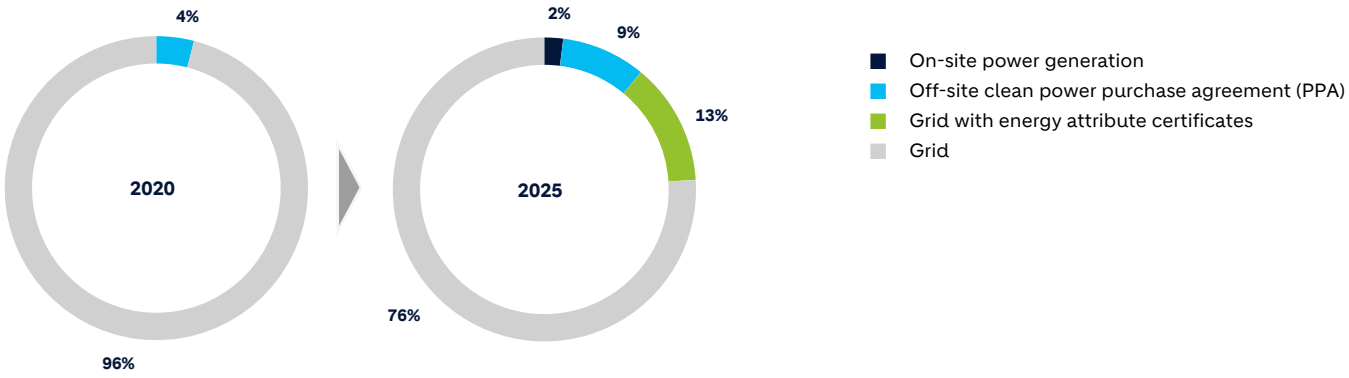
Note: 2020 baseline has been restated for material changes in scope.

PRIORITIZING CLEAN ENERGY SOURCES AND ENERGY REUSE

Our procurement focuses on obtaining energy from clean sources, such as wind and solar power, and capturing excess heat generated by industrial or other processes that would otherwise be released into the environment.

EVOLUTION OF EUROPEAN ELECTRICITY CONSUMPTION

We have accelerated the decarbonization of our power mix, achieving a 47% emissions reduction over the past five years.

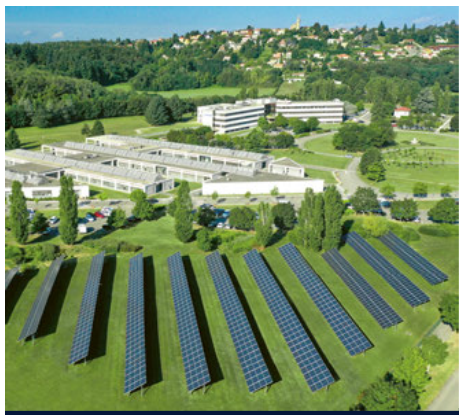


Power consumption: 4TWh
Emission: 36kg CO_2/t cem

Power consumption: 4TWh
Emission: 19 kg CO_2/t cem

CLEAN ENERGY SOURCES

WIND POWER



SOLAR POWER

WASTE HEAT RECOVERY

REDUCING SCOPE 3 EMISSIONS WITH THE HIGHEST IMPACTS IN THE VALUE CHAIN

Decarbonizing Scope 3 emissions requires us to mobilize our organization, make smart purchasing decisions, and engage across the value chain to build a net-zero future.

Scope 3 emissions are all indirect emissions associated with upstream and downstream activities of consolidated companies, as well as the direct emissions of our non-consolidated companies. We use a robust methodology to measure our CO_2 equivalent emissions across the 15 GHG categories. Two major (SBTi) contributors to our Scope 3 emissions (see chart below) are:

Investments (joint ventures' Scope 1 and 2 emissions): 58%

Clinker and cement purchased: 9%

Two other contributors are:

- Transportation (downstream): **9%**
- Fuels and electricity (not included in Scopes 1 and 2): **9%**

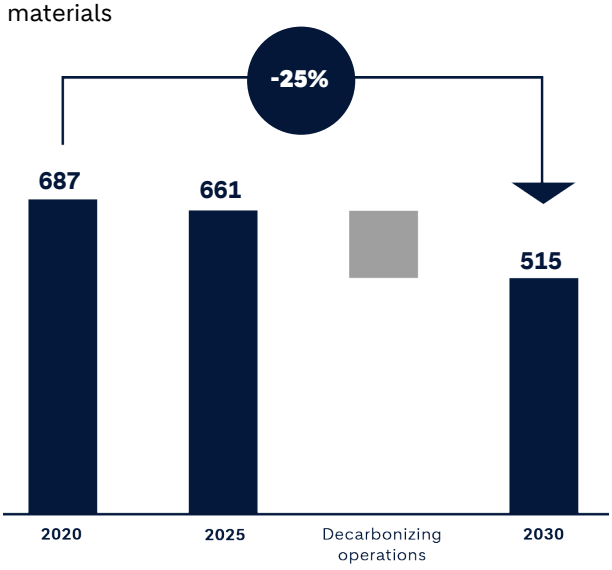
A detailed explanation of the contributors is provided on page 87 of this report.

SCOPE 3 DECARBONIZATION FOCUS

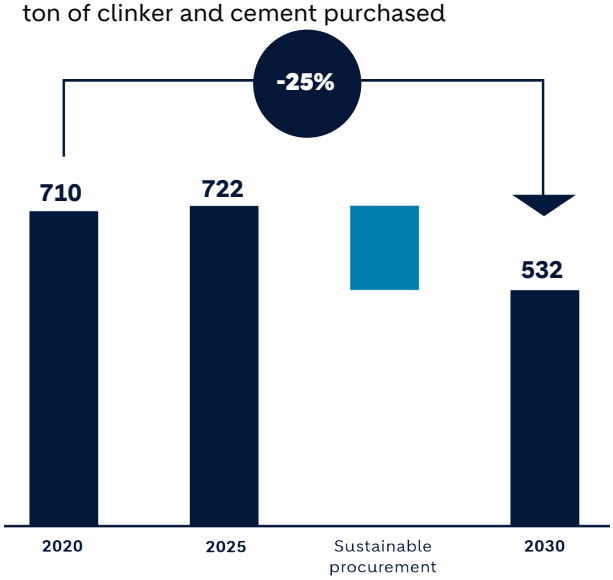
1	Supporting our joint ventures to have their 2030 targets validated by SBTi.
2	Working with the top 10 countries purchasing clinker and cement to engage with their suppliers on CO_2 measurement and target-setting.
3	Leveraging AI to simulate network scenarios and recommend the most efficient logistics, factoring in customer demand, transport capacity, costs, and emissions.
4	Working closely with the procurement and logistics teams to include CO_2 as a key factor in purchasing decisions.

OUR SBTI SCOPE 3 EMISSIONS PATHWAY TO 2030

Investments: kg of CO_2 equivalent per ton of cementitious materials



Clinker and cement purchased: kg of CO_2 equivalent per ton of clinker and cement purchased



Note: 2020 baselines have been restated for material changes in scope.

SUSTAINABLE SUPPLY CHAIN

Holcim's respect for human and labor rights and environmental protection is integral to how we work with our suppliers in all markets.

The standards and principles governing sustainable procurement at Holcim are based on the UN Global Compact's Ten Principles, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

The overriding policies that govern Holcim's approach to deploying responsible business practices in our supply chain are the Code of Business Conduct (replaced on 1 January 2026 by the Code of Ethics) for Suppliers, Climate Policy, Nature Policy, Sustainable Procurement Directive, and Workers in the Value Chain Directive.

Actions embedding sustainability in the supply chain

Supplier due diligence: We embed the key principles of the supplier due diligence in our corporate governance, and apply a robust management system to identify, prevent, and mitigate adverse ESG impacts in our own operations as well as in the value chain. See pages 56-57 of this report for further details.

Climate-informed decisions to decarbonize our supply chain: Our procurement and logistics teams integrate CO_2 performance into their sourcing strategies. They make purchasing decisions that drive the delivery of Holcim's climate commitments across all GHG Scopes (1, 2, and 3).

Driving down environmental impact through sustainable packaging: Our commitment to sustainable packaging centers on the core principles of the circular economy: reduce, reuse, and recycle. By embedding these actions into our sourcing strategy, we minimize the need for primary materials and proactively comply with the EU Packaging and Packaging Waste Regulation.

Protecting water in our supply chain: We apply the SBTN framework to identify suppliers whose operations heavily impact water-scarce areas. We partner with them to deploy water management practices that protect shared freshwater resources.

Promoting responsible mining in our supply chain: We engage with key extractive material suppliers through on-site assessments and tailored development programs. This collaboration focuses on improving mining practices to mitigate the environmental and social impact associated with the suppliers' operations.

COMMITMENT TO TRANSPARENCY

Holcim's due diligence commitment and performance are documented in regular public disclosures, structured around:

- Strong governance: Comprehensive policies and rigorous control standards to ensure universal ESG compliance.
- Materiality assessment: A risk-based methodology to identify areas with the most significant potential for ESG risks and impacts.
- Tangible performance: Reporting KPIs to measure and show how we actively prevent and mitigate supply chain risks identified.

CORE DIRECTIVES GOVERNING SUSTAINABLE SUPPLY CHAIN:

Code of Ethics for Suppliers

Sustainable Procurement Directive

Workers in the Value Chain Directive

ACCELERATING TOWARD SUSTAINABLE AND EFFICIENT TRANSPORT OPTIONS

Adopting more sustainable and efficient transport options in the transition to low-carbon mobility, from quarry to city.

Downstream transportation currently accounts for 9% of our total Scope 3 emissions. We are focusing on four areas to reduce these emissions:

- Transitioning to low-carbon mobility.
- Using rail and waterways where possible.
- Optimizing vehicle dispatch, including the use of lightweight trailers.
- Promoting eco-driving, adjusting behaviors to reduce fuel consumption.

We are also encouraging our customers to adopt a similar approach, with the aim of reducing Scope 3 downstream transportation emissions per ton of material transported by 25% by 2030, compared to the 2020 baseline.

Transforming our logistics operations

We are achieving next-level operational efficiency by integrating advanced digital solutions and AI-driven strategies:

- **Predictive AI planning:** Enhancing forecast accuracy with Holcim's Foresight tool to synchronize supply and demand, fully utilize our fleet, and pre-empt high-emission, unplanned operational moves.
- **AI-powered route optimization:** Designing the most efficient network routes to significantly cut transport distances and fuel consumption.
- **Dynamic dispatch consolidation:** Smart systems actively consolidate shipments, reducing total truck usage and minimizing costly empty-load journeys.
- **Global performance intelligence:** Our Transport Analytics Center (TAC) spans over 50 countries, delivering real-time, global insights that empower dispatch managers to optimize resources, reduce energy consumption, and reduce emissions across the entire logistics operation.

Decarbonizing maritime logistics

Committed to decarbonizing every step of our logistics network, we are signatories to the Sea Cargo Charter, promoting CO_2 transparency and accelerating international shipping's decarbonization.

SWISS GOTTHARD TUNNEL BUILT WITH HOLCIM CEMENT AND DELIVERED BY ELECTRIC VEHICLES

Holcim is driving the transition to low-carbon logistics with electric vehicles. In the construction of the Gotthard tunnel's second tube, one of Switzerland's most important infrastructure projects, Holcim is playing a key role by delivering an economical and environmentally friendly transportation solution.

100% of all deliveries — totaling over 150 000 tons of cement — were made using fully electric trucks, setting a new standard for sustainable logistics in challenging alpine environments.

By operating a zero-emission delivery model at such scale, we are demonstrating that large infrastructure can be built efficiently and sustainably while maintaining project performance.

To support this shift, Holcim built a large fast-charging station at our Siggenthal plant, providing electricity to over 30% of our transport logistics at our Swiss plant, amounting to more than 30 trucks.

BUILDING A NATURE-POSITIVE FUTURE

Holcim takes a measurable, science-based approach to implementing nature-positive solutions for the regeneration of ecosystems and cities.

As part of NextGen Growth 2030, we offer customers a broad range of Building Solutions to bring nature into cities, including:

1. **HYDROMEDIA CONCRETE**
   Enables ultra-rapid evacuation of water
2. **BIOACTIVE CONCRETE**
   Supports marine animals and plants
3. **GREEN ROOFS**
   Brings living plants on roofs

FOCUS OF OUR NATURE-POSITIVE ACTIONS

1. Fostering biodiversity and well-being in cities with our nature-positive Building Solutions.
2. Regenerating ecosystems and water basins with communities and credible partners to develop long-term resilience and trust.
3. Advancing supplier actions to protect nature, prioritizing water management, sustainable packaging, and mining.

Partnering for a nature-positive built environment

To accelerate the shift to a nature-positive future, we partner with leading NGOs, coalitions, and other actors in the built environment value chain to share and transfer knowledge. In 2025, we collaborated on several publications to inspire corporate action on nature.

Publications featuring our actions on nature

Find out more about our nature-positive solutions

PIONEERING NEW SCIENCE-BASED TARGETS

Holcim's science-based nature target-setting, starting with freshwater, marked a significant milestone in advancing ambitious and measurable corporate action for nature. This was affirmed by the Science Based Targets Network (SBTN), which named Holcim as one of the first three companies in the world to adopt science-based targets for nature, and the only one in our sector.

THREE NEW TARGETS VALIDATED BY SBTN IN 2025

1. **-38% by 2035, in the Haine basin, Belgium[1]**
2. **-23% by 2030, in the Cyclades basin, Greece[1]**
3. **-16% by 2030, in the Onyar basin, Spain[1]**

"SBTN welcomes Holcim's newly validated science-based targets to reduce freshwater withdrawal across three priority European basins. This demonstrates credible action for nature and a clear investment in long-term business resilience. We encourage other companies in their sector and beyond to follow their lead and step up for nature."

ERIN BILLMAN
Chief Executive Officer
Science Based Targets Network

SCIENCE BASED TARGETS NETWORK

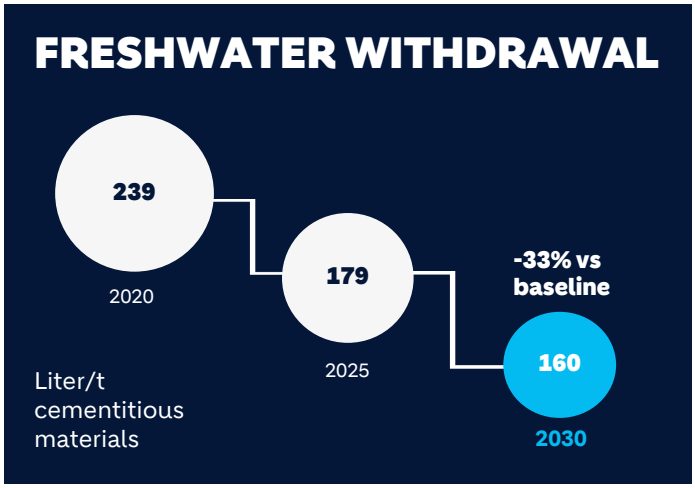
[1] As per SBTN methodology, the baseline refers to a 2020-2024 average.

AMBITIOUS TARGETS FOR FRESHWATER WITHDRAWAL

Our nature agenda sets out measurable targets to protect and restore precious freshwater resources, with a tangible action plan to achieve these goals by 2030.

Since freshwater is a finite resource, we are committed to:

- Reducing freshwater intensity.
- Recycling and reusing water.
- Ensuring high-quality water discharge.
- Implementing nature-based solutions.
- Developing solutions that optimize freshwater and rainwater harvesting.



Note: 2020 baseline has been restated for material changes in scope.

PRESERVING FRESHWATER EXAMPLES

MEXICO: Holcim replaced 100% of its operational freshwater with treated wastewater in two of our concrete plants in Mexico through an agreement with the government. This effort tackles the pertinent issue of water scarcity and quality in the region of Mexico City by reducing the amount that Holcim Mexico withdraws from natural sources and providing an alternative path for the city's sewage discharge. Through this effort, 34 157 m^3 of freshwater were saved, the equivalent of 13.6 Olympic sized pools.

MOROCCO: In Morocco, we launched the country's first ready-mix concrete production using treated wastewater at our Tit Mellil plant. We partnered with a nearby wastewater treatment plant to source the water, and implemented a special tank and pump system at the ready-mix concrete plant, enabling us to reduce our freshwater withdrawal by 30%.

Combined with other measures to reduce freshwater use, boost water recycling, and ensure operational resilience, our operations in Morocco – one of the most water-scarce countries in the world – have saved 180 000 m^3 of water (equivalent to 72 Olympic swimming pools) in the past three years.

PROTECTING BIODIVERSITY

We focus on implementing tailor-made solutions and technology as well as leveraging data from BIRS to improve our biodiversity score and foster an environment in which nature can thrive.

We go beyond traditional rehabilitation in transforming local ecosystems, helping to increase the resilience of our planet and society.

Protecting biodiversity

Our approach to protecting biodiversity involves working with nature to accelerate restoration. We harness natural processes, endemic species, and local adaptation, while taking into account the landscape and local context.

Our biodiversity improvement target is based on progressive transformative rehabilitation actions and are measured using a scientific method developed in partnership with the International Union for Conservation of Nature (IUCN).

Using the IUCN's Biodiversity Indicator and Reporting System (BIRS), we have set a 2030 target to reach a higher biodiversity index compared to the 2024 baseline established for all our quarries.

BIRS enables us to identify risks and opportunities to improve the effectiveness of our biodiversity actions. We continue to partner with IUCN in identifying further opportunities to improve our biodiversity index.

Holcim also looks beyond its operations and it is committed to implement nature-based solutions ranging from reforestation initiatives to wetland restoration together with communities and local stakeholders across its regions.

RESTORING ECOSYSTEMS

Holcim UK has transformed the Newbold Quarry into a thriving natural habitat with public access trails, showcasing sustainable land management.

We collaborated with ornithologists and local conservation groups, creating habitats for bird species, and promoted environmental awareness. This project serves as a model for future quarry restoration by balancing industrial use with ecological recovery, enhancing local nature, and fostering community engagement.

REFORESTATION

In Puerto Hondo, Guayaquil, Holcim Ecuador launched the country's first community-led mangrove nursery, training 22 people in reforestation and sustainability.

The project has already prepared the first 2 000 mangrove seedlings of three different species to be planted. The community has begun selling seedlings and reforestation services, creating a sustainable business model that supports both the local economy and climate change mitigation.

ADVOCATING FOR SUSTAINABILITY-DRIVEN POLICY FRAMEWORKS

We take a responsible approach in advocating for climate-responsible and innovative policy frameworks to advance the goals of the Paris Agreement.

Holcim actively engages in developing public policy frameworks that fully reflect and advance the Paris Agreement's 1.5 °C goal. Holcim partners with stakeholders, policymakers, and industry leaders to accelerate the transition of industry to more sustainable, circular, and energy-efficient solutions.

The company contributes to policy development dialogue aimed at fostering the deployment of innovative technologies and building industrial carbon management value chains from the ground up.

Advocacy governance

Holcim's climate policy advocacy is led by the Group Public Policy and Government Relations function, supported by other Group functions as well as regional and country experts.

Communication consists of sharing advocacy guidance through public affairs networks to ensure consistent messaging and local policy engagement.

On the basis of its Responsible Lobbying and Advocacy Directive, Holcim is committed to transparent and fair conduct in all its lobbying and advocacy activities and complies with all applicable laws. This includes adhering to public codes of conduct and lobbying registers, where those exist. Furthermore, participation in industry and business associations is subject to mandatory compliance training and regular review.

Find out more about our Climate Policy Engagement Report

Delegation of world's business and industry leaders meeting Mrs. Von der Leyen at the launch of the European Leaders for Growth and Competitiveness initiative by the World Economic Forum (WEF).

ADVOCACY ANCHORED IN SUSTAINABILITY AND CLIMATE RESPONSIBILITY

Our business model, operational activities, and advocacy are fully aligned with the climate objectives defined by the 1.5 °C pathway.

Holcim is a signatory to the UN Global Compact's Business Ambition for 1.5 °C campaign, pledging to align its climate objectives and operational actions with the 1.5 °C pathway. This pledge was translated into rigorous SBTi-validated targets for 2030 and 2050, which form the basis for Holcim's advocacy and stakeholder engagement.

Competitive industrial decarbonization

Our climate action directly supports the objectives of ambitious public policy frameworks, such as the EU Clean Industrial Deal.

Decarbonization is a key element of our sustainability plan, driven by the large-scale utilization of advanced technologies, such as carbon capture, and the rollout of sustainable products and solutions, such as ECOPact. The competitive deployment of such technologies and products requires a level global playing field for carbon costs. Public policy initiatives, such as the Carbon Border Adjustment Mechanism (CBAM) in Europe, fair state aid rules for energy-intensive sectors, and dynamic carbon pricing are critical to scaling decarbonization efforts.

Collaborating on policy frameworks for advanced low-carbon technologies

Acknowledging that solutions and technologies cannot be universally scaled due to differing regulatory environments, Holcim works collaboratively with policymakers to shape clear, transparent, and dependable policy frameworks for decarbonization. These efforts focus on streamlining permitting processes, securing sufficient funding for innovative technologies, and establishing value-chain risk mitigation mechanisms to incentivize first movers.

Securing competitive decarbonized energy

Affordable clean energy is essential to industrial decarbonization at scale. It requires a well-functioning electricity market, faster permitting for investments in decarbonized energy, and reliable access to alternative fuels such as non-recyclable and biomass waste.

Fostering demand for sustainable offerings

The introduction of innovative sustainable products and solutions on a global scale requires a dynamic standardization framework supported by building codes and progressive public procurement practices, integrating sustainability performance alongside metrics, such as safety, performance, durability, and affordability.

ADVANCING MANDATORY HUMAN RIGHTS AND ENVIRONMENTAL DUE DILIGENCE

We take a whole-society approach to achieving net zero, respecting labor and human rights while creating meaningful jobs. We are committed to decarbonization in line with the Just Transition principles (see page 50 of this report), assessing and addressing the impacts of our journey to net zero on four key stakeholder groups: our people, our suppliers, our communities, and our customers.

As part of its climate policy engagement, Holcim supports the implementation of regulatory frameworks that require mandatory human rights and environmental due diligence. Establishing common legal requirements, such as those proposed at European Union level, creates consistent standards across industries. It also ensures that the 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 provide a competitive level playing field, benefiting the environment and local communities.

ADVOCACY THROUGH OPEN STAKEHOLDER ENGAGEMENT AND DIALOGUE

Openly and transparently discussing our global and sector-specific climate policies with key stakeholders reinforces our position as a leading partner for sustainable construction.

Comprehensive stakeholder engagement

Holcim works closely with policymakers, business partners, and stakeholders to address global and sector-specific policy challenges (see page 60 of this report).

Holcim engages with key stakeholders at the global, national, and local levels, aiming to advance all aspects of the climate action agenda – from industrial decarbonization and technology deployment to the transformation of the built environment as carbon sinks.

At the global level, we are present and proactively engage with delegations and business partners at events such as the World Economic Forum (WEF) in Davos and Climate Week NYC to promote low-carbon and circular solutions.

At the regional level in Europe, we actively contribute to developing innovative policy frameworks, such as the EU's Circular Economy Act and End-of-Waste criteria.

At the national level, Holcim engages with decision makers to drive the effective implementation of local policies and support responsible business growth.

Direct and indirect climate policy advocacy through multi-stakeholder collaboration

Our advocacy efforts center on amplifying climate action through both direct and indirect engagement with policymakers, contributing to relevant policy developments and establishing strategic partnerships.

In 2025, we collaborated with global organizations such as the World Business Council for Sustainable Development (WBCSD), World Green Building Council (WGBC), and WEF, to drive industrial and built-environment decarbonization, supporting circular economy principles and the Paris Agreement.

Holcim also worked closely in 2025 with Cement Europe to ensure that the EU's Carbon Border Adjustment Mechanism (CBAM) would be implemented in a timely and rigorous manner as of 1 January 2026.

Industry association review

Every year, we conduct a review to ensure that our advocacy through industry associations is aligned with the Paris Agreement and our own positions. The review focuses on:

- Support for the Paris Agreement's climate ambition and net-zero agenda.
- Support for carbon pricing mechanisms.
- The need to develop decarbonization roadmaps for 2050.
- Acceptance of the need to deploy advanced technologies, including CCUS.
- Support for creating demand-pull policies for low-carbon products.

We are committed to working with industry associations to shape climate policies locally and globally, as well as to addressing misalignment or, if necessary, reconsidering our membership. Our industry associations and partners include Cement Europe and the Global Cement and Concrete Association.

HOLCIM RECOGNIZED AS AN INDUSTRY LEADER IN SUPPORTING THE EU CLEAN INDUSTRIAL DEAL

OUR PEOPLE

OUR PEOPLE AND CULTURE

At the heart of NextGen Growth 2030 are our over 45 000 employees, united by our Holcim Spirit of Purpose, People and Performance.

Since its introduction in 2024, the Holcim Spirit has become embedded throughout Holcim, enhancing the alignment between our culture, strategy, and business goals.

PURPOSE	Driven by a clear purpose to build progress for people and the planet, with sustainability and innovation at the core to drive our NextGen Growth 2030 strategy
PEOPLE	Creating the best workplace where talent is nurtured, diversity is celebrated, people are engaged, and health and safety is our top priority
PERFORMANCE	Fostering a deeply embedded culture of performance and value creation for our people, customers, and shareholders

2025 Holcim Spirit engagement survey

We conducted a global employee survey to measure how our culture is lived across the company. With an impressive participation rate of 94% and engagement score of 82%, these results reflect the incredible commitment and passion of our teams around the world.

As we advance our NextGen Growth 2030 strategy, we're turning feedback into action, creating even more opportunities for learning, development, collaboration, and career growth across Holcim.

Holcim Spirit Award

In 2025, we inaugurated the Holcim Spirit Award to celebrate how our teams are delivering superior performance and living the Holcim Spirit.

Following a thorough evaluation process, Holcim Poland was selected as the overall winner for being at the forefront in sustainability and financial performance, while Australia, Costa Rica, and Spain were winners in the Purpose, People and Performance categories, respectively.

NURTURING TALENT THROUGH HOLCIM UNIVERSITY

Our people programs are nurturing the next generation of leaders and managers.

Holcim University continued to expand its reach and its catalog of functional and leadership programs, ensuring our people's growth and development by providing all employees access to our key learning platforms. On average, each employee received 26 hours of training in 2025, including at Holcim University.

The Holcim Senior Leaders Business School 2025/26 program is designed to align leaders with the core Holcim Spirit framework of Purpose, People and Performance, focusing on fostering culture, driving individual and team performance, sustainability, and value creation.

For 2026, Holcim University's programs are anchored around three core pillars to support our business and people in accelerating our NextGen Growth 2030 strategy:

1. **Tailored growth:** Personalizing career growth and development using our new skills matrix, and ensuring that we are developing NextGen leaders who embody the Holcim Spirit in every layer of the organization
2. **NextGen focus:** Developing the skills needed to execute NextGen Growth 2030 and drive growth through operational excellence, sustainability, AI, and M&A across our regions and product lines
3. **Broad reach:** Democratizing learning by empowering every employee, regardless of their role or location, with growth tools to shape their own career journey, thereby boosting engagement and retention

RECOGNITION

Our Business School for Advanced Leaders received two awards in 2025: the MERIT Award for the Strongest Executive Education Partnership, and the Brandon Hall Gold Award in the Best Senior Manager Development Program category.

HIGH UPTAKE FOR HOLCIM SUSTAINABLE CONSTRUCTION ACADEMY

Holcim Sustainable Construction Academy, a program run by Holcim University, is a hybrid (online and in-person) sustainable construction training program for architects, engineers, and urban planners.

It brings together built environment experts from different parts of the construction value chain, and is completely free and accessible to all.

There have been more than 6 400 enrollments, with 3 200 users from 118 different countries, on the online platform since its launch in September 2024. All of the online content is available in English, German, French, and Spanish. In-person workshops and events have been held in New York, London, and Dubai in collaboration with local offices and associations.

Find out more at *www.holcimacademy.com*

NURTURING CAREERS

Our employee career programs are building the next generation of leaders and managers.

CAREER HUB

Career Hub is Holcim's AI-powered talent market place, connecting our people with development assignments to accelerate their personal and career growth. Career Hub supports collaboration across geographies, facilitates the exchange of best practices, and strengthens the company's internal talent pipeline.

CAREER CATALYST

Career Catalyst is Holcim's global digital mentorship platform, focusing on employee growth, connecting early-career talent with experienced mentors for personalized learning, skill development (including AI literacy), networking, and career progression, all within a dynamic ecosystem that supports NextGen Growth 2030. This program led to Holcim's recognition as a Global Top Employer 2025.

ONE YOUNG WORLD

We continued our strategic partnership with One Young World for the fifth year. In November, 30 NextGen leaders attended the Summit in Munich, participating in a program directly aligned with our strategic agenda, including deep dives on circular economy and responsible technology.

Beyond individual development, this platform empowers our delegates to drive innovation, sustainability, and inclusion, ensuring they return as activated change-makers who accelerate our strategic priorities.

FUTURE FORUM

In 2025, we launched our inaugural Future Forum: a five-day experience to ignite innovation and drive our NextGen Growth 2030 strategy with future leaders. One hundred employees, including 40 speakers, facilitators, and panelists from around the world, came together to create inclusive solutions, guided by our purpose of building progress for people and the planet.

The event featured plenary sessions and workshops focused on driving sustainability, decarbonization, artificial intelligence, and inclusion. As a result of the Future Forum, several global business initiatives were ignited.

GLOBAL TOP EMPLOYER

Holcim was one of 18 companies worldwide to receive the prestigious certification from the Top Employers Institute, recognizing organizations for their excellence in people practices.

Ranked as Top Employer

In 2025, Holcim was one of just 18 companies across industries worldwide to be named a Global Top Employer by the Top Employers Institute.

We received certification in 27 of our markets, spanning four continents. We scored highly for our people practices in all countries participating for the first time, reflecting the strong foundation and consistency of our global People strategy and reinforcing our position as an employer of choice.

The Top Employer benchmark evaluates companies against global standards in career development, learning, well-being, and compensation practices. Notably, Career Catalyst, Holcim's global digital mentorship platform, was recognized by the Top Employers Institute as an HR best practice and is featured in their Best Practice Library.

Pay equality

Holcim conducted two in-depth pay-gap analyses in 2025 using a recognized third-party platform for the fourth consecutive year. This approach enabled us to identify disparities, understand their root causes, and define targeted actions to close potential gaps. Achieving a global adjusted pay gap of under 1% by 2030 remains a central ambition, reinforcing our position as an inclusive and equitable employer.

Our overarching long-term goal is to ensure that all our employees receive a living wage, guaranteeing sufficient income for a decent standard of living. As a crucial first step, we are undertaking a global assessment to determine whether we pay an adequate wage to all our employees. This analysis will support us in identifying and remedying any gaps.

DIVERSITY, EQUITY, AND INCLUSION

In 2025, Holcim advanced its Diversity, Equity, and Inclusion (DE&I) roadmap, underscoring the role of diversity and inclusivity as drivers of business performance.

Fostering diverse leadership teams and more inclusive workplaces

Diversity is embedded in our purpose-driven performance culture. In Costa Rica, we are implementing a robust diversity and inclusion program. Through initiatives promoting internships, young leaders, and reverse mentoring, Holcim Costa Rica has achieved an increase of more than 5% in talent under 30 years of age. In addition, the drive for gender balance resulted in women holding 50% of management positions thanks to measures to attract diverse talent as well as strategic development opportunities.

At our Retznei plant in Austria, female leadership grew from 15% just three years earlier to 70% in 2025. This was the result of leadership commitment, as well as mentoring and development of internal talent.

Holcim has a target of 30% women in management positions by 2030 and is taking active steps to achieve this ambition.

WOMEN ON WHEELS (WOW)

In 2025, WoW, our global initiative to empower female truck drivers and enhance road safety, expanded to Bulgaria, Algeria, and within Australia. In Algeria, our WoW was the first ever female truck driver in the country.

In recognition of WoW, Holcim won the Inclusion and Diversity category at the 2025 International Road Federation (IRF) Awards. We also continue to advocate for female truck drivers on global platforms, including the WHO Global Ministerial Conference in 2025.

SHE LEADS

This flagship program represents an important stride toward gender-balanced leadership across Holcim. SHE LEADS focuses on equipping our high-potential female talent with leadership skills essential for career progression, including executive presence, public speaking, and personal branding.

Beyond offering mentorship and visibility, the program delivers targeted development and networking opportunities to build a robust pipeline of female leaders. Following the strong results of the pilot, we are scaling the program next year, extending its reach to accelerate the execution of Holcim's NextGen Growth 2030 strategy.

"This program was all about strengthening our skill sets, elevating our confidence, and empowering us as female leaders in heavy-industry operations. I came back with renewed passion, fresh perspectives, and a stronger drive to keep pushing boundaries and making an impact."

MARIA FUAD
Electrical Engineer
Holcim IRAQ

HEALTH AND SAFETY IS OUR TOP PRIORITY

Our strong culture prioritizes zero harm and empowered teams.

In 2025, our three-pillar operating model – Critical Risk Management, Workforce Engagement, and Continuous Improvement – drove tangible progress in Health, Safety & Environment (HSE).

Critical risk management

The critical risk management program remains a cornerstone of our strategy, zeroing in on the top 50 highest-risk controls. In 2025, over 67 000 verifications were conducted, with more than 31 000 actions closed. Furthermore, we delivered 108 000 coaching sessions, enhancing our workforce's understanding and application of these vital controls.

Our two-year World-Class Energy Isolation initiative has mobilized all our operations to embed industry-leading practices. This initiative reached full global scale, consolidating more than 100 000 procedures into a single, quality-assured system.

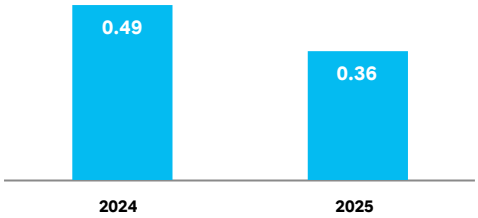
Aiming for a zero-harm business

- Zero fatal work-related incidents in 2025.
- In 2025, our lost-time injury frequency rate (LTIFR) fell to 0.36, with 99% of our sites and 60% of countries reporting zero lost-time injuries (LTIs).

Our operating model is delivering results, confirming that we are on the right path toward achieving zero harm.

LOST TIME INJURY FREQUENCY RATE

27% lower vs 2024



HEALTH AND SAFETY IN ACTION

Continuous improvement

Holcim continues to enhance employee health and well-being through focused initiatives in mental health and industrial hygiene.

We conducted a week-long noise awareness campaign during the Treasure Hunt, our annual team competition in our Boots on Ground app. The campaign, supported by webinars on hearing conservation, resulted in assessments of 5 000 high-noise areas and the implementation of 2 100 actions to reduce noise exposure.

A mental health coaching protocol was integrated into our Boots on Ground app, enabling supervisors to address concerns in real time, while webinars reached over 600 participants.

In our fourth global rewards and recognition program, we celebrated three gold and eight silver country awards, and 85 unit awards for outstanding HSE performance.

We conducted 46 comprehensive HSE audits and invested CHF 116 million in HSE improvement projects in 2025.

Engagement driving HSE performance

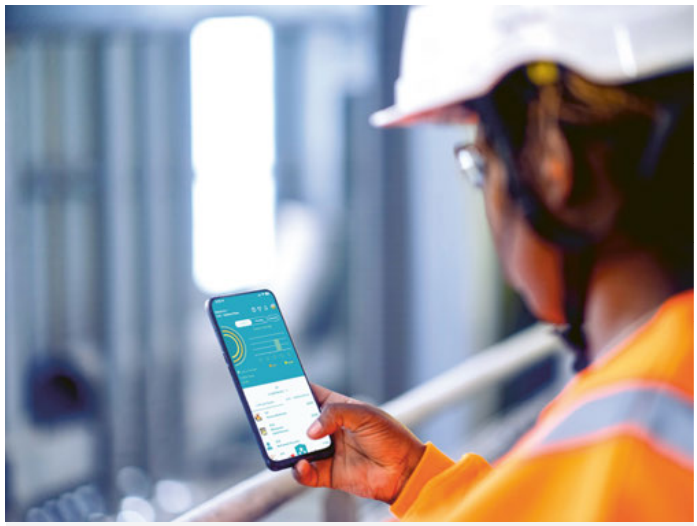
At Holcim, engagement is more than participation – it is the driving force behind exceptional HSE performance.

Holcim introduced HSE in Action, a comprehensive new engagement framework, with a focus on two key areas.

The first concerns everyday behaviors expected from every employee: being visibly present, coaching consistently, verifying controls, and recognizing positive actions. These shared habits strengthen a unified culture where high standards become part of daily work.

The second centers on periodic high-impact initiatives designed to enhance HSE culture, reduce risk, and accelerate maturity globally.

Together, these elements form an “infinity circle” of continuous improvement, where every action reinforces the next. Through HSE in Action, Holcim is building a culture where excellence is not reduced to an initiative – it is the way we work, every day.



BOOTS ON GROUND

Our workforce engagement program took a major step forward with the integration of artificial intelligence (AI) and advanced digital tools, making health and safety performance more predictable, transparent, and actionable.

A key milestone was the launch of the app’s executive dashboard, providing a one-stop view of Group, regional, and country results. It brings together AI-driven insights, key indicators, and benchmarking in real time. This enables leaders to instantly identify priorities, track progress, and focus attention where it matters most.

We also launched a digital module for mapping and assessing risks associated with structural and hazardous materials. It ensures consistent risk ratings, transparent results, and effective planning through a unified dashboard.

The Treasure Hunt was expanded to cover hearing and fire protection, as well as energy efficiency, water conservation, dust emission reduction, and serious safety risk mitigation, resulting in more than CHF 3 million saved and 66 000 findings closed in 2025. More than 10 000 employees and 387 executives participated.

In 2025, Boots on Ground continued to grow, engaging 16 500 users across 2 700 sites. Executives and HSE professionals shared 3 500 field feedback reports, while more than 450 000 coaching sessions were conducted and 300 000 actions were closed.

FOSTERING POSITIVE SOCIAL IMPACT IN LOCAL COMMUNITIES

Holcim partners with communities and governments in numerous countries to help raise the standard of living, contributing to a far-reaching impact for society.

ACCESS TO ADEQUATE HOUSING

In August 2025, Holcim launched a global partnership with Build Change to advance resilient housing, beginning with a project in Guatemala.

Through Holcim's Disensa network, the largest construction materials retail franchise in Latin America, we are providing communities with building materials and educational resources to support the construction and retrofitting of safe, sustainable homes.

By combining Holcim's expertise in sustainable construction with Build Change's focus on resilience, the initiative aims to improve living standards while reducing vulnerability to natural disasters.

IMPROVING ACCESS TO HEALTHCARE FACILITIES AND SUPPORT

In our ongoing partnership with Ronald McDonald House Charities, Holcim helped to build a safe, supportive space for families of hospitalized children in Warsaw, Poland. Holcim donated modern, sustainable building solutions that offered enhanced strength, better insulation, and a lower environmental impact.

In Serbia, we provided significant funding for the reconstruction and renovation of the Beočin Health Center, several local clinics, as well as kindergartens in the Beočin municipality, ensuring safer, more modern spaces for the community.

RESTORING ECOSYSTEMS

Our commitment to community well-being extends beyond people to the ecosystems that sustain them. By repairing environments, we strengthen resilience and create lasting value for the communities concerned.

In the Ocean Race Europe 2025, Team Holcim-PRB integrated sustainability with their "Go Circular" mission, which culminated in them winning the race's first-ever Sustainability Award for their efforts. The mission involved collecting ocean data and recycling materials, as well as donating a new artificial reef made from low-carbon concrete in Kiel, Germany, to boost marine biodiversity at the race's start.

This reef project showcases Holcim's innovative marine preservation solutions, using specially designed bioactive concrete to accelerate ecosystem restoration.

UPHOLDING HUMAN RIGHTS

We are committed to upholding and promoting human rights, while fostering positive social impact in the communities where we operate.

Upholding human rights

Treating people with respect and dignity, and providing decent working conditions, are the minimum requirements in all our operations, business activities, business relationships, and the communities where we work.

Holcim is committed to adopting internationally recognized human rights frameworks such as the UN Guiding Principles on Business and Human Rights and OECD Guidelines for Multinational Enterprises. We have actively participated in the UN Global Compact for more than two decades.

Our human rights approach

Our Human Rights and Social Policy and Human Rights Directive set out our approach and processes as well as the salient risks. We have carried out human rights assessments for more than a decade, led either by Group-level experts or conducted at country level.

Today, every country where we operate has a human rights assessment process in place with defined action plans. In the last three years, 46 impact assessments and 23 self-assessments were conducted. All the findings from the human rights assessments and the mitigating action plans are recorded in a global system and followed up every quarter by the countries and the Group's human rights experts.

Ongoing due diligence, stakeholder engagement, and training define our human rights approach. Through our country- and Group-level programs, we trained over 7 000 employees, contractors, community members, and other stakeholders on human rights topics in 2025.

We engage with a wide range of stakeholders – including community members, employees, NGOs, and government representatives – to explain our company positions, build trust, understand expectations, and listen to grievances and concerns. This type of constructive engagement also regularly takes place at and around our sites. All cement and grinding sites are required to implement a locally managed stakeholder map and engagement plan.

Cement plants and grinding units must have a Community Advisory Panel, ensuring regular dialogue with community representatives. In 2025, 1 158 meetings were held with local stakeholders. Engaging with relevant stakeholders in this way is mandatory in the planning of any new industrial development.

We have several mechanisms in place to address stakeholder questions and concerns. Our Integrity Line is an anonymized, confidential and safe environment in which to raise concerns regarding Holcim's business practices. It is operated by an external third party. Available in multiple languages, the line serves all our stakeholders. All concerns are investigated and responded to. Further details on our ongoing stakeholder engagement can be found on page 60 of this report.

OUR HUMAN RIGHTS APPROACH

1 POLICY

Policy commitment
Human rights and social policy embedded in related policies and processes.

2 IDENTIFY

Identify risks and impacts
Conduct impact assessments/self-assessments. Regular dialogue with communities.

3 MITIGATE

Grievance and remedy
Global, country, site, and community-level grievance mechanisms.

4 MONITOR

Monitor and communicate
Track effectiveness of responses. Communicate on performance.

5 REMEDY

Address adverse impacts
Integrate findings in functions and processes. Prioritize salient issues, develop action plans.

CORE ELEMENTS OF OUR HUMAN RIGHTS APPROACH

Ongoing due diligence
Salient risks
Stakeholder engagement
Impact assessments
Training

JUST TRANSITION

We take a responsible, whole-society approach to reaching net zero, advancing labor and human rights, while creating meaningful employment opportunities.

Decarbonizing in line with the Just Transition

We are committed to decarbonization in line with the Just Transition principles, assessing and addressing the impacts of our journey to net zero on four key stakeholder groups: our people, our suppliers, our communities and our customers.

Holcim is committed to advancing a Just Transition that prioritizes the well-being of our key stakeholders. Our Just Transition commitments ensure the most equitable and inclusive solutions for decarbonizing the built environment as we progress on our net-zero journey.

By promoting a fair and holistic approach, Holcim seeks to ensure that everyone, including people from marginalized and disadvantaged groups, has the opportunity to lead fulfilling and sustainable lives characterized by dignity, inclusivity, and empowerment.

Our Just Transition plan

Our comprehensive Just Transition plan represents our commitment to implementing a series of substantive actions as we transition to a low-carbon economy. These actions will be designed to support our key stakeholders, such as employees, unions, communities, suppliers, and customers throughout our sustainability journey.

Our Just Transition brochure is available here: *www.holcim.com/sustainability/esg/esg-policies-documents-reports*.

OUR PEOPLE

We are committed to supporting our people, and empowering them with the necessary skills to succeed and thrive in a net-zero future. To ensure the successful implementation of our NextGen Growth 2030 strategy with our highly engaged workforce, we offer programs at Holcim University, comprehensive training, reskilling and upskilling opportunities, as well as fair compensation packages.

OUR CUSTOMERS

As the leading partner for sustainable construction, we offer customers high-value building materials and building solutions across the built environment. Our comprehensive portfolio, ranging from low-carbon cement and circular aggregates to energy-efficient building systems and high-performance concrete and surfacing, help our customers build sustainably and reduce their own footprint.

OUR SUPPLIERS

Our respect for human rights and commitments to climate and nature are integral to how we work with suppliers. We actively engage with suppliers to identify and manage the environmental impact of their operations, as well as the products and services that we procure from them, focusing on areas with the highest impact on climate, water, air emissions, waste, biodiversity, and land use.

OUR COMMUNITIES

Holcim remains fully committed to creating a positive social impact in the communities where we operate. We aim to provide high-value jobs, increased affordable housing, medical facilities, and skills development. We promote sustainable development through innovative building materials and solutions to enable our communities to thrive in safe and resilient environments.

SUSTAINABILITY DISCLOSURES

Torre Olivia in Quintana Roo, Mexico's Yucatán Peninsula, Mexico. Built with ECOPact inside.

GENERAL DISCLOSURES

Legal Framework of Reporting

The 2025 Sustainability Statement is prepared in accordance with the provisions of the Swiss Code of Obligations (Art. 964b and 964j-l) and related ordinances, and in accordance with the European Sustainability Reporting Standards (ESRS) adopted by the EU Commission through Commission Delegated Regulation (EU) 2023/2772.

BP-1 – GENERAL BASIS FOR PREPARATION

The 2025 Sustainability Statement represents the first comprehensive report of Holcim's sustainability performance under our NextGen Growth 2030 strategy. It is prepared on a consolidated basis, with the data consolidated according to the same principles as the financial statements, including Holcim Ltd and its subsidiaries. As used herein, the terms "Holcim" or the "Group" refer to Holcim Ltd together with the companies included in the scope of consolidation. The list of principal consolidated entities is presented in Note 2.4 to the Consolidated Financial Statements of the 2025 Financial Report.

In this Sustainability Statement, we include information from across our upstream and downstream value chain, which is essential for understanding our full sustainability impacts, risks, and opportunities.

Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided.

Under Articles 19a(3) and 29a(3) of Directive 2013/34/EU, companies are permitted not to disclose impending developments or matters that are in the course of negotiation. Holcim has opted to use this exemption and has not disclosed our GHG emission reduction targets for Scope 3 in absolute value in 2025.

BP-2 – DISCLOSURES IN RELATION TO SPECIFIC CIRCUMSTANCES

Time horizons

To provide a clear view of our strategic timeline for risks and opportunities, Holcim defines short-term as less than three years, medium-term as less than 10 years, and long-term as up to 2050, as per our enterprise risk management process.

Sources of estimation and outcome uncertainty (including value chain estimates)

The preparation of this statement includes estimates and assumptions based on historical experience and future expectations. These assessments and estimates involve using data from indirect sources, including sector-average data and proxies.

For example, it is not always feasible to obtain accurate supplier-specific data and emissions factors for all of our Scope 3 GHG emissions categories. In such cases, we apply the GHG Protocol to estimate CO_2 emissions for the respective Scope 3 categories. We select the GHG calculation methods that appropriately reflect the most material GHG emissions and support the decision-making process to achieve reduction targets. We apply the following criteria to select calculation methods: 1. Relative size of the emissions, 2. Data availability, 3. Data quality, 4. Cost and effort required to apply each method.

All sites that were active during the reporting year were considered eligible for inclusion in our reporting. For sites active for less than six months, impacts were estimated based on production volumes and group averages. For environmental data, cement terminals are not considered material and are hence excluded from the consolidation. See the table "Producing Assets Included in Evaluation" on page 53 of this report for the number of sites included in our reporting.

Extrapolation

To accelerate the reporting process and align with the financial reporting timeline, some data is based on 11 months of data (as of 30 November), and has been extrapolated to estimate annual values. This includes:

- Employee data: hours of training per employee
- Environmental data: air emissions and non-cement CO_2 emissions

Other indicators are either based on 12 months of data or no extrapolation was required, as they do not necessarily change between November and December (for example, environmental certifications and hectares rehabilitated).

Changes in preparation or presentation

To ensure comparability, prior years' data is restated to reflect the current year's scope of consolidation, particularly taking into account acquisitions and divestments. The data for business(es) divested during the year is excluded for the entire year. The data for business(es) acquired during the year is included for the entire year. When a new site is acquired by Holcim, its policies and procedures for non-financial reporting may not necessarily be consistent with Holcim's standards. Accordingly, new sites have until the second reporting year following the acquisition to meet and report performance in line with Holcim's standards.

In the 2025 Sustainability Statement, the most significant changes in the scope of consolidation are the spin-off of the North American business, and the divestments of Nigeria and Karbala Cement Manufacturing Ltd in Iraq. In order to ensure full reporting of environmental aspects, Jordan is still included in the 2025 performance data, as it was consolidated for the majority of the year (divestment closed in December 2025). For the purpose of year-end headcount alignment, the Employee disclosure tables (S1-1 to S1-13) exclude Jordan as of December 31, 2025.

Entities in Peru & Guatemala were acquired in late 2024 and are gradually adopting the reporting process. In 2025, they reported Human rights, Employee, Energy and CO_2 emissions data. They will complete all other non-financial reporting by end of 2026.

Throughout this report, the 2024 and 2023 figures have been restated in line with the 2025 scope of consolidation.

For the purpose of certain outstanding financial instruments within the Group, which refer to the baselines of certain sustainability performance indicators that were established by reference to an earlier scope of consolidation, these changes constitute a significant change to the structure of the Group. As such, they constitute a recalculation event (as determined in good faith by the Group) requiring the relevant baselines to be recalculated. EY, has independently verified the restatements of the baselines of these sustainability indicators. See pages 134-137 of this report for EY's assurance statement and the list of sustainability indicators verified.

Disclosures stemming from other frameworks

Our disclosures are also informed by and cross-referenced with other leading frameworks, including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the Taskforce on Climate-related Financial Disclosures (TCFD), and the Taskforce on Nature-related Financial Disclosures (TNFD). Detailed content indices are provided on pages 140-152 of this report.

Incorporation by reference

Our CSRD content index on pages 140-146 of this report lists all of the ESRS disclosure requirements under ESRS 2 and the topical ESRS standards which are material to Holcim. The content index shows where to find information relating to specific disclosure requirements that lie outside of the 2025 Sustainability Statement and are 'incorporated by reference'. Our 2025 Annual Report Executive Summary, 2025 Governance & Risk Report, 2025 Compensation Report, and 2025 Financial Report are published as separate reports.

Reporting cycle

Holcim will continue to report annually. We have launched a three-year implementation plan to achieve full compliance with the Corporate Sustainability Reporting Directive (CSRD), supported by a progressive expansion of assurance to cover the full Sustainability Statement. 2025 was the first year of this roadmap, during which we voluntarily increased both disclosure depth and assurance coverage. We aim to reach full CSRD compliance by 2027.

PRODUCING ASSETS INCLUDED IN EVALUATION

	Unit	2023 restated	2024 restated	**2025**
Cement producing sites including grinding and blending	#	107	107	**112**
Aggregates sites	#	299	305	**269**
Asphalt sites	#	44	48	**47**
Ready-mix and concrete product sites	#	906	960	**967**
Quarries operated	#	382	398	**408**

GOV-1 – THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

Effective governance is the bedrock of our strategy, ensuring sustainability is steered from the highest level of the organization. The Board of Directors holds ultimate responsibility for our NextGen Growth 2030 strategy, including our climate and nature roadmaps.

Composition and diversity

The composition of the Board of Directors is well balanced in terms of diversity, nationality, cultural background, and tenure. The Board is composed of 10 members, is 100% independent and highly diverse, with 40% female representation and members of nine different nationalities. Full biographies of the Board of Directors members and further details on their expertise can be found in the 2025 Governance & Risk Report on pages 12-16.

Sustainability expertise

The Board of Directors has significant sustainability expertise across all our material sustainability topics. Holcim assesses the Board's Environmental, Social, and Governance (ESG) competencies, with a specific evaluation of its climate change expertise. This assessment of the Board's competencies considers each director's relevant background, industry knowledge, and experience, and includes a structured self-evaluation process.

CLIMATE CHANGE EXPERTISE

The different levels of expertise are defined as follows:

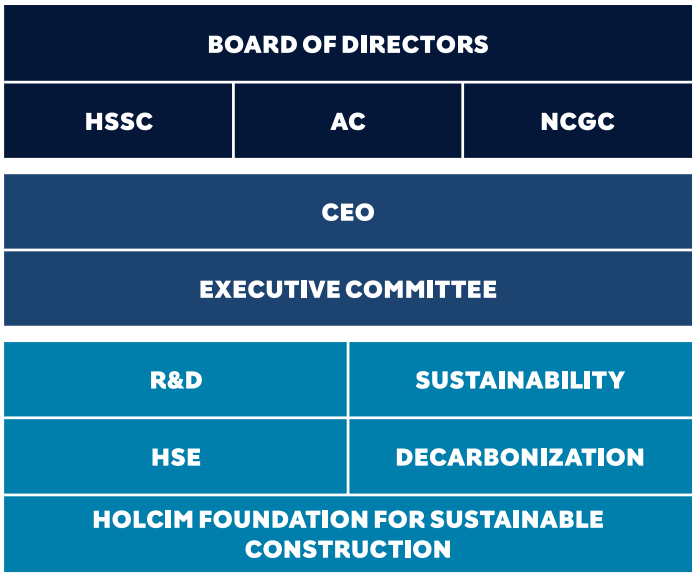
- **Significant expertise –** Substantial knowledge and/or practical experience on the topic — 60%
- **Experienced –** Relevant knowledge and/or indirect experience through interacting with or having undertaken internal training on the topic — 20%
- **Awareness –** General knowledge and/or limited experience — 20%

To enhance the Board's sustainability competencies (e.g., on climate topics), our internal subject matter experts offer Board members training on sustainability topics such as climate, nature, and human rights. These experts are also invited to present specific topics of high materiality to the Board. Relevant topics for discussion concerning climate change and our decarbonization journey include our carbon capture, utilization, and storage projects.

We also organize site visits to deepen understanding of our sustainable offering, circular construction, and sustainability overall. For example, in 2025, the Board visited Holcim's cement plant in Obourg, Belgium, and a ready-mix concrete site in Athens, Greece.

Roles and responsibilities

The Board of Directors has ultimate responsibility for the strategy and overall governance of the company. Through the Audit Committee (AC) and the Health, Safety, and Sustainability Committee (HSSC), the Board oversees Holcim's risk management and internal control process, including ESG-related risks and opportunities.



The HSSC supports and advises the Board of Directors on the development and promotion of a healthy and safe environment for employees and contractors as well as on sustainable development and social responsibility. The HSSC consists of five Board members, who advise the Board on all sustainability-related matters.

The Executive Committee is responsible for executing the sustainability strategy, including approving our DMA, our strategic direction, and our sustainability targets. The Executive Committee is also accountable for our performance on sustainability topics including progress against our targets. Sustainability issues are managed on an operational level by the Chief People & Sustainability Officer (CPSO), an Executive Committee-level position. The CPSO is supported by a core Sustainability team. The core Sustainability team is a cross-disciplinary department responsible for developing and overseeing the deployment of Holcim's sustainability strategy.

GOV-2 – INFORMATION PROVIDED TO AND SUSTAINABILITY MATTERS ADDRESSED BY THE UNDERTAKING'S ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

In 2025, the HSSC held four ordinary meetings. The topics discussed by the HSSC included:

- Health, safety, and environment KPIs and focus areas, in particular the launch of HSE in Action, a comprehensive new engagement framework, and strategic initiatives to reduce air emissions.
- Sustainability focus areas and ESG strategy including:
  - The Group's fourth Climate Report, presented at the 2025 AGM, which received 89.75% approval by shareholders.
  - Review and approval of NextGen Growth 2030 sustainability strategy and updated 2030 targets.
  - Review of rebaselining of sustainability targets included in the long-term incentive plan (LTIP).
  - Quarterly review of progress against climate targets to decarbonize Scopes 1, 2, and 3 and the associated levers.
  - Quarterly review of circularity targets to increase recycling of construction and demolition materials.
  - Quarterly review of progress against nature targets to reduce and replenish freshwater used, as well as a science-based measurable positive impact on biodiversity.
  - Quarterly review of progress against people targets on social initiatives, human rights assessments, and affordable housing programs.
- Holcim's response to adverse events. Mainly geopolitical events, pandemic/epidemic outbreaks, natural disasters.
- Security and resilience program. In particular, the updated governance and key performance indicators.

Say on Climate

Holcim's commitment to climate governance has included voluntarily providing shareholders with a Say on Climate, by submitting a Climate Report to an annual general meeting (AGM) vote. For the past four years, Holcim's annual Climate Report was approved by shareholders.

With the evolution of sustainability standards, we have consolidated our Climate Report and Report on Non-Financial Matters into a single 2025 Sustainability Statement, voluntarily prepared in accordance with CSRD/ESRS. This integration increases the transparency, consistency, and depth of our disclosures for all sustainability topics, including climate.

Shareholders will continue to have a direct say and vote on Holcim's more comprehensive 2025 Sustainability Statement at the 2026 Annual General Meeting, and we will not hold a separate vote on climate. However, to ensure continued oversight, we intend to submit a dedicated vote on the climate strategy to shareholders periodically, or in the event of material strategic changes.

Vote on Sustainability Statement

The 2025 Sustainability Statement satisfies the disclosure requirements mandated by Art. 964a-c of the Swiss Code of Obligation (CO) on non-financial matters and by Art. 964j-l CO regarding the report on due diligence and transparency in relation to minerals and and metals from conflict-affected areas and child labor. At the 2026 Annual General Meeting, shareholders will be invited to vote on the approval of the 2025 Sustainability Statement.

GOV-3 – INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

The executive compensation system is directly linked to our sustainability strategy and to our climate goals in particular. This framework ensures clear accountability for our ESG performance by linking the long-term incentive plan (LTIP) to the Group's sustainability strategy. The sustainability objective encompasses three pillars of the company's sustainability strategy, in line with Holcim's commitment to building a net-zero future with science-based targets for climate, circularity, and nature. The climate pillar focuses on reducing direct Scope 1 CO_2 emissions, while circularity targets the integration of construction demolition materials (CDM) recycled from various infrastructure and residential projects. Lastly, the nature pillar aims to minimize environmental impact by reducing freshwater withdrawal relative to the production of cementitious materials.

Sustainability performance accounts for 10.4% of the CEO's compensation, while representing 8.2% for the remaining members of the Executive Committee.

Comprehensive information regarding the Executive Committee compensation system is provided in the 2025 Compensation Report on pages 7–13.

GOV-4 – STATEMENT ON DUE DILIGENCE

Holcim's due diligence process is a comprehensive and integrated system designed to identify, prevent, mitigate, and account for adverse impacts, including child labor and conflict minerals, throughout its value chain.

Embedding due diligence in governance, strategy and business model

Our Code of Business Conduct (replaced by Code of Ethics as of 1 January 2026) defines high behavioral standards for our employees and business partners. In addition, all Holcim suppliers are required to adhere to the standards within our Code of Conduct for Suppliers (replaced by Supplier Code of Ethics as of 1 January 2026) and to apply the same principles within their supply chain.

Holcim's Third Party Due Diligence Directive provides the governance framework for due diligence, including assigned functional responsibilities for carrying out due diligence.

Focus areas for due diligence include human rights assessments as set out in the Human Rights Directive as well as supply chain due diligence as set out in the Sustainable Procurement Directive.

Holcim's due diligence approach is supported by proactive stakeholder engagement and a comprehensive system for addressing complaints and grievances.

1. Human rights assessments

Identifying and assessing adverse impacts

Proactive stakeholder engagement is a key part of the human rights assessments conducted at both country and site levels.

Holcim employs a robust, risk-based methodology guided by international standards, including the OECD Due Diligence Guidance and the UN Guiding Principles on Business and Human Rights. The process begins with thorough human rights assessments and is informed by external benchmarks such as the UN Human Development Index (HDI) and the Freedom House Index.

Taking actions to address adverse impacts

Any gaps identified in human rights assessments are addressed through action plans.

Tracking and communicating their effectiveness

Holcim tracks the effectiveness of its human rights strategy through a rigorous monitoring framework. Country CEOs oversee the implementation and timely resolution of action plans, with high-risk findings frequently monitored to ensure immediate mitigation.

To verify long-term impact, Holcim conducts triennial reassessments to confirm that previous actions successfully resolved identified issues, and communicates these results annually through Group-level sustainability reporting and direct engagement with Community Advisory Panels (CAPs).

Prevention of child labor in own operations

Holcim is committed to respecting and promoting the rights of people in its own operations, supply chain, and in the communities where it operates. Respect for human and children's rights is fundamental to Holcim's ability to do business across all sites in its operating countries. Children's rights are fully integrated into Holcim's human rights and sustainable procurement programs and standards. In 2021, Holcim signed a pledge to eliminate child labor in global supply chains.[1]

Holcim's commitment is aligned with the principles and values contained in the following internationally recognized regulations:

- ILO Convention No. 138 on Minimum Age.
- ILO Convention No. 182 on the Worst Forms of Child Labour.
- ILO-IOE Child Labour Guidance Tool for Business of 15 December 2015.
- OECD Due Diligence Guidance for Responsible Business of 8 June 2023.

Holcim's efforts to eliminate child labor start with our own operations. For Holcim employees, the Code of Business Conduct explicitly prohibits the exploitation of children, including through child labor. The basic principles provided by the International Labour Organization (ILO) are adopted in Holcim's Human Resources Policy and implemented throughout all business operations.

For the 2025 financial year, Holcim does not have reasonable grounds to suspect any child labor within its own operations.

[1] *endchildlabour2021.org/holcim-ltd*

2. Supply chain due diligence

Identifying and assessing adverse impacts

In all countries, Holcim has processes in place to identify, prevent, and manage potential adverse impacts in its supply chain relating to climate, nature (biodiversity and water), health and safety, security and resilience, social responsibility, human rights, business ethics, and legal compliance.

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, and energy and fuels.

Our due diligence approach begins with qualifying priority suppliers, which consists of regular verifications in the form of self-assessments, fact-finding, or audits to verify compliance. Throughout the process, we engage with suppliers to ensure they understand our expectations and how they will be evaluated.

Taking actions to address adverse impacts

When due diligence uncovers relevant issues, or a supplier does not meet the requirements of the Supplier Code of Conduct, corrective action plans are established and guidance is provided. Holcim monitors progress made and, where appropriate, supports suppliers in developing their capabilities to improve ESG performance. Holcim may terminate relationships with suppliers that breach zero-tolerance requirements and/or suppliers that repeatedly and knowingly violate the Supplier Code of Conduct and/or refuse to implement improvement plans.

Tracking and communicating the effectiveness of these efforts

Holcim's supply chain traceability system monitors every purchase of goods and services, enhancing the ability to trace materials and monitor country-level risks. We also monitor critical and very high-risk suppliers as a further preventative measure. Holcim publicly discloses annual performance indicators.

Holcim cooperates in good faith with any OECD National Contact Point, as required, to address adverse impacts that might arise from stakeholders with regard to principles and standards contained in the OECD Guidelines.

Prevention of child labor in the supply chain

Holcim clearly and actively communicates its commitment and human rights expectations of suppliers and business partners through its Supplier Code of Conduct. The Supplier Code of Conduct, which forms an integral part of contracts and agreements between Holcim and its suppliers, explicitly states that suppliers shall prevent all forms of child labor.

Holcim's supply chain traceability system enhances our ability to trace the origin of the materials purchased. This information is used to monitor the country risk for child labor via the UNICEF Children's Rights in the Workplace Index and the ILO Statistics on Child Labour. Furthermore, Holcim maps and monitors additional tiers of the supply chain as an additional measure to prevent child labor in its supply chain.

Holcim applies a zero-tolerance approach to any form of child labor in its supply chain. In the case of any breach, we will immediately terminate the business relationship in question and remediate the situation.

For more information on Holcim's supply chain, please refer to page 131 of this report.

Statement on metals and minerals from conflict areas

Holcim is committed to maintaining a responsible and ethical supply chain. Based on the information contained in Holcim's supply chain traceability system, Holcim has not placed in free circulation or processed in any country of operation, including Switzerland, any conflict minerals or metals (tantalum, tin, tungsten, and gold) from conflict-affected or high-risk areas in 2025.

3. Stakeholder engagement, complaints, and grievances

In addition to proactive stakeholder engagement, which is embedded in the due diligence procedures, Holcim addresses complaints and grievances received through its global Integrity Line, which supplements numerous site- and community-level grievance mechanisms. All Holcim employees, suppliers, and other interested third parties have access to the Integrity Line, which is an independently operated tool to raise concerns regarding business practices, including human rights and child labor. For more details on the Integrity Line, please refer to the 2025 Governance & Risk Report (page 27).

GOV-5 – RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

Holcim's risk management and internal control processes related to sustainability reporting are fully integrated into our comprehensive enterprise risk management (ERM) framework, which is described in detail in the 2025 Governance & Risk Report.

Oversight on sustainability reporting is primarily assured through a dual committee structure comprising the Audit Committee and the Health, Safety, and Sustainability Committee (HSSC). This approach ensures that both financial and non-financial aspects of risk and reporting receive thorough scrutiny, with the ultimate purpose of providing a high degree of confidence regarding the reliability of sustainability disclosures and ensuring alignment with the overarching NextGen Growth 2030 strategy.

Internal controls implemented to ensure data quality and robustness include:

- Principal sustainability KPIs, namely those relating to Holcim's cement business (Scope 1 and 2 emissions from cement activities), freshwater withdrawal, and circular economy volumes (waste-derived resources and construction demolition materials), are reported monthly through Holcim's financial reporting process and are subject to a rigorous internal verification process. This includes an annual certification process to review the main action plans in progress and to confirm management's responsibility for the quality of internal controls and financial reporting at each relevant level of the Group organization.
- The Axiom digital reporting and analytics platform, as well as internally developed proprietary spreadsheet-based import questionnaire templates, include built-in validation rules to ensure robustness of the reported data. This involves flagging when a value is outside an expected range or deviates significantly from previously reported data, requiring an explanatory comment.
- A robust workflow process is in place, requiring two managers to validate the data and explanations provided in each questionnaire. We have developed validation dashboards to allow entities and subject matter experts to identify values that are out of range.
- Data (such as production, contribution to social initiatives, and number of employees, etc.) is checked against other reporting streams such as SAP and technical reports, as well as for consistency.
- Key Scope 3 KPIs are available on a bi-annual basis, leveraging a data lake to automate extraction from underlying data sources and calculations for each of the Scope 3 categories. The report includes automated controls and sensitivity analyses and is subject to signoff by the functions responsible for the underlying data.

SBM-1 - STRATEGY, BUSINESS MODEL AND VALUE CHAIN

Holcim's NextGen Growth 2030 strategy is disclosed and discussed in detail in the 2025 Annual Report Executive Summary, and on pages 5–50 of this report. Please see pages 64–65 of this report for a description of Holcim's Value Chain.

SBM-2 – INTERESTS AND VIEWS OF STAKEHOLDERS

Engaging with our stakeholders is an integral and continuous process that fundamentally informs our strategy and business model, and is central to how we operate, build trust, and co-create value. Our approach is designed to understand the interests and views of those who influence or are impacted by our business, ensuring their perspectives are embedded in our decision making, from local site level to our global corporate strategy.

Our engagement framework

Our stakeholder engagement is structured across multiple levels to be both strategic and locally relevant. At Group level, we conduct formal consultations to define our core policies. For instance, the development of our Human Rights and Social Policy and the review of our salient human rights risks were the direct result of a global consultation process. This involved in-depth interviews with a wide range of stakeholders, including senior internal executives, international human rights experts, and civil society representatives, as well as canvassing the views of over 200 staff members worldwide. The outcome of this engagement directly shaped the content of the policy and our strategic priorities for risk management.

At the local level, where our operational impacts are most direct, every site is required to maintain a stakeholder map and a specific engagement plan. For our cement plants and grinding units, this is formalized through mandatory Community Advisory Panels, which ensure regular and constructive exchanges with community representatives. Furthermore, engagement with relevant stakeholders is a mandatory step in the planning stages of any new development (e.g., a new quarry) ensuring that we consider local perspectives before projects begin.

Informing strategy and governance

The insights we gain from this multi-layered engagement are critical inputs for our strategy. The dialogue helps us understand stakeholders' perspectives on our business activities and sustainability performance, allowing us to adapt our approach accordingly. The formulation of our Human Rights and Social Policy is a clear example of how stakeholder views have directly led to a change in our strategic framework, while regular engagement calls with investors have resulted in valuable feedback that has helped us increase transparency and improve our disclosures. In addition, we actively engage with our shareholders on our climate transition plan. Shareholders' insights have been instrumental in enhancing our disclosures and refining our strategy. This collaboration has led to significant improvements such as the inclusion of all 15 categories of Scope 3 emissions and enhanced disclosures about our transition CapEx plan, disaggregated by decarbonization lever.

These findings and strategic updates are systematically integrated into our governance. The development of significant Group policies and the updating of salient risks are strategic functions that fall under the oversight of our senior management and, ultimately, the Board of Directors. Information on key stakeholder concerns and the resulting strategic adjustments are therefore communicated to our governing bodies through our established risk management and policy approval processes.

A prime example of our long-term commitment to proactive engagement is our continued support for the Holcim Foundation for Sustainable Construction. This non-profit organization fosters a global dialogue with architects, engineers, and planners to promote sustainable construction. Through its international awards and forums, the Foundation has built a network focused on creating socially inclusive and environmentally sound spaces, demonstrating how we engage with key professional stakeholders to shape a more sustainable future for the entire industry collaboratively.

Building trust with our stakeholders

Our ongoing open and transparent dialogue with key stakeholders brings us valuable insights and enhances our credibility, leading to stronger working relationships and outcomes that drive growth.

	HOW WE ENGAGE	ISSUES WE ENGAGE ON
Employees	Employee surveys, town hall meetings, newsletters, intranet, social media, performance reviews and objective setting, team meetings	Health and safety, labor rights, human rights, working conditions, local impacts, diversity, company and employee performance
Communities	Community advisory panels, plant open days and tours, one-on-one meetings, community forums, public hearings, social media	Local impacts (environmental and social), health and safety, human rights, creating shared value in relation to land rights (e.g., obtaining free, prior, and informed consent)
Investors and financial institutions	Annual general meetings, investor roadshows, one-on-one meetings and calls, investor surveys, rating agency assessments, site visits	Business performance, corporate governance, sustainability (climate, environmental impacts, social impacts), innovation, human rights
Suppliers	Supplier qualification, development and relationship management process, contract negotiations, supplier audits, one-on-one meetings	Business ethics, health and safety, human rights, contract performance, local impacts (environmental and social), innovation, decarbonization and circular economy
Customers	Customer surveys, net promoter score, key account contacts, customer events, local country websites, social media, product and service brochures, contract negotiations	Commercial negotiations, customer satisfaction, sustainable products, product and service innovation, health and safety, human rights
Policymakers	Direct meetings and technical briefings, site and plant visits, public events, committee participation (expert working groups), hearings and public consultations (written briefs and policy papers)	Climate policy, industrial competitiveness, deployment of decarbonization technologies, advancing low-carbon and circular solutions, developing lead markets for low-carbon products
Academia	Direct meetings and technical briefings, site and plant visits, public events (conferences, forums hosted by industry associations and other institutions), committee participation (expert working groups), hearings and public consultations (written briefs and policy papers)	Sustainable construction practices, circular construction, sustainable business models, leadership, regenerative cities, urban resilience
NGOs	Partnerships, forums and panel discussion events, face-to-face meetings, joint projects on biodiversity and circularity, social impact projects (affordable housing, water, education)	Human rights, sustainability (climate, environmental impacts, social impacts), circularity

IRO-1 – DESCRIPTION OF THE PROCESS TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Holcim is committed to regularly identifying and assessing our material impacts, risks, and opportunities. We conducted a comprehensive double materiality assessment (DMA) in line with the European Sustainability Reporting Standards and the EU's Corporate Sustainability Reporting Directive (CSRD).

The material topics identified through this assessment are the cornerstone of our sustainability strategy, ensuring it prioritizes our most relevant sustainability drivers for business growth, while building value and progress for people and the planet.

Our materiality assessment is closely aligned with our enterprise risk management process.

Double materiality assessment (DMA) process

The materiality assessment process, which is aligned with the CSRD's double materiality concept, examines both impact and financial value dimensions in detail. This approach acknowledges that an organization can both influence and be influenced by sustainability matters.

The assessment was guided by our Group sustainability and risk specialists, along with relevant subject matter experts. To ensure objectivity, we partnered with DNV Business Assurance to assist us with the process, providing independent expertise and guidance on aligning with the CSRD and best practices. Our assessment process was designed to align with the CSRD requirements, while integrating the existing group risk universe and the previous materiality assessment. This approach ensured consistency in the scoring of financial risks, as well as expanding the assessment to comprehensively evaluate impacts and opportunities. The assessment was specifically tailored to evaluate the materiality of sustainability topics and their associated impacts, risks, and opportunities across the short term (less than 3 years), medium term (less than 10 years), and long term (up to 2050), as per our enterprise risk management process.

Our process was designed with the following key definitions in mind:

- Financial materiality: The materiality of risks and opportunities based on the potential magnitude of their financial effects and likelihood of occurrence (assessed before any mitigation actions). Collecting information on the type of impact on our business, the estimated financial outcomes, and additional perceptions on topic management.
- Impact materiality: Evaluation of actual and potential (unmitigated) impacts, both positive and negative, within Holcim's value chain. Consideration of these impacts in terms of their scale, scope, irremediable character, and likelihood.

We completed our assessment in three key stages:

1. Horizon scanning, key issues review, and process design

2. Stakeholder engagement

3. Analysis, insights, and validation

1. Horizon scanning, key issues review, and process design

In the initial phase of our process, we conducted an in-depth review of sustainability matters that could significantly influence Holcim's financial success or have an impact on society and/or the environment. This review encompassed both current and future perspectives, examining our materiality topics identified in previous years and updating these using insights from our latest information, including Group risks, strategy, climate, and value chain activities.

We identified an initial list of topics covering environmental, social, governance, and market focus areas. Topics and their definitions were updated to reflect the current context, such as expanding digital transformation to encompass AI and cybersecurity, and expanding energy consumption to include Holcim's vulnerability to fluctuating fuel prices and its ability to switch to alternative fuels.

We mapped these topics against the ESRS 1 application requirements list of sustainability matters, with relevant subtopics included where applicable to Holcim's operations.

Key to our assessment was identifying where in Holcim's value chain our material impacts, risks, and opportunities were likely to occur. Holcim's value chain was integrated into the survey design to ensure the finalized topic list considered all potentially material sustainability matters relating to our direct and indirect activities.

2. Stakeholder engagement

We recognize that our stakeholders' priorities are constantly evolving and that it is important for us to regularly capture their views. As such, our assessment leveraged Holcim's internal stakeholder expertise on impacts, risks, and opportunities for the business, as well as knowledge of our external impacts on society and/or the environment. We continue to proactively and transparently engage with our external stakeholders as well, and reached out directly for their views in this same assessment.

We conducted a stakeholder mapping exercise designed to ensure representation of all of Holcim's key stakeholder groups, internally and externally. This process identified over 600 internal stakeholders and more than 300 external stakeholders for inclusion in the assessment. Internal stakeholders represented all key functions, including Environment, Health and Safety, Operations, Sales/Commercial, Finance, Human Resources, Supply Chain, Marketing/Communications, Audit and Risk Management, General Counsel/Board, Corporate Affairs/Investor Relations. External stakeholders represented all key groups including customers, suppliers, investors/banking partners, non-governmental organizations, industry groups/bodies, architects/specifiers, workers' unions/trade associations, academia, local governmental/regulators, and joint ventures.

Stakeholders were selected to encompass a wide range of categories, including affected stakeholders and users of sustainability statements. Stakeholders with relevant sustainability expertise were identified as well as those able to reflect our global operations (diversified geographical representation). We developed two distinct stakeholder surveys, tailored for our internal and external stakeholders. Stakeholders received an accompanying survey guide to provide them with details of topic definitions and scoring criteria.

The surveys were designed to score the topics against the criteria. Internal stakeholders assessed the financial materiality of topics and external stakeholders assessed the impact materiality of topics.

Stakeholders were asked to provide a score from 1 (low) to 4 (very high), a scale that aligns with our Group enterprise risk management system and risk universe framework. The criteria were designed to use the risk descriptors from the risk universe framework, while also integrating impacts and opportunities and transitioning from an event-based to a topic-based assessment. Furthermore, the scoring criteria were crafted to gather insights on topics of strategic importance to our external stakeholders, reflecting their relationship in doing business with us. Stakeholders could answer additional detailed questions if they had relevant knowledge and expertise on a particular topic they believed to be of high/very high impact. Respondents were always provided with an option to select "unsure" to avoid skewing the results if they were not informed on a certain topic. Stakeholders were also given the opportunity to provide details of additional topics not included in the potentially material topic list.

3. Analysis, insights, and validation

We received over 400 responses: 357 internal responses and 87 external responses.

Responses were assessed for any potential skewing of results by dominant stakeholder groups and any significant variances in responses. Weighting of responses was not deemed necessary, as we received sufficient responses from all stakeholder groups surveyed. The materiality of topics was determined by the proportion of stakeholders who rated each topic as having a high or very high financial impact or a high or very high impact on society and/or the environment (actual/potential and positive/negative) over the next one to three years. Responses were also analyzed by stakeholder category and geographical location to gain more specific insights. Qualitative open-ended questions were also reviewed for additional insights.

The results were overlaid with information from internal subject matter experts' assessments of ESRS materiality, to reach a final list of material topics and subtopics mapped to ESRS. Senior governance stakeholders, including our VP of Sustainability, CPSO, CFO, and CEO then provided feedback and validation. Their input led to the consolidation of topics with a similar nature and scores. The materiality priority thresholds were ultimately validated and approved by the Health, Safety, and Sustainability Committee in February 2025.

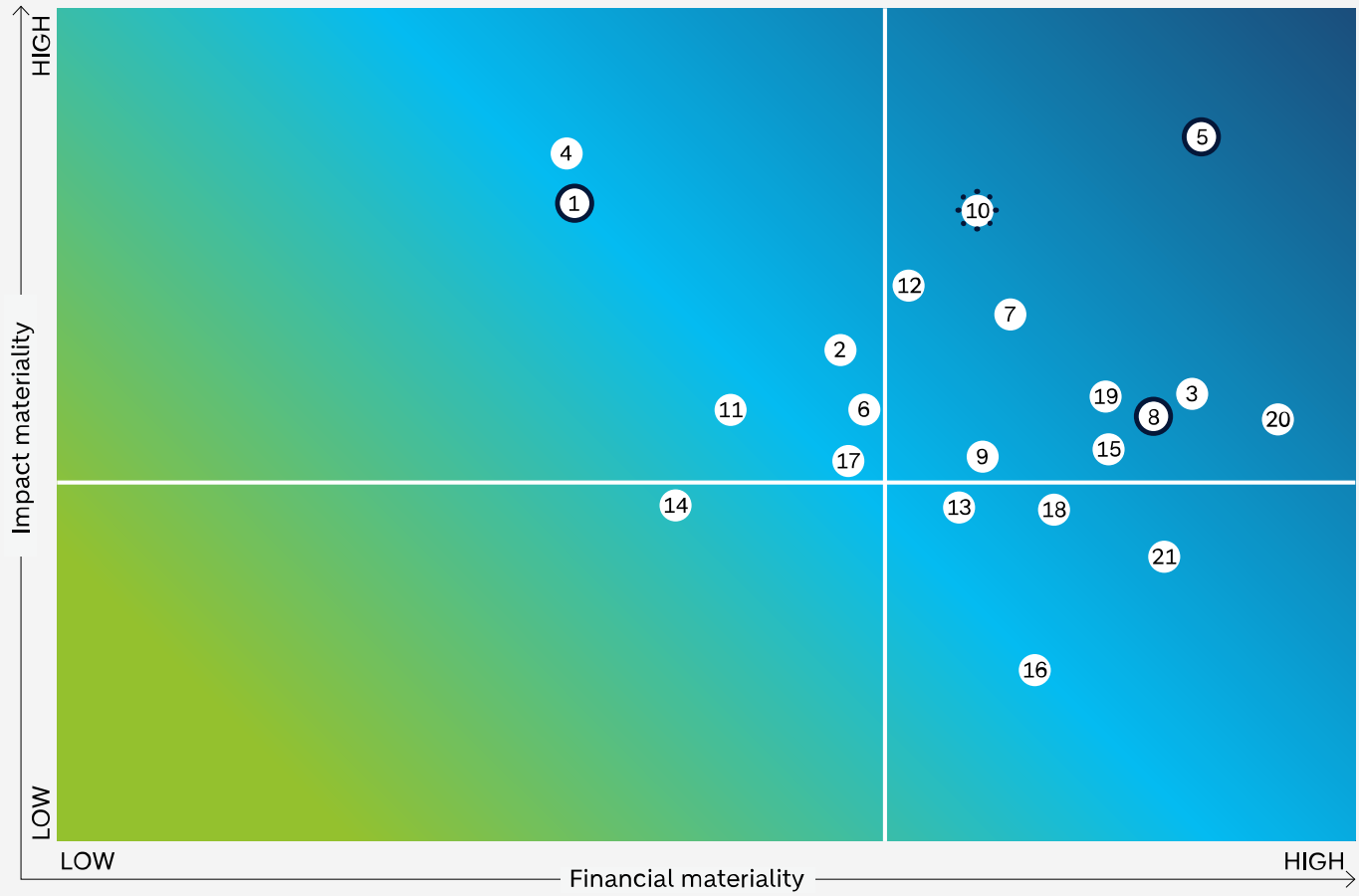
In October 2025, Holcim's sustainability and risk specialists, together with relevant subject matter experts, reviewed the material topics identified in the 2024 assessment. The review concluded that there were no material changes since the previous assessment except for "Responsible Advocacy and Public Policy", which was elevated in impact materiality.

Results

The DMA results are presented in Holcim's double materiality matrix (page 63 of this report) that maps our material priorities, with the financial impacts on the x-axis and the impact materiality on the y-axis. In the top right quadrant are the most material topics for Holcim in terms of both financial and impact materiality.

You can find further details on our double materiality assessment – including the process steps, value chain mapping, stakeholder mapping, an analysis of the qualitative and quantitative results, as well as the validation steps – here: *holcim.com/materiality-assessment*

DOUBLE MATERIALITY MATRIX



ENVIRONMENTAL

1. Biodiversity, ecosystems, and water management
2. Climate change adaptation and resilient infrastructure
3. Energy and alternative fuels
4. GHG emissions in the value chain (indirect)
5. Operational GHG emissions (direct)
6. Operational waste management
7. Pollution (air)
8. Resource use and circular economy

SOCIAL

9. Human rights and labor practices
10. Occupational health and safety
11. Responsible procurement
12. Social impact and community engagement
13. Talent attraction, diversity, and inclusion

GOVERNANCE

14. Corporate communications
15. Corporate governance, ethics, and compliance
16. Digitalization, AI, and cyber security
17. Responsible advocacy and public policy
18. Responsible pricing

MARKET

19. Green CapEx and innovation
20. Product quality
21. Sustainable financial returns

Material topics linked to long-term incentives scheme

Material topic linked to annual incentives scheme

HOLCIM VALUE CHAIN

UPSTREAM

Raw material sourcing

Raw materials: Includes limestone (the primary component of clinker) and aggregates such as sand, gravel, and crushed stone.

Alternative raw materials: Includes basic elements (Ca, Si, Fe, Al, S), recycled construction demolition materials (CDM), waste from other industries such as slag and fly ash, and innovative mineral components such as calcined clay, pozzolana, and reclaimed ashes.

We are partially replacing clinker with these mineral components to significantly reduce the carbon intensity of our cement.

Energy sourcing

We are transitioning to alternative fuels such as biomass and waste-derived resources, substituting traditional fossil fuels (e.g., coal, petcoke) used in cement kilns.

We are generating our own electricity and benefiting from the grid electricity shift to more renewable sources. We are decarbonizing the electricity we consume through long-term PPAs and on-site generation from wind, solar, and waste heat recovery.

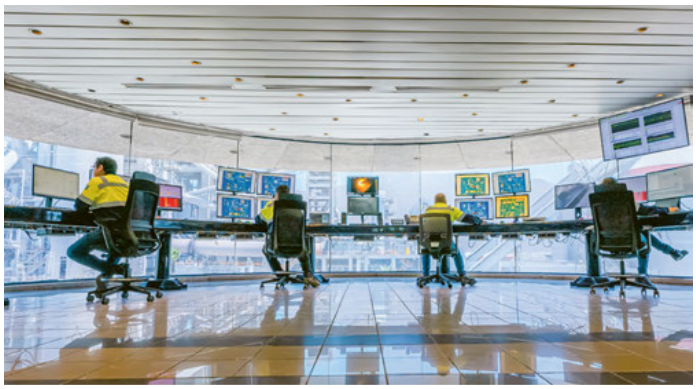
Transport logistics

We are utilizing advanced digital and AI-driven solutions to optimize our logistics, reduce transport distances, and cut emissions. Our transport network utilizes various modes of transport, including trucks, rail, and ships.

Supply chain management and due diligence

We manage supplier relationships through procurement contracts that emphasize sustainability. Direct suppliers include quarry operators, mining companies, waste management firms, energy providers, as well as equipment and machinery manufacturers and service providers. Although influence decreases further up the supply chain, Holcim promotes responsible practices through policies and processes. We consistently enforce our Code of Business Conduct for Suppliers (replaced by Supplier Code of Ethics as of 1 January 2026), Sustainable Procurement Directive, and Workers in the Value Chain Directive to ensure that suppliers adhere to human rights, labor rights, and environmental standards by actively engaging with them. We also assess and manage ESG risks through a risk-based methodology that includes supplier audits.

OWN OPERATIONS



Manufacturing and production

Clinker and cement: Holcim produces clinker and cement at over 100 plants worldwide. Activities include quarrying limestone, as well as producing and grinding of clinker and materials to produce cement.

Aggregates: Holcim produces aggregates (sand, gravel, and crushed stone) at over 250 sites. Activities include extraction, crushing, screening, and washing of aggregates. Quarry rehabilitation to foster biodiversity takes place simultaneously with extraction work.

Ready-mix concrete: Holcim produces ready-mix concrete at over 950 sites. The production process involves mixing cement with aggregates, water, and admixtures.

Building Solutions: Holcim manufactures roofing and walling systems, insulation, and specialty building solutions, such as mortars, tile adhesives and façades, and coatings at specialized facilities.

People

Employees: Holcim aims to create the best workplace by nurturing talent and engaging our employees. Our over 45 000 people reinforce Holcim's culture of performance and value creation for our people, customers, and shareholders, every single day.

Health and safety: Holcim aims to protect the physical, mental, and social wellbeing of its people. That means conducting our business with zero harm and providing a healthy and safe environment for employees, contractors, communities, and customers.

Innovation

Holcim invests in research and development for innovative products and processes. Our focus is on low-carbon formulations, use of alternative fuels and raw materials, and the development of digital solutions, reinforced by AI.

Holcim is decarbonizing its products with innovative formulations. Our low-carbon ECOPlanet cement and ECOPact concrete deliver at least 30% lower CO_2 emissions compared to conventional alternatives.

We are investing in carbon capture utilization and storage (CCUS).

Holcim MAQER Ventures invests in exciting startups to enable scaling of breakthrough technologies.

HOLCIM VALUE CHAIN

DOWNSTREAM

Customers/distributors

Holcim has a diverse range of customers, including construction companies, developers, distributors and retailers, as well as individual homeowners for renovation and repair.

We distribute products through various channels. These channels include direct sales to large construction projects, sales through distributors and retailers, and delivery to customer sites using Holcim's or third-party logistics providers.

In building long-term relationships with our customers and partners, we provide technical support, sustainable solutions, and our HOLCIM+ digital ecosystem that enhances service and performance.

Building materials and solutions

Holcim develops high-value solutions to meet our customers' needs. We deliver a broad range of sustainable, circular, energy-efficient, nature-positive and resilient, and smart building solutions, from end to end.

Holcim's advanced roofing, insulation, and building systems featuring premium brands like PRB and ZinCo, are designed to enhance energy efficiency, bring nature into cities, and make construction more sustainable.

Community

Holcim engages with local communities to create long-term shared value through initiatives focused on job creation, education, affordable housing, and skills development, to enhance livelihoods.

Circularity

Recycling: Holcim currently runs 109 circular construction hubs in or near major metropolitan areas worldwide.

Holcim is scaling its ECOCycle technology to process construction demolition materials (CDM) into new building solutions. CDM is reintegrated as recycled aggregates, mineral components in cement, and inputs for ECOPact concrete, enabling circular construction at scale.

Geocycle: At Geocycle, we transform non-recyclable waste into alternative fuels and raw materials in our operations, reducing landfill dependency and GHG emissions.

SBM-3 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

Our 2025 double materiality assessment confirmed our most material topics, led by climate change, circularity, resource use, and health and safety. We view these topics as the drivers of our commercial strategy and future growth.

The following tables list the impacts, risks, and opportunities (IROs) identified and assessed as material. Brief descriptions are provided, along with an indication of whether each IRO relates to our own operations (OO) or the value chain (VC), and its associated time horizon (short, medium, or long term). More information on each IRO, including how we manage them, can be found on the pages listed below.

ENVIRONMENT

Impact, risk, and opportunity (IRO)	Type	Time horizon	Value chain	Reference
ESRS E1 – Climate change				
Operational GHG emissions (direct emissions) Holcim's operations, particularly cement production, lead to the release of greenhouse gases into the atmosphere. These direct emissions represent an actual negative impact on the environment.	I (-)	ST, MT, LT	OO	Pages 17–30
GHG emissions in the value chain (indirect emissions) Third-party activities, upstream and downstream of Holcim's operations, lead to the release of greenhouse gases into the atmosphere. These indirect emissions represent an actual negative impact on the environment.	I (-)	ST, MT, LT	VC	Pages 17, 31–33
Exposure to carbon pricing mechanisms Holcim's CO_2 emissions are subject to taxation under regulated and voluntary carbon markets, leading to higher operational costs and increased investments in advanced technologies to meet stricter emissions limits.	R	ST, MT, LT	OO	Page 73
Ineffective deployment of low-carbon technologies Delays or uncompetitive deployment of low-carbon technologies, such as carbon capture, utilization, and storage (CCUS), could lead to sustained greenhouse gas emissions, resulting in higher operational costs from carbon pricing and reputational damage.	R	ST, MT, LT	OO, VC	Page 74
Unfavorable market conditions for low-carbon products Weak demand, low pricing, slow adoption, ineffective marketing, or insufficient alignment of low-carbon product development with market trends could lead to reduced financial performance, negatively affecting Holcim's market position and sustainable growth.	R	ST, MT, LT	OO, VC	Page 74
Price of raw materials and natural resources (also applies to E4 and E5) Rising prices or restricted availability of raw materials and natural resources needed for Holcim's operations could disrupt production processes, leading to increased operational costs and lost sales opportunities.	R	ST, MT, LT	VC	Page 77
Unsubstantiated environmental claims and climate liabilities Inaccurate, undocumented, or misleading sustainability claims and marketing practices, including climate action failure, could undermine stakeholder confidence, potentially leading to legal claims with financial and reputational consequences.	R	ST, MT, LT	OO VC	Page 74
Asset and operational exposure to natural hazards Holcim's exposure to acute and chronic natural hazards, such as floods, storms, or extreme temperatures, could lead to operational disruptions and damage assets, ultimately resulting in financial losses.	R	ST, MT, LT	OO, VC	Page 75
Use of lower emission sources of energy The substitution of traditional fuels with lower-emission energy sources could reduce Holcim's greenhouse gas emissions and its exposure to carbon pricing, ultimately reducing operational costs and enhancing competitiveness.	O	ST, MT, LT	OO, VC	2025 Governance & Risk (GR) Report Page 32
Access to competitive and decarbonized energy Securing access to competitive and decarbonized energy, including investing in renewable projects, could enhance capital availability by attracting investors who favor low-carbon products. This could also lead to reputational benefits, resulting in higher demand for such products.	O	ST, MT, LT	OO, VC	Page 75
Capitalizing on the demand for low-carbon products The growing demand for low-carbon products creates an opportunity to strengthen Holcim's market position and drive revenue growth by directly responding to evolving customer preferences.	O	ST, MT, LT	OO, VC	Page 76

Type: I (-) = Negative impact; R = Risk; O = Opportunity
Time horizon: ST = Short term; MT = Medium term; LT = Long term
Value chain: OO = Own operations; VC = Value chain

Impact, risk, and opportunity (IRO)	Type	Time horizon	Value chain	Reference
ESRS E2 – Pollution				
Pollution of air Emissions of byproducts, dust, and harmful chemicals could lead to the degradation of local air quality, resulting in potential negative impacts on the environment and human health, including workers and nearby communities.	I (-)	ST, MT	OO, VC	Page 95
Air pollution management Emissions of byproducts, dust, and harmful chemicals exceeding regulatory limits lead to non-compliance with environmental standards, potentially resulting in penalties and reputational damage.	R	ST, MT	OO, VC	GR Report Page 32
Pollution of water Wastewater discharges and pollutant runoff from production activities could lead to the degradation of water quality, resulting in potential negative impacts on marine ecosystems and local water users.	I (-)	ST, MT	OO, VC	Page 96
Water pollution management Wastewater discharges and pollutant runoff from production activities could lead to non-compliance with environmental standards, potentially resulting in penalties and reputational damage.	R	ST, MT	OO, VC	GR Report Page 32
ESRS E3 - Water and marine resources				
Operational water use Holcim's operational water use could contribute to water scarcity, particularly in water-stressed regions, leading to actual negative impacts on ecosystems and local water users.	I (-)	ST, MT, LT	OO	Page 98
Nature-related policy and regulatory changes (also applies to E4) More stringent regulations on quarry rehabilitation, biodiversity, and water management could require Holcim to adapt its operations, potentially resulting in increased compliance costs.	R	ST, MT	VC	Page 77
Slow adoption of nature-friendly technologies (also applies to E4) The slow adoption of technologies that reduce environmental impacts, reliance on natural resources, or improve resource efficiency, could lead to delays in Holcim's nature-positive transition, resulting in reputational damage.	R	ST, MT	OO	Page 77
Changes in perception of Holcim's nature impacts (also applies to E4) Unfavorable stakeholder perception of Holcim's actual or potential negative impacts on biodiversity, ecosystems, and natural resources could lead to reputational damage and impact its competitive positioning.	R	ST, MT	OO	Page 78
Liability arising from nature claims (also applies to E4) Evolving laws and regulations as well as potential litigation in relation to Holcim's commitments on biodiversity, ecosystems, and water management could result in financial and reputational consequences.	R	ST, MT	OO	Page 78
Capitalizing on the demand for nature-friendly products (also applies to E4) The growing demand for products with lower impacts on nature creates an opportunity to strengthen Holcim's market position and drive revenue growth by responding directly to evolving customer preferences.	O	ST, MT	VC	Page 79
ESRS 4 - Biodiversity and ecosystems				
Biodiversity and ecosystems impacts Holcim's use of natural resources, notably through quarrying activities, could contribute to biodiversity loss and ecosystems degradation, resulting in actual negative impacts on the environment.	I (-)	ST, MT, LT	OO, VC	Page 101
Biodiversity management Inadequate or insufficient biodiversity management plans across the project life cycle could lead to increased costs related to penalties or corrective compliance measures. See "Liability arising from nature claims"	R	ST, MT, LT	OO, VC	Page 78

Type: I (-) = Negative impact; R = Risk; O = Opportunity
Time horizon: ST = Short term; MT = Medium term; LT = Long term
Value chain: OO = Own operations; VC = Value chain

Impact, risk, and opportunity (IRO)	Type	Time horizon	Value chain	Reference
ESRS 5 – Circularity				
Business expansion through circular building practices The growing demand for circular products and solutions creates an opportunity to strengthen Holcim's market position and drive revenue growth by responding directly to evolving customer preferences.	O	ST, MT, LT	OO, VC	Page 75
Operational efficiency through resource optimization Optimizing material use and adopting energy efficiency measures across operations could lead to reduced operating costs, supporting Holcim's financial performance and transition to a low-carbon and circular economy.	O	ST, MT, LT	OO	Page 79

SOCIAL

Impact, risk, and Opportunity (IRO)	Type	Time horizon	Value chain	Reference
ESRS S1 – Own workforce				
Occupational health and safety The exposure to occupational hazards inherent in Holcim's operations could lead to injuries, illnesses, or fatalities among employees, resulting in actual and potential negative impacts on the workforce.	I (-)	ST, MT	OO	Page 119
Occupational health and safety management Inadequate management of occupational hazards could lead to injuries, illnesses, or fatalities, resulting in operational disruptions, with potential legal and reputational consequences.	R	ST, MT	OO	GR Report Page 33
Diversity and inclusion Perceived insufficient diversity and inclusion in the workplace could reduce employee well-being and engagement at Holcim, resulting in potential negative impacts on the workforce.	I (-)	ST, MT	OO	GR Report Page 33
Discrimination and harassment Perceived shortcomings in upholding fair treatment, equal opportunity, and respectful conduct at Holcim workplaces could erode organizational well-being, resulting in potential negative impacts on the workforce.	I (-)	ST, MT	OO	GR Report Page 33
Talent attraction and retention Failure to attract and retain skilled workers could create operational gaps and capability constraints, hindering Holcim's ability to meet its business objectives.	R	ST, MT	OO	GR Report Page 33
ESRS S2 – Workers in the value chain				
Occupational health and safety in supply chain The exposure to occupational hazards inherent in Holcim's value chain could lead to injuries, illnesses, or fatalities among suppliers, contractors, or logistics partners, resulting in actual and potential negative impacts.	I (-)	ST, MT	VC	Page 126
Health and safety in the supply chain Inadequate management of occupational hazards among suppliers, contractors, or logistics partners could lead to injuries, illnesses, or fatalities, resulting in supply disruptions, with potential legal and reputational consequences.	R	ST, MT	VC	GR Report Page 33
Working conditions in the supply chain Inadequate implementation of labor standards among suppliers, contractors, or logistics partners – including fair wages, working hours, and freedom of association – could result in supply disruptions, legal liabilities, and reputational damage.	R	ST, MT	VC	GR Report Page 33
Discrimination and harassment in the supply chain Inadequate implementation of fair treatment, equal opportunity, and respectful conduct in the workplace among suppliers, contractors, and logistics partners could lead to legal claims, with potential sanctions and reputational damage.	R	ST, MT	VC	GR Report Page 33
Forced or child labor in high-risk supply chains Sourcing materials or services from regions or sectors with prevalent forced or child labor could lead to litigation, with potential sanctions and reputational damage	R	ST, MT	VC	GR Report Page 33

Type: I (-) = Negative impact; R = Risk; O = Opportunity
Time horizon: ST = Short term; MT = Medium term; LT = Long term
Value chain: OO = Own operations; VC = Value chain

Impact, risk, and opportunity (IRO)	Type	Time horizon	Value chain	Reference
ESRS S3 – Affected communities				
Health and safety impacts on communities Proximity to Holcim's sites could lead to health issues for people and local communities due to dust and other emissions inherent in its operations, resulting in potential negative impacts on communities.	I (-)	ST, MT	OO, VC	GR Report Page 33
Impacts on community livelihoods and land use Holcim's operations and land use practices could lead to reduced local livelihoods and limited access to land, resulting in potential negative impacts on communities.	I (-)	ST, MT	OO, VC	Page 78
Security-related impacts on communities Unlawful or abusive practices by private security providers could lead to physical harm and erode trust, resulting in potential negative impacts on communities.	I (-)	ST, MT	OO, VC	GR Report Page 31
Impacts on community cultural heritage Holcim's operations could lead to alterations to cultural heritage sites and practices, resulting in potential negative impacts on communities.	I (-)	ST, MT	OO, VC	Page 78

GOVERNANCE

Impact, risk, and opportunity (IRO)	Type	Time horizon	Value chain	Reference
ESRS G1 – GOVERNANCE				
Legal and compliance requirements Breaches of laws and regulations governing business conduct – including anti-bribery and corruption, fraud, unfair competition, trade sanctions, export controls, and unauthorized use of personal data – could lead to legal penalties and reputational damage, ultimately impacting Holcim's operational and financial performance.	R	ST, MT	OO	GR Report Page 34
Data protection and privacy Inadequate protection of personal and sensitive data in Holcim's operations and systems could lead to legal penalties and reputational damage, ultimately impacting Holcim's operational and financial performance.	R	ST, MT	OO	GR Report Page 34
Responsible advocacy and public policy Advocacy or public policy engagement perceived as inconsistent with ethical standards or stakeholder expectations could lead to a loss of trust and increased regulatory scrutiny.	R	ST, MT, LT	OO	Page 37
Responsible pricing Pricing practices perceived as unfair, non-transparent, or misaligned with market or ethical standards could lead to legal penalties and reputational damage.	R	ST, MT	VC	GR Report Page 34
Digitalization, AI, and cybersecurity Cyber attacks, data breaches, or inadequate management of artificial intelligence and digital systems could lead to financial losses and operational disruptions, with potential reputational damage.	R	ST, MT	OO	GR Report Page 34

ENTITY SPECIFIC

Impact, risk and opportunity (IRO)	Type	Time horizon	Value chain	Reference
Product quality Failure to meet customer expectations or maintain consistent product quality could lead to customer dissatisfaction and loss of market share, negatively affecting Holcim's financial performance and brand reputation.	R	ST; MT	VC	

Type: I (-) = Negative impact; R = Risk; O = Opportunity
Time horizon: ST = Short term; MT = Medium term; LT = Long term
Value chain: OO = Own operations; VC = Value chain

INTERDEPENDENCIES BETWEEN IMPACTS, RISKS, AND OPPORTUNITIES (IROs)

Impact, risk, and opportunity (IRO)
ESRS E1 – Climate change
Operational GHG emissions (direct emissions) This actual negative impact could result in: 1) the transition risk "Exposure to carbon pricing mechanisms", as direct emissions increase financial liability under carbon taxation schemes; 2) the transition risk "Ineffective deployment of low-carbon technologies", since failure to reduce direct emissions demonstrates ineffective adoption of the necessary low-carbon technologies; 3) the physical risk "Asset and operational exposure to natural hazards", given that direct emissions contribute to climate change, thereby increasing the frequency and severity of natural hazards that could potentially affect Holcim's assets and operations.
GHG emissions in the value chain (indirect emissions) This actual negative impact could result in: 1) the transition risk "Exposure to carbon pricing mechanisms", as indirect emissions increase financial liability under carbon taxation schemes; 2) the transition risk "Ineffective deployment of low-carbon technologies", since failure to reduce indirect emissions demonstrates ineffective adoption of the necessary low-carbon technologies; 3) the physical risk "Asset and operational exposure to natural hazards", given that indirect emissions contribute to climate change, thereby increasing the frequency and severity of natural hazards that could potentially affect Holcim's assets and operations.
ESRS E2 – Pollution
Pollution of air This potential negative impact could result in the risk "Air pollution management", given that the degradation of local air quality due to the emission of byproducts, dust, and harmful chemicals exceeding regulatory limits would lead to non-compliance with environmental standards, potentially resulting in penalties and reputational damage.
Pollution of water This potential negative impact could result in the risk "Water pollution management", given that the degradation of water quality due to wastewater discharges and pollutant runoff from production activities would lead to non-compliance with environmental standards, potentially resulting in penalties and reputational damage.
ESRS 4 – Biodiversity and ecosystems
Biodiversity and ecosystems impacts This actual negative impact could result in the risk "Biodiversity and ecosystems management", since the degradation of biodiversity and ecosystems indicates inadequate biodiversity management plans across the project life cycle, which could lead to increased costs related to penalties or corrective compliance measures.
ESRS S1 – Own workforce
Occupational health and safety This actual and potential negative impact could result in: 1) the risk "Occupational health and safety management", as inadequate workplace safety standards increase the risk of injuries, illness, and fatalities among employees; 2) the risk "Health and safety in the supply chain", as weak occupational health and safety practices within the company's own operations could translate to inadequate health and safety standards across the supply chain, thereby increasing the risk of injuries, illness, and fatalities among suppliers, contractors, or logistics partners.
Diversity and inclusion This potential negative impact of Holcim's activities could result in: 1) the risk "Talent attraction and retention", since low diversity and inclusion reduces overall workplace productivity and well-being; 2) the risk "Working conditions in the supply chain", as weak diversity and inclusion practices within the company's own operations could translate to inadequate diversity and inclusion standards across the supply chain, thereby increasing the risk of reduced employee well-being and engagement among suppliers, contractors, or logistics partners.
Discrimination and harassment This potential negative impact could result in: 1) the risk "Talent attraction and retention", since discrimination and harassment could reduce overall workplace productivity and well-being; 2) the risk "Discrimination and harassment in the supply chain", as weak practices against discrimination and harassment within the company's own operations could translate to inadequate discrimination and harassment standards across the supply chain, thereby increasing the risk of reduced workplace productivity and well-being among suppliers, contractors, or logistics partners.

IRO-2 – DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE UNDERTAKING'S SUSTAINABILITY STATEMENT

Holcim has adopted the ESRS on a voluntary basis for its 2025 Sustainability Statement. The 2025 CSRD content index, found on pages 140–146 of this report, provides a comprehensive mapping of all the ESRS disclosure requirements we have reported on, ensuring full transparency.

ESRS STANDARD	ESRS SUBTOPICS	MATERIAL TO HOLCIM
E1 Climate change	Climate change mitigation	Yes
	Climate change adaptation	Yes
	Energy	Yes
E2 Pollution	Pollution of air	Yes
	Pollution of water	Yes
	Pollution of soil	No
	Substances of concern or very high concern	No
	Pollution of living organisms and food resources	No
	Microplastics	No
E3 Water & marine resources	Water	Yes
	Marine resources	No
E4 Biodiversity & ecosystems	Direct impact drivers of biodiversity loss	Yes
	Impact on the state of species	Yes
	Impact on the extent and condition of ecosystems	Yes
	Impact and dependencies on ecosystem services	Yes
ES Resource use & circular economy	Resource inflows including resource use	Yes
	Waste	Yes
	Resource outflows related to products and services	Yes
S1 Own workforce	Working conditions	Yes
S2 Workers in the value chain	Equal treatment and opportunities for all	Yes
	Other work-related rights	Yes
S3 Affected communities	Communities' economic, social and cultural rights	Yes
	Communities' civil and political rights	No
	Rights of Indigenous peoples	Yes
S4 Consumers and end-users*		No
G1 Business conduct	Corporate culture	Yes
	Protection of whistleblowers	Yes
	Political engagement and lobbying activities	Yes
	Management of relationships with suppliers including payment	Yes
	Corruption & bribery	Yes
	Animal welfare	No

* S4 "Consumers and end-users" was not aligned to the universe of topics defined by Holcim and stakeholders did not raise this as a mission area when asked if any potentially material topics were missing in the surveys. S4 was hence not assessed as material in the DMA.

ENVIRONMENTAL DISCLOSURES

ENVIRONMENTAL IROS

Climate- and nature-related risks and opportunities

Holcim has implemented a comprehensive framework to manage climate- and nature-related risks and opportunities. This includes identifying, assessing, mitigating, and monitoring our exposure to climate- and nature-related risks, while also capitalizing on opportunities for innovation, value creation, and sustainable growth. Fully integrated into our Enterprise Risk Management (ERM) system, it ensures that climate and nature topics are assessed with equal importance to other financial, operational, and external considerations — supporting our NextGen Growth 2030 strategy and broader sustainability goals. As part of this assessment, we considered climate- and nature-related regulations, market and economic assumptions, and contingencies for major CapEx projects, including carbon capture, utilization and storage (CCUS), and resource-efficient technologies, among other factors.

Organization and governance

For further details on our ERM organization and governance, please refer to the 2025 Governance & Risk Report, pages 28-30.

Risk and opportunity management principles

We ensure a consistent approach to risk and opportunity management. Holcim processes for managing climate- and nature-related risks and opportunities, including how Holcim makes decisions to prioritize, respond, transfer, accept, or control these topics, are therefore aligned with our overall risk management process. For further details on our ERM methodology, please refer to the 2025 Governance & Risk Report, pages 28-30.

1. Climate-related risks and opportunities

Holcim identifies climate-related risks and opportunities following the Taskforce on Climate-related Financial Disclosures (TCFD) framework. TCFD categorizes climate-related risks into two main types: transition risks and physical risks:

- Transition risks arise from the shift to a lower-carbon economy and include policy and legal changes, technological advancements, market shifts, and reputational considerations.
- Physical risks result from the physical impacts of climate change, and can be acute (e.g., extreme weather events) or chronic (e.g., long-term shifts in climate patterns).

The TCFD framework also highlights opportunities related to climate action, such as resource efficiency, adoption of low-emission energy sources, development of low-carbon products and services, access to new markets, and enhanced supply chain resilience.

By employing the TCFD framework, we ensure a structured and comprehensive approach to managing climate change impacts on our people, assets, and operations. This also includes the impacts of climate-related risks on the Group's financial reporting. Further details are provided in Note 1.4 of the 2025 Financial Report, pages 12-13.

2. Nature-related risks and opportunities

Holcim identifies nature-related risks and opportunities following the Taskforce on Nature-related Financial Disclosures (TNFD) framework. TNFD assists in identifying risks and opportunities that stem from our organization's dependencies and impacts on nature. Nature-related risks can be physical, transitional, or systemic:

- Physical risks arise from the degradation of nature and the loss of ecosystem services and can be either acute or chronic.
- Transition risks are associated with the shift toward nature-positive practices, including new nature-related policies, access to new markets, technological substitutions, reputational impacts, and potential liabilities.
- Systemic risks arise from the breakdown of the entire system, rather than the failure of individual parts.

At the same time, nature-related opportunities involve actions that yield positive outcomes for both our organization and nature. These opportunities are categorized into business performance – including resource efficiency, capital flow and financing, markets, products and services – and sustainability performance, including sustainable use of natural resources and reputational capital.

By leveraging the TNFD framework, we are able to manage our impacts and dependencies on nature, mitigate risks effectively, and capitalize on opportunities that contribute to both business success and environmental sustainability.

CLIMATE-RELATED RISKS AND OPPORTUNITIES OVERVIEW

KEY CLIMATE RISKS

Definition	Potential impacts	Our response
Exposure to carbon pricing mechanisms Exposure to carbon pricing mechanisms refer to the regulated or voluntary carbon markets in which Holcim operates and that incentivize CO_2 emissions reduction through carbon pricing. These mechanisms, such as cap-and-trade systems, emissions trading schemes, and carbon taxes, support Holcim's transition to a decarbonized business model. However, the effectiveness of these mechanisms is subject to risks such as volatility, regulatory uncertainty, the potential for double regulation, inconsistent application between local and foreign producers, and the availability and pace of government incentives for alternative technologies. **ESRS reporting**: E1 Climate Change; G1 Business Conduct **TCFD reporting**: Policy and legal	The European Union Emission Trading System (EU ETS) and associated carbon pricing schemes, including the Swiss and UK ETS, exposes our operations to CO_2 price volatility. Prolonged low or unstable prices can weaken investment signals and reduce the return on our decarbonization investments. The Carbon Border Adjustment Mechanism (CBAM) also poses risks if not strictly enforced, as weak anti-circumvention can undermine a level playing field with non-EU producers. ETS systems in other geographies, such as in Mexico and Colombia, are still under development and must be implemented fairly and effectively to truly support our decarbonization efforts. In addition, voluntary agreements under Article 6 of the Paris Agreement, along with the Voluntary Carbon Market (VCM) offer further avenues for enabling actions to achieve our sustainability targets. Nonetheless, these mechanisms operate outside formal government oversight. Without robust regulation, including rigorous verification and transparent emissions reduction tracking, they risk producing low-integrity carbon credits, undermining genuine climate action. Overall, the Group's key challenge is to accelerate the deployment of low-carbon technologies at scale to contain carbon costs, drive green growth, and secure long-term competitiveness. Clear and consistent CO_2 regulations, including rules for the re-use of captured CO_2, and other environmental guidelines such as green claims standards and waste management regulations, present significant opportunities for the Group to pursue its strategy. Holcim also considers the impacts of this climate-related risk on the Group's financial reporting. Further details are provided in Note 1.4 of the 2025 Financial Report, pages 12-13.	Holcim is committed to reducing its carbon footprint across its operations to become a net-zero company by 2050, with Scope 1 emissions at the core of its NextGen Growth 2030 strategy. In 2025, Holcim made strong progress toward its targets, which are in line with the 1.5°C framework, by accelerating the decarbonization of its own operations. This involves switching to low-carbon energy, developing new formulations, adopting green mobility, and utilizing advanced technologies such as carbon capture, utilization, and storage (CCUS). We centrally monitor regulatory changes worldwide to assess our exposure to new CO_2 pricing schemes and identify opportunities and market incentives for low-carbon solutions, or any developments that require us to accelerate or adapt the deployment of our decarbonization roadmap. Holcim actively addresses global and specific climate policy issues through close collaboration with policymakers, partners, and key stakeholders. Our advocacy efforts focus on promoting climate policies aligned with the Paris Agreement's 1.5°C goal, enabling climate action throughout our activities, and promoting frameworks that facilitate the development and deployment of circular and low-carbon solutions. We support global regulatory enhancements that: • Support investment in decarbonized technologies. • Incentivize demand for decarbonized and circular building materials and solutions. • Facilitate access to competitive decarbonized energy. • Implement effective carbon pricing mechanisms while maintaining industry competitiveness.

OVERVIEW OF OUR EXPOSURE TO CO_2 REGULATIONS

Scope 1 emissions uncovered	66%
EU ETS	28%
UK ETS	1%
Swiss ETS	2%
Carbon taxes	3%

Currently, 34% of our Scope 1 gross emissions of consolidated operations are subject to CO_2 regulations.

Europe is the most advanced region, with a mature climate policy resting on a functioning carbon pricing mechanism (EU ETS) that incentivizes carbon reduction initiatives. This, together with other climate policies such as the EU Carbon Border Adjustment Mechanism (CBAM) and innovation funding, means that Europe offers opportunities for the successful implementation of our net-zero roadmap.

Latin America is moving toward carbon regulation akin to the EU ETS, with advancing frameworks already in place in certain countries, notably Mexico. We expect the implementation of carbon pricing in Latin America to support our decarbonization efforts.

In the long term, the absence of ambitious and incentivizing CO_2 regulation in the Middle East, Africa, and Asia may pose future challenges to aligning financial performance with emission reduction objectives.

KEY CLIMATE RISKS

Definition	Potential impacts	Our response
Ineffective deployment of low-carbon technologies Low-carbon technologies refer to the risk that Holcim fails to identify and invest in the necessary technologies or experiences delays in their deployment and delivery due to technical constraints or deficiency, which can ultimately hinder the success of its decarbonization roadmap and commitments. **ESRS reporting**: E1 Climate Change **TCFD reporting**: Technology risk	The successful deployment of decarbonization technologies heavily depends on external factors, including economic incentives, favorable regulations, finding enough storage capacities, and market acceptance of low-carbon building materials and building solutions. An unsupportive or unstable external environment could compromise our decarbonization strategy. The success of large-scale and complex carbon capture, utilization and storage (CCUS) projects hinges on Holcim's capacity to meet technical specifications, such as in relation to internal expertise and maintenance, financial expectations such as high CapEx, high OpEx, and sustainable returns on investments, as well as effectively managing project complexities, notably community impacts. Failure to meet these requirements may result in project delays, increased costs, underperforming investments, and, ultimately, non-success of our CO_2 emission reduction strategy. Securing sufficient funding is hence crucial, given the substantial investment and operating costs associated with these technologies. In the long term, if CCUS becomes the primary method for CO_2 removal, regions lacking the necessary architecture such as transportation or storage infrastructures, renewable power and water supplies, or sufficient economic and regulatory incentives may face stranded assets. Failure to meet our climate-related commitments may not only lead to non-compliance or litigation with regulatory bodies, but also damage our reputation and impact the demand for our building materials and building solutions offering. Holcim also considers the impacts of this climate-related risk on the Group's financial reporting. Further details are provided in Note 1.4 of the 2025 Financial Report, pages 10-13.	Holcim is piloting the broadest possible range of CCUS technologies to bring them to market at scale in a competitive way. With eight large-scale carbon capture projects in Europe, engineered to produce eight million tons of near-zero cement per annum by 2030, Holcim is on track to make near-zero cement and concrete a reality at scale this decade. Our long-term CCUS strategy combines planned and opportunistic projects, prioritizing regions with supportive regulations and infrastructure. We are proactively assessing and mitigating potential negative impacts across the value chain, including: • Energy consumption: We prioritize access to low-carbon or renewable energy sources to minimize the energy intensity of CO_2 capture. • Water withdrawals/consumption: We carefully manage water use by implementing recycling systems and utilizing non-freshwater sources to reduce water stress, especially in sensitive areas. • Communities: We thoroughly address community concerns regarding the safety of CO_2 storage and implement measures to prevent potential leaks. • Scope 3 emissions: We continuously evaluate the impact of CCUS on Scope 3 emissions and integrate these assessments into our Scope 3 modeling. Holcim also continues to explore promising opportunities such as smart design, novel binders, kiln electrification, and the use of hydrogen to further decarbonize its operations, achieving both cost competitiveness and sustainable performance.
Unfavorable market conditions for low-carbon products Unfavorable market conditions for low-carbon products refer to the risk of weak demand for Holcim's low-carbon brands which can hinder the profitability of its transition toward a decarbonized business model. This risk can be driven by factors such as insufficient regulatory incentives, limited customer awareness and willingness to pay premium prices for sustainable alternatives, Holcim's failure to align its offering with evolving customer expectations, weak strategic partnerships, or ineffective marketing of our low-carbon portfolio. **ESRS reporting**: E1 Climate Change; entity- specific disclosures **TCFD reporting**: Market risk	Slow market demand for Holcim's low-carbon offering could lead to revenue losses due to limited margin improvements. Although there is currently no global substitute for cement, customers may potentially favor other construction materials over Holcim's low-carbon brands, ultimately reducing demand and impacting revenue. Currently, the global pressure to reduce carbon emissions is driving significant demand for low-carbon products and solutions. However, industry-wide decarbonization efforts are intensifying competition for alternative raw materials with smaller carbon footprints. The potentially limited availability and higher costs of these resources could constrain supply, possibly undermining Holcim's ability to fulfill its decarbonization commitments. As a result, failure to meet evolving customer needs and expectations could lead to a loss of market share and reputational damage. Holcim also considers the impacts of this climate-related risk on the Group's financial reporting. Further details are provided in Note 1.4 of the 2025 Financial Report, pages 12-13.	Holcim offers solutions that address today's major construction challenges such as decarbonization, scarcity of resources, and sustainable and resilient infrastructure. We have successfully expanded our multi-billion brands, including our ECOPact low-carbon concrete and our ECOPlanet low-carbon cement, which deliver value-added margins. Transparency is key on Holcim's net-zero journey, and we are committed to providing reliable environmental information so customers can build with low-carbon materials in a transparent, verified way. Through our partnership with Climate Earth, we are expanding environmental product declarations (EPDs) globally using their EPD Generator™ platform. These EPDs, which indicate that the environmental profile of products and solutions has been independently verified, are critical to accelerating market demand for low-carbon building materials and solutions, while scaling construction and building decarbonization. Holcim's decarbonization journey also involves ensuring its capacity to satisfy customers and meet product quality requirements along the entire construction value chain.
Unsubstantiated environmental claims and climate liabilities Unsubstantiated environmental claims refer to the risk of actual or perceived inaccurate, undocumented, or misleading environmental claims, decarbonization targets, or sustainability disclosures. This also includes the risk of legal action taken against Holcim by local communities, authorities, and non-governmental organizations due to historical emissions, inadequate CO_2 reduction roadmaps, or failure to meet current and future climate targets. **ESRS reporting**: E1 Climate Change **TCFD reporting**: Reputation risks	Heightened public scrutiny of environmental claims presents a significant reputational risk. This may arise if the Group fails to meet its climate objectives, misreports its emissions, or if its targets and claims are perceived to be lacking ambition, completeness, clarity, or sufficient scientific documentation. Furthermore, the emergence of climate litigation, including lawsuits related to historical emissions or current climate action failure, could further damage Holcim's brand image. These negative perceptions of our company risk eroding stakeholder confidence, potentially reducing market demand and impacting long-term revenue, profitability, and sustainability. Holcim also considers the impacts of this climate-related risk on the Group's financial reporting. Further details are provided in Note 1.4 of the 2025 Financial Report, pages 12-13.	Holcim manages this area through our unwavering commitment to transparency and environmental responsibility in ESG reporting. Holcim documents and backs up every environmental claim by: • Using environmental product declarations (EPDs) for independent product verification. • Adhering to strict global brand qualification criteria and international standards for brands like ECOPact and ECOPlanet, aligning with external frameworks like IDDI. • Maintaining rigorous Scope 1, 2, and 3 CO_2 emissions accounting based on the latest protocols, enhanced by AI-powered tools like OptiCEM for optimized product formulation We ensure our targets keep up with the latest scientific developments and the highest level of scientific rigor. We were the first in our sector to have 2030 and 2050 net-zero targets validated by the Science Based Targets initiative (SBTi), aligned with a 1.5°C pathway. As Holcim delivers on its net-zero roadmap, its reputation, trust, and credibility grow, aligning its strategy with stakeholders' expectations.

KEY CLIMATE RISKS

Definition	Potential impacts	Our response
Operational and asset exposure to natural hazards Operational and asset exposure to natural hazards refers to to both Holcim's exposure to acute physical risks, which result from event-driven impacts such as floods or extreme weather events, and chronic physical risks such as drought or extreme temperatures, which are associated with longer-term changes in climate patterns. **ESRS reporting**: E1 Climate Change **TCFD/TNFD reporting**: Physical risks	Natural disasters and emerging environmental shifts across geographies are disrupting Holcim's business activities. Holcim may be exposed to acute and chronic, geophysical and weather-related risks that can impact our people, operating environment, assets, operations, and profitability. Holcim also considers the impacts of this climate-related risk on the Group's financial reporting. Further details are provided in Note 1.4 of the 2025 Financial Report, pages 12-13.	Holcim has a continuous program to manage current and future physical risks that could impact our people, damage our assets, or disrupt our operations. In 2025, we expanded our assessment of the physical risks associated with climate change to cover all our major sites, enabling us to better understand localized vulnerabilities. This also informs our resilience and adaptation planning to mitigate current and future risks. For further details on our physical risks assessment, please refer to pages 89-90 of this report.

KEY CLIMATE OPPORTUNITIES

Definition	Potential impacts	Our response
Business expansion through circular building practices Holcim is strategically implementing practices that minimize waste and maximize the lifespan and value of materials used in the built environment. This encompasses circular design principles, increased use of recycled and secondary materials, efficient material recovery and reuse, and innovative approaches to extending the life cycle of buildings and infrastructure. **ESRS reporting**: E5 Circular economy **TCFD reporting**: Resource efficiency	Adopting circular practices in construction will substantially reduce Holcim's environmental footprint and improve resource efficiency across its value chain. By optimizing material choices, such as by lowering clinker content, increasing the use of recycled materials, and designing for reuse, Holcim can significantly lower CO_2 emissions and minimize waste. Furthermore, circularity unlocks cost savings, improves margins, and generates new revenue streams through material recovery and innovative reuse strategies, securing long-term growth and a more resource-efficient future for the Group.	Accelerating circularity in construction is a key driver of profitable growth for Holcim. Leveraging our ECOCycle circular technology, we can recycle up to 100% CDM into new building solutions, reducing the use of primary materials with no compromise on quality or performance. Endorsed by third-party verifiers, ECOCycle delivers on the promise of circularity and contributes to green building certifications. Moreover, processing CDM into alternative raw materials or mineral components generates CO_2 savings that further support our decarbonization efforts. In 2025, Holcim grew its recycling of construction demolition materials by 23%.
Access to competitive and decarbonized energy Access to competitive and decarbonized energy refers to securing reliable and cost-effective energy supplies from renewable or low-carbon sources. This includes strategies such as renewable power purchase agreements (PPAs), on-site generation, and other mechanisms that provide alternatives to traditional fossil fuel-based energy. **ESRS reporting**: E1 Climate change **TCFD reporting**: Energy source	Securing access to competitive decarbonized energy lowers Scope 1 and Scope 2 greenhouse gas emissions, accelerating our progress toward net-zero targets. Furthermore, embracing decarbonized energy strengthens our resilience against global supply chain disruptions, and evolving carbon regulations. Overall, this transition reduces our exposure to volatile fossil fuel markets, stabilizing long-term operational costs and improving financial predictability.	At Holcim, we work continuously to accelerate the decarbonization of our operations by switching to low-carbon energy and by growing our renewable energy portfolio. Our Group applies a wide range of strategies, which differ depending on the local context, such as: • Increasing the consumption of decarbonized power from Power Purchase Agreements (PPAs) produced by either on-site or off-site assets. • Bilateral clean power contracts directly with producers of decarbonized power to reduce dependency on market movements and achieve a more decarbonized footprint. • Investment in renewable power projects using available space in our plants and quarries. • Leveraging waste heat recovery systems, specifically engineered to convert excess heat from cement kilns into clean electricity.

KEY CLIMATE OPPORTUNITIES

Definition	Potential impacts	Our response
Decarbonizing the built environment Decarbonizing the built environment is the strategic transformation of the construction industry with a focus on reducing its carbon footprint. This involves innovation throughout the building life cycle, from using low-carbon materials and modular design to implementing energy-efficient refurbishment and circular construction methods. Digitalization enhances this process by enabling more precise monitoring, optimization, and management of resources and energy consumption in construction and building operations. **TCFD reporting**: Products and services	Climate change is set to bring both challenges and opportunities to the construction sector. We will need more low-carbon and resilient infrastructure, a rapid shift toward a circular economy in response to resource scarcity, and accelerated adoption of sustainable solutions, such as energy-efficient design for growing urban areas. Meeting these challenges requires the use of multiple strategic levers, with the construction and building materials industry as a key partner. For Holcim, transforming building design and construction practices presents a unique opportunity to drive the transition to a low-carbon economy and substantially reduce global CO_2 emissions. Moreover, providing low-carbon building materials and innovative construction solutions will accelerate the development of energy-efficient cities. This transition not only fosters sustainability but also stimulates innovation, enhances competitiveness across the construction value chain, creates new sustainability-focused jobs, and strengthens long-term economic resilience.	At Holcim, we put the decarbonization of the built environment at the core of our strategy. Building materials form the foundation of our business, comprising decarbonized cement and circular aggregates. Complementing this, we offer a broad range of high-value building solutions, including high-performance ready-mix concrete, low-carbon concrete, and surfacing – from foundation to flooring – and energy-efficient building systems – from walling to roofing . Together, these solutions create a diversified portfolio that enables us to serve all customer segments and meet the decarbonization needs of the entire built environment. In addition, Holcim is committed to decarbonizing its operations while creating high-quality jobs, expanding affordable housing, strengthening skills development, and advancing sustainable growth through innovative building materials and building solutions. Holcim also continuously invests in community development projects, with the aim of leaving no one behind in our decarbonization journey.
Capitalizing on the demand for low-carbon products As the economy increasingly embraces decarbonization through new standards and regulations, demand for low-carbon building materials and building solutions is rising. If Holcim's decarbonization efforts keep pace with this growing market, it presents a significant opportunity for profitable growth and strengthens the business case for further decarbonization. **ESRS reporting**: E1 Climate Change **TCFD reporting**: Markets	Meeting the growing demand for sustainable building and construction materials can create major benefits for Holcim, the people, and the planet. It drives the shift toward low-carbon construction, cutting emissions throughout the value chain. It also unlocks new sources of revenue and strengthens our market position, supporting long-term growth. At the same time, it enhances Holcim's position as a leading partner for sustainable construction, building stronger relationships with customers, partners, and regulators.	We are accelerating the decarbonization of our operations and developing a full range of solutions to meet customer demand for low-carbon building materials and building solutions. Leveraging our global brands like ECOPact and ECOPlanet, which offer at least 30% lower CO_2 while delivering 100% performance, we are well-positioned to capitalize on the growing market for sustainable building materials and solutions. As a partner of choice in the decarbonization of the built environment, we also actively engage with stakeholders to shape regulations and drive demand for sustainable construction. Moreover, we closely monitor climate policies and incentives, and we target both early adopters and future adopters of decarbonization solutions within our broad global customer base. For instance, book-and-claim mechanisms enable the construction and building materials industry to capitalize on the growing demand for low-carbon products beyond their physical sales. By decoupling CO_2 emissions reductions from the physical product and assigning these verified savings to other products, Holcim can balance supply and demand while supporting its transition to a low-carbon business model.

HOLCIM NATURE RISKS AND OPPORTUNITIES OVERVIEW

KEY NATURE RISKS

Definition	Potential impacts	Our response
Nature policy and regulatory changes Nature-related policy and regulatory changes represent the risk that new obligations from regulations, policies, or legal frameworks aimed at protecting biodiversity and natural resources may require Holcim to adjust its business operations. **ESRS Reporting:** E3 Water and marine resources; E4 Biodiversity and ecosystems **TNFD Reporting**: Policy and legal	Stricter environmental regulations are emerging. This is impacting our operations through increased scrutiny of raw material extraction and a greater need for transparency. This includes enhanced quarry rehabilitation, biodiversity management, and water management standards. Compliance with these regulations will require increased investment in new technologies and processes. Moreover, more stringent rules could lead to operational disruptions due to higher mining fees, restricted access to resources, and complex permit processes. Failure to comply with evolving environmental policies, or any perceived harm to biodiversity or protected species, could damage our reputation and financial standing.	Holcim proactively engages with increasingly stringent nature-related policies and regulations, which require investments and enhanced operational standards. Our Water Directive and Quarry Rehabilitation and Biodiversity Directive guide our efforts to achieve biodiversity and freshwater protection goals. We address potential negative impacts like land degradation through mandatory rehabilitation plans for leased or purchased land. To prioritize actions, we assess the biodiversity importance of each extraction site and implement biodiversity management plans for quarries in high-biodiversity areas (Categories 1 and 2, as defined by Holcim's quarry rehabilitation and biodiversity directive). We avoid opening new sites in protected areas (World Heritage, IUCN I and III). Furthermore, compliance with our water management standards is ensured through our Nature Policy, Water Directive, and Water Management Standard. We promote responsible sourcing by engaging suppliers of extractive materials in a responsible mining program to protect biodiversity and improve water management. We started a water program for our suppliers in water risk and/or biodiversity sensitive areas as part of our commitments with the Science Based Targets Network (SBTN). We have also created a responsible mining program for suppliers of extractive materials to promote the implementation of good practices. Holcim prioritizes transparency and publicly discloses its environmental performance and progress against its nature targets annually.
Fluctuations in raw materials and natural inputs prices Fluctuations of raw materials and natural inputs prices represent the risk of volatility in the price of resources, directly impacting Holcim's cost structure and overall profitability. This risk can be driven by factors such as increasing scarcity of resources or restrictions, along with mining fees from stringent nature-related regulations. **ESRS reporting**: E1 Climate change **TNFD reporting**: Market	Environmental policies that restrict the availability of essential materials and natural inputs for our operations (such as water, raw materials, aggregates, and mineral components) could disrupt production activities. In addition, rising costs of freshwater and other key materials may increase Holcim's overall production expenses. These pressures could necessitate supply chain optimization and pricing adjustments, potentially resulting in higher product prices and, consequently, reduced customer demand.	At Holcim, we actively monitor raw materials and the prices of natural inputs, as well as market trends, to anticipate potential risks and ensure a reliable supply of raw materials. Where sourcing is at risk, we have a dedicated program focused on securing the best possible prices and ensuring a reliable supply. Building a nature-positive future, we aim to reduce our dependence on natural resources through continuous innovation in materials and production processes.
Slow adoption of nature-friendly technologies Slow adoption of nature-friendly technologies represents the risk that Holcim fails to be at the forefront of new production processes and technologies that might offer more sustainable or efficient ways to produce building materials and building solutions with less impact on biodiversity and ecosystems. **ESRS Reporting**: E3 Water and marine resources; E4 Biodiversity and ecosystems **TNFD Reporting**: Technology	The market is increasingly demanding nature-friendly building materials and building solutions, beyond our low-carbon product offering. If we fail to adopt new production processes and technologies that reduce our impact on biodiversity and improve operational efficiency, we risk losing market share and damaging our reputation. Furthermore, project management issues such as resource shortages, lack of technical expertise, and site limitations could delay progress and increase costs. Growing pressure on freshwater availability and competition for waste streams will intensify these challenges.	Holcim is committed to continuous innovation in its materials and production processes, developing solutions to reduce, recycle, and reuse materials and natural inputs. Our innovation hubs actively invest in R&D to explore and implement new production processes and technologies that preserve natural resources and biodiversity while improving efficiency. This strategic focus allows Holcim to expand its portfolio to meet the growing demand for products and solutions with less impact on biodiversity and water. Our sites have already adopted processes and technologies to reduce our reliance on primary materials, such as using cement waste-derived materials. We have also invested in advanced water management systems that optimize freshwater withdrawal and consumption through improved rainwater capture, water recycling, and retention basins.

KEY NATURE RISKS

Definition	Potential impacts	Our response
Changes in the perception of Holcim's nature impacts Changes in the perception of Holcim's nature impacts represent the risk of a potential negative image being held by local communities, authorities, or non-governmental organizations regarding Holcim's dependencies on nature, as well as its actual or perceived impact on nature. This includes impacts on cultural heritage, impacts on community livelihoods and land use, and/or impacts on upstream and/or downstream activities in our value chain. **ESRS reporting**: E3 Water and marine resources; E4 Biodiversity and ecosystems; S3 Affected communities **TNFD reporting**: Reputation	Negative publicity stemming from a lack of transparency or stakeholder engagement during projects and their development could erode public trust, damage Holcim's brand image, and ultimately impact our financial performance. This could also lead to reduced investor confidence, boycotts of Holcim's products and services, community protests, and difficulty attracting and retaining talent.	Holcim proactively manages potential reputational risks associated with nature-related dependencies and impacts through robust stakeholder engagement and transparent communication from the planning phase of mining projects and throughout their development. Holcim notably conducts thorough human rights and environmental impact assessments, adhering to the principles of free, prior, and informed consent (FPIC) in all our operations. We also foster trusting relationships with communities by actively listening to their concerns, addressing potential conflicts, and ensuring responsible land use, particularly in extractive operations. This includes implementing Community Advisory Panels, accessible grievance mechanisms such as the Integrity Line, and transformative rehabilitation plans for quarries focused on biodiversity restoration. Guided by our Human Rights Directive and aligned with international standards such as the UN Guiding Principles and OECD Guidelines, we prioritize open dialogue, strategic partnerships, and tailored communication plans to build trust and create shared values with our stakeholders. Furthermore, Holcim is committed to creating a positive social impact in the communities in which it operates, focusing its social initiatives on affordable housing and infrastructure, education and skills, and health.
Liability arising from nature claims Liability arising from legal claims represents the risk of legal action taken against Holcim by local communities, authorities, or non-governmental organizations due to non-compliance with environmental regulations related to our activities' impacts and dependencies on biodiversity and ecosystems. **ESRS reporting**: E3 Water and marine resources; E4 Biodiversity and ecosystems **TNFD reporting**: Liability	Legal claims pose a significant risk to Holcim, potentially impacting our commitment to responsible operations and our financial performance. Environmental damage or violations of nature-related policies could lead to financial losses through settlements and fines. Ongoing legal proceedings and regulatory scrutiny could disrupt operations, causing project delays and higher costs. Furthermore, negative publicity from legal claims could damage our brand reputation, erode public trust, and harm customer relationships.	Holcim manages potential legal claims by applying high standards to corporate governance and ensuring compliance with internal and external laws and regulations. We have already taken proactive steps to respond to evolving nature-related policies, and protect and preserve biodiversity-sensitive areas that could be negatively affected by our activities. We are committed to transparency and accountability, and openly communicate our environmental performance. We also conduct proactive and active community engagement with relevant stakeholders, continuously addressing their concerns through the life cycle of all our projects.

KEY NATURE OPPORTUNITIES

Definition	Potential impacts	Our response
Capitalizing on the demand for nature-friendly products The demand for nature-friendly products reflects a growing preference for construction materials and practices that minimize negative impacts on ecosystems, biodiversity, and natural resources, extending beyond low-carbon building materials and building solutions. **ESRS reporting**: E3 Water and marine resources; E4 Biodiversity and ecosystems **TNFD reporting**: Market; Products and services; Sustainable use of natural resources; Ecosystem protection, restoration and regeneration	By investing in ways to produce nature-friendly solutions, we can minimize our impact on the environment and help preserve natural ecosystems. In turn, delivering these value-added building materials and building solutions enhances our reputation, attracts environmentally conscious customers, and strengthens our vision of being a leading partner for sustainable construction.	Holcim is actively expanding its portfolio to meet the growing demand for products and solutions with less impact on biodiversity and nature. This is enabled through circularity initiatives that reduce our use of primary materials, and innovative solutions that help cities create green space to make them more livable. For example, Hydromedia permeable concrete helps bring greenery into urban areas. Its permeable properties allow direct rainwater infiltration over urban surfaces, allowing us to create urban forests without irrigation.
Operational efficiency through resource optimization Resource efficiency is the practice of minimizing the consumption of raw materials, energy, and water throughout the production process. This also encompasses the substitution of natural resources with recycled, regenerative, renewable, and/or responsibly sourced organic inputs. **ESRS reporting**: E5 Circular economy **TNFD reporting**: Resource efficiency; Sustainable use of natural resources	By implementing resource-efficient processes, Holcim can significantly reduce operational costs and improve its environmental footprint. This strengthens the company's reputation as a leading partner for sustainable construction, while attracting environmentally conscious customers and investors. Furthermore, optimized resource management enhances supply chain resilience and fosters innovation in sustainable materials and production methods, driving long-term profitability and growth.	At Holcim, we are reducing our environmental impact through resource efficiency initiatives. By leveraging our ECOCycle circular technology, we have implemented circular solutions that reduce dependency on raw materials and make it possible to build cities from cities, utilizing recycled construction demolition materials (CDM). In addition, Holcim enhances efficiency through energy efficiency projects that reduce fuel consumption and emissions by promoting the use of alternative fuels and resources, including biomass and waste-derived fuels. We also aim to reduce freshwater usage in our cement, aggregates, and ready-mix concrete businesses by 2030.
Strengthening brand value through sustainable practices The enhanced value and credibility a company earns with shareholders and stakeholders by proactively demonstrating its commitment to protecting, restoring, and regenerating biodiversity and natural ecosystems. This is achieved through activities that support the protection, regeneration, or restoration of habitats and ecosystems, including areas both within and outside Holcim's direct control. **TCFD reporting**: Reputational capital; Sustainable use of natural resources; Ecosystem protection, restoration and regeneration	Protecting, regenerating, and restoring habitats and ecosystems, both within and beyond our direct operational control, enhances our reputation and positively shifts perceptions of our environmental impact. This commitment to biodiversity could lead to increased revenue through enhanced brand value, and improved market valuation due to proactive resilience planning. A stronger brand, driven by our positive nature-related actions, also strengthens our relationships with communities, regulatory bodies, and current and prospective employees.	Holcim's operations are strongly linked to natural resources, and its business plays a key role in tackling biodiversity loss and degradation. Holcim is committed to contributing to a nature-positive future by working with nature to accelerate restoration. In 2025, 100% of Holcim quarries had a quarry rehabilitation plan in place and 98% of quarries that are considered biodiversity sensitive had an additional biodiversity management plan in place. This involves harnessing natural processes, endemic species, and local adaptation, with a commitment to making a measurable positive impact on biodiversity by 2030. We also demonstrate our commitment to a nature-positive future through transparent reporting and investing in innovative solutions. Our detailed 2025 Sustainability Statement provides comprehensive disclosures on our nature-related impacts and progress toward our ambitious goals, including specific data on biodiversity and water management, and land restoration, as well as information on how we contribute to a more sustainable built environment through the delivery of products and services with less impact on biodiversity and nature.

ESRS E1 – CLIMATE CHANGE

Climate change is Holcim's most material topic and is central to our business strategy. Our commitment to leading the transition to sustainable building is embedded in every part of our company, from governance and policies to our actions and targets.

E1-1 – Transition plan for climate change mitigation

Holcim was the first in its industry to make a net-zero pledge and set 1.5℃-aligned SBTi-validated 2030 targets and 2050 net-zero targets. Our decarbonization roadmap to achieve net-zero emissions across our value chain by 2050 is deeply integrated into our business model, positioning decarbonization as a driver of profitable growth. Holcim's sustainability strategy, including the climate transition plan, was approved by our Executive Committee as well as by the Board of Directors.

Our roadmap is built on proven decarbonization levers: formulations, energy, and advanced technologies, discussed in detail below.

As of 31 December 2025, our sector is not excluded from the Paris-aligned Benchmark (PAB).

Investments linked to our transition plan

The "Leading partner for sustainable construction" chapter provides quantitative disclosures and visual descriptions of our transition plan (pages 19–33). CapEx associated with our transition plan is presented by the decarbonization lever in the EU Taxonomy section (pages 107–117).

Scope 1

Formulations

Our transition plan for Scope 1 emissions begins with decarbonizing our product formulations. The majority of emissions from cement production result from the calcination of limestone into clinker. To reduce the carbon intensity of clinker production, we aim to use more decarbonized materials, such as:

- basic elements (Ca, Si, Fe, Al, S).
- recycled construction demolition materials (CDM), and
- waste from other industries, including fly ash and steel slag.

We also intend to reduce the amount of clinker in our cement by replacing clinker with innovative mineral components. Our target is to reduce our clinker factor to 65% by 2030. This will be achieved by replacing clinker with supplementary cementitious materials:

- recycled cement paste from construction demolition materials (CDM).
- innovative mineral components such as calcined clay, pozzolana, and reclaimed ashes.
- waste from other industries including slag and fly ash.
- traditional mineral components such as limestone and gypsum.

Energy

We are modernizing our kilns to reduce CO_2 emissions. Through our "Plants of Tomorrow" program, we are going even further to create connected, smart, and energy-efficient sites that use digital solutions to support other decarbonization levers.

We use alternative fuels, derived from waste including biomass residues, to replace traditional fossil fuels. Waste volumes are increasing globally, and Geocycle offers highly safe and ecological waste solutions in accordance with international standards. Taking a circular approach, we will reduce the carbon intensity of our cement by substituting fossil fuels with pretreated non-recyclable and biomass waste fuels to operate our cement kilns. Our 2030 target is to increase our thermal substitution rate (TSR) to 50%.

We are advancing innovations to boost this transition, such as piloting oxyhydrogen boosting to enhance the combustion of biogenic fuels and exploring different methods of electrifying the production process.

Advanced technologies

For the process emissions that cannot be abated by formulations and energy levers, our transition plan includes substantial investment in advanced technologies, including carbon capture, utilization, and storage (CCUS). We have committed to invest CHF 2 billion (including public funding), in CCUS by 2030. Our ambitious CCUS roadmap features 19 projects, with an industry-leading eight large-scale European projects selected for grants from the EU Innovation Fund. We aim to produce 8 million tons of near-zero cement and capture 5 million tons of CO_2 per year by 2030. We are utilizing a broad range of capture technologies and following a structured, phased development pathway to manage risks and optimize performance as we bring these advanced technologies to market.

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

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

Find out more about our climate and nature risks and opportunities on pages 72–79 of this report.

To reach our 2050 targets, we will continue using our traditional levers, while simultaneously scaling up carbon capture, utilization, and storage (CCUS) as well as other advanced technologies.

Scope 2

Our transition plan for Scope 2 emissions targets a 65% reduction in carbon intensity by 2030 through a comprehensive strategy to decarbonize our electricity. This plan is based on two main levers; grid emission and electrical power sourcing. Regarding our electrical power sourcing, we aim to increase our share of electricity consumed from procured and own renewables. First, we are expanding our waste heat recovery systems. Second, we are scaling up on-site renewable energy generation, including the deployment of solar and wind power at our sites. Third, we are securing long-term, low-carbon electricity supply through power purchase agreements (PPAs).

See page 19 of this report for our Scope 1 & 2 pathway to net zero.

Scope 3

We are mobilizing our value chain to reduce Scope 3 emissions, focusing on the approximately 80% of emissions concentrated in four key categories. For investments, we are actively engaging our joint ventures to have their 2030 reduction targets validated by the SBTi. For purchased clinker and cement, we are accelerating the purchase of low-carbon products by requiring suppliers to provide CO_2 information, such as EPDs. For fuels, we are replacing purchased fossil fuels with alternative and non-extractive sources. Finally, for transportation, we are decarbonizing our mobility by optimizing routes with our AI-driven Transport Analytics Center and transitioning our fleet to low emission solutions.

See page 20 of this report for our Scope 3 pathway to net zero.

Residual emissions

Our net-zero roadmap does not rely on carbon offsets. Our carbon capture and storage projects are engineered to capture the majority of the CO_2 emissions generated at our sites, including biogenic CO_2 from the use of biogenic alternative fuels. The permanent storage of biogenic emissions results in negative emissions. The contribution of such removals to addressing residual emissions will be determined in accordance with emerging standards and guidance, including those of the SBTi. In addition, our concrete products naturally reabsorb CO_2 throughout their lifetime, further contributing to reducing atmospheric carbon. Together, these measures place us on a clear and credible pathway to achieving net-zero emissions.

Locked-in emissions

Locked-in emissions are greenhouse gas emissions associated with assets or products over their economic lifetime that are not easily abated without significant technological or structural change.

For Holcim, the vast majority of emissions are generated during the production phase of cementitious materials, primarily from process emissions related to clinker production and energy use. Holcim's decarbonization strategy directly addresses these emissions.

Holcim building materials and solutions do not generate additional operational GHG emissions during their use. Cement-based materials used in buildings and infrastructure are inert in use and therefore do not create ongoing emissions over their lifetime. Accordingly, Holcim does not face material transition risks arising from product-use-related locked-in emissions.

In 2025, no significant CapEx was invested in coal-/oil-/gas-related economic activities.

E1-2 – Policies related to climate change mitigation and adaptation

Climate Policy

Holcim's governance and strategic approach to climate change are defined by its Climate Policy. The Climate Policy applies to Holcim Ltd. and its affiliates in consolidated and managed countries, and covers its own operations and the upstream and downstream value chain.

This policy outlines Holcim's commitment to accelerating climate action, achieving its 1.5°C-aligned net-zero targets (validated by the SBTi), in line with the Paris Agreement, and enabling a Just Transition and climate adaptation. The policy's main principle is the delivery of actions in a rigorous, science-based manner to execute the net-zero journey. This framework policy is supported by topic-specific directives and standards that govern emissions reduction, energy use, and climate adaptation across all operations.

The Chief Executive Officer and the Chief People and Sustainability Officer of Holcim have overall responsibility for the Climate Policy; oversight and performance reviews are carried out by the Board's Health, Safety, and Sustainability Committee (HSSC); Chief Executive Committees in countries where Holcim operates take responsibility and are accountable for assessing and addressing local climate performance.

The Climate Policy is publicly available and subject to regular review.

E1-3 – Actions and resources in relation to climate change policies

To execute our net-zero journey and meet our 1.5°C-aligned, SBTi-validated 2030 targets, our climate strategy is built on clear and actionable levers across our entire value chain.

In 2025, Holcim invested CHF 347 million in EU Taxonomy-aligned CapEx. This followed investments of CHF 336 million in 2024, with a continued focus on decarbonizing the cement manufacturing process.

Scope 1

As we progressed on our net-zero pathway in 2025, we reduced our specific net Scope 1 emissions by 3% year-over-year, from 515 kg to 502 kg per ton of cementitious materials. Compared to the 2020 baseline year, the decrease amounted to 11%. The decline in 2025 was mainly attributable to the increased use of alternative raw materials and alternative fuels.

Formulations

In 2025, we increased our consumption of alternative raw materials in cement to 14%. We are investing in advanced crushing and processing technology to fully recycle CDM and this was a significant driver in utilizing more alternative raw materials in the reporting period.

In 2025, more than 25% of our plants in Europe have successfully integrated over 15% alternative raw materials (ARM) into their clinker manufacturing processes. Reaching high ARM substitution rates requires advanced process control and precise chemical balancing to displace traditional raw materials while maintaining uncompromised product quality. By mastering such complexities, we have successfully decoupled production volume from CO_2 intensity. As a result, seven of our operations in Europe - Retznei and Mannersdorf (Austria), Beli Izvor (Bulgaria), Alesd and Campulung (Romania), Kujawy (Poland), and La Malle (France) - are consistently achieving intensities of less than 400 kg net CO_2 per ton of cementitious materials.

We are on track to reduce our clinker factor to 65% by 2030. Although our clinker factor remained stable in 2025, we are accelerating the use of innovative mineral components such as calcined clay, a highly scalable solution that can reduce a cement's CO_2 footprint by up to 50%. We are currently retrofitting existing kilns globally for production of calcined clay from Mexico and Ecuador to Spain and Egypt. The largest of these is at our plant in Guayaquil, Ecuador, which was commissioned in H2 2025 and is set to produce up to 900 000 tons of calcined clay-based cement per year. In 2025, five sites produced calcined clay, three in Europe and two in Latin America. We aim to have at least 30 sites by 2030.

In 2024, we launched OptiCEM, a digital tool to optimize cement formulations powered by artificial intelligence (AI) and materials science. By reducing the need for laboratory tests and industrial trials, OptiCEM accelerates the product development process. In the first 18 months of deployment, OptiCEM generated over 5 000 new cement formulations, saving more than 150,000 days of curing time.

See pages 22–23 of this report for further details of our cement formulation strategy.

Energy

We are decarbonizing our thermal energy mix by replacing traditional fossil fuels like coal and petcoke with lower-carbon alternatives. In 2025, alternative fuels accounted for 39% of our thermal energy demand, compared to 37.5% in 2024, with 14 of our European facilities now operating at over 80% on alternative fuels.

We are exploring using oxygen and hydrogen as a booster in our kilns to potentially enhance combustion, with an expectation of increasing the utilization of high biogenic waste fuels and raising clinker production rates. After successful trials in Europe, Holcim Mexico piloted oxyhydrogen boosting at our Ramos Arizpe plant. Working with a local partner, Knergy, we have installed two electrolyzers at the plant for controlled oxyhydrogen injection. We aim to create technical knowledge in the region that can be replicated and scaled across Latin America.

See page 24 of this report for further details of our alternative fuels strategy.

Advanced technologies

In 2025, Holcim advanced two landmark EU-backed near-zero cement projects in Greece and Romania.

In May 2025, Holcim broke ground at its plant in Milaki, Greece, for its OLYMPUS project. In November 2025, Holcim was awarded an EU Innovation Fund grant for its Carbon Hub CPT 01 carbon capture and storage project in Campulung, Romania. This project is currently targeting to begin production in 2032, aiming to pioneer large-scale onshore CCS in Eastern Europe.

This brings our total number of large-scale EU-supported projects to eight, the largest number of EU-backed projects in the industry. Further details can be found on page 25 of this report.

In 2025, Holcim invested in SaltX Technology, a listed Swedish company specializing in the electrification of industrial processes. Using renewable electricity, SaltX's electric plasma technology produces clinker while concentrating carbon emissions from primary materials, enabling more efficient carbon capture. Holcim's collaboration with SaltX aims to establish the world's first plant for all-electric cement production.

See pages 25–28 of this report for further details of our advanced technologies strategy.

Scope 2

In 2025, we reduced our specific Scope 2 emissions (market-based) by 4% year-over-year, from 31kg to 30kg per ton of cementitious materials. Compared to the 2020 baseline year, the decrease amounted to 26%. The decline in 2025 was mainly attributable to a reduction in the grid emission factor, primarily in Europe and Latin America, and additional green power purchase agreements.

Our actions to decarbonize our electricity consumption are central to meeting our 2030 Scope 2 target of a 65% intensity reduction.

We leverage waste heat recovery (WHR), with six operational units already converting excess kiln heat into 97 GWh of clean electricity annually.

We are developing renewable energy sources, including solar and wind, on our sites to reduce our dependence on electricity sources that generate CO_2 emissions.

Finally, we are securing power purchase agreements (PPAs) for long-term clean energy supply.

- In Europe, we secured long-term supply from renewable sources in Greece, Spain, Belgium, and Austria. Projects in Romania, Belgium, and Germany were completed and started operating in 2025.
- In Hungary, a new solar park was developed next to our plant, which is able to generate approximately 38 GWh of clean energy per year, equivalent to the average energy consumption of about 13 800 households. It is the largest renewable private power purchase agreement of its kind in Hungary. It enables the plant to cover nearly a third of its energy needs with renewables.
- In France, we signed an agreement to secure nuclear power supply. This partnership contract marks a decisive step in our commitment to reducing the carbon footprint of our operations by ensuring a competitive, reliable supply of low-carbon electricity for our sites.
- In the Philippines, we entered into a PPA to supply geothermal power.

See pages 29–30 of this report for further details of our strategy for decarbonizing our electricity.

Scope 3

We are engaging our value chain to reduce Scope 3 emissions, focusing on the approximately 80% of emissions concentrated in four key categories: investments and joint ventures (JVs), purchased clinker and cement, purchased fuels and electricity, and transportation. In 2025, absolute Scope 3 emissions increased by 6% from 35 Mt in 2024 to 37 Mt. The increase is primarily due to higher production volumes from our investments and JVs, and volumes from clinker and cement purchased from third parties.

With regard to investments and JVs, we are actively engaging our principal cement-producing JVs to have their 2030 reduction targets validated by the SBTi. In 2025, emission intensity from our investments and JVs decreased by 0.7%. All three of our largest JVs, Huaxin Building Materials Group Co. Ltd, Cement Australia Holdings Pty Ltd, and Lafarge Maroc S.A.S., reduced their carbon intensity per ton of cementitious materials produced.

For purchased clinker and cement, we require suppliers to provide CO_2 data, such as EPDs, to accelerate our procurement of low-carbon products. In 2025, emission intensity from our purchased clinker and cement increased by 2.8%. In 2025, Holcim purchased 28% more clinker than in the previous year. This caused the higher CO_2 intensity of the product mix in the reporting period.

With regard to transportation, we are optimizing routes with AI-driven tools via our global Transport Analytics Center (TAC), moving volumes to rail and waterways, and deploying low-emission fleets, such as the 100% electric trucks used for the Gotthard tunnel project in Switzerland. In collaboration with Silo Riedel, we launched Austria's first fully electric truck for cement transport to enhance sustainability. This initiative is part of Holcim's strategy to electrify 80% of its cement transport in Austria by 2030, significantly reducing CO_2 emissions. The electric truck operates emissions-free using certified green electricity. In Poland, we invested in the future of raw material transportation by launching trials of an innovative electric quarry dumper. At our Małogoszcz quarry, two electric haul trucks manufactured by Sany are in operation, while at the Dolomite Quarry in Radkowice, our gravel pit in Sępólno, and the Kraków plant, we deployed electric wheel loaders from Liugong. In a double first in Algeria, the country's first female truck driver, trained through our Women on Wheels program, is now driving the country's first electric truck.

In partnership with Nova Marine, we are pioneering the construction of the world's largest cement carrier ship powered by green methanol. This 38 000-ton pneumatic cement carrier is scheduled for delivery in 2027 and will operate under a long-term charter, supplying Holcim's operations. By utilizing green methanol and significantly increasing cargo intake, this single vessel will reduce CO_2 emissions on these shipments by more than 60% per year compared to current freight flows. This translates to an impactful reduction of 180 000 tons of CO_2 over a 10-year period.

See pages 31–33 of this report for further details of our strategy for decarbonizing our value chain.

E1-4 – Targets related to climate change mitigation and adaptation

With climate action at the core of Holcim's strategy, we have set 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. Following the spin-off of the North American business, we updated our targets, confirming our commitment to decarbonize building following the most advanced science.

Further details about our near-term and long-term SBTi-validated targets can be found on page 18 of this report.

NextGen Growth 2030 targets

In addition to our SBTi-validated targets, Holcim has committed to several other ambitious climate-related targets as part of our NextGen Growth 2030 strategy. We have committed to reducing our specific net Scope 1 emissions from cement production to below 400 kg CO_2 per ton of cementitious materials produced by 2030. Holcim also aims to increase its net sales of ECOPact and ECOPlanet to 50% of total ready-mix concrete and cement sales, respectively, by 2030.

CLIMATE TARGETS

	Unit	2020 restated baseline*	2024 restated performance	**2025 performance**	2025 vs 2024	2030 target	2025 vs 2020 baseline
Specific CO_2 emissions – net (Scope 1) – cement only	$kgCO_2/t$	564	515	**502**	-3 %	<400	-11 %
Specific CO_2 emissions – gross (Scope 1) – cement only	$kgCO_2/t$	603	563	**551**	-2 %	-22%	-9 %
CO_2 emissions – electricity (Scope 2) – cement only	$kgCO_2/t$	40	31	**30**	-4 %	-65%	-26 %
CO_2 indirect emissions from purchased clinker and cement (Scope 3)	$kgCO_2/t$ purchased	710	702	**722**	3 %	-25.1%	2 %
CO_2 indirect emissions from investments (Scope 3)	$kgCO_2/t$	687	666	**661**	-1 %	-25.1%	-4 %
CO_2 indirect emissions from downstream transportation (Scope 3)	$kgCO_2/t$ transported	11	9	**9**	3 %	-25%	-17 %
Net sales of ECOPact	% net sales of ready-mix	0	26	**31**	18 %	50	31 %
Net sales of ECOPlanet	% net sales of cement	0	34	**36**	6 %	50	35 %

CLIMATE TARGET FOR CERTAIN BONDS AND PRIVATE PLACEMENTS

	Unit	2018 restated baseline*	**2025 performance**	2025 target	2025 vs 2018 baseline
Specific CO_2 emissions – net (Scope 1) – cement only	$kgCO_2/t$	578	**502**	-9.7%	-13%

* In line with the GHG Protocol Corporate Standard, 2018 and 2020 baselines have been restated for material changes in scope.

E1-5 – Energy consumption and mix

Our approach focuses on a two-pronged strategy: substituting fossil fuels with lower-carbon alternatives and increasing our use of renewable electricity.

In 2025, our total energy consumption was 85 million megawatt hours (M MWh), a 0.4% increase compared to 2024. Total energy consumption from renewable sources increased to 16% (compared to 14% in 2024) and energy consumption from fossil fuels fell to 55% (compared to 58% in 2024).

The "Energy" table below summarizes the key performance indicators related to energy consumption for 2025.

Methodology

We utilize three types of contractual instruments for the purchase of renewable electrical energy.

Power purchase agreements (PPAs): PPAs are particularly valuable for Holcim's operations in Europe, where regulatory frameworks and market conditions support the development of renewable energy projects.

Virtual power purchase agreements (VPPAs): VPPAs offer flexibility and are particularly useful for Holcim's global operations, enabling the company to support renewable projects in strategic locations even if its facilities do not directly consume the generated electricity.

Renewable energy certificates (RECs) and guarantees of origin (GOs): By purchasing and retiring RECs or GOs, we can reduce Scope 2 CO_2 emissions associated with the use of electricity from the grid.

ENERGY

	Unit	2023 restated	2024 restated	**2025**
Energy consumption total	M MWh	86	85	**85**
Total energy consumption from fossil sources	M MWh	51	49	**47**
Percentage of fossil sources in total energy consumption	%	60	58	**55**
Total energy consumption from renewable sources	M MWh	12	12	**13**
Percentage of renewable sources in total energy consumption	%	14	14	**16**
Thermal energy consumption	M MWh	76	75	**75**
Thermal energy consumption fossil fuels – coal	M MWh	10	9	**8**
Thermal energy consumption fossil fuels – petcoke	M MWh	17	17	**16**
Thermal energy consumption fossil fuels – oil	M MWh	2	2	**1**
Thermal energy consumption fossil fuels – gas	M MWh	13	13	**13**
Thermal energy consumption fossil fuels – other traditional fossil fuels	M MWh	2	1	**2**
Thermal energy mix of clinker production – alternative fuels (ex biomass)	M MWh	23	24	**25**
Thermal energy mix of clinker production – biomass	M MWh	9	10	**11**
Electrical energy consumption	M MWh	10	10	**10**
Electrical energy consumption – renewable	M MWh	2.4	2.5	**2.8**
Electrical energy consumption – own generation – renewable	M MWh	0.2	0.1	**0.1**
Electrical energy consumption – renewable PPAs	M MWh	0.7	0.8	**0.9**
Electrical energy consumption – renewable EAC (grid)	M MWh	0.4	0.7	**0.6**
Electrical energy consumption – other renewable (grid)	M MWh	1.1	0.9	**1.1**
Electrical energy consumption – non-renewable	M MWh	7.3	7.1	**6.8**
Electrical energy consumption – own generation – non-renewable	M MWh	0.4	0.3	**0.3**
Electrical energy consumption – grid – non-renewable	M MWh	6.9	6.8	**6.6**
Renewable energy production	M MWh	0.2	0.1	**0.1**
Non-renewable energy production	M MWh	0.4	0.3	**0.3**
Total energy consumption from nuclear sources	M MWh	1.0	0.9	**0.9**
Percentage of energy consumption from nuclear sources in total energy consumption	%	1	1	**1**
Total energy consumption from cement	M MWh	75	72	**72**

E1-6 – Gross Scopes 1, 2, 3 and Total GHG Emissions

Our absolute GHG emissions in 2025 were as follows:

- Gross Scope 1 emissions: 52 million tons of CO_2.
- Scope 2 emissions (market-based): 3 million tons of CO_2.
- Total Scope 3 emissions: 37 million tons of CO_2e.
- Total GHG emissions (Scopes 1, 2, and 3): 92 million tons of CO_2e.

See pages 82–83 of this report for analysis of the changes in GHG emissions year-over-year and the actions taken to reduce our emissions.

The data tables on pages 87–88 of this report summarize the key performance indicators related to GHG emissions for 2025.

Methodology

Scope 1 and Scope 2 CO_2 emissions

We follow the Global Cement and Concrete Association (GCCA) Cement CO_2 and Energy Protocol, version 3.1, for the monitoring and reporting of CO_2 emissions from cement manufacturing, to calculate CO_2 emissions of cement operations between the 1990 baseline and the reporting year. The Cement CO_2 and Energy Protocol is sector-specific guidance that builds on the GHG Protocol and was originally developed under the WBCSD as part of the Cement Sustainability Initiative (CSI), before transitioning to the GCCA. Wherever feasible, operations report site and/or material-specific Scope 1 CO_2 emission factors. For non-cement related operations, site-specific fuel consumption is used to calculate CO_2 emissions according to the GHG Protocol. For Scope 2 emissions, we follow the GHG Protocol Scope 2 Guidance. Work to determine the most accurate available market-based emission factors is continuously under way. The reporting coverage for the Scope 1 and 2 topic data is 98%.

Gross Scope 1 CO_2 emissions are the total emissions resulting from the calcination of limestone and the emissions resulting from the combustion of fossil-based fuels and pre-treated waste-derived fuels. Compared with gross CO_2 emissions, net CO_2 emissions do not include CO_2 from alternative fuels.

Scope 3 emissions

Holcim applies the GHG Protocol to estimate CO_2 emissions for all 15 categories. We select the GHG calculation methods that appropriately reflect the most material GHG emissions and support the decision-making process to achieve reduction targets. We apply the following criteria to select calculation methods: 1. relative size of the emissions, 2. data availability, 3. data quality, 4. cost and effort required to apply each method.

Calculation methods

Approximately 50% of the emissions are calculated using primary data gathered from our value chain partners.

Approximately 35% of the emissions are calculated using life cycle assessment (LCA) models combined with primary data and average emission factors from recognized environmental databases.

The remaining approximately 15% of the emissions, which are not material in terms of CO_2, are calculated using spend-based methods combined with an internationally recognized macroeconomic database (EXIOBASE).

Method per category

Categories 1 and 3: We use the “average-data” method for the most material purchased goods and for all fuels, combining primary data from our operating systems (e.g., volumes purchased in each country) with emission factors extracted from the LCA database (GaBi).

Category 1 purchased clinker and cement: When EPDs are not available from clinker and cement purchased, we use the “average-data” method, combining primary data from our operating systems (e.g., volumes purchased in each country) with emission factors extracted from the sector database GCCA-GNR, with national averages updated on an annual basis.

Category 2: We use the “spend-based” method, combining primary data from spend for each category of capital goods purchased in each country and the kg CO_2 per Swiss franc extracted from a macroeconomic database (EXIOBASE).

Category 3 electricity: We use the “average-data” method for electricity, combining primary data from our operating systems (e.g., volumes purchased in each country) with emission factors extracted from IEA for WTT and T&D linked to the country grid.

Category 4 and 9: We use the “distance-based method” for transportation, combining primary data from our operating systems (e.g., volumes transported, kilometers driven, vehicle types, payload) with HBEFA fuel models and emission factors extracted from the LCA database (GaBi).

Category 5: We use the “average-data” method, combining primary data (volumes of waste generated in our operations, classified by waste type) with emission factors extracted from the LCA database (GaBi) in relation to the waste treatment process (according to each waste type).

Category 6: We use the “spend-based” method, combining primary data from spend for each category of business travel in each country and the kg CO_2 per Swiss franc extracted from a macroeconomic database (EXIOBASE).

Category 7: We estimate CO_2 from employee commuting, modeling fuel consumption based on the number of employees per country and the average kilometers traveled per year (including a percentage of home working), assuming the use of an average car, with an emission factor extracted from the LCA database (GaBi).

Category 8: We use the “spend-based” method.

Category 10: We use the “site-specific” method, combining primary data (volumes sold) with Scopes 1 and 2.

Category 11: This category is not applicable for Holcim, as building materials are intermediate products and do not directly consume energy or generate GHG emissions during the use phase.

Category 12: We use the "average-data" method, combining primary data (volumes sold) with emission factors extracted from the LCA database (GaBi) in relation to end-of-life waste treatment processes (according to each waste type).

Category 13: We use the "spend-based" method.

Category 14: We estimate CO_2 emissions from our retail franchises, modeling energy consumption in commercial buildings per m^2, per country.

Category 15: We use "primary data", capturing Scope 1 and 2 emissions from our joint ventures and applying the percentage in relation to our equity ratio.

For Scopes 1, 2, and 3, we closely follow the ongoing consultations and developments in relation to the GHG Protocol and will continue to implement adaptations going forward.

ABSOLUTE GHG EMISSIONS

	Unit	2023 restated	2024 restated	**2025**
Absolute Scope 1 emissions – gross	Mt	55	53	**52**
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	%	37	36	**34**
Absolute Scope 2 emissions (location-based)	Mt	3	3	**3**
Absolute Scope 2 emissions (market-based)	Mt	3	3	**3**
Percentage of contractual instruments, Scope 2 GHG emissions	%	10	14	**15**
Percentage of electricity purchased with usage of bundled renewable energy attributes	%	6	6	**8**
Percentage of electricity purchased with usage of unbundled renewable energy attributes	%	4	7	**7**
Absolute Scope 3 emissions – total	Mt	38	35	**37**
Percentage of GHG Scope 3 calculated using primary data	%	61	58	**59**
Absolute S3 emissions – Cat 1 – Purchased goods and services	Mt	5.2	5.3	**5.8**
Absolute S3 emissions – Cat 2 – Capital goods	Mt	0.1	0.1	**0.1**
Absolute S3 emissions – Cat 3 – Fuel and energy-related activities	Mt	3.5	3.6	**3.3**
Absolute S3 emissions – Cat 4 – Upstream transportation and distribution	Mt	3.0	3.0	**3.1**
Absolute S3 emissions – Cat 5 – Waste generated in operations	Mt	0.1	0.0	**0.0**
Absolute S3 emissions – Cat 6 – Business travel	Mt	0.0	0.0	**0.0**
Absolute S3 emissions – Cat 7 – Employee commuting	Mt	0.0	0.0	**0.0**
Absolute S3 emissions – Cat 8 – Upstream leased assets	Mt	0.0	0.0	**0.0**
Absolute S3 emissions – Cat 9 – Downstream transportation and distribution	Mt	1.4	1.3	**1.3**
Absolute S3 emissions – Cat 10 – Processing of sold products	Mt	1.0	0.9	**0.9**
Absolute S3 emissions – Cat 11 – Use of sold products	Mt	0.0	0.0	**0.0**
Absolute S3 emissions – Cat 12 – End-of-life treatment of sold products	Mt	0.7	0.7	**0.7**
Absolute S3 emissions – Cat 13 – Downstream leased assets	Mt	0.0	0.0	**0.0**
Absolute S3 emissions – Cat 14 – Franchises	Mt	0.0	0.0	**0.1**
Absolute S3 emissions – Cat 15 – Investments	Mt	23.1	19.6	**21.3**
Absolute emissions (Scopes 1,2, & 3) (location-based)	Mt	96	91	**92**
Absolute emissions (Scopes 1, 2, & 3) (market-based)	Mt	97	91	**92**

ABSOLUTE SCOPE 1 EMISSIONS BY SOURCE

	Unit	2023 restated	2024 restated	**2025**
CO_2 emissions – gross (Scope 1)	Mt	55	53	**52**
CO_2 emissions from raw materials	Mt	35	33	**33**
CO_2 emissions from fossil fuels	Mt	13	13	**12**
CO_2 emissions from alternative fuels (non-biomass)	Mt	4	4	**4**
CO_2 emissions from alternative fuels (biomass)	Mt	3	3	**4**

ABSOLUTE SCOPE 1 EMISSIONS BY REGION

	Unit	2023 restated	2024 restated	**2025**
CO_2 emissions – gross (Scope 1) – Asia and Middle East & Africa	Mt	22	21	**22**
CO_2 emissions – gross (Scope 1) – Europe	Mt	23	22	**20**
CO_2 emissions – gross (Scope 1) – LATAM	Mt	11	10	**10**

SPECIFIC SCOPE 3 EMISSIONS

	Unit	2023 restated	2024 restated	2025
Indirect CO_2 emissions from purchased clinker and cement	$kgCO_2e$/t purchased	699	702	**722**
Indirect CO_2 emissions from investments	$kgCO_2$/t	666	666	**661**
Indirect CO_2 emissions from downstream transportation	$kgCO_2e$/t transported	9	9	**9**

GHG EMISSIONS INTENSITY

	Unit	2025
GHG emissions intensity, location-based (total GHG emissions per net sales)	kg CO_2e/mCHF	**5.9**
GHG emissions intensity, market-based (total GHG emissions per net sales)	kg CO_2e/mCHF	**5.8**
Net sales	mCHF	**15 724**
Net sales used to calculate GHG intensity	mCHF	**15 724**
Net sales other than used to calculate GHG intensity	mCHF	**0**

ENERGY & GHG (GCCA KPIs) – CEMENT PLANTS ONLY

	Unit	2023 restated	2024 restated	2025
Absolute gross Scope 1	Mt	51	50	**48**
Absolute net Scope 1	Mt	47	45	**44**
Absolute Scope 2 – market-based	Mt	3	3	**3**
Absolute Scope 2 – location-based	Mt	3	3	**3**
Specific CO_2 emissions – net (Scope 1)	$kgCO_2$/t	525	515	**502**
Specific CO_2 emissions – net (Scope 1) – as reported	$kgCO_2$/t	545	538	**502**
Specific CO_2 emissions – gross (Scope 1)	$kgCO_2$/t	572	563	**551**
Specific CO_2 emissions – gross (Scope 1) – as reported	$kgCO_2$/t	587	582	**551**
Specific CO_2 emissions – electricity (Scope 2) – market-based	$kgCO_2$/t	36	31	**30**
Specific CO_2 emissions – electricity (Scope 2) – market-based – as reported	$kgCO_2$/t	36	32	**30**
Specific heat consumption of clinker production	MJ/t	3 698	3 623	**3 641**
Thermal substitution rate (TSR): alternative fuels plus biomass	%	35	38	**39**
Thermal substitution rate (TSR): biomass	%	14	15	**17**

PRODUCTS AND SOLUTIONS

	Unit	2023 restated	2024 restated	2025
Clinker produced	Mt	66	65	**62**
Clinker consumed	Mt	62	61	**60**
Cement fillers consumed (limestone, gypsum, MIC, etc.)	Mt	25	26	**26**
Cement produced	Mt	87	86	**85**
Cementitious materials produced	Mt	92	90	**88**
Aggregates produced	Mt	142	141	**145**
Asphalt produced	Mt	5	9	**4**
RMX produced	Mm^3	32	31	**32**
Clinker factor (average % of clinker in cements)	%	71	70	**70**
Net sales of sustainable solutions	%	NR	NR	**34**

E1-7 – GHG removals and GHG mitigation projects financed through carbon credits

Our decarbonization roadmap to achieving our net-zero targets does not rely on carbon credits.

Our decarbonization philosophy is clear: We are committed to reducing emissions within our own value chain. As such, Holcim has not financed climate change mitigation projects outside the value chain through the purchase of carbon credits to achieve GHG emission reductions or removals. Holcim is committed to becoming a net-zero company by 2050, in line with the SBTi guidelines.

E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

Physical risks

Aligned with the CSRD, TCFD, and TNFD frameworks, Holcim's Climate and Nature Resilience and Adaptation Program assesses both current and future climate and nature physical risks at each site classified as eligible in accordance with the EU Taxonomy. This assessment, which incorporates potential future climate scenarios based on the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), measures site resilience and preparedness, helping to safeguard our people, assets, and operations while ensuring compliance with the EU Taxonomy's climate change adaptation (CCA) objective. The program also documents future CapEx needs and supports the economic rationale for investments that address climate and nature physical risks and reduce our environmental impact and resource dependence.

The purpose of this section is to provide an overview of the physical impacts of climate change on the Group and its assets. Our 2025 assessment covers all of our major locations, including cement plants and associated quarries, as well as construction and demolition materials sites, and selected insulation sites. The assessment is also available upon request to other sites such as aggregate quarries and ready-mix concrete facilities. Impact levels are determined for both asset impact and the wider impact on the Group.

As a result of this program, we have strengthened our understanding of our exposure to physical risks and the actions required to adapt to climate change and nature dependencies. Each site has tailored action plans for implementing the most effective adaptation actions to enhance business resilience. These plans are fully aligned with the Group's business resilience governance model, which defines a comprehensive framework for preparing, responding, and recovering from physical risks and includes detailed emergency response, crisis management, business continuity, and evacuation plans. At the Group level, we also collaborate closely with insurers to evaluate how evolving climate and nature physical impacts may influence risk exposure and insurance premiums, ensuring that we remain proactive and resilient in a changing environment.

The table below details Holcim's direct operational exposure. However, we also identify physical risk impacts across the entire value chain. Upstream, acute and chronic physical risks can damage critical infrastructures such as ports and shipping routes, potentially leading to logistics delays and higher transport costs. Downstream, they can disrupt customer operations and threaten the integrity of building sites. These disruptions are driving the demand for resilient solutions. Holcim capitalizes on this shift by providing high-performance materials. For instance, our Hydromedia permeable concrete rapidly drains rainwater, reducing local flood impacts and protecting customer assets.

PHYSICAL RISKS SUMMARY TABLE (SSP5-8.5)

PHYSICAL RISK	IMPACT LEVEL	CURRENT EXPOSURE[1]	FUTURE EXPOSURE [2]
Floods	Low	15%	Stable
Storm/precipitation	Low	22%	Increase
Wildfire	Low	6%	Increase
Landslide	Low	5%	Stable
Drought	Low	34%	Increase
Extreme temperatures	Low	44%	Increase
Water security	Low	16%	Increase

[1] Share of sites currently exposed to the physical risk, based on an assessment of 377 sites.
[2] Evolution of the physical risk exposure of selected assets up to 2050 based on climate change scenario SSP5-8.5.

Acute Chronic Nature

ACUTE PHYSICAL RISKS

Definition	Potential impacts	Our response
Floods Includes fluvial and pluvial floods and storm surges. The risk score is based on changes in precipitation patterns as well as other components such as topography, catchment area, and runoff.	As a construction and building materials company, we are exposed to both high and low water levels as well as flooding events. These conditions can directly impede planned transportation schedules because transportation routes may be blocked or submerged, causing delays. Critical equipment or infrastructure may also be damaged.	At Holcim, our primary response is to support our employees and, as necessary, the affected communities. Vulnerable sites have in place appropriate mechanisms to prepare for, manage, and recover from floods, such as maintenance programs and physical equipment, including, but not limited to, barriers, sandbags, and roof drains, alongside emergency reserves such as backup power, fuel, and water.
Storm/precipitation Maximum daily precipitation (in mm) for a predefined event. Also includes windstorms and lightning storms.	Storms associated with strong winds can cause harm to people, disrupt operations, damage assets, and impact supply chains. Additionally, storms may also lead to flooding events, while runoff may carry pollutants into waterways, contaminating water sources.	We prioritize the safety of people during heavy storms by adjusting or halting production and proactively monitoring cyclone alerts and river levels. Sites at risk have stormwater management and spill containment teams to prevent contamination. Sites have arresters and grounding systems to reduce the impact of lightning strikes.
Wildfire Likelihood of wildfire based on current land susceptibility to fire and projected hot and dry weather.	Wildfires present a significant threat to quarries and cement facilities, particularly those situated near forested areas. Wildfires release smoke and particulate matter into the air, which may cause respiratory problems and other health issues. They may also lead to temporary shutdowns, damage to essential infrastructure, and disruption to transportation networks, which may result in delays and increased costs.	Each site has fire emergency response plans, including evacuation plans and fire drills, along with preventive measures, such as vegetation clearing. We also maintain and regularly inspect firefighting infrastructure and equipment such as water cisterns, firewalls, alarms, hydrants, and extinguishers. We additionally provide personnel training.
Landslide Mass movement processes, including rockfalls, debris flows and mudslides.	Extreme precipitation increases the risk of landslides. In addition to harming people, a landslide may also damage assets, disrupt local supply chains, and cause contamination of underground water systems.	We have implemented comprehensive preventive and mitigating plans such as geological and landslide risk studies, slope stability monitoring, containment systems on quarry access roads, and backup generators to reduce business interruption risks.

CHRONIC PHYSICAL RISKS

Definition	Potential impacts	Our response
Drought Water stress locations based on the Standardized Precipitation Index (SPI) in combination with the number of heatwave days.	Acute drought periods may lead to operational disruptions and water-driven supply chain challenges due to water scarcity. In addition, the potential implementation of water usage quotas for human consumption and industrial purposes due to water shortages may further limit production capacity.	By leveraging World Resources Institute (WRI) Aqueduct data on water stress and scarcity and the Science Based Targets Network (SBTN) framework, we are continuously developing tailored strategies to enhance resilience at each of our sites. We focus on optimizing water consumption by improving rainwater capture, water recycling, and retention basins. The goal is for all our sites to have water recycling systems. In water-stressed areas, we enhance resilience through initiatives such as alternative water sources. We have also worked to set basin-specific reduction targets by applying the SBTN framework in priority basins.
Extreme temperatures Sustained increases in average temperatures over time, leading to long-term warming trends and contributing to more frequent and prolonged heat events.	Extreme heat may have adverse impacts on the workforce, for example, by harming people's health (e.g., dehydration, heatstroke, etc.), ultimately leading to operational disruptions or slowdown such as delayed transportation. Over time, prolonged heat events may affect the structural integrity of our assets, causing further operational disruptions and increased costs.	We have implemented adaptation actions at Holcim sites affected by extreme temperatures, including reorganized work shifts to reduce heat stress, maintaining sufficient water supplies, and training employees on coping strategies for extreme heat. Although heat wave risks are expected to rise, we equip buildings and assets with cooling systems to help mitigate the impact.

NATURE PHYSICAL RISKS

Definition	Potential impacts	Our response
Water security Water availability is used as the indicator. It is based on the baseline water stress defined by WRI, which measures the ratio of water withdrawals to available renewable surface water and groundwater at the catchment scale. **ESRS reporting**: E3 Water and marine resources	The ENCORE database identifies water security as a critical risk for the material construction industry due to its dependence on sufficient freshwater. Droughts may increase water scarcity, leading to business interruptions and financial losses. Changing regulations could increase water prices or restrict access, limiting production and raising costs. Water use in water-stressed locations may also strain relationships with local communities, potentially harming our reputation.	We regularly assess water security risks at each site using WRI Aqueduct and Swiss RE's RDS platform to identify high-risk locations and prioritize data-driven solutions. Furthermore, sites with above medium-high water risk have implemented water management plans to reduce freshwater withdrawal, engage stakeholders, and prepare for changing regulations. Our company is aiming for a reduction of 33% in freshwater withdrawal by our cement segment, more than 50% by aggregates, and 15% by concrete. We also have four validated SBTN basin-wide targets. To achieve these goals, we are investing in projects and stewardship to reduce water intensity throughout our business operations. Our operations are becoming more water-efficient as a result of process optimization, reduced leakage, and equipping sites with water recycling systems.

Scenario Analysis

Holcim has developed two distinct and plausible climate change scenarios, including one aligned with the Paris Agreement, to test the resilience of the organization's strategy in light of different climate change futures. In line with the recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD), Holcim has continued to develop distinct and plausible climate change scenarios to test the resilience of the organization's strategy in light of different climate change futures. Two scenarios were considered to present Holcim's assessment of climate-related transitional and physical risks: one scenario aligned with the Paris Agreement (1.5 °C) and one scenario that assumes limited collective action against climate change (3 to 5 °C).

The scenario aligned with the Paris Agreement is favorable for Holcim, its shareholders, and the global community. New market conditions will support growing demand for low-carbon building materials and building solutions, increasing our market share in low-carbon cement and concrete as well as solutions to reduce the emissions of the built environment. Holcim's sustainability leadership brings strategic resilience to the Group, and Holcim is well positioned to build on its net-zero journey and help create a net-zero future that works for people and the planet.

A slower pace of transformation will lead to a scenario of ineffective collective action against climate change, as the construction value chain remains fragmented and stimuli are not yet in place to decarbonize at the pace and scale required. While this is not Holcim's strategic direction, the Group will adapt to cover market needs while continuing to drive circular and low-carbon construction and invest in less carbon-intensive production technologies.

In all cases, Holcim is well positioned for the future, with its high-value Building Materials and Building Solutions portfolio. Building materials are the foundation of our business and comprise decarbonized cement and circular aggregates. We have leading market positions and continue to invest in innovation, while circular solutions are enabled by our ECOCycle circular technology. In addition, we offer a broad range of high-value building solutions. These consist of high-performance ready-mix concrete and surfacing – from foundation to flooring – and energy-efficient building systems – from walling to roofing. Overall, our sustainable building solutions meet the needs of the most demanding building projects – from infrastructure and industry to buildings. These will be crucial in the coming decades, regardless of the climate change scenario.

This chapter aims to summarize the outcome of Holcim's climate-related scenario analysis. Holcim will continue to develop this analysis in order to understand emerging opportunities and mitigate potential risks associated with climate change.

Holcim considers the impact of each climate change scenario on its ambition to become a net-zero company by 2050 as well as its vision to become the leading partner for sustainable construction. Depending on the particular risk or opportunity, our analysis is based on both quantitative and qualitative assessments. These scenarios do not constitute definitive outcomes for Holcim. The scenario analysis relies on assumptions that may or may not materialize, and scenarios may be impacted by other factors in addition to the assumptions disclosed.

SCENARIO ALIGNED WITH THE PARIS AGREEMENT

In the scenario aligned with the Paris Agreement, governments and industries are collaborating to make net zero possible. The cement industry is making significant efforts toward net-zero development and innovation, while climate change mitigation and adaptation are growing in importance. Carbon capture, utilization, and storage technologies are developing at a pace consistent with the industry's transition to net zero. There is growing demand for low-carbon and material-efficient solutions, solutions that reduce the emissions of the built environment, and solutions that mitigate the impacts of climate change. The physical impacts of climate change are manageable without significant business or societal disruption. Holcim's sustainability leadership brings strategic resilience to the company. Holcim is well positioned to progress on its net-zero journey and build a net-zero future that works for people and the planet.

SCENARIO OF LIMITED COLLECTIVE ACTION ON CLIMATE CHANGE

Limited collective action on climate change has the potential to hamper Holcim's aim to become a net-zero company by 2050. Such action could competitively disadvantage Holcim in relation to our peers and other sectors by restricting our ability to develop commercially-viable circular, low-carbon, and climate resilient solutions, as well as energy-efficient and smart building materials and solutions. The physical impacts of climate change could be severe. To be prepared, Holcim has a strategy to protect its assets and to meet increased customer demand for resilient and durable solutions that are able to withstand extreme weather and mitigate environmental impacts.

	PARIS AGREEMENT	LIMITED COLLECTIVE ACTION ON CLIMATE CHANGE
Temperature range by 2100	1.5 °C	3 °C – 5 °C
Reference scenarios	IEA Net Zero Emissions Scenario (NZE) Source: IEA World Energy Outlook 2024	IEA Stated Policies Scenario (STEPS) Source: IEA World Energy Outlook 2024 IEA Reference Technology Scenario (RTS) Source: IEA Technology Roadmap – Low-Carbon Transition in the Cement Industry (2019)
Carbon emissions pathway, IPCC 6th Assessment Report Used for physical risk assessment	Carbon emissions pathway: SSP1-2.6	Carbon emissions pathway: SSP5-8.5
Cement demand	Trend following NZE: Growth in emerging markets until 2030; from 2030–2050, demand decreases due to smart design	Trend following RTS until 2030: Growth in emerging markets until 2030; marginal growth after 2030
CO_2 price (USD/T CO_2)	NZE: Advanced economies with net-zero pledges: 2030: 140; 2050: 250 Selected emerging markets with net-zero pledges: 2030: 90; 2050: 200 Selected emerging markets: 2030: 25; 2050: 180 Other emerging markets: 2030: 15; 2050: 55	STEPS: EU: 2030: 140; 2050: 158 Canada: 2030: 126; 2050: 126 Other selected markets: 2030: 21–56; 2050: 28–89

SCENARIO IMPACTS

Risk to be continuously monitored by Holcim and risk governance adjusted accordingly to limit negative business impact.

Opportunity improving the conditions for delivery of our strategy and with a positive business impact.

Low impact
Medium impact
High impact

		PARIS AGREEMENT		LIMITED COLLECTIVE ACTION ON CLIMATE CHANGE	
		RISKS	OPPORTUNITIES	RISKS	OPPORTUNITIES
1. POLICY AND LEGAL					
1.1 CO_2 prices and other climate policies	2030				
	2050				
2. MARKET					
2.1 Access to mineral components	2030				
	2050				
2.2 Cost of fossil fuels and energy	2030				
	2050				
2.3 Circular construction (recycling materials, smart design, and driving repair and renovation)	2030				
	2050				
2.4 Demand for low-carbon building materials	2030				
	2050				
3. TECHNOLOGY					
3.1 Decarbonization of supply chain (energy and transportation)	2030				
	2050				
3.2 Deployment of breakthrough technologies (CCUS) on a large scale	2030				
	2050				
4. REPUTATION					
4.1 Impact on the Group's stakeholders	2030				
	2050				
5. PHYSICAL					
5.1 Chronic physical risks	2030				
	2050				
5.2 Acute physical risks	2030				
	2050				

	PARIS AGREEMENT	LIMITED COLLECTIVE ACTION ON CLIMATE CHANGE
1. POLICY AND LEGAL	Consistent with our net-zero strategy, reliable and stable carbon prices in all regions facilitate long-term investment decisions in low-carbon technologies and encourage significant change across the building materials and construction value chain. They also support the collective effort to create a large-scale CO_2 transportation and storage network in line with the needs of other industries.	The limited number of CO_2 pricing schemes hampers deployment of breakthrough technologies at the pace needed, making it more challenging for Holcim to deliver on its net-zero target. Moreover, the fragmented decarbonization efforts in the construction value chain make it more difficult to benefit from the competitive advantage offered by a low carbon footprint.
2. MARKET	As the decarbonization of the construction value chain progresses, the focus is on reducing operational emissions in the built environment. Circular construction is endorsed progressively by global standards and regulations. This results in higher demand for circular and low-carbon building materials and building solutions. At the same time, as the steel and energy industries decarbonize, the availability of supplementary materials such as fly ash or slag is decreasing. Holcim mitigates this risk by securing sources of limestone, construction demolition materials, or byproducts from other industries, but also by investing in calcined clay facilities and developing novel cements with new binders. With the progressive transition to decarbonized energy sources, Holcim's dependency on fossil fuel decreases.	As there are few regulatory incentives to use low-carbon products and to recycle, there is a limited increase in sales of our low-carbon cement and concrete. Demand for our circular and low-carbon building materials and building solutions will be driven by urbanization, the need to protect natural resources, and increased fossil fuel prices. By 2030, while the average clinker factor reduces moderately, the availability and cost of mineral components will remain virtually unchanged compared to today's levels. By 2050, the price of these materials will increase modestly as some decarbonization of industries is underway, leading to a limited negative impact. However, with the slower transition to decarbonized energy sources, demand for fossil fuels remains strong.
3. TECHNOLOGY	Holcim expects to benefit from the overall decarbonization efforts in society thanks to: (1) earlier readiness and affordability of breakthrough technologies, such as kiln electrification, hydrogen, and – most importantly – CCUS; (2) efforts in our own value chain/ with suppliers, which will reduce our Scope 3 emissions. Additionally, we expect the production of supplementary cementitious materials such as calcined clay to mature.	Holcim will need to make significant additional efforts to achieve its Scope 1 targets, as governments are slow to implement the necessary policies to scale up breakthrough technologies, such as kiln electrification, hydrogen, and CCUS, as well as the associated networks and infrastructure. Scope 3 targets are challenged, as suppliers do not decarbonize at the necessary pace.
4. REPUTATION	In the short term, Holcim's cement production segment remains in the spotlight as a CO_2-intensive business, bringing reputational risks. However, as the net-zero roadmap is delivered and Holcim is seen as a keen contributor to climate change mitigation, its reputation, trust, and credibility grow, and the strategy is aligned with stakeholders' expectations.	The slow pace of the necessary regulatory incentives will pose additional challenges for Holcim's decarbonization journey, progressively increasing the associated reputational risks.
5. PHYSICAL	Extreme precipitation and flooding impacting sites and supply chains in affected areas will require further protective actions and mitigation plans. Today, 30% of our sites are located in areas with medium to extremely high water risk, which explains why appropriate governance and management in water consumption, recycling, and treatment are already necessary.	Extreme weather events such as torrential precipitation, flooding, drought, and excessive heat days will increase significantly in frequency and intensity. In the long term, these may be considerably more intense, meaning that protective actions at existing locations are insufficient. This could have severe financial impacts on sites and supply chains and potentially jeopardize the economic viability of some of our operations. Further risks, such as wildfires and windstorms, will increase and become significant threats. An opportunity is presented by the development of our building solutions segment, which offers integrated solutions and systems specifically designed to tackle climate change challenges – by increasing energy efficiency, providing cooling effects, extending the longevity of building materials, and enhancing options to generate renewable energy.

ESRS E2 – POLLUTION

At Holcim, our commitment to building progress for people and the planet is realized by coupling production excellence with rigorous environmental management. Our Zero Environmental Impact Program is now a consolidated reality, supported by continuous investments across our sites.

E2-1 – Policies related to pollution

Holcim manages its environmental impact through a robust and comprehensive policy framework that defines standards and procedures for emissions (air, noise, vibrations, and odors), water consumption and discharge quality, waste handling and disposal, electrical energy efficiency and sourcing.

This framework requires all sites to comply with applicable environmental laws and, in many cases, to exceed them by following Holcim's internal standards and limits, which are often more stringent than local regulatory requirements. The standards form an integral part of the Group Health, Safety, and Environment (HSE) Management System, which is validated by Lloyd's Register as fully compliant with ISO 14001 and ISO 45001.

Health, Safety, and Environment (HSE) Policy

Holcim's management of pollution (including air, water, and soil) is primarily governed by the Health, Safety, and Environment (HSE) Policy. This policy establishes a global framework for identifying, managing, and mitigating environmental impacts and risks from all operations. It commits Holcim to continuous improvement in environmental performance and compliance with all applicable laws and regulations.

Environmental Emissions Standard

Holcim's Environmental Emissions Standard (HSE-301) sets the minimum requirements for all Group businesses and personnel to manage risks associated with environmental emissions, including point and fugitive emissions, noise, vibration, and odors. The standard requires each operating unit to set annual emissions targets, conduct annual risk assessments, and manage impacts through specific controls, such as abatement systems. A core requirement of this program is the establishment of a documented plan to reach the thresholds set by the EU's best available techniques and ensure operations meet Holcim's internal environmental emissions limits in addition to all local regulations. The standard also requires all relevant personnel to be competent and trained.

Water Directive

Holcim's Water Directive establishes the company's commitment to water stewardship, which includes the prevention of pollution by requiring all operations to comply with local laws and internal standards for water quality. It mandates the management of water discharges to ensure that all wastewater is treated to meet or exceed regulatory requirements before being released into the environment. It also requires all sites to have plans in place to prevent and respond to spills or accidental discharges that could cause pollution.

Water Management Standard

The Holcim Water Management Standard (HSE-302) operationalizes the Water Directive by defining water pollution discharge as a critical risk. It mandates the implementation of specific critical controls, including secondary containment systems designed to prevent the release of polluted water into environmental media, the operation of treatment systems to meet water quality parameters, and rigorous discharge monitoring to analyze water quality and ensure compliance. The standard also requires sites to develop emergency response plans specifically for polluted water discharge scenarios.

Environmental audits

Holcim's HSE Audit Program Guide provides a systematic audit process to measure and verify unit-level compliance with the established HSE Management System, which is aligned with the ISO 14001 standard. Annual audits directly assess how well a site is managing its pollution risks. Auditors use an evidence-based approach to verify that systems for controlling air quality, emissions, groundwater, noise, and waste are working and comply with company and legal limits.

All of our cement sites and most of our aggregates and ready-mix sites operate under ISO 14001 certification or an equivalent management system.

The "EMS and compliance" table below summarizes the key performance indicators related to air emissions for 2025.

ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS) AND COMPLIANCE

	Unit	2023 restated	2024 restated	**2025**
Cement sites with ISO 14001 certification	%	98	97	**98**
Cement sites with an EMS equivalent to ISO 14001	%	100	98	**99**
Aggregates sites with ISO 14001 certification	%	30	29	**27**
Aggregates sites with an EMS equivalent to ISO 14001	%	59	58	**57**
RMX sites with ISO 14001 certification	%	29	29	**31**
RMX sites with an EMS equivalent to ISO 14001	%	57	55	**62**
Number of countries reporting severe non-compliance cases	#	3	4	**1**
Fines and penalties paid	CHFm	0	0	**0**

E2-2 – Actions and resources related to pollution

Critical controls management

Launched in 2024 covering the risk of pollution to water, the program was expanded in 2025 to include the risk of incidents of emissions and soil contamination. The program is based on the analysis of all incidents occurring in the last five years, the identification of critical controls to avoid incidents and to mitigate impacts, and quarterly verifications at each operating site, with site personnel checking and reporting on the implementation of any such critical controls and their compliance with the Group's requirements. In 2025, we completed 99.7% of required verifications and 858 improvement actions.

Reducing air emissions

In 2025, our pollution prevention strategy focused on two main pillars:

- Process optimization to reduce nitrogen oxide (NOx) emissions and maintain dust abatement systems at peak performance.
- Workforce engagement through the "Treasure Hunt" program, encouraging employees to identify opportunities to improve performance in daily operations.

A new real-time emissions dashboard now alerts teams to act before limits are exceeded. Our NOx reduction program delivered a 3% Group-wide emission reduction compared to last year through more than 160 process improvements, plus an additional CHF 1.9 million in savings on reagents. Key achievements include a 21% NOx emission reduction at Morocco's Agadir plant and a substantial 75% drop in calciner emissions at the Surma Plant in Bangladesh. At the plants in Iraq and Serbia, improvements extended beyond kiln stability, fostering greater teamwork and collaboration across functions.

Our Dedusting Systems Program standardized maintenance practices across all aggregates sites. Launched in June 2025, this program identified over 170 improvement opportunities focused on preventative maintenance and enhancing operational efficiency. Upgrades to abatement systems also helped to reduce our groupwide SO_2 emissions (-7%).

In 2025, we invested CHF 17.9 million in pollution control technologies, including:

- Upgraded dust abatement systems at seven plants.
- Installation of selective non-catalytic reduction (SNCR) systems at four plants.
- Enhancement of water treatment and recycling systems at 130 sites (cement, concrete, and aggregates).

By integrating these initiatives, Holcim is setting robust standards that simultaneously reduce its environmental footprint and strengthen its operations.

E2-3 – Targets related to pollution

Holcim's material air emissions risk is linked exclusively to cement production.

In 2020, the Group's Executive Committee set the 2030 targets (published in the 2021 Annual Report) and endorsed the new Holcim Air Emissions Strategy. Since then, progress has been strong, with several objectives reached well ahead of schedule.

Building on these results, and considering the evolution of our operational footprint, we are now making new, more ambitious commitments, as outlined below:

Emissions	2020 restated baseline	2030 target	2025
Dust (g/t clinker)	114	30	**34**
NOx (g/t clinker)	1224	1080	**1 121**
SO_2 (g/t clinker)	293	180	**201**

For water pollution, our target is for 100% of our discharged water to meet Holcim water quality standards and in-country regulations to protect ecosystems and biodiversity by 2026.

	2026 target	2025
Regulatory compliant water discharge (%)	100	**99**

E2-4 – Pollution of air, water and soil

Water pollution

As part of our water stewardship, water from our operations is filtered and treated to meet minimum threshold values in accordance with the Group water standard. Discharged water is analyzed quarterly, with any exceedances promptly reported and investigated. Control measures are in place at each site which are monitored at corporate level to ensure full compliance with regulatory requirements.

Since 2022, Holcim has established internal limits for the quality of discharged water, requiring all cement plants to comply with the more stringent of regulatory or Group standards. These internal limits are based on the potential pollution risks associated with cement production, including parameters such as pH, total suspended solids (TSS), mercury, and total petroleum hydrocarbons (TPH).

To help ensure that our discharged water can support aquatic life (e.g., fish, algae, and fungi) we have also set limits for total nitrogen, total phosphorus, and biochemical oxygen demand (BOD). Discharged water is sampled on a quarterly basis.

The "Water pollution" table below summarizes the key performance indicators related to water pollution for 2025.

WATER POLLUTION

	Unit	2023 restated	2024 restated	2025
Regulatory compliant water discharge	%	99	100	**99**

Air emissions

Our pollution metrics include comprehensive emission monitoring of production, measuring total emissions and specific emissions of dust, NO_x, SO_2, and VOC, mercury, dioxins/furans, and heavy metals per ton of clinker produced.

Methodology

Our Group monitors and reports on emissions from cement manufacturing in strict accordance with the GCCA Sustainability Guidelines, the global industry standard, which supersedes the 2012 WBCSD CSI Guidelines for Emissions Monitoring and Reporting in the Cement Industry.

Our data governance follows a robust, multi-level verification process. Data is first collected locally at our plants using continuous measuring sensors and periodic spot measurements. This information then undergoes a two-step consolidation and approval process at country level. Following this, Group experts scrutinize and validate the data, which receives final approval at both the individual kiln and country levels, ensuring accuracy before consolidation into our Group's overall results.

To maintain measurement integrity, all sensor calibrations and spot measurements are performed by independent, external laboratories. In some cases, the use of external laboratories in a country may not be possible because of access restrictions due to security reasons, visa requirements, or material import constraints.

In such cases, if a specific emission component was not measured, the 2024 measurement was used to estimate kiln-level performance. Where no 2024 data was available, the 2025 Group average was applied to consolidate the kiln's contribution to the Group's overall results.

The full production from a kiln is included in the coverage only when the emission of the respective pollutant(s) is monitored, otherwise the percentage of production from the kiln covered by measurement is considered zero. For the proportion of production with comprehensive emission monitoring, the full production from a kiln is included only when emissions of all pollutants (dust, NOx, SO_2, VOC/THC, heavy metals (Hg, Cd, Tl, Sb, As, Pb, Cr, Co, Cu, Mn, Ni and V), and PCDD/F) are monitored.

Regular monitoring and third-party controls verify that environmental controls are effective and aligned with Holcim's long-term vision of zero environmental impact.

Holcim continuously monitors air emissions and water quality to ensure that all operations remain within internal and legal limits. The reporting coverage for pollution data is 100% of kilns in production.

The "Air emissions" table below summarizes the key performance indicators related to air emissions for 2025.

AIR EMISSIONS

	Unit	2023 restated	2024 restated	**2025**
Clinker produced with continuous monitoring of dust, NO_x, and SO_2 emissions	%	98	98	**99**
Clinker produced with monitoring of dust, NO_x, and SO_2 emissions	%	100	100	**100**
Coverage				
Overall: production with comprehensive emission monitoring	%	91	91	**99**
Dust: production with dust measurement	%	100	100	**100**
NO_x: production with NO_x measurement	%	100	100	**100**
SO_2: production with SO_2 measurement	%	100	100	**100**
VOC: production with VOC measurement	%	98	97	**100**
Mercury: production with mercury measurement	%	100	100	**100**
Dioxins/furans: production with dioxins/furans measurement	%	93	100	**100**
HM1: production with HM1 measurement	%	94	93	**98**
HM2: production with HM2 measurement	%	94	95	**100**
Emissions				
Total dust emissions	ton	1 838	1 959	**2 087**
Total NO_x emissions	ton	76 950	72 278	**69 483**
Total SO_2 emissions	ton	12 397	13 562	**12 459**
Total VOC emissions	ton	2 719	2 156	**3 199**
Total mercury emissions	ton	1.3	1.1	**0.6**
Total dioxins/furans emissions	g	2.0	1.4	**1.9**
Total HM1 emissions	ton	0.9	1.1	**0.6**
Total HM2 emissions	ton	22.7	17.8	**17.6**
Specific emissions (clinker)				
Specific dust emissions	g/t	29	31	**34**
Specific NO_x emissions	g/t	1 196	1 152	**1 121**
Specific SO_2 emissions	g/t	193	216	**201**
Specific VOC emissions	g/t	42	34	**52**
Specific mercury emissions	mg/t	21	17	**10**
Specific dioxins/furans emissions	ng/t	30	22	**30**
Specific HM1 emissions	mg/t	14	17	**9**
Specific HM2 emissions	mg/t	353	284	**285**

ESRS E3 – WATER AND MARINE RESOURCES

We recognize that water is a critical and finite resource. Water stewardship is a core component of our commitment to building a nature-positive future, which we address through a science-driven approach to conservation, efficiency, and restoration in the local ecosystems where we operate.

E3-1 – Policies related to water and marine resources

Our approach is governed by our Nature Policy and specific Water Directive. These policies formalize our commitment to reducing water intensity, returning water at equal or better quality across our operations, and implementing nature-based solutions outside of our site boundaries to restore freshwater ecosystems through partnerships and collaborations.

Nature Policy

Holcim's approach to water stewardship is governed by its Nature Policy. This policy applies to all of Holcim's operations, including Holcim Ltd and its affiliates in all managed and consolidated countries. The policy extends beyond Holcim's direct operations to include both upstream and downstream stakeholders.

The Nature Policy outlines Holcim's commitment to the efficient use of natural resources and our path toward a nature-positive future.

The policy is built on a commitment to a comprehensive approach that incorporates watershed management, collective action, community engagement, and transparency. As a signatory to the UN Global Compact CEO Water Mandate, Holcim's policy is aligned with international best practices. It provides the framework for actions to reduce freshwater withdrawal, increase water recycling, and engage with local stakeholders to protect shared water resources.

The Chief People and Sustainability Officer (CPSO) and the Head of Sustainable Construction and Nature have overall responsibility for the policy. The strategy is overseen at Board level by the Health, Safety, and Sustainability Committee.

Water Directive

Holcim's Water Directive applies to all of its managed businesses and product segments, from cement to roofing. It commits Holcim to reducing its water impacts and managing risks by ensuring all operations comply with local laws and adhere to Holcim's Water Management Standard, as a minimum. The directive also requires proactive engagement with relevant stakeholders to promote more responsible water stewardship in the wider watershed/basin. Under the directive, all sites must assess their water impacts, prioritizing high water risk areas, and implement key stewardship actions within our own operations and beyond our boundaries. This encompasses freshwater use reduction, ensuring high-quality water discharge, and actively restoring freshwater through the implementation of nature-based solutions outside of our site boundaries. Ultimate accountability for implementation rests with each country CEO, with oversight from the Group Chief People and Sustainability Officer.

E3-2 – Actions and resources related to water and marine resources

Our water policies come to life through on-the-ground actions.

In 2025, we reduced our freshwater withdrawal, measured in liters per ton of cementitious materials, by 6.3% from 191 liters in the previous year to 179 liters. Compared to the 2020 baseline year, freshwater withdrawal decreased by 25%, as we added rainwater harvesting systems and increased our usage of recycled water. Our total water consumption remained stable compared to the previous year despite an increase in ready-mix production. Of our sites, 30% are in water risk areas, and we have equipped 76% of those sites with water recycling systems.

Freshwater reduction

Our operations are becoming more water-efficient through process optimization, reduced leakages, and equipping sites with water recycling systems. When possible, we shift our water use from freshwater to non-freshwater. In some countries, during heavy rains, we use harvested rainwater, while in others we use sea or treated municipal wastewater.

See page 35 of this report for two examples of freshwater reduction projects in Mexico and Morocco.

Freshwater ecosystem restoration

We implement nature-based solutions outside our site boundaries to restore ecosystems through partnerships and collaborations.

"Nature-based solutions are actions to protect, sustainably manage, and restore natural or modified ecosystems that address societal challenges (e.g. climate change, food and water security, or natural disasters) effectively and adaptively, simultaneously providing human well-being and biodiversity benefits." WCC 2016, Resolution 069.

Implementing these solutions requires stakeholders to come together to discuss the challenges. Together, they are able to identify the best nature-based interventions and work collaboratively to put them into action.

E3-3 – Targets related to water and marine resources

Since freshwater is a finite resource, we aim to reduce water intensity throughout our operations. Holcim is committed to lowering freshwater withdrawal intensity across our most material business lines by 2030, with a 33% reduction in cement, more than 50% in aggregates, and 15% in ready-mix concrete compared to a 2020 baseline.

Although our target to lower freshwater withdrawal in aggregates by 50% was achieved in 2025, the target will remain, since part of our improvement relies on rainwater substitution, which may be affected by variable weather.

We are prioritizing our actions in high water risk areas, tailoring our solutions to local conditions. We identify high water-stress areas using the World Resources Institute (WRI) Aqueduct tool. Holcim's granular water data enabled us to set an ambitious target of a 39% reduction in freshwater withdrawal by 2030 in our direct operations in the Moctezuma basin in Mexico, compared to an average 2022–2023 baseline. We had this target validated by the Science Based Targets Network (SBTN) in 2024, making us one of the first three companies in the world to adopt science-based targets for nature. This science-based target-setting, starting with freshwater, is a significant milestone in advancing ambitious and measurable corporate action for nature.

In 2025, Holcim set three new targets for freshwater withdrawal reduction, developed using the Science Based Targets Network (SBTN) methodology and validated through the Accountability Accelerator, as the company extends its industry-leading nature-positive approach and advances NextGen Growth 2030.

In Greece, Holcim will reduce its freshwater withdrawal in its direct operations in the Cyclades Basin, to 53,082 m^3 by 2030 – a 23% reduction compared to a 2020–2024 average.

In Spain, Holcim will reduce its freshwater withdrawal in its direct operations in the Onyar basin, to 174 128 m^3 by 2030 – a 16% reduction compared to a 2020–2024 average.

In Belgium, Holcim will reduce its freshwater withdrawal in its direct operations in the Haine Basin to 2 534 150 m^3 by 2035 – a 38% reduction compared to a 2020–2024 average.

WATER TARGETS

	Unit	2020 restated baseline*	2024 restated performance	**2025 performance**	2025 vs 2024	2030 target vs baseline	2025 vs 2020 baseline
Cement specific freshwater withdrawal	L/t	239	191	**179**	-6%	-33%	-25%
Aggregates specific freshwater withdrawal	L/t	205	112	**102**	-9%	-50%	-50%
Ready-mix specific freshwater withdrawal	L/m^3	212	188	**190**	1%	-15%	-10%

WATER TARGET FOR CERTAIN BONDS AND PRIVATE PLACEMENTS

	Unit	2018 restated baseline*	**2025 performance**	2025 target	2025 vs 2018 baseline
Cement specific freshwater withdrawal	L/t	245	**179**	-25%	-27%

*2018 and 2020 baselines have been restated for material changes in scope.

E3-4 – Water consumption

Our water metrics include freshwater withdrawal, water discharged, water consumption, water recycled and reused.

The data tables below summarize the key performance indicators related to water for 2025.

Methodology

Holcim followed the GCCA Sustainability Guidelines for the monitoring and reporting of water in cement manufacturing (previously the CSI Protocol for Water Reporting) as a reference to measure the Group's water performance.

Holcim measures water withdrawal, consumption, and discharge using one of the following three methods:

- The actual measurement of water, which involves directly measuring the water flow or volume at a specific point in time using instruments such as flow meters or gauges.
- The quantification of water volume based on flow at a specific point (e.g., channel or pipe cross-section), which measures the water flow rate as it passes through a cross-section of a channel, pipe, or other water conduit, with the flow gauged instantaneously. It uses flow measurement devices to assess the volume of water moving through the system at that moment.
- Water volume estimation based on system capacity or empirical formulas, which involves calculating the water volume based on estimated or rated capacities of systems (e.g., pumps) or by using empirical formulas. Examples include multiplying the rated capacity of a pump by operational hours or estimating evaporation and infiltration rates to assess water volume indirectly.

We measure and report on the percentage of sites located in medium-high to extremely high water risk areas according to the WRI Aqueduct tool. The concept of water risk includes not only water stress but also water quality, regulatory, and reputational risks.

The reporting coverage for water data is 94% of entities with production.

ALL SEGMENTS (INCLUDING CAPTIVE POWER PLANTS)

	Unit	2023 restated	2024 restated	2025
Total water consumption	Mm³	36	35	**35**
Total water consumption in areas at water risk, including areas of high-water stress	Mm³	16	17	**17**
Total water recycled and reused	Mm³	92	85	**76**
Sites in water risk areas	%	27	25	**30**
Sites in water risk areas with a recycling system in place	%	77	80	**76**

SPECIFIC FRESHWATER WITHDRAWAL

	Unit	2023 restated	2024 restated	2025
Cement specific freshwater withdrawal	L/t	210	191	**179**
Aggregates specific freshwater withdrawal	L/t	126	112	**102**
Ready-mix specific freshwater withdrawal	L/m³	198	188	**190**

ALL SEGMENTS (EXCLUDING CAPTIVE POWER PLANTS)

	Unit	2023 restated	2024 restated	2025
Specific freshwater consumption (L/t of product)	L/t	81	74	**71**
Percentage of water withdrawal obtained from direct measurement	%	NR	NR	**75**
Total water withdrawal	Mm³	56	53	**52**
Total freshwater withdrawal	Mm³	44	39	**38**
Total freshwater withdrawal from groundwater	Mm³	19	18	**18**
Total freshwater withdrawal from surface water	Mm³	13	11	**10**
Total freshwater withdrawal from municipal water supplies or third parties	Mm³	7	6	**7**
Total freshwater withdrawal from quarries	Mm³	5	4	**3**
Non-freshwater withdrawal	Mm³	7	8	**8**
Rainwater harvested	Mm³	5	6	**6**
Total water discharge	Mm³	20	18	**17**
Water discharge to ground or soil infiltration	Mm³	4	4	**4**
Water discharge to surface water	Mm³	14	13	**11**
Water discharge to offsite treatment or third parties	Mm³	1	0	**1**
Water discharge to seawater	Mm³	2	1	**1**
Total water consumption	Mm³	36	35	**35**
Total water consumption in areas at water risk, including areas of high-water stress	Mm³	16	17	**17**
Total water recycled and reused	Mm³	82	75	**66**
Sites equipped with a water recycling system	#	1 055	1 118	**1 094**

ESRS E4 – BIODIVERSITY AND ECOSYSTEMS

We recognize that our operations are intrinsically linked to nature. We are committed to contributing to a nature-positive future by taking a measurable, science-driven approach to harness natural processes, endemic species, and local adaptation, while taking into account the landscape and conservation context. As part of Holcim's efforts to enhance biodiversity, we work with nature to accelerate restoration.

E4-1 – Transition plan and consideration of biodiversity and ecosystems

Our commitment to a nature-positive future is fully integrated into our NextGen Growth 2030 strategy. We are taking a "progressive transformative" approach, underpinned by our partnership with the IUCN and our status as one of the first companies to adopt science-based targets for nature (SBTN). This is reflected in our business model, which increasingly focuses on bringing nature into cities through advanced green roofing and permeable concrete solutions. Holcim's commitment to biodiversity is detailed on pages 34–36 of this report.

E4-2 – Policies related to biodiversity and ecosystems

Our approach is guided by our Nature Policy and Quarry Rehabilitation and Biodiversity Directive. These policies operationalize our commitment to achieving a measurable positive impact on biodiversity by 2030, mandating adherence to the mitigation hierarchy and requiring all quarries to have rehabilitation plans in place. All sites with high biodiversity importance must implement a specific Biodiversity Management Plan.

Nature Policy

Holcim's approach to biodiversity is outlined in the Nature Policy. Holcim is committed to making a measurable positive impact on biodiversity by 2030. Backed by science-based indicators for our active and non-active quarries, we aim to help protect natural ecosystems and the livelihoods of those in neighboring communities. We will achieve this by partnering with local stakeholders who understand the local ecosystem, ensuring a positive contribution to biodiversity and the well-being of our societies.

We measure our biodiversity baseline applying a scientific methodology known as the Biodiversity Indicator and Reporting System (BIRS). Additionally, we use the Integrated Biodiversity Assessment Tool (IBAT) to prioritize actions in high biodiversity areas. Holcim has committed not to open new sites or explorations within highly protected areas, specifically World Heritage sites and IUCN categories I and III.

Holcim's biodiversity commitments toward achieving a nature-positive future focus on rehabilitating quarries, rigorously measuring its impacts to demonstrate positive results, increasing circularity to use fewer virgin materials, investing in nature-based solutions outside its site boundaries, and collaborating with local communities and suppliers to ensure collective actions are in place to protect and restore nature.

Quarry Rehabilitation and Biodiversity Directive

Holcim's Quarry Rehabilitation and Biodiversity Directive operationalizes the Nature Policy by setting specific rules for all extraction sites worldwide, including active, closed, and newly acquired sites. It mandates that all sites must have a quarry rehabilitation plan, and sites in areas of high biodiversity importance must develop a specific biodiversity management plan (BMP). To ensure implementation, the directive requires sites to make financial provisions for all rehabilitation costs, conduct formal environmental and social impact studies (ESIA) before developing new sites, and formally review their plans at least every five years. Furthermore, it requires the use of the Biodiversity Indicator and Reporting System (BIRS) to monitor changes in habitat conditions, with data updates required annually, every three years, or every five to ten years, depending on the metric in question.

E4-3 – Actions and resources related to biodiversity and ecosystems

As part of Holcim's efforts to enhance biodiversity, we work with nature to accelerate restoration. Our rigorous, scientific approach harnesses natural processes, endemic species, and local adaptation, taking into account the landscape and conservation context.

In 2025, 252 quarries were identified as having biodiversity importance, and 98% of these have a biodiversity management plan (BMP) in place. The four remaining sites had partially implemented plans and will fully implement their BMPs in 2026. Rehabilitation plans were in place at 100% of our quarries, and we had rehabilitated a total area of 7 658 hectares as of the 2025 year end. We also assess key biodiversity actions per quarry. In 2025, we planted more than 200 000 native plants. Green corridors are being implemented by 73 quarries, 121 quarries are restoring wetlands, and 197 quarries are forming local strategic partnerships to increase their impact.

Progressive transformative rehabilitation

Our commitment to contributing to a nature-positive future goes beyond traditional rehabilitation. Some of our key actions include buffer zone optimization and, where relevant, the creation of habitats not previously found on the site, such as green corridors, for wildlife connectivity, and wetlands.

When possible, our sites are rehabilitated in a progressive manner. In other words, rehabilitation takes place simultaneously with extraction work — areas where extraction is finished are rehabilitated while work continues in other areas of the quarry.

See page 36 of this report for an example of transformative rehabilitation at the Newbold Quarry in the United Kingdom.

Measuring positive biodiversity impact

We apply the mitigation hierarchy to prioritize and guide actions to enhance our positive biodiversity impact. We worked in partnership with the International Union for the Conservation of Nature (IUCN) to develop a methodology to measure our biodiversity level. This tool is called the Biodiversity Indicator Reporting System (BIRS). We used BIRS to define our biodiversity baseline, enabling us to measure our biodiversity improvement over the years in our active and non-active quarries. BIRS assessment will allow us to better understand our challenges and opportunities with regard to protecting biodiversity and improving ecosystem conditions at each site. We will identify key actions, develop action plans, and implement them to increase our biodiversity index.

Holcim's Bli Bli Quarry in Australia played a crucial role in saving the critically endangered Scrub Turpentine tree. When a small population was found on site, Holcim contributed to a research program run by the Queensland Government to assess the tree's tolerance to the devastating myrtle rust fungus. Genomic sequencing revealed enough genetic variation and disease tolerance to support a new breeding program. This demonstrates how industry and scientific support can protect vulnerable species and leave a positive mark on biodiversity.

In 2025, we also worked toward standardizing corporate biodiversity measurement and reporting by participating in the Nature Positive Initiative's State of Nature Metrics Pilot Program. During the six-month pilot program, Holcim tested seven metrics in two quarries, one in Macuspana, Mexico and one in Cartago, Costa Rica. We provided feedback on the metrics' robustness, practicality, and affordability, as well as on their suitability for use in related guidance for relevant corporate standards and frameworks, including the TNFD, GRI, and SBTN. In particular, with the support of IUCN, we tested the suitability of the Biodiversity Indicator and Reporting System (BIRS) and the Species Threat Abatement Risk (STAR).

Supporting nature with our products and solutions

We are committed to developing solutions that support and restore nature. Our innovative bioactive concrete solutions, for example, help rehabilitate damaged coastal ecosystems. Green roofs play an essential role in bringing nature into cities and improving urban biodiversity. In addition to providing natural habitats for wildlife, ZinCo's green roof systems also help to cool and humidify the surrounding air, as well as improve building energy performance and sound insulation. At the same time, their vegetation helps to filter out dust and smog, and reduce water run-off. At the "Pieschen Children's Island" daycare center in Dresden, Germany, ZinCo's "SolarVert" system integrated a biodiverse green roof with an efficient solar energy system. This project was awarded the Bundesverband GebäudeGrün e.V. (BuGG)'s "Overall Greening of the Year 2025".

In another example of Holcim's solutions supporting nature, the Humes Bebo Precast Concrete Arch has been installed on a sensitive site in far north Queensland, Australia, as a wildlife overpass. This installation encourages fauna, such as cassowaries, to move safely and freely through their habitat. Because the arch is precast off-site, the system's rapid, modular installation significantly reduces site disturbance, which is crucial for protecting environmentally sensitive areas.

Holcim created and donated an artificial reef to the underwater area of Friedrichsort pier in Kiel, Germany. The reef is revitalizing the local marine ecosystem by using several of Holcim's innovative marine solutions: CO_2-reduced Xstones, bioactive concrete elements, and a 3D-printed "fish hotel". Bioactive concrete has a surface texture and mineral composition that is designed to stimulate natural colonization by a great diversity of local marine animals and plants. Xstone is a coastal armor block that strengthens coastal defense systems. Biologists at the Holcim Innovation Center are developing advanced methods to improve the ecological value of the bioactive concrete used in Xstone blocks, transforming hard infrastructure into a living, natural reef that supports algae and other basic organisms in the food chain.

Protecting nature beyond our boundaries

Our quarries and sites are an integral part of wider landscapes. They play an essential role in providing ecosystem services to people, including indigenous communities and vulnerable groups, as well as being the habitat of wildlife and flora. The landscapes cover important habitat types, from forests to grasslands and from deserts to wetlands.

We aim to become a leading voice in landscape protection beyond our own sites, participating in or leading multi-stakeholder collaboration. We work with all relevant stakeholders — from industrial sites to our suppliers (which are generally located in the same landscape) to agricultural producers and local communities.

See page 36 of this report for an example of protecting nature beyond our boundaries in Puerto Hondo, Guayaquil.

E4-4 – Targets related to biodiversity and ecosystems

Our primary target is to achieve a measurable positive impact on biodiversity by 2030. We track this using the Biodiversity Indicator and Reporting System (BIRS), developed with the IUCN. In 2024 we achieved our goal of assessing 100% of our biodiversity baseline in all our active and non-active quarries. We will measure our biodiversity level again by 2030 and aim to reach a higher biodiversity index compared to the 2024 baseline.

We are committed to implementing nature-based solutions outside our site boundaries, such as reforestation projects and wetland restoration in collaboration with communities and other local stakeholders.

E4-5 – Impact metrics related to biodiversity and ecosystems change

Holcim uses key indicators to measure progress on its biodiversity commitments.

Methodology

Quarries that have been assessed using Biodiversity Indicator Reporting System (BIRS) and those with rehabilitation plans in place are aligned with the Holcim Directive on Quarry Rehabilitation and Biodiversity. The key requirements go far beyond legal compliance and include measures respecting the mitigation hierarchy (avoid, minimize, restore, and offset) and a biodiversity management plan for sites assessed as of high biodiversity value.

Quarries with biodiversity importance are defined according to categorizations introduced in 2018 following Fauna & Flora International (FFI) recommendations, which we have been incrementally implementing.

The “Biodiversity” table below summarizes the key performance indicators related to biodiversity for 2025.

BIODIVERSITY

	Unit	2023 restated	2024 restated	**2025**
Quarries assessed using BIRS methodology – Active only	%	77	100	**100**
Quarries assessed using BIRS methodology – Active and non-active	%	71	100	**100**
Quarries with rehabilitation plan in place	%	100	100	**100**
Quarries with biodiversity importance	#	242	248	**252**
Area of quarries with biodiversity importance	ha	71 566	74 243	**72 122**
Quarries with biodiversity importance with biodiversity management plans in place	%	100	100	**98**
Total rehabilitated area (active quarries)	ha	5 829	5 823	**6 324**
Total rehabilitated area (all areas)	ha	7 298	7 376	**7 658**
Financing effects (direct and indirect costs) of biodiversity offsets	CHFm	NR	2	**1**

ESRS E5 – RESOURCE USE AND CIRCULAR ECONOMY

Circularity is at the core of our business strategy and a key driver of profitable growth. We are committed to building new from old, reducing waste, increasing recycling, and decoupling growth from the use of primary materials.

E5-1 – Policies related to resource use and circular economy

Holcim's resource use and circular economy are governed by our Circular Economy Policy. This policy outlines our strategy to reduce the consumption of primary materials, minimize waste, increase recycling, and generate new revenue streams, supporting the development of advanced solutions with recycled content that is central to our market differentiation.

Circular Economy Policy

Holcim's Circular Economy Policy outlines Holcim's objective to drive circular construction that is nature positive, climate friendly, and socially inclusive, shifting from a linear "take, make, waste" economy to a circular "reduce, reuse, recycle" model. This strategy is built on three key levers: recycling waste such as construction and demolition materials (CDM); reducing material use through smart design and technology, and repairing or renovating buildings to extend their lifespan. Operationally, all units are required to implement a waste management program based on the waste hierarchy, measure recycled material volumes, and avoid landfilling. The policy applies worldwide to Holcim Ltd and all its affiliates in managed and consolidated countries.

E5-2 – Actions and resources related to resource use and circular economy

To accelerate the growth of our circular construction business, we are prioritizing the following actions:

Waste recycling

As a global leader in recycling, Holcim is committed to driving circularity. We are increasing internal waste recycling and diversion from landfills in all the countries in which we operate. In 2025, we made strides toward zero environmental impact through 148 projects in 114 sites that diverted 117 thousand tons of waste from landfill, saved 0.9 million m^3 of water, and avoided 117 thousand tons of Scope 2 CO_2 emissions.

Securing material sourcing

Our network of 109 circular construction hubs, strategically located close to urban centers, and our partnerships with municipalities and construction companies give us access to premium quality CDM sources.

We are making strategic investments to expand our recycling capacity. Our build-and-buy approach includes establishing new circular construction hubs. We are leading the shift to circular construction across all our regions, both organically and through M&A. In 2025, we made three value-accretive acquisitions in this space, in the UK, Germany, and France, to scale up ECOCycle & CDM recycling. In 2025, Holcim grew its recycling of CDM by 23% to 8 million tons.

Scaling our ECOCycle circular technology

By deploying our ECOCycle circular technology across a range of building solutions, we produce products guaranteed to contain a minimum of 10% and up to 100% recycled construction demolition materials (CDM), without compromising on quality or performance. Solutions include raw materials for use in low-carbon cement formulations and recycled aggregates for use in concrete or as fillers for road construction.

Solutions with ECOCycle are now available in 12 countries, with further launches planned. As we grow our network of advanced processing sites, we are expanding the markets in which we can provide circular solutions.

Innovation

Innovation in circular construction is driven by the adoption of next generation processing technologies and the integration of digitalization and AI across our operations, enabling more efficient, sustainable, and resource-conscious building solutions.

In Cologne, Germany, the Brügelmannstrasse Gymnasium is setting new standards in circularity by using 21,000 m^3 of ECOPact with ECOCycle inside during construction. See page 13 of this report for more details.

Our leadership in circular construction achieved significant recognition this year, most notably winning the 'Green Building/Infrastructure Project of the Year' at the 2025 Edie Awards. The award was presented for the Innovation Lab "Grüze", a collaborative initiative between Holcim, the City of Winterthur, and the Zurich University of Applied Sciences (ZHAW). The facility, serving as both a meeting place and experimental workshop for sustainable and circular construction, was built using a proprietary process and resource-efficient, carbon prestressed concrete (CPC). This design allows for significant reductions in material use and CO_2 emissions.

Advocacy

Our advocacy efforts are focused on creating a policy environment that favors circularity. We actively engage with policymakers to evolve building norms and standards, promoting recycled content in infrastructure and building projects. We are also a leading voice advocating for stricter landfill regulations and supporting accounting frameworks such as the Global Circularity Protocol (GCP).

Global Circularity Protocol

Holcim is proud to be a Front Runner Coalition member for the Global Circularity Protocol for business (GCP), launched at COP30 by the WBCSD and the One Planet Network. Shaped by over 150 experts, the GCP is the world's first global voluntary framework to provide a standardized approach for organizations to measure, manage, and communicate their circularity impacts to stakeholders. As a member, our organization is demonstrating leadership by committing to test and implement the GCP across our business and value chain, actively contributing to a framework that can unlock significant material savings, avoid CO_2 emissions, and promote economic growth by accelerating the transition to circular business models.

E5-3 – Targets related to resource use and circular economy

Our ambitious targets drive our circular economy performance. Holcim's target is to recycle 20 million tons of CDM per year by 2030, and to have more than 150 circular construction hubs globally. Alongside these two targets, our ambition is for net sales of products containing CDM to reach CHF 800 million by 2030.

E5-4 – Resource inflows

Holcim is actively increasing its use of non-virgin materials in its production processes. In 2025, the total materials consumed (excluding fuels) amounted to 285 million tons, and the percentage of materials sourced from reused or recycled sources was 10% (30 million tons). The use of alternative raw materials in cement production increased to 14% in 2025, compared to 12% in 2024.

We recycled 8 million tons of CDM in 2025, a 23.5% increase compared to 2024, building on exceptional growth momentum and confirming our strong position to significantly accelerate our pace toward the 2030 target. Further evidence that circularity is a key driver of profitable growth.

Methodology

Construction demolition materials

Construction demolition materials (CDM) are generated from the construction industry, construction material production, renovation, repair, maintenance, and demolition of houses, large building structures, roads, bridges, piers, dams, and similar structures. CDM comprises alternative raw materials, recycled aggregates, recycled asphalt, and return concrete reused in cement, aggregates, ready-mix concrete, asphalt, and concrete products.

The essential value-creating step for Holcim is the actual processing of waste or a secondary resource into a usable construction material (CDW to CDM) through changes in their physical and/or chemical properties. For example: crushing and screening concrete, brick, and asphalt to produce aggregate; shredding timber or green waste for mulch or biomass fuel; sorting mixed waste into uniform types (e.g., metals – including by magnetic separation – or plastics and plasterboard); washing materials to remove impurities; densifying lightweight materials for transport or storage.

Waste-derived resources

Materials sourced from byproducts or waste streams primarily include, but are not limited to: alternative raw materials (AR) in clinker, which includes all types of raw materials consumed up to and including clinker production, including decarbonated sources such as "fines" from construction and demolition materials; alternative fuels (AF), encompassing all types of AF consumed in all process steps in clinker (CLC) production; industrial mineral components (iMIC) used in cement, which is the sum of all mineral components sourced from industrial sources, for example, blast furnace slags, industrial ashes (fly ash, beneficiated fly ash, bottom ash), silica fumes, burnt oil shale, mixed rubble, artificial gypsum and dust (cement kiln dust, bypass dust); and, lastly, construction demolition materials (CDM) such as reclaimed rail ballast, concrete slurries, bricks, pavements, walls, roofing, structures, and concrete sludge.

Holcim broadened its internal definition of waste-derived resources (WDR) in 2025 to enhance its circular economy contribution. The expanded scope covers both internally generated waste – specifically hazardous and non-hazardous waste generated by plants and sent off-site for recycling, downcycling, or recovery – and waste management companies' processed waste. The waste management companies involved will separate all waste types and then sell the resulting recycled materials externally.

The "Recycling waste" table below summarizes the key performance indicators related to resource inflows for 2025.

RESOURCE INFLOWS

	Unit	2023 restated	2024 restated	**2025**
Total materials consumed – excl. fuels	Mt	302	305	**285**
Raw material consumed – excl. fuels and recycled material	Mt	276.6	277.4	**255.8**
Reused or recycled material consumed – excl. fuels	Mt	25.2	27.6	**29.6**
Percentage of materials used that are reused or recycled	%	8.4	9.1	**10.4**
Waste-derived resources	Mt	25.6	28.2	**30.2**
Alternative raw materials contained in cement	%	11.4	12.3	**14.2**
Alternative raw materials contained in concrete	%	3.6	5.7	**4.3**
Alternative raw materials contained in asphalt	%	19.1	9.2	**20.7**
Recycling ratio – cement (waste used/production volumes)	%	22.1	23.6	**24.2**
Recycling ratio – all segments (waste used/sales volumes)	%	7.8	8.8	**9.3**
Construction demolition materials (CDM)	Mt	4.9	6.5	**8.0**

E5-5 – Resource outflows

Our management of resource outflows focuses on minimizing waste. In 2025, we generated 1.58 million tons of total waste, of which 1.14 million tons was recycled or recovered, leaving 28% as non-recycled waste, a significant decrease compared to 2024 (35%).

Over 45 projects were recorded across all countries to reduce waste at the source, increase recycling, and divert materials from landfill. These initiatives had a broad focus, including reusing waste as secondary material, concentrating on biowaste and composting, and improving overall management and segregation. For example, the Pascuales site in Ecuador successfully transformed returned concrete from a waste product into usable, Lego-style concrete blocks. These blocks now serve as durable safety barriers and delimitations within the plant. In the UK, food recycling facilities were successfully rolled out across all sites to compost organic waste.

Methodology

Waste and recycling data

Waste comprises all forms of solid or liquid waste (excluding wastewater) and is defined as hazardous or non-hazardous based on the legislation of the country in which the site operates. Overburden from quarry activity is not classified as waste. Waste streams generated by Holcim's operations are mainly dust from dedusting equipment, sludges from wastewater treatment, parts and disposable materials used during plant maintenance and unsellable material such as unused cement and concrete. Data on internal waste at country level is collected in accordance with internal standards. It is then consolidated and validated centrally on an annual basis for internal reviews and external disclosures.

The "Internal waste managed" table below summarizes the key performance indicators related to resource outflows for 2025.

RESOURCE OUTFLOWS (INCLUDING CAPTIVE POWER PLANTS)

	Unit	2023 restated	2024 restated	**2025**
Total waste generated	Mt	1.47	1.51	**1.58**
Total amount of hazardous waste	Mt	0.05	0.03	**0.05**
Internal hazardous waste recycled or recovered	Mt	0.02	0.03	**0.04**
Internal hazardous waste disposed	Mt	0.03	0.01	**0.01**
Total amount of non-hazardous waste	Mt	1.42	1.48	**1.53**
Internal non-hazardous waste recycled or recovered	Mt	0.94	0.96	**1.10**
Internal non-hazardous waste disposed	Mt	0.48	0.52	**0.43**
Non-recycled waste	Mt	0.51	0.52	**0.43**
Percentage of non-recycled waste	%	34	35	**28**

EU TAXONOMY

Background

Regulation (EU) 2020/852 (EU Taxonomy) is a cornerstone of the European Green Deal's sustainable finance strategy. It introduces a classification framework to identify economic activities deemed environmentally sustainable, with the objective of channeling capital flows toward activities and technologies that support the green transition. Holcim has adopted the simplifications set out in Commission Delegated Regulation (EU) 2026/73 (revised EU Taxonomy Delegated Act) when preparing its disclosures.

The EU Taxonomy defines the conditions and criteria for assessing the environmental sustainability of economic activities.

An activity is classified as "eligible" if it is defined in the EU Taxonomy Delegated Acts issued by the European Commission.

For an eligible activity to be deemed environmentally sustainable (i.e., "eligible and aligned"), it must meet the following criteria:

1) **Substantial contribution: The activity must contribute significantly to at least one of the six environmental objectives.**
2) **Do No Significant Harm (DNSH): The activity must not adversely impact any of the other environmental objectives.**
3) **Minimum safeguards: The activity must comply with fundamental social and governance safeguards.**

SIX ENVIRONMENTAL OBJECTIVES	
1	Climate change mitigation (CCM)
2	Climate change adaptation (CCA)
3	Sustainable use and protection of water and marine resources (WTR)
4	Transition to a circular economy (CE)
5	Pollution prevention and control (PPC)
6	Protection and restoration of biodiversity and ecosystems (BIO)

Holcim, as a Swiss-based company, is not currently required to report under the EU Taxonomy Regulation. Recognizing the EU Taxonomy's pivotal role in advancing sustainable financing across Europe, the Group has proactively opted to voluntarily disclose in accordance with the framework. Following Holcim's 2024 standardization of EU Taxonomy assessment templates and tools for cement and insulation, the 2025 assessment was further strengthened to cover all six environmental objectives, with specific enhancements related to insulation and circular construction activities.

Holcim has underpinned its commitment to sustainability with industry-shaping targets in line with NextGen Growth 2030. The EU Taxonomy is an essential tool in executing our Strategy 2030. The activity-based criteria set by the EU Taxonomy provide a framework that integrates the construction industry's entire value chain, with which Holcim is actively engaged.

Assessment of eligibility

EU Taxonomy-eligible activities correspond to those listed and described in the EU Taxonomy Delegated Acts. Holcim has identified the following eligible activities:

- Manufacture of energy efficiency equipment for buildings (CCM 3.5): The eligible activity mainly pertains to insulation boards manufactured in Europe, as well as other insulation products such as Airium from France, Algeria, and Belgium, external thermal insulation composite systems (ETICS) from France and Belgium, polystyrene products and mineral wool insulation solutions from Poland, and green roofing systems from ZinCo in Europe.
- Manufacture of cement (CCM 3.7): This activity pertains to Holcim's cement operations, encompassing Geocycle operations, which foster the use of alternative fuels and alternative raw materials in cement production as well as activities related to the processing of mineral components, which constitute raw materials for the cement manufacturing process. Ready-mix concrete products, as activities downstream of cement, are not considered eligible under the current Delegated Acts.

- Material recovery from non-hazardous waste (CCM5.9): The EU Taxonomy defines this activity as the "construction and operation of facilities for the sorting and processing of separately collected non-hazardous waste streams into secondary raw materials involving mechanical reprocessing, except for backfilling purposes." At Holcim, this primarily encompasses operations processing construction demolition materials, which supply secondary raw materials for cement, aggregates, and ready-mix concrete production. It also includes certain Geocycle preprocessing platforms that manage non-hazardous waste. The same operations are also assessed and reported under the Circular Economy objective with reference to the activity "sorting and material recovery of non-hazardous waste (CE2.7)."
- Freight transport services by road (CCM6.6): Holcim employs road vehicles for the transportation of its raw materials and products. While the majority of freight services are provided by third parties, a portion involves Holcim's ownership or leasing of vehicles.

To avoid double counting, when an activity qualifies under multiple environmental objectives, the KPIs associated with Climate Change Mitigation (CCM) are reported in the primary disclosure table. KPIs related to other environmental objectives are presented separately in the annex tables (pages 114 and 116 of this report).

Activities with all of their eligible KPIs (turnover, CapEx, and OpEx) below 0.5% are deemed non-material and, as such, are not disclosed.

Non-eligible activities

Economic activities that are not listed in the EU Taxonomy Delegated Acts are not necessarily harmful or unsustainable.

As the EU Taxonomy Regulation continues to evolve, additional activities may be considered for inclusion in the future. Nonetheless, Holcim's sustainability strategy spans all business areas, driving low-carbon solutions, energy efficiency, and circular practices that extend beyond the current scope of the EU Taxonomy. Specifically, activities involved in the manufacture of aggregates, ready-mix concrete, and asphalt are currently not classified as eligible.

EU TAXONOMY-ELIGIBLE ACTIVITIES

TURNOVER[1]

	Million CHF	Percent
Manufacture of cement	7 471	47.5%
Manufacture of energy efficiency equipment for buildings, other eligible activities	98	0.7%
Material recovery from non-hazardous waste	34	0.2%
Non-eligible activities	8 121	51.6%
Total	**15 724**	**100%**

[1] Turnover corresponds to net sales to external customers.

Assessment of alignment

To ensure an appropriate interpretation of the EU Taxonomy Regulation and its technical screening criteria, Holcim has established working groups comprising internal and external industry and environmental experts. A prudent approach to the assessment of Taxonomy alignment has been adopted.

Climate change adaptation: To meet EU Taxonomy requirements on "Do No Significant Harm" (DNSH) criteria on climate change adaptation, the Group has implemented a climate resilience and adaptation program to identify and mitigate the risks and impacts of the current and future physical climate risks on economic activities, or on people, nature, and assets, alongside a timeline up to 2050. The assessment is based on the 2050 Intergovernmental Panel on Climate Change (IPCC) RCP 8.5 pathway projection. This risk and vulnerability assessment has been completed for eligible activities, including currently active operations and future assets (CapEx projects), by site location. Appropriate adaptation action plans have been defined with implementation expected within five years to reduce the material physical climate risks. It is essential to ensure alignment with local, regional, and community adaptation plans. The Group encourages the adoption of sustainable adaptation solutions, such as nature-based, green, or blue infrastructure. Holcim uses a centralized reporting system that enables all countries to report, update, and continuously monitor their adaptation action plans.

Pollution prevention and control: The EU Taxonomy DNSH criteria require that the activity does not lead to the manufacture, placing on the market, or use of the substances of concern defined in a list of EU Directives and Regulations, subject to certain exceptions. Screening of the substances used in the manufacturing process is performed to ensure application of the EU Directives and Regulations required in the EU Taxonomy Regulation.

Protection of water and marine resources: Holcim evaluates the Taxonomy criteria relating to water on the basis of the Holcim Nature Policy, Water Directive, and Water Management Standard. Alignment with the DNSH criteria is assessed based on the following conditions: a) A water risk assessment is conducted in accordance with the Group Water Directive based on the World Resources Institute (WRI) Aqueduct tool; b) for sites located in areas with medium, high, or very high water risk, a water management program has been implemented; c) all water discharged is fully compliant with local regulations and Holcim's water quality standards. The compliance of discharged water is additionally validated through quarterly verifications, critical controls, and audits conducted by the Health, Safety, and Environment (HSE) function.

Protection and restoration of biodiversity and ecosystems: Alignment with the DNSH criteria is assessed based on the following conditions: The biodiversity level of each manufacturing site is assessed using the the Flora and Fauna categorization and a Biodiversity Importance Category (BIC) is determined. Sites located in or near globally or nationally recognized sensitive and protected areas are classified as BIC 1 or BIC 2 and have implemented a Biodiversity Management Plan, which includes mitigation and compensation measures.

Minimum safeguards: Holcim ensures compliance with minimum safeguards on human rights, anti-corruption, fair competition, and taxation through due diligence processes in place. Holcim's commitment to respecting and promoting human and labor rights is aligned with the principles and values contained in the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, as well as with the internationally recognized rights contained in the International Bill of Human Rights. For further information on Holcim's human rights due diligence process, please see "Upholding Human Rights" (page 49) and "Statement on Due Diligences" (page 56) of this report.

Compliance with internal and external laws and regulations, including anti-corruption, fair competition, and taxation rules, are among the principles of the Holcim Code of Business Conduct (replaced as of 1 January 2026 by the Code of Ethics) and are binding across the entire Group. Please refer to the section "Compliance Program" (page 26) in the 2025 Governance & Risk Report. Tax governance, tax risk management, and compliance are integral to the Group's Tax Directives, and are embedded within Holcim's risk management and internal control systems. Please refer to the sections "Key financial risks" (page 35) and "Internal control" (page 28) in the 2025 Governance & Risk Report.

Specific considerations are included in our methodology to assess the Taxonomy alignment of different eligible economic activities:

For CCM 3.5. Manufacture of energy efficiency equipment for buildings:

- **Climate change adaptation:** A climate risk and vulnerability assessment has been implemented for insulating and roofing products manufacturing sites and construction demolition materials processing sites by location, integrated in the 2025 annual Natural Catastrophe program.
- **Pollution prevention and control:** Screening has been performed for the full list of components for materials used at our insulation manufacturing sites to ensure compliance with Appendix C to Annex I of the Climate Delegated Act.
- **Circular Economy:** Regarding product-specific features and the manufacturing process, Holcim has assessed the techniques available and adopted to support the EU Taxonomy criteria, including the use of secondary raw materials, durability, recyclability, ease of disassembly, adaptability, and the waste management program.

For CCM 3.7. Manufacture of cement:

- **Manufacturing footprint:** Each clinker or cement product involves an activity with a specific manufacturing footprint, including quarrying, clinker production, cement grinding, and cement blending. For the purpose of determining a substantial contribution to the climate change mitigation objective, each phase is individually assessed against all applicable Taxonomy criteria throughout the end-to-end manufacturing process.

- **Substantial contribution to climate change mitigation:** Holcim uses the Global Cement and Concrete Association (GCCA) Sustainability Guidelines for the reporting of CO_2 emissions from cement manufacturing (previously WBCSD CSI Cement CO_2 and Energy Protocol version 3.1). CO_2 emissions from own production of mineral components used as a clinker substitute (such as calcined clay) are included in this calculation.
- **Pollution prevention and control:** Holcim's Emission Monitoring and Reporting standards apply to the emissions of SO_2, NO_x, and dust from kiln stacks. A kiln is considered "Taxonomy-aligned for emissions" when it emits pollutants below the limits defined in the EU Best Available Techniques reference document, as follows: 1) Continuously monitored emissions: With regard to the emissions of SO_2, NO_x, and dust from kiln stacks, Holcim's Emission Monitoring and Reporting standards apply. Daily average results are calculated and are validated against the ranges defined by the Best Available Techniques (BAT) Reference Document for the Production of Cement, Lime and Magnesium Oxide of the Industrial Emissions Directive 2010/75/EU. Data is automatically collected via an integrated plant production system (TiS) and consolidated globally in real time. Alignment assessment is performed by the Group HSE department on a monthly basis. As regards measurement uncertainty, variability is calculated and corrected according to each country's required methodology (e.g., EN 14181, linear regression or fixed reduction percentages), with corrections limited by Industrial Emissions Directive (IED 2.0) thresholds. 2) Non-continuously monitored emissions: Spot measurements are used to assess the kiln's Taxonomy alignment. The dataset used is taken from the Annual Report campaign; please refer to "E2-4 – Pollution of air and water" (page 97 of this report).

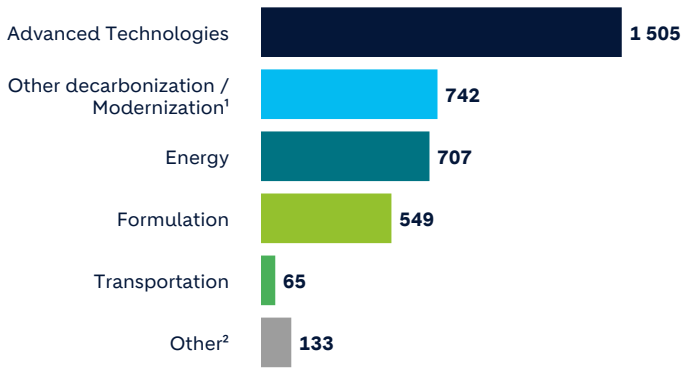
EU Taxonomy CapEx plan

In accordance with its sustainability strategy, Holcim has established an EU Taxonomy CapEx plan in accordance with the requirements of the EU Taxonomy Regulation as an integral part of its annual strategy planning process since 2023. Holcim's EU Taxonomy CapEx plan is established in particular for the purpose of aligning its cement activity to the EU Taxonomy based on the climate change mitigation objective and includes:

- 2023–2032 plan based on individual cement plant development plans.
- Group-level prioritization of major CapEx projects, including carbon capture[1], large plant modernization and global assumptions for capacity optimization and target area setting.

Holcim has established a 10-year EU Taxonomy CapEx plan, the maximum duration permitted under the EU Taxonomy Regulation. This timeframe reflects the transitional nature of cement as an activity, recognizing that the decarbonization of cement production and the alignment of all plants with EU Taxonomy criteria require a long-term approach.

EU TAXONOMY CAPEX PLAN
2023–2032 (CHF M)



[1] Large modernization and all the other projects aimed at CO2 reduction in cement
[2] Climate change adaptation, air emissions, water, biodiversity, and other.

The transition of the construction market and the adoption of low-carbon construction materials are expected to be gradual. Furthermore, the widespread installation of carbon capture technologies across cement plants is a complex process that cannot be achieved in the short term.

As first disclosed in 2023, Holcim established a comprehensive EU Taxonomy CapEx plan totaling CHF 4.4 billion for the period from 2023 to 2032, aimed at driving the transition toward Taxonomy-aligned cement activities.

The 2025 Taxonomy CapEx plan was updated to reflect changes in the Group's structure. Following the spin-off of the North American business and the divestment of specific entities, the Taxonomy CapEx plan was decreased by CHF 1.3 billion, consistent with our focus on core growth markets.

During the 2025 annual mid-term-plan process, the countries reviewed their Taxonomy-aligned CapEx action plans to optimize investments that are primarily driven by increased decarbonization requirements. As a result, the Group's Taxonomy CapEx plan for 2023–2032 has been revised to CHF 3.7 billion.

During 2025, the Group invested CHF 347 million in Taxonomy-aligned CapEx, of which CHF 259 million was spent on property, plant and equipment (PPE) for the cement activity, representing 27% of total net PPE (Note 19, page 80 in the 2025 Financial Report). This follows spending in PPE of CHF 174 million in 2023[2] and CHF 265 million in 2024[2]. Cumulative spending under the plan now stands at CHF 698 million, with a continued focus on decarbonizing the cement manufacturing process.

Consequently, as of 31 December 2025, the remaining Taxonomy CapEx plan for the period 2026–2032 stands at CHF 3 billion, with CHF 2.7 billion planned for deployment through 2030.

[1] Carbon capture for cement plants is considered to be a key measure impacting the gross CO_2 emissions per ton criteria, provided carbon capture, transport, and storage activities comply with EU Taxonomy criteria.
[2] Comparative information restated for discontinued operations (unaudited).

Explanation of key performance indicators

The consolidated EU Taxonomy KPIs comprise those of Holcim Ltd and its consolidated subsidiaries. Furthermore, the 2024 figures presented in this Taxonomy report have been restated for discontinued operations and remain unaudited, ensuring comparability in light of the spin-off's impact. Based on the definition in Annex I to the Delegated Act under Article 8 of the EU Taxonomy Regulation, the EU Taxonomy KPIs are defined as follows:

Turnover

Turnover denominator: Net sales shown in the consolidated income statement pursuant to IFRS 15 Revenue recognition, referring to Note 4.2 of the 2025 Financial Report (page 28).

Turnover numerator: Taxonomy-aligned sales correspond to the revenues from the activities that have met all Taxonomy alignment criteria.

In 2025, Holcim achieved CHF 914 million in Taxonomy-aligned sales[1] (5.8% of total net sales), representing an increase of 4.6% compared to CHF 874 million in 2024[2], driven by higher low-carbon cement sales and improved alignment with DNSH criteria for air pollution and climate change adaptation.

Within Holcim Group's intercompany sales, the main Taxonomy-eligible stream consists of CHF 890 million in cement produced and sold to other Group entities for ready-mix concrete production, of which CHF 158 million is Taxonomy-aligned. These intercompany sales are excluded from the turnover KPIs.

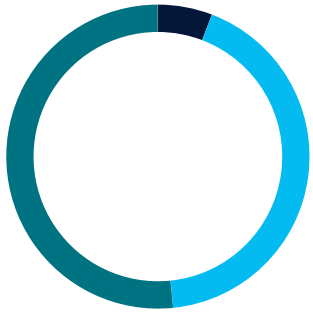
Capital expenditure (CapEx)

CapEx denominator: The total of additions to property, plant and equipment and intangible assets, including the addition of right-of-use assets for leases recognized under IFRS 16, and the addition of property, plant and equipment and intangible assets resulting from business combinations following purchase price allocation. Please refer to Note 11 of the 2025 Financial Report (page 43). Grants, including government funding such as EU innovation funds, are deducted from the disclosed CapEx amounts in accordance with Holcim's accounting policy, which aligns with IAS 20. CapEx numerator: Eligible and aligned CapEx is composed of three parts:

- CapEx to expand aligned activities as part of the Taxonomy CapEx plan. For cement as a transitional activity, this covers CapEx to increase already Taxonomy-aligned activities and CapEx that allows Taxonomy-eligible activities to become aligned
- CapEx to enable low-carbon operations mainly based on energy efficiency equipment for buildings
- CapEx on already aligned activities. Specifically for cement activities, this is determined by the allocation of the remaining CapEx between aligned and eligible but not aligned, based on the percentage of aligned sales volume by country

[1] Taxonomy-aligned cement sales, as defined by the EU Taxonomy criteria, differ from the sales of sustainable products (e.g., ECOPlanet), which are assessed using a separate set of criteria defined by Holcim.
[2] Comparative information restated for discontinued operations (unaudited).

TURNOVER[1]



	CHF M	Percent
Eligible and aligned	914	5.8%
Eligible but not aligned	6 689	42.6%
Not eligible	8 121	51.6%
Total	**15 724**	**100%**

[1] Turnover corresponds to net sales to external customers.

CAPITAL EXPENDITURE (CAPEX)[1]

	CHF M	Percent
Eligible and aligned	347	19.2%
Eligible but not aligned	691	38.2%
Not eligible	771	42.6%
Total	**1 809**	**100%**

[1] Capital expenditure based on EU Taxonomy definition.

Business combination: In 2025, the CapEx denominator includes CHF 299 million related to additions to property, plant and equipment, and intangible assets resulting from business combinations following purchase price allocation. Please refer to Note 11 of the 2025 Financial Report (page 43). For newly acquired companies that are Taxonomy-eligible but for which Holcim is still in the process of collecting data to assess EU Taxonomy alignment, their status is reported as "Eligible but not aligned."

In 2025, Holcim's total eligible CapEx amounted to CHF 1 038 million, following CHF 1 394 million in 2024[2]. This decline was largely driven by divestments' impacts, notably in Nigeria, which was deconsolidated in 2025.

Holcim achieved a Taxonomy-aligned CapEx of CHF 347 million (2024[2]: CHF 336 million). This growth was driven by an acceleration in investments in decarbonization and circularity initiatives, aimed at increasing the use of alternative raw materials, alternative fuels, calcined clay, and plant modernization, notably the significant plant upgrade in Belgium, and carbon capture projects in Poland, Germany, and Greece.

Operating expenditure (OpEx)

OpEx denominator: The EU Taxonomy defines OpEx as direct non-capitalized costs that relate to research and development (R&D), building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of property, plant and equipment that are necessary to ensure the continued and effective functioning of such assets. In Holcim, the denominator mainly consists of maintenance and direct R&D expenses.

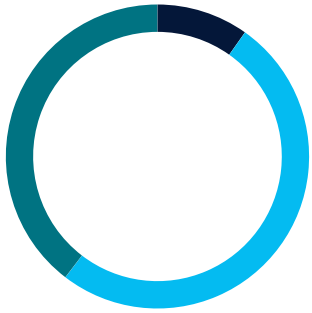
OpEx numerator: Eligible and aligned OpEx is composed of three parts:

- OpEx related to Taxonomy-aligned economic activities
- OpEx to expand aligned activities as part of the Taxonomy CapEx plan
- OpEx to enable low-carbon operations mainly based on energy efficiency equipment for buildings

Eligible and aligned maintenance OpEx for cement is calculated by applying the percentage of aligned sales volumes per country to total eligible maintenance costs. Eligible and aligned R&D OpEx is identified through a project-level review of initiatives that scale or enable Taxonomy-aligned activities. In 2025, eligible and aligned OpEx reached CHF 93 million (CHF 65 million in 2024[1]). This growth reflects a more refined assessment methodology implemented in 2025, which improved the identification of qualifying R&D expenditures.

In accordance with FAQ 13 of the December 2022 Commission Notice, activities lacking sufficient data to confirm alignment should be reported as not Taxonomy-aligned without any further assessment. This provision has been adopted for short-term and low-value leases.

OPERATING EXPENDITURE (OPEX)[1]



	CHF M	Percent
Eligible and aligned	93	9.8%
Eligible but not aligned	480	50.6%
Not eligible	376	39.6%
Total	**949**	**100%**

[1] Operating expenditure based on EU Taxonomy definition.

STEADY EXPANSION OF TAXONOMY-ALIGNED ACTIVITIES IN 2025 VS 2024[1]

TURNOVER[2]

+4.6%

CAPEX[3]

+3.3%

OPEX[4]

+43.7%

[1] Comparative information restated for discontinued operations (unaudited).
[2] Turnover corresponds to net sales to external customers.
[3] Capital expenditure based on EU Taxonomy definition.
[4] Operating expenditure based on EU Taxonomy definition.

Monitoring and reporting processes

Implementation of the EU Taxonomy at Holcim includes putting in place robust processes and controls for defining and collecting data points, conducting assessments, reporting, and disclosures as well as impacting the business through strategy setting and performance tracking. A collaborative approach across all functions has been instrumental in success.

To ensure consistency and quality, Taxonomy-aligned cement sales are evaluated in the Group financial dashboard system, with full traceability of validation by product and site. This process uses data from existing Group reporting systems and internal controls. Air emissions measurements are collected from integrated cement plant information systems across all locations.

Since 2024, a dedicated IT platform has been used to streamline EU Taxonomy assessment processes across all countries. This platform ensures the use of standardized templates and adequate documentation for evaluating EU Taxonomy eligibility and alignment. It covers non-cement activities, Taxonomy-aligned CapEx projects, and lease contracts, requiring countries to upload supporting evidence to enhance transparency and consistency.

The KPI calculation process involves analyzing the Group's consolidated data while ensuring accuracy and avoiding double counting. This is achieved by processing accounting information from a single source and verifying the traceability and precision of the data.

Both financial and non-financial data submitted for Taxonomy assessments are reviewed and signed off by the respective country management as part of the annual financial certification process.

Specification of spin-off impact

The successful spin-off of the North American business, completed in June 2025, represents a significant structural change with a direct and material impact on our EU Taxonomy reporting metrics for the 2025 financial year. As the North American business is no longer part of the consolidated Holcim Group, its related economic activities, which were previously assessed for Taxonomy eligibility, are fully excluded from our reported consolidated Group turnover, CapEx, and OpEx KPIs for the two periods disclosed for 2024 and 2025, in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

Proportion of turnover, CapEx, and OpEx from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering 2025 (summary KPIs)

Financial year 2025					Breakdown by environmental objectives of Taxonomy-aligned activities					
KPI	**Total**	**Proportion of Taxonomy-eligible activities**	**Taxonomy-aligned activities**	**Proportion of Taxonomy-aligned activities**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiversity**
	Million CHF	%	Million CHF	%	%	%	%	%	%	%
Turnover	15 724	48.4%	914	5.8%	5.8%	0%	0%	0%	0%	0%
CapEx	1 809	57.4%	347	19.2%	19.2%	0%	0%	0%	0%	0%
OpEx	949	60.4%	93	9.8%	9.8%	0%	0%	0%	0%	0%

[1] Enabling activities: An economic activity shall qualify as contributing substantially to one or more of the environmental objectives by directly enabling other activities to make a substantial contribution to one or more of those objectives, provided that such economic activity (a) does not lead to a lock-in of assets that undermine long-term environmental goals, considering the economic lifetime of those assets; and (b) has a substantial positive environmental impact, on the basis of life-cycle considerations.
[2] Transitional activities: Activities for which there are no technologically and economically feasible low-carbon alternatives, but that support the transition to a climate-neutral economy in a manner that is consistent with a pathway to limit the temperature increase to 1.5 degrees Celsius above pre-industrial levels, for example, by phasing out greenhouse gas emissions.
[3] Not assessed activities considered non-material: aggregated activities not individually disclosed because their respective eligibility is below the internal materiality threshold of 0.5%.
[4] Comparative financial data restated for discontinued operations (unaudited).
[5] These aggregated, non-material CapEx activities comprise transport sector (CCM 6.5 and CCM 6.10), as their respective eligibility falls below the internal materiality threshold.

Proportion of turnover from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering 2025 (activity breakdown)

Turnover

Financial year 2025					Environmental objectives of Taxonomy-aligned activities					
Economic activities	**Code**	**Taxonomy-eligible KPI (proportion of Taxonomy-eligible turnover)**	**Taxonomy-aligned KPI (monetary value of turnover)**	**Taxonomy-aligned KPI (proportion of Taxonomy-aligned turnover)**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiversity**
		%	Million CHF	%	%	%	%	%	%	%
Manufacture of energy efficiency equipment for buildings	CCM3.5	0.7%	9	0.1%	0.1%					
Manufacture of cement	CCM3.7	47.5%	900	5.7%	5.7%					
Material recovery from non-hazardous waste	CCM5.9, CE2.7	0.2%	5	0.0%	0.0%				0.0%	
Sum of alignment per objective					**5.8%**				**0.0%**	
Total turnover		48.4%	914	5.8%	5.8%				0.0%	

	Proportion of enabling activities[1]	Proportion of transitional activities[2]	Not assessed activities considered non-material[3]	Taxonomy-aligned activities in 2024[4]	Proportion of Taxonomy-aligned activities in 2024[4]
	%	%	%	Million CHF	%
	0.1%	5.7%	0.0%	874	5.4%
	0.1%	19.0%	0.8%[5]	336	16.8%
	0.1%	9.4%	0.0%	65	6.5%

	Enabling activity[1]	Transitional activity[2]	Proportion of Taxonomy-aligned in Taxonomy-eligible
	E	T	%
	E		8.9%
		T	12.1%
			15.0%
	0.1%	5.7%	12.0%

Proportion of CapEx from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering 2025 (activity breakdown)

CapEx

Financial year 2025

					Environmental objectives of Taxonomy-aligned activities					
Economic activities	**Code**	**Taxonomy-eligible KPI (proportion of Taxonomy-eligible CapEx)**	**Taxonomy-aligned KPI (monetary value of CapEx)**	**Taxonomy-aligned KPI (proportion of Taxonomy-aligned CapEx)**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiversity**
		%	Million CHF	%	%	%	%	%	%	%
Manufacture of energy efficiency equipment for buildings	CCM3.5	5.6%	2	0.1%	0.1%					
Manufacture of cement	CCM3.7	48.2%	343	19.0%	19.0%					
Material recovery from non-hazardous waste	CCM5.9, CE2.7	2.8%	2	0.1%	0.1%				0.0%	
Freight transport services by road	CCM6.6	0.8%	0	0.0%	0.0%					
Sum of alignment per objective					**19.2%**				**0.0%**	
Total CapEx		**57.4%**	**347**	**19.2%**	**19.2%**				**0.0%**	

Proportion of OpEx from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering 2025 (activity breakdown)

OpEx

Financial year 2025

					Environmental objectives of Taxonomy-aligned activities					
Economic activities	**Code**	**Taxonomy-eligible KPI (proportion of Taxonomy-eligible OpEx)**	**Taxonomy-aligned KPI (monetary value of OpEx)**	**Taxonomy-aligned KPI (proportion of Taxonomy-aligned OpEx)**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiversity**
		%	Million CHF	%	%	%	%	%	%	%
Manufacture of energy efficiency equipment for buildings	CCM3.5	0.1%	1	0.1%	0.1%					
Manufacture of cement	CCM3.7	59.9%	89	9.4%	9.4%					
Material recovery from non-hazardous waste	CCM5.9, CE2.7	0.4%	3	0.3%	0.3%				0.0%	
Sum of alignment per objective					**9.8%**				**0.0%**	
Total OpEx		**60.4%**	**93**	**9.8%**	**9.8%**				**0.0%**	

[1] Enabling activities: An economic activity shall qualify as contributing substantially to one or more of the environmental objectives by directly enabling other activities to make a substantial contribution to one or more of those objectives, provided that such economic activity (a) does not lead to a lock-in of assets that undermine long-term environmental goals, considering the economic lifetime of those assets; and (b) has a substantial positive environmental impact, on the basis of life-cycle considerations.

[2] Transitional activities: Activities for which there are no technologically and economically feasible low-carbon alternatives, but that support the transition to a climate-neutral economy in a manner that is consistent with a pathway to limit the temperature increase to 1.5 degrees Celsius above pre-industrial levels, for example, by phasing out greenhouse gas emissions.

	Enabling activity[1]	Transitional activity[2]	Proportion of Taxonomy-aligned in Taxonomy-eligible
	E	T	%
	E		1.4%
		T	39.4%
			4.6%
		T	0.0%
	0.1%	19.0%	33.4%

	Enabling activity[1]	Transitional activity[2]	Proportion of Taxonomy-aligned in Taxonomy-eligible
	E	T	%
	E		96.2%
		T	15.7%
			73.6%
	0.1%	9.4%	16.3%

SOCIAL DISCLOSURES

Social IROs

See the IRO table on page 68 of this report.

ESRS S1 – OWN WORKFORCE

Our people are at the heart of our performance and our purpose to build progress for people and the planet. Guided by the "Holcim Spirit," we are committed to creating the best workplace where talent is nurtured, diversity is celebrated, and health and safety is our top priority. This commitment is embedded in our policies, actions, and governance, forming the foundation of our NextGen Growth 2030 strategy.

S1-1 – Policies related to own workforce

Our management of our workforce is guided by a comprehensive and globally applicable framework of policies and standards. These include the Holcim Code of Business Conduct, the Group Human Resources Policy, the Group Diversity and Inclusion Standard, the Human Rights and Social Policy, the Human Rights Directive, and our Health, Safety, and Environment (HSE) Policy. Together, these policies provide an integrated approach to managing our social and human capital impacts and form a key pillar of our broader sustainability and people governance frameworks.

These policies apply to all employees across our global operations and, where relevant, extend to non-employee workers and temporary workers. In cases where local regulations or subsidiary-specific requirements apply, our global standards serve as the minimum benchmark.

To ensure effective implementation, we have established a range of monitoring and compliance mechanisms, including regular internal audits, risk assessments, due diligence processes, employee engagement surveys, and grievance mechanisms accessible to all workers. Insights from these mechanisms, along with ongoing feedback from employees and social dialogue processes, help us identify gaps and drive continuous improvement.

All policies are reviewed and updated on a regular basis to reflect evolving legal requirements, stakeholder expectations, and best practices in responsible workforce management.

Code of Business Conduct

Holcim's Code of Business Conduct (replaced by Code of Ethics as of 1 January 2026) outlines the Company's commitments to its workforce, starting with health and safety as a core value, with the goal of ensuring zero harm to people. The Code also mandates a workplace built on diversity, fairness, and respect, prohibiting all forms of discrimination, harassment (including sexual harassment), and violence. It ensures that all employees are treated fairly in hiring, promotion, and compensation, and upholds the rights to dignity, privacy, and freedom of association.

Human Resources Policy

Holcim's Human Resources Policy establishes global principles for managing the Company's workforce based on fairness, respect, and human rights. The policy applies to all companies in which Holcim has a controlling interest.

Key commitments include: ensuring fair, equitable, and non-discriminatory staffing with a focus on gender diversity; providing development opportunities and fostering a performance-based culture through regular discussions; promoting an active social dialogue, respecting ILO principles such as freedom of association and collective bargaining, and prohibiting child or forced labor; and ensuring fair working conditions, including flexible arrangements where possible and limiting ordinary working hours to a maximum of 48 per week. The policy also mandates compliance with the Code of Business Conduct, which prohibits discrimination and harassment.

Diversity and Inclusion Standard

Holcim's Diversity and Inclusion Standard establishes Holcim as an equal opportunity employer, prohibiting distinctions based on ethnic background, culture, religion, age, disability, race, sexual identity, gender, or other protected characteristics. It requires all operating companies to create local diversity and inclusion plans that include, at a minimum, pay equity assessments, flexible working practices, and a global standard of 12 weeks of paid maternity leave, while also ensuring balanced opportunities for career development and training. The standard is explicitly aligned with Holcim's Code of Business Conduct and Human Resources Policy to foster an inclusive culture where employees feel safe to speak up.

Human Rights and Social Policy

Holcim's Human Rights and Social Policy outlines a clear commitment to respecting and promoting the labor rights of its own workforce, in alignment with the UN Guiding Principles on Business and Human Rights and the ILO's core principles. The policy, which applies to all consolidated and managed countries, identifies health and safety, working conditions, and discrimination and harassment as three of the seven salient human rights risks for its business. It commits Holcim to ongoing due diligence, including human rights assessments on a three-year cycle, to identify and mitigate these risks, and provides access to remedy through the global Integrity Line. Overall responsibility for the policy rests with the CEO and Chief People and Sustainability Officer, with oversight from the Board's Health, Safety, and Sustainability committee.

Human Rights Directive

Holcim's Human Rights Directive operationalizes the Human Rights and Social Policy for all consolidated and managed countries by mandating a specific human rights approach to identify and mitigate risks to its workforce. This includes conducting mandatory human rights assessments (either impact or self-assessments, depending on country-level risk) at least every three years to identify risks related to salient issues such as working conditions and discrimination. The Directive requires each country CEO, who is ultimately responsible for implementation, to ensure these findings are translated into a formal, site-level action plan with defined responsibilities and timelines, which must be reviewed at least annually. Furthermore, it mandates specific training for different employee levels, including sessions for country CEOs and their teams, the Global Sustainability Network, and local site-level teams, to ensure that the approach is fully embedded.

Health, Safety, and Environment Policy

Health, Safety, and Environment is our core value, and this value-centered purpose is embedded in everything we do. The Health, Safety, and Environment Policy commits Holcim to conduct its business with the goal of causing zero harm to people and nature, to plan, design, operate, and maintain its operations to exceed best-in-class standards, and to comply with all applicable legal regulatory, industry, and corporate requirements. Holcim will accomplish this by providing the necessary leadership and resources, empowering all employees and contractors to stop unsafe work, and actively engaging in a culture of continuous improvement.

S1-2 – Processes for engaging with own workforce

Workforce engagement occurs across multiple stages of the employee life cycle and business decision-making processes, including policy development, organizational and operational changes, incident response (including health and safety events, grievances, and compliance-related concerns), and ongoing monitoring through periodic surveys, recurring engagement forums, and regular meetings with employee representatives. The frequency of engagement varies by mechanism and follows local legislation. Representative bodies, including works councils, meet on a regular and scheduled basis; surveys and structured feedback tools are conducted periodically; and grievance, whistleblowing, and reporting channels are available on a continuous basis.

The cornerstone of this approach is our Global Holcim Spirit Engagement Survey. In the most recent edition, we achieved a remarkable 94% global response rate and an outstanding overall engagement score of 82%. For the first time, the survey explicitly measured alignment with the "Holcim Spirit" (Purpose, People, Performance), creating a direct link between Holcim's culture and the NextGen Growth 2030 strategy. The results demonstrate that our workforce is deeply connected to our purpose.

While the results highlight a strong foundation of safety, pride, and social connection, they also provide data-driven insights for improvement. To address opportunities in innovation culture and coaching, we are deploying targeted initiatives through Holcim University, including specialized functional and leadership academies. These survey-driven actions are complemented by ongoing direct engagement mechanisms, including local town hall meetings, onboarding and exit interviews, and our recurring Global People Forum, ensuring continuous dialogue on our strategic people priorities.

S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns

Holcim provides accessible channels for our own workforce to raise concerns and has clear processes for remediation. Adverse impacts are regularly assessed through human rights impact assessments (HRIAs) and findings are addressed with specific action plans.

The primary mechanism for employees to raise concerns is the global Integrity Line, a confidential whistleblowing tool that serves as the primary grievance mechanism. We enforce a zero-tolerance policy against retaliation, ensuring employees can speak up without fear. For more details on the Integrity Line, see the 2025 Governance & Risk Report (page 27).

S1-4 – Taking action on material impacts on own workforce

Health and safety

Health and safety is our top priority at Holcim. In 2025, our Boots on the Ground program delivered more than 720 000 coaching sessions and 180 000 actions completed. We are also building the industry's most advanced HSE platform – combining ground-level observations from 16 500 users with AI models that detect high-risk behaviors, highlight weak controls, and predict where our next incident could occur. See pages 46–47 of this report for further details of our action taken to promote health and safety.

Celebrating diversity and fostering inclusion for innovation

Diversity, Equity, and Inclusion (DEI) is a fundamental pillar of our organizational culture and business success, serving as a business accelerator for Holcim's new NextGen Growth 2030 strategy. These are not only values, but business enablers that directly support us in becoming the leading partner for sustainable construction.

Diversity is a strategic advantage: unlocking new opportunities, fostering innovation and better decision making, enhancing market presence, as well as driving sustainable performance and a culture of value creation. It allows us to remain adaptive, innovative, and responsive to the evolving demands of the markets and communities we serve.

Recognizing diversity as a fundamental strength, the People Strategy aims to create an inclusive environment that fosters innovation and better decision making as Holcim navigates new markets and challenges. Key actions include:

- Actively working to attract diverse talent through targeted events and inclusive communication.
- Creating an inclusive environment through unconscious bias training, Employee Resource Groups (ERGs), mentoring platforms, and a zero-tolerance directive for discrimination, bullying, and harassment, which will be launched in 2026.

- Building a strong female talent pipeline through unbiased practices, role models, networking, and diverse recruitment.

Gender diversity is a key lever for making our organization more inclusive and providing substantially positive business impact. It is critical to ensure that we tap into the full talent pool. With a shift in demographics, particular skills are required, and there is a demand for flexibility. Research shows that improving gender balance within organizations has a positive effect on many other types of diversity and drives higher performance and innovation.

Our Women on Wheels (WoW) program and SHE LEADS are two excellent examples of Holcim's actions to promote DEI. These initiatives are described on page 45 of this report.

Nurturing talent for strategic growth

To fuel our NextGen Growth 2030 strategy, we have fundamentally transformed our approach to development. We are increasing our growth activities to create opportunities for everyone, viewing talent development not merely as training, but as a strategic engine to future-proof our people with knowledge and skills.

Building capability: Holcim University acts as our primary engine of growth, comprising learning academies, business schools, and online learning platforms. To ensure relevance, we will implement a Group-wide skills matrix that defines key competencies across leadership, business and financial acumen, and functional expertise. This will allow us to map career progression directly to skill mastery. We are democratizing access to critical future skills through Strategic Academies, including an M&A Academy to support acquisition-driven growth, a Sustainability Academy (featuring a new CCUS curriculum), and an AI & Digital Toolkit to upskill our entire workforce.

Democratizing opportunity: We are unlocking the full potential of our workforce through CareerHub, our AI-powered in-house talent marketplace. We are breaking down silos by matching employees with "gigs," short-term projects, and full-time roles based on skills and aspirations rather than just job titles. This approach allows talent to flow where it is needed most, turning "exposure" into our most valuable development product. In 2025, more than 4 600 employees were registered on the platform, 2 750 opportunities were created, and more than 25 000 hours of work was completed through project participation.

Fostering connection: Complementing our formal training is Collaborate Learning, an ecosystem that includes initiatives such as One Young World and Future Forum. A key pillar here is Career Catalyst, our global digital mentorship platform that connects employees across geographies and functions. It hosts targeted global initiatives such as Stronger Together (female mentorship) and the AI & ML Accelerator, ensuring inclusive knowledge transfer. Local programs also generated significant traction:

- UK Mentoring Scheme: Nearly 300 colleagues enrolled; 50 to 60 active mentoring matches sustained; mentorship quality rated 3.93/4; integrated into performance development framework and used by UK CEO to develop talent.
- European Data Center Mentoring Program: 94 sessions delivered; mentee feedback average 3.85/4; mentor feedback 3.79/4; 100% of participants reported positive mentor/mentee relationship.

S1-5 – Targets related to own workforce

Our strategic objectives drive our progress on key workforce topics.

We aim for women to hold 30% of management roles by 2030 and for 65% of middle managers to be trained through focused programs, ensuring a future-ready succession pipeline.

Our Health and Safety objective remains clear: to conduct our business with zero harm to people.

S1-6 – Characteristics of employees

S1-7 – Characteristics of non-employees in the workforce

As of year-end 2025, Holcim's workforce comprised 46 055 employees and 9 229 non-employees. Among employees, 98% were full-time and 2% were part-time. 93% of employees held permanent contracts, while 7% were on fixed-term contracts.

Methodology

In 2025, Holcim's own workforce data was primarily collected through the Success Factors (SF) HR software platform, complemented where necessary with additional indicators collected through the People questionnaire that is part of the annual sustainability reporting campaign.

The 2025 human resources data is derived from a survey covering 64 entities representing 95% of the total Group workforce.

Human resources reporting involves thorough validation of SF data. Group reporting units confirm and formally approve their data. Any discrepancies are individually addressed, requiring updates in SF or detailed explanations of mismatches.

Data is gathered at Group reporting unit level and covers all business segments and their industrial production sites, including corporate, country, regional, and service entities.

The total number of employees (FTEs) and total number of employees (headcount) were collected at year-end and include all entities. All other data (i.e., contract type, gender diversity, etc.) was collected through SF and excludes 2 180 employees from newly acquired entities (such as ZinCo and Alkern), which had not yet implemented SF as of year-end. All newly acquired sites and companies have until the second reporting year to meet and report performance in line with Holcim's standards.

The 2025 metrics related to the characteristics of our own workforce are presented in the "Employees by employment contract and age" and "Employees by contract type and region" tables on the following page.

EMPLOYEES BY EMPLOYMENT CONTRACT AND AGE

	Unit	2023 restated	2024 restated	2025
Total number of employees (FTE)	#	44 469	46 220	**45 536**
Total number of employees (headcount)	#	44 860	46 557	**46 055**
Full-time employees	%	98	98	**98**
Part-time employees	%	2	2	**2**
Permanent employees	%	92	93	**93**
Fixed-term contract employees	%	8	7	**7**
Non-guaranteed hours employees	%	NR	0	**0**
Number of employees at senior management level	#	302	301	**284**
Percentage of employees at senior management level	%	1	1	**1**
Employees under the age of 30	%	15	14	**14**
Employees between 30 and 50	%	56	56	**56**
Employees above 50	%	29	30	**30**
Non-employees				
Number of non-employees in own workforce	#	NR	15 834	**9 229**
Self-employed people	#	NR	7 952	**6 260**
Temporary workers	#	NR	7 882	**2 969**
Gender diversity (headcount)				
Women at senior management level	%	16	16	**19**
Women at all management levels	%	22	22	**23**
Women in management, team leader, and individual contributor positions	%	29	29	**29**
Women at non-management level	%	15	16	**15**
Women in total workforce	%	20	20	**20**
Turnover (headcount)				
Overall employee turnover rate	%	14	16	**19**
Number of employees who have left the undertaking	#	6 132	7 047	**8 202**
Voluntary employee turnover rate	%	7	7	**8**
Hirings	%	16	14	**14**
Development (headcount)				
Hours of training per employee (management level)	#	32	30	**27**
Hours of training per employee (non-management level)	#	24	24	**25**
Managers who had an annual performance review	%	84	89	**84**
Non-managers who had an annual performance review	%	47	47	**49**

EMPLOYEES BY CONTRACT TYPE AND REGION

	Unit	AMEA	Europe	LATAM	Total
Number of employees (headcount)	#	9 260	23 393	11 222	**43 875**
Number of permanent employees	#	8 620	22 005	9 965	**40 590**
Number of temporary employees	#	640	1 388	1 257	**3 285**
Number of non-guaranteed hours employees	#	73	67	0	**140**
Number of full-time employees	#	9 139	22 481	11 222	**42 842**
Number of part-time employees	#	121	912	0	**1 033**

EMPLOYEES BY GENDER

	Unit	Female	Male	Other	Not disclosed	Total
Number of employees (headcount)	#	8 690	35 185	0	0	**43 875**
Number of permanent employees	#	7 964	32 626	0	0	**40 590**
Number of temporary employees	#	726	2 559	0	0	**3 285**
Number of non-guaranteed hours employees	#	26	114	0	0	**140**
Number of full-time employees	#	8 078	34 764	0	0	**42 842**
Number of part-time employees	#	612	421	0	0	**1 033**

S1-8 – Collective bargaining coverage and social dialogue

We engage with our workforce both directly and through worker representatives, in accordance with local legal requirements and the specific needs of each region. In 2025, 63% of all Holcim employees were covered by collective bargaining agreements.

The “Social relations” and “Collective agreement coverage by region” tables below summarize the metrics for 2025.

S1-9 – Diversity metrics

We actively foster a diverse and inclusive workplace in all 43 countries where we operate. In 2025, women constituted 23% of management and 20% of our total workforce.

The “Employees by gender” table on the previous page presents the diversity metrics for 2025.

S1-10 – Adequate wages

To fulfill our commitment to providing an adequate wage that enables a decent standard of living, we are conducting a global analysis using data from the WageIndicator Foundation.

This rigorous methodology compares our current wages against WageIndicator’s locally adjusted cost-of-living estimates across all our markets. As we complete the analysis, we are simultaneously working with our local country teams to validate any potential observed gaps in real time. This validation phase is critical to ensuring that any necessary action can be implemented in 2026.

SOCIAL RELATIONS

	Unit	2023 restated	2024 restated	**2025**
Entities with strike action of more than one week’s duration	#	0	0	**3**
Entities where employees are covered by collective agreements	%	66	67	**63**
Employees covered by collective agreements	%	60	60	**63**

COLLECTIVE AGREEMENT COVERAGE BY REGION

	Unit	AMEA	Europe	LATAM	**Total**
Number of employees (headcount)	#	9 260	23 393	11 222	**43 875**
Employees covered by collective agreements	%	58	79	36	**63**

S1-11 – Social protection

Holcim offers comprehensive benefits packages in every country where it operates, adhering to local laws and regulations on social protection. These packages primarily include retirement, accident, and/or disability insurance, all designed to offer a substantial level of protection to our employees.

The “Family-related leave” and “Groups not covered by social protection” tables below summarize the social protection metrics for 2025.

S1-12 – Persons with disabilities

Holcim is committed to providing an inclusive and supportive workplace for all employees, including persons with disabilities. Due to strict data privacy regulations in many of the countries where we operate, the collection and reporting of specific metrics related to employees with disabilities are complex. For this reason, aggregated quantitative data on this topic is not disclosed at a global level.

S1-13 – Training and skills development metrics

The actions related to our training programs are described in section S1-4.

Beyond direct training hours, Holcim also places significant emphasis on performance management as a tool for development. In 2025, a substantial 84% of managers and 49% of non-managers underwent an annual performance review. This high percentage signifies a robust system of regular feedback, goal setting, and performance evaluation, which is integral to identifying areas for improvement, recognizing achievements, and aligning individual performance with organizational goals.

The “Training & annual performance review” table below summarizes the relevant metrics for 2025.

FAMILY-RELATED LEAVE

	Unit	Female	Male	Other	Not disclosed	**Total**
Employees entitled to take family-related leave	%	77	67	0	0	**69**
Employees that took family-related leave	%	16	12	0	0	**13**

GROUPS NOT COVERED BY SOCIAL PROTECTION

	Unit	**Employees not covered**
Sickness	%	**1.3**
Unemployment (starting from when own worker is working for the entity)	%	**5.9**
Employment injury and acquired disability	%	**0.0**
Parental leave	%	**4.9**
Retirement	%	**1.4**

TRAINING & ANNUAL PERFORMANCE REVIEW

	Female	Male	Other	Not disclosed	**Total**
Training hours (headcount)					
Total hours of training (management level)	113 151	285 694	0	0	**398 845**
Average training hours per employee (management level)	27	27	0	0	**27**
Total hours of training (non-management level)	100 472	632 838	0	0	**733 310**
Average training hours per employee (non-management level)	23	26	0	0	**25**
Total hours of training (total)	213 623	918 532	0	0	**1 132 155**
Average training hours per employee (total)	25	26	0	0	**26**
Annual performance review					
Managers who had an annual performance review %	84	85	0	0	**84**
Non-managers who had an annual performance review %	64	47	0	0	**49**

S1-14 – Health and safety metrics

In 2025, 99% of our sites and 60% of countries reported zero lost-time injuries. Zero work-related fatalities – both employees and contractors – were recorded this year. Our lost-time injury frequency rate (LTIFR) dropped to 0.36, a 27% decrease compared to 2024. Our operating model is delivering results, confirming that we are on the right path toward achieving zero harm.

Methodology

Health and safety (H&S) performance indicators follow the GCCA Sustainability Guidelines for monitoring and reporting safety in cement and concrete manufacturing, issued in March 2023.

H&S data is gathered at site level and further consolidated at country/Group reporting unit level, and covers all business segments and their industrial production sites, including corporate and above-country, regional, and service entities.

In 2025, H&S data was collected through Holcim's reporting system: iCare | HSE Incident management module. Data is divided into on-site and off-site incidents, and covers employees, contractors, and third parties, in accordance with the GCCA Guidelines definitions. The hours worked that are used to calculate incident rates for employees and contractors are calculated and/or estimated locally by the business units.

Incidents are classified as direct control or indirect control, with only direct control incidents – those where Holcim has direct responsibility or supervision – being publicly reported. To ensure clarity, Holcim applies a detailed framework to define non-work-related cases. Examples include events unrelated to work such as sporting events and certain medical conditions.

Holcim's top priority is to ensure a safe and healthy workplace.

The health and safety table below summarizes the relevant key performance indicators for 2025.

HEALTH AND SAFETY

	Unit	2023 restated	2024 restated	2025
Fatalities (activities under our direct control)				
By location				
On-site	#	1	2	**0**
Off-site	#	0	0	**0**
By personnel category				
Employees	#	1	2	**0**
Contractors	#	0	0	**0**
Lost time injury frequency rate (LTIFR)				
LTIFR employees (number of LTIs per million hours worked)	#	0.61	0.51	**0.39**
LTIFR contractors (number of LTIs per million hours worked)	#	0.26	0.46	**0.33**
LTIFR employees and contractors on-site (number of LTIs per million hours worked)	#	0.46	0.49	**0.36**
Total injury frequency rate (TIFR)				
Total recordable injuries – employees	#	379	368	**356**
Total recordable injuries – employees and contractors on-site	#	557	546	**525**
TIFR employees (number of injuries per million hours worked)	#	4.79	4.33	**4.20**
TIFR contractors (number of injuries per million hours worked)	#	3.06	2.91	**2.62**
TIFR employees and contractors on site (number of injuries per million hours worked)	#	4.06	3.73	**3.52**
Occupational illness frequency rate (OIFR)				
Total recordable occupational illnesses – employees	#	17	21	**25**
OIFR employees (number of occupational illness per million hours worked)	#	0.21	0.25	**0.30**
OIFR contractors (number of occupational illness per million hours worked)	#	0.09	0.13	**0.11**
OIFR employees and contractors on-site (number of occupational illness per million hours	#	0.16	0.20	**0.21**
Total recordable incidents (injuries & occupational illnesses) – employees	#	396	389	**381**
Rate of recordable incidents employees (number of injuries and occupational illness per million hours worked)	#	5.00	4.58	**4.50**
Other				
Percentage of employees and contractors on site covered by a health and safety management system that meets legal or recognized standards	%	NR	100	**93**
On-site third-party fatalities (cement sites)	#	0	0	**0**
Workforce represented on health and safety committees	%	91	83	**85**
Number of employee fatalities per 10 000 directly employed	#	0.23	0.44	**0.00**
Number of lost time injuries (LTIs) (directly employed)	#	45	43	**33**
Total number of LTIs – on-site and off-site	#	63	71	**54**
Cement sites with ISO 45001 certification	%	29	28	**29**
Cement sites with a management system equivalent to ISO 45001	%	52	51	**48**
Aggregates sites with ISO 45001 certification	%	28	24	**21**
Aggregates sites with a management system equivalent to ISO 45001	%	50	51	**50**
RMX sites with ISO 45001 certification	%	22	21	**21**
RMX sites with a management system equivalent to ISO 45001	%	44	49	**49**

S1-15 – Work-life balance metrics

Holcim recognizes that a healthy work-life balance is essential for the well-being and sustainable long-term performance of our employees. We are committed to enhancing transparency in this area and, in 2025, we began identifying and standardizing relevant key performance indicators (KPIs) across our global operations. We intend to disclose these metrics in future reporting cycles.

S1-16 – Remuneration metrics

Holcim is committed to fair and equitable pay. We conduct two annual pay equity assessments per year to reinforce equal pay for equal work across our global operations.

Methodology

In 2025, our global analysis of the gender pay gap, expressed as the percentage difference between the average pay of female and male employees, indicated a mean pay gap of 1.3% in favor of women. The data for this analysis has been gathered from SuccessFactors and supplemented with local payroll data in local currencies. The data has been consolidated at Group level and converted into Swiss francs to ensure homogeneity. Each country is responsible for disclosing all remuneration elements for all employees, including but not limited to base salary, bonuses, long-term incentives, and allowances.

The “Remuneration metrics” table below presents the key performance indicator for 2025.

In addition to the mean gender pay gap calculation, we performed a regression analysis for all our entities showing good progress toward our 2030 objective of achieving an equal pay gap under 1%. For example, the 2025 results for our Swiss operations again confirmed that the statistical wage difference remains “significantly below the 5% regulatory requirement,” demonstrating our long-standing focus in this area. We will continue to monitor these metrics and implement actions to further close any identified gaps.

S1-17 – Incidents, complaints and severe human rights impacts

Data is collected via the Integrity Line (Holcim’s global whistleblowing tool) on an ongoing basis using digital compliance tools, and extracted from those at the end of the reporting cycle for validation at Group level. Any complaints regarding discrimination that are not reported directly to the Integrity Line, but are received via other channels, e.g., reports to the People Function or line management, will also be recorded in the Integrity Line to ensure data completeness. In 2025, 134 reports were received relating to discrimination, including harassment. Of these 134 reports, 17 incidents were substantiated, resulting in eight dismissals and 10 other disciplinary measures.

In 2025, Holcim incurred no material fines, penalties, or compensation for damages as a result of violations regarding social and human rights factors.

For more details on the Integrity Line, see the 2025 Governance & Risk Report (page 27).

Human rights data collection is described in detail in the S3-5 section (page 129 of this report).

The “Incidents, complaints, and human rights impact” table below summarizes the related key performance indicators for 2025.

REMUNERATION METRICS

	Unit	2025
Gender pay gap	%	**-1.3**

INCIDENTS, COMPLAINTS, AND HUMAN RIGHTS IMPACT

	Unit	2025
Incidents of discrimination (including harassment)	#	**17**
Complaints (about discrimination and harassment) filed through channels for people in own workforce to raise concerns	#	**134**
Complaints filed to National Contact Points for OECD Multinational Enterprises (excluding discrimination)	#	**0**
Amount of material fines, penalties, and compensation for damages as a result of violations regarding social and human rights factors	CHF	**0**
Severe human rights issues and incidents connected to own workforce	#	**0**
Severe human rights issues and incidents connected to own workforce that are cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	#	**0**
Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	CHF	**0**

ESRS S2 – WORKERS IN THE VALUE CHAIN

Our principles of respect for human rights, environmental protection, and business integrity are intrinsic to how we work with our suppliers.

S2-1 – Policies related to value chain workers

The standards and principles governing sustainable procurement at Holcim are based on the Ten Principles of the UN Global Compact, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, and the ILO's Declaration on Fundamental Principles and Rights at Work.

The overarching policies that govern Holcim's approach to deploying responsible business practices in our supply chain are the Code of Conduct for Suppliers, Climate Policy, Nature Policy, Third Party Due Diligence Directive, Sustainable Procurement Directive, and Workers in the Value Chain Directive.

Code of Conduct for Suppliers

Holcim's Code of Conduct for Suppliers, which was replaced by the Supplier Code of Ethics as of 1 January 2026, mandates that all suppliers comply with local and national laws and adhere to international standards. The Code explicitly requires suppliers to provide a safe and healthy workplace, ensure fair and decent working conditions, and pay at least the legal minimum wage or local industry rate, whichever is higher. It strictly prohibits forced labor, modern slavery, and child labor. Furthermore, suppliers must respect their employees' freedom of association and right to collective bargaining, and must not engage in discrimination, harassment, or retaliation against employees who raise grievances.

Workers in the Value Chain Directive

Holcim's Workers in the Value Chain Directive operationalizes the Code of Conduct for Suppliers by defining specific management and verification requirements. It mandates outsourcing decisions that comply with local law and ILO standards, supplier qualification, access control to Holcim premises, and training on health and safety and human rights standards for both Holcim's site contractor coordinators and the contractors themselves. Crucially, it requires ongoing compliance verification through both continuous performance reviews and spot verifications such as HSE audits and human rights assessments, which must include engagement with workers and union representatives to discuss impacts and their awareness of grievance mechanisms.

Sustainable Procurement Directive

Holcim's Sustainable Procurement Directive establishes a mandatory, risk-based due diligence process for its supply chain, explicitly covering human rights, working conditions, health, welfare, safety, and the environment. Compliance with the Code of Conduct for Suppliers is verified using a three-step process: a self-assessment questionnaire, fact-finding to check potential breaches, and on-site audits for very high-risk categories. When a supplier does not meet the requirements, corrective action plans are established and guidance is provided. Holcim monitors the progress made and, where appropriate, supports suppliers in developing their capabilities to improve ESG performance. Holcim may terminate relationships with suppliers that breach zero-tolerance requirements and/or repeatedly and knowingly violate the Code of Conduct for Suppliers and refuse to implement improvement plans.

S2-2 – Processes for engaging with value chain workers about impacts

Holcim engages with its suppliers through a systematic, risk-based due diligence program to identify, prevent, and manage potential adverse impacts. This program includes site assessments to directly verify ESG standards in key suppliers' operations. A central aspect of these assessments involves direct, confidential consultation with our key suppliers' workers to better understand their working conditions, health and safety, and welfare.

S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns

Holcim provides channels for value chain workers to raise concerns and ensures that remediation processes are in place. The global Integrity Line is an independently operated, confidential whistleblowing tool available to suppliers and other third parties to report concerns about business practices, including labor rights violations (for more details on the Integrity Line, see page 27 of the 2025 Governance & Risk Report). When a supplier does not meet Holcim's requirements, corrective action plans are established, and Holcim provides guidance and monitors their progress. Holcim may terminate relationships with suppliers who repeatedly violate the Code of Conduct for Suppliers and refuse to implement these improvement plans.

S2-4 – Taking action on material impacts, and approaches to managing material risks and opportunities

Holcim takes concrete actions to manage its supply chain risks. We focus on high-risk procurement categories such as maintenance services, raw materials, and logistics. We drive supplier labor standards via three key pillars: site-based verification, sharing Holcim's best practices at our facilities, and scaling knowledge through training forums and webinars.

S2-5 – Targets related to managing material negative impacts

Holcim has set a clear target for its sustainable procurement program. Our goal is to have more than 95% of spend with high-ESG impact suppliers qualified in line with our due diligence and assessment process. As of 2025, 89% of spend with high-ESG impact suppliers has been qualified, demonstrating significant progress toward ensuring that the entire high-risk supply chain is assessed against Holcim's ESG standards. See page 131 of this report for our performance against this target.

ESRS S3 – AFFECTED COMMUNITIES

Holcim is committed to fostering a positive social impact in the communities where it operates, guided by its Human Rights and Social Policy. Holcim engages in regular dialogue through Community Advisory Panels and other mechanisms to build trust and understand local needs. In 2025, Holcim invested CHF 18.4 million in social initiatives focused on housing and infrastructure, education and skills, and health, benefiting 1.5 million people.

S3-1 – Policies related to affected communities

Holcim's engagement with local communities is governed by its Human Rights and Social Policy and Human Rights Directive. These policies formalize Holcim's commitment to respecting the rights and dignity of all people impacted by its business activities. They establish a framework for identifying and mitigating adverse impacts and for creating positive, lasting value.

Human Rights and Social Policy

The Human Rights and Social Policy outlines Holcim's commitment to respecting the human rights of its employees and the communities in which it operates and defines how employees should interact with them. The policy mandates ongoing due diligence and stakeholder engagement to identify and mitigate risks to people, specifically identifying "health and safety," "working conditions in our operations and particularly our supply chain," "discrimination and harassment," "security-related abuses and violations," "child labor in high-risk supply chains," "dust and other emissions," and "climate change and its impacts" as salient human rights risks. It ensures access to grievance mechanisms and remedy through both the global Integrity Line and dedicated site and community-level grievance mechanisms. Furthermore, the policy details Holcim's social commitment to being a trusted corporate citizen by assessing local needs and partnering with stakeholders, focusing on positive impact initiatives in three key areas: affordable housing and infrastructure, education and skills, and health.

Human Rights Directive

Holcim's Human Rights Directive mandates a formal, systematic approach for engaging with its stakeholders (all those who exercise, or could exercise, influence over the activity of a site and all those who are, or could be influenced/impacted by the activity of a site), requiring every site to maintain a Stakeholder Map and Engagement Plan and compelling all cement and grinding plants to establish Community Advisory Panels (CAPs). It operationalizes community due diligence by mandating human rights impact assessments for all new capital projects and for sites in high-risk areas, which must include direct consultation with local stakeholders. The directive explicitly addresses key community risks by committing to zero tolerance for land grabbing, applying the principles of free, prior, and informed consent (FPIC) for Indigenous peoples, and protecting human rights defenders. To ensure access to remedy, it requires that all countries provide a clear site-level mechanism for communities to raise grievances, in addition to the global Integrity Line.

Holcim's Chief Executive Officer and Chief People and Sustainability Officer have overall responsibility for the Human Rights and Social Policy; oversight and performance reviews are carried out by the Health, Safety, and Sustainability Committee (HSSC) of the Board of Directors. Executive Committees in countries in which we operate take responsibility and are accountable for assessing and addressing local human rights issues.

S3-2 – Processes for engaging with affected communities about impacts

Holcim has established formal processes to ensure regular and constructive engagement with the people who influence or could be impacted by its business activities. A cornerstone of this approach is the mandatory Community Advisory Panel (CAP) for all cement plants and grinding units, which ensures a structured and regular dialogue with community representatives. In 2025, this commitment to engagement resulted in 1 158 meetings with local stakeholders. See our "Stakeholder Engagement" table on page 60 of this report for additional ways we engage with communities.

Our commitment to upholding and promoting human rights and engaging with affected communities is discussed in detail on pages 48–49 of this report.

S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns

Holcim provides accessible channels for communities to raise concerns and has clear processes for remediation. Adverse impacts are regularly assessed by human rights impact assessments (HRIAs) and findings are addressed with specific action plans. Our approach to remediation is exemplified by our response to a wall collapse and water damage in 10 homes near Holcim's Orizaba plant in Mexico that were caused by heavy rains and flooding. Holcim engaged with affected community members, agreed on compensation including full furniture replacement, and implemented long-term solutions by rebuilding the wall and improving drainage systems to prevent recurrence.

Complementary to the HRIAs, the global Integrity Line is an independently operated, confidential whistleblowing tool that serves as the primary grievance mechanism for all community members. For more details on the Integrity Line, see the 2025 Governance & Risk Report (page 27).

S3-4 – Taking action on material impacts on affected communities

Holcim takes direct action to create a positive social impact through its social initiatives program, which focuses on three main pillars: affordable housing and infrastructure, education and skills, and health. In 2025, Holcim invested CHF 18.4 million in these social initiatives, benefiting an estimated 1.5 million people. The cumulative total contribution to creating a positive social impact since 2021, including contributions from discontinued operations, is CHF 132.9 million.

Key actions undertaken in 2025 include:

- **Housing and infrastructure**: In 2025, Holcim launched a global partnership with Build Change to increase resilient housing, beginning with a project in Guatemala. See page 48 of this report for further details.
- **Education and skills**: Through the Center for Education for All in Chongón, Ecuador, we are fostering community resilience and economic autonomy. Over 750 people from 14 communities have participated in training programs. These efforts helped create more than 50 formal businesses between 2023 and 2025. In Bangladesh, the Digital Marketing for the Community program equips local participants with modern business skills, expanding access to employment and entrepreneurial opportunities in the digital economy.
- **Gender equality**: Holcim is committed to advancing equal opportunities across our operations and communities. In Mexico and Iraq, the LeanIn Girls program empowers young women with leadership skills and confidence to pursue careers in fields where women are underrepresented. In Argentina, our ConduActoras initiative supports women entering operational roles in logistics and construction, creating pathways to economic independence. In Ecuador and Mexico, the Women in Operations program opens technical and operational roles to women, challenging stereotypes and fostering more inclusive workplaces. Holcim Colombia's Ella Construye program promotes gender equality by training and certifying women in construction skills, improving community infrastructure, and expanding women's economic participation in a traditionally male-dominated sector. Together, these initiatives demonstrate how Holcim is breaking down barriers and driving gender equality in diverse contexts.
- **Youth empowerment**: Holcim fosters innovation and sustainability by engaging with young people in creative, hands-on initiatives. In Morocco, the Construction Hackathon brings together students and young professionals to co-create sustainable construction solutions, encouraging innovation and building future skills. In Nicaragua, the Greener Schools program promotes environmental awareness among children through interactive activities focused on recycling, waste separation, and reuse. Supported by families, teachers, and volunteers, these initiatives create lasting habits that strengthen sustainability in schools and communities.

S3-5 – Targets related to managing material negative impacts

Holcim has a target of conducting HRIAs at all relevant sites within an assessment cycle to ensure adverse impacts are identified. It also has a target of ensuring that all country operations have human rights action plans in place and signed off by the CEO on an annual basis to ensure the implementation of mitigating actions. As of year-end 2025, 98% of relevant sites had a human rights assessment and action plan status signed off by the country's Executive Committee during the reporting year. The remaining sites will be assessed in early 2026.

In addition to addressing adverse impacts through its human rights action plans, Holcim is committed to creating positive social impact in the communities in which it operates.

Methodology

In 2025, human rights and social initiatives data was collected through Holcim's reporting system and the respective protocol: the annual human rights and social impact questionnaire, covering 56 entities representing 90% of the total Group workforce and including the majority-owned entities and managed assets. We collect information on the entities' implementation of the human rights approach, human rights assessment and action plans, stakeholder engagement activities and community engagement structures, and specific impact indicators of social initiatives and volunteering activities. Although not reported below, data such as the number of community advisory panels, number of engagements with key stakeholders at site level, and complaints related to human rights, environmental impacts, and other potential risks are collected. We also capture information about any conflicts with stakeholders that sites may have or expect in the future, and how such conflicts are addressed.

A direct beneficiary is defined as a person who is directly involved in a project or benefits from its implementation. Whenever possible, we count the exact number of beneficiaries (number of community members trained). When precise measurement is not possible (e.g., beneficiaries of a new hospital or bridge built by Holcim), estimates are made on the basis of scientific methods such as social research, expert interviews, or similar.

Information about spending on social initiatives is reported using Holcim's financial reporting process on a quarterly basis at the Country/Group Reporting Unit level, and covers all business segments and their industrial production sites.

The total contribution to creating a positive social impact includes the total spend on social initiatives made by Holcim to implement social impact projects and donations. It also includes third-party contributions, which are the resources received from external partnerships to implement social initiatives led by Holcim in the countries.

Holcim differentiates four categories for social initiatives, which are:

- Housing and infrastructure: Initiatives that facilitate access to housing and infrastructure for the community, such as affordable housing solutions, building or improving community facilities (emergency relief shelters, sanitation, parks, rural roads, etc.).
- Health: Health awareness campaigns, vaccination programs, general healthcare services, and building or improving hospital infrastructure.
- Education and skills: Road safety, lectures in partnership with schools and universities, livelihood and income generation programs, professional training targeting the community, and building or improving school infrastructure.
- Other: Environmental management and awareness, cultural, recreational, or other initiatives that contribute to a positive social impact.

The "Human Rights" and "Social Initiatives" tables below summarize the key performance indicators related to affected communities for 2025.

HUMAN RIGHTS

	Unit	2023 restated	2024 restated	2025
Human rights assessments conducted in the three last years – Group Reporting Units (GRUs) – cumulative	%	100	98	**98**
Human rights assessments conducted in the three last years – sites	%	100	100	**100**
Human rights assessment and action plan status signed off by a country's Executive Committee during the reporting year	%	100	98	**98**
People receiving training on human rights topics	#	10 126	8 969	**7 326**
Stakeholder engagement plans available and reviewed in last three years – cement, grinding sites	%	94	92	**98**

SOCIAL INITIATIVES

	Unit	2023 restated	2024 restated	2025
Total contribution to create positive social impact	CHFm	18.9	17.8	**18.4**
Of which: contribution by partners to create positive social impact	%	11	9	**8**
Total contribution to:				
Housing and infrastructure	%	16	18	**18**
Community initiatives on health, education and skills, and other	%	62	57	**60**
Project management	%	22	25	**22**
Type of contribution:				
Social investment and inclusive business projects	%	77	76	**66**
Donations (cash and in kind)	%	23	24	**34**
Total number of beneficiaries	Million	1.7	2.0	**1.5**
Rural roads renovated or built as part of our social initiatives	km	388	250	**262**
Hospitals owned and managed by Holcim, open for dependents and community members	#	10	10	**10**
Schools owned and managed by Holcim, open for dependents and community members	#	18	17	**19**
Volunteering	Hours	29 281	37 470	**41 626**
Volunteering during paid working hours	%	87	83	**85**

GOVERNANCE DISCLOSURES

Governance IROs

See the IRO table on page 66 of this report.

ESRS G1 – BUSINESS CONDUCT

Holcim is committed to achieving high performance with strong integrity, which it views as essential for sustainable success. The company believes that acting with integrity creates trust, protects its reputation, lowers the cost of doing business, and enhances shareholder value. This commitment is embedded in a culture of transparency and accountability, supported by a comprehensive compliance program.

G1-1 – Business conduct policies and corporate culture

Holcim's ethical business conduct standards are outlined in its Code of Business Conduct (replaced by Code of Ethics as of 1 January 2026). This Code applies to all directors, officers, and employees, and defines Holcim's non-negotiable principles for conducting business with integrity. It provides the overarching framework for compliance with all applicable laws and regulations.

The Code is supported by specific, topic-level policies, such as the Anti-Bribery and Corruption Policy, which outlines a zero-tolerance approach to bribery and corruption and details requirements for due diligence, gifts and hospitality, and avoiding conflicts of interest.

Code of Business Conduct

Holcim's Code of Business Conduct, which was replaced by the Code of Ethics as of 1 January 2026, establishes the foundational principle of high performance with strong integrity that apply to all employees, directors, and officers. It mandates a zero-tolerance approach to bribery and corruption, prohibiting bribes, kickbacks, and facilitation payments in any form, whether to or from public officials or private persons. The Code governs additional business practices across all relevant risk areas, including but not limited to compliance with sanctions, competition, as well as record-keeping and accounting laws and regulations. To safeguard these standards, Holcim provides a confidential global whistleblowing tool, the Integrity Line, for reporting concerns, and explicitly prohibits retaliation against anyone who speaks up in good faith.

Anti-Bribery & Corruption Policy

Holcim's Anti-Bribery & Corruption Policy mandates a strict zero-tolerance approach to bribery and corruption worldwide that applies to all directors and employees. It explicitly prohibits offering, promising, or giving anything of value—including money, gifts, or preferential treatment to influence the objectivity of any person, whether a public official or a commercial party. The policy strictly forbids facilitation payments. It requires that any gifts or hospitality be modest, reasonable, and infrequent. Furthermore, it extends these anti-bribery standards to all third parties acting on Holcim's behalf vis-à-vis public officials, requiring mandatory due diligence, written contracts with anti-bribery clauses, and payments only for proven services. Employees are required to immediately report any violations to their local compliance officer or via the Integrity Line.

SpeakUp & Investigations Directive

Holcim's SpeakUp & Investigations Directive establishes a formal framework to foster a culture of speaking up by providing open and reliable reporting channels for known or suspected misconduct, including breaches of the Code of Business Conduct, policies, or laws. The directive applies to all employees and external stakeholders, such as suppliers and customers, and requires Holcim employees to report concerns. It details multiple channels, including reporting to a manager, the People function, or Legal and Compliance, and provides a confidential global whistleblowing tool, the Integrity Line, which is managed by an external provider and accessible 24/7 via a website, app, or phone, and allows for anonymous reporting. The directive ensures that investigations are handled objectively, fairly, and confidentially, with a strict zero-tolerance policy for substantiated misconduct. It guarantees protection from retaliation for any reports made in good faith.

Third Party Due Diligence Directive

The Holcim Third Party Due Diligence Directive establishes a mandatory, risk-based framework for identifying and mitigating legal, financial, and ESG risks associated with third-party transactions. This directive applies globally to every Holcim employee who is involved in the selection, engagement, management, or payment release process related to third parties, ensuring that all business partners adhere to the high behavioral standards set forth in the Code of Business Conduct.

G1-2 – Management of relationships with suppliers

Holcim extends its principles of business conduct to its entire supply chain, which is governed by the Supplier Code of Conduct. See section S2 on page 126 of this report for additional information. This Code is an integral aspect of all supplier contracts and outlines clear expectations regarding human rights, labor practices, environmental protection, and business ethics.

In 2025, 89% of spend with suppliers identified as having a high ESG impact was with suppliers qualified under Holcim's assessment program (vs 80% in 2024), which includes self-assessments, evidence collection, and on-site audits. This assessment covers around 17 000 suppliers worldwide. Of the suppliers assessed, 24% were found to be non-compliant with our Supplier Code of Conduct; of these, 92% have established corrective action plans and 80% have already improved their sustainability performance.

Methodology

Holcim's Sustainable Procurement Directive establishes a mandatory, risk-based due diligence process for its supply chain, explicitly covering human rights, working conditions and welfare, health, safety, and environment, and equality. This process, which applies to all Holcim businesses and is steered by the Procurement function, requires suppliers to comply with the Supplier Code of Conduct. Compliance is verified using a three-step process: a self-assessment questionnaire, fact-finding to check potential breaches, and on-site audits for very high-risk categories. The directive requires ongoing monitoring and gives Holcim the right to cease business with non-compliant suppliers, especially those who breach zero-tolerance requirements.

The 2025 key performance indicators relating to suppliers are presented in the "Supply chain due diligence" table below.

SUPPLY CHAIN DUE DILIGENCE

	Unit	2023 restated	2024 restated	**2025**
ESG risk identification				
Spend with "assessed" potential high ESG impact suppliers	%	89	80	**89**
Spend covered by GRUs with due diligence process in place	%	99	99	**99**
Suppliers from national markets	%	88	90	**89**
Suppliers identified as having potential high ESG impact	%	33	39	**36**
Spend covered by suppliers with potential high ESG impact	%	52	64	**66**
Suppliers non-compliant with Supplier Code of Conduct	%	1	22	**24**
ESG risk management				
Non-compliant suppliers with corrective action plans	%	87	83	**92**
Non-compliant suppliers that have improved sustainability performance	%	43	68	**80**
Non-compliant suppliers canceled due to non-compliance	%	2	16	**3**

G1-3 – Prevention and detection of corruption and bribery

Holcim maintains a zero-tolerance policy with respect to bribery and corruption, which is operationalized through our Anti-Bribery and Corruption Policy and the associated processes and procedures:

- Conducting risk-based third-party due diligence.
- Reviewing sponsorships and donation requests.
- Receiving or giving gifts, hospitality, travel, and entertainment.
- Disclosing and reviewing conflicts of interest.

Training is a key element of Holcim's preventive efforts. In 2025, Holcim employees completed 12 653 role-relevant, face-to-face business integrity trainings and 8 781 business integrity e-learning sessions. Data is collected on an ongoing basis in the digital compliance tools, and extracted from those at the end of the reporting cycle for validation at Group level.

E-learning data

Data collection and monitoring for e-learning assignments and completions are fully automated.

The information is transferred daily to our central Compliance Dashboard, ensuring timely and accurate reporting.

Face-to-face training data

Data for face-to-face training is collected and recorded manually to maintain auditable records.

Trainers are responsible for collecting attendance data. This is recorded in an auditable manner on a standardized data sheet. The data sheet is then used to enter the information into our Compliance Dashboard, which ensures continuous monitoring and comprehensive oversight of all training activities.

The "Prevention and detection of corruption and bribery" table summarizes the key performance indicators for 2025.

G1-4 – Incidents of corruption or bribery

In 2025, there were no fines or convictions relating to bribery or corruption. We received 21 reports concerning active and passive bribery, the majority of which related to passive bribery allegations in the private sector (kickbacks). Three cases were substantiated and resulted in dismissals. All business relationships with third parties involved in substantiated cases were terminated.

Methodology

Data is collected via the Integrity Line, Holcim's global whistleblowing tool. Any complaints regarding corruption and bribery that are not reported directly to the Integrity Line, but are received via other channels, e.g., reports to the People function or line management, will also be recorded in the Integrity Line to ensure the completeness of data. For more details on the Integrity Line, see the 2025 Governance & Risk Report (page 27).

G1-5 – Political influence and lobbying activities

Holcim's Responsible Lobbying and Advocacy Directive is a key component of the company's commitment to integrity, transparency, and responsible business conduct, as it guides how we engage with public authorities, policymakers, and industry associations globally. The directive outlines integrity and transparency rules, including the prohibition on any form of bribery or corruption, a commitment to political neutrality, and a ban on political donations unless expressly permitted by local law and fully documented. The directive also requires conduct in accordance with fair competition principles as well as due diligence on all third-party lobbyists.

Holcim aims to align all direct advocacy activities as well as its indirect advocacy through industry associations with our commitments to climate action and human rights. Holcim's advocacy positions, policies, and governance are described on pages 37–39 of this report.

The 2025 key performance indicators relating to political influence and lobbying are presented in the "Government and economic relations" table below.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY (TRAINING PROGRAMS)

	Unit	2025
Anti-corruption and anti-bribery (business integrity) training programs completed		
face-to-face training	#	**12 653**
e-learning	#	**8 781**
Percentage of functions-at-risk covered by training programs	%	**100**

GOVERNMENT AND ECONOMIC RELATIONS

	Unit	2023 restated	2024 restated	2025
Government relations				
Political donations	CHF	60 000	21 500	**0**
Political contributions in kind	CHF	NR	0	**0**
Countries making political donations	#	1	1	**0**
Total subsidies	CHFm	35	34	**28**
Entities receiving subsidies	#	10	9	**9**
Economic relations				
Membership of trade associations and chambers of commerce	CHFm	11	8	**10**

ASSURANCE STATEMENT

Metro Tunnel, Melbourne, Australia
Built with ECOPact inside

ASSURANCE STATEMENT

Independent verifier's limited assurance report on a selection of non-financial information for the year ended 31 December 2025.

To the Board of Directors,

Further to your request and in our quality as an independent verifier, and a member of the network of the auditor of the financial statements of Holcim Ltd (hereafter, the "Holcim" or "the Group"), we present our report on a selection of non-financial information presented in the Sustainability Statement of Holcim for the year ended December 31, 2025 (hereafter, the "Report"). Our limited assurance engagement covers:

- The compliance of the process implemented by the Group to determine the information reported (hereafter, the "Double Materiality Assessment") with the requirements issued from the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter "the ESRS" for European Sustainability Reporting Standards) as presented in the section entitled *Double materiality assessment* of the *Sustainability Disclosures* chapter of the Report;
- The compliance of a selection of consolidated environmental, health and safety, social and taxonomy indicators (hereafter, the "Sustainability Indicators", listed in Appendix 1) with the criteria described in each section entitled *Methodology* in the *Sustainability Disclosures* chapter (hereafter, the "Criteria");
- The compliance of the information related to the climate transition plan included in section entitled *Setting industry-leading targets* of the *Leader Partner for Sustainably Construction* chapter and the section entitled *Environment Disclosures* of the *Sustainability Disclosures* chapter of the Report (hereafter, the "Transition Plan Disclosures") with the ESRS E1 *Climate Change* requirements.

Our Limited Assurance conclusion

Based on the procedures we have performed as described under the "Nature and scope of procedures" section and the evidence we have obtained, nothing has come to our attention that causes us to believe that:

- the Double Materiality Assessment process implemented by the Group is not in compliance, in all material respects, with the ESRS requirements;
- the Sustainability Indicators, taken as a whole, are not prepared in compliance, in all material respects, with the Criteria;
- the Transition Plan Disclosures are not in compliance, in all material respects, with the ESRS E1 Climate Change requirements.

Understanding how Holcim has prepared the Sustainability Indicators

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw, to evaluate and measure sustainability information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Sustainability Indicators need to be read and understood together with the Criteria.

The Group's responsibility

Management of Holcim is responsible for:

- conducting a double materiality assessment in compliance with the ESRS requirements to select the information to be reported on;
- selecting or establishing suitable Criteria for preparing the Sustainability Indicators;
- preparing the Sustainability Indicators in accordance with the Criteria;
- preparing Transition Plan Disclosures in compliance with the ESRS E1 requirements;
- designing, implementing and maintaining internal control, maintaining adequate records and making estimates that are relevant to the preparation of the Sustainability Indicators and Transition Plan Disclosures such that they are free from material misstatement, whether due to fraud or error.

Responsibility of the independent verifier

It is our role, in response to the Group's request, based on our work, to:

- carry out the procedures necessary to issue a conclusion, expressing a limited assurance, on:

- the compliance of the Double Materiality Assessment with the ESRS requirements;
- the compliance of the Sustainability Indicators with the Criteria;
- the compliance of the Transition Plan Disclosures with the ESRS E1 *Climate Change* requirements.

- form a limited assurance independent conclusion, based on the procedures we have performed and the evidence we have obtained;
- and report it to the Executive Committee of Holcim.

As we are engaged to form an independent conclusion on the Double Materiality Assessment, the Sustainability Indicators and the Transition Plan Disclosures, as prepared by management, we are not permitted to be involved in their preparation, as doing so may compromise our independence.

It is not our responsibility to report on the entire Report for the year ended December 31, 2025 or on the compliance with other applicable legal provisions.

Professional standard applied

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements 3000 (revised) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') as issued by the IAASB (*International Auditing and Assurance Standards Board*).

Independence and quality management

Our independence is defined by the French Code of Ethics (Code de déontologie) of our profession and by the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Nature and scope of procedures

We performed a limited assurance engagement in accordance with international standard ISAE 3000 (revised) (International Standard on Assurance Engagements).

We conducted interviews with the individuals responsible for preparing the Sustainability Indicators, the Double Materiality Assessment and the Transition Plan Disclosures, and who, within the sustainable development, health and safety, human resources and EU taxonomy project management teams, are also in charge of data collection and, where applicable, internal control and risk management processes. Our procedures mainly consisted in:

- Double Materiality Assessment:
  - assessing if the process defined and implemented by the Group has enabled it, in accordance with the ESRS requirements, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that led to the publication of information disclosed in the Report; and
  - assessing if the information provided on this process in the Report also complies with the ESRS requirements;
- Sustainability Indicators:
  - assessing the suitability of the Guidelines for reporting, in relation to their relevance, completeness, reliability, neutrality and understandability;
  - assessing the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the Sustainability Indicators, and identifying the procedures for internal control and risk management related to the preparation of the Sustainability Indicators;
  - determining the nature and extent of our tests and inspections based on the nature and importance of the Sustainability Indicators, in relation to the characteristics of the Group, its social and environmental issues and its strategy in relation to sustainable development;
  - consulting documentary sources and conducting interviews to corroborate the qualitative information (organization, policies, actions, etc.), implementing analytical procedures on the quantitative information and verifying, on a test basis, the calculations and the compilation of the information, and also assessing their coherence and consistency with the other information presented in the Report;

- assessing the alignment of the methodology used by the Group to calculate the restatements of the baselines of certain Sustainability Indicators (indicators restated for the years 2018 and 2020 identified with an * in Appendix 1, and indicators restated for the year 2020 only identified with an ** in Appendix 1) with the methodology described in the section entitled *Environmental Disclosures* of the *Sustainability Disclosures* chapter; and
- at the level of the representation selection of sites and entities that we made[1], based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, undertaking interviews to challenge the correct application of the procedures and undertaking detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sites and entities selected represented on average 11% of the hours worked used for the calculation of safety indicators, 14% of the total number of employees (headcount), and between 6% and 18% of the environmental information[2];

- Transition Plan Disclosures:
  - assessing whether the information published as part of the strategy for climate change mitigation gives an appropriate description of the strategy's underlying key assumptions, it being understood that we are not required to express a conclusion on the appropriateness or the level of ambition of the transition strategy's objectives;
  - assessing whether the information published as part of this strategy is in compliance with the Disclosure Requirements ESRS E1-1, E1-3 and E1-4 of the ESRS E1 *Climate Change*; and
  - assessing whether the transition strategy reflects the commitments made by Holcim as stated in the minutes of its governance bodies' meetings.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Paris-La Défense
26 February 2026

The Independent Verifier
EY & Associés

Partner, Sustainable Development
Christophe Schmeitzky

[1] Four cement plants: Dujiangyan (China), Saint-Pierre-La-Cour (France), Villaluenga (Spain), Fujairah (United Arab Emirates) and four Group Reporting Units (GRU): China, France, Spain and United Arab Emirates
[2] On average 18% of production (cement produced (15%), aggregates produced (18%), RMX produced (20%)), 18% of absolute Scope 1 emissions – Gross, 6% of absolute Scope 2 emissions (market-based), 17% of waste derived resources, 12% of air emissions, and 13% of cement freshwater withdrawal.

APPENDIX 1: SELECTION OF NON-FINANCIAL INFORMATION

The Sustainability Indicators

Products and solutions

- Clinker produced
- Cement produced
- Cementitious materials produced
- Aggregates produced
- RMX produced
- Clinker factor (average % of clinker in cements)

Recycling waste and internal waste

- Total materials consumed – excl. fuels
- Waste-derived resources
- Construction and demolition materials (CDM)
- Internal hazardous waste recycled or recovered
- Internal hazardous waste disposed
- Internal non-hazardous waste recycled or recovered
- Internal non-hazardous waste disposed

Energy and GHG emissions

- Energy consumption total
- Thermal energy consumption
- Electrical energy consumption
- Absolute Scope 1 emissions – gross
- Absolute Scope 2 emissions (market-based)
- Absolute Scope 3 emissions – total
- Absolute Scope 3 emissions per category of emissions (as defined by the GHG Protocol)
  - Category 1 – Purchased goods and services
  - Category 2 – Capital goods
  - Category 3 – Fuel and energy-related activities
  - Category 4 – Upstream transportation and distribution
  - Category 5 – Waste generated in operations
  - Category 6 – Business travel
  - Category 7 – Employee commuting
  - Category 8 – Upstream leased assets
  - Category 9 – Downstream transportation and distribution
  - Category 10 – Processing of sold products
  - Category 11 – Use of sold products
  - Category 12 – End-of-life treatment of sold products
  - Category 13 – Downstream leased assets
  - Category 14 – Franchises
  - Category 15 – Investments
  - Specific CO_2 emissions – net (Scope 1) – cement plants only*
  - Specific CO_2 emissions – gross (Scope 1) – cement plants only**
  - Specific CO_2 emissions – electricity (Scope 2) – market-based – cement plants only**
  - CO_2 indirect emissions from purchased clinker and cement**
  - CO_2 indirect emissions from investments**

Water

- Cement Specific freshwater withdrawal*
- Aggregates Specific freshwater withdrawal
- Ready-mix Specific freshwater withdrawal
- Total water withdrawal

Environmental management systems (EMS) and compliance

- Cement sites with ISO 14001 certification

Biodiversity

- Quarries assessed using BIRS methodology – active only
- Quarries with rehabilitation plan in place
- Quarries with biodiversity importance
- Quarries with biodiversity importance with biodiversity management plans in place

Air emissions

- Clinker produced with continuous monitoring of dust, NO_x and SO_2 emissions
- Clinker produced with monitoring of dust, NO_x and SO_2 emissions
- Total dust, NO_x, SO_2, VOC, mercury, dioxin/furans emissions
- Specific dust, NO_x, SO_2, VOC, mercury, dioxin/furans emissions

People: Social initiatives

- Total contribution to create positive social impact

Health and safety

- Fatalities – employees and contractors
- Lost time injury frequency rate (LTIFR) for employees on site
- Lost time injury frequency rate (LTIFR) for contractors on site
- Total injury frequency rate (TIFR) for employees and contractors on site

Social

- Number of employees (headcount) - total and split female/male
- Permanent employees (%)
- Temporary employees (%)
- Employees under the age of 30 (%)
- Employees between 30 and 50 (%)
- Employees above 50 (%)
- Women at senior management level (%)
- Women in total workforce (%)
- Overall employee turnover rate
- Number of employees who have left the undertaking
- Average training hours per employee - total and split female/male
- Managers who had an annual performance review (%) - total and split female/male
- Gender pay gap

EU Taxonomy

- EU Taxonomy-eligible activities (turnover, CapEx,OpEx)
- EU Taxonomy-aligned activities (turnover, CapEx, OpEx)

APPENDICES

The Louvre Abu Dhabi, UAE
Built with Artevia inside

HOLCIM POLICIES

KEY ENVIRONMENTAL POLICIES INCLUDE:

- Climate Policy
- Nature Policy
- Health, Safety and Environmental Policy
- Circular Construction Policy
- Water Directive
- Quarry Rehabilitation and Biodiversity Directive

KEY SOCIAL POLICIES INCLUDE:

- Group Human Resources Policy
- Human Rights and Social Policy
- Health, Safety and Environmental Policy
- Human Rights Directive
- Workers in the Value Chain Directive
- Just Transition
- Diversity and Inclusion Standard
- Foundations of Wellbeing
- Health, Safety and Environment Audit Program Guide
- Health, Safety and Environment Management System Standard

KEY GOVERNANCE POLICIES INCLUDE:

- Code of Ethics
- Code of Ethics for Suppliers
- Compliance Policy
- Anti-Bribery and Corruption Policy
- Security and Resilience Policy
- SpeakUp and Investigations Directive
- Security Services with Integrity Directive
- Sustainable Procurement Directive
- Responsible Lobbying and Advocacy Directive
- Minimum Control Standards 2026
- Climate Public Policy Positions

Find out more about our policies and key documents

CSRD CONTENT INDEX 2025

Holcim Ltd adopted the European Sustainability Reporting Standards (ESRS) on a voluntary basis for the period 1 January to 31 December 2025.

As a leader in sustainability reporting, Holcim is proud to have adopted the EU Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) on a voluntary basis, ahead of regulatory requirements coming into force. This year's report reflects our alignment with these new frameworks for the period from 1 January to 31 December 2025. Material topics are presented in the Double Materiality Matrix on page 63 of the 2025 Sustainability Statement.

The double materiality assessment identified the following topics as material:

- Climate change
- Pollution
- Water and marine resources
- Biodiversity and ecosystems
- Resource use and circular economy
- Own workforce
- Workers in the value chain
- Affected communities
- Business conduct

Where we have available data on ESRS topics and disclosures, we have included this data and the relevant links (where applicable) in the content index.

ES: 2025 Annual Report Executive Summary

SS: 2025 Sustainability Statement

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CR: 2025 Compensation Report

CSRD INDEX

CROSS-CUTTING STANDARDS

ESRS 2 – General disclosures

Disclosure requirements and incorporation by reference		Report location/website/omissions	GRI reference
BP-1	General basis for preparation of sustainability statements	SS: page 52	GRI 2, 2-2; GRI 3, 3-1
BP-2	Disclosures in relation to specific circumstances	SS: pages 52–53	GRI 2, 2-4; GRI 2, 2-22; GRI 3, 3-2; GRI 3, 3-3
GOV-1	The role of the administrative, management and supervisory bodies	SS: page 54	GRI 2, 2-9; GRI 2, 2-12; GRI 2, 2-13; GRI 2, 2-14; GRI 2, 2-17; GRI 405, 405-1
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	SS: page 55	GRI 2, 2-12; GRI 2, 2-13; GRI 2, 2-16; GRI 2, 2-24
GOV-3	Integration of sustainability-related performance in incentive schemes	CR: pages 7–18	GRI 2, 2-19; GRI 2, 2-20
GOV-4	Statement on due diligence	SS: pages 56–57	
GOV-5	Risk management and internal controls over sustainability reporting	SS: page 58 GR: pages 3–22	GRI 2, 2-14
SBM-1	Strategy, business model and value chain	ES: pages 36–41 SS: pages 5–50, 64–65	GRI 2, 2-6; GRI 2, 2-7; GRI 2, 2-22; GRI 3, 3-3; GRI 201, 201-1
SBM-2	Interests and views of stakeholders	SS: pages 59–60	GRI 2, 2-12; GRI 2, 2-29
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SS: pages 66-70, 72-79 GR: pages 28-37	GRI 2, 2-27; GRI 3, 3-2; GRI 3, 3-3; GRI 201, 201-2; GRI 303, 303-1; GRI 306, 306-1; GRI 308, 308-2; GRI 413, 413-2; GRI 414, 414-2
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	SS: pages 61–63	GRI 2, 2-14; GRI 3, 3-1;
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	SS: page 71	

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ENVIRONMENTAL STANDARDS

ESRS E1 – Climate change

Disclosure requirements and incorporation by reference		Report location/website/omissions	GRI reference
E1-1	Transition plan for climate change mitigation	SS: pages 19–33, 80–81	
E1-2	Policies related to climate change mitigation and adaptation	SS: page 81	
E1-3	Actions and resources in relation to climate change policies	SS: pages 82-83	GRI 305, 305-5
E1-4	Targets related to climate change mitigation and adaptation	SS: page 84	GRI 3, 3-3; GRI 305, 305-1; GRI 305, 305-2; GRI 305, 305-3
E1-5	Energy consumption and mix	SS: page 85	GRI 302, 302-1; GRI 302, 302-3
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	SS: pages 86-88	GRI 305, 305-1; GRI 305, 305-2; GRI 305, 305-3; GRI 305, 305-4
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	SS: page 88	GRI 305, 305-5
E1-8	Internal carbon pricing	Not disclosed in 2025	
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	SS: pages 89-94	GRI 201, 201-2

ESRS E2 – Pollution

E2-1	Policies related to pollution	SS: page 95	
E2-2	Actions and resources related to pollution	SS: page 96	GRI 3, 3-3
E2-3	Targets related to pollution	SS: page 96	GRI 3, 3-3; GRI 303, 303-2
E2-4	Pollution of air, water and soil	SS: pages 96-97	GRI 2, 2-27; GRI 305, 305-7
E2-6	Anticipated financial effects from material pollution-related risks and opportunities	Not disclosed in 2025	

ESRS E3 – Water and marine resources

E3-1	Policies related to water and marine resources	SS: page 98	
E3-2	Actions and resources related to water and marine resources	SS: page 98	GRI 3, 3-3; GRI 303, 303-1
E3-3	Targets related to water and marine resources	SS: page 99	GRI 3, 3-3; GRI 303, 303-1
E3-4	Water consumption	SS: page 100	GRI 303, 303-3; GRI 303, 303-4; GRI 303, 303-5
E3-5	Anticipated financial effects from material water and marine resources-related risks and opportunities	Not disclosed in 2025	

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CSRD INDEX

ENVIRONMENTAL STANDARDS

ESRS E4 – Biodiversity and ecosystems

Disclosure requirements and incorporation by reference		Report location/website/omissions	GRI reference
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	SS: page 101	GRI 3, 3-3
E4-2	Policies related to biodiversity and ecosystems	SS: page 101	Several
E4-3	Actions and resources related to biodiversity and ecosystems	SS: pages 101-102	GRI 3, 3-3; GRI 304, 304-3
E4-4	Targets related to biodiversity and ecosystems	SS: page 103	GRI 3, 3-3; GRI 304, 304-3
E4-5	Impact metrics related to biodiversity and ecosystems change	SS: page 103	GRI 3, 3-3; GRI 304, 304-1; GRI 304, 304-2; GRI 304, 304-4
E4-6	Anticipated financial effects from material biodiversity and ecosystem-related risks and opportunities	Not disclosed in 2025	

ESRS E5 – Resource use and circular economy

E5-1	Policies related to resource use and circular economy	SS: page 104	GRI 3, 3-3
E5-2	Actions and resources related to resource use and circular economy	SS: page 104	GRI 3, 3-3; GRI 306, 306-2
E5-3	Targets related to resource use and circular economy	SS: page 105	GRI 3, 3-3
E5-4	Resource inflows	SS: page 105	GRI 301, 301-1; GRI 301, 301-2; GRI 306, 306-1
E5-5	Resource outflows	SS: page 106	GRI 306, 306-2; GRI 306, 306-3; GRI 306, 306-4; GRI 306, 306-5
E5-6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities	Not disclosed in 2025	

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SOCIAL STANDARDS

ESRS S1 – Own workforce

Disclosure requirements and incorporation by reference		Report location/website/omissions	GRI reference
S1-1	Policies related to own workforce	SS: pages 118–119	GRI 2, 2-23; GRI 2, 2-25; GRI 2, 2-29; GRI 3, 3-3; GRI 403, 403-1; GRI 403, 403-3; GRI 404, 404-2; GRI 408, 408-1; GRI 409, 409-1
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	SS: page 119	GRI 2, 2-12; GRI 2, 2-29; GRI 3, 3-3
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	SS: page 119	GRI 2, 2-25; GRI 2, 2-26; GRI 403, 403-2
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	SS: pages 119-120	GRI 2, 2-24; GRI 3, 3-3; GRI 203, 203-2; GRI 403, 403-9; GRI 403, 403-10
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SS: page 120	GRI 3, 3-3
S1-6	Characteristics of the undertaking's employees	SS: pages 120-121	GRI 2, 2-7; GRI 401, 401-1; GRI 405, 405-1
S1-7	Characteristics of non-employees in the undertaking's own workforce	SS: pages 120-121	GRI 2, 2-8
S1-8	Collective bargaining coverage and social dialogue	SS: page 122	GRI 2, 2-30
S1-9	Diversity metrics	SS: page 122	GRI 405, 405-1
S1-10	Adequate wages	Not disclosed in 2025	GRI 202, 202-1
S1-11	Social protection	SS: page 123	GRI 401, 401-2
S1-12	Persons with disabilities	Not disclosed in 2025	GRI 405, 405-1
S1-13	Training and skills development metrics	SS: page 123	GRI 404, 404-1; GRI 404, 404-3
S1-14	Health and safety metrics	SS: page 124	GRI 403, 403-8; GRI 403, 403-9; GRI 403, 403-10
S1-15	Work-life balance metrics	Not disclosed in 2025	GRI 401, 401-3
S1-16	Remuneration metrics (pay gap and total remuneration)	SS: page 125	GRI 2, 2-21; GRI 405, 405-2
S1-17	Incidents, complaints and severe human rights impacts	SS: page 125	GRI 2, 2-25; GRI 2, 2-27; GRI 3, 3-3; GRI 406, 406-1

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SOCIAL STANDARDS

ESRS S2 – Workers in the value chain

Disclosure requirements and incorporation by reference		Report location/website/omissions	GRI reference
S2-1	Policies related to value chain workers	SS: page 126	GRI 2, 2-23; GRI 2, 2-24; GRI 2, 2-25; GRI 2, 2-29; GRI 3, 3-3; GRI 408, 408-1; GRI 409, 409-1
S2-2	Processes for engaging with value chain workers about impacts	SS: page 126	GRI 2, 2-12; GRI 2, 2-29; GRI 3, 3-3
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	SS: page 126	GRI 2, 2-25; GRI 2, 2-26; GRI 2, 2-29; GRI 3, 3-3
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	SS: page 126	GRI 2, 2-24; GRI 2, 2-25; GRI 203, 203-2; GRI 3, 3-3; GRI 203, 203-2; GRI 204, 1.1; GRI 403, 403-7
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SS: page 126	GRI 3, 3-3

ESRS S3 – Affected communities

S3-1	Policies related to affected communities	SS: page 127	GRI 2, 2-23; GRI 2, 2-25; GRI 2, 2-29; GRI 3, 3-3; GRI 411, 411-1
S3-2	Processes for engaging with affected communities about impacts	SS: page 127	GRI 2, 2-12; GRI 2, 2-29; GRI 3, 3-3
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	SS: page 127	GRI 2, 2-25; GRI 2, 2-26; GRI 3, 3-3
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	SS: pages 128	GRI 2, 2-24; GRI 2, 2-25; GRI 3, 3-3; GRI 203, 203-2; GRI 413, 413-1; GRI 411, 411-1
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SS: page 128-129	GRI 3, 3-3

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CSRD INDEX

GOVERNANCE STANDARDS

ESRS G1 – Business conduct

Disclosure requirements and incorporation by reference		Report location/website/omissions	GRI reference
G1-1	Business conduct policies and corporate culture	SS: page 130	GRI 2, 2-16; GRI 2, 2-23; GRI 2, 2-24; GRI 2, 2-26
G1-2	Management of relationships with suppliers	SS: page 131	GRI 3, 3-3; GRI 204, 1.1; GRI 308, 308-1; GRI 414, 414-1
G1-3	Prevention and detection of corruption and bribery	SS: page 132	GRI 2, 2-13; GRI 2, 2-16; GRI 2, 2-26; GRI 3, 3-3; GRI 205, 205-2; GRI 205, 1.2
G1-4	Incidents of corruption or bribery	SS: page 132	GRI 2, 2-27; GRI 3, 3-3; GRI 205, 205-3
G1-5	Political influence and lobbying activities	SS: page 132	GRI 2, 2-9; GRI 415, 415-1
G1-6	Payment practices	Not disclosed in 2025	

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SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

Holcim Ltd has reported in accordance with SASB Construction Materials Sustainability Accounting Standard for the period 1 January to 31 December 2025.

As of August 2022, the International Sustainability Standards Board (ISSB) of the IFRS Foundation assumed responsibility for the SASB Standards. The ISSB has committed to maintaining, enhancing, and evolving the Sustainability Accounting Standards Board (SASB) Standards and encourages preparers to continue applying the SASB Standards. The SASB Standards guide the disclosure of financially material sustainability information by companies to their investors. SASB Standards identify the subset of environmental, social, and governance (ESG) issues most relevant to financial performance in 77 industries. The SASB Standards focus on financially material issues because their mission is to help businesses around the world report on the sustainability topics that matter most to their investors. Although a great deal of ESG and sustainability information is publicly disclosed, it can often be difficult to identify and assess which information is most useful for making finance-related decisions. SASB identifies financially material issues, which are the issues that are reasonably likely to impact the financial condition or operating performance of a company and are hence most important to investors.

The material issues identified by SASB for the Construction Materials sector are:

- GHG emissions
- Air quality
- Energy management
- Water management
- Waste and hazardous materials management
- Biodiversity impacts
- Workforce health and safety
- Product innovation
- Pricing integrity and transparency

SASB INDEX

SASB reference	Description	Page, comment, performance
Greenhouse gas emissions		
EM-CM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	SS: page 87
EM-CM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	SS: pages 18–33 SS: page 84
Air quality		
EM-CM-120a.1	Air emissions of the following pollutants: • NO_x (excluding N_2O) • SO_x • Particulate matter (Dust-PM_{10}) • Dioxins/furans • Volatile organic compounds (VOCs) • Polycyclic aromatic hydrocarbons (PAHs) • Heavy metals	SS: page 97 We report annually on all emissions, with the exception of polycyclic aromatic hydrocarbons (PAHs), in our Sustainability Statement. We report not only absolute emissions of these substances but also specific emissions per cementitious materials produced. The only PAH we consider material and measure is benzene, and this is measured as required by the Global Cement and Concrete Association. Our measurements of benzene emissions in 2025 were: Total benzene emissions (tons): 188 Specific benzene emissions: • Milligrams/ton clinker: 3.0
Energy management		
EM-CM-130a.1	Total energy consumed	SS: page 85
EM-CM-130a.1	Percentage grid electricity	SS: page 85
EM-CM-130a.1	Percentage alternative energy	SS: page 85
EM-CM-130a.1	Percentage renewable	SS: page 85
Water management		
EM-CM-140a.1	Total water withdrawn	SS: page 100 We report total water withdrawn for all segments excluding captive power plants.
EM-CM-140a.1	Total water consumed	SS: page 100
EM-CM-140a.1	Percentage in regions with High or Extremely High Baseline Water Stress	SS: page 100 We measure and report on the number of sites located in Medium-High to Extremely High water risk areas according to the WRI Aqueduct tool. The concept of water risk includes not only water stress but also water quality, regulatory, and reputational risks.

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SASB INDEX

SASB reference	Description	Page, comment, performance
Waste management		
EM-CM-150a.1	• Amount of waste generated • Percentage hazardous • Percentage of recycled	SS: page 106
Biodiversity impacts		
EM-CM-160a.1	Description of environmental management policies and practices for active sites	SS: page 101
EM-CM-160a.2	Terrestrial acreage disturbed, percentage of impacted area restored	SS: page 103 • Total rehabilitated area was 7 545 ha • Total of area disturbed in 2025 was 19 673 ha • We do not currently disclose percentage of impacted area restored.
Workforce health and safety		
EM-CM-320a.1	• Total recordable incident rate (TRIR) • Near-miss frequency rate (NMFR) for direct employees and contract employees	SS: page 124 In our Sustainability Performance Report, we report TIFR and OIFR, which are calculated with a denominator of one million hours. TRIR employees – 0.7 (per 200,000 hours worked) TRIR contractors on-site – 0.4 (per 200,000 hours worked) NMFR employees and contractors – 4.5 (per 200,000 hours worked)
EM-CM-320a.2	Number of reported cases of silicosis	In 2025, we had 0 reported cases of silicosis.
Product innovation		
EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications (% sales by revenue)	We do not currently collect this specific information. However, we collect data on our portfolio of sustainable solutions, which in 2025 amounted to 34% of net sales. The largest contributor was low-carbon cements and concrete.
EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	We do not currently have this information.
Pricing integrity and transparency		
EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	FR: pages 76–80 A detailed description of ongoing legal proceedings (including anti-competition) is provided.
Activity metric		
EM-CM-000.A	Production by major product line	SS: page 88 See “Products and solutions” table for details of production per product line.

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DISCLOSURES FOR SWISS CODE OF OBLIGATIONS

THE SUSTAINABILITY STATEMENT COMPRISES THE REPORT ON NON-FINANCIAL MATTERS IN ACCORDANCE WITH ART. 964B OF THE SWISS CODE OF OBLIGATIONS.

Sustainability is at the core of Holcim's business and is deeply embedded in its corporate strategy. For the second year, Holcim reported on non-financial matters pursuant to Art. 964b of the Swiss Code of Obligations. This Sustainability Statement covers environmental matters, in particular the CO_2 goals, social issues, employee-related issues, respect for human rights, and combating corruption. This report contains all information required to understand our performance, results, the state of our undertaking, and the effects of our activities on these non-financial matters.

ART. 964b CONTENT INDEX

Art. 964b content requirement	Section	Page reference
Description of the business model	• Four focused areas to accelerate sustainability More about Holcim's business model is available in the 2025 Annual Report Executive Summary	pages 7–8
Environmental matters, in particular CO_2 goals	• Leading partner for sustainable construction • Environmental disclosures ESRS E1–E5	pages 17–39 pages 72–106
Employee-related issues	• People • ESRS S1 - Own workforce	pages 40–47 pages 118–125
Social issues and respect for human rights	• Fostering positive social impact in local communities • Statement on due diligence • ESRS S3 - Affected communities	pages 48–50 pages 56–57 pages 127–129
Supply chain	• Statement on due diligence • Holcim value chain • ESRS S2 - Workers in the value chain	pages 56–57 pages 64–65 page 126
Combating corruption	• Governance • ESRS G1 - Business conduct	pages 54–71 pages 130–132
Material risks	• Double materiality assessment • Material impacts, risks and opportunities • Climate and nature risks and opportunities • Physical risks and scenario analysis	pages 61–63 pages 66–70 pages 72–79 pages 89–94
Non-financial performance indicators	• Basis for preparation • ESRS E1 – E5, S1 – S3, G1 • Assurance statement	pages 52–53 pages 72–132 pages 134–137

THE SUSTAINABILITY STATEMENT COMPRISES THE REPORT ON DUE DILIGENCE AND TRANSPARENCY IN RELATION TO MINERALS AND METALS FROM CONFLICT-AFFECTED AREAS AND CHILD LABOR IN ACCORDANCE WITH ART. 964J-L OF THE SWISS CODE OF OBLIGATIONS.

ART. 964 j-l CONTENT INDEX

Art. 964j-l content requirement	Section	Page reference
Child Labour	• Statement on Due Diligence	pages 56–57
Conflict Minerals	• Statement on Due Diligence	pages 56–57

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) ALIGNMENT

GOVERNANCE	**Board's oversight:** • "GOV-1 - The role of the administrative, management and supervisory bodies," page 54 • See the 2025 Governance & Risk Report, "Holcim's enterprise risk management" > "Organization and governance" > "Board of Directors and committees," page 28 **Management's role:** • See the 2025 Governance & Risk Report, "Holcim's enterprise risk management" > "Organization and governance," page 28.
STRATEGY	**Identified risks and opportunities:** • See "Climate-related risks and opportunities overview," pages 73–76 • See "Holcim physical risks overview," pages 89–90 **Impacts of risks and opportunities:** • See "Climate-related risks and opportunities overview,' pages 73–76 • See "Holcim physical risks overview," pages 89–90 **Scenario planning:** • See "Scenario analysis," pages 91–94
RISK MANAGEMENT	**Identifying and assessing** • See "Climate- and nature-related risks and opportunities" > "Risk and opportunity management principles," page 72 • See "Holcim physical risks overview," pages 89–90 **Managing and responding:** • See "Climate risks and opportunities overview," pages 73–76 • See "Holcim physical risks overview," pages 89–90 **Integration and alignment:** • See the 2025 Governance & Risk Report, "Holcim's enterprise risk management," pages 28–37 • See "Climate- and nature-related risks and opportunities" > "Risk and opportunity management principles," page 72
METRICS AND TARGETS	**CO_2 metrics:** • See data tables, pages 87–88 **Detailed Scope 1, 2 and 3 metrics:** • See data tables, pages 87–88 **CO_2 targets:** • See targets table, page 84

TASK FORCE ON NATURE-RELATED FINANCIAL DISCLOSURES (TNFD) ALIGNMENT

GOVERNANCE	**Board's oversight:** • Refer to "GOV-1 - The role of the administrative, management and supervisory bodies," page 54 • See the 2025 Governance & Risk Report, "Holcim's enterprise risk management" > "Organization and governance" > "Board of Directors and committees," page 28 **Management's role:** • See the 2025 Governance & Risk Report, "Holcim's enterprise risk management" > "Organization and governance," pages 28-30 **Human rights and communities:** • See "Upholding human rights," page 49
STRATEGY	**Identified risks and opportunities:** • See "Nature-related risks and opportunities overview," pages 77–79 • See "Holcim physical risks overview," pages 89–90 **Effects of risks and opportunities:** • See "Nature-related risks and opportunities overview," pages 77–79 • See "Holcim physical risks overview," pages 89–90 **Scenario planning:** • See "Scenario analysis," pages 91-94 **Assets and activities in priority locations:** • See data tables, page 103
RISK AND IMPACT MANAGEMENT	**Identifying and assessing (own operations):** • See "Holcim value chain," pages 65-64 • See "Climate- and nature-related risks and opportunities" > "Risk and opportunity management principles," page 72 **Identifying and assessing (upstream and downstream):** • See "Holcim value chain," pages 65-64 • See "Climate and nature-related risks and opportunities" > "Risk and opportunity management principles," page 72 **Managing and responding:** • See "Holcim nature risks and opportunities overview," pages 77-79 • See "Holcim physical risks overview," pages 89-90 **Integration and alignment:** • See the 2025 Governance & Risk Report, "Holcim's enterprise risk management," pages 28-30 • See "Climate- and nature-related risks and opportunities" > "Risk and opportunity management principles," page 72
METRICS AND TARGETS	**Metrics for risks and opportunities:** • See "Climate- and nature-related risks and opportunities," pages 73-79 • See data tables, pages 100 and 103 **Metrics for dependencies and impacts on nature:** • See data tables, pages 100 and 103 **Targets and goals:** • See data tables, pages 99 and 103

SUSTAINABILITY GLOSSARY

Unit key		
NR – Not reported	Mt – million tons	Mm^3 – million cubic meters
kg CO_2/t – kilograms of carbon dioxide per ton	ton – metric ton	L/t – liters per ton
M GJ – million gigajoules	g – grams	L/m^3 – liters per cubic meter
MJ/t – million joules per ton	g/t – grams per ton	ha – hectares
CHF – Swiss francs	mg/t – milligrams per ton	km – kilometers
CHF m – million Swiss francs	# – number	% – percentage

GENERAL

Aggregates
Quarried materials (crushed stone, gravel and sand) are the main component by volume of concrete. Aggregates are mainly used in the following construction sectors: manufacture of ready-mix concrete, concrete goods and asphalt as well as for roadbeds and railway fundaments.

Alternative fuels
To reduce the carbon intensity of our cement, alternative fuels are used to replace fossil fuels. Alternative fuels include biomass and other sources of non-recyclable waste.

Alternative raw materials
Materials, usually from industrial sources such as wastes or by-products of other industries, to substitute quarried natural raw materials.

Calcined clay
Calcined clay is natural clay that has been heated to make it reactive with cement. The calcined clay production process is much less CO_2 intensive than clinker production.

CCUS (Carbon Capture Utilization and Storage)
Carbon capture, utilization and storage (CCUS), describes processes that capture CO_2 emissions from industrial sources and either reuses or stores it so it will not enter the atmosphere.

Cement
Cement is a hydraulic binder, i.e. a finely ground inorganic material that sets and hardens by chemical interaction with water. It acts as the binding agent when mixed with aggregates and water to make concrete.

Cementitious materials
A substance which when mixed with water forms a paste that subsequently sets and hardens at room temperature. Cementitious materials is calculated as the sum of clinker production volumes, mineral components consumed in cement production, and mineral components processed and sold externally.

Clinker
Clinker is a intermediate material produced by mixing raw materials, primarily limestone and clay, in a kiln at a temperature of approximately 1450 °C. It is the basic ingredient of cement, the one which confers hydraulic properties to cement.

Clinker factor
The percentage of clinker in cement.

Concrete
Concrete is a building material, the most man-made used substance after water. Concrete is made of cement, sand, aggregates, water and admixtures.

Fossil fuels
Non-renewable carbon-based fuels traditionally used by the cement industry.

Kiln
Large industrial oven for producing clinker used in the manufacture of cement.

Mineral components (MIC)
Cement constituents which are not derived from clinker production. They include construction demolition materials, calcined clay, blast furnace slag, fly ash, natural pozzolan and limestone.

Ordinary Portland cement (OPC)
Cement that consists of approximately 95% ground clinker and 5% gypsum.

Ready-mix concrete (RMX)
Concrete that is produced in a ready-mix concrete site and transported to the building site using ready-mix trucks.

Recycled aggregates
Recycled aggregates come from reprocessing materials that have previously been used in construction.

Sustainable procurement

A purchasing process that looks beyond the traditional economic parameters (price, quality, availability, functionality) and includes the life cycle of products, environmental aspects and social aspects, as an integral part of sourcing decisions.

Thermal substitution rate (TSR)

Thermal substitution rate (TSR) corresponds to the relation of thermal energy consumption of alternative fuels to the total amount of thermal energy consumption in the cement kiln system.

CLIMATE AND ENERGY

Gross Scope 1 CO_2 emissions

These are the CO_2 emissions from the raw material calcination process and the combustion of kiln and non-kiln fuels, excluding emissions from pure biomass and biogenic CO_2 content of mixed fuels.

Net Scope 1 CO_2 emissions

Net emissions equal gross emissions minus emissions from alternative fuels and non-biogenic CO_2 content of mixed fuels.

Energy attribute certificates

Energy Attribute Certificates (EACs) are instruments used to track and claim the environmental attributes of power generation. Each EAC represents 1 MWh of clean energy produced and added to the grid.

Power purchase agreements (PPAs)

PPAs are long-term electricity supply contracts between Holcim, as a corporate buyer, and renewable power suppliers. They typically specify pricing, electricity quantities, and renewable sources.

POLLUTION

NOx

A generic term for the nitrogen oxides that are most relevant for air pollution, namely nitric oxide (NO) and nitrogen dioxide (NO_2). NOx is formed in the combustion of nitrogen contained in the fuels as well as in conditions where nitrogen and oxygen are present at high temperatures as is the case in cement kilns.

SO_2

Sulfur dioxide. It is released naturally by volcanic activity and is also produced as a by-product of the burning of fossil fuels or natural raw materials containing sulfur compounds.

VOC

Volatile Organic Compounds. These are organic chemicals that have a high vapor pressure at ordinary room temperature. Their high vapor pressure results from a low boiling point, which causes large numbers of molecules to evaporate or sublimate from the liquid or solid form of the compound and enter the surrounding air, a trait known as volatility.

NATURE

Freshwater withdrawal

This is the total volume of Surface water, Groundwater, Municipal or third party freshwater and quarry freshwater withdrawn by the site.The constituent content of freshwater shall be defined by local regulations.

In the absence of local regulations, a limit of 1000 mg/l of Total Dissolved Solids (TDS) recommended by the World Health Organisation is the gauge for categorising fresh and non-fresh water.

Water risk areas

We measure and report on the percentage of sites located in medium-high to extremely high water risk areas according to the WRI Aqueduct tool. The concept of water risk includes not only water stress but also water quality, regulatory, and reputational risks.

Biodiversity indicator reporting system (BIRS)

Holcim worked in partnership with the International Union for the Conservation of Nature (IUCN) to develop a methodology to measure our biodiversity level. This tool is called the Biodiversity Indicator Reporting System (BIRS).

Biodiversity importance

Quarries with biodiversity importance are defined according to categorizations introduced in 2018 following Fauna & Flora recommendations.

RESOURCE USE AND CIRCULAR ECONOMY

Construction demolition materials (CDM)

Construction demolition materials (CDM) are generated from the construction industry, renovation, repair, maintenance and demolition of houses, large building structures, roads, bridges, piers, dams and alike. This comprises alternative raw materials, recycled aggregates, recycled asphalt and return concrete reused in cement, aggregates, ready-mix concrete, asphalt and concrete products. CDM includes, but is not limited to, Construction and Demolition Waste (CDW) as defined by the EU construction & demolition waste management protocol

Waste derived resources

Waste derived resources is the sum of all waste raw materials and fuels consumed in the production processes as well as recycled materials processed sold externally. This includes alternative raw materials, alternative fuels, industrial mineral components, returned concrete, recycled aggregates and asphalt. Construction demolition materials are included in waste derived resources.

Hazardous waste

Hazardous waste comprises all forms of solid or liquid waste (excluding wastewater) as defined by the legislation in the country in which a site operates.

Non-hazardous waste

Non-hazardous waste comprises all forms of solid or liquid waste (excluding wastewater) as defined by the legislation in the country in which a site operates.

SUSTAINABLE CONSTRUCTION

Sustainable construction

Sustainable construction refers to the practice of designing, constructing, operating, maintaining and demolishing buildings and infrastructure in a way that minimises negative environmental impact.

Sustainable construction also aims to create a positive impact by regenerating the environment, conserving natural resources and enhancing the well-being of people and communities.

Environmental product declaration (EPD)

EPDs are 3rd party verified sustainability report cards for products and materials providing life cycle information on environmental impact categories.

Green building label

A rating scheme which assesses a construction's performance against environmental, social and economic criteria. Typically, the holistic performance is aggregated in rating like 'Gold', 'Silver', 'Bronze'.

Leading Green Building Labels include LEED, Green Star, BREEA , IGBC, EDGE .

ECOPact

ECOPact is Holcim's low-carbon concrete product range that delivers equal or better performance than conventional concrete and has at least 30% lower CO_2 emissions compared to a local concrete using Ordinary Portland Cement (OPC, alternatively known as CEM I) in the same strength class.

ECOPlanet

ECOPlanet is Holcim's range of low-carbon cement that delivers equal or better performance than conventional cement and has at least at 30% lower CO_2 emissions compared to Ordinary Portland Cement (OPC, alternatively known as CEM I).

ECOCycle

ECOCycle is Holcim's proprietary circular technology. ECOCycle solutions guarantee a content of minimum 10% up to 100% recycled construction demolition materials – with no compromise on quality and performance, cutting across applications from filler for road construction to replacing virgin aggregates in concrete all the way to serving as a decarbonized formulation in cement.

HEALTH AND SAFETY

Lost time injury (LTI)

A work-related injury, after which the affected person cannot work for at least one full shift or full working day any time after the shift or day on which the incident causing the work-related injury occurred, regardless of whether such person is scheduled to work.

Lost time injury frequency rate (LTIFR)

The number of lost time injuries (LTI) per million hours worked.

Occupational illness

A condition or disorder not resulting from an injury, but caused by exposure to environmental factors associated with a person's job or employment.

Occupational illness frequency rate (OIFR)

The number of Occupational Illnesses (OI) per million hours worked.

Occupational injury

Injury resulting from a work-related accident/incident or from a single exposure occurring within, and attributable to the work environment.

Total injury frequency rate (TIFR)

The number of injuries per million hours worked.

It includes any injuries causing death, lost time, modified work duty and injuries resulting in medical treatment. TIFR doesn't include first aid.

HUMAN RIGHTS AND SOCIAL IMPACT

Contribution to create positive social impact

Any initiatives Holcim puts in place to address social issues and to contribute to society that are not primarily motivated by generating a direct financial return to the Group's business such as but not limited to housing & infrastructure, health, education & skills, environment, cultural and recreational.

Human rights impact assessment (HRIA)

A HRIA is conducted with a risk mapping workshop for the full local Exco team. This is followed by consultations at sites with a broad range of stakeholders, including employees, contractors, trades unions, community members, local authorities, and NGOs. The prioritized recommendations are presented to the country CEO and a detailed local action plan is developed.

Human rights self-assessment (HRSA)

An internal process undertaken by a Group company to identify social risks and opportunities. These risks are prioritized and action plans developed and monitored to address any issues arising.

Stakeholder engagement plan (SEP)

A SEP is a structured plan typically developed in collaboration with local stakeholders, which include representatives from local government, associations, schools, and local NGOs. It aims to build and maintain constructive relationships at operational sites.

These stakeholders normally also participate in our Community Advisory Panels (CAPs), local platforms for dialogue provided by Holcim where community representatives discuss project ideas, address conflicts, or voice concerns

OWN WORKFORCE

Employees (FTE)

Employees (FTE) is the number of full-time equivalent personnel employed by the company.

Employees (headcount)

Employees (headcount) refers to the number of individuals on Holcim's payroll with an active employment contract during the reference time period, irrespective of employment contract type (full-time, part-time, student contracts, trainees, apprentices, and interns), as well as employees on garden leave, maternity/parental leave and sick leave.

Employee turnover

The number of employees leaving the organization in the reporting period as a percentage of employees at year end.

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This document contains forward-looking statements relating to the Group's future business, development, and economic performance. 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 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 made in this document 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 2025 Integrated Annual Report and uncertainties related to the market conditions and the implementation of our plans. Accordingly, we caution you against relying on forward-looking statements. Holcim assumes no obligation to update or alter forward-looking statements as a result of new information, future events, or otherwise.

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 2025.

The 2025 Integrated Annual Report for Holcim Ltd is published in English in the form of a reporting suite, and is available on holcim.com. A printed Executive Summary of the 2025 Integrated Annual Report will be available in English and German from April 2026. The English version is legally binding.

ALTERNATIVE PERFORMANCE MEASURES

Some alternative performance measures for financial and non-financial/sustainability terms are used in the Holcim 2025 Integrated Annual Reporting Suite to help describe the performance of Holcim. A full set of definitions of the alternative performance measures can be found on Holcim's website: *www.holcim.com/investors/publications/alternative-performance-measures*

ABOUT HOLCIM

Holcim (SIX: HOLN) is the leading partner for sustainable construction with net sales of CHF 15.7 billion in 2025, creating value across the built environment from infrastructure and industry to buildings. Headquartered in Zug, Switzerland, Holcim has over 45 000 employees in 43 attractive markets – across Europe, Latin America, and Asia, Middle East & Africa – and has been recognized as a Global Top Employer by the Top Employers Institute. Holcim offers high-value end-to-end Building Materials and Building Solutions, from foundation and flooring to walling and roofing – powered by premium brands including ECOPact, ECOPlanet, and ECOCycle.

For more information visit: *holcim.com*

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