

ESG INVESTOR PRESENTATION

HOLCIM – ESG ENGAGEMENT

OCTOBER 2024



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01.
**HOLCIM
AT A GLANCE**



WHO WE ARE

~60K 
Employees

2030 & 2050
1.5 degree aligned net-zero targets, validated by SBTi

300 
Patents in green construction

100⁺ 
Start ups in our open innovation ecosystem

27^B 
CHF
Net Sales in 2023

20% 
reduction in our CO₂ per net sales by 20% in 2023

40⁺ 
University collaborations

#1 
R&D organization in our industry

5 
worldwide R&D hubs



DRIVEN BY OUR PURPOSE

**BUILDING PROGRESS FOR
PEOPLE AND THE PLANET**

WE'RE ADVANCING OUR VISION

**BE THE GLOBAL LEADER
IN INNOVATIVE AND
SUSTAINABLE
BUILDING SOLUTIONS**

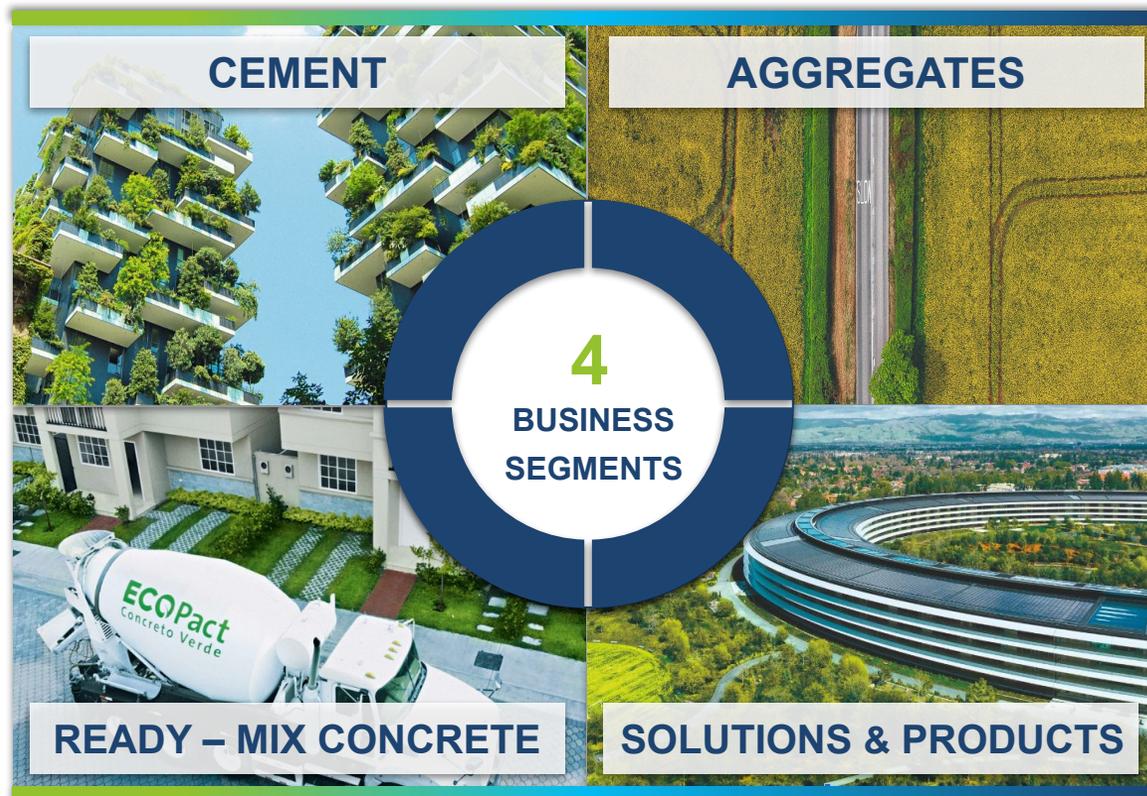


DELIVERING OUR STRATEGY

**ACCELERATING
GREEN GROWTH**



BUSINESS SEGMENTS:



SIX MEGATRENDS DRIVING CONSTRUCTION

OUR MARKETS HAVE NEVER BEEN AS ATTRACTIVE

POPULATION GROWTH

From ~8 billion today to ~10 billion by 2050



URBANIZATION AND MEGACITIES

Approx. 2.5 billion more people are expected to live in cities by 2050



SUSTAINABLE CONSTRUCTION SOLUTIONS

Higher demand due to resource scarcity & climate change



BETTER LIVING STANDARDS

and more efficient infrastructure demand growing



INNOVATION DRIVING BUILDING TECHNOLOGIES AND BUILDING EFFICIENCY

accelerated by light and modular construction solutions



REPAIR & REFURBISHMENT

driving urban demand



EMBRACING THE MEGATRENDS TO UNLOCK NEW GROWTH AND PROFIT DRIVERS

STRATEGY 2025 “ACCELERATING GREEN GROWTH”

FINANCIAL TARGETS ACHIEVED 2 YEARS AHEAD OF PLAN

DELIVERING SUPERIOR RESULTS & RETURNS

STRATEGY 2025		2023
	Net Sales Growth 3 - 5% organic p.a.	+6.1% organic 
	Recurring EBIT Growth OVER PROPORTIONAL TO NET SALES GROWTH ANNUALLY	+14.7% organic 
	Accelerate Growth in Solutions & Products 30% IN % OF GROUP NET SALES	21% On track
	Cash Conversion 45%	58% 
	ROIC 10%	10.6% 
	Net Financial Debt to recurring EBITDA BELOW 1.5x	1.2x 

SUSTAINABILITY PERFORMANCE HIGHLIGHTS 2023

GREAT PROGRESS ACROSS ALL OUR SUSTAINABILITY PILLARS

DECARBONIZATION

CO2 PER NET SALES

-20%

REDUCTION IN 2023

CO2 PER TON OF CEMENTITIOUS

-3%

REDUCTION IN 2023

CCUS

PROJECTS

6

CCUS PROJECTS IN EXECUTION

CO2 CAPTURED

5M

TONS PER ANNUM BY 2030

CIRCULARITY

CIRCULAR CONSTRUCTION

8.4, +24%

M TONS OF CDM RECYCLED

RECYCLING CENTERS

135

SITES IN OPERATION

NATURE

FRESHWATER WITHDRAWAL

298

L / FRESHWATER WITHDRAWN PER TON CEMENTITIOUS

BIODIVERSITY

64% QUARRIES

ASSESSED USING BIRS METHODOLOGY (+33% vs 2022)

PEOPLE

EMPLOYEES

78%

LEVEL OF ENGAGEMENT ENGAGEMENT SURVEY

DIVERSITY

21%

WOMEN IN SENIOR MANAGEMENT (+1% vs 2022)



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

First company in its sector with 1.5°C aligned targets validated by SBTi across all scopes (1,2 and 3) up to 2050



Energy Transition Changemaker and Mission Innovation Net Zero Awards



European Union Innovation Fund



Circularity Lighthouse Award for ECOCycle technology



Advancing smart design with MIT and the PixelFrame project



Taskforce on Nature-related Financial Disclosures

Official Taskforce member and early adopter in 2023



Partnership with International Union for Conservation of Nature



First place in Fast Company's best Workplaces for innovators 2023: Sustainability

A LEADING SUSTAINABILITY PROFILE

RECOGNIZED LEADERSHIP IN ESG RATINGS



AA Rating, “Leader” among 86 Construction Materials¹



ESG Risk Rating in the top 7% among 136 Construction Materials¹



“Prime Status”, top 15% among 111 Construction Materials¹



Leadership band in CDP Climate and Water



Number one in our sector and top 1% of companies ranked worldwide

Holcim leads the construction industry with top-tier ESG ratings, driven by steadfast advocacy for sustainable practices, climate action and transparency

1) As per rating agencies own classification of Construction Materials companies

02.
**HOLCIM
ENVIRONMENTAL
STRATEGY**



DECARBONIZING BUILDING

DELIVERED THROUGH STRATEGY 2025



GREEN OPERATIONS
Decarbonizing Holcim



BUILDING BETTER WITH LESS
Decarbonizing construction



CIRCULAR CONSTRUCTION
Building new from old



MAKING BUILDINGS SUSTAINABLE
Decarbonizing cities

ACCELERATING GREEN GROWTH

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

EXPANDING SOLUTIONS & PRODUCTS

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

LEADING IN SUSTAINABILITY

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



CLIMATE



CIRCULARITY



NATURE



PEOPLE

SCIENCE-BASED TARGETS ACROSS THE THREE SCOPES

UPGRADED TARGETS IN LINE WITH 1.5°C FRAMEWORK VALIDATED BY SBTi



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



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

HOLCIM'S PATHWAY TO NET-ZERO

OUR PATHWAY TO 2030 AND 2050 IS CLEAR



OUR ABSOLUTE SCOPE 1 + SCOPE 2 EMISSIONS PATHWAY

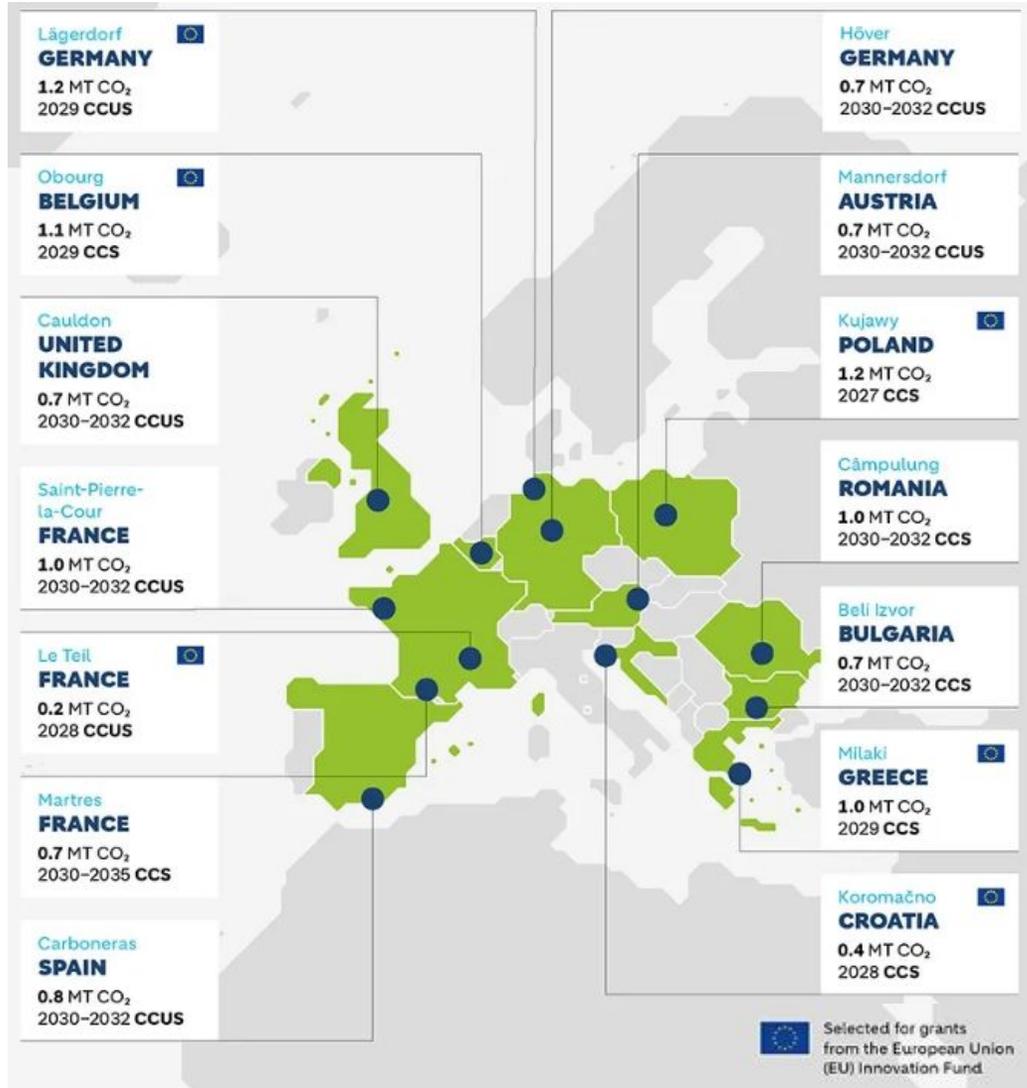


OUR LEVERS TO DECARBONIZE OUR SCOPE 1 + SCOPE 2

Efficiency gains in design & construction	Leveraging smart design and low-carbon formulation of concrete, as an increased focus on upfront carbon per m ² moves the market to more carbon-efficient construction
Efficiency gains in concrete	
Decarbonized electricity	Increasing the share of decarbonized electricity by leveraging power purchase agreements and onsite renewable electricity, together with decarbonization of the electrical grid
Less clinker in cement	Replacing clinker in our final cement products with mineral components, such as calcined clay and novel binders, we aim to reduce our clinker factor from 72 percent in 2023 to 68 percent in 2030
Less CO₂ in clinker	Producing clinker with decarbonized raw materials, increasing energy efficiency and transitioning to alternative fuels. Our thermal substitution rate will increase to 50 percent in 2030 and 70 percent in 2050
CCUS and other advanced technologies	With advanced technologies such as carbon capture, utilization and storage (CCUS) and other breakthrough process innovations, we aim to capture five million tons of CO ₂ and produce eight million tons of fully decarbonized cement per year by 2030
Passive recarbonation	Natural reabsorption of CO ₂ during the lifetime of concrete products

STRONG PIPELINE OF CCUS PROJECTS

EUROPE ACCELERATING CCUS WITH 14 FLAGSHIP PROJECTS



Growth Enablers

- ★ 6 full-scale Carbon Capture Utilization & Storage (CCUS) projects across Europe will go live at Holcim before 2030
- ★ Holcim will capture 5 million tons CO₂ p.a. in Europe from 2030 and sell 8 million tons p.a. of ECOPlanet Zero decarbonized cement
- ★ Government funding has been secured from the EU Innovation Fund for those 6 projects
- ★ 8 additional CCUS projects in development

INDUSTRY-LEADING CCUS ROADMAP

6 GRANTS AWARDED BY THE EU INNOVATION FUND



EU INNOVATION FUND

6 GRANTS AWARDED FOR CARBON CAPTURE USAGE AND STORAGE (CCUS)

Carbon2Business



Lägerdorf,
Germany

1.2 Mt CO₂
captured p.a. as of 2029
and utilized as industrial
raw materials

Go4ECOPlanet



Kujawy, Poland

1.2 Mt CO₂
captured p.a. as of 2027

GO4ZERO



Obourg, Belgium

1.1 Mt CO₂
captured p.a. as of 2029

KOdeCO



Koromačno,
Croatia

0.4 Mt CO₂
captured p.a. as of 2028

eM-Rhône



Le Teil, France

0.2 Mt CO₂
captured p.a. as of 2028
and utilized as E-methanol

Olympus



Milaki, Greece

1.0 Mt CO₂
captured p.a. as of 2029

DECARBONIZING OUR ENERGY MIX

SHIFTING TO RENEWABLE ELECTRICITY

Electricity makes up a significant portion of our energy use. To decarbonize electricity, we are leveraging renewable power purchase agreements and renewable energy sources like solar, hydro and wind power wherever possible. Our plants in Colombia are setting an example by operating with 100% renewable energy.

On-Site solar power



We continue to make progress in rolling out **solar power** across our operations.

In Belgium, we plan to operate our first **floating photovoltaic plant**. It will supply renewable power equivalent to 15% of the Obourg plant's total electricity needs.

Wind power at our facilities



Through collaboration with our partners in the wind energy sector, we are **installing wind farms** on our sites.

In Germany, we are at the forefront of harnessing wind energy to power our operations. Our **Lägerdorf** plant meets **80%** of its electricity needs.

Renewable Power Purchase Agreements



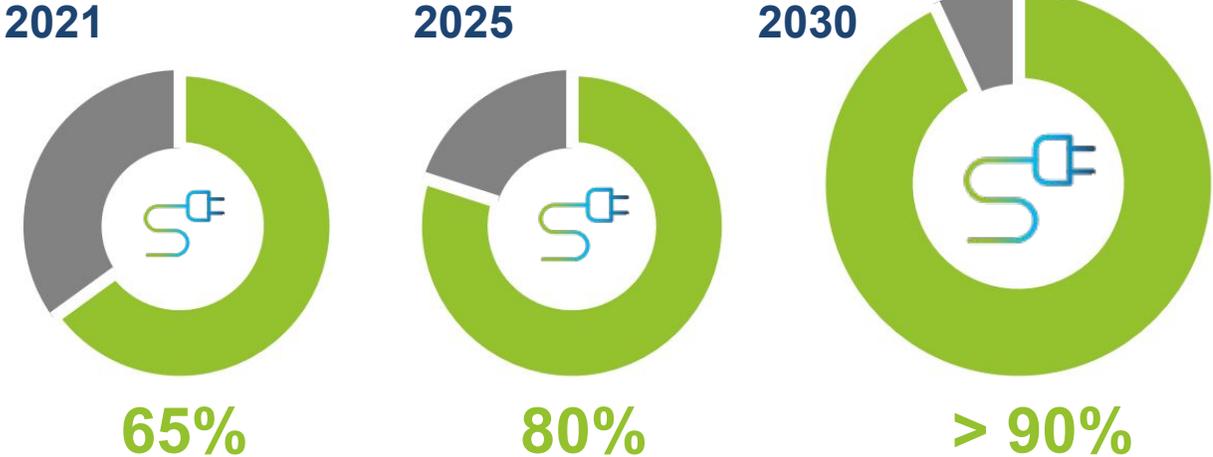
We are growing our renewable energy portfolio through **partnerships** with power producers. Power purchase agreements (PPAs) are **long-term contracts** for electricity supply.

We signed our largest **green energy contract** to date in 2023 to power our operations in Germany with wind energy.

GREEN POWER AND MOBILITY IN EUROPE

DECARBONIZING HOLCIM'S OPERATIONS FROM QUARRY TO LORRY

Decarbonized Power in Europe (% of Consumption)



Growth Enablers

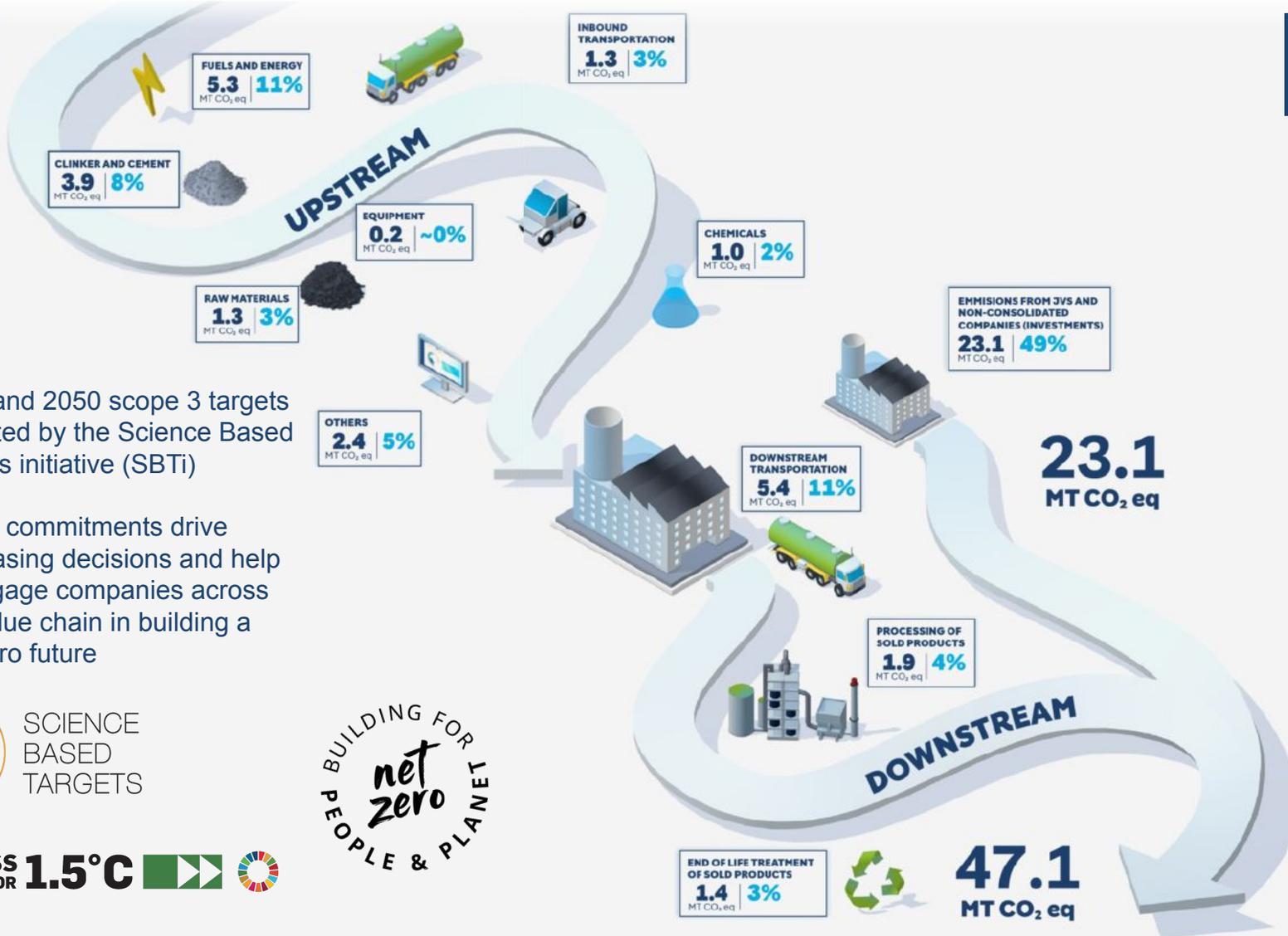
- ★ Power Purchase Agreements
- ★ Bi-lateral **green power contracts** directly with the producer of decarbonized power
- ★ Equity in **renewable power projects** using available space in our quarries and plant areas
- ★ **Cost competitiveness** of decarbonized power vs. fossil fuels generated power



HOLCIM' SCOPE 3 2030 AND 2050 TARGETS VALIDATED BY SBTi



24.0
MT CO₂ eq



→ 2030 and 2050 scope 3 targets validated by the Science Based Targets initiative (SBTi)

→ These commitments drive purchasing decisions and help us engage companies across the value chain in building a net-zero future



BUSINESS AMBITION FOR 1.5°C

OUR LEVERS FOR SCOPE 3

- Replacing Fossil Fuels
- Purchasing Low Carbon Clinker and Cement
- Decarbonizing our Mobility

In May 2023, Holcim announced an agreement with Volvo to deploy up to 1,000 electric trucks by 2030

DRIVING CIRCULAR CONSTRUCTION

8.4 MILLION TONS OF CONSTRUCTION DEMOLITION WASTE IN 2023



8.4 million tons construction and demolition waste recycled
on track to achieve our 2024 guidance of 10 million tons



Acquisition of Sivyer Logistics in 2023, a UK leading producer of recycled construction and demolition waste, handling 1 million tons of materials per year

Launch of ECOCycle® our proprietary circular technology platform, to recycle CDM into new building solutions.

ECOCycle®
The Circular Technology



With ECOCycle®, we can **recycle from 10 percent to 100 percent of CDM** across a broad range of applications, from decarbonized raw materials in low-carbon cement formulation, all the way to aggregates in concrete and fillers in road construction.

Europe's Largest Urban Regeneration Project built on the site of the former Athens airport



The Ellinikon, near Athens, Greece: Holcim is providing ECOPact low-carbon concrete and Hydromedia permeable concrete for the largest urban regeneration project in Europe. Nearly 28,000 m² of concrete and tarmac from old airport will be reused for benches and paving.

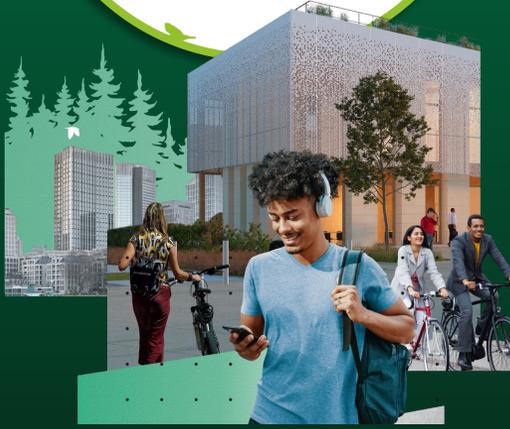
MEETING THE CUSTOMERS GROWING DEMAND FOR LOW CARBON AND CIRCULARITY

ECOPlanet

LOW-CARBON CEMENT

CHF 2+B

19% of cement net sales in 2023



ECOPact

LOW-CARBON CONCRETE

CHF 1+B

19% of ready-mix net sales in 2023



ECOCycle

RECYCLED MATERIALS

24%

Increase in 2023 vs 2022 in recycling volumes of CDM



HOLCIM'S NATURE STRATEGY

MAKING CITIES RESILIENT WITH NATURE FRIENDLY SOLUTIONS

NATURE & ESG LEADERSHIP



100%  QUARRIES WITH REHABILITATION PLANS IN PLACE SINCE 2022

-33% REDUCTION IN SPECIFIC FRESHWATER WITHDRAWAL BY 2030

Hydromedia[®]

100% BIODIVERSITY INDEX (BIRS) BASELINE ESTABLISHED BY 2024

100% OF TOTAL WATER DISCHARGED ALIGNED WITH ZERO POLLUTION BY 2026



+ BIODIVERSITY INDEX POSITIVE CHANGE VS BASELINE BY 2030

75% OF SITES TO BECOME WATER POSITIVE IN WATER RISK AREAS BY 2030



1 of 17 companies selected to pilot world's first **SBTN**



3 years strategic partnership signed with **IUCN**



Task Force for Nature Related Financial Disclosures: Official Taskforce member and early adopter in 2023

INNOVATION

SUSTAINABILITY & INNOVATION AT THE HEART OF OUR STRATEGY



Global R&D

#1 largest R&D organization in the industry



300+ Scientists

in green construction



1,500 Patents

in green construction



100+ startups

open innovation ecosystem

A network of regional hubs in all continents



We have the largest R&D organization in the building industry, with over 300 researchers at our research facilities.

Leading R&D Center in Lyon, France



Driving cutting-edge research with 50% of Group R&D resources are dedicated to low-carbon products

A network of regional hubs in all continents



We drive research in over 15 areas, from ultra high-strength concrete to 3D printing. we launched 600 new products in 2023.

Working with +40 leading universities worldwide



MIT, ETH, Ecole des Ponts ParisTech, ITT Hyderabad, Wuhan University...

HOLCIM MAQER VENTURES



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

100s of strategic partnerships with startups



With our open innovation ecosystem, we empower disruptive startups to scale their impact with us.

03.

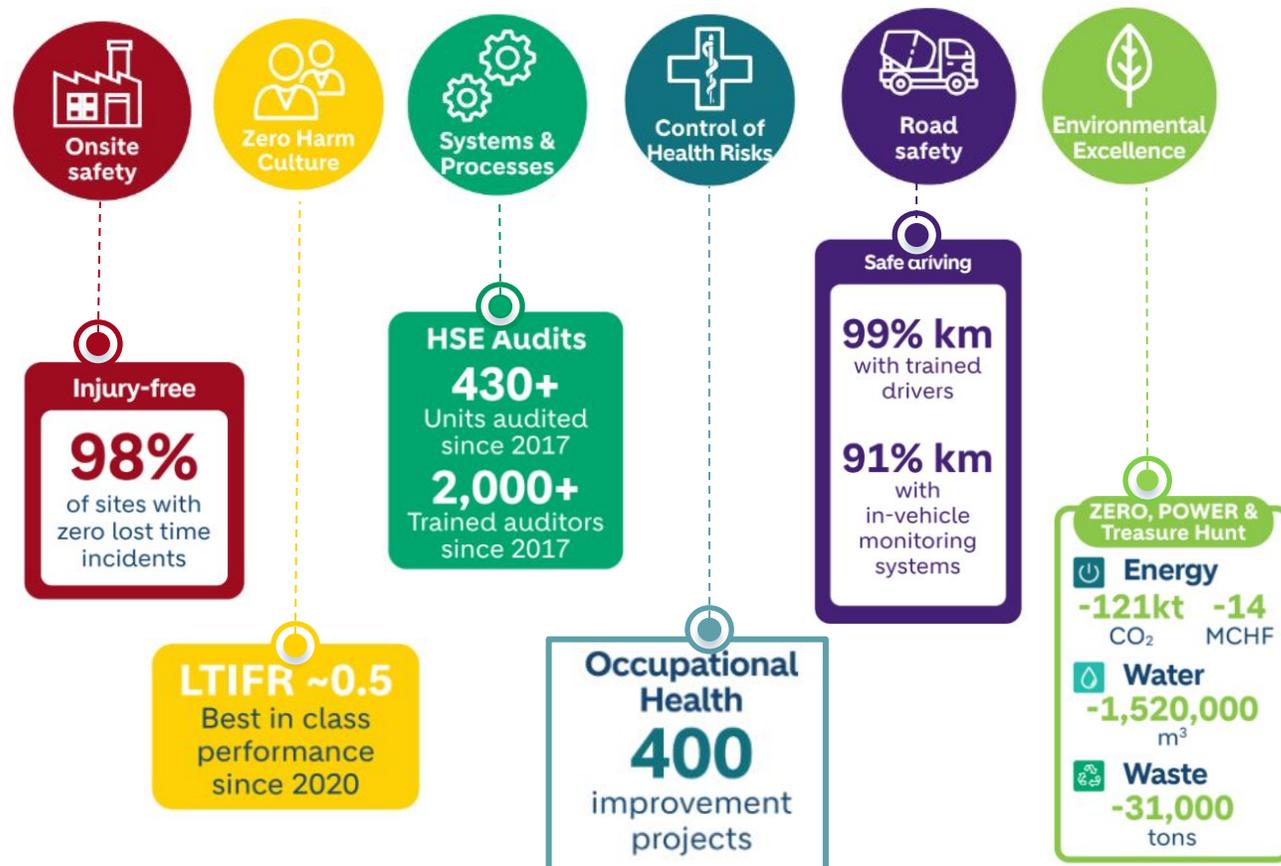
HOLCIM SOCIAL STRATEGY



HEALTH, SAFETY & ENVIRONMENT

OUR STRATEGY AMBITION OF “ZERO HARM”

Our goal is to conduct our business with zero harm to people while minimizing our environmental footprint.



HSE OPERATING MODEL

Three main levers of success

Critical Risk Management

To eliminate serious injuries, Holcim launched the Critical Control Management program in 2021. The program covers 49 critical controls across HSE topics and requires verification on a quarterly basis in all our sites.

Workforce Engagement

Holcim is committed to engaging all employees and contractors on HSE matters daily. Our Boots on the Ground workforce engagement program includes a mobile application to improve accountability, collaboration and tracking of workplace improvements.

Continuous Improvement

Our Group management system is compliant with ISO 14001 and 45001 and validated by Lloyd's Register. We have expanded our global reporting platform, iCare, to enable future use of artificial intelligence and deployed new sets of user-centric real-time dashboards.

EMPOWERING OUR PEOPLE

A BASIS FOR A HIGH PERFORMANCE ORGANIZATION GEARED FOR GROWTH

AMBITION

TALENT & SUCCESSION

Talent oriented organization based on the **empowerment** and **accountability** of people



DIVERSITY & INCLUSION

Improved **Diversity** and established **inclusive** organization



LEARNING FOR GROWTH

Continuous Learning model



PERFORMANCE CULTURE

High performance organization inspired by **continuous improvement**



MEASUREMENT

- Organization based on more than **500** empowered leaders
- Solid **Succession** pools and people planning
- **>70%** internal promotion

- **46%** women on the Board of Directors and **30%** on Executive Committee
- **+40%** more women in senior management by **2025**
- Highly engaged people: **voluntary turnover <5%**

- **Business School** for senior and emerging leaders
- **Early Career Leaders Program** nurturing development of future leaders

- **Lean performance** management model
- **“Leading for Growth”**
- **Competitive reward** for performance approach

HUMAN RIGHTS AND COMMUNITIES

2023 KEY ACHIEVEMENTS

HUMAN RIGHTS APPROACH

#1

in the building materials industry

Holcim's Human Rights Approach recognized by the Corporate Human Rights Benchmark once again (2020 & 2023)



HUMAN RIGHTS ASSESSMENTS

100% CEMENT SITES

covered by Human Rights Assessments and Action Plans



STRENGTHENED PUBLIC DISCLOSURE

125 MENTIONS

to "Human Rights" in the 2023 Annual Report (vs. 37 mentions in 2022)



POSITIVE SOCIAL IMPACT

CHF 24.8 million

invested from housing and infrastructure to health, education, skills and development.

ROOH PARTNERSHIP

2 model homes

under development

Workshop with ROOH and HIC in the Philippines for resilient housing for underserved communities



EMERGENCY SHELTER IN MOROCCO

PROTOTYPE

in record time inspired by Essential Homes from Norman Foster Foundation



SUSTAINABLE PROCUREMENT

MAIN CATEGORIES TO FOCUS OUR ACTIONS IN THE SUPPLY CHAIN



SUPPLIERS DUE DILIGENCE

A risk-based process to identify, prevent and manage potential adverse ESG impact in the supply chain



SUPPLIER PRIORITIZATION



CONTRACTORS
H&S / WORKING CONDITIONS



EXTRACTIVE MATERIALS
ENVIRONMENT / HUMAN RIGHTS

CLIMATE IN THE SUPPLY CHAIN

SCOPE 3 EMISSIONS

Driving purchasing decisions to reduce CO2 emissions and improve energy efficiency.



FUELS



CLINKER & CEMENT



DOWNSTREAM TRANSPORTATION

NATURE IN THE SUPPLY CHAIN

Driving purchasing decisions to reduce the dependency of natural resources and the negative impact on biodiversity and water.



EXTRACTIVE MATERIALS



PACKAGING



CHEMICALS

04.
**GOVERNANCE &
TRANSPARENCY
AT HOLCIM**



SUSTAINABILITY GOVERNANCE

GOVERNANCE APPROACH FOR SUCCESSFUL DECARBONIZATION STRATEGY

HOLCIM GOVERNANCE APPROACH TO CLIMATE- AND NATURE-RELATED RISKS AND OPPORTUNITIES



- **Board of Directors (BoD)**
Ultimate responsibility for strategy and overall governance of the company
- **Health, Safety & Sustainability Committee (HSSC)** advises the BoD on all matters related to sustainable development, including those related to climate and energy
- **Executive Committee**
Responsible for execution of the climate and energy strategy
- **Chief Sustainability Officer (CSO)**
Climate-related issues are managed on an operational level by the **CSO, an Executive Committee-level position**. The CSO is supported by a sustainability core team
- **Sustainability Core Team**
A cross-disciplined department, responsible to develop and oversee the deployment of Holcim’s sustainability strategy
- **R&D team**
> **50% of Group R&D resources dedicated to low-carbon products**, across the Group’s Innovation Centers in Holderbank, Switzerland, and Lyon, France
> **45% of patents** in low carbon innovation with a **further 20% related to other sustainability topics**

BOARD COMPOSITION

COMMITTED TO RESPONSIBLE GOVERNANCE



Jan Jenisch

• Chairman



Kim Fausing

• Member



Naina Lal Kidwai

• Member



Jürg Oleas

• Member



Hanne Birgitte Breinbjerg Sørensen

• Vice-Chairwoman and Lead Independent Director



Leanne Geale

• Member



Ilias Läber

• Member



Claudia Sender Ramirez

• Member



Philippe Block

• Member



Catrin Hinkel

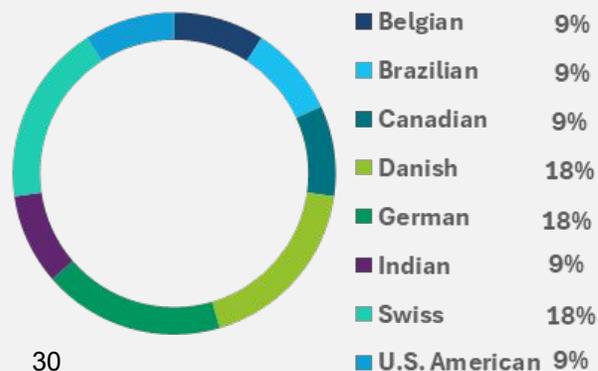
• Member



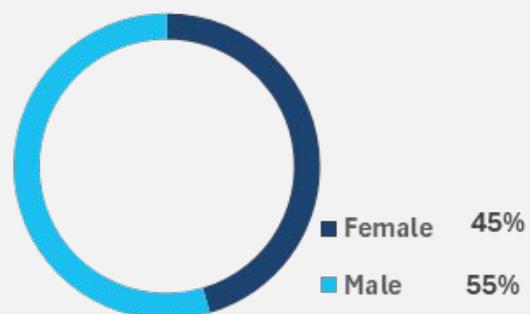
Michael H. McGarry

• Member

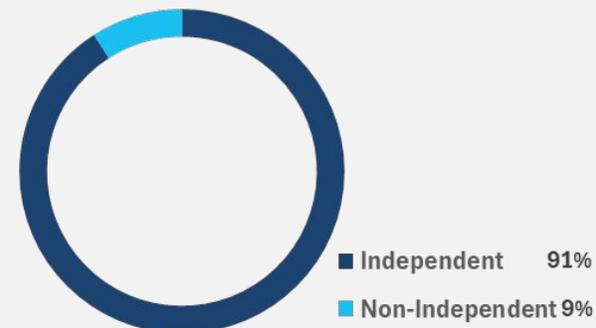
Nationality



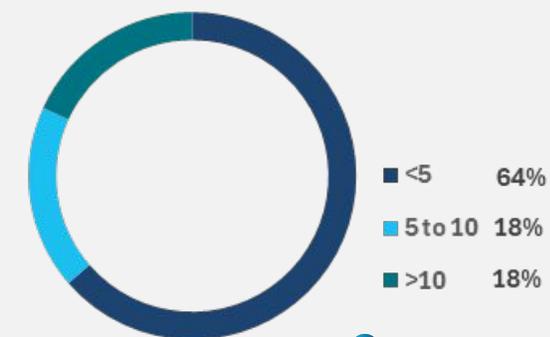
Gender



Independence



Tenure Years



EXECUTIVE MANAGEMENT

COMMITTED TO “ACCELERATING GREEN GROWTH”



Miljan Gutovic
• Chief Executive Officer



Martin Kriegner
• Region Head Asia, Middle East & Africa



Nollaig Forrest
• Chief Sustainability Officer



Steffen Kindler
• Chief Financial Officer



Oliver Osswald
• Region Head Latin America

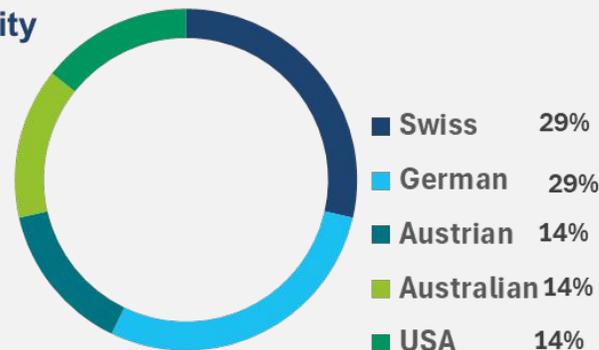


Mathias Gaertner
• Head Legal & Compliance

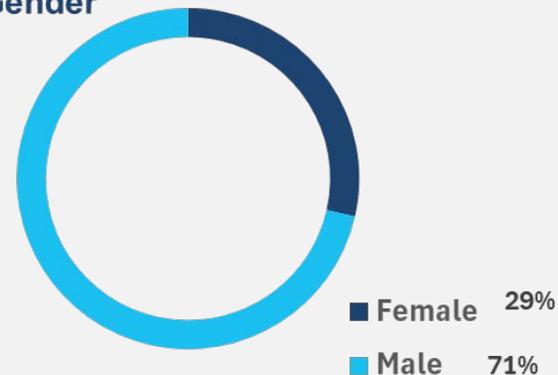


Jamie Gentoso
• Global Head Solutions & Products Business Unit

Nationality



Gender



Tenure Years



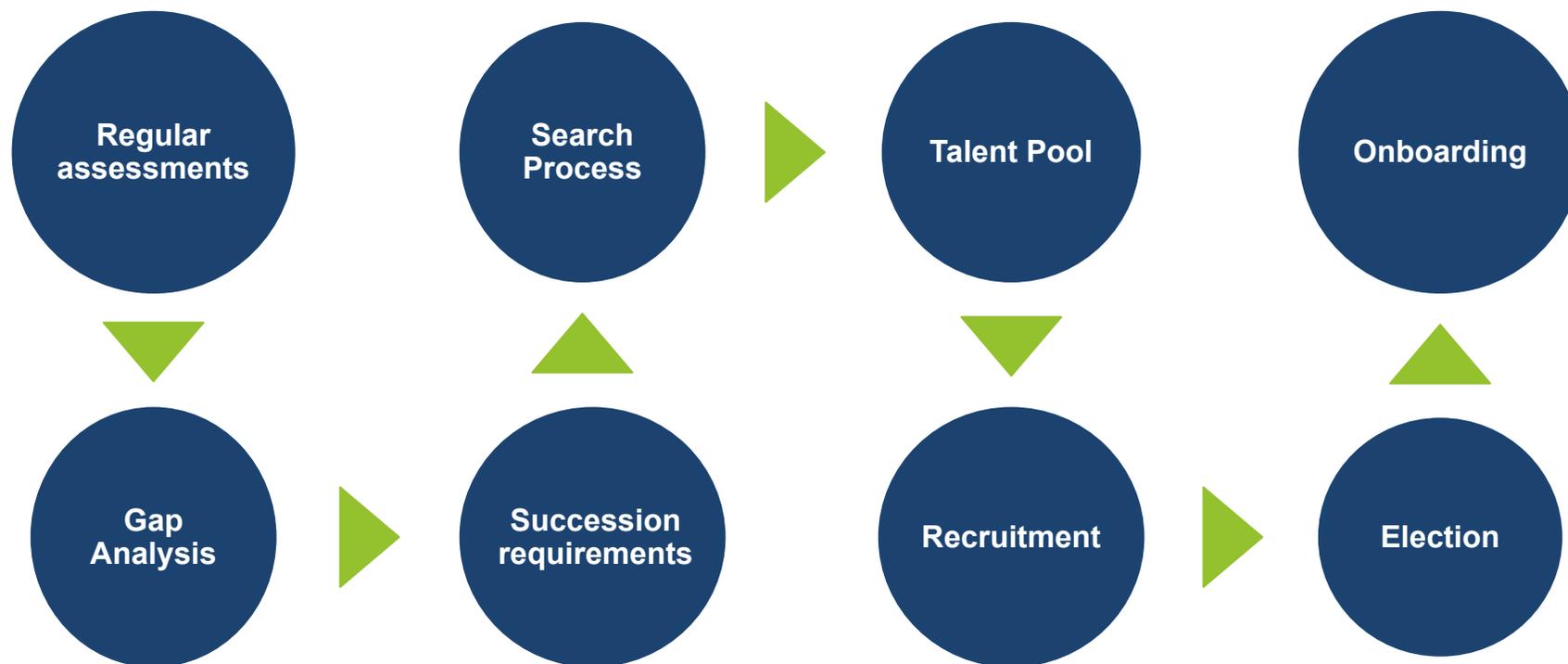
BOARD REFRESHMENT

A THOROUGH SUCCESSION PLANNING IN THE INTEREST OF THE COMPANY



The Nomination, Compensation & Governance Committee (NCGC) is responsible for talent management on Board and Executive levels as well as the oversight of overall corporate culture ambitions

Together with the Board, the NCGC ensures a thorough refreshment process over time



EXECUTIVE COMMITTEE COMPENSATION

SUSTAINABILITY OBJECTIVES LINKED TO EXECUTIVE COMPENSATION

Our Long Term Incentive (LTI) scheme includes a sustainability objective applicable to the performance shares

The sustainability objective covers three pillars of the sustainability strategy



Climate and energy



Reduction of CO2 emissions per ton of cement produced (50% weight)



Circular economy



Quantity of re-used waste derived resources (25% weight)



Nature



Reduction of freshwater withdrawal per ton of cement produced (25% weight)

GOVERNANCE AND COMPLIANCE FRAMEWORK

OUR POLICIES AND GUIDELINES

Holcim's governance complies with **high standards**, recognized as **advanced** across a range of third-party endorsements

Very high importance for internal and external stakeholders in the **materiality matrix**

Adherence to best standards:



- SIX listing rules and SIX Swiss Exchange's Directive on Information Relating to Corporate Governance
- Swiss Code of Best Practice for Corporate Governance

Highest ESG ratings for Governance matters in the industry

Continued engagement from the **Board** over the main areas of vigilance:



- Audit Committee (appointed the Ethics, Integrity & Risk Committee)
- Health & Safety and Sustainability Committee
- Nomination, compensation and governance committee

Tax Transparency Annual Report published, disclosing our contributions across the world

Strong compliance programmes promoting and fostering a foundation of integrity in business practices for all operations where everyone in the organization is accountable:



- Compliance and Anti-Bribery & Corruption Policies, Controls and Trainings
- Code of Business Conduct
- CEO checklist

Risk and Control governance, fully embedded in our robust Internal Control System, with a set of 62 mandatory **Minimum Control Standards**:



- Validated by the **Group ExCo** and **Audit Committee**
- Covers the **main risks** of 11 mega processes with responsibilities spread out over different functions
- Integrates all requirements from the **Group policies**

JUST TRANSITION

COMMITTED TO DECARBONIZATION IN LINE WITH THE JUST TRANSITION PRINCIPLES

“We take a whole-society approach towards reaching net zero, respecting human rights while creating decent work and good jobs.” – *Just Transition at Holcim Report*

HOLCIM FRAMEWORK FOR A JUST TRANSITION

- The International Labor Organization’s (OLA’s) Just Transition guidance
- Paris Agreement’s
- The **Just Transition Dialogue Report** by the Institute for Human Rights and Business (IHRB)
- Key stakeholder groups identified as per the **London School of Economics’ Grantham Research Institute** on Climate Change
- Just Transition indicators presented by the **World Benchmarking Alliance’s Just Transition Methodology**

In 2023, we embedded the principals of our Just Transition framework into our Climate Policy



ADVOCACY AND ENGAGEMENT

COMMITTED TO ADVOCATING FOR POSITIONS ALIGNED WITH PARIS AGREEMENT

Holcim advocates for Climate policy positions that enable

- 1. Carbon capture, utilization and storage (CCUS)**
- 2. Demand for low-carbon products and solutions**
- 3. Lifecycle performance: a basis for the future of construction**
- 4. Competitive and decarbonized energy**
- 5. Funding for decarbonized industrial growth**



DECARBONIZING CITIES AT COP28

Holcim engaged with key partners across the building value chain in order to decarbonize cities faster together.

We urged more companies to join us in taking a transparent and measurable approach for a nature-positive future.

Holcim announced an expanded commitment to circularity by joining the Sustainable Markets Initiative's (SMI) Task Force.

We also won two awards for our global carbon capture leadership.

NEXT LEVEL OF ESG TRANSPARENCY

ENHANCED TRANSPARENCY AND REPORTING IN THE 2023 ANNUAL REPORT



EU TAXONOMY

- Holcim has successfully finalized its **assessment of EU Taxonomy** and disclosure of **aligned figures**
- **Capex transition plan of 4.4bn CHF** by 2032 published



SWISS CODE OF OBLIGATION

- Reporting on **non-financial matters** under the **Art. 964 b of Swiss Code of Obligation**
- Dedicated disclosure available in Annual Report **for vote in the AGM**



SAY ON CLIMATE

- Holcim **3rd climate report** presented to its shareholders
- **First time it is fully integrated** in Annual Report
- **Aligned with TCFD** and first to adopt **TNFD** (Taskforce on Nature-related Financial Disclosures)

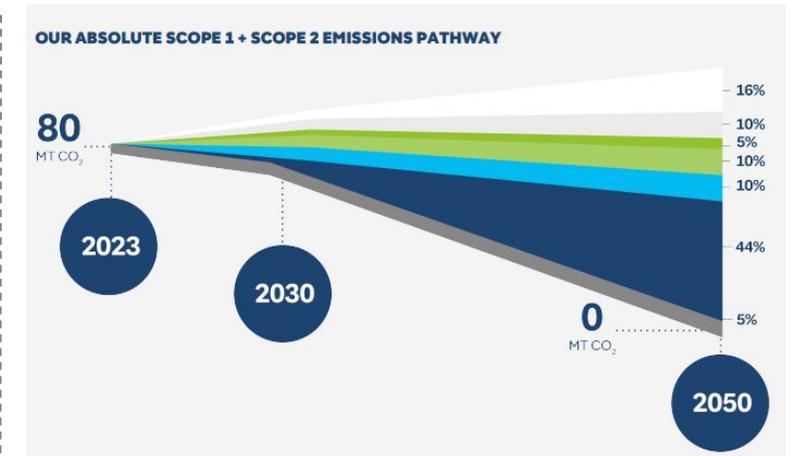
CLIMATE REPORT FULLY EMBEDDED IN ANNUAL REPORT ENHANCING HOLCIM'S CLIMATE RELATED DISCLOSURES



SCIENCE BASED TARGETS
OUR ONLY FUTURE

BUSINESS AMBITION FOR 1.5°C

	2018	2023	2030	2050
SCOPE 1 kg CO ₂ / T cementitious	623	587	-23.3% ¹	-95%
	590 _{net}	545 _{net}	420 _{net}	net zero
SCOPE 2 kg CO ₂ / T cementitious	46	36	-65% ²	
SCOPE 3 2020				
PURCHASED CLINKER AND CEMENT kg CO ₂ / T cementitious	710	702	-25.1%	-90%
PURCHASED FUELS kg CO ₂ / T cementitious	286	283	-20%	net zero
DOWNSTREAM TRANSPORTATION kg CO ₂ / T cementitious	11	9	-24.3%	



TCFD/TNFD ADOPTION TIMELINE

Holcim's journey towards implementing and promoting TCFD and TNFD recommendations

<p>2018 Implementation of TCFD framework Dedicated governance, strategy, risk management and metrics are specifically designed to address the climate challenge.</p>	<p>2021 TNFD launch Holcim selected to be an official task-force member of the TNFD (out of 17 corporate companies selected).</p>	<p>2023 and beyond Early adopter of the TNFD framework Leveraging the integration of TCFD into our ERM process, we are ramping up on the implementation of TNFD recommendations. A gap analysis was performed and we started to fully embed all the elements of Nature into our ERM process, to ensure full compliance with TNFD in 2024.</p>
<p>2020 Participation to the TCFD Preparer Forum for the Construction sector Recognized as a reference in providing climate-related disclosures, our company committed to the promotion of TCFD recommendations.</p>	<p>2022 Industry's first Climate Report With our Climate Report, a first in our sector, we further strengthened our climate-related disclosures and transparency by explaining in great detail our decarbonization roadmap. In 2023, our second Climate Report received a 95.75 percent advisory vote in favor from our shareholders.</p>	

SCENARIO ANALYSIS

Legend: ● Risk to be watched continuously by Holcim and risk governance to be adjusted accordingly to limit negative business impact. ● Opportunity improving the conditions to deliver our strategy and having a positive business impact.

		PARIS AGREEMENT-ALIGNED SCENARIO		INEFFECTIVE COLLECTIVE ACTION	
		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/energy	2030				
	2050				
2.3 Circular construction (recycling materials, smart design and driving repair and renovation)	2030				
	2050				

#5 APPENDIX



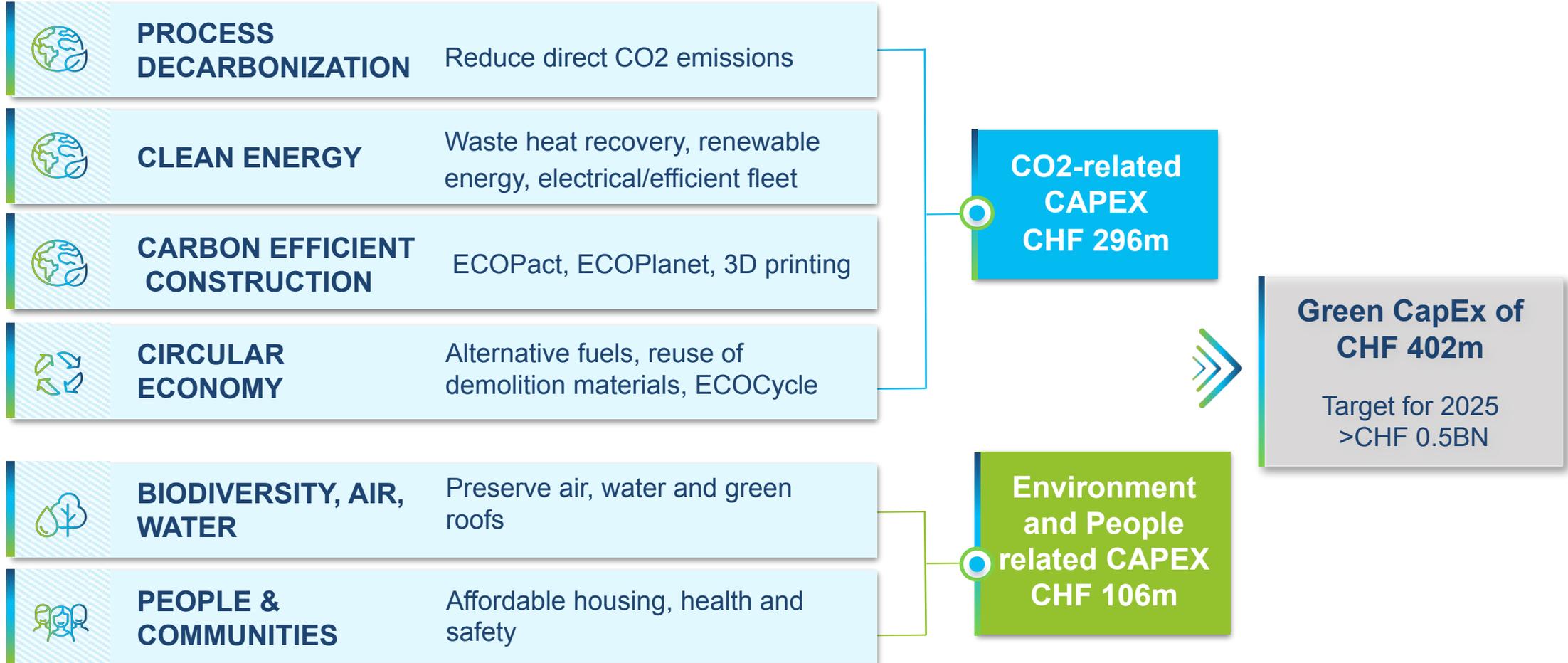
FY 2023 GREEN CAPEX

STRONG GROWTH IN GREEN CAPEX



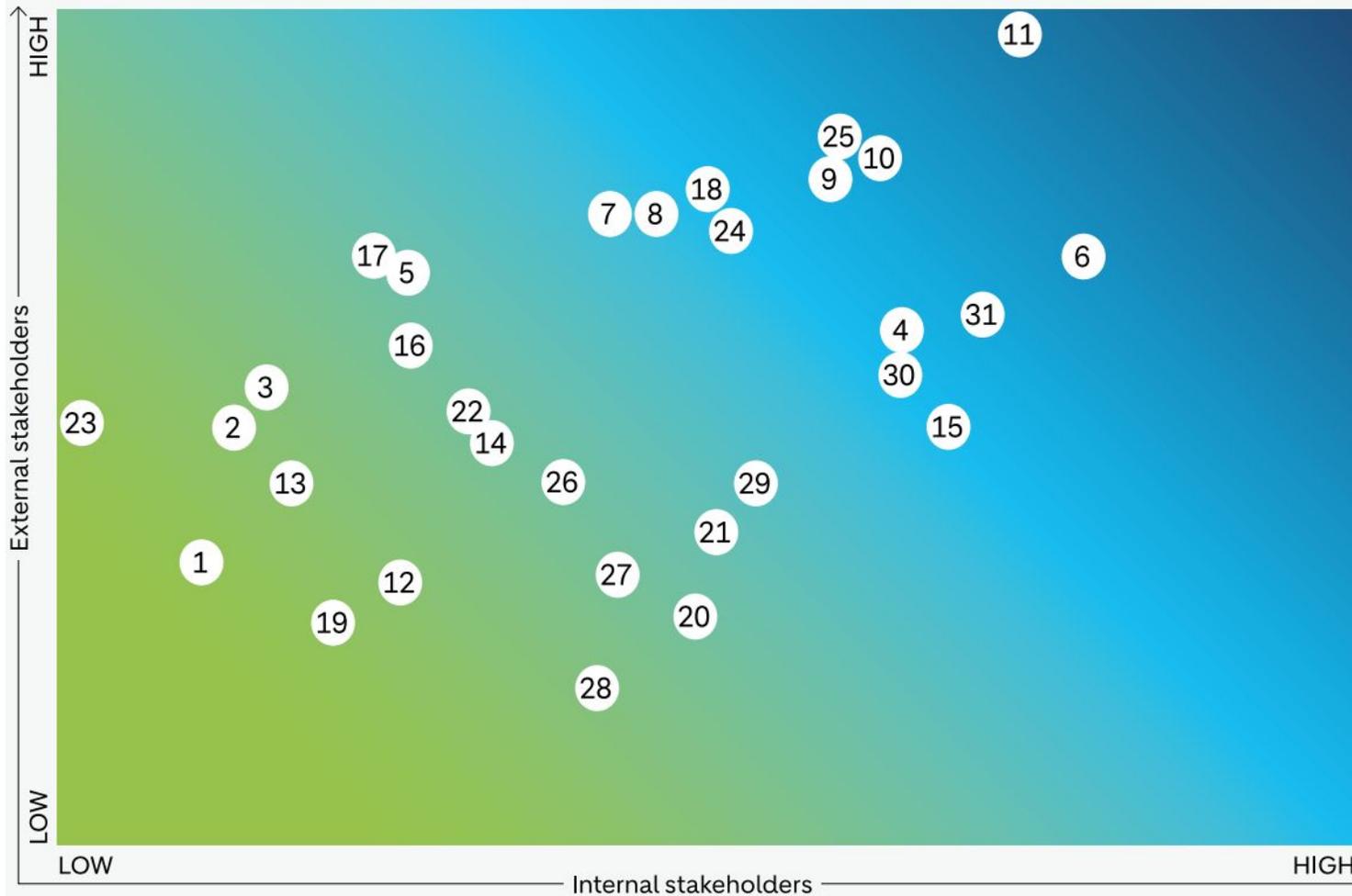
Green Capex

Six Categories:



MATERIALITY MATRIX

OUR MATERIAL PRIORITIES



ENVIRONMENTAL

1. Natural hazards
2. Internal waste management
3. Biodiversity management and quarry rehabilitation
4. Raw materials
5. Water management
6. Energy consumption
7. Air emissions (including dust from sites)
8. Waste derived resources and circular economy
9. Meeting customers' product quality and decarbonization expectations
10. Scaling sustainable product innovation
11. Climate change and greenhouse gas emissions (GHG)

SOCIAL

12. Local community engagements
13. Employee diversity, inclusion, and nondiscrimination
14. Responsible procurement
15. Talent attraction, development and retention
16. Labor relations
17. Human rights
18. Health & Safety

GOVERNANCE

19. Data Protection & Privacy
20. Political and economic uncertainties
21. Fair competition
22. Corporate communication and investor relations
23. Security and resilience of people, assets and reputation
24. Corporate governance
25. Business integrity

FINANCIAL

26. Asset integrity and business interruption
27. Major IT outage and cyber security
28. Transportation and logistics
29. Industry shifts (new entrants, price war, digital disruptors, substitution)
30. Sustainable financial returns
31. Portfolio Management, M&A operations, CapEx

OVERVIEW OF HOLCIM STRATEGY 2025 – ACCELERATING GREEN GROWTH ON TRACK TO MEET OUR SUSTAINABILITY TARGETS

HOLCIM SUSTAINABILITY PERFORMANCE	Base & Base Year	2023 RESULTS	IMPROVEMENT vs FY 2022	TARGETS & Target Year	ACHIEVED to DATE
 CLIMATE & ENERGY KG CO2 NET / TON OF CEMENT	590 2018	545	✓ -2.9%	420 2030	-7.6%
 CIRCULARITY WASTE DERIVED RESOURCES MILLION TONS	n/a	36	+6.7%	45 2025	n/a
 CONSTRUCTION DEMOLITION MATERIALS MILLION TONS	6.6 2020	8.4	✓ +24.0%	12 2030	1.8
 FRESHWATER WITHDRAWAL LITERS / TON OF CEMENT	377 2018	298	✓ -2.0%	253 ^{-33%} 2030	-21%
 ECOPACT SHARE OF RMX SALES	n/a	19%	✓ +6.7 pp	25% 2025	n/a
 GREEN CAPEX IN MILLION CHF	n/a	402	✓ on track	500 2025	n/a
 SUSTAINABLE FINANCE LINKED TO CLIMATE, WATER & SAFETY GOALS	n/a	40%	✓ +1.9 pp	>40% 2025	n/a
 CUMULATIVE CONTRIBUTION TO POSITIVE SOCIAL IMPACT CHFm	n/a 2021	90.8	✓ +27%	350 2030	26%

✓ ON-TRACK

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