



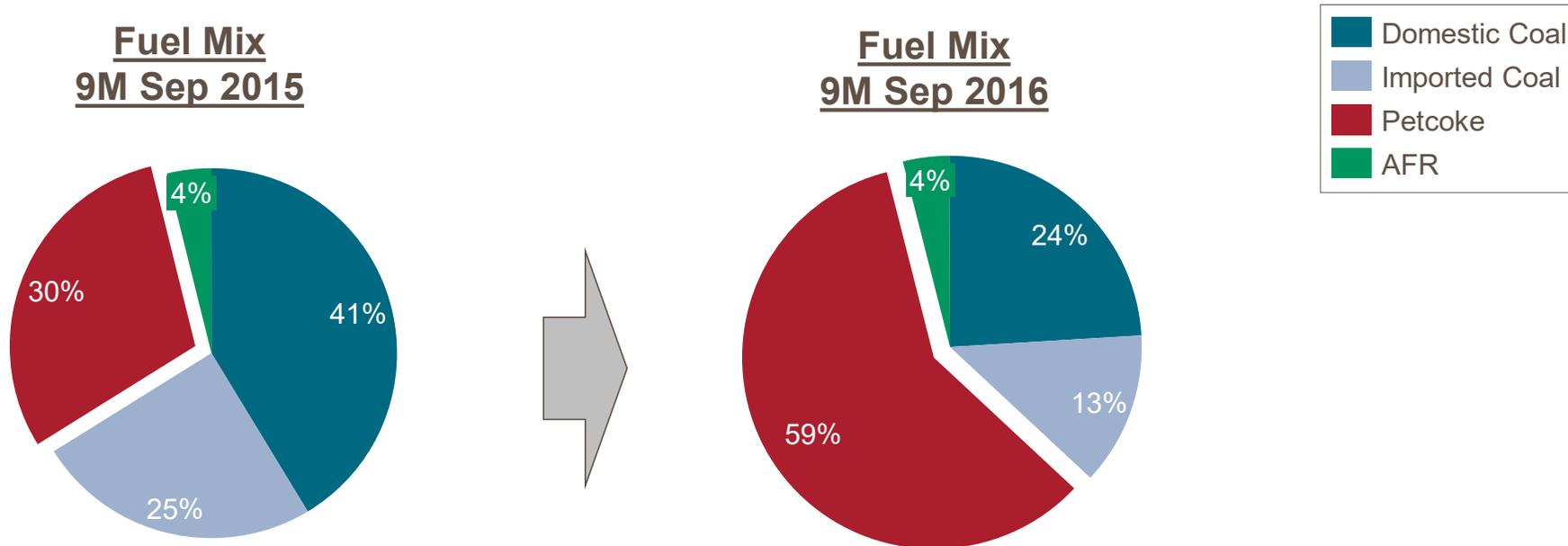
Capital Markets Day

Examples Operational Excellence – Asia

Martin Kriegner, India & South East Asia



Increased Fuel Flexibility generated CHF 60 million savings YTD



- Usage of petcoke doubled, from 30% to 60% of total fuel mix, Cement Kilns and Captive Power Plants combined
- Favorable pricing by leveraging centralized Group's Solid Fuels Purchasing entity
- Overall weighted average cost of fuels went down by 21% YTD versus last year

Optimization in Raw Material cost delivered CHF 10 million savings YTD

Clinker Factor reduction

Overall reduction in Clinker Factor led to a saving of CHF 10 million YTD versus last year

- Increased share of sustainable blended cements
- Increased addition of Fly Ash and Slag
- Fly Ash and Slag cost lower thanks to reduced freight rates and long-term contract

Other raw materials

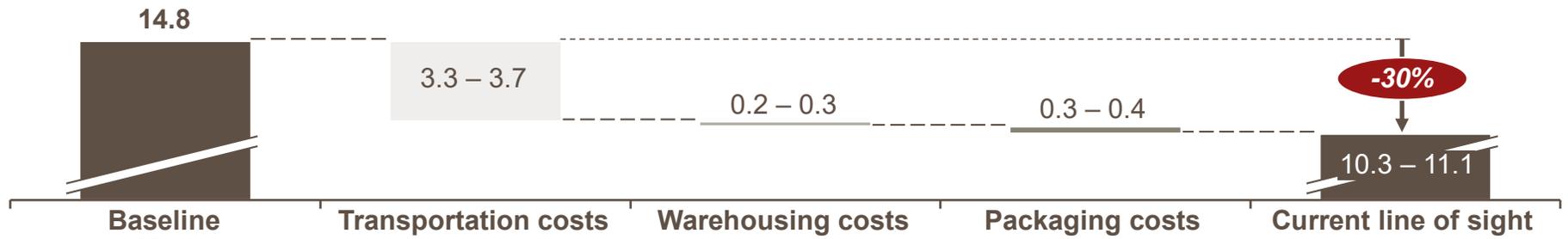
Savings of CHF10+ million YTD versus last year

- Alternative raw materials
- Gypsum optimization

Alignment with our sustainability ambitions

Logistics Optimization Project in Indonesia lead to a saving of CHF 13 million YTD

Distribution Costs (CHF/ton)



| | Transportation initiatives | Warehousing initiatives | Packaging initiatives |
|----------------------|--|--|---|
| Strategy | <ol style="list-style-type: none"> 1. Optimize product flow: Direct vs. indirect, pick-up vs. delivered 2. Refine product flow for inter-island | <ol style="list-style-type: none"> 3. Refine footprint of warehouses and silos | |
| Planning & Execution | <ol style="list-style-type: none"> 4. Implement strategic sourcing: Freight tariff, should-cost model 6. Improve truck transport ops: Optimal truck type and utilization 9. Streamline processes at port, vessel size | <ol style="list-style-type: none"> 7. Improve operations at warehouse and silos | <ol style="list-style-type: none"> 5. Implement strategic sourcing: Packaging materials 8. Improve operations at pack house |
| Enablers | <ol style="list-style-type: none"> 10. Streamline current S&OP (Sales & Operations Planning) processes 11. Supply Chain KPI dashboard | | |

With the aim to serve customers better