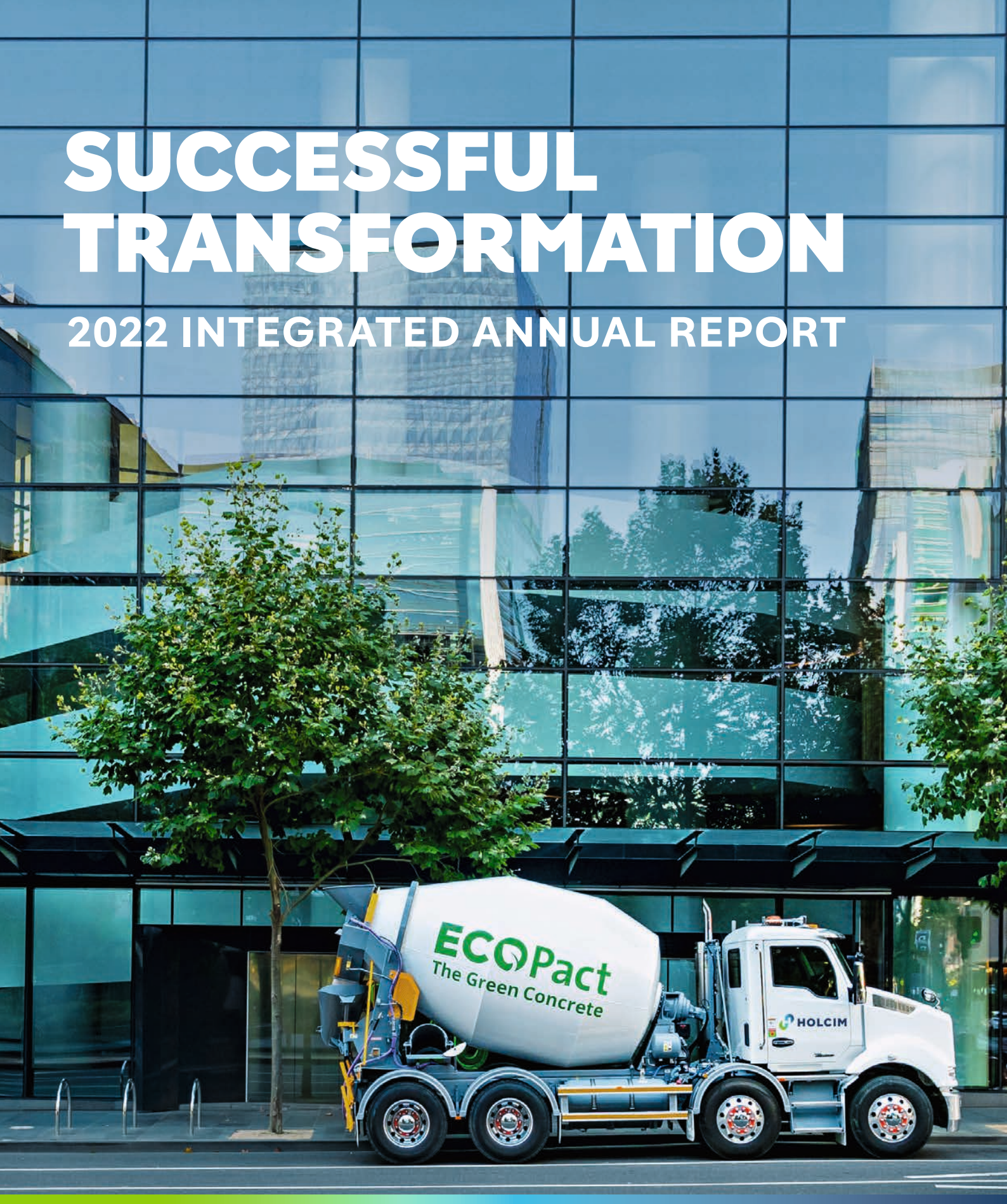


SUCCESSFUL TRANSFORMATION

2022 INTEGRATED ANNUAL REPORT



2022 was a year of record performance and successful transformation for Holcim.



2022 HIGHLIGHTS

FINANCIAL

29.2

Net sales
CHF BN

9.5%

Return on invested
capital

4.8

Recurring EBIT
CHF BN

0.9x

Leverage ratio

NON-FINANCIAL

-21%

Reduction in CO₂/
net sales¹

22.5

Contribution in
social initiatives
CHF M

304

Freshwater
withdrawn/ton
cem. material liters

6.8

Construction &
demolition waste
recycled m tons

¹ Scope 1 and Scope 2 CO₂ emissions/net sales compared to 2021

CONTENTS

STRATEGIC REVIEW

Record performance and successful transformation	2
Our purpose	6
Chairman's statement	8
CEO's statement	10
Executive Committee	12

RECORD PERFORMANCE

Megatrends and opportunities	16
Strategy 2025	18
Record results in 2022	20
Creating value for all	24

SUCCESSFUL TRANSFORMATION

Stepping into the future	28
Our business model	30
Expanding Solutions & Products	32
Attractive segments with above market profitable growth	36
Helping our customers meet their sustainability goals	38

LEADING IN SUSTAINABILITY

Leading in sustainability and innovation	42
Decarbonizing building	48
Circular living	62
Partnering for green growth	64
Holcim people	66
Health, Safety and Environment	70
Communities	72
Holcim Foundation for Sustainable Construction	74

SUMMARY FINANCIAL INFORMATION

Capital market information	78
Consolidated statements	82



Cover Image: ECOPact is the world's broadest range of green concrete, accounting for 13 percent of total ready-mix sales in 2022.

RECORD PERFORMANCE AND SUCCESSFUL TRANSFORMATION

In 2022 we delivered record performance and successful transformation, with Solutions & Products reaching 19 percent of net sales and our fast expansion in the most attractive market of North America, while strengthening our leadership in sustainability, with 21 percent lower carbon emissions¹ per net sales.

KEY HIGHLIGHTS



RECORD PERFORMANCE

29.2BN

Net sales CHF

4.8BN

Recurring EBIT CHF

3.5BN

Free cash flow² CHF

² After leases and before resolution with the US Department of Justice (DOJ)

[+ See more on p. 14](#)



SUCCESSFUL TRANSFORMATION

19%

Solutions & Products share of net sales

35%

North America share of net sales³

23

M&A transactions

³ Net sales to external customers, excluding trading activities

[+ See more on p. 26](#)



LEADING IN SUSTAINABILITY

-21%

CO₂/net sales⁴

328M

EU Innovation Fund grant awards for CCUS EUR

AA

CDP double "A" list for Climate and Water

⁴ 2022 Scope 1 + Scope 2 CO₂ emissions/net sales, compared to 2021

[+ See more on p. 40](#)

¹ 2022 Scope 1 + Scope 2 CO₂ emissions/net sales, compared to 2021

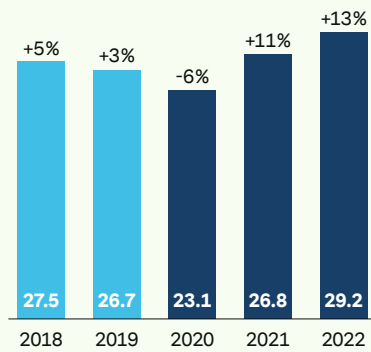
RECORD PERFORMANCE

FINANCIAL HIGHLIGHTS

NET SALES CHF BN

29.2BN

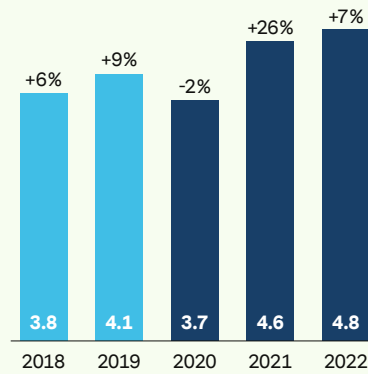
+12.9% LFL



RECURRING EBIT¹ CHF BN

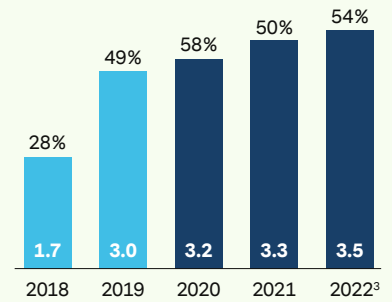
4.8BN

+7.2% LFL



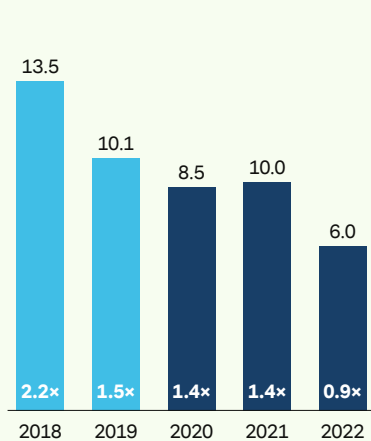
FREE CASH FLOW AFTER LEASES² CHF BN AND CASH CONVERSION %

3.5BN³



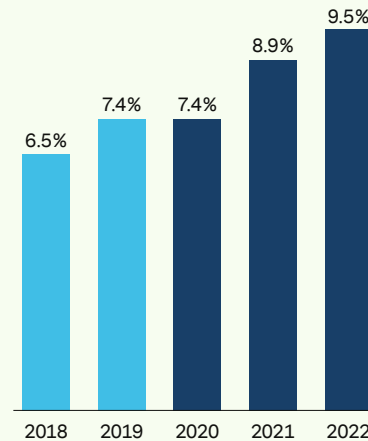
LEVERAGE RATIO¹ AND NET FINANCIAL DEBT¹ CHF BN

0.9x



ROIC¹

9.5%



¹ 2018 is not restated for IFRS 16 "Leases"

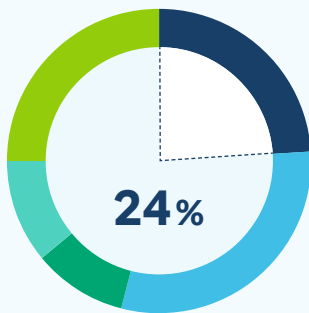
² 2018 reflect the former alternative performance measure indicator "Free Cash Flow"

³ Before resolution with the DOJ

SUCCESSFUL TRANSFORMATION

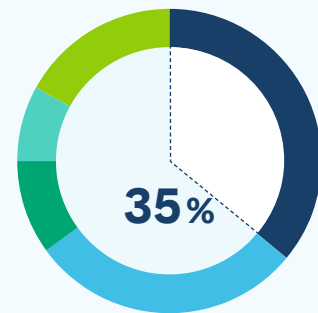
FAST EXPANSION IN THE MOST ATTRACTIVE NORTH AMERICAN MARKET¹

NET SALES BY REGION %



2019

North America	24%
Europe	30%
Latin America	10%
Middle East Africa	11%
Asia Pacific	25%



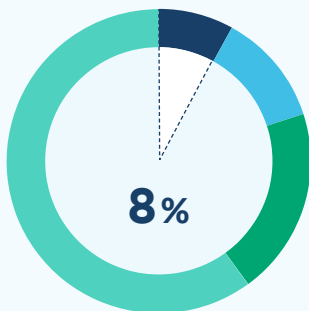
2022

North America	35%
Europe	30%
Latin America	10%
Middle East Africa	8%
Asia Pacific	17%

¹ Net sales to external customers, excluding trading activities

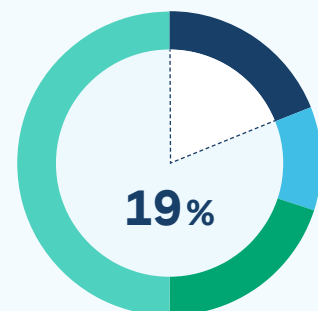
SOLUTIONS & PRODUCTS REACHING 19% OF NET SALES¹

NET SALES BY SEGMENT %



2020

Solutions & Products	8%
Aggregates	12%
Ready-mix	20%
Cement	60%



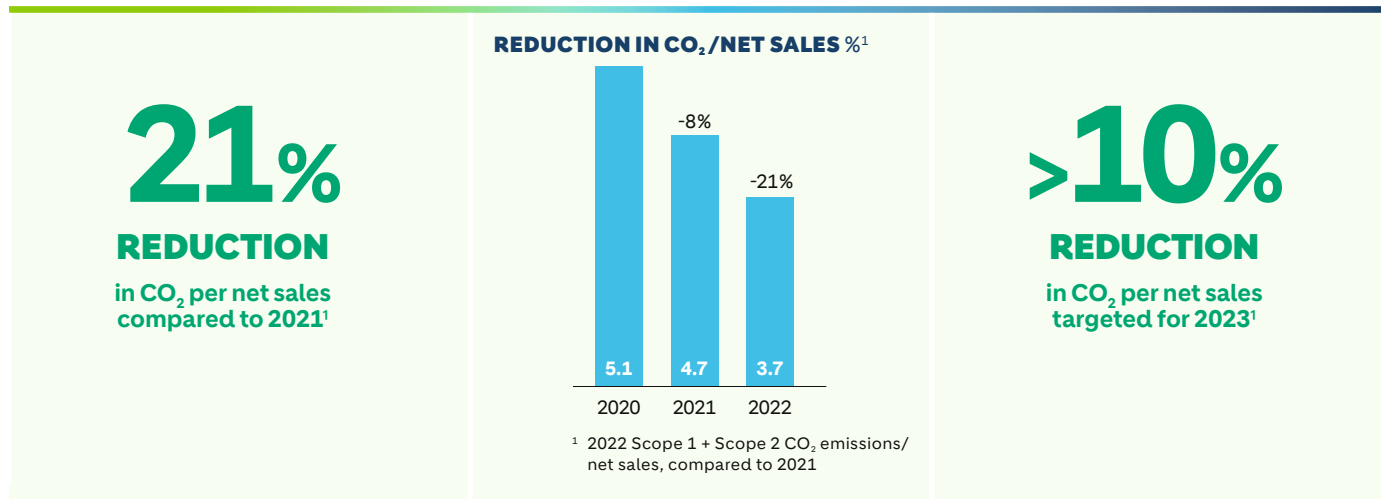
2022

Solutions & Products	19%
Aggregates	11%
Ready-mix	19%
Cement	51%

¹ Net sales to external customers

LEADING IN SUSTAINABILITY

STRENGTHENING OUR SUSTAINABILITY PROFILE



ADVANCING GREEN BUILDING SOLUTIONS



RECOGNIZED ESG LEADER



OUR PURPOSE: BUILDING PROGRESS FOR PEOPLE AND THE PLANET

Holcim is Accelerating Green Growth to become the global leader in innovative and sustainable building solutions.

Building greener cities, empowering smart infrastructure from renewable energy to green mobility and improving quality of life for all.

We are at the forefront of decarbonizing building end-to-end, in line with our purpose to build progress for people and the planet.



IMPROVING LIVING STANDARDS FOR ALL

With our world building the equivalent of New York City every month, driven by rising population and urbanization, we need to build better with less. Materials like DYNAMax and 3D Tector Print make buildings that require up to 50 percent less material.



BUILDING GREENER CITIES

We're building greener cities with our sustainable building solutions, like Elevate's green roof in Thammasat University in Thailand, and ECOPact low-carbon concrete at Boston University's Data Science Center, with 30 percent lower CO₂ compared to conventional concrete.

EMPOWERING SMARTER INFRASTRUCTURE

Holcim solutions are essential to enabling the smarter infrastructure that our growing world needs, ranging from Milan's CityLife urban redevelopment project, which reimagines living and working in a car-free zone, to megaprojects such as Mexico's Maya train.

A NEW LEVEL OF STRENGTH

2022 was a pivotal year
in Holcim's transformation.



“Thanks to the tireless efforts of our 60,000 employees, we have reached a new level of strength.”

Dear Shareholders,

On behalf of Holcim's Board of Directors, I am pleased to share with you our very strong 2022 results. This was a record performance for Holcim. Thanks to the tireless efforts of our 60,000 employees, we have reached a new level of strength, with an expanded range of building solutions, a shift in our geographic footprint toward mature markets and a lower carbon footprint.

In every region of the globe, our employees have lived up to our purpose of building progress for people and the planet, advancing on our vision to become the global leader in innovative and sustainable building solutions. Our teams have achieved all this while continuing to deliver record results, quarter after quarter. I congratulate them for this extraordinary performance.

Making a bigger difference

Holcim is decarbonizing construction at every stage of a building's lifecycle. We are lowering the CO₂ footprint of new buildings with our low-carbon materials. We make existing buildings more energy efficient with solutions like roofing and insulation. We are leaders in circular construction, focused on turning old buildings into new ones. And because no single organization can do this alone, Holcim has been reaching out to all stakeholders who can help make construction more sustainable. Together we can advance our world's progress toward a net-zero economy.

In 2022 Holcim shared the message of decarbonizing building worldwide, speaking with audiences and influencers at events ranging from COP 27 to New York Climate Week to the Bloomberg New Economy Forum. We also worked at the cutting edge, engaging with the entrepreneurs and thought leaders who will develop the next generation of solutions – from researchers at MIT, to entrepreneurs in green

mobility, to our partners developing next-generation solutions for carbon capture, usage and storage.

Dynamic portfolio management

A major aspect of our company's transformation has been to shift significantly toward mature markets, especially North America, and to divest our businesses in Brazil and India. Thanks to our employees' great dedication, agility and speed, the divestments have all gone flawlessly, from signing to closing. We are deeply grateful to our former employees from those markets.

Moving forward

I am pleased by the agreement reached by Lafarge SA with the US Department of Justice. This resolves a legacy issue which stood in stark contrast with everything that Holcim stands for as a company. Across its business worldwide, Holcim operates according to the highest standards of governance, ethics & integrity with zero tolerance for any breaches. Our 60,000 people around the world stand by these principles every day.

We are committed to building value for all stakeholders, including our employees. In this context, I commend our colleagues for the important work they are doing to improve Health & Safety. More work remains to be done to reach our goal of zero harm. Our employees' well-being is of utmost importance, and nothing we do is worth putting that at risk.

“It is incredibly gratifying to see how our people have united around our company's transformation.”

Successful transformation

By the end of the year we had taken considerable strides toward our goal of becoming a global leader in innovative and sustainable building solutions. It is incredibly gratifying to see how our people have united around our company's transformation. I hope you will enjoy seeing the record of their progress on the pages that follow.

A personal word

This will be my last letter to you as Chairman of this great company. I thank you, dear shareholders, for your support over the last 13 years. My thanks also go out to the current and former employees who have made me so proud to be part of this organization. You have my best wishes for the future. I am certain the best is yet to come.

On behalf of the Board of Directors and our entire company, I offer my most heartfelt thanks to you, dear shareholders, for your continued trust and support.



BEAT HESS
Chairman

2.50
Proposed
dividend
per share
CHF



RECORD PERFORMANCE AND SUCCESSFUL TRANSFORMATION

We've made a decisive shift in our portfolio,
our markets and our sustainability profile.



“Holcim has never been stronger.”

Dear shareholders,

2022 was a record year for Holcim. Our 60,000 people worldwide delivered a record performance from all four business segments and around the world. Our teams achieved all this while keeping our customers running, without interruption, despite challenges ranging from geopolitical uncertainty to inflationary pressure.

In 2022 we delivered record financial results. Whether it is net sales, Recurring EBIT, ROIC or the strength of our balance sheet, Holcim has never been stronger. This gives us the freedom to invest in our future and further accelerate green growth with continued acquisitions and the ongoing decarbonization of our operations.

Successful transformation

Our company's transformation was led by our fast expansion in Solutions & Products. We're generating profitable growth in the most attractive construction segments, including roofing, insulation, facades and tile adhesives. From 8 percent of net sales in 2020, the segment delivered 19 percent of our net sales in 2022, on the way to 30 percent by 2025.

Over the past two years we have developed a USD 4 billion platform in the highly attractive USD 40 billion North America roofing market. As proven by our 19 percent EBIT margins in 2022, roofing is an excellent strategic fit for Holcim. We're focused on the most value-adding side of the business, with advanced membranes and system selling, with innovative and proprietary solutions from insulation to smog-reducing granules to repair systems. With over 70 percent of sales coming from re-roofing and great cross-selling potential with our other solutions, like ECOPact low-carbon concrete, we have great growth opportunities ahead.

◀ *Addressing the global leadership team at the 2022 Senior Leaders' Meeting.*

Watch video online here





◀ Bloomberg
New Economy Forum,
Singapore, November
2022.

29.2BN
Net sales
CHF

4.8BN
Recurring EBIT
CHF

Expansion in North American market

In 2022 we expanded into the most attractive North American market, representing 35 percent of net sales – up from 24 percent three years ago – and 37 percent of our Recurring EBIT¹. In 2023 we expect net sales from North America to be around 40 percent and Recurring EBIT to be above that.

We also grew in other core markets in Europe and Latin America. These regions are at the forefront of sustainable building trends, powered by green stimulus as well as demand for low-carbon and energy-efficient building. With our innovative and green building solutions, Holcim is in a prime position to be the partner of choice for our customers to meet their sustainability goals.

Leading in sustainability

Sustainability is a top priority at Holcim. This year we reduced our CO₂ emissions per unit of net sales by over 20 percent and we will lower them by over 10 percent in 2023.

In 2022 we achieved key green growth milestones, from our low-carbon concrete ECOPact reaching 13 percent of ready-mix net sales, to scaling up ECOPlanet low-carbon cement in 27 markets.

Advancing our sustainability leadership, we upgraded our net-zero targets to align with the 1.5° C scenario as validated by the SBTi. We ranked first in our industry in Moody's ESG ratings, and were one of only a handful of companies to receive the CDP's prestigious double "A" ranking for Climate and Water. Recognizing the scalability of our decarbonization technologies, the EU Innovation Fund granted us two awards for carbon capture projects in Germany and Poland, for a total of EUR 328 million.

A new company profile

Building on this year's record results, we enter 2023 with renewed focus on delivering superior performance, continuing our fast-paced transformation and leading in sustainability. We've made seven acquisitions so far, including Duro-Last, a roofing systems leader in the most attractive North American market, as well as a range of bolt-ons in Europe and the US. We are committed to keep up this fast pace.

Thank you, dear shareholders, for the trust you have placed in us. We look forward to building progress together.

JAN JENISCH
CEO

37%
Recurring EBIT
from
North America¹

19%
Net sales from
Solutions &
Products²

-21%
Reduction,
CO₂/net sales³

¹ Excluding corporate costs

² Net sales to external customers

³ Scope 1 + Scope 2 CO₂ emissions/net sales, compared to 2021

MEET OUR LEADERSHIP TEAM

A diverse and talented team of experts dedicated to decarbonizing building for a net-zero future and making Holcim the global leader in innovative and sustainable building solutions.



FELICIANO GONZÁLEZ MUÑOZ
Head Human Resources

MATHIAS GÄRTNER
Head Legal & Compliance

GÉRALDINE PICAUD
Chief Financial Officer

OLIVER OSSWALD
Region Head, Latin America

JAMIE M. GENTOSO, P.E.
Global Head, Solutions & Products



JAN JENISCH
Chief Executive
Officer

TOUFIC TABBARA
Region Head,
North America

MAGALI ANDERSON
Chief Sustainability
and Innovation
Officer

MILJAN GUTOVIC
Region Head, Europe

MARTIN KRIEGNER
Region Head, Asia
Middle East Africa

[+](#) Read full biographies
on p. 106–110

RECORD PERFORMANCE

In 2022 we delivered across all key metrics of Strategy 2025 – Accelerating Green Growth.

▲ HSG Learning Center, Switzerland built with ECOPact+. The building has 10% less CO₂ and 20% recycled construction and demolition waste (CDW) inside

E

IN THIS SECTION

Megatrends and opportunities	16
Strategy 2025	18
Record results in 2022	20
Creating value for all	24



MEGATRENDS AND OPPORTUNITIES

The future of construction

With today's megatrends, from the rise in population and urbanization to improving living standards, the construction sector has never been more attractive. It has an essential role to play to build a net-zero future that works for all – from our homes, schools and hospitals, to our roads, bridges, railways and more.

We must build – and we must build sustainably. That is because building accounts for 38 percent of the world's CO₂ emissions today, with 30 percent generated at the construction phase and 70 percent linked to buildings in use.

At Holcim sustainability is at the core of our “Strategy 2025 – Accelerating Green Growth”, to decarbonize building across its entire lifecycle to build better with less: from our operations and our products to construction and buildings in use, all the way to driving circular construction.

We do that first with concrete. Concrete is the indispensable building material for a growing, urbanizing world. No other material matches its performance benefits.



◀ A state-of-the-art example of smart design. “The Cloudscape of Haikou” project, China. Designed by MAD Architects

Concrete: the material for a net-zero future

Sustainable: Concrete is local, affordable, and infinitely recyclable. We are decarbonizing it with our ECOPact green concrete and leveraging its thermal properties for energy efficiency. Acting as a carbon sink, concrete reabsorbs more than 20 percent of the CO₂ emitted in its production throughout its lifespan.

Versatile: Concrete opens infinite possibilities with its design flexibility, making it the ideal

material to make everything from high-rise buildings and infrastructure to affordable housing, from 3D printing to high-strength prefabricated structures.

High-performing and resilient: Concrete protects our homes, cities and infrastructure like no other material, resisting disasters, from fires and floods to earthquakes.

As part of “Strategy 2025 – Accelerating Green Growth” we aim to make green building the norm, constantly developing new smart design solutions, and targeting 25 percent of our ready-mix concrete sales from ECOPact low-carbon concrete by 2025.



POPULATION GROWTH

Our world's population is expected to grow 22 percent by 2050, from 7.8 billion today to 9.7 billion.



BETTER LIVING STANDARDS

The world demands better living standards and more efficient infrastructure. Construction is essential to improving people's quality of life.

1.9BN
Population increase by 2050



URBANIZATION AND MEGACITIES

Approximately 2.5 billion more people are expected to live in cities by 2050. We need to build the equivalent of New York City every month.



INNOVATION-DRIVEN BUILDING

Innovation-driven building technologies are in greater demand than ever before, especially light and modular construction solutions.

2.5BN
Increase in urban population by 2050



SUSTAINABLE CONSTRUCTION SOLUTIONS

Demand for sustainable construction solutions is being driven by increasing resource scarcity and the world's transition to net-zero.



REPAIR & REFURBISHMENT

Most of the buildings that exist today will still be in use in 2050. We help customers repair & refurbish those buildings to make them more sustainable while in use.

80%
of Europe's building stock will still be in use in 2050

STRATEGY 2025 – ACCELERATING GREEN GROWTH



ACCELERATING GROWTH

With today's megatrends the construction sector has never been more attractive. In this context, we will accelerate growth across all our markets with leading profitability and cash flow. Holcim's profitable growth will be driven by innovative and sustainable building solutions, from ECOPact green concrete to energy-efficient roofing systems. We will lead the green transformation of materials with solutions like ECOPlanet, including by using 20 percent construction & demolition waste inside. We will further fuel our growth with bolt-on acquisitions in mature markets in the aggregates and ready-mix concrete businesses. Strengthening our performance, we will scale up digitalization across our value chain, from operations and distribution to our building solutions and customer experience.



EXPANDING SOLUTIONS & PRODUCTS

We will reach 30 percent of Group net sales in Solutions & Products by 2025. Growing closer to our customers, this business will expand its range of integrated solutions and systems from roofing and insulation to facades and tile adhesives, driving energy efficiency and green retrofitting. Roofing sales are delivering double-digit growth in the USD 40 billion North America roofing market and we are on track to reach our 2025 target of USD 4 billion in roofing sales two years ahead of schedule.

29.2BN

Net sales
CHF

4.8BN

Recurring EBIT
CHF

0.9x

Leverage ratio

9.5%

Return on
invested capital

▲ Sport Hall Dolni Brezany, Czech Republic built with Firestone's UltraPly TPO waterproofing membrane

▲ Nike's EMEA distribution center, Belgium



LEADING IN SUSTAINABILITY & INNOVATION

Sustainability is at the core of our strategy. We were the first global building materials and solutions company to have our 2030 and 2050 net-zero targets validated by the Science Based Targets initiative (SBTi) for all scopes. This year the SBTi approved our upgraded near-term targets in line with the 1.5°C science-based framework. We will remain at the forefront of green building solutions, with 25 percent of ready-mix net sales coming from ECOPact, with at least a 30 percent lower CO₂ footprint. Driving circular construction, we will recycle 10 million tons of construction & demolition waste by 2025. We will continue to deploy smart technologies, from 3D printing using 50 percent less materials, to innovative low-emission raw materials like calcined clay. We will further develop next-generation technologies including over 50 projects in carbon capture, usage and storage and mineralization, in line with our net-zero journey.

▲ Pian-Médoc School, France built with ECOPact, 90–115 kg lower CO₂ footprint per m³



DELIVERING SUPERIOR PERFORMANCE

Our “Strategy 2025 – Accelerating Green Growth” financial targets are:

- 3-5 percent net sales growth (like for like)
- Over-proportional increase in Recurring EBIT (like for like)
- 45 percent cash conversion
- 10 percent return on invested capital in 2025
- Ratio of net financial debt to EBITDA of under 1.5x in 2025

The strategy includes ambitious 2025 sustainability targets in line with Holcim’s net-zero roadmap, validated by the SBTi:

- 25 percent of ready-mix sales from ECOPact, with at least a 30 percent lower CO₂ footprint
- 10 million tons of construction & demolition waste recycled in our products
- Green CAPEX of CHF 500 million
- >40 percent of financing agreements linked to sustainability goals

We will deliver these results by fostering an engaged, diverse, inclusive and high-performance culture while operating at the highest level of ethics and integrity.

▲ Seven Gardens Oak House quarter, Wiesbaden, Germany, built with DYNAMax ultimate performance concrete

13%
of total ready-mix net sales from ECOPact green concrete

6.8
MILLION TONS
of construction & demolition waste recycled

403M
Green CAPEX
CHF

RECORD RESULTS IN 2022

Impressive growth trends across all regions are driving our leading profitability and cash flow.

Continued record performance and successful transformation

In a year of historic transformation with 23 M&A transactions, Holcim delivered record full-year 2022 performance while accelerating green growth.

We achieved this through the expansion of Solutions & Products, with six acquisitions, as well as 13 bolt-ons in 2022 that had a positive impact on our margins in aggregates and ready-mix concrete. These moves were complemented by the divestments of our India and Brazil businesses, which delivered combined cash proceeds of USD 7.3 billion, giving us the opportunity to seize growth opportunities while protecting our strong balance sheet.

With these achievements we have kept up our growth momentum while further accelerating our decarbonization, significantly improving our sustainability profile this year. With this continuously strong performance we upgraded our guidance for net sales, Recurring EBIT and leverage over the year and announced a share buyback program in the third quarter.

Accelerating green growth around the world, Holcim's growth trends are as follows:

North America was our strongest region for accelerating growth in 2022. This dynamic market accounted for 35 percent of our net sales and 37 percent of Recurring EBIT in the year¹.



Traditionally a leader in the materials business, we are now a regional leader in roofing, which is critical to enhancing the energy efficiency of building. In February 2023 we signed an agreement to acquire Duro-Last, another leading brand in commercial roofing, to accelerate growth in this highly profitable segment. Combined with our drive to make low-carbon OneCem our standard cement offer across North America, we are in a good position to capitalize on the region-wide trend toward sustainable building materials and technologies. To reach more green building professionals and showcase how our solutions can enable green building at scale, we went to Greenbuild in San Francisco for the first time this year. Green building solutions are expected to be in high demand, boosted by the US Inflation Reduction Act as well as the USD 1.2 trillion Infrastructure Investment and Jobs Act (see box). We expect to generate around 40 percent of our net sales and over 40 percent of Recurring EBIT in North America in 2023.

▲ Parndorf Shopping Center, Austria, built with Firestone's RubberGard EPDM roofing system

¹ Net sales to external customers, excluding trading activities. Recurring EBIT excludes corporate costs.

Our [Europe](#) region is leading our company's decarbonization – a key factor to sustaining our competitive advantage. We continuously and systematically accelerate the use of alternative fuels and low-emission raw materials as we prepare for changes in the carbon pricing mechanism in the European Union.

Seven of our 13 bolt-on acquisitions in aggregates and ready-mix concrete were in Europe, further accelerating green sales from ECOPact to ECOPlanet. Solutions & Products have helped us diversify our earnings in a dynamic and resilient European construction market, especially in repair & refurbishment, for which we have recently acquired a range of leading brands in specialty building solutions (see page 32). With this uplift from our green product portfolio we expect Europe to have another strong 2023 in accelerating growth.

Healthy economic fundamentals are driving construction in [Latin America](#). Combined with our strong asset and market positions, we are in an excellent position to help improve living standards across the region, supporting sustainable urbanization and infrastructure. Building on our success with ECOPact green concrete, we successfully launched ECOPlanet green cement across all markets, where it is playing a central role in a wide variety of housing projects to building key infrastructure, such as the Maya train in Mexico. We also continue to grow the retail Disensa franchise and expanded in Solutions & Products with Gaco roofing products.

The world's fastest-growing megacities are concentrated in [Asia, Middle East & Africa](#). We're introducing ECOPact and ECOPlanet to accelerate green construction across those markets, providing the affordable housing and green infrastructure that this growing region demands. In Kenya we are showcasing how smart design can meet those needs at Mvule Gardens, a 52-unit housing facility that is Africa's largest 3D printed affordable housing project. In Egypt we are using ECOPlanet green cement to build Africa's tallest tower, the Iconic Tower outside Cairo, to deliver a CO₂ savings of 60 percent. Airium™, our mineral insulating foam, is showing progress in Algeria and Morocco, providing affordable, sustainable and 100 percent recyclable insulation for all seasons.

Driving attractive shareholder returns

At Holcim our agenda for growth is underpinned by a commitment to disciplined value creation. The transformational shifts in our portfolio in 2022 have been funded through divestments that delivered cash proceeds of USD 7.3 billion, primarily from India and Brazil.

Governments driving green building: from the US to the EU

The public sector plays an essential role in scaling up green building by evolving sustainable building norms and incentives and by putting green procurement to work. These are key growth drivers for our green building solutions.

In the United States, for example, the Bipartisan Infrastructure Bill includes USD 1.2 trillion that prioritizes rebuilding US roads, bridges, and rail. The Buy Clean Initiative promotes the use of US-made, low-carbon construction materials. The Inflation Reduction Act (IRA) includes USD 369 billion in subsidies for green technology investment in the US – including carbon capture, usage and storage (CCUS), low-carbon building materials, Environmental Product Declarations (EPDs) and industrial decarbonization projects.

In Europe, the European Commission has put forward a Net-Zero Industry Act to focus investment on strategic projects along the entire supply chain. The plan includes a European Sovereignty Fund to boost the resources available for upstream research, innovation and strategic industrial projects key to reaching net zero. It also aims to create the right regulatory environment for critical sectors of the economy to reach net zero.

Other policies, such as RE2020 in France, target building emissions directly. The aim of RE2020 is to reduce the impact of new buildings on the climate by taking into account all of the building's emissions over its life cycle. By introducing carbon footprint thresholds for new buildings beginning in 2022, then making additional reductions every three years, RE2020 will drive a 34 percent CO₂ reduction in construction by 2031. RE2020 is the most advanced regulatory program in the world to date.

These forward-looking policy initiatives will drive growth of our green building solutions.

BOLT-ONS

13
bolt-ons
in aggregates
and ready-
mix concrete

RECORD RESULTS IN 2022 CONTINUED



◀ Holcim employees in France – members of the EVP campaign

The transactions also allowed us to reward our shareholders with a share buyback program of up to CHF 2 billion, all while maintaining a record leverage ratio of 0.9 as of the end of 2022. Capital efficiency has been growing steadily for the past five years, with return on invested capital up from 8.9 percent in 2021 to 9.5 percent for 2022. We remain confident that we will reach our 10 percent target for return on invested capital in 2025. We are committed to continued profitable growth and value-creative M&A, maintaining strict value discipline. We will keep our strong balance sheet, with debt leverage below 1.5x, and deliver continued attractive returns to shareholders.

Sustainability at our core

When we announced Strategy 2025, we made a commitment to putting sustainability at the core of our strategy. Our 2022 results show how we have put that principle into practice.

On one side we are greening our own operations (see pages 50–53). On the other we are acquiring businesses in Solutions & Products. These are high-margin, capital-light businesses that play an essential role to make buildings sustainable in use by driving energy efficiency and green retrofitting. With solutions in roofing and insulation we can help our customers tackle the emissions that come from operating buildings. These account for 70 percent of building emissions, while 30 percent of emissions come from construction.

In making this transformation we have delivered record returns quarter on quarter, with free cash flow after leases in 2022 of CHF 3.5 billion¹, for a cash conversion of 54 percent, or well ahead of our Strategy 2025 target. This is the fourth consecutive year in which our free cash flow after leases¹ has exceeded CHF 3 billion.

¹ Before resolution with the DOJ

Green CAPEX

We are focused on increasing the share of Green CAPEX year on year, to reach at least CHF 500 million by 2025. In 2022 our Green CAPEX was CHF 403 million, spread across projects covering biodiversity, improving air and water quality, driving the circular economy, improving the carbon efficiency of our construction processes, decarbonization, clean energy and improving the lives of our people and communities.

With total CAPEX of CHF 1.4 billion in 2022, we remained firmly committed to our target of keeping CAPEX below CHF 1.4 billion this year.

Sustainable financing

In line with our ambition to link our financing to our sustainability performance, 38 percent of our financing is now linked to our climate, water and safety goals as well as ESG performance.



◀ *Eight Gardens, London that has ECOPact green concrete inside with 64 percent lower CO₂*

CREATING VALUE FOR ALL



FOR OUR CUSTOMERS

With our broad range of green building solutions, we are helping our customers meet their sustainability goals. This starts with low-carbon solutions like ECOPact green concrete and Elevate roofing systems. Our Global Innovation Center leads a global network of R&D centers to continuously develop solutions that help our customers meet their sustainability goals and obtain the world's most prestigious green building recognitions, such as LEED®, BREEAM® and WELL®.



>450

New products delivered

13%

ECOPact share of total ready-mix net sales

+ See more on p. 38



FOR OUR PEOPLE

We are committed to creating an inclusive and high-performance culture of empowerment and continuous learning. We are especially focused on promoting diversity and empowering young talent in strategic priority areas, such as decarbonization and digitalization. Through annual employee engagement surveys of our 60,000 Holcim people working worldwide, we ensure our people can realize their full potential and accelerate green growth.



78%

Participation in employee satisfaction survey

3.8/5

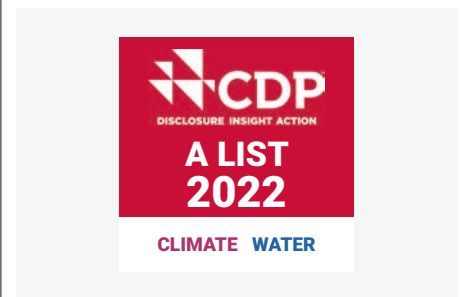
Employee engagement rate

+ See more on p. 66



FOR THE PLANET

We are becoming a net-zero company with 1.5°C targets validated by the Science Based Targets initiative (SBTi). We are on a mission to decarbonize building with circularity at the core of everything we do, leading our industry in circularity. We build for nature to protect the environment by using transformative rehabilitation plans and use a science-based methodology to restore and preserve biodiversity and water while bringing more nature into cities.



AA

CDP double "A" list for climate and water

6.8M

Tons of construction and demolition waste recycled

+ See more on p. 42



FOR COMMUNITIES

At Holcim we embed human rights across our activities. We put our business to work to empower communities, for example in partnership with Habitat for Humanity in Mexico and the Philippines. We became a founding member of the Roof Over Our Heads campaign to improve the lives of people in informal settlements. From health and education to skills development, these initiatives are improving the well-being of people in our communities around the world.



22.5M

Contribution to social initiatives
CHF

98%

Holcim sites covered by
Human Rights Impact Assessments

+ See more on p. 72



FOR OUR SHAREHOLDERS

In 2022 we delivered record performance and successful transformation for our shareholders. Net sales, Recurring EBIT, debt leverage and return on invested capital all reached record levels, while at the same time our Solutions & Products segment reached 19 percent of net sales, our geographic footprint shifted into mature markets, and we strengthened our sustainability profile with 21 percent¹ lower carbon emissions per net sales vs. 2021.



2.50

Proposed dividend per share
CHF

4.96

EPS²
CHF

+ See more on p. 78

¹ Scope 1 + Scope 2 emissions

² before impairment and divestments and DOJ resolution

MATERIAL PRIORITIES

Materiality provides an essential lens through which we determine our approach for building long-term value for all our stakeholders. We conducted a new materiality assessment in 2022.

+ See the results on pages 114–115 in the complete 2022 Integrated Annual Report.

SUCCESSFUL TRANSFORMAT

In 2022 we expanded
Solutions & Products
and shifted toward core
markets.



▲ National Cultural
Center, Baku, Azerbaijan
designed by Zaha Hadid
Architects built with
Elevate's roofing
systems

TION

IN THIS SECTION

Stepping into the future	28
Our business model	30
Expanding Solutions & Products	32
Attractive segments offering profitable growth	36
Helping our customers meet their sustainability goals	38



STEPPING INTO THE FUTURE

In December 2022, our Board of Directors and Executive Committee visited Solutions & Products facilities in North America. This visit showcased Holcim's successful transformation as a global leader in innovative and sustainable building solutions.



We're developing a USD 4 billion platform in the fast-growing USD 40 billion North America roofing market.



By getting specified early in the design phase, we are opening tremendous cross-selling opportunities.



Repair and renovation account for a growing share of our roofing business, making it a highly resilient growth engine for our company.



OUR BUSINESS MODEL

In line with Strategy 2025 – “Accelerating Green Growth,” we have evolved the efficiency of our organizational model, integrating key markets that share similar growth dynamics into one Asia, Middle East & Africa (AMEA) region. AMEA joins the other regions of Europe, North America and Latin America. Our Solutions & Products segment is a proven growth engine for our Group, delivering 19 percent of net sales in 2022.

GLOBAL LEADER IN INNOVATIVE AND SUSTAINABLE BUILDING SOLUTIONS

ECOPact **ECOPlanet** *Aggneo* **DYNAMax** *Hydromedia*

NORTH AMERICA

North America is our number-one region, where we are leading the shift to sustainable building from foundation to rooftop – from commercial to residential, new building to renovation – accelerated by government programs and incentives, such as the Inflation Reduction Act and Buy Clean Initiative in the US. We are ready to capture this growth dynamic with our innovative and sustainable building solutions, helping our customers achieve their sustainability goals.

EUROPE

Our Europe region is at the forefront of decarbonizing building. It offers the most advanced sustainability profile in the Holcim Group, from green operations and solutions to next-generation technologies like carbon capture, usage and storage. Europe is leading the roll-out of green solutions for construction and the decarbonization of buildings through their lifetime, advancing low-carbon construction and making buildings sustainable in use. This green growth momentum is accelerated by policies from all levels of government, such as the EU Net Zero Industry Act to Germany’s Climate Protection Act and France’s RE2020, as well as advanced building norms driven by ESG and customer demand.

LATIN AMERICA

In the Latin America region we delivered strong results based on healthy economic fundamentals combined with our strong asset and market positions. These put us in position to help improve living standards across the region, advancing sustainable urbanization and infrastructure.

ASIA, MIDDLE EAST & AFRICA

In the Asia, Middle East & Africa region we are introducing green building solutions like ECOPact and ECOPlanet and enabling smart design with technologies like 3D printing. Holcim is building the affordable housing and green infrastructure that this region demands.

SOLUTIONS & PRODUCTS

Delivering 19 percent of our revenues in 2022, the Solutions & Products segment is a proven growth engine, offering products in attractive segments with above-market growth and pricing power. Holcim has proven itself to be the best owner for the businesses it has acquired, extracting maximum potential through its scale, technology, innovation, investment and aligned priorities.

The Solutions & Products offer includes roofing, insulation, tile adhesive and facade solutions, as well as asphalt and precast solutions. The segment generates continuous growth through sustainability & innovation, and from the growing and resilient demand in repair and refurbishment. Solutions & Products' value-added products deliver premium pricing power through system and specification selling. Solutions & Products reduces the carbon footprint of buildings in use while offering higher cash conversion and lower capital intensity. Through this segment, Holcim is acquiring businesses that provide platforms for further growth.



Polymers Sealants
North America



ROOFING AND INSULATION

Holcim combines some of the most iconic brands in roofing, insulation and waterproofing. Our product offering ranges from pitched residential roofs to flat commercial roofing to cover the full range of roofing system applications as well as wall insulation solutions. Today we are becoming a USD 4 billion player (pro forma) in the USD 40 billion North America roofing market. With nearly 3,000 employees globally, our roofing and insulation brands strive to lead the industry with innovative solutions.

SPECIALTY BUILDING SOLUTIONS

Specialty Building Solutions covers a range of strong European brands in advanced mortars, tile adhesives and facades. All have built a solid reputation by leading their segments with premium solutions and innovative products. The largest is PRB, offering an innovation-driven portfolio ranging from coatings and insulations to adhesives and flooring systems. PRB is an established leader in sustainability, constantly innovating for easy-to-use, high-performance products.



▲ McLaren Technology Center, UK with Elevate's RubberGard, a fully adhered system working

EXPANDING SOLUTIONS & PRODUCTS

With 19 percent of net sales in Solutions & Products this year, we are ahead of schedule in reaching our 2025 target of 30 percent.



◀ Elevate solar roof at Apple Park, Cupertino, USA

Since the acquisition of the Elevate roofing business in 2021 (formerly Firestone roofing, wall and lining systems), we have been acquiring new, innovation- and brand-driven businesses to broaden our Solutions & Products offer, including by signing an agreement to acquire Duro-Last in February 2023. The Solutions & Products business segment delivered 19 percent of our net sales in 2022 from just 8 percent of net sales in 2020. That increase gives us every confidence that we will reach our target of 30 percent Group net sales in Solutions & Products by 2025.

Solutions & Products serves new construction as well as the growing repair & refurbishment market, making it a recession-proof growth engine for our company. Largely targeted at lowering the carbon

footprint of buildings in use, the Solutions & Products segment also generates more cash at lower capital intensity than other construction businesses.

Solutions & Products has two main divisions: Holcim Building Envelope and Specialty Building Solutions, as well as incorporating asphalt and precast solutions.

Holcim Building Envelope combines strong and well-regarded brands with a long history and well-recognized expertise in roofing, insulation and waterproofing. The division's product offering ranges from flat commercial roofing systems under the Elevate brand to pitched residential roofs under the Malarkey brand. Elevate

Roofing is a unique and attractive market

Holcim's successful transformation has been driven by fast expansion of Solutions & Products and into the most attractive North America market. Roofing has been the key to this, especially with Elevate in the commercial segment and Malarkey in residential. With the February 2023 agreement to acquire Duro-Last, another proven growth engine in the North America commercial roofing market, we expect 2023 net sales from roofing to exceed USD 4 billion (pro forma) – two years ahead of target.

Ever-growing roofing market

Roofing offers a unique and attractive business model. It is innovation-, sustainability- and brand-driven, offering significant pricing power for the market's strongest players.

Roofing offers a large, addressable market. North America alone accounts for USD 40 billion. The market in flat roofing especially is expanding quickly, driven by roofs which waterproof the building and provide functions such as cooling with high reflectivity, improving the building's overall energy efficiency.

System and value selling

Roofing offers system and value selling at its best, where sales of the membrane can be tripled through accessories, insulation and warranty business. Roofing also offers substantial opportunities for cost savings and cross-selling (see page 38).

Resilient repair market

Roofing is driven by growing and resilient demand in repair and refurbishment, resulting in lower cyclicity, making the business recession-proof.

Financial performance

From commercial flat roofs to residential shingles, we have proven that Holcim is the best owner of these assets. We have generated a significant increase in profitability of those businesses, with a Recurring EBIT margin of 19% in commercial roofing.

Perfect strategic fit for Holcim

Roofing is a perfect strategic fit for our business. It strengthens our range of sustainable building solutions, helping our customers to achieve their sustainability goals.

4 BN
Net sales in roofing to reach USD 4 billion 2023, pro forma

ROOFING PLATFORM



Polymers Sealants North America



¹ Proposed acquisition of Duro-Last announced in February 2023 and subject to customary closing conditions.



ONGOING EXPANSION IN HIGHLY ATTRACTIVE ROOFING BUSINESS

- Attractive and large building materials segment expected to grow over-proportionally
- Holcim to reach USD 4 billion net sales pro forma in 2023
- Holcim sales of over 70% in re-roofing, a non-discretionary expense
- ~80% of sales in systems selling

◀ Cambridge Riverside with white Duro-Last membrane in Cambridge, MA, USA

EXPANDING SOLUTIONS & PRODUCTS CONTINUED

commercial roofing has a significant nationwide footprint and is strongest in the eastern US, with clear plans to expand into the western US, Canada, Latin America and Europe. Malarkey is a market leader in residential roofing in the western US, where it is well known for offering one of the most sustainable, longest-lasting and most circular roofing shingles on the market. An average Malarkey roof upcycles 3,200 plastic bags and five tires, while our smog-reducing granules act as the equivalent of two trees. Re-roofing accounts for the majority of sales in both segments.

Holcim Building Envelope, and especially Elevate commercial roofing, benefits from system selling – delivering complete roofing and insulation solutions that are backed by warranty and technical teams to build a loyal and profitable base of Elevate customers. Holcim Building Envelope is also highly engaged with owners, architects, engineers and others in the design phase to engage in specification selling to scale up of our solutions across all our markets.

In the second half of the year we added two businesses to Holcim Building Envelope. The first was SES Foam, an advanced energy-efficiency and spray foam insulation system. Spray foam insulation represents the fastest growing kind of insulation, positioning us as a top-four player in the US market. We also welcomed Polymer

54%
Solutions & Products net sales growth

▼ Designer Shingles shown in Natural Wood in Aurora, Colorado





Sealants North America, which is a highly synergistic adhesives and accessories producer that expands Elevate's vertical integration. The integration of both businesses will allow us to widen our spectrum of waterproofing solutions even further and expand our reach into the USD 40 billion North America roofing market.

With nearly 3,000 employees globally, Holcim Building Envelope brands strive to lead the industry with innovative solutions.

Our other division in Solutions & Products is Specialty Building Solutions. It comprises five strong brands in mortars and construction chemicals and is concentrated mostly in Europe. The largest of these is PRB, which was the biggest independent specialty building solutions provider in Europe when we acquired it. PRB is ideally positioned for the innovation-driven, premium and high-growth repair & refurbishment market. Other businesses in the division include Compaktuna, a Belgian-based premium mortar supplier, Izolbet from Poland, which focuses on the highly attractive repair & refurbishment market, and Cantillana, a leading Belgian specialty building solutions providers with experience in façade construction systems and external thermal insulation composite systems. The broad range of product offerings include mortars, tile adhesives and facades. Specialty Building Solutions also provides a platform to build existing Holcim brands, such as Tector. All five brands have built a solid reputation by leading in their segments with premium solutions and innovative products.

Our entire Solutions & Products segment benefits from global trends in repair & renovation. In mature markets such as Europe, where up to 80 percent of the building stock needed by 2050 is already built, green retrofitting is a major growth driver.

▲ *SES Spray Foam solved design challenges in the restoration of the National Museum of Women in the Arts in Washington, D.C.*

166%
Solutions & Products
Recurring EBIT growth

ATTRACTIVE SEGMENTS WITH ABOVE MARKET PROFITABLE GROWTH

INSULATION

THERMAL INSULATION SYSTEMS FOR ENERGY EFFICIENCY & GREEN RETROFITTING

Holcim offers high performance insulation solutions that greatly enhance the performance and energy efficiency of our customers' buildings. Our patented ISOGARD technology has the highest thermal efficiency per inch in the market, while our SucraSeal Spray Foam has the highest bio-content in the industry. Our innovative solutions suit all types of building projects, from new builds to renovations, playing an increasing role in the repair and green retrofitting space.

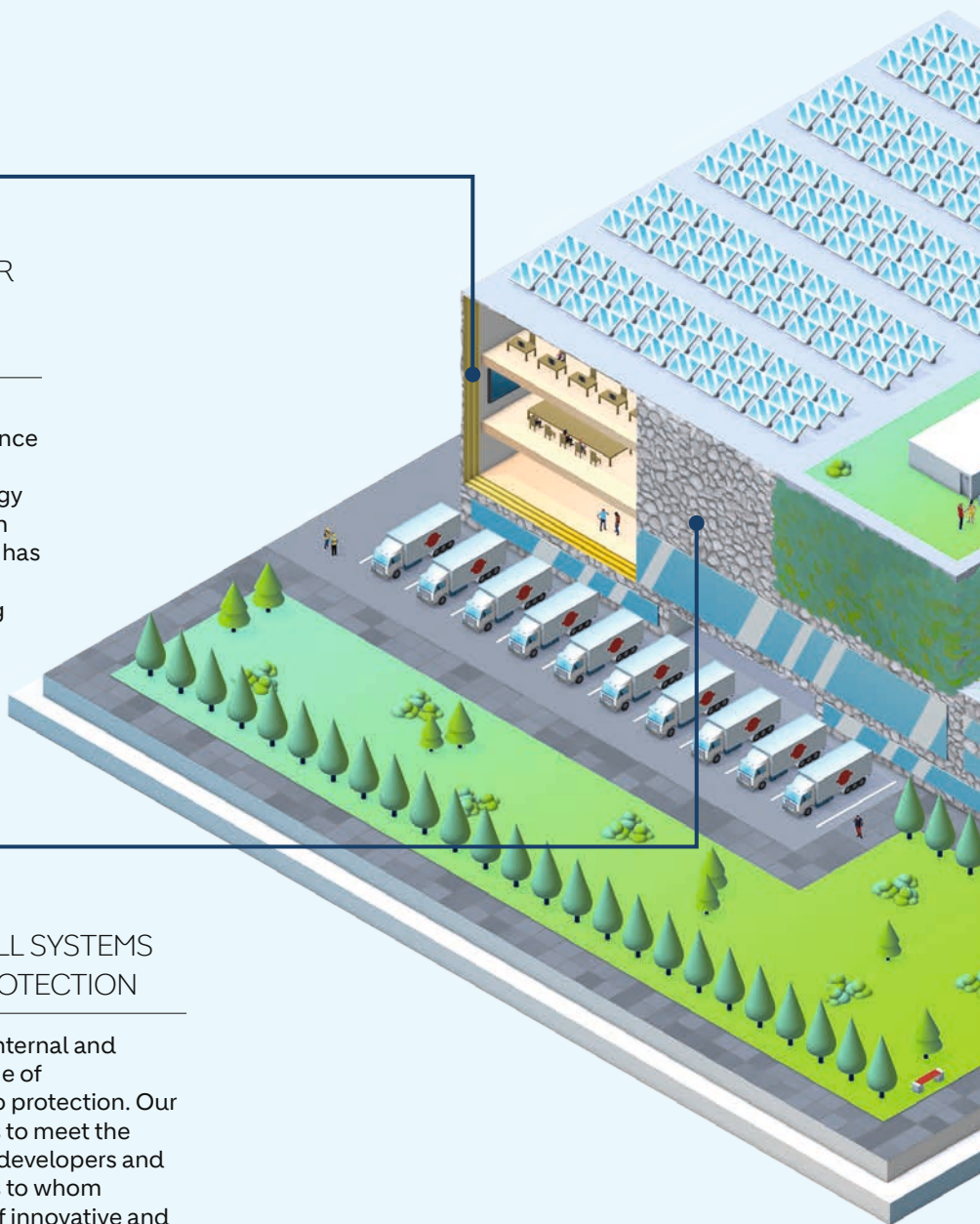
FAÇADES

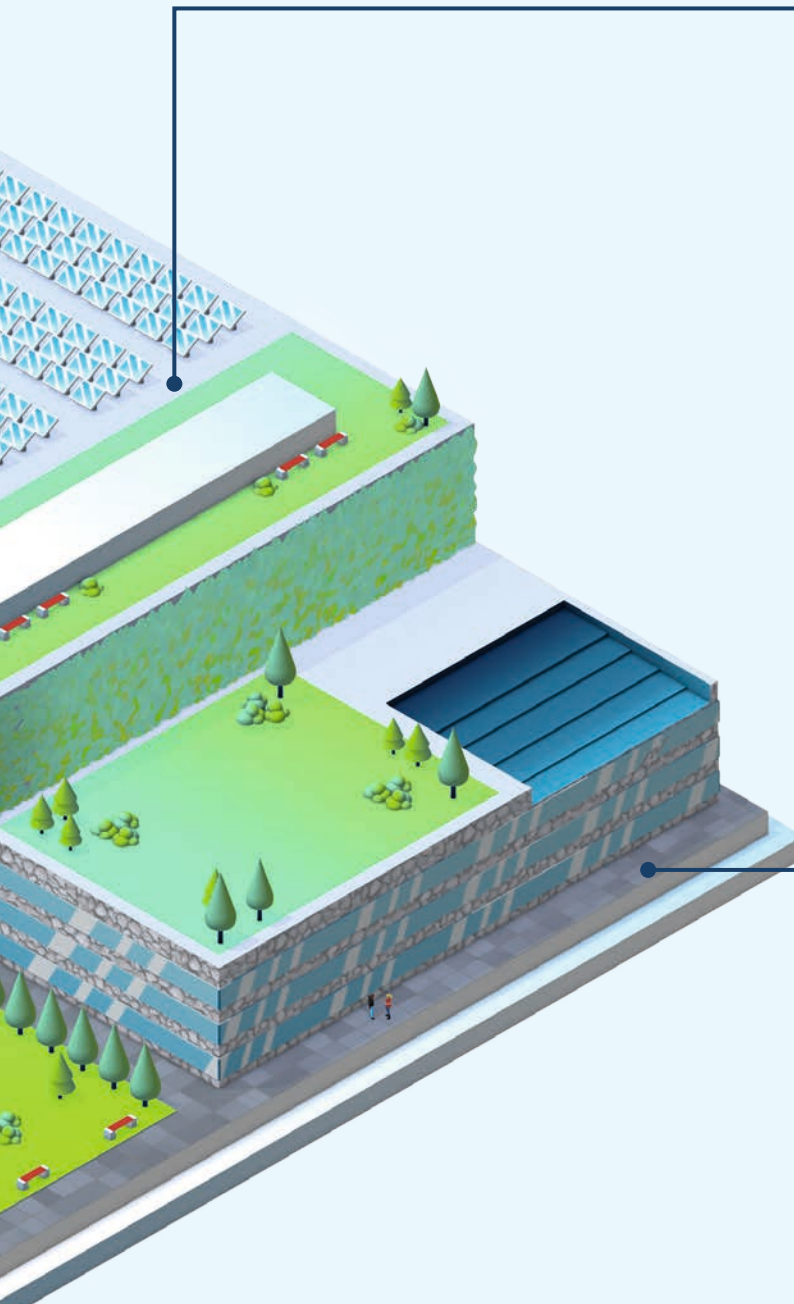
INTERNAL & EXTERNAL WALL SYSTEMS FROM DECORATION TO PROTECTION

Our façade offering cuts across internal and external wall systems, with a range of functionalities from decoration to protection. Our offer spans different applications to meet the needs of architects, contractors, developers and public authorities – key specifiers to whom we can sell our complete range of innovative and sustainable building solutions.

GREEN BUILDING SOLUTIONS

To build better with less we offer the broadest range of green building solutions, from ECOPact, which reduces the carbon footprint of concrete by at least 30 percent, to DYNAMax, which reduces the material demand for building.





ROOFING

FROM COMMERCIAL FLAT ROOFS TO RESIDENTIAL SHINGLES

Roofing is a unique and attractive business (see page 33), key to making cities greener and more sustainable while making buildings more energy-efficient and resilient. Our range of solutions cuts across flat roofing systems, from cool and green to solar-enabling roofs, for commercial applications from warehouses to data centers. For residential applications we offer the most sustainable and circular shingles that are Green Circle certified.

TILE ADHESIVES

ADVANCED SYSTEMS, DECORATIVE & FUNCTIONAL

Tile adhesives are a growing category within our range of advanced mortars. They are highly specialized, innovation-driven building solutions, tailored for a variety of conditions and materials. Our products are designed for applications ranging from foundations to swimming pools.

ECOPact *Hydromedia* **Aggneo**
ECOPlanet **DYNAMax**

HELPING OUR CUSTOMERS MEET THEIR SUSTAINABILITY GOALS



Cross-selling for green growth

By combining Holcim green solutions such as ECOPact low-carbon concrete and Elevate energy efficient roofing systems, we offer a full-system approach to decarbonize our customers' buildings, from foundation to rooftop.

At Amazon's distribution center in Maple Grove, Minnesota, for example, we delivered 100,000 m² of roofing solutions as well as 100,000 m³ of concrete. Our broad offer across materials and solutions puts us in a strong position to reach specifiers with our differentiated and sustainable solutions, particularly for warehouses and big data projects such as the one in Maple Grove. Such projects account for a rapidly growing share of building across our markets.

This builds on a legacy of collaboration between the two companies, such as at Amazon's iconic headquarters in Seattle (below), where ECOPlanet delivered an 80 percent CO₂ reduction.

“Holcim allows AWS to further reduce the emissions associated with building our data centers, and creates opportunities to make our infrastructure more sustainable going forward.”

GURMEET SETHI

Head of AWS Data Center Procurement for the Americas

GREEN BUILDING SOLUTIONS



+



+



◀ Amazon's iconic headquarters in Seattle, where ECOPlanet delivered an 80 percent CO₂ reduction



Amazon builds low-carbon with Holcim

Holcim and Amazon Web Services (AWS) are working together to make AWS data centers in the US more sustainable. The partnership follows AWS's new design standards, which requires that its new US data centers use concrete with 20 percent lower embodied carbon versus standard concrete. Holcim delivered a tailor-made ECOPact mix that nearly doubled that ambition, decreasing embodied carbon by nearly 40 percent.

“New ideas, new technologies and new requirements are changing the ways we design, build and grow,” said Cedric Barthelemy, Regional Head, Mid-Atlantic with Holcim. “AWS is known for its bold thinking across business models, and that extends to its approach to sustainability. Our partnership pairs their experience in data warehousing and our expertise in designing low-carbon concrete to achieve a more sustainable built environment.”

As innovation leaders of their respective industries, Holcim and AWS prioritized the collaboration of engineers, architects, developers and builders early in the planning to achieve close to 40 percent CO₂ reduction with ECOPact in its new data centers

Holcim and AWS are looking for ways to improve CO₂ savings on future projects, especially as the new AWS design standards go global.

“Amazon gave us a target for decarbonization – then we doubled it with ECOPact.”

CEDRIC BARTHELEMY
REGIONAL HEAD, MID-ATLANTIC



LEADING IN SUSTAINABILITY

Holcim is a leader in low-carbon and energy efficient solutions, reducing CO₂ intensity and scaling up circular construction.

▲ Thammasat University Rooftop Farm (TURF), Asia's largest rooftop farm with Firestone's UltraPly TPO 1.5mm-20,000m² green roof in Thailand

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IN THIS SECTION

Leading in sustainability & innovation	42
Decarbonizing building	48
Circular living	62
Partnering for green growth	64
Holcim people	66
Health, Safety & Environment	70
Communities	72
Holcim Foundation for Sustainable Construction	74

LEADING IN SUSTAINABILITY & INNOVATION

We are pushing the boundaries of innovation to decarbonize building.

Our strong sustainability focus is embedded within all our operations and is oriented around four key pillars: climate & energy, nature, people and circular economy. The Climate & Energy pillar is addressed on pages 42 and 48–61. Nature is on pages 42–43. Circular economy is on pages 60–63 and the People pillar is on pages 72–73.

Climate & Energy

In keeping with our purpose to build progress for people and the planet, Holcim was the first global building materials and solutions company to have its 2030 and 2050 net-zero targets validated by the Science Based Targets initiative (SBTi) for all scopes.

In 2022 we took that leadership further by upgrading our 2030 targets to be aligned with the 1.5°C scenario. The SBTi approved these revised near-term targets as consistent with their 1.5°C science-based framework (see table below). Our

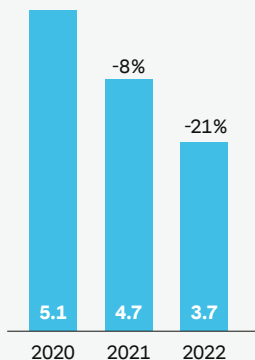
2030 targets are also adjusted to reflect recent divestments and the optimization of our portfolio, aligning with the requirements of the Global Cement and Concrete Association’s “Sustainability Framework Guidelines” and International Greenhouse Gas Protocols. To learn more about the steps we are taking to reach net zero by 2050, see Green Operations, beginning on page 50. Our next Climate Report will give full details of our net-zero journey in April 2023.

Nature

Holcim is one of the few global companies committed to increasing biodiversity based on transformative rehabilitation plans. We were the first in our sector committed to replenishing freshwater. These goals were set out by the Nature strategy established in 2021 and are supported by the Nature Policy we launched in 2022, also a first for our sector.



REDUCTION IN CO₂/NET SALES %¹



³ 2022 Scope 1 + Scope 2 CO₂ emissions/ net sales, compared to 2021

Top marks in water and climate

In 2022 we received A scores for both climate change and water security by the CDP. Holcim is one of 15 companies that achieved a double ‘A’ out of more than 15,000 companies scored, validating our position as a sustainability leader in the building materials industry. This is the third consecutive year that we have appeared on the CDP’s “A List,” reflecting our vision to become the global leader in innovative and sustainable building solutions.

Biodiversity

To measure biodiversity on the land we manage we use the Biodiversity Indicator Reporting System (BIRS), a methodology developed in partnership with International Union for Conservation of Nature (IUCN). With the BIRS we will establish biodiversity baselines for all our managed land by 2024, and use the same method to confirm our positive biodiversity impact by 2030.

This year we met both of our 2022 biodiversity targets: to have rehabilitation plans for our quarries, and to have biodiversity management plans in place for all quarries located in high biodiversity value areas. On a global level, 48 percent of our sites now have a biodiversity baseline, well on track to meet our ambitious 2024 target.

Notable biodiversity recognitions include the outstanding restoration of Ripon City Quarry in North Yorkshire (UK), which won the award for “Restoration” at the 2022 Union Européenne des Producteurs de Granulats (UEPG) Sustainable Development Awards. The restored quarry is now called the Ripon City Wetlands and is operated by the Yorkshire Wildlife Trust. Our La Chanta quarry in Spain received a Special Mention for its innovative rehabilitation process and prioritization of biodiversity.

We are committed to doing our part to fully implement the biodiversity related transparency agreed at COP15 in Montreal (Target 15). We are actively engaging with the Science Based Targets Network, and our representative serves as part of the Taskforce on Nature-related Financial Disclosures.



◀ Park viewpoint developed by the Holcim Innovation Center, featuring a hybrid adaptive roof

Cerro Blanco, Guayaquil

Located just outside Ecuador’s largest city of Guayaquil, Cerro Blanco is one of the last remaining tropical dry forests in the country.

Holcim owns part of this precious ecosystem, which is home to more than 1,400 diverse species of flora and fauna. In 2022, we launched the Cerro Blanco Protected Forest Master Plan to provide visitors with a new learning center to discover the link between nature and architecture.

LEADING IN SUSTAINABILITY & INNOVATION CONTINUED

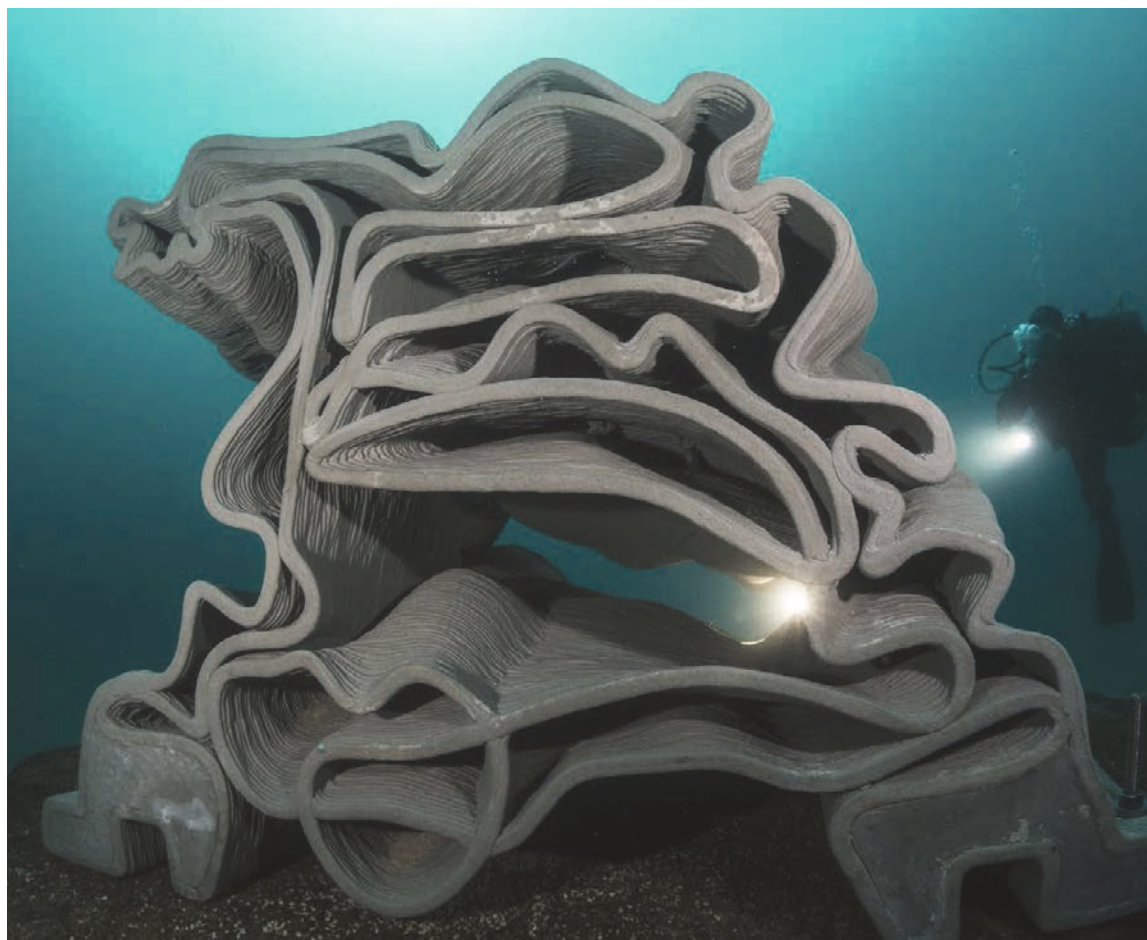
Water

To meet our water commitments we prioritize sites in medium to high water-risk areas, which we define using the World Resources Institute (WRI) Aqueduct tool. Twenty-four percent of our sites fall into this category.

In 2022, we reduced freshwater usage at those sites by 11 percent. We achieved this through projects such as the water recycling system we built in Bulacan in the Philippines, where we now reuse water consumed for cooling, which is the most water-intensive phase of cement operations. The Bulacan plant is also noteworthy for using harvested rainwater, which covered 45 percent of the plant's water needs in 2022.

We are scaling up our impact through partnerships. In 2022 we became a Board member of the 50L Home Coalition, which aims to address

urban water crises around the world. We also joined the Water Resilience Coalition to continue protecting the world's freshwater resources. In this role we will ensure our water-positive impact methodology aligns with the Coalition's Net Positive Water Impact concept, then share our methodology with other companies.



◀ Bioactive concrete reef in the Mediterranean Ocean made by 3D concrete printing.

Innovation

Innovation is one of the keys to our success. We operate in an open innovation ecosystem, working with hundreds of start-ups, like-minded companies and leading academic institutions, from MIT to ETH Zurich.

It all begins with our researchers working in the Switzerland Technology Center as well as our industry-leading Holcim Innovation Center in Lyon, France. To spread innovation across our markets, researchers from the Innovation Center work in close collaboration with our network of regional innovation hubs. Together with our commercial teams, they support our customers for all their building needs from concept to creation. Our experts cut across all fields of building, from masons to engineers to material scientists, to experts in artificial intelligence and data mining. The Innovation Center drives cutting-edge research in more than 15 areas, from CO₂ reduction to ultra high strength concrete and 3D printing. Through this system we launched over 450 new products in 2022.

Next-generation materials

One of our primary aims in 2022 was to develop the next generation of our green concrete, ECOPact. ECOPact already delivers 100 percent performance with at least 30 percent lower carbon footprint. Our aim now is to take the carbon reduction even steeper, particularly by incorporating a greater variety of low-emission raw materials into their green formulation. For more details on this crucial line of research, see page 52.

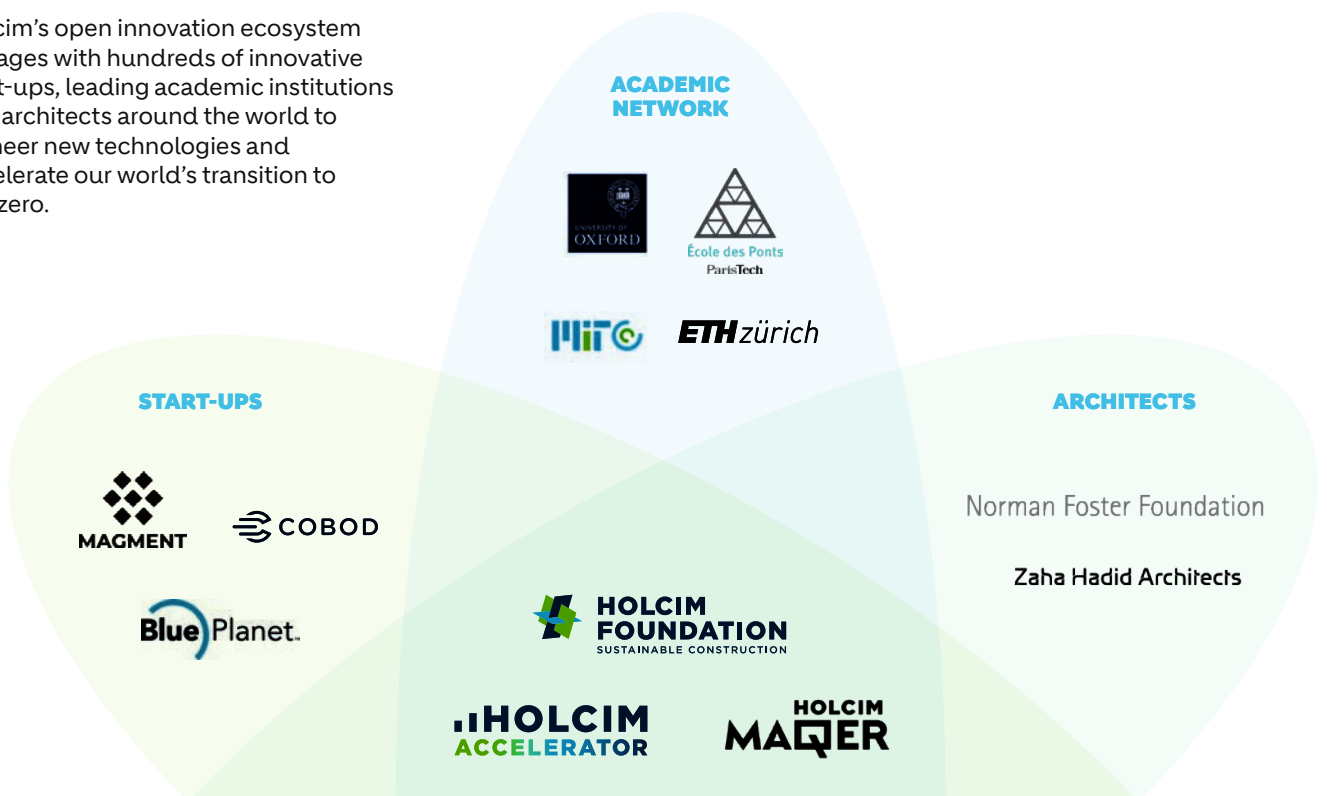
One of the most important innovative raw materials is construction & demolition waste, so that we can drive a truly circular construction. We also passed a major milestone in 2022, creating clinker from 100 percent recycled material. By mid-2023 we expect to complete our journey to 100 percent recycled concrete with a social housing project in France.

Intellectual assets

With the largest innovation capability of the industry, we draw on 300 patent families and more than 80 percent of our researchers' time is dedicated to advancing green construction.

Open innovation at Holcim

Holcim's open innovation ecosystem engages with hundreds of innovative start-ups, leading academic institutions and architects around the world to pioneer new technologies and accelerate our world's transition to net-zero.



LEADING IN SUSTAINABILITY & INNOVATION CONTINUED

Sustainability accounts for two-thirds of the patent portfolio – 45 percent directly relating to low-carbon solutions such as carbon capture and innovative low-emission raw materials, while another 20 percent are related to other sustainability drivers such as 3D printing, a great example of smart design that can reduce material use by up to 50 percent.

We work with over 40 leading universities around the world in fields ranging from materials science to civil engineering to sustainable construction. One such partnership is with the MIT Climate and Sustainability Consortium, where we are working on a lighthouse project to demonstrate a truly circular system where a building can be assembled and reassembled multiple times.

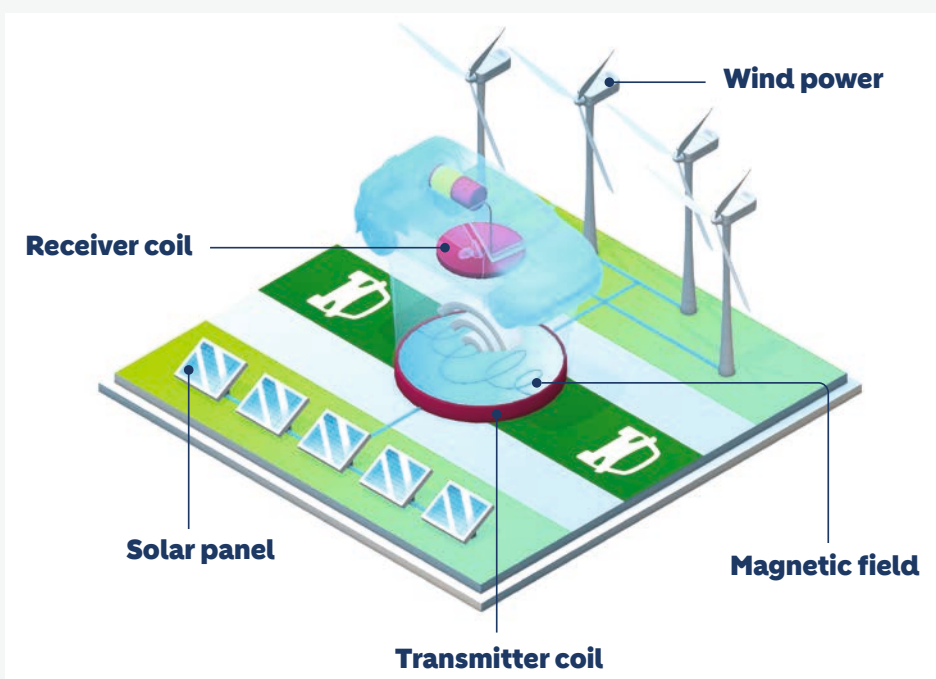
Working with start-ups

We partner with hundreds of start-ups around the world, enlisting the brightest minds to help us lead the next frontier of building solutions. These collaborations help expand our offering of low-carbon solutions as part of our journey to net zero.

We invest in start-ups to accelerate the development of next generation technologies. For example in 2022 we invested in [Magment](#), a German startup that is developing a magnetizable concrete technology for road surfaces (see box, page 37). Magment enables electric vehicles to recharge wirelessly while in motion. Known as “inductive charging,” this breakthrough concrete-based solution reduces the need for charging stations while saving time. Magment’s technology is operating today at a few sites in Munich.

Electrified, emission-free transportation

Magment and Holcim are developing a breakthrough concrete-based technology to reinvent the way electric vehicles are charged. Also known as wireless charging or cordless charging, inductive charging uses a transmitter coil to create a magnetic field that charges the vehicle’s battery. The technology can be applied to an entire length of highway, as the US Pennsylvania Turnpike Commission is currently piloting, to charge a vehicle in motion. When coupled to a renewable energy source, such as solar or wind, the charging generates zero emissions.



Envisioning the technology on a much larger scale, Holcim and Magment are now working with the US Pennsylvania Turnpike Commission to build an inductive charging lane into the nation's first superhighway by 2030, supporting the country's shift towards green mobility.

In 2022 we became an investor in **COBOD** International, a global leader in 3D construction printing, to advance world-class 3D printing materials, robotics and automation. Building on the collaboration we started in 2019, we are now looking to COBOD to further advance our innovative range of proprietary ink TectorPrint, which is tailored for 3D printing.

Holcim and COBOD have successfully collaborated on a range of innovative building projects, from 3D-printed windmill tower bases with GE, to the world's first 3D-printed school in Malawi and Africa's largest 3D-printed affordable housing project in Kenya.

We also became an investor in **BluePlanet**, a leader of capturing CO₂ into building materials through a process called mineralization. Blue Planet's novel process sequesters carbon emissions into aggregate that can make concrete carbon-negative. Each ton of Blue Planet's aggregate can mineralize up to 440 kilograms of CO₂, preventing it from reaching the atmosphere.

A series of programs drive our open innovation ecosystem, beginning with our own start-up incubator, the **Holcim Accelerator**. This program offers a unique and intensive six-month acceleration program to foster innovation collaboration along the construction value chain with a powerful mix of entrepreneurial, business and technical expertise, with the aim of accelerating sustainable construction and disruptive solutions. We launched the third season of the program in January 2022, when it was kicked off by explorer Bertrand Piccard. As a pioneer of sustainable technologies and solutions and pilot of the world's first solar-powered around-the-world flight, Bertrand Piccard's Solar Impulse Foundation has endorsed a range of our solutions as good for the climate and business, from ECOPact to TectorPrint.

We assess more than 500 digital start-ups every year. **Holcim MAQER** plays a special role in this work by connecting technology companies to actual use cases across our entire value chain, from quarry to customer. Collaborating with start-ups, thought leaders and corporations, Holcim MAQER finds the most impactful technologies to help build a smarter, greener and more inclusive world. Through MAQER we also organize or take part in several 'hackathons' every year, such as HackZurich and PropCON in Tel Aviv, advancing topics such as zero-carbon construction and 3D printing.

THE PLANTS OF TOMORROW



DIGITALIZING OUR PLANTS

270
Sites

1,600
Deployments

27,000
Innovators

3,000
Users worldwide

42
Proprietary solutions

◀ *The Plants of Tomorrow initiative improves performance, circularity and carbon neutrality.*

>500
Start-ups
assessed per year



MAGMENT

Blue Planet.

COBOD

Applied innovation

We apply innovation across our plants to drive more efficient and sustainable operations. The Plants of Tomorrow initiative brings together a range of innovations aimed at improving performance, circularity and carbon neutrality. We aim to accelerate the adoption of new technologies and solutions across our entire value chain, from quarry to lorry.

To date, we have deployed more than 800 applications across 180 plants, utilizing technologies from automation and robotics to artificial intelligence and digital twins. By 2025 we will reach more than 5,000 deployments.

DECARBONIZING BUILDING

From our operations to our products to buildings in use, we are decarbonizing building for a net-zero future

GREEN OPERATIONS

DECARBONIZING HOLCIM

We are decarbonizing Holcim with green operations, from green energy and mobility to green product formulation, all the way to next generation technologies like carbon capture, usage and storage.

[+](#) Learn more on pages 50-53.



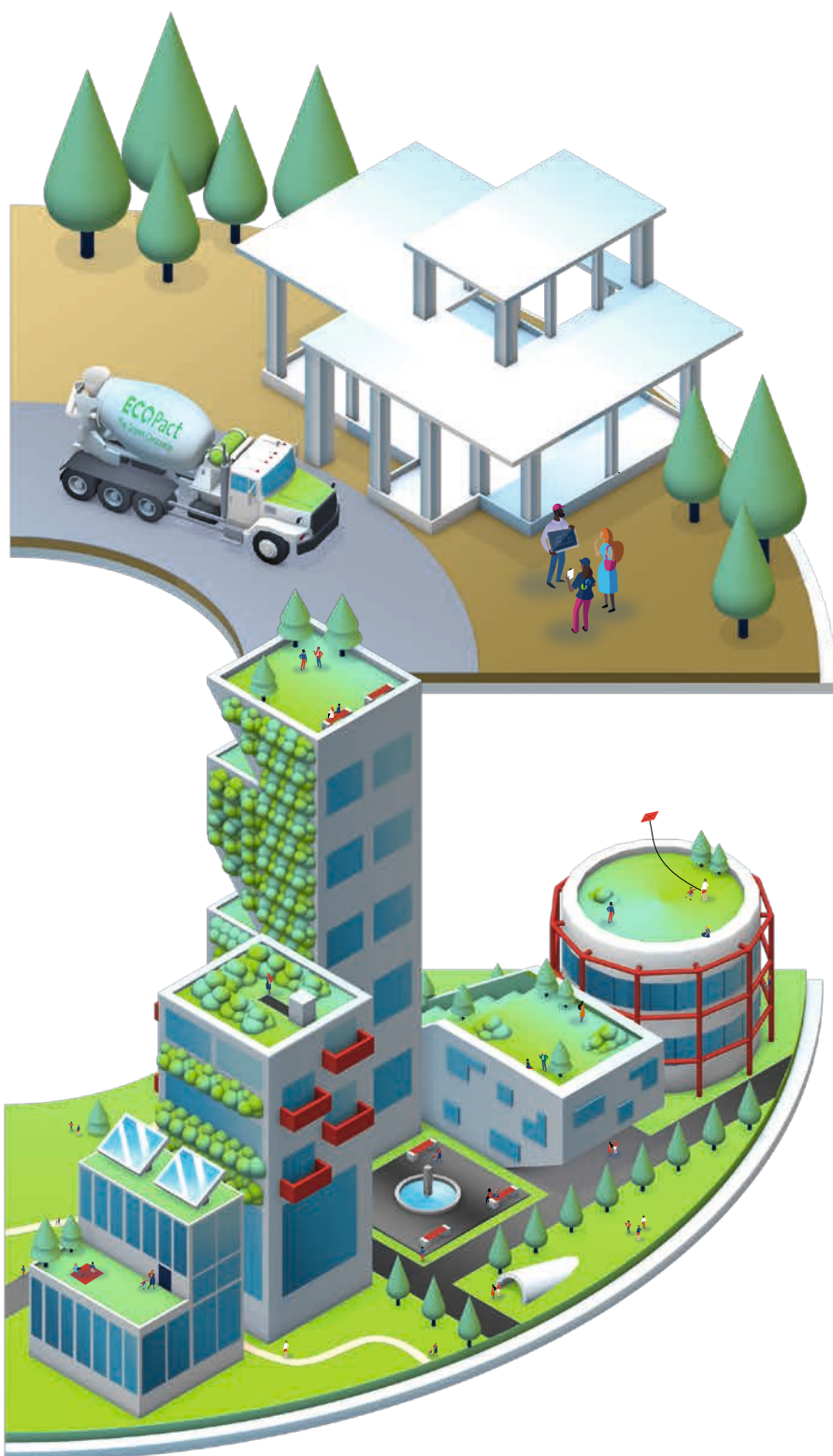
CIRCULAR CONSTRUCTION

BUILDING NEW FROM OLD

We drive circular construction to build new from the old. As a world leader in recycling we put circularity at the core of everything we do. In Switzerland we launched the world's first cement with 20 percent recycled construction and demolition waste, and upcycle plastic bags in roofing systems.

[+](#) Learn more on pages 60-61.





BUILDING BETTER WITH LESS

DECARBONIZING CONSTRUCTION

We offer the broadest ranges of low-carbon materials such as ECOPact green concrete, delivering 100 percent performance with at least 30 percent less CO₂; as well as enabling smart design systems like 3D printing that can reduce material use by up to 50 percent.

[+](#) Learn more on pages 54-57.

MAKING BUILDINGS SUSTAINABLE IN USE

DECARBONIZING CITIES

Holcim Solutions & Products, from roofing to insulation, are making buildings more sustainable in use to decarbonize our cities, driving energy efficiency and green retrofitting.

[+](#) Learn more on pages 58-59.



GREENING OUR OPERATIONS

From energy and mobility to product formulation and next-generation technologies, we are lowering the carbon footprint of our operations.

Energy

We source 28 percent of our thermal energy from biomass, alternative fuels and materials at the end of their life. Using these alternative energy sources helps solve society’s growing waste disposal problems and reduces our use of fossil fuels.

Some of our European plants source over 80 percent of this energy from such alternative sources, delivering a high-yield source of energy for producing heat. At a global level, this approach diverted 5 million tons of waste from incineration or landfill in 2022.

Electricity is our other major category of energy use. Here we are moving to decarbonized sources wherever we can, such as solar, wind and hydropower, with Colombia, Switzerland and other advanced markets already operating with 100 percent renewable electricity. Our goal is to reach at least 65 percent renewable electricity by 2030. Where these are not available we are installing solar and wind facilities on our own premises.

We are also pioneers in recovering the waste heat from our operations to generate electricity. Seven waste heat recovery systems operate across our Group today, generating 318 gigawatt hours of carbon-free electricity, equivalent to a carbon savings of 165,000 tons each year. Eighteen more waste heat recovery units are planned.

28%

Share of thermal energy from alternative sources

5M

Tons of waste diverted from landfill



◀ By 2030 we plan to source 65 percent of our electricity from decarbonized sources like solar.



◀ We use a range of electric mobility options in Europe, North America and Latin America.

Mobility

We are leading the transition to green mobility from our quarries to cities, using the greenest and most efficient transport options from electric and biofuel-powered vehicles to railways and barges. We are deploying electric fleets across our operations, from autonomous e-vehicles in our quarries to long haul e-trucks to distribute our materials. We digitalize our transport and logistics with proprietary digital technology platform to optimize load and route efficiency, safety and carbon footprint.

One of the most exciting initiatives is to electrify our own fleet of ready-mix concrete trucks. We are currently piloting a model in Europe that can reduce the carbon emissions by up to 80 percent compared to conventional ready-mix trucks, with the aim to deploy an electric fleet across the region in the coming years. These will reduce the carbon emissions that come from transporting our materials to customers as well as among factories and distribution terminals.

Reducing maritime emissions in the US

We are a founding member of the Blue Sky Maritime Coalition, an industry group which seeks to reduce carbon emissions from waterborne transport in the US through innovation. Because our US business transports a significant amount of material on the ocean, Great Lakes and inland waterways, reducing maritime emissions is a priority in that market.

Transportation currently accounts for 13 percent of our total Scope 3 carbon emissions and can be tackled largely by shifting to a net-zero fleet, as well as working with transport suppliers who share that same commitment.

“Introducing electric vehicles into our operations is essential to reach net-zero emissions.”

ALEXANDER SCHELD

Global Head of Cement Logistics

GREENING OUR OPERATIONS CONTINUED



◀ Exploring green formulation at the Holcim Innovation Center

48%
Potential CO₂ reduction from calcined clay

Green formulation

We offer the world's broadest range of green building solutions. These are enabled by our expertise in green formulation, where we use innovative low-emission raw materials to decarbonize our concrete and cement mixes.

One such material is calcined clay. Obtained through the calcination of natural clays at a relatively low temperature, calcined clay is a mineral powder that emits four times less CO₂ during production than clinker, delivering building materials with up to 48 percent less CO₂. Clay is one of the most abundant natural materials worldwide, making it a highly scalable solution for producing low-carbon building materials.

We are expanding this innovation globally. ECOPlanet products using calcined clay cement are currently available in Italy and France, and industrial trials are underway across all regions.

In 2023 we launched Europe's first calcined clay low-carbon cement operation at our Saint-Pierre-la-Cour plant in France. The plant will deliver ECOPlanet green cement with a significantly lower CO₂ footprint compared to standard cement (CEM I). This advanced production line, a world's first, runs on our proximA Tech proprietary technology, and will produce up to 500,000 tons of low-carbon cement per year.

“With innovative raw materials, from calcined clay to construction & demolition waste, we are scaling up green construction.”

MILJAN GUTOVIC
Region Head, Europe

Next-gen tech

To accelerate our net-zero journey we are developing next-generation technologies, especially carbon capture, utilization and storage (CCUS). We are running over 50 CCUS and mineralization projects around the world, recycling the CO₂ from our plants across a range of applications from fuel and plastics to agriculture.

In 2022 we received strong support for this approach from the European Innovation Fund, which awarded us two grants totaling EUR 328 million for CCUS projects in Poland and Germany. The project in Germany will capture carbon from our Lägerdorf plant, then turn it into synthetic fuel for the mobility sector and as feedstock for the chemical industry. In Poland we are building an end-to-end CCS chain, starting with CO₂ capture from our site in Kujawy to offshore storage in the North Sea, with the vision to be a net-zero plant by 2027. Both projects aim to develop highly replicable carbon capture solutions to drive the decarbonization of the building sector.

In Canada our Exshaw Plant is one of ten projects under evaluation for support from the “Call to Action” initiative of Canada’s Strategic Innovation Fund (SIF). The SIF supports large-scale, transformative and collaborative projects that help position Canada to prosper in the global economy. With total funding estimated at CAD 457 million, the proposed project will encompass front-end engineering design (FEED) studies and construction of carbon capture, transportation and sequestration infrastructure for the plant.

Other next-generation solutions come from our Plants of Tomorrow program (page 47), which is deploying tools from robotics to predictive maintenance that can help green our operations.

>50
CCUS and
mineralization
projects

328M
EU Innovation
Fund grant
awards
EUR, 2022





BUILDING BETTER WITH LESS

Holcim is a key player in making low-carbon construction possible at scale around the world.



◀ The Ellinikon, Greece, will be Europe's largest urban regeneration project

At Holcim we are building better with less to decarbonize construction.

We are making low carbon construction possible at scale around the world from Zurich to New York and Mexico to Manila with our green building materials. We launched the world's broadest ranges of green concrete with ECOPact and green cement with ECOPlanet, delivering 100 percent performance with at least 30 percent less CO₂, in line with the most advanced sustainability certifications, from LEED® and BREEAM® to WELL®.

ECOPact in urban regeneration

One of the most exciting applications of our green materials comes from Greece, where we are part of the Ellinikon, the largest urban regeneration project in Europe, supplying ECOPact green concrete.

An EUR 8 billion project of Lambda Development, Greece's leading real estate developer, the Ellinikon is the largest privately-funded investment in Greek history. Designed by Foster + Partners, the urban development on the Athens Riviera will be three times the size of Monaco, spanning 6.2 million m².

Green building solutions

When it comes to building a net-zero future, our materials play an essential role across a building's entire life cycle.

The construction sector represents 38 percent of the world's global CO₂ emissions. Thirty percent of these emissions are generated at the building phase. We address this phase at scale with the world's first and broadest ranges of green concrete, ECOPact, and green cement, ECOPlanet, offering 100 percent performance with CO₂ reduction of at least 30 percent.

The remaining 70 percent of emissions result from the building in use. We tackle this stage with our advanced solutions for energy efficiency and renovation, from our roofing systems to our insulation products like Airium. Across all these applications, we are driving circular construction to reduce, reuse and recycle materials wherever we can.

We also decarbonize building with smart design and solutions like DYNAMax, carbon prestressed concrete and Rippman flooring systems. These solutions use less material per square meter of building or infrastructure, which translates into lower embodied carbon compared to conventional materials.

“With Holcim we can build better with less – emitting less carbon and consuming less natural resources – on a global scale.”

PROFESSOR JOSEF KURATH

Founder of CPC and professor at the ZHAW School of Architecture, Design and Civil Engineering

The Ellinikon will include residential, office and retail buildings, as well as medical, educational, sports and cultural facilities, all of which will meet the highest sustainability standards. By using ECOPact green concrete, the project will reduce CO₂ emissions significantly compared to standard concrete.

In Monterrey, Mexico, ECOPact delivered a 30 percent CO₂ savings for GP Vivienda, a developer focused on building housing projects for all tiers of the market – from large affordable housing developments to more exclusive communities – all across the city's metropolitan area.

This is a critical need for Mexico's third largest city, whose population of 5 million people is growing every year. By 2030, an extra 600,000 people will need a place to live.

As a customer who shares our commitment to sustainability, GP Vivienda contacted Holcim to find out about products that can successfully reduce emissions for its projects in and around Monterrey. After discussions with Holcim, GP Vivienda chose ECOPact, the world's broadest range of green concrete. By the end of 2022, Holcim Mexico had supplied more than 50,000m³ of ECOPact for their developments.

Smart design

Another way to build better with less is to empower smart design. Technologies like 3D printing allow builders to reduce material use by up to 50 percent. We make this possible with proprietary technologies such as our 3D concrete

ECOPact
ECOPlanet
DYNAMax
TectorPrint

▼ Eulach footbridge in Winterthur, Switzerland, built with CPC, weighing 75 percent less than with traditional concrete



BUILDING BETTER WITH LESS CONTINUED

printing ink, TectorPrint. With 3D printing we are rapidly meeting critical building needs for markets as diverse as Malawi, Kenya, France and Austria. 14Trees, our joint venture with the UK's British International Investment Group, received 2022 FT/IFC Transformational Business Awards for this work in Africa, where we are 3D printing homes and schools.

DYNAMax, our ultimate performance concrete, also enables smart design by reducing material use, which increases living space for occupants at the same time. In Bucharest, for example, we used DYNAMax to build the MIRO office park, which features 23,000 square meters of leasable area spread out over five levels with a large outdoor plaza. MIRO is one of the first buildings in

Romania achieving the BREEAM Excellent rating, as well as the WELL Platinum certification for optimized office spaces which improve health and well-being through design.

Speedwell, one of Romania's most dynamic developers and promoters of sustainable buildings, chose DYNAMax for this visionary project. DYNAMax allowed them a faster construction pace and required less materials compared to conventional solutions. Thanks to the use of DYNAMax, Speedwell was able to reduce the concrete volume in the building core by one-third and thus reduce the carbon footprint of the structure by 25 percent compared to conventional concrete.

CIRCULAR BY DESIGN

Striatus was designed to place material only where needed, significantly reducing its environmental footprint. With no reinforcement and using dry assembly without binders, it can be repurposed repeatedly.





◀ Global product campaign: ECOPact green concrete - the world's broadest range of low-carbon concrete

Materials of the future

We are constantly searching for low-carbon materials that can help the world build better with less using smart design. One breakthrough in 2022 was carbon prestressed concrete (CPC), one of our innovative precast solutions. CPC won the Bauma Innovation Award 2022 in the “Construction” category and was certified as a cradle-to-cradle™ solution in Germany.

Using high-strength concrete reinforced with prestressed carbon fibers, CPC slabs use a proprietary process and patented technology that gives them the same load-bearing capacity as traditional reinforced concrete slabs while being up to five times thinner and lighter. In addition to enabling resource-efficient construction systems, the absence of steel means extending its service life up to 100 years, at the end of which the CPC systems can be disassembled and reused or fully recycled.

We recently used CPC to build a footbridge in Switzerland. With timber, this nine-meter span would weigh 26 tons. With CPC, the same footbridge weighs an extremely low 14 tons. That's 46 percent less than timber.

Over the whole service life, the CO₂ footprint of the CPC bridge is up to three times lower than a timber bridge. CPC is a key element of industrializing construction similar to timber solutions, but with superior performance and a lower embodied carbon footprint. Through smart design, CPC helps us build better with less: construction systems using the thin, precast plates of concrete reduce material use by up to 80 percent and CO₂ emissions by up to 75 percent, driving industrialized, circular and low-carbon construction.

Environmental performance: verified

To demonstrate the environmental profile of our solutions in a transparent way, we provide accurate, third-party verified information on CO₂ savings with environmental product declarations (EPDs). In the US, for example, our OneCem and ECOPact green solutions are all backed with EPDs. All our countries are now building their EPD roadmap so that our customers can generate EPDs on demand, with plant and product-specific data, to verify their low-carbon benefits. We offered 1,840 EPDs as of the end of 2022.

Read more
online here





MAKING BUILDINGS SUSTAINABLE IN USE

We are decarbonizing cities with our broad range of solutions from roofing to insulation, driving energy efficiency and green retrofitting.



◀ Futuristic Kindergarden, Galicia, Spain – 640 m² circular roof was covered with UltraPly TPO thermoplastic roofing membrane



Produits de Revêtement du Bâtiment



cantillana



Seventy percent of the CO₂ emissions in the construction sector are generated by buildings in use. We're expanding our solutions, from roofing and insulation to advanced mortars and green retrofitting, to reduce this footprint.

Energy efficiency

A building's roof plays an essential role in determining its energy efficiency. We are becoming a global leader in this segment, on target to reach USD 4 billion (pro forma) in net sales by 2025, with solutions ranging from Elevate's green, cool and solar-enabling flat roof systems, all the way to Malarkey's sustainable residential shingles. In 2022 we crossed a milestone by transitioning all of Elevate's insulation board production facilities to ISOGARD™, meaning that all of them now make roofing insulation that provides maximum thermal efficiency, which translates to lower operational emissions (see box).

Green retrofitting

In some regions, up to 80 percent of the existing building stock will still be in use by 2050. Our green retrofitting systems make them last longer in a sustainable way. Complementing the "new build" market, our range of specialty building solutions generate up to 80 percent of their sales in the repair market, from PRB's facade systems to Cantillana's insulation boards.

Bringing nature into cities

In addition to reducing the operational emissions of buildings, our products bring more nature into cities to make cities more livable. For example our green roofs bring vegetation and nature into cities, reducing the heat island effect and improves air quality. Hydromedia permeable concrete recharges groundwater, allowing urban forests to grow and limiting the impact of heavy floods.



◀ All Malarkey shingles are GreenCircle Certified thanks to their smog-reducing technology and use of upcycled materials



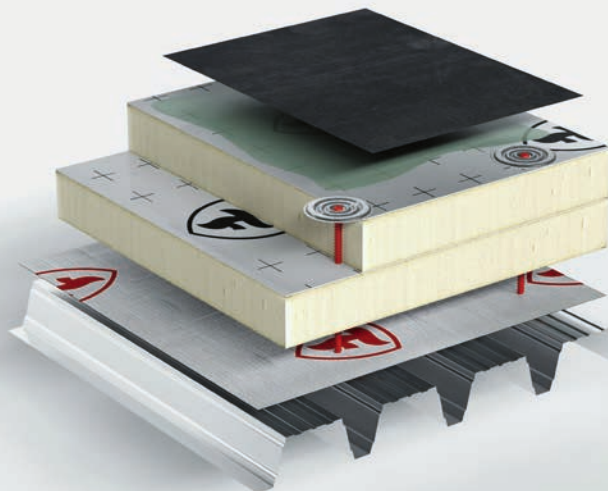
Improving air quality

With the 2022 acquisition of Malarkey, we entered residential roofing. In addition to improving home insulation, Malarkey’s shingles are also the most sustainable in the market. Malarkey Roofing Products won the prestigious Green Circle certification for upcycling about 3,200 plastic bags for the average roof.

Malarkey shingles also improve air quality. In 2018, Malarkey integrated smog-reducing technology across its entire product range. That means each average-sized roof has the smog-fighting capacity of two to three trees so that now, 400,000 roofs later, Malarkey has applied the equivalent of over 1 million trees of smog-reducing power.

WHY ISOGARD™

Roof insulation acts as a barrier to heat loss and gain, improving a building’s overall energy efficiency. Elevate ISOGARD™ provides better thermal performance compared to leading competitive products on the market today.





CIRCULAR CONSTRUCTION

We are driving circular construction to build new from the old.

At Holcim we see circularity as the business opportunity of our time.

Circular construction is essential to decarbonizing building. That means recycling materials to build new from old. It means reducing the footprint of building across its lifecycle. And finally, circular construction means regenerating ecosystems to build for nature.

We recycled 34 million tons of materials across our business in 2022, making us one of the world's largest recyclers. Construction & demolition waste (CDW) accounted for 6.8 million tons of that, equal to more than 1,000 truck loads each

day. We want to double down on this rate to reach at least 10 million tons of CDW by 2025 to build more new buildings from old ones.

As concrete is infinitely recyclable, we are building up the capacity to recycle 100 percent of concrete-based CDW with proprietary technologies and systems. Our innovations range from advanced crushing technologies to extract the highest quality materials and ensure a clean separation of resources, to smart recycling hubs to collect, sort and deploy materials, all the way to digital technologies to map and manage material flows efficiently.



Product engineers at the R&D center at Holcim Switzerland's site in Siggenthal

Aggneo

Malarkey
Roofing Products



Circularity in practice

Driving the circular economy addresses the challenges of climate change and resource scarcity at the same time. We use innovative solutions to return waste to the material cycle, recycling CDW and then returning that material into new building, through products such as Susteno, our resource-saving cement (see box).

The Recycling Center Ostschweiz (RCO)

The Recycling Center Ostschweiz (RCO), a joint venture between Holcim Switzerland (AG) and Zürcher Kies & Transport AG, specializes in recycling building materials. Spread over an area of almost 18,000 m², this unique facility sorts, treats, crushes and reuses CDW, recycling 100 percent of the materials it receives.

The center receives a wide range of CDW and turns it into high-quality gravel or mixed granules. The recycled – and recyclable – building materials are used in a wide range of applications, such as in certified concrete for the construction sector as well as certified aggregates for road and civil engineering. To stay at the forefront of both innovation and sustainability, the RCO recently installed a new soil washing system that removes pollutants and foreign matter, using recycled rainwater in the process.



◀ Recycling Center Ostschweiz (RCO) by St. Gallen, Switzerland

The innovative processes employed at the RCO ensure a significantly higher product quality and usefulness for new construction. Today the RCO can process around 200,000 tons of such material per year and supply it back to the construction sector – enough to supply construction of more than 500 single-family houses with recycled building materials.

The RCO's new company building is itself made with a high proportion of recycled material, with the concrete elements entirely made of EcoPact+, containing Susteno cement and 70 percent recycled concrete aggregates. It serves as a showroom of the many advantages of sustainable and circular economy in building.

Susteno, the circular cement

Susteno is the world's first resource-saving cement with 20 percent recycled construction & demolition waste (CDW) inside.

Susteno is made using high-quality material taken from demolition projects, resulting in a cement that closes the loop on CDW to build new from the old and preserve nature.

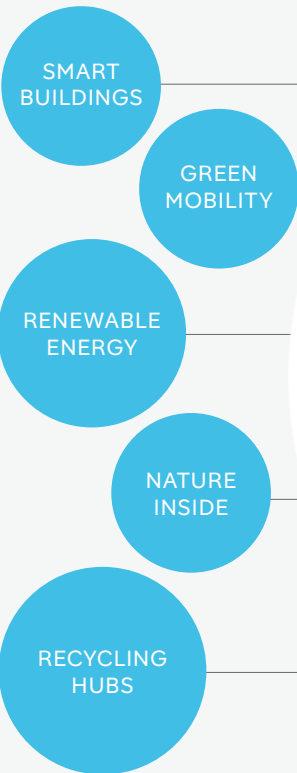
We introduced Susteno in Switzerland four years ago. Our experience shows that customers can enjoy the sustainability benefits that circular cement offers without compromising performance. We are well prepared to expand our circular range in 2023, first in Europe, taking advantage of upcoming changes in building norms. Our goal is to make circular cement accessible to more customers as standards evolve, enabling circular construction at scale.

CIRCULAR LIVING

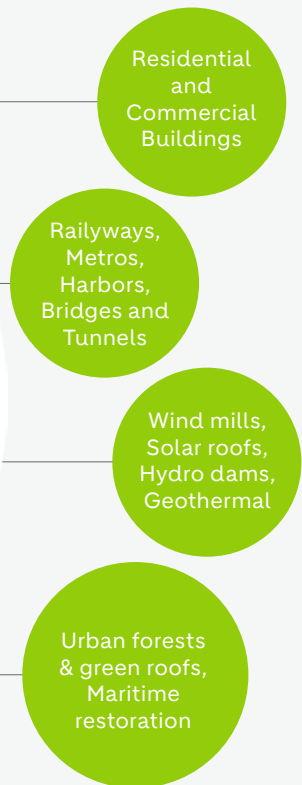
Partnering across our value chain and across public and private sectors to drive circularity.

HOLCIM GREEN BUILDING SOLUTIONS FOR CIRCULAR CITIES

WHAT MAKES A CITY CIRCULAR?



APPLICATIONS



Low-carbon materials & smart design to build better with less

ECOPlanet
ECO Pact
TectorPrint

Global Leader in Recycling driving circular construction to build new from the old

Susteno
Agneo

Energy efficiency and green retrofitting systems for more sustainable buildings in use: Roofing, insulation, facades, tiles & adhesives

Malarkey
Roofing Products
ELEVATE
AIRIUM
Insulation Redefined
SES
polyurethane systems

Nature-driven solutions to improve air quality, reduce urban heat and preserve biodiversity

Hydromedia
ELEVATE

At today's rate of economic growth, we are set to consume 2.3 planets by 2040. To stay within our planet's boundaries, we need to fundamentally change the way we build. That's why we are going beyond circular construction and engaging with partners to call for a broad-based shift to circular living.

Empowering circular cities

We expect 70 percent of the world population to be living in cities by 2050, adding 2.5 billion people. At Holcim we believe that cities will play a critical role in shifting from a linear "take-make-waste" economy to a circular "reduce-reuse-recycle" one. To show how cities around the world can make this transition, we launched the Circular Cities Barometer.

The Barometer gives us unique insights into what the most innovative circular cities around the world are doing to accelerate this shift. It evaluates the transition of 25 cities based on 12 indicators measuring the circularity of buildings, municipal systems, urban lifestyles and policies.

As the Barometer shows, circular cities are many things. Their residents live and work in smart buildings while commuting by green forms of mobility. Circular cities use renewable energy and offer recycling hubs to keep materials in use as long as possible. Circular cities offer significant green space for people and nature to thrive.

Through our materials such as ECOPact green concrete we enable smart, low-carbon buildings, as well as the infrastructure enabling green mobility – from metros and railways to bicycle and pedestrian alleys – even building roads that charge electric vehicles with Magment (see page 46). Solutions such as Elevate roofing and insulation systems help improve buildings' energy efficiency and achieve the most advanced sustainability certifications, such as LEED®, BREEAM® and WELL®.

We help drive the transition to renewable energy, for example with solar-enabling roofs. In partnership with GE we are 3D-printing higher, more powerful wind turbines and even recycling the blades at the end of their service life.

From green roofs to urban gardens enabled by Hydromedia water permeable concrete, we are bringing more nature into cities, improving air quality, cooling urban temperatures and enhancing well-being.



GO CIRCULAR: Sailing the globe for circularity

Early in 2023 we joined The Ocean Race for its first round-the-world regatta as the only Swiss team to compete in this year's legendary sailing marathon, celebrating its 50th anniversary.

With GO CIRCULAR, we are circumnavigating the world to preserve our oceans with a call to action to accelerate the shift to circular living.

The Holcim-PRB crew is led by French skipper Kevin Escoffier, a crew member of The Ocean Race winning team in its last edition in 2018. The world-class team brings together highly accomplished sailors with a track record in iconic races, from the Olympics to the Vendée Globe, Route du Rhum and more.

Racing for progress, the GO CIRCULAR team will be collecting water samples to advance marine science throughout the race and raise awareness for more circular living and the importance of marine ecosystems.

“Together, we are racing with purpose to Go Circular to protect our oceans, the heartbeat of our planet.”

KEVIN ESCOFFIER

Holcim-PRB Team Skipper

◀ Holcim's GO CIRCULAR ready to set sail in The Ocean Race in Alicante, Spain



Read more online here



PARTNERING FOR GREEN GROWTH

To bridge the gap between what we can offer and what our markets are asking for, we are engaging with the most influential partners across our value chain.



ARCHITECTS

“As an architect, I understand that our industry has a great responsibility when it comes to reducing the environmental impact we have. That’s why we want to be the leaders in sustainable construction in Mexico. Holcim’s range of low-carbon products is helping us on our journey.”

DUBELSA RODRIGUEZ
Architect at GP Vivienda



REAL ESTATE DEVELOPERS

“Sustainability is mandatory for future-proofed buildings. We all are responsible for using resources efficiently, and we as developers must take responsibility for the standards we use.”

DIDIER BALCAEN
CEO And Co-Founder, Speedwell



REAL ESTATE INVESTORS

“Collaborating with companies like Holcim that share our commitment to a net-zero world accelerates environmental change and supports our larger sustainability goals.”

GURMEET SETHI
Head of AWS Data Center Procurement, Amazon



@NEW YORK CLIMATE WEEK

“Holcim has been a leader in innovative design and brings creativity and expertise to the 50L Home Coalition, and we look forward to working together to create the next generation of sustainable building solutions.”

MAYOR KATE GALLEGO

Phoenix, AZ, USA, Public Sector
Co-chair of the 50L Home Coalition



@THE WEF IN DAVOS

“Holcim is doing an outstanding job to lead the architectural industry to a greener, better and more responsive future – and at MAD Architects we feel honored to be part of this movement.”

DIXON JUNLIANG LU

Head of US & Associate partner,
MAD Architects



@BLOOMBERG NEW ECONOMY FORUM

“Whether it’s tackling the economic effects of inflation or the pandemic, promoting cross-border collaboration, or identifying new solutions to fight climate change, now more than ever, we all need to work together to find answers to the world’s most pressing challenges.”

M. SCOTT HAVENS,

CEO of Bloomberg Media

HOLCIM PEOPLE

From our senior leaders to the next generation of changemakers, 2022 was a year of transformation.

We are committed to creating a high-performance culture of empowerment, lifelong learning and development. A diverse and inclusive culture where everyone can develop the skills they need to thrive. With 60,000 Holcim people working worldwide, we are driven to realize our full potential and at the same time make a positive difference to the world.

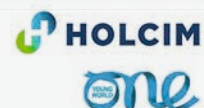
A people strategy for green growth

In 2022 we focused on ensuring that our employees are empowered to achieve the Group's green growth ambition. That included connecting our company purpose and brand to the needs and expectations of our people with a revamped Employee Value Proposition (EVP). We have now cascaded the EVP globally, and efforts are now underway to establish the common threads of the Holcim experience.



◀ Holcim delegates to the 2022 One Young World Summit in Manchester, UK

**BUILD THE WORLD
YOU WANT TO LIVE IN**





◀ Celebrating the new Holcim brand in Mexico

Next-generation leaders

We are especially focused on making sure our young talent is empowered to make a difference.

The Early Career Leaders Program is a comprehensive leadership development initiative that was designed to build next generation leaders with the necessary tools, knowledge, skills and experiences to become effective leaders. Spanning over a period of six months, the program offers participants a unique opportunity to receive coaching, engage in hands-on learning through project work focusing on sustainability, and increase their exposure to senior management.

Additionally, the program provides a platform for the early career leaders to build global networks, connect with like-minded colleagues and make real impact. By the end of the program, participants acquire valuable skills they need to take their development to the next level and grow as leaders. The program is fully online and is structured around insights from renowned international experts. It is essential in developing the next generation of leaders within Holcim. By the end of 2023, more than 550 early career leaders are expected to have completed the program.

Beginning in 2021, our top young talent have served as ambassadors to the One Young World Summit. Representing over 190 countries and more than 250 organizations, these young leaders come together to develop solutions to the biggest challenges facing humanity.

In 2022, a select group of Holcim delegates went to Manchester, UK, to raise the crucial topic of Circular Construction. Since construction accounts for almost 40 percent of global greenhouse emissions and a substantial share of material consumption, our ambassadors engaged their peers to accelerate the shift to circular living.

We also proudly sponsored One Young World's Lead2030 initiative, which funds and accelerates solutions to Sustainable Development Goals (SDGs). This year the initiative focused on SDG #11, sustainable cities. The winner received USD 50,000 to develop a low-cost, high-performance carbon capture technology to make cities greener.

Our One Young World ambassadors carried on the transformational spirit by creating a grassroots movement within our company: the I'M-Possible Movement. Today the movement already has hundreds of members from 36 countries taking ownership to build the company they want to work for. Focusing on Diversity & Inclusion, Innovation, People, Well-being and Sustainability, the program already has more than ten initiatives underway, including the Office Goes Green initiative, which is spreading sustainable work practices across our global footprint.

HOLCIM PEOPLE CONTINUED

Progress Accelerators

Latin America is at the forefront of engaging our next generation of talent. In each of the region's 19 cement plants, a talented colleague under the age of 30 serves as Head of Decarbonization. This way we align the creativity and passion of our younger colleagues toward meeting our ambitious sustainability goals. All Heads of Decarbonization complete a structured Decarbonization Academy development program to help them succeed and complete their technical development.

To keep up this momentum over 200 young talents from the region convened at our Progress Accelerators forum to discuss what we can do to attract even more young talent. These efforts come on top of the region's leading Diversity and Inclusion profile, where women represent as much as 40 percent of senior management in key markets.

Driving performance through engagement

In line with our ambition to build an outstanding employee experience, we conducted a worldwide engagement survey in 2022. It was an amazing opportunity to hear the voice of over 50,000 employees, equal to a 78 percent global participation rate. Our colleagues valued most highly that they have the opportunity to do their best every day at work, that they work in a respectful and safe environment, and working with colleagues who are committed to high quality. Empowering our people to voice their views and expectations gives us a solid foundation to drive meaningful action forward. Our priorities are to build strong and inclusive leadership and well connected teams, as well as to power the progress and growth of our people on a continuous basis. Another engagement survey is scheduled for 2023.

Developing our leadership

We brought our top 200 leaders to Zurich, Switzerland, for the first in-person Senior Leaders Meeting since 2020. Kicked off by Chairman Beat Hess and attended by the entire Group Executive Committee, the meeting was a critical opportunity to focus and accelerate our global team spirit to Accelerate Green Growth. From green building, to digitalization and decarbonizing building, the meeting underlined for all participants that we are making the future possible today, aiming to reach net-zero across our markets to improve living conditions for all.

Globally committed to diversity

One of our top priorities is to promote a diverse and innovative workforce, with the aim to have women occupying 25 percent of senior management roles. In recognition of our focus to progress with gender, generation and broader diversity and inclusion, Holcim was named one of Forbes' top Female-Friendly Companies, while FastCompany named Holcim one of the 2022 Best Workplaces for Innovators, in addition to various local recognitions in Canada, UK and Kenya. The share of women in senior management increased from 18 percent in 2021 to 20 percent in 2022.

Local country operations successfully progressed with the implementation of dedicated recruitment efforts for diverse and early career talent through internships, as well as establishing employee resource groups and programs such as Women on Wheels. In addition to local efforts made towards gender pay equity and compliance with applicable regulations, we started our first global assessment using a recognized methodology in 2022. We will monitor progress on a yearly basis with the aim to ensure equal pay for equal work and performance – not only between women and men, but also irrespective of ethnic origin, religion, ideology, sexual orientation or factors such as physical disability.



“I’m convinced that our carbon capture project is part of a trend, because decarbonization is not something that each industry can achieve by itself. We must work together.”

ERIK JANTZEN

Senior Project Engineer, Germany



“I never dreamed that I would work in the field of sustainability, helping reduce carbon emissions on such a huge scale.”

STEPHANIE VOYSEY

Senior Sustainability Manager, Canada

EMPOWERING OUR PEOPLE TO ACCELERATE GREEN GROWTH



HEALTH, SAFETY & ENVIRONMENT

In 2022 we reinforced the three pillars of our Health, Safety & Environment operating model: Critical Risk Management, Workforce Engagement and Continuous Improvement.

Health, Safety and Environment (HSE) are core values at Holcim. These values are top of mind across all operations as we work to achieve Ambition “0”. In 2022, our Lost Time Injury Frequency Rate (LTIFR) reached 0.53, with 97.8 percent of our sites and 44.8 percent of our countries reporting no lost-time injuries (LTIs).

We deeply regret that during this same period four incidents led to one employee and seven contractors losing their lives. Each of these cases was thoroughly investigated, and remedial actions were implemented to prevent reoccurrence. In such circumstances, our first priority is to support the needs of the families and team members of the individuals involved. For us as a company, it is a renewed call to keep ensuring and improving a safe, healthy work environment for our people and partners to ensure that everyone who works for us makes it home safely every day. Since the launch of our Ambition “0” in 2016, we have divided such instances by four. We will not rest until we reach zero.

We improved our environmental performance, reducing NO_x by 5 percent and SO₂ by 21 percent. We reduced dust emissions per ton of clinker by 30 percent, or 71 mg/Nm³, surpassing our 2030 target of 75 mg/Nm³.

As part of our overall HSE governance, we have completed 71 comprehensive HSE audits.

The HSE Operating Model

Our HSE operating model has three pillars:

- *Critical Risk Management* – prioritizing the most important HSE risks
- *Workforce Engagement* – involving all employees in promoting HSE
- *Continuous Improvement* – clarifying how to improve HSE performance

We dedicated 2022 to reinforcing each pillar.

Critical Risk Management

In 2022, we engaged all country executive committees and plant managers in dedicated workshops, with over 4,300 hours of training for supervisors and managers and 130,000 shop-floor coaching sessions on critical risks. We also held workshops with all plant managers and all country executive committees to ensure full operational discipline.



Workforce Engagement

All of our operations have now implemented our workforce engagement program, Boots on the Ground. Our supervisors and managers have spent more than 3.3 million hours on HSE. This systematic approach led to 600,000 field interactions, which were recorded through our digital workforce engagement app. This “gamification” approach to workforce engagement – with leaderboards, team-based activities and real-time recognition – has proven effective and has been recognized by major clients and by external bodies as a leading concept in HSE. Our Boots on the Ground app is the most widely used app at Holcim, with 15,000 users.

Continuous Improvement

We are expanding the iCare integrated data platform to facilitate data-driven decision-making. An average of 30,000 actions are tracked on the platform monthly. These actions are generated by audit findings, critical control verifications, process safety and environmental assessments, incidents, identified hazards and HSE coaching sessions.

The POWER program mobilizes our teams to save energy. More than 5,000 employees participated in the Energy Treasure Hunt, with all site leadership teams performing a technical energy assessment. Together they identified 13,000 energy-saving opportunities, nearly half of which were adopted in 2022.



◀ Skipper Kevin Escoffier leads Team Holcim-PRB, on a mission to accelerate the shift to circular living

Promoting mental health

In honor of World Mental Health Awareness Month, skipper Kevin Escoffier of Team Holcim-PRB hosted a webinar on staying resilient. As a veteran of many team and single-handed sailing regattas, Kevin is an experienced voice in managing the signs of strain in one’s self and one’s teammates. The webinar was seen by thousands of Holcim colleagues around the world.

“Sometimes we have to be careful to not only focus on the people that have a problem but also on the people around them. Sometimes it is even harder for those around the people who have the issue.”

KEVIN ESCOFFIER
Skipper Team Holcim-PRB

COMMUNITIES

We promote sustainable development through innovative building solutions and generate positive social impact in our communities.



◀ 40 volunteers from Holcim Mexico City give an Elementary School a fresh look

22.5
Investment in
social programs
CHF M

At Holcim, we are building progress for people and the planet by upholding the highest human rights standards and spearheading a wide range of social initiatives. In 2022 we completed the first full year of our 2030 people strategy, which aims to continue creating shared value and uplifting the well-being of communities worldwide. Focusing on three pillars – bridging the world’s housing and infrastructure gap, improving livelihoods and upholding the highest standards of human rights – the strategy builds on our legacy of positive social impact, with more than CHF 189 million in social investment over the last five years.

In 2022, we invested CHF 22.5 million in social development programs, accelerating access to adequate housing and infrastructure and in continued support to communities, from health and education to skills development.

Houses of Tomorrow

As part of our focus on affordable housing and sustainability, we continued to collaborate with architects and engineers on our Houses of Tomorrow project, showing how we can rapidly reduce the embodied carbon emissions of the built environment.

The Kanya Kawayan Weaving Center in the Philippines was one showcase project from 2022. This multi-use building was built on a sugar cane farm using sustainable design techniques such as its cement-bamboo frame and employing low-carbon materials like ECOPlanet green cement. The Center will provide a space for the local community to come together and take the waste from the sugar cane farm and turn it into products that can be sold to supplement local incomes. The Center is one of five projects around the world in which we have worked with different architects, designers and homeowners to reduce the embodied carbon of projects using our most sustainable and innovative products.

Now entering its next phase, the Houses of Tomorrow program will continue working with our partners in design, architecture and project delivery to use our sustainable and innovative building solutions to reduce the carbon footprint of buildings today while building the houses of tomorrow.

Progress in partnership

In 2022 we became a founding partner of the Roof Over Our Heads campaign (ROOH) to make a difference to the lives of the one billion people living in informal settlements around the world. ROOH aims to deliver resilient, low carbon and affordable homes and improving public infrastructure to urban residents. ROOH's vision links itself to the UN High Level Champions Race to Resilience and Race to Zero Campaigns.

We have also expanded our work with Habitat for Humanity to promote innovation that enables people to have a decent place to live. Our first joint project has started in Mexico with the aim of enabling 600 families to access affordable homes in Bajío and Veracruz. The innovative approach relies on an online affordable housing platform that eases access to finance and suppliers for low-income families. Through the platform, families can apply for loans from microfinance institutions, reach building suppliers for quotes and services and order high-quality construction materials, including from Holcim's 25 Disensa retail stores around Veracruz.

Human rights

Holcim is committed to respecting and promoting human and labor rights in our operations, business activities and relationships, and in the communities where we work. Upholding human rights is at the core of our business model and success.

Human rights due diligence and global training are key to our efforts to improve performance. Human Rights Impact Assessments, which are part of our Human Rights Approach and due diligence work, have been carried out for the past decade, led either by Group-level experts or at a country level. Today every country where we operate has a human rights assessment process in place with defined action plans to address risks. Under our country and Group-level programs, we have trained more than 12,000 employees, contractors, community members and other stakeholders on human rights topics.

Maintaining our focus on road safety, drivers using in-Vehicle Monitoring Systems accounted for a record 83 percent of all kilometers driven with our own fleet, as well as contracted drivers. We also launched our global Women on Wheels program on International Women's Day, with eight countries deploying this award-winning initiative.



HOLCIM FOUNDATION FOR SUSTAINABLE CONSTRUCTION

Supporting the architects, engineers and urban planners who are pushing the boundaries of sustainable design.



Next Generation Accelerator

In 2022, the Holcim Foundation reinforced its commitment to the next generation of professionals working to change the way the world designs and builds. From a Next Gen Accelerator workshop, to two Next Gen Awards Labs held in Switzerland and Argentina and a workshop in Spain focused on affordable housing in cities, around 50 young architects and urban planners from twenty countries were given the opportunity to discuss their work in person with recognized experts. Through these face-to-face accelerated learning opportunities, the Foundation helps professional networks to flourish and enables interdisciplinary collaboration that is focused on a holistic approach to sustainable design.

Research In Practice Grants

The Holcim Foundation recognizes the critical importance of encouraging young talents to develop the visionary design concepts and bold ideas required to meet the sustainability challenges faced by the construction industry. Through its Research in Practice Grants, the Foundation mentors and enables young practitioners to conduct research over a two-year period. Experts from the Foundation's partner universities met with current grant recipients in 2022 to carry out the mid-term review of their projects, which include: an artificial intelligence-based tool to optimize building component circularity in the USA; a housing project inspired by indigenous vernacular architecture in Brazil; and a vernacular river sanitation system upgrade in Indonesia.



“There is a before and an after since being awarded with a Holcim Awards Next Generation prize.”

ANNICK KEOSEYAN

Architect and Project Manager at Taller de Arquitectura Mauricio Rocha (Mexico)

▲ Next Generation Accelerator workshop In Zweisimmen, Switzerland



◀ Alejandro Aravena addresses Holcim Awards winners at the University of Cordoba, Argentina

A Refreshed Knowledge Hub

The Foundation has promoted interdependent goals for sustainable construction for almost twenty years, primarily through the global Holcim Awards competition, but also through thought leadership events that bring together cutting-edge thinkers and practitioners. In 2022, these goals were reviewed and refreshed with the input of the Foundation's broad external stakeholder network, and a new website was launched to improve accessibility to the 2,000+ pages of knowledge acquired since the Foundation's inception. The site reflects the Foundation's three strategic objectives: to support the transfer of knowledge and ideas; to grow an intergenerational community of future-makers; and to promote best-practice solutions in sustainable design.

⊕ For more information:
holcimfoundation.org

“Professional knowledge is one type of expertise. Street wisdom is another. We need both types to tackle difficult questions.”

ALEJANDRO ARAVENA

Partner Architect and Executive Director,
Elemental (Chile); Laureate of the Pritzker
Architecture Prize

SUMMARY FINANCIAL INFORMATION

▲ McLaren Technology Center, UK with Elevate's RubberGard EPDM, a fully adhered system working

IN THIS SECTION

Capital market information

78

Consolidated statements

82



CAPITAL MARKET INFORMATION

Holcim's transformation to innovative and sustainable building solutions leader is now well underway, with material changes to its portfolio pursued in 2022.

This repositioning has allowed Holcim to capitalize on the growing demand for sustainable building solutions, as stakeholders across the construction industry look to meet ambitious decarbonization targets. The transformation is bearing fruit; 2022 performance reached record levels. Today, Holcim's growth profile and sustainability credentials are stronger than ever, while higher exposure to repair & refurbishment has reduced the company's cyclicality. The ability to deliver superior returns to shareholders over the long term should make Holcim particularly attractive to investors.

The Holcim share price increased by 2.9 percent to CHF 47.9. In the same period, the Swiss Market Index (SMI) posted a loss of 16.7 percent. Holcim's share price increased by 9.1 percent on the Paris stock exchange, while in comparison, the CAC 40 decreased by 9.5 percent in the same period, ending 29 December 2022.

On 21 November 2022, Holcim has announced the delisting of its shares (ISIN: CH0012214059) from Euronext Paris to simplify its trading structure, effective 30 December 2022.

The average trading volume amounted to approximately 1.8 million shares per day on the SIX Swiss Exchange while trading volumes on the Euronext Paris were not significant.

WEIGHTING OF THE HOLCIM REGISTERED SHARE IN SELECTED INDICES

Index	Weighting in %
SMI, Swiss Market Index	2.53
SPI, Swiss Performance Index	1.84
SPI ESG, Swiss Performance Index ESG	1.88
SLI, Swiss Leader Index	4.06
STOXX Europe 600 Construction	9.18
STOXX Europe Large 200	0.36
STOXX Europe 600	0.29
STOXX Global 1800	0.06
FTSE4Good Europe Index	0.36

Sources: SIX, STOXX, FTSE as of year-end 2022

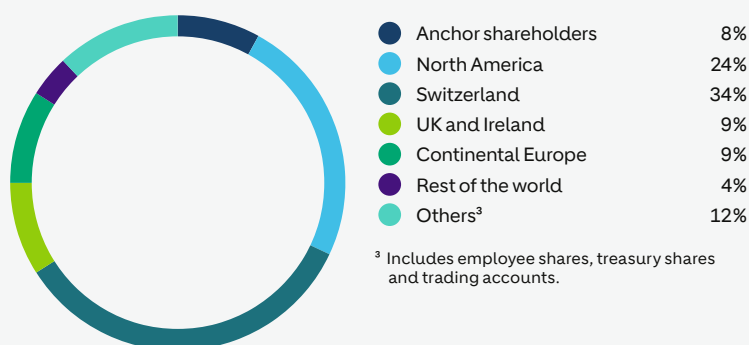
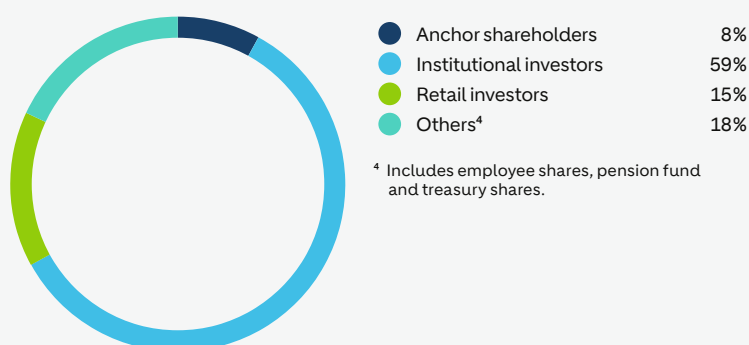
PERFORMANCE OF HOLCIM SHARES VERSUS THE SWISS MARKET INDEX (SMI) in 2022¹



¹ SMI rebased to Holcim share price at 3 January 2022.

A DIVERSIFIED SHAREHOLDER BASE

(31 December 2022, in % of shares outstanding)

SHAREHOLDER BASE BY GEOGRAPHY**SHAREHOLDER BASE BY INVESTOR CATEGORY**

CHF
47.9
+2.9%

Closing price
at 30 December 2022

CHF
29.5BN

Market capitalization
at 30 December 2022
2021: CHF 28.6 BN

CHF
2.50
+14%

Dividend per share²
CHF

² For the 2022 financial year, the Board of Directors proposes a cash dividend of CHF 2.50 per registered share, subject to approval by the shareholders at the Annual General Meeting on 4 May 2023. The dividend will be fully paid out of the foreign capital reserves from tax capital contributions, not subject to Swiss withholding tax.

STOCK EXCHANGE LISTINGS (AT 31 DECEMBER 2022)

	Security	ISIN Code	Security code number	Ticker symbol	Bloomberg code	Thomson Reuters code
SIX Swiss Exchange	Holcim Ltd, Zurich, share	CH0012214059	1221405	HOLN	HOLN SW	HOLN.S
SIX Swiss Exchange	Holcim Ltd, Zurich, Share buyback	CH1228896150	122889615	HOLNE	HOLNE SE	HOLNE.S.

CAPITAL MARKET INFORMATION CONTINUED

Listings

Holcim is listed on the SIX Swiss Exchange. The Group is a member of the main large indexes on the SIX Swiss Exchange (SMI, SLI and SPI). Holcim is also included in the ESG indexes 'SPI ESG' and 'SPI ESG Weighted' launched in February 2021 as sustainable benchmarks for the Swiss capital market. On 21 November 2022, Holcim has announced the delisting of its shares (ISIN: CH0012214059) from Euronext Paris to simplify its trading structure. The delisting has been effective on 30 December 2022. This decision will focus the trading of Holcim shares in its primary market, the SIX Swiss Exchange, reflecting the shift in volumes away from Euronext Paris over the years.

Share repurchase and cancellation

In 2022, Holcim initiated a share buyback program of up to CHF 2 billion. Under this program, Holcim plans to repurchase up to 40 million shares until May 2023, to be approved for cancellation at the Annual General Meeting on 4 May 2023. The volume of the monthly share buybacks will depend on market conditions. The program started on 14 November 2022 and 9,301,384 shares were purchased in 2022 for an average price of CHF 48.38.

Free float

Free float as defined by the SIX Swiss Exchange and the Euronext stood at 92 percent at year end.

Dividend policy

Dividends are distributed annually. For the 2022 financial year, the Board of Directors is proposing a dividend payout in the amount of CHF 2.50 per registered share, subject to approval by shareholders at the Annual General Meeting. The payout is scheduled for 12 May 2023, to be paid out of the foreign capital reserves from tax capital contributions, not subject to Swiss withholding tax.

Significant shareholders

Information on significant shareholders can be found on page 287 of our 2022 Integrated Annual Report.

Disclosure of shareholdings

Under the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (Financial Market Infrastructure Act, FMIA), whosoever, directly, indirectly, or acting in concert with third parties, acquires or disposes of shares in a company incorporated in Switzerland whose equity securities are listed, in whole or in part, in Switzerland and thereby attains, falls below, or exceeds the threshold of 3, 5, 10, 15, 20, 25, 33 $\frac{1}{3}$, 50, or 66 $\frac{2}{3}$ percent of the voting rights, whether or not such rights may be exercised, shall notify the company and the stock exchanges on which the equity securities in question are listed. Consequently, significant shareholdings may have varied within the relevant threshold levels since they were reported.

Registration in the share register and restrictions on voting rights

The company maintains a share register for registered shares in which the names and addresses of owners and beneficiaries are entered. According to the applicable rules and regulations, only those included in the share register are deemed shareholders or beneficial owners of the registered shares of the company. Upon request, purchasers of registered shares shall be included in the share register as shareholders with voting rights if they expressly declare that they have acquired the shares in their own name and for their own account. Exceptions to this rule apply for nominees who have signed a nominee agreement with the company regarding this position and are subject to a recognized financial markets supervisory authority. The share register is closed approximately one week prior to the date of the Annual General Meeting of shareholders (the exact date is communicated in the invitation to the Annual General Meeting).

Each Holcim share carries one voting right.

Information on Holcim registered shares

Further information on Holcim registered shares can be found at:

[holcim.com/investors](https://www.holcim.com/investors)

KEY DATA HOLCIM REGISTERED SHARES

Par value CHF 2.00	2022	2021	2020	2019	2018
Number of shares issued	615,929,059	615,929,059	615,929,059	615,929,059	606,909,080
Number of treasury shares	27,364,975	7,919,042	4,216,907	2,235,478	10,736,847
Stock market prices in CHF	2022	2021	2020	2019	2018
High	53	58	54	54	60
Low	39	43	28	40	39
Average	46	51	43	49	50
Market capitalization (billion CHF)	29.5	28.6	29.9	33.1	24.6
Trading volumes (million shares)	456.5	458.7	774.2	602.8	625.3
Earnings per share (EPS) in CHF	5.48	3.73	2.74	3.69	2.52
EPS before impairment and divestments in CHF	3.66	3.98	3.07	3.37	2.63
Cash earnings per share in CHF ¹	7.59	8.26	7.54	7.97	5.01
Dividend per share in CHF	2.50 ²	2.20	2.00	2.00	2.00

¹ Cash EPS calculated based on cash flow from operating activities divided by the weighted-average number of shares outstanding.

² Proposed by the Board of Directors to be paid out of the foreign capital reserves from tax capital contributions, not subject to Swiss withholding tax.

CURRENT RATING (24 FEBRUARY 2023)

Rating Agency	Long-term rating	Short-term rating
Standard & Poor's Ratings Services	BBB+, outlook stable	A-2
Moody's Investors Service	Baa1, outlook stable	P-2

FINANCIAL CALENDAR

First Quarter 2023 Trading Update 21 April 2023	Dividend payment date 12 May 2023 (ex-dividend date 9 May 2023)
Annual General Meeting 4 May 2023	Last trading day with entitlement to receive the dividend 8 May 2023
Half-Year Results 2023 27 July 2023	
Third Quarter 2023 Trading Update 27 October 2023	

CONSOLIDATED STATEMENT OF INCOME OF HOLCIM

Million CHF	Notes	2022	2021
Net sales	3.3	29,189	26,834
Production cost of goods sold	4.3	(17,575)	(15,298)
Gross profit		11,614	11,536
Distribution and selling expenses		(6,611)	(6,232)
Administration expenses ¹		(2,089)	(1,377)
Share of profit of joint ventures	6.4	308	474
Operating profit		3,221	4,401
Profit on disposals and other non-operating income	5.2	2,199	36
Loss on disposals and other non-operating expenses	5.3	(424)	(231)
Share of profit (loss) of associates	6.9	17	(7)
Financial income	7.2	183	96
Financial expenses	7.3	(641)	(652)
Net income before taxes		4,555	3,644
Income taxes	8.2	(1,027)	(963)
Net income		3,528	2,681
Net income attributable to:			
Shareholders of Holcim Ltd		3,308	2,298
Non-controlling interest		220	383
Earnings per share in CHF			
Earnings per share	9	5.48	3.73
Fully diluted earnings per share	9	5.46	3.72

¹ On 18 October 2022, Lafarge SA resolved a previously disclosed inquiry by the U.S. Department of Justice into legacy operations in Syria during the country's civil war. Under the terms of the resolution, Lafarge SA and its long-defunct subsidiary Lafarge Cement Syria paid a financial penalty of USD 778 million (CHF 767 million), which was recorded under Administration expenses (see note 16.3).

The Alternative Performance Measures used in this report are defined on page 293.

CONSOLIDATED STATEMENT OF COMPREHENSIVE EARNINGS OF HOLCIM

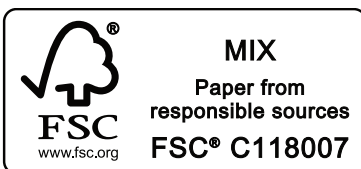
Million CHF	Notes	2022	2021
Net income		3,528	2,681
Items that will be reclassified to the statement of income in future periods			
Currency translation effects			
– Exchange differences on translation		(1,250)	(110)
– Realized through statement of income ¹		1,140	119
– Tax effect	8.4	(23)	(3)
Cash flow hedges			
– Change in fair value		(277)	85
– Realized through statement of income		257	109
– Tax effect	8.4	14	(47)
Net investment hedges in subsidiaries			
– Change in fair value		3	(2)
– Realized through statement of income		0	1
Subtotal		(135)	152
Items that will not be reclassified to the statement of income in future periods			
Defined benefit plans			
– Remeasurements	15.3	(160)	693
– Tax effect	8.4	37	(153)
Subtotal		(123)	540
Total other comprehensive earnings		(258)	692
Total comprehensive earnings		3,270	3,373
Total comprehensive earnings attributable to:			
Shareholders of Holcim Ltd		3,173	2,992
Non-controlling interest		96	381

¹ In 2022, the currency translation effects realized through statement of income mainly relates to the divestments of the Group's businesses in India and Brazil (see note 2.3).



About this document

This extract is an integral part of the Holcim 2022 Integrated Annual Report, available in English and German. The English version is legally binding. The complete Holcim 2022 Integrated Annual Report (English only) is available at annual-report.holcim.com



ABOUT HOLCIM

Holcim is a global leader in innovative and sustainable building solutions. Driven by its purpose to build progress for people and the planet, its 60,000 employees are on a mission to decarbonize building, while improving living standards for all. The company empowers its customers across all regions to build better with less, with its broad range of low-carbon and circular solutions, from ECOPact to ECOPlanet. With its innovative systems, from Elevate's roofing to PRB's insulation, Holcim makes buildings more sustainable in use, driving energy efficiency and green retrofitting. With sustainability at the core of its strategy, Holcim is becoming a net-zero company with 1.5°C targets validated by SBTi.

More information is available on [holcim.com](https://www.holcim.com)

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 2022.

PHOTO CREDITS

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Print:
Printlink AG, Zurich/CH
[printlink.ch](https://www.printlink.ch)
Publishing System:
[mms solutions ag, Zurich](https://www.mmsolutionsag.com)



Holcim's sustainability leadership recognized by CDP with a double "A" ranking for climate and water.



In 2022 the SBTi validated that Holcim's updated 2030 targets are aligned with a 1.5°C scenario.



For TCFD-guided disclosures see page 116 of the complete 2022 Integrated Annual Report.

Holcim Ltd

Grafenauweg 10
6300 Zug
Switzerland

holcim.com