



One World Trade Center in New York City, gebaut mit hochentwickeltem Holcim-Beton aus Recyclingmaterial

HOLCIM GENERALVERSAMMLUNG 2024

REKORDERGEBNISSE IM GESCHÄFTSJAHR 2023










STEFFEN KINDLER – CFO

8. MAI 2024



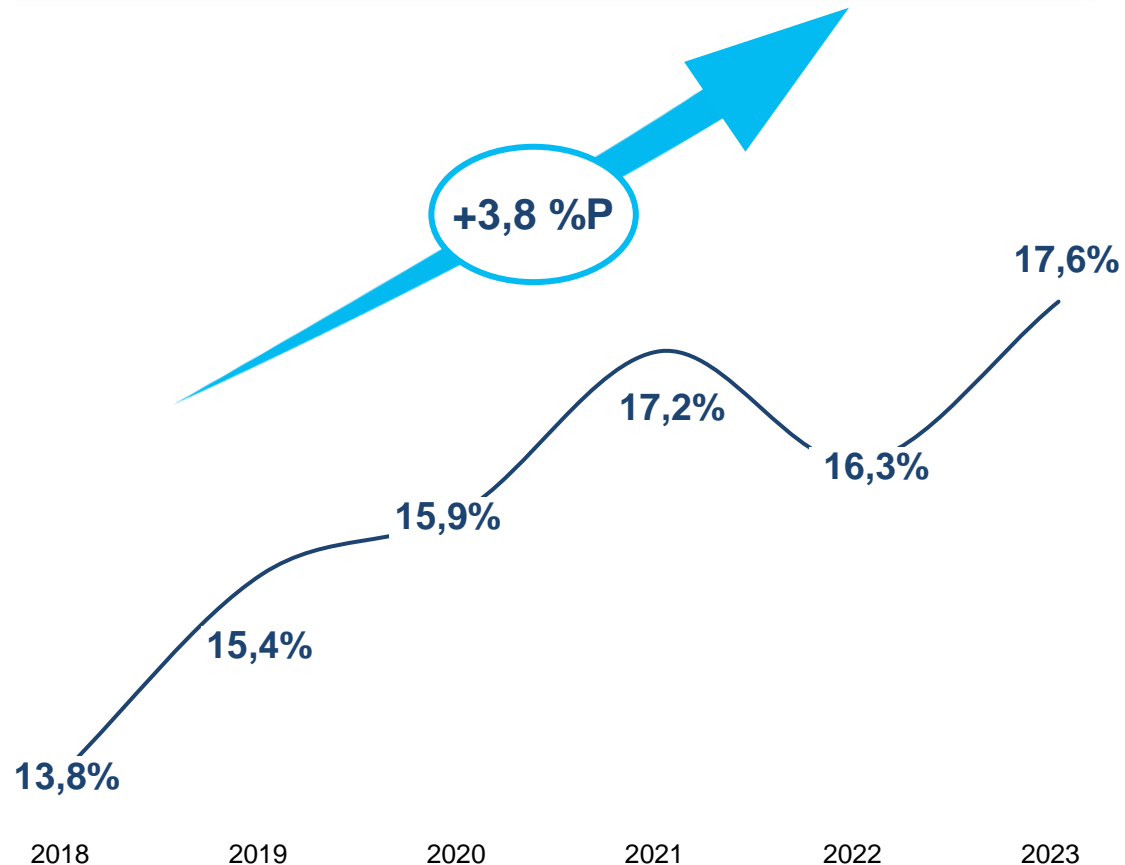
Strategie 2025 «ACCELERATING GREEN GROWTH»

FINANZZIELE ZWEI JAHRE FRÜHER ERREICHT ALS GEPLANT

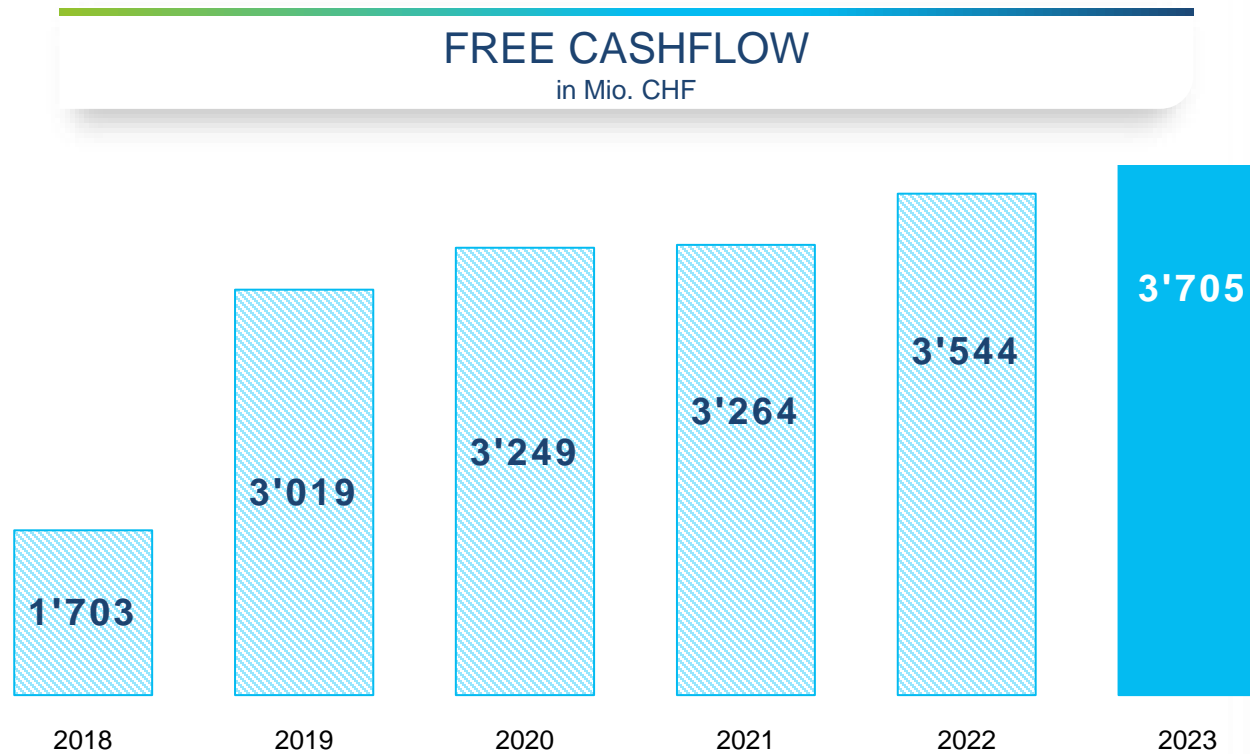
STRATEGIE 2025		2023	
	Umsatzwachstum	3–5% organisch p.a.	+6,1% organisch 
	Wachstum des Recurring EBIT	ÜBERPROPORTIONAL IM VERGLEICH ZUM JÄHRLICHEN UMSATZWACHSTUM	+14,7% organisch 
	Wachstumssteigerung bei Solutions & Products	30% DES KONZERNUMSATZES	21% Auf Kurs
	Cash Conversion	45%	58% 
	KAPITALRENDITE (ROIC)	10%	10,6% 
	Verhältnis von Nettofinanzschulden zum Recurring EBITDA	<1,5x	1,2x 

ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT BRANCHENFÜHRENDE EBIT-MARGE VON 17,6%

MARGE AUF BASIS DES RECURRING EBIT



ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT FREE CASHFLOW (FCF) UND CASH CONVERSION AUF REKORDNIVEAU



Cash Conversion – Free Cashflow dividiert durch das Recurring EBITDA (nach Leasingverhältnissen)



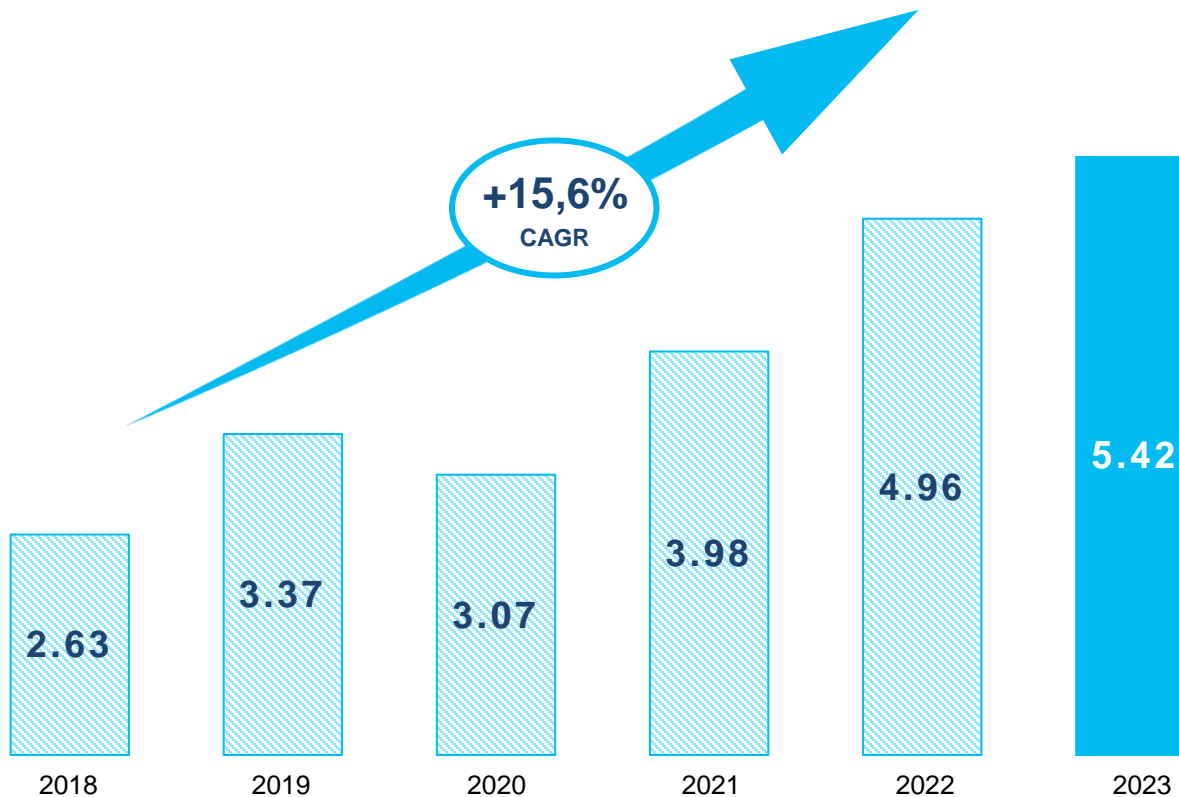
Generali Tower in Mailand (Italien)
Errichtet mit emissionsarmen Baustoffen von Holcim,
um die Kriterien für die LEED-Zertifizierung zu erfüllen



ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT AUSGEZEICHNETES GEWINNWACHSTUM

GEWINN PRO AKTIE

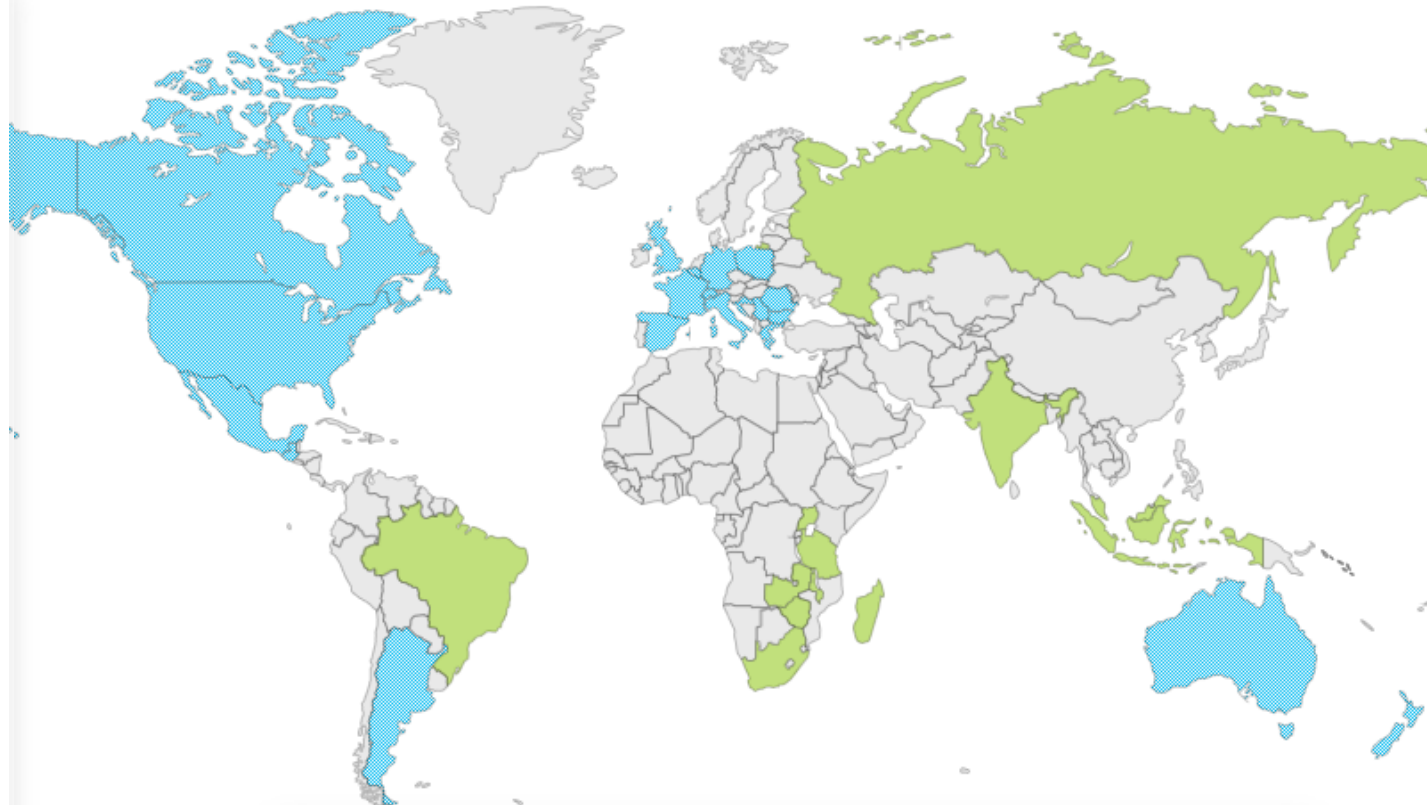
In CHF, vor Wertminderungen und Veräusserungen



ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT 97 WERTSTEIGERENDE TRANSAKTIONEN IM ZEITRAUM VON 2018 BIS 2023

Solutions & Products

6 bedeutende Übernahmen



Bolt-on-Übernahmen



72 Übernahmen

Europa	41
Nordamerika	22
Lateinamerika	5
Asien-Pazifik	4

80% familiengeführte Unternehmen

Veräusserungen

19 Veräusserungen unter anderem in Indien, Indonesien, Brasilien und Malaysia

 Akquisitionen/Bolt-on-Übernahmen
 Veräussert

ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT WERTSTEIGERNDER UND DISZIPLINIERTER M&A-PROZESS



Zunehmende Dynamik mit **28 Übernahmen** im Jahr 2023
Entspricht einem **Umsatzanteil von 4 Prozent** auf Pro-forma-Basis



80 Prozent der Bolt-on-Übernahmen sind **familiengeführte**
Unternehmen mit bedeutendem Synergiepotenzial



Disziplinierter M&A-Prozess, bei dem zwischen Unterzeichnung
und Abschluss einer Transaktion durchschnittlich **vier Monate**
liegen



Die **lokalen Geschäftsleitungen** tragen die **volle Verantwortung**
für die Integration und die Realisierung von Synergien



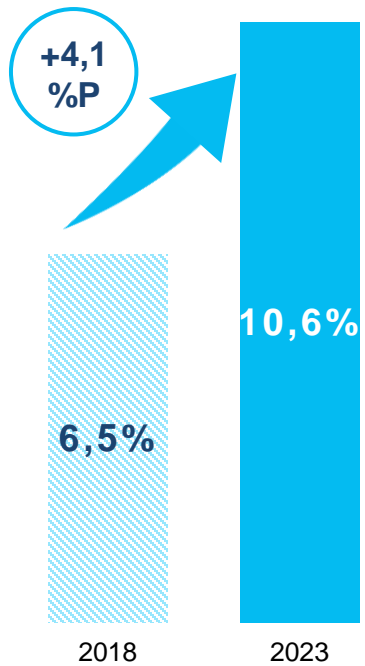
Erfolgreiche Wertsteigerung in der Vergangenheit
Steigerung des Gewinns pro Aktie ab dem ersten Jahr und
Steigerung der Kapitalrendite (ROIC) ab dem dritten Jahr



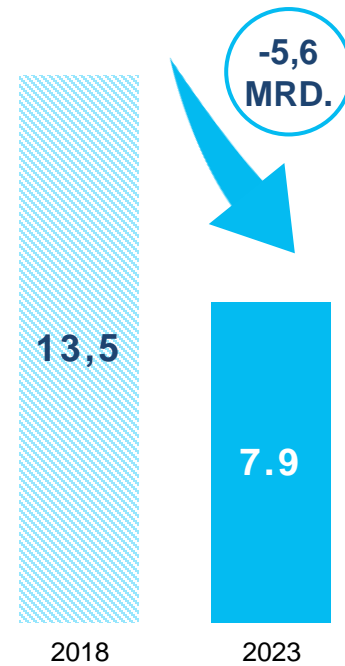
Parque La Mexicana (Mexico)
Gebaut mit dem Hochleistungszement Fuerte

ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT FINANZIELLE STÄRKE VON DER BILANZ BIS ZUM KREDITRATING

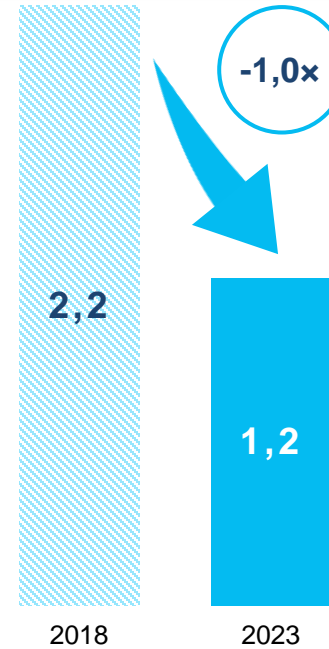
KAPITALRENDITE
(ROIC)



NETTOFINANZSCHULDEN
in Mrd. CHF



VERSCHULDUNGSGRAD
Nettofinanzschulden/
Recurring EBITDA



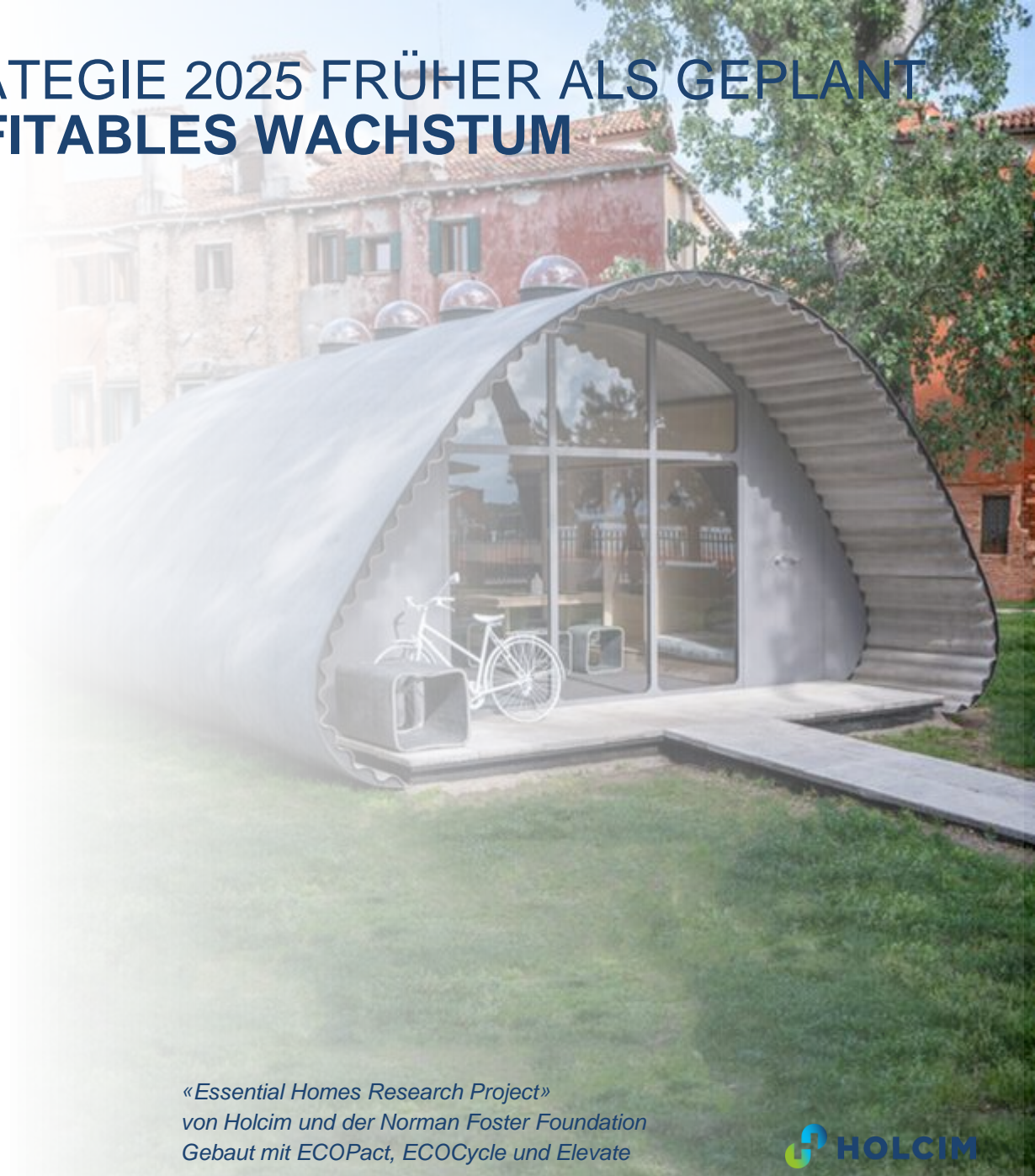
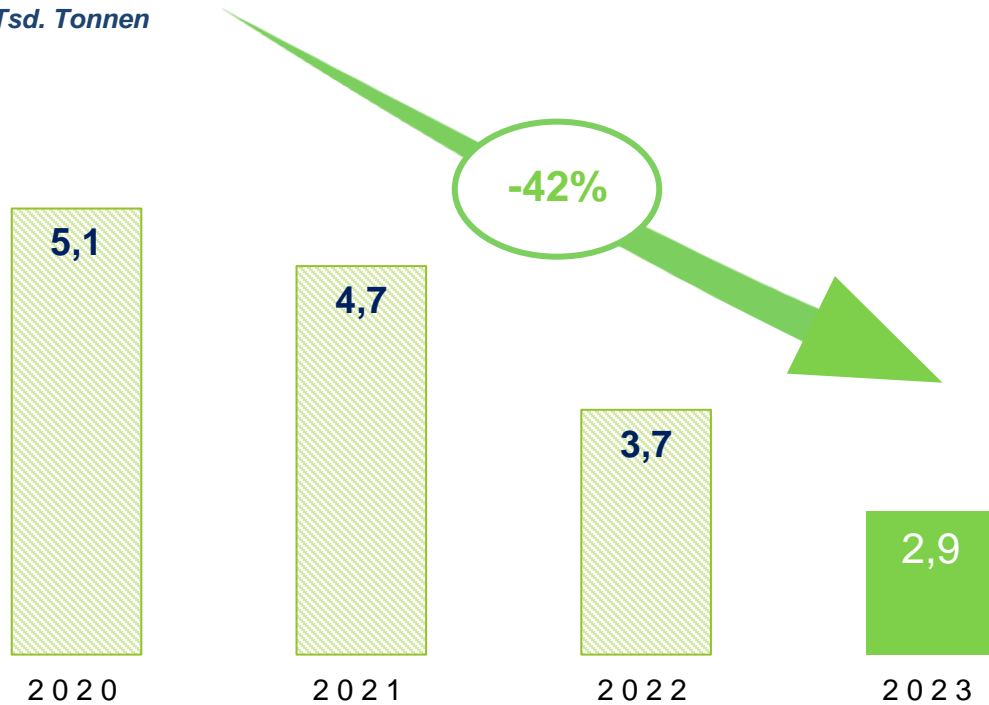
KREDITRATING

2018	2023
BBB Baa2	BBB+ Baa1
Ausblick negativ	Ausblick stabil

ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT DEKARBONISIERUNG SORGT FÜR PROFITABLES WACHSTUM

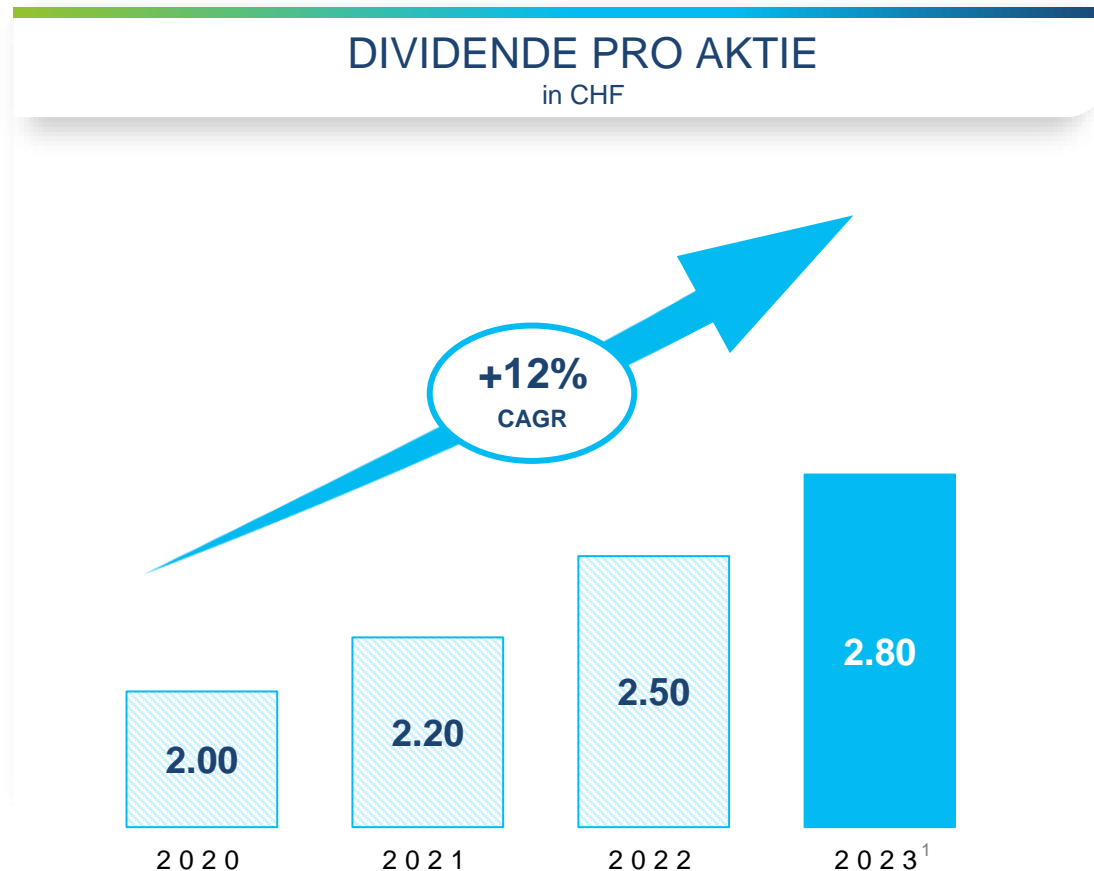
CO₂ PRO MILLION UMSATZ

Tsd. Tonnen



«Essential Homes Research Project»
von Holcim und der Norman Foster Foundation
Gebaut mit ECOPact, ECOCycle und Elevate

ERFOLGREICHE UMSETZUNG DER STRATEGIE 2025 FRÜHER ALS GEPLANT ERZIELUNG ÜBERDURCHSCHNITTLICHER AKTIONÄRSRENDITEN



- Erzielung **überdurchschnittlicher Aktionärsrenditen** mit einem **jährlichen Dividendenwachstum von 12 Prozent** seit 2020
- **Gesamtaktionärsrendite² von 44 Prozent** im Jahr 2023
- Die Dividende wird aus den ausländischen Kapitaleinlagereserven ausgezahlt; die **schweizerische Verrechnungssteuer kommt nicht zur Anwendung**

¹ Vorschlag bei der Generalversammlung am 8. Mai 2024

² Aktienkursentwicklung + Wiederanlage der Dividende am Auszahlungstag

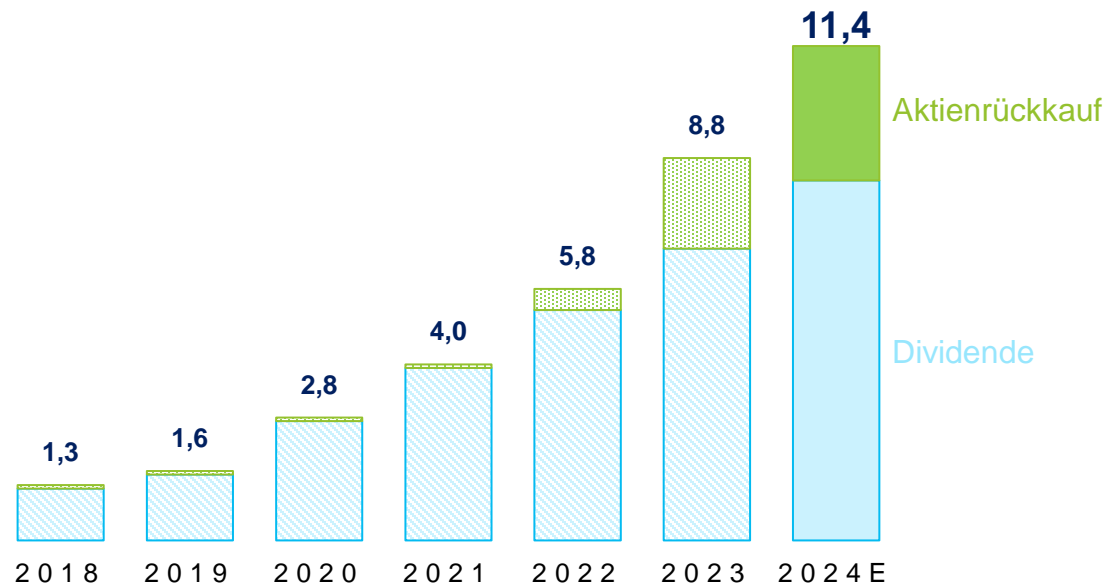
KAPITALALLOKATION ATTRAKTIVE RENDITEN FÜR UNSERE AKTIONÄRINNEN UND AKTIONÄRE

STEIGENDE AKTIONÄRSRENDITEN ...

Auszahlungen in Höhe von CHF 11,4 Milliarden in bar

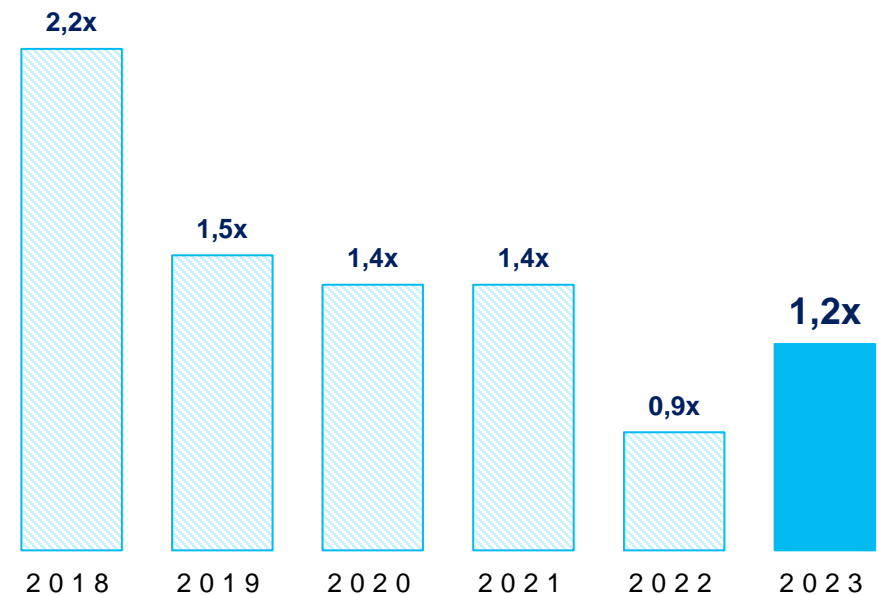
im Zeitraum 2018–2024

Erwarteter kumulierter Mittelrückfluss an die Aktionäre bis Ende 2024, in CHF Mrd.



... BEI GLEICHZEITIGER STÄRKUNG DER BILANZ

Verhältnis von Nettofinanzschulden zum Recurring EBITDA



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