



Parque La Mexicana - Urban park in Mexico City built with Fuerte high-strength cement

PLANNED LISTING OF THE NORTH AMERICAN BUSINESS SAMUEL POLETTI PROJECT MANAGEMENT

14 MAY 2025



NEXT STEP OF GROWTH AND VALUE CREATION

SUPERIOR EARNINGS PROFILE WITH INDUSTRY-LEADING MARGINS & STRONG BALANCE SHEET



Superior earnings profile and strong balance sheet

→ Delivering industry-leading margins



Accelerated growth in most attractive markets

→ Above 20% annual growth rate in North America since 2020



Fast expansion of Solutions & Products

→ Established leader in advanced roofing & insulation systems



Decarbonization driving profitable growth

→ Over 40% reduction of CO₂/net sales since 2020



Empowered business leaders and operating model

→ Proven track record of continued superior performance



Ready
for next level of
Growth & Value Creation



TWO GROWTH CHAMPIONS WITH DISTINCT STRATEGIES

AMRIZE AND HOLCIM'S STRATEGIC PRIORITIES



**NORTH AMERICA'S LEADING
BUILDING SOLUTIONS COMPANY**

- 1 100% focus on North American Market**
1,000+ sites and facilities across U.S. and Canada
- 2 Solutions from Foundation to Rooftop**
Offer a comprehensive range of building solutions
- 3 Invest In the Business**
Investing to grow our footprint and developing new solutions to expand capacity
- 4 Value-accretive and Disciplined M&A**
Continue proven M&A strategy in attractive markets



**THE LEADING PARTNER FOR
SUSTAINABLE CONSTRUCTION**

- 1 Focused investments in attractive markets**
Leverage leadership and investment in attractive markets
- 2 Sustainability driving growth and profitability**
Scaling sustainable offerings tailored to customer demand
- 3 Expand high-value Building Solutions**
Grow by leveraging sales channels and focused investments
- 4 Performance Culture and Value Creation**
Decentralized and lean business model

AMRIZE AT A GLANCE

NORTH AMERICA'S LEADING BUILDING SOLUTIONS COMPANY

100%

Focus on the North American market

#1

Cement company with industry-leading footprint



#2

Commercial roofing company within 4 years of entry¹



#1 or #2

In 85% of Aggregate markets served¹



\$11.7B

2024 Revenues



+13%

Revenue CAGR 2021-24



\$3.2B

2024 Adjusted EBITDA²

+16%

Adjusted EBITDA CAGR 2021-24

27.2%

2024 Adjusted EBITDA Margin²

\$1.7B

2024 Free Cash Flow²

54%

2024 Cash Conversion²

19K

Colleagues across the US & Canada



AMRIZE

WHY INVEST IN AMRIZE

TRACK RECORD OF PROFITABLE GROWTH

\$11.7B ~**13%**

2024 Revenues

Revenue CAGR
2021-24

\$3.2B **27.2%**

2024 Adjusted
EBITDA¹

2024 Adjusted
EBITDA Margin¹

\$1.7B **54%**

2024 Free Cash
Flow¹

2024 Cash
Conversion¹

A UNIQUE INVESTMENT OPPORTUNITY

1

100% focus on the North America market

2

Unparalleled footprint and resources

3

Successful track record of value creation

4

Unlocking our next phase of growth

5

Driving shareholder value

DRIVING SHAREHOLDER VALUE

Mid-Term Financial Targets
FY 2025 - FY 2028

5 - 8% **8 - 11%**

Revenue CAGR

Adjusted EBITDA
CAGR

over
\$8B

Cumulative
Free Cash Flow

over
50%

Cash Conversion

HOLCIM POST US LISTING

THE LEADING PARTNER FOR SUSTAINABLE CONSTRUCTION

Building Materials

Building Solutions

Serving customers across the built environment



Decarbonized cement



Energy-efficient building systems



Circular aggregates



High-performance concrete & surfacing

- Infrastructure Buildings
- Industry
- Buildings



HOLCIM POST US LISTING

A HIGHLY COMPELLING INVESTMENT

Investment Profile

- 1 Leader in the most attractive markets** with a sustainable offering powered by premium brands
- 2 Best positioned to profit from powerful megatrends** shaping the future of construction
- 3 Unlocking significant growth opportunities** in Europe, LatAm, Australia, North Africa and Building Solutions
- 4 Embedded performance culture** delivering superior financial performance with industry-leading margins
- 5 Driving shareholder value** through growth-focused capital allocation and attractive cash returns

NextGen Growth 2030 targets

Financial

3% to 5%

Net sales growth¹
average p.a.

6% to 10%

Recurring EBIT growth¹
average p.a.

50%

Cash conversion rate²
average p.a.

50/50%

Materials & Solutions
split of net sales

Sustainability

>50%

ECOPact and ECOPlanet
net sales of ready-mix and cement

20+Mt

Construction demolition materials
3x recycled volume of 2024

<400

Scope 1 emissions³
30% reduction vs 2020

33%

Freshwater withdrawal⁴
reduction vs 2020

UPDATE ON THE PLANNED LISTING

ON TRACK TO LIST IN THE US BY THE END OF H1 2025

- 1** Holcim is progressing on the full capital market separation of Amrize, planned by way of a 100% spin-off
- 2** Listing on the New York Stock Exchange, with an additional listing on the SIX Swiss Exchange
- 3** Amrize to comply with SEC rules applicable to US domestic issuers and report in US GAAP
- 4** Appointment of designated Board and leadership team
- 5** Public filing of Form 10 Registration Statement with the SEC on February 28, 2025
- 6** Investor Day in New York City on March 25, 2025
- 7** Shareholder vote on proposed Spin-Off at Annual General Meeting on May 14, 2025
- 8** Amrize on track to be listed by the end of H1 2025

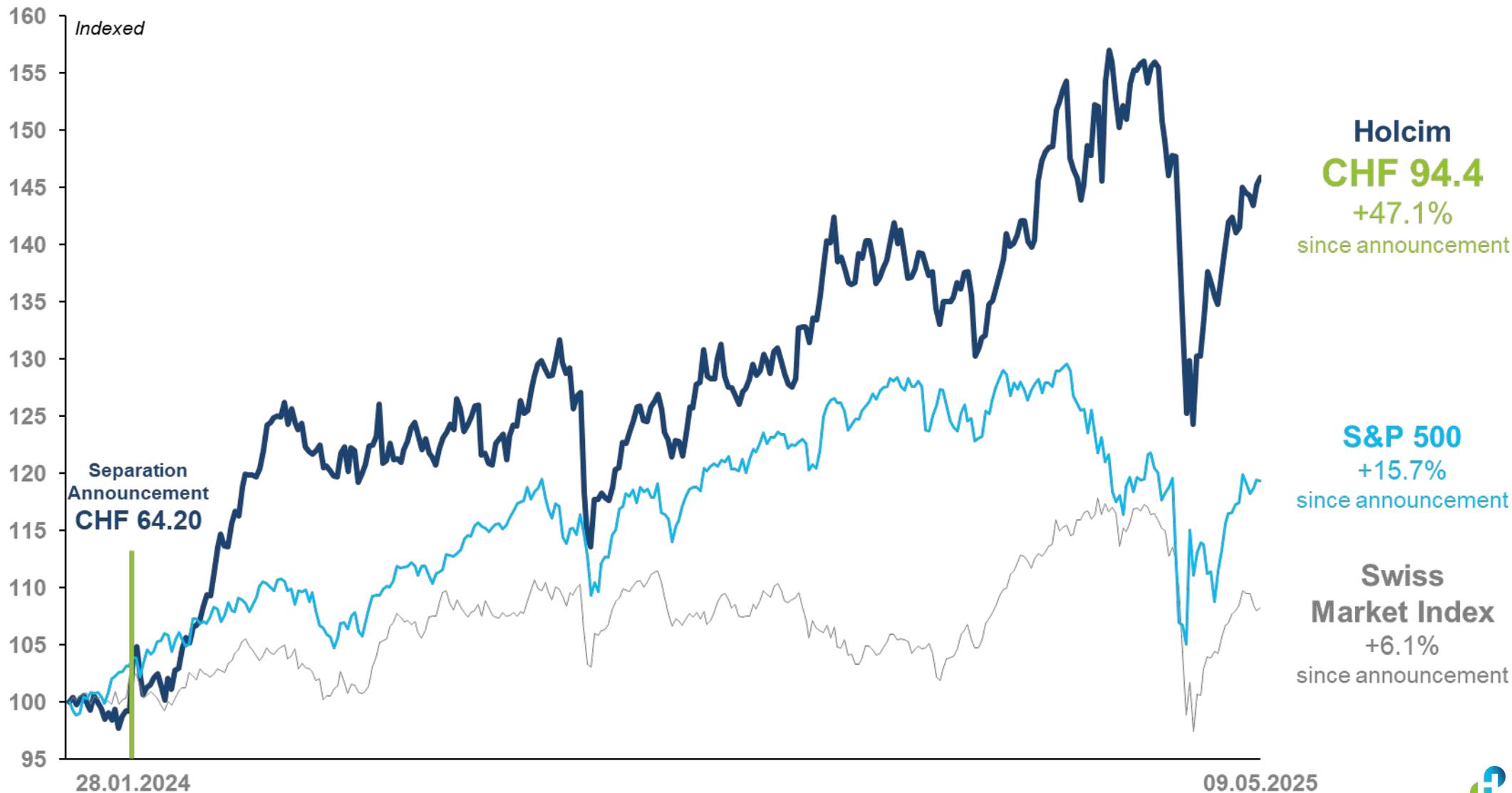
UPDATE ON THE PLANNED LISTING

MOST EFFICIENT STRUCTURE RESULTING IN DIRECT HOLDING OF AMRIZE SHARES

- **Amrize shares are issued through the U.S. settlement system with a Swiss International Securities Identification Number (ISIN)**
- **Distribution ratio of 1:1 - each shareholder will receive one (1) Amrize Share for every Holcim Share¹**
- **The Spin-off is expected to be tax neutral for Swiss tax and U.S. federal income tax purposes²**
- **Amrize shares will be listed in the U.S. with an additional listing in Switzerland giving shareholders the choice to trade in U.S. Dollar at the New York Stock exchange or in Swiss Franc at Swiss SIX Exchange**
- **Seek inclusion in the most relevant U.S. indices**
- **Operational headquarters in the United States and a domicile office in Switzerland**
- **Sound balance sheet with investment grade rating**

HOLCIM SHARE PRICE

STRONG SHARE PRICE DEVELOPMENT WELL AHEAD OF KEY U.S. AND SWISS INDICES





HOLCIM