



BUSINESS CULTURE

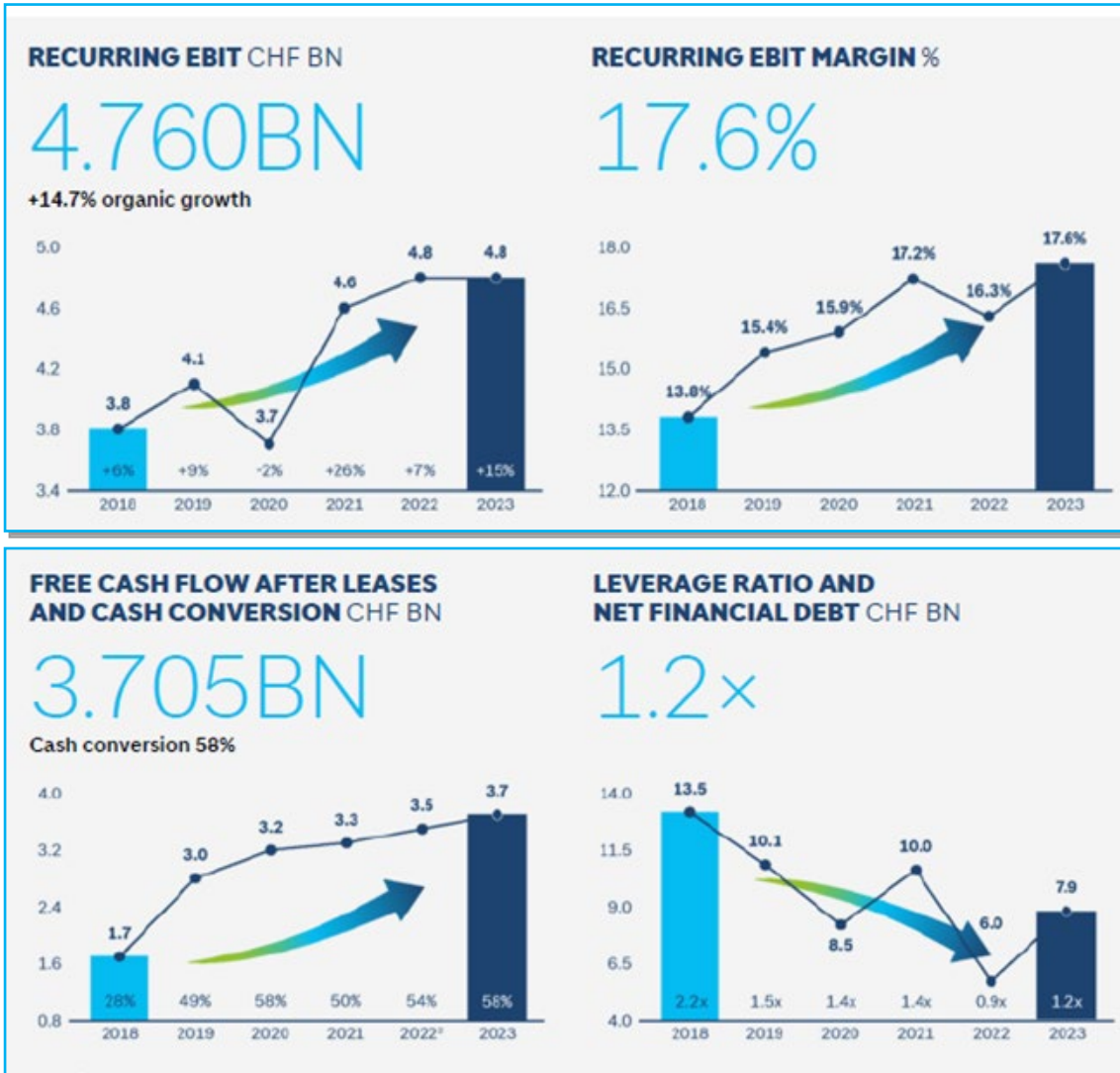
10 years in the Holcim journey

FELICIANO GONZÁLEZ - CHRO HOLCIM – SCHILLINGTALK SEPTEMBER 2024

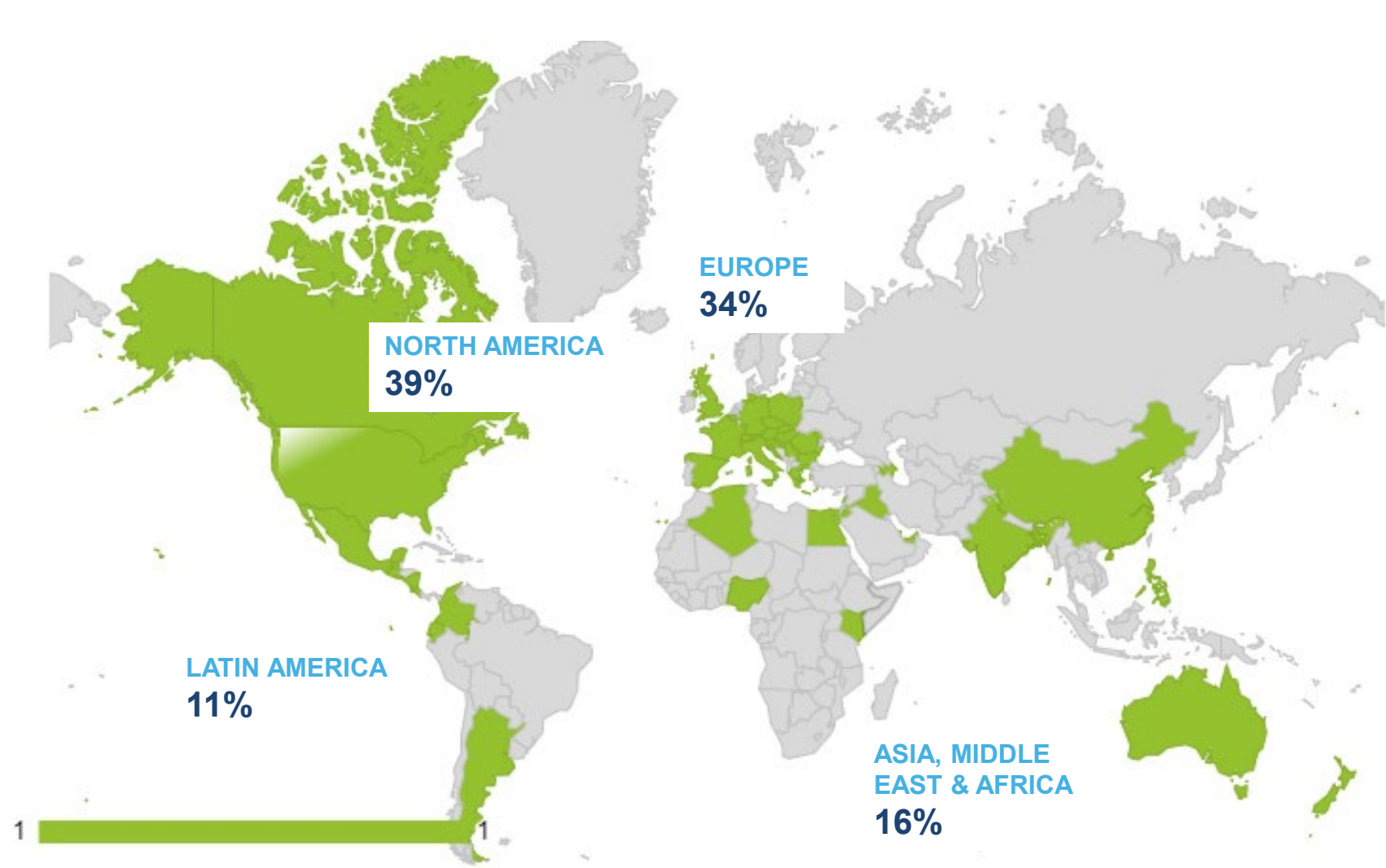


HOLCIM TODAY

RECORD RESULTS CHF 27.0 BN NET SALES / 63K PEOPLE IN 2023

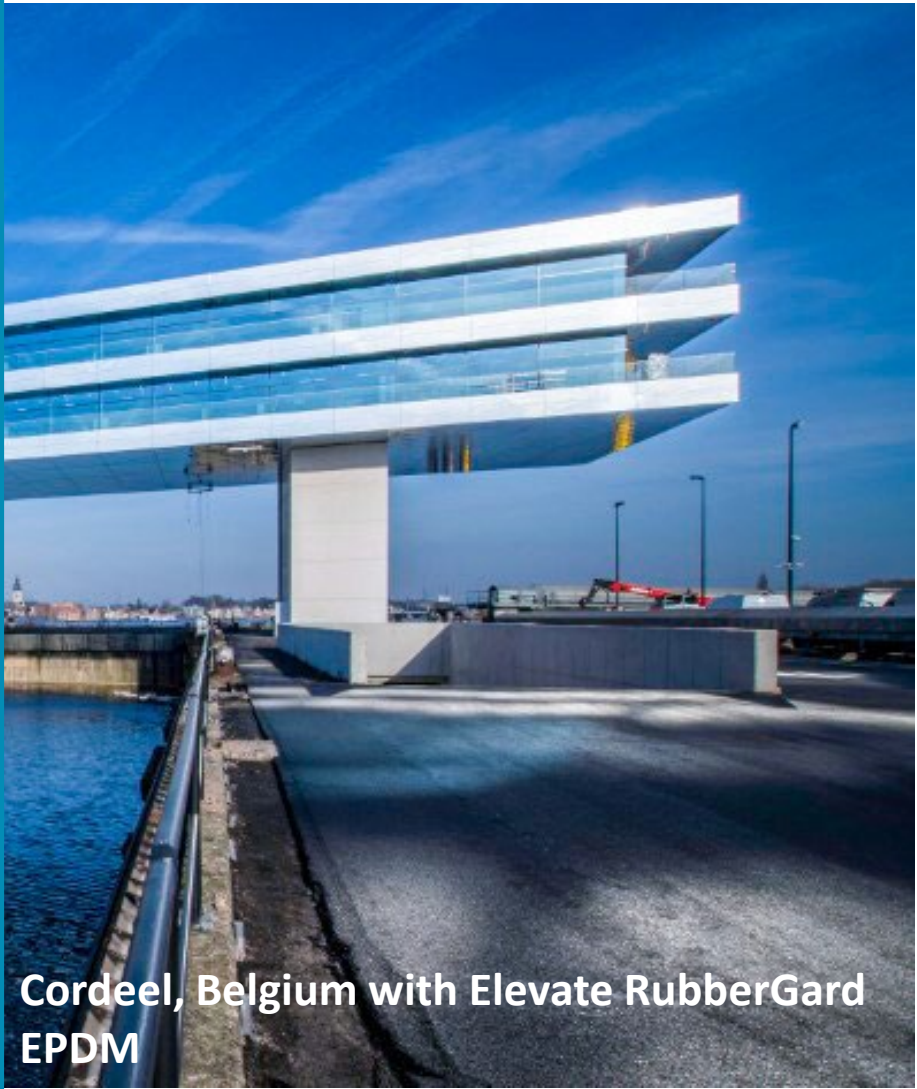
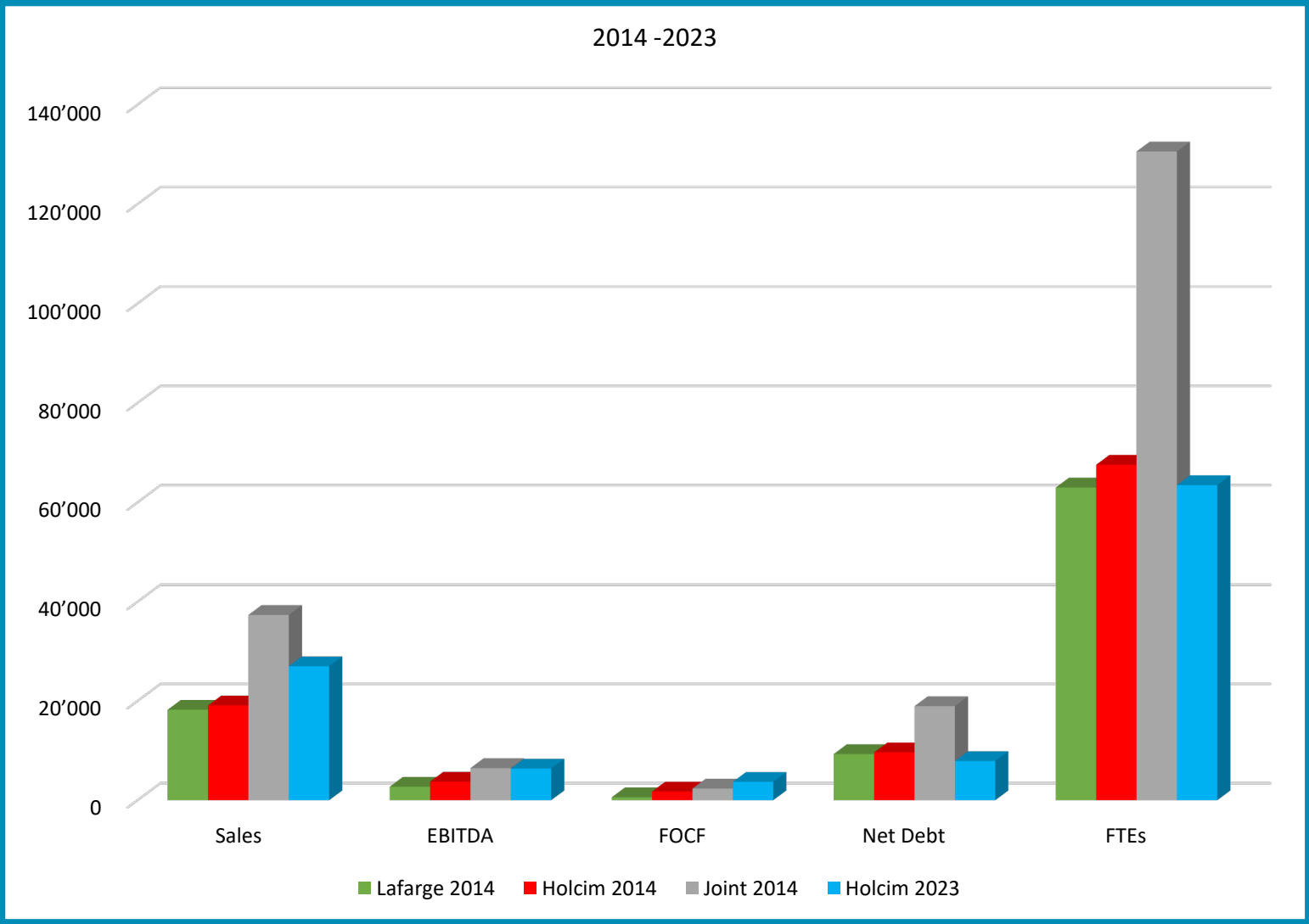


A GLIMPSE OF HOLCIM

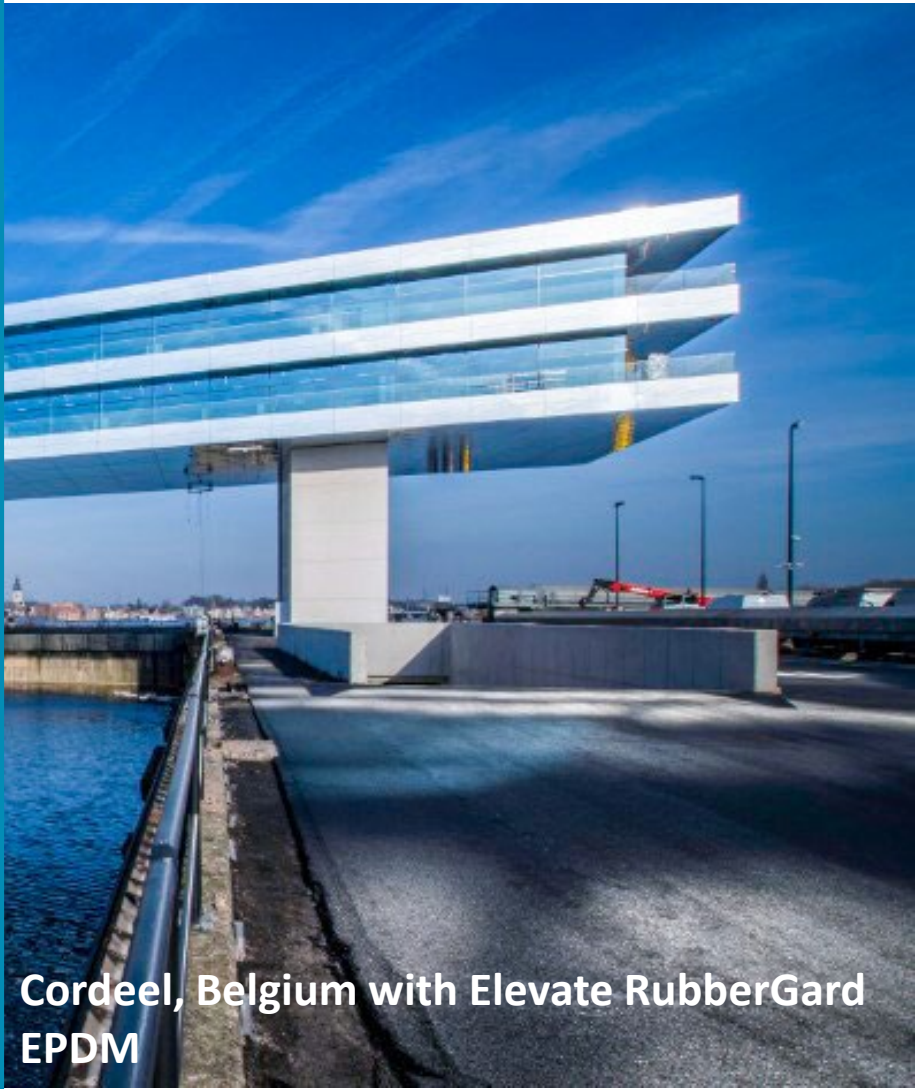
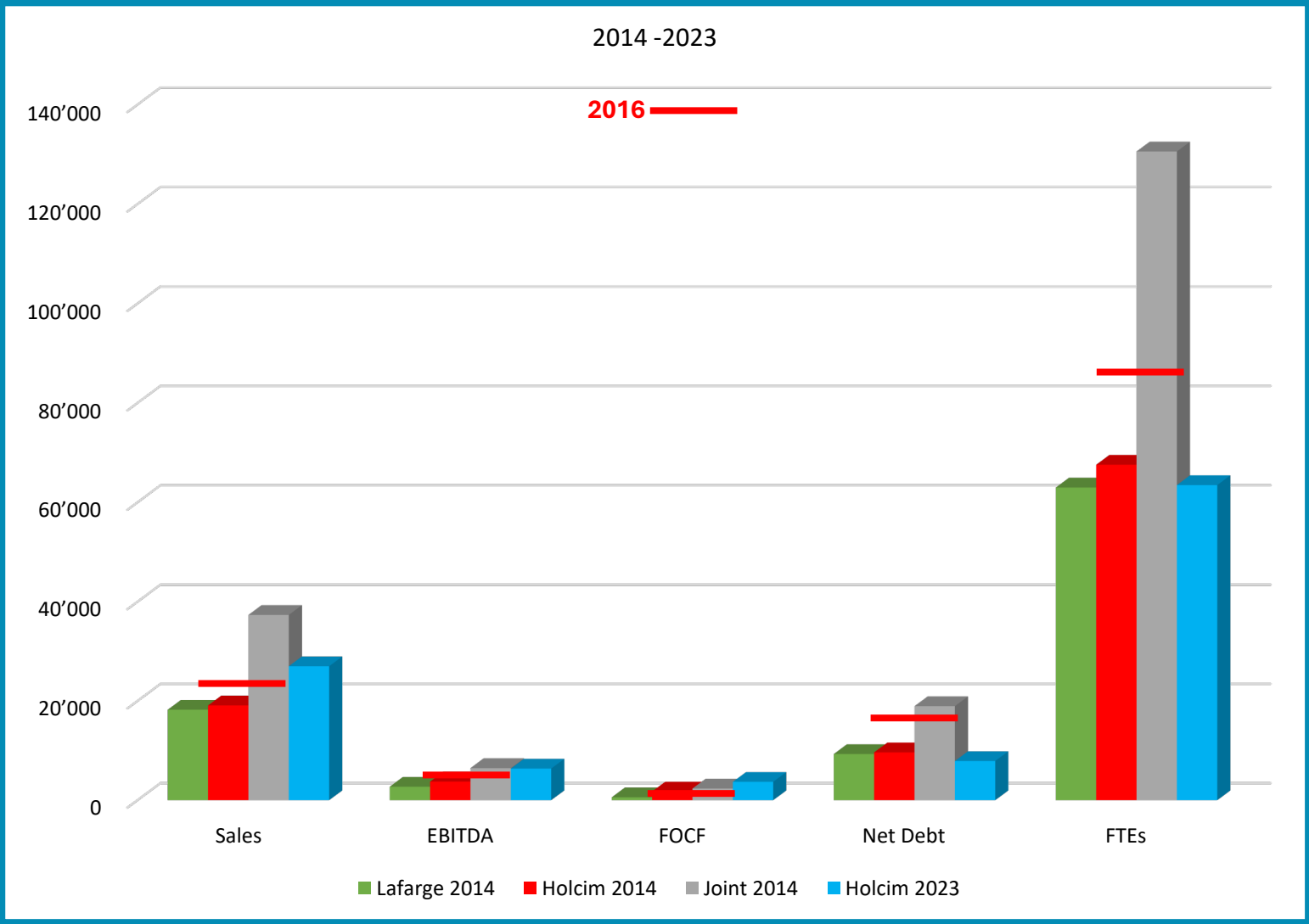


Go Circular race boat 2023

HOLCIM – LAFARGE MERGER EVOLUTION SINCE 2015



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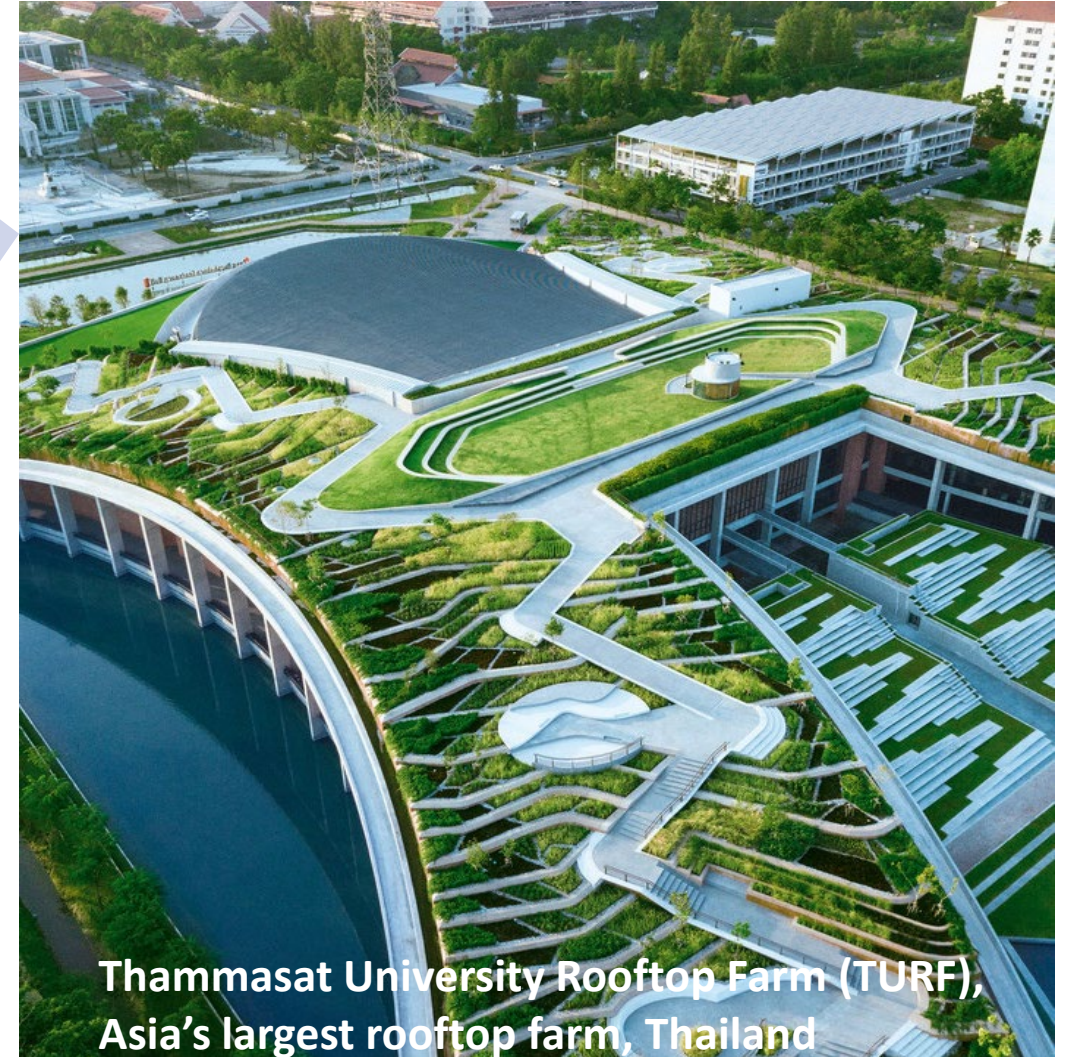


2017-2023 TRANSFORMATION JOURNEY



Striatus is the first-of-its-kind 3D Concrete Printed bridge, designed by Block Research Group and Zaha Hadid Architects

10 YEARS IN THE HOLCIM JOURNEY A SUCCESSFUL CULTURE TRANSFORMATION



10 YEARS IN THE HOLCIM JOURNEY A SUCCESSFUL CULTURE TRANSFORMATION

Integration 2014 - 2017

‘LafargeHolcim is about NEW’

New leaders

New purpose

Who are we?

Build commonalities

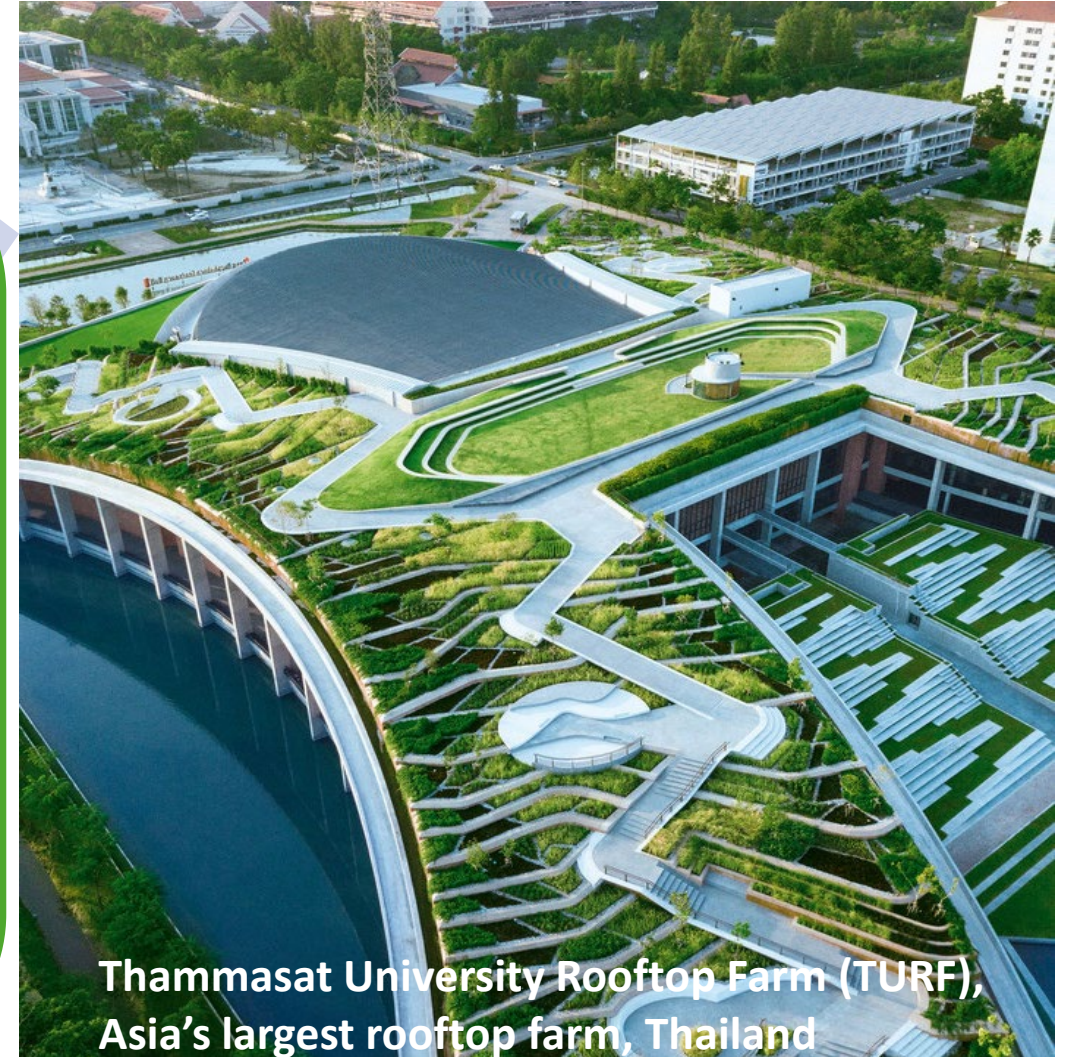
2015

Merger



LafargeHolcim

Business Culture - Feliciano González - Schilling Partners Forum - Sept 2024



Thammasat University Rooftop Farm (TURF),
Asia's largest rooftop farm, Thailand

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2018

**‘Building
for
Growth’**



LafargeHolcim

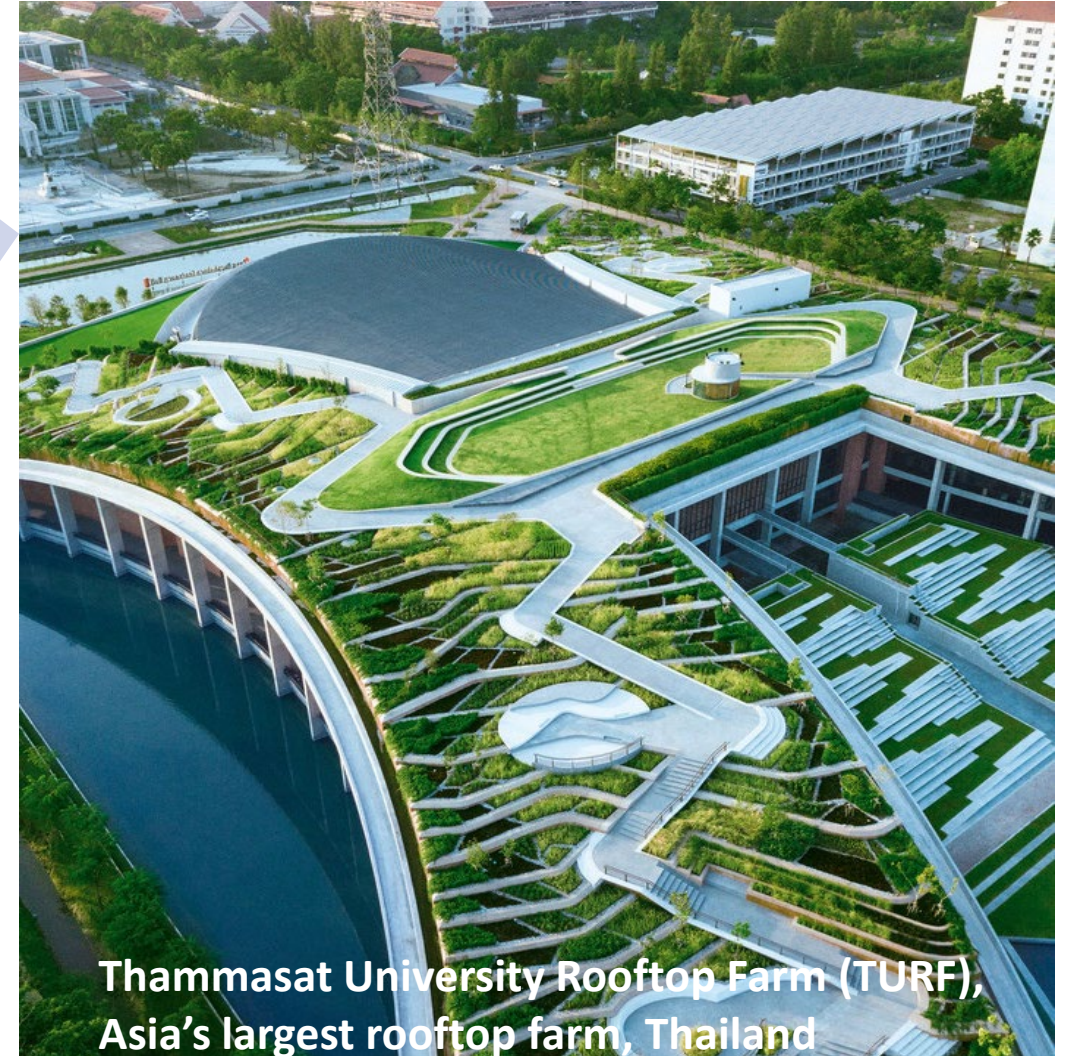
New strategy 2018 - 2022

Alignment
Performance
culture

Rightsizing

Execution

Culture: Growth,
Deliver, Lead the
way



Thammasat University Rooftop Farm (TURF),
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A NEW PERFORMANCE CULTURE 2018 - 'BUILDING FOR GROWTH 2022' STRATEGY

Four values for a top & bottom-line growth



Growth

Market strategies
New product segments
Acquisitions



**Simplification &
Performance**

Simplified KPIs
P& accountability
Corporate-lean



**Financial
Strength**

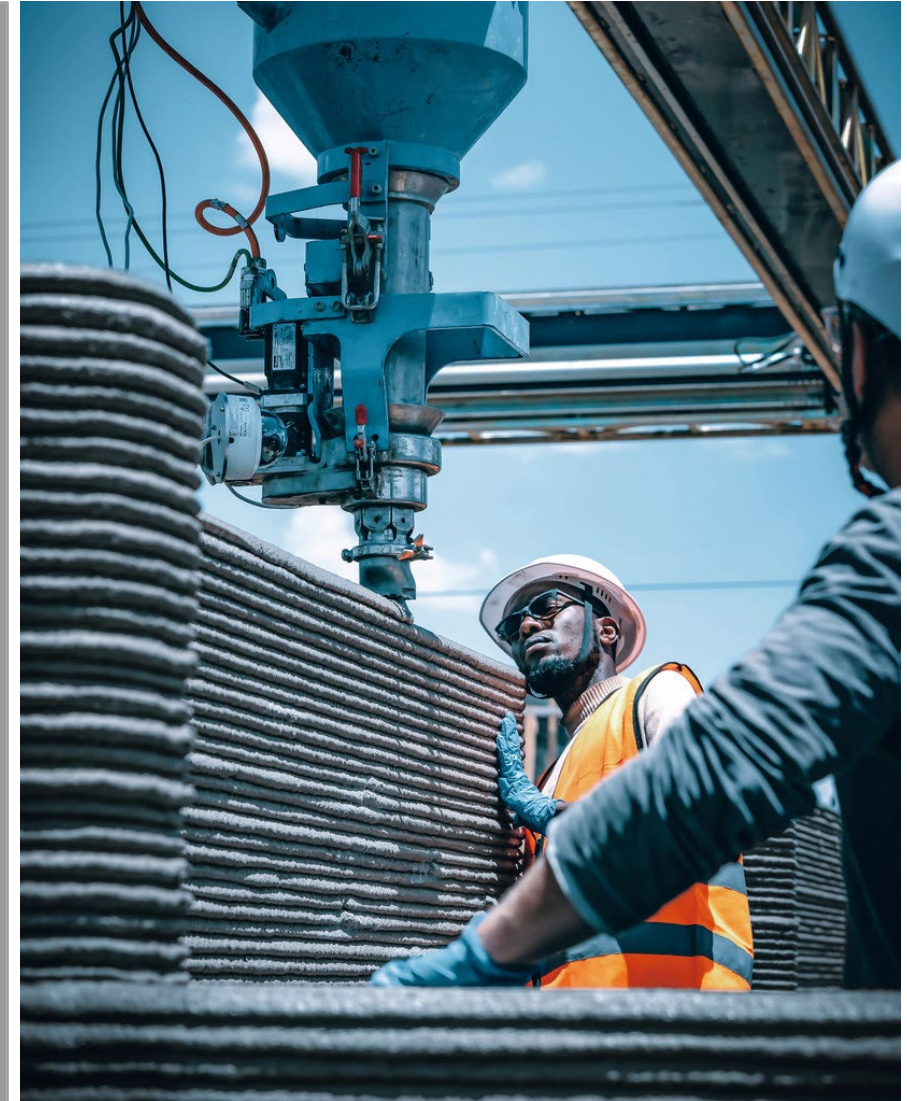
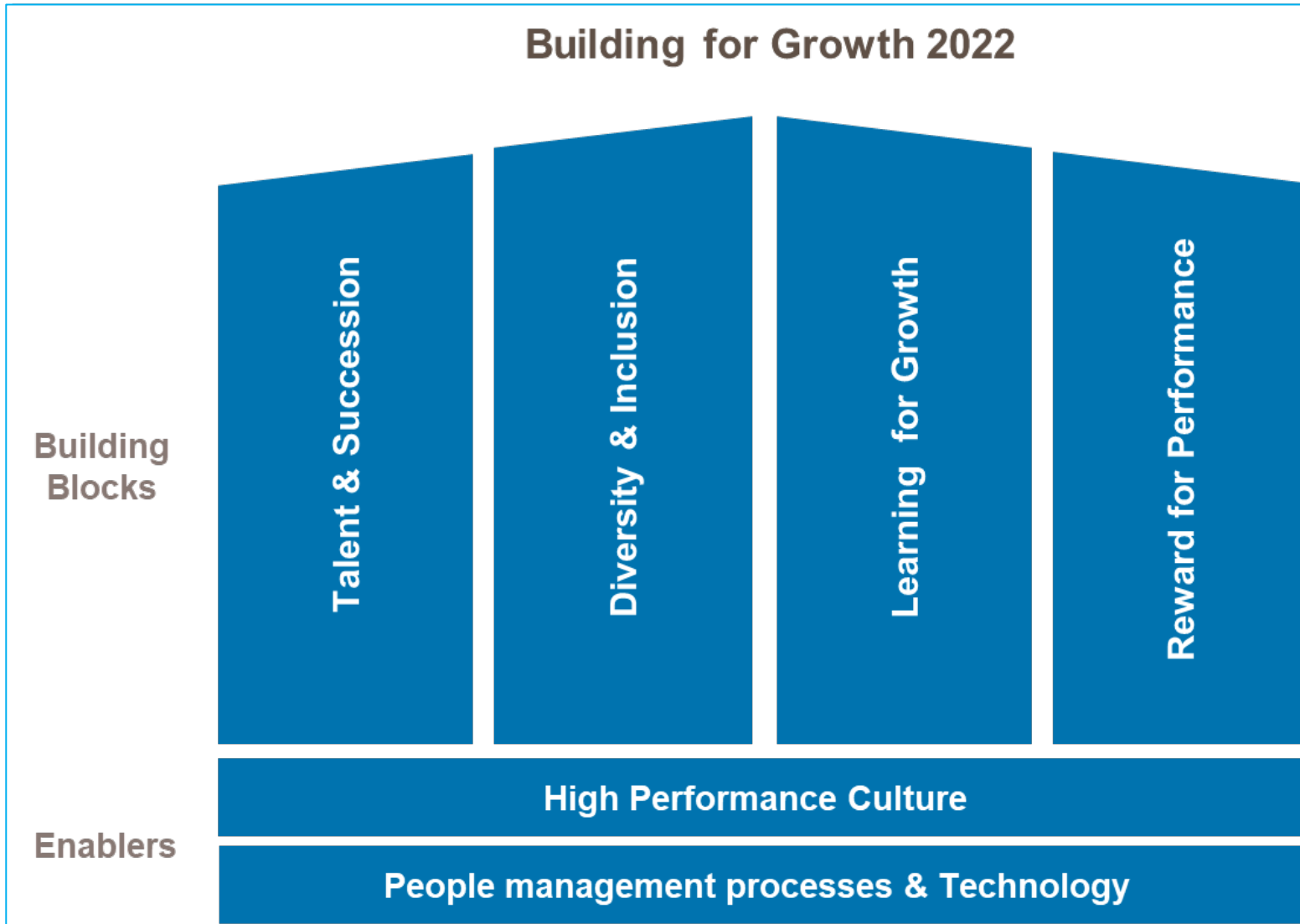
+Returns
Disciplined investment
Divestment strategy



**Vision
& People**

Performance
Sustainability
Innovation

A NEW PERFORMANCE CULTURE 2018 – A HR STRATEGY SUPPORTING ‘BUILDING FOR GROWTH 2022’



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Turn Around 2018 - 2022

Alignment

Performance

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way

2021

‘Accelerating
Green
Growth’



Leading 2014 - 2017

Growth

Sustainability

Ethics

Superior
performance

Digital

Engagement



City Rooftop Farm (TURF),
Bangkok, Thailand

2022 - STRATEGY 2025 – “ACCELERATING GREEN GROWTH”

TO BECOME THE GLOBAL LEADER IN INNOVATIVE & SUSTAINABLE BUILDING SOLUTIONS



Accelerating
GROWTH



Expanding
**SOLUTIONS &
PRODUCTS**



Leading in
**INNOVATION &
SUSTAINABILITY**



Delivering
**SUPERIOR
PERFORMANCE**

A SUBSTANTIAL STRATEGIC MOVE 2022 - 2025





EMPOWERING OUR PEOPLE

TALENT & SUCCESSION

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



DIVERSITY & INCLUSION

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



LEARNING FOR GROWTH

Continuous Learning model



PERFORMANCE CULTURE



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Leading 2014 - 2017

Growth

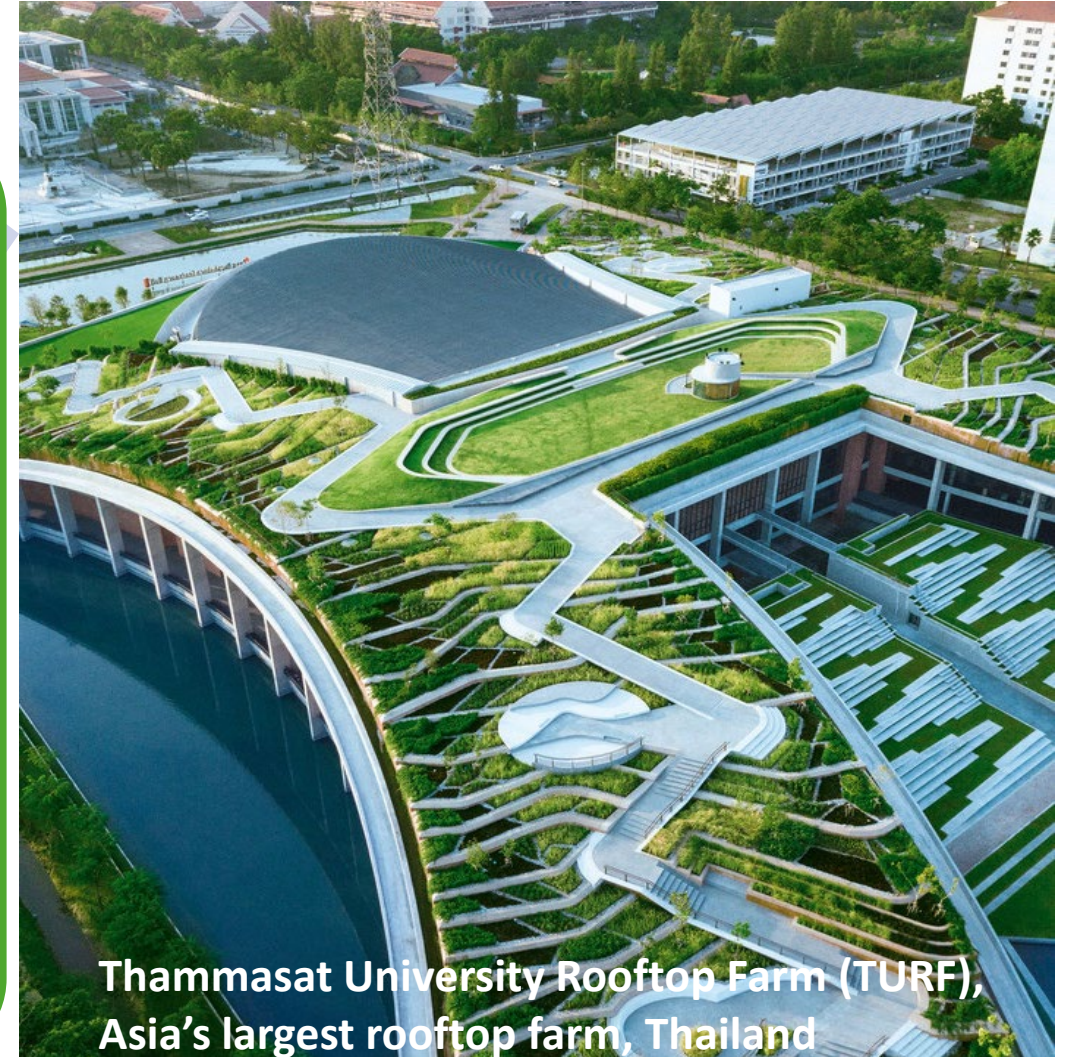
Sustainability

Ethics

Superior
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Digital

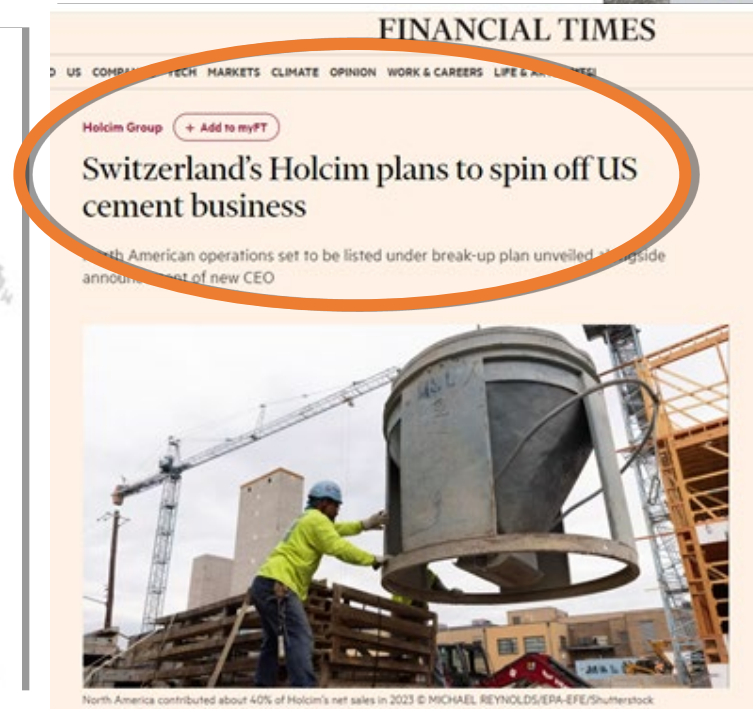
Engagement



Thammasat University Rooftop Farm (TURF),
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2023 - NEXT STEP FOR SUSTAINABLE GROWTH RETHINKING GLOBALIZATION?

**‘Swiss cement maker Holcim Ltd. is creating a separate
U.S.-listed entity
by spinning off its North American building solutions unit’
16.000 people
CHF 11.000 bn (40% of revenue in 2023)**



SOME TAKE-AWAYS



Leadership based on simplification and transparency

Business performance sets the ground for people engagement and development

The organization culture must remain consistent and adaptable



HOLCIM