LafargeHolcim

The global leader in sustainable and innovative building materials and solutions
LafargeHolcim is active in four segments:

- Cement
- Aggregates
- Ready-mix Concrete
- Solutions & Products
Demand is driven by population growth, urbanization, improved living standards and sustainable construction.

The global building materials market is worth $2.5 trillion, and continuously growing.
Around 72,000 people work for the company, in around 75 countries that are balanced between developing and mature markets.
~75 countries
~2,300 operating sites
~72,000 employees
26.7 billion CHF net sales

Like-for-like

All figures represent FY 2019

Listed on SIX and Euronext
Record 2019 Performance

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>Change</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>CHF 26,722m</td>
<td>+3.1%</td>
<td>CHF 27,466m</td>
</tr>
<tr>
<td>Free Cash Flow (pre-IFRS16)</td>
<td>CHF 3,047m</td>
<td>+79%</td>
<td>CHF 1,703m</td>
</tr>
<tr>
<td>Net Debt (pre-IFRS16)</td>
<td>CHF 8,811m</td>
<td>-35%</td>
<td>CHF 13,518m</td>
</tr>
<tr>
<td>Recurring EBITDA (pre-IFRS16)</td>
<td>CHF 6,153m</td>
<td>+6.5%</td>
<td>CHF 6,016m</td>
</tr>
<tr>
<td>Net income (pre-IFRS16)</td>
<td>CHF 2,072m</td>
<td>+32%</td>
<td>CHF 1,569m</td>
</tr>
<tr>
<td>Earnings per share (pre-IFRS16)</td>
<td>CHF 3.40</td>
<td>+29%</td>
<td>CHF 2.63</td>
</tr>
<tr>
<td>Net CO₂ emitted per ton of cementitious material (scope 1)</td>
<td>561kg</td>
<td>-1.4%</td>
<td>561kg</td>
</tr>
<tr>
<td>Increase in waste reused in operations</td>
<td>-5.7%</td>
<td></td>
<td>-5.7%</td>
</tr>
<tr>
<td>Reduction of freshwater withdrawn per ton of cementitious material</td>
<td>-15.2%</td>
<td></td>
<td>-15.2%</td>
</tr>
</tbody>
</table>

1 Percentage change figures compare 2019 and 2018 on a like-for-like basis.
2 Group share before impairment and divestment.
3 Information on scope and methodology of data collection can be found on our website.
4 At constant 2019 scope.
### 2019 Performance

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales growth</td>
<td>3.1%</td>
</tr>
<tr>
<td>Recurring EBITDA growth</td>
<td>6.5%</td>
</tr>
<tr>
<td>Free cash flow to Recurring EBITDA</td>
<td>45.9%</td>
</tr>
<tr>
<td>Return on Invested Capital</td>
<td>7.6%</td>
</tr>
</tbody>
</table>

### 2022 Targets

<table>
<thead>
<tr>
<th>Metric</th>
<th>2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales growth</td>
<td>3-5%</td>
</tr>
<tr>
<td>Recurring EBITDA growth</td>
<td>&gt;5%</td>
</tr>
<tr>
<td>Free cash flow to Recurring EBITDA</td>
<td>&gt;40%</td>
</tr>
<tr>
<td>Return on Invested Capital</td>
<td>&gt;8%</td>
</tr>
</tbody>
</table>

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1. All figures are like-for-like, pre-IFRS 16
We are committed to living up to the responsibilities that come with being the global leader in building materials and solutions. We spearhead the transition towards low-carbon construction and are the leader in promoting a circular economy, from alternative fuels to recycling.

**Four strategic sustainability pillars:**

<table>
<thead>
<tr>
<th>Climate and energy</th>
<th>Circular economy</th>
<th>Environment</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>561kg</td>
<td>+4.3%</td>
<td>-5.7%</td>
<td>+5.4%</td>
</tr>
</tbody>
</table>

- **Net CO₂ emissions per ton of cementitious material (scope 1)**
  (Scope 2: 37kg)
- **Tons of waste reused in operations**
  (48m)
- **Freshwater withdrawn per ton of cementitious material**
  (299L)
- **Beneficiaries of our community investments**
  (5.9m)

Percentage change compares 2019 results to 2018 results at the same consolidation scope.
### Building for Growth

#### Resources

- **~72,000** Employees

#### Business Segments

- **264** Cement and grinding plants
- **649** Aggregates plants
- **1,402** Ready-mix concrete plants

#### Our four value drivers

- **Cement**
- **Aggregates**
- **Ready-mix concrete**
- **Solutions & Products**

#### Value created in 2019

**FINANCIALS**

- **3.1%** Net sales growth (like-for-like)
- **6.5%** Recurring EBITDA growth (pre-IFRS 16, like-for-like)
- **49.5%** Free cash flow to Recurring EBITDA (pre-IFRS 16)
- **7.6%** Return on invested capital

**NON-FINANCIALS**

- **561 kg** CO₂ emitted per ton of cementitious material
- **48 m** Tons of waste reused in operations
- **299 l** Freshwater withdrawn per ton of cementitious material
- **5.9 m** People benefiting from our community investments
All figures represent FY 2019.
Five megatrends shaping the industry

Population growth
- Population expected to grow 22% by 2050 from 7.6 billion to 9.7 billion

Urbanization
- Approximately 2.5 billion more people are expected to live in cities by 2050

Living standards
- Increased demand for better living standards and more efficient infrastructure

Sustainable construction
- Increased demand for sustainable construction solutions and increasing resource scarcity

Digitalization
- Digitalization is opening new avenues for growth and innovation