



Holcim

Strength. Performance. Passion.

Holcim at a glance 2011

Holcim Ltd



Strong focus on value creation

A global Group with Swiss roots

We are a leading global supplier of cement, aggregates (crushed stone, gravel and sand) as well as ready-mix concrete and asphalt including related services. Our company was founded in 1912, in connection with the construction of a cement plant in Holderbank, Switzerland. As early as the 1920s, Holcim began to invest selectively in Europe, and then overseas. The company has been listed on the SIX Swiss Exchange since 1958. Today, the Group operates in around 70 countries across all continents and employs a workforce of more than 80,000.

Sustainably creating value

Our key objective is the creation of value. We attach great importance to sustainable development at an economic, ecological and social level. By taking this holistic approach, we can secure the company's long-term success. The basis for this is an exceptional operational performance and a solid return on the capital invested.

Reliable and respected

Holcim strives to be a valued and reliable partner for all stakeholder groups as well as the most respected and attractive company in the building materials industry. Our strict Corporate Governance standards make a major contribution to achieving this goal.

Strategic pillars

Cement and aggregates as basis

We focus on our core business. Cement and aggregates are at the center of our activities. In increasingly mature markets with specific customer needs, we also offer ready-mix concrete, concrete goods and asphalt including associated services. Innovative, application-driven quality products make us the provider of first choice.

Globally active and firmly rooted

Holcim is more globally active than any other building materials group, with a strong foothold in each individual market. Geographic diversification guarantees stable earnings for the Group. Solid internal and external growth allows us to expand our market position – in both developing and mature markets.

Local responsibility with global leadership

Our business has local roots and is geared to the conditions and needs of each specific market because that is where value is created. Group-wide standards and systematic benchmarking allow us to enhance our efficiency. The key to success lies in striking a balance between local responsibility and global leadership.

Success is based on good people

Motivate and demand

Holcim offers attractive and challenging jobs with development potential. We see ourselves as an exemplary employer able to recruit the best staff and motivate them over the long term. To encourage employees and demand achievement from them is the fundamental philosophy that moves Holcim forward. Openness, respect and understanding for a wide range of different cultures have always been part of how Holcim perceives itself.

Training as a continuous process

Regular training at all levels ensures that employees develop and fulfill their potential in the best possible way. This mainly falls within the remit of the individual Group companies. To strengthen know-how and skills, Holcim has developed tools that enable the Group to rapidly spread the expertise on hand.

Safety at work

Everyone must play his part when it comes to health and safety at work. With the “Passion for Safety” initiative, we create a safety framework within the Group. Suppliers, subcontractors and visitors are also involved. Through training measures and a broad-based reporting system, employees are made aware of the risks and kept informed about necessary corrective measures.

Committed to environment and society

Natural resources are a precious commodity

Our products are dependent on quarrying. The manufacture of cement requires substantial amounts of energy. Efficient use of natural resources, aimed among other things at reducing CO₂ emissions, is a cornerstone of our business policy. Improving our energy efficiency, recycling waste, and replacing clinker with other mineral binders are the main thrusts of our efforts in this area.

Alternative fuels and raw materials have a future

Holcim is confident that the use of alternative fuels and raw materials represents an active contribution to sustainable development. We are forerunners in the use of new, environmentally sound technologies in the production process and are a leading user of alternative fuels and raw materials.

Living up to our social responsibility

Holcim has a longstanding commitment to the communities where our facilities are located. Frequently the biggest local employer, we recognize our social responsibility. Our Group companies promote education and training, sustainable community development and improvements in local infrastructure. With innovative concepts, technical support, easy access to construction materials and sources of funding, Holcim gives larger sections of the population an opportunity to carry out their own building projects.



Holcim has been confirmed as a member of the DJSI World Index in 2010/2011 and has been included in both the DJSI World Index and the Dow Jones STOXX Sustainability Index for eight years.



Holcim is rated "SAM Gold Class" by the Sustainable Asset Management Group (SAM) in cooperation with PricewaterhouseCoopers, and thus acknowledged as a leading company in sustainability worldwide and across sectors.

Key financial figures

Million USD	2010	2009	±%
Net sales	20,820	19,387	+7.4
Operating EBITDA	4,339	4,248	+2.1
Operating profit	2,518	2,551	-1.3
Net income – shareholders of Holcim Ltd	1,137	1,350	-15.8
Cash flow from operating activities	3,518	3,567	-1.4
Total shareholders' equity	22,469	21,402	+5.0
Investments in property, plant and equipment for maintenance	394	345	+14.2
Investments in property, plant and equipment for expansion	1,137	1,770	-35.8
Financial (di)investments net	(221)	1,950	-111.3

Key segment figures 2010

Cement

Cement and grinding plants	157
Production capacity in million t	211.5
Sales of cement in million t	136.7
Net sales in million USD	13,412
Operating EBITDA in million USD	3,611
Employees	51,133

Aggregates

Aggregates plants	472
Sales of aggregates in million t	157.9
Net sales in million USD	2,399
Operating EBITDA in million USD	510
Employees	6,478

Other construction materials and services

Ready-mix concrete plants	1,426
Asphalt plants	105
Sales of ready-mix concrete in million m ³	45.9
Sales of asphalt in million t	10.6
Net sales in million USD	7,795
Operating EBITDA in million USD	219
Employees	22,577

Net sales by region

North America
14.6%
3,115 million USD

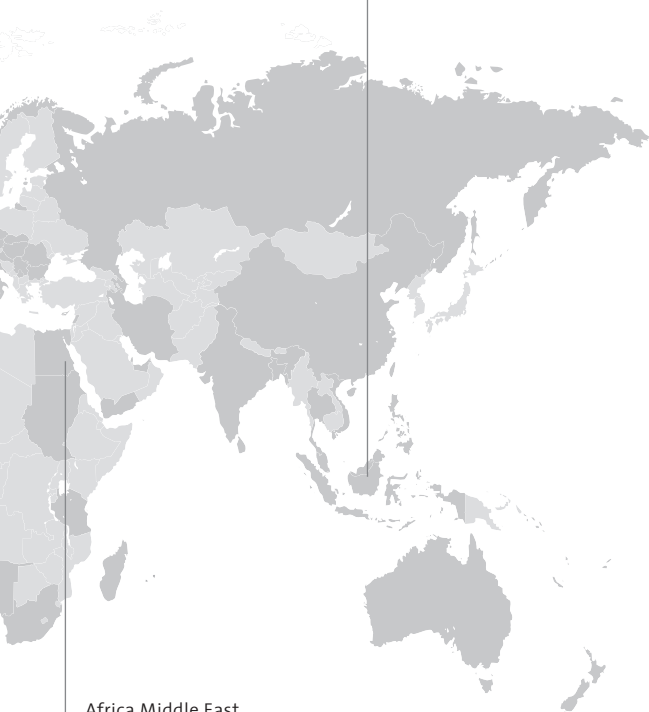
Latin America
15.5%
3,310 million USD

Europe
29.3%
6,284 million USD

■ Holcim presence

Holcim is one of the world's leading suppliers of cement and aggregates. Further business activities are ready-mix concrete, concrete products, asphalt and a range of related services. The Group operates in around 70 countries and employs more than 80,000 people.

Asia Pacific
35.7%
7,652 million USD



Africa Middle East
4.9%
1,056 million USD



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