



DIGITAL AT SCALE

ENABLING OUR CUSTOMERS TO BUILD SMARTER


CAPITAL MARKETS DAY 2021

PHILIPP LEUTIGER, CDO & CÉLINE COIMBRA, CEO LH TRADING



SCALING UP DIGITAL

...ACROSS OUR CUSTOMERS AND OPERATIONS



Our Customers

FOCUS




E-Ordering



TARGETS

2021



50%
of Cement Sales

2025

80%
of Net Sales

- Dynamic pricing
- Upselling
- Delivery planning
- BIM Integration
- E-commerce platforms
- Fintechs (payment, credit, remittances)



Our Logistics

Digital Logistics Toolbox



TARGETS

2021



54 countries in
Cement Logistics

2025

All Markets &
Product Lines

- Demand forecasting
- Network optimization
- Transport analytics
- Self Driving Vehicles
- E-Tendering & hauler market places
- Frontline worker communication
- Driver safety management



Our Plants of Tomorrow



TARGETS

2021



30%
of all sites

2025

80%
of all sites

- Cement quality
- Predictive maintenance
- Energy optimization & modeling
- 3D printing
- Modular construction
- Environmental impact management

CUSTOMER OPPORTUNITY

TRANSPARENCY AND COLLABORATION TO MATCH TODAY'S CHALLENGES

Transparency

What will the  of Construction look like?

Collaboration

What will the  slack of Construction look like?

Product Information

Construction Waste Mgmt.

Reporting Requirements

BIM & Digital Tools

Labor Shortage

At Risk Construction

E-ORDERING

OUR CUSTOMERS HAVE EMBRACED ONLINE ORDERING ACROSS OUR FOOTPRINT

Migrate order taking to digital

Increasing upselling and refocusing sales teams on value adding activities

Leading Markets



China Bag & Bulk Cement

100%



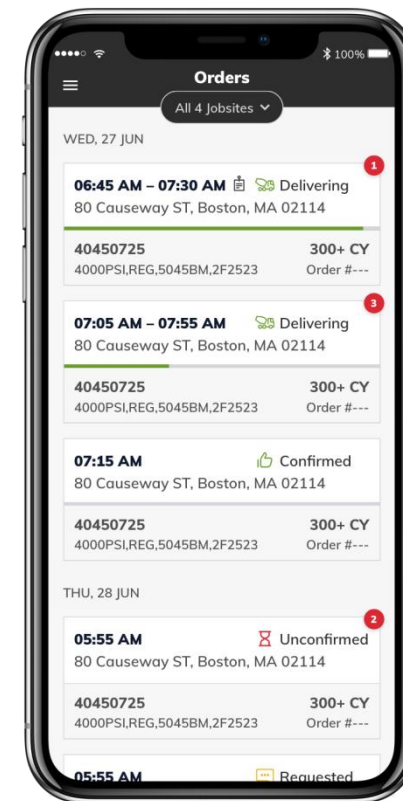
Latin America Bag Cement

88%

Impact

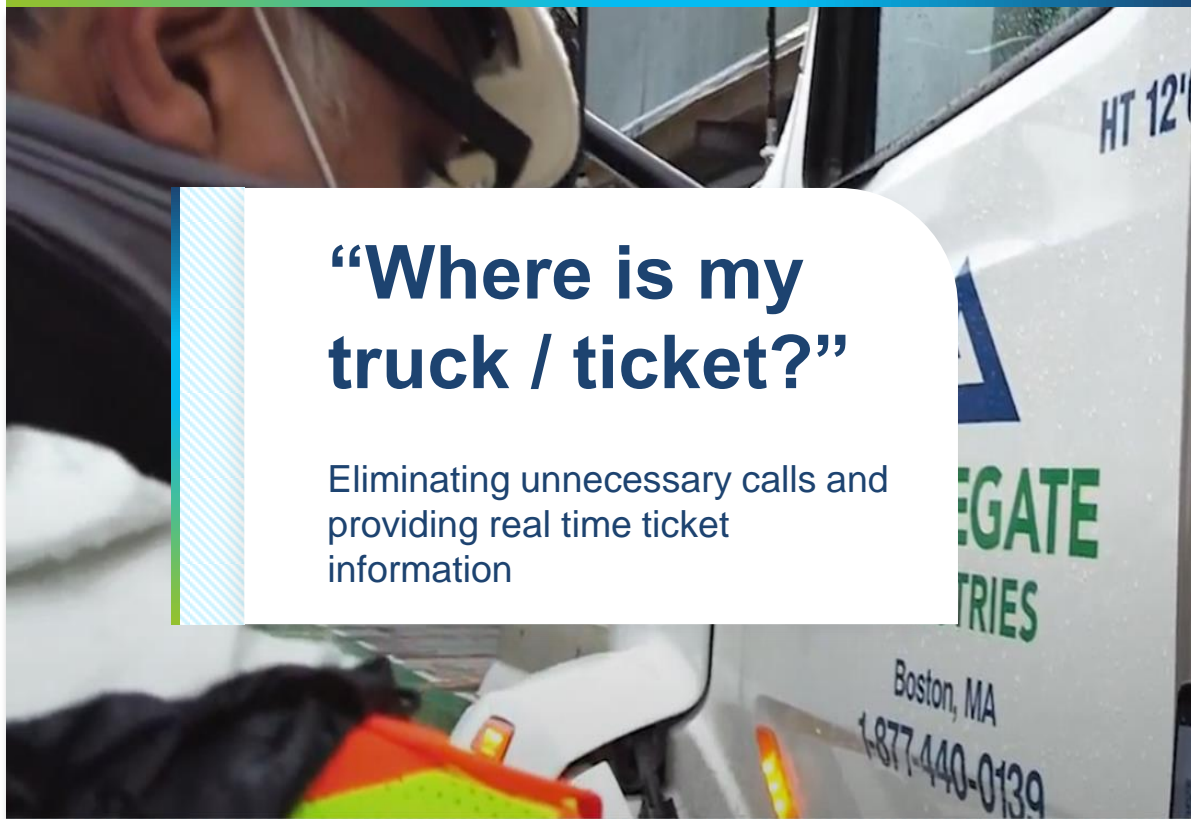
Average basket size in Nigeria

+ 40%



ORDER FULFILLMENT

HOLCIM IS PROVIDING FULL TRANSPARENCY ACROSS ALL SHIPMENTS



“Where is my truck / ticket?”

Eliminating unnecessary calls and providing real time ticket information

Leading Markets



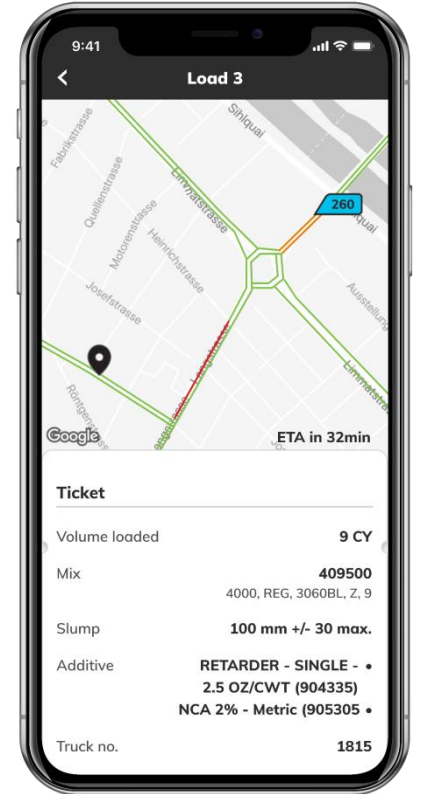
North American Ready Mix
98%



Middle East & Africa Bag Cement
66%

Impact

Same day billing in Western Canada
+ 30%



DRIVING VALUE FOR HOLCIM

TRANSPARENCY FOR BETTER DECISION MAKING AT SCALE (I/II)

FROM MANAGING THE FOOTPRINT ...

... TO OPTIMIZING EVERY TRIP

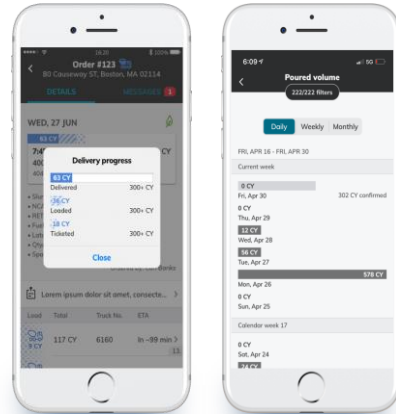
HOW WE OPERATE OUR NETWORK

Example:
Driver Vehicle Inspection Report



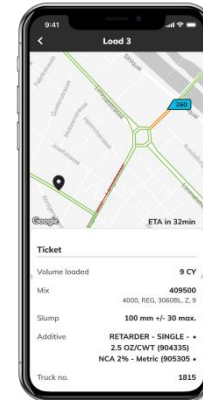
HOW WE ENGAGE OUR CUSTOMER

Example:
Realtime archive and reporting capabilities across jobsites



HOW WE EMPOWER THE JOBSITE

Example:
Pour Progress visibility



HOW WE EMPOWER THE JOBSITE

Cost to deliver calculated and optimized load-by-load

Cost estimation			
Plant	Time of travel	Driving cost per load	
Saugus	17 min	USD 30	=====
Everett	17 min	USD 30	=====
Waltham	22 min	USD 39	=====

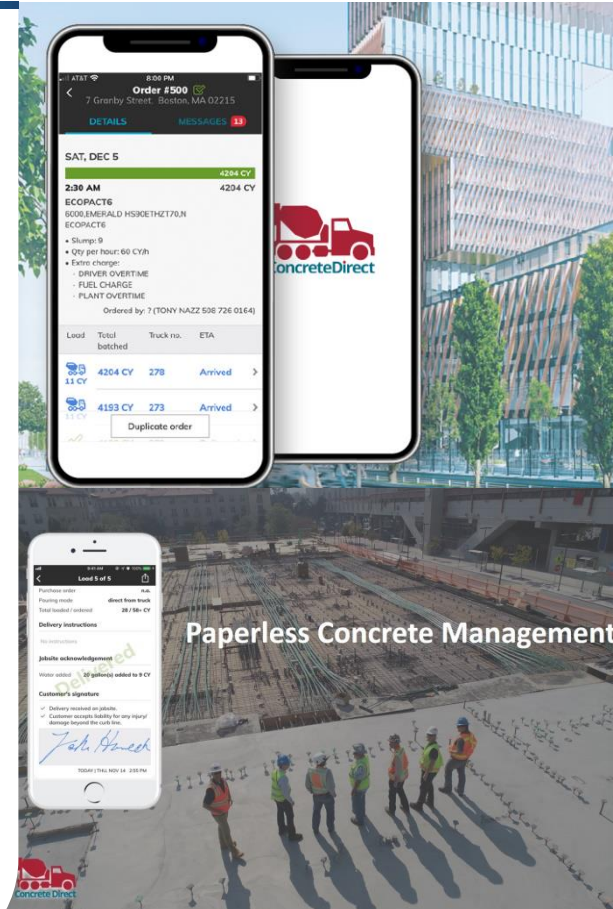
Total of 500'000 hours of customer time saved annually in North America

DRIVING VALUE FOR OUR CUSTOMERS

TRANSPARENCY FOR BETTER DECISION MAKING AT SCALE (II/II)

DATA THAT WE ARE DELIVERING TO OUR STAKEHOLDERS

- ✓ Environmental product declarations
- ✓ Real time batch weights
- ✓ Air drum sensors
- ✓ Concrete maturity sensors
- ✓ CO₂ footprint calculation
- ✓ BIM information(1)
- ✓ Accounting & reporting support



LEADING EXAMPLES

- Real time CO₂ calculator for a sustainable building project for a leading university
- Real time transmission of project codes for a light rail infrastructure project
- Real time delivery of batch data to update the digital twin of a hospital project

(1) Building Information Modeling

STAKEHOLDER ENGAGEMENT

OFFERING TRANSPARENCY AND COLLABORATION FOR THE ENTIRE VALUE CHAIN

A NEW LEVEL OF INTIMACY WITH OUR CUSTOMERS

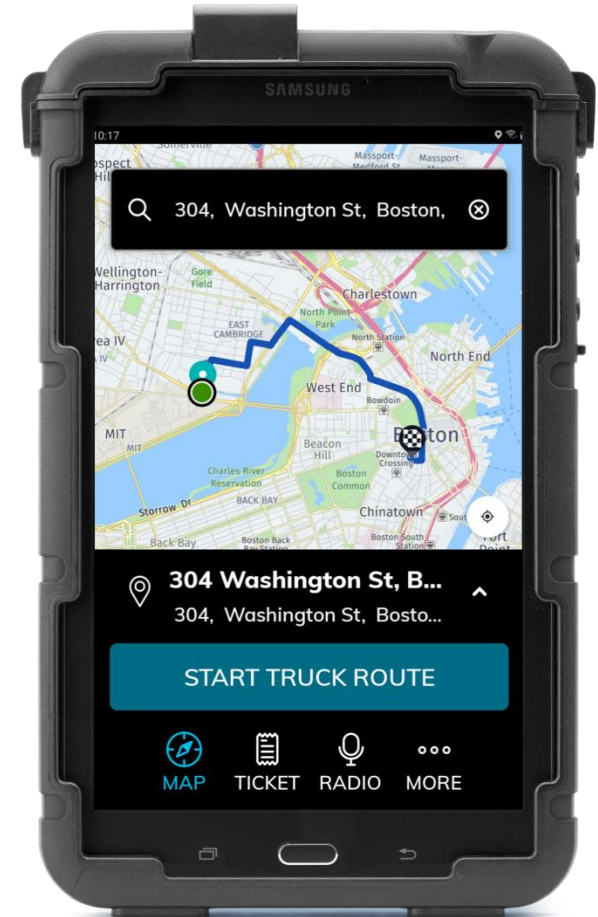
ON A SINGLE JOBSITE:

- 238 external users
- 9 different concrete sub-contractors
- General Contractor, commercial owner, DoT, inspectors, engineers, testing agencies
- ca. 750 messages/month



Connect to
**ALL LEVELS OF
THE VALUE CHAIN**

Cross & upsell to
**NEW BUILDING
SOLUTIONS**



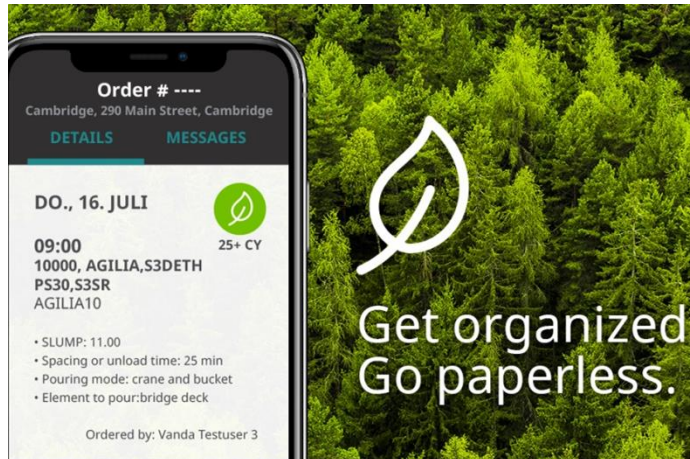
BUILD SMARTER TO BUILD GREENER USING DIGITAL TRANSPARENCY ALLOWS BETTER DECISION MAKING AT SCALE

AMBITIONS

2025

80% of Net Sales

Delivered with full order fulfillment transparency for our customers



BENEFITS

Our Customers Drive Sustainable Construction

- Engineers, Architects, Construction companies
- Building owners
- Everyone working on

BUILD SMARTER ...

with detailed data access to power decision making

Order fulfillment transparency provided by Holcim

- Logistics data
- Quality information
- Input materials

Relevant Use Cases

- Carbon footprint tracking & optimization
- Waste reduction
- Schedule compression
- Asset utilization
- Workforce planning

...TO BUILD GREENER

right product at the right time in the right quantity

... Provide actionable and certified insights

- Load by load, real time
- Environmental Product Declarations
- Available on open data interfaces

OPEN INNOVATION

STAYING AHEAD IN THE TECHNOLOGY RACE

Over 100 partnerships with startups and major tech companies

Best truck navigation

Best driver behavior scoring

Best frontline communication suite

Best unified messaging

Best Internet Of Things stack for trucks

Best in-situ concrete sensor

Test in proofs of concept and scale successes throughout our platforms



HOLCIM