

# CVA BIC SPOTLIGHT

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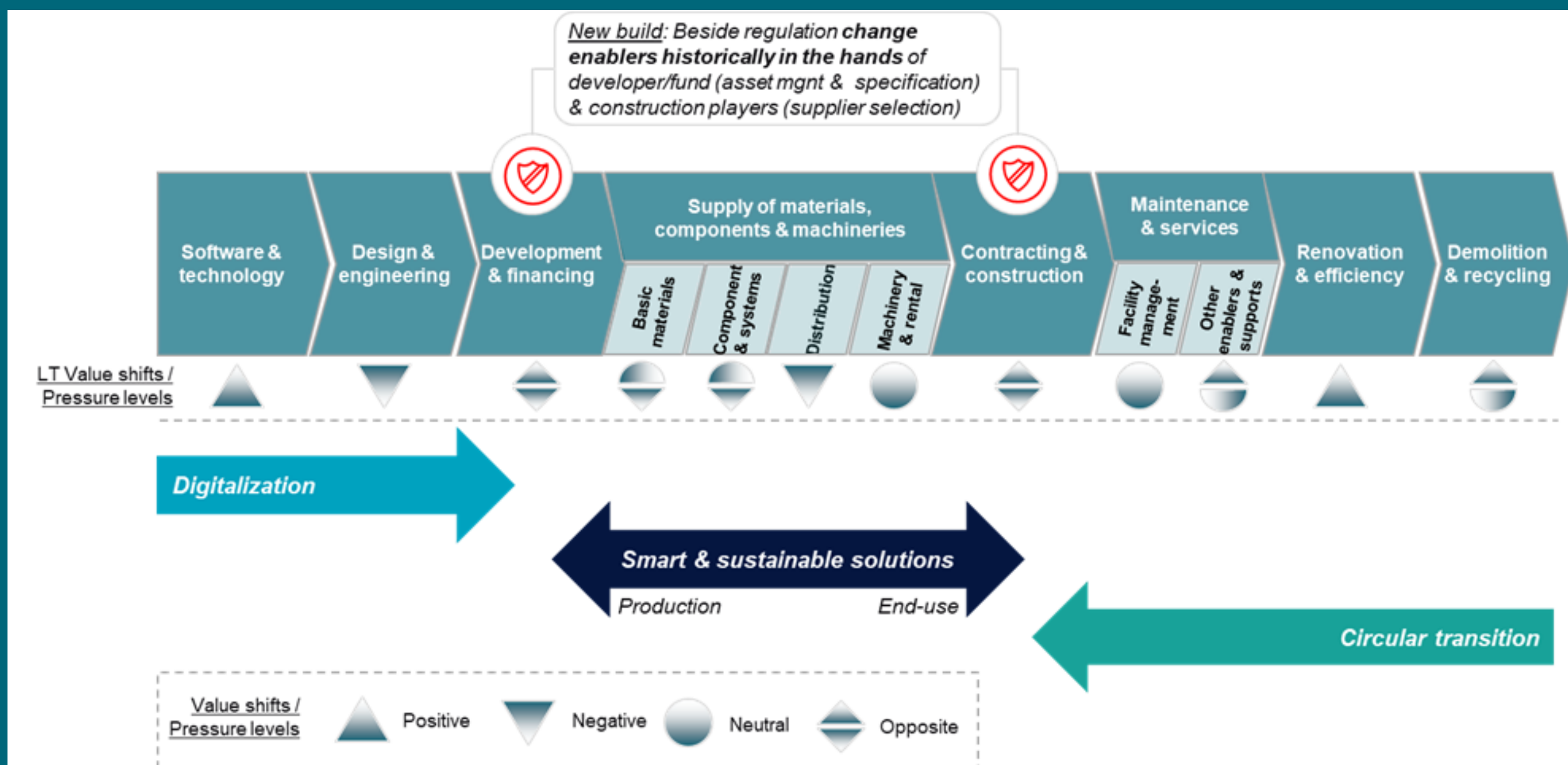
## Realizing the full potential of Sustainability & Innovation in Materials and Systems





# Value shifts have already started along the whole value chain with alliances in emerging ecosystems

Construction value shifts: digitalization, circular transition, and solutions





# Realizing the full potential of sustainability across operations, solutions and business models

Sustainability in Specialty Chemicals and Advanced Materials

Raw materials  
Energy  
Water  
...

Sustainable  
**Operations**  
(asset-centric)

Sustainable  
**Solutions**  
(client-centric)

Performance  
TCO  
Installation  
...

Sustainable  
**Models**  
(ecosystem-logic)

Circular-logic  
Within and / or  
across sectors  
...

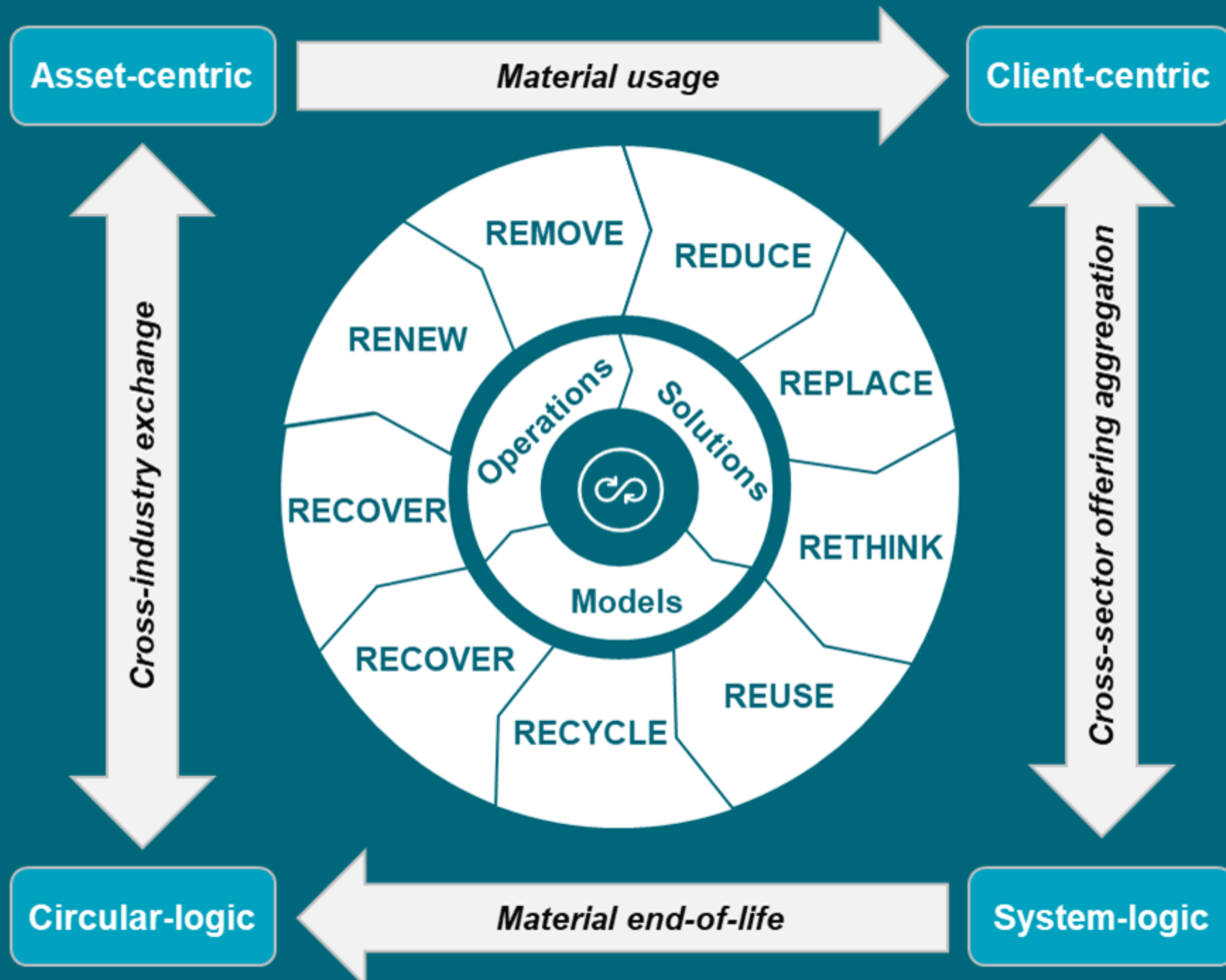
System-logic  
Build and / or  
Aggregate  
...

DIGITALIZATION as SMART ENABLER

Source: CVA analysis

# Harnessing sustainable models with system and circular logics (solution design and material EoL)

Reconciling sustainability and circularity in Materials & Systems



DIGITALIZATION as SMART ENABLER

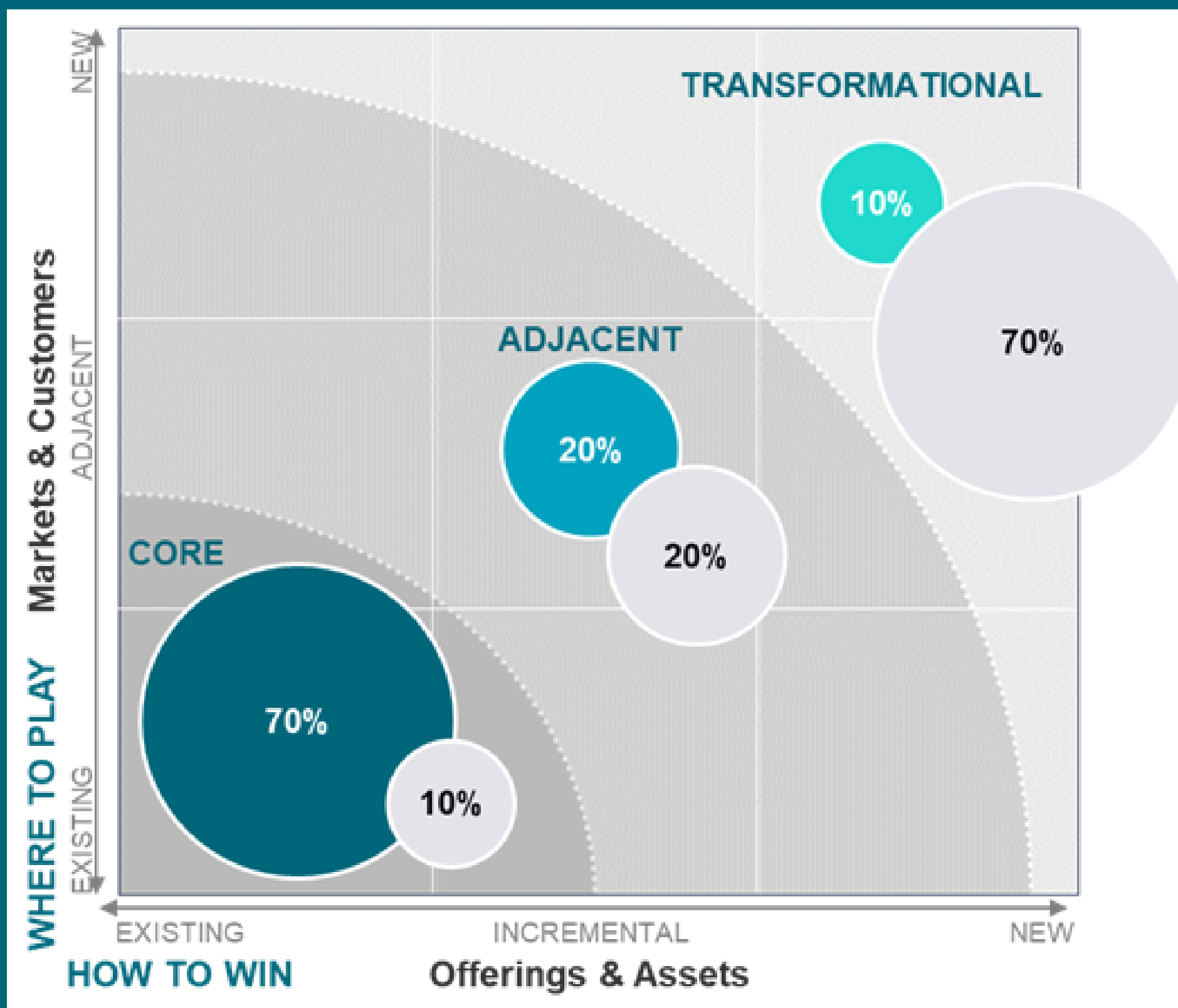
Source: CVA analysis

Note EoL End of Life



# Sustainability as a unique catalyst to foster innovation and transform enterprises in materials (1/2)

Sustainability play in innovation portfolio - common framework to raise TSR

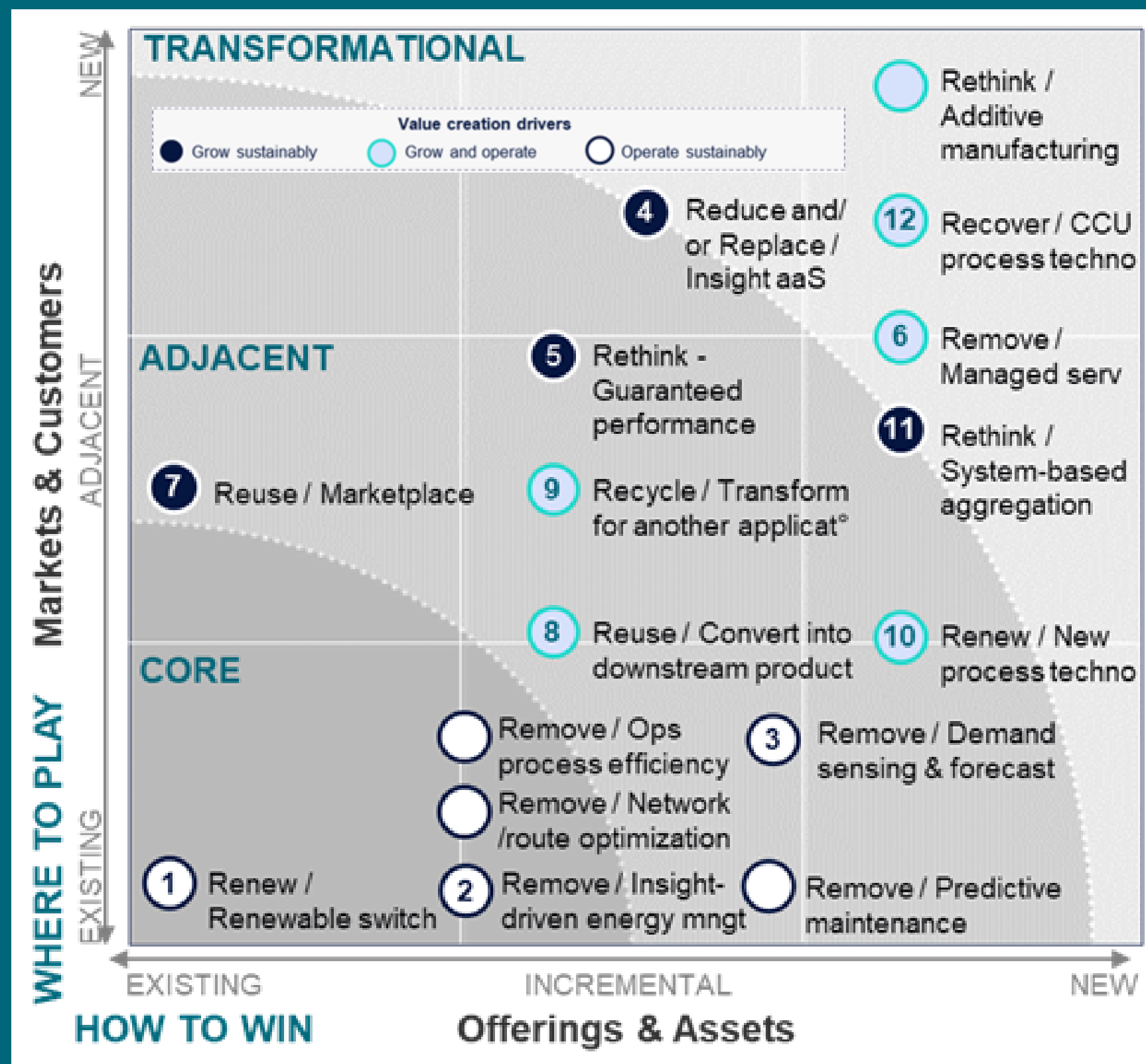


Golden mix of investment initiatives (70%, 20%, 10%) to adapt to sectors & players

Source: CVA analysis, HBR "Managing Your Innovation Portfolio"

# Sustainability as a unique catalyst to foster innovation and transform enterprises in materials (2/2)

Sustainability play in innovation portfolio - Materials & Systems



DIGITALIZATION as SMART ENABLER

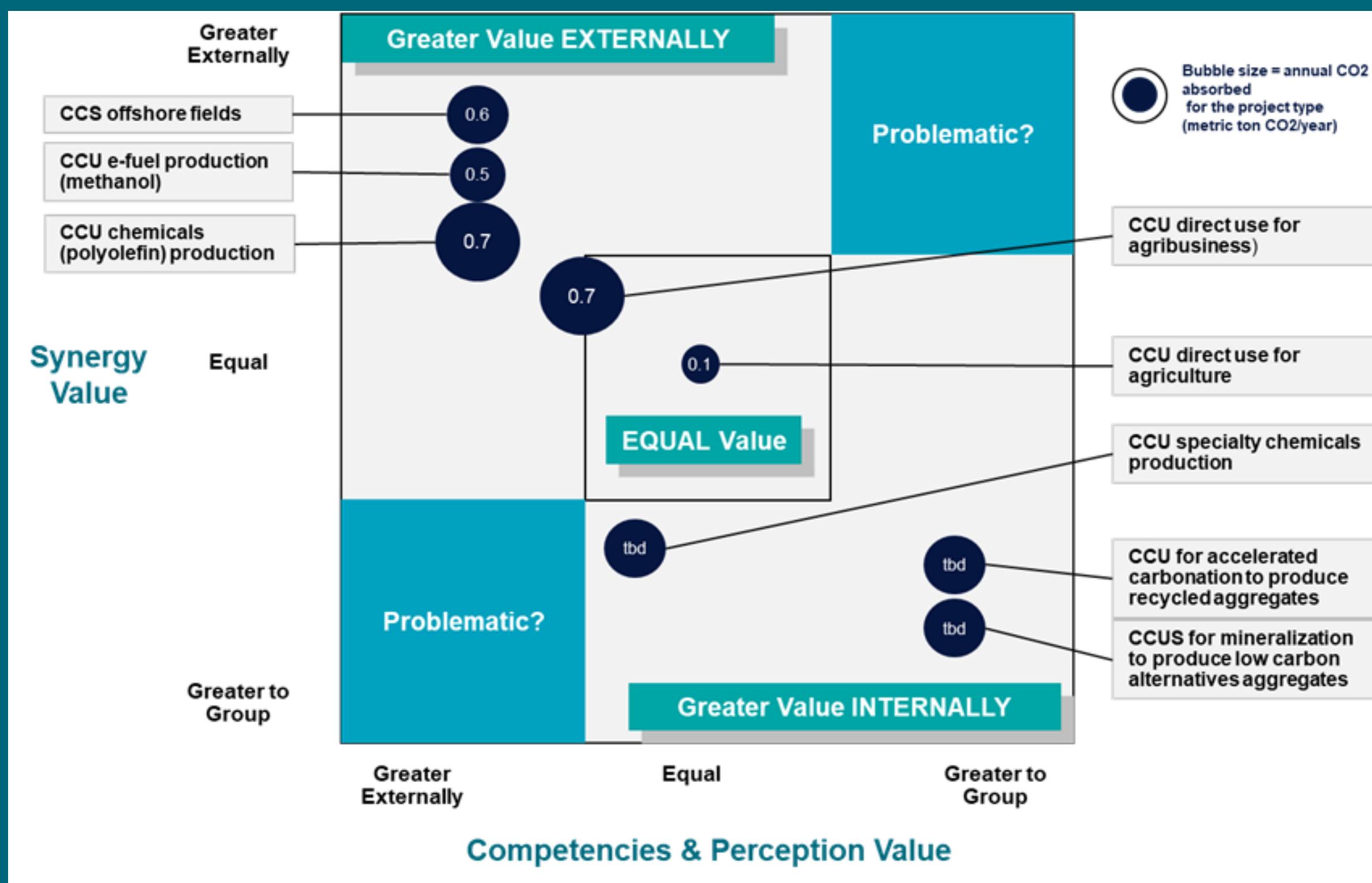
Source: CVA analysis





# Systematic legitimacy check to define the adequate role to take in participating in the ecosystem!

Relative value for CCUS projects for a Cement Producer (not exhaustive)



CCUS Carbon Capture, Utilization and Storage

Source: CVA Relative Value Matrix, CVA analysis

# Sustainability call for actions on portfolio management, client value proposition and enterprise transfo.

Hot topics in Materials & Systems impacted by sustainability

## Agile strategy

Value chain transparency (no regret moves + strategic bets)

Active portfolio management and strategic cost allocation (international development, diversification...)

## Client/market value capture

Full potential realization via application intelligence  
New service development & data-based monetization

## Green value capture

Green offering configuration, monetization & selling  
Sustainability-led market opportunity assessment

## Operational efficiency

SG&A cost optimization (automation, GenAI...)  
Process excellence (cost-to-serve, order-to-cash...)

## Decarbonation

Low carbon sourcing & process efficiency  
Disruptive Capex 360° optimization

## Business transformation

Compelling corporate story (vision / “polar star”) for all stakeholders including talents  
Digital customer experience and seamless operations (end-to-end)





**Explore the full details of this perspective by contacting our team for a discussion!**



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