

ELECTIONS BOARD OF DIRECTORS

CURRICULA VITAE

**SHAREHOLDER INFORMATION ON THE ELECTIONS
AT THE ANNUAL GENERAL MEETING 2016**



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**SHAREHOLDER INFORMATION ON THE
ELECTIONS TO THE BOARD OF DIRECTORS
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RE-ELECTIONS

Beat Hess



Beat Hess

Swiss national born in 1949, Beat Hess is Vice-Chairman of the Board of Directors, a Member of the Strategy & Sustainable Development Committee, and a Member of the Finance & Audit Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd (then "Holcim Ltd") in 2010. He holds a doctorate in law and is admitted to the bar in Switzerland. From 1977 to 2003, he was initially Legal Counsel and subsequently General Counsel for the ABB Group. From 2004 until the end of 2010, he was Legal Director and a Member of the Executive Committee of the Royal Dutch Shell Group, London and The Hague. His other mandates include that he is a Member of the Board of Directors, a Member of the Chairman's and Corporate Governance Committee, and Chairman of the Compensation Committee of Nestlé S.A., Vevey, Switzerland, as well as Vice-Chairman and Member of the Nomination and Compensation Committee of the Board of Directors of Sonova Holding AG, Stäfa, Switzerland.

Bertrand Collomb



Bertrand Collomb

French national born in 1942, Bertrand Collomb is a Member of the Board of Directors and a Member of the Finance & Audit Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. A graduate of the École Polytechnique and the École des Mines in Paris, France, he also holds a French law degree and a PhD in Management from the University of Texas, USA. Bertrand Collomb is Honorary Chairman of Lafarge S.A., served as Chairman and Chief Executive Officer of Lafarge S.A. from 1989 to 2003, as Chairman from 2003 to 2007, and as Director until 2012. He joined Lafarge in 1975 and held various positions, including Chief Executive Officer of Lafarge in North America from 1985 to 1988. He founded the Center for Management Research at the École Polytechnique in Paris, France. He is also a founding member of the World Business Council for Sustainable Development (WBCSD), of which he was Chairman from 2004 to 2005. He was a Member of the Board of Directors of Total S.A., Courbevoie, France, of DuPont, Wilmington, Delaware, USA and of ATCO Group, Calgary, Canada until May 2015. His other mandates include that he is Member of the "Institut de France" and was Chairman of the "Académie des sciences morales et politiques."

Philippe Dauman

American national born in 1954, Philippe Dauman is a Member of the Board of Directors of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. Philippe Dauman received his college degree from Yale University and his law degree from Columbia University School of Law. Philippe Dauman was a Member of the Board of Directors of Lafarge S.A. from 2007 to 2015 and was also Chairman of the Strategy, Investment and Sustainable Development Committee and a Member of the Corporate Governance and Nominations Committee of Lafarge S.A. until 2015. He is Member of the Board of Directors, President, and Chief Executive Officer of Viacom, New York, USA. He began his career working for the New York law firm Shearman & Sterling, where he became partner. He was General Counsel and Secretary of the Board of Directors of Viacom from 1993 to 1998, Executive Vice President from 1995 to 2000, and Deputy Chairman of the Board of Directors from 1996 to 2000. He was a Member of the Board of Lafarge North America from 1997 to 2006. In 2000, he became Joint Chairman of the Board of Directors and Chief Executive Officer of DND Capital Partners LLC, New York NY, USA. His other mandates include that Philippe Dauman is a Member of the Board of National Amusements, Dedham, MA, USA, Member of the Board of Directors of the National Cable & Telecommunications Association, Washington, D.C., USA, Member of the Executive Committee of Lenox Hill Hospital, New York NY, USA, Member of the Dean's Council at Columbia Law School, New York NY, USA, Member of the Business Roundtable, Washington, D.C., USA, Co-Chairman of the Partnership for New York, New York NY, USA, Member of the Board of Directors of the Kipp Foundation, San Francisco CA, USA, and Member of the Paley Media Council, New York NY, USA.



Philippe Dauman

Paul Desmarais, Jr.

Canadian national born in 1954, Paul Desmarais, Jr. is a Member of the Board of Directors and Chairman of the Nomination & Compensation Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim in 2015. He holds a Bachelor of Commerce from McGill University, Montréal, Canada, and an MBA from the European Institute of Business Administration (INSEAD), Paris, France. He was a Member of the Board of Directors of Lafarge S.A. from 2008 to 2015 and was also a Member of its Strategy, Investment and Sustainable Development Committee until 2015. Paul Desmarais, Jr. is Chairman and Co-Chief Executive Officer of Power Corporation of Canada and Executive Co-Chairman of Power Financial Corporation, both located in Montréal, Canada. He joined Power Corporation in 1981 and assumed the position of Vice-President the following year. In 1984, he led the creation of Power Financial to consolidate Power



Paul Desmarais, Jr.

Corporation's major financial holdings, as well as Pargesa Holding SA, Geneva, Switzerland, under a single corporate entity. Paul Desmarais, Jr. served as Vice-President of Power Financial from 1984 to 1986, as President and Chief Operating Officer from 1986 to 1989, as Executive Vice-Chairman from 1989 to 1990, as Executive Chairman from 1990 to 2005, as Chairman of the Executive Committee from 2006 to 2008 and as Executive Co-Chairman from 2008 until today. He also served as Vice-Chairman of Power Corporation from 1991 to 1996. He was named Chairman and Co-CEO of Power Corporation in 1996. From 1982 to 1990, he was a member of the Management Committee of Pargesa Holding SA and in 1991, Executive Vice Chairman and then Executive Chairman of the Management Committee. In 2003, he was appointed Co-Chief Executive Officer and in 2013 named Chairman of the Board. His other mandates include sitting on the Board of Directors of several Power group companies, including Power Corporation of Canada, Power Financial Corporation, Great-West Lifeco Inc., Winnipeg, Canada, and its major subsidiaries, IGM Financial Inc., Winnipeg, Canada, and its major subsidiaries, and several companies within the Pargesa Group, including Pargesa Holding SA, Geneva, Switzerland, Groupe Bruxelles Lambert, Brussels, Belgium, Total SA, Paris, France, and SGS SA, Geneva, Switzerland.

Oscar Fanjul



Oscar Fanjul

Spanish national born in 1949, Oscar Fanjul is a Member of the Board of Directors and a Member of the Strategy & Sustainable Development and of the Nomination, Compensation and Governance Committees of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. Oscar Fanjul holds a PhD in Economics. He is also Independent Director and Vice-Chairman of the Board of Directors of Lafarge S.A., chairs its Corporate Governance and Nominations Committee and its Remunerations Committee, and is a Member of the Audit Committee and the Strategy, Investment and Sustainable Development Committee of Lafarge S.A. He was elected to the Board of Directors of Lafarge S.A. in 2005. He began his career working for the industrial holding INI, Madrid, Spain. He was Chairman founder and CEO of Repsol, S.A., Madrid, Spain. He has also been Chairman of Hidroeléctrica del Cantábrico, S.A., Oviedo, Spain and of Deoleo S.A., Madrid, Spain. Oscar Fanjul is Vice Chairman of Omega Capital, Madrid, Spain and his other mandates include that he is a Member of the Boards of Marsh & McLennan Companies, New York NY, USA, Acerinox S.A., Madrid, Spain, and Ferrovial S.A., Madrid, Spain. He has also been a board member of the London Stock Exchange, Unilever, London/Rotterdam, UK/Netherlands, and Areva, Courbevoie, France.

Alexander Gut

Dual British and Swiss national born in 1963, Alexander Gut is a Member of the Board of Directors and Chairman of the Finance & Audit Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd (then "Holcim Ltd") in 2011. He holds a doctorate in Business Administration (Dr. oec. publ.) from the University of Zurich and is a Swiss Certified Accountant. He was Chairman of the Audit Committee of Holcim Ltd from 2013 to 2015. From 1991 to 2001, he was with KPMG in Zurich and London, and from 2001 to 2003, he was with Ernst & Young in Zurich, where he was promoted to partner in 2002. From 2003 to 2007, he was a partner with KPMG in Zurich, where he was promoted to the Executive Committee of KPMG Switzerland in 2005. Alexander Gut is the founder and managing partner of Gut Corporate Finance AG, an independent corporate finance advisory firm in Zurich. He is a Member of the Board of Directors and Chairman of the Nomination and Compensation Committee and a Member of the Audit Committee of Adecco S.A., Cheserex, Switzerland. He is also a Member of the Board of Directors of SIHAG Swiss Industrial Holding Ltd.



Alexander Gut

Bruno Lafont

French national born in 1956, Bruno Lafont is Co-Chairman of the Board of Directors of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. He is a graduate of the Hautes Études Commerciales Business School (HEC Paris) and École Nationale d'Administration (ENA Paris). He was elected to the Board of Lafarge S.A. in 2005, became Chief Executive Officer in 2006, and served as Chairman of the Board of Directors and Chief Executive Officer of Lafarge S.A. from 2007 to 2015 and is therefore considered non-independent according to the definition of the Swiss Code of Best Practice for Corporate Governance. Bruno Lafont is Honorary Chairman of Lafarge S.A. He joined Lafarge in 1983 and subsequently held various positions in finance and international operations. In 1995, he was appointed Group Executive Vice President, Finance; in 1998, President of the Gypsum Division; and in 2003, Chief Operating Officer. Bruno Lafont is a director of EDF, France, and ArcelorMittal, Luxembourg. He is a Member of the Executive Committee of the World Business Council for Sustainable Development (WBCSD), where he co-chairs the Energy Efficiency in Buildings project. He also chairs the Energy and Climate Change working group of the European Round Table of Industrialists (ERT) and the Sustainable Development Commission of MEDEF (French Business Confederation) and is a Board Member of AFEP (French Large Companies Association). He is special adviser to the mayor of Chongqing, China.



Bruno Lafont



Gérard Lamarche

Gérard Lamarche

Belgian national born in 1961, Gérard Lamarche is a Member of the Board of Directors, Member of the Finance & Audit Committee, and Member of the Strategy & Sustainable Development Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. He holds a Bachelor of Economics from the University of Louvain-la-Neuve, Belgium, with specialization in Business Administration and Management. He also completed the Advanced Management Program for Suez Group Executives at INSEAD Business School, Fontainebleau, France and took part in the 1998-1999 Wharton International Forum, Global Leadership Series. He has been a Member of the Board of Directors of Lafarge S.A. since 2012 and also a Member of the Audit Committee and is a Member of the Strategy, Investment and Sustainable Development Committee. Gérard Lamarche is Managing Director of Groupe Bruxelles Lambert SA, Brussels, Belgium. He began his career in 1983 with Deloitte Haskins & Sells, Brussels, Belgium, and became a M&A consultant in the Netherlands in 1987. In 1988, he joined Société Générale de Belgique, Brussels, Belgium as Investment Manager, became Controller in 1989, and Advisor to the Director of Strategic Planning in 1992. From 1995 to 1997, he was the Secretary of the Executive Committee of Suez, Paris, France, and was later appointed Senior Vice President in charge of Planning, Control and Accounting. In 2000, he joined NALCO (US subsidiary of the Suez Group based in Naperville II, USA) as Member of the Board, Senior Executive Vice President, and CFO. He was appointed CFO of the Suez Group in 2003. Gérard Lamarche is Director of Legrand, Limoges, France, of Total SA, Paris, France, and of SGS, Geneva, Switzerland.

Adrian Loader



Adrian Loader

British national born in 1948, Adrian Loader is a Member of the Board of Directors and a Member of the Nomination, Compensation & Governance Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd (then "Holcim Ltd") in 2006. Adrian Loader holds an Honours Degree in History from Cambridge University and is a fellow of the Chartered Institute of Personnel and Development. He was Chairman of the Nomination & Compensation Committee of Holcim Ltd from 2014 to 2015. He began his professional career at Bowater in 1969 and joined Shell the following year. Until 1998, he held various management positions in Latin America, Asia, and Europe and at the corporate level. In 1998, he was appointed President of Shell Europe Oil Products and in 2004 became Director for strategic planning, sustainable development, and external affairs for the Shell Group. In 2005 he became Director of the Strategy and Business Development Directorate of Royal Dutch Shell, Den Haag, Netherlands; he became President and CEO of Shell Canada in 2007 and retired from Shell at the end of the year. In January 2008, he joined the Board of Directors of Candax Energy Inc., Toronto, Canada and was Chairman until June 2010. He

then served as Chairman of Compton Petroleum, Calgary, Canada until August 2012. His other mandates include serving as Chairman of the Board of Directors of Oracle Coalfields PLC, London, United Kingdom, as a Member of the Board of Directors of Sherritt International Corporation, Toronto, Canada; and as a Member of the Board of Alderon Iron Ore, Montreal, Canada.

Nassef Sawiris

Egyptian national born in 1961, Nassef Sawiris is Member of the Board of Directors and Member of the Strategy & Sustainable Development Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. He holds a Bachelor of Economics from the University of Chicago. Nassef Sawiris was a Member of the Board of Directors of Lafarge S.A. from 2008 to 2015 and was a Member of the Corporate Governance and Nominations Committee, Member of the Remunerations Committee and Member of the Strategy, Investment and Sustainable Development Committee of Lafarge S.A. until 2015. Nassef Sawiris is the Chief Executive Officer of OCI N.V. He joined the Orascom Group in 1982, became the Chief Executive Officer of OCI N.V.'s predecessor, Orascom Construction Industries (OCI S.A.E.), in 1998 and was also appointed Chairman of OCI S.A.E. in 2009. He was appointed Chairman of Orascom Construction Limited in 2015. Nassef Sawiris is a Member of the Cleveland Clinic's International Leadership Board Executive Committee since 2011, and in 2013 he became a Member of the University of Chicago's Board of Trustees. Nassef Sawiris has also previously served on the Boards of the Egyptian Stock Exchange and NASDAQ Dubai. His other mandates include that he is a Member of the Board of BESIX Group, Brussels, Belgium, and of OCI Partners LP, Delaware, USA.



Nassef Sawiris

Thomas Schmidheiny

Swiss national born in 1945, Thomas Schmidheiny is a Member of the Board of Directors of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd (then "Holderbank Financière Glaris Ltd", later "Holcim Ltd") in 1978. He studied mechanical engineering at the ETH Zurich and complemented his studies with an MBA from the IMD Lausanne in 1972. In 1999, he was awarded an honorary doctorate for his services in the field of sustainable development from Tufts University, Massachusetts. He began his career in 1970 as Technical Director with Cementos Apasco and in 1976 was appointed to the Executive Committee of Holcim Ltd, where he held the office of Chairman from 1978 until 2001. He was Chairman of the Board of Directors of Holcim Ltd from 1984 until 2003 and a Member of the Nomination & Compensation Committee of Holcim Ltd until 2015. His other mandates include that he is a Chairman of the Board of Directors of Spectrum Value Management Ltd and of Schweizerische Cement-Industrie-Aktiengesellschaft, both in Rapperswil-Jona, Switzerland and a Member of the Board of Abraaj Holdings, Dubai, United Arab Emirates.



Thomas Schmidheiny



*Hanne Birgitte Breinbjerg
Sørensen*

Hanne Birgitte Breinbjerg Sørensen

Danish national born in 1965, Hanne Birgitte Breinbjerg Sørensen is a Member of the Board of Directors of LafargeHolcim Ltd. She was elected to the Board of Directors of LafargeHolcim Ltd (then “Holcim Ltd”) in 2013. Hanne Birgitte Breinbjerg Sørensen holds an MSc in Business Economy from the University of Aarhus. She was a Member of the Nomination & Compensation Committee of Holcim Ltd from 2014 to 2015. Until the end of 2013 she was the Chief Executive Officer of Maersk Tankers, Copenhagen and has been Chief Executive Officer of Damco, The Hague, Netherlands, another company of the A.P. Møller-Maersk Group, Copenhagen, Denmark, since 2014.



Dieter Spälti

Dieter Spälti

Swiss national born in 1961, Dieter Spälti is a Member of the Board of Directors, the Chairman of the Strategy & Sustainable Development Committee, and Member of the Finance & Audit Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd (then “Holcim Ltd”) in 2003. He studied law at the University of Zurich, Switzerland, where he obtained a doctorate in 1989. He was a Member of the Audit Committee from 2010 to 2015 and of the Governance & Strategy Committee of Holcim Ltd from 2013 to 2015. Dieter Spälti began his professional career as a Credit Officer with Bank of New York in New York NY, USA, before taking up an appointment as Chief Financial Officer of Tyrolit (Swarovski Group), based in Innsbruck, Austria and Zurich, Switzerland in 1991. From 1993 until 2001, he was with McKinsey & Company, ultimately as a partner, and was involved in numerous projects with industrial, financial, and technology firms in Europe, the USA, and Southeast Asia. In October 2002, he joined Rapperswil-Jona, Switzerland-based Spectrum Value Management Ltd as a partner; the firm administers the industrial and private investments of the family of Thomas Schmidheiny. Since 2006, he has been Chief Executive Officer and Member of the Board of Directors of Spectrum Value Management Ltd. His other mandates include a membership in the Board of Directors of Schweizerische Cement-Industrie-Aktiengesellschaft, Rapperswil-Jona, Switzerland and a membership of the Board of Directors of Rieter Holding AG, Winterthur, Switzerland.

ELECTION

Jürg Oleas

Jürg Oleas, Swiss national, born in 1957, holds an MSc from the mechanical engineering from the Swiss Federal Institute of Technology (ETH) in Zurich, Switzerland. He was elected to the Board of Directors of Holcim Ltd in 2014, re-elected at the Annual General Meeting 2015 and retired from the Holcim Ltd Board in the context of the LafargeHolcim Ltd merger closing effective 10 July 2015. He is CEO of GEA Group Aktiengesellschaft, a Düsseldorf-based mechanical engineering company listed on Germany's MDAX stock index. GEA Group is one of the largest system suppliers for the food processing industry and a wide range of other process industries. Jürg Oleas has been a member of the GEA Group Executive Board since joining the company in May 2001. Initially responsible for the Group's chemical activities, he was appointed CEO of GEA Group on November 1, 2004. Before joining the GEA Group, he spent nearly 20 years with ABB and the Alstom Group, where he held several management positions. He is a member of the Board of RUAG Holding AG, Bern (Switzerland).



Jürg Oleas

