

ELECTIONS BOARD OF DIRECTORS

CURRICULA VITAE

Shareholder information on the elections
at the Annual General Meeting 2019



LafargeHolcim

ELECTIONS BOARD OF DIRECTORS

**Shareholder information on the
elections to the Board of Directors
at the Annual General Meeting 2019**

RE-ELECTIONS

Beat Hess

Chairman of the Board



Beat Hess

Professional background

Swiss national born in 1949, Beat Hess is Chairman of the Board of Directors 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. He is also a Member of the Curatorium of the Hague Academy of International Law.

Paul Desmarais, Jr.

Member

Professional background

Canadian national born in 1954, Paul Desmarais, Jr. is a Member of the Board of Directors and of the Nomination, Compensation & Governance 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.



Paul Desmarais, Jr

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-CEO 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 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-CEO 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, and SGS SA, Geneva, Switzerland.

Oscar Fanjul
Vice-Chairman



Oscar Fanjul

Professional background

Dual Spanish and Chilean national born in 1949, Oscar Fanjul is Vice-Chairman of the Board of Directors and Chairman of the Nomination, Compensation & 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 was Vice-Chairman of the Board of Directors of Lafarge S.A. 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 and Ferrovial S.A., Madrid, Spain.

He has also been a Board Member of the London Stock Exchange, Unilever, London/Rotterdam, UK/Netherlands, Areva, France, and BBVA, Spain.

Patrick Kron

Member

Professional background

French national born in 1953, Patrick Kron is a Member of the Board of Directors, Chairman of the Audit Committee and a Member of the Health, Safety & Sustainability Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2017. Patrick Kron is a graduate of the Ecole Polytechnique and the Paris Ecole des Mines, France.

He began his career at the French Industry Ministry in 1979 before joining the Pechiney group in 1984, where he held senior operational responsibilities in one of the group's largest factories in Greece before becoming manager of Pechiney's Greek subsidiary in 1988.

Between 1988 and 1993, Patrick Kron held various operational and financial positions, first managing a group of activities in aluminium processing, before being appointed Chairman and CEO of Pechiney Électrométallurgie. In 1993, he became Member of the Executive Committee of the Pechiney group and was Chairman and CEO of Carbone Lorraine from 1993 to 1997. From 1995 to 1997, he ran Pechiney's Food and Health Care Packaging Sector and held the position of COO of the American National Can Company in Chicago (United States).

From 1998 to 2002, Patrick Kron was Chairman of the Executive Board of Imerys. A director of Alstom since July 2001, he was appointed CEO of Alstom in January 2003, and then Chairman and CEO in March 2003, a position he held until January 2016, when he created PKC&I (Patrick Kron – Conseils & Investissements). In November 2016, he was appointed Chairman of Truffle Capital, Paris, France. His other mandates include that he is a Member of the Board of Directors of Sanofi S.A., Paris, France, of Halcor Metal Works S.A., Athens, Greece, of Bouygues, Paris, France, and of Segula Technologies S.A., Nanterre, France.



Patrick Kron

Adrian Loader*Member**Adrian Loader***Professional background**

British national born in 1948, Adrian Loader is a Member of the Board of Directors, Chairman of the Health, Safety & Sustainability Committee, 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, and as Chairman of the Board of Directors of Oracle Coalfields PLC, London, United Kingdom until April 2016. His other mandates include serving as a Member of the Board of Directors of Sherritt International Corporation, Toronto, Canada, as a Member of the Board of Directors of Alderon Iron Ore, Montreal, Canada, and as Chairman of Resero Gas, London, United Kingdom.

Jürg Oleas

Member

Professional background

Swiss national born in 1957, Jürg Oleas is a Member of the Board of Directors and of the Audit Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd (then "Holcim Ltd") in 2014, retired from the Holcim Ltd Board of Directors in the context of the LafargeHolcim Ltd merger closing effective 10 July 2015 and was re-elected at the AGM 2016. He holds an MSc from the mechanical engineering from the Swiss Federal Institute of Technology (ETH) in Zurich, Switzerland.

He was CEO of GEA Group Aktiengesellschaft, a Düsseldorf-based mechanical engineering company listed on Germany's MDAX stock index. 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. His other mandates include that he serves as Chairman of the Board of Directors of LL Plant Engineering AG, Ratingen, Germany and as a Member of the Board of Directors and Chairman of the Strategy Committee of RUAG Holding AG, Bern, Switzerland.



Jürg Oleas

Hanne Birgitte Breinbjerg Sørensen*Member*

*Hanne Birgitte Breinbjerg
Sørensen*

Professional background

Danish national born in 1965, Hanne Birgitte Breinbjerg Sørensen is a Member of the Board of Directors and a Member of the Health, Safety & Sustainability and of the Nomination, Compensation & Governance Committees 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 Economics and Management from the University of Aarhus.

She was a Member of the Nomination & Compensation Committee of Holcim Ltd from 2014 to 2015 and has been re-elected in 2016.

Until the end of 2013, she was the CEO of Maersk Tankers, Copenhagen and has been CEO of Damco, The Hague, Netherlands, another company of the A.P. Møller-Maersk Group, Copenhagen, Denmark, from 2014 until December 31, 2016.

Her other mandates include that she is a Member of the Board of Directors and a Member of the Nomination and Remuneration Committee of Ferrovial S.A., Madrid, Spain, a Member of the Board of Directors, Chairperson of the CSR Committee and Member of the NRC of Delhivery Pvt. Ltd., Gurgaon, India, a Member of the Board of Directors of TCS, Mumbai, India, a Member of the Board of Directors, Chairperson of the Risk Committee, and Member of the Stakeholders Relation Committee of Tata Motors Ltd, Mumbai, India, a Member of the Board of Directors of Jaguar Land Rover Automotive PLC, Coventry, UK, and a Member of the Board of Directors, Member of the Nomination and Remuneration Committee, and Chairperson of the Audit Committee of Sulzer Ltd, Winterthur, Switzerland.

Dieter Spälti

Member

Professional background

Swiss national born in 1961, Dieter Spälti is a Member of the Board of Directors, a Member of the Audit and of the Health, Safety & Sustainability Committees 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

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 CEO and Member of the Board of Directors of Spectrum Value Management Ltd.

His other mandates include that he serves as a Member of the Board of Directors of Schweizerische Cement-Industrie-Aktiengesellschaft, Rapperswil-Jona, Switzerland.

ELECTIONS

Colin Hall

Member



Colin Hall

Professional background

Colin Hall, US American national, born in 1970, holds an MBA from the Stanford University Graduate School of Business, Stanford, USA.

Colin Hall is the Head of Investments of Groupe Bruxelles Lambert, Brussels, Belgium (GBL). He is also the CEO of Sienna Capital, a wholly-owned subsidiary of GBL.

He began his career in 1995 in the merchant banking group of Morgan Stanley, New York, USA. In 1997, he joined Rhône Group, a private equity firm, where he held various management positions for 10 years in New York, USA and London, UK. In 2009, he was the co-founder of a hedge fund, sponsored by Tiger Management (New York, USA), where he worked until 2011. In 2012 he joined Sienna Capital S.à.r.l., as CEO. In 2016, he was also appointed to the role of Head of Investments at GBL.

His other mandates include that he serves as a Member of the Board of Directors of Imerys S.A., Paris, France, Umicore, Brussels, Belgium, GEA Group Aktiengesellschaft, Düsseldorf, Germany, and Parques Reunidos, Madrid, Spain.

Naina Lal Kidwai

Member

Professional background

Naina Lal Kidwai, Indian national, born in 1957, holds an MBA from the Harvard Business School, Boston, USA. She has made regular appearances on listings by Fortune and others of international women in business and is the recipient of awards and honors in India including the Padma Shri for her contribution to Trade and Industry, from the Government of India.

Naina Lal Kidwai started her career in 1982 and until 1994 was at ANZ Grindleys Bank Plc. From 1994 to 2002, she was Vice Chairman and Head of Investment Banking at Morgan Stanley India before moving to HSBC, where she was Chairperson of the HSBC Group of Companies in India and on the Board of HSBC Asia Pacific, until her retirement in December 2015. She was President of the Federation of Indian Chambers of Commerce & Industry (FICCI). She also served for 12 year till 2018 as Non-Executive Director of Nestlé S.A., Vevey, Switzerland.

She is Non-Executive Chairperson of Altico Capital India Ltd, Chairperson of Advent Private Equity India where she is an advisor, and is Non-Executive Director of the unlisted company Nayara Energy Ltd. She is a Non-Executive Director on the Boards of the following Indian listed companies: Max Financial Services, CIPLA, as well as Larsen & Toubro.

Her interests in water and the environment are reflected in her engagements with The Shakti Sustainable Energy Foundation, Global Commission on Economy & Climate, and Chair of the FICCI Sustainability, Energy and Water Council as well as Chair of the India Sanitation Coalition. She has authored 3 books including the bestsellers "30 women in Power: Their Voices, Their Stories" and "Survive Or Sink: An Action Agenda for Sanitation, Water, Pollution, and Green Finance".



Naina Lal Kidwai

Claudia Sender Ramirez*Member**Claudia Sender Ramirez***Professional background**

Claudia Sender Ramirez, Brazilian national, born in 1974, holds a BS in Chemical Engineering from the Polytechnic School, University of Sao Paulo, Brazil and an MBA from the Harvard Business School, Boston, USA.

Claudia Sender Ramirez is Senior Vice President for Clients at LATAM Airlines Group. Before that, she was CEO for LATAM Airlines Brazil since 2013. She joined TAM Airlines in 2011 as Commercial and Marketing Vice President and in 2012, once the association between LAN and TAM happened, she became responsible for the Brazil Domestic Business Unit.

Claudia Sender Ramirez has also worked for 7 years in the Consumer Goods industry, focusing on Marketing and Strategic Planning. Prior to joining LATAM, she was Marketing Vice President at Whirlpool Latin America, where she worked for seven years. She has also worked as a consultant at Bain&Company, in projects ranging from telecommunications to airlines.

Her other mandates include that she serves as Vice Chairperson of the Board at Multiplus S.A., São Paulo, Brazil.

