

Invitation

Annual General Meeting 2020

Tuesday, 12 May 2020, at 10:00 a.m.
Grafenauweg 10, 6300 Zug, Switzerland



LafargeHolcim



**IMPORTANT
INFORMATION
REGARDING
CORONAVIRUS**

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INFORMATION REGARDING CORONAVIRUS

Dear shareholders,

As a result of the exceptional circumstances due to the COVID-19 (Coronavirus) pandemic, the 2020 Annual General Meeting of Shareholders of LafargeHolcim Ltd cannot take place in the usual format. This year's Annual General Meeting will therefore be held on 12th May in accordance with the requirements of the Ordinance of the Swiss Federal Council regarding measures on combatting the Coronavirus.

These measures mean that the personal attendance of shareholders at the Annual General Meeting on site is not possible. The Board of Directors has resolved that shareholders shall be represented at the Annual General Meeting exclusively by the independent proxy. As a consequence you can only submit your voting instructions in writing or electronically to the independent proxy.

The Board of Directors regrets that this important event cannot be held in its usual format. We thank you for your understanding and look forward to your personal participation at the Annual General Meeting in 2021.

Beat Hess

Chairman of the Board of Directors



Beat Hess

Chairman of the Board of Directors

Dear shareholders,

Your company had a very successful 2019. We have managed to increase Recurring EBITDA by 6.5 percent like-for-like, which significantly exceeds the target of at least 5 percent that we set for ourselves in our Strategy 2022 – “Building for Growth”.

Earnings per share grew by 29.1 percent to CHF 3.40 against CHF 2.63 in the previous year. Two years after the launch of Strategy 2022, we are also seeing a much higher Free Cash Flow. Cash conversion (cash flow to Recurring EBITDA) rose to nearly 50 percent in the past year and is a clear indicator of the increased financial health of your company. This strength is further supported by a significantly lower debt burden.

We are also getting near our 2022 target return on invested capital above 8 percent; in 2019, this figure was 7.6 percent.

In view of this positive result, the Board of Directors is very satisfied with the financial results for 2019.

Strengthening sustainability

We are also optimistic about the progress made in the area of sustainability. We are among the most ambitious companies in our sector in terms of emissions reductions. In 2019 the Science-Based Targets initiative (SBTi) validated our targets to reduce our global carbon emissions: they are adequate and consistent with the global effort to keep global warming below the ‘2°C’ threshold.

The appointment of a Chief Sustainability Officer to the Group Executive Committee in autumn 2019 is representative of our intensified efforts to even better fulfil our leading role as a provider of sustainably produced construction materials and construction solutions.

Finally the Board decided that one-third of the Executive Committee’s performance share rewards will be based on progress in carbon emissions, waste recycling and freshwater withdrawal as of 2020. To more strongly link our sustainability performance with our compensation demonstrates that sustainability is a central part to the strategy and principles of our company.

As you know, health and safety is one of our most important values. We set ourselves the target of zero occupational accidents. Unfortunately we did not meet this goal – in 2019, to our great regret, four employees and fifteen contractors lost their lives while performing their jobs.

This is of great concern to us, even though we have made significant progress in reducing the Lost Time Incident Frequency Rate (LTIFR) compared to previous years. It makes us all the more determined to put our efforts into pressing ahead with our safety program “Ambition 0” which aims to completely prevent all fatal accidents.

Integrated reporting

Our Integrated Annual Report aims to provide you with more comprehensive and, in particular, more holistic information about our sustainability activities. For this reason, we have modified the report this year and, for the first time, have structured it in accordance with the logic of integrated reporting.

In 2019, LafargeHolcim was again involved in numerous iconic projects around the world. Our unique global presence enables us to conduct global projects for the benefit of whole societies.

I express my sincere thanks to all employees around the world for their great work and commitment.

I would also like to thank the members of the Executive Committee under the guidance of our CEO, Jan Jenisch. In 2019, they have further strengthened LafargeHolcim as a leading international company for construction materials and construction solutions, and through their commitment have helped us to further expand our leading position in the changing market for construction materials.

Finally, I would like to thank my colleagues on the Board of Directors. Today the Board is broader and more diverse than ever and, with three highly competent women, is one of the leading Boards of Directors in Switzerland in terms of gender diversity.



Beat Hess

Chairman of the Board of Directors



Jan Jenisch

Chief Executive Officer

Dear shareholders,

2019 was a very successful year for us and we achieved record results in operating profit, net income, earnings per share and free cash flow.

Our sharp decrease in net debt has significantly strengthened our balance sheet. We have achieved all our targets for 2019 and have moved our company to a new level of performance.

Midway through Strategy 2022 “Building for Growth” LafargeHolcim has achieved almost all 2022 targets. The company significantly strengthened its balance sheet and is now well-positioned to continue growing profitably with strong market positions in all regions.

On top, eight bolt-on acquisitions in the attractive ready-mix and aggregates markets have been accomplished in 2019. Net sales of CHF 26,722 million grew 3.1 percent on a like-for-like basis compared to the prior year, driven by good growth in Europe and North America and good price dynamics across all business segments and higher prices in most markets.

Recurring EBITDA (pre-IFRS16) reached CHF 6,153 million, up 6.5 percent on a like-for-like basis for the full year, driven by our CHF 400 million SG&A cost savings program, good pricing and improvements in efficiencies.

The Recurring EBITDA margin increased from 21.9 percent in 2018 to 23.0 percent in 2019. Record net income¹ of CHF 2,072 million increased by 32 percent compared to 2018 (CHF 1,569 million), driven by less restructuring costs and financial expenses as well as a decrease in the tax rate.

Earnings per share² were up by 29 percent accordingly to reach CHF 3.40 for the full year 2019 versus CHF 2.63 for 2018. Record Free Cash Flow generation (pre-IFRS 16) of CHF 3,047 million (+79 percent) and strong improvement of cash conversion (pre-IFRS 16) reached 49.5 percent, well above the target of 40 percent as defined in Strategy 2022 – “Building for Growth”.

This achievement reflects reduced cash paid for tax, financial and restructuring costs as well as improved working capital. Net debt (pre-IFRS16) was substantially reduced by CHF 4.7 billion (-35 percent) to CHF 8.8 billion at year-end 2019, reflecting the strong Free Cash Flow and the positive impact following the sale of Indonesia and Malaysia. This resulted in a significant deleveraging with a ratio of net debt to Recurring EBITDA (pre-IFRS16) of 1.4x (2.2x in 2018).

¹ pre-IFRS16, before impairment & divestments, Group share

² pre-IFRS16, before impairment & divestments

Return on Invested Capital (pre-IFRS 16) was at a strong 7.6 percent in 2019, close to the 2022 target of above 8 percent and compares to 6.5 percent in the previous year. ROIC is now above cost of capital thanks to higher profitability, lower tax rate and disciplined Capex.

On top of these record financial results, we strengthened our leadership in sustainability by setting even more ambitious targets for carbon emissions. In 2019 we made significant progress in reducing our carbon footprint.

Compared to 2018 we reduced our carbon emissions by 1.4 percent to 561 kg in 2019, nearly meeting our 2022 target of 560 kg. Given this strong progress, we have revised our 2022 target to 550 kg as we move to reduce our carbon footprint to 520 kg by 2030.

In 2019 the Science-Based Targets initiative (SBTi) validated our targets to reduce our global carbon footprint as adequate and consistent with the effort to keep temperatures below the '2°C' threshold agreed at the COP21 world climate conference in Paris.

Compared to 1990 we have already reduced our directly attributable ('scope 1') CO₂ emissions per ton of cementitious material by 27 percent, by far the leader among international cement groups.

In October 2019, Chief Sustainability Officer Magali Anderson was appointed as a member of the Group Executive Committee, underlining our industry leadership with regard to social and ecological responsibility.

In January 2020, we introduced our first fully carbon-neutral concrete in Switzerland and Germany, demonstrating our move toward building a global family of carbon-neutral products. I congratulate all our employees and teams on these impressive results and would like to thank them for their dedication and efforts in making this possible.



Jan Jenisch
Chief Executive Officer

Agenda and motions of the Board of Directors

1.

Management report, annual consolidated financial statements of the Group, annual financial statements of LafargeHolcim Ltd, and compensation report; auditor's reports

1.1 **Approval of the management report, the annual consolidated financial statements of the Group, and the annual financial statements of LafargeHolcim Ltd**

Motion of the Board of Directors: Approval of the management report, the annual consolidated financial statements of the Group and the annual financial statements of LafargeHolcim Ltd.

1.2 **Advisory vote on the compensation report**

Motion of the Board of Directors: Acceptance of the compensation report in an advisory vote.

2.

Discharge of the members of the Board of Directors and the persons entrusted with management

Motion of the Board of Directors: Grant of discharge to the members of the Board of Directors and the persons entrusted with management during the financial year 2019.

3.

Appropriation of available earnings and distribution payable out of capital contribution reserves

3.1 Appropriation of available earnings

Motion of the Board of Directors: The Board of Directors' motion is that the available earnings of CHF 13,343 million (comprising retained earnings of CHF 12,473 million carried forward from the previous year and net income for 2019 of CHF 870 million) be carried forward to the new account.

Explanations of the Board of Directors: Instead of a dividend from available earnings, the Board of Directors proposes under agenda item 3.2 a distribution payable out of capital contribution reserves. All available earnings may therefore be carried forward to the new account.

3.2 Distribution payable out of capital contribution reserves

Motion of the Board of Directors: The Board of Directors' motion is to distribute CHF 2.00 per registered share of CHF 2.00 par value up to an amount of CHF 1,228 million.

LafargeHolcim Ltd will abstain from making any distribution with respect to treasury shares existing at the time of the distribution.

The last trading day with entitlement to receive the dividend is expected to be 14 May 2020, and the shares are expected to be traded ex-dividend as of 15 May 2020. Payment is expected to be made on 20 May 2020.

4.

Re-elections and elections

For biographical information on all candidates please refer to the chapter "Re-elections and elections Board of Directors – Curricula Vitae" (pages 23 ff).

4.1 Re-elections of members of the Board of Directors and re-election of the chairman of the Board of Directors

4.1.1 Re-election of Dr. Beat Hess as a member and re-election as chairman of the Board of Directors

Motion of the Board of Directors: Re-election of Dr. Beat Hess as a member of the Board of Directors and re-election as chairman of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.2 Re-election of Oscar Fanjul as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Oscar Fanjul as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.3 Re-election of Colin Hall as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Colin Hall as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.4 Re-election of Naina Lal Kidwai as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Naina Lal Kidwai as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.5 Re-election of Patrick Kron as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Patrick Kron as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.6 Re-election of Adrian Loader as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Adrian Loader as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.7 Re-election of Jürg Oleas as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Jürg Oleas as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.8 Re-election of Claudia Sender Ramirez as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Claudia Sender Ramirez as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.9 Re-election of Hanne Birgitte Breinbjerg Sørensen as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Hanne Birgitte Breinbjerg Sørensen as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.1.10 Re-election of Dr. Dieter Spälti as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Dr. Dieter Spälti as a member of the Board of Directors for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.2 Elections of members of the Board of Directors

4.2.1 Election of Prof. Dr. Philippe Block as a member of the Board of Directors

Motion of the Board of Directors: Election of Prof. Dr. Philippe Block as a member of the Board of Directors for a term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.2.2 Election of Kim Fausing as a member of the Board of Directors

Motion of the Board of Directors: Election of Kim Fausing as a member of the Board of Directors for a term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.3 Re-elections of members of the Nomination, Compensation & Governance Committee

4.3.1 Re-election of Oscar Fanjul as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Re-election of Oscar Fanjul as a member of the Nomination, Compensation & Governance Committee for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.3.2 Re-election of Adrian Loader as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Re-election of Adrian Loader as a member of the Nomination, Compensation & Governance Committee for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.3.3 Re-election of Hanne Birgitte Breinbjerg Sørensen as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Re-election of Hanne Birgitte Breinbjerg Sørensen as a member of the Nomination, Compensation & Governance Committee for a further term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.4 Elections of members of the Nomination, Compensation & Governance Committee

4.4.1 Election of Colin Hall as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Election of Colin Hall as a member of the Nomination, Compensation & Governance Committee for a term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.4.2 Election of Claudia Sender Ramirez as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Election of Claudia Sender Ramirez as a member of the Nomination, Compensation & Governance Committee for a term of office of one year, expiring after the completion of the Annual General Meeting 2021.

4.5 Re-election of the auditor and election of the independent proxy

4.5.1 Re-election of the auditor

Motion of the Board of Directors: Conferral of the mandate for the auditor for the financial year 2020 on Deloitte AG, Zurich, Switzerland.

4.5.2 Election of the independent proxy

Motion of the Board of Directors: Election of Dr. Sabine Burkhalter Kaimakliotis of Voser Attorneys at Law, Stadtturmstrasse 19, 5401 Baden, Switzerland, as the independent proxy for a term of office of one year, expiring after the completion of the Annual General Meeting 2021.

5. Compensation of the Board of Directors and of the Executive Committee

For further details, see the enclosed brochure “Compensation votes at the Annual General Meeting 2020”.

5.1 Compensation of the Board of Directors for the next term of office

Motion of the Board of Directors: Approval of the total maximum amount of compensation for the members of the Board of Directors for the period from the Annual General Meeting 2020 to the Annual General Meeting 2021 of CHF 5,400,000.

5.2 Compensation of the Executive Committee for the financial year 2021

Motion of the Board of Directors: Approval of the total maximum amount of compensation of the Executive Committee for the financial year 2021 of CHF 42,500,000.

LafargeHolcim Ltd

Dr. Beat Hess

Chairman of the Board of Directors
Jona, 17 April 2020

(The original German text as published in the Swiss Official Gazette of Commerce is binding.)

Enclosures

- Brochure “Compensation votes at the Annual General Meeting 2020”
- Voting Instructions form with reply envelope

Re-elections and elections Board of Directors – Curricula Vitae

Re-elections

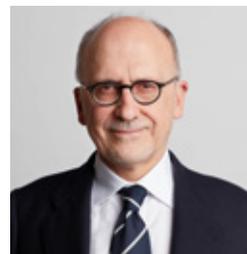


Beat Hess

Swiss national born in 1949, Beat Hess was elected to the Board of Directors of LafargeHolcim (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.



Oscar Fanjul

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 Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2015. Oscar Fanjul holds a PhD in Economics.

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 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.



Colin Hall

US national born in 1970, Colin Hall 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 in 2019. He holds an MBA from the Stanford University Graduate School of Business, Stanford, USA.

He joined Groupe Bruxelles Lambert (“GBL”) in 2012 and was appointed CEO of GBL’s wholly-owned subsidiary Sienna Capital the following year. In 2016, he was additionally appointed the Head of Investments of GBL. He began his career working for the Merchant Banking Division of Morgan Stanley in 1995. Between 1997 and 2008, Colin Hall held various positions with the private equity firm Rhône Group in New York and London. From 2009 to 2011, Colin Hall was a partner in a hedge fund sponsored by Tiger Management.

His other mandates include that he serves as a Member of the Board of Directors of GEA Group Aktiengesellschaft, Düsseldorf, Germany, and as a Member of the Board of Directors and a Member of the Audit Committee and the Strategy Committee of Imerys S.A., Paris, France.



Naina Lal Kidwai

Indian national born in 1957, Naina Lal Kidwai is a Member of the Board of Directors and a Member of the Health, Safety & Sustainability Committee of LafargeHolcim. She was elected to the Board of Directors of LafargeHolcim in 2019. Naina Lal Kidwai 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 years until 2018 as Non-Executive Director of Nestlé S.A., Vevey, Switzerland. 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 three 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.”

Her other mandates include that she is a Non-Executive Director on the Boards of the following Indian companies: Max Financial Services, CIPLA, Larsen & Toubro and Nayara Energy Ltd. (including of its subsidiary Vadinar Oil Terminal Ltd). She is also Chairperson of the India Advisory Board Advent International Private Equity, Mumbai, India.



Patrick Kron

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 Électrometallurgie. 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 Chairman of the Boards of Directors of Imerys, Paris, France, Member of the Board of Directors of Sanofi S.A., Paris, France, and permanent Representative of PKC&I on the Supervisory Board of Directors of Segula Technologies S.A., Nanterre, France.



Adrian Loader

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

Swiss national born in 1957, Jürg Oleas is a Member of the Board of Directors and a Member 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 a Member of the Board of Directors and Chairman of the Strategy Committee of RUAG Holding AG, Bern, Switzerland.



Claudia Sender Ramirez

Brazilian national born in 1974, Claudia Sender Ramirez was elected to the Board of Directors of LafargeHolcim in 2019. She 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 was Senior Vice President for Clients at LATAM Airlines Group until May 2019. 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 several 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 is a Member of the Board of Directors of Gerdau S.A., São Paulo, Brazil, of Estacio Participações S.A., Rio De Janeiro, Brazil, and of Telefonica S.A., Madrid, Spain.



Hanne Birgitte Breinbjerg Sørensen

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, Member of the Board of Directors, Member of the Audit Committee, Member of the Nomination and Remuneration Committee, and Chairperson of the Safety, Health and Sustainability Committee and of the Risk Committee of Tata Motors Ltd, Mumbai, India, a Member of the Board of Directors, Member of the Remuneration and Nomination Committee and of the Audit Committee of Tata Consultancy Services Ltd, Mumbai, India, a Member of the Board of Directors of Jaguar Land Rover Automotive PLC, Coventry, UK (including those of its subsidiaries Jaguar Landrover Holdings Ltd and of Jaguar Landrover Ltd), 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

Swiss national born in 1961, Dieter Spälti is a Member of the Board of Directors and 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 was Chairman of the Strategy Committee of LafargeHolcim Ltd from 2015 to 2018.

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. He is also Member of the Board of Directors and Member of the Audit Committee of Alcon, Fort Worth, Texas, USA.

Elections



Prof. Dr. Philippe Block

Prof. Dr. Philippe Block, Belgian national, born in 1980, holds a Masters Degree in Civil Engineering-Architecture from the Free University of Brussels, Belgium, and a Masters Degree in Architectural Studies in Design and Computation and a Ph.D. in Building Technologies from the Massachusetts Institute of Technology (MIT), Cambridge, USA.

In 2009, he was appointed Assistant Professor of Architecture and Structure at the Swiss Federal Institute of Technology (ETH) Zurich, Switzerland. In 2017, he was promoted to Full Professor. He is the Founder and Co-Director of the Block Research Group at ETH where he focuses his research on the analysis of unreinforced masonry structures, structural design, computational form finding, and new construction techniques. In addition, he is the Director of the Swiss National Centre of Competence in Research (NCCR) for Digital Fabrication.

Prof. Dr. Philippe Block is a renowned expert in the field of structural design, computational engineering and digital fabrication of concrete construction with numerous publications and awards. He is a member of the Academic Committee (AC) of the LafargeHolcim Foundation for Sustainable Construction.



Kim Fausing

Kim Fausing, Danish national born in 1964, holds a Degree in Mechanical Engineering from Aarhus Teknikum, Denmark, and an MBA Degree from Henley Business School, London, UK.

He began his professional career with the Hilti Group in 1990, initially starting in Sales and Marketing, in Denmark, before being promoted to Country General Manager. He then was appointed to run the Austrian operation in Vienne before becoming President Hilti Japan for 3 years. In 2003, he transferred to Division President at the headquarter in Schaan, Lichtenstein. In 2007 he moved to the Danish Danfoss Group where he was named Chief Operating Officer and became Member of the Executive Committee in January 2008. He has chaired since July 2017 as President and CEO.

His other mandates include that he is Vice Chairman of the Board of Directors of SMA Solar Technology AG, Niestetal, Germany, and Member of the Board of Directors of Hilti AG, Schaan, Liechtenstein.

Documentation and voting instructions



Documentation

An extract of the Integrated Annual Report will be delivered to shareholders upon written request (see enclosed form) starting 27 April 2020. This extract is an integral part of the LafargeHolcim 2019 Integrated Annual Report. This printed version is available in English and German.

The complete LafargeHolcim 2019 Integrated Annual Report (English only) with the management report, the annual consolidated financial statements of the Group and the annual financial statements of LafargeHolcim Ltd, the compensation report, the auditor's reports, and the motion for the appropriation of retained earnings is available for inspection by the shareholders at the company's registered office, and on www.lafargeholcim.com.



Voting instructions

The shareholders registered in the share register on 4 May 2020 as shareholders of LafargeHolcim Ltd with voting rights are entitled to vote. As a result of the exceptional circumstances due to the Coronavirus, the 2020 Annual General Meeting of Shareholders of LafargeHolcim Ltd cannot take place in the usual format. The personal attendance of shareholders at the Annual General Meeting is not possible. The Board of Directors has resolved that shareholders must cast their votes by instructing the independent proxy. You can submit your voting instructions in writing or electronically to the independent proxy as follows:



In writing by issuing of proxy and instructions to the independent proxy

Shareholders may arrange for being represented by the independent proxy (unabhängiger Stimmrechtsvertreter) Dr. Thomas Ris of Ris & Ackermann, Attorneys at Law, St. Gallerstrasse 161, 8645 Jona, Switzerland. Please use the enclosed proxy form for granting power of attorney; or



By electronic authorization and instructions to the independent proxy

Shareholders may cast their votes electronically at www.lafargeholcim.com/agm by issuing a power of attorney and their instructions electronically to the independent proxy. The requisite login data is included in the invitation documents. The e-Voting application GVMANAGER Online is used, and Devigus AG supports the independent proxy. Shareholders may submit their voting instructions electronically and change instructions provided up to but no later than 10 May 2020 at 11:59 p.m.

Material Talks

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www.lafargeholcim.com/newsletter-subscription

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