

Invitation

Annual General Meeting 2021

Tuesday, 4 May 2021, at 10:00 a.m.
Grafenauweg 10, 6300 Zug, Switzerland



LafargeHolcim



**IMPORTANT
INFORMATION
REGARDING
CORONAVIRUS**

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IMPORTANT INFORMATION REGARDING CORONAVIRUS

Dear Shareholders,

Unfortunately, the current situation with the ongoing COVID-19 (Coronavirus) pandemic does not allow us to hold the Annual General Meeting, which will take place on 4 May 2021, in its usual format.

On 11 September 2020, the Swiss Federal Council decided to extend the COVID-19 Ordinance 3 until 31 December 2021. In accordance with this ordinance, the Board of Directors has decided to hold the Annual General Meeting without shareholders being physically present. It is with great regret that the Board of Directors has taken this decision, but it considers this step as the only feasible option to protect the health of shareholders and employees which continues to be LafargeHolcim's priority. This means that shareholders may exercise their rights exclusively through 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 again cannot be held in its usual format. In the name of the Board of Directors, I thank you for your understanding and look forward to your personal participation at the Annual General Meeting in 2022.

Dr. Beat Hess

Chairman of the Board of Directors



Dr. Beat Hess

Chairman of the Board of Directors

Dear shareholders,

They say a company's true colors stand out in a crisis. In 2020, LafargeHolcim showed its colors brilliantly.

On behalf of the Board of Directors, I would like to say how proud we are of our 70,000 colleagues, particularly our frontline workers who went above and beyond to keep our people safe and our business strong. They stood by their communities to keep them healthy and served our customers tirelessly so that they, too, could keep operating.

They built emergency field hospitals from Wuhan to Boston, sanitized public spaces from Ecuador to India, promoted public health from Kenya to the Philippines, and donated essential goods wherever they were needed – from masks and gloves to food and water.

So before we look ahead to 2021, let me acknowledge the unprecedented solidarity shown by our people to our communities worldwide. This is all the more exceptional in these very challenging times when we are all concerned for the immediate safety of our families and loved ones.

We would also like to thank our CEO, Jan Jenisch, and his Executive Committee for their leadership and rapid response to the COVID-19 crisis. Jan and his team acted with great agility and foresight to look after their teams and the company while always making sure that safety came first. The 2020 financial results they delivered are remarkable given the circumstances. In my ten years at LafargeHolcim, I have never felt as proud as I do when I look back on a tumultuous 2020.

This year, we opened a new chapter on our sustainability journey, as we announced our net zero commitment at New York Climate week, determined to be part of the solution to today's climate crisis. Taking a rigorous science-driven approach, we are partnering with the Science-Based Target initiative (SBTi) on this journey. They validated our 2030 climate objectives, setting a new standard for our industry, and we are working together on the first net zero cement roadmap.

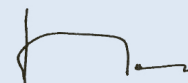
I am proud that we were recognized as a global climate leader this year, entering CDP's 'Climate A List' alongside the world's leading companies in this area. With our people and communities at the heart of our success, I am pleased that we ranked first in our industry in the Corporate Human Rights Benchmark (CHRB), among the world's top 15% of companies.

These achievements are a great acknowledgement of our teams' relentless work around the world, making sustainability part of everything we do, and an encouragement to keep raising the bar for ourselves and our industry.

“LafargeHolcim is determined to be part of the solution to today's climate challenge.”

This year, I personally engaged in an open dialogue with a number of stakeholders who questioned our commitment to building a greener and healthier world. We believe in working together and learning from each other, as we pursue the common goal of solving the systemic challenges facing our world. We find better solutions when businesses, governments, civil society and other key stakeholders partner to reverse climate change and nature loss, protect human rights and contribute to a circular economy. We hope the record of this year speaks for itself. If any doubt remains, I encourage people to keep an eye on our progress as we continue to create value for all stakeholders while, most importantly, also delivering value to you, our shareholders.

We thank you for your trust.



Dr. Beat Hess

Chairman of the Board of Directors

Q&A with CEO Jan Jenisch

“Our teams were fast to mobilize, as early as January, to respond to the unfolding crisis.”

How did you experience this extraordinary year?

For all of us at LafargeHolcim, 2020 proved the resilience of our business.

Our first priority was to protect our people and communities. Construction is an essential activity, so we also faced the responsibility to keep our business operating safely. Our teams were fast to mobilize, as early as January, to respond to the unfolding crisis. They swiftly implemented our HEALTH, COST & CASH action plan across all countries. My sincere congratulations go to our 70,000 colleagues across our 70 markets who made this possible.

It was a tsunami-type crisis for us, with the disruption to our business reaching its peak in April 2020. By the third quarter, our net sales were nearly back to previous year's levels. By the fourth quarter, we were back to growth with increased margins.

“I am very confident about the growth momentum we are taking into 2021.”

We closed 2020 on solid foundations. Our Recurring EBIT is close to last year's level, even with the appreciation of our reporting currency, the Swiss Franc. For the second year in a row we delivered a Free Cash Flow after leases above CHF 3 billion. Our net debt is CHF 1.6 billion lower than previous year and more than CHF 6 billion lower than in 2016. We are emerging stronger from the crisis, reaching a new level of performance.



We also maintained a sharp focus on driving our growth agenda, completing eight bolt-on acquisitions from Canada to Australia. In January 2021 we announced our acquisition of the iconic Firestone Building Products company, as a unique growth and technology platform for us to build on. This is a milestone in our transformation to become the global leader in innovative and sustainable building materials and solutions.

Can you tell us more about your vision for Firestone Building Products?

My vision is clear: I want the whole world to know that “nobody covers you better than Firestone”. We aim to double this business over the next five years, to become the global leader in flat roofing systems.

Flat roofing is a champion segment in the construction industry; it is one of the most attractive, high-growth and resilient markets, estimated at USD 50 billion. Firestone Building Products (Firestone) is already a market leader in this segment in the United States, the world's number one roofing market. By combining Firestone's leading position in roofing with LafargeHolcim's top position in cement in the United States, we will be the partner of choice, from a building's rooftop to its foundations.

“My vision is clear: I want the whole world to know that ‘nobody covers you better than Firestone’.”

With its unique technologies and broad customer reach, Firestone is setting the standards in its segment. With 60% of a building's energy lost through its roof, its insulating, cool, green and solar systems are technologies of choice for ecoconscious builders. That's why Firestone's portfolio has a leading level of LEED and other sustainable building certifications. My vision is to expand its leadership around the world, starting in Europe and Latin America.

What sets LafargeHolcim apart?

Our financial strength, rigor in execution, diverse global presence and commitment to sustainability at the heart of our strategy, really set us apart. In 2020, while the impact of lockdowns slowed activity in the mature markets, we performed well in India, Latin America and other markets where a significant share of business is in retail.

We accelerated our sustainability agenda to be at the forefront of green building solutions. In 2020, we launched our green concrete ECOPact around the world to enable carbon neutral construction. I was encouraged to see how it has been adopted across 14 markets, starting in Europe and the Americas. We also rolled out our EcoLabel worldwide, transparently disclosing the environmental profile of our green products from lower carbon footprint to recycled content. Today, we have more than 90 EcoLabel products, making it easier for our customers to make sustainable choices.

“Driving the circular economy, we recycled 46 million tons of materials across our business this year.”

Our commitment to driving the circular economy sets us apart in our industry. This year we recycled 46 million tons of materials across our business. Wherever possible, we convert construction and demolition waste into new products. For instance, in Switzerland our cement Susteno contains 20% recycled concrete. We also developed a unique lightweight floor system using over 50% recycled construction demolition waste in partnership with ETH Zürich. When you consider that over 200 billion square meters of floor space is expected to be built in the next three decades, such disruptive, ultra-low-carbon building solutions can make a big difference.

Where do you see the growth coming from in the medium-term?

The megatrends underlying our business continue to grow – such as urbanization, population growth and infrastructure demand.

The world is set to build a new New York City every month for the next 30 years and it's clear that this needs to be done in a sustainable way. At the start of 2021, there is now a new driver of global demand: synchronized government stimulus measures across all regions to support the economic recovery from the pandemic. Trillions of dollars of construction-focused stimulus will bring huge opportunities for our business over the next few years. This represents an unprecedented worldwide investment in infrastructure and we have a unique opportunity to accelerate the transition to sustainable building at scale.

“We tripled our online transactions with our Concrete Direct App, throughout the pandemic.”

For example, we are in a position to repair and refurbish America's building stock as well as build the green infrastructure that its people clearly demand. We are an ideal partner to green Germany's transport and energy

infrastructure with the EUR 30 billion Package for the Future. We're also supporting China's Belt and Road Initiative abroad and its stimulus measures at home.

In other parts of the world, we see Kenya and Canada upgrading their rail networks; Brazil and Nigeria adding to their stock of affordable housing; India and Australia building up marine infrastructure. Governments everywhere are seeking to provide jobs, revive economic growth and build assets that last and we are in the ideal position to help.

Once the pandemic is finally under control, what lasting impact do you foresee on your business?

Just like the individual homebuilder, we believe this experience has reinforced our customers' desire to work with trusted local partners such as ACC, Ambuja, Holcim, Lafarge, Bamburi and Aggregates Industries – and Firestone. Builders of all sizes want to work with members of the community who helped build emergency field hospitals, meet basic needs and champion health and safety when the work had to continue.

The pandemic has driven interest among people to do more to advance low-carbon and circular construction. For me, green building solutions are critical to our future.

“We are leading the way in green buildings solutions, from ECOPact to Ecolabel, to build a net zero future.”

We also experienced an acceleration of our digital tools, from online orders to receipts, enabling us to keep on serving our customers, while respecting social distancing and other safety measures. For instance in the United States, we tripled our online transactions with our Concrete Direct App, throughout the pandemic.

How is LafargeHolcim positioned for 2021?

I am very confident about the growth momentum we are taking into 2021, with positive demand trends in all regions.

With infrastructure and climate action on top of governments' priorities – and an unprecedented wave of stimulus packages being deployed around the world to drive the recovery – we are ready to play our part, starting with the United States economic recovery 'Build Back Better' plan.

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 2020.

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 14,824 million (comprising retained earnings of CHF 13,343 million carried forward from the previous year and net income for 2020 of CHF 1,481 million) be carried forward to the new account.

Explanation 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 1,224 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 6 May 2021, and the shares are expected to be traded ex-dividend as of 7 May 2021. Payment is expected to be made on 12 May 2021.

4.

Amendment of Articles of Incorporation

4.1 Change of name of holding company

Motion of the Board of Directors: The Board of Directors' motion is to amend the first part of Art. 1 of the Articles of Incorporation as follows (changes are highlighted in italics):

Article 1

Under the name *Holcim Ltd (Holcim AG) (Holcim S.A.)* shall exist a corporation under Swiss law, of undetermined duration [...]

Explanation of the Board of Directors: LafargeHolcim is transforming to become the global leader in innovative and sustainable building materials and solutions. On this transformation, the Board of Directors recommends refreshing the company name and simplifying it for efficiency and impact. To build on a legacy brand, it is proposed to change the company name from LafargeHolcim Ltd to Holcim Ltd. This name change concerns only the company's holding name. All market brands are to remain in existence across the company's markets as they exist today.

4.2 Relocation of registered office of holding company

Motion of the Board of Directors: The Board of Directors' motion is to amend the second part of Art. 1 of the Articles of Incorporation as follows (changes are highlighted in italics):

Article 1

[...] with its registered office in *Zug* (Canton of *Zug*, Switzerland).

Explanation of the Board of Directors: Moving the registered office of LafargeHolcim Ltd from Jona-Rapperswil to Zug, where the effective head office of the company is located, will complete a corporate restructuring process.

5.

Re-elections and elections

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

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

5.1.1 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 2022.

5.1.2 Re-election of Prof. Dr. Philippe Block as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Prof. Dr. Philippe Block 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 2022.

5.1.3 Re-election of Kim Fausing as a member of the Board of Directors

Motion of the Board of Directors: Re-election of Kim Fausing 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 2022.

5.1.4 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 2022.

5.1.5 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 2022.

5.1.6 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 2022.

5.1.7 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 2022.

5.1.8 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 2022.

5.1.9 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 2022.

5.1.10 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 2022.

5.1.11 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 2022.

5.2 Election of a member of the Board of Directors

5.2.1 Election of Jan Jenisch as a member of the Board of Directors

Motion of the Board of Directors: Election of Jan Jenisch 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 2022.

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

5.3.1 Re-election of Colin Hall as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Re-election of Colin Hall 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 2022.

5.3.2 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 2022.

5.3.3 Re-election of Claudia Sender Ramirez as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Re-election of Claudia Sender Ramirez 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 2022.

5.3.4 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 2022.

5.4 Election of a member of the Nomination, Compensation & Governance Committee

5.4.1 Election of Dr. Dieter Spälti as a member of the Nomination, Compensation & Governance Committee

Motion of the Board of Directors: Election of Dr. Dieter Spälti 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 2022.

5.5 Re-election of the auditor and re-election of the independent proxy

5.5.1 Re-election of the auditor

Motion of the Board of Directors: Conferral of the mandate for the auditor for the financial year 2021 on Deloitte AG, Zurich, Switzerland.

5.5.2 Re-election of the independent proxy

Motion of the Board of Directors: Re-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 2022.

Re-elections and elections Board of Directors – Curricula Vitae

6.

Compensation of the Board of Directors and of the Executive Committee

6.1 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 2021 to the Annual General Meeting 2022 of CHF 5,200,000. For further details, see the enclosed brochure “Compensation votes at the Annual General Meeting 2021”.

6.2 Compensation of the Executive Committee for the financial year 2022

Motion of the Board of Directors: Approval of the total maximum amount of compensation of the Executive Committee for the financial year 2022 of CHF 42,500,000. For further details, see the enclosed brochure “Compensation votes at the Annual General Meeting 2021”.

LafargeHolcim Ltd

Dr. Beat Hess

Chairman of the Board of Directors

Jona, 9 April 2021

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

Enclosures

- Brochure “Compensation votes at the Annual General Meeting 2021”
- Voting Instructions form with reply envelope

Re-elections



Dr. Beat Hess

Swiss national born in 1949, Dr. Beat Hess is Chairman of the Board of Directors of LafargeHolcim Ltd. He 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. From 2008 until 2020 he was 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.

His other mandates include that he is Vice-Chairman of the Board of Directors 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.



Prof. Dr. Philippe Block

Belgian national born in 1980, Prof. Dr. Philippe Block is a Member of the Board of Directors and of the Health, Safety & Sustainability Committee of LafargeHolcim Ltd. He was elected to the Board of Directors of LafargeHolcim Ltd in 2020. He holds a Master's Degree in Civil Engineering-Architecture from the Free University of Brussels, Belgium, and a Master's 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

Danish national born in 1964, Kim Fausing 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 in 2020. He 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 Vienna 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.



Colin Hall

US national born in 1970, Colin Hall 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 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 until 2020. 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 Member of the Board of Directors and Member of the Presiding Committee of GEA Group Aktiengesellschaft, Düsseldorf, Germany, Member of the Board of Directors and Member of the Audit Committee and of the Strategy Committee of Imerys S.A., Paris, France, Member of the Board of Directors of Marnix French ParentCo (Webhelp), Paris, France, and Member of the Board of Directors of Avanti Acquisition Corp., Grand Cayman, Cayman Islands.



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 Ltd, CIPLA Ltd, Larsen & Toubro Ltd 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 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 Chairman of the Boards of Directors of Imerys, Paris, France, Member of the Board of Directors of Sanofi S.A., Paris, France, permanent Representative of PKC&I on the Supervisory Board of Directors of Segula Technologies S.A., Nanterre, France, and Member of the Board of Directors of Viohalco S.A., Brussels, Belgium.



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, 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 for 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 Member of the Board of Directors, Chairman of the Strategy Committee and Member of the Audit Committee of RUAG Holding AG, Bern, Switzerland, and as Chairman of the Board of Directors of Hochdorf Holding AG, Hochdorf, Switzerland.



Claudia Sender Ramirez

Brazilian national born in 1974, Claudia Sender Ramirez is a Member of the Board of Directors and a Member of the Nomination, Compensation & Governance Committee of LafargeHolcim Ltd. She 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.

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, Member of the Audit Committee and of the Nomination and Remuneration Committee 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.



Dr. Dieter Spälti

Swiss national born in 1961, Dr. 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. He was Chairman of the Strategy Committee of LafargeHolcim Ltd from 2015 to 2018.

Dr. 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 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



Jan Jenisch

Jan Jenisch, German national born in 1966, did his studies in Switzerland and the US and is a graduate of the University of Fribourg, Switzerland, and holds an MBA (lic.rer.pol.). He was appointed Chief Executive Officer of LafargeHolcim Ltd in September 2017.

From 2012 Jan served as Chief Executive Officer of Sika AG, the Swiss manufacturer of products and systems for the building materials and automotive sector. Jan Jenisch joined Sika in 1996 and went on to work in various management functions and countries. He was appointed to the Management Board in 2004 as Head of the Industry Division and he served as President Asia Pacific from 2007 to 2012.

His other mandates include that he is a non-executive Director of the privately held Glas Troesch Holding AG.

Documentation and voting instructions



Documentation

An extract of the Annual Report will be delivered to shareholders upon written request (see enclosed form) starting 20 April 2021. This extract is an integral part of the LafargeHolcim 2020 Integrated Annual Report. A printed version is available in English and German.

The complete LafargeHolcim 2020 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 of LafargeHolcim Ltd registered in the share register on 26 April 2021 as shareholders with voting rights are entitled to vote. As a result of the exceptional circumstances due to the Coronavirus, the 2021 Annual General Meeting of Shareholders of LafargeHolcim Ltd again 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 shall be represented at the Annual General Meeting exclusively by the independent proxy. As a consequence, shareholders can only submit their voting instructions in writing or electronically to the independent proxy as follows:



In writing by issuing proxy and instructions to the independent proxy

Shareholders may arrange for being represented by the independent proxy (unabhängige Stimmrechtsvertreterin) Dr. Sabine Burkhalter Kaimakliotis of Voser Attorneys at Law, Stadtturmstrasse 19, 5401 Baden, Switzerland. Please use the enclosed proxy form for granting proxy; 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 provided to the shareholders. The GVMANAGER Online shareholder application is used, and Devigus AG supports the independent proxy. Shareholders may submit their voting instructions electronically, or change any instructions they may have already provided, up to but no later than 2 May 2021 at 11:59 p.m.



Questions

Shareholders shall address any questions regarding the LafargeHolcim 2020 Integrated Annual Report and the Annual General Meeting by 23 April 2021 to lhagm2021@lafargeholcim.com.



Speeches of Chairman of the Board of Directors and CEO

The speeches of our Chairman of the Board of Directors and of our CEO, which will be held in German, will be available on the Internet, via www.lafargeholcim.com/agm, following the Annual General Meeting.

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LafargeHolcim