



LafargeHolcim

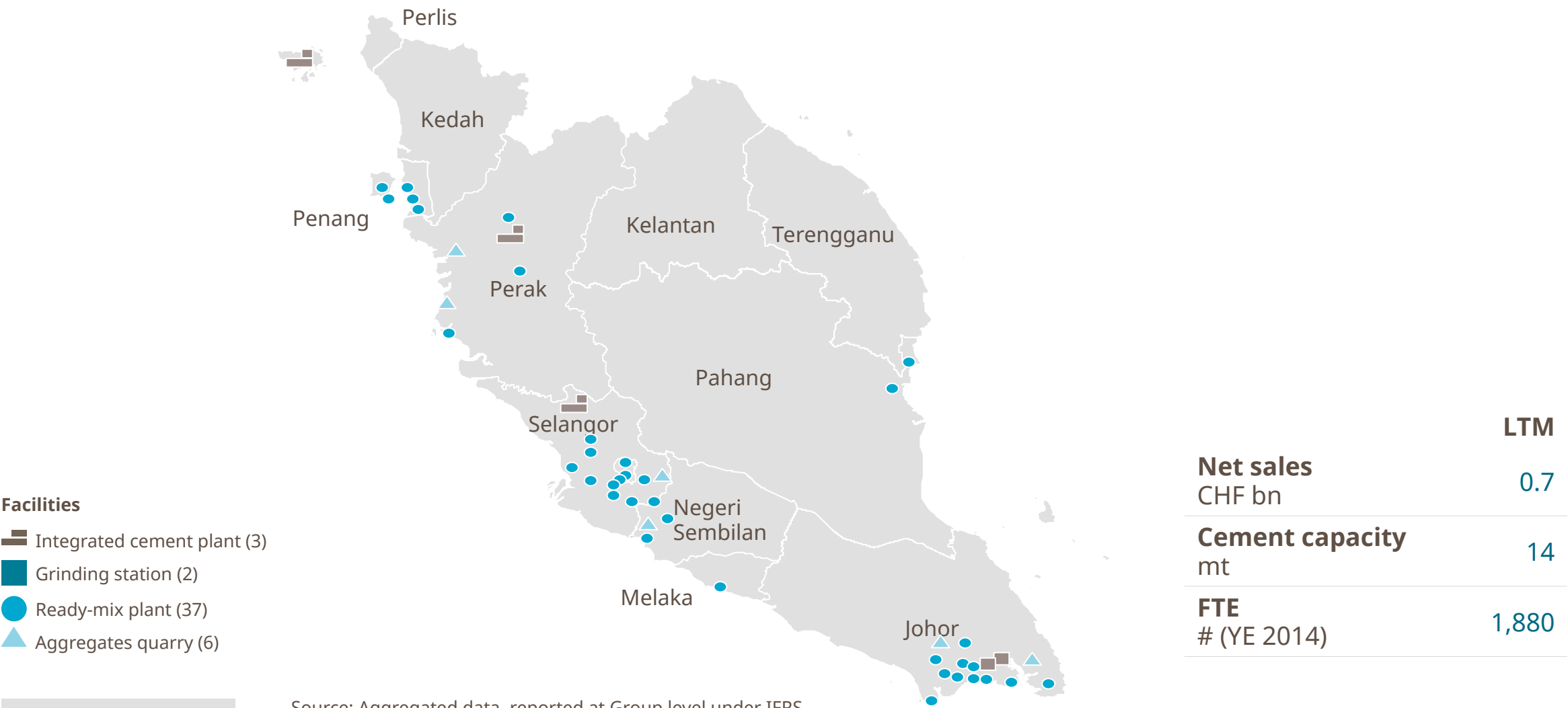


LafargeHolcim Capital Markets Day 2015

Synergy break-out: Malaysia

Bi Yong Chungunco | South East Asia (West) Area Manager | December 1st, 2015

LH market leader and only multinational cement company in Malaysia



Source: Aggregated data, reported at Group level under IFRS

Malaysia – our plan to enhance value

1

Leverage strong competitive position to capture growth in the Johor market

2

Become the partner of choice on large infrastructure projects leveraging global size and expertise

3

Capture cost synergies through supply chain optimization

Leverage strong competitive position to capture growth in Johor, fastest growing market in Malaysia

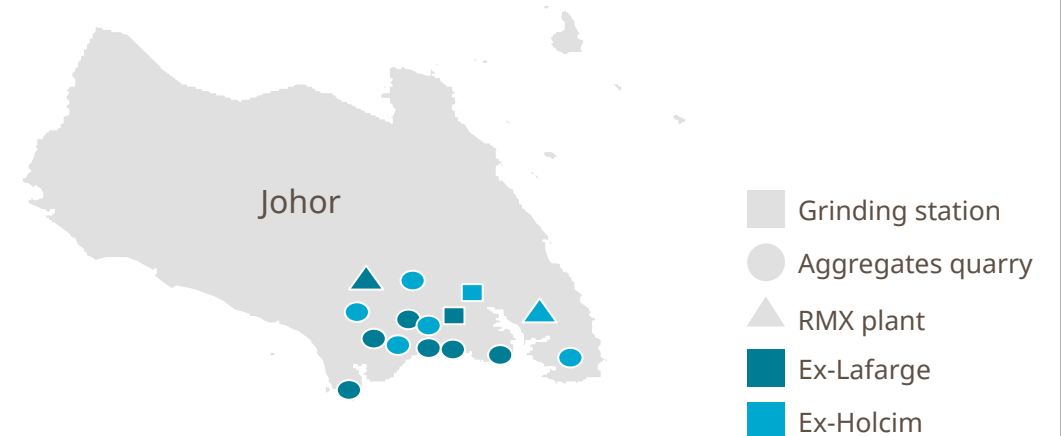
Market situation

- Highest cement demand growth in Malaysia, approx. 23% between 2013 and 2014
- Sustained public investment: city classified as 1st tier cities under Malaysia 11th Plan (City Competitive Master Plans)
- Key regional economic corridor under Economic Transformation Plan (ETP)
- Spillover effects from Singapore
- Large investments in manufacturing sector, i.e., approved projects amounting to CHF 5.8 bn (2014) and CHF 7.6 bn (Jan-Sept 2015)



LafargeHolcim competitive position

- **Cement:** Opportunity to leverage excess capacity of Holcim Pasir Gudang grinding station
- **Aggregates:** Ex-Holcim quarry to complement ex-Lafarge quarry network and support RMX operations
- **Concrete:** Strengthened RMX footprint, plants within proximity to large projects



Note: FX rates: 2014: CHF/MYR=3.5876 (2014); CHF/MYR=3.966 (2015);
Source: Malaysian Investment Development Authority (MIDA); LafargeHolcim

Become the partner of choice for large infrastructure projects such as the Pengerang development

Continuous development in Pengerang

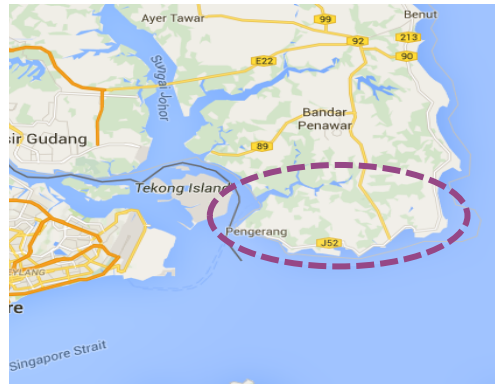
- Refinery and Petrochemicals Integrated Development (RAPID): Phase 1 (ongoing) and Phase 2
- Deep Water Terminal & Gas Regasification Terminal (Samsung & Dialog)
- Housing and industrial park projects in Kota Tinggi
- 3rd link to Singapore

TOTAL POTENTIAL:

- 170b MYR of investment
- 20,000 acres of industrial area

RAPID:

- 53b MYR refinery and petrochemicals
- 36b MYR associated facilities
- 6,242 acres



LafargeHolcim offering and involvement

- Broad product portfolio including specialty products such as Ultra-High Strength concrete
- Expertise with large projects
- Vast network of RMX plants with customer proximity
- Outstanding Health & Safety standards

LafargeHolcim already secured contracts to deliver over 2,000km³ of RMX to various projects in the Pengerang region

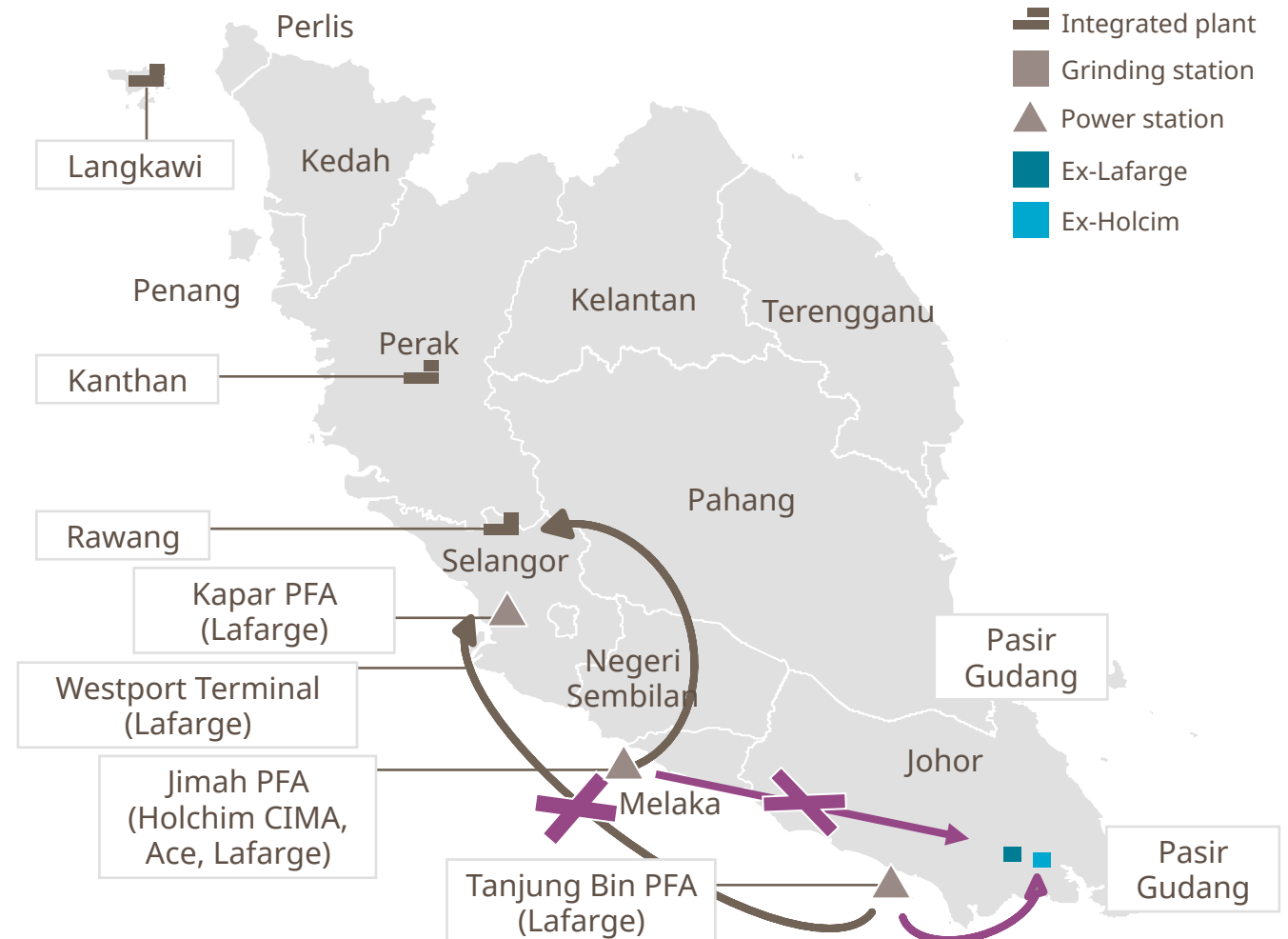
Capture cost synergies through supply chain optimization – PFA example

Before the integration

- Costly and inefficient supply chain due to long routes for both ex-Holcim and ex-Lafarge companies
- Supply of ex-Holcim Pasir Gudang grinding station through PFA from Jimah power plant
- Excess PFA supply from Tanjung Bin power plant was shipped to supply to ex-Lafarge Rawang plant
- Tanjung Bin's PFA to feed both Pasir Gudang grinding stations
- Divert Jimah PFA to Rawang plant
- Estimated PFA Cost savings of about 8%

After the integration

- Tanjung Bin's PFA to feed both Pasir Gudang grinding stations
- Divert Jimah PFA to Rawang plant
- Estimated PFA Cost savings of about 8%



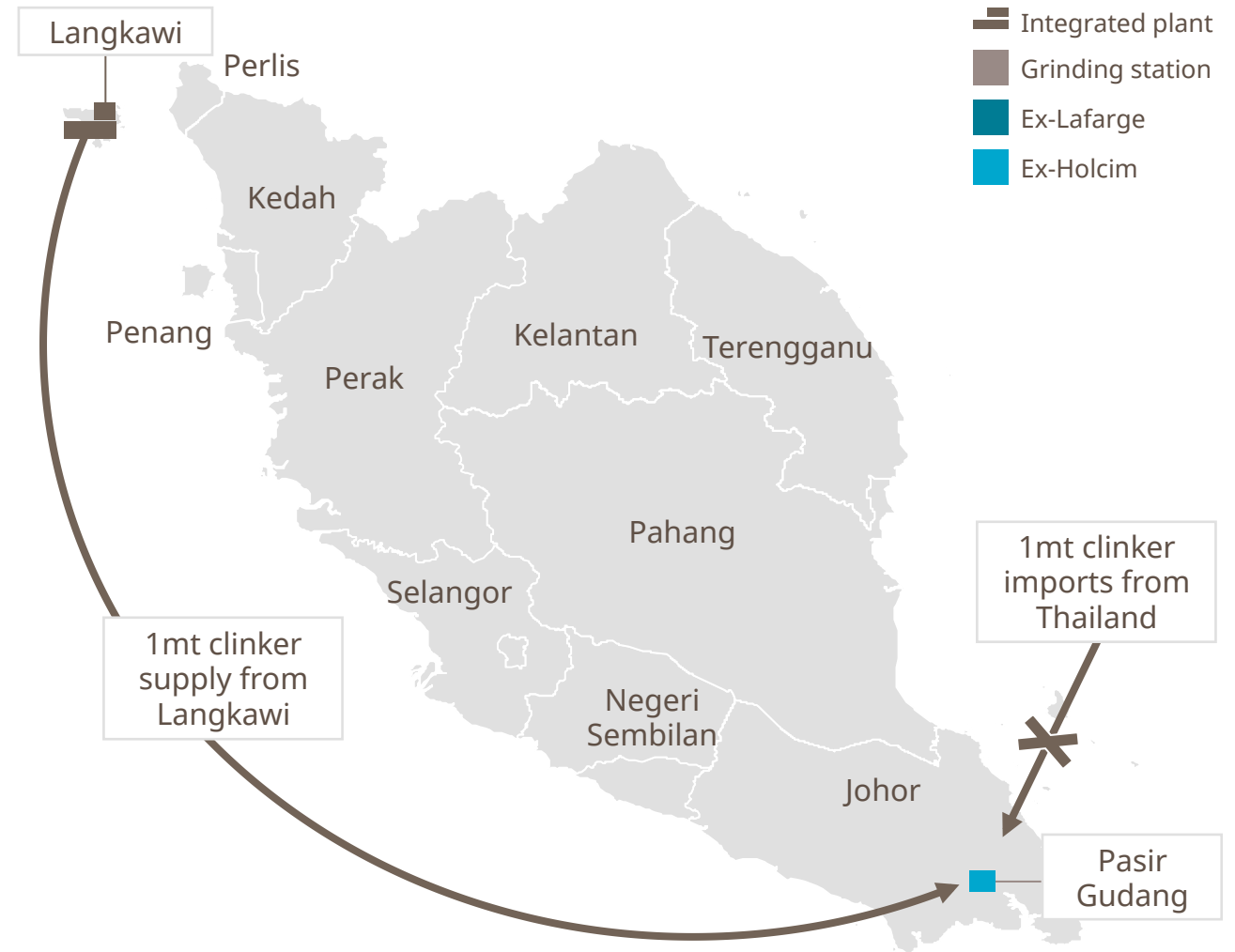
Capture cost synergies through supply chain optimization – clinker example

Before the integration

- Ex-Holcim Pasir Gudang grinding station imported more than 0.75mt of clinker per year from Thailand
- Clinker import costs are higher than the price ex-Lafarge Langkawi plant can charge for clinker exports

After the integration

- Transfer the clinker produced in Langkawi to ex-Holcim Pasir Gudang grinding station
- Reduced freight cost given bigger combined volume
- Stable clinker supply and reduced exposure to volatility in export markets
- Estimated savings of about 6% of clinker purchases per year



Malaysia – concluding remarks

LH Malaysia will have a substantial contribution to the Group by:

Leveraging strong competitive position to capture growth in the Johor market

Becoming the partner of choice on large infrastructure projects leveraging global size and expertise

Capturing cost synergies through supply chain optimization

Disclaimer

These materials are being provided to you on a confidential basis, may not be distributed to the press or to any other persons, may not be redistributed or passed on, directly or indirectly, to any person, or published or reproduced, in whole or in part, by any medium or for any purpose.

This document does not constitute or form part of any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of LafargeHolcim or any subsidiary or affiliate of LafargeHolcim nor should it or any part of it form the basis of, or be relied on in connection with, any purchase, sale or subscription for any securities of LafargeHolcim or any subsidiary or affiliate of LafargeHolcim or be relied on in connection with any contract or commitment whatsoever.

The information contained herein has been obtained from sources believed by LafargeHolcim to be reliable. Whilst all reasonable care has been taken to ensure that the facts stated herein are accurate and that the opinions and expectations contained herein are fair and reasonable, it has not been independently verified and no representation or warranty, expressed or implied, is made by LafargeHolcim or any subsidiary or affiliate of LafargeHolcim with respect to the fairness, completeness, correctness, reasonableness or accuracy of any information and opinions contained herein. In particular, certain of the financial information contained herein has been derived from sources such as accounts maintained by management of LafargeHolcim in the ordinary course of business, which have not been independently verified or audited and may differ from the results of operations presented in the historical audited financial statements of LafargeHolcim and its subsidiaries. Neither LafargeHolcim nor any of its respective affiliates, advisers or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss or damage howsoever arising from any use of this presentation or its contents, or any action taken by you or any of your officers, employees, agents or associates on the basis of the this presentation or its contents or otherwise arising in connection therewith.

The information contained in this presentation has not been subject to any independent audit or review and may contain forward-looking statements, estimates and projections. Statements herein, other than statements of historical fact, regarding future events or prospects, are forward-looking statements, including forward-looking statements regarding the group's business and earnings performance, which are based on management's current plans, estimates, forecasts and expectations. These statements are subject to a number of assumptions and entail known and unknown risks and uncertainties, as there are a variety of factors that may cause actual results and developments to differ materially from any future results and developments expressed or implied by such forward-looking statements. Forward-looking statements contained in this presentation regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. Although LafargeHolcim believes that the estimates and projections reflected in the forward-looking statements are reasonable, they may prove materially incorrect, and actual results may materially differ. As a result, you should not rely on these forward-looking statements. LafargeHolcim undertakes no obligation to update or revise any forward-looking statements in the future or to adjust them in line with future events or developments, except to the extent required by law.

Any reference in this presentation to "EBITDA adjusted" is equivalent to operating EBITDA excluding all merger and restructuring costs. Figures and estimates based on net sales by Country are before Corporate and Eliminations, unless otherwise specified. Pro Forma LTM figures are post IFRS, i.e., India 100% consolidated, China includes only LSOC.