



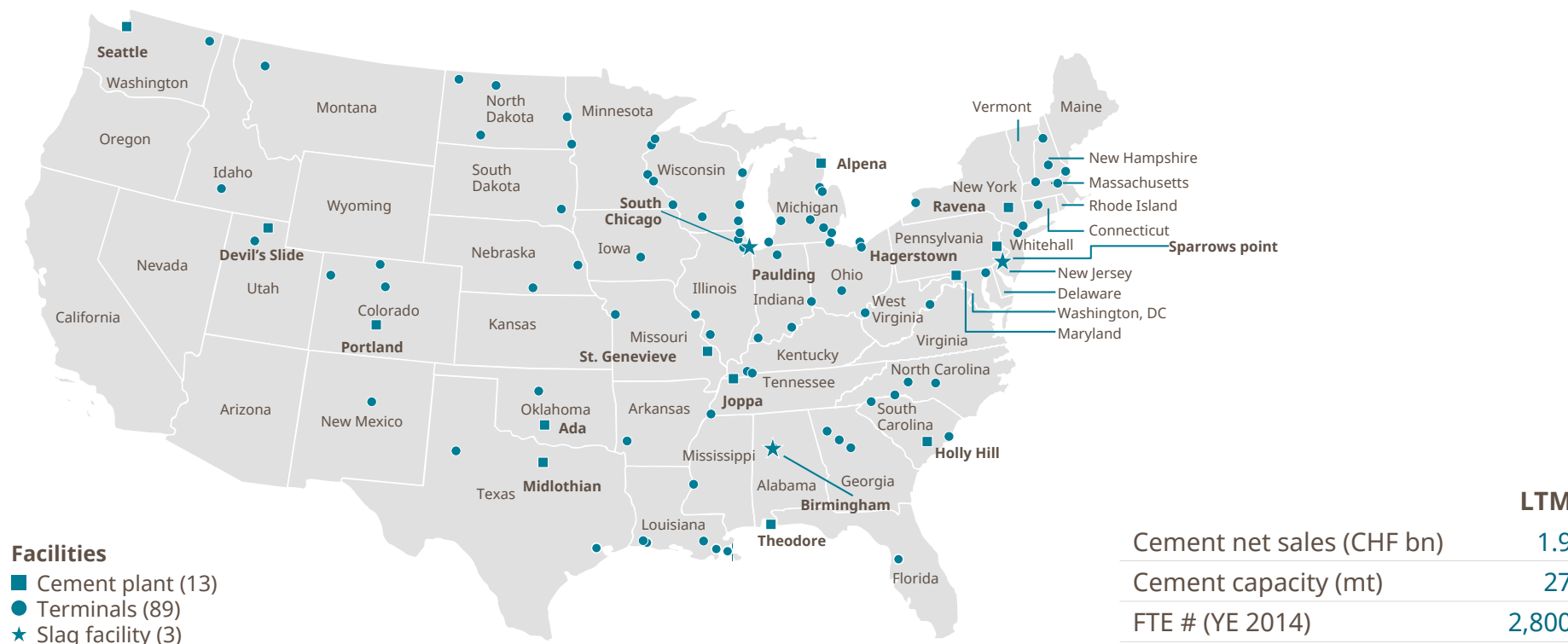
LafargeHolcim

LafargeHolcim Capital Markets Day 2015

Synergy break-out: US Cement

John Stull | CEO CEM LafargeHolcim US | December 1st, 2015

Number 1 cement producer in the US with 80% market access



US Cement – our plan to enhance value

1

Improve competitiveness of assets and positions

through debottlenecking (e.g., modernization of Ravenna, Ada and Hagerstown) and network optimization



2

Increase commercial competitiveness –

segment-focused solutions supported by innovative products and services



3

Achieve lowest operational cash costs in the industry

by increasing utilization and improving operational efficiency



**Ready
to take
advantage
of market
recovery**

Leveraging LafargeHolcim's new combined footprint for network optimization

Extremely complementary footprints

- Ex-Lafarge with strong positions in the North East and Great Lakes markets
- Ex-Holcim networks efficiently supplying the Southern and Western markets
- Highly attractive optimization opportunities in overlapping Mississippi river markets
- Additional network optimization with our Canadian operations
- Multiple sourcing in overlapping markets mitigate supply risks



Network optimization- example

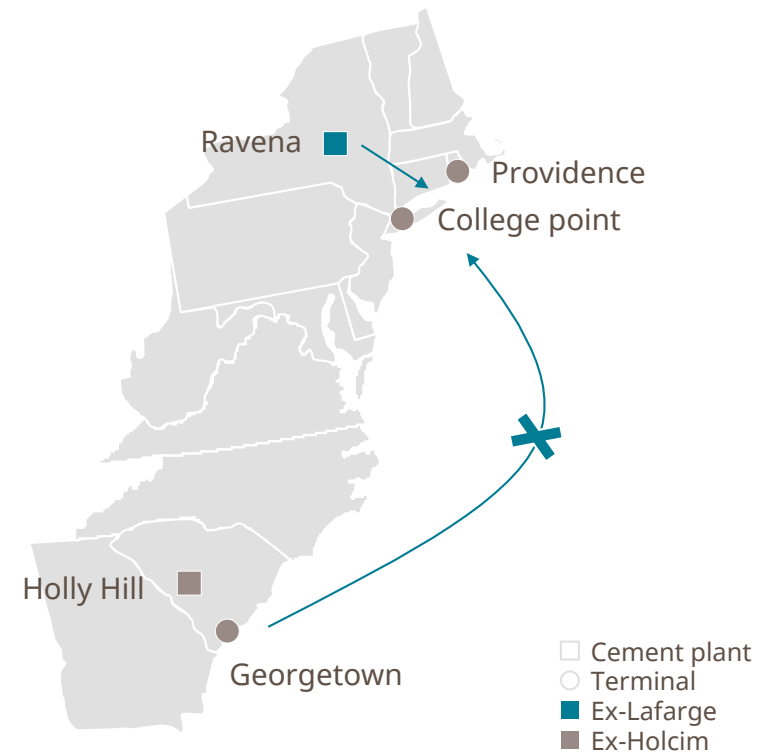
Before the merger

- Supply of ex-Holcim Providence and College point terminals from Holly Hill plant via Georgetown
- Very costly and inefficient (the two terminals could not be supplied by a closer plant)

After the merger

- Increase cement capacity of ex-Lafarge Ravena plant by restoration of the four mills
- New Kiln construction completed in 2016
- Supply ex-Holcim terminals from Ravena
- Focus on selling volumes closer to natural market of Holly Hill plant

Estimated annual supply cost savings through network optimization of ~11% by 2018



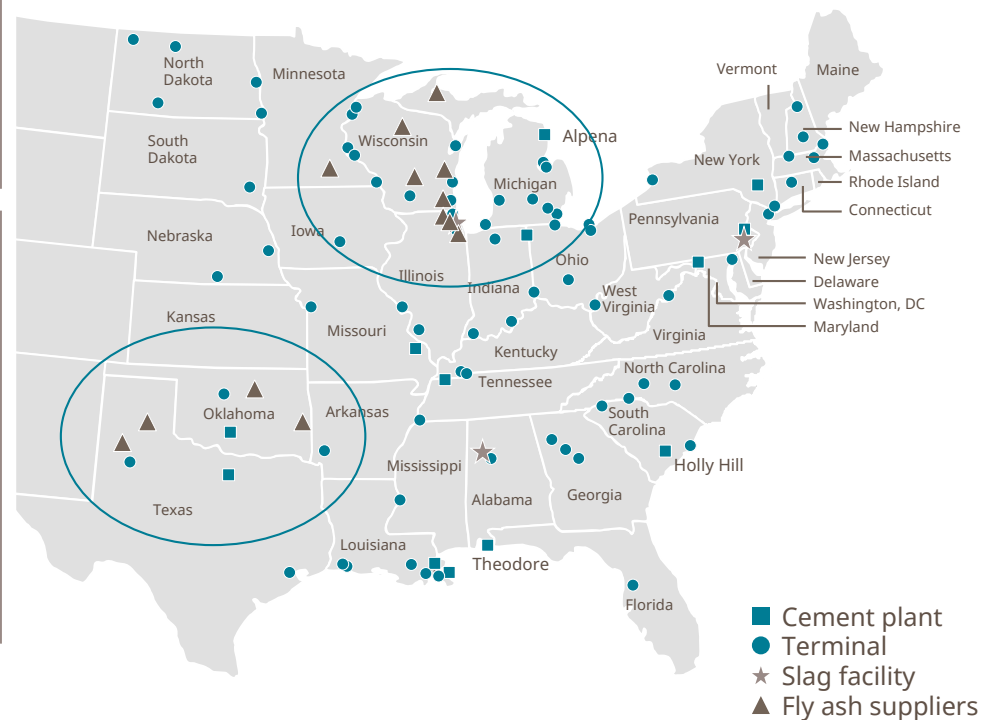
Commercial opportunity – fly ash

Before the merger

- Ex-Lafarge with 9 utilities under contract covering 17 power plants that supply fly ash
- Volume sales in 2014 of 1.4mt

After the merger

- Leverage our fly ash positions to offer existing and prospective customers full portfolio of cementitious products
- Gain entry to new fly ash markets through our broad network of terminals
- Use new technology to beneficiate ash previously disposed for use in RMX segment and complement our cement supply
- Reduce variable cost of cement production through substitution of less expensive fly ash for alumina at both ex-Lafarge and ex-Holcim plants



Integration progress, excitement and local culture

Instant collaboration and unity

"Prior to the merger, there was much anticipation regarding culture between Lafarge and Holcim. 'Day One' was a pleasant surprise, with instant collaboration and unity between all employees to achieve one common goal, making LafargeHolcim the best building materials company in the world."

– Strategy Manager –

One team – 300 ideas to create synergies

"In our team we are fully integrated with both Lafarge and Holcim employees. As One team we been able to already achieve large percentage of our targets for 2015 and came up with over 300 ideas to create synergies. We already feel as one team with a common goal that is delivering results."

– Country Procurement Management Team–

Quick and effective integration – a remarkable experience

"It has been a remarkable experience to see how quickly and effectively the two former logistics and supply chain groups have become one unified and supportive team."

– Supply Chain and Logistics Leader –

Strong achievements and great learnings

"Integrating the new LafargeHolcim Procurement team has reached strong achievements in short term with great learnings and a very positive outlook to rev-up and support the overall US Integration process with continuous success."

– Procurement Operations Manager –

US Cement – concluding remarks



Able to get back to 2007 pre-crisis margins with 20% less volume

Number 1 cement producer in the US with access to 80% of the market

Network of plants and distribution terminals well positioned to capture market recovery

Extensive product portfolio and expert resources to drive commercial opportunities

Successful integration with teams focused on synergy delivery

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