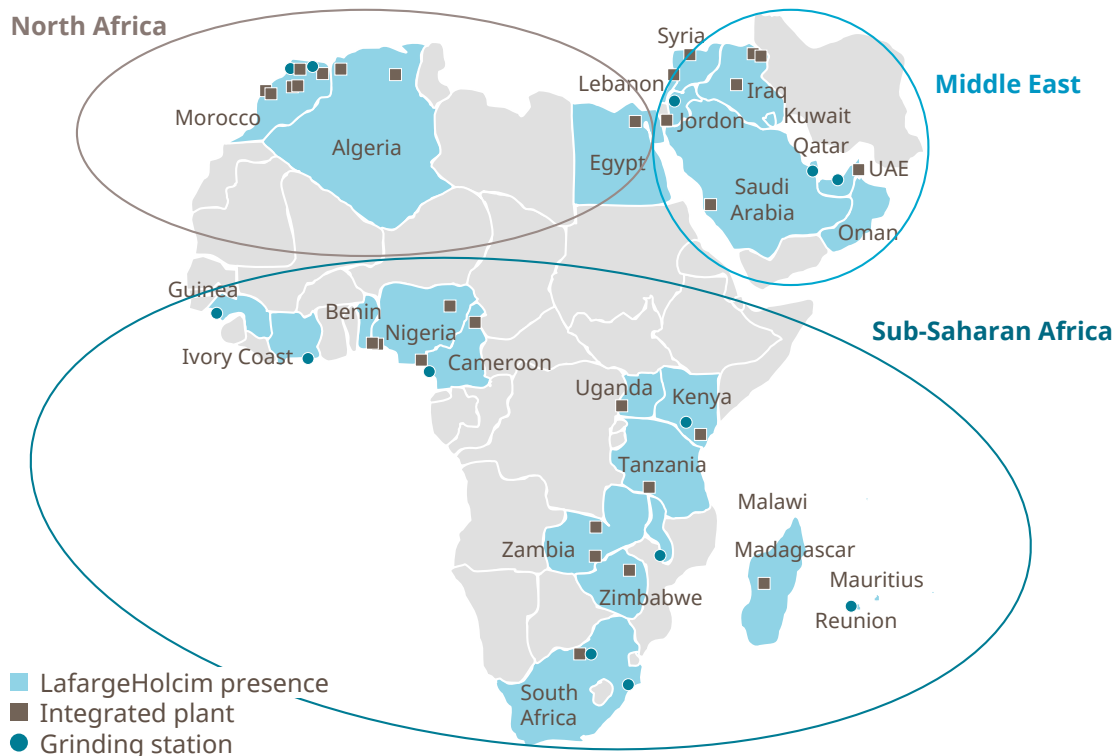




LafargeHolcim Capital Markets Day 2015

Regional Perspectives: Middle East & Africa

Middle East & Africa – broadest footprint of all players



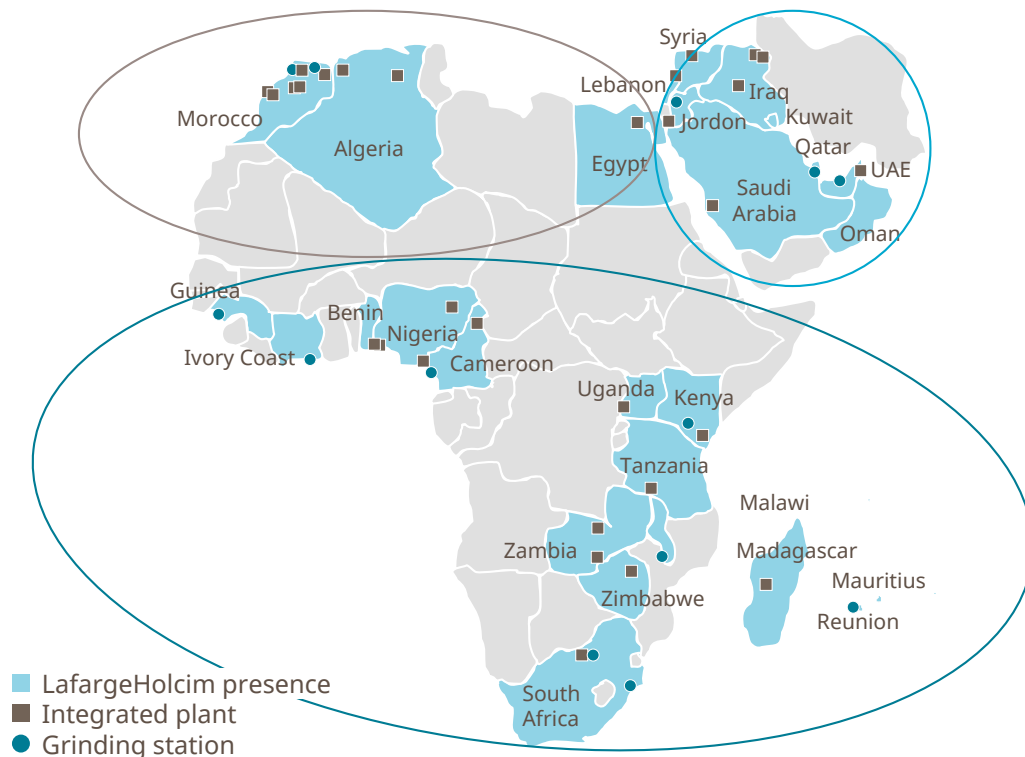
	LTM
Net sales (CHF bn)	4.7
Operating EBITDA adj. ¹ (CHF bn)	1.5
Cement volume sold (mt)	42
Aggregates volume sold (mt)	11
RMX volume sold (mm ³)	6
Cement capacity (mt)	63
FTE # (YE 2014)	21,570

Strengths

- Broadest footprint
- Strong market positions and local brands
- High quality products
- Superior distribution models
- Expertise for large projects

¹ Operating EBITDA adjusted excludes all merger related and restructuring costs
Note: Pro forma figures post divestments and pre Corporate / Eliminations

Middle East & Africa – strong growth outlook across the region



Middle East

- Strong market growth
- Significant recovery potential (i.e., Iraq)
- Iconic infrastructure projects in UAE and Qatar
- Dependency on oil price¹

North Africa

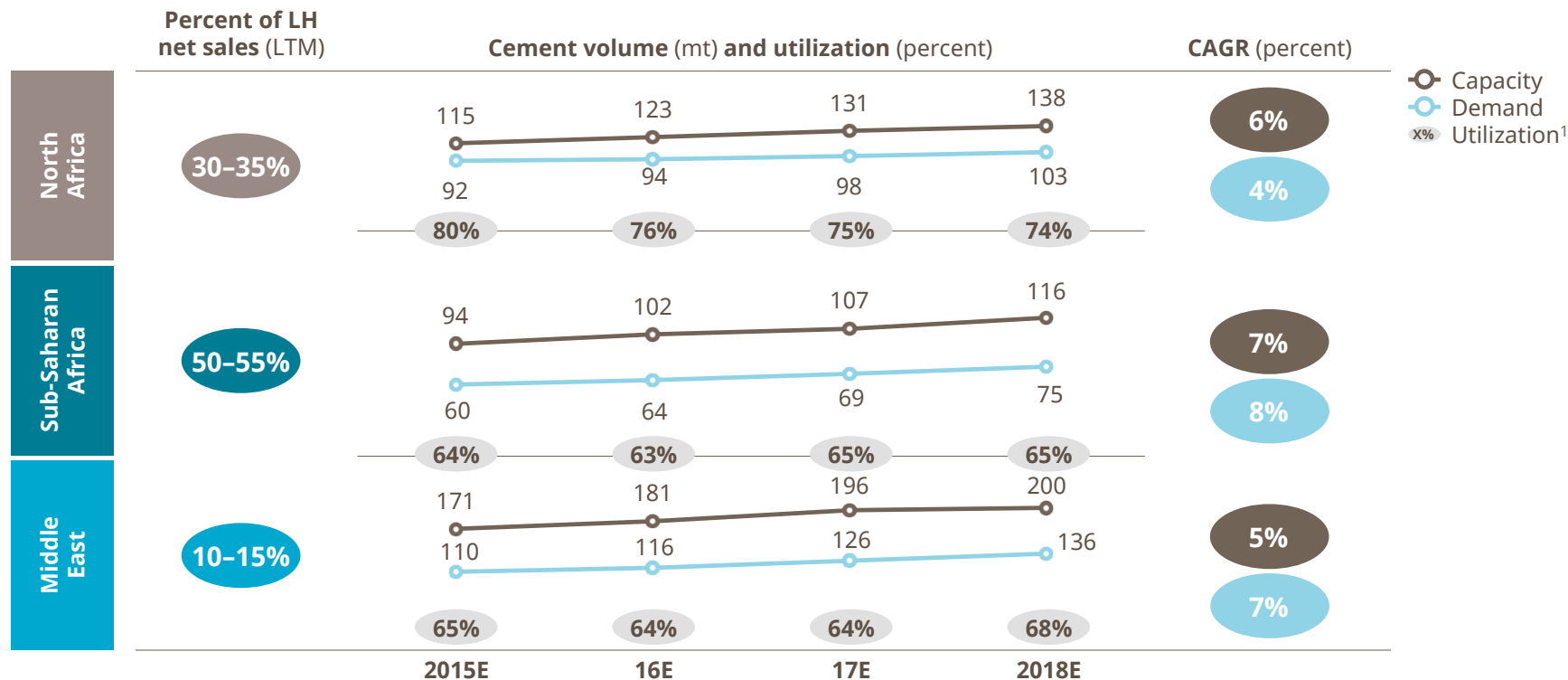
- Relatively solid growth with high profitability
- Substantial government programs on infrastructure and housing
- Opportunity to develop innovative and integrated solutions
- Overcapacity and pricing pressure in Egypt

Sub-Saharan Africa

- Very strong growth outlook based on low consumption per capita
- Significant housing and infrastructure needs requiring superior value propositions
- Distribution landscape in development
- Product differentiation in predominant bag segment
- Cost reduction opportunities
- Oil & gas and commodity cycles

¹ varies across the region

Middle East & Africa – steady market conditions in North Africa, dynamic growth in Sub-Saharan Africa and Middle East



¹ Total demand / total capacity; Note: Market data includes only data from countries where LH has a presence
Source: Research analysts reports; LafargeHolcim

Middle East & Africa – our plan to enhance value

Asset leveraging

1

Leverage existing positions in strong growth markets especially in Nigeria and other Sub-Saharan countries, as well as in expected recovery markets (e.g., Egypt and Iraq)

2

Extract full value of existing assets through improved equipment efficiency & debottlenecking and leverage Trading

3

Leverage two new assets in highly attractive markets, i.e., Biskra in Algeria and Unicem 2 in Nigeria (+5.2mt capacity) both operational in 2016

Commercial transformation

4

Drive differentiation in retail markets, i.e., through branding, better distribution networking & channel partnership and innovation

5

Become the partner of choice on large infrastructure & construction projects leveraging global size and quality and safety standards

Operations & capabilities optimization

6

Deliver CHF 126m¹ synergies by 2018, further reduce industrial fixed costs and optimize logistics

7

Grow Alternative Fuel use – leveraging biomass, municipal & industrial waste treatment at only small capex with less than three years payback

8

Develop pool of skills and talents across the region, having countries with best capabilities supporting others on operations improvement and commercial transformation

¹ EUR figures converted to CHF at FX EUR/CHF = 1.1

5.9mt of additional capacity going online in 2016

Incremental cement capacity

Algeria New integrated plant in Biskra

- 2.7mt
- Operation start 2016

Ivory Coast Increased grinding capacity

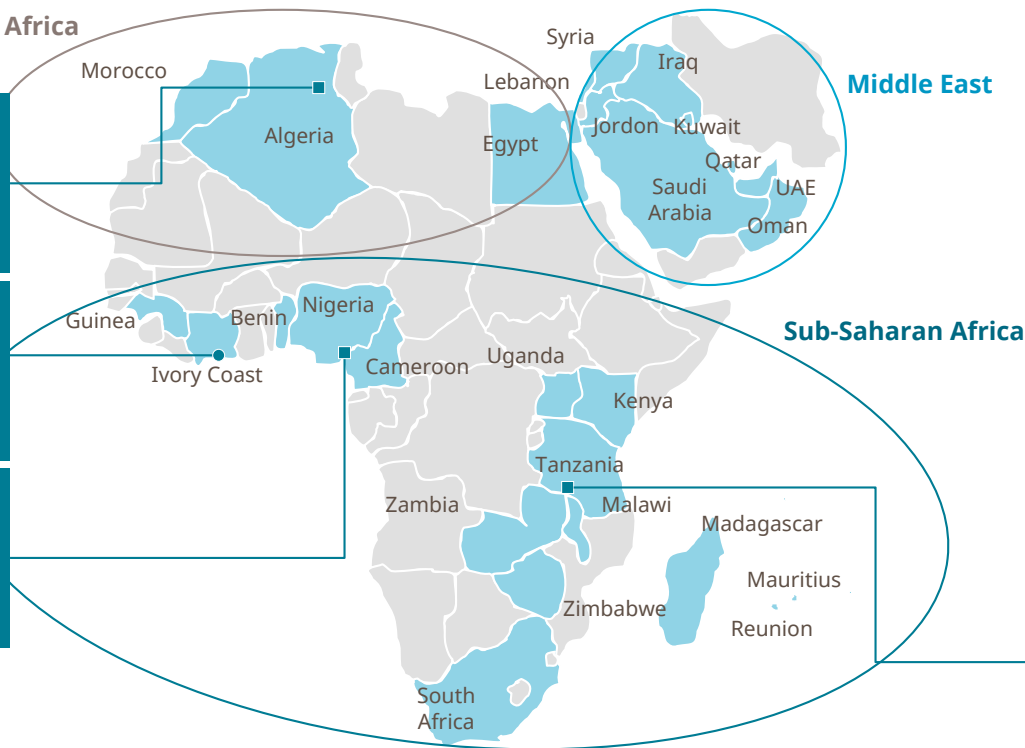
- 0.5mt
- Operation start end 2016

Nigeria 2nd clinker line in Unicem

- 2.5mt
- Operation start 2016

- LafargeHolcim presence
- Integrated plant
- Grinding station

North Africa



Middle East

Sub-Saharan Africa

Tanzania Capacity Debottlenecking

- 0.2mt
- Operation start early 2016

Driving differentiation in retail more systematically across all markets

Brand premium

Example Bamburi-Kenya



- Kenya Bamburi brand benefiting from premium on bags
- Customers willing to pay premium due to training offering and marketing campaigns
- Other differentiating factors include delivery service quality and innovative products and services

Bamburi
cement
Part of you. From the start



Channel partnership

Example Batipro-Morocco



- Batipro was launched as a building material franchise in 2008
- Franchisees commit to purchase all products from Batipro over the entire contract period
- More than 200 franchisees to date



Innovative products

Example DuraBric-Malawi



- DuraBric solution for affordable housing, 20-40% cheaper than conventional products
- Solution includes cement supply, soil analysis, soil stabilizing brick machines and training
- High potential globally with 2-3bn people living in earth-based houses, successful Malawi pilot



Leveraging distinctive capabilities to win major infrastructure & construction projects

Cairo Metro Egypt



- **Project:** Cairo Metro Line 3 – Phases 1 & 2 with total length of 11km and 10 stations
- **LH Involvement:** Supply of ~1,600km³ concrete and 700km³ Ultra-High Strength / Ultra-Weather Mix concrete
- **Distinctive capabilities:** High quality products tailored to project constraints (e.g., VAP, sulfate resistant cement to face harsh soil conditions), logistics and service flexibility and infrastructure expertise



Algeria Great Mosque Algeria



- **Project:** New Great Mosque of Algeria with investment volume of more than EUR 1.5bn
- **LH involvement:** Supply of 25km³ high performance concrete with own batching plant and 4km² of facades with 1,250t of Ductal
- **Distinctive capabilities:** Innovative high quality products (Ductal, Ultra-High Strength concrete), expertise with large projects and prescription support



Middle East & Africa – concluding remarks

Dynamic growth momentum in multiple countries – short-term and long-term

Numerous unique competitive advantages (unparalleled footprint, network of contractors, commercial capabilities)



Substantial upside in current asset base

Major operational excellence upside

Plenty opportunities to shape the landscape and differentiate products and solutions

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