

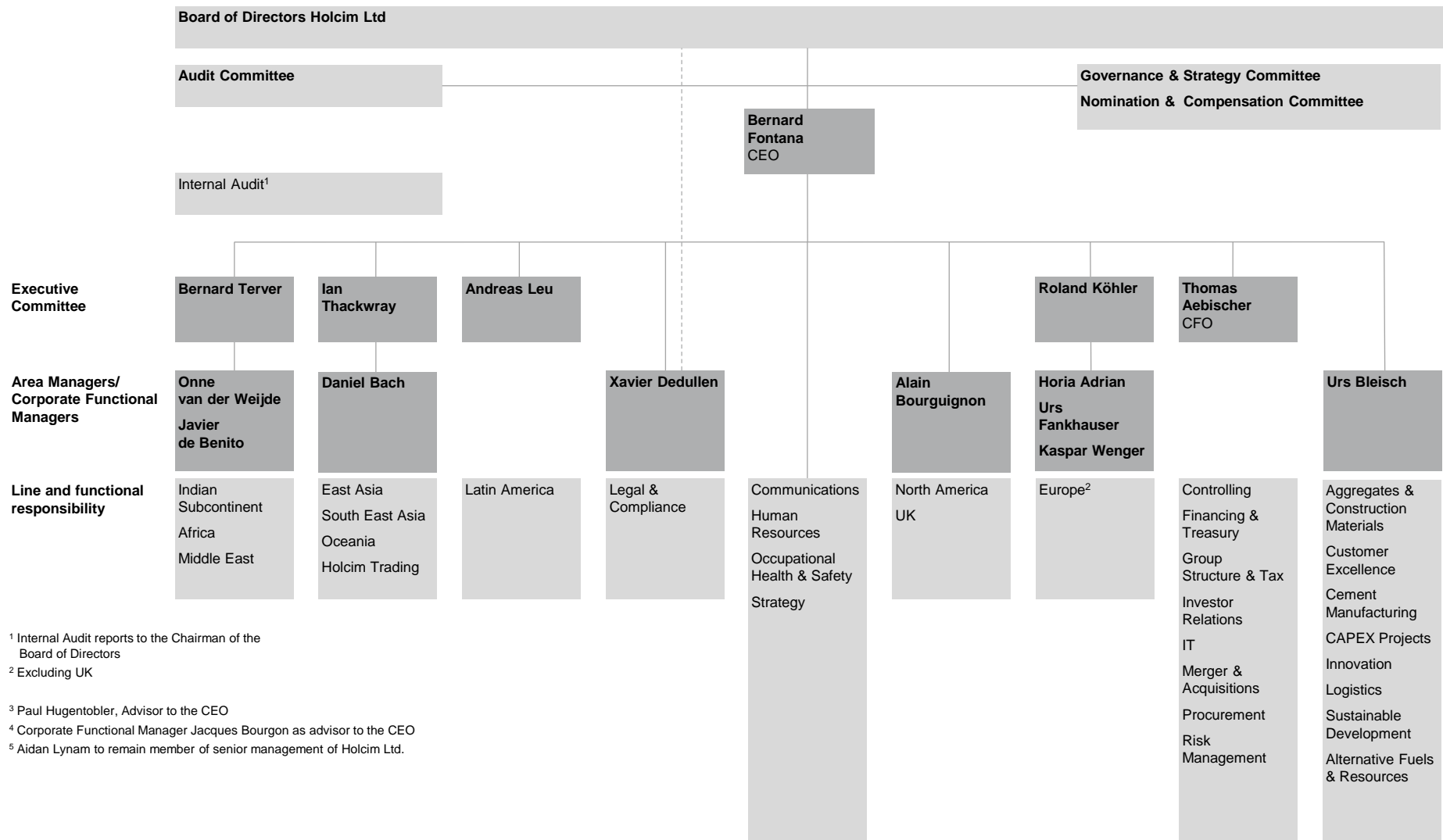


Strength. Performance. Passion.

3rd quarter results 2013 and outlook



Organization Chart as of 01.01.2014



¹ Internal Audit reports to the Chairman of the Board of Directors

² Excluding UK

³ Paul Hugentobler, Advisor to the CEO

⁴ Corporate Functional Manager Jacques Bourgon as advisor to the CEO

⁵ Aidan Lynam to remain member of senior management of Holcim Ltd.

Holcim's 9 months performance at a glance

- Increase in net income and cash flow from operating activities
- Progress in reducing fixed and variable costs strengthens the Group
- Rise in operating EBITDA and operating profit on a like-for-like basis in spite of weak demand in key markets such as India and Mexico
- Holcim Leadership Journey is on track and leads to higher ROIC
- Further reduction of net financial debt

Group	9M 2013	9M 2012 ¹	+/-%	+/-% LFL
Sales of cement in million t	104.3	107.1	(2.6)	(1.9)
Sales of aggregates in million t	114.8	119.2	(3.7)	(2.4)
Sales of ready-mix concrete in million m ³	29.5	34.4	(14.3)	(8.1)
Net sales in million CHF	14,941	15,908	(6.1)	(0.2)
Operating EBITDA in million CHF	2,951	3,077	(4.1)	1.0
Operating profit in million CHF	1,798	1,829	(1.7)	4.0
Net income in million CHF	1,277	1,093	16.8	

¹ Restated due to changes in accounting policies.

Holcim Leadership Journey is on track

All figures in million CHF	2012		2013		2014
	Target	achieved	Target	9M	
Customer Excellence (operating profit impact) -Customer focus -Value management -Pricing policies -Marketing and sales forces skills and motivation	50-100	31	150-200	95	500
Cost Leadership (operating profit impact) -Energy and AFR -Logistics -Procurement -Fixed cost	100-200	127	400-500	531	> 1,000
		40		146	> 300
		0		104	> 250
		48		131	> 250
		39		151	> 200
Total increase in operating profit ¹⁾	150-300	158	550-700	626	> 1,500
Cash cost to achieve the savings (one-off)	< 80	239 ³⁾	0 ³⁾	0	
Additional CAPEX net ²⁾	0-40	48	100-180	105	100-180

1) The base line is the financial year 2011 amounting to CHF 2,308 million (excluding one-off charges 2011 of CHF 375 m and without fluctuations in currency, changes in scope of consolidation and similar market conditions)

2) Additional CAPEX net will come from prioritization of CAPEX based on the speed of the returns (ROIC).

Current energy fund of CHF 100 million will be maintained through the period 2012 – 2014

3) Original amount was projected < CHF 120 million for 2013; having spent already CHF 239 million, no additional restructuring cash costs are foreseen at this stage

Asia Pacific affected by fall in demand in India

- Growth in the construction industry remained solid
- Drop in sales in all segments: in cement primarily due to harsher economic situation in India and in aggregates due to Holcim Australia
- Holcim Philippines benefitted from strong demand and better prices
- Despite progress on the cost front, weaker results in India and negative currency translation effects led to a decrease in operating EBITDA

Asia Pacific	9M 2013	9M 2012 ¹	+/-%	+/-% LFL
Sales of cement in million t	52.8	54.7	(3.4)	(2.0)
Sales of aggregates in million t	18.8	20.1	(6.1)	(6.5)
Sales of ready-mix concrete in million m ³	8.0	8.6	(6.5)	(1.8)
Net sales in million CHF	5,604	6,285	(10.8)	(1.7)
Operating EBITDA in million CHF	1,131	1,379	(18.0)	(9.0)
Operating profit in million CHF	801	997	(19.6)	(11.2)

¹ Restated due to changes in accounting policies.

Latin America still on growth track

- Construction industry built on last year's solid performance
- Higher cement deliveries in Ecuador, Argentina and Costa Rica
- Divestments and temporary market exits lowered aggregates sales volumes significantly; ready-mix concrete shipments also decreased
- Major efforts to keep costs in check led to higher operating EBITDA
- Chile, Colombia and Ecuador posted significantly better results

Latin America	9M 2013	9M 2012 ¹	+/-%	+/-% LFL
Sales of cement in million t	18.7	18.5	0.8	0.8 ²
Sales of aggregates in million t	8.0	10.6	(24.1)	(24.1)
Sales of ready-mix concrete in million m ³	6.2	7.8	(20.0)	(20.0)
Net sales in million CHF	2,556	2,613	(2.2)	(1.5)
Operating EBITDA in million CHF	736	721	2.1	4.6
Operating profit in million CHF	575	557	3.3	5.9

¹ Restated due to changes in accounting policies. ² The percentage change like-for-like adjusted for internal trading volumes eliminated in "Corporate/Eliminations" amounts to -0.6%.

Europe making further headway

- European construction markets still lacked economic stimuli
- Shipments of cement increased primarily due to the CIS/Caspian region
- Sales volumes of aggregates as well as ready-mix concrete decreased
- Capacity adjustments and cost-cutting measures led to significantly better operating EBITDA and strong organic growth

Europe	9M 2013	9M 2012 ¹	+/-%	+/-% LFL
Sales of cement in million t	20.2	20.1	0.7	0.7
Sales of aggregates in million t	55.2	56.2	(1.8)	0.8
Sales of ready-mix concrete in million m ³	8.9	11.1	(19.7)	(5.1)
Net sales in million CHF	4,244	4,434	(4.3)	0.8
Operating EBITDA in million CHF	693	573	21.0	22.8
Operating profit in million CHF	316	155	103.3	105.2

North America continues its recovery

- The US construction industry became slightly more dynamic, but in Canada economic growth slowed down
- Holcim US recorded slight decrease in cement sales and Aggregate Industries US sold more aggregates and ready-mix concrete
- Holcim Canada was unable to compensate weather-related setbacks
- Improved performances in the US led to solid organic growth

North America	9M 2013	9M 2012 ¹	+/-%	+/-% LFL
Sales of cement in million t	8.7	8.9	(1.9)	(1.9)
Sales of aggregates in million t	31.1	30.6	1.8	2.3
Sales of ready-mix concrete in million m ³	5.7	6.0	(5.7)	(4.3)
Net sales in million CHF	2,343	2,349	(2.1)	(0.7)
Operating EBITDA in million CHF	370	349	6.2	7.5
Operating profit in million CHF	147	111	32.0	33.9

Subdued economic situation in Africa Middle East

- Demand remained strong in Lebanon despite the turmoil in Syria
- Reduction in sales volumes in all segments, primarily due to Morocco
- Grinding stations in West Africa and Gulf region delivered less cement
- Declining sales volumes in Indian Ocean region
- Operating EBITDA was down mainly due to the weaker performance in Morocco

Africa Middle East	9M 2013	9M 2012 ¹	+/-%	+/-% LFL
Sales of cement in million t	5.9	6.4	(7.6)	(7.1)
Sales of aggregates in million t	1.7	1.8	(7.3)	(7.3)
Sales of ready-mix concrete in million m ³	0.6	0.9	(30.0)	(30.0)
Net sales in million CHF	666	726	(8.4)	(8.1)
Operating EBITDA in million CHF	215	221	(2.3)	(2.0)
Operating profit in million CHF	162	184	(11.6)	(11.2)

Key financial figures – Q3 2013

Million CHF (if not otherwise stated)	Q3		LFL	+/-		
	2012	2013		CIS	FX	Total
Sales volumes						
- Cement (mt)	35.9	35.7	0.2%	-0.7%		-0.5%
- Aggregates (mt)	44.4	45.4	4.2%	-2.0%		2.2%
- Ready-mix (mm ³)	12.3	10.7	-5.7%	-7.2%		-12.9%
Net sales	5,742	5,292	1.9%	-3.6%	-6.2%	-7.8%
Operating EBITDA	1,193	1,131	3.6%	-3.0%	-5.7%	-5.1%
Operating profit	748	752	9.6%	-2.8%	-6.3%	0.6%
Net income	479	517				7.8%
Net income - shareholders of Holcim Ltd	392	469				19.7%
Cash flow from operating activities	899	905	7.8%	-4.6%	-2.6%	0.6%

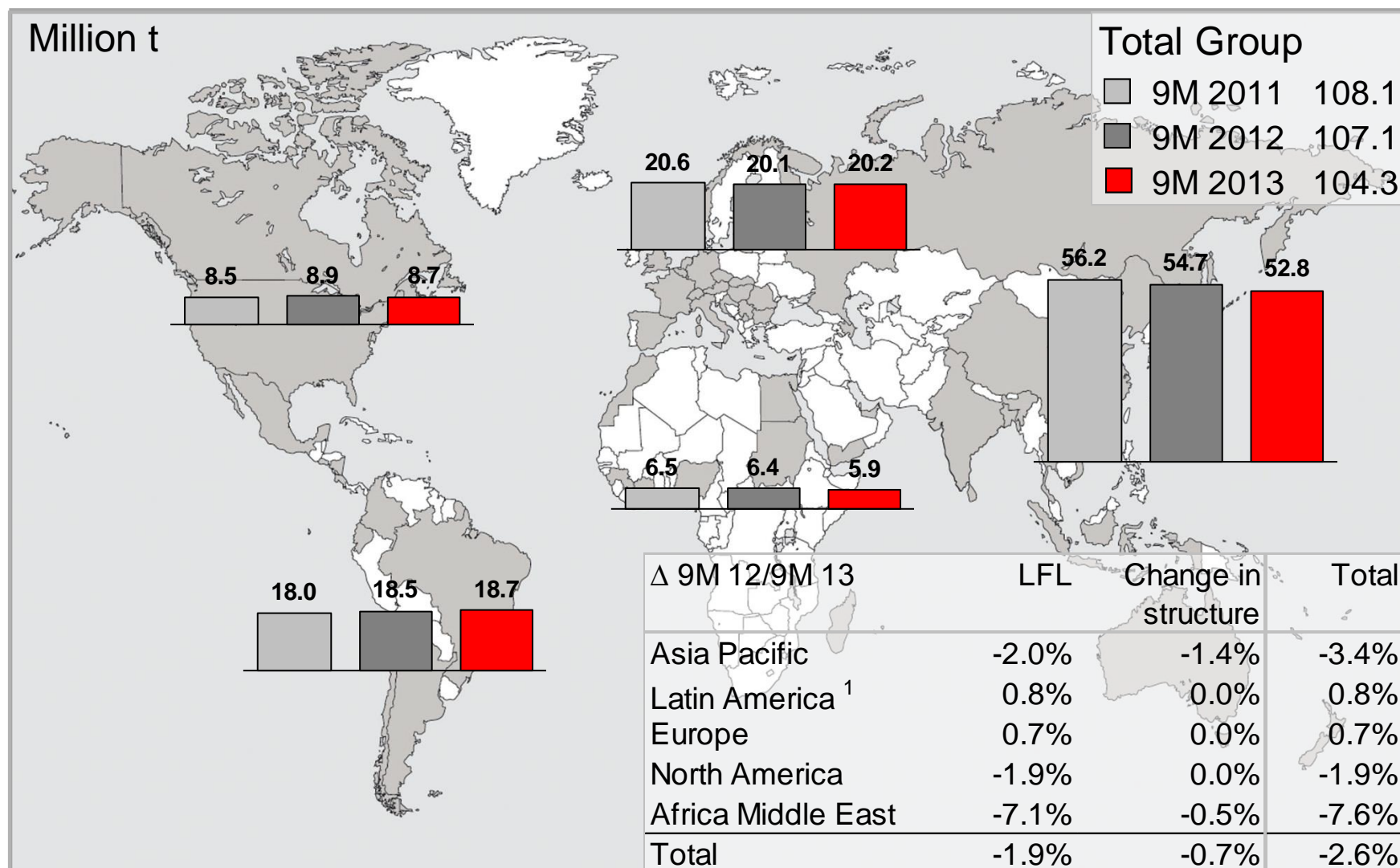
Note: Due to the changes in accounting policies explained in note 2 of the interim financial statements, the comparative information for the third quarter 2012 has been restated for each financial statement line item in this entire presentation

Key financial figures – 9M 2013

Million CHF (if not otherwise stated)	12M	9M		LFL	+/-		
	2012	2012	2013		CIS	FX	Total
Sales volumes							
- Cement (mt)	142.3	107.1	104.3	-1.9%	-0.7%		-2.6%
- Aggregates (mt)	158.2	119.2	114.8	-2.4%	-1.3%		-3.7%
- Ready-mix (mm ³)	45.3	34.4	29.5	-8.1%	-6.1%		-14.3%
Net sales	21,160	15,908	14,941	-0.2%	-3.2%	-2.7%	-6.1%
Operating EBITDA	3,889	3,077	2,951	1.0%	-2.5%	-2.6%	-4.1%
Operating profit	1,749	1,829	1,798	4.0%	-2.4%	-3.3%	-1.7%
Net income	1,002	1,093	1,277				16.8%
Net income - shareholders of Holcim Ltd	610	779	1,040				33.5%
Cash flow from operating activities	2,643	1,088	1,172	14.7%	-4.3%	-2.6%	7.8%
EPS in CHF ¹	1.89	2.41	3.19				32.4%

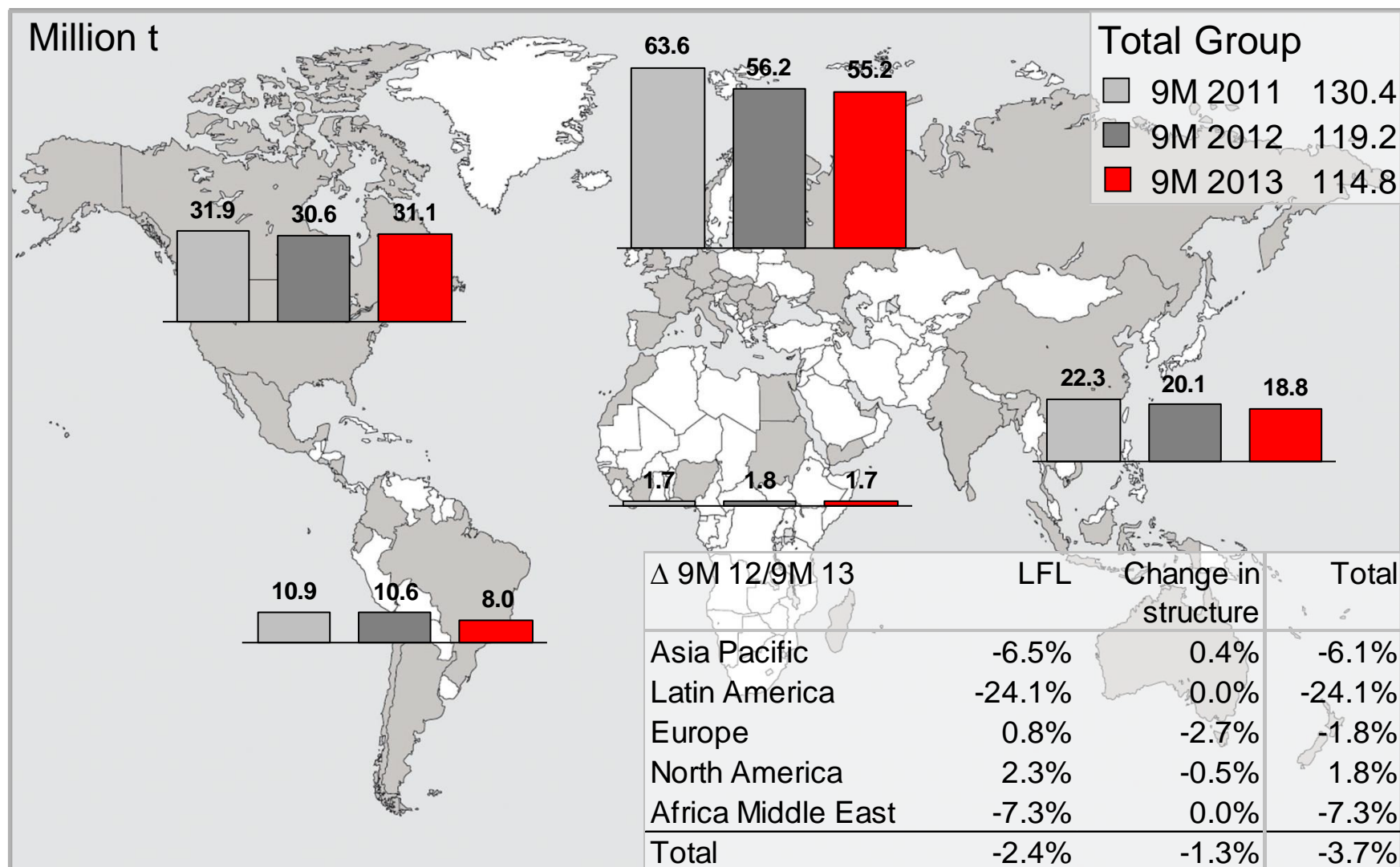
¹ Calculated on the weighted average number of shares outstanding.

Cement – Sales volumes by region

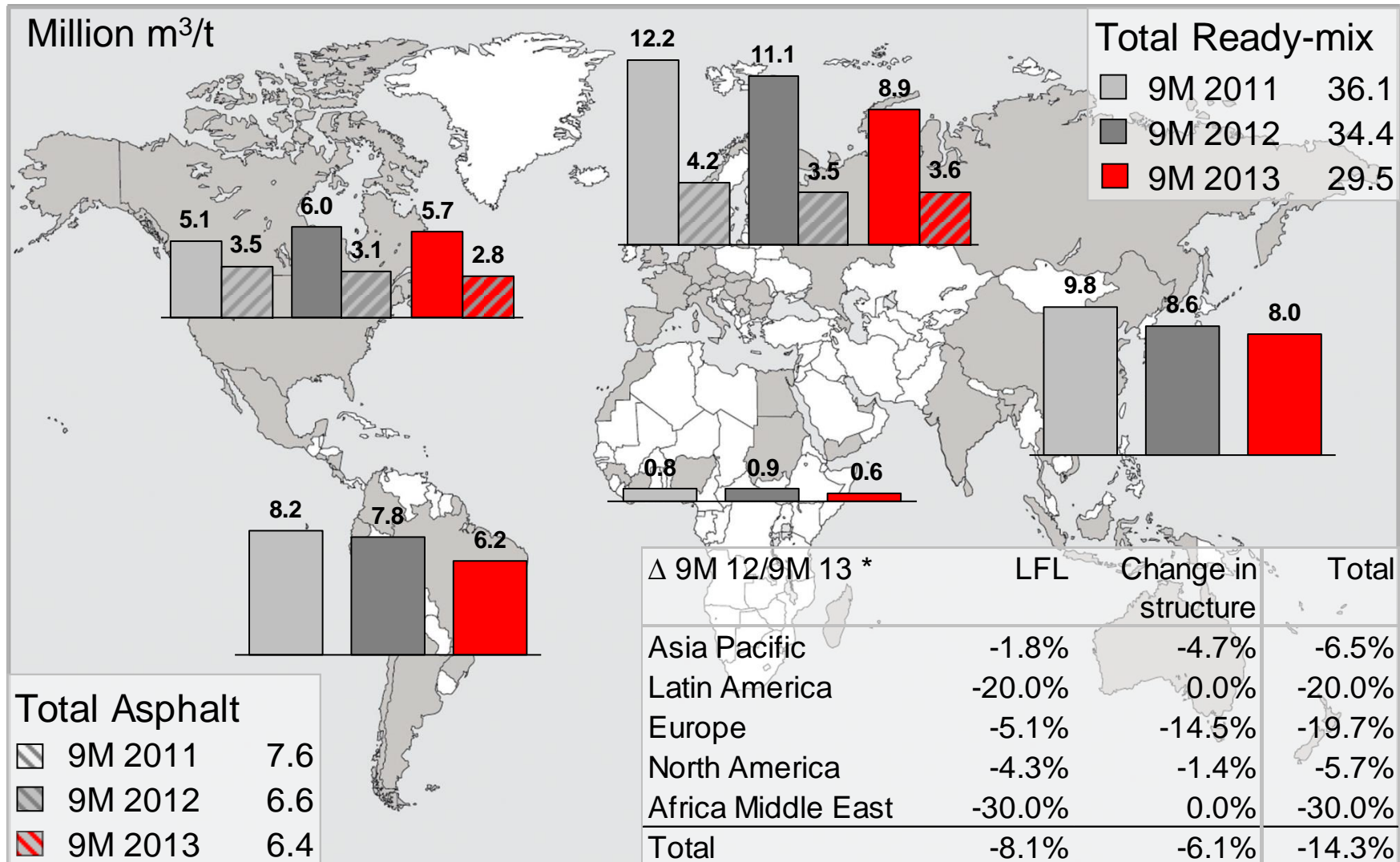


¹ The percentage change like-for-like adjusted for internal trading volumes eliminated in "Corporate/Eliminations" amounts to -0.6%.

Aggregates – Sales volumes by region



Ready-mix concrete and asphalt – Sales volumes by region



* Ready-mix concrete only

Exchange rates

Statement of income average exchange rates in CHF	9M 11	9M 12	9M 13	+/-
1 EUR	1.24	1.21	1.23	2.1%
1 GBP	1.42	1.48	1.45	-2.4%
1 USD	0.88	0.94	0.93	-0.4%
1 LATAM Basket (MXN, BRL, ARS, CLP) ¹	1.04	1.00	0.96	-4.0%
1 Asian Basket (AUD, IDR, INR, PHP) ¹	1.02	1.00	0.94	-6.2%

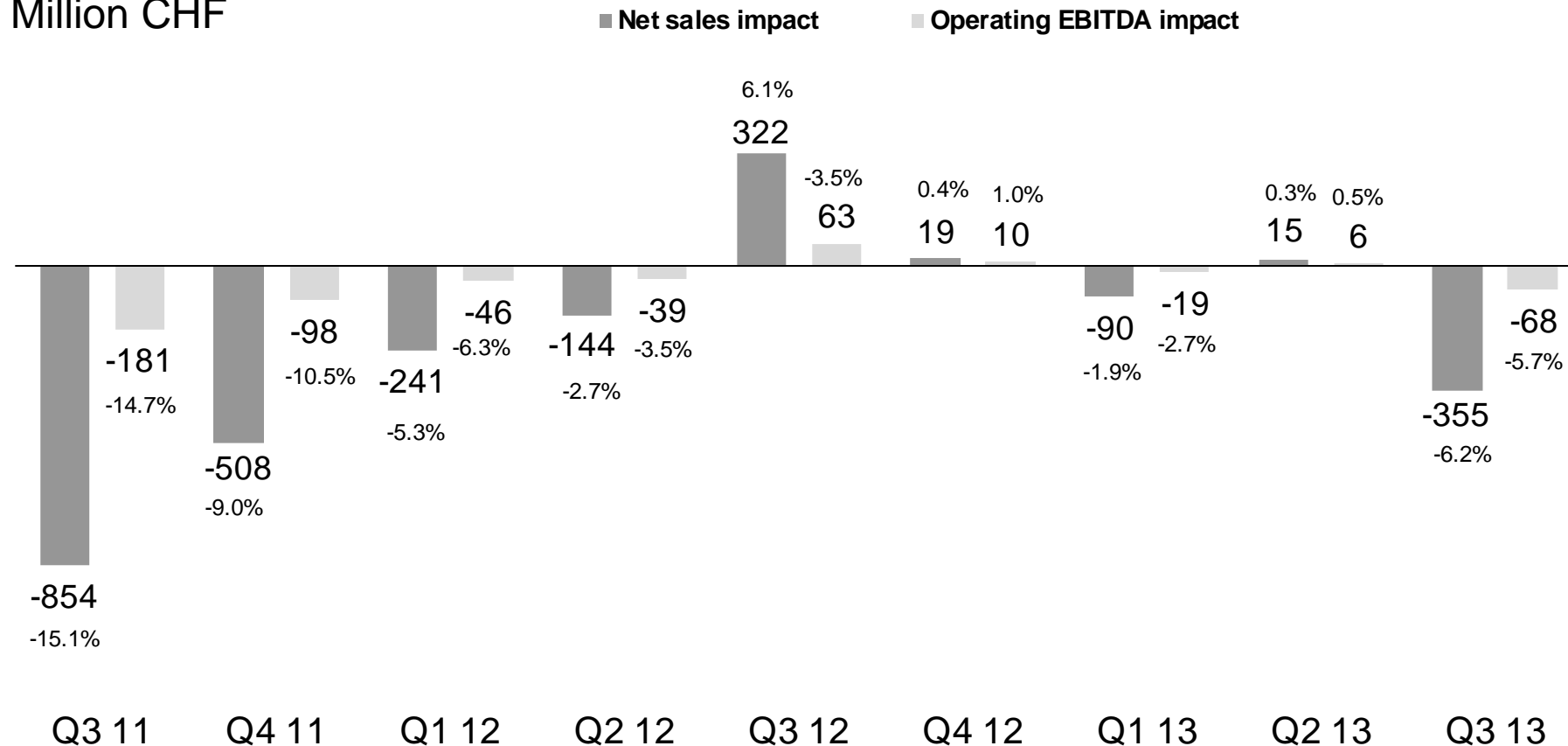
Statement of financial position exchange rates in CHF	30/09/12	31/12/12	30/09/13	+/-
1 EUR	1.21	1.21	1.22	1.2%
1 GBP	1.52	1.48	1.46	-1.2%
1 USD	0.93	0.92	0.91	-1.1%
1 LATAM Basket (MXN, BRL, ARS, CLP) ²	1.04	1.00	0.92	-7.6%
1 Asian Basket (AUD, IDR, INR, PHP) ²	1.05	1.00	0.88	-12.5%

¹ Weighted with net sales 9M 2013

² Weighted with net sales full year 2012

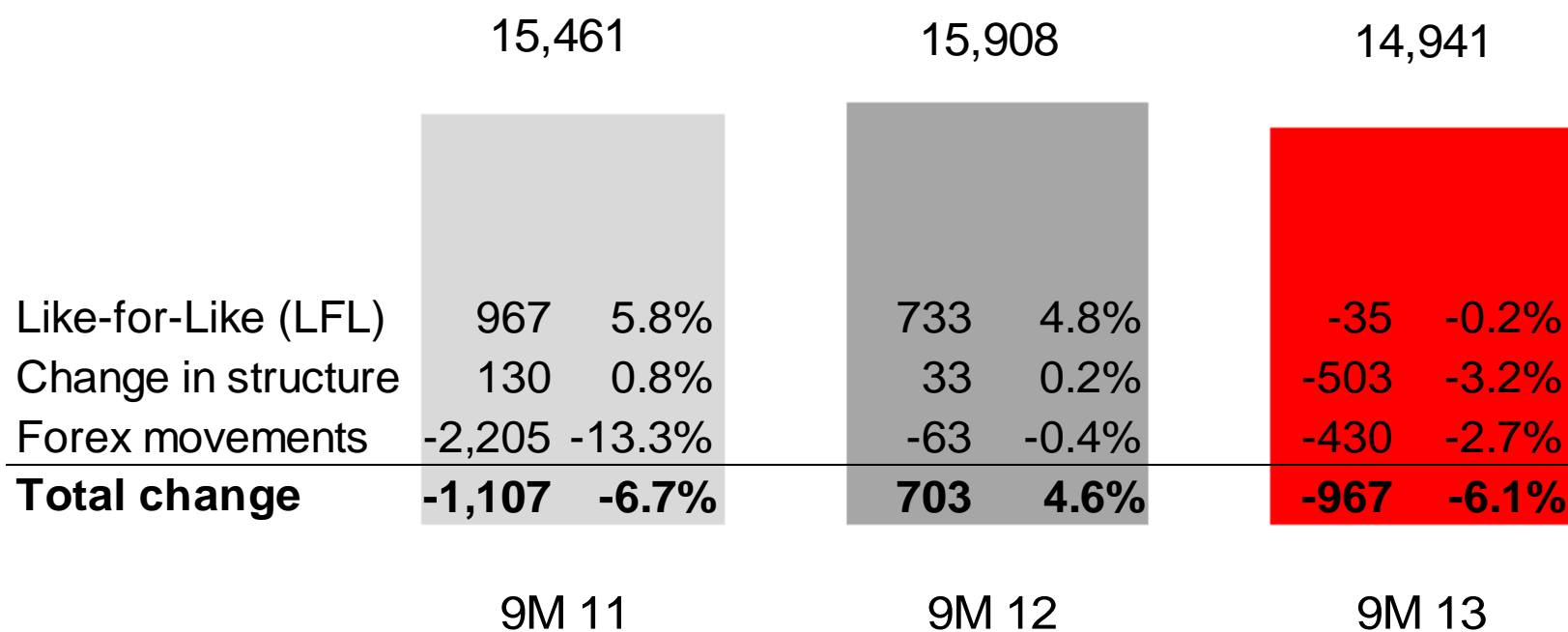
Foreign exchange rate impact

Million CHF

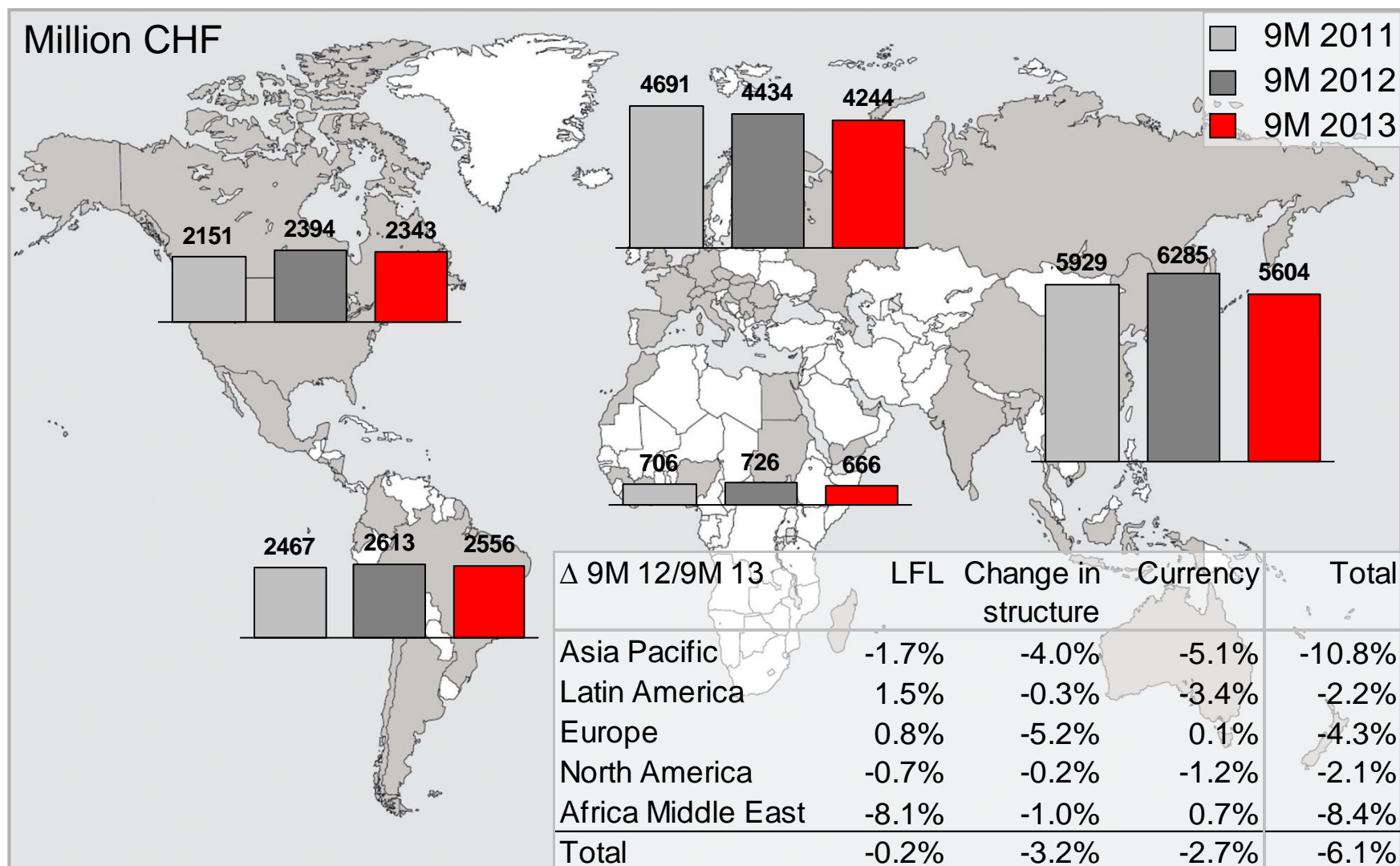


Net sales

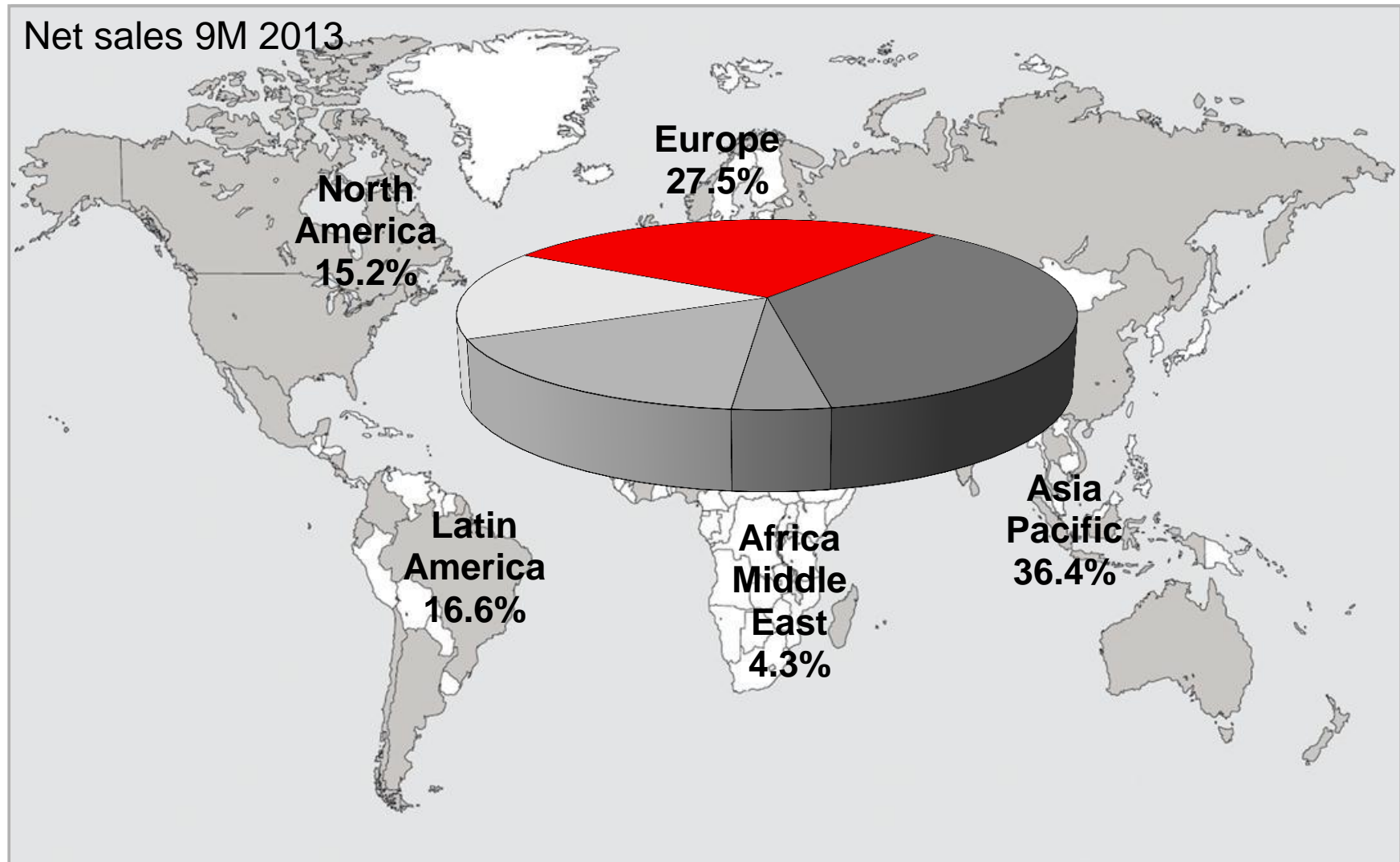
Million CHF



Net sales by region



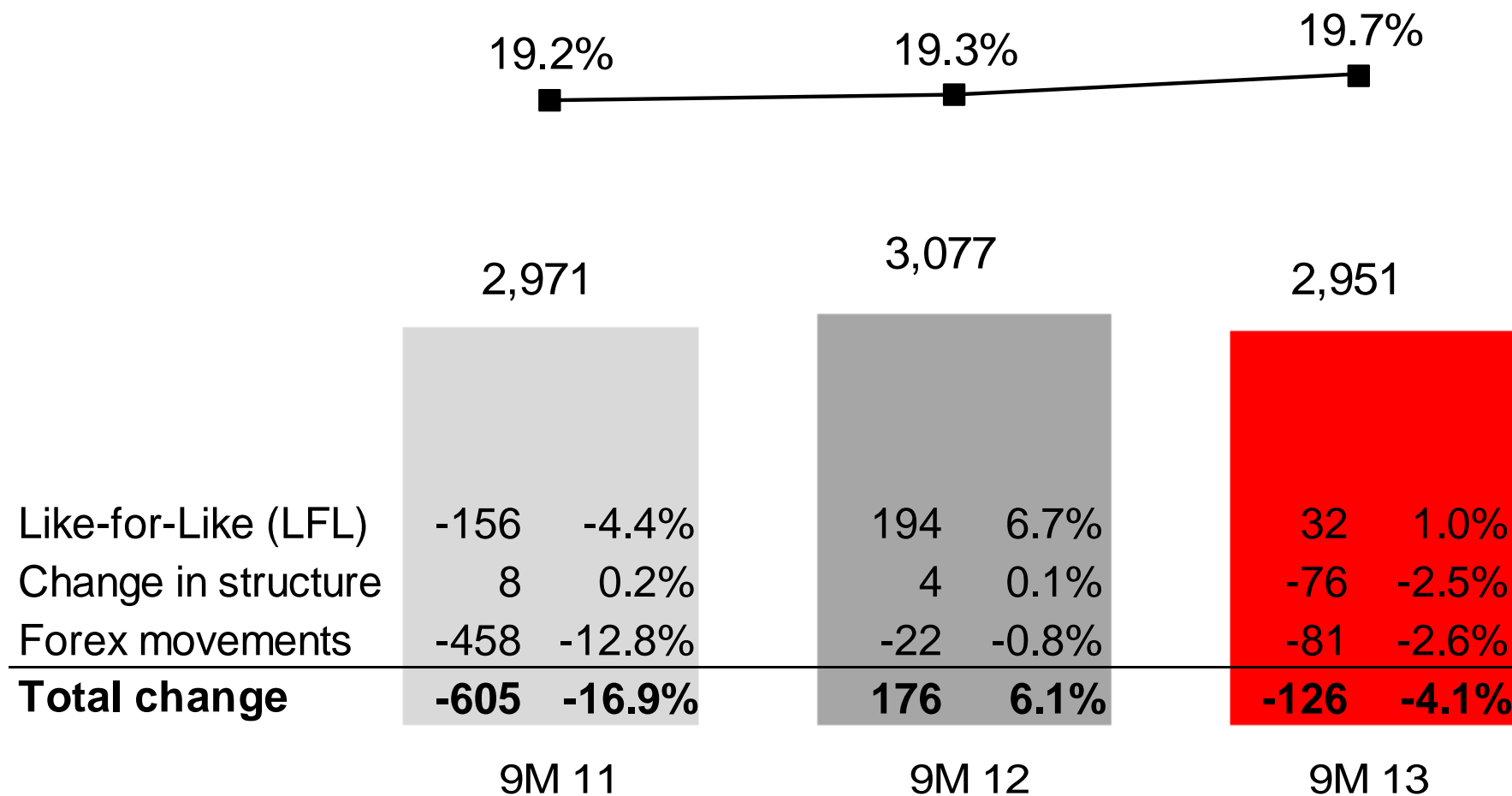
Net sales by region



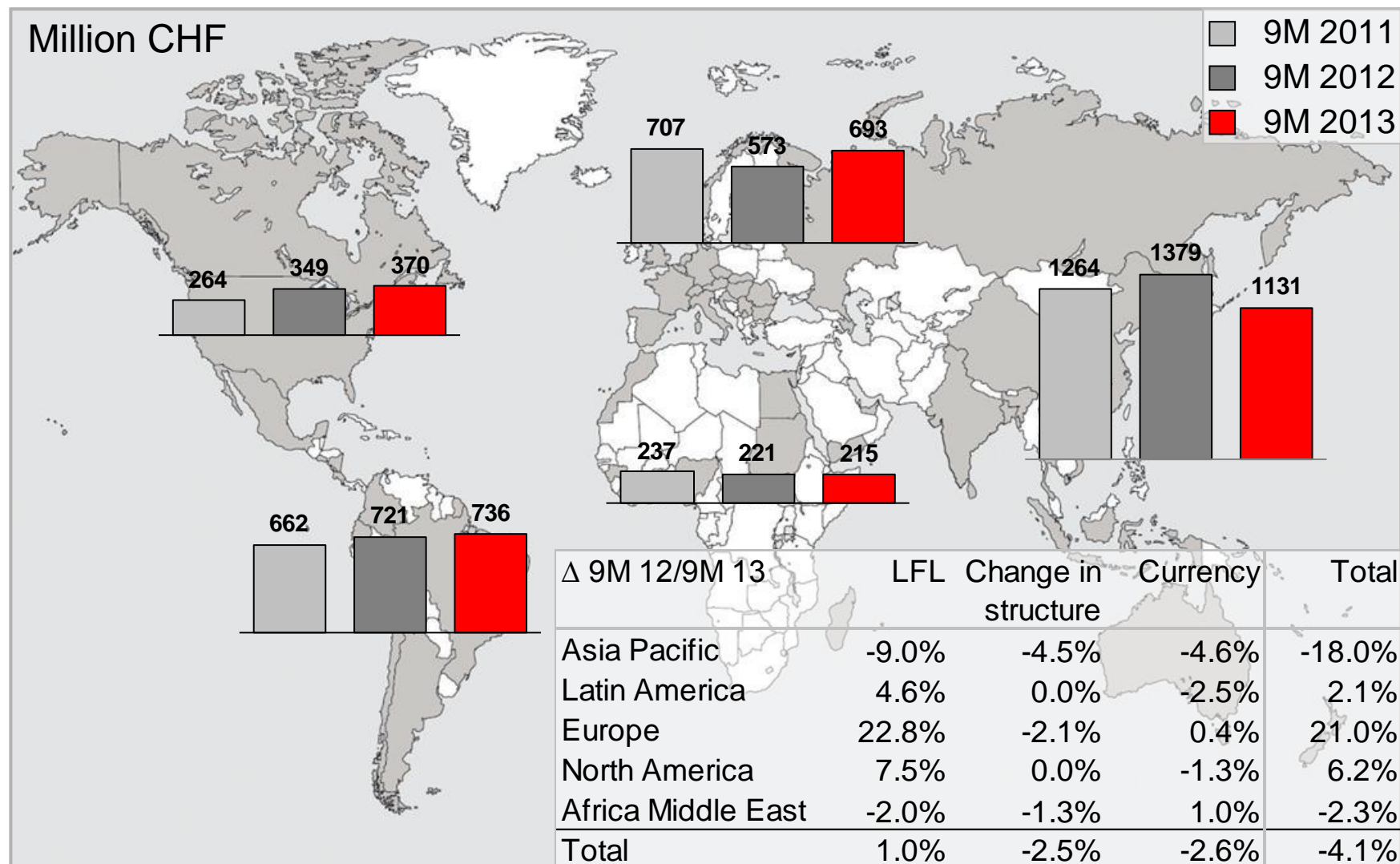
Operating EBITDA

Million CHF

Margin



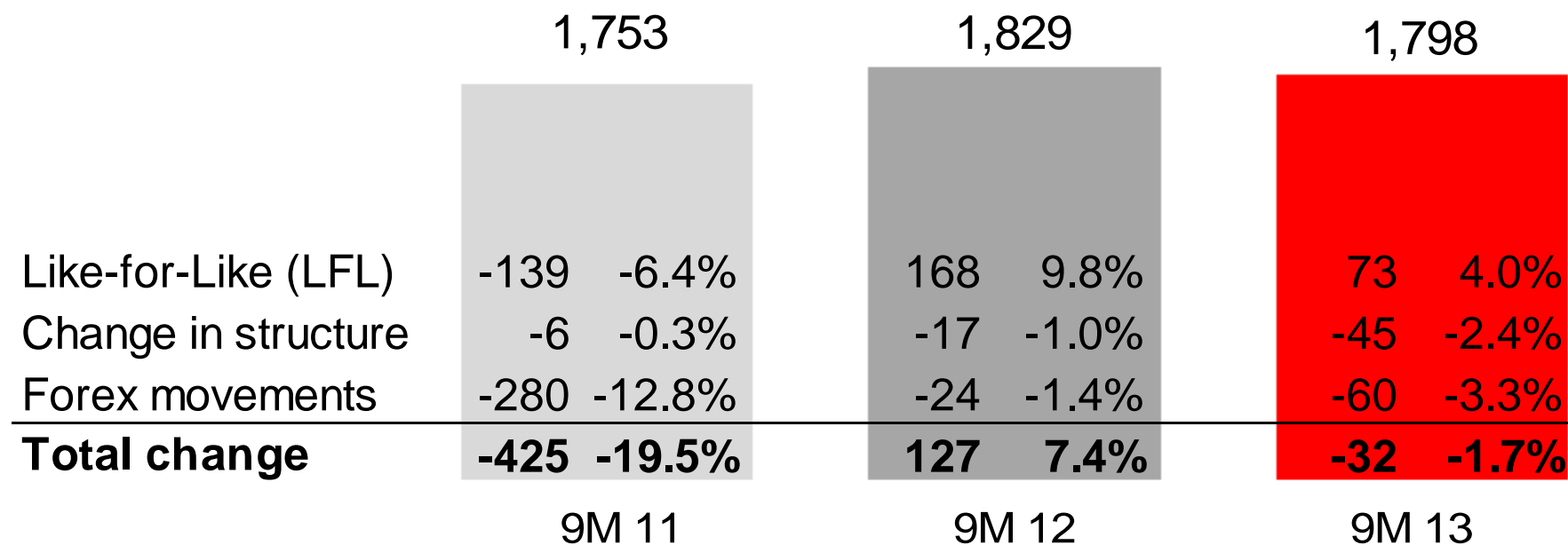
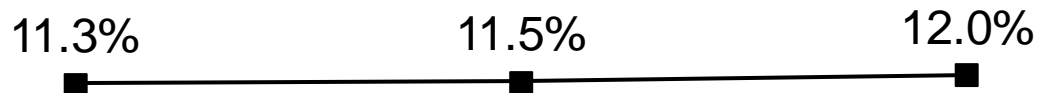
Operating EBITDA by region



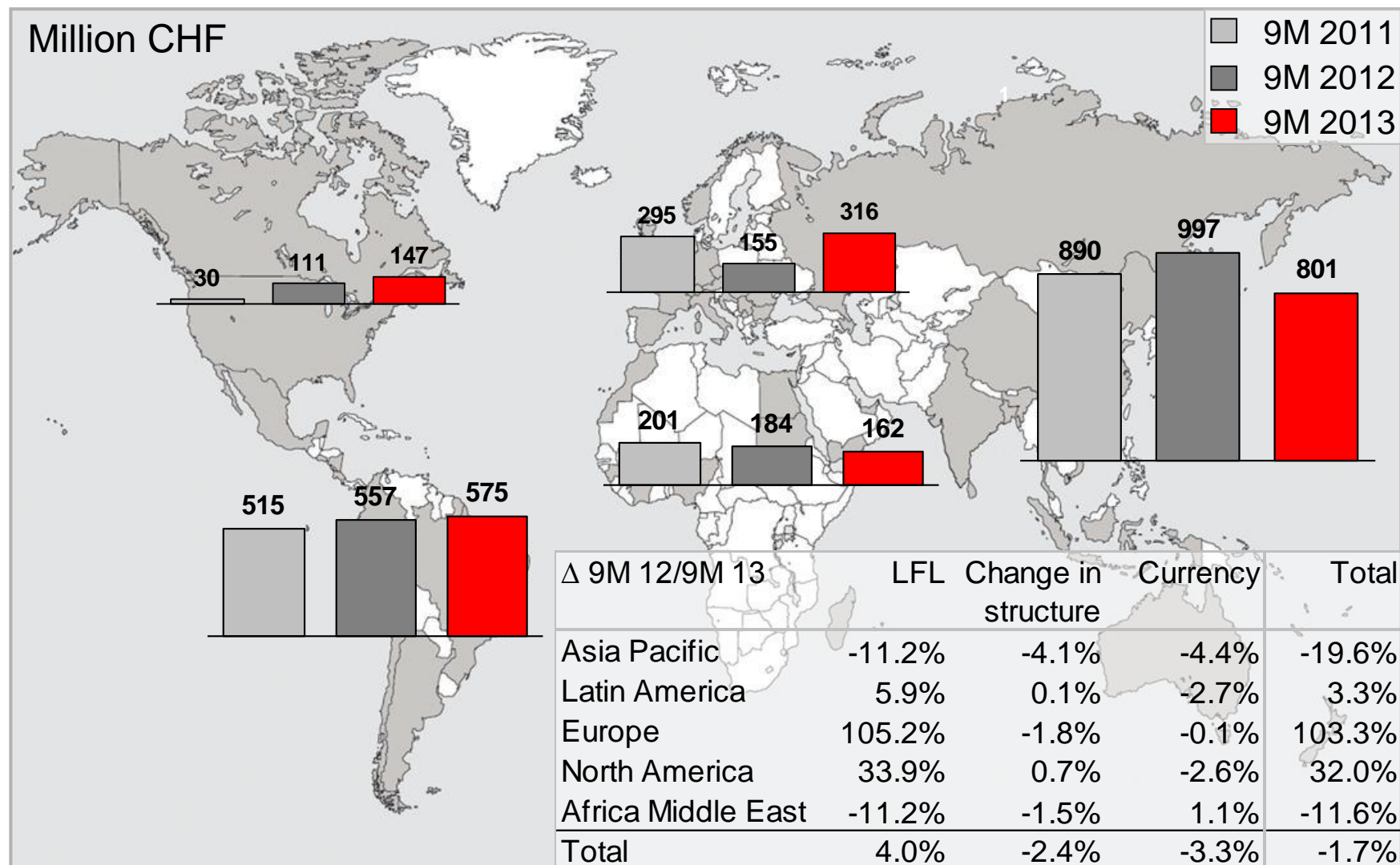
Operating profit

Million CHF

Margin

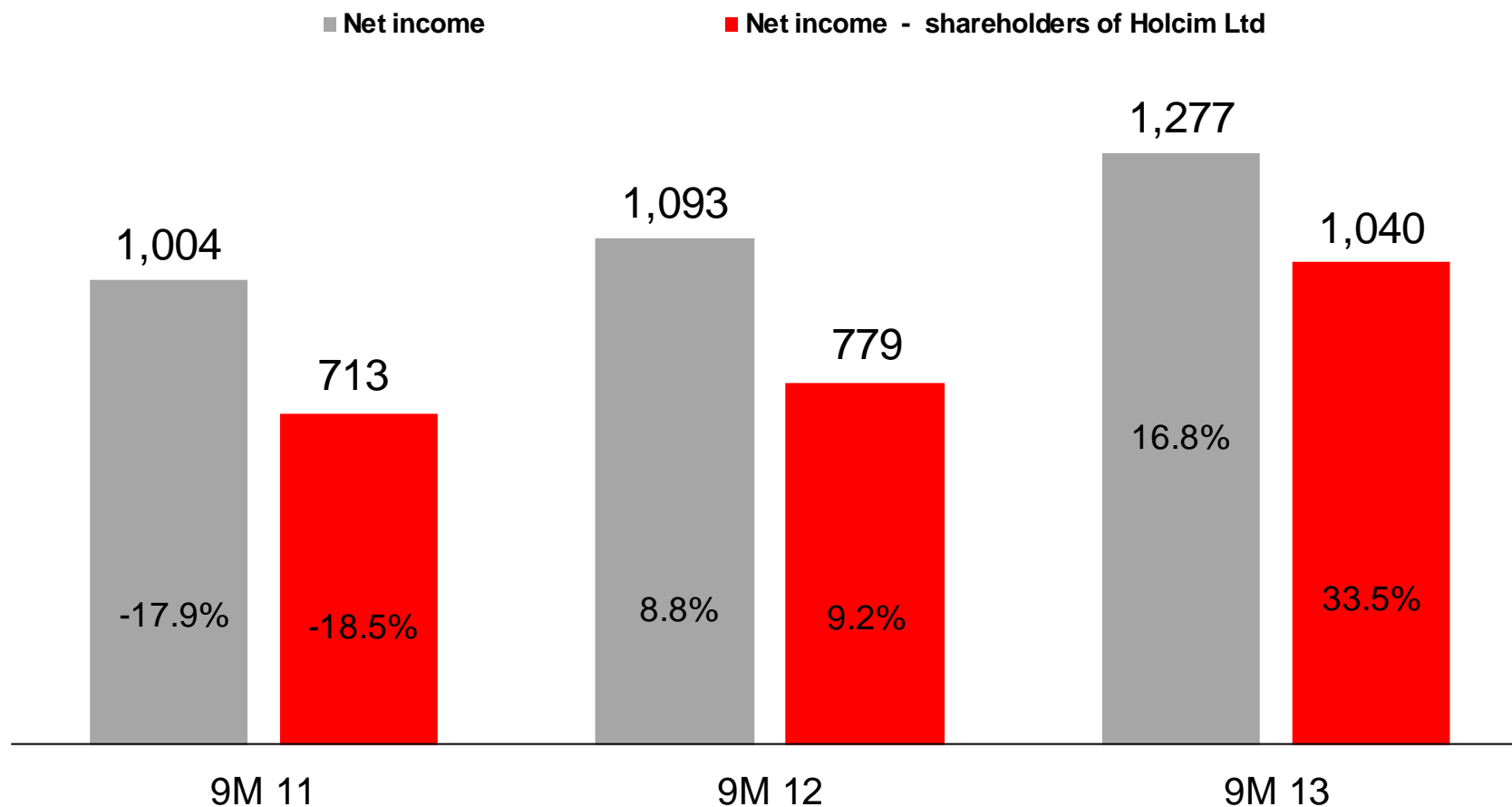


Operating profit by region



Net income

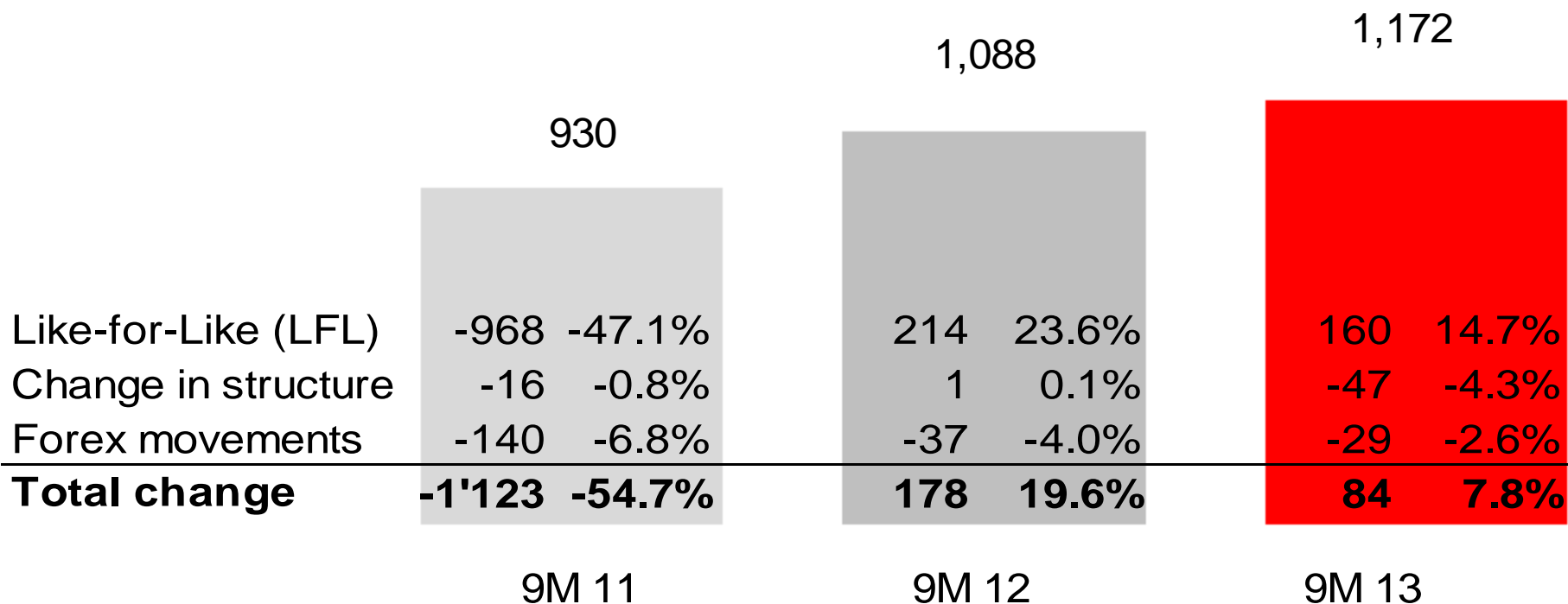
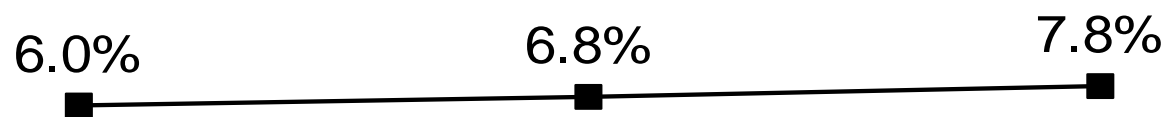
Million CHF



Cash flow from operating activities

Million CHF

Margin

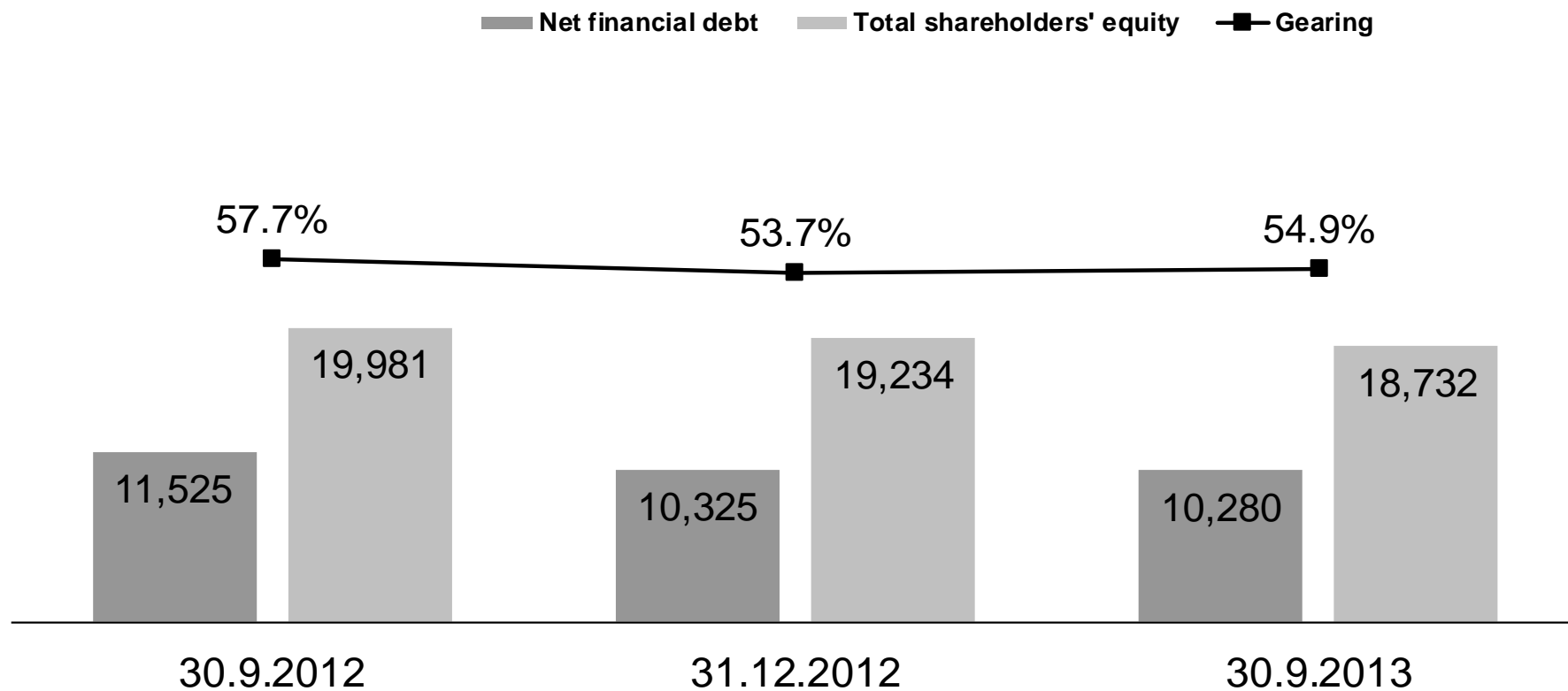


Statement of cash flows

Million CHF	12M	9M		+/-
	2012	2012	2013	
Cash flow from operating activities	2,643	1,088	1,172	7.8%
Net investments to maintain productive capacity and to secure competitiveness	-790	-387	-373	3.6%
Free cash flow	1,854	701	799	14.0%
Expansion investments	-803	-461	-909	-97.3%
Financial investments net	396	67	410	514.2%
Dividends paid	-532	-523	-568	-8.7%
Financing surplus / deficit	914	-216	-268	-24.3%

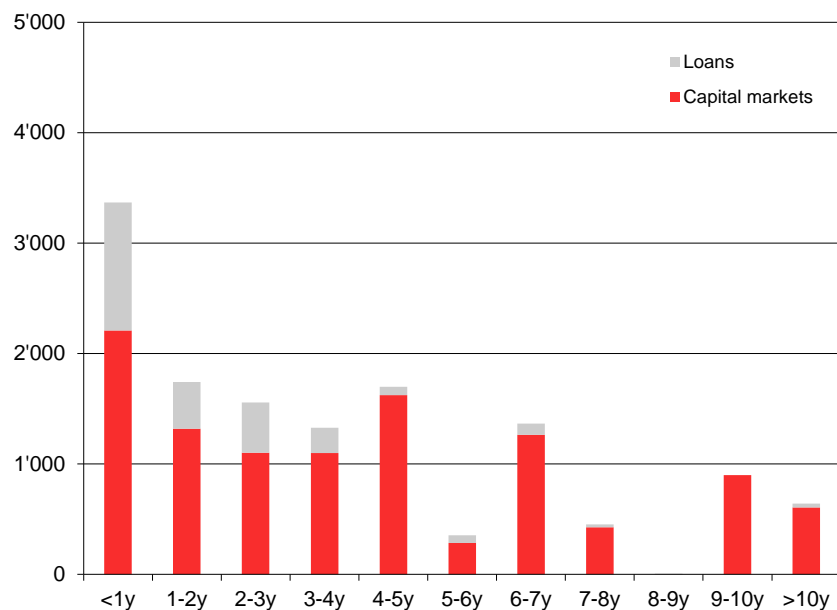
Financial position

Million CHF



Financial debt, maturities and liquidity as of September 30, 2013

Maturity profile¹ (CHF million)



Liquidity summary

- Cash + marketable securities: CHF 3,115 million
- Cash + marketable securities + unused committed credit lines: CHF 7,795 million

Debt summary

- Current financial liabilities¹: CHF 3,368 million
- Fixed to floating ratio: 54% fixed
- Capital markets 81%; Loans 19%
- Corporate vs. subsidiary debt: 81% Corporate
- Ø total maturity: 4.5 years
- CP borrowings: CHF 490 million
- No financial covenants in Corporate credit lines

ST/LT ratings summary as of November 4, 2013

- S&P Credit Rating: A-2 / BBB, outlook stable
- Fitch Credit Rating: F2 / BBB, outlook stable
- Moody's Credit Rating: P2 / Baa2, outlook stable

¹ After risk-related adjustments of CHF 490 million from current financial liabilities to long-term financial liabilities

Outlook for 2013

- Holcim does not expect to reach the previous year's sales volumes of cement, aggregates and ready-mix concrete in 2013.
- Group region Europe is expected to witness higher cement sales volumes.
- Holcim is somewhat less optimistic with regard to Latin and North America and Africa Middle East.
- In Asia Pacific cement sales are expected to reach similar levels to previous year.

Turning to operating EBITDA and operating profit, the Board of Directors and Executive Committee expect a further improvement in margins. The Holcim Leadership Journey, which gains further momentum, will contribute to this development. Under similar market conditions, organic growth in operating EBITDA and operating profit should be achieved in 2013.

Cost and capex guidance for 2013

- Energy costs below CHF 16 per tonne of cement produced
- Fixed costs to benefit from the measures taken by the Holcim Leadership Journey program
- Average interest rate slightly above the 4.8 percent level recorded in 2012
- Long term expected tax rate of 27 percent
- Maintenance capex of CHF 0.75 billion net
- Expansion capex of CHF 1.45 billion

Asia Pacific – regional overview

Million CHF (if not otherwise stated)	9M		+/-			
	2012	2013	LFL	CIS	FX	Total
Cement volumes (mt)	54.7	52.8	-2.0%	-1.4%		-3.4%
- of which mature markets	3.5	2.3	-10.7%	-21.7%		-32.4%
- of which emerging markets	51.2	50.5	-1.4%	0.0%		-1.4%
Aggregates volumes (mt)	20.1	18.8	-6.5%	0.4%		-6.1%
- of which mature markets	18.3	17.2	-6.2%	0.0%		-6.2%
- of which emerging markets	1.8	1.7	-9.2%	4.3%		-4.9%
Ready-mix volumes (mm ³)	8.6	8.0	-1.8%	-4.7%		-6.5%
- of which mature markets	4.2	3.6	-4.8%	-9.7%		-14.4%
- of which emerging markets	4.4	4.5	1.0%	0.0%		1.0%
Net sales	6,285	5,604	-1.7%	-4.0%	-5.1%	-10.8%
- of which mature markets	1,960	1,581	-2.5%	-12.9%	-3.9%	-19.3%
- of which emerging markets	4,325	4,023	-1.4%	0.0%	-5.6%	-7.0%
Operating EBITDA	1,379	1,131	-9.0%	-4.5%	-4.6%	-18.0%
- of which mature markets	324	243	-2.8%	-18.7%	-3.6%	-25.1%
- of which emerging markets	1,055	888	-10.9%	-0.1%	-4.8%	-15.8%
Operating Profit	997	801	-11.2%	-4.1%	-4.4%	-19.6%
- of which mature markets	175	133	2.8%	-22.6%	-3.9%	-23.7%
- of which emerging markets	822	668	-14.2%	-0.1%	-4.5%	-18.8%

Latin America – regional overview

Million CHF (if not otherwise stated)	9M		LFL	+/-		
	2012	2013		CIS	FX	Total
Cement volumes (mt)	18.5	18.7	0.8%	0.0%		0.8%
Aggregates volumes (mt)	10.6	8.0	-24.1%	0.0%		-24.1%
Ready-mix volumes (mm ³)	7.8	6.2	-20.0%	0.0%		-20.0%
Net sales	2,613	2,556	1.5%	-0.3%	-3.4%	-2.2%
Operating EBITDA	721	736	4.6%	0.0%	-2.5%	2.1%
Operating Profit	557	575	5.9%	0.1%	-2.7%	3.3%

Europe – regional overview

Million CHF (if not otherwise stated)	9M		+/-			
	2012	2013	LFL	CIS	FX	Total
Cement volumes (mt)	20.1	20.2	0.7%	0.0%		0.7%
- of which mature markets	11.5	11.3	-1.9%	0.0%		-1.9%
- of which emerging markets	8.6	8.9	4.1%	0.0%		4.2%
Aggregates volumes (mt)	56.2	55.2	0.8%	-2.7%		-1.8%
- of which mature markets	49.0	48.8	2.6%	-3.1%		-0.5%
- of which emerging markets	7.2	6.4	-11.1%	0.0%		-11.1%
Ready-mix volumes (mm ³)	11.1	8.9	-5.1%	-14.5%		-19.7%
- of which mature markets	9.8	7.8	-3.6%	-16.6%		-20.2%
- of which emerging markets	1.4	1.1	-16.0%	0.0%		-16.0%
Net sales	4,434	4,244	0.8%	-5.2%	0.1%	-4.3%
- of which mature markets	3,529	3,330	0.8%	-6.5%	0.0%	-5.6%
- of which emerging markets	904	914	0.7%	0.0%	0.3%	1.1%
Operating EBITDA	573	693	22.8%	-2.1%	0.4%	21.0%
- of which mature markets	338	453	37.4%	-3.6%	0.2%	33.9%
- of which emerging markets	235	240	1.9%	0.0%	0.6%	2.5%
Operating Profit	155	316	105.2%	-1.8%	-0.1%	103.3%
- of which mature markets	47	202	338.4%	-6.0%	-2.2%	330.2%
- of which emerging markets	108	113	3.9%	0.0%	0.8%	4.7%

North America – regional overview

Million CHF (if not otherwise stated)	9M		LFL	+/-		
	2012	2013		CIS	FX	Total
Cement volumes (mt)	8.9	8.7	-1.9%	0.0%		-1.9%
Aggregates volumes (mt)	30.6	31.1	2.3%	-0.5%		1.8%
Ready-mix volumes (mm ³)	6.0	5.7	-4.3%	-1.4%		-5.7%
Net sales	2,394	2,343	-0.7%	-0.2%	-1.2%	-2.1%
Operating EBITDA	349	370	7.5%	0.0%	-1.3%	6.2%
Operating Profit	111	147	33.9%	0.7%	-2.6%	32.0%

Africa Middle East – regional overview

Million CHF (if not otherwise stated)	9M		+/-			
	2012	2013	LFL	CIS	FX	Total
Cement volumes (mt)	6.4	5.9	-7.1%	-0.5%		-7.6%
Aggregates volumes (mt)	1.8	1.7	-7.3%	0.0%		-7.3%
Ready-mix volumes (mm ³)	0.9	0.6	-30.0%	0.0%		-30.0%
Net sales	726	666	-8.1%	-1.0%	0.7%	-8.4%
Operating EBITDA	221	215	-2.0%	-1.3%	1.0%	-2.3%
Operating Profit	184	162	-11.2%	-1.5%	1.1%	-11.6%

Cement – Price/volume variances per region

	Domestic cement prices Δ 9M 12/9M 13 *	Domestic clinker and cement volumes Δ 9M 12/9M 13
Asia Pacific ¹	-0.6%	-2.0%
India	-5.0%	-1.2%
Sri Lanka	14.7%	-12.6%
Bangladesh	0.4%	-0.9%
Vietnam	0.9%	-4.9%
Malaysia	-3.6%	4.2%
Indonesia	6.4%	-2.8%
Philippines	7.9%	1.6%
Australia	0.0%	-0.2% ²
New Zealand	-1.7%	-6.3%

* If not otherwise indicated calculation based on local currencies

¹Weighted average like-for-like

² Adjusted for sale of 25% in Cement Australia as of March 28, 2013

Cement – Price/volume variances per region

	Domestic cement prices Δ 9M 12/9M 13 *	Domestic clinker and cement volumes Δ 9M 12/9M 13
Latin America ¹	3.1%	0.8% ³
Mexico	-6.1%	-9.7%
El Salvador	2.8% ²	-1.9%
Costa Rica	17.3%	18.9%
Nicaragua	6.1% ²	-1.7%
Colombia	5.7%	-3.4%
Ecuador	3.6% ²	12.3%
Brazil	3.6%	-4.9%
Chile	1.3%	0.5%
Argentina	16.3%	7.3%

* If not otherwise indicated calculation based on local currencies ¹Weighted average like-for-like ² Calculation in USD
³ The percentage change like-for-like adjusted for internal trading volumes eliminated in “Corporate/Eliminations” amounts to -0.6%.

Cement – Price/volume variances per region

	Domestic cement prices Δ 9M 12/9M 13 *	Domestic clinker and cement volumes Δ 9M 12/9M 13
Europe ¹	-2.4%	0.7%
Belgium	-9.4%	-4.9%
France	2.3%	-6.4%
Germany	1.9%	-6.5%
Switzerland	-2.6%	-0.8%
Italy	0.0%	-10.1%
Hungary	3.0%	-10.0%
Czech Republic	-3.6%	-6.9%
Slovakia	-4.5%	4.1%
Croatia	-1.7%	2.5%
Romania	2.7%	-2.4%
Bulgaria	-3.0%	15.5%
Serbia	-2.9%	-17.0%
Russia	-7.2%	8.2%
Azerbaijan	-0.6%	21.5%
Spain	-3.3%	-8.3%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

Cement – Price/volume variances per region

	Domestic cement prices Δ 9M 12/9M 13 *	Domestic clinker and cement volumes Δ 9M 12/9M 13
North America ¹	3.1%	-1.9%
Canada	4.5%	-7.6%
USA	6.0%	-1.4%
Africa Middle East ¹	1.0%	-7.1%
Morocco ²		
Lebanon ²		
Indian Ocean	-0.8%	-10.5%
Ivory Coast	0.9%	-7.6%
Guinea	-14.3%	-31.7%
Group ¹	0.8%	-1.9%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

² Locally not published yet

Aggregates – Price/volume variances per region

	Domestic aggregates prices Δ 9M 12/9M 13 *	Domestic aggregates volumes Δ 9M 12/9M 13
Asia Pacific ¹	0.4%	-6.5%
Indonesia	20.8%	-6.9%
Australia	0.1%	-6.6%
Latin America ¹	11.5%	-24.1%
Mexico	5.4%	-24.8%
Brazil	3.9%	1.6%
Group ¹	1.9%	-2.4%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

Aggregates – Price/volume variances per region

	Domestic aggregates prices Δ 9M 12/9M 13 *	Domestic aggregates volumes Δ 9M 12/9M 13
Europe ¹	3.6%	0.8%
United Kingdom	1.8%	0.4%
Belgium	-0.8%	-4.1%
France	-0.5%	25.5%
Germany	-2.6%	-16.2%
Switzerland	-3.6%	10.6%
Italy	-16.8%	12.7%
Romania	-7.8%	-21.5%
Bulgaria	-2.3%	14.1%
Spain	0.9%	-33.6%
North America ¹	0.4%	2.3%
Canada	-1.1%	-0.6%
United States	1.6%	3.2%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

Contact information and event calendar

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Event calendar

February 26, 2014

Press and analyst conference on annual results for 2013

April 28, 2014

Results for the first quarter 2014

April 29, 2014

General meeting of shareholders

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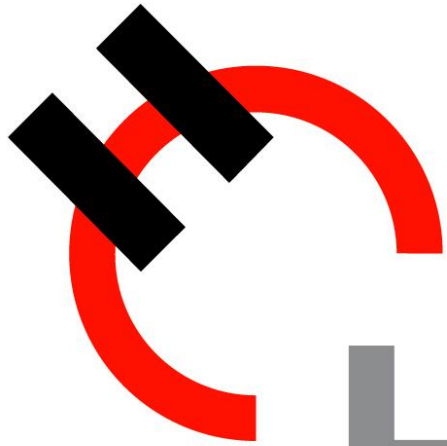
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