Fourth Quarter and Full Year 2016 Results

Eric Olsen, CEO and Ron Wirahadiraksa, CFO

March 2, 2017

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01 Overview of Q4 and FY 2016 Results

Eric Olsen, Chief Executive Officer

Building on accelerated 2016 earnings momentum

- **Strong operational performance driven by pricing, synergies and cost management**
  - Q4 adjusted operating EBITDA up +30.5% like-for-like
  - 2016 target for adjusted operating EBITDA achieved: up +8.7% like-for-like
  - Adjusted operating EBITDA margin up ~200 basis points in the year
  - Operating EBITDA synergies of CHF ~640m, well ahead of targets
- **Acceleration of earnings momentum**
  - Recurring Net Income of CHF 1.9bn up 98%
  - Recurring EPS up CHF 1.35 to CHF 2.67
  - ROIC up 80 bps compared to 2015

Delivering higher cash return to our shareholders

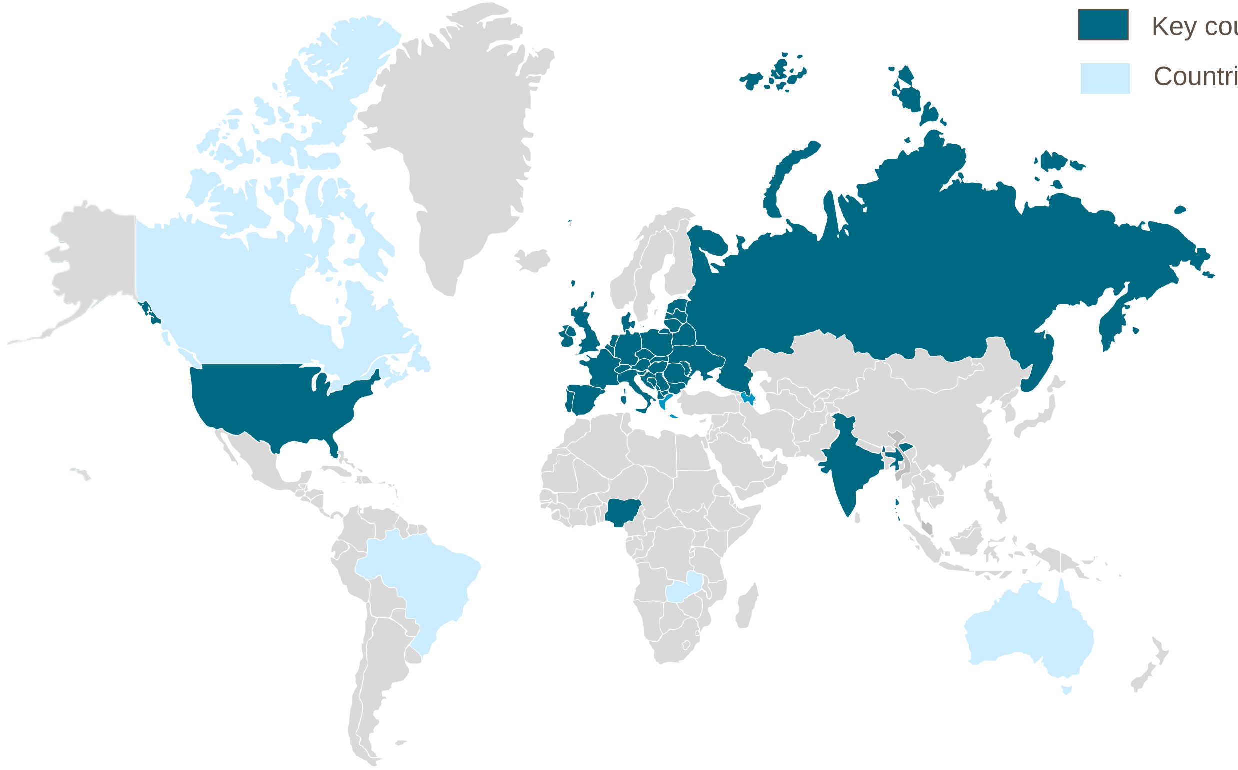
Disciplined capital allocation

- Operating Free Cash Flow of CHF 1.7bn; increase of CHF 1.8bn over 2015
- Capex of CHF 1.6bn, in line with our 2016-2017 target of CHF 3.5bn
- Net debt reduction by CHF 2.5bn to CHF 14.7bn, despite differed closing of divestments
- Confirmation of the CHF 5bn disposal program target by year-end 2017

Increased cash return

- Dividend of CHF 2.0 per share, up 33%, to be proposed at the next AGM
- Share buy-back program of up to CHF 1bn over 2017-2018
- Commitment to a solid investment grade rating

Key countries driving EBITDA growth in 2017



North America
US sustained cement market growth, headroom in RMX and AGG business

West Canada
Oil recovery,

Brazil
Economic recovery in the mid term

India
Market recovery driven by fundamental growth momentum

Malaysia
Market recovery driven by growth in infrastructure

Australia
Growth in infrastructure spending

Europe
Economic recovery in multiple countries

Nigeria
Improving business environment, positive pricing dynamics

Zambia
Improving business environment and growth momentum

~ CHF 1 bn EBITDA of recovery potential mid-term in above markets

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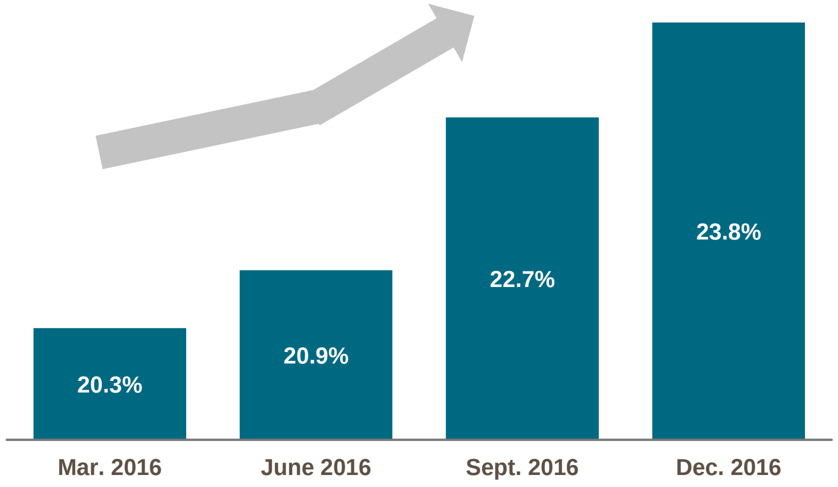
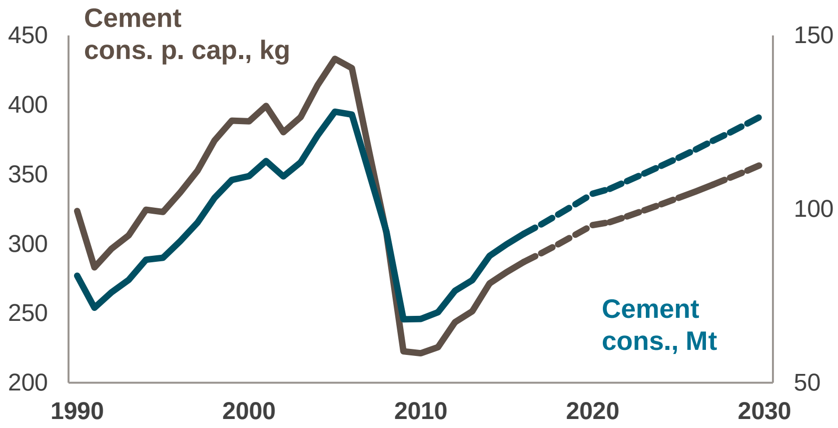
Focus on US: Significant margin growth, strong upside potential

Trailing 12 months adj. Operating EBITDA margin





Overview

- N°1 cement player in the US, with >20 Mt capacity, a modernized and flexible asset base and an unrivalled network
- Adj. Op. EBITDA margin up c.390 bps in FY, with successful price increases overall (+8.5% in cement) and strong delivery on cost savings from synergy initiatives
- Strong momentum in aggregates, asphalt and RMX: profitability doubling over the last two years and now contributing >25% to a total US EBITDA that is trending towards CHF 1.0bn

Outlook

- Good pricing trend and strong potential to capture future demand growth thanks to available capacity of 6 Mt in the US and 2 Mt in Canada border
- Cement market expected to break the 100 Mt threshold again by 2018, notably driven by new housing and infrastructure demand
- Further upside from government infrastructure spending (USD 500-600bn over next 5 years)

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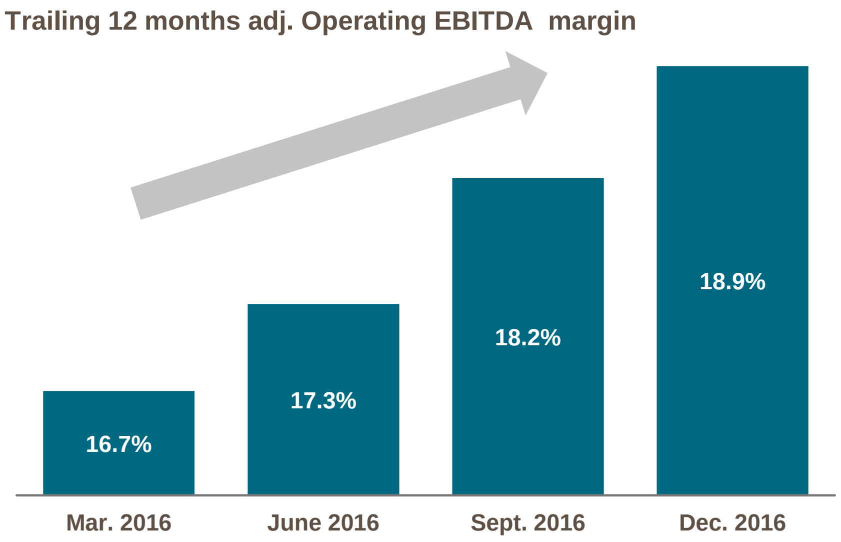
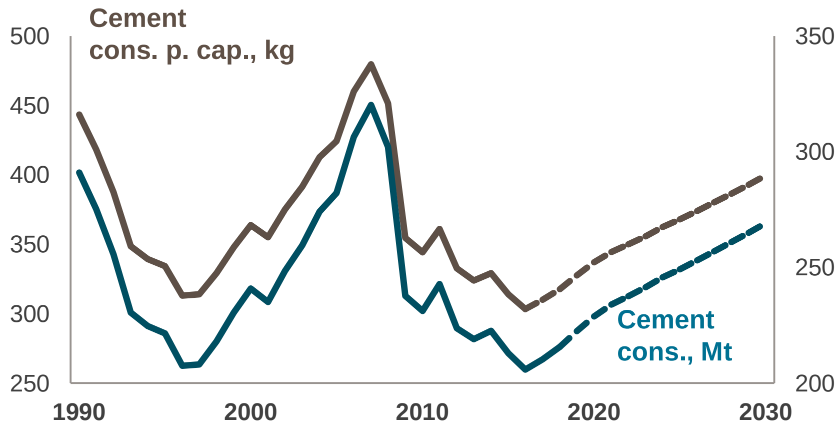
Focus on Europe: Proven resilience, well poised for recovery





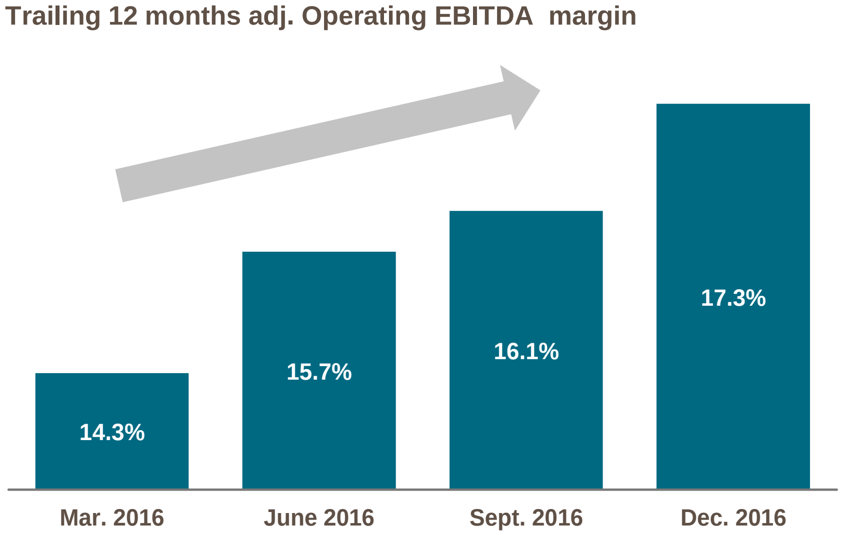
Overview

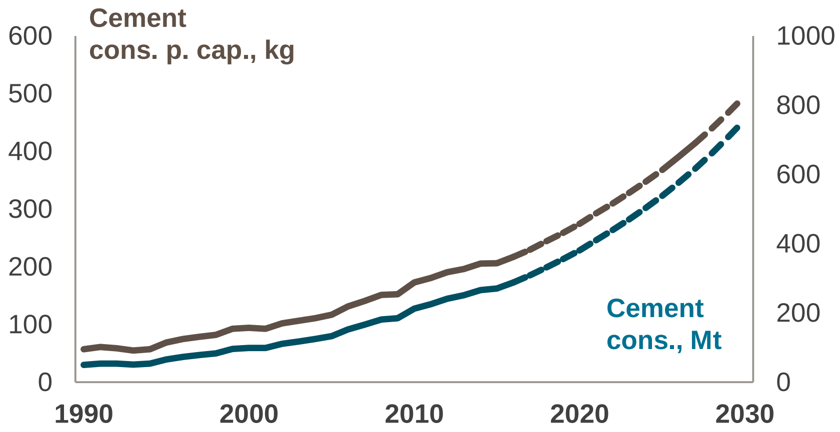
- Adj. Op. EBITDA margin up by c.170 bps in FY despite reduced demand in a number of markets (e.g. Spain, Russia, Romania, Italy). Improved performance largely driven by cost reduction and efficient restructuring (e.g. UK, France, Spain)
- Solid performance in the UK (Adj. Op. EBITDA margin up 340 bps), where price increases have been achieved and sustained over the year, coupled with a significant focus on fixed costs and production cost management
- In Switzerland, favourable market trend and efficient cost discipline supported the margin improvement of 140 bps

Outlook

- Construction activity expected to be driven by improved demand in residential and infrastructure projects (e.g. UK, Russia and potentially France)
- Uncertainty could further increase volatility in a number of key Western European markets in 2017 and impact infrastructure budgets
- Room to further benefit from improved industrial footprint , operational efficiency, distribution network in a context of growing demand for value-added products

Focus on India: On-going turnaround, strong potential ahead





Overview

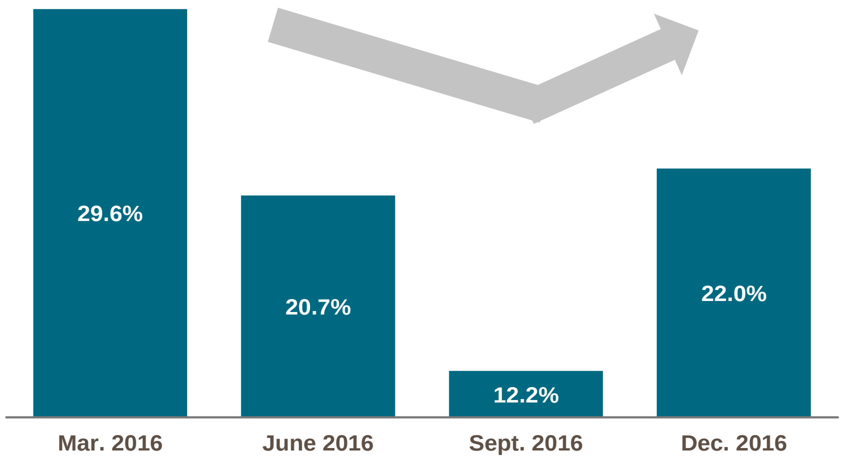
- On-going business turnaround translating into adj. Op. EBITDA margin up by c.190 bps in FY, in a context of efficient cost and pricing management
- Outstanding industrial performance allowing for an efficient change in fuel mix (petcoke usage reached more than 60% from 45% at ACC and 28% at Ambuja
- Volume momentum hampered by stronger-than-usual monsoon in Q3 16 and demonetization in Q4 16

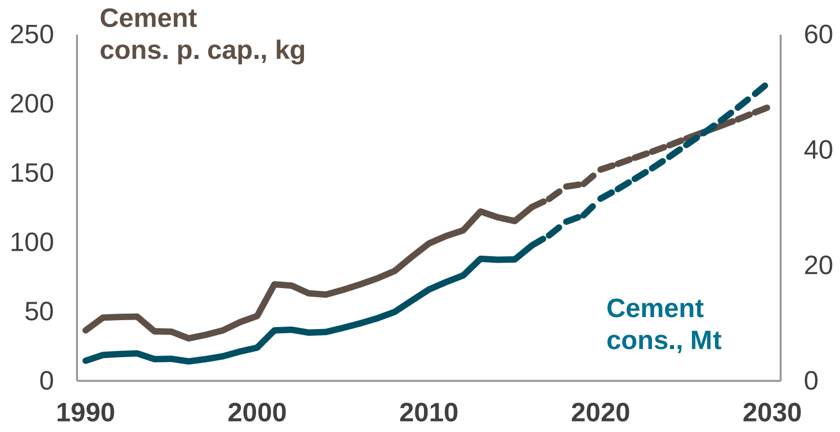
Outlook

- Slowdown witnessed after demonetization is easing; increased government spending on infrastructure development (housing, roads, railways, irrigation…) announced in the recent Union Budget expected to reinvigorate the construction sector and boost cement and concrete demand in 2017
- Potential from continuous product mix improvement with focus on premium products
- Incremental cement capacity totalling 2.5 Mt already commissioned in Jamul and Sindri
- Strong growth potential in fundamentals among large emerging markets

Focus on Nigeria: Impressive catch-up, ongoing turnaround

Trailing 12 months adj. Operating EBITDA margin





Overview

- Business impacted by external factors in 2016; Turn around plan implemented delivering strong results with adj. Op. EBITDA margin more than trebling in Q4 16
- Strong price rebound (+40% in September) combined with improvement in industrial performance with the optimization of the fuel mix and sourcing flexibility as well as in logistics
- Cement market grew +11% in a context of significant housing deficit

Outlook

- Still a volatile market faced with currency devaluation risks; softer demand expected in 2017 but volume growth supported by strong fundamentals in the long term
- New capacities in Calabar (+2.7 Mt) improving the production cost structure
- Price recovery expected to continue, as well as cost savings initiatives across all cost categories (energy, SG&A, distribution, raw materials, maintenance, logistics)
- Strong margin improvement expected, back to historical levels

Nigeria: Turnaround plan in progress

A particularly difficult environment in 2016

Unfavorable economic background:

- Strong Naira devaluation
- Double digit inflation rate
- Interest rate increase

Business further impacted by external factors:

- Gas disruption & scarcity of fuel oil
- Issues in logistic and supply

Deterioration putting significant pressure on cost and supply reliance

On-going turnaround plan

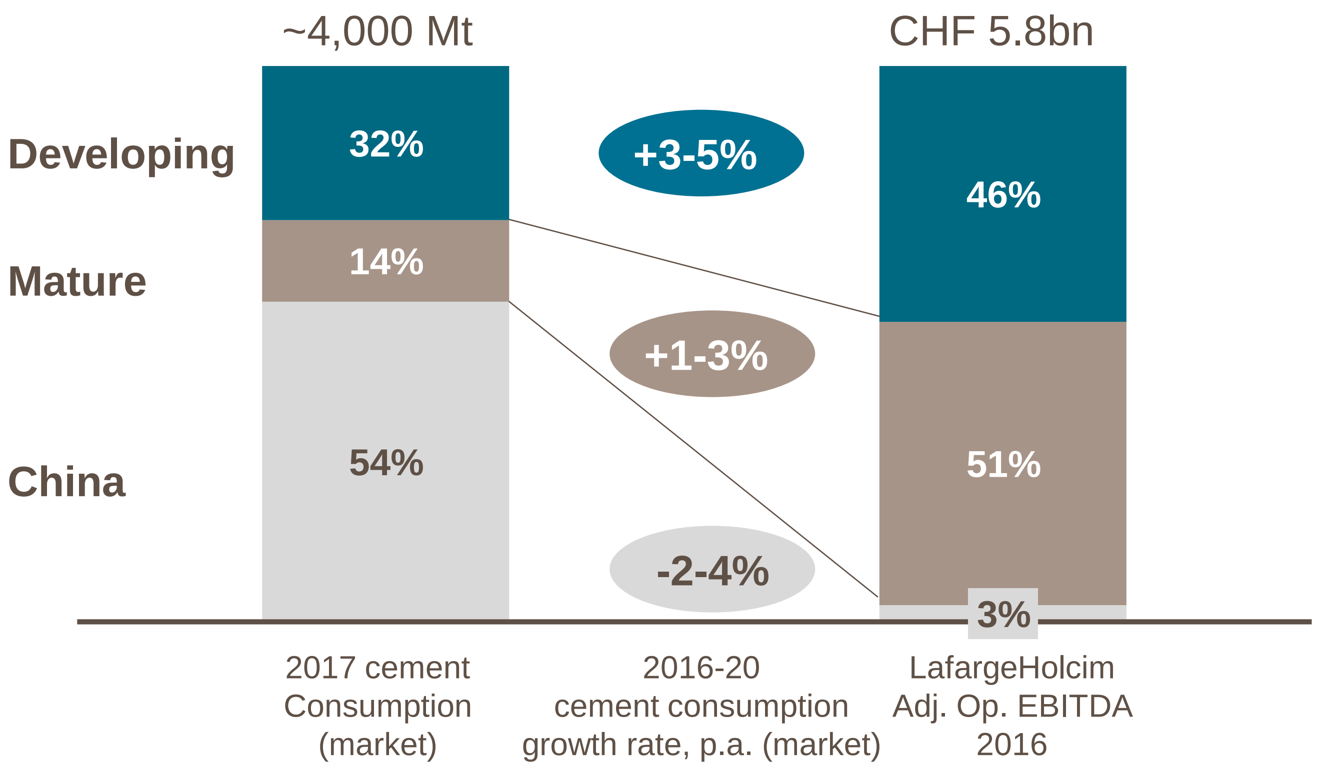
✓ **Increased fuel flexibility**:
Reduced exposure to gas and fuel oil: use of petcoke and alternative fuels with significant potential in waste management (i.e. conversion to alternative fuels in Ewekoro, ramp up from 0 to 40% in 2 months)

✓ **Increased clinker capacity**:
Successful start of the second kiln in Calabar (+ 2.5 Mt commissioned in Q4 2016)

✓ **Improved logistics**:
Reduced turnaround time and improved trucks availability; expansion of logistics Fleet Capacity (alternative sourcing model)

✓ **Reduced FX exposure**:
Local sourcing; financing structure optimization

2017: Well positioned to benefit from steady improvement of global cement demand in emerging and mature markets



Note: mature markets defined based on the three criteria of GDP (PPP) per capita > USD ~20k, cumulated cement consumption and ratio of bulk vs. bag

Cement demand expected between 2 to 4% in 2017:

- ➔ **Asia Pacific**: Market growth supported by India post demonetization and the Philippines
- ➔ **Europe**: Outlook improvement in the region driven by stabilization in most countries, in particular France and Romania. Political uncertainty to remain
- ➔ **Latin America**: Improvement expected in 2017 mainly driven by Argentina, recovery in Brazil and Colombia
- ➔ **North America**: Steady market growth supported by positive trends in the US with a potential upside from infrastructure by year-end
- ➔ **Africa Middle East**: Slight demand growth despite several countries impacted by currency devaluations and low oil and commodity prices

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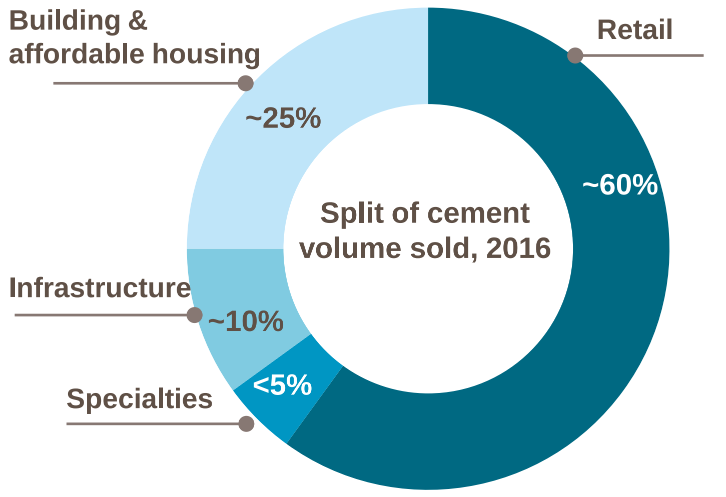
Transformation and self-help to further support growth

Focusing on Growth & Innovation

- Price and margin management
- Customer experience management
- Offer range management
- Sales excellence
- Commercial branding
- Digitalization

Improving market segmentation

- Infrastructure
- Retail
- Building and affordable housing
- Specialties



Reducing costs & optimizing CAPEX

- Selective raw materials
- Logistic optimization
- Energy optimization
- Operational efficiency
- SG&A reduction initiatives
- Asset light approach

Outlook and vision for 2017

- **Overall global demand expected to increase by 2 to 4%**
- **In 2017, we expect to deliver strong growth in Adj. Op. EBITDA and in recurring EPS**
  - Double-digit LFL growth in Adj. Operating EBITDA over 2016
  - Significant growth in recurring EPS
- **In 2017, the Group will be returning cash to shareholders**
  - CHF 2 dividend per share proposed at next AGM in May and share buyback program of up to CHF 1 billion over 2017- 2018
  - Strong capital allocation discipline consistent with our commitment to a solid investment grade rating
- **On track to achieve our 2018 targets**

02 Regional results and Performance analysis

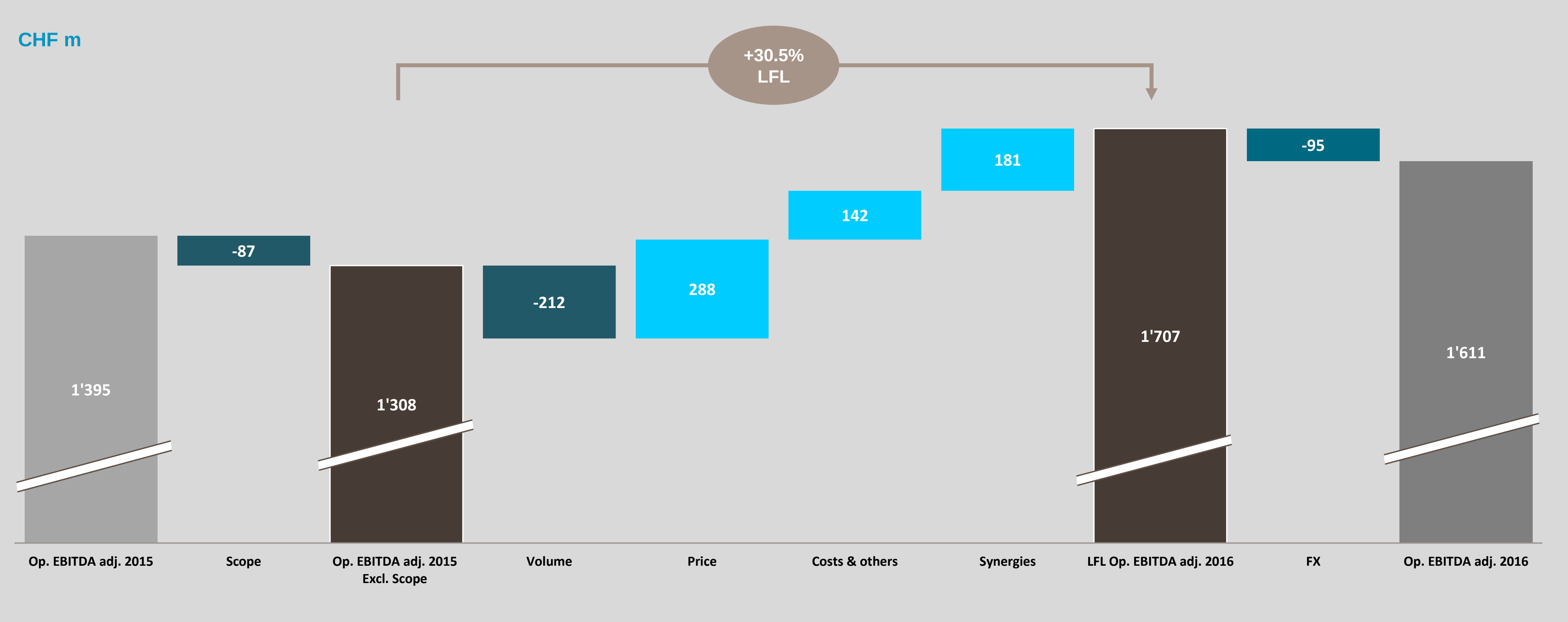
Ron Wirahadiraksa, Chief Financial Officer

Key financial figures

CHF m	Q4 2016	Q4 2015	±	Like-for-like	12M 2016	12M 2015	±	Like-for-like
Volumes								
Cement (Mt)	55.9	66.5	-15.9%	-5.8%	233.2	255.7	-8.8%	-2.5%
Aggregates (Mt)	71.2	75.8	-6.1%	-4.3%	282.7	292.2	-3.2%	-1.7%
Ready-mix (Mm^3)	13.1	14.3	-8.4%	-3.3%	55.0	56.8	-3.3%	-1.8%
Net Sales	**6'526**	**7'441**	**-12.3%**	**-1.4%**	**26'904**	**29'483**	**-8.7%**	**-1.7%**
Operating EBITDA	**1'296**	**988**	**31.1%**	**51.5%**	**5'242**	**4'645**	**12.9%**	**22.0%**
Operating EBITDA adj. [1)]	**1'611**	**1'395**	**15.5%**	**30.5%**	**5'825**	**5'751**	**1.3%**	**8.7%**
Operating EBITDA margin adj. [1)]	**24.7%**	**18.8%**	**588bp**	**611bp**	**21.6%**	**19.5%**	**214bp**	**208bp**
Net income	**535**	**-2'909**			**2'090**	**-1'958**		
Net Income recurring [2)]	**564**	**-78**			**1'918**	**970**		
Operating Free Cash Flow [3)]	**1'342**	**647**	**107.5%**		**1'660**	**-51**		
Capex Net	**-437**	**-916**	**-52.3%**		**-1'635**	**-2'600**	**-37.1%**	
Net Debt					**14'724**	**17'266**	**-14.7%**	
EPS recurring (in CHF)	**0.79**	**-0.02**			**2.67**	**1.32**		

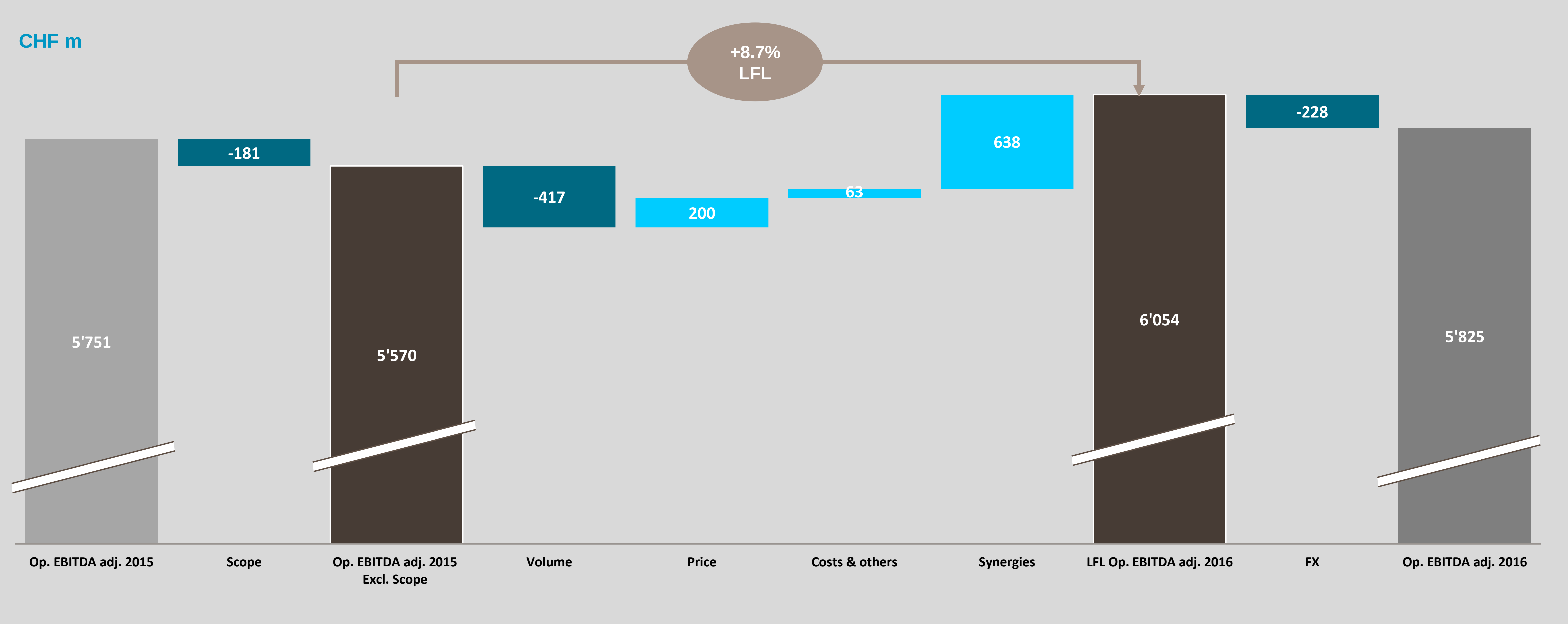
All figures are pro forma financials. They include the changes in the scope of the divestments achieved in connection with the merger, the impact of merger, restructuring and other one-offs and the effect of the divestments achieved over the course of 2015. The scope perimeter was impacted by minor changes in Q1 2016, the deconsolidation of South Korea in Q2 2016 and the deconsolidation of Morocco, Ivory Coast and Sri Lanka in Q3 2016, Lafarge India In Q4 2016.
1) Excluding merger, restructuring and other one-offs (in Q4 2016: CHF 68 million implementation cost related to synergies and CHF 248 million restructuring costs and other one-offs not related to the merger / 12M: CHF 242 million implementation cost related to synergies and CHF 341 million restructuring costs and other one-offs not related to the merger). 2) Recurring net income and Operating Free Cash Flow are adjusted for post-tax merger-related one-offs, costs of early bond repayments and gains/losses on disposals and impairments. 3) Cash Flow from operating activities less net maintenance and expansion capex

Adjusted operating EBITDA[1)] Q4 2016



[1)] Excluding merger, restructuring and other one-offs

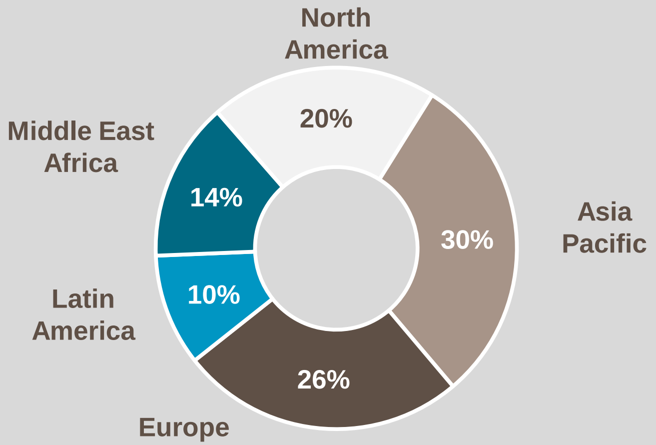
Adjusted operating EBITDA[1)] 12M 2016



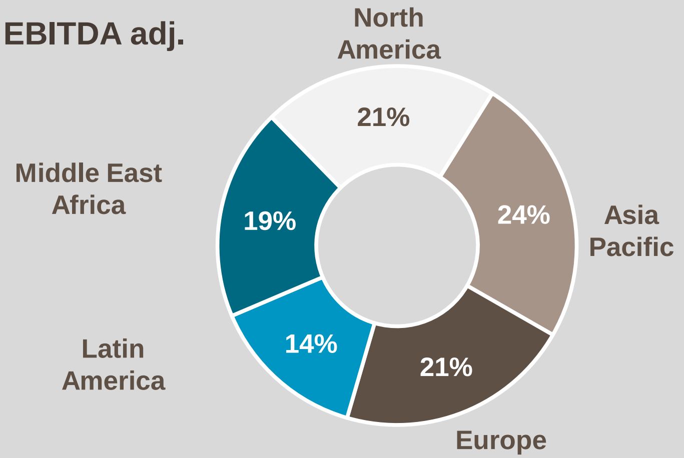
[1)] Excluding merger, restructuring and other one-offs

Net Sales and adjusted operating EBITDA[1)] by Region – 12M 2016

Net Sales



Operating EBITDA adj.

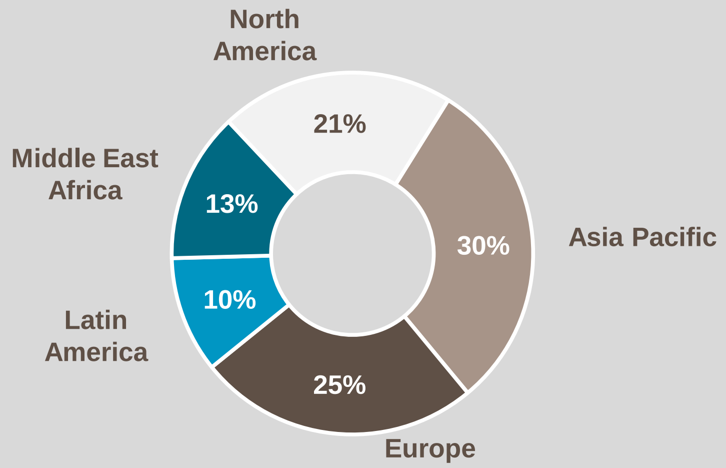


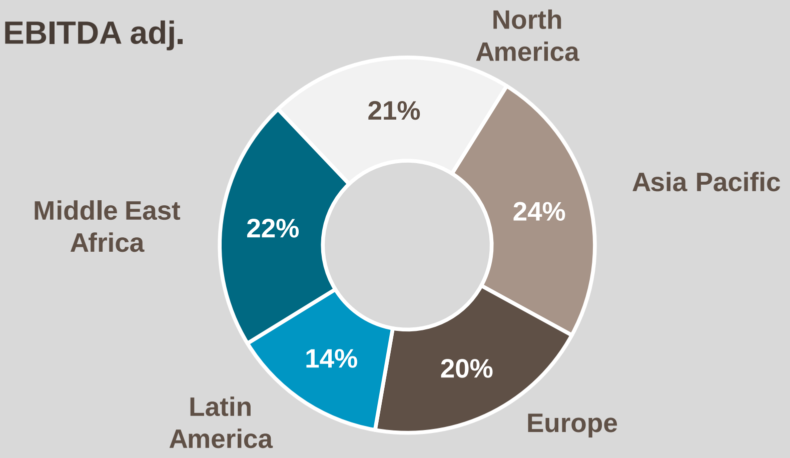
CHF m	12M 2016	12M 2015	±	Like-for-like
Asia Pacific	8'226	9'048	-9.1%	-2.0%
Europe	7'023	7'356	-4.5%	-2.1%
Latin America	2'773	3'241	-14.4%	-4.1%
Middle East Africa	3'900	4'536	-14.0%	-1.5%
North America	5'584	5'678	-1.7%	-2.7%
Corporate / Eliminations	-602	-376		
Group	**26'904**	**29'483**	**-8.7%**	**-1.7%**

CHF m	12M 2016	12M 2015	±	Like-for-like
Asia Pacific	1'530	1'565	-2.2%	5.2%
Europe	1'329	1'264	5.1%	8.2%
Latin America	885	907	-2.4%	7.8%
Middle East Africa	1'196	1'362	-12.2%	1.3%
North America	1'329	1'183	12.3%	10.8%
Corporate	-445	-531	16.2%	16.7%
Group	**5'825**	**5'751**	**1.3%**	**8.7%**

[1)] Excluding merger, restructuring and other one-offs

Net Sales and adjusted operating EBITDA[1)] by Region – Q4 2016





CHF m	Q4 2016	Q4 2015	±	Like-for-like
Asia Pacific	1'990	2'363	-15.8%	-3.6%
Europe	1'668	1'783	-6.5%	-0.4%
Latin America	691	784	-11.9%	-2.2%
Middle East Africa	888	1'077	-17.5%	6.1%
North America	1'380	1'501	-8.1%	-8.8%
Corporate / Eliminations	-91	-67		
Group	**6'526**	**7'441**	**-12.3%**	**-1.4%**

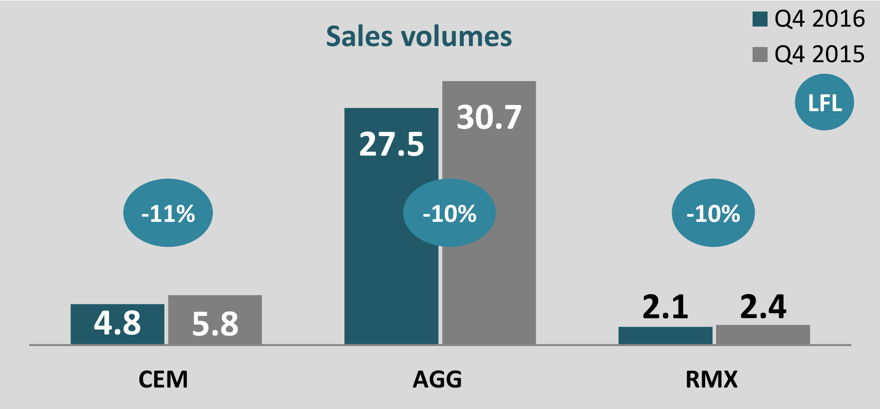
CHF m	Q4 2016	Q4 2015	±	Like-for-like
Asia Pacific	411	400	2.7%	13.4%
Europe	337	304	10.8%	17.7%
Latin America	230	217	5.9%	20.0%
Middle East Africa	370	271	36.5%	87.8%
North America	359	326	10.2%	9.3%
Corporate	-95	-123	22.7%	21.9%
Group	**1'611**	**1'395**	**15.5%**	**30.5%**

[1)] Excluding merger, restructuring and other one-offs

North America

CHF m	Q4 2016	Q4 2015	±	Like-for-like
Net Sales	1'380	1'501	-8.1%	-8.8%
Operating EBITDA adj. [1]	359	326	10.2%	9.3%
Operating EBITDA margin adj. [1]	26.0%	21.7%	434bp	431bp
Cash flow from Op activities	547	555	-1.5%	-2.2%

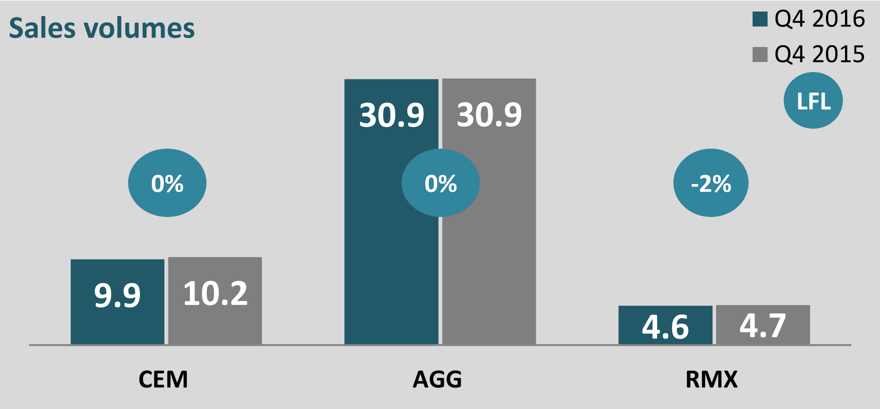
[1] Excluding merger, restructuring and other one-offs



- Significant improvement in adjusted operating EBITDA margin of ~430 bps in the region
- Strong contribution to margin expansion in cement and aggregates in the US
  - Successful pricing management and ongoing cost savings actions
  - Lower volumes on the back of a tough comparison base due to exceptionally mild weather in Q4 2015
- Stable performance in Canada despite persistent challenging market conditions in Alberta and Saskatchewan

Europe

CHF m	Q4 2016	Q4 2015	±	Like-for-like
Net Sales	1'668	1'783	-6.5%	-0.4%
Operating EBITDA adj. [1)]	337	304	10.8%	17.7%
Operating EBITDA margin adj. [1)]	20.2%	17.0%	314bp	311bp
Cash flow from Op activities	334	228	46.3%	57.0%

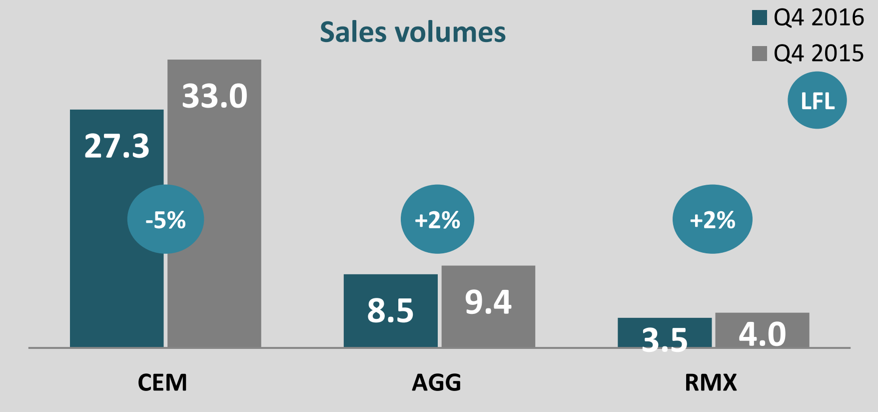


1) Excluding merger, restructuring and other one-offs

- Strong growth of adjusted operating EBITDA and margin improvement of over 300 bps
  - Improvement in operating EBITDA as a result of disciplined cost management and restructuring
  - Operating EBITDA margin growth in France and resilience in Spain
  - Strong contribution from the UK thanks to robust volumes supported by our commercial strategy and tight cost control
  - Slight improvement in performance in several countries in Eastern Europe
- Depreciation of GBP weighing on reported net sales and operating EBITDA

Asia Pacific

CHF m	Q4 2016	Q4 2015	±	Like-for-like
Net Sales	1'990	2'363	-15.8%	-3.6%
Operating EBITDA adj. [1]	411	400	2.7%	13.4%
Operating EBITDA margin adj. [1]	20.6%	16.9%	371bp	306bp
Cash flow from Op activities	483	495	-2.4%	24.4%

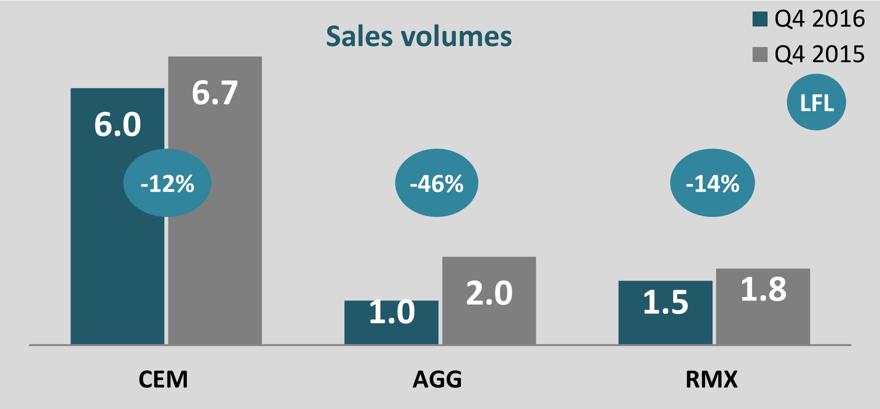


[1] Excluding merger, restructuring and other one-offs

- Solid rise in adjusted operating EBITDA margin of ~370 bps despite demonetization in India
  - Cost discipline and better price management offset ongoing cement demand weakness in India post demonetization
  - Slower cement volume growth in the Philippines
  - Strong contribution from new sales strategy and cost reduction initiatives in China
  - Recovery plans implemented in Indonesia and Malaysia to address challenging competitive environment

Latin America

CHF m	Q4 2016	Q4 2015	±	Like-for-like
Net Sales	691	784	-11.9%	-2.2%
Operating EBITDA adj. [1]	230	217	5.9%	20.0%
Operating EBITDA margin adj. [1]	33.3%	27.6%	567bp	629bp
Cash flow from Op activities	216	96	125.9%	160.7%

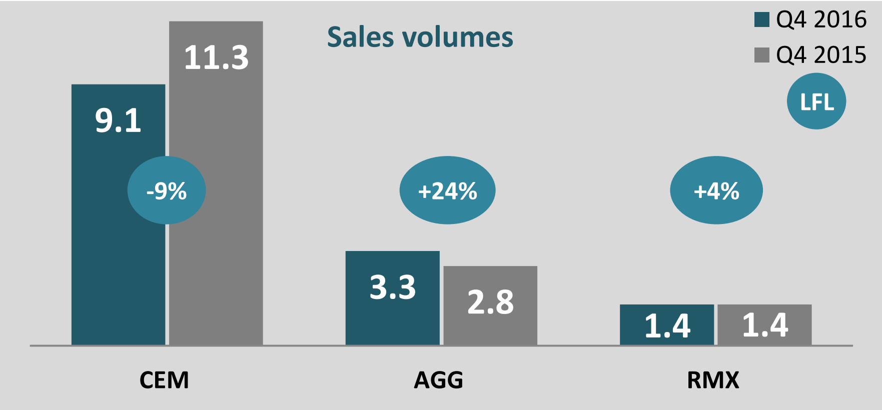


[1] Excluding merger, restructuring and other one-offs

- Strong margin expansion of ~570 bps despite difficult environment in Brazil
  - Major contribution from Mexico on the back of pricing initiatives and tight cost control
  - Commercial performance and disciplined cost management driving performance in Argentina
  - Solid cost optimization in Brazil partly mitigating the impact from lower volumes

Middle East Africa

CHF m	Q4 2016	Q4 2015	±	Like-for-like
Net Sales	888	1'077	-17.5%	6.1%
Operating EBITDA adj. [1)]	370	271	36.5%	87.8%
Operating EBITDA margin adj. [1)]	41.7%	25.2%	1644bp	1789bp
Cash flow from Op activities	318	320	-0.5%	24.4%

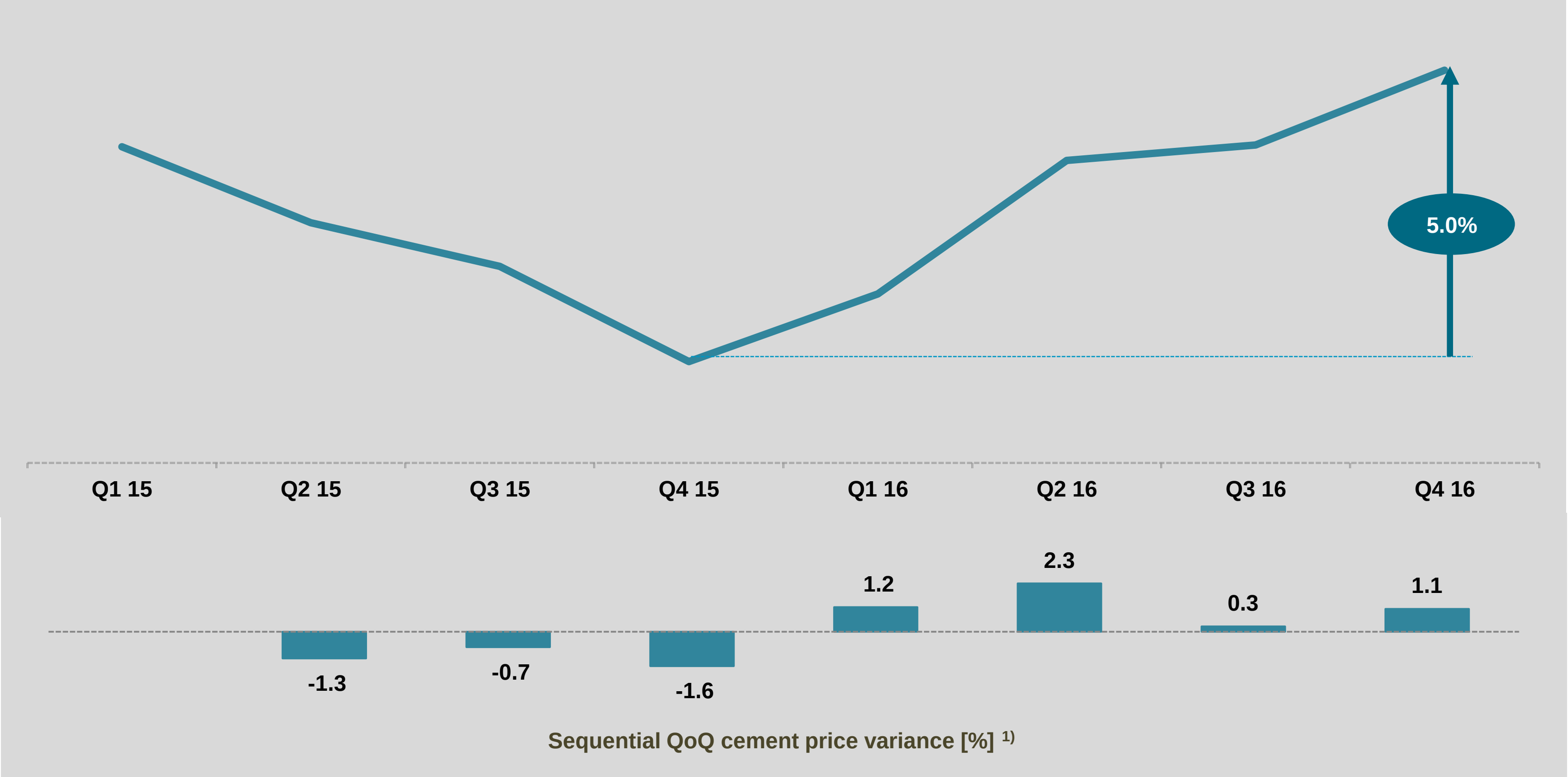


[1)] Excluding merger, restructuring and other one-offs

- Significant improvement of adjusted operating EBITDA (+88% like-for-like) and margin (~1600 bps)
- Strong improvement in performance in Nigeria as a result of on-going turnaround:
  - Favorable price dynamics combined with improved operational performance (optimization of fuel flexibility and logistics)
  - New line commissioned in Mfamosing in Calabar in Q4 2016
- Strong momentum sustained in most countries across the region
  - Good performance in Egypt in the context of significant currency devaluation and declining volumes
  - Ongoing solid contribution from Algeria supported by commissioning of Biskra cement plant

Quarter-on-quarter price trend

Cement price up in the quarter, 1.1% above Q3 2016, and 5.0% above Q4 2015 price level



- Price improvement mainly driven by Nigeria, Egypt, Mexico and China…
- …compensating declines mostly in Brazil and Malaysia

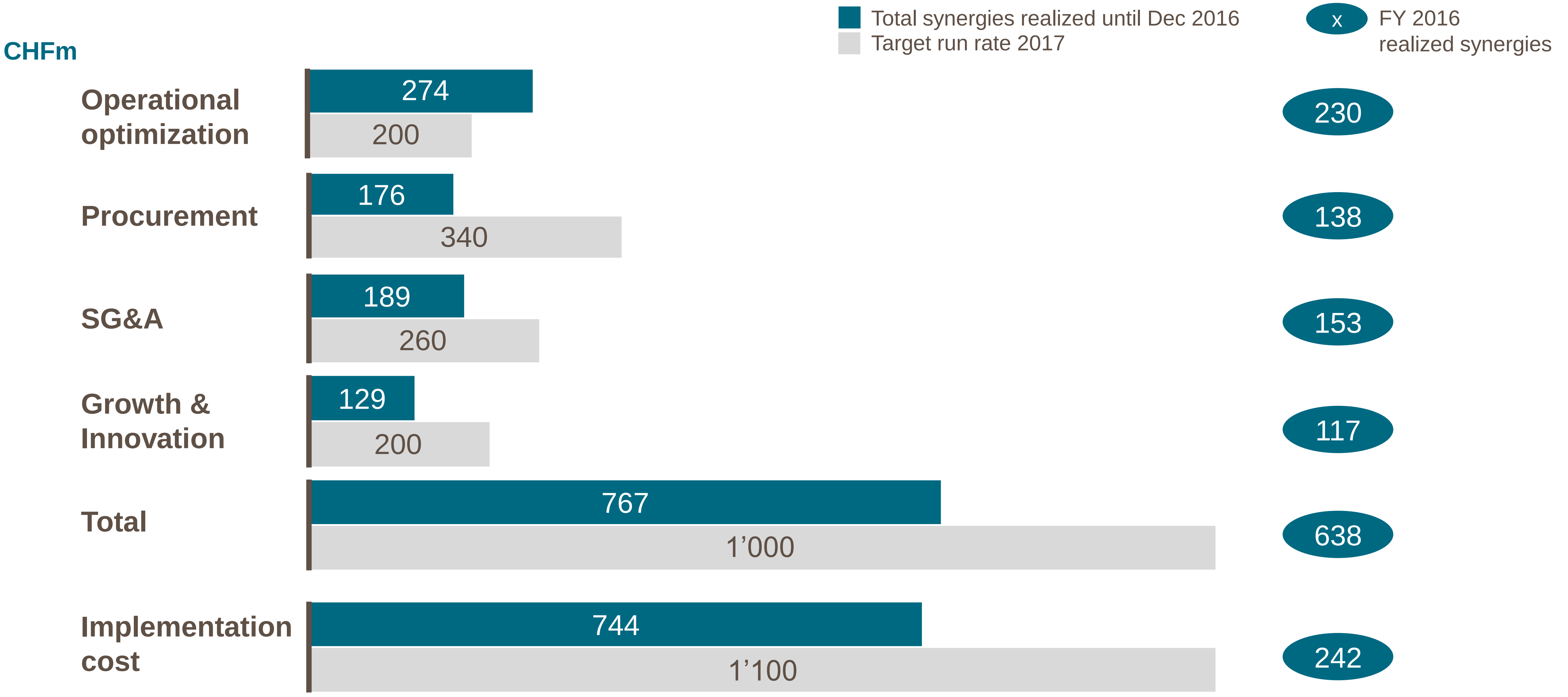
[1] Sequential QoQ price development calculated at constant geographical mix Q4 2016 (considering scope impact from divestments) and constant FX effect

A significant contribution from our Joint Ventures

CHFm	Reported		Impact of Joint Ventures [1]		Reported after impact of Joint Ventures		Reported	Reported after impact of JVs
	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	±	±
Net sales	**26’904**	**29’483**	**601**	**367**	**27’505**	**29’850**	**-8.7%**	**-7.9%**
Operating EBITDA adj.	**5’825**	**5’751**	**229**	**145**	**6’054**	**5’896**	**+1.3%**	**+2.7%**
Operating EBITDA adj. margin	21.6%	19.5%	38.1%	39.5%	22.0%	19.8%	214 bps	220 bps
Net Debt	**14’724**	**17’266**	**383**	**24**	**15’107**	**17’290**		

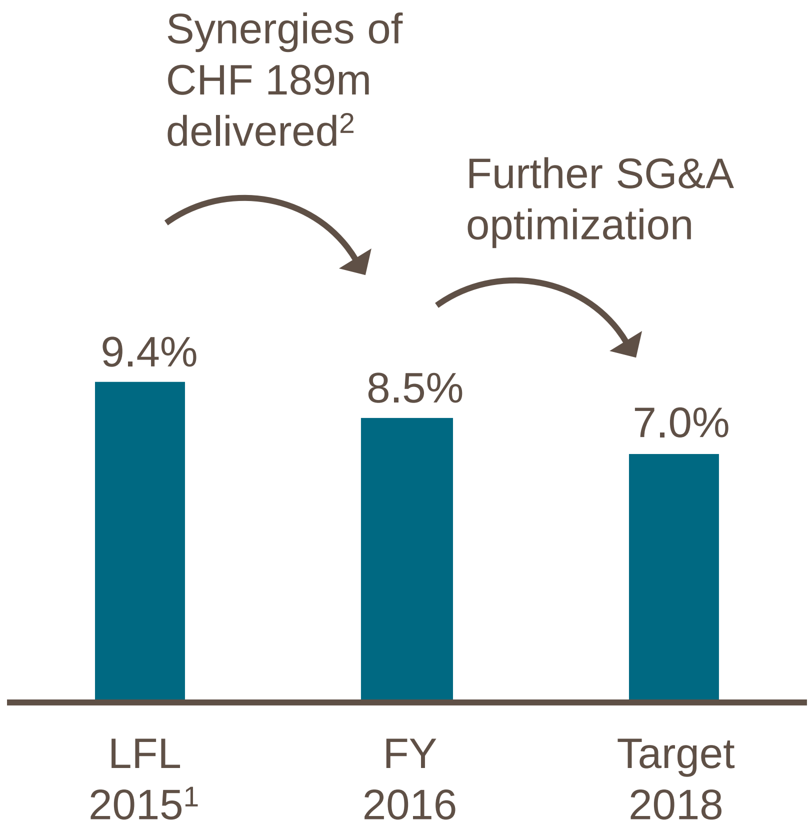
1) including Morocco (incl. African countries) and Cement Australia as if proportionally consolidated in 2015 and 2016

Acceleration of synergies delivery in 2016



Progress on SG&A and on track to reach the target of 7%

Percentage of Net Sales



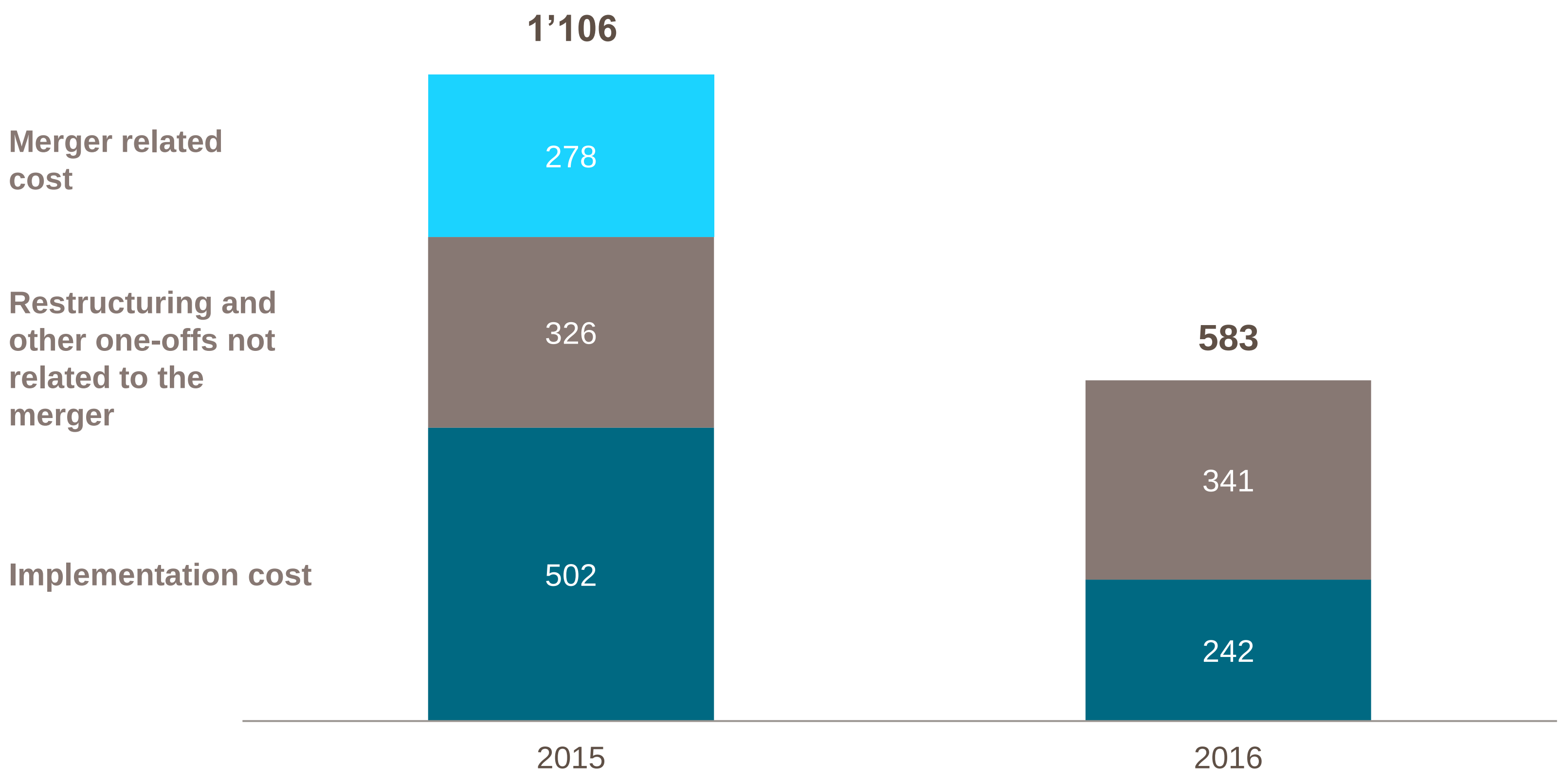
Selected actions

- Group headquarter and central functions right-sizing
- Site consolidation in overlapping countries (e.g., US)
- Integration of management also happening in non-overlapping countries
- Detailed benchmarking internally and externally
- Business and IT shared service centers roll-out
- Strong synergy delivery

1) Like for like basis for 2016
2) SG&A synergies delivered until Q4 2016

One-offs

CHFm



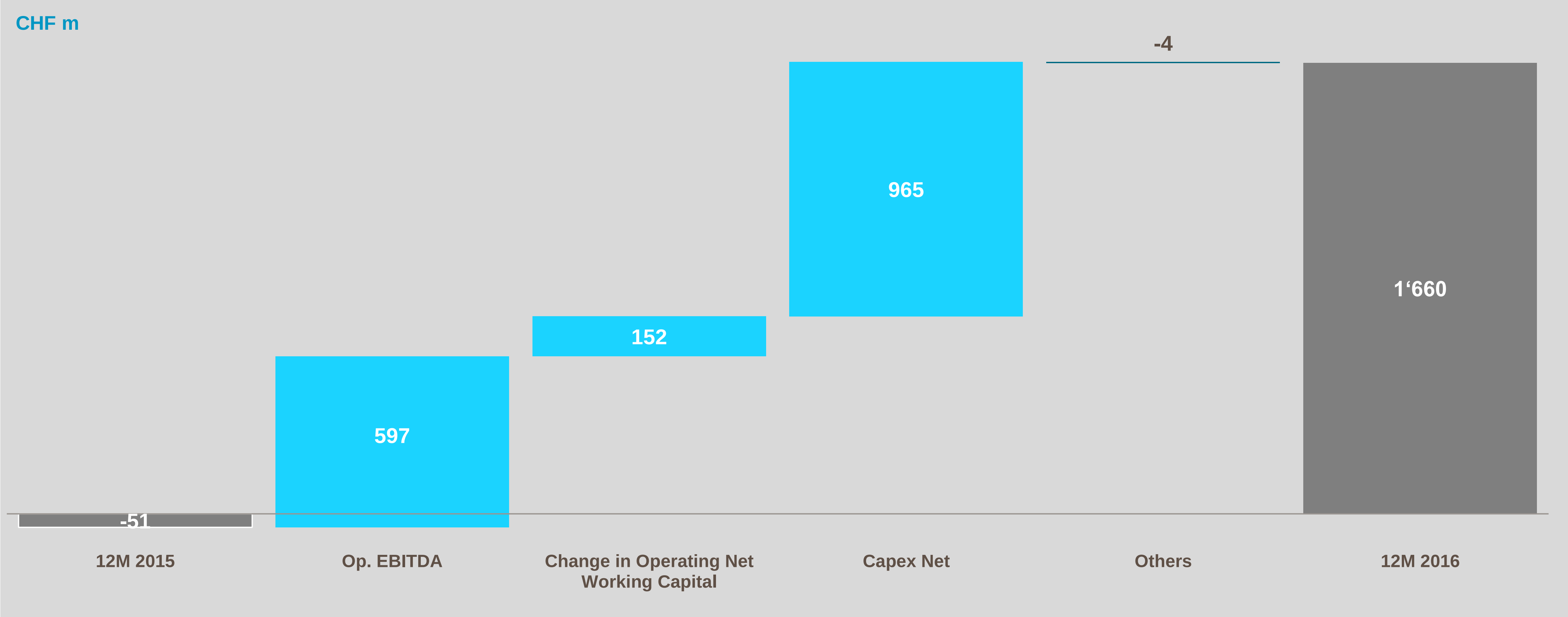
- Lower one-off costs in 2016 vs 2015
- Additional restructuring cost of ~CHF 120 m related to identified cost savings initiatives and restructuring in various geographies (not linked to synergies)

Operating EBITDA to Net Income

CHF m	Q4 2016	Q4 2015	±	12M 2016	12M 2015	±
Operating EBITDA	**1'296**	**988**	**31.1%**	**5'242**	**4'645**	**12.9%**
Depreciation & Amortization	-733	-3'112	76.4%	-2'405	-4'991	51.8%
Operating Profit	**563**	**-2'122**		**2'837**	**-347**	
Other Income	260	-237	209.7%	756	372	103.2%
Share of profit of associates and Joint-Ventures	83	60	38.3%	205	189	8.5%
Financial Income	57	44	29.5%	187	232	-19.4%
Financial Expenses	-367	-393	6.6%	-1'104	-1'570	29.7%
Net Income Before Taxes	**596**	**-2'648**		**2'882**	**-1'124**	
Income Taxes	-61	-261	76.6%	-835	-834	-0.1%
Net income from discontinued operations				43		
Net Income	**535**	**-2'909**		**2'090**	**-1'958**	
Net income - Non controlling interests	82	-78		299	158	89.2%
Net income - Group share	453	-2'831		1'791	-2'116	
Recurring Net Income 1)	**564**	**-78**		**1'918**	**970**	

1) Recurring net income is adjusted for post tax merger-related one-offs, costs of early bond repayments and gains/losses on disposals and impairments

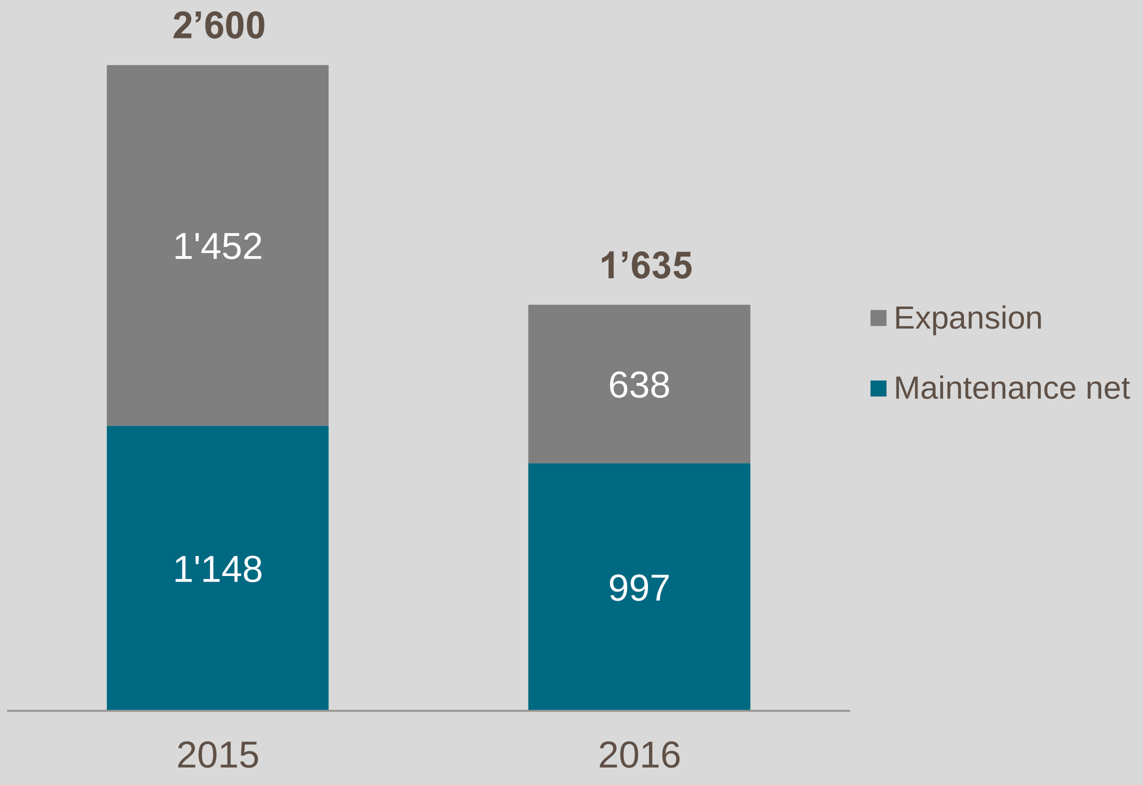
Operating Free Cash Flow variance 12M 2016 vs. 12M 2015



Capex split per region

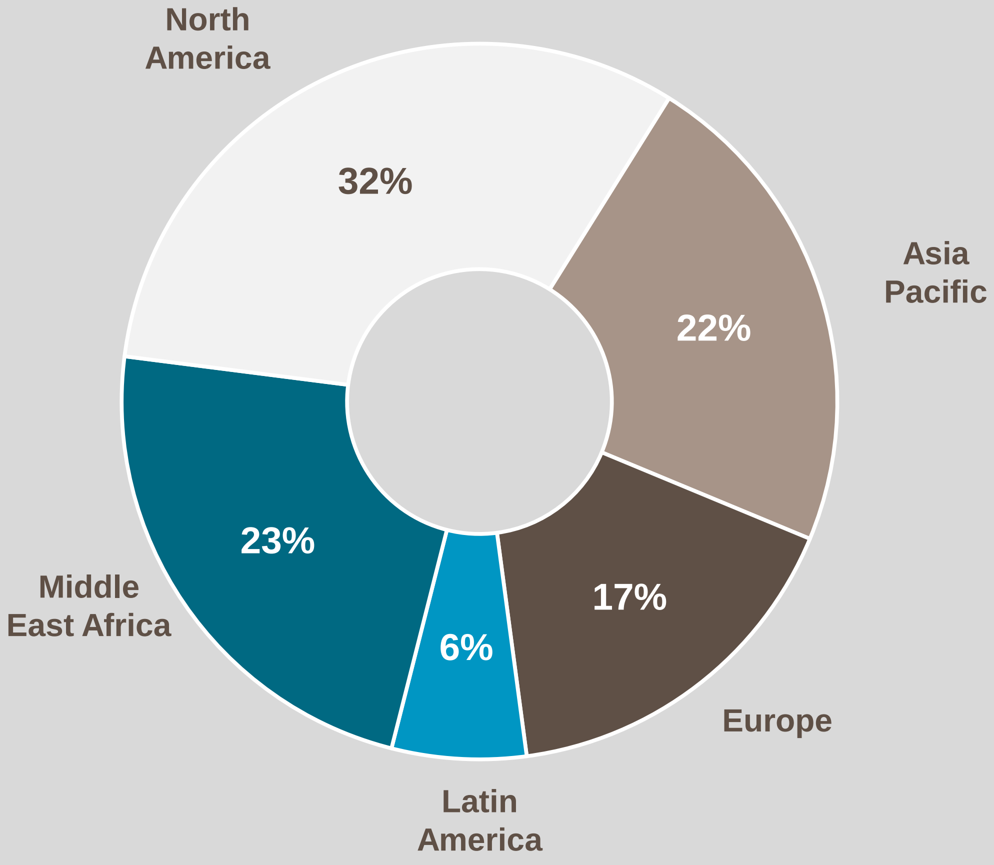
Capex by type

CHFm

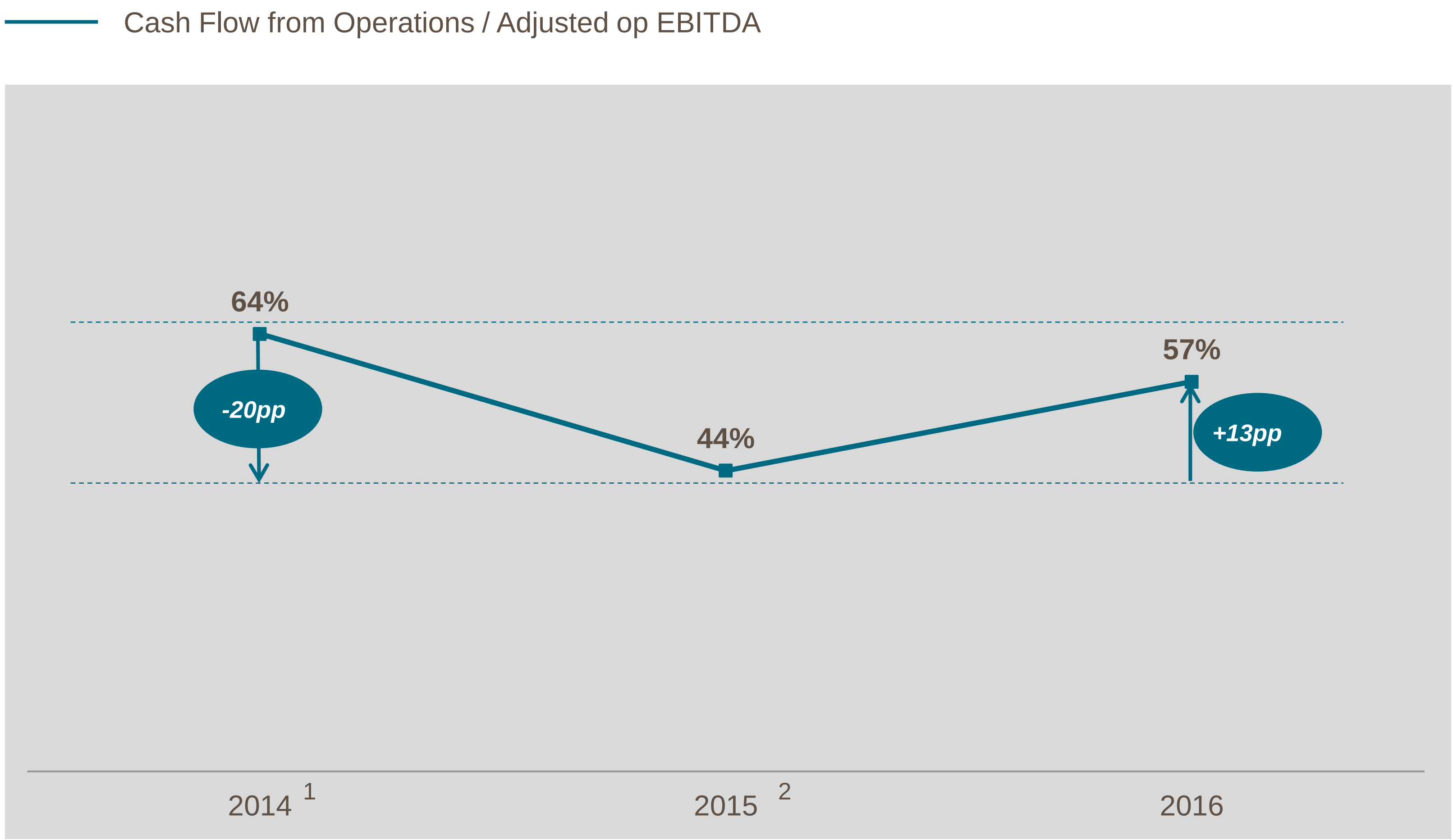


Capex by region

12M 2016, %



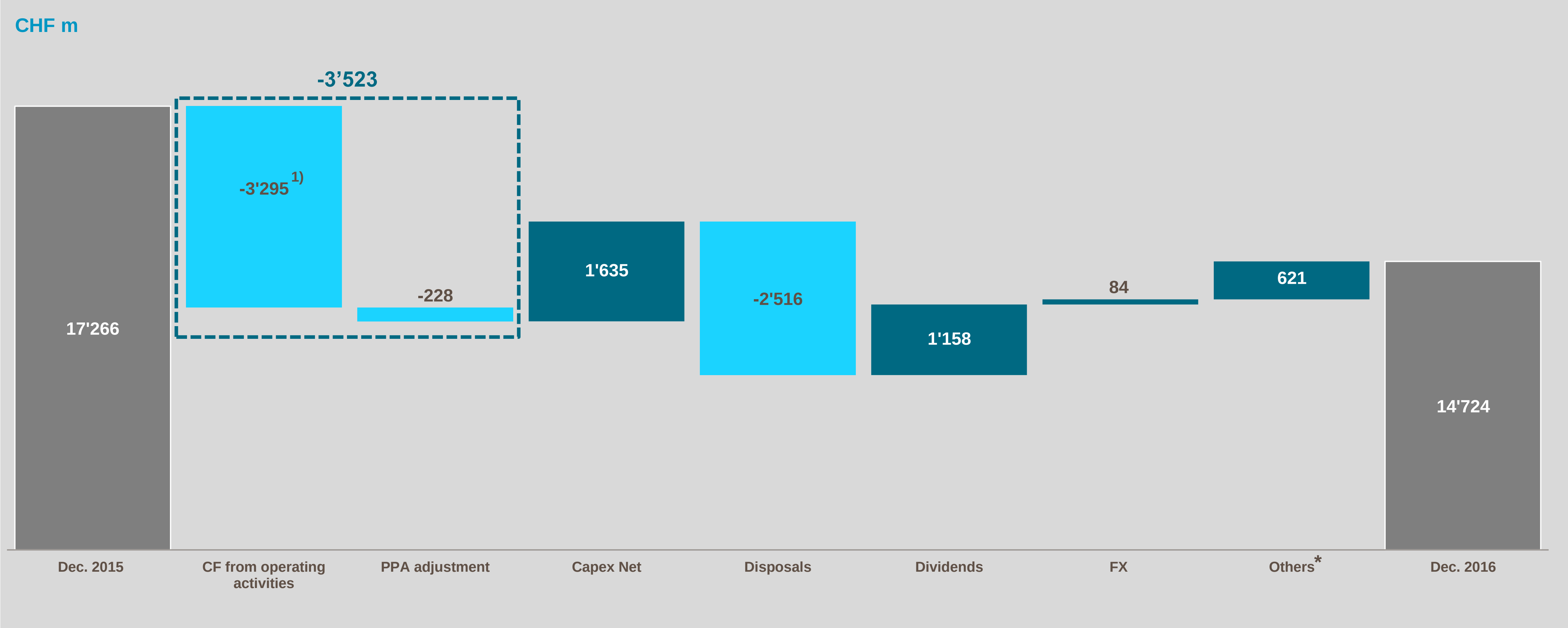
Management focused on cash conversion



- Less one-off costs
- Lower net interest paid
- Lower net working capital impact

1) Holcim standalone
2) LafargeHolcim combined proforma

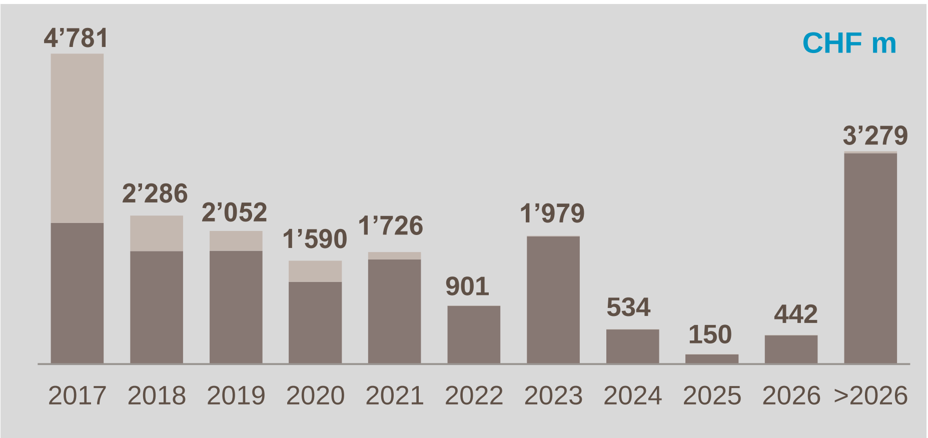
Net Financial Debt December 2015 to December 2016



1) Includes CHF 90m cash premium paid on bonds buy-back, CHF 430m merger-related costs and CHF 63m of cash forex losses
* Includes CHF 325m of share purchase in India in Q4 2016

Maturity profile and cost of debt

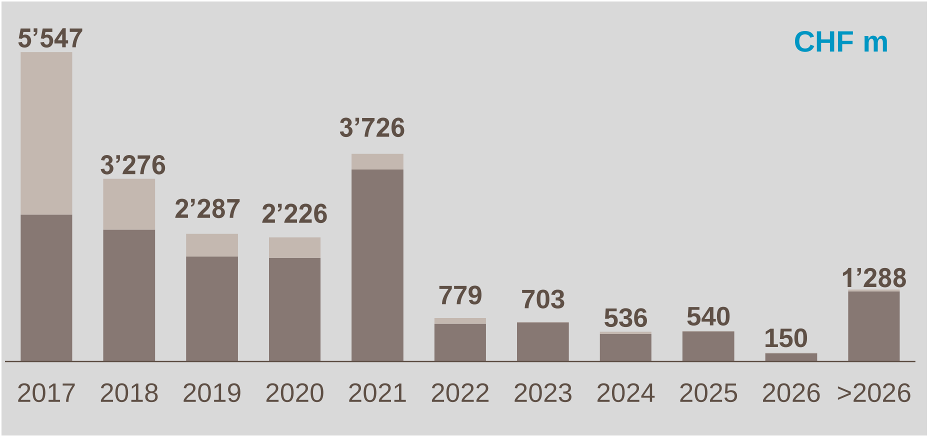
Dec 31, 2016



Average maturity
5.9 y

Average cost of debt
4.8%

Dec 31, 2015



Average maturity
4.2 y

Average cost of debt
5.1%

Capital Markets
Loans

- The main long-term financings in 2016 were:
  - CHF 1.1 bn of EUR and USD Schuldscheindarlehen issued in May 2016
  - CHF 2.5 bn equivalent of EUR bonds issued in May 2016
  - CHF 1 bn equivalent of USD bonds issued in September 2016

Improvement in financial ratios

	FY 2015	FY 2016	Outlook
Net financial debt / adj. operating EBITDA[1]	3.0	2.5	Improving
Cash Flow from operating activities / Net financial debt[1]	14.8%	22.4%	Improving

1) Based on reported numbers

Outlook and guidance for 2017

- **Overall global demand is expected to increase by 2 to 4%**
- **In 2017, we expect to deliver strong growth in Adj. Op. EBITDA and recurring EPS**
  - Double-digit LFL growth in Adj. Operating EBITDA over 2016
  - Recurring EPS growing by more than 20%
  - Targeted net debt / Adj. Op. EBITDA around 2.0x
- **In 2017, the Group will be returning cash to shareholders**
  - CHF 2 dividend per share proposed at next AGM in May
  - Share buyback program of up to CHF 1 billion over 2017- 2018
  - Commitment to a solid investment grade rating

Other elements of guidance for 2017

- Exceeding CHF 1bn synergies target by end 2017
  - Incremental synergies of CHF 400 million of operating EBITDA
- Capex below CHF 1.8bn
- Increase in energy costs by c.10%
  - 3% cost inflation excl. energy
- Average nominal interest rate on gross debt at around 4.7%*
- Normative tax rate below 28%

*As a reminder gross debt at YE 2016 was CHF 19.5bn

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03 Appendix

Cement and Aggregates sales volumes by region

Cement sales volumes

Mt	Q4 2016	Q4 2015	±	Scope	Like-for-like	12M 2016	12M 2015	±	Scope	Like-for-like
Asia Pacific	27	33	-17.4%	-15.3%	-4.7%	114	123	-7.7%	-7.2%	-1.0%
Europe	10	10	-2.5%		0.4%	42	42	-1.4%	0.0%	-1.4%
Latin America	6	7	-11.0%		-12.3%	24	28	-13.5%	0.0%	-13.5%
Middle East Africa	9	11	-19.4%	-12.5%	-9.3%	40	43	-7.0%	-5.8%	-1.5%
North America	5	6	-17.7%	-10.2%	-10.9%	20	22	-10.5%	-9.7%	-2.3%
Corporate / Eliminations	-1	-1			-116.4%	-6	-3			-133.2%
Group	**56**	**67**	**-15.9%**	**-11.8%**	**-5.8%**	**233**	**256**	**-8.8%**	**-6.9%**	**-2.5%**

Aggregates sales volumes

Mt	Q4 2016	Q4 2015	±	Scope	Like-for-like	12M 2016	12M 2015	±	Scope	Like-for-like
Asia Pacific	8	9	-10.4%	-14.1%	2.2%	32	35	-7.5%	-13.7%	5.2%
Europe	31	31	-0.1%		-0.1%	124	123	1.0%	0.0%	1.0%
Latin America	1	2	-49.5%		-46.2%	6	8	-24.4%	-1.6%	-23.2%
Middle East Africa	3	3	18.7%	-4.2%	23.6%	12	11	8.7%	-2.3%	11.2%
North America	28	31	-10.2%		-10.2%	108	115	-6.2%	0.0%	-6.2%
Eliminations	-	1				-	-			
Group	**71**	**76**	**-6.1%**	**-1.9%**	**-4.3%**	**283**	**292**	**-3.2%**	**-1.6%**	**-1.7%**

Net Sales and adjusted operating EBITDA by region

Net Sales

CHF m	Q4 2016	Q4 2015	±	Scope	FX	Like-for-like	12M 2016	12M 2015	±	Scope	FX	Like-for-like
Asia Pacific	1'990	2'363	-15.8%	-14.4%	-0.1%	-3.6%	8'226	9'048	-9.1%	-6.4%	-1.3%	-2.0%
Europe	1'668	1'783	-6.5%	-0.1%	-5.9%	-0.4%	7'023	7'356	-4.5%	-0.1%	-2.3%	-2.1%
Latin America	691	784	-11.9%	-0.8%	-8.9%	-2.2%	2'773	3'241	-14.4%	-0.2%	-10.1%	-4.1%
Middle East Africa	888	1'077	-17.5%	-12.9%	-13.3%	6.1%	3'900	4'536	-14.0%	-5.1%	-8.1%	-1.5%
North America	1'380	1'501	-8.1%	0.0%	0.9%	-8.8%	5'584	5'678	-1.7%		1.1%	-2.7%
Corporate / Eliminations	-91	-67					-602	-376				
Group	**6'526**	**7'441**	**-12.3%**	**-7.6%**	**-4.2%**	**-1.4%**	**26'904**	**29'483**	**-8.7%**	**-4.2%**	**-3.2%**	**-1.7%**

Operating EBITDA adjusted

CHF m	Q4 2016	Q4 2015	±	Scope	FX	Like-for-like	12M 2016	12M 2015	±	Scope	FX	Like-for-like
Asia Pacific	411	400	2.7%	-9.8%	-0.6%	13.4%	1'530	1'565	-2.2%	-6.2%	-1.4%	5.2%
Europe	337	304	10.8%	-0.2%	-6.8%	17.7%	1'329	1'264	5.1%	-0.2%	-2.9%	8.2%
Latin America	230	217	5.9%	-0.2%	-13.3%	20.0%	885	907	-2.4%	-0.1%	-10.1%	7.8%
Middle East Africa	370	271	36.5%	-22.6%	-21.4%	87.8%	1'196	1'362	-12.2%	-7.0%	-7.4%	1.3%
North America	359	326	10.2%	0.0%	0.9%	9.3%	1'329	1'183	12.3%	0.2%	1.4%	10.8%
Corporate	-95	-123	22.7%		0.8%	21.9%	-445	-531	16.2%		-0.5%	16.7%
Group	**1'611**	**1'395**	**15.5%**	**-6.7%**	**-7.3%**	**30.5%**	**5'825**	**5'751**	**1.3%**	**-3.3%**	**-4.1%**	**8.7%**

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Net Sales and adjusted operating EBITDA – Cement

CHF m	2016					2015 [2]				
Net Sales	**Q1 [3]**	**Q2 [3]**	**Q3**	**Q4**	**FY 2016**	**Q1**	**Q2**	**Q3**	**Q4**	**FY 2015**
Asia Pacific	1'742	1'739	1'457	1'551	6'488	1'794	1'893	1'692	1'920	7'299
Europe	619	910	879	753	3'161	650	939	889	793	3'271
Latin America	582	580	615	599	2'376	690	688	721	664	2'764
Middle East Africa	937	951	764	774	3'426	1'052	1'101	957	963	4'072
North America	465	757	849	675	2'747	390	722	868	706	2'686
Corporate / Eliminations	-62	-71	-64	-50	-246	-23	-31	-6	-59	-118
Group	**4'283**	**4'867**	**4'500**	**4'303**	**17'952**	**4'552**	**5'313**	**5'121**	**4'987**	**19'973**
Operating EBITDA adj. [1]										
Asia Pacific	328	392	308	356	1'384	381	356	306	342	1'387
Europe	67	283	272	209	831	96	272	230	236	835
Latin America	199	198	227	225	849	244	194	229	221	889
Middle East Africa	246	313	227	336	1'122	360	405	306	267	1'338
North America	52	251	353	228	884	25	229	312	218	785
Corporate	-84	-83	-94	-69	-329	-53	-47	-66	-28	-194
Group	**808**	**1'353**	**1'293**	**1'286**	**4'741**	**1'054**	**1'408**	**1'319**	**1'257**	**5'040**

[1] Excluding merger, restructuring, other one-offs [2] Restated to reflect proper allocation of restructuring, merger and other one-offs
[3] Restated to reflect proper allocation of mineral components to the Cement segment and proper allocation of merger, restructuring and other one-offs by segments at Corporate

Net Sales and adjusted operating EBITDA – Aggregates

CHF m	2016					2015 [2]				
Net Sales	**Q1 [3]**	**Q2 [3]**	**Q3**	**Q4**	**FY 2016**	**Q1**	**Q2**	**Q3**	**Q4**	**FY 2015**
Asia Pacific	114	135	134	144	527	123	130	134	141	528
Europe	396	502	492	432	1'822	403	501	511	463	1'879
Latin America	12	11	12	9	44	16	16	15	14	60
Middle East Africa	26	31	31	30	118	30	32	31	29	123
North America	203	403	476	340	1'422	200	400	489	385	1'474
Corporate / Eliminations	-	-	-	-	-	-	-	-	-	-
Group	**750**	**1'083**	**1'145**	**955**	**3'933**	**772**	**1'080**	**1'181**	**1'032**	**4'064**
Operating EBITDA adj. [1]										
Asia Pacific	13	27	26	31	97	26	25	31	52	133
Europe	42	110	96	78	326	41	93	89	56	279
Latin America	-	-	-	-3	-3	2	-1	0	-3	-1
Middle East Africa	2	4	4	13	23	4	6	4	4	18
North America	-24	107	138	92	312	-21	97	122	68	266
Corporate	-20	-19	-17	-16	-72	-10	-9	-14	-6	-39
Group	**13**	**229**	**247**	**194**	**684**	**42**	**210**	**234**	**170**	**656**

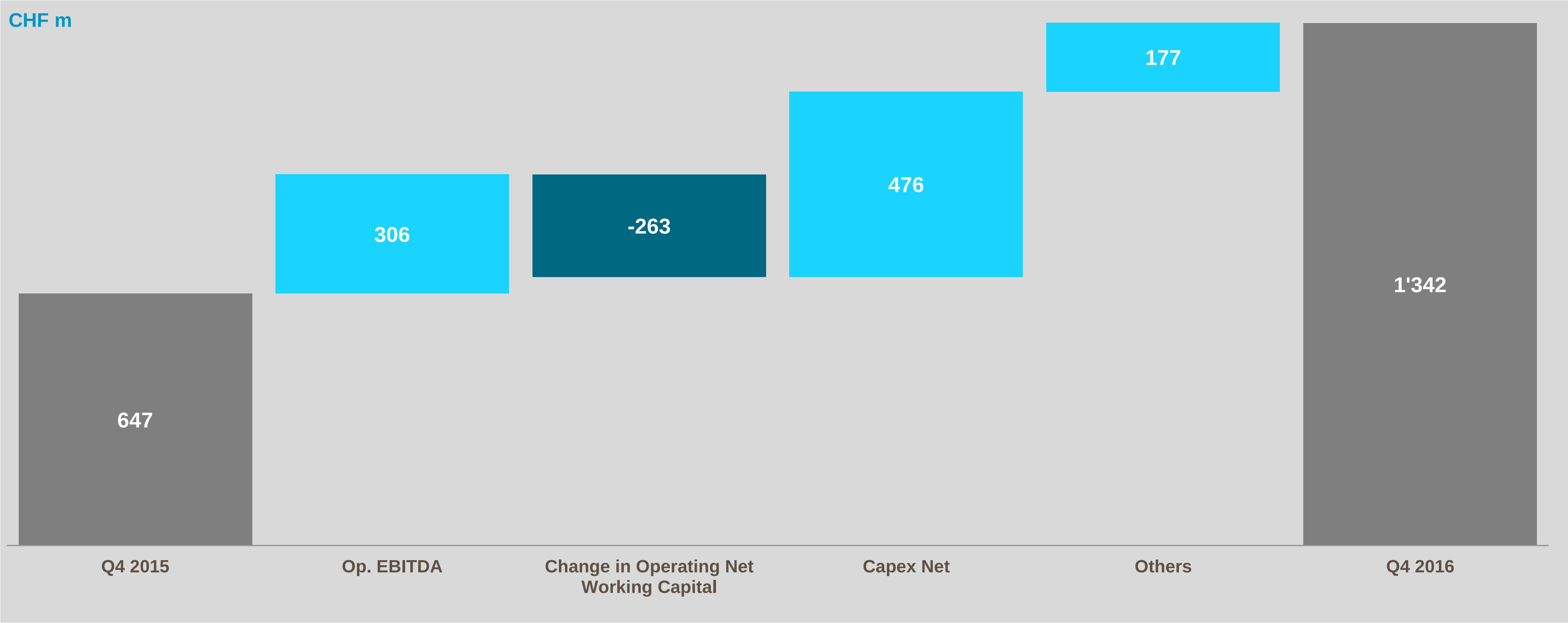
[1] Excluding merger, restructuring, other one-offs [2] Restated to reflect proper allocation of restructuring, merger and other one-offs
[3] Restated to reflect proper allocation of mineral components to the Cement segment and proper allocation of merger, restructuring and other one-offs by segments at Corporate

Net Sales and adjusted operating EBITDA – Other

CHF m	2016					2015 [2]				
Net Sales	**Q1 [3]**	**Q2 [3]**	**Q3**	**Q4**	**FY 2016**	**Q1**	**Q2**	**Q3**	**Q4**	**FY 2015**
Asia Pacific	292	320	304	295	1'211	299	311	309	303	1'222
Europe	482	556	519	483	2'040	499	581	599	527	2'206
Latin America	88	93	89	83	354	103	104	104	106	417
Middle East Africa	86	99	87	84	356	83	92	82	85	342
North America	198	378	475	365	1'415	186	390	532	410	1'519
Corporate / Eliminations	-117	-113	-84	-41	-356	-81	-66	-103	-8	-258
Group	**1'029**	**1'330**	**1'391**	**1'269**	**5'019**	**1'089**	**1'410**	**1'525**	**1'423**	**5'447**
Operating EBITDA adj. [1]										
Asia Pacific	3	19	4	23	49	17	12	11	6	45
Europe	10	65	50	50	172	24	59	58	12	151
Latin America	11	13	7	7	39	9	4	8	-1	20
Middle East Africa	8	12	9	21	51	0	6	0	-0	6
North America	-25	35	83	40	133	-31	38	84	40	132
Corporate	-3	-22	-8	-10	-43	-67	-74	-70	-89	-299
Group	**3**	**123**	**145**	**131**	**400**	**-47**	**43**	**90**	**-32**	**55**

[1] Excluding merger, restructuring, other one-offs [2] Restated to reflect proper allocation of restructuring, merger and other one-offs
[3] Restated to reflect proper allocation of mineral components to the Cement segment and proper allocation of merger, restructuring and other one-offs by segments at Corporate

Operating Free Cash Flow variance Q4 2016 vs. Q4 2015



Operating Free Cash Flow

CHF m	Q4 2016	Q4 2015	±	12M 2016	12M 2015	±
Operating EBITDA	**1'296**	**988**	**31.1%**	**5'242**	**4'645**	**12.9%**
Total other non cash items	198	175	13.1%	448	557	-19.6%
Change in net working capital	744	983	-24.3%	-694	-420	-65.2%
Financial expenses paid net	-245	-319	23.2%	-859	-1'095	21.6%
Income taxes paid	-186	-262	29.0%	-860	-1'174	26.7%
Other cash items	-28	-7		-49	37	
Cash flow from op. activities	**1'779**	**1'560**	**14.0%**	**3'295**	2'550	**29.2%**
Capex to maintain net	-281	-505	44.4%	-997	-1'148	13.2%
Expansion capex	-155	-408	62.1%	-638	-1'451	56.0%
Operating free Cash Flow	**1'342**	**647**		**1'660**	**-51**	

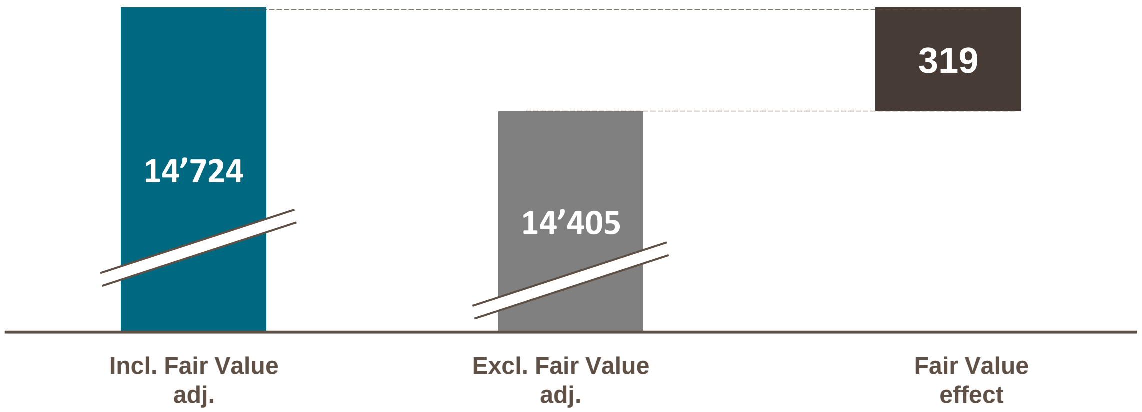
Cash flow from op. activities	**1'779**	**1'560**	**14.0%**	**3'295**	**2'550**	**29.2%**
PPA adjustment - financial interests amortization	57	69	-17.4%	228	159	43.4%
Cash flow from op. Activities post PPA step up impact	**1'836**	**1'629**	**12.7%**	**3'523**	**2'709**	**30.1%**

Contribution from our Joint Ventures by quarter

CHF m	Q1 2016	Q2 2016	Q3 2016	Q4 2016	FY 2016
Net Sales	6'062	7'280	7'036	6'526	**26'904**
Result from JV	17	29	31	50	**127**
Operating EBITDA adj incl JV	841	1'734	1'716	1'661	**5'952**
One-offs	-50	-126	-91	-315	**-583**
Operating EBITDA incl JV	791	1'608	1'625	1'346	**5'369**
Depreciation	-547	-591	-534	-733	**-2'405**
Operating Profit incl JV	244	1'017	1'091	613	**2'964**
Result from Associates	3	19	23	33	**78**
Net income	-47	499	1'103	535	**2'090**

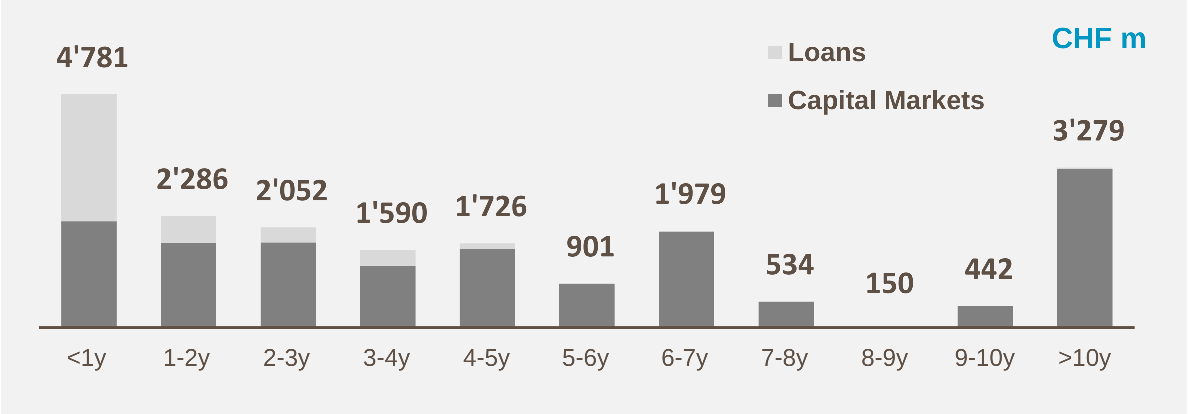
Net Financial Debt

Net Financial Debt (per Dec 31, 2016, in CHF m)



Fair value adjustment: Purchase Price Allocation (PPA) on debt mCHF 319

Maturity profile[1]



[1] After risk-related adjustment of mCHF 195 from current financial liabilities to long term financial liabilities

Liquidity summary

- Cash + marketable securities: CHF 4'923 m
- Cash + marketable securities + unused committed credit lines: CHF 11'179 m

Debt summary

- Current financial liabilities[1]: CHF 4'781 m
- Fixed to floating ratio: 61% to 39%
- Capital markets 80%; Loans 20%
- Corporate vs. subsidiary debt: 79% to 21%
- Average total maturity: 5.9 years
- CP borrowings: CHF 195 m
- No financial covenants in Corporate credit lines

Net Financial Debt by currency

- 45% EUR
- 28% USD
- 14% CHF
- 13% other

Condensed Statement of Financial Position

CHF m	Dec 31, 2016	Dec 31, 2015
Invested Capital	46’576	50’886
Out of which:		
Goodwill	16’247	16’490
Prop, Plant & Equipment	32’052	36’747
Intangible assets	1’017	1’416
Investments in JV and associates	3’241	3’172
Net Working Capital	1’151	718
Deferred taxes	-2’327	-3’076
Provisions	-4’805	-4’581
Financial assets, other LT assets	1’559	1’328
Net assets held for sale	1’335	772
Total	**49’471**	**52’988**

	Dec 31, 2016	Dec 31, 2015
Equity	34’747	35’722
Out of which:		
Equity attributable to the LH shareholders	30’822	31’365
Non controlling interest	3’925	4’357
Net debt	14’724	17’266
Total	**49’471**	**52’988**

Volume and Price development Cement – 12M 2016 vs. 12M 2015

	Volume	Price & Other
Asia Pacific	**-1.0%**	**-2.0%**
Bangladesh	4.2%	-7.5%
China	4.3%	0.0%
India	-3.6%	-2.5%
Indonesia [1]		
Malaysia	-12.8%	-10.1%
New Zealand	5.0%	-1.6%
Philippines	4.8%	0.8%

	Volume	Price & Other
Latin America	**-13.5%**	**11.7%**
Argentina [1]		
Brazil	-25.4%	-8.4%
Chile [1]		
Colombia	-14.9%	6.0%
Costa Rica	-4.1%	-5.9%
Ecuador [1]		
El Salvador	-2.0%	0.4%
Mexico	-9.5%	18.9%
Nicaragua	0.9%	0.0%

	Volume	Price & Other
North America	**-2.3%**	**6.2%**
Canada	-5.0%	0.7%
United States	0.6%	8.5%

	Volume	Price & Other
Europe	**-1.4%**	**-1.3%**
Azerbaijan	-21.6%	5.0%
Bulgaria	-9.5%	-4.2%
Belgium	3.0%	-2.0%
Croatia	7.5%	-5.7%
France	3.3%	-1.0%
Germany	14.4%	-4.0%
Hungary	2.6%	0.0%
Italy	-10.7%	-4.0%
Poland	5.8%	-4.3%
Romania	-4.9%	0.8%
Russia	-11.9%	6.4%
Serbia	6.9%	0.6%
Spain	-8.5%	2.3%
Switzerland	9.5%	-8.6%

	Volume	Price & Other
Middle East Africa	**-1.5%**	**-2.4%**
Algeria	6.7%	9.3%
Egypt	-6.8%	8.9%
Iraq	17.0%	-6.8%
Kenya	0.0%	0.5%
Lebanon [1]		
Nigeria	-15.2%	-6.1%
South Africa	-8.3%	-6.8%

	Volume	Price & Other
Group [2]	**-2.5%**	**1.3%**

1) Local results not yet published

2) Group price at constant FX and constant geomix

Volume and Price development Aggregates – 12M 2016 vs. 12M 2015

	Volume	Price & Other
Asia Pacific	**5.2%**	**0.0%**
Australia	-0.4%	4.9%
Indonesia[1)]		

	Volume	Price & Other
Latin America	**-23.2%**	**4.5%**
Brazil	-32.5%	-8.8%
North America	**-6.2%**	**0.1%**
Canada	-9.7%	-0.2%
United States	-2.5%	0.3%

	Volume	Price & Other
Europe	**1.0%**	**-1.3%**
Belgium	5.9%	4.0%
Bulgaria	-22.3%	0.7%
France	-1.1%	-1.6%
Germany	5.6%	0.8%
Italy	6.1%	0.0%
Poland	19.4%	-14.3%
Romania	-17.0%	4.2%
Spain	-10.4%	4.1%
Switzerland	-5.0%	-5.0%
United Kingdom	-2.7%	1.8%

	Volume	Price & Other
Middle East Africa	**11.2%**	**0.2%**
South Africa	5.3%	-0.3%
Egypt	5.2%	12.1%
Group	**-1.7%**	**0.1%**

1) Local results not yet published

2017 Outlook – Cement Market Overview by Selected Countries

	Market volumes %
Asia Pacific [1)]	**3 to 5**
China [2)]	0 to 2
India	4 to 6
Indonesia	1 to 3
Malaysia	1 to 3
Philippines	5 to 7

	Market volumes %
Latin America	**1 to 3**
Argentina	9 to 11
Brazil	0 to 2
Colombia	0 to 2
Ecuador	0 to 2
Mexico	0 to 3

North America	**1 to 3**
Canada	-1 to +1
United States [2)]	1 to 3

	Market volumes %
Europe	**0 to 2**
France	1 to 3
Germany	0 to 2
Poland	-4 to -2
Romania	2 to 4
Russia	1 to 3
Spain	0 to 2
Switzerland	-2 to 0

	Market volumes %
Middle East Africa	**0 to 2**
Algeria	-1 to +1
Egypt	-1 to 1
Iraq	4 to 6
Kenya	6 to 8
Lebanon	0 to 2
Nigeria	0 to 2

Globally [1)]	**2 to 4**

1) Excluding China

2) Relevant LH markets

CHF 3.5bn divestment program exceeded

Closed transactions	Closing date	Impact 2016[1)]	Impact 2017[2)]
South Korea	Q2 2016		
Saudi Arabia	Q3 2016		
Sri Lanka	Q3 2016	**Net Sales:** CHF 0.7bn	**Net Sales:** ~CHF 0.7bn
Lafarge India	Q4 2016	**Op EBITDA:** CHF 171m	**Op EBITDA:** ~CHF 140m
Restructuring: Morocco	Q2 2016	**NFD reduction:** ~CHF 2.6bn	**NFD reduction:** no impact
Restructuring: Ivory Coast	Q2 2016		
Restructuring: Cameroon	Q4 2016		
Restructuring: Guinea	Q4 2016		
Restructuring: Benin	Q4 2016		

Transactions partially closed / not closed yet	Exp. closing date	Impact 2016[1)]	Impact 2017[2)]
Rest.: China (Shuangma)	Q4 2016[3)]	**Net Sales:** no impact	**Net Sales:** ~CHF 1.0bn
Rest.: China (Huaxin)	Q1 2017[3)]	**Op EBITDA:** no impact	**Op EBITDA:** ~CHF 190m
Vietnam	Q1 2017	**NFD increase:** ~CHF 60m*	**NFD reduction:** ~CHF 1.5bn
Chile	Q2 2017		

* Including put liability in China; excluding put liability, NFD decreased by CHF 330m

1) Scope impact 2016 is the best estimate based on 2015 contribution of announced divestments expected to be closed in 2016

2) Scope impact 2017 is the best estimate based on 2016 contribution of announced divestments expected to be closed in 2017

3) Expected to be cashed in over 2017

Overview of LafargeHolcim listed associates

in CHF[1)]

Company	Stake	Stake value	+/-% since 5-Aug 2016[2)]
LafargeHolcim Maroc	32.4%	CHF1.9bn	+20.6%
Huaxin Cement Co.	41.8%	CHF0.5bn	+24.8%
Total		**CHF2.4bn**	

Breakdown of LafargeHolcim equity stakes in listed associates (as of 27-Feb 2017)

Listed equity-accounted stakes of CHF3.9 per LH share

1) FX rate as of 27th of February 2016
2) In local currency

Contact information and event calendar

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Event calendar

May 3, 2017	Annual General Meeting of shareholders
May 3, 2017	Q1 2017 Results
May 8, 2017	Ex date
May 10, 2017	Payment date

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