



2018 Capital Markets Day Vision & People

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Vision & People

Creating a performance oriented organization



- › **New operating model and leadership team established**
 - › Country focused, corporate light operating model in place
 - › Countries empowered and accountable
- › **Performance management culture**
 - › New performance management system rolled out globally
 - › Aligned incentive system from CEO to local business segment leader
- › **Developing talents**
 - › Completed first course of new business school “Building for Growth” for top 200 Senior Leaders
 - › Greater emphasis on empowering local talents

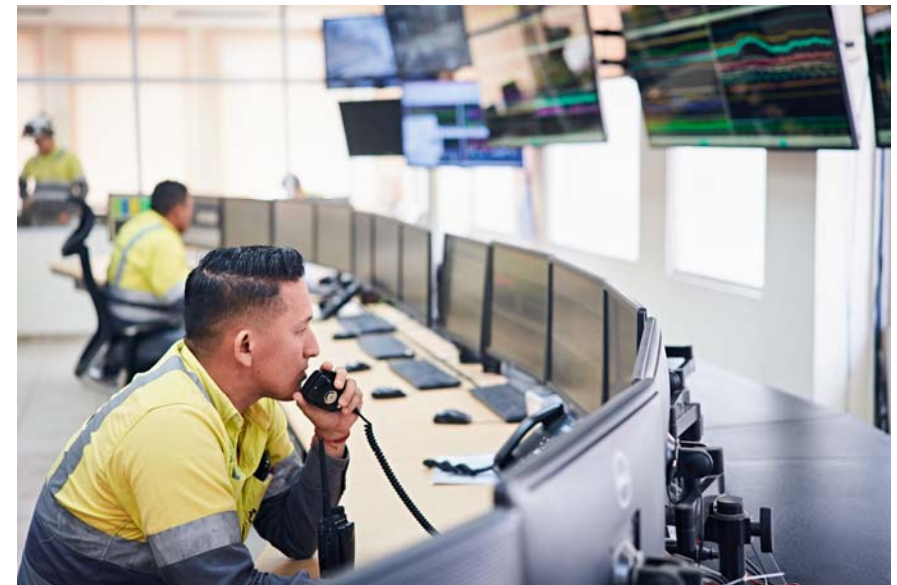


Performance Culture

Creating a performance oriented organization



- › New Strategy measured on 4 KPIs of Growth, EBITDA, Cash Conversion and Return on Invested Capital
- › Performance management fully aligned to 4 KPIs
- › Aligned incentive system from CEO to local business segment leader
- › Benchmark the performance
- › Countries empowered and accountable



Talent Development

Developing senior leaders around the new Strategy



- ✓ 200 senior leaders (CEOs, GMs, Country Managers, Segment Leaders, Functional Heads) completed the training in 2018
- ✓ Tailor-made business cases - Strategy, Performance and Leadership - based on LH business challenges
- ✓ Full involvement of the Executive Committee of LafargeHolcim
- ✓ Training of next 150 top talents early 2019

Minimum Control Standards

Integrity at core of LafargeHolcim values



- ✓ Minimum control standards newly implemented in order to strengthen compliance and good business conduct
- ✓ Set of 60 mandatory controls over Financial reporting, Compliance, Health & Safety, Security, HR and IT, BoD secretarial requirements, statutory financial statements and personal data protection
- ✓ Zero tolerance to non-compliance

Health & Safety

Transforming Ambition “Zero” into Action



Safety Onsite



Zero Harm Culture



Systems & Processes



Health



Road Safety



Contractor Partnership

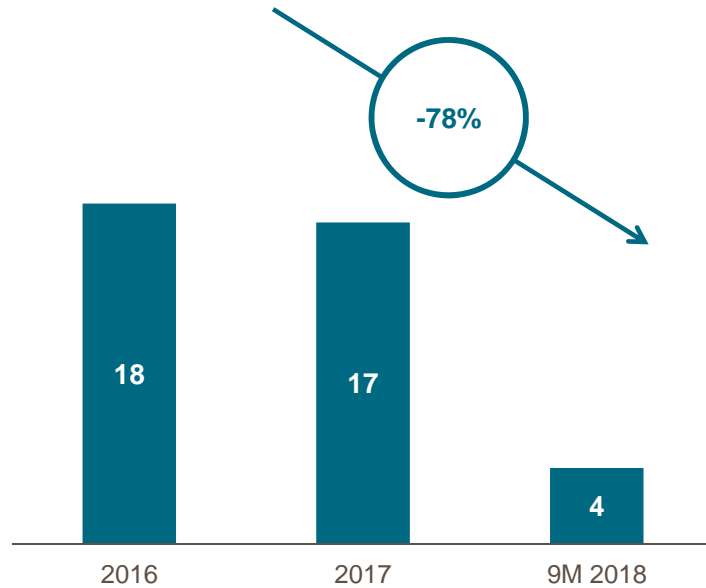


- ✓ Effective execution - One team, One program
- ✓ Make it lean and focus on Top 5 risks
- ✓ Operational Discipline - Process Safety and Maintenance
- ✓ Targeted communications to workers
- ✓ Global monitoring on a monthly basis
- ✓ H&S targets part of incentive system

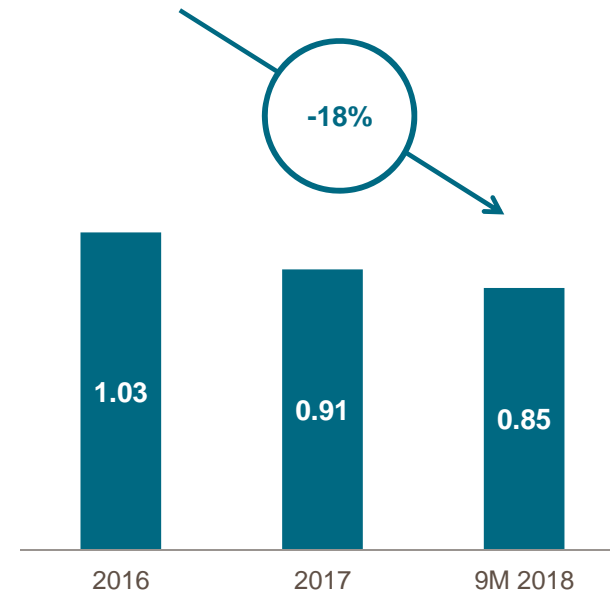
Health & Safety

Towards ZERO

On-site fatalities
(Employees & Contractors)



LTIFR
(Lost Time Incidents Frequency Rate)



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