Full-year 2018 Results
Jan Jenisch, CEO
Géraldine Picaud, CFO

March 7, 2019
Agenda

01 Highlights and Key Developments
02 Full-year 2018 financial results
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Highlights and Key Developments
Jan Jenisch, Chief Executive Officer
Highlights and Key Developments
Strong Sales growth and over-proportional profitability increase in Q4

› Q4 Net Sales up 5.1% LFL, Recurring EBITDA up 6.5% LFL

› 2018 Net Sales up 5.1% LFL, Recurring EBITDA up 3.6% LFL

› Over-proportional increase of Net Income* (+10.8%) and EPS* (+11.9%)

› CHF 400 m SG&A cost savings program delivering results ahead of target

› Net Financial Debt improves to 2.2x Recurring EBITDA (from 2.4x in 2017)

› Accelerating momentum in second half of 2018 expected to continue in 2019

* Before Impairment and Divestments, Group share
Strategy 2022 – “Building for Growth”
Successful strategy execution delivering results

- Strong growth in FY 2018 with Net Sales up 5.1% LFL
- All 4 business segments growing
- Bolt-on acquisitions accelerating with 8 transactions signed to date
- Closure of 4 corporate offices completed (Singapore, Miami, Zurich and Paris)
- CHF 400 m SG&A cost savings program delivering results ahead of target
- Strong progress towards closing the gap to best-in-class performance in AGG and RMX
- Divestment plan on track, sale of Holcim Indonesia closed
- Successful refinancing of CHF 1.5 billion debt on financial markets
- Successful de-leveraging with NFD / Recurring EBITDA at 2.2x (from 2.4x in 2017)
- New operating model and leadership team established
- New Performance Management systems fully implemented
- New Business School successfully rolled out
Bolt-on Acquisitions
Bolt-on acquisitions accelerating with 8 transactions signed to date

The Kendall Group, UK
AGG & RMX

Tarrant Concrete, US
AGG & RMX

Metro Mix, US
RMX

Vritz, France
AGG reserve

Donmix, Australia
RMX

Alfons Greten, Germany
PreCast & RMX

Transit Mix, US
RMX

Colorado River Concrete, US
AGG & RMX
Close the gap to best-in-class performance in Aggregates

Significant progress made, Recurring EBITDA margin up 2.3pp

- Net Sales growth of 4.5% LFL
- Price improvement by +3.3% LFL
- Over-proportional growth of 15.1% LFL in Recurring EBITDA
- P&L leadership and accountability fully established
- Substantial reserves of quality aggregates in key markets
Close the gap to best-in-class performance in RMX
Strong progress made, Recurring EBITDA margin up 1.4 pp

Net Sales growth of 3.8% LFL
Price improvement by +3.2% LFL
Over-proportional growth of 54.1% LFL in Recurring EBITDA
P&L leadership and accountability fully established
Bolt-on acquisitions to leverage scale and margins
Health & Safety
Significant improvement of safety performance

Lost Time Incidents Frequency Rate

Key initiatives 2018:
› “One Team, One Program” - a leaner Health & Safety structure established to support Ambition “0” strategy, focused on implementation at country level
› Launched 17 revamped & simplified Health & Safety Standards
› Sharing of Key Lessons and Standards in formats accessible to all workers
### Performance Highlights

**Progressing towards our Strategy 2022 targets**

<table>
<thead>
<tr>
<th>Metric</th>
<th>2017</th>
<th>2018</th>
<th>…</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong> (CHF m)</td>
<td>27'021</td>
<td>27'466</td>
<td>…</td>
<td>27'466</td>
</tr>
<tr>
<td><strong>Recurring EBITDA</strong> (CHF m)</td>
<td>5'990</td>
<td>6'016</td>
<td>…</td>
<td>6'016</td>
</tr>
<tr>
<td><strong>Cash Conversion (%)</strong></td>
<td>28.1%</td>
<td>28.3%</td>
<td>…</td>
<td>28.3%</td>
</tr>
<tr>
<td><strong>ROIC (%)</strong></td>
<td>5.8%</td>
<td>6.5%</td>
<td>…</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

**Net Sales**
- **+5.1%** annually

**Recurring EBITDA**
- **+3.6%** annually

**Cash Conversion**
- **+0.2pp**
- **>40%**

**ROIC**
- **+0.7pp**
- **>8%**

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*Net Sales FY 2017 restated by CHF 893 million due to the reporting of gross sales from Trading activities, following the application of IFRS 15.
Full-year 2018 financial results
Géraldine Picaud, Chief Financial Officer
## 2018 Performance

**Progressing towards Strategy 2022 targets**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Change</th>
<th>Q4 2018</th>
<th>Q4 2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>+5.1%</td>
<td>CHF 27'466 m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurring EBITDA</td>
<td>+3.6%</td>
<td>CHF 6'016 m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPS</td>
<td>+11.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>+1'703 m</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1) Variance on a Like for like basis
2) Variance calculated on 2017 Recurring EBITDA restated for the inclusion of the Group share of net income of Huaxin (CHF 126 million in FY 2017, CHF 56 million in Q4 2017)
3) EPS LH Group share before impairment and divestments
2018 Net Sales and Recurring EBITDA growth
Over-proportional growth of Recurring EBITDA in second half of 2018

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Net Sales</th>
<th>Recurring EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2018</td>
<td>+4.8% LFL</td>
<td>-7.7%</td>
</tr>
<tr>
<td>Q2 2018</td>
<td>6.2%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Q3 2018</td>
<td>5.8%</td>
<td>8.1%</td>
</tr>
<tr>
<td>Q4 2018</td>
<td>5.1%</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

Rec. EBITDA margin:
- H1: 19%
- H2: 25%

Net Sales = +5.5% LFL
Recurring EBITDA = +7.3% LFL
2018 Volumes development
Volumes growth across all business segments

North America
- CEM: 19.8 M ton, +3%
- AGG: 109.6 M ton, +2%
- RMX: 9.4 M ton, -3%

Europe
- CEM: 45.3 M ton, +5%
- AGG: 120.4 M ton, +2%
- RMX: 19.3 M ton, +5%

Asia Pacific
- CEM: 89.7 M ton, +5%
- AGG: 31.4 M ton, -1%
- RMX: 12.5 M ton, -2%

Group
- FY 2018
  - CEM: 221.9 M ton, +4%
  - AGG: 273.8 M ton, +1%
  - RMX: 50.9 M ton, +1%

Latin America
- CEM: 25.1 M ton, +4%
- AGG: 3.6 M ton, +7%
- RMX: 5.5 M ton, +7%

Middle East Africa
- CEM: 35.9 M ton, 0%
- AGG: 8.7 M ton, -16%
- RMX: 4.2 M ton, -11%
2018 Net Sales bridge

Net Sales growth of 5.1% LFL

CHF m

+1.6%

+5.1% LFL

-1.0%

27'021* -278

26'743

+1'366

28'109 -645

27'466

FY 2017 Scope FY 2017 LFL LFL FY 2018 LFL FX FY 2018

* Net Sales FY 2017 restated by CHF 893 million due to the reporting of gross sales from Trading activities, following the application of IFRS 15, effective 1 January 2018. No impact on Recurring EBITDA.
2018 Recurring EBITDA bridge
Solid Recurring EBITDA growth, in line with guidance

CHF m

+0.4%

+3.6% LFL

-2.5%

5'990

-38

Scope

FY 2017

5'952

+272

Volume

FY 2017 LFL

6'165

-59

Price / cost

FY 2018 LFL

6'016

-149

FX

FY 2018 Recurring EBITDA bridge
Solid Recurring EBITDA growth, in line with guidance

2018 Recurring EBITDA bridge
Solid Recurring EBITDA growth, in line with guidance
2018 Net Sales and Recurring EBITDA by segment

Net Sales growth across all business segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Net Sales in CHF m</th>
<th>Rec. EBITDA in CHF m</th>
<th>Rec. EBITDA margin</th>
<th>LFL growth / decline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>18'052</td>
<td>4'688</td>
<td>+6.0%</td>
<td>+1.7%</td>
</tr>
<tr>
<td></td>
<td>26% Rec. EBITDA margin (-0.8pp)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregates</td>
<td>4'091</td>
<td>893</td>
<td>+4.5%</td>
<td>+15.1%</td>
</tr>
<tr>
<td></td>
<td>22% Rec. EBITDA margin (+2.3pp)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RMX</td>
<td>5'481</td>
<td>232</td>
<td>+3.8%</td>
<td>+54.1%</td>
</tr>
<tr>
<td></td>
<td>4% Rec. EBITDA margin (+1.4pp)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solutions &amp; Products</td>
<td>2'396</td>
<td>203</td>
<td>+2.7%</td>
<td>-24.3%</td>
</tr>
<tr>
<td></td>
<td>8% Rec. EBITDA margin (-3.0pp)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2018 Regional Performance
Strong momentum overall, challenges in Middle East Africa

<table>
<thead>
<tr>
<th>Region</th>
<th>Net Sales to external customers (CHF m)</th>
<th>Recurring EBITDA (CHF m)</th>
<th>% LFL growth / decline</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>5'875</td>
<td>1'523</td>
<td>+3.0%</td>
</tr>
<tr>
<td>Latin America</td>
<td>2'731</td>
<td>959</td>
<td>+9.4% -1.5%</td>
</tr>
<tr>
<td>Europe</td>
<td>7'554</td>
<td>1'499</td>
<td>+5.0% +5.0%</td>
</tr>
<tr>
<td>Middle East Africa</td>
<td>7'446</td>
<td>1'609</td>
<td>+8.3% -28.2%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>7'446</td>
<td>1'609</td>
<td>+22.5%</td>
</tr>
</tbody>
</table>
North America
Strong contribution, good progress on strategy execution

<table>
<thead>
<tr>
<th>CHF m</th>
<th>Q4 2018</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong>&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>1’509</td>
<td>5’875</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+2.1%</td>
<td>+3.0%</td>
</tr>
<tr>
<td>Reported growth</td>
<td>+2.7%</td>
<td>+3.7%</td>
</tr>
<tr>
<td><strong>Recurring EBITDA</strong></td>
<td>410</td>
<td>1’523</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+3.1%</td>
<td>+2.7%</td>
</tr>
</tbody>
</table>

› Continuation of positive market growth
› Strong contribution driven by growth strategy and effective price management
› Growth strategy further supported by two bolt-on acquisitions and several construction contract awards
› Fuel and energy cost inflation compensated by good cost management, including SG&A cost savings program

<sup>1)</sup> Net Sales to external customers
## Latin America

**Resilient performance despite softening cement demand**

<table>
<thead>
<tr>
<th>CHF m</th>
<th>Q4 2018</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong>¹</td>
<td>605</td>
<td>2'731</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+4.5%</td>
<td>+9.4%</td>
</tr>
<tr>
<td>Reported growth</td>
<td>-17.9%</td>
<td>-7.2%</td>
</tr>
<tr>
<td><strong>Recurring EBITDA</strong></td>
<td>220</td>
<td>959</td>
</tr>
<tr>
<td>LFL growth</td>
<td>-9.2%</td>
<td>-1.5%</td>
</tr>
</tbody>
</table>

- Cement demand recovery in Brazil and Colombia
- Challenging market conditions in Mexico post-election, economic turmoil in Argentina, weaker demand in Ecuador
- Resilient performance through effective price management
- SG&A cost savings partly compensating for higher cost inflation across the region

¹ Net Sales to external customers
Europe

Strong performance in positive market environment

<table>
<thead>
<tr>
<th>CHF m</th>
<th>Q4 2018</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales 1)</td>
<td>1'862</td>
<td>7'554</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+6.2%</td>
<td>+5.0%</td>
</tr>
<tr>
<td>Reported growth</td>
<td>+3.5%</td>
<td>+7.8%</td>
</tr>
<tr>
<td>Recurring EBITDA</td>
<td>420</td>
<td>1'499</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+11.0%</td>
<td>+5.0%</td>
</tr>
</tbody>
</table>

› Strong demand in most key markets driven by construction and residential sector as well as increase of public infrastructure spending
› Significant improvement of RMX performance across the region, double digit LFL Recurring EBITDA growth
› Price increases in most key markets
› SG&A cost savings program started to deliver results

1) Net Sales to external customers
Middle East Africa

Challenging market conditions in several countries

<table>
<thead>
<tr>
<th>CHF m</th>
<th>Q4 2018</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>774</td>
<td>3’080</td>
</tr>
<tr>
<td>LFL growth</td>
<td>-0.5%</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Reported growth</td>
<td>-4.7%</td>
<td>-8.1%</td>
</tr>
<tr>
<td><strong>Recurring EBITDA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>169</td>
<td>734</td>
</tr>
<tr>
<td>LFL growth</td>
<td>-32.4%</td>
<td>-28.2%</td>
</tr>
</tbody>
</table>

› Shift in supply & demand balance in Algeria and Egypt
› Overall, stable cement volumes in the region
› Rise in energy and distribution cost impacting profitability
› Operational performance in South Africa and countries in East Africa improving thanks to targeted industrial actions

1) Net Sales to external customers
2) Contribution from share of net income from JVs: CHF 60 m in FY 2018 vs. CHF 69 m in FY 2017; CHF 13 m in Q4 2018 vs. CHF 18 m in Q4 2017
Asia Pacific

Strong Net Sales and Recurring EBITDA growth

<table>
<thead>
<tr>
<th>CHF m</th>
<th>Q4 2018</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong>(^1)</td>
<td>1’870</td>
<td>7’446</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+7.3%</td>
<td>+8.3%</td>
</tr>
<tr>
<td>Reported growth</td>
<td>-3.6%</td>
<td>+0.6%</td>
</tr>
<tr>
<td><strong>Recurring EBITDA</strong>(^2)</td>
<td>457</td>
<td>1’609</td>
</tr>
<tr>
<td>LFL growth</td>
<td>+22.4%</td>
<td>+22.5%</td>
</tr>
</tbody>
</table>

- Favorable market conditions in most countries
- China contribution driven by pricing and operational efficiencies
- Strong cement demand in India, cost inflation a headwind
- Good contribution from Australia, on-going recovery in the Philippines
- Pricing and efficiencies increase across all segments offsetting energy cost inflation

\(^1\) Net Sales to external customers
\(^2\) Contribution from share of net income from JVs: CHF 413 m in FY 2018 (of which CHF 334 m for Huaxin) vs. CHF 202 m in FY 2017 (of which Huaxin CHF 126 m)
CHF 129 m in Q4 2018 (of which CHF 107 m for Huaxin) vs. CHF 77 m in Q4 2017 (of which CHF 56 m for Huaxin)
SG&A cost savings program
CHF 400 m SG&A cost savings program delivering results ahead of target

Recurring SG&A* Costs (CHF m)

2017

2'701

80
Inflation

-266
Gross savings

-74
CIS & FX

2'441

2018

Key initiatives 2018:

› Cost reduction at corporate and countries
› Restructuring of IT & Shared Service Centers
› Optimization of 3rd party spend
› New run rate effective by Q2 2019

* Recurring SG&A = Fixed Costs related to Administrative, Marketing & Sales, Corporate Manufacturing and Corporate Logistics costs included in Recurring EBITDA
Savings expressed at constant 2017 FX rate and constant scope
## Financial Performance 2018

**EPS before impairment and divestments up 11.9%, to CHF 2.63**

<table>
<thead>
<tr>
<th>CHF m</th>
<th>2018 before impairment &amp; divestments</th>
<th>2017 before impairment &amp; divestments</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>27'466</td>
<td>27'021</td>
<td>445</td>
</tr>
<tr>
<td>Recurring EBITDA</td>
<td>6'016</td>
<td>5'990</td>
<td>26</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>-2'235</td>
<td>-2'300</td>
<td>65</td>
</tr>
<tr>
<td>Restructuring, litigation and others</td>
<td>-476</td>
<td>-461</td>
<td>-15</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>3'306</td>
<td>3'229</td>
<td>77</td>
</tr>
<tr>
<td>Profit/loss on disposals and other non-operating items</td>
<td>1</td>
<td>-55</td>
<td>56</td>
</tr>
<tr>
<td>Share of profit of associates</td>
<td>22</td>
<td>51</td>
<td>-29</td>
</tr>
<tr>
<td>Net financial expenses</td>
<td>-878</td>
<td>-981</td>
<td>103</td>
</tr>
<tr>
<td>Net Income Before Taxes</td>
<td>2'451</td>
<td>2'244</td>
<td>207</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>-680</td>
<td>-685</td>
<td>5</td>
</tr>
<tr>
<td>ETR</td>
<td>27.7%</td>
<td>30.5%</td>
<td></td>
</tr>
<tr>
<td>Net Income</td>
<td>1'772</td>
<td>1'560</td>
<td>212</td>
</tr>
<tr>
<td>Net income - Non controlling interests</td>
<td>202</td>
<td>143</td>
<td>59</td>
</tr>
<tr>
<td>Net income - Group share</td>
<td>1'569</td>
<td>1'417</td>
<td>152</td>
</tr>
<tr>
<td>EPS (CHF per share)</td>
<td>2.63</td>
<td>2.35</td>
<td>0.28</td>
</tr>
</tbody>
</table>

1) Others include implementation and other non-recurring costs
Free Cash Flow
CHF 1’703 million of Free Cash flow generation

CHF m

<table>
<thead>
<tr>
<th>Component</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCF 2017</td>
<td>1'685</td>
</tr>
<tr>
<td>Rec. EBITDA</td>
<td>26</td>
</tr>
<tr>
<td>Change in NWC</td>
<td>99</td>
</tr>
<tr>
<td>Capex Net</td>
<td>70</td>
</tr>
<tr>
<td>Share of profit of JVs net of div. received</td>
<td>-226</td>
</tr>
<tr>
<td>Income taxes paid</td>
<td>83</td>
</tr>
<tr>
<td>Others</td>
<td>-34</td>
</tr>
<tr>
<td>FCF 2018</td>
<td>1'703</td>
</tr>
</tbody>
</table>
Net Financial Debt Dec 2017 to Dec 2018
Successful de-leveraging with NFD / Recurring EBITDA at 2.2x

CHF m

14'346

1'285

1'192

156

13'874

-356

13'518

NFD Dec 2017

CFFO

CAPEX Net

Bolt-on acquisitions

Group shareholders

Non-controlling interest

Others

NFD 2018 before transactions

Holcim Indonesia (Held for sale)

NFD Dec 2018

-2'988

184

Dividends

Successful de-leveraging with NFD / Recurring EBITDA at 2.2x
**Leverage improvement**

*On track to reach 2019 objective*

- Close debt monitoring and discontinuation of the share buy-back program in 2018
- Divestment of Holcim Indonesia closed in January 2019 further reducing NFD / Recurring EBITDA ratio
- Continue portfolio development with investment and divestment options

*NFD / Recurring EBITDA*

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2.4x</td>
</tr>
<tr>
<td>2018</td>
<td>2.2x</td>
</tr>
<tr>
<td>2019*</td>
<td>2.0x or less</td>
</tr>
</tbody>
</table>

* Before application of IFRS 16, at constant FX
Return on Invested Capital
Continuous improvement of performance

ROIC

- 2016: 5.2%
- 2017: 5.8%
- 2018: 6.5%
- ... 2022*
- >8%

- Improvement of operational performance through cost savings and manufacturing performance
- CAPEX at optimized cost
- Bolt-ons with significant synergies

* Before application of IFRS 16, at constant FX
Continue with attractive dividend per share
CHF 2.0 dividend per share proposal

Dividend per share (CHF)

2015 2016 2017 2018
1.5 2.0 2.0 2.0

› 2018 dividend of CHF 2.0 per share proposed at AGM on May 15th, 2019

› For the first time, option for the shareholders to receive a scrip dividend:
  • Choice of getting the dividend paid in cash, in new shares or a combination thereof
  • New shares issued at a discount

1) Proposed at next AGM
Outlook 2019
Jan Jenisch, Chief Executive Officer
Outlook 2019
Solid global market demand expected to continue in 2019

NORTH AMERICA
› Continued market growth

LATIN AMERICA
› Softer but stabilizing cement demand

EUROPE
› Continued demand growth across most countries

MIDDLE EAST AFRICA
› Challenging but stabilizing market conditions

ASIA PACIFIC
› Continued demand growth
Targets 2019
Positive momentum to continue in 2019

› Net Sales growth of 3% to 5% LFL, delivering target of Strategy 2022
› Recurring EBITDA growth of at least 5% LFL, delivering target of Strategy 2022
› Accelerate deleveraging, achieve 2 times or less Net Debt to Recurring EBITDA ratio by end of 2019*
› Continue improving cash conversion
› Capex and Bolt-on acquisitions less than CHF 2 bn

*Before application of IFRS 16, at constant FX
Upcoming Events 2019

› May 15, 2019: Annual General Meeting and Q1 2019 trading update

› July 31, 2019: Earnings release half year 2019

› October 25, 2019: Trading update Q3 2019
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## Net income reconciliation
### GAAP to non-GAAP

<table>
<thead>
<tr>
<th>CHF m</th>
<th>2018</th>
<th>Impairment &amp; Divestments</th>
<th>2018 before impairment &amp; divestments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>27'466</td>
<td></td>
<td>27'466</td>
</tr>
<tr>
<td>Recurring EBITDA</td>
<td>6'016</td>
<td></td>
<td>6'016</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairments</td>
<td>6</td>
<td>-6</td>
<td></td>
</tr>
<tr>
<td>Restructuring, litigation and others (^1)</td>
<td>-476</td>
<td></td>
<td>-476</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>3'312</td>
<td>-6</td>
<td>3'306</td>
</tr>
<tr>
<td>Profit/loss on disposals and other non-operating items</td>
<td>-73</td>
<td>75</td>
<td>1</td>
</tr>
<tr>
<td>Share of profit of associates</td>
<td>22</td>
<td></td>
<td>22</td>
</tr>
<tr>
<td>Net financial expenses</td>
<td>-886</td>
<td>8</td>
<td>-878</td>
</tr>
<tr>
<td>Net Income Before Taxes</td>
<td>2'375</td>
<td>77</td>
<td>2'451</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>-656</td>
<td>-24</td>
<td>-680</td>
</tr>
<tr>
<td>ETR</td>
<td>27.6%</td>
<td></td>
<td>27.7%</td>
</tr>
<tr>
<td>Net Income</td>
<td>1'719</td>
<td>52</td>
<td>1'772</td>
</tr>
<tr>
<td>Net income - Non controlling interests</td>
<td>217</td>
<td>-16</td>
<td>202</td>
</tr>
<tr>
<td>Net income - Group share</td>
<td>1'502</td>
<td>67</td>
<td>1'569</td>
</tr>
<tr>
<td>EPS (CHF per share)</td>
<td>2.52</td>
<td></td>
<td>2.63</td>
</tr>
</tbody>
</table>

\(^1\) Others include implementation and other non-recurring costs