

PUBLIC EXCHANGE OFFER FOR THE SHARES OF



INITIATED BY



**INFORMATION RELATING IN PARTICULAR TO THE LEGAL, FINANCIAL AND
ACCOUNTING ASPECTS OF LAFARGE S.A
(INFORMATIONS RELATIVES AUX CARACTERISTIQUES NOTAMMENT JURIDIQUES,
FINANCIERES ET COMPTABLES DE LAFARGE S.A.)**



This document relating to the other information of Lafarge was filed with the *Autorité des marchés financiers* (the « **AMF** ») on 28 May 2015, in accordance with the provisions of article 231-28 of the AMF general regulations and Instruction n°2006-07 of the AMF dated 25 July 2006. This document was prepared under the responsibility of Lafarge.

This document is an unofficial English-language translation of the “other information” document of Lafarge (*document “autres informations” de Lafarge*) prepared and filed with the AMF on 28 May 2015, in accordance with the provisions of Article 231-28 of the AMF general regulations and Instruction n°2006-07 of the AMF dated 25 July 2006. In the event of any differences between this unofficial English-language translation and the official French document, the official French document shall prevail.

Lafarge is advised by Rothschild & Cie and Zaoui & Co. This document supplements the response offer document prepared by Lafarge in relation to the exchange offer launched by Holcim for the Lafarge shares and cleared by the AMF on 28 May 2015 by way of visa number 15-227, pursuant to a clearance decision dated as of the same day (the “**Response Offer Document**”).

This document and the Response Offer Document are available on the Internet websites of Lafarge (www.lafarge.com) and the AMF (www.amf-france.org), and may be obtained free of charge from:

Lafarge
61, rue des Belles Feuilles
75116 Paris

Rothschild & Cie
23 bis, avenue de Messine
75008 Paris

A press release will be disseminated in accordance with the provisions of article 231-28 of the AMF general regulations, no later than the day preceding the opening of the Offer, explaining to the public how this document will be made available to it.

TABLE OF CONTENT

1	INTRODUCTION.....	3
2	INFORMATION RELATING IN PARTICULAR TO THE LEGAL, FINANCIAL AND ACCOUNTING ASPECTS OF LAFARGE.....	4
3	RECENT EVENTS OCCURRED AS FROM THE REGISTRATION OF THE DOCUMENT DE REFERENCE OF LAFARGE	5
	3.1 Lafarge’s share capital structure and ownership.....	5
	3.2 First quarter 2015 financial report.....	5
	3.3 Other press releases and information disseminated as from the registration of the Document de Référence of Lafarge.....	5
	3.4 Lafarge shareholders general meeting	6
4	PERSONS RESPONSIBLE FOR THIS DOCUMENT.....	8
	Annex 1 – Press release dated 30 April 2015 relating to Lafarge Q1 Financial Report.....	9
	Annex 2 – Other press releases and information disseminated as from the registration of Lafarge Document de Référence.....	16

1 INTRODUCTION

Pursuant to Section III of Book II and more specifically articles 232-1 *et seq.* of the AMF general regulations, Holcim Ltd, a company organised under the laws of Switzerland, having its registered office at Zürcherstrasse 156, 8645 Jona, Switzerland (hereafter referred to as “**Holcim**” or the “**Offeror**” and, after the successful closing of the Offer, “**LafargeHolcim**”), whose shares are traded on the SIX Swiss Exchange in Zurich, irrevocably offers to the shareholders of Lafarge S.A., a *société anonyme* with a share capital of EUR1,151,729,248¹, having its registered office at 61 rue des Belles Feuilles, 75116 Paris, registered with the Company Registry of Paris under the identification number 542 105 572 (“**Lafarge**” or the “**Company**”), whose shares are traded on the Euronext Paris market (*Compartment A*) under ISIN Code FR0000120537, to exchange, pursuant to the terms and conditions set forth in the offer document prepared by Holcim which received from the AMF visa no. 15-226 dated 28 May 2015 (hereafter, the “**Offer Document**”), all shares of Lafarge they hold for newly issued shares of Holcim (hereafter “**Holcim Shares**”) according to an exchange ratio of nine newly issued share of Holcim for ten shares of Lafarge (the “**Offer**”).

The Offer is made for:

- all existing and outstanding shares of Lafarge, i.e., to Holcim’s knowledge, 287,932,312 shares as of the date of the Offer Document, including all outstanding shares of Lafarge issued pursuant to performance share plans and still in the holding period, i.e. 277,902 shares as of the date of the Offer Document, being specified that any outstanding holding period at the date of the exchange would apply to the Holcim Shares received in exchange;
- all shares of Lafarge, that may be issued prior to the end of the Offer acceptance period (or, as applicable, until the end of the re-opening of the Offer acceptance period) as a result of the exercise of outstanding stock options, i.e. 5,407,702 shares as of the date of the Offer Document;

altogether representing to the knowledge of Holcim a maximum number of 293,340,014 shares of Lafarge (the “**Lafarge Shares**”).

Except for cases where there is an applicable exception to the vesting period established under the relevant legal or regulatory provisions (such as the death or disability of the beneficiary), certain Lafarge Shares which may be issued upon the exercise of Lafarge stock options prior to the end of the Offer acceptance period (or, as applicable, prior to the end of the re-opening of the Offer acceptance period) may not be tendered to the Offer because of legal, regulatory or governance constraints. In addition, certain Lafarge Shares issued pursuant to performance share plans may not be tendered to the Offer for the same reasons. To the extent permitted under applicable regulations, such Lafarge Shares will be the subject of liquidity mechanisms as described in article 1.3.4 of the Response Offer Document and article 2.8 of the Offer Document.

The shares of Lafarge issued pursuant to performance share plans still in the vesting period at the end of the Offer acceptance period (or, as the case may be, at the end of the re-opened Offer acceptance period) are not targeted by the Offer, except when non-transferability is waived as provided by legal or regulatory provisions (such as the death or disability of the beneficiary).

¹ As of 30 April 2015.

The Offer is subject to the satisfaction of the following conditions which are further detailed in article 1.3.5 of the Response Offer Document and article 2.9 of the Offer Document:

- the number of Lafarge Shares obtained by the Offeror shall represent, together with the shares of Lafarge held by Lafarge or its affiliates, as of the end date of the Offer acceptance period, at least two-thirds (2/3) of the share capital or voting rights (taking into account the loss of double voting rights of Lafarge Shares tendered to the Offer) of Lafarge; and
- the general meeting of shareholders of Holcim shall have approved the increase in Holcim's share capital in such a maximum amount as may be necessary to issue the Holcim shares to be delivered as consideration for the Lafarge Shares tendered to the Offer, as well as the amended Holcim articles of association and the Holcim shares to be issued and delivered as consideration for the Lafarge Shares tendered to the Offer shall have been registered with the commercial register of St. Gallen, Switzerland, in accordance with Swiss law.

The Offer will be carried out according to the normal procedure in accordance with the provisions of articles 232-1 *et seq.* of the AMF general regulations. Société Générale and UBS Securities France S.A., as presenting banks of the Offer, warrant, in accordance with the provisions of article 231-13 of the AMF general regulations, the content and irrevocable nature of the undertakings made by the Offeror in connection with the Offer.

2 INFORMATION RELATING IN PARTICULAR TO THE LEGAL, FINANCIAL AND ACCOUNTING ASPECTS OF LAFARGE

This document is an update of the information relating in particular to the legal, financial and accounting aspects of Lafarge included in the Company *Document de Référence* filed with the AMF on 23 March 2015 under number D.15-0190 (the “**Document de Référence**”), which is incorporated herein by reference, and are completed by the information included in article 3 below.

The Document de Référence is available in electronic form on the Internet websites of Lafarge (www.lafarge.com) and the AMF (www.amf-france.org) and may be obtained free of charge from Lafarge at 61, rue des Belles Feuilles, 75116 Paris.

3 RECENT EVENTS OCCURRED AS FROM THE REGISTRATION OF THE DOCUMENT DE REFERENCE OF LAFARGE

3.1 Lafarge's share capital structure and ownership

To the Company's knowledge, as of 30 April 2015, the issued and outstanding shares of Lafarge are held as follows:

Shareholders	Number of shares held	Number of voting rights held	% of share capital	% of voting rights
Groupe Bruxelles Lambert	60,568,754	120,876,019	21.0	29.3
NNS Holding Sàrl ²	40,064,682	80,126,022	13.9	19.4
Dodge & Cox ³	20,891,162	28,309,058	7.3	6.9
Other shareholders ⁴	166,338,777	183,297,582	57.8	44.4
Treasury shares	70,608	70,608 ⁵	-	-
Total	287,932,312	412,679,289	100	100

3.2 First quarter 2015 financial report

Since the registration of the Document de Référence, the Company has published its financial report relating to the first quarter ended 31 March 2015 (the "**Q1 Financial Report**"), which is incorporated herein by reference. The entire Q1 Financial Report, which includes in particular the unaudited condensed consolidated interim financial statements of Lafarge for the first quarter ended 31 March 2015, is available on the Internet website of the Company in the "financial reports" section (www.lafarge.com/en/financial-reports).

The press release dated 30 April 2015 relating to the Q1 Financial Report is attached as Annex 1 of this document.

3.3 Other press releases and information disseminated as from the registration of the Document de Référence of Lafarge

The press releases disseminated as from the registration of the Document de Référence are attached as Annex 2 of this document. These press releases are also available on the Internet website of the Company in the "financial press releases" section (www.lafarge.com/en/financial-press-releases).

² Including the shares held by Mr. Nassef Sawiris.

³ Based on the information available as of 31 March 2015.

⁴ Including 51,471 shares currently held by Cementia Holding AG for the benefit of shareholders who have not requested the delivery of their Lafarge shares, following the squeeze-out procedure carried out by Lafarge in 2002 with respect to the Cementia Holding AG shares.

⁵ Theoretical voting rights, at a general meeting these shares bear no voting right.

The other press releases and information disseminated by the Company are as follows:

1 st April 2015	Holcim and Lafarge receive clearance from Indian competition authorities on their proposed merger
9 April 2015	Eric Olsen appointed as future CEO of LafargeHolcim
14 April 2015	Future Board of Directors of LafargeHolcim nominated
16 April 2015	Availability of documentation related to the proposed merger of equals to create LafargeHolcim
17 April 2015	Holcim and Lafarge propose final asset disposals in the US
24 April 2015	Holcim and Lafarge receive European Commission's approval for CRH as buyer of divestment assets
30 April 2015	Results as of March 31, 2015 (please refer to article 3.2 above)
4 May 2015	Holcim and Lafarge obtain merger clearances in the United States and Canada paving the way to closing their merger
7 May 2015	Shareholders' Meeting – May 7, 2015 – Lafarge's combined shareholders' meeting approved all resolutions submitted for their vote (please refer to article 3.4 below)
8 May 2015	Holcim shareholders approve all motions at Extraordinary General Meeting
11 May 2015	Filing of the public exchange offer initiated by Holcim for the shares of Lafarge – The Board of Directors of Lafarge issues a favorable opinion
12 May 2015	Exceptional compensation
19 May 2015	Lafarge launches reorganization project of Group functions in preparation of merger with Holcim
26 May 2015	Holcim and Lafarge finalize agreement with CRH on announced divestments
27 May 2015	Holcim and Lafarge finalize the composition of the future Executive Committee of LafargeHolcim

3.4 Lafarge shareholders general meeting

The ordinary and extraordinary Lafarge shareholders general meeting was held on 7 May 2015 and all the resolutions on the agenda were approved.

These resolutions were as follows:

i. Resolutions submitted to the ordinary general meeting:

- Approval of the 2014 financial statements and transactions (1st resolution);
- Approval of the 2014 consolidated financial statements and transactions (2nd resolution);

- Appropriation of earnings and setting of the dividend (3rd resolution);
- Approval of a new related-party agreement (*convention réglementée*): undertaking agreement between Groupe Bruxelles Lambert, Holcim Ltd and Lafarge (4th resolution);
- Approval of a new related-party agreement (*convention réglementée*): undertaking agreement between NNS Holding Sàrl, Mr Nassef Sawiris, Holcim Ltd and Lafarge (5th resolution);
- Approval of new related-party agreements (*conventions réglementées*): amendments to the French supplementary pension plans and to the related insurance contracts (6th resolution);
- Renewal of the term of office of Mr Philippe Dauman as Director (7th resolution);
- Renewal of the term of office of Mr Baudouin Prot as Director (8th resolution);
- Advisory opinion on the elements of compensation due or granted to the Chairman and Chief Executive Officer, Mr Bruno Lafont, for the financial year 2014 (9th resolution);
- Authorization to the Company to buy and sell its own shares (10th resolution); and
- Authorization to the Board of Directors to issue bonds and securities which are bonds providing entitlement to the allotment of debt securities and not giving rise to an increase of the Company's share capital (11th resolution)⁶.

ii. Resolutions submitted to the extraordinary general meeting:

- Authorization to the Board of Directors to issue securities which are bonds providing entitlement to the allotment of existing equity securities and not giving rise to an increase of the Company's share capital (12th resolution)⁷;
- Delegation of authority to the Board of Directors to issue shares and securities entailing a capital increase, with preferential subscription rights (13th resolution);
- Delegation of authority to the Board of Directors to issue shares and securities entailing a capital increase, with cancellation of the preferential subscription right of the shareholders (14th resolution);
- Delegation of authority to the Board of Directors to issue shares and securities entailing a capital increase in an offer covered by article L.411-2, II of the French Monetary and Financial Code, with cancellation of the preferential subscription right of the shareholders (15th resolution);
- Delegation of authority to the Board of Directors to issue shares and securities entailing a capital increase as payment for contributions in kind (16th resolution);
- Delegation of authority to the Board of Directors to increase the number of securities to be issued in case of a capital increase with or without preferential subscription rights (17th resolution);
- Delegation of authority to the Board of Directors to increase the capital by incorporation of premiums, reserves, profits or other items (18th resolution);

⁶ Approbation of the 11th resolution has no effect as 25th resolution has been approved.

⁷ Approbation of the 11th resolution has no effect as 25th resolution has been approved.

- Authorization to the Board of Directors to reduce the share capital through cancellation of treasury shares (19th resolution);
- Authorization to the Board of Directors to allot free existing or new shares, with cancellation of the preferential subscription right of the shareholders (20th resolution);
- Authorization to the Board of Directors to grant options to subscribe for or purchase shares, with cancellation of the preferential subscription right of the shareholders (21st resolution);
- Delegation of authority to the Board of Directors to issue shares and/or securities entailing a capital increase reserved for members of employee savings plans, with cancellation of the preferential subscription rights of the shareholders (22nd resolution);
- Delegation of authority to the Board of Directors to issue shares and/or securities entailing a capital increase reserved for a category of beneficiaries as part of a transaction reserved for employees, with cancellation of the preferential subscription rights of the shareholders (23rd resolution);
- Amendment to the Articles of association – Participation to Shareholders’ Meetings (amendment of the record date) (24th resolution);
- Amendment to the Articles of association – Competence to issue bonds and securities not entailing a capital increase (25th resolution); and
- Delegation of powers to carry out corporate formalities (26th resolution).

4 PERSONS RESPONSIBLE FOR THIS DOCUMENT

“We certify that this document, filed on 28 May 2015 with the AMF and which will be disseminated no later than the day before the opening of the Offer, contains all of the information required by Article 231-28 of the general regulations of the AMF and by Instruction n°2006-07 of the AMF, in the context of the exchange tender offer initiated by Holcim for the shares of Lafarge.

To our knowledge, these information are accurate and do not contain any omissions that may alter the contents thereof.”

Bruno Lafont
Chief Executive Officer

Jean-Jacques Gauthier
Chief Financial Officer and
Executive Vice-President

Annex 1 – Press release dated 30 April 2015 relating to Lafarge Q1 Financial Report

Paris, April 30, 2015
NYSE, Euronext Paris : LG

RÉSULTS AS OF MARCH 31, 2015

SALES UP 6% AND EBITDA UP 17% - SOLID Q1 PERFORMANCE

COST REDUCTION AND INNOVATION ON TRACK - €125M GENERATED IN THE FIRST QUARTER

ALL 2015 TARGETS CONFIRMED

PLANNED MERGER TO CREATE LAFARGEHOLCIM ENTERING ITS FINAL PHASE

FIRST QUARTER KEY FIGURES⁸

<ul style="list-style-type: none"> ▪ Sales up 6% to €2,779m (stable like for like) ▪ EBITDA up 17% to €403m (up 14% like for like) 	<ul style="list-style-type: none"> ▪ Current operating income up 40% to €205m (up 41% like for like) ▪ Net result Group share at €-96m (€-0.33 per share) vs. €-135m in Q1 2014 (€-0.47 per share)
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BRUNO LAFONT, CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF LAFARGE SAID:

“The strong start this year confirms that our teams are fully focused on achieving our objectives.

Our markets are developing in line with our expectations and growth shall accelerate gradually in the coming quarters. We reaffirm our expectation of cement volume growth of 2 to 5 percent in our markets in 2015. We also confirm our target to significantly grow our operational results with an expected underlying EBITDA, excluding the impact of the planned merger with Holcim, of between 3 and 3.2 billion euros in 2015.

These perspectives underline the strength of our asset portfolio, the quality of our teams, our rigorous action plans to maximize cash flows and the relevance of a strategy focused on self-help measures.

In regards to our planned merger to create LafargeHolcim, we have successfully completed many significant steps and our teams can be proud of what has been achieved. We are now entering the final stage of this transaction which is on track with our announced ambitious timeline, thanks to our unique and proactive approach to making it happen. This project is a once-in-a-generation opportunity to transform our industry. The new group will have the most diversified footprint in the sector, limiting the traditional volatility of our activities. Building a new business model, we will promote innovation as a primary differentiating factor, be less capital-intensive and maximize free cash flow through an optimized cost base, the melding of best practices from the two groups and a very disciplined capital allocation. LafargeHolcim is designed to deliver superior returns to shareholders and we are committed to deliver on this objective.”

⁸ Like for like variations are calculated excluding the impact of scope and exchange rates.

Q1 RESULTS - GROUP HIGHLIGHTS

- Like for like, domestic cement volumes are up 1% in Q1, comparing to a strong first quarter 2014, notably in Europe. Solid trends in many emerging markets and in Canada added to the impact of our new plants in Russia and India. These positive trends more than offset the impact of a mild market and high comparables in France and Brazil, adverse weather conditions in the United States and in Algeria and on-going transportation limitations in Iraq.
- EBITDA in the first quarter rose 17% with a 14% like for like increase supported by cost reduction and innovation actions. The Group generated €125 million (€85 million from cost cutting and €40 million from innovation). Cement prices are up 0.6% year on year and are sequentially up 2.7% quarter on quarter with price improvement in most countries.
- Group EBITDA margin improved 180 basis points like for like for the quarter, with improvements in all regions but Latin America.
- As usual first quarter results reflect seasonality and are always lower relative to the other quarters. The resulting net loss in the quarter has however been significantly reduced thanks to solid operational performance and lower net financial costs. This was achieved despite pre-tax €38 million of merger-related costs and €33 million one-off costs related to a plant mothballing in Slovenia.
- Cash flow from operations excluding merger costs significantly increased compared to Q1 2014, bolstered by higher EBITDA and lower cash tax. At €9.8 billion, net debt was affected by the usual seasonality of our working capital in the first quarter amplified by a particularly strong growth in March sales and by a €184 million adverse impact of exchange rates versus the year-end net debt level. €0.2 billion of additional cash proceeds from divestments secured in 2014 were received in April 2015 and will contribute to further reduce net debt.

OUTLOOK

Overall the Group continues to see cement demand increasing for the full year and estimates market growth of between 2 to 5 percent in 2015 versus 2014, primarily driven by growth in emerging markets.

Cost inflation in 2015 should continue albeit at a slower pace than in 2014 given the evolution of fuel oil prices. This should result in higher prices overall. The Group should also benefit from more favorable exchange rates.

The Group confirms its target to generate at least €1.1 billion of additional EBITDA from its cost reduction and innovation measures in 2015-2016. This represents a minimum objective of €550 million per annum.

In this context, the Group should drive significant growth of its results and expect an EBITDA of between €3 billion and €3.2 billion in 2015, on a stand-alone basis.

Capital expenditures in 2015 will be limited at €1.1 billion.

Net debt should be reduced to between €8.5 billion and €9 billion at year-end.

CONSOLIDATED ACCOUNTS AS AT MARCH 31, 2015

The Board of Directors of Lafarge, chaired by Bruno Lafont, met on April 29, 2015 and approved the accounts for the period ended March 31, 2015. Further to their limited review of the interim condensed consolidated financial statements of Lafarge, the auditors have established a report which is included in the interim financial statements.

	First Quarter			
	2015	2014	Variation	
			Gross	Like for like ⁽²⁾
<i>Volumes</i>				
Cement (million tons)	25.0	25.9	-4%	-3%
Pure Aggregates (million tons)	26.5	26.9	-2%	-
Ready-Mix Concrete (million m ³)	5.5	5.7	-5%	-5%
<i>Results (million euros)</i>				
Sales	2,779	2,633	6%	-1%
EBITDA ⁽¹⁾	403	343	17%	14%
<i>EBITDA margin (%)</i>	14.5%	13.0%	150bps	180bps
Current Operating Income	205	146	40%	41%
Net income Group share	(96)	(135)	29%	
Earnings per share (€) ⁽³⁾	(0.33)	(0.47)	29%	
Net debt	9,803	9,951	-1%	

EBITDA⁽¹⁾ RESULTS BY REGION

(€m)	First Quarter			
	2015	2014	Variation	
			Gross	Like for like ⁽²⁾
North America	(44)	(62)	nm	nm
Western Europe	57	39	46%	4%
Central and Eastern Europe	(10)	(17)	nm	nm
Middle East and Africa	259	250	4%	3%
Latin America	20	38	-47%	-19%
Asia	121	95	27%	8%
TOTAL	403	343	17%	14%

⁽¹⁾ EBITDA is defined as the current operating income before depreciation and amortization of tangible and intangible assets and is a non-GAAP financial measure.

⁽²⁾ Calculation of the like-for-like variations:

At Group level: at constant scope and exchange rates

At regional level: variations like-for-like are at constant scope and exchange rates and exclude carbon credit sales (€15m of credits sold in Q1 2015 versus none in Q1 2014 in Western Europe) and a €15m adverse impact from the loss in volumes in Iraq due to transport limitations.

⁽³⁾ Basic average number of shares outstanding of 287.6 million and 287.4 million for the first quarter 2015 and 2014, respectively.

SALES DEVELOPMENT AND FINANCIAL RESULTS

At constant scope, total cement volumes in the quarter decreased 3% due to lower exports. Domestic cement volumes were up 1% despite a difficult comparison base in Europe and the Middle East and Africa in the first quarter 2014. The impact of the limited ability to transport cement in Iraq and subdued markets in France and Brazil was more than offset by higher volumes in Egypt as we progressively implemented our fuel diversification strategy, the ramp-up of our new plants in Rajasthan (India) and in the Moscow region (Russia), improved market conditions in the Philippines and in Nigeria, as well as our actions to promote innovation. It is worth highlighting that Q1 is traditionally a lower quarter in our sector due to the seasonality effect in the Northern hemisphere. Our aggregates and ready-mix volumes were respectively flat and down 5% like for like in the quarter, with ready-mix volumes negatively impacted by the subdued markets in Western Europe and Brazil.

On a comparable basis, consolidated sales were down 1% in the quarter as higher cement prices to address cost inflation partially offset the impact of lower volumes. Consolidated sales on a gross basis were up 6% in the quarter as exchange rates positively impacted our sales (€214 million).

EBITDA in the quarter was up 17% on a gross basis. As expected, there was a positive impact in the quarter from exchange rate movements, representing €24 million. One should note that due to the seasonal loss of our activities in North America in the first quarter, the positive evolution of the US and Canadian dollars vs. the euro had a negative impact on Q1 EBITDA (€12 million) while it is expected to be positive for the year. At constant scope and exchange rates, EBITDA was up 14%, reflecting higher prices and the result of our cost cutting and innovation actions. The quarter also benefited from CO₂ sales of €15 million (€0 million in the first quarter 2014). On a like for like basis, the EBITDA margin was up 180 basis points in the quarter, thanks to the contribution of our self-help measures, with positive trends in Europe and most markets in Middle East and Africa and Asia compensating the impact of lower volumes in specific markets such as Iraq, France and Brazil.

Net result from our joint ventures and associates improved from €-11 million to €-8 million.

Net loss Group share in the quarter, at €-96 million, reflects the seasonality of our volumes. It reduced significantly compared to last year, resulting mostly from the improvement in EBITDA and lower financial expenses which more than offset €38 million of merger related costs and a total €33 million cost related to a plant mothballing in Slovenia.

NET DEBT, DIVESTMENTS AND INVESTMENTS

Investments totaled €0.3 billion the first quarter of 2015:

- Sustaining capital expenditures amounted to €59 million (€54 million in the first quarter of 2014);
- Development investments and acquisitions amounted to €235 million and mainly included investments in our projects in North America (Exshaw – Canada and Ravena – United States) and in Algeria (Biskra), as well as a range of debottlenecking projects, notably in sub-Saharan Africa. It also included €45 million for the buy-out of an additional stake in an equity affiliate operating in Nigeria (Unicem).

Lafarge received €37 million in cash for divestments in the quarter. A remaining €0.2 billion was received in April 2015 (divestment of operations in Pakistan) and will further contribute to debt reduction.



MERGER OF EQUALS TO CREATE LAFARGEHOLCIM

On April 7, 2014, Lafarge and Holcim announced their project to combine the two companies through a merger of equals, to create LafargeHolcim, the most advanced and innovative group in the building materials industry, operating in 90 countries and creating superior value for its stakeholders.

Subsequently, the two groups made the following announcements:

- On October 28, 2014, that they have completed all necessary notifications with regulatory authorities worldwide and on December 15, 2014, announced that the European Commission provided clearance for the proposed merger;
- On December 23, 2014, Lafarge and Holcim announced that they had selected the future Executive Committee to lead the combined company after closing;
- On February 2, 2015, that they entered into exclusive negotiations further to a binding commitment made by CRH regarding the sale of several assets;
- On March 20, 2015, that they reached an agreement to amend certain terms of the project of merger of equals between both companies, including:
 - A new exchange ratio,
 - Wolfgang Reitzle and Bruno Lafont to be non-executive Co-Chairmen of the Board, and
 - A new Chief Executive Officer for the combined Group to be proposed by the Lafarge Board of Directors and accepted by the Holcim Board of Directors;
- On April 9, 2015 that, in respect of the amended agreement, Eric Olsen, EVP Operations of Lafarge was appointed as the future CEO of LafargeHolcim;
- On April 14, 2015 the proposed nominations for the future Board of Directors of LafargeHolcim; and
- In April 2015 the two groups announced a package of asset divestments in India, in the United States and that they have received the European Commission's approval for CRH as a suitable buyer for the assets in the EU.

Full information on the project, including next steps, is available on the Lafarge website: www.lafarge.com/en/merger-project

The closing of the planned merger is expected in July 2015. Updates on the process will be provided as and when relevant.

IMPACT OF IFRS 11

In compliance with the IFRS accounting standards, the Group has applied the new standard IFRS 11 from January 1st, 2014. The main impact resulting from the application of IFRS 11 is that joint ventures held by the Group that were previously consolidated using proportionate consolidation method, are now accounted for under the equity method. It results in a reclassification from their contribution on a separate line in the profit and loss statement and the balance sheet with no impact on Net income – Group share and Equity – Group share.

You will find hereafter the Group's key figures as (i) now published in accordance with IFRS 11 and (ii) pro-forma as if we have continued to apply the previous standard.

First Quarter Key Figures	As published - after application of IFRS 11		Pro forma - before application of IFRS 11	
	2015	2014	2015	2014
<i>Volumes</i>				
Cement (million tons)	25.0	25.9	29.8	31.0
Pure Aggregates (million tons)	26.5	26.9	33.5	33.3
Ready-Mix Concrete (million m ³)	5.5	5.7	6.5	6.6
<i>Results (million euros)</i>				
Sales	2,779	2,633	3,395	3,123
EBITDA ⁽¹⁾	403	343	482	398
EBITDA margin (%)	14.5%	13.0%	14.2%	12.7%
Current Operating Income	205	146	238	162
Net income Group share	(96)	(135)	(96)	(135)

⁽¹⁾ EBITDA is defined as the current operating income before depreciation and amortization on tangible and intangible assets and is a non-GAAP financial measure.



ADDITIONAL INFORMATION

The analyst presentation of results and the quarterly financial report for the first quarter ended March 31, 2015, including the interim management report and the interim condensed consolidated financial statements are available on the Lafarge website: www.lafarge.com

Practical information:

There will be an analyst conference call at 9:00 a.m. CET on April 30, 2015 hosted by Jean-Jacques Gauthier, Chief Financial Officer. The presentation will be made in English with slides that can be downloaded from the Lafarge website (www.lafarge.com).

The presentation may be followed via an audiocast on the Lafarge website as well as via teleconference:

- Dial in (France): +33 (0) 1 76 77 22 29
- Dial in (UK or International): +44 (0) 20 3427 1919
- Dial in (US): +1 646 254 3366

Please note that in addition to the web cast replay, a conference call playback will be available until May 7, 2015 midnight CET on the following numbers:

- France playback number: +33 (0) 1 74 20 28 00 (pin code: 8960109#)
- UK or International playback number: +44 (0) 20 3427 0598 (pin code: 8960109#)
- US playback number: +1 347 366 9565 (pin code: 8960109#)

Lafarge's next financial publication – 2nd Quarter 2015 results – will be on July 29th, 2015 (before the NYSE Euronext Paris stock market opens).

NOTES TO EDITORS

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More information is available on Lafarge's website: www.lafarge.com

Important disclaimer - forward-looking statements:

This document contains forward-looking trends, targets or objectives, as the case may be, including with respect to plans, initiatives, events, products, solutions and services. Their development and potential do not constitute forecasts regarding results or any other performance indicator. Although Lafarge believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions as at the time of publishing this document, investors are cautioned that these statements are not guarantees of future performance. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are difficult to predict and generally beyond the control of Lafarge, including but not limited to the risks described in the Lafarge's annual report available on its Internet website (www.lafarge.com) and uncertainties related to the market conditions and the implementation of our plans. Nothing contained herein is, or shall be relied on as, a promise or representation as to the future performance of Lafarge. Accordingly, we caution you against relying on forward looking statements. Lafarge does not undertake to provide updates of these forward-looking statements.

Furthermore, these forward-looking statements are applicable to the Lafarge group on a standalone basis only and are not applicable to the LafargeHolcim group as from the date of completion of the planned merger of equals announced on April 7, 2014.

More comprehensive information about Lafarge may be obtained on its Internet website (www.lafarge.com), including under "Regulated Information" section.

This communication does not constitute an offer to purchase or exchange or the solicitation of an offer to sell or exchange any securities of Lafarge.

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**Annex 2 – Other press releases and information disseminated as from the registration of
Lafarge Document de Référence**



Zurich and Paris, April 1, 2015

**Holcim and Lafarge receive clearance
from Indian competition authorities on their proposed merger**

Lafarge and Holcim have received clearance from the Competition Commission of India (CCI) for their proposed merger.

A package of asset divestments has been agreed with the CCI which includes 1 cement plant and 1 grinding station from Lafarge (with a total of approximately 5 million tonnes annual cement capacity)* in Eastern India.

India is an important market for the future LafargeHolcim Group with a balanced portfolio in cement, aggregates, and ready-mix concrete. The combined Group will have a cement capacity of around 68 million tonnes in India.

The divestment process will be carried out in the framework of the relevant social processes and ongoing dialogue with the employee representatives' bodies. The divestment process will be completed subject to the closing of the merger between Lafarge and Holcim.

As announced, the closing of the planned merger is expected in July 2015, aiming to create the most balanced and diversified portfolio in the industry, operating in 90 countries and creating superior value for all its stakeholders.

*** Proposed assets for disposal include:**

- Sonadih cement plant
- Jojobera grinding station

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Zurich and Paris, April 9, 2015

Eric Olsen appointed as future CEO of LafargeHolcim

In the framework of their proposed merger of equals, and following a proposal from Lafarge Chairman and CEO Bruno Lafont, the boards of directors of Lafarge and Holcim have approved the appointment of Eric Olsen as future Chief Executive Officer of LafargeHolcim, to be in office as from the closing of the merger project.

Eric Olsen is presently Lafarge Executive Vice-President, Operations. He has been a member of the Group's Executive Committee since 2007. Fifty-one years old, he has dual American and French nationalities. Eric Olsen has an international and extensive experience. He successfully held senior positions in operations and in the fields of finance, human resources and strategy. Eric Olsen also benefits from a deep experience of driving change linked to the roles he has played in matters of integration and organisation in multicultural environments.

Commenting on the appointment, Wolfgang Reitzle, Chairman of the Holcim Board and future co-Chairman of LafargeHolcim said: *"I very much welcome Eric Olsen as future CEO for LafargeHolcim. With his broad international experience and insights in key markets, he is best positioned to lead the combined company for the benefit of employees, shareholders and customers. Bruno and I will support Eric Olsen in creating a new joint culture that will be the key driver for our premier competitive position."*

Lafarge Chairman and CEO, and future LafargeHolcim co-Chairman, Bruno Lafont said: *"Eric has been proposed as future CEO of LafargeHolcim both for his personal and professional qualities. He has a deep knowledge of our activities, clients and markets. He is driven, with energy and determination. He is a true leader, with the ability to bring the teams together to drive a strong value creation culture for our shareholders. I have every confidence in his ability to deliver the synergies announced and ensure the development and the success of LafargeHolcim."*

Appendix – detailed biography



Eric Olsen, 51 years old, American and French citizen, is currently Lafarge Executive Vice President, Operations responsible for a large number of countries such as France, USA, Brazil and Egypt.

He joined the Lafarge Group in 1999 and has been a member of its Executive Committee since 2007.

He joined Lafarge North America in 1999, as Senior Vice President for Strategy and Development, leading the integration of Blue Circle's North American operations and restructuring cement assets. Since 2001, he served as both President, North-East Cement region and Senior Vice President, Purchasing. Since 2004, Eric Olsen served as Chief Financial Officer and Senior Vice-President for Lafarge North America, a NYSE traded company.

From 2007 to 2012, he served as Executive Vice President, Organisation and Human Resources of Lafarge Group. In this role, he led the integration of the Egyptian Orascom, a major acquisition with operations in Africa, Middle East and Asia. Eric Olsen also led the 2012 reorganisation of the Group with a focus on country organisation around end-market segments.

Prior to Lafarge, Eric Olsen started his career in the field of M&A at Deloitte & Touche, Banque Paribas and was one of the managing partners of Trinity Associates for 6 years.

He is a business graduate from the University of Colorado, Certified Public Accountant (Chicago, USA), and holds a Master of Business Administration from HEC international business school in Paris.

Eric Olsen is presently a Board Member of Cimpress N.V., chairing its compensation committee and is a member of its audit committee. He is the Chairman of the Board for the American School of Paris.

This release is also available in German and French

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Zurich and Paris, April 14, 2015

Future Board of Directors of LafargeHolcim nominated

In the framework of their proposed merger of equals, the Boards of Directors (BoD) of Holcim and Lafarge have nominated their candidates for the future Board of Directors of the combined company, subject to closing of the transaction. The designated Board of Directors will consist of 14 members due to be elected at the Holcim Extraordinary General Meeting on May 8, 2015.

The candidates are:

- Wolfgang Reitzle, Co-Chairman (currently Chairman of the BoD of Holcim)
- Bruno Lafont, Co-Chairman (currently Chairman of the BoD and Chief Executive Officer of Lafarge)
- Beat Hess, Vice-Chairman (currently Deputy Chairman of the BoD of Holcim)
- Bertrand Collomb (currently Honorary Chairman of Lafarge⁹)
- Philippe Dauman (currently member of the BoD of Lafarge)
- Paul Desmarais Jr. (currently member of the BoD of Lafarge)
- Oscar Fanjul (currently Vice-Chairman of the BoD of Lafarge)
- Alexander Gut (currently member of the BoD of Holcim)
- Gérard Lamarche (currently member of the BoD of Lafarge)
- Adrian Loader (currently member of the BoD of Holcim)
- Nassef Sawiris (currently member of the BoD of Lafarge)
- Thomas Schmidheiny (currently member of the BoD of Holcim)
- Hanne Birgitte Breinbjerg Sørensen (currently member of the BoD of Holcim)
- Dieter Spälti (currently member of the BoD of Holcim)

Subject to the execution and completion of the merger project, Anne Wade and Jürg Oleas will resign from their office as members of the Board of Directors at Holcim with effect as of the completion of the merger project.

This release is also available in German and French

Full CVs of all nominated members are available online at Holcim.com and Lafarge.com

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⁹ His term of office as a member of Board of Directors of Lafarge ended in May 2012

Swiss francs. Thanks to our market-oriented structures, product innovations, skilled employees and efficient environmental management systems, Holcim is in a strong position now - and for years.

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Paris, April 16, 2015
NYSE, Euronext Paris : LG

AVAILABILITY OF DOCUMENTATION RELATED TO THE PROPOSED MERGER OF EQUALS TO CREATE LAFARGEHOLCIM

A shareholder information brochure on the proposed Merger of Equals between Lafarge S.A. and Holcim Ltd has been made available by Holcim Ltd in connection with its Extraordinary General Meeting to be held on May 8, 2015.

This shareholder information brochure is intended to provide the shareholders of Holcim with information on the proposed Merger of Equals to create LafargeHolcim, the most advanced group in the building materials industry (the Transaction) and notably includes:

- an overview of the Transaction, including the contemplated strategic goals, synergies and corporate governance;
- condensed unaudited pro forma financial and non-financial information;
- a detailed description of the Transaction and a presentation of certain of the Risk Factors related to it;
- an indicative timetable for the Transaction which is subject to the approval of the AMF.

This shareholder information brochure will be available from this date on both Lafarge and Holcim websites by using the below respective links:

- www.lafarge.com
- www.holcim.com/agm

This release and the information brochure does not constitute an invitation or an offer to purchase, sell, trade or subscribe for any shares or other securities of the companies involved and, in particular, it is neither an offering prospectus within the meaning of Article 652a of the Swiss Code of Obligations, nor a listing prospectus as defined in the listing rules of the SIX Swiss Exchange Ltd (SIX). This communication does not constitute an offer of or solicitation to purchase or otherwise acquire securities in the United States. Securities may not be offered or sold in the United States absent registration or an exemption from the registration requirements of the United States Securities Act of 1933 (the "Securities Act").

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Paris and Zurich, April 17, 2015

Holcim and Lafarge propose final asset disposals in the US

Lafarge and Holcim announce further details on the package of assets they propose to divest in the United States, as part of their planned merger to create LafargeHolcim.

The divestments include:

- Lafarge 1.1MT Davenport cement plant (Iowa) and 7 terminals along the Mississippi River to be sold to Summit Materials ("Summit")¹ for a total consideration of \$450 million [equivalent to €420 million] in cash plus Summit's Bettendorf, Iowa cement terminal
- 3 Holcim terminals in Michigan and Illinois
- Holcim Skyway 600kt slag grinding station in Illinois
- Holcim Camden 700kt slag grinding station in New Jersey, along with a terminal in Massachusetts

These proposed divestments have been negotiated with the staff of the Federal Trade Commission, and remain subject to review and approval by the Commission.

The divestments will be completed subject to acceptance by the Commission and to the closing of the merger between Holcim and Lafarge.

They will be carried out in the framework of the relevant social processes and ongoing dialogue with the employee representatives' bodies.

The closing of the planned merger is expected in July 2015, aiming to create the most balanced and diversified portfolio in the industry, operating in 90 countries and creating superior value for its stakeholders.

¹ Total Lafarge divestment package: \$46.5 million 2014 EBITDA and \$270 million 2014 net asset value

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Paris and Zurich, April 24, 2015

Holcim and Lafarge receive European Commission's approval for CRH as buyer of divestment assets

Lafarge and Holcim today received from the European Commission the approval of CRH as a suitable purchaser of the assets to be divested by both companies in the EU (see appendix).

Additionally, CRH has also received from the European Commission the clearance for the acquisition of these assets.

These divestments remain subject to the completion of the merger, including a successful public exchange offering to Lafarge's shareholders and approval by Holcim's shareholders.

The divestment process will be carried out in the framework of the relevant social processes and the ongoing dialogue with the employee representatives' bodies.

These approvals are another important step on the way to creating the most advanced company in the building materials industry.

APPENDIX

The two companies are divesting the following assets in the EU to CRH:

- **France:** in metropolitan France, all of Holcim's assets, except for its Altkirch cement plant and aggregates and ready-mix sites in the Haut-Rhin region, and a grinding station of Lafarge in Saint-Nazaire; Lafarge's assets on Reunion island, except for its shareholding in Ciments de Bourbon
- **Germany:** Lafarge's assets
- **Hungary:** Holcim's operating assets
- **Romania:** Lafarge's assets
- **Slovakia:** Holcim's assets
- **United Kingdom:** Lafarge Tarmac assets with the exception of its Cauldon and Cookstown plants and certain associated assets

About Holcim

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About Lafarge

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Paris and Zurich, May 4, 2015

Holcim and Lafarge obtain merger clearances in the United States and Canada paving the way to closing their merger

Lafarge and Holcim have received final approval for their proposed merger from the competition authorities in the United States and Canada.

All competition approvals necessary for closing the transaction have now been obtained ahead of the expected closing in July 2015.

Following the regulatory assessment in all key jurisdictions, Holcim and Lafarge can now present a final list of divestments to satisfy regulatory requirements (See appendix).

These divestments remain subject to the completion of the merger, including a successful public exchange offering to Lafarge's shareholders and approval by Holcim's shareholders.

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APPENDIX

The two companies are divesting the following assets in Europe to CRH:

- **France:** in metropolitan France, all of Holcim's assets, except for its Altkirch cement plant and aggregates and ready-mix sites in the Haut-Rhin region, and a grinding station of Lafarge in Saint-Nazaire; Lafarge's assets on Reunion island, except for its shareholding in Ciments de Bourbon
- **Germany:** Lafarge's assets
- **Hungary:** Holcim's operating assets
- **Romania:** Lafarge's assets
- **Serbia:** Holcim's assets
- **Slovakia:** Holcim's assets
- **United Kingdom:** Lafarge Tarmac assets with the exception of its Cauldon and Cookstown plants and certain associated assets

The two companies are divesting the following assets in the rest of the world:

- **Canada:** Holcim's assets (Buyer: CRH presented as buyer)
- **Brazil:** assets from both Holcim and Lafarge, which include 3 integrated cement plants and 2 grinding stations (with a total of 3.6 Mt annual cement capacity), as well as some ready-mix plants located in the Southeastern region of Brazil. (Buyer: CRH)
- **India:** Lafarge's Sonadih cement plant and Jojobera grinding station (with a total of approximately 5 Mt annual cement capacity) in Eastern India. (Buyer: divestment process ongoing)
- **Mauritius:** Holcim's assets (Buyer: to be determined)
- **The Philippines:** the shares of Lafarge Republic, Inc. (LRI) from, and other specific assets of, the major shareholders namely Lafarge Holdings Philippines, Inc., South Western Cement Ventures, Calumbayan Holdings, Inc., and Round Royal, Inc.), except LRI's (i) investment in Lafarge Iligan, Inc., Lafarge Mindanao, Inc. and Lafarge Republic Aggregates, Inc., (ii) Star Terminal at the Harbour Center, Manila, and (iii) other related assets. (Buyer: CRH)
- **United States:**
 - Lafarge's 1.1MT Davenport cement plant (Iowa) and 7 terminals along the Mississippi River (Buyer: Summit Materials)
 - 3 Holcim terminals in Michigan and Illinois (Buyer: Buzzi Unicem)
 - Holcim's Skyway 600kt slag grinding station in Illinois (Buyer: Eagle Materials)
 - Holcim's Camden 700kt slag grinding station in New Jersey, along with a terminal in Massachusetts (Buyer: Essroc/Italcementi)
 - Holcim's Trident cement plant (Montana) and 5 terminals in the Great Lakes Region (Buyer: CRH presented as buyer)

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Paris, May 7, 2015
NYSE, Euronext Paris : LG

Shareholders' Meeting – May 7, 2015

Lafarge's Combined shareholders' meeting, which was held in Paris on May 7, 2015 under the chairmanship of Bruno Lafont, approved all resolutions submitted for their vote.

The shareholders' meeting approved the dividend of €1.27 per share and the loyalty dividend of €1.39 per share. The dividend will be paid on May 12, 2015. The shareholders' meeting also approved the renewal of the terms of office as directors of Messrs Philippe Dauman and Baudouin Prot, the new related party agreements ("*conventions réglementées*"), all the financial authorisations and the proposed amendments of the Article of Association.

In addition, the shareholders' meeting provided the opportunity to present the project of merger of equals with Holcim to create the most advanced player in the building materials sector.

Results of the vote will be available on our website, www.lafarge.com, in the Shareholders & Investors Section.

NOTES TO EDITORS

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Zurich, May 8, 2015

Holcim shareholders approve all motions at Extraordinary General Meeting

Lafarge and Holcim have today successfully secured support from Holcim shareholders for their proposed merger and completed one of the final key steps on their way to creating the world's most advanced building materials company. Representing around 72 percent of the company's share capital, the 738 shareholders attending the Extraordinary General Meeting of Holcim Ltd approved all motions proposed by the Board of Directors.

Wolfgang Reitzle, currently Chairman of Holcim and future Co-Chairman (statutory Chairman) of LafargeHolcim comments: "Holcim shareholders have voted for a joint future with Lafarge with an overwhelming majority. With this decision, we create the opportunity for profitable and sustainable growth. Holcim and Lafarge can now take the final steps to found the world leader in the building materials sector."

Bruno Lafont, currently Chairman and CEO of Lafarge and future Co-Chairman of LafargeHolcim comments: "It is a great satisfaction that Holcim shareholders overwhelmingly gave their support to the proposed merger. This endorsement is a clear demonstration that shareholders are fully convinced of the substantial value creation potential. I am confident that Lafarge shareholders will in turn ratify this once in a lifetime opportunity and tender their shares, paving the way to the merger. The combined group will be a unique global champion in the building materials industry focusing on customers and innovation, uniting the best teams in the industry. Featuring a new business model, outstanding cash flow generation capabilities and reduced capital intensity LafargeHolcim is designed to deliver superior returns to shareholders."

Holcim shareholders approved with a vast majority the creation of both ordinary and authorized share capital which are necessary for the successful completion of the merger. In addition, shareholders also voted for the creation of authorized share capital in order to allow for the distribution of a stock dividend to all shareholders of the new Company. The proposal to change the corporate name of Holcim Ltd to LafargeHolcim Ltd was approved as well.

The shareholders elected Bruno Lafont, Bertrand Collomb, Philippe Dauman, Paul Desmarais Jr., Oscar Fanjul, Gérard Lamarche, and Nassef Sawiris to the Board of Directors. They will join Wolfgang Reitzle, Beat Hess, Alexander Gut, Adrian Loader, Thomas Schmidheiny, Hanne Birgitte Breinbjerg Sørensen, and Dieter Spälti, who had been elected at Holcim's ordinary General Meeting on April 13. Subject to the effective completion of the exchange offer, Anne Wade and Jürg Oleas will resign from their office as current members of the Board of Directors of Holcim with effect as of such date.

The proposed maximum amount of compensation for the members of the Board of Directors and of the Executive Management also received approval by the shareholders.

All resolutions regarding the proposals at the Extraordinary General Meeting are subject to the successful completion of the exchange offer.

Subject to the receipt of the necessary approvals of the respective decision-taking corporate bodies, Holcim intends to file the public exchange offer and the related draft offer document with the Autorité des marchés financiers (AMF) on May 11, 2015.

About Holcim

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Press Release

Paris, May, 11, 2015
NYSE, Euronext Paris: LG

NOT FOR DISTRIBUTION IN THE UNITED STATES, CANADA, JAPAN OR AUSTRALIA

**FILING OF THE PUBLIC EXCHANGE OFFER INITIATED BY HOLCIM
FOR THE SHARES OF LAFARGE
THE BOARD OF DIRECTORS OF LAFARGE ISSUES A FAVORABLE OPINION**

Lafarge acknowledges the filing today by Holcim of the public exchange tender offer for the Lafarge shares with the *Autorité des marchés financiers*, which follows the decisions relating to the offer made by the extraordinary shareholders' meeting of Holcim of May 8, 2015.

The filing of the public exchange offer is an important step toward the proposed merger to create LafargeHolcim, the most advanced group in the building materials industry.

On May 10, 2015, the Board of Directors of Lafarge issued a favorable opinion on the public exchange offer initiated by Holcim. The Board of Directors made its decision on the basis, inter alia, of the report issued by Accuracy, acting as independent expert in the context of the offer.

The decision of the Board of Director and the conclusions of the independent expert on the public exchange offer, as well as other information required in accordance with Article 231-26 of the General Regulations of the *Autorité des marchés financiers*, are annexed hereto.

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In accordance with French law, the required documentation regarding the public exchange offer, including the terms and conditions of the offer, will be submitted to the AMF. The offer may only start after receiving the approval of the AMF.

The public exchange offer referenced herein is not being made, directly or indirectly, in or into the United States, or by use of the United States mails, or by any means or instrumentality (including, without limitation, the post, facsimile transmission, telex and telephone or electronic transmission by way of the internet or otherwise) of United States commerce, or of any facility of a United States national securities exchange. The offer cannot be accepted by any such use, means or instrumentality or from within the United States.

Distribution, publication or dissemination of this communication in certain countries may constitute a breach of the applicable laws and regulations. Consequently, persons physically located in countries in which this communication is distributed, published or disseminated shall inquire about such applicable laws and regulations and comply with them.

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Paris, May 19, 2015
NYSE, Euronext Paris: LG

LAFARGE LAUNCHES REORGANIZATION PROJECT OF GROUP FUNCTIONS IN PREPARATION OF MERGER WITH HOLCIM 380 NET JOB LOSSES WORLDWIDE, INCLUDING 166 IN FRANCE

On May 19, Lafarge presented to employee representatives the proposed organization of central functions in the context of the creation of LafargeHolcim, which will be the world's most advanced Group in the building materials industry and will employ approximately 115,000 people.

The organization of the new Group would be balanced between a decentralized structure and strong central functions based on three organizational levels:

- countries,
- regions (Europe, North America, Middle East & Africa, Latin America, Asia-Pacific),
- and corporate functions, which will help define the Group's key strategies.

There would be an equivalent number of personnel in the central functions in France and Switzerland. Moreover, the new Group's R&D center would be located in France, in L'Isle d'Abeau (near Lyon).

Concerning Lafarge at worldwide level (i.e., in sites located in Atlanta, Beijing, Cairo, Kuala Lumpur, Lyon, Montreal, Paris and Vienna), the proposed new organization of central functions would result in approximately 380 net job losses, with 166 of these in France (Paris and Lyon).

The social support measures that will be negotiated with employee representatives will mostly consist of solutions based on internal mobility, early retirement and (in France) voluntary departures.

The proposed merger will not affect employment in Lafarge's operational functions in France, which employ more than 4,500 people.

This procedure is a key phase in the preparation of the creation of the new LafargeHolcim Group. The completion of the proposed merger is expected to occur in July 2015. Before this can happen, the public exchange offer will have to be successful, with shareholders tendering at least two-thirds of Lafarge shares.

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Exceptional compensation

On May 10, 2015, the Board of Directors of Lafarge has decided to grant an exceptional compensation, to the Chairman and Chief Executive Officer of Lafarge, Mr. Bruno Lafont, for his key role in the merger project with Holcim. The Board of Directors took into account the Chairman and Chief Executive Officer's exceptional performance, commitment and achievements in the context of these extraordinary circumstances. The Board of Directors, after having taken note of the recommendation of the Remuneration Committee decided, in accordance with articles L.225-47 and L.225-53 of the French commercial code, Mr. Bruno Lafont not participating to the decision, to grant an exceptional compensation of EUR 2,500,000 for 2015, to be paid in May 2015.

Lafarge considers that Mr. Lafont's role, which included negotiations of the contemplated merger of equals between Lafarge and Holcim, driving and monitoring the regulatory clearances and divestment processes, contributing to the progress of the integration planning process, including the appointment of the future Executive Committee members, managing the ongoing social dialogue and filing of the public exchange offer while managing the operations of Lafarge SA on a standalone basis, constitutes very specific circumstances that justify the granting of this exceptional compensation in accordance with the AFEP-MEDEF Code to which the company refers, and in particular Article 23.2.3. The amount of this compensation was set by the Board of Directors according to powers conferred by law. This exceptional compensation will be paid in addition to the annual compensation for 2015 and will be subject to the consultative vote of the 2016 annual shareholders' meeting of Lafarge in accordance with the AFEP-MEDEF Code.



Zurich and Paris, May 26, 2015

**Holcim and Lafarge finalize agreement with CRH
on announced divestments**

Following appropriate information-consultation processes with relevant works councils and employee representatives, Lafarge and Holcim announce that they have now entered a binding agreement with CRH regarding the sale of several assets.

As announced in February 2015, the assets include operations mainly in Europe, Canada, Brazil and the Philippines (*see complete list in appendix*) with an enterprise value of EUR 6.5 billion (CHF 6.8 billion).

These divestments remain subject to the completion of the merger including the acceptance of Holcim's public exchange offer by the shareholders of Lafarge.

The merger is expected to close in July 2015.

This release is also available in German and French

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APPENDIX

The two companies are divesting the following assets to CRH:

- **Brazil:** assets from both Holcim and Lafarge, which include 3 integrated cement plants and 2 grinding stations (with a total of 3.6 Mt annual cement capacity), as well as some ready-mix plants located in the Southeastern region of Brazil.
- **Canada:** Holcim's assets
- **France:** in metropolitan France, all of Holcim's assets, except for its Altkirch cement plant and aggregates and ready-mix sites in the Haut-Rhin region, and a grinding station of Lafarge in Saint-Nazaire; Lafarge's assets on Reunion island, except for its shareholding in Ciments de Bourbon
- **Germany:** Lafarge's assets
- **Hungary:** Holcim's operating assets
- **The Philippines:** the shares of Lafarge Republic, Inc. (LRI) from, and other specific assets of, the major shareholders namely Lafarge Holdings Philippines, Inc., South Western Cement Ventures, Calumbuyan Holdings, Inc., and Round Royal, Inc.), except LRI's (i) investment in Lafarge Iligan, Inc., Lafarge Mindanao, Inc. and Lafarge Republic Aggregates, Inc., (ii) Star Terminal at the Harbour Center, Manila, and (iii) other related assets.
- **Romania:** Lafarge's assets
- **Serbia:** Holcim's assets
- **Slovakia:** Holcim's assets
- **United Kingdom:** Lafarge Tarmac assets with the exception of its Cauldon and Cookstown plants and certain associated assets
- **United States:** Holcim's Trident cement plant (Montana) and 5 terminals in the Great Lakes Region

Important information

This communication does not constitute an offer to purchase or exchange or the solicitation of an offer to sell or exchange any securities of Lafarge or an offer to sell or exchange or the solicitation of an offer to buy or exchange any securities of Holcim. Nothing contained herein is, or shall be relied on as, a promise or representation as to the future performance of Lafarge or Holcim.

Forward-Looking Statements

This communication contains forward-looking information and statements about Holcim, Lafarge and their combined businesses after completion of the proposed transaction that have not been audited or independently verified. Forward-looking statements are statements that are not historical facts. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations. Although the managements of Holcim and Lafarge believe that the expectations reflected in such forward-looking statements are reasonable, investors and holders of Holcim and Lafarge shares are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Holcim and Lafarge, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. The combined group may not realize the full benefits of the transaction.



Zurich and Paris, May 27, 2015

Holcim and Lafarge finalize the composition of the future Executive Committee of LafargeHolcim

Lafarge and Holcim have completed the appointments for the future Executive Committee of LafargeHolcim following a recommendation by Eric Olsen, future CEO of the combined Group.

The future Executive Committee, under the leadership of Eric Olsen is composed of:

- Finance, Thomas Aebischer, currently in charge of Finance at Holcim;
- Integration, Organization & Human Resources, Jean-Jacques Gauthier, currently in charge of Finance at Lafarge;
- Europe, Roland Köhler, currently in charge of Europe at Holcim;
- Asia Pacific, Ian Thackwray, currently in charge of East Asia Pacific and Trading at Holcim;
- Middle-East Africa, Saâd Sebbar, currently in charge of Morocco at Lafarge;
- North America, Alain Bourguignon, previously in charge of North America and UK at Holcim;
- Latin America, Pascal Casanova, currently in charge of France at Lafarge;
- Performance and Cost, Urs Bleisch, currently in charge of Corporate Functions at Holcim;
- Growth and Innovation, Gérard Kuperfarb, currently in charge of Innovation at Lafarge.

*Biographies are available on the Lafarge and Holcim websites.
This release is also available in German and French.*

About Holcim

Holcim is a global leader in the manufacture and distribution of cement and aggregates (crushed stone, gravel, and sand), as well as other activities, including ready-mix concrete, asphalt, and associated services. The company holds majority and minority shareholdings in some 70 countries and on every continent. In 2014, Holcim recorded net sales of over 19.1 billion Swiss francs. Thanks to our market-oriented structures, product innovations, skilled employees and efficient environmental management systems, Holcim is in a strong position now - and for years.

More information is available on Holcim website site: www.holcim.com

About Lafarge

A world leader in building materials, Lafarge employs 63,000 people in 61 countries, and posted sales of €12.8 billion in 2014. As a top-ranking player in its Cement, Aggregates and Concrete businesses, it contributes to the construction of cities around the world, through its innovative solutions providing them with more housing and making them more compact, more durable, more beautiful, and better connected. With the world's leading building materials research facility, Lafarge places innovation at the heart of its priorities in order to contribute to more sustainable construction and to better serve architectural creativity.

More information is available on Lafarge's website: www.lafarge.com

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