



Strength. Performance. Passion.

Half-year results 2014



H1 2014 Milestones

- Like-for-like sales increase in cement and aggregates
- Holcim Leadership Journey continues to positively contribute to profitability
- Like-for-like operating profit up despite restructuring (CHF 37 million) and merger related costs (CHF 22 million)
- Operating profit margin (adjusted for restructuring and merger related costs) up from 10.8% to 11.3%
- Continued significant adverse exchange rate impact
- Portfolio management in Europe received approval in the Czech Republic and Germany – Spain still pending
- Completion of reorganization of group structure in India expected soon
- Proposed merger with Lafarge on track for H1 2015 completion
- Outlook for 2014 confirmed

Holcim Leadership Journey is on track

All figures in million CHF	2012	2013	2014		
	achieved	achieved	6M	achieved cumulative since 2012	cum. Target
Customer Excellence	31	135	133	299	500
- Customer focus					
- Value management					
- Pricing policies					
- Marketing and sales forces skills and motivation					
Cost Leadership	127	808	215	1,150	> 1,000
- Energy and AFR	40	187	32	259	> 300
- Logistics	0	162	49	211	> 250
- Procurement	48	203	86	337	> 250
- Fixed cost	39	255	48 ⁴⁾	342	> 200
Total increase¹⁾	158	943	348	1,449	> 1,500
Cash cost to achieve the savings (one-off)	239³⁾	0	0	0	
Additional CAPEX net²⁾	48	170	29	247	100-180

1) The base line is the financial year 2011 amounting to CHF 2,308 million (excluding one-off charges 2011 of CHF 375 million and without fluctuations in currency, changes in scope of consolidation and similar market conditions). Adjusted for the sale of 25% of Cement Australia and Siam City Cement, the new base is CHF 2'193 million.

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

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

4) excluding CHF 28 million of restructuring costs (mainly Spain and Belgium) and CHF 22 million of merger related costs

Key financial figures – Q2 2014

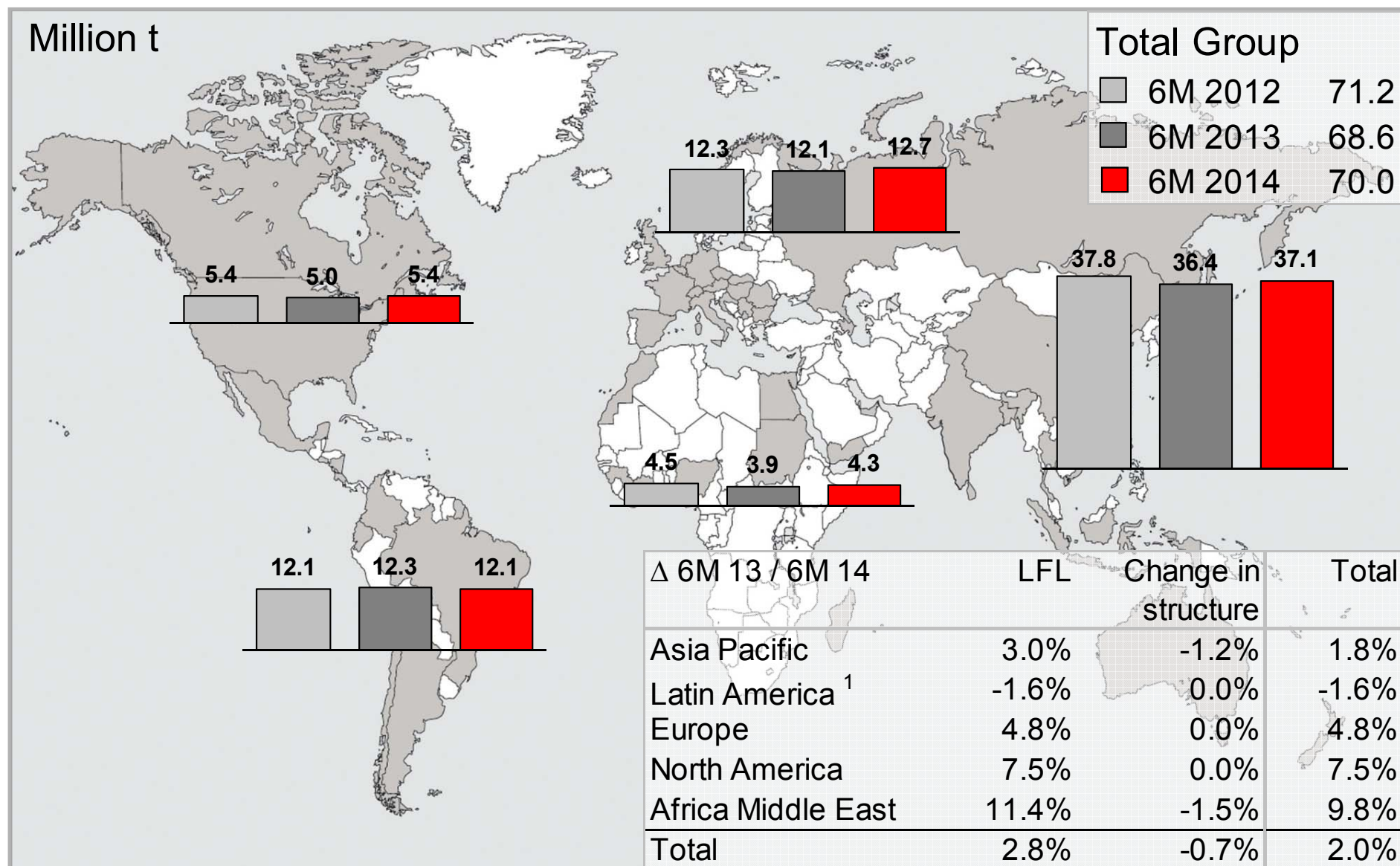
Million CHF (if not otherwise stated)	Q2		LFL	+/-		
	2013	2014		CIS	FX	Total
Sales volumes						
- Cement (mt)	36.5	37.0	1.3%	-0.1%		1.3%
- Aggregates (mt)	40.9	40.4	-0.8%	-0.4%		-1.2%
- Ready-mix (mm ³)	10.4	9.9	-5.0%	-0.4%		-5.4%
Net sales	5,326	4,973	2.3%	-0.4%	-8.5%	-6.6%
Operating EBITDA	1,169	1,010	-5.3%	-0.2%	-8.2%	-13.7%
Operating profit	776	667	-6.3%	1.1%	-8.8%	-14.1%
Net income	465	479				2.9%
Net income - shareholders of Holcim Ltd	383	406				5.9%
Cash flow from operating activities	591	426	-22.3%	1.5%	-7.1%	-27.9%

Key financial figures – H1 2014

Million CHF (if not otherwise stated)	Full year	6M		+/-			Total
	2013	2013	2014	LFL	CIS	FX	
Sales volumes							
- Cement (mt)	138.9	68.6	70.0	2.8%	-0.7%		2.0%
- Aggregates (mt)	154.5	69.4	69.6	1.0%	-0.8%		0.2%
- Ready-mix (mm ³)	39.5	18.8	18.1	-2.7%	-1.2%		-3.9%
Net sales	19,719	9,649	9,061	4.8%	-1.4%	-9.5%	-6.1%
Operating EBITDA	3,896	1,819	1,627	0.2%	-0.8%	-10.0%	-10.6%
Operating profit	2,357	1,046	962	2.6%	1.3%	-11.9%	-8.0%
Net income	1,596	760	657				-13.5%
Net income - shareholders of Holcim Ltd	1,272	571	485				-14.9%
Cash flow from operating activities	2,787	267	183	-15.3%	-3.9%	-12.4%	-31.6%
EPS in CHF ¹	3.91	1.75	1.49				-15.0%

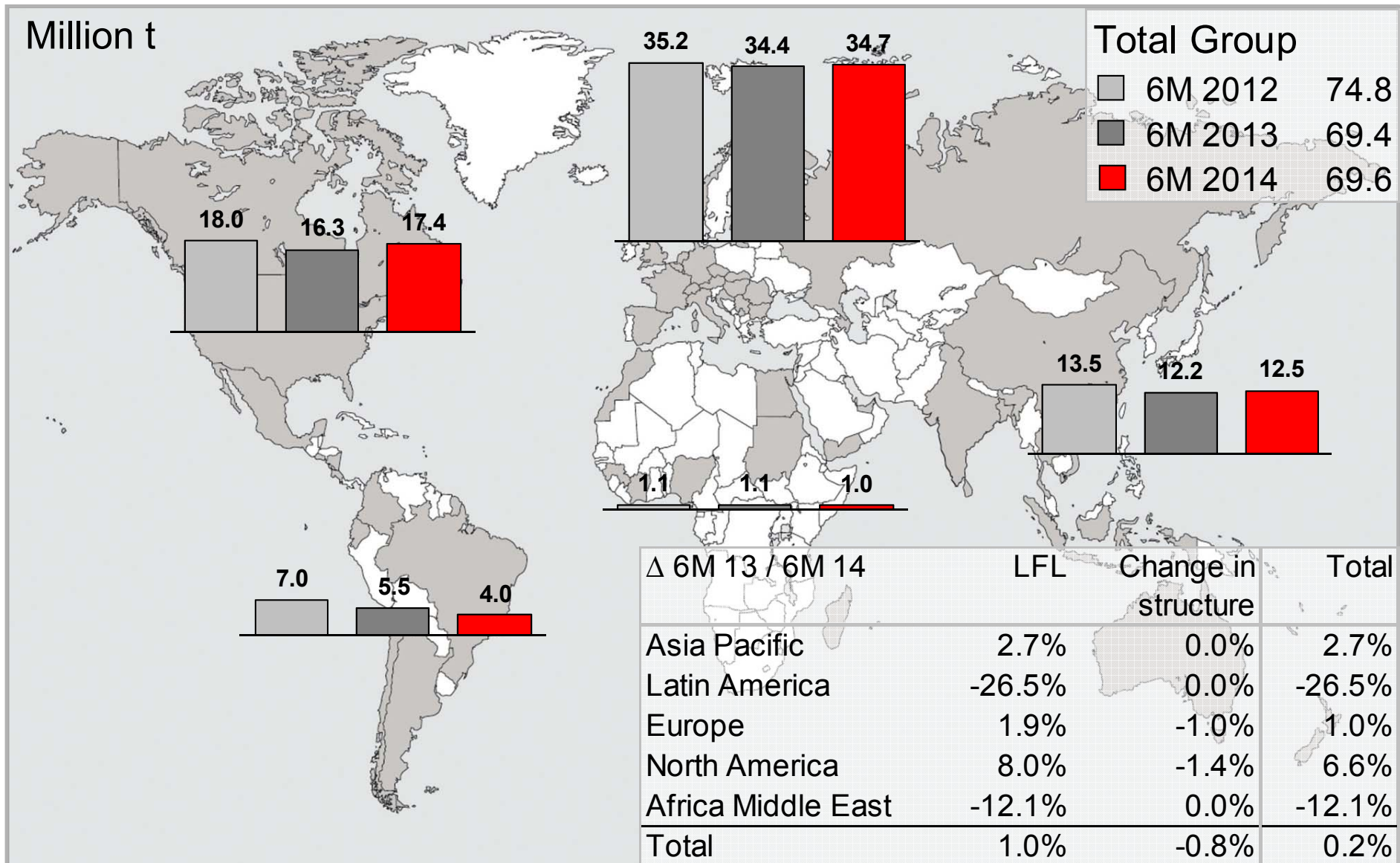
¹ Calculated on the weighted average number of shares outstanding

Cement – Sales volumes by region

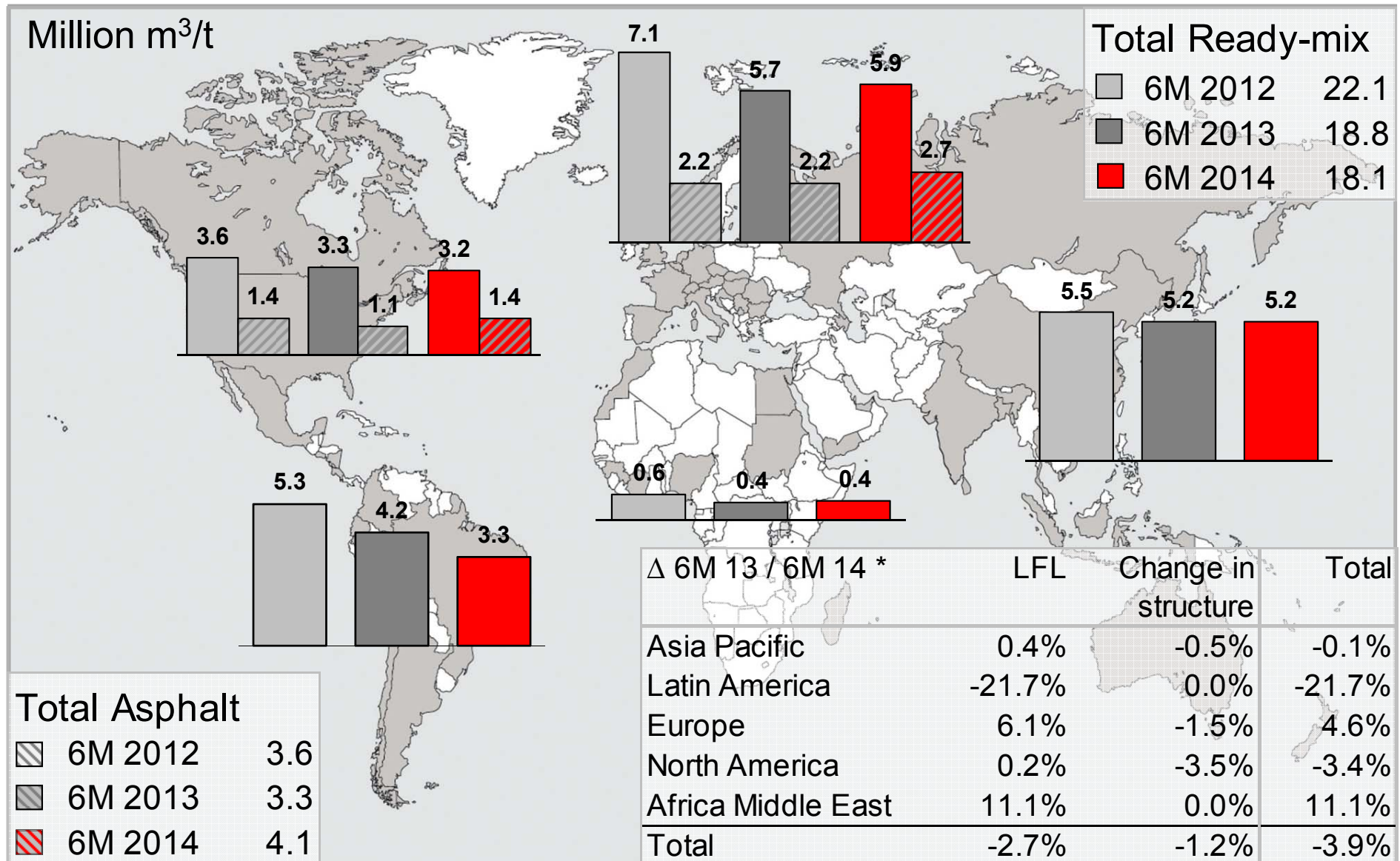


¹ The percentage change like-for-like adjusted for internal trading volumes eliminated in "Corporate/Eliminations" amounts to -1.3.

Aggregates – Sales volumes by region



Ready-mix concrete and asphalt – Sales volumes by region



* Ready-mix concrete only

Exchange rates

Statement of income average exchange rates in CHF	6M 12	6M 13	6M 14	+/-
1 EUR	1.21	1.23	1.22	-0.7%
1 GBP	1.46	1.45	1.49	2.8%
1 USD	0.93	0.94	0.89	-4.9%
1 LATAM Basket (MXN, BRL, ARS, CLP) ¹	1.01	1.00	0.83	-16.8%
1 Asian Basket (AUD, IDR, INR, PHP) ¹	1.03	1.00	0.86	-14.5%

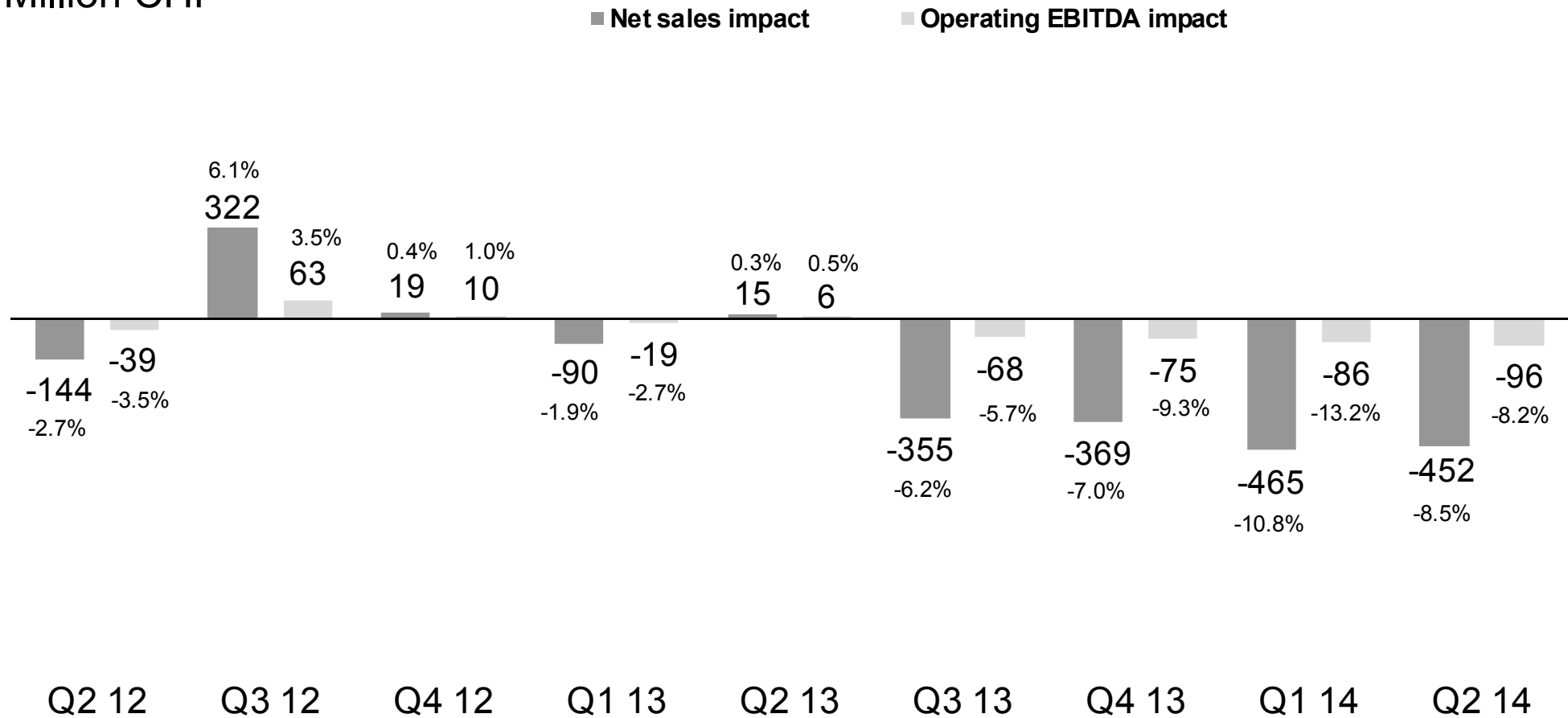
Statement of financial position exchange rates in CHF	30/06/13	31/12/13	30/06/14	+/-
1 EUR	1.23	1.23	1.22	-0.9%
1 GBP	1.44	1.47	1.51	3.0%
1 USD	0.94	0.89	0.89	0.0%
1 LATAM Basket (MXN, BRL, ARS, CLP) ²	1.13	1.00	0.97	-2.5%
1 Asian Basket (AUD, IDR, INR, PHP) ²	1.12	1.00	1.04	3.5%

¹ Weighted with net sales 6M 2014

² Weighted with net sales full year 2013

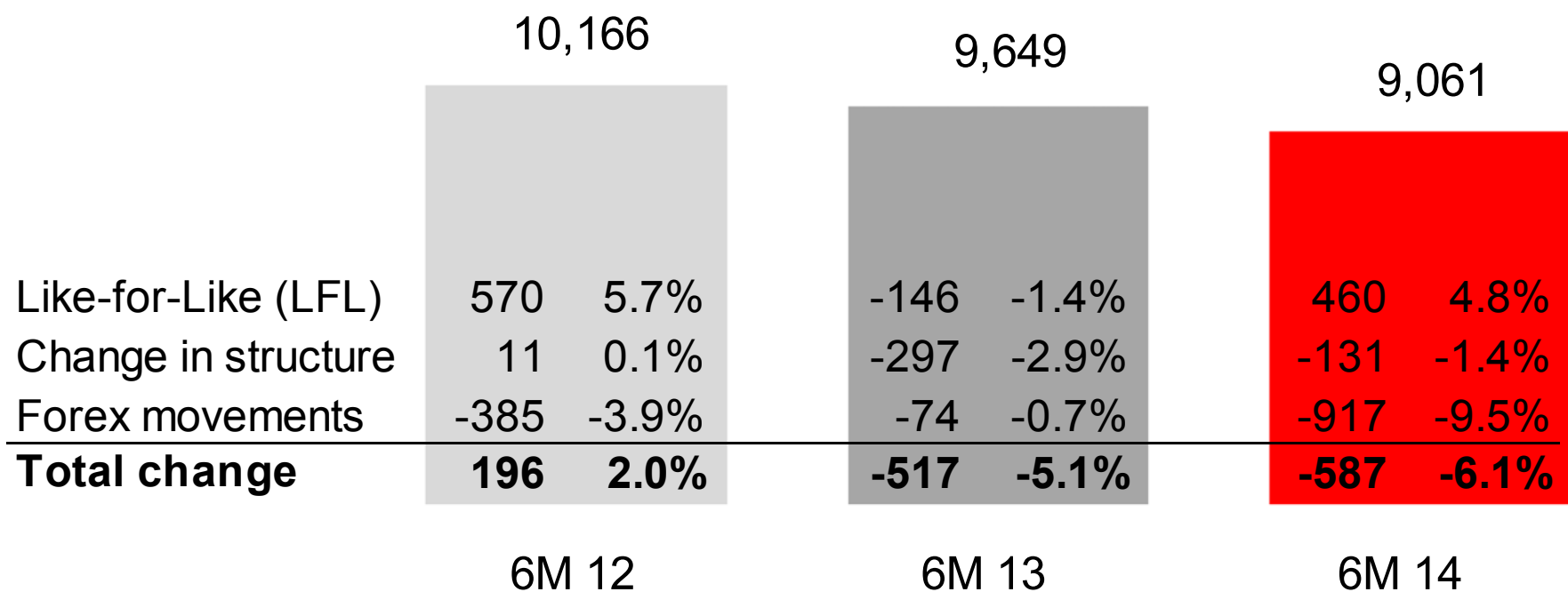
Foreign exchange rate impact

Million CHF

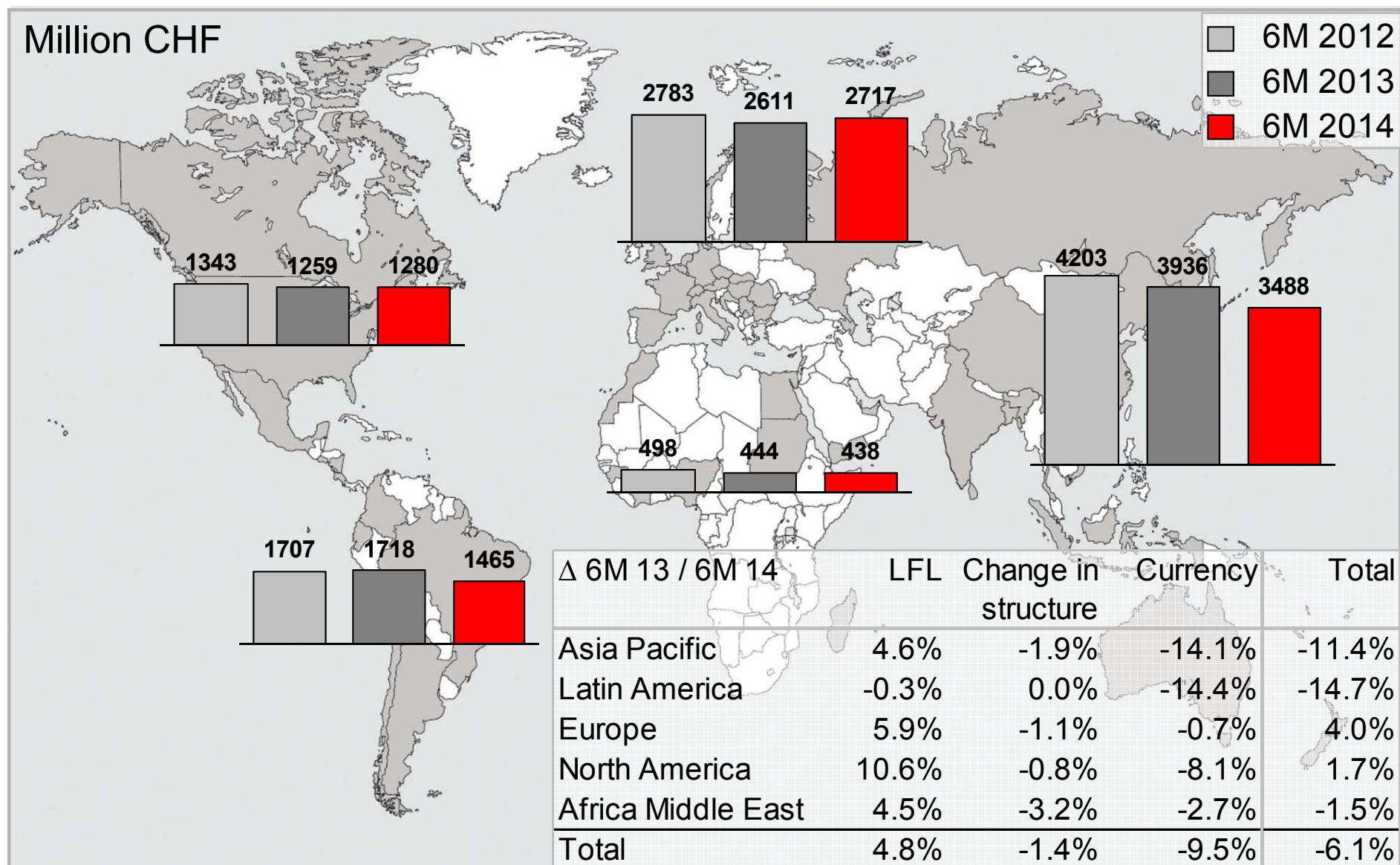


Net sales

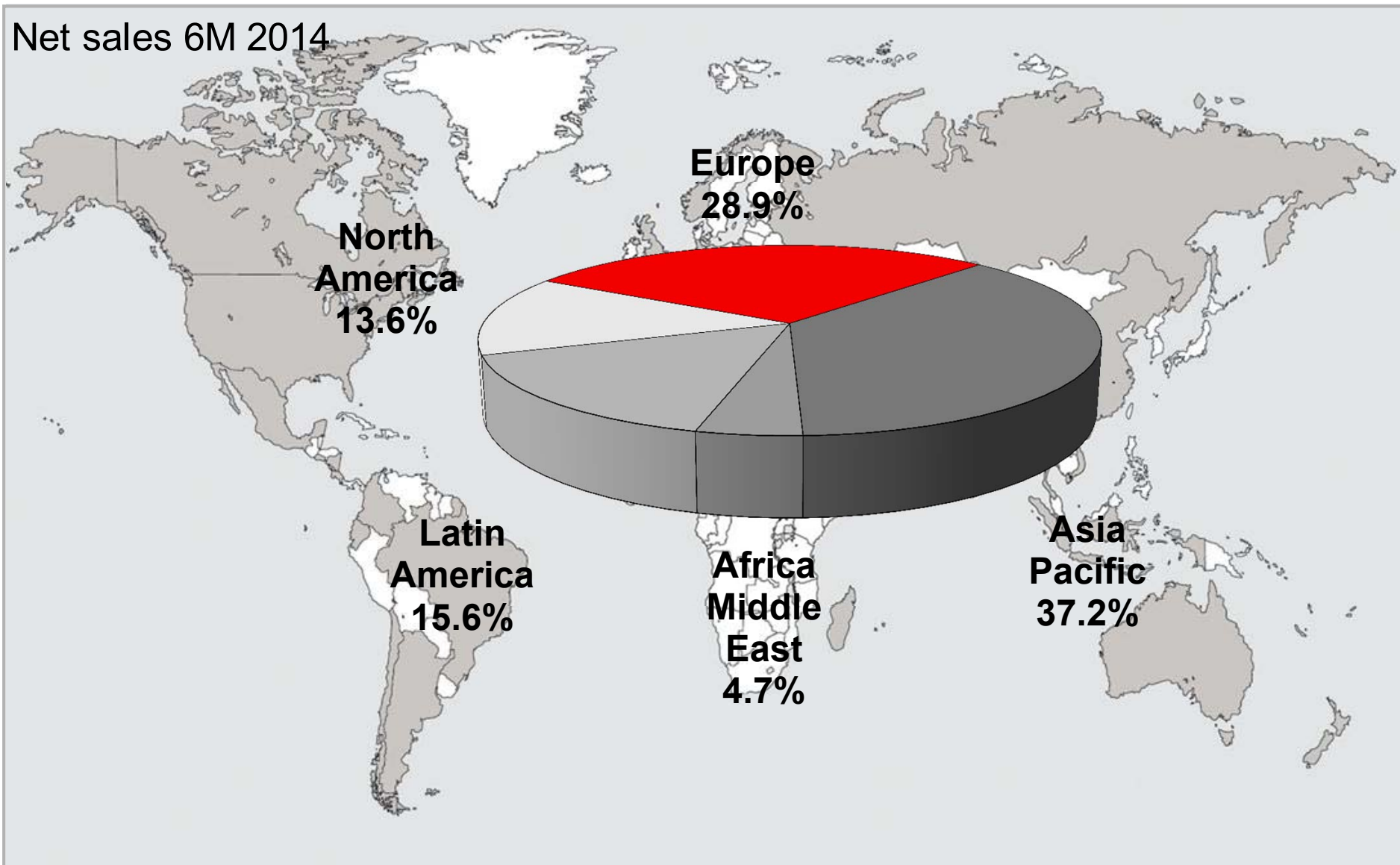
Million CHF



Net sales by region



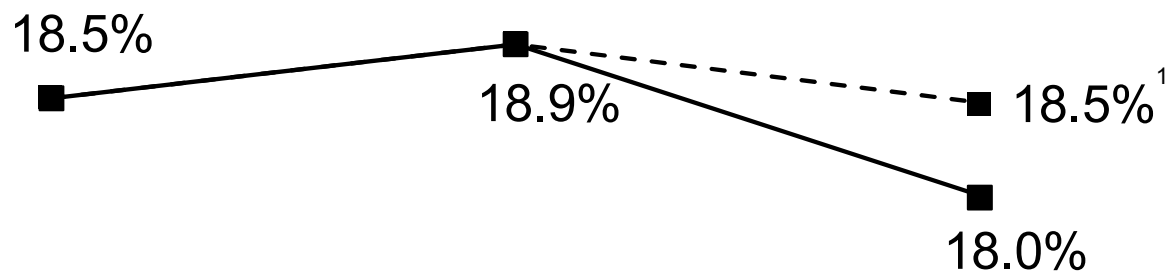
Net sales by region



Operating EBITDA

Million CHF

Margin



1,884

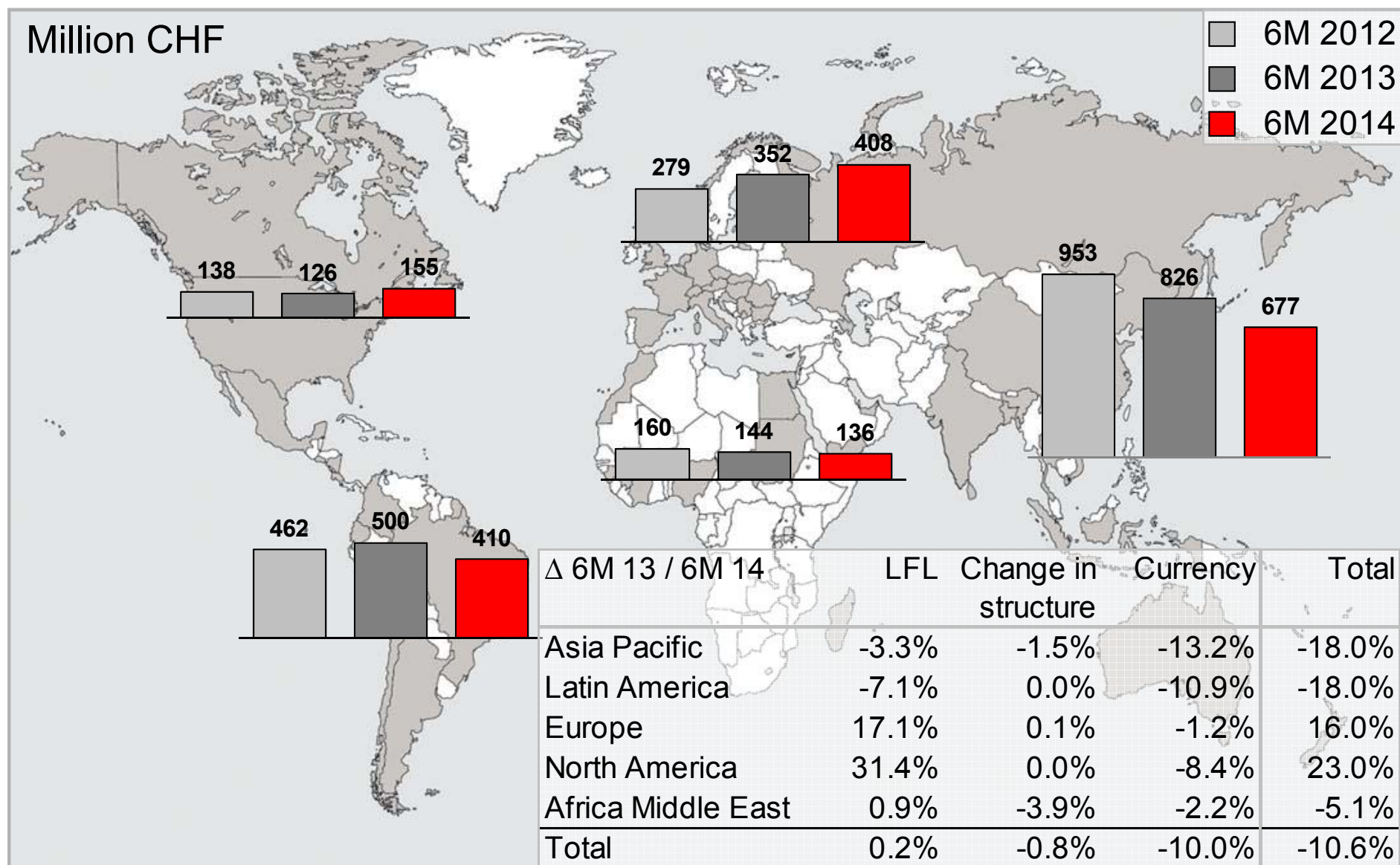
1,819

1,627

Like-for-Like (LFL)	121	6.6%	-11	-0.6%	4	0.2%
Change in structure	0	0.0%	-40	-2.1%	-15	-0.8%
Forex movements	-85	-4.6%	-13	-0.7%	-182	-10.0%
Total change	37	2.0%	-65	-3.4%	-193	-10.6%
	6M 12		6M 13		6M 14	

¹ excluding restructuring (CHF 28 million) and merger related costs (CHF 22 million)

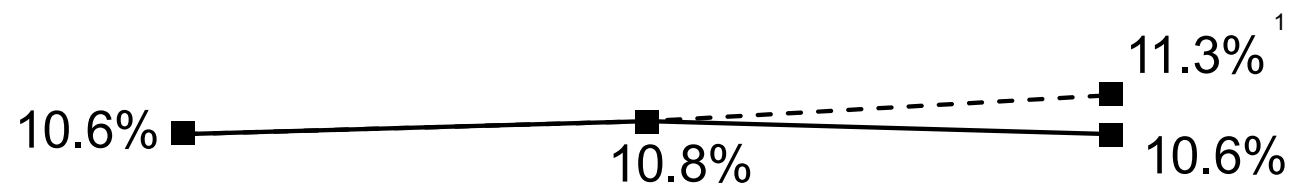
Operating EBITDA by region



Operating profit

Million CHF

Margin

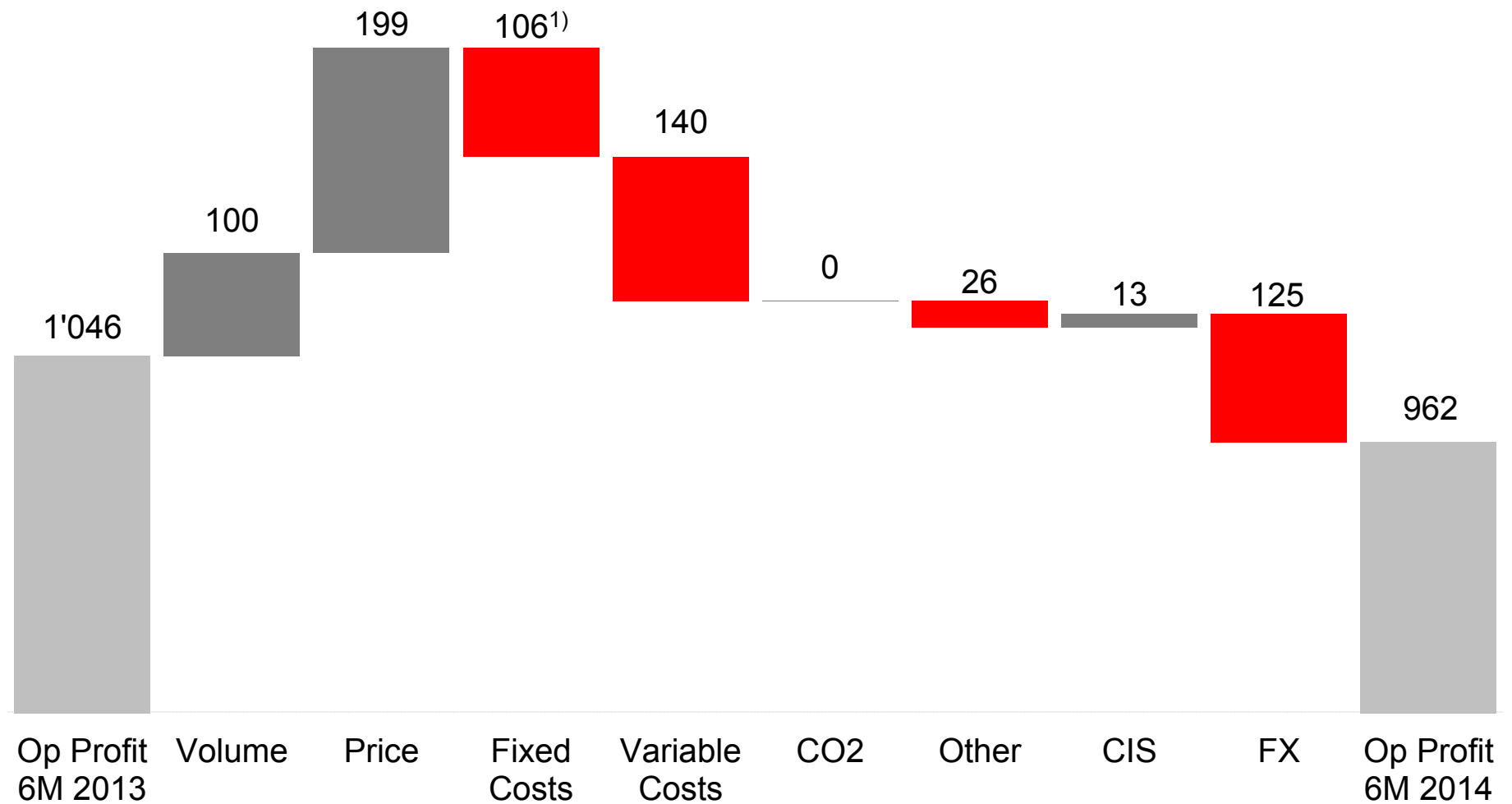


	6M 12	6M 13	6M 14
	1,082	1,046	962
Like-for-Like (LFL)	110 10.5%	1 0.1%	28 2.6%
Change in structure	-12 -1.1%	-24 -2.2%	13 1.3%
Forex movements	-62 -6.0%	-13 -1.2%	-125 -11.9%
Total change	36 3.4%	-36 -3.3%	-84 -8.0%

¹ excluding restructuring (CHF 37million) and merger related costs (CHF 22 million)

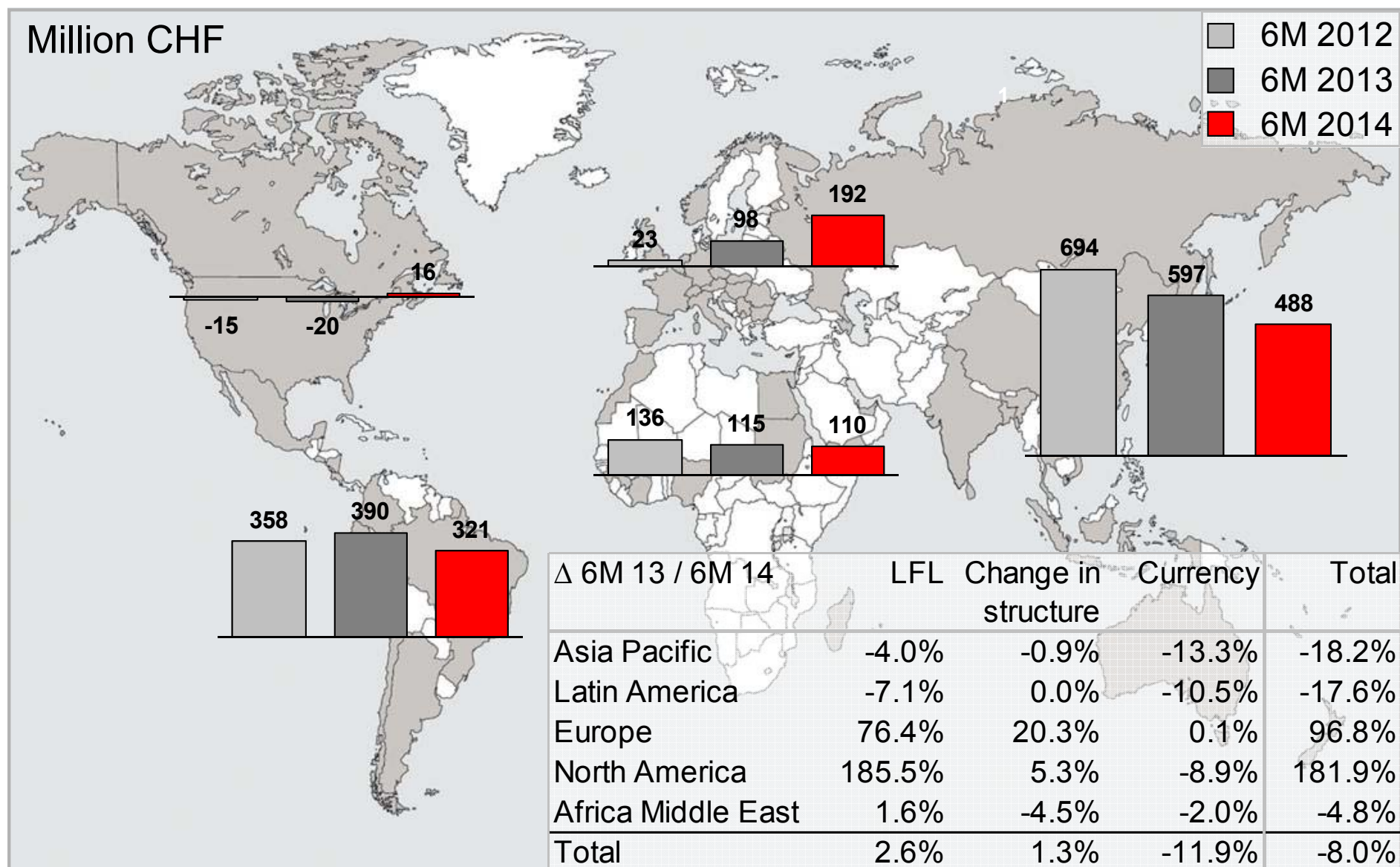
Operating profit bridge

Million CHF



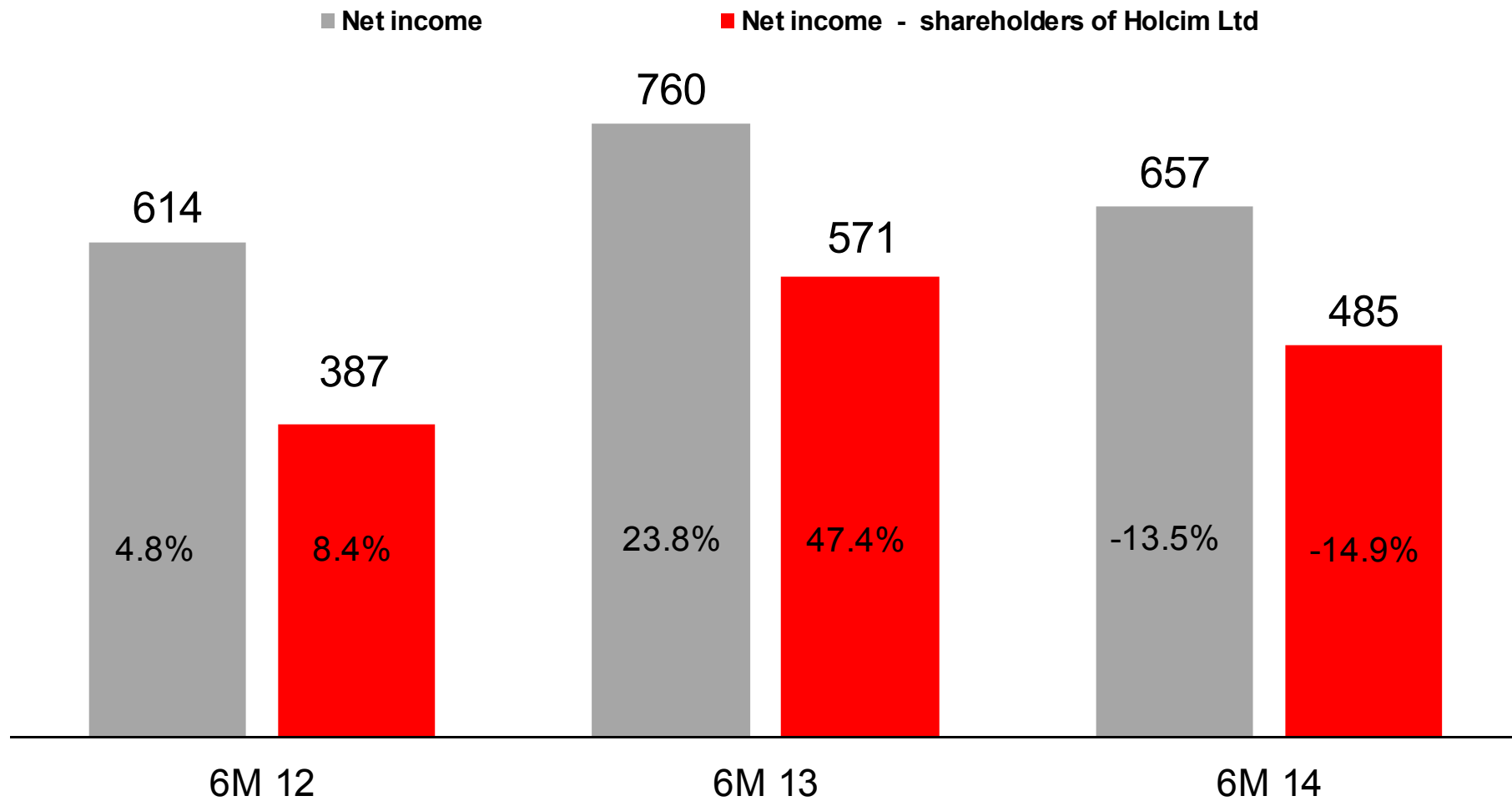
¹ including restructuring (CHF 37 million) and merger related costs (CHF 22 million)

Operating profit by region



Net income

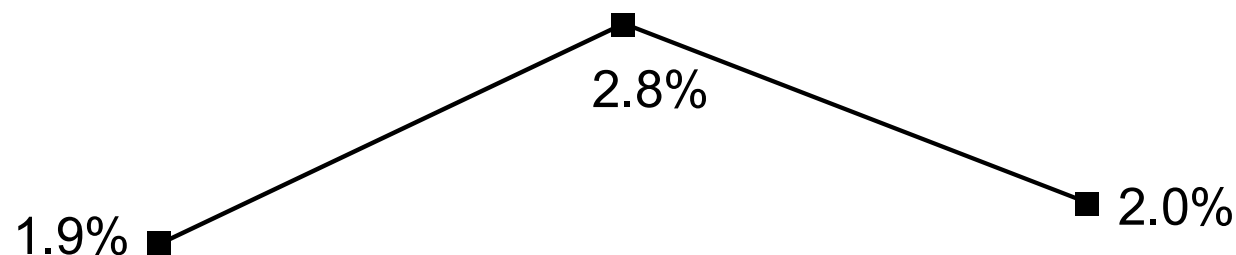
Million CHF



Cash flow from operating activities

Million CHF

Margin



267

188

183

Like-for-Like (LFL)	182	430.4%	90	47.7%	-41	-15.3%
Change in structure	-2	-5.8%	-6	-3.2%	-10	-3.9%
Forex movements	-33	-78.6%	-5	-2.6%	-33	-12.4%
Total change	146	345.9%	79	41.8%	-84	-31.6%

6M 12

6M 13

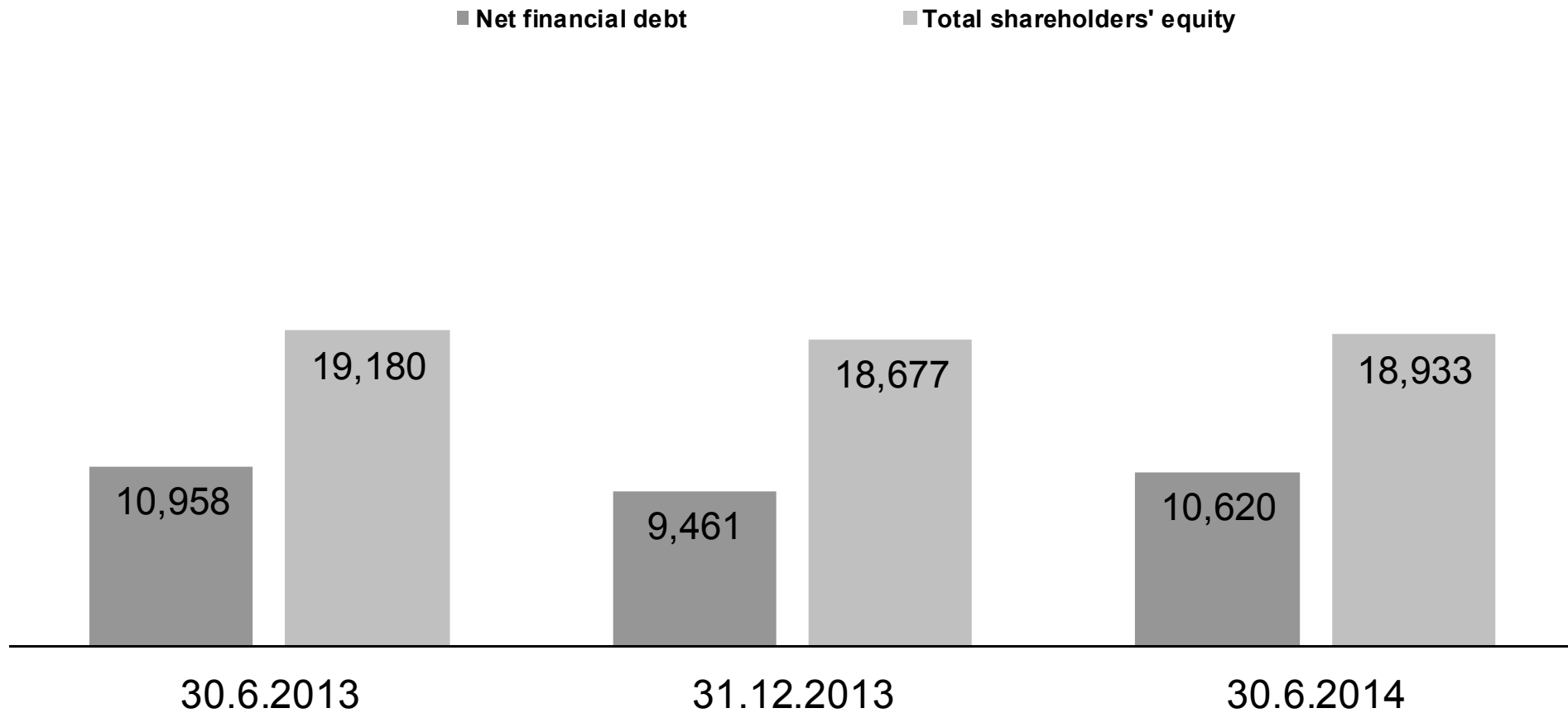
6M 14

Statement of cash flows

Million CHF	Full year 2013	6M 2013	2014	+/-
Cash flow from operating activities	2,787	267	183	-31.6%
Net investments to maintain productive capacity and to secure competitiveness	-719	-248	-209	15.5%
Free cash flow	2,068	20	-26	-232.8%
Expansion investments	-1,282	-626	-544	13.1%
Financial divestments/(investments) net	336	338	-4	-101.2%
Dividends paid	-576	-500	-533	-6.4%
Financing surplus / deficit	546	-769	-1,106	-43.8%

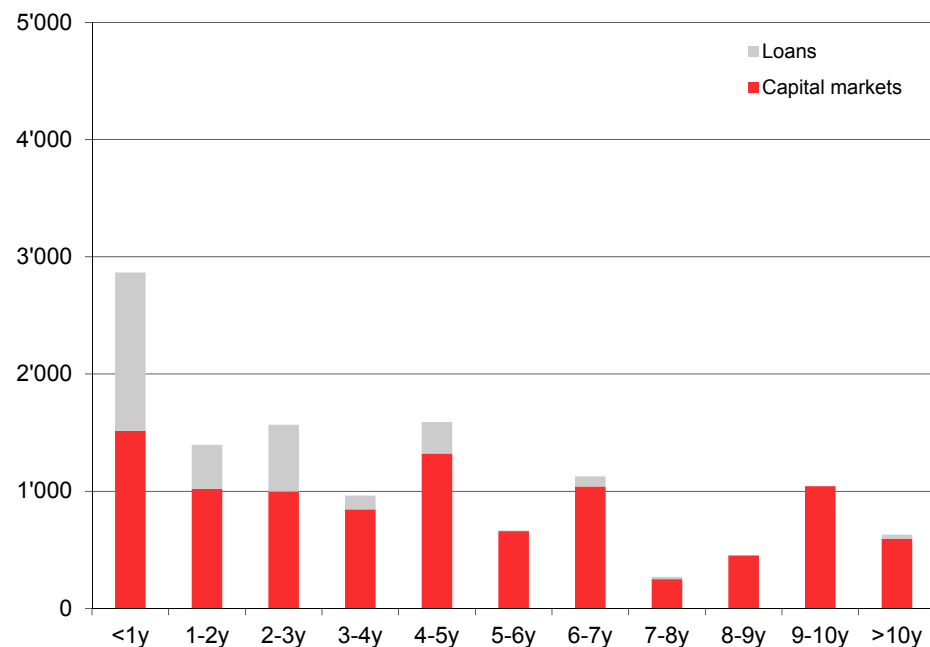
Financial position

Million CHF



Financial debt, maturities and liquidity as of June 30, 2014

Maturity profile¹ (mCHF)



Liquidity summary

- Cash + marketable securities: CHF 1,945 million
- Cash + marketable securities + unused committed credit lines: CHF 5,854 million

Debt summary

- Current financial liabilities¹: CHF 2,867 million
- Fixed to floating ratio: 54% to 46%
- Capital markets 77%; Loans 23%
- Corporate vs. subsidiary debt: 80% to 20%
- Ø total maturity: 5.0 years (YE 2013: 5.0 years)
- CP borrowings: CHF 490 million
- No financial covenants in Corporate credit lines
- Average cost of financing: 4.7% (YE 2013: 4.8%)

ST/LT ratings summary as of July 14, 2014

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

¹ After reclassification of CHF 641 million from current financial liabilities to long-term financial liabilities

Outlook for 2014

- Holcim expects cement volumes to increase in all Group regions
- Aggregates volumes expected to remain flat overall as increases in Asia Pacific, Europe, North America, and Africa Middle East are offset by negative volumes in Latin America
- Ready-mix concrete volumes also expected to increase in most regions with the exception of Europe and Latin America
- Holcim expects that organic growth in operating profit can be achieved in 2014
- The ongoing focus on the cost base coupled with all the benefits expected from the Holcim Leadership Journey will lead to a further expansion in operating margins

Cost and capex guidance for 2014

- Energy costs per tonne of cement produced slightly above 2013 level
- Average interest rate unchanged at 4.8 percent
- Long term expected tax rate of 27 percent
- Maintenance capex of CHF 0.8 billion net
- Expansion capex of CHF 1.1 billion

Asia Pacific – regional overview

Million CHF (if not otherwise stated)	6M		+/-			
	2013	2014	LFL	CIS	FX	Total
Cement volumes (mt)	36.4	37.1	3.0%	-1.2%		1.8%
- of which mature markets	1.7	1.3	3.6%	-26.9%		-23.3%
- of which emerging markets	34.8	35.8	2.9%	0.0%		2.9%
Aggregates volumes (mt)	12.2	12.5	2.7%	0.0%		2.7%
- of which mature markets	11.2	11.4	2.2%	0.0%		2.2%
- of which emerging markets	1.0	1.1	7.2%	0.0%		7.2%
Ready-mix volumes (mm ³)	5.2	5.2	0.4%	-0.5%		-0.1%
- of which mature markets	2.2	2.4	10.6%	-1.1%		9.5%
- of which emerging markets	3.0	2.8	-7.1%	0.0%		-7.1%
Net sales	3,936	3,488	4.6%	-1.9%	-14.1%	-11.4%
- of which mature markets	1,068	864	1.3%	-7.1%	-13.2%	-19.1%
- of which emerging markets	2,869	2,623	6.2%	0.0%	-14.7%	-8.6%
Operating EBITDA	826	677	-3.3%	-1.5%	-13.2%	-18.0%
- of which mature markets	157	98	-19.9%	-8.1%	-9.5%	-37.4%
- of which emerging markets	669	579	0.6%	0.0%	-14.1%	-13.5%
Operating Profit	597	488	-4.0%	-0.9%	-13.3%	-18.2%
- of which mature markets	79	40	-34.8%	-6.8%	-7.8%	-49.4%
- of which emerging markets	518	448	0.7%	0.0%	-14.1%	-13.4%

Latin America – regional overview

Million CHF (if not otherwise stated)	6M		LFL	+/-		Total
	2013	2014		CIS	FX	
Cement volumes (mt)	12.3	12.1	-1.6%	0.0%		-1.6%
Aggregates volumes (mt)	5.5	4.0	-26.5%	0.0%		-26.5%
Ready-mix volumes (mm ³)	4.2	3.3	-21.7%	0.0%		-21.7%
Net sales	1,718	1,465	-0.3%	0.0%	-14.4%	-14.7%
Operating EBITDA	500	410	-7.1%	0.0%	-10.9%	-18.0%
Operating Profit	390	321	-7.1%	0.0%	-10.5%	-17.6%

Europe – regional overview

Million CHF (if not otherwise stated)	6M		+/-			Total
	2013	2014	LFL	CIS	FX	
Cement volumes (mt)	12.1	12.7	4.8%	0.0%		4.8%
- of which mature markets	7.1	7.4	4.0%	0.0%		4.0%
- of which emerging markets	5.0	5.3	6.1%	0.0%		6.1%
Aggregates volumes (mt)	34.4	34.7	1.9%	-1.0%		1.0%
- of which mature markets	30.7	31.0	1.8%	-1.1%		0.8%
- of which emerging markets	3.6	3.7	2.6%	0.0%		2.6%
Ready-mix volumes (mm ³)	5.7	5.9	6.1%	-1.5%		4.6%
- of which mature markets	5.0	5.1	4.2%	-2.2%		2.1%
- of which emerging markets	0.6	0.8	21.4%	3.7%		25.2%
Net sales	2,611	2,717	5.9%	-1.1%	-0.7%	4.0%
- of which mature markets	2,091	2,217	6.7%	-1.5%	0.9%	6.0%
- of which emerging markets	520	500	2.8%	0.4%	-7.2%	-4.0%
Operating EBITDA	352	408	17.1%	0.1%	-1.2%	16.0%
- of which mature markets	241	274	11.7%	1.2%	0.9%	13.8%
- of which emerging markets	111	134	28.7%	-2.3%	-5.6%	20.7%
Operating Profit	98	192	76.4%	20.3%	0.1%	96.8%
- of which mature markets	71	131	58.7%	23.8%	1.9%	84.4%
- of which emerging markets	27	61	123.5%	11.0%	-4.7%	129.9%

North America – regional overview

Million CHF (if not otherwise stated)	6M		LFL	+/-		Total
	2013	2014		CIS	FX	
Cement volumes (mt)	5.0	5.4	7.5%	0.0%		7.5%
Aggregates volumes (mt)	16.3	17.4	8.0%	-1.4%		6.6%
Ready-mix volumes (mm ³)	3.3	3.2	0.2%	-3.5%		-3.4%
Net sales	1,259	1,280	10.6%	-0.8%	-8.1%	1.7%
Operating EBITDA	126	155	31.4%	0.0%	-8.4%	23.0%
Operating Profit	-20	16	185.5%	5.3%	-8.9%	181.9%

Africa Middle East – regional overview

Million CHF (if not otherwise stated)	6M		LFL	+/-		
	2013	2014		CIS	FX	Total
Cement volumes (mt)	3.9	4.3	11.4%	-1.5%		9.8%
Aggregates volumes (mt)	1.1	1.0	-12.1%	0.0%		-12.1%
Ready-mix volumes (mm ³)	0.4	0.4	11.1%	0.0%		11.1%
Net sales	444	438	4.5%	-3.2%	-2.7%	-1.5%
Operating EBITDA	144	136	0.9%	-3.9%	-2.2%	-5.1%
Operating Profit	115	110	1.6%	-4.5%	-2.0%	-4.8%

Cement – Price/volume variances per region

	Domestic cement prices Δ 6M 13 / 6M 14 *	Domestic clinker and cement volumes Δ 6M 13 / 6M 14
Asia Pacific ¹	2.8%	3.0%
India	2.6%	2.5%
Sri Lanka	-3.1%	-4.2%
Bangladesh	-2.2%	4.0%
Vietnam	1.3%	-1.2%
Malaysia	15.2%	1.4%
Indonesia	3.1%	3.7%
Philippines	0.9%	10.6%
Australia	-2.9%	3.8% ²
New Zealand	-2.5%	2.6%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

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

Cement – Price/volume variances per region

	Domestic cement prices Δ 6M 13 / 6M 14 *	Domestic clinker and cement volumes Δ 6M 13 / 6M 14
Latin America ¹	6.1%	-1.6% ³
Mexico	-1.1%	-0.5%
El Salvador	-2.8% ²	-6.7%
Costa Rica	7.6%	4.9%
Nicaragua	2.8% ²	0.0%
Colombia	-2.5%	-0.4%
Ecuador	2.2% ²	-4.3%
Brazil	-4.6%	5.1%
Chile	7.1%	-2.3%
Argentina	32.1%	-5.1%

* If not otherwise indicated calculation based on local currencies ¹ Weighted average like-for-like ² Calculation in USD

³ The percentage change like-for-like adjusted for internal trading volumes eliminated in "Corporate/Eliminations" amounts to -1.3

Cement – Price/volume variances per region

	Domestic cement prices Δ 6M 13 / 6M 14 *	Domestic clinker and cement volumes Δ 6M 13 / 6M 14
Europe ¹	-2.2%	4.8%
Belgium	-6.0%	18.1%
France	-3.8%	21.8%
Germany	-0.4%	13.9%
Switzerland	-6.0%	1.4%
Italy	-5.3%	-12.6%
Hungary	2.6%	15.0%
Czech Republic	-1.0%	14.1%
Slovak Republic	-0.4%	-4.6%
Croatia	2.7%	-3.6%
Romania	-0.1%	-0.3%
Bulgaria	1.0%	11.0%
Serbia	1.1%	-7.9%
Russia	-3.9%	25.1%
Azerbaijan	-1.6%	-20.9%
Spain	-10.6%	3.2%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

Cement – Price/volume variances per region

	Domestic cement prices Δ 6M 13 / 6M 14 *	Domestic clinker and cement volumes Δ 6M 13 / 6M 14
North America ¹	3.4%	7.5%
Canada	0.5%	2.5%
USA	4.6%	8.4%
Africa Middle East ¹	-4.9%	11.4%
Morocco ²		
Lebanon ²		
Réunion	1.1% ³	5.6%
Ivory Coast	-3.7% ³	-5.5%
Guinea	-2.5%	-18.6%
Group ¹	2.7%	2.8%

* If not otherwise indicated calculation based on local currencies

² Locally not published yet ³ Calculation in EUR

¹ Weighted average like-for-like

Aggregates – Price/volume variances per region

	Domestic aggregates prices Δ 6M 13 / 6M 14 *	Domestic aggregates volumes Δ 6M 13 / 6M 14
Asia Pacific ¹	-3.6%	2.7%
Indonesia	3.0%	5.3%
Australia	-2.9%	1.4%
Latin America ¹	14.5%	-26.5%
Mexico	2.3%	-45.1%
Brazil	-1.3%	-6.5%
Group ¹	4.2%	1.0%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

Aggregates – Price/volume variances per region

	Domestic aggregates prices Δ 6M 13 / 6M 14 *	Domestic aggregates volumes Δ 6M 13 / 6M 14
Europe ¹	6.4%	1.9%
United Kingdom	5.5%	5.7%
Belgium	-2.2%	2.5%
France	6.6%	-6.1%
Germany	1.0%	27.1%
Switzerland	3.7%	-0.5%
Italy	20.5%	-4.6%
Romania	28.7%	-18.9%
Bulgaria	7.0%	0.0%
Spain	-2.7%	0.3%
North America ¹	3.5%	8.0%
Canada	1.6%	1.1%
USA	5.2%	9.7%

* If not otherwise indicated calculation based on local currencies

¹ Weighted average like-for-like

Contact information and event calendar

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Event calendar

November 3, 2014

Press and analyst conference third quarter results for 2014

November 18, 2014

Investor Day in Zurich

February 23, 2015

Press and analyst conference on annual results for 2014

May 5, 2015

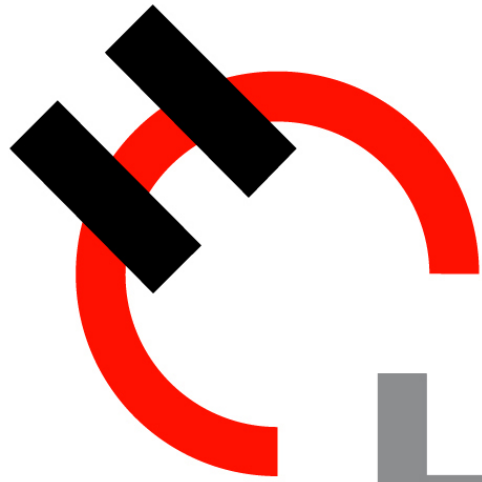
Results for the first quarter 2015

Disclaimer

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