



LafargeHolcim: Building **better outcomes** for **Major Infrastructure Projects**



The LafargeHolcim group at a glance



90
countries



2,500
operations



29.5
billion CHF net sales



115,000
employees



Listed on the Swiss stock
exchange SIX and
Euronext

The international leader in construction materials,
with global industrial assets in
Cement, Concrete, Aggregates, Precast

All figures on Pro Forma basis, for the year ended December 31, 2017.



LafargeHolcim

Challenges in Australian Major Project procurement

- Tender assessment processes do not promote collaboration or reward the identification of innovative alternative solutions
- Copy and paste specifications containing unnecessarily onerous testing frequencies and approval requirements
- Reluctance of Regulatory bodies to adopt new material technologies
- Contract frameworks result in adversarial relationships and do not appropriately reflect project complexity
- Inappropriate provision of retentions and/or bank guarantees
- Allocation of risk management responsibility to those least able to manage it



Industry Examples

Project Owners and Regulatory Bodies are increasingly reluctant to accept or consider proposals for innovative or alternative solutions

Major Roads Infrastructure Project

Alternative pavement proposal incorporating recycled materials reject that had the potential to save the project over **\$40M**

Privately Developed International Airport

Development and testing of innovative construction material technologies required to be “tested” in house.

Major Oil & Gas Project

Despite alternatives being available, fly-ash was imported from Thailand to produce concrete for this project.

Our infrastructure business



Infrastructure is one of LafargeHolcim's core markets. We are:



The global leader
in the construction material industry



No. 1
in technology in our industry

Infrastructure is a **global play** where we aim at **bringing value**
as from the projects' design stages.

This is based on three pillars:

**In-house infrastructure
sectoral expertise**



**A partnership approach
on a global scale**



**World-class excellence
in project execution**



Creating value for our clients' projects

We work across the project lifecycle – well before any construction work begins

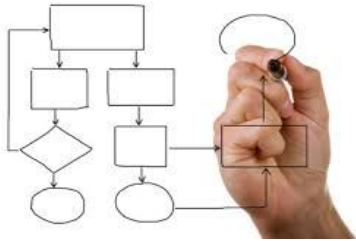


**By co-developing solutions with our clients,
we are able to provide:**



Sector expertise – Infrastructure solutions

Creating value from the project design phase



Infrastructure Program at LafargeHolcim R&D center (LCR)

A dynamic R&D portfolio,
fueling infrastructure and
Building sector



What opportunities do we see for improvement

- Alternative Commercial Frameworks (JV's, Strategic Alliances, Partnering Agreements)
- Standardised Framework Agreements
- Early engagement in the project life-cycle
- Embedment of technical experts in tender and project teams
- Development of project specific innovative alternative solutions
- R&D partnering with Industry and Regulatory bodies



We need to create a forum where industry can collaborate, identify innovative technologies and support the adoption of solutions that are measured on performance and efficiency rather than price.



THANK YOU

We bring material solutions to make your Infrastructure project more **successful** and **sustainable**, thanks to **our global footprint**, our partnering with customers, **our sector expertise** and **excellence in projects**.