

Paris, November 21, 2011

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## LAFARGE ANNOUNCES ITS NEW ORGANIZATION PROJECT

**MORE AGILE AND RESPONSIVE, FOCUSED ON ITS MARKETS AND ITS CLIENTS,  
DESIGNED TO ACCELERATE THE GROUP'S DEVELOPMENT AND PROFITABILITY**

**The product line-based organization will be replaced with a country-based organization. This will include the removal of a layer of management and the resulting reorganization of the Executive Committee.**

The project involves three main measures:

- implementing a country-based organization, with country CEOs' responsibilities extended to cover all cement, aggregates and concrete activities, using common support functions;
- the removal of one hierarchical layer, with the aim of cutting out the regional level;
- the resulting transformation of the structure and responsibilities of the Executive Committee, including the creation of a Performance function and an Innovation function.

The Executive Committee will be comprised of an Executive Vice President (EVP) Innovation, an EVP Performance, three EVPs Operations responsible for supervising countries, an EVP Strategy, Development and Public Affairs, an EVP Finance, an EVP Organisation & Human Resources, and one Senior Vice President Group Communications. (See appendix for the new composition of the Executive Committee).

This project is the natural next step following Lafarge's geographical expansion and its recent refocusing on cement, aggregates and concrete, particularly after the disposal of most of its gypsum activities. Its aim is to increase Lafarge's differentiation through the development of higher value-added products and solutions for construction.

### **BRUNO LAFONT, CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF LAFARGE, SAID:**

*"This new organization project will reinforce our efficiency. It will drive us to greater focus on our markets and customers' needs, and to accelerate the Group's development through organic growth and innovation. This transformation is a milestone for the Group. It should strengthen Lafarge's position as a key player in sustainable construction."*

The Group's organization project will be implemented from January 2012, once the necessary information and consultation procedures have taken place.



## BIOGRAPHIES

### **Bruno Lafont, Chairman and Chief Executive Officer**

**Bruno Lafont** began his career in the group Lafarge in 1983, holding numerous positions, including finance, international development and varying roles on the Group's Executive Committee. He has been a Director since May 2005 and Chief Executive Officer since January 1, 2006. In May 2007 he was appointed Chairman and Chief Executive Officer of the Group. Bruno Lafont is a graduate from the business school Hautes Etudes Commerciales (HEC) and studied at the Ecole Nationale d'Administration (ENA).

### **Jean-Carlos Angulo, Executive Vice-President Operations**

**Jean-Carlos Angulo** joined the Group in 1975. He held various positions both in France and internationally and notably in Latin America. In 2007, he was appointed Executive Vice-President (in charge of North America, Latin America, Western Europe and the technical Organization of the Cement Division). He is a graduate of the Ecole des Mines of Nancy (France) and the European Institute for Business Administration.

### **Jean Desazars de Montgailhard, Executive Vice-President Strategy, Development and Public Affairs**

**Jean Desazars de Montgailhard** began his career at the French Ministry of Foreign Affairs. He joined Lafarge in 1989 and held various positions in France, Spain and Singapore. He was Regional President for Asia and Africa from 1996 to 2006. In 2008, he became Executive Vice-President, Strategy, Sustainable Development and Public Affairs and a member of the Executive Committee. He studied at ENA and is a graduate from the Institut de Sciences Politiques in Paris and holds a Masters in Economics.

### **Thomas Farrell, Executive Vice-President Operations**

**Thomas Farrell** began his career as an attorney both in New York and in Paris. He joined Lafarge in 1990 and held various positions in France, India and North America. Since September 1, 2007, he has been Co-President of the Aggregates & Concrete Business and a member of the Executive Committee. He is an American citizen, graduate from Brown University and a doctor in law from Georgetown University.

### **Jean-Jacques Gauthier, Executive Vice-President Finance**

**Jean-Jacques Gauthier** began his career at Arthur Young in 1983. Between 1986 and 2000, he held several positions within the Matra / EADS Group, both in France and the United States until 1996, then in its space division as Chief Financial Officer of Matra Marconi Space, then Astrium. In 2001, he joined Lafarge as Chief Financial Officer and a member of the Executive Committee. He graduated in law and economics.

### **Christian Herrault, Executive Vice-President Operations**

**Christian Herrault** joined Lafarge in 1985 after starting his career in the French administration. He held various positions in the United States and in France. In 1998, he was appointed to the Executive Committee as Executive Vice-President, Human Resources and Organization. In 2007, he was appointed President of the Gypsum Business. He is a graduate of Ecole Polytechnique and the Ecole Normale Supérieure des Mines engineering school of Paris.



### **G rard Kuperfarb, Executive Vice-President Innovation**

**G rard Kuperfarb** began his career in 1983 as a research engineer at the Ecole des Mines de Paris before holding various functions in sales and marketing of composite materials. He then worked at a consulting firm in strategy. He joined Lafarge in 1992, held various functions in France then in North-America. He was appointed President of the Aggregates & Concrete business for Eastern Canada in 2005. Since 2007, he has been a member of the Executive Committee. He is a civil engineering graduate from the Ecole des Mines de Nancy. He also has a Masters in engineering from the Ecole des Mines de Paris, and an MBA from the HEC international business school.

### **Eric Olsen, Executive Vice-President Organization and Human Resources**

**Eric Olsen** started his career at Deloitte & Touche. He then joined Paribas investment bank, then the consulting firm Trinity Associates. He joined Lafarge North America in 1999 and held various functions before being appointed Chief Financial Officer of Lafarge North America in 2004. Since 2007, he has been Executive Vice-President in charge of Organization and Human Resources and a member of the Group Executive Committee. Eric Olsen is an American citizen, holds a Bachelor of Science degree in finance and accounting from the University of Colorado, and an MBA from the HEC international business school in Paris.

### **Alexandra Rocca, Senior Vice-President Group Communications**

**Alexandra Rocca** joined Lafarge in 2010. After she started her career at Printemps in 1986, then at Air Liquide from 1990 until 2001, she then took the Communications Director's post for Galeries Lafayette. She joined in 2005 the Cr dit Agricole S.A. group, first as Communications Director at LCL, before becoming the Communications Director of this Group. Alexandra Rocca is a graduate from the HEC international business school in Paris, the Institut d'Etudes Politiques in Paris and holds a degree in French literature.

### **Guillaume Roux, Executive Vice-President Performance**

**Guillaume Roux** joined Lafarge in 1980. He held various management positions in France and internationally, in particular in the United States, in Turkey, and in Malaysia. He joined the Executive Committee when he was appointed Executive Vice-President, co-President of the Cement Business in 2006. He is a graduate from the Institut d'Etudes Politiques in Paris (France).

### **NOTES TO EDITORS – LAFARGE AS AT DECEMBER 31, 2010**

**Lafarge** is the world leader in building materials, with top-ranking positions in all of its businesses: Cement, Aggregates & Concrete and Gypsum. With 76,000 employees in 78 countries, Lafarge posted sales of Euros 16.2 billion in 2010.

Lafarge was ranked 6<sup>th</sup> in the "Carbon Disclosure Project" and entered the global "Dow Jones Sustainability Index" in 2010 in recognition of its sustainable development actions. With the world's leading building materials research facility, Lafarge places innovation at the heart of its priorities, working for sustainable construction and architectural creativity.

Additional information is available on the web site at [www.lafarge.com](http://www.lafarge.com)

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