



2008

FACTS &  
FIGURES



bringing materials to *life*™

*In 2008, the Group continued to roll out its business in markets with high growth potential*

**2008 STANDS OUT DUE TO DEVELOPMENT OF THE GROUP'S BUSINESS IN SEVERAL EMERGING MARKETS, SUCH AS THE MIDDLE EAST, THE MEDITERRANEAN BASIN AND INDIA.** The acquisition of Orascom Cement, the leader in cement in the Middle East, and L&T Concrete Ltd., the Indian number one in ready-mix concrete, as well as the launch of new plants, have helped to reinforce the Group's presence overseas.

The diversification and balance of its installations give Lafarge the best geographical portfolio in its sector. 2008 was also a year for undertaking a safety policy, a strategic priority within the Group, notably with the implementation of new standards and organisation of the "Safety Month" in June, an operation that involved the mobilisation of all employees within the Group. In October, due to its expertise and capacity for innovation, Lafarge contributed to the success of Solid States, an international conference organised by the University of Colombia in New York on the future of town planning and concrete architecture. These few examples demonstrate Lafarge's intention to be both more successful and responsive to a changing world.

**UNITED ARAB EMIRATES**

Construction of the Dubai Underground system.





#### EGYPT

In a Lafarge cement plant in Cairo.

## Growth based on values respecting both people and culture

IN ASIA, THE MIDDLE EAST, EASTERN EUROPE AND AFRICA, LAFARGE HAS STRENGTHENED ITS POSITION IN EMERGING MARKETS. This geographical diversity enables it to support rapid development of these countries, where there are huge requirements for infrastructure and accommodation. The responsible and sustainable growth of the Group is based on values it shares with all employees across the world: the same standards of quality, safety requirements, personal development and training for all employees and respect for the environment. In 2008, Lafarge rolled out the Personal Development Plan to all of its employees.

**12,000**  
is the number of training hours held at the new Lafarge training centre, which opened in Cairo in May 2008.



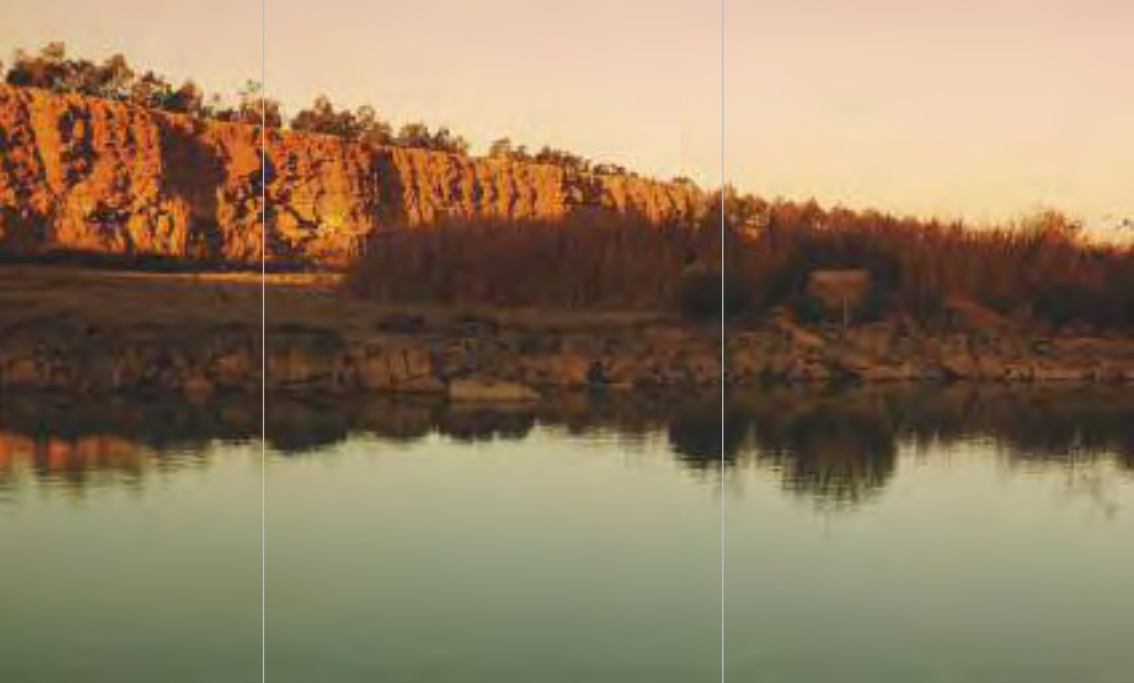
## SPAIN

Oviedo Convention and Exhibition Center  
by architect Santiago Calatrava.

## Innovating to push back the boundaries of construction

**IN 2008 THE GROUP CONTINUED TO DEVELOP ITS VALUE-ADDED PRODUCTS ACROSS ITS DIFFERENT MARKETS.** Sales of these products have increasingly contributed to the Group's turnover all year long. Value-added concrete products now represent a quarter of the turnover of this business. Whether decorative, self-placing, quick setting or dedicated to large surfaces, they open up new horizons for architects. In the Gypsum business, new watertight plasterboard for wet areas, launched in eight countries last year, is also experiencing increasing success. This ability to innovate is supported by significant resources engaged in R&D, an activity that occupies more than 500 researchers of the Group worldwide. Lafarge, by constantly proposing solutions that respect the environment and people, encourages debate about the future of the construction industry on a daily basis.

**56%**  
of the Group's R&D  
budget meets  
sustainable  
development criteria.



#### MOROCCO

Rehabilitated quarry at Bouskoura.

## A commitment to sustainable development

**THE GROUP HAS CONTINUED ITS EFFORTS TO REDUCE ITS ENVIRONMENTAL FOOTPRINT.** In particular, it has increased the use of alternative fuel sources and recycled materials in its industrial processes. It has also redoubled its efforts in terms of rehabilitating quarries and sites at the end of their useful lives. Under the aegis of the WBCSD (1), the Group is a driving force in two programs: CSI (2) and EEB (3). The objective of the latter is to promote the design of buildings that generate as much energy as they consume. Furthermore, everywhere that it is established, the Group pays particular attention to local communities through health protection and local economic development activities. These initiatives were recognised in 2008: for the fifth consecutive year, Lafarge figures in the list of the “Global 100 most sustainable corporations”.

**10%**  
is the target met, 2 years ahead of schedule, of cutting in CO<sub>2</sub> absolute gross emissions per ton of cement produced by the Group in industrialized countries.

1. *World Business Council for Sustainable Development.*
2. *Cement Sustainability Initiative.*
3. *Energy Efficiency in Buildings.*



#### **MALAYSIA**

A team from the Rawang cement plant being trained in safety.

## Working tirelessly to ensure safety

**AROUND 80 COUNTRIES, 3,000 SITES AND 84,000 EMPLOYEES INVOLVED.** Due to its extraordinary scale, the first “Safety Month”, organised last June, demonstrated Lafarge’s desired intention to have “zero accident”. This mobilisation operation will take place every year from now on. Quite apart from this publicity aspect, health and safety issues are more than ever a daily concern within the Group. Several standards and recommendations on safety were implemented last year, relating to working at height, personal protective equipment and consignment procedures. Since 2006, the standards have gradually been extended to the Group’s subcontractors. All managers are personally involved in the operational implementation of these regulations.

**1.57**  
is the Group’s  
frequency rate\* in the  
workplace in 2008 (as  
against 2.57 in 2006).

*\* Number of lost time accidents in the workplace, per million hours worked by Group employees.*



## *Lafarge 2008 in figures*

**€19 billion in sales**  
**84,000 employees**  
**in 79 countries**  
**2,200 production sites**

### **Aggregates & Concrete Business**

**N°2 WORLDWIDE**

**€6.6 billion in sales,**  
**26,000 employees,**  
**1,945 production sites**  
**in 40 countries.**

A high-tech material meeting the needs of sustainable development, concrete can be given specific qualities depending on its usage (resistance to compression, and pollution, installation, flexibility, etc).

### **MOROCCO**

Bouskoura cement plant.

### **Cement Business**

**N°1 WORLDWIDE**

**€10.9 billion in sales,**  
**50,000 employees,**  
**166 production sites**  
**in 50 countries.**

Cement is a universal material.  
It is a hydraulic binder, an essential sort of glue in the manufacture of concrete.

### **Gypsum Business**

**N°3 WORLDWIDE**

**€1.5 billion in sales,**  
**8,000 employees,**  
**76 production sites,**  
**in 29 countries.**

A multipurpose and infinitely recyclable material, gypsum plasterboard enhances building aesthetics and convenience. Its insulating and hydrometric qualities make it a high added value material for interior layout.

# Highlights

## NEW LABORATORY IN ASIA

In March, Lafarge opened a new research and development center in Beijing, China, in order to meet the specific requirements of the Asian market.

## A VERY ACCESSIBLE WEBSITE

In July, [www.lafarge.com](http://www.lafarge.com) was awarded French AccessiWeb "silver" label status and European Euracert level A status. This was a first for a CAC (FTSE) 40 company.

## PARTNER OF THE LOUVRE MUSEUM

In July, Lafarge became a sponsor of the future Islamic Arts section in the Louvre Museum, in Paris.

## TECHNOLOGICAL ACHIEVEMENT IN ASTURIAS

The roof of Oviedo's convention and exhibition center (in Spain), inaugurated in October, required 800 m<sup>3</sup> of a special high density concrete designed by Lafarge.

## SOLIDARITY IN CHINA

Lafarge has been mobilized to support the people affected by the earthquake that hit Sichuan province in May. More than 320 homes were built in emergency. In July, part of Jianguo plant became operational again followed by Dujiangyan plant.

## CERTIFICATION RENEWAL

The Wildlife Habitat Council (WHC) awarded a new certification to the restoration project of the former limestone quarry of Bamburi Cement, in Kenya, highlighting the initiatives carried out on behalf of education, local communities and biofuel production.

## PARTNERSHIPS

In 2008, Lafarge increased the number of projects with architects and encouraged debate on town planning. Architect Marc Mimram, in his study *Habiter l'infrastructure (Living Bridges)*, suggests that the bridge should be reconsidered as a place for socialising and sharing.

## UNITED STATES

Inhabited bridge project in New York, designed by Marc Mimram.



Lafarge  
61, rue des Belles-Feuilles – BP 40  
75782 Paris Cedex 16 – France  
Phone: +33 1 44 34 11 11

Group Communications  
Lafarge  
Phone: +33 1 44 34 94 20

[www.lafarge.com](http://www.lafarge.com)

