

## CORPORATE ACTIVITY & STRATEGY

With 80,000 employees and operations in 75 countries, Lafarge holds top ranking positions in each of its four divisions : Cement, Aggregates & Concrete, Roofing, Gypsum, thus offering all construction industry sectors a comprehensive range of products and solutions. The growth of the world leader in building materials is founded on a sustainable development policy: Group know-how encompasses industrial efficiency, value creation while respecting people and cultures, protection of the environment, preservation of natural resources and energy.

### THE WORLD LEADER IN CONSTRUCTION MATERIALS

#### ▪ World N°1 in Cement

Wide range of cements, hydraulic binders and lime for building, renovation and public works.

#### ▪ World N°2 in Aggregates & Concrete

Range of aggregates, standard concrete, « specialty » concrete (such as ready to use or prefabricated) for civil engineering, for roads and for buildings.

#### ▪ World N°1 in Roofing

Comprehensive offer of roofing products (concrete/clay roof tiles), accessories and chimney systems.

#### ▪ World N°3 in Gypsum

Gypsum blocks and wallboard, plaster coating for finishing works for all kinds of buildings, be the new constructions or renovations.

### LAFARGE KEY DATES

- 1833 Lafarge founded in France
- 1956 Lafarge starts operating in North America
- 1997 Acquisition of Redland (Aggregate & Concrete and Roofing)
- 2001 Acquisition of Blue Circle

### LATEST CORPORATE EVENTS

#### ▪ Cement:

- South Korea, India and Japan: buyout of minority interests
- Ecuador: acquisition of "Cementos Selva Alegre"
- Serbia and Montenegro: inauguration of a cement plant
- Vietnam: construction of a cement grinding plant
- Morocco: a cement plant directly supplied by a wind farm and inauguration of an ultra modern cement plant in Tetouan and a new production line in Bouskoura
- Lafarge and Shui On form Joint Venture in China to create the new cement leader in South West Region

#### ▪ Roofing

- Schiedel expands its business activities in chimney and flue systems

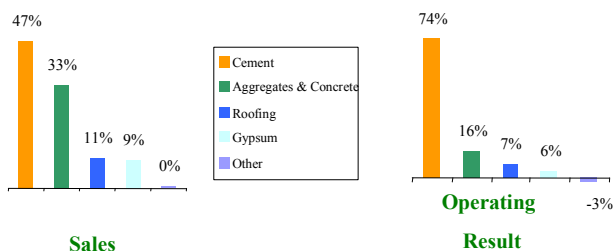
#### ▪ Gypsum

- Lafarge Boral Gypsum in Asia (LBGA) to double its capacity in China
- Lafarge to invest €300 million to increase Gypsum production by more than 20%
- Lafarge to increase its plasterboard capacity by 50% in the UK
- USA: Upgrade and expansion of Buchanan Gypsum Drywall Plant

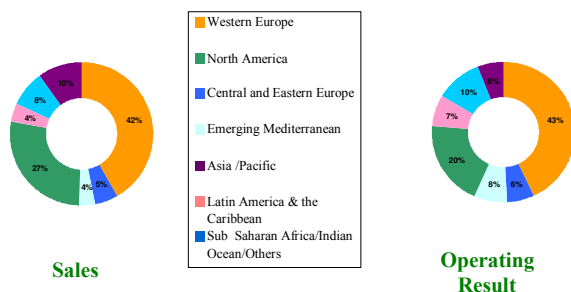
#### • Corporate

- Lafarge and WWF renew their partnership
- Lafarge successfully completes a Eurobond exchange offer and Euro 500 Million of 15 year bonds

### BUSINESS BREAKDOWN in 2004



### GEOGRAPHICAL BREAKDOWN in 2004



### KEY FIGURES

(in euros million)	31/12/2004	31/12/2003
Sales	14,436	13,658
Operating Income*	2,124	1,934
Group Net Result	868	728
EPS	5.2	4.9
Gearing	59%	67%
Employees	77,000	75,000

\* Operating Income from ordinary activities

### FINANCIAL CALENDAR 2006

- 02/23/06 : 2005 full-year sales and annual results
- 05/02/06 : 1st quarter sales 2006
- 08/02/06 : Half-year sales and results 2006
- 10/30/06 : 3rd quarter sales 2006

### LAFARGE GROUP SENIOR EXECUTIVES

- **Chairman:** Bertrand Collomb
- **Chief Executive Officer:** Bruno Lafont
- **Executive Committee:**
  - Bruno Lafont : Chief Executive Officer
  - Michel Rose : Chief Operating Officer, Cement
  - Ulrich Glaunach : Group Executive Vice-President (VP), Cement
  - Guillaume Roux : Group Executive VP, Cement
  - Jean-Charles Blatz : Group Executive VP, Aggregates and Concrete
  - Jean-Christophe Barbant : Group Executive VP, Roofing
  - Isidoro Miranda : Group Executive VP, Gypsum
  - Jean-Jacques Gauthier : Group Executive VP, Finance
  - Christian Herrault : Group Executive VP, HR and Organization

### STOCK DATA (at 02/03/2006, Paris Stock Exchange)

Market Cap	€ 15,223 m
Share Price	€ 86.50
Dividend per share (2004)	€ 2.40

Tickers: LG (Paris), LAF (New York)