

Policy

Anti-Bribery and Corruption

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Content

| | |
|---|---|
| 1. Introduction, scope of application and objective | 2 |
| 2. Policy Principles | 2 |
| 2.1 <i>Staying away from Bribery and Corruption</i> | 2 |
| 2.2 <i>Small Payments to Expedite Routine Actions by Public Officials</i> | 3 |
| 2.3 <i>Payments in Situations of Imminent Health or Safety Threats</i> | 3 |
| 2.4 <i>Gifts, Hospitality and Entertainment</i> | 3 |
| 2.5 <i>Preferences, Favors or Undue Advantages</i> | 3 |
| 2.6 <i>Third Parties Interacting with Public Officials</i> | 3 |
| 3. Examples of Business Interactions Requiring Due Care | 4 |
| 3.1 <i>Lobbyists and Political Advisors</i> | 4 |
| 3.2 <i>Corporate Social Responsibility Projects, Sponsorship & Donations</i> | 4 |
| 3.3 <i>Political Donations and Contributions Involving or Connected With Public Officials</i> | 4 |
| 3.4 <i>Hiring Current or Former Public Official or his/her Relatives</i> | 5 |
| 3.5 <i>Participation in Organizations</i> | 5 |
| 4. Seeking Advice, Review and Approval | 5 |
| 5. Record Keeping and Reporting | 5 |
| 6. Exceptions and Modifications | 6 |
| 7. How you will be trained on this topic | 6 |

1. Introduction, scope of application and objective

We commit to support and enable the healthy growth of communities in which we operate. Abiding by the rule of law and setting an example on how to conduct ethical business is one way for us to put this commitment into action. Bribery undermines the operation of free markets, dilutes public trust in business and government and is deemed a crime in virtually all countries around the world.

Prosecutors aggressively investigate suspected violations, while convictions lead to large financial penalties and/or imprisonment. Obviously, the publicity and negative perceptions that attach to a company that engages in corrupt practices tarnishes its reputation.

At Holcim we believe in the following principles:

- All professionals – in business and in government – are expected to perform their duties objectively.
- We do not accept anything of value that might affect our objectivity in doing our jobs. Likewise, we do not bribe anyone for any reason.
- Every Employee should exercise good judgment to ensure that our interactions with all Third Parties – whether business partners or Public Officials - do not embarrass the Company but instead earn and maintain the public's trust and respect.

Bribery can take a variety of forms – offering or giving money or anything of value to a person that influences or affects our business can be a bribe. In fact, even common business practices or social activities, such as the provision of Gifts and Hospitality, can constitute bribes in some circumstances.

This Anti-Bribery and Corruption (ABC) Policy sets out the relevant principles for appropriate business conduct and related rules when interacting with Third Parties whether Public Officials or commercial parties. It defines who should be considered a Public Official, what activities are never permitted and the types of situations requiring due care, prior review and authorization.

This ABC Policy applies worldwide to all Directors and Employees of Holcim (as defined in Annex 2). For Employees who work with consultants, lobbyists, tax advisors or other Third Parties that interact with Public Officials, you must apply due diligence standards in accordance with the Third Party Due Diligence Directive.

2. Policy Principles

2.1 *Staying away from Bribery and Corruption*

To be sure you stay away from bribery or corruption, never offer, promise or give anything of value in order to influence someone's professional objectivity for the benefit of yourself or Holcim. Equally, never request or accept anything of value that might influence your objectivity in doing your job.

Holcim may be held accountable not only for acts of bribery or corruption by its employees but also by those acting for or on behalf of Holcim. So when using Third Parties for legitimate reasons, it is crucial to ensure that such Third Parties apply the same standards as those that Holcim uses itself.

Good judgment is key. Always ask yourself, before offering or giving money or anything else of value to any person, whether or not what you are considering to do could be viewed as having a wrongful purpose. If the answer is yes, you must not proceed. Things of value that could be perceived as bribery or corruption can take many forms. The most common ones include actual or promised:

Anti-Bribery and Corruption Policy

- Monetary payments, contributions or kickbacks
- Gifts, Entertainment and Hospitality (e.g. meals, lodging or transportation)
- Preferential treatment, favors or Undue Advantages
- Free education or training, and
- Discounted or free products or services.

Below is specific guidance you need to follow in order to avoid bribery and corruption when you interact directly or indirectly with Public Officials and business partners.

2.2 Small Payments to Expedite Routine Actions by Public Officials

Never offer or make small, unofficial payments – commonly called “grease”, “speed” or “facilitation” payments - to secure or expedite a routine action by a Public Official. If a Public Official requests such payment, refuse even if there would be negative business consequences. If you face such situations, the Compliance Department can help. See Section 4 for the appropriate contact person.

Official expediting payments pursuant to a written regulation and for which you get an official receipt from the governmental authority are permissible.

2.3 Payments in Situations of Imminent Health or Safety Threats

The company expects that you use good judgment and make best efforts to utilize appropriate resistance protocols if you are asked for an improper payment. If you feel, however, that there is an imminent risk to your health or safety you may make such payments. If a payment is made under these emergency circumstances, you must immediately report it to your supervisor, your Local Compliance Officer and properly document it in accordance with Section 5 below.

2.4 Gifts, Hospitality and Entertainment

Providing or receiving reasonable Gifts, Hospitality and Entertainment is often an appropriate way to reflect esteem or gratitude or to build stronger business relationships. Nonetheless, Gifts, Hospitality and Entertainment require careful considerations to ensure that they are consistent with the law and our standards of conduct.

In particular, Gifts, Hospitality and Entertainment:

- must be modest, reasonable and infrequent insofar as any individual recipient is concerned, and
- are never permitted, regardless of the amount, if they are in cash or could be perceived as trying to influence the recipient’s professional objectivity, or if they are of bad taste, sexually oriented or could embarrass the recipient or Holcim.

Before offering, promising or receiving any Gifts, Hospitality or Entertainment you must ensure to comply with the Gift, Entertainment and Hospitality Directive as published and amended from time to time.

2.5 Preferences, Favors or Undue Advantages

Never offer, promise, make, accept or ask for any preferences, favors or other Undue Advantages that could influence or appear to influence your or the recipient’s professional objectivity.

Examples of such advantages include: a grant of a free or advantageous loan, provision of educational support, hiring a Public Official’s or customer procurement officer’s relative as an Employee or intern or a promise of a future employment opportunity.

2.6 Third Parties Interacting with Public Officials

Anti-Bribery and Corruption Policy

The Company may be liable for acts of bribery or corruption by Third Parties whilst interacting with Public Officials for our account or on our behalf. Examples of such Third Parties can include government relations consultants, immigration consultants, lawyers, tax advisors, technical consultants, customs brokers, security services providers, logistics services providers, large equipment providers and resellers.

Before hiring or renewing the engagement of a Third Party that you expect to interact with Public Officials on our behalf you must:

- follow applicable procurement processes;
- conduct due diligence as set forth in the Third Party Due Diligence Directive;
- sign a written contract that clearly defines the scope of services, invoicing requirements,
- anti-bribery standards, authorization requirements for Gifts, Hospitality and Entertainment to Public

Officials on Holcim's behalf, and a clause allowing termination for non-compliance; and

- ensure payments to the Third Party are made only with proof of services rendered, in the same country where services are rendered and at a price that is considered market.

If you manage a relationship with a Third Party that interacts with Public Officials on the our behalf, you need to exercise due care to ensure that all relevant Third Party personnel understand Holcim requirements and how those requirements apply to their activities.

3. Examples of Business Interactions Requiring Due Care

There are other common business practices or social activities in which Employees or Third Parties may engage for our account or on our behalf that require particular care.

3.1 *Lobbyists and Political Advisors*

Holcim regularly engages Public Officials in order to inform or shape policy debate and to assist Public Officials in their decision-making processes on issues of relevance to Holcim.

We are committed to dealing transparently and fairly in all of our lobbying activities and we comply with all laws and regulations related to such activities. The requirements set forth in section 2.5 apply.

Expected behavior for both Employees and Third Parties when engaging in lobbying or other public advocacy work on behalf of Holcim can be found in the Responsible Lobbying Directive.

3.2 *Corporate Social Responsibility Projects, Sponsorship & Donations*

Support of Corporate Social Responsibility (CSR) projects and the use of Sponsorships and Donations (collectively "contributions"), are part of our contribution to the wellbeing of the communities and the environment in which we operate. Such contributions, however, can never be promised, offered or made to secure a business advantage or for any other improper purpose such as to bribe or self-enrich.

Before offering, promising or making any contribution to CSR projects, a Sponsorship or a Donation you must ensure the contribution complies with the CSR projects, Sponsorships and Donations Directive.

3.3 *Political Donations and Contributions Involving or Connected With Public Officials*

In general, Holcim does not make donations to any political party, politician, elected official or candidate for office. Examples of prohibited political donations include:

- cash contributions
- free or discounted use of Holcim premises, equipment or other company resources; and

Anti-Bribery and Corruption Policy

- payment of salary of a Holcim Employee working for a political party or candidate working during normal working hours (except if the Employee in question takes a legally permissible paid leave).

Other forms of contributions involving or connected with Public Officials or political parties are allowed only if permissible under written law and after prior review and approval as set forth in section 4.

3.4 Hiring Current or Former Public Official or his/her Relatives

When employing or engaging a current or former Public Official or his/her Relatives as an Employee, board member or contractor/supplier, particular care needs to be exercised to prevent any actual or perceived corruption, conflict of interest or other wrongdoing in connection with such appointment. In particular, any such relationship needs to be consistent with local written law. Furthermore, as with all hires, our hiring standards, qualification requirements, fair market remuneration principles and mandatory conditions, like individual compliance declarations and acceptance of Holcim Code of Business Conduct, must be applied and clearly documented.

3.5 Participation in Organizations

Corrupt dealings by trade associations and other organizations of which Holcim is a member can harm our reputation and expose us to liability. For example, if Holcim is a financial contributor or an Employee(s) sit(s) on the board of an organization, corrupt dealings by the organization might implicate Holcim. Particular care should be paid to trade associations who may deal or lobby on behalf of its members with Public Officials.

Before committing Holcim as a member or to renew its membership in an organization that interacts with Public Officials, as part of its purpose, you must comply with due diligence requirements as set out in the Third Party Due Diligence Directive.

4. Seeking Advice, Review and Approval

Requests for advice, review and approval in relation to the ABC Policy must be submitted to your Local Compliance Officer. If no Local Compliance Officer, you should escalate your request to the Regional Compliance Officer and, if none in place, to the Head Group Compliance.

In addition to the specific review and approval requirements mentioned in prior sections, if you have any doubt whether or not a particular transaction may be regarded as a bribe, corruption or an improper advantage, you must seek prior advice and approval from your Local Compliance Officer or, if none, as per the escalation described in paragraph above.

5. Record Keeping and Reporting

Any payment, Gift, Hospitality or Entertainment in relation to an interaction with a Public Official, whether made by Holcim or a Third Party interacting for our account or on our behalf, must be identifiable and properly recorded and documented.

If anyone has asked you, directly or indirectly, to make a payment or confer an advantage to anyone in violation of this Policy, it is your duty to immediately report this to your Local Compliance Officer. If no Local Compliance Officer, you should report this event to the Regional Compliance Officer and, if none in place, to the Head Group Compliance. Alternatively you may report the same via the Integrity Line.

6. Exceptions and Modifications

In the unlikely situation where an exception or modification to the principles set out in this Policy would be required, the request for exception must be made in good faith and submitted in writing (incl. email) to the Head Group Compliance.

7. How you will be trained on this topic

ABC principles are specifically covered in the Holcim Code of Business Conduct, which is applicable to all Employees. Certain Employees identified as Medium or High Exposed ABC Employees have additional training requirements (e-learning and face-to-face trainings) as approved by Group EXCOM from time to time. Training must be provided by a member of the Compliance Function or an Employee that has received the appropriate training as documented by a train-the-trainer certification on this topic.

The ABC Policy was approved by the Group Executive Committee on May 30, 2016 and the Finance and Audit Committee of the Board of Directors on August 3, 2016 and will come into force on August 3, 2016.

| Date of Approval | Responsible Group Executive Member | |
|--|------------------------------------|--|
| <i>Original dated</i> August 3, 2016 | <i>Revision Dates:</i> | |
| Version dated: August 3, 2016 | | |
| <i>Responsible Group Executive Member:</i> Eric Olsen, Group CEO <i>Responsible Manager:</i> Xavier Dedullen, Head Legal & Compliance Officer / Laurie Waddy, Head Group Compliance | | |