



MOROCCO
View of facilities from a platform at the Bouskoura plant.

3.1 billion euros was the amount by which the Group cut its net debt.



CANADA
The Brook Residence in Vancouver, which is LEED® (Leadership in Energy and Environmental Design) certified, is an example of sustainable construction.

33% is the reduction in heat loss obtained from using Thermedia™ 0.6B concrete.



KENYA
Rehabilitation of a quarry into a natural ecosystem: Lafarge Ecosystems, Baobab Trust.

75% of production sites are equipped with a water reprocessing system.



UNITED STATES
The locking out of electrical equipment at the Palatka plasterboard plant in Florida.

0.98 is the frequency rate* of accidents with time off work in 2009.

* Number of workplace accidents resulting in time off per million hours worked.

Financial measures and operational efficiency

THE INTERNATIONAL ECONOMIC CRISIS PROVIDED AN OPPORTUNITY TO STEP UP EFFORTS ALREADY UNDERWAY TO REDUCE COSTS AND IMPROVE PERFORMANCE. From the start of 2009, Lafarge implemented an exceptional range of financial measures, including a share capital increase of 1.5 billion euros, as well as operational measures, including continuation of the Excellence 2010 cost management program, optimization of working capital and a reduction in investments. As well as strengthening

the Group's financial structure, this program led to advances in several fields and increased productivity and professionalism. Despite the crisis, Lafarge continued its growth strategy in emerging markets, inaugurating two new cement plants, in Iraq and Ecuador. Finally, the use of alternative fuels was increased both for cost reduction and environmental purposes.

Innovation helps promote sustainable construction

MAJOR ADVANCES IN THE FIELD OF SUSTAINABLE CONSTRUCTION WERE MADE IN 2009. Continuing its innovation strategy in collaboration with Bouygues Constructions, Lafarge developed Thermedia™ 0.6B concrete, which significantly reduces heat loss from buildings, as well as the Ductal® based thermal breaker, an innovative construction system reducing the formation of thermal bridges. A new generation of reduced-CO₂ cements, whose manufacturing processes have a low environmental footprint, was also launched. In plasterboard,

Prégymax® 29.5 partitions revolutionized insulation through thermal-acoustic insulation that offers the lowest thermal conductivity on the market. Working with urban planners, architects and construction professionals, Lafarge is committed to advancing research and solutions related to sustainable construction challenges, to which the Group devotes 50% of its research and development budget.

An ongoing policy of respect for people and nature

LAFARGE RENEWED ITS PARTNERSHIPS WITH INTERNATIONAL NGOS WWF AND CARE. WWF and Lafarge renewed their agreement for another four years, aiming to reduce greenhouse gas emissions and fight global warming. This is a field in which the Group made significant progress in 2009, since it was a year ahead of schedule in reaching its target of reducing its global CO₂ emissions by 20% per ton of cement produced compared with their 1990 levels. In another area, the agreement with Care, which was renewed for three years,

reflects the Group's desire to fully embrace its social responsibility to local communities and contribute to social and economic development in the regions of the world where it carries out its activities. The key outcomes of this collaboration are the numerous initiatives to fight AIDS and malaria, promote education and improve the environment.

Health and safety as the top priority

THE HEALTH AND SAFETY OF EMPLOYEES AND SUBCONTRACTORS REMAINS THE GROUP'S TOP PRIORITY. At the end of 2009, for the first time the Group achieved an accident frequency rate with time off work of less than 1, which shows the progress made. But it must totally eradicate fatal accidents. The number of BUs meeting the Health and Safety Excellence Club's rigorous criteria doubled over the course of the year and reached 25 at the start of 2010. The club represents the most effective teams in this field.

Its goal is to gradually bring all of the Group's BUs to a best in class level. The second health and safety month last June was a great success, with the participation of 2,200 sites and the implementation of numerous campaigns to raise awareness among employees and subcontractors, as well as their families and local communities.