

Report on Payments to Governments

Holcim Ltd

For the financial year ended on 31 December 2022

1 About this Report

Disclaimer: This report only relates to payments made by the Holcim Group to State Bodies (as defined below) related to business operations in the mineral, oil or natural gas extraction industry or to the harvesting of timber in primary forests and does not reflect the total business activities of the Holcim Group.

This report on payments to governments 2022 for Holcim Ltd is available on www.holcim.com

This report aims to provide for enhanced transparency of payments made by the Holcim Group to State Bodies (as defined below) related to business operations in the mineral, oil or natural gas extraction industry or to the harvesting of timber in primary forests.

This report has been prepared in line with Articles 964d to 964i of the Swiss Code of Obligations;

Article 964d of the Swiss Code of Obligation states that “companies that are required by law to undergo an ordinary audit and which are either themselves or through a company that they control involved in the extraction of minerals, oil or natural gas or in the harvesting of timber in primary forests must produce a report each year on the payments they have made to state bodies.”

Holcim Ltd is required by Swiss law to undergo an ordinary audit and draw up consolidated annual accounts. Therefore, Holcim Ltd is required to produce a consolidated report on payments made to State Bodies (as defined below) for the financial year 2022.

2 Definitions

Unless noted otherwise in this report, the following terms have the meanings noted below:

Bonuses means bonuses paid for and in consideration of signature, discovery, production, awards, grants and transfers of extraction rights. This also includes bonuses related to achievement or failure to achieve certain production levels or certain targets, and discovery of additional mineral reserves/deposits.

For the financial year 2022, there are no bonuses to report.

Dividends means dividends paid to a State Body holding an interest in a consolidated legal entity of the Holcim Group. Dividends paid to a State Body as an ordinary shareholder of a consolidated legal entity of the Holcim Group are excluded as long as the dividends are paid to the State Body under the same conditions as to the other shareholders.

For the financial year 2022, the Holcim Group did not pay any dividends to any State Bodies under different conditions compared to the other shareholders and therefore does not have any such dividends to report.

Extractive Operations means all activities carried out by the company in the areas of exploration, prospecting, discovery, development and extraction of minerals, oil and natural gas deposits and the harvesting of timber in primary forests.

Fees means any payments with a fixed amount (i.e. with an amount independent of mining quantities) to State Bodies in consideration for the right to conduct Extractive Operations.

Infrastructure Improvements means payments to State Bodies for the improvement of infrastructure, which, in particular, forms a prerequisite for the supply and use of a specific area (e.g. payments for the construction or expansion of an access road, payments for community projects, such as schools, etc.).

Production Entitlements means State Bodies' share of production which is generally contracted under a production sharing agreement. This does not include the production share of a State Body owned company where, through its participation, the State Body acts as a partner in a joint venture.

For the financial year 2022, there are no Production Entitlements to report.

Project means operational activities that are governed by a single contract, license, lease, concession or similar legal agreements, which form the basis for payment liabilities to a State Body. Where several agreements are substantially interconnected, these are considered a single Project.

Royalties means any payments with a variable amount, which depends e.g. on the amount of the extracted raw material or the value of the extracted raw material.

State Body means any national, regional or local authority in a third country together with the departments, agencies or businesses controlled by such authority.

Taxes means taxes levied on the income, production or profits of a consolidated subsidiary, excluding taxes levied on consumption such as value added taxes, personal income taxes or sales taxes. These taxes are generally the portion related to Extractive Operations of income taxes paid in the consolidated statement of cash flows of the Holcim Group.

3 Basis of Preparation and Scope

This report includes all payments made by Holcim Ltd and its subsidiaries to State Bodies in the financial year 2022, which

- (i) as a single payment or as a series of related payments, amount to CHF 100'000 or more; and**
- (ii) are related to Extractive Operations.**

This report excludes payments by de-consolidated legal entities as of 31 December 2022 and nonconsolidated legal entities (such as those that are accounted for using the equity method) regardless of the amounts paid and also excludes payments to State Bodies related to the processing, marketing and trading of any of the Holcim Group's products. Equally, any donations made, for example in respect of social or community programs, are excluded.

Any payments not clearly related to Extractive Operations (e.g. income taxes) have been broken down by ratio to reflect the portion related to Extractive Operations only.

Fees, Infrastructure Improvements, Royalties and Taxes to State Bodies are presented on a cash paid basis during the reporting period. In-kind payments are converted into monetary value at the date of settlement.

Amounts in currencies other than Swiss Franc (presentation currency for this report) have been converted to Swiss Francs based on the average annual foreign exchange rates prevailing at 31 December 2022.

Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided.

4 Consolidated overview

The consolidated overview discloses the sum of the Holcim Group's payments to State Bodies related to Extractive Operations, broken down by the Holcim Group's regions and per payment type. The overview is based on the location of the receiving State Body.

in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total 2022
Asia Pacific	6,538	11,833	7,208		25,580
Europe	77,245	18,053	6,839		102,138
Latin America	20,942	5,361	477		26,781
Middle East Africa	36,206	11,947	14,460	845	63,457
North America	59,542	10,605	4,292		74,439
Total 2022	200,473	57,800	33,276	845	292,393

in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total 2021
Asia Pacific	20,428	80,974	27,859	592	129,853
Europe	71,184	23,686	5,301		100,172
Latin America	14,127	5,299	974		20,399
Middle East Africa	27,914	11,104	18,539	889	58,446
North America	71,629	8,880	3,069		83,577
Total 2021	205,282	129,942	55,742	1,480	392,446

Report on Payments to Governments

Holcim Ltd

5 Payments per government

This overview discloses the sum of Holcim's payments to governments related to extractive operations in each country and per payment type, including details per location where applicable. The overview is based on the location of the receiving government.

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
1. Asia Pacific	6,538	11,833	7,208		25,580
Australia	2,053	4,973	2,394		9,421
ACT Revenue Office					
Not attributable to Projects			178		178
Balina Shire Council					
Teven (Fox's) Quarry		126			126
Blacktown City Council					
Not attributable to Projects			284		284
Office of State Revenue NSW					
Not attributable to Projects	1,433				1,433
Department of Agriculture Fisheries					
Sunrock & Bli Bli Quarry		2,598			2,598
Department of Jobs Precincts					
Not attributable to Projects		975			975
Department of Lands WA					
Not attributable to Projects			221		221
Department of Natural Resources					
Not attributable to Projects			143		143
Department of State Development					
Not attributable to Projects		640			640
Department of Mines Industry Regulation					
Not attributable to Projects		243			243
EPA Licence Administration SEC					
Not attributable to Projects			236		236
Gold Coast City Council					
Not attributable to Projects			387		387
Ipswich City Council					
Not attributable to Projects			405		405
Office of State Revenue Queensland					
Not attributable to Projects	479				479
Queanbeyan City Council					
Cooma Road Quarry		265			265
State Revenue Office of Victoria					
Not attributable to Projects	141				141
Sunshine Coast Regional Council					
Bli Bli Quarry		127			127
Queensland Urban Utilities					
Not attributable to Projects			351		351
Toowoomba Regional Council					
Not attributable to Projects			189		189
Bangladesh	1,381	6,725			8,107
Government of India					
Shella, Meghalaya, India	1,381	6,725			8,107

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
China	3,103		4,814		7,918
Duijiangyan City Tax Service, State Taxation Administration Dajianbao West Section Limestone Mine	2,231		4,814		7,045
Jiangyou City Tax Service, State Taxation Administration Majiaoba Zhangbagou Limestone Mine	872				872
New Zealand		135			135
Hawke's Bay Regional Council Hastings Quarry		135			135
2. Europe	77,245	18,053	6,839		102,138
Austria	592				592
Finanzamt für Großbetriebe Mannersdorf and Retznei	592				592
Azerbaijan	1,357				1,357
Vergilər Nazirliyi yanında Bakı şəhəri Lokal Gəlirlər Departamenti Shahgaya	1,357				1,357
Belgium	2,622				2,622
Administration Communale de Mons Obourg	574				574
Administration Communale de Lessines Ermitage	243				243
Team Recettes Précompte Professionnel Mons 2 Obourg	1,805				1,805
Bulgaria	1,951		1,364		3,315
National Revenue Agency Not attributable to Projects	1,951				1,951
Ministry of Energy Not attributable to Projects			1,364		1,364
Croatia		173			173
Ministarstvo financija Not attributable to Projects		173			173
Czech Republic	3,461	164	238		3,863
Český báňský úřad Cizkovice		164			164
FU Libochovice Cizkovice	3,461				3,461
Ústecký kraj Cizkovice			238		238
France	39,699				39,699
Direction des Finances Publiques (DGFIP) Not attributable to Projects	39,699				39,699
Germany	713	2,018	1,700		4,431
Finanzamt Gießen Medenbach	285				285
Gemeinde Dotternhausen Dotternhausen	55	891			946
Gemeinde Zeithain Zeithain	183				183
Gemeinde Hohentengen Hüntwangen		811			811
Gemeinde Breitscheid Medenbach	187				187

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Gemeinde Malsch					
Malsch			813		813
Landesamt für Natur, Umwelt und Verbraucherschutz Nordrhein - Westfalen					
Stenden, Vorst, Willich und Kaarst			269		269
Stadtverwaltung					
Weil am Rhein		152			152
Stadtverwaltung Friedrichsdorf					
Saalburg			617		617
Verbandsgemeinde Jockgrim					
Rheinzabern	2	165			167
Greece	1,865	3,233	13		5,110
FAE Athinon					
Giali Industrial minerals- pumice	1,865				1,865
Municipality of Aliveri					
Aliveri Aggregates		110			110
Aliveri Industial minerals		167			167
Municipality of Nisyros					
Giali Industrial minerals- pumice		2,817	13		2,830
Municipality of Oreokastro					
Meseo Aggregates		139			139
Italy	276		1,319		1,595
Comune di Bulciago					
Rio Gambaione			104		104
Comune di Cassago					
Rio Gambaione			109		109
Comune di Gorla					
Gorla			360		360
Comune di Ternate (VA)					
Faraona Ternate	276		163		439
Comune di Travedona Monate (VA)					
Faraona Travedona			584		584
Moldova	1,536				1,536
Ministry of Finance - State Tax Service					
Rezina	1,536				1,536
Poland	2,590	4,330	690		7,610
Dolnośląskie biuro geodezji					
Dolny Śląsk			107		107
Narodowy Fundusz Ochrony Środowiska i Gospodarki Wodnej					
Not attributable to Projects		1,797			1,797
Regionalna Dyrekcja Lasów Państwowych Kraków					
KOSD			180		180
Regionalna Dyrekcja Lasów Państwowych Szczecinek					
Żwirownie Pótnoc			166		166
Starostwo Powiatowe Żnin					
Kujawy	382				382
Urząd Gminy Barcin					
Kujawy	1,188	897			2,085
Urząd Gminy Białty Bór					
Sępólno, Lisia Jama	101	266			367
Urząd Gminy Krzeszowice					
Dubie		161			161

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Urząd Gminy Legnickie Pole					
Lubień		124			124
Urząd Gminy Lipnica					
Ostowite, Glišno	126	395			522
Urząd Gminy Małogoszcz					
Małogoszcz	252	213			465
Urząd Gminy Morawica					
Radkowice	187				187
Urząd Gminy Sitkówka Nowiny					
Radkowice	156	302			458
Urząd Gminy Sulików					
Sulików	197	175			372
Urząd Marszałkowski Województwa Kujawsko-Pomorskiego					
Kujawy			237		237
Romania	5,092	2,593	108		7,794
Bugetul de stat					
Various Locations Cement	1,276				1,276
Clay Quarry Stoenesti	9	28			37
Gypsum Quarry Boteni	5	18			23
Various Locations Aggregates	3,648				3,648
Limestone Quarry Alesd - Subpiatra	34	155			190
Limestone Quarry CpLung - Mateias	65	228			293
Limestone Quarry Turda -Sandulesti	33	15			48
Marl Quarry Alesd - Hotar	10	33			43
Sand & Gravel Pit Corbii Mari	6	16			22
Sand & Gravel Pit Stancesti	6	26			31
Bugetul local					
Clay Quarry Stoenesti		112			112
Gypsum Quarry Boteni		72			72
Limestone Quarry Alesd - Subpiatra		621	22		643
Limestone Quarry CpLung - Mateias		912	1		913
Limestone Quarry Turda -Sandulesti		59	40		99
Marl Quarry Alesd - Hotar		131	34		165
Sand & Gravel Pit Corbii Mari		64	12		76
Sand & Gravel Pit Stancesti		103			103
Russia	2,060		986		3,047
Federal Tax Authority Kaluga Region					
Borshevskiy	755				755
Federal Tax Authority of Karelia Republic					
Goloday Gora, Bolshoi Massiv	418				418
Federal Tax Authority of Moscow Region					
Prioksky	582				582
Federal Tax Authority of Saratov Region					
Bolshevik	305				305
Federal Treasury of Kaluga Region					
Borshevskiy			287		287
Federal Treasury of Moscow Region					
Afanasievsky			238		238
Prioksky			331		331
Federal Treasury of Saratov Region					
Bolshevik			130		130

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Serbia	1,286	759	137		2,183
Ministry of Finance, Treasury and Administration Republic of Serbia					
Beocin	1,177		137		1,314
Municipality of Beocin					
Beocin	110	309			419
Municipality of Sremska Mitrovica					
Limestone Quarry Mutalj		170			170
Municipality of Batočina					
Quarry Batočina		280			280
Spain	362				362
Ayuntamiento de Carboneras					
La Mezquita	362				362
Switzerland	130	4,527			4,657
Finanzamt Feldkirch (Austria)					
Not attributable to Projects	130				130
Commune de Biere					
Biere		351			351
Commune d'Eclépens					
Eclépens		379			379
Gemeinde Büsingen					
Schaffhausen		299			299
Gemeinde Kirchberg					
Kirchberg		590			590
Gemeinde Mülligen					
Mülligen		904			904
Gemeinde Untersiggenthal					
Siggenthal		162			162
Gemeinde Villigen					
Siggenthal		810			810
Gemeinde Würenlingen					
Siggenthal		643			643
Ville de La Sarraz					
La Sarraz		279			279
Ville de Morges					
Morges		110			110
United Kingdom	11,652	256	284		12,193
Blaby District Council					
Croft	244				244
Cornwall UA					
Greystones, Kessel	109				109
East Staffordshire DC					
Newbold & Uttoxeter	997				997
East Lindsey District Council					
Woodhall spa	116				116
Environment Agency					
Not attributable to Projects			284		284
Her Majesty's Revenue & Customs (Corporation tax UK)					
Not attributable to Projects	618				618
Her Majesty's Revenue & Customs (Employers NI contributions)					
Not attributable to Projects	5,760				5,760

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Highland Unitary Authority					
Glensanda	427				427
Huntingdonshire District Council					
Little Paxton	202				202
Lancaster County Council					
Back Lane	268				268
Mendip District Council					
Colemans & Torr	809				809
Mid Devon District Council					
Westleigh	145				145
North Lanarkshire Council					
Croy & Duntilland	171				171
North West Leicestershire District Council					
Bardon Hill	926				926
Plymouth Unitary Authority					
Moorcroft	190				190
Sedgemoor District Council					
Callow	217				217
Shropshire UA					
Haughmond Hill (CYB)	122				122
Staffordshire Moorlands District Council					
Caudlon Low and Caudlon cement works	212				212
The Crown Estate (Marine royalties)					
Shoreham & Portsmouth Wharf		256			256
West Lothian UA					
KRM Concrete	119				119
3. Latin America	20,942	5,361	477		26,781
Colombia	274	627			901
Agencia Nacional de Minería					
Nobsa		360			360
Dirección de Impuestos y Aduanas Nacionales					
Nobsa	274				274
Municipio de Iza					
Nobsa		268			268
Ecuador	2,827	3,598	477		6,902
Servicio de Rentas Internas					
Cenaca	2,827	3,598	477		6,902
El Salvador		991			991
Local Governments - Metapán City Hall					
El Colorado quarry		424			424
El Zapote quarry		252			252
La Esperanza quarry		316			316
Mexico	12,694				12,694
Tesorería de la Federación					
Not attributable to Projects	187				187
Servicio de Administración Tributario (SAT)					
Not attributable to Projects	9,326				9,326
Pagos a Gobiernos estatales					
Not attributable to Projects	3,181				3,181

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Nicaragua	5,148	144			5,292
Direccion general de Ingresos					
El Boqueron & Cofradia	5,148	144			5,292
4. Middle East Africa	36,206	11,947	14,460	845	63,457
Algeria	3,098	2,597	221	845	6,762
Agence Nationale des activités minières					
Chouf Amar		827			827
Djemmoura		465			465
Guttaia		199			199
Not attributable to Projects	5	255	221	183	665
Mascara		662			662
Direction des grandes entreprises					
Not attributable to Projects	2,950				2,950
Trésor Public					
Chouf Amar				276	276
Djemmoura				165	165
Not attributable to Projects		190			190
Oued Sma				221	221
Direction de l'environnement					
Not attributable to Projects	143				143
Egypt	25,358		7,180		32,539
Egyptian Tax Authority					
Not attributable to Projects	25,358				25,358
National Services Department Mining					
Amounts paid to army for the explosion and raw material extraction from the quarry			7,180		7,180
Iraq			2,061		2,061
Federal Government of Iraq					
Karbala Cement Manufacturing Ltd.(KCML) Clay & Limestone			1,610		1,610
Kurdistan Regional Government					
Bazian Cement Company LTD. (BAZ) clay & Limestone			451		451
Jordan		392			392
Energy & Minerals Regulatory Commission					
Quarries of Rashadiyah Plant		392			392
Kenya	6,617		1,847		8,464
County government of Kilifi					
Vipingo			313		313
County government of Mombasa					
Vipingo			390		390
Kenya Revenue Authority					
Vipingo/Bamburi N quarry	6,617				6,617
Ministry of Mining					
Vipingo/Bamburi N quarry			1,144		1,144
Nigeria	559	485			1,044
Federal inland Revenue Service					
Ashaka	162	133			295
Ministry of Mines and Steel Development					
Ewekoro	397	352			749
South Africa		1,772			1,772
Ethekwini					
Ridgeview Quarry		953			953

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
South African Revenue Services Not attributable to Projects		820			820
Tanzania		189	3,150		3,339
Ministry of land Songwe 2			2,774		2,774
Tanzania ports Songwe 2			231		231
The mining commission Songwe 2		189	146		334
Uganda	573	595			1,169
Uganda Revenue Authority Hima & Dura	301				301
Directorate of Geological Survey and Mines Hima & Dura		595			595
Ministry of Local Government Not attributable to Projects	272				272
United Arab Emirates		5,916			5,916
Fujairah Municipality Not attributable to Projects		484			484
Fujairah Natural Resources Corporation Not attributable to Projects		5,431			5,431
5. North America	59,542	10,605	4,292		74,439
Canada East	9,314	4,397	3,928		17,638
Canada Revenue Agency Not attributable to Projects	3,417				3,417
City of Belleville Various Locations	117				117
City of Hamilton Various Locations	687				687
City of Kingston Various Locations	596				596
City of Ottawa Various Locations	122				122
Hamilton-Oshawa Port Authority Various Locations			1,317		1,317
Mississauga Taxes Various Locations	119				119
Municipality County of Colchester Various Locations	238				238
Municipality of Thames Centre Various Locations	108				108
Ontario Aggregates Resources Corporation Aggregate Resource Act Licences (162)		4,397			4,397
Quebec Road Tax Various Locations			1,857		1,857
Revenu Quebec Not attributable to Projects	968				968
Toronto Port Authority Various Locations			381		381
Town of Caledon Various Locations	171				171

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Township of Zorra					
Various Locations	424				424
Treasurer City of Toronto					
Various Locations	169				169
Windsor Port Authority					
Various Locations			373		373
Ville de Saint-Eustache					
Various Locations	183				183
Ville de Montreal					
Montreal Quarry (road fees)	837				837
Ville de Montreal Est					
Various Locations	764				764
Ville de St-Constant					
St. Constant Quarry (road fees)	393				393
Canada West	12,767	6,208	364		19,339
Alberta Tax & Revenue Administration					
Not Site Specific	1,442				1,442
Brazeau County					
Various Locations	125				125
Canada Revenue Agency					
Not attributable to Projects	6,751				6,751
City of Abbotsford					
Ward Road (3A00)		318			318
Abbotsford Sand & Gravel (3A20)		317			317
Abbotsford Central Aggregates	129				129
City of Calgary					
Spyhill	646				646
Stoney Trail	372				372
District of Pitt Meadows					
Pitt River Quarry (3A01)		510	340		850
District of West Kelowna AA19 Jur 364					
Westbank Aggregates	146				146
Lac Ste. Anne County					
Onoway Aggregates	117				117
Lacombe County					
Lacombe (3J25)	167				167
Minister of Finance					
Texada Quarry (3B00)	172	370			542
Kamloops	239	21	24		285
Minister of Finance, Alberta					
BLV Stoney Trail		4,564			4,564
Minister of Finance, Manitoba					
Stonewall (3G00)	124				124
Municipality of Bighorn					
Exshaw Cement Plant	1,835				1,835
Rural Municipality of Usborne					
Watrous Pit (3L37)		109			109
Rural Municipality of Rockwood					
Stonewall - Manitoba	252				252
Sturgeon County					
Calahoo (3M20)	251				251

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
USA	37,461				37,461
Alabama / Mobile County					
Theodore Plant	129				129
Clark County, Nevada					
Sloan Quarry	106				106
County of Montgomery, Maryland					
Rockville Ready-Mix	114				114
County of McHenry, Illinois					
McHenry Sand & Gravel	161				161
County of Weld, Colorado					
Longmont	109				109
Collin County, Texas					
McKinney Ready Mix	119				119
County of Kane					
Blackberry Township	132				132
District of Columbia					
Corporate Office	109				109
Ellis County Texas					
Midlothian Plant	678				678
Prince George's County, Maryland					
Greenbelt Regional Office	172				172
Freemont County, Colorado					
Portland Plant	505				505
Hennepin County Minnesota					
Rogers	105				105
Jefferson County, West Virginia					
Millville Quarry	111				111
State of Louisiana					
New Orleans West TER	115				115
Maryland					
Sparrows Point	276				276
Massac County Illinois					
Joppa Plant	132				132
Michigan / MI Dept of Treasury					
Alpena Plant	188				188
Missouri / St. Genevieve County					
St. Genevieve Plant	3,954				3,954
New York / Coeymans					
Ravena Plant	380				380
Ravena Coeymans Selkirk School District					
Ravena Plant	532				532
Oklahoma					
Corporate Office	226				226
Oklahoma / Pontotoc County					
Ada Plant	378				378
South Carolina / Charleston County					
Charleston TER (5505)	156				156
South Carolina / Orangeburg County					
Holly Hill Plant	574				574
State of South Carolina					
Not attributable to Projects	129				129

Report on Payments to Governments

Holcim Ltd

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
State of Colorado					
Corporate Office	278				278
State of Georgia					
Corporate Office	142				142
State of Illinois					
Corporate Office	1,305				1,305
State of Indiana					
Corporate Office	104				104
State of Massachusetts					
Corporate Office	259				259
State of Michigan					
Corporate Office	302				302
State of Minnesota					
Corporate Office	1,096				1,096
State of North Dakota					
Corporate Office	117				117
State of Ohio					
Corporate Office	194				194
State of Pennsylvania					
Corporate Office	114				114
State of Tennessee					
Corporate Office	233				233
State of Texas					
Corporate Office	448				448
State of Utah					
Not attributable to Projects	244				244
State of Wisconsin					
Corporate Office	444				444
US Federal Government - Internal Revenue Service (IRS)					
Not attributable to Projects	22,258				22,258
Utah / Morgan County					
Devil's Slide Plant	177				177
Washington County, Minnesota					
Lakeland Sand and Gravel	156				156

Holcim Ltd
Grafenauweg 10
CH-6300 Zug/Switzerland
Phone +41 58 858 58 58
communications@holcim.com
www.holcim.com

