

Report on Payments to Governments

Holcim Ltd

For the year ended December 31, 2020



Holcim Ltd

Report on Payments to Governments 2020

1 About this Report

Warning – This report only relates to the extractive operations and does not reflect total business of Holcim.

This report has been prepared in line with Chapter 10 of the EU Accounting Directive (2013/34/EU) and Article 6 of the EU Transparency Directive (2004/109/EC), as amended, which have been transposed in French legislation. Its publication aims to provide for enhanced transparency of payments made to governments in the context of extractive activities.

Article 42 1. of the Directive 2013/34/EU states that “*Member States shall require large undertakings and all public-interest entities active in the extractive industry or the logging of primary forests to prepare and make public a report on payments made to governments on an annual basis.*”

The provisions of this Directive are integrated in Article L.225-102-3 of the French Commercial Code.

Due to the listing of its shares on Euronext Paris, France, and the resulting requirement to comply with the General Regulations of the *Autorité des marchés financiers* (AMF), Holcim is required to disclose a consolidated report on payments to governments for the year 2020.

2 Basis of Preparation and Scope

Holcim Ltd as parent of the Group has prepared the report on a consolidated basis and reports the activity of any of its subsidiary undertakings that perform extractive operations. Taxes, royalties, license fees, production entitlements and infrastructure improvements to governments are presented on a cash paid basis during the reporting period. In-kind payments are converted into monetary value at the date of settlement.

The report includes all payments to governments for activities which relate to exploration, prospection, discovery, development and extraction of minerals or other materials of each of our consolidated subsidiaries at the end of financial year 2020 for the 12-month period ended December 31, 2020.

Payments made to a government as a single payment or as a series of related payments of EUR 100'000 or more in the financial year 2020 form part of this report. Amounts in currencies other than Swiss Franc (presentation currency for this report) have been converted based on the average annual foreign exchange rates prevailing at December 31, 2020.

This report excludes payments by non-consolidated entities (such as those that are accounted for using the equity method) regardless of the amounts paid and also excludes payments to governments related to the processing, marketing and trading of any of our 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 operation only.

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

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

Government

Any national, regional or local authority of a EU Member State or of a third country. It includes a department, agency or other undertakings controlled by that authority.

Project

A project means the operational activities that are governed by a single contract, license, lease, concession or similar legal agreements and form the basis for payment liabilities with a government. Where multiple such agreements are substantially interconnected, these are considered a single project.

Production entitlements

Represents host government's share of production. This payment is generally made in kind. It does not include the working interest production share of government-owned companies where said companies are acting as partners in a joint venture.

For the 12-month reporting period ending December 31, 2020, Holcim does not have any production entitlements to report.

Taxes

Represents 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 Holcim. Payments in respect of social or community programs such as building / providing a hospital, or school are excluded.

Royalties

Represents the percentage of production payable to the owner of mineral rights.

Dividends

Represents dividends paid to a host government holding an interest in a consolidated entity. Dividends paid to a host government as an ordinary shareholder of our Group company are excluded as long as the dividends are paid to the government as a distribution from shares carrying the same rights as the other shareholders' shares.

For the 12-month reporting period ending December 31, 2020, Holcim did not pay any dividends to any host government from shares carrying rights different than the rights of the remaining shares and therefore does not have any such dividends to report.

Bonuses

Represents 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 12-month reporting period ending December 31, 2020, Holcim does not have any bonuses to report.

Fees

Represents any consideration for licenses and/or concessions paid for access to the area where extractive operations are conducted.

Infrastructure improvements

Represents payments for local development, including the improvement of infrastructure, not directly necessary for the conduct of extractive operations but mandatory pursuant to the terms of a production sharing contract or to the terms of a law relating to Holcim's activities.

3 Consolidated overview

The consolidated overview discloses the sum of Holcim's payments to governments related to extractive operations per Group region and per payment type. The overview is based on the location of the receiving government.

in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total 2020
Asia Pacific	38,755	71,549	11,425	1,345	123,073
Europe	40,581	23,455	5,419		69,455
Latin America	11,205	4,295	1,042		16,541
Middle East Africa	17,723	7,258	19,966	1,171	46,118
North America	105,826	3,974	3,047		112,846
Total 2020	214,090	110,530	40,898	2,516	368,034

in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total 2019
Asia Pacific	34,253	87,775	15,906	1,286	139,220
Europe	51,892	20,970	7,549		80,412
Latin America	12,629	7,448	1,187		21,264
Middle East Africa	26,751	9,032	24,883	1,351	62,017
North America	57,431	4,112	8,912	715	71,170
Total 2019	182,956	129,338	58,438	3,352	374,083

4 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
Asia Pacific	38,755	71,549	11,425	1,345	123,073
Australia	9,422	3,885	983		14,290
Balina Shire Council					
Teven (Fox's) Quarry		104			104
Australian Taxation Office					
Not attributable to projects	4,344				4,344
Gold Coast City Council					
Not attributable to projects			336		336
Sunshine Coast Regional Council					
Bli Bli Quarry		115			115
Department of Environment & Heritage					
Not attributable to projects			176		176
Department of Agriculture Fisheries					
Sunrock Quarry		2,015			2,015
Bli Bli Quarry		569			569
Department of Mines Industry Regulation					
Newman Quarry		300			300
State Revenue Office of Victoria					
Not attributable to projects	1,101				1,101
Office of State Revenue Queensland					
Not attributable to projects	1,380				1,380
Revenue SA					
Not attributable to projects	223				223
Water Corporation					
Not attributable to projects			332		332
Roads and Maritime Services					
Not attributable to projects			139		139
Queanbeyan City Council					
Cooma Road Quarry		264			264
Department of State Development					
Montacute Quarry		262			262
Department of Lands WA					
Not attributable to projects		255			255
Office of State Revenue NSW					
Not attributable to projects	2,375				2,375
Bangladesh	2,390	9,923		160	12,472
Government of Meghalaya					
Shella, Meghalaya, India		9,923		160	10,083
Government of India					
Shella, Meghalaya, India	2,390				2,390

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
China	2,660				2,660
Dujiangyan City Tax Service, State Taxation Administration Dajianbao West Section Limestone Mine & Baiyian mudstone mine	2,445				2,445
Jiangyou City Tax Service, State Taxation Administration Majiaoba Zhangbagou limestone mine	215				215
India - ACC	13,988	28,699	196	1,185	44,068
Government of India Not attributable to projects	13,988				13,988
State Government of Jharkhand Chaibasa Mines		490			490
State Government of Chhattisgarh Jamul Mines		5,563	15	1,185	6,763
State Government of Odisha Bargarh Mines		1,202			1,202
State Government of Tamilnadu Madukkarai Mines		251	181		432
State Government of Himachal Pradesh Gagal Mines		4,510			4,510
State Government of Maharashtra Chanda Mines		3,601			3,601
State Government of Rajasthan Lakheri Mines		1,439			1,439
State Government of Madhya Pradesh Kymore Mines		4,285			4,285
State Government of Karnataka Wadi Mines		7,359			7,359
India -Ambuja	9,940	28,439	10,245		48,625
Government of India Not attributable to projects	8,651				8,651
Himachal Pradesh State Government Kashlog and Mangoo Mines		8,327			8,327
Rajasthan State Government Marwar Mundwa	1,289	36	21		1,345
RAS-1 and RAS-2 Mines		2,965			2,965
Maharashtra State Government Various Limestone Mines(Maratha lime stone mines)		4,306			4,306
Gujarat State Government Galm, RKBA, Sugala, Singsar		5,785			5,785
Chhattishgarh State Government Gare Palma IV/8 Coal Mine,Rawan, Maldi Moper		7,020	10,225		17,245
New Zealand	355	603			957
Wellington City Council Kiwi Point Quarry		603			603
New Zealand Inland Revenue Not attributable to projects	355				355

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Europe	40,581	23,455	5,419		69,455
Azerbaijan	516				516
Vergilər Nazirliyi yanında Bakı şəhəri Lokal Gəlirlər Departamenti					
Shahgaya	516				516
Belgium	2,352				2,352
Administration communale de Lessine					
Ermitage	273				273
Team Recettes Précompte Professionnel Mons 2					
Obourg	1,813				1,813
Ministere Region Wallonne					
Obourg	139				139
Recette Des Contributions Tournal 1					
Gaurain Milueu	127				127
Bulgaria	2,080		1,477		3,557
National Revenue Agency					
Not attributable to projects	2,080				2,080
Ministry of Energy					
Not attributable to projects			1,477		1,477
Croatia	1,417				1,417
Ministarstvo financija					
Not attributable to projects	1,417				1,417
Czech Republic	3,276	160			3,437
FU Libochovice					
Cizkovice	3,276				3,276
Český báňský úřad					
Cizkovice		160			160
France	6,959	372			7,331
ST découverte archéologique ABT					
Not attributable to projects	422				422
Douane, service de la TGAP					
Not attributable to projects	6,538				6,538
Commune de Hirtzfelden					
Hirtzfelden		372			372
Germany	1,551	2,277	1,200		5,029
Gemeinde Zeithain					
Zeithain	218				218
Verbandsgemeinde Jockgrim					
Rheinzabern	2	109			111
Gemeinde Malsch					
Malsch		196			196
Gemeinde Breitscheid					
Medenbach	312				312
Finanzamt Gießen					
Medenbach	360				360

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Kreis Steinburg					
Lägerdorf			123		123
Stadtverwaltung Friedrichsdorf					
Saalburg			589		589
Gemeinde Dotternhausen					
Dotternhausen	59	1,094			1,153
Landesamt für Natur, Umwelt und Verbraucherschutz					
Stenden, Vorst, Willich und Kaarst			303		303
Stadtverwaltung					
Weil am Rhein		878			878
Landratsamt Zollernalbkreis					
Balingen			185		185
Stadt Sehnde					
Höver	123				123
Steuerkasse Hamburg					
Beckum	478				478
Greece	334	2,940	124		3,398
FAE Athinon					
Giali Industrial minerals- pumice	334				334
Municipality of Nisyros					
Giali Industrial minerals- pumice		2,419	107		2,526
Municipality of Aliveri					
Aliveri Aggregates		119			119
Aliveri Industrial minerals		293			293
North Aegean District					
Mytilini quarry		109	17		126
Italy	292		1,226		1,518
Comune Di Pioltello (MI)					
Pioltello			196		196
Comune Di Ternate (VA)					
Faraona Ternate	292		163		455
Comune Di Travedona Monate (VA)					
Faraona Travedona			203		203
Comune Di Peschiera Borromeo (MI)					
Cava Peschiera			329		329
Comune Di Bulciago (LC)					
Rio Gambaione			104		104
Comune Di Cassago (LC)					
Rio Gambaione			115		115
Parco Sud Pioltello/Peschiera					
Pioltello/Peschiera			117		117
Moldova	943				943
Ministry of Finance - State Tax Service					
Rezina	943				943

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Poland	2,261	4,312	531		7,105
Narodowy Fundusz Ochrony Środowiska i Gospodarki Wodnej					
Not attributable to projects		1,789			1,789
Urząd Gminy Lipnica					
Ostrowite, Gliśno		364			364
Urząd Gminy Krzeszowice					
Dubie		165			165
Urząd Gminy Wierzbica					
Wierzbica	128				128
Urząd Marszałkowski Województwa Kujawsko-Pomorskiego					
Kujawy			232		232
Starostwo Powiatowe Żnin					
Kujawy	429				429
Regionalna Dyrekcja Lasów Państwowych Szczecinek					
Ostrowite, Gliśno, Sępólno			138		138
Urząd Gminy Barcin					
Kujawy	1,170	870			2,040
Urząd Gminy Morawica					
Radkowice	197				197
Urząd Gminy Legnickie Pole					
Lubień		129			129
Urząd Gminy Sitkówka Nowiny					
Radkowice	140	284			424
Urząd Gminy Sulików					
Sulików	198	168			366
Urząd Gminy Biały Bór					
Sępólno		290			290
Urząd Gminy Małogoszcz					
Małogoszcz		252			252
Regionalna Dyrekcja Lasów Państwowych Kraków					
KOSD			162		162
Romania	3,279	2,759	131		6,170
Bugetul de Stat					
Clay Quarry Stoenesti	10	197			206
Gypsum Quarry Boteni	6	87			93
Limestone Quarry Alesd - Subpiatra	29	834			863
Limestone Quarry CpLung - Mateias	45	1,114			1,159
Limestone Quarry Turda -Sandulesti	32	112			144
Marl Quarry Alesd - Hotar	11	201			212
Payments not attributable to projects	2,012				2,012
Pozz Quarry Alesd - Mirsid	2				2
Sand & Gravel Pit Corbii Mari	2	72			75
Sand & Gravel Pit Stancesti	7	143			149
Bugetul local					
Limestone Quarry Alesd - Subpiatra			59		59

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Bugetul local					
Limestone Quarry Turda -Sandulesti			43		43
Pozz Quarry Alesd - Mirsid			14		14
Sand & Gravel Pit Corbii Mari			15		15
Ministerul Agriculturii si Dezvoltarii Rurale					
Sand & Gravel Pit Corbii Mari	37				37
Bugetul de Stat					
Payments not attributable to projects	1,087				1,087
Russia	1,226		608		1,834
Federal Tax Authority Kaluga Region					
Borshevskiy	606				606
Federal Tax Authority of Karelia Republic					
Bolshoy Massiv, Shokshinsky Kvartsit, Goloday Gora	155				155
Federal Tax Authority of Moscow Region					
Prioksky	303				303
Federal Tax Authority of Saratov Region					
Bolshevik	162				162
Federal Treasury of Moscow Region					
Priokskiy			488		488
Federal Treasury of Saratov Region					
Bolshevik			120		120
Serbia	1,097	366	121		1,584
Municipality of Beocin					
Beocin	118				118
Marl Quarry Filijala		215			215
Municipality of Sremska Mitrovica					
Limestone Quarry Mutalj		151			151
Ministry of Finance, Treasury and Administration Republic of Serbia					
Beocin	979		121		1,100
Spain	385				385
Ayuntamiento de Carboneras					
La Mezquita	385				385
Switzerland	1,516	9,379			10,895
Gemeinde Untersiggenthal					
Siggenthal		124			124
Einwohnergemeinde Würenlingen					
Würenlingen		431			431
Gemeinde Villigen					
Siggenthal		877			877
Gemeinde Kirchberg					
Kirchberg		508			508
Commune de Biere					
Biere		254			254
Ville de Morges					
Morges		103			103

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Commune d'Eclépens					
Eclépens		524			524
Gemeinde Würenlingen					
Siggenthal		1,055			1,055
Gemeinde Büsingen					
Schaffhausen		404			404
Gemeindeverwaltung Untervaz					
Untervaz		5,099			5,099
Kantonales Steueramt Zürich					
Not attributable to projects	1,133				1,133
Administration fiscale cantonale Genève					
Not attributable to projects	257				257
Kantonales Steueramt Wallis					
Not attributable to projects	126				126
United Kingdom	11,095	888			11,983
Her Majesty's Revenue & Customs					
Not attributable to projects	4434				4434
Central Bedfordshire Unitary Authority					
Garside Sands	291				291
Her Majesty's Revenue & Customs (Corporation tax UK)					
Not attributable to projects	1,197				1,197
Huntingdonshire District Council					
Little Paxton	203				203
Sedgemoor District Council					
Callow	249				249
Peterborough Unitary Authority					
Pode Hole	225				225
Staffordshire Moorlands District Council					
Caudlon Low and Caudlon cement works	171				171
Highland Unitary Authority					
Glensanda	430				430
East Staffordshire District Council					
Newbold & Uttoxeter	917				917
Blaby District Council					
Croft	262				262
Plymouth Unitary Authority					
Moorcroft	163				163
Mid Devon District Council					
Westleigh	172				172
Lancaster County Council					
Back Lane	181				181
Mendip District Council					
Colemans & Torr	772				772
North Lanarkshire Council					
Croy & Duntilland	172				172
Duntilland		326			326

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
North West Leicestershire District Council					
Bardon Hill	998				998
East Lindsey District Council					
Woodhall spa	117				117
The Crown Estate (Marine royalties)					
Shoreham & Portsmouth Wharf		562			562
Cotswold District Council					
Kempsford	141				141
Latin America	11,205	4,295	1,042		16,541
Brazil		361			361
Agência Nacional de Mineração					
Caaporã - Cajamar - Cantagalo		161			161
Montes Claros - Pedro Leopoldo - Prados - Mata do Ribeirão I - AAMR		200			200
Colombia	470				470
Secretaría de Hacienda de Nobsa					
Nobsa	140				140
Dirección de Impuestos y aduanas nacionales					
Nobsa	330				330
El Salvador	302		774		1,076
Local Governments - Metapán City Hall					
El Colorado quarry			321		321
El Zapote quarry			206		206
La Esperanza quarry			248		248
Local Governments - Municipal Governments					
Payments not attributable to projects	302				302
Ecuador	4,813	3,930	267		9,010
Internal Revenue Service-Central Tax Administration					
Calicanto-Pastaza Macarena-La Victoria			119		119
Cenaca		3,811	97		3,908
C-Rios-Ventanas-Latacunga- PIFO		119	52		171
Not attributable to projects	4,813				4,813
Mexico	5,620				5,620
Tesorería del Gobierno de la Ciudad de México					
Ciudad de México	213				213
Gobierno de Coahuila					
Ramos Arizpe	690				690
Servicio de Administración Tributaria (SAT)					
Consolidated	4,717				4,717
Middle East Africa	17,723	7,258	19,966	1,171	46,118
Algeria	3,746	3,539	9	1,171	8,465
Agence Nationale des activités minières					
Ben aouda		116			116
Chouf Amar		1,201			1,201
Djemmoura		680			680
Guttaia		264			264
Not attributable to projects		241	9	264	513

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Oued Sma		928			928
Sidi abdelkader		111			111
Trésor Public					
Chouf Amar				394	394
Djemmoura				197	197
Oued Sma				316	316
Direction des grandes entreprises					
Not attributable to projects	3,746				3,746
Egypt	12,970		15,054		28,023
National service / Army					
Amounts paid to army for the explosion and raw material			15,054		15,054
Egyptian Tax authority					
Not attributable to projects	12,970				12,970
Iraq			2,962		2,962
Federal Government of Iraq					
Karbala Cement Manufacturing Ltd.(KCML) Clay & Limestone			1,904		1,904
Kurdistan Regional Government					
Bazian Cement Company LTD. (BAZ) clay & Limestone			1,058		1,058
Jordan		508			508
Energy & Minerals Regulatory Commission					
Quarries of Rashadiya Plant		508			508
Kenya	374		1,061		1,435
Kenya revenue authority					
Not attributable to projects	209				209
Ministry of Mining					
Not attributable to projects	165				165
County Government of Kilifi					
Vipingo			429		429
Mavoko sub county					
Katani			117		117
County Government of Malindi					
Vipingo			515		515
Nigeria	406	876			1,282
Ministry of Mines and Steel Development					
Ewekoro		318			318
Mfamosing		558			558
Federal inland Revenue Service					
Ashaka	406				406
Reunion	141				141
Tresor Public / CCIR					
Beas Panon	141				141
South Africa		855	11		866
Ethekwini Municipality					
Quarry Durban Ridgeview		597			597
Eskom Holdings SOC Ltd					
Quarry Electricity		259	11		270

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Tanzania		307	599		907
Tanzania ports					
Songwe 2			599		599
The mining commission					
Songwe 2		307			307
Uganda		1,112			1,112
Uganda Revenue Authority					
Hima & Dura		1,112			1,112
Zambia	86	60	270		416
Zambia Revenue Authority					
Chilanga	86	60			146
City/District Council					
Ndola/Chilanga			270		270
North America	105,826	3,974	3,047		112,846
Canada East	14,537		2,439		16,976
Canada Revenue Agency					
Payments not attributable to projects	7,930				7,930
Ville de Montreal					
Montreal Quarry (Road Fees)	661				661
Toronto Port Authority					
Payments not attributable to projects			524		524
Ville de Ste-Adele					
Ste-Adele Quarry (road fees)	206				206
Ontario Aggregates Resources Corporation					
Bearbrook Quarry	178				178
Breachin Quarry	216				216
Dundas Quarry	246				246
Moodie Quarry	185				185
Payments not attributable to projects	1,844				1,844
Property #20 Pit	150				150
Ux. Side of Stouffville Pit	132				132
West Paris Ext	114				114
Woodstock Quarry	118				118
Hamilton-Oshawa Port Authority					
Not attributable to projects			1,794		1,794
Ville de Gatineau					
Klock Quarry (road fees)	199				199
Windsor Port Authority					
Windsor Dock			121		121
Ville de Saint Gabriel					
St. Constant (road fees)	320				320
Revenu Quebec					
Payments not attributable to projects	1,594				1,594
Municipality of St-Gabriel					
St.Gabriel Pit (road fees)	445				445

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Canada West	24,141	3,974	608		28,723
Alberta Tax & Revenue Administration					
Not Site Specific	5,025				5,025
Canada Revenue Agency					
Not attributable to projects	15,451				15,451
Municipal District of Bighorn #8					
Exshaw	1,769				1,769
City of Calgary					
Spyhill	535				535
Stoney Trail	301				301
City of Pitt Meadows					
Pitt River Quarry	22		608		630
City of Abbotsford					
Abbotsford Sand & Gravel	35	221			256
Ward Road Quarry	15	216			230
Sturgeon County					
Calahoo	154				154
Lac Ste Anne County					
Onoway	296				296
Minister of Finance, Manitoba					
Dawson Road	118				118
District of West Kelowna					
Westbank	122				122
Minister of Finance, Alberta					
BLV Stoney Trail		3,175			3,175
Minister of Finance, British Columbia					
Texada Quarry	144	363			507
Lacombe County					
Lacombe	154				154
US Cement	60,427				60,427
State of Indiana					
Corporate Office	263				263
State of Tennessee					
Corporate Office	576				576
State of North Carolina					
Corporate Office	715				715
State of North Dakota					
Corporate Office	299				299
State of Texas					
Corporate Office	1,418				1,418
State of Oregon					
Corporate Office	162				162
State of Pennsylvania					
Corporate Office	637				637
State of Ohio					
Corporate Office	405				405
State of Michigan					
Corporate Office	854				854

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
State of Minnesota					
Corporate Office	257				257
District of Columbia					
Corporate Office	587				587
Wisconsin / City of LaCrosse					
LaCrosse Terminal	113				113
Texas / Goose Creek CISD (Galena Park ISD)					
Houston TER	614				614
Michigan / Alpena					
Alpena Plant	811				811
State of Louisiana					
Corporate Office	528				528
Missouri / St. Genevieve County					
St. Genevieve Plant	3,775				3,775
Missouri / Ste. Genevieve County School District R-II					
St. Genevieve Plant	188				188
Illinois / Cook County (Lyons)					
Chicago Summit Terminal	218				218
State of South Carolina					
Corporate Office	470				470
State of Missouri					
Corporate Office	158				158
State of Kentucky					
Corporate Office	117				117
City of New York					
Corporate Office	2,427				2,427
Utah / Morgan County					
Devil's Slide Plant	781				781
New York / Coeymans, Town of					
Ravena Plant	1,031				1,031
Wisconsin / Milwaukee					
Milwaukee TER	181				181
State of Massachusetts					
Corporate Office	113				113
Florida / Citrus County					
Crystal River Quarry	118				118
Pennsylvania / Whitehall Township / Coplay School District					
Whitehall Plant	188				188
Colorado / Fermont County					
Portland Plant	1,840				1,840
Texas / Ellis County					
Midlothian Plant	6,000				6,000
New York / Albany County / Town of Coeymans					
Ravena Plant	231				231
Maryland / Washington County					
Hagerstown Plant (SLC)	158				158
Texas / Harris County					
Houston TER	346				346

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
South Carolina / Orangeburg County					
Holly Hill Plant	4,675				4,675
Illinois / Cook County (Hyde Park)					
South Chicago Terminal	226				226
Rhode Island / City of Providence					
Providence Terminal	250				250
New York / NYC Department of Finance					
College Point Terminal	278				278
Missouri / St. Genevieve County Comm. Services					
St. Genevieve Plant	563				563
State of Mississippi					
Corporate Office	128				128
South Carolina / South Carolina Tax Commission					
Railcar Fleet	174				174
US Federal Government - Internal Revenue Service (IRS)					
Corporate Office	18,764				18,764
South Carolina / Charleston County					
CHarleston TER (5505)	995				995
Illinois / Massac County					
Joppa Plant	543				543
Missouri / Ste. Genevieve County Comm Devn't Fund					
St. Genevieve Plant	375				375
New York / Ravena - Coeymans - Selkirk School District					
Ravena Plant	2,188				2,188
Missouri / Ste. Genevieve County Dev't Economic Dev't Fund					
St. Genevieve Plant	188				188
Oklahoma / Pontotoc County					
Ada Plant	637				637
Alabama/ Mobile County					
Theodore Plant	1,425				1,425
Michigan / MI Dept of Treasury					
Alpena Plant	203				203
State of Alabama					
Corporate Office	408				408
Michigan / Essexville					
Essexville TER	132				132
Michigan / Alpena Township					
Alpena Plant	112				112
Michigan / City of Detroit					
Detroit Terminal	1,001				1,001
Indiana					
East Chicago Granulation	359				359
New Jersey / City of Bayonne					
Bayonne Terminal	230				230
US Aggregates	6,721				6,721
State of Pennsylvania					
Corporate Office	322				322

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure improvements	Total
Maryland					
Accokeek Sand & Gravel	145				145
Kirby Sand & Gravel	137				137
Rockville Quarry	403				403
Sparrows Point	151				151
Texas					
Ambrose Sand & Gravel	142				142
Celburne Sand & Gravel	176				176
Dallas RMX	137				137
Denton RMX	117				117
McKinney RMX	249				249
Plano RMX	117				117
Roanoke RMX	124				124
Rosser Sand & Gravel	136				136
Spring A RMX	132				132
Illinois					
Algonquin Sand & Gravel	126				126
Elburn Sand & Gravel	338				338
Fox River Quarry	190				190
Joliet Quarry	151				151
McHenry Sand & Gravel	253				253
Massachusetts					
Littleton Quarry	259				259
Stoughton Asphalt Plant	121				121
Swampscott Quarry	321				321
Taunton Quarry	113				113
Colorado					
Denver RMX	148				148
Morrison Quarry	430				430
Platte Valley Sand & Gravel	198				198
Nevada					
Sloan Quarry	263				263
District of Columbia					
Ft Totten RMX	297				297
Minnesota					
Larson Quarry	148				148
Nelson Sand & Gravel	195				195
West Virginia					
Millville Quarry	253				253
Louisiana					
Three Rivers Quarry	121				121
South Carolina					
Taylor St RMX	120				120
Kentucky					
Three Rivers Quarry	188				188