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March 29, 2020

Dear Valued Customer,

**RE: CORONAVIRUS (COVID-19) - TEMPORARY PROCESS CHANGE: SIGNING FOR DELIVERY**

Holcim is working hard to continue to meet your supply needs in these very challenging times. To do so, we have to make some changes to how we operate to protect our people and yours.

In response to Government recommendations regarding Social Distancing, Holcim will immediately implement a policy of no customer signatures for delivery documentation. This policy extends to our subsidiary brands Excel Concrete, Broadway & Frame, Donmix and PF Concrete.

Rather than having you or your employees sign delivery documentation (tablet or paper), our drivers will note your site representative's name, where they are available and document that there was no signature required due to COVID-19. Unless requested on site, there will be no physical delivery advice provided to you. You can access your delivery information via our [eZyBiz customer portal](https://eportal.oc.holcim.net/#/login) (<https://eportal.oc.holcim.net/#/login>).

This change to the process will be reviewed once Government recommendations regarding Social Distancing are lifted or amended.

We recognise that these are very uncertain times and we continue to monitor and react to this evolving situation. As circumstances change, we will keep communicating to you how we are managing this situation.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'George Agriogiannis', with a stylized flourish at the end.

**George Agriogiannis**  
**Chief Executive Officer**  
**Holcim Australia and New Zealand**