

REPORT ON PAYMENTS TO GOVERNMENTS



For the financial year ended
31 December 2025

2025 Report on Payments to Governments Holcim Ltd

For the year ended 31 December 2025

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 aims to provide for enhanced transparency of these specific payments.

This report on payments to governments 2025 for Holcim Ltd is available on www.holcim.com.

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 2025.

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.

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.

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.

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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 mean any payments with a variable amount, which depend 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 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 2025, 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 2025 and non-consolidated legal entities (such as those that are accounted for using the equity method) regardless of the amounts paid. Following the completion of the spin-off of the North American business on June 23, 2025, payments related to these North American operations are excluded from the 2025 reporting scope and the data for 2024 were reclassified as discontinued in accordance with the 2025 Annual Report.

This report 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.

Amounts presented for 2025 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 2025.

To align with the Group's new internal management structure implemented in 2025, Azerbaijan, previously included under Europe, is now reported under the geographical region of Asia, Middle East & Africa. Comparative 2024 figures have been restated accordingly.

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

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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. For both the financial years 2025 and 2024, there were no bonuses and no Production Entitlements to report. In addition, 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.

in kCHF (2025)	Taxes	Royalties	Fees	Infrastructure Improvements	Total 2025
Europe	55 860	22 751	9 029		87 642
Latin America	16 486	6 411	190		23 086
Asia, Middle East & Africa	23 574	23 449	8 801	808	56 632
Total 2025	95 921	52 611	18 020	808	167 360

in kCHF (2024)	Taxes	Royalties	Fees	Infrastructure Improvements	Total 2024
Europe	65 146	22 065	5 256	221	92 688
Latin America	20 460	6 090	192		26 743
Asia, Middle East & Africa	30 428	17 107	7 578	608	55 721
Sub-total (Continuing Operations)	116 034	45 262	13 026	829	175 153
North America (discontinued)	112 398	12 202	4 853		129 453
Total 2024	228 432	57 464	17 880	829	304 605

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5 Payments per government

This overview discloses the sum of Holcim's Group'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 State Body.

Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
1. Europe	55 860	22 751	9 029		87 642
Austria	2 129				2 129
Finanzamt Feldkirch (Austria)					
Not attributable to Projects	648				648
Finanzamt für Grossbetriebe					
Mannersdorf and Retznei	1 481				1 481
Belgium	2 094				2 094
Administration Communale de Mons					
Obourg	256				256
Administration Communale de Lessines					
Ermitage	284				284
Team Recettes Précompte Professionnel Mons 2					
Obourg	1 555				1 555
Bulgaria	3 858		4 459		8 317
Ministry of Energy					
Not attributable to Projects			4 459		4 459
National Revenue Agency					
Not attributable to Projects	3 858				3 858
Croatia		921			921
Ministry of Finance					
Not attributable to Projects		921			921
Czech Republic	6 486	153	215		6 854
Český báňský úřad					
Čížkovice		153			153
FU Libochovice					
Čížkovice	181				181
Specializovaný finanční úřad					
Čížkovice	6 306				6 306
Ústecký kraj					
Čížkovice			215		215
France	20 013				20 013
French Government for Property Taxes					
Holcim Beton Granulat	784				784

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
French Government for TGAP Holcim Beton Granulat and Altkirch	447				447
Income Tax (DGFIP) Not attributable to Projects	5 663				5 663
Property Taxes (DGFIP) Not attributable to Projects	9 464				9 464
TGAP (DGFIP) Not attributable to Projects	3 468				3 468
TVS (DGFIP) Not attributable to Projects	187				187
Germany	2 134	468	1 420		4 022
Amt Breitenburg Lägerdorf			114		114
Finanzamt Giessen Medenbach	557				557
Gemeinde Breitscheid Medenbach	723				723
Gemeinde Dotternhausen Dotternhausen	99	335			435
Gemeinde Malsch Malsch			341		341
Gemeinde Zeithain Zeithain	433				433
Kreis Steinburg Lägerdorf			149		149
Landesamt für Natur, Umwelt und Verbraucherschutz Stenden, Vorst, Willich u. Kaarst			193		193
Stadt Lehrte Höver	321				321
Stadtverwaltung Friedrichsdorf Saalburg			623		623
Verbandsgemeinde Jockgrim Rheinzabern		133			133
Greece	2 155	5 969	55		8 180
Decentralized Administration of Macedonia-Thrace Meseo Aggregates		570	7		578

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Decentralized Administration of Peloponnese					
Athikia		119	2		121
Decentralized Administration of Thessaly					
Aliveri Aggregates		547	11		558
Grasidia Limestone		108	14		122
Vitzogreko Aggregates		319	3		322
KEFODE Attikis					
Altsi	206				206
Giali Industrial minerals- pumice	1 949				1 949
Municipality of Aliveri					
Aliveri Industrial minerals		1 121			1 121
Municipality of Nisyros					
Giali Industrial minerals- pumice		2 750	18		2 768
Municipality of Oreokastro					
Meseo Aggregates		274			274
Municipality of West Achaea					
Araxos Aggregates		160			160
Italy	258		1 601		1 858
Comune Di Cassago (LC)					
Rio Gambaione			192		192
Comune Di Marnate (VA)					
Gorla			124		124
Comune Di Ternate (VA)					
Faraona Ternate	258		300		557
Comune Di Travedona Monate (VA)					
Faraona Travedona			289		289
Regione Lombardia					
Gorla			696		696
Moldova, republic of	1 864				1 864
Ministry of Finance - State tax service					
Rezina	1 864				1 864
Poland	3 854	5 477	876		10 208
Narodowy Fundusz Ochrony Środowiska					
Not attributable to Projects		2 265			2 265
Regionalna Dyrekcja Lasów Państwowych Szczecinek					
Żwirownie Północ			500		500

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Regionalna Dyrekcja Lasów Państwowych Kraków KOSD			116		116
Starostwo Powiatowe Wydz. Geozjij Kujawy Kujawy	394				394
Urząd Gminy Krzeszowice Dubie		241			241
Urząd Gminy Legnickie Pole Lubień	118	167			285
Urząd Gminy Lipnica Ostowite, Gliśno	129	554			683
Urząd Gminy Małogoszcz Małogoszcz	439	230			669
Urząd Gminy Sitkówka Nowiny Radkowice	254	410			664
Urząd Gminy Sulików Sulików	274	239			513
Urząd Marszałkowski Województwa Kujawsko- Pomorskiego Kujawy			260		260
Urząd Miasta i Gminy Biały Bor Sępólno, Lisia Jama	114	348			462
Urząd Miasta i Gminy Morawica Radkowice	307				307
Urząd Miejski w Barcine Kujawy	1 826	1 023			2 849
Romania	2 389	4 143	255		6 788
Bugetul de Stat					
Clay Quarry Stoenesti	8	38			47
Gypsum Quarry Boteni	12	15			27
Various Locations Cement	1 890				1 890
Various Locations Aggregates	269				269
Limestone Quarry Alesd - Subpiatra	38	221			259
Limestone Quarry Câmpulung - Mateias	55	281			336
Limestone Quarry Turda - Sandulesti	41	53			94
Marl Quarry Alesd - Hotar	8	33			41

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Pozz Quarry Alesd - Mirsid	1				1
Sand & Gravel Neudorf	22	57			79
Sand & Gravel Pit Stancesti	6	37			43
Sand & Gravel Salcioara	28	93			121
Sand Quarry Alesd - Hotar	9	1			10
Bugetul Local					
Clay Quarry Stoenesti		154			154
Gypsum Quarry Boteni		59			59
Limestone Quarry Alesd - Subpiatra		884	37		920
Limestone Quarry CpLung - Mateias		1 123	1		1 124
Limestone Quarry Turda - Sandulesti		213	181		394
Marl Quarry Alesd - Hotar		133	14		147
Pozz Quarry Alesd - Mirsid			21		21
Sand & Gravel Corbii Mari		1			1
Sand & Gravel Neudorf		227			227
Sand & Gravel Pit Stancesti		146			146
Sand & Gravel Salcioara		371			371
Sand Quarry Alesd - Hotar		3	2		5
Serbia	1 578	1 057			2 636
Ministry of Finance, Treasury and Administration Republic of Serbia					
Beocin	1 459				1 459
Municipality of Batočina					
Quarry Batočina		345			345
Municipality of Beocin					
Beocin	119				119
Marl Quarry Filijala		316			316
Municipality of Petrovac					
Quarry Petrovac		128			128
Municipality of Sremska Kamenica National park					
Limestone Quarry Mutalj		102			102
Municipality of Sremska Mitrovica					
Limestone Quarry Mutalj		166			166

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Slovenia	158				158
Municipality of Trbovlje and Hrastnik					
Not attributable to Projects	158				158
Spain	337				337
Ayuntamiento de Carboneras					
La Mezquita	337				337
Switzerland		4 562			4 562
Commune de Biere					
Biere		493			493
Commune d'Eclépens					
Eclépens		509			509
Gemeinde Kirchberg					
Kirchberg		577			577
Gemeinde Mülligen					
Mülligen		975			975
Gemeinde Untersiggenthal					
Siggenthal		126			126
Gemeinde Villigen					
Siggenthal		812			812
Gemeinde Würenlingen					
Siggenthal		422			422
Gemeinderverwaltung Untervaz					
Untervaz		393			393
Ville de La Sarraz					
La Sarraz		255			255
United Kingdom	6 553		148		6 701
Blaby District Council					
Croft	201				201
Cornwall					
Greystones, Kessel	152				152
East Lindsey District Council					
Woodhall spa	211				211
East Staffordshire DC					
Newbold & Uttoxeter	1 109				1 109
Environment Agency (waste management License subsistence fee, discharge consent subsistence fee)					
Not attributable to Projects			148		148

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Her Majesty's Revenue & Customs (Corporation tax UK) Not attributable to Projects	1 227				1 227
Lancaster County Council Back Lane, High Roads	337				337
Mendip DC Colemans & Torr	948				948
Mid Devon District Council Westleigh	181				181
North Lanarkshire Council Duntilland	174				174
North West Leicestershire District Council Bardon Hill	1 060				1 060
Peterborough Pode Hole	169				169
Plymouth Unitary Authority Moorcroft	230				230
Sedgemoor District Council Callow	315				315
West Lothian UA KRM Concrete Limited	119				119
Westmorland & Furness (S Lake) Holmepark & Holmescales	120				120
2. Latin America	16 486	6 411	190		23 086
Argentina	356		64		420
Agencia de Recaudación y Control Aduanero (ARCA) Malagueño	234				234
Puesto Viejo	122		64		186
Colombia	1 593	655			2 248
Agencia Nacional de Minería Nobsa		441			441
Dirección de Impuestos y Aduanas Nacionales Nobsa	1 291				1 291
Municipio de IZA IZA		214			214

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
Secretaria de Hacienda de Nobsa Nobsa	302				302
Ecuador	1 398	4 112	126		5 636
Servicio de Rentas Internas Not attributable to Projects	1 398				1 398
Cenaca		3 863	71		3 934
Other Minorities		249	55		304
El Salvador	3 754	1 263			5 017
Local Governments - La Libertad Costa City Hall Tepeagua quarry	212	43			255
Local Governments - Santa Ana Norte City Hall El Colorado quarry	1 451	500			1 950
El Tonto quarry	273	94			368
El Zapote quarry	1 154	397			1 551
La Esperanza quarry	664	229			892
Mexico	9 198				9 198
Other National Not attributable to Projects	367				367
Regional / Local government Not attributable to Projects	1 388				1 388
Servicio de Administración Tributario (SAT) Not attributable to Projects	7 443				7 443
Nicaragua	80	155			235
Direccion General de Ingresos El Boqueron & Cofradia	80	155			235
Peru	106	226			332
Payments to Regional / Local government COMACSA	106	226			332
3. Asia, Middle East & Africa	23 574	23 449	8 801	808	56 632
Algeria	2 393	2 630		808	5 832
Agence Nationale des activités minières Chouf Amar		986			986
Guttaia		345			345
Hammam Sidi El hadj		604			604
Kef Azrou		121			121
Oued Sma		574			574

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Direction des grandes entreprises					
Not attributable to Projects	2 393				2 393
Trésor Public					
Chouf Amar				326	326
Guttaia				115	115
Hammam Sidi El hadj				176	176
Oued Sma				191	191
Australia	11 099	4 845	2 214		18 159
Act Revenue Office (Fyshwick)					
Fyshwick ACT Concrete			174		174
Australian taxation Office					
Not attributable to Projects	9 782				9 782
Balina Shire Council					
Teven (Fox's) Quarry		135			135
Blacktown City Council					
Blacktown Quarry			290		290
Commissioner State Rev NSW					
Not attributable to Projects	506				506
Department for Energy and Mining					
Pernatty Quarries		797			797
Department of Agriculture Fisheries					
Sunrock & Bli Bli Quarry		2 300			2 300
Department of Jobs Precincts					
Lang Lang Sand		1 143			1 143
Department of Lands WA					
Lang Lang Sand			191		191
Department of Mines Industry Regulation					
Not attributable to Projects		152			152
EPA License Administration SEC					
Not attributable to Projects			205		205
Gold Coast City Council					
Beenleigh Quarry			390		390
Ipswich City Council					
Ipswich Quarry			404		404
State Revenue Office QLD					
Not attributable to Projects	522				522
Queanbeyan City Council					
Cooma Road Quarry		198			198

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Queensland Urban Utilities Ipswich Quarry			352		352
Revenue SA Not attributable to Projects	111				111
State Revenue Office VIC (Land Tax) Not attributable to Projects	180				180
Sunshine Coast Regional Council Bli Bli Quarry		120			120
Toowoomba Regional Council Toowoomba Quarry			207		207
Azerbaijan Vergilər Nazirliyi yanında Bakı şəhəri Milli Gəlirlər Departamenti Shahgaya	1 022 1 022				1 022 1 022
China Dujiangyan City Tax Service, State Taxation Administration Baiyian mudstone mine	3 179 57	4 371 3 109	2 216		9 767 3 166
Dajianbao West Section Limestone Mine	2 127	1 261			3 388
Jiangyou City Tax Service, State Taxation Administration Majiao Town Dayuanbao Construction Stone Dolomite- Limestone Mine			1 591		1 591
Majiaoba Zhangbagou limestone mine	996				996
Jiangyou Municipal Bureau of Natural Resources and Planning Majiao Town Dayuanbao Construction Stone Dolomite- Limestone Mine			444		444
Mianyang Municipal Finance Bureau Majiao Town Dayuanbao Construction Stone Dolomite- Limestone Mine			181		181
Egypt National Services Department Mining Amounts paid to army for blasting and raw material extraction from the quarry			3 628 3 628		3 628 3 628

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Receiving country in kCHF	Taxes	Royalties	Fees	Infrastructure Improvements	Total
India¹	3 364	9 007			12 370
Government of India Shella, Meghalaya, India	3 364				3 364
Government of Meghalaya Shella, Meghalaya, India		9 007			9 007
Iraq			713		713
Kurdistan Regional Government / Directorate of Oil and Mineral in Sulaymaniyah Bazian Cement Company LTD. (BAZ) Clay & Limestone			713		713
Philippines	2 517				2 517
Municipality of Angono Angono Quarry	177				177
Municipality of Bacnotan Bacnotan Quarry	199				199
Municipality of Balaoan Balaoan Quarry	244				244
Bureau of Internal Revenue Not attributable to Projects	895				895
Municipality of Davao Davao Quarry	835				835
Municipality of Norzagaray Norzagaray Quarry	166				166
United Arab Emirates		2 597	30		2 626
Fujairah Natural Resources Corporation FNRC		2 597	30		2 626

¹ Paid by entities located in India and controlled by LafargeHolcim Bangladesh Limited.

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