

Legal Department



Holcim (US) Inc.
6211 Ann Arbor Road
P.O. Box 122
Dundee, MI 48131

Phone 800-453-2363
Phone 734-529-4465
Fax 734-529-2800
www.holcim.com/us

June 10, 2009

Tod O'Lone, Village President
Village of Dundee, Michigan
350 W. Monroe Street
Dundee, Michigan 48131

RE: CLOSURE OF HOLCIM (US) INC., DUNDEE, MICHIGAN FACILITY

Dear Mr. O'Lone,

In December 2008 and February 2009, I sent letters to you notifying you of Holcim's permanent shutdown of its Dundee, Michigan cement manufacturing facility located at 15215 Day Road, Dundee, Michigan 48131. In those letters I notified you that the closure would be conducted in three phases. The first phase was the shutdown of kiln 2 which occurred on November 30, 2008. The second phase was the shutdown of kiln 1 which occurred on March 14, 2009. The third phase of the shutdown will be the idling of the grinding mills which is now expected to occur on August 11, 2009. It has not been determined whether the shipping station will be shutdown at this time. As previously stated, the shutdown will affect 139 employees.

The previous notices related to the separations that occurred on February 12, 2009 and April 15, 2009. We have now determined that the third separation related to the idling of the grinding mills will occur on August 11, 2009 and will affect approximately 33 total employees, 23 hourly employees and 10 salaried employees. A list of the employees we currently anticipate to be affected in the third separation is enclosed. Bumping rights exist in connection with this reduction for hourly employees.

Our hourly employees are represented by the Cement, Lime, Gypsum and Allied Workers' Division of the International Brotherhood of Boilermakers, Iron Shipbuilders, Blacksmiths, Forgers and Helpers. The chief elected officer is Newton B. Jones, International President, 753 State Avenue, Suite 570, Kansas City, Kansas, 66101.

If you have any questions, the name and telephone number of a company official to contact for further information is: Melissa Gentner, Manager, Human Resources (734-529-4632).

Very truly yours,

A handwritten signature in black ink, appearing to read 'Dennis Hoffman'.

Dennis Hoffman
Regional Counsel

RECEIVED

JUN 11 2009

RAPID RESPONSE
WORKFORCE PROGRAMS

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November 10, 2009

Chong-Anna Canfora, Director
Rapid Response Section
Michigan Department of Labor & Economic Growth
611 West Ottawa Street, 4th Floor
P.O. Box 30004
Lansing, Michigan 48909

RE: CLOSURE OF HOLCIM (US) INC., DUNDEE, MICHIGAN FACILITY

Dear Chong-Anna Canfora,

In December 2008 and February 2009, I sent letters to you notifying you of Holcim's permanent shutdown of its Dundee, Michigan cement manufacturing facility located at 15215 Day Road, Dundee, Michigan 48131. In those letters I notified you that the closure would be conducted in three phases. The first phase was the shutdown of kiln 2 which occurred on November 30, 2008. The second phase was the shutdown of kiln 1 which occurred on March 14, 2009. The third phase of the shutdown will be the idling of the grinding mills occurred on August 11, 2009. It has not been determined whether the shipping station will be shutdown at this time. As previously stated, the shutdown will affect 139 employees.

The previous notices related to the separations that occurred on February 12, 2009, April 15, 2009 and August 11, 2009. We have now determined that the fourth separation related to the idling of the grinding mills will occur on November 30, 2009, and will affect approximately 23 total employees, 13 hourly employees and 10 salaried employees. A list of the employees we currently anticipate to be affected in the third separation is enclosed. Bumping rights exist in connection with this reduction for hourly employees.

Our hourly employees are represented by the Cement, Lime, Gypsum and Allied Workers' Division of the International Brotherhood of Boilermakers, Iron Shipbuilders, Blacksmiths, Forgers and Helpers. The chief elected officer is Newton B. Jones, International President, 753 State Avenue, Suite 570, Kansas City, Kansas, 66101.

If you have any questions, the name and telephone number of a company official to contact for further information is: Melissa Gentner, Manager, Human Resources (734-529-4632).

Very truly yours,

A handwritten signature in black ink that reads 'Brian Smith' followed by a stylized arrow pointing to the right.

Brian Smith
Corporate Counsel

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Hourly Employees

Carr	Ronald	10/31/09	Production Shift Utility
Edelbrock	Doug	10/31/09	Production Shift Utility
Frederick	David	10/31/09	Maintenance A
Polenz	Dan	10/31/09	Control Room Operator Cement Loader
Mitchell	Michael	11/14/09	Seasonal Cement Loader
Pilbeam	Byron	11/14/09	Seasonal Cement Loader
Dick	Joseph	11/18/09	Seasonal
Blanchard	William	11/30/09	Production Shift Utility
Collins	James	11/30/09	Production Shift Utility Electrical Maintenance
Estep	Walter	11/30/09	A
Orr	Charles	11/30/09	Maintenance A
Parran	James	11/30/09	Control Room Operator
Vergowven	Kenneth	11/30/09	Maintenance A

Salary Employees

Dusseau	Barbara	10/31/09	Lab Tech
Estes	Christina	10/31/09	Chemist Control Room
Wilhelm	Brian	10/31/09	Supervisor
LaVigne	Martin	11/20/09	Dispatcher
Cornett	Deborah	11/30/09	Lab Tech Control Room
Simmons	Larry	11/30/09	Supervisor
Reitz	Marissa	11/30/09	Production Analyst
Bowers	Garland	12/31/09	Warehouse Supervisor
Gill	David	12/31/09	Sr. Lab Tech
Stiegel	John	12/31/09	Controller