

SOLIFONDS
Quellenstrasse 25
Postfach
8031 Zürich

May 23, 2013
bernard.fontana@holcim.com

Dear Mrs. Zimmermann
Dear Mr. Niederberger
Dear Mr. Schäppi
Dear Mr. Scheidegger
Dear Mr. Yuson

I refer to your letter dated April 25, 2013 under the subject "Intimidation and false accusation by Holcim-Ambuja in Baloda Bazar, India".

I have reviewed it with great attention and I have asked for an internal investigation. In the Appendix to this letter, you will find the "Precisions provided by Ambuja management about an intrusion into Ambuja Bathapara factory". I also personally discussed the case with the Ambuja management during my recent visit to them.

As you know, I promote social dialogue. Still, for such a dialogue to progress, it is also necessary to respect Ambuja staff as well as their duty to ensure safety and security.

I am informed that as a consequence of my investigations the Deputy Security Officer has chosen to resign: he would feel he cannot continue his security mandate in a context of provocations against him raising questions about his behavior, even when he is not present during the events.

From my conversations with the management, I perceived a discouragement in their efforts to improve the situation: while they provided the requested support to the Bhagwati Sahu case, several of them saw the April 17 incident, the very same day of the AGM of Holcim, as a possible provocation and revenge against the Deputy Security Officer.

I understand that a withdrawal of his claim by Ajay T.G. could allow the security staff to also withdraw the claims they filed on April 17. This can be dealt with the support of Ambuja Bathapara site manager if useful.

Even if it is a difficult path, we will continue our commitment to a social dialogue and I also ask for your support to make progress into the right direction.

Best regards



Bernard Fontana

Appendix

Precisions provided by Ambuja management about an intrusion into Bathapara factory

- A court order forbids potentially violent or disruptive people the access into a perimeter of 500 meters from Ambuja Bathapara factory gate. The court order was passed after violent exactions at the gate in 2009-2010.
- In March 2013, the neighboring cement plant of Lakshmi Cement has been attacked by violent opponents, creating a serious threat to the physical integrity of the staff. The plant has been partially burned.
- On April 17, 2013, Ambuja Bathapara was under a high level alert due to the recent attack of Lakshmi Cement plant, the presence of Ambuja Executive Committee in the factory and the presence of industrial explosives for the quarry.
- On April 17 early morning, the plant security reported a vehicle with suspicious movements around the factory. Similar vehicle activity had preceded the Lakshmi Cement plant attack.
- At 6h15, the vehicle crossed the 500 meters perimeter and at least 2 individuals entered the premises of the factory through the gate. A security guard warned them of the perimeter and security informed the local police of an intrusion.
- The intruders later moved towards the school of the Company. One of them climbed the walls of the school. This behaviour as well as the proximity of the intruders to a potential back access to the factory raised again the concerns of the security. The Deputy Security Officer who was not initially present had been called. The security asked the intruders to stop their intrusions activities. No violence was perpetrated.
- The Deputy Security Officer filed a claim against the intruders.