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Doug Nielson  
Doug Nielson Communications  
PO Box 150526  
Ogden, UT 84415

RE: TEAMWORK AND TAKING THE HELM

Dear Doug,

Please accept this photograph as a reminder of the morning, May 10<sup>th</sup>, spent with Doug Nielsen.

That morning we discussed trust and how it is a foundation for creating a performance team. There is no question that performance has improved significantly here at Skyway. This is truly a result of your individual effort and commitment to "Take the Helm".

We were faced with and overcame many challenges over the past few years...this is perseverance. We were able to accomplish this by setting realistic clear goals for ourselves and by developing an "I care" attitude. Ultimately this is leading our team toward two-way accountability and our ultimate goal of peak performance.

I would like to sincerely thank you for your efforts and encourage you to work to sustain the momentum.

Sincerely,

Mark J. Coombs

A handwritten signature in black ink that reads "Mark J. Coombs".

THANKS DOUG!

Plant Manager  
Holcim (US) Inc.