INTEGRATED PROFIT & LOSS STATEMENT 2021

ANNUAL RESULTS AND ASSUMPTIONS

NBBJ

HOLCIM

MEASURING OUR VALUE: THE INTEGRATED PROFIT & LOSS STATEMENT (IP&L)

OUR MULTI-CAPITALS[1] BUSINESS PERFORMANCE IN 2021

Holcim is one of the pioneers in the growing discipline of impact valuation. Since 2014 we have assessed on an annual basis our economic, social and environmental impacts in monetized terms (triple bottom line (TBL)), and we disclose them through our Integrated Profit & Loss statement (IP&L 2021 results on page 3).

In 2021, Holcim announced its "Strategy 2025 – Accelerating Green Growth" to become the global leader in innovative and sustainable building solutions, putting sustainability at the core of the strategy, driven by our purpose to build progress for people and the planet.

Holcim is committed to creating value for society and to measuring our business performance beyond financials. The IP&L complements our traditional financial and sustainability metrics, bringing a multi-capital perspective to understand the value our business delivers to society.

We are leading the way to sustainable finance, and in 2021, we demonstrated this commitment with specific actions like our sustainability-linked bonds and sustainability-linked financing transactions worth above CHF 3 billion.

Holcim joined the UNGC CFO Taskforce alongside 60 companies representing a combined USD 1.7 trillion in market capitalization. The UNGC CFO Taskforce aligns members' finance strategies with the United Nations Sustainable Development Goals (SDGs).

STANDARDIZING IMPACT VALUATION. RETHINKING PERFORMANCE

We are a founding member of the Value Balancing Alliance (VBA), a diverse group of companies working since 2019 with multiple stakeholders[2] to develop a global impact measurement and valuation (IMV) standard for monetizing and disclosing impacts of corporate activity and to provide guidance on how these impacts can be integrated into business steering.

In 2021, we joined Saïd Business School, University of Oxford's Oxford Initiative on Rethinking Performance (ORP).[3] The ORP is a unique approach to applied research to develop a framework for measuring and acting on our corporate purpose, resulting in long-term economic and environmental improvements for all. Our involvement and contribution to this leading research will enhance our understanding and bring new insights on how to measure our company's purpose and performance.

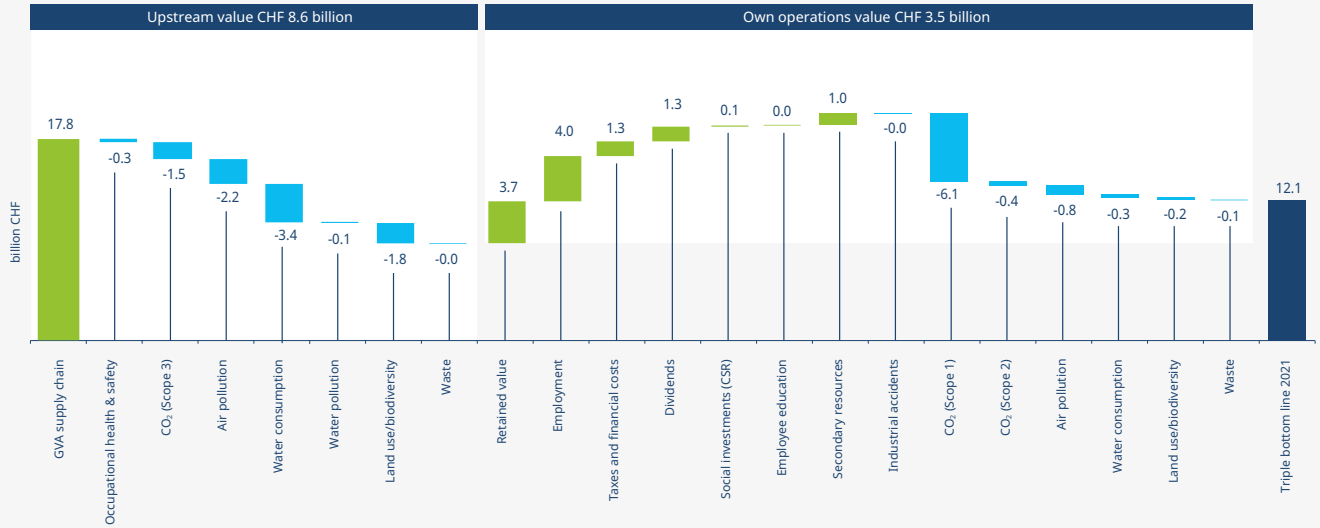
Firestone solar roof at Apple Park, Cupertino, USA

[1] Capitals: Financial, Natural, Human and Social.
[2] The European Commission, the OECD, the World Economic Forum, the World Business Council for Sustainable Development, the Capitals Coalition, the IFRS, leading universities like Oxford and Harvard, and the Big Four consulting firms.
[3] https://www.sbs.ox.ac.uk/research/centres-and-initiatives/oxford-initiative-rethinking-performance

MEASURING OUR VALUE: THE INTEGRATED PROFIT & LOSS STATEMENT (IP&L)
CONTINUED

THE TRIPLE BOTTOM LINE (TBL)

INTEGRATED PROFIT & LOSS BRIDGE



The IP&L is intended to raise awareness of externalities that may or may not affect Holcim's business, and to assess their relative importance. It contains preliminary considerations that may be subject to change. Furthermore, the IP&L may also change, for example as valuation techniques and methodologies evolve. It should be considered as indicative and it neither represents any final factual conclusions nor is intended to assert any factual admission by any person regarding the impact of Holcim or any of its related parties on environment or society.

HOW TO READ THE IP&L BRIDGE

We portray our IP&L as a bridge chart, designed to show the cumulative effect of sequentially introduced positive or negative values. The bridge starts with the gross value added (GVA) derived from our total procurement spend with suppliers and then sequentially shows the positive or negative financial and monetized environmental and social impacts. The final bar shows our assessment of the **total TBL value** reported by the company. We have differentiated in the chart the impacts related to upstream supply chain and to our own operations.

WHAT THE IP&L TELLS US

The IP&L indicates that the impact we create in society reaches far beyond the boundaries of our own operations, impacting our stakeholders and the environment both positively and negatively.

In the supply chain ("Upstream value"),[4] the net positive impact is estimated at **CHF 8.6 billion**. The most positive impact occurs due to the economic value we add to society through our procurement activities, deriving in CHF 17.8 billion GVA. The positive impacts are offset by the environmental impacts related to water consumption, CO_2 emissions and other types of air emissions in our supply chain. These impacts occur mainly due to the procurement of electricity, fuels, plastic bags, paper bags and the transportation of our products.

In our own operations, the net positive impact is estimated at **CHF 3.5 billion**. The most positive impacts occur due to employment, taxes, dividends, social investments and our continual effort to replace natural resources with secondary resources, totaling CHF 11.4 billion.

The most significant portion of our total cost to society from our own operations are the CO_2 emissions of CHF 6.5 billion (Scope 1 and 2). We are committed to reducing these emissions. Holcim is among the first seven companies worldwide to have its near and long-term CO_2 targets validated by the Science Based Targets initiative for all scopes, setting the reference for our industry.

Through our net zero pledge, we will improve not only the impact from our CO_2 emissions, but also key environmental impacts in our supply chain, enhancing our TBL across the full supply chain.

12.1

billion CHF TBL value (upstream and own operations)
2020: CHF 13.4 billion

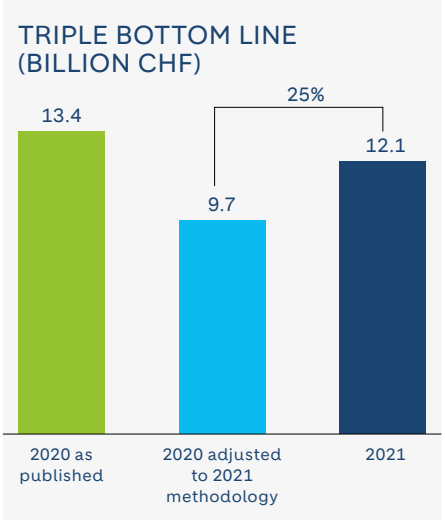
[4] Supply chain – upstream: procurement spend with suppliers and the estimated environmental and social impacts associated with the purchase of goods and services.

MEASURING OUR VALUE: THE INTEGRATED PROFIT & LOSS STATEMENT (IP&L)

CONTINUED

YEAR-ON-YEAR PERFORMANCE

The methodology for the IP&L has been updated since last year. As a result, the IP&L of 2021 cannot be compared directly with the IP&L of last year. To enable comparison, a like-for-like calculation was made for the impacts where key methodological adjustments were made. The TBL generated in 2021 from our business activities was **CHF 12.1 billion**, which is a **25% increase on a like-for-like basis**.



The main driver is the higher contribution to GVA[5] from our purchasing activities and higher taxes paid. On the other hand, the social cost of CO_2 emissions has increased against 2020, mainly from updating the methodology.

OPERATIONAL PERFORMANCE

Adjusted for methodology change versus 2020, the TBL contribution increased by CHF 2.4 billion.

In 2021, we experienced price increases in major commodities exceeding pre-crisis levels. This is reflected in the increase in our procurement spend. With about 92% of our suppliers being from domestic markets, the money spent in procurement activities is directly contributing to GVA in those markets.

Our social impact also indicates an improvement year on year, not only from the GVA contribution but also in figures of +3% in local employment and +19% spent on social initiatives (more details can be found in our Integrated Annual Report).

In 2021, our production volumes increased by 6.9% (cement) and by 10% (clinker). In this context, the environmental impact from our own operation activities indicates an efficient performance year on year in intensity levels (more details can be found in our Annual Sustainability Performance Report).

As an example of our good environmental performance, and in line with our commitment to "build more with less impact to natural resources," in 2021 we increased the use of secondary resources by 17% (54.5 million tons of waste vs 46.4 million tons in 2020).

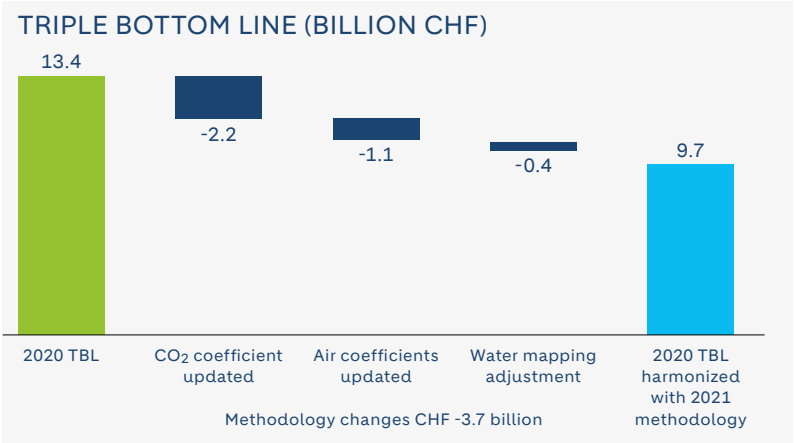
As a responsible neighbor during this pandemic time, we continued supporting our communities to handle the effects of COVID-19, deploying programs and actions focused on health, as reflected in the spend on social initiatives.

KEY METHODOLOGICAL ADJUSTMENTS APPLIED IMPACTING THE IP&L RESULTS

Based on significant changes from aligning our IP&L with the VBA[6] impact-valuation methodology we have recalculated our 2020 TBL in order to identify the main drivers for change when comparing with our 2021 performance (details in Annex). The changes are driven by:

- applying a higher social cost of carbon, by applying a lower discount rate (3%), which is more aligned with the VBA methodology. As a result, the TBL for 2020 decreased by CHF 2.2 billion.
- applying the latest recommendation from VBA in relation to air emission indicators, our 2020 TBL decreases by CHF 1.1 billion.
- applying a more granular approach to our supply chain mapping results in higher water consumption upstream and thus a higher water impact (CHF 0.4 billion).

In our ongoing effort to increase the transparency of our business performance beyond finance, and in alignment with our commitment to work with the VBA to build a standard method that ensures comparability across businesses, we will keep updating our IP&L disclosures according to the latest VBA methodology.



[5] GVA: Contribution to gross domestic product (GDP) from our company procurement spend. GDP is an aggregate measure of the market value of goods and services a country produces to satisfy the needs of final consumers. It is used to measure economic performance and the societal progress of nations.

ANNEX – ASSUMPTIONS USED IN THE IP&L CALCULATION

The IP&L takes into account the figures and data reported in the Holcim Integrated Annual Report 2021 and the Sustainability Performance Report 2021. Additionally, we calculate the impact of our upstream supply chain, using an input/output methodology (see Supply chain – upstream).

SCOPE

Aligning with Group financial reporting, our scope includes the entities covered in the Group consolidated financial statements. The list of principal consolidated companies is presented in the Holcim Integrated Annual Report 2021. All joint ventures and associates are excluded from this report.

Aligning with the figures in our Sustainability Performance Report 2021, figures for waste and water in own operations include captive power plants.

SUPPLY CHAIN – UPSTREAM

The sum of our total procurement spend (excluding intercompany transfers) has been used to calculate the GVA according to the VBA's V0.1 methodology of the VBA.

As an organization that purchases goods and services on a global scale, we are committed to determining the impact we generate throughout our supply chain. We have performed this assessment through an input/output model: Exiobase (version 3.8.2). This best fits our needs to determine the environmental impact of each Swiss Franc spent in our supply chain.

Exiobase has detailed and up-to-date environmental impacts for the countries we operate in. Based on this we were able to calculate the air emissions (from NO_x, SO_x, PM, VOC, Hg, Cd, As, Pb, Cr, Ni) as well as the water consumption and pollution, land use and waste generated in our supply chain. These figures were built up using as input Holcim's expenditure in 40 different spending categories on a country-by-country basis. To calculate the impact of health and safety incidents in our supply chain, we used data from the International Labour Organization (ILO) and combined this with the output of the Exiobase calculations.

Aligning with our Sustainability Performance Report, Scope 3 emissions have been assessed according to a methodology aligned with the Global Cement and Concrete Association and Greenhouse Gas protocols and assured[7] by EY (more information can be found in our Sustainability Performance Report).

OWN OPERATIONS

FINANCIAL DIMENSION

Retained value (million CHF)

The sum of capital retained in the business calculated by taking Recurring EBITDA after leases and subtracting taxes, interest and dividends. The relevant references in the Holcim Integrated Annual Report 2021 are:

- **Recurring EBITDA after leases:** CHF 3.9 million.
- **Taxes:** CHF 828 million – Consolidated Statement of Cash Flows.
- **Interest:** CHF 503 million – Consolidated Statement of Cash Flows.
- **Dividends:** CHF 1.36 billion – dividends paid from Consolidated Statement of Cash Flows.

These numbers have been corrected for economic inefficiencies, based on the countries in which Holcim operates and on the Corruption Perceptions Index of 2021.

SOCIO–ECONOMIC DIMENSION

Multiplied socio-economic impacts

The multiplier effect of cash transfers to employees (salaries), governments (direct taxes), finance cost (interest) and shareholders (dividends) has been reflected at a ratio of 1:1 on 2021 expenditure. This number has been corrected for economic inefficiencies, based on the countries in which Holcim operates and on the Corruption Perceptions Index of 2021.

We assume that every Swiss Franc transfer will be spent and therefore contribute to the (local) economy. Even if not all of the money transferred is spent, the assumption of the 1:1 multiplier is justified due to secondary and tertiary socio-economic ripple effects caused by the cash transfers through enhanced purchasing power.

Social initiatives

Here, we consider the contribution in the following social initiatives: community education and skills, community housing and infrastructure, community health, community environment, cultural, recreational and other projects. For each Swiss Franc invested, an average multiplier effect is considered. This multiplier effect is estimated as follows, based on independent sources:

- **Education and skills projects:** Calculated by multiplying actual amount spent in 2021 on education and skills projects by a factor of 118%. This figure was derived using the assumptions below.

  Investments in education generate public returns from higher income levels in the form of income taxes, increased social insurance payments and lower social transfers. We took the global average return on investment (ROI) for education on private and social schooling from a 2004 study by G. Psacharopoulos and H.A. Patrinos.[8]

- **Community housing and infrastructure:** Calculated by multiplying the actual amount spent in 2021 on community housing and infrastructure projects by a factor of 241%. We used the ROIs for infrastructure (250% based on the average factor of BCG report[9]) and low-income housing (231%).

The multiplier for low-income housing was derived from a social ROI on low-income housing evaluated by Salman and Aslam (2009) for a case study in Pakistan.[10]

[7] See the "Assurance statement" in the Sustainability Performance Report 2021.
[8] G. Psacharopoulos and H.A. Patrinos (2004). Returns to Investment in Education: A Further Update. Available at: http://documents.worldbank.org/curated/en/468021468764713892/pdf/multi-page.pdf
[9] BCG. The cement sector: a strategic contributor to Europe's future. Available at: https://cembureau.eu/media/cq5psr22/strategiccontributoreurope_bcg_2013-03-06.pdf
[10] A. Salman and J. Aslam (2009). Property rights: ensuring well being through low-income housing. Available at: https://acumen.org/wp-content/uploads/2013/03/Property-rights-for-low-income-housing.pdf

ANNEX – ASSUMPTIONS USED IN THE IP&L CALCULATION CONTINUED

The study evaluates the social purpose benefit flow over five years. It takes into account the economic benefits of low-income housing (savings per family household, additional income due to access to mortgage finance, value of new employment generated and potential gains from income-generation programs), but also values social benefits (savings on medical bills due to improved water access, waste management) as well as environmental benefits (cost saving by wastewater treatment). The net present value (NPV) of social and environmental benefits was compared to that of project costs (operational and capital costs) to derive the benefit cost ratio ROI of 231%.

- **Community health projects:** Calculated by multiplying the actual amount spent in 2021 on community health projects by a factor of 4.13. This factor was based on a study on the social value of public health investing (2020),[11] which provides insights into the costs and benefits of activities linked to the promotion of healthy lifestyles and to the increase in community awareness about health-related issues. A combination of three studies was used: Jones 2012, Shipley and Hamilton 2011, and Lobley and Carrick 2011.
- **Community environment, cultural, recreational and other projects:** Calculated by multiplying the actual amount spent in 2021 on community environment, cultural, recreational and other projects by a factor of 1. This multiplier was chosen conservatively because most community environment projects are related to provision of recreational infrastructure.

Occupational injuries

Calculated by multiplying the number of fatalities and injuries in 2021 per country by a country-specific cost for each of these categories. These figures were based on the VBA methodology.

The figure calculated reflects economic costs due to injury or loss of life. Costs include social costs for the person affected such as loss of current and future income, and medical costs. Further, we have included the costs for the community, including lost revenue, social welfare payments and rehabilitation costs.

Costs for the employer were not taken into account, since these are already reflected in the financial section of the IP&L.

For fatalities and injuries, the data was based on an Australian research group (Safe Work Australia 2015).[12] The data was adjusted for GDP and inflation, based on the methodology of the VBA.

Employee education

Calculated based on the VBA methodology, which takes into account the total hours of training per country per employee, a country-specific training coefficient, the expected increase in wage due to these trainings, the annual turnover rate, the age of the employees trained and the retirement age per country. Based on these numbers, the expected increase in wage was calculated for the people leaving the organization and based on the expected number of years to work, the future enhanced earnings were calculated and discounted to a net present value.

This approach enables us to estimate the wider social benefits of training (ie social benefits felt by our former employees). The benefits of training felt by those people who remain at Holcim will be visible internally through efficiency gains and increased revenues.

ENVIRONMENTAL DIMENSION

CO_2 own operations

Calculated by multiplying the tons of absolute gross CO_2 emissions by USD 52 (CHF 51.5). This figure was derived using the following assumptions.

The amount of CO_2 considered corresponds to our absolute gross emissions (Scope 1 and 2) over a full calendar year. The total tons (t) of CO_2 are multiplied by its societal value, which we assumed to be USD 52/ton in 2021.

We acknowledge that there are a large range of estimates of the societal value of CO_2. We based our figure on the latest report of the Environmental Protection Agency (taking the 3% discount rate and inflating this number to 2021: USD 52/t). The application of the discount rate is based on the recommended discount rate in the VBA methodology paper:[13] 3.5%. The EPA report does not provide 3.5% outcomes, so a more conversative approach was used: the 3% figures were used.

Air

The damage costs of PM, SO_x, NO_x and VOC air pollutants were based on the VBA method and applied on a country-by-country basis.

Since the VBA methodology does not include all the air pollutants relevant to Holcim, additional sources were used to monetize the impacts of dioxins and furans and heavy metals. a study evaluating damage costs based on national averages for 32 countries, related to health effects from ingestion and inhalation, was used. The assumptions in this study are found in the heavy metal emissions section.

- **Heavy metal emissions:** Calculated by multiplying the emissions in 2021 by a monetary figure derived using the assumptions below. The respective values used can be found in the annex.

The damage costs of heavy metal emissions (Hg, Pb, Cd, As, Cr and Ni) were determined from a study evaluating damage costs based on national averages for 32 countries, related to health effects from ingestion and inhalation (cancers but also neuro-toxic effects leading to IQ loss, as well as subsequent loss of earnings potential for Pb and Hg).

[11] The social value of investing in public health across the life course: a systematic scoping review (nih.gov)
[12] The Cost of Work-related Injury and Illness for Australian Employers, Workers and the Community: 2012–13, 2015, Available at: https://www.safeworkaustralia.gov.au/system/files/documents/1702/cost-of-work-related-injury-and-disease-2012-13.docx.pdf
[13] Methodology Impact Statement General Paper https://www.value-balancing.com/_Resources/Persistent/2/6/e/6/26e6d344f3bfa26825244ccfa4a9743f8299e7cf/20210210_VBA%20Impact%20Statement_GeneralPaper.pdf

ANNEX – ASSUMPTIONS USED IN THE IP&L CALCULATION CONTINUED

The analysis quantified burden, dispersion and exposure (deposition velocities) to assess uptake by plants and animals and the impact on the human body (via consumption of tap water, agricultural crops or animal products).

The damage costs were then calculated by multiplying physical impacts by the appropriate cost:

- the unit cost for cancer includes medical expenses, wage and productivity losses, and the willingness to pay to avoid the pain and suffering inflicted by the disease
- the unit cost for IQ includes expenses associated with remedial learning and loss in potential lifetime earnings (costs are discounted at 3% but without consideration given to increases in willingness to pay with economic growth in future years).

The study does not consider the effects of groundwater contamination, adjustment of ingestion dose to account for food preparation and the implementation of remedial strategies (eg filtration for tap water) or the potential contribution of heavy metals and organic micropollutants to other impacts of fine particulate matter. Therefore, total impact attributed to these pollutants can be underestimated, but data from this study is used as an approximation to value their impacts.

Water

Calculated by multiplying the amount of water consumed in own operations by 3.8/m^3 and the amount of water harvested by 5.8/m^3. These costs were derived using the assumptions below.

The societal cost of water is calculated based on scarcity level of the location where water is consumed or harvested. Scarcity level is determined using the Aqueduct Water Risk Atlas from WRI.org.

The (site-specific) scarcity price is provided by a 2013 Trucost report[14] and the water scarcity levels from that report are aligned with the categories from WRI. Since water is withdrawn and harvested in different locations, the resulting average cost per cubic meter is different.

Biodiversity

Calculated by multiplying the net amount of hectares impacted (either disturbed or rehabilitated) by CHF 5,857/ha. These figures were derived using the assumptions below.

The net area rehabilitated or disturbed is calculated by subtracting the total hectares of rehabilitated land from the total hectares of disturbed land.

These figures do not apply to the changes observed in the reporting year, but to the total number of hectares under Company responsibility. The evaluation is based on an estimated distribution of habitats: forests; shrublands/woodlands; grasslands; ruderal habitats; bare rocks; wetlands; rivers/streams; lakes/ponds; mangroves; salt marshes; coastal zones; and cultivated land.

Based on a 2012 study on the value of ecosystems and their services in monetary units.[15]

Secondary resources and waste

The societal cost of hazardous and non-hazardous waste is calculated by multiplying the amount of non-hazardous waste that is disposed to landfill or incinerated by CHF 27.8/t and non-hazardous waste that is recycled or downcycled by CHF 26.0/t. Hazardous waste that is sent to landfill or incineration is multiplied by CHF 19.0/t and hazardous waste that is sent to recycling is multiplied by CHF 18.3/t. These multipliers are derived from an Australian study on hazardous waste.[16]

Costs for society include workplace injury and illness, costs from treating hazardous or non-hazardous waste, government and regulatory costs related to regulation of waste and environmental costs such as climate change costs from greenhouse gas emissions, disamenity costs related to decreasing house prices from landfilling, leaching and other air-emission costs.

Both regulatory and health-related costs are corrected for the countries in which Holcim operates by GDP in those countries. Incineration and recycling costs exclude the costs for disamenity (which is assumed only applicable for landfilling) and leaching.

Non-hazardous wastes are assumed to contain more organic materials and therefore to contribute more to greenhouse gas emissions and thus climate change costs.

Secondary resources are calculated by multiplying the amount of alternate fuels and raw materials used by CHF 27.8/t and industrial mineral components (MIC) and alternate aggregates by CHF 16.8/t. These multipliers are derived from the same Australian study on hazardous waste.[16]

This category includes alternate fuels and raw materials, mineral components (MIC), and reported alternate and recycled materials from ready-mix concrete (RMX) and aggregates, including asphalt.

Alternate fuels are assumed to avoid the costs of disposing non-hazardous waste to landfill or incineration. It is assumed that 80% of the waste goes to landfill and 20% is incinerated.

Mineral components are assumed to avoid the costs of disposing non-hazardous non-organic waste to landfill. Therefore, costs related to climate change are not accounted for in the calculations. Leaching costs and disamenity costs are, however, included. Also, regulatory costs and injury costs are included and adjusted for by GDP of the countries in which Holcim operates.

[14] https://www.naturalcapitalcoalition.org/wp-content/uploads/2016/07/Trucost-Nat-Cap-at-Risk-Final-Report-web.pdf
[15] Available at: https://www.sciencedirect.com/science/article/pii/S2212041612000101
[16] Marsden Jacob Associates, SRU (2014). *Estimate of the cost of hazardous waste in Australia*. Available at: https://www.environment.gov.au/protection/publications/cost-hazardous-waste

ANNEX – ASSUMPTIONS USED IN THE IP&L CALCULATION CONTINUED

VALUES USED IN THE IP&L (OWN OPERATIONS)

SOCIO-ECONOMIC

Topic	Indicator	Base price/ multiplier	Unit	Base year	Inflation factor*	Price/multiplier adjusted for inflation	Price in CHF/ multiplier used**
Industrial accidents	Injuries were based on their severity: "short absence," "long absence," "partial incapacity" and "full incapacity," and the geographical location of where the incident occurred.						
Social initiatives	Housing and infrastructure	241%	%	N/A	1	241%	2.41
	Health	550%	%	N/A	1	550%	5.50
	Environmental, cultural, recreational, other	267%	%	N/A	1	267%	2.67
	Education and skills	118%	%	N/A	1	118%	1.18
	Project management	100%	%	N/A	1	100%	1.00
Skills out	Trainings of employees	Multipliers are country dependent (eg based on retirement age, average age, total wages and number of training hours per person on a country level).					
Stakeholder value	Salary	100%	%	N/A	1	100%	1
	Finance cost	100%	%	N/A	1	100%	1
	Tax	100%	%	N/A	1	100%	1
	Indirect tax	100%	%	N/A	1	100%	1
	Dividend	100%	%	N/A	1	100%	1

* Costs and benefits were adjusted for inflation.
** USD converted at CHF 0.91, Euro converted at CHF 1.08 and AUD at CHF 0.69.

ANNEX – ASSUMPTIONS USED IN THE IP&L CALCULATION CONTINUED

ENVIRONMENTAL

Topic	Indicator	Base price/ multiplier	Unit	Base year	Inflation factor*	Price/multiplier adjusted for inflation	Price in CHF/ multiplier used**
CO_2 Scope 1	CO_2 own operations	52	USD/t	2020	1.08	56	51.5
CO_2 Scope 2	CO_2 from external power	52	USD/t	2020	1.08	56	51.5
CO_2 Scope 3	CO_2eq from upstream supplier spend	52	USD/t	2020	1.08	56	51.5
Air	PM	Multipliers are country dependent and based on the VBA methodology v0.1.					
	SO_x						
	NO_x						
	VOC						
	Dioxins and furans	27,000	€/g	2005	1.33	35,991	38,909
	Hg	2,860,000	€/t	2005	1.33	3,812,353	4,121,462
	Cd	29,000	€/t	2005	1.33	38,657	41,791
	As	349,000	€/t	2005	1.33	465,214	502,934
	Pb	965,000	€/t	2005	1.33	1,286,336	1,390,633
	Cr	38,000	€/t	2005	1.33	50,654	54,761
	Ni	3,800	€/t	2005	1.33	5,065	5,476
Water	Water consumed – own operations	3.2	USD/m^3	2009	1.32	4.2	3.8
	Water harvested	4.8	USD/m^3	2009	1.32	6.3	5.8
Biodiversity	Hectares disturbed	4,645	USD/ha	2007	1.38	6,408	5,857
	Hectares rehabilitated	4,645	USD/ha	2007	1.38	6,408	5,857
Waste	Hazardous waste disposed (landfill or incineration)	22.8	AUD/t	2012	1.21	27.6	19.0
	Hazardous waste recovered (recycling or downcycling)	21.9	AUD/t	2012	1.21	26.6	18.3
	Non-hazardous waste disposed (landfill or incineration)	33.4	AUD/t	2012	1.21	40.5	27.8
	Non-hazardous waste recovered (recycling or downcycling)	31.2	AUD/t	2012	1.21	37.9	26.0
Secondary resources	Alternate fuels and raw materials	33.4	AUD/t	2012	1.21	40.5	27.8
	Industrial mineral components	20.2	AUD/t	2012	1.21	24.5	16.8
	Alternate aggregates	20.2	AUD/t	2012	1.21	24.5	16.8

* Costs and benefits were adjusted for inflation.
** USD converted at CHF 0.91, Euro converted at CHF 1.08 and AUD at CHF 0.69.

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