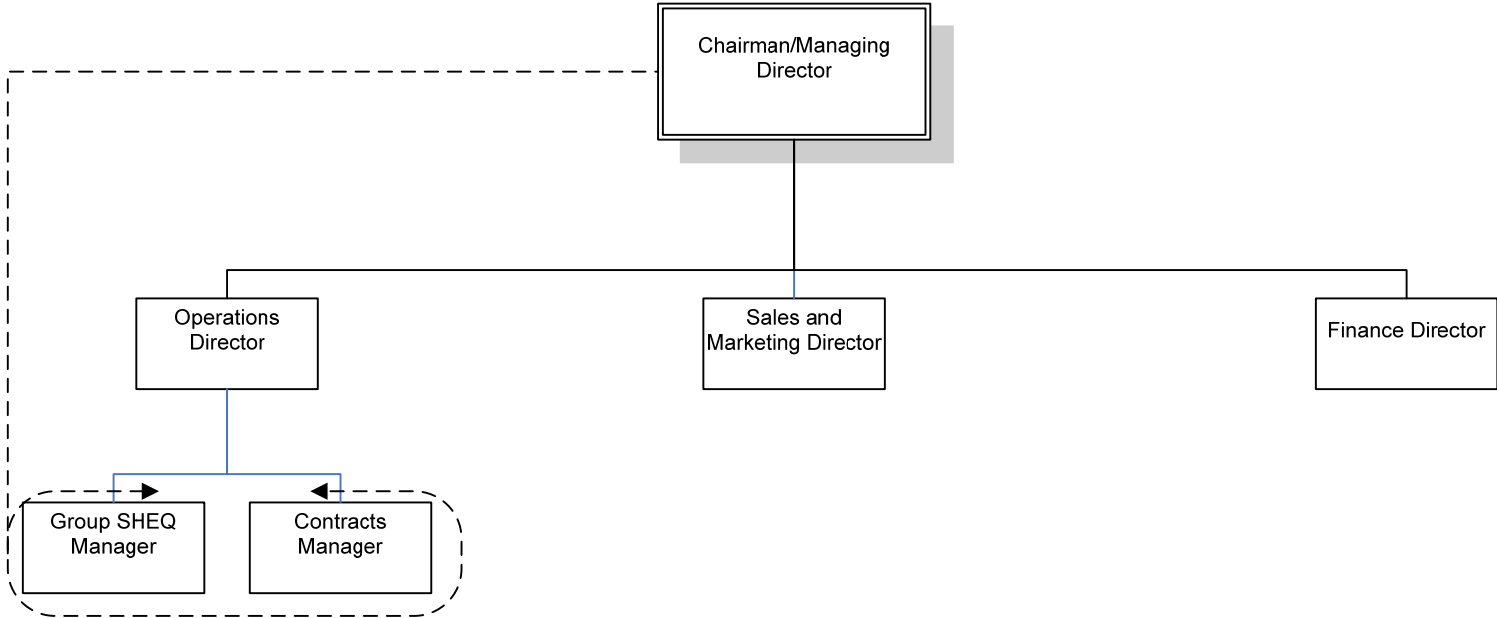
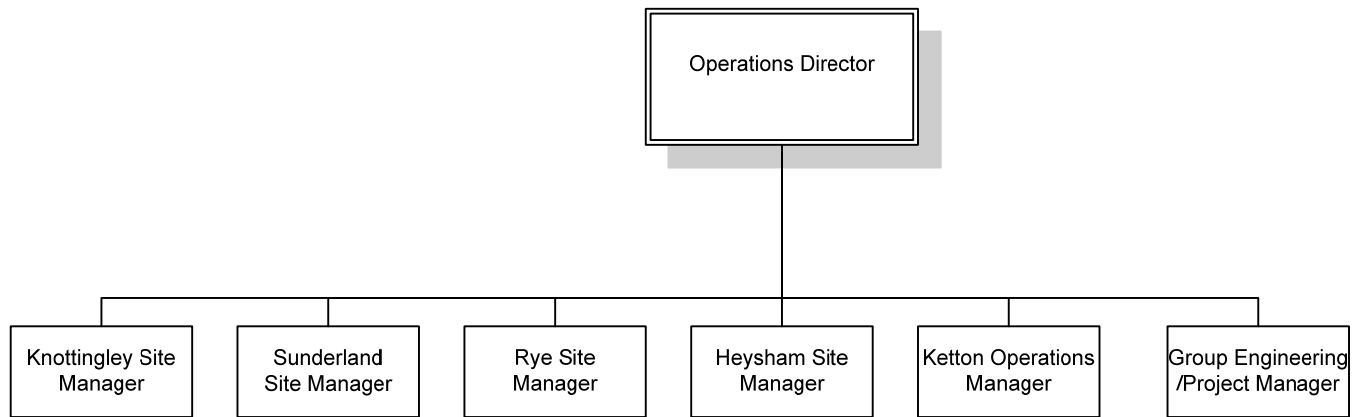


**ORGANISATION CHARTS**

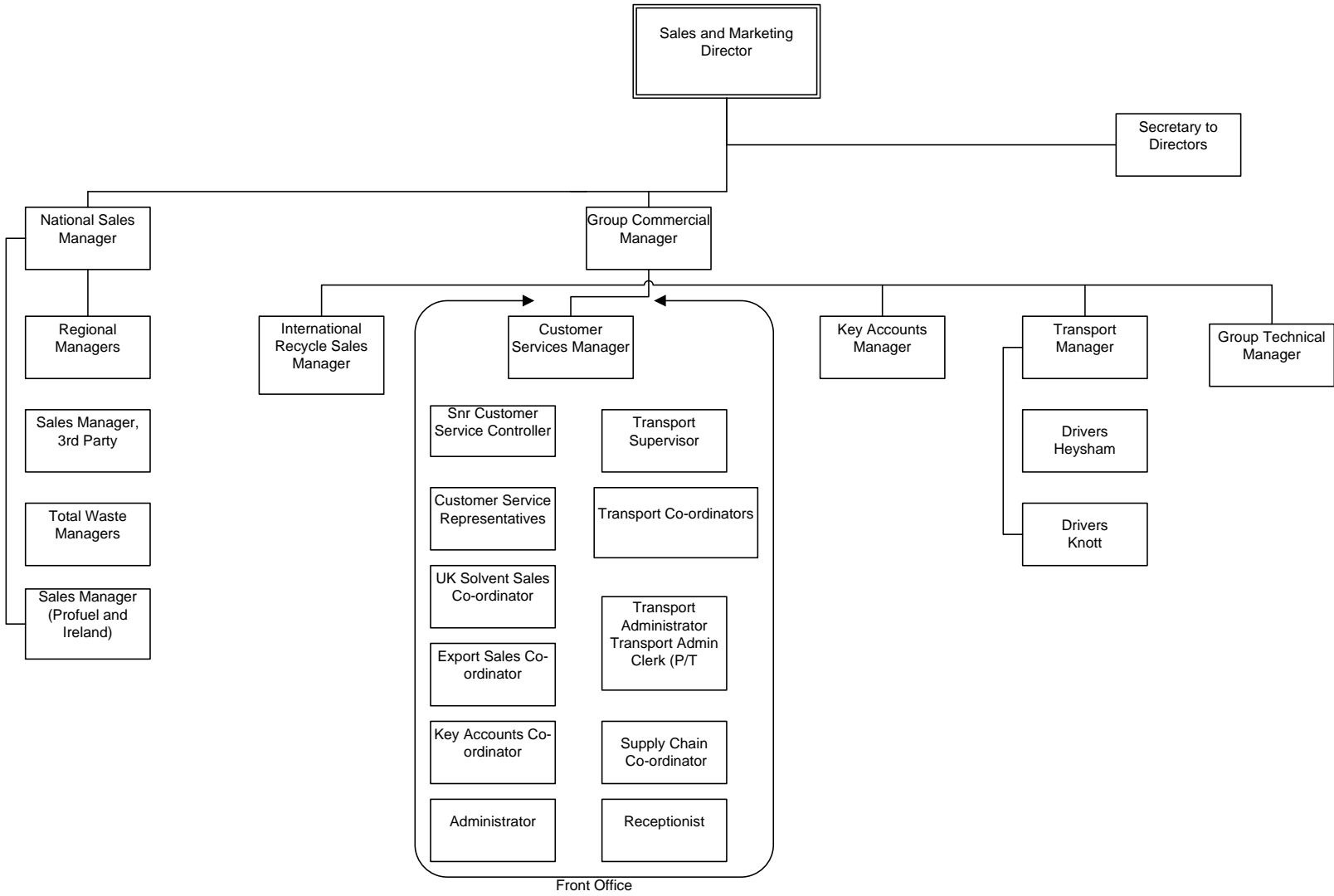
**SRM Ltd**  
SRM Board



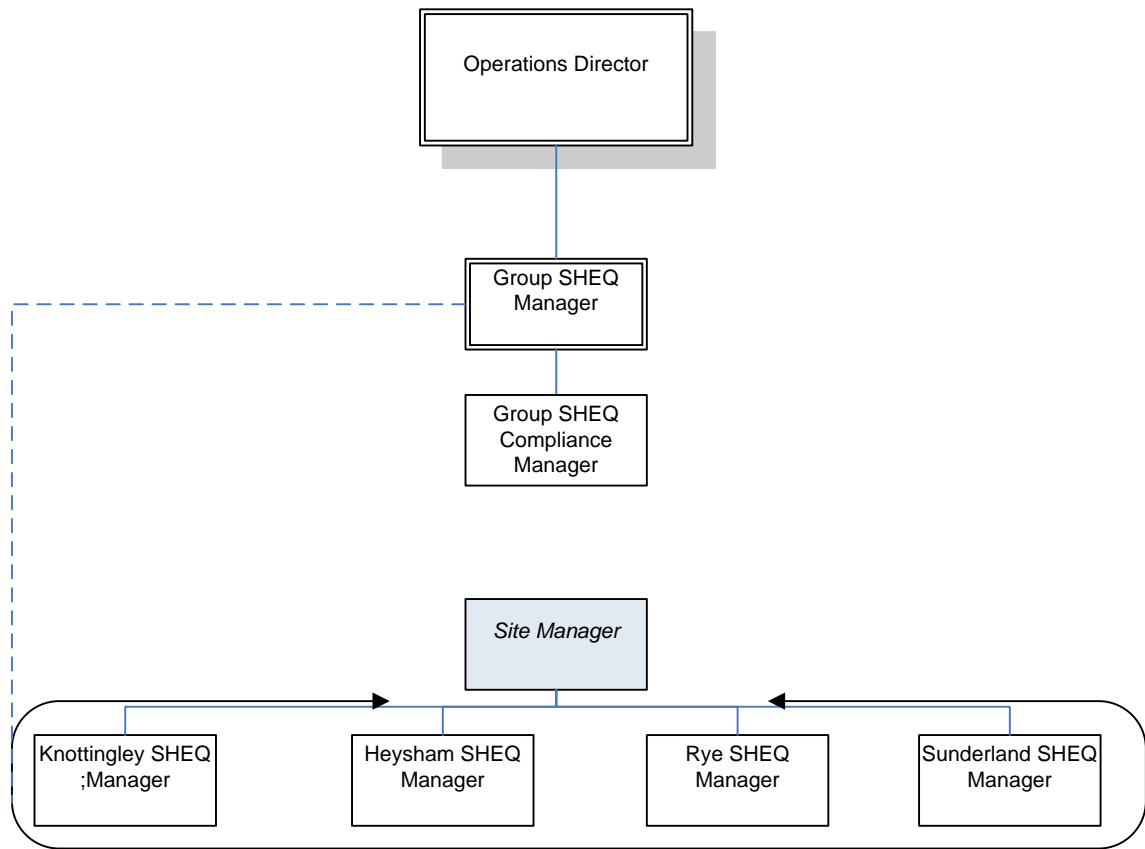
# Operations



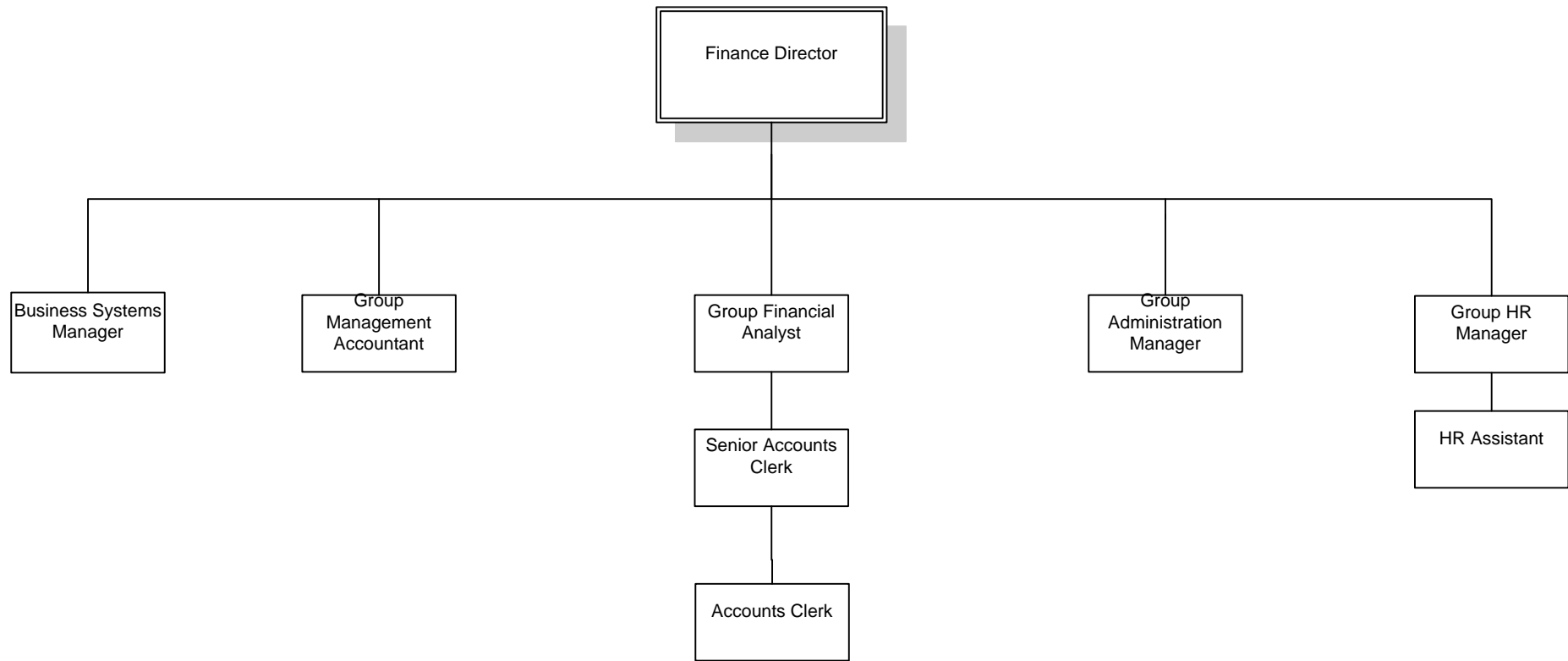
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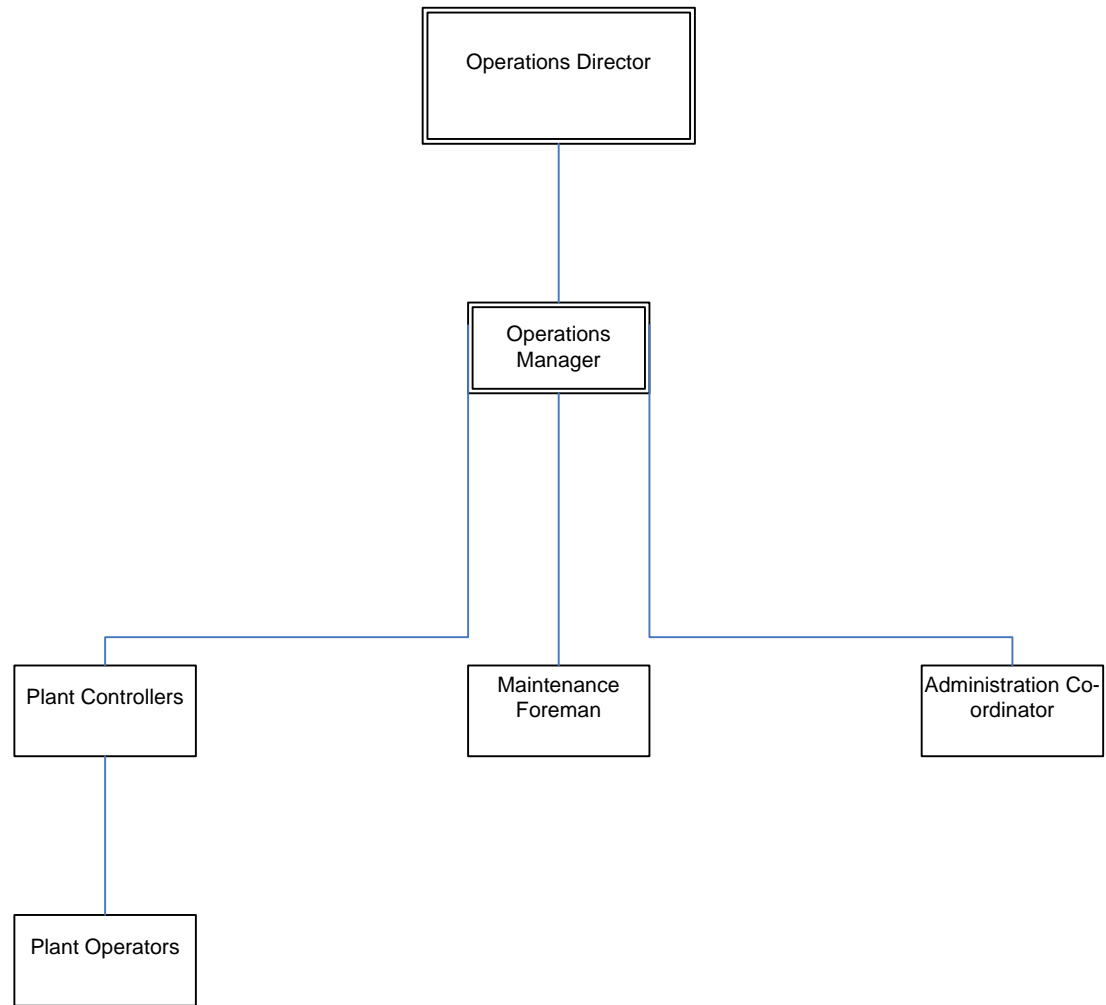
# Group SHEQ



# Business Systems/Finance/HR



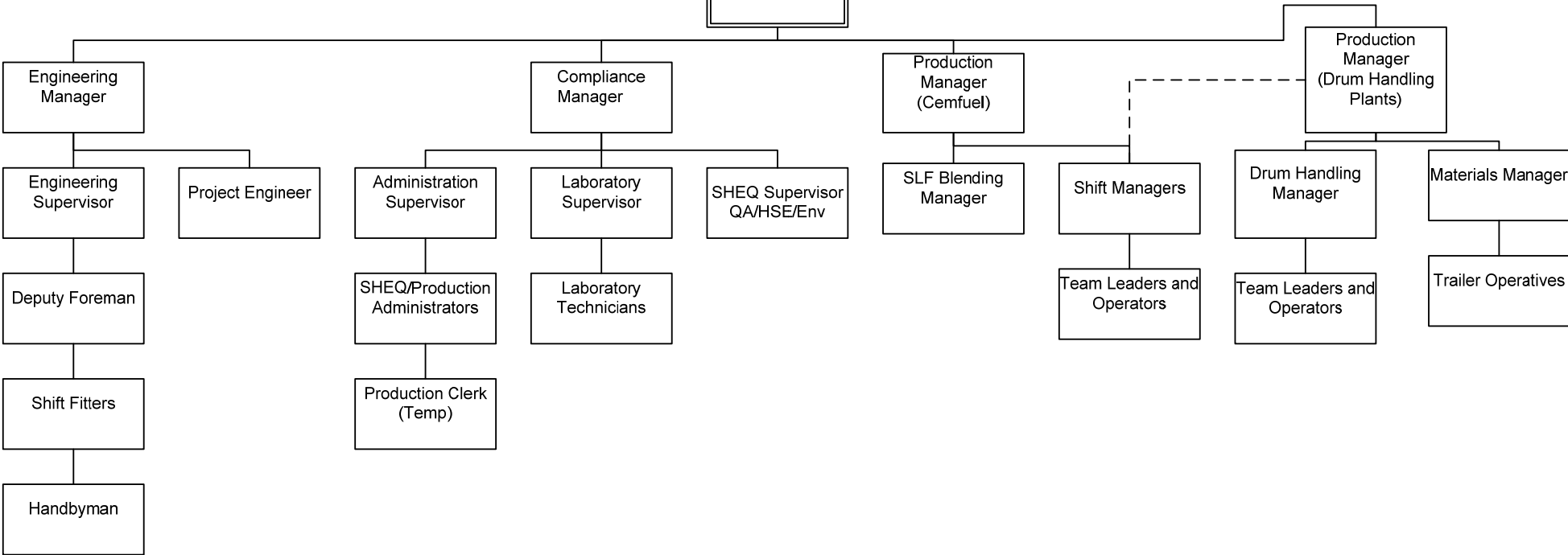
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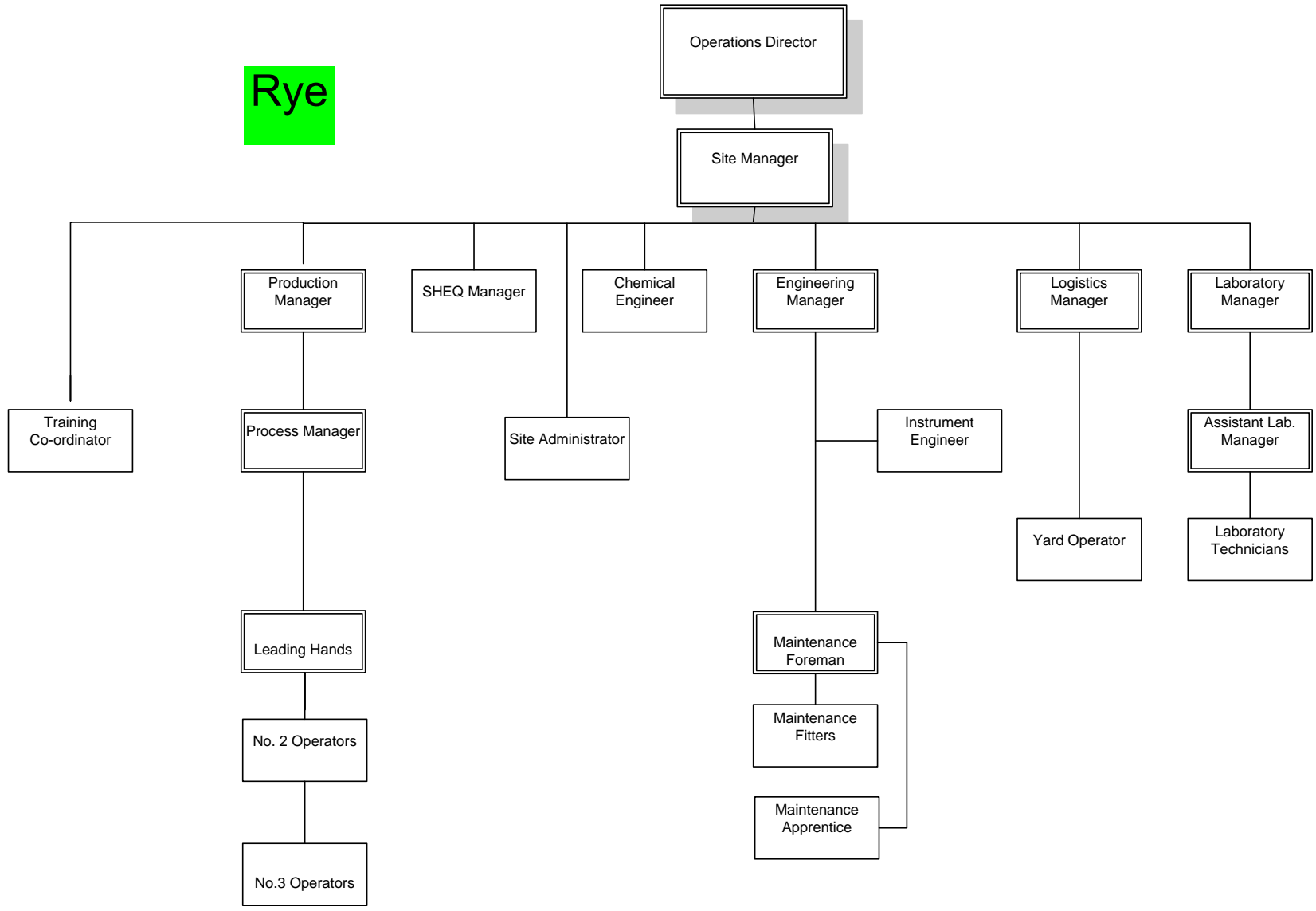
# Heysham

Operations Director

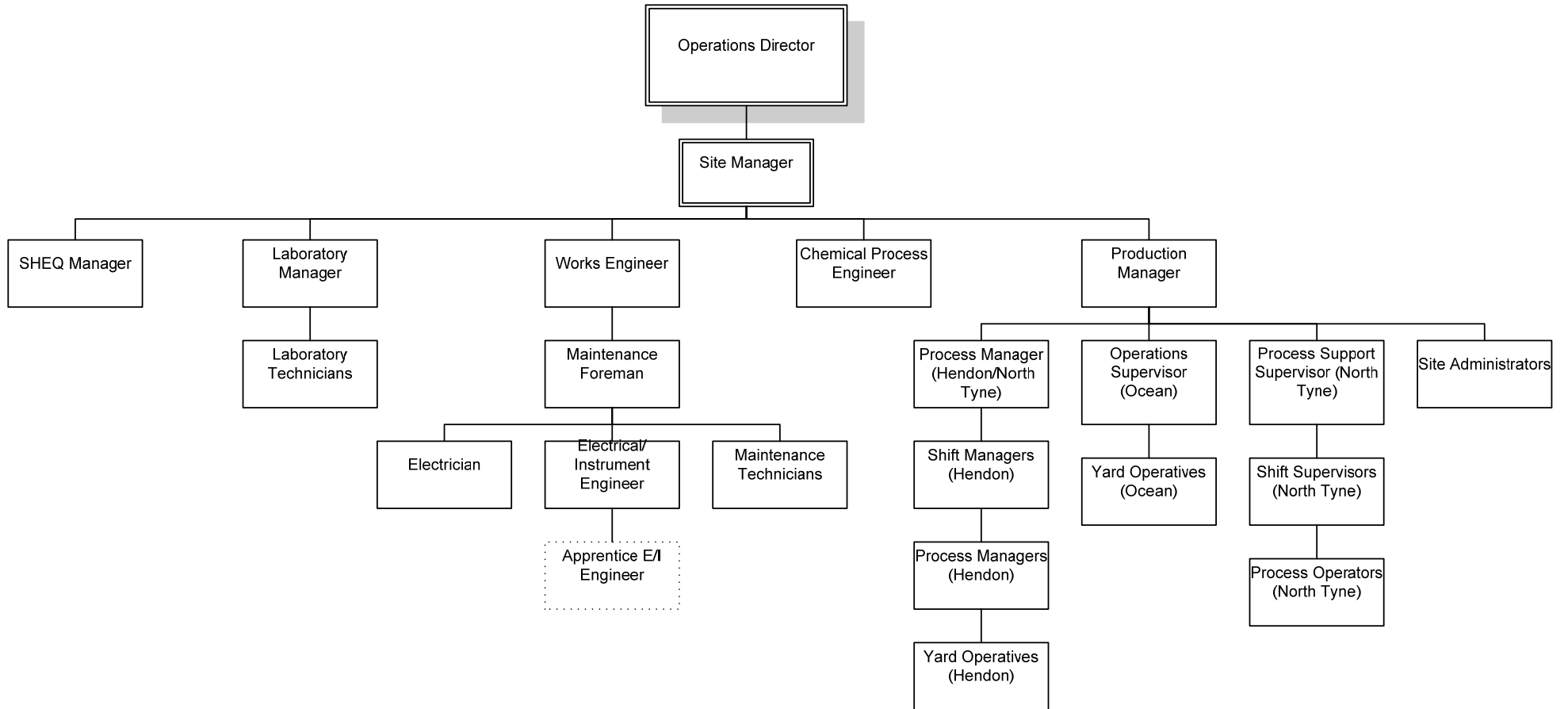
Site Manager



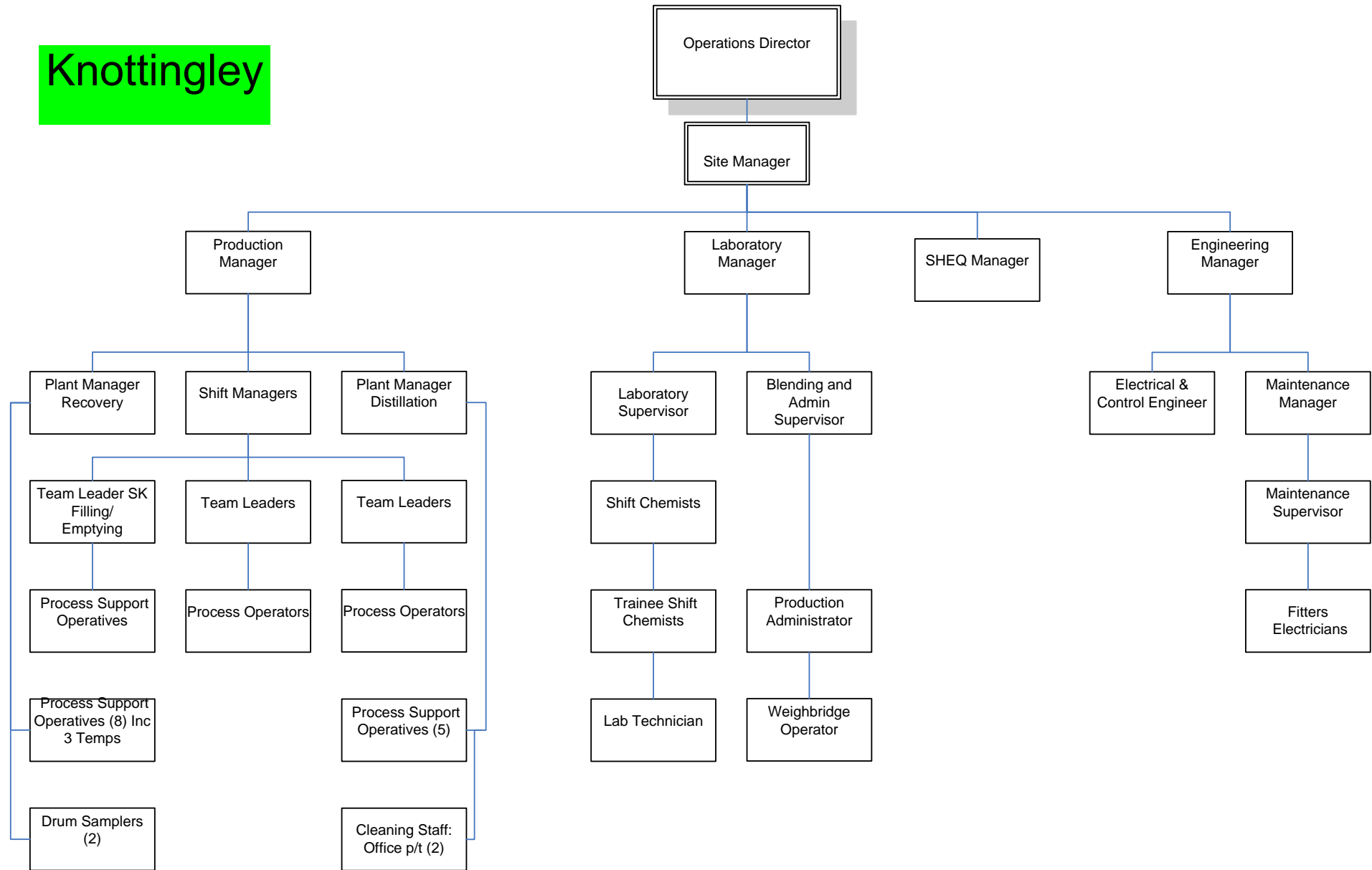
Rye



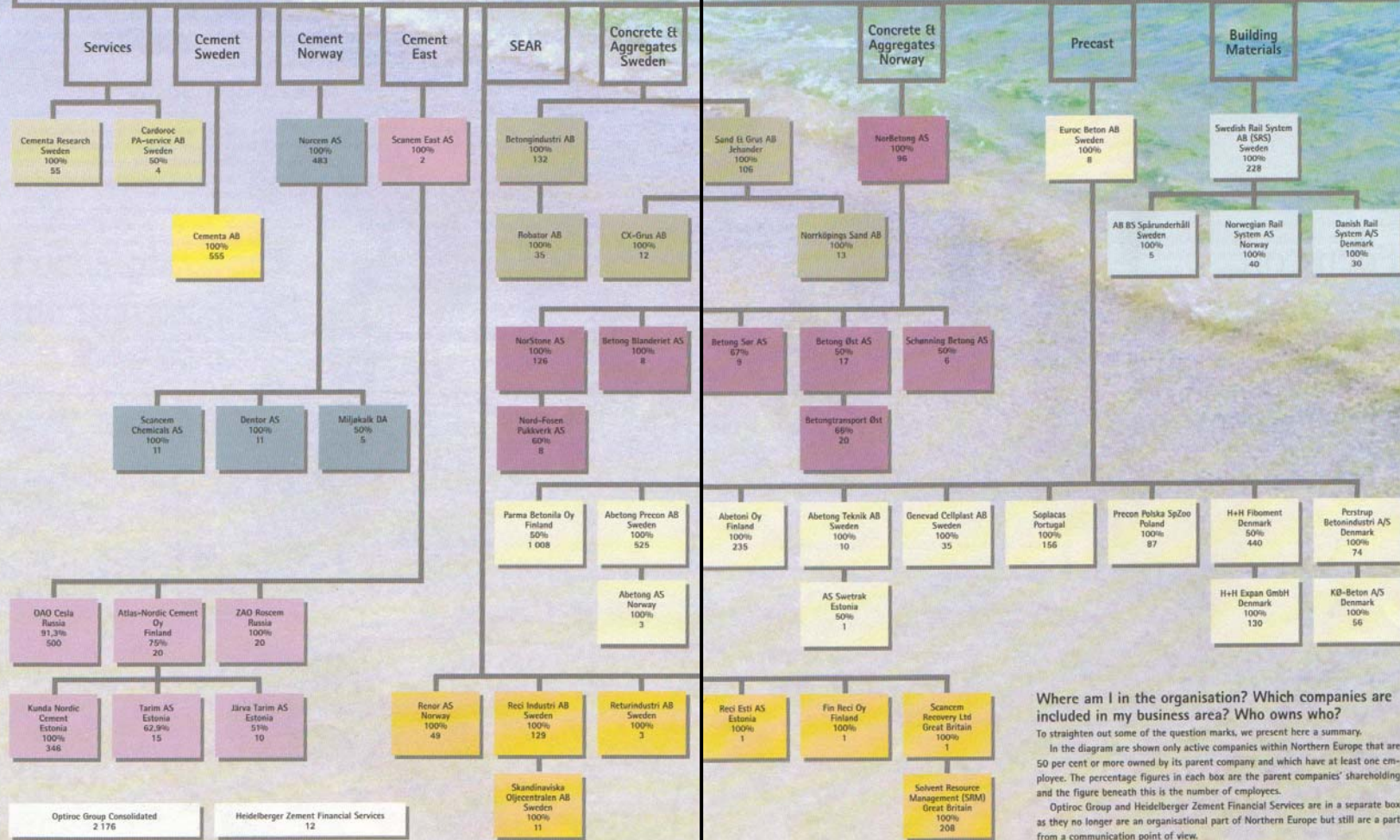
# North East



# Knottingley



# HeidelbergCement Northern Europe / Scancem AB, 42 employees



Where am I in the organisation? Which companies are included in my business area? Who owns who?

To straighten out some of the question marks, we present here a summary. In the diagram are shown only active companies within Northern Europe that are 50 per cent or more owned by its parent company and which have at least one employee. The percentage figures in each box are the parent companies' shareholding and the figure beneath this is the number of employees. Optiroc Group and Heidelberg Zement Financial Services are in a separate box as they no longer are an organisational part of Northern Europe but still are a part from a communication point of view. These boxes and figures are for the spring of 2002.