OUR VOICE USA

BUILDING A BETTER FUTURE FOR THE UNITED STATES OF AMERICA

Balcones Cement Plant
New Braunfels, TX

AUGUST 2016
IGNACIO MADRIDEJOS  
CEMEX USA PRESIDENT

"CEMEX USA STRIVES FOR EXCELLENCE IN EVERYTHING WE DO, AND 2016 HAS BEEN NO EXCEPTION. MOVING FORWARD, WE’LL CONTINUE TO BUILD ON OUR SUCCESSES BY RECOMMITTING OURSELVES TO THE HEALTH AND SAFETY OF OUR PEOPLE, MAKING CUSTOMER CENTRICITY OUR PASSION, RETURNING OUR COMPANY TO INVESTMENT GRADE AND RELENTLESSLY PURSUING OPERATIONAL EXCELLENCE AS ONE GLOBAL CEMEX."

In the United States, our domestic gray cement, ready-mix and aggregates volumes increased in the second quarter by 5%, 6% and 4%, respectively, as compared to the same period last year. Volume growth during the quarter was driven by residential and infrastructure activity and despite an unreasonably warm winter that brought some demand forward to the first quarter. In the residential sector, housing starts increased 1% with single-family starts increasing 7% supported by low inventories, job creation, low interest rates and household formation. On the infrastructure sector, highway- and-bridges construction spending increased 7% year-to-date May with increased state spending and a new federal highway bill. Construction spending in the industrial-and-commercial sector continued to slow, reflecting a headwind from energy, agriculture and manufacturing investment. We estimate national cement consumption for this sector grew in the low single digits during the quarter, reflecting growth in the lodging, office and commercial segments.

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<th>2Q16</th>
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<td>1,036</td>
<td>1,008</td>
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<td>Op. EBITDA</td>
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<td>156</td>
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<td>16.6%</td>
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 Millions of U.S. dollars

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<th>2Q16 vs. 2Q15</th>
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<tr>
<td>Cement</td>
<td>5%</td>
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<td>Volume</td>
<td>Ready mix</td>
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<td>Aggregates</td>
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<td>Cement</td>
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<td>Price (LC)</td>
<td>Ready mix</td>
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<td></td>
<td>Aggregates</td>
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USA PRIORITIES

HEALTH & SAFETY
Our ultimate goal for Health & Safety is Zero4Life; we’ll achieve this goal by reducing our LTI rate across our U.S. operations. We will also improve our health through annual physicals, smoking cessation, balanced diet and regular exercise.

CUSTOMER CENTRICITY
Our vision is to establish value for our customers and company through exceptional quality and service. We’ll achieve this goal by communicating with our customers; delivering on promises; understanding relationships are built on trust; quickly assessing and resolving problems as they arise; and following the four principles established in our Commercial Model: what are our objectives, where to play, how to win and what to do.

RETURN TO INVESTMENT GRADE
We will return our company to investment grade by improving our EBITDA, achieving ZERO working capital days, optimizing our asset base and improving relationships with communities by building local engagement plans.

WORK AS ONE GLOBAL CEMEX & PURSUE OPERATIONAL EXCELLENCE
We will improve our results by empowering our employees to identify and eliminate waste from all our processes and leverage the global networks by globally mobilizing the collective knowledge of the organization to improve the business model for sustainable and profitable growth.

IGNACIO’S TOWN HALL MEETINGS

- BALCOMES
- CLINCHFIELD
- PHOENIX
- SEATTLE

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MEET MASTER WELDER GINA GADPAILLE

When it comes to determining a career, inspiration can strike in the most unlikely of places. For FEC Quarry Master Welder Leadperson Gina Gadpaille, that place was high school art class.

“It was a sculpture class, and they had a torch outfit up close to the front of the classroom, so I was assigned to that. The teacher showed me how to braze, and that just kind of sparked an interest, so to speak,” Gadpaille said.

Now, she’s been welding for CEMEX for 39 years, and she has the trophy case to prove it. Gadpaille has been a member of the American Welding Society since trade school, and in 2012 she was given the Lifetime Membership Award. She was also named Employee of the Year for the Florida Region in 2013.

Gadpaille says her favorite thing about working for CEMEX is the company’s commitment to safety, and her favorite part of the job is that she’s never bored.

“There’s always something new, even though sometimes you’re doing the same activity, it’s just always a little bit different, and every day is a new adventure,” Gadpaille said.

When she’s not on the job, Gadpaille enjoys gardening and getting back to her artistic roots, doing welding art and crafting gifts for friends and family.

CEMEX USA HONORED BY ACI FOR GROUNDBREAKING CEMENT RESEARCH

The American Concrete Institute (ACI) recently awarded Hamid Farzam, CEMEX USA Vice President – Technical Services & Quality Assurance, the ACI Wason Medal for Materials Research for his coauthored paper on the study of hydration kinetics and reactivity of ferrite in industrial cement, which was published in the ACI Materials Journal.

The ACI is a leading source of expertise and resources for individuals and organizations involved in concrete design, construction and materials. It has more than 101 chapters and nearly 20,000 members in more than 120 countries.

Farzam, a fellow of the ACI, has more than 29 years of experience in cement and concrete technology and the chemical admixtures used in underground, mining and civil construction. This is the second time he’s received the prestigious Wason Medal in his career, but the first since joining CEMEX.

The research and information generated to write papers like Farzam’s happens at the CEMEX Technical Center in Tampa. From there, CEMEX specialists collaborate, conduct testing and analyze data to find creative solutions to problems facing the industry.

By producing papers and being active in organizations like the ACI, Farzam and his team are helping to elevate CEMEX USA’s reputation as the top supplier of advanced, technical solutions in the building materials industry.

“CEMEX is the supplier of choice,” he said.

SAFETY SUPPLIER SAFETY QUALIFICATION PROGRAM

As you know, our Zero4Life safety vision is an integral part of the CEMEX culture and an important factor in the selection of our suppliers and contractors in the United States.

In an effort to improve the health and safety of our employees and our contractors, CEMEX has contracted with a third-party provider, Avetta (formerly PicS Auditing), to assist us with our contractor prequalification process and their continued eligibility to work with CEMEX.

We are confident that this new initiative will ensure that all suppliers we engage with have the same commitment to the health and safety of their employees, clients and the community in which they operate as we do.

All suppliers will be required to enroll in the program in order to continue or begin new work with CEMEX. While participation in the program is mandatory, enrollment does not guarantee business with CEMEX. It simply means that, based on a supplier’s qualification status, they and/or their subcontractors may be eligible to work for our business locations in the future.

All active contractors have received a letter from Avetta indicating this transition. As part of the program, the contractors will be responsible for a one-time activation fee and an annual membership fee. All contractors must be registered and compliant in the system by September 1, 2016.

Due to the high volume of contract services for the cement business, the Supplier Safety Qualification Program is being rolled out in cement operations first before expanding to other business lines in the future.

If you have any questions or want more information about this new program, please visit http://www.cemexusa.com/Suppliers/SupplierSafetyQualificationProgram.aspx.
**HEALTH & WELLNESS SUCCESS STORY**

“I’VE ACCOMPLISHED SOMETHING I DIDN’T THINK I WOULD EVER ACCOMPLISH IN MY LIFE.”
- TOM GREEN, CEMENT, COMMERCIAL SALES

Tom kicked his tobacco habit by using the telephonic coaching program.

**RESOURCES TO HELP YOU QUIT TOBACCO FOR GOOD**

Whether you prefer the support of a live coach or the independence of an online program, CEMEX provides you with a variety of resources to help you quit tobacco. Best of all, these resources are provided by the company at no cost to you.

**GET STARTED ON YOUR 2016 CEMEX WELLNESS PROGRAM ACTIONS**

At CEMEX, nothing is more important than the health and safety of the employees.

To avoid the 2017 medical plan surcharge, you and your spouse covered by the CEMEX medical plan must complete the following wellness actions by Nov. 15, 2016:

1) Annual physical exam
2) Online health assessment questionnaire

**HEALTH ESSENTIALS**

**JULY**
**WATCH YOUR HEALTH**
Take part in regular health checks that are available. Act on the results to help you have a better lifestyle.

**AUGUST**
**VACCINES**
Are your vaccinations up-to-date? They can save your life. Begin your journey to better health today. Contact your primary care physician to ensure you are up-to-date on vaccines.

**SEPTEMBER**
**SAFE GUARD YOUR BACK**
Are you sitting comfortably? Is your workstation or driving seat properly adjusted? Assess an object before lifting or moving it. Get help if required.

**REGISTER FOR THE 2016 CEMEX 10K-A-DAY CHALLENGE!**

You’ll track your steps and burn 10,000 calories throughout your morning, afternoon, and evening activities. You can even enter to win a chance to win $10,000 plus a stay in a luxury hotel.

**REGISTRATION**
Aug. 22-Sept. 6

**CHALLENGE DATES**
Aug. 29-Oct. 9

**OUR VALUES MAKE UP THE ESSENCE OF OUR CULTURE. THEY EXPRESS WHO WE ARE, HOW WE BEHAVE, AND WHAT WE BELIEVE IN. THESE ARE THE VALUES THAT GUIDE US: ENSURE SAFETY, FOCUS ON CUSTOMERS, PURSUE EXCELLENCE, WORK AS ONE CEMEX, ACT WITH INTEGRITY.**

**OUR PEOPLE WHO ARE LIVING OUR VALUES**

**CANYON CHAMPIE**
**SOUTHERN ARIZONA READY-MIX**

Safety is first and foremost the most important item. Cemex deals with day in and day out. Canyon not only talks the talk, he walks the walk with Safety, Customers, Excellence, One CEMEX and above all acts with Integrity.

**HECTOR AVALOS**
**TX/NM REGION**

The level of focus and attention that Hector brings to both our internal and external customers is inspiring to others. His determination, passion, energy, and commitment to customers have been crucial to our success in the Rio Grande Valley.

**DENNIS BAYEY**
**TX/NM REGION**

Dennis and his team of CEMEX Employees and Contractors modified and constructed the Balcones Water Reclamation and Sand Plant, making this Plant a true “Best Practice” and operational success. Dennis is always present “leading by example” and working the extra mile to do the job “right”.

**SANDY KNIERIEMEN**
**FLORIDA AGGREGATES**

Sandy is not only a great team player, but customers also frequently compliment Sandy on her willingness to resolve problems quickly. They say Sandy is strong, firm and they really respect her and her professionalism.

**ROB SWISHER**
**FINANCE BSO, FL**

Acting with integrity means doing the right thing when no one is looking. Rob acts as a steward of the Company and is transparent in being honest and caring.

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**OUR PEOPLE**

**Tom Green**

Cement, Commercial Sales

Tom kicked his tobacco habit by using the telephonic coaching program.

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**CHALLENGE DATES**
Aug. 29-Oct. 9
SAFETY MILESTONES

CONGRATULATIONS TO OUR OPERATIONS FOR ACHIEVING SAFETY MILESTONES ON BEING LTI FREE AND HELPING US REACH OUR GOAL OF ZERO4LIFE.

SAFETY SPOTLIGHT

1. BE PREPARED
   Thorough preparation makes its own luck, and we must ensure that our supervisors and their teams are always well prepared.

2. BE STRONG
   As leaders, our supervisors must be experts on the Health, Safety & Driving Essentials and have a working knowledge of the CEMEX Health & Safety Management System.

3. BE QUICK TO EXECUTE
   Our ability to change and adapt quickly is critical to achieving Zero4Life. Delays in execution send a message to our workforce that health & safety are not truly our top priorities.

4. BE AN ACTIVE COACH
   As a supervisor, your team must see you as their leader, mentor and protector. Active engagement of your employees is essential to CEMEX USA’s success.

KIRK LIGHT
EXECUTIVE VICE PRESIDENT, LOGISTICS

“Preparation is key. In order for us to be healthy and to work safely, we simply cannot achieve perfect execution without it. Our goal is zero recordable injuries, and we must be mentally and physically ready for every task or job we perform.”

ERIC WITTMANN
PRESIDENT, WEST REGION

“You have demonstrated that you put health and safety at the forefront every day, no matter what the production pressures are.”

SUPERVISOR TRAINING CAMP
We have launched our Supervisor Training Camp. This is an opportunity for us to focus on our supervisors’ health & safety management skills and prepare them for our challenge to achieve ZERO lost-time injuries in the fourth quarter.

We’ll prepare for the upcoming challenge by focusing on the four fundamental leadership qualities required for us to win.

OUR PEOPLE
Customer Centricity is one of our business priorities at CEMEX. It is also one of our five company values. I want to invite everyone to join us in formally committing to make Customer Centricity our passion.

It is important to ensure that our products, services, and solutions—across all of our operations—are focused on satisfying the needs of our clients. We must understand that an important part of our added value is to guarantee that our customer experience is easy, reliable, and enjoyable.

To accomplish this, we have embarked on a cultural change of the utmost relevance for all of us who are part of this great company. Regardless of our country or our role, we will focus on ensuring that CEMEX’s trademark is always providing extraordinary service.

It is of the utmost importance that we all share this reality. Each member of our company, from their personal standpoint in whatever the role they perform, must strive to make Customer Centricity the driver of our daily activities.

Our success depends on the support of all of you.

**CONGRATULATIONS ON YOUR YEARS OF SERVICE AT CEMEX**

**40 YEARS**

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<th>Name</th>
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<tbody>
<tr>
<td>Helen M Lowery</td>
<td>Port Everglades Terminal</td>
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<td>Steven L Grett</td>
<td>Victorville River Plant</td>
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<td>Robbie E Hughston</td>
<td>Victorville River Plant</td>
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<tr>
<td>Martin L Wilkes</td>
<td>Black Mountain Quarry</td>
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<tr>
<td>John Calon Saddler Jr.</td>
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**30 YEARS**

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<td>Gerald W Crane Jr.</td>
<td>Phoenix</td>
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<td>Victor M Tapia</td>
<td>Fontana</td>
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<td>Craig R Souza</td>
<td>Tracy</td>
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<td>Darik J Hepper</td>
<td>N. Everett Asphalt Materials</td>
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<td>Leonard Davis</td>
<td>Lytle Creek</td>
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<td>Jose E Cano</td>
<td>Miami Plant</td>
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<tr>
<td>Gary W Bramlett</td>
<td>Clinchfield Quarry</td>
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<tr>
<td>Michael A Camello</td>
<td>Modesto Admin Office</td>
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<td>Rodney Norwood</td>
<td>Clinchfield Plant</td>
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<td>William J Yates Jr.</td>
<td>Louisville Plant</td>
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<td>Jerry L Singleton</td>
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<td>John G Shaw</td>
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<td>David H Dorrity</td>
<td>Davenport Sand Plant</td>
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<td>Larry F Cunning</td>
<td>Valkaria</td>
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<td>Quirico C Esquivel</td>
<td>Naples Wiggins Pass</td>
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<td>Michael L Slager</td>
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**20 YEARS**

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<td>James W Phye</td>
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<td>George A Kioberdanz</td>
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<td>Pedro Garza</td>
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<td>Robert A Coleman</td>
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<td>Ehren Cutoff</td>
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<td>Lola M Sundstrom</td>
<td>Treasure Coast</td>
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<td>Houston</td>
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CEMEX is expected to supply more than 4,900 truckloads of reinforced concrete pipe and 375,000 cubic yards of ready-mix concrete for the rebuilding of Central Florida’s main freeway. The I-4 Ultimate Improvement Project, a 21-mile makeover of Central Florida’s main interstate, will change the driving experience for countless Florida residents and visitors for decades to come. It’s the largest and most complex infrastructure project underway in the State of Florida today.

As a proud supplier of this monumental project, CEMEX USA is providing tailor-made solutions and building materials that will help to completely reconstruct the interstate, upgrading interchanges and bridges to meet the needs of the growing communities in Orange and Seminole Counties.

The $2.3-billion project is being developed through a public-private partnership contract between the Florida Department of Transportation and I-4 Mobility Partners, which is tasked with designing, constructing, financing, operating and maintaining the interstate for 40 years.

"This project will bring the interstate, which was built in the 1960s, to meet current industry standards and better accommodate the number of vehicles traveling on the interstate today. Both the driver and passengers will benefit greatly. The driver will realize greater reliability, reduced travel times, better traffic flow and improved visibility, while passengers especially will enjoy an enhanced aesthetic experience," said Brook Brookshire, SGL Project Director.

"Our goal is to create a signature corridor that connects communities, improves economies and enhances livability throughout the region."

"We’re proud to be a part of this community, and proud to be a part of the I-4 Ultimate Improvement Project which will improve the lives of countless commuters and visitors. It is truly an honor to be able to help build a better future for Central Florida," Florida Regional President Gonzalo Galindo said.
Five CEMEX USA cement plants have achieved the U.S. Environmental Protection Agency’s ENERGY STAR® certification for 2016. The plants—Brooksville, Miami, Clinchfield, Fairborn and Victorville—are being recognized by ENERGY STAR® for their efforts in energy efficiency and sustainability.

In order to achieve certification, the plants had to perform among the top 25 percent of similar U.S. facilities for energy conservation and meet the technical requirements of the ENERGY STAR® Plant Energy Performance Indicators.

Throughout the year, all of the recognized plants put into practice energy-efficiency principles established by the EPA’s ENERGY STAR® Guidelines for Energy Management. The plants implemented energy conservation and monitoring technologies, promoted energy-efficiency awareness among employees and completed energy-reduction projects.

“The effort these plants put into their sustainability initiatives, day in and day out, is a shining example for our industry. We’re very proud of the work they’ve done to attain ENERGY STAR® certification this year,” said Dr. Hugo Bolio, Executive Vice President – Cement Operations and Technology for CEMEX USA.

2016 marked the tenth consecutive year that the Clinchfield plant achieved ENERGY STAR® Certification. It is one of only two plants in the United States to reach that milestone.

It was also the sixth time for the Miami plant to be recognized, the fifth for Victorville and Fairborn and the fourth for Brooksville.

“CEMEX is committed to sustainable practices throughout our operations and to building a better future for our communities through environmental initiatives. It’s truly an honor to be recognized by the EPA and ENERGY STAR®, and we look forward to many more years of participation in this important program,” CEMEX USA President Ignacio Madridejos said.
LEADERSHIP AND STRATEGY DEPLOYMENT

In March, Dr. Hugo Bolio, EVP – Cement Operations and Technical, began Strategy Deployment for Cement Operations. First, he worked with the leadership team to set goals for Cement Operations based on CEMEX USA’s goals. Then, he cascaded those goals to all cement plants. Each plant took the goals and created a strategy-deployment plan, following the example from Balcones. To support this deployment, Hugo visited multiple cement plants. During his visits, he met with the management teams to discuss each plant’s selected burning platforms (pain points) from their strategy-deployment plan. At the Demopolis plant, they discussed their burning platforms, which are:

- 90% kiln-efficiency target
- 91.1% finish mill efficiency (Mill 1 & 2) monthly target

Hugo checked the management team’s alignment by asking questions regarding where money should be spent. He then led the team in a review of their actual costs and the projects they believe will move the plant in the right direction.

So how do the plants feel about Hugo’s visits? In Demopolis, Hugo made a statement that grabbed some attention. He said, “It is expensive to be poor.” He meant that, if we want to improve, the CEMEX USA of today has to operate with a different mindset than we did in the recession/post-recession years of 2009-2010. During those years, the cement plants were in savings mode.

The plant team took that message to heart and immediately began working toward production improvements that will enable the plant to steadily raise performance standards and meet targets. Demopolis is already seeing improvements in kiln and finish mill efficiency, and the plant is energized about taking the necessary steps to sustain them.

The cement plants are aligned and focused on goals that are meaningful for Cement Operations and CEMEX USA. Actions and activities are already driving results.

OUR OPERATIONAL EXCELLENCE JOURNEY CONTINUES

It has been seven months since the rollout of CEMEX Operational Excellence. The model’s four guiding principles are radically changing how we manage and operate our business. The system is enabling improvements in all aspects of the work we do and is starting to impact each and every employee. To change our culture we must continue to progress along the Learn - Use - Live journey. Many have started to Learn, by attending Leader and Yellow Belt training sessions. The CI Team has shifted its focus from the education of these CI methodologies and principles, to emphasize specific skills and dig deep in how to move us to using them. For the remainder of the year, we will focus on moving to use, based on the calendar shown on the right.

Reach out to your CI Leader to gain support along your road to success. Check out the successes we are already experiencing!

LEADER STANDARD WORK

When I heard about Leader Standard Work, I immediately thought to myself, “Really, another ‘to do list’?” Over the years, I have tried many expensive gadgets and elaborate planners that make a list of things to do. Like many, I got the rush of endorphins when things were checked off the list. It worked for a few days, but in the end would go right back to firefighting. Honestly, it was easier. We all know any good operations guy or gal wouldn’t be worth their salt if they couldn’t put out fires all day, right?

After many leader training sessions explaining the Leader Standard Work (LSW) methodology and trying to convince my coworkers it was the best thing since sliced bread, I still didn’t get it. My manager started sending requests for my LSW, and I tried looking at all the very elaborate versions floating around. Some had pretty colors and could even calculate your productive time! They are very impressive, but just not for me.

Over time, I was able to start to connect the dots and see how LSW is very much the opposite of a traditional to-do list. LSW is more of a plan for success. If every leader built elements into their LSW and followed them daily, weekly, and monthly, we would deepen our commitment and energize our health and safety culture.

STATUS BOARDS

Lisa Girona, from the Phoenix City, Ala. office, has made great strides using Status Boards. Lisa created her Status Board in March and has continually improved and sustained her board.

Lisa started by conducting a few small Kaizens to help develop her goals for the Central division. She uses the Status Board to track the collection percentage, and updates it on a weekly basis to reflect the percentage collected for the month. This allows Lisa to always know how much more she needs to collect to get there.

The status board has now become a discussion piece for the Sales team as well. The Sales team is tracking her progress, and inquiring on how they can help her achieve her goals.

In the past 30 days, Lisa has reduced Central’s DSO by 7 days and her collection percentage has risen 3.9% in the past 60 days to 79.9, with a goal of 83%.

Lisa is now working to replicate her success in other divisions. Good luck, Lisa!

SUCCESS STORY FROM A CI LEADER: HOW I FINALLY REALIZED THE HIDDEN VALUE OF LEADER STANDARD WORK (LSW)

When you build the things that are important into your LSW, it can greatly minimize unimportant tasks. A successful day is when we manage to accomplish the tasks:

1. Keeping our people healthy and safe.
2. Increasing my effectiveness as a leader by switching from firefighting to having LSW in place to manage important activities such as Waste Walks, SS, Status Boards, etc.
3. Focus on Continuous Improvement so that we get better every day as a company.

In summary, design and use your LSW as your plan for your success. It works and will help keep you focused on what’s really important. Reach out to your CI Leader for more information.

CONFESSION FROM A CI LEADER: HOW I FINALLY REALIZED THE HIDDEN VALUE OF LEADER STANDARD WORK (LSW)

“THE GOAL OF STRATEGY DEPLOYMENT IS TO DISCUSS WHERE WE ARE, WHERE WE WANT TO BE AND HOW TO GET THERE.”

DR. HUGO BOLIO, EVP, CEMENT OPERATIONS AND TECHNICAL

LEADER FOR MORE INFORMATION.

ATTEND LEADER TRAINING SESSIONS.
In mid-July, the Continuous Improvement Organization met in New Braunfels, Texas. The emphasis of this meeting was to review the organization’s progress since the launch of Operational Excellence in February, and to conduct a PDCA (Plan-Do-Check-Act) on the path that lay ahead. Robert Cutter, Executive Vice President of Continuous Improvement, led the session.

Since February, the CI organization has focused on raising the knowledge of CEMEX USA by providing training to over 1,900 leaders. In the Leader session, they learned the Operational Excellence model, the importance of the Four Guiding Principles: Mindset, Leadership, Skillset and Collaboration, Strategy Deployment and Leader Standard Work. In addition, they attended Yellow Belt training, which provided the core Continuous Improvement skillset: Waste, 5S, Standard Work, Kaizen and Visual Management.

CEMEX USA is now ready to move from Learn to Use. Over the coming months, CI Leaders will amp up their coaching and facilitating action efforts. What does this mean? It is time to apply the knowledge gained earlier this year and utilize it to deliver business results.

**OPERATIONAL EXCELLENCE AWARDS**

The First Operational Excellence Awards for CI Leaders were given at the July meeting. The awards recognized members of the organization who exemplified the Mindset Guiding Principle and Delivering Results. Each nominee created and presented a video to the group, who then voted on the winner. Congratulations to all our nominees!

To see the nominee’s videos or learn more about the CI projects, visit the US Operational Excellence community on Shift for more information.

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**OPERATIONAL EXCELLENCE: ONE TEAM DELIVERING RESULTS**

As a team, the CI Organization pledged to a new tactical mission: One Team Delivering Results.

We raise the capability of the organization by training, coaching and certifying.

We deliver results by leading projects and facilitating action.

The CI Organization is here as your partner. We are here to help you raise your capabilities, and together we will work to drive the business results that are important to YOU.

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**MAHER AL-HAFFAR**

EXECUTIVE VICE PRESIDENT OF INVESTOR RELATIONS, CORPORATE COMMUNICATIONS AND PUBLIC AFFAIRS

“By exposing CEMEX’s global successes to our local markets, we can strengthen our brand in a way that will fuel more local business and create a stronger global identity.”
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Important:
Get ready to participate in the 2016 “Voices into Actions” Survey in mid October and make change happen.

Let’s put our voices into actions and continue building a better CEMEX.