OUR VOICE USA

FIRST QUARTER 2018

BUILDING A BETTER FUTURE FOR THE UNITED STATES OF AMERICA

Conroe, TX
IGNACIO MADRIDEJOS
CEMEX USA PRESIDENT

In the United States, our 2017 operating EBITDA increased by 9% with a margin expansion of 0.8pp, on a like-to-like basis. Our domestic gray cement volumes declined by 3%, while ready-mix and aggregates volumes increased by 2% and 1%, respectively, during the fourth quarter of 2017 and compared to the same period last year. During 2017, domestic gray cement, ready-mix and aggregates volumes decreased by 6%, 2% and 3%, respectively, on a year-over-year basis.

Our cement prices during the quarter increased by 4% compared with the same period last year. Volumes for our three core products increased during the quarter on a like-to-like basis despite significant precipitation in much of our footprint and the lingering impact of the hurricane in Florida.

In the residential sector, activity accelerated during the fourth quarter supported by single-family construction and improvements. While housing starts remained flat during the quarter on a year-over-year basis, the cement-intensive single-family sector increased by 7% in this period, supported by a catch-up effect from the hurricanes during the prior quarter. In the industrial- and commercial sector, national contract awards declined 1% during 2017; however, awards in our four key states increased 4% driven by Florida and Texas.

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**USA RESULTS**

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**USA PRIORITIES**

**HEALTH & SAFETY**

Our ultimate goal for Health and Safety is Zero4Life and Fit4Life. We’ll achieve our goal by reducing our LTI rate, identifying gaps to the Health & Safety Management System and define corrective action plan by all site supervisors. We need to make health a top priority, as we do safety.

**CUSTOMER CENTRICITY**

Our ongoing vision is to establish value for our company and our customers through exceptional quality and service. We will achieve this goal by conducting customer journey experiences, defining a service manifesto and improving our Net Promoter score, while improving our prices and maintaining market share within the target range.

**RETURN TO INVESTMENT GRADE**

We will return our company to investment grade by improving our EBITDA. We will improve operating leverage and reduce costs through maintenance and labor productivity increases, improve our number of working capital days and our CVA.

**WORK AS ONE GLOBAL CEMEX & PURSUE OPERATIONAL EXCELLENCE**

We will strive to have EBITDA improvement from Operational Excellence projects and become a leader in CEMEX global networks. We will identify the issues that affect our communities, identify our stakeholders, promote the sustainable attributes of our products and solutions, and develop community outreach action plans to address the issues to ensure we become a desired neighbor and an essential part of the community.

**EBITDA** = Earnings Before Interest, Taxes, Depreciation and Amortization

**CVA** = Cash Value Added
THE 2018 ANNUAL MEETING TOOK PLACE IN CONROE, TEXAS, ON JANUARY 25, 2018. OUR LEADERS CAME TOGETHER TO DISCUSS OUR 2017 ACHIEVEMENTS AND PRIORITIES FOR 2018. WE WANT TO THANK EACH ONE OF THE PARTICIPANTS WHO MADE IT POSSIBLE. THIS YEAR WE WILL WORK TOGETHER TO CONTINUE BUILDING A BETTER FUTURE FOR CEMEX USA.

BUSINESS PRIORITIES: 2017 ACHIEVEMENTS

CEMEX USA President Ignacio Madridejos

BUILDING A better future FOR OUR PEOPLE AND THEIR FAMILIES

Health & Safety
Vice President Health and Safety Alan MacVicar

Engaging Our People
HR Business Partner Planning & Development Eduardo Vazquez

BUILDING A BETTER FUTURE FOR OUR CUSTOMERS

Superior Customer Experience - Opening
Executive Vice President Logistics Matt Wild

Net Promoter Score and Customer Journey Experience
Vice President Cement Sales Juan Castillo and Vice President Customer Experience Ven Bontha

CEMEX Go
Vice President Strategic Planning West Alex Ortiz and VP/QM Ready- Mix Bay Area Marsat Mirpuri

Sales Excellence
Texas Region President Joel Galassini

Superior Customer Experience - Closing
Executive Vice President Logistics Matt Wild

BUILDING A BETTER FUTURE FOR OUR SHAREHOLDERS

2017 Financial Results, 2018 Targets & Working Capital
Executive Vice President, Strategic Planning Trpimir Renic

ONE GLOBAL CEMEX

CEMEX Operational Excellence
Executive Vice President of Continuous Improvement Rob Cutter

Ethos Activity
Ethics Committee Members

Panel discussion
U.S. Management Team

BUSINESS PRIORITIES: 2018 GOALS

CEMEX USA President Ignacio Madridejos

Visit SHIFT page to see the Annual Meeting Presentations:
http://cmx.to/2npXLlZ

Don’t forget to follow us!
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www.twitter.com/CEMEX_USA
www.youtube.com/CEMEXUSA
www.instagram.com/CEMEX_USA
www.CEMEXUSA.com
2018 ANNUAL AWARDS CEREMONY

Our top-performing teams were recognized in five categories, aligned with our priorities: Health & Safety, Customer Centricity, Return to Investment Grade, One Global CEMEX and the President’s Award and we recognized some of our longest-serving team members with the Career Milestone Awards. Congratulations to all of this year’s award recipients!

HEALTH & SAFETY AWARD

Best Safety Operation in Cement, Clinchfield Cement Plant - accepted by Clinchfield Plant Manager Alex Guyse

Best Safety Operation in Ready-Mix, Eastern and Southern Arizona team - accepted by VP/GM Eastern & Southern Arizona Tori Robinson

Best Safety Operation in Aggregates, Southern California and Texas - accepted by VP/GM Southern California Aggregates Dan Olivares and Director Aggregates Operations-Texas Lance Griffin

Safety Shield, FEC Quarry - accepted by FEC Quarry Manager Andy Goicoechea

RETURN TO INVESTMENT GRADE AWARD

Cement-West - accepted by VP Sales Manager-West Paco Rivera, VP Logistics- West Bill Bayes, and Victorville Plant Manager Carlos Uruchurtu

Ready-Mix - accepted by VP/GM Ready-Mix Phoenix Dave Stultz

Aggregates - accepted by Director of Aggregate Sales Central & East Texas Andy Batsell and Director Aggregates Operations-Texas Lance Griffin

Reducing our working capital - accepted by Treasurer Fernando Rider

CUSTOMER CENTRICITY AWARD

Cement accepted by Cement Sales Manager-Texas & Colorado Kelly Mayo

Ready-mix accepted VP/GM Ready-Mix Orlando David Nabawi

Aggregates accepted by VP/GM Aggregates Alfredo Santos

ONE GLOBAL CEMEX AWARD

CEMEX Go Task Force & Bay Area Ready-Mix teams- accepted by Vice President Strategic Planning West Alex Ortiz and VP/GM Ready-Mix Bay Area Marsat Mirpuri

Florida Aggregates team- accepted by VP/GM Aggregates Florida Jeff Bobbitts and VP Aggregates Operations Travis Wellman

CAREER MILESTONE AWARD

More than 45 years of service Lenny Redman, Daniel Flumer, John Fagan

PRESIDENT’S AWARD

Julie Shelton

Tori Robinson

OUR PEOPLE

6

ACT WITH INTEGRITY

OUR PEOPLE

7
SAFETY: OUR #1 PRIORITY.

In 2018 we will aim to improve follow-through and accountability for working safely in our operations. The LIFE-Cycle of Action-Based Safety will help us better understand the underlying concept of Action Based Safety. The LIFE cycle represents a continuous cycle of Learning, Identifying, Fixing and Engaging.

Your active involvement in kicking off 2018 with Safety Week was an essential step on the path to Zero4Life, and now it’s time for us to get engaged and follow through.
LEADING A ZERO4LIFE CULTURE

2018 IMPROVEMENT PLAN

- Our ultimate goal is Zero Life
- Conduct self-assessment, identify gaps to Health & Safety Management System (HSMS) and define corrective action plan by all site supervisors
- All the identified gaps and corrective action plans will be evaluated by H&S team and area managers
- Quarterly Safety Spotlight Program LIFE
  - 1st month Learn
  - 2nd month Identify & Fix
  - 3rd month Engage
- Develop initiatives to improve contractor management and reinforce ‘good’ behavior
- Focus beyond employee health – promote fitness for duty

SAFETY MILESTONES

Congratulations to our operations for achieving these safety milestones and helping us pursue our goal of Zero4Life.

BALCONES
1,000 days without a lost-time injury*

DEMOPOLIS
1,000 days without a lost-time injury*

BROOKSVILLE
2,500 days without a lost-time injury*

CLINCHFIELD
800 days without a lost-time injury*

KNOXVILLE
1,000 days without a lost-time injury*

ALICO QUARRY
18 years without a lost-time injury*

"ONE OF THE PRIMARY FOCUS AREAS FOR 2018 IS EVALUATIONS AND ASSESSMENTS—HELPING TO IDENTIFY & FIX.”

ALAN MACVICAR
VICE PRESIDENT OF HEALTH AND SAFETY

BECOMING A HEALTHIER ORGANIZATION

The ultimate goal: Improve the overall well-being of Our People

The Plan, based on your input:

- Make Health a top priority as we do Safety
- Continue to promote health-coaching programs that can achieve improvements in physical and emotional well-being.
- Increase participation in wellness programs through inside champions.
- Increase the 401(k) match to $1.00 from $0.80, effective January 1, 2018.
- Increase the 401(k) participation rate by educating Our People.
- Include a Roth 401(k) to provide additional options for saving for retirement.

CEMEX USA
HEALTH ESSENTIALS

JANUARY

SLEEP WELL
Ensure your sleep patterns provide sufficient rest. Follow a sleep routine and get 7-9 hours of sleep per night.

FEBRUARY

KEEP YOUR HEART HEALTHY
Follow basic healthy behaviors to keep your heart healthy such as exercise and eating right.

MARCH

PROTECT YOUR EYES AND EARS
Protect your hearing in noisy places. Wear necessary eyewear to protect your eyes.

OUR GOALS AS AN ORGANIZATION

BODY MASS INDEX (BMI)
(Healthy level: < 25)

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>18%</td>
</tr>
<tr>
<td>2016</td>
<td>20%</td>
</tr>
<tr>
<td>2017</td>
<td>21%</td>
</tr>
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</table>

CHOLESTEROL
(Healthy level: < 200)

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<thead>
<tr>
<th>Year</th>
<th>Goal</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>41%</td>
</tr>
<tr>
<td>2016</td>
<td>46%</td>
</tr>
<tr>
<td>2017</td>
<td>50%</td>
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BLOOD PRESSURE
(Healthy level: < 120/80)

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>26%</td>
</tr>
<tr>
<td>2016</td>
<td>26%</td>
</tr>
<tr>
<td>2017</td>
<td>28%</td>
</tr>
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</table>

GLUCOSE
(Healthy level: < 139)

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<tr>
<th>Year</th>
<th>Goal</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>75%</td>
</tr>
<tr>
<td>2016</td>
<td>75%</td>
</tr>
<tr>
<td>2017</td>
<td>79%</td>
</tr>
</tbody>
</table>

401(K) MATCH
(Participation rate)

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>75%</td>
</tr>
<tr>
<td>2016</td>
<td>75%</td>
</tr>
<tr>
<td>2017</td>
<td>94%</td>
</tr>
</tbody>
</table>
Our People

Engaging Our People

“We have invited our people to become actively engaged in the process of building a rewarding career as we build our business. We will continue to invite both salaried and hourly employees to engage with us by providing opportunities to submit ideas and set personal goals based on top priorities.”

Eduardo Vázquez, HR Business Partner, Planning and Development

Career Building: Set and Share

We are launching Set and Share in Success Factors. The purpose of this conversation with your manager is to define your goals for 2018. These goals must have specific metrics that are actionable and challenging for you. When considering your goals for 2018, keep our priorities in mind.

Our Recent Engagement Survey Found:

- Employee engagement level rose from 71% to 73%.
- More than 4,000 comments indicated a clear interest in what we do.
- We need to promote retention and career advancement.

Your Opportunity Awaits

We invite you to work with your manager and team to analyze local results of the survey and develop action plans to increase engagement among salaried and hourly employees to reach our 78% goal.

Important Announcement

Net Promoter Score and Customer Journey Experience

The Net Promoter score (NPS) measures how well we perform on our core value of being customer-centric. It’s a standard measure of the difference between % Promoters (customers who highly recommend CEMEX) and % Detractors (customers not likely to recommend CEMEX).

What you can do to ensure a positive NPS

- Work with your manager to conduct three customer journey experiences (CJE) internally, or with customers.
- Develop action plans and set stretch targets to improve Customer Centricity KPIs in every business area.
- Develop a Service Manifesto — a written commitment to put customers at the center of everything we do.
- Develop a Net Promoter Score improvement plan and create local initiatives by segments.
- Promote customer-centric values continually — put the customer at the center of everything we do.

Our Customers

Building a Better Future

From left to right: Vice President Customer Experience, Ven Bontha and Vice President Cement Sales, Juan Castillo
SALES EXCELLENCE

What are the benefits of a sales management process?

• A sales management process helps us retain our results by delivering superior service and support to our customers.

• Our new Customer Relationship Management tool (CRM) will guide the sales management process. It will improve sales productivity and opportunity management and allows us to work smarter and spend more time with customers.

• The CRM will help ensure that we always deliver a superior customer experience and high value products—a winning combination.

Action items for 2018:

• Embrace the roll-out of the CRM tool and actively participate.

• Think beyond quoting.

• Take advantage of information available in the CRM.

• Utilize the system to build on your strengths.

“IT IS HOW WE ENSURE THAT OUR CUSTOMERS ARE RECEIVING THE MAXIMUM VALUE FOR OUR PRODUCTS AND SERVICES THROUGH OUR DAY-TO-DAY OPERATIONS.”

JOEL GALASSINI
TEXAS / NEW MEXICO REGIONAL PRESIDENT
FOCUS ON CUSTOMERS

SUPERIOR CUSTOMER EXPERIENCE

What we need to accomplish together:

• NPS Improvement Plans by business/region.
• Development and implementation of Service Manifestos.
• Participate in CJE’s focused on key pain points and drivers.
• Your active participation on the nationwide roll out of CEMEX Go.
• Proactive push for adoption of new digital products.
• Foster and support your team’s adoption of CRM Tool.
• Support the implementation of the Pricing Office.
• Participate in the roll out of the Order Taking & Fulfillment platforms.

CUSTOMER-CENTRIC
CEMEX CULTURE

SUSTAINABLE & PROFITABLE GROWTH

CUSTOMER JOURNEY
EXPERIENCE

OUR CUSTOMER
CENTRICITY FRAMEWORK
IS NOW A REALITY

Matt Wild
EXECUTIVE VICE PRESIDENT LOGISTICS

SUFISM REORIENTED SANCTUARY
WALNUT CREEK, CA

Sufism Reoriented Sanctuary, a mostly subterranean spiritual center designed to move the organization forward for the next 700 years, built by Overaa Construction, was a finalist in the Building Category of the 2017 CEMEX Building Award.

GREEN VALLEY HOSPITAL-
GREEN VALLEY, AZ

Hardrock used 12,000 cubic yards of CEMEX concrete for the construction of the Hospital, a 50-bed unit complete with an ER, helicopter pad, surgical suite, pharmacy and full-service laboratory.

TURNBERRY OCEAN CLUB-
SUNNY ISLES BEACH, FL

CEMEX USA is supplying more than 80,000 cubic yards of ready-mix concrete for the new luxury apartment complex. Once complete, the 54-story structure will tower 300 feet above sea level—a beautiful addition to the Miami-area coastline.

100 LAS OLAS- FT.
LAUDERDALE, FL

CEMEX is supplying more than 40,000 cubic yards of concrete for what will be the tallest structure in Ft. Lauderdale. Once completed, the 46-floor building will include 238 hotel guest rooms, 121 luxury residences and fine dining and retail space, all in the heart of downtown.
FOR 2018 WE NEED TO:

- Take advantage of favorable market conditions to strengthen our position.
- Reach 90% kiln efficiency, and 90% ready-mix truck utilization.
- Maximize sourcing from low-cost countries and improve procurement processes.
- Optimize maintenance activities and improve labor productivity by 5% with support from Operational Excellence.
- Keep OPEX at current level.
- Find innovative solution to reach -10 average working capital days.

“IN 2017, DESPITE ALL THE HEADWINDS FACING US, WE MADE GOOD PROGRESS AND MOVED TOWARDS THE RIGHT DIRECTION. IN 2018, OUR GOAL IS TO BE CVA POSITIVE.”

TRPMIR RENC
EXECUTIVE VICE PRESIDENT, STRATEGIC PLANNING

CEMEX VENTURES IS CONSTANTLY ON THE LOOKOUT FOR INNOVATIVE IDEAS THAT WILL SOLVE THE EVOLVING PAIN POINTS OF THE CONSTRUCTION INDUSTRY THROUGH THE USE OF DIGITAL TECHNOLOGY.

Great ideas, led by great people willing to take the necessary steps to change their surroundings, are the perfect elements to transform entire industries. Our company, composed of many people with great ideas, is leading the way to transform the building materials and construction industry. Let us keep working to see these changes in real time!

WE KNOW WHAT WE NEED FROM YOU

What IS CXV about?
- Artificial intelligence-based methodologies to improve operational efficiency
- New construction methods
- Construction project Cloud-based project management

What it is CXV NOT about?
- Cement truck fleet optimization software
- New concrete mix formula enabling faster 3D printing of concrete
- CEMEX Customer service and satisfaction software

Connect and facilitate collaboration among key players within the construction ecosystem through data collection and analysis.

Develop new financial mechanisms for urban projects e.g. Crowdfunding platforms, blockchain technology for increased transparency, 4D data visualization, and payment automation techniques.

4 AREAS OF FOCUS

Using your CEMEX ID and password, submit your idea at: https://internalchallenge2018.cemex.spigit.com

Pursue Excellence
Strategic Deployment
Deliver US$64 M in savings by:
- **Plan** – Align to strategy deployment
- **Do** – Link projects to KPIs
- **Check** – Effectively use status boards
- **Act** – Execute improvements

Strengthen Capabilities through
- Incorporating better expectations, accountability, and execution in the selection and certification process
- Launch of Maturity Assessments to measure capabilities and develop action plans for improvement

**Project Savings Target for 2018:**

**GREEN BELT**
- **Audience:** all salary exempt
  - Online with learning competency test.
  - 2018: ~1800 certified.

**YELLOW BELT**
- **Audience:** Yellow Belts with leadership potential
  - Improved nomination and implementation process.
  - 2018: ~250 certified.

**BLACK BELT**
- **Audience:** new team of CI Leaders
  - Complete CEMEX Black Belt certification program.
  - 2018: ~40 certified.

A GREEN BELT SUCCESS STORY: BLACK MOUNTAIN AGGREGATES MAINTENANCE COST REDUCTION

After the Strategy Deployment process was completed and KPIs identified in Southern California, Brian Squiers, Aggregate Area Manager, reviewed the maintenance and labor costs at the Black Mountain quarry. It was discovered they were frequently replacing hammers which is a timely/costly process that tied up labor, slowed production, and posed potential safety risks.

Using his Green Belt Skillset and the support from Erika Alba, the Southern California Aggregates CI Leader, Brian worked with his team to conduct a Root Cause Analysis (RCA) and discovered they were sending material to the crusher that did not need to be crushed. By changing from a 2” screen to a 3” screen, less material was sent to the crushers leading to an increased life of the hammers.

This project added value by:
- Minimizing the potential safety risks and exposure to the team
- Reducing the number of hammer replacements required
- Saving $100K

Congratulations to the Black Mountain Aggregates team for working on a project that was important to the business and achieving great results!
BEING ACTIVE IN THE COMMUNITIES IN WHICH WE LIVE AND WORK IS A CORE VALUE AT CEMEX USA. WE LEVERAGE OUR CORE STRENGTHS, OUR EMPLOYEES’ TALENT AND TIME, AND OUR SOCIAL INVESTMENTS TO SUPPORT THE SOCIAL AND ECONOMIC DEVELOPMENT OF OUR SURROUNDING COMMUNITIES.

SAFER ROADS TOGETHER
Our Logistics team is doing their part to put safety first, hosting the first-ever Safer Roads Together event in Houston with BikeHouston, the League of American Bicyclists and the Harris County Pct. 5 Constable’s Office. The event was aimed at increasing safety awareness on the streets by providing cyclists and pedestrians the chance to see what is visible from a truck driver’s perspective. Our team parked a ready-mix truck and cement tanker outside a popular Houston park, let passersby climb into the vehicles to observe blind spots and handed out safety kits to attendees.

SAND DONATION
Our Moorpark plant recently donated fill sand to the City of Carpinteria Flood Control Department in California to help residents after the wildfires and flooding in Ventura County. Shout out to driver Victor Soto for volunteering to come in and get the job done! In all, 50 tons of fill sand were donated. The local Boy Scouts used the sand to make sand bags for residents in the surrounding areas struggling to recover from natural disasters.

EPA ENERGY STAR
Four CEMEX USA cement plants were recognized by the EPA in December for achieving 2017 ENERGY STAR Certification. An EPA representative was on hand at our Houston Corporate Office to distribute certificates for our Clinchfield, Brooksville South, Miami and Victorville facilities. ENERGY STAR-certified plants are in the top 25 percent for energy efficiency nationally compared to similar U.S. facilities. Since 2007, CEMEX USA has earned 49 certifications, with Clinchfield remaining certified for 11 consecutive years—a U.S. cement plant record.

FEEDING SOUTH FLORIDA
Our Florida Aggregates Management team packaged 31,540 lbs of food in 2 hours during a volunteer event with Feeding South Florida. Their efforts provided 26,283 meals for South Florida residents.

OUTSTANDING COMMUNITY PARTNER
The 5 Corners District, which includes Houston City Council Member Larry Green’s district and the larger area of State Rep. Alma Allen, presented our Holmes Road Ready-Mix Plant with an Outstanding Community Partner Award for providing the community with a cleaner, safer and greener place to shop, work and enjoy. CEMEX Texas region also presented CEMEX conservation books to District K Board of Directors and to City Council Member Larry Green.
Our logistics team is ready for another outstanding year after their 2018 annual meeting. The event, hosted by Executive Vice President — Logistics Matt Wild, took place at the Houston Corporate Office February 19 and 20. Logistics leaders from across the country were in attendance to share best practices, review accomplishments from 2017 and set goals for the year. Three safety awards were presented for outstanding safety achievement and zero preventable accidents, and team members were recognized for years of service at CEMEX. The attendees also had the opportunity to hear presentations from members of our U.S. management team and participate in team-building activities.

In 2016, the BSO had one of the lowest engagement scores in the U.S. and needed a miracle to turn it around. That miracle came in the form of the Happiness Advantage | Orange Frog Workshop.

Touted by other major corporations like Disney Coca Cola and Lockheed Martin, the Happiness Advantage | Orange Frog Workshop taught the BSO team the science of sustainable peak performance through a parable called The Orange Frog (written by Shawn Achor).

Orange Frog teaches that instead of working hard to become successful and then be happy, one should choose happiness first, which enhances your capabilities, which leads to success.

The results speak for themselves.

According to the 2017 Kenexa Engagement scores, the BSO’s employee engagement increased 20 percent—or 12 percentage points — the largest improvement in CEMEX across the U.S.
**AROUND THE GLOBE**

- **FORO BOCA**
  - **MEXICO**
  - For the construction of the recently inaugurated Foro Boca concert hall in Boca del Río, Veracruz, Mexico, CEMEX supplied 9,000 cubic meters of high durability concrete.

- **NATURAL GAS PLANT**
  - **PANAMA**
  - CEMEX’s subsidiary CEMEX Latam Holdings, S.A. (“CLH”) (BVC: CLH) is participating in the construction of the first power plant based on liquefied natural gas in Panama and Central America. CEMEX expects to supply approximately 45,000 cubic meters of specialized concretes.

- **GERMAN INLAND NAVIGATION CANAL**
  - **GERMANY**
  - For the construction of the new Minden waterway junction, one of the main transport hubs for inland shipping in Germany, CEMEX partnered with a local supplier to deliver approximately 100,000 cubic meters of concrete.

- **NATIONAL BASEBALL STADIUM**
  - **NICARAGUA**
  - CEMEX Latam Holdings (“CLH”) (BVC: CLH) participated in the construction of the new “Dennis Martinez” National Baseball Stadium in Managua, Nicaragua. CEMEX will supply 18,000 cubic meters of conventional and high-performance concretes.

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**CEMEX ETHOS**

One of our core values is Act With Integrity. Acting with Integrity means living up to our commitments, doing what we say we'll do, and doing the right thing in compliance with the highest ethical standards we have as a company.

Our ethical standards are defined in our Code of Ethics. It covers a wide range of business practices and relationships, and establishes key guiding principles for CEMEX employees.

CEMEX encourages all of us to report any suspected violation of our Code of Ethics. CEMEX will thoroughly investigate all good faith reports of violations, and CEMEX will not tolerate any kind of retaliation for reports or complaints of misconduct that are made in good faith.

The U.S. Ethics Committee was established to enforce the guidelines established in our Code of Ethics.

The committee meets periodically throughout the year to review cases submitted via the ETHOSline and the findings of the investigations.

**THE U.S. ETHICS COMMITTEE MEMBERS ARE THE FOLLOWING EXECUTIVE VICE PRESIDENTS:**

- **MIKE EGAN**
  - EVP, LEGAL & ENVIRONMENTAL

- **GUILLERMO MARTINEZ**
  - HR AND COMMUNICATIONS

- **KIRK LIGHT**
  - FLORIDA REGION

- **HUGO BOLIO**
  - CEMENT OPERATIONS

- **ERIC WITTMANN**
  - WEST REGION

Employees can anonymously report potential Code of Ethics violations via the ETHOSline 24/7.

- **ONLINE**
  - https://www.tnwgrc.com/cemex/default.htm

- **TELEPHONE**
  - 1-888-847-5016

- **EMAIL**
  - CEMEX@tnwinc.com
STAY INFORMED.
Sign up for text messages to receive HR and benefits information. You can subscribe by texting CEMEXHR to 23613 from your mobile phone.*

*Text messaging and data rates may apply. Frequency of alerts depends on account preference. For additional information and terms and conditions, go to http://benetxt.com/cemexhr.