OUR VOICE USA
SECOND QUARTER 2019
BUILDING A BETTER FUTURE FOR THE UNITED STATES OF AMERICA
In the United States, volumes for ready-mix and aggregates increased by 3% and 9%, respectively, while domestic gray cement volumes decreased by 3% during 2Q19. Our prices for domestic gray cement increased by 4% while those of ready-mix and aggregates both increased by 3%, on a year over year basis.

During the second quarter, we continued to experience adverse weather in a significant part of our footprint. The infrastructure, industrial and commercial sectors were the principal drivers of demand during this period.

The infrastructure sector has shown significant strength, with street-and-highway spending growing 18% year-to-date May, fueled by an increase in state-transportation funding initiatives. During the first half of the year, the residential sector was affected by weather, labor shortages and rising costs. Housing starts were flat during the second quarter year over year but improved sequentially from first to second quarter. In the industrial and commercial sector, construction spending is up 3% year-to-date May with growth in offices, lodging and manufacturing.

Our ultimate goals for Health and Safety are Fit4Life and Zero4Life. We’ll need to achieve these goals by reducing our LTI rate and inspiring an expert mentality and a relentless accountability to action. We need to make health a top priority, as we do safety, by focusing on physical and financial health.

Our ongoing vision is to establish value for our company and our customers through exceptional quality and service. We will achieve this goal by becoming the most recommended company in the industry and improving our prices while maintaining market share within the target range all while having a digital mindset.

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.

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 and develop community outreach action plans to address the issues to ensure we become a desired neighbor and an essential part of the community.
SAFETY MILESTONES

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

Throughout the last five years, CEMEX USA has seen a spike in lost-time injuries during the months of August, September and October.

There are many potential contributing factors to this trend, including end of summer vacations, stress of back to school on family situations and more.

The primary purpose of Safety Season is to increase focus during a time when we historically experience a consistent and significant decline in our safety performance.

More details about safety season and the 10-week long competition are coming soon!

SAFETY SEASON IS KICKING-OFF SOON!

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CONGRATULATIONS TO THE WINNERS OF OUR 2018 CEMEX GLOBAL HEALTH & SAFETY AWARDS!

The honors included our Zero4Life Contribution Award - which recognizes operations that have achieved ZERO fatalities, as well as our Awards for Best and Most Improved Performance for each business line, our Fit 4 Life contribution Awards and our Contractor Management Award.

The full list of winners is below:

Zero4Life Contribution
Florida Block Manufacturing
Sacramento / Reno Readymix
Southern Arizona Readymix
West Region

Fit 4 Life Contribution
Financial Health
Occupational Health Primer

Contractor Management
Clinchfield
Victorville

Cement: Most Improved
1st Place: Victorville
2nd Place: Aggregates Arizona

Cement: Best Performance
3rd Place: Sand Division Florida

Aggregates: Most Improved
2nd Place: Aggregates Arizona

Aggregates: Best Performance
3rd Place: Sand Division Florida

Readymix Concrete: Best Performance
1st Place: Southern Arizona / Yuma Readymix
Join the CEMEX, Inc. Savings Plan (401(k))

Planning for retirement is important for everyone, regardless of age. The 401(k) Plan is designed to help you prepare for your retirement, it is important for you to understand this valuable benefit and not leave money on the table.

The Plan offers a generous matching contribution and a variety of investment options. You may make pretax deferrals of a portion of your pay and a Roth contribution that allows you to take after-tax contributions and take any associated earnings tax-free at retirement - as long as the distribution is a qualified one. The company match is 100% up to 6% of pay for the combined total of pretax and Roth 401(k) contributions that you make.

Call Fidelity at 866-472-3639, Opt. 2 or go to www.netbenefits.com for more details.

CEMEX USA 2019 HEALTH WEEK

We recently hosted our annual CEMEX USA health week. This year we focused on how to be Fit for Life. Thank you for taking the time to participate and recommit to being Fit for Life. Together we can continue to build a healthier future for our people and our families.

THE 2020 CLASS OF TALENT DEVELOPMENT PROFESSIONALS HAVE OFFICIALLY STARTED THEIR JOURNEY AT CEMEX.

More than 40 TDPS visited our Balcones quarry and cement plant in New Braunfels, Houston Ready-Mix locations and cement terminals for their week-long kick-off. The TDPS also had a chance to interact with our U.S. management team, including CEMEX USA President Ignacio Madridejos.

As we welcomed in the incoming class, we also said congratulations to the Class of 2019, on successfully completing their journey as talent development professionals and we wish them the best of luck on their career path and future at CEMEX.

To learn more about the program visit cemexusa.com/TDP

Take your WELL-BEING to the NEXT LEVEL.

PARTICIPATE IN THE CEMEX WELLNESS PROGRAM TO GAIN A BETTER UNDERSTANDING OF YOUR HEALTH STATUS, IMPROVE YOUR WELL-BEING AND AVOID THE 2020 MEDICAL PLAN SURCHARGE.

TO AVOID THE SURCHARGE, YOU AND YOUR COVERED SPOUSE NEED TO COMPLETE THREE STEPS:

1. Complete your annual physical exam with your doctor and get your required health screening values (height, weight, blood pressure, total cholesterol and glucose). Deadline: Nov. 15, 2019

2. Complete the online Health Assessment questionnaire and include your required health screening values. Deadline: Nov. 15, 2019

3. Achieve at least one health screening value in the healthy range, or complete one alternative activity. Deadline: Jan. 31, 2020

Screening value healthy ranges:
- Body mass index: between 18.5 and 24.91
- Blood pressure: less than 120/80 mmHg1
- Glucose: less than 100 fasting2 or less than 140 non-fasting2
- Total cholesterol: less than 200 mg/dL1

1 National Heart, Lung and Blood Institute
2 American Diabetes Association

Your alternative activity options:
- Telephonic health coaching: Complete at least three calls with a health coach.
- Self-Directed Coaching: Complete one cycle of recommended activities.
- 10k: 1 Day Activity Challenge.
- Digital workshops: Complete three of your choice.
- Weight Management Learning Series: Complete all four topics included.
MY EMPLOYEE EXPERIENCE: SUCCESSFACTORS HAS OFFICIALLY ARRIVED TO THE US!

The hire to Retire Process has officially changed to a more efficient and digital manner. Since March 11th this exciting tool has allowed us to recruit better talent faster and equip our new and existing employees quicker than ever before.

KEY PERFORMANCE INDICATORS UP TO DATE

- 6000 Job Applicants
- 150 People Hired
- 38000 Visits to the Recruiting Dashboard (jobs.cemex.com)

“SuccessFactors has taken what used to be slow, tedious, and multi-step process, and turned it into a quickly accessible platform that is both modern and practical. Updating or changing employee’s addresses, direct deposit, or contact information is simpler and easier.”
– Jonathan Luna (Plant Superintendent, TX)

“My Employee Experience has been beneficial in managing my team. The new streamlined process has improved visibility and quality while saving time. I can now quickly access my team information all in one place and assist my team when they have questions or concerns.”
– Cortnie Chessher (Superintendent CEMEX Western Rail Road Co, TX)

“SuccessFactors... so much at your fingertips!”
– Salvador Camacho (Assistant Plant Manager, TX)

“My onboarding process using SuccessFactors was seamless and smooth.”
– Jerry Phillips (Dispatch Supervisor, CA)

“The SuccessFactors tool was easy and streamlined compared to my experiences elsewhere making the process quick and painless.”
– Douglas Kates (Driver Ready Mix, FL)

For any questions reach out to: Call: 1.866.HR.CEMEX Option 4 Email: successfactorsus@cemex.com

CEMEX UNIVERSITY

Congratulations to everyone who has taken initiative and has started taking advantages of the many courses we have to offer within CEMEX University.

At CEMEX, we care about Our People and we want you to succeed in your career. That’s why we developed CEMEX University, a developmental institution where you can access all our learning experiences in one place.

Courses from CEMEX University are designed to help you achieve greater success in your current role and prepare you for the next step in your career—all while incorporating the values and culture of CEMEX.

Now, your career development is in your own hands.

CEMEX UNIVERSITY
At CEMEX, we are committed to conducting business in accordance with the highest ethical standards. Recently it was announced that our revised CEMEX Code of Ethics theme is: Integrity in Action.

Acting with Integrity is one of our core values and the foundation of our commitment to ethical behavior. Please remember to sign and review our new Code of Ethics version, available at https://cmx.to/2Hbo5mh.

Learn more about the core value Act with Integrity https://youtu.be/4MAoemhyYpc

CEMEX ETHOS

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:

- **ALLYSON DEHL**
  BSO - INTERNAL CONTROL

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

- **GUILLERMO MARTINEZ**
  HR AND COMMUNICATIONS

- **ERIC WITTMANN**
  WEST REGION

MEET OUR NEW U.S. ETHICS COMMITTEE MEMBERS:

- **JULIE SHELTON**
  DIRECTOR OF PLANNING & ADMINISTRATION FOR MID-SOUTH
  Julie joined CEMEX in 2011 via the Ready Mix USA acquisition. Prior to her current role in Planning, she held various positions within the BSO organization including Director of Accounting for Mid-South.

- **JACKELIN SIMMONS**
  MIAMI CEMENT PLANT MANAGER
  Jackie joined CEMEX in 2004 as the Environmental Manager at the Victorville Cement Plant in California. Prior to her current role, she has held positions as a Process Engineer, Production Manager and various roles in the Operational Excellence organization.

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

OUR PEOPLE
WHY IS INNOVATION IMPORTANT?

For CEMEX, innovation is not just another initiative or a box we have to check, but rather how our organization is transforming and continuously preparing to compete in an ever-changing environment.

We at CEMEX are already innovating within the industry—from a digital end-to-end commercial process to a virtual store, from the use of drones to execute human tasks, to sophisticated transportation management systems, and from an innovative development and use of admixtures, to artificial intelligence to operate equipment at our cement plants. And how do we continue to improve and revolutionize our business? With the help and effort of the entire organization and all of us coming together to identify new opportunities.

THERE ARE SEVERAL WAYS YOU CAN PARTICIPATE

1. Get involved and engaged in ongoing initiatives, learn about how we are innovating and how that is making us more competitive.
2. Be energized and speak the language by taking advantage of our current innovation training which dives deeply into topics like Emerging Technologies, Taste of Agile, and Design Thinking.
3. Share your ideas online via the new idea submission platform: Smart Innovation USA.

FOCUS ON CUSTOMERS

SIXTH STREET VIADUCT BRIDGE-LOS ANGELES, CALIFORNIA

CEMEX is expected to supply 45,000 cubic yards of ready-mix concrete for the Sixth Street Viaduct Replacement Project, including 6,300 cubic yards of specialized self-consolidating mix concrete that was developed to fit the bridge’s design specifications and stringent standards required by CalTrans.

TEXAS TOWER-HOUSTON, TEXAS

More than 220 CEMEX mixer trucks delivered roughly 14,000 cubic yards of ready-mix concrete during a continuous concrete mat pour, completed in just under 20 hours, for the foundation of the Texas Tower, a new 47-story state-of-the-art office building.

GLOBAL AGGREGATES NETWORK-MIAMI, FLORIDA

CEMEX executives with our Global Aggregates Network gathered at our FEC quarry in Miami, Florida for a look at an Aggregates Industry 1st: CEMEX Go Quarry Link, our new digital solution designed with our aggregates customers in mind, allowing them to be IN & OUT of our site in less than 10 minutes.
CEMEX has successfully completed the deployment of its CEMEX Go platform worldwide. CEMEX Go was first rolled out in the United States in 2017, and customers have been quick to adopt the innovative, digital platform. Currently, close to 6,000 of CEMEX’s U.S. customers are using CEMEX Go, and the platform has an adoption rate nationwide of 36%. Each month, CEMEX Go has more than 12,000 active users in the U.S.

CEMEX USA’s digital transformation journey began just 18 months ago and has covered many milestones and broken many paradigms while successfully confronting and overcoming our own biases and barriers. Our customers are adopting the digital experience rapidly and we have accelerated from 10% order adoption in August 2018 to now having 1 in every 3 orders placed on CEMEX Go Online Store!

One of the keys to success on the journey of digitalization is having Mastery of Product and Ownership. In April, the US cement operations team and the Mid-South Ready-Mix team took strong strides by enabling CEMEX Go Online Store and CRM Power Users with end-to-end learning of the digital platforms. These digital Power Users will be the local experts in their markets on how to use these tools, promote a digital mindset and be a bridge of communication between operations and the CEMEX Go team. Look for them for support, any concerns you have and to further the cause of becoming a digital first company.

Using the Agile Methodology, our development teams are translating issues and ideas from our sales teams into progress. A special thanks to our Arizona sales team who have championed the improvement of CRM in the USA by leading its use and reporting issues to the CX GO Support team. Here are some new features and improvements:

• Creating a quote is now quicker with faster map loading
• Multi bidder option for opportunities has been enabled with one click copying Quote
• Quotes can now be previewed quickly before being processed
• MVP of Jobsite forecast is now enabled for sales teams to input projections
For Earth Day CEMEX USA employees participated in a wide range of conservation and education projects across the U.S., showcasing the company’s continuing commitment to sustainability and illustrating how CEMEX is a place where industry, nature and education come together.

CEMEX USA’s Center Hill Mine in Florida hosted its 12th Annual Earth Day Celebration.

In Birmingham, Alabama colleagues with Ready Mix USA collaborated with Ruffner Mountain Nature Preserve to plant 150 native trees at a local park and on their regional office campus, with the goal of delivering environmental benefits for decades to come.

In Victorville, employees planted pollinator-friendly flowers and bushes at their river and quarry facilities to create a butterfly habitat.

At CEMEX USA’s Lyons Cement Plant, employees continued their well-developed partnership with a local ecological restoration firm, increasing the willow tree population along the St. Vrain River. They planted 750 trees to support stream bank stabilization, wildlife habitat, and flood resilience on the property of neighboring homeowners. The Lyons team also worked with Longmont Parks & Recreation, providing volunteers to restore and improve the community’s nature trail at Roger’s Grove Arboretum & Outdoor Learning Center, the department’s first volunteer-driven project.

CEMEX and Ready Mix USA, a CEMEX USA company, are donating nearly 100 cubic yards of concrete to further its support of Soccer in the Streets, a non-profit organization in Atlanta, Ga., that develops soccer projects and provides leadership programs to benefit children in historically marginalized communities. The concrete will be used for curbs and sidewalks for two soccer fields strategically planned near transit stations to provide easy access for children in the neighborhoods.

Congratulations to Ready Mix USA for winning best overall team at the Alabama Concrete Industries Association Mixer Rodeo Competition. We had 9 drivers participate and each driver performed various obstacles throughout the course, scoring points for their performance.

1st Place Overall Winner
Willie Benson (Alex City Plant)

3rd Place Overall Winner
Ashley Gassaway (Alabaster Plant)

Best Railroad Stop Winner
Melvin Kennamer (North Birmingham Plant)

Best Rear Stop Winner
Don Caruso (Tuscaloosa Plant)
CEMEX USA is a 2019 EPA ENERGY STAR® Partner of the Year! We were recognized for our outstanding efforts in energy management, highlighting the company’s longstanding commitment to sustainability. CEMEX USA has been actively involved with the ENERGY STAR® program over the years with three cement plants earning ENERGY STAR® certification in 2018. CEMEX USA operations have earned more than 50 ENERGY STAR® certifications since 2007, including the ENERGY STAR® Challenge for Industry at several ready-mix plants and terminals.

CEMEX contributed construction materials and solutions, as well as proprietary admixture technologies, for three different infrastructure projects in Germany; a railway line, renovation of Berlin’s Schlossstrasse subway station and a Berlin wastewater treatment plant.

CEMEX supplied more than 550,000 metric tons of aggregates and more than 300,000 cubic meters of ready-mix concrete for the future metro station for the Grand Paris Express.

CEMEX provided 130,000 cubic meters of concrete and innovative solutions for the development of Punto Valle, a next-generation shopping plaza located in the municipality of San Pedro Garza García, within the metropolitan area of Monterrey, Mexico.

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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.
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.*

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