OUR VOICE USA
FIRST QUARTER 2019
BUILDING A BETTER FUTURE FOR THE UNITED STATES OF AMERICA
In the United States, the 2018 operating EBITDA increased by 7%, with a margin decrease of 0.1pp. Our domestic gray cement volumes declined by 2%, while ready-mix and aggregates volumes increased by 5% and 1%, respectively, during the fourth quarter of 2018 on a year-over-year basis. During the full year, domestic gray cement, ready-mix and aggregates volumes increased by 5%, 8% and 3%, respectively, on a year-over-year basis. Our cement prices during the quarter increased by 2% year-over-year and remained stable sequentially. Our volume growth during the fourth quarter was disrupted by adverse weather conditions. Residential and infrastructure activity were the main drivers of volume growth in the fourth quarter, with year-to-date November housing starts up 5% year over year. In the industrial-and-commercial sector, construction spending is up 4% year-to-date November, with strength in offices, lodging and commercial activity. Regarding infrastructure, street and highway spending has continued to grow this year, up 5% year-to-date November, on the back of increased state spending on highways.
USA PRIORITIES

HEALTH & SAFETY
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.

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 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.

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, 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= Net operating profit less adjusted taxes - net assets x WACC
At CEMEX USA, we continued our dedication to improving workplace safety and employee health by kicking off the new year with Safety Week 2019. This annual company-wide initiative is focused on achieving Zero4Life at hundreds of CEMEX facilities across the US. During this year’s safety week, CEMEX employees were encouraged to become experts in safety, using the tools provided in our Health and Safety Management System. In addition to safety stand downs, operations held various activities, including specialized training to increase safety awareness.

Follow the hashtags #CEMEXSafetyWeek, #ActionBasedSafety and #Zero4Life to see how operations are focusing on safety.
CONGRATULATIONS TO OUR PLANTS ON ACHIEVING SAFETY MILESTONES OF ZERO LTIS, FURTHER IMPROVING OUR GOAL OF ZERO4LIFE AT CEMEX USA.

ZERO LTIS FOR 2018:

- CLINCHFIELD CEMENT
- KNOXVILLE CEMENT
- LYONS CEMENT
- VICTORVILLE CEMENT
- WAMPUM CEMENT
- 365 DAYS ZERO LTIS
- WEST REGION
- TEXAS REGION
Our leaders gathered for our 2019 annual meeting in Houston, Texas, to review our 2018 achievements and focus on key business priorities for 2019. We thank all the participants who made it possible. This year, we will work together to continue Building a Better Future for CEMEX USA.

**DAY 1**

**CEMEX CEO FERNANDO A. GONZÁLEZ OPEN DIALOGUE**

*Business Priorities: 2018 Achievements By:* Ignacio Madridejos, CEMEX USA President

**HEALTH AND SAFETY: BUILDING A BETTER FUTURE FOR OUR PEOPLE AND THEIR FAMILIES**

*Health & Safety By:* Joel Galassini, CEMEX USA Regional President- Texas and New Mexico Region

**CUSTOMER CENTRICITY: BUILDING A BETTER FUTURE FOR OUR CUSTOMERS**

*Superior Customer Experience By:* Matt Wild, CEMEX USA Executive Vice President- Logistics

**NET PROMOTER SCORE AND CUSTOMER JOURNEY**

*Experience By:* Blanca Flores, Customer Experience Manager

**CEMEX GO AND CRM ADOPTIONS:**

*Current Status & Best Practices By:* Pat Strader, VP/GM Houston Ready-Mix & Lindsay Sparks, Sales Manager Houston Ready-Mix and Francisco Rivera, VP Sales- Northern California & Charina Pastrana, Sales Manager Southern California.

**CEMEX GO EVOLUTION BY:**

Luis Miguel Cantu, Vice President Digital Commercial

**ORDER TAKING & FULFILLMENT BY:**

Matt Wild, CEMEX USA Executive Vice President- Logistics

**AWARDS CEREMONY**

---

**DAY 2**

**CEMEX PAC BY:**

Frank Craddock, Executive Vice President Commercial and Government Affairs.

**ONE GLOBAL CEMEX**

*Innovation as an Engine for Growth: Innovation in the construction industry and CEMEX By:* Gonzalo Galindo, Head of CEMEX Ventures

**INNOVATION IN CEMEX USA BY:**

Kirk Light, CEMEX USA Regional President- Florida Region

**RETURN TO INVESTMENT GRADE: BUILDING A BETTER FUTURE FOR OUR SHAREHOLDERS**

*2018 Financial Results & 2019 Growth Targets By:* Trpimir Renic, Executive Vice President Strategic Planning

**OPEN DIALOGUE WITH U.S. MANAGEMENT TEAM**

**TYING IT ALL TOGETHER- BUSINESS PRIORITIES:**

*2019 Goals By:* Ignacio Madridejos, CEMEX USA President
“I’M VERY PROUD TO WORK FOR A COMPANY THAT TRULY CARES FOR THE HEALTH & SAFETY OF OUR PEOPLE. TODAY, HEALTH & SAFETY IS IN OUR DNA.”

JOEL GALASSINI
CEMEX USA REGIONAL PRESIDENT- TEXAS AND NEW MEXICO REGION

LEADING A ZERO4LIFE CULTURE

OUR PRIORITIES FOR 2019

- Create a culture of organizational accountability
- Execute early Safety CAPEX and improvement plans
- Ensure time and resources are available to work safely
- Provide coaching and training: offer feedback
- Engage contractors in health & safety activity

EXECUTE AND FOLLOW THROUGH ON YOUR COMMITMENTS!
HEALTH AND WELLNESS
FOLLOWS ON FROM SAFETY

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>2016</td>
<td>20%</td>
</tr>
<tr>
<td>2017</td>
<td>21%</td>
</tr>
<tr>
<td>2018</td>
<td>23%</td>
</tr>
<tr>
<td>2019</td>
<td>31%</td>
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CHOLESTEROL
(Healthy level: < 200)

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
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<tbody>
<tr>
<td>2016</td>
<td>48%</td>
</tr>
<tr>
<td>2017</td>
<td>50%</td>
</tr>
<tr>
<td>2018</td>
<td>52%</td>
</tr>
<tr>
<td>2019</td>
<td>55%</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>2016</td>
<td>26%</td>
</tr>
<tr>
<td>2017</td>
<td>28%</td>
</tr>
<tr>
<td>2018</td>
<td>30%</td>
</tr>
<tr>
<td>2019</td>
<td>36%</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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<tbody>
<tr>
<td>2016</td>
<td>77%</td>
</tr>
<tr>
<td>2017</td>
<td>76%</td>
</tr>
<tr>
<td>2018</td>
<td>86%</td>
</tr>
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</table>

401(K) MATCH
(Participation rate)

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>75%</td>
</tr>
<tr>
<td>2017</td>
<td>79%</td>
</tr>
<tr>
<td>2018</td>
<td>85%</td>
</tr>
<tr>
<td>2019</td>
<td>94%</td>
</tr>
</tbody>
</table>
OUR PEOPLE

CUSTOMER CENTRICITY FRAMEWORK IS MATURING. HOW CAN YOU MAKE A DIFFERENCE?

“We are taking bold steps towards our digital transformation and we will learn about our 2018 progress and 2019 plans”

MATT WILD
EXECUTIVE VICE PRESIDENT LOGISTICS

SUPERIOR CUSTOMER EXPERIENCE

Innovative commercial models to drive economic value

DIGITAL TECHNOLOGY

Social, Mobile, Analytics, Cloud & Internet of the Things presents significant opportunities and risks for CEMEX

NEW BUSINESS MODELS

Industry disruption by new entrants
New sources of revenue & growth

CUSTOMER-DRIVEN WORLD

EMERGING BUSINESS MODELS
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).

To ensure a positive NPS in 2019 is a team effort:

- Open and close the loop, follow-up with our customers with our commercial teams.
- Work with your manager to conduct and document at least 3 customer journey experiences (CJE’s) internally and/or external.
- Create formal improvement plans for customer service.
- Use the tools in place: Microsoft Dynamics CRM, Customer Dashboard.
LEADING CEMEX GO WITH DIGITAL-FIRST MINDSET

Facts and Figures
Over 5,000 customers and 10,000 users are now onboarded on CXGO for our business lines of Ready-Mix, Cement and, rolling out in 1Q, for Aggregates. From our onboarded customers, we have seen the following adoption across USA:

WHAT CUSTOMERS HAVE SAID

James Walters
TOTAL SITE CONSTRUCTION LLC
“I never thought I would like or use CXGo, but it definitely helps me manage my jobs.”

Chris Brooks
BROOKS CONCRETE
“The ability to manage and keep an eye on different projects at the same time is critical.”

Tim Littlefield
LITTLEFIELD BROTHERS
“Brother, the first thing I do when I get out of bed is look at my CXGo app. I’m able to see how all of my projects are doing first thing in the morning.”

Mark Taylor
BSI
“As a concrete superintendent, the CXGo app has streamlined and simplified our concrete scheduling and delivery.”

Floyd Treviño
ROADWAY
“I honestly didn’t believe that CEMEX would honor email or electronic request. I had to see it to believe it.”

CEMEX Go Adoption

<table>
<thead>
<tr>
<th></th>
<th>Adoption 2018</th>
<th>Target 2019</th>
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</thead>
<tbody>
<tr>
<td>Order</td>
<td>20%</td>
<td>50%</td>
</tr>
<tr>
<td>Payment</td>
<td>21%</td>
<td>60%</td>
</tr>
<tr>
<td>Invoice</td>
<td>58%</td>
<td>75%</td>
</tr>
<tr>
<td>Track</td>
<td>45%</td>
<td>50%</td>
</tr>
</tbody>
</table>

The keys to success of CXGo adoption:

1. Mastery of CEMEX Go
2. No assumptions
3. 1-1 with our customers to solve pain points
4. Ownership & Follow-Up every single time
We upgraded Microsoft Dynamics, our institutional Customer Relationship Management (CRM) platform to a more user-friendly design and with easier User Navigation. As part of our CEMEX GO strategy, CRM has the following features which enable the organization to drive sales excellence and deliver superior customer experience:

- Quick access to a shared customer database
- Organized & planned visits through CEMEX Activities
- Single view to Sales Opportunity pipeline
- SAP integration of Quotes to enable instant Ordering on CEMEX Go
- Available on Mobile app and Web

As of January 75% of our Sales teams are active on CRM. The goal is to reach 100% of adoption by 1Q 2019 of the following 3 aspects of the sales management process:

- Customer Touch (Activities)
- Opportunities
- Quotes

CRM: “WE ARE MOVING TOWARDS BEING A 100% COMPANY”
SUPERIOR CUSTOMER EXPERIENCE

Where we can make a difference to be a customer centricity leader and ambassador

- Understand your NPS scores & feedback, and build improvement plans by business/region
- Engagement in CJEs focused on key pain points and drivers
- Mastery in our digital tools
- Increasing adoption of CEMEX Go
- Using the Microsoft Dynamics CRM Tool
- Implementation of the Order Taking Fulfillment digital platforms
CEMEX supplied more than 45,000 cubic yards of ready-mix concrete for the first phase of Brightline, a new intercity rail system that connects between West Palm Beach, Fort Lauderdale and Miami.

**Houston Shell and Concrete - Houston, Texas**

Houston Shell & Concrete, a Houston-based ready-mix concrete supplier, unveiled a new look as part of its continued commitment to provide Greater Houston-area contractors and do-it-yourselfers customizable options with a superior experience.

**Salesforce Tower - San Francisco, CA**

Conco Companies’ work on Salesforce Tower won first place in the Sustainable Building category in the 2018 International Edition of the CEMEX Building Award. The skyscraper required 110,000 cubic yards of ready-mix concrete from CEMEX.

**LEED Gold Certification - Houston, Texas**

CEMEX USA’s Houston headquarters is the company’s first office globally to achieve the U.S. Green Building Council’s LEED® Gold Certification. The structure is comprised of 20% recycled materials and boasts several sustainable qualities to achieve the certification. The building, owned and operated by MetroNational, accomplished a 52% power reduction.
“IT’S IMPORTANT FOR US TO EMBRACE INNOVATION, SO WE CAN ACHIEVE OUR GOALS”

KIRK LIGHT
CEMEX USA
REGIONAL PRESIDENT FOR FLORIDA

INNOVATION IS IMPORTANT IN THE US

To unlock new value to current and potential customers
To boost labor and asset efficiency
To engage our employees improving the company

THERE ARE MANY WAYS TO GET INVOLVED AND FOSTER IDEA GENERATION, ENGAGE YOUR TEAMS AND HELP US DRIVE A STRONGER INNOVATION CULTURE!

GONZALO GALINDO
HEAD OF CEMEX VENTURES
“OUR PLAN FOR 2019 IS AMBITIOUS, BUT IT IS ACHIEVABLE TO BE CVA POSTIVE AND REDUCE WORKING CAPITAL DAYS”

TRPIMIR RENIC
EXECUTIVE VICE PRESIDENT PLANNING

2019 PRIORITIES TO ACHIEVE OUR PLAN

- FAIR PRICING PROCESS
- IMPROVING CEMENT OPERATIONS
- RMX PRODUCTIVITY
- AGG LOGISTICS OPTIMIZATION

TO HIT OUR TARGETS WE MUST:

- Increase results, prior to recession levels.
- Increase Kiln efficiency
- Increase truck utilization
2019 ANNUAL AWARDS CEREMONY

We hosted our Annual Awards Ceremony, recognizing our top-performing teams in six categories aligning with our priorities that include Health & Safety, Customer Centricity, Return to Investment Grade, One Global CEMEX, Career Milestones and the President’s Awards. Congratulations to all our winners. We’re looking forward to another year of Building a Better Future for Our People, Our Customers, Our Communities and Our Shareholders.

HEALTH & SAFETY AWARD

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

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

Best Safety Operation in Aggregates, Florida Sand - accepted by Travis Wellman.

Best Safety Operation in Manufacturing, Florida Block - accepted by Mike Carlson

Best National Safety Site, Black Mountain Quarry - accepted by Dan Olivera

CUSTOMER CENTRICITY AWARD

Cement - West accepted by Paco Rivera

Ready-mix - Sacramento/Reno accepted by Tony Skulick

Aggregates - Florida accepted by Shelton Lee

Midsouth - Accepted by Bill Roy
**ONE GLOBAL CEMEX AWARD**

- **Cement** - North Florida accepted by Alberto Calleros, Paul Stelljes, Humberto Garza
- **Ready-Mix** - Sacramento/Reno accepted by Tony Skulick
- **Aggregates** - Florida accepted by Jeff Bobolts
- **Cement** - Victorville accepted by Carlos Uruchurtu
- **Ready-Mix** - Jacksonville accepted by Josh Hutchinson
- **Aggregate** - Arizona accepted by Alfredo Santos
- **Support Function** - Low-Cost Country Initiative - Procurement accepted by Laura Lee

**RETURN TO INVESTMENT GRADE AWARD**

- **Cement** - North Florida accepted by Alberto Calleros, Paul Stelljes, Humberto Garza
- **Ready-Mix** - Sacramento/Reno accepted by Tony Skulick
- **Aggregates** - Florida accepted by Jeff Bobolts

**PRESIDENT’S AWARD**

- **Carlos Uruchurtu**

**MILESTONE AWARDS**

- **More than 45 years of service**
  - Jesse Lucas, Cement Clinchfield (not pictured)
  - Walter Shawger, FL Ready Mix
  - David Foster, TX Ready Mix

- **Annual Meeting Participant retiring**
  - Rick Locke

**SPECIAL RECOGNITION**

- **NRMCA Competition Winner**
  - Thomas Comeau

**OUR PEOPLE**

- **Ezequiel Rocha**
OPERATIONAL EXCELLENCE GOES GLOBAL

As CEMEX continues to transform to a digital environment, Operational Excellence and CEMEX University are collaborating to transform the current OE curricula into an improved digital learning experience. To maximize the effectiveness of these programs, a global team of OE subject-matter experts from all lines of the business have formed to re-imagine current learning content, gather employee testimonials and collect CEMEX examples. In addition, the Global Network leaders sponsoring this project and contributing their insights, experience and guidance are:

1. OE ESSENTIALS  (YELLOW BELT)

2. OE PROJECT MANAGEMENT (GREEN BELT)

3. OE ADVANCED TOOLS & METHODOLOGIES  (BLACK BELT)

NEW YEAR, NEW LOOK & NEW NAME

As OE moves to a global model, we have aligned to new branding. Many know the team and its members as Continuous Improvement or CI. With our new brand we will shift all our materials, references and titles to OE. Your CI Leader is now your OE Manager, and is a member of the Operational Excellence Team. Different title, same amazing support!
BUILDING SUCCESS IN THE WEST

The West Region’s three-year journey has included a significant cultural improvement in safety and all business areas. This change was led by West Region President Eric Wittmann. The West Team has pushed to embed Operational Excellence into everything they do. The plan to change the culture has included implementation of the following:

1. Monthly business reviews occur where VP/GMs report on their improvements, Eric meets with the OE Team to discuss each sub-region’s progress, and successes are discussed on various leadership calls.
2. Strategy to sustain the capabilities at all levels of the business include:
   • Providing Yellow Belt training to all West employees - 36% of the total workforce is Yellow Belt trained.
   • Holding monthly Green Belt calls to discuss key initiatives like AllSafe and improvement projects.
3. Checkpoints for Strategy Deployment occurs throughout the year and adjustments to strategy are made and monitored as needed.
4. In 2018, the Green Belts were deployed to lead the cultural change by managing projects in excess of their $15M-validated hard savings goal ($19M).

BLACK BELTS

- Carlos Andrade (Manager District Operations, Miami)
- Joseph Broome (Delivery Manager, Tampa)
- Frank Lambert, Jr (OE Manager, Logistics West)
- Eric Serrano (Plants Manager, West Phoenix)
- Jared Rehm (Plant Manager, Southern Arizona)
- Devon Coppock (Manager Delivery/Loadout FEC Quarry)

GREEN BELTS

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION TITLE</th>
<th>PERSONNEL AREA</th>
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<tbody>
<tr>
<td>Juan Alvarez</td>
<td>MANAGER PROJECT</td>
<td>Transport Division Admin</td>
</tr>
<tr>
<td>Mayra Arcuri</td>
<td>LEADER OPERATIONAL SUPPORT BUSINESS</td>
<td>Transport Division Admin</td>
</tr>
<tr>
<td>Richard P Cole</td>
<td>MANAGER TERMINAL</td>
<td>CEM - Sutton Tampa Terminal</td>
</tr>
<tr>
<td>Oscar Frias Cantu</td>
<td>BUSINESS PARTNER HUMAN RESOURCES</td>
<td>Arizona Regional Office</td>
</tr>
<tr>
<td>Andres F Gaviria Builes</td>
<td>MANAGER LOGISTICS PLANNING</td>
<td>US Corporate Office - Houston</td>
</tr>
<tr>
<td>Daryn R Herzberg</td>
<td>GROUP LEADER</td>
<td>Aggregate - Pima Agg</td>
</tr>
<tr>
<td>Keith D Hinton</td>
<td>MANAGER SUPPLY CHAIN</td>
<td>Arizona Regional Office</td>
</tr>
<tr>
<td>Andrew Norris Jones</td>
<td>COORDINATOR LOGISTICS</td>
<td>ADMIN - Birmingham Sales Office</td>
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<tr>
<td>Bryan L Martin</td>
<td>MANAGER MAINTENANCE</td>
<td>CEM - Balcones Plant</td>
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<tr>
<td>Daniel A Olivera</td>
<td>VP GENERAL MANAGER</td>
<td>Admin - Southern Cal Reg Office</td>
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<tr>
<td>Eleazar Osuna Gonzalez</td>
<td>MANAGER IT SERVICE &amp; CI</td>
<td>CEMEX USA Shared Services</td>
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<tr>
<td>Hernan J Perez</td>
<td>DIRECTOR QUALITY CONTROL WEST REGION</td>
<td>Readymix - Bay Area Dispatch</td>
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<td>Richard Portman III</td>
<td>MANAGER PROCESS</td>
<td>CEM - Clinchfield Plant</td>
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<td>Tony Skulick</td>
<td>VP GENERAL MANAGER</td>
<td>Admin - Northern California</td>
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<td>Sean M Spillane</td>
<td>MANAGER TERMINAL</td>
<td>CEM - Charlotte Terminal</td>
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<tr>
<td>Priscila Villarreal</td>
<td>OE Manager</td>
<td>Admin - TX Operations Corp Off</td>
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<td>Gregory H Vinson</td>
<td>MANAGER SR QUALITY CONTROL</td>
<td>Aggregate -Redlands Org Quarry</td>
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<tr>
<td>Brian K Walker</td>
<td>MANAGER AGGREGATES SALES</td>
<td>Admin - Southern Cal Reg Office</td>
</tr>
<tr>
<td>Eric Wittmann</td>
<td>West Region President</td>
<td>Admin - Northern California</td>
</tr>
</tbody>
</table>

CONGRATULATIONS WEST TEAM ON THIS ACHIEVEMENT!

We are proud to announce the newest group in CEMEX US who have raised their capabilities and delivered results.

Congratulations to all our newest Green Belts & Black Belts!
CENTRAL & WEST REGION CEMENT TEAM GROW
Leadership through service

US Cement Operations Central Region Vice President Jimmy Rabon believes giving back to our communities is one of the most effective ways to build a team. As a long-time operator of cement plants, he also understands corporate social responsibility and the need to give back to the communities that support our operations. At the end of 2017, he committed his leadership team to volunteering in their communities at their 2018 quarterly regional Strategy Deployment meetings. “We are going to get together at least once a quarter at each of our plants to discuss our results. But, we are not going to just talk. We are going to spend a day volunteering as a team in our communities to give back. The host plant manager and his team will be responsible for planning the event,” said Rabon. He then invited the West Region team to join his team in the strategy sessions and outreach efforts.

Joined by West Region plants Victorville and Lyons then Knoxville, the Cement Ops team proved true their commitment. In February, the team assisted the Balcones Plant’s New Braunfels Food Bank with unloading boxes and stocking shelves. In April, the Victor Valley Rescue Mission’s new homeless shelter in Victorville received a top-to-bottom clean up from the CEMEX volunteers. In June, 50 cedar vegetable planters were built for Louisville’s Southwest Community Ministries for a pilot coaching and mentoring program aimed at helping break the cycle of poverty.

Finally, the teams cleaned up camp sites for the National Park Service at Rocky Mountain National Park in Lyons, Colorado in September.

“Holy cow, that was huge!” said Louisville’s Southwest Community Ministries Executive Director Sarah Gaither of the planters in February 2019, which were given as part of their Strive for Five Program: Independence, Empowerment, Education, Sustainability, and Self-Respect. “I didn’t realize the impact those planters would have on our clients, when your team built them in June. The newfound self-respect was fantastic to see! Clients that could not look me in the eye at the beginning of the program were chasing me down in the grocery store to show me photos of the food they grew themselves. Those planters allowed our clients to create something on their own, to tend it and watch it grow. 10 of the 11 families that took boxes as part of their participation in the program have not returned for emergency assistance in over five months of which they were previously dependent.”

Each community has a similar story. With all the benefits the volunteers provided our communities, the sense of satisfaction and camaraderie the Central and West Regional leadership teams gained was even greater. When asked if they were going to do it again in 2019, Rabon replied, “Absolutely!”
CEMENT PLANTS ACHIEVE 2018 EPA ENERGY STAR CERTIFICATION

Three CEMEX USA cement plants have achieved the U.S. Environmental Protection Agency’s (EPA) ENERGY STAR® Certification for 2018, recognizing their efforts in energy efficiency and sustainability. In Miami, our cement plant has received the recognition for eight consecutive years for its conservation efforts. The Victorville Cement Plant has earned the honor for seven straight years, and the Brooksville South Cement Plant has achieved the certification six out of the last seven years. These plants are leading by example by setting and maintaining these high sustainability standards. Keep up the great work!

CEMEX UNVEILS NEW LOW-EMISSION, HIGH-EFFICIENCY LOCOMOTIVE

CEMEX USA unveiled a new low-emission, high-efficiency locomotive at our Victorville Cement Plant, as part of our continued commitment to sustainability and to enhance air quality in a community where we have operated for more than 100 years.

The locomotive, developed by Knoxville Locomotive Works and equipped with an MTU-4000 Series engine, was designed to reduce emissions by more than 80% and fuel consumption by 25%. The new locomotive, which will be used to transport clinker at the operation, can provide more than 3,200 horsepower from an ultra-low emitting single engine designed to meet U.S. Environmental Protection Agency and California Air Resources Board Tier 4 Emissions requirements. The locomotive is expected to reduce emissions by 34 tons per year.
## Our People

### My Employee Experience: Digital/Integrated “Hire to Retire” Process

<table>
<thead>
<tr>
<th>RECRUITING</th>
<th>ONBOARDING</th>
<th>EMPLOYEE MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduce time to fill a position</td>
<td>• Integrate new employees faster before day one</td>
<td>• Manage team transitions more efficiently</td>
</tr>
<tr>
<td>• Increase number of applicants</td>
<td>• Improve productivity</td>
<td>• Update personal info</td>
</tr>
<tr>
<td>• Attract better candidates</td>
<td></td>
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</tr>
</tbody>
</table>

To be implemented in 2019

<table>
<thead>
<tr>
<th>PROFILES &amp; ORG CHART</th>
<th>PERFORMANCE &amp; GOALS</th>
<th>SUCCESSION &amp; DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Access who is who in CEMEX</td>
<td>• Set and evaluate performance goals</td>
<td>• Perform talent reviews</td>
</tr>
<tr>
<td>• View org changes in real time</td>
<td></td>
<td>• Ensure successors readiness</td>
</tr>
<tr>
<td></td>
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<td>• Develop your talent</td>
</tr>
</tbody>
</table>

Already implemented

Powered by SAP Success Factors and Mobile Friendly
CEMEX UNIVERSITY

The new CEMEX University is now available where you can learn, connect and invest in yourself.

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.
OUR SHAREHOLDERS

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:

HUGO BOLIO
CEMENT OPERATIONS

ALLYSON DEIHL
BSO-INTERNAL CONTROL

MIKE EGAN
EVP, LEGAL & ENVIRONMENTAL

KIRK LIGHT
FLORIDA REGION

GUILLERMO MARTINEZ
HR AND COMMUNICATIONS

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
CEMEX will supply more than 170 thousand cubic meters of hydraulic concrete to pave 50 kilometers of the La Gloria-San Fernando stretch of the Monterrey-Nuevo Laredo highway, the main commercial land route between Mexico and the United States.

"Ducasse sur Seine" is Michelin chef Alain Ducasse’s new project and we are proud to be a part of it! CEMEX supplied reinforced concrete to moor this new floating restaurant in Paris to the dock over the Seine River.

CEMEX is expected to deliver an estimated 55,000 cubic yards of ready-mix concrete to supply Phase One of The Plaza Coral Gables, the largest real estate development in the history of the City of Coral Gables.
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.

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