



BUILDING A  
**STRONGER**  
CEMEX

2018 INTEGRATED REPORT  
Executive Summary

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Our Executive Summary is an overview of our in-depth 2018 Integrated Report, which looks to provide a holistic analysis of our company's strategic vision, performance, governance, and value creation, while fostering a more in-depth understanding of the financial and non-financial key performance indicators that our company uses to manage our business growth and sustainable development over the short, medium, and long term.

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**CX**  
**LISTED**  
**NYSE**

*"This year we embarked on our strategic plan to build **A Stronger CEMEX**. This transformational plan is designed to fortify our company's position as a leading global building materials company, accelerate our path to investment grade, enhance our total shareholder return, and ultimately, generate long-term value for all our stakeholders.*

*All of our actions, taken together, will position our company to become a stronger competitor and global leader in the building materials industry. We are committed to proactively managing our business to drive value for all of our stakeholders, and we remain confident in both CEMEX's outlook and ability to grow."*



**Rogelio Zambrano**  
Chairman of the Board of Directors



**Fernando A. González**  
Chief Executive Officer



### Download our full report

If you are looking for more detail on our 2018 results and initiatives, we invite you to visit our online Integrated Report or download our full report at:

<http://www.cemex.com/IntegratedReport2018>

# CEMEX at a Glance

*CEMEX is a building materials company that provides high-quality products and reliable service to customers and communities around the world. CEMEX has a rich history of improving the wellbeing of those it serves through innovative building solutions, efficiency advancements, and efforts to promote a sustainable future.*

*Founded in Mexico in 1906, CEMEX has grown from a local player to one of the top global companies in the industry. With over 42,000 employees worldwide, CEMEX is strategically positioned in the Americas, Europe, Africa, the Middle East, and Asia.*

## OUR PORTFOLIO OFFERING

*A customer-centric, vertically integrated building materials company*

Our operations network produces, distributes, and markets cement, ready-mix concrete, aggregates, and related building materials, services, and solutions.

We always strive to provide superior building solutions and a superior customer experience in the markets we serve. To this end, we tailor our products and services to suit our customers' specific needs—from home construction, improvement, and renovation to agricultural, industrial, and marine/hydraulic applications.

We are focused on three core businesses within the heavy building materials industry—cement, ready-mix concrete, and aggregates—which have enabled us to develop deep expertise, knowledge, and practices.

We also participate selectively in complementary businesses that enable us to become closer to our customers, grow our core business, develop a competitive advantage, and improve our performance.

## RELATED PRODUCTS

We rely on our close relationships with our customers to offer them complementary products for their construction needs, including asphalt, concrete blocks, roof tiles, admixtures, blast furnace slag, fly ash, architectural products for different building or landscaping projects, pipe, and other pre-cast products.

## SOLUTIONS AND SERVICES

Our growing array of solutions enable us to serve our customers better—from our housing, paving, and Green Building consulting services to our Construrama® cement distribution network and our training, financing, and technical support.

## DIGITAL SOLUTIONS

Our digital solutions, including CEMEX Go and other digital platforms, place the power to succeed in our customers' hands.



AGGREGATES

Obtained from land-based sources or by dredging marine deposits.

## OUR OFFER:

Crushed stone, manufactured sand, gravel, sand, and recycled concrete.



CEMENT

A binding agent, when mixed with aggregates and water, produces either ready-mix concrete or mortar.

## OUR OFFER:

High-quality cement such as Gray Ordinary Portland, White Portland, Masonry or Mortar, Oil-well, and Blended Cement in bags or in bulk, as well as clinker.



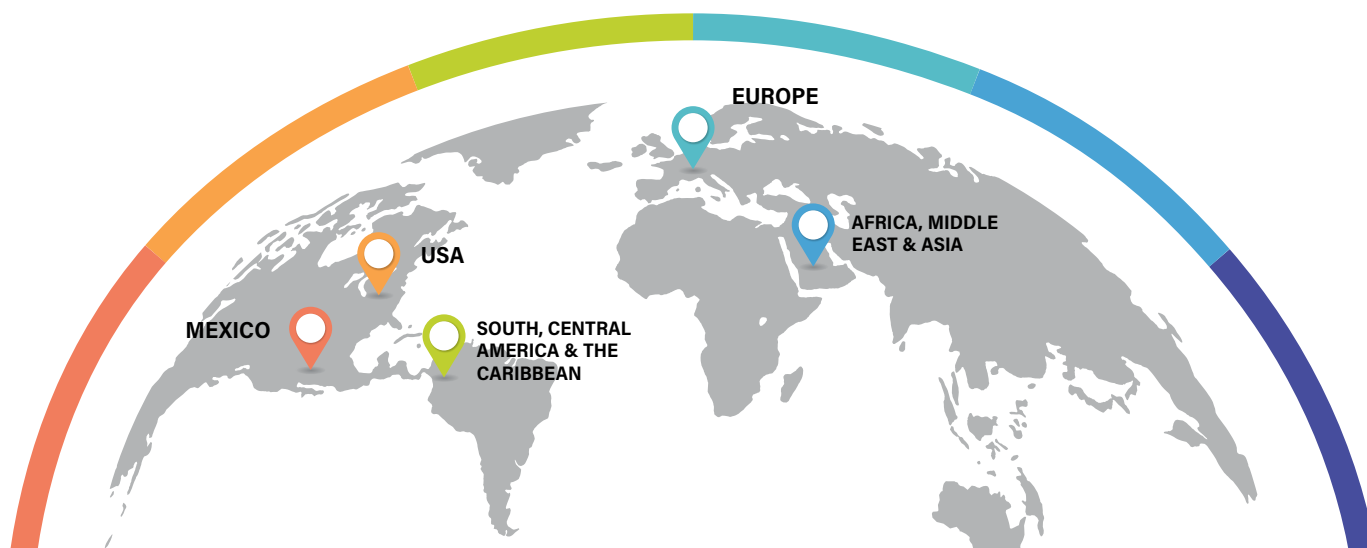
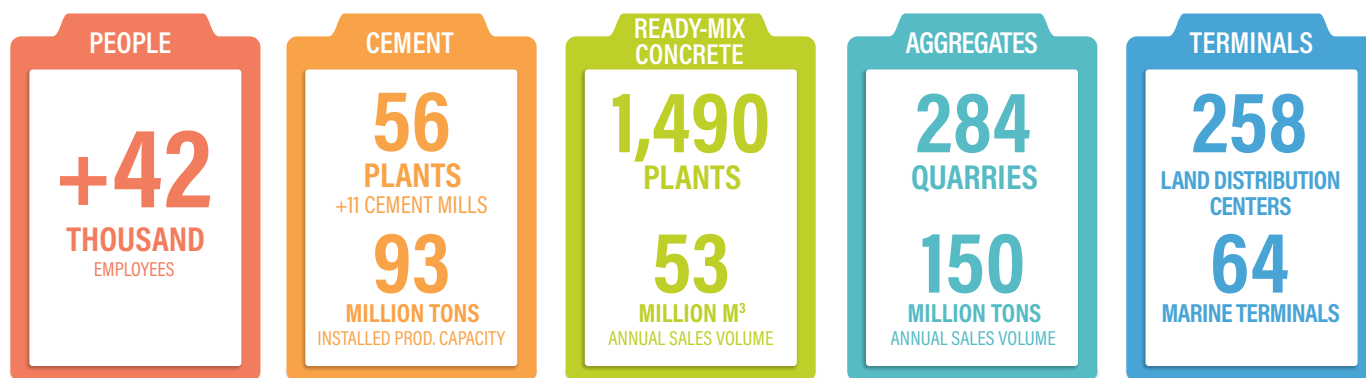
READY-MIX CONCRETE

A combination of cement, aggregates, admixtures, and water.

## OUR OFFER:

Architectural and decorative, rapid setting, fiber-reinforced, fluid-fill, roller-compacted, self-consolidating, pervious, and antibacterial ready-mix concrete.

## OUR GLOBAL PRESENCE



	MEXICO	USA	SCA&C	EUROPE	AME&A	OTHER*	TOTAL
EMPLOYEES	9,697	8,617	5,701	10,720	3,047	4,242	42,024
CEMENT PLANTS AND MILLS	15	11	16	21	4	—	67
READY-MIX CONCRETE PLANTS	256	327	107	719	81	—	1,490
AGGREGATES QUARRIES	12	64	22	177	9	—	284

As of December 2018.

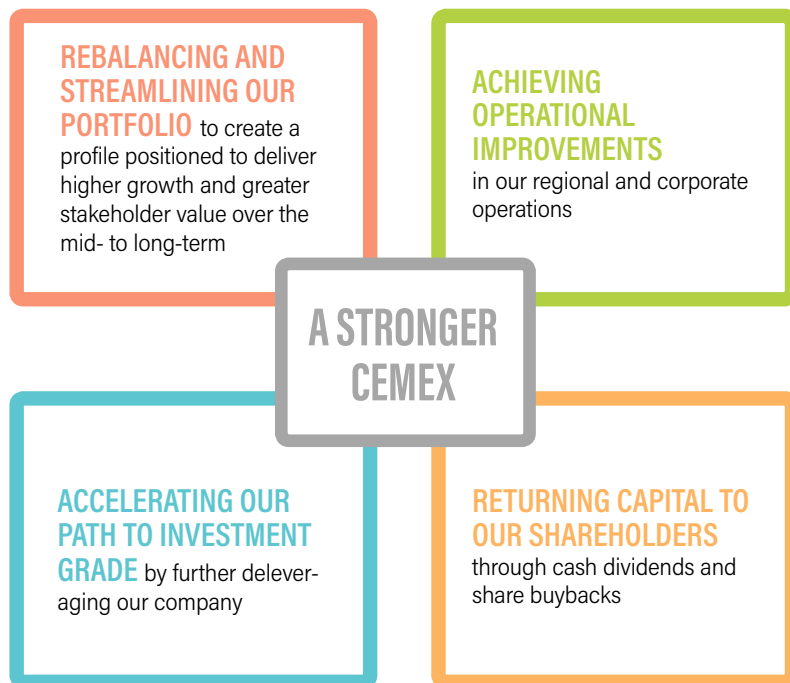
\*Includes Neoris and employees performing corporate functions in different locations.

# Building a Stronger CEMEX

*We are taking decisive, transformational steps to continue building A Stronger CEMEX. All of our actions, taken together, aim to secure our position as a global leader and an even more challenging competitor in the building materials industry.*

We have invested considerable effort focusing on how we create value, proactively managing our business, and reshaping everything we do as a company to achieve our vision of building a better future for all of our stakeholders.

At the heart of our "A Stronger CEMEX" plan announced in July 2018, we are:



Across our organization, we continued to build a stronger CEMEX on multiple fronts:

## HEALTH & SAFETY

We achieved ZERO employee fatalities for the first year ever—pushing us to do our best to remain a global safety leader in our industry.

## SUPERIOR CUSTOMER EXPERIENCE

CEMEX Go, our end-to-end integrated digital platform, is currently used by more than 30,000 customers in 21 countries.

## ETHICS AND COMPLIANCE

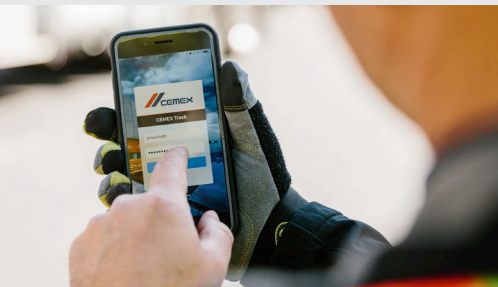
We strengthened our commitment to ethical principles and values that enable us to work as One CEMEX by launching our Workplace Diversity and Inclusion Policy, our updated Human Rights Policy, and our enhanced Code of Ethics.

## ENVIRONMENT AND CLIMATE CHANGE

We invested US\$83 million in sustainability projects to strengthen our environmental performance. Moreover, we reached a 21.6% reduction in our specific CO<sub>2</sub> emissions vs. 1990.

## COMMUNITY ENGAGEMENT

More than 2 million people were positively impacted through our social strategy for the year. In addition, 95% of our cement plants have established Community Engagement Plans.



### REBALANCE OUR PORTFOLIO

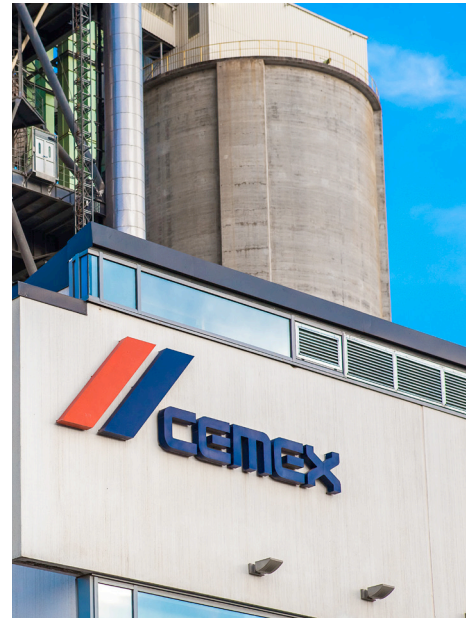
We are undertaking a number of actions that are designed to streamline and reposition our portfolio in order to enhance our diversification and achieve higher profitable growth. To this end, we expect to optimize our portfolio by focusing on the markets with the greatest long-term growth potential, retaining those assets that are best suited to grow, and selling between US\$1.5 to US\$2.0 billion of assets that are not fundamental to our portfolio and better positioned to grow with another owner by the end of 2020.

### ACHIEVE OPERATIONAL IMPROVEMENTS

After performing a thorough analysis of our operations, we identified opportunities to further improve our profitability, obtain higher returns, and deliver more value for our stakeholders. As part of our business improvement program, we identified US\$230 million in operational improvements to our regional and corporate operations.

### ACCELERATE PATH TO INVESTMENT GRADE

We remain committed to returning to investment grade, but now we expect to get there sooner. While we have made significant progress on this front, as a result of this plan, we expect to free up substantially more cash to enable us to further reduce our debt, invest in our business, and potentially return capital to our shareholders.



By the end of 2020, we expect to be well within investment grade metrics by further reducing our total debt by US\$3.5 billion. This should bring our total debt reduction since the end of 2013 to more than US\$10 billion.

### RETURN CAPITAL TO SHAREHOLDERS

In addition to reducing our leverage, we intend to return capital to shareholders through cash dividends and share buy-backs. We are aligned with our shareholders in recognizing these actions as top priorities.

# Performance and Progress Highlights

## FINANCIAL HIGHLIGHTS

In millions of US dollars<sup>1</sup>, except per-ADS data

	2018 <sup>(i)</sup>	2017 <sup>(i)</sup>	% VAR.
Net sales	14,375	13,635	5.4
Operating earnings before other expenses, net	1,724	1,727	(0.2)
Operating EBITDA	2,558	2,574	(0.6)
Controlling interest net income	543	806	(32.6)
Controlling interest basic earnings per ADS <sup>2</sup>	0.36	0.53	(31.9)
Controlling interest basic earnings per ADS <sup>2</sup> from continuing operations	0.35	0.41	
Controlling interest basic earnings per ADS <sup>2</sup> from discontinued operations	0.01	0.12	
Free cash flow after maintenance capital expenditures	918	1,290	(28.8)
Total assets	28,124	28,890	(2.7)
Total debt plus perpetual debentures	10,397	11,349	(8.4)
Total controlling stockholders' equity	9,601	9,137	5.1

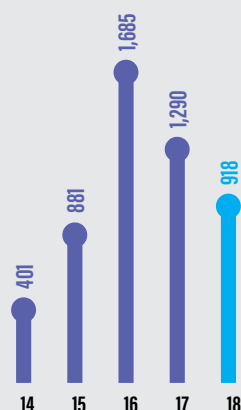
as of December 31, 2018

- For the reader's convenience figures are presented in US dollars. For statements of operations accounts, these figures result from translating the local currency amounts into US dollars at the average exchange rate for the year, which approximates a convenience translation of the Mexican peso results for 2018 and 2017 using the average exchange rates for the year of 19.26 and 18.88 MXN/US\$, respectively. For balance sheet accounts, US dollar figures result from translating the local currency amounts into US dollars at the closing exchange rate for the year, which approximates a convenience translation of the Mexican peso amounts at the end of each year using the end-of-year exchange rate of 19.65 and 19.65 MXN/US\$, respectively.
  - Based on an average of 1,543 and 1,517 million American Depositary Shares (ADSs) for 2018 and 2017, respectively.
- (i) As a result of requirements by the National Banking and Exchange Commission, CEMEX prepares its consolidated financial statements using International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board ("IASB"). For further detail refer to page 107 of our 2018 integrated report.

NET SALES AND OPERATING EBITDA<sup>(i)</sup>  
(millions of US dollars)



FREE CASH FLOW AFTER MAINTENANCE CAPITAL EXPENDITURES<sup>(i)</sup>  
(millions of US dollars)





## SUSTAINABILITY PERFORMANCE HIGHLIGHTS

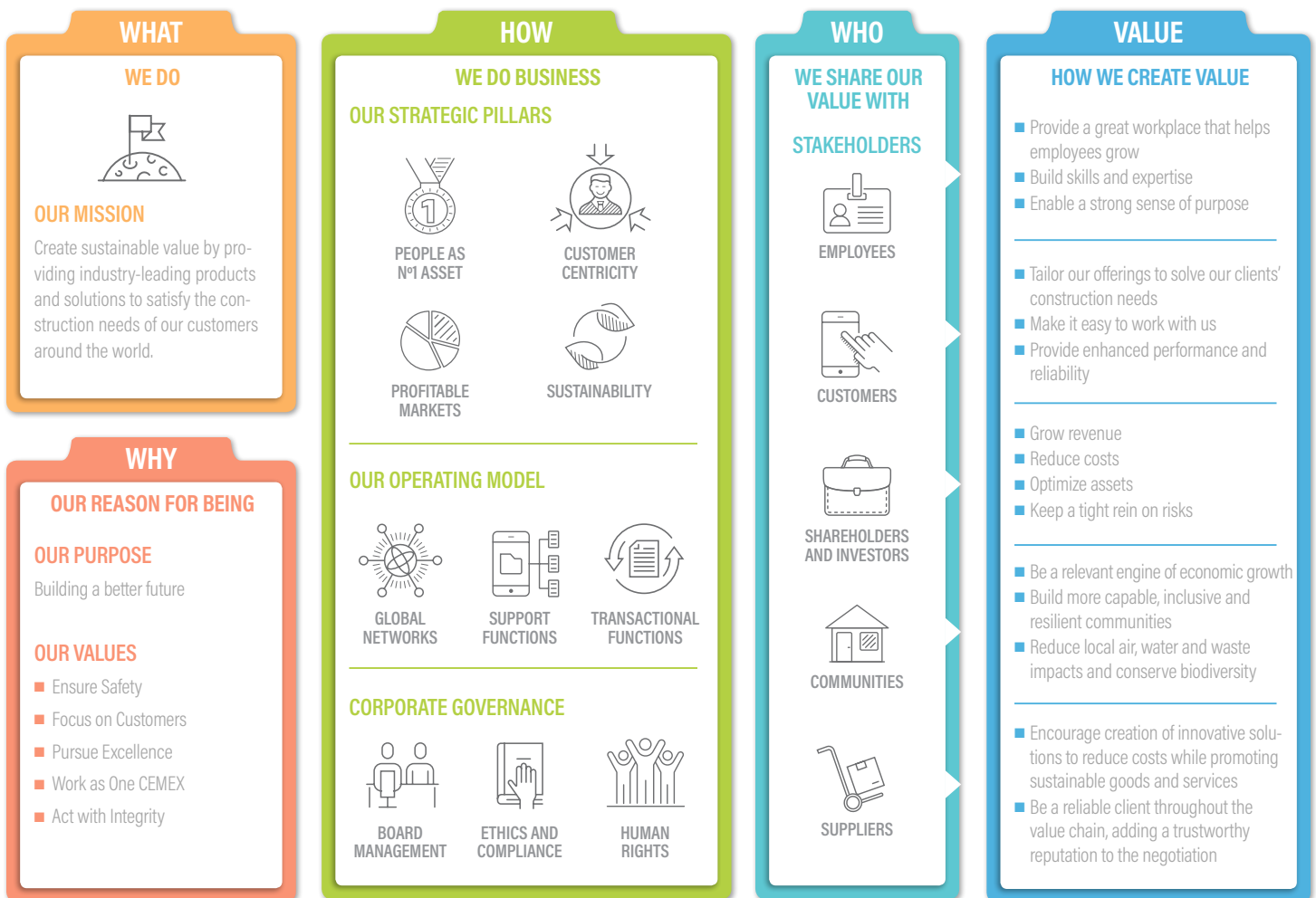


# Our Value Creation Model

*Our mission is to create sustainable value by providing industry-leading products and solutions to satisfy the construction needs of our customers around the world.*

At CEMEX, we all share a common vision: to build a better future for our employees, our customers, shareholders, suppliers, and the communities in which we live and work. We come to work each day excited to develop and deliver high-quality, sustainable construction products and innovative building solutions that exceed our customers' expectations and meet society's growing needs.

By aligning our business strategies with the United Nations Sustainable Development Goals (UN SDGs), we not only better position our business to respond to the biggest challenges facing our world, but also provide opportunities for growth, strengthen our license to operate, and create economic, social, and environmental value for all of our stakeholders.



# Our Approach to the UN SDGs

*Building upon our commitment to the United Nations Sustainable Development Goals (SDGs), we continue our journey to contribute even more to these global goals and unlock business opportunities for our company by creating shared value for society.*










Since 2015, we made a clear commitment to tackle the world's greatest challenges and identified those goals that are more connected to our company's impacts, risks, and opportunities. During 2018, we selected five SDGs that represent our greatest opportunities to contribute further and to identify new business opportunities connected with our business strategy. These SDGs are connected to our company's strategy and are reflected in our company's 2030 Sustainability targets. We will continuously track and measure our progress toward these goals through key indicators and disclosures.



# Our 2030 Sustainability Ambitions

We have defined a new set of ambitions with a 2030 vision that strengthens our commitment to building a better world and helping to alleviate some of the biggest challenges communities are facing today.

Our new sustainability goals are designed to continue to enhance CEMEX environmental, social, and economic performance and contribute to achieving a better and more sustainable future for all.

FOCUS AREA	KPI	2018	2030 TARGET	LINK TO PRIORITY SDGs
HEALTH AND SAFETY	Employee fatalities (No.)	0	0	
	Employee Lost Time Injuries (No.)	49	0	
SUSTAINABLE CONSTRUCTION	Annual sales from cement and ready-mix concrete products with outstanding sustainable attributes (%)	43	≥50	
CIRCULAR ECONOMY	Total consumption of waste-derived sources from other industries (million ton)	13.2	19	
CLIMATE CHANGE	Reduction of net CO <sub>2</sub> emissions per cementitious product vs. 1990 aligned to science-based targets methodology (%)	21.6	29	
	Power consumption from renewable energy in cement (%)	26	40	
AIR EMISSIONS	Reduction of dust emissions per ton of clinker vs. 2005 (%)	87	95	
	Reduction of NO <sub>x</sub> emissions per ton of clinker vs. 2005 (%)	45	47	
	Reduction of SO <sub>x</sub> emissions per ton of clinker vs. 2005 (%)	64	67	



# CEMEX 2030

WE RECOGNIZE OUR RESPONSIBILITY to join the collective action to continue positively impacting the world

FOCUS AREA	KPI	2018	2030 TARGET	LINK TO PRIORITY SDGs
BIODIVERSITY AND WATER	Quarry rehabilitation plans, Biodiversity Action Plans (BAPs), and third party certification (% from target quarries)	65	100	
	Implementation of Water Management Plans in sites located on water-scarce areas (%)	1	100	
COMMUNITIES	Community engagement plans with formal stakeholder dialogues and committees in all priority sites (%)	88	100	
	Community partners (i.e., individuals positively impacted from our social initiatives) (million people)	16.1	30	
EMPLOYEE EXPERIENCE	Employees that would recommend CEMEX as a good place to work (%)	79	≥80	
	Implementation of key diversity and inclusion initiatives in our business units (%)	0	100	
CUSTOMER CENTRICITY	Net Promoter Score (NPS) (%)	44	60	
SUPPLIERS	Sustainability assessment executed by an independent party for our critical suppliers (% spend)	44	80	
ETHICS AND COMPLIANCE	Implementation of Ethics and Compliance Continuous Improvement Program (%)	50	100	

<sup>1</sup> During 2019, we expect to update our former Water Stress Assessment.

# Business Review

## FINANCIAL POSITION: A STRONGER CEMEX

In order to fortify our company's position as a leading global heavy building materials company, accelerate our path to investment grade, and enhance our total shareholder return, we embarked on our strategic A Stronger CEMEX plan to streamline and reposition our portfolio to maximize our company's profitable growth. During the second half of the year, we made significant advances on our plan:

**1. We sold assets for US\$84 million,** including our operations in Brazil, progressing toward our target of between US\$1.5 and US\$2.0 billion of asset sales by the end of 2020. By divesting assets not fundamental to our strategy, we expect to free up more free cash flow to de-lever faster and reduce our financing costs sooner. This in turn should accelerate our operating cash flow generation and enable us to invest in more avenues for greater growth, ultimately delivering more value to our shareholders.

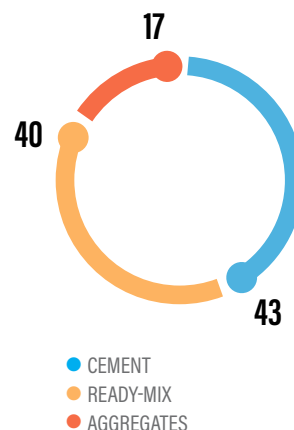
**2. We implemented US\$230 million of cost-reduction initiatives**—designed to further improve our profitability, obtain higher returns, and deliver more value for our stakeholders—US\$170 million of the benefit of these actions is expected to be reflected in our EBITDA for 2019. Over the medium term, we expect to reach EBITDA margin levels of above 20 percent.

**3. We reduced our total debt plus perpetual notes by US\$493 million,** advancing toward our total debt reduction target of US\$3.5 billion by the end of 2020. As divestments occur and the benefits of our cost-reduction initiatives are realized, we should accelerate our deleveraging and expect to be within metrics consistent with an investment-grade rating by the end of 2020.

## 4. We included a proposed cash dividend

All of these actions, taken together, are expected to position CEMEX as a stronger competitor and global leader in the heavy building materials industry.

## SALES DISTRIBUTION BY PRODUCT (percentage)



# US\$14.4 BILLION

CONSOLIDATED NET SALES in 2018, a 5% increase

GLOBAL OPERATIONS millions of US dollars as of December 31, 2018	MEXICO	UNITED STATES	EUROPE <sup>1</sup>	SOUTH, CENTRAL AMERICA & THE CARIBBEAN <sup>2</sup>	AFRICA, MIDDLE EAST & ASIA <sup>3</sup>	OTHERS <sup>4</sup>	TOTAL
Net sales	3,299	3,748	3,757	1,781	1,434	356	14,375
Operating earnings before other expenses, net	1,062	336	161	315	142	(293)	1,724
Operating EBITDA	1,176	644	363	404	206	(234)	2,558
Assets <sup>5</sup>	3,483	13,715	5,360	2,799	1,558	1,208	28,124

1. Includes operations in the United Kingdom, France, Germany, Spain, Poland, the Czech Republic, Croatia, Latvia, Scandinavia and Finland.

2. Includes operations in Colombia, Panama, Costa Rica, Caribbean TCL, the Dominican Republic, Puerto Rico, Nicaragua, Jamaica, the Caribbean, El Salvador and Guatemala.

3. Includes operations in Egypt, Israel, the Philippines, and the United Arab Emirates.

4. Includes minor subsidiaries with different lines of business (See note 4.4 to the 2018 Integrated Report's Financial Statements).

5. Includes assets in associated participation.

**BOLD STEPS ON OUR DIGITAL TRANSFORMATION**

**CEMEX Ventures**

Through CEMEX Ventures, our open innovation and corporate venture capital unit, we leverage our company's knowledge of the business with new, leading-edge technologies and platforms, focusing on solving the main challenges in the construction ecosystem through sustainable solutions.

In 2018, CEMEX Ventures analyzed more than 1,500 potential businesses, invested in three startups, and conducted its "Second CEMEX Ventures Ideas Challenge" with CEMEX employees. Furthermore, CEMEX

Ventures held its 2018 Construction Startup Competition, featuring the most promising solutions to today's global construction challenges. Visit [www.cemexventures.com](http://www.cemexventures.com) for more information >

**+1,500**

POTENTIAL BUSINESSES analyzed for investment by CEMEX Ventures in 2018

Since our launch of CEMEX Ventures in 2017, we have built a broad portfolio of innovative companies in which we invest:

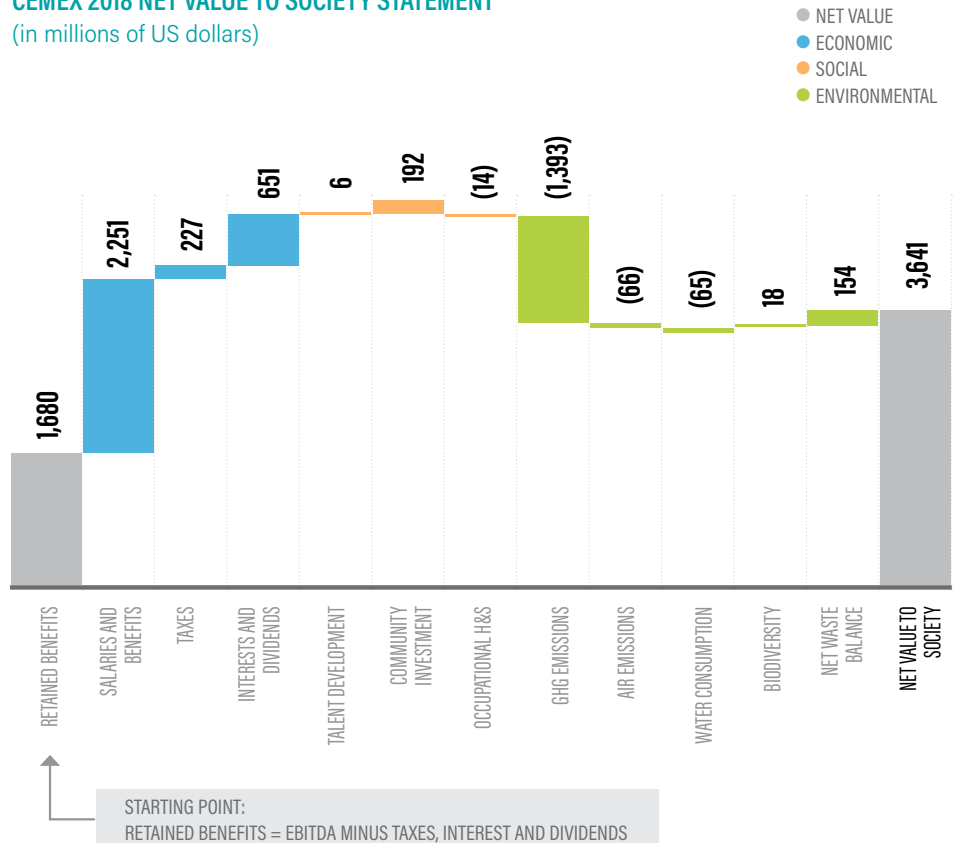
**UNDERSTANDING THE NET VALUE WE CREATE FOR SOCIETY**

As a company, we are aware that our financial statements only partly reflect how our activities affect society; there are both positive and negative impacts that are not valued in the capital markets and, therefore, do not appear in our traditional profit and loss calculation.

**CEMEX Net Value to Society Methodology**

The starting point for our analysis is the retained benefit (EBITDA minus taxes, interests and dividends; i.e., the part of our value creation that remains within our company). To this, several economic, social, and environmental impacts are added or subtracted to determine the total value that our company creates.

**CEMEX 2018 NET VALUE TO SOCIETY STATEMENT**  
(in millions of US dollars)



**2.2 TIMES**

NET VALUE CREATED BY CEMEX in 2018 vs. retained benefit

# Our People

*We are a global, multicultural company with more than 42,000 employees around the world. Our diverse workforce represents a wide range of countries, cultures, backgrounds, and experiences. Every role within our organization is unique and valuable.*



**WE WORK TOGETHER TO REACH OUR GOAL** of zero injuries through a coordinated, consistent, and collaborative approach

At CEMEX, we are working to deliver a world-class employee experience, so our employees are enabled to work to the best of their abilities, unleashing their full potential. Our people are critical to our long-term success, and their diversity is what makes us more competitive, resilient, and better able to adapt to an ever-changing global environment. In 2018, we developed and released our Workplace Diversity and Inclusion Policy. In conjunction with existing and future programs and initiatives, this policy is expected to support our continuous, constantly evolving journey to create a more inclusive, diverse workplace.

#### OUR ZERO4LIFE COMMITMENT

Health and Safety remains our top value and priority. Nothing is more important than the health and safety of our employees, contractors, and the people with which we interact within our communities as we carry out our day-to-day business.

#### MAKING OUR STREETS SAFER FOR ALL USERS

Consistent with our culture of health and safety, we continually work with our employees and contractors to enhance road safety for all users globally. From defensive driving training to safety features for our trucks to innovative branding campaigns, we aim to make streets a safe place for drivers, motorcyclists, cyclists, pedestrians, and other vulnerable road users. We have invested over US\$13 million so far in safety equipment for our company's trucks to help improve road safety. These features are also being added to our regular contractors' vehicles.

Each year, our results show improvement in most of our health and safety KPIs, and 2018 was no exception with several new CEMEX records set:

## ZERO

EMPLOYEE FATALITIES  
for the first year ever

## 96%

OF OUR OPERATIONS  
were fatality and LTI free  
our highest percentage of  
operations on record

## 0.5

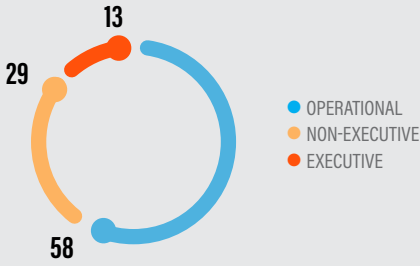
EMPLOYEE LTI  
FREQUENCY RATE  
a continued low level  
for our industry



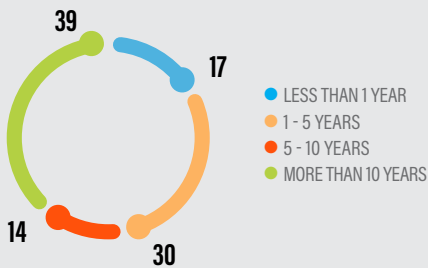


**GLOBAL WORKFORCE**  
(percentage)

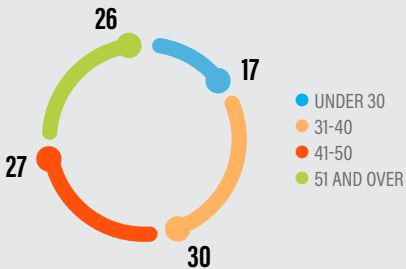
**BY POSITION**



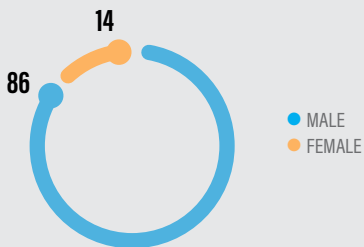
**BY SENIORITY**



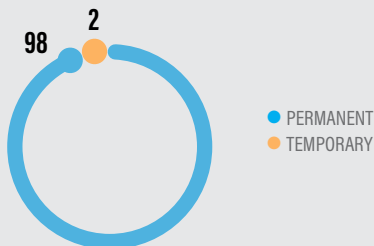
**BY AGE**



**BY GENDER**



**BY CONTRACT**



**BUILDING A STRONG HEALTH & SAFETY CULTURE**

Across our operations, we continue investing in initiatives to enhance our healthy practices, reduce our safety risks, and strengthen our culture of health and safety (H&S). This includes working in a coordinated approach through our interconnected global H&S organization structure, strong policies and reporting systems, and H&S training, aspiring for all our employees to possess the knowledge, skills, and experience to perform their jobs safely.

Each year, our Global H&S Awards provide us with the opportunity to recognize those that excel at ensuring a safe workplace and promoting a healthy lifestyle.

**EMBEDDING A GROWTH MINDSET**

Through ongoing training and development opportunities, we teach our employees new skills and deepen their expertise in several critical areas. During 2018, we invested US\$25.9 million in employee training and development.

To this end, CEMEX University aims to become our company's trusted learning advisor with a vision of developing a continuous learning ecosystem for our employees and acting as a high impact catalyst for our transformation. It integrates our leadership development programs and our institutional academies—Commercial, Health & Safety, Supply Chain, and Culture & Values—under the concept of CEMEX University.



**~15,000**

TOTAL PARTICIPANTS  
in 2018 across 30 business units in  
our CEMEX University

**5,432**

PARTICIPANTS  
completed the first two modules  
of our Health & Safety Academy

**7,126**

PARTICIPANTS  
in our new Culture & Values  
Academy

# Delivering Superior Customer Experience

*We continue our journey to become the company within our industry to offer the best customer experience.*

Our customer focus is a core organizational value and priority built on a comprehensive understanding of who our customers are, what is important to them, and how we can best serve their needs.

We leverage our leading-edge innovation and agility to develop superior building products and solutions that perform at the highest standards across all applications. We enjoy a solid, wide reach in the markets where we operate, with the facilities and logistical capabilities to serve our customers, so they view us as reliable, easy to work with, innovative, expert and professional; in short, an excellent partner that enables our customers to succeed.

## LISTENING TO OUR CUSTOMERS TO BUILD LONG-LASTING PARTNERSHIPS

As a customer-centric company, we begin by listening to our customers, identifying their pain points, and then taking the right

WE PLACE OUR

# CUSTOMERS AT THE CENTER

*of everything we do. By listening to their needs and understanding their challenges, we always aim to surpass our customers' expectations*



actions. On top of our many day-to-day personal interactions, we gain valuable insights by carefully listening to our customers through interviews, commercial events, service centers, help lines, and other feedback channels.

During 2018, we continued to implement Net Promoter Score (NPS), a core KPI that helps us to systematically measure our customer loyalty and satisfaction. We have successfully advanced with its implementation globally, identifying areas for improvement and taking concrete actions to achieve the best experience for our customers.

Architects constitute an influential group of customers, who inspire and constantly challenge the possibilities of our cutting-edge building materials. Accordingly, we continually foster collaborative relationships with this important constituency, from academic outreach to our annual CEMEX Building Award.

Throughout 2018, we collaborated with universities and architecture firms to identify and explore new ways in which we can use concrete to continue building a better society and creating a symbiotic relationship with nature.

## DELIVERING A SUPERIOR CUSTOMER EXPERIENCE ENABLED BY DIGITAL TECHNOLOGIES

We are leveraging digital technology to transform our company's customer experience. We are embracing digital technology to not only streamline and simplify the way our customers engage with us, but also enhance the way we operate.



In CEMEX's Building Award's XXVII Edition

# 623

PROJECTS COMPLETED  
in the Mexico Edition and 63  
projects from 19 countries competed  
in the International Edition.

CEMEX is leading the industry through our end-to-end integrated commercial platform—CEMEX Go—covering the full customer journey. This first-of-its kind digital platform includes all of our products and services, reaches all of our markets, and is compatible with all devices.

As part of our company's CEMEX Go digital platform, in 2018, we launched our new digital Construrama platform, through which our distributors can offer our clients the best construction solutions in an efficient, fast, and exclusive online purchasing experience.



## CEMEX Go

IS BEING USED BY MORE THAN 30,000 CUSTOMERS in 21 countries representing 85% of our recurring customer base worldwide.

Additionally, we implemented our new digital customer relationship management (CRM) platform. We seek to further professionalize our customer service delivery model, through our sales representatives and service agents, and provide a superior customer experience, everywhere and every time.

During 2018, a total of 170 Construrama distributors incorporated our Construrama Online Store into their business with approximately 2,000 clients starting to use this platform to place their orders online.

### INNOVATING OUR PRODUCTS AND SOLUTIONS

Increasingly, our customers play an integral part in our innovation process. To this end, our R&D group explores, adopts, and implements new methodologies to engage specific types of customers, who are key decision-makers in the very early stages of a construction project.

Many of our products and construction systems are developed through a co-creation process in which an R&D team of experts and customers work symbiotically to achieve a building solution.

Overall, technologies developed by Global R&D are protected by more than 50 international patent families, covering new cements, cementitious materials, concrete mix designs, admixtures formulations, and construction systems—offering unique exclusive solutions to our customers.

As the only global building materials company with our own concrete admixtures business, CEMEX is able to design and develop novel, tailor-made concrete technologies with our proprietary chemicals.

Concrete plays a critical role in making cities sustainable and resilient. Of all the construction materials used for buildings and other infrastructure, concrete is by far the most durable and disaster-resistant. CEMEX is building a better future, enabling the development of durable infrastructure with quality products and construction practices with reduced environmental impact.

### PAVING SOLUTIONS

- › Conventional concrete
- › Thin concrete
- › Roller-compacted concrete (RCC)
- › Concrete overlay/whitertopping
- › Cement treated base
- › Solid cement.

In 2018, CEMEX enabled the installation of close to 4 million m<sup>2</sup> of concrete pavement by supporting the construction of more than 370 infrastructure projects throughout our operations.

### HOUSING SOLUTIONS

- › Industrialized housing
- › Disaster relief housing
- › Energy-efficient housing
- › Affordable housing
- › Vertical housing.

In 2018, our expertise with tailor-made, adaptable systems contributed to the construction of more than 2,600 affordable housing units, representing approximately 170,000 m<sup>2</sup> of livable space.

### ENABLING AND PROMOTING GREEN BUILDING

We work collaboratively across the construction value chain to optimize results and maximize profits, partnering with national and international experts to complement our skills and provide a complete array of specialized services in sustainable construction.

During 2018, we provided products and solutions for more than 1,000 projects that aim to achieve LEED or BREAM certifications, representing close to 6 million m<sup>2</sup> of construction space.

# Sustainable Communities

*CEMEX's Corporate Social Responsibility (CSR) strategy contributes directly to our vision of building a better future, ensuring our society's sustainability, wellbeing, and quality of life.*

## COMMUNITY ENGAGEMENT PLANS

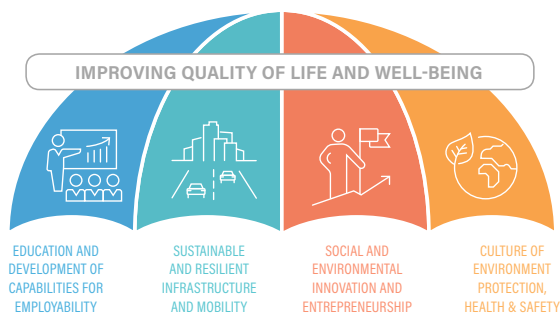
Our Community Engagement Plans (CEPs) ensure that our efforts around our operations are aligned with what is relevant from our communities' perspective, foster regular dialogue, and build long-term relationships and trust. To date, we have 75 active plants with CEPs covering all of our cement and selected aggregates operations.

## INTERNAL AND EXTERNAL CSR COMMITTEES ENSURE ALIGNMENT

We collaborate with our stakeholders to increase value creation and wellbeing and to enhance our stakeholders' experience. By understanding their expectations and analyzing our material themes, we take action together. In 2018, our committees conducted more than 400 stakeholder dialogues globally, through which we made and reviewed progress on our commitments, contributing to the design, execution and evaluation of our CEPs.

## Responsible Practices Aligned with Community Investment Pillars

Through our four community investment pillars—which contribute directly to the UN SDGs—we activate local actions that contribute to the transformation of communities globally and create shared value via our CEPs.



Through our strategic global volunteer program—CEMEX Volunteers—we provide the means for all of our employees to participate in opportunities to address challenges that better our communities and the world.

We seek to develop skills and capabilities that foster employability—strengthening both technical and soft skills.

Through self-sustaining business models, we support society by building durable infrastructure that contributes to the resilience of our communities and society.

### Community Centers

To date, we have 20 Community Centers that offer more than 1,700 workshops to over 285,000 annual participants in Panama, Puerto Rico, Costa Rica, Colombia, and Mexico.

### Youth Employability

In Mexico, together with our local partnerships, New Employment Opportunities (NEO) positively impacted almost 40,000 young people in 2018.

### Women's Economic Empowerment

Our Community Diversity and Inclusion Strategy fosters women's economic empowerment through education and capabilities development.

### Resiliency and Urban Transformation Strategy

We transfer our knowledge of how to promote a culture of prevention, as well as how to act upon a natural disaster.

### Growing Platform

Shared value projects address main problems inherent to vulnerable communities.

### Patrimonio Hoy

2.9 million people positively impacted since 1998

### Construyo Contigo

+274,000 individuals benefited from productive centers for self-employment

### Construapoyo

+184,000 individuals positively impacted by the program

### Clean Cook Stoves

~23,000 homes with clean cook stoves to date

We provide sustainable solutions to address social and environmental issues by providing support and promoting activities that focus on creating disruptive ideas.

We promote responsible use of resources, encourage diversity conservation and restoration, and reinforce a culture of health and safety.

### CEMEX-Tec Center for Sustainable Communities

Since its foundation in Mexico in 2010, the Center's goal is to promote sustainable communities through applied research, innovation, and entrepreneurship programs.

The CEMEX-TEC Award annually recognizes entrepreneurs and students who develop high-impact proposals and projects that foster sustainable development, innovation, and entrepreneurship. To date, we have 2,300 projects from 32 different countries.

### Community Environmental Restoration Program

To date, more than 1,200 young leaders have received training as environmental promoters.

### Integral Program for Rural Development

We protect flora and fauna while generating employment opportunities through entrepreneurial projects.

### H&S & Preparedness Program

We hold disaster preparedness sessions for community members

### Waste Segregation Program

We create awareness of a product's lifecycle, including sorting for recycling or reusing waste.

To date, we have worked together with more than 16 million community stakeholders globally, positively impacting their wellbeing and improving conditions in their communities and cities.

# Responsible Suppliers

*At CEMEX, our relationship with our suppliers is integral to our ultimate objective of serving our customers' needs—achieving a superior customer experience—and creating value for all of our stakeholders.*

Our worldwide Procurement Model is designed to ensure a standard way of managing our company's supplier network through a uniform strategic sourcing process at country, regional, and global levels.

Our company's success depends on supplier relationships that are built on trust and mutual benefit. We expect to manage our supplier relationships with honesty, respect, and integrity, offering equal opportunities to all concerned parties. When doing business with us, we expect our suppliers to honor our Suppliers Code of Conduct. Our Suppliers Code of Conduct is available in two different languages.

[Please visit cemex.com to learn more >>](https://www.cemex.com)

# 90%

OF PURCHASES  
in 2018 were sourced by locally  
based suppliers



## SUPPLIER PROGRAMS

**Supplier Sustainability Program:** We partner with specialized independent firms to perform sustainability assessments of our suppliers across the globe. In 2018, we assessed 1,066 suppliers through a third-party evaluator based on ISO26000. As part of our 2030 Sustainability Ambitions, we decided to refine our former supplier assessment focus. Our new plan is to assess at least 80% of critical suppliers spend under our company's global procurement scope.

**Supplier of the Year Program:** We recognized suppliers for their outstanding results in several categories: Health and Safety, Sustainability, Applied Innovation, Customer Focus, and The Supplier of the Year Award—which is granted to a supplier that excels and achieves outstanding performance in more than at least one of the previous four categories.

## "Integrate Your Ideas" Innovation Program:

We encourage suppliers to share their disruptive ideas to continuously improve our products, processes, and services.

## DIGITAL PROCUREMENT

Aligned with our company's digital transformation, we promoted two digital initiatives—CEMEX Marketplace and CEMEX Supply.

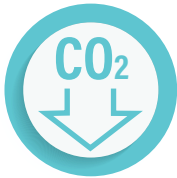
CEMEX Marketplace is a digital platform that increases the visibility of vendors, products, and prices across territories and business lines, enabling our company's end users to efficiently purchase the right product at the best price.

CEMEX Supply is a digital tool designed to serve as an industrial partner, supporting companies by supplying goods for their operations and maintenance, repair, and personal protective equipment for their employees.

# Our Commitment to the Planet

We pursue environmental excellence for sustainable growth. In addition to our Board-level Sustainability Committee, our global network of environmental, operations and energy experts is key to tackle CEMEX's main sustainability-related challenges.

During 2018, we made significant progress against our goals. The following are highlights of those accomplishments:



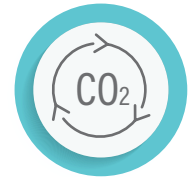
Carbon reduction efforts led to **8 million CO<sub>2</sub> tons avoided** vs. 1990 - equivalent to power consumption in 1.4 million homes

26% of our cement operation's **power supply** came from **renewable** energy projects



3.3 million of tons of waste were **co-processed as alternative fuel**, enabling the replacement of almost 2 million tons of coal

**Carbon capture, storage & utilization.** We actively seek to develop new technologies to reduce our carbon footprint.



Only **5% of the waste** we generate is sent to disposal, the rest is **recovered, reused and recycled**

**90% of our operations** had implemented either CEMEX Environmental Management System (EMS) like **ISO14000** or equivalent programs



**Biodiversity conservation** in 47 on-site projects certified by a third-party

At year-end, **96% of our quarries** had a rehabilitation plan in place



of our annual sales from cement and ready-mix concrete products have **sustainable attributes**

7.4% annual **alternative raw materials rate**. ~7 million tons of waste from other industries



Major emissions annual reduction vs. 2005: **87% dust**, **45% NO<sub>x</sub>** and **64% SO<sub>x</sub>**

**83% of our sites** have water recycling systems



For more information about these or other initiatives, please visit our online full 2018 Integrated Report >>



Climate change mitigation is a top priority for our company and our planet. Urgent action is required to combat global warming and its consequences.

As a key input for concrete production and the most widely used construction material in the world, cement plays a fundamental role in global efforts for climate change mitigation. At the same time, the cement sector is expected to play a vital role in the expansion of the built environment and the growth of countries, especially in emerging economies.

We recognize this responsibility, and we are fully committed to maximize our positive contribution to society, minimize our environmental impact, contribute to a low-carbon circular economy, and collaborate to reach the temperature goal that science necessitates in the urgent fight to control global warming's devastating consequences. For almost two decades, CEMEX has implemented an integral carbon emissions reduction strategy across our global operations.

### EL CARMEN NATURE RESERVE

With over 140,000 hectares and five different ecosystems (desert scrublands, grasslands, oak forest, pine forest, and gallery forest), El Carmen enables us to restore habitats and wildlife in an area that is more than eight times larger in size than the total sum of the areas impacted by our operations worldwide. It not only provides abundant opportunities for wildlife management, but also represents a live conservation promoter, a special outdoor classroom enabling national and international collaboration.

# SPECIES DIVERSITY

**AT EL CARMEN: 1,500 plants, 40 fishes, 8 amphibians, 73 reptiles, 289 birds and 80 mammals**

### A 26-YEAR JOURNEY: CEMEX CONSERVATION AND NATURE BOOKS

Since 1993, we have published a series of 26 books that have been distributed among CEMEX stakeholders in 20 countries. More than 100,000 books have been donated to conservation NGOs to generate funds for species protection and creation of natural protected areas in America, Europe, Africa, and Asia.

For over 26 years, CEMEX has been honored to work with some of the world's most prestigious conservation organizations such as Conservation International, IUCN, Wild Foundation, UNESCO, Wildlife Conservation Society, BirdLife International, National Geographic, as well as Agrupación Sierra Madre and Unidos por la Conservación.

Each volume has developed environmental awareness for decision-making on conservation issues, while reinforcing our company's commitment to promote a culture of biodiversity conservation.

To learn more about CEMEX Conservation and Nature Books go to [www.cemexnature.com/books/](http://www.cemexnature.com/books/)





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**OUR SUSTAINABILITY CREDENTIALS**

