



DO THE LOCOMOTION!

On Wednesday 12th June, the rain stopped long enough at Dove Holes quarry in Buxton for the official unveiling of the new CEMEX-liveried locomotive, created in partnership with GBRf. The new locomotive, called the Cemex Express, was unveiled at the event by record producer and rail enthusiast Pete Waterman. Resplendent in the white, blue and red colours of the CEMEX brand, the vehicle recognises the partnership between GBRf and CEMEX, which has now been in place for one year.

The Cemex Express, a Class 66 Locomotive, will travel typically between Dove Holes quarry, carrying premium aggregate for our Readymix and Asphalt plants, and external customers throughout the UK. It will pull 22 to 26 hopper wagons that discharge their loads from

underneath directly onto the plant's conveyors. A single trainload can deliver up to 2,000 tons of material in one trip and will make over 200 trips for CEMEX each year; the equivalent of over 20,000 truckloads.

Lex Russell, Managing Director for UK Materials North at CEMEX, added: "Dove Holes is one of CEMEX's most important quarries and generates several million tonnes of limestone aggregates every year, as well as asphalt, readymix, concrete products and dry silo mortar.

"It was therefore the perfect location to unveil The Cemex Express locomotive and take the opportunity to thank our team for their hard work."

SEE INSIDE...

AN ACT OF KINDNESS



P2

SUCCESS ON TRACK



P4

TEEMING WILDLIFE



P6

NOMINATE A CO-WORKER



P8

A MESSAGE FROM DAVE



Welcome to the summer edition of CEMEXPRESS. As ever it is packed with stories from around the business, reflecting just what a diverse and busy company we are. The highlight for me has to be the naming of our very first CEMEX liveried loco – the Cemex Express!

Our H&S ethos continues to grow with a drive to keep our contractors safe over the next quarter. Malino's act of kindness reminds us that we can look after each other in any situation.

Related businesses is the focus of our customer section as this is a new part of our European organisation and we thought you'd like to know more.

We say goodbye to Chris Leese, a true rock of the UK

senior team, and celebrate many long service awards – Mike Thomas from Wickwar quarry hit 50 years!

We also throw the spotlight on our new European supply chain and procurement team to show just what massive savings we can make if we compare our markets. Focus on growth continues to be key with some major investments over the last six months.

Finally, the summer always brings out the wacky side of our teams with many charity fundraising events celebrated in this edition too.

Enjoy the read and have a safe and happy summer.

Dave Hart, Supply Chain Director for U.K and France





A SIMPLE ACT OF KINDNESS GOES VIRAL

UK Readymix Driver, Malino Wilson, was captured on camera perfectly demonstrating the CEMEX values, when he helped a vulnerable pedestrian safely across a busy road. The video, shared by another HGV driver on Facebook, soon received millions of views worldwide and became a top story in the local and national media. Malino appeared on TV and radio stations including ITV News, and BBC News. The story was also covered by national newspapers The Sun and the Daily Mail and popular website Unilad. Malino said, "I was very surprised – I didn't know I was being filmed. It's just in my nature – if I see someone who wants help, I will help because where I grew up in St Vincent, your parents teach you to look after your elders and show them respect. I think if other people did things like this it would be a loving world."

As an appreciation of Malino's caring for others, Global Health and Safety Director, Richard Claydon, presented Malino with a Health and Safety Ambassador Award on behalf of the Executive Committee. The Award is the first one of its kind, but CEMEX intends to make the same recognition for other people who also demonstrate 'going the extra mile' and living our CEMEX values in the future.



CARL PLATT TAKES OVER CHAIR OF H&S COMMITTEE

At the latest meeting of the CEMEX UK Health and Safety committee, Carl Platt, Director of Asphalt, Paving Solutions, Precast, Modular and Building Products Europe, was named as the group's new chair. He takes over from Chris Leese, VP of UK Aggregates, who retired at the end of June. The committee's role is to lead H&S development in the UK. The committee meets every month to reflect on incidents that have happened in the UK and at CEMEX sites across the world, share learnings and personal experiences, look at the developments the company is making on Health and Safety and discuss specific actions. Health and Safety is the number one priority for the business, and these meetings are a key part of the commitment to ensuring this remains the case. Additionally, once a quarter the committee is joined by representatives from all areas of operations in the UK. This is a valuable element for the overall success and dynamics of the group as these representatives bring along ideas, give feedback from the business, support the mission of the committee and provide constructive challenging points. They also help the committee to get buy in from the business. Pictured are the key members of the committee in attendance at the June meeting, although there are others across the business who contribute and attend meetings. Front row: Dave Hart (Supply Chain Director – UK and France), Chris Leese and Lex Russell (Managing Director for Materials North). Back Row: Andy Taylor (Health and Safety Director – UK and France), Phil Baynes-Clarke (Director of UK Cement Operations), Steph Horn (HR Director), Laurence Dagley (Managing Director for Materials South) and Carl Platt.



READYMIX SCOTLAND TEAM CELEBRATE GLOBAL AWARD

Congratulations to the Readymix Scotland team who have won the global CEMEX award for most improved in the Concrete Sector. Lex Russell presented the award to Derek Caird, Operations Manager, along with plant and technical staff at an after work meal in Scotland recently. Here's to even further improvement over the next year. Lex commented: "Well done to the RMX Scotland team. Going from being a hotspot to a global winner in a few years takes commitment, passion and strong leadership."



NEW ROAD SAFETY PARTNERSHIP WITH LEWISHAM COUNCIL

Over 65 pedestrians were killed in road accidents last year in London, so encouraging people to travel around the city safely is of increasing importance to the Mayor. CEMEX UK has partnered with Lewisham Council in London, on a pedestrian safety project aimed at older people. The London Council are making a safety video for pedestrians, which will be used on social media and digital platforms, as well as at upcoming events, roadshows and safety sessions.

EMPLOYEE HELPLINE 0808 168 2143

FREE CONFIDENTIAL COUNSELLING

During the last 18 months CEMEX has run a number of workshops to improve Mental Health Awareness amongst Line Managers. Managers who attended suggested it would be helpful to remind everyone about our Employee Assistance Programme – Lifestyle Support.

- This is a confidential service that we offer to all employees. It is run by a separate provider and not part of CEMEX; we don't receive any employee specific information from them.
- Lifestyle Support is easy to access, available 24/7 and can provide help and support with a wide range of issues or concerns such as family matters, debt, relationships, bereavement, depression and anxiety.

The information sheet in the download section on the website provides more information as well as details about how to access this service. Please help by displaying/replacing the information sheet on your notice boards and drawing your team's attention to it.

HELP AND ADVICE AVAILABLE 24/7

Lifestyle support is your Employee Assistance Programme which can help you with any personal, work or family issue you face. Talk to highly qualified counsellors about anything that's on your mind, including:

- Consumer rights
- Family matters
- Employee support
- Elder care
- Health issues
- Loss/bereavement
- Well-being
- Debt management
- Childcare
- Depression & Anxiety
- Relationships

FREE CONFIDENTIAL COUNSELLING

Support available anytime, day or night
Call 0808 168 2143

www.lifestyle-support.co.uk

Username: cemex
Password: cemex

Outside the UK:
+44(0)1452 623 353
Minicom:
0800 174 319

LOOK AFTER OUR CONTRACTORS

In the third quarter of 2019 we are launching a global campaign focusing on contractor safety. Q3 has statistically seen the highest number of contractor accidents, so by focussing safety activities on them during this period, we hope to put a stop to this pattern. A similar campaign last year achieved great success. Over the next three months we are going to increase our VFL tours with contractors, targeting between 50% – 75% of total VFL in this period. This will help us get closer to these workers in order to better understand and address their safety issues.

BEST... FOR CUSTOMERS

RELATED BUSINESSES - WHO AND WHAT

The new look Related Businesses is now managed by Dietmar Voetschby and Carl Platt, who both report to Marcelo Catala. We talked to Dietmar and Carl to hear their latest news and views.

DRY SILO MORTARS

Dietmar says he has learned a lot about Dry Silo Mortar (DSM) in the last nine months. He recognises that the success of the existing UK DSM business is down to its collaboration – always working together – one for all and all for one. The team works very strongly together as ONE CEMEX which he sees as a big opportunity for the future through cross selling and leveraging our CEMEX Go digital platform. For the future, Dietmar plans growth in DSM by bringing UK best practices like the silo solution to other countries such as Spain and Poland, or special mortars to another country. He wants to identify the best practices, then see how we can grow and support the metropolitan markets strategy – what do the customers need? Where are we strong and how can we transfer the knowledge and expertise – either by acquisition, or by organic growth?

ADMIXTURES

Dietmar started with RMC in 1995 in Readymix in the Stuttgart area, then moved into Admixtures management in 2000. The strategy was to provide specialist Admixture expertise and products to in-house Readymix and Cement customers. The first Admixtures plant was in Salzkotten close to many internal customers and Cement plants. Subsequent

plants were then installed in France, Spain, USA and Latin America. When CEMEX acquired RMC in 2005, Fernando Gonzalez was regional president in Europe and had not experienced in-house admixtures previously. He recognised the potential for CEMEX and over the coming years became convinced this was a real differentiator. All our Cement and Readymix plants need Admixtures, and we now have the knowledge to develop helpful solutions to our in-house customers, keeping our costs down and gaining a competitive advantage in the market.

Admixtures are chemical additives which are formulated to provide improved performance in the grinding of cement and the performance of concretes during curing. The technical and operational knowledge in CEMEX, combined with the expertise from our Central Research Group in Switzerland, means we can now out-perform our rivals every time, and avoid costly reliance on other admixture suppliers. We focus on providing superior construction solutions to our customers, every time. Operating in nearly all CEMEX countries now, our integrated Admixtures business produces reliable revenue and good margins, and we use our existing Readymix and Cement sales teams to help find new customers. The future plan is to keep growing admixture output with more resources to expand service and support to Cement customers (grinding aids, enhancers) or to precast/building products manufacturers. We will have to define new value propositions and train our people well – the strategic importance of Admixtures is equal to the profit created.

the appalling state of many UK roads, which he sees as a huge opportunity. For building products, there is still a strong demand for new housing, which will continue to benefit our business and provide space for innovative precast and modular solutions.

For the future Carl reminds us of the commitment from our Executive Committee in the development of highly profitable Related Businesses. We have huge knowledge and technical expertise in the UK, and as the Building Products and Asphalt businesses expand into Europe in due course, there could be great opportunities for some of our people.

For now, Carl continues to place everyone's health and safety as our #1 focus, and looks to increase profitability, control costs, deliver improved pricing, and innovate with new products. He encourages everyone to work closely with our Aggregates, Cement and Admixtures colleagues to leverage the considerable knowledge and expertise from our Central Research Group in Switzerland.

In the meantime he reminds us all to keep it simple – our customers want a price, to place an order, receive a quality product on time, receive a correct invoice, and then we receive payment.

CALL BOB REFRESHER DESCENDS ON SCOTLAND

All of the Scotland team have taken the "Call Bob" concept by the horns recently and completed refresher training on our Customers' Experience and how to support their journey. Attended by Aggregates and Asphalt Planning team, Readymix Shipping team, Materials Commercial team, Dorothy at reception, and Paul Cooke (Customer Service Ambassador!). The material was well received and included a reminder of our four key service promises, six key service standards, current Net Promoter Scores (NPS) and targets. They also saw the new CEMEX video promoting the initiative and the key benefits of looking after our customers.

NEOGEM HELPS COWDRAY PARK GET GOLD CUP READY

neogem, CEMEX's premium Aggregates brand, has provided the world-renowned Cowdray Park Polo Club with 3,000 tonnes of sports sand, in preparation for this year's Gold Cup competition. The club was looking for a sand that would allow horses to run safely and comfortably during damp conditions, helping their hooves to grip to the grass. It was also important for the sand to feature a good particle size distribution and bury itself into the grass. In addition to the 3,000 tonnes initially provided, a further 2,500 tonnes will be provided to the club before the end of the year, with the same total quantity required annually. neogem's sports sand pro was identified as the best sand to meet the club's needs. This high-quality sand has been certified, tested and approved by the Sports Turf Research Institute (STRI). It is washed prior to delivery to ensure a fine, soft finish. Julian Russell Hayes, Grounds Manager at Cowdray Park Polo Club, said: "We need our polo pitch to be at its best for the Gold Cup and choosing the right sports sand is a key part of this. We are very happy with the neogem product and the service provided during purchase, delivery and installation."

COLLABORATION HELPS CEMEX COMPLETE JAVELIN PARK PROJECT

CEMEX has recently completed a challenging project at Javelin Park, Gloucestershire. 46 different mixes were required to create the new Energy from Waste facility, with 19,000m³ of product delivered over an 18-month period. One crucial part of the development saw the team carry out a continuous Slipform pour for over five days – working for 126 hours straight in split shifts. This necessitated a continuous flow of materials throughout both the day and the night, meaning quarries had to stay open and logistics teams had to work around issues including a motorway closure. Robert Sims, General Manager of South West & Wales Materials, said: "Close collaboration between all the different areas of the CEMEX business was absolutely vital for the success of this project. The combination of the large quantities of so many different mixes and the timing requirements meant that the logistics, Cement and Readymix teams all had to communicate continuously and effectively. We are very proud of our work at Javelin Park; it demonstrates what CEMEX can achieve together." Javelin Park will recover value from waste in the form of electricity and will reduce Gloucestershire's dependence on landfill. It is expected to commence operation this summer.

PAGE 2

PAGE 3



Left to right, Mark Grimshaw-Smith, Nik Watson, Nic Drabble, Tracey Milten.

KEEPING SUCCESS ON TRACK

Following the recent unveiling of the brand new Cemex Express locomotive, we caught up with Mark Grimshaw-Smith, Supply Chain Rail & Sea Manager at CEMEX, to discuss the increasing importance of rail to the ongoing success of the company.

- 1. How is the rail operation performing at present?**
The rail supply chain is in a fantastic position right now. We've grown by 40 percent in the last six years, transporting over 2.6 million tonnes in 2018 alone.
- 2. What are some of the key initiatives rail has been driving recently?**
Safety is obviously a major focus for us, both in terms of our personnel and the track itself, so we're very proactive in this area. We've recently completed a rail safety week in conjunction with Network Rail and our freight providers. We are also offering our rail safety awareness course again for anyone who requires it.
Elsewhere, the unveiling of Cemex Express was timed to coincide with the first anniversary of our new rail contracts, which saw us divide our operations across three providers for the first time, rather than relying on just one. As a result, we've seen huge improvements in performance, with more trains running on time and at maximum capacity, for better operational efficiency.
- 3. What are some of the key projects rail is involved with at the moment?**
We're currently looking at how we can improve efficiency at Dove Holes quarry even further than we already have. There are now 40 trains a week running out of the quarry and we're aiming to increase the train size up to 2,000 tonnes per train in the near future.
We also opened a new rail head in Luton at Easter this year and already have three trains a week delivering there. There are plans to open another one at Rugby later this year too.
We're working on HS2 as well, and are building our landfill capability to accommodate project needs. Between 12-18 trains of spoil will come out of the HS2 sites every day and we're looking to take 6-7 of those, either at our Barrington site in Cambridgeshire or a new site opening in the Midlands specifically for HS2.
- 4. What can other countries learn from recent UK successes?**
Collaboration plays a major role across the whole of CEMEX and rail is no different. All the countries learn from each other and last year we hosted a European rail workshop at Dove Holes focused on safety, which all attendees found extremely useful.

One of the most interesting aspects of the success we've had in the UK is the role that privatisation has played in it. The UK was one of the first countries to de-nationalise its railways and now it's a pretty mature market, which is leading to better levels of service throughout. Europe is starting to head that way as well, so our colleagues in those countries are keen for us to share what we have learnt in that regard.

- 5. With the reopening of more and more old railheads, do you think the industry has come full circle?**
There's definitely an element of that, yes. While it's still expensive to connect a completely new site, reopening old railheads is now both a cost effective and environmentally friendly way to boost efficiency at several existing sites and increase our footprint to new markets.
Many of these railheads were closed in cost saving operations during the 1970s and 1980s, when rail was perceived to be expensive and unreliable. However, privatisation has changed all of that, making it one of the best transportation methods available today.

DID YOU KNOW?

- One train takes up to 80 trucks off the road
- Rail reduces CO₂ emissions by 76% per tonne vs road
- CEMEX trains do the equivalent of a round the world trip every month out of Dove Holes
- Rail aggregates into London take 4,000 lorries off the road per day



SOLID AS A ROCK(ER)

As Chris Leese prepared to hang up his CEMEX hard hat, we caught up with him to reflect on his 30-year career.

Chris joined the company in 1989 as Northern Estates and Development Manager after an early climb up the ladder of Wardell and Armstrong; a mining and minerals consultancy. A Chartered Minerals Surveyor by training, the move to RMC came to help the company grow its reserves in the North.

Chris tells the story of his 'interview' for the job, reflecting on how times have changed for the better, "I was approached by RMC's Northern General Manager and asked to present myself to the Regional MD. I was understandably nervous," says Chris, "and wanted to make the best impression possible. So, I turned up in my suit prepared for a tough interview. The first question was, 'what would you like to drink?' I responded, 'oh a cup of tea please'. 'No, what would you like to DRINK?' 'Oh, err a beer please.'" With the MD nursing a whisky conversation flowed as Chris waited for the interview to start. The interview never did 'start', and he must have chosen the right beer as he was offered the job.

So, the journey began in a small office in Yarm, Cleveland, looking after reserves for RMC Northern Aggregates. Chris recalls that there was a lot of freedom to be entrepreneurial. At one point they even opened RMC's only coal mine without really telling anyone until the cash started to flow in. He still has a piece of coal they extracted as a desk ornament!

In 1996, Chris was appointed as General Manager for Atlas Aggregates in Norwich - renamed RMC Aggregates Eastern counties. Reserves were very low, the company's profitability had shrunk and there was a lot of hard work done to turn the business around. You can still see the legacy of some of that work at places like Flixton and Wangford.

Chris recently went to Norfolk for one last tour round with Brian Beales, the Quarry Manager at Flixton, who has an amazing 55 year's service.

In 2000, when RMC were starting to focus on health and safety, Aggregates Eastern Counties won the coveted safety sword. But Chris recalls they'd had over 20 LTI's. "These days we would worry about that number of injuries globally"; a source of clear pride for Chris, who wholeheartedly believes that zero incidents is possible.

In 2003 Chris became deputy MD of RMC's Aggregate Division, responsible for strategic development. At the end of 2003 RMC was re-organised as part of Project Rock and Chris became a Regional MD for Materials and a member of the UK Materials Board; getting his first taste of Readymix. In 2005, CEMEX took over and in 2007 he was asked to join the CEMEX UK board as Vice President (VP) for Readymix, with his final move in 2017 to VP for Aggregates.

"It is the Readymix years which provided the greatest satisfaction with the business

turning around from significant losses to good profits between 2008 and 2015. But most importantly, we were making money safely," he says. "I had a great management team, a very committed workforce and the readymixers did an extraordinary job turning the business around. This all happened during the greatest recession in living memory."

However, he believes that aggregates are an engine for growth in any materials business and need to be pursued vigorously long term for our business to thrive. "The first rule of growth is don't shrink!" he says.

Commenting on the recent change to a materials focus across Europe, Chris became philosophical, "businesses go in seasons, a time might be right to focus on individual product lines and then there will be a season to be together and make the most of synergies. I've seen many such seasons over the years and I'm sure that these changes will bring success to CEMEX UK."

Chris passionately believes health and safety to be the most important industry topic. He was chairman of the MPA's H&S committee for nine years and has been a prime mover in improving industry standards.

"There has been a tremendous change in safety culture. When I first started out, H&S was only talked about if we had time. Accidents were taken for granted and no one really thought about how to stop them," he explains. "I am proud to say this is no longer the case. Since 2005 CEMEX UK has spearheaded the change in approach. Health and Safety is now the first item on every agenda and everyone truly believes that accidents are preventable. I have never come across or investigated an accident which was unavoidable. There is always something someone could have done."

When asked what he will miss most, Chris responded, "the people. There have been some tough times and some great times; but it's when things are tough, that you realise the quality of the people around you and the power of being a team. I am constantly amazed at the sheer commitment of everyone I meet. We only succeed because of them. It has been a genuine honour to work alongside them all."

Chris takes with him some great memories, "I can't really believe it's all over," he says. "I am too young to retire and hopeless at being inactive so I'm not ready to hang up my safety hat forever. I am hoping to do more work around H&S and other issues in this industry that I love so much." However, he is looking forward to spending a bit more time with his wife and grandchildren, re-discovering his classic motorbike and listening to more rock music.



YOU'RE SO CEMEX SUPERMARKET.COM...

We are all used to using services such as compare the market or money supermarket.com to get the best deals in our personal lives. As a company CEMEX is no different. It makes as much sense to 'compare the market' when we are spending CEMEX money as when we are spending our own. This is where the new improved European procurement team comes in.

The European procurement teams are there to be our 'meerkats' and make sure we are getting the best value products our money can buy. This involves scouring global markets to find the best deals - without compromising quality, ethics or sustainability.

One of the biggest advantages of the new pan-European structure is being able to make the most of our combined buying power. Across our seven countries we spend more than \$2billion a year buying things we need for our business - from paper clips to trucks and from cleaning services to electricity!

There are massive savings to be had year on year, if we start sourcing our Europe-wide kit from the best global deals. In mobile equipment alone this year we have already saved more than \$4.5million.

Low Cost Country Sourcing does not mean low quality. Securing the savings normally requires careful advanced planning because the lead time for items can be weeks rather than days, but the savings are so large they cannot be ignored.

TEAMWORK AND TRUST
Getting best value takes teamwork and trust between the new procurement teams and operational teams. There has been a significant change in the structure and members of new procurement team ensuring that the function is now a hotbed of talent made up of the best of the best. 40% of people working in procurement today in Europe are either new to procurement or new to CEMEX Europe this year. The team have changed their philosophy to become more proactive and are now front and centre of our business strategy.

Graham Russell, the European VP for Supply Chain and Procurement in Europe, explains, "Say the word procurement and many people roll their eyes and see an ocean of red tape. Think again. Procurement is a weapon you can use to free up massive amounts of money for your operations. Our new procurement team are the buying ninjas who can help deliver this money for you."

The new team has a significant amount of operational experience and is passionate about getting the best value for your money. In Western Europe Alistair Graham heads up the procurement team for Materials and Manuel Hurtado for Cement.

Alistair Graham comments, "I know that people are extremely loyal to the suppliers they trust and have been using for years and those relationships can be hard to challenge. But, when you look for a new mobile phone contract you surf the net and compare the best deals. CEMEX has to do the same. The procurement team are here to help. To look at the wider picture, consider all the costs involved, and make sure that we don't compromise on quality or ethics."

Graham Russell continues, "This year we will save more than \$16 million by buying from Low Cost Countries. We will save a similar figure through applying a rigorous and standardised approach to purchasing from our traditional suppliers. Our industry is under constant financial pressure and it is very rare to find a way to unlock such high values.

Canny sourcing can mean the difference between a plant making a profit or helping our business to have a secure financial future."



A new climafuel feed system is to be installed to increase climafuel substitution rate at Rugby Cement Plant. The proposed investment will provide the plant with a Climafuel facility capable of delivering 100% of the fuel required for the calcination process. This is 75% of the total fuel required by the Kiln processes.

Beside the Climafuel handling system, the project includes a new Physical Lab and extending our packing plant facility to allow space to for a new 12,000 m³ storage of bag products. The investment is above £15M and the project is expected to take 14 months.

FINANCIAL UPDATE FOR 2019

Sergio Menendez, European President, sent this update on our business performance for the first half of 2019:

- Health and Safety:** An improved performance with 0 recordable fatalities, 4 employee LTIs vs 7 LY (3 of them in cement operations), and a reduction in the LTI rate YoY (year on year) from 0.8 to 0.4. Contractors LTIs remain flat at 4, while total TRIs reduced from 35 to 29. One accident is too many and we must continue a disciplined approach in all our operations, every day, to eradicate risks and eliminate all accidents.
- Financials:** Results slightly better than target and better than last year thanks to our pricing discipline and improved performance in all our business lines including Related Business. The initiatives under Stronger CEMEX are paying off, including our reorganisation, optimisation of supply chain, LCC (low cost countries), ONL and cost initiatives in the Materials business.
- Operations:** We have achieved new records for operative efficiency and alternative fuels (AF), which reached a new milestone over 60%, well above Europe's industry average of around 40%. Reaching this level means we will use over 700 thousand tons less of fossil fuels, and reduce CO₂ emissions by more than one million tons per year (the equivalent emissions of over 200 thousand cars per year)! Our focus on operational excellence has helped us increase operating margins in Aggregates, while in Ready Mix we are still lagging behind.
- Customer Centricity:** We have made significant progress with CEMEX Go across all segments. This is just the beginning of a digital platform that will continue to evolve and transform our customers' experience. Adoption is critical to build scale, improve our offering and be ahead

of our competitors. NPS (net promoter score) is also improving, although we are still far from our aspirations. During the 2nd half of the year we will focus our energy and resources on our core customer base to improve both CEMEX Go adoption and NPS.

- Sustainability and CSR:** Concrete is one of the most sustainable building materials, and we are determined to continue reducing its carbon footprint to reach net zero. Recent studies for instance show concrete naturally reabsorbs around 25% of its CO₂ through time as air reacts with the calcium hydroxide contained in concrete to form calcium carbonate. We have a CO₂ reduction roadmap for Clinker, Cement, and Concrete, with several ongoing initiatives and R&D projects that will be part of our communication to all our employees, customers, and stakeholders. We have also been quite active on the CSR front, and will gradually increase the focus of our activities around our role in the circular economy and sustainability.
- Grow Europe:** As many of you know, we have grouped our operations in metropolitan markets in Europe, common to all our business lines, and started to identify growth and investment opportunities. In 2019 we are reinvesting in Europe and will continue to invest to strengthen our position and capture growth opportunities during the 2H and 2020.

Thank you for your continued dedication and support.

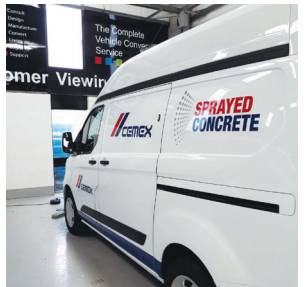
STATE OF THE ART VANS FOR DSM

The Dry Silo Mortar team have been working closely with Craig Hooper and QI to fit a van out which suits the DSM business's needs.

This exercise has been a real success and the Service Engineers are very happy with the results.

Roger Taylor, Operations Manager, commented: "Having the correct type of storage makes our job more efficient and safer because everything we have to carry has its own place, so the walkway in the van is kept clear from any tripping hazards.

We have gone for the high top vans so that our Service Engineers can get out of any bad weather on building sites and carry on with their duties at the workbench."



SUPPLY CHAIN INVESTS IN THE FLEET

During 2019, Supply Chain Operations has seen a significant investment in the replacement of the fleet. In Aggregates there have been 63 rigid tippers and 35 new tractor units on the road in 2019 which represents an investment of £10.5M. Elsewhere, there have been 18 new tractors for Cement and there will be 45 new tanks arriving into the operation over the next six months, representing an investment of £6.5M.

All the equipment comes fitted with the latest safety requirements, which help protect vulnerable road users, as well as the latest technology available from the vehicle manufacturers to meet Euro 6 legislation. The feedback from the drivers has been extremely positive so far and we are already beginning to see fuel efficiency benefits.



RECORD BREAKING PERFORMANCE AT RUGBY

Following the largest and most successful kiln shutdown in its history in January and February, Rugby Cement Plant has achieved record breaking performance in the first half of 2019.

Rugby Plant broke highest monthly climafuel substitution record with 61.37% in March and again in May with 63.79%, highest daily total alternative fuels substitution record with 81.01% on 13th March, highest daily climafuel substitution record with 77.53% on 13th March, highest daily clinker production record with 4420 tons per day on 26th March and longest continuous kiln run with 71.5 days between 22 March and 02 June. Good performance continues.



CEMEX IMPACT IN THE UK

Congratulations to Stephanie Pollabauer 4th floor Rugby, winner of the inaugural CEMEX UK impact prize! She suggested making bags from old clothes or nets to reduce your impact on the environment and wins a bee hotel for her garden.

An impact board was put up in Rugby HQ; it highlights sustainability facts about CEMEX in 2018 and some of the reasons why we all need to do our bit to reduce our negative impact on the environment.

Employees were asked to put ideas for how they were going to be more environmentally friendly on the board. This is just the beginning of the impact team's activities so look out for more in the future. The team is a collaboration between the Sustainability, Public Affairs, Corporate Social Responsibility and Communications departments.

LITTLE MIX RAISES MONEY FOR THE BLUEBELL HOSPICE



Our Yorkshire and Humberside soapbox racing team recently had a great weekend supporting the Bluebell Wood Children's Hospice.

John Parker, Area Manager, takes up the story: "Little Mix, our trusty soapbox car, did CEMEX proud as she managed two runs to a delighted crowd of onlookers and supporters. No trophies this year but with several modifications we will see what next year brings. Many thanks to Gordon for building Little Mix and Mark "Wreck it Ralph" for being the brave driver!

Many thanks to Dom, Miranda, James and James for helping organise the event. It has smashed its fundraising target of £5,000, with donations still flooding in from Readymix and Aggregate customers, as well as employees, families, friends and the Rightmix guys.



CHARITY FOOTBALL MATCH HITS THE TARGET

After hearing about all the good work CEMEX has done for Bluebell Wood, Rightmix recently approached us about playing a charity football match in aid of the hospice. Naturally, we agreed!

The game took place at the New York stadium at Rotherham and was a highly competitive affair, with Rightmix eventually taking a hard fought victory.

We've received great feedback from Bluebell Wood and everyone who was involved in yet another fantastic customer/charity event. The Yorkshire and Humberside team enjoy them immensely, bringing customers, CEMEX staff, families and communities together the CEMEX way!

Since 2014 we have raised over £25,000 for this great charity. Thanks to all involved.



FESTIVAL ON THE CLOSE A HUGE SUCCESS

The Festival on the Close took place in the last week of June and was a huge success. Professionally run and backed by an A-list of engaged and fully supportive patrons including Dame Judi Dench and Anthony Horowitz, the festival turned the stunning grounds of Rugby School into a buzzing hub of creativity and culture. With five days of pulsating music, dance, comedy and drama, there was something for everyone, attracting audiences from Rugby town as well as from across the region and beyond.

The Festival on the Close 2019 featured hundreds of free creative workshops open to local schools. Unique, once in a lifetime experiences - working with professional artists - lie at the heart of the festival and made this one of the most ambitious and exciting educational arts festivals in the country.

The 2019 festival pledged to raise funds and awareness for Cancer Research UK. Working directly with the charity, everyone who supported the event will be helping to beat cancer sooner, thus far having raised almost £20,000.



WELL DONE TO THE DONCASTER RUNNERS...

Well done to the Doncaster Half Marathon team who have currently raised just over £3,000 (+ gift aid) for the Stroke Association.

They all managed to complete the run with times ranging from 1 hour 52 minutes to 2 hours and 13 minutes! The team are still taking donations and are aiming to reach £4,000.

Matt Crowder and his family were very grateful for their efforts and he continues to improve from his stroke on a daily basis.

Although this was a tough challenge both mentally and physically for them to complete the training and run, it is not comparable to what Matt and his family are going through every day as he tries to get back to full health.

If anyone would like to sponsor the link is: <https://www.justgiving.com/fundraising/strokeassociation-mc>

From left to right on photo - Dave Duszczak, Jon Godley, Phil Hutchinson, James Playford, Brett Scott and Tom Mason.

LONDON TO PARIS BIKE RIDE



Huge congratulations to the CEMEX UK cycling team for completing their epic ride from London to Paris, raising almost £5,000 for The Stroke Association in the process.

The team met in London city centre on a Saturday morning and began their journey to Paris. The route took them through Brighton, Dieppe, Gournay-en-Bray and Rungis, before arriving in Paris late on Monday!

They chose to ride in aid of the Stroke Association for colleague Matt Crowder (Paving Solutions),

who suffered a stroke earlier this year, to show their support for him and his family as he embarks on the long road of recovery.

The L2P riders include: Rebecca Wright, Legal; Colin Jones, Security; Emma Wright, Legal; Rob Greenfield, HR Planning & Development; Naomi Read, Raw Materials; Andrew Bucknall, Procurement; and James Fairclough, Marketing.

Donations can be made on their JustGiving site: www.justgiving.com/cemexbikeride

OPERATION LEND A HAND

The Legal team recently spent the day at the Bradby Youth Club in Rugby, helping to spruce up the building in anticipation of their 100 year celebrations later this year.

They painted two of their community rooms, providing a good start for the future works. Emma Wright commented: "We had a great day, however, I think it's safe to say none of us will be giving up the day job just yet!"



RUGBY CEMENT PLANT FAMILY FUN DAY



On Friday 21st June, the UK Cement team held a family fun day for employees at Rugby Junior Football Club. This was an opportunity for those who work both at the plant and at CEMEX House to spend some time together with colleagues and their families in a relaxed, social environment.

There were lots of activities on offer to enjoy, including face painting, a football shootout, bouncy inflatables for all ages, wrecking ball, rodeo bull, air hockey table, tug of war, pinata and horse derby - with plenty of food and drink too! Children were also encouraged to make a painted handprint, which will be used to make a mural at the Rugby Cement Plant. This will remind those who work there about the importance of keeping Health and Safety as our number one priority - so we can all go home to our families at the end of each working day.

UK SITES TEEMING WITH WILDLIFE



As part of its dedication to conserving and enhancing biodiversity CEMEX UK Materials has worked with its employees to complete wildlife surveys at 23 of its quarries.

The results show 13 sites recorded more than 100 species each, including wildflowers, butterflies, rare birds and protected mammals.

Cambusmore quarry in northern Scotland was the most diverse of all sites surveyed, with 200 species recorded. This included 15 Red List birds, 6 protected mammals and 66 flowering plants.

Raynes quarry in north Wales was the most improved site, with 87 different varieties of flowering plant spotted in its new flower meadow. There are plans to use goats to graze the meadow as a natural method of scrub control.

The aim is to expand the survey to cover all 35 UK quarries. This monitoring helps to develop the Biodiversity Action Plans at each site.

Sean Cassidy, Regional Environmental Manager for Sustainability, commented: "Encouraging biodiversity across all our business locations is a priority for us. It's a great opportunity to encourage our teams to get involved and appreciate the wildlife for themselves. We are excited to see what this year's survey finds!"



NEW! EMPLOYEE DISCOUNT SCHEME

Looking to build an extension or revive your driveway?
Now you can quickly and easily order CEMEX products for your home renovation projects, at a fantastic discount.

What's available?

Aggregates

Standard local materials available at a discounted price
(plus haulage and VAT)



Readymix concrete,

screed and mortar at discounted prices
(plus haulage and VAT)



Specialist products
also available
contact the order team
for more details.

Discounts only available to employees and immediate family. Annual limits apply.

Terms and conditions apply.
For further information, see Sharepoint
or www.cemexlifestyle.co.uk



HOW TO BUY:

Call the dedicated order line: **01788 517576**
Or visit: cemex.sharepoint.com/sites/UKInternalConcreteOrders

LONG SERVICE AWARDS

50 YEARS

Mike Thomas, completed 50 years service on 23rd June (1969-2019). Wow!

Mike is part of the Wickwar Quarry Excavation team. During his time it's estimated Mike will have hauled, c15M/tons of rock to the Primary Crusher!



15 YEARS

Kevin Davis, Materials Technician

Ian Thomas, Asphalt Operative at Wickwar Coting Plant

Gareth (Gus) Jones, based at Halkyn Quarry

Christopher Breeze, based at Halkyn Quarry

Gilbert Morgan, Technical Manager

Carl Raven, Technical Manager



RETIREMENT

Matt Moore is retiring from his role as Plant and Field Technician at the Technical and Yorkshire team after close to 49 years of service. Matthew has been an important and proactive part of the team in Sheffield and his commitment and knowledge will be missed. Very best wishes in your retirement!



Jim Espin worked at the Ferriby site for just over 31 years in the Maintenance Department as a Fitter. He is pictured here (directly behind an old colleague who is seated) alongside both past and present colleagues at a retirement party held for him in Barton.

Colin McAlpin recently retired from South Ferriby as a Maintenance Fitter. Colin worked at Ferriby for the past 12 years and is well known for his love of the stock market. We all wish Colin well in his retirement and hope he gave some good investment tips before he left!

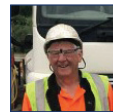


Jim Rust has retired after 49 years with the business. Jim started as a Batchier at Great Waltham. He then managed our MiniCrete business and spent time as a Relief Batchier/Driver before joining the Technical Department in 1990. Best wishes to Jim and family!

Robin Heath has taken early retirement due to poor health. Robin has worked at Ferriby for over 42 years. He started on the works, but the majority of his working life has been spent up at the quarry. We would all like to wish Robin the very best with his health.



Mick Walker, one of the IHCs at York, retired at the end of June after a career spanning 50 years. Mick will be swapping his concrete mixer for a milk float where he will help out for a couple of mornings to keep busy. Mick will be missed by the Yorkshire team and customers. Good luck Mick and enjoy your retirement!



Chris Lawes has retired from her current role of PA to Chris Leese. Chris, has been with the company for 46 years and we believe she is the longest serving woman in the company. She commented: "It's been a hectic 45+ years, and I don't really know where the time has gone – I've met and worked with lots of great people, and would like to take this opportunity to wish everyone well for the future."

40 YEARS

Ian Fleming, from CEMEX Marine. Ian has worked on many of our ships over the years: Sand Lark, Sand Serin, Sand Gull, Sand Tern, Sand Skewer, Sand Swan, Sand Weaver, Sand Harrier, Sand Fulmar, Sand Falcon and now the Sand Heron.



Graham Osman, Senior Negotiator/ Marine Procurement Officer, CEMEX Marine. Graham started his employment in 1979, aged 16, straight from school as a Weighbridge Clerk in the local quarry on a massive 80 pence per hour!



Ernie Coleman, Batchier at our Brighton Plant. Ernie originally trained as a butcher but found himself in need of work in 1979 so joined RMC as a temporary worker. We wonder whether he thought he was applying for a butcher's job but accidentally became a 'Batchier'!



George Atherton is based at our Rugby office as part of the National Admin team and works with the Aggregates and Asphalt teams. Well done George!



Phil Bentley, Night Shift Asphalt Operative from Dove Holes quarry. Phil started as a Sales Office Junior at Eldon Hill Quarry aged just 17. He and a friend were picked up by the works bus for their interviews as neither could drive. Fortunately, Phil got the job and the rest is history!!



Colin Callaby, Relief Plant Manager in East Anglia. Colin has been involved in numerous projects throughout his career including RAF Marham, Kings Lynn Papermill and Lee Tunnel, to name just a few.



Paul Clarke, Regional Logistics Engineer. Paul says: "I have really enjoyed my time over the 40 years in various roles and in all parts of the country. Hopefully I will be around for a few more years yet, as I still enjoy the day to challenges the business brings."



25 YEARS

Stephen Musztacs, Plant Manager at Newton Aycliffe

Mark Wilkin, Plant Manager at Colchester Readymix Plant

Dean Edwards, Plant Manager at Nottingham Asphalt Plant

Keith Smith, Cement Mill/Coal Mill Operator at Ferriby

Rodney Thurgill, AQM at Holt Quarry



WELCOME TO THE DRIVER APPRENTICE CLASS OF 2019...

The latest group of nine Logistics Driver Apprentices have had their introduction to CEMEX – with an onboarding event in Rugby. Their induction day covered an insight into CEMEX, our UK business, the Apprentice programme overview and our passion for Health and Safety.

Carl Milton, Regional Logistics Manager, commented: "It was great to introduce this year's Driver Apprentices to CEMEX. This is the fifth group to be welcomed to our industry leading scheme. It's a great way of introducing new talent to the company and rewarding to see two former Apprentices participating this year as mentors to the new entrants."



...AND WELL DONE TO THE CLASS OF 2018!

The Logistics team was also proud to see the graduation of the 2018/2019 Apprentices, who have successfully completed their nationally accredited course and LGV driving qualifications.

Emma Dzyga, Shane Spencer, Jennifer Gregory, Robin Greenaway, Daniel Angrave, Declan Morland, Nathan Adams, Jack White, Dan Edwards, Adam Roe and Nigel Cage are now qualified to drive our fleet Cement Tankers and Aggregate Tippers, and have moved to full time driver roles at their sites.



WHO DO YOU WANT TO NOMINATE?

Anyone can nominate a colleague or team for a Thanks For Your Effort Award. When an individual/team demonstrates one or more of our values they may be nominated for recognition. Monthly winners are recognised in UK News and receive store vouchers to the combined value of £100.

Simply fill in a form from the UK News

website: www.cemexuknews.co.uk/thanksforyoureffort

or contact Rob Greenfield Tel: 07887836312 or Email: rob.greenfield@cemex.com

BEST FOR EVERYONE... ACT WITH INTEGRITY

Code of Ethics Awareness sessions have been taking place across the UK in recent months, with all attendees agreeing to our new Act with Integrity policy. Thanks to all the teams that have signed up so far.

Watch out for a session coming to you via your Line Manager soon.



Laurence Dagley's Management Team

POROFOAM TEAM YOU ARE AMAZING...

The Thanks For Your Effort winners for May are the Porofoam team of Technicians! The team is made up of Kevin Davis, Dave Wetherill, Mike Jaye and Dean Timlin.

The team have gone above and beyond to promote and produce Porofoam at plants all over the UK, including early mornings and staying away from home to deliver for our customers.

An example of the team's commitment was after completing a supply of Porofoam 450



to a customer, the team had packed up and were on with their journey home when the customer came back on for a late additional 2m3. The guys turned the van around, established the equipment and helped get the Porofoam to the customer, who subsequently came back on for other supplies. All of this was done outside the normal role of a Laboratory Technician but enthusiastically undertaken by the guys for the good of the business.