

WELCOME!

We recently welcomed the appointments of two key senior figures within our organisation. The first saw Jaime Muguiro take up a new post as our Global CEO, while the second saw the appointment of José Antonio as our new EMEA President. These appointments come following the decision of our previous CEO, Fernando Gonzalez, to retire after a decade in the role, and over 35 years in total with Cemex.



A word from...

Andy Spencer
EMEA Vice President
for Sustainability and
Corporate Affairs

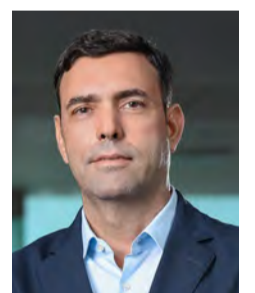
I am delighted to introduce our Summer 2025 edition of CemExpress on the back of a number of significant changes to personnel across key senior leadership positions in our business. Most notably, the introduction of Jaime Muguiro, who takes up the position of our Global CEO following Fernando Gonzalez's well-earned retirement.

Jaime joined Cemex in 1996 and previously led Cemex's operations in Egypt, South America, Central America and the Caribbean region, prior to his most recent post as CEO of Cemex USA. I'm sure you'll all join me in welcoming Jaime to his new role and will continue your unwavering commitment to our key focus areas of health and safety and operational excellence, as well as demonstrating the teamwork and togetherness that are so crucial to our business.

We are also delighted to introduce José Antonio as our new President for the EMEA region. José Antonio started his journey with Cemex in 2000 in his native Spain, and has since held senior leadership positions in Egypt and as CEO of Cemex's operations in the Dominican Republic. We have recently hosted visits from José Antonio to our Rugby Cement Plant, Dove Holes Quarry and Binley Head Office, and it has been great to see him displaying such a keen interest in our UK operations as we move into this new leadership era.



Jaime Muguiro



José Antonio

We have also experienced a period of significant political change in recent times with elections in the UK, USA, Mexico, France and Germany all taking place within a 12-month window. Here in the UK, we continue to support the UK Government's wider growth ambitions across sectors such as housebuilding, construction, clean energy and infrastructure. Following a positive start to the year, we remain cautiously optimistic that we will see an upturn in volumes and sales as we benefit from a period of greater political and economic stability.

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Upon his recent appointment, new Global CEO Jaime Muguiro commented: "Cemex is at a pivotal inflection point. Having successfully met our deleveraging objectives and substantially rebalanced our geographic portfolio, we are now well-positioned to transition from financial stabilisation to sustained growth. Our strategic focus will be on expanding in the United States, enhancing shareholder value, and continuing to create long-term, positive impact for all our stakeholders. As CEO, my initial areas of focus are clear; strengthening operational excellence, becoming more agile and efficient, and ensuring we are creating more value for investors, customers, and employees alike."

Earlier this year, we welcomed new EMEA President José Antonio to the UK, where he visited our Rugby Cement Plant and met with teams from Aggregates, Asphalt, Dry Silo Mortar, and Concrete Products at Dove Holes Quarry. Commenting on his visits José Antonio said: "I was delighted to take the opportunity to visit Rugby Cement Plant and Dove Holes Quarry as part of

my recent visit to the UK, ahead of taking up the position of President for Cemex's EMEA region. It was fantastic to meet so many knowledgeable and dedicated people across our teams and I'm excited to work with you all to build upon the excellent work you have already done across the UK and wider EMEA region. I was particularly pleased to see the focus on safety across our sites, as well the work that is taking place to make us a more sustainable and competitive business. These achievements have often come against the backdrop of a challenging external environment in recent times and the resilience you have shown is one that will place us in a great position to capitalise on future growth opportunities as they arise."

We've included a selection of photos from these visits showing José Antonio interacting with colleagues from across our UK business and learning more about how our teams are contributing to key areas of focus across safety, profitability, sustainability and customer experience.





Health and safety update

by Andy Taylor
UK Health & Safety Director



It's always a concern whenever anyone suffers an injury at work, because it not only affects them but also those around them. While there is always more we can do to deliver on our Zero4Life injury free commitment, it has been encouraging to see the frequency of our most serious injuries halve since last autumn, down from a rolling 12-month total of 15 to just seven at the end of April.

This reduction in injuries is reflected in several significant injury free performance records so far this year:

Materials London 17 years
Supply Chain Building Products 16 years
Asphalt West 11 years
Materials North East 8 years
UK Readymix 3 years
Materials Midlands 3 years
Materials South Coast 3 years
UK Aggregates 2 years
Materials North West 2 years
UK Supply Chain 1 year
Supply Chain Cement 1 year

Our health and safety performance was also celebrated in the MPA Health and Safety Awards, where over 40 areas of the business were recognised. This includes the team in Readymix Midlands, who won the Maintenance and Housekeeping Sector Award.

With improving performance, there is a real risk that complacency could set in. It's as important now as at any other time that we continue to prioritise health and safety, ensuring that we always follow the Safety Essentials, STOP & THINK (Take 5) before starting new tasks and STEP IN (Take 5 Together) if we see anyone at risk of injury. It was pleasing to see our focus on Wellbeing, guided by the Wellbeing Strategy Group, also recognised in the MPA Health and Safety Awards. We received a special award for our efforts to raise awareness of women's health, particularly in relation to menopause and our support for the charity Hey Girls, which aims to eradicate period poverty.

We continue to raise awareness of a diverse range of wellbeing topics, with promotion of Time to Talk Week and the importance of gut health, sleep and diabetes featuring already this year. We are looking forward to our 'Wellness Week', starting on the 14th July, with the promotion of daily activities and events to encourage us all to remain active. A steering group composed of representatives from the Diversity, Equity and Inclusion Committee, HR and the Wellbeing Strategy Group are undergoing training to help formulate how we support and promote neurodiversity across the business. We are making good progress against our 2025 Health and Safety Plan:

Leadership: Effective Visible Felt Leadership (VFL) relies on understanding what is working well and challenges teams and individuals may be facing. We are looking

forward to piloting new leadership training which reinforces the importance of open discussions and trust in our VFL interactions.

Working at heights: Thanks to the diligence of our operational teams, the Working at Height Audits last year identified over 150 improvement opportunities. It's encouraging that half of the resulting actions have been completed. Teams are encouraged to close out the remaining actions before the end of the year.

Site improvements / 5S: Our focus on 5S has delivered many examples of visible improvements across our operations, enhancing efficiency and safety. Local teams should have specific 5S improvement plans in place, with regular progress updates. A specific challenge we have seen relates to sustaining improvements and, with this in mind, it is important that regular auditing of standards is established.

Contractor management: Our efforts to support contractor safety by leading the roll out of the industry MP Connect competency database have been rewarded with a significant reduction in injuries, with contractor lost time injuries down from an average of 4-5 a year to zero in 2024. There are 30,000 contract drivers and over 11,000 on-site contract personnel now in the system, and the team at MP Connect are now available to carry out contract company accreditation. The benefits of the system have been evident in terms of driver safety, where we have been able to lead the roll out of a generic online industry induction to over 12,000 drivers and the Zero4Life Today for Drivers training to 2,500 people. Operational teams are asked to make full use of MP Connect, mandating it for all relevant contractors.

Looking ahead

Advances in technology offer significant opportunities to enhance health and safety. We are excited to be involved in the trials of AI camera systems at Rugby Cement Plant to encourage and embed safe behaviours. We are also looking forward to launching the optional digital Permit to Work.

In summary, it has been great to see everyone's health and safety efforts rewarded with fewer injuries and to have had the opportunity to advance our focus on wellbeing. However, it takes hard work and dedication to deliver on our Zero4Life, injury free commitment, so please continue to put your safety and the safety of your colleagues first.

World Day for Safety and Health at Work – around the UK



Across our UK plants, colleagues took part in a range of activities to mark World Day for Safety and Health at Work.

Many sites held awareness sessions on using Automated External Defibrillators (AEDs) – life-saving devices that deliver a high-energy shock to someone in cardiac arrest. At the National Technical Centre, First Aider Michael Jaye led an engaging session on using AEDs and performing CPR. Similarly, our Marine business, including crews on the Sand Falcon and Cemex Go Innovation dredgers, took part in AED demonstrations using dummy bodies.

In Yorkshire, the Readymix team conducted safety discussions and comprehensive site walkarounds involving plant, sales, technical staff, and drivers. They also highlighted the recent installation of AEDs across all plants, educating staff on their locations, usage, and maintenance.

At Head Office in Binley, the Health and Safety Committee welcomed Darrell Collins and James Ward from the Rugby Cement Plant Logistics team, who brought along a Class 1 Cement tanker. Over five sessions, around 80 colleagues learned about the vehicle's safety features for protecting vulnerable road users. A highlight was the chance to sit in the driver's seat to experience the blind spots firsthand—many were surprised to learn that a driver can't see at least two metres in

front of the truck! Meanwhile, at our Rugby Cement Plant, over 300 colleagues and contractors currently involved in the plant's six-week maintenance shutdown joined a day of impactful health, safety and wellbeing activities. Day shift workers enjoyed a free lunch while hearing from a local Prostate Cancer Support Group, who shared information on PSA testing and prostate health. Mental health was also a key theme, with details about Andy's Man Club and its weekly support groups promoting their 'It's OK To Talk' campaign. Cement Plant Supervisors also hosted AED awareness sessions and promoted the work of the OurJay Foundation, which champions 24/7 public access to AEDs. The site is funding a new defibrillator at its main gate for public use. They also led a stand-down to gather improvement ideas, reinforcing the message that even small changes can make a big difference. The same activities were mirrored for the night shift, and Regional Health & Safety Manager, Mary-Ann Macinnes Collins, said: "We have had such a phenomenal day here at the Cement Plant. We've had so many positive conversations about prostate cancer, mental health and raised awareness about using our site's defibrillators. Thanks to everyone at the plant for taking part in these potentially life saving conversations."

Revolutionising road safety in the UK

The latest generation of Cemex's new DAF XD trucks is setting the benchmark in road safety, offering a suite of advanced features designed to protect drivers, co-drivers, and other road users.

Unmatched visibility and ergonomics

One of the standout features of the new DAF XD is its exceptional direct and indirect visibility. The cab is positioned 17 cm lower than previous models, providing a larger windscreen and lower belt lines for an unobstructed view of the road. The optional Kerb View Window and foldable co-driver's seat further enhance visibility, allowing drivers to see pedestrians and cyclists more clearly.

Advanced driver assistance systems

The DAF XD comes equipped with a comprehensive suite of Advanced Driver Assistance Systems (ADAS), including the latest generation Advanced Emergency Braking System, Lane Departure Warning System, and Speed Limit Recognition. These systems work together to prevent accidents by warning drivers of potential hazards and assisting with safe manoeuvring.

Innovative camera systems

Replacing traditional mirrors, the DAF Digital Vision System and Corner View, provide superior indirect views through high-mounted cameras. These systems offer features like auto panning and extra-wide-angle views, ensuring drivers

have a clear understanding of their surroundings, even in challenging urban environments.

Enhanced safety features

The new DAF XD also includes smart active safety features such as Brake Assist, Emergency Brake Lights, and DAF Turn Assist. Additionally, the truck is equipped with a robust cab structure and class-leading ergonomics, ensuring maximum protection and comfort for drivers.





Celebrating 16 years LTI free at Kensworth Quarry

Congratulations to the Kensworth Quarry team, which recently celebrated 16 years with ZERO LTIs.

Commenting on this significant milestone, Philip Baynes Clarke, Director UK Cement Operations & Technology, said: "Congratulations to everyone for achieving this fantastic milestone. It is a true testament to your commitment, vigilance, and dedication to each other's safety. Your "Zero for Life" mindset clearly is not just a slogan - it is a way of working that each of you follows every day. I would also like to acknowledge the great collaboration with Chunnel, which has no doubt played a big role in this success, working as one team." Over 50% of the team has worked at Kensworth during the past 16 years. In this time they have extracted and processed approximately 27 million tons of chalk to create chalk slurry and pumped 13 billion litres over 92 kilometres to Rugby Cement Plant, passing under the M1 twice on its journey. They have carried out 16 major outages with



associated maintenance, and completed over two million working hours of maintenance, production and quarrying activities.

Well done to the whole team. LTI milestones demonstrate that ZERO is possible, especially in challenging environments and working processes. With the right level of focus and attention to health and safety, our Zero4Life objective can be met and sustained.

Cemex supplies mortar to Hackney Wick's Fish Island development

Cemex's high quality mortar solution was integral to the dramatic transformation of the Fish Island Village development in Hackney Wick, London, which is a community-centric collaboration between Peabody, The Hill Group and architects Haworth Tomkins, Pitman Tozer and Lyndon Goode.

Incorporating Neptune Wharf, a vibrant collection of homes, commercial units and workspaces over a 2.23-hectare site, the multi-faceted mid-rise development encompasses 17 mixed-use buildings arranged in three contemporary styled clusters. Bringing together 588 mixed-tenure homes, (including 25% affordable housing) and 56 commercial units, Fish Island Village fosters a dynamic hub in Hackney Wick where much-needed homes co-exist alongside creative workspaces for entrepreneurial fashion businesses.

Inspired by the area's rich industrial and artistic heritage, the Fish Island Village development embraces a 21st century modern aesthetic using a mix of traditional bricks, blocks and concrete precast panels. Central to the aesthetic vibrancy and contrast of the brickwork is the careful use of mortar, supplied by Cemex.

Mike May, European Sales Manager, Dry & Special Mortar, Cemex, commented: "The Neptune Wharf design demanded an intentional contrast between the brick and mortar. The design team were challenged to find a quality-coloured mortar solution to stand up to the job of creating a striking visual effect - and secondly to ensure a consistent colour supply across an entire scheme. Our



commitment to product consistency and quality, flexible delivery and timely service helped us to secure a positive working relationship at Neptune Wharf and paves the way for future collaborations on exciting new projects."

Mortar is a key component for all building projects, making up to 20% of the final building on display. It is therefore essential to select the right mortar for the job, based on both the visual and technical properties required. Cemex coloured mortars are available in a wide range of shades and colours to enhance the appearance of a project. Ideal for large-scale and smaller builds, bedding roof tiles, and general masonry, Cemex offers a free colour match service to ensure a precision match. All Cemex coloured mortars conform to British and European standards and are factory-produced, ensuring consistency and reliability.

Innovative PorofoamVLR for CVLR

Back in 2021, the Quality & Product Technology team met with Dr. Chris Micallef, Lead Engineering Project Manager for the Coventry Very Light Rail (CVLR), to discuss ideas for an innovative new track slab material. At this point in time, the project was still in its concept stage.

CVLR is a research and development project, which is using the latest automotive expertise in the region to develop an affordable light rail system for Coventry and beyond. Alongside a package of measures, CVLR will provide local residents with a viable alternative to travelling by car, helping to improve air quality and reduce congestion.

Herman Classen, UK Product Development Manager, led Cemex's exciting collaboration in the project by developing a specific solution tailored to meet the project's unique needs. This led to the creation of PorofoamVLR, a specialist product designed with precise density, strength and consistency characteristics to bed the slab tracks. This product is a variation of Porofoam, our range of low-density foamed concretes suitable for voidfill, stabilisation and other lightweight applications. After many trials, PorofoamVLR was officially specified for the project. Its innovative design ensures optimal performance and reliability, making it a crucial component in the project's success.



Significant career milestone for Vicki

Congratulations to Vicki Elliott, National Commercial Manager - Rugby Packed Cement, who earlier this year was honoured to become the first female Cemex employee to be invited to join the Worshipful Company of Builders Merchants. This is a significant achievement and a measure of Vicki's individual contribution to the industry.

Livery companies are ancient trade associations and guilds in the City of London, with roots going back to the 14th century. Traditionally, they were responsible for regulating their respective trades, including controlling wages, apprenticeship, and ensuring quality standards. Today, livery companies continue to play a significant role in the City of London, primarily through their charitable endeavours, educational support, and social networking.

The Worshipful Company of Builders Merchants (WCoBM) is a modern Livery company of the City of London and represents all parts of the industry, working to raise the profile of builders' merchants in the City, highlighting their importance in supplying Britain's building needs. Members include leading figures within builders' merchants, manufacturers, wholesalers, distributors, buying groups, service suppliers and a number of ancillary trades. Vicki proudly became a Freeman of the Company at a grand ceremony at the Cutlers Hall, London on 3rd February. As a Freeman, Vicki now has the opportunity to attend many networking opportunities with other members from builders' merchanting,



which will be extremely beneficial to both Vicki personally and to Cemex UK's Cement business.

Vicki is also now eligible to apply for Freedom of the City of London and is looking forward to this traditional ceremony in the summer. This is one of the oldest surviving traditional ceremonies still in existence today, and is believed to have been first

presented in 1237. The Freedom of the City of London carries several unique privileges, including partaking in various civic events and ceremonies within the city, including parades and functions hosted by the Lord Mayor.

Career background

Vicki started her career at CEMEX in February 2004 as a Sales Administrator in the Concrete Products office at Dove Holes. She has since progressed through various commercial roles, including Area and Regional Sales Manager, Key Account Manager and National Sales Manager in the Concrete Products business until her recent promotion to National Commercial Manager for Rugby Packed Cement in January 2024. All her roles have required Vicki to be a frontline connection between UK Builders Merchants and Cemex.

A TEAM BUILT ON STRENGTH

Meet the full lineup

The Rugby Cement team has transformed its bagged product range of cement and cementitious products with a new line up of redesigned bags. The new bags feature a striking modern design, making the bags recognisable and stand out among competitors. They include clear and simplistic application guidelines on the front, ensuring ease of selection for the right products. Our Vertua® range of Rugby cement bags also include labelling that highlights our commitment to sustainable products.

We think the full line up looks fantastic - we hope you do too!



Wilcox trailers receive Cemex contractor health and safety award

Wilcox has consistently been at the cutting edge of innovation and safety in the trailer manufacturing industry. The company's latest development, a lightweight trailer equipped with extensive safety features, has now been recognised with the Cemex contractor health and safety award for demonstrating dedication to excellence in supporting Cemex's safety standards.

Innovative lightweight design

The new lightweight trailer from Wilcox is designed to provide maximum efficiency without compromising durability. By utilising advanced materials and state-of-the-art design techniques, Wilcox has significantly reduced the overall weight of the trailer. This reduction not only enhances fuel efficiency but also allows for greater payload capacity 29+ tonnes, making it an ideal choice for our operations. The materials used in the construction of these lightweight trailers include high-strength aluminium alloys and composite materials. These materials are chosen for their excellent strength-to-weight ratio, corrosion resistance, and durability, ensuring that the trailers can withstand the rigours of daily use while maintaining their lightweight advantage.

Extensive safety features

Safety has always been a top priority for Wilcox trailers, and their latest model is no exception. The trailer is equipped with a range of safety features designed to protect both cargo and driver. Among these features is an automated



rear door, which ensures secure and efficient loading and unloading, negating the need of manually operating the door by the vehicle driver. This automated system minimises the risk of accidents and injuries, providing peace of mind. The trailers also include the SAF tyre auto inflation system which, in the event of a puncture, will maintain pressure until such time the vehicle can be parked safely to allow a suitable repair to be carried out, the system also allows for pressure adjustment due to heat and operating variations aiding tyre longevity.

Cemex EMEA introduces 'Zero Waste to Landfill Office' programme with Regenera



Cemex is introducing a 'Zero Waste to Landfill Office' programme across EMEA operations as part of our ongoing commitment to sustainable resource use and waste reduction, in line with our Future in Action strategy.

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The Zero Waste to Landfill Office programme forms part of our Regenera business initiative, which officially launched in 2023 to provide circularity solutions, including reception, management, recycling, and coprocessing of waste. From office energy usage to the management of generalised recycling, the programme has started to gain momentum across Cemex and has enabled office-based staff to make valuable contributions at a practical and local level.

Derek O'Donnell, VP for Human Resources for Cemex EMEA, said: "Cemex's Zero Waste to Landfill Office programme is a commitment to our long-term objective of becoming waste-free, through empowering our employees to contribute to the circularity and net-zero

ambitions of the business. Simple actions have started to have a big impact, such as separating office waste to ease reprocessing, eliminating paper coffee cups and paper towels, and minimising printing and copying with the attendant reductions in consumables.

"This builds on the considerable efforts already taking place in our wider operation to ensure sustainable resource use. In the last year alone, we reduced and repurposed 28 million tonnes of waste across our global operations, some of which has been incorporated into alternative fuels used at our cement plants. We are excited to see how the contributions of our office-based teams can improve this further!"

Most recently, Cemex's UK Head Office became the first EMEA facility to become a zero-waste-to-landfill site, following almost three years of reducing waste generation and energy consumption. It was awarded the 'Regenera Seal', which recognises Cemex sites that are zero waste facilities.

Can you give nature a home?

We're excited to invite you to take part in the 2025 Cemex/ RSPB Partnership Competition: "Giving Nature A Home".

Across our Cemex UK sites, whether quarries, plants, wharfs, or offices, many of you have taken fantastic steps to support wildlife and biodiversity, from installing bird feeders and bug hotels to creating reptile refuges and wildflower planters. This new competition is all about celebrating these efforts and encouraging even more ways to give nature a home!

How to enter our new competition

We have some great prizes to be won so we'd love to hear and see how your site is giving nature a home! With a closing date of 30th June 2025, send us your photos from your sites, showing your homes for nature. But you also have lots of time to introduce new homes for nature to your sites, and we've shared some ideas below to help you. Bonus points will be earned by reusing and repurposing materials to create your homes for nature.

How to enter

Send your photo(s) to gb-communicationsandpublicaffairs@cemex.com by 30th June, along with the following information:

- Details of the site and location
- What is your home for nature
- Why did you introduce it on your site
- What you have seen (wildlife activity, changes in biodiversity, etc)



Scan the QR code for full details!



2025 COMPETITION

Giving Nature a Home



Open to All Cemex Sites!

Have you given nature a home at your site?

Summer safety reminder: prepare now to prevent trespass incidents



As the weather warms and school holidays approach, we typically see a rise in trespass incidents across our sites. With this in mind, it's a timely reminder for all site teams to review and reinforce their safety and security measures.

According to the National Fire Chiefs Council, 236 people accidentally died in water related fatalities in 2023. Inland waterways continue to be the leading locations for accidental drowning, accounting for 63% of deaths in locations including rivers, canals, lakes, reservoirs, and quarries. These figures give us a poignant reminder about our responsibility for keeping our sites not only secure but as safe as possible.

Prioritise perimeter protection

One of the key ways to deter unauthorised access is to repair, replace, or renew fencing and signage - especially around site boundaries and high-risk areas such as lagoons. These checks should be proactive, not reactive. Clear, visible, and well-maintained signage can play a vital role in preventing accidents and safeguarding both the public and our teams.

Rescue-ready sites

Ensure that appropriate rescue equipment - such as throw ropes and life rings - is present, accessible, and in good condition. Regular checks can be lifesaving. Likewise, mobile plant and fuel storage must be safely parked and fully secured when not in use.

Build it into your routine

Site security and trespass prevention should form an essential part of your routine inspection scheme. All identified issues, along with any repairs or replacements made, should be recorded and photographed to maintain clear documentation.

Engage and report

Don't forget to reach out to Cemex Security for further support or advice on improving site defences. Any suspected criminal activity or trespass should be reported promptly to the relevant authorities.

Together, by staying vigilant and well-prepared, we can reduce risk and keep everyone safe throughout the summer.



Roadshows are rolling

Lex Russell, MD Materials UK, kicked off his 2025 Materials Roadshows in March and April, starting in Sheffield before moving on to London, Southampton, Wick and Luton.

With more sessions to be planned, so far over 150 people across the five locations have joined Lex. The Roadshows include an update on health, safety and wellbeing, an overview of business performance, employee and customer engagement, Future In Action, plus a look ahead to 2025. Colleagues also have the opportunity to ask Lex any questions they have about our business.

Lex commented: "It's been a real pleasure for me to meet with colleagues from across our Cemex UK business in the south of the UK. It's always an enjoyable experience

to get together with so many people who care passionately about what we do and to celebrate our successes, whilst also focussing on our priorities for the current year.

On a personal level the most important thing for me is getting the opportunity to catch-up with such a large group of employees as I visit sites across the UK. I learn so much about the great achievements being made and the challenges that we face. Thank you to everyone who has participated so far, and I look forward to meeting with more colleagues on the roadshows planned throughout the rest of the year."



Waterway – a more sustainable way

Cemex has released a short film called "**Waterway – a more sustainable way**", highlighting the contribution of its water transportation operations in the movement of essential building and construction materials via both inland waterways and the UK coastline.

Cemex transports its materials and products using a mixture of trucks, trains and water vessels. In total they travel an estimated 60 million kilometres per year – roughly the equivalent of the distance between Earth and Mars.

Mark Grimshaw-Smith, Rail and Sea Manager for Cemex UK, commented: "Our water transport operations play a crucial role in our supply chain network and the movement of large volumes of vital building materials across the country. Our vessels help us to deliver efficiently to customers and reduce the amount of truck journeys that would otherwise be required, all whilst producing less CO2 emissions per journey than either road or rail. We're delighted to be able to showcase exactly how our water transportation efforts have played a critical role supporting our wider business objectives over the past 12 months through this short film."

three sites that showcase the different types of water transportation activities being conducted, including Ryall in Worcestershire, where Cemex uses barges to transport materials three miles down the River Severn. Each barge can carry 170 tonnes of sand and gravel, which would be the equivalent in weight of around 14 double-decker buses.

At Cemex's Dagenham Wharf in East London, its dredging vessels – which operate at permitted sites across the UK coast – can bring in up to 10,000 tonnes of aggregates per visit. Last year, Cemex also transported 50,000 tonnes of aggregate via barge from Dagenham to Fulham – the equivalent of taking 2,750 trucks off the UK road network. Raynes Quarry in North Wales transports around 30% of the limestone it produces via ship to several locations across the UK. These ships can carry up to 3,500 tonnes of aggregate, with the 600-mile journey to Cemex's Dagenham Wharf taking around two and a half days to complete.

Whilst Cemex's waterway operations make a significant contribution to transporting materials in a more sustainable way they also face a very unique set of challenges, with journeys needing to be planned around tide times, water levels and weather conditions, as well as river and port schedules. Dave Hart, Director of Supply Chain for Cemex in the UK and Northern Europe, commented: "We also work very closely with local port authorities and the canal and river trusts to ensure we are compliant with local requirements. It's a complex operation but one that brings great benefits to our business and supports our wider objectives around safety, sustainability and customer experience."

Transporting materials by water is a more sustainable mode of transport for Cemex than road and rail, and produces around 75% less CO2 emissions per journey than transporting the same materials via road. Cemex currently transports around 14% of the aggregates it produces by water, with plans to grow this figure in the future. Cemex has a number of wharfs located around the UK and the type of transport activity they support differs depending on the type of waterway or coastline they are situated upon. The short film shows how Cemex utilises different vessels, ranging from barges and tugboats to small ships and specialised dredgers, to transport materials accordingly. The short film covers



The Journey of a Mineral

Ever wondered what goes into the materials that shape our world?

We're proud to launch "**The Journey of a Mineral**" – a short film that brings to life how the minerals we extract, process, and deliver, contribute to the UK's essential infrastructure: homes, hospitals, schools, transport networks and more. But this journey isn't just

about materials – it's also about responsibility. The film highlights how we work closely with local communities, invest in biodiversity through quarry restoration, and take action on sustainability as we move towards becoming a net-zero business by 2050.



Watch 'The Journey of a Mineral' by scanning the QR code.



Watch 'Waterway - a more sustainable way' by scanning the QR code.



Turning quarries into homes for threatened birds

A 15-year partnership between Cemex and the RSPB is celebrating the restoration of more than 1,750 hectares, (the equivalent of approximately 2,500 football pitches) of priority habitats across more than 50 quarry sites in the UK.

The partnership began in 2009 and was created to improve outcomes for both species and habitats, in particular through restoring quarries once they have reached the end of their working life. These restoration projects now cover over 600 hectares of grasslands; over 177 hectares of woodland; 100 hectares of heathland, and 190 hectares of ponds and open water with more than 100,000 trees planted in the process. In providing much needed habitat for a diverse range of wildlife, the former quarry land is now providing homes for 46 threatened species of bird, including Willow Tit, Twite, Chough and Turtle Doves.



The anniversary was celebrated with a special event at The Lodge, the RSPB's headquarters in Sandy, Bedfordshire, where teams from both organisations reflected on the success of the partnership to date and discussed priorities for the future. With plans to continue the collaboration, it is hoped that learnings from the project can help influence policy and practices to better benefit nature and the response to climate change across the sector. Andy Spencer, Vice President for Sustainability and Corporate Affairs at Cemex, said: "This partnership is a great example of what can be achieved through long term collaboration that fosters a deep level of trust and transparency. It continues to make good business and economic sense, and has delivered positive outcomes for nature and society, with over 1,750 hectares of priority habitat having been restored to date. I'm excited to see what we can achieve together over the next 15 years."

Moving forwards, Cemex will continue to prioritise its partnership with the RSPB to enhance biodiversity, and this forms one of the six pillars of our global Future in Action programme, which sets out the roadmap for Cemex to become a carbon net-zero business by 2050. By incorporating biodiversity considerations from the earliest stages of quarry planning, the partnership is helping to minimise environmental impact and create a positive lasting legacy. The development of a habitat-mapping roadmap is enabling Cemex to measure the current levels of biodiversity at a wide range of sites, to ensure restoration work can be recorded and measured through

the establishment of a series of metrics. This will support Cemex's future biodiversity programme, Nature Positive by 2030, which focuses on baselining biodiversity levels at existing sites and implementing strategies to increase biodiversity on all sites over time. The success of the partnership in the UK has been an important model to also inform conservation efforts elsewhere, including through Birdlife International partners across Europe. Developing partnerships within other European operations, Cemex continues to cement its commitment to enhance biodiversity as responsible stewards of the land it manages.

Beccy Speight, Chief Executive of the RSPB, commented: "Together with Cemex, we've restored habitats, supported threatened bird species, and demonstrated the power of business conservation collaboration within the UK and beyond. As we navigate future challenges and continue in partnership to advocate for industry-wide support of these practices, we're excited to continue our work, towards a shared vision of a thriving natural world for us all to enjoy." Sean Cassidy, Biodiversity Manager across Cemex's European teams, added: "We've seen a real improvement in the quality of our restoration work over the period of the partnership, and this is a direct result of working closely with the RSPB, which brings specialist knowledge, skills and expertise in this area. It's also a result of the dedication of our Site Managers and their teams and our ability to better support them with measuring the effectiveness of this vital work."

Rugby Cement Plant passes key milestone

Rugby Cement Plant recently passed the milestone of one million tonnes of alternative fuel used, thanks to Cemex's partnership with SUEZ recycling and recovery and its industry-leading Malpass farm facility.



The partnership has helped to reduce coal consumption by over 750,000 tonnes at the plant, in addition to downstream carbon emissions savings from supply chain activities that would previously have been associated with shipping and transporting coal to the site. SUEZ works with Cemex to produce an alternative fuel - Climafuel® - to heat the kiln in Rugby. The ash from the heating process is then incorporated into the clinker produced in the kiln, which is the primary ingredient for the cement making process.

During a visit to mark the milestone, Environment Minister, Mary Creagh, was shown how the facility uses household, commercial and industrial waste to produce Climafuel®. SUEZ processes non-recyclable waste at its purpose-built facility in Rugby to produce the sustainable replacement for coal and oil. The facility creates the high-energy fuel from carefully sifted and shredded waste, primarily from local authority waste collections and businesses across the Midlands, which is then used to heat the kiln at the neighbouring Cemex facility.

Dr Adam Read MBE, Chief External Affairs and Sustainability Officer, said: "The waste and resources industry is at the very heart of tackling the climate crisis. Our sector underpins green transitions across a number of industries, including providing a resource for alternative fuels to allow industries such as the construction industry to become more circular. "We have been working in partnership with Cemex since 2013 and it's fantastic to see such a milestone achieved as the UK looks to decarbonise as one of the ways to cut its global emissions. It is a real win-win for both our customer and the environment." The use of Climafuel® not only supports the transition away from fossil fuels and provides a reliable source of energy, but also provides customers with a long-term

sustainable solution for their waste materials. Environment Minister, Mary Creagh, said: "We know far too many of our precious resources are going to waste and that we need bold, innovative approaches to maximise their value. "This government is committed to cutting waste and moving to a circular economy so that we keep resources in use for longer, accelerate the path to net zero, and increase investment in critical infrastructure and green jobs.

"Where waste cannot be avoided, it is essential to explore what other benefits it can provide - such as in energy generation. That's why I was delighted to visit SUEZ's Malpass Farm facility today as they celebrated their significant milestone, providing a shining example of partnership working in action." Phil Baynes-Clarke, Director of Cement Operations for Cemex UK, said: "Our global Future in Action programme underscores our commitment to achieving carbon net zero by 2050. Our partnership with SUEZ has been instrumental in significantly reducing carbon emissions at our Rugby Cement Plant.

"Since 2013, we have collaborated closely with SUEZ to produce Climafuel®, a waste-derived, non-fossil-based alternative fuel used to heat the kiln in the cement-making process. This partnership is a great example of how the cement and waste management industries can work together to deliver circularity solutions that cut carbon emissions and divert waste from landfills. "Over the past decade, Climafuel® usage has steadily increased at our Rugby Cement Plant. Our ultimate goal is to operate the kiln with 100% alternative fuels, and we are getting close to this target. Through ongoing innovation, we are determined to continue decarbonising our operations and advancing towards our goal of carbon neutrality."



Let's celebrate nature

Do you love taking photos? Why not enter our EMEA Wildlife Photography Competition, open to all EMEA employees.

Cemex is committed to protecting biodiversity, and this competition aims to highlight the incredible wildlife at our sites. Submit your best nature photos, with descriptions and contact details to sean.cassidy@cemex.com by 5th September 2025. An independent panel will judge the entries and winning photos will be

showcased and awarded "Nature books" from El Carmen reserve, now marking its 25th anniversary. For more information, contact your local Sustainability team.

Let's celebrate nature as we work towards being Nature Positive by 2030.





Cemex reports record first quarter net income

Cemex recently reported its first-quarter results as new CEO Jaime Muguero outlined his vision for the company to the financial community for the first time. As Cemex enters a new era of sustainable and profitable growth, Jaime's focus lies on achieving operational excellence, increasing free cash flow and enhancing shareholder returns. The company's growth strategy remains focused on accretive small to mid-size acquisitions in the U.S., with full commitment to disciplined capital allocation.



For the quarter, Cemex achieved a record net income of US\$734 million. Net sales stood at US\$3.6 billion, driven by higher consolidated prices, partially offsetting the effect from lower volumes in Mexico. Earnings before interest, taxes, depreciation, and amortisation (EBITDA) reached US\$601 million, in line with expectations underlying full year 2025 EBITDA guidance, which remained unchanged. Free cash flow from operations reflected typical seasonal working capital trends in the quarter. EBITDA margin was supported by stronger

pricing and reduced energy and freight costs, which helped offset lower volumes and weather-related maintenance activity.

"I am committed to providing the highest possible returns to our shareholders by being the best partner to our customers, having a laser-like focus on operational efficiency, and following a disciplined capital allocation strategy," said Jaime Muguero. "I am confident we have the right management team to accomplish this."

Cemex UK opens sand and gravel quarry in Surrey



Cemex has secured the ongoing supply of aggregates to the London market by opening a new sand and gravel quarry in Shepperton, North Surrey.

It is anticipated that around 1.2 million tonnes will be excavated from this site over up to five years, with a further year to complete restoration of the land back to agricultural use. Aggregates from the Shepperton Quarry will supply key infrastructure projects in the West London area, alongside nearby readymix plants and other local requirements.

Wayne Strevens, Aggregates Operations Manager for Cemex UK, commented: "The opening of this new quarry is crucial to ensure we can continue to supply the important London market. Sand and gravel reserves in

this area are becoming harder and harder to secure. "For this reason, we are extremely excited to open our new Shepperton Quarry following a significant investment into a new on-site processing plant. Shepperton will play a vital role in the future of our capital's infrastructure development, ensuring that we can meet the growing demands of the city with a reliable supply of high-quality aggregates." Cemex R&D, Innovation and Business Development projects are part of the global R&D collaboration network, headed by CEMEX Research Centres, based in Switzerland.

Expanding capacity and enhancing sustainability in the Midlands



Cemex's Berkswell Quarry supplies a diverse range of aggregates for various construction projects across Coventry and the wider Warwickshire region. In a significant development, the quarry has recently secured an additional 1.8 million tonnes of permitted

void space. This expansion, following an application submitted to the Environment Agency in 2022, allows the site to continue its operations for many more years. The increased capacity not only extends the quarry's operational life but also enables the site's approved restoration scheme to continue as planned. This includes a mix of agricultural land and conservation areas, such as broadleaf woodland.

The additional void space at Berkswell Quarry also facilitates the continued promotion of a circular economy within the Midlands market. Being classified as a Regenera site, the quarry supports the recycling and reuse of construction and demolition waste, reducing the need for new raw materials and minimising environmental impact.

Cemex UK announces new Swindon dry mortar and sprayed concrete facility

Cemex has announced plans for a new plant in Swindon Wiltshire, opening in the latter part of 2025, and dedicated to lower carbon dry mortar and sprayed concrete production.

As part of Cemex's Urbanisation Solutions portfolio, the new facility will enable Cemex UK's Mortar business to increase production capacity in the South East and South West to become a national supplier of both dry mortar and sprayed concrete. The new facility at Swindon will produce Cemex's Vertua lower carbon mortar, which embodies 30% less carbon than industry standard products. The carbon saving has been achieved by incorporating Cemex's high performance CEM II A-L 52.5N Vertua™ cement alongside new admixture technology, plus an enhanced production process with a more efficient drying system.



nice problem for us to have and Swindon offers us the solution. The new Wiltshire plant is strategically located and will enable us to increase capacity and penetrate new regional markets, while expanding existing markets. Additionally, it provides a surety of cement supply plus good aggregate reserves from the local area. The UK team is looking forward to an exciting 2025 serving our existing customer base and welcoming more to Wiltshire to experience our new 'Experts In Mortar' service offerings."

Building work for the new facility has begun and the site is planned to be operational during the second half of 2025. The plant will include a state-of-the-art drying process which has been specially developed to reduce heat, and significantly save fuel. Supplies into the new plant will now be received in a new under-cover storage area, which will enable additional shelter and protection from wet weather conditions.

Mike May, European Sales Manager, Dry & Special mortar, commented: "We have seen our Mortars business grow from strength to strength in recent years, with demand reaching capacity for dry mortar and sprayed concrete at Dove Holes in Derbyshire and at our dry mortar plant in Braintree, Essex. It is a

From 'pop-up' to 'top-up'

Cemex and DB Cargo are celebrating the millionth tonne of aggregates supplied to their Warrington rail depot, since it opened in mid-2016 .

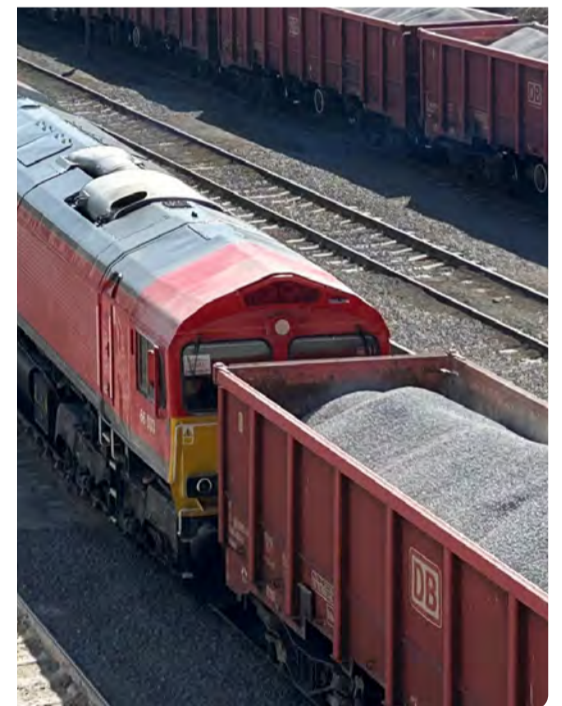
The location was initially thought of as a temporary site, but it has now become firmly established as a core rail depot in Cemex's UK network, supplying vital building materials to support the growth of housing, construction and infrastructure projects across Greater Manchester, Merseyside and Lancashire.

The depot has often been described as a 'pop-up' depot due its original installation taking a matter of weeks, using land adjacent to the West Coast Mainline with a readymade weighbridge and office. The site is supplied by rail from Cemex's Dove Holes Quarry, and is an example of how industry can support wider ambitions for the growth of rail freight through connecting potentially challenging sites and locations to the mainline.

Existing market demand across the region provided the catalyst for Cemex and DB Cargo to seek innovative solutions to support the movement and distribution of materials, whilst easing congestion on the UK's road network by reducing the number of truck journeys required. Each delivery by rail can carry up to 2,000 tonnes of construction materials in comparison to a HGV vehicle, which is only able to carry around 18-30 tonnes per journey. Last year Cemex ran over 2,000 rail freight trains, the equivalent of taking around 1,500 truck journeys off UK roads.

Mark Grimshaw-Smith, Cemex UK'S Rail and Sea Manager, commented: "This is a fantastic achievement for everyone involved. The Warrington depot is a great success story in the growth of our rail freight operations at Cemex. It serves an important developing market with essential building materials and is an example of how industry can overcome challenges around space, logistics and connectivity to the mainline, when installing new freight hubs as part of their existing supply chain network."

Cemex currently moves around 20% of its aggregates in the UK by rail and around 55% of the materials out of its Dove Holes Quarry



are transported by rail, with plans to grow this figure in order to meet future demand for building and construction materials across the UK. The partnership between Cemex and DB Cargo demonstrates a continued commitment to rail as a safe, effective and more sustainable mode of transport. DB Cargo provides a complete end-to-end haulage service for the movement of materials from Dove Holes Quarry to the Warrington rail depot, including loading shovel, grab offload and weighbridge facilities, all whilst prioritising local safety processes in accordance with Cemex's global rail safety standards.

Mandy Atherton, Contract Delivery Manager for National Terminals at DB Cargo, commented: "The rail terminal at Warrington demonstrates how rail transportation is becoming more flexible and innovative in its ability to meet the demands of its customers and end-users. We have been delighted to work with Cemex on this project as it has grown from a temporary pop-up depot into a significant contributor to the region it serves."



Celebrating inspiring women across Cemex

As part of our International Women's Day celebrations back in March, we launched the Women at Cemex EMEA Awards, allowing you to nominate female colleagues who make such a positive impact on our business.



There were five award categories for which you could nominate a colleague and after a fantastic response from across our EMEA region, we are now able to reveal the UK Winners of the Women at Cemex Awards 2025:

Lifetime Legacy

Outstanding leadership and a lasting impact: **Clare Pickering, Sharon Baker, Elizabeth Burns and Julie Welch**

Game Changer

Driving innovation and transformation: **Tina Baxter**

Emerging Women Leaders Rising talent shaping the future: **Natalie Waring, Dafina Mark, Sarah Murphy, Danielle Allen and Hannah Hyslop**

Influencer

Inspiring leadership with a meaningful impact: **Chiedza Mupfumira, Lucy Forster and Victoria Elliott**

Excellence in Operations

Leadership and excellence in our operations: **Tracey Carden, Virginia Flek, Vanessa Smithson and Baibe Medne**



Cemex UK Gender Pay Report 2024

Scan QR Code to view the report

At Cemex we believe in creating an open, respectful, and collaborative workplace which empowers everyone to achieve their full potential. Our aim is to foster a culture which is truly inclusive, where everyone feels a sense of belonging, in an environment where they can thrive.

The annual gender pay gap report is a measure of pay data and shows the difference between the mean or median average hourly pay of men and women, taken at a defined snapshot date. The 2024 report contains data from 5th April 2024 for the entity of Cemex UK Operations Limited across our different businesses including Cement, Aggregates, Readymix, Asphalt, Concrete Products, and support functions.

Looking at the reportable snapshot date, our mean gender pay gap grew very slightly by 0.3%, to 2.8%. The median was -5.3%, which means that average hourly earnings for women were 5.3% higher than for men, an increase of 2.1% compared to

the previous year. By comparison, the UK national average, which includes both full-time and part-time employees, is reported as a median pay gap of 13.8% and a mean pay gap of 13.1%*. Our reportable figures are explained by a continued growth in the proportion of women in the combined upper and upper mid pay quartiles. However, our workforce is predominantly male, especially in operational production roles, and whilst this is reflective of our industry, we remain committed to improving female representation throughout our business. To see the full 2024 report, scan the QR code above.

*UK Office National Statistics for 2024

Thanks for your effort!

Congratulations to the most recent Thanks For Your Effort winners. This time there were two category winners.

Andrew Richmond, UK Communications Manager; **Dan Bateman**, Strategic Haulage Manager; and **Matt Baker**, National Support System Specialist - for delivering a successful Cemex UK wide 'After The Crash,' Health & Safety campaign. Andy, Dan and Matt were nominated by Dave Hart, Supply Chain Director, for preparing the UK wide Road Safety Week Health & Safety campaign. The team worked together to design the campaign around four impactful videos that were accessible via both a weblink and QR code and produced on a series of posters to be displayed at our sites to help promote road safety awareness. The campaign required significant planning to ensure it reached all parts of our UK operations during the week-long campaign.

Michael Cox, Facilities Coordinator, CBRE - for frequently going above and beyond to provide "excellence in service" for all Cemex supported locations. Michael was nominated by Natasha Page, Facilities Manager, Cemex UK Head Office, for frequently going above and beyond to provide an excellent service for all of Cemex supported locations. On many occasions Mike has worked well beyond and outside of his contracted hours, sometimes returning to the office late in the evening or at weekends to resolve problems, or to ensure the building service is functioning at its best for the inhabitants.

Prioritising health and wellbeing

At Cemex, employee wellbeing is focused on fostering a healthy and supportive workplace for all employees.



Our recent initiatives have addressed sleep health, mental health awareness, and gut health. Approximately 30% of UK adults experience sleep problems, with 10% suffering from chronic insomnia. Recognising the importance of quality sleep, we shared resources such as the MyPossibleSelf app, Sleepio, and Headspace, plus signposting to various apps and podcasts recommended to improve sleep patterns and overall wellbeing. In February we participated in 'Time to Talk Week' and more recently supported Mental Health Awareness week, encouraging open discussions about mental health among colleagues. Resources, including posters and links to support organisations were shared, to facilitate these conversations and promote a supportive working environment. We've also acknowledged the impact of gut health on overall wellbeing, sharing information on factors affecting digestive health, such as stress, sleep deprivation, and diet. In the coming months we will be focussing neurodiversity, suicide and self-harm.



Don't forget, to head to cemexuknews.co.uk (scan QR code here) where you can find the support documents, posters and articles from our previous Wellbeing campaigns - just use the search box to search by topic.

New benefits brochure

As a people first company, Cemex UK offers a comprehensive package of employee benefits designed to support various aspects of your life and career. You can now find a complete overview, including links, to our full range of employee benefits in our new benefits brochure. These benefits include competitive pay and bonus schemes, an enhanced pension plan, and life assurance for your financial security. You can also take advantage of health and wellbeing resources, including periodic health checks, an Employee Assistance Programme and the Cycle2Work scheme. Additionally, Cemex UK promotes work-life balance with paid leave, flexible working options where possible, and volunteering schemes. Your career development is encouraged through training opportunities and programmes to support your continuous growth and development.



Use the QR code to view the brochure and find out all about your benefits.



Rose retires to her garden

After nearly eight years, Rose Widdowson, our lovely Head Office receptionist, retired on Friday 25th April. Rose was an absolute joy to see when you walked into the reception. She always had a smile and made an effort to help everyone. She will be missed!

Long service awards

40 years

• **Gary Hayhurst**, Asphalt Plant Manager in Lincolnshire

25 years

• **Paul Gasson**, Plant Manager in Hertfordshire
• **Simon Kirk**, Fitter in Derbyshire
• **Kevin Johnston**, Senior Quarry Operator (Nights) in Derbyshire
• **Allan Needham**, Operative in Conwy
• **Darren Stevens**, Service Engineer in Derbyshire
• **Dominic Hallam**, Multi Skilled Operative in Derbyshire
• **Neil Plant**, Quarry Manager in Derbyshire
• **Gareth Fenna**, Quarry Manager in Staffordshire
• **Robert Symons**, Class 2 Driver in Berkshire

15 years

• **James Bowman**, Operative in Staffordshire
• **Kevin Millington**, Plant Manager in Merseyside
• **Kurt Cowdery**, General Manager Marine in Hampshire
• **Virginia Spencer**, Customer Service Manager Dry Mortar in the West Midlands

Produced by the UK Communications Team.
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