

a global industry leader

- Annual sales of **US\$15.1 billion**
- One of the **leading cement manufacturers** in the world
- **World's leading supplier of ready-mix concrete**, and one of the world's largest suppliers of aggregates
- **One of the world's top traders of cement and clinker**
- Close to **44,000 employees** worldwide

CEMEX by the numbers worldwide presence

50+ countries CEMEX worldwide presence	95.6 million metric tons/ year cement production capacity	55 million cubic meters ready-mix concrete annual production level
160 million metric tons aggregates annual production level	61 cement plants plus 12 with minority participation	1921 ready-mix concrete facilities
377 aggregates quarries	226 land-distribution centers	70 marine terminals

As of December 31, 2011

CEMEX history

- ▶ **1906** CEMEX is founded with the opening of a cement plant in the northern part of Mexico.
- ▶ **1972** CEMEX establishes a national presence in Mexico.
- ▶ **1989** CEMEX becomes one of the ten largest cement companies in the world.
- ▶ **1992** CEMEX begins expansion in Europe through Spain.
- ▶ **1994** CEMEX begins expansion in the U.S., Central, and South America.
- ▶ **1995** CEMEX begins expansion in the Caribbean.
- ▶ **1996** CEMEX becomes the world's third largest cement company.
- ▶ **1997** CEMEX begins expansion in Asia.
- ▶ **1999** CEMEX lists on the New York Stock Exchange.
- ▶ **1999** CEMEX begins expansion in Africa.
- ▶ **2000** CEMEX becomes the largest cement producer in North America.
- ▶ **2005** CEMEX consolidates its presence in Europe and the U.S.
- ▶ **2006** CEMEX celebrates its 100th anniversary.
- ▶ **2007** CEMEX expands its position in the U.S.
- ▶ **2010** CEMEX overcomes the most complex financial crisis in recent history by adapting its operations worldwide to the new market dynamics.



cemex.com



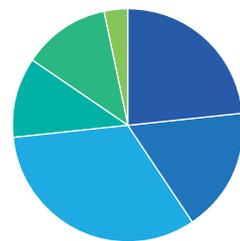
CEMEX is a global building materials company that provides high-quality products and reliable service to customers and communities throughout the Americas, Europe, Africa, the Middle East, and Asia. Our operations network produces, distributes, and markets cement, ready-mix concrete, aggregates, and related building materials in more than 50 countries, and we maintain trade relationships in approximately 100 nations.

Our company was founded in Mexico in 1906, and we have grown from a local player to one of the top global companies in our industry, with close to 44,000 employees worldwide.

CEMEX has a rich history of improving the well-being of those it serves through its efforts to pursue innovative industry solutions and efficiency advancements and to promote a sustainable future.



SALES GEOGRAPHIC DISTRIBUTION



- MEXICO: 24%
- UNITED STATES: 17%
- NORTHERN EUROPE: 32%
- MEDITERRANEAN: 12%
- SOUTH/CENTRAL AMERICA AND CARIBBEAN: 12%
- ASIA: 3%

our products

Cement

Cement is the main raw material for construction. It is obtained from a mixture of materials such as limestone, clay, and iron ore. The mixture is heated to a temperature of over 1,500 degrees Celsius to create clinker, which is then mixed with gypsum and other materials to create cement. CEMEX is one of the leading producers of cement in the world.

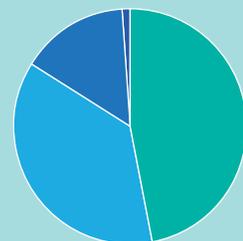
Aggregates

Aggregates are composed of crushed stone, sand, and gravel. They are used in practically all types of construction. Aggregates are not only a key component in the construction and maintenance of highways, roads, and streets, but also an indispensable ingredient in concrete. CEMEX is one of the world's leading suppliers of aggregates.

Ready-mix concrete

Ready-mix concrete is made from a mixture of cement, aggregates, and water. It can take on most forms, is very durable, and has many benefits for sustainable construction. CEMEX is the world's leading supplier of ready-mix concrete.

SALES DISTRIBUTION BY PRODUCT



- CEMENT: 47%
- READY MIX: 37%
- AGGREGATES: 15%
- OTHERS: 1%

Related products

We rely on our close relationship with our customers to offer them complementary products for their construction needs—from rods, blocks, concrete products, and asphalt to paint, tile, lumber, and electrical supplies, among other fixtures.



Customer focus

We are committed to providing our customers with the most reliable and comprehensive array of building materials. To this end, we tailor our products and services to suit our customers' specific needs, from home and commercial construction, improvement, and renovation to infrastructure, agricultural, industrial, and other specialty applications.

We strive to create value for our customers by focusing on more vertically integrated building solutions rather than separate products. We foster long-term customer relationships by providing them with reliable, high-quality service and consistent product quality. We constantly adapt to our clients' changing demands through innovative products and financing strategies, providing them with solutions for the challenges they face in their specific market and business environment. Through the introduction of global brands like Promptis, Hidratium, and Insularis, we innovate in the design of ready-mix concrete solutions to offer our customers a growing array of cutting-edge construction alternatives.

CEMEX people

The foundation of our company is our people—motivated employees who continually work to meet and exceed the expectations of our customers and our other stakeholders. We strive to develop the potential of our employees by giving them a safe and healthy work environment, as well as training programs that foster their personal and professional growth.

Thanks to their passion, discipline, and integrity, CEMEX is well positioned to face the challenges and take advantage of the opportunities presented by our industry.

Our people are a diverse group from many different countries, cultures, and backgrounds. But regardless of their individual circumstances, they all share our core values:

- **Collaboration:** Work with others in a collective pursuit of excellence
- **Integrity:** Act honestly, responsibly, and respectfully toward others at all times
- **Leadership:** We aim to be leaders not only in the building materials industry, but also in all of our relationships. We are a company with a sound vision for the future based on sustainability, excellence, and innovation.

Operational efficiency

Our industry-best processes allow us to satisfy our customers while using the optimal amount of resources, thus creating the most value. We constantly seek to improve our performance by identifying, sharing, and implementing best practices across our global network of plants and facilities.

We constantly create and develop methodologies that serve as the framework for our daily tasks and relentlessly look for ways to reduce our costs and maximize our operating efficiency. In a rapidly changing, challenging global business environment,



we reinforce our commitment to transform CEMEX into an increasingly flexible, agile, innovative, and competitive global company.

Sustainable development

Sustainability is incorporated in our strategy and our day-to-day operations. Our goal is to provide building solutions that meet the needs of a resource-constrained world, to minimize the ecological footprint of our operations, and to foster closer relationships with all of our relevant stakeholders.



Among our priorities, we look to take the lead in sustainable construction through the development of building products, services, and solutions for a low-carbon economy. We also actively participate in low-income housing programs and high-scale infrastructure projects. To reinforce our efforts in the field of sustainability, we introduced E Cooperating, a seal that identifies the products and services from our portfolio of building solutions that display outstanding sustainability performance.

As part of our efforts to reduce our ecological footprint, we increase our use of alternative fuels and raw materials, improve our energy efficiency, and contract renewable power where feasible. Additionally, we optimize air quality, waste management, and recycling; diminish disturbances from noise and dust; and implement biodiversity action plans at our quarries.