We cannot change the wind but we can adjust our sails. ARISTOTLE
Everything is possible! This was our motto for 2015, and this will continue to be the case.

Dear Readers,

Everything is possible! This was our motto for 2015, and this will continue to be the case. We took on a lot for the past year - and actually achieved a lot. An eventful year is behind us – a year of forging ahead into a new future.

New structures have been developed, a powerful cross-state organization established. This was all done with one aim: putting our customers even more strongly in the focus of all our acts.

The closure of the headquarters site in Düsseldorf which became necessary as a result of the sale of the sites in western Germany, and the installation of the new headquarters in Rüdersdorf and Berlin, were certainly no good news for the employees concerned. In order to make these cuts easier, comprehensive social payments were put together both for the employees who had to leave the company due to the restructuring, and also for those who now commute or had to relocate to their new site.

Now that these changes have been implemented, it is time to look forward to the future again. We have made ambitious plans for the coming year as well! New products in all of the business units are only waiting to make construction easier for our customers, and a new vocational training concept will help us to secure qualified young professionals for our company in the future. But also new investments, such as at our facility in Piesberg near Osnabrück, will contribute towards making our company future-proof.

An investment in the future of our corporate culture is certainly also our employee survey, which was started in 2015 and whose results are now being implemented incrementally into concrete action. I would like here to say thank you expressly also for the excellent performance of our employees, who even in difficult circumstances ensure day by day that our company is successful and that our customers are satisfied, our products and our services!

As part of our new target catalogue, all of these measures have also flowed into our sustainability strategy, which you will find on pages 16 and 17.

Our 2015 sustainability report offers this and many other exciting subjects.

I wish you an enjoyable read!

Warmly

Your Rüdiger Kuhn
Country President Germany and Central Europe

Sustainability Report 2015

Energy consumption in the cement production

1,811.7 million kWh
1.8 million l
273.9 million kWh

*Booklet enclosed in the German print edition only

Everything is possible! This was our motto for 2015, and this will continue to be the case.
ABOUT CEMEX

CEMEX Germany is a subsidiary of the globally-operating CEMEX S.A. B de CV with headquarters in Monterrey, Mexico. The company is one of the leading building materials manufacturers and supplies customers round the globe with high-quality products and services. The CEMEX company is characterized by reliability, swift response times, holistic supply concepts, innovation and a long-standing commitment to sustainability. More than 43,000 employees in over 50 countries achieved a joint turnover of more than 14 billion US dollars in the 2015 fiscal year.

Our company

Welcome to CEMEX Deutschland AG, one of the largest and best-performing building materials companies in Germany!

CEMEX GERMANY AG

CEMEX Germany AG is one of the best-performing building materials companies in Germany. Customer focus and the cross-business utilization of economies of scope form the center of our economic business strategy. The best possible service package for our customers and competitive costs are the basis for increasing profitability, shareholder value and for securing jobs. In 2015, we achieved a turnover of € 476 million with our product portfolio. Pursuant to our purchasing policy, we prefer local suppliers, insofar as financially and technically viable.

Looked at globally, CEMEX was divided into six regions in the fiscal year 2015 – in this context CEMEX Germany is active in the CEMEX Northern Europe region, with more than 1,400 employees.

476 million €

Turnover

12,000 m³

Waste concrete which is re-used

476 million €

Turnover

12,000 m³

Waste concrete which is re-used
Worldwide Sustainability organization in 2015

<table>
<thead>
<tr>
<th>Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>President CEMEX Northern Europe</td>
</tr>
<tr>
<td>CEO &amp; Executive Committee</td>
</tr>
<tr>
<td>Sustainability Committee</td>
</tr>
<tr>
<td>Audit Committee</td>
</tr>
<tr>
<td>Corporate Practices &amp; Finance Committee</td>
</tr>
<tr>
<td>Country President Germany &amp; Central Europe</td>
</tr>
<tr>
<td>Regional Sustainability Coordinators</td>
</tr>
<tr>
<td>Corporate Sustainability</td>
</tr>
<tr>
<td>Country Sustainability Teams</td>
</tr>
<tr>
<td>Global Sustainability Functional Network</td>
</tr>
</tbody>
</table>

Sustainability Committee

A sustainability committee was established at board-level in 2014. It consists of three Board members and a secretary and is supported by the corporate sustainability function. Experts from all the CEMEX regions are represented in the sustainability functional network. With the help of this network, the most important initiatives worldwide are implemented into the organization. The sustainability committee meets quarterly, in order to assess and guide CEMEX’s sustainability efforts as a whole and to determine the further course. The main tasks include advising the Executive Committee in connection with key strategic sustainability questions.

In the 2015 fiscal year, the sustainability area and the environmental area in Germany reported to the Vice President Legal & Sustainability. The business units and our cement plants are each managed by their own person in charge who is responsible for environmental protection. The area of health & safety is assigned to the Human Resources department. The Reserves Management department is subordinated to the Aggregates business unit.

The sustainability department lays down the strategic framework. Its main tasks are the development and the guidance of the sustainability strategy in Germany, the evaluation of the implementation and the targets as well as advice on and cooperation of projects, in order to guarantee the interaction of all functions regarding the subject of sustainability.

Materiality, stakeholder engagement and strategic direction

Sustainability is part of our corporate strategy and has been part of it for years. We support our customers and the communities in which we are embedded with our know-how, our commitment and our innovative solutions. We behave like good neighbors, analyse our impacts on the communities and residents. We want to create a social benefit by actively supporting the sustainable development of our communities. CEMEX pursues the same sustainability strategy in all countries; the priorities are modified to align with the country-specific requirements.

We also seek dialogues with our stakeholders and endeavour always to develop these further. Based on the results of a worldwide survey of our stakeholders, CEMEX developed its new materiality matrix in 2014, which follows the materiality principle of the guide-lines of the GRI. In this context, the connection between the global challenges and the results from the survey of our stakeholders has been analysed, discussed and ratified internally at Group level. More than 11,000 members of our stakeholders were invited to take part in the survey, in order to identify the subject areas which are essential for our user groups - these include employees, customers, analysts, suppliers, investors, official representatives, non-government organisations, and associations. More than 1,500 responses flowed into the definition and updating of the materiality analysis and have helped us to define our sustainability priorities even more precisely. Concrete aims were derived from the strategy and redefined for Germany in 2015 (see page 19).

More details are available at: [www.cemex.com/SustainableDevelopment/MaterialityAnalysis.aspx](http://www.cemex.com/SustainableDevelopment/MaterialityAnalysis.aspx)

Our mission statement

The new CEMEX mission statement “Our Vision” was launched in Germany in 2015. The objective of “Building a Better Future” is directed towards everyone who is associated with our company: our colleagues, customers, suppliers, shareholders and communities. We want to send a signal and to make our contribution to society thereby.

In this context, our Purpose, Mission, Strategy, Operating Model and Values form the guide for our entrepreneurial acts. In association with the subjects which we have identified for our company as relevant our mission statement also gives more transparency.

One of the four main criteria of our CEMEX strategy: Ensuring sustainability is fully embedded in every aspect of our business is one of the four main drivers to accomplish CEMEX’s Strategy and ensures we are creating value for our company and our stakeholders.

More details are available at: [www.cemex.com/AboutUs/CompanyValues.aspx](http://www.cemex.com/AboutUs/CompanyValues.aspx)
Our products

Our portfolio includes a variety of products in line with the market, which undergo constant quality assessment. They are not only used in the construction of housing and commercial buildings, but rather also for traffic infrastructure, such as motorways, bridges, airports or waterways. For example, part of our innovative products is “orange wanne®” (orange tank) for efficient basement construction to prevent water leaking in, or the new family of concrete products “ergoton®”, which makes concreting physically less exhausting because it is easier to work with. On top of this, there are specialised services and advisory services concerning the selection of concrete which is adequate for the application in question, and truck-mounted concrete pumps for technically and logistically demanding jobs. Where high amounts of wet concrete are needed for longer periods of time, we additionally use our mobile concrete plants, the “Transmobil”. Our vehicle fleet consists of more than 500 of our own and contracted ready-mix trucks, silo trucks and special vehicles. We are committed to providing the building industry with the best solutions for aggregates, cement and ready-mix concrete for sustainable buildings of long-lasting value.

Our sites

Structure and strategy are not of static nature. Rather, they are subject to continuous adjustments and prevailing market conditions: As a consequence of our strategic reorientation and the sale of our production sites in the west and south-west regions to HOLCIM, which came into effect as of January 1st, 2015, our main administrative headquarters in Düsseldorf were closed down as of December 31st, 2015. This had direct impacts on the staff employed there. Nearly two-thirds of them lost their jobs. A package of social compensation was defined in advance for the employees affected and those who have commenced their work at alternative new sites since the beginning of 2015, which has been able to ameliorate these circumstances as much as possible. Our new headquarters has been Rüdersdorf near Berlin since January 1st, 2016. When looking at our cross-border orientation to our sister companies in Poland and Czech Republic and our market presence in Germany, the closure was a logical consequence of the new alignment. Our company currently runs 82 ready-mix plants, 24 aggregates plants and 2 cement plants in Rüdersdorf and Eisenhüttenstadt.

MINERAL RESOURCES
FOR SUSTAINABLE CONSTRUCTION

Aggregates are extracted and processed in our gravel pits and quarries, according to our customer’s demand. Our gravel, sand, crushed stones, limestone and various special products are used to produce ready-mix concrete, precast concrete products, mortar and glass, but can also be found at playgrounds and riding arenas. Our high-quality aggregates are the basis for efficient, sustainable construction in structural and civil engineering, road construction, and hydraulic engineering. By the way, with a consumption of more than seven tons per capita and year, gravel and sand are the most used natural resources.

CEMENT, THE INispensable BINDING AGENT

Our high-quality CEMEX cements are the ideal binding agent for all sorts of concrete. They are also used in plaster, fresh mortar and screeds. In a complex and energy-intensive process, cement is made from the raw materials of limestone, clay or lime marl, which are mostly extracted at our own extraction sites. If water is added to Portland cement, it becomes as hard as stone. We produce Portland, Portland composite cements and blast furnace cements for a large variety of applications. At our production sites we use the most energy-efficient and environmentally-friendly technologies possible. For this reason, apart from Portland cement clinker, we also use granulated blast furnace slag as a main constituent for cement. We continuously reduce the consumption of fossil fuels such as hard coal or lignite by using alternative fuels for our rotary kiln. Alternative fuels are necessary for the production of Portland clinker.

71.3% Alternative fuels

CONCRETE, MAN-MADE ROCK

We produce concrete types which are already widely used to build structures which have been awarded a sustainability certificate, such as the DGNB, BNB, or LEED labels. Of course we comply with further special requirements of building materials:

- Lightweight concretes with low weight but high stability
- Steel-fiber reinforced concretes for an improved cracking behavior if under internal and external stress forces
- Self-compacting concretes which make their use on the building site easy and efficient
- Fair-faced concrete and colored concrete used as architectural stylistic elements
- Concrete with an elevated acid resistance for components used in sewage systems
- Concretes to be used for traffic areas which permanently resist long-lasting loads and unfavorable weather conditions and yet remain stable

ADMiXTURES FOR INNOVATIVE SOLUTIONS

Our business sector Construction Chemicals produces a vast variety of admixtures. Depending on the application, concrete plasticizers and retarders, liquefiers, air-training agents or setting accelerators are used. Adding these admixtures gives the concrete specific properties such as an increased freeze-thaw and de-icing resistance or very swift setting. Our product range also comprises cement grinding aids and special products for mortars and screeds.

Our company
Our Values

For us, sustainability is not only the responsibility of a company, but also a personal commitment. CEMEX is committed to preventing corruption and acting in working relationships. Our values and our mission statement are the result of our commitment to sustainability, and are the result of our values and our mission statement. Our values and mission statement are the result of our commitment to ethical behavior and values representation. Our values and our mission statement are the result of our commitment to ethical behavior and values representation. Our values and our mission statement are the result of our commitment to ethical behavior and values representation.

Our business environment

CEMEX Germany is faced with a multitude of challenges which arise from expectations by stakeholders, changes and developments in national and international framework conditions, and the interests of a commercial enterprise.

CORPORATE GOVERNANCE AND MONITORING

An important part of our sustainability strategy is corporate governance. This new pillar constitutes the framework for the management and monitoring of our company. We include in this legislation and systems of rules, a company mission statement, clear processes and structures.

RISKS AND IMPACTS

The fulfilment of all legal duties and voluntarily-assumed obligations is a MUST for us and is part of our mission statement. In order to secure our company against risks which might have impacts on our activities and our goals, we record them regularly in an internal management system, the Enterprise Risk Management (ERM) system. The risks in the area of sustainability were determined in 2015 in a company-wide, interdisciplinary dialogue. The findings were evaluated and protective measures defined.

The risks management system is characterized by international and local requirements. The scope of scrutiny in the framework of international provisions is authoritatively prescribed by CEMEX company headquarters. Strategic risks are continuously identified, analyzed, evaluated and continuously monitored on the basis of early-warning indicators. The ERM is subdivided into global, regional and local levels, and consists of a network of more than 50 internal risk management specialists.

As additional preventative measures, our management as well as employees who are responsible in particular key functions are given regular training on compliance subjects.


In Germany, our conduct is monitored by the Supervisory Board. The Board of Directors informs the Supervisory Board at regular intervals about changes, important activities of CEMEX Germany and about business developments. The Supervisory Board is always at the Board of Directors’ side to give advice, and for some specific business instances, its prior consent is necessary. Moreover, in order to guarantee correct company management, regular audits are carried out by internal and external auditors.

THE CEMEX CODE OF ETHICS

Today CEMEX faces greater challenges than ever before. Stakeholders increasingly expect the private sector to act responsibly and always to exhibit flawless behavior — and we as CEMEX want to and must do so, regardless of where we are active. The Code of Ethics and Conduct was adopted in 2006. This lays down how we conduct business and act in working relationships. Great value is placed on preventing corruption and on complying with antitrust-law provisions. Reports are investigated in strict confidence by the Ethics Committee, and in cases of justified suspicion, the committee recommends appropriate measures. The committee consists of employer and employee representatives. However, a code is only effective if it is actually implemented. The Group initiative "ETHOS" was initiated at CEMEX for this purpose. It offers orientation regarding questions about business practices, rendering services and management conduct. Moreover, ETHOS offers advice, assistance and continuous education with regard to questions concerning correct behavior and the prevention of breaches. External parties affected can find our telephone contact details on the website, or use a form in order to raise confidential questions and to make reports about breaches.

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In order to ensure efficient, safe and transparent business operations and to be able to detect improvement potentials, our plants have specific management systems in place and are certified.

**MANAGEMENT SYSTEMS AND CERTIFICATES**

- In accordance with our environmental Standard Operating Procedures (SOPs), environmentally relevant incidents are reported to our Environmental Protection Department once per week, and to the Management Team Meetings once per month. This is also where countermeasures are defined.

- The CEMEX Environmental and Recultivation Certificate covers an annual internal eco audit of all sites belonging to the Aggregates business unit.

- We draw up a raw-materials balance sheet for all extraction sites.

- Since 2013, plants in the Aggregates business unit have been certified in accordance with DIN EN ISO 50001 (energy management systems).

- The quality of the ready-mix concrete we produce is constantly monitored by the site quality control within the framework of the internal quality control. Certified institutions such as BauÜberwachungsverein e.V. (BÜV, Association of Building Monitoring Experts) independently monitor our internal quality control with regard to the building materials. In addition, we pursue certification in accordance with DIN EN ISO 50001 (energy management systems).

- Our cement plants are certified in accordance with international environmental management standard DIN EN ISO 14001, quality management standard DIN EN ISO 9001, and energy management standard DIN EN ISO 50001, and they comply with the requirements of a systematic and effective occupational health & safety on the basis of the quality label “Sicher mit System” (systematically safety), which complies to the requirements of OHSAS 18001:2007. In addition, our Rüdersdorf site is certified in accordance with the European eco-management and audit scheme EMAS.

- Since 2013, the Admixtures business unit has been certified in accordance with DIN EN ISO 9001. In addition, the unit is audited several times per year and is product-certified in accordance with regulations by various European bodies (IQMO, Margue NF, CE).

- Since 2008, our Logistics Department has been certified in accordance with DIN EN ISO 9001 and DIN EN ISO 14001. Since 2011, it has had a certified integrated management system in accordance with DIN EN ISO 9001 (quality), with DIN EN ISO 14001 (environment) and OHSAS 18001 (occupational health and safety management).

- For our Admixtures and Logistics sites we pursue certification in accordance with DIN EN ISO 50001 (energy management systems).

**RESEARCH AND INNOVATION**

The entire group’s research is organized centrally in the CEMEX Research Group (CRG) at the Swiss Biel premises. New products are continuously developed at modern laboratories, with a special focus on their sustainability and customer uses.

In addition, there are local cooperations with universities as well as public research tenders. In Germany this is the “Nobel prize of the concrete industry”, the CEMEX Concrete Innovation Prize which is awarded every two years.

With the prize foundation, CEMEX Deutschland AG wants to drive forward the development of the manufacture, processing and application of concrete and concrete structures. The contributions submitted should demonstrate opportunities of improving construction material-specific properties, quality, efficiency, ecology as well as the technological aspects of concrete and concrete structures. The work must be done in German or in English, and be made accessible to the professional public. The prize is endowed with € 10,000. Those invited to take part are practitioners and scientists at construction companies, in construction materials production, at research institutions, at universities and at materials testing institutes.

Apart from the actual research work, from 2016 onwards a concept for the implementation of the fundamental knowledge in practice is to be submitted, which takes account of CEMEX Deutschland AG’s product and service profile. The candidate must thus not only deal with the practical uses of his or her work, but rather also with the awarding company. This concept is one of the fundamental evaluation criteria from 2016 onwards.

The prize winner also receives the opportunity to present his or her work and the concept for the implementation of the knowledge in the framework of scientific/technical events hosted by CEMEX Deutschland AG, such as the CEMEX concrete forum.

Further details can be found at: [http://www.cemex.de/foerderpreis_beton_2016](http://www.cemex.de/foerderpreis_beton_2016)

**OUTLOOK**

CEMEX Germany is a high-performance company with extensive growth opportunities. We see many chances as a result of the introduction of our new products, and also the forecast of further market development is positive. The quality of jobs and workplaces also makes a decisive contribution to our success, which we want to guarantee through the continuous extension of occupational health & safety at our sites, through continuing our employee support programs, the expansion of our new vocational training concept, and the promotion of diversity of our staff.

However, our business is substantially dependent on political framework conditions too. This includes continued uncertainties in terms of planning related to the potential impact of statutory regulations in the Renewable Energy Sources Act on power prices and the intensified requirements with regard to construction and the environment, as as result of the new German standards of Energy-Saving Ordinance (EnEV) which have been in force since the beginning of 2016. In addition, the industry is still driven by a hard price war, which we counter with a high-quality product range and excellent service for our customers.

The introduction of CEMEX’s own sustainability seal “ECOperating’ has been postponed again due to the reorganisation of our company and the continuing difficult market situation. In order to back the process of a sustainable development in the long term for us and for the generations to follow, we introduced a sustainability surcharge from 2016 onwards.

**Trainees taken on**

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**76%**

Trainees taken on
Our path

Interim report on sustainability with introduction of new sustainability strategy

July

Definition of the new sustainability strategy

December

Completion of the transactions with HOLCIM: Sale of the cement, ready-mix concrete, and aggregates product lines in the west and south-west regions

January

Reorganisation CEMEX Deutschland

February

CEMEX Innovation Prize for Concrete Technology

January

New President Germany and Central Europe: Rüdiger Kuhn

Launching "Our Vision"

October

Certification of all sites of the aggregates business unit pursuant to DIN EN ISO 50001 (energy management system)

September

EMAS EU eco-audit certificate of honor for the cement units

Reopening of ready-mix plant in Berlin-Spandau

Employee survey

December

New organization with new headquarters at Rüdersdorf near Berlin

Closure of headquarters in Düsseldorf
Key Performance Indicators & Objectives

Energy consumption in the cement production

- 1,811.7 million kWh
  Fuels
- 1.8 million l
  Diesel
- 273.9 million kWh
  E-Energy

Sustainability Report 2015
### Key Performance Indicators & Objectives

#### ECONOMY

<table>
<thead>
<tr>
<th>KPI / Goal</th>
<th>Unit</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Target 2020</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered employee suggestions</td>
<td></td>
<td>295</td>
<td>229</td>
<td>210</td>
<td>134</td>
<td>minimum 10%</td>
<td>🔶</td>
</tr>
<tr>
<td>Applied new developments (products, services and applications) in Germany per year&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>🔶</td>
</tr>
<tr>
<td>Revenue</td>
<td>million €</td>
<td>850</td>
<td>802</td>
<td>809</td>
<td>476</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research in sustainable products/applications (projects per year)</td>
<td></td>
<td>4</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>🔶</td>
</tr>
<tr>
<td>Sustainability-certified buildings with contributions from CEMEX</td>
<td>m²</td>
<td></td>
<td></td>
<td></td>
<td>34,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable ready-mix concrete grades compared to ready-mix concrete in total (use of CO-reduced cements)</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>85 90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply of raw materials for traffic areas (cements, HRB, KSM)</td>
<td>t</td>
<td></td>
<td></td>
<td></td>
<td>30,000 75,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of waste concrete which is re-used</td>
<td>m³</td>
<td></td>
<td></td>
<td></td>
<td>12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase of truck mixer utilization for ready-mix concrete</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### ENVIRONMENT

<table>
<thead>
<tr>
<th>KPI / Goal</th>
<th>Unit</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Target 2020</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in CO&lt;sub&gt;2&lt;/sub&gt; emissions per ton of cementitious product from 1990 baseline</td>
<td>%</td>
<td>37</td>
<td>37</td>
<td>37</td>
<td>36</td>
<td>min. 33</td>
<td>🔶</td>
</tr>
<tr>
<td>Alternative fuels rate</td>
<td>%</td>
<td>72</td>
<td>77</td>
<td>75</td>
<td>71</td>
<td>80</td>
<td>🔶</td>
</tr>
<tr>
<td>Clinker/ Cement factor</td>
<td>%</td>
<td>59</td>
<td>60</td>
<td>60</td>
<td>71</td>
<td></td>
<td>🔶</td>
</tr>
<tr>
<td>Specific dust emissions&lt;sup&gt;2&lt;/sup&gt;</td>
<td>g/t clinker&lt;sup&gt;1&lt;/sup&gt;</td>
<td>14</td>
<td>11</td>
<td>21</td>
<td>31</td>
<td>10</td>
<td>🔶</td>
</tr>
<tr>
<td>Specific NO&lt;sub&gt;x&lt;/sub&gt; emissions&lt;sup&gt;2&lt;/sup&gt;</td>
<td>g/t clinker&lt;sup&gt;1&lt;/sup&gt;</td>
<td>824</td>
<td>839</td>
<td>891</td>
<td>720</td>
<td>450</td>
<td>🔶</td>
</tr>
<tr>
<td>Specific SO&lt;sub&gt;2&lt;/sub&gt; emissions&lt;sup&gt;2&lt;/sup&gt;</td>
<td>g/t clinker&lt;sup&gt;1&lt;/sup&gt;</td>
<td>552</td>
<td>487</td>
<td>634</td>
<td>746</td>
<td>700</td>
<td>🔶</td>
</tr>
<tr>
<td>Water usage (withdrawal from ground and surface water and public water supply)</td>
<td>l/t</td>
<td>165</td>
<td>144</td>
<td>127</td>
<td>151</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cement</td>
<td>l/t</td>
<td>104</td>
<td>104</td>
<td>104</td>
<td>133</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregates: Fresh water withdrawal</td>
<td>l/t</td>
<td>160</td>
<td>170</td>
<td>166</td>
<td>170</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

1 Figures for 2015 refer to the new organization
2 Target for 2020 adapted
3 Conversion factor mg/m³ clinker: 0.5

- Fully achieved target
- On track to achieve target
- Extra effort required to achieve target
### ENVIRONMENT

#### Wastewater (discharge into public sewage system)

<table>
<thead>
<tr>
<th></th>
<th>Unit</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015¹</th>
<th>Target 2020</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>l/t</td>
<td>11</td>
<td>16</td>
<td>33</td>
<td>44</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Aggregates, Ready-mix Concrete and Admixtures are using closed water circuits so that only sanitary water is discharged into the public sewage system.

#### Energy consumption (production)

<table>
<thead>
<tr>
<th></th>
<th>Unit</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015¹</th>
<th>Target 2020</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>million kWh</td>
<td>2,681.7</td>
<td>2,623.3</td>
<td>2,502.5</td>
<td>1,811.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Energy</td>
<td>million kWh</td>
<td>441.7</td>
<td>407.5</td>
<td>344.9</td>
<td>273.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel</td>
<td>million l</td>
<td>1.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Energy</td>
<td>million kWh</td>
<td>63.5</td>
<td>58.6</td>
<td>52.4</td>
<td>27.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel</td>
<td>million l</td>
<td>4.6</td>
<td>4.4</td>
<td>4.1</td>
<td>2.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oil/NG</td>
<td>million kWh</td>
<td>16.5</td>
<td>16.1</td>
<td>16.1</td>
<td>7.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Share of cleaning water fed back into the production cycle

<table>
<thead>
<tr>
<th></th>
<th>%</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>suspended</td>
</tr>
</tbody>
</table>

### SOCIAL RESPONSIBILITY

#### Value of donations (money, time, in kind)

<table>
<thead>
<tr>
<th></th>
<th>Unit</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015¹</th>
<th>Target 2020</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>33,490</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Number of complaints by stakeholders

|          |     | 0       |       |       |       |              |            |

#### Community engagement plans

|          |     | 1       | 100%  |       |       |              |            |

---

4 Figure rounded
5 2012 - 2014 Unit changed from TJ to kWh and rounded up to the first decimal place
6 2015 Unit changed to l
7 Feedback partly suspended due to comprehensive plant refurbishment
8 Suppliers assessed according to sales volume and risk
9 Data collection starting in 2016

- Fully achieved target
- On track to achieve target
- Extra effort required to achieve target
At a glance

**Revenue**
- 476 million €

**Employees**
- 1,492

**Cement plants**
- 2

**Chemicals plant**
- 1

**Global Sales by Product in %**
- 46 Cement
- 39 Ready-mix Concrete
- 15 Aggregates

**Global Sales by Region in %**
- USA 28
- Mexico 20
- Northern Europe 11
- Mediterranean 14
- South and Middel America and Caribbean 5
- Asia 1

**Active Plants**
- 82 Ready-mix Concrete plants
- 58 Truck-mounted Concrete pumps
- 24 Aggregates
- 4 Mobile Concrete plants

Blue figures: CEMEX Germany Black figures: CEMEX group
<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Target 2020</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of the most important suppliers taking part in our</td>
<td>%</td>
<td>10</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>external sustainability evaluation for suppliers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share of purchases of suppliers taking part in our external</td>
<td>%</td>
<td>10</td>
<td>75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sustainability evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total fatalities (employees, contractors)</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fatalities third parties</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number LTI (employees)</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number LTI (contractors)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lost Time Injury Rate (LTI) frequency rate, employees per million</td>
<td>0.5</td>
<td>0.2</td>
<td>0.8</td>
<td>0.0</td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>work hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sites with CEMEX Safety Management System</td>
<td>%</td>
<td>81</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Results customer satisfaction survey</td>
<td>%</td>
<td>19</td>
<td>19</td>
<td>21</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual trainings (hours/employee)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breakdown of workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executives</td>
<td>325</td>
<td>264</td>
<td>258</td>
<td>102</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female executives</td>
<td>%</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time</td>
<td>%</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women on management boards</td>
<td>%</td>
<td>0</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women on the 2nd level below management</td>
<td>%</td>
<td>9.5</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total workforce</td>
<td>3,009</td>
<td>2,496</td>
<td>2,463</td>
<td>1,492</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average age</td>
<td>46</td>
<td>46</td>
<td>46</td>
<td>45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Succession rate</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fluctuation rate</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of trainees/year, ratio of trainees taken on</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trainee qualifications, good/very good</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of certified vocational trainings/year</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of trainees who are offered to be taken on</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>89</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of jobs with a succession plan</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>30</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Alternative fuels | Wastes or by-products replacing fossil fuels and thus contributing to the conservation of resources.

Biodiversity | Diversity of species or biology.

Blast furnace cement | Main constituent in addition to Portland cement clinker is blast furnace slag.


Brundtland-Commission | Also referred to as World Commission on Environment and Development of the UN; in 1987, the Commission published the report “Our Common Future” which, for the first time, presented the concept of a sustainable development.

Concrete | The full life cycle.

Cement | Produced in the rotary kiln by heating the raw material up to the standard of monitoring and measuring greenhouse gas emissions of human activities over the full life cycle.

calcium carbonate | Compound of calcium, carbon and oxygen (CaCO₃).

CEM I | Portland cement with as main constituent (Portland cement clinker, granulated blast furnace slag, lime stone, fly ash and others).

CEM II | Portland composite cements (Portland cement clinker, granulated blast furnace slag and lime stone).

CEM III | Blast furnace cements have in addition to Portland cement clinker more than 5% of granulated blast furnace slag as main constituent.

Cement | Bonding agent which, after the addition of water, is flexibly moldable when fresh. Subsequently, it sets both in the air but also under water and attains a high strength durability. An important component of the building material concrete.

Clinker | Grey, granular intermediate product in cement production produced in the rotary kiln by heating the raw material up to the sintering temperature of about 1,450°C.

CO₂ footprint | Standard of monitoring and measuring greenhouse gas emissions of human activities over the full life cycle.

Concrete | Artificial stone produced by mixing and subsequent setting of cement with water and aggregates (sand, gravel, crushed hard stone).

CSI | Cement Sustainability Initiative: An initiative relating to sustainable development in the cement industry.

DIN 1164 | National Standard for cements with special properties.

DIN EN 197 | European Standard for common cements.


Deacidification | Beginning at a temperature of about 800°C limestone is neutralized, i.e. CO₂ is calcinated, the result is calcium oxide, CaO.

EMAS | Eco-Management and Audit Scheme: European-wide system for environmental management and environment audits under which organizations voluntarily undertake to have their environmental performance audited and to constantly improve it.

Emission | Discharge of solid, liquid or gaseous substances into the environment.

Emissions trading | Market tool of climate politics under which the pollution → emitter must have respective emission allowances and the overall emission is limited by a restricted issue of allowances; allowances can be acquired or sold on the basis of need and availability.

Emitter / Pollution emitter | Source of emissions into the environment.

Factory-made fresh mortar | Mortar delivered to the site on ready-mix trucks.

FDG gypsum | Gypsum from the desulfurization process of flue gases of power plants.

Fly ash | Power plant ashes

Flue gas Desulfurization (FGD) | Process to remove sulfur compounds from flue gases of power plants or waste incineration plants.

Granulate | Granular or powdery product.

Granulated blast furnace slag | Blast furnace slag which is quenched in a special granulation plant and has bonding properties and a sand-like appearance.

GRI | Global Reporting Initiative: Organization which develops uniform procedures and guidelines for sustainability reports.


IEED | Leadership in Energy and Environmental Design: a US system for the certification for buildings complying with sustainable criteria.

Life Cycle Assessment (LCA) | Systematic analysis of environmental impacts of products or processes.

Limestone | Sedimentary rock of mainly biogenic origin, formed out of living organisms that sink to the ocean bed after dying. Their shells and skeletons release calcium carbonate which is deposited as lime slurry.

Lime slurry | Preproduct of limestone. If more and more lime slurry accumulates, the pressure increases and lime slurry develops into solid limestone.

LTI / LTI Rate | Lost Time Injuries: Number of work-related accidents with lost working time, by m/working hours.

Mineral Resources | Gravels, sands and crushed hard stone extracted from nature.


Ordonnance on ground water, alternative building materials and soil protection | Rule on the protection of ground water against contamination by certain hazardous substances.

Portland cement clinker | Main constituent of cements acc. to DIN EN 197.

Portland composite cements | Contains, in addition to Portland cement clinker, further main constituents, such as granulated blast furnace slag and lime stone. DIN II.

Power plant ashes | Non-combustible components of fuel. Due to their properties, fly ash can be used as a main constituent in cements acc. to EN 197.

Ready-mix concrete | Produced in stationary plants and delivered by trucks to the site.

Ready-mix truck | Truck-to deliver ready-mix concrete to the site.

Rehabilitation | Renaturalization of wildlife habitats.

Secondary raw materials | Byproducts of other processes used in the cement production. In clinker production, these are, e.g. power plant ashes or lime slurry. In cement milling, FGD gypsum.

Sintering temperatures | Temperature at which the raw materials are bonded or “baked together” in the kiln.

SNCR Selective Non-Catalytic Reduction: process to reduce NOx emissions (total of nitrogen oxides) in an exhaust stream by adding a reducing agent containing ammonia or urea at a temperature range of 850–1,050°C. The reaction products are nitrogen and water.

Stakeholder | Any individual, group or organization with a direct or indirect relationship with our company which can take influence on the business or can be influenced by our company.

Sustainable Development | Generally defined in 1987 by the Brundtland Commission as follows: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.


Water footprint | Standard of evaluation of the amount of water used and needed along the entire value chain to make a product.
Custom-fit:
Our new sustainability strategy follow new objectives

The challenges of our globalised world, our stakeholders’ expectations of a company to act sustainably, and their importance for our business are changing ever more swiftly. For this reason, the objectives devised in 2010 in our sustainability strategy have been put under the microscope. The outcome of this process is a set of custom-fit instruments for our company and its sustainable development in the future.

Some – positive – changes have resulted from the introduction of the new sustainability strategy. For example, a new element has been added with “corporate governance”. Because developments in the past have shown that the traditional three-pillar sustainability model reaches its limits with regard to certain subjects, the additional “corporate governance” pillar will give CEMEX’s sustainability strategy a new form from now on: because with the “corporate governance” area, a triangle with governance as the heart is forged from the previously-existing circle of objectives. The processes are put into the field of view with this central category; a holistic approach is reinforced.

At the CEMEX corporate level, the new sustainability strategy was introduced in 2014; new targets were derived from the strategy for Germany in 2015. This is intended to achieve a higher degree of transparency and a clearer connection between global and national challenges and the company goals. The new strategy is based on the results of a survey conducted worldwide among our stakeholders. The subjects which are regarded as essential are derived from this. The priorities and goals defined therefrom for the German organisation are now wholly concrete.

It is also no longer only about individual measures, but rather how the processes are organised and steered. This enables a holistic view of the company and its development processes.

Our 2015 Sustainability Strategy

Our 12 Sustainability Priorities

Provide sustainable products and services
Delivering solutions for affordable, resource-saving and energy efficient buildings
Offering solutions for resilient and low-impact infrastructures

Optimizing our carbon footprint through the use of alternative fuels and raw materials as well as renewable energy and high energy efficiency
Continuously minimizing emissions and enhancing environmental management
Conserving land, biodiversity and water

Improved competitiveness and multifaceted offer of products, services and solutions
Growth opportunities in new market segments
Enhanced profitability of commercial business model

Increased value of the natural capital in our land and quarring assets.
Predictable costs of fuels, energy and water
Enhanced license to operate

Good neighbours and supporters of community development
Enhanced social license to operate
Perception as a sustainable company
Satisfied customers and reduced operational risks through responsible suppliers
Diverse workforce and increased employee productivity
A well-rounded affair: red concrete for roundabouts

Clear roads in Friedland, a little town in the East of Mecklenburg-West Pomerania. The roundabout replaced traffic lights in order to ease the traffic flow. The building material was colored concrete for traffic areas supplied by CEMEX Germany.

Particularly at weekends and in summer, the traffic volume is high on the highway B197, the cross-town street through Friedland, when travellers coming from South continue towards Anklam and to the island of Usedom. When the existing road surface had to be renewed, a sustainable solution was found for the new roundabout using concrete to withstand heavy duty traffic well. The Road Construction Office Neustrelitz – as the builder – required a concrete to withstand both de-icing salt and high traffic load.

What was special about it: The concrete was to be colored red. This striking color was intended to increase the visibility of the roundabout and simultaneously make it safer. Our CEMEX plant Neubrandenburg delivered about 60m³ of concrete.

“I am quite experienced at placing colored concrete”, Dirk Dettweiler, owner of the company TBH Dettweiler which was responsible for concreting, tells us. “My company specialises in special in-situ concrete grades. During this building project, for the first time I found a concrete supplier who guaranteed the color of the ready-mix concrete. Cooperation between the building site and the ready-mix concrete plant was excellent, so we were able to finish the project on time as scheduled. The last months have shown that the roundabout is fulfilling its purpose.”

CEMEX: In your research you have investigated the process of crack formations in road surfaces induced by the alkali-silica reaction (ASR) in concrete. What exactly did you investigate?

Giebson: Above all, we wanted to ascertain whether the alkali contained in de-icing agents, like sodium chloride, can promote ASR, and if that was the case, what exactly was happening in the concrete.

CEMEX: Which were your most important findings?

Giebson: By means of a test method which was developed at our Institute – the so-called FIB storage with changing climate conditions –, we were able to prove for the first time that ASR damage which frequently occurs on traffic areas is connected to the use of de-icing agents. Depending on the de-icing agents, various reactions take place in the concrete, which explains inter alia why the ASR-promoting effect of de-icing agents particularly used at airports is much stronger than that of sodium chloride used on motorways.

CEMEX: What are your conclusions?

Giebson: Because we should continue to use the advantages of building with concrete, but at the same time cannot do without alkali-containing de-icing agents, such as on federal motorways or manoeuvring surfaces at airports, there is only one solution: We have to ensure that the correct concrete composition particularly for this kind of traffic areas is used. This means that especially the selection of the aggregates is important here. The FIB cyclic climate storage used for my research allows reliable determination of the ASR potential of project-specific concrete compositions. If the potential is too high, the concrete composition has to be adapted in order to avoid damage due to ASR.

From theory to practice
Bucks for special rocks: The Piesberg project

At our Piesberg quarry in Osnabrück we extract carbon quartzite. Investments of 5.5 m Euros funded the transfer of the primary crusher plant and new, environmentally-friendly conveying technology. The emerging access to the rock also opens access to further mineral deposits and ensures production for around the next 15 years. Without these investments, the accessible mineral deposits would already run out in 2017 – with all the negative effects on employment and the supply of resources of the region.

The importance of the raw materials extraction at the Piesberg mountain arises from its exceptional geological situation: The Piesberg mountain is the highest elevation in Central Europe, where the carbon layers reach the surface of the Earth. This is the northern-most deposit of hard rock in Germany. The Piesberg rock is the only one in North-Western Germany which can be used for the production of asphalt.

At its previous position the primary crusher plant blocked a rocky ridge and with it part of the deposit in the quarry. Replacing the crusher plant within the framework of the investment project opened access to additional deposits. The primary crusher plant was shifted to the 70 m level in the northern, mined part of the quarry which also reduced the noise exposure for the neighbors. A building was made of 2,000 cubic metres of ready-mix concrete to house the jaw crusher weighing 170 tons, the conveying equipment and the engineering room. The pre-crushed material is then transported to the secondary stage of the crusher on 655 m long conveyor belts. Within some years the conveyor will be repositioned, and the material will be sent directly to the secondary crusher. The conveyor belts are enclosed, which reduces dust and noise, and compared to the previously existing transport system with trucks, their operative energy balance is better, and emissions are reduced.

The Piesberg quarry has an annual turnover between 1.1 and 1.4 million tons. A team of 40 employees produces 35 grades of aggregates for asphalt producers, concrete plants, pre-cast concrete parts plants, for road building, hydraulic engineering and railway construction. The product range comprises everything from stone dust to armour stone LMB 5/40 and slabs. Customers are mainly situated in North-Western Germany. Some of the products are shipped by rail and ship.

5.5 million Euros – a lot of bucks – was invested in technology to reduce dust and noise emissions. The energy balance of the raw material transport is also improved.
CEMEX Germany with its main administration and cement plant is one of the largest employers in the municipality of Rüdersdorf near Berlin. This is associated with social responsibility, which the company is pleased to meet. Henning Weber, managing director of CEMEX Zement GmbH, emphasises: As an approachable company, we want to play the role of a good neighbor and to demonstrate the multitude of traineeship options we offer. For this reason, we participate with financial and personal engagement in events in Rüdersdorf and at other sites of our plants.

Not all activities at the Germany-wide sites can be enumerated, which is why we give some highlights as striking examples here:

**Businesses you can touch** is the motto of the Rüdersdorf business mile, which was called into being in June 2015. We are pleased to use this event in order, together with neighboring firms, to open the gates to residents and other interested parties. Free plant tours, events to recruit young talent, and a colourful range of activities for families attracted several hundred visitors last year. Here and also last September our company took part with an information stand at the Stienitz Race, a public running event around the nearby Stienitz lake in Rüdersdorf.

We maintain a longstanding partnership in a wholly different part of Germany with the Schliersee Open-Air Museum, which was created by Olympic skiing champion Markus Wasmeier. In the old-Bavarian museum city, it was possible to rescue around 20 historical buildings from southern Bavaria which had been scheduled for demolition. On several occasions, we provided free-of-charge concrete for the floor plates and cellars of the buildings which were originally from around 1700. The body responsible for the open-air museum is private non-profit organisation, which has to survive without government assistance.

**IT DEPENDS ON WHAT YOU MAKE OF IT: CONCRETE WHICH CAN FLOAT!**

The proof: The 15th concrete canoe race where concrete and boat building technicians jointly launched canoes. In 2015 the competition of the seemingly “impossible” boats took place on Lake Beetzsee in Brandenburg. We support this international competition where students and trainees from universities studying concrete technology prove their creativity and knowledge. The teams which participated competed in different categories: Speed is the clincher in the competition of concrete canoes. In the open competition, the challenge is mainly originality, design, use of the concrete, drive and presentation and harmony of the crew. Building an “impossible” canoe particularly requires teamwork and practical experience when working with this material – especially with regard to strength and water resistance.

This exceptional sports event has been organised by the German concrete and cement industry for more than 15 years. The last race took place in summer 2015. 45 domestic and international colleges were at the starting line.

---

**As an approachable company, we want to be a good neighbor and to demonstrate the multitude of traineeship options we offer.**

---

**To good neighbors!**

Social engagement for our location communities

CEMEX Germany with its main administration and cement plant is one of the largest employers in the municipality of Rüdersdorf near Berlin. This is associated with social responsibility, which the company is pleased to meet. Henning Weber, managing director of CEMEX Zement GmbH, emphasises: As an approachable company, we want to play the role of a good neighbor and to demonstrate the multitude of traineeship options we offer. For this reason, we participate with financial and personal engagement in events in Rüdersdorf and at other sites of our plants. Not all activities at the Germany-wide sites can be enumerated, which is why we give some highlights as striking examples here:

**Businesses you can touch** is the motto of the Rüdersdorf business mile, which was called into being in June 2015. We are pleased to use this event in order, together with neighboring firms, to open the gates to residents and other interested parties. Free plant tours, events to recruit young talent, and a colourful range of activities for families attracted several hundred visitors last year. Here and also last September our company took part with an information stand at the Stienitz Race, a public running event around the nearby Stienitz lake in Rüdersdorf. We maintain a longstanding partnership in a wholly different part of Germany with the Schliersee Open-Air Museum, which was created by Olympic skiing champion Markus Wasmeier. In the old-Bavarian museum city, it was possible to rescue around 20 historical buildings from southern Bavaria which had been scheduled for demolition. On several occasions, we provided free-of-charge concrete for the floor plates and cellars of the buildings which were originally from around 1700. The body responsible for the open-air museum is private non-profit organisation, which has to survive without government assistance.
Like the cogs in a clockwork mechanism, the supply chain processes should interlock and be synchronised in order to achieve an optimum result for customers and the company. But what does "optimisation of processes" actually mean?

CEMEX Germany defines it that way: "Supply chain management is a balancing act between the customers' requests, the company's requirements and sustainability."

Optimal quality at optimal costs: a balanced price-performance ratio – for this purpose, all of the steps in the value chain from purchasing to production to supply to the customer must be synchronised and optimised. Thus, this is an extremely complex task which CEMEX meets with a holistic strategic approach. "Optimal" in this context does not mean "at any cost", but rather social aspects and the preservation of the environment are also incorporated into the planning and the ultimate implementation.

In order to achieve a responsible equilibrium, however, this requires more than only a technical process optimisation. Above all, employees and executives who can think and act in systems and processes are needed. In light of this our own training program has been developed, which has been introduced since 2015.

Customer satisfaction is at the heart of supply chain management, however – from the outset they are part of finding optimal solutions through sales, product technology, supply chain and logistics. This requires intensive communication and networking as well as continuous process analyses and corresponding monitoring.

Apart from customers, of course also suppliers and service providers are integrated into the improvement of the processes – here too there is no price optimisation at the cost of occupational health & safety or environmental standards. In order to guarantee compliance with the standards defined and required by CEMEX, there are corresponding agreements as well as random audits.

What does this mean specifically, and where is this reflected in the sustainability strategy?

As an example: optimization of transport logistics. The dilemma: lowest possible costs, plus the highest possible safety standards, low fuel consumption, speed and low emissions. The CEMEX approach: ascertaining optimised routes by means of GPS technology and taking account of the route congestion, the deployment of a modern vehicle fleet and regular professional driver training by independent third parties.

An example from the environment: energy efficiency – "just in time" – low warehouse stocks mean not only lower warehousing costs, but rather also lower energy consumption. If the deployment of excavator and wheel-loader movements is optimised as well, this saves additional fuel, too.

Another example: awareness through regular training sessions, e.g. regarding the subject of truck blind spots in primary schools, as well as participation in traffic safety projects, such as the pilot installation of an innovative driver assistance system for trucks, contribute to increasing general public safety.

An example from corporate governance: regular driver-safety training for the company’s own drivers and drivers from third-party companies, which also includes environmentally-friendly driving, is an important component of occupational health & safety management – CEMEX’s goal has been and will always be zero accidents.
Professional traineeships and the promotion of young talent are strategic future tasks for our company. Therefore, we want to ensure uniform, high quality. It is our declared goal to take over all of our trainees into salaried positions as skilled personnel after they complete their training.

After the final examinations in spring and summer 2015, we succeeded in giving salaried positions to six process mechanics, one processing technician, six electronic engineers, one professional driver, four industrial mechanics, two building materials testers, and one expert in warehouse logistics. Thirteen of the former trainees have received a temporally-unlimited employment contract, and five have been taken over by means of a fixed-term contract.

Such adoption rates are possible as a result of the clear objective to hire trainees exclusively in the framework of successor planning and thus to train them on a needs-oriented basis.

In the framework of their traineeship, the future trainees try out other areas and professions as well during the "Azubi exchange". Within this framework, the trainees visit other business segments and sites. The aim here is firstly the promotion of mobility and an interest in other business segments and job profiles as well as increasing the appeal of the traineeship. Secondly, we would like to achieve a good bond with the company as well as the promotion of qualities such as autonomy and personal initiative.

In order to do justice to the high expectations of traineeship quality and to offer all of the people participating in the traineeship orientation points for vocational training, uniform and generally-binding traineeship guidelines have been developed and introduced for trainees, trainers and educational supervisors, as well as traineeship coordination. This should ultimately result in an increase in trainees' satisfaction with and loyalty to the company. Trainees should of course feel at home, because we want to employ them at our business in the long term.

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**Traineeship with future prospects**

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**OUR BINDING TRAINING GUIDELINES**

1. **WE CULTIVATE A RESPECTFUL INTERACTION**
   For this reason, we always deploy our trainees in the sense of the training stipulations. Attention, fairness, mutual understanding and respect are the basis of a successful traineeship.

2. **WE CREATE TRUST**
   Trust is a fundamental prerequisite for a cooperation, which is characterized by openness, fairness and reliability. Words and deeds must always coincide.

3. **WE PROMOTE OPEN COMMUNICATION**
   Direct and transparent communication between trainees, trainees and the training coordination is fundamental for a qualified professional traineeship. The tasks for the trainees are to be clearly defined and recorded in a traineeship plan.

4. **WE ENCOURAGE MOBILITY**
   During the traineeship period, we enable our trainees to become familiar with other sites in other business segments through fixed-term practical deployment.

5. **WE PROMOTE COMMITMENT**
   We impart wide-ranging traineeship contents even beyond the Training Ordinance, in order to promote our trainees' commitment and to mobilize their potential. Open and honest feedback is decisive for a performance-oriented traineeship.

6. **WE GUARANTEE A HIGH-QUALITY TRAINEESHIP**
   It is our claim to offer a diverse and high-quality traineeship which goes beyond the stipulations of the Traineeship Ordinance.

7. **WE WANT TO TAKE OVER OUR TRAINEES**
   We strive for our trainees to be taken over into a temporally-unlimited employment relationship, because we want to acquire skilled personnel and retain them at our company for the long term.

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"Of course it is all about breathing life into the new training concept. All of the parties involved should contribute to this. We will do everything to secure the quality of our training."

Benedikt Jodocy, Vice President Human Resources, Legal and Sustainability of CEMEX Germany AG
In this report we describe the efforts we have made in the last fiscal year to support sustainable development, we show the results achieved, and we provide an outlook of our future plans. The key performance indicators listed are intended to measure and verify our efforts and to make them comprehensible. Changes in relation to data already reported are highlighted. When sustainability strategy has been adapted, we have also verified and updated our key performance indicators. Therefore, some of the key performance indicators which were contained in previous reports are not part of this report, while other indicators have been newly added. Because there is no previous data, it is not possible to compare new indicators.

The environmental data is taken from:

- **CO₂ emissions:** Concerning the reduction of the CO₂ emissions in relation to 1990, the specific emission values, which are determined and certified within the framework of the European emissions trading are compared. The specific dust, SO₂, and NOₓ emissions are based on the absolute annual emissions which are taken from the report to the authorities by the calibrated continuous emissions monitoring.

The health & safety data is taken from:

- **LTI numbers:** The numbers are determined on the basis of internationally defines internal CEMEX standards. These standards are based on the CSI Safety Guidelines for Measuring & Reporting (Version 4.0 of April 2013).

**SCOPE**

This report covers all business units of CEMEX Deutschland: Cement, Aggregates, Ready-Mix Concrete, Admixtures and Logistics. The companies taken into account are CEMEX Deutschland AG and their consolidated subsidiaries. The sites of the business segments Cement, Aggregates and Ready-Mix Concrete in the Western and South-Western region, which were sold to HOLCIM as of January 1st, 2015 are not included. The reference period of this report is the 2015 fiscal year. Our sustainability report is published annually, alternatingly as a full report and an interim report. The next report will be drawn up as the 2017 interim sustainability report and will cover the 2016 fiscal year. Our reports are available in German and English and can be downloaded from our website www.cemex.de.

**ABOUT THIS REPORT**

**Safety management system:** The internal health & safety management system is based on occupational safety management system OHSAS 18001. To verify its implementation, periodic internal audits are carried out at all business units.

**The financial and all other statements are taken from:** various internal reporting systems.

**IMPRINT**

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