



BUILDING

the future



2007
SUSTAINABLE DEVELOPMENT
INTERIM REPORT

ABOUT CEMEX

- > A leading global supplier of cement, ready-mix concrete, and aggregates
- > Present in more than 50 countries across the Americas, Europe, Africa, the Middle East, Asia, and Australia
- > Close to 67,000 employees worldwide
- > Sales of US\$21.7 billion in 2007



Our global operations

As of December 31, 2007

	CEMENT PRODUCTION CAPACITY MILLION METRIC TONS/YEAR	CEMENT PLANTS CONTROLLED	CEMENT PLANTS MINORITY PART.	READY-MIX PLANTS	AGGREGATES QUARRIES	LAND DISTRIBUTION CENTERS	MARINE TERMINALS
Mexico	27.2	15	3	325	24	86	8
United States ¹	15.4	14	4	552	130	40	10
Spain	11.4	8	0	114	27	9	18
United Kingdom	2.8	3	0	250	76	28	6
Rest of Europe ²	11.9	8	4	640	181	51	27
South/Central America and Caribbean ³	15.6	14	3	127	23	31	15
Africa and Middle East ⁴	5.0	1	0	76	11	6	1
Asia ⁵ and Australia	7.4	4	4	281	92	23	12
Total	96.7	67	18	2,365	564	274	97

¹ Includes operations from joint venture with Ready Mix USA.

² Austria, Croatia, Czech Republic, Finland, France, Germany, Hungary, Ireland, Italy, Latvia, Lithuania, Norway, Poland, and Sweden.

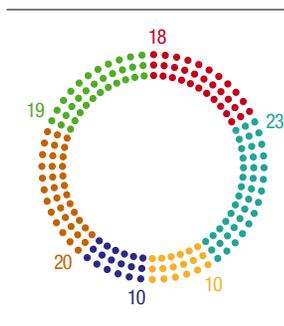
³ Argentina, Colombia, Costa Rica, the Dominican Republic, Guatemala, Nicaragua, Panama, Puerto Rico, and Venezuela, as well as other operations in the Caribbean region.

⁴ Egypt, Israel, and the United Arab Emirates.

⁵ Bangladesh, China, Malaysia, the Philippines, Taiwan, and Thailand.

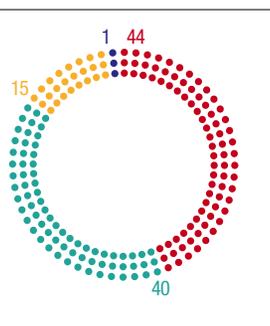
Sales geographic distribution

percentage



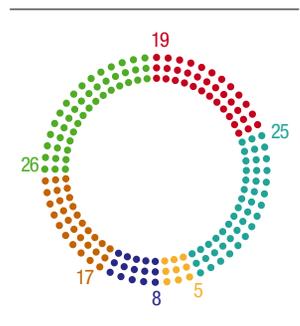
Sales by product

percentage



Workforce

percentage



MESSAGE FROM OUR

chairman and ceo

As we grow, we continue to work to strengthen our commitment to sustainable development. During 2007, we grew both organically and through acquisition. We successfully completed the core integration of Rinker, our largest-ever purchase. This has considerably strengthened our presence across our industry's value chain.

We know that to build on our success in the future, we must maximize the benefits and reduce the impacts of our business on people, communities, business partners, and the environment. That is why, in 2007, we revised our sustainability strategy to consolidate our efforts across regions and further integrate our worldwide approach.

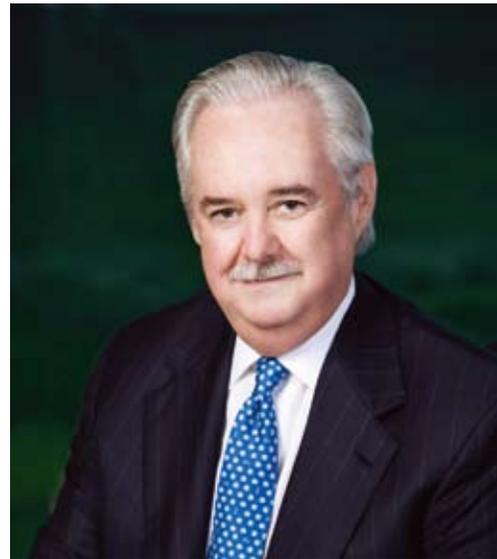
Our performance based on the Cement Sustainability Initiative's (CSI) indicators was largely positive. Carbon dioxide emissions per ton of cement decreased, despite a slight rise in the total. For the first time, independent consultants audited our CO₂ emissions. We increased our use of alternative fuels to reduce our reliance on primary fuels, and we increased the number of sites with local impact plans in place. We exceeded our targets for the use of alternative raw materials in our cement, and for the number of active cement sites with quarry rehabilitation plans. We will now work to achieve our longer-term targets to stretch ourselves further.

Challenges remain, and there is much more to do. Safety is our priority, so we must raise standards for our contractors and our employees. Our goal is zero fatalities – anything less is unacceptable. Quick and effective responses are required to prevent irreversible climate change. We must identify and deploy more options to cut greenhouse gases from our operations and develop products and provide services which promote sustainable construction.

While the acquisition of Rinker has strengthened our portfolio and our global position, it has also greatly increased our environmental responsibilities. We are developing ways to lessen the impact of our expanded quarrying operations on local communities and wildlife. In 2007, we signed a partnership agreement with the conservation organization, BirdLife International. This collaboration will help us build on our efforts to protect biodiversity and create healthy, natural habitats in and around our sites.

In 2008, we will continue to develop our information systems, which are essential to improving our performance. Accurate data help us to track our progress and allows our stakeholders to compare our results with others. Upgrading our systems to capture performance data for our rapidly expanding non-cement businesses is crucial.

I hope this interim report gives you a good overview of our progress in 2007. We invite you to learn more on our website, and I look forward to providing you with a comprehensive account of our sustainability progress in all segments when we report in full next year.



Sincerely,

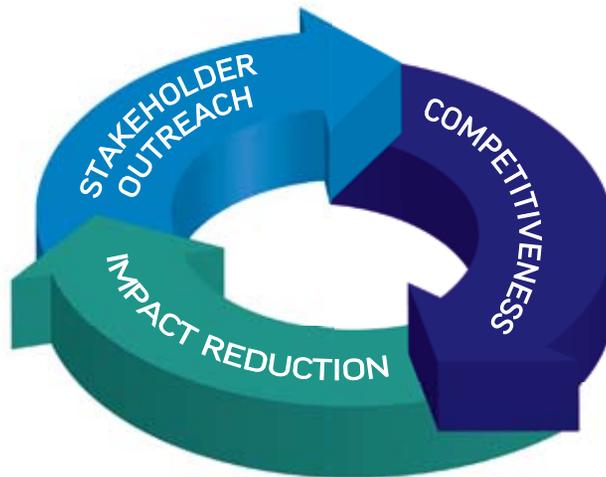
A handwritten signature in black ink, appearing to read 'L. Zambrano', written over a horizontal line.

Lorenzo H. Zambrano
Chairman of the Board and
Chief Executive Officer

sustainability

A sustainable world needs sustainable business. Our challenge is to further increase our long-term competitiveness, with minimal impact on people and the environment, while generating maximum value for our local and global stakeholders.

To this end, during 2007 our corporate sustainability strategy evolved to further integrate our global approach. Our sustainability strategy is in line with our values of collaboration, integrity, and leadership, as well as with our Code of Ethics. It is founded on three drivers:



competitiveness

Improving our operational excellence, increasing efficiency, and reducing risks help us to manage our business in a sustainable way. What's more, opportunities to market sustainable products and services are on the rise. We work with others to develop a profitable and sustainable construction industry. Being competitive enables us to foster growth, create more jobs, boost business for suppliers, and contribute more to society.

impact reduction

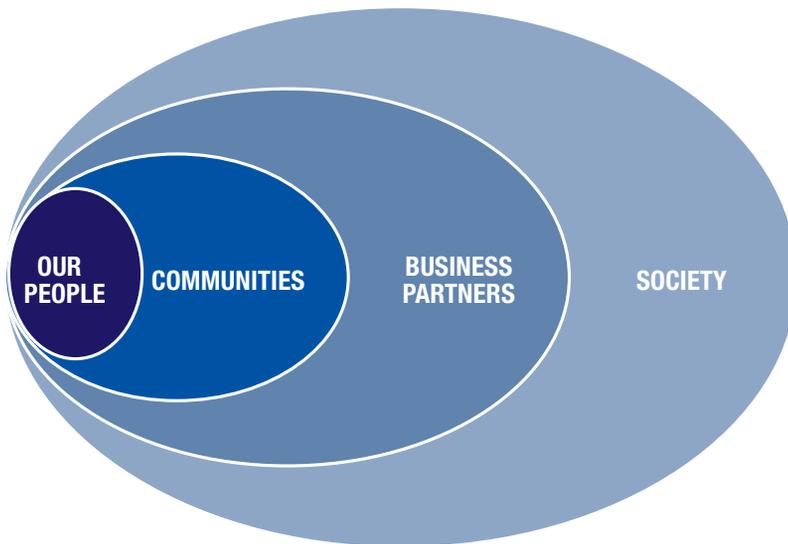
Our products and operations inevitably have impacts that must be well managed and minimized. We aim to provide a safe workplace, minimize our environmental footprint, and develop products and services that help improve sustainable construction. We also encourage others in our value chain to reduce their own impacts.

stakeholder outreach

Our long-term success rests on our interaction with key stakeholders. We are making greater efforts to meet, and where possible exceed, reasonable stakeholder expectations and develop positive relationships based on trust and mutual understanding.

STAKEHOLDERS

Our sustainability strategy is driven by our relationships with our full range of stakeholders. We strive to foster competitiveness, reduce our impacts and create value by working with all key groups. Our approach is to begin our engagement close to home, starting with our employees and working outwards to our immediate communities, our business partners, and society in general.



- **Our people.** Employees, contractors, and their respective families.
- **Communities.** Neighbors near our operations, including local governments, and non-governmental organizations (NGOs).
- **Business partners.** Customers, distributors, suppliers, and investors.
- **Society.** Includes national and international NGOs, national governments and regulators, universities, and the media.

We encourage open dialogue and involvement with each of these groups in a variety of ways such as surveys, consultations, meetings, site visits, events, and partnerships. There are some examples in this report, and more on our website.

ABOUT THIS REPORT

This document presents a review of our sustainability performance in 2007. We report in full on our contribution to sustainable development every two years, and produce a summary, like this one, in the intervening years.

On these pages, we address the most important sustainability issues we face and present some initiatives worldwide through which we are putting our strategy into practice. Additional information and cases are available at: www.cemex.com/sustainability

Whenever possible, our report covers our cement, ready-mix concrete, and aggregates operations worldwide. In July 2007, our business once again grew significantly when we acquired Rinker Group Limited and its considerable operations in Australia and the United States. The data in this report do not include Rinker unless otherwise stated.

Our present sustainability data systems are mainly focused on our cement operations for two reasons. First, the majority of our key performance indicators and targets resulted from our membership in the Cement Sustainability Initiative. Second, we have experienced rapid and significant growth in our non-cement operations, and our information platforms no longer reflect all aspects of our business. We are upgrading our systems to record the comprehensive sustainability performance of all our business segments. Any data that cover cement operations only are clearly marked.

We welcome and encourage your feedback. We recognize that an open dialogue about our sustainability strategy and performance will benefit our business and our stakeholders. See inside back cover for contact details.

O U R business

We are one of the world's leading providers of cement, ready-mix concrete, and aggregates. Our products are used in everything from roads and sidewalks to offices, hospitals, and homes. We rely on our suppliers to keep us operating, and on distributors to make our products available to our customers. We work hard to ensure that relationships with our business partners are mutually beneficial.

SUSTAINABILITY GOVERNANCE

Our board of directors is responsible for overseeing and supervising the management of the company. Our management team is accountable for compliance with all applicable laws and regulations in the countries where we operate. Our Sustainability Committee leads sustainability plans in all regions, sets targets, monitors performance, and tracks progress on key initiatives.

Our Code of Ethics and Business Conduct sets out the standards we expect our employees to meet in their work. All employees receive and sign a copy. The Corporate Practices and Audit Committee monitors adequate compliance with corporate policies including the Code of Ethics.

SUSTAINABLE CONSTRUCTION

As society develops, demand for high-quality, sustainable construction materials and methods increases. Regulations are being tightened to promote this, and a growing number of voluntary standards aim to improve energy efficiency in buildings.

Around 84% of the energy used during the life of a building is consumed throughout its use. Thus, we continue to work with other leading companies as part of the Energy Efficiency in Buildings (EEB) initiative, a World Business Council for Sustainable Development project. In 2007, the group reported that technology available today can achieve dramatic improvements, but market failures and behavioral barriers are blocking progress. The EEB's research found high levels of



96%

of our global purchases
come from locally-based
suppliers in the countries
where we operate

US\$1.5 billion

were distributed in wages
and benefits for our employees
and their families

The more successful our business, the more we contribute to our stakeholders. This table lists our direct economic impacts in 2007:

We allocated US\$1.5 billion on wages and benefits for our employees and their families

We invested US\$42 million, or 1.6% of pre-tax income, in local communities and society through cash donations

We sourced 96% of our purchases from locally-based suppliers in the countries where we operate, up from 88% in 2006

Sales to our customers totaled US\$21.7 billion, creating business for our network of distributors

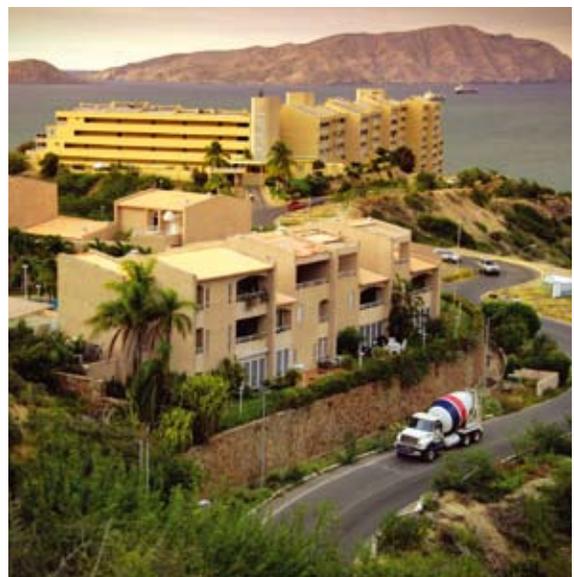
As part of our stock dividend program we distributed over 189 million CPOs to 97.8% of our stockholders. The remaining 2.2% received payments, in lieu of the stock dividends, for US\$13 million

awareness of sustainable building but low levels of leadership, knowledge, and experience¹. By the end of 2008, the EEB aims to report on the changes needed in policy, technology, finance, and behavior to stimulate the construction of energy efficient buildings.

Cement and concrete have an important role to play in meeting the sustainable building standards of the future. We develop materials that improve insulation, reducing energy use and carbon dioxide emissions. We also market products that increase drainage to prevent flooding, and contain alternative or recycled materials. Examples include:

- **Cement** produced using alternative fuels in the kiln and containing alternative raw materials such as by-products from coal-fired power stations and the steel and iron industry
- **Insulating concrete** that limits the amount of heat transfer in buildings, keeping them cool in hot climates and trapping heat inside in cold weather, saving energy
- **Porous concrete** that allows rainwater to filter into the ground, reducing flooding and helping to maintain groundwater levels. The light-colored, porous concrete also stores less heat, reducing heat traps in cities
- **Antibacterial concrete** that controls bacteria growth, helping to maintain clean environments in places such as laboratories, restaurants, and hospitals.

Buildings experiencing the environmental benefits of our products include the new California Public Employee Retirement System headquarters, which used CEMEX cement containing alternative materials. The building achieved Leadership in Energy in Environmental Design (LEED) certification from the US Green Building Council. Also, a new car park built from our porous concrete helped the City of Fullerton in southern California reduce storm water runoff by 13,000 gallons for every inch of rainfall.



1. There is a full report of the findings at www.wbcscd.org

We employ close to 67,000 people around the world. We depend on them to ensure we remain competitive in the long term. We have a responsibility to treat them fairly and with respect, to reward their efforts, provide development opportunities, and ensure their health and safety. Engaging our employees with their daily work and company strategy is essential if we are to meet our sustainability goals.



HEALTH AND SAFETY

We take the health, safety, and well-being of our employees and contractors very seriously. Our policy sets out our commitment to eliminate workplace injuries and fatalities. Our safety management system contains the operational guidelines, site audits, training, risk assessment, and incident investigation procedures needed to implement our policy.

During 2007, lost time injuries involving our direct employees decreased 28%, however there was an increase of 25% among the indirectly employed. Our lost time injury frequency rate fell 25% and the fatality rate decreased 18%. Nonetheless, we are deeply saddened that 7 direct employees, 20 contractors and 11 members of the public lost their lives. We will continue to focus our efforts on workplace safety until we achieve our goal of zero fatalities.

In 2007, we made changes to how we record incidents to help improve our understanding. We combined the way we report internally with our reporting against industry standards such as the Cement Sustainability Initiative (CSI) and the US Occupational Safety and Health Administration (OSHA) requirements. This will allow managers to better analyze data and trends, take action to prevent incidents and help employees better protect themselves. Also, a new health module records occupational diseases. For the first time, we report the level of employee participation in our health program –65%¹– and we keep working to meet our target of 100% by 2010.

We are also improving the way we investigate incidents to ensure we learn from them and prevent recurrence. The new process will help us to better identify root causes and corrective actions. Moreover, we continue to train and certify our drivers as a way of preventing road accidents and will report the progress made in our next report.

Since 2000, the annual CEMEX Safety Award has promoted safety and health at our operations worldwide. Sites are judged on performance, risk management, incident investigation, analysis, and follow-up. The award is given to the best performing facility in each business segment. The 2007 winners were the Balcones cement plant and the Southern California aggregates operations in the US, the ready-mix concrete operations in Mazatlan, Mexico, the logistics area in Israel, and the special mortar plants in Spain. All achieved zero lost-time injuries and fatalities and have implemented outstanding incident prevention practices.

EMPLOYEE ENGAGEMENT

Employee commitment is essential for continuous improvement and for ensuring that our core values are fostered throughout the company. In 2007, we conducted our second global employee survey to gather opinions and assess employees' motivation, sense of belonging and pride in the company, and desire to contribute to our success.

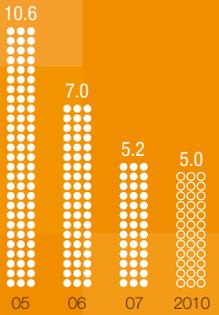
The survey revealed a worldwide engagement level of 83%², which compares well with other high-performance companies. The results show that our main strengths are collaboration, empowerment and trust, and organizational ethics.

Lost Time Injuries

	2005	2006	2007
Directly employed - CEMEX total	969	939	672
Indirectly employed - CEMEX total	96	103	129
Directly employed - cement operations only	174	139	115
Indirectly employed - cement operations only	32	38	49

LTI frequency rate³

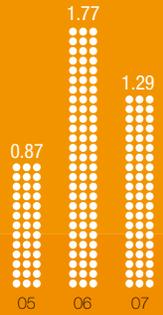
CEMEX total



○ Target

Fatality rate⁴

CEMEX total



83%

worldwide employee engagement level

1. This figure excludes the US as health services there are managed externally.

2. The final data consolidation for the 2006 survey also showed an engagement level of 83%.

3. LTI frequency rate: For directly employed individuals in all CEMEX operations. In 2007, we adopted the industry standard of reporting LTIs per 1,000,000 –rather than 200,000–hours worked.

4. Fatality rate: For directly employed individuals in all CEMEX operations (number of fatalities per 10,000 directly employed).

We have developed engagement action plans focused on the identified areas for improvement. Initiatives in progress include orientation and development programs, health and safety projects, targeted communications, family days, and open dialogues.

As part of these efforts we hold employee consultations with senior management in over 20 countries in the Americas, Europe, and Asia. For instance, our President for the South America and Caribbean Region has regular meetings with employees of all levels. During 2007, more than 1,000 non-managerial and managerial employees from the region actively participated.



ENVIRONMENTAL commitment

Good environmental stewardship and good business go hand in hand. We aim to reduce our environmental impacts at every stage of our processes. Our impacts range from the local footprint of our quarries to wider global challenges like climate change. We constantly strive to reduce energy use, explore alternative fuels and substitute materials, and rehabilitate quarries.



QUARRY RESTORATION AND BIODIVERSITY

We are committed to being a responsible steward of the large tracts of land we own and manage. Before, during, and after our extractive operations we take action to rehabilitate land and conserve biodiversity, as well as to provide a useful resource for local communities. By the end of 2007, 94%¹ of our active cement sites had quarry rehabilitation plans in place, up from 81% last year. This means that we have already met our 2010 target and will continue to work towards our goal of 100% by 2015.

Biodiversity matters are being addressed at 69%² of our sites, compared with 61% last year. To advance our commitment we will continue to:

- Identify and prioritize sites with significant biodiversity
- Support local rehabilitation and biodiversity management plans and monitor their progress
- Work in partnership with environmental organizations to consider their input and raise awareness among stakeholders.

There are several examples of best practice in biodiversity at our cement and aggregates sites around the world. Examples include:

- In partnership with local environmental agencies, we converted more than 21.5 hectares of land at our Greywacke quarry in Ambrock, Germany, into ecological woodland
- We are rehabilitating a 50-year-old quarry near Bogota in Colombia to provide a resting place for migrating birds and a nature reserve for nearby residents
- In Spain, we are collaborating with the University of Barcelona to restore our Alcanar quarry and plant native species. These efforts form part of a Europe-wide quarry restoration project and have received national recognition and awards

- In the UK, CEMEX Angling, which dates back to a 1960s scheme to restore sand and gravel pits, offers over 70 mature, fish-filled lakes and 20 stretches of river. Today it has 60,000 members and is the largest commercial fishing association in the country.

We work in partnership with conservation groups to share expertise and improve the way we manage biodiversity. In December, we signed a ten-year agreement with BirdLife International, the largest global network of independent conservation organizations and a leading expert on protecting bird species. The agreement is based on previous work carried out with RMC before it was acquired by CEMEX. It commits us to prioritizing conservation in our quarries, and supporting wider conservation initiatives and awareness-raising among employees and communities.

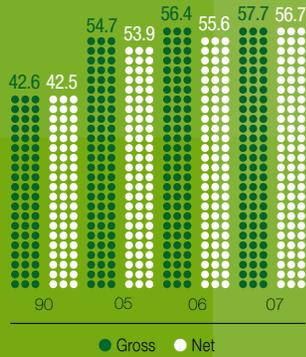
CLIMATE CHANGE

Cement manufacturing is energy intensive, accounting for about 5% of carbon dioxide (CO₂) emissions globally. Energy is needed at all stages of production, from mining raw materials, crushing and milling, heating kilns, to packing and shipping the finished product.

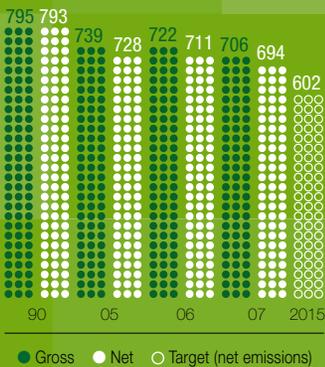
Our emissions reduction strategy continues to be based on:

- **Reducing our energy use.** We use technology to improve energy efficiency, and use by-products from iron and steel making and coal-fired power stations as substitute materials in our cement. This allows us to save energy per ton of cement clinker we produce. Our use of alternative materials rose 50% to 12.8% of total material use –beating our 2015 target. We continue working to reach our 15% target by 2020
- **Using alternative fuels with lower CO₂ emissions.** Alternative fuels such as chipped tires, household waste, sewage sludge,

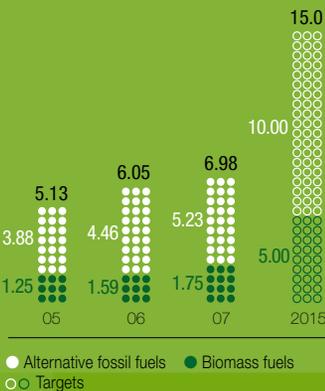
Absolute CO₂ Emissions³ million metric tons



Specific CO₂ Emissions³ kg CO₂/metric ton of cementitious product



Alternative Fuel Substitution⁴ % thermal substitution



animal meal, and secondary liquid fuels accounted for 7.0% of total energy use in 2007 up from 6.1% in 2006. Our target is to achieve 15% of alternative fuel substitution by 2015

- Investing in renewable energy generation.** We continue developing projects under the UN Framework Convention on Climate Change. Among them, is the largest wind farm in Mexico with a capacity of 250 Megawatts, whose first stage will begin production in 2008. Once fully operational, it will supply 25% of our annual electricity needs in Mexico. Under the Kyoto Protocol's Clean Development Mechanism, we will be able to use the resulting carbon savings to offset emissions from operations located within regulated frameworks such as the European Union Emissions Trading Scheme (ETS).

In 2007, our absolute net CO₂ emissions for our cement operations increased by over 1% to 56.7 million metric tons. Specific emissions decreased 2.4% to 694 kg per metric ton of cementitious product getting us closer to our 2015 target. For the first time, our CO₂ emissions were audited by independent consultants from PriceWaterhouseCoopers who concluded that the figures are in accordance to the Cement CO₂ Protocol and free of material misstatements.

We support market-based mechanisms such as the EU ETS as a way of reducing CO₂ emissions. However, such mechanisms must be well designed to avoid undue market impacts which could result from the practices of producers not covered by any given scheme. We support the Cement Sustainability Initiative's attempts to develop an international sectoral approach. We are also exploring the potential of carbon capture and storage technologies.

	2005	2006	2007
ENERGY			
Specific heat consumption of clinker production (MJ per metric ton of clinker)	3,864	3,882	3,868
RAW MATERIALS USE			
Alternative raw material rate	9.0%	8.6%	12.8%
Clinker/cement factor	81.4%	81.4%	78.5%
OTHER EMISSIONS⁵			
% of clinker produced with monitoring of major and minor emissions ⁶	32%	34%	37%
% of clinker produced with continuous monitoring of major emissions	35%	38%	42%
Dust specific emissions (g / ton clinker)	307	215	219
Dust absolute emissions (metric tons / year)	18,265	13,673	13,881
NOx specific emissions (g / ton clinker)	1,962	2,007	1,704
NOx absolute emissions (metric tons / year)	116,770	127,322	108,220
SOx specific emissions (g / ton clinker)	580	520	599
SOx absolute emissions (metric tons / year)	34,526	32,973	38,069

1. This percentage refers to 63 out of 67 active cement sites.

2. This percentage refers to 46 out of 67 active cement sites, the 2006 figure was restated.

3. The CO₂ emissions inventory was calculated according to the Cement CO₂ Protocol version 2.0 released in June 2005. The reporting perimeter includes our cement division: 63 cement plants and 20 cement grinding plants; 100% of the emissions of those operations over which there is operational control have been consolidated; recent acquisitions from Rinker are excluded. Net emissions are the result of gross emissions minus emissions from waste combustion (alternative fuels). The historical information was recalculated according with the results from the CO₂ verification process conducted in 2007.

4. Recalculated according with the results from the CO₂ verification.

5. These figures are estimates only from cement main kiln stacks. Historical data has been adjusted due to improved measurement and corresponding recalculations.

6. Major emissions refer to dust, NOx, and SOx and minor emissions to Volatile Organic Compounds, Mercury, Cadmium, Thallium, Dioxins, and Furans.

S O C I A L

commitment

As a global company, our impacts and influence extend well beyond our operations. The building materials we produce and the jobs we provide contribute to build a better society for all, while we work with our neighbors and other partners to improve local communities. Social development is essential for creating an environment in which business can prosper.



'Internet at Hand' program, Poland.

SOCIAL INVESTMENT

The communities where we operate face various challenges. Our social investment initiatives are designed to reflect these and are related to our core business so our contribution is more effective.

We support many social initiatives worldwide, in housing and infrastructure, environment, education, culture, sport, and disaster relief. Our greatest contribution comes through making our products and services accessible to all, and sharing our time and expertise. We collaborate with private, public, and community-based partners to extend our reach. We also provide in-kind and cash donations.

At the end of 2007, over 95% of our active cement sites worldwide had community engagement plans in place, compared with 90%¹ last year. Our challenge is to standardize and improve existing plans, as well as to extend these practices to our ready-mix concrete and aggregates operations.

Improving housing

For 10 years, our Patrimonio Hoy initiative has helped low-income families improve their homes. It provides quality products on low-cost credit and at fixed prices, as well as technical building advice. In 2007, the program continued to expand in South America. We now have over 100 centers and have served more than 190,000 families in Colombia, Costa Rica, Mexico, Nicaragua, and Venezuela. Patrimonio Hoy received the Corporate Citizen of the Americas Award in 2007 from the development organization, the Trust for the Americas.

190,000

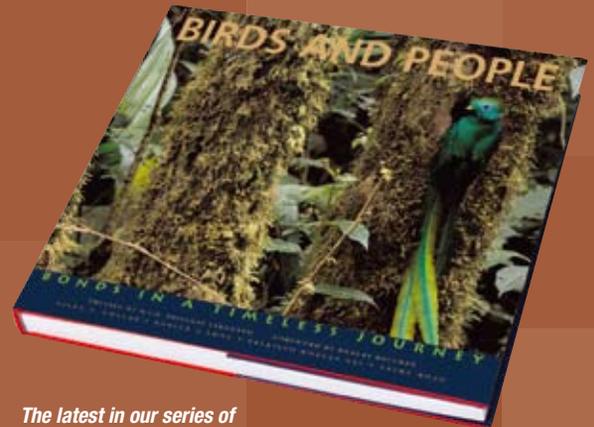
low-income families have accessed affordable building materials and advice through Patrimonio Hoy

US\$42 million

or 1.6% of our pre-tax income, invested in local communities and society

+95%

of our cement sites worldwide have community engagement plans in place



The latest in our series of conservation books.



One of the many families benefiting from Patrimonio Hoy, Colombia.

We also support community cooperatives that manufacture the building blocks their members need to gradually improve their homes. We share our expertise and provide equipment, training, and building materials. More than 50 cooperatives in Mexico, Panama, and Venezuela have been established, in partnership with governments and non-governmental organizations. These cooperatives also sell any remaining materials to generate their own income.

Environmental awareness

In 2007 we published the latest in our series of conservation books, *Birds and People: Bonds in a Timeless Journey*. The volume is split into five chapters looking at all aspects of human

interaction with birds and includes images from the world's greatest bird photographers. We developed the book together with Agrupación Sierra Madre and BirdLife International. The resources raised by the sales of this edition will support BirdLife's biodiversity efforts².

Disaster relief

We provide building materials for shelter and use our logistics network to distribute supplies when a natural disaster strikes. Our employees get involved by volunteering their time and raising funds. Examples in 2007 include:

- We set up a fund for employee donations and matched these to double the amount raised in response to the severe floods that devastated the Mexican state of Tabasco at the end of October. More than 35,000 families benefited as a result. We also collaborated with others to donate 1,000 houses, and provided assistance to rebuild homes and community infrastructure
- We organized a relief operation for families affected by the monsoon floods in Bangladesh. Employees across Asia raised money for relief packs containing food, medicines and water, which were distributed to more than 1,000 families with the help of the army and local government
- We donated cement and roofing materials following typhoon Reming in the Philippines. We also continue to help tsunami victims reconstruct their lives working with UNICEF in southern Thailand to build homes, schools, and a health center.

1. The 2006 figure was restated.

2. The book can be purchased at www.nhbs.com

targets and performance

This table gives an overview of our sustainability progress¹. We are committed to improving our performance in all areas and will continue to disclose our achievements and challenges. Some targets may be revised in the future to reflect the continued growth of our company.

Area	Indicator	Targets	2007 Progress	Page #
Employee Health and Safety	Participation in our employee health program ²	100% by 2010	▲	6-7
	Drivers certified by our training programs	100% by 2010	◆	6-7
	Lost Time Injury frequency rate for direct employees ³	5.0 by 2010	▲	6-7
Local Impact on Land and Communities	Active sites with quarry rehabilitation plans	82% by 2010 100% by 2015	✓ ▲	8-9
CO₂ and Climate Change	Reduction in CO ₂ emissions per metric ton of cementitious product from 1990 baseline	25% by 2015	▲	8-9
Use of Alternative Fuels and Raw Materials	Alternative fossil fuels substitution	10% by 2015 15% by 2020	▲	8-9
	Biomass fuels substitution	5% by 2015 8% by 2020	▲	8-9
	Alternative raw materials substitution	12% by 2015 15% by 2020	✓ ▲	8-9
Other Emissions	% of clinker produced with continuous monitoring of major emissions (dust, NOx and SOx)	50% by 2010 100% by 2020	▲	8-9
	Reduction in specific emissions per ton of clinker from 2005 baseline	50% for dust by 2015 15% for NOx by 2015 10% for SOx by 2015	▼ ▲ ▼	8-9

▲ Positive progress ▼ Negative progress ◆ Measurement in progress
 ✓ Target achieved, we keep working towards our longer-term objectives

1. Except for health and safety, and for the reasons stated in 'About this report', indicators cover our cement operations only. We are working on upgrading our data systems to report the sustainability performance of all our business segments.
 2. The participation in our employee health program is reported for the first time, this figure excludes our US operations as health services there are managed externally.
 3. Our lost time injury frequency rate was previously reported as 'accident rate.' In contrast with past years, we adopted the industry standard to report the number of LTIs per 1,000,000 -rather than 200,000- hours worked.



CONTACT INFORMATION

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GLOBAL PARTNERSHIPS AND MEMBERSHIPS

We collaborate with an array of local and global stakeholders to extend our reach. The following list presents some of our key sustainability-related global alliances and memberships. A more comprehensive overview is available on our website.

- **WBCSD-CSI & EEB** - We are members of the World Business Council for Sustainable Development's Cement Sustainability Initiative and Energy Efficiency in Buildings project, which help us to address the challenges of sustainable development.
- **United Nations Global Compact** - We became a signatory of the Global Compact in November 2004. This is a voluntary initiative that promotes good corporate practices in human and labor rights, the environment, and anti-corruption. We are committed to its ten principles which are fully integrated into our Code of Ethics, our policies, and our sustainability approach.
- **BirdLife International** - In 2007 we signed a ten-year global agreement with BirdLife International, the largest network of independent conservation organizations and a leading expert on protecting bird species. This partnership will help us build on our efforts to protect biodiversity and create healthy, natural habitats in and around our sites.
- **Center for Corporate Citizenship** - Through our membership in Boston College's Center for Corporate Citizenship, we share best practices and learn from other global companies such as Cargill, General Electric, IBM, PepsiCo, and Verizon. We are chairing the Center's International Advisory Board during 2007-2008.
- **ISO 26000** - We are involved in the development of the International Organization for Standardization (ISO) 26000 standard for social responsibility, and lead the Mexican private sector group.
- **World Bank Institute** - Since 2004, we collaborate with the World Bank Institute and Tecnológico de Monterrey to spread sustainability and corporate responsibility knowledge in Latin American countries through a series of online courses and best practice sharing.



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