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REPORT '08

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SCOPE

CIMPOR's 2008 Sustainability Report is a complementary publication to the Group's Annual Report and Accounts for the period in question.

This 2008 Sustainability Report only encompasses the Group's cement production business in the Portugal, Spain, Morocco, Tunisia, Egypt, Turkey, Brazil, Mozambique, South Africa, Cape Verde, China and India Business Areas.

The Case Studies, which are specifically highlighted in the various chapters, will only have their full versions published in dedicated areas of the Group's site, in order to save paper and safeguard the environmental repercussions associated with physical publication.

Access to the full version of the Case Studies is facilitated in the digital version of this Report by the use of direct links.





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OUR SUSTAINABLE 01 DEVELOPMENT

1.1. DOING OUR SHARE

SUSTAINABILITY AS A VALUE CREATION STRATEGY

The main priority of the CIMPOR Group's senior management is the ongoing creation of value for its shareholders in the long term, thus guaranteeing business sustainability.

The CIMPOR Group continues to endeavour to harvest the benefits of a path of industrial development anchored in principles of sustainability and, to that end, it supports the concept of sustainable development as the sole means of dealing with, on equal footing, economic, environmental and social concerns in the pursuit of the Group's business activities. The Group seeks to minimise the negative impact of the action of Group companies and to maximise the positive impact for stakeholders, for the communities where it operates and for the governments with which it has to interact.

The CIMPOR Group is concerned with promoting open dialogue and ensuring that all its staff and subsidiaries behave in a socially responsible manner in order to inspire other industries and other sectors to invest in this pathway towards progress.

The strategy embodies in-house action plans specifically focused on each operating unit with the objective of allowing the Group companies to be considered essential partners in the development and prosperity of the communities in which they operate.

CORPORATE GOVERNANCE AND CONDUCT

CIMPOR's primary concern is to ensure compliance with local, national and international laws and regulations and to conduct its business in each Business Area bounded by the principles of honesty and integrity through frank and open communication with employees and stakeholders.

In this context, a corporate Code of Ethics was published in 2006, which remains in force. Since the publication of that Code, in-house programs aimed at fostering ethics, moral codes, respect for human rights, respect for labour laws and other socially acceptable practices have and are being implemented in an official capacity in the various Business Areas, so as to create a common in-house approach on the subject.

CEMENT SUSTAINABILITY INITIATIVE (CSI)

The pioneering CSI – Cement Sustainability Initiative project, which was established in 1999, was initially the scheme of the world's ten largest cement manufacturers, which includes CIMPOR, to apply that concept to the cement sector under the standard of the WBCSD.

Even though all these companies, which currently number nineteen, have been developing projects in this field over the years, for the first time CSI represents an opportunity to join forces to together tackle the challenges facing the entire sector and society in general, providing a unique opportunity to mobilise society's different actors at a global level. This initiative, besides aiming to create a vision of sustainability at the heart of the companies and respective organisations, also seeks to develop the dialogue existing with the main stakeholders outside of the industry.

The “Sustainability of Concrete” began to be studied in 2008 by a new working party specifically created for that purpose. This party will study concrete’s impact, with special focus on the mitigation of CO₂ emissions and the adaptation to climate change, in addition to looking at other possible avenues. Furthermore, CSI also began in 2008 to develop, at the request of the International Energy Agency (IEA), a Technological Roadmap for the cement sector with a time horizon that extends to 2050.

The second CSI Forum was held in 2008, in Houston, Texas. This seminar aims to expand on the discussion and sharing of knowledge on sustainable development among the companies participating in the CSI initiative. The seminar included guest speakers of international repute from outside the cement sector, specialists on sustainable development.

The CSI Full Report was published at the start of 2008. This report focused on the evolution of the commitments undertaken by the respective chairmen in the Our Agenda for Action, which was signed in Paris in July 2002. The report publishes the results achieved during the five years the Our Agenda for Action plan has been in force. It can be read at www.csiproggress2007.org.

The initiative will continue under the banner of the WBCSD. Its recently revamped website (www.wbcscement.org) will continue to publish updates on the progress of its work and information on sustainable development in general.

1.2 CONSOLIDATION PERIMETER OF THE GROUP’S 2008 SUSTAINABILITY INDICATORS

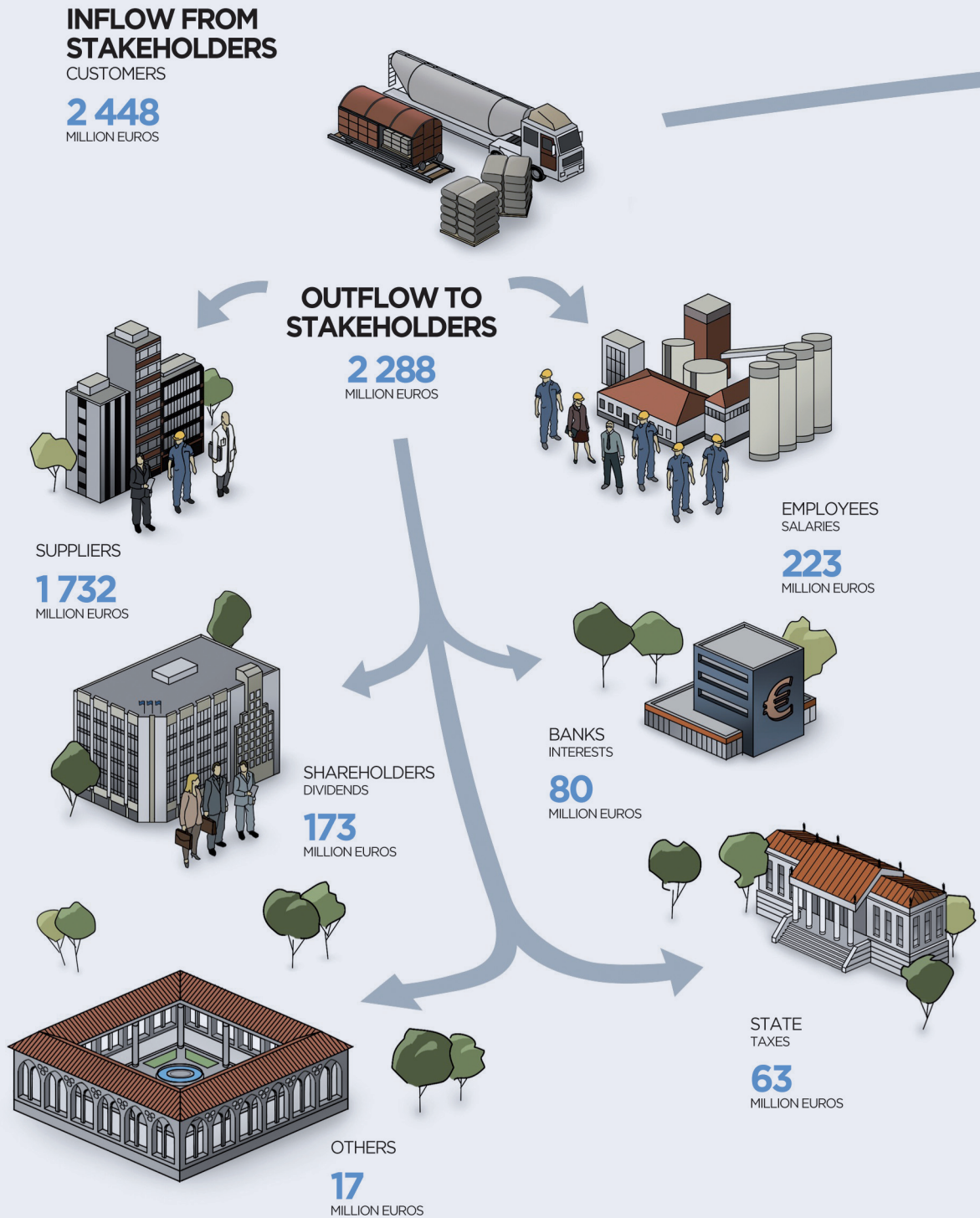
The CIMPOR Group has grown between 1990 and 2008 from a company of six operating units in Portugal (two of which have since ceased to belong to the company) to an international group with 38 operating units (24 cement plants and 14 grinding facilities) and operations in a further 11 Business Areas: Spain, Morocco, Tunisia, Egypt, Turkey, South Africa, Mozambique, Cape Verde, Brazil, China and India.

In late 2007/early 2008 The Group acquired a new company in India at the start of 2008. This company, which has one operating unit (Sikka), will be included in the consolidation perimeter this year for the first time.

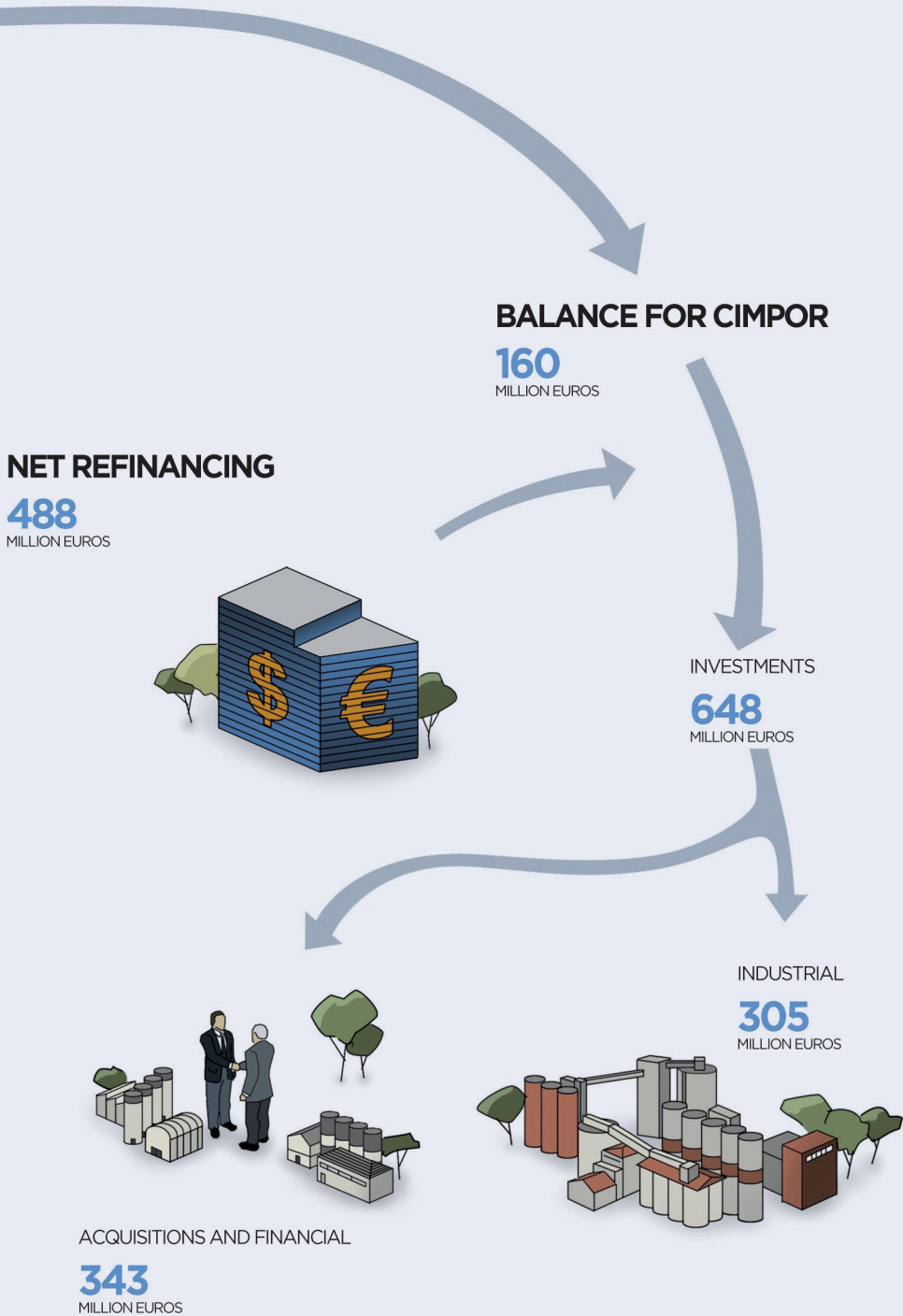
Only the operating units of the subsidiaries in which the CIMPOR Group held management control and in which traditional reporting systems were in place by the end of 2008 were considered for consolidation of the data for this Sustainability Report. Accordingly, the Sikka Operating Unit, in India, will be included in the Group’s consolidation perimeter from this year, and the Liyang Operating Unit in China, which was acquired in the second half of the 2008, will only be included in that same consolidation perimeter from next year.

All the indicators published in this Report refer to this new perimeter, without the Liyang Operating Unit, except for the OH&S indicators which do not include the China and India Business Units in their 2008 figures.

1.3. ECONOMIC PERFORMANCE



The CIMPOR's financial relationship with its stakeholders, i.e. costumers, shareholders, employees, suppliers, the state and financial institutions and associations, is described in this flow chart (based on the consolidated cash flow statement for 2008), wich clearly illustrates the main costs and revenues of the Group overall activity in the financial year.







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02 SOCIAL RESPONSIBILITY

2. SOCIAL RESPONSIBILITY

2.1. POLICY ON COMMUNICATION AND RESOURCE DEVELOPMENT

The CIMPOR Group's communication policy, based on the principles of integrity and transparency, guarantees the development of relations with its stakeholders and the general public. The different Business Areas may possess, due to the specific nature of the respective locations, their own communication bodies operating under the coordination of the holding company's Communication and External Relations Department.

The CIMPOR Group encourages continuous technological update, ensuring that it is equipped with the means required to guarantee the effectiveness of communication with in-house and external audiences in all the areas where it operates.

2.2. STAKEHOLDERS' INVOLVEMENT SUSTAINABILITY PARTNERSHIPS

CIMPOR has been developing and assessing a number of programs aimed at maintaining open dialogue with its main stakeholders, either through its direct initiative or by indirect means through the various projects that the Group is involved in, such as the Cement Sustainability Initiative (CSI).

TURKEY - CIMFORUM - THE IMPORTANCE OF COMMUNICATION



CIMPOR Yıbitaş publishes a quarterly magazine, CIMFORUM, which is designed and edited by a group of employees of the company. Originally published in Turkish, it contains a pull-out of some articles in English so that it might be disseminated around the Group. Employees constitute the target/main audience. The magazine is also sent to all the customers.

The themes include new projects, in particular those involving human resources, and it has sections devoted to development (activities), health, humour and hobbies. CIMFORUM has a special address to which staff can send their comments and suggestions on the magazine.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5235&lang=2

The Group is involved in regular dialogue with various groups of stakeholders, especially through its subsidiary companies. We establish the priority to give our relations with each of the different groups of stakeholders, depending on the type or importance of the issues to be dealt with and the geographical situation of the Operating Units. Accordingly, greater or lesser responsibility to lead the dialogue process is delegated in the local management teams.

In relation to the identification of the stakeholders, their respective concerns and the operating units' (OU) degree of involvement with them, we developed and implemented corporate-wide guidelines in 2008, aimed at providing general orientation to our subsidiaries. These guidelines allow each OU to carry out a self-assessment of its current status and, where necessary, take the corrective measures to improve its level of interaction.

PORTUGAL AND SPAIN - EUROPEAN OPEN HOUSE WEEK



CIMPOR took part in the CEMBUREAU (European Cement Association) initiative and offered Open House days in Alhandra and Loulé in Portugal and Toral de los Vados in Spain.

The Alhandra plant recorded a significant total of 710 visitors over six days, including visits from the State Secretary to the Minister for Industry and Innovation, the President of Vila Franca de Xira City Council, official bodies, the presidents of the local parish councils, national and regional associations representing different business areas, financial analysts and journalists.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5237&lang=2

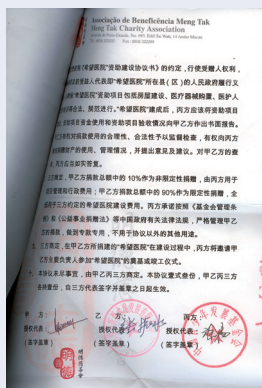
Stakeholders

MAIN FORMS OF INVOLVEMENT IN 2008

Shareholders	Publication of quarterly and annual results, and roadshows; investor conferences; presentations on the subject of Sustainable Development.
Customers	Commercial relations; technical-commercial assistance; development of specific products for certain applications; complaints procedures; satisfaction surveys; taking part in fairs related to the business activity; publishing information brochures on the application of each product.
Employees	Annual meetings of the Executive Board with employees; CIMPORnet, the CIMPOR Group's information portal; Notícias CIMPOR / CIMPOR News magazine on the Group's activity throughout the world; BBT magazine, on technical and management matters; interaction with trade unions; code of ethics and irregularity warning and communication procedures (whistle-blowing).
Local Communities	Various projects of collaboration with the local communities; employees' voluntary work in the communities; public meetings and consultation sessions on a wide range of subjects; surveys to ascertain the impact of the operating units on the communities; Open Days; EIAs; complaints and whistle-blowing procedures; study grants; providing work placements for the best students.
Trade Unions	The CIMPOR group, demonstrating its commitment and responsibility towards its employees and their representatives, concludes and periodically renews collective labour agreements - the so-called company agreements - with trade unions. Around 61% of the Group's workforce is currently covered by collective labour instruments.
Governments and Local Authorities	Direct involvement or through the relevant social-professional associations; national and local initiatives; international partnerships; presentations and studies concerning the sector.
International Organisations	WBCSD, by means of a sectoral project developed under the banner of that organisation - Cement Sustainability Initiative (CSI); OECD through the SD Round Table; IEA in the preparation of a roadmap for the cement sector; UNFCCC / CDM Executive Board for the development of a new methodology for the cement sector; dialogue with the World Bank and IFC; Habitat for the Humanity through local community projects; World Monuments Fund for the conservation of classified historical heritage, among others.
NGO's	The involvement in location-specific issues and in various kinds of partnership (e.g. social-economic development, the environment, biodiversity, HIV/AIDS and other basic healthcare, education, housing, the supply of drinking water to surrounding communities, and other projects).
Suppliers and Service Providers	Commercial interactions; consultation and conformity processes; training on safety; the accreditation of companies and external collaborators for the provision of services and supplies; development initiatives promoted by the CIMPOR Group's subsidiary companies.
Universities	Support to R&D programs in fields of relevance to the Company, especially in countries where the CIMPOR Group operates; employee training; curricular support to university courses of interest to the Company and the fostering of work placements for the best students.

This report highlighted various examples of the type of partnerships to be promoted. In some cases, these encompass the provision of the necessary information, education and training to suppliers and customers, in order to ensure that a certain product or service is used in an effective and safe manner. In other cases, these partnerships take advantage of the technical and management capabilities of Group companies by their involvement in social projects for vocational capacity-building. Such projects aim to develop entrepreneurship skills among the population of the surrounding communities. Our involvement further consists of indirect aid, through philanthropy, to entities that are publicly recognised for their service to society. This indirect aid consists of donations in cash or in kind, or the provision of services, study grants, prizes or investment.

CHINA - CONSTRUCTION OF THE MINGDE CIMPOR CHENGTONG HOPE HOSPITAL



CIMPOR CHENGTONG (SHANDONG) and the Macau Mingde charity donated 250 000 yuan in 2008 to the China Youth Development Foundation, with the aim of accelerating the development of rural healthcare and also meeting the sanitary needs of adolescents and rural populations. Furthermore, our company, the Mingde charity and CYDF jointly and actively participated, through important donations, in the construction of the Mingde CIMPOR Chengtong Hope Hospital, in the city of Zuozhuang (Yicheng district), where CIMPOR has a cement plant. This hospital, which serves a significant number of inhabitants, promotes the social image of CIMPOR Chengtong Cement Development.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5236&lang=2

TURKEY - RELATIONS WITH STAKEHOLDERS AT SIVAS

The Sivas cement plant of CIMPOR Yibitaş is the largest employer of the region. It has been given awards by the Social Security Association on a number of occasions for its institutional initiatives. Sivas participates in several social responsibility projects with the local community and other intervening parties, including: - The organisation of seminars aimed at the families of staff intending to improve their level of culture and education; - Sponsoring engineering courses at Cumhuriyet de Sivas University; - Promoting and organising seminars on hygiene and safety for its own employees as well as those of other local industries; - The creation and equipping of two computer rooms in schools, in the last two years.



Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5238&lang=2

2.3. INTERACTION WITH COMMUNITIES

The CIMPOR Group, in line with its sustainable development policy and aware of the need to connect to the social environment it forms a part of and its responsibilities to the stakeholders with which it interacts in the different countries where it operates, has developed a privileged relationship over the years with the communities living around its plants. It has developed a range of actions of significant importance in the social, education, cultural, sports and security fields, as well as those concerning the environment.

The initiatives usually originate from the Group companies but, besides the countless projects CIMPOR develops, it also receives many requests for support from a diverse range of collective and individual entities, ranging from social support institutions (e.g. schools, homes for the elderly, hospitals, churches and fire stations) to cultural associations, associations for the disabled, small enterprises in the start-up phase, universities requesting support for scientific projects and many other entities. In some cases, the entities contacting us present very well structured projects, an aspect that we favourably consider. The Group's subsidiaries and operating units seek to respond to many of these requests, provided they meet the characteristics defined by the Group and, in the majority of cases, besides the social and cultural value of the projects and their impact on the community in general, they are geographically close to our operating units.

A fair balance between the two approaches - the Company's own initiatives and those arising from outside requests - is sought, insofar as possible.

A further aim is that the Group's social responsibility programs comprise more than just simple financial support or the supply of the products we manufacture.

The support that the Group provides will increasingly tend towards valuing the real involvement with the communities and the partnerships with governmental and non-governmental organisations and, by this means, developing the technical competences required by each party to develop the projects and guarantee their long-term feasibility.

SOUTH AFRICA - RELATIONS WITH UNIVERSITIES



NPC has kept close ties with the local universities, supporting them through the donation of funds to the engineering faculties of these establishments. The relations promoting integration with the Engineering Department of KwaZulu-Natal University (Electricity and Mechanics courses) allow students to carry out holiday work in NPC CIMPOR's units, thus permitting that they meet the practical requirements of their courses and can graduate.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5239&lang=2

One of the most important values to be embraced by the entity benefiting from the support is the sense of responsibility that it should demonstrate concerning the manner in which the project is managed. Therefore, regular progress reports are requested from such entities. The Group's companies supporting projects are encouraged to regularly inspect the projects/work in progress during the most important phases, making an overall appraisal of the same.

We are applying more formal procedures in some of the Group's Business Areas in order to monitor the effective impact on the surrounding communities of our interventions related to social responsibility. Thus, after committing to support a certain project (based on criteria of objectivity, equality and sustainability), the best practices for monitoring the implementation of the project are put into effect. The quantitative and qualitative success of the project (e.g. the number of classrooms built, the number of people trained, the number of jobs created, etc.) is analysed on completion, given the definition of the project goals prior to its implementation.

CIMPOR continued to pursue in 2008 its patronage policy.

In addition to the praiseworthy priority given to the field of rehabilitating and restoring heritage buildings, CIMPOR remained broadly receptive, as it had in previous years, to providing support to socially relevant initiatives, some of which are referred to in this report.

The Company has been endeavouring to establish agreements, of varying duration, with entities representing regional and local interests, preferably municipal authorities, in order to increase the effectiveness of its interventions in the communities surrounding its plants.

The main example of the in-house encouragement of voluntary work is the "Connosco" project in Portugal, which CIMPOR plans to export to other Business Areas as soon as the respective implementation conditions exist.

EGYPT - SCHOOL TRIPS TO AMREYAH INDUSTRIAL ZONE

To foster relations with the local community and support social activities, the Amreyah Cement Co. (AMCC) invited various schools to visit its premises and find out about the organisation of the plant, the control systems and equipment, products, the quality, environmental, hygiene and safety programs and projects and investments in progress. The first invitation was sent to the Moubark Call School, and 30 students from this school visited the plant in April 2008.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5240&lang=2



SPAIN - CEMENTOS COSMOS TELLS THE STORY OF SARRIA



The history of the past one hundred years in the life of the city of Sarria, in the province of Lugo, is recounted in a book of photographs, first published in June 2008. The 250 page book portrays the social, business and political life of Sarria during the 20th century. The publication contains various images of the Cementos Cosmos plant at Oural, where the author worked for many years. Published by the “La Voz de Galicia” newspaper, with the collaboration of Sarria Municipal Council, the book was also funded by Cementos Cosmos.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5241&lang=2

PORTUGAL - “CIMPOR is concerned with the society it forms part of”

In an interview to NEWS CIMPOR, Maria da Luz Rosinha, Mayor of Vila Franca de Xira, makes a positive appraisal of the protocol between CIMPOR and the municipal council, signed in February 2007, and through which the Company undertakes to support the municipal council. By the end of 2008, funds in the amount of EUR 855 000 had been provided. Those funds permitted the conclusion of various environmental, urban regeneration and infrastructure renewal projects.

The voluntary work provided by the employees of the Alhandra plant was also considered important - their sense of solidarity through the “CONNOSCO” programme generated support in the region of EUR 90 000 during 2008, most of which was channelled to institutions in Alhandra.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5242&lang=2



TURKEY - HASANOĞLAN MUNICIPAL PARK



The Hasanoğlan unit is located close to the municipal boundary. Hasanoğlan municipal council asked CIMPOR Yabancı Yatırımlar in 2008 for financial support to build a public park in the city, to serve as a recreational area for Hasanoğlan inhabitants. Since it was the area’s first public park, and given the project’s social value, the company immediately agreed. Construction commenced in July 2008 and it was concluded in October the same year.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5243&lang=2

2.4. RELATIONS WITH OTHER ORGANISATIONS

The CIMPOR Group embraces the role of social partner with full responsibilities, and therefore upholds the approach of associating itself to organisations that foster an improved performance in that role.

The CIMPOR Group, on the corporate level or through its companies of the Business Areas in which it operates, is an associate member of regional, national and international institutions working in the professional and socio-professional, technology development and research, and social responsibility fields. These entities are listed on the Group's site.

EGYPT - PROTOCOL Arabian Academy for Science & Technology and Maritime Transport

Amreyah Cement Co. signed a Memorandum of Understanding with the Arabian Academy for Science & Technology and Maritime Transport (AASTMT), concerning cooperation in technical training and recruitment in the following fields: - The technical training of Amreyah's engineers and technical officers through the Trainee Integration Programme; - Amreyah's participation in the development of higher education course contents, permitting visits to its plant; - Every year Amreyah will provide the four best graduates of AASTMT with theoretical and practical training for the period of 12 months, in accordance with the specific needs of the manufacturing plant.



Full version available at: http://www.cimpor.pt/link.aspx?id_object=5248&lang=2

PORTUGAL - EUROPEAN ROAD SAFETY CHARTER



CIMPOR – Indústria de Cimentos signed the document of commitment to the European Road Safety Charter on 12 November, at a ceremony in Brussels presided over by the Vice-President of the European Commission and Commissioner for Transport, Mr. Antonio Tajani. The European Community is implementing a widespread campaign, under the logo of 25 000 Lives to Save, to reduce by at least 50% the number of fatalities from road traffic accidents in Europe by 2010.

CIMPOR has drawn up an Action Plan to prevent road traffic accidents. This Action Plan consists of training provided to around 300 drivers and the distribution of manuals to the professional drivers of all the road freight companies it works with, as well as their being held contractually accountable for complying with the Group's safety standards.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=3934&lang=2

OTHER CASE STUDIES

SPAIN - SUPPORT PROVIDED TO A SUSTAINABILITY PROJECT AND TO A COURSE

Content available at: http://www.cimpor.pt/link.aspx?id_object=5244&lang=2

PORTUGAL - PATRONAGE "ART VERY SKILFULLY RESTORED"

Content available at: http://www.cimpor.pt/link.aspx?id_object=5245&lang=2

MOROCCO - "SCHOOL BAGS" OPERATION

Content available at: http://www.cimpor.pt/link.aspx?id_object=5246&lang=2

PORTUGAL - 2008 CUSTOMER SOCIAL GATHERING IN SOUTH AFRICA

Content available at: http://www.cimpor.pt/link.aspx?id_object=5247&lang=2





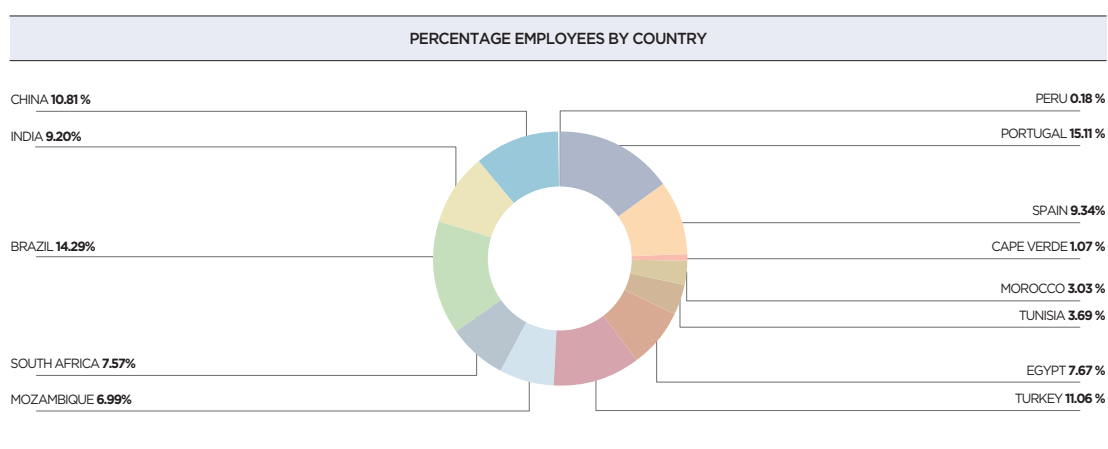
- 20** OUR EMPLOYEES
- 23** MANAGING OUR HUMAN RESOURCES
- 26** DEVELOPMENT - TRAINING AND EDUCATION
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03 EMPLOYEES

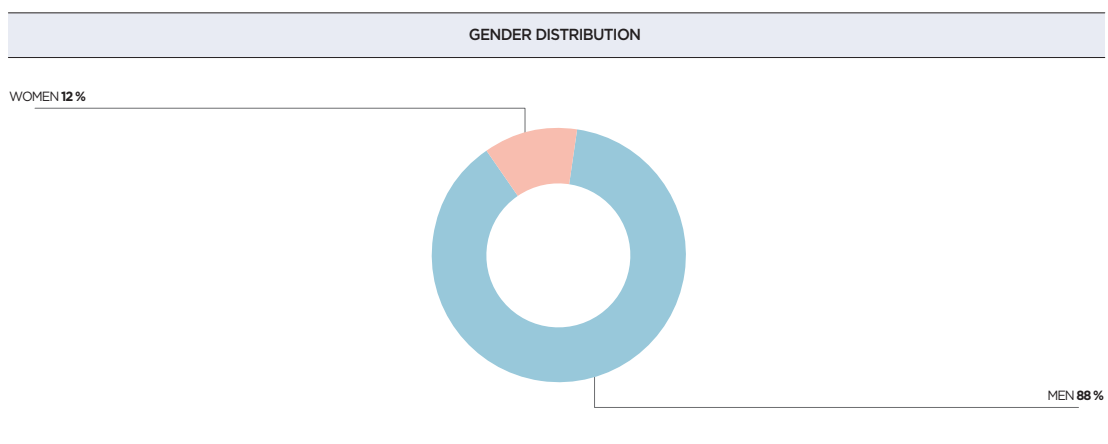
3.1. OUR EMPLOYEES

The CIMPOR Group’s cement production and central services area employed 5 997 at the end of 2008. Of this total, 4 843 were permanent (81%), 1 124 had fixed term contracts (19%) and 35 were on temporary loan or working outside of their country of origin (1%)¹.

Of the 13 countries where CIMPOR operates, Portugal and Brazil had the greatest number of employees, accounting for 15.11% and 14.29% of the Group’s total employees, respectively. China (10.81%) and Spain (9.34%) also have significant numbers of employees.

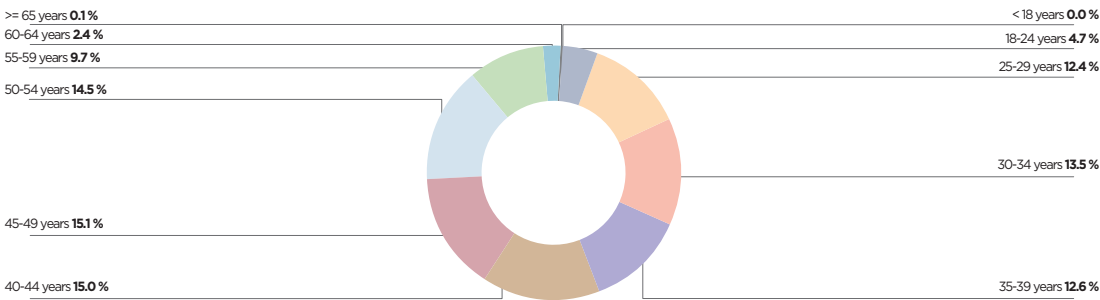


Around 88% of all employees are male and only 12% female. Portugal was the country in 2008 with the highest percentage of women (23%), followed by Brazil (20%) and South Africa (18%). Most employees were aged between 35 and 54 years (57.2%) in 2008, while less than 5% were aged less than 25 years.



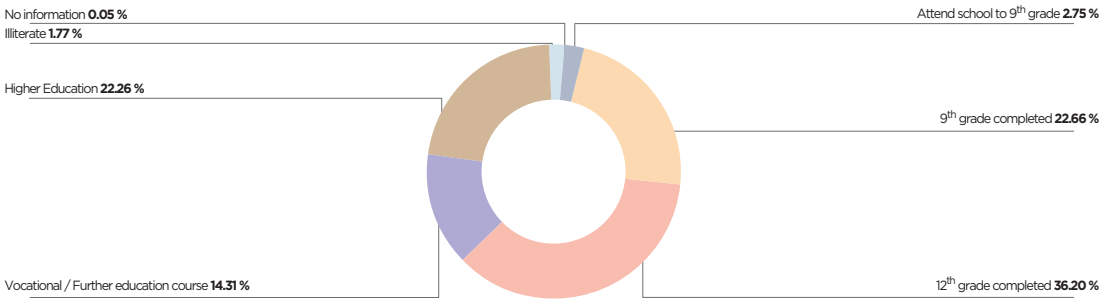
¹ This year, employees loaned between companies of the same country were accounted for among the group of permanent employees of that country.

AGE DISTRIBUTION



The qualification of employees is an asset of the CIMPOR Group. 22.26% of employees had higher education studies and 36.2% secondary level courses, in 2008. The level of illiteracy throughout the entire Group is practically non-existent, accounting for only 1.77% of employees.

DISTRIBUTION BY LEVEL OF SCHOOLING



The total number of employees grew by 12% overall from the previous year. This growth was primarily fuelled by the acquisition of a plant in India and the heavy investment in South Africa, which created more jobs in 2008 (14% local increase).

CHINA - HOUSING FUND - Employees on Low Income



In the second half of 2008, CIMPOR CHENGTONG (SHANDONG) created a Fund for Employees' Housing in order to improve the housing situation of its low income employees. The support provided by this fund will be equivalent to an additional income of around 1 000 yuan per year for low income employees, allowing them to improve their living conditions and the comfort of their home.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5223&lang=2

CIMPOR Group

		YEAR		CHANGE	
		2008	2007	NUMBER	%
Iberian Peninsula and Cape Verde	Portugal	906	941	-35	-0.04
	Spain	560	569	-9	-0.02
	Cape Verde	64	63	1	0.02
Mediterranean Basin	Morocco	182	181	1	0.01
	Tunisia	221	232	-11	-0.05
	Egypt	460	461	-1	0.00
	Turkey	663	657	6	0.01
Southern Africa	Mozambique	419	390	29	0.07
	South Africa	454	400	54	0.14
Latin America	Brazil	857	840	17	0.02
	Peru	11	-	-	-
Asia	China	648	613	35	0.06
	India	552	-	-	-
Consolidated		5 997	5 347	650	0.12

PORTUGAL - “CONNOSCO” grows in 2008

The “CONNOSCO” Programme produced surprising results in 2008, despite the difficult economic climate. The Group’s employees in Portugal demonstrated that their willingness to aid those who most need help, even if such means additional sacrifice, has, admirably, been unaffected by the economic crisis. 98 applications to the Programme were approved during 2008, which resulted in a total contribution of EUR 53 394 from employees, making the total of overall support (EUR 53 394 X 8) to be EUR 427 152 – which is 7 % up on the 2007 figure. Particular praise should be directed at the institutions which, through their work, have inspired us to provide support - “Acreditar – Associação de Pais e Amigos de Crianças com Cancro” [Association of parents and friends of children with cancer], which received aid for 16 applications, and “Ajuda de Mãe” [Aid to mothers] which received total aid of EUR 88 000. The Programme continues in 2009.

Full version available at:

http://www.cimpor.pt/link.aspx?id_object=4638&lang=2

Em 2007 foram 80.

Mas queremos mais!

Em 2007 80 instituições beneficiaram do programa Connosco. Mas queremos ainda muitas mais. Agora é a sua vez de participar. Veja o novo regulamento no CIMPORNET.

CONNOSCO
CONTAMOS CONVOSCO

CIMPOR

3.2. MANAGING OUR HUMAN RESOURCES

One of CIMPOR's priorities is to ensure the overall management of workers. Accordingly, the Group invested in expanding and consolidating its corporate strategy in 2008, by developing the different instruments that allow it to promote equal opportunities in the Group, while simultaneously guaranteeing the respect for the cultural, legal and geographical diversity of each country.

3.2.1. HR DATABASE

The comprehensive human resources database was developed during the 2008 financial year. This tool aims to improve the quality of the Group's human resources services by providing greater control and visibility of all employees, maximising the synergies between countries and strengthening communication and group spirit.

3.2.2. RECRUITMENT AND INTEGRATION

The Young Engineers Pool programme continued, in the recruitment and integration fields. This programme consists of recruiting recently graduated engineers and developing their technical and behavioural skills through practical and theoretical training. Five such programmes were initiated in 2008, two in Portugal, one in Tunisia, one in Morocco and one in Spain.

3.2.3. PAY POLICY

One of CIMPOR's core principles is having a competitive policy adapted to the reality of each country. The Group, in order to guarantee this principle, annually participates in a number of salary questionnaires conducted by multinational companies, while also carrying out studies of internal equality.

Generally, the lowest salaries paid by Group companies are significantly higher than the locally established minimum wage. CIMPOR is known for offering its employees a range of attractive benefits, above the marketplace average. Such benefits include health insurance, personal injury insurance, loans and bonuses on festive occasions.

CIMPOR seeks to reward the best performing and most committed employees. With this in mind, a new method for assessing performance was implemented in India and Turkey and the bonus system was overhauled.

CHINA - SUPPORT TO EMPLOYEES WITH SPECIAL DIFFICULTIES

CIMPOR Chengtong gave 20 000 yuan and 10 000 yuan to Tang Shoufeng and Zhang Tongwu, respectively, two employees of the plant, to help with the medical expenses they are incurring with the medical treatment of their critically ill children. The experience acquired from these two cases, which have made an impression on all, led the company to propose the immediate investment of around 2 million yuan in an insurance plan to cover serious illnesses that may affect its employees in the future.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5225&lang=2



TURKEY - EMPLOYEES LINE

CIMPOR Yıbitaş created an Employees Line, a telephone line available to employees 24 hours per day 7 days a week, with the aim of fostering better communication and developing open communication between managers and employees. Employees can use this telephone line to share ideas, suggestions, lodge complaints and make observations on any work-related matter, without having to identify themselves. All calls are registered by the telephone exchange and forwarded to the human resources department, which manages the process.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5226&lang=2

CHINA - SUPPORT TO VICTIMS OF THE WENCHUAN EARTHQUAKE (SICHUAN)

Wenchuan, in Sichuan province, was hit by a strong earthquake on 12 May 2008, which claimed many victims. All managers and employees joined forces to help, in line with the old tradition, If the people in one place are in difficulty, the people of eight other places will come to their aid.

In just three days, CIMPOR Chengtong (Shandong) donated 100 000 yuan and the employees of the Zaozhuang plant spontaneously donated 48 000 yuan, topped up by an extra contribution of 2 490 yuan from party members employed by the company. The same initiative raised 15 600 yuan at out Suzhou grinding facility, close to Shanghai.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5227&lang=2



3.2.4. COMMUNICATION AND INVOLVEMENT

The Group values the involvement of employees in its decision-making processes and it has been implementing a communication system that permits such. A good example of this was the implementation of CIMPORnet. This is an in-house communication tool that, functioning like an intranet, allows employees to keep in touch with the Group's activities. This tool is already available in some countries of the Group, and in 2008 it was made available to all employees of Cimpor Brasil.

CIMPOR has also promoted various cultural and social activities, aimed at motivating its employees. Examples include the support provided to the activities developed by the CIMPOR sports club and the holiday camp for the children of employees.

3.2.5. RELATIONS WITH TRADE UNIONS

The Cimpor Group concluded three collective labour agreements in 2008, in Brazil, Morocco and Mozambique, demonstrating the Group's commitment and its responsibility towards its workers and their representatives. The negotiations of collective labour agreements in Portugal and Egypt also commenced in 2008. Currently, around 61% of the Group's employees are covered by collective labour regulation instruments.

INDIA - CULTURAL AND RECREATIONAL ACTIVITIES with Employees and Families



The Workers' Club of Shree Digvijay Cement, in Jamnagar, India, organised a meeting for employees, spouses and respective children on 10 August, to commemorate the start of the monsoon. The event was held at the Club's facilities, around 20 km from the plant. 215 people attended the event.

The event, which included all meals, started in the morning and continued through to the end of the afternoon. Everybody, including the smallest children, participated in the variety of games and activities. Prizes were awarded to the winners of the games at the end.

Full version available at:

http://www.cimpor.pt/link.aspx?id_object=5224&lang=2

3.3. DEVELOPMENT – TRAINING AND EDUCATION

3.3.1. DEVELOPMENT OF SKILLS AND QUALIFICATIONS

CIMPOR continued to focus on the training and qualification of its employees, through academic education support programmes and vocational qualification and training programmes.

A good example of this focus is the allocation of benefits to student workers, which include financial support.

A number of vocational qualification and training programmes related to safety and the environment were held, particularly in Mozambique and China. In Tunisia, a number of training courses focusing on the Company's certification were held.

In South Africa a specific training programme was initiated, given the country's history. The aim of this programme is to ensure that the employees comprehend and accept gender and ethnic diversity. This programme results from the implementation of the country's Employment Equity Legislation. The certification process of heavy equipment operators was concluded in Portugal.

In Turkey, the application of the skills management system to the roles in the production and maintenance department was completed. The identification of the key skills will allow the current situation to be compared to that expected, permitting the drawing up of training plans according to the company's real needs.

In all countries CIMPOR provided a total of more than 167 000 hours of vocational training, an average of 27 hours training per employee.

CHINA - ENVIRONMENTAL AND OCCUPATIONAL HEALTH AND SAFETY TRAINING

We were able to achieve a 100% control rate in relation to environmental factors and sources of risk, thanks to the training provided on safety and the evaluation of the most relevant environmental risk factors. New general and specific goals for the environment and safety fields were defined in 2008, in conformity with the ISO: 14 001, GB/T 18 000 and OHSAS 18: 001 standards. The environmental and safety indicators in 2008 - zero significant industrial accidents and zero fatal accidents - fully complied with applicable national standards. National certification according to ISO: 14 001 and GB/T 18000 was once again awarded the company. In December, CIMPOR Chengtong (Shandong) and the DaMing Mountain quarry passed the province-wide inspection to uniformise two safety levels.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5228&lang=2



3.3.2. TRAINING OF TECHNICAL MANAGEMENT STAFF

The Group has a specific area for training engineering, geology and chemistry managerial staff. The role of this area, a division of the CIMPOR TEC organisation, is to implement the Group's technical training programme for managers, ensuring the transfer of the Group's knowledge and methods, fostering the sharing of experiences and improving the individual performance of technical staff.

The development of specific training programmes, such as the training of managers and technical staff, greenfield projects, new production lines and monitoring the young engineers' pool project from a group-wide perspective, are other activities of this area.

The training plan of 2008 encompassed 83 employees from 7 countries. Specific training programmes in the process and quality fields were also developed for managers in Turkey, Morocco, Egypt, Brazil and Mozambique, which involved training in the Group's Operating Units and in CIMPOR TEC.

The process simulator that was acquired in 2007 was installed and is operating as a training tool for production supervisors and controllers in the Brazil, Mozambique, Morocco, Egypt, Turkey and Spain Business Areas. In order to train the different countries' champions of the simulator, two sessions of a new training course, called Steering&Control, were held. This new course forms part of the Managers' Training Programme from 2009.

The Training Programme includes technical seminars, the aim of which is to transfer the Group's internal know-how, thus fostering the transfer of best practices and synergy. The 2nd Group Production Seminar, focused on the theme of Process & Quality was held in Durban, South Africa, in November 2008. Fifty-six managers of the Group from nine countries - South Africa, Brazil, Egypt, Spain, Morocco, Mozambique, Portugal, Tunisia and Turkey took part. The seminar's guest companies were ABB (which has know-how in the development of expert process and quality control systems) and Panalytical (which has know-how in the development of analytical equipment and techniques relative to process and quality control). The seminar included a visit to the Simuma plant and, in particular, its new production line, which went operational in July 2008.

The Group's 2nd Maintenance Seminar is planned for 2009, with the theme being CIMPOR Maintenance – Good Practices.

3.4. OCCUPATIONAL HEALTH AND SAFETY

2008 was, essentially, a year of consolidation for the CIMPOR Group's OH&S policy. Also in 2008, the OH&S guidelines were implemented. These aim to cement a culture of health and safety, in which the entire hierarchical chain is responsible for actively participating.

The roles, responsibilities and obligations in the OH&S field of all CIMPOR Group employees were defined, documented and communicated through three fundamental principles:

- Everybody is responsible for Occupational Health and Safety;
- Ultimate responsibility lies with top management;
- All those with managerial responsibilities must demonstrate their commitment by continuously improving OH&S performance.

OH&S SUPPORT NETWORK

It has been possible throughout 2008, following the definition of the organisational support model for the Occupational Health and Safety Management System (OH&SMS), relative to "structure and organisation", "specialists" and "co-ordination and monitoring", to consolidate the OH&S Support Network (Network of OH&S Specialists), leading to the holding of the country and activity's 1st OH&S Coordinators Meeting. A total of 13 specialists from all over the Group took part in this event. The main aim of the Meeting was to draw up operating instructions (in-house standards) relative to the activities of greater risk (e.g. cleaning silos and cyclones, working at height, loading/immobilising and driving vehicles).

GOALS AND ACTION PLANS

The 2007 Goals and Action Plans of all the Operating Units (OU) were assessed during 2008, and the Goals and Action Plans for the 2009-2011 period were defined. This allowed the OH&S performance of each Operating Unit, as well as the establishment of goals and targets for the future, to be evaluated and monitored on an individual basis.

OCCUPATIONAL HEALTH AND SAFETY - A slogan has been found

CIMPOR organised an in-house, Group-wide competition for a new logo and slogan representing Health and Safety as one of the Group's strategic values. Employees from eight Business Areas - Brazil, Egypt, South Africa, Spain, Tunisia, Turkey, Morocco and Portugal, entered the competition. The winning country in terms of entries was South Africa (31), followed by Spain and Portugal, tied on 14 entries each, and Egypt just behind, with 13 entries.

The competition winner was Aníbal Luís, an employee in the Loulé plant, Portugal. SOS - Healthy People was the winning slogan, accompanied by an image that simply and clearly illustrates the aim of the Group's OHS strategy while representing the well-being of employees.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5229&lang=2



COMMUNICATION

The OH&S information essential to the management of the OH&SMS was disseminated throughout the Group through the benchmarking actions with peer companies (e.g. statistical data, good practices, fatal occupational accident reports and the relevant recommendations), the disclosure of the CIMPOR Group's quarterly OH&S performance reports, the communication of fatal occupational accidents that have occurred in the Group, in addition to all the material that is selected and made available to employees.

The role of the intranet (CIMPORnet) as a special means of in-house communication must be highlighted in relation to the dissemination and sharing of information. The CIMPORnet Occupational Health and Safety page contains the CIMPOR Group's OH&S guidelines and policy, fatal occupational accident reports, operating instructions of several countries and business activity areas, performance indicators, sundry health information and benchmarking data.

TRAINING

Besides the countless OH&S training courses developed locally by the Business Areas/ Operating Units, a number of corporate training courses on Risk Assessment and Audits, aimed at managers, were held. The adopted training method was successfully applied to three of the Group's cement plants - Loulé, Portugal, and Çorum and Yozgat, in Turkey. This initiative established the necessary conditions for the development of a regular audit programme in relation to the different premises, which will be put into practice in 2009.

MOTIVATION

We created a competition, open to all, to propose a slogan and logo, which sought to involve and motivate all employees as regards occupational health and safety, as well as raise the visibility of the project in progress. The main aim of the competition was to create a unique image alluding to the values and benefits of the OH&S initiative, which might act as a communication banner within the CIMPOR Group, appropriately contextualised with the policy and principles defined for this area. The participation in the slogan and logo competition well illustrated the ever greater involvement of employees in OH&S activities. 97 entries were received, and various entities were involved in the selection of the best proposal. The good results achieved mean that further initiatives will be implemented in 2009.

MONTHLY PERFORMANCE-SAFETY INDICATORS

The collection scope of data for statistical purposes, benchmarking and communication to internal and external entities was broadened in 2008.

The directly employed data, namely those concerning Health, Absenteeism, Training and Participation, was collected and new OH&S performance indicators were established for the indirectly employed and third parties.

The safety data for 2008 were audited by an independent external entity (SGS), just as they had been in 2007. The audit was carried out in accordance with the criteria established in the Cement Sustainability Initiative (CSI), extended to encompass, for the first ever time, all of the CIMPOR Group's activities (cement, concrete, aggregates and other businesses).

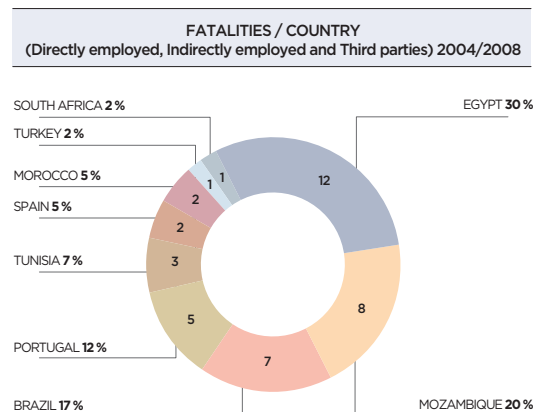
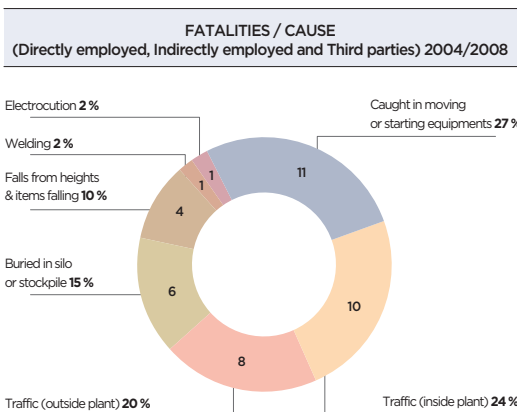
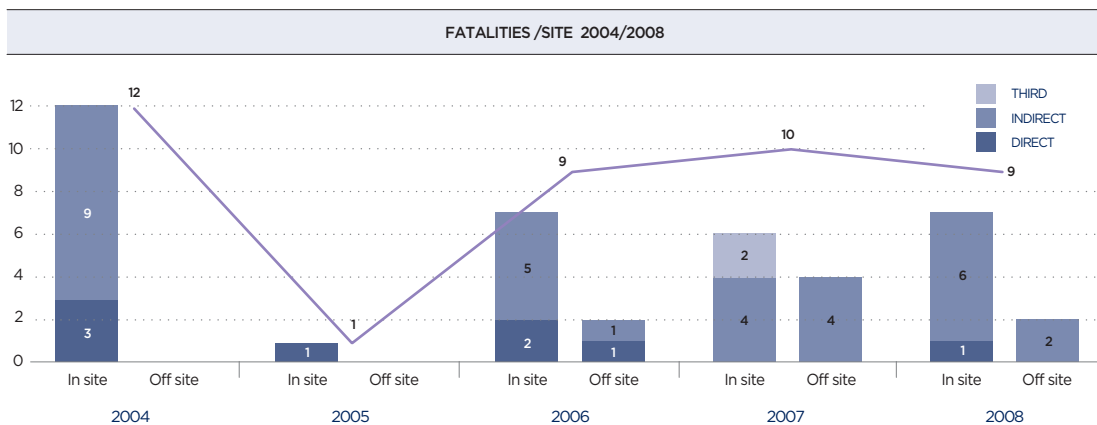
ANNUAL INDICATORS

The number of victims of occupational accidents that occurred in site has followed a downward trend, while the trend for off site accidents has been developing upwards. That trend is only apparent, since off site accidents prior to 2005 involving the indirectly employed and third parties were not recorded.

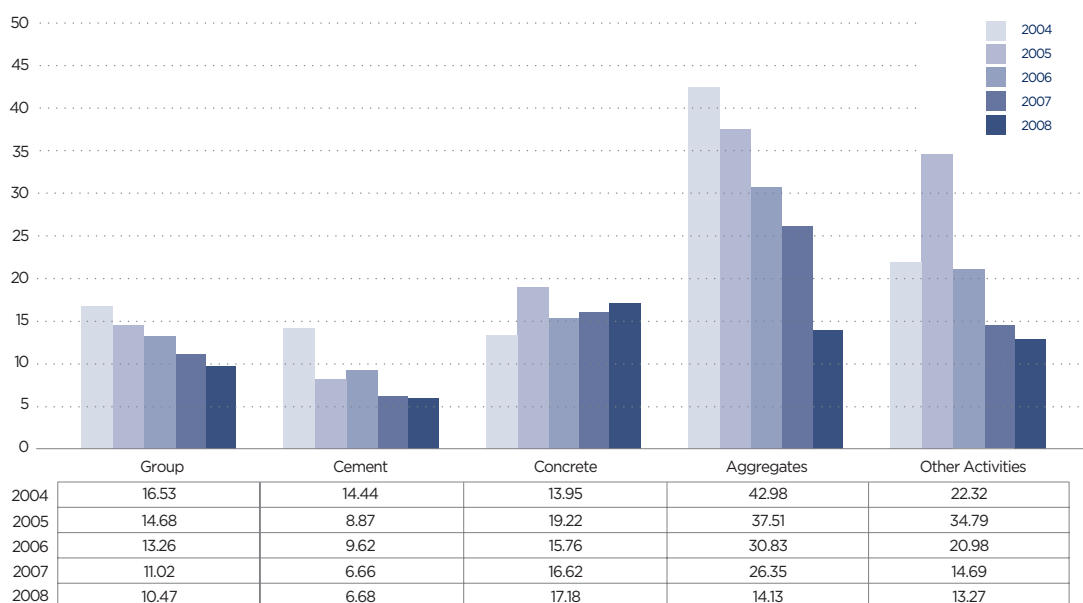
The main causes of fatalities are accidents with heavy vehicles (crashes and rolled vehicles, including persons run over by vehicles) and accidents involving the moving parts of equipment. The countries most affected over these past five years have been Egypt and Mozambique, closely followed by Brazil.

The Frequency Rate (number of new cases of occupational accidents implying an absence of more than one day from work per one million hours worked) has progressively improved, though it has still not attained the desired values.

All business activities have generally recorded trends that drive the Frequency Rate downwards, even though they register different levels of performance when compared to each other.



FREQUENCY RATE/ACTIVITY (Directly Employed) 2004/2008



OTHER ACTIVITIES

Noteworthy in this field is the Group's participation in institutional initiatives, particularly the Cement Sustainability Initiative, which serve to strengthen the renown of the CIMPOR Group in the activity sectors in which it operates.

PORTUGAL - Occupational Health and Safety Co-ordinators meet

The 1st Meeting of Occupational Health and Safety Co-ordinators of the CIMPOR Group was held on 3 - 7 March 2008 in Portugal. The meeting was organised by the Board of Directors' Advisory Office for that area. Nine of the countries where the Group operates were represented at the meeting. At the meeting, the Group's management highlighted the aims for the area, information on the OHS activities in each country was shared, and doubts concerning the application of recently published regulations and legislation were cleared up. The working parties that were set up discussed and established the standard safety guidelines in a range of activities for the entire Group that account for more than 80% of occupational accidents in the sector.

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http://www.cimpor.pt/link.aspx?id_object=5230&lang=2



EGYPT - SAFETY COMES FIRST



The first “Safety Day” was held at Amreyah on 19 April. This initiative formed part of the occupational health and safety improvement action plan for 2008. The Safety Day was divided into two phases. In the first phase, during the morning, the participants were divided into groups to visit various sections of the plant. Each group completed a form stating what they considered to be the strong and weak points regarding safety for that specific plant area. The results were then combined to create Improvement Measures. The second phase, held during the afternoon, comprised a presentation of the priority issues in the health and safety field. Although Safety Day was promoted as an optional activity, a large number of staff took part.

Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5231&lang=2

OTHER CASE STUDIES

TUNISIA - SCHOOL MATERIAL OFFERED

Content available at:http://www.cimpor.pt/link.aspx?id_object=5232&lang=2

MOZAMBIQUE - HIV/AIDS PROJECT AND AWARENESS RAISING PROGRAMME

Content available at:http://www.cimpor.pt/link.aspx?id_object=5233&lang=2

INDIA - SAFETY AND HYGIENE POLICY

Content available at:http://www.cimpor.pt/link.aspx?id_object=5234&lang=2

MEASURING PROGRESS OCCUPATIONAL HEALTH & SAFETY

FATAL ACCIDENTS (CEMENT ACTIVITY)

1. Number of fatal accidents involving the directly employed: **0** (0 in 2007) (the target of 0 accidents achieved)
2. Fatality rate of the directly employed per 10 000 hours worked: **0** (0 in 2007)
3. Number of fatal accidents involving the indirectly employed (on contract and sub-contracts): **8** (8 in 2007) (missed target of 0 accidents)
4. Number of fatal accidents involving third parties: **0** (2 in 2007) (the target of 0 accidents achieved)

Two of the 8 fatal accidents involving the indirectly employed were due to road traffic accidents outside the plant, two due to road traffic accidents inside the plant area, one to a fall from height and three due to burial under earth.

NOTE: The perimeter considered for OH&S purposes, as in the previous year, is the Group's cement production, also including the entire management structure of each Business Area (e.g. head office) associated with cement production, besides the operating units' (OU) structure. Turkey was included in the CIMPOR Group perimeter from 2007. China and India have yet to be included.

ACCIDENTS WITH LOSS OF WORKING DAYS (CEMENT ACTIVITY)

1. Number of accidents involving the directly employed with loss of working days: **60 (58 in 2007)**
2. Frequency rate of accidents involving the directly employed with loss of working days per 1 million hours worked: **6.68 (6.66 in 2007) (the target of <4.00 for 2008 was not achieved)**
3. Severity rate of the directly employed: **0.32 (0.27 in 2007) (the target of <0.10 for 2008 was missed)**
4. Number of accidents of the indirectly employed (on contract and sub-contract) with loss of working hours: **123 (129 in 2007)**

NOTE: The perimeter considered for OH&S purposes, as in the previous year, is the Group's cement production, also including the entire management structure of each Business Area (e.g. head office) associated with cement production, besides the OU structure. Turkey was included in the CIMPOR Group perimeter from 2007. China and India have yet to be included.

GOALS AND NEXT STEPS

The targets for 2008 were met in relation to the number of fatal accidents of the directly employed and third parties, but they were not achieved in relation to the frequency rate and severity rate of accidents to the directly employed with loss of working days.

Unfortunately, despite the Group's priority focus on OH&S, eight indirectly employed persons suffered fatal accidents in 2008, during the CIMPOR Group's cement production activities. There were 10 fatal accidents in 2007, involving 8 indirectly employed and 2 third parties.

The number of accidents of external employees with the loss of working days evolved favourably from 129 in 2007 to 123 in 2008. Evident progress was recorded with all the other safety indicators, such as the frequency rate, despite the targets set not being achieved.

Under the OH&S Project, the Group will continue to implement its corporate OH&S policy and organisational structure, set up teams, draft codes of good practices and procedures, define in-house methods for assessing risks and conducting audits, include OH&S items in in-house training courses for managers, supervisors and operators, among other aspects.

The following actions were undertaken in 2008:

- Alteration to the collection of monthly OH&S performance figures, to include more occupational health & safety data;
- Completion of operating instructions for very-high risk activities: silo cleaning, cyclone cleaning, working at height, loading and immobilising equipment and driving vehicles;
- Adopting a validated method for conducting audits and risk assessments;
- The verification of OH&S data by an independent entity.

Furthermore, a number of actions that will continue into 2009 and beyond were undertaken:

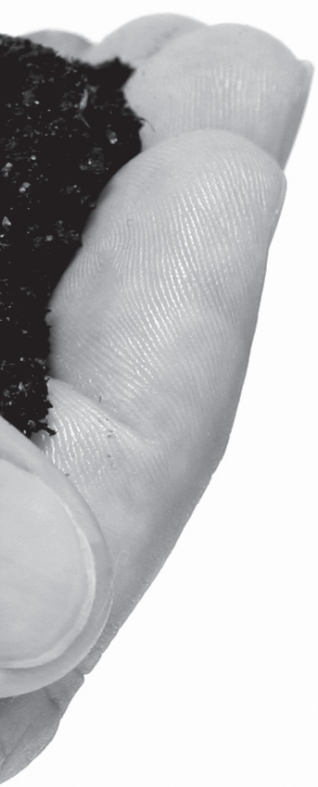
- Annual OH&S co-ordinators meeting;
- Theoretical and practical training in audits and risk assessment for country/activity co-ordinators;
- Annual Safety Audit (In-house team of 3/4 members);
- OH&S Goals and Action Plan Evaluation Meetings;
- Update of the form for the Immediate Reporting of Fatal and Serious Accidents.

In 2009, the standardised procedures (e.g., cleaning silos, contracts with service providers, welding operations, quarry work, railway work, lifting loads, equipment and machinery protections) will be updated.

The sharing of knowledge and best practices with other international companies, operating in this sector or not, and disseminating such information throughout the organisation will continue to be one of the fastest ways of improving the CIMPOR Group's performance in this area.

The process of OHSAS 18001 certification of the different plants' OH&SMS will continue in future years, with 2010 set as the target for certification of all the CIMPOR Group's operating units.





36	INVESTMENT IN SUSTAINABILITY
37	EMISSIONS I - CLIMATE PROTECTION AND CO ₂ EMISSIONS MANAGEMENT
48	EMISSIONS II - MONITORING AND REPORTING OTHER EMISSIONS
55	USE OF RAW MATERIALS AND FUELS
60	IMPACT ON LAND USE
63	IMPACTS ON LOCAL COMMUNITIES
70	INTERNAL MANAGEMENT SYSTEMS AND OTHER TOOLS

04 THE ENVIRONMENT

4. THE ENVIRONMENT

4.1. INVESTMENT IN SUSTAINABILITY

The CIMPOR Group considers the focus on sustainable development to be essential and, as such, has made countless investments in this field.

Investments in the cement activity are classified in four major groups: Acquisitions, Organisational Growth, Sustainability and Current.

Investment in sustainability represented **13.1%** (**30.6%** in 2007) of all investments in 2008 (Chart 2) and it increased by around **294%** from 2004 to 2008 (as can be seen in Chart 3), thus demonstrating the Group's commitment and endeavour in this area.

Cement production is the Group's core business and it accounted for **80.5%** of all investment in sustainability (**81.1%** in 2007) in all activities (cement, concrete, aggregates, mortar and others) as shown in Chart 1.

The CIMPOR Group deems investments in sustainability to be investments that are not directly aimed at raising turnover but at the continuity of the business in a sustainable form. Examples of such are investments in land and quarries, investment in the environmental fields, social responsibility and safety, and investments in modernisation aimed at raising the level of efficiency of the operating units and ensuring the ongoing nature of operations.

MOROCCO - AREAS OF FOCUS OF ACTION UNDERTAKEN IN 2008 AT ASMENT TÉMARA



Safety, Environment, Alternative Fuels, Volunteering in the Local Community, Commercial Initiatives and Customer Relations.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5255&lang=2

CHART 1

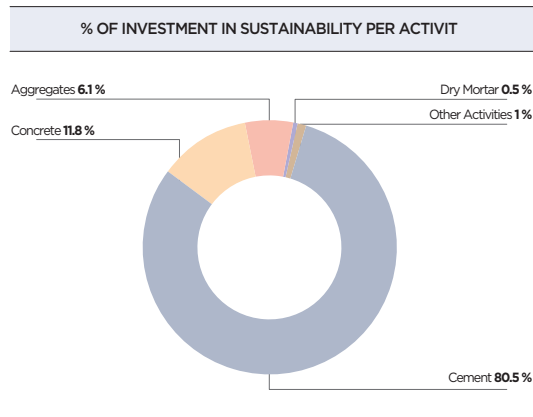


CHART 2

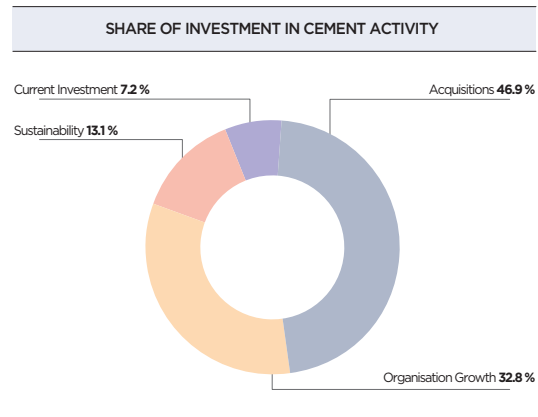


CHART 3



4.2. EMISSIONS I: CO₂ EMISSIONS MANAGEMENT AND CLIMATE PROTECTION

The gradual increase of world energy consumption and CO₂ emissions from the Industrial Revolution onwards is nowadays indicated as the main cause of global warming of our planet.

The cement industry currently produces around 5% of worldwide anthropogenic emissions of CO₂. Half of such emissions are produced by the chemical process of production, 40% stems from the fuel used and the remaining 10% is indirectly emitted through electricity use and transport.

As one of the pillars of the CIMPOR Group’s sustainable development policy, it monitors, controls and develops projects to mitigate consolidated CO₂ emissions.

CO₂ EMISSIONS BY THE CIMPOR GROUP

The CO₂ emissions of the CIMPOR Group have been monitored from 1990, the reference year for the Kyoto Agreement, to the present day, according to the **CO₂ Protocol for the cement industry** developed by the World Resources Institute / WBCSD based on the GHG Protocol. Moreover, the CIMPOR Group's CO₂ emissions have been audited and certified by an independent body (SGS) since 2005, using an approach identical to the IETA Verification Protocol Version 2.0 for verifying of EU ETS emissions reports and in accordance with the requirements of the ISO 14064-3 standard.

The CIMPOR Group registers a leading performance as regards its consolidated specific emissions of CO₂. One of the factors making an important contribution to that good performance is the fact that the Group only has plants using the dry production process (See Cement Manufacturing Process and associated CO₂ Emissions, on the CIMPOR website at www.cimpor.pt).

The strategy to mitigate the CO₂ emissions of the CIMPOR Group is broadly based on a constant effort to invest in modernising the operating units and on energy efficiency measures adopted by many of the OU's for their day-to-day operations, resulting from the benchmarking of cement grinding and manufacturing plants within and outside the Group and the continuous adoption of the best industrial practices.

The relative performance in 2008, which reflects the acquisition of a plant in India, was calculated according to the WRI/WBCSD CO₂ Protocol (version 2.0) and is summarised in the charts shown in this section of the report.

TOTAL EMISSIONS

Total gross emissions: **17.6 million tons of CO₂** (17.0 in 2007 considering the same perimeter).

Total net emissions: 17.6 million tons of CO₂ (17.0 in 2007 considering the same perimeter).

The increase in total CO₂ emissions in 2008 from those stated in the 2007 Sustainability Report was due to the inclusion of one operating unit in India in the consolidation perimeter. The charts below do not, however, reflect this impact since they show emissions from these new OU as of 1990, and the 1990 baseline has also been updated to this new scenario.

The difference in the value of total CO₂ emissions of 2007 to 2008, considering the same current perimeter, is due to the increase in capacity of two production lines in the south of Spain, which occurred at the end of 2007, and the start-up of a new cement production line in South Africa in the second half of 2008.

Moreover, emissions licences corresponding to neutral CO₂, due to the use of biomass, were sold in Portugal and there was the sale in Spain of surplus emissions rights originated by stoppages in the post-start up phase to two of the lines that underwent revamping, which resulted in a slightly unfavourable impact on the value of total net emissions.

Despite the increase in cement production of around **63%** between 1990 and 2008, our overall gross total emissions of CO₂ increased by only around **49%** in the same period, considering the current consolidation perimeter. This is due to the notable improvement in energy performance by the manufacturing process, changes to fuels with lower emission factors and, especially, a significant increase in additives used in cement.

SPECIFIC EMISSIONS

Specific gross emissions: 676 kg of CO₂ / ton of cement products (669 in 2007 considering the same perimeter, and equivalent to a **8 %** reduction on 1990).

Specific net emissions: 676 kg of CO₂ / ton of cement products (669 in 2007 considering the same perimeter, and equivalent to a **8 %** reduction on 1990).

The CIMPOR Group's direct and indirect emissions have improved substantially from the Group's performance in 1990, especially as regards specific emissions (gross or net) of CO₂ / ton of clinker, due to the progress achieved in many plants concerning the use of fuel with lower emissions, the construction of new, more modern and efficient production lines (e.g. Egypt and Brazil), the revamping of existing lines (e.g. Portugal, Spain, Morocco and Tunisia), the continuous effort to rationalise energy use and the growing use of additives in cement in the countries where product standards and the availability of the additives permits such. However, the trend was not carried forward in 2008 due, as explained above, to the decline, expected to be transitory, in the use of additives in countries such as China, Turkey and South Africa and, to a lesser extent, in Brazil and Mozambique, and in spite of the favourable development in all other countries and the improved operational performance of most kilns having lowered specific thermal energy consumptions.

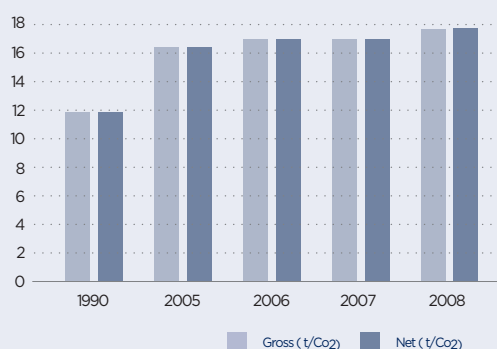
The CIMPOR Group has increasingly focused on the development of new types of blended cements (e.g. in Portugal, Spain, Brazil, Morocco, Tunisia, South Africa, Turkey and China) incorporating less clinker (replaced by fly ash from thermoelectric power stations, steelworks slag and a series of other additives, depending on their availability in each geographical area where it operates).

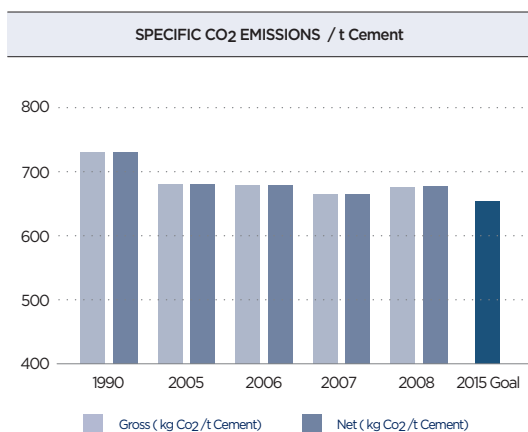
The gradual replacement of non-renewable fossil fuels for alternative fuels (e.g. in Brazil), the use of biomass as an alternative fuel (e.g. Portugal and soon Spain) and the use of alternative raw materials, preferably already decarbonated, are decisive means of reducing CO₂ emissions and may also offer commercial advantages, provided they are available and economically viable. Their potential is being studied in the countries where the CIMPOR Group operates.

In 2008, the Alhandra plant extended the process of recovering animal biomass, through its use as an alternative, carbon neutral fuel, from kiln no. 7, where it is already used, to kiln no. 6.

The conversion of combustion systems to use fuels with increasingly lower CO₂ emission factors (e.g. the start-up of line no. 3 in 2004, in Egypt, using natural gas instead of fuel oil and the conversion from coal to natural gas in Mozambique from 2008, as well as the increased use of petroleum coke instead of coal in various plants) is another path that we will continue to follow.

TOTAL CO₂ EMISSIONS (Mt)





CO₂ EMISSIONS MITIGATION STRATEGY OF THE CIMPOR GROUP

The CIMPOR Group implements a policy of reducing specific CO₂ emissions per tonne of cement product, which is based on a series of short, medium and long-term strategies that are extensible and communicated to the entire organisation:

SHORT-TERM STRATEGIES

Reducing the quantity of clinker needed to manufacture one ton of cement by increasing the production of blended cements: clinker / cement factor

Ordinary Portland cement (OPC) is the basic type of cement and it has a clinker / cement factor of around 95% (added gypsum accounts for the other 5%).

The CIMPOR Group's average clinker / cement factor in 2008, as shown in the chart, was **77.1%** (**76.9%** in 2007 considering the current perimeter). This slightly unfavourable evolution is due, in particular, to the decline in the use of additives in countries such as China, Turkey and South Africa and, to a lesser extent, in Brazil and Mozambique, and in spite of the favourable development in all the other countries.

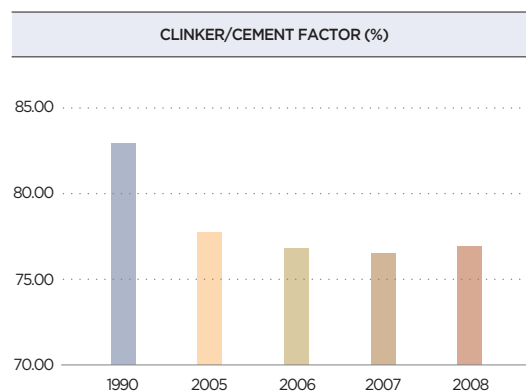
Between 1990 and 2008, the average rate of incorporation of clinker in cement in the CIMPOR Group fell by about **7%**.

The clinker / cement factor indicates, therefore, the fraction of clinker incorporated in the cement. The clinker can be partially replaced by the addition of other mineral compounds, usually known as cement products, to produce various standardised types of cement known as blended cements. This procedure also generally means the reduction of the quantity of virgin raw materials required. As cement manufacture is governed by very strict rules, the variety of additives available for such use is very limited. The materials available for use as additives include fly ash and slag, which are by-products of thermoelectric power plants and the steel industry, respectively.

Market factors and rules in each country as well as the availability of these mineral compounds can often limit the capacity to improve performance in this field.

The CIMPOR Group's good results in this area are due to its heavy exposure to markets like those of the Iberian Peninsula, Brazil, South Africa and China, where the use of blended cements has been achieving great success. The adoption of standards equivalent to European standards in other markets, as may occur in the future in Tunisia, Egypt, India and Turkey, will drive the Group's development further along this path.

This approach also means the reduction of the quantity of fuel required to produce one ton of cement and, in some cases, the reduction of electricity consumption by cement grinding facilities.



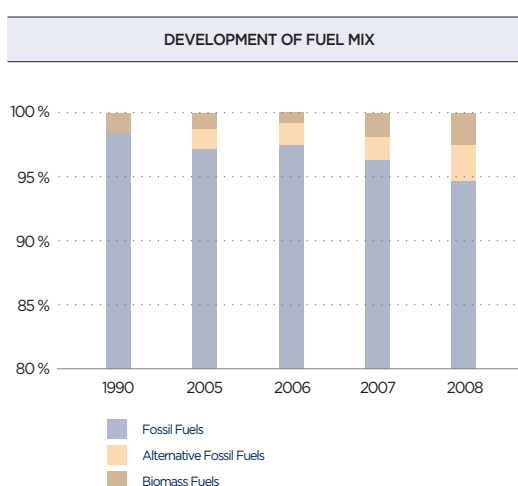
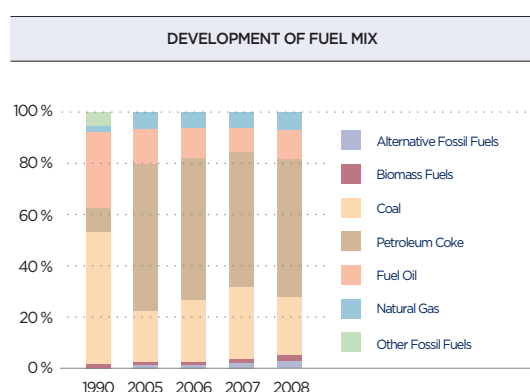
Increasing the percentage of energy from alternative fuels: thermal substitution rate

In 2008, the CIMPOR Group's overall rate of substitution of non-renewable fossil fuels for alternative fossil and biomass fuels was **5.18%** (3.7% in 2007 considering the current perimeter with India). This percentage is still far below the average of some international cement groups and the average registered in several European countries.

Shredded or whole used motor vehicle tyres are currently the main alternative fuel used in the CIMPOR Group.

The substitution of non-renewable fossil fuels for alternative fuels originating from urban or industrial waste or by-products is quite common practice throughout the world and it is, together with blended cements, one of the cement industry's main drivers for the reduction of CO₂ emissions.

It constitutes an interesting business opportunity in relation to wastes with relatively high calorific values since it permits their energy recovery, reducing fuel costs, cutting CO₂ emissions and it also provides a safe service to society since it disposes of the waste generated, thus reducing its disposal in landfill.



Substituting fuels with higher CO₂ emission factors for fuels with lower CO₂ emission factors: kg CO₂/GJ emission factor

The increase in the use of petroleum coke (92.8 kg CO₂/GJ) to substitute coal (96.0 kg CO₂/GJ) at several plants of the CIMPOR Group in recent years, and most recently in the plants in Turkey, and the use of shredded tyres (85.0 kg CO₂/GJ) as a substitute fuel at both plants in Brazil and the co-processing of animal wastes (biomass) at the Alhandra Operating Unit, in Portugal, and industrial waste (hydrocarbon sludge and solvents) at the Souselas Operating Unit, also in Portugal, have contributed to reducing the CO₂/t emissions of clinker between 1990 and 2008.

Likewise, the start up in 2004 of the new production line at the Amreyah plant in Egypt, using natural gas (56.1 kg CO₂/GJ), and which is also planned for the two older lines, has also allowed the Group to move in the right direction. The same type of conversion to natural gas was successfully carried out in 2008 at the Matola plant in Mozambique.

The suspension of the processing of tyres at the Oural OU in Spain as well as the inclusion in the consolidation perimeter of the plants in China (2007) and India (2008), which use coal almost exclusively, slightly penalised this evolution. This may, however, be slightly offset by the Oural OU

co-processing fluff from the motor car industry in the future and the planned start of co-processing in the Morocco and South Africa Business Areas.

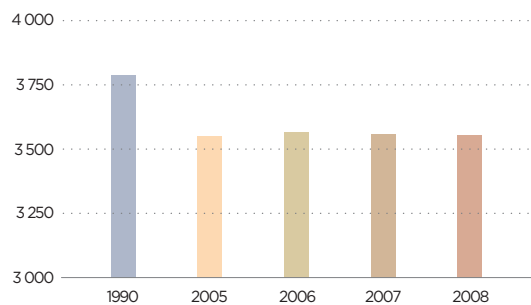
Increasing the thermal energy efficiency of the clinker production process: specific thermal consumption

Specific thermal consumption is the total consumption of energy per ton of clinker produced. The thermal efficiency of the CIMPOR Group's kilns has improved by about **5.9%** since 1990, achieving a value of **3 591 MJ per ton of clinker** in 2008 (**3 577 MJ** in 2007 considering the current perimeter). This significant improvement, which is still not deemed sufficient, is primarily due to the additional actions for improvement underway in the OU's (e.g. improving the reliability and operation of kilns, optimising the process of recovering heat from the clinker coolers in various operating units, among others), the intervention on some existing lines and lastly, though no less important, the inclusion in the Group's consolidation perimeter of the OU's of Turkey, China and India, which currently have a level of energy efficiency that is slightly higher than the average for the rest of the Group's OU's.

The thermal efficiency of plants is influenced, in the first place, by the type of technology used for production, though it is also quite affected by the regularity of the raw mix feed, kiln control stability and by the reliability of kiln operation. Therefore, the start-up in 2008 of four new lines which should only have a positive impact in 2009, and the start-up of one new line in 2009, associated to the ongoing implementation of operational improvement and optimisation under the CIMPOR Performance Programme launched five years ago, will contribute to the continuing favourable development of this and other related indicators over the next year.

However, the specific thermal consumption of the clinker kilns is expected to develop less favourably owing to the planned growth in the use of alternative fuels.

SPECIFIC THERMAL CONSUMPTION MJ/ t clinker (Clinker Production)



Increasing the electricity efficiency of the clinker and cement production process to reduce indirect CO₂ emissions: specific electricity consumption

The CIMPOR Group's specific consumption in 2008 was below **106 kWh/t cement**. Electricity consumption accounts for a substantial part, around 12 to 15%, of total energy used for cement production. The reduction electricity consumption, therefore, forms part of the CIMPOR Group's policy. This reduction is undertaken by constantly adopting measures to rationalise energy use and investing in more modern equipment that continuously improves the energy performance of industrial equipment. Over the years, it has been the subject of voluntary agreements with the governments of some of the countries in which we operate.

Although reducing specific electricity consumption does not mitigate direct CO₂ emissions, it is an important way for the cement industry, as an intensive electricity consumer, to contribute to the reduction of indirect CO₂ emissions, i.e. the emissions of electricity generators upstream of the operating units. This impact will be of greater importance in countries where energy generation is based on non-renewable fossil fuels, which means higher CO₂ emissions by their national grids.

Modernising the oldest clinker production lines and building new ones: specific thermal consumption

The slight improvement of specific thermal energy consumption in recent years is also due, to a large extent, to the closing of the old line at Campo Formoso, the construction of more efficient lines at Campo Formoso, Brazil and at Amreyah CCC, Egypt, and the renovation in the recent past of the production lines in Portugal, Spain, Morocco and Tunisia.

The start-up in 2008 of one new line (South Africa) and three revamped lines (2 in Spain and 1 in Brazil), which should only make a positive impact in 2009, combined with the start-up of one new line in Turkey and also one new line in China, both in 2009, will contribute to the continued favourable development of this indicator and other directly related indicators over the coming year.

Increasing the percentage use of totally or partially decarbonated alternative raw materials: raw material substitution rate

Even though this is an area with somewhat limited impact, it is one of the future courses of action for the Group to further reduce specific CO₂ emissions per tonne of cement product.

The Group will also seek in this field, given the vital importance of the availability of natural resources to its business activity, and through a long-term quarry management policy, to follow trends concerning the growing use of totally or partially decarbonated alternative raw materials - bottom ash, ungranulated slag, SPL, coal tailings, and others - and the recycling of construction and demolition waste, using it as an alternative raw material in clinker manufacturing, thereby providing a service to society, provided that such is available in each Business Area.

CDM / JI (Clean Development Mechanism / Joint Implementation) projects

The CIMPOR Group continues to study the feasibility of projects of this kind in six of its Business Areas (Morocco, Tunisia, Brazil, South Africa, Mozambique and China), with a view to possibly obtaining carbon credits for use in the European Union's CO₂ Emission Trading Scheme (EU ETS). The project at the Matola OU, in Mozambique, is already undergoing assessment by the CDM Executive Board.

A set of internal inter-functional relationships have been set up with the aim of assessing the potential for this type of project in the Group's different Business Areas. These relations encompass the Business Area for contacts with local entities and the detection of project development opportunities, the Group's Technical Centre (CIMPOR TEC) for technical support to such initiatives, and the Corporate Financial Area for CO₂-related financial aspects.

The CIMPOR Group has held, since 2007, a share in the Luso Carbon Fund, with the same aim and also as a means of diversifying the risk associated to the development of such projects and obtaining carbon credits at more attractive prices. This carbon fund provides access to a varied portfolio of CDM projects in different parts of the world.

Furthermore, the CIMPOR Group has occasionally bought allowances in the CO₂ emissions market, to cover the shortage emission allowances held as a result of the production capacity of its OU's in Portugal and Spain.

LONG-TERM STRATEGIES

Adoption of Alternative Technologies (e.g. improving the by-pass efficiency of some kilns, recovering waste heat from the hot process gases, fluidized bed, in addition to others) when these are certifiably available and at an acceptable price

The Group's aim is to continue to study ways of improving the energy efficiency of the bypasses in the kilns using them and reducing the amount of cement kiln dust sent to landfills, as recently occurred in Egypt. A further aim is to proceed with using fuel with higher ash content through the use of fluidized bed technology, as well as the recovery for various purposes of the waste heat of hot process gases.

The recovery of waste heat from process gases to generate electricity has been under study for several years and the first project of this type in the CIMPOR Group was implemented in 2008, in China. The waste heat from process gases (pre-heating tower and/or kiln cooler) began to be harnessed in 2009, besides drying raw materials, solid fuels and cement additives, for generating electricity. This new use allows CO₂ emissions to be indirectly reduced, as a smaller amount of electricity from the national grid is consumed in the operation of the plant.

Producing clinkers and alternative products (e.g. belitic clinker, geopolymers)

This area involves, for example, the exhaustive study of technically and economically feasible solutions that, without lowering the quality of the final product (initial cement resistance tends to be lower), permit the use of a mixture of raw materials, e.g. limestone, with lower CaCO₃ and higher SiO₂ content. This will not only help reduce the consumption of thermal energy required to decarbonate raw materials, a chemical process that is heavily endothermic, but also reduce directly associated CO₂ emissions and the consumption of refractories. Once this

process has been fully commanded, it will enable the production of clinker richer in C₂S and with higher grindability, known as belitic clinker.

Another area of research concerns the alkaline activation of aluminosilicates (i.e. so-called geopolymers, members of the family of inorganic polymers such as kaolinite, pozzolana and others) through the combination of sodium or potassium hydroxides (NaOH, KOH) and sodium or potassium silicates, for example.

Moreover, along another track, since it is necessary to analyse which is the most favourable solution, the Group has also been seeking to identify ways of substantially increasing clinker reactivity, with a view to incorporating more additives, and to expand on the study of producing clinker from new raw materials.

Analysing and adopting end-of-line measures (e.g. carbon capture and storage)

The CIMPOR Group continues to assess the various facets of some developing technologies such as the capture and sequestration of carbon, though, to date, many of these technologies are not yet available nor is there any clear idea of their full potential. The Group has been involved in and has monitored international projects studying these matters, in order to expand its knowledge of such technologies.

VERIFICATION OF THE CIMPOR GROUP'S CO₂ EMISSIONS

Emissions were checked and certified using an approach similar to that of IETA Verification Protocol Version 2.0 of 2005 for EU ETS emissions reports and in accordance with the requirements of the recent ISO 14064-3 standard.

The CIMPOR Group's CO₂ emissions from cement production are calculated in accordance with WRI/WBCSD Cement Industry CO₂ Emissions Protocol Version 2.0 / 05 Jun 2005 and have been checked by SGS since 2005. CIMPOR has developed a system for managing, measuring monitoring and reporting CO₂ emissions and related indicators.

The checking of the data relative to 2008 emissions followed, as in recent years, a sampling system based on risk analysis devised by the verifier together with CIMPOR. Sixteen cement plants were visited, representing around 66% of the Group's total consolidated emissions from the 38 operating units. 25% of the remaining 34% of CO₂ emissions are generated by facilities covered by the EU ETS, for which checking is mandatory and performed by duly accredited inspectors, which is why the audit was not duplicated. In conclusion, 32% of the CIMPOR Group's total emissions undergo a reasonable check and 66% undergo a moderate check. 90% of all emissions undergo at least one of the two types of audit. The OU's involved in the checking process are rotated each year, in order to guarantee that each one is audited at least every 3 years.

The information generated in the CIMPOR Group was checked at different levels:

AT CORPORATE LEVEL (CONSOLIDATION OF GROUP DATA):

1. Assessment of the CIMPOR Group's CO₂ emissions reporting system (e.g. central data collection methods and the way in which data are gathered at operating units, compiled and set out in the final report); 2 - Analysis of the

different reporting perimeters; 3 - Analysis of the calculation protocol, the consolidation procedure and the corporate tools and documents used and made available to the different operating units.

AT INTERMEDIATE LEVEL (CONSOLIDATION OF BUSINESS AREA DATA)

- Analysis of the controls performed at the intermediate consolidation level;

OPERATING UNIT (PREMISES)

1. - Analysis of the data collection procedures at the operating unit level (e.g. collection process, handling and reporting of data); 2 - Verification of support documents and internal control processes; 3 - Analysis of the CIMPOR Group's annual CO₂ emissions report; 4. - Drawing up the report concerning the checks and data verification;

The verifier confirmed that emissions had been calculated in accordance with the voluntary WRI/WBCSD Cement Industry CO₂ Emissions Protocol Version 2.0 / 05 Jun 2005 and abided by its principles in terms of relevance, integrity, consistency, transparency and accuracy.

The verifier found that the data submitted for validation were free of material errors at the 5% material significance level agreed upon at the beginning of the process.

Although the 1990 baseline was recorded, it is not included in the scope of the verification process and is used as a best estimate (Kyoto Protocol) to measure the development of the CIMPOR Group's overall emissions.

CHINA - ENERGY SAVING AND CO₂ EMISSIONS REDUCTION AT ZAOZHUANG

The cement manufacturing process generates a substantial quantity of waste heat that is often not harnessed for other uses. The hot gases from the pre-heating tower and the clinker cooler can usually be recovered to dry and heat up raw materials and fuel used in the manufacturing process. However, not all the waste heat from the gases is necessary for this purpose, therefore a significant part ends up being wasted. CIMPOR CHENG TONG (SHANDONG) concluded a project in 2008, at its Zaozhuang plant, to recover the waste heat from production gases to generate electricity. The decision to make the investment is related to the forecast increase of energy costs, with environmental implications concerning the reduction of indirect CO₂ emissions and the possible eligibility for a CDM project that will generate CO₂ credits.



Full version available at:

http://www.cimpor.pt/link.aspx?id_object=5256&lang=2

TURKEY - USING FLY ASH AND IMPROVING CO₂ EMISSIONS



The Kangal thermoelectric power plant at Sivas is one of the largest power plants in Central Anatolia. Coal has been the fuel used at the power plant and the disposal of the fly ash produced has always been a problem. The Company decided, on completion of the analysis of market requirements for a new product containing a fly ash additive, to manufacture this product, which will be undertaken by the Sivas and Nevşehir operating units (OU). So that CIMPOR YIBITAŞ could use the fly ash it installed a loading station at the Kangal thermoelectric plant and two unloading stations and two feeder systems in those OU's, at a total investment of EUR 1.2 million. 13 kt of fly ash were used at Sivas and 8 kt at Nevşehir in 2008. The objective is to maximise the addition of fly ash to cement and achieve consumption of 50 kt/year.

Full version available at:

http://www.cimpor.pt/link.aspx?id_object=5257&lang=2

INDIA - CLIMATE PROTECTION ACTION

The Shree Digvijay Cement Company is strongly committed to contributing to the reduction targets for total CO₂ emissions set in 2004 under the climate protection policy. In 2008, the company carried out two major investment projects aiming to contribute towards achieving those targets in the long term.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5258&lang=2

MEASURING PROGRESS

CLIMATE PROTECTION AND CO₂ EMISSIONS MANAGEMENT

OVERALL CO₂ EMISSIONS

1. Number of CIMPOR Group operating units: **38** (**37** in 2007) comprising 24 cement plants (23 in 2007) and 14 grinding plants (14 in 2007).
2. Percentage of operating units using the WRI/WBCSD CO₂ Protocol to inventory emissions: **100%** (**100%** in 2007)
3. Overall gross specific CO₂ emissions per tonne of cement product: **676 kg CO₂/t** cement product (**669 kg CO₂/t** cement product in 2007 considering the same perimeter).
4. Overall net specific CO₂ emissions per tonne of cement product: **676 kg CO₂/t** cement product (**669 kg CO₂/t** cement product in 2007 considering the same perimeter).

GOALS AND NEXT STEPS

The CIMPOR Group established the goal in 2004 of reducing overall net specific emissions of CO₂ per ton of cement product by 15% by 2015, taking 1990 as the reference year.

This goal would represent, for the perimeter that existed at that time (without the Turkey, China and India Business Areas), achieving a value below **610 kg CO₂/t** cement product. The CIMPOR Group had achieved a **8.0 %** reduction in the referred to CO₂ emissions by the end of 2008.

In 2008, the total net specific emissions of CO₂ per ton of cement product were **676 kg CO₂/t** cement product, as opposed to **669 kg CO₂/t** cement product in 2007, considering the same perimeter. This slight increase was due to the decline in the clinker/cement factor, related to the economic downturn, in some countries where the CIMPOR Group operates.

The CIMPOR Group's policy of heavily focusing on producing blended cement as well as the expected improvement of a range of operating performances associated to the stabilisation of some of the new production lines, should allow the CO₂ specific emissions reduction trend that has been observed in recent years to be picked up again next year.

The CO₂ emissions of the CIMPOR Group in 2005, 2006, 2007 and 2008 were checked by an independent entity. These checks will continue to occur in the future, at least every 2 years.

4.3. EMISSIONS II: MONITORING AND REPORTING OTHER EMISSIONS

(PARTICLES, NO_x, SO₂ E MICRO-POLLUTANTS)

Cement production is responsible for the emission of a range of other pollutants into the atmosphere, such as particles, nitrogen compounds (NO_x) and sulphur compounds (SO_x) - these being designated the principal pollutants, as well as, to a lesser extent, a number of other substances - known as micro-pollutants, such as metals, dioxins and furans (PCDD/F) and volatile organic compounds (VOC's).

WBCSD/CSI EMISSIONS MONITORING AND REPORTING PROTOCOL

The WBCSD/CSI Emissions Monitoring and Reporting Protocol is a reference document that aims to standardise the measurement, monitoring and reporting of emissions in the cement sector. It constitutes, as a reference document, and given that it defines environmental performance indicators, a good basis for establishing a series of environmental commitments regarding pollutant emissions. It is a comprehensive, meticulous, clear and concise document, and therefore easy to use, which the CIMPOR Group has integrated into its internal guidelines for the area.

The CIMPOR Group has measured monitored and internally reported emissions in accordance with the protocol's principles since 2004. The Group's expansion to new Business Areas (BA) has meant that this document has also been disseminated and used in those new areas - in Turkey and China, since 2007, and in India since 2008.

The source of emissions bound by the WBCSD/CSI Emissions Monitoring and Reporting Protocol is the kiln's main chimney, where monitoring is carried out in accordance with reference methods (e.g. national regulations, ISO standards, among others).

Monitoring of the principal pollutants (particles, NO_x and SO₂), is preferably carried out continuously (if not, then performed at least once a year), while other pollutants (metals, dioxins and furans (PCDD/F) and volatile organic compounds (VOC's)) are measured intermittently to ascertain the prevailing situation (fingerprint measurement). New measurements should be made whenever there are significant changes in processes, raw materials or fuels used.

TURKEY - SUPPRESSION OF AIRBORNE DUST

CIMPOR YİBİTAŞ has commenced the operation of water canons at the Sivas and Çorum OU's to minimise airborne dust by removing airborne fugitive dust generated by the handling of material. The machine produces a strong jet of water containing tiny droplets. If required, a surface-active agent can be added in order to agglomerate and form a superficial film on the dust. The amount of dust decreased by more than 10% in the manufacturing areas and by more than 40% in the open-air material handling areas, as a result of the use of this equipment.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5259&lang=2



MAIN ENVIRONMENTAL PERFORMANCE INDICATORS FOR EMISSIONS OF PARTICLES, NO_x, SO₂ AND OTHER MICRO-POLLUTANTS

The necessary data for calculating the three indicators is collected every year to ascertain the Group's performance:

- The **Overall Coverage Rate** (KPI 1) indicates the percentage of clinker produced in kilns where the main pollutants and micro-pollutants are continuously and occasionally monitored. The CIMPOR Group scored **80.8 %** for this indicator in 2008 (**80 % in 2007**).
- The **Coverage Rate Continuous Measurement** (KPI 2) assesses the percentage of clinker produced in kilns where the principal pollutants are continuously monitored. The CIMPOR Group scored **95.9 %** for this indicator in 2008 (**99.1% in 2007**).
- The **Main Pollutants' Emissions** Data (KPI 3) quantitatively evaluates the emissions of the principal pollutants in total (t/year) and specific (g/t clinker) units. The table below shows the figures since 2004.

EMISSIONS	2004		2005		2006		2007		2008	
	Total units (t/year)	Specific units (g/t clinker)	Total units (t/year)	Specific units (g/t clinker)	Total units (t/year)	Specific units (g/t clinker)	Total units (t/year)	Specific units (g/t clinker)	Total units (t/year)	Specific units (g/t clinker)
Principal pollutants										
Particles	1 819.3	130.9	2 020.8	137.9	2 712.0	179.7	4 523.1	243.1	3 436.6	171.6
NO _x	19 852.1	1 721.7	22 139.0	1 895.1	28 997.0	1 921.2	35 808.0	1 924.4	33 702.7	1 682.8
SO ₂	2 338.3	202.8	4 822.7	412.8	5 195.9	344.3	6 991.1	375.7	6 010.7	300.1

NOTE: Development of the geographical perimeter for the reporting of the emissions of the principal pollutants between 2004 and 2008:

2004 - Initial perimeter of analysis based on which the goals were established (the baseline perimeter in 19 OU's/24 kilns)

2005 - No change to the initial analysis perimeter

2006 - The São Miguel dos Campos OU of the Brazil BA included (2 kilns instead of 1)

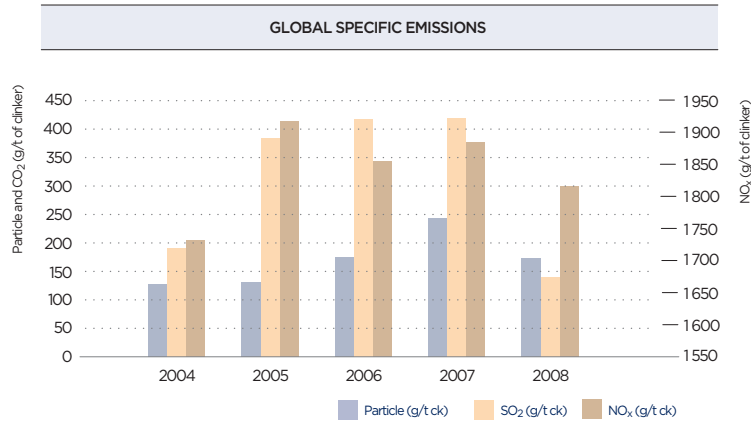
2007 - The OU of the Turkey BA (4 kilns) and the China BA (2 kilns) included

2008 - The OU of the India BA (1 kiln) included (current geographical perimeter is 24 OU's/ 32 kilns)

The goal defined for **KPI 1** and **KPI 2** in 2004 - achieving 100% in both was very nearly achieved in 2006. Nonetheless, the conclusion during the first half of 2007 of the implementation of the actions in progress in the different OU's at that time, allowed that goal to be achieved less than six months later, considering the baseline perimeter that had been defined for such (OU's and kilns existing in 2004).

The inclusion of four new OU's in Turkey and one in China, in 2007, and one new OU in India in 2008, totalling 7 kilns, in the CIMPOR Group's current consolidation perimeter justifies the non-achievement of the goals set for 2008. Nonetheless, each new OU has a maximum period of two years to adopt the company's internal regulations for this area. It is the CIMPOR Group's policy to comply with the previously established goals, irrespective of the inclusion of new OU's in the consolidation perimeter, and it seeks to adapt, in as much as possible, to ensure compliance.

The goals for KPI 3 for 2008, in terms of overall specific emissions, were: 150 g/t of clinker for particles, 1 900 g/t of clinker for NO_x and 300 g/t of clinker for SO₂.



As demonstrated in the chart above, the inclusion of Sikka OU, India, in 2008 did not penalise the Group’s specific emissions of particles, NO_x and SO₂, and it even generated their reduction from 2007.

As regards compliance with the set targets, and considering the Group’s current perimeter, only the target for the specific emissions of particles was not met. It should however be noted that if the perimeter of the baseline analysis is considered (i.e. excluding the Turkey, China and India Business Areas) the emissions of the three principal pollutants fully comply with the goals set for that baseline.

This significant improvement on 2007 is due to, besides the improvement projects undertaken in the different UO’s, the effective implementation of the rules set down in the CIMPOR EMR Manual (see following chapter), which allowed more reliable and consistent data to be obtained.

According to the principles established in the Group’s policy, all OU’s must adopt, within two years of their takeover by the Group, the monitoring, reporting measures and the establishment of emissions reduction goals in force in all the other OU’s.

CIMPOR EMR (EMISSIONS MONITORING & REPORTING) MANUAL

The CIMPOR Group’s Emissions Monitoring and Reporting Manual (EMR Manual) was drawn up as a result of the work in the ambit of the CSI. It aims to standardise the acceptance criteria for emissions and the respective reporting. Accordingly, it allows a consolidated and reliable database of the operating units to be created. This database will allow the appropriate decisions regarding company policy to be taken and also permit its performance to be assessed and emissions reduction goals to be defined.

This manual describes the general features concerning an emissions monitoring and reporting system and also the procedures to be adopted in the Group’s different plants, particularly in relation to the calibration and maintenance of continuous emissions monitoring equipment.

The CIMPOR EMR has been distributed to all the Group's OU's and it began to be applied in 2008. It is still undergoing implementation in some of the OU's.

PRINCIPAL POLLUTANTS (PARTICLES, NO_x, SO₂) AND MICRO-POLLUTANTS (VOLATILE ORGANIC COMPOUNDS, METALS, DIOXINS AND FURANS)

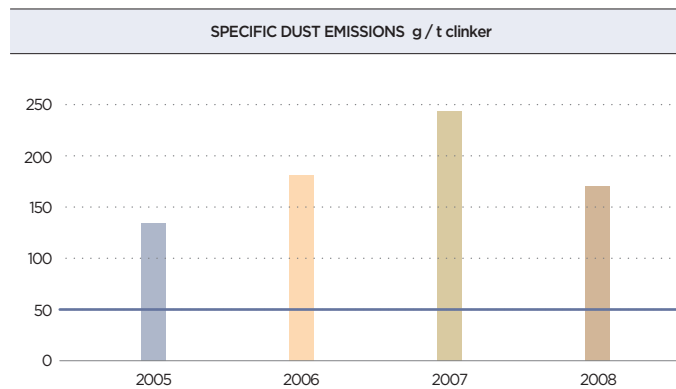
Particles

Particle emissions in cement plants have been decreasing in recent years due to the installation in many of the kilns and respective coolers of dust removal systems employing the latest technology, particularly bag filters.

In relation to the removal of dust from kiln gases, **59%** of a total of 32 kilns are equipped with electrostatic precipitators and **41%** with bag filters.

Today, **38%** (**32%** in 2007, without India) of the CIMPOR Group's production lines have emissions much lower than 50 g/t of clinker. However, since the Group still has some older plants equipped with less efficient dust removal systems, the average value is higher, **at 171.6 g/t of clinker (243.1 g/t of clinker in 2007, without India)**.

The decline in the total specific emissions of particles in 2008 is primarily due to the improvement of Niebla (Spain), AMCC and ACCC (Egypt) and Yozgat (Turkey) OU's.



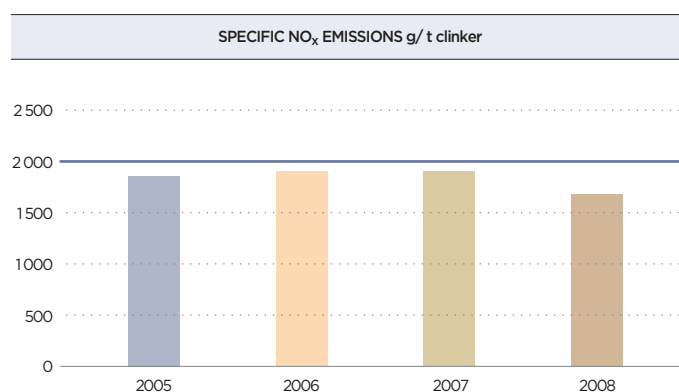
Nitrogen compounds (NO_x)

The formation of oxygen and nitrogen compounds (NO_x) is associated to the combustion process, especially combustion conditions and the fuel's characteristics. The reduction of these emissions can be achieved through strict process control. Lower emissions largely require the use of chemical reduction techniques on the compounds already formed. This technique (SNCR – Selective Non-Catalytic Reduction) is currently used in the plants of the Portugal BA.

In view of the positive results achieved, studies and/or investment in this field is being fostered in the OU's of the Spain and Turkey Business Areas.

Currently, **59 %** (**45 %** in 2007, without India) of our production lines have NO_x emissions much lower than **2 000 g/t of clinker**, though there are older Group plants where this value is higher. The average is **1 682.8 g/t** of clinker (**1 924.4 g/t** of clinker in 2007, without India).

The decline in total specific emissions of NO_x registered in 2008 is essentially due to the improvement of the Souselas (kilns 1 and 2 - Portugal) and Niebla (Spain) OU's.

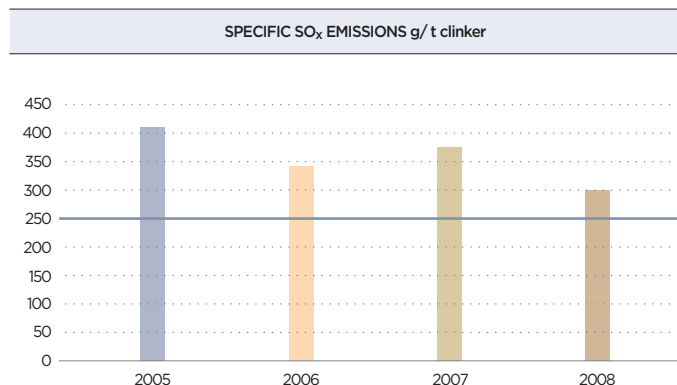


Sulphur compounds (SO₂)

SO₂ emissions mainly originate from the volatilization of the sulphur in the raw materials and, to a lesser extent, that present in the fuel.

Currently, **63 %** (**65%** in 2007, without Turkey or China) of our production lines have emissions much lower than **250 g/t of clinker**. However, since the Group has some plants using raw materials with quite high sulphur content, the average value is greater, **300.1 g/t of clinker** (**375.7 g/t of clinker** in 2007, without India).

The decline in the total specific emissions of SO₂ registered in 2008 is essentially due to the improvement of the Niebla (Spain) and Témara (Morocco) OU's. It is to be noted, in addition to the primary measures taken to reduce SO₂ emissions, such as the optimisation of the burning process and control of high sulphur content raw material use, that the Souselas plant (Portugal), where the raw materials contain very high pyrite sulphur content, an agent is added to the process to absorb kiln exhaust gases (hydraulic lime and /or calcium hydroxide) in order to reduce such emissions.



Metals

The presence of metals in cement kiln emissions is due to the fact that they are found in the raw materials and fuels. The content of metals in these system inputs is quite variable, though always at low levels. The behaviour of metals in the kiln basically depends on their volatility. This is why mercury, an extremely volatile metal, most frequently appears in gas emissions.

The maximum limit for the emission of this compound has only been established by a few countries and it basically applies to kilns that co-process alternative raw materials and fuels. The European Directive concerning the co-processing of waste establishes this value at **0.05 mg/Nm³**.

Dioxins and Furans (PCDD/F)

Dioxins and furans (PCDD/F) belong to a group called persistent organic pollutants (POPs), the adverse effects of which are associated with their toxicity and the consequent impact on the environment and public health. Emissions of these compounds are fairly low in the cement industry.

In the CIMPOR Group, all occasional measurements conducted in the chimneys of our kilns have shown that PCDD/F emissions are well below the limit of 0.1 ng I-TEQ/Nm³ established by the European Union.

Volatile organic compounds (VOCs)

The cement industry is not a significant source of these compounds. However, small quantities may be emitted generated from the organic compound content of the raw materials.

The VOC content in kiln exhaust gases typically varies between 10 and 100 mg/Nm³, and legislation in most countries does not require the measurement of VOC's, except when alternative fuels or raw materials are used.

MEASURING PROGRESS

MONITORING AND REPORTING OTHER EMISSIONS

PERFORMANCE INDICATORS

The 2008 performance indicators (KPI1, KP2, KPI3a, KPI3b and KPI3c) refer to the current geographical perimeter of the CIMPOR Group (24 OU/32 kilns) which constitutes the baseline perimeter and, from 2006, the second kiln of the São Miguel dos Campos OU in Brazil, from 2007, the Turkey (3 OU/4 kilns) and China (1 OU/2 kilns) Business Areas and, from 2008, India (1 OU/1 kiln). The values for KPI1, KPI2 and KPI3 are as follows:

1. Percentage of clinker produced by kilns with an occasional or continuous monitoring system for the principal pollutants and micro-pollutants: **KPI 1 = 80.8 % (80 % in 2007 without India)**. In addition to the inclusion of 8 new kilns in the CIMPOR Group perimeter, there were significant process changes at two already existing kilns, which compelled the measurement of new fingerprints. This indicator would have been 100% if only the baseline geographical perimeter were considered (19 OU's/24 kilns). The goal is to again achieve 100% by the end of 2009, considering the current perimeter.
2. The percentage of clinker produced in kilns equipped with a continuous principal pollutant monitoring system: **KPI 2 = 95.9 % (99.1 % in 2007 without India)**. This indicator would have been 100% if only the baseline geographical perimeter (19OU/24 kilns) or even the 2007 perimeter were considered. The goal is to again achieve 100% by the end of 2009, considering the current perimeter. The installation of the necessary monitoring equipment at the new Sikka OU (India) by the end of 2009 will suffice to achieve that 100% goal.
3. Overall total and specific emissions of the principal pollutants (particles, NO_x and SO₂) indicated by **KPI3a, KPI3b** and **KPI3c**, respectively:

	OVERALL TOTAL EMISSIONS (t/year)	OVERALL SPECIFIC EMISSIONS (g/t of clinker)
KPI 3a. Particles	3 436.6	171.6
KPI 3b. NO _x	33 702.7	1 682.8
KPI 3c. SO ₂	6 010.7	300.1

GOALS AND NEXT STEPS

The 100% goal set for KPI 1 and KPI2 by the end of 2006, considering the baseline scenario established in 2004, was met. The goal for the Group's current perimeter, which comprises the recent inclusion of 5 new OU's/8 kilns, was not achieved for the two primary indicators (KPI1 and KPI2). The goal set for **KPI 1** will, however, soon be achieved with the undertaking of occasional measurements in 2009 at the following OU/kilns:

- **Niebla** (Spain): dioxins and furans, metals and VOC's (fingerprint measurement for the line following its change to the dry process)
- **AMCC/kiln 1** (Egypt): dioxins and furans, metals and VOC's (fingerprint measurement for the line following its revamping to 3 300 t/d)
- **Zaozhuang/kiln 1** (China): dioxins and furans, metals and VOC's
- **Zaozhuang/kiln 2** (China): dioxins, furans and VOC's
- **Sikka** (India): dioxins and furans, metals and VOC's

The goal set for **KPI 2** will soon be achieved with the operational start-up in 2009 of the continuous measurement devices for the principal pollutants at the Sikka OU (India):

The following goals for 2008 were set for **KPI 3**, in terms of overall specific emissions: **150 g/t of clinker** for particles, **1 900 g/t of clinker** for NO_x and **300 g/t of clinker** for SO₂.

Despite the inclusion of the Sikka OU, India, the Group's overall specific emissions were not penalised, and a reduction on the 2007 figures was even recorded.

The only goal not achieved was the target for specific particle emissions, which exceeded the goal by around 13%. Nonetheless, it is significant that the values registered for the baseline perimeter meet the established goal.

The application in the CIMPOR Group of the rules and definitions of the Emissions Monitoring and Reporting (EMR) Manual generated greater consistency and reliability as regards the values reported in 2008.

The following reduction goals were set for 2009, with a view to reducing the CIMPOR Group's emissions and given the trend in the number of kilns considered and the initiatives and investments already approved:

Particles: 125 g/t of clinker (approx. 50 mg/Nm³)

NO_x: 1 750 g/t of clinker (approx. 670 mg/Nm³)

SO₂: 300 g/t of clinker (approx. 100 mg/Nm³)

4.4. USE OF RAW MATERIALS AND FUELS

The company can manage its own waste in different ways, depending on its physical and chemical nature and also the economic, social and environmental context in which the waste is generated. The specific decisions on the subject can be influenced by the local circumstances, such as the availability of waste processing facilities, alternative markets for this type of by-product and the available infrastructures to foster its collection, management and transport.

Co-processing is the preferred practice nowadays. It is encouraged and well disseminated in the majority of European countries, especially those in Northern Europe, as well as in the USA and Japan, where experience in this practice already exceeds 15 years and significant information on the subject is available.

The use of alternative raw materials and fuels in the CIMPOR Group complies with the highest standards. Such standards involve the employment of technical guidelines for each type of waste to be used as well as the drafting on lists of wastes expressly prohibited from in-house use, such as radioactive, electronic, medical and explosive wastes, chemical or biological weapons, acidic and corrosive substances, asbestos, and any other kind of waste not specified or unknown, such as general household waste.

ALTERNATIVE RAW MATERIALS

The conventional, natural raw materials used in the cement production process primarily come from our quarries and are essentially limestone, marls, clay and schist for clinker production and gypsum, limestone and natural pozzolana for cement production.

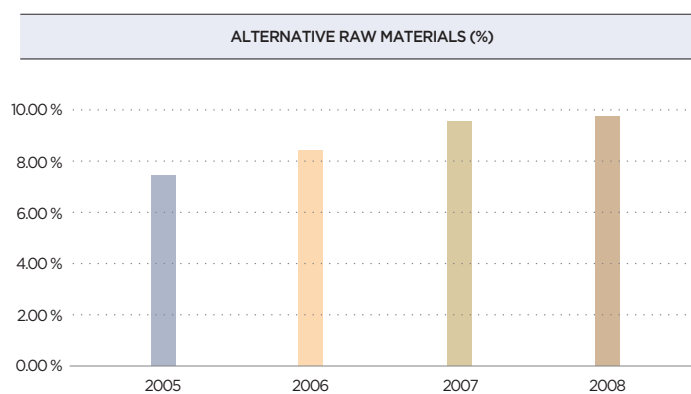
CIMPOR, in addition to conventional raw materials, also uses a sizable quantity of other types of raw material that it acquires outside the company - so-called alternative raw materials, either to use to produce clinker or to produce cement.

The use of alternative raw materials is ever growing nowadays, for a variety of reasons. These alternative raw materials often permit a reduction in the quantity of virgin natural resources used. Alternative raw materials such as natural gypsum (e.g. desulphurization gypsum) and the natural pozzolanas can be used as correctives in the clinker production process and as additives in the manufacture of certain types of blended cement, substituting clinker. On the other hand, they can also, in certain circumstances, constitute a good alternative in terms of cost/benefit to conventional raw materials, given the fact that they can be a burden for some industries generating them and also due to the high flexibility of the cement sector that is able to incorporate them into its own manufacturing process in certain circumstances.

Provided that their chemical composition is appropriate and some of their compounds are decarbonated, some of these alternative raw materials can contribute, albeit on a small scale, to reducing direct CO₂ emissions associated with the decarbonation process.

The mining industry, iron and steel works and thermoelectric power stations generate some of the mineral by-products used most in cement production.

The main alternative raw materials used in the CIMPOR Group for the production of clinker or cement are: - Fly ash from thermoelectric power stations; - Pyrite ash from sulphuric acid factories; - Industrial desulphurisation gypsum from thermoelectric power stations; - coal mine tailings; - Refractories from clinker kilns; - Bauxite from the manufacturing industry; - Bottom ash from thermoelectric power stations; - Granulated and ungranulated slag from the steel industry; - Dust from clinker kiln dust collectors.



In 2008, the Group used **3.8** million tons of alternative raw materials, equivalent to around **9.7%** (**9.6%** in 2007, without India) of the total quantity of raw materials used to manufacture our products (clinker and cement). It is envisaged that this percentage grow a little more in the future, reaching and even exceeding the set goal of **10%**.

ALTERNATIVE FUELS

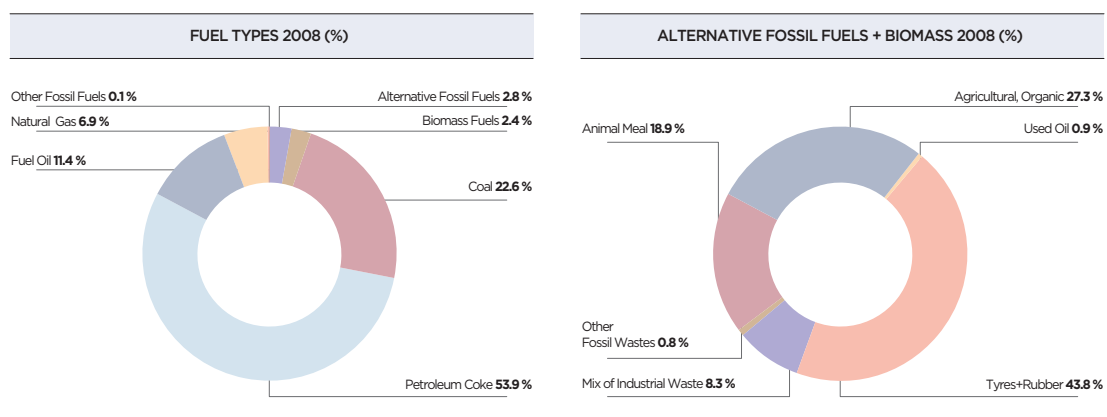
The batch of conventional fossil fuels used most in the industry are coal, petroleum coke, fuel oil and, to a lesser extent, natural gas. However, their substitution for alternative fuels is ever increasing.

The CIMPOR Group plans to continue to increase the percentage of alternative fuels it uses in its current mix.

The main alternative fuels used in the Group include some with high energy contents like animal and vegetal biomass, shredded or whole used tyres, rubber waste from different industries, used oils, homogeneous mixtures of industrial waste, solvents, vegetal coal waste and others with less calorific content, such as some types of sludge and oil emulsions. Fractions of household, industrial or agricultural waste can also be used as fuel in clinker kilns in partial substitution of the conventional fuels used.

Co-processing in the Group began in 2004. To date, CIMPOR has only started, with notable success, to take the first steps in the use of alternative fuels in just the operating units in Brazil, one of the operating units in Spain and, more recently, in two of the operating units in Portugal.

In 2008, investments aimed at preparing for the use of alternative raw materials and fuels through co-processing continued to be implemented, particular in the Portugal BA and the Morocco and South Africa BA's, though the process has still not been physically initiated in the latter two areas. The types of fuel used in 2008 are shown in the charts.



The co-processing of waste at our OU's only occurs if a set of prerequisites and legal, operational, environmental, health and safety and socioeconomic requirements exist.

The use of alternative fuels complies with the strictest standards.

A very important aspect that is considered when selecting the alternative fuel or raw material is the establishment of partnerships to guarantee regular supply within the well-defined specifications and over fairly long time horizons.

The CIMPOR Group has also adopted the guidelines established under the Cement Sustainability Initiative (CSI) relative to the responsible use of alternative fuels and raw materials. These guidelines establish that the use of these alternative raw materials and fuels by the cement industry must first pass a waste management hierarchy assessment.

MOZAMBIQUE - Public Hearing and Replacement of Coal for Natural Gas as Kiln Fuel

On 11 July 2008, Cimentos de Moçambique (CM) held a public hearing on the implementation of the Environmental Management Plan at the Matola cement plant. This event was attended by the Minister for Energy of Mozambique, the community living around the plant and a number of other guests. The plant obtained environmental licensing in April 2007. The environmental impact study identified the need to intervene in various areas, therefore the company agreed to hold half-yearly public hearings. These hearings, which would involve all the stakeholders, would be used to present the level of implementation compliance with the environmental management plan. At the hearing, the Minister for Energy inaugurated the natural gas stations, which replaced the coal and diesel system for heating the kiln. Despite the fact that natural gas is more expensive than coal, Cimentos de Moçambique, benefiting from the provision of carbon credits, was able to negotiate with the supplier a lower price for this new fuel as compensated by the carbon credits (CERs) to be obtained for a CDM (Clean Development Mechanism) project.

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BRAZIL - 50 million tyres preserve natural resources



In August 2008, four years after Eco-Processa (a joint-venture of the CIMPOR and Lafarge Groups) had started operating, the 50 million mark was reached for tyres co-processed in cement kilns.

The company has already co-processed since its foundation 750 000 tons of industrial waste, including tyres and other waste such as paper, plastics, sludge from the paint industry and oily waste. That volume is equivalent to the 34 000 truck loads of waste that ceased to be an environmental liability and which, through co-processing, permitted the preservation of 345 000 tons of ore and the consumption of around 330 000 tons of petroleum coke.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5261&lang=2

PORTUGAL - Energy Recovery of Waste

The main fuel used to produce clinker at the Souselas plant is petroleum coke. The plant was awarded, in January 2008, an operating licence for the energy recovery of hazardous waste, which allows such waste to be used as alternative fuel for the main burner of kiln no. 3. The annual ceiling for such alternative fuel is 45 000 tons per year, as well as a maximum rate of substitution of heat of 20%. 1 311.2 tons of hazardous waste was consumed in 2008, without any notable alteration to the manufacturing process, product quality or in atmospheric emissions. The use of such fuels allowed a 0.80% reduction in the use of non-renewable and imported natural fuels, as well as the reduction of CO₂ emissions associated to the cement manufacturing process.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5262&lang=2



OTHER CASE STUDIES

SPAIN - CIMPOR modernises Cordoba and Niebla plants

Content available at: http://www.cimpor.pt/link.aspx?id_object=5263&lang=2

PORTUGAL - Recovery of Animal Meal

Content available at: http://www.cimpor.pt/link.aspx?id_object=5264&lang=2

MEASURING PROGRESS

RESPONSIBLE USE OF RAW MATERIALS AND FUELS

ENERGY USE

1. Specific energy consumption in clinker production: **3 591 MJ / ton of clinker** (3 577 in 2007 considering the same perimeter with India).
2. Alternative fuel use (including biomass) as a percentage of total thermal consumption: **5.18%** (3.67% in 2007 considering the same perimeter with India).
3. Biomass use (i.e. quantity of biomass consumed as a percentage of total thermal energy consumption): **2.41 %** (1.64 % in 2007 considering the same perimeter with India).

RAW MATERIALS USE

1. Alternative raw materials use as a percentage of total consumption of raw materials: **9.7 %** (9.6 % in 2007 without India).
NOTE: This percentage rate is calculated by dividing the total quantity of alternative raw materials, by-products from other industries, used to correct raw mix for clinker production (e.g. slag, filter ash, pyrite ash and foundry sand used as correctives) and as additives for cement production (e.g. blast-furnace slag, fly ash and synthetic gypsum) by the total quantity of raw materials used, which also includes conventional raw materials (e.g. limestone, marl, schist, clay and sand).
2. Clinker / cement factor calculated in accordance with the WRI/WBCSD CO2 Protocol (i.e. ratio of clinker consumed to cement produced): **0.771** (0.769 in 2007 considering the same perimeter with India).

GOALS AND NEXT STEPS

The CIMPOR Group's main goals in this field are **10 %** overall use of alternative raw materials by 2008 and, by 2010, **5%** overall use of alternative fuels (including biomass). Specific goals were also set for 5 of the CIMPOR Group's Business Areas (Portugal, Spain, Morocco, Brazil and South Africa), which are those that currently have co-processing projects in progress. These goals are to achieve by 2010 5 % overall use of biomass, and **10 %** overall use of alternative fuels (alternative fossil fuels and biomass).

In relation to the use of **alternative raw materials, the percentage achieved - 9.7%** - was very close to the **10%** goal established.

The use of alternative fossil fuels and biomass developed very positively during 2008 thanks to the progress achieved, especially in the Portugal and Brazil Business Areas.

In terms of the total perimeter of the **CIMPOR Group** and also the overall use of alternative fuels (alternative fossil fuels and biomass), the 5% target established for 2010 has already been achieved in 2008 with the mark of **5.18 %** (**3.67 % in 2007 considering the same perimeter with India**).

As regards the perimeter of the 5 BA referred to above, the mark achieved in 2008 for the use of alternative fuels (alternative fossil fuels and biomass) was **9.27 %** (**6.5 % in 2007**), wherein the goal for 2010 is **10%**. The percentage use of biomass was **4.33%** (**2.9% in 2007**), the goal being 5% by 2010.

Based on the manner in which these indicators evolved over the last year, everything indicates that the goals will be achieved before the scheduled date.

The exceeding of these goals will naturally have a highly positive effect on the CIMPOR Group's total CO₂ emissions.

4.5. IMPACTS ON LAND USE

The impact caused by the operation of a cement plant's quarries is recognised, in terms of public opinion, as one of, if not the most important.

Quarries are often visible from a great distance due to their size and the fact that they operate in the open-air, and they are frequently, together with the plants with which they are associated, the main reference mark on the local landscape for a radius of several kilometres.

Even though the commencement of a quarry may initially represent the “destruction of the existing environment”, such sites may even prove to embody greater economic, environmental and social value at the end of their respective service life, provided the appropriate measures are taken.

The environmental rehabilitation of a quarry is an important part of our contribution to the conservation of biodiversity and the protection of existing ecosystems. The mitigation of impacts over the service life of a quarry and permanent dialogue with the stakeholders of rehabilitation projects in progress or set for the future is of fundamental importance.

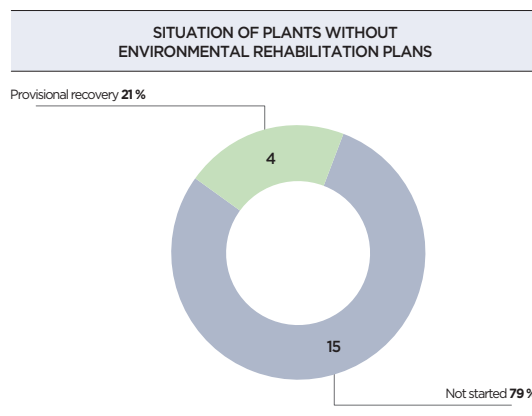
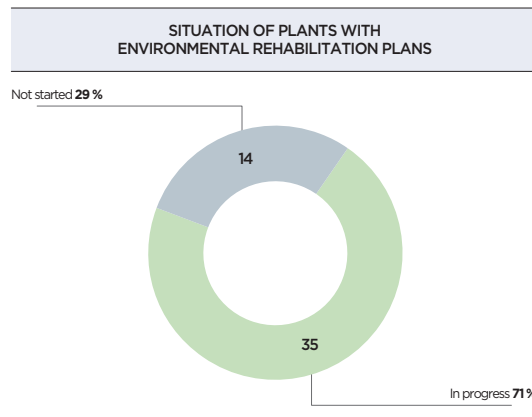
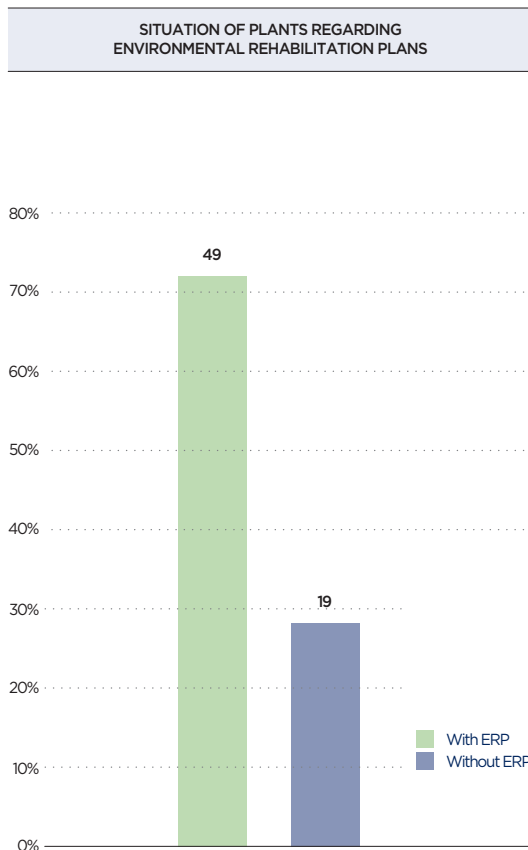
OPERATION AND REHABILITATION OF QUARRIES

The CIMPOR Group has been developing an implementation strategy of a set of environmental practices, with the aim of minimising the pressure on the physical environment at quarries and their surroundings.

Such practices are subject to an Environmental Social Impact Assessment (ESIA) and Landscape Recovery Plans, specifically carried out for each quarry. It encompasses the identification, quantification and minimisation of the impact generated during the service life of the quarry and the reconversion or recovery of the zones exploited to give them a new use.

In the CIMPOR Group, these studies, known as an Environmental Rehabilitation Plan (ERP), employ criteria grouped into three major areas when being drafted: Economic - Rehabilitate considering the specific characteristics of each quarry, guided by the economic factor of continuously maximising the value of existing assets as well as the interaction with the surroundings in which they are sited; Environmental - Undertake to comply with legislation, but not limiting intervention to that commitment, identifying sensitive zones in terms of biodiversity and define a strategy for the preservation of the same; Social - consider the potential end use of the area, taking into account the local socioeconomic environment and directly or indirectly involving the community in the environmental rehabilitation process.

The participation and involvement of external entities in the definition of the ERP is an added asset for environmental rehabilitation projects, particularly in areas with specific environmental legislation (protected areas of raised ecological value) or with use defined in advance by legal instruments. The acquisition in 2007 of the Zaozhuang and Suzhou OU's in China and Sikka/SDCC in India in 2008 increased the geographical perimeter of the Group from the previous year. 72% (73% in 2007) of the quarries of the Group possessed an ERP at the end of 2008, with 71% of these being implemented (see Charts). Despite the acquisition of these new OU being recent, the job of integrating them into Group policy has already started.



In 2008, a working party was created by the CSI to define biodiversity indicators for the quarries associated with the cement business. The adoption of two new indicators was proposed, and they were approved by the CSI at the start of 2009. Hence, we now use 4 performance indicators for Land Use and Communities. These indicators are focused on evaluating the quarries associated with the cement business and, subsequently, all other quarries: - 1. Percentage of quarries with an Environmental Rehabilitation Plan; - 2. Percentage of quarries with Community Engagement Plans; - 3. Number of active quarries located totally, partially or adjacent to areas designated for their high biodiversity value. Such areas can be so designated by local, national or international legislation; - 4. Percentage of sites (quarries) of high biodiversity value where Biodiversity Management Plans are implemented.

Besides using the first two indicators to characterise the general situation of the Group's quarries, as has been done to now, from 2009 the latter two indicators will also be used to make that characterisation.

A Steering Committee was created to improve effectiveness and ensure the correct implementation of the CIMPOR Group's policy guidelines concerning quarry rehabilitation and the assessment of any biodiversity issues. This Committee is responsible for monitoring and disseminating the program to the Business Areas.

TURKEY – QUARRY REHABILITATION PLANS

CIMPOR Yibitaş operates 16 quarries forming part of the cement and aggregates production chain, and it owns 34 licensed sites. The Ministry of the Environment and Forests approved the Quarry Rehabilitation Plan in November 2007, and it granted a one-year grace period to companies to comply with the requirements of the new legislation. CIMPOR Yibitaş has, one year on, restoration plans for all existing quarries as well as for the licensed sites, which are currently not being explored but may come to be in the future. CIMPOR Yibitaş was the first group of the cement industry in Turkey to comply with the requirements of the new legislation for all quarries.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5265&lang=2

SPAIN – SCOUTS, STUDENTS AND CIMPOR RECUPERATE QUARRY



In January 2008, a large group of scouts and students transplanted more than 600 trees and planted a further 28,000 trees at a former quarry at Balanzona, covering an area equivalent to two hectares, which had supplied the raw material for the manufacture of cement at the Cordoba plant during many years. This reforestation initiative forms part of an ambitious recovery plan that the CIMPOR Group has been implementing in that zone, currently totalling around 160 hectares of restored land.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5266&lang=2

MEASURING PROGRESS IMPACTS ON LAND USE

LOCAL IMPACTS

1. Percentage of currently active operating units (OU) with quarry rehabilitation plans that have been approved (and communicated to local stakeholders) according to CIMPOR Group guidelines: **72 % (73% in 2007), considering the new perimeter with the India OU and respective quarries.**
2. Number of active operating units where biodiversity issues are considered: **5 (4 in 2007).**

GOALS AND NEXT STEPS

The CIMPOR Group set the target in 2005 of **80 %** of quarries of active operating units (OU) of the cement activity with rehabilitation plans drawn up, communicated to stakeholders and duly implemented (though subject to regular reviews and updates) in accordance with the standards approved by CIMPOR, by the end of 2008. The target of 100 % by the end of 2009 was established at that same time.

The inclusion of four cement plants in Turkey and one in China, in 2007, and one new cement plant in India in 2008, which correspond to an increase in the number of active quarries and a change to the CIMPOR Group's current consolidation perimeter explains the non-achievement of the goal in 2008, even though notable progress has been achieved in this field. The Group decided to keep the goal of **100%** for 2009, even though it is an ambitious target.

The analysis of issues related to loss of biodiversity is an area that will continue to be taken into account on the land of operating units where this is warranted. This includes the preservation of some animal species and protected or classified forest areas (e.g. Atlantic forest, mangrove forests, riparian forest, nature reserves, Euronatura 2000 sites, etc) on neighbouring land or even land farther away, provided that the CIMPOR Group's companies recognise them as being of possible natural interest and obtaining offsets may be possible.

Moreover, the reorganisation of forests on company land and removal of infesting species that may possibly jeopardise biodiversity will continue to be taken into consideration.

4.6. IMPACT ON LOCAL COMMUNITIES

The manner in which cement companies assess, manage and communicate the impacts from the activity of their operating units during the different phases of site selection, acquisition, construction, operation and closure, has a fundamental effect on the quality of life of the communities involved and the industry's reputation.

Keeping our "Licence to operate" is largely dependent on the capacity of our operating units to do it adequately and, accordingly, to be able to win and deserve the support and trust of the local people. This process includes ensuring permanent dialogue with the local community and managing the surrounding communities and environment with the respect they deserve.

SOUTH AFRICA - IMPACT ON LOCAL COMMUNITIES

NPC take its commitment to stakeholders very seriously, which is why it has established community forums at all its plants. The forums contain members of the provincial and local governments, NGO's, police and traditional leaders, where they exist. The meetings are held quarterly. They aim to evaluate the needs of the community and to guarantee the adequate and fair distribution of the funds awarded each unit. 1 630 992.70 rand was split between various initiatives in 2008. Most of those funds were channelled through community forums, with 26% used for education-related projects, 16% for social, health and well-being projects, 7% to support small companies and 51% for environmental projects.



Full version available at: http://www.cimpor.pt/link.aspx?id_object=5267&lang=2

INDIA – SUPPORT OF SOCIAL ACTIVITIES



The Ganesh Chaturthi festival, which commemorates the birthday of the Lord Ganesh (Ganesha), the god of wisdom and prosperity, was held between 3 and 7 September, in the area around the plant. The festival involved a number of cultural displays, particularly theatre, comedy, traditional dancing and live music. The plant's employees and their families as well as people from neighbouring cities all took part.

On 12 September, the students of the Shree Digvijay School, who are the children of the plant's employees, took part in the Inter-School Competition to commemorate "HINDI Divas". The high quality of those taking part ensured that the School was awarded the "Overall Running" trophy for the 2008-2009 academic year.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5268&lang=2

BRAZIL - CIMPOR Brasil initiates the "PESCAR PROJECT" at CAMPO FORMOSO

The second base of CIMPOR Brazil's Pescar Project was opened in 2008 at the Campo Formoso operating unit. The initial project has been operating for 4 years at Nova Santa Rita and it has already provided vocational training to more than 60 young people from that region. This project provides the companies with the basic conditions to create a space devoted to the vocational and personal training of socially vulnerable adolescents, on their premises. The young people are steered into the labour market following their training. A complement of the project is to stimulate a sense of individual responsibility in the young people, establishing and fostering civic behaviour. The 15 young people at Campo Formoso, aged between 16 and 18 years, who form the project's first class, were selected from neighbourhoods close to the plant with extreme social deficiencies.



Full version available at:
http://www.cimpor.pt/link.aspx?id_object=5269&lang=2

MAIN ENVIRONMENTAL IMPACTS ASSOCIATED WITH THE CEMENT MANUFACTURE PROCESS

The CIMPOR Group, aware of the impacts associated with the production process characterising its sector, has been engaging in various actions aimed at mitigating the impact of its activity and, in particular, that of its plants and quarries. It aims to transform many of the legitimate environmental concerns of stakeholders into strategic competitiveness factors of its business.

CIMPOR adopts a clearly proactive stance, without leaving behind the pursuit of its profit goals, by seeking, whenever possible, to bring forward compliance with the minimum legal requirements of the field, by developing policies focused on climate protection, emissions reduction, economising on natural resources, rationalising energy use, and protecting ecosystems and biodiversity.

INPUTS AND OUTPUTS 2008

CIMPOR GROUP

INPUTS

RAW MATERIALS

NATURAL

Limestone	26 511 946.98	t
Marl	2 200 493.99	t
Clay	1 743 207.08	t

CORRECTIVE

Bauxite	8 258.00	t
Iron ore	298 009.82	t
Sand	359 355.24	t
Schist	434 899.20	t

ALTERNATIVES

Carbonated alternatives	596 375.74	t
Decarbonated alternatives	956 947.08	t
Partially decarbonated alternatives	9 034.77	t

CEMENT ADDITIVES

Gypsum	855 111.30	t
Anhydrite	200.25	t
Artf Gyp	204 863.51	t
Limestone	2 517 944.45	t
Filter Dust (internally generated by the OU)	196 402.55	t
Slag	672 183.59	t
Fly Ashes	989 986.23	t
Pozzolana	235 382.91	t
Other Components	156 097.32	t

ENERGY

Electricity	2 533 179	MWh
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CONVENTIONAL FOSSIL FUELS

Pet coke	1 165 870.40	t
Coal	646 989.21	t
Fuel Oil	199 368.99	t
Diesel	1 008.80	t
Natural Gas	134 800.31	t
Other fossil fuels	2 090.13	t
Alternative Fuels:		
Industrial Waste (alternative fossil fuels)	98 168.05	t
Biomass	102 301.22	t

WATER

	6 621.30	t
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OUTPUTS

ATMOSPHERIC EMISSIONS

CO ₂	17 601 292	t
NO _x	33702.7	t
SO ₂	6010.7	t
Particles	3436.6	t

PRODUCTS

Clinker	20 232 671	t
Cement	25 193 146	t
(Incorporated Clinker)	(19 091 688)	t

Landfill disposal:		
By-pass dust	156 976.74	t

NOISE

Noise reduction has been achieved through the adoption of stricter requirements in the purchase of equipment, the installation of natural and artificial sound barriers around the plant perimeter, the insulation of grinding facilities with acoustic panels, the installation of silencers on a range of large fans and enclosures on diverse equipment, the transformation of satellite coolers into grate coolers, and through the adoption of the latest maintenance techniques and monitoring of the operational status of industrial equipment.

The noise charts of the CIMPOR Group's operating units underwent their normal update in 2008.

AIRBORNE DUST

Very demanding action plans to reduce the impact of this problem continued to be implemented in all Group OU's, in 2008.

The construction of new internal and external concrete roads and the creation of a number of green zones have decisively contributed to improving the situation.

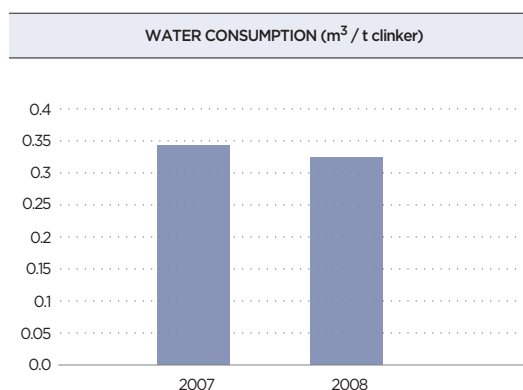
WATER

The CIMPOR Group's total specific consumption of industrial and domestic water was **0.327 m³/t of clinker** in 2008 (**0.346 m³/t of clinker** in 2007) which represents a **5.5%** decrease from the previous year.

Our goal is to achieve a minimum annual reduction of 5% in forthcoming years. We will have to meticulously obtain precise water consumption data for each one of our OU's to achieve that goal. This will provide us with more detailed data on consumption, allowing us to adopt, on a case-by-case basis, the most appropriate water conservation techniques.

The improvements obtained to now have been achieved through the use of conventional water conservation techniques. Nonetheless, we know that it is possible to achieve a reference value in the region of **0,200 m³/t of clinker**, based on the experience of CIMPOR Indústria in the Portugal BA (see 2006 Sustainability Report) - great progress has been achieved in four years through the measures that have been taken.

Most of the Group's OU have wastewater systems and treatment stations to preserve the quality of water and prevent contamination, especially in raw material, solid fuel and waste storage areas.



WASTE

The quantity of waste generated by our plants has been falling over the last four years. All waste generated by the ordinary operation of the different production areas and sections of our OU's is managed pursuant to legislation in force in the country in which the Group operates, which varies quite considerably from one country to the next, and according to the standards established in the respective Environmental Management Systems, where these have already been implemented. The final destination of the waste is either for recycling, landfill or internal recovery.

MONITORING AIR QUALITY

Air quality is monitored by a range of sampling equipment forming part of the Air Quality Networks of the Group's operating units. This equipment includes online meters intended to continuously monitor emissions from fixed sources, as already referred to, as well as the monitoring of total particle concentrations in the atmosphere by special equipment installed all around the plant perimeter.

Due to the extremely low concentrations of compounds such as volatile organic compounds (VOC's), heavy metals and other micro-pollutants in the gases emitted by the main chimneys at our plants, the measurement of their concentration is only possible with relatively sophisticated equipment and advanced testing methods.

In addition to this monitoring, most operating units and their quarries monitor the consumption of water for industrial and domestic purposes from their own subterranean and/or surface water abstractions and from the mains water supply. The water table levels at quarries, as well as vibrations and noise are also monitored.

TURKEY - ÇORUM Greener



The Çorum plant of CIMPOR Yibitaş celebrated the forestation festival with 70 students and teachers of the 23 April Primary School, Bahçelievler Primary School and from the city, by planting around 100 trees inside the plant area.

The names of all the children were written on a plaque. Therefore, each student has a planted tree and souvenir of this action inside the plant's premises. The aim of this initiative is to implant the idea that even small contributions are very important to our world, affected by the speed of global warming.

Versão integral em:
http://www.cimpor.pt/link.aspx?id_object=5270&lang=1

TRANSPORT

The transport of large quantities of raw materials and products by road and by rail is frequently at the top of the list of concerns of the communities where we operate and constitutes one of the main impacts of the cement industry. This is why it is necessary to constantly find solutions for the creation of special access roads to the OU, thus preventing large vehicles (tanker trucks and open-trailer trucks) from travelling through the centre of the main local population centres. This would minimise traffic congestion, noise pollution, exhaust fume pollution and airborne dust in these rural areas, as well as increase road safety.

The Group's operating units have frequently discussed with their neighbouring communities alternative transport routes (e.g. building new access roads and viaducts to the OU) and preventive measures (e.g. training and raising the awareness of the drivers of heavy goods vehicles regarding safety and good practices), so as to limit the disturbance caused by road transport and keep the road accident rate at a fairly low level.

REGIONAL ECONOMIC DEVELOPMENT

Regional economic development issues deserve the particular attention of the CIMPOR Group and its subsidiaries. The Group's young managers will continue to participate in WBCSD programs in order to identify the most compatible forms of contributing to such development.

Various Group OU's have such development programs, some of which are referred to in this chapter.

INDIA - FULL INVOLVEMENT WITH LOCAL COMMUNITIES



The limestone quarries are located about 90 km away from the SDCC premises of Sikka. SDCC runs a school in Mines Colony for the children of the villages around the Gop limestone mines. Around 55 children from the neighbouring villages attend this school, which teaches in two languages - Gujarati and Hindi.

The company also provides healthcare support, managing a clinic that performs medical check-ups and supplies free drugs to the local inhabitants. The company's ambulance is made available to local inhabitants in need.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5271&lang=2

OTHER CASE STUDIES

MOROCCO - Driver's Day

Content available at: http://www.cimpor.pt/link.aspx?id_object=5272&lang=2

MEASURING PROGRESS

IMPACTS ON LOCAL COMMUNITIES

LOCAL IMPACTS

1. Percentage of operating units with regular local community engagement plans currently in effect: **74%** (28/38) (35% (13/37) in 2007). The consolidation perimeter increased in 2008 with the inclusion of one more OU, in India.
2. Overall specific water consumption: **0.327 m³/t of clinker** (0.346 m³ / t of clinker in 2007).

GOALS AND NEXT STEPS

STAKEHOLDERS INVOLVEMENT

In 2004 the CIMPOR Group established the goal of having 100% of its Operating Units provided, by the end of 2009, with a **regular local community and other stakeholders' engagement plan**.

CIMPOR uses a scorecard to measure that degree of engagement and the respective progress in a more prescribed manner. The scorecard defines the minimum requirements of a stakeholder engagement program. The scorecard allows each OU to perform a self-assessment as regards its current degree of engagement, in accordance with three different levels and to take the necessary corrective measures to improve the level of interaction where required.

CIMPOR has registered progress in this field, though not all OU's have the same level of engagement with stakeholders.

The number of OU's developing regular community engagement programs grew from **35%** to **74%**. Minimum engagement with stakeholders is deemed to exist when level 1, at the very least, is achieved on the scorecard. The scorecard contains three levels - 0, 1 and 2.

The CIMPOR Group plans to develop new scorecards during the next two years, to measure other impacts related to the activity of the respective OU's.

Some of the Group's OU's regularly conduct, in addition to the internal self-assessment system, a survey of the **Company's Impact on Society**. This survey is focused on the relevant communities (e.g. citizens, industrial and service companies, contractors, suppliers, customers, fire services, police, local commerce, schools, universities, municipal and parish councils, sports clubs and other public and private institutions). This survey is an important tool allowing us to find out more about the economic, environmental and social impact of the company's activity on the surrounding area and it enable us to continuously monitor developments, maintain productive dialogue with these entities and take any necessary corrective measures. The aim is to extend this initiative in the future, so as to expand relations with stakeholders.

In relation to a very special stakeholder - the company's employees, **Employee Satisfaction Surveys** are regularly conducted in various BA by an external entity. This survey tool has already been duly formatted by the Human Resources Department.

MONITORING WATER CONSUMPTION

The CIMPOR Group has been methodically improving its systems for monitoring and gathering information on **water use and consumption** so that this data can be regularly reported. Initiatives will be taken in the future to reduce specific consumption to a value in the region of **0.2 m³/t** of clinker in the next four to five years, similar to the level already achieved at plants in Portugal through the adoption of water saving measures.

4.7. INTERNAL MANAGEMENT SYSTEMS AND OTHER TOOLS

The CIMPOR Group remains fully committed to the certification of the management systems of its production plants according to international standards.

The implementation of quality management, environmental management and occupational health and safety systems at production units and their certification according to the ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007 standards, respectively, are a corporate priority and represent a significant driving force in business sustainability.

INTERNAL MANAGEMENT SYSTEMS

In the field of internal management systems, CIMPOR continues to foster the certification of these systems in all its Operating Units (OU), according to the relevant international reference standards: ISO 9001 (quality management), ISO 14001 (environmental management) and OHSAS 18001 (occupational health and safety management).

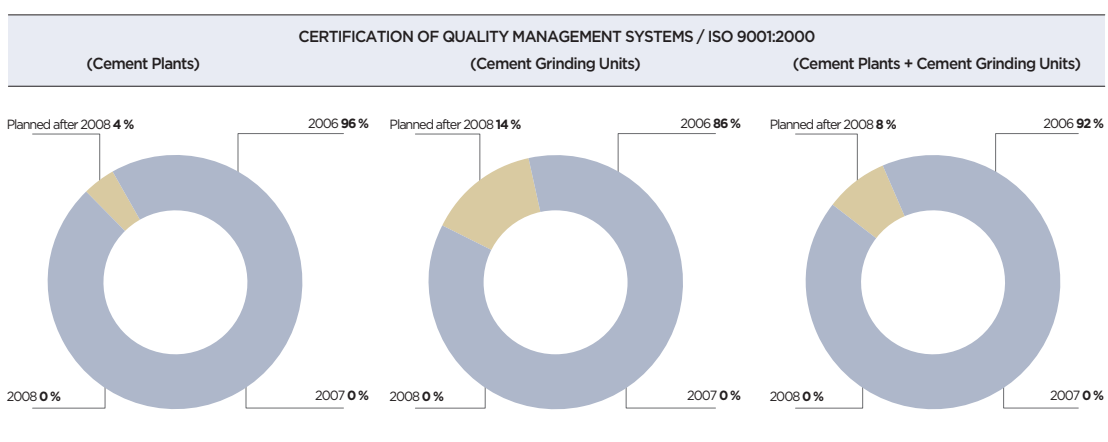
The CIMPOR Group's consolidation perimeter included the India BA for the first time in 2008, which represents the inclusion of one new OU.

Today 35 of the Group's 38 OU's hold ISO 9001 certification, 24 hold ISO 14001 certification and 22 OHSAS 18001 certification, or equivalent.

CIMPOR TEC, the company with the mission of providing technical assistance to the Group's OU's, began the process of ISO 9001:2008 certification of its quality management system in 2006. The process was concluded and certification awarded in the first quarter of 2009.

QUALITY MANAGEMENT SYSTEMS (QMS)

Currently 35 of the Group's 38 Operating Units (OU) have quality management systems meeting the requirements of the international ISO 9001 standard. The 3 operating units in Mozambique are still working on the process, and one is expected to achieve certification by 2009 and the other two by 2010.

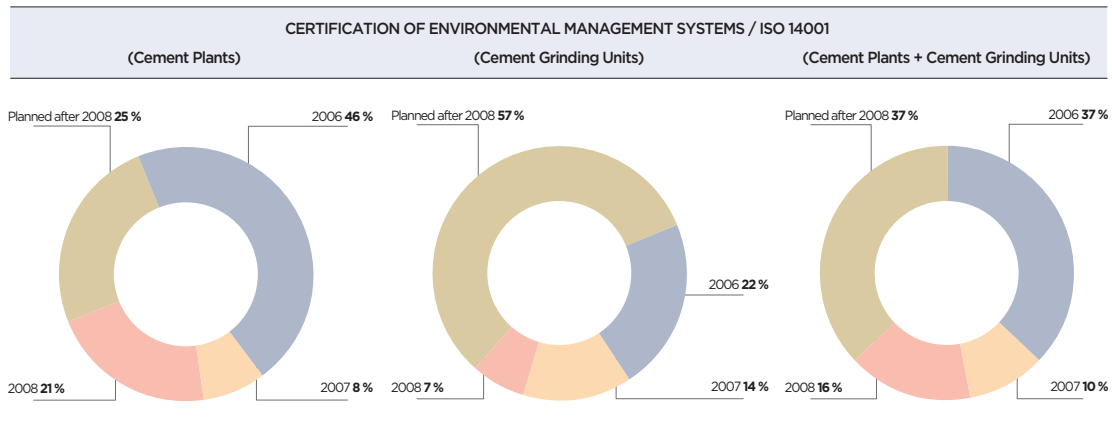


ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS)

The process of adapting Environmental Management Systems to the requirements of the ISO 14001 standard has been commenced by nearly all the Group's operating units. Certification covers all industrial activities performed by the Operating Units, from the extraction of raw materials, transport of limestone and marl to the manufacture, storage and loading of cement on to the transport vehicles.

24 of our 38 operating units had obtained ISO 14001 certification of their environmental management systems by the end of 2008, and another seven should achieve certification during 2009. The seven OU that will not be in a situation to achieve such certification by 2009, the deadline set in 2004 for the operating units of the CIMPOR Group at that time, are the six operating units of the Turkey BA and one of the OU of the China BA.

The environmental management systems of the Candiota, São Miguel dos Campos and Nova Santa Rita OU's of the Brazil BA; the Córdoba and Niebla OU's of the Spain BA; and the Jbel Oust OU in the Tunisia BA, obtained certification in accordance with the ISO 14001 standard.



PORTUGAL - Cement Plants Registered in EMAS up to 2011



CIMPOR Industria's cement plants - Alhandra, Loulé e Souselas, following validation by the Portuguese certification agency (APCER) of the Environmental Statements relative to 2006, received EMAS (Environmental Eco-Management and Audit Scheme) registration certifications from the Portuguese Environment Agency, thus renewing the validity of the previous certificates to March 2011.

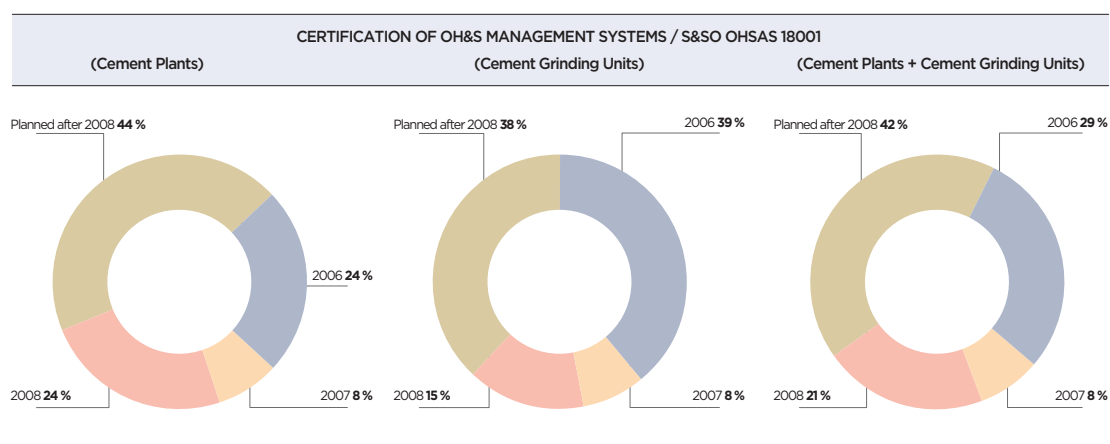
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OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEMS (OH&SMS)

Various Operating Units of the CIMPOR Group are currently intensively working on adapting their occupational health & safety management systems to the requirements of the OHSAS 18001 standard, which is recognised in more than seventy countries. The certification indicates that an OU developed a detailed system to manage occupational health and safety risks and it forms, jointly with ISO 14001, the backbone of a robust and immense management system of issues related to social responsibility.

In 2008, eight of our thirty-eight operating units achieved the certification of their OH&S management systems according to the OHSAS 18001 standard, to add to the fourteen that had previously obtained it. Another six should have their management systems certified in 2009 and a further ten by the end of 2010.

The eight operating units that achieved certification of their occupational health and safety management systems in 2008 were the Alhandra, Souselas, Loulé and Sines OU's of the Portugal BA; the Nova Santa Rita, Campo Formoso and Cezarina OU's of the Brazil BA; and the Jbel Oust OU of the Tunisia BA.



INTEGRATED MANAGEMENT SYSTEMS (IMS)

Some of the Group's Business Areas have been working towards integrating the different management systems that are already implemented and evolving to Integrated Quality, Environmental and Occupational Health & Safety Management Systems. This approach provides the possibility of obtaining synergies that may simplify the management system, reduce the volume of documentation and the quantity of system audits and, accordingly, overall system costs.

OTHER TECHNICAL AND MANAGEMENT TOOLS

The CIMPOR Group has, besides focusing on the management systems' certification process, also continued to develop and implement a broad range of other technical and management tools aimed at standardising a number of internal practices and processes in order to create a common technical and management language. Selected, and ever more detailed, parameters have been integrated into the Group's management systems. Performances of all kind by the BA and the OU's, measured against goals and indicators, are included in annual reports and monthly corporate flash reports for the executive committees of Business Areas and operating units (OU), as well as in the preparation of business plans and investment decisions.

Some of the tools used to that end, some of which have already been mentioned in previous Sustainability Reports, are: - CIMPOR Performance Program; - CO₂ Emissions Protocol (the yardstick for monitoring and reporting the Group's CO₂ emissions); - Emissions Monitoring and Reporting Protocol (the yardstick for monitoring and reporting the Group's Other Emissions); - Emissions Monitoring & Reporting Manual; - Code of Conduct on the Use of Alternative Fuels and Raw Materials (Guidelines on responsible use of raw materials and fuels in cement kilns); - Environmental and Social Impact Assessment (ESIA) Guidelines; - Stakeholders Engagement Scorecard; - Technical Managers Training Program / Seminars.

PORTUGAL - CIMPOR Indústria awarded OHSAS certification



CIMPOR - Indústria de Cimentos has had its occupational health and safety management system, which is internally known as SISO (Integrated Occupational Health System), certified by the Portuguese Certification Agency since October 2008. This certification proves that the management system implemented at the Alhandra, Loulé and Souselas manufacturing centres, the hydraulic lime plant at Cabo Mondego, the Sines grinding plant, and at the Maia warehouse and sales warehouses, complies with the requirements of the OHSAS 18001:1999/NP 4397:2001 standard.

Full version available at: http://www.cimpor.pt/link.aspx?id_object=5274&lang=2

TUNISIA - CJO celebrates certification with its employees

On 11 December 2008, Société les Ciments de Jbel Oust (CJO) held a ceremony in honour of its employees. This initiative, which was attended by a group of customers of the company, was motivated by the award of integrated certification of its environmental management and occupational health and safety systems according to the ISO 14001:2004 and OHSAS 18001:2007 standards, respectively. CJO was the sector's first cement manufacturer in Tunisia to achieve the integrated certification of its environmental and occupational health and safety management systems. These certificates are now added to the quality management system certification according to the ISO 9001:2000 standard that the company already holds.



Full version available at: http://www.cimpor.pt/link.aspx?id_object=5275&lang=2

TURKEY - Çorum receives Safety and Health Award from the Cement Workers' Union



The Çorum plant is a unit with excellent performances in the occupational safety and hygiene field. The plant was certified in 2005 in conformity with the OHSAS 18001 standard. However, the approach adopted at Çorum went beyond that required by this standard. As a result of this approach, the plant has not registered any time lost due to accidents to either employees or subcontracted workers between 2001 and 2006, encompassing a total of 1830 days in operation. This excellent management performance was rewarded with the Best Occupational Safety and Hygiene Performance in the Cement Sector Award, by the Cement Workers Union, on 14 November 2008.

Full version available at:

http://www.cimpor.pt/link.aspx?id_object=5276&lang=2

SOUTH AFRICA - Occupational Health and Safety, and the Environment - the NPC Standard

The environmental, health and safety performance of NPC CIMPOR, which is always very committed in those areas, was once again recognised, on 13 June 2008, by NOSA (National Occupational Safety Association), ASPASA (Aggregate and Sand Producers Association of South Africa) and SARMA (Southern African Ready-mix Association). All the areas of activity of the company - cement, concrete and aggregates - as well as the operating units were recognised with the award.

Full version available at:

http://www.cimpor.pt/link.aspx?id_object=5277&lang=2



OTHER CASE STUDIES

PORTUGAL - Rainwater Storage Pond

Content available at: http://www.cimpor.pt/link.aspx?id_object=5278&lang=2

PORTUGAL - CIMPOR TEC - Certification of the Quality Management System

Content available at: http://www.cimpor.pt/link.aspx?id_object=5279&lang=2

MEASURING PROGRESS

INTERNAL MANAGEMENT SYSTEMS AND OTHER TOOLS

MANAGEMENT SYSTEMS

1. Percentage of operating units with quality management systems certified according to ISO 9001:2000: **92 %** (92% in 2007)
2. Percentage of operating units with environmental management systems certified according to ISO 14001:2004: **63%** (46% in 2007)
3. Percentage of operating units with occupational health and safety management systems certified according to OHSAS 18000:1999, or equivalent: **58 %** (35% in 2007)

GOALS AND NEXT STEPS

The CIMPOR Group will continue to report annually on its performance in relation to a wide range of sustainability indicators as well as the respective progress goals.

The goal of having all of the CIMPOR Group's quality management systems certified by 2008 was only not achieved due to the Mozambique Business Area, which should achieve the certification of its OU's in 2009 and 2010. The process of certifying the other management systems will continue so that all environmental management systems are certified by 2009 and all OH&S management systems by 2010.

The inclusion of new, recently acquired operating units in the CIMPOR Group's perimeter may, in some cases, delay the targets, though such case will be properly identified. For the moment, the targets set in 2004 will not be changed.

The CIMPOR Group, under its Cement Sustainability Initiative commitments, will continue to improve the degree of implementation of the various guidelines that have been jointly developed, integrating them into the Group's policies and internal processes.

The verification of a growing number of report indicators is one of the aspects to be taken into account in the future. CO₂ emissions were checked for the fourth time and OH&S information/data for the second time in 2008. In the near future, the CIMPOR Group intends to extend the checking process of consolidated CO₂ emissions and of consolidated OH&S data to the entire Sustainability Report.





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- 89 CONTACT DETAILS

05 PROGRESS AND COMMITMENTS

5.1. ACTION PLAN

MAIN ACTIONS / GOALS		2008
PROGRESS		
OUR SUSTAINABLE DEVELOPMENT		
Doing Our Share	Annual publication of the Sustainability Report at the same time as the Annual Report & Accounts and in accordance with GRI (Global Reporting Initiative) criteria. Implementation of internal directives relative to each topic of the CIMPOR Group's Sustainability Policy. Internal alignment of the CIMPOR Group's Business Areas and Operating Units with the major guidelines of the Sustainable Development Policy.	Sustainability Indicators Panel. 2007 Sustainability Report. Internal and external dissemination of the final CSI report on the 5-year Agenda for Action. Implementation of various internal directives concerning sustainability.
ENVIRONMENTAL PERFORMANCE		
Climate Protection and Management of CO₂ Emissions	The CIMPOR Group established the goal in 2004 of reducing overall net specific emissions of CO ₂ per ton of cement product by 15% by 2015, taking 1990 as the reference year, in accordance with the guidelines of short, medium and long-term measures, of the respective strategy to mitigate greenhouse gas emissions. NOTE: See the relevant chapter in the Sustainability Report for other goals.	The Group had achieved an overall reduction of around 8% at the end of 2008, demonstrating slight stagnation in relation to 2007. The consolidated CO ₂ emissions of the CIMPOR Group were checked by an independent external entity for the fourth consecutive year.
Monitoring, Reduction and Reporting of Emissions (principal pollutants and micro-pollutants)	1. Percentage of clinker produced in kilns with an occasional or continuous monitoring system for principal pollutants and micro-pollutants: KPI1 = 100% by 2008; 2. Percentage of clinker produced in kilns equipped with a continuous monitoring system for principal pollutants: KPI2 = 100% by 2008; 3. Goals in relation to the upper limits of principal pollutant emissions, by 2008: KPI3a = Particle emissions: 150 g/t clinker; KPI3b = NO _x emissions: 1900 g/t clinker; KPI3c = SO ₂ emissions: 300 g/t clinker.	Evaluation of progress achieved in 2008: KPI1: 80,8 %; KPI2: 95,9 %; KPI3a: Particle emissions: 171.6 g/t clinker; KPI3b: NO _x emissions: 1682.8 g/t clinker; KPI3c: SO ₂ emissions: 300.1 g/t clinker; The new emissions reduction goals for principal pollutants were set for 2009, with a view to reducing the CIMPOR Group's emissions and given the dynamics relative to the number of kilns considered and the initiatives and investments already approved.
Use of Alternative Fuels and Raw Materials	1. CIMPOR Group: The CIMPOR Group defined in 2005 (revised in 2007) the main goals in this field as being to achieve an overall use of alternative raw materials, as a percentage of total thermal energy, of 10% by 2008, and an overall use of alternative fuels (including biomass) of 5 % by 2010. 2. Group of 5 Business Areas: Specific goals were also set for 5 of the CIMPOR Group's Business Areas (Portugal, Spain, Morocco, Brazil and South Africa), which are those that currently have co-processing projects in progress. The goals are to achieve 5% overall use of biomass and 10% overall use of alternative fuels (alternative fossil fuels and biomass), by 2010.	In the production of cement the Group used: 9.71% of alternative raw materials (the 10% goal for 2008 was almost attained); 5.18 % of alternative fuels (Group) and 9.1% of alternative fuels (the Portugal, Spain, Morocco, Brazil, South Africa Business Areas), including biomass; Biomass use was only equivalent to 2.41% (Group) and 4.33% (the 5 BA's referred to).
Impacts on Land Use	1. The CIMPOR Group set the target in 2005 of ensuring that 80% of the quarries of active operating units (OU) of the cement activity had drawn up environmental rehabilitation plans by the end of 2008, and which had been communicated to stakeholders and duly implemented (though subject to regular reviews and updates) in accordance with the standards approved by CIMPOR. The target of 100% by the end of 2009 was established at that same time. 2. The analysis of issues related to loss of biodiversity on the land of operating units is an area that will continue to be taken into account where such is warranted. This includes the preservation of some animal species and internationally protected or classified forest areas (e.g. Atlantic forest, mangrove forests, riparian forest, nature reserves, Euronatura 2000 sites, national ecological and agricultural reserves, etc) on neighbouring land or even on land farther away, provided that the CIMPOR Group's companies recognise such sites as being of possible natural interest.	72% of the quarries of the cement activity OU's possess approved environmental rehabilitation plans that have been disclosed to stakeholders.
Impact on Local Communities	1. Stakeholders Involvement: In 2004, the CIMPOR Group established the goal of ensuring that 100% of its Operating Units possessed a plan for the regular engagement of local communities and other stakeholders, by the end of 2009. 2. Monitoring Water Consumption: The CIMPOR Group has been methodically improving its systems for monitoring and gathering information on water use and consumption so that this data can be regularly reported. Initiatives will be taken in the future to reduce specific consumption from current levels to a value in the region of 0.200 m ³ /t of clinker within the next four to five years, similar to the level of consumption already achieved at the OU's of the Portugal BA through the adoption of a diverse range of water saving measures.	1. Since 2008, CIMPOR has been using a scorecard to measure that degree of engagement and the respective progress in a more formal manner. The scorecard defines the minimum requirements of a stakeholder engagement programme and allows each OU to self-assess its actual level of engagement. The number of OU's developing regular community engagement programmes grew from 35% to 74%, from 2007 to 2008. 2. Overall specific water consumption: 0.327 m ³ /t of clinker (0.346 m ³ / t of clinker in 2007).

	2009	2010	2011	2012
	PROGRESS	PROGRESS	PROGRESS	PROGRESS
	2008 Sustainability Report. Renovation of the sustainable development page on the internet and CIMPORnet. Development of scorecards to measure other aspects of the Group's Sustainable Development Policy among Operating Units.	2009 Sustainability Report (cement and concrete). Development of scorecards to measure other aspects of the Group's Sustainable Development Policy among Operating Units.	2010 Sustainability Report (cement, concrete and aggregates). Development of scorecards to measure other aspects of the Group's Sustainable Development Policy among Operating Units.	2012 Sustainability Report (cement, concrete and aggregates).
	Attain an overall reduction of net specific emissions of CO ₂ per ton of cement product of around 9%, taking 1990 as the reference year.	Attain an overall reduction of net specific emissions of CO ₂ per ton of cement product of around 10%, taking 1990 as the reference year.	Attain an overall reduction of net specific emissions of CO ₂ per ton of cement product of around 11%, taking 1990 as the reference year.	Attain an overall reduction of net specific emissions of CO ₂ per ton of cement product of around 12%, taking 1990 as the reference year.
	The goal for 2009 is to attain 100% in relation to KPI1 and KPI2 and to achieve the following figures in relation to the CIMPOR Group's consolidated emissions of the principal pollutants, KPI3a, KPI3b and KPI3c, respectively: Particle emissions: 125 g/t clinker; NO _x emissions: 1750 g/t clinker; SO ₂ emissions: 300 g/t clinker.	Evaluation of the results achieved and definition of goals to be achieved by 2015.		
	Evaluation of the results achieved concerning the use of alternative raw materials and definition of new goals to be attained by 2015.	5% overall rate of use of alternative fuels (including biomass) throughout the CIMPOR Group; 10% overall rate of use of alternative fuels (alternative fossil fuels and biomass) in the 5 BA's with alternative fuel programmes.	Evaluation of the results achieved concerning the use of alternative fuels and setting new goals to be attained by 2015.	
	80% of the quarries of the cement activity OU's possess approved environmental rehabilitation plans that have been disclosed to the respective stakeholders. The analysis of issues related to the loss of biodiversity is an aspect that will continue to be considered on the land of the OU's where such is warranted.	100% of the quarries of OU's should possess approved environmental rehabilitation plans that are disclosed to the respective stakeholders. The analysis of issues related to the loss of biodiversity is an aspect that will continue to be considered on the land of the OU's where such is warranted.	Evaluation of the results achieved and definition of goals to be attained by 2015.	
	90% of the CIMPOR Group's OU's should possess regular local community engagement programmes. 5% reduction of specific water consumption on previous year's figure.	100% of the CIMPOR Group's OU's should possess regular local community engagement programmes. 5% reduction of specific water consumption on previous year's figure.	5% reduction of specific water consumption on previous year's figure.	5% reduction of specific water consumption on previous year's figure.

MAIN ACTIONS / GOALS

2008

PROGRESS

MANAGEMENT SYSTEMS			
Internal Management Systems and Other Tools	The CIMPOR Group will continue to expand the quantity and perform the annual reporting of a broad range of sustainability indicators as well as the respective progress goals. At the same time, it will continue the process of certifying management systems in order to obtain the certification of all its QMS by 2008, EMS by 2009 and OH&SMS by 2010.	The addition of new KPIs intended to assess the performance of OU's in relation to diverse aspects of sustainability.	
	Certification of all OU's environmental management systems (EMS) according to ISO 14001, by 2009.	63% of OU's have a certified EMS.	
	Certification of all OU's occupational health & safety management systems (OH&SMS) according to OHSAS 18001, by 2010.	58% of OU's have a certified OH&SMS.	
	Certification of all OU's quality management systems (QMS) according to ISO 9001, by 2008.	92% of OU's have a certified QMS. The goal of 100% by 2008 was missed. It has been extended to 2010.	
OUR EMPLOYEES			
Occupational Health & Safety	Implementation of Corporate OH&S Policy; OH&S Audits and Risk Assessments; Certification of all Group Operating Units according to OHSAS 18001, by 2010; The verification of consolidated OH&S data by an independent external entity.	Continuation of the process to implement the CIMPOR Group's corporate OH&S policy; Annual meeting of OH&S co-ordinators; Conclusion of operational instructions concerning the higher risk activities; Theoretical and practical training of Country/Activity Co-ordinators in audits and risk assessment; Alteration to the monthly OH&S performance indicators chart so that it includes more information on occupational health; Update of the form for the immediate notification of serious and fatal accidents; Implementation of a methodology for the performance of audits and risk assessment; Definition of method for the performing the self-assessment of safety performance; Annual OH&S audits; Verification of the consolidated OH&S data of the CIMPOR Group by an independent external entity, for the second consecutive year. See the Sustainability Report for information on KPIs.	
Human Resources	Commitment and responsibility relative to its employees and respective representatives; Recruitment of young, recently graduated staff and development their technical and behavioural skills through practical and theoretical training; Training and qualification of employees through academic training support programmes or through vocational qualification and training programmes; Competitive wages policy adapted to the local reality of each country; Reward the best performing workers according to the established methods in the Group.	HR database; Young Engineers' Pool programme extended to other BA's; conclusion of three collective agreements - in Brazil, Morocco and Mozambique; A new method for assessing performance was implemented and the existing bonus system overhauled, in India and Turkey.	
Training and Education	Extend the CIMPOR Group's Sustainable Development Policy to a wider group of employees, informing them of the projects in progress and the defined goals.	The inclusion, in 2008, in the CIMPOR Group's Staff Training Plan of training on aspects of the Group's Sustainable Development Policy, with the performance of 2 training courses.	
SOCIAL PERFORMANCE			
Stakeholders' Involvement	Creation of the Regional Stakeholders Committee (2009)	Establishment of Local Stakeholder Committees. Various OU's continue to create and improve interaction with local stakeholders.	
Interaction with Local Communities	Community support policy fostering in-house voluntary work in terms of donations to several institutions.	Assessment of the results of the "Connosco" Programme, which is intended to promote voluntary donations by employees to charities.	
	Patronage policy favouring the establishment of protocols with local councils and/or local entities focused on social work or the conservation of historical heritage. Policy of Support to Economic, Environmental and Social Development Projects involving several BA's/OU's.	Protocol signed with Lisbon Municipal Council and IPPAR (Portugal). Implementation of countless Economic and Social Development Projects by OU's in a wide range of fields.	

	2009	2010	2011	2012
	PROGRESS	PROGRESS	PROGRESS	PROGRESS
		Alargar o reporting a novas actividades do Grupo CIMPOR.		
	71% of OU's should have a certified EMS.	All Group OU's (38 in total) should possess a certified EMS.		
	76% of OU's should have a certified OH&SMS.	89% of OU's should have a certified OH&SMS.	All Group OU's (38 in total) should possess a certified OH&SMS.	
	95% of OU's should have a certified QMS.	All Group OU's (38 in total) should possess a certified QMS.		
	Continuation of the process to implement and consolidate the CIMPOR Group's corporate OH&S policy; Consolidation of organisational structure; Update of various standardised procedures based on the experience obtained; Focus on issues related to accidents involving contractors and the drivers of industrial vehicles; Drawing up and disseminating good OH&S practices; Verification of the consolidated OH&S data of the CIMPOR Group by an independent external entity.	Continuation of the process to implement and consolidate corporate policy; Continued focus on issues related to accidents involving contractors and the drivers of industrial vehicles.	Continuation of the process to implement and consolidate corporate policy; Continued focus on issues related to accidents involving contractors and the drivers of industrial vehicles.	
	Conclusion of collective labour agreement negotiations in Portugal and Egypt.			
	Re-assessment of resources in order to increase the degree of coverage given to the CIMPOR Group's Sustainable Development Policy in training.	Increasing the frequency of training initiatives focusing on aspects of the Sustainable Development Policy.	Assessment of the degree of success of the project to disseminate the Sustainable Development Policy and the degree of internal alignment in relation to Sustainable Development principles.	
	Establishment of local Stakeholder Committees.			
	Gradually extend the "Connosco" Programme concept to other BA's (Phase 1).	Gradually extend the "Connosco" Programme concept to other BA's (Phase 2).		
	Implementation of the concept of entering into protocols with municipal councils and entities for the conservation of historical heritage in other BA's of the CIMPOR Group. Development of new project concepts.	Continued implementation of the Patronage Policy, extending it to other BA's, and pursuit of the Policy of Support to Economic, Environmental and Social Development Projects involving OU's.	Continued implementation of the Patronage Policy, extending it to other BA's, and pursuit of the Policy of Support to Economic, Environmental and Social Development Projects involving OU's.	Continued implementation of the Patronage Policy, extending it to other BA's, and pursuit of the Policy of Support to Economic, Environmental and Social Development Projects involving OU's.

5.2. PANEL OF GRI INDICATORS (*)

(*) – Version of new G3 Global Reporting Initiative guidelines.

1. ECONOMIC PERFORMANCE

EC1	p. 06	Direct economic value generated and distributed
EC2	n.p.	Financial implications and other risks and opportunities for the organisation's activities due to climate change
EC3	n.p.	Coverage of the organisation's defined benefit plan obligations.
EC4	n.a.	Significant financial assistance received from government
EC5	23	Range of ratios of standard entry level wage compared to local minimum wage
EC6	n.p.	Policy, practices, and proportion of spending on locally-based suppliers
EC7	n.p.	Procedures for local hiring and proportion of senior management hired from the local community
EC8	14	EC8 - Development and impact of investments provided primarily for public benefit through commercial, in kind, or pro bono engagement.
EC9	n.p.	Understanding and describing significant indirect economic impacts, including the extent of impacts

2. ENVIRONMENT / ENVIRONMENTAL PERFORMANCE

EN1	p. 65	Materials used by weight or volume
EN2	59	Percentage of materials used that are recycled input materials
EN3	59	Direct energy consumption by primary source
EN4	59	Indirect energy consumption by primary source
EN5	59	Energy saved due to conservation and efficiency improvements.
EN6	59	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements.
EN7	59	Initiatives to reduce indirect energy consumption and reductions achieved
EN8	66	Total water withdrawal by source
EN9	n.a.	Water sources significantly affected by withdrawal of water

EN10	n.p.		
Percentage and total volume of water recycled and reused			
EN11	n.p.		
Location and size of land in protected areas and areas of high biodiversity value outside protected areas			
N12	n.p.		
Description of significant impacts on biodiversity in protected areas and areas of high biodiversity value outside protected areas			
EN13	62		
Habitats protected or restored			
EN14	63		
Strategies, current actions, and future plans for managing impacts on biodiversity			
EN15	n.a.		
Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations			
EN16	47		
Total direct and indirect greenhouse gas emissions by weight			
EN17	54		
Other relevant indirect greenhouse gas emissions by weight			
EN18	47		
Initiatives to reduce greenhouse gas emissions and reductions achieved			
		EN19	n.p.
		Emissions of ozone-depleting substances by weight	
		EN20	65
		NOx, SOx and other significant air emissions by type and weight	
		EN21	n.a.
		Total water discharge by quality and destination	
		EN22	n.p.
		Total weight of waste by type and disposal method	
		EN23	n.p.
		Total number and volume of significant spills	
		EN24	n.a.
		Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention	
		EN25	n.a.
		Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by discharges of water and runoff	
		EN26	n.p.
		Initiatives to mitigate environmental impacts of products, and extent of impact mitigation	
		EN27	n.p.
		Percentage of products sold and their packaging materials that are reclaimed by category	

EN28 Monetary value of significant fines for non-compliance with environmental laws and regulations.	n.a.	LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	30
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EN29 Significant environmental impacts of transporting products and other goods and materials used	n.p.	LA8 Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	32
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EN30 Total environmental protection expenditures and investments by type	37	LA9 Health and safety topics covered in formal agreements with trade unions	33
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3. LABOUR PRACTICES AND DECENT WORK

LA1 Total workforce by employment type, employment contract, and region	p. 20	LA10 Average hours of training per year per employee by employee category	26
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LA2 Total number and rate of employee turnover by age group, gender, and region	20	LA11 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	n.p.
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LA3 Benefits provided to full-time employees by major operations	n.p.	LA12 Percentage of employees receiving regular performance and career development reviews	n.p.
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LA4 Percentage of employees covered by collective bargaining agreements.	25	LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	n.p.
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LA5 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	n.p.	LA14 Ratio of basic salary of men to women by employee category	n.p.
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LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	n.p.		
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4. HUMAN RIGHTS

HR1	p. n.a.	Percentage and total number of significant investment agreements that include human rights clauses
HR2	n.p.	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken
HR3	n.a.	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations
HR4	n.a.	Total number of incidents of discrimination and actions taken
HR5	n.a.	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk
HR6	n.a.	Operations identified as having significant risk for incidents of child labour
HR7	n.a.	Operations identified as having significant risk of forced labour or slavery
HR8	n.a.	Percentage of security personnel trained in the organisation's policies concerning aspects of human rights
HR9	n.a.	Total number of incidents of violations involving rights of indigenous people and actions taken

5. SOCIETY

SO1	p. 15	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities
SO2	n.p.	Percentage and total number of business units analysed for risks related to corruption
SO3	n.a.	Percentage of employees trained in organisation's anti-corruption policies and procedures
SO4	n.a.	Actions taken in response to incidents of corruption
SO5	n.a.	Public policy positions and participation in public policy development and lobbying
SO6	n.a.	SO6 - Total value of financial and in-kind contributions to political parties, politicians, and related institutions
SO7	n.a.	Total number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices
SO8	n.a.	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and

6. PRODUCT RESPONSIBILITY

PR1

Life cycle stages in which health and safety impacts of products and services are assessed for improvement

p.
n.p.

PR2

Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle

n.p.

PR3

Type of product and service information required by labelling procedures

n.p.

PR4

Total number of incidents of non-compliance with regulations and voluntary codes concerning product information and labelling

n.p.

PR5

Practices related to customer satisfaction, including results of surveys.

12

PR6

Programs for adherence to laws, standards, and voluntary codes related to marketing communications

12

PR7

Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications

n.p.

PR8

Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data

n.a.

PR9

Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services

n.a.

n.a. - not applicable

n.p. - information not provided

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