



## CALIFORNIA PORTLAND CEMENT COMPANY

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November 7, 2005

Mr. Allen Walsh  
President  
Alamo Cement Company  
P. O. Box 34807  
San Antonio, TX 78265

Dear Allen:

The U.S. cement industry is vibrant and thriving. As the leaders of this vital industry, we have the unparalleled opportunity to positively position our businesses, help the national economy, and promote practices that improve the environment through increased energy efficiency.

Energy is a major expense for this industry, often occupying up to 50% of variable costs. Profit erosion due to rising prices is a serious threat. At the same time, some governments are moving forward to control energy's impacts on the environment. Since most of us operate multinationally, somewhere in the world we are faced with paying the cost of controlling carbon emissions, or will be in the future. Further, consider that the Europeans are just beginning to evaluate the impacts of embedded energy in building materials. Imagine how this might affect our products.

Energy must be managed aggressively. To counter rising costs, many of us look for inexpensive fuels. But more can be done. Energy efficiency is the most cost-effective source of energy today. Savings are pure profit and go directly to enhance a company's bottom line. And, it is an easy step that can be taken to protect the environment.

As leaders, we must reduce energy use to remain viable in the future. We need to think progressively and act to minimize the risks, commit to sustainable energy management practices, and set clear directions for managing energy in our operations.

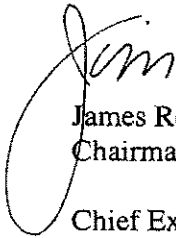
At California Portland Cement Company, I charged my staff with developing an energy management system that spans all operations. To date, we have saved over a million dollars in less than 2 years. We did this by deliberately making energy management part of our core business, by creating a corporate function for energy, and by viewing energy as a profit center for our business.

Many of us have made attempts to manage energy through hit-or-miss efforts, gathering the easy energy savings and accepting average performance. Remember this, without a permanent, centralized program, low-hanging fruit will grow back and the initial savings you achieve will be quickly lost. I encourage you to create an effective and permanent energy management program in your company.

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California Portland Cement Company took advantage of its partnership with the ENERGY STAR program to identify the steps we needed to take. Most of you are partners and as such have a variety of resources available to help you successfully manage energy. If you have questions about how to do this, contact our Corporate Energy Manager Steve Coppinger at (626) 852-6215 or Tom Carter of the Portland Cement Association at (202) 408-9494.

Sincerely,



James Repman  
Chairman, Portland Cement Association

Chief Executive Officer  
California Portland Cement Company

cc: Stephen L. Johnson, Administrator  
U.S. Environmental Protection Agency

Name	Title	Company	Address	City
Mr. Allen Walsh	President	Alamo Cement Company	P. O. Box 34807	San Antonio, TX 78265
Mr. Charles T. Sunderland	Chairman of the Board	Ash Grove Cement Company	P. O. Box 25900	Overland Park, KS 66225
Mr. Charles T. Wiedenhoft	President & COO	Ash Grove Cement Company	P. O. Box 25900	Overland Park, KS 66225
Mr. David A. Nepereny	President & CEO	Buzzi Unicem USA Inc.	100 Brodhead Rd., Suite 230	Bethlehem, PA 18017-8989
Mr. Robert Engberg	President	Capital Aggregates, Ltd.	P. O. Box 33240	San Antonio, TX 78265-3240
Mr. Gilberto Perez	President, U.S. Operations	CEMEX	840 Cessner Rd., Suite 1400	Houston, TX 77024
Mr. R. Michael Johnson	President & CEO	Continental Cement Company	14755 North Outer Dr., Suite 514	Chesterfield, MO 63017
Mr. Terrence Veysey	Executive Vice President & CEO	Dragon Products Company	38 Preble St.	Portland, ME 04104
Mr. George Gregory	President & COO	Essroc Cement Corporation	3251 Bath Pike	Nazareth, PA 18064-9932
Mr. Enrique Escalante	President & CEO	GCC of America	2825 W. Paisano	El Paso, TX 79922
Mr. Manuel Llop	President & CEO	Giant Cement Holding, Inc.	320-D Midland Parkway	Summerville, SC 29485
Mr. Patrick Dolberg	President & CEO	Holcim (US) Inc.	201 Jones Rd.	Waltham, MA 02451
Mr. William Townsend	Deputy CEO	Holcim (US) Inc.	201 Jones Rd.	Waltham, MA 02451
Mr. Wayne W. Emmer	President	Illinois Cement Company	P. O. Box 442	LaSalle, IL 61301
Mr. Philippe Rollier	President & CEO	Lafage North America, Inc.	12950 Worldgate Dr., Suite 500	Herrndon, VA 20170
Mr. Helmut S. Erhard	President & CEO	Lehigh Cement Company	7660 Imperial Way	Allentown, PA 18195
Mr. Kimball McCloud	President	Mitsubishi Cement Corporation	151 Cassia Way	Henderson, NV 89014-6616
Mr. Walter H. Wulf, Jr.	Vice Chairman & Executive VP	The Monarch Cement Company	P. O. Box 1000	Humboldt, KS 66748-1000
Mr. Philippe Latourneau	Chief Operating Officer	National Cement Company of Alabama	2000 Southbridge Parkway, Suite 600	Birmingham, AL 35209
Mr. Karl H. Watson	Chief Operating Officer-U.S. Construction	Rinker Materials	P. O. Box 24635	West Palm Beach, FL 33416
Mr. Philippe Arto	President & CEO	St. Lawrence Cement Inc.	1945 Graham Blvd.	Mount Royal, Quebec H3R 1H1, Canada
Mr. Erik Madsen	Chief Executive Officer	St. Marys Cement Inc.	55 Industrial St.	Toronto, ON M4G 3W9, Canada
Mr. Mel G. Brekhus	President & CEO	Texas Industries Inc.	1341 W. Mockingbird Lane, Suite 700	Dallas, TX 75247
Mr. Robert Kidnew	President	Texas-Lehigh Cement	P. O. Box 610	Buda, TX 78610
Mr. Daniel R. Fritz	Chief Operating Officer	Votorantim Cimentos North America	560 West Crossville Rd., Suite 204	Roswell, GA 30075
Mr. Aris J. Papadopoulos	Chief Executive Officer	Titan America LLC	1151 Azalea Garden Rd.	Norfolk, VA 23502