

SUMMARY CONSOLIDATED INTERIM FINANCIAL REPORT

FOR THE SIX MONTHS ENDED JUNE 30, 2016

SUMMARY CONSOLIDATED STATEMENT OF INCOME						
TT\$'000	UNAUDITED Three Months Apr to June 2016 2015		UNAUDITED Six Months Jan to June		AUDITED Year Jan to Dec	
CONTINUING OPERATIONS			2016	2015	2015	
REVENUE Earnings before interest, tax, depreciation, loss on disposal of property, plant and equipment and	506,682	572,887	986,229	1,087,742	2,115,446	
restructuring costs	158,739	181,271	312,513	319,483	588,479	
Depreciation Loss on disposal of property,	(31,012)	(27,574)	(59,575)	(55,225)	(110,796)	
plant and equipment Stockholding and inventory	20	-	20	_	(164)	
restructuring costs (Note 5) Manpower restructuring costs (Note 6)	(72,890) (22,232)	-	(72,890)	_	(21,000)	
Operating profit	32,625	153,697	<u>(22,232)</u> 157,836	264,258	<u>(31,099)</u> 446,420	
Net debt restructuring gain Net finance costs	(20, 500)	194,243	(70.557)	197,094	205,819	
Profit before taxation from	(32,529)	(36,277)	(73,557)	(92,694)	(164,630)	
continuing operations	96	311,663	84,279	368,658	487,609	
Taxation charge (Loss)/profit from continuing	(21,933)	(23,023)	(39,016)	(33,414)	(58,714)	
operations	(21,837)	288,640	45,263	335,244	428,895	
DISCONTINUED OPERATIONS Loss after taxation from						
discontinued operations					(115)	
(Loss)/profit for the year	(21,837)	288,640	45,263	335,244	428,780	
Attributable to:						
Shareholders of the Parent	(24,045) 2,208	278,510	31,437 13,826	321,029	405,108	
Non-controlling interests	(21,837)	10,130 288,640	45,263	14,215 335,244	23,672 428,780	
Basic and diluted earnings per share – cents:						
From continuing operations From discontinued operations	(6.5)	85.9	8.5	103.1	119.0	
Trom discontinued operations	(6.5)	85.9	8.5	103.1	119.0	

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION					
TT\$'000	UNAUDITED	UNAUDITED	AUDITED		
Non-current assets Current assets Current liabilities Non-current liabilities Total net assets	30.06.2016	30.06.2015	31.12.2015		
	2,011,073	2,098,428	2,073,495		
	920,297	1,201,485	959,587		
	(692,793)	(1,984,756)	(709,499)		
	(1,267,527)	(383,889)	(1,372,613)		
	971.050	931,268	950,970		
Share capital	827,732	827,732	827,732		
Reserves	143,698	122,765	135,561		
Equity attributable to the Parent Non-controlling interests Total equity	971,430	950,497	963,293		
	(380)	(19,229)	(12,323)		
	971,050	931,268	950,970		

DIRECTORS' STATEMENT

The revenue of the Group for the second quarter of the year (Q2 2016) reached \$506.6 million which was 6% higher than the first quarter of 2016. This was driven by an increase of domestic sales in Jamaica. However, our Group revenue was 12% below the same period of 2015 due to lower volumes sold in Trinidad and Tobago, lower export volume of clinker sold to Venezuela and a 9% decrease in local prices mainly in Barbados and Guyana. Adjusted EBITDA (Earnings before interest, tax, depreciation, loss on disposal of property, plant and equipment and restructuring costs) in Q2 2016 of \$159 million was 3% higher than adjusted EBITDA for the first quarter of 2016, but represented a 12% decrease when compared with the same period of 2015, mainly due to the slowdown of the construction activity in Trinidad and Tobago. The net cash generated by operating activities in Q2 2016 was \$119 million, a decrease of 29% when compared to the same quarter of 2015.

In Q2 2016, there were two major items of restructuring costs that had a negative impact on the income attributable to shareholders. Firstly, the Group incurred

Wilfred Espinet

Group Chairman July 20, 2016

severance costs of \$22.2 million due primarily to a manpower restructuring exercise in Jamaica. Secondly, the Group undertook a comprehensive review of its inventory of spares and consumables and has determined the optimal stockholding and reorder levels for all companies in the Group. The result of this exercise was a negative adjustment to our inventories of \$72.9 million which has been recognised as a one-time expense in Q2 2016. Together, the impact of these onetime expenses was a reduction in net income by \$95.1 million. As a result, our first half net income was \$45.3 million, however, adjusting for the impact of those onetime restructuring expenses, our net income for the first half would have been \$129.5 million.

The Group continues to implement internationally competitive operating structures and procedures to ensure a sustainable and competitive level of profitability, liquidity and cash flow in the face of challenges of current construction trends in Trinidad and Tobago and the competitive environment in Barbados and Guyana.

Nigel Edwards Director July 20, 2016

SUMMARY CONSOLIDATE	D STATEN	MENT OF C	OMPREHE	NSIVE INC	OME	
TT\$'000	UNAUDITED		UNAUDITED		AUDITED	
	Three Months Apr to June		Six Months Jan to June		Year Jan to Dec	
	2016	2015	2016	2015	2015	
(Loss)/profit for the year Other comprehensive income Other comprehensive loss to be reclassified to profit and loss in subsequent periods:	(21,837)	288,640	45,263	335,244	428,780	
Exchange differences on translation of foreign operations Net other comprehensive loss to be reclassified to profit	(11,719)	(6,314)	(10,197)	(11,029)	(18,930)	
and loss in subsequent periods Other comprehensive (loss)/income not to be reclassified to profit and loss in subsequent periods: Remeasurement losses on defined benefit plans	(11,719)	(6,314)	(10,197)	(11,029)	(18,930)	
Income tax effect Net other comprehensive loss not to be reclassified to profit and loss in subsequent periods:					21,752 (65,933)	
Other comprehensive loss for the year,	(44.740)	(0.04.4)	(40.407)	(44 000)	(0.4.000)	
net of tax Total comprehensive (loss)/income for the year, net of tax	(33,556)	282,326	<u>(10,197)</u> <u>35,066</u>	324,215	<u>(84,863)</u> <u>343,917</u>	
Attributable to: Shareholders of the Parent Non-controlling interests	(33,099) (457) (33,556)	273,956 8,370 282,326	23,123 11,943 35,066	311,994 12,221 324,215	324,790 19,127 343,917	
SUMMARY CONSO	LIDATED S	TATEMEN	T OF CASH	I FLOWS		
TT\$'000	HMAH	IDITED	HNA	UDITED	AUDITED	
	Three	Months to June 2015	Six	Months to June 2015	Year Jan to Dec 2015	
Profit before taxation from continuing operations	96					
	90	311.663	84.279	368.658	487.609	
Loss before taxation from discontinued operations		311,663 311.663	84,279 - 84,279	368,658 - 368,658	487,609 (115) 487,494	
Loss before taxation from	96	311,663 	84,279 84,279	368,658 368,658	·	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property,	31,012 32,529 17,623		59,575 73,557 11,738		110,796 164,630 28,372	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement	31,012 32,529 17,623 20	27,574 36,951 10,530 - (197,094)	59,575 73,557 11,738	55,225 92,694 20,234 (197,094)	(115) 487,494 110,796 164,630 28,372 164 (205,819)	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets	31,012 32,529 17,623 20 81,280	27,574 36,951 10,530 - (197,094) 189,624	59,575 73,557 11,738 20 229,169	55,225 92,694 20,234 	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables	31,012 32,529 17,623 20 81,280	27,574 36,951 10,530 - (197,094) 189,624	59,575 73,557 11,738 20 229,169 60,417	55,225 92,694 20,234 - (197,094) 339,717 49,710	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables	31,012 32,529 17,623 20 81,280 63,529 4,573	27,574 36,951 10,530 - (197,094) 189,624 17,321 10,510	59,575 73,557 11,738 20 229,169 60,417 (20,953)	55,225 92,694 20,234 (197,094) 339,717 49,710 26,854	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments	31,012 32,529 17,623 20 81,280	27,574 36,951 10,530 - (197,094) 189,624	59,575 73,557 11,738 20 229,169 60,417	55,225 92,694 20,234 - (197,094) 339,717 49,710	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables and accruals Net Interest, taxation and pension contributions paid	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134	27,574 36,951 10,530 - (197,094) 189,624 17,321 10,510 (2,039)	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166	55,225 92,694 20,234 - (197,094) 339,717 49,710 26,854 (46,928)	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/decrease) in payables and accruals Net Interest, taxation and pension contributions paid	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134	27,574 36,951 10,530 - (197,094) 189,624 17,321 10,510 (2,039) 215,416	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166	55,225 92,694 20,234 (197,094) 339,717 49,710 26,854 (46,928) 369,353	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables and accruals Net Interest, taxation and pension contributions paid Pension contributions paid Pension contributions paid Post-retirement benefits paid Taxation paid Net interest paid	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134 (3,955) (3,206) (25,466) (25,466) (22,249)	27,574 36,951 10,530 - (197,094) 189,624 17,321 10,510 (2,039) 215,416 (7,752) (10,867) (28,855)	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166 (6,593) (3,611) (40,792) (44,596)	55,225 92,694 20,234 	(115) (115) (110,796) 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019 (12,482) (1,927) (33,687) (115,663)	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables and accruals Net Interest, taxation and pension contributions paid Pension contributions paid Post-retirement benefits paid Taxation paid Net interest paid Net cash generated by operating activities	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134 (3,955) (3,206) (25,466) (22,249) 119,258 (37,062)	27,574 36,951 10,530 	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166 (6,593) (3,611) (40,792) (44,596) 175,574	368,658 55,225 92,694 20,234 (197,094) 339,717 49,710 26,854 (46,928) 369,353 (12,803) (20,223) (64,967) 271,360 (24,044)	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019 (12,482) (1,927) (33,687) (115,663) 469,260 (117,517) 305	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables and accruals Net Interest, taxation and pension contributions paid Pension contributions paid Post-retirement benefits paid Taxation paid Net interest paid Net cash generated by operating activities Net cash used in investing activities Additions to property, plant and equipment Proceeds from disposal of property,	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134 (3,955) (3,206) (25,466) (22,249) 119,258	27,574 36,951 10,530 	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166 (6,593) (3,611) (40,792) (44,596) 175,574	55,225 92,694 20,234 	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019 (12,482) (1,927) (33,687) (115,663) 469,260 (117,517)	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables and accruals Net Interest, taxation and pension contributions paid Pension contributions paid Post-retirement benefits paid Taxation paid Net interest paid Net cash generated by operating activities Net cash used in investing activities Additions to property, plant and equipment Proceeds from disposal of property, plant and equipment	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134 (3,955) (3,206) (25,466) (22,249) 119,258 (37,062)	27,574 36,951 10,530 	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166 (6,593) (3,611) (40,792) (44,596) 175,574	368,658 55,225 92,694 20,234 (197,094) 339,717 49,710 26,854 (46,928) 369,353 (12,803) (20,223) (64,967) 271,360 (24,044)	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019 (12,482) (1,927) (33,687) (115,663) 469,260 (117,517) 305	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase/(decrease) in payables and accruals Net Interest, taxation and pension contributions paid Pension contributions paid Post-retirement benefits paid Taxation paid Net cash generated by operating activities Net cash used in investing activities Additions to property, plant and equipment Proceeds from disposal of property, plant and equipment Net cash used in financing activities Proceeds from borrowings Proceeds from bissuance of new shares Transaction costs incurred on issuance of new shares Repayment of borrowings Dividends paid	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134 (3,955) (3,206) (25,466) (22,249) 119,258 (37,062) (37,062)	27,574 36,951 10,530 - (197,094) 189,624 17,321 10,510 (2,039) 215,416 (7,752) (10,867) (28,855) 167,942 (11,825) - (11,825)	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166 (6,593) (3,611) (40,792) (44,596) 175,574 (55,456) - (55,456) - (96,426) (14,986)	55,225 92,694 20,234 - (197,094) 339,717 49,710 26,854 (46,928) 369,353 (12,803) (20,223) (64,967) 271,360 (24,044) - (24,044) - (24,044) 1,486,383 364,552 (3,026) (1,661,810)	(115) 487,494 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019 (12,482) (1,927) (33,687) (115,663) 469,260 (117,517) 305 (117,212) 1,188,830 364,552 (3,026) (1,709,364) (984)	
Loss before taxation from discontinued operations Adjustments to reconcile (loss)/ profit before taxation to net cash generated by operating activities: Depreciation Interest expense net of interest income Pension and post-retirement Loss on disposal of property, plant and equipment Net debt restructuring gain Changes in net current assets Decrease in inventories (Increase)/decrease in receivables and prepayments Increase//decrease) in payables and accruals Net Interest, taxation and pension contributions paid Pension contributions paid Post-retirement benefits paid Taxation paid Net interest paid Net cash generated by operating activities Net cash used in investing activities Additions to property, plant and equipment Proceeds from disposal of property, plant and equipment Net cash used in financing activities Proceeds from borrowings Proceeds from borrowings Proceeds from suance of new shares Transaction costs incurred on issuance of new shares Repayment of borrowings	31,012 32,529 17,623 20 81,280 63,529 4,573 24,752 174,134 (3,955) (3,206) (25,466) (22,249) 119,258 (37,062)	27,574 36,951 10,530 	59,575 73,557 11,738 20 229,169 60,417 (20,953) 2,533 271,166 (6,593) (3,611) (40,792) (44,596) 175,574 (55,456) - (55,456)	368,658 55,225 92,694 20,234 (197,094) 339,717 49,710 26,854 (46,928) 369,353 (12,803) (20,223) (64,967) 271,360 (24,044) (24,044) 1,486,383 364,552 (3,026)	(115, 1487, 494) 110,796 164,630 28,372 164 (205,819) 585,637 30,801 38,111 (21,530) 633,019 (12,482) (1,927) (33,687) (115,663) 469,260 (117,517) 305 (117,212) 1,188,830 364,552 (3,026) (1,709,364)	



SUMMARY CONSOLIDATED INTERIM FINANCIAL REPORT

FOR THE SIX MONTHS ENDED JUNE 30, 2016

SEGMENT INFORMATION							
TT\$'000	CEMENT	CONCRETE	PACKAGING	CONSOLIDATION ADJUSTMENTS	TOTAL		
UNAUDITED SIX MONTHS JANUARY TO JUNE 2016				7.DOGOTTILLETTO			
Revenue Total Intersegment Third party	1,061,730 (154,791) 906,939	71,155 (143) 71,012	38,761 (30,483) 8,278		1,171,646 (185,417) 986,229		
Profit/(loss) before tax Depreciation and impairment Segment assets Segment liabilities Capital expenditure	100,838 56,695 3,270,730 2,615,346 51,097	(2,773) 3,006 135,850 41,886 3,820	(151) 943 89,485 27,581 539	(13,635) (1,069) (564,695) (724,493)	84,279 59,575 2,931,370 1,960,320 55,456		
UNAUDITED SIX MONTHS JANUARY TO JUNE 2015							
Revenue Total Intersegment Third party	1,150,813 (183,893) 966,920	116,824 	32,118 (28,120) 3,998		1,299,755 (212,013) 1,087,742		
Profit/(loss) before tax Depreciation and impairment Segment assets Segment liabilities Capital expenditure	360,881 53,886 3,982,387 3,026,687 19,409	10,418 2,616 154,394 55,968 3,304	(4,353) 681 106,446 35,297 1,331	1,712 (1,958) (943,314) (749,307)	368,658 55,225 3,299,913 2,368,645 24,044		
AUDITED YEAR JAN TO DEC 2015							
Revenue Total Intersegment Third party	2,202,494 (309,972) 1,892,522	216,716 - 216,716	62,695 (56,487) 6,208		2,481,905 (366,459) 2,115,446		
Profit/(loss) before tax Depreciation and impairment Segment assets Segment liabilities Capital expenditure	676,731 106,561 3,713,276 2,764,719 103,962	13,185 6,596 147,289 43,425 10,692	(5,068) 1,503 96,728 30,704 2,863	(197,354) (3,864) (924,211) (756,736)	487,494 110,796 3,033,082 2,082,112 117,517		

TT\$'000	CONSOLIDATED STATEMENT OF PARENT			NON-CONTROLLING INTERESTS			
	UNAUDITED		AUDITED	UNAUDITED		AUDITED	
	Jan to June	Jan to June	Jan to Dec	Jan to June	Jan to June	Jan to Dec	
	2016	2015	2015	2016	2015	2015	
Balance at beginning of period	963,293	276,977	276,977	(12,323)	(31,450)	(31,450)	
Other comprehensive loss Profit after taxation	(8,314) 31,437	(9,035) 321,029	(80,318) 405,108	(1,883) 13,826	(1,994) 14,215	(4,545) 23,672	
Total comprehensive income Dividends Rights issue proceeds	23,123 (14,986) ———	311,994 - 361,526	324,790 — 361,526	11,943 		19,127 	
Balance at end of period	971,430	950,497	963,293	(380)	(19,229)	(12,323)	

Notes

1. Basis of Preparation

These summary consolidated financial statements are prepared in accordance with established criteria developed by management and discloses the summary consolidated statement of financial position, summary consolidated statement of income, summary consolidated statement of comprehensive income, summary consolidated statement of changes in equity and summary consolidated statement of cash flows.

2. Accounting Policies

These summary consolidated financial statements have been prepared in accordance with the accounting policies set out in 'Note 2' of the December 31, 2015 audited financial statements consistently applied from period to period. The Group has adopted all the new and revised accounting standards that are mandatory for annual accounting periods on or after January 1, 2016 and which are relevant to the Group's operations.

3. Earnings Per share

Earnings per share (EPS) is calculated by dividing the net profit attributable to shareholders of the Parent by the weighted average number of ordinary shares outstanding during the period. The weighted average number of ordinary shares in issue for the period has been determined by deducting from the total number of issued shares of

374.648 million, the 3.752 million shares that were held as unallocated shares by our ESOP.

4. Segment Information

Management's principal reporting and decision making are by product and accordingly, the segment information is so presented.

5. Stockholding and Inventory Restructuring Costs

In June 2016, the Group undertook a comprehensive review of its inventory of spares and consumables and has determined the optimal stockholding and reorder levels for all companies in the Group. As a result the Group has written down overstocked inventory items to their net realisable value in accordance with *IAS 2: Inventories* and recorded an expense of \$72.9 million. This expense has been accounted for as a change in an accounting estimate consistent with *IAS 8: Accounting Policies, Changes in Accounting Estimates and Errors* resulting from this new development.

6. Manpower Restructuring Costs

Manpower restructuring costs mainly comprise severance costs incurred during implementation of restructuring programmes. The objective of the restructuring programmes is to improve cost efficiency.