

*Teotitlán del Valle Cultural Community Center, Mexico*

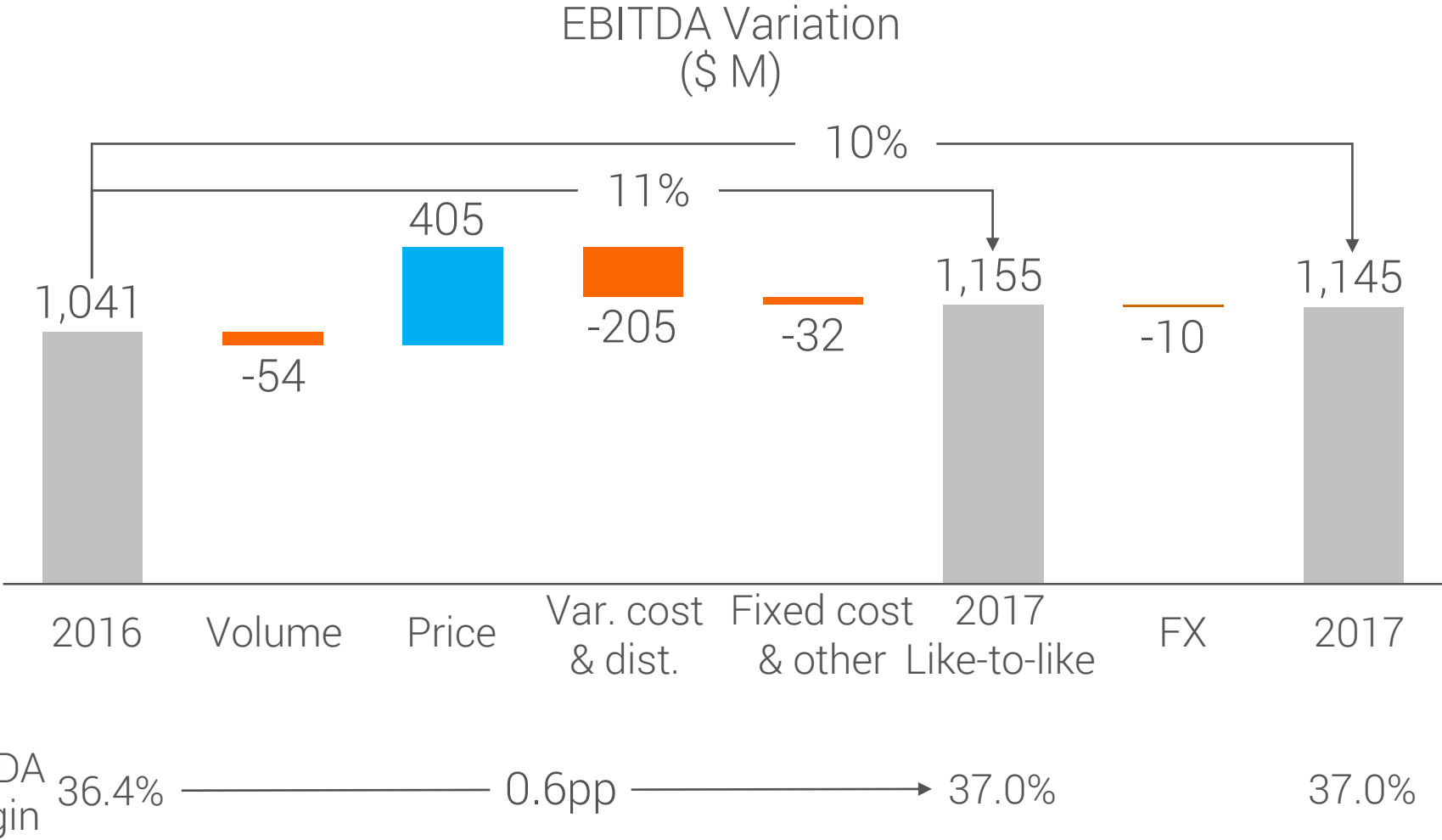
CEMEX  
DAY 2018

**Juan Romero**  
President CEMEX Mexico

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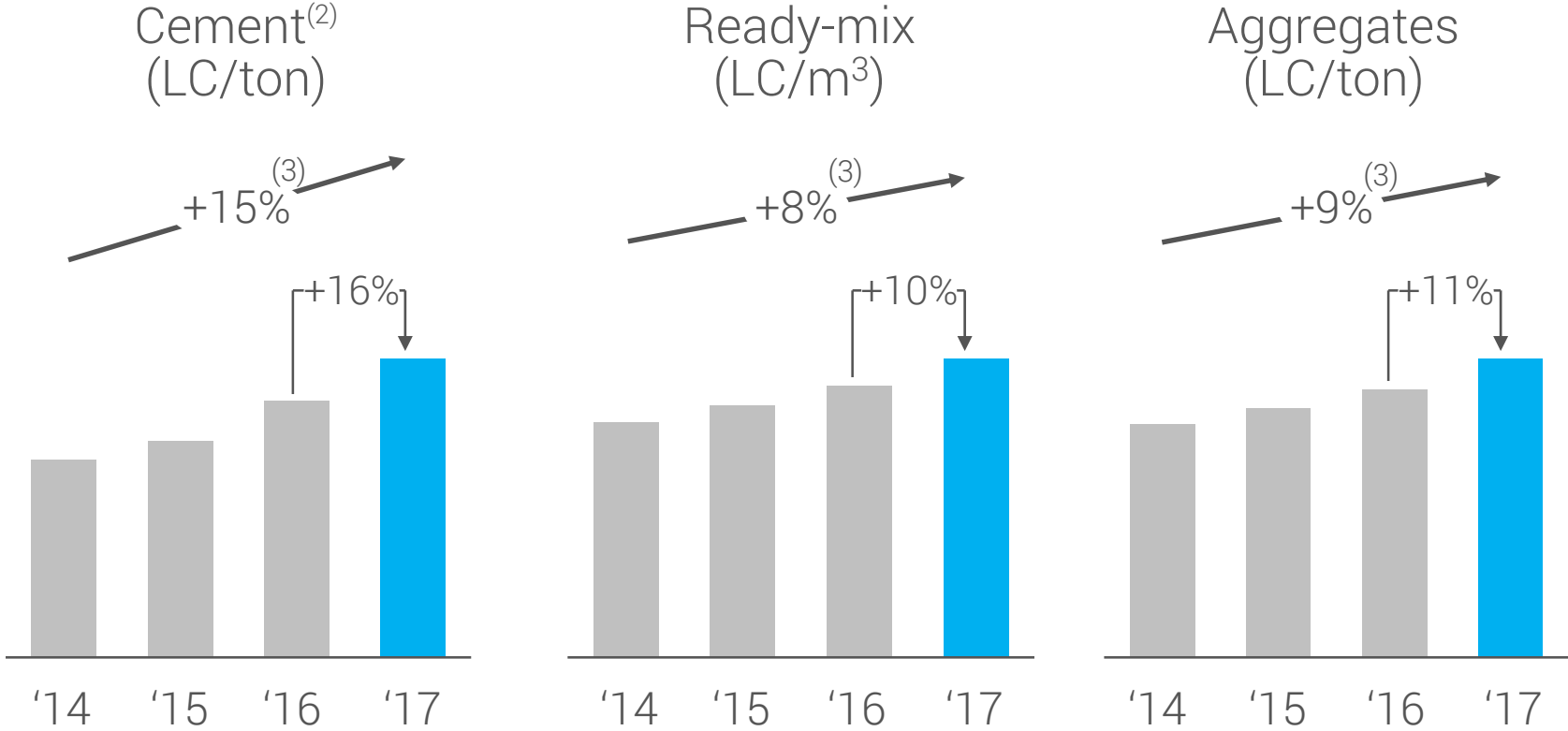
UNLESS OTHERWISE NOTED, ALL FIGURES ARE PRESENTED IN DOLLARS.

# Solid growth in EBITDA generation



# Disciplined pricing strategy paying off

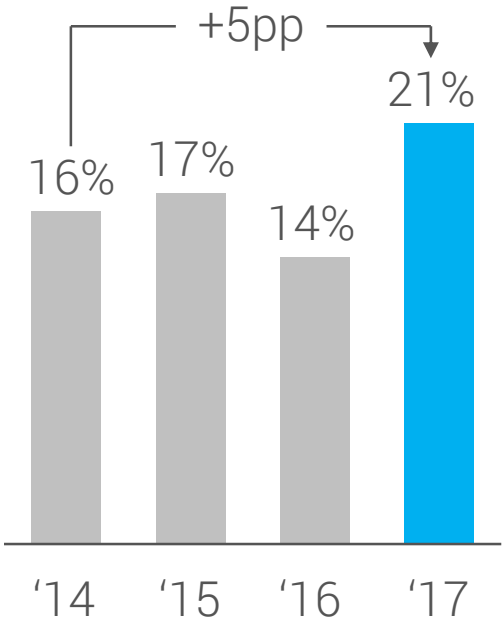
Price by Business Segment<sup>(1)</sup>



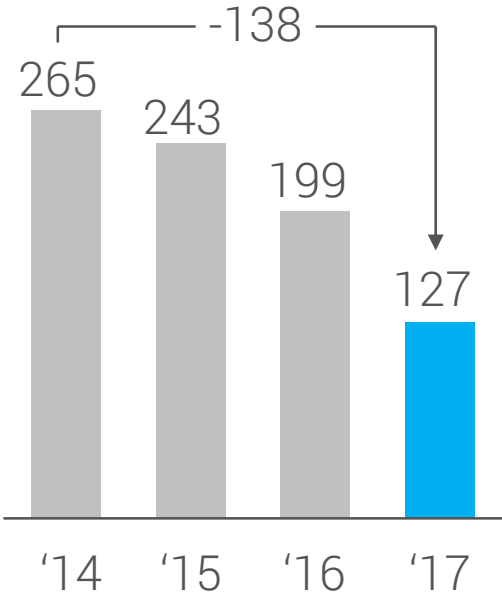
1) Data considers CIF prices  
 2) Domestic gray cement. Prices for this product, in local-currency terms, are up 4% from December 2017 to February 2018.  
 3) CAGR from 2014 to 2017

# Continuing to improve operational efficiency

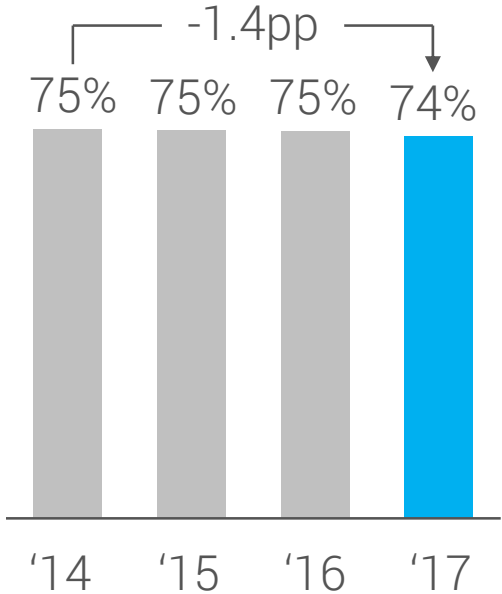
Alternative Fuels Substitution (%)



Kiln Stoppages (days)

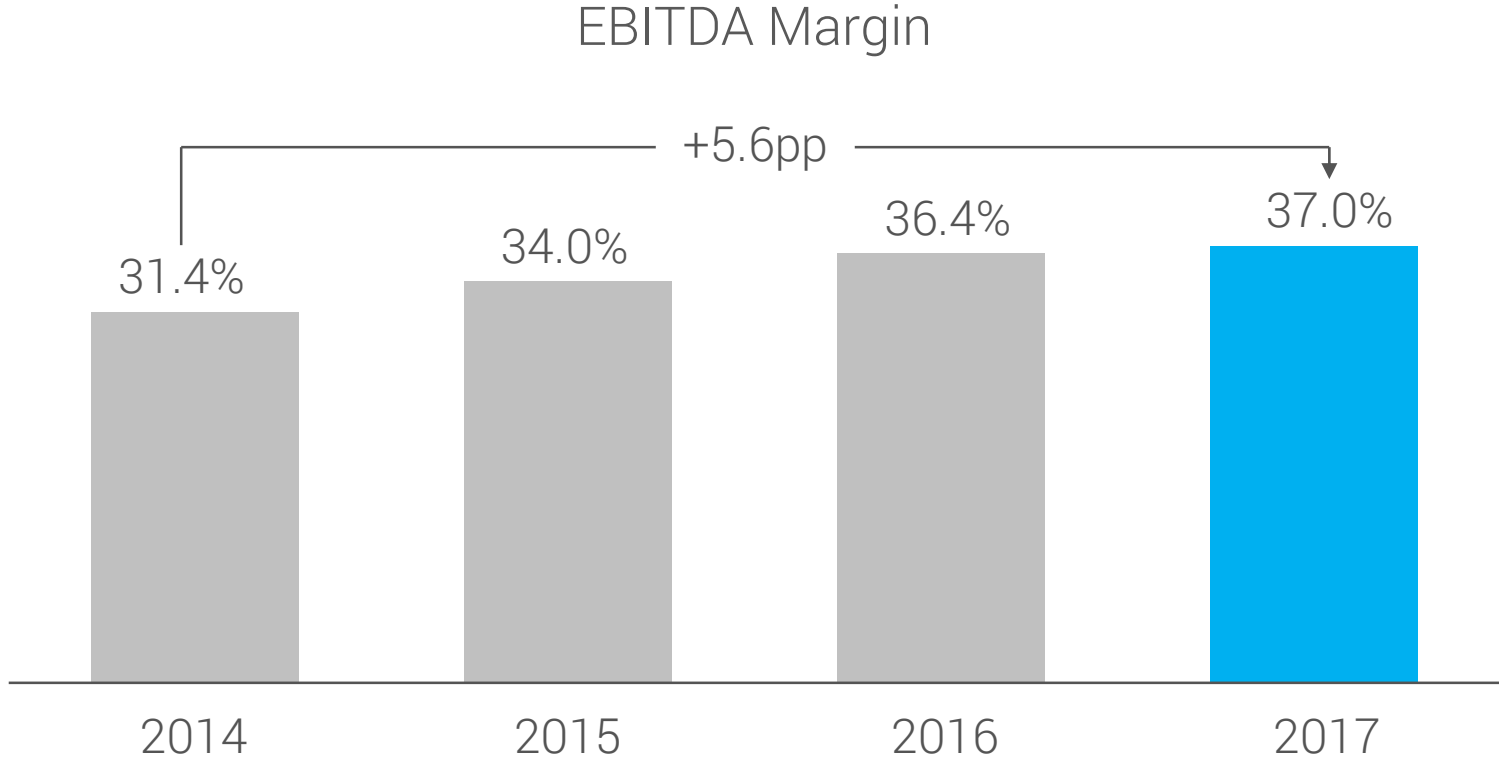


Clinker Factor<sup>(1)</sup> (%)

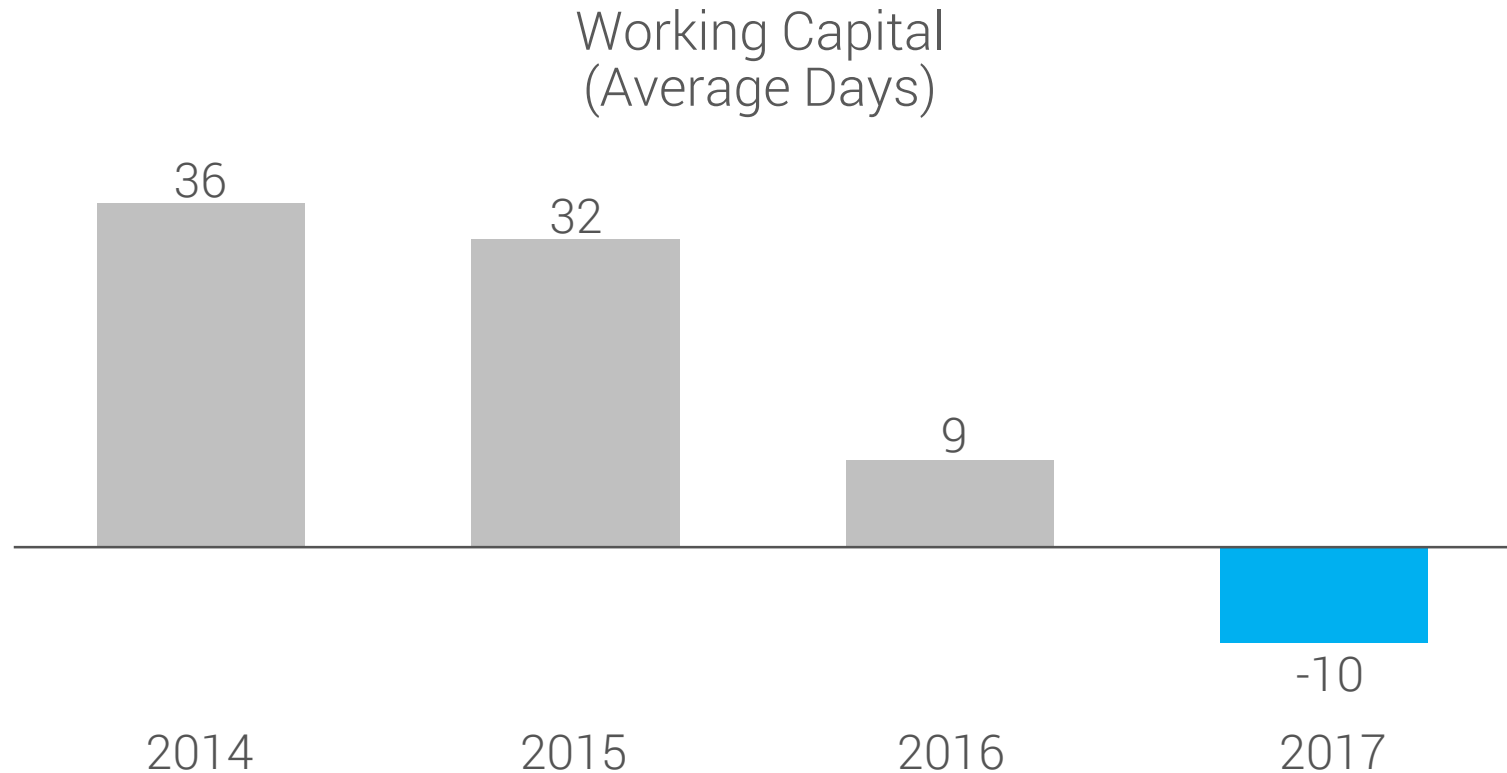


1) Clinker/cement

# Delivering strong EBITDA margin expansion



# And sustained improvement in working capital



Unlocked ~\$160 M in average working capital during 2017

# Market fundamentals remain strong

## Drivers

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Solid demand from middle class expansion



Growing housing & infrastructure needs



Sustainable benefits from structural reforms



Strong U.S. growth

## Challenges

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NAFTA negotiations



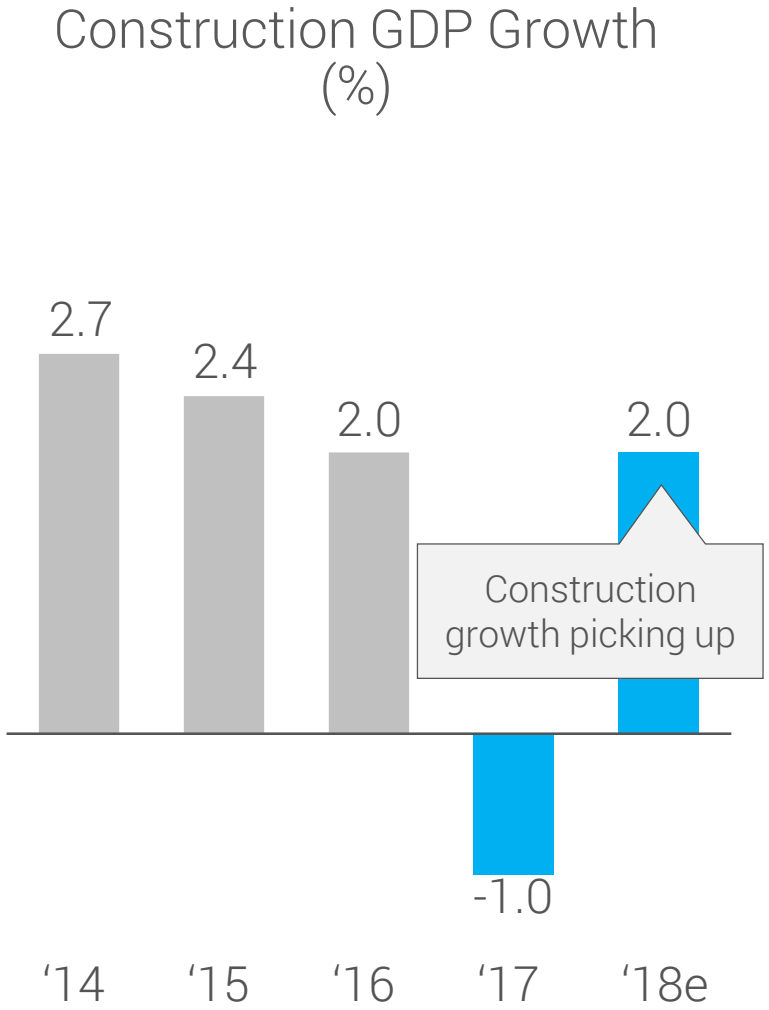
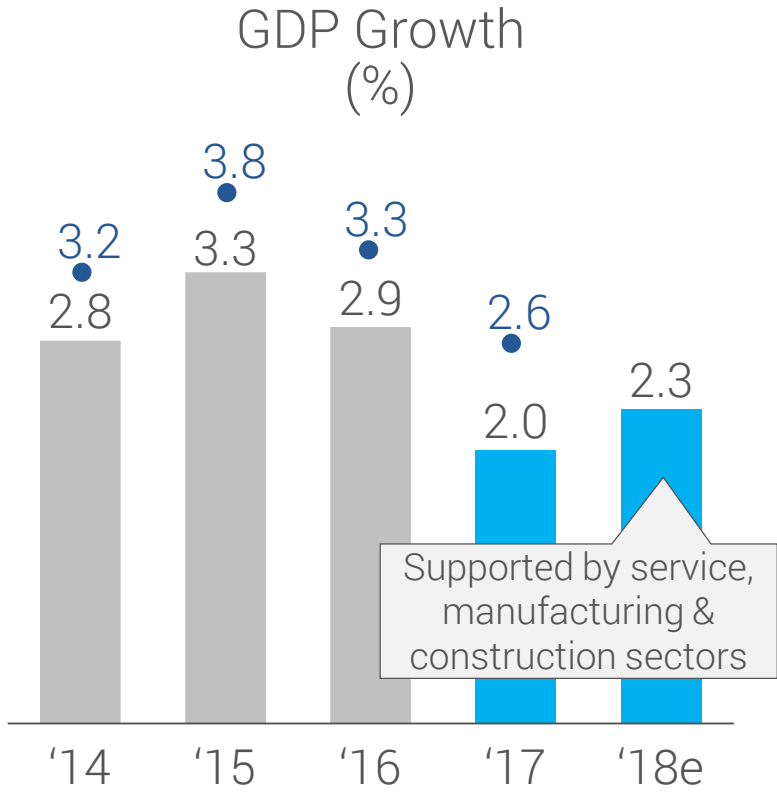
Electoral cycle



Tightening monetary policy



# Growth is expected to continue



- GDP excluding petroleum & gas extraction

# Cement demand accelerating in most sectors

## Formal Housing

- Government commitment to tackle housing needs
- Growing housing deficit as inventories decrease
- Reconstruction process highly focused on housing



## Self-Construction

- Stable job creation continues
- Solid remittance inflows



## Industrial & Commercial

- Positive growth in commercial & tourism
- Pick up in manufacturing activity
- NAFTA uncertainty delays investment

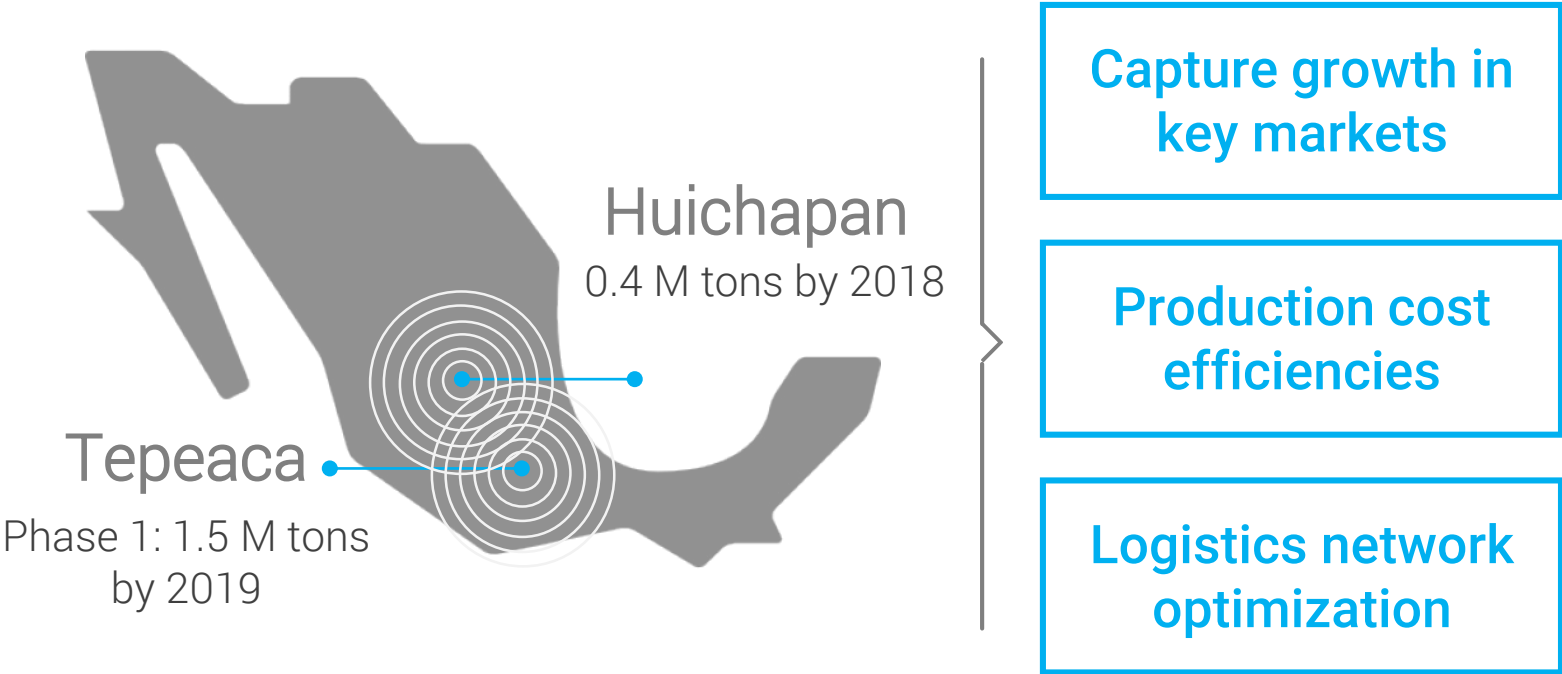


## Infrastructure

- Reduced funding for transportation ministry
- Partially offset by airport investment
- Potential contribution from PPP's projects



# Investing to leverage on dynamic markets



# We have a clear strategy

Continue building on  
our pricing strategy



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Reflecting cost  
inflation

Bolstering our  
market position



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Through differentiated  
value propositions

# Creating a competitive advantage through a digitally-enabled customer experience



**Nationwide**

implementation  
started Nov'17



**100%**

Coverage expected  
across all businesses

**+3,500**

customers using  
the platform



**+6,000**

customers by  
end 2018

**+22,000**

transactions have  
been made



**New solutions**

as order process is  
expedited

# Largest building materials retail network in the country



**+1,800**

Construrama stores

**+780**

store owners

**+600**

cities nationwide



# What you should expect from us

- Achieve and sustain Zero for Life
- Build a superior customer experience
- Leverage our pricing efforts while focusing on market share recovery
- Reinforce cost containment efforts
- Sustain working capital efficiencies

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# CEMEX DAY 2018

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