



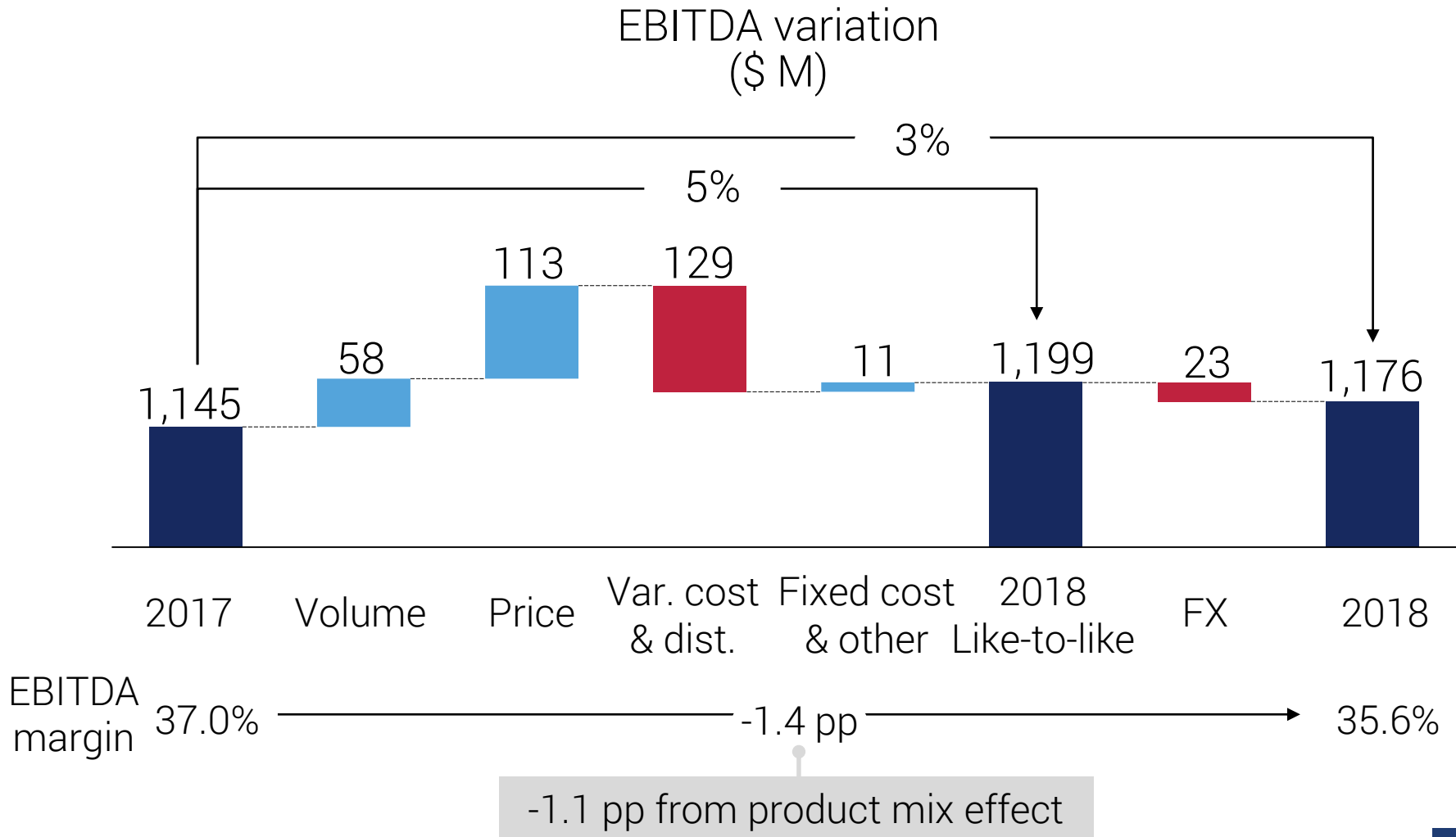
■ **Ricardo Naya**
CEMEX Mexico

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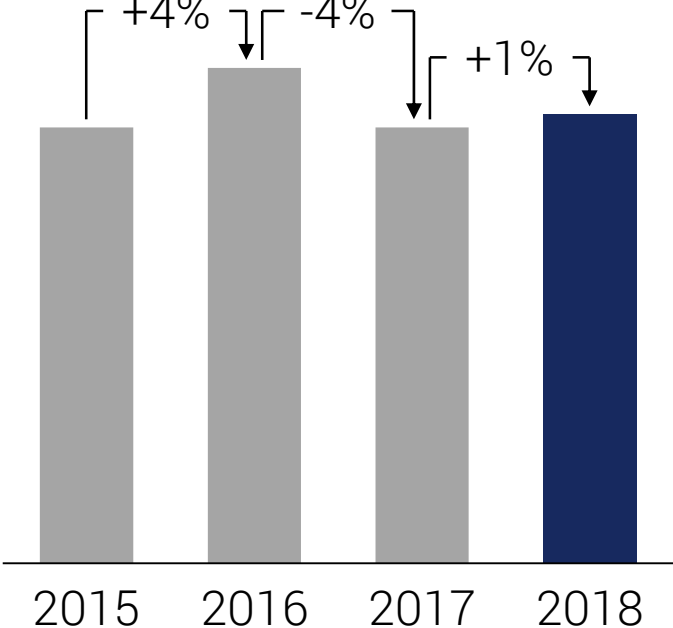
Record-high EBITDA in local currency in 2018



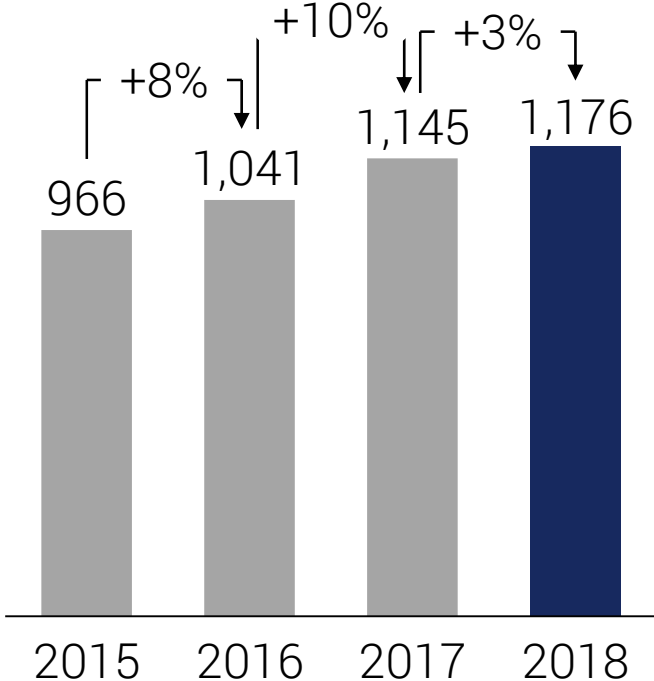
Solid performance in spite of slow moving demand



Cement¹
(M tons)



EBITDA evolution
(\$ M)



1) Domestic gray cement

Challenging outlook in short run, with upside potential

		Sector Weight
Formal Housing	<ul style="list-style-type: none">• Delays in rollout of new housing program and regulations are slowing down social housing demand• Stable mortgage offer from public and private sectors	25%
Infrastructure	<ul style="list-style-type: none">• Natural slowdown in first year of federal government• Potential upside from new government priority projects	15%
Industrial & Commercial	<ul style="list-style-type: none">• Continued growth in commercial and tourism sectors• Manufacturing activity slowdown	25%
Self-Construction	<ul style="list-style-type: none">• Steady job creation and increase in minimum wage• Consumer confidence at historic highs	35%

Management focusing on key levers

Pricing strategy



Step up momentum and recoup input cost inflation

A Stronger CEMEX



Rigorous cost containment efforts

Commercial growth strategy



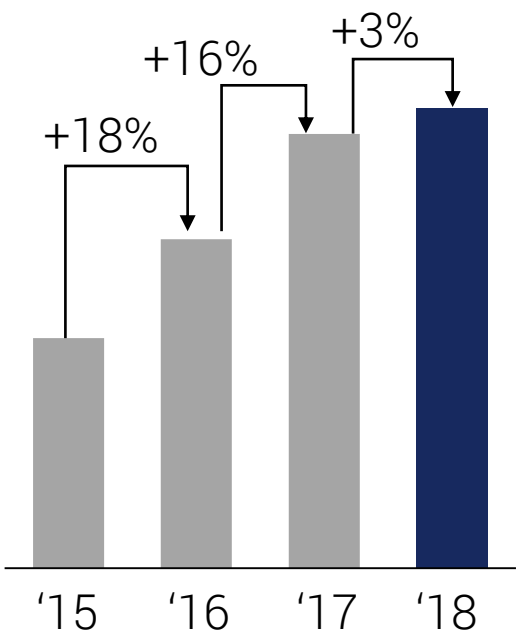
Increase revenues and explore new business opportunities

Agile and flawless execution

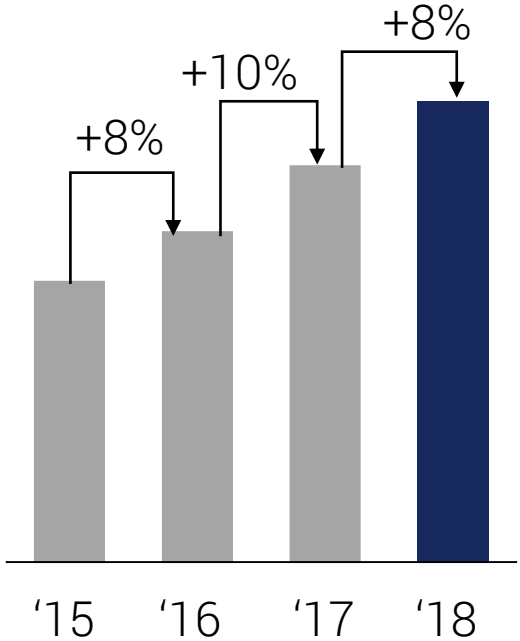


Continue executing disciplined pricing strategy in 2019

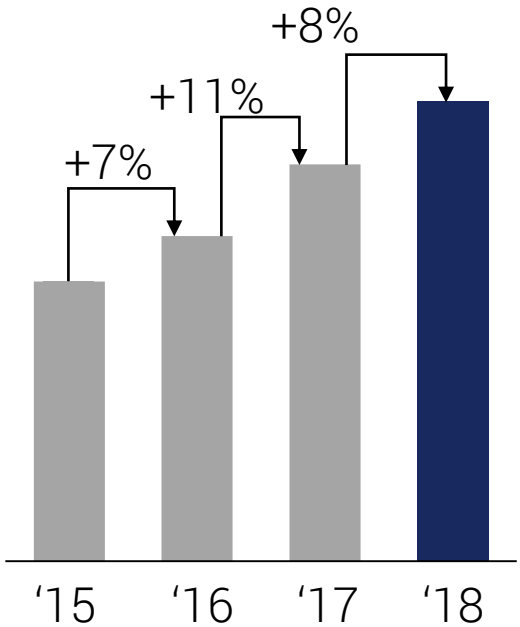
Cement
(LC/ton)



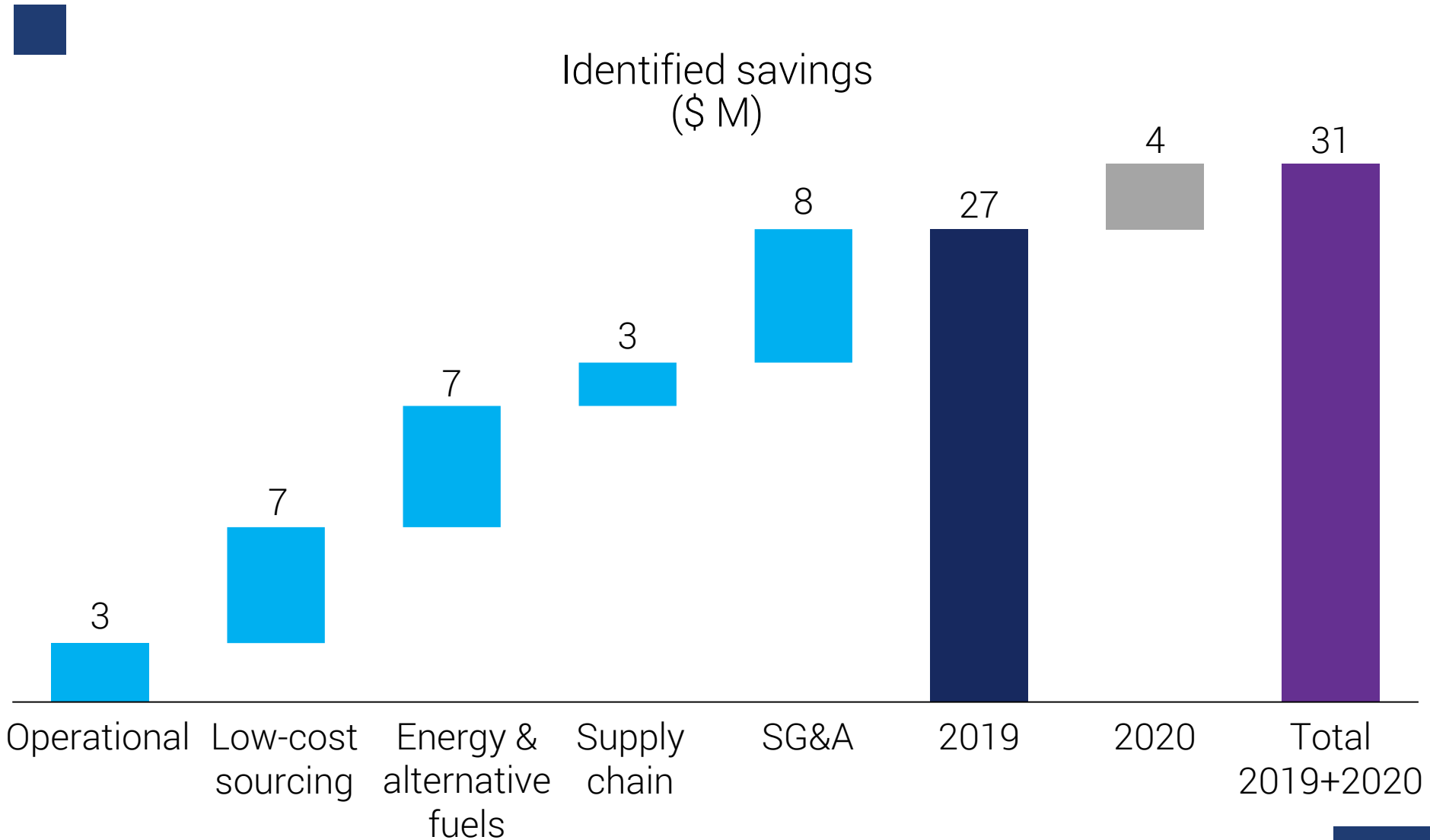
Ready-mix
(LC/m³)



Aggregates
(LC/ton)



A Stronger CEMEX initiatives already in place



Important efficiency gains underway

Production & supply chain optimization



Rebalance production capacity

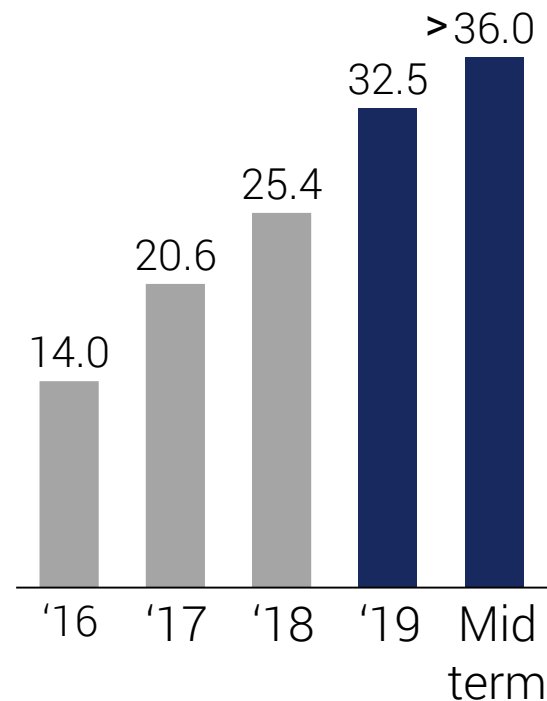


Optimize logistics

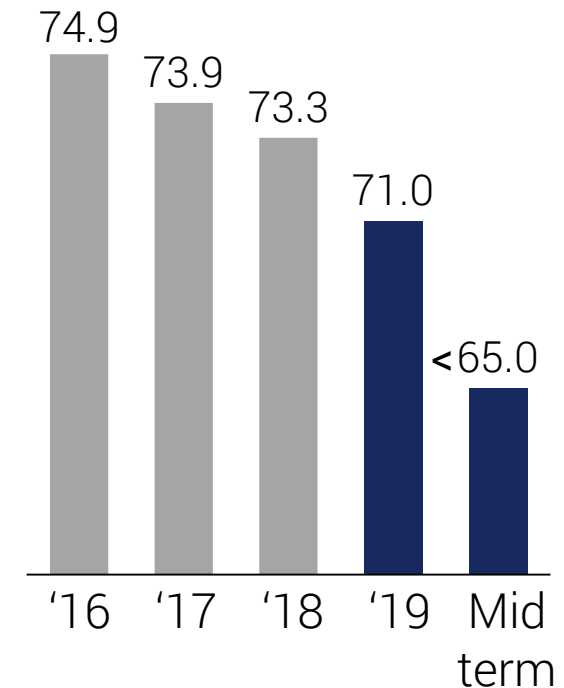


Rationalize warehouse network

Alternative fuel substitution (%)




Clinker factor (%)



An evolving strategy supported by digital technology to achieve a superior customer experience

The customer always at the center



Expand revenue opportunities from core value offers

Increase cross-selling

Monetize value offers



Innovate products & digital models to serve customers



A revitalized and high performing organization

From salesman to expert partners

Superior employee experience

Digital enablement

What to expect from us

- Achieve and sustain Zero for Life
- Build a superior customer experience
- Leverage our pricing efforts to recover input cost inflation
- Reinforce cost containment efforts
- Enhanced contribution to sustainability



CEMEX DAY 2019