



Building a better future

# CEMEX DAY 2021

Ricardo Naya  
President CEMEX Mexico

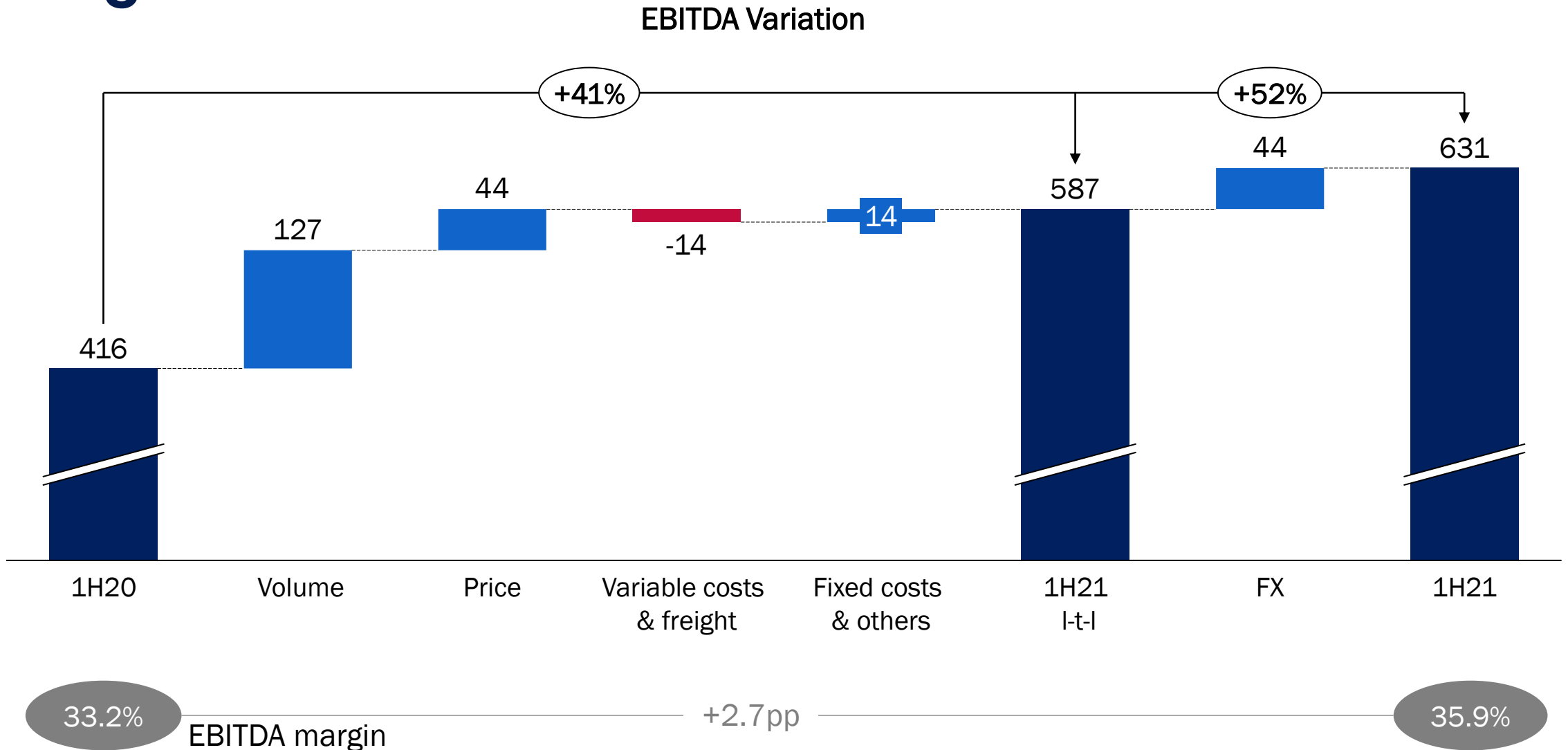
Centro Mexicano para la Filantropía, Mexico

**FUTURE  
IN  
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These statements necessarily involve risks and uncertainties that could cause actual results to differ materially from our expectations. Some of the risks, uncertainties and other important factors that could cause results to differ, or that otherwise could have an impact on us or our consolidated entities, include, but are not limited to: the impact of pandemics, epidemics or outbreaks of infectious diseases and the response of governments and other third parties, including with respect to the novel strain of the coronavirus identified in China in late 2019 (“COVID-19”), which have affected and may continue to adversely affect, among other matters, the ability of our operating facilities to operate at full or any capacity, supply chains, international operations, availability of liquidity, investor confidence and consumer spending, as well as availability of, and demand for, our products and services; the cyclical activity of the construction sector; our exposure to other sectors that impact our and our clients’ businesses, such as, but not limited to, the energy sector; availability of raw materials and related fluctuating prices; competition in the markets in which we offer our products and services; general political, social, health, economic and business conditions in the markets in which we operate or that affect our operations and any significant economic, health, political or social developments in those markets, as well as any inherent risks to international operations; the regulatory environment, including environmental, energy, tax, antitrust, and acquisition-related rules and regulations; our ability to satisfy our obligations under our material debt agreements, the indentures that govern our outstanding senior secured notes and our other debt instruments and financial obligations, including our subordinated notes with no fixed maturity; the availability of short-term credit lines or working capital facilities, which can assist us in connection with market cycles; the impact of our below investment grade debt rating on our cost of capital and on the cost of the products and services we purchase; loss of reputation of our brands; our ability to consummate asset sales, fully integrate newly acquired businesses, achieve cost-savings from our cost-reduction initiatives, implement our pricing initiatives for our products and generally meet our “Operation Resilience” strategy’s goals; the increasing reliance on information technology infrastructure for our sales, invoicing, procurement, financial statements and other processes that can adversely affect our sales and operations in the event that the infrastructure does not work as intended, experiences technical difficulties or is subjected to cyber-attacks; changes in the economy that affect demand for consumer goods, consequently affecting demand for our products and services; weather conditions, including but not limited to, excessive rain and snow, and disasters such as earthquakes and floods; trade barriers, including tariffs or import taxes and changes in existing trade policies or changes to, or withdrawals from, free trade agreements, including the United States-Mexico-Canada Agreement; terrorist and organized criminal activities as well as geopolitical events; declarations of insolvency or bankruptcy, or becoming subject to similar proceedings; natural disasters and other unforeseen events (including global health hazards such as COVID-19); and the other risks and uncertainties described in the our public filings. Readers are urged to read this presentation and carefully consider the risks, uncertainties and other factors that affect our business and operations. The information contained in this presentation is subject to change without notice, and we are not obligated to publicly update or revise forward-looking statements after the date hereof or to reflect the occurrence of anticipated or unanticipated events or circumstances. Readers should review future reports filed by us with the U.S. Securities and Exchange Commission and the Mexican Stock Exchange (Bolsa Mexicana de Valores). This presentation also includes statistical data regarding the production, distribution, marketing and sale of cement, ready mix concrete, clinker and aggregates We generated some of this data internally, and some was obtained from independent industry publications and reports that we believe to be reliable sources We have not independently verified this data nor sought the consent of any organizations to refer to their reports in this presentation.

UNLESS OTHERWISE NOTED, ALL FIGURES ARE PRESENTED IN DOLLARS,  
BASED ON INTERNATIONAL FINANCIAL REPORTING STANDARDS, AS APPLICABLE

# Sound results driven by cement demand and pricing traction



# Strong sector fundamentals supporting medium-term outlook

35%



Self-  
construction

- **Remittance** inflows reaching all-time highs for 7 straight years and increasing (+25% YTD Aug)
- Growing support from federal government to **construction-related social programs** (+12% in budget YoY)
- **Formal employment** recovery & rising **real wages**

30%



Industrial &  
Commercial

- **USMCA** already providing **nearshoring** opportunities
  - **Production relocations** favoring northern region
  - **Plant expansions** taking place
  - **New distribution centers** across the country
- **Tourism** related demand starting to grow in most attractive centers

25%



Formal  
housing

- Encouraging **household formation** (+500 k per year)
- **Formal housing starts** growing at double digit rate (+33% YTD Jul)
- Increasing total **mortgage lending** as a result of low interest rates and improved loan terms (+19%, YTD Jul, number of loans)

10%



Infrastructure

- Construction of Federal Government **flagship projects** to remain strong
- New pipeline of **airport and highway projects**

# Key drivers moving forward

## Strengthening Business Fundamentals

- **Pricing strategy** to reflect input cost inflation supported by **sustainable organic growth and favorable supply-demand balance**
- Increasing benefits from **operating leverage** as a result of **cost containment efforts**



## Urbanization Solutions

- Growing at **double-digit rate**
  - **Admixtures** – enlarged product portfolio
  - **Waste Management** – **Pro Ambiente**
  - **Construrama Supply** – e-commerce platform
  - **Logistic Services** – new lines of business



## Leading Supply Chain

- **Domestic production capacity:** flexible & resilient; new capacity coming in Central Mexico
- **Export production platform** highly competitive and expanding



Growth

## Profitable Sustainability Strategy

- Ambitious **CO<sub>2</sub> mitigation plan** already in full motion
  - **Attractive profitability** from ongoing projects
- Our **sustainability product portfolio (Vertua)** is taking off





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