

CEMEXDAY 2017

Joaquín Estrada

President CEMEX Asia, Middle East and Africa

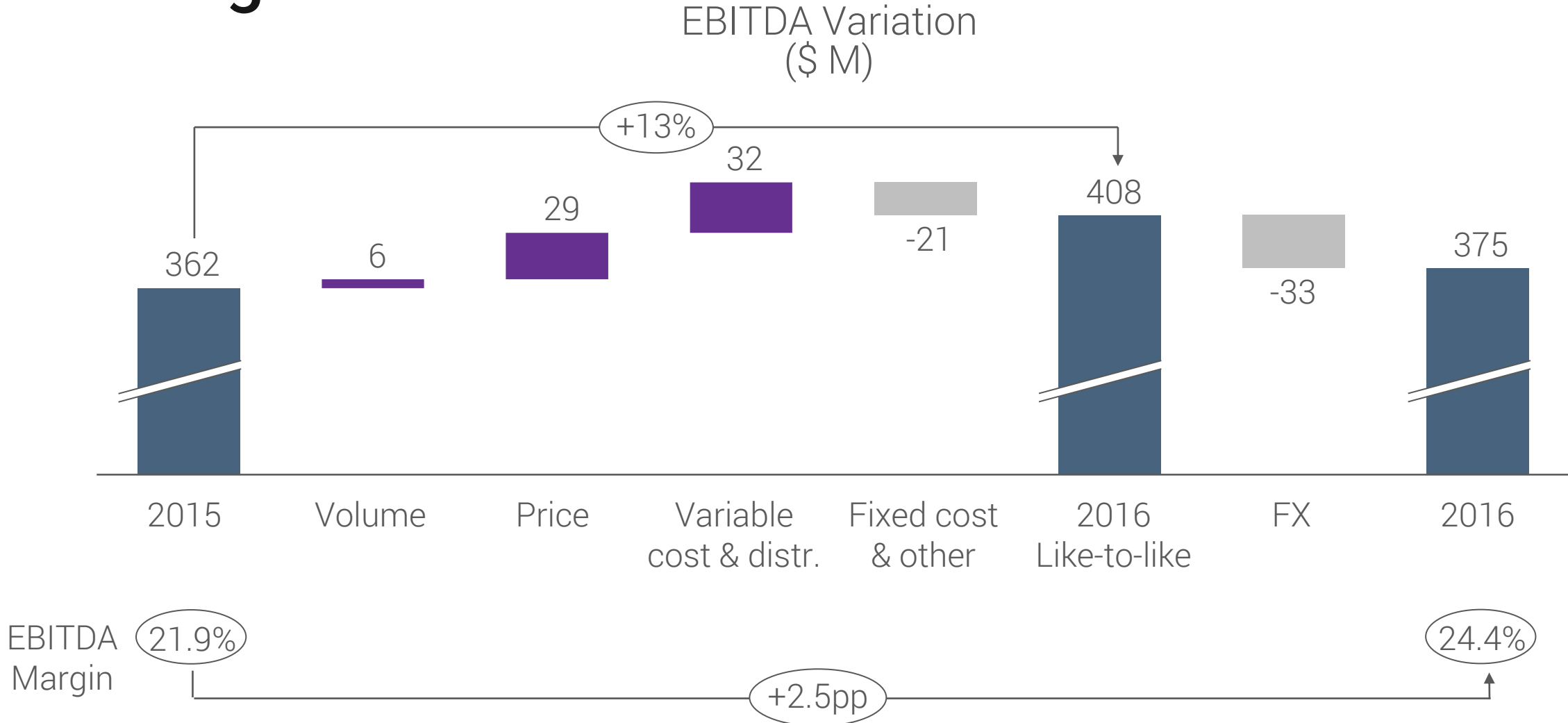


Dubai International Airport, United Arab Emirates

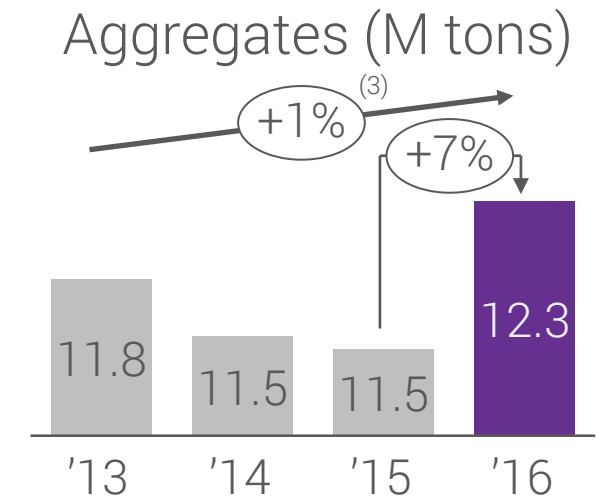
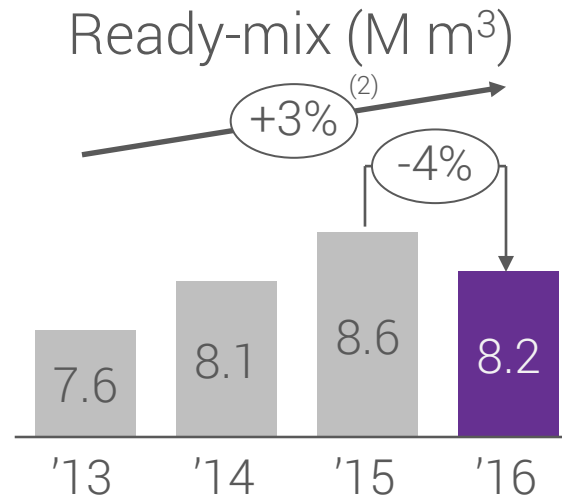
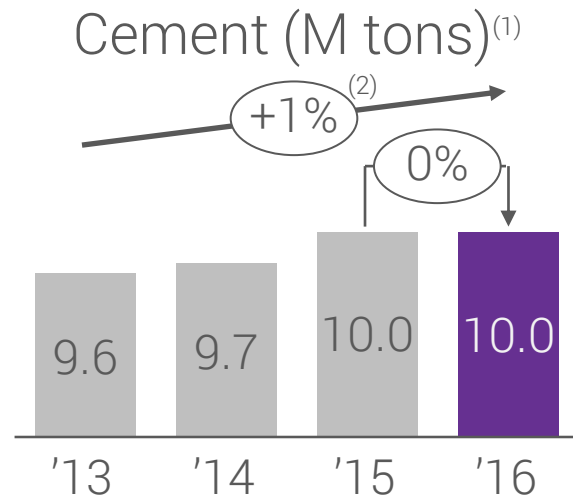
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UNLESS OTHERWISE NOTED, ALL FIGURES ARE PRESENTED IN DOLLARS.

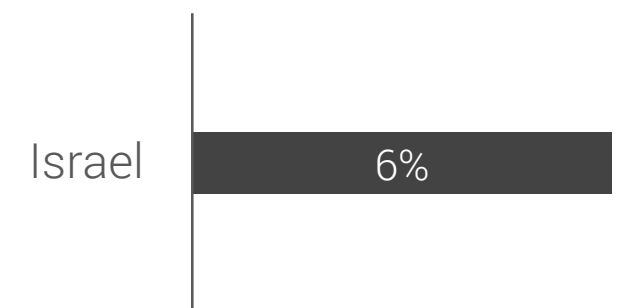
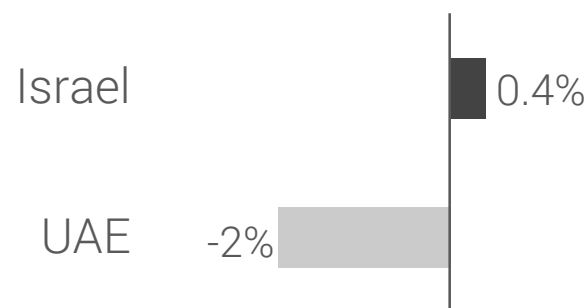
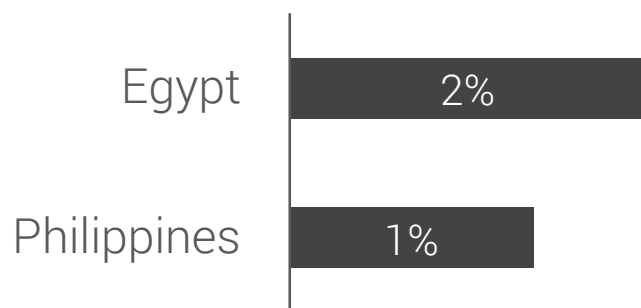
Focusing on the variables we control offset macro challenges



Increasing volumes where we can...



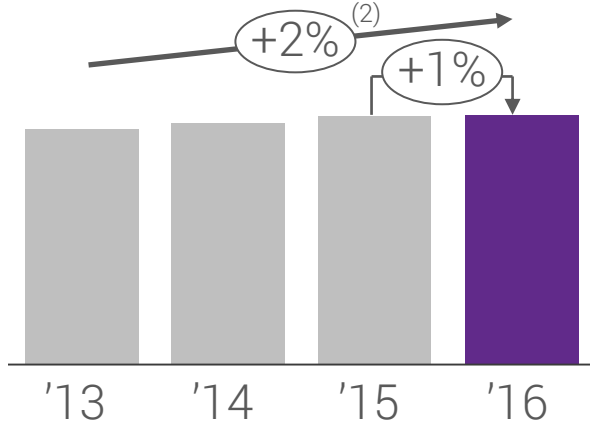
2016 vs. 2015



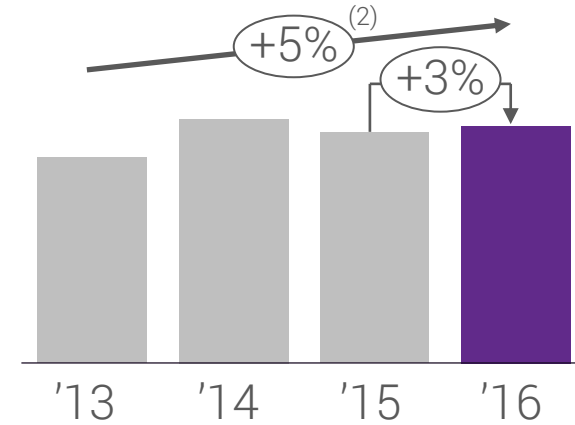
1) Domestic gray cement
 2) CAGR from 2013 to 2016
 3) Like-to-like basis (including divestment in Malaysia in 2015)

... while delivering on our pricing strategy

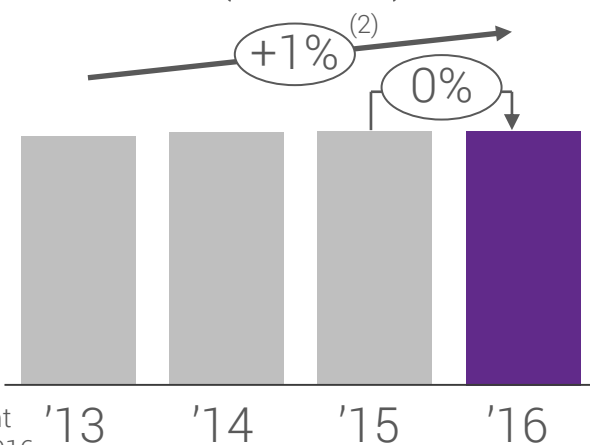
Philippines Cement⁽¹⁾
(LC/ton)



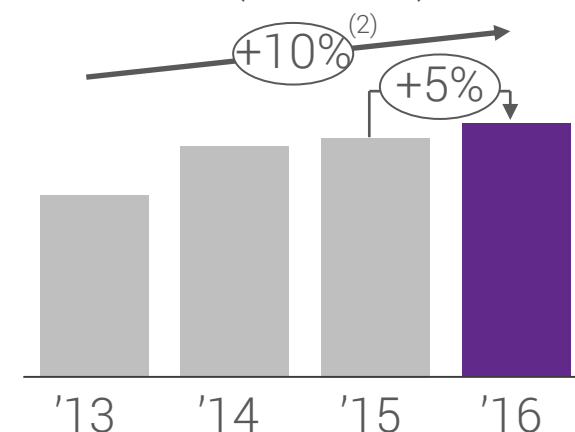
Egypt Cement⁽¹⁾
(LC/ton)



Israel Ready-mix
(LC/m³)



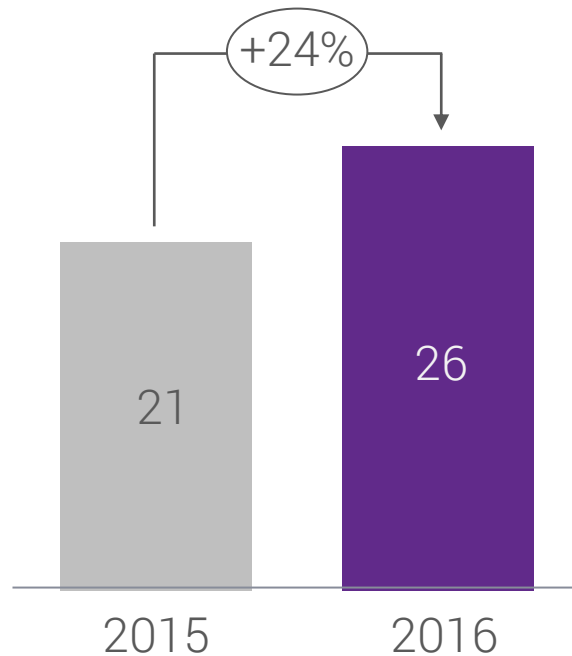
Israel Aggregates
(LC/ton)



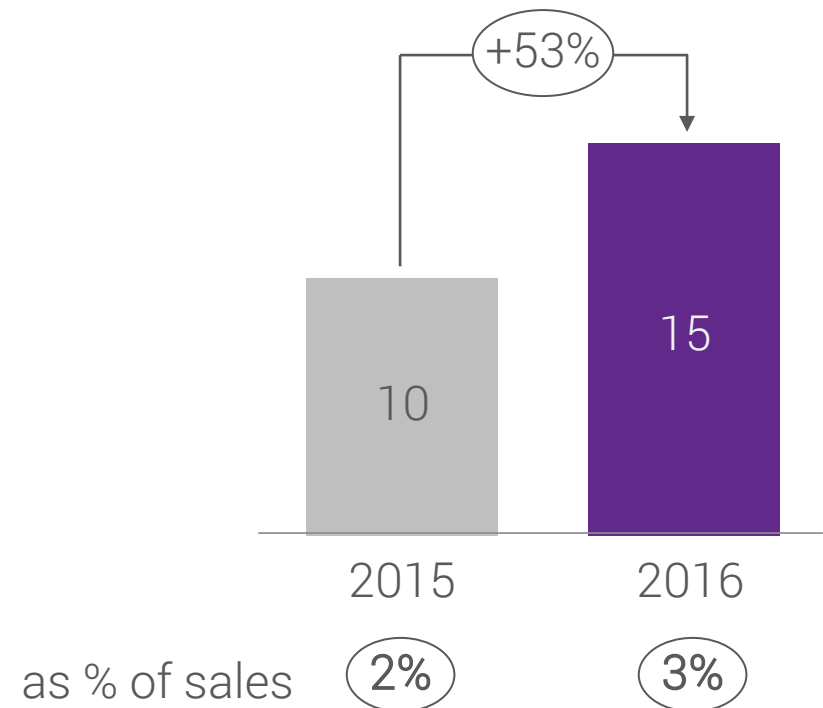
1) Domestic Gray Cement
2) CAGR from 2013 to 2016
Data considers CIF prices

Creating value for our customers and for us

Ready-mix Value Added Products
EBITDA Contribution
(\$ M)

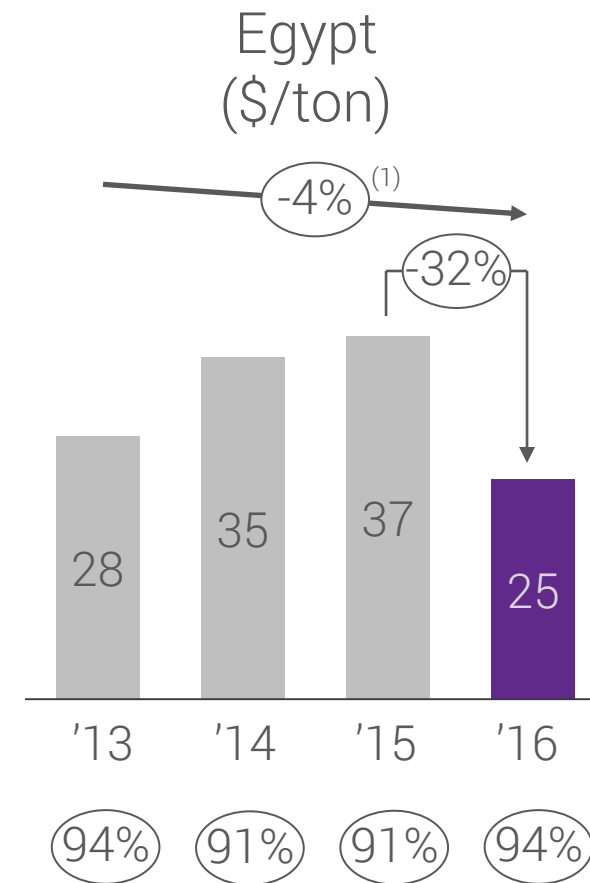
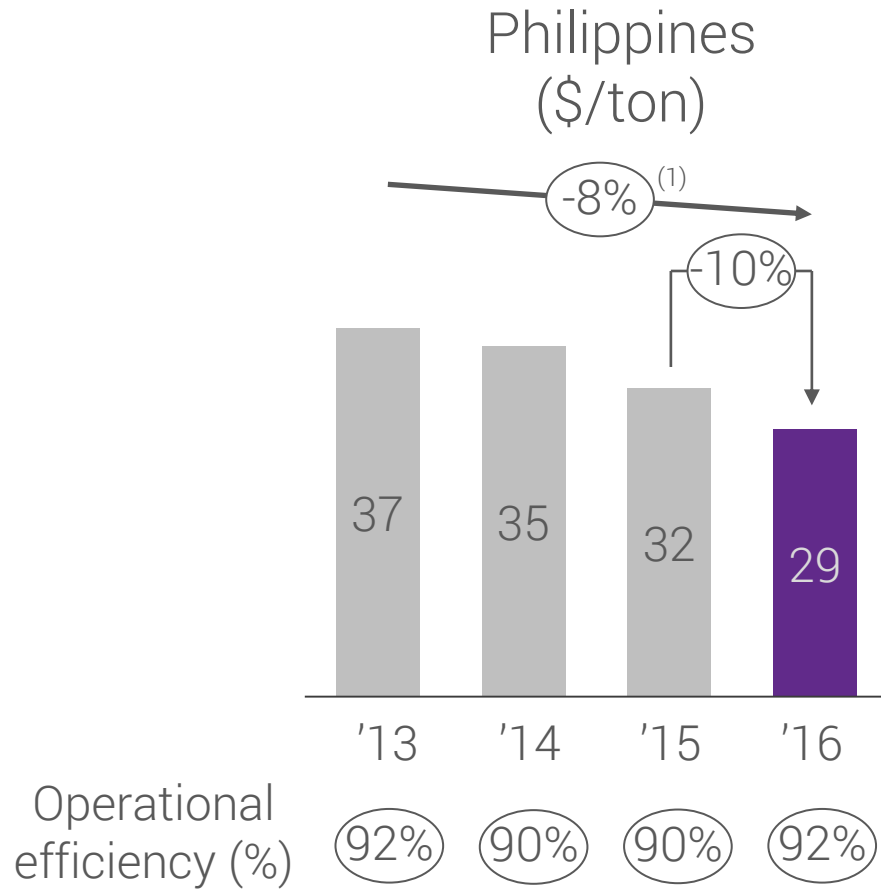


Ready-mix Services & Surcharges Revenues
(\$ M)



Reducing cement operating costs while maximizing efficiency

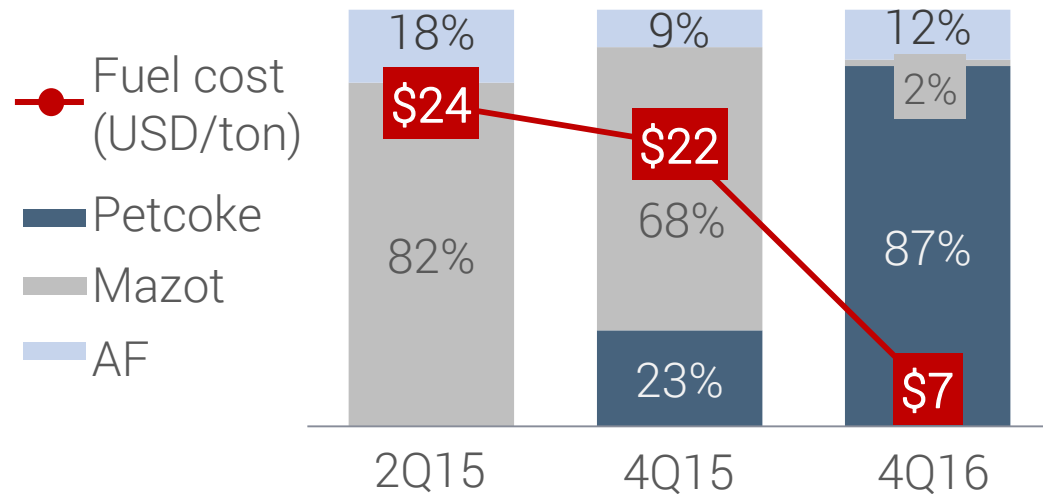
Cement Unitary Production Cost



1) CAGR from 2013 to 2016

Opportunistically optimizing energy supplies

Egypt



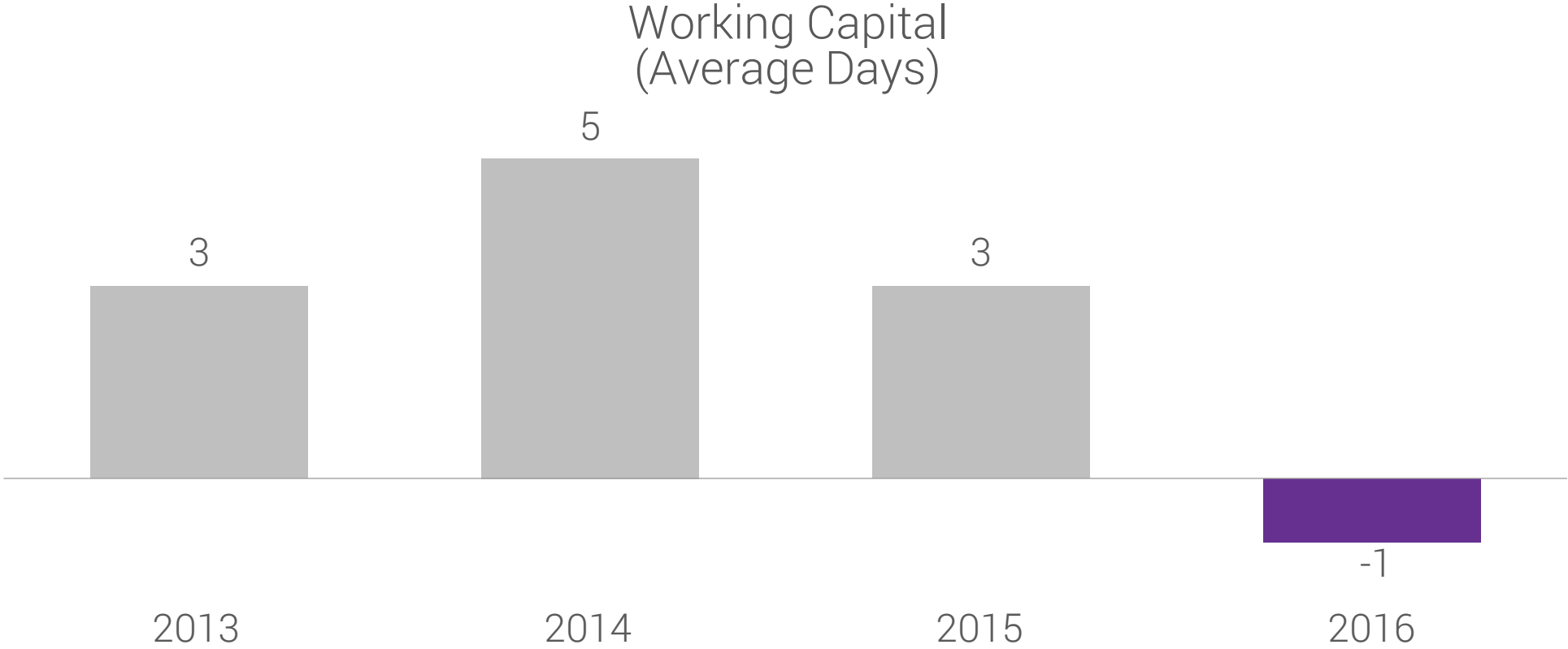
- Petcoke grinding facility initiated operations in 4Q 2015 to switch between mazot and petcoke as primary kiln fuel
- Achieved 1 year payback on investment
- Reduced fuel costs by 58%, (\$49 M in savings in 2016)

Philippines

- Flexibility to move between the grid and self generation of electricity (\$14 M in savings in 2016)
- Only cement plant to implement an energy efficiency system
- Energy contracts in place for 2017 with favorable conditions for 75% of coal needs and 100% of fuel oil for electricity

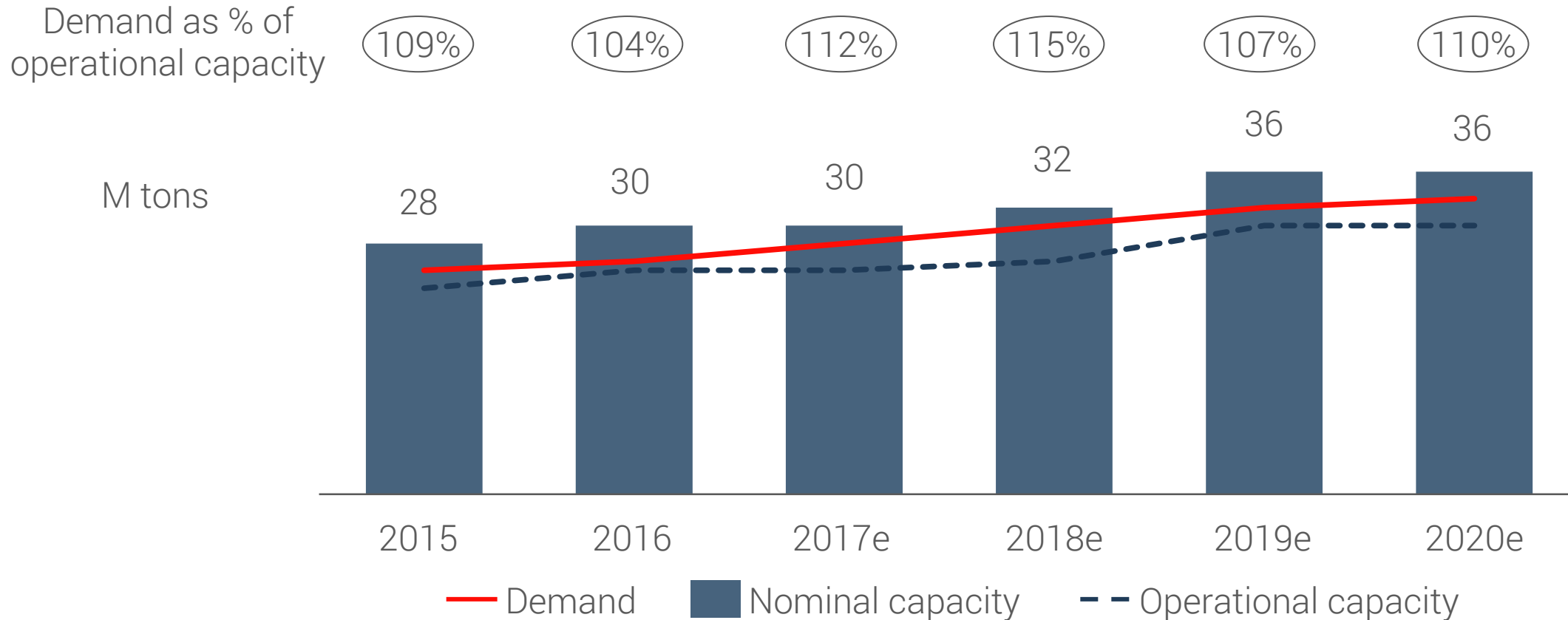


Strong working capital performance by sharing best practices



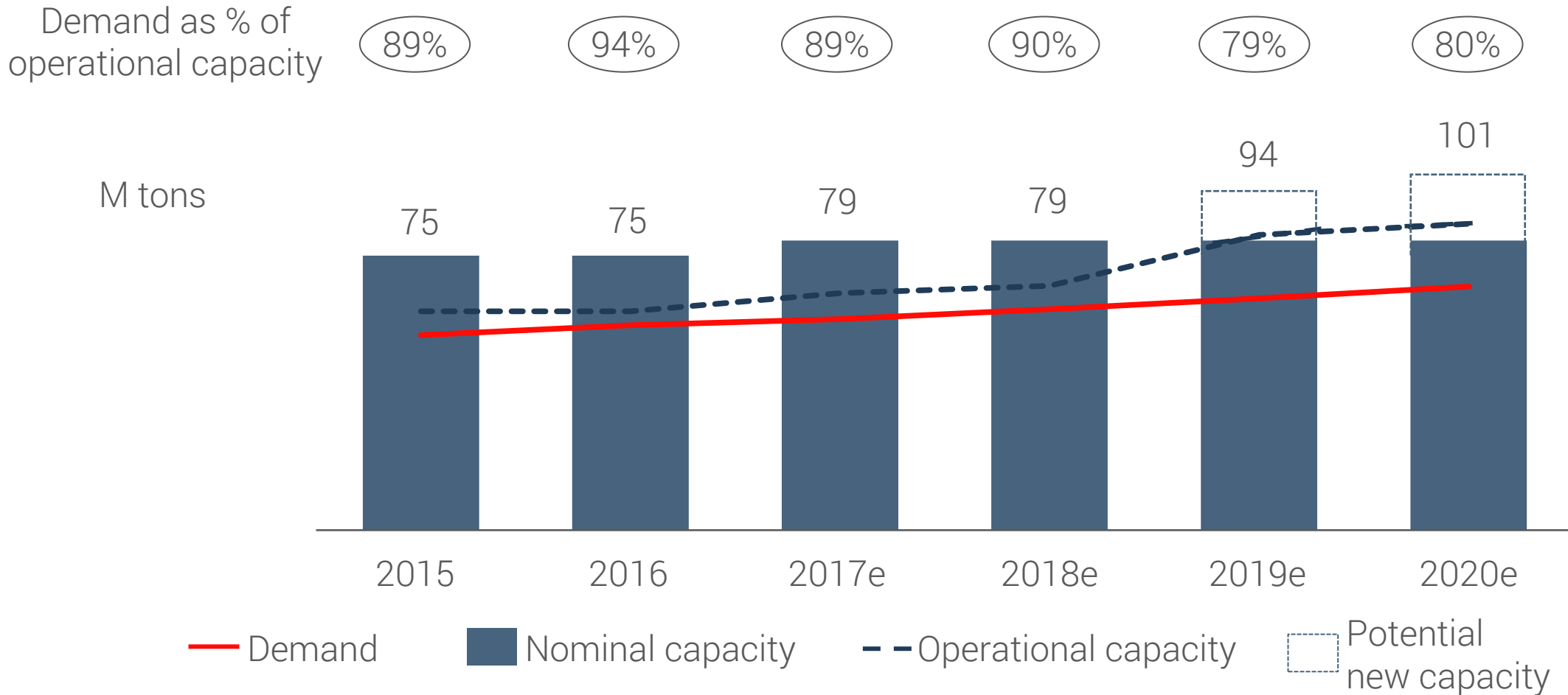
Unlocked \$21 M in avg. working capital during 2016

Philippines cement demand likely to grow



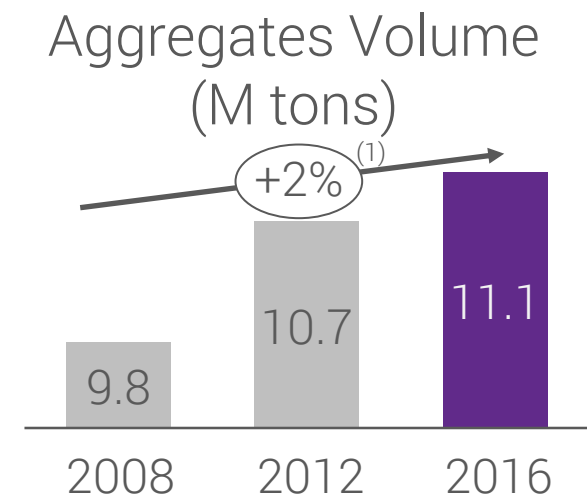
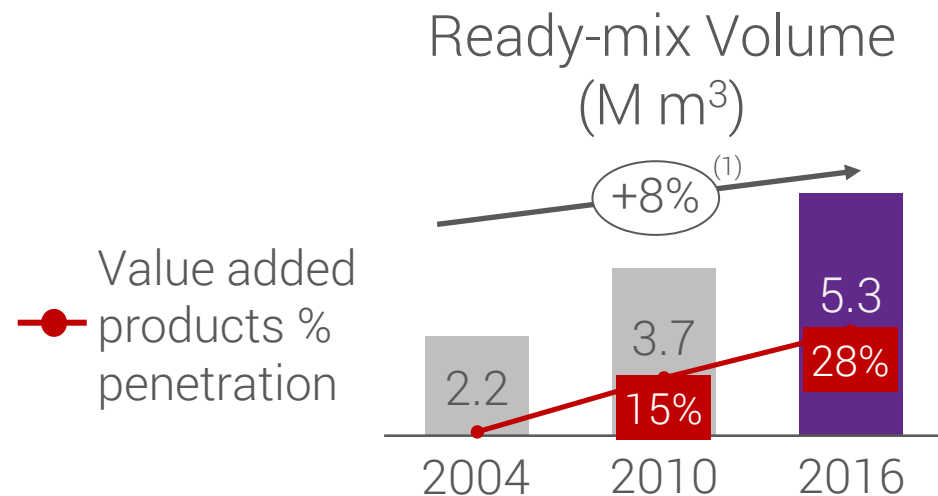
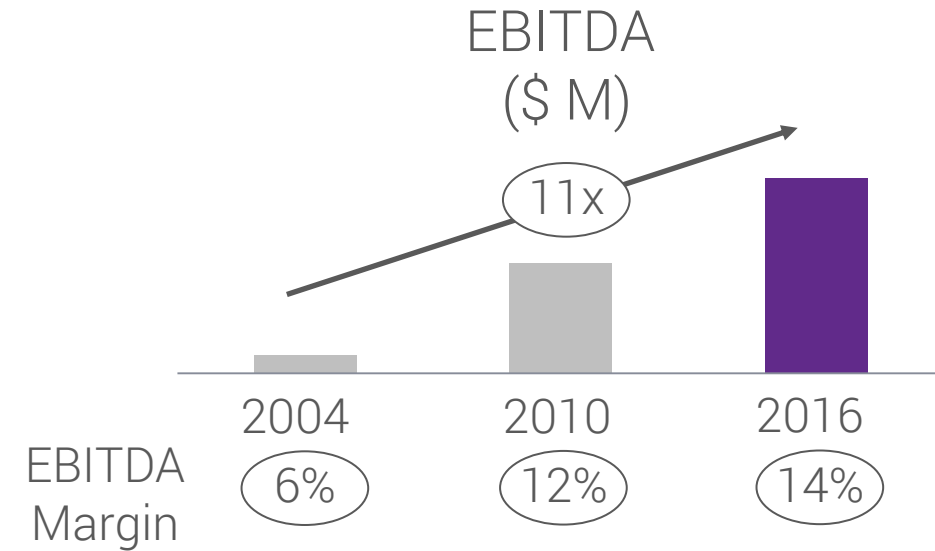
Out of the 19% of cement demand served by imports, 14% are brought in by local producers

Egypt supply/demand dynamics are unbalanced



Israel: Customer centric organization supporting strong growth

- Success story within CEMEX
- Pioneer in technical sales of high specification concrete
- Generating value globally by spreading know-how across the organization



1) CAGR

Expected demand outlook

Philippines

- Positive outlook due to sound fiscal fundamentals
 - Growth driven by government's infrastructure program and consistent remittances supporting residential sector
-

Egypt

- Taken first steps to stimulate the economy over the medium term
 - Positive demand fundamentals: rising demographics and infrastructure investment
 - Currency flotation has stabilized foreign exchange market, but provoked inflation
-

Israel

- 2017 GDP forecast upgraded to 3.2%
 - Favorable demographics
 - Strong growth primarily in housing and infrastructure
-

UAE

- Investments in infrastructure and urban development
- Construction of facilities for EXPO 2020

What you should expect from us

- Health & Safety: Achieve and sustain Zero for Life
- Customer centric organization offering the most innovative building solutions with superior services and value added products, at premium prices
- Maintain Operational Excellence through the most cost efficient fuel mix
- Sustaining a high free cash flow conversion
- Maintain flexibility to optimize our asset footprint

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