



FUTURE  
IN  
ACTION

**EMEA**  
Sergio Menéndez  
President CEMEX EMEA





Except as the context otherwise may require, references in this presentation to “CEMEX,” “we,” “us” or “our” refer to CEMEX, S.A.B. de C.V. and its consolidated entities. The information contained in this presentation contains forward-looking statements within the meaning of the U.S. federal securities laws. We intend these forward-looking statements to be covered by the safe harbor provisions for forward-looking statements within the meaning of the U.S. federal securities laws. These forward-looking statements and information are necessarily subject to risks, uncertainties, and assumptions, including but not limited to statements related CEMEX’s plans, objectives, expectations (financial or otherwise), and typically can be identified by the use of words such as “will,” “may,” “assume,” “might,” “should,” “could,” “continue,” “would,” “can,” “consider,” “anticipate,” “estimate,” “expect,” “envision,” “plan,” “believe,” “foresee,” “predict,” “potential,” “target,” “strategy,” “intend,” “aimed” and similar terms. Although CEMEX believes that its expectations are reasonable, it can give no assurance that these expectations will prove to be correct, and actual results may vary materially from historical results or results anticipated by forward-looking statements due to various factors. These forward-looking statements reflect, as of the date on which such forward-looking statements are made, our current expectations and projections about future events based on our knowledge of present facts and circumstances and assumptions about future events, unless otherwise indicated. These statements necessarily involve risks, uncertainties and assumptions that could cause actual results to differ materially from historical results or those anticipated in this presentation. Among others, such risks, uncertainties, and assumptions include those discussed in CEMEX’s most recent annual report and those detailed from time to time in CEMEX’s other filings with the Securities and Exchange Commission and the Mexican Stock Exchange (*Bolsa Mexicana de Valores*), which factors are incorporated herein by reference, including, but not limited to: 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 and its variants (“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 the 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; volatility in pension plan asset values and liabilities, which may require cash contributions to the pension plans; the impact of environmental cleanup costs and other liabilities relating to existing and/or divested businesses; our ability to secure and permit aggregates reserves in strategically located areas; the timing and amount of federal, state and local funding for infrastructure; changes in the level of spending for private residential and private nonresidential construction; changes in our effective tax rate; 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, labor, antitrust, and acquisition-related rules and regulations; our ability to satisfy our obligations under our material debt agreements, the indentures that govern our outstanding notes, and other debt instruments and financial obligations, including our subordinated notes with no fixed maturity and other financial obligations; 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 the 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 (“USMCA”), which was signed on November 30, 2019 and entered into force on July 1, 2020, superseding the North American Free Trade Agreement (“NAFTA”); availability and cost of trucks, railcars, barges and ships, as well as their licensed operators, for transport of our materials; labor shortages and constraints; terrorist and organized criminal activities as well as geopolitical events, such as war and armed conflicts, including the current war between Russia and Ukraine; declarations of insolvency or bankruptcy, or becoming subject to similar proceedings; and, natural disasters and other unforeseen events (including global health hazards such as COVID-19). Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from historical results, performance or achievements and/or results, performance or achievements expressly or implicitly anticipated by the forward-looking statements, or otherwise could have an impact on us or our consolidated entities. Any or all of CEMEX’s forward-looking statements may turn out to be inaccurate and the factors identified above are not exhaustive. Accordingly, undue reliance on forward-looking statements should not be placed, as such forward-looking statements speak only as of the dates on which they are made. These factors may be revised or supplemented, but CEMEX is not under, and expressly disclaims, any obligation to update or correct the information contained in this presentation or any forward-looking statement that it may make from time to time, whether as a result of new information, future events or otherwise. 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, aggregates, and Urbanization Solutions. Unless the context indicates otherwise, all references to pricing initiatives, price increases or decreases, refer to CEMEX’s prices for CEMEX’s products. 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  
Copyright CEMEX, S.A.B. de C.V. and its subsidiaries

# EMEA: Fastest growing region with double-digit growth in EBITDA

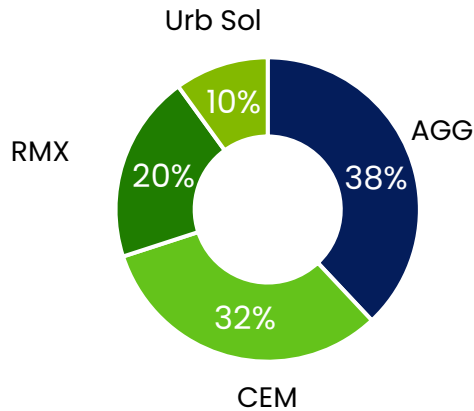
## Diversified Developed Market exposure



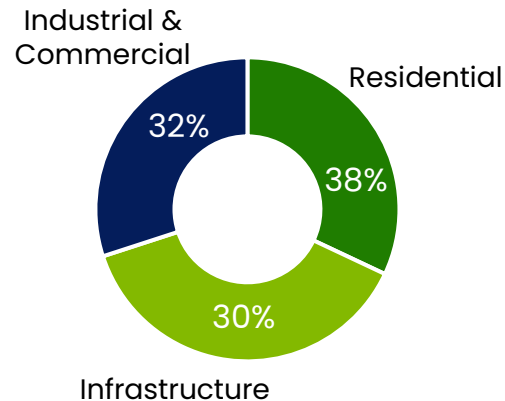
- Growing EBITDA, margins, & ROCE
- High utilization rates
- Relevant AGG and Urb. Solutions
- 60% of renewable electricity EUR

80% of EMEA's EBITDA

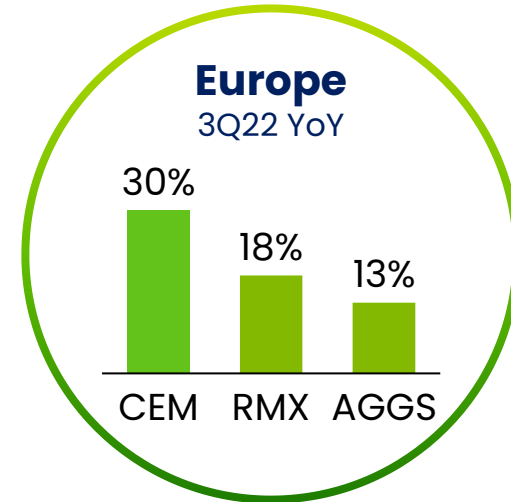
### EBITDA by business



### Industry demand



## Strong pricing dynamics



## Europe leading in Climate Action



- >40% CO<sub>2</sub> reduction
- >70% of alternative fuels rate
- >70% of low carbon, blended cements
- 3 plants below 430 Kg CO<sub>2</sub>/Ton
- Increase CO<sub>2</sub> credits surplus to 2027

# More than €2 trillion in public and private projects in Europe



- More than EUR 2 T in projects by 2030
- Onshoring investment opportunities related to manufacturing and energy
- Increased defense spending

~€1 T

## Transportation

- €400B transport infrastructure plans in Germany & Poland
- Paris Olympics 2024, Grand Paris Express, Lyon-Turin tunnel
- HS2 project in the UK
- Adriatic sea bridge

~€ 1.1 T

## Climate Adaptation & Energy Reconfiguration

- Renewables, offshore wind energy projects, solar
- REPowerEU to reduce dependence on fossil fuels
- Renovation wave, part of the EU Green Deal
- 35 million buildings to be renovated by 2030

~ €160 B

## Manufacturing and other

- Electric vehicle batteries (Eurocell, Rock Tech, PowerCo, etc.) supported by fiscal incentives from EU Chips Act
- Semiconductor manufacturing value chain

## Circularity

- >10 MT/yr. of recycled and recovered materials in EMEA
- New facilities across Europe and Israel



## Aggregates

- Significant marine aggregates operation
- Doubling our reserves in Germany with ProStein acquisition

## Urbanization Solutions

- Fast growing \$70 M EBITDA portfolio of high synergy businesses
- Israel – New Concrete products plant

## Cement

- European leadership in Climate Action
- Developing grinding capacity projects to expand low CO<sub>2</sub> blended cement

**Diversified portfolio positioned for growth in the green economy**



FUTURE  
IN  
ACTION

**EMEA**  
Sergio Menéndez  
President CEMEX EMEA

