Cemex Presentation

As of 3Q24

Panorama High Rise, Miami, United States

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. (NYSE: CX) and its consolidated entities. The information included in this presentation contains forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. 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. Private Securities Litigation Reform Act of 1995. These forward-looking statements and information are necessarily subject to risks, uncertainties, and assumptions, including but not limited to statements related to Cemex's plans, objectives, and 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" or other similar forward-looking words. These forward-looking statements reflect, as of the date such forward-looking statements are made, unless otherwise indicated, our current expectations and projections about future events based on our knowledge of present facts and circumstances and assumptions about future events. Although we believe that our expectations are reasonable, we can give no assurance that these expectations will prove to be correct, and actual results may vary materially from historical results or those anticipated by forward-looking statements due to various factors. Among others, such risks, uncertainties, and assumptions that could cause results to differ, or that otherwise could have an impact on us, 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: changes in general economic, political and social conditions, including new governments, elections, changes in inflation, interest and foreign exchange rates, employment levels, population growth, consumer confidence and the liquidity of the financial and capital markets, in Mexico or other countries in which we operate; the cyclical activity of the construction sector and reduced construction activity in our end markets; our exposure to sectors that impact our and our clients' businesses, particularly those operating in the commercial and residential construction sectors, and the infrastructure and energy sectors; volatility in pension plan asset values and liabilities, which may require cash contributions to the pension plans; changes in spending levels for residential and commercial construction; the availability of short-term credit lines or working capital facilities, which can assist us in connection with market cycles; any impact of not maintaining investment grade debt rating on our cost of capital and on the cost of the products and services we purchase; availability of raw materials and related fluctuating prices of raw materials, as well as of goods and services in general, in particular increases in prices as a result of inflation; our ability to maintain and expand our distribution network and maintain favorable relationships with third parties who supply us with equipment and essential suppliers; competition in the markets in which we offer our products and services; the impact of environmental cleanup costs and other remedial actions, 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 our effective tax rate; our ability to comply and implement technologies that aim to reduce CO_2 emissions in jurisdictions with carbon regulations in place; the legal and regulatory environment, including environmental, energy, tax, antitrust, human rights and labor welfare, acquisition-related rules and regulations; the effects of currency fluctuations on our results of operations and financial conditions; our ability to satisfy our obligations under our material debt agreements, the indentures that govern our outstanding notes, and our other debt instruments and financial obligations, including our subordinated notes with no fixed maturity; adverse legal or regulatory proceedings or disputes, such as class actions or enforcement or other proceedings brought by government and regulatory agencies; our ability to protect our reputation; 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 business 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 invasion, disruption, or damage caused by circumstances beyond our control, including cyber-attacks, catastrophic events, power outages, natural disasters, computer system or network failures, or other security breaches; climate change, in particular reflected in weather conditions, including but not limited to excessive rain and snow, and disasters such as earthquakes and floods, that could affect our facilities or the markets in which we offer our products and services or from where we source our raw materials; 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; availability and cost of trucks, railcars, barges, and ships, as well as their licensed operators and drivers, for transport of our materials; labor shortages and constraints; our ability to hire, effectively compensate and retain our key personnel and maintain satisfactory labor relations; our ability to detect and prevent money laundering, terrorism financing and corruption, as well as other illegal activities; terrorist and organized criminal activities, social unrest, as well as geopolitical events, such as hostilities, war, and armed conflicts, including the current war between Russia and Ukraine and conflicts in the Middle East; the impact of pandemics, epidemics, or outbreaks of infectious diseases and the response of governments and other third parties, which could 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; changes in the economy that affect demand for consumer goods, consequently affecting demand for our products and services; the depth and duration of an economic slowdown or recession, instability in the business landscape and lack of availability of credit; 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). Many factors could cause Cemex's expectations, expected results, and/or projections expressed in this presentation not being reached and/or not producing the expected benefits and/or results, as any such benefits or results are subject to uncertainties, costs, performance, and rate of implementation of technologies, some of which are yet not proven. 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. Forward-looking statements should not be considered guarantees of future performance, nor the results or developments are indicative of results or developments in subsequent periods. 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Accordingly, any discrepancies between the totals and the sums of the amounts listed are due to rounding. Unless otherwise specified, all references to records are internal records.

This presentation includes certain non-IFRS financial measures that differ from financial information presented by Cemex in accordance with IFRS in its financial statements and reports containing financial information. The aforementioned non-IFRS financial measures include "Operating EBITDA (operating earnings before other expenses, net plus depreciation and amortization)" and "Operating EBITDA Margin". The closest IFRS financial measure to Operating EBITDA is "Operating earnings before other expenses, net", as Operating EBITDA adds depreciation and amortization to the IFRS financial measure. Our Operating EBITDA Margin is calculated by dividing our Operating EBITDA for the period by our revenues as reported in our financial statements. We believe there is no close IFRS financial measure to compare Operating EBITDA Margin. These non-IFRS financial measures are designed to complement and should not be considered superior to financial measures calculated in accordance with IFRS. Although Operating EBITDA and Operating EBITDA Margin are not measures of operating performance, an alternative to cash flows or a measure of financial position under IFRS, Operating EBITDA is the financial measure used by Cemex's management to review operating performance and profitability, for decision-making purposes and to allocate resources. Moreover, our Operating EBITDA is a measure used by Cemex's creditors to review our ability to internally fund capital expenditures, service or incur debt and comply with financial covenants under our financing agreements. Furthermore, Cemex's management regularly reviews our Operating EBITDA Margin by reportable segment and on a consolidated basis as a measure of performance and profitability. These non-IFRS financial measures do not have any standardized meaning and are therefore unlikely to be comparable to similarly titled measures presented by other companies. Non-IFRS financial measures presented in the reports, presentations, and documents to be disclosed during Cemex's third quarter 2024 results conference call and audio webcast presentation are being provided for informative purposes only and shall not be construed as investment, financial, or other advice.

Also, this presentation includes statistical data regarding the production, distribution, marketing and sale of cement, ready-mix concrete, clinker, aggregates, and Urbanization Solutions. Cemex generated some of this data internally, and some was obtained from independent industry publications and reports that Cemex believes to be reliable sources. Cemex has not independently verified this data nor sought the consent of any organizations to refer to their reports in this presentation. Cemex acts in strict compliance of antitrust laws and as such, among other measures, maintains an independent pricing policy that has been independently developed and its core element is to price Cemex's products and services based upon their quality and characteristics as well as their value to Cemex's customers. Cemex does not accept any communications or agreements of any type with competitors regarding the determination of Cemex's prices for Cemex's products and services. Unless the context indicates otherwise, all references to pricing initiatives, price increases or decreases, refer to Cemex's prices for Cemex's products.

Additionally, the information contained in this presentation contains references to "green," "social," "sustainable," or equivalent-labelled activities, products, assets, or projects. There is currently no single globally recognized or accepted, consistent, and comparable set of definitions or standards (legal, regulatory, or otherwise) of, nor widespread cross-market consensus i) as to what constitutes, a 'green', 'social,' or 'sustainable' or having equivalent-labelled activity, product, or asset; or ii) as to what precise attributes are required for a particular activity, product, or asset to be defined as 'green', 'social,' or 'sustainable' or such other equivalent label; or iii) as to climate and sustainable funding and financing activities and their classification and reporting. Therefore, there is little certainty, and no assurance or representation is given that such activities and/or reporting of those activities will meet any present or future expectations or requirements for describing or classifying funding and financing activities as 'green,' 'social,' or 'sustainable' or attributing similar labels. We expect policies, regulatory requirements, standards, and definitions to be developed and continuously evolve over time.

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

Our Purpose

We aim to help solve the world's construction challenges sustainably and innovatively, **building a better future** for all our stakeholders: employees, customers, shareholders, investors, suppliers, and the communities in which we live and work.

Our Core Businesses

Cement

A binding agent, when mixed with aggregates and water, produces either ready-mix concrete or mortar.

Ready Mix Concrete

A combination of cement, aggregates, admixtures, and water.

Aggregates

Inert granular materials, such as stone, sand, and gravel, obtained through land-based sources or dredging marine deposits.

Urbanization Solutions

Complementary solutions of sustainable urbanization through performance materials, industrialized construction, waste management, and other related services.

A history of growth and innovation

1906

Our history began in 1906 when Cemex was founded in northeast Mexico

1965

We began the consolidation of our national presence in Mexico

1976

Cemex lists on the Mexican stock exchange

1992

We started our international expansion

1999

Cemex lists on the New York stock exchange

2005

We established a global presence as an industry leader in cement, ready-mix and aggregates

2017

With the launch of Cemex Go, we led the industry's digital transformation enabling a superior customer experience

2019

We launched Urbanization Solutions as one of our four core businesses

2020

We launched Future in Action, our institutional program to become a net-zero CO_2 company

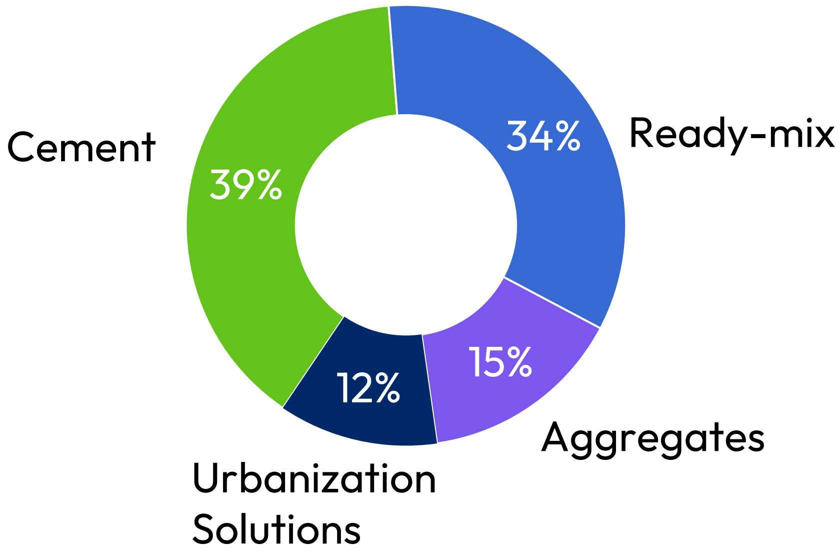
2023

Cemex renewed its visual identity, reflecting its commitment to sustainability, innovation, and agility

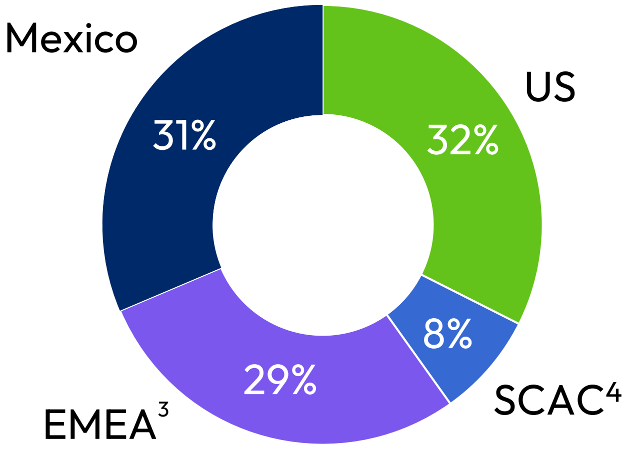
Global presence with strong position in the Americas

9M24 Sales
~$12.4 B

by product[1]

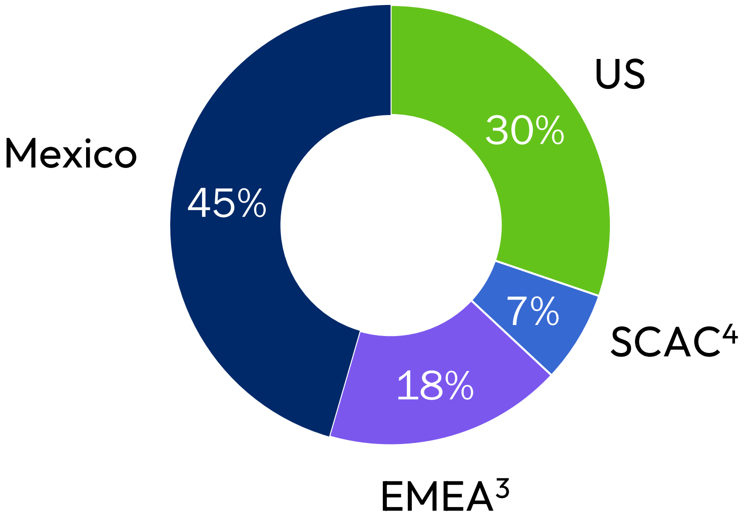


by region[2]



9M24 EBITDA
~$2.4 B

by region[2]



1) Percentages before others and eliminations
2) Percentages before others and intercompany eliminations
3) Europe, Middle East and Africa
4) South, Central America and the Caribbean

Capital Allocation Framework

Divestment proceeds to prioritize growth investments, focused on US

YTD Divestments

Philippines
$800 M

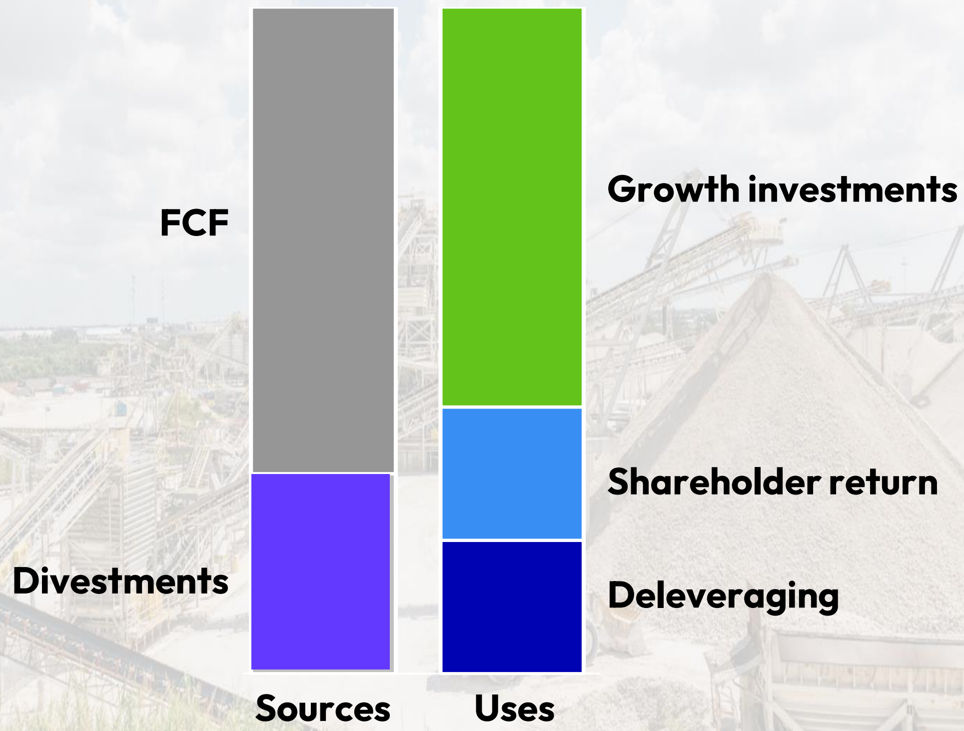
Dominican Republic
$950 M

Guatemala
$200 M

Neoris
$209 M

~$2.2 B

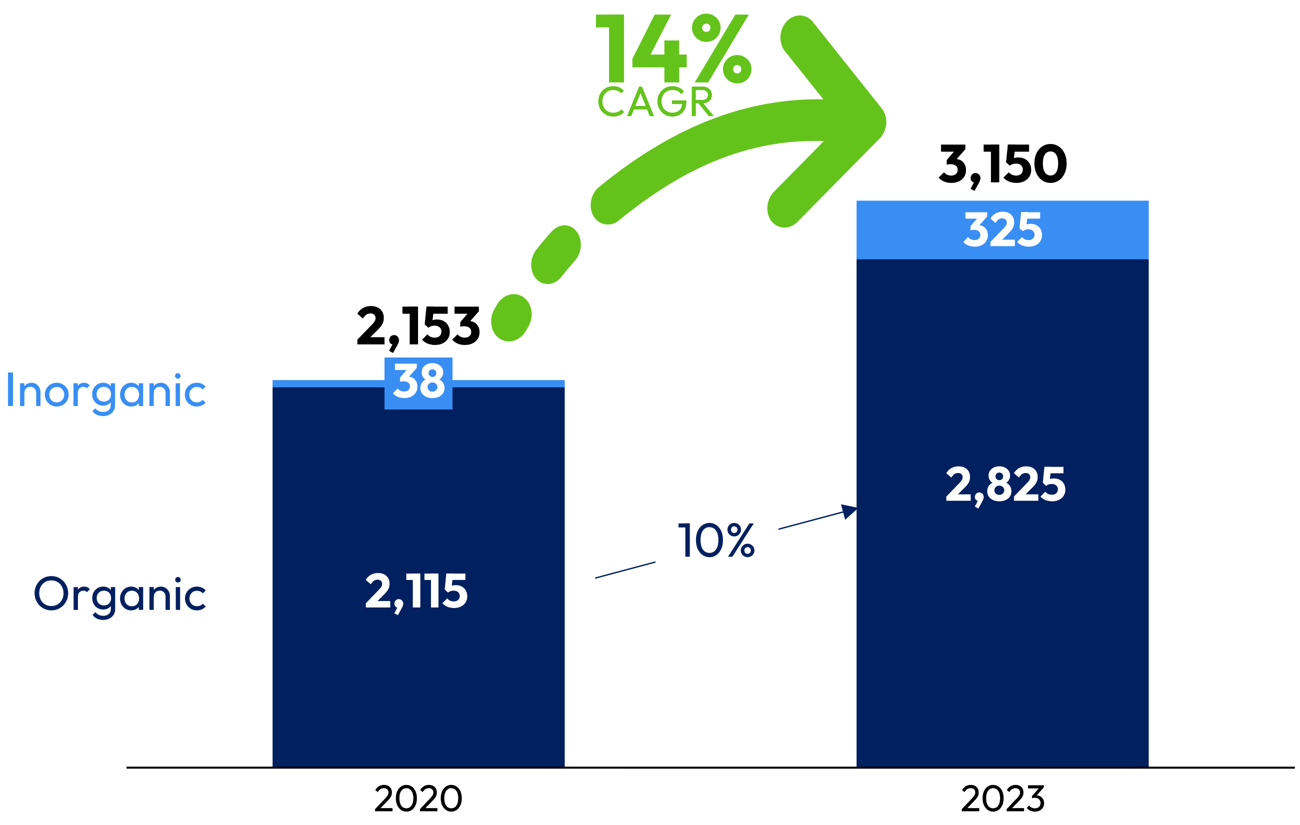
Balanced Capital Allocation framework



Millions of U.S. dollars
For Philippines, Dominican Republic, and Neoris, closing subject to satisfaction of closing conditions and price adjustments. Expected before year-end 2024 or soon thereafter.

Delivering 14% EBITDA CAGR over last 3 years

EBITDA[1] ($ M)



$1.1 B of completed growth investments 2020 to 2023

~35% avg. IRR

3.4x EBITDA multiple

1) All periods exclude Neoris, Philippines, Dominican Republic, and Guatemala

Millions of U.S. dollars

3Q24 Financial & Operational Results

Key highlights

~$2.2 B in **non-core asset sales** announced YTD

~90% of EBITDA expected to be generated in the **US, Europe and Mexico** post divestments

Net Income growth of more than 200% YoY in 3Q24

EBITDA declined 9% l-t-l YoY in 3Q24 due primarily to **weather**

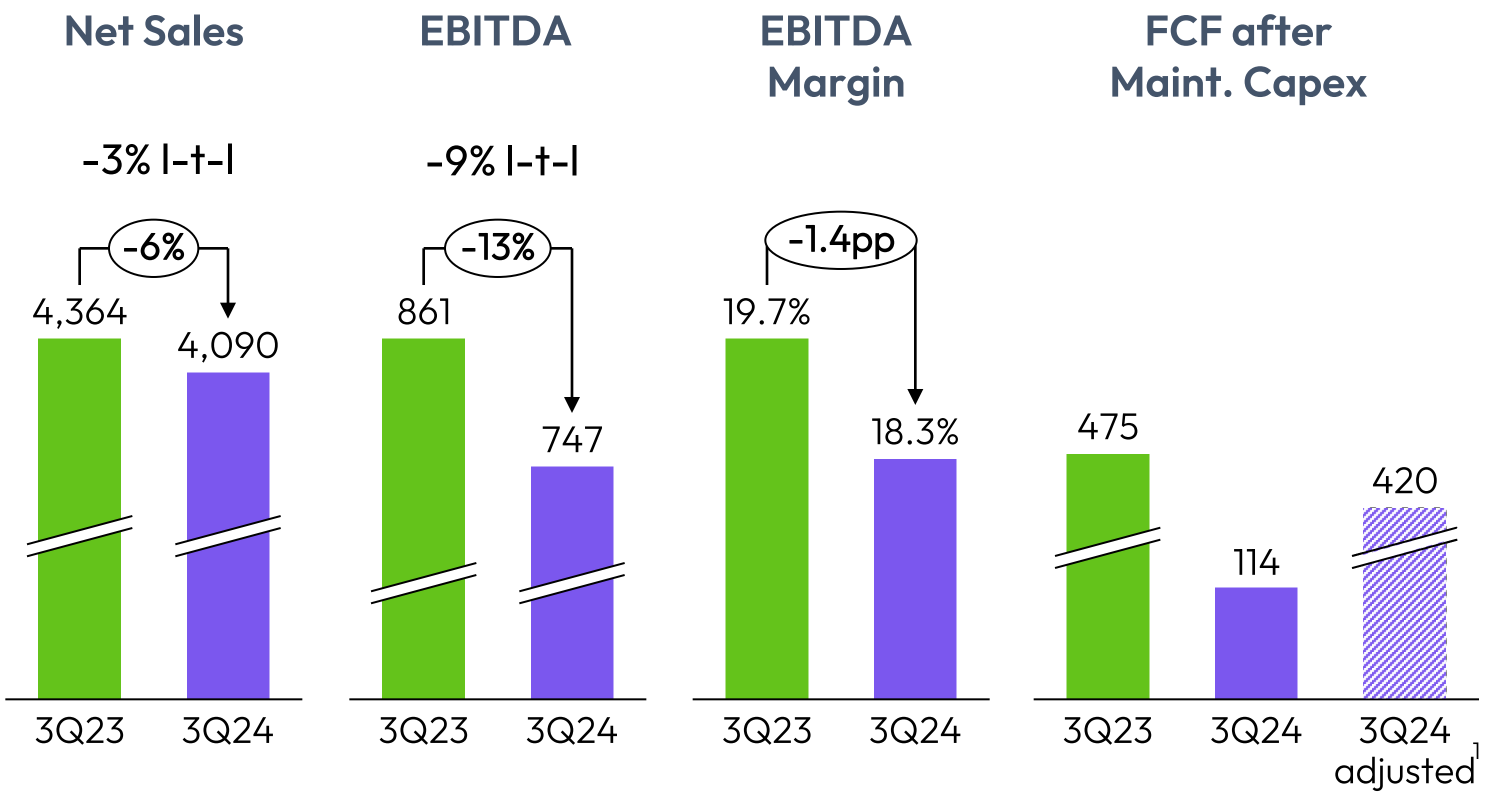
Growth investments generating 13% of EBITDA in 3Q24

-3% YTD reduction in **CO_2 emissions**

Cemex led consortium selected to receive **EU Innovation funding** for CO_2 capture at CX Rüdersdorf plant

Cemex recognized by **Fortune** Magazine on their **2024 Change the World List**

3Q24: Results disrupted by weather, FX, and higher fixed costs

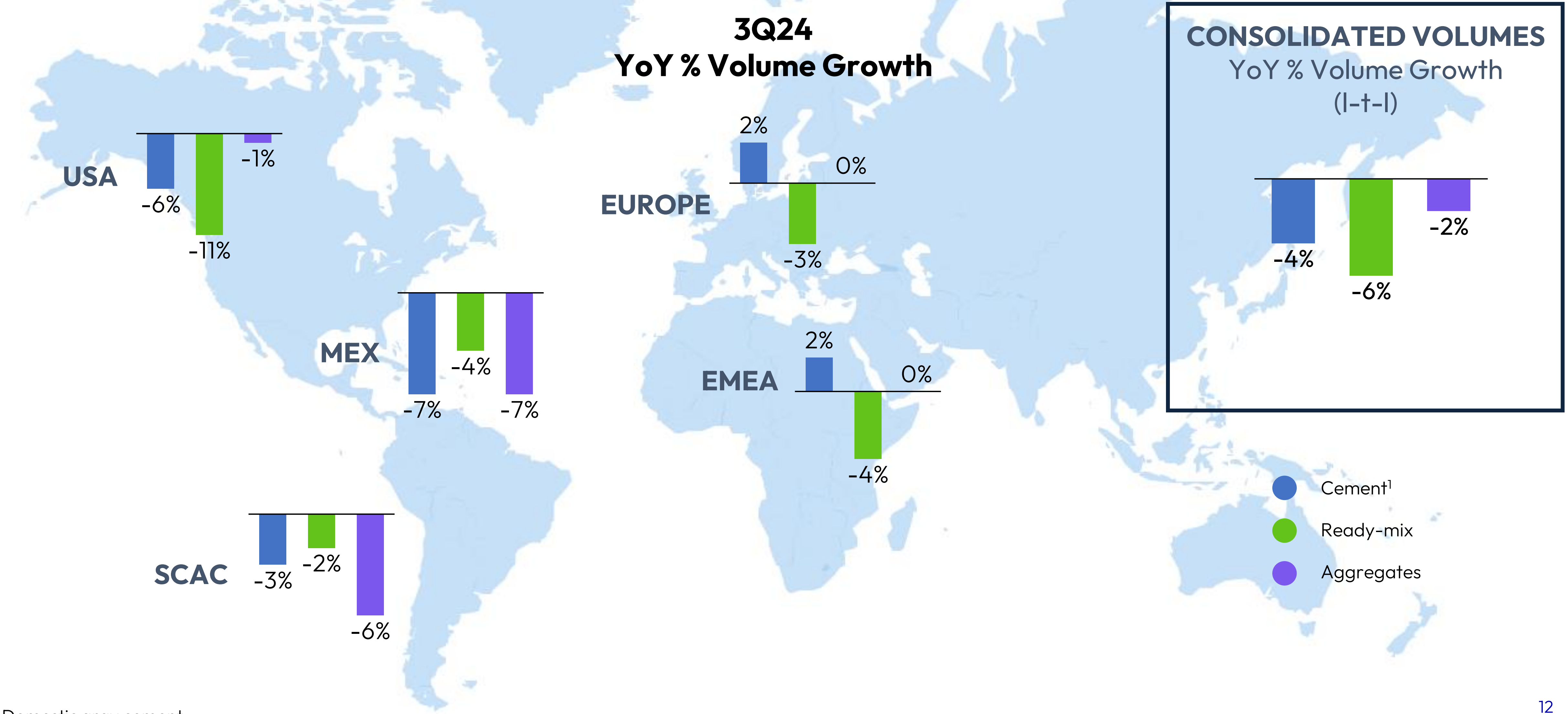


	Net Sales 3Q23	Net Sales 3Q24	EBITDA 3Q23	EBITDA 3Q24	EBITDA Margin 3Q23	EBITDA Margin 3Q24	FCF 3Q23	FCF 3Q24	FCF 3Q24 adjusted
9M24:	12,528	12,389	2,444	2,398	19.5%	19.4%	697	154	537
	-1% l-t-l		-2% l-t-l		-0.1pp				

Millions of U.S. dollars

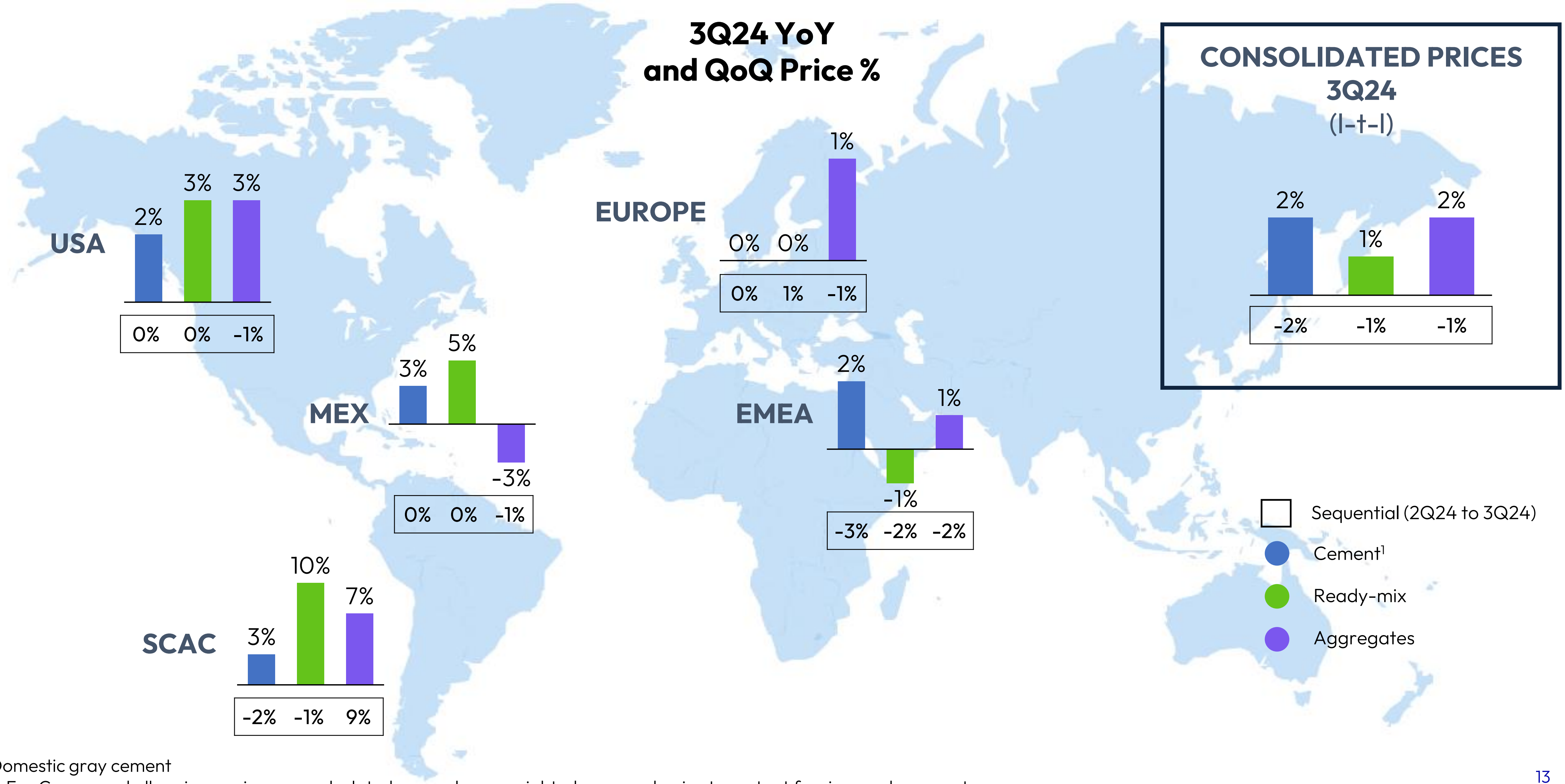
1) Adjusting for the payment of $306 M in 3Q24 and $383 M for 9M24, related to a tax fine in Spain

Volumes impacted by weather; Europe returns to growth mode



1) Domestic gray cement

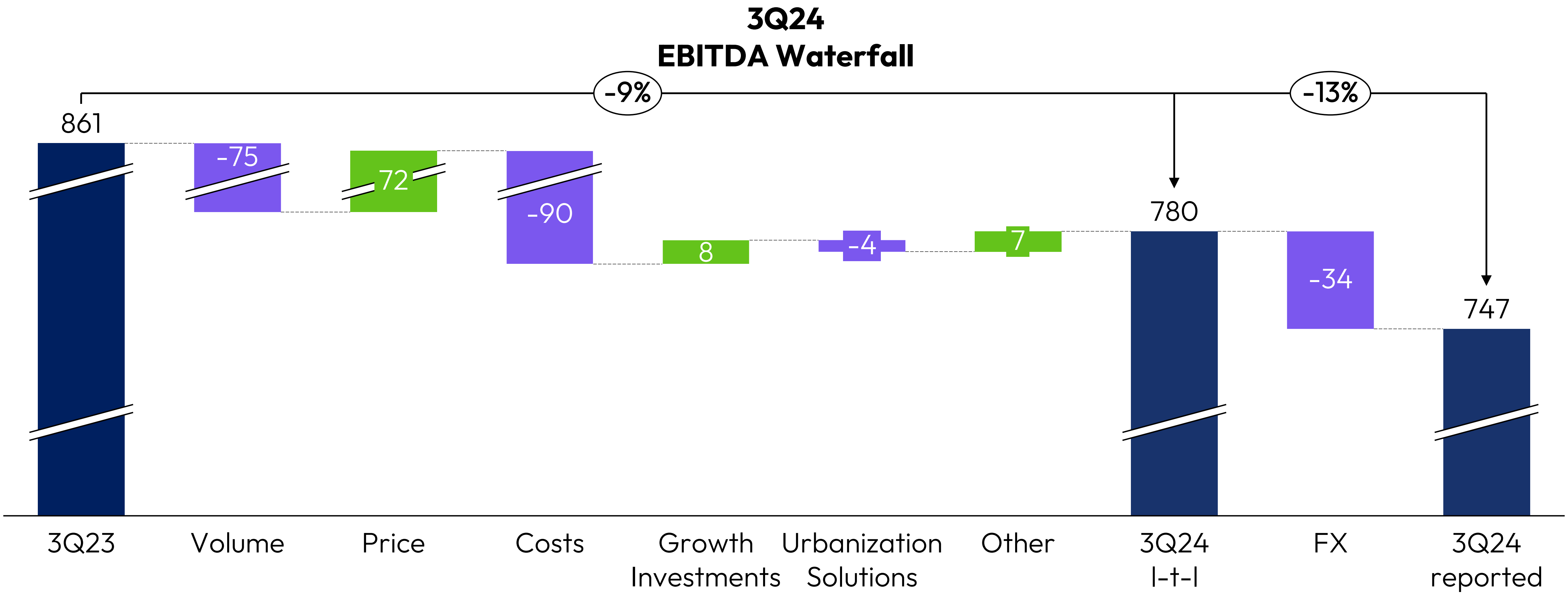
Resilient prices despite volume backdrop



1) Domestic gray cement

Note: For Cemex and all regions, prices are calculated on a volume-weighted average basis at constant foreign-exchange rates

EBITDA performance largely explained by volumes



EBITDA margin	**19.7%**	**-1.4pp**	**18.3%**
COGS as % of Sales	65.9%	+1.3 pp	67.2%

Millions of U.S. dollars

2024 Outlook

Gilbert Chabroux School, Lyon, France
Built with Insularis, part of our Vertua family of products with sustainable attributes

2024 guidance[1]

EBITDA[2]	Low single-digit % decrease
Energy cost/ton of cement produced	High single-digit % decline
Capital expenditures	~$1.5 billion total ~$950 million Maintenance, ~$550 million Strategic
Investment in working capital	Reduction of ~$300 million
Cash taxes	~$900 million including extraordinary payment of Spanish tax fine
Cost of debt[3]	Flat

1) Reflects Cemex's expectations as of October 28, 2024
2) Like-to-like for ongoing operations and assuming September 30, 2024, FX levels for the remaining of the year
3) Including the coupons of subordinated notes with no fixed maturity and the effect of our MXN-USD cross-currency swaps

2024 volume guidance[1]: selected countries/regions

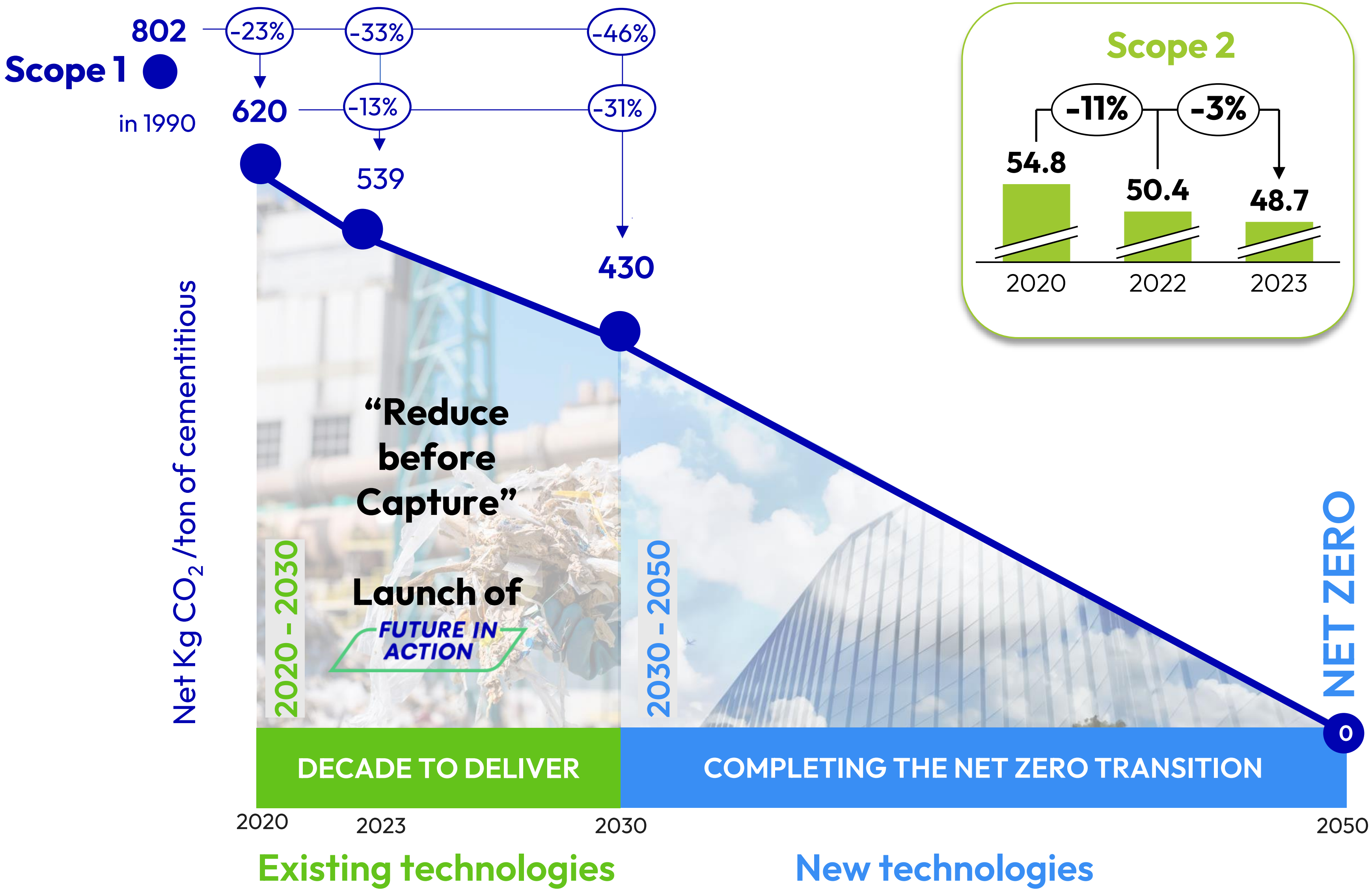
	Cement	Ready-mix	Aggregates
CEMEX	Low-single digit decline	Mid-single digit decline	Low-single digit decline
Mexico	Flat	Low to mid-single digit increase	Low-single digit increase
USA	Mid-single digit decline	Double digit decline	Low-single digit decline
EMEA	Flat to low-single digit increase	Mid-single digit decline	Mid-single digit decline
Europe	Flat	Mid-single digit decline	Mid-single digit decline
MEA	Flat to low-single digit increase	Mid-single digit decline	Mid-single digit decline
SCAC	Low-single digit decline	Low-single digit decline	N/A

1) Reflects Cemex's expectations as of October 28, 2024. Volumes on a like-to-like basis. All volume guidance in this slide means in percentage terms vs 2023

Climate Action Strategy

Pathway to net zero: Reduce before Capture

FUTURE IN ACTION



2030 Goals

SCIENCE BASED TARGETS 1.5°C scenario

Scope 1	<430 kgs of CO_2 in cement
Scope 2	65% clean electricity
Scope 3	Transport -30% Purchases -25% Fuels -40%

Scope 3 refers vs the 2020 baseline

Reduce before Capture - material progress in key levers of Scope 1 emissions

YTD 3Q24
variation vs 2020

Alternative Fuels
Every **+1 pp in AF**, contributes **$4 M to EBITDA**

37.5%
+10.8 pp

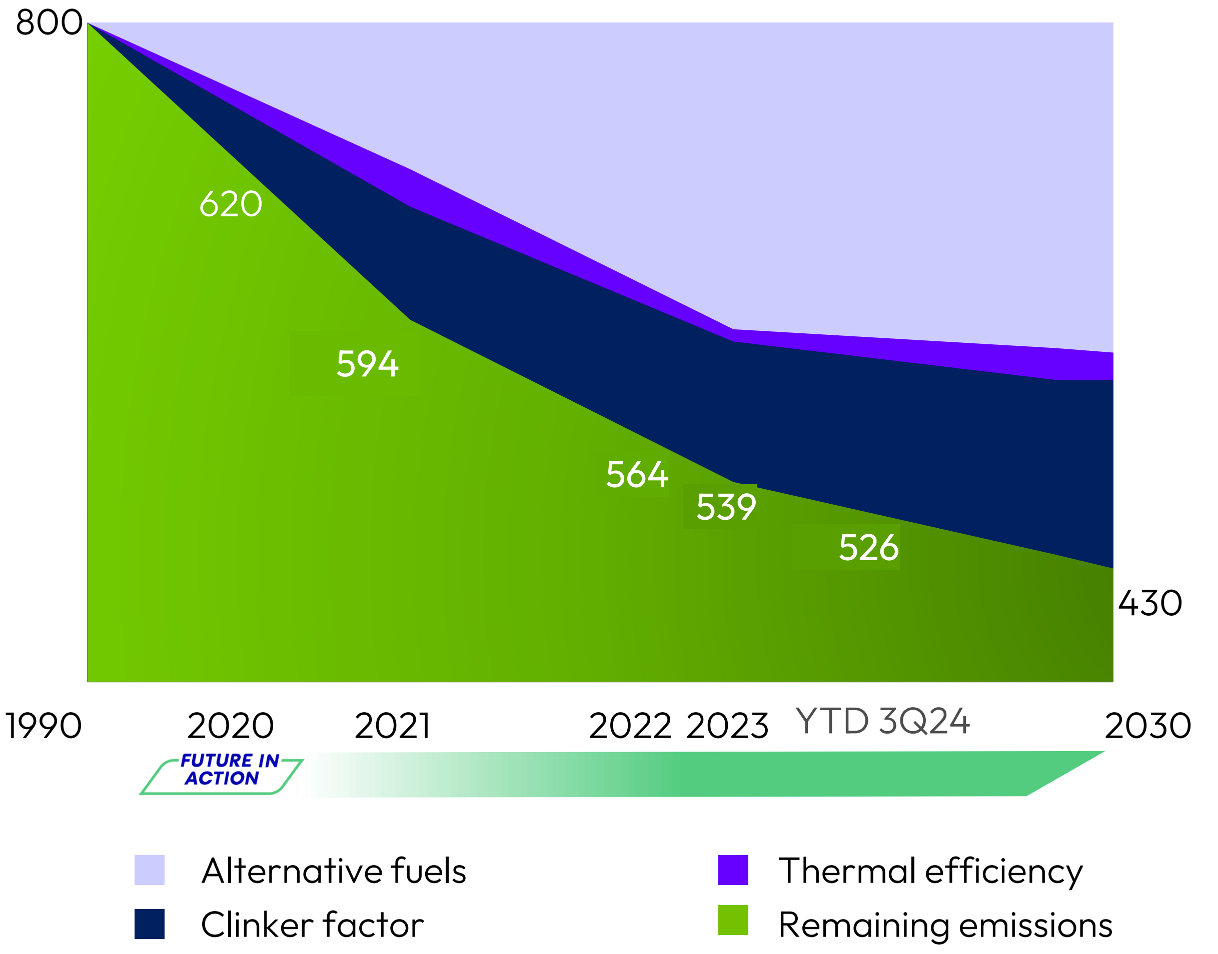
Clinker Factor
Every **-1 pp in CF**, contributes **$16 M to EBITDA**

71.9%
-5.3 pp

Alternative Raw Materials

13.9%
+2.0 pp

Net Kg of CO_2 per ton of cementitious

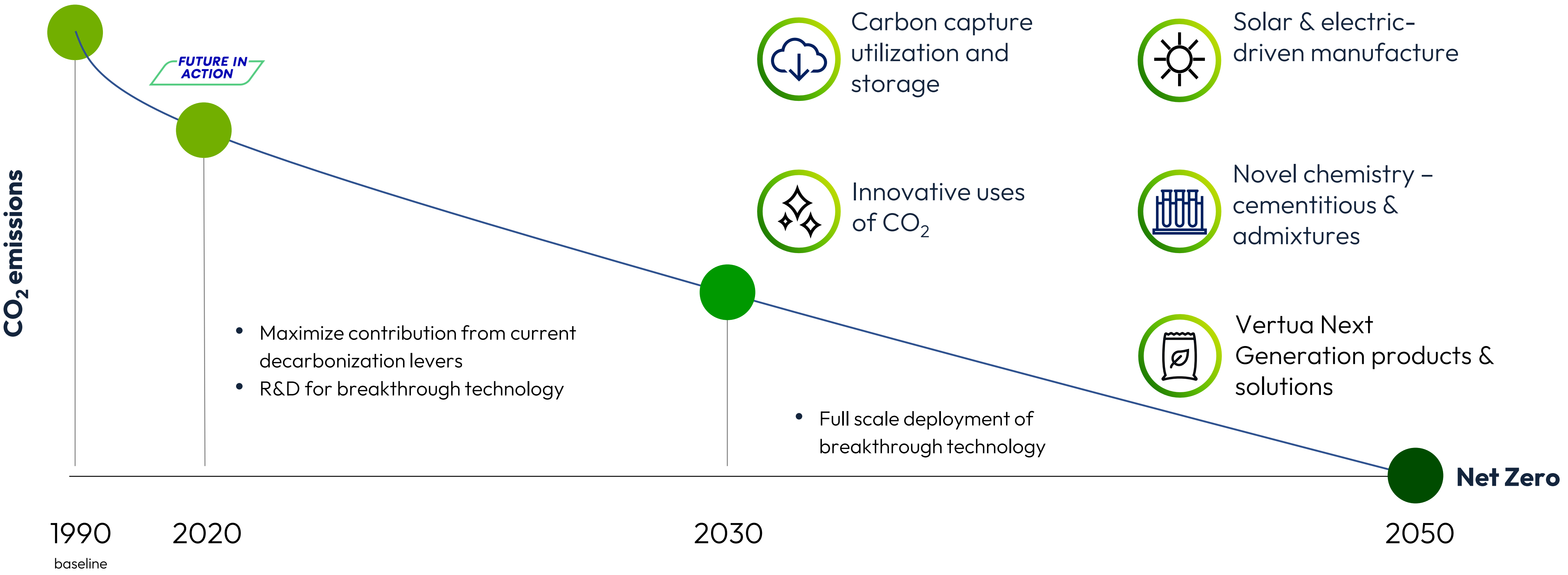


Note: EBITDA contribution based on 2023 prices and costs

R&D for breakthrough technology to reach Net Zero

Now – 2030
Decisive decade

2030 – 2050
Completing Net Zero transition



- Maximize contribution from current decarbonization levers
- R&D for breakthrough technology

- Full scale deployment of breakthrough technology

Carbon capture utilization and storage

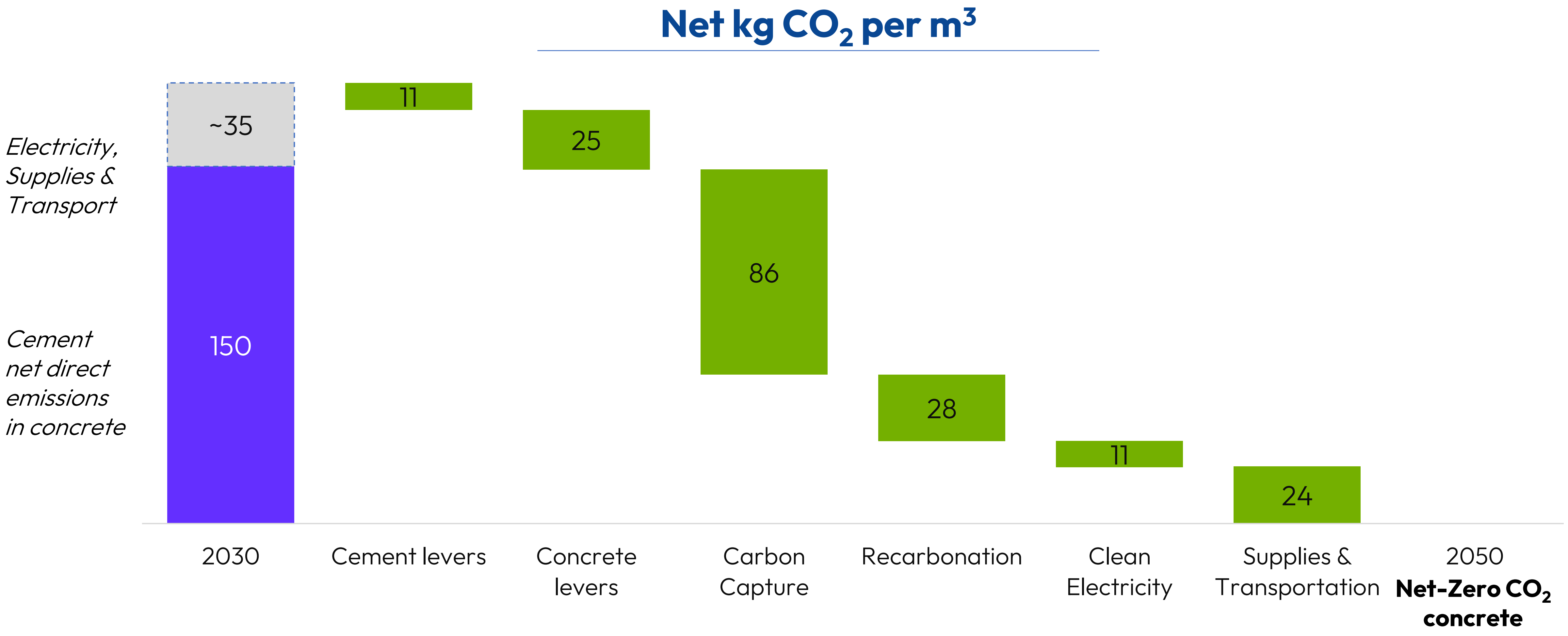
Solar & electric-driven manufacture

Innovative uses of CO_2

Novel chemistry – cementitious & admixtures

Vertua Next Generation products & solutions

2030 to 2050 Roadmap to Net Zero CO_2 Concrete



Rapidly gaining customer acceptance for Vertua products

Launched in 2020, now a >**$7.2 B global brand**

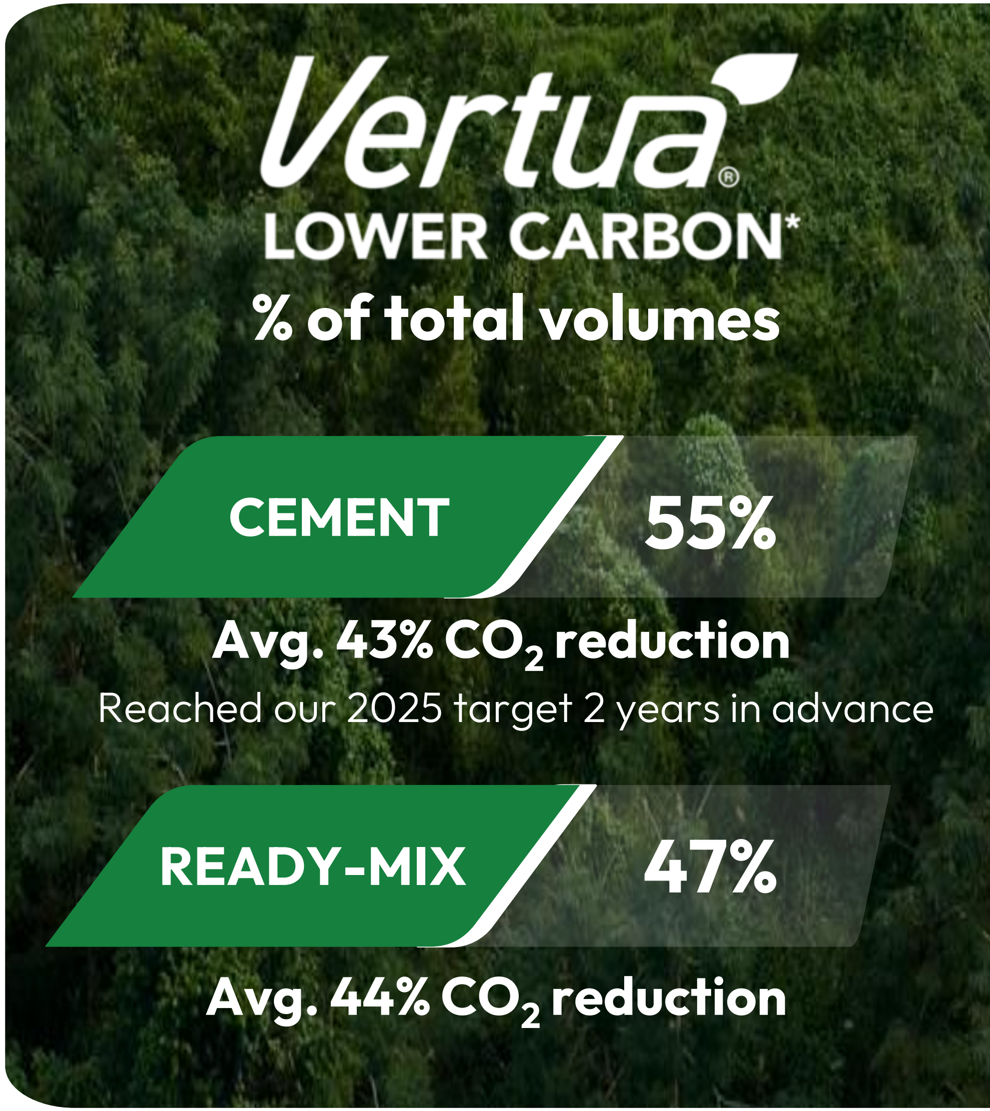
Evolved to an extended **product portfolio**

WATER CONSERVATION* | RECYCLED MATERIALS* | DESIGN OPTIMIZATION* | ENERGY EFFICIENCY*

First in industry to offer environmental impact disclosure globally **– 100% in cement**

Your partner in **sustainable construction**

Vertua® More sustainable by design



Urbanization Solutions

Building sustainable cities focusing on 4 verticals

Performance Materials

Chemical admixtures & mortars with over 25 facilities worldwide

Industrialized Construction

Advanced concrete production, modular construction & others

Circularity

Fastest growing business, focused on waste & alternative raw materials

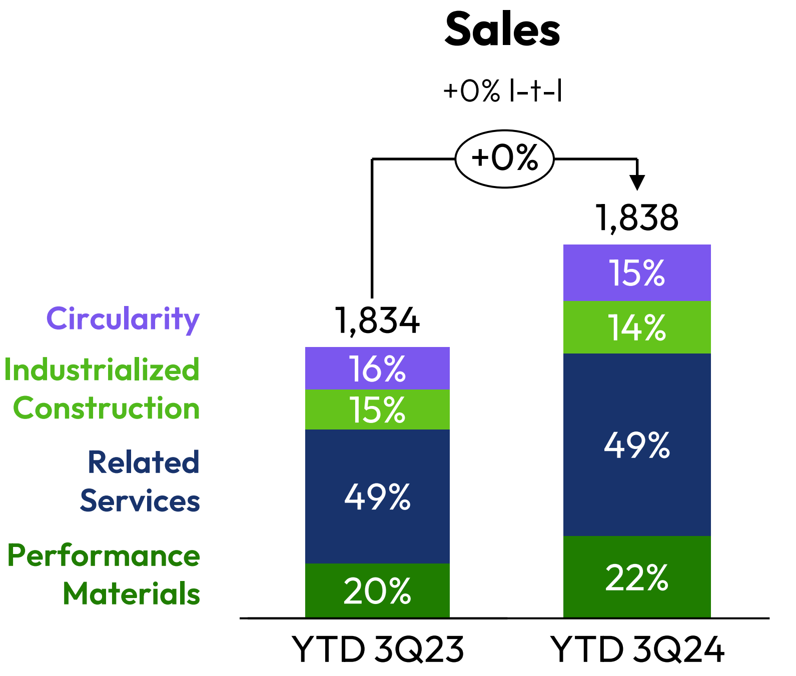
Related Services

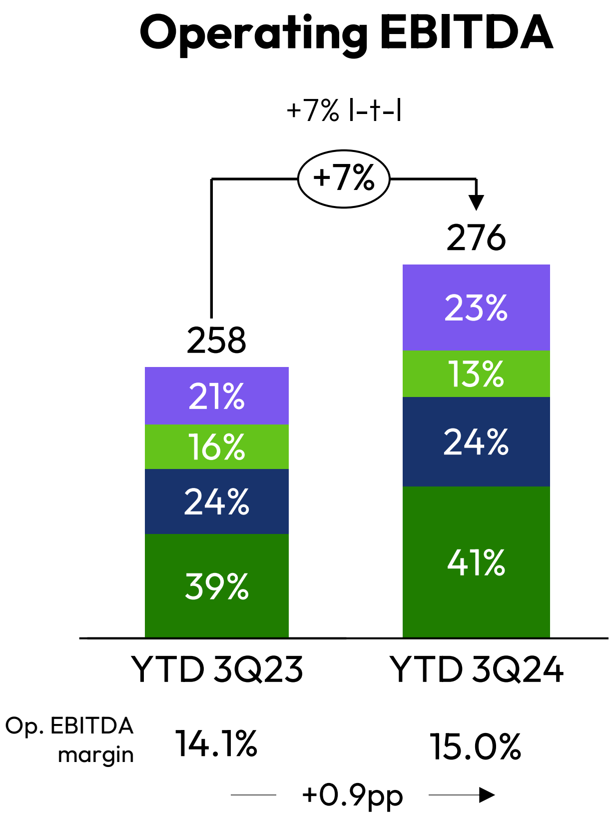
Construction materials retail, logistics partner services & others

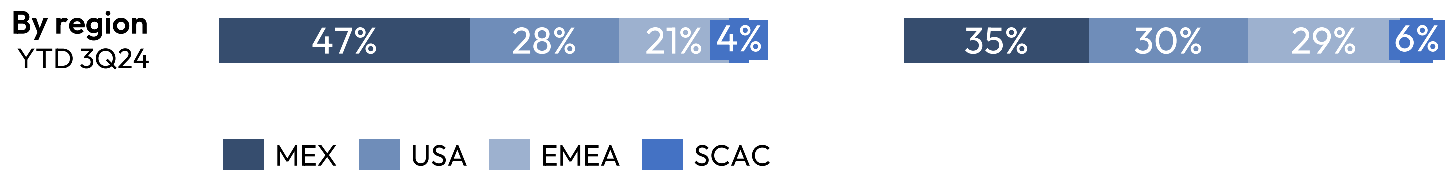
YTD 3Q24 EBITDA growing high-single digit

Focused on accelerating businesses with highly attractive growth rates & margins

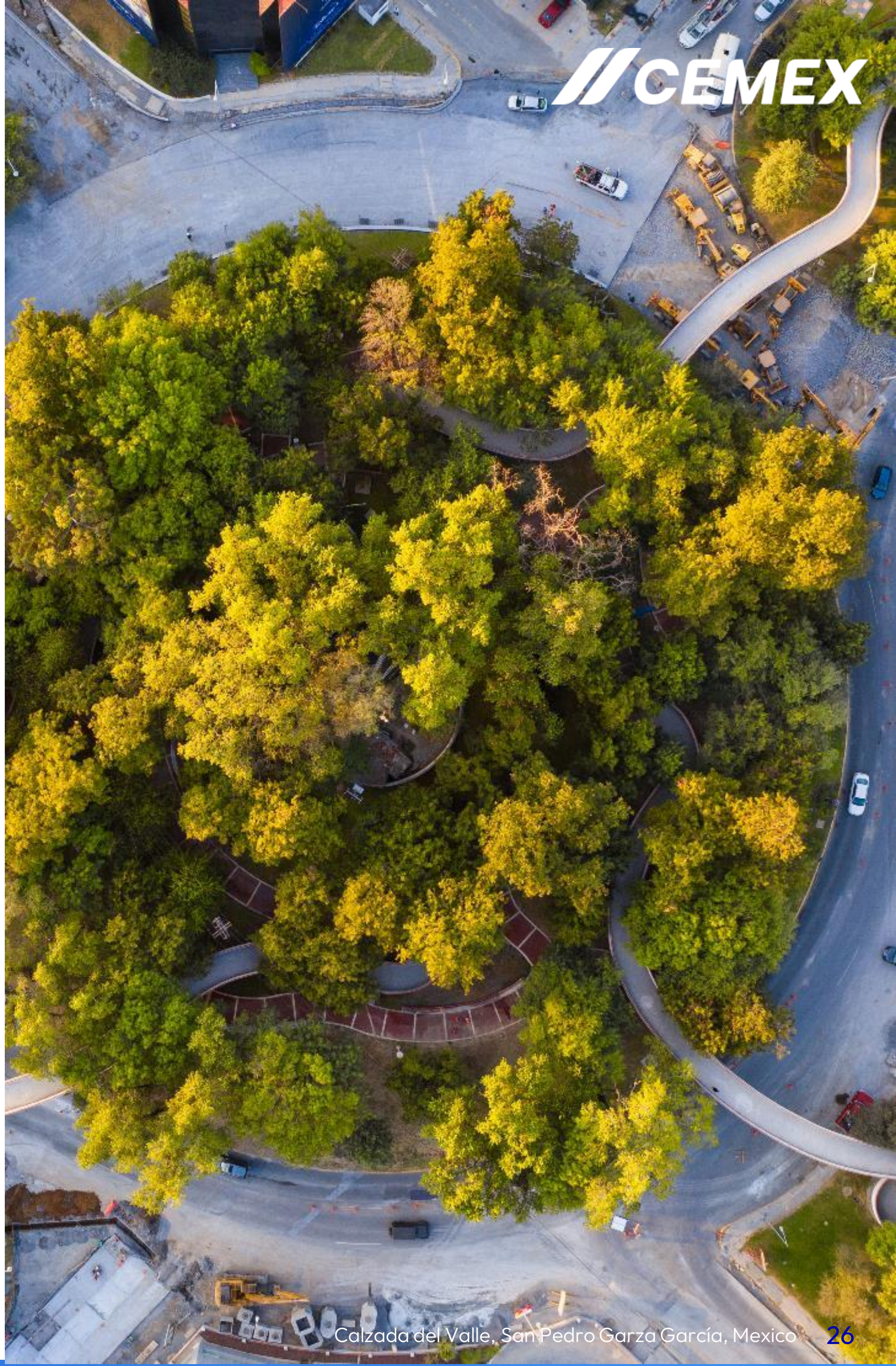
EBITDA growing at a high-single digit rate







Millions of U.S. dollars



Calzada del Valle, San Pedro Garza García, Mexico

Robust circularity strategy to reinforce decarbonization

CEMEX

TOTAL REPURPOSED WASTE
28 M TON

Includes 4M tons of own waste repurposed

Reduced CO_2

Cemex Plants

2030 target
41 M ton

Alternative Fuels
3.3 M tons

Municipal and Industrial Waste

Limestone & Aggregates
9.3 M tons

Construction, Demolition and Excavation Materials

Supplementary Cementitious Materials
11.4 M tons

By-Products

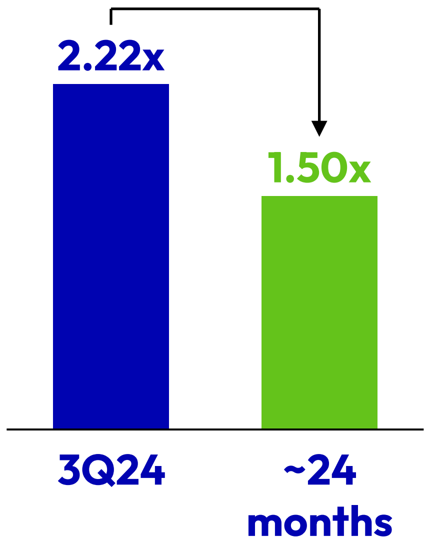
Regenera
Committed to Circularity

Debt and Funding Frameworks

Guiding principles of our financial strategy; committed to IG through the cycle

- Most efficient capital structure
- Ample liquidity through the cycle
- Flexible access to the capital markets
- Prudent risk management to enhance FCF stability
- Sustainable return of capital to shareholders
- Financial strategy aligned with Future in Action roadmap

Mid-term Leverage Ratio target



Investment Grade Rating by

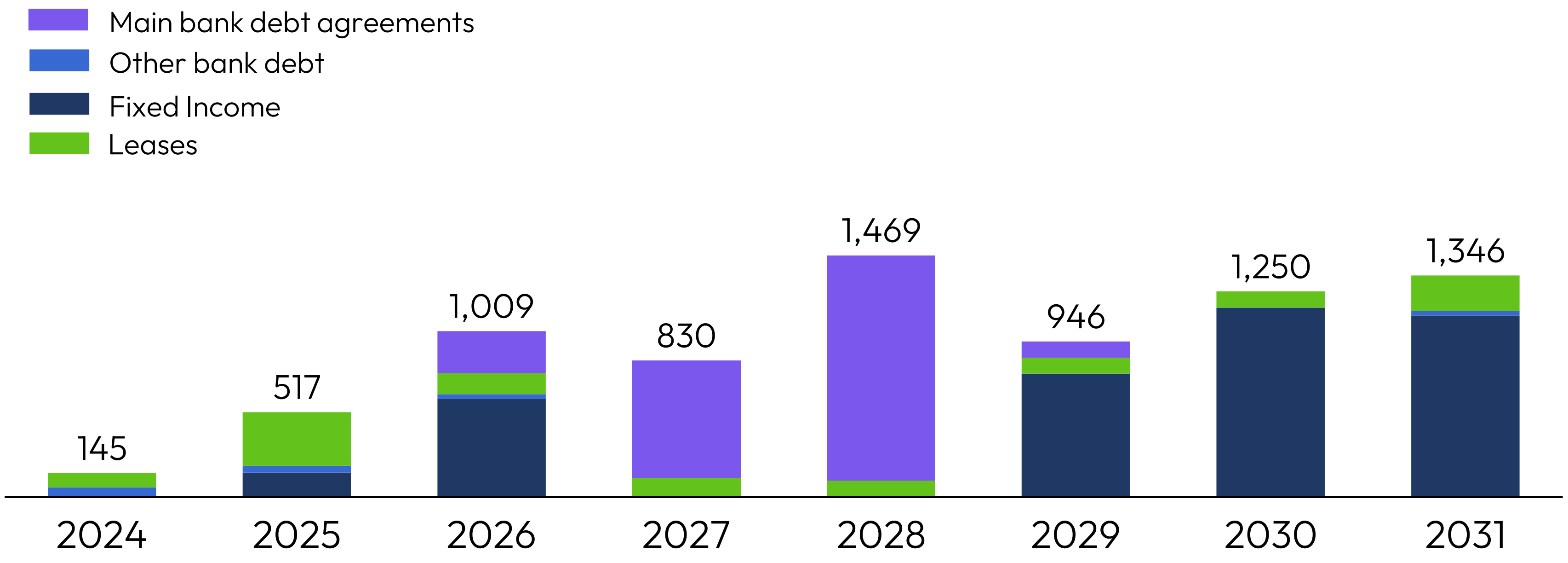
S&P Global Ratings
FitchRatings

BBB-
Stable outlook

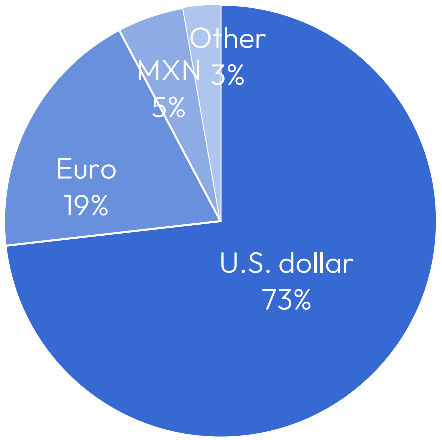
With a comfortable debt maturity profile as of 3Q24

Total debt as of September 30, 2024: $7,512 million

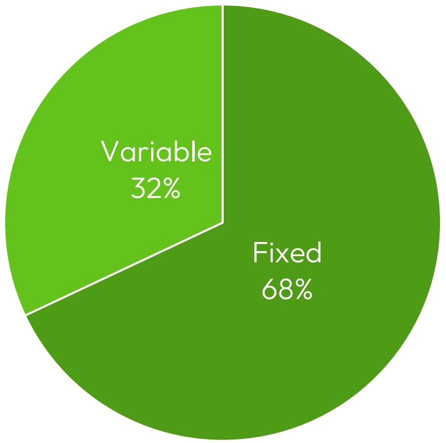
Average life of debt:
4.3 years



Currency[1] denomination



Interest rate[1]



Millions of U.S. dollars.

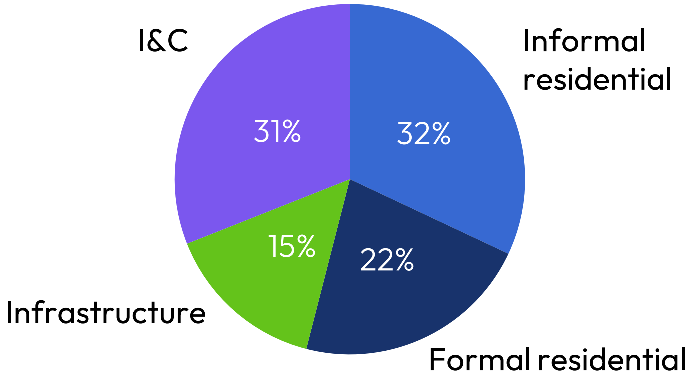
1) Includes the effect of our interest rate and cross-currency derivatives, as applicable

Regional Highlights

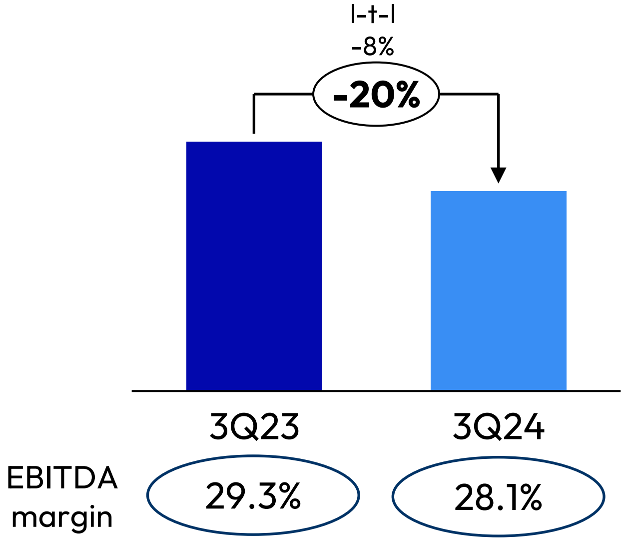
3Q24 Mexico: Results impacted by volumes and one-off electricity costs

- Volumes slowed as construction activity decelerated after the election in June, coupled with bad weather, with precipitation levels >50% YoY
- Healthy growth in our ready-mix orderbook for projects related to nearshoring and infrastructure
- EBITDA declined 8% YoY l-t-l due to lower volumes, higher electricity and maintenance costs, and a prior year base effect in which EBITDA rose more than 30%
  - Estimated impact from weather of ~$8 million on EBITDA
- Cement and ready-mix prices rose mid-single digits, helping to alleviate some of the cost pressure in the form of an unfavorable currency movement, higher maintenance and one-off electricity costs
- For 2024, we are expecting flat cement volumes, a low to mid-single digit increase for ready-mix volumes, and a low-single digit increase for aggregates
- We are optimistic about Mexico's growth prospects in the mid-term supported by:
  - A resilient industrial segment with recently announced investments of >$20 billion energy, tourism, IT and logistic sectors
  - The government's announcement of its intention to build 1 million homes over the next 6 years, as well as reaffirming the development of 10 economic corridors across the country, with the purpose of capitalizing on the nearshoring story

Cement industry demand[1]



EBITDA

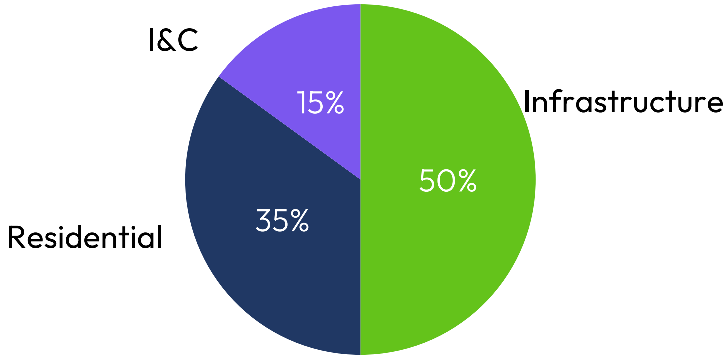


1) Cemex estimates

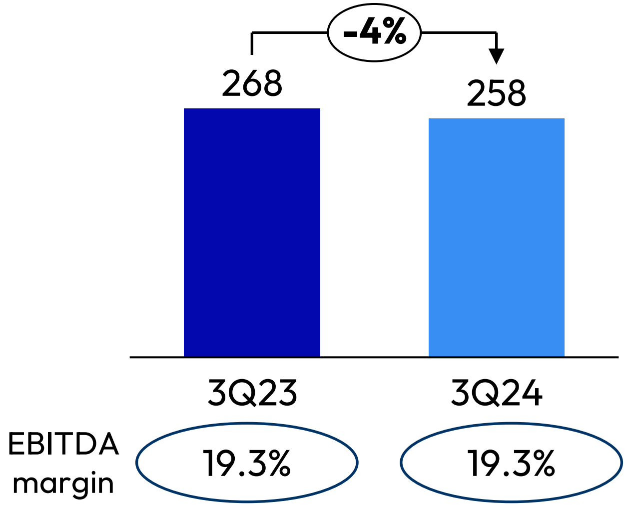
3Q24 US: Resilient EBITDA margin despite extreme weather

- Cement and ready-mix volumes declined 6% and 11%, respectively, due to continued difficult weather conditions
- In aggregates, where volumes are less impacted by weather, vols. declined low-single digits
    - Aggregates now largest contributor to US profitability, ~36% of US EBITDA with margins >30%
    - During 3Q24, we formed a JV with Couch Aggregates to strengthen and expand our aggregates reserves in the Southeast
- EBITDA declined 4% YoY due to lower cement and ready-mix volumes, impacted by extreme weather conditions
    - Estimated impact of ~$17 million on EBITDA due to adverse weather
- Impressive resiliency with EBITDA margin stable, driven by lower imports, energy cost deceleration and operational optimization efforts
- Pricing for our three core products rose low-single digits
- Guiding to mid-single digit decline in cement, double-digit decline in ready-mix, and low-single digit decline in aggregates volumes in 2024
- Expecting improved conditions in 2025, supported by underlying demand in infrastructure and industrial segments, improved activity in housing, and stabilization of the commercial sector

Cement industry demand[1]



EBITDA

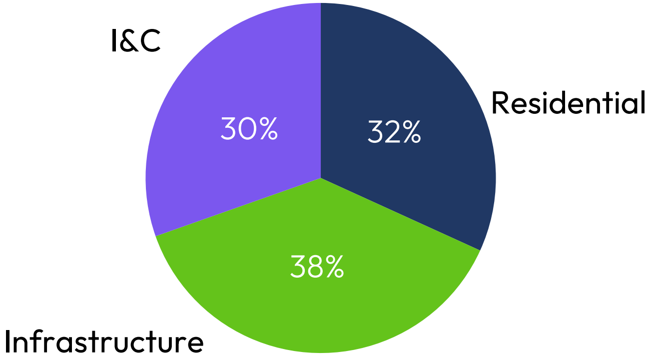


1) Cemex estimates

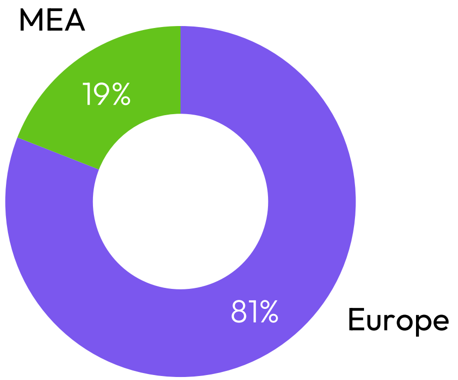
3Q24 EMEA: Experiencing inflection point

- Stable EBITDA in EMEA after 3 consecutive quarterly declines
- In **Europe**:
  - First volume growth after 9 consecutive quarters of declines, largely attributable to better economic activity, lower interest rates, the lifting of the construction ban related to the Paris Olympics and an easier prior year comparison
  - EBITDA grew on a reported basis supported by volumes, and decelerating costs, particularly in energy for cement production
  - Prices for our three core products were stable across our European footprint
  - On Climate Action, continues to test company record levels of decarbonization with a 5% reduction YTD in CO_2 per ton of cement, supported by a clinker factor reduction of 1.7pp
- In **MEA**, EBITDA increased due to better pricing dynamics in Egypt and improved construction activity in Israel
- Guiding in EMEA to flat to low-single digit increase for cement volumes and a mid-single digit decline for ready-mix and aggregates volumes in 2024

Cement industry demand[1]



9M24 EBITDA by country[2]

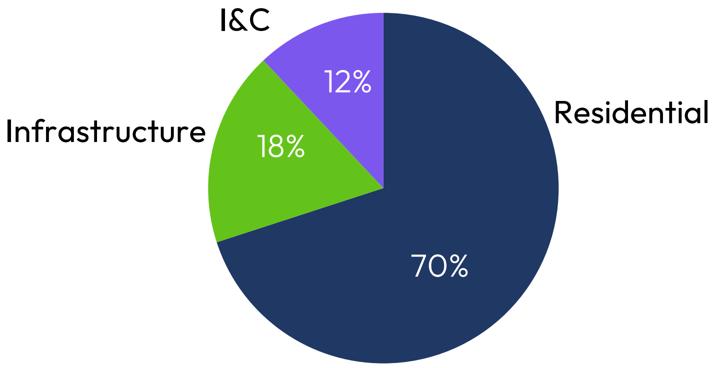


1) Cemex estimates
2) Percentages before intercompany eliminations

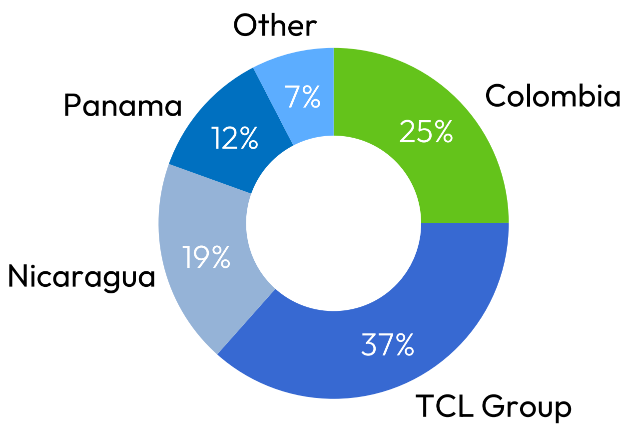
3Q24 SCAC: Performance explained by weather and maintenance

- During the quarter, we announced the sale of our Dominican Republic and Guatemala operations
- Challenging quarter in terms of volumes, impacted by two hurricanes, and a transportation strike in Colombia
  - These events impacted EBITDA by an estimated $7 million
- EBITDA and EBITDA margin declined 27% and 5pp, respectively, driven by lower volumes and higher maintenance
- Despite the current demand environment, prices for our products rose between 3% and 10%
- The formal sector drove demand in the region with large infrastructure projects such as the Bogotá Metro, in which Cemex was awarded ~80% of total volumes, and the fourth bridge over the Canal in Panama
- Guiding to a low-single digit decline in cement and ready-mix volumes in SCAC

Cement industry demand[1]



9M24 EBITDA by country[2]



1) CEMEX estimates
2) Percentages before intercompany eliminations

Leading the industry in Digital Innovation

Delivering the best customer experience empowered by digital

Commercial

- 44 to 73 NPS from 2018 to 3Q24
- Best digital platform in the industry
- Global, end-to-end, multi-device, all products, and omnichannel
- Represents 64% of our total sales in 3Q24
- GO | Link API connectivity with 85 large customers

Production/Supply Chain

- AI to optimize production, costs, energy usage, and CO_2 reduction
- Predictive maintenance
- Dynamic overbooking and real time route optimizer
- Improve driver safety

Admin. & Support Services

- Digitalizing global administrative services
- Virtual service centers leveraging a remote workforce
- Best-in class service providers

CEMEX Go Acceleration:
Aiming for 100% automation and adoption

Appendix

Relevant Sustainability indicators

Carbon strategy	YTD 3Q23	2023	YTD 3Q24
Kg of CO_2 per ton of cementitious	540	539	526
Alternative fuels (%)	40.0%	38.8%	37.5%
Clinker factor	72.8%	72.7%	71.9%

Customers and suppliers	3Q23	2023	3Q24
Net Promoter Score (NPS)	73	70	73
% of Sales using CX Go	65%	65%	64%

Low-carbon products	YTD 3Q23	2023	YTD 3Q24
Blended cement as % of total cement produced	80%	80%	81%
Vertua concrete as % of total	47%	47%	55%
Vertua cement as % of total	55%	55%	63%

Health and safety	YTD 3Q23	2023	YTD 3Q24
Employee fatalities	3	3	1
Employee L-T-I frequency rate	0.6	0.6	0.6
Operations with zero fatalities and injuries (%)	96%	96%	96%

Contact Information

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Mexican Stock Exchange (CPO): CEMEX.CPO

Ratio of CPO to ADS: 10 to 1