Cemex Presentation

1550 On The Green, Houston, United States
Photo credit: Skanska

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,", "goal", "strategy," "intend," "aimed", or other 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, assumptions, and other important factors 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 and decisions implemented by such new governments, elections, changes in inflation, interest and foreign exchange rates, employment levels, population growth, any slowdown in the flow of remittances into countries where we have operations, consumer confidence and the liquidity of the financial and capital markets, in Mexico, the U.S., the European Union, the UK, 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 environmental, climate and related liabilities relating to existing and/or divested businesses, assets and/or operations; 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 and other initiatives that aim to reduce and/or capture CO_2 emissions in jurisdictions with carbon regulations in place or in the countries in which we operate; the legal and regulatory environment, including environmental, energy, tax, antitrust, sanctions, export controls, human rights and labor welfare, and 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 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 any third-parties, government and regulatory agencies; our ability to protect our reputation; our ability to consummate asset sales or consummate asset sales in terms favorable to Cemex, fully integrate newly acquired businesses, achieve cost-savings from our cost-reduction initiatives, implement our pricing and commercial 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; the effects of climate change, in particular reflected in weather conditions, including but not limited to excessive rain and snow, shortage of usable water, and natural 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 and that are a part of our supply chain; 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, conflicts in the Middle East, and any insecurity and hostilities in Mexico related to illegal activities or organized crime and any actions any government takes to prevent these illegal activities and organized crime; 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; natural disasters and other unforeseen events (including global health hazards such as COVID-19); and, our ability to implement our "Future in Action" climate action program and achieve our sustainability goals and objectives.

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 success and/or implementation of technologies, some of which are not yet proven, among other factors. 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. Actual results of Cemex's operations and the development of market conditions in which Cemex operates, or other circumstances that may materialize, may differ materially from those described in, or suggested by, the forward-looking statements contained herein. 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. The forward-looking statements and the information contained in this presentation are made and stated as of the dates specified in this presentation and are subject to change without notice, and except to the extent legally required, we expressly disclaim any obligation or undertaking to update or correct the information contained in this presentation or revise any forward-looking statements in this presentation, whether to reflect new information, the occurrence of anticipated or unanticipated future events or circumstances, any change in our expectations regarding those forward-looking statements, any change in events, conditions, or circumstances on which any statement is based, or otherwise. Readers should review future reports filed or furnished by us with the U.S. Securities and Exchange Commission and the Mexican Stock Exchange (Bolsa Mexicana de Valores). Market data used in this presentation not attributed to a specific source are estimates of Cemex and have not been independently verified. Certain financial and statistical information contained in this presentation is subject to rounding adjustments. 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-International Financial Reporting Standards ("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 fourth 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 our stakeholders

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.

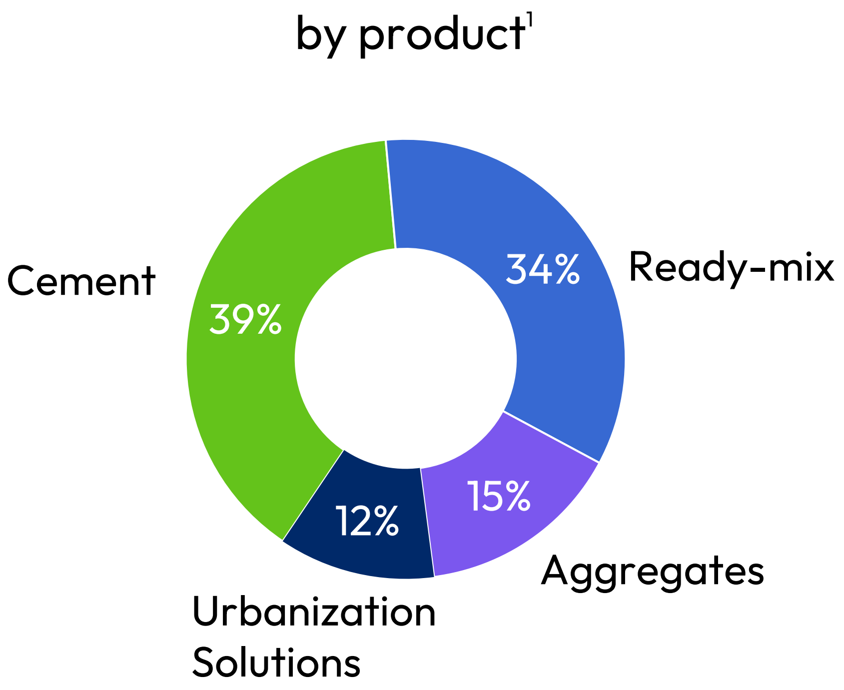
Urbanization Solutions

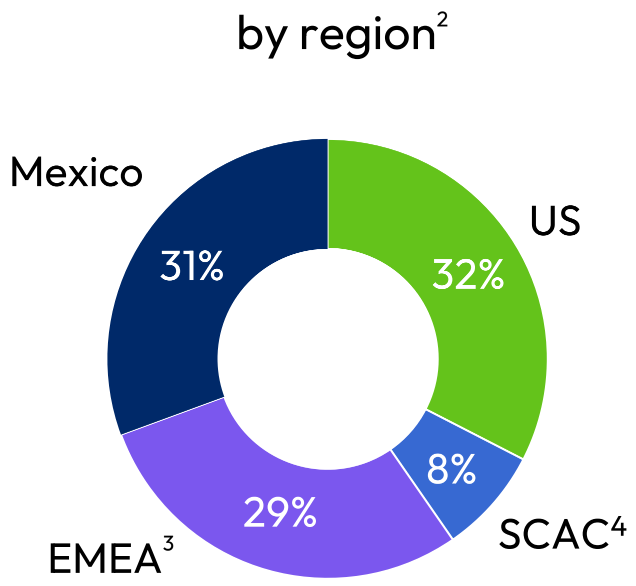
Complementary solutions of sustainable urbanization through performance materials, industrialized construction, waste management, and other related services.

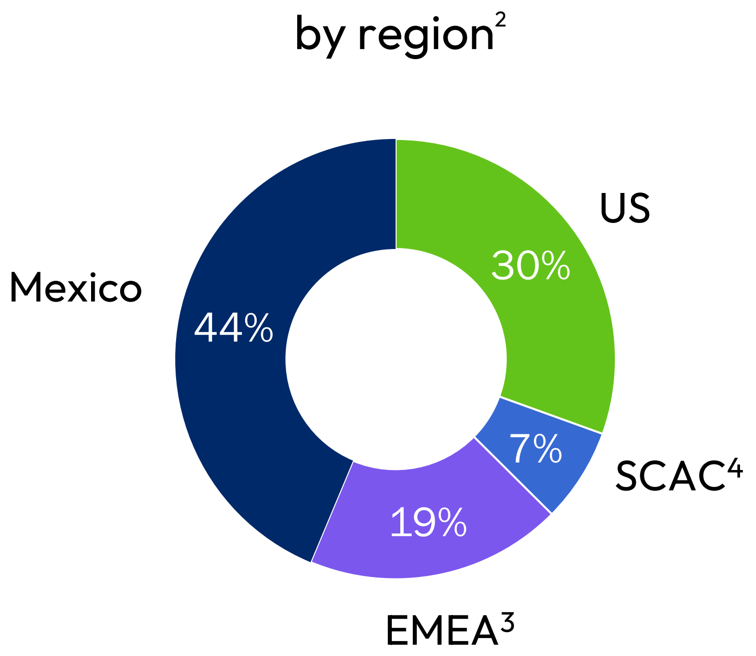
Global presence with strong position in the Americas

2024 Sales
~$16.2 B

2024 EBITDA
~$3.1 B







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

2025 Outlook

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

Project Cutting Edge: $350M 3-year savings program

Expect to deliver $150 million in EBITDA in 2025

Focus on supply chain, logistics and procurement

Leverage **technology & AI** to simplify and automate **processes** and **workflows**, leading to improved **client and supplier experience**

Focus on operations

Continued cement and ready-mix **network optimization**, enhanced **fuel mix**, further improvement in **cement efficiency** in the US, along with other **SG&A initiatives**

Focus on free cash flow

Additional savings at free cash flow level for 2025 and onwards mainly on **working capital**, **interest expense** and **maintenance capex**

Expect to reach run rate of $350 million dollars in EBITDA savings in 2027

2025 guidance[1]

EBITDA[2]	Flat performance
Energy cost/ton of cement produced	High single-digit % decrease
Capital expenditures	~$800 million Maintenance ~$600 million Strategic
Investment in working capital	No incremental investment
Cash taxes	~$450 million
Cost of debt[3]	~$100 million decrease

Guiding to ~$500 million savings in FCF after maintenance capex, a ~65% growth[4] rate vs. 2024

1) Reflects Cemex's expectations as of February 6, 2025
2) Like-to-like for ongoing operations and assuming December 31, 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 cross-currency swaps
4) Before "Other cash items, net" in 2025; including coupons of subordinated notes

2025 volume guidance[1]: selected countries/regions

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

1) Reflects Cemex's expectations as of February 6, 2025. Volumes on a like-to-like basis. All volume guidance in this slide means in percentage terms vs 2024

4Q24
Financial & Operational Results

2024 key achievements

Investment Grade rating with leverage ratio at 1.81x, lowest since 2007

~$344 million EBITDA contribution from growth investment strategy

Highest FCF after maint. capex since 2017, adjusting for one-offs[1]

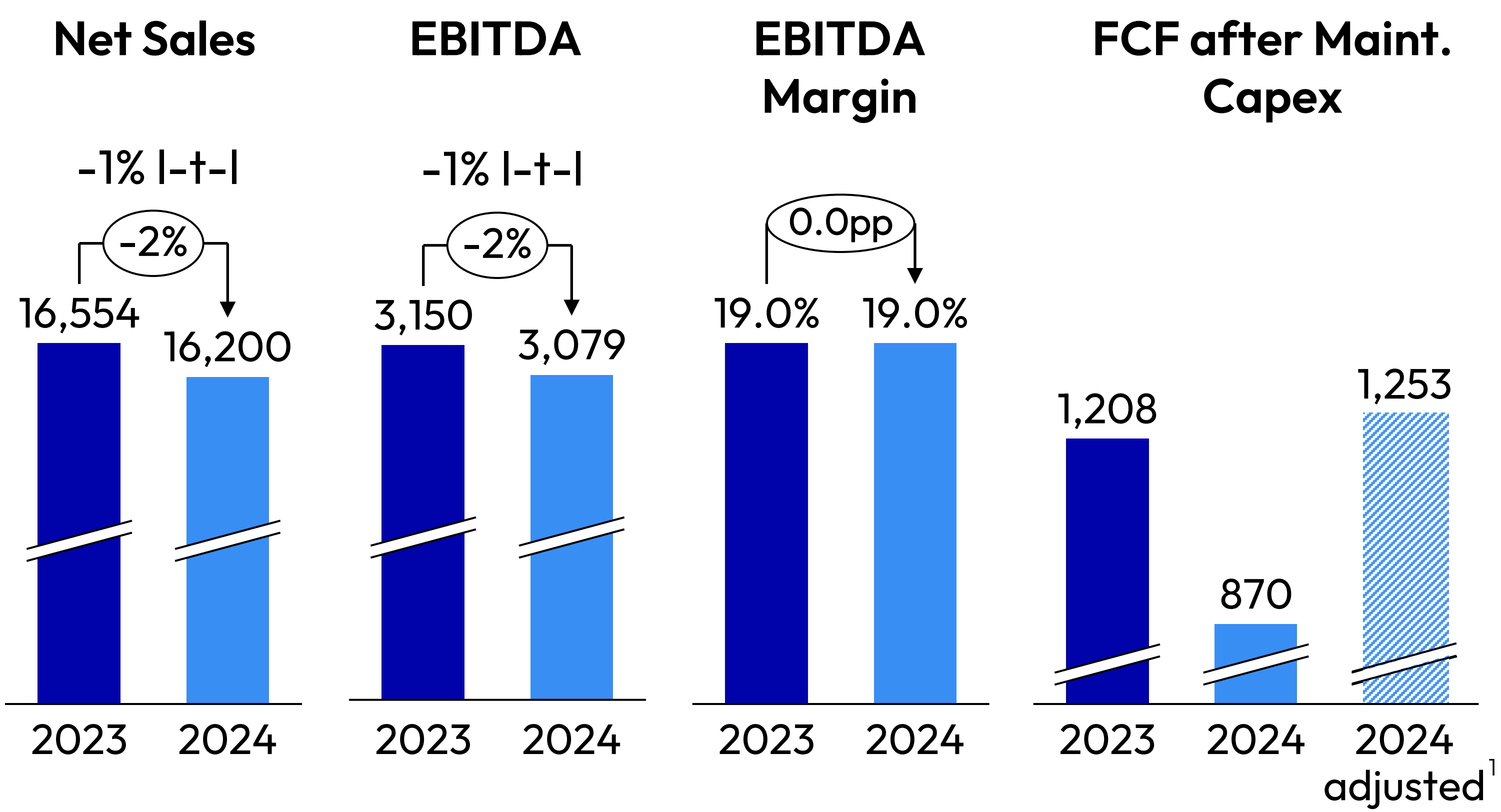
~$2.2 B in divestments leading to significant portfolio rebalancing

Announced progressive dividend program

EU Innovation Fund grant for CO_2 capture at Rüdersdorf plant

1) Adjusting for non-recurring cash taxes

2024: Delivering solid results after exceptional 2023



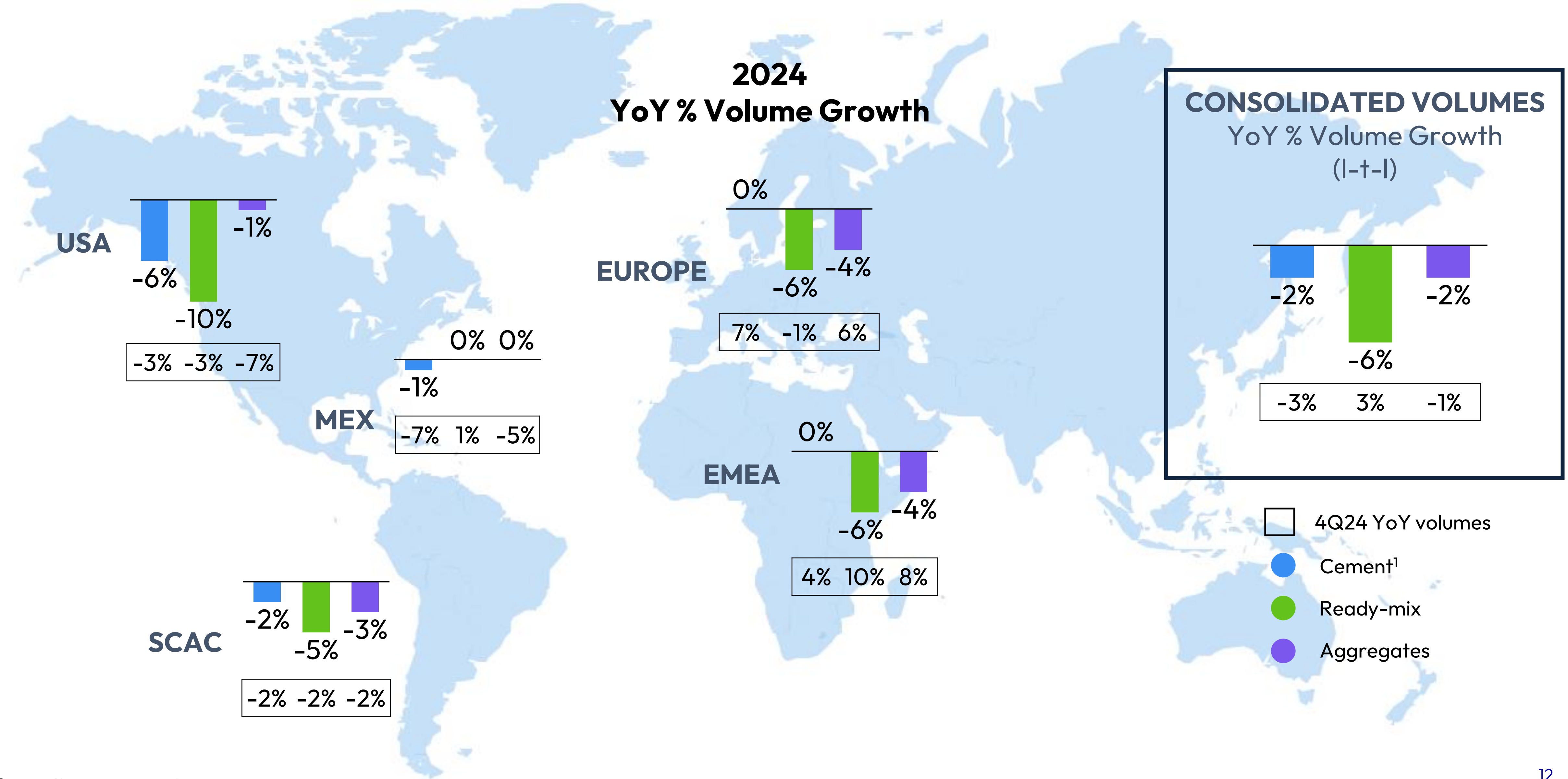
	Net Sales 2023	Net Sales 2024	EBITDA 2023	EBITDA 2024	EBITDA Margin 2023	EBITDA Margin 2024	FCF after Maint. Capex 2023	FCF after Maint. Capex 2024
4Q:	4,027	3,811	705	681	17.5%	17.9%	511	676
	0% l-t-l		+3% l-t-l		+0.4pp			

Millions of U.S. dollars

1) Adjusting for the payment of $383 M for 2024, related to a tax fine in Spain

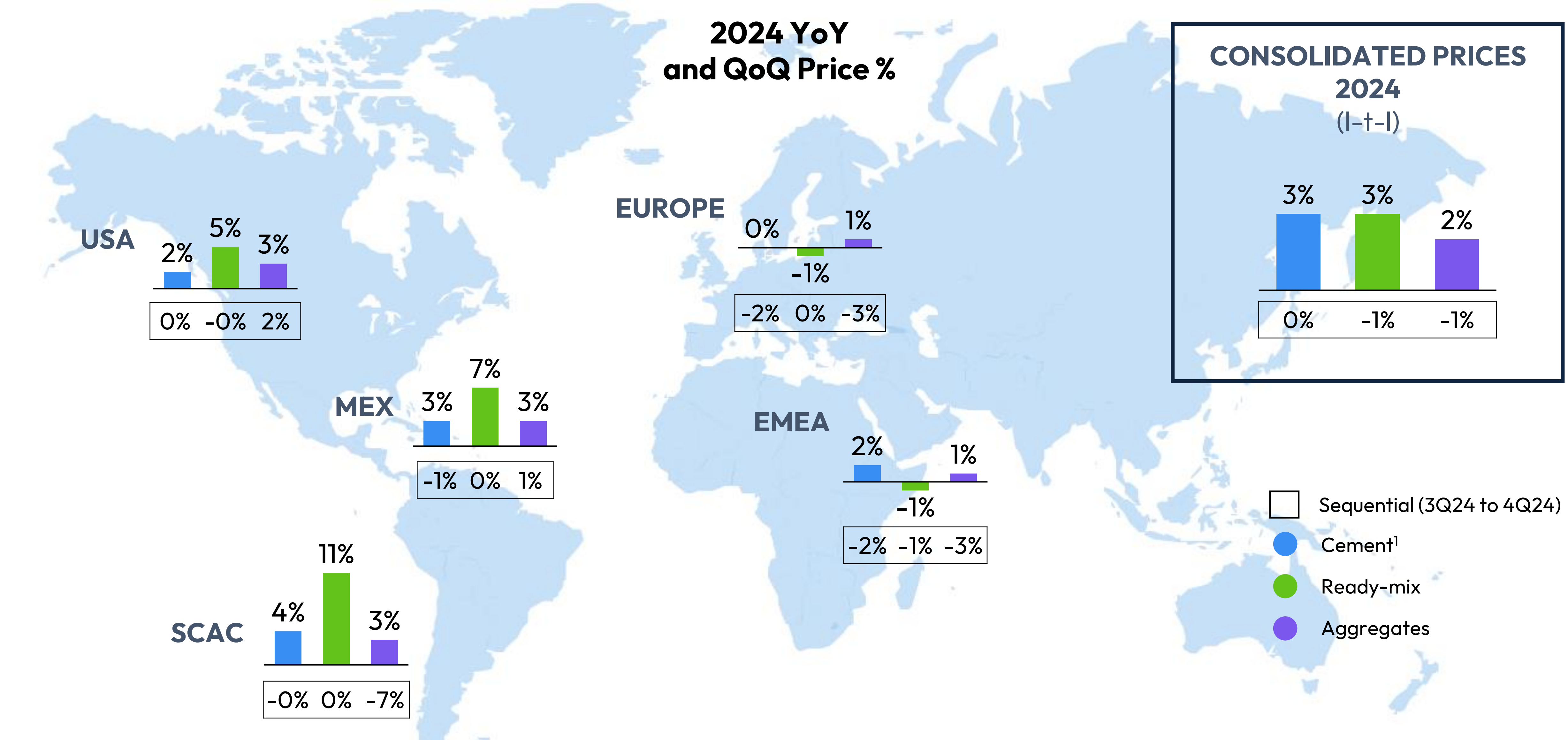
1550 On The Green, Houston, United States
Photo credit: Skanska

Volume environment improving in most markets



1) Domestic gray cement

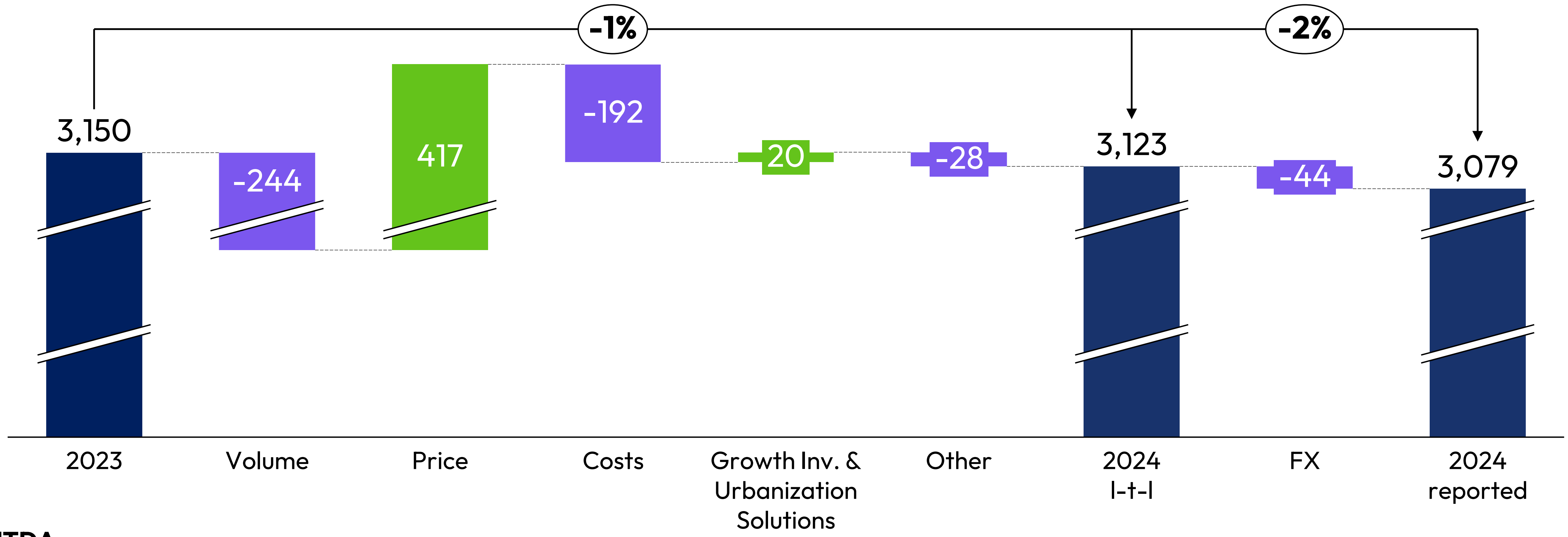
Pricing strategy more than offsetting cost inflation



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

2024
EBITDA Waterfall

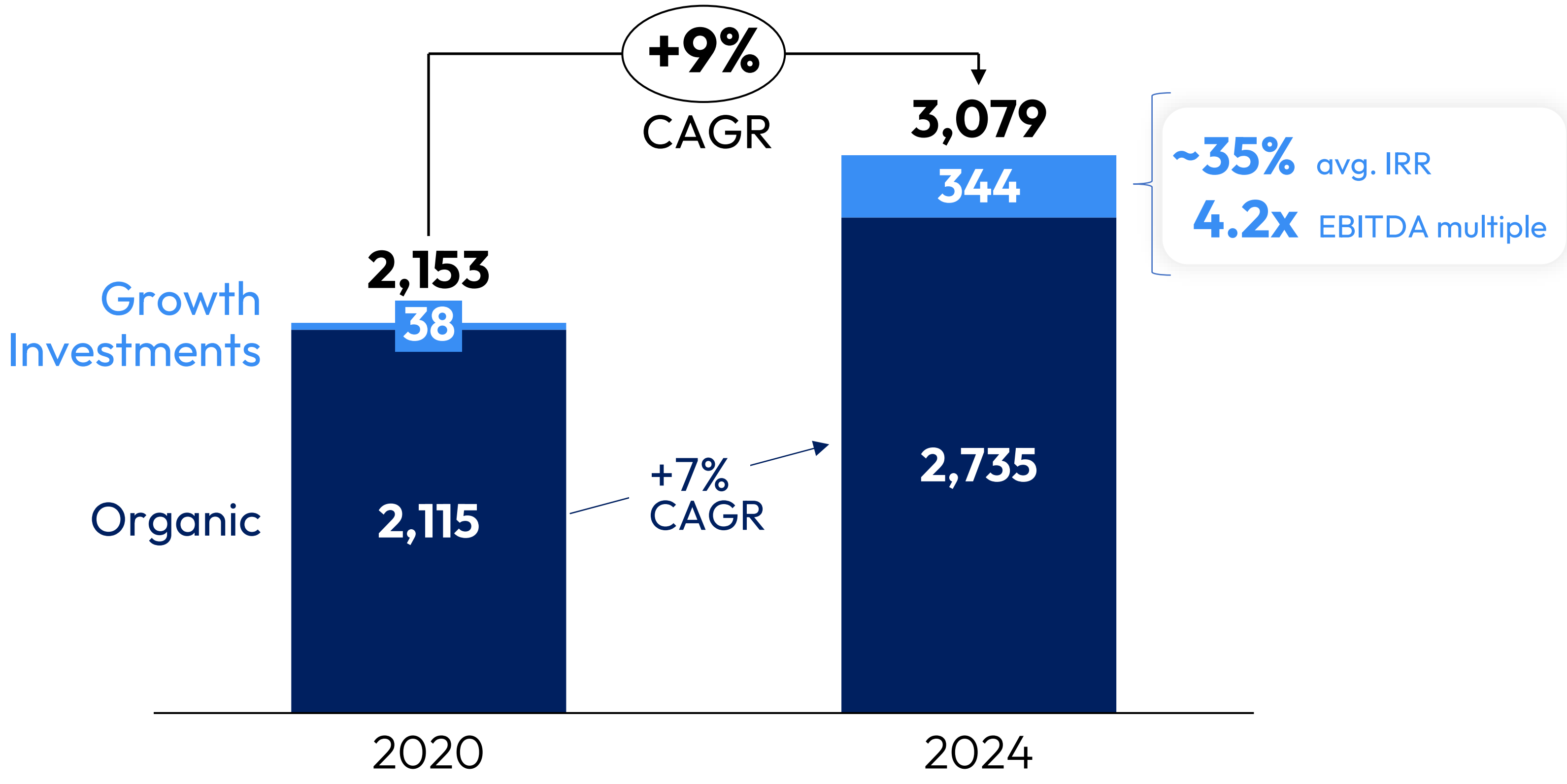


EBITDA margin	**19.0%**	**+0.0pp**	**19.0%**
COGS as % of Sales	66.3%	+0.1 pp	66.4%

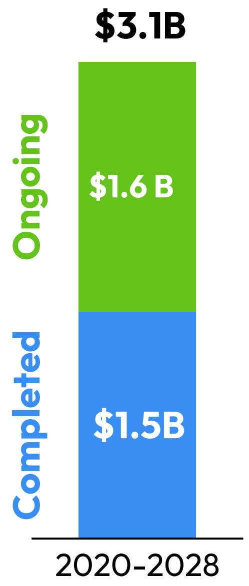
Millions of U.S. dollars

Growth Investments contributing with a ~2% increase in consolidated EBITDA growth

Consolidated EBITDA[1]
($ M)



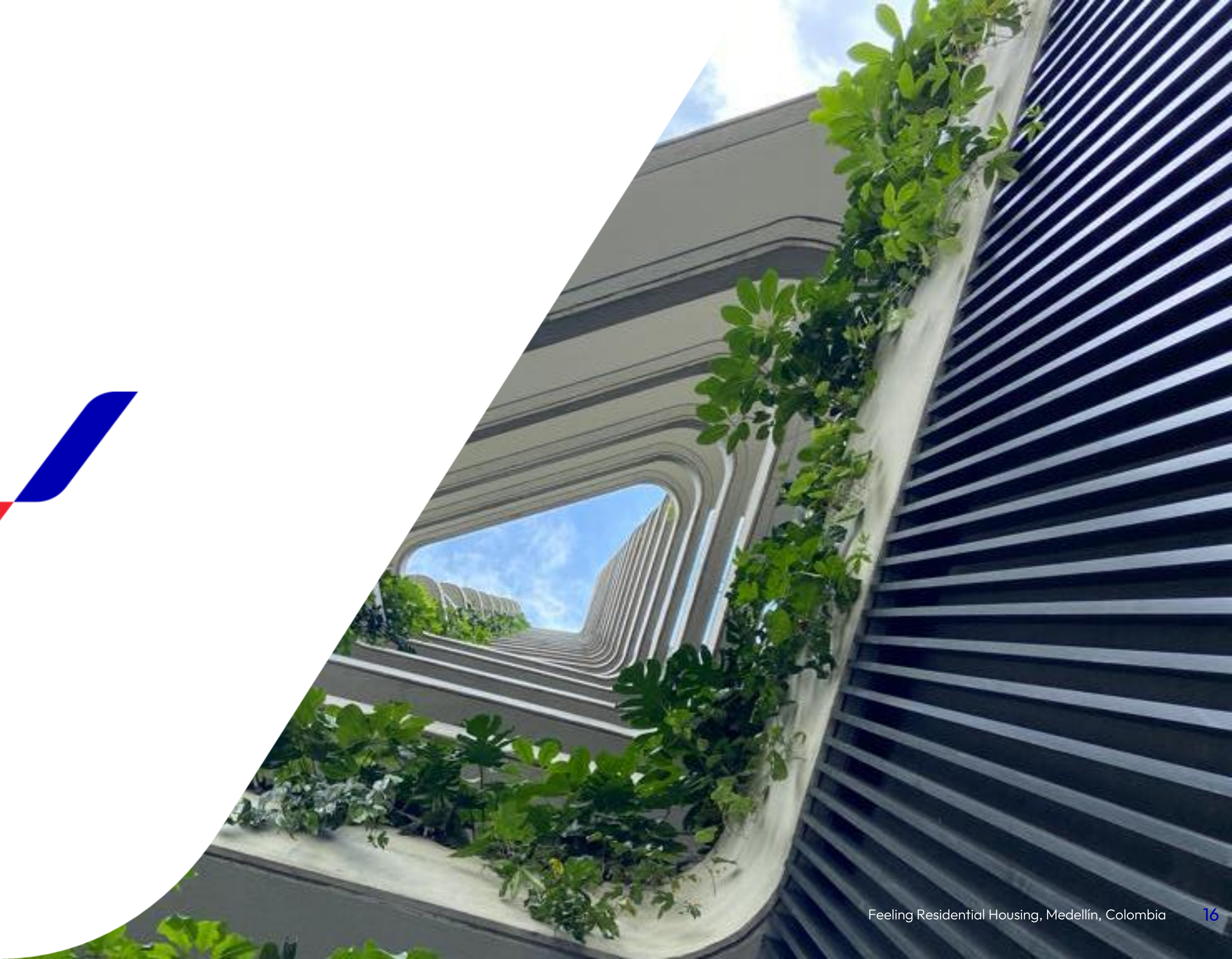
Growth Investments Portfolio



Expect EBITDA of **~$700 M by 2028**

1) All periods exclude Neoris, Philippines, Dominican Republic, and Guatemala
U.S. dollars

Regional Highlights

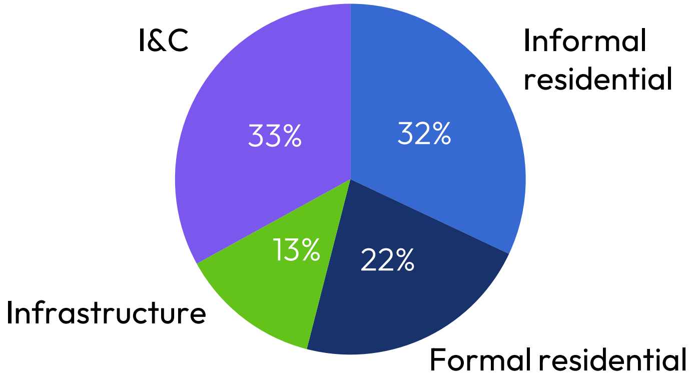


Feeling Residential Housing, Medellín, Colombia

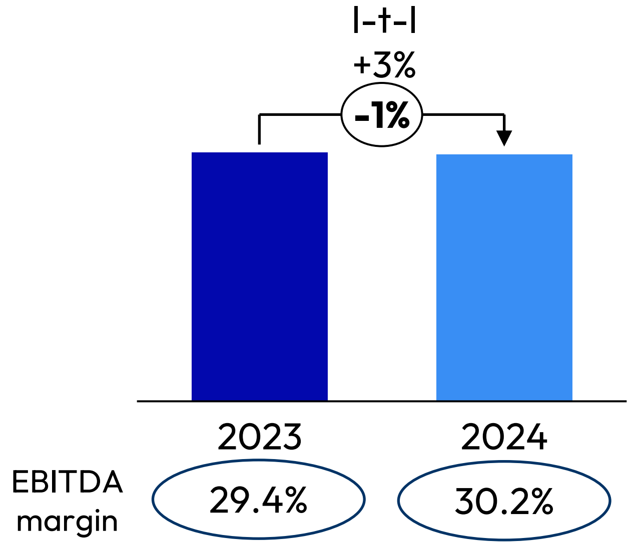
2024 Mexico: First half drives full year profitability

- Despite a challenging volume backdrop in the 2H24, EBITDA in 2024 increased +3% on a like-to-like basis with a margin improvement of +0.8pp
    - Depreciation of the Mexican peso resulted in an EBITDA effect of US$48 M in 4Q24 and $US52 M in 2024
- Demand had two speeds in 2024, with cement volumes growing 6% in 1H24 and declining -7% in the 2H24 post-election
- Ready-mix volumes remained supported by the formal sector in the Northeast and Central regions
- Announced January price increases of 15% in cement and 12% in ready-mix to offset rising input cost inflation
- For 2025, we are expecting a low to mid-single digit decline in cement volumes, a mid-single digit decline for ready-mix volumes, and flat volumes 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

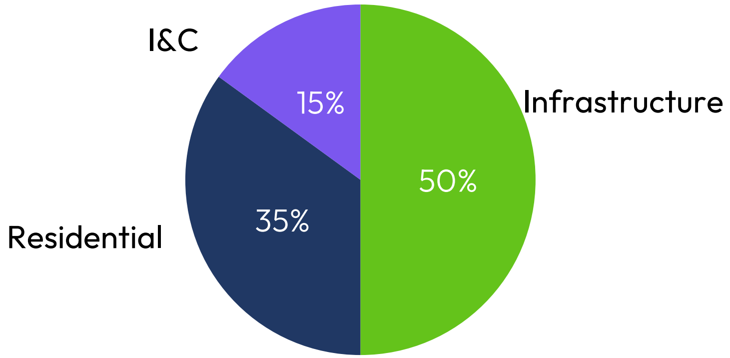


1) Cemex estimates

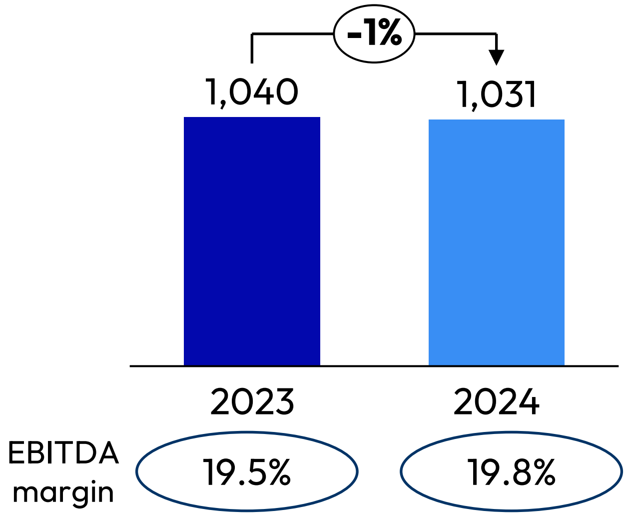
2024 U.S.: Higher margins despite weather

- Largely due to the hurricane Milton, cement and ready-mix volumes declined 3% in 4Q24, while aggregates declined 7%
- EBITDA in 2024 declined 1% YoY due to lower cement and ready-mix volumes, impacted by extreme weather conditions
    - Estimated impact of ~US$38 million on EBITDA due to adverse weather
    - Adjusting for these weather events, EBITDA would have increased 3%
- Impressive resiliency with EBITDA stable and EBITDA margin expanding, driven by cost optimization efforts, lower imports, and energy cost deceleration
- On a sequential basis, while cement and ready-mix prices remained stable in 4Q24, aggregates prices increased by 2%
- Guiding to low-single digit increase in cement and ready-mix volumes, and low-single digit decline in aggregates volumes in 2025
- Expecting improved conditions in 2025, supported by underlying demand for infrastructure, as transportation projects under the Infrastructure, Investment and Jobs Act continue to roll out, and the industrial sector, with significant investments in manufacturing projects.

Cement industry demand[1]



EBITDA

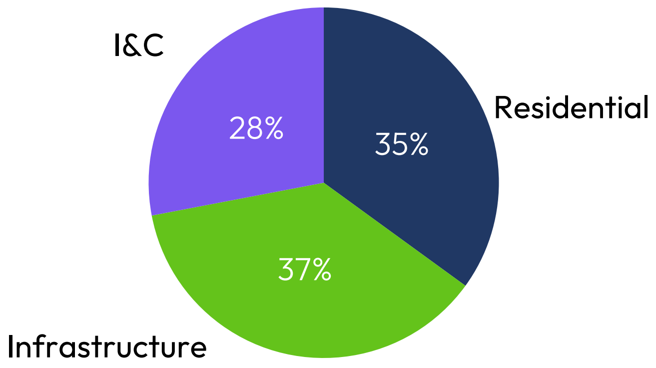


1) Cemex estimates

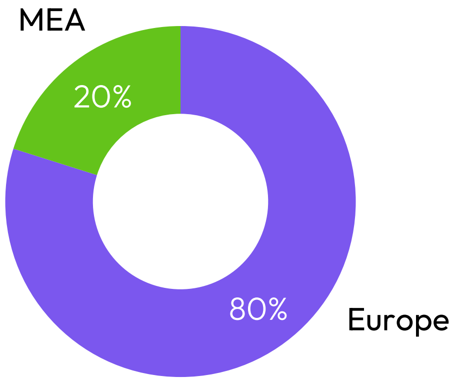
2024 EMEA: Strong 4Q results as Europe's recovery well underway

- EBITDA in 4Q24 grew by +43% on a like-to-like basis, with a margin expansion of 3.6pp, driven by volumes, operational leverage, as well as one-off adjustment in our UK operations
- In **Europe**:
  - All countries showing YoY volume growth
  - EBITDA increased by 30%, marking the second consecutive quarter of growth
  - Prices for our three core products for 2024 more than offset decelerating cost inflation, particularly in energy
  - On Climate Action, continues to test company record levels of decarbonization with a 5% reduction in 2024 in CO_2 per ton of cement
- In **MEA**, EBITDA increased due to better pricing dynamics in Egypt and improved construction activity in Israel
- Guiding in EMEA a low-single digit increase for cement and ready-mix volumes, and flat aggregates volumes in 2025

Cement industry demand[1]



2024 EBITDA by country[2]

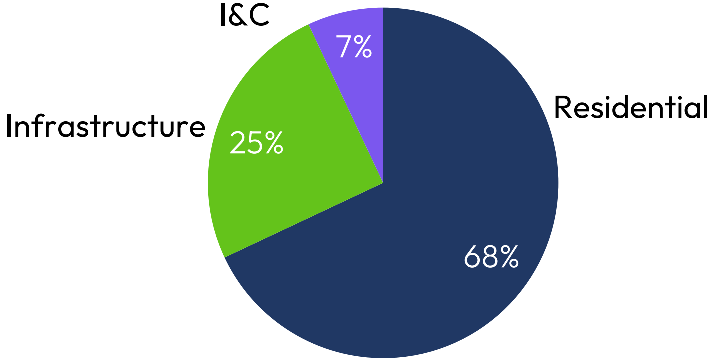


1) Cemex estimates
2) Percentages before intercompany eliminations

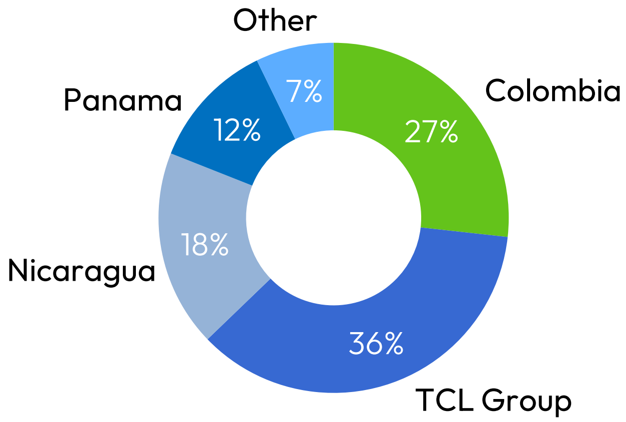
2024 SCAC: Positive results in soft demand environment

- Positive results in 2024 amidst a challenging demand backdrop, with growth in EBITDA led by positive pricing dynamics
    - EBITDA and EBITDA margin increased 2% and 0.1pp
- Cement and ready-mix prices in 2024 grew 4% and 11%, respectively, offsetting cost pressures and leading to a stable EBITDA margin
- The formal sector continues driving demand in the region with large infrastructure projects such as the Bogotá Metro, in which Cemex has been awarded more than 80% of total volumes, and the 4th bridge over the canal in Panama
- Our Urbanization Solutions business is expanding rapidly, posting record EBITDA growth of 36% in 2024, with a margin expansion of 5.3 pp
- Guiding to a mid-single digit increase in cement volumes and a low-double digit increase in ready-mix volumes in SCAC

Cement industry demand[1]



2024 EBITDA by country[2]



1) CEMEX estimates
2) Percentages before intercompany eliminations

Urbanization Solutions

Building sustainable cities focusing on 4 businesses

CEMEX

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

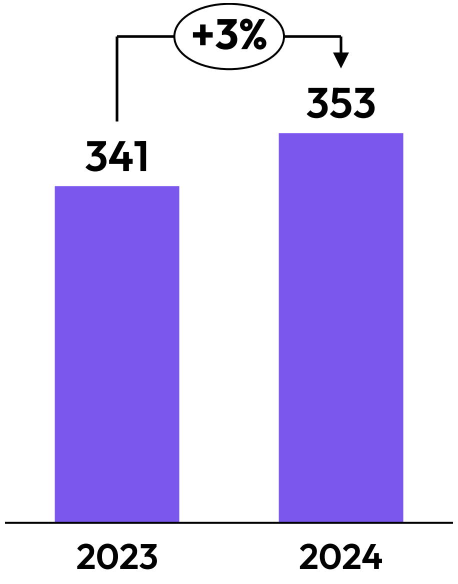
Focused on accelerating businesses with highly attractive growth rates & margins

Urbanization Solutions: Profitability driven by growth in higher margin businesses

CEMEX

EBITDA

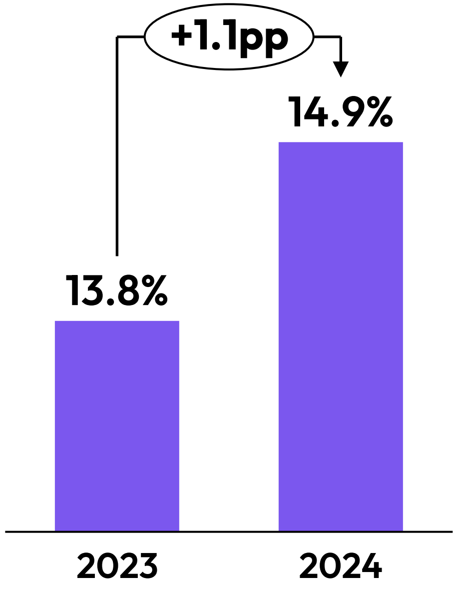
+4% l-t-l



4Q: 84 76

-5% l-t-l

EBITDA margin



4Q: 13.4% 14.6%

+1.2pp

	EBITDA CAGR 2019-24
Circular Solutions[1]	+90%
Mortars	+35%
Admixtures	+22%

Ambitious strategy to grow **Admixtures, Mortars, and Circularity** into **robust global platforms**

Millions of U.S. dollars

1) Includes Construction, Demolition, and Excavation Materials

Debt and Funding Framework

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

Most efficient capital structure

Ample liquidity through the cycle

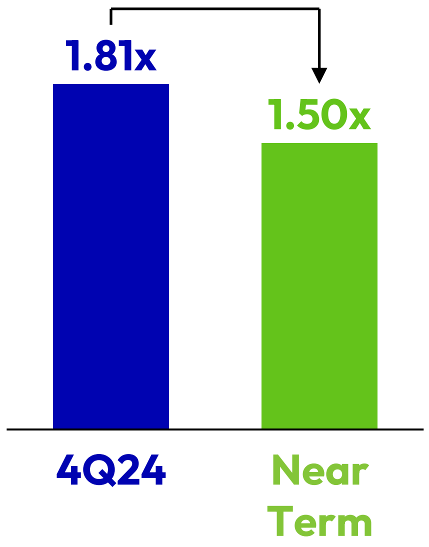
Flexible access to the capital markets

Prudent risk management to enhance FCF stability

Sustainable return of capital to shareholders

Financial strategy aligned with Future in Action roadmap

Leverage Ratio target



Investment Grade Rating by

S&P Global Ratings

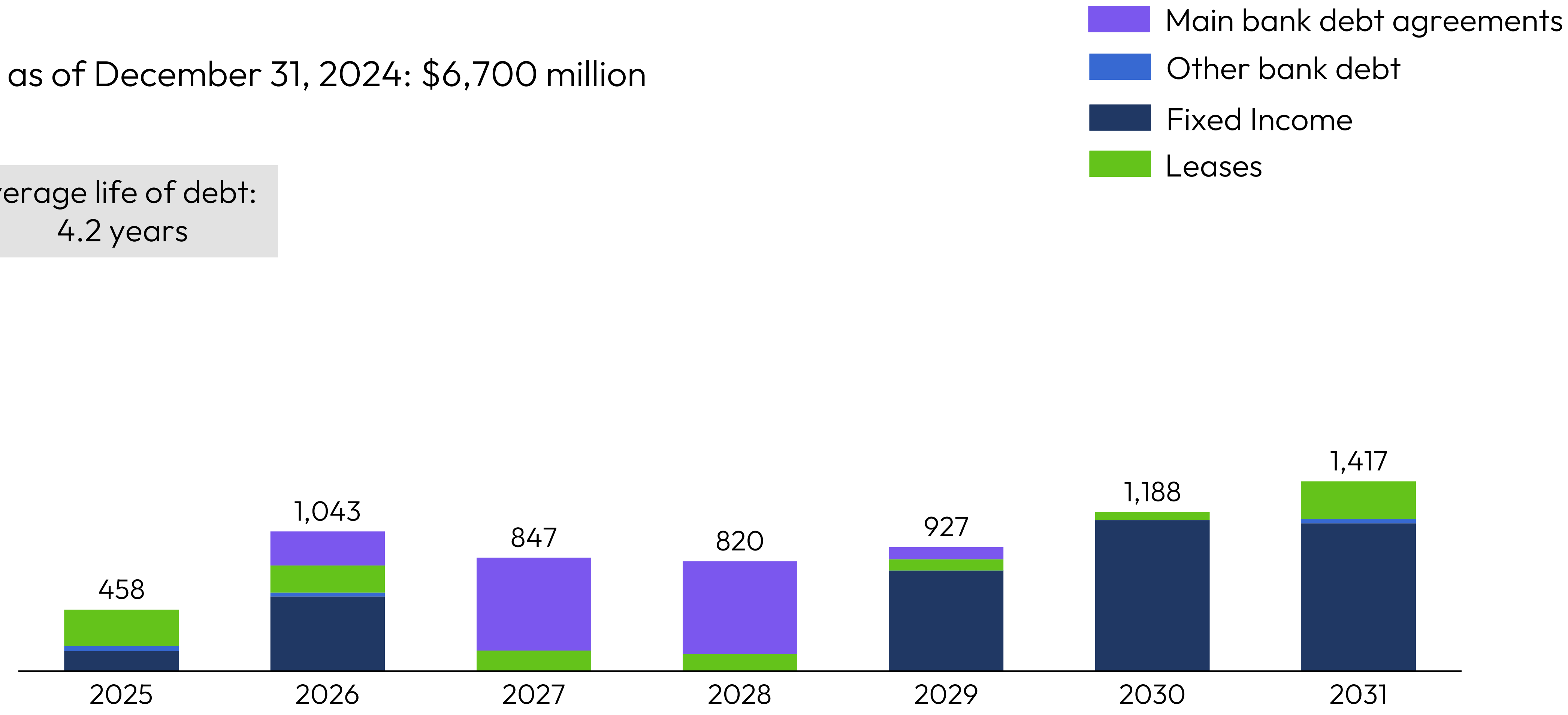
FitchRatings

BBB-
Stable outlook

Debt maturity profile as of December 31, 2024

Total debt as of December 31, 2024: $6,700 million

Average life of debt:
4.2 years

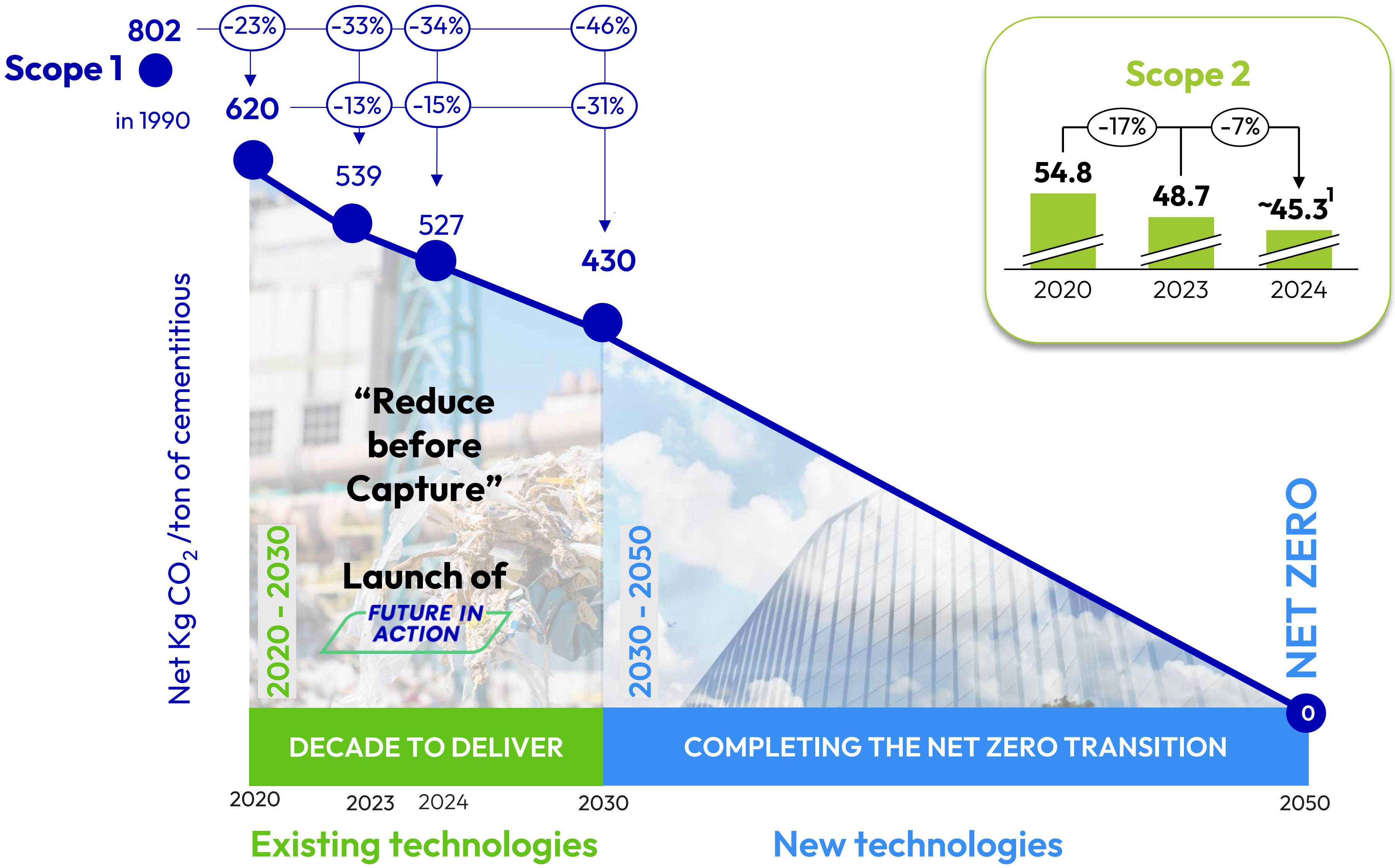


Millions of U.S. dollars

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

1) Preliminary figure; final figure to be published in our 2024 Integrated Report

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

2024
variation vs 2020

Alternative Fuels
Every **+1 pp in AF**, contributes **$3.2 M to EBITDA**

36.6%
+9.9 pp

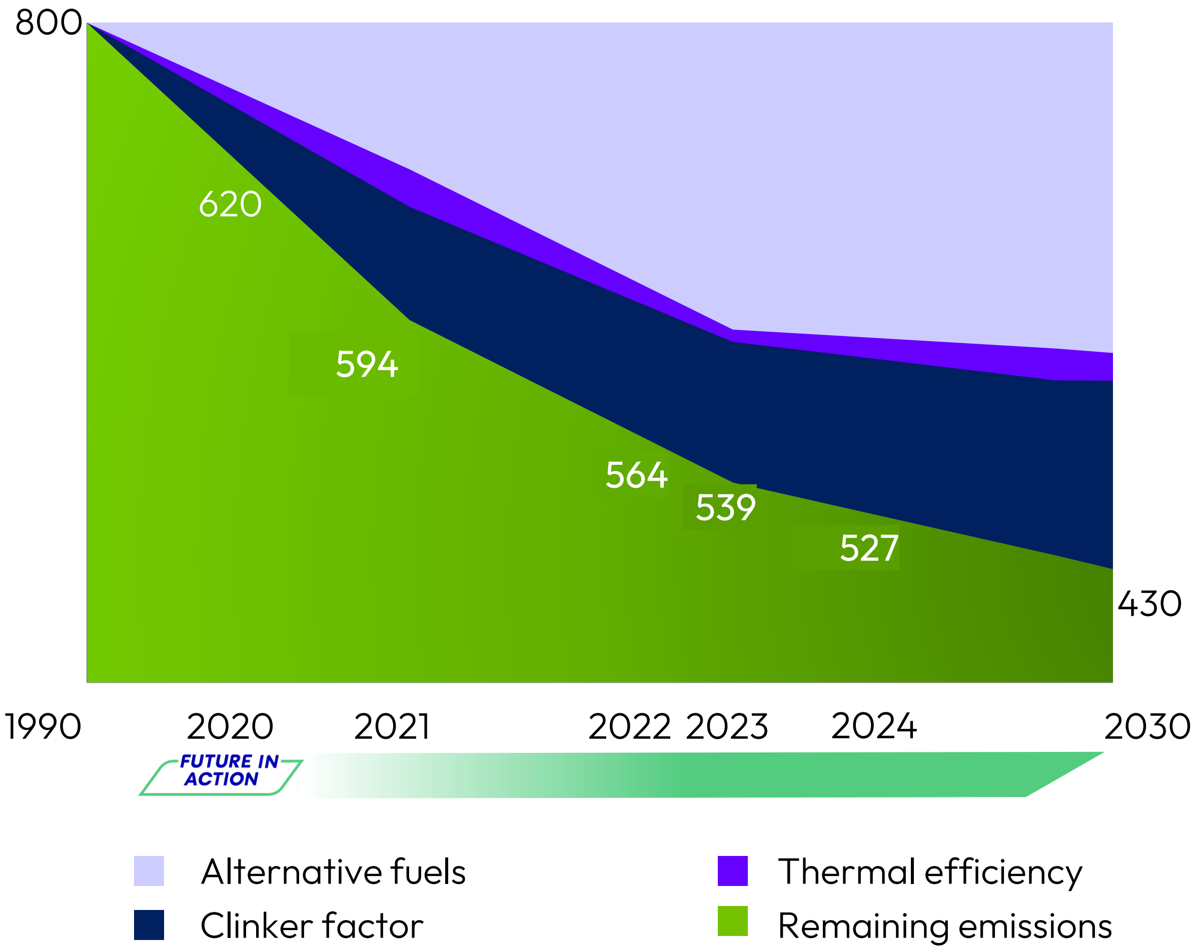
Clinker Factor
Every **-1 pp in CF**, contributes **$14.8 M to EBITDA**

72.8%
-4.4 pp

Alternative Raw Materials

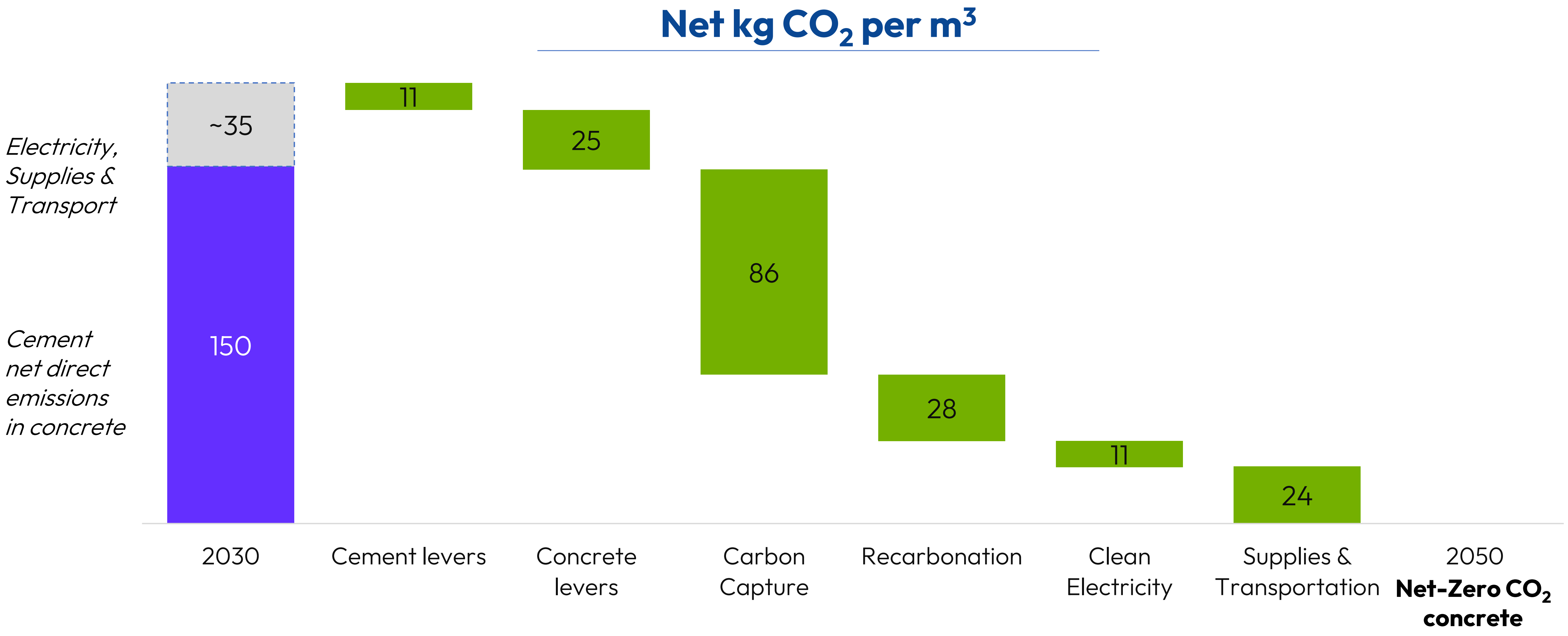
14.0%
+3.8 pp

Net Kg of CO_2 per ton of cementitious



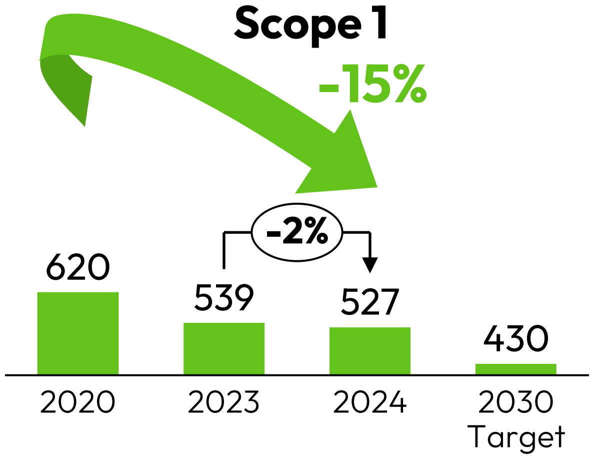
Note: EBITDA contribution based on 2024 prices and costs

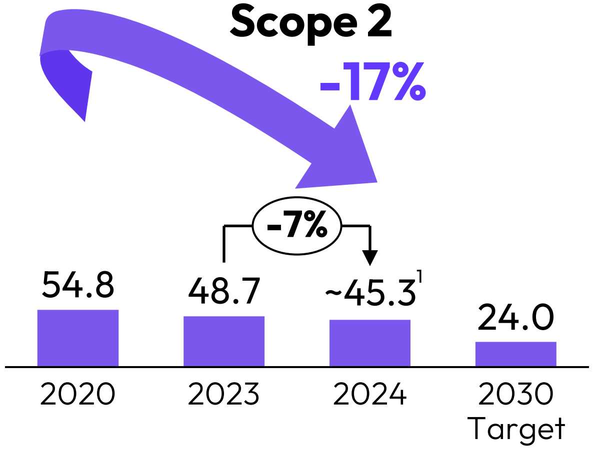
2030 to 2050 Roadmap to Net Zero CO_2 Concrete

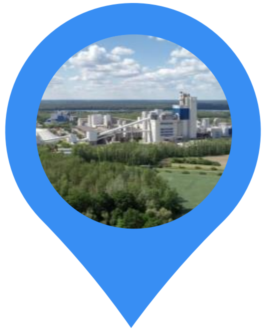


"Reduce before Capture" while innovating for Net Zero

Accelerating decarbonization:
doing in 4 years what used to take 16 years

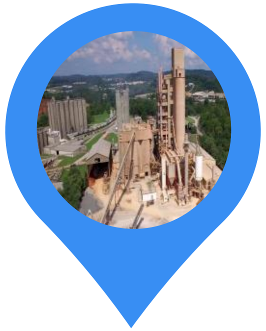






Rüdersdorf Cement Plant

- **Cemex led CCUS consortium** selected to receive €157 M from the EU Innovation Fund[2]
- Will be Cemex's first net zero plant
- Aiming to capture 1.3 M tons of CO_2/year



Knoxville Cement Plant

- Chosen for Department of Energy-funded **carbon capture, removal, and conversion test center**
- In collaboration with the University of Illinois and a coalition of U.S. cement producers
- One of five projects selected to share $101 M for developing CCUS test centers for cement and power

Kilograms of CO_2 per ton of cementitious. Scope 1 relates to net emissions. All information excludes the Philippines, Dominican Republic, and Guatemala.
1) Preliminary figure; final figure to be published in our 2024 Integrated Report
2) Grant subject to the successful completion of the grant preparation process and signing of an EU grant agreement

Rapidly gaining customer acceptance, reaching 2025 target in advance

CEMEX

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

Vertua®
LOWER CARBON*
% of total volumes

CEMENT 63%
Avg. 43% CO_2 reduction

READY-MIX 55%
Avg. 44% CO_2 reduction

Leading the industry in Digital Innovation

Delivering the best customer experience empowered by digital

Commercial

- 44 to 74 NPS from 2018 to 2024
- Best digital platform in the industry
- Global, end-to-end, multi-device, all products, and omnichannel
- Represents 65% of our total sales in 2024
- 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

International Museum of Baroque, Puebla, Mexico

Relevant Sustainability indicators

Carbon strategy	2023	4Q24	2024
Kg of CO_2 per ton of cementitious	539	529	527
Alternative fuels	38.8%	33.8%	36.6%
Clinker factor	73.7%	72.7%	72.8%

Customers and suppliers	2023	4Q24	2024
Net Promoter Score (NPS)	70	78	74
% of Sales using CX Go	65%	65%	65%

Low-carbon products	2023	4Q24	2024
Blended cement as % of total cement produced	80%	83%	82%
Vertua concrete as % of total	48%	53%	55%
Vertua cement as % of total	56%	66%	63%

Health and safety	2023	4Q24	2024
Employee fatalities	3	0	1
Employee (LTI) frequency rate	0.6	0.2	0.5
Operations with zero fatalities and injuries (%)	96%	99%	96%

Notes and Definitions

Note: All information included in this presentation considers the Philippines, Dominican Republic, and Guatemala, as discontinued operations for 2024 and 2023.

SCAC	South, Central America and the Caribbean
EMEA	Europe, Middle East and Africa
MEA	Middle East, and Africa
Cement	When providing cement volume variations, refers to domestic gray cement operations (starting in 2Q10, the base for reported cement volumes changed from total domestic cement including clinker to domestic gray cement)
LC	Local currency
l-t-l (like to like)	On a like-to-like basis adjusting for currency fluctuations and for investments/divestments when applicable
Maintenance capital expenditures	Investments incurred for the purpose of ensuring the company's operational continuity. These include capital expenditures on projects required to replace obsolete assets or maintain current operational levels, and mandatory capital expenditures, which are projects required to comply with governmental regulations or company policies
Sales	When referring to reportable segment sales, revenues are presented before eliminations of intragroup transactions. When referring to Consolidated Sales, these represent the total revenues (Net Sales) of the company as reported in the financial statements.
EBITDA	Means Operating EBITDA: Operating earnings before other expenses, net plus depreciation and operating amortization
EBITDA margin	Means Operating EBITDA margin: which is calculated by dividing our "Operating EBITDA" by our sales
Free cash flow	Cemex defines it as Operating EBITDA minus net interest expense, maintenance and expansion capital expenditures, change in working capital, taxes paid, and other cash items (net other expenses less proceeds from the disposal of obsolete and/or substantially depleted operating fixed assets that are no longer in operation and coupon payments on our perpetual notes)
IFRS	International Financial Reporting Standards, as issued by the International Accounting Standards Board
Pp	Percentage points
Prices	All references to pricing initiatives, price increases or decreases, refer to our prices for our products
Strategic capital expenditures	Investments incurred with the purpose of increasing the company's profitability. These include capital expenditures on projects designed to increase profitability by expanding capacity, and margin improvement capital expenditures, which are projects designed to increase profitability by reducing costs
USD/U.S. dollars	U.S. dollars
% YoY	Year-over-year percentage variation for the same period of the previous year

Contact Information

Investors Relations

In the **United States:**
+1 877 7CX NYSE

In **Mexico:**
+52 81 8888 4327

ir@cemex.com

Stock Information

NYSE (ADS):
CX

Mexican Stock Exchange (CPO): CEMEX.CPO

Ratio of CPO to ADS: 10 to 1