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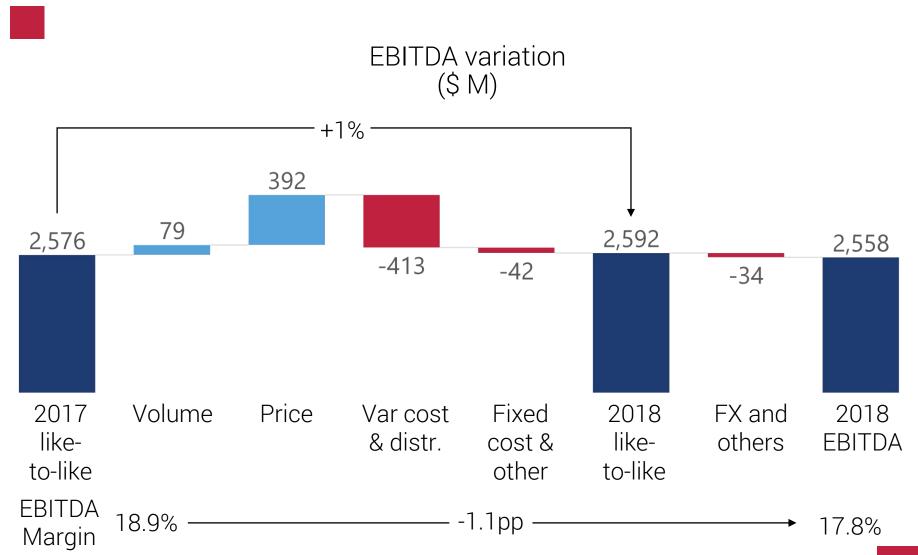
UNLESS OTHERWISE NOTED, ALL FIGURES ARE PRESENTED IN DOLLARS.

2018 was a year of solid achievements

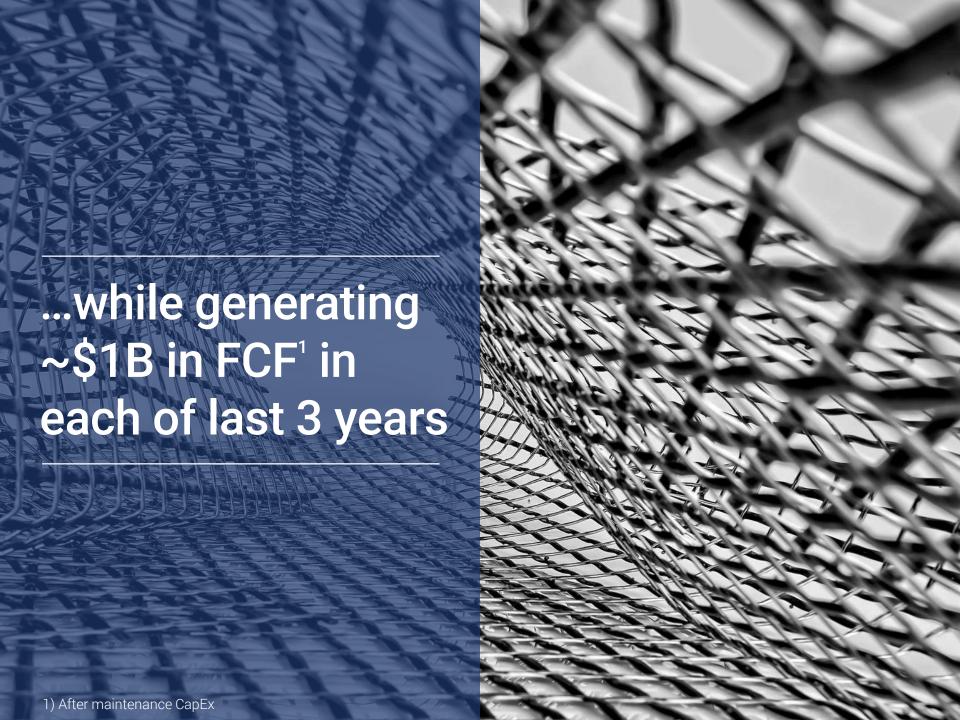
- Attained record Health & Safety results
- Launched A Stronger CEMEX to accelerate deleveraging and increase shareholder return
- Achieved top-line growth¹ of 6% with higher volumes and prices in core products
- Generated ~\$1B of Free Cash Flow² used to reduce Total Debt³ by ~8%
- Proposed \$150 M cash dividend and purchased
 \$75 M under share buyback program
- Enhanced management team and corporate governance
- CEMEX Go full implementation



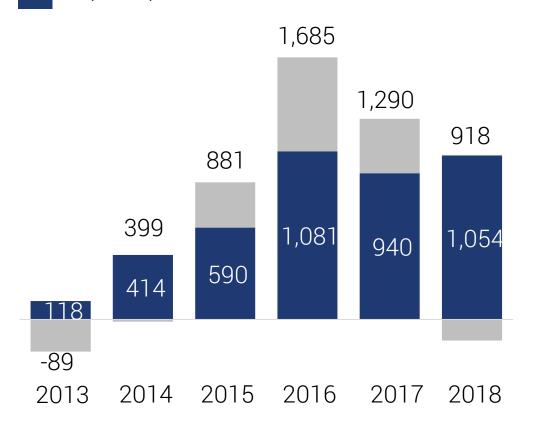
Resilient EBITDA generation despite headwinds...







Free Cash Flow¹ (\$ M)



36% 2018 FCF conversion²

~\$770 M

reduction in annual net financial expense since 2013

- Change in working capital
- FCF¹ excluding change in working capital



Contributing to our success since 2013

- Generated \$5.2 B of Free Cash Flow¹
- Asset sales of ~\$3.6 B at mid-teen multiples
- Unlocked \$1.1 B in working capital investment
- Reduced \$7.1 B of Total Debt² or ~40% decline
- Operating expenses³ as percentage of sales declined 1.3pp
- Improved operating efficiency by 3.7 M tons of cement
- Delevered from 5.49x to 3.84x
- Improved our credit rating to BB, two notches from investment grade

Higher uncertainty and moderating global growth in 2019

- Slowing global growth
- Shift toward dovish monetary policies
- Cautious business sentiment
- Higher market volatility
- Reduced energy headwinds
- Strong labor markets and resilient consumer confidence
- Positive outlook for infrastructure spending in most markets



Balanced by key demand drivers

- Slowing global growth
- Shift toward dovish monetary policies
- Cautious business sentiment
- Higher market volatility
- Reduced energy headwinds
- Strong labor markets and resilient consumer confidence
- Positive outlook for infrastructure spending in most markets



We are constructive on 2019



growth across all products on back of stronger infrastructure spending in most markets



Positive pricing outlook due to demand dynamics and need to recover input cost inflation



\$230 M of cost initiatives of which \$170 M expected to be realized in 2019



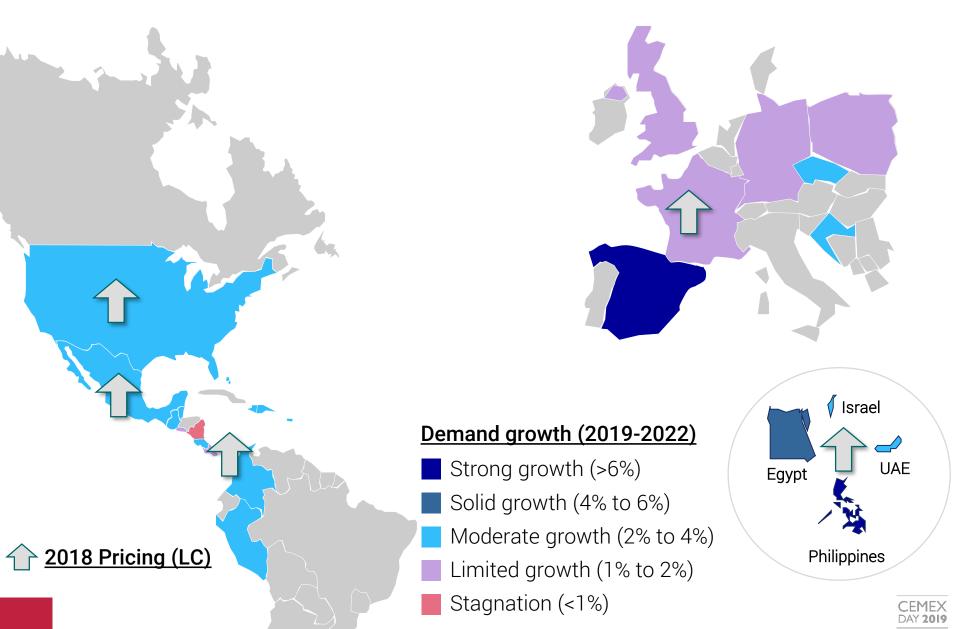
Energy headwinds to moderate



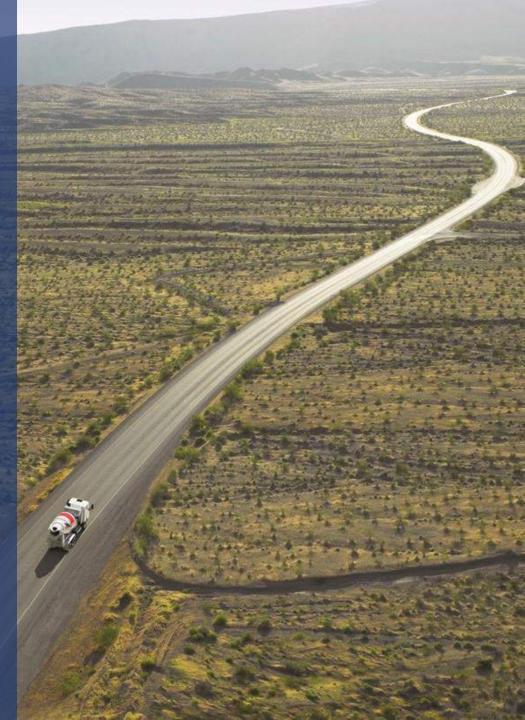
Measurable gains from commercial strategies powered by CEMEX Go



And we expect markets to grow over next 4 years



A Stronger CEMEX keeps us on track toward investment grade...



Portfolio

\$1.5 to 2.0 B asset sales

Accelerate Deleveraging

Achieve <3x leverage & reduce Total Debt by \$3.5 B by 2020

Return Capital to Shareholders

\$150 M dividends plus opportunistic share repurchases

Growth and Capital Recycling

Organic growth, divestments, and M&A

Operational **Initiatives**

\$230 M cost savings program





Leverage ratio¹

<3.0x

Financial targets

FCF conversion²

>50%

EBITDA margin

>20%

ROCE³

>10%



¹⁾ Consolidated funded debt/EBITDA

²⁾ Conversion of EBITDA into free cash flow after maintenance CapEx

³⁾ ROCE = Net Operating Profit After Tax/Net Assets









Customer Centricity



Implementing a digital transformation that is an industry first

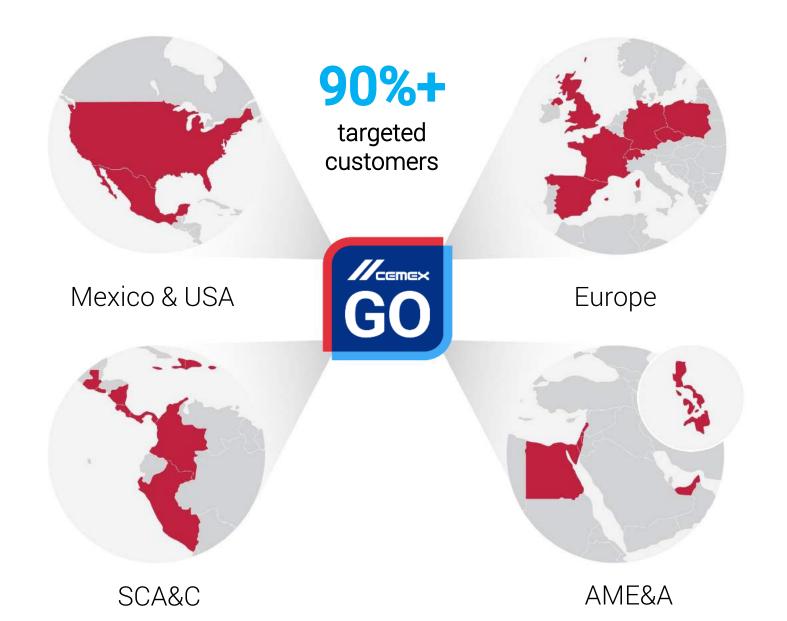
Available 24/7 **End-to-end** platform For all our For all our Device products segments agnostic

Fully implemented in all geographies





Fully implemented in all geographies



CEMEX DAY 2019

Fully implemented in all geographies



CEMEX DAY 2019

Will continue transforming our industry

Customer feedback

Employee experience

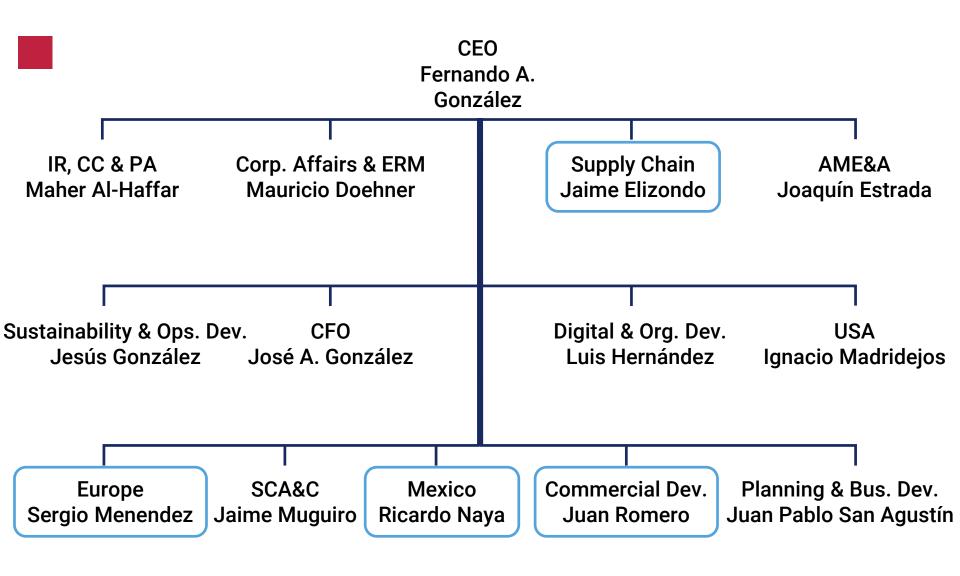
Systems integration

Benchmark market solutions

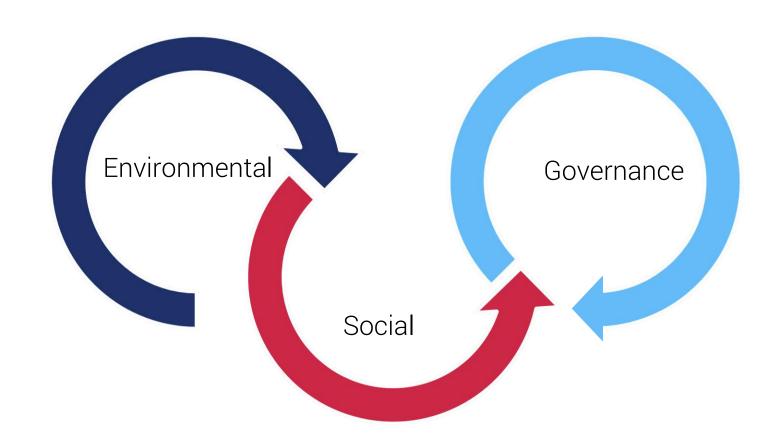
Emerging technologies



Realigned management to reflect strategic priorities



Remain committed to continually improving Environmental, Social and Governance practices





We are making important contributions to a sustainable environment

Alternative fuels utilization

Power from renewable sources

Reduction in clinker factor1

13 M T of waste used as fuels and raw materials



Equivalent to:

Waste produced in a year

7.9 M ⊤

of avoided CO₂ emissions¹



Emissions generated by electricity consumption

















First year ever with zero employee fatalities Industry leader in employee LTI frequency rate of 0.5 96% of operations were injury-free









79% recommend CEMEX as a good place to work 89% recommend CEMEX products and services to family and friends









16 M+ people positively impacted by social initiatives 100% of our cement plants have community engagement plans



Strengthening corporate governance

- Separation of Chairman and CEO roles in 2014
- 60% of current Board members joined in last 4 years¹
- Reduced average tenure to 11, from 18 years in 2014¹
- Improved Board diversity¹
- Improved content of proxy materials and disclosure process



Continue to improve Health & Safety performance

Continue to implement A Stronger CEMEX

What to expect from us

- Deliver solid top-line growth with pricing in excess of input costs
- Sustain FCF of ~\$1 B per year supporting deleveraging path to reach < 3.0x target
- Provide a superior customer experience enabled by digital technologies
- Strengthen Environmental, Social and Governance practices



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A Stronger CEMEX accelerates our path to investment grade

Portfolio
Optimization

\$1.5 to 2.0 B asset sales

Accelerate Deleveraging

Achieve <3x leverage & reduce Total Debt by \$3.5 B by 2020 Return Capital to Shareholders

\$150 M dividends plus opportunistic share repurchases Growth and Capital Recycling

Organic growth, divestments, and M&A

Operational Initiatives

\$230 M cost savings program



A Stronger CEMEX accelerates our path to investment grade

Optimizatio

\$1.5 to 2.0 B asset sales

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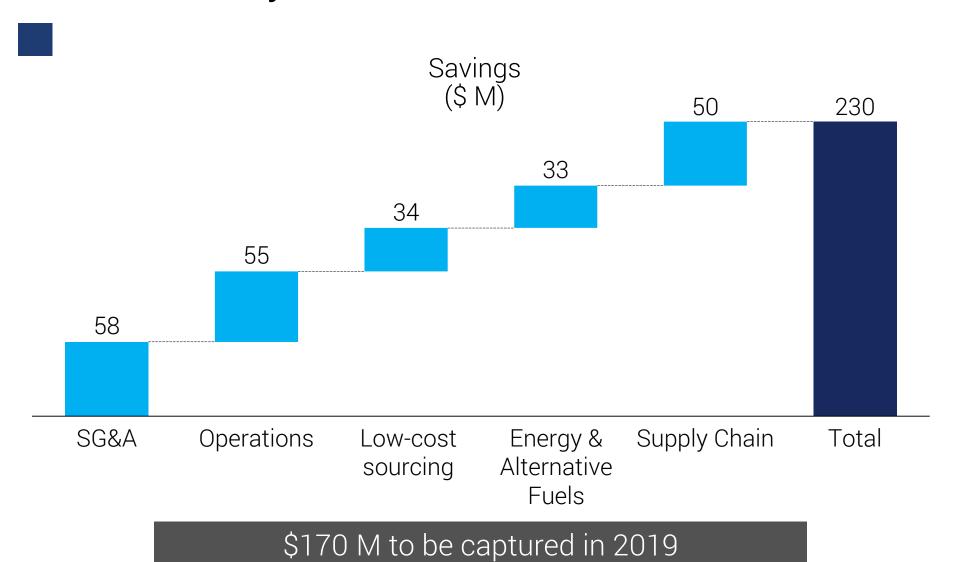
Organic growth divestments, and M&A

Operational Initiatives

\$230 M cost savings program



\$230 M of recurring operational improvements to be achieved by 2020





A Stronger CEMEX accelerates our path to investment grade

Portfolio Optimization

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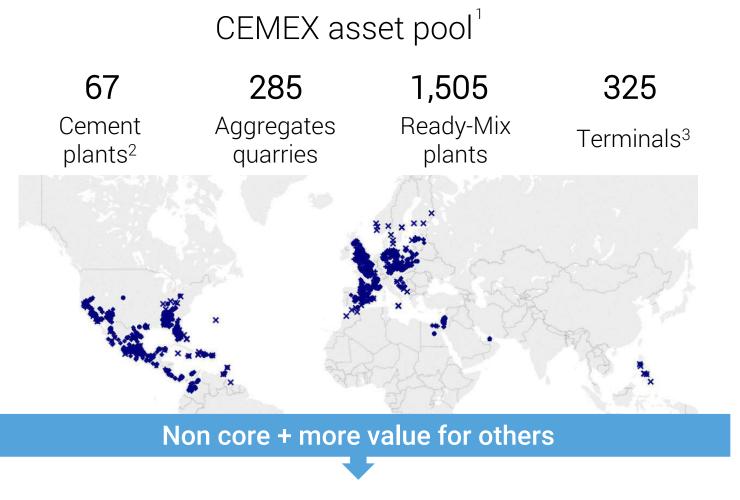
Organic growth divestments, and M&A

Operational Initiatives

\$230 M cost savings program



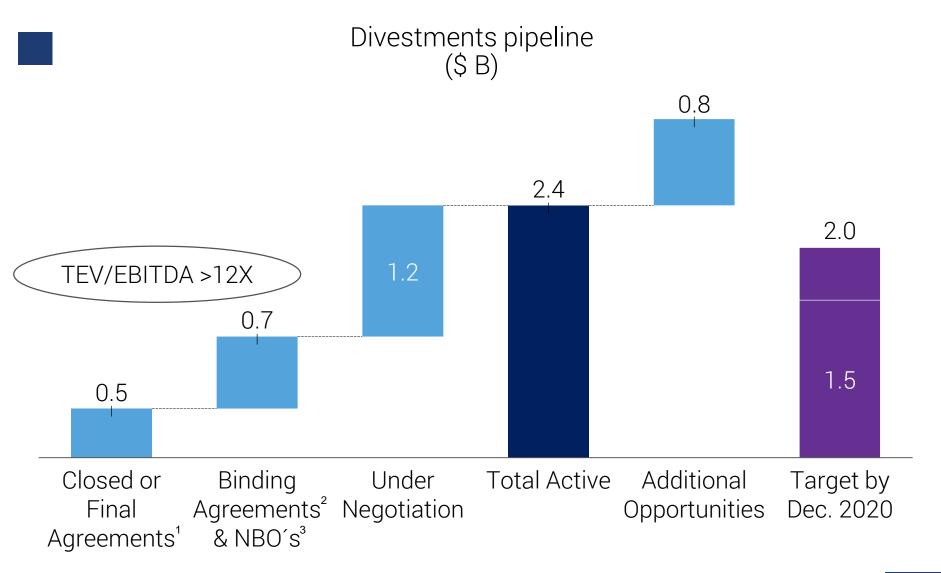
Disciplined framework to identify our divestment pipeline







On track to reach our 2020 asset sale target





A Stronger CEMEX accelerates our path to investment grade

Operational Initiatives

\$230 M cost savings program Portfolio Optimization

\$1.5 to 2.0 B asset sales

Accelerate Deleveraging

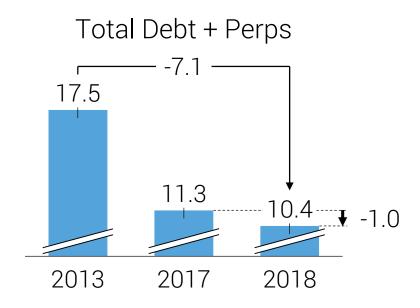
Achieve <3x leverage & reduce Total Debt by \$3.5 B by 2020 Return
Capital to
Shareholders

\$150 M dividends plus opportunistic share repurchases Growth and Capital Recycling

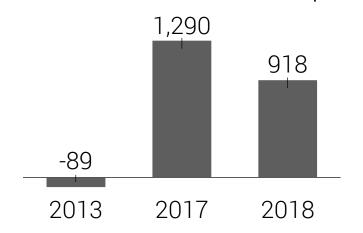
Organic growth divestments, and M&A



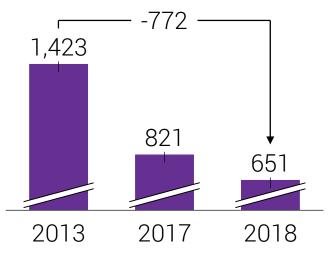
Another year of robust deleveraging



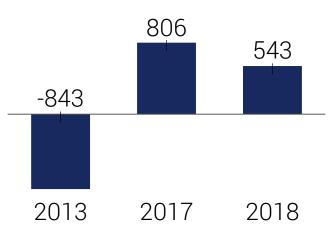
FCF after Maintenance CapEx













Recent transactions and credit upgrade enhance debt profile

Fixed income

- Issued €400 M of 3.125% notes due 2026
- Partial redemption of the €550 M 4.375% notes due 2023

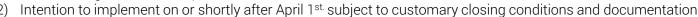
Bank debt²

- Consents received for¹:
 - Extending ~\$1 B of Jul'20 and Jan'21 maturities for 3 years
 - Incorporating IFRS 16 in calculations

Credit rating

 Fitch Ratings upgrade to BB on the global scale and A+(mex) on the national scale

¹⁾ Amendments to neutralize the effects of IFRS 16 (leases) adoption, capital expenditure limits, migration to net debt leverage and move leverage covenant step down to June 2020

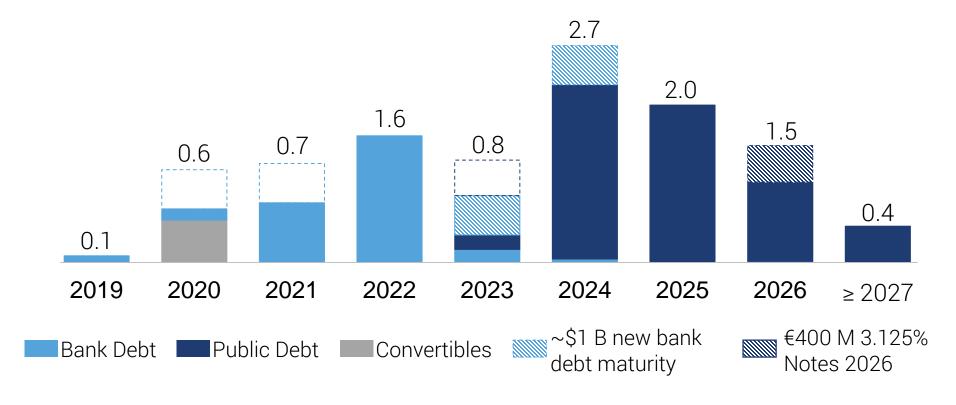




Healthy debt profile with attractive cash cost of debt

Pro-forma¹ debt profile as of Dec. 31, 2018 (avg. life of 4.9 yrs)

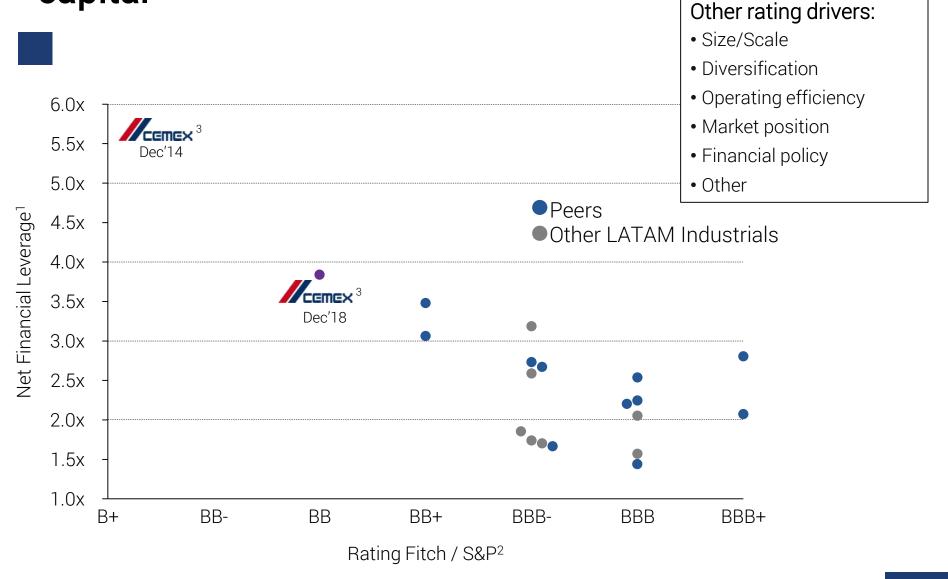
Convertible notes	2020
Notional amount	US\$521 M
ADSs upon conversion	47.3 M
Conversion price	US\$11.01



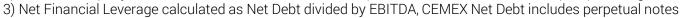
¹⁾ Giving pro-forma effect to issuance of €400M of 3.125% notes due 2026 and partial redemption of €550M of 4.375% notes due 2023 and tenor extension of exchanging lenders and amendments becoming effective in bank debt agreement



Significant upside from rerating of our cost of capital

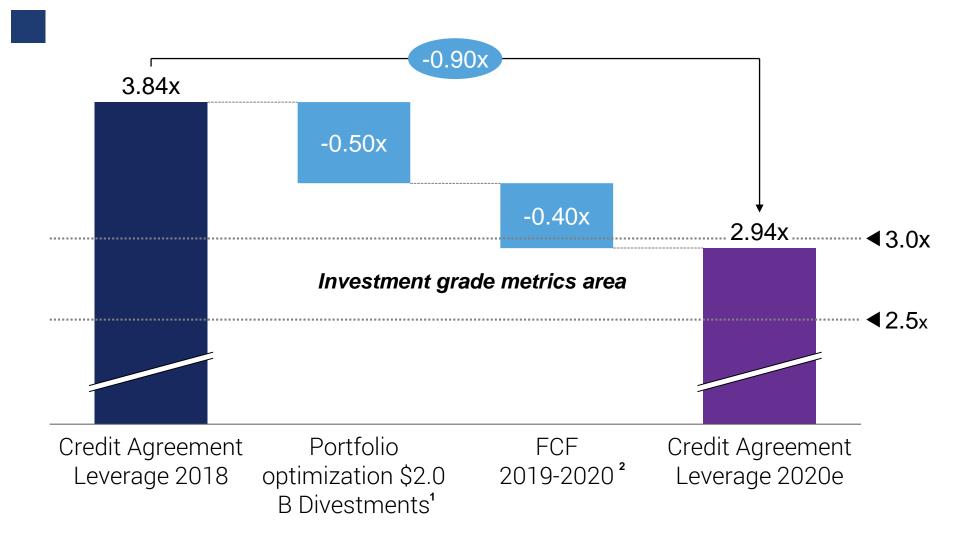


¹⁾ Source: Company's financial statements as of Jun'18, Sep'18 and Dec'18 as available; 2) If split rating, the highest is shown





A Stronger CEMEX accelerates our path to investment grade



¹⁾ Asset divestments @10x TEV/EBITDA and FCF neutral

²⁾ FCF of \$1.0 B after considering possible dividend payment of \$150 M during each year

A Stronger CEMEX accelerates our path to investment grade

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\$230 M cost savings program Portfolio Optimization

\$1.5 to 2.0 B asset sales

Accelerate
Deleveraging

Achieve <3x leverage & reduce Total Debt by \$3.5 B by 2020 Return Capital to Shareholders

\$150 M dividends plus opportunistic share repurchases Growth and Capital Recycling

Organic growth divestments, and M&A



Focused on shareholder value creation

Returning cash to shareholders



Dividends

- First cash dividend since 1996
- \$150 M dividend expected to be paid semiannually¹

Share buybacks

- \$75 M repurchased during 2018 (~1% of outstanding shares)
- Opportunistically activate share buyback program¹



A Stronger CEMEX accelerates our path to investment grade

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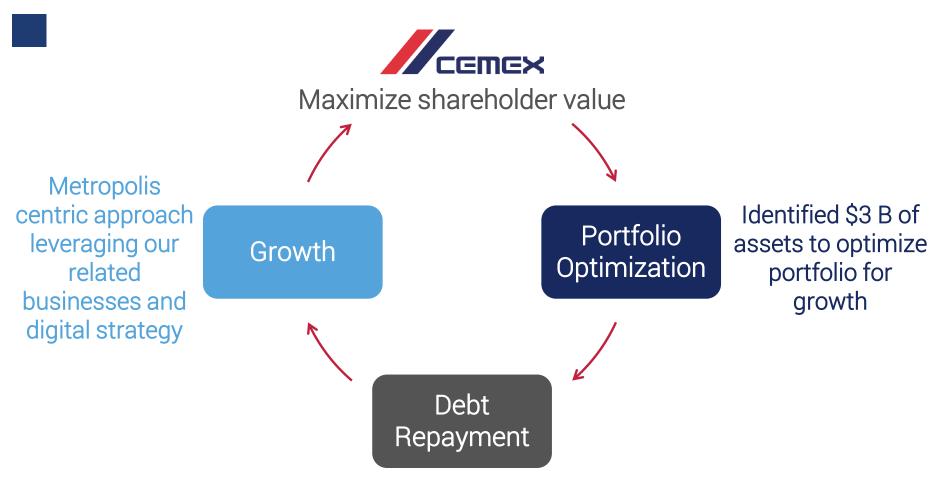
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Organic growth, divestments, and M&A



Capital recycling strategy maximizes value for shareholders



Reach investment grade capital structure (leverage < 3x) by 2020



Multi-dimensional approach to complement our organic growth

Detailed view of the markets at a metropolis level ...



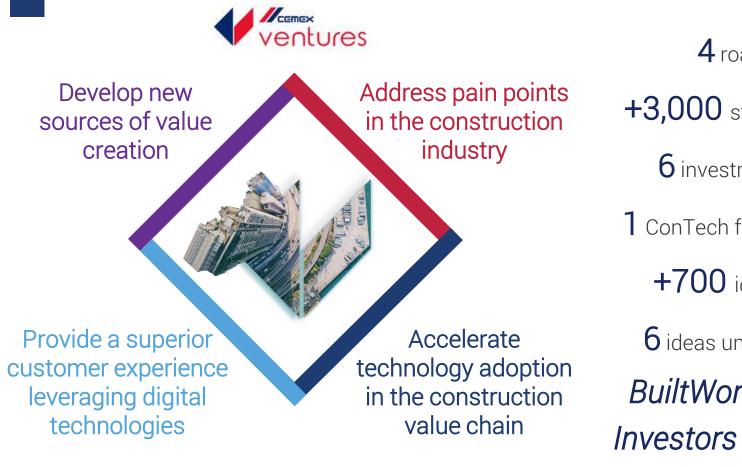
... leveraging our current related business footprint



Current related business EBITDA ≈ \$200M



Boosted by CX Ventures' quest for new value propositions across the construction ecosystem



4 roadshows

+3,000 startups reviewed

6 investments signed

1 ConTech fund participation

+700 ideas received

6 ideas under incubation

BuiltWorlds Venture
Investors 50 List 2018



What to expect from us

Deliver \$230 M benefit from cost savings program

 Optimize portfolio by divesting between \$1.5 B to \$2.0 B of assets

Achieve leverage below 3.0x by 2020

Return cash to shareholders

Create shareholder value through a cohesive growth strategy



Luis Hernández EVP Digital and Organizational Development Juan Romero EVP Global Commercial Development

Superior customer experience enabled by digital technologies



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Why is digital transformation critical to us?



Customer-driven world



Innovative commercial models to drive economic value



Highly competitive environment



Emerging business models



Opportunities and risks presented by new technologies



New sources of revenue & growth



We know our customers



We exceed their needs

PEOPLE

TECHNOLOGY

DATA & ANALYTICS

CUSTOMER CENTRICITY



We monetize relationships







of our customer experience and supporting operations

Empower
innovation with
clear priorities and
agile, transparent
and disciplined
execution



Prospect and invest in new value propositions across the construction ecosystem







Our digital solutions are evolving to offer customers a superior omnichannel experience

Online Stores

Salesforce & Service Agent Enablement

Order Fulfillment

Digital Marketing

Driving impact

- Augment growth by improving net promoter score (NPS)
 and reinforcing CEMEX's position as the supplier of
 choice, driving customer loyalty and reducing churn
- Reconfigure and optimize our sales force and service centers towards high value added activities
- Utilize data and analytics to improve our business as well as that of our customers
- Drive operational savings through automation, enabling self-service and paperless interactions



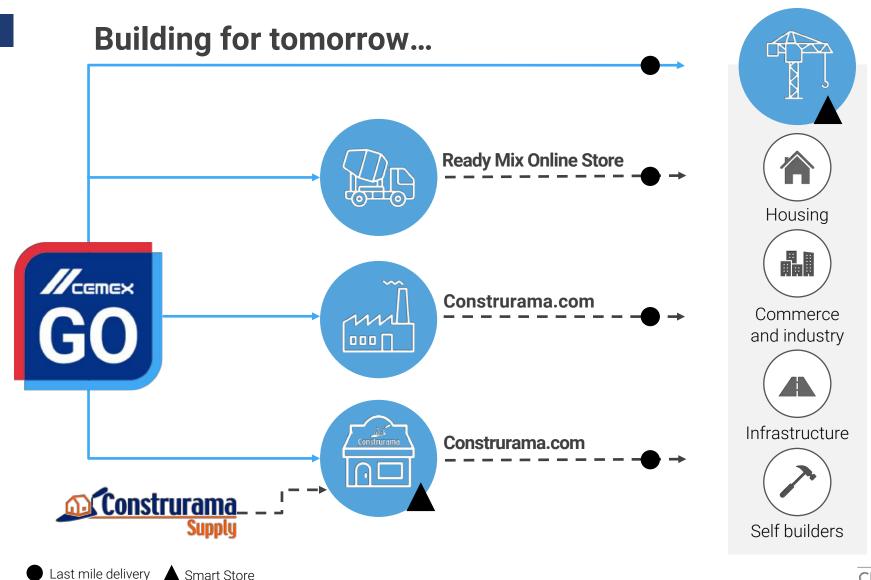
Digital transformation impacting our customers' business







Digital transformation impacting our customers' business





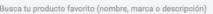
- 2,000 stores in MX
- \$2B in annual sales
- 8,500 trucks to cover last mile delivery
- Average 4,000 SKUs in store







Otros Materiales



Herramienta

Ferretería



Promociones





INICIO / OTROS MATERIALES



Aceros



BEXEL

Cemento

SIKA

GÉNERICO

CALIDRA

CEMIX

Básicos de Construcción

Material Eléctrico

Ordenar por: Relevancia ~

Acabados





1 - 22 de 22 Artículos



11X14X28Cm, Pieza **GENÉRICO**

Disponible: 48 hrs

* * * * Una calificación

Calificar producto

\$4.35











* * * * Una calificación











Cemento

TOLTECA CEMEX MULTIPLAST Aceros

INICIO / OTROS MATERIALES

⚠ Construrama

Otros Materiales

Acabados

Material Eléctrico

Comparar

Herramienta

Ferretería

Promociones

Subcategoría V Cemento Blanco Cemento Extra Mortero Cemento Big Bag Cemento Impercem ver todas... Marca

Cemento

Ordenar por: Relevancia V



1 - 9 de 9 Artículos

Comparar



Tolteca, Cemento Gris Cpc30R Extra 25 Kg, Saco CEMEX



Disponible: Mismo dial



Calificar producto

\$114.60



Tolteca, Cemento Mortero 25 Kg, Saco CEMEX



Disponible: Mismo díal



Calificar producto

\$63.89



Tolteca, Cemento Gris Cpc30R Extra 50 Kg, Saco CEMEX



Disponible: Mismo día!

Comparar

Comparar



Calificar producto

\$184.38



Cpc30Rb 25 Kg, Saco CEMEX Mismo día!



Comparar



Calificar producto

\$146.37



Cemex, Cemento Blanco Cpc30Rb 50 Kg, Saco



Cemex, Cemento Gris Cpc40 Big Bag, Tonelada



Cemex, Multiplast 40 Kg, Saco



Tolteca, Cemento Impercem Cpc30R 50 Kg, Saco

Driving impact

- Onboard all 2,000 Mexican Construrama stores to digital platforms by 2020
- Offer 20,000 SKUs online by 2020
- Gain insight into 35,000 professional end-customers
- Drive \$400-500M in online retail sales in Mexico by 2022



We have developed an innovation process to prioritize investments across the construction value chain



CEMEX Ventures has built an investment portfolio to complement existing digital offerings



What to expect from us

Continue to transform customer experience, improving net promoter score (NPS)

- Reinforce position of our core digital storefronts, increasing adoption levels to 60-70%
 - Onboard 100% customers to Construrama.com, reaching 35,000 end customers to drive \$400-500 M in sales on digital stores
- Monetize data and analytics to improve commercial offerings (product, positioning, pricing)
- Continue disciplined investment in line with innovation map to establish entry point

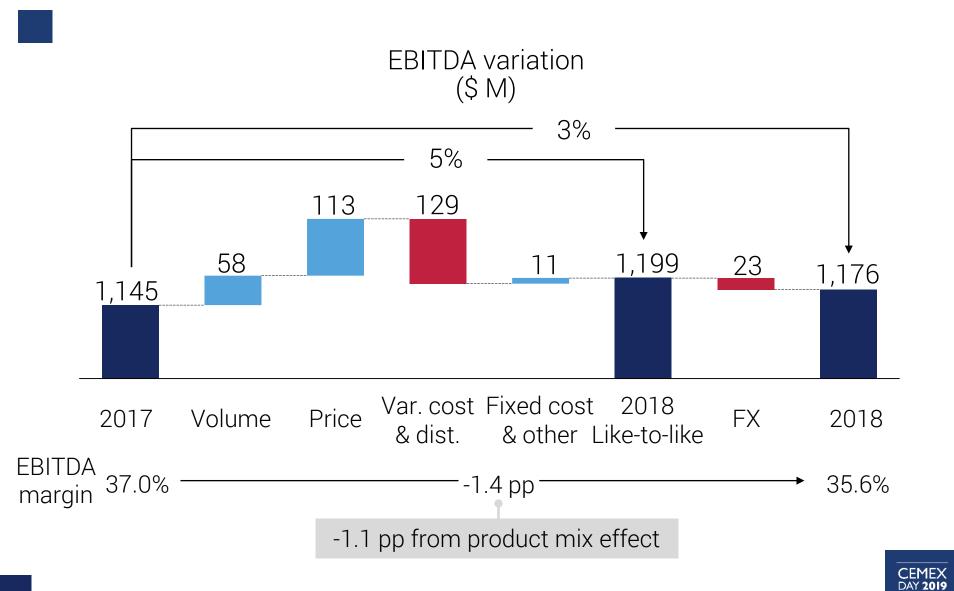




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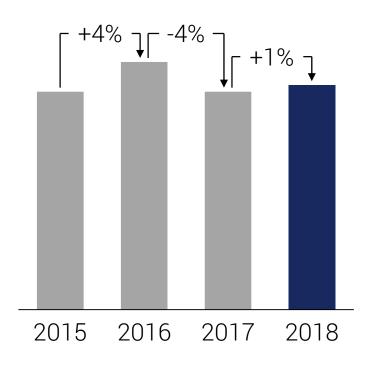
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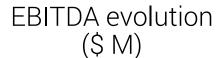
Record-high EBITDA in local currency in 2018

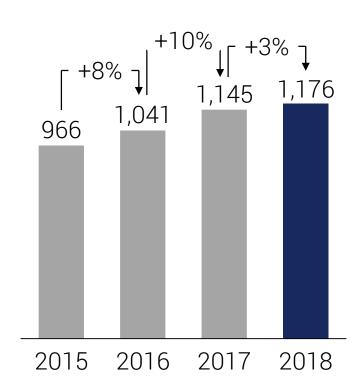


Solid performance in spite of slow moving demand











Challenging outlook in short run, with upside potential

		Sector Weight
Formal Housing	 Delays in rollout of new housing program and regulations are slowing down social housing demand Stable mortgage offer from public and private sectors 	25%
Infrastructure	 Natural slowdown in first year of federal government Potential upside from new government priority projects 	15%
Industrial & Commercial	 Continued growth in commercial and tourism sectors Manufacturing activity slowdown 	25%
Self- Construction	Steady job creation and increase in minimum wageConsumer confidence at historic highs	35%



Management focusing on key levers

Pricing strategy



A Stronger CEMEX



Commercial growth strategy



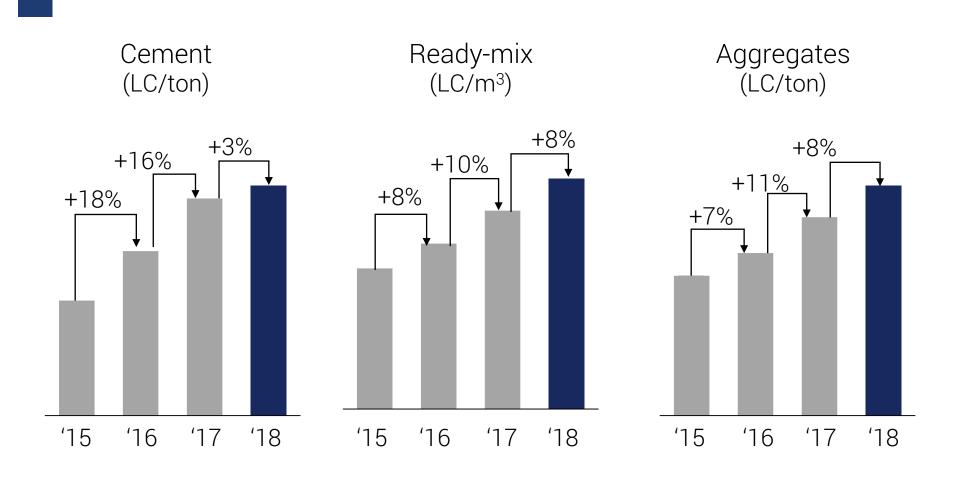
Step up momentum and recoup input cost inflation

Rigorous cost containment efforts

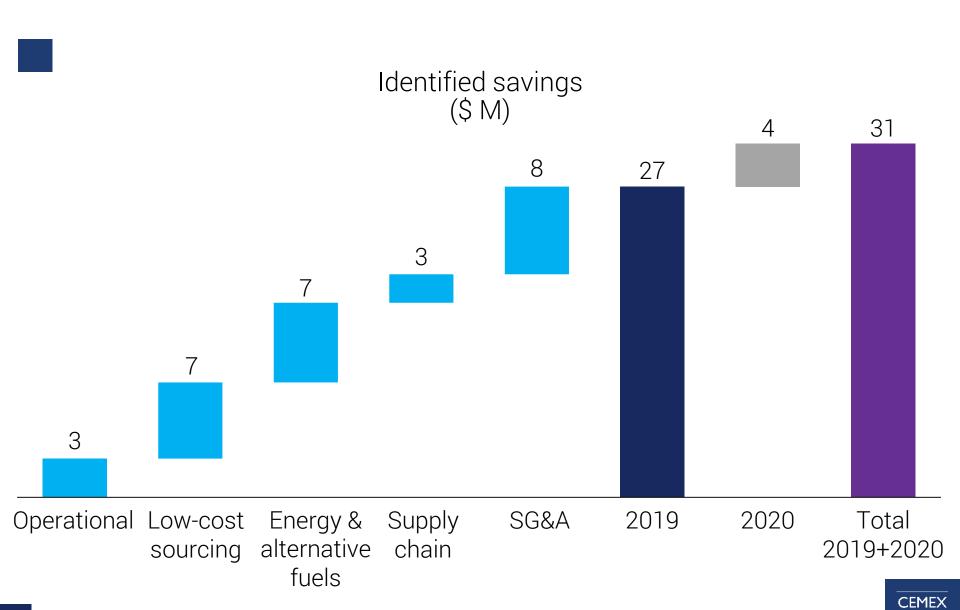
Increase revenues and explore new business opportunities

Agile and flawless execution

Continue executing disciplined pricing strategy in 2019



A Stronger CEMEX initiatives already in place



Important efficiency gains underway

Production & supply chain optimization



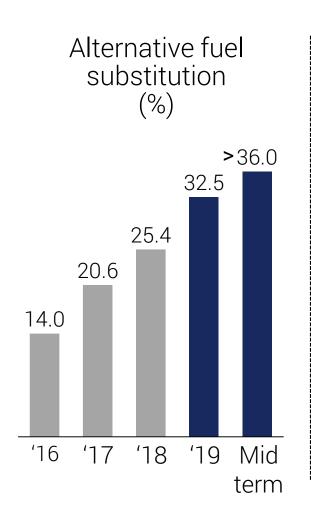
Rebalance production capacity



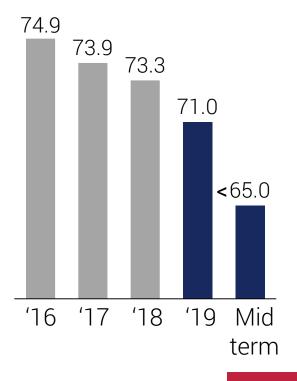
Optimize logistics



Rationalize warehouse network

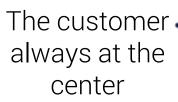


Clinker factor (%)





An evolving strategy supported by digital technology to achieve a superior customer experience



Expand revenue opportunities from core value offers

Increase cross-selling

Monetize value offers



Innovate products & digital models to serve customers





A revitalized and high performing organization

From salesman to expert partners

Superior employee experience

Digital enablement

Achieve and sustain Zero for Life

What to expect from us

Build a superior customer experience

 Leverage our pricing efforts to recover input cost inflation

Reinforce cost containment efforts

Enhanced contribution to sustainability

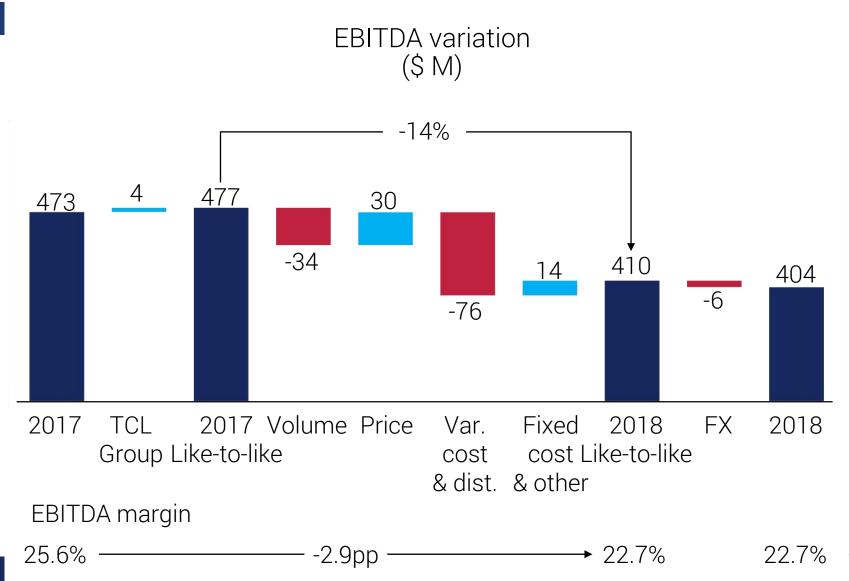




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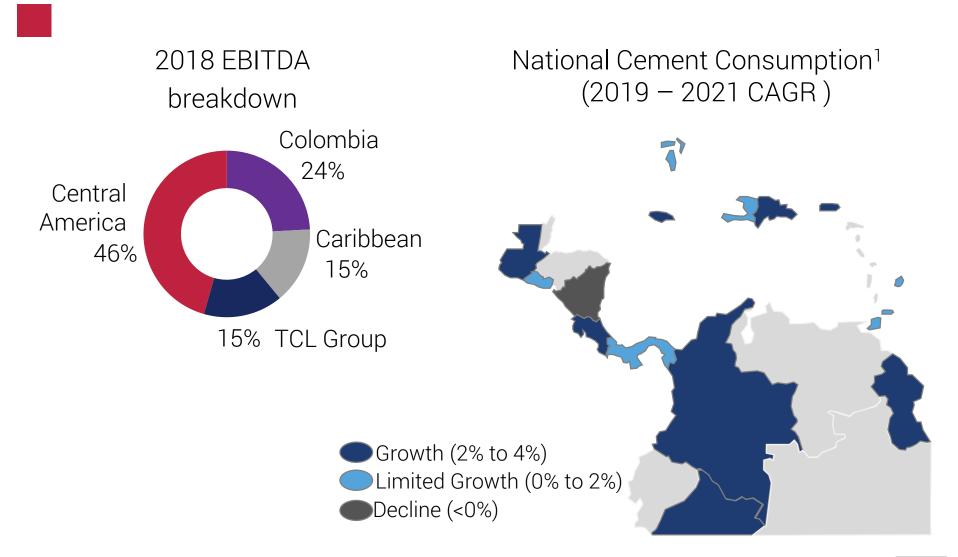
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2018 EBITDA weighed down by energy costs and weakness in Central America

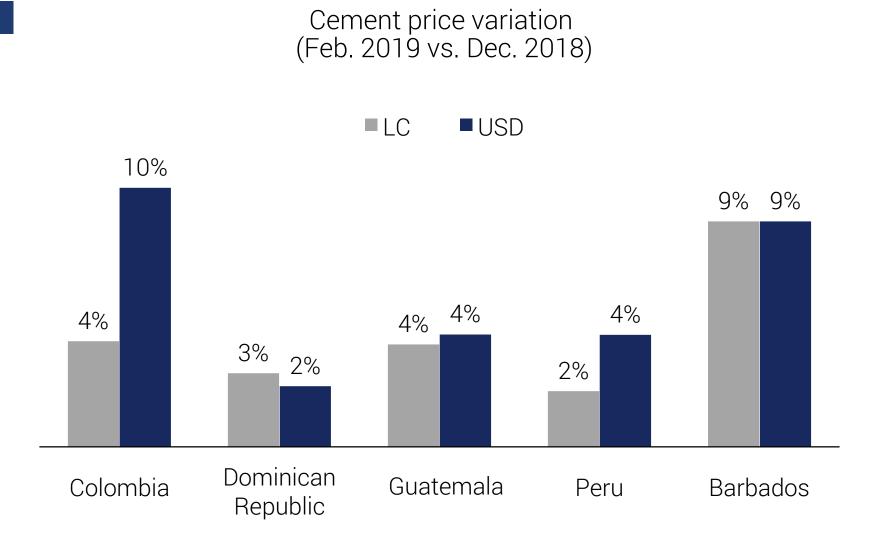




EBITDA should improve once volumes in Colombia and Caribbean offset challenging markets in Central America...



...and prices increase in markets with favorable dynamics



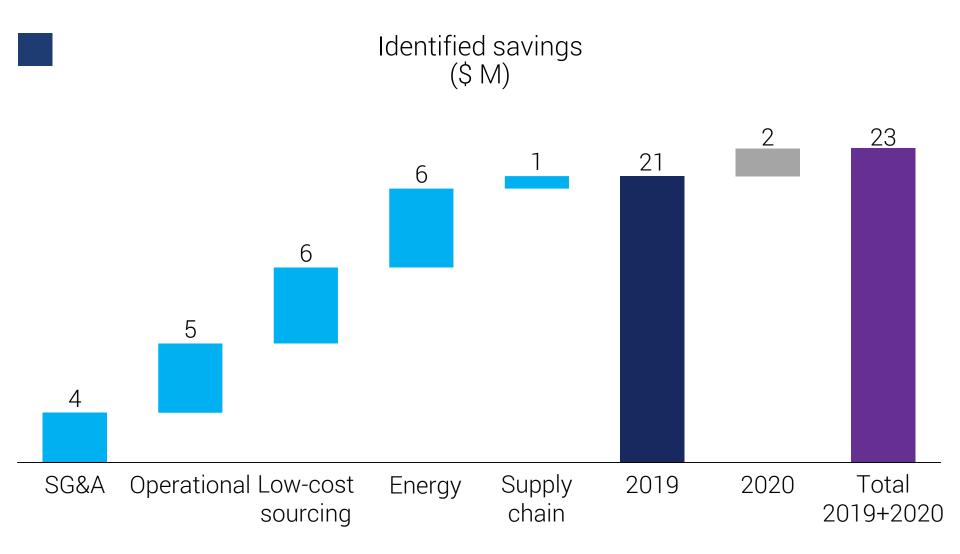


Our differentiated commercial solutions and CEMEX Go should foster customer loyalty and premium pricing



47% of regional orders now placed through CEMEX Go

A Stronger CEMEX initiatives to reduce operating costs





Reach our Zero for Life target as soon as possible

What to expect from us

Continue increasing the sustainability of our business

- Resume EBITDA growth by leveraging Colombia's cement demand recovery and favorable markets in the Caribbean
- Strengthen our market position through CEMEX Go and our commercial strategies
- Further reduce operating costs by ~\$23 M in the next two years

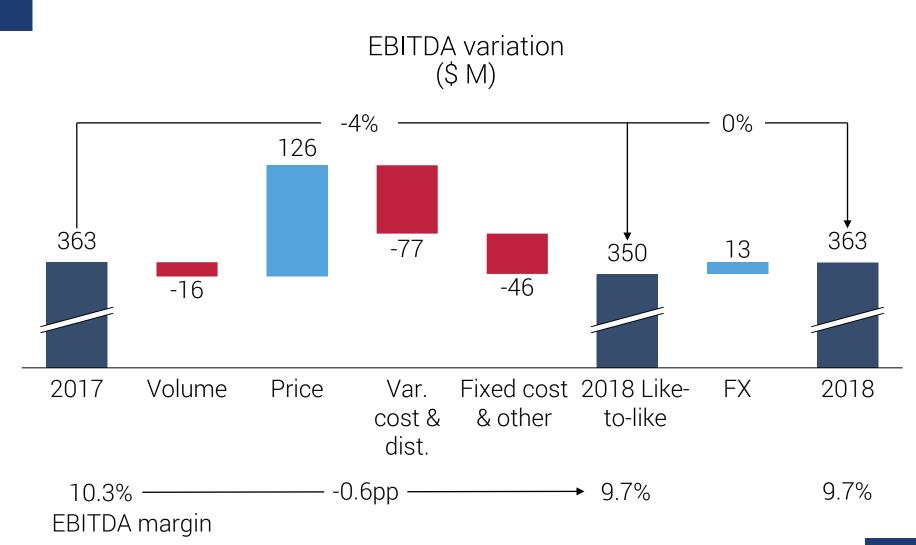




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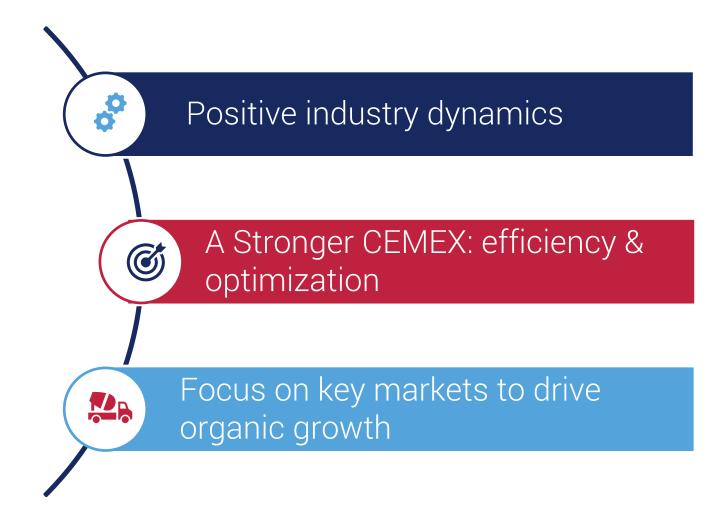
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Strong pricing offsets higher input-cost inflation





Three main factors driving Europe's results in 2019



Positive industry dynamics for 2019



Driven by infrastructure and higher housing & commercial

CO₂ allowances price increase and new regulation for Phase IV

Triggering capacity rationalization

Energy-cost increases slowing

Higher electricity and diesel prices

So far, positive price traction in most of our markets





Underlying demand continues to grow

Significant infrastructure projects

Dynamic housing and commercial markets



€270 B 2030 Federal Transport Infrastructure Plan



Housing in Spain remains positive



€100 B+ EU funds to Poland



High demand for new housing in Czech Republic Foreign direct investment in commercial real estate



~€55 B Grand Paris Express, Lyon-Turin tunnel, Seine-Nord Canal



Growth in markets outside London



~£30 B High speed 2 (2018-2024)



High demand of housing boosting investments in building renovations



Well-positioned for new CO₂ Phase IV regulation

- Price of CO₂ allowances increased from €8 to €23 per ton in 2018
- Tighter CO₂ allowance allocations will impact production costs
- Likely mothballing of capacity and reduction of exports
- Proactively managing Phase IV, rationalizing capacity in Spain

CEMEX has enough CO₂ allowances for Phase IV 2021-2030

Leading the way in sustainability with 2020 goals

60% alternative fuels substitution

25%

Ready-mix products with enhanced sustainability attributes



30% Q
of electricity from renewable sources

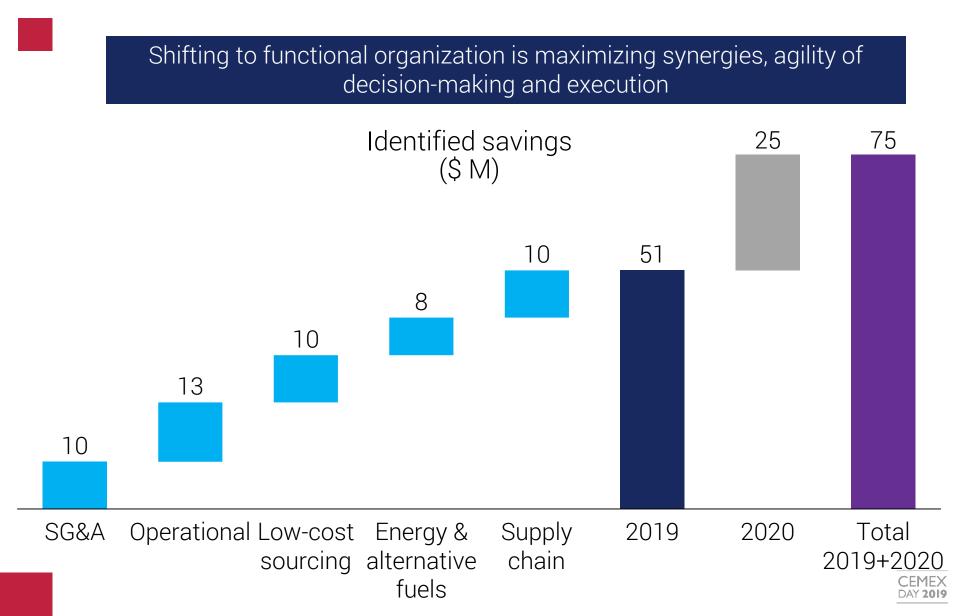
30% reduction in CO₂ emissions from 1990 baseline

100%

biodiversity action plans in our quarries in priority habitat areas



A Stronger CEMEX: \$75 M of savings initiatives



Strong presence in key markets expected to drive organic growth

45

markets across Europe



Top 3 position in most markets



Go-to-Market strategy focused on segments





Increase share of wallet



Grow in **related businesses** in select
markets



Digital technologies to improve customer experience



Continue to improve Health and Safety performance

What to expect from us

- Achieve sustainability targets
 - Deliver **price increases** to recover input-cost inflation in all markets
 - \$50 M in efficiencies in 2019 and \$75 M total by 2020
- Additional organic growth and superior customer experience
- Deliver 2pp EBITDA margin expansion in 2019

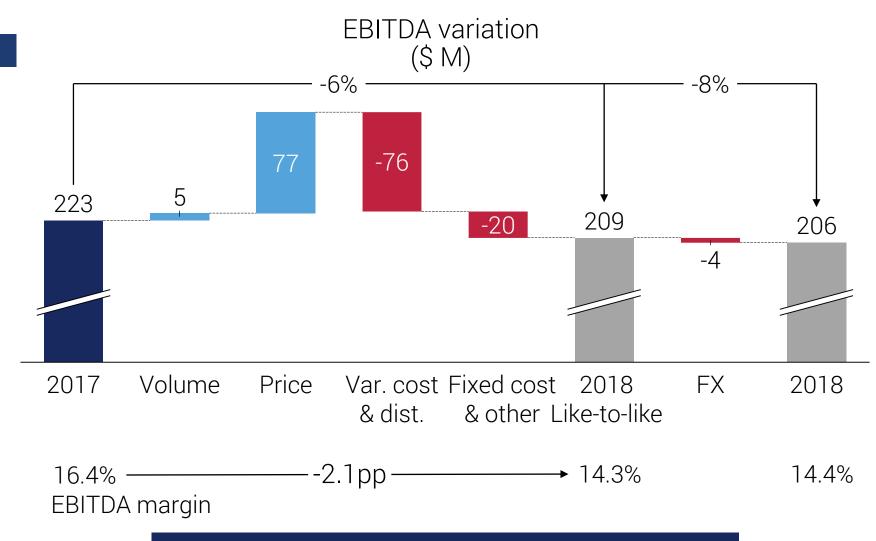




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Pricing effective in offsetting input-cost inflation



Philippines and Israel represent about 80% of EBITDA for the region



Healthy volume growth in key markets

		Price
	Volume	growth
	growth	(Ĭn USD)
•		

Cement¹ +3% +4%

- Double-digit industry volume growth in the Philippines in first 9 months disrupted by landslide
- Challenge to recover input cost inflation in Egypt

- Mid-single-digit volume growth in Israel and UAE
- Achieved record volumes in Israel
- Focusing on profitable markets in Egypt

- Achieved record volumes in Israel
- Optimizing footprint in rest of markets



Cement cost increase due to energy and Philippines' landslide

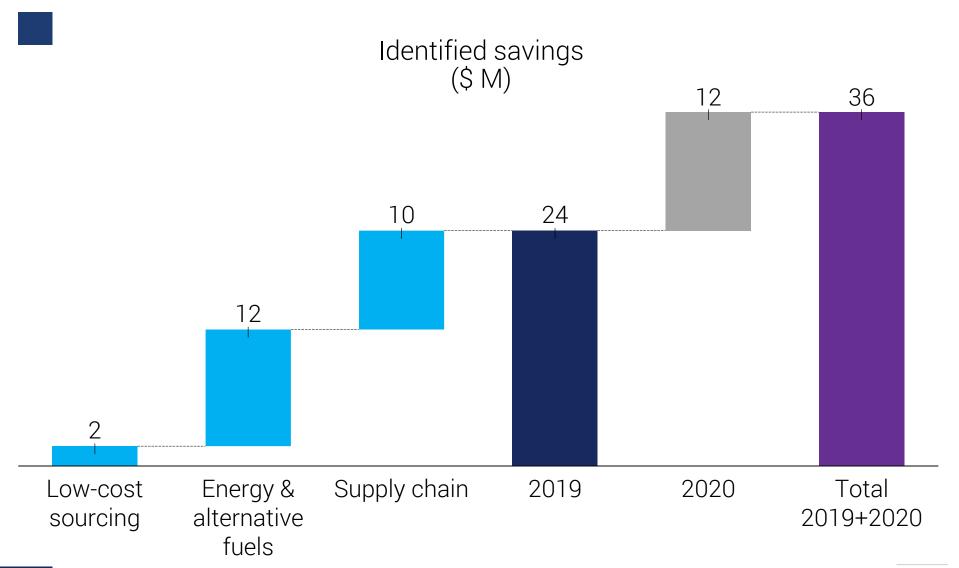
Cement unitary production cost¹



Input cost inflation expected to normalize going forward



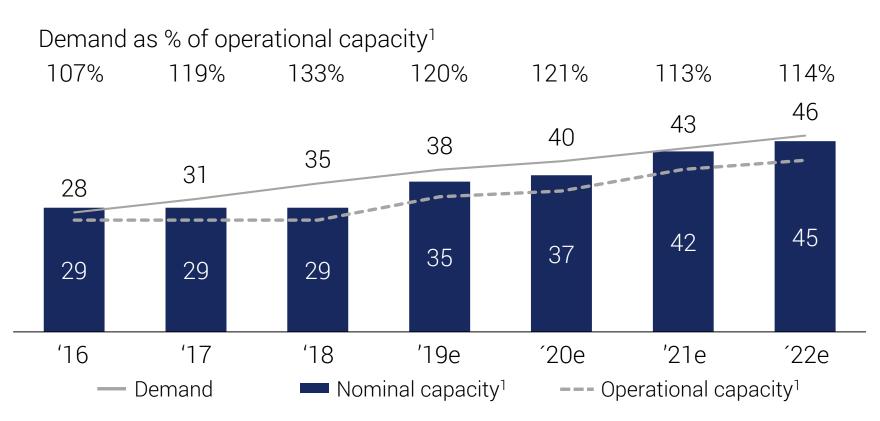
A Stronger CEMEX initiatives already in place





Investing in one of the fastest growing markets in the world

Philippines cement industry (M tons)



Reaching 7.2 M tons of cement capacity by 4Q 2020



Demand outlook for region remains robust

Country (% of EBITDA¹)

Philippines

40%

- Demand buoyed by middle-class growth, urbanization and persistent affordable housing deficit
- Public construction growth supported by government's ambitious infrastructure program

Israel

39%

- Major infrastructure projects
- Growing formal housing sector generating record volumes
- Industrial & Commercial backed by solid economy

UAE

9%

- Dubai hosting Expo 2020 and infrastructure expansion
- Robust housing sector with more affordable pricing

Egypt

12%

- Resilient housing sector and mega projects
- Supply-side adjustment is necessary



- Build on safety performance improvements
 - Continue supporting community-related programs mainly in Philippines and Egypt
 - Focus on profitable markets
 - Pricing efforts to at least recover energy input-cost inflation
 - Optimization of supply-chain costs
 - Maintain the highest kiln operational efficiency in CFMFX
- Successful execution of Philippines plant expansion





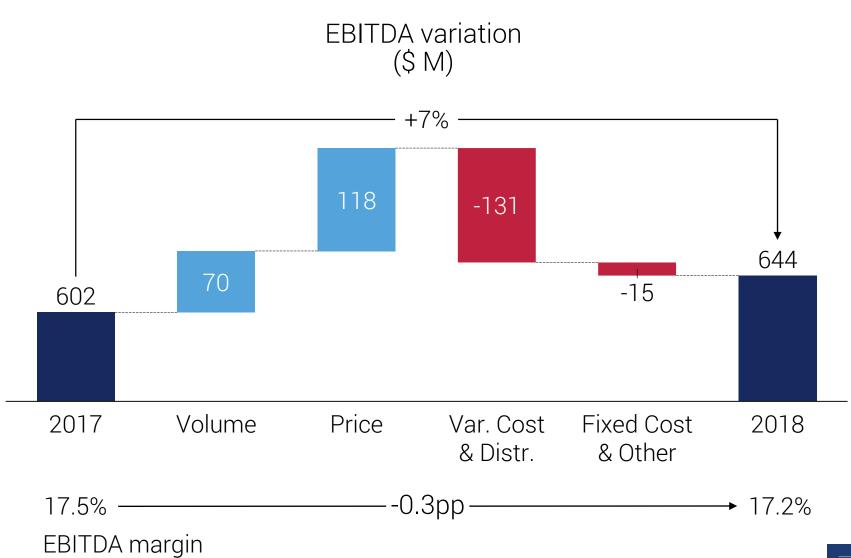




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Some of the risks, uncertainties and other important factors that could cause results to differ, or that otherwise could have an impact on CEMEX or its subsidiaries, include, the cyclical activity of the construction sector; CEMEX's exposure to other sectors that impact CEMEX's business, such as but not limited to the energy sector; competition; availability of raw materials and related fluctuating prices; general political, social, economic and of anti-trust laws and as such, among business conditions in the markets in which CEMEX operates or that affects its operations and any significant economic, political or social developments in those markets, as well as any inherent risk to international operations; the regulatory environment, including environmental, tax, antitrust and acquisition-related rules and regulations; CEMEX's ability to satisfy CEMEX's obligations under CEMEX's material debt agreements, the indentures that govern CEMEX's outstanding senior secured notes and CEMEX's other debt instruments; the availability of short-term credit lines, assisting in connection with market cycles; the impact of CEMEX's below investment grade debt rating on CEMEX's cost of capital; loss of reputation of our brands; CEMEX's ability to consummate asset sales, fully integrate newly acquired businesses, achieve cost-savings from CEMEX's cost-reduction initiatives and implement CEMEX's global pricing initiatives for CEMEX's products, including CEMEX's "A Stronger CEMEX" plan; the increasing reliance on information technology infrastructure for CEMEX's operations, sales in general, sales invoicing, procurement, financial statements and other processes that can adversely affect CEMEX's sales and operations in the event that the infrastructure does not work as intended, experiences technical difficulties or is subjected to cyber-attacks; changes in the economy that affect demand for consumer goods, consequently affecting demand for our products; weather conditions including 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), if it comes into effect, and the North American Free Trade Agreement (NAFTA), both of which Mexico is a party to; terrorist and organized criminal activities as well as geopolitical events; declarations of insolvency or bankruptcy, or becoming subject to similar proceedings; natural disasters and other unforeseen events; and the other risks and uncertainties described in CEMEX's public filings. 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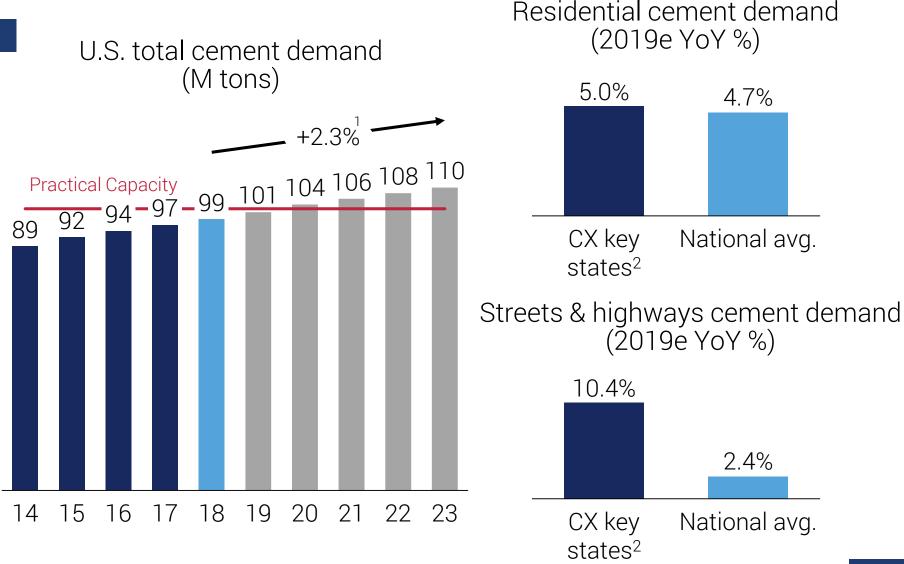
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2018 EBITDA driven by top-line growth





Key states likely to outperform U.S. average





Offering superior customer experience



Los Angeles, CA - Sixth Street Viaduct

- Strong position in key metro markets
- Unique capabilities to serve large scale and complex projects



San Francisco, CA - Salesforce Tower

- Digital technology offering, working hand in hand with our customers
- Quality products and sustainable solutions





Orlando, FL - Kennedy Concrete

- Small-end customers offering
- Schedule flexibility and quick turnaround
- Digital marketing approach



Pricing expected to compensate for cost inflation





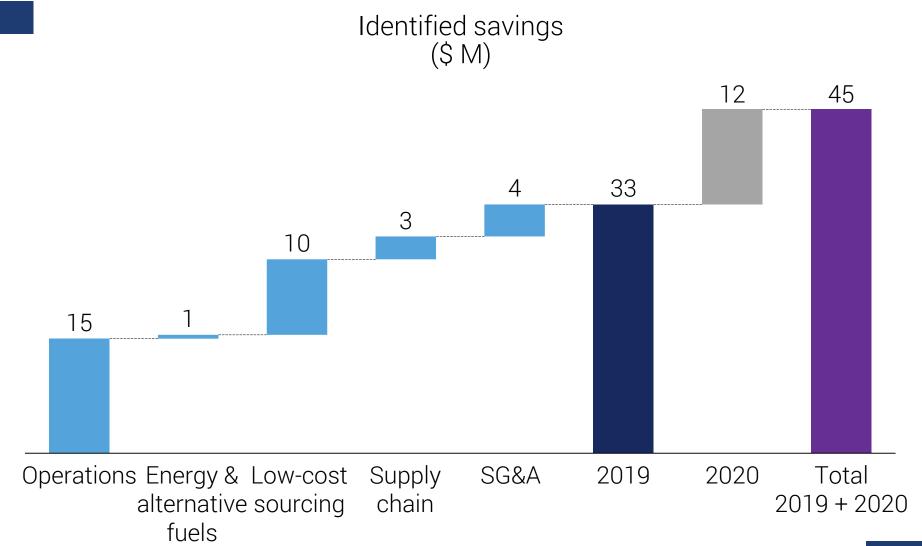
Cost headwinds expected to subside

Ready-mix Cement Aggregates (LC/m^3) (LC/ton) (LC/ton) +3% +4% +6% 2017 2018 2017 2018 2017 2018

Total unitary cost¹



A Stronger CEMEX initiatives to improve profitability







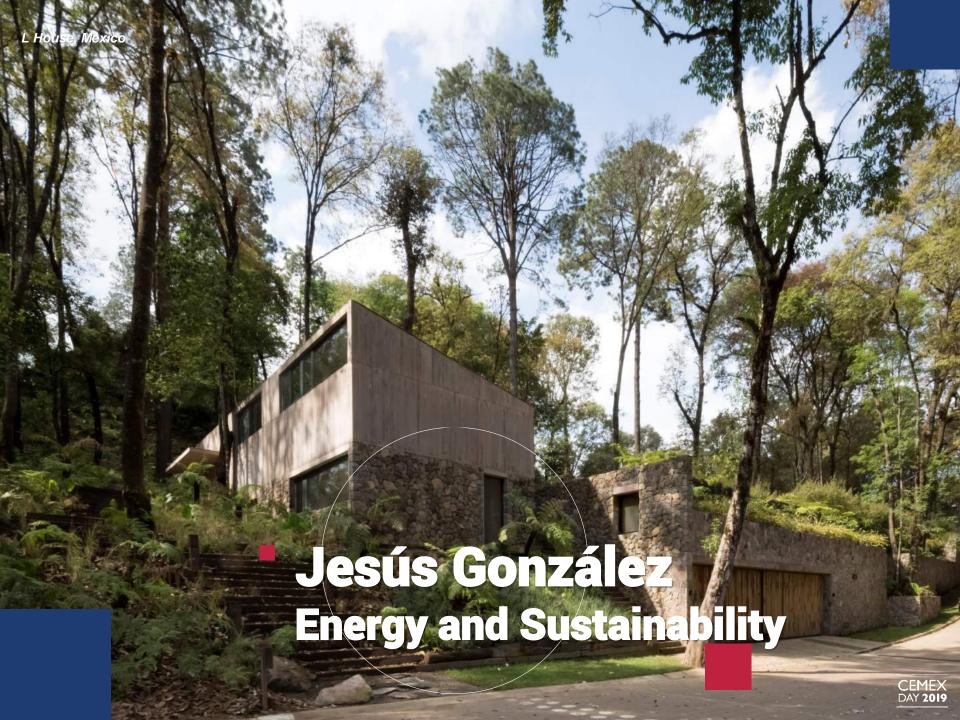
- Leverage our presence in key markets to outperform national growth
 - Capture full value of our products through superior customer experience
 - Implement pricing strategies that reflect input-cost inflation
- Improve profitability through A Stronger CEMEX initiatives
- Pursue selective organic growth opportunities to increase top line

What to expect from us





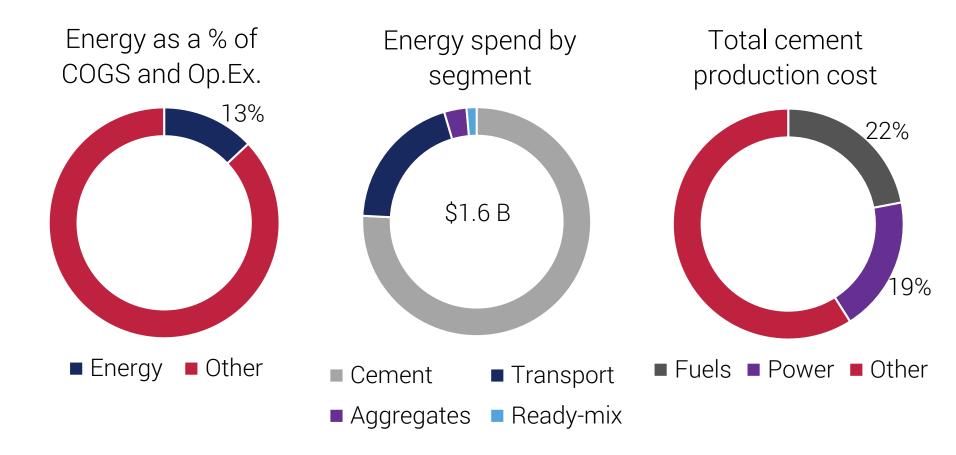




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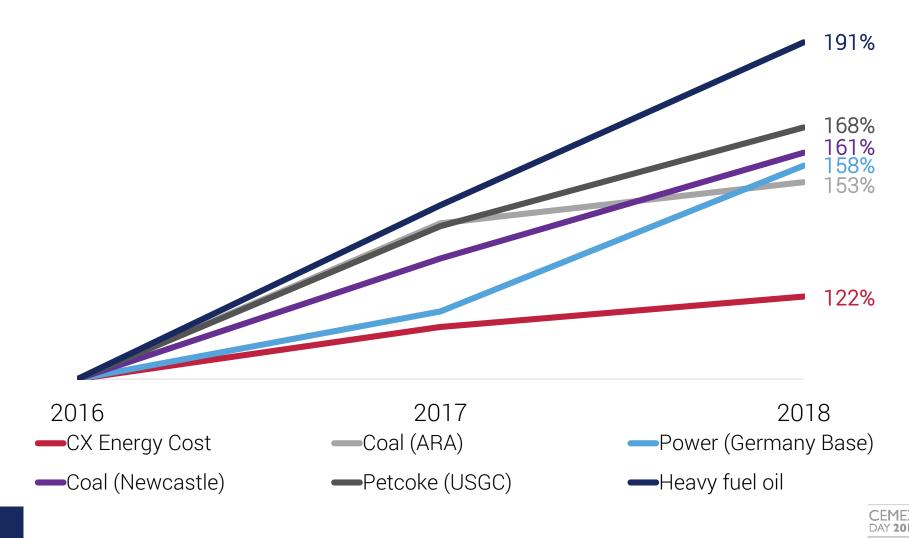
Energy is one of the most important costs for CEMEX



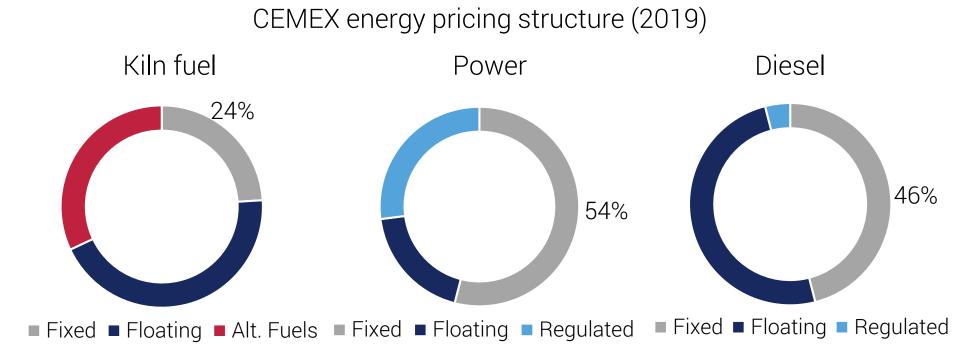


Despite higher prices, energy strategy has paid off

CEMEX cement energy cost increases relative to intl. prices



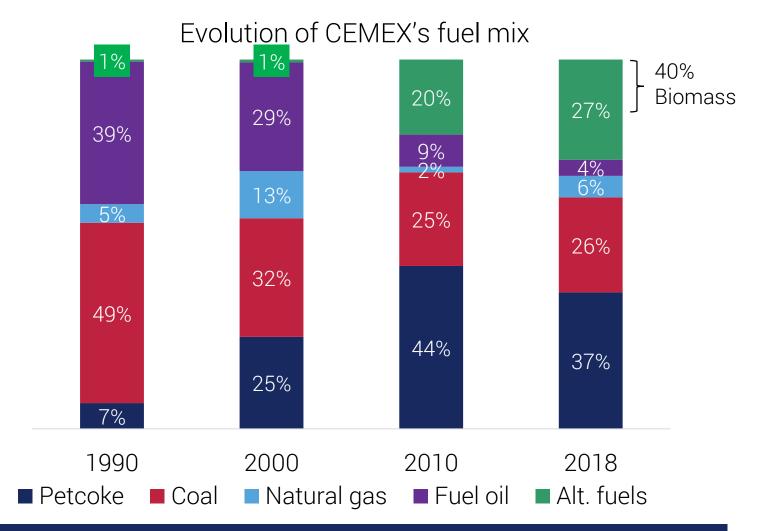
Hedging strategy has reduced volatility



For 2019, about 40% of our energy expenditure is fixed



Fuel mix for cement is constantly evolving, always in search of the lowest-cost and most sustainable...

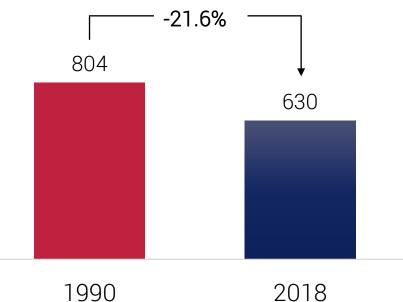


Our alternative fuel strategy has generated ~\$1.3 B in savings¹ since 2006



Implementing a comprehensive CO₂ reduction strategy

Specific net CO₂ emissions 2018 vs.1990 (kg CO₂/ton cementitious)



 7.9 M tons of avoided CO₂ emissions vs. 1990 baseline, equivalent to the electricity use of 1.4 M homes in one year Main CO₂ reduction levers moving forward

Alternative fuels (with biomass content)

Lower clinker factor (alternative raw materials)

Low temp. clinker, low CO₂ clinker & other novel technologies

Outlook in Europe ETS

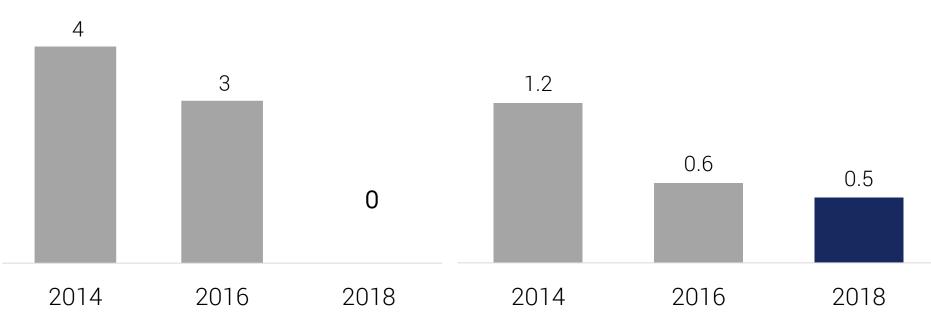
- Phase IV runs from 2021 to 2030
- Enough CO₂ allowances to cover us through 2030



Best performance in Health & Safety

Employee fatalities

Employee LTI frequency rate (LTI per million hours worked)



 First year ever with zero employee fatalities 96% of our operations were injury-free in 2018



Sustainability strategy recognized by ESG indexes

- Created a Board Sustainability
 Committee in 2014, it meets quarterly
- EVP of Sustainability & Operations Development created in 2017
- Manage and report our business on an integrated basis since 2016
- Portfolio of products and services for sustainable construction & urban development
- Proactive climate change strategy & renewable energy supply
- Robust environmental management to minimize air emissions, waste and water consumption
- High impact social programs to improve welfare of communities

















