Concretus House, Alicante, Spain

Fernando González
CEO

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Our business model has proven its resilience

Significant operating and financial improvements

+

A substantially de-risked balance sheet

=

Resilient EBITDA & growing Free Cash Flow

…now what we need is EBITDA growth

We have built a stronger CEMEX over the last 4 years…

Significant operating and financial improvements

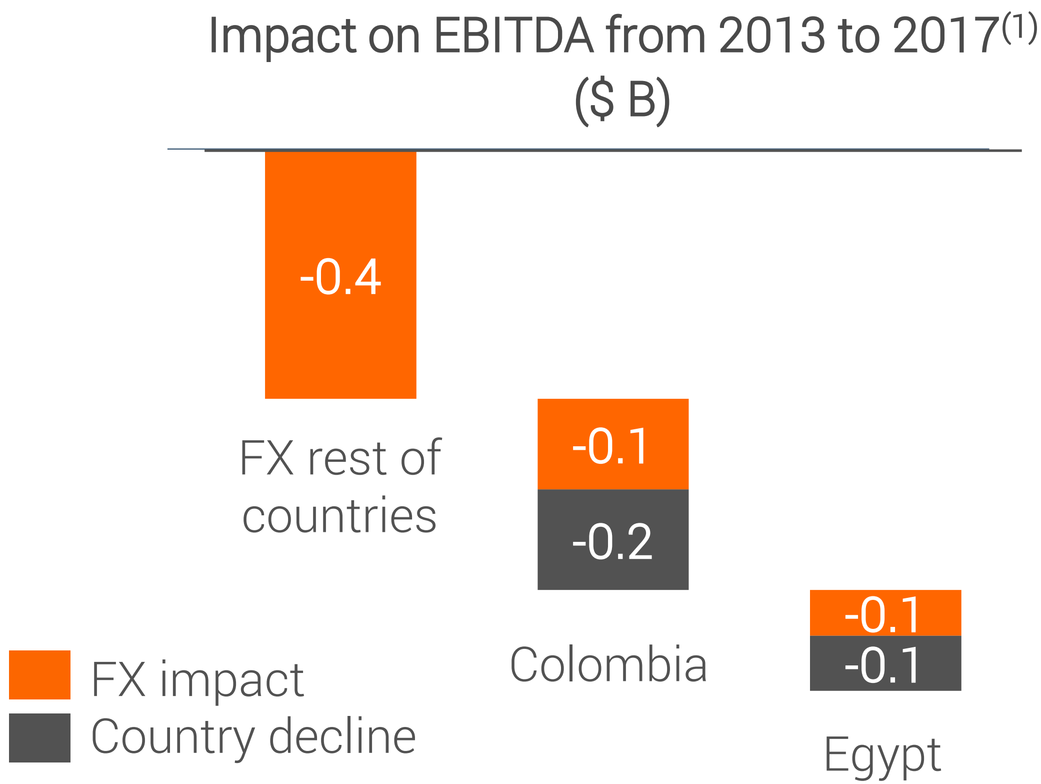
- FCF generation above $1 B+ for second year in a row
- EBITDA to FCF conversion rate reaching 50%
- $1.2 B reduction in total working capital investment
- Highest net income in a decade, reaching ~$800 M
- Delivered ~$140 M of savings in SG&A[1]
- Improved kiln operating efficiency by 3.4 M tons

…with a substantially de-risked balance sheet

- Reduced total debt by ~$6 B
- Delevered from 5.49x to 3.85x
- Asset sales of ~$3.6 B at mid-teen multiples

1) Excludes distribution expense, depreciation, and amortization

… generating resilient EBITDA despite significant headwinds



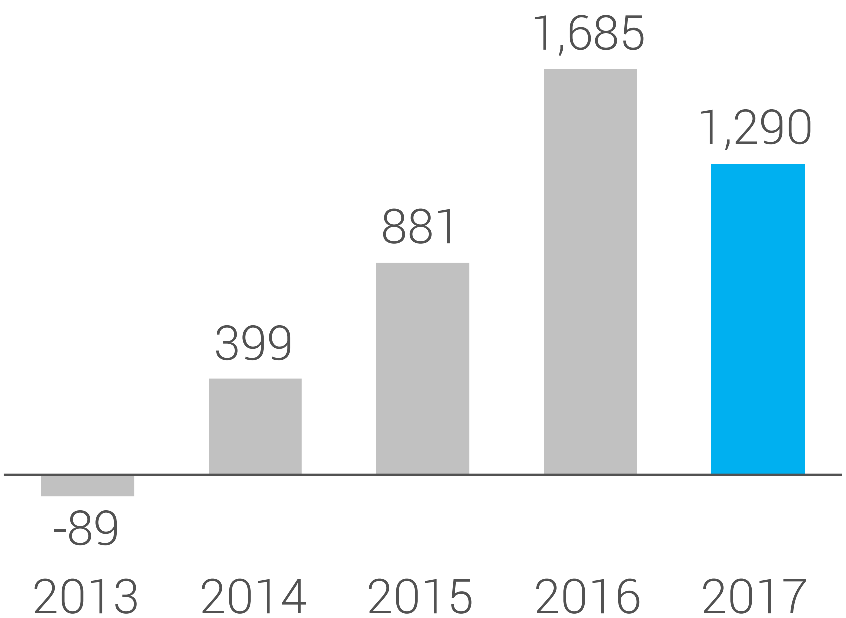
Negative impact of $0.9 B on EBITDA from these headwinds

Still, we delivered EBITDA of $2.6 B in 2017

1) On a like-for-like basis

FCF generation tripled to reach $1 B+…

FCF after Maintenance CapEx
($ M)



50%

FCF conversion[1]

-5 days

of average **working capital** vs. 28 days in 2013

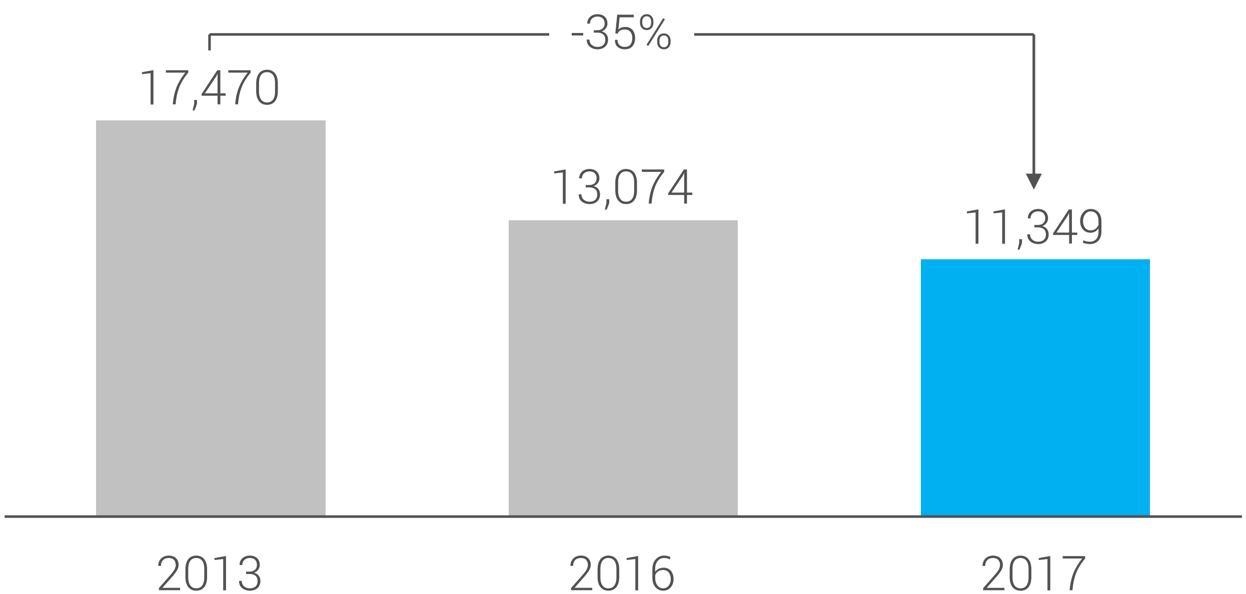
⬇ $600 M

reduction in **cash interest** since 2013

1) EBITDA to free cash flow after maintenance capex

… and coupled with asset sales, led to a ~$6 B debt reduction

Total Debt plus Perpetual Notes Evolution
($ M)



	2013	2016	2017
Leverage[1]	5.49x	4.22x	3.85x
Coverage[1]	2.11x	3.18x	3.46x

1) In accordance with 2017 Bank Agreement

As a result, we are in a stronger position to realize our mid term goals

ROCE[1] >10%

Leverage Ratio[2] <3.0x

FCF Conversion rate[3] >50%

EBITDA Margin >20%

1) ROCE = Net Operating Profit After Tax/Net Assets 2) Consolidated funded debt/EBITDA 3) FCF after maintenance capex

Best global growth prospects in a decade should create tailwinds instead of headwinds…

Worldwide economic expansion

Favorable credit conditions

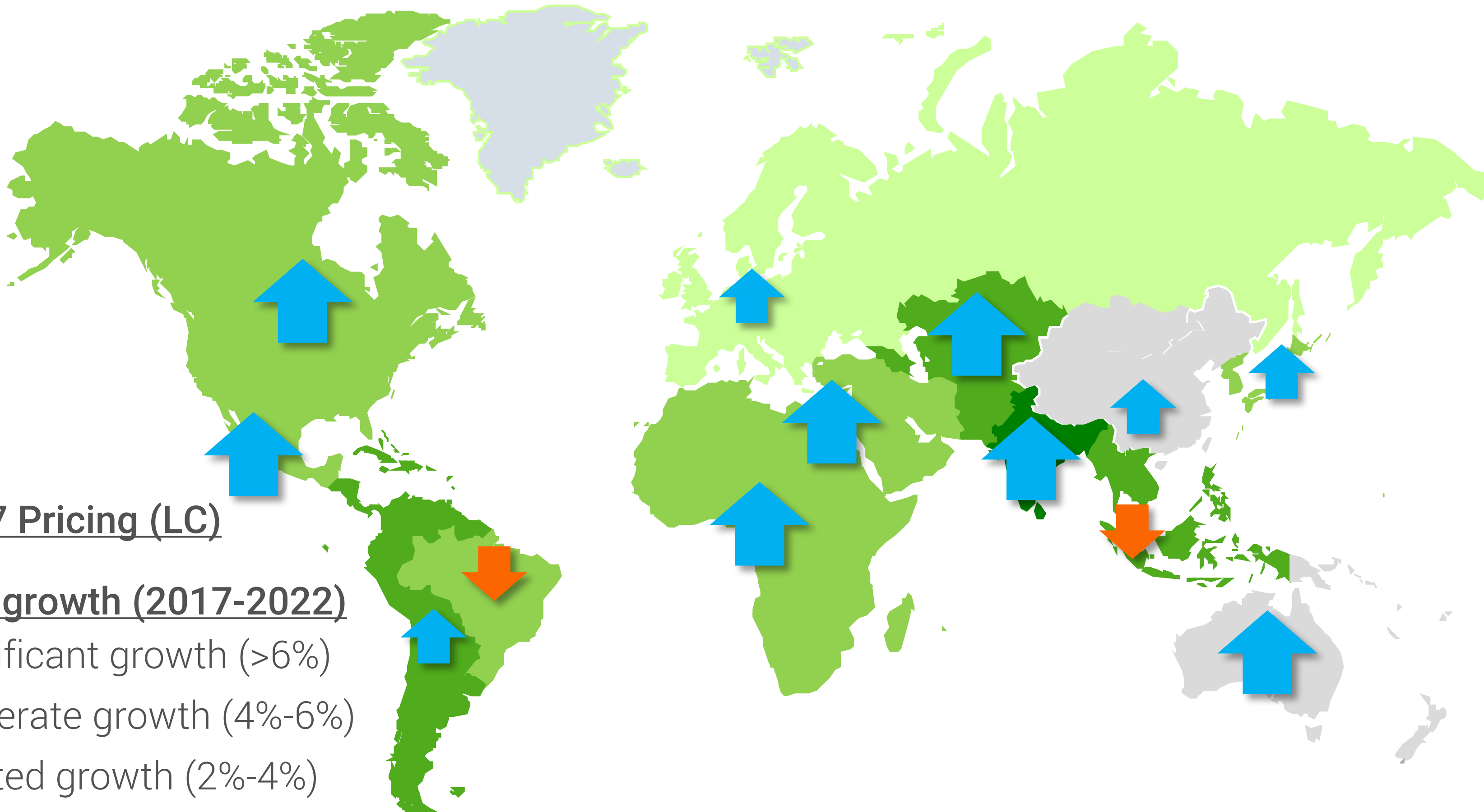
US fiscal stimulus

Oil price stabilization

Upbeat consumer and business sentiment

Positive earnings and investment outlook

… producing volume growth as well as positive pricing dynamics



2017 Pricing (LC)

Demand growth (2017-2022)

- Significant growth (>6%)
- Moderate growth (4%-6%)
- Limited growth (2%-4%)
- Recovery (1%-2%)
- Stagnation (<1%)

Source: CEMEX estimates

With those tailwinds, we will grow and deliver shareholder value in coming years…

Achieve investment grade capital structure

Maximize organic growth

Return capital to shareholders

Explore growth opportunities

… enabled by disciplined capital allocation

The best way to create shareholder value today is to continue deleveraging

Achieve investment grade capital structure

- Our top priority
- We have made great progress over the last 4 years:
  - Leverage declined by 1.7x to 3.85x
  - Reduced total debt by ~$6 B
  - Lowered annual cash interest by ~$600 M
  - Expect additional $125 M reduction in cash interest during 2018
- FCF primary source of deleveraging

Current portfolio has substantial EBITDA upside

Maximize organic growth

- Continue pursuing successful pricing strategy
  - Cumulative contribution to EBITDA of $1.7 B since 2014
  - Positive pricing momentum in ~80% of our portfolio
- Positive volume outlook in most markets
- No material investments needed
- Delivering superior customer experience
- Strategic Capex ~$250 M in 2018

We want to expand our options to return cash to shareholders

Return capital to shareholders

- Proposed share buy back
  - Up to $500 M
  - Timing will depend on market conditions
- Execution will be consistent with disciplined capital allocation process

New opportunities can strengthen growth and deleveraging path

Explore growth opportunities

- Growth in our existing network
  - Aggregates in developed markets
  - Related businesses
- Cement in high growth emerging markets
- CEMEX Ventures

We will execute within a rigorous framework

Explore growth opportunities

- Consistent with investment grade capital structure objective
- ROCE to exceed our cost of capital
- Accretive on a per share basis
- Potential synergies
- No market more than 25% of consolidated EBITDA
- Funding mix flexibility (FCF, debt & equity)

And we are doing even more…

CEMEX GO

Digital technologies have the highest power to transform our industry and our company

Most profound impact will be on the way in which markets and customers are served

Allowing us to provide a superior customer experience

Enabling our customers to create more value

And thereby creating more value for our shareholders

Leading the way, we have created the first end-to-end e-commerce platform in the industry

Covering the full customer journey...

1. Becoming a customer
2. Preparing to buy
3. Place orders
4. Receive products & services
5. Receive invoices & pay
6. Place inquires & complaints

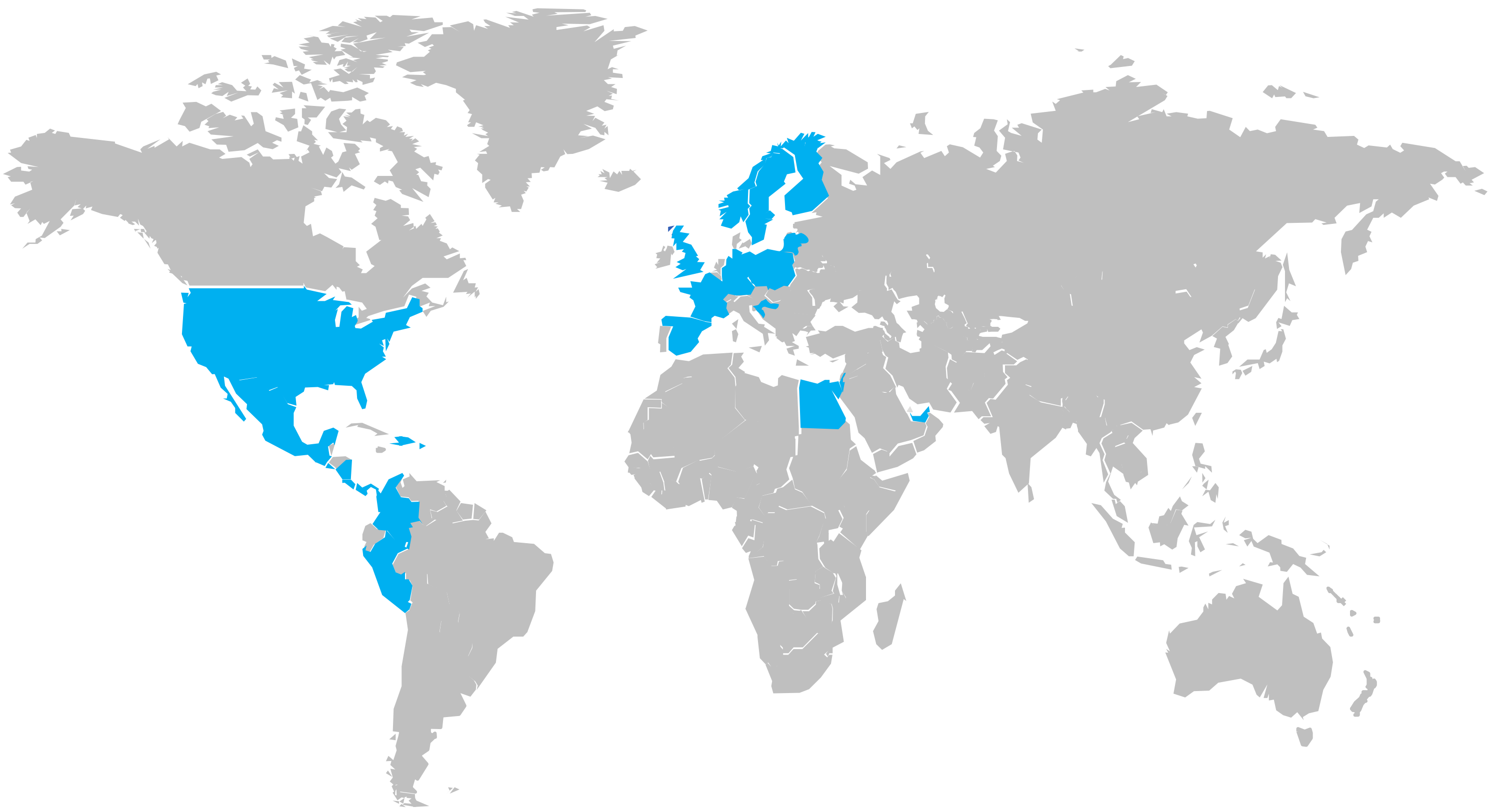
Offering a comprehensive, integrated solution to our customers

Covering all products...

Bulk cement	Bagged cement / Construrama	Ready-Mix	Aggregates	Other products

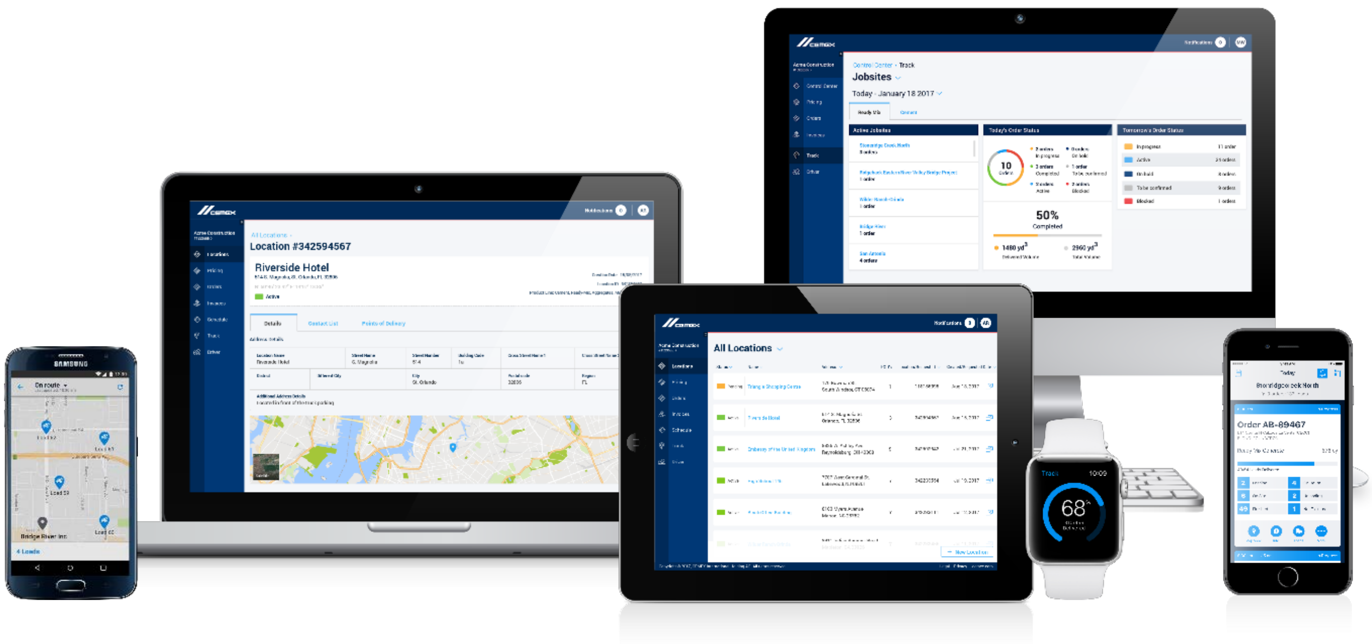
Offering a comprehensive, integrated solution to our customers

Reaching all our markets...



Offering a comprehensive, integrated solution to our customers

Compatible with all devices...



Global launch resulting in high customer adoption

	Today	In 3 months[1]	By end of 2018[1]
Customer reach	5K	17K	45K
% of sales covered	13%	46%	100%

1) Current CEMEX estimates

Global rollout will be achieved by end of 2018

UK
Germany
France
Spain

Poland
Norway
Sweden
Latvia
Czech Rep.
Croatia
Finland

USA
Mexico
Colombia
Panama
Costa Rica
Nicaragua
El Salvador

Guatemala
Dominican Rep.
Puerto Rico
Bahamas
Haiti
Peru

Israel
Philippines
Egypt
UAE

What you should expect from us

- Aim to achieve Zero for Life
- Regain investment grade capital structure
- Continue to generate $1 B+ in Free Cash Flow
- Deliver EBITDA growth
- Maintain disciplined capital allocation
- Delivering a superior customer experience enabled by digital technologies

Focused on delivering shareholder value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Juan Pablo San Agustín

EVP Strategic Planning and New Business Development

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Our strategy focuses on shareholder value accretion

Value Creation Drivers

- Return capital to shareholders
- Maximize organic growth
- Explore growth opportunities

Enabler → Investment grade capital structure

Value creation drivers

Recurring / Predictable

Maximize organic growth

- Drive operational excellence
- Enhance competitive position
- Sustainable improvement in ROCE

Discretionary

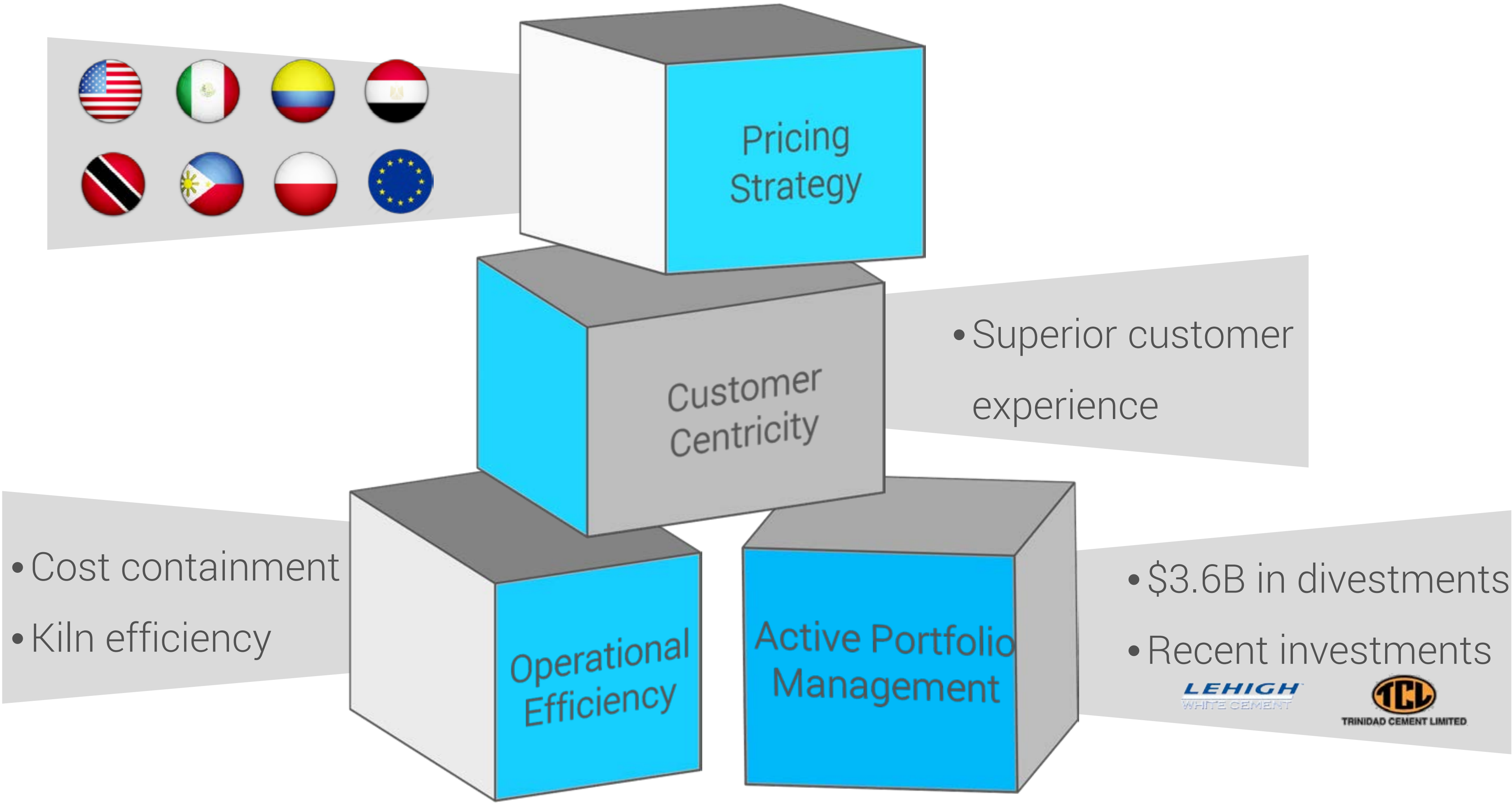
Explore growth opportunities

- Portfolio management
- Value creating acquisitions

Return capital to shareholders

- Share buy backs
- Dividends

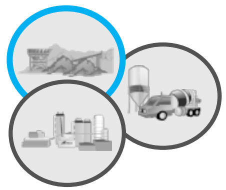
Scalable operating model



Leveraging our global networks to enhance our operating model

Our growth strategy supported by three main pillars

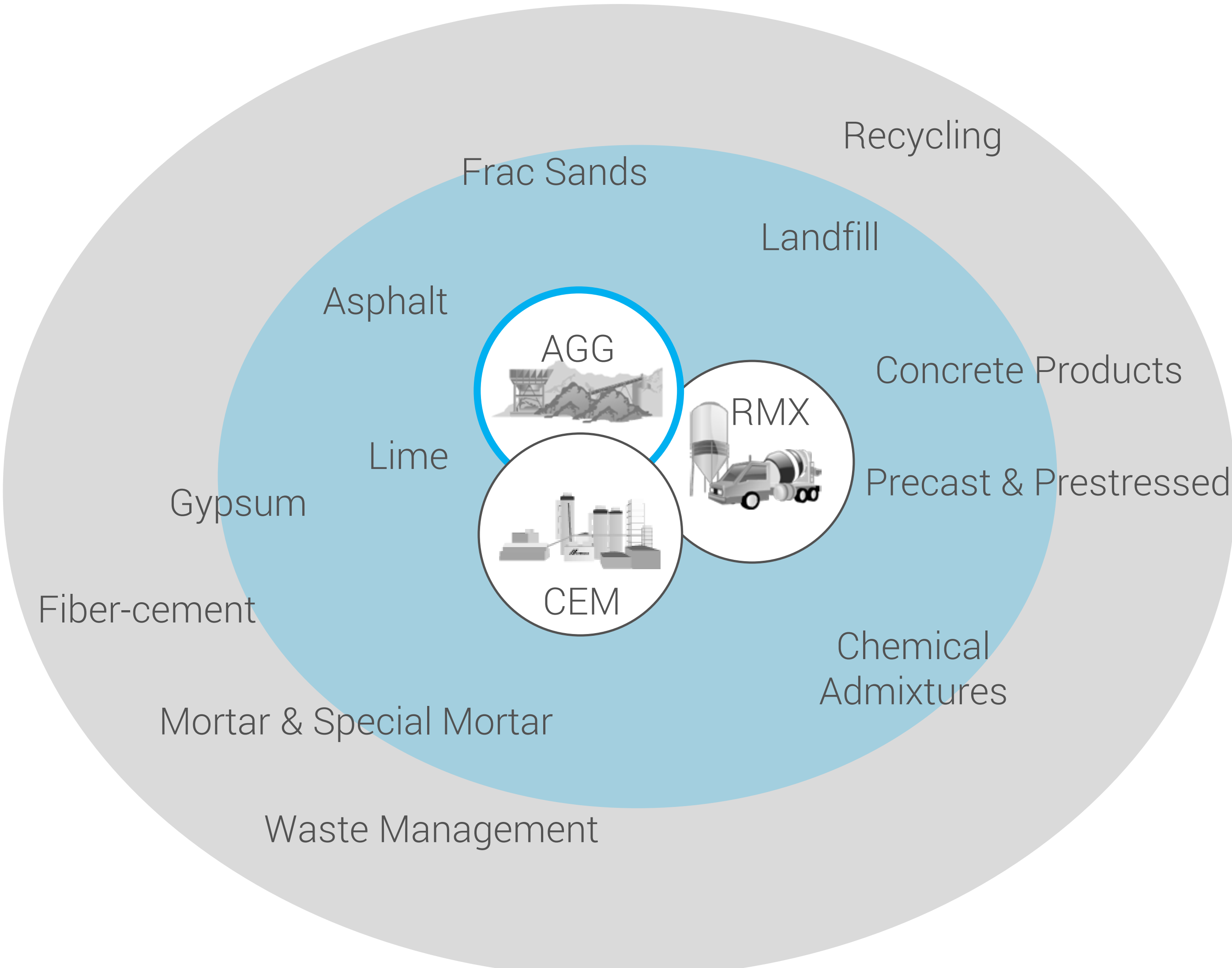
Leverage existing network



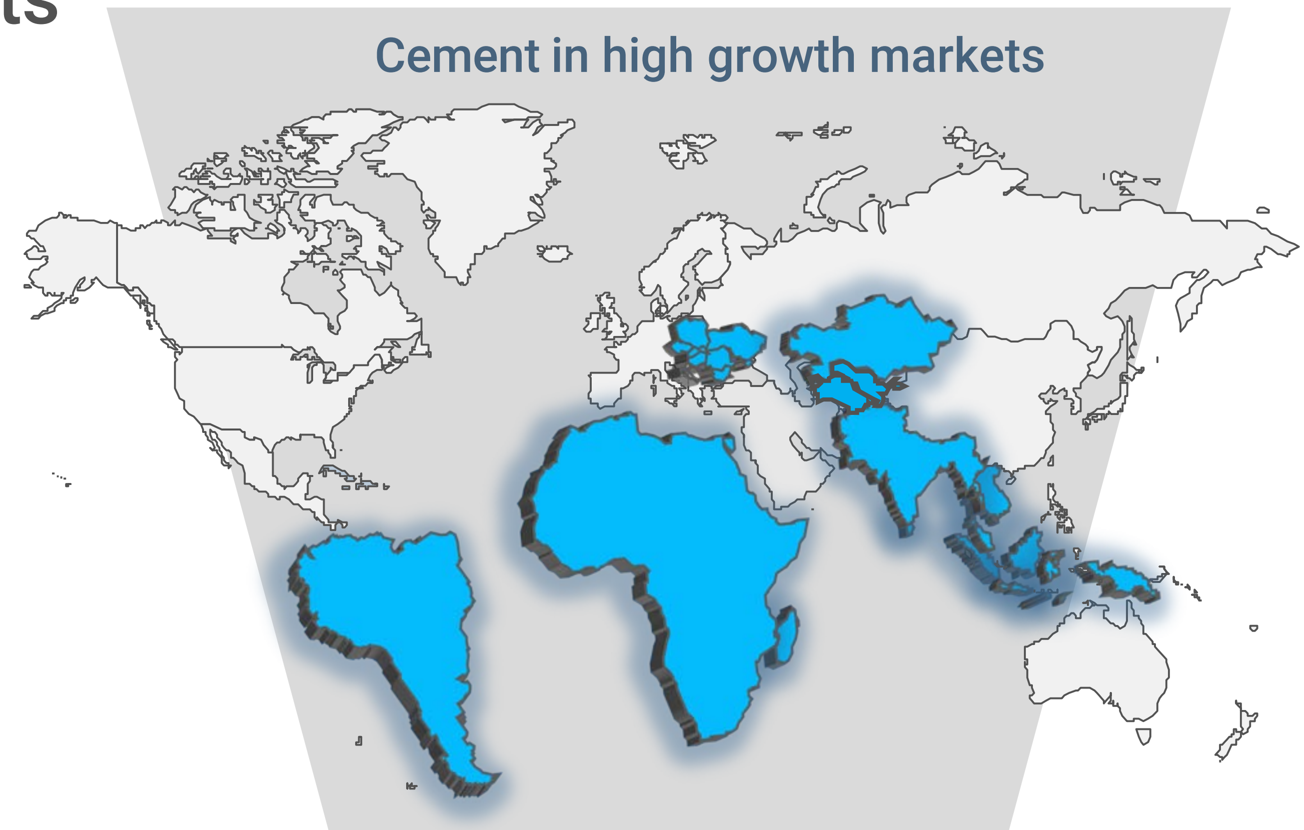
New businesses enabled by digital technologies

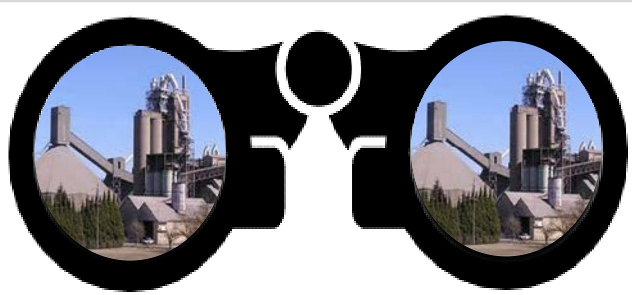
New markets

Leveraging our existing network



While evaluating opportunities to expand into new markets





Focus regions

CX Ventures should generate value in the construction ecosystem

CEMEX VENTURES

- Capitalize on efficiency opportunities in the construction industry
- Accelerate technology adoption
- Develop new sources of value creation across the construction ecosystem
- Provide superior customer experience leveraging digital technologies

Key Highlights

+4 roadshows

+2000 startups scouted

3 (+1) investments signed

1 participation in "Brick & Mortar Ventures" fund [(1)]

+450 ideas reviewed

+10 active projects

1) Construction tech investment fund

Disciplined framework to filter opportunities

Risk Management

- Maintain our deleveraging path / investment grade capital structure
- Funding mix flexibility (FCF, debt & equity)
- No market accounts for > 25% of total EBITDA

Value Creation

- ROCE >> risk adjusted WACC
- Accretive for shareholders
- Synergies potential

Business Logic

- Focus on cement in high growth markets
- Enhances current global portfolio
- Provides diversification

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What you should expect from us

- Increase EBITDA through high operating leverage
- Grow by leveraging our existing network
- Consider new market opportunities on a case by case basis
- Develop CX Ventures

Focused on delivering shareholder value


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Casa del abuelo, Mexico

José Antonio González

Chief Financial Officer

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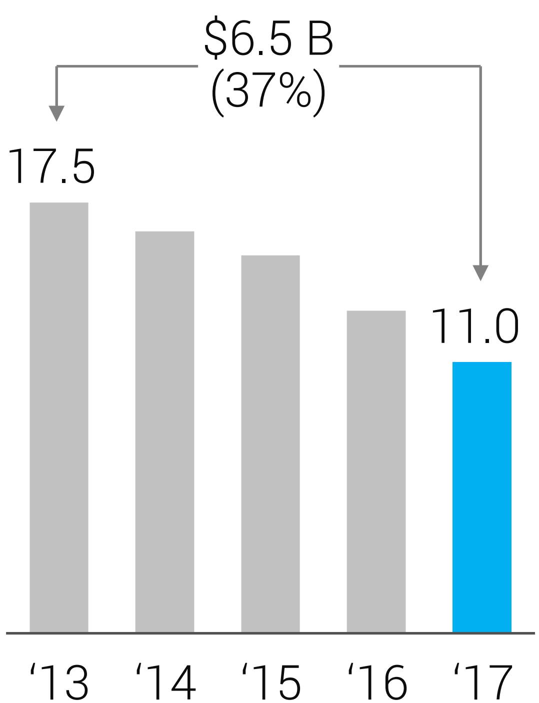
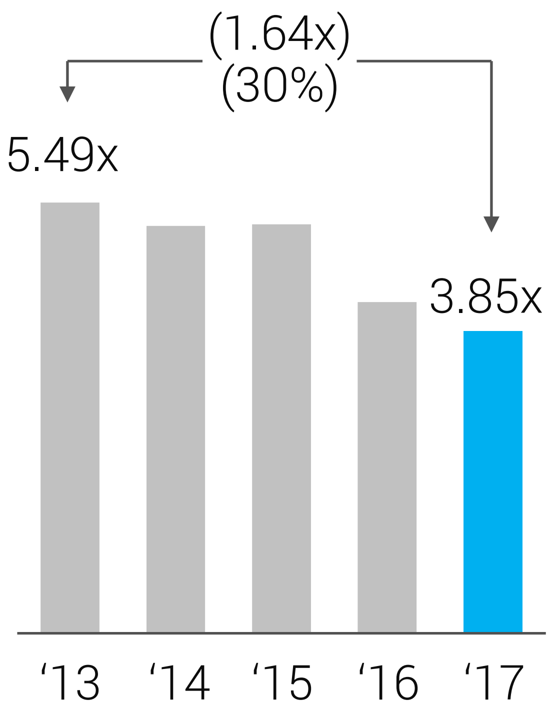
Significant progress in deleveraging

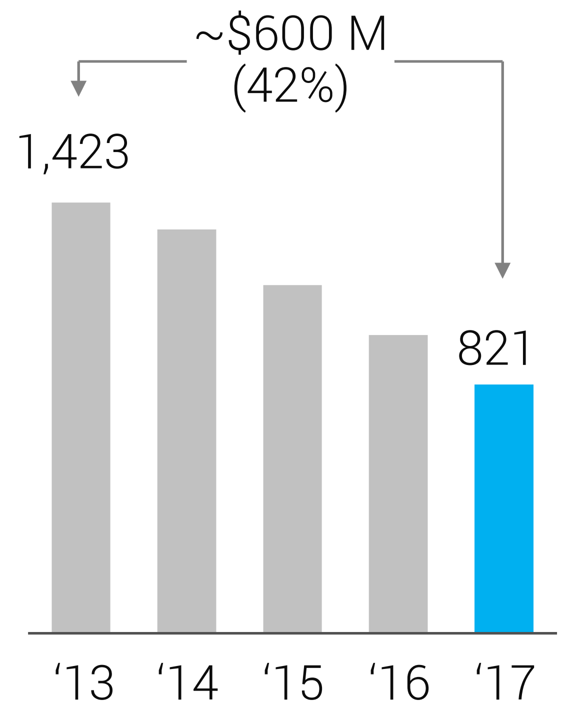
Total Debt + Perpetuals ($ B)[1]



Bank Agreement Leverage[2]



Cash Interest ($ M)

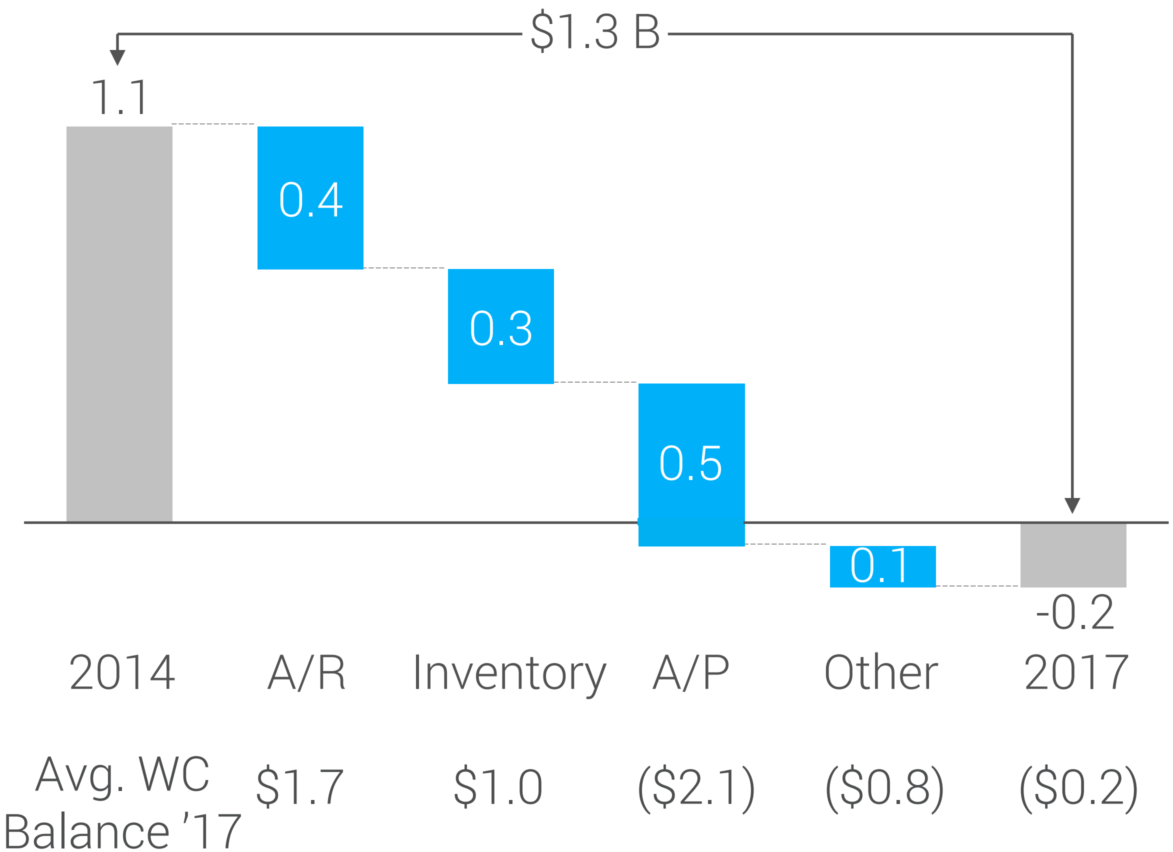


1) Debt as of December 31, 2017 on a pro-forma basis reflecting the $350 million cash reserve created in December 2017 and Revolving Credit Facility used on January 2018 for the redemption of the 4.750% senior secured notes due 2022

2) Leverage calculated in accordance to the 2017 Bank Agreement

We have significantly reduced our investment in working capital

Avg. Working Capital Balance in $ B (2014 vs. 2017)



Working capital improvements (2014 vs. 2017)

- Not yet due AR ratio improved from 66% to 77%
- Securitized A/R represents ~35% of total A/R at EoY 2017
- Optimization of inventory management (M tons)
  - Cement: from 18 to 13
  - Aggregates: from 37 to 26

Achieved our 2017 financial objectives

Objectives — Result

Bank debt

- Extend tenor
- Increase size
- Reduce cost
- Improve flexibility
- Diversify currency exposure

Public debt

- Paydown $3 B
- Opportunistic new issuance
- Improve indenture flexibility

Equity

- Address ~50% of 2018 convertible notes
- Monetize capped call ($100 M)
- Monetize direct stake in GCC ($376 M)

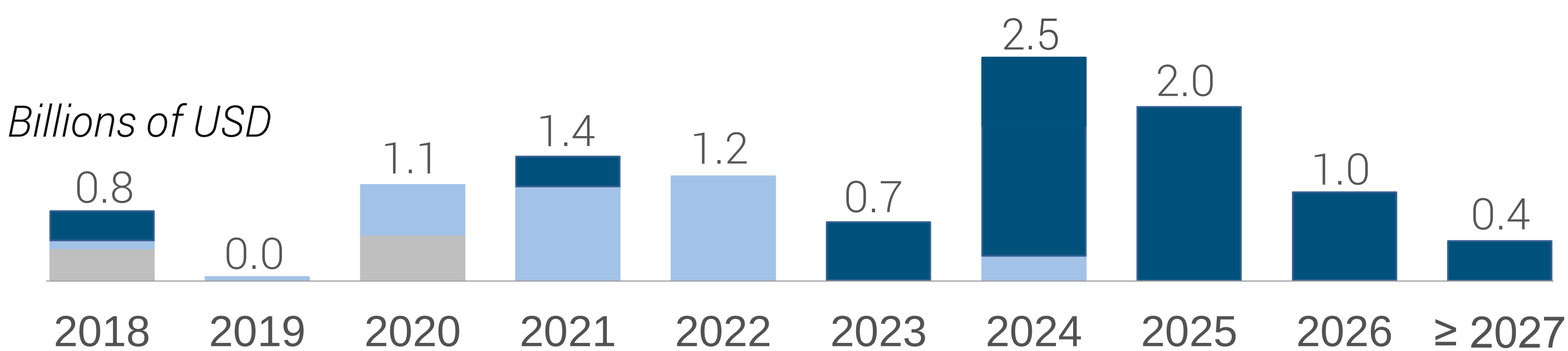
FX hedge

- Hedge EM currency exposure using MXN as proxy ($1.2 B notional and avg. life of ~1 year)
- Continue rolling over FX forwards during 2018

Addressed all of our debt maturities over next 24 months

Total Debt + Perps as of Dec. 31, 2017 Proforma[1]

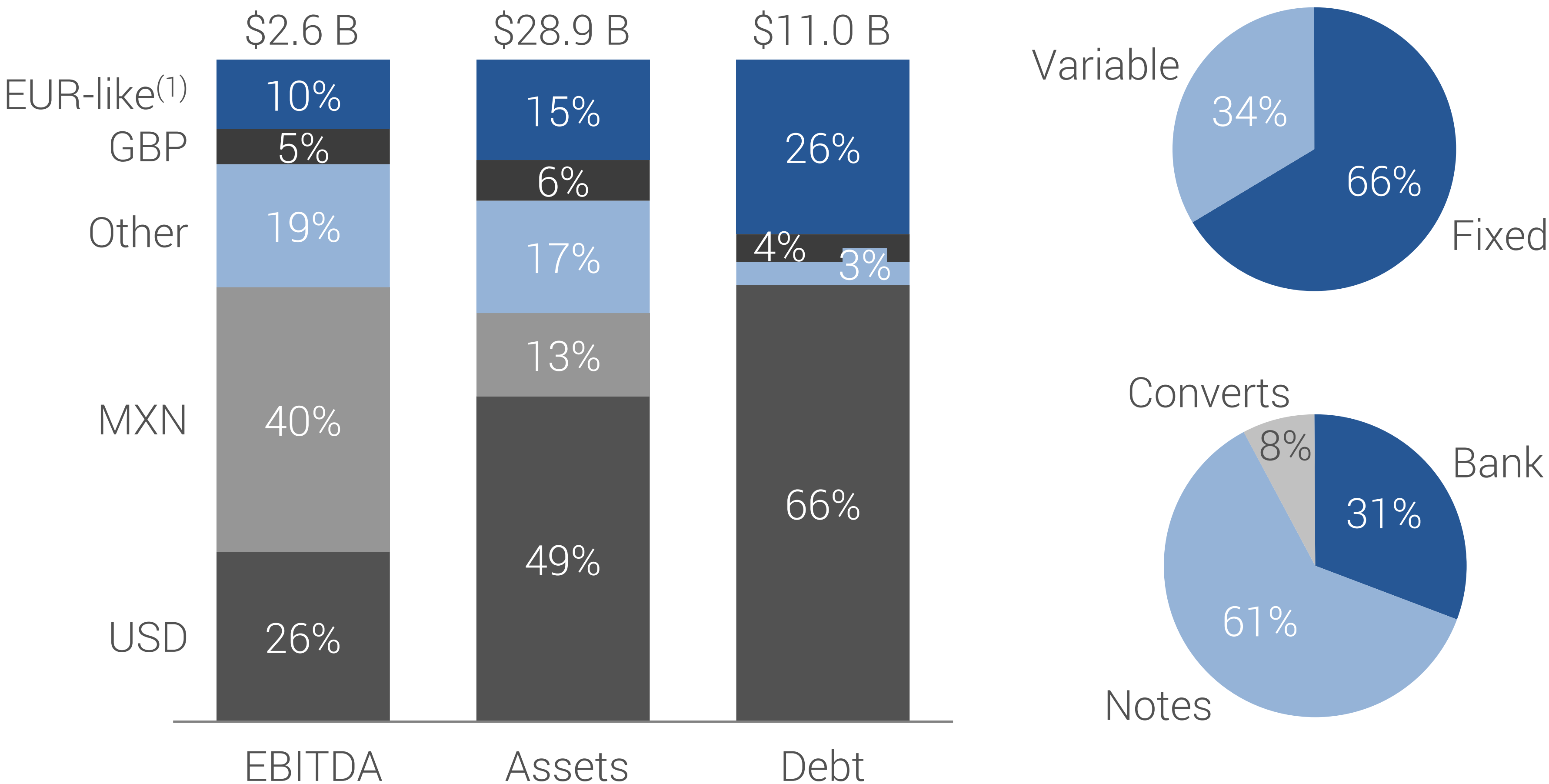
	Dec 2016	Dec 2017	YoY
Total debt + perps	$13.1	$11.0	($2.1)
Avg. cost	5.9%	5.1%	(0.8%)
Revolving tranche	$0.8	$1.1	$0.3



$1.1 B availability under Revolving tranche of Bank Agreement as of Dec. 31, 2017

1) Debt as of December 31, 2017 on a pro-forma basis reflecting the $350 million cash reserve created in December 2017 and Revolving Credit Facility used on January 2018 for the redemption of the 4.750% senior secured notes due 2022

Efficient funding sources, currency and interest rate mix



1) Includes other currencies from Croatia, Czech Republic, Norway and Poland

Note: EBITDA and assets figures as of EoY 2017. Proforma debt figures after payment of 4.75% Euro Note 2022 during Jan. 2018

We are evolving our debt framework towards investment grade characteristics

Bank debt

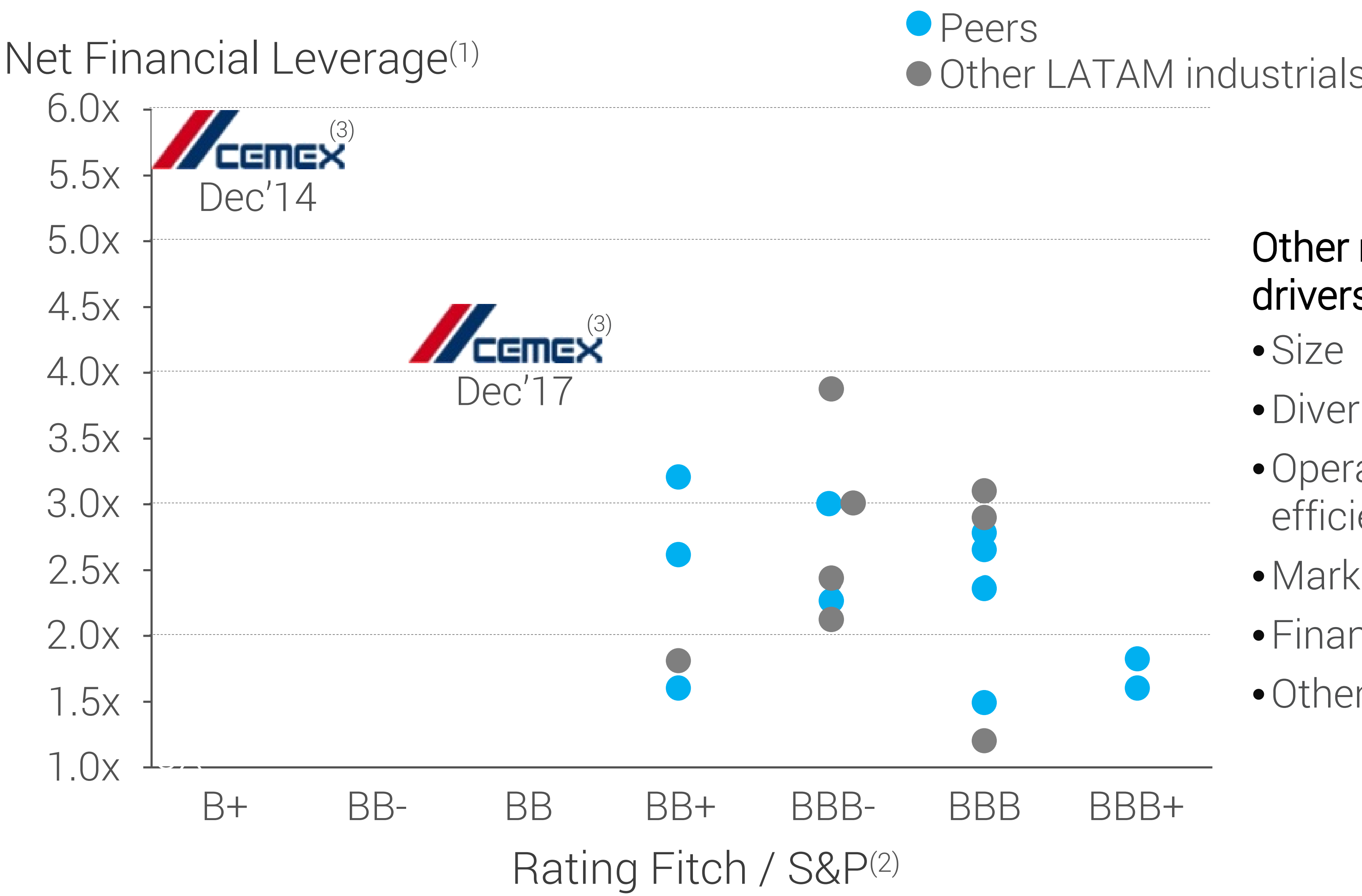
- Immediate cost reduction of 50bps, further reduction depending on leverage
- Increased committed revolving tranche of Bank Agreement ($1.1 B)
- Dividend and share buy back permitted ($200 M per year if leverage <4.0x)
- At CEMEX's option, most restrictions fall away with leverage <3.75x(1)
- Security release when leverage ratio <3.50x(1) for 2 consecutive quarters

Public debt

- New documentation incorporates additional operational/financial flexibility
- Dividend and share buyback flexibility in line with bank debt
- Most restrictions fall away when leverage <3.75x
- Most recent refinancing in Euros in December was done at a 2.75% coupon, 41% lower than previous coupon

1) For two consecutive fiscal quarters, while maximum leverage set at 4.25x
Note: Leverage as used on this slide refers to Bank Agreement leverage

We are approaching investment grade metrics



Other rating drivers:

- Size
- Diversification
- Operating efficiency
- Market position
- Financial policy
- Other

1) Source: Companies' financial statements as of Sep'17 and Dec'17 as available
2) If split rating, the highest is shown
3) Net financial leverage for CEMEX calculated as Net debt plus perpetual notes divided by EBITDA calculated in accordance with IFRS

Proposing new capital allocation tools to deliver value creation in the future

Share buy back

- Another way to return value to shareholders
- Program provides flexibility
- Current $200 M annual limit in Bank Agreement

Share increase

- Take advantage of recent change in Mexican Securities Law
- Achieve equal footing with international peers
- Gain flexibility to fund investment opportunities

Recovering investment grade capital structure remains our top priority

Investment grade capital structure is our priority

Leverage

← 4.0x → ← 3.0x →

Achieve / maintain investment grade capital structure

Reduce debt		
Share buy back	Up to $200 M	> $200 M and/or dividend policy
Invest in growth opportunities	Leverage target up to 3.5x + equity if needed	Leverage target and/or CX up to 3.5x FCF/equity if needed

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What you should expect from us

- Maintain focus on recovering investment grade credit metrics
- Continue driving a prudent financial strategy
- Sustain efficient working capital management


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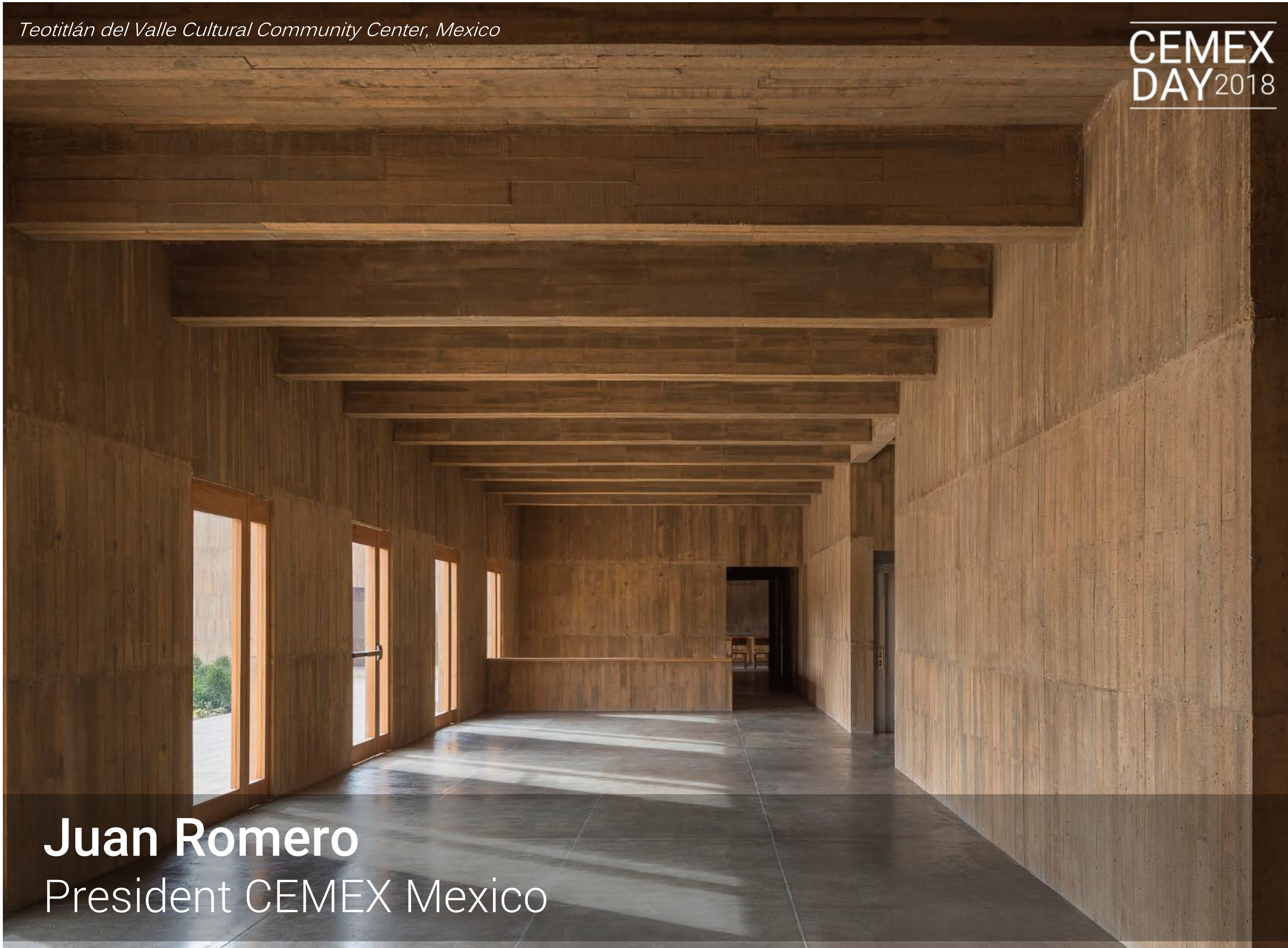

Teotitlán del Valle Cultural Community Center, Mexico

Juan Romero

President CEMEX Mexico

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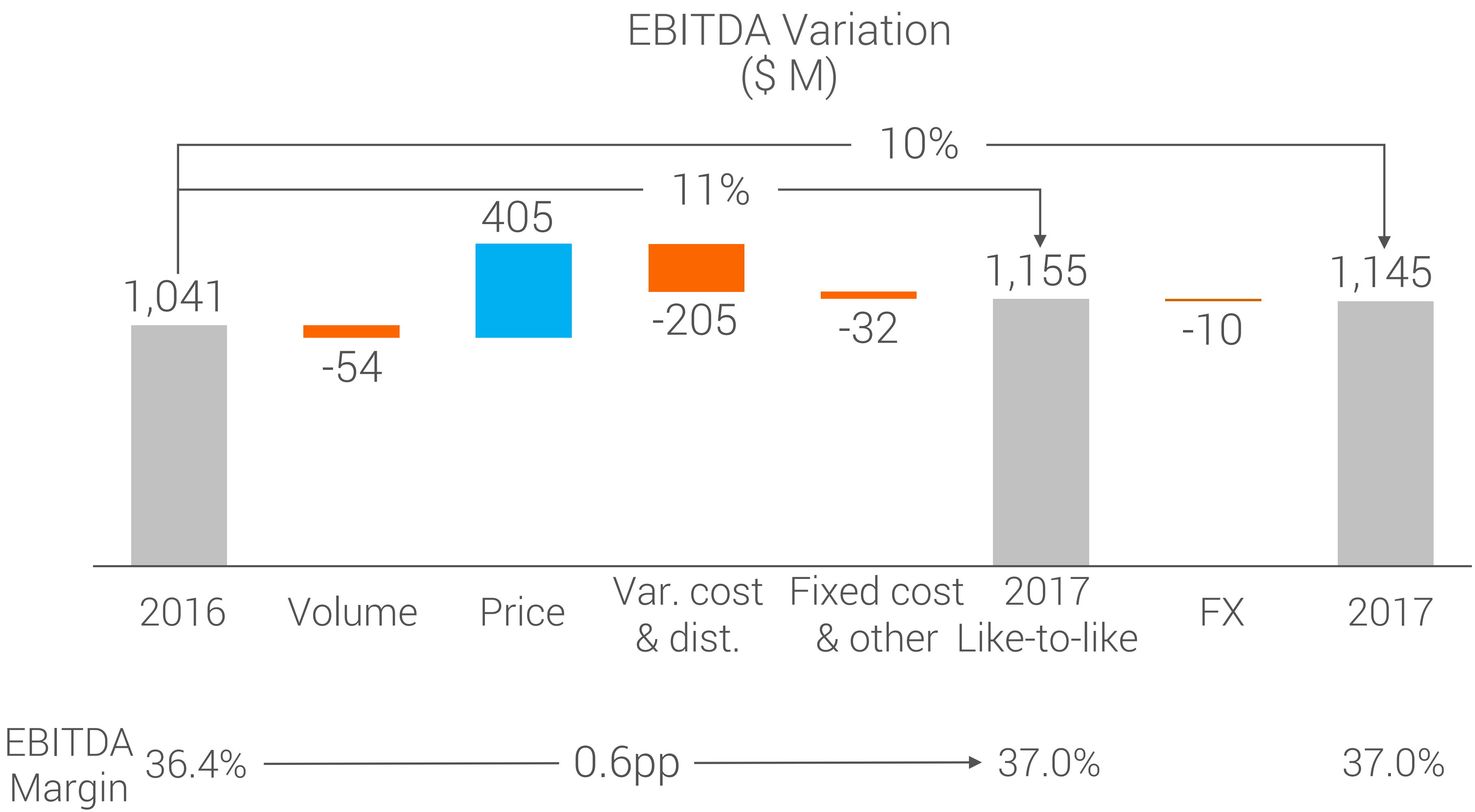
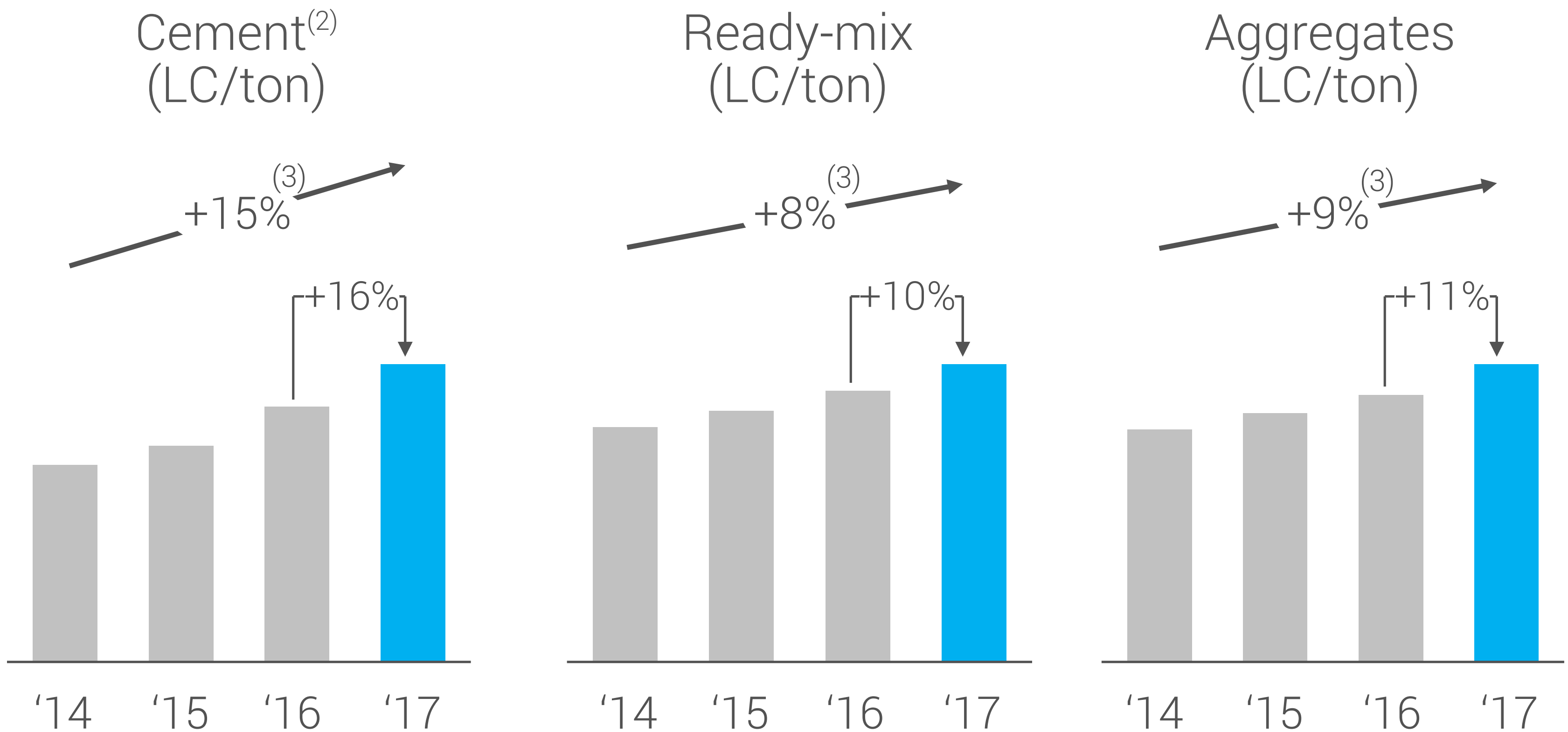
CEMEX DAY 2018

Solid growth in EBITDA generation



Disciplined pricing strategy paying off

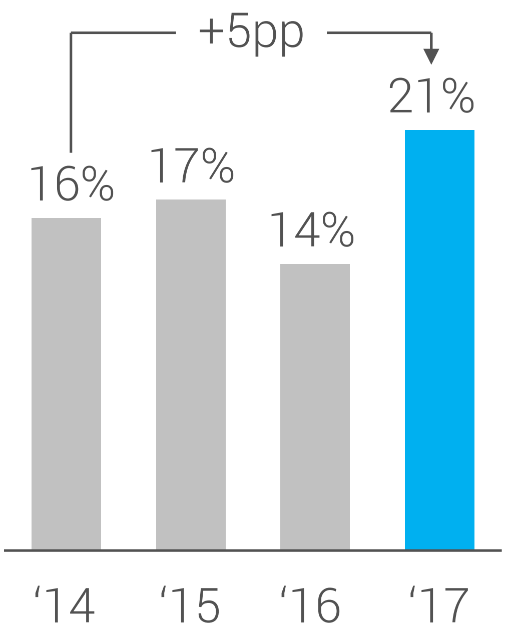
Price by Business Segment[1]



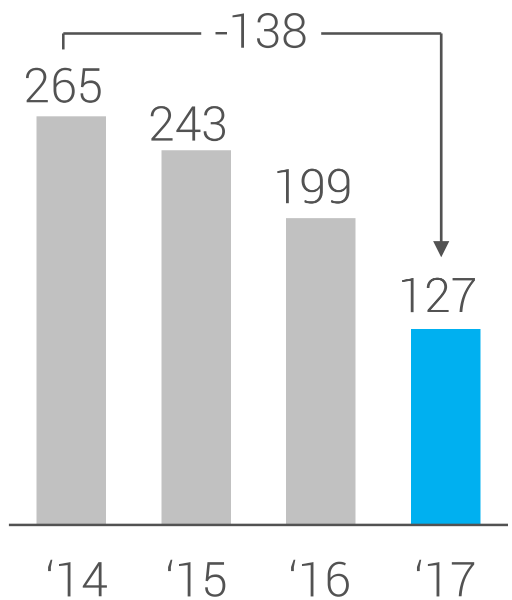
1) Data considers CIF prices
2) Domestic gray cement. Prices for this product, in local-currency terms, are up 4% from December 2017 to February 2018.
3) CAGR from 2014 to 2017

Continuing to improve operational efficiency

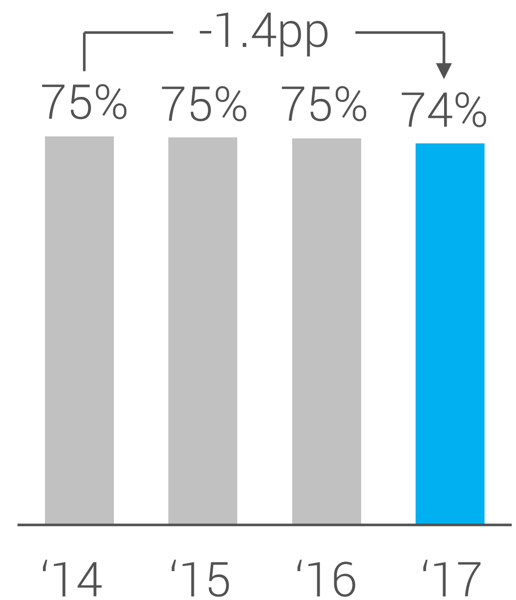
Alternative Fuels Substitution
(%)



Kiln Stoppages
(days)

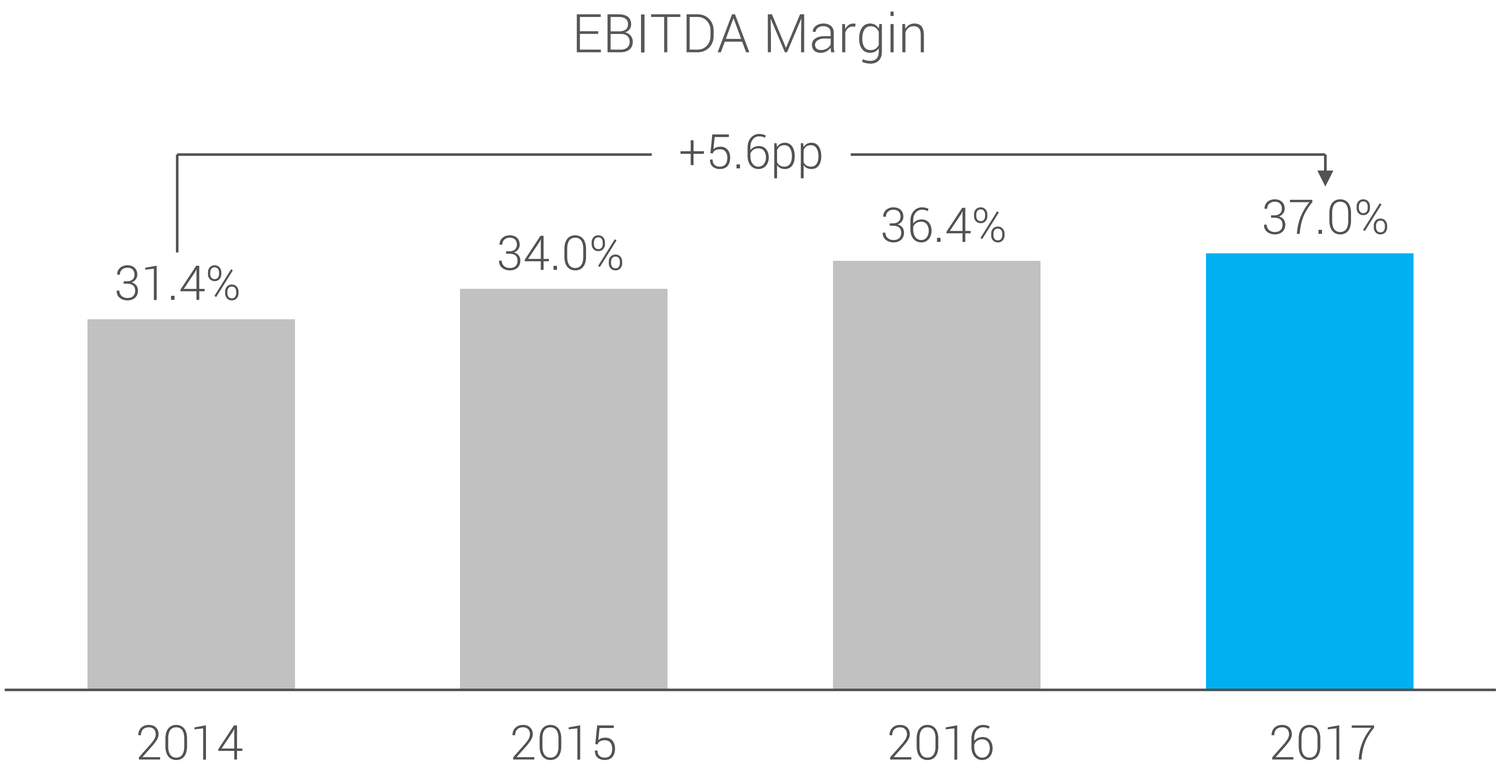


Clinker Factor[1]
(%)

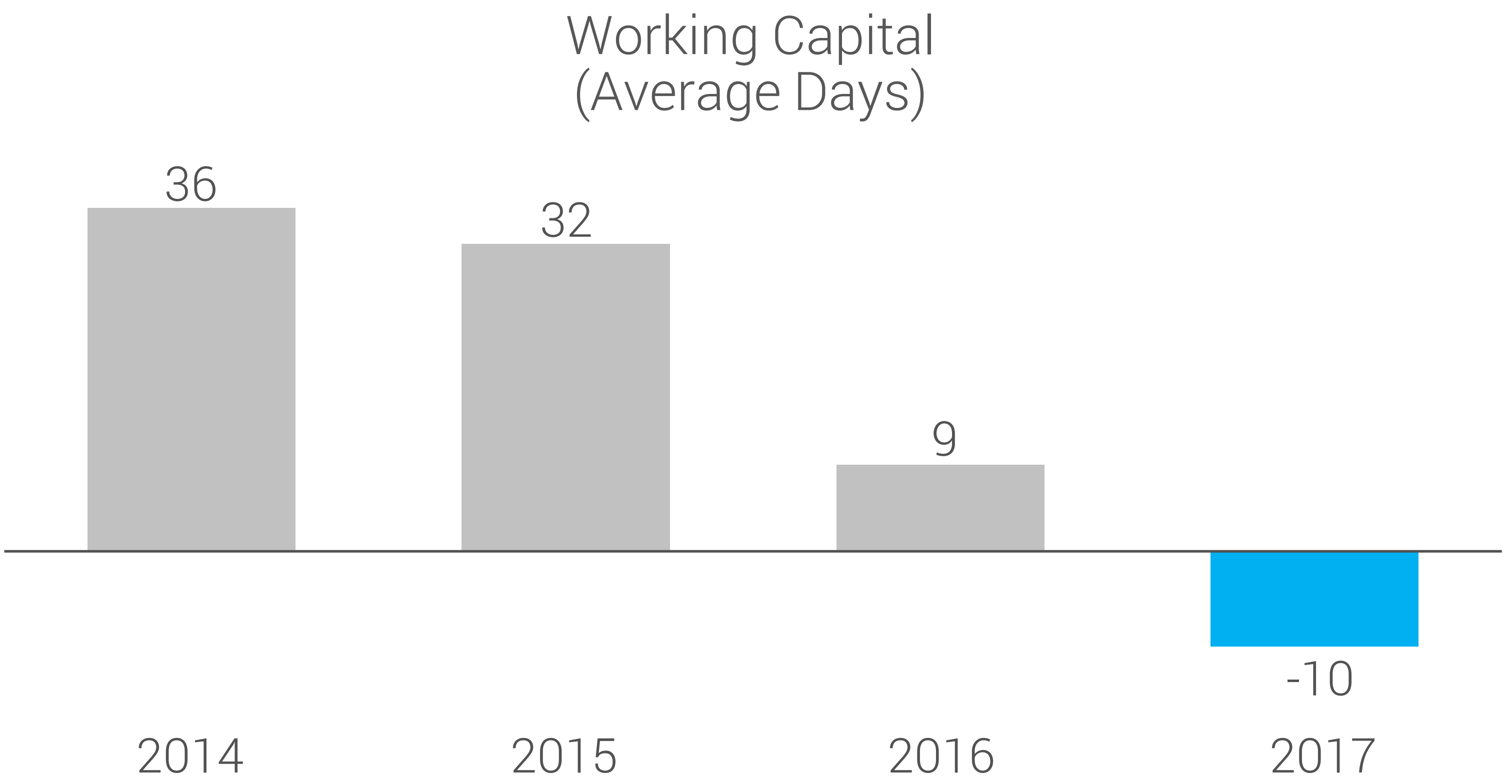


1) Clinker/cement

Delivering strong EBITDA margin expansion



And sustained improvement in working capital



Unlocked ~$160 M in average working capital during 2017

Market fundamentals remain strong

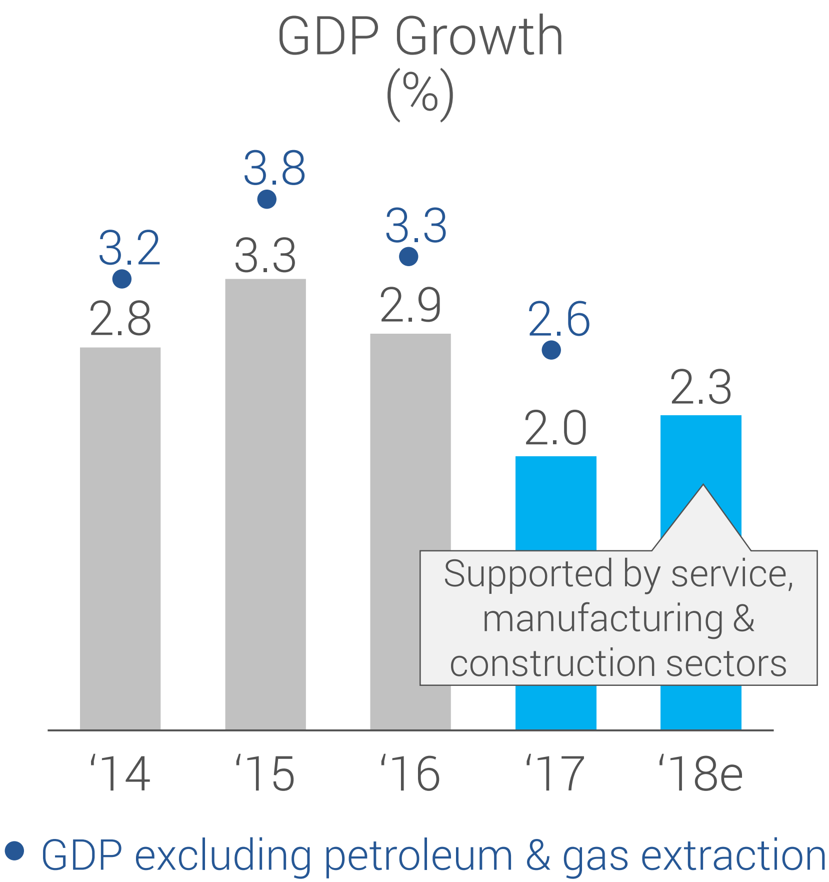
Drivers

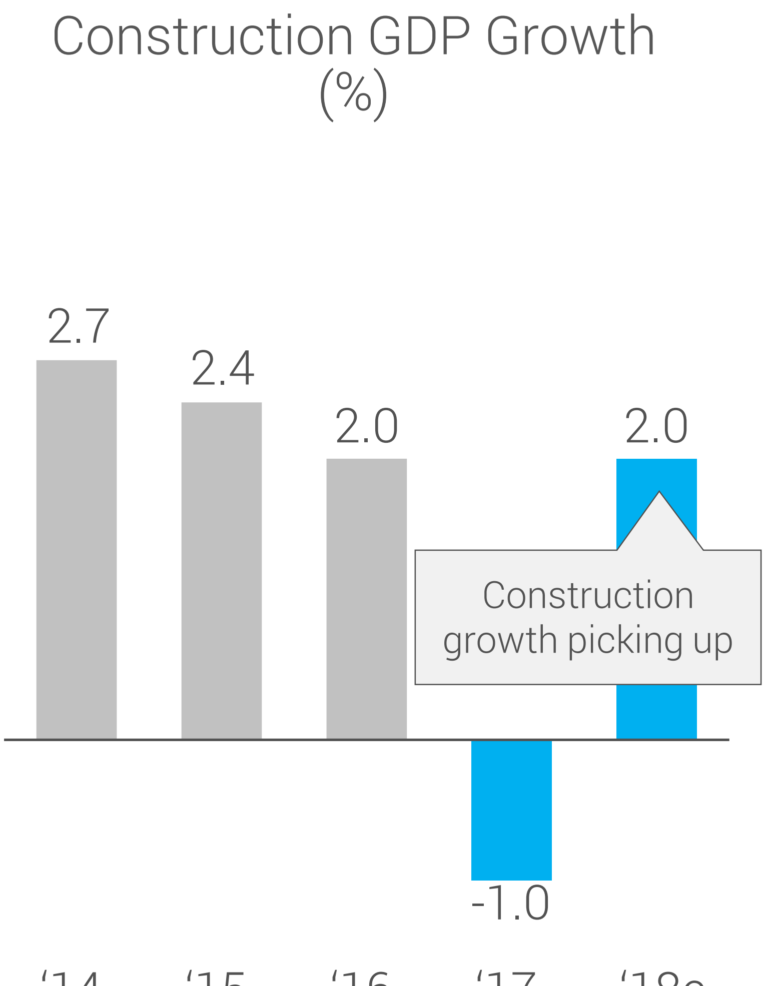
- Solid demand from middle class expansion
- Growing housing & infrastructure needs
- Sustainable benefits from structural reforms
- Strong U.S. growth

Challenges

- NAFTA negotiations
- Electoral cycle
- Tightening monetary policy

Growth is expected to continue



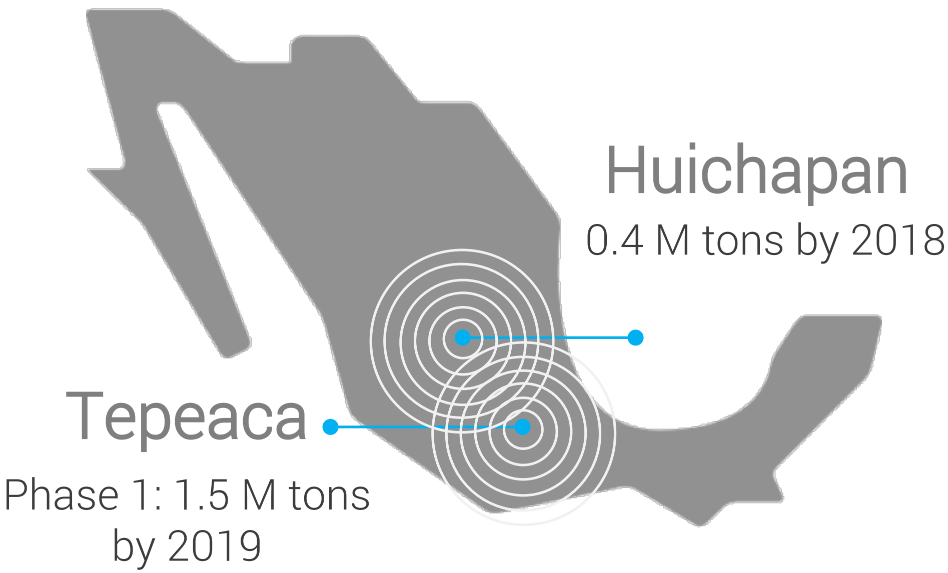


Source: GDP Banxico expectations survey, CEMEX estimates for construction GDP

Cement demand accelerating in most sectors

Formal Housing	• Government commitment to tackle housing needs	⌃
	• Growing housing deficit as inventories decrease	⌃
	• Reconstruction process highly focused on housing	⌃
Self-Construction	• Stable job creation continues	⌃
	• Solid remittance inflows	⌃
Industrial & Commercial	• Positive growth in commercial & tourism	⌃
	• Pick up in manufacturing activity	⌃
	• NAFTA uncertainty delays investment	⌄
Infrastructure	• Reduced funding for transportation ministry	⌄
	• Partially offset by airport investment	⌃
	• Potential contribution from PPP's projects	⌃

Investing to leverage on dynamic markets



Capture growth in key markets

Production cost efficiencies

Logistics network optimization

We have a clear strategy

Continue building on our pricing strategy

Reflecting cost inflation

Bolstering our market position

Through differentiated value propositions

Creating a competitive advantage through a digitally-enabled customer experience

Nationwide
implementation started Nov'17

+3,500
customers using the platform

+22,000
transactions have been made

100%
Coverage expected across all businesses

+6,000
customers by end 2018

New solutions
as order process is expedited

Largest building materials retail network in the country

Construrama

+1,800 Construrama stores

+780 store owners

+600 cities nationwide

What you should expect from us

- Achieve and sustain Zero for Life
- Build a superior customer experience
- Leverage our pricing efforts while focusing on market share recovery
- Reinforce cost containment efforts
- Sustain working capital efficiencies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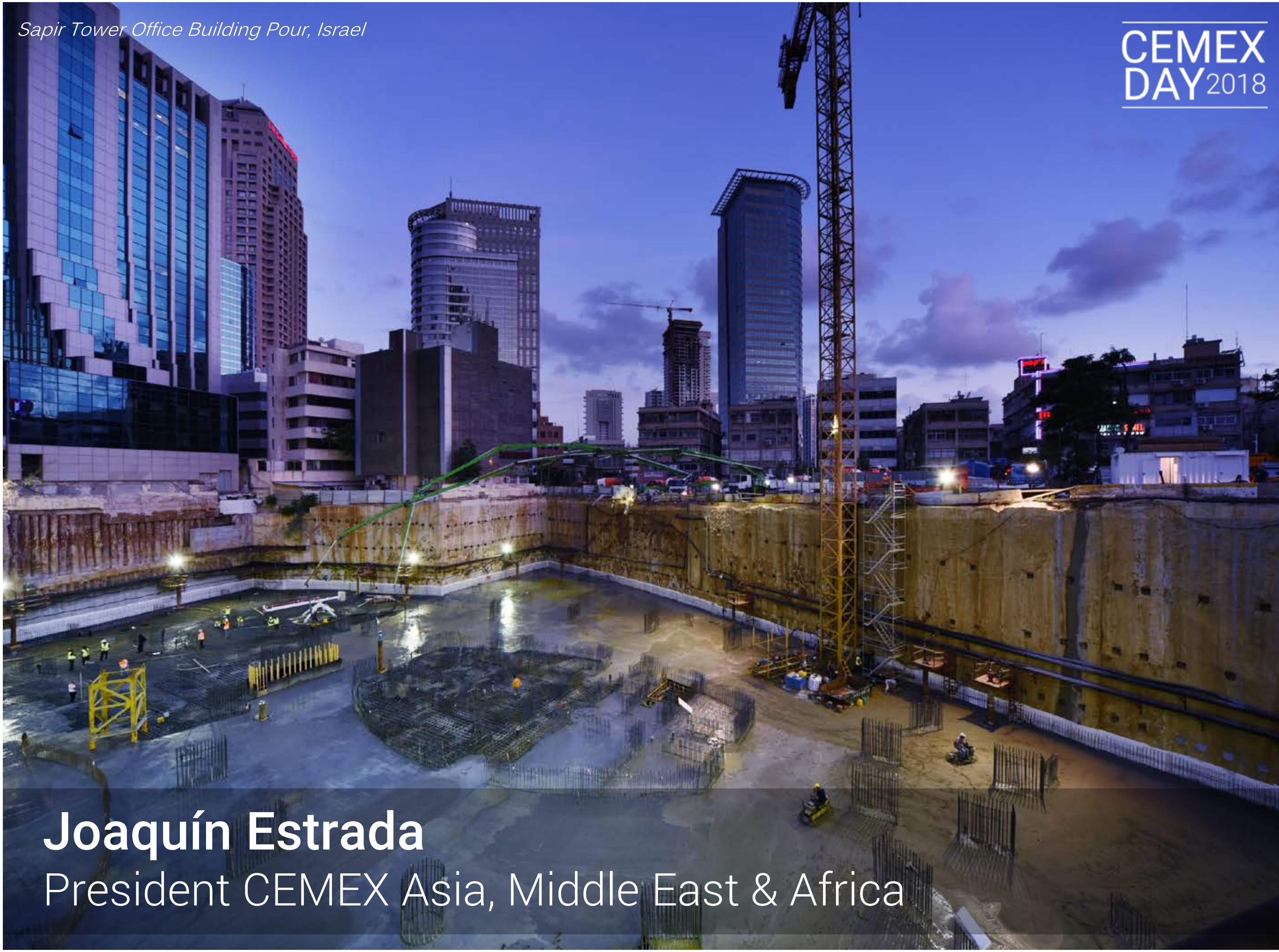

Sapir Tower Office Building Pour, Israel

Joaquín Estrada

President CEMEX Asia, Middle East & Africa

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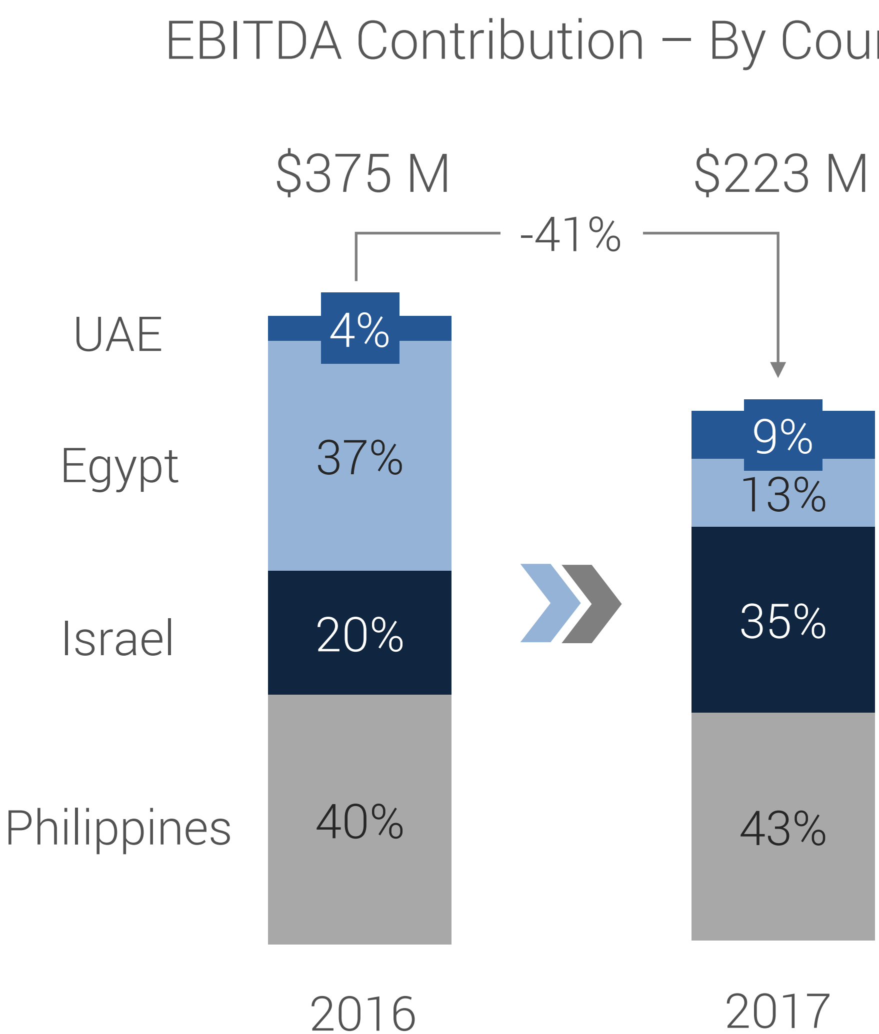
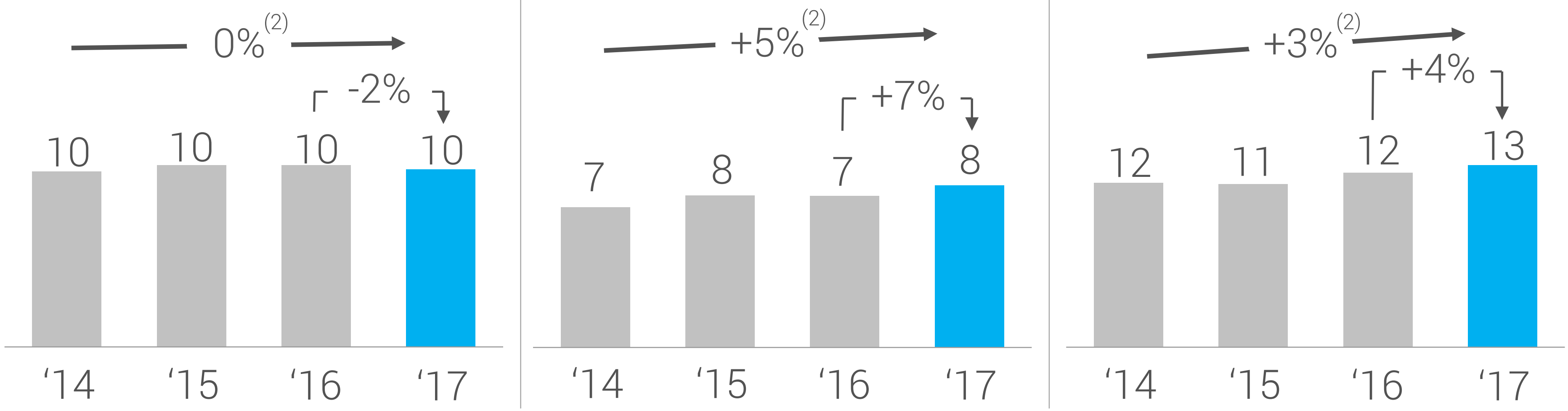
2017 was a bumpy year in our main markets



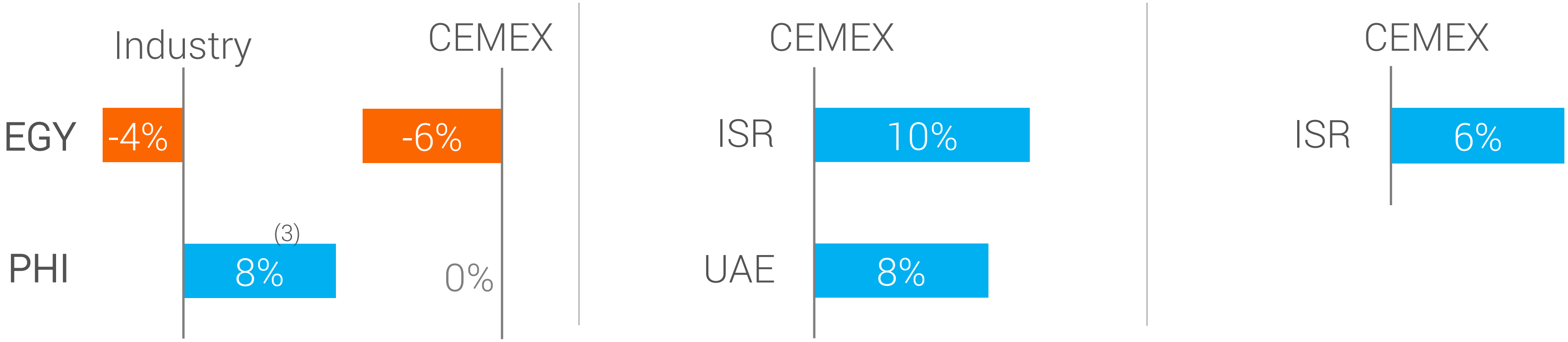
- Pricing pressures in Philippines
- Egypt impacted by EGP devaluation
- Record volumes in Israel
- Growth and high productivity in UAE

Market fundamentals remained healthy…

Cement[1] (M tons) | Ready-mix (M m³) | Aggregates (M tons)



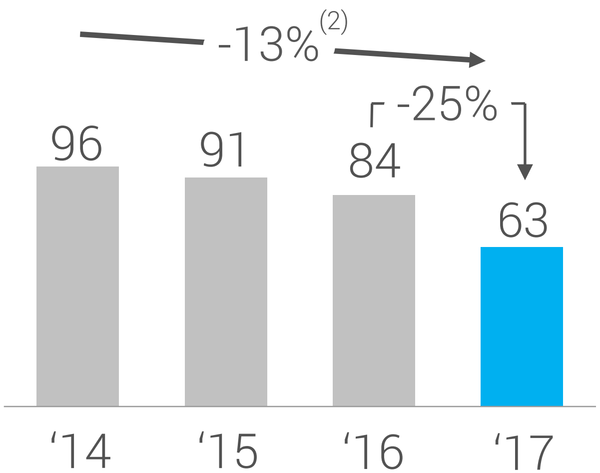
2017 vs. 2016



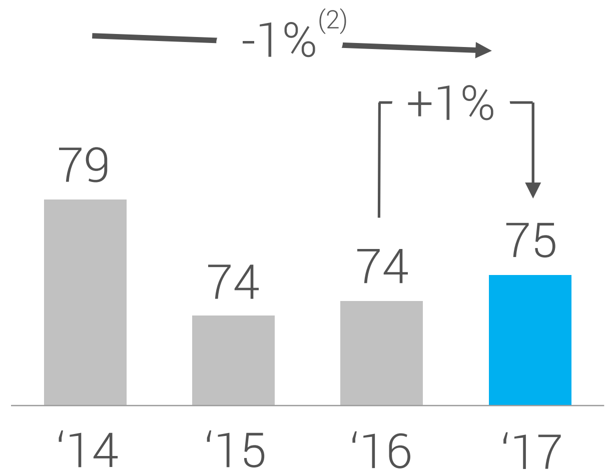
1) Domestic gray cement 2) CAGR from 2014 to 2017 3) CEMEX estimates

… and cement prices are stabilizing

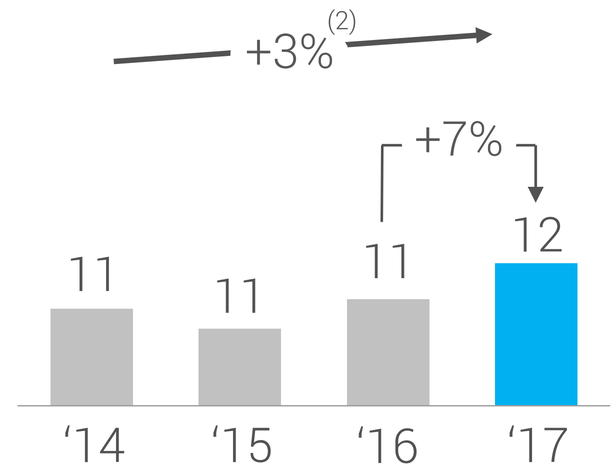
Cement[1]
($/ton)



Ready-mix
($/m^3)



Aggregates
($/ton)



- Egypt hit by devaluation, but prices up 10% in LC
- Pressure on prices in Philippines

- Fostering value added products and services

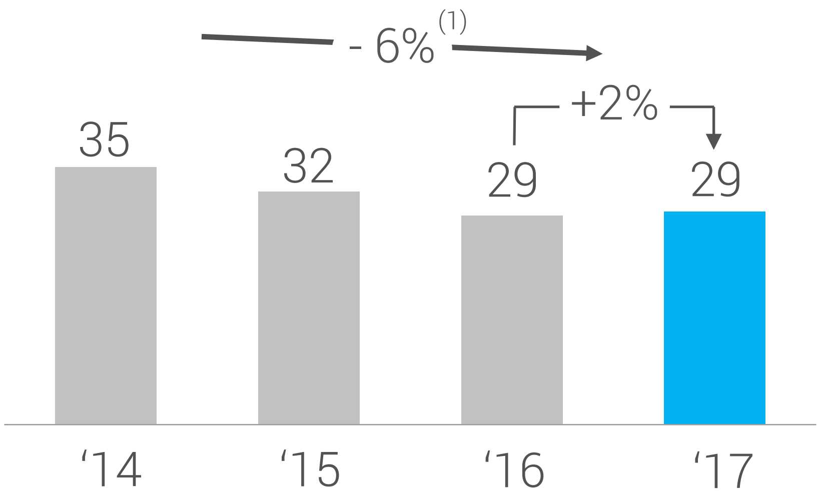
- Robust pricing supported by sustainable demand

1) Domestic gray cement
2) CAGR from 2014 to 2017. Data considers CIF prices

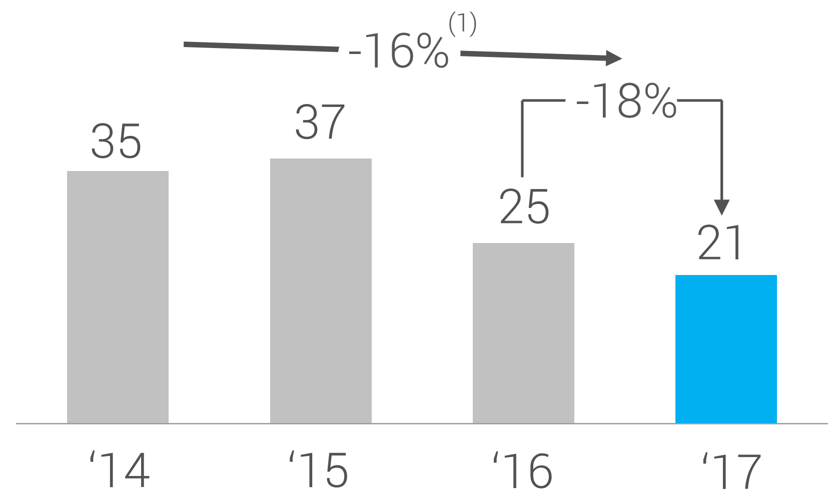
Proactive cost management

Cement Unitary Production Cost

Philippines ($/ton)



Egypt ($/ton)



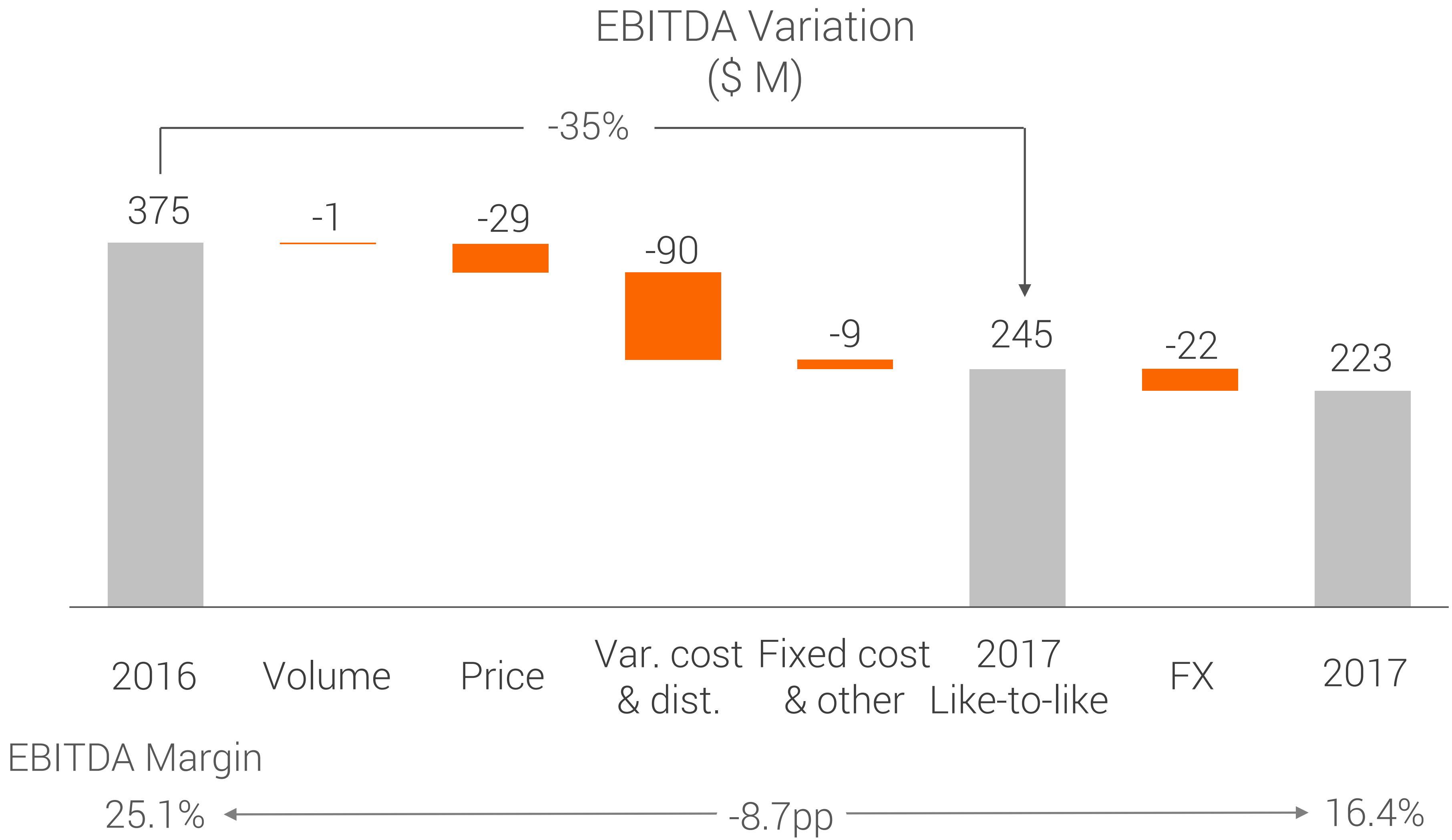
	'14	'15	'16	'17
Kiln Efficiency – Philippines	90%	90%	92%	94%
Kiln Efficiency – Egypt	91%	91%	94%	92%

- Highest kiln efficiency in CEMEX
- Timely coal hedging strategy

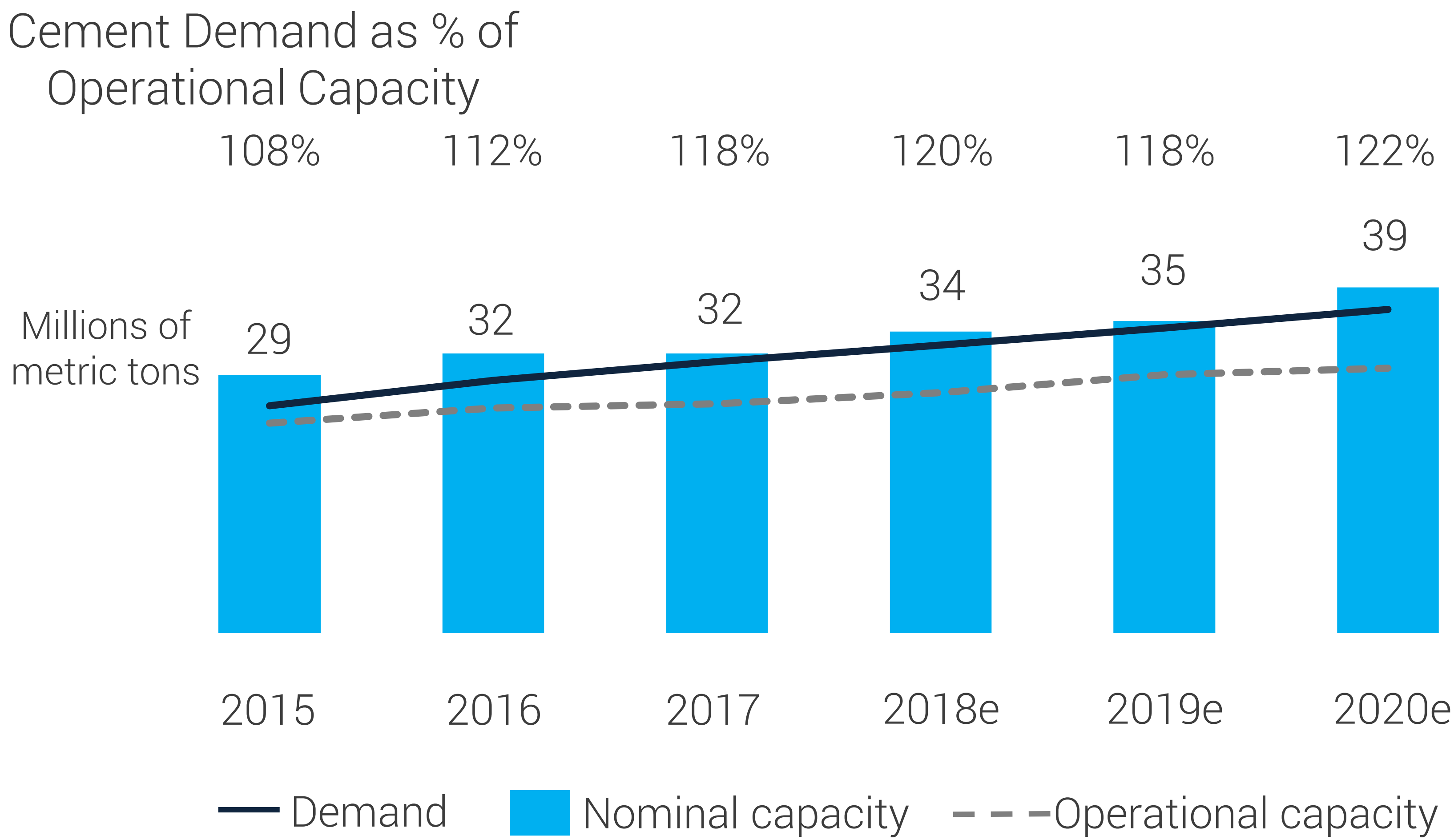
- Maintaining high kiln efficiency
- Agile and flexible fuel mix

1) CAGR from 2014 to 2017

2017 results impacted by Egyptian devaluation and energy costs

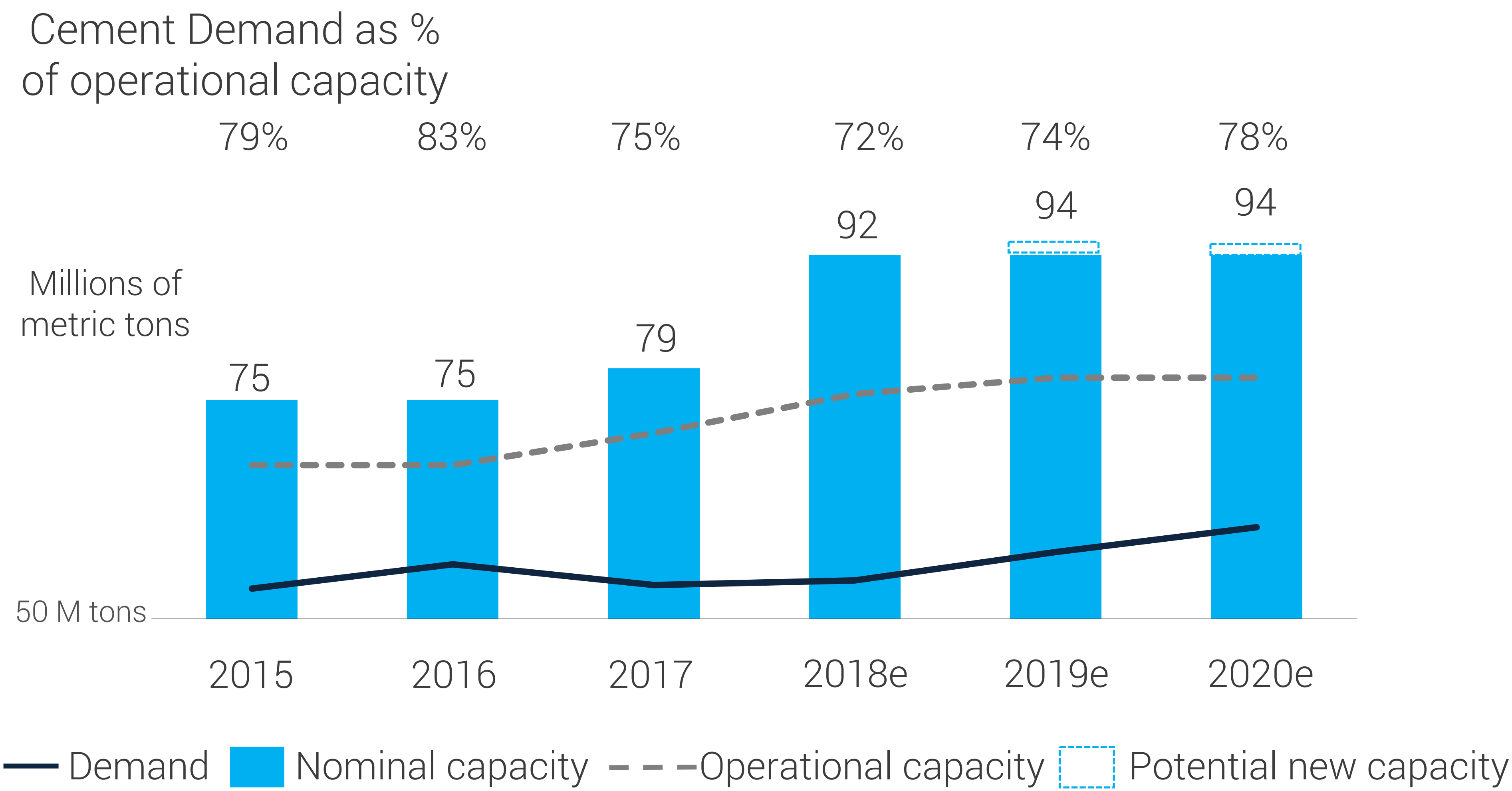


Philippines: Investing in new capacity to take advantage of strong demand growth



Source: CEMEX estimates

Egypt: Resilient demand with challenging supply dynamics



Source: CEMEX estimates

Medium term outlook

Philippines

- Positive cement demand drivers
- Capacity expansion and debottlenecking
- Challenges for margin expansion due to imports

Egypt

- Sustainable tailwinds in the Egyptian economy
- Positive cement demand fundamentals
- Uncertain behavior of new competition

Israel

- Stable economic backdrop
- Improving our footprint

UAE

- Positive macroeconomic outlook
- Excellent productivity with room for improvement

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What you should expect from us

- Achieve and sustain Zero for Life
- Offer superior services and value added products, at premium prices
- Launch new digital solutions to expand value creation
- Maintain the highest kiln efficiency
- Debottleneck in Philippines to capture value in advance
- $225 M investment in the Solid cement plant expansion (1Q20)
- Develop our footprint in Israel


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Archeopark Pavlov, Czech Republic
CEMEX DAY 2018
Jaime Elizondo
President CEMEX Europe

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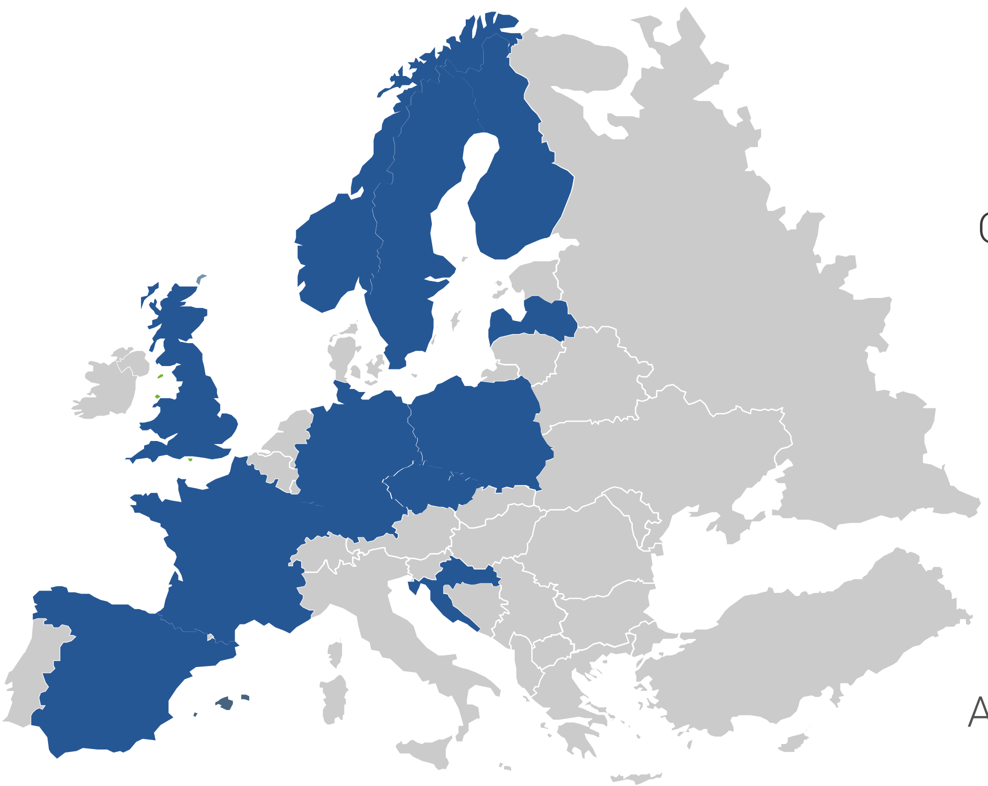
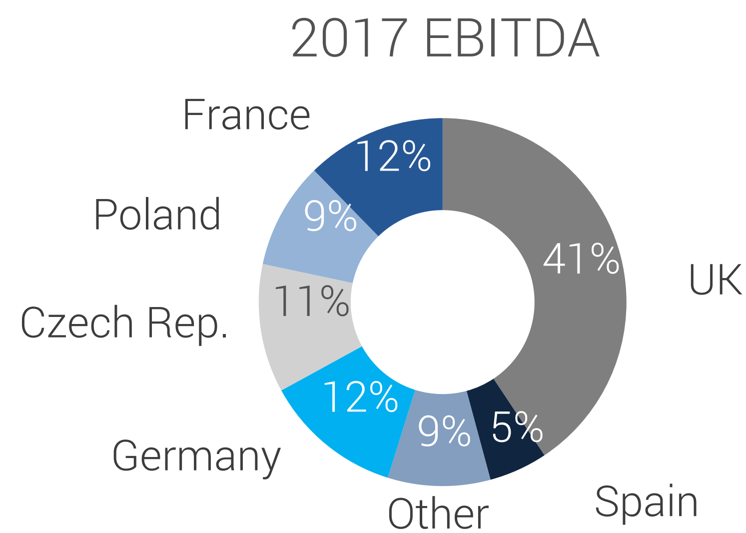
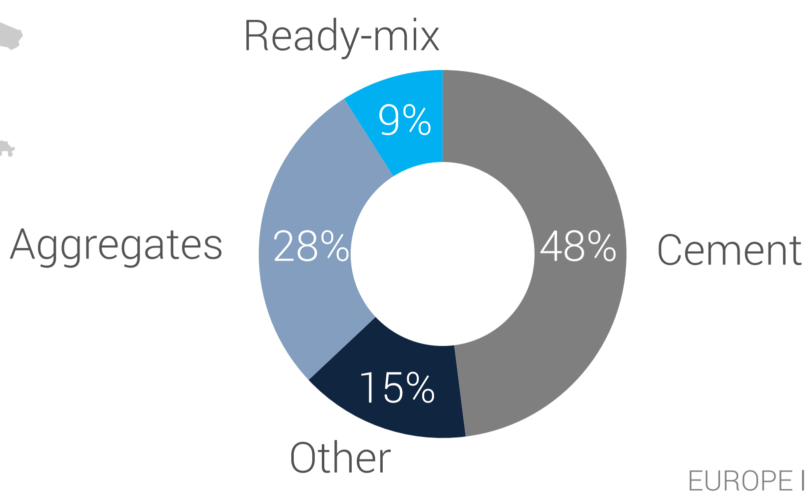
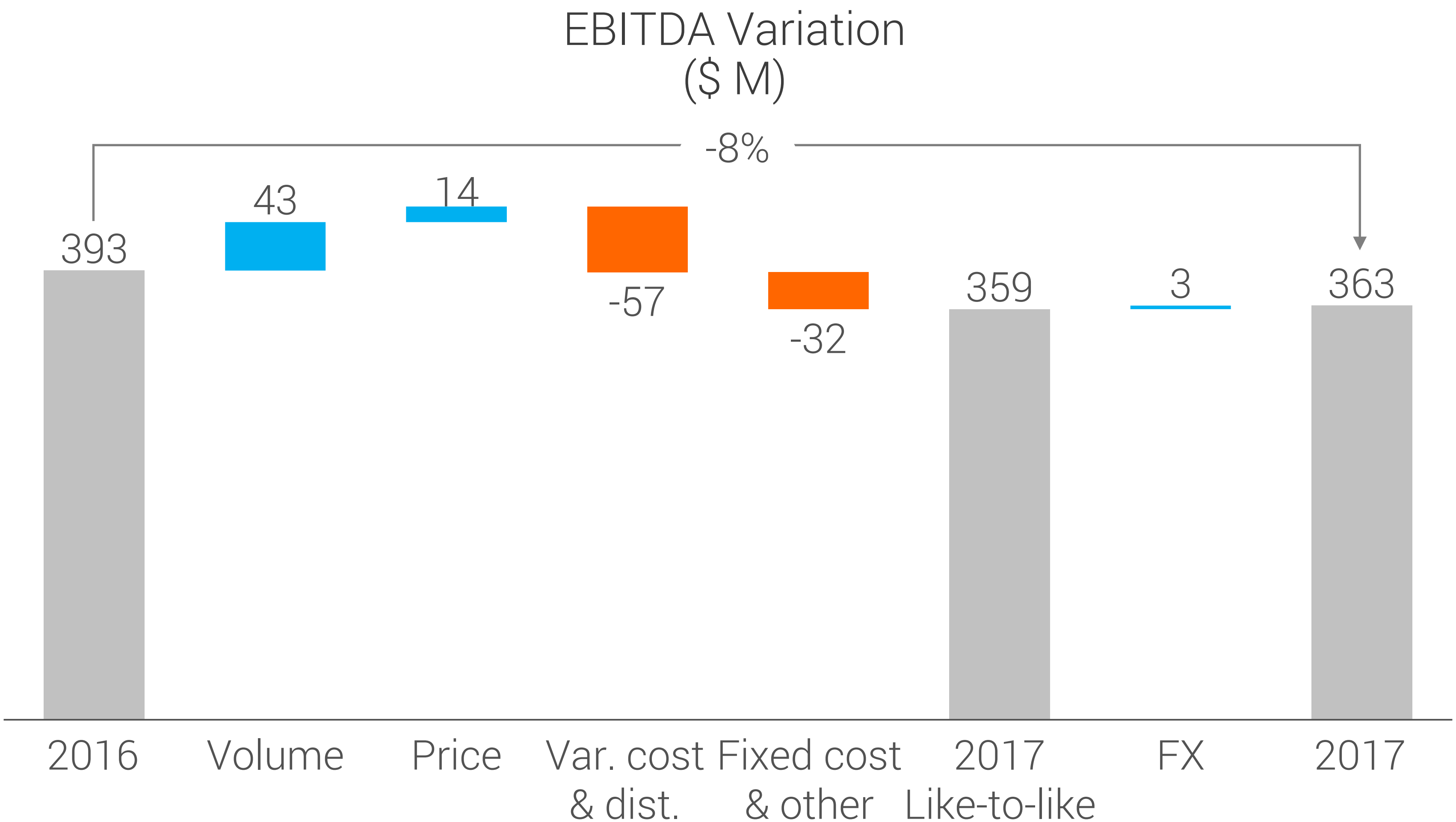
Diversified and attractive European portfolio





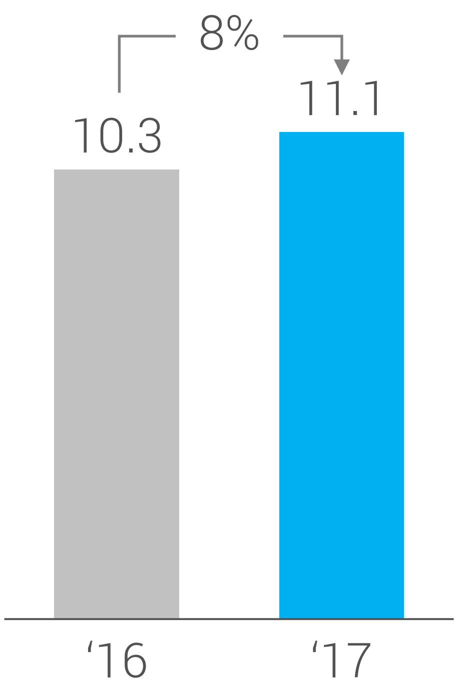


Solid operational performance offset by energy costs and geographic mix

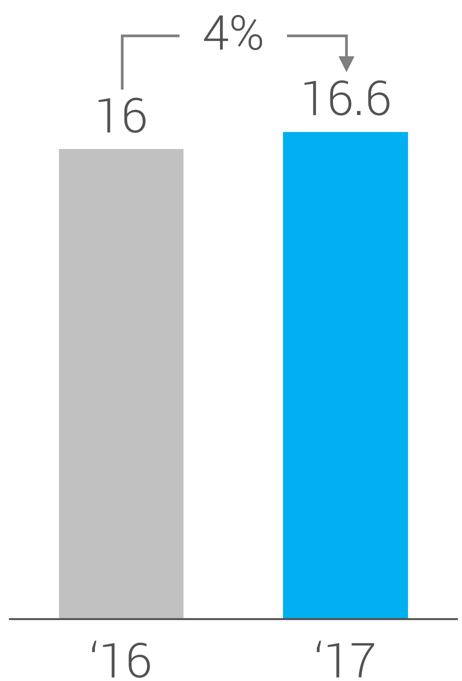


Strong recovery driven by Continental Europe

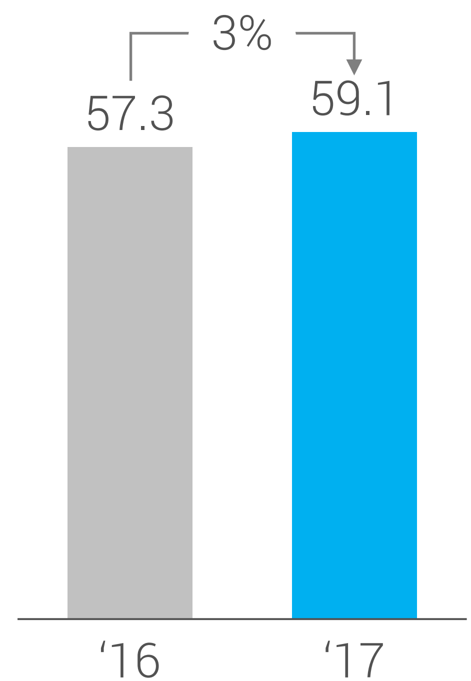
Cement[1]
(M tons)



Ready-mix
(M m^3)



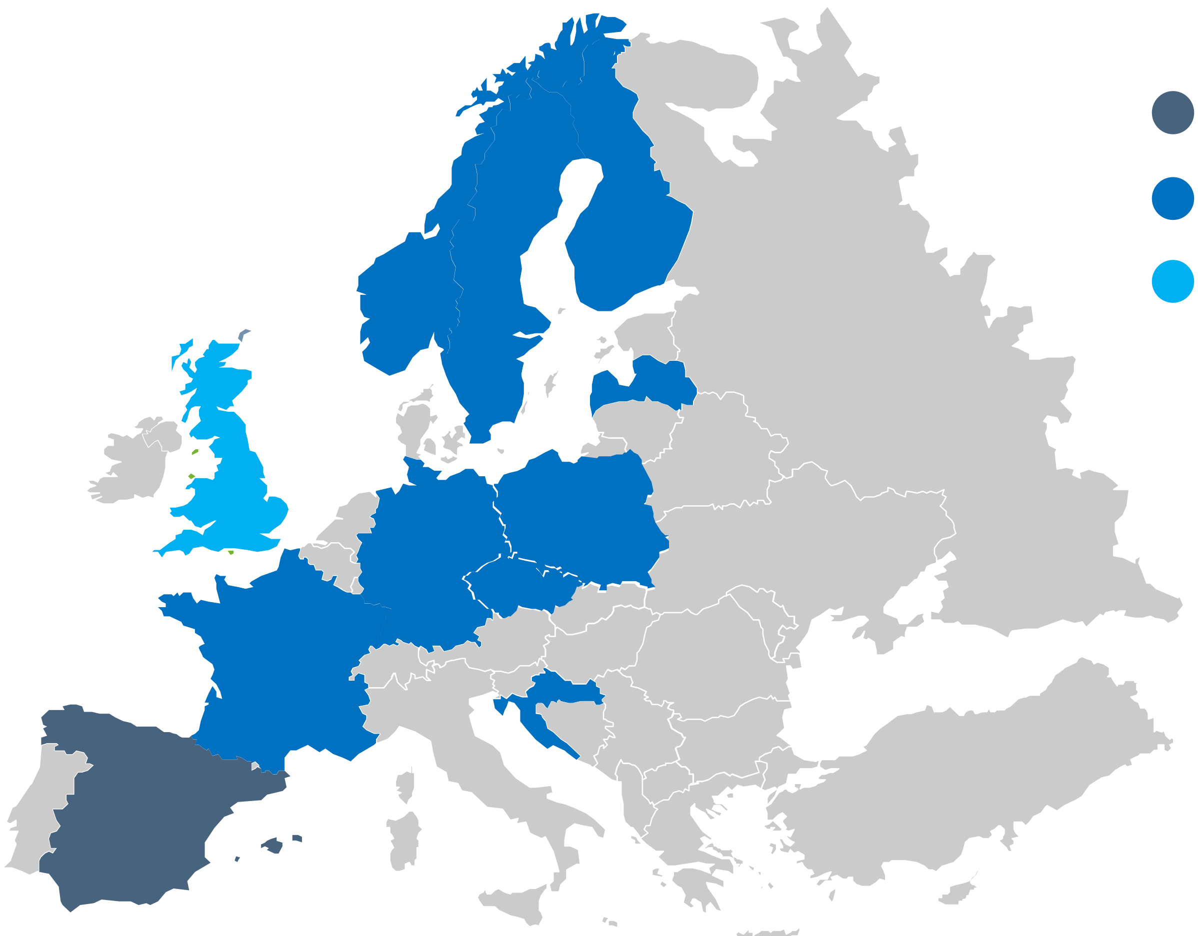
Aggregates
(M tons)



1) Domestic gray cement

Sustainable demand growth

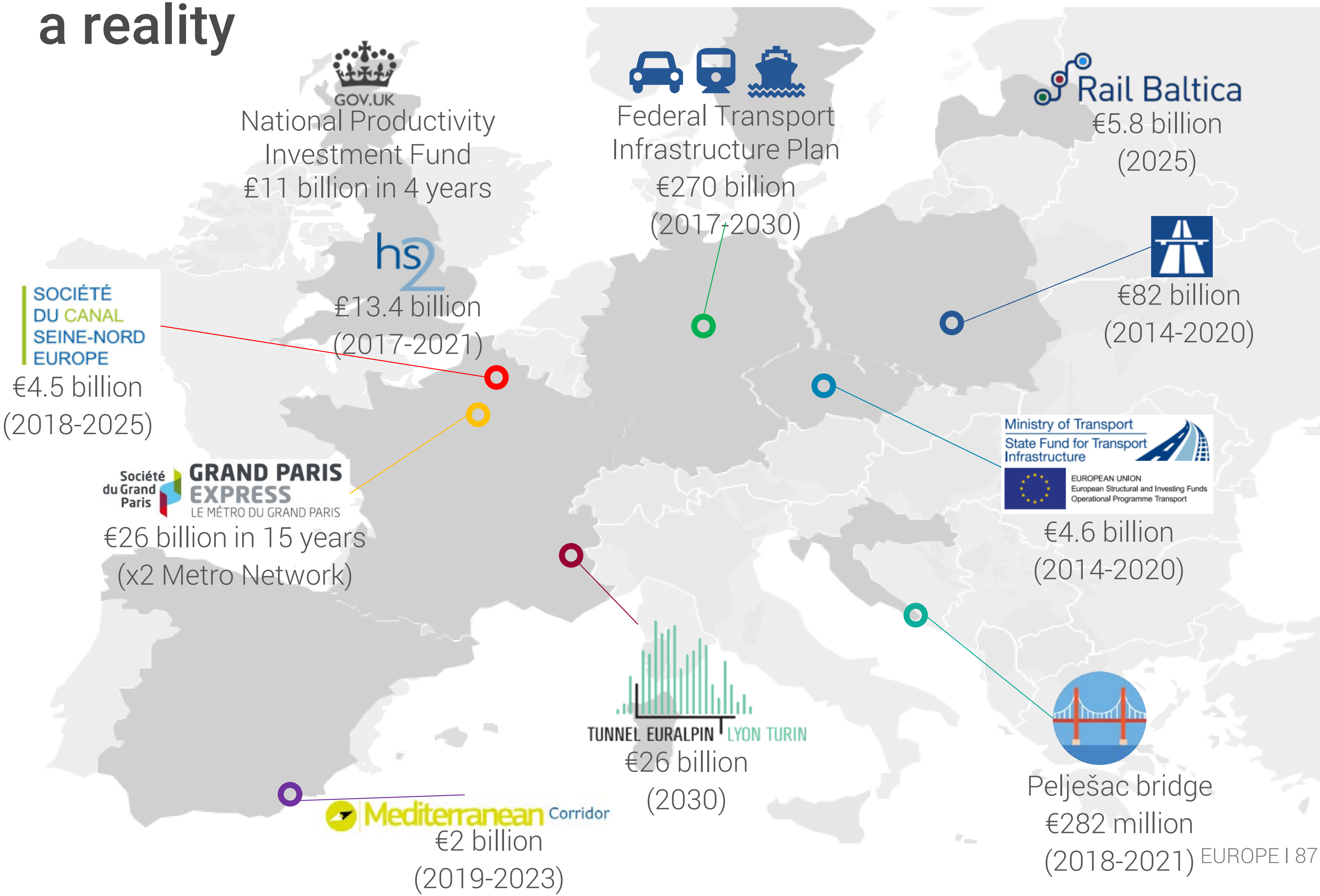
Demand Growth CAGR 2017 – 2022[1]



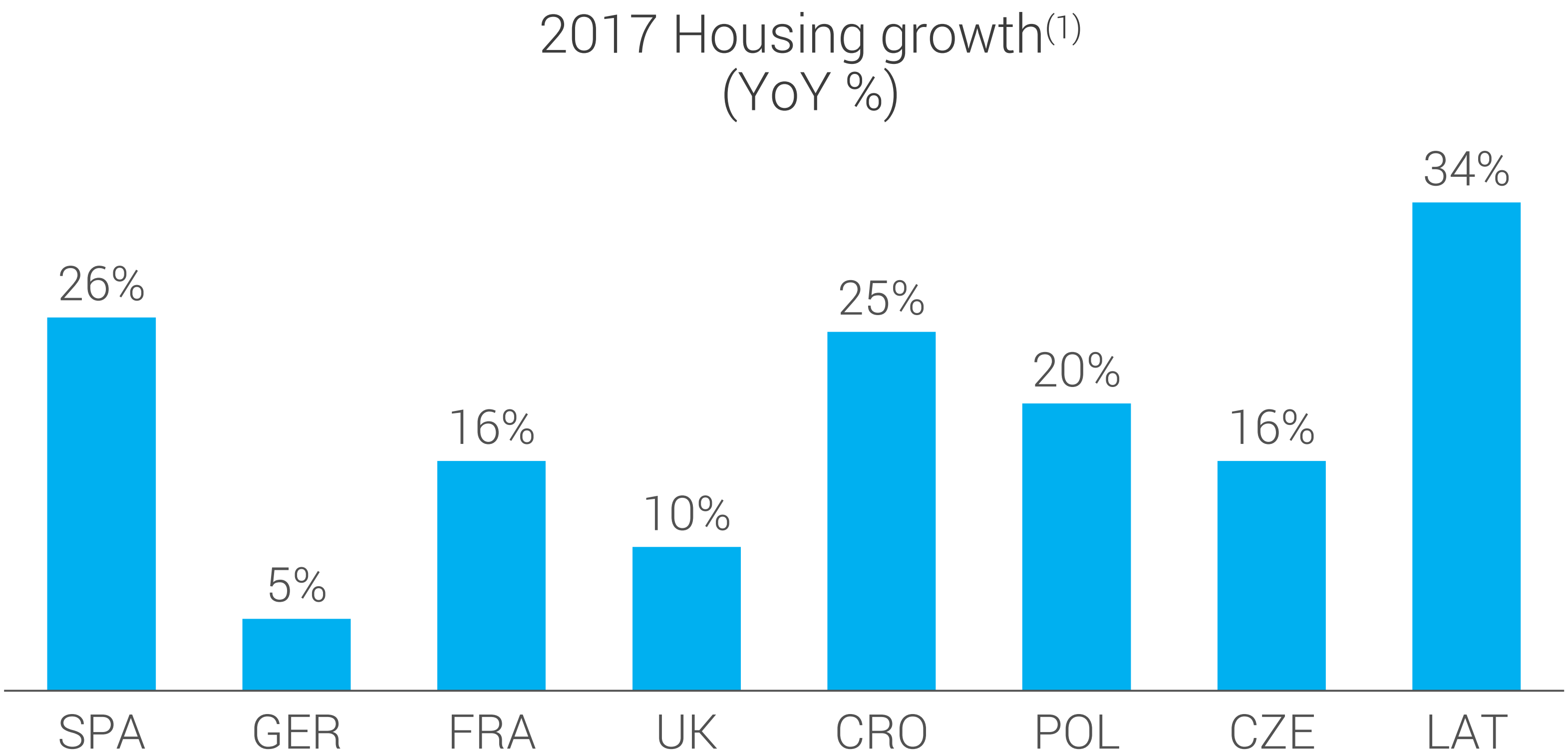
- Significant growth (>5%)
- Moderate growth (2% to 5%)
- Limited growth (0% to 2%)

1) Domestic gray cement consumption (Ready-mix for France)
Source: CEMEX estimates

Government commitment to infrastructure is a reality



Housing: Strong, wherever you look



1) Housing starts. GFCF dwellings in Germany
Source: Eurostat, ECB, National Sources and CEMEX estimates

Europe is awakening

Economic growth returning to Continental Europe

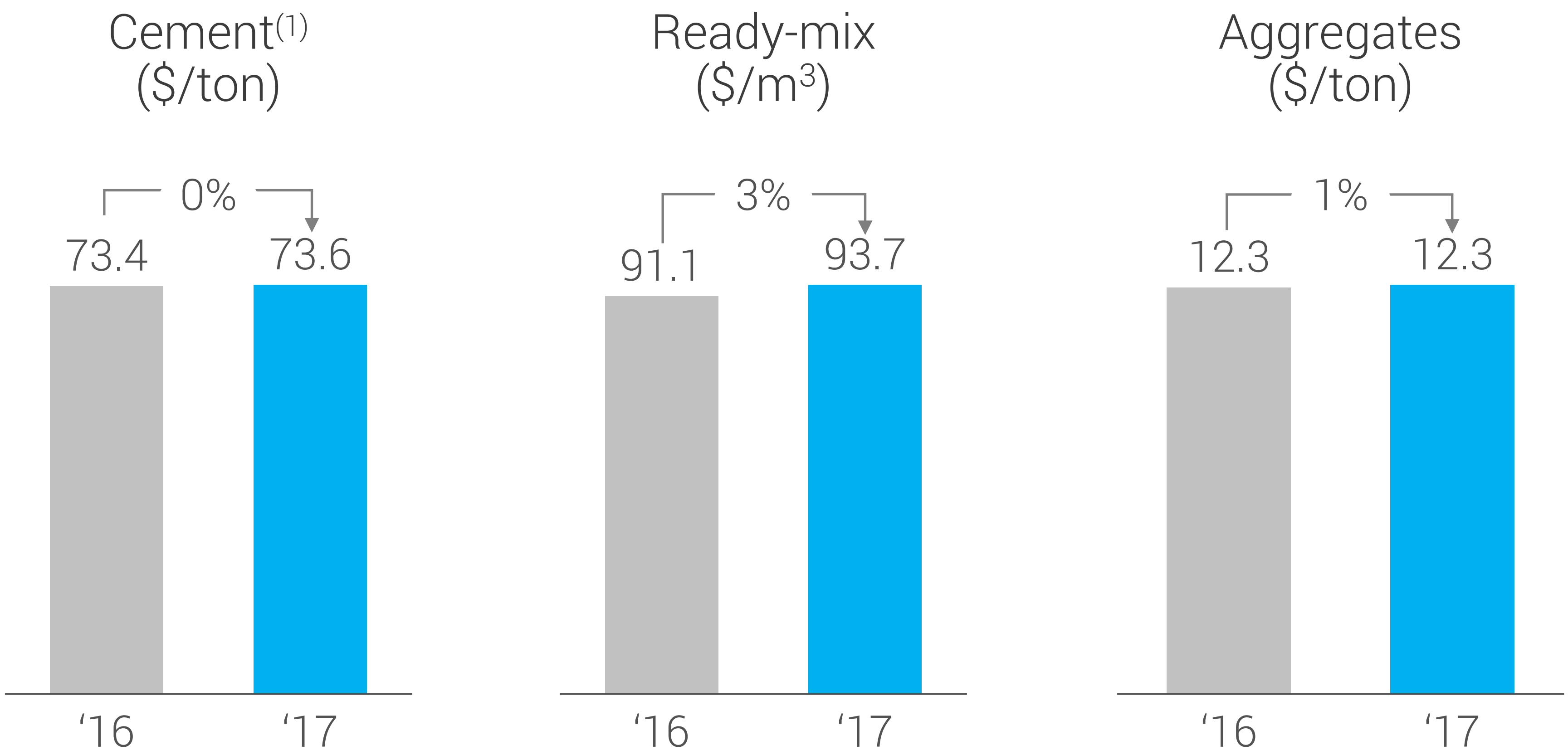
Favorable credit conditions

Housing deficit augmented by refugee flows

Large infrastructure programs announced

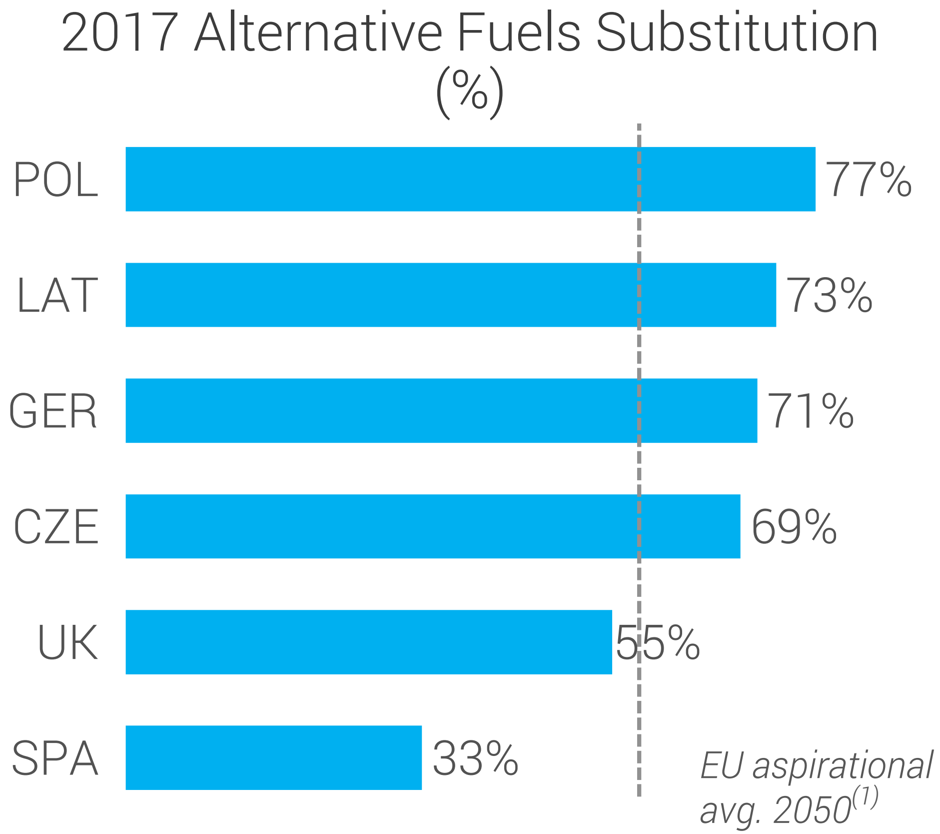
Political stability and more conviction surrounding EU

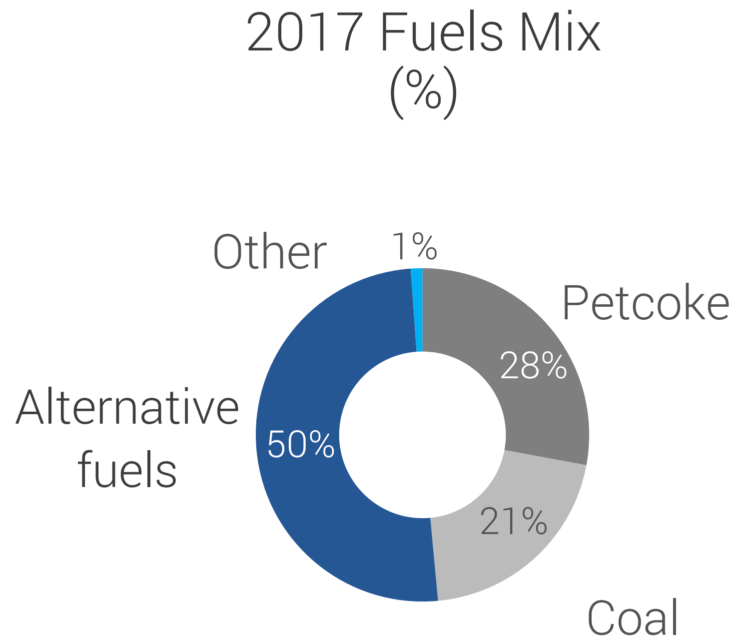
Volume recovery paving the way for higher profitability initiatives



1) Data considers FOB prices

Continue to deliver value from alternative fuels strategy

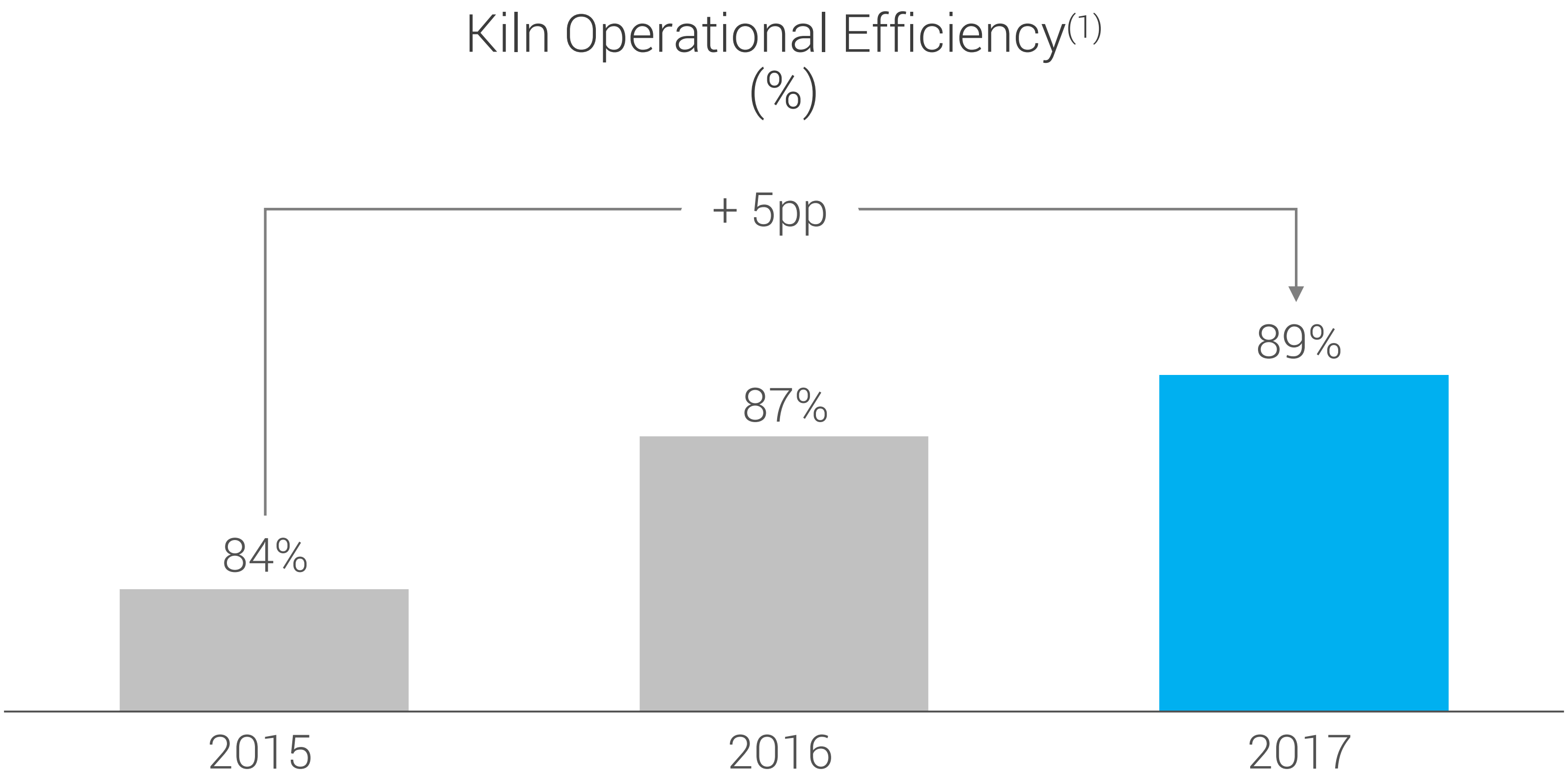




~$70 M savings from using alternative fuels vs. fossil fuels in 2017

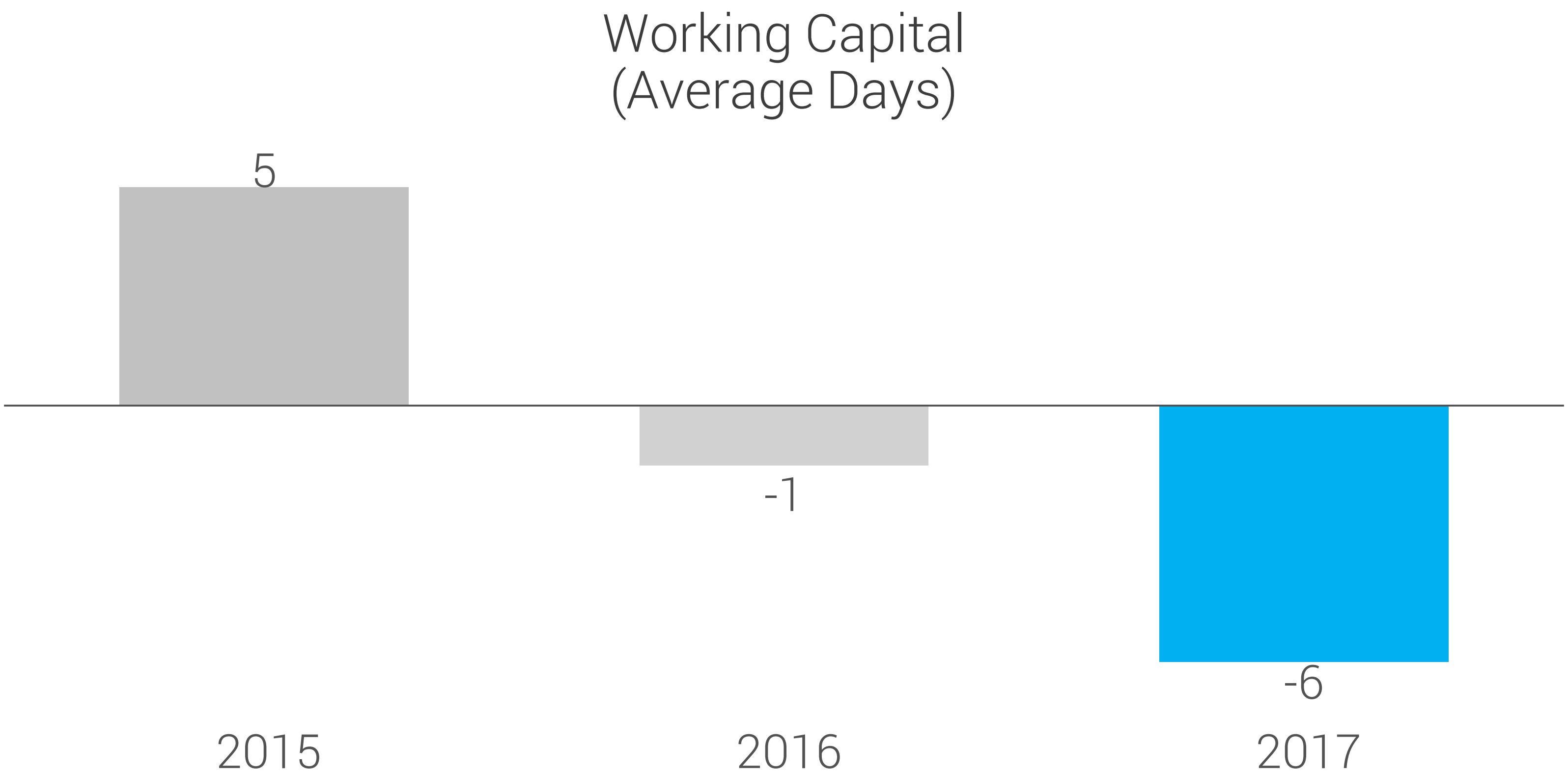
1) Source: Cembureau – Europe Cement Industry average Alternative Fuels Substitution (%)

Focused on optimizing our operations



1) Real production divided by proven capacity

Working capital numbers speak for themselves



Unlocked ~$45 M in average working capital during 2017

What you should expect from us

- Achieve and sustain Zero for Life
- Recovering input cost inflation
- Cost optimization culture
- Energy savings through operational efficiency and greener fuel mix
- Higher profitability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Casa Nianis, Colombia
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Jaime Muguiro
President CEMEX South, Central America and the Caribbean

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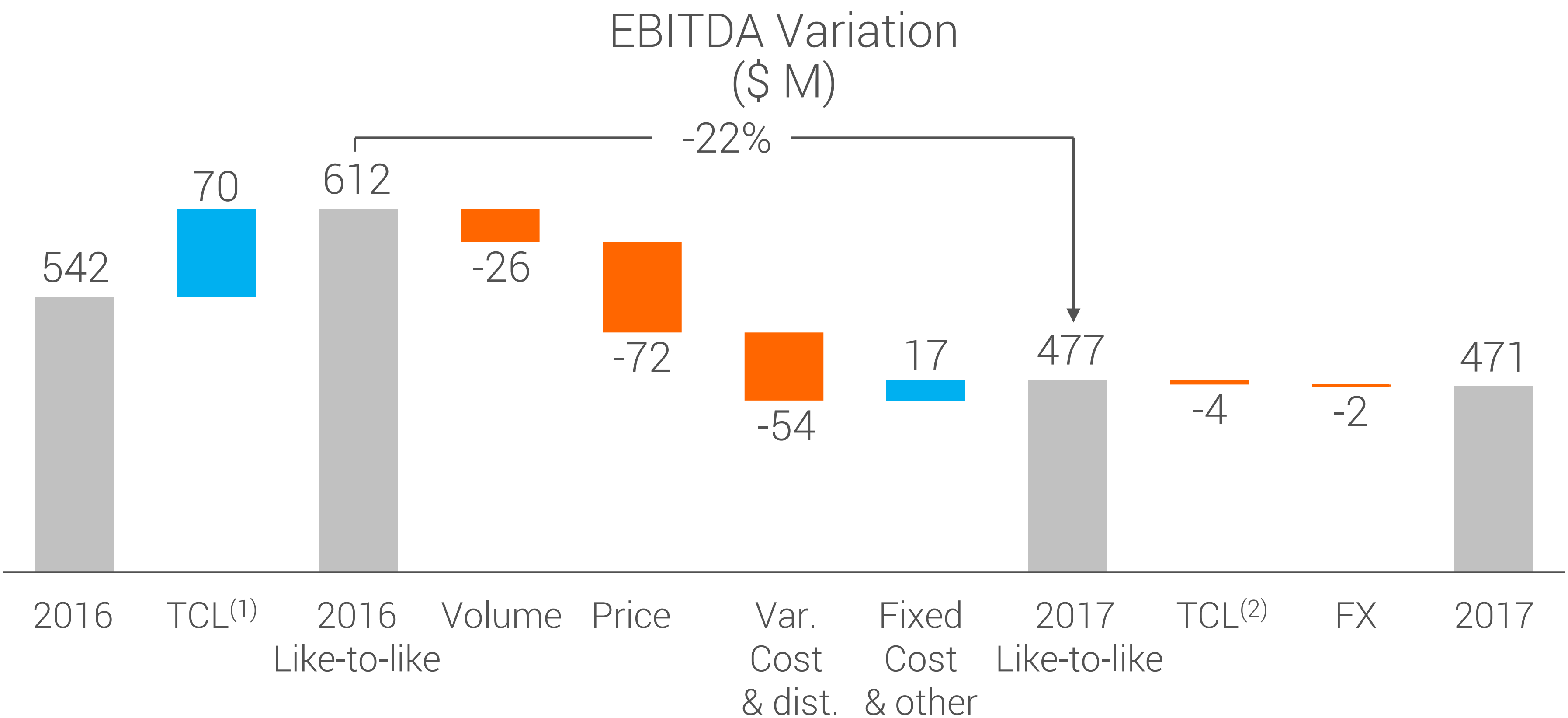
2017 EBITDA impacted mainly by Colombia and higher fuel costs

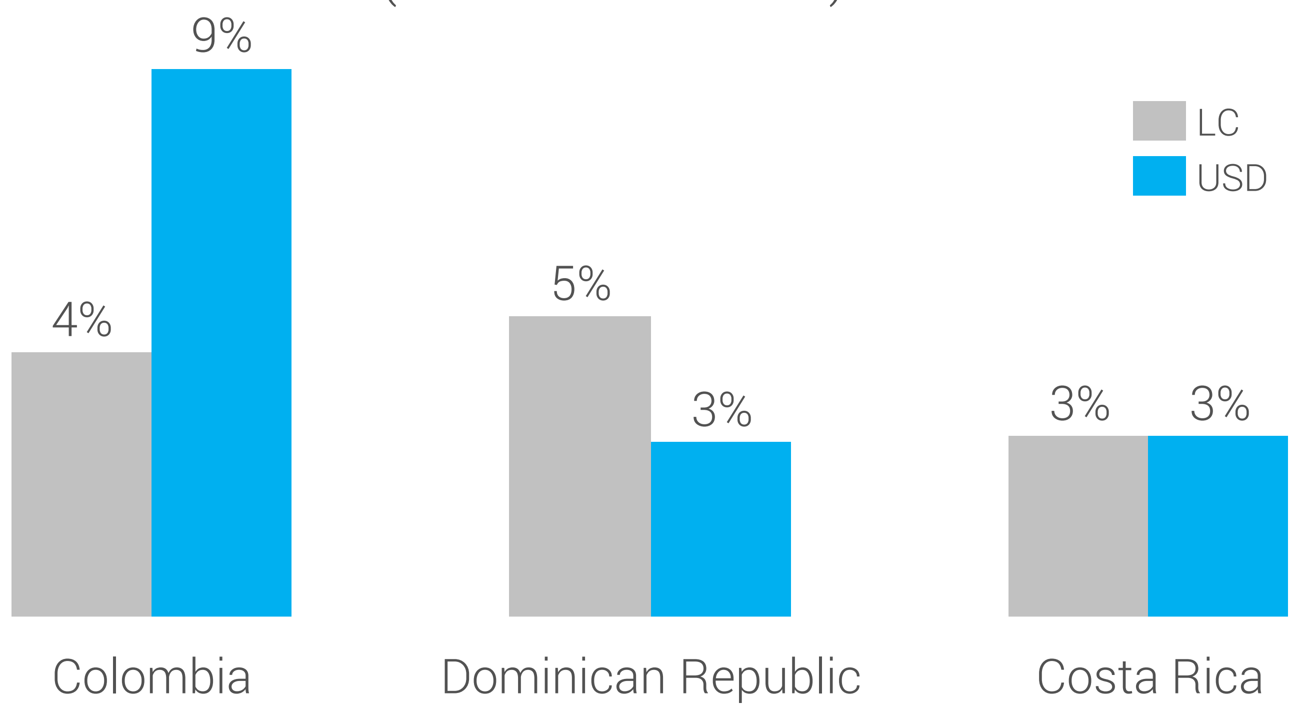


Price decline in Colombia accounted for $92 M of EBITDA decrease

1) TCL Group
2) TCL Group January 2017 results, CEMEX started consolidating TCL Group results in February 2017

Our pricing strategy, key to improving EBITDA this year…

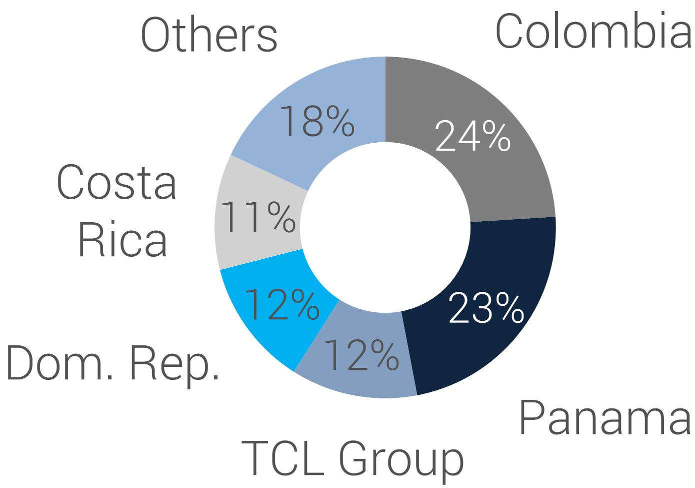
Cement price variation
(Dec '17 vs. Feb '18)



	Colombia	Dominican Republic	Costa Rica
Year to date announced cement price increases (LC)	**5%**	**5%**	**3%**

…supported by a slight improvement in regional cement demand…

2017 EBITDA(1)



1) Before intercompany eliminations. Includes TCL Group results for the February to December period

…and additional ~$4 M to $8 M of EBITDA contribution from the TCL Group during 2018

	Initiatives	Annual EBITDA improvement target
PMI Synergies	Operational Efficiencies	~$5 M
	Right-sizing	~$8 M
	Procurement	~$3 M
	Energy	~$5 M
	Others	~$3 M
		~$24 M

TCL Group EBITDA to grow by ~35% in three years due to PMI synergies

CEMEX GO and segment oriented value propositions provide a solid competitive advantage

CEMEX GO

Launched in Colombia this month and rest of region to follow

MIX3R

~ 60%

Of total cement volume sold to industrial clients was through MIX3R

radar comercial

1,500

Construction projects in 2017 bringing incremental sales to our distributors

Construrama

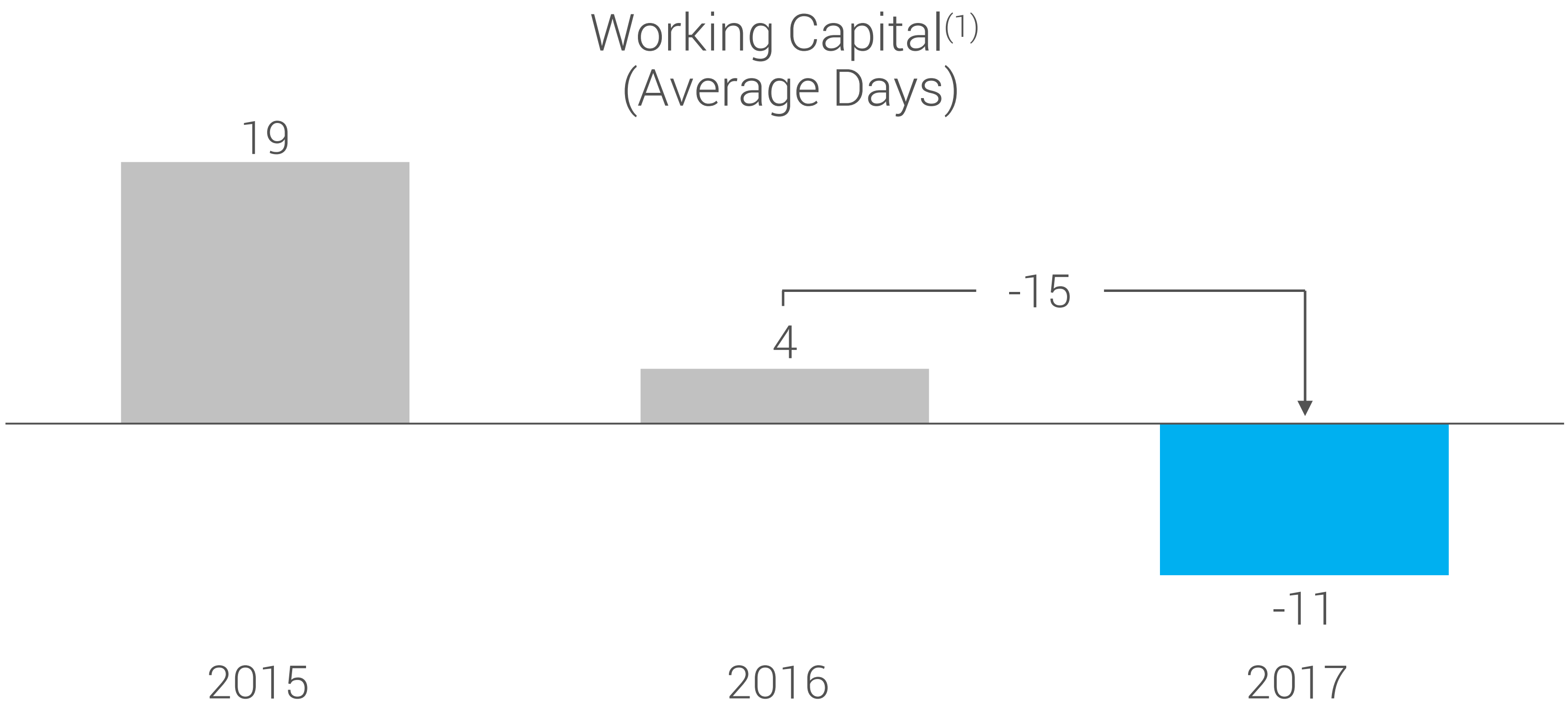
455

Stores in the region, the largest building material retail network in Latin America

We still have opportunities to reduce costs

- Increase usage of alternative fuels from 10% in 2017 to 20% in the next three years
- Reduce clinker factor from 73% in 2017 to 72% in 2020, releasing 100k tons of clinker per year
- Reduce production costs by sourcing spare parts from low cost countries with potential savings of ~$9 M to $12 M by 2020
- Optimize asset base in Puerto Rico and Colombia

We expect to sustain our outstanding working capital performance



1) 2016 and 2017 on a proforma basis including TCL Group operations

Positive mid-term construction outlook with an investment pipeline of ~$22B

	Cement Demand CAGR (1) ('19– '22)	Main projects	Investments
Colombia	~3%	• Metro and other projects in *Bogotá* • Subsidies for middle-income housing • *Vías de la equidad*	~$10 B(2)
Panama	~4%	• 4th bridge over the Canal • 3rd line of subway • Northern Corridor Highway	~ $6 B
Costa Rica	~4%	• *Oxígeno* project • Northern Beltway • Ruta 32 (100km)	~ $1 B
Dominican Republic	~3%	• Hospitality and tourism projects • 25k housing units	~ $2 B
Nicaragua	~3%	• Mulukuku–Siauna road • Bluefields–Naciones Unidas road	~$1 B
Jamaica	~3%	• 5,000 hotel rooms • 11,000 housing units • Southern Coastal Highway	~$1 B
Guyana	~5%	• Oil and gas infrastructure • Housing and industrial and commercial projects	~$1 B

1) CEMEX estimates
2) Excludes 4G and Public Private Partnerships projects

What you should expect from us

- Reach as soon as possible our Zero for Life target
- Responsibly deploy our pricing strategy to improve EBITDA and EBITDA margin
- Capture synergies from the TCL Group integration
- Leverage CEMEX GO to strengthen our market position, offering a unique and superior customer experience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Sufism Reoriented Sanctuary, USA

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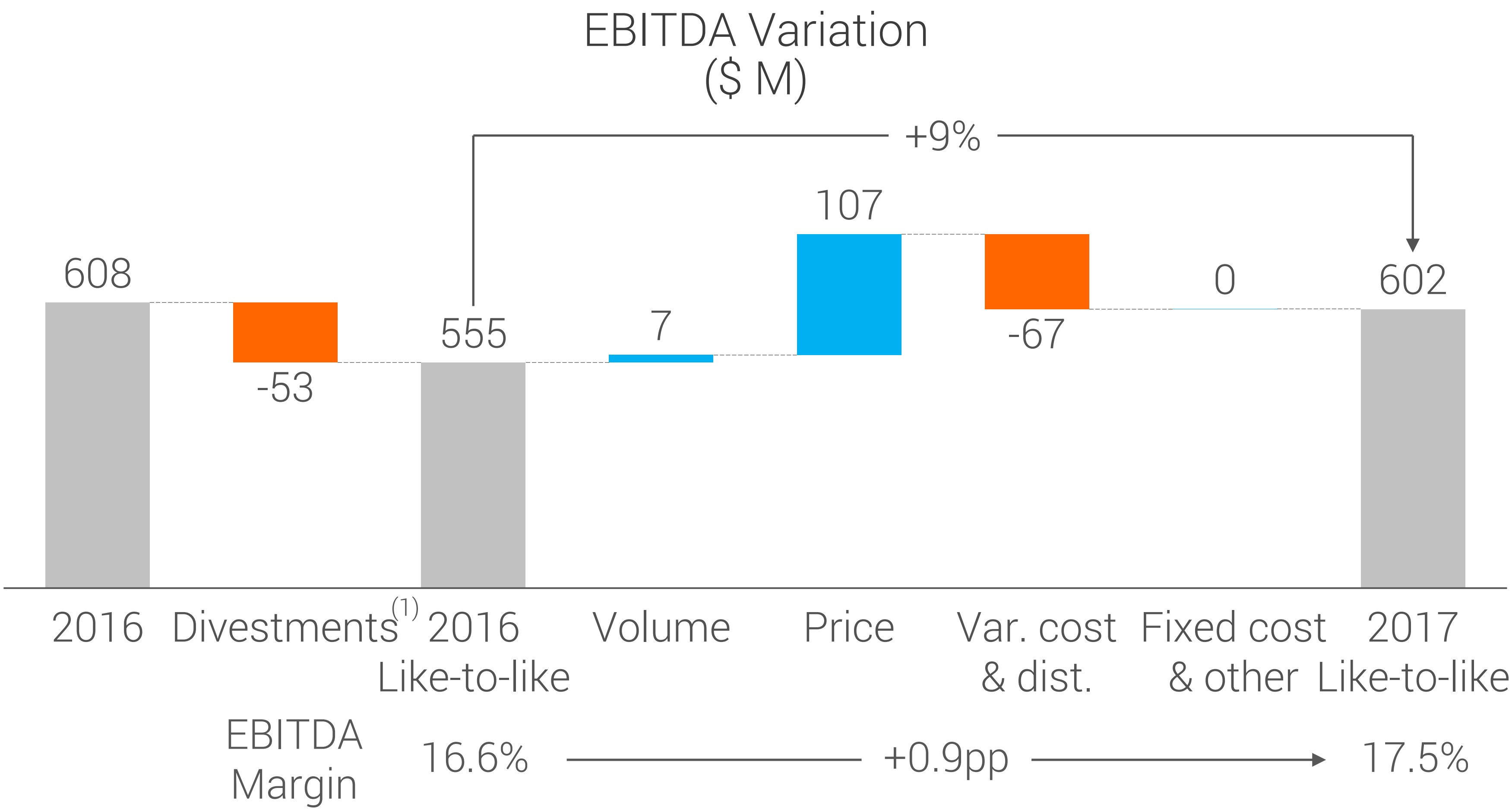
Good results achieved during 2017



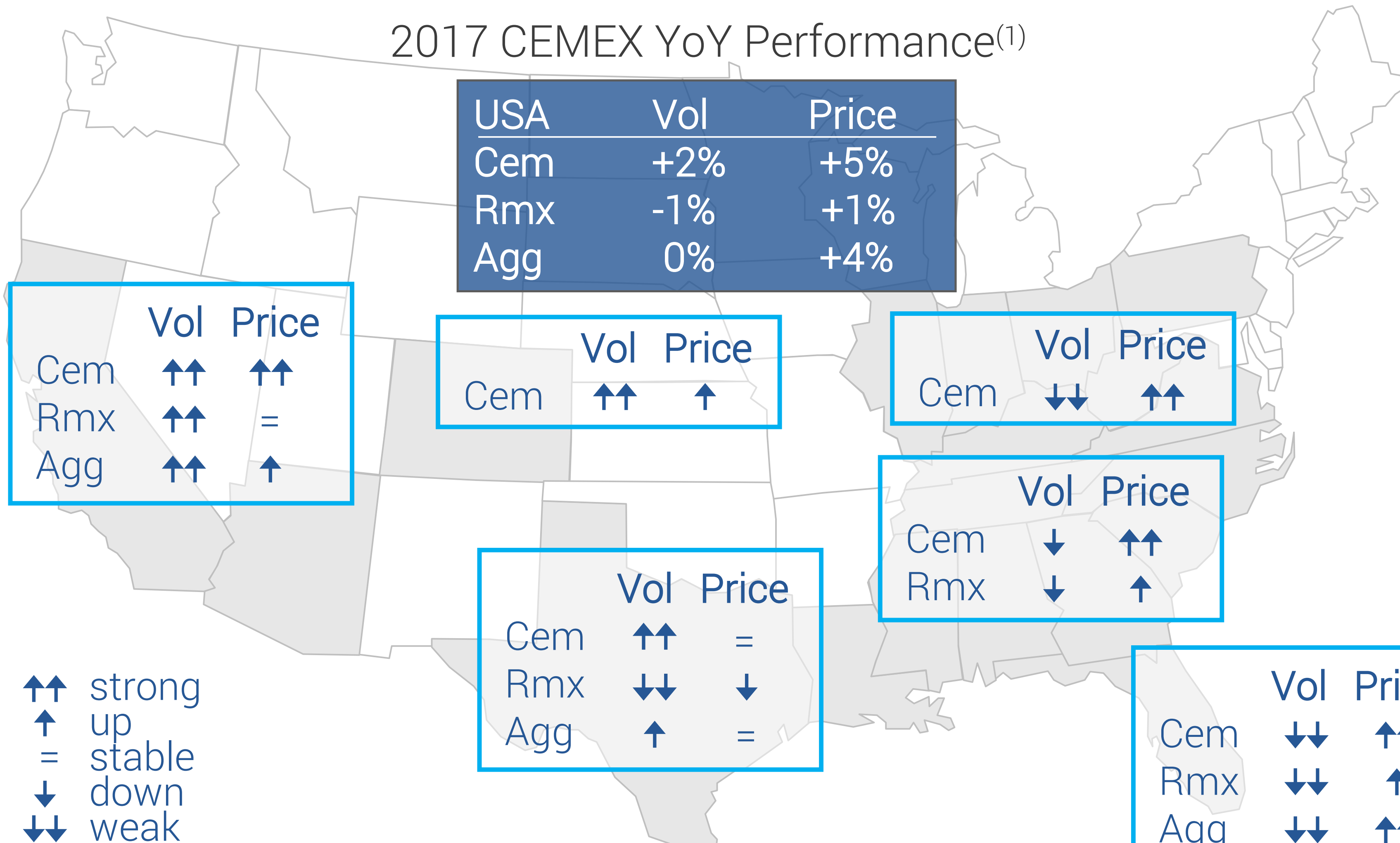
44% in operating leverage in 2017

1) Divestments include West Texas, Mid-South Block and Fairborn

Successful pricing strategy implementation

2017 CEMEX YoY Performance[1]

USA	Vol	Price
Cem	+2%	+5%
Rmx	-1%	+1%
Agg	0%	+4%



	Vol	Price
Cem	↑↑	↑↑
Rmx	↑↑	=
Agg	↑↑	↑

	Vol	Price
Cem	↑↑	↑

	Vol	Price
Cem	↓↓	↑↑

	Vol	Price
Cem	↓	↑↑
Rmx	↓	↑

	Vol	Price
Cem	↑↑	=
Rmx	↓↓	↓
Agg	↑	=

	Vol	Price
Cem	↓↓	↑↑
Rmx	↓↓	↑
Agg	↓↓	↑↑

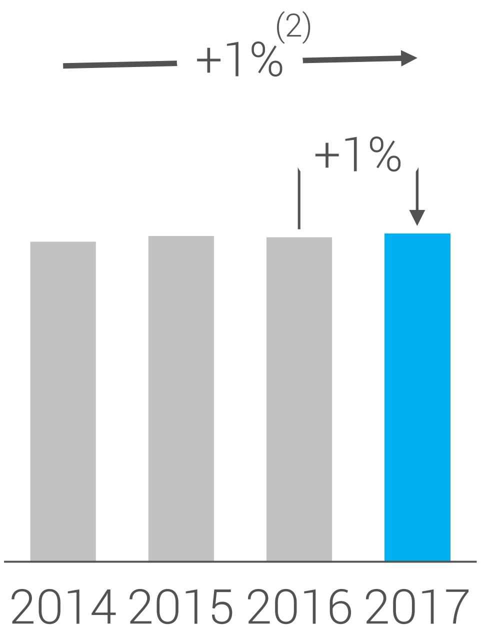
↑↑ strong
↑ up
= stable
↓ down
↓↓ weak

1) Percentages of volumes and prices refers to CEMEX USA 2017 results on a like-to-like basis for current operations, price excludes freight to customer. Arrows in volumes and prices represents CEMEX's 2017 performance in a particular state/region

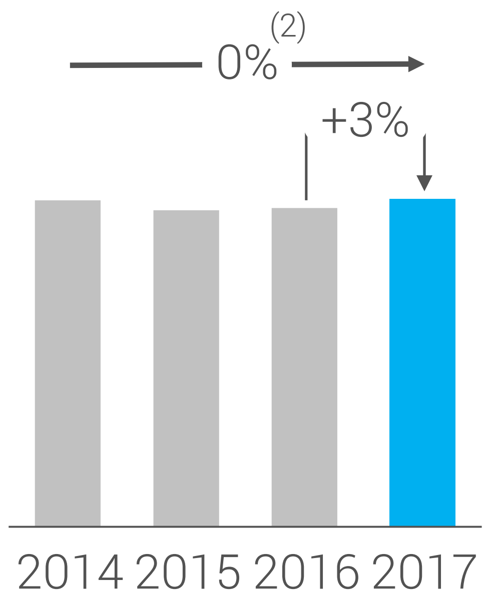
Costs contained below inflation levels

Unitary Production Cost by Business Segment

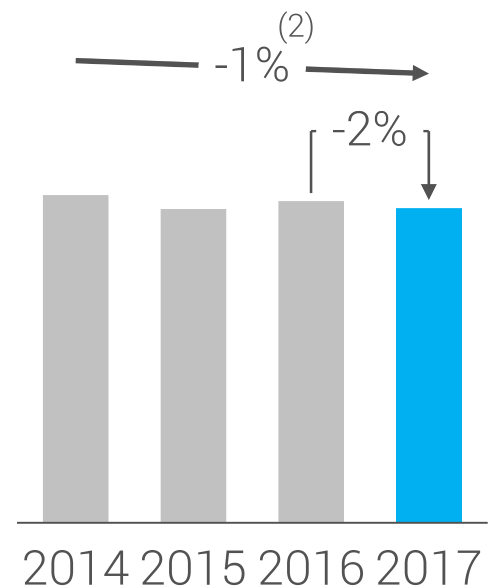
Cement (LC/ton)



Ready-mix[1] (LC/m^3)



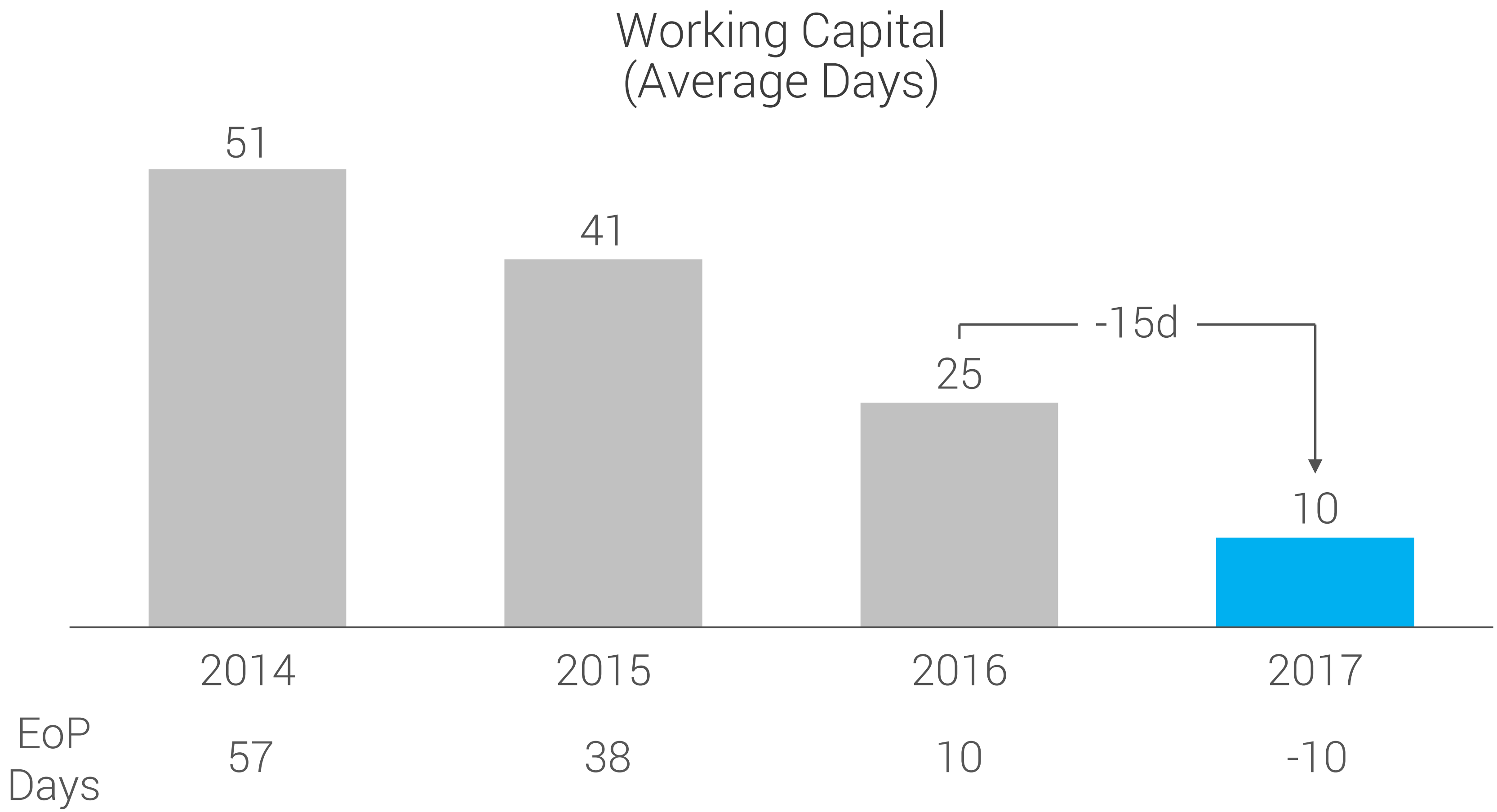
Aggregates (LC/ton)



2017 SG&A as a % of sales lowest in a decade[3]

1) Excludes raw materials, 2) CAGR 2014-2017 3) Selling, general & administrative expenses
Note: results on a like-to-like basis for current operations

Significant reduction in working capital

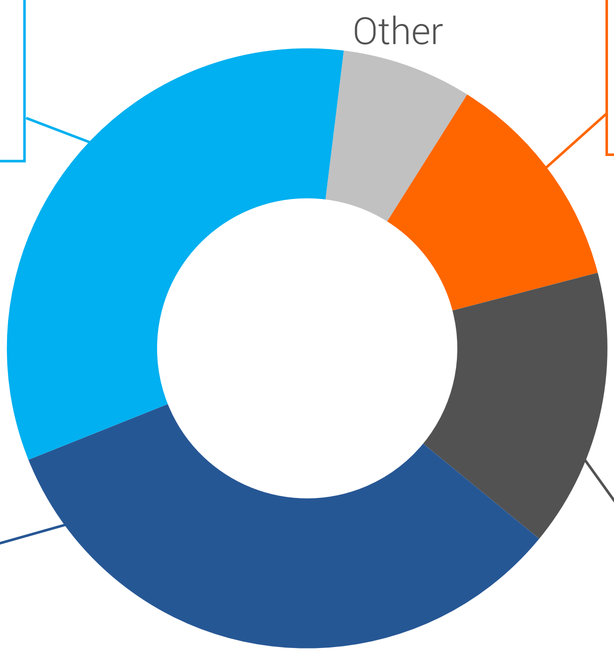


Unlocked ~$95 M in working capital during 2017[(1)]

1) Excludes effect of divested assets on working capital reduction
Note: average days are actual and not on a like-to-like basis

Residential segment driving growth in 2018

Revenue by Region



Florida
Strong residential outlook with YoY single-family starts +12%

Alabama & Georgia
Large contract starts to spill over providing +7% YoY growth in industrial & commercial

California & Arizona
SB1[1] in California to support highways & streets growth at +6% YoY

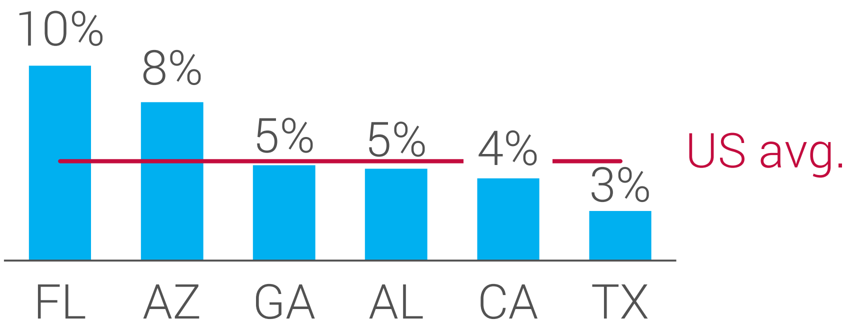
Texas
Houston reconstruction activity to support residential and industrial & commercial growth at +4% YoY. Propositions 1 and 7 to continue supporting highways and streets

1) Refers to Senate Bill No.1 (Transportation Bill)

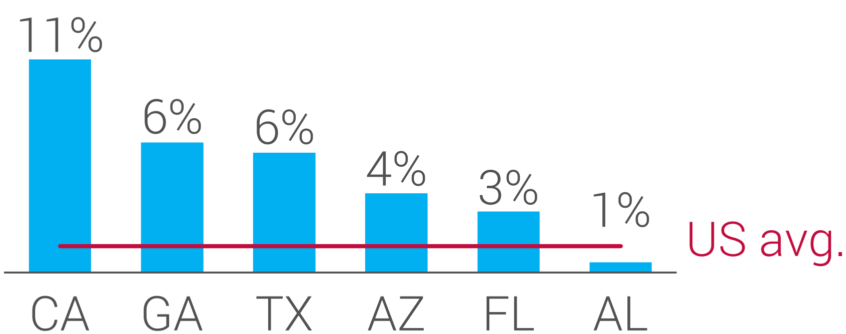
Source: CEMEX estimates

Well positioned in high growth markets

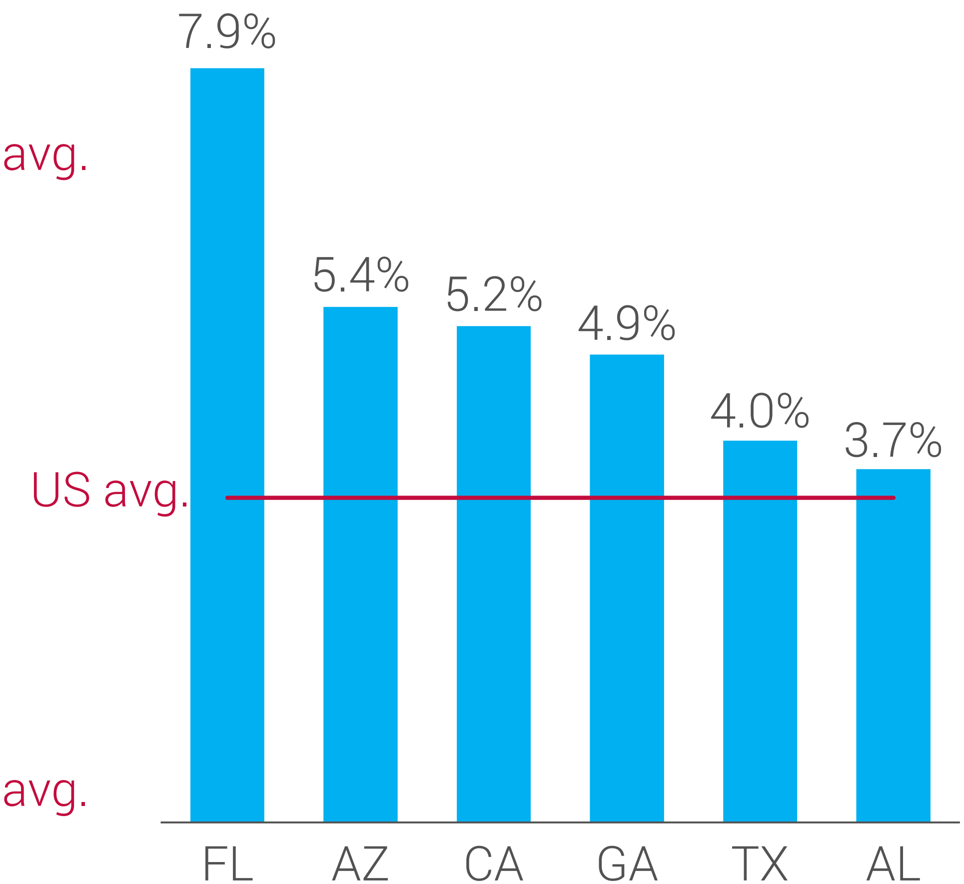
Housing Starts
(2017-2022 CAGR)



Highways and Streets
Cement Demand
(2017-2022 CAGR)

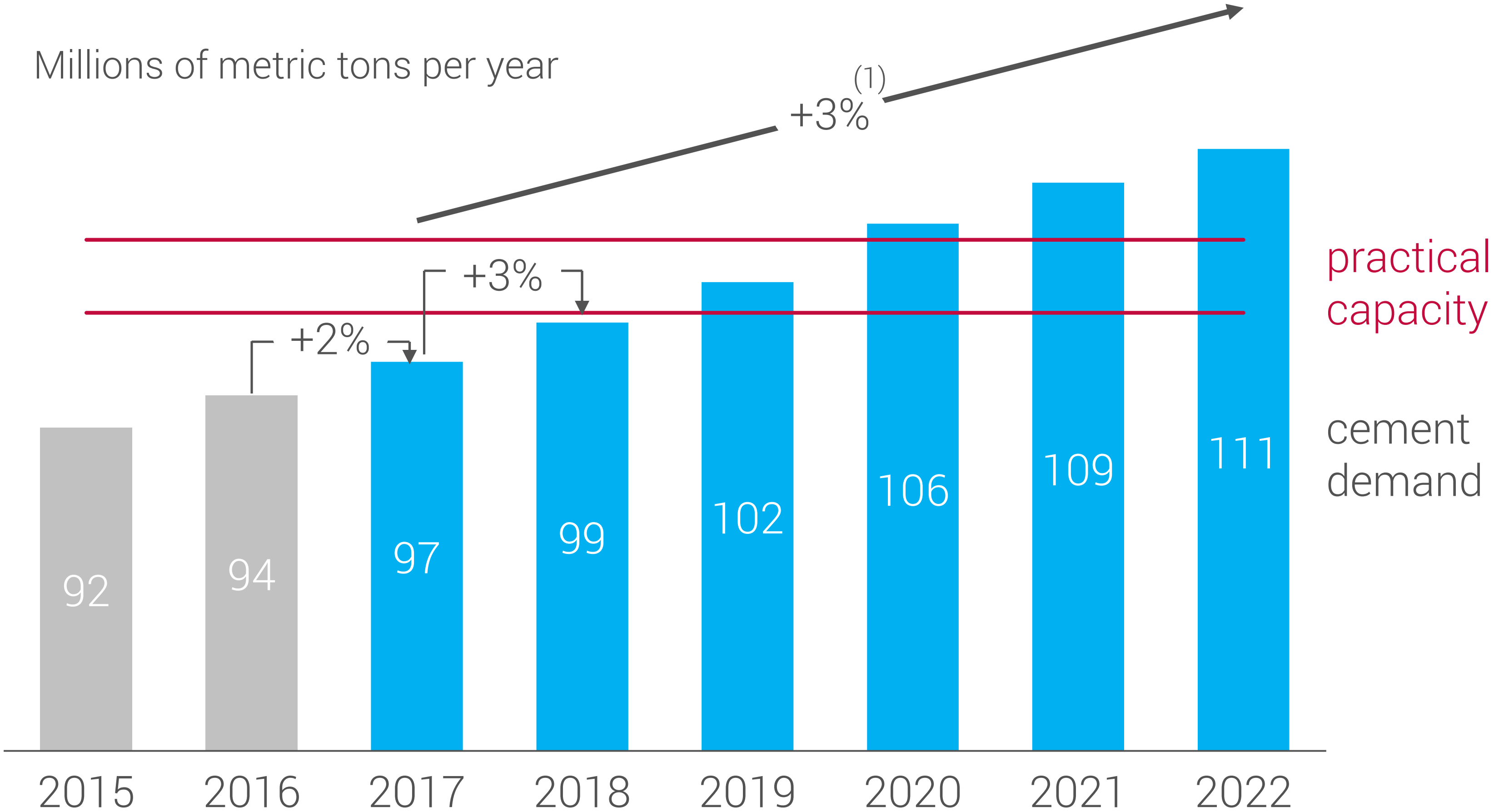


Cement Demand
(2017-2022 CAGR)



Source: CEMEX estimates

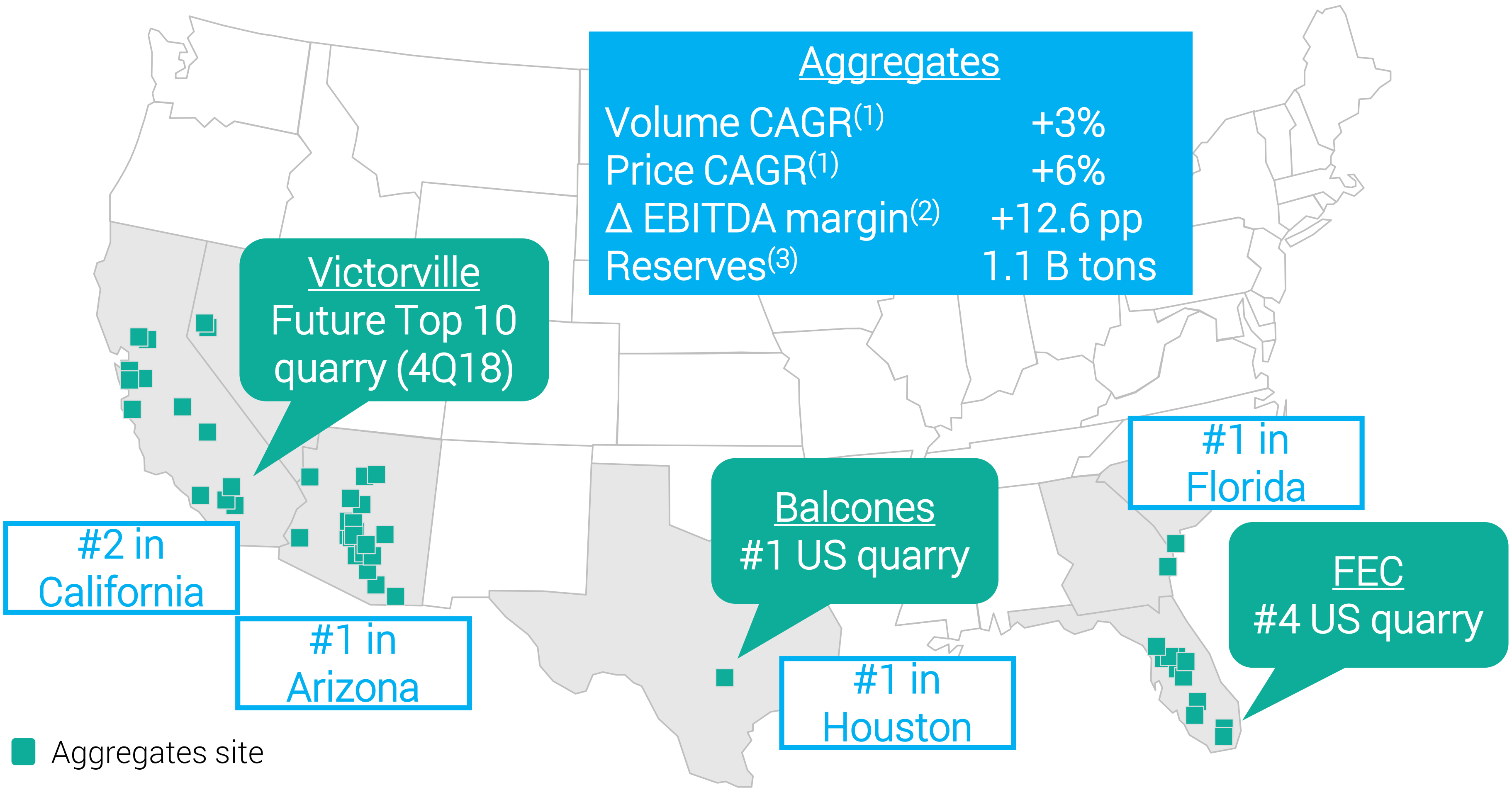
Continued favorable supply/demand dynamics



1) CAGR 2017-2022

Source: U.S. Geological Survey, PCA 2018 spring forecast

Aggregates leadership driving organic growth



42 million tons sold from 50 quarries during 2017

1) CAGR 2012-2017 2) Incremental margin from 2012 to 2017 3) Proven and probable

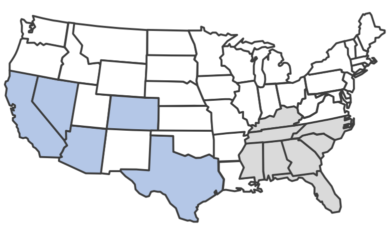
Note: results on a like-to-like basis for current operations, price excludes freight to customer

USA leading digital transformation roll-out towards superior customer experience

Partial coverage
implementation started Nov'17

+1,600
customers using the platform

+3,000
transactions have been made



100%
complete coverage by July 2018(1)

+5,000
customers by end 2018(1)

25% of Volume
ordered through platform so far(1)(2)

1) Current CEMEX estimates
2) For initial markets where tool has been deployed

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What you should expect from us

Continue health and safety improvement to achieve Zero for Life

Cement	Ready-Mix	Aggregates
• Cement kiln efficiency	• Organic growth in leading markets	• Reserves replenishment
• Best-in-class distribution network	• Focus on segments with high-growth	• Growth to enhance asset base position
• Fuel & energy management	• Truck fleet optimization	• Productivity and efficiency

Successful CEMEX GO roll-out creating competitive advantage


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