CEMEX Presentation

February 2023

Crédit Agricole Building, Nimes, France
Built with Vertua Concrete, part of our Vertua family of sustainable products

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These forward-looking statements and information are necessarily subject to risks, uncertainties, and assumptions, including but not limited to statements related CEMEX's plans, objectives, expectations (financial or otherwise), and typically can be identified by the use of words such as “will”, “may,” “assume,” “might,” “should,” “could,” “continue,” “would,” “can,” “consider,” “anticipate,” “estimate,” “expect,” “envision,” “plan,” “believe,” “foresee,” “predict,” “potential,” “target,” “strategy,” “intend,” “aimed” and similar terms. Although CEMEX believes that its expectations are reasonable, it can give no assurance that these expectations will prove to be correct, and actual results may vary materially from historical results or results anticipated by forward-looking statements due to various factors. 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Among others, such risks, uncertainties, and assumptions include those discussed in CEMEX's most recent annual report and those detailed from time to time in CEMEX's other filings with the Securities and Exchange Commission and the Mexican Stock Exchange (Bolsa Mexicana de Valores), which factors are incorporated herein by reference, including, but not limited to: impact of pandemics, epidemics or outbreaks of infectious diseases and the response of governments and other third parties, including with respect to the novel strain of the coronavirus identified in China in late 2019 and its variants (“COVID-19”), which have affected and may continue to adversely affect, among other matters, the ability of our operating facilities to operate at full or any capacity, supply chains, international operations, availability of liquidity, investor confidence and consumer spending, as well as the availability of, and demand for, our products and services; the cyclical activity of the construction sector; our exposure to other sectors that impact our and our clients' businesses, such as, but not limited to, the energy sector; availability of raw materials and related fluctuating prices; volatility in pension plan asset values and liabilities, which may require cash contributions to the pension plans; the impact of environmental cleanup costs and other liabilities relating to existing and/or divested businesses; our ability to secure and permit aggregates reserves in strategically located areas; the timing and amount of federal, state and local funding for infrastructure; changes in the level of spending for private residential and private nonresidential construction; changes in our effective tax rate; competition in the markets in which we offer our products and services; general political, social, health, economic and business conditions in the markets in which we operate or that affect our operations and any significant economic, health, political or social developments in those markets, as well as any inherent risks to international operations; the regulatory environment, including environmental, energy, tax, labor, antitrust, and acquisition-related rules and regulations; our ability to satisfy our obligations under our material debt agreements, the indentures that govern our outstanding notes, and other debt instruments and financial obligations, including our subordinated notes with no fixed maturity and other financial obligations; the availability of short-term credit lines or working capital facilities, which can assist us in connection with market cycles; the impact of our below investment grade debt rating on our cost of capital and on the cost of the products and services we purchase; loss of reputation of our brands; our ability to consummate asset sales, fully integrate newly acquired businesses, achieve cost-savings from our cost-reduction initiatives, implement our pricing initiatives for our products and generally meet our “Operation Resilience” strategy's goals; the increasing reliance on information technology infrastructure for our sales, invoicing, procurement, financial statements and other processes that can adversely affect our sales and operations in the event that the infrastructure does not work as intended, experiences technical difficulties or is subjected to cyber-attacks; changes in the economy that affect demand for consumer goods, consequently affecting the demand for our products and services; weather conditions, including but not limited to, excessive rain and snow, and disasters such as earthquakes and floods; trade barriers, including tariffs or import taxes and changes in existing trade policies or changes to, or withdrawals from, free trade agreements, including the United States-Mexico-Canada Agreement (“USMCA”), which was signed on November 30, 2019 and entered into force on July 1, 2020, superseding the North American Free Trade Agreement (“NAFTA”); availability and cost of trucks, railcars, barges and ships, as well as their licensed operators, for transport of our materials; labor shortages and constraints; terrorist and organized criminal activities as well as geopolitical events, such as war and armed conflicts, including the current war between Russia and Ukraine; declarations of insolvency or bankruptcy, or becoming subject to similar proceedings; and, natural disasters and other unforeseen events (including global health hazards such as COVID-19). 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Readers should review future reports filed by us with the U.S. Securities and Exchange Commission and the Mexican Stock Exchange (Bolsa Mexicana de Valores). This presentation also includes statistical data regarding the production, distribution, marketing and sale of cement, ready mix concrete, clinker, aggregates, and Urbanization Solutions. Unless the context indicates otherwise, all references to pricing initiatives, price increases or decreases, refer to CEMEX's prices for CEMEX's products. We generated some of this data internally, and some was obtained from independent industry publications and reports that we believe to be reliable sources. We have not independently verified this data nor sought the consent of any organizations to refer to their reports in this presentation.

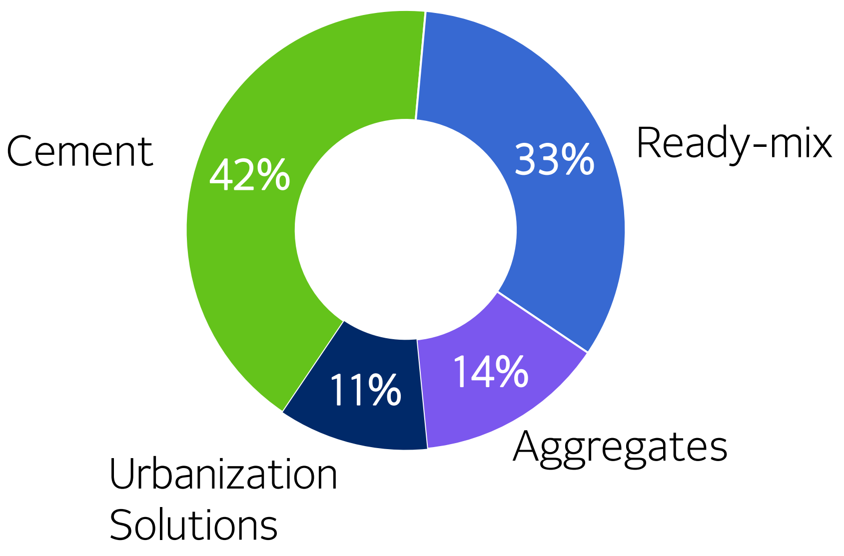
UNLESS OTHERWISE NOTED, ALL FIGURES ARE PRESENTED IN DOLLARS,

BASED ON INTERNATIONAL FINANCIAL REPORTING STANDARDS, AS APPLICABLE

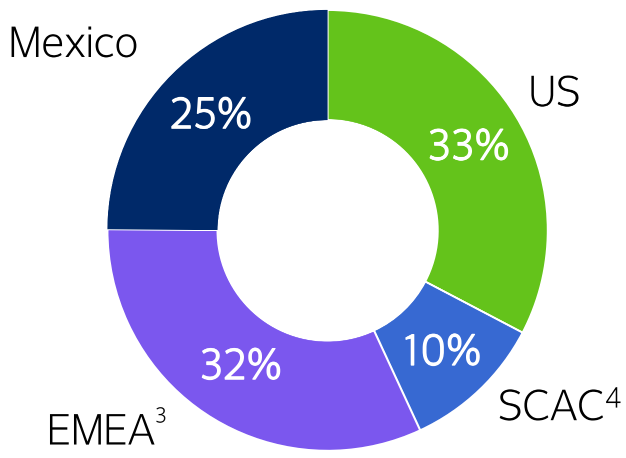
Global presence with strong position in the Americas

2022 Sales
~$15.6 B

by product[1]

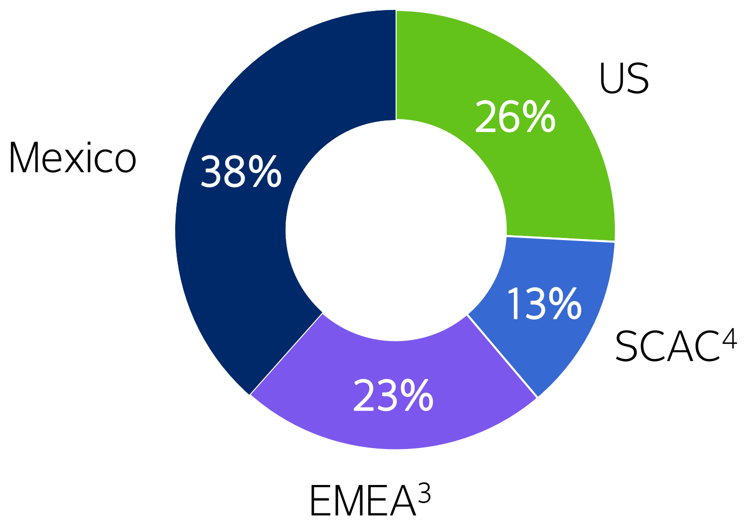


by region[2]



2022 YTD EBITDA
~$2.7 B

by region[2]



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

Financial and Operational Results

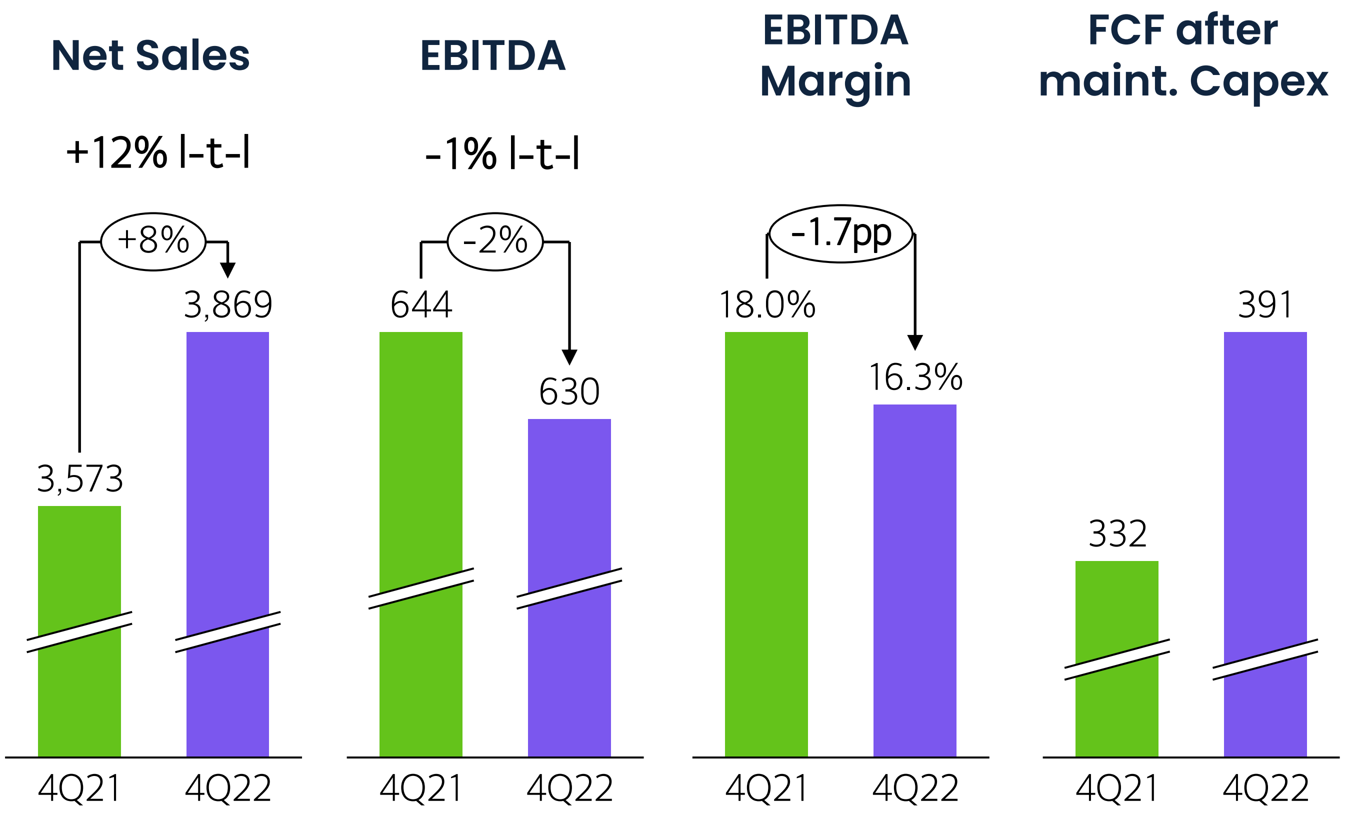
Key highlights in Fourth Quarter 2022

Duo Towers, Paris, France
Built with Vertua Concrete, part of our Vertua family of sustainable products

- Top line growing double-digit
- 17% to 20% price growth
- EBITDA growth in regions representing ~90% of Net Sales
- Record 4th quarter EBITDA[1] in the US
- Growing evidence of margin recovery
- Growth investments contributed to ~$100 M of incremental EBITDA in 2022
- ~$600 M of divestments during 2022
- Credit rating upgrade to “BB+” from S&P
- Achieved SBTI’s validation for our new 2030 targets and 2050 net zero goal, under their newly announced 1.5ºC scenario
- Record reduction in CO_2 emissions in 2022
- Launch of Regenera, our global waste management business, contributing to a more circular society
- Net income, proforma for non-cash goodwill impairment, rose 36%
- ROCE at 12.1%[2], well above our cost of capital

1) Highest reported 4th quarter EBITDA since 2007 2) Trailing twelve months as of December 2022, excluding goodwill

4Q22: Improving EBITDA margin trend

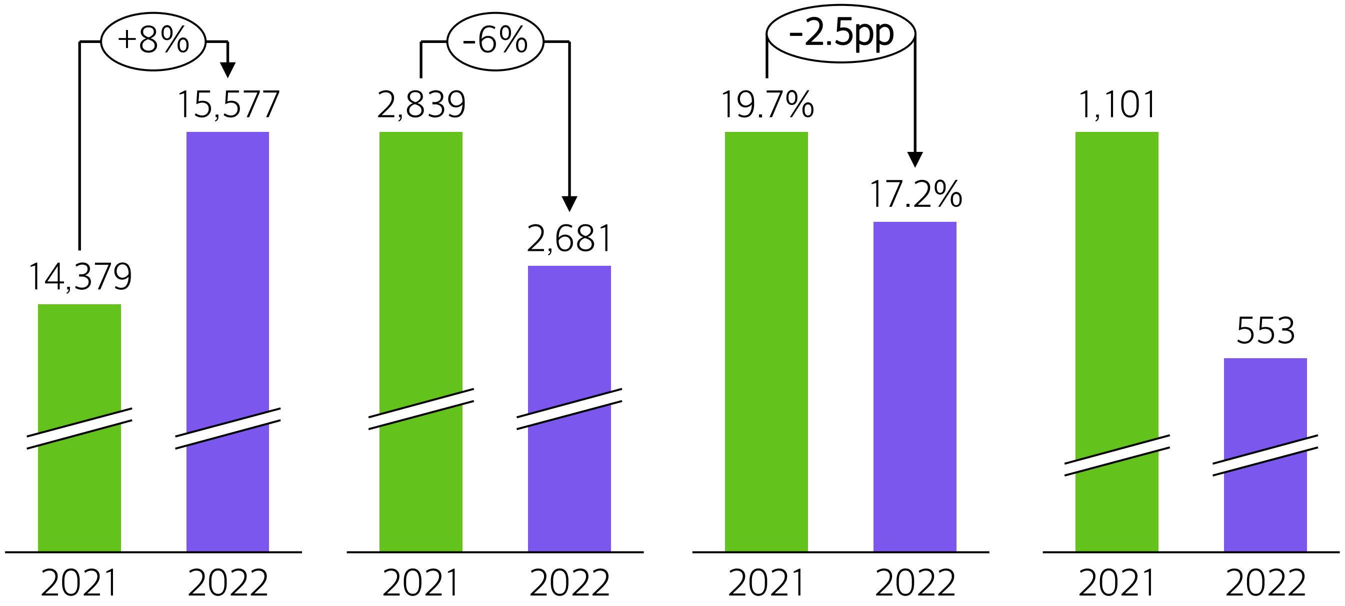


Millions of U.S. dollars

Highway I-10 Corridor, Los Angeles, United States
Built with Vertua Concrete, part of our Vertua family of sustainable products

FY 2022: Despite unprecedented volatility, resilient EBITDA

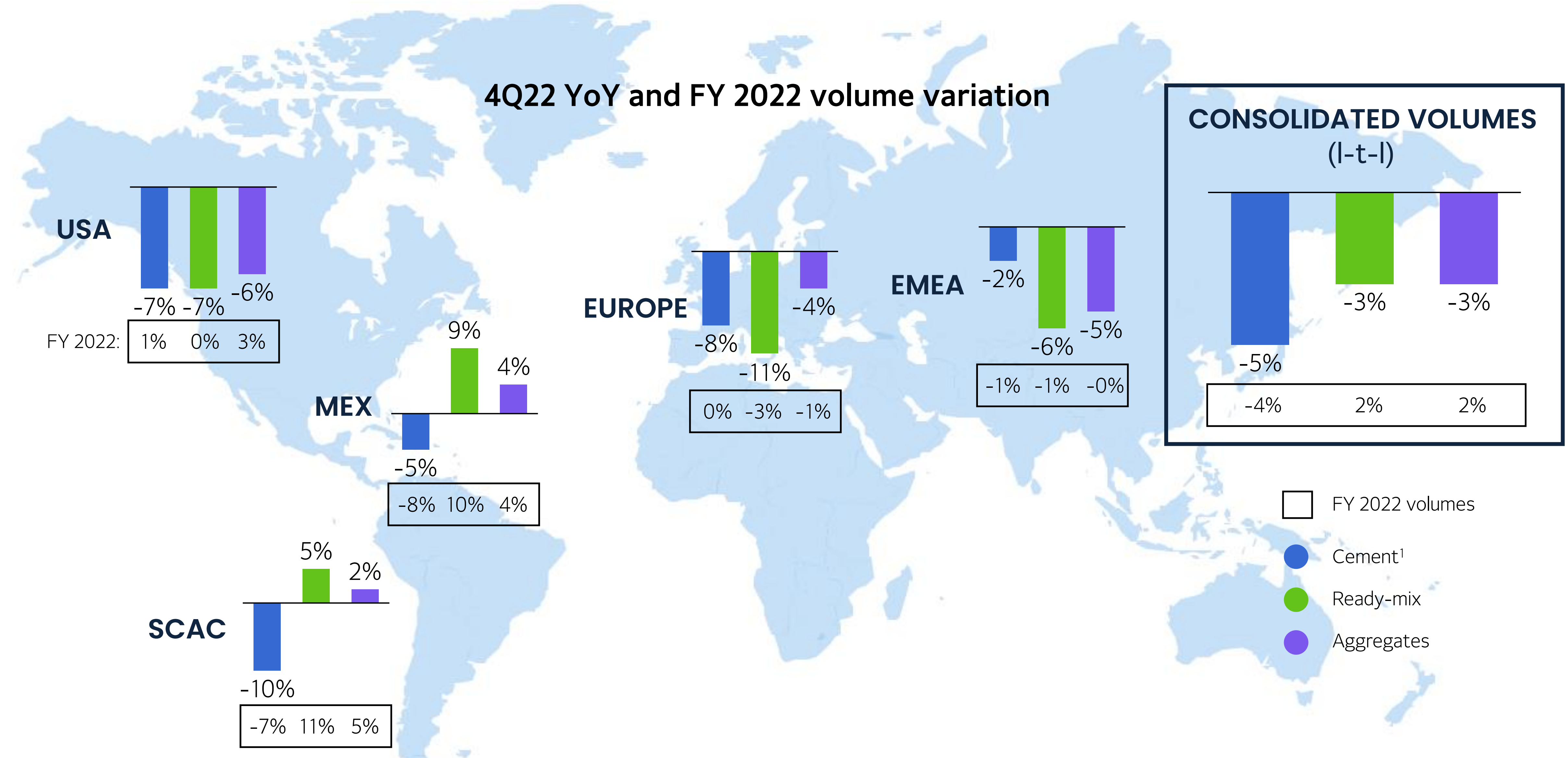
Net Sales	EBITDA	EBITDA Margin	FCF after maint. Capex
+12% l-t-l	-3% l-t-l		



Millions of U.S. dollars

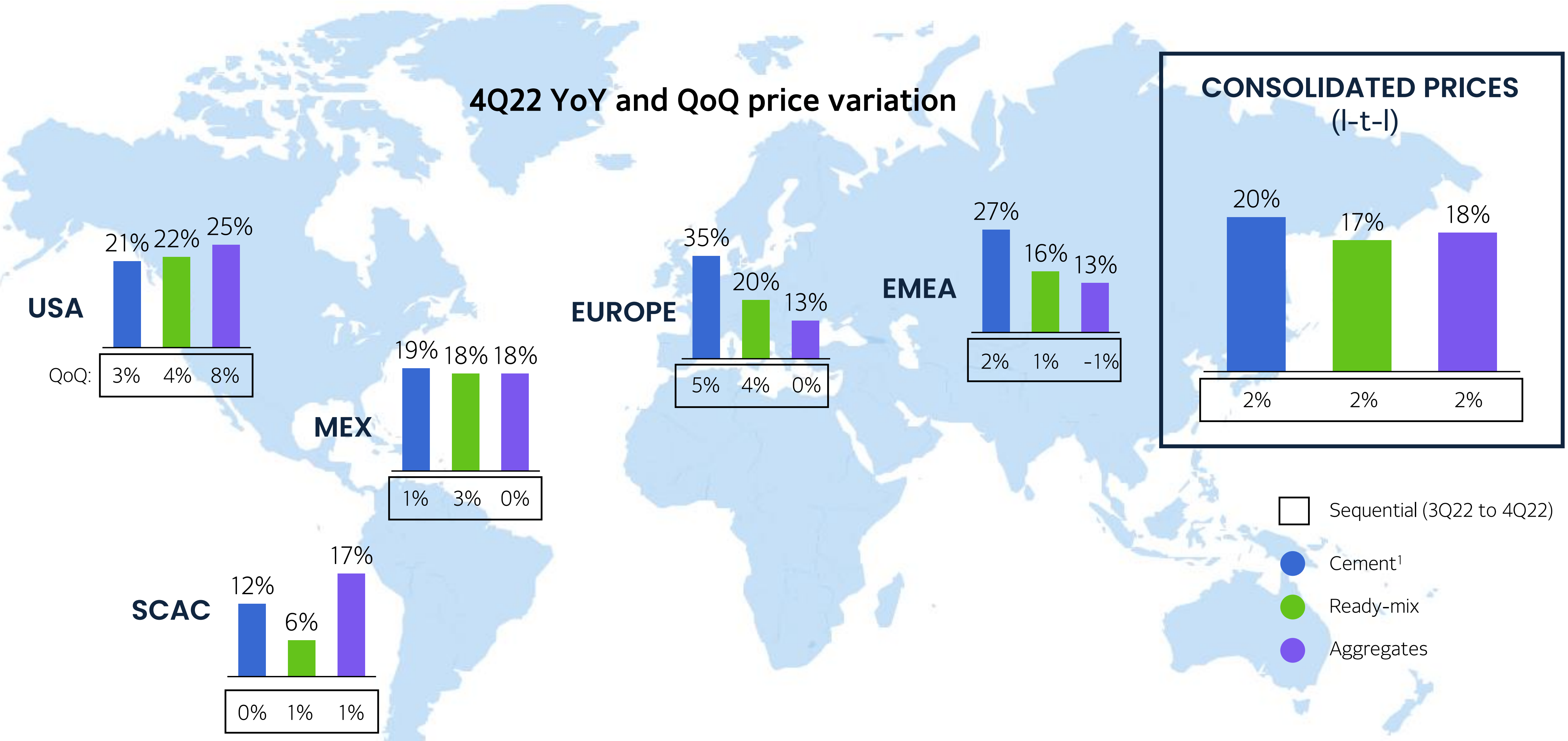
Voltaire College, Remoulins, France
Built with Vertua Concrete, part of our Vertua family of sustainable products

Volumes impacted by slowing demand



1) Gray domestic cement

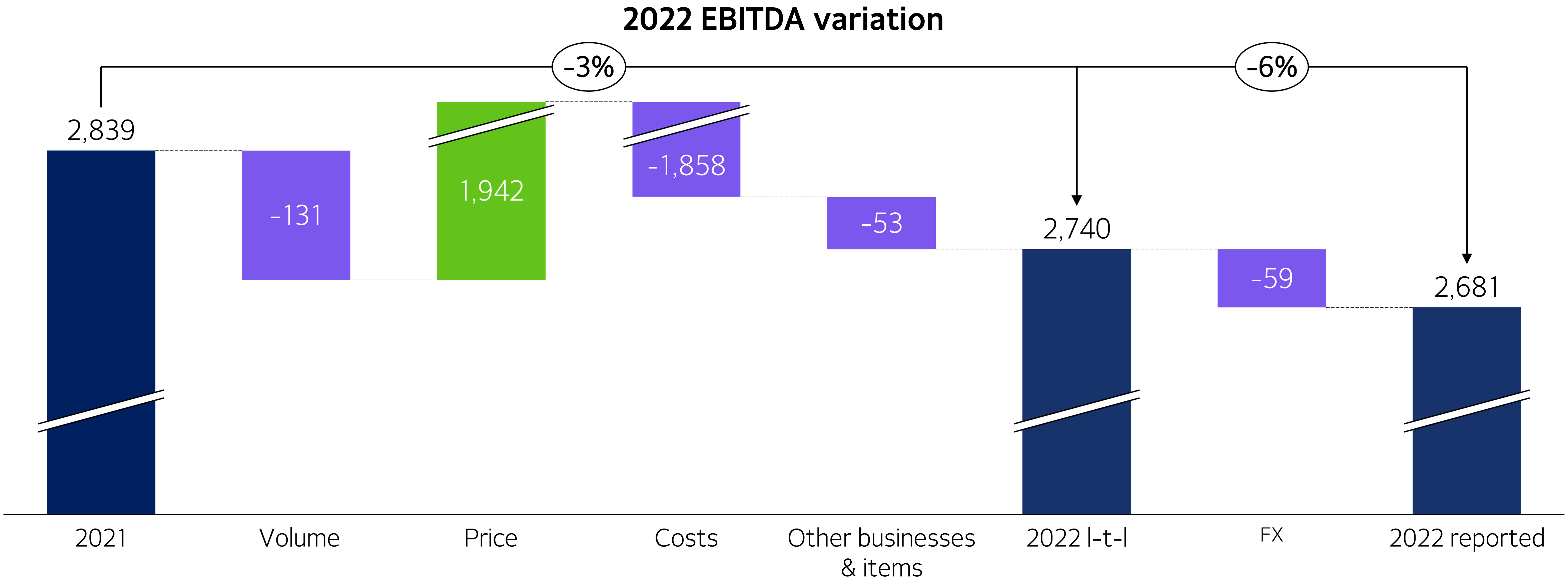
Double-digit growth in pricing across all regions



1) Gray domestic cement

Note: For CEMEX, SCAC, Europe and EMEA, prices (l-t-l) are calculated on a volume-weighted average basis at constant foreign-exchange rates

Effective pricing strategy more than offset increase in costs

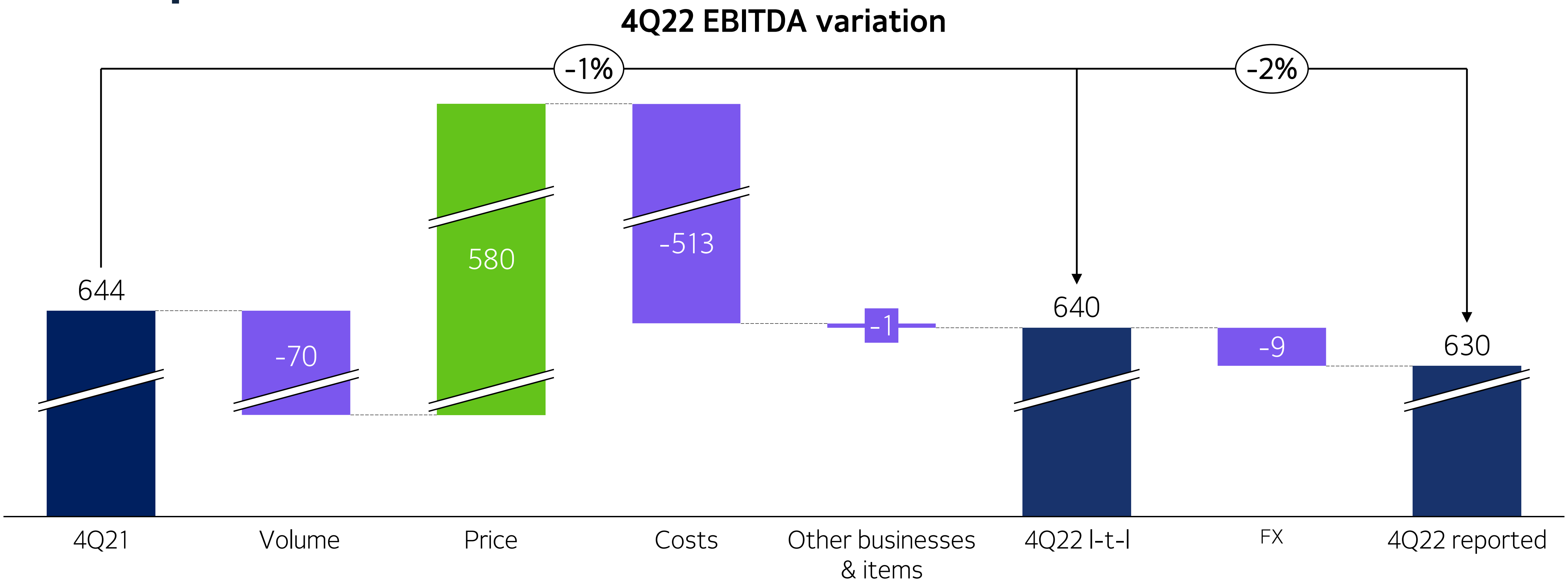


EBITDA margin

2022: 19.7% -2.5pp 17.2%

Millions of U.S. dollars

Net contribution of pricing over cost continues to grow in fourth quarter

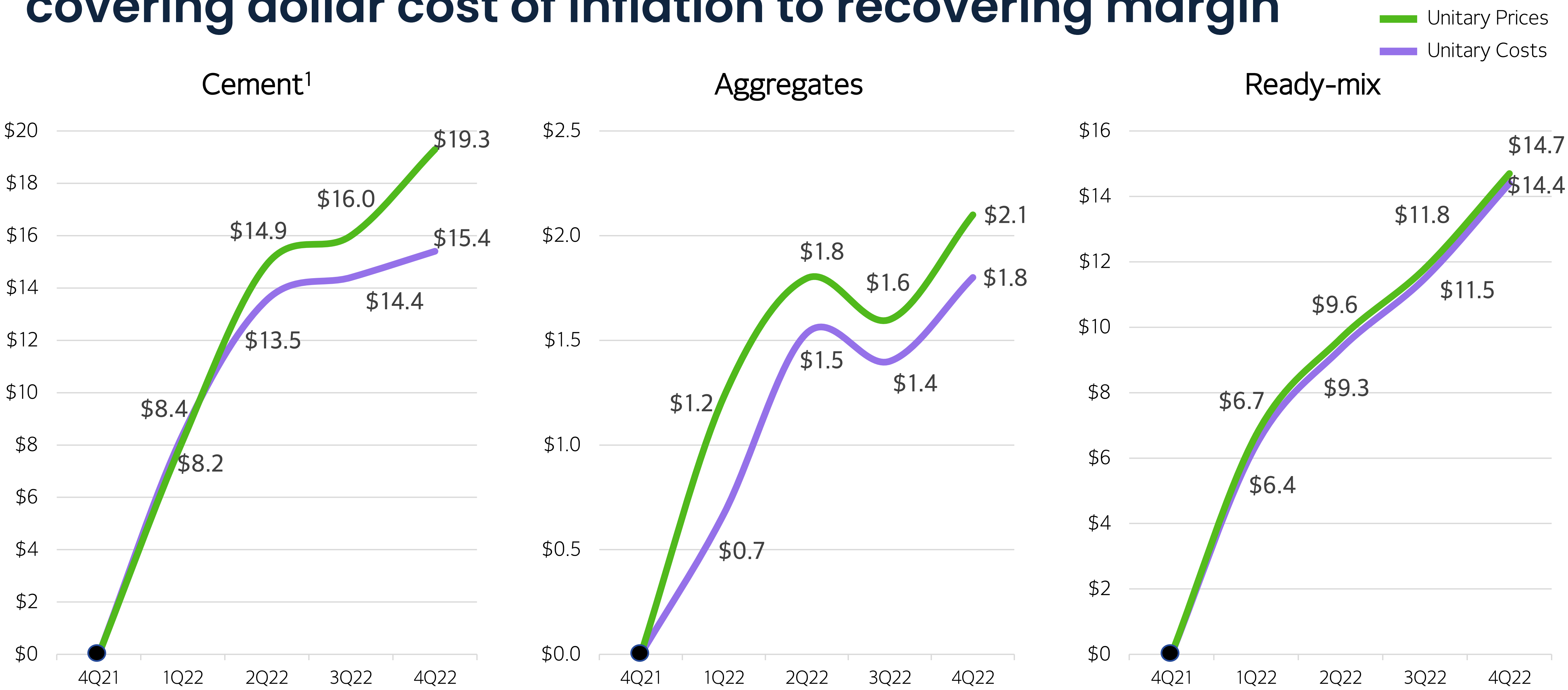


EBITDA margin

4Q: 18.0% -1.7pp 16.3%

Millions of U.S. dollars

In 4th quarter, cement pricing transitioning from covering dollar cost of inflation to recovering margin



1) Own produced cement

U.S. dollars per ton

2023 Outlook

2023 guidance[1]

Operating EBITDA[2]	Low single-digit increase
Consolidated volume growth	Low single-digit decrease for Cement Low single-digit decrease for Ready-mix Low single-digit increase for Aggregates
Energy cost/ton of cement produced	~10% increase
Capital expenditures	~$1,250 million total ~$850 million Maintenance, ~$400 million Strategic
Investment in working capital	~$250 million
Cash taxes	~$250 million
Cost of debt[3]	Increase of ~$70 million

1) Reflects CEMEX's expectations as of February 13th, 2023
2) Like-to-like for ongoing operations and assuming December 31, 2022 FX levels
3) Including perpetual bonds and subordinated notes with no fixed maturity and the effect of our EUR-USD cross-currency swap

2023 expected volume outlook[1]: selected countries/regions

	Cement	Ready-mix	Aggregates
CEMEX	Low single-digit decline	Low single-digit decline	Low single-digit increase
Mexico	Flat	Mid single-digit increase	High single-digit increase
USA	Low single-digit decline	Low single-digit decline	Low single-digit decline
Europe	Mid to high single-digit decline	Low to mid single-digit decline	Flat to low single-digit decline
Colombia	Flat	High single-digit increase	N/A
Panama	Flat	≥25% increase	N/A
Dominican Republic	Flat to low single-digit decline	Mid single-digit increase	N/A
Israel	N/A	Low single-digit decline	Low single-digit decline
Philippines	Flat to low single-digit decline	N/A	N/A

1) Reflects CEMEX's as of February 13th 2023. Volumes on a like-to-like basis

Climate Action Strategy

Leading the industry with climate ambition… and executing

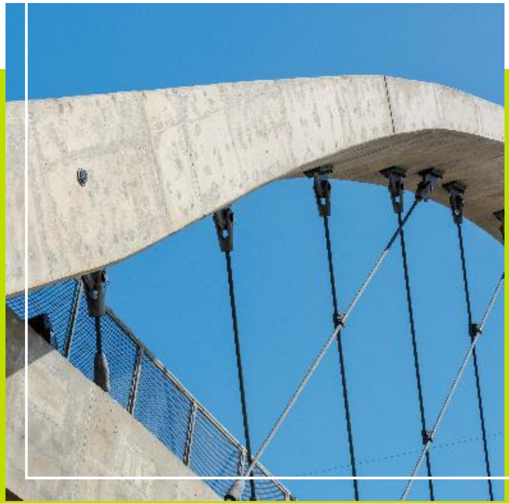
SBTi validation
of net-zero CO_2 goals under 1.5ºC scenario

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Net CO_2 emissions down **~5%** vs 2021 and **~9%** in last two years

Records:

- Alternative fuels substitution rate of **35%**, +6pp YoY
- Clinker factor of **74.3%**, -1.5pp YoY



High levels of adoption for our Vertua products:

Vertua

- **41%** for cement[1], +14.8pp YoY
- **33%** for ready-mix[2], +16.1pp YoY

1) Vertua cement as a % of cement volumes
2) Vertua ready-mix as a % of ready-mix volumes

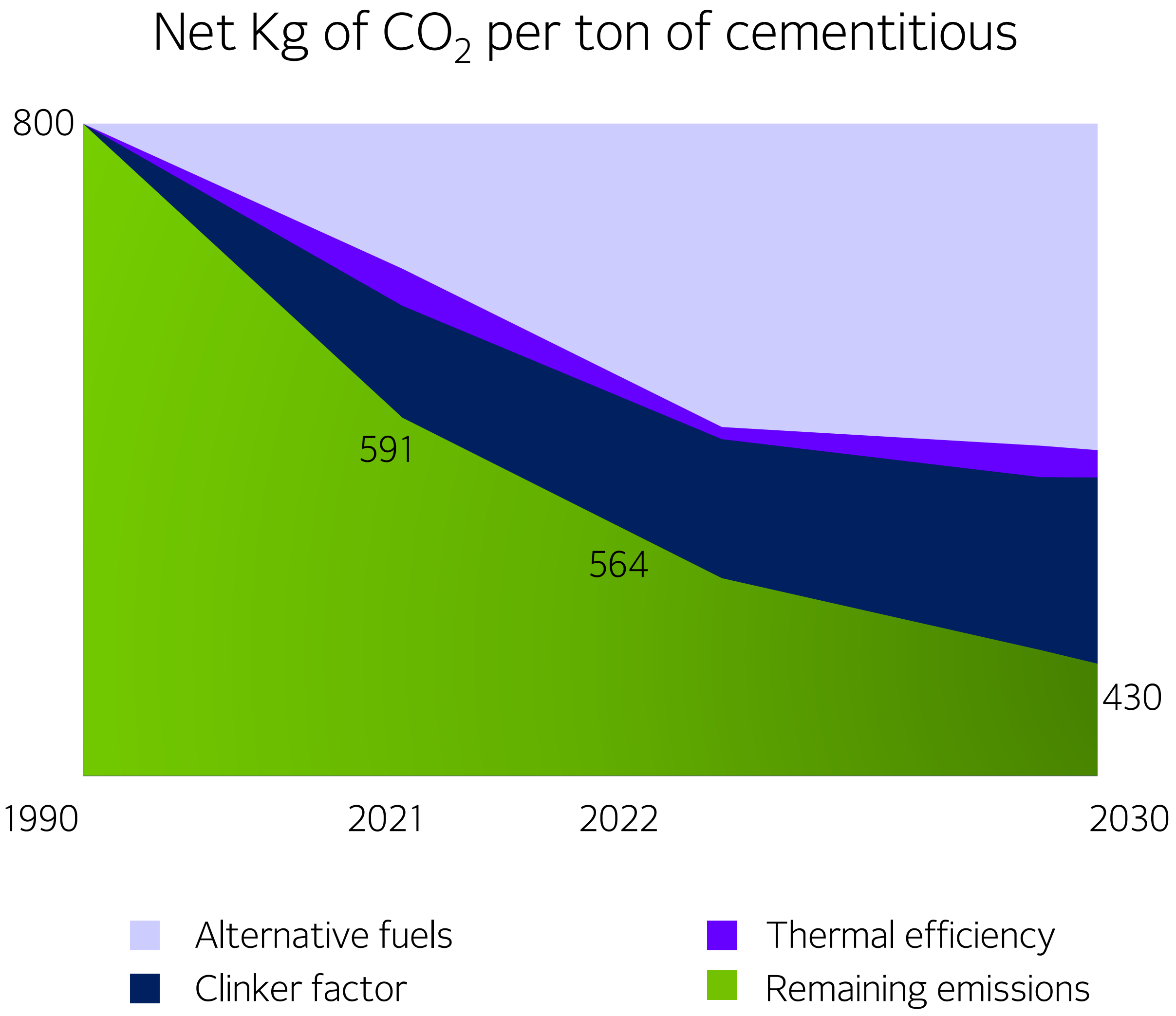
Setting the most ambitious goals in the industry…

2030 Goals — SCIENCE BASED TARGETS

	Well below 2°C scenario	1.5°C scenario
Scope 1	<475 kgs of CO_2 in cement	<430 kgs of CO_2 in cement[2]
Scope 2	55% clean electricity	65% clean electricity[3]
Scope 3	None	Transport -30% Goods -5% Fuels[4] -40%

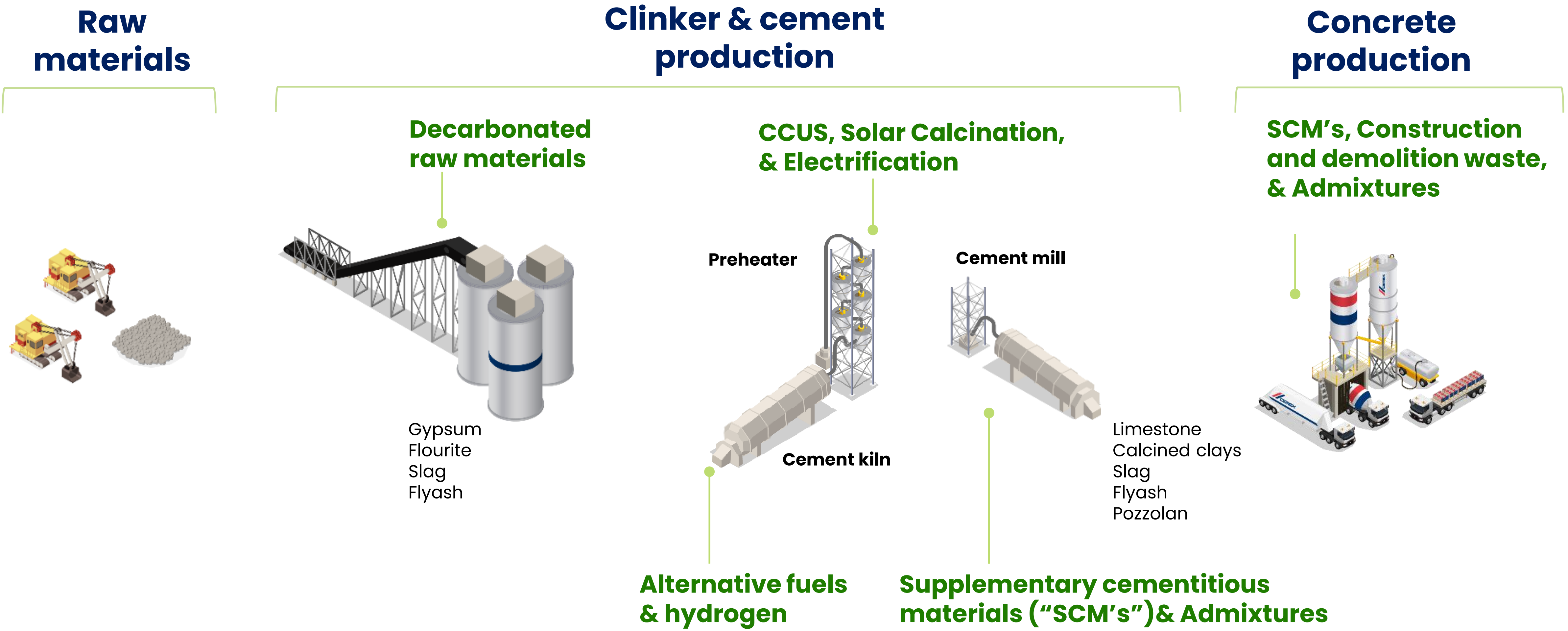
1) Presented during CEMEX DAY 2022, as of November 16th, 2022.
2) Net per ton of cementitious. Equivalent to a 47% reduction vs. 1990 baseline. SBTi validated a 22.7% reduction of Scope 1 gross emissions per ton vs. a 2020 baseline.
3) Represents a reduction of 58% kg of CO_2 per ton of cementitious for 2030 vs. 2020 baseline.
4) Purchased clinker and cement, transport and distribution and purchased and traded fuels. vs. 2020 baseline.

Our 2030 roadmap – a 47% CO_2 reduction

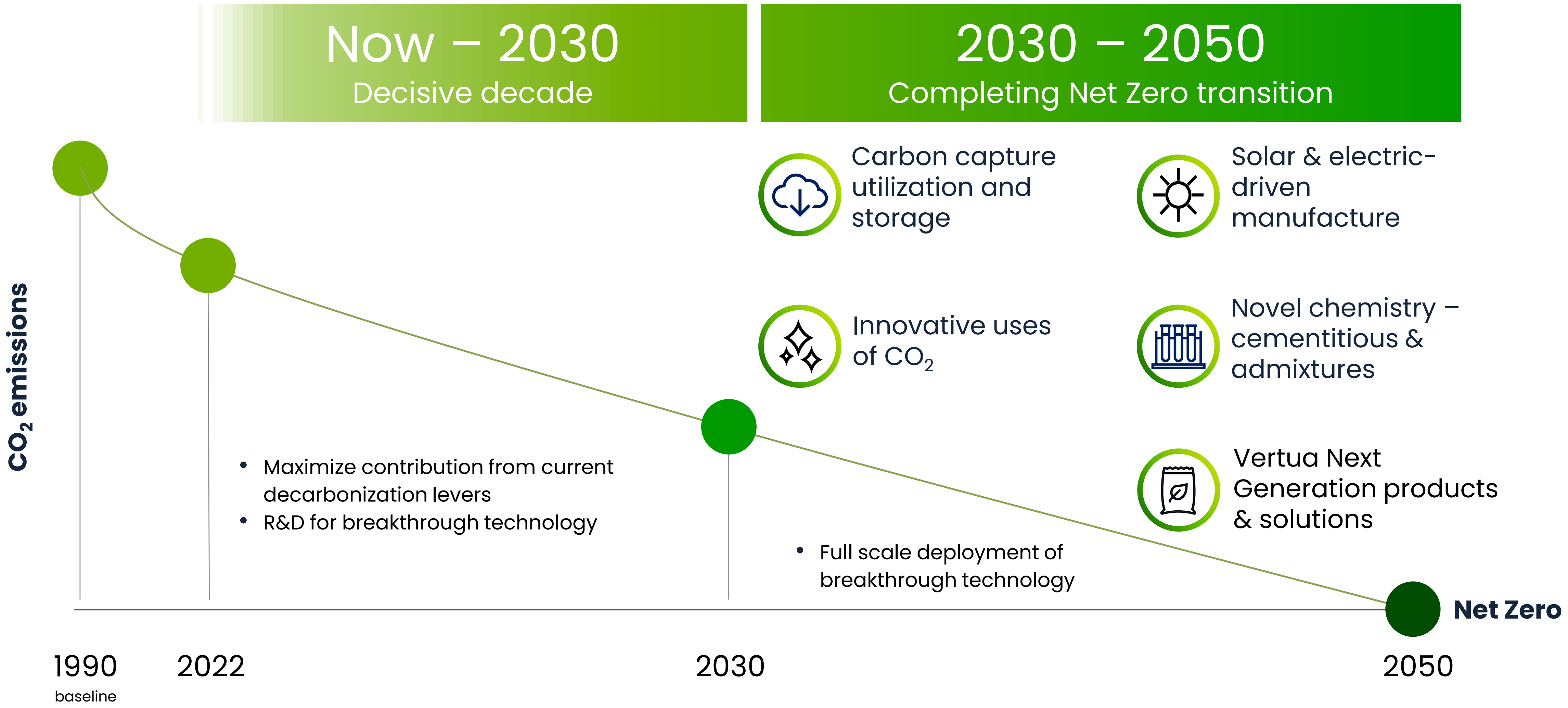


- Developed a detailed plant by plant roadmap
- Existing and proven technology that we have been using in Europe
- Main levers include increasing alternative fuels with high biomass content and reduction of clinker factor
- Pace of regional decarbonization influenced by local norms and regulations

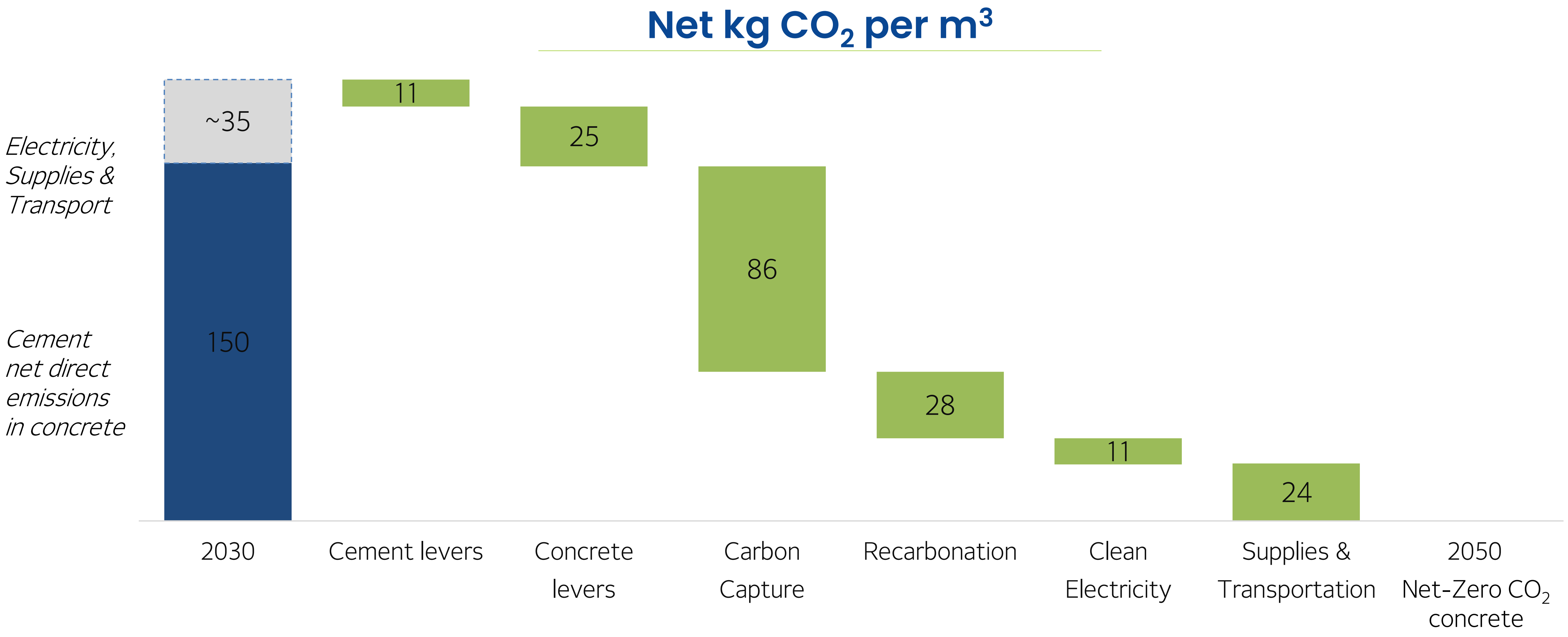
Scope 1 decarbonization levers



R&D for breakthrough technology to reach Net Zero



2030 to 2050 Roadmap to Net Zero CO_2 Concrete



Focused on 7 CCUS projects

CCUS technologies

- Membranes & amines
- Cryogenic
- Direct separation
- Other emerging technology
- Technological Readiness Level 6 to 9

4 industrial scale pilot, <100 KT/yr of CO_2 captured

Rüdersdorf plant net zero by 2030

2 plants in Spain to reach large scale execution

Conducting a study on CO_2 storage availability for all plants

More than 15 R&D initiatives aimed at CO_2 utilization

Breakdown of CCUS projects

(by country)

Urbanization Solutions

Urbanization Solutions, our fastest growing business

Building sustainable cities while focusing on 4 verticals

Performance Materials

Chemical admixtures & mortars with over 25 facilities worldwide

Industrialized Construction

Advanced concrete production, modular construction & others

Circularity

Fastest growing business, focused on waste & alternative raw materials

Related Services

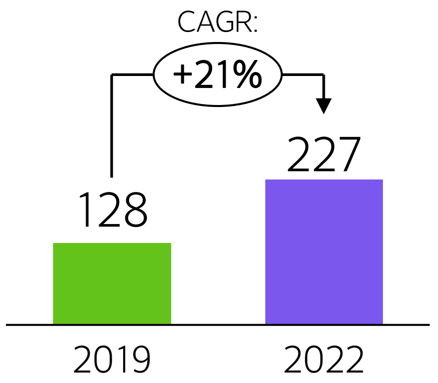
Construction materials retail, logistics partner services & others

Sales and EBITDA growing double-digits

Focused on accelerating businesses with highly attractive growth rates & margins

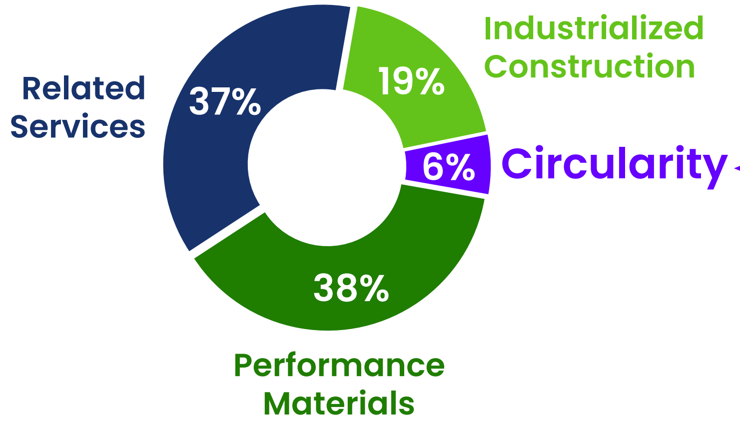
Regenera: CX's new global waste management business

Urbanization Solutions EBITDA



2022 EBITDA contribution

from each Urbanization Solution's vertical



Fastest growing vertical

Regenera

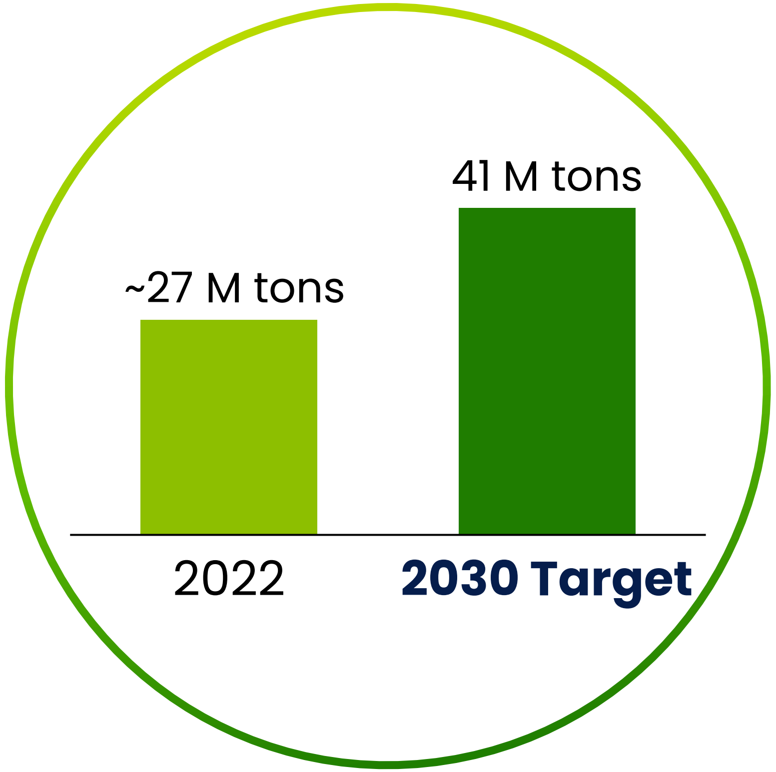
Committed to Circularity

CEMEX managed 67 times[1] the waste we generated in 2022

EBITDA in millions of U.S. dollars.

1) Preliminary figure for 2022

2030 target to increase managed waste by 80%



100 times what CEMEX generates

2030 targets by waste stream

Double municipal and industrial waste managed, achieving **50%** of fossil fuel substitution

Recycle **14 M tons** per year of construction and demolition waste

Increase **30%** the use of alternative raw materials and byproducts eliminating **13 M tons** per year of extracted materials

Regenera
Committed to Circularity

CEMEX is leveraging its assets to offer **clean and sustainable waste valorization solutions**

Debt and Funding Frameworks

Further strengthening our capital structure in a volatile environment

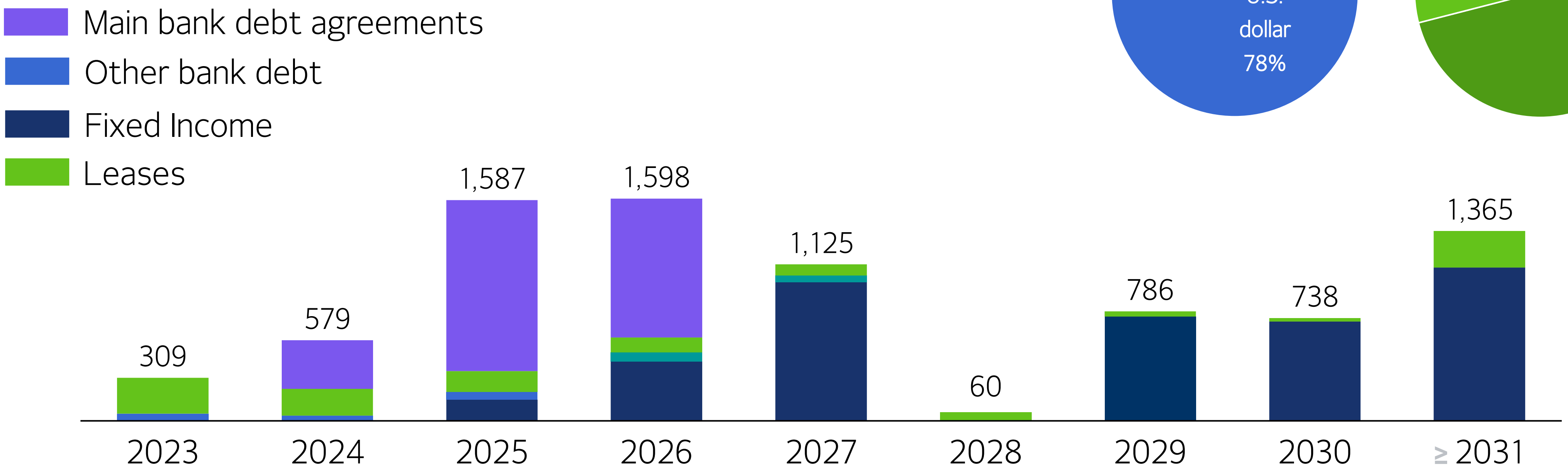
- Reduced total debt during the year by $409 M. Bought back $1.2 B of bonds at a discount
- Protected against rising interest rates, with 71% of our debt at fixed rates
- Risk management strategies offsetting weaker currencies, higher interest rates and energy costs
- Accounts receivables securitization programs (~$750 M) now under our sustainability-linked financing framework. Approximately 42% of our debt now linked to sustainability KPIs
- Credit rating upgrades from S&P and Fitch, to one notch below investment grade

No material refinancing needs until 2025

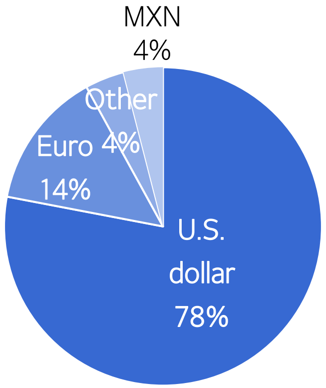
Debt maturity profile as of December 31, 2022

Total debt as of December 31, 2022: $8,147 million

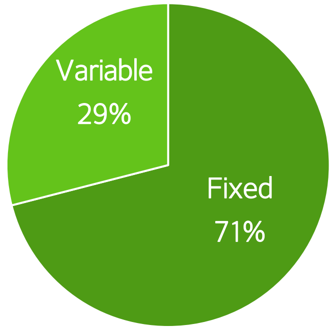
Average life of debt:
5.0 years



Currency denomination[1]

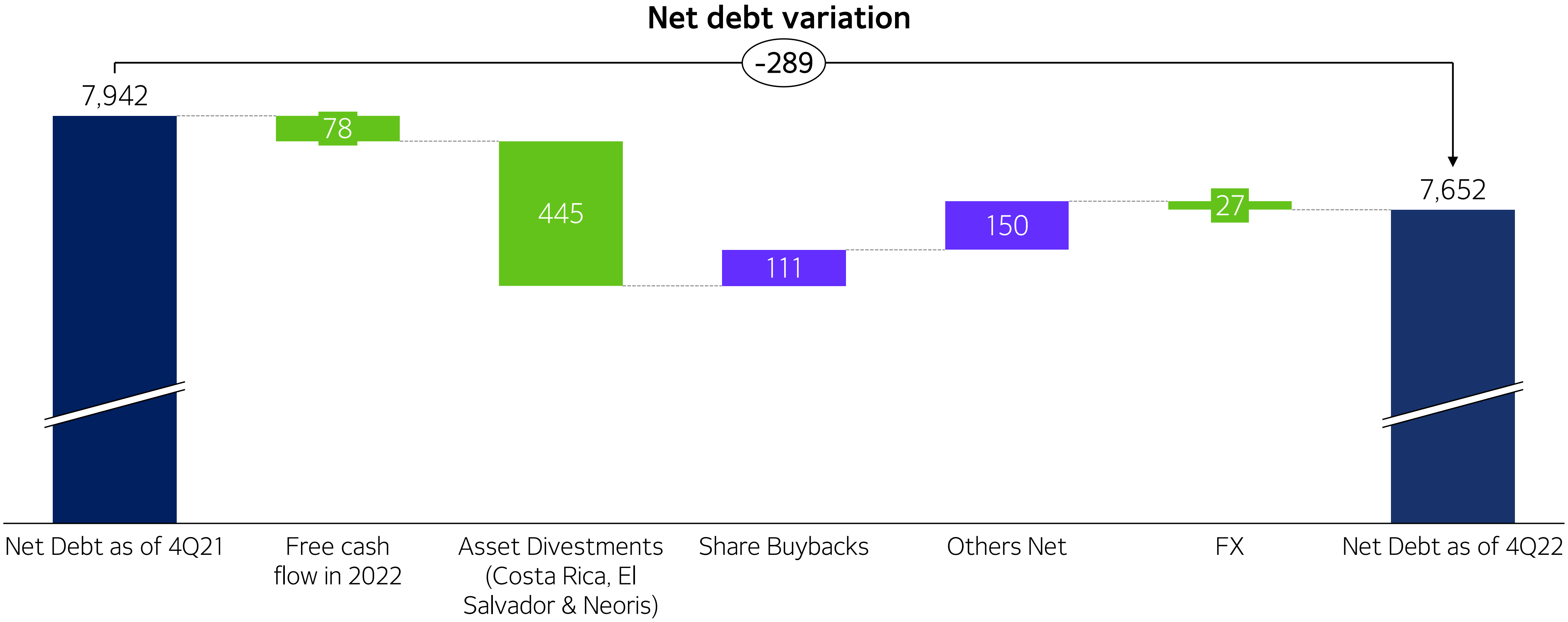


Interest rate[2]



Millions of U.S. dollars
1) Includes the effect of our EURUSD cross-currency swap
2) Includes the effect of our interest rate derivatives, as applicable

Reduced total debt by ~$410 M and net debt by ~$290 M during 2022



Millions of U.S. dollars

Green Financing and Sustainability Linked Financing Frameworks

Green Financing Framework[1]

- First Green financing framework in the industry
- Extends beyond our decarbonization goals
- Includes, but not limited, to issue Green Bonds and Green Loans
- Proceeds are to be exclusively allocated to eligible[3] green projects in the following categories: pollution prevention and control, renewable energy, energy efficiency, clean transportation, sustainable water and wastewater management, eco-efficient and/or circular economy adapted products, production technologies and processes

Aligned to our Climate Action goals

Sustainability Linked Financing Framework[1]

- Based on three Climate Action KPIs[2], which are core, relevant and material to our business
- Achievement of KPI's represent an adjustment to CEMEX's cost of debt issued under this framework
- As of Dec. 31, 2021, ~$4.0B of CEMEX's bank debt instruments were issued under our Sustainability-linked financing framework

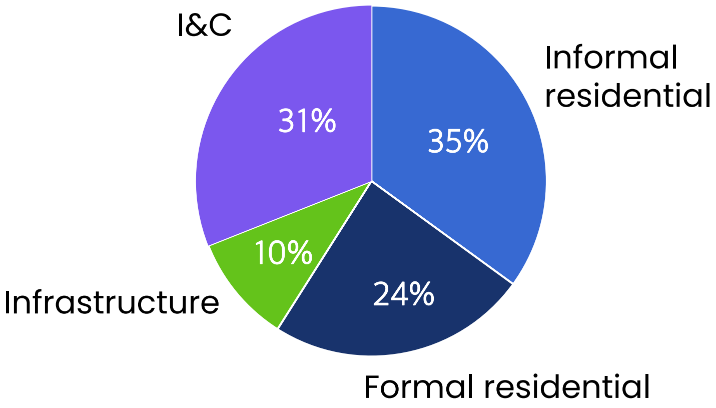
1. Aligned with the International Capital Markets Association and the LMA, LSTA, and APLMA Sustainability- Linked and Green Loan Principles
2. a) Reduce net CO_2 emissions to 520kg by 2025 and below 475kg by 2030 per ton of cementitious product. b) Reach power consumption from clean energy sources in cement of 40% by 2025 and 55% by 2030. c) Achieve alternative fuels rate of 43% by 2025 and 50% by 2030
3. To be eligible, projects must adhere to EU Taxonomy

Regional Highlights

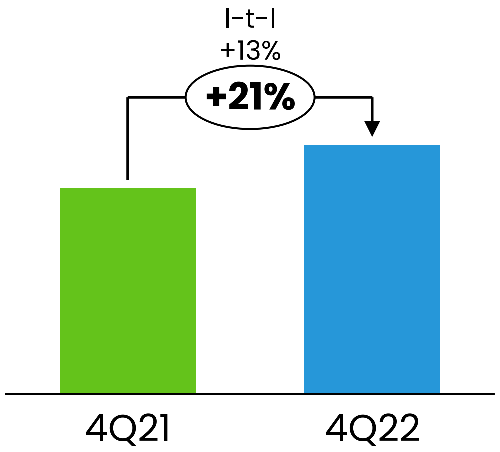
Mexico: 4Q22 EBITDA up mid-single digit

- In fourth quarter, with continued inflation pressuring retail demand, bagged cement volumes moderated, while bulk cement grew high-single digits
- The formal sector benefited from nearshoring investments in border states, tourism construction, and distribution and logistic activity in the central part of the country
- As our pricing strategy continued to make inroads in catching up to inflation, year over year quarterly EBITDA rose for the 1st time in 5 quarters
- While margins declined during the quarter due to higher energy, raw materials, freight, and wages, as well as product mix, the decline moderated versus full year performance
- Announced price increases for all our products effective January 1st
- Alternative fuels exceeded 40% in fourth quarter, a record, representing a 12pp YoY increase
- For 2023, we expect cement volumes to remain flat, while ready mix and aggregates grow at mid and high single digits, respectively
- The industrial and commercial sector, driven by nearshoring and tourism, should remain the driving force behind 2023 volumes, while government social programs should help offset continued weakness in household demand

Cement industry demand[1]



Net Sales YoY

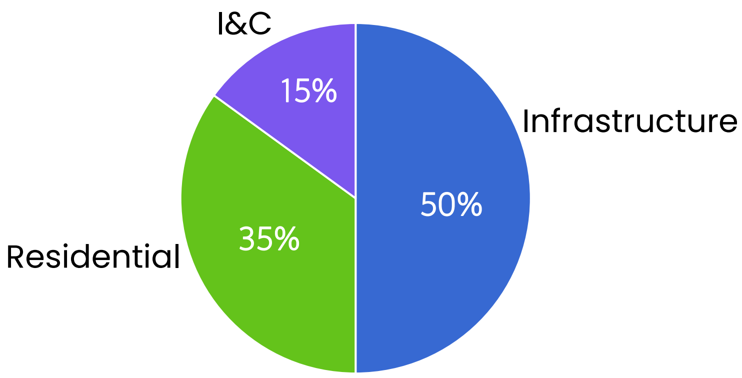


1) CEMEX estimates

US: Record 4Q22 EBITDA[1] despite adverse weather conditions

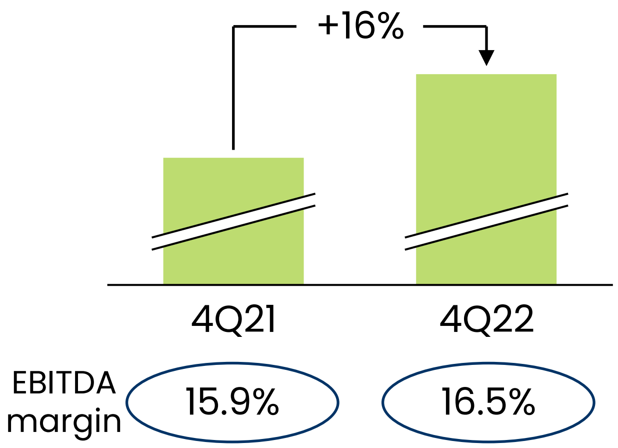
- Despite significant weather challenges impacting most of our markets, EBITDA grew mid teen percent to a record 4th quarter result
- Growth was fueled by price gains in excess of 20% that more than offset lower volumes during the quarter
- YoY EBITDA margin for the quarter expanded for the first time since early 2021, while sequential margin also improved for the 2nd straight quarter, benefiting from higher prices, lower maintenance and lower imports
- Full year EBITDA was driven by mid-teen percentage points growth in pricing and low single digit volume growth
- In January, we signed an agreement to purchase Atlantic Minerals Limited in a transaction that will expand our US aggregates reserves by ~20%. We expect this deal to close shortly and to be accretive in 2024
- For 2023, we expect low-single digit volume decline across all products driven by the residential sector
- Remain optimistic on growth in industrial and commercial and infrastructure sectors underpinned by nearshoring trends along with funding available under the CHIPS Act, the Inflation Reduction Act and the Infrastructure Investment and Jobs Act

Cement industry demand[2]



EBITDA

$M

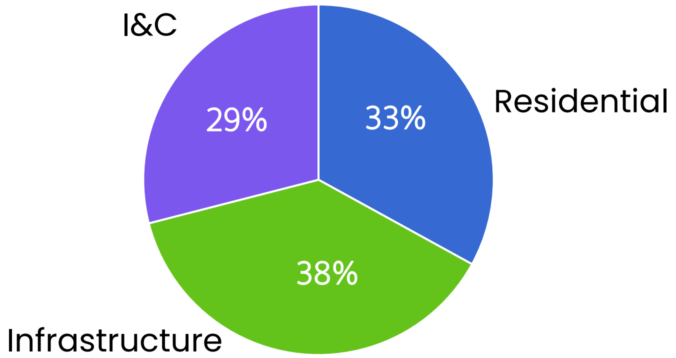


1) Highest reported fourth quarter EBITDA since 2007
2) CEMEX estimates
Millions of U.S. dollars

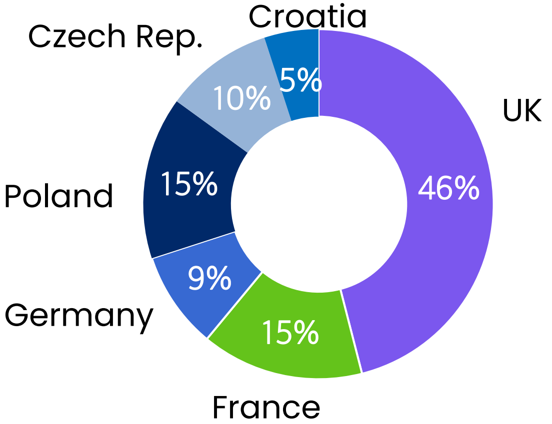
Europe: Continued resiliency despite macro headwinds

- Strong cement pricing traction with a 5% sequential increase and 35% YoY growth in 4Q22
- EBITDA growth of 9% in 4th quarter largely reflected our pricing efforts while volumes declined due to a weakening demand
- Margin declined by less than one percentage due primarily to energy costs in 4Q22
- 41% reduction[3] in CO_2 emissions in Europe; well positioned to reach the EU 55% goal for 2030
- For 2023, we expect cement volumes in Europe to decline mid to high-single digit, with ready mix volumes falling low to mid-single digits, and aggregate volumes relatively flattish to down
- Over the medium term, demand should be supported by public and private projects worth more than €2 trillion euros related to transportation, climate adaptation and energy reconfiguration, as well as onshoring investment opportunities

Cement sector demand[1]



2022 EBITDA by country[2]



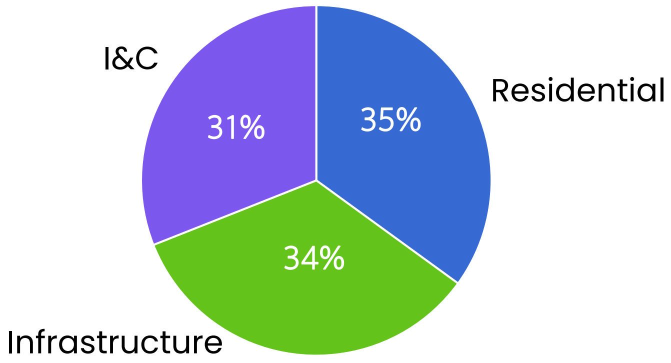
1) CEMEX estimates
2) Percentages before intercompany eliminations
3) Compared to our 1990 baseline

MEAA: Robust performance in Israel and Egypt

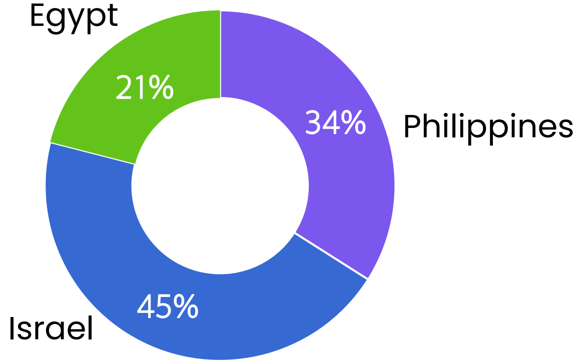
- In the Philippines, quarterly cement volumes declined as the country transitions to a new government and macro challenges impact demand. 4Q22 margin was impacted primarily by higher energy costs and major maintenance
- For 2023, we expect volumes to perform between flat and a low single digit decline

- Our operations in Egypt and Israel continued to show strong top line and EBITDA growth during the quarter
- For Israel, while demand remains robust, we expect ready-mix and aggregates volumes to decline low single-digit, reflecting our capacity constraints

Cement segment demand[1]



2022 EBITDA by country[2]

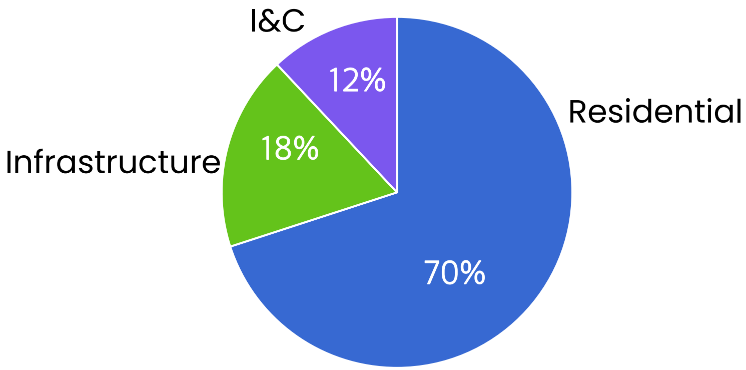


1) CEMEX estimates
2) Percentages before intercompany eliminations. MEAA: Middle East, Africa and Asia

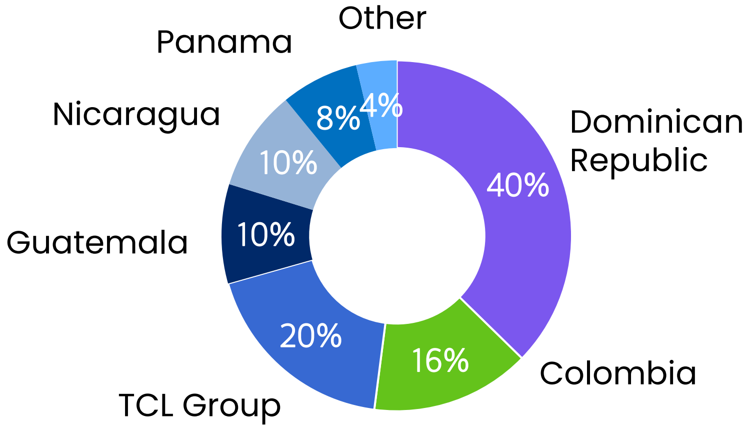
SCAC: Pricing driving top line growth

- Pricing driving top line growth, with cement prices up 12% YoY in 4Q22
- Cement volumes in the region have been pressured by the rebalancing of bagged cement post pandemic in the fourth quarter
- Bulk cement, ready-mix and aggregates volumes continue to grow during the quarter, supported by formal sector demand mainly in the industrial and residential sectors
- The decline in quarterly EBITDA and EBITDA margin reflects energy, freight, and raw materials cost headwinds
- In Colombia, cement volumes rose slightly in 4Q22, driven by social housing. For 2023, we expect cement volumes to be flat, while ready-mix volumes to increase high single digit
- In the Dominican Republic, cement volumes declined in 4Q22 due to a drop in retail cement demand, partially offset by higher bulk cement related to tourism projects. For the year, we expect cement volumes to remain flat to slightly down. Activity should be supported by tourism and industrial investments
- In Panama, we continue operating as an export hub, sending record cement volumes in 4Q22 to nearby markets within the region, reducing dependency from third party suppliers

Cement industry demand[1]



2022 EBITDA by country[2]



1) CEMEX estimates
2) Percentages before intercompany eliminations.

FUTURE IN ACTION

Leading the industry in Digital Innovation

Delivering the best customer experience empowered by digital

Commercial

- 44 to 66 NPS from 2018 to 2022
- Best digital platform in the industry
- Global, end-to-end, multi-device, all products, and omnichannel
- Represents 90% of volumes
- 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

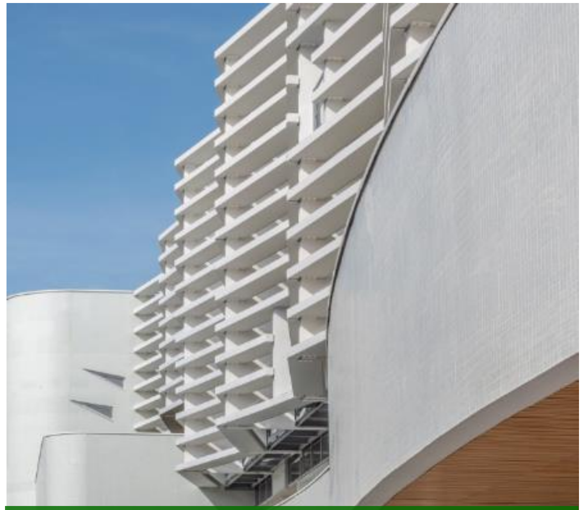
Evolving CEMEX Go to fully automated customer experience

Commercial

- Full digital integration within our supply chain network to offer real-time options to our customers
- Automated digital confirmations to customers
- Agility to quickly respond to the unexpected
- Expecting to materially boost our adoption rate, beyond our current 60% of sales processed through CX Go
- Increased operational efficiencies and improved customer experience

Balanced Capital Allocation

Balanced capital allocation between growth and deleveraging



Accretive bolt-on and Climate Action investments

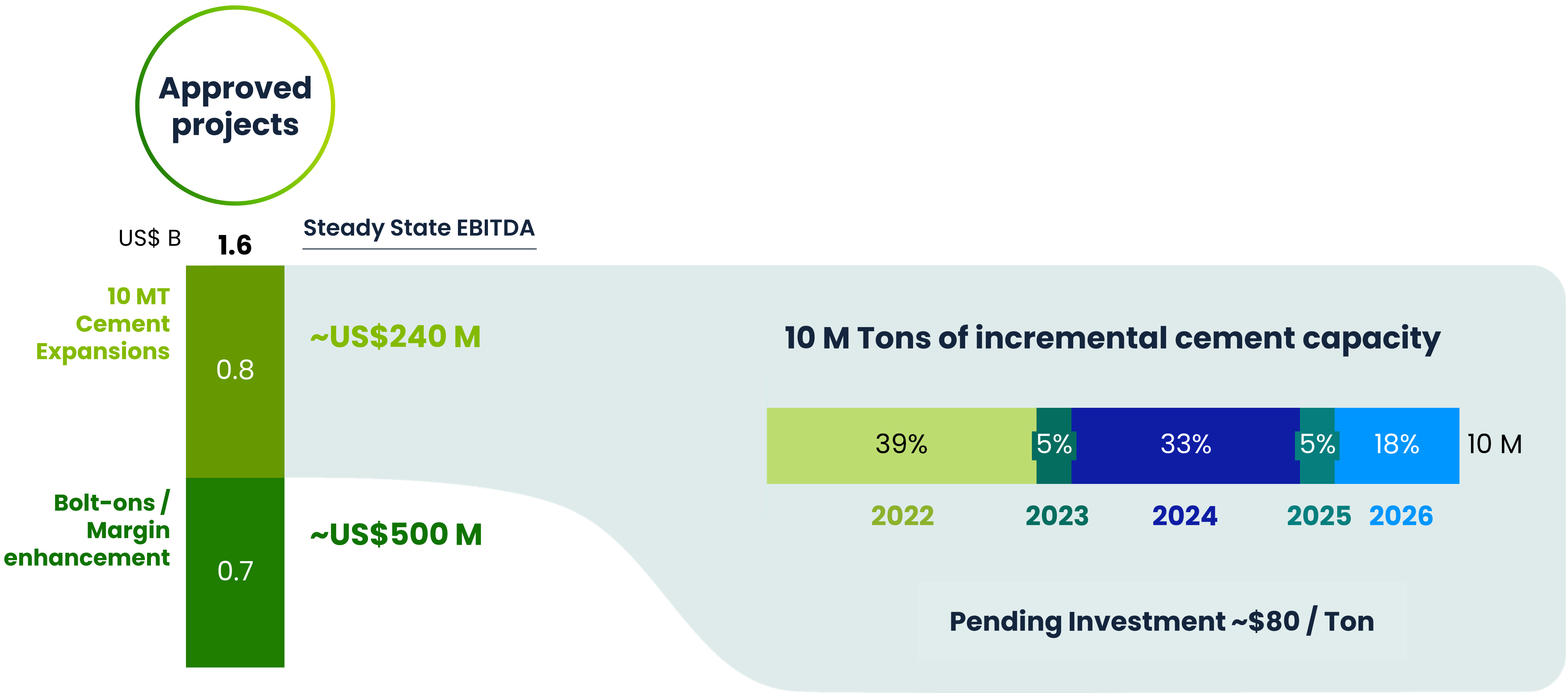
Deleveraging to achieve Investment Grade

Return capital to shareholders

Dividends linked to investment grade rating

Growth Strategy

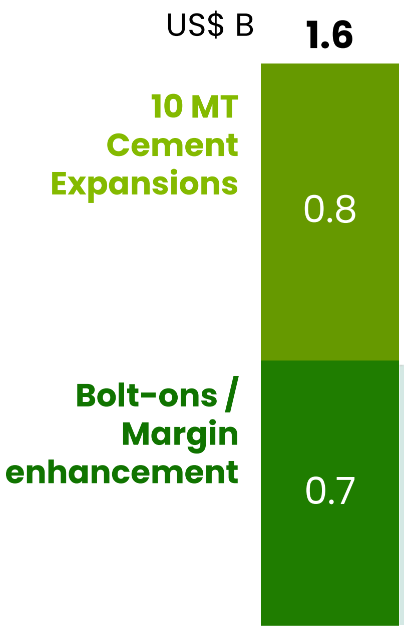
$1.6 B Growth Pipeline under execution with expected ~$740 M in steady state EBITDA



Note: Growth pipeline as presented during CEMEX DAY 2022, as of November 16th, 2022.

$1.6 B Growth Pipeline under execution with expected ~$740 M in steady state EBITDA

Approved projects

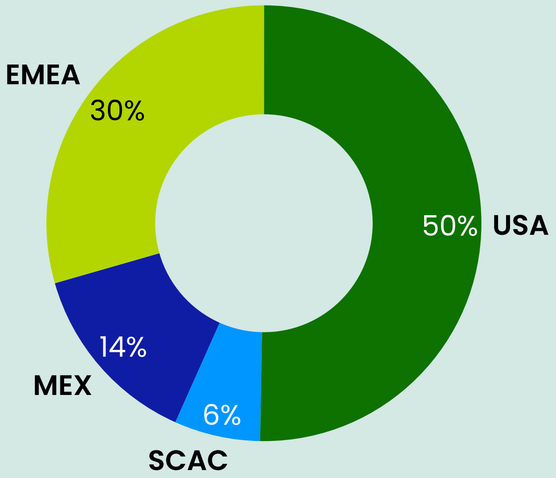


Steady State EBITDA

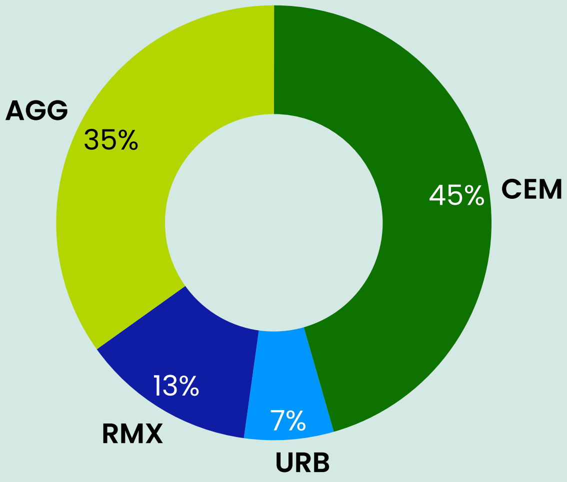
~US$240 M

~US$500 M

Bolt-on by Region



Bolt-on by Business



Note: Growth pipeline as presented during CEMEX DAY 2022, as of November 16th, 2022.

Appendix

College Port Marianne, Montpellier, France
Built with Vertua Concrete, part of our Vertua family of sustainable products

Relevant ESG indicators

Carbon strategy	2022	2021
Kg of CO_2 per ton of cementitious	564	591
Alternative fuels (%)	35%	29%
Clinker factor	74.3%	75.8%

Customers and suppliers	4Q22	4Q21	2021
Net Promoter Score (NPS)	66	69	68
% of sales using CX Go	61%	60%	62%

Low-carbon products	2022	2021
Blended cement as % of total cement produced	75%	68%
Vertua concrete as % of total	33%	17%

Health and safety	2022	2021
Employee fatalities	3	1
Employee L-T-I frequency rate	0.5	0.5
Operations with zero fatalities and injuries (%)	96%	95%

Contact Information

CEMEX

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