

# Third Quarter 2020 Results





This presentation contains, and the reports we will file in the future may contain, forward-looking statements within the meaning of the U.S. federal securities laws. We intend for these forward-looking statements to be covered by the safe harbor provisions for forward-looking statements within the meaning of the U.S. federal securities laws. In some cases, these statements can be identified by the use of forward-looking words such as “may,” “assume,” “might,” “should,” “could,” “continue,” “would,” “can,” “consider,” “anticipate,” “estimate,” “expect,” “envision,” “plan,” “believe,” “foresee,” “predict,” “potential,” “target,” “strategy,” “intend” or other similar words. These forward-looking statements reflect, as of the date such forward-looking statements are made, or unless otherwise indicated, our current expectations and projections about future events based on our knowledge of present facts and circumstances and assumptions about future events. These statements necessarily involve risks and uncertainties that could cause actual results to differ materially from our expectations. Some of the risks, uncertainties and other important factors that could cause results to differ, or that otherwise could have an impact on us or our consolidated entities, include, among other things: 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; 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, tax, antitrust, and acquisition-related rules and regulations; our ability to satisfy our obligations under our material debt agreements, the indentures that govern our outstanding senior secured notes and our other debt instruments and 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; 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 global pricing initiatives for our products and generally meet our “A Stronger CEMEX” plan and “Operation Resilience” plan’s initiatives; 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 demand for our products and services; the impact of pandemics, epidemics or outbreaks of infectious diseases and the response of governments and other third parties, including with respect to COVID-19, which have affected and may continue to adversely affect, among other matters, supply chains, international operations, availability of liquidity, investor confidence and consumer spending, as well as availability of, and 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 USMCA, if it comes into effect, and NAFTA, while it is in effect, 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 (including global health hazards such as COVID-19); and other risks and uncertainties described in CEMEX’s public filings. Readers are urged to read this presentation and carefully consider the risks, uncertainties and other factors that affect our business. The information contained in this presentation is subject to change without notice, and we are not obligated to publicly update or revise forward-looking statements after the date hereof or to reflect the occurrence of anticipated or unanticipated events or circumstances. Readers should review future reports filed by CEMEX with the United States Securities and Exchange Commission. CEMEX’s “A Stronger CEMEX” plan and “Operation Resilience” plan is designed based on CEMEX’s current beliefs and expectations. Unless the context indicates otherwise, all references to pricing initiatives, price increases or decreases, refer to CEMEX’s prices for CEMEX’s products. This presentation also includes statistical data regarding the production, distribution, marketing and sale of cement, ready-mix concrete, clinker and aggregates. 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

# Key messages for 3rd Quarter 2020

- Operational improvements lead to highest EBITDA, EBITDA margin and Free Cash Flow since 2016
- Significant volume recovery in markets that experienced 2nd quarter lockdowns
- Bagged cement growth continues in Emerging Markets even after restrictions are lifted
- Mexico's performance showing recovery from challenging conditions in 2019
- Safety protocols, distribution and digital platforms continue to pay off
- Constructive pricing dynamics in most markets
- Energy tailwinds throughout portfolio
- Financial derisking continues
- Improved visibility of the business going into 2021



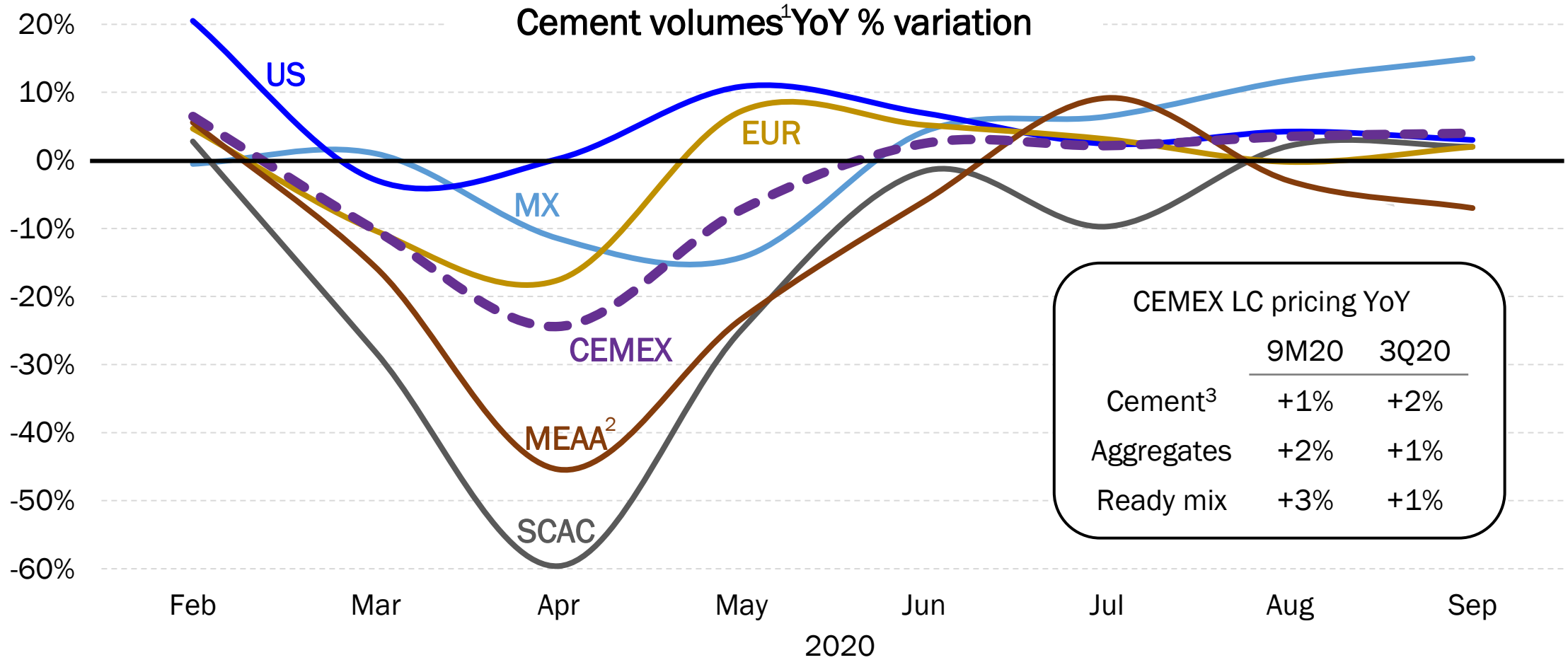
Operation Resilience to create sustainable returns for our shareholders

Operation  
Resilience  
lays the  
foundation  
for the  
future of  
CEMEX

- EBITDA growth through margin enhancement
  - $\geq 20\%$  target EBITDA margin by 2023
- Optimize our portfolio for growth
  - Strategic divestments and reinvestments
- Achieve investment grade capital structure
  - $\leq 3.0x$  net leverage by 2023
- Advance 2030 sustainability agenda
  - 35% reduction in net CO<sub>2</sub> emissions by 2030



# With markets reopening, cement volumes deliver year-over-year growth



1) On an average daily sales basis  
 2) MEAA = Middle East, Africa and Asia  
 3) Domestic gray cement

# Strong bagged cement performance powers Emerging Market volume growth

## Double-digit bagged cement growth in 3Q20 YoY in:

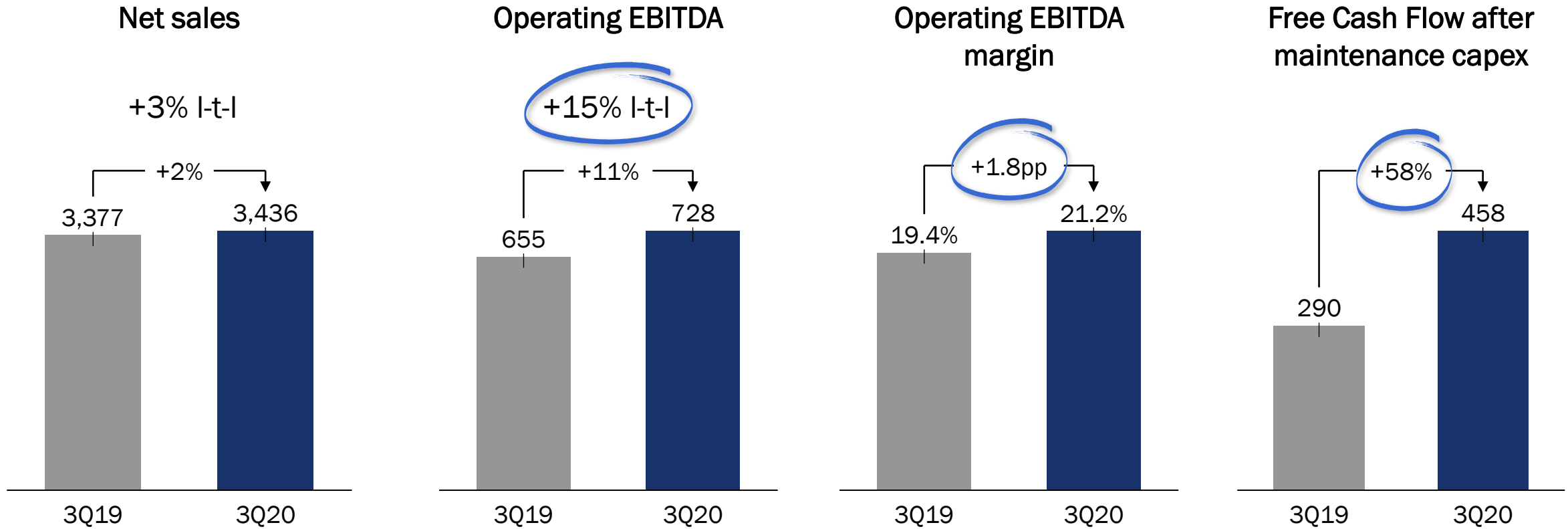
- Mexico
- Dominican Republic
- Nicaragua
- Guatemala
- Puerto Rico
- El Salvador
- Jamaica
- Bahamas



## Demand supported by:

- Home improvements as families quarantine at home
- High level of remittances, allocating a portion for home renovations to increase quality of life and net worth preservation
- Government programs, particularly in Mexico, towards self-construction
- Strong distribution and supply chain capabilities to serve bagged cement demand

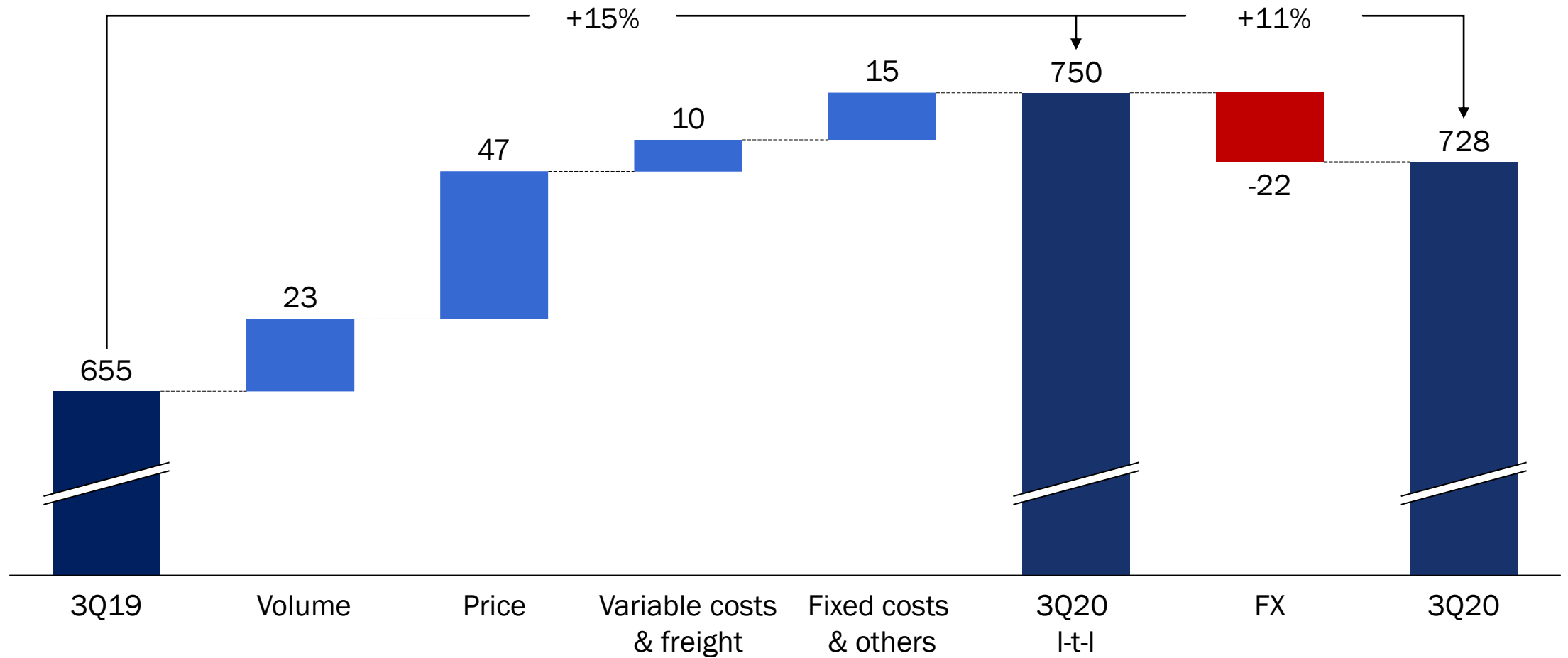
# Achieved highest quarterly EBITDA, EBITDA margin and Free Cash Flow since 2016



# All business levers contributing to EBITDA growth

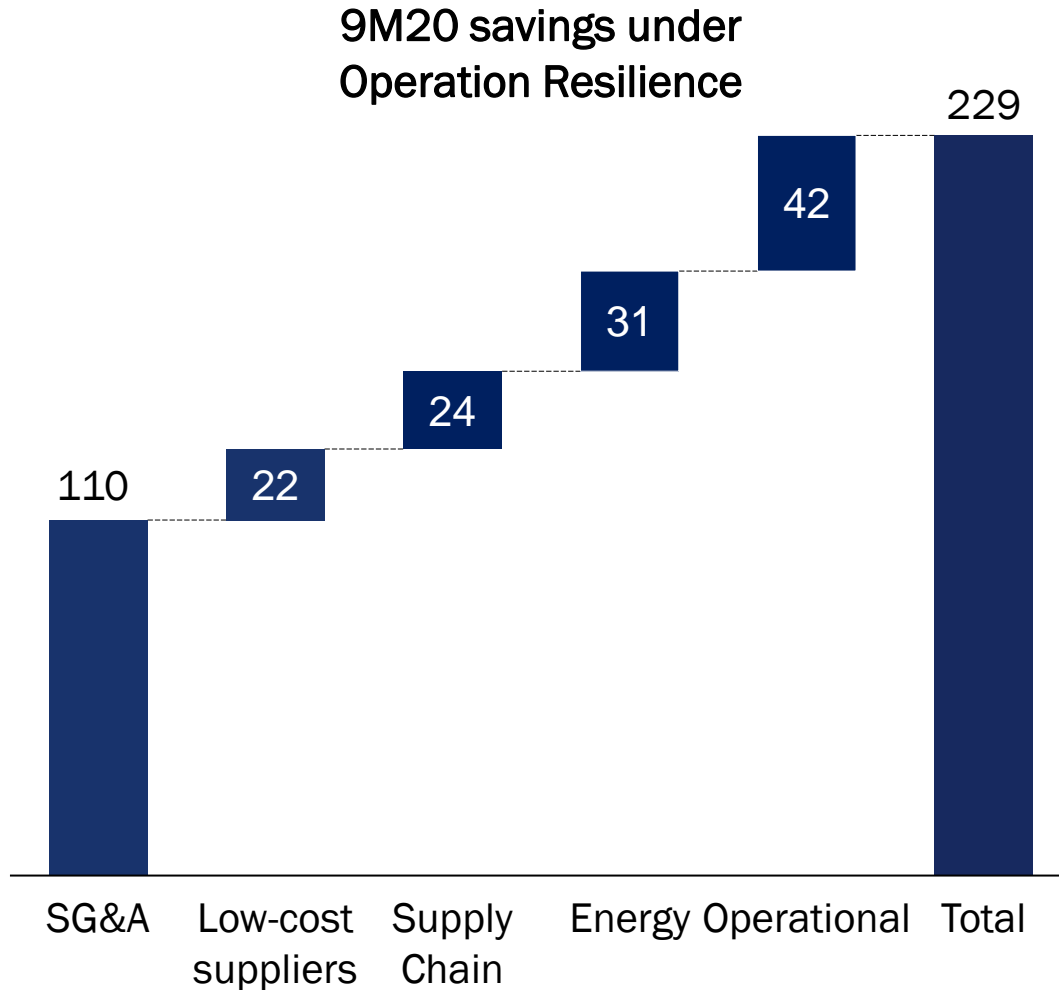


EBITDA variation






# “Operation Resilience” drives margin improvement










- US\$89 M savings realized in 3Q20, contributing to 2.6pp to EBITDA margin
- YTD savings of US\$229 M, contributing to 2.4pp to EBITDA margin
  - Primarily driven by SG&A and operational efficiencies
- On track to achieve US\$280 M goal for 2020 under “Operation Resilience”

# Superior customer experience enabled by digital technologies

- Umbrella brand that covers all our digital solutions for customers
- Launched in 2017, and continuously evolving to meet specific customer segment and product needs
- Available in almost all operations, with ~40k users
- Up to 90% of our recurring customers are using CEMEX Go
- 52% of our global sales are processed through CEMEX Go
- Allows our customers to work seamlessly in a low touch environment during COVID-19
- CEMEX Go Developer Center offers direct connectivity to our customers to place and track orders, and access financial documents for all products and services



Online Store  
Order Fulfillment  
CRM  
Quarry Link

 Drivers
  developer center
  Track
  PSB ONLINE CONCRETE
  Order
  Construrama.com
  Construrama Supply

**Our digital platforms played an important role in the 3<sup>rd</sup> quarter record Net Promoter Score**

# Robust roadmap to address climate change targets



Target 2030<sup>1</sup>

**35%** Reduction in CO<sub>2</sub> emissions in cement<sub>2</sub>

- Reduce clinker factor
- Usage of decarbonated raw materials
- Novel low-CO<sub>2</sub> clinkers
- Increase usage of alternative fuels
- Increase thermal efficiency
- European region reaching 35% by end of 2020



Ambition 2050

**Deliver net zero CO<sub>2</sub> concrete**

- Further contribution from 2030 cement efforts
- Carbon capture, usage and storage
- Admixtures, binders and additions in concrete
- Recycled aggregates
- Recarbonation of concrete during lifetime

**Reduced CO<sub>2</sub> emissions to date by more than 22% vs. 1990 baseline**

1) In line with Paris Agreement – IEA 2 Degree Scenario and verified by Carbon Trust  
2) Net specific CO<sub>2</sub> emissions per ton of cementitious product. Reduction vs. 1990 baseline





# Regional Highlights

# United States: Improved logistics and other efficiencies propel EBITDA margin growth

	9M20	3Q20			9M20 vs. 9M19	3Q20 vs. 3Q19
Net Sales	2,983	1,012	Cement	Volume	6%	3%
% var (l-t-l)	5%	1%		Price (LC)	1%	0%
Operating EBITDA	560	199	Ready mix	Volume	(0%)	(4%)
% var (l-t-l)	17%	7%		Price (LC)	2%	1%
Operating EBITDA margin	18.8%	19.7%	Aggregates	Volume	3%	2%
pp var	1.9pp	1.0pp		Price (LC)	0%	(3%)

- With more challenging prior year comps, cost efficiencies drive EBITDA growth
- Increase in cement volumes driven by pickup in residential activity and infrastructure strength
- Stable prices sequentially in three core products
- EBITDA margin expansion due primarily to improved logistics, lower fuel costs and savings from “Operation Resilience”
- Extension of the FAST Act for 1 year gives more visibility to states on transportation spending

# Mexico: Rebounding from challenging 2019 cement industry performance

	9M20	3Q20		9M20 vs. 9M19	3Q20 vs. 3Q19	
Net Sales	1,976	723	Cement	Volume	2%	11%
% var (l-t-l)	2%	14%		Price (LC)	1%	3%
Operating EBITDA	662	246	Ready mix	Volume	(20%)	(13%)
% var (l-t-l)	1%	16%		Price (LC)	(0%)	(1%)
Operating EBITDA margin	33.5%	34.1%	Aggregates	Volume	(14%)	(5%)
pp var	(0.5pp)	0.6pp		Price (LC)	5%	8%

- Double-digit increase in cement volumes points to recovery from 2019 slowdown
- Bagged cement momentum supported by government social programs, home improvement activity and higher remittances
- Growth in formal sector as private sector and government infrastructure projects accelerate
- Flat sequential prices in local-currency terms mainly due to product mix
- Higher volumes and prices, cost containment measures, product mix and tailwinds from lower fuel prices support EBITDA margin expansion



# EMEAA: EBITDA growth resulting from pricing and cost containment initiatives

	9M20	3Q20			9M20 vs. 9M19	3Q20 vs. 3Q19
Net Sales	3,236	1,238	Cement	Volume	(3%)	1%
% var (l-t-l)	(4%)	2%		Price (l-t-l)	(2%)	(2%)
Operating EBITDA	471	220	Ready mix	Volume	(6%)	(1%)
% var (l-t-l)	(4%)	8%		Price (l-t-l)	0%	1%
Operating EBITDA margin	14.5%	17.7%	Aggregates	Volume	(6%)	2%
pp var	0.0pp	0.9pp		Price (l-t-l)	1%	2%

- EBITDA growth due to pricing gains in Europe and cost containment initiatives
- Continued strong cement volume growth and pricing performance in central Europe
- Marked volume recovery in western Europe as economies opened
- Well positioned for phase IV of the European Union’s Emissions Trading System, with ample carbon allowances expected to last until 2030
- Israel reports second consecutive quarter of record EBITDA

# SCAC: Growth story reemerging after COVID-19 disruption

	9M20	3Q20		9M20 vs. 9M19	3Q20 vs. 3Q19
Net Sales	1,051	395	Cement	Volume	(13%)
% var (l-t-l)	(12%)	1%		Price (l-t-l)	5%
Operating EBITDA	266	109	Ready mix	Volume	(37%)
% var (l-t-l)	(1%)	31%		Price (l-t-l)	(2%)
Operating EBITDA margin	25.3%	27.7%	Aggregates	Volume	(39%)
pp var	2.9pp	6.3pp		Price (l-t-l)	7%

- Recovery in quarterly cement volumes to levels approaching 2019
- Cement prices on a sequential basis declined 2% mainly due to geographic mix
- In Colombia, industry volumes recovered to pre-COVID-19 levels, supported mainly by self-construction and 4G highways projects
- EBITDA margin increased 6.3pp mainly due to cost reduction initiatives and higher prices in LC



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# 3Q20 Results

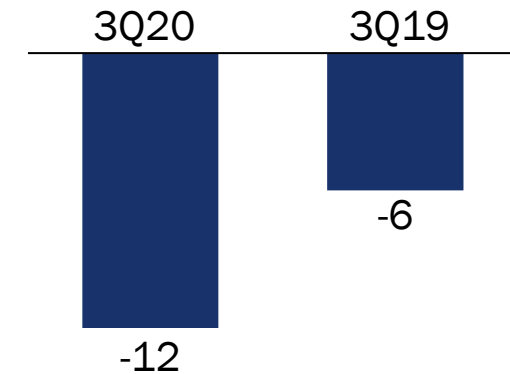




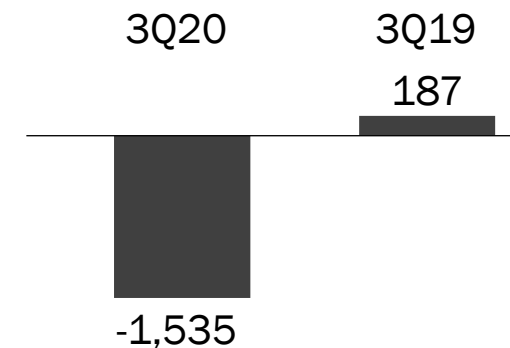
# Strong Free Cash Flow generation with Net Income impacted by non-cash impairment charge

	January - September			Third Quarter		
	2020	2019	% var	2020	2019	% var
<b>Operating EBITDA</b>	<b>1,816</b>	<b>1,824</b>	<b>(0%)</b>	<b>728</b>	<b>655</b>	<b>11%</b>
- Net Financial Expense	542	522		187	169	
- Maintenance Capex	320	441		103	176	
- Change in Working Capital	344	563		(136)	(7)	
- Taxes Paid	115	142		34	31	
- Other Cash Items (net)	126	40		83	23	
- Free Cash Flow Discontinued Operations	(14)	(53)		(1)	(27)	
<b>Free Cash Flow after Maintenance Capex</b>	<b>383</b>	<b>169</b>	<b>126%</b>	<b>458</b>	<b>290</b>	<b>58%</b>
- Strategic Capex	147	163		32	80	
<b>Free Cash Flow</b>	<b>237</b>	<b>6</b>	<b>3847%</b>	<b>427</b>	<b>211</b>	<b>103%</b>

## Average working capital days

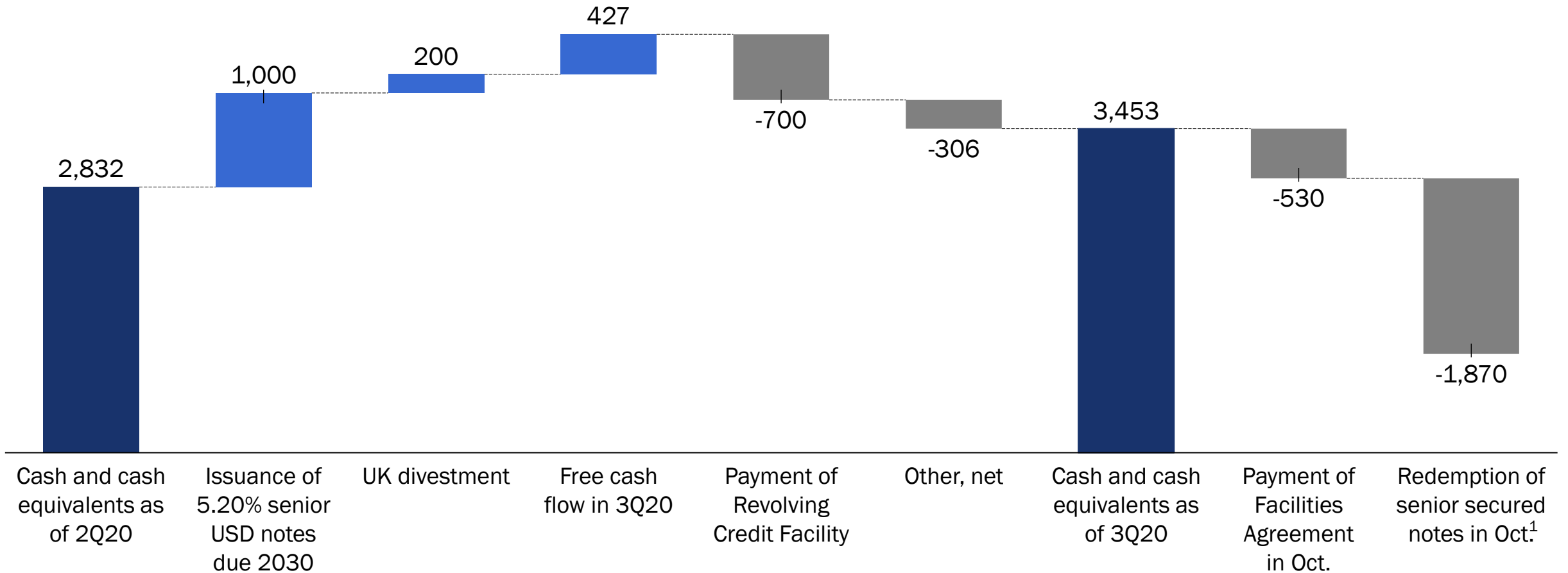


## Controlling Interest Net Income US\$ M



# With improved visibility, cash deployed to paydown debt

## Cash and cash-equivalents variation



Millions of U.S. dollars

1) Includes redemption of the following senior secured notes during October: US\$640 M of 6.0% due 2024, US\$750 M of 6.125% due 2025 and EUR400 M of 4.625% due 2024

## Bank refinancing highlights our commitment to sustainability...

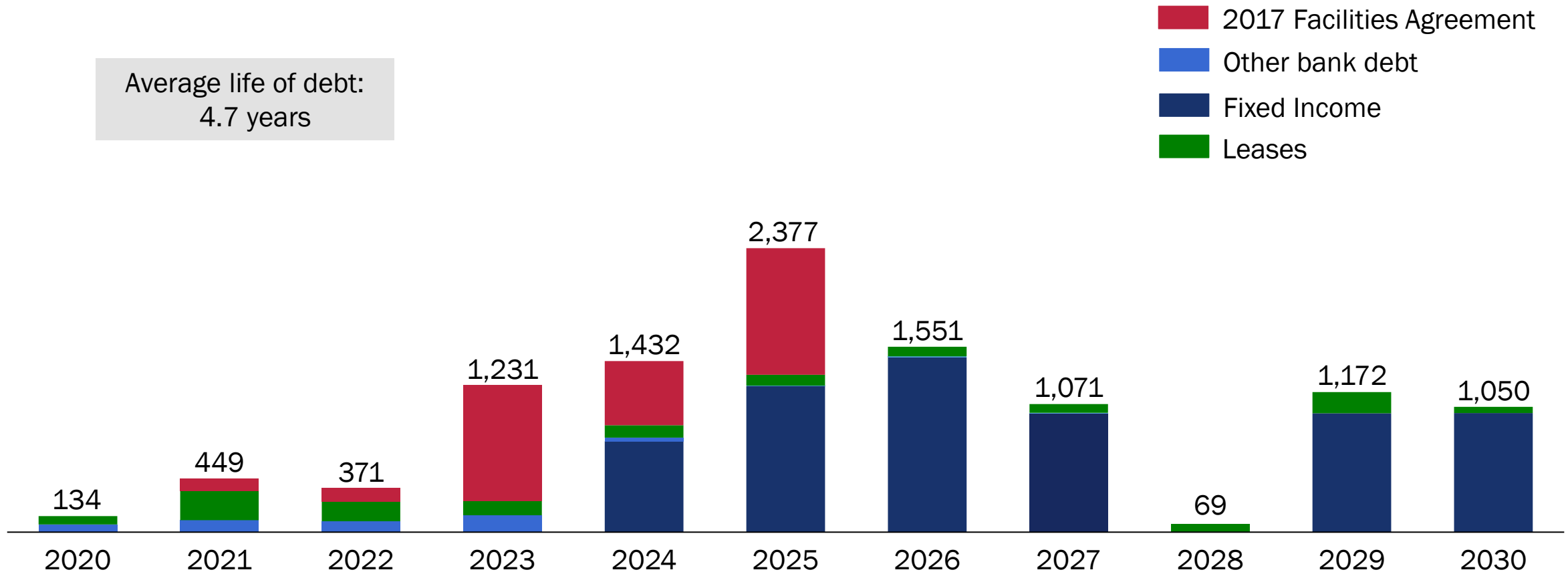
- Total commitments under the Facilities Agreement decreased from ~\$4.1 B to ~\$3.5 B
- Extension of maturities by ~93% of lenders
  - 3-year extension of ~US\$1.1 B of Term Loans from 2022 to 2025
  - 1-year extension of ~US\$1.1 B Revolver from 2022 to 2023
- No relevant maturities through July 2023
- Interest rate margin linked to 5 sustainability-linked metrics:
  - CO<sub>2</sub> emissions, power consumption from green energy, quarry rehabilitation, water management and clinker factor
  - May result in adjustment of the interest rate margin of up to 5 basis points
- Redenominates ~US\$313 M of previous US dollar exposure under Facilities Agreement to Mexican Peso and ~US\$82 M to Euros
  - Interest rate margin grid for Mexican Peso tranche is 25 to 50bps lower than rest of tranches



# ...and creates runway with no material maturities until July 2023



Proforma<sup>1</sup> total debt excluding perpetual notes as of September 30, 2020: US\$10,908 million

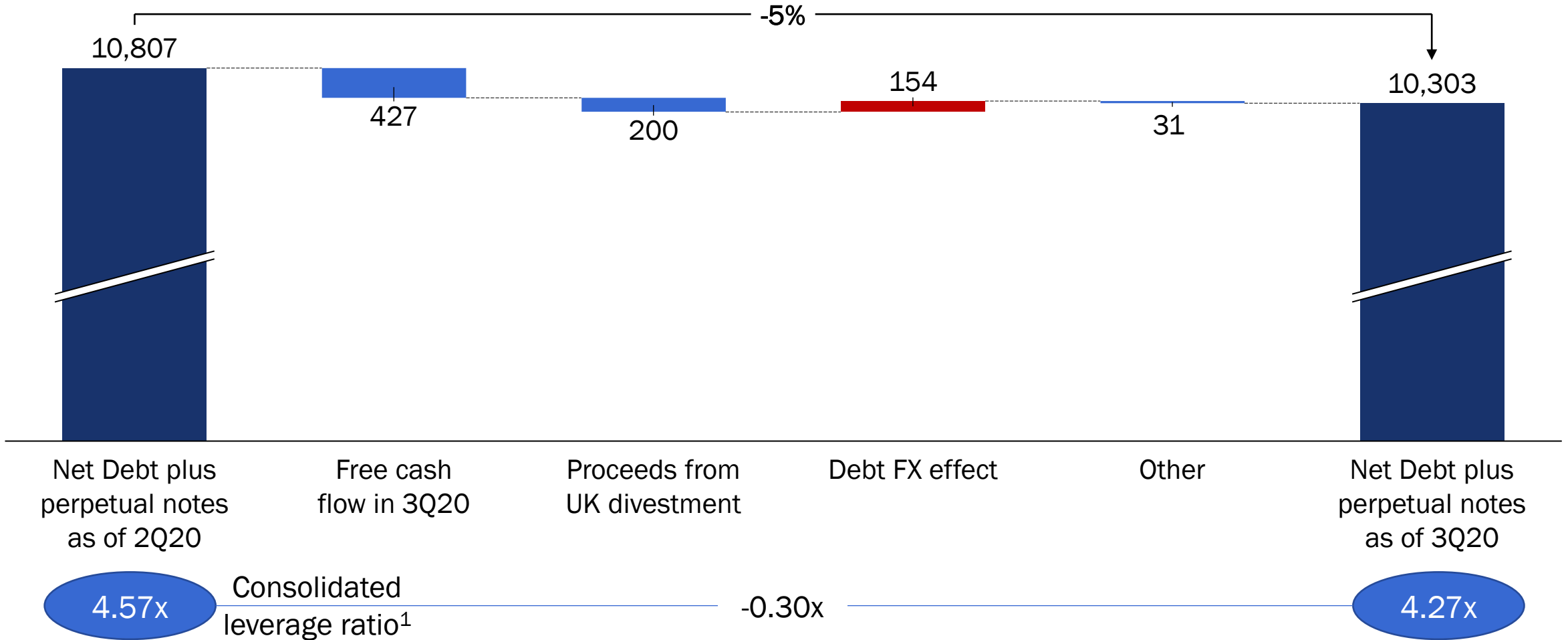


Millions of U.S. dollars

1) Giving proforma effect to the following transactions performed/executed in October: (i) Redemption of the following senior secured notes: US\$640 M of 6.0% due 2024, US\$750 M of 6.125% due 2025 and EUR400 M of 4.625% due 2024; and (ii) the extension of ~US\$2.2 B of debt under the Facilities Agreement and including the payment of ~\$530 M of Term Loans

# While our leverage ratio declines

Net Debt plus perpetuals variation



Millions of U.S. dollars

1) Calculated in accordance with our contractual obligations under the 2017 Facilities Agreement, as amended and restated



# 2020 Outlook

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## 2020 guidance<sup>1</sup> slightly improved for EBITDA

<b>Energy cost per ton of cement produced</b>	(9%) to (7%)
<b>Operating EBITDA</b>	~US\$2.4 billion
<b>Capital expenditures</b>	US\$750 to US\$780 million
<b>Investment in working capital</b>	~US\$150 million
<b>Cash taxes</b>	~US\$200 million
<b>Cost of debt<sup>2</sup></b>	Increase of US\$15 to US\$20 million

<sup>1</sup> Reflects CEMEX's current expectations

<sup>2</sup> Including perpetual and convertible securities



# What to expect

- Pleased to see recovery not only from lockdowns in 2<sup>nd</sup> quarter, but also from a challenging 2019 performance
- Expect COVID-19 resurgence in our markets but believe disruptions will be less than in 2019
- Potential fiscal and monetary stimulus to benefit US and Europe going forward
- Strong residential growth and resilient infrastructure sectors to drive US business
- Acceleration in government spending and 2021 elections will continue to support cement in Mexico
- High capacity utilization in most markets should facilitate price increases to compensate for input cost inflation
- Continued contribution from Operation Resilience including our bolt-on investment strategy
- Continue to prioritize the health and safety of our employees and their families as well as our customers in all that we do



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# Appendix

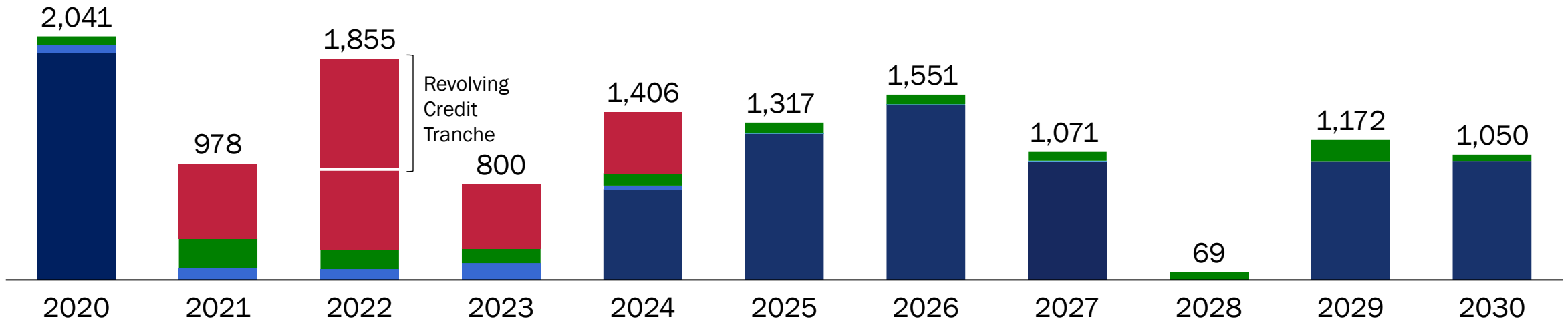


# Debt maturity profile as of 3Q20

Total debt excluding perpetual notes as of September 30, 2020: US\$13,310 million

Average life of debt:  
4.1 years

- 2017 Facilities Agreement
- Other bank debt
- Fixed Income
- Leases



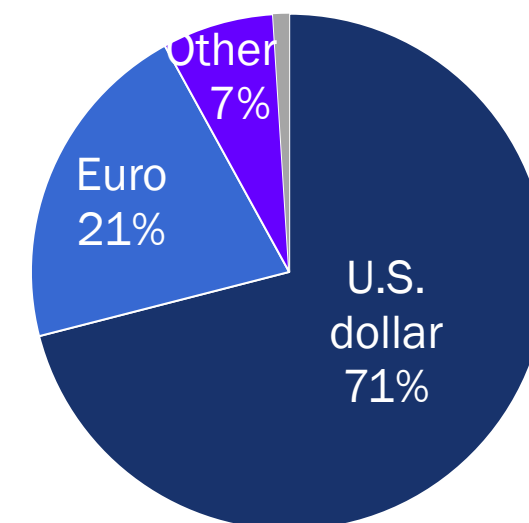
# Consolidated volumes and prices

		9M20 vs. 9M19	3Q20 vs. 3Q19	3Q20 vs. 2Q20
Domestic gray cement	Volume (l-t-l)	(2%)	4%	16%
	Price (USD)	(3%)	(1%)	1%
	Price (l-t-l)	1%	2%	(1%)
Ready mix	Volume (l-t-l)	(8%)	(6%)	17%
	Price (USD)	1%	1%	(0%)
	Price (l-t-l)	2%	1%	(3%)
Aggregates	Volume (l-t-l)	(6%)	(0%)	16%
	Price (USD)	2%	3%	(0%)
	Price (l-t-l)	3%	1%	(3%)

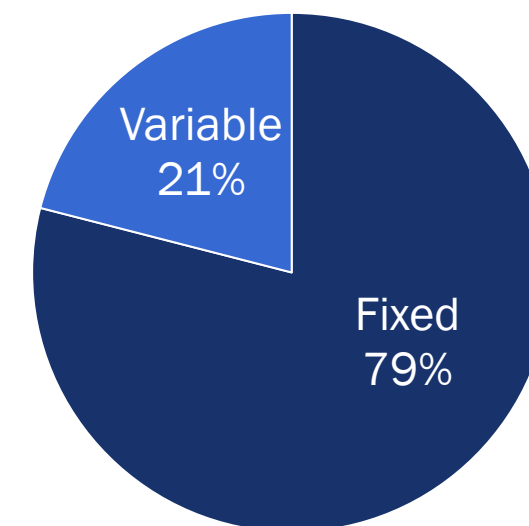
# Additional information on debt and perpetual notes

	Third Quarter			Second Quarter
	2020	2019	% var	2020
Total debt <sup>1</sup>	13,310	10,889	22%	13,196
Short-term	22%	10%		6%
Long-term	78%	90%		94%
Perpetual notes	446	441	1%	443
Total debt plus perpetual notes	13,756	11,330	21%	13,638
Cash and cash equivalents	3,453	299	1055%	2,832
Net debt plus perpetual notes	10,303	11,031	(7%)	10,807
Consolidated funded debt <sup>2</sup>	10,337	10,624	(3%)	10,790
Consolidated leverage ratio <sup>2</sup>	4.27	4.05		4.57
Consolidated coverage ratio <sup>2</sup>	3.69	4.03		3.69

Currency denomination



Interest rate<sup>3</sup>



Millions of U.S. dollars

<sup>1</sup> Includes convertible notes and leases, in accordance with International Financial Reporting Standard (IFRS)

<sup>2</sup> Calculated in accordance with our contractual obligations under the 2017 Facilities Agreement, as amended and restated

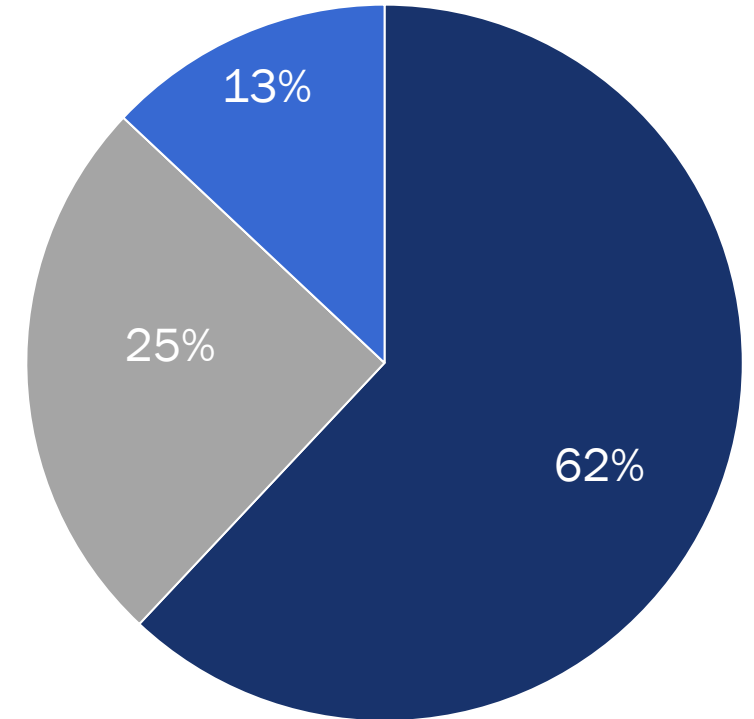
<sup>3</sup> Includes the effect of interest-rate swap instruments related to bank loans to fix floating rates with a nominal amount of US\$1,000 million



# Additional information on debt

	Third Quarter		Second Quarter	
	2020	% of total	2020	% of total
■ Fixed Income	8,337	62%	7,205	55%
■ 2017 Facilities Agreement	3,280	25%	3,984	30%
■ Others	1,693	13%	2,007	15%
<b>Total Debt<sup>1</sup></b>	<b>13,310</b>		<b>13,196</b>	

Total debt<sup>1</sup> by instrument



# 3Q20 volume and price summary: selected countries/region



	Domestic gray cement 3Q20 vs. 3Q19			Ready mix 3Q20 vs. 3Q19			Aggregates 3Q20 vs. 3Q19		
	Volume	Price (USD)	Price (LC)	Volume	Price (USD)	Price (LC)	Volume	Price (USD)	Price (LC)
Mexico	11%	(8%)	3%	(13%)	(12%)	(1%)	(5%)	(4%)	8%
U.S.	3%	0%	0%	(4%)	1%	1%	2%	(3%)	(3%)
Europe	2%	9%	3%	(4%)	10%	3%	0%	9%	2%
Philippines	(3%)	2%	(3%)	N/A	N/A	N/A	N/A	N/A	N/A
Colombia	(6%)	(3%)	8%	(12%)	(9%)	2%	(13%)	(15%)	(5%)
Panama	(63%)	(5%)	(5%)	(87%)	(1%)	(1%)	(82%)	(19%)	(19%)
Costa Rica	(21%)	(5%)	(1%)	(17%)	(8%)	(5%)	(79%)	169%	179%

# 9M20 volume and price summary: selected countries/region



	Domestic gray cement 9M20 vs. 9M19			Ready mix 9M20 vs. 9M19			Aggregates 9M20 vs. 9M19		
	Volume	Price (USD)	Price (LC)	Volume	Price (USD)	Price (LC)	Volume	Price (USD)	Price (LC)
Mexico	2%	(10%)	1%	(20%)	(11%)	(0%)	(14%)	(6%)	5%
U.S.	6%	1%	1%	(0%)	2%	2%	3%	0%	0%
Europe	1%	2%	2%	(10%)	1%	1%	(9%)	2%	1%
Philippines	(12%)	(2%)	(5%)	N/A	N/A	N/A	N/A	N/A	N/A
Colombia	(20%)	(5%)	9%	(30%)	(10%)	3%	(33%)	(12%)	(0%)
Panama	(60%)	(6%)	(6%)	(74%)	(6%)	(6%)	(69%)	(8%)	(8%)
Costa Rica	(13%)	(5%)	(6%)	(21%)	(7%)	(9%)	(70%)	107%	102%

# Definitions

<b>9M20 / 9M19</b>	Results for the first nine months of the years 2020 and 2019, respectively
<b>SCAC</b>	South, Central America and the Caribbean
<b>EMEA</b>	Europe, Middle East, Africa and Asia
<b>Cement</b>	When providing cement volume variations, refers to domestic gray cement operations (starting in 2Q10, the base for reported cement volumes changed from total domestic cement including clinker to domestic gray cement)
<b>LC</b>	Local currency
<b>I-t-I (like to like)</b>	On a like-to-like basis adjusting for currency fluctuations and for investments/divestments when applicable
<b>Maintenance capital expenditures</b>	Investments incurred for the purpose of ensuring the company's operational continuity. These include capital expenditures on projects required to replace obsolete assets or maintain current operational levels, and mandatory capital expenditures, which are projects required to comply with governmental regulations or company policies
<b>Net Promoter Score (NPS)</b>	A core KPI that helps us to systematically measure our customer loyalty and satisfaction
<b>Operating EBITDA</b>	Operating earnings before other expenses, net plus depreciation and operating amortization
<b>pp</b>	Percentage points
<b>Prices</b>	All references to pricing initiatives, price increases or decreases, refer to our prices for our products
<b>Strategic capital expenditures</b>	Investments incurred with the purpose of increasing the company's profitability. These include capital expenditures on projects designed to increase profitability by expanding capacity, and margin improvement capital expenditures, which are projects designed to increase profitability by reducing costs
<b>TCL Operations</b>	Trinidad Cement Limited includes Barbados, Guyana, Jamaica and Trinidad and Tobago
<b>USD</b>	U.S. dollars
<b>% var</b>	Percentage variation



# Contact Information



## Investors Relations

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## Stock Information

NYSE (ADS):  
CX

Mexican Stock Exchange:  
CEMEXCPO

Ratio of CEMEXCPO to CX:  
10 to 1