
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**
Washington, D.C. 20549

FORM 6-K

**REPORT OF FOREIGN PRIVATE
ISSUER PURSUANT TO RULE 13a-16 or 15d-16
UNDER THE SECURITIES EXCHANGE ACT OF 1934**

For the month of November, 2022

Commission File Number: 001-14946

CEMEX, S.A.B. de C.V.
(Translation of Registrant's name into English)

Avenida Ricardo Margáin Zozaya #325, Colonia Valle del Campestre,
San Pedro Garza García, Nuevo León 66265, México
(Address of principal executive offices)

Indicate by check mark whether the registrant files or will file annual reports under cover Form 20-F or Form 40-F.

Form 20-F Form 40-F

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(1):

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(7):

Contents

1. Press release dated November 16, 2022, regarding CEMEX, S.A.B. de C.V.'s (NYSE: CX) ("CEMEX") CEMEX Day 2022.
2. Presentation regarding CEMEX Day 2022.

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, CEMEX, S.A.B. de C.V. has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

CEMEX, S.A.B. de C.V.

(Registrant)

Date: November 16, 2022

By: /s/ Rafael Garza Lozano

Name: Rafael Garza Lozano

Title: Chief Comptroller

EXHIBIT INDEX

EXHIBIT
NO.

DESCRIPTION

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2. Presentation regarding CEMEX Day 2022.

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**OPTIMISTIC MEDIUM-TERM OUTLOOK AND AGGRESSIVE NEW
 DECARBONIZATION GOALS ANNOUNCED AT CEMEX DAY 2022**

- CEMEX sets a new goal of below 430 kg of CO₂ per ton of cementitious material for 2030, a more than 47% reduction in emissions¹.
- CEMEX has increased its 2030 goal for clean energy consumption to 65% from 55% as well as established Scope 3 2030 targets for the first time.

MONTERREY, MEXICO. NOVEMBER 16, 2022 – CEMEX, S.A.B. de C.V. (“CEMEX”) announced today during its annual investors and analyst day that it expects a promising medium-term outlook for its markets, bolstered by fiscal stimulus packages in the US and Europe related to infrastructure and green spending as countries continue investing in transitioning to a lower-carbon economy. In addition, the company expects significant demand in the Industrial & Commercial sector with onshoring and the redefinition of trade relationships due to supply chain constraints and geopolitical tensions. Mexico, Europe, and the US are particularly well-positioned to take advantage of the reshoring trends. The company also announced aggressive new 2030 decarbonization goals, spurred by record-breaking CO₂ reductions in the past two years.

“In the past three years, our business has proven its immense resilience in the face of a global pandemic, historic inflation, and supply chain disruptions,” said CEMEX CEO Fernando González. “I am incredibly proud of how we have navigated the extraordinary developments of the last few years. With the highest inflation in 40 years, we have been successful in recovering costs in dollar terms. In 2023, however, we must develop our pipeline of growth projects while we continue our efforts to recover margins as some cost headwinds, particularly in Europe, are still ahead of us. Our growth, climate action, and digital strategies, coupled with our Urbanization Solutions business will provide a strong base for growth over the medium term.”

CEMEX has weathered inflation with a bold pricing initiative that has more than offset inflationary costs in dollar terms, but high inflation and supply chain headwinds have delayed its ability to regain margins. In the US, the Infrastructure Investment and Jobs Act includes \$110 billion dollars of incremental spending for highways and streets, the most cement-intensive portion of infrastructure. In Europe, the €750 billion from the Recovery Fund to invest in green technologies, clean energy and transportation, renovating buildings, and upgrading digital infrastructure, is expected to also be an important driver for building materials. In Mexico, the onshoring phenomenon is expected to drive demand for manufacturing and industrial construction in the medium-term.

¹ Net emission vs. 1990 baseline

CEMEX also announced at its CEMEX Day the goals of its new 2030 roadmap. The aggressive 2030 goals include a 47% reduction² in CO₂ per ton of cementitious material and a commitment to reach 65% consumption of clean electricity by 2030. Additionally, for the first time, CEMEX has set ambitious goals for Scope 3 emissions, showing CEMEX's commitment to decarbonize its entire value chain.

"Our products are essential for the wellbeing and development of humanity, and I am convinced that the transition to a net-zero industry is feasible," added Mr. González. "Moreover, the journey to decarbonization can be profitable, as our customers reward those companies that are leaders in this global transition."

Earlier this month, CEMEX became one of the first companies in the cement industry to have its 2030 decarbonization targets verified by the Science Based Targets initiative for alignment with their 1.5°C scenario, the most ambitious scenario available to the industry.

Vertua, the CEMEX's portfolio of sustainable and lower carbon products, is the linchpin of its contribution to decarbonizing the built environment and building a better, more sustainable, future for all. One of the most accepted lower carbon products in the industry, Vertua has seen strong adoption across CEMEX's markets. The company expects Vertua lower carbon products to account for the majority of its cement and concrete sales by 2025.

CEMEX launched its Future in Action program in March of 2021 to build a more sustainable, circular future, with the primary objective of becoming a net-zero CO₂ company. Since then, the company has achieved record-breaking CO₂ reductions, and its performance to date has given the company the confidence that it can achieve a more accelerated pathway for 2030.

CEMEX committed to the following 2030 goal vs. a 2020 baseline:

- Reduction in scope 1 emissions of 31% per ton of cementitious material.
- Reduction in scope 2 emissions of 58% per ton of cementitious material.
- Reduction of scope 3 emissions of 25% per ton of purchased clinker and cement.
- Reduction of scope 3 emissions for 40% per ton of purchased fuels.
- Reduction of 42% in absolute scope 3 emissions from the use of traded fuels.
- Reduction of 30% of scope 3 emissions from upstream transportation and distribution per ton of materials transported.

CEMEX (NYSE: CX) is a global construction materials company that is building a better future through sustainable products and solutions. CEMEX is committed to achieving carbon neutrality through relentless innovation and industry-leading research and development. CEMEX is at the forefront of the circular economy in the construction value chain and is pioneering ways to increase the use of waste and residues as alternative raw materials and fuels in its operations with the use of new technologies. CEMEX offers cement, ready-mix concrete, aggregates, and urbanization solutions in growing markets around the world, powered by a multinational workforce focused on providing a superior customer experience, enabled by digital technologies. For more information, please visit: cemex.com

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² Vs. its 1990 baseline

assumptions that could cause actual results to differ materially from CEMEX's expectations, including, among others, risks, uncertainties, and assumptions discussed in CEMEX's most recent annual report and 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, which if materialized could ultimately lead to CEMEX's expectations and projections not producing the expected benefits and/or results, including not reaching the expected targets listed in this press release. These factors may be revised or supplemented, but CEMEX is not under, and expressly disclaims, any obligation to update or correct this press release or any forward-looking statement contained herein, whether as a result of new information, future events or otherwise. Any or all of CEMEX's forward-looking statements may turn out to be inaccurate. Accordingly, undue reliance on forward-looking statements should not be placed, as such forward-looking statements speak only as of the dates on which they are made. The content of this press release is for informational purposes only, and you should not construe any such information or other material as legal, tax, investment, financial, or other advice. References in this press release to prices refer to CEMEX's prices for CEMEX's products.



CEMEX Day 2022

Fernando A. González
CEO

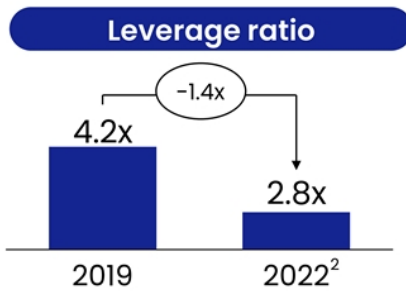
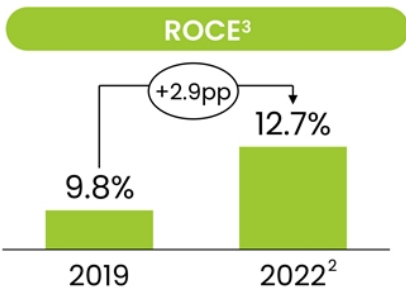
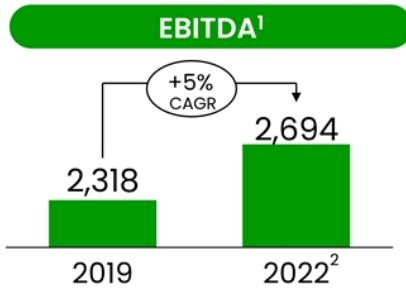
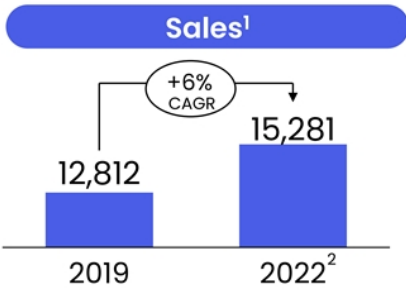


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Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from historical results, performance or achievements and/or results, performance or achievements expressly or implicitly anticipated by the forward-looking statements, or otherwise could have an impact on us or our consolidated entities. Any or all of CEMEX's forward-looking statements may turn out to be inaccurate and the factors identified above are not exhaustive. Accordingly, undue reliance on forward-looking statements should not be placed, as such forward-looking statements speak only as of the dates on which they are made. These factors may be revised or supplemented, but CEMEX is not under, and expressly disclaims, any obligation to update or correct the information contained in this presentation or any forward-looking statement that it may make from time to time, whether as a result of new information, future events or otherwise. 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An aerial photograph of a winding asphalt road through a dense, green forest. The road curves through the landscape, and a small black car is visible on one of the curves. A semi-transparent green rectangular box is overlaid on the center of the image, containing the main headline text.

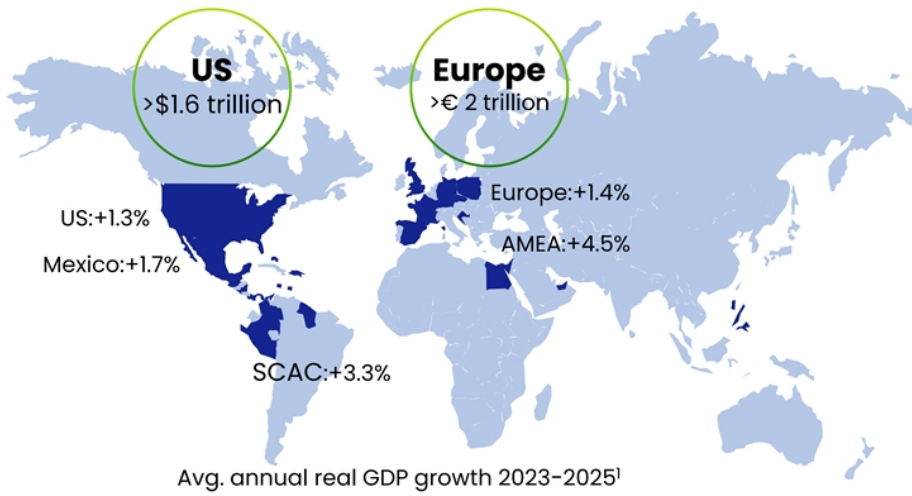
Delivering solid results under unexpected challenges



1) In millions of US dollars and proforma reflecting current asset base
 2) Trailing 12 months as of September 30, 2022
 3) Excludes goodwill

A large green rectangular banner with the text "Promising medium term outlook" in white, bold, sans-serif font. The banner is overlaid on a background image of a modern city with tall buildings and a landscaped walkway.

Relevant fiscal stimulus and infrastructure spending in our key markets



¹) Source: International Monetary Fund. Regional data considers only CEMEX's footprint



Cement

- 10 M tons of cement capacity additions
 - 4.4 M tons being rolled out between 2022–2023 in Mexico, Dominican Rep., Poland, and US
- Future plans to develop **additional grinding capacity in US and Europe**
- **Enhancing margins** while advancing on **Climate Action** roadmap

Bolt-on/margin enhancement projects

- Adding ~900 M tons of aggregates reserves¹, primarily in US and Europe
- Expanding **Urbanization Solutions** business



**Aligned to our
Climate Action
goals**







1) From 2020 to 2022 YTD

A green banner with a subtle geometric pattern of lines, containing the main title text in white.

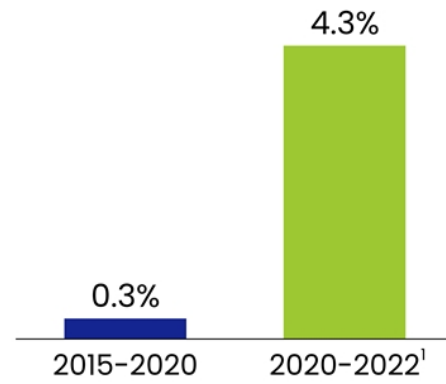
Decarbonizing the construction industry is a top priority

Setting the most ambitious goals in the industry...



-  **>8.6% reduction of CO₂** since 2020
-  Since 2020, **reduced CO₂ emissions 5x more** than prior 5 year period
-  **5 plants** already below **new Scope 1 target** of <430 kgs/ton
-  Increased usage of **alternative fuels to 34%, +9pp** vs. 2020
-  Hydrogen injection in **50%** of plants
-  Expanding **options in cementitious materials**: micronized pozzolan, limestone, calcined clay

Reduction in CO₂ kgs/ton CAGR %



1) 2022 is YTD September



- Rüdersdorf, Germany
- First net zero CO₂ plant
- >20 partners committed to fully decarbonize

- Committed to purchase heavy-duty electric trucks
- Introduced new cement and concrete pillar in Nov. 2022

- Vertua Ultra Zero Efficient Solution Recognition
- Clinker-free geopolymers ready-mix technology

The background of the slide is a composite image. The top portion shows a panoramic view of the Chicago skyline, including the Willis Tower, under a blue sky with scattered clouds. The bottom portion shows a lush green park with a winding blue lake, a paved path, and a small white domed structure. A large green rectangular box is overlaid on the middle of the image, containing the main text.

Essential industry, feasible transition, and profitable journey

Aligning all that we do through Future in Action program



Sustainable Products & Solutions



40% and 33% of cement & concrete sales YTD



Decarbonizing our Operations

47% CO₂ reduction¹ by 2030



Circular Economy

Recycled or repurposed 23 M tons of waste in 2021, 57x what we generated



Committed to Net Zero



Water & Biodiversity

99% of quarries with remediation plans



Innovation & Partnerships

7 active CCUS projects in various stages of development



Promoting a Green Economy

Limestone cement now accepted in our US markets

1) Vs. 1990 baseline

Introducing:

Regenera

Committed to Circularity

Developing circularity solutions that provide a net positive contribution to society

All existing waste management activities will be incorporated into this new business



Leading the industry in Digital
Innovation



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
- API connectivity with 85 large customers



Production/Supply Chain

- AI to optimize production, costs, energy usage, and CO₂ 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



An aerial photograph of a well-maintained road with landscaped medians containing palm trees. A semi-transparent green rectangular box is overlaid on the center of the image, containing the main text.

Continued value creation for our stakeholders

Balanced capital allocation between growth and deleveraging



Dividends linked to receipt of investment grade rating

Advance sustainability agenda

(<430 kgs/ton of CO₂ by 2030)

- 8.6% reduction since 2020
- 567 kgs/ton Sept. YTD

Grow EBITDA through margin enhancement

(>20%)

- Margin of 17.5% Sept. YTD
- Prices fully compensating for inflation in dollar terms

Achieve investment grade rating

- Fitch: BB+ Stable outlook
- S&P: BB Positive outlook
- 2.82x leverage in 3Q22

Optimize our portfolio for growth

- ~\$600 M in divestments YTD
- ~\$1.6 B growth pipeline focused on US and Europe



CEMEX Day 2022

Fernando A. González
CEO



Growth Strategy

José Antonio González

EVP of Strategic Planning and Business Development





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CEMEX is focused on strong value generation, leveraged on solid building blocks



Portfolio Rebalancing

Focus on high value generating businesses



Growth Pipeline

With clear investment guidelines



Sustainability Investments

Low CO₂ and relevant trends

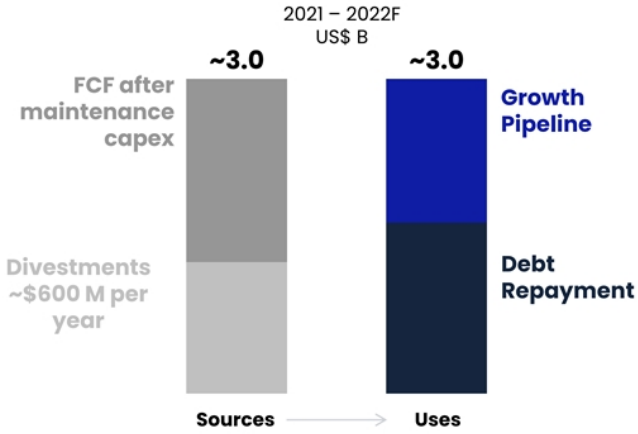


Urbanization Solutions

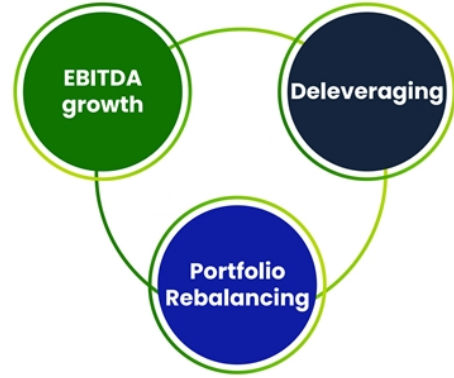
Significant growth potential

Balanced capital allocation between deleveraging and growth

Optimal capital recycling...

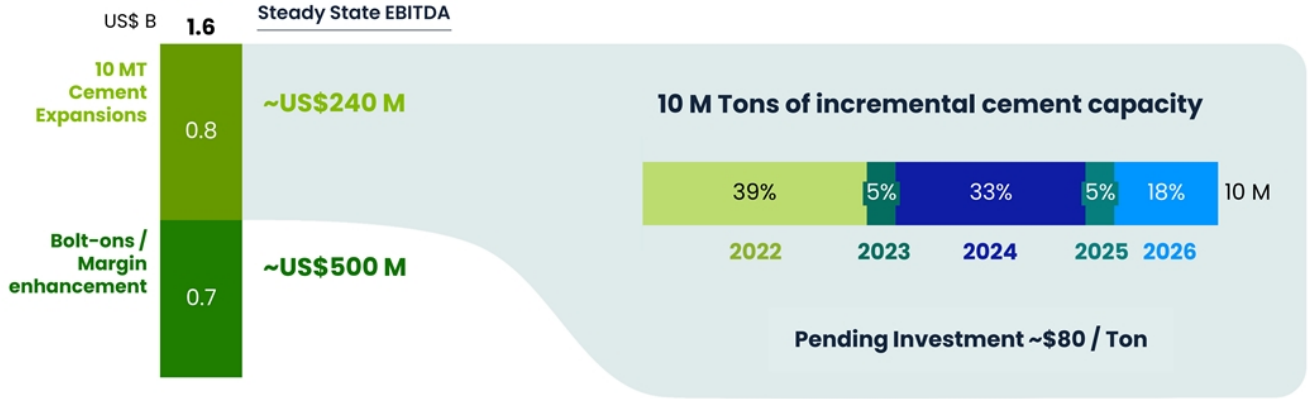


...to reach investment grade

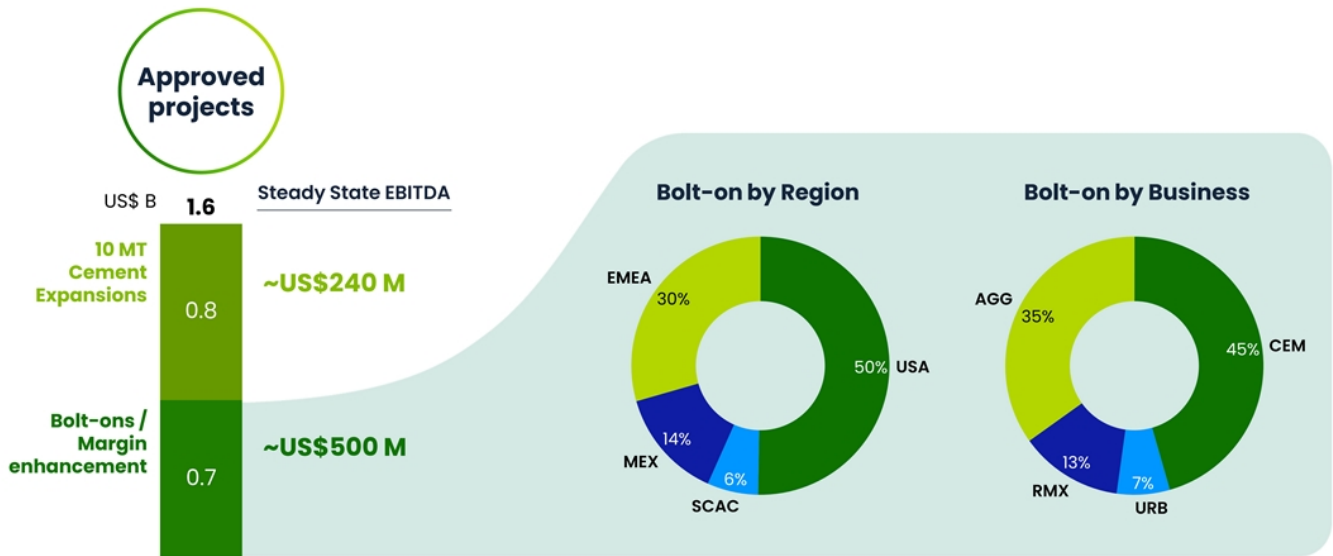


\$1.6 B Growth Pipeline under execution with expected ~\$740 M in steady state EBITDA

Approved projects



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



Clear profitability guidelines resulting in attractive returns



QUICK PAYBACK

Prioritizing low hanging fruits to accelerate materializing benefits



RELEVANT RETURNS

Prioritizing investments with high yield and low risk to reinvest returns more efficiently



STRATEGIC FIT

Aligning investments to our portfolio strategy, focused on most profitable markets and businesses aligned to our CO₂ roadmap

Proven track record of **high-value** generating projects

~4 years

Payback for 2022 finished investments

+20%

Expected IRR for 2022 finished investments

US\$104M

Estimated **incremental EBITDA**

We continue expanding our businesses through strategic bolt-on investments



Dominican Republic, SCAC
4 years payback
45% IRR



Langley, UK
4 years payback
33% IRR



Arizona, USA
2 years payback
52% IRR

CO₂ roadmap translates into tangible environmental & financial benefits



Alternative Fuels



Clinker Factor Reduction



Thermal Efficiency & Decarbonated Raw Materials

With +30% IRR and 3-5 year paybacks

Sustainability investments have played a significant role in value generation

Alternative Fuels



Rugby, UK
4 years payback
~40% IRR

Thermal Efficiency & Alternative Fuels



+30 Global Projects
3 years payback
Average ~70% IRR

Decarbonated Raw Materials



Alcanar, SP
4 years payback
~34% IRR

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

Mortar Facility Expansion
Hidalgo, MEX
IRR ~60%, 3 yr payback



Mortar Facility Upgrade
Buxton, UK
IRR ~100%, 2 yr payback

Regenera CDE Waste Platform
Gennevilliers, FRA
IRR ~80%, 1 yr payback



Regenera Municipal & Industrial Waste Recycling Center Acquisition
Queretaro, MEX
IRR ~20%, 5 yr payback



Moving forward, we will continue to focus on **smart use of capital**

Leveraging **opportunities** from a robust investment pipeline

With relevant focus on our **CO₂ roadmap**

Pacing our execution **according to market dynamics**

Growth Strategy

José Antonio González
EVP of Strategic Planning and Business Development





FUTURE
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ACTION

Future in Action

Juan Romero

EVP Sustainability, Commercial and Operations



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Accelerating our climate action efforts through our Future in Action program



Sustainable Products & Solutions



Decarbonizing our Operations



Circular Economy



Water & Biodiversity



Innovation & Partnerships



Promoting a Green Economy



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Vicente Saiso
Vicepresident Global Sustainability

Achievements

EOY 2020 vs YTD 2022



Alternative fuels



Biomass fuel rate



Clinker factor

Reduced 8.6 % our CO₂ emissions since 2020

Industry-leading performance in other key levers

	YTD 2022	2025 target
Clean electricity (%)	31%	40%
as % of cement sales	40%	+50%
as % of concrete sales	33%	+50%



Vertua Ultra Zero

Clinker-free geopolymer concrete technology to decarbonize the construction industry



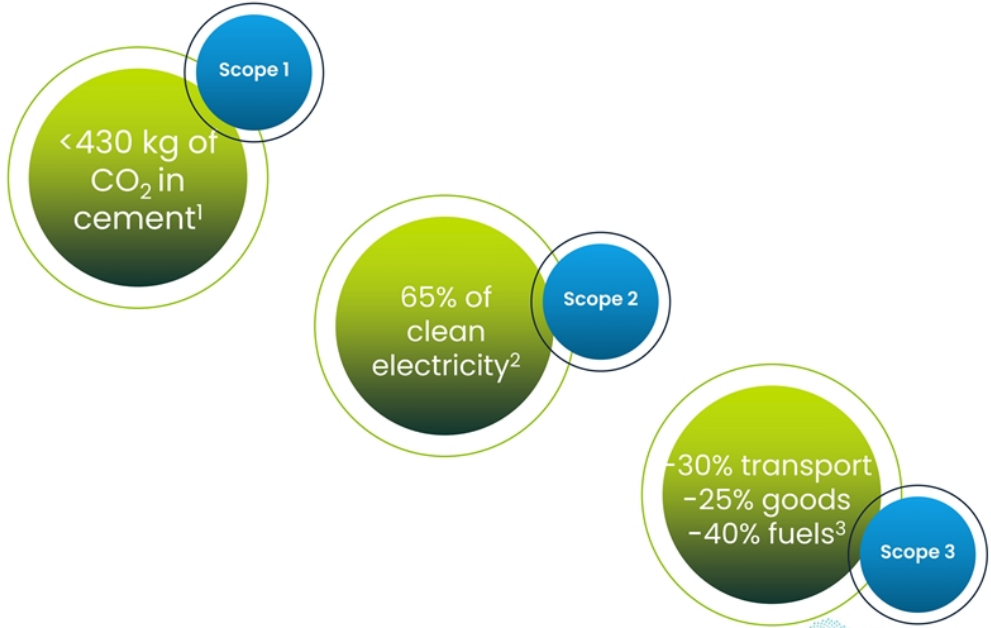
Launched in 2020 - Vertua concrete sales now represent 33% of volumes

Leading our industry with SBTi validated targets under 1.5°C scenario

2030



SBTi 1.5°C validated

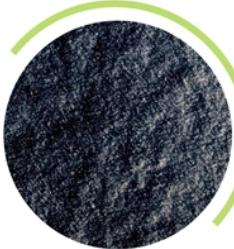


1) Net per ton of cementitious. Equivalent to a 47% reduction vs. 1990 baseline. SBTi validated a 22.7% reduction of Scope 1 gross emissions per ton vs. a 2020 baseline.
2) Represents a reduction of 58% kg of CO₂ per ton of cementitious for 2030 vs. 2020 baseline.
3) Purchased clinker and cement, transport and distribution and purchased and traded fuels. vs. 2020 baseline.

Alt. fuels with high biomass content



Decarbonated raw materials



Clinker factor



Hydrogen injection



Admixtures and novel clinkers



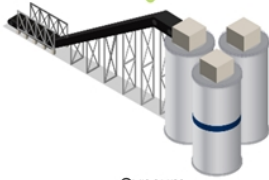
Proven technologies that generate cost savings and positive returns on investment

Raw materials



Clinker & cement production

Decarbonated raw materials



Gypsum
Flourite
Slag
Flyash

CCUS, Solar Calcination, & Electrification

Preheater



Cement kiln

Alternative fuels & hydrogen

Cement mill



Limestone
Calcined clays
Slag
Flyash
Pozzolan

Supplementary cementitious materials ("SCM's") & Admixtures

Concrete production

SCM's, Construction and demolition waste, & Admixtures



2050

**NET-ZERO CO₂ TARGET
UNDER VALIDATION BY SBTi**

CCUS technologies



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



4 industrial scale pilot, <100 KT/yr of CO₂ captured



Rüdersdorf plant net zero by 2030



2 plants in Spain to reach large scale execution



Conducting a study on CO₂ storage availability for all plants



More than 15 R&D initiatives aimed at CO₂ utilization

Breakdown of CCUS projects

(by country)





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Vicepresident Global Sustainability



Climate Action Panel

Juan Carlos Herrera
Head Global Urbanization Solutions

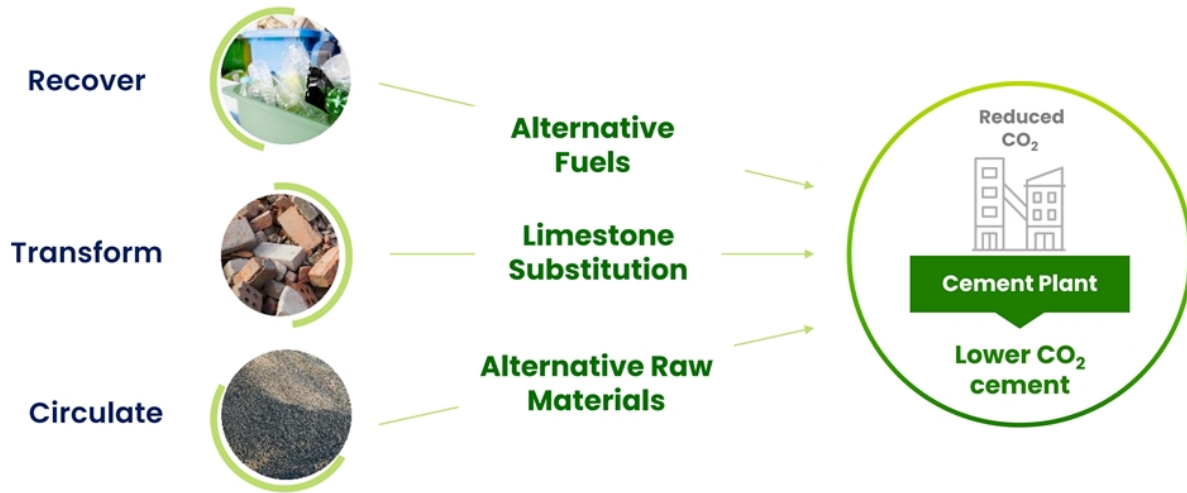




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Cement industry can transform waste and industrial byproducts to sustainable new use



CEMEX managed **23M tons of waste** in 2021
57 times what we generated

Circularity solutions contributing to a net positive society

Introducing:

Regenera

Committed to Circularity

Committed to Circularity



Clients



- Cement operations

- Aggregates and cement operations

- Cement and ready-mix operations

3rd Party Customers

- Municipal governments
- Private companies
- NGOs

- Developers
- Government
- Industrial customers

- Industrial customers
- Builders and precasters

Non-exhaustive

Achieving **34% alternative fuels substitution with high biomass content**,
reducing landfill and avoiding **1.6 M tons of CO₂ emissions**



ProAmbiente



Managing 25% of the waste
generated in Mexico City



Ecowaste Energy



Leading producer of alternative
fuels in the Czech Republic



VeryNile



Working with local fishermen to
clean the Nile River

Avoiding **6 M tons** of extracted virgin materials while producing **sustainable products**



1 M tons of excavation waste recovered for reuse or recycling



43% of returned ready-mix transformed into recycled aggregates

Developing an alternative mineral **supply chain for a low carbon future**



Circular Economy

- Recycling byproducts from other industries for cement and ready-mix production

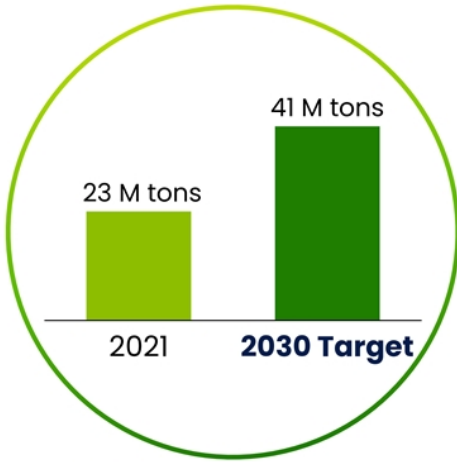
10 M tons substituted In 2021

CO₂ Reduction

- Lower clinker factor
- Reduced thermal heat demand

Equivalent 5.5 M cars per year

2030 target to increase managed waste by 80%



100 times what CEMEX generates

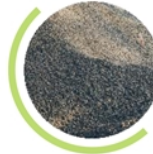
2030 targets by waste stream



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

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



Climate Action Panel

Juan Carlos Herrera
Head Global Urbanization Solutions





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Climate Action Panel

Davide Zampini
Vicepresident Global R&D

Gonzalo Galindo
Head CEMEX Ventures



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Front-end Discovery

Internal innovation

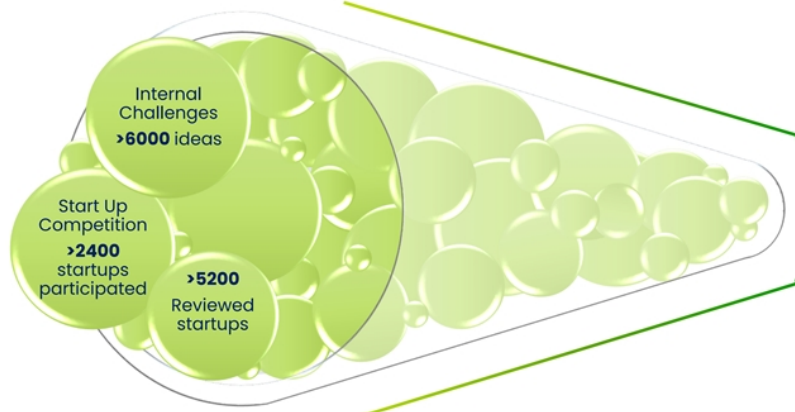
- Employees
- Employee hackathons

Open innovation

- Entrepreneurs
- Start-ups
- Universities
- Adjacent industries
- Shark tank events



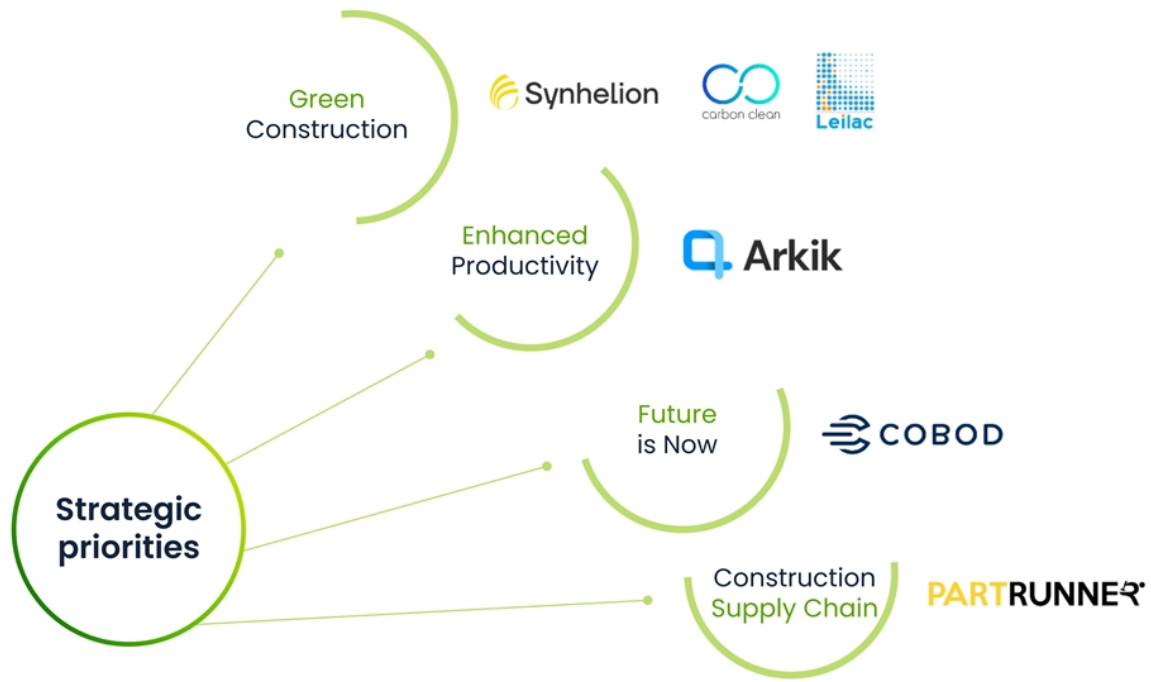
Eyes and ears to the outside world



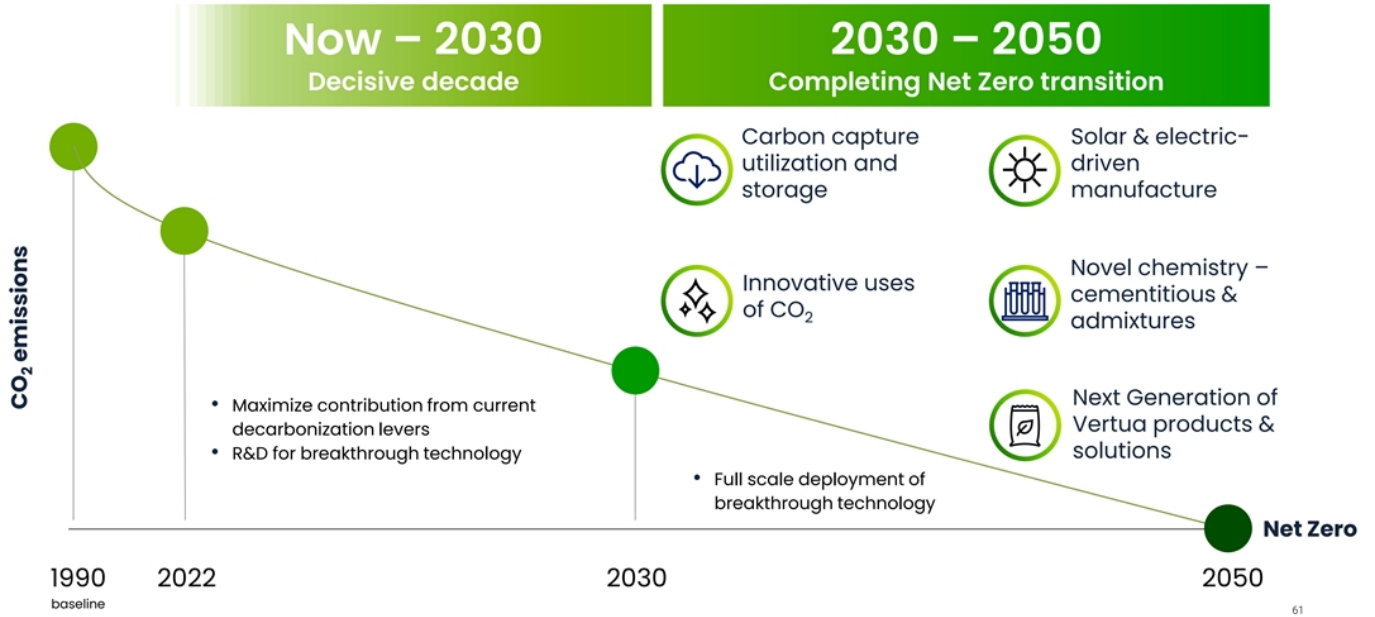
Deep technical industry knowledge

Designed to support CEMEX's strategic priorities

Four strategic priorities guide research and investment



R&D for breakthrough technology to reach Net Zero



Current portfolio with
over 150 projects



Invested in **22 startups**



~\$**50M** portfolio value



Energy Vault – portfolio's **first unicorn**



Carbon nanomaterials
commercializing CO₂ emissions



Extending offer of products with
sustainable attributes



CEMEX INVESTS IN CARBON UPCYCLING TO SCALE CARBON-RESILIENT INFRASTRUCTURE



Cemex to Use Coolbrook's Roto Dynamic Heater to Reduce CO2 Emissions

MAY 18, 2022 BY STAFF WRITER

PRESS RELEASE 25 JULY 2022

CEMEX INVESTS IN COBOD

This investment is part of CEMEX's strategy to deliver a superior customer experience enabled by digital technologies.



NEWS

SYNHELION AND CEMEX PRODUCE THE FIRST SOLAR CONCRETE

Feb 08, 2022 11:20 | Michaela Mersetzky, Greater Zurich Area/Café Europe



CEMEX Global @CEMEX

Recently, our team turned carbon emissions from our operations into carbon nanomaterials. This means transforming "bad" carbon into "good" carbon. In #FutureInAction, we are focused on discovering and investing in technologies to achieve carbon neutrality.



1:10 AM · Jun 15, 2022 · Brandwatch



Home - Press release - CEMEX Invests in Tech that Reduces Carbon Emissions in Cement by up to 30%

Press release

Apr 21, 2022

CEMEX Invests in Tech that Reduces Carbon Emissions in Cement by up to 30%



Home News Magazine Webinars Spotlight interviews Events White papers

Home / Europe & CIS / 09 Nov 18 / Energy Vault announces partnership with CEMEX

Energy Vault announces partnership with CEMEX

CEMEX successfully turns CO₂ into carbon nanomaterials

April 25, 2022



Media / Press Releases / Press Releases 2022

CEMEX invests in breakthrough clean hydrogen technology

February 1, 2022



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Climate Action Panel

Davide Zampini
Vicepresident Global R&D

Gonzalo Galindo
Head CEMEX Ventures



FUTURE
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Regional panel



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Mexico
Ricardo Naya
President CEMEX Mexico

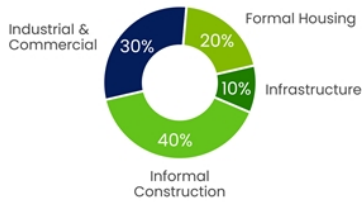


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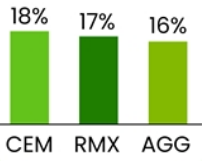
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More than \$12 B YTD in nearshoring announcements supporting growth

Cement industry composition (%)



Price in LC (Dec'21 to Oct'22)



Industrial

- Amazon & Mercado Libre**
Warehouse expansion
- Liverpool DC**
Largest warehouse in LATAM
- Ternium**
~\$1 B expansion
- Michelin**
Largest factory in the world
- LEGO**
Largest factory in the world

Commercial

- IKEA**
~\$100 M - Store and Mall Guadalajara
- Resorts Investments**
~\$2.3 B - Quintana Roo
- Rise Tower**
Tallest skyscraper in LatAm
- Puerta Reforma Tower**
Tallest skyscraper in Mexico City

Infrastructure

- Rural roads
- Tulum new airport
- Airport expansions
- Interoceanic Corridor

● High-growth manufacturing states ● High-growth tourism states ● Federal Investment priority



New cement capacity

+3.4 M_{mt}
For domestic and exports

Aggregates Development

+45%
EBITDA YoY

Future in Action

+35%
Alternative Fuels utilization

Regenera

Formerly ProAmbiente

Handling
~25%
Mexico City's waste

ADMIXTURES
Building Chemistry

+25%
Sales YoY

Construrama
Supply

+400 M
Annual Sales

Alliera
Multimodal logistic services

+140%
Sales YoY



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Ricardo Naya
President CEMEX Mexico



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Sergio Menéndez
President CEMEX EMEA





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EMEA: Fastest growing region with double-digit growth in EBITDA

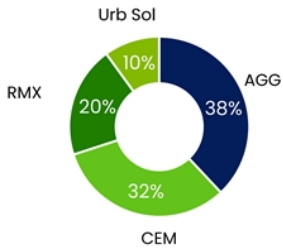
Diversified Developed Market exposure



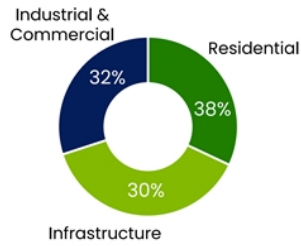
- Growing EBITDA, margins, & ROCE
- High utilization rates
- Relevant AGG and Urb. Solutions
- 60% of renewable electricity EUR

80% of EMEA's EBITDA

EBITDA by business



Industry demand



Strong pricing dynamics



Europe leading in Climate Action



- >40% CO₂ reduction
- >70% of alternative fuels rate
- >70% of low carbon, blended cements
- 3 plants below 430 Kg CO₂/Ton
- Increase CO₂ credits surplus to 2027



- More than EUR 2 T in projects by 2030
- Onshoring investment opportunities related to manufacturing and energy
- Increased defense spending

~€1 T

Transportation

- €400B transport infrastructure plans in Germany & Poland
- Paris Olympics 2024, Grand Paris Express, Lyon-Turin tunnel
- HS2 project in the UK
- Adriatic sea bridge

~€1.1 T

Climate Adaptation & Energy Reconfiguration

- Renewables, offshore wind energy projects, solar
- REPowerEU to reduce dependence on fossil fuels
- Renovation wave, part of the EU Green Deal
- 35 million buildings to be renovated by 2030

~ €160 B

Manufacturing and other

- Electric vehicle batteries (Eurocell, Rock Tech, PowerCo, etc.) supported by fiscal incentives from EU Chips Act
- Semiconductor manufacturing value chain

Circularity

- >10 MT/yr. of recycled and recovered materials in EMEA
- New facilities across Europe and Israel



Aggregates

- Significant marine aggregates operation
- Doubling our reserves in Germany with ProStein acquisition

Urbanization Solutions

- Fast growing \$70 M EBITDA portfolio of high synergy businesses
- Israel – New Concrete products plant

Cement

- European leadership in Climate Action
- Developing grinding capacity projects to expand low CO₂ blended cement

Diversified portfolio positioned for growth in the green economy



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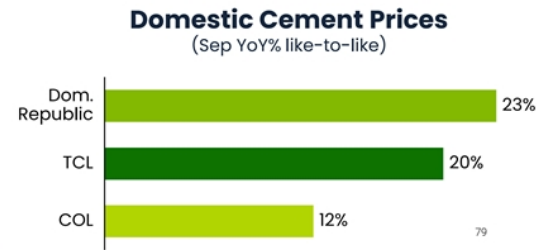
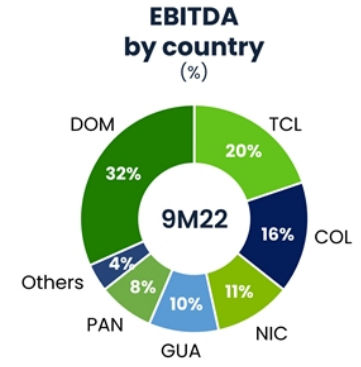
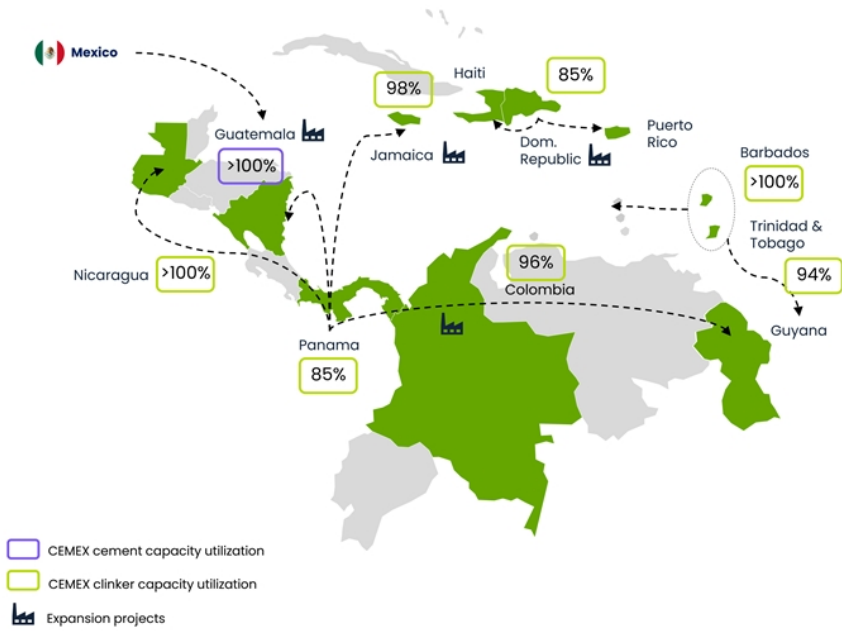
SCAC
Jesús González
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- Social Housing
- Tourism
- Resilient construction
- Nearshoring

Regional drivers



- Integrated supply chain network
- Construrama network
- Digital platform

Competitive advantages



- Regenera**
- Waste management
 - Positive impact on communities

Commitment to sustainability





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U.S.
Jaime Muguiro
President CEMEX U.S.



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Infrastructure



- ~\$1.2 T Infrastructure Investment & Jobs Act:
 - ~\$600 B of new spending
 - ~\$110 B incremental funding for highways and streets
 - Additional funding for other cement intensive items
- Healthy state finances

Residential



- Strong demand in our footprint underpinned by:
 - Population growth and migration
 - Housing shortages
- Short term adjustment in single-family units, with opportunities on multi-family
- Residential demand to grow once monetary policy and inflation normalizes

Industrial & Commercial

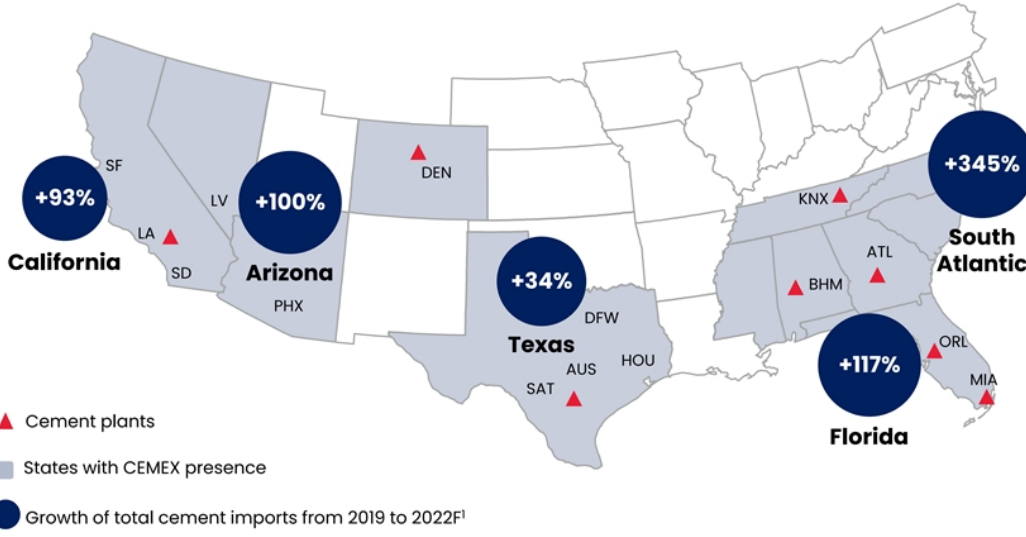


- ~\$53 B CHIPS and Science Act driving onshore semiconductor manufacturing
- ~\$370 B from Inflation Reduction Act generating clean energy projects
- Redefinition of global supply chains driving onshore manufacturing and energy projects

Cement demand sector weight



Since 2019, total imports in our key states have grown by 87% to meet demand¹



¹) Based on CEMEX's estimates



CEMENT



Operational Efficiency

Future in Action

- Improve operational efficiency
- Increase cement production at a lower cost per ton
- Increase blended cements, with a lower clinker factor
- Double alt. fuels by 2030

+1 M tons of additional production

AGGREGATES

- Two thirds of our \$645 M growth investment pipeline are focused on aggregates
- Over the last 5 years, recent investments increased reserves and resources by ~75% to ~2.0 B tons

Immokalee Sand Mine



Balcones Quarry





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U.S.
Jaime Muguiro
President CEMEX U.S.



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Digital Strategy

Luis Hernández
EVP of Digital and Organization Development

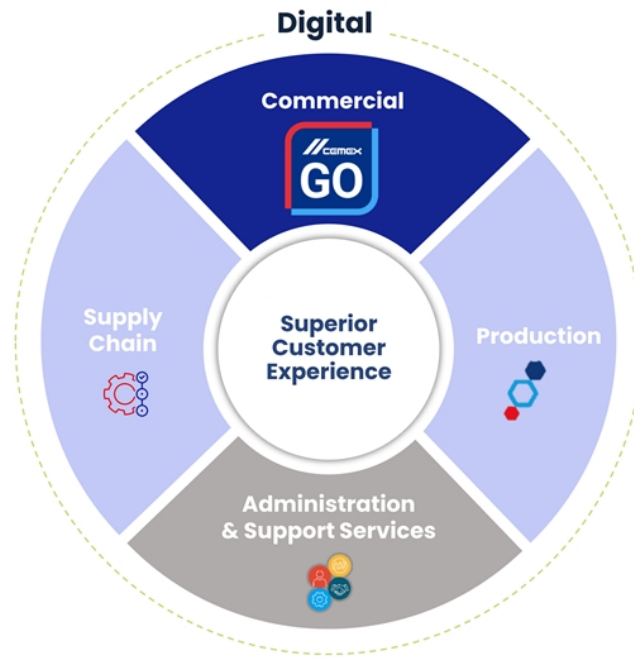


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Providing the best customer experience

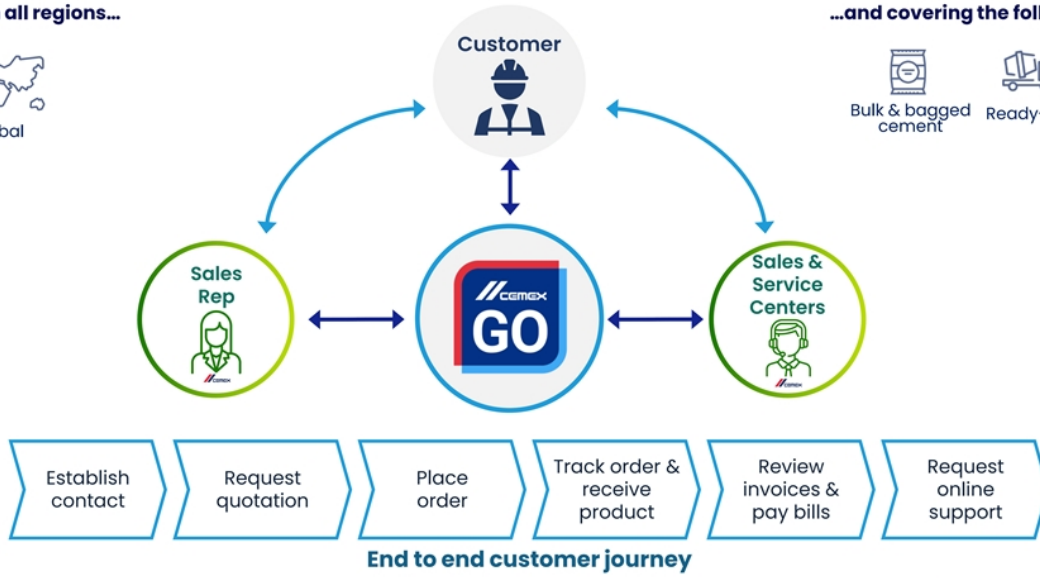
Enabled by digital
technologies



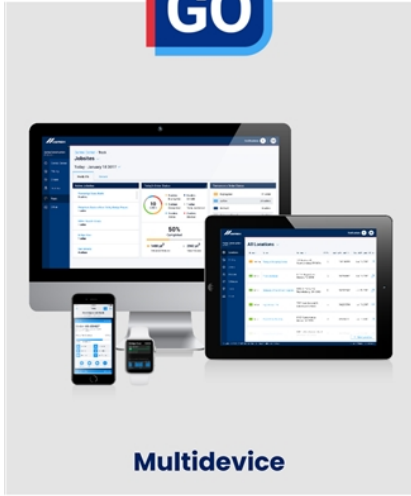
Enabled in all regions...



...and covering the following products:






Frees up sales reps for more value-added activities



Multidevice

 **44 to 66 NPS**
from 2018 to 2022

53 K recurring customers
~ 90% of our volume

-  Cement 93%
-  Ready Mix 85%
-  Aggregates 47%



80% of invoices paperless



60% of Global Orders
through CEMEX Go



Digital online confirmation
or next-best option in
less than 3 seconds



B2B Integrations
+85 large customers
connected

Target



100%
Digital
adoption

Focus on covering additional
customer segments and
specific needs



Order fulfillment
automation

IT systems integration with
full visibility across the
Supply Chain

Increased Customer satisfaction and reduced cost to serve

A photograph of two people, a woman and a man, leaning over a large computer monitor in a modern office or laboratory setting. They appear to be engaged in a collaborative task, possibly data analysis or technical work. The woman is on the left, and the man is on the right, wearing glasses and a red lanyard. The background shows other office equipment and a clean, professional environment.

Leveraging data and Artificial Intelligence

Resource & Capacity Planning

RMX



Dynamic Overbooking Recommender



increase in slot availability & asset utilization

What should be the overbooking levels?



Resource & Capacity Planning

Order Taking

RMX

Dynamic Pricing Engines

3%
of revenue increase

What is the optimal price for our Ready mix?

When do you need your concrete? ✕

◀
Nov 12 - Nov 18, 2022
▶

TIME	Sat, Nov 12	Mon, Nov 14	Tue, Nov 15	Wed, Nov 16	Thu, Nov 17	Fri, Nov 18
7:00 AM - 12:00 PM	120 USD	120 USD	120 USD	120 USD	132 USD +10% inc.	132 USD +10% inc.
12:00 PM - 2:00 PM	132 USD +10% inc.	120 USD	120 USD	120 USD	120 USD	120 USD
2:00 PM - 5:00 PM	120 USD	120 USD	120 USD	120 USD	120 USD	120 USD

Not the time you need? Send a message through the [Chat](#) or [Request a Call back](#).

Cancel
Continue

Resource & Capacity Planning

Order Taking

Logistic Planning

What are the optimal delivery logistics to meet our committed schedule?

RMX



PlanXGo:
Dynamic
Schedule
Optimizer

~10%
travel time reduction

The screenshot displays the PlanXGo software interface. On the left, a sidebar lists various report categories like 'Dispatch Reports' and 'Planning'. The main area is titled 'Optimization Results' and shows a table with columns for 'Order', 'P. Actual', 'P. Optimal', and 'Impact'. Below the table is a map showing a route with a distance of 11.2 km. On the right, a Gantt chart shows a timeline for the route with various colored bars representing different stages or delays. The interface includes search bars, filters, and navigation controls.

Resource & Capacity Planning

Order Taking

Logistic Planning

Production

How to optimize Ready-Mix cement content and therefore CO₂ emissions?



RMX



AI Concrete Mix Optimizer

4.5%

optimize cement content in mixes



Digital transformation services partner

US\$ 200 M valuation



Ready-Mix management system

~100 third party plants by year end



Digital retail store for building materials

Available in COL



Online store for small contractors

Operating in US, UK, MX & COL



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Financial Strategy

Maher Al-Haffar

CFO



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Well positioned in a dynamic world

No material maturities until 2025

Ample liquidity

Appropriate rates and FX exposure

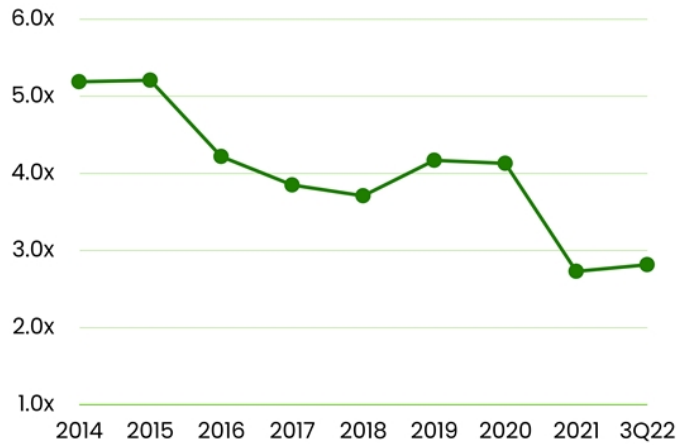
Proactively mitigating energy volatility



Delivering shareholder value through continued deleveraging

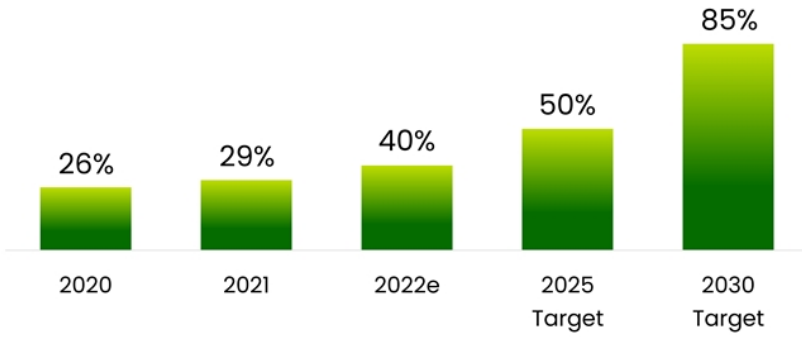
- Achieving investment grade continues to be a top priority
- Diligently reducing debt and leverage
- A rerating of our cost of capital allows for more FCF to be directed towards investments and/or returning capital to shareholders

Leverage under credit agreement



Financial strategy aligned with climate action goals

Percentage of debt linked to goals





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Maher Al-Haffar

CFO