

Climate Action Panel

Juan Romero

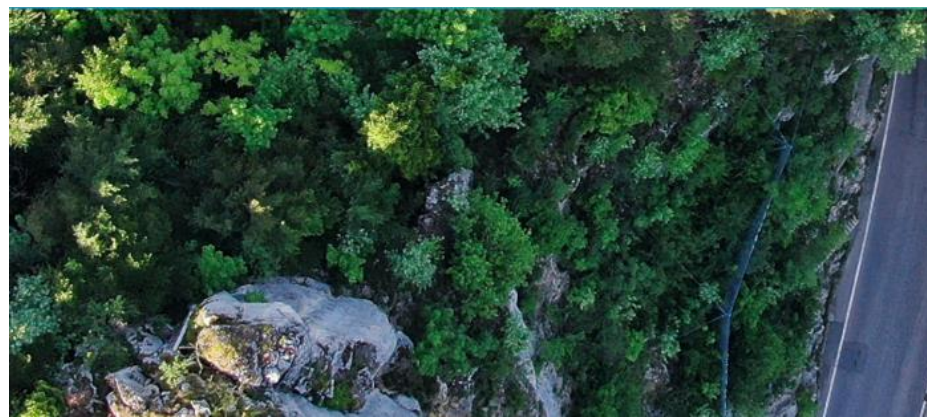
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These statements necessarily involve risks and uncertainties that could cause actual results to differ materially from our expectations. 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We generated some of this data internally, and some was obtained 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.

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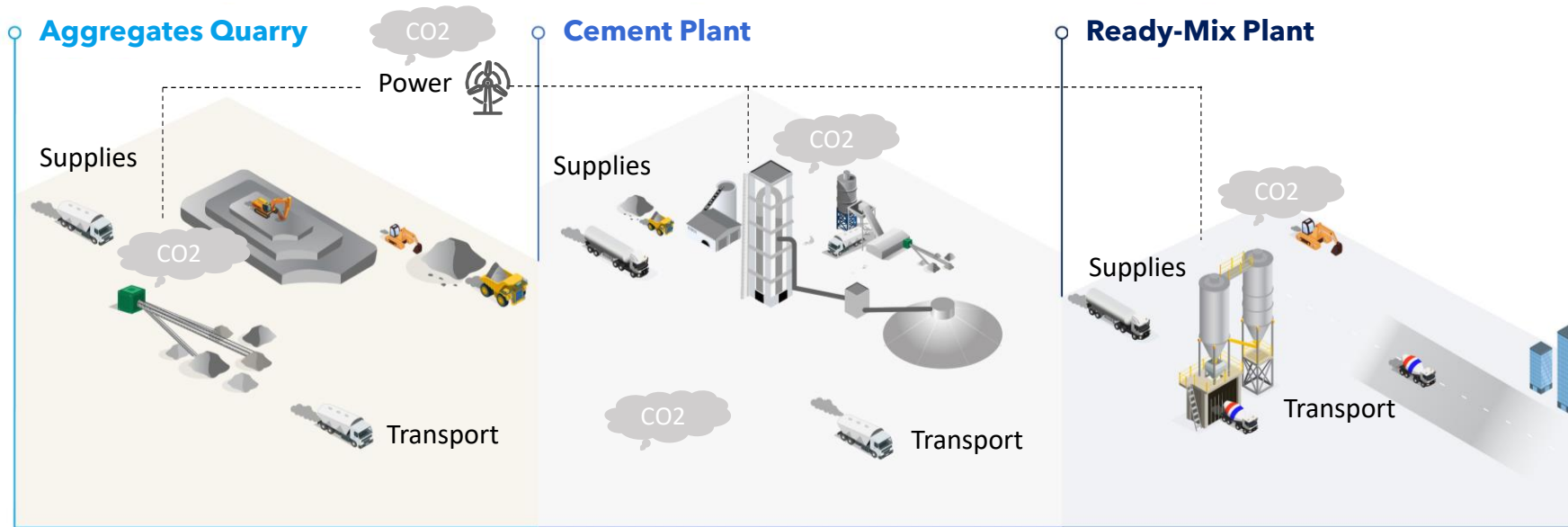


A low-angle photograph of a modern building with a green facade, surrounded by lush green trees under a clear blue sky. The image is partially obscured by a semi-transparent blue rectangle containing the main text.

Climate action a challenge and an opportunity

- Competitive advantage
- Opportunity
- Right thing to do

CO₂ emissions must be viewed over the concrete lifecycle



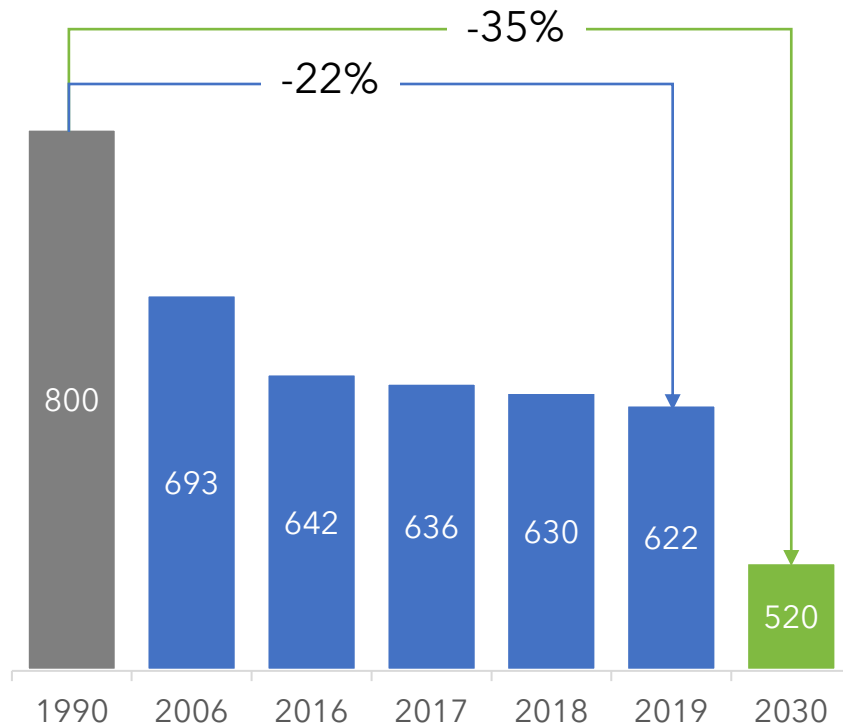
- ~90% of our total CO₂ emissions⁽¹⁾ are in the production of cement
- ~80% of cement emissions are direct
 - ~60% from process emissions
 - ~40% from fuel combustion
- Concrete absorbs up to 25% of its embodied CO₂ process emissions during its lifetime

1) Includes Direct and Indirect (power supply, supplies & transport) emissions

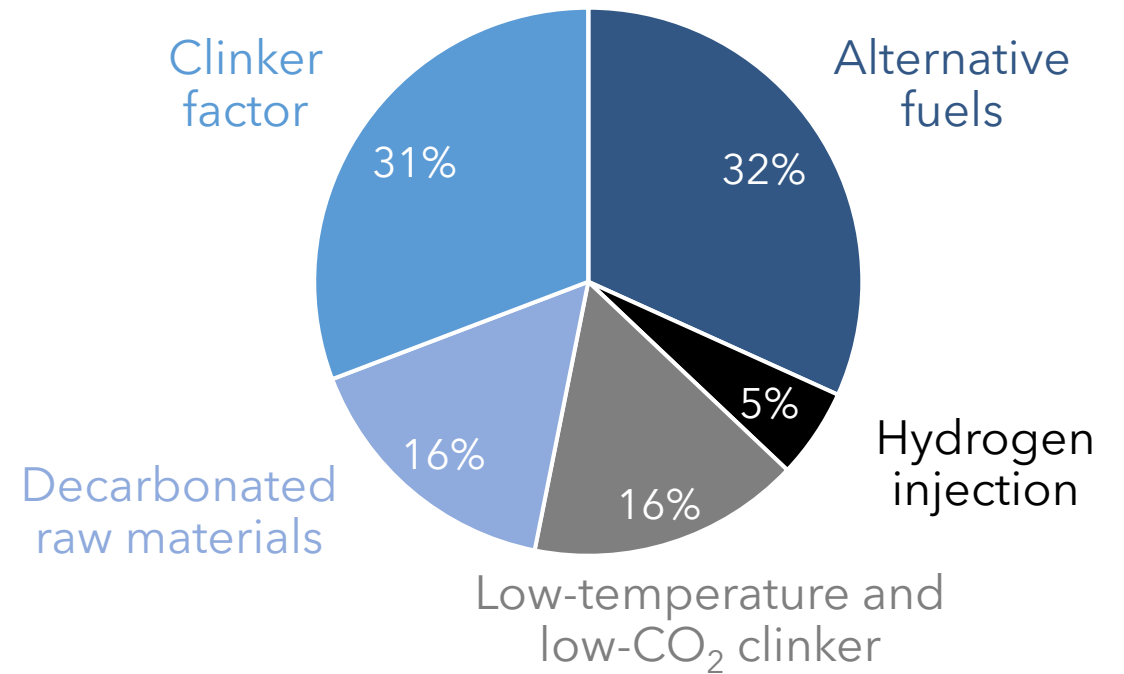
Clear roadmap to 2030 goal of 35% reduction in CO₂ emissions



Net CO₂ emissions evolution (kg CO₂ / ton of cementitious)



Contribution to 2030 goal (%)



Plant by plant roadmap validated by Carbon Trust

Target based on a per ton of cementitious product vs. 1990 baseline

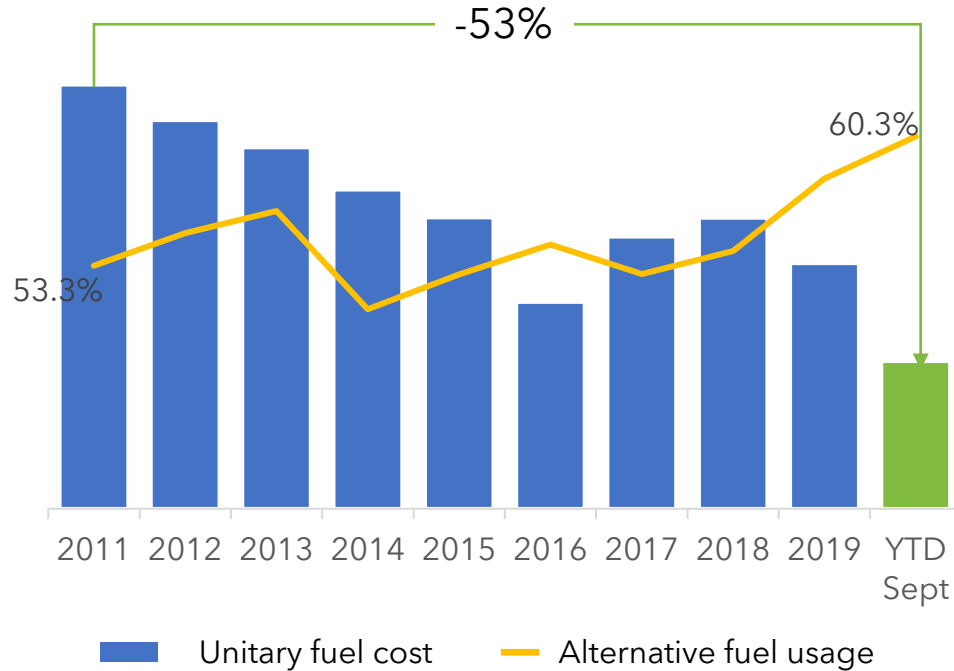


Our 2030 roadmap provides significant opportunities



53% drop in fuel cost mainly due to higher alternative fuels

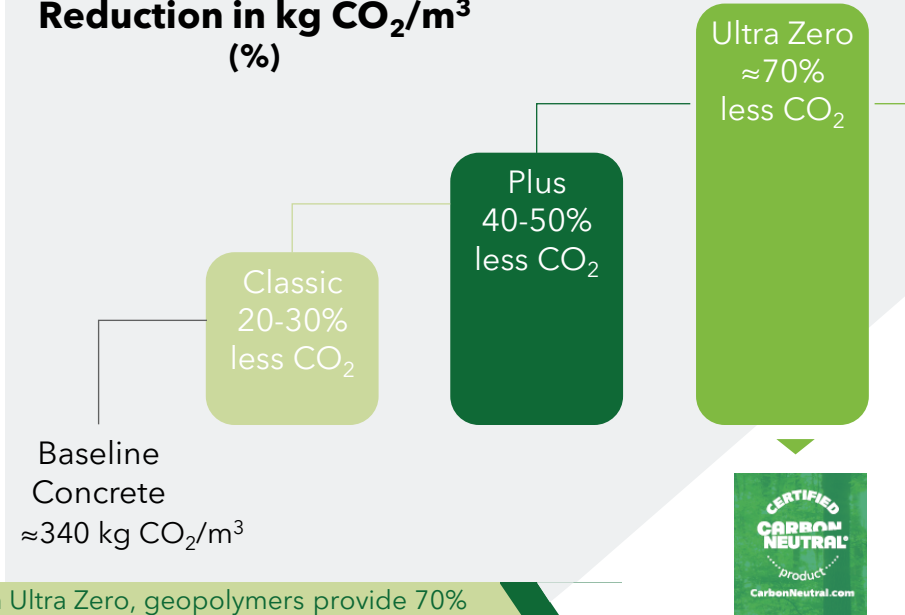
CEMEX Europe
fuel cost
(USD/Ton of cement)



The First Net-Zero CO₂ Concrete Solution

A range of products under Vertua® umbrella offering zero to low carbon concrete solutions


Reduction in kg CO₂/m³
(%)



In Ultra Zero, geopolymers provide 70% reduction in CO₂ emissions while carbon-offsets provide the remaining, while not compromising strength



Vertua®
Low carbon by design

An aerial photograph of a park with a large, dense tree canopy in shades of green and yellow. Winding paths and paved areas are visible, along with some buildings and a parking lot on the right side. A semi-transparent dark blue rectangle is overlaid in the center, containing white text.

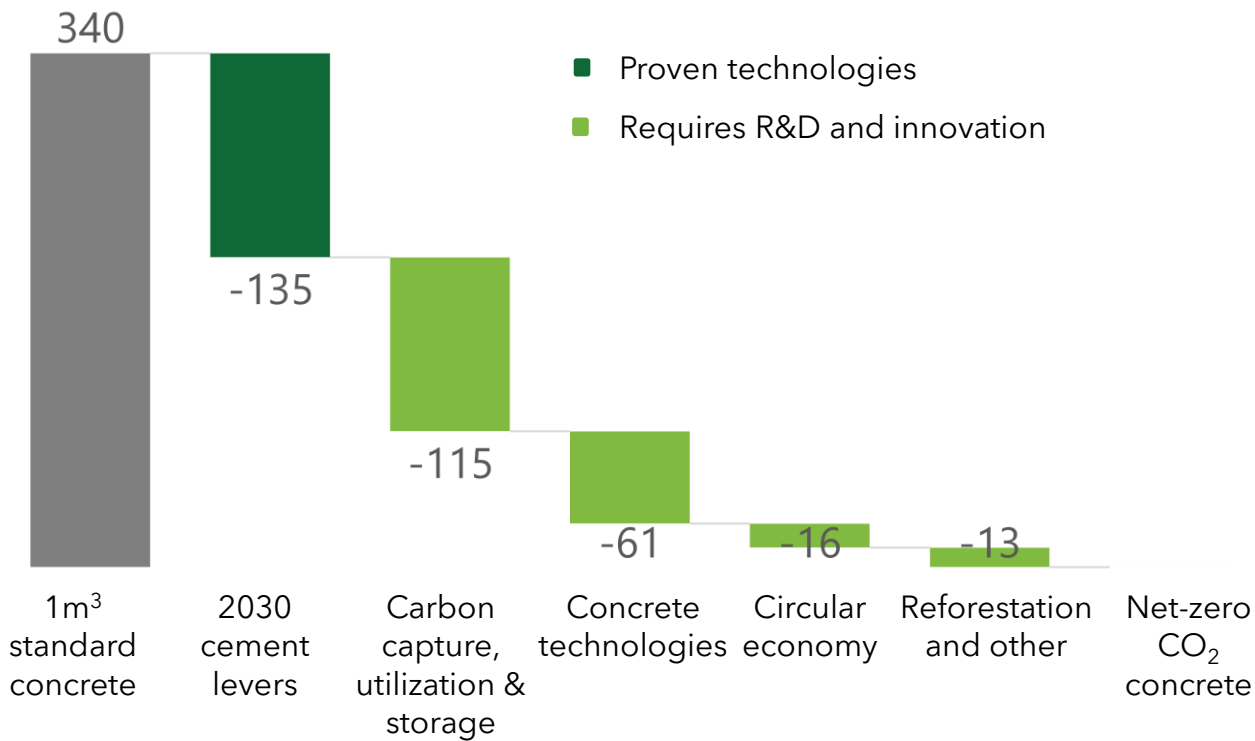
2050 Ambition: To deliver
net-zero CO₂ concrete for all
products and geographies

**FUTURE
IN
ACTION**
COMMITTED TO NET ZERO CO₂

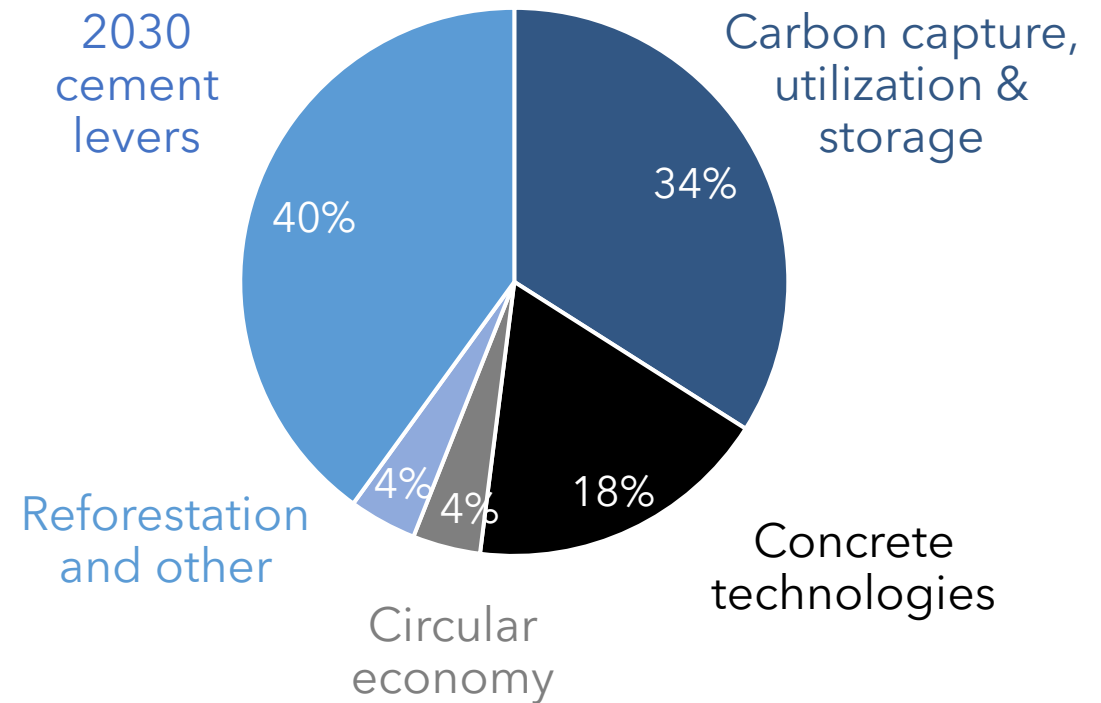
2050 Ambition: To deliver net-zero CO₂ concrete



Est. emission reduction by lever ⁽¹⁾
(kg CO₂ / m³)



Est. contribution to 2050 Ambition ⁽¹⁾
(%)



2050 Ambition requires new technology that can be scaled at a competitive cost

1) Baseline of structural concrete using Ordinary Portland Cement (OPC)



Participating in ~30 disruptive projects across our value chain



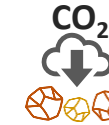
Number of ongoing projects

Example projects

Carbon capture, utilization & storage



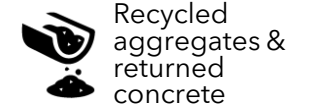
Concrete technologies



Mineral carbonation



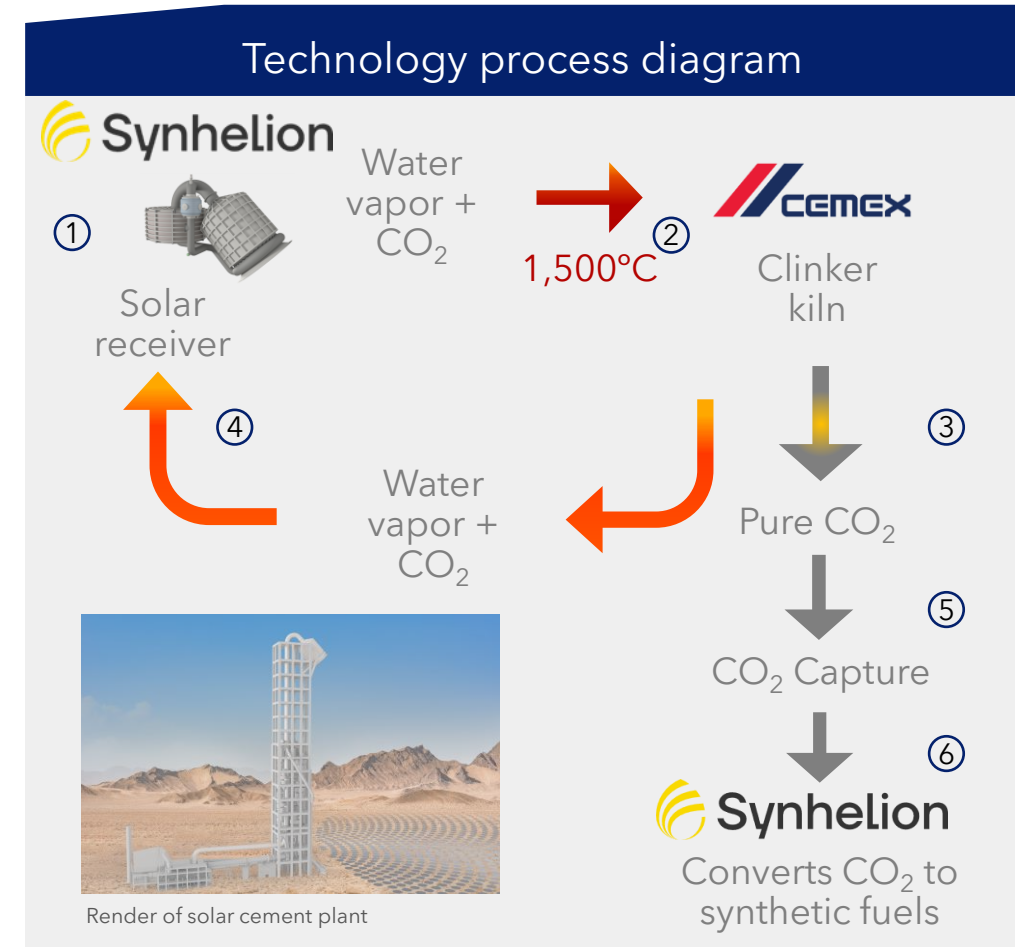
Circular economy



Synhelion project: Carbon capture and utilization



- Clinker manufacturing fully driven by solar heat radiation
- Captures 100% of CO₂ emissions
- Converts captured CO₂ into synthetic fuel
- Closes the carbon cycle



Ground-breaking technology to decarbonize our industry

We are leading the industry in Climate Disclosure

- Report on all relevant ESG standards
- Disclosure publicly available on website
- Key metrics audited by KPMG
- Inclusion on 5 international ESG indexes
- Industry disclosure is evolving



Recognized by
CDP for
disclosure on
Climate Change



Closing remarks

- No substitutes for unique attributes of concrete
- Clear roadmap to achieve our 2030 goals
- Innovation necessary to reach 2050 ambition
- Expect collaboration from cement players, other industries, governments, academia, NGO's, and other
- Well-positioned to meet this challenge



**FUTURE
IN
ACTION**

COMMITTED TO NET ZERO CO₂