

Our 2030 Sustainability Targets

We recognize our responsibility to join the collective action to positively impact the world. At CEMEX, we believe sustainability is the most meaningful way of doing business. Sustainability is embedded in our strategy, and thus, it is linked to all decision-making processes across our business lines. Our 2030 Sustainability Targets are designed to further enhance CEMEX's economic, environmental, and social performance, and to strengthen our commitment to building a better and more sustainable future for all.



Progress Toward Our 2030 Sustainability Targets

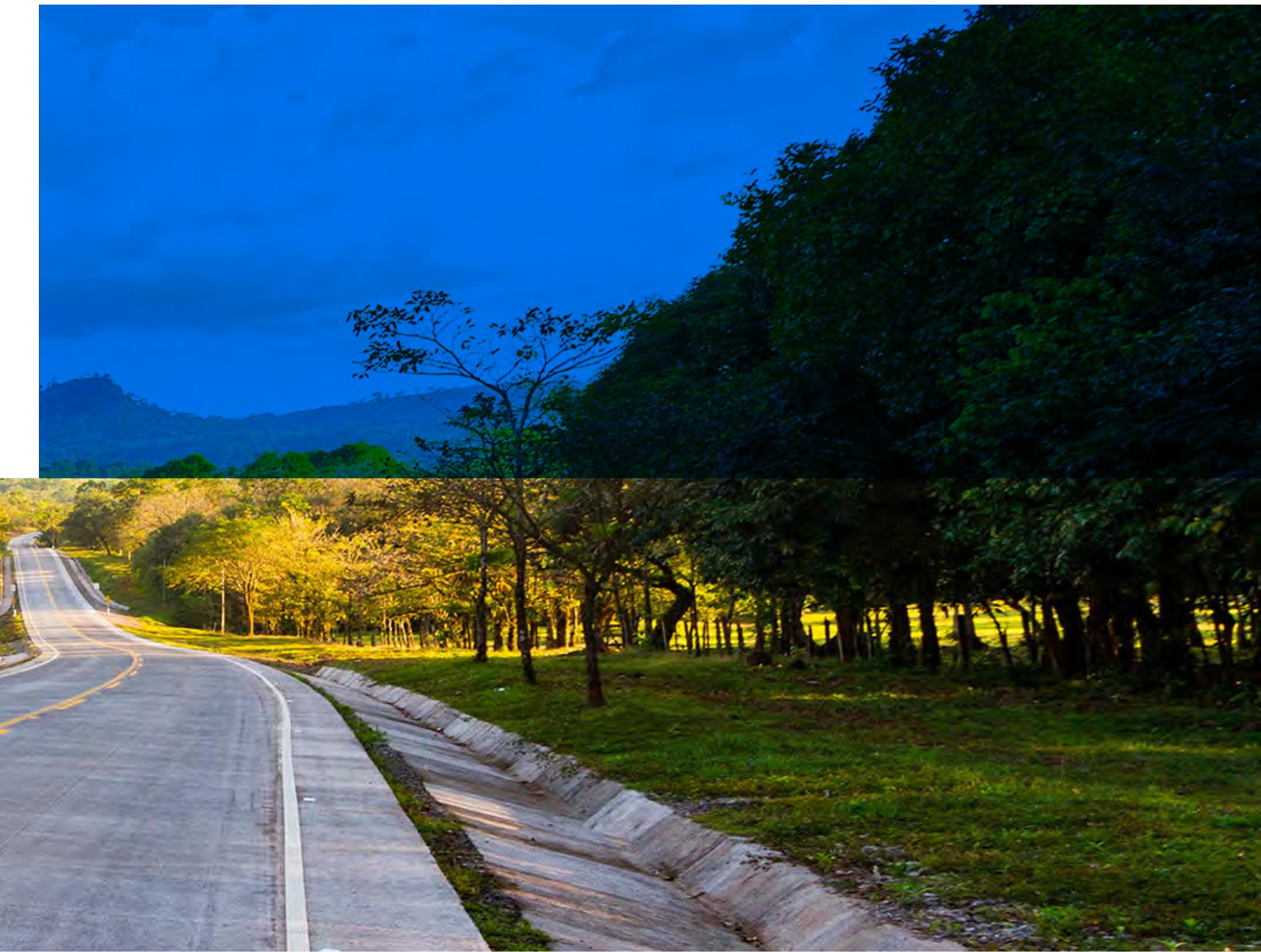
Focus Area	Key Performance Indicator	2020	2030 Target	Link to Priority SDGs
Health and Safety	• Employee fatalities (Nº)	3	0	8, 9, 11
	• Employee Lost Time Injuries (Nº)	49	0	8, 9, 11
Customer Centricity	• Net Promoter Score (NPS)	68	70 ¹	8, 9, 11
	• Reduction of net CO ₂ emissions per ton of cementitious product vs. 1990 (%)	22.6	35 ²	9, 11, 13, 15
Climate Action	• Power consumption from clean energy sources in cement (%)	29	40	9, 11, 13, 15
	• Annual sales from cement and ready-mix concrete products with outstanding sustainable attributes (%)	53	≥50	9, 11, 13, 15
Sustainable Construction	• Total consumption of waste-derived sources from other industries (million tons)	12.4	19	8, 9, 11, 13, 15
Air Emissions	• Reduction of dust emissions per ton of clinker vs. 2005 (%)	87	95	11, 15
	• Reduction of NO _x emissions per ton of clinker vs. 2005 (%)	39	47	11, 15
	• Reduction of SO _x emissions per ton of clinker vs. 2005 (%)	66	67	11, 15
Biodiversity	• Quarry rehabilitation plans, Biodiversity Action Plans (BAPs), and third-party certification (% from target quarries)	77	100	11, 13, 15
Water	• Implementation of Water Action Plans in sites located in water-scarce areas (%)	N/A³	100	8, 9, 11, 15
Employee Experience	• Employee Net Promoter Score (eNPS)	48	≥32	8, 9
	• Implementation of key diversity and inclusion initiatives in our business units (%)	64	100	8, 9
Suppliers	• Sustainability assessment of critical suppliers implemented by an independent third-party (% spend)	63	80	8, 9, 11, 13, 15
Communities	• Community engagement plans with formal stakeholder dialogues and committees in all priority sites (%)	90	100	8, 9, 11
	• Community partners (i.e., individuals positively impacted from our social initiatives) (million people)	23.3	30	8, 9, 11, 13, 15
Ethics and Compliance	• Implementation of Ethics and Compliance Continuous Improvement Program (%)	76	100	8, 9

1. Our target for NPS was updated from 60 to 70, given our extraordinary performance in 2020.

2. Our target is aligned with the International Energy Agency's roadmap to reducing CO₂ emissions.

3. During 2020 we developed the methodology for our Water Action Plans and will begin roll-out in 2021.

Our Performance in 2020



We have a clear strategy for our company in the years ahead and we know well what we have to do in order to be an increasingly **resilient** organization and to become an even more successful company.

Financial Performance

Despite the challenges the pandemic posed to our business, due to a timely management response, our customer-centric approach, as well as recent strategic initiatives such as our digital efforts, we were able to deliver growth versus the prior year. We increased sales on a like-to-like basis and registered significant growth in operating EBITDA as well as free cash flow.

2020 was one of the most challenging periods we have faced, but it was also a remarkable year that tested the strengths of CEMEX and several of our recent strategic initiatives.

Financial Highlights

In millions of US dollars¹, except per-ADS data

	2020	2019 ⁽ⁱ⁾	%VAR.
Net sales	12,970	13,130	(1.2)
Operating earnings before other expenses, net	1,343	1,333	0.8
Operating EBITDA	2,460	2,378	3.4
Controlling interest net income	(1,467)	143	(1,127.8)
Controlling interest basic earnings per ADS ²	(0.98)	0.10	(1,039.5)
Controlling interest basic earnings per ADS ² from continuing operations	(0.90)	0.04	
Controlling interest basic earnings per ADS ² from discontinued operations	(0.08)	0.06	
Free cash flow after maintenance capital expenditures	959	695	38.0
Total assets	27,425	29,363	(6.6)
Total debt and perpetual debentures	11,048	11,634	(5.0)
Total controlling stockholders' equity	8,075	9,321	(13.4)



Notes:

1. Under IFRS, CEMEX translates the financial statements of foreign subsidiaries using exchange rates at the reporting date for the balance sheet and the exchange rates at the end of each month for the income statement.
2. Based on an average of 1,498 and 1,527 million American Depository Shares (ADSs) for 2020 and 2019, respectively.