

Strategic_Pillars

[COVER PAGE]

CEMEX 2025: THE PLAYBOOK Operation Resilience & Future in Action “We are not a cement company. We are a tech company that builds the planet.” Classification: INTERNAL / CRITICAL

[SLIDE 1: THE NORTH STAR] Growth in Developed Markets is Non-Negotiable. We are reallocating capital. If your idea relies on volatile emerging markets, kill it. We are betting the house on the US and Europe. We want stability, we want hard currency, and we want strict regulatory environments where our green premiums actually get paid. Target: 50% of EBITDA must come from US/Europe.

[SLIDE 2: URBANIZATION SOLUTIONS] Stop pouring generic mud. The money is in the complexity. Admixtures, specialized mortars, paving solutions, circular waste management. Rule: If your product is a commodity, you are failing. We want integrated Urbanization Solutions that solve logistics, circularity, and construction headaches simultaneously.

[SLIDE 3: FUTURE IN ACTION (DECARBONIZATION)] Green is Green (Cash). Decarbonization isn't charity. It's the only way we survive.

Vertua is the brand. It must be >50% of sales by 2025.

Clinker Factor: Get it below 70%. Use calcined clay, use demolition waste. First principles: if we burn less clinker, we make more margin.

Alt Fuels: We are aiming for >50% alternative fuel substitution. Garbage is gold.

[SLIDE 4: DIGITAL FIRST (CEMEX GO)] Automate or Die. We are the first end-to-end digital ecosystem in the industry.

If your process requires a phone call, it's broken. If your customer can't track it on an app, it doesn't exist. Cemex Go adoption is non-negotiable.

[SLIDE 5: PROJECT CUTTING EDGE] Efficiency is a Religion. We raised the savings target to \$200M.

Streamline overhead. Flatten the hierarchy. If you aren't adding value to the P&L, you are overhead.