



General Overview of Reports presented at CEMEX, S.A.B. de C.V.'s ("CEMEX") Ordinary General Shareholders' Meeting scheduled for March 23, 2023:

Board of Directors Corporate Practices and Finance Committee's Report

As required by the laws and regulations of Mexico and CEMEX's by-laws, at CEMEX's Ordinary General Shareholders' Meeting scheduled to be held of March 23, 2023 (the "Meeting"), the CEMEX Board of Director Corporate Practices and Finance Committee Report (the "CP&F Committee Report") will be presented for Shareholders approval.

All CEMEX Shareholders have to read the full CP&F Committee Report in the following pages, this initial page is a general summary that provides CEMEX Shareholders with an overview of what the CP&F Committee Report includes. In general, the CP&F Committee Report includes a general summary of the activities carried out by the CEMEX Board of Directors' Corporate Practices and Finance Committee during the full calendar year that ended on December 31, 2022, which included, among other activities:

- The evaluation of full year 2021 financial results,
- Review of the 2022 budget (including impact of inflation and conflict between Russia and Ukraine on budgets)
- Review of the 2022 financial plan to CEMEX's Board of Directors;
- Review of relevant tax matters and pension fund status and evaluation;
- Review of the annual compensation of CEMEX's Chairman of the Board of Director and CEMEX's Chief Executive Officer and their variable compensation for the year 2022, as well as the variable compensation of senior managers;
- Review of different matters presented at CEMEX's Ordinary and Extraordinary General Shareholders' Meeting held in March 2022;
- Review of proposals on donations, related party transactions, conflict of interest, derivative transactions, and recommendations to the CEMEX Board of Directors on these matters; and
- Review of 2022 Growth Strategy; Quarterly Results; Financial Transactions; and the Global Risk Agenda for the period 2022-2023.

February 8, 2023

CEMEX, S.A.B. de C.V.
Board of Directors
Rogelio Zambrano Lozano
Chairman

Pursuant to article 43 of the Mexican Securities Market Law (*Ley del Mercado de Valores*), we, CEMEX, S.A.B. de C.V.'s Corporate Practices and Finance Committee (the "Company" or "CEMEX") (the "Committee") hereby submit through you, for consideration by CEMEX's Board of Directors (the "Board"), the following report of activities corresponding to fiscal year 2022:

- (i) The results of the full fiscal year 2021 were evaluated, the budget for the year 2022 was approved and it was agreed to recommend to the Board the authorization of the Financial Plan for the year 2022, said budget and plan were reviewed at each meeting of the Committee during the year, being updated as required.
- (ii) The status of the most relevant tax matters in Spain and Mexico was presented to the Committee.
- (iii) The comprehensive remuneration of the Chairman of the Board, the Chief Executive Officer ("CEO") and the comprehensive remuneration policies applicable to Relevant Executives were authorized for the 2022 financial year, as well as the variable compensation of said executives with respect to the 2021 financial year to be paid in 2022.
- (iv) The Committee was informed of the proposal for the agenda of the Ordinary and Extraordinary General Shareholders' Meetings to be held on March 24, 2022, and recommended to the Board the proposal to set the amount of the reserve for the acquisition of treasury shares issued by the Company or securities that represent such shares, ratifying the agreements on the rules of operation of the share buyback program, as well as the application of the income statement for the fiscal year ended on December 31, 2021.
- (v) The Report of the Committee for fiscal year 2021 was authorized and the opinion of the Board was reviewed in relation to the Report of the Chairman of the Board and the CEO, for its presentation to the Ordinary General Shareholders' Meeting.
- (vi) Various proposals related to donations, related party operations, the new Conflict of Interest Policy, the derivative operations contracting policy, and the transactions carried out under said policy were reviewed, issuing, where appropriate, the corresponding recommendations to the Board.



- (vii) The negative economic outlook and high inflation for 2022 and the conflict between Russia and Ukraine were revised, revising the budget to reflect the effect of such scenarios.
- (viii) The Committee was informed about the situation of the Company's pension funds, approving their annual evaluation.
- (ix) The projections and scenarios of the Company were presented to the Committee, highlighting the projects of the 2022 Growth Route Initiative (investments, asset divestments, portfolio rebalancing, acquisitions, and projects to reduce the emission of greenhouse gases or CO₂).
- (x) The results of the Company were analyzed on a quarterly basis and the information to be disclosed to the investing public and to the stock market authorities.
- (xi) The issuance of securities and/or financial instruments in public markets was discussed in accordance with the approved financial plan.
- (xii) The global risk agenda for the period 2022-2023 was evaluated, agreeing to present it for consideration by the Board.

By the Corporate Practices and Finance Committee

Francisco Javier Fernández Carbajal
President

Roger Saldaña Madero
Secretary