



**Proposed Members for CEMEX, S.A.B. de C.V.'s ("CEMEX") Board of Directors, including the Proposed Chairman and Secretary of CEMEX's Board of Directors**

Shareholders of CEMEX, S.A.B. de C.V. ("CEMEX") should be aware that each person being proposed to be a member of CEMEX's Board of Directors is now being proposed **on an individual basis**, and not as part of a "group slate". CEMEX shareholders should also be aware that, as it relates to CEMEX Board of Director members that are being proposed to be reelected, a cross-evaluation and auto-evaluation of each member of CEMEX's Board of Directors' performance during the calendar year that ended on December 31, 2022, has been considered in making the below proposals. In addition, CEMEX is proposing a new independent female member to its Board of Directors.



## PROPOSED COMPOSITION OF CEMEX'S BOARD OF DIRECTORS, INCLUDING ITS SECRETARY

(Ages and Biographies as of December 31, 2022)

Name:	Rogelio Zambrano Lozano.
Age as of December 31, 2022:	66.
Citizenship:	Mexican.
Nationality:	Mexican.
Type of Board Member:	Non-Independent.
Role within CEMEX's Board of Directors:	Chairman.
Tenure on CEMEX's Board of Directors:	Member since 1987, and Chairman since 2014.
Board Membership at Listed Entities:	Mr. Zambrano Lozano is an alternate member of the Board of Directors of Banco Santander México, S.A. (a Mexican financial institution listed in Mexico and in the New York Stock Exchange), which is expected to be delisted of both exchanges in 2023.
Other Current Roles:	He is a member of the Regional Council of Banco de México (Mexico's central bank), a member of the Mexican Business Council (Consejo Mexicano de Negocios) and he is also a member of the Board of Trustees of the Instituto Tecnológico y de Estudios Superiores de Monterrey, as well as a visiting professor at this same University.
Experience:	<p>He was President of CEMEX's Finance Committee from 2009 until March 2015.</p> <p>Mr. Zambrano Lozano has been involved in the construction and building materials industries for over 40 years, as well as in various entrepreneurship matters in Mexico and the United States, after founding and serving as Chief Executive Officer of Carza, S.A.P.I. de C.V., a leading real estate development company. With his vast experience and proven leadership, since his appointment as Chairman, Mr. Zambrano Lozano has been responsible for guiding the company's global business strategy, particularly focusing on strengthening best corporate governance practices, based on a commitment to create lasting value for all CEMEX's stakeholders.</p>
Education:	He holds a B.S. degree in Industrial and Systems Engineering from the Instituto Tecnológico y de Estudios Superiores de Monterrey, and an M.B.A. from the Wharton Business School of the University of Pennsylvania.



Building a better future

Name:	Fernando A. González Olivieri.
Age as of December 31, 2022:	68.
Citizenship:	Mexican.
Nationality:	Mexican.
Title:	Chief Executive Officer.
Seniority:	Since 1989.
Tenure as CEMEX's Chief Executive Officer:	Since 2014.
Type of Board Member:	Non-Independent.
Tenure on CEMEX's Board of Directors:	Since 2015.
Tenure on CEMEX's Sustainability Committee:	Since 2022.
Board Membership at Listed Entities:	Mr. González Olivieri is a member of the Board of Directors of GCC, S.A.B. de C.V. (formerly Grupo Cementos de Chihuahua, S.A.B. de C.V.), and of Axtel, S.A.B. de C.V. (both Mexican corporations listed in Mexico).
Experience at CEMEX and Other Relevant Experience:	Mr. González Olivieri joined CEMEX in 1989 and held various positions in the Strategic Planning, Business Development and Human Resources departments through 1998. From 1998 through 2009, Mr. González Olivieri led various regions of CEMEX, including SCA&C, Europe, Asia and Oceania. He was appointed as CEMEX's Executive Vice President of Planning and Development in May 2009, and he was appointed CEMEX's Chief Financial Officer in 2011. Mr. González Olivieri held these positions until he was named Chief Executive Officer in 2014.

With his comprehensive knowledge of CEMEX's organization and the markets where the company operates around the world, Mr. González Olivieri brings to CEMEX's Board of Directors and Senior Management a unique global perspective and innovative leadership, that directly contributes to formulating and implementing a results-oriented business strategy. With over 30 years of direct involvement in top management positions, and a detailed understanding of CEMEX's four main businesses (cement production, ready-mix concrete, aggregates and Urbanization Solutions), he has given particular attention to constantly improving CEMEX's Health and Safety policies, and to implementing a sustainability strategy aimed at achieving Net Zero Carbon growth and development.



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Mr. González Olivieri is also a member of the Board of Trustees of Tecmilenio University, which forms part of the Instituto Tecnológico y de Estudios Superiores de Monterrey (a Mexican academic institution).

Education:

He holds a B.A. degree in Business Administration, and an M.B.A. from the Instituto Tecnológico y de Estudios Superiores de Monterrey.



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Name:	Marcelo Zambrano Lozano.
Age as of December 31, 2022:	67.
Citizenship:	Mexican.
Nationality:	Mexican.
Type of Board Member:	Non-Independent.
Tenure on CEMEX's Board of Directors:	Since 2017.
Tenure on CEMEX's Sustainability Committee:	Since 2017.
Board Membership at Listed Entities:	He is a member of the Technical Committee of one of Go Proyectos, S.A. de C.V.'s development trusts, known by its ticker symbol as CARZACK 18, which is listed in Mexico. He is a member of the Technical Committee of Fibra Inn, a Real Estate Investment Trust listed in Mexico.
Other Current Roles:	He is a founding partner and Executive Chairman of the Board of Directors of Carza, S.A.P.I. de C.V., a recognized real estate development non-public corporation in the residential, commercial and industrial sectors. He is a member of the Board of Directors of Grupo Vigia, S.A. de C.V. (a Mexican non-public corporation dedicated to distribution of gas, fuel, and other oil derivatives). He is also a member of the General Board of Universidad de Monterrey, A.C., a Mexican academic institution (UDEM), and of the General Board of Teléfonos de México, S.A.B. de C.V. (a Mexican non-public corporation).
Experience:	His ample knowledge of the real estate and construction industries in Mexico and the United States provides the Board of Directors with an insightful view of major trends shaping the sector globally, particularly in key areas such as logistics and supply-chain development, thus helping CEMEX to anticipate the evolving needs of its customers in the aforementioned markets.
Education:	He holds a B.A. degree in Marketing from the Instituto Tecnológico y de Estudios Superiores de Monterrey.



Name: Armando J. García Segovia.

Age as of December 31, 2022: 70.

Citizenship: Mexican.

Nationality: Mexican and Spanish.

Type of Board Member: Independent.

Tenure on CEMEX's Board of Directors: Since 1983.

Tenure on CEMEX's Sustainability Committee: Since 2014, and President since 2014.

Board Membership at Listed Entities: He is a member of the Board of Directors of Hoteles City Express, S.A.B. de C.V., and an independent member of the Board of Directors of GCC, S.A.B. de C.V. (formerly Grupo Cementos de Chihuahua, S.A.B. de C.V.), both of which are listed corporations in Mexico.

Other Current Roles: He is a member of the Board of Directors of Innovación y Conveniencia, S.A. de C.V. (a Mexican non-public corporation) and of the Board of Directors of Universidad de Monterrey, A.C. (UDEM). He serves as Vice President of the Patronato del Museo de la Fauna y Ciencias Naturales, A.B.P. and he is a member of the Consejo de Participación Ciudadana de Parques y Vida Silvestre de Nuevo León, two not-for-profit entities with a sustainability agenda. Mr. García Segovia is the founder and Chairman of the Board of Directors of Comenzar de Nuevo, A.C., a non-profit organization focused on the treatment, education, prevention, and research of eating behavior disorders and related diseases. Mr. García Segovia also serves as honorary consul in Monterrey of the Kingdom of Denmark.

Experience: He worked at Cydsa, S.A.B. de C.V. (a Mexican listed corporation) and Conek, S.A. de C.V. (a non-public corporation). From 1985 to 2010, he held several positions at CEMEX, including Director of Operations and Strategic Planning, Corporate Services, and Business Development, as well as Executive Vice President of Development, Technology, Energy and Sustainability. He was also Vice President of the Mexican Employers' Association (COPARMEX), Chairman of the Private Sector Center for Sustainable Development Studies (CESPEDES), and a member of the Board of Directors of the World Environmental Center (a non-profit organization).

He brings to the Board of Directors a broad knowledge of the technical and production aspects of the global building-materials industry, along with a deep commitment to sustainability, climate action and nature conservancy, that provides valuable leadership to CEMEX's sustainability and climate action strategy, a core component to the company's long-term value creation objective.



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Education:

He holds a B.S. degree in Mechanical Engineering and Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey, and an M.B.A. from the University of Texas.



Name: Rodolfo García Muriel.

Age as of December 31, 2022: 77.

Citizenship: Mexican.

Nationality: Mexican.

Type of Board Member: Independent.

Tenure on CEMEX's Board of Directors: Since 1985.

Tenure on CEMEX's Corporate Practices and Finance Committee: Since 2015.

Tenure on CEMEX's Audit Committee: Since 2016.

Board Membership at Listed Entities: N/A.

Other Current Roles: He is the Chief Executive Officer of Compañía Industrial de Parras, S.A. de C.V., Chairman of the Board of Directors of Grupo Romacarel, S.A.P.I de C.V., (both are non-public corporations) and a member of the Regional Board of Directors of Grupo Financiero Citibanamex (a non-public corporation).

Experience: He was a member of CEMEX's Finance Committee from 2009 until March 2015.

Mr. García Muriel is a Mexican business leader with decades of experience and an outstanding record as founder, director and president of major companies in the manufacturing, construction, transport and communications industries. His vast business experience brings to the Board of Directors useful knowledge in critical areas such as logistics and manufacturing as well as macroeconomic and market trends.

Education: He holds a B.S. degree in Electric Mechanical Engineering from the Universidad Iberoamericana and completed specialized programs in Business Administration at both Harvard University, and the Anderson School of the University of California in Los Angeles (UCLA).





**Name:** Francisco Javier Fernández Carbajal.

**Age as of December 31, 2022:** 67.

**Citizenship:** Mexican.

**Nationality:** Mexican.

**Type of Board Member:** Independent.

**Tenure on CEMEX’s Board of Directors:** Since 2012.

**Tenure on CEMEX’s Audit Committee:** Since 2015.

**Tenure on CEMEX’s Sustainability Committee:** Since 2016.

**Tenure on CEMEX’s Corporate Practices and Finance Committee:** Member since 2015, and President since 2019.

**Board Membership at Listed Entities:** He is a member of the Board of Directors of Alfa, S.A.B. de C.V., a listed corporation in Mexico and of two public corporations listed on the New York Stock Exchange: Fomento Económico Mexicano, S.A.B. de C.V. (also a listed corporation in Mexico), and VISA, Inc.

**Other Current Roles:** Mr. Fernández Carbajal is the Chief Executive Officer of Servicios Administrativos Contry, S.A. de C.V. (a non-public corporation).

**Experience:** Previously, he held positions at Grupo Financiero BBVA Bancomer, including Deputy President of Strategic Planning, President of Systems and Operations, Chief Financial Officer, and Chief Executive Officer.

With a 40-year business career and in-depth knowledge of specialized areas like payment systems and complex financial services worldwide, Mr. Fernández Carbajal brings to the Board of Directors relevant insights in strategic planning and risk management, as well as in essential business functions, including financial reporting and competitive compensation mechanisms, which are central to attracting and retaining talent.

**Education:** He holds a B.S. degree in Electric Mechanical Engineering from the Instituto Tecnológico y de Estudios Superiores de Monterrey, and an M.B.A. from the Harvard Business School.



Building a better future

Name:	Armando Garza Sada.
Age as of December 31, 2022:	65.
Citizenship:	Mexican.
Nationality:	Mexican.
Type of Board Member:	Independent.
Tenure on CEMEX's Board of Directors:	Since 2015.
Tenure on CEMEX's Corporate Practices and Finance Committee:	Since 2015.
Board Membership at Listed Entities:	Mr. Garza Sada is the Chairman of the Board of Directors of Alfa, S.A.B. de C.V., a listed corporation in Mexico with operations in 23 countries, and a business portfolio that includes petrochemicals, refrigerated food, telecommunications, IT and energy. He is also Chairman of the Board of Directors of Alpek, S.A.B. de C.V., and of Nemark, S.A.B. de C.V., a member of the Board of Directors of Axtel, S.A.B. de C.V., El Puerto de Liverpool, S.A.B. de C.V., Grupo Lamosa, S.A.B. de C.V., all of which are listed corporations in Mexico.
Other Current Roles:	He is an alternate member of the Board of Directors of Grupo Financiero BBVA México, S.A. de C.V. (a non-public corporation). He is also a member of the Board of Trustees of the Instituto Tecnológico y de Estudios Superiores de Monterrey.
Experience:	Mr. Garza Sada's decades of experience at the highest corporate level in top-ranked companies provides the Board of Directors with a unique insight on the global economic landscape, and a hands-on experience to best align the company's business strategy with its day-to-day operations.
Education:	Mr. Garza Sada holds a B.S. degree in Industrial Engineering from the Massachusetts Institute of Technology and an M.B.A. from Stanford University.



Name: David Martínez Guzmán.

Age as of December 31, 2022: 65.

Citizenship: British.

Nationality: British.

Type of Board Member: Independent.

Tenure on CEMEX's Board of Directors: Since 2015.

Board Membership at Listed Entities: He serves on the Board of Directors of Alfa, S.A.B. de C.V. and of Vitro, S.A.B. de C.V., both of which are listed corporations in Mexico, and of Sabadell Bank, a listed corporation in Spain.

Other Current Roles: He is the founder and Principal of Fintech Advisory Inc., as well as Managing Director of its London subsidiary, Fintech Advisory, Ltd., and member of the Board of Directors of ICA Tenedora, S.A. de C.V.

Experience: In 1984, Mr. Martínez Guzmán joined the Latin America Sovereign Restructuring unit of Citibank, N.A. in New York, where he helped coordinate the restructuring of Argentina's sovereign debt. In 1987, he formed Fintech in New York, which since then has participated in most of the sovereign debt restructurings around the world, starting with the Brady Plan in the 1980s. Over the past three decades, Mr. Martínez Guzmán has consistently pursued high-value investments through numerous corporate restructurings across various industries in Latin America, and over the last decade he has also conducted strategic investments in the Eurozone, participating in the recapitalization processes of systemically important banks in Greece, Spain and Italy.

Mr. Martínez Guzmán brings a renowned worldwide expertise in the financial sector and global markets to the Board of Directors, providing significant guidance on CEMEX's proactive financial management for deleveraging and achieving an investment grade credit rating, as well as the company's sustainable growth strategy.

Education: He holds a B.S. degree in Mechanical and Electrical Engineering from the Universidad Nacional Autónoma de México (UNAM), a B.A. degree in Philosophy from the Universitas Gregoriana in Rome, Italy, and an M.B.A. from Harvard Business School.



Name: Everardo Elizondo Almaguer.

Age as of December 31, 2022: 79.

Citizenship: Mexican.

Nationality: Mexican.

Type of Board Member: Independent.

Tenure on CEMEX's Board of Directors: Since 2016.

Tenure on CEMEX's Audit Committee: Member since 2018, and President since 2019.

Board Membership at Listed Entities: He is a member of the Board of Directors of Grupo Financiero Banorte, S.A.B. de C.V., of Compañía Minera Autlán, S.A.B. de C.V., and of Gruma, S.A.B. de C.V., all of which are listed corporations in Mexico.

Other Current Roles: Mr. Elizondo is a professor of Macroeconomics at EGADE Business School of the Instituto Tecnológico y de Estudios Superiores de Monterrey, and at the School of Economics of the Universidad Autónoma de Nuevo León (UANL). He is also a member of the board of directors of Afore XXI-Banorte, S.A., and of Rassini, S.A.B. de C.V. (these two are non-public corporations).

Experience: Mr. Elizondo Almaguer qualifies as a "financial expert" for purposes related to the Sarbanes-Oxley Act.

He served as deputy governor of the Banco de México (Mexico's central bank) from 1998 to 2008. Before that, he was the director for Economic Studies at Alfa, S.A.B. de C.V. (a listed company), and at Grupo Financiero BBVA Bancomer, S.A. de C.V. (a listed financial institution). He founded and was the director of the Graduate School of Economics of the UANL.

With a distinguished professional career as a financial analyst, exemplary public official and academic scholar, Mr. Elizondo Almaguer brings to the Board of Directors extensive knowledge of the financial system and the international macroeconomic environment, providing insights to ensure the Company's full observance of best corporate practices, and identify new business opportunities.

Education: Mr. Elizondo Almaguer holds a B.A. degree in Economics from the Universidad Autónoma de Nuevo León, a Master's in Economics from the University of Wisconsin-Madison, a certificate from Harvard University's International Tax Program and a Honoris Causa Doctorate from the Universidad Autónoma de Nuevo León.



Name: Ramiro Gerardo Villarreal Morales.

Age as of December 31, 2022: 75.

Citizenship: Mexican.

Nationality: Mexican and Spanish.

Type of Board Member: Independent.

Tenure on CEMEX's Board of Directors: Since 2017.

Board Membership at Listed Entities: He is a member of the Board of Directors of Andean Precious Metals, which is a company listed in the Toronto Stock Exchange, and of two public corporations listed on the Mexican Stock Exchange: GCC, S.A.B. de C.V. (formerly Grupo Cementos de Chihuahua, S.A.B. de C.V.) and Vinte Viviendas Integrales, S.A.B. de C.V.

Other Current Roles: Mr. Villarreal Morales is a member of the Board of Directors of Consultivo de Arrendal (a non-public corporation in the construction industry).

Experience: He joined CEMEX in 1987 as General Legal Director, and subsequently served in various positions, including Executive Vice President of Legal and Advisor to the Chairman of the Board of Directors and the Chief Executive Officer until December 2017. Previously, he served as General Director of the regional bank division of Banpaís, where he was responsible for the operation of the bank's 121 branches, and, until February 2012, he was the Secretary of the Board of Directors of Enseñanza e Investigación Superior, A.C., a non-profit managed by the Instituto Tecnológico y de Estudios Superiores de Monterrey.

He served as Secretary of CEMEX's Board of Directors from 1995 to March 30, 2017.

With over 50 years of professional experience in different countries where CEMEX has operations, Mr. Villarreal Morales provides the Board of Directors with key guidance around regulatory and legal matters, as well as international financial transactions, helping to ensure strict observance of all applicable laws.

Education: He holds a B.A. degree in Law from the Universidad Autónoma de Nuevo León, and a Master's in Finance from the University of Wisconsin-Madison.



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Name:	Gabriel Jaramillo Sanint.
Age as of December 31, 2022:	73.
Citizenship:	Brazilian.
Nationality:	Colombian.
Type of Board Member:	Independent.
Tenure on CEMEX's Board of Directors:	Since 2018.
Board Membership at Listed Entities:	He is a member of the Board of Directors of Minerva Foods, a listed corporation in Brazil.
Other Current Roles:	Mr. Jaramillo Sanint is the founder and director of a sustainable economic development program in the Orinoco Basin in Colombia. He is also a member of the Board of Directors of Centro Hospitalario Tatama (Colombia) (a non-profit organization), Medicines For Malaria Ventures (a non-profit organization) based in Geneva, Switzerland and the Colombian branch of BTG Pactual Bank.
Experience:	<p>Previously, he served as Chairman of the Board of Directors and Chief Executive Officer of Santander USA (formerly Sovereign Bank), Banco Santander Brasil, and Banco Santander Colombia, and as CEO of Citibank Mexico, and Citibank Colombia. Since retiring, he has focused on health-related philanthropic work, leading the transformation of the Global Fund to Fight AIDS, Tuberculosis and Malaria, which raised \$13 billion from 2017 to 2020.</p> <p>From October 2012 to April 2018, he was a member of the Board of Directors, and president of the Audit Committee of CEMEX Latam Holdings, S.A., a company listed on the Colombian Securities Exchange.</p> <p>With an outstanding 35-year career in South America, Mexico and the United States, Mr. Jaramillo Sanint not only brings to CEMEX's Board of Directors extensive experience in complex financial matters, but also in sustainability, health and safety, as well as corporate social responsibility, a pillar of CEMEX's global strategy to achieve sustainable growth and create lasting value.</p>
Education:	Mr. Jaramillo Sanint holds a B.A. degree in Marketing and an M.B.A. from California State University. In 2015, Mr. Jaramillo Sanint received honorary degrees from the Universidad Autónoma de Manizales in Colombia and Northeastern University.



**Name:** Isabel María Aguilera Navarro.

**Age as of December 31, 2022:** 62.

**Citizenship:** Spanish.

**Nationality:** Spanish.

**Type of Board Member:** Independent.

**Tenure on CEMEX's Board of Directors:** Since 2019.

**Board Membership at Listed Entities:** She is a member of the Board of Directors of Oryzon Genomics, S.A., Lar España Real Estate SOCIMI, S.A., and Clínica Baviera, all of which are listed corporations in Spain.

**Other Current Roles:** She is an independent consultant and an associate professor at the ESADE Business School in Barcelona. She is a member of the Board of Directors of the Spanish multinational state-owned entity Canal de Isabel II, which manages the water supply infrastructure of Madrid, Spain and has operations in South America. She is also a member of the Board of Directors of Making Science, a company listed in BME Growth.

**Experience:** Mrs. Aguilera Navarro was President of General Electric Spain and Portugal from 2008 to 2009, General Manager of Google Inc. (now Alphabet) Spain and Portugal from 2006 to 2008, Operations Director of NH Hotel Group SA from May 2002 to June 2005, and General Director of Dell Computer Corporation for Spain, Italy and Portugal from March 1997 to May 2002. She has also served as an adviser to various Spanish non-profit organizations, including the Companies Institute (Instituto de Empresa), and the Association for Management Progress (Asociación para el Progreso de la Gestión). She was a member of the Advisory Board of Farmaindustria, Ikor, and Pelayo Mutua de Seguros, and a business entrepreneur from 2009 to 2012 at Twindocs International. Previously, she was a board member of Banca Farmafactoring S.p.A. and Hightech Payment System SA.

With her experience in multinational corporations in Europe, Mrs. Aguilera Navarro brings to the Board of Directors guidance on the overall global business landscape and an informed view on innovation, entrepreneurship, technological and digitalization issues, from customer-centric platforms to organizational processes and essential corporate functions, a key element of the Company's digital strategy. In addition, she brings important insights in urban planning and a critical customer influencer, architects.

**Education:** Mrs. Aguilera Navarro holds a B.A. degree in Architecture and Urban Planning from the Escuela Técnica Superior de Arquitectura de Sevilla (ETSA), an M.B.A. from the IE Business School, and has a Specialization Diploma in the Metaverse from The Valley Digital Business School in Madrid.



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Name: María de Lourdes Melgar Palacios.

Age as of December 31, 2022: 60.

Citizenship: Mexican.

Nationality: Mexican and Spanish.

Type of Board Member: Independent.

Tenure on CEMEX's Board of Directors: Being proposed to begin on March 23, 2023.

Board Memberships at Listed Entities: She is a member of the Board of Directors of Smurfit Kappa Group PLC, an Irish conglomerate listed in Ireland, and Banco Santander México, S.A., Institución de Banca Múltiple, Grupo Financiero Santander México, which is currently listed in Mexico and expects to be delisted in 2023.

Other Current Roles: She is a researcher affiliated with the Center of Collective Intelligence at the Massachusetts Institute of Technology (MIT) and non-resident researcher at the Baker Institute Center for Energy Studies. She is a member of the board of directors of Mount Holyoke College (academic institution). Additionally, she is a member of the board of directors of the following non-profit organizations: Global Energy Alliance for People and Planet, the Natural Resource Governance Institute, Phius, and Chapter Zero Mexico, an organization focused on energy efficiency in buildings. Mrs. Melgar Palacios is a member of the International Women's Forum, having chaired the Mexican Local Forum from 2016 to 2018.

Experience: From 1997 to 2005, Mrs. Melgar Palacios was part of the Mexican Foreign Service. From 1998 to 2002, she served as the General Director of the Office of International Affairs of the Ministry of Energy, having participated in the strategy and negotiation to stabilize the international oil market, and led the energy sector in the Continental Shelf Delimitation Treaty with the United States. in the Western Gulf of Mexico (Doughnut Hole). From 2005 to 2007, she served as Minister at the Mexican permanent mission to the Organization for Economic Co-Operation and Development (OCED), being in charge of coordinating of various topics and representing Mexico in meetings regarding matters such as corporate governance, anticorruption, sustainable development, among others. Subsequently, she served as Undersecretary of Electricity from December 2012 to February 2014 and as Undersecretary of Hydrocarbons from February 2014 to July 2016, at the Ministry of Energy of Mexico. Mrs. Melgar Palacios also held the Robert E. Wilhelm chair at the Massachusetts Institute of Technology (MIT).

Her professional experience, as well as academic in non-profit organizations and matters related to energy, sustainability, climate action, and corporate governance, provides the Board of Directors with a unique perspective on said matters, all of which are key components in the Company's future.





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Education:

Mrs. Melgar Palacios holds a B.A. in International Relations and Comparative Literature from Mount Holyoke College and the Paris Institute of Political Studies (Sciences Po). She also holds an MA. in Political Science and a PhD. in Political Economy, both from the Massachusetts Institute of Technology (MIT)



Roger Saldaña Madero and René Delgadillo Galván are proposed as Secretary and Alternate Secretary, of CEMEX's Board of Directors Committees, respectively, without being members of the Board of Directors.

Name: Roger Saldaña Madero.

Age as of December 31, 2022: 54.

Citizenship: Mexican.

Nationality: Mexican.

Experience: Joined CEMEX in 2000 and served as Legal Counsel of CEMEX and, from 2001 to 2011, as General Counsel of NEORIS, a CEMEX subsidiary specialized in providing information technology services. From 2005 and until 2017, Mr. Saldaña was Senior Corporate Counsel of CEMEX, and was responsible for, among other matters, corporate finance legal affairs and, since June 1, 2017, has served as CEMEX's Senior Vice President of Legal. On March 30, 2017, Mr. Saldaña was appointed Secretary of the Board of Directors of CEMEX, S.A.B. de C.V. and the committees to such Board of Directors. Prior to joining CEMEX, he served as Legal Counsel in CYDSA, S.A.B. de C.V. from 1995 until 2000 in the city of Monterrey, Nuevo León, Mexico, was a foreign associate in the law firm Fried, Frank, Harris, Shriver & Jacobson, in New York, N.Y., USA from 1994 until 1995 and previously was Chief of the Double Taxation Department in Mexico's Ministry of Finance and Public Credit (Secretaría de Hacienda y Crédito Público) in Mexico City, Mexico.

Education: Mr. Saldaña is a graduate of the Universidad de Monterrey, A.C. (UDEM) with a degree in Law, holds a Master's degree in Law (LLM) from Harvard University and a diploma from Harvard University's International Tax Program.



Name: René Delgadillo Galván.

Age as of December 31, 2022: 62.

Citizenship: Mexican.

Nationality: Mexican.

Experience: Mr. Delgadillo Galván joined CEMEX in 1989 and serves as Corporate, Securities Transactions in Mexico and Corporate Control Legal Director of CEMEX. On March 30, 2017, Mr. Delgadillo was appointed Alternate Secretary of the Board of Directors of CEMEX.

Since 1989 he has been Professor of Law at the Instituto Tecnológico y de Estudios Superiores de Monterrey. Prior to joining CEMEX, Mr. Delgadillo served from 1981 to 1989 at the corporate offices of what is now Xignux. Mr. Delgadillo is Secretary of the Board of Directors of Servicios de Agua y Drenaje de Monterrey, Institución Pública Descentralizada and, since March 2022, is the Legal Vice President of the Mexican Stock Exchange Issuers Committee (Bolsa Mexicana de Valores, S.A.B. de C.V.). He was Secretary of the Board of Directors of ABC Capital, S.A., Institución de Banca Múltiple from 2011 to 2021, and was a member of the Board of Directors of the Universidad Regiomontana from 2006 to 2012.

Education: He holds a Law Degree from the Universidad de Monterrey. He studied postgraduate studies at the Universidad Panamericana in Mexico City in the specialties in Economic and Corporate Law, Law of the Mexican Financial System (Honorable Mention) and International Finance Law (Honorable Mention), as well as the Business Administration Program D-1 at the Instituto Panamericano de Alta Dirección de Empresa (IPADE), and the addition to the Training Program for Management Advisors of the Center for Best Practices and Corporate Governance of the Escuela de Graduados en Administración y Dirección de Empresas (EGADE).



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## CEMEX'S BOARD OF DIRECTORS SKILLS MATRIX

### BOARD OF DIRECTORS SKILLS MATRIX

	Accounting and Auditing Administration and Risk Management	Branding and Marketing	Business Strategy	Construction and Building Materials	Corporate Governance	Corporate Communications	Data Privacy Management	Diversity Strategies	Economics and Finance	Energy	Entrepreneurship	Environmental, Climate Change, and Sustainability	Ethics and Compliance	Global Affairs	Health and Safety	Human Resources / Labor Matters	Human Rights	Information Technology, Cybersecurity, and Telecommunications	Investor Relations	Logistics and Supply Chain	Manufacturing	Mergers and Acquisitions	Other Board of Directors Experience	Public Affairs	Public Office / Public Servant	Real Estate	Research and Development	Regulatory and Legal Matters	Sales	Social Impact and Work	Supply System
Rogelio Zambrano Lozano (Chairman of the Board of Directors)		X	X	X		X			X		X	X	X	X				X	X	X	X	X	X	X	X					X	
Fernando Á. González Olivieri (CEO)	X	X	X	X	X				X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Marcelo Zambrano Lozano	X	X	X	X	X				X		X	X	X	X	X	X				X	X	X	X		X				X	X	
Armando J. García Segovia	X		X	X	X	X				X	X	X			X	X	X	X		X	X					X			X	X	
Rodolfo García Muriel	X	X	X	X	X	X	X		X			X	X	X	X				X	X	X	X	X	X	X	X	X	X	X	X	
Francisco Javier Fernández Carbajal	X	X	X	X	X	X			X		X	X	X	X	X	X			X	X		X	X	X			X		X	X	
Armando Garza Sada			X	X					X	X									X		X	X	X								
David Martínez Guzmán	X	X	X						X										X				X								
Everardo Elizondo Almaguer	X		X						X						X								X	X	X						
Ramiro Gerardo Villarreal Morales	X	X	X	X					X		X					X					X	X	X			X		X	X	X	
Gabriel Jaramillo Sanint	X	X	X	X					X		X	X	X	X	X							X	X			X	X	X	X	X	
Isabel María Aguilera Navarro		X	X	X	X	X	X	X	X	X	X	X	X		X	X						X			X		X	X	X	X	
María de Lourdes Melgar Palacios	X	X	X	X					X	X	X	X	X	X	X				X	X			X	X	X		X		X	X	



## **FAMILIAL RELATIONSHIPS AMONG MEMBERS OF CEMEX'S BOARD OF DIRECTORS**

### Rogelio Zambrano Lozano

Mr. Rogelio Zambrano Lozano (Chairman of CEMEX's Board of Directors) has a familial relation with Mr. Marcelo Zambrano Lozano.

### Marcelo Zambrano Lozano

Mr. Marcelo Zambrano Lozano has a familial relation with Mr. Rogelio Zambrano Lozano (Chairman of CEMEX's Board of Directors).

### Armando J. García Segovia

Mr. Armando J. García Segovia has a familial relationship with Mr. Rodolfo García Muriel.

### Rodolfo García Muriel

Mr. Rodolfo García Muriel has a familial relationship with Mr. Armando J. García Segovia.