



Building a better future

Proposed Members for CEMEX, S.A.B. de C.V.'s Board of Directors' Corporate Practices and Finance Committee, including the Proposed President and Secretary of such Committee, on an individual basis

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 Corporate Practices and Finance Committee is now being proposed **on an individual basis**, and not as part of a "group slate". Each person being proposed to be a member of CEMEX's Board of Directors Corporate Practices and Finance Committee is considered an independent director pursuant Mexican Law standards.



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PROPOSED COMPOSITION OF CEMEX'S BOARD OF DIRECTORS' CORPORATE PRACTICES AND FINANCE COMMITTEE, INCLUDING ITS SECRETARY

(Ages and Biographies as of December 31, 2022)

Francisco Javier Fernández Carbajal Proposed as President of the Corporate Practices and Finance Committee.

Rodolfo García Muriel

Armando Garza Sada



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.



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:	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.



Roger Saldaña Madero and René Delgadillo Galván are proposed as Secretary and Alternate Secretary, of CEMEX’s Board of Directors Corporate Practices and Finance Committee, respectively, without being members of such Committee.

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).