



Building a better future

Proposed Members for CEMEX, S.A.B. de C.V.'s Board of Directors' Sustainability, Climate Action, Social Impact, and Diversity 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 Sustainability, Climate Action, Social Impact and Diversity Committee (formerly named Sustainability Committee) is now being proposed on **an individual basis**, and not as part of a "group slate". Also, two female members are being proposed to be elected as members of CEMEX's Board of Directors Sustainability, Climate Action, Social Impact and Diversity Committee.



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**PROPOSED COMPOSITION OF CEMEX'S BOARD OF DIRECTORS' SUSTAINABILITY, CLIMATE ACTION,
SOCIAL IMPACT, AND DIVERSITY COMMITTEE, INCLUDING ITS SECRETARY**

(Ages and Biographies as of December 31, 2022)

Armando J. García Segovia

Proposed as President of the Sustainability, Climate Action,
Social Impact, and Diversity Committee.

Marcelo Zambrano Lozano

Isabel María Aguilera Navarro

María de Lourdes Melgar Palacios



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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:	<p>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).</p> <p>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.</p>



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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:	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.



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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:	<p>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.</p> <p>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.</p>
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.



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 Sustainability, Climate Action, Social Impact, and Diversity 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).