

January 28, 2022

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 de Mercado de Valores*), we hereby submit through you, for consideration by CEMEX, S.A.B. de C.V.'s (the "Company" or "CEMEX") Board of Directors, the following report of activities corresponding to the fiscal year running from January 1 to December 31, 2021:

- (i) The results for year 2020 were evaluated, the budget for fiscal year 2021 was approved, and it was agreed to recommend to the Board of Directors to authorize the Financial Plan for fiscal year 2021. Such budget and plan were reviewed in each of the Committee's sessions during the year and were updated as required.
- (ii) Operation Resilience, which was approved in 2020 and established the Company's priorities for the years 2020-2023, the optimization of the portfolio and the evaluation of investment opportunities, was reviewed.
- (iii) The aggregate compensation for the Chairman of the Board of Directors and the Chief Executive Officer, as well as the compensation policies applicable to relevant executives, were authorized for the year 2021.
- (iv) The Committee had knowledge of the proposed agenda for the Ordinary General Shareholders Meeting and Extraordinary General Shareholders Meeting and recommended to the Board of Directors the proposal to set the amount of the reserve for the acquisition of the Company's own shares or securities that represent such shares, ratifying the agreements on the operating rules of the share buyback program.
- (v) The Committee's Report for fiscal year 2020 was authorized and the opinion of the Board of Directors in relation to the Reports of the Chairman of the Board of Directors and the Chief Executive Officer was reviewed, for its presentation at the Ordinary General Shareholders Meeting.
- (vi) Different proposals regarding donations, related party transactions, the derivatives transactions policy and the transactions executed under said policy were reviewed. The corresponding recommendations were made to the Board of Directors.
- (vii) The results of the Company and the information to be disclosed to the public and stock market authorities were analyzed on a quarterly basis.
- (viii) It was agreed to recommend an increase of 500 million ADRs for the program that supports the listing of the Company's shares on the New York Stock Exchange.
- (ix) The initiatives and processes for the purchase and/or divestment of assets, the making of investments focused on the growth of the Company and the economic and growth prospects for the next 5 years, were evaluated.

This is an unofficial translation for informational purposes only. The documents available in Spanish are the official documents that will be presented during the Ordinary General Shareholders Meeting on March 24, 2022.



Corporate Practices and Finance Committee

- (x) The issuance of securities and/or financial instruments in public markets in accordance with the approved financial plan were discussed.
- (xi) The global risk agenda for the 2021-2022 period was evaluated and it was agreed that it would be presented to the Board of Directors for its consideration.
- (xii) Human resources management and the possible replacement of management positions within the Company were reviewed, including succession plans.

By the Corporate Practices and Finance Committee

Francisco Javier Fernández Carbajal
President

Roger Saldaña Madero
Secretary

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