

February 3, 2022

**Ordinary General Shareholders Meeting
CEMEX, S.A.B. de C.V.
Present**

In compliance with the provisions of article 28, section IV, subsection (e), of the Mexican Securities Market Law (*Ley de Mercado de Valores*), we inform CEMEX, S.A.B. de C.V.'s (the "Company" or "CEMEX") Ordinary General Shareholders Meeting of the transactions and activities in which the Board of Directors intervened during fiscal year 2021, and which, in accordance with the provisions of the Mexican Securities Market Law (*Ley de Mercado de Valores*), are within its exclusive competence.

The transactions and activities were the following:

- (i) The Board of Directors was regularly informed of the activities of the Audit, Corporate Practices and Finance and the Sustainability Committees; and, according to their recommendations, various decisions were made, including authorizing the compensation of the Chairman of the Board of Directors and the Chief Executive Officer, as well as the policies to establish the compensation for Relevant Executives.
- (ii) The individual and consolidated Financial Statements for fiscal year 2020 were authorized.
- (iii) The budget and financial plan for year 2021 were authorized.
- (iv) The quarterly individual and consolidated Financial Statements, the main financial and operational indicators and their trends, as well as their comparatives with respect to the same period of year 2020 and in relation to the approved budget for fiscal year 2021, were analyzed.
- (v) The following was authorized: (a) various donations; (b) related party transactions; (c) to maintain the operation of the share repurchase program during the fiscal year 2021, setting U.S. \$500 million or its equivalent in Mexican pesos, as the maximum amount to be destined to said program; (d) various transactions presented in the 2021 Financial Plan, including the granting of powers of attorney and guarantees; and (e) the "Working Smarter" initiative to standardize and digitalize all the operational support services through the use of new digital technologies and artificial intelligence at a global scale.
- (vi) Regarding the Ordinary General Shareholders' Meeting held on March 25, 2021, several reports and proposals that were submitted for consideration were approved. The Agenda to call an Extraordinary General Shareholders Meeting on the same date was also approved.
- (vii) The Board of Directors was informed of the operational improvements and savings obtained during 2020, as well as of those expected in 2021, due to the adoption of the "Operation Resilience" plan implemented in 2020.
- (viii) KPMG was authorized to act as the external audit firm during the period from April 2021 to April 2022. The budget for its fees corresponding to auditing and other services during the same period was also authorized.

- (ix) The Board of Directors was informed of the impacts derived from the legislative reform in Mexico regarding outsourcing of services, as well as the activities that were carried out to comply with the law without affecting the workers' rights.
- (x) An increase of 500 million American Depository Receipts (ADRs) for the program that supports the listing of the Company's shares on the New York Stock Exchange, was authorized.
- (xi) The amendment of CEMEX's Insider Trading Policy and CEMEX's Policy for Transactions with CEMEX Securities carried out by directors, executives and employees, was approved. The two policies were consolidated into a single policy called Insider Trading and Transactions with CEMEX Securities Policy.
- (xii) The Board of Directors was informed of the most relevant aspects of the Company's operations in the regions of Mexico, the United States of America and South America, Central America and the Caribbean.
- (xiii) The merits and implications of the Company's strategic plan, the share valuation, the 5-year business plan, and the growth and mergers and acquisitions strategies, were evaluated.
- (xiv) The Board of Directors discussed strategy regarding Energy and Climate Change matters, which includes the commitment to reduce CO2 emissions, a greater use of clean energy and fostering the so-called Circular Economy.
- (xv) The Board of Directors was informed of the Company's human resources management and diversity and inclusion programs, as well as of the innovation strategy.
- (xvi) The strategic risks monitored by the Company were analyzed. The Board of Directors was informed of the most important risks with an impact in the short and medium term, including the years 2021 and 2022, as well as the mitigation strategy for each of them.

By the Board of Directors

Rogelio Zambrano Lozano
Chairman

Roger Saldaña Madero
Secretary