



Building a better future

**NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS HELD IN 2021 AND ATTENDANCE PER MEETING BY EACH MEMBER OF THE BOARD OF DIRECTORS BEING NOMINATED TO BE APPOINTED TO THE BOARD OF DIRECTORS AT THE ORDINARY GENERAL SHAREHOLDERS MEETING ON MARCH 24, 2022**

In calendar year 2021, CEMEX, S.A.B. de C.V.'s Board of Directors held 5 meetings. All members of the Board of Directors being nominated to be appointed to the Board of Directors at the Ordinary General Shareholders Meeting on March 24, 2022 attended such meetings.

	February	April	June	July	October	%
Rogelio Zambrano Lozano	•	•	•	•	•	100%
Fernando Ángel González Olivieri	•	•	•	•	•	100%
Marcelo Zambrano Lozano	•	•	•	•	•	100%
Armando J. García Segovia	•	•	•	•	•	100%
Rodolfo García Muriel	•	•	•	•	•	100%
Francisco Javier Fernández Carbajal	•	•	•	•	•	100%
Armando Garza Sada	•	•	•	•	•	100%
David Martínez Guzmán	•	•	•	•	•	100%
Everardo Elizondo Almaguer	•	•	•	•	•	100%
Ramiro Gerardo Villarreal Morales	•	•	•	•	•	100%
Gabriel Jaramillo Sanint	•	•	•	•	•	100%
Isabel María Aguilera Navarro	•	•	•	•	•	100%

<sup>1</sup> 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.