



## **Description of the evaluations and self-evaluations process of the members of CEMEX, S.A.B. de C.V.'s Board of Directors and each of its Committees**

Once the 2022 calendar year concluded, the members of CEMEX, S.A.B. de C.V.'s ("CEMEX") Board of Directors (the "Board") conducted an evaluation of the Board, that also included a self-evaluation by each Director, to determine whether the Board and the Board's Committees functioned effectively during the full 2022 calendar year.

In particular, the evaluation process, which includes the preparation and delivery to each Director of an evaluation form that must be completed, covers, among other items:

- I. The composition and general structure of the Board, including the proportion between non-independent and independent Directors, and the skill set and experience of each Director and the Board as a group;
- II. The effectiveness and the operation of the Board, including the matters covered during each Board meeting, if enough time is allocated to each meeting and matter, if sufficient information on each matter discussed at Board meetings is provided, number of Board meetings held per year, if enough time is given to prepare for each Board meeting, if the agenda for each Board meeting is clear and properly presented, among other topics that were evaluated;
- III. The performance and operation of the (a) Board, (b) its Audit Committee, (c) its Corporate Practices and Finance Committee, and (d) its Sustainability, Climate Action, Social Impact and Diversity Committee (formerly named the Sustainability Committee); and
- IV. Self-evaluation by each Director regarding their overall performance and duties, including their confidentiality undertakings, preparation for meetings, participation, time allocated, among other topics that were evaluated.