



Report that the Chairman of the Board of Directors of CEMEX S.A.B. de C.V. presents to the Ordinary General Shareholders' Meeting dated March 26, 2020

Ladies and Gentlemen:

On behalf of the Board of Directors, officers and all CEMEX— it is an honor to welcome you to another Ordinary General Shareholders' Meeting to present the obtained results in 2019.

2019 BACKGROUND

First of all, it is necessary to recognize that it was a complex year, both for the global business environment in general, and, in particular, for some of the main markets where we operate - especially Mexico, where we expect a slight improvement in the demand for our products and services.

2019 was a year with constant ups and downs in numerous macroeconomic factors and indicators, which evoked a global volatility that discouraged public and private investment in multiple sectors— including, logically, the construction sector and the development of infrastructure projects in different markets in which we operate.

The continuous commercial and geopolitical tensions; a synchronized deacceleration in some developed and emergent economies; elections, with their respective transitions in public administrations; as well as natural effects of climatic phenomena— among many other factors— jointly and in different degrees impacted the construction industry and, as a consequence, our company as well.

PROACTIVE AND INNOVATIVE FOCUS

As our Chief Executive Officer will briefly detail, although in 2019 we obtained once more a net profit, our total sales were reduced in comparison with last year, as well as our operation cash flow.

However, adhered and guided by our fundamental commitment to you — our shareholders — at CEMEX we have maintained a proactive approach aimed at constantly improving our own performance and, above all, to strengthen our ability to create greater value in the future.

In this sense, we are focused on elevating our operating efficiency, reducing even more the diverse costs associated to our productive activities— particularly those related to energy, which diminished last year by 4 percent.

In 2019, we achieved recurring savings of 170 million dollars by postponing nonessential projects, lowering the corporate expense, and concentrating our staff tasks, among many other initiatives.

Likewise, as part of our plan to build A Stronger CEMEX, we have closed or announced divestments for approximately 1.6 million dollars, and we allocated these resources to continue to reduce our debt.

At the end of last year, we launched the second phase of this initiative— within a framework of a broader adjustment to our business strategy— with the objective of providing a greater impulse to our ability to generate a higher operating cash flow.

Given the strong adversities we faced in 2019, the Board of Directors and our management team agreed on a series of measures designed to further improve our company.

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 26, 2020.

In general terms, these initiatives include focusing on large metropolis, where the main part of the demand for our products and services stems from; for example, in France, the surrounding area of Paris generates a demand three times higher than the rest of the country.

To promote a higher organic growth in the markets in which we have a competitive presence, and increase our market share in businesses related to the construction industry, from prefabricated concrete products to additives or logistics services, just to provide some examples.

It is worth mentioning that this strategy will be executed following our principle of maintaining our costs of operation as low as possible.

All this, with an approach effectively focused on the client — through innovation aimed at obtaining tangible results, as well as continuing to lead the digital transformation in our industry.

As our Chief Executive Officer will inform us, our CEMEX Go digital platform has been widely accepted, especially among recurring clients while we have continued to expand into the new digital value chain of construction through CEMEX Ventures.

Additionally, since our beginnings almost 115 years ago, at CEMEX we have always had a genuine passion for change — which is currently and clearly shown in the way we are innovating in every level within the organization.

Thus, some of our Research and Development tasks are focused on creating products to build sustainable and resilient constructions, to prevent risks and contribute so that, when an unfortunately natural disaster occurs, no human lives are lost, and economic damages are lower.

PERSPECTIVE

Ladies and Gentlemen:

This year, we anticipate better results based in these considerations:

- The talent and dedication of all our work team.
- Our constant operational improvements; our efficiency in reducing costs; and our proactive financial strategy.
- Our global initiatives to promote an increase in the use of concrete.
- Our growing focus in metropolis, and the integration of a higher number of related businesses that complement our core business.
- Our competitive advantage due to the advance of our digital transformation.
- Our leadership and strategic focus in sustainability.
- Our adherence to our ethical principles and values.
- Our ability to innovate and create products and services that have high aggregated value in the industry.

As in — of course— relatively more favorable macroeconomic conditions in our main markets around the world.

The global business environment remains challenging, but at CEMEX, we maintain our focus on the variables we can control — to continue creating value and achieve better returns for all of you.

On behalf of the company, I thank you again for your confidence in CEMEX — now I give the word to Mr. Fernando González Olivieri, who will share the Chief Executive Officer's report.

Thank you for your attention.



Monterrey, N.L. March 26, 2020.

Rogelio Zambrano Lozano
Chairman of the Board of Directors