



CEMEX PUBLIC AFFAIRS AND STAKEHOLDER ENGAGEMENT POLICY

The objective of this policy is to establish the role that Public Affairs and Stakeholder Engagement play at CEMEX within its strategy and ongoing management of the business. It also aims to align the company's management team on the role's scope, value, management process and governance.

Public Affairs at CEMEX is defined as the *proactive engagement of our stakeholders to capture material business opportunities and reduce the risk to our operations. It also represents our management of social impacts arising from our activities and delivery of shared value through proactive community engagement and strategic investment.*

At CEMEX, engaging our stakeholders (government officials, NGOs, communities, media, trade associations, academia, etc.) is an integral part of the way we conduct business. Our objective is to become and be perceived as a proactive and positive neighbor and partner. Thus, wherever we operate, we strive to build mutually beneficial relationships with our stakeholders and communities. CEMEX is committed to engage its stakeholders in an ongoing and transparent way. We aim to create value developing business opportunities, identifying and mitigating potential risks and ultimately promoting a positive environment in which to conduct business. In addition, we seek to create value to society through our core business activities, leveraging our employees' expertise and capabilities.

To meet this Commitment we will:

- Identify the most relevant business issues (risks or opportunities) related to our external environment and establish an issue agenda (Public Affairs agenda) with a set of objectives for each issue.
- Identify, prioritize and map stakeholders taking into consideration the potential impact on our business objectives, their interests and their willingness to engage with our company.
- Analyze stakeholders' interests and expectations through active research and consultation and provide input into the development of an engagement plan that seeks to address both the company and its stakeholders' positions and objectives.
- For each agenda objective and stakeholder, establish an engagement plan that includes a measurable performance target, specific actions, a timeframe and a CEMEX person responsible.
- Monitor, review and assess our engagement performance against targets and industry best practices to drive continuous improvement and openly report the results achieved. Business unit engagement plan progress tracked on a monthly basis in senior management meetings. Global plan results presented to the ExCo on a quarterly basis. Country Managers present engagement results to the Regional President on a quarterly basis.
- Update the business agenda, priority stakeholders and engagement plans on a yearly basis with input from engagement results and stakeholder feedback. Updated agenda and plans introduced in country strategic business plans. Updated global and country agendas presented yearly to the ExCo and Regional Presidents respectively.
- Provide company business units and operating sites with adequate guidance, training and tools to engage stakeholders effectively.

- Establish global company positions and guide advocacy for the most relevant business and societal issues facing the company.
- Foster strong and ongoing relationships that are supportive of our license to operate over the long term.
- Ensure stakeholder engagement practices comply with company policies and procedures and all applicable local laws and regulations.
- Provide our stakeholders with an active mechanism for communicating grievances, complaints or possible conflicts.

The company is committed to establishing a Public Affairs agenda at a global and business unit level as well as applying a community stakeholder engagement agenda to its cement, ready-mix and aggregates operating sites. A common methodology is followed to establish the agenda, identify and select the relevant stakeholders and deliver an engagement plan at a global, business unit and operating site level.

Country managers are ultimately responsible for establishing and driving the engagement agenda and its delivery. The Cement Operations, Ready-Mix and Aggregates Directors are responsible for community engagement at their business operating level. The Public Affairs Head in every business unit will guide, provide the necessary tools, manage and track the stakeholder engagement process at a country and operating site level.

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Chief Executive Officer

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