CEMEX

Sustainability-related Disclosures Report



Except as the context otherwise may require, references in this report to “Cemex,” “Company,” “we,” “we have,” “our,” or similar expressions refer to Cemex, S.A.B. de C.V. (NYSE: CX; BMV: CEMEX.CPO) and its consolidated entities.

This report is presented in accordance to paragraph 6 of subsection a) of fraction I of Article 33 of the “General Provisions Applicable to Issuers of Securities and Other Participants in the Securities Market” issued by the Comisión Nacional Bancaria y de Valores (the “Provisions”). This report constitutes the report containing the Sustainability information (as defined in the Provisions) referred to in Article 82 Bis of the Provisions.

About Cemex

Our Company

Cemex is a global building materials company committed to providing innovative and sustainable solutions for the construction industry.

With a 100-plus-year operating history, Cemex is focused on operational excellence, disciplined management of its resources, and long-term shareholder value creation. We drive innovation to support the world in reaching the next frontier of sustainable living through industry-focused research and development while maintaining a pragmatic, performance-driven approach to growth.

We are committed to achieving carbon neutrality by pioneering solutions to decarbonize our operations and by positively contributing to nature. With a digitally enabled customer experience, we offer cement, ready-mix concrete, aggregates, and urbanization solutions in growing markets around the world.



Cemex at a Glance

+100 year operating history founded in 1906

+39,000 employees worldwide

2050 our commitment to achieve carbon neutrality

US $3.1 billion of consolidated operating EBITDA

US $16.1 billion consolidated sales

52 cement and grinding plants

57 marine terminals

225 aggregates sites

1,136 ready-mix concrete plants

235 land distribution centers

Our Businesses

Cement

A binding agent, when mixed with aggregates and water, produces either ready-mix concrete or mortar.

52
cement and grinding plants

78
million metric tons of installed production capacity

Aggregates.

Inert granular materials, such as stone, sand, and gravel, obtained through land-based resources or dredging of marine deposits.

225
sites

132.5
million tons of annual sales volume

Ready-Mix Concrete

A combination of cement, aggregates, admixtures, and water.

1,136
plants

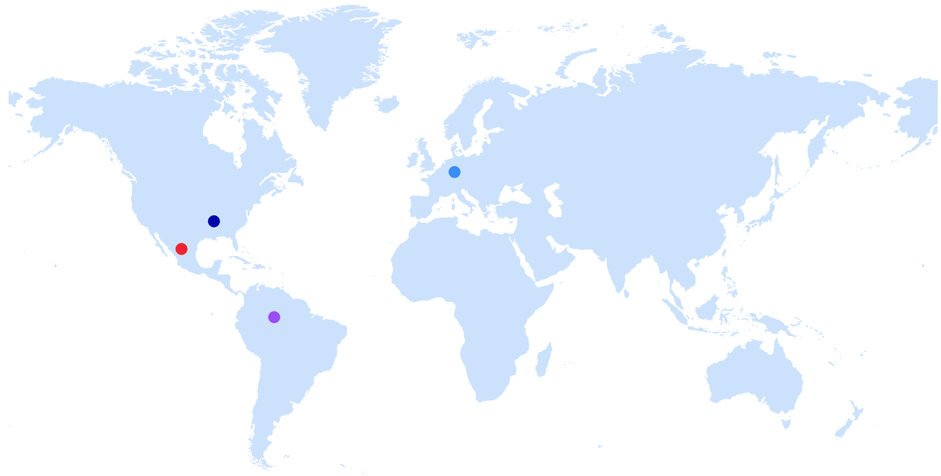
42.9
million cubic meters of annual sales volume

Urbanization Solutions

Complementary solutions designed to address urbanization opportunities and evolving industry trends. Our Urbanization Solutions are organized around four relevant businesses, each offering solid growth potential and strong synergies with our other businesses.

- Construction Chemicals
- Mortars
- Concrete Products
- Asphalt

Our Global Footprint



U.S.

- US$5.0B sales
- +8,700 employees
- 8 cement plants
- 279 ready-mix concrete plants
- 52 aggregate quarries

Mexico

- US$4.4B sales
- +15,000 employees[1]
- 15 cement plants
- 252 ready-mix concrete plants
- 15 aggregate quarries

Other

- +1,200 employees[3]

EMEA – Europe, Middle East, and Africa

- US$5.1B sales[2]
- +10,600 employees
- 19 cement and grinding plants
- 565 ready-mix concrete plants
- 141 aggregate quarries

SCA&C – South, Central America, and the Caribbean

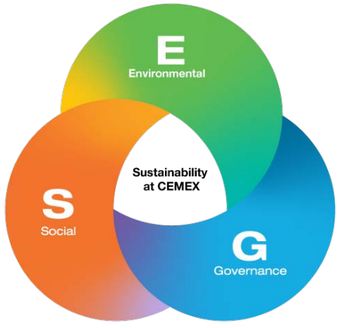
- US$1.1B sales
- +3,800 employees
- 10 cement and grinding plants
- 40 ready-mix concrete plants
- 17 aggregate quarries

[1]Total employees exclude Sinergia Deportiva employees.
[2]US$3.8 billion sales for Europe and US$1.3 billion sales for Middle East and Africa (MEA).
[3]Includes employees performing corporate functions in different locations.

Our Sustainability Model

We recognize that our business has a critical role to play in creating a more sustainable future, and we seek to generate a positive impact for all our stakeholders. To this end, we have set ambitious goals to become a net-zero CO_2 company by 2050, and we strive to make sustainability a part of our everyday decision-making processes.

By prioritizing environmental, social, and governance (ESG) issues, we have developed a sustainability roadmap that guides our transformation and evolution alongside society. As we trace this path, we remain dedicated to putting ESG issues at the heart of our corporate policies, culture, and business practices, so that we can continue to make a meaningful difference for years to come.





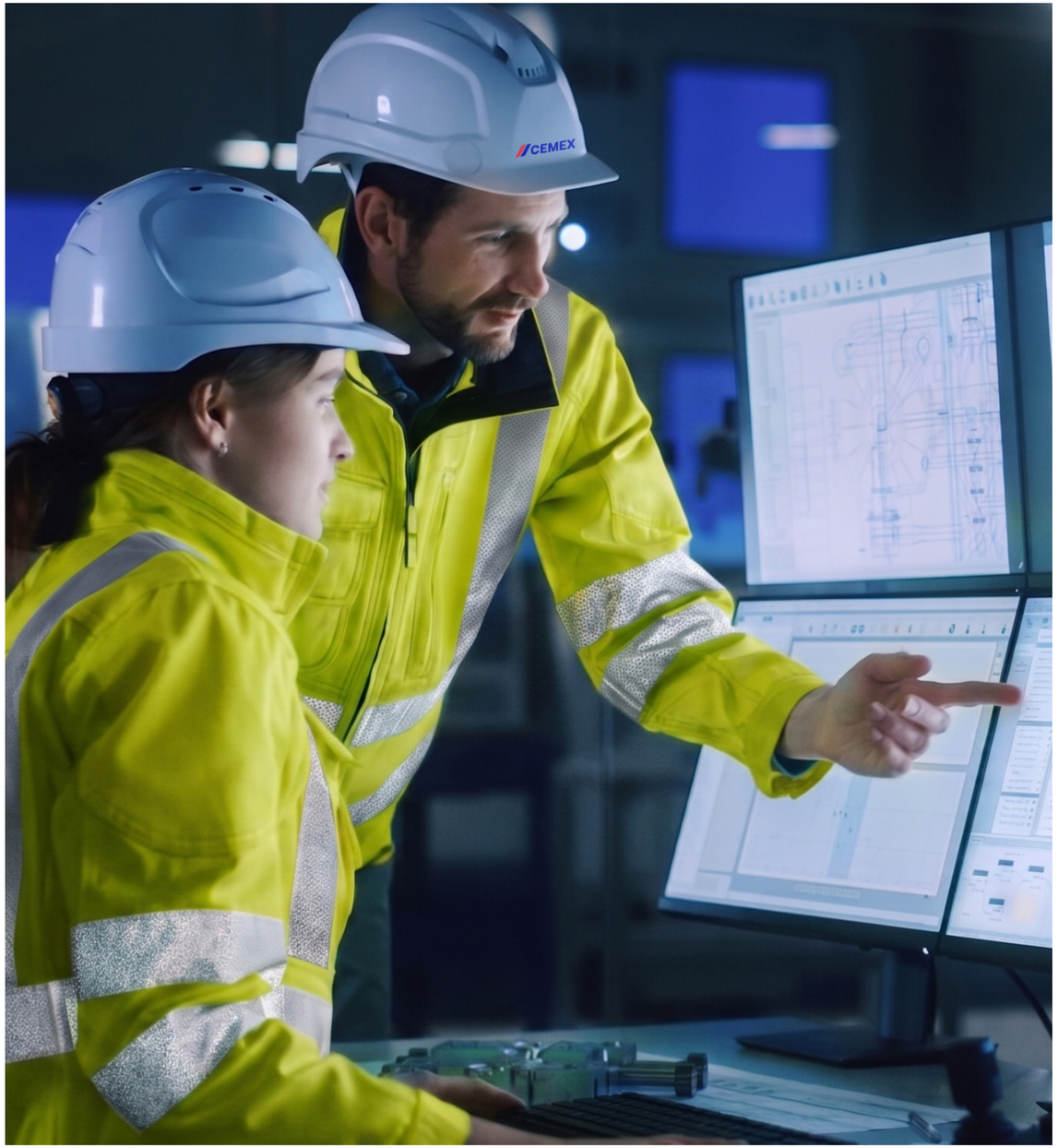
Governance

- *The governance body or bodies, or individuals, responsible for oversight of sustainability- and climate-related risks and opportunities*
- *The governance processes, controls, and procedures the entity uses to monitor and manage sustainability- and climate-related risks and opportunities*
- *Management's role in the governance processes, controls, and procedures used to monitor, manage, and oversee sustainability- and climate-related risks and opportunities*

Corporate governance of risks and opportunities

Our Board of Directors, through the corresponding Board Committees, provides strategic guidance and oversight into risk and opportunity management by regularly discussing the enterprise risk and opportunity agenda and reviewing the effectiveness of our risk and opportunity management system enforced by our Risk Management Committee.

The Sustainability, Climate Action, Social Impact and Diversity Committee provides board level oversight of our sustainability and climate action and nature strategy. The Committee is currently comprised of four members of the Board of Directors, which are approved by our shareholders at Cemex S.A.B de C.V.'s ordinary general shareholders' meeting considering their skills and competencies[4]. During 2025, the Committee met four times with a meeting attendance of 100%.



[4]For more information on our Board of Directors' expertise, please refer to the Board of Directors Skill Matrix in page 243 of our 2025 Integrated Report.

The sessions of the Committee are usually briefed by the Executive Vice President of Sustainability and Operations Development, along with the Vice President of Global Sustainability. These briefings include in-depth reviews of previously defined topics as well as unforeseen recent developments that are considered material enough to be brought on or that require guidance from the Sustainability, Climate Action, Social Impact and Diversity Committee. The Committee also reviews and discusses Cemex's Sustainability Risk and Opportunity Agenda at least once a year. This Sustainability Risk and Opportunity Agenda identifies key sustainability and climate-related risks and opportunities that could impact Cemex's sustainability priorities, including but not limited to our Future in Action program, our global climate action and nature program to transform our business through climate action, developing lower-carbon products, solutions, and processes to become a net-zero CO_2 company by 2050.

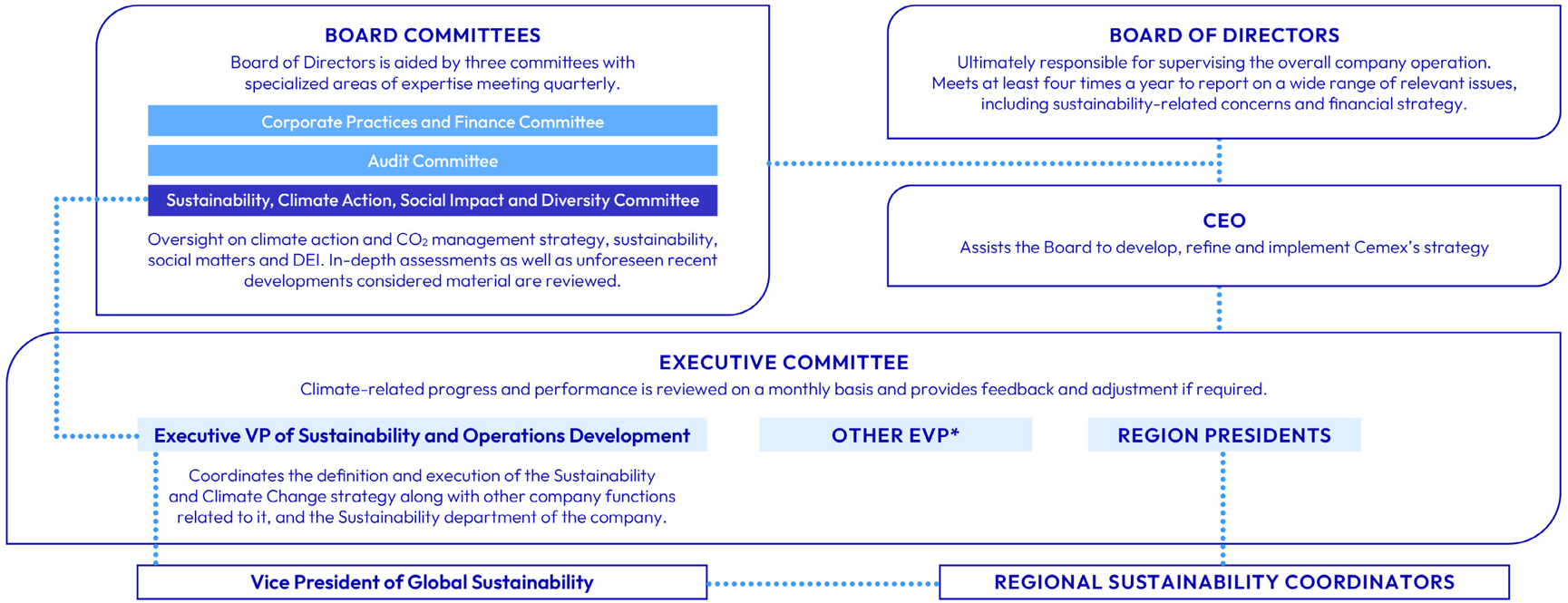
Committee members are responsible for providing insights and direction on the management of these sustainability- and climate-related risks and opportunities, and for seeking alignment of the strategy with Cemex's overall management.

The main responsibilities of the Sustainability, Climate Action, Social Impact and Diversity Committee of the Board of Directors are:

- Overseeing sustainability, social impact, and diversity policies, strategies, goals and programs;
- Reviewing Cemex's sustainability risk agenda;
- Supporting and overseeing the implementation of our Human Rights program, including our Human Rights Policy;
- Evaluating the effectiveness of sustainability and climate action, social impact, and diversity programs, goals, and initiatives;
- Identifying the main risks concerning sustainability-related matters (including human rights) and overseeing mitigation action
- Support a model of sustainability, priorities, and key indicators, including our Future in Action climate action and nature program;
- Review of the structure of, content, and overall performance set forth in Cemex's integrated reports;
- Reviewing notes to the financial statements related to Cemex's climate action, as well as on CO_2 emissions and sustainable financing, if any;
- Reviewing the progress in achieving our sustainability objectives;
- Reviewing the communication strategy in sustainability issues;
- Providing assistance to the CEO and senior management team regarding the strategic direction on sustainability and social responsibilities model; and
- Providing assistance to the Corporate Practices and Finance Committee as needed on diversity matters.

At the executive level, the Risk Management Committee, which is composed of the Executive Committee (ExCo) members at a global level, reviews Cemex's risk exposure once a year, as well as its potential impact and mitigation and management measures, through the discussion of the enterprise risk and opportunity agenda.

The Executive Vice President of Sustainability and Operations Development, reporting directly to Cemex's CEO, is a position in the ExCo to oversee the areas of Sustainability, Operations, Technology, Energy, Research and Development, Trading and Shipping, coordinates and executes the sustainability and climate change strategy of the Company. The Executive Vice President of Sustainability and Operations oversees the integration and progress of all sustainability and climate-related initiatives and targets across all the Company.



*Enterprise Risk Management system included in the Executive Vice President of Strategic Planning and Business Development

The Sustainability department, coordinated by the Vice President of Global Sustainability, has leadership in each operating region to facilitate the coordination with other functions that contribute to the sustainability and climate change strategy. This role also involves coordinating with regional sustainability leaders to consolidate sustainability efforts and mitigate potential risks across all business units in coordination with the Strategic Planning team.

Strategy

- *Sustainability- and climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects*
- *Business model and value chain*
- *Strategy and decision-making*
- *Financial position, financial performance, and cash flows*
- *Strategic resilience of sustainability- and climate-related risks and opportunities*

Our sustainability- and climate-related risks and opportunities are measured and assessed taking into account Cemex's defined time horizons: short term up to 1 year, medium term up to 5 years, and long term beyond 5 years. These time horizons are aligned with Cemex's strategic planning decisions and are used as a reference for the assessment of sustainability- and climate-related risks and opportunities.

IFRS S1: Sustainability-related risks and opportunities

Health and Safety

Risk
Time Horizon: Short-term
Impact on the value chain: Own operations, Downstream

Certain activities within our operations, if not carried out responsibly, can pose significant hazards, potentially resulting in injury, illness, or even fatalities among employees, contractors, or third parties. In a similar way, accidents might damage our people, property, communities, or reputation.

Current and anticipated effects of risks and opportunities.

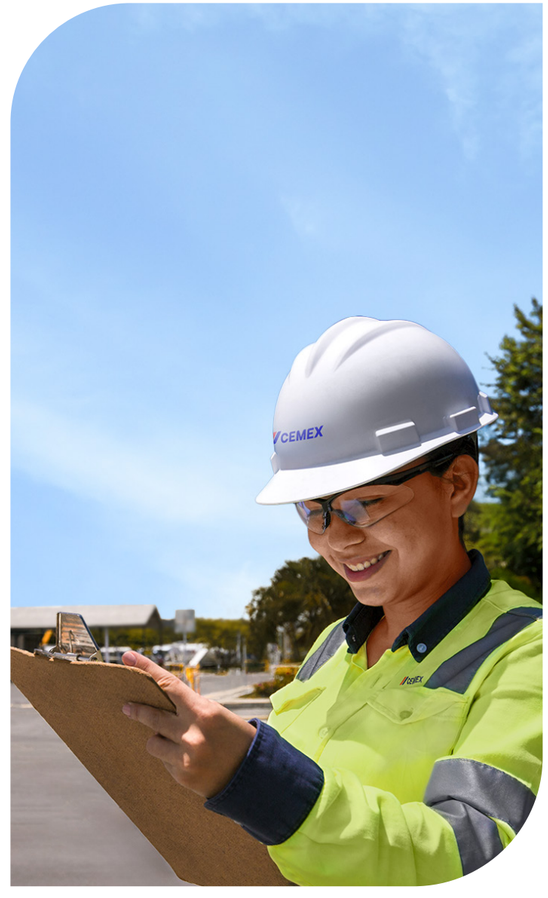
Any given accident that occurs at our facilities or as a result of our operations could lead to operational disruptions and legal or regulatory consequences. Additionally, we may also be required to assume costs and liabilities to compensate affected personnel and repair or replace damaged property. Such events could materially and adversely affect our reputation, business, liquidity, and results of operations.

Strategy and mitigation measures.

- Aim for zero recordable injuries, job-related illnesses, preventable vehicular incidents, and environmental events.
- Prioritize the safety of our people (employees, contractors, and communities).
- Reinforce Health and Safety Protocols (e.g., Life-Saving Behaviors, Pandemic Resilience, and Rapid Response Teams).
- Adhere to high health and safety standards and continuously monitor, prepare, and comply with recommendations.
- Global Wellbeing Model, created to facilitate a better life quality for our employees both inside and outside of work.

Through our Zero4Life commitment, consisting of seeking to achieve zero injuries, we have delivered positive results. In 2025, the Lost Time Injury (LTI) severity rate for employees was 0.3. During 2025, 97% of our operations achieved zero LTIs among employees, and 88% achieved zero TRIs.

Each Cemex site has a Health and Safety Management System, a framework for operations to identify, manage, and continuously improve their health and safety performance. This framework helps us establish a structured approach to occupational health and safety and promotes employee well-being.



Regulatory and compliance requirements, including sustainability

Risk
Time horizon: Short-term
Impact on the value chain: Upstream, Own operations, Downstream

As a global company, Cemex is subject to the laws and regulations of the countries where we operate. These laws and regulations include, but are not limited to, areas such as anti-corruption, anti-bribery, anti-money laundering, antitrust, anti-boycott, economic sanctions, trade embargoes, export controls, information security, mining, transportation, insider trading, and tax regulations, as well as laws that regulate our operations. Additionally, we are involved in relevant regulatory matters and legal proceedings that depend on the application and interpretation of the law by local and national authorities. We also face an increasing number of environmental (e.g., CO_2, air emissions, circular economy and waste management, biodiversity, water), social (e.g., labor, human rights, diversity), and governance regulations across jurisdictions in which we operate. Sustainability performance, in general, is under heightened scrutiny from certain stakeholders and different parts of society.

The lack of clarity in new legislative developments, combined with inconsistent and sometimes conflicting frameworks, may lead to compliance challenges, higher operational costs, and potential legal or reputational risks for our business.

Current and anticipated effects of risks and opportunities.

Any noncompliance or nonadherence to laws and regulations or any significant delay in adapting to changes may result in potential cost increases, investigations, fines and penalties, restrictions or closure on production facilities, among others, which could have a material adverse effect on our reputation, business, financial condition, liquidity, and results of operations.

Additionally, these laws and regulations could expose Cemex to the risk of reputational damage, loss of customers, difficulty in retaining and attracting talent, social activism, new mandatory operational and disclosure requirements, among other things.

Strategy and mitigation measures.

- Monitor and comply with applicable local, state, and federal laws and regulations.
- Execute Cemex's sustainability strategy, which includes its Future in Action program.
- Monitor and comply with sustainability laws and regulations, seeking for adherence to sustainability standards and practices.
- Continue enhancing and enforcing our Ethics and Compliance program.
- Improve internal controls through continuous internal audits and other methods.
- Continue sustainability-related governance through committees such as the Global ESG Committee, regional and country sustainability committees, the ETHOS Committee, and the Human Rights Global Committee, among others, via training, audits, and other initiatives.
- Ensure Board oversight and guidance regarding the management of sustainability risks and opportunities through the discussion of the Sustainability Risks and Opportunities Agenda by the Board's Sustainability, Climate Action, Social Impact, and Diversity Committee.
- Establish accounting reserves for legal proceedings when adverse outcomes are probable.

ETHOSline is our institutional reporting mechanism, accessible on our website, mobile devices, and our intranet, that is open and free for anyone to use. This secure, confidential, and independent platform is available 24 hours a day, to both employees and the general public, including our third parties, to report any allegations of misconduct anonymously or confidentially. During 2025, 91% of the reports we receive through our ETHOSline.

To continue supporting our internal efforts, we rely on an integrated training ecosystem delivered both online—through Cemex University and other e-learning platforms—and in instructor-led, in-person formats, reaching employees across all regions. This approach reinforces the principles of our ETHOS program and upholds high standards of business conduct across our operations. During 2025, more than 17,500 training sessions were completed.

Additionally, Cemex's Global Ethics and Compliance Programs incorporate risk assessments, due diligence and third-party risk management, training programs, legal audits and investigations, as well as global communication campaigns at all levels of the organization.

As of December 31, 2025, more than 20,300 hours of employee training were delivered to reinforce the Code of Ethics and Business Conduct. 100% of operations in high-risk countries were audited in 2025.



Labor relations, and talent attraction, retention and development

Risk and Opportunity
Time Horizon: Short-term
Impact on the value chain: Own operations

Attracting and retaining a specialized workforce, effectively planning leadership succession, and adapting to evolving workplace demands and environments across our operations are essential elements to achieving our strategic priorities. Labor shortages, tight labor markets, wage inflation, labor activism and unrest, failure to maintain satisfactory labor relations, and shifting expectations for the work environment are some sources of risk that could negatively impact our talent management and labor-related efforts. As digitalization and innovation accelerate and new generations enter the workplace, the construction and building materials industry may be perceived as less attractive than other industries or require technical skills that are increasingly difficult to source for key positions.

At the same time, investing in robust talent development programs, leadership pipelines, and continuous learning initiatives presents a significant opportunity to strengthen organizational resilience.

Current and anticipated effects of risks and opportunities.

Failure to effectively attract and retain talent, labor activism and unrest, and failure to maintain satisfactory labor relations could materially and adversely impact our business, financial performance, and results of operations and compromise the achievement of our strategic priorities. Additionally, insufficient development of critical skills among future leaders may limit the Company's ability to execute its medium- and long-term strategies.

Strategy and mitigation measures.

- Adapt Cemex's culture, policies, and procedures to evolving work environments.
- Strengthen talent management processes.
- Continue improving key initiatives (e.g., Workforce Experience and Rewards and Incentives programs), seeking the attraction and retention of target groups.
- Proactively renew collective bargaining agreements.





Our talent management cycle has a set of three interconnected processes: Performance management, talent review, and succession management. Working in concert, these processes maximize our organization's performance potential. They also help us make informed decisions on staffing requirements, participation in leadership development programs, and potential challenges or gaps in our global talent needs.

Through our Workforce Satisfaction Survey (We'X), conducted annually at a global level as either a comprehensive or pulse survey, we identify what matters most to our employees. In 2025, we achieved a response rate of 84%, reflecting strong employee engagement and the contribution of valuable feedback to strengthen our culture. Our employee Net Promoter Score (eNPS) of 47 positioned us above the global benchmark we use.

At the same time, we implemented learning and development programs to prepare our teams for a changing environment.
In 2025, we had more than 24,000 active learners on our platforms and over 34,000 courses completed during the year. Developing the next generation of leaders is an intentional investment in long-term performance, ensuring the organization is well positioned to respond to evolving business opportunities. We offer four core leadership development programs—"CONNECT," "ASCEND," "IGNITE," and "ENVISION"—which support our leaders at different stages of their professional journey.

Additionally, every two years we assess our local competitiveness—both within and outside our industry—in the markets where we operate, as we believe that offering competitive compensation and benefits packages is essential to attract and retain talent.

Nature Risks

Higher costs resulting from emissions regulations

Risk
Time Horizon: Short-term
Impact on the value chain: Own operations

Air emissions not related to primary GHGs—particulate matter (PM), sulfur oxides (SOx), and nitrogen oxides (NOx)—are generated as part of the cement manufacturing process. Lower-magnitude air emissions—volatile organic compounds, dioxins and furans, and other heavy metals—are released in smaller quantities.

Current and anticipated effects of risks and opportunities.

We face a growing number of environmental (e.g., CO_2, air emissions, circular economy and waste management, biodiversity, water), social (e.g., labor, human rights, diversity), and governance regulations in the jurisdictions where we operate. Sustainability performance, overall, is subject to increasing scrutiny from certain stakeholders and different segments of society.

The lack of clarity in new legislative developments, combined with inconsistent and at times conflicting frameworks, may result in compliance challenges, higher operating costs, and potential legal or reputational risks for the business. Non-compliance with emissions regulations could result in legal fines and reputational damage.

Strategy and mitigation measures.

- We continue to invest in technologies to monitor and reduce air emissions across our operations.
- We implement a risk-based Environmental Management System that systematically audits compliance with our environmental policy across our businesses.
- Major emissions are continuously monitored, while minor kiln emissions are monitored at the frequency required by the Global Cement and Concrete Association (GCCA) protocol.
- Our Global Procurement and Inventory Policy establish that suppliers are subject to evaluation processes related to sustainability, including air emissions.

Currently, 100% of our clinker production is subject to continuous emission monitoring systems for our major air emissions. This comprehensive monitoring embraces our commitment to reduce non-GHG air emissions, including particulate matter (PM), sulfur oxide (SOx), and nitrogen oxide (NOx), regardless of state or local requirements.

During 2025, approximately US$210 million was invested in sustainability-related projects, including initiatives to monitor and reduce our emissions.

Also, our risk-based Environmental Management System (EMS) systematically audits internal compliance with our environmental policy across all our global operations and through our three businesses, cement, ready-mix, and aggregates. For 2025, 89% of our businesses have an EMS aligned with global environmental standards, such as ISO 14001 and the EU Eco-Management and Audit Scheme.

Disruption to business due to water scarcity

Risk
Time Horizon: Medium-term
Impact on the value chain: Own operations

Water is a finite, essential resource for ecosystems, communities, and economic development and an important element to Cemex's operations. We are committed to minimizing our impact on water resources across three key areas: resource availability, quality, and ecosystem integrity. Water scarcity in certain regions and Cemex sites represents a significant risk to the Company's operations.

Current and anticipated effects of risks and opportunities.

Water scarcity at Cemex's operating sites could impact production due to limited availability of water for critical processes such as cooling, dust control, grinding, and auxiliary services in cement plants. Additionally, in water-stressed regions, there is a likelihood of operational restrictions and prioritization of water use for human consumption and agricultural purposes. This could result in increased costs to secure reliable water supplies.

From a regulatory perspective, there is also a risk related to permitting, including stricter limits on water concessions, conditional renewals, or potential revocations in contexts of scarcity. Furthermore, there may be reputational impacts associated with community perceptions in the areas where we operate.

Strategy and mitigation measures.

- Under our Future in Action program, water is managed as a material sustainability topic.
- Operations have been identified and prioritized based on their level of exposure to physical, regulatory, and reputational water-related risks.
- We have developed Water Management Action Plans to strengthen water stewardship and conservation—particularly at sites located in water-stressed areas.
- We are working to gradually increase the use of non-freshwater as an alternative water source.

We actively pursue pollution prevention, aiming to apply best available techniques to minimize operational impact.
We strive to comply with Company policies and procedures, as well as with applicable local laws and regulations.

Working with leading sustainability consulting firm Environmental Resources Management (ERM), Cemex has developed a global Zero Freshwater and Zero Discharge Framework and an associated measurement protocol. Cemex became the first company in the world to achieve Zero Freshwater certification at 31 plants in Mexico.

As of the end of 2025, more than 50% of our sites located in high and extremely high water-stress areas have implemented Water Management Action Plans, reflecting ongoing progress toward this objective.

We are on track to meet our 2030 freshwater withdrawal reduction targets, which include a 20% reduction in freshwater withdrawal for cement, 10% reduction for ready-mix concrete, and 15% reduction for aggregates versus our 2021 baseline. To achieve these targets, we are working on gradually increasing the use of non-freshwater, such as alternative water from treatment plants and other industries (e.g., bottling and beverages) and rainwater we collect or recover.

IFRS S2: Climate-related risks and opportunities

The effects of climate change have increased in severity and intensity over the years. The alarming streak of exceptionally high temperatures continued in 2025—a year shaping up to be one of the three warmest ever recorded—according to the World Meteorological Organization's (WMO) State of the Global Climate Update. The WMO also warned that the world is not on track to meet the goals of the Paris Agreement, and that a more extreme climate is having significant global impacts on economies and on all aspects of sustainable development.

This situation poses short-, medium-, and long-term climate risks to our business environment. Cemex categorizes climate risks into two main categories: i) transition risks, which refer to the potential impacts of transitioning toward a low-carbon economy; and ii) physical risks, which refer to potential climate events that could directly affect our assets and operations.

Transition risks

Policy

Time horizon: Short- to medium-term
Impact on the value chain: Upstream, Own operations, Downstream

Cemex is subject to a growing number of CO_2 regulations aiming to incentivize CO_2 emissions reduction. In jurisdictions with carbon regulation in place, such regulations often manage CO_2 pricing in the form of cap-and-trade systems, particularly in Europe and in the U.S in California and Colorado. In other geographies, new or stricter CO_2 regulations are under discussion or development and could imply a higher CO_2 cost for Cemex in the short- and medium-term, for example, in the form of Emissions Trading Systems or CO_2 taxes. Unclear CO_2 regulations could result in double regulations. For instance, an entity may be subject to a cap-and-trade scheme as well as an emissions tax, which may have inconsistent or overlapping policy objectives. Likewise, the unequal application of a CO_2 pricing mechanism between local and foreign producers could cause competitive disadvantages. On the other hand, government policies that incentivize the use of alternative technologies to reduce CO_2 emissions (e.g., circular economy practices) are not advancing at the required pace or at the same pace in all geographies in which we operate, which may slow down the reduction of CO_2 emissions.

Current and anticipated effects of risks and opportunities.

At Cemex, we are experiencing increased costs in our direct operations and value chain in countries with existing Emissions Trading Systems (ETS), including our European operations, California and Colorado in the United States, and we expect in the future to increase our costs in Mexico which is still in the pilot phase as of the date of this report. Additionally, higher costs are arising in countries with carbon taxes, such as several Mexican states.

Furthermore, we may be subject to substantial penalties in the event of non-compliance with laws and regulations, and the failure to achieve our carbon emissions reduction targets or other climate-related objectives could have a material adverse effect on our business, financial condition, and results of operations.

Strategy and mitigation measures.

- Execution of our Future in Action program to drive a profitable decarbonization throughout our value chain through the reduction of CO_2 emissions.
- Active participation in reducing the carbon footprint of the construction materials industry through the definition of ambitious targets.
- Collaboration and engagement with governments and industry chambers.
- Sustainability initiatives increasingly integrated in all our operations.

At Cemex, we have our cement plant-by-plant CO_2 Roadmap, which includes all the initiatives to reduce CO_2 needed to accomplish our 2030 targets. We have identified, evaluated and prioritized initiatives to execute during this decade, including the switch to alternative fuels, specifically biomass, clinker substitutes and the use of decarbonated raw materials. As of December 31, 2025, and since the launch of our Future in Action program in 2020, we have reduced our specific Scope 1 and 2 CO_2 emissions by 14% and 37%, respectively, driven primarily by the reduction of our clinker factor to 70.1%—the lowest level in our history—as well as by an alternative fuel substitution rate of 32.1%.

We also participate in the development of Carbon Capture Utilization and Storage (CCUS) technology as a long-term solution beyond 2030.

Additionally, as part of our strategy, we have implemented robust advocacy efforts across the geographies where we operate. In Mexico, we collaborate with the Mexican government through the *Cámara Nacional del Cemento* (CANACEM) in the review of the ETS regulation that will enter into force in Mexico; and in the countries of our SCA&C region, we collaborate with the *Federación Interamericana del Cemento* (FICEM) to assess the economic and emissions impact of carbon tax regulations versus ETS, which has been analyzed in terms of emissions and economic impact.

Current and anticipated financial effects. Increased costs resulting from regulation and carbon pricing, potentially exacerbated by competitive pressure from imports from countries with less stringent CO_2 regulations, and penalties for non-compliance with laws and regulations could have a material adverse effect on our business, financial condition, and results of operations. An increase in production costs is already impacting on our operating expenses, particularly in our European cement operations and in California, due to regulatory changes.



Technology

Time horizon: Long-term
Impact on the value chain: Upstream, Own operations, Downstream

The development and scaling of new technologies are essential to reducing CO_2 emissions and meeting our 2050 net-zero CO_2 emissions target, the sustainability-related key performance indicators (KPIs) in our financing arrangements and operating within the limits of any cap-and-trade systems applicable to Cemex. However, some CO_2 reduction technologies still require validation in terms of technical feasibility, viability, and scalability, and breakthrough technologies require significant capital investment, some of which might not be efficient in cost for the Company.

Current and anticipated effects of risks and opportunities.
We face increased costs due to the development and deployment of new technologies for products, solutions, and implementation across direct operations and upstream and downstream value chains. In addition, the process to secure government funding is highly competitive, and economic or regulatory incentives for developing and testing these technologies are not available in all geographies.

Strategy and mitigation measures.
- New innovation framework prioritizes and scales innovation for value creation.
- Through our Global Research and Development teams, the Global Operations, Technology and Energy department, and Cemex Ventures, we constantly evaluate and assess new climate-related technologies.
- We join forces with startups, universities, and collaborate within our industry and other sectors, such as the European Climate Research Alliance (ECRA) and the GCCA.
- Within our portfolio, we have low-CO_2 clinker and CCUS projects.

Innovation plays a vital role and is a competitive advantage in accelerating our operational excellence strategy and achieving our goal of becoming a net-zero emissions company by 2050. During 2025, we established new corporate thresholds for innovation investments and continue to apply discipline and rigor to our business cases. Our innovation agenda has a distinctive focus: contributing to smart and cost-effective decarbonization that creates value for our stakeholders.

As of December 31, 2025, Cemex participated in 22 industrial-scale projects supporting smart decarbonization priorities, deploying mature solutions that generate direct and measurable emissions reductions.

In addition, we have 26 projects in the pipeline aimed at de-risking and scaling emerging technologies, bringing Cemex closer to reaching its net-zero emissions goal in a profitable and sustainable manner. To build and expand this portfolio, we are seeking and expect to continue seeking government funding in Europe, where there are well-established programs to foster green technology innovation.

Current and anticipated financial effects.
High capital investment in research and development and new technologies, along with potential write-offs or early retirement of existing assets and the cost of asset upgrades, poor capital allocation, substantial penalties, higher capital costs, and stakeholder activism could have a material adverse effect on our business, financial condition, and results of operations.

Access to government funding is highly competitive, and incentives are not uniformly available across regions. Failure to select, develop, and deploy the necessary technologies on time could jeopardize our ability to comply with the emissions trading limits, meet our emissions targets, and fulfill sustainability-linked finance commitments. Furthermore, delayed development or scaling up of certain sustainability- and climate-related technologies could limit the range of eligible projects to which funding resources could be allocated and/or make the application of those resources less effective than initially anticipated.

Market

Time horizon: Medium-term
Impact on the value chain: Upstream, Own operations, Downstream

More stringent construction and energy efficiency standards are expected to drive demand for new lower-carbon products and construction solutions. As consumer expectations continue evolving, there is a risk that Cemex may fail to meet future market demands for new or alternative lower-carbon products and solutions.

On the other hand, a lack of regulatory incentives or regulations promoting the use of lower-carbon products could fail to incentivize their adoption. If customers are unwilling to bear the additional costs associated with transitioning to a low-carbon industry, this could also compromise our roadmap to achieving net-zero emissions by 2050. As industry peers embark on decarbonizing strategies, the competition for raw materials with lower-carbon footprint increases, driving up costs and limiting availability.

Current and anticipated effects of risks and opportunities.
Pressure on margins stemming from higher production costs associated with alternative raw materials, cementitious additions, new technologies, or more complex processes. Increased capital expenditure (CapEx) required to adapt new production processes and supply chains to new low-carbon specifications. Furthermore, new product specifications that are not aligned with local regulations could result in non-compliance with new building codes, requirements, and expectations.

Strategy and mitigation measures.

- Cemex closely monitors demand for products with lower carbon content.
- Through our three innovation channels, we continuously research innovative solutions to expand our solutions portfolio, including our family of products with sustainable attributes, Vertua®.
- Through Urbanization Solutions, we aim to provide sustainable alternatives for metropolitan growth, offering the market high-efficiency construction solutions.
- Through Cemex Ventures, we seek to identify, develop, and partner with disruptive construction projects and companies to accelerate the commercialization of low-carbon solutions.
- We advance the Company's priorities in legislative and regulatory spheres through data-driven advocacy and coalition building.

Through our range of Vertua® products and solutions, we offer our customers a comprehensive portfolio featuring five verifiable sustainable attributes: a reduced carbon footprint, energy efficiency, water conservation, recycled materials, and design optimization. These offerings support our customers in meeting net-zero targets, carbon regulatory requirements, and sustainability standards and certifications, while contributing to our ambition to achieve net-zero CO_2 emissions by 2050.

Our low-carbon Vertua® products have been widely accepted, representing 63% of our consolidated cement volume and 56% of total concrete sales as of December 31, 2025.

Cemex also shares relevant information regarding the environmental impact of its products to ensure greater transparency in our key markets, in the form of Environmental Product Declarations or detailed carbon footprint reports. This disclosure is customized by location and is valuable for architects, engineers, contractors, and clients seeking sustainable construction or green certifications.

Current and anticipated financial effects.
The following factors could have a material adverse effect on our business, financial condition, liquidity, and results of operation

- Reduced demand for our products and solutions due to shifting consumer preferences toward sustainable products could impact our revenue stream;
- Increased production costs due to more competition for lower-carbon and alternative raw materials;
- Higher capital expenses to adjust production processes and technology to incorporate lower-carbon alternative raw materials, and renewable energy; and
- Potential damage to our reputation if sustainability expectations are not met.

Reputation

Time horizon: Short-term
Impact on the value chain: Upstream, Own operation, Downstream

According to the GCCA, the cement industry accounts for approximately 7% of the world's CO_2 emissions. Cement could be perceived as a relevant contributor to CO_2 global emissions. Negative Company reputation or industry stigmatization to CO_2 emissions, along with related stakeholder activism could have a negative impact on our stakeholders' preferences for Cemex products, which, in turn, could affect the demand for our products, solutions, or services, our ability to attract and retain talent, the availability or cost of capital, and business continuity.

Current and anticipated effects of risks and opportunities.
Due to a negative perception of the business and the industry, Cemex could be impacted by a loss of confidence among its stakeholders, which could affect business continuity and impact demand for our products. Furthermore, this could represent a competitive disadvantage relative to companies perceived as being more responsible regarding sustainability matters. It could also result in higher financing costs, driven by an increased perception of risk among investors and banks, as well as heightened scrutiny from regulatory authorities and impact the demand for our products and solutions, the availability or cost of capital, and business continuity.

Strategy and mitigation measures.
- This risk is monitored regularly and guided by our Code of Ethics and Business Conduct and our Public Affairs Policy.



- Identification of priorities through our double materiality assessment.
- We maintain open and continuous communication through various channels to foster meaningful dialogue and promote collaboration.
- Furthermore, Cemex actively participates in industry associations in the jurisdictions where it operates, including the GCCA.

Current and anticipated financial effects.
Negative disposition towards Cemex and the cement industry could reduce the demand for our products and solutions, affecting our revenue, reducing capital availability and/or increasing our cost of capital, increasing stakeholder's activism, and business operations disruption. All these events could have a material adverse effect on our business, financial condition, liquidity, and results of operations.

Physical Risks

Acute and Chronic

Time horizon: Short- to medium-term
Impact on the value chain: Upstream, Own operation, Downstream

Climate change is expected to intensify the severity and frequency of natural disasters already experienced in most geographies, such as tropical cyclones or other extreme storms, while also bringing new environmental changes that could impact people's lives and economic activities. Our operations and business are exposed to the event-driven acute physical risks and the chronic physical risks associated with longer-term shifts in climate patterns.

Current and anticipated effects of risks and opportunities.
The increased frequency and severity of extreme weather events could cause direct damage to our operations and downstream value chain, as well as the disruption of our business continuity, specifically in geographies with a high occurrence probability of natural disasters, including but not limited to the United States, Spain, the Caribbean, and Mexico.

Strategy and mitigation measures.
- Continuous monitoring, management, and response to disruptive natural events across all business units.
- Business Continuity and Crisis Management (BC&CM) Program.
- Local Rapid Response Teams (RRTs).

Cemex maintains the BC&CM program, which enables a proactive and effective risk management response during disruptive events by supporting business units in saving lives, acting responsibly, and promptly restoring business operations. The program implements a business recovery plan at each identified site, thereby ensuring the continuity and recovery of operations. Through continuous training, drills, and protocols, we possess the capability to respond to unexpected operational risks with the potential to disrupt business continuity, thereby protecting people, the environment, and our operations.

The local Rapid Response Teams (RRTs) deployed across our business units are responsible for monitoring, communicating, activating, coordinating, and delegating the execution of event-driven, stakeholder-driven, or process-driven protocols, as well as timely, objective-driven decisions.

The objective is to protect personnel, support stakeholders, and safeguard reputation, while reducing the cost of disruptions and other legal and financial exposures.

Additionally, since 2023 we have partnered with Risilience, an enterprise risk management specialist, to assess our exposure to climate-related risks and opportunities under different global average-temperature increase scenarios.

Current and anticipated financial effects.
Asset damage, business disruption, loss of sales, cost increase, and even reputation damage or possible litigation. The decrease in sales volume caused by physical hazard events is usually counterbalanced by the increase in the demand for our products and solutions during the reconstruction phases. Chronic physical risks could result also in supply chain disruptions that could have a negative impact on the product delivery time and the cost of serving our markets. Increased frequency and strength of tropical cyclones, as well as other extreme storms, can also cause loss of production in our operations due to the time to recover a plant to its original production before the event.

More information on our BC&CM program is available on page 143 of our 2025 Integrated Report.

Climate-related opportunities

Market - Products and services - Increased sales of existing products and services

Time horizon: Medium-term
Impact on the value chain: Downstream

More stringent building codes are likely to encourage the development and adoption of innovative materials and construction solutions, which may provide cement innovators with a competitive advantage and support improved margins for existing and new high-performance products, supported by growing demand for low-carbon solutions across regions. We believe that we have several opportunities to expand our business by contributing to the development of sustainable cities, which involves lowering the total energy consumption of buildings through innovative design and construction practices. This transition is expected to increase the construction activity as older buildings are replaced or refurbished. Additionally, there is potential for increased demand for products and solutions that help to comply with new construction standards requirements. There is an opportunity to increase the demand of concrete products to support societal growth and attend to the need of adapting buildings and infrastructure to expected climate change effects. In the IEA's Net Zero by 2050 scenario, it is recognized that per capita demand for cement and other materials increases during phases of economic development, particularly in emerging economies, before stabilizing and declining as economies mature. Over the past two decades, global cement demand has more than doubled, driven by population growth and economic expansion. Looking ahead, demand is expected to continue increasing as cement is required to develop additional transport infrastructure—such as roads and facilities supporting bicycles, cars, and trucks—as well as energy infrastructure, including power plants and wind turbines, to support the transition toward net-zero CO_2 scenarios.





Current and anticipated effects of risks and opportunities.
Our downstream value chain spans multiple geographies. Given Cemex's significant presence in markets within developing regions—such as South America, Central America and the Caribbean, Mexico, and Egypt—demand for concrete products is expected to rise initially to meet society's growth requirements. Over time, additional demand is likely to be driven by the need to adapt buildings and infrastructure to the anticipated impacts of climate change, particularly in geographic areas most exposed to extreme weather events—including, but not limited to, the United States, Spain, the Caribbean, and Mexico.

Strategy and mitigation measures.
Through our range of Vertua® products and solutions, we offer our customers a comprehensive portfolio featuring five verifiable sustainable attributes: a reduced carbon footprint, energy efficiency, water conservation, recycled materials, and design optimization. These offerings support our customers in meeting net-zero targets, carbon regulatory requirements, and sustainability standards and certifications, while contributing to our ambition to achieve net-zero CO_2 emissions by 2050.

These products have been rapidly adopted by our customers across different geographies. As of December 31, 2025, Vertua®, accounted for 63% of our total cement sales and 56% of our total concrete sales.

Current and anticipated financial effects.
Increased revenues are expected due to rising demand for products and services, along with access to new and emerging markets. This competitive edge could also allow for higher margins on both existing and newly developed higher performance products.

Market - Products and services - Development of new products or services through research and development and innovation

Time horizon: Medium-term
Impact on the value chain: Downstream

Cement and concrete offer several important characteristics for a low-carbon transition, including longevity, resistance, thermal properties for hot and cold weather, and wide availability. These attributes contribute to building resilient infrastructure capable of withstanding the detrimental consequences of climate change and providing the level of climate-proofing that could become mandatory as national building codes are revised to address more extreme weather events. These building codes foster the development of new materials and construction solutions and products, creating significant potential for further developments to decrease embodied carbon, improve the insulating properties of concrete, further increase its strength, and introduce smart functions to extend maintenance intervals and technical lifespans.

Current and anticipated effects of risks and opportunities.

Cemex has observed increasing demand for lower-carbon products mainly in Europe and other countries like Colombia. Likewise, competitive differentiation could be generated, which would result in a reduction in price-based competition.

Strategy and mitigation measures.

Innovation plays an essential role and serves as a competitive advantage in accelerating our operational excellence strategy and achieving our goal of becoming a net-zero emissions company by 2050. We continuously seek innovative solutions, incorporating new technologies through three channels:



- Cemex Ventures: Our open innovation and venture capital unit, dedicated to identifying innovative technologies and developing strategic business opportunities through collaboration, partnerships, and investment in disruptive companies.
- Global Research and Development: This team focuses on developing cutting-edge, cost-effective, and sustainable technologies to meet demanding performance requirements. Its diverse perspectives enable the collaborative innovation and development of products, techniques, and technologies that push the boundaries of sustainable construction.
- Global Operations, Technology, and Energy: Our team drives innovation in cement production and CCUS technologies.

Additionally, through Urbanization Solutions, Cemex leverages its expertise in building materials to offer complementary solutions that address pressing societal needs, such as resilient buildings and infrastructure appropriate for disaster relief, energy efficiency, and affordability.

Current and anticipated financial effects.

Increased revenues resulting from increased demand for products and services and from access to new and emerging markets.

Revenues are primarily influenced by the expected increase in sales of resilient and lower-carbon products. As customers gain a deeper understanding of the importance of reducing carbon footprints and assessing product life-cycle impacts, this opportunity has the potential to become increasingly significant.

Technology - Resource efficiency - Cost savings

Time horizon: Long-term
Impact on the value chain: Own operation

Both the environment and Cemex's revenues can benefit from co-processing if the right waste management regulations are in place. It could enable the development of a profitable waste management business by, for instance, imposing taxes and bans on landfills. This could lead to an increase in the availability of alternative fuels at a lower cost and reduce CO_2 emissions. The benefits of co-processing, which consist of switching from conventional fossil fuels to alternative fuels, mainly Refuse Derived Fuels (RDF), are not widely understood in our areas of influence, especially in those regions with a lack of or low regulatory enforcement, like Latin America, Asia, and Africa and some areas in the United States. These are precisely the markets where Cemex could benefit the most from increased alternative fuel rates at lower costs.

Current and anticipated effects of risks and opportunities.
Positive impact for our direct operations, including countries such as Egypt, Colombia, Mexico, Nicaragua, Panama, Jamaica, Puerto Rico, Barbados, the United Arab Emirates, and United States. Countries in Europe have already leverage on this opportunity. For example, Poland, where appropriate waste regulations and economic incentives are in place, has achieved an alternative fuel substitution rate of more than 90% year-over-year, while Cemex's 2025 global alternative fuels substitution rate was 32%.

Strategy and mitigation measures.
To capitalize on the opportunity to increase the use of lower-emissions sources of energy in our kilns, Cemex launched Regenera in 2023, a business unit focused on circularity services. Regenera offers waste management solutions to private and public sectors, including the reception, management, recycling, and co-processing of different kinds of waste. The integration of processed waste into the cement and concrete manufacturing processes decreases the need for natural raw materials and fossil fuels for cement production.

In 2025, Cemex repurposed 25 million tons of waste. These 25 million tons consist primarily of external waste and by-products from other industries and cities. By 2030, we aim to increase the amount of waste and by-products we repurpose by more than 50%.

Current and anticipated financial effects.
Reducing exposure to future fossil fuel price increases by switching from fossil fuels to alternative fuels and reducing our direct costs where the appropriate legislation is in place. This can impact on financial planning costs associated with the alternative fuels strategy when the price lowers or is expected to lower. The impact of this lever is still low, primarily affecting some EU operations, mainly in the UK and Poland.

Cemex’s transition plan

Future in Action, our global climate action and nature program, is our long-term road map to achieve carbon neutrality by 2050, reflecting our conviction that climate action underpins competitiveness, operational resilience, and sustainable growth. Future in Action addresses this challenge through two core pillars, smart decarbonization and responsible nature and is supported by three enablers, which are innovation and partnerships, advocacy, and sustainable finance.

Together, they strengthen focus, integration, accountability, and execution. Within the current Future in Action program, existing initiatives and commitments are consolidated into a sharper, more integrated approach. At its core, Future in Action positions Cemex to effectively address climate risks, opportunities, and impacts.

Since 2022, Cemex validated its 2050 net-zero CO_2 roadmap and its 2030 decarbonization goals under the Science Based Targets initiative’s (SBTi) 1.5°C Scenario, becoming one of the first companies in the industry to do so.

To learn more about our Future in Action program and Smart Decarbonization, please refer to page 30 in our 2025 Integrated Report.



Sustainability and climate resilience

Resilience - Sustainability-related risks and opportunities (IFRS S1)

Cemex assessed the strategic resilience of sustainability-related risks and opportunities by considering two socioeconomic trajectories consistent with Shared Socioeconomic Pathways (SSPs): SSP2 (continuity) and SSP1 (sustainability acceleration). The impacts on human capital, regulatory compliance, critical resources, and operational performance were analyzed. This analysis evaluates the resilience of Cemex's sustainability strategy in the short and medium term, analyzing risks and opportunities based on their impact on the Company.

	Continuity (SSP2)	Sustainability Acceleration (SSP1)
Description	The environment is evolving gradually. There are no abrupt regulatory or market changes. Sustainability remains relevant, but without a significant acceleration in expectations or demands. Economic and social development follows historical trends. There is gradual progress, but without profound transformations. Institutions are responding moderately and unevenly.	The environment is changing rapidly. Sustainability is shifting from a competitive advantage to a requirement for operating. Regulatory, market, and social demands are increasing significantly. The economy and society are evolving toward greater sustainability, institutional cooperation, innovation, and social accountability. ESG criteria are becoming integrated into the core of the market.
Assumptions		
Policy and regulation	▪ Gradual and predictable regulatory changes by region ▪ Increasing but moderate/limited enforcement and compliance with oversight and penalties ▪ Sustainability or ESG requirements are gradually increasing and are mostly voluntary or in their initial stages	▪ Stricter and faster-implemented labor, environmental, and sustainability disclosure regulations ▪ Increased compliance (fines, closures, reputational damage) ▪ Stronger due diligence requirements (human rights, anti-corruption, data) ▪ Greater mandatory traceability in the supply chain ▪ Increased ESG audits, litigation, and penalties
Trends and expectations from stakeholders[5]	▪ Investors and customers remain interested in sustainability, but without aggressive pressure, balancing it with financial returns. ▪ Reputation is relevant, but not the deciding factor in purchasing decisions. ▪ Talent values sustainability, prioritizing compensation and stability.	▪ Customers prioritize responsible and transparent brands ▪ Consumers exert greater reputational pressure ▪ Investors condition financing on ESG performance ▪ Talent expects well-being, inclusion, security, and purpose
Operational and social stability	▪ A competitive yet stable and functional labor market ▪ Low frequency of social conflicts or disruptions ▪ A relatively stable macroeconomic environment, with periodic episodes of volatility, allowing for operational continuity without structural disruptions	▪ Stronger institutions, but greater public scrutiny ▪ Low tolerance for labor, environmental, or ethical incidents ▪ Higher probability of labor disputes ▪ More intense social and digital activism ▪ Greater exposure to reputational crises
Key resources	▪ Water and inputs available, with increasing regional pressures ▪ Operating costs rising moderately ▪ Adequate access to talent, albeit competitive	▪ Water managed with greater restrictions and real costs ▪ Increased scarcity of specialized talent ▪ Inputs subject to greater scrutiny and traceability requirements

[5] To learn more about our stakeholders, consult page 241 of our 2025 Integrated Report.

Sustainability resilience assessment

	Time horizon	Continuity (SSP2)		Sustainability acceleration (SPP1)	
		Risk	Opportunity	Risk	Opportunity
Health and safety	Short	●		●	
	Medium	●		●	
Business conduct and compliance	Short	●		●●	
	Medium	●●		●●●	
Employee training and development	Short	●●	●●	●●	●●●
	Medium	●●	●●	●●●	●●●
Employee well-being	Short	●		●	
	Medium	●		●	
Nature	Short	●		●●●	
	Medium	●●		●●●	

● Low impact

●● Medium impact

●●● High impact

Resilience - Climate-related risks and opportunities (IFRS S2)

To assess climate-related risks, since 2023, we have engaged with Risilience, an enterprise risk management specialist. This partnership allows us to assess our exposure to climate-related risks and opportunities under different global average-temperature increase scenarios.

Based on a digital twin, five emission scenarios and Shared Socioeconomic Pathways (SSP) defined by the Intergovernmental Panel on Climate Change (IPCC) were incorporated: Paris Ambition (SSP1-1.9), Paris Agreement (SSP1-2.6), Stated policy (SSP2- 4.5), Current policy (SSP3-7.0), and No policy (SSP5-8.5) which form the basis of the IPCC's Sixth Assessment Report (AR6).

These pathways define possible future emission scenarios with different narratives that explore how society, demographics, and economics will affect greenhouse gas emissions, resultant radiative forcing, and temperature rise across the globe.

This scenario analysis assesses the resilience of Cemex's climate strategy over the medium-term (five-year) and long-term (2040). The identified risks and opportunities are assessed based on their impact on business activity, financial and earnings position, and cash flow (USD million).



Climate resilience assessment

	Time frame	No Policy Action (SSP5-8.5)		Current Policy (SSP3-7.0)		Stated Policy (SSP2-4.5)		Paris Agreement (SSP1-2.6)		Paris Ambition (SSP1-1.9)	
		Risk	Opportunity	Risk	Opportunity	Risk	Opportunity	Risk	Opportunity	Risk	Opportunity
Policy	2030	●		●		●●	●	●●●		●●●	
	2040	●		●		●●	●	●●●		●●●	
Technology	2030	●	●	●	●		●	●●●	●●	●●●	●●●
	2040	●	●	●	●		●	●●●	●●	●●●	●●●
Market	2030	●	●	●	●	●●	●●	●●	●●	●●●	●●●
	2040	●	●	●	●	●●	●●	●●	●●	●●●	●●●
Reputation	2030	●		●		●	●	●		●	
	2040	●		●		●	●	●		●	
Physical (acute and chronical)	2030	●		●		●	●	●		●	
	2040	●		●		●	●	●		●	

Quantification based on impact of business activity, financial and earnings position, and cash flow (USD Million):

● Low

●● Medium

●●● High

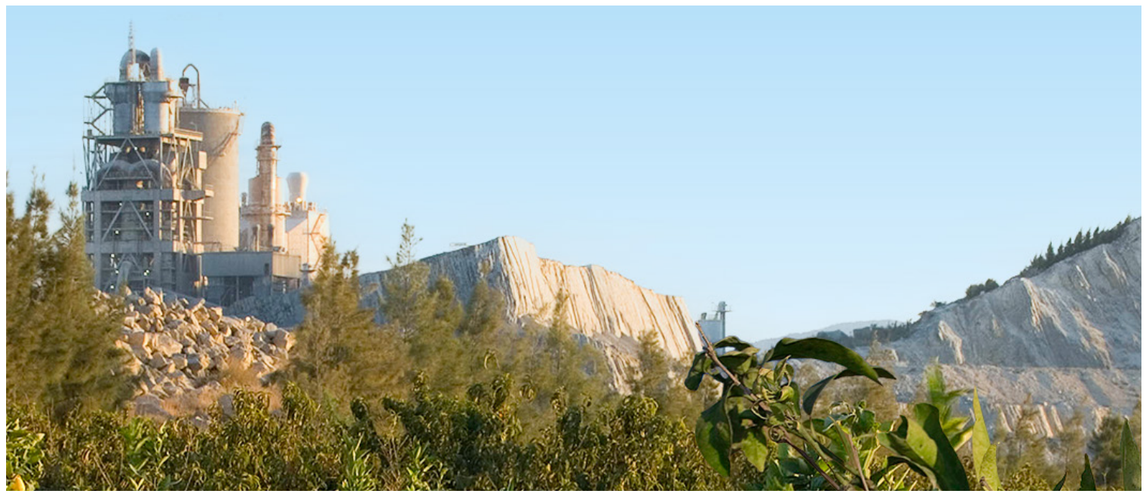
Scenario Name and Reference	No Policy Action (SSP5-8.5)	Current Policy (SSP3-7.0)	Stated Policy (SSP2-4.5)	Paris Agreement (SSP1-2.6)	Paris Ambition (SSP1-1.9)
Description	Governments fail to implement policies and therefore, CO_2 emissions go unregulated	Existing CO_2 emission reduction policies are followed	Existing and planned CO_2 emission reduction policies are implemented and followed	There is an attempt to follow environmentally friendly practices; most of the major consequences of climate change are averted	Strict environmentally friendly practices are adopted, avoiding major consequences of climate change
Temperature change vs average global temperature of 1850-1900	2030 – 1.6°C 2050 – 2.4°C 2100 – 4.4°C	2030 – 1.5°C 2050 – 2.1°C 2100 – 3.6°C	2030 – 1.5°C 2050 – 2.0°C 2100 – 2.7°C	2030 – 1.5°C 2050 – 1.7°C 2100 – 1.8°C	2030 – 1.5°C 2050 – 1.6°C 2100 – 1.4°C
Relevant Underlying Assumptions					
Industry policies and incentives to technology development	Lack of global GHG policies and regulations.	Climate policies remain limited and are likely to vary by region with different levels of enforcement. Energy efficiency in plants is primarily pursued as a cost-effective measure.	Different measures depending on the geography. EU: New Industrial Strategy and country-level spending on green industry pilots, circular economy and hydrogen. U.S.: Investments from a Department of Energy program to decarbonize manufacturing. LATAM: No incentives, except in Brazil.	Across all regions, policies are expected to support increased deployment of CCUS and hydrogen, promote the circular economy, and enhance minimum energy performance standards for electric motors by 2025, along with mandatory energy audits.	Achieving these targets will require a much faster pace of technological innovation than previously achieved, and at a competitive cost. Most new clean technologies in heavy industry are expected to be demonstrated at scale by 2030, with over 90% of heavy industrial production reaching low emissions by 2050.
Building sector policies		Building codes and standards vary significantly between regions, with weaker regulations in developing areas, which lag behind more developed regions. The integration of renewable energy sources in buildings is low, and buildings continue to rely on fossil fuels to meet their energy and electricity demands.	Policies and measures differ by region: in the EU, there are country-level incentives for renovations and appliance upgrades, new building codes, and support for clean heating incentives and investments; in Egypt, minimum performance standards apply only to incandescent lamps; in the U.S., updated minimum energy performance standards are in place; in LATAM, no building policies are currently in effect.	Mandatory energy conservation building codes, including net-zero emissions requirement for all new buildings by 2030, at the latest.	Universal energy access is anticipated, with all new buildings being zero-carbon-ready, and 85% of all buildings reaching zero-carbon readiness by 2050.
Carbon price (IEA reference) USD/ton		Low carbon prices due to weak climate policies.	EU: 2030: 65 / 2040: 75 / 2050:90 Colombia, Mexico: 2030: 15 / 2040: 20 / 2050: 30 US: Price only in California.	Advanced economies: 2030: 120 / 2040: 170 / 2050: 200 Colombia and Mexico with NZ pledge: 2030: 40 / 2040: 110 / 2050: 160	Advanced economies: 2030: 130 / 2040: 205 / 2050: 250 Developing economies: 2030:15 / 2040: 35 / 2050: 55
Cement demand and demand of lower carbon products	No demand for lower-carbon products. Cement demand increases to build infrastructure adapted to the dramatic effects of climate change, such as floods or droughts.	Slow adoption of lower-carbon products with developed countries having higher adoption rates than developing regions. Cement demand increases due to high population growth and urbanization in developing countries.	CAAGR: +0.7 in 2030 and -0.2 in 2050 Lower-carbon products demand increase +0.1	CAAGR: +0.7 in 2030 and -0.4 in 2050 Lower-carbon products demand increase +0.2	CAAGR: -0.20 in 2030 and -0.3 in 2050 Lower-carbon products demand increase +0.5

Resilience - Results from the sustainability and climate risks analysis

The sustainability landscape has evolved rapidly at a global level, with increased scrutiny and constantly shifting commitments. In this dynamic context, Cemex reaffirms its commitment to leadership and resilience in sustainability, adapting its strategy to respond to the external environment and align it with the Company's strategic priorities. To this end, the Company has implemented policies and initiatives that, in various areas, go beyond regulatory compliance, allowing it to maintain a strategic advantage in the face of rising ESG expectations and demands.

Health and safety remain Cemex's top organizational value and is at the core of everything we do. This approach is underpinned by a strong, externally validated safety culture, with globally recognized industry-leading performance, and supported by continuous improvement plans that strengthen and evolve existing practices. In addition, our health and safety strategy has evolved to include the holistic well-being of employees both inside and outside the workplace, with the goal of promoting a better quality of life and building a resilient, future-ready workforce. All of this has facilitated the effective fulfillment of our commitments and the continuous improvement of our performance.

Regarding compliance, Cemex's proactive ESG approach, supported by robust policies, solid internal processes, and the adoption of best practices beyond minimum compliance, strengthens its ability to respond effectively to an ever-evolving regulatory framework. This not only reduces legal, operational, and/or reputational risks but also reinforces stakeholder confidence and strengthens the Cemex's performance alignment with current and future expectations for sustainability and corporate governance. In this context, Cemex's compliance strategy is consolidated as a cross-cutting and enabling component of its sustainability strategy.



In the environmental sphere, the nature-related strategy is integrated into the Future in Action program and incorporates initiatives related to water, biodiversity, and environmental management. Targets have been set for 2030 to reduce freshwater extraction and emissions from cement operations, supported by improved operational practices and the progressive adoption of monitoring and mitigation technologies, exceeding applicable regulatory requirements.

Taken together, the progress achieved on material sustainability issues reflects a resilient strategy designed to anticipate and respond effectively. Furthermore, proactive management strengthens the Company's ability to face changing scenarios and increasing external pressures, enabling Cemex to mitigate significant risks, capitalize on long-term opportunities, and maintain operational continuity. In this context, sustainability is consolidated as a key enabler for operational stability, strategic decision-making, and the generation of sustainable value, grounded in an organizational culture that goes beyond regulatory compliance.

Regarding our climate resilience, Cemex recognizes that climate action is the greatest challenge of our time and our strategy remains aligned with the most ambitious scenario, Paris Ambition (SSP1-1.9). The assessment considers the inherent risk to Cemex but does not account for residual risk. However, the results confirm that Cemex's carbon strategy is generally robust and demonstrates strong climate initiatives and performance. Particularly, we have robust efforts in technology and market, as these two areas show a high impact quantification throughout the two-time frames considered in this assessment. Our innovation and research and development teams are continuously working to identify, develop, and invest in new technologies that deliver innovative building materials and solutions to build resilient cities, urban projects, buildings, and infrastructure. We are also investing in and forming partnerships to develop and leverage technologies as we enhance our production processes, in line with our climate commitments.

Additionally, our portfolio of products and solutions with sustainable attributes, Vertua®, which includes our lower-carbon concrete and cement, has gained rapid adoption by customers across the geographies where we operate. Cemex remains committed to offering products and services that address our customers' sustainability-related concerns while maintaining alignment with the most ambitious net-zero scenario efforts by 2050.

The results of this assessment, along with the analysis of our Future in Action program, with its related initiatives and progress, demonstrate that our strategy is robust and well-prepared to tackle the most ambitious challenges expected under each scenario and to deliver on our climate commitments.

We will continue working toward our 2030 target of reducing our net specific CO_2 emissions by 47% compared to our 1990 baseline. Also, Cemex expects to continue investing in research and development, capitalizing on Cemex Ventures and strategic partnerships to continue at the forefront of the building materials industry by offering cutting-edge sustainable products and solutions and improving our production processes in line with our decarbonization roadmap. We anticipate that these efforts will be further strengthened in the most carbon-constrained scenarios.



Risk management

- *Processes and related policies the entity uses to identify, assess, prioritize and monitor sustainability- and climate-related risks*
- *Processes the entity uses to identify, assess, prioritize and monitor sustainability-related opportunities*
- *Processes the entity uses to identify, assess, prioritize and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities*
- *The extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring sustainability- and climate-related risks and opportunities are integrated into and inform the entity's overall risk management process*



Cemex has an Enterprise Risk Management ("ERM") system established throughout the organization with global policies and procedures designed to anticipate and manage the main risks and opportunities that could affect our business. Our ERM system, led by our Corporate Strategic Planning team and supported by cross-functional teams, combines bottom-up and top-down strategies to support better-informed decision-making and risk-management strategy at all levels of the organization. Sustainability risks and opportunities, including those related to climate change, are managed within the ERM system. The ERM and the Sustainability functions are the primary responsible departments for assessing climate-related risks and opportunities.

Our risk and opportunity agenda, developed at global, regional, and country levels, results from a comprehensive ERM process that identifies and manages various types of risks, trends, emerging concerns, and opportunities that could impact Cemex's strategic priorities in the short-, medium-, and long-term. This agenda is presented and reviewed once a year to the Risk Management Committee, which is composed of the Executive Committee members, and to the Board of Directors through the Sustainability, Climate Action, Social Impact and Diversity Committee for its insight, discussion, and approval. This agenda includes sustainability, ESG, and climate-related risks and opportunities, which are managed within the ERM system.

The Board of Directors, through the Sustainability, Climate Action, Social Impact and Diversity Committee, provides strategic guidance, oversight, and detailed discussion of the sustainability and climate-related risks and opportunities previously identified in the risk and opportunity agenda. These risks and opportunities are prioritized based on their overall risk rating assessed by ERM, which is based on their estimated probability (likelihood of the risk materializing) and impact (qualitative/quantitative consequences for Cemex if the risk materializes).

For climate-related risks, in addition to our ERM system, a scenario analysis is elaborated, integrating the risks and opportunities identified in the agendas, and using relevant inputs and parameters to assess each element.

Risk and Opportunity Management Process at Cemex

Our risk and opportunity management processes adhere to best practices from ISO 31000, ISO 22301, and ISO 22361 standards for risk management, business continuity, and crisis management, as well as to the Business Continuity Institute guidelines.

The ERM process consists of five phases:

Identification. Using both bottom-up and top-down approaches, we employ risk interviews, online surveys, workshops, and external experts' insights, benchmarks and external and industry reports, among other techniques, to identify events that could impact Cemex in the short, medium, and long term.

Assessment. Risk and opportunities are evaluated and prioritized using qualitative and quantitative methods to determine their potential impact and likelihood of materialization within a specific timeframe.

Treatment. A risk owner is assigned responsibility for managing each identified risk. ERM leaders follow up on treatment actions and risk mitigation, sometimes coordinating specialized task forces focused on mitigating specific risks or capitalizing on identified opportunities.

Report. Main risks and opportunities are integrated into the enterprise risk and opportunity agenda, which is discussed by senior management at global and regional levels. Relevant changes in the status of identified risks, opportunities, and treatment measures are promptly communicated to decision-makers through several reports.

Monitor. We constantly monitor the business environment in which we operate to effectively report risks and opportunities to decision-makers.



Metrics and targets

We employ the following protocols and techniques for measuring the sustainability and climate key performance indicators (KPIs) that we report:

Health and safety

Intelex, which feeds an internal database, collects all related health and safety information from each site and automatically provides the appropriate information to calculate the indicators. The database is configured using the GCCA definitions. Health and safety indicators are calculated according to industry standard, the GCCA Sustainability Guidelines for the monitoring and reporting of safety in cement and concrete manufacturing (March 2023).

Our People (Employees)

The metrics were prepared and calculated with support based on the GRI Sustainability Reporting Standards. The calculation and reporting of the eNPS indicators are consolidated through our Workforce Satisfaction Survey (We'X), which is administered globally each year either as a comprehensive or pulse survey.



Particulate matter, NOx, and SOx emissions

Absolute and specific figures are calculated based on kiln measurements taken from Continuous Emissions Monitoring Systems (CEMs) (in those sites where kilns are equipped with such technology) or spot analysis. These methods fully comply with GCCA Sustainability Guidelines for the monitoring and reporting of emissions from cement manufacturing (October 2019). All information is reported to Cemex databases, processed, calculated, and validated to provide a final group value. The values are calculated in standard conditions of 0°C, 1 atmosphere, and 10% Oxygen (O_2) content at the measuring point.

Water

The classification, measurement and reporting of data related to water is calculated according to industry standard, the GCCA Sustainability Guidelines for the monitoring and reporting of water in cement manufacturing.



CO_2 emissions

Cemex reports absolute and specific CO_2 emissions following the Global Cement and Concrete Association (GCCA) Sustainability Framework Guidelines and the GCCA Sustainability Guidelines for the monitoring and reporting of CO_2 emissions from cement manufacturing (October 2019), based on the CEN Standard EN 19694-3 (Stationary source emissions – Determination of Greenhouse Gas (GHG) emissions in energy-intensive industries – Part 3: Cement Industry).

The measurement is based on the mass balance methodology, fully described in the CEN Standard on CO_2 emission from the cement industry EN-19694-3 and applied through the spreadsheet of the Cement CO_2 Protocol (previously known as WBCSD CSI Cement CO_2 and Energy Protocol v. 3.1). It considers direct emissions occurring from sources that are owned or controlled by the Company, excluding those from the combustion of biomass that are reported separately (Scope 1) and indirect emissions from the generation of purchased electricity consumed in the Company's owned or controlled equipment (Scope 2) and from the clinker purchased (Scope 3). For countries covered by the European Union Emissions Trading System (EU ETS), CO_2 data considers the information validated by an independent verifier in accordance with the applicable Accreditation and Verification Regulation.

Energy

Fuel consumption indicators are reported to internal Cemex databases in which "conventional," "alternative," and "biomass fuels" are classified according to the Cement CO_2 Protocol spreadsheet. Heat values are obtained from on-site analysis (where applicable), provided by suppliers or standards from recognized sources.

Clinker factor and alternative fuels

All material consumption is reported to internal Cemex databases in which "alternative materials" are defined following the standards from the GCCA Sustainability Guidelines for co-processing fuels and raw materials in cement manufacturing (October 2019). The "clinker/cement factor" is calculated using the Basic Parameters set out in the GCCA Sustainability Framework Guidelines and according to the GCCA Sustainability Guidelines for the monitoring and reporting of CO_2 emissions from cement manufacturing, procedures indicated in the Cement CO_2 Protocol spreadsheet with information obtained from the databases.

For 2025, certain sustainability- and climate-related metrics were validated by a third party under a limited assurance. For more details about the metrics audited, please refer to page 228 of our 2025 Integrated Report.



Sustainability-related metrics

Health and Safety	2023	2024	2025	Limited Assurance
Fatalities (No.)				
Employees (No.)	3	1	2	✓
Contractors (No.)	1	2	2	✓
Employee Fatality Rate (per 10,000 employees)	0.7	0.2	0.5	✓
Lost Time Injury Frequency Rate (LTI FR) (per million hours worked)				
Employees (No.)	0.6	0.6	0.3	✓
Contractors[6]	0.6	0.5	0.6	✓
Employee Lost Time Injury Severity Rate (LTI SR) (lost days per million hours worked)[6]	53.6	50.9	41.9	✓
Sites certified with ISO 45001 (%)[6]	72	70	70	

[6] Cement only.

Our People	2023	2024	2025	Limited Assurance
Employee turnover (%)				
Voluntary	12.0	11.2	9.0	
Involuntary	9.2	11.5	21.4	
Total	21.2	22.7	30.4	
Employee training by position (average hours/year)				
Senior Leadership	-	21	9	
Middle Management	-	23	27	
Entry Level	-	23	11	
Operational positions	-	14	20	
Employee Net Promoter Score (eNPS)	57	54	47	

Air Emissions

	2023	2024	2025	Limited Assurance
Coverage (% of clinker production)				✓
Clinker produced with continuous monitoring of major emissions (PM, NOx, and SOx) (%))	99	100	100	✓
Clinker produced with monitoring of major and minor emissions (PM, NOx, SOx, Hg, Cd, TI, VOC, PCDD/F) (%)	93	93	97	
Specific emissions (clinker)				
Specific particulate matter (PM) emissions (g/ton clinker)	45	35	26	✓
Specific NOx emissions (g/ton clinker)	1,217	1,268	1,236	✓
Specific SOx emissions (g/ton clinker)	206	298	126	✓
Specific VOC emissions (g/ton clinker)	-	35	34	✓
Specific Hg emissions (mg/ton clinker)	-	17	11	✓
Specific HM1 emissions (mg/ton clinker) [7] [8]	-	39	26	✓
Specific HM2 emissions (mg/ton clinker) [7] [8]	-	375	402	✓
Specific PCDD/F emissions (ng/ton clinker)	-	25	37	✓

[7] HM1: Sum of cadmium (Cd) and thallium (TI) and their compounds. HM2: Sum of antimony (Sb), arsenic (As), lead (Pb), chromium (Cr), cobalt (Co), cooper (Cu), manganese (Mn), nickel (Ni) and vanadium (V) and their compounds.
[8] USA values not included as operations monitor HM1 and HM2 as a surrogate of PM as per local requirements.
[9] "Target countries" refers to the countries where Cemex has operations that are considered medium- and high-risk countries with regards to corruption and money laundering, as per internal analyses.

Water Management

	2023	2024	2025	Limited Assurance
Total water withdrawals (million m^3)	52.5	50.1	45.2	✓
Total water discharge (million m^3)	14.1	12.7	10.9	✓
Total water consumption (million m^3)	38.4	37.4	34.3	
Total freshwater withdrawn in sites located in water-stressed areas (million m^3)	6.3	4.6	2.8	✓
Total freshwater consumption in sites located in water-stressed areas (million m^3)	5.7	4.2	2.8	
Sites with water recycling systems (%)	87	89	91	
Implementation of Water Action Plans in sites located in water-stressed areas (%)	30	40	50	

Compliance

	2023	2024	2025	Limited Assurance
Target countries that participated in the Global Compliance Program (antitrust, anti-bribery, among others) (%)[9]	100	100	100	
Implementation of Ethics and Compliance Continuous Improvement Program (%)	95	100	100	

Climate-related metrics

Greenhouse Gas Emissions	2023	2024	2025	Limited Assurance
Scope 1 specific gross CO_2 emissions (kg CO_2/ton of cementitious product)	603	580	566	✓
Scope 1 specific net CO_2 emissions (kg CO_2/ton of cementitious product)	541	526	528	✓
Scope 2 specific CO_2 emissions (kg CO_2/ton of cementitious product)[10]	50.6	44.7	35.5	
Reduction in CO_2 emissions per ton of cementitious product from 2020 baseline (%)	12.8	15.2	14.4	
Scope 1 CO_2 gross emissions (million ton)11)[11]	33.3	27.2	26.1	
Scope 2 CO_2 emissions (million ton)	2.9	2.2	1.8	
Scope 3 CO_2 emissions (million ton)[12]	16.4	13.4	12.4	
Category 1: Purchased goods and services (million ton)[13]	5.9	4.8	4.5	✓
Category 2: Capital goods (million ton)	0.2	0.2	0.2	
Category 3: Fuel and energy related (million ton)[13]	2.4	2.0	1.9	✓

Greenhouse Gas Emissions	2023	2024	2025	Limited Assurance
Category 4: Upstream transport (million ton)	2.0	1.7	1.7	
Category 5: Waste (million ton)	0.002	0.002	0.002	
Category 6: Business travel (million ton)	0.02	0.02	0.01	
Category 7: Employee commuting (million ton)	0.06	0.05	0.05	
Category 9: Downstream transport (million ton)	0.6	0.6	0.8	
Category 10: Processing of sold products (million ton)	0.1	0.1	0.1	
Category 11: Use of sold products (million ton)[13]	3.6	2.0	1.4	✓
Category 12: End-of-life treatment of sold products (million ton)	0.6	0.9	0.8	
Category 15: Investments (million ton)	1.0	1.0	0.9	
Scope of emissions covered by an ETS/carbon taxation regime (% Scope 1)[11]	30	34	39	

[10] Marked based.
[11] Figure includes emissions from Cemex-owned road transport fleet.
[12] All categories of Scope 3 are included.
[13] Total emissions are reported by category. KPMG verified 85% and 59% of Categories 1 and 3 respectively, and 100% of the data for Category 11.

Energy Consumption

	2023	2024	2025	Limited Assurance
Cement Fuel Mix (%)				
Primary Fuels[14]	63.2	63.3	67.9	
Alternative Fuels	36.8	36.7	32.1	
Fossil-based waste	25.0	21.8	16.5	
Biomass waste	11.8	14.9	15.6	
Power consumption from clean energy in cement (%)[15]	36	34	40	

Alternative Raw Materials and Waste Management

	2023	2024	2025	Limited Assurance
Clinker Factor (Cementitious) (%)	72.3	71.8	70.1	✓
Alternative raw material rate (%)[16]	12.7	14.0	13.7	
Total waste-derived sources repurposed (million ton)[17]	24.7	27.1	25.3	
Percentage of own operational waste that is recycled (%)	79	82	84	

Sustainable Products and Solutions

	2023	2024	2025	Limited Assurance
Percentage of products that qualify for credits in sustainable building design and construction certifications (% sales volume)	-	59	62	
Vertua® Lower carbon cement sales vs. total cement volume sold (%)	56	63	63	
Vertua® Lower carbon concrete sales vs. total ready-mix concrete volume sold (%)	48	55	56	

[14] Includes petroleum coke, coal, fuel oil + diesel, and natural gas.
[15] Our definition of clean energy includes renewable energy sources such as solar, wind, hydro, geothermal, and biomass, together with power generated from waste heat recovery systems.
[16] Cement only.
[17] Includes non-recyclable waste consumed in our operations as alternative raw material and fuel, alternative aggregates, own recycled material in our businesses and other waste managed by the Company.

Capital deployment

In 2025, we invested more than $210 million in sustainability-related projects at our global operations, including projects to monitor and control air emissions, increase operational efficiency, and mitigate our carbon footprint through the use of alternative fuels and clinker substitution efforts.

Internal carbon price

Since 2020, Cemex has implemented an internal carbon price as a shadow price to drive low-carbon investments and change internal behaviors. This approach reflects a simulated cost for CO_2 emissions, assuming that all our sites worldwide operate under an ETS. Each year, we update the price of carbon according to the latest EU ETS average price forecast from a report by ten analysts (76.3 EUR/t for 2025 and 131 EUR/t for 2030; UKA 2025: 52.4 GBP/ton). This also includes UK ETS price forecast. The California market price is adjusted based on analyst's best estimate used for our California operation (28.1 USD/t in 2025, and 90 USD/t in 2030). For non-regulated countries outside the EU and California, we apply a carbon floor price of 25.9 USD/ton in 2025, and 36 USD/t in 2030. These forecasts are used in all our business units, enabling managers to make operational and investment decisions while considering the impact of CO2 emissions on present and future financial performance.

Remuneration - Variable Compensation Plan

The Variable Compensation Plan (VCP) available to our senior management takes into account performance metrics that include a combination of the employee's business unit, regional and consolidated global results as compared to the Company's specific annual target goals, compared against the Company's specific annual targets, which include certain health and safety factors, as well as sustainability factors.

Since 2022, our Variable Compensation Plan includes a new CO_2 Emissions Component related to carbon reduction goals that could have an impact ranging from -10% to +10% in the total cash payout of the annual VCP. As of December 31, 2025, 4,500 executives participated in the VCP.



Sustainability-related targets

Sustainability is an integral part of Cemex's strategy and, therefore, is linked to all functions across all our business lines.

Cemex used an ESG framework to define its sustainability model with priority initiatives. A process was then carried out to define the 2030 sustainability targets, involving collaboration from more than 10 corporate functions. Representatives from all countries and regions also participated, given the bottom-up approach implemented to establish our commitment across all business units responsible for contributing to the achievement of our overall targets. For more information on the development of the 2030 sustainability targets, please visit Cemex's website.

	Baseline year	2025 Performance	2030 Target
Health and Safety			
Employee fatalities (No.)	-	2	0
Employee lost time injuries (LTI) frequency rate	-	0.3	0
Employee Experience			
Employee Net Promoter Score (eNPS)	-	47	≥43
Voluntary turnover (%)[18]	-	9	<10
Air Emissions			
Reduction of PM emissions per ton of clinker vs. 2005 (%)	2005	91	95
Reduction of NOx emissions per ton of clinker vs. 2005 (%)	2005	41	47
Reduction of SOx emissions per ton of clinker vs. 2005 (%)	2005	81	67
Water			
Implementation of water action plans in sites located in water-stressed areas (%)[19]	2021	50	100
Reduction in specific freshwater withdrawal in cementitious (%)	2021	3.8	20
Reduction in specific freshwater withdrawal in aggregates (%)[20]	2021	14.2	15
Reduction in specific freshwater withdrawal in concrete (%)	2021	19.3	10
Compliance			
Implementation of Ethics and Compliance Continuous Improvement Program (%)	-	100	100

[18] 2030 target is an annual target.
[19] Water Action plans being implemented in accordance with the scoping study on water-stressed areas conducted in 2020.
[20] Water Action plans being implemented in accordance with the scoping study on water-stressed areas conducted in 2020.

Climate-related targets

Cemex is among the first companies in the global cement industry to validate its 2030 decarbonization targets and 2050 net-zero goal through the Science Based Targets initiative (SBTi) for alignment under their new 1.5°C scenario, the most ambitious for the cement industry. This validation includes Scope 1, 2, and 3 emission targets, allowing us to align with the Paris Agreement objective. Our 2030 and 2050 net-zero targets do not consider the use of offsets or carbon credits, in alignment with SBTi criteria.

To reach our climate targets, we have developed a CO_2 roadmap including specific reduction initiatives for each cement site, identifying the necessary resources (capital expenditure) and calendar for their implementation. Each region monitors monthly its site-by-site plan to strive to comply with its implementation and resources allocation.

	2020 Baseline	2025 Performance	2030 Target	2050 Target
Scope 1				
Reduction of CO_2 net emissions in cement per ton of cementitious product (kg CO_2/ton of cementitious product)	620	528 14% reduction	< 430 31% reduction	
Clinker factor (cementitious) (%)		70.1	68	
Alternative fuels (%)		32.1	55	
Scope 2				
Reduction of CO_2 emissions per ton of cementitious product (kg CO_2/ ton of cementitious product)	57	35.5 37% reduction	24 58% reduction	**Net zero CO_2 emissions across the Company**
Scope 3				
Reduction of CO_2 emissions per ton of purchased clinker and cement (kgCO_2/ton)	850	828	25% reduction	
Reduction of absolute CO_2 emissions of traded fuels (tons of CO_2)	5,730,384	1,440,736	42% reduction	

Statement of compliance

This report was prepared in accordance with the IFRS Sustainability Disclosure Standards S1 and S2 issued by the International Sustainability Standards Board (ISSB).

Since this is the first annual period for which the Company is required to report such information for the first time, Cemex applied, through the corresponding corporate notice, the transition exemption contemplated in paragraph E4 of the Transition section of Appendix E (Effective Date and Transition) of IFRS 1 (General Requirements for Disclosure of Sustainability-Related Financial Information), under the terms in which the relief was offered to issuers.

Judgements, uncertainties and errors; Cautionary statement regarding forward-looking statements

As of year-end 2025, we recognize that additional risks and uncertainties could emerge or materialize in 2026 and subsequent years due to changes in market conditions, business dynamics, regulatory environments, and other external factors. Accordingly, the relative significance of the risks described in this section may increase or decrease over time.

Furthermore, the preparation of sustainability and climate-related information requires the application of significant judgments, estimates, and assumptions by Management, particularly in defining the scope of the report, identifying relevant risks and opportunities, and measuring non-financial metrics, including those related to greenhouse gas emissions. These judgments are based on the management team's experience, the information available, and the methodologies considered appropriate as of the reporting date, and may differ as the availability and quality of information or measurement practices evolve.

The identification of our sustainability-related risks and opportunities (IFRS S1) was based on our Double Materiality assessment[21], which integrates the most relevant financial and non-financial topics for Cemex and our stakeholders. This process involves applying significant judgments to determine which risks and opportunities should be disclosed, the applicable time horizons, and the degree to which these could affect the Company's outlook.

This assessment is also designed to achieve alignment with the European Union's Corporate Sustainability Reporting Directive (CSRD) and the GRI Sustainability Reporting Standards, considering inherent risk prior to mitigation measures. In addition, climate-related risks are assessed based on the joint assessment conducted in collaboration with Risilience, which is explained in detail in the climate resilience section of this report.

After adjusting the materiality of risks and opportunities to a financial impact under International Financial Reporting Standards (IFRS), based on residual risk after considering mitigation measures, no material financial impact for Cemex was identified during 2025. However, the measurement and the quantification of certain impacts, particularly those related to climate change, involves inherent uncertainty, as in some cases direct measurement is unavailable and it is necessary to use estimates based on activity data, emission factors, and operational assumptions. Such estimates may vary as information availability improves, methodologies evolve, or new data sources are incorporated.

Additionally, climate-related projections and scenario analysis results depend on assumptions about future conditions —including macroeconomic variables, regulatory changes, technological evolution, and weather patterns— which are subject to uncertainty and could differ from actual results.

However, we present the sustainability- and climate-related risks and opportunities considered relevant to our operations and the industry.

Cemex plans to continue strengthening efforts to identify and quantify material risks and opportunities across our value chain.

The sustainability-related information presented in this report comes from multiple systems, operations, and geographies, which may imply limitations in terms

[21] For more information of our Double Materiality assessment analysis and results, please refer to page 233 of our Integrated Report 2025

of the completeness, consistency, or comparability of the data. In this context, the Management applies judgment to assess the quality of the available information and to determine when it is necessary to use estimates or assumptions.

Furthermore, the internal systems and controls associated with non-financial information may differ in their level of development from those used for traditional financial information, which may affect the accuracy, consistency, and comparability of the information disclosed.

We will also continue professionalizing our processes and methodologies to consistently and transparently disclose potential impacts, in line with best practices and the expectations of our stakeholders.

The information disclosed in this report and the current or future events referenced therein may contain forward-looking statements within the meaning of applicable securities laws and regulations, including but not limited to Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. We intend these forward-looking statements to be covered by the "safe harbor" provisions for forward-looking statements within the meaning of applicable securities laws and regulations in all jurisdictions where such provisions exist, including but not limited to the US Private Securities Litigation Reform Act of 1995. These forward-looking statements and information are necessarily subject to risks, uncertainties, and assumptions, including but not limited to statements related to our plans, objectives, and expectations (financial or otherwise), and typically can be identified by the use of words such as, but not limited to, "will", "may," "assume," "might," "should," "could," "continue," "would," "can," "consider," "anticipate," "estimate," "expect," "envision," "plan," "believe," "foresee," "predict," "potential," "target," "goal," "strategy," "intend," "aimed", or other forward-looking words. Although we believe that our expectations are reasonable, we can give no assurance that these expectations will prove to be correct, and actual results, performance and/or achievements may vary, including materially, from historical results, performance and/or achievements or those anticipated by forward-looking statements due to various factors. Unless otherwise indicated, these forward-looking statements reflect our current expectations and projections about the future based on certain assumptions and on our knowledge of facts and circumstances as of the date such forward-looking statements are made. These forward-looking statements necessarily involve risks, uncertainties, assumptions and other important factors that could cause results and any estimate, projection and/or guidance presented in this report to differ materially from historical results, performance and/or achievements or those anticipated by forward-looking statements due to various factors. Among others, such risks, uncertainties, assumptions, and other important factors that could cause results and any estimate, projection and/or guidance presented in this report to differ or fail to materialize, or that otherwise could have an impact on us, include those discussed in our most recent annual report and those detailed from time to time in our other filings with the U.S. Securities and the Exchange Commission ("SEC"), Mexican National Banking and Securities Commission (Comisión Nacional Bancaria y de Valores, the "CNBV") and the Mexican Stock Exchange (Bolsa Mexicana de Valores, the "BMV"), which factors are incorporated herein by reference, including, but not limited to: changes in general economic, political and social conditions, including government shutdowns, new governments or regimes and decisions implemented by such new governments or regimes, changes in laws or regulations in the countries in which we do business, elections, changes in inflation, interest and foreign exchange rates, employment levels, population growth, any slowdown in the flow of remittances into countries where we operate, consumer confidence and the liquidity of the financial and capital markets in Mexico, the United States of America, the European Union ("EU"), the United Kingdom or other countries in which we operate; the cyclical activity of the construction sector and reduced construction activity in our end markets or reduced use in our end markets for our products; our exposure to sectors that impact our and our clients' businesses, particularly those operating in the commercial and residential construction sectors, and the public and private infrastructure and energy sectors; volatility in pension plan asset values and liabilities, which may require cash or other contributions to the pension plans; changes in spending levels for residential and commercial construction and general infrastructure projects; the availability of short-term credit lines or working capital facilities, which can assist us in connection with market cycles; any impact of not maintaining investment grade debt rating or not obtaining investment grade debt ratings from additional rating agencies on our cost of capital and on the cost of the products and services we purchase; availability of raw materials and related fluctuating prices of raw materials, as well as of goods and services in general, in particular increases in prices of raw materials, goods and services, as a result of inflation, trade barriers, measures imposed by governments or as a result of conflicts between countries that disrupt supply chains; our ability to maintain and expand our distribution network and maintain favorable relationships with

third parties who supply us with equipment, services and essential supplies; competition in the markets in which we offer our products and services; the impact of environmental cleanup costs and other remedial actions, and other environmental, climate and related liabilities relating to existing and/or divested businesses, assets and/or operations; our ability to secure and permit aggregates reserves in strategically located areas in amounts that our operations require to operate or operate in a cost-efficient manner; the timing and amount of federal, state, and local funding for infrastructure; changes in our effective tax rate; our ability to comply with regulations and implement technologies and other initiatives that aim to reduce and/or capture CO_2 emissions and comply with related carbon emissions regulations in place in the jurisdictions where we have operations; the legal and regulatory environment, including environmental, climate, trade, energy, tax, antitrust, sanctions, import and export controls, construction, human rights and labor welfare, and acquisition-related rules and regulations in the countries and regions in which we have operations; the effects of currency fluctuations on our results of operations and financial condition; our ability to satisfy our obligations under our debt agreements, the indentures that govern our outstanding notes, and our other debt instruments and financial obligations, and also regarding our subordinated notes with no fixed maturity and other financial obligations; adverse legal or regulatory proceedings or disputes, such as class actions or enforcement or other proceedings brought by third parties, government and regulatory agencies, including antitrust investigations and claims; our ability to protect our reputation and intellectual property; our ability to consummate asset sales or consummate asset sales in terms favorable to us, fully integrate newly acquired businesses, achieve cost-savings from our cost-reduction initiatives, implement our pricing and commercial initiatives for our products and services, and generally meet our business strategy's goals; the increasing reliance on information technology infrastructure for our sales, invoicing, procurement, financial statements, and other processes that can adversely affect our sales and operations in the event that the infrastructure does not work as intended, experiences technical difficulties, or is subjected to invasion, disruption, or damage caused by circumstances beyond our control, including cyber-attacks, catastrophic events, power outages, natural disasters, computer system or network failures, or other security breaches; the effects of climate change, in particular reflected in weather conditions, including but not limited to excessive rain and snow, shortage of usable water, wildfires and natural disasters, such as earthquakes, hurricanes, tornadoes and floods, that could affect our facilities or the markets in which we offer our products and services or from where we source our raw materials; trade barriers, including but not limited to tariffs or import taxes, including those imposed by the United States of America to key markets in which we operate, in particular, Mexico, China and the EU, and changes in existing trade policies or changes to, or withdrawals from, free trade agreements, including the United States-Mexico-Canada Agreement (the "USMCA"), and the overall impact that the imposition or threat of trade barriers may cause on the overall economy of the countries in which we do business or that are part of our global supply chain; availability and cost of trucks, railcars, barges, and ships, terminals, warehouses, as well as their licensed operators, drivers, staff and workers for transport, loading and unloading of our materials or that are otherwise a part of our supply chain; labor shortages and constraints; our ability to hire, effectively compensate and retain our key personnel and maintain satisfactory labor relations; our ability to detect and prevent money laundering, terrorism financing and corruption, as well as other illegal activities, and how any measures implemented by governments to detect and prevent money laundering, terrorism financing and corruption, and other illegal activities, affect our customers, suppliers and countries in which we do business in general; defaults, losses or disruptions in agreements, financial transactions or operations resulting from sanctions or restrictions imposed on any financial institution, including but not limited to banks, common representatives, trustees, payment processors, paying agents or other financial intermediaries, or any related parties; terrorist and organized criminal activities, social unrest, as well as geopolitical events, such as global, regional or national instability, hostilities, war, and armed conflicts, including the current war between Russia and Ukraine, the ongoing war among Israel, the United States and Iran, conflicts in the Middle East and any insecurity and hostilities in Mexico related to illegal activities or organized crime and any actions any government takes to prevent these illegal activities and organized crime; the impact of pandemics, epidemics, or outbreaks of infectious diseases and the response of governments and other third parties, which could adversely affect, among other matters, the ability of our operating facilities to operate at full or any capacity, supply chains, international operations, availability of liquidity, investor confidence and consumer spending, as well as the availability of, and demand for, our products and services; changes in the economy that affect demand for consumer goods, consequently affecting demand for our products and services; the depth and duration of an economic slowdown or recession, instability in the business landscape and lack of availability of credit; declarations of insolvency or bankruptcy, or becoming

subject to similar proceedings; natural disasters and other unforeseen events (including global health hazards such as, for example, COVID-19); and our ability to implement our climate action program in effect at any given time, if any, including our current "Future in Action" climate action and nature program, and to achieve our sustainability goals and objectives in effect at any given time, if any, including those under such program.

Many factors could cause our expectations, expected results, and/or projections expressed in this report and in the events referenced herein not being reached and/or not producing the expected benefits and/or results, as any such benefits or results are subject to uncertainties, costs, performance, and also rate of success and/or implementation of technologies, some of which are not yet proven, among other factors. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results, performance and/or achievements may vary materially from historical results, performance, and/or achievements and/or results; performance and/or achievements expressly or implicitly anticipated by the forward-looking statements; or otherwise could have an impact on us. Forward-looking statements should not be considered guarantees of future performance, and past results or developments are not indicative of results or developments in subsequent periods. Actual results, performance and/or achievements of our operations and the development of market conditions in which we operate, or other circumstances that may materialize, may differ materially from those described in, or suggested by, the forward-looking statements contained in this report, and events referenced therein. Any or all of our forward-looking statements may turn out to be inaccurate and the factors identified above are not exhaustive. Accordingly, undue reliance on forward-looking statements should not be placed, as such forward-looking statements speak only as of the dates on which they are made. The forward-looking statements and the information disclosed in this report are made and stated as of the dates specified in such referenced report and are subject to change without notice; and, except to the extent legally required, we expressly disclaim any obligation or undertaking to update or correct the information contained in this report, or revise any forward-looking statements in such referenced report, whether to reflect new information, the occurrence of anticipated or unanticipated future events or circumstances, any change in our expectations regarding those forward-looking statements, any change in events, conditions or circumstances on which any such statement is based, or otherwise. Readers should review future reports filed or furnished by us with the SEC, the CNBV and the BMV. Market data used in this report and events referenced herein not attributed to a specific source are our estimates and have not been independently verified. Certain financial and statistical information contained in this report is subject to rounding adjustments; accordingly, any discrepancies between the totals and the sums of the amounts listed are due to rounding. Unless otherwise specified, all references to records are our internal records.

This report includes statistical data regarding the production, distribution, marketing and sale of cement, ready-mix concrete, clinker, aggregates and Urbanization Solutions. We generated some of this data internally, and some was obtained from independent industry publications and reports that we believe to be reliable sources. We have not independently verified this data nor sought the consent of any organizations to refer to their reports in this report. We act in strict compliance with antitrust laws and as such, among other measures, maintain an independent pricing policy that has been independently developed and its core element is to price our products and services based upon their quality and characteristics as well as their value to our customers. We do not accept any communications or agreements of any type with competitors regarding the determination of our prices for our products and services. Unless the context indicates otherwise, all references to pricing initiatives, price increases or decreases, refer to our prices for our products. The information, statements, and opinions contained in this report are for informational purposes only and do not constitute a public offer under any applicable legislation, an offer to sell, or solicitation of any offer to buy any securities or financial instruments, or any advice or recommendation with respect to such securities or other financial instruments. You should not construe any such information or other material as legal, tax, investment, financial, or other advice. We are not responsible for any third-party information referenced in this report.

Cautionary Statement Regarding Environmental, Social, and Governance ("ESG") and Sustainability-Related Data, Metrics, and Methodologies. This report includes non-financial metrics, estimates, or other information related to ESG and sustainability matters that are subject to significant uncertainties, which may include the methodology, collection, and verification of data, various estimates, and assumptions, and/or underlying data that is obtained from third parties, some of which cannot be independently verified. The preparation of certain information on ESG and sustainability matters contained in this report requires the application of a number of

key judgments, assumptions, and estimates. As methodologies, reporting standards, and information systems evolve, previously reported information may be subject to updates, revisions, or reclassification in future periods, particularly considering that this report represents the initial disclosures under the IFRS Sustainability Disclosure Standards. The reported measures reflect good faith estimates, assumptions, and judgments at the given point in time. There is a risk that these judgments, estimates, or assumptions may subsequently prove to be incorrect and/or, to the extent legally required, may need to be restated or changed. The disclosure of information on sustainability-related matters is not yet subject to the same recognized or accepted reporting or accounting principles and rules as traditional financial information. Consequently, there are no commonly accepted reporting practices for us to follow, and ESG metrics among organizations in our industry may not be comparable. In addition, the underlying data, systems, and controls that support non-financial reporting are generally considerably less sophisticated than the systems and internal control for financial reporting and rely on manual processes. This may result in non-comparable information between organizations and/or between reporting periods within organizations as methodologies continue to develop and/or be socialized. The further development of or changes to accounting and/or reporting standards could materially impact the performance metrics, data points, and targets contained in this report, and the reader may not be able to compare non-financial information performance metrics, data points, or targets between reporting periods on a direct like-for-like basis. Additionally, the information disclosed in this report contains references to "green," "social," "sustainable," or equivalent-labelled activities, products, assets, or projects. There is currently no single globally recognized or accepted, consistent, and comparable set of definitions or standards (legal, regulatory, or otherwise) of, nor widespread cross-market consensus i) as to what constitutes, a 'green', 'social,' or 'sustainable' or having equivalent-labelled activity, product, or asset; or ii) as to what precise attributes are required for a particular activity, product, or asset to be defined as 'green', 'social,' or 'sustainable' or such other equivalent label; or iii) as to climate and sustainable funding and financing activities and their classification and reporting. Therefore, there is little certainty, and no assurance or representation is given that such activities, products, assets or projects and/or reporting of those activities, products, assets or projects will meet any present or future expectations or requirements for describing or classifying such activities, products, assets or projects as 'green,' 'social,' or 'sustainable,' or attributing similar labels. We expect policies, regulatory requirements, standards, and definitions to be developed and continuously evolve over time.

Cautionary Statement Regarding Forward-Looking ESG or Sustainability Statements.

Certain sections in this report contain ESG- or sustainability-related forward-looking statements, such as aims, ambitions, estimates, forecasts, plans, projections, targets, goals and other metrics, including but not limited to: climate and emissions, business and human rights, corporate governance, research and development and partnerships, development of products and services that intend to address sustainability-related concerns and sustainability related targets/ ambitions when finalized, including the implementation of technologies and other initiatives that aim to reduce and/or capture CO_2 emissions. These forward-looking statements also include references to specific programs, such as our current "Future in Action" climate action and nature program, as well as various ESG-related indicators, objectives or metrics disclosed previously or that may be disclosed in the future, none of which are guarantees and any and all of which may ultimately not be achieved or may be abandoned at any time, whether in part, in full, or within any specific timeframe. There are many significant uncertainties, assumptions, judgements, opinions, estimates, forecasts and statements made of future expectations underlying these forward-looking statements which could cause actual results, performance, outcomes or events to differ materially from those expressed or implied in these forward-looking statements, which include, but are not limited to: the extent and pace of climate change, including the timing and manifestation of physical and transition risks; the macroeconomic environment; uncertainty around future climate-related policy and regulations, including the timely implementation and integration of adequate government policies; the effectiveness of actions of governments, legislators, regulators, businesses, investors, customers, and other stakeholders to mitigate the impact of climate and sustainability-related risks; changes in customer behavior and demand, changes in the available technology for mitigation and the effectiveness of any such technologies, as some of these new technologies may be unproven; excessive costs and expenses related to acquire and/or develop technology for mitigation; the roll-out of low carbon infrastructure; the availability and adoption of renewable energy in our value chain; the development of carbon capture, circular utilization, and sequestration technologies, including the adoption of cost-effective carbon-related technologies such as carbon capture, utilization, and storage; the availability of accurate, verifiable, reliable, consistent, and comparable climate-related data; lack of

transparency and comparability of climate-related forward-looking methodologies; variation in approaches and outcomes, as variations in methodologies may lead to under or overestimates and consequently present exaggerated indication of climate-related risk; and reliance on assumptions and future uncertainty. Calculations of forward-looking metrics are complex and require many methodological choices and assumptions. Accordingly, undue reliance should not be placed on these forward-looking statements. Furthermore, changing national and international standards, industry and scientific practices, regulatory requirements, and market expectations regarding climate change, which remain under continuous development, are subject to different interpretations. There can be no assurance that these standards, practices, requirements, and expectations will not be interpreted differently than our understanding when defining sustainability-related ambitions and targets or change in a manner that substantially increases the cost or effort for us to achieve such ambitions and targets.

Scope and boundaries

Cemex, S.A.B. de C.V. is incorporated as a publicly traded variable stock corporation (sociedad anónima bursátil de capital variable) organized under the laws of Mexico. Cemex, S.A.B. de C.V.'s ordinary participation certificates ("CPOs") are traded on the BMV (BMV: CEMEX.CPO). Cemex, S.A.B. de C.V.'s American Depositary Shares, each representing ten CPOs, are traded on the New York Stock Exchange (NYSE: CX).

In preparation for this report, we consolidated information from all of our operations in Mexico, the United States, Europe, Middle East and Africa, and South America, Central America and the Caribbean. Unless otherwise indicated, the information provided in this report is for the Company as a whole and includes operations where we have financial and operative control as of December 31, 2025.

Unless expressly stated otherwise, all monetary amounts are reported in US dollars. All references to "tons" refer to metric tons.

Connectivity with the financial statements

The sustainability-related financial information disclosed in this report refers to and should be read in conjunction with the consolidated financial statements of Cemex, S.A.B. de C.V. and its subsidiaries for the year ended December 31, 2025.

Exchange Listings

Bolsa Mexicana de Valores (BMV)
Mexico
Ticker symbol: CEMEXCPO
Listed securities: CPO (representing two Series A shares and one Series B share)

New York Stock Exchange (NYSE)
United States
Ticker symbol: CX
Listed securities: ADS (each ADS representing 10 CPOs)

Contact

Investor Relations
ir@cemex.com

Sustainability
sd@cemex.com



www.cemex.com