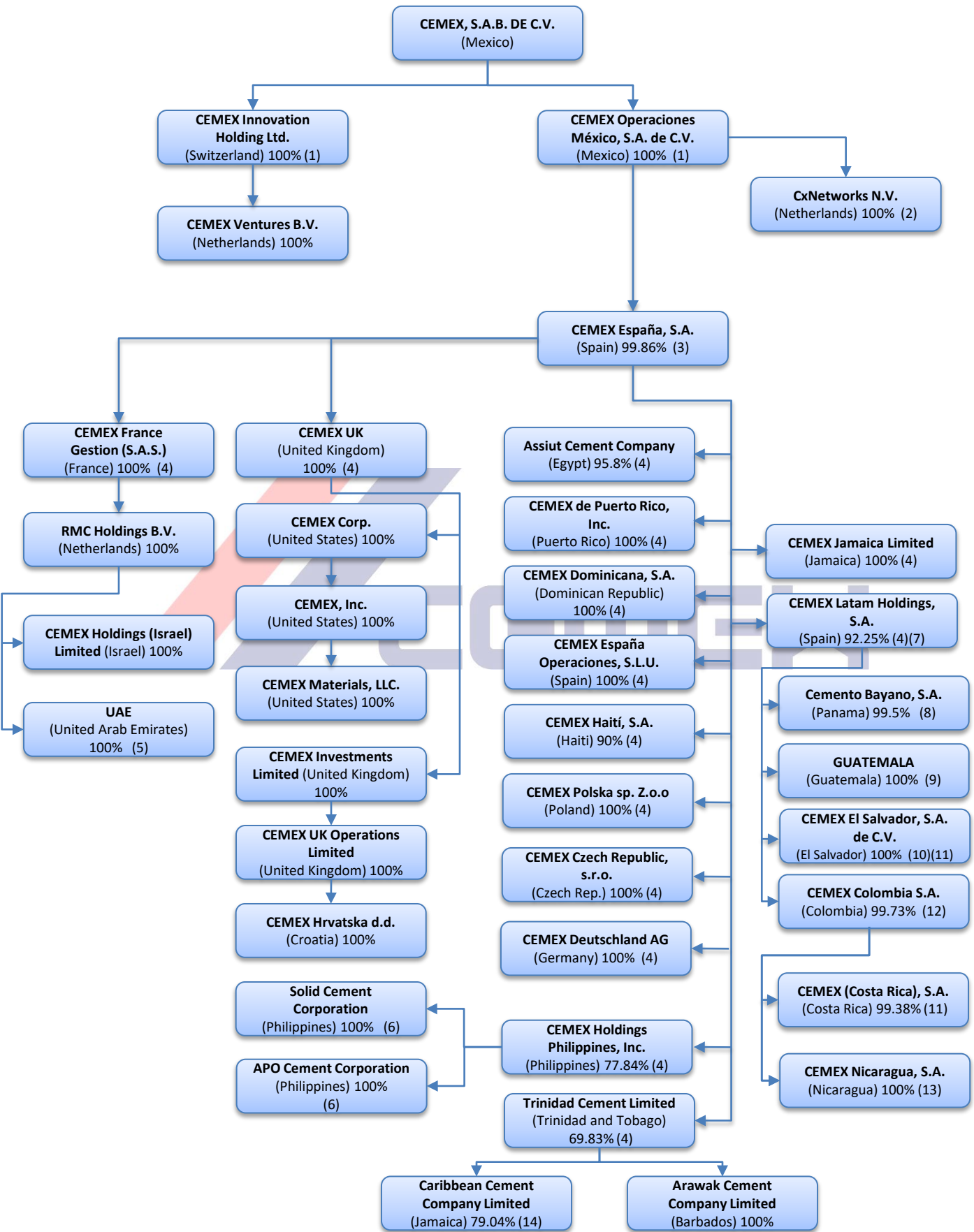


CEMEX'S Corporate Structure

as of March 31, 2022



This chart summarizes CEMEX, S.A.B. de C.V.'s ("CEMEX") corporate structure as of March 31, 2022. The chart also shows, unless otherwise indicated, for each company, CEMEX's approximate direct or indirect, or consolidated, percentage equity ownership or economic interest. The chart has been simplified to show only some of CEMEX's major holding companies and/or operating companies in the main countries in which CEMEX operates, and/or relevant companies in which CEMEX holds a significant direct or indirect interest and does not include all of CEMEX's operating subsidiaries and its intermediate holding companies.

- (1) Includes CEMEX's direct or indirect, or consolidated, interest.
- (2) CxNetworks N.V. is the holding company of the global business and IT consulting entities, including Neoris N.V.
- (3) Includes CEMEX Operaciones México, S.A. de C.V.'s ("COM"), CEMEX Innovation Holding Ltd.'s ("CIH") and CEMEX's interest, as well as shares held in CEMEX España, S.A.'s ("CEMEX España") treasury.
- (4) Includes CEMEX España's direct or indirect, or consolidated, interest.
- (5) Represents CEMEX España's indirect economic interest in three companies incorporated in the United Arab Emirates: CEMEX Topmix LLC, CEMEX Supermix LLC and CEMEX Falcon LLC. CEMEX España indirectly owns a 49% equity interest in each of these companies and indirectly holds the remaining 51% of the economic benefits through agreements with other shareholders.
- (6) Represents CEMEX Holdings Philippines, Inc.'s direct and indirect equity interest.
- (7) Represents outstanding shares of CEMEX Latam Holdings, S.A.'s ("CEMEX Latam") capital stock and excludes treasury stock.
- (8) Represents CEMEX Latam's 99.483% indirect interest in ordinary shares, which excludes a 0.516% interest held in Cemento Bayano, S.A.'s treasury.
- (9) Represents CEMEX Latam's direct and indirect interest in three companies incorporated in Guatemala; CEMEX Guatemala, S.A., Global Concrete, S.A., and Cementos de Centroamérica, S.A.
- (10) Represents CEMEX Latam's direct and indirect interest.
- (11) An agreement for the sale of the interest in CEMEX (Costa Rica), S.A. and CEMEX El Salvador, S.A. de C.V. was executed, and closing may take place during the first half of 2022.
- (12) Represents CEMEX Latam's direct and indirect interest in ordinary and preferred shares and includes shares held in CEMEX Colombia, S.A.'s ("CEMEX Colombia") treasury.
- (13) Includes CEMEX Colombia's 99% interest and Corporación Cementera Latinoamericana, S.L.U.'s 1% interest.
- (14) Includes Trinidad Cement Limited's direct and indirect 74.08% interest and CEMEX's indirect 4.96% interest held through other subsidiaries.