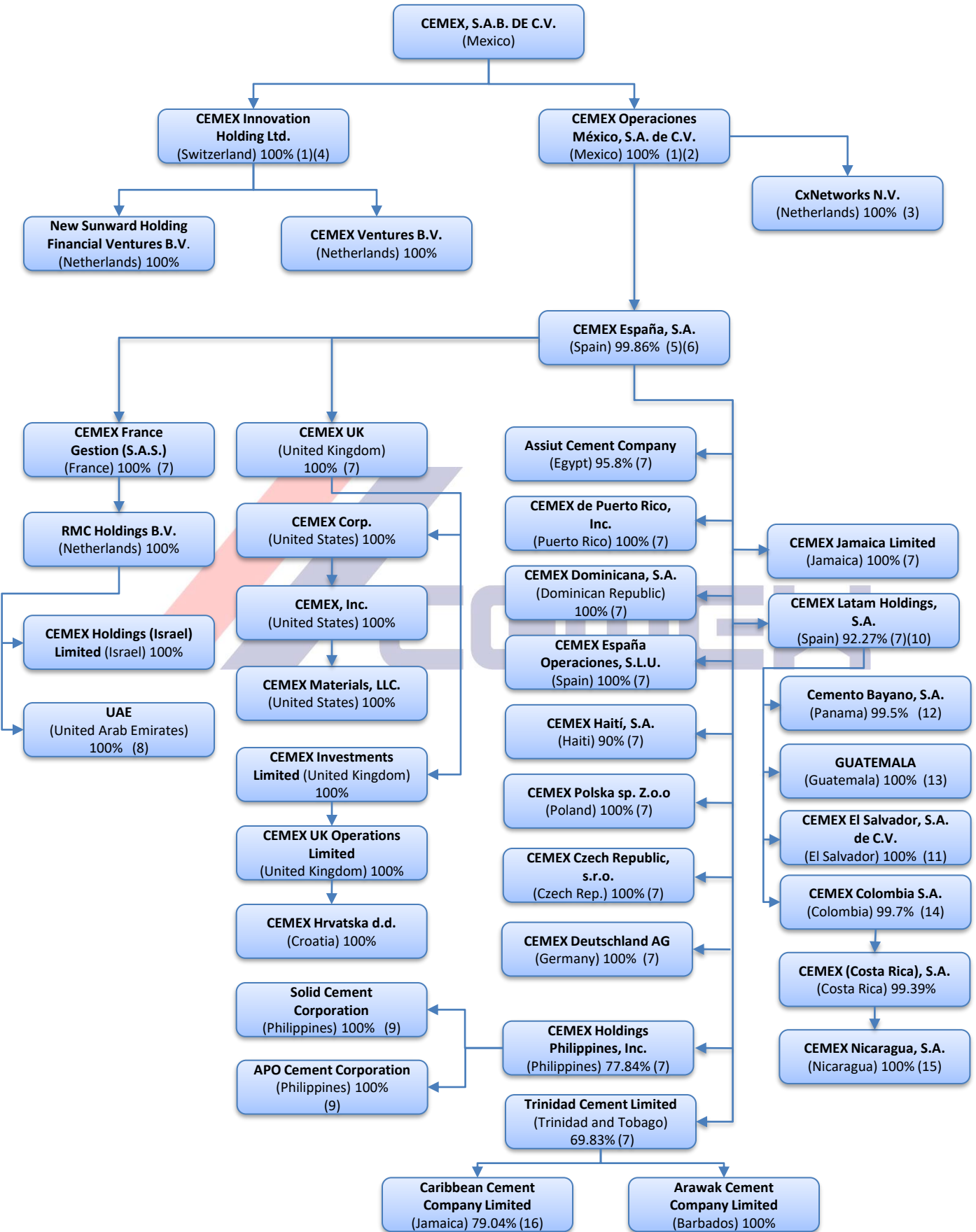


CEMEX'S Corporate Structure

as of September 30, 2021



This chart summarizes CEMEX, S.A.B. de C.V.'s ("CEMEX") corporate structure as of September 30, 2021. 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) Includes an approximately 99.99% interest pledged or transferred to a security trust as collateral for the benefit of certain secured creditors of CEMEX and certain of its subsidiaries.*
- (3) CxNetworks N.V. is the holding company of the global business and IT consulting entities, including Neoris N.V.
- (4) Includes a 100% interest pledged or transferred to a security trust as collateral for the benefit of certain secured creditors of CEMEX and certain of its subsidiaries.*
- (5) 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.
- (6) Includes an approximately 99.56% interest pledged or transferred to a security trust as collateral for the benefit of certain secured creditors of CEMEX and certain of its subsidiaries.*
- (7) Includes CEMEX España's direct or indirect, or consolidated, interest.
- (8) 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 CEMEX España indirectly holds the remaining 51% of the economic benefits through agreements with other shareholders.
- (9) Represents CEMEX Holdings Philippines, Inc.'s direct and indirect equity interest.
- (10) Represents outstanding shares of CEMEX Latam Holdings, S.A.'s ("CEMEX Latam") capital stock and excludes treasury stock.
- (11) Represents CEMEX Latam's direct and indirect interest.
- (12) 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.
- (13) Represents CEMEX Latam's direct and indirect interest in four companies incorporated in Guatemala: CEMEX Guatemala, S.A., Global Concrete, S.A., Gestión Integral de Proyectos, S.A. and Cementos de Centroamérica, S.A.
- (14) 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 .
- (15) Includes CEMEX (Costa Rica), S.A.'s 99% interest and CEMEX Colombia's 1% direct interest.
- (16) Includes Trinidad Cement Limited's direct and indirect 74.08% interest and CEMEX's indirect 4.96% interest held through other subsidiaries.

*On October 6, 2021, the shares in COM, CIH and CEMEX España were released from the security trusts/pledges to which they had been transferred as collateral for the benefit of certain secured creditors of CEMEX and certain of its subsidiaries.