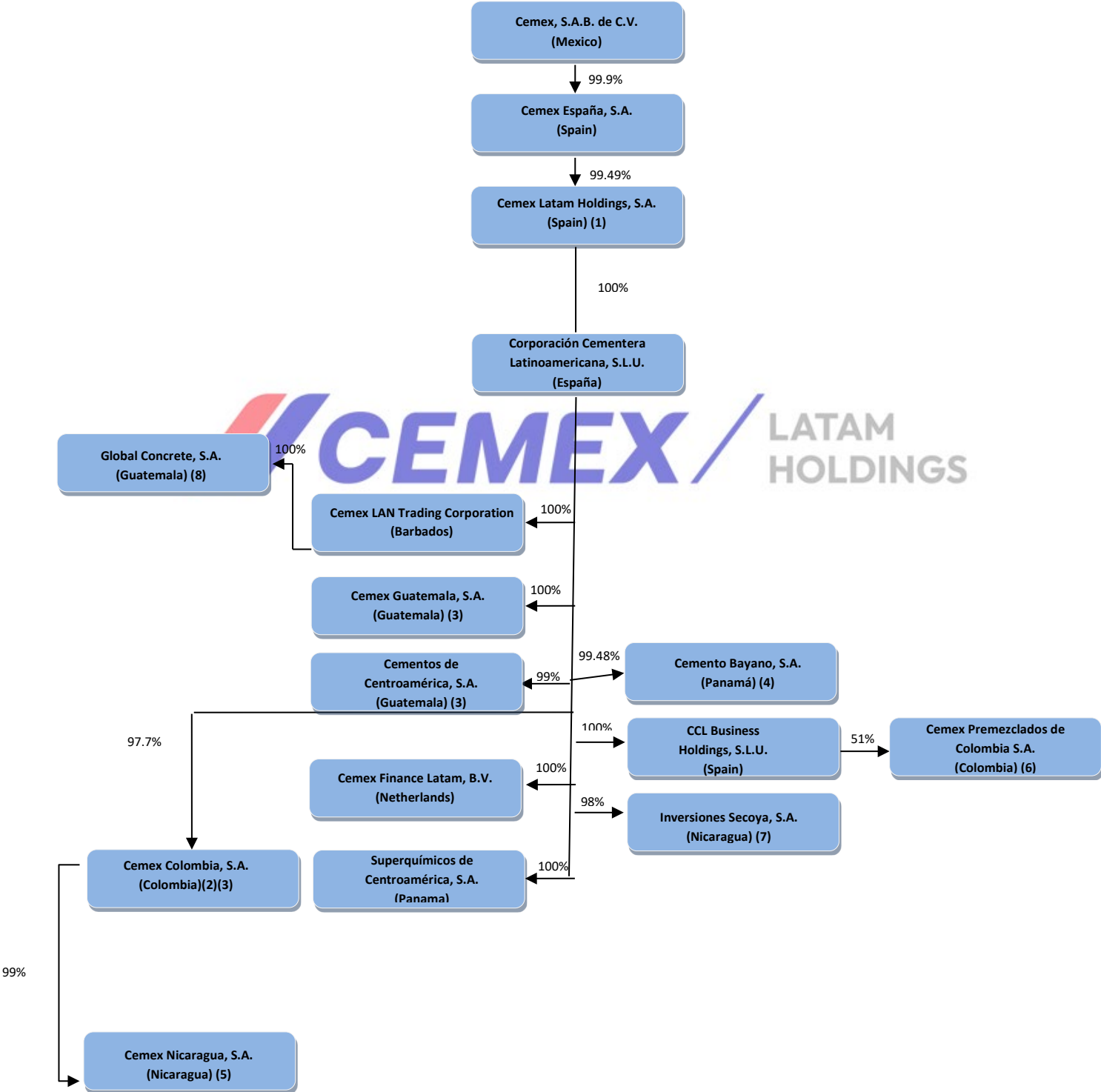


Our Corporate Structure as of March 31, 2023



CEMEX Latam Holdings, S.A. (“CEMEX Latam Holdings”) was incorporated in Spain as a capital stock corporation (sociedad anónima) on April 17, 2012 for an indefinite term, holding Spanish Tax Identification Number (NIF) A-86449162. CEMEX Latam Holdings was registered with the Madrid Commercial Registry on May 8, 2012. CEMEX Latam Holdings is a holding company that operates its cement, ready-mix concrete, aggregates and other businesses through its direct and indirect subsidiaries. The following chart summarizes CEMEX Latam Holdings’ corporate structure as of March 31, 2023.

This chart has been simplified to show (i) CEMEX, S.A.B. de C.V. (“CEMEX”), CEMEX Latam Holdings’ ultimate parent company, (ii) CEMEX España, S.A. (“CEMEX España”), CEMEX Latam Holdings’ direct parent company and principal shareholder, (iii) the major holding and operating companies in the countries where CEMEX Latam Holdings and its direct and indirect subsidiaries operate and (iv) CEMEX Latam Holdings’ consolidated equity interest in such holding and operating companies. CEMEX Latam Holdings’ registered office is located at Calle Hernández de Tejada 1, CP 28027 Madrid, Spain and the office of CEMEX Colombia S.A. is located at Calle 99 no. 9A-54, Piso 8, Bogotá, Colombia. Our direct parent company, CEMEX España is an approximate 99.9% indirectly owned subsidiary of CEMEX.

(1) Represents outstanding shares of CEMEX Latam Holdings capital stock and excludes treasury shares.

(2) CEMEX Latam Holdings operates in Colombia through CEMEX Colombia S.A., a subsidiary, which has 97.70% participation (direct and indirect) in ordinary shares of CEMEX Latam Holdings, S.A. and 98.94% direct participation in preferred shares of CEMEX Latam Holdings, S.A. CEMEX Colombia owns its Colombian subsidiaries, Central de Mezclas, S.A., CEMEX Transportes de Colombia, S.A., Diamante Transportes, Ltda. (currently being liquidated), CEMEX Administraciones, Ltda., CEMEX Energy, S.A.S. E.S.P, CEMEX Soluciones, S.A.S. in liquidation, Qualion Asesores de Seguros Ltda and Zona Franca Especial Cementera del Magdalena Medio, S.A.S. (ZOMAM S.A.S.)

(3) Includes CEMEX Latam Holdings minimal direct interest.

(4) Excludes: (i) Treasury shares deposited in Cemento Bayano, S.A., equivalent to 0.516% and, (ii) 0.001% interest held by third parties

(5) Includes Corporación Cementera Latinoamericana, S.L.U. minimal interest.

(6) 46% owned by CEMEX Colombia, S.A., 1% by CEMEX Administraciones Ltda., 1% by Central de Mezclas, S.A. and 1% by CEMEX Transportes de Colombia, S.A.

(7) 1% owned by CEMEX Latam Holdings and 1% owned de CCL Business Holdings, S.L.U.

(8) Includes Cementos Centroamérica, S.A.’s minimal interest