



GCC, S.A.B. DE C.V.

**Avenida Vicente Suarez y Sexta s/n
Zona Industrial Nombre de Dios, C.P. 31105
Chihuahua, Chihuahua, México**

**Annual Report submitted as per the general provisions applicable to securities issuers
and other market participants for the year ended on December 31, 2020.**

Outstanding securities as of April 30, 2021:

331,194,795 nominative common shares, Class I, Single Series*

*Subject to certain exceptions, GCC's bylaws state that prior approval of the Board of Directors will be required (i) to carry out any acquisition, directly or indirectly, of blocks of shares, instruments referred to or representative of shares, instruments convertible into or exchangeable for shares or rights with respect to shares, representing a percentage equal to or greater than 3% (three percent) of GCC's outstanding capital stock, (ii) to enter into agreements, oral or written, as a consequence of which mechanisms or association agreements are formed or adopted for voting, or voting in concert or jointly, with respect to shares, instruments convertible into or exchangeable for shares or rights in respect of shares, for a percentage equal to or greater than 3% (three percent), and (iii) for any of GCC's competitors to acquire, directly or indirectly, blocks of shares, instruments referred to or representative of shares, instruments convertible into or exchangeable for shares or rights in respect of shares.

The securities issued by GCC, S.A.B. de C.V., ticker GCC*, are registered in the Securities Section and are traded in the Mexican Stock Exchange, Bolsa Mexicana de Valores, S.A.B. de C.V.

Registration in the National Registry of Securities (Registro Nacional de Valores) does not imply a certification of the attractiveness or value of the securities; solvency or financial standing of the issuer; or the accuracy or truthfulness of the information contained in the Annual Report. Registration does not authenticate acts, if any, that could have been conducted in breach of the Law.



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1) Company information

All the information contained in this report and/or any of its attachments, including the disclosure of GCC's adherence to the Best Corporate Practices Code, may be consulted by investors on the Company's website: www.gcc.com or through the Mexican Stock Exchange (BMV) at its offices or on its website: www.bmv.com.mx

Copies of said documents, as well as the quarterly and annual information delivered to the CNBV and the BMV, may be obtained by any investor upon request by contacting GCC's Finance and Administration Department, at its offices located on Avenida Vicente Suarez y calle Sexta s/n, Colonia Nombre de Dios, C.P. 31105, Chihuahua, Chihuahua, Mexico, or by dialing +52 (614) 442-3217 or +52 (614) 442-3176, attention to Luis Carlos Arias Laso, or by sending an e-mail to investors@gcc.com.

1.a) Glossary of terms and definitions

"2020 Notes"	means the issuance abroad of 5.25% Senior Notes due 2024 for US\$ 260 million Dollars with a single principal payment at maturity
"Aggregates"	means sand, gravel, ballast, limestone and crushed base
"Alkalis"	means sodium oxides and potassium oxides that may react in cement when the aggregates contain certain mineral constituents
"BMV"	means the Mexican Stock Exchange (Bolsa Mexicana de Valores, S.A.B. de C.V.)
"Bolivia"	means Plurinational State of Bolivia (previously known as Republic of Bolivia)
"CAMCEM"	means CAMCEM, S.A. de C.V.
"CANACEM"	means National Chamber of Cement (Cámara Nacional del Cemento)
"CCS"	means Consorcio Cementero del Sur, S.A.
"CDC"	means Cementos de Chihuahua, S.A. de C.V.
"CEMEX"	means Cemex, S.A.B. de C.V.
"CIMSA"	means Compañía de Inversiones Mercantiles, S.A.
"Clinker"	means an intermediate product used in cement production obtained from the mixture of limestone and clay with iron oxide
"CNBV"	means National Banking and Securities Commission (Comisión Nacional Bancaria y de Valores)

“Deloitte”	means Deloitte Touche Tohmatsu Limited and/or Galaz, Yamazaki, Ruiz Urquiza, S.C., member of Deloitte Touche Tohmatsu Limited
“US\$”, “Dollar” or “Dollars”	mean the United States of America currency
“FHWA”	means Federal Highway Administration
“Financial statements”	means the audited consolidated financial statements of financial position as of December 31, 2020, 2019 and 2018, and the income statements, statements of changes in stockholders’ equity and cash flows for the years ended 2020, 2019 and 2018, and the accompanying notes
“Fitch Ratings”	means Fitch Ratings, credit rating agency
“GCC”	means GCC, S.A.B. de C.V. and subsidiaries
“GCCA”	means Global Cement and Concrete Association
“GCC Alliance”	means GCC Alliance Concrete, Inc.
“GCC Latinoamérica”	means GCC Latinoamérica, S.A. de C.V.
“Holcim”	means Holcim México, S.A. de C.V.
“IACAC”	means Inter-American Commercial Arbitration Commission
“IASB”	means International Accounting Standards Board
“IMF”	means International Monetary Fund
“INEGI”	means the National System of Statistical and Geographical Information (Instituto Nacional de Estadística y Geografía)
“INFONAVIT”	means Federal Institute for Workers Housing (Instituto del Fondo Nacional de la Vivienda para los Trabajadores)
“Installed capacity”	means the theoretical annual production capacity of a plant
“Issuer” or “Company”	means GCC, S.A.B. de C.V. and subsidiaries
“IT”	means information technologies

GCC, S.A.B. de C.V.

“LafargeHolcim”	means LafargeHolcim, Ltd.
“LFT”	means Federal Labor Law (Ley Federal del Trabajo)
“LGSM”	means General Law of Business Corporations (Ley General de Sociedades Mercantiles)
“LIBOR”	means London Interbank Offered Rate
“LMV”	means Mexican Securities Market Law (Ley del Mercado de Valores)
“Mexico”	means the United Mexican States
“MidCo”	means Mid-Continent Concrete Company, Inc.
“Mortar”	means a hydraulic cement used in masonry, consisting of a mixture of clinker and plasticization materials such as: limestone or hydrated or hydraulic lime together with other materials to increase one or more properties such as setting, water retention and durability
“NAFTA”	means North America Free Trade Agreement
“NAPA”	means National Asphalt Pavement Association
“NIIFs” or “IFRS”	means the International Financial Reporting Standards issued by the International Accounting Standards Board
“NRMCA”	means National Ready Mixed Concrete Association
“PCA”	means Portland Cement Association
“Portland”	means the hydraulic cement produced through clinker pulverization consisting essentially of hydraulic calcium silicate, usually containing one or more forms of calcium sulfates as an addition during grinding
“Ps”, “Peso” or “Pesos”	means Mexican currency, in the understanding that all the figures in Pesos herein are stated in nominal pesos
“Ready-mix concrete”	means the mixture of cement, aggregates and water; is prepared and delivered to the final consumer using mixer trucks
“Report”	means this annual report presented for the year ended December 31, 2020

“RNV”	means the National Securities Registry (Registro Nacional de Valores)
“SEMARNAT”	means the Ministry of the Environment and Natural Resources (Secretaria de Medio Ambiente y Recursos Naturales)
“SOBOCE”	means Sociedad Boliviana de Cemento, S.A.
“Standard & Poor’s”	means Standard and Poor’s, credit rating agency
“Subsidiaries”	means all GCC’s subsidiaries in Mexico, the United States and Canada
“TIIE”	means Interbank Equilibrium Interest Rate (Tasa de Interés Interbancaria de Equilibrio)
“U.S. GAAP”	means United States Generally Accepted Accounting Principles
“U.S.A”, “U.S.” or “United States”	means United States of America
“USGS”	means United States Geological Survey
“USMCA”	means United States-Mexico-Canada Agreement

The tonnes referred to herein are metric tons (1 metric ton = 1,000 kilograms) unless otherwise stated.

1.b) Executive summary

The following is a summary of information contained in this report.

GCC

GCC, S.A.B. de C.V. ("GCC" or the "Company") is a holding company with operations in the corridor that extends from northern Mexico through the United States and into Canada. GCC produces, markets and distributes cement, ready-mix concrete, aggregates and other construction materials.

In the United States, GCC successfully participates in the cement and ready-mix concrete markets. The Company owns five cement plants with an aggregate annual production capacity of approximately 3.5 million tons in Odessa, Texas; Pueblo, Colorado; Rapid City, South Dakota; Trident, Montana; and Tijeras, New Mexico. GCC also has 23 cement distribution terminals and transferring stations in Colorado, Iowa, Minnesota, Montana, Nebraska, New Mexico, North Dakota, South Dakota, Utah, Wyoming and West Texas. Furthermore, GCC is one of the leading producers of ready-mix concrete, supplying regional markets in the states of Texas, New Mexico, Arkansas, Oklahoma, Iowa, South Dakota, Minnesota and North Dakota. GCC has 48 ready-mix concrete plants, a fleet of 275 ready-mix concrete mixer trucks and 155 haul trucks, 3 aggregates plants, 2 asphalt plants and approximately 2,350 railcars used to transport bulk cement.

In Mexico, GCC operates in the state of Chihuahua, where it owns three cement plants with a total annual production capacity of approximately 2.3 million tons in the cities of Chihuahua and Juarez and in the town of Samalayuca. GCC's operations in Mexico also include 46 ready-mix concrete plants, 259 mixer trucks, six concrete block plants, four aggregates plants, two precast plants, a transportation fleet that consists of 199 cement and aggregates trucks, and two building materials distribution centers. In the state of Chihuahua, GCC is the leader in most of the markets in which it participates (cement, ready-mix concrete, aggregates, concrete blocks and prefabricated products). This leadership position is the result of offering high quality products, providing service beyond customers' expectations and having state-of-the-art technology for production and distribution.

GCC has vertically integrated operations in Mexico and in most of the markets in the United States in which it operates, which helps the Company manage costs at each stage of the production, distribution and sale of its products. GCC owns several facilities that supply the raw materials necessary to produce cement, including most of the limestone quarries needed to supply its operations in the United States and Mexico and all the clay and gypsum quarries needed to supply its Mexican operations. These materials represent approximately 95% of the total raw materials necessary to produce cement. GCC efficiently supplies approximately all the cement required in the ready-mix concrete production from its cement plants through its distribution network. This distribution network also enables the Company to allocate cement inventories closer to its customers, which reduces delivery times and allows GCC to meet its customers' needs. In addition, GCC has a coal mine in the state of Colorado in the United States, which supplies the coal requirements of its cement plants.

For the year ended December 31, 2020, GCC consolidated net sales totaled US\$ 937.8 million, of which 74% was generated by its U.S. operations and 26% by its Mexican operations. The Company's total assets stood at US\$ 2,136 million.

As of December 31, 2020, GCC had 2,758 employees, including executives, sales and administrative personnel, as well as technical and operational personnel. As of March 31, 2021, GCC had 2,721 employees.

GCC Business Strategy

GCC's mission is to be the supplier of choice in cement, concrete and innovative solutions, with a vision focused on being recognized as the best cement company in North America with the proper balance between people, profit and the planet. GCC's objective is to continue strengthening its leadership in the markets in which it operates by enhancing its value proposition to its customers, growing its business in a sustainable way, investing in its people and ultimately maximizing stakeholder value by implementing its business strategy. This strategy is focused on increasing revenue and margins growth by leveraging GCC's existing geographic footprint, vertically integrated operations, customer service, product offering and the people who implement this strategy. The main components of the business strategy include the following:

1. Customer service

Continue to provide outstanding technical and logistical support services to its customers

GCC aims to continue strengthening the quality of its customer service by offering integrated and innovative solutions, including technical support, product solutions for specific projects and customized products and logistics according to the needs of its clients. In the United States, GCC aims to continue to enhance its extensive network of plants and distribution terminals, which allows the Company to be close to its customers and ensure product availability. In Mexico, GCC develops strategic alliances through the "Construred" retailer network that serves customers in the self-construction segment.

2. People

Develop human capital and invest in the local community

To attract and retain the best qualified human capital available in the market, GCC strives to be recognized as a great place to work. In this regard, it promotes talent development through the rotation and mobility of employees across the Company.

The GCC People model seeks to align and drive the whole organization's efforts to create a culture focused on people, innovation and accountability. As part of the model, GCC implemented the SAP Successfactors Human Resources System, which standardizes processes and transforms the area's function throughout the organization. GCC gives its employees the best tools to deliver better results by offering them formal training through the GCC University online platform.

GCC has a Diversity and Inclusion Committee that promotes labor inclusion by guaranteeing respectful treatment to all employees, as well as equal opportunities for hiring, personal development and professional and social growth, regardless of race, gender, sexual orientation, physical abilities, religion, ideology or age. Furthermore, GCC currently supports the UN Global Compact and has recently adopted the Women Empowerment Principles (WEPs) to evaluate and implement actions that promote gender equality in the workplace, marketplace and community by 2030.

Regarding variable compensation and employee benefits, in 2019 the Company reactivated the GCC Long Term Incentive Plan, which is aligned with the Company's long-term success and value creation. The purpose of this plan is to align executive's performance with GCC's strategic objectives with a five-year vesting period that supports employee retention.

In recognition of these efforts, in March 2020, GCC Mexico Division was recognized as one of the 100 best companies to work for in Mexico and was awarded the "Great Place to Work" certification for the fourth consecutive year, occupying the 14th position in the "Large Companies" category of Mexico's rankings. In addition, GCC U.S. Division has been certified as "A Great Place to Work" since 2019.

Likewise, GCC seeks to invest in the local community through the development of specific projects supported by the GCC Foundation and the joint development of sustainable projects.

3. Innovation

Broaden product and service offerings through innovative solutions with higher margins

GCC aims to broaden its range of product and service offerings by focusing on the development of new, value-added products and technology solutions. The Company is also focused on increasing its integrated offerings and solutions, developing specialty cement products and increasing its prefabricated products portfolio, which offer opportunities for profitable sustainable growth. Specialty products are a strategic part of GCC's product portfolio because they enhance its role in construction projects, reduces the seasonality associated with its cement business and generally have higher profit margins.

GCC drives and manages innovation within the organization through its innovation and continuous improvement programs, as well as through a research and development department.

4. Growth

Continue to enhance profitability through cost efficiency and a customer focused go to market strategy

GCC intends to maintain and improve its profitability by increasing its cost efficiency and tailoring its customer focused go to market strategy to each of the markets in which it operates. Because GCC is vertically integrated, it can obtain the materials needed for its operations, including fuel from its coal mine in Colorado, at competitive costs. GCC's contiguous network also allows it to efficiently distribute its products at lower costs.

GCC seeks to optimize margins in the markets in which it operates considering competitive conditions to maximize profitability. By providing integrated and innovative solutions, ensuring timely delivery of its products and building and maintaining strong relationships with its customers, GCC believes it will be able to achieve optimal margins for its products that will ultimately drive profitable growth in the markets in which it operates.

Continue strengthening and expanding its operations and geographic footprint

GCC intends to continue developing and expanding in the markets where it operates through (i) inorganic growth, by acquiring and integrating new businesses, and (ii) organic growth, by maintaining and expanding its profitable operations, as well as the installed capacity of its operations.

Given the difficulty of developing "greenfield" projects, the Company regularly evaluates the possibility of acquiring existing cement plants, as a top priority in its growth strategy, and other complementary assets that can be integrated into GCC's distribution network and extract synergies. GCC considers other growth opportunities, including ready-mix concrete opportunities near its cement operations that could be vertically integrated, aggregate opportunities near its ready-mix concrete plants and standalone aggregates opportunities.

The Company has years of experience in acquisitions, and it always ensures the successful integration and extraction of synergies that enhance the Company's profitability in any given transaction.

During 2018, GCC successfully completed an exchange of non-integrated ready-mix operations and transportation assets in Oklahoma and Arkansas for the Trident cement plant in Three Forks, Montana. It also expanded its Rapid City plant in South Dakota by 440,000 metric tons, increasing its capacity to 1.1 million metric tons per year. These significant increases in the Company's installed capacity are evidence of GCC's ability to achieve sustainable growth while extracting every potential synergy. As a result, GCC has a stronger market position in this territory, provides better customer service and generates higher margins. In addition, in 2020 GCC exchanged the last 4 remaining non-integrated ready-mix plants in the Fort Smith, Arkansas, area for five ready-mix plants in the upper Midwest, which will be integrated into GCC's cement supply from the Rapid City cement plant. The asset swap

creates additional synergies given that all GCC's ready-mix assets are now integrated into its cement distribution network.

Using its logistics network, GCC meets additional demand for construction and oil well cement in the West Texas markets through production at the Odessa, Texas cement plant and exports from the plants in Mexico: Samalayuca and Chihuahua, and shipments from the plants in Tijeras, New Mexico, and Pueblo, Colorado. In addition, kiln 2 of the Chihuahua plant was upgraded and a cement distribution terminal was installed in Fort Stockton, Texas, to complement the oil-well cement shipments in the Odessa, Texas, region. As a result, GCC has a stronger market position in this new territory, better customer service and higher margins.

The successful integration –not only of production and distribution, but also of human resources and systems– clearly demonstrates GCC's execution capabilities and strategic approach. GCC is building a strongly integrated business in contiguous markets from northern Mexico to the United States-Canada border. GCC is the leader in its core markets and has competitive advantages across the geographic footprint in which it operates.

5. Sustainability

Foster sustainable development

GCC is committed to environmental sustainability at all stages of its operations. Under increasingly strict environmental regulations in the United States and Mexico, GCC continuously invests in maintaining its state-of-the-art production facilities and surpassing the compliance requirements of the National Emission Standards for Hazardous Air Pollutants (NESHAP) and the Clean Air Act in the United States, as well as Mexican environmental laws and regulations.

GCC is committed to the principles of the Global Cement and Concrete Association in partnership with the World Business Council for Sustainable Development, of which it has been a member since February 2012. Through this initiative, GCC seeks to continue to employ an environmental management system that consists of continuous monitoring and evaluation of activities (from an environmental perspective), to minimize its impact on the environment. In addition, in January 2020, GCC joined the Science Based Targets initiative (SBTi), thereby committing to setting greenhouse gas reduction targets in line with climate science and the Paris Agreement. GCC is committed to reducing greenhouse gas emissions (GHGs) through energy optimization, increasing the use of renewable sources and reducing its consumption of traditional fuels, as well as producing blended cements which have a lower clinker factor.

GCC is also focused on the development and use of alternative fuel sources to reduce the use of fossil fuels and decrease CO₂ generation, positively impacting the Company's carbon footprint. In 2018, GCC finalized the implementation of the Energy Efficient Organic Waste Fraction (FROEE) project at its Chihuahua cement plant, which consists of the co-processing of industrial waste and further uses it as an alternative fuel. During 2020, GCC achieved a substitution rate of approximately 38% of fossil fuels at the Juarez Plant, 24% at the Samalayuca Plant, 16% at the Chihuahua plant and 21% at the Pueblo, Colorado plant. In 2021, GCC's Pueblo, Colorado cement plant achieved, for the third consecutive year, the "Energy Star" certification for superior energy performance from the U.S. Environmental Protection Agency (the EPA). Energy Star certified plants must perform in the top 25% of similar facilities across the nation. By meeting Energy Star's strict standards, GCC's Pueblo, Colorado cement plant is conserving energy, reducing costs and helping protect the environment. In 2020, GCC's Rapid City plant also achieved Energy Star certification, as did the Tijeras plant in 2018.

Likewise, the Company is continuously analyzing different options to increase the use of alternative fuels in the rest of its operations. In 2019, GCC signed two long-term agreements with renewable energy suppliers, covering approximately 20% and all the electricity consumed by the Mexican operations and the Odessa, Texas plant, respectively. Additionally, in May 2020, GCC signed a long-term agreement with a wind power provider to supply the Rapid City, South Dakota plant, thereby covering approximately 50% of the electricity consumed at the plant. These agreements will result in a reduction of approximately 116,000 metric ton in CO₂, annually, based on the EPA's estimate. In addition, approximately 70% of the electricity consumed at the plant in Trident, Montana,

comes from alternative sources.

The health and safety of employees is a core value for GCC; therefore, the Company actively promotes health programs and provides different services and benefits to improve its employees' physical well-being. During 2020 with the COVID-19 pandemic, GCC worked hard to minimize the impact on its people, establishing a task force, led by the CEO and his senior leadership team, consisting of the heads of each business unit and human resources, to assess operations and coordinate the efforts of the entire organization to ensure an agile and timely response. GCC implemented measures such as the development of health and safety protocols for each of its operations, the suspension of travel, and the implementation of remote work for the majority of employees in the administrative areas, and working with skeleton crews, which involves working with the minimum personnel required in each GCC operation. In addition, the Company implemented frequent sanitization of all facilities, ad-hoc training and personal protection equipment, incorporation of a specialist in respiratory diseases (conducting regular testing) and community support with medical equipment and medicines.

Promote health, safety and community projects

GCC strives to achieve key health and safety performance indicators. Therefore, it has implemented systems to support healthy and safe work environments in all of its operations and seeks to be highly ranked by the Global Cement and Concrete Association in terms of safety performance. GCC also encourages its employees to participate in its health and wellness programs and to volunteer their time to its community projects.

To benefit the communities where it operates, GCC promotes specific sustainable development projects supported by the GCC Foundation (Fundación GCC) and sustainable projects.

GCC is a holding Company that operates through several subsidiaries, with a team that provides administration, engineering, technology management, planning, human resources, finance and information technology services.

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graph TD
    GCC["GCC, S.A.B. de C.V."]
    CCH["Cementos de Chihuahua, S.A. de C.V."]
    GCC_C["GCC Cemento, S.A. de C.V."]
    GCC_C -- 99.9% --> GCC_Energy["GCC Energy, Inc."]
    GCC_C -- 99.9% --> GCC_Dacotah["GCC Dacotah, Inc."]
    GCC_C -- 99.9% --> GCC_RioGrande["GCC Rio Grande, Inc."]
    GCC_C -- 99.9% --> GCC_MidContinent["Mid-Continent Concrete Company, Inc."]
    GCC_C -- 99.9% --> GCC_Alliance["GCC Alliance Concrete, Inc."]
    GCC_C -- 99.9% --> GCC_Consolidated["Consolidated Ready Mix, Inc."]
    GCC_C -- 99.9% --> GCC_Permian["GCC Permian, LLC"]
    GCC_C -- 99.9% --> GCC_SunCity["GCC Sun City Materials, LLC"]
    GCC_C -- 99.9% --> GCC_ThreeForks["GCC Three Forks, LLC"]
    CCH -- 99.9% --> GCC_C
    CCH -- 99.9% --> GCC_Comercial["GCC Comercial, S.A. de C.V."]
    CCH -- 99.9% --> GCC_Concreto["GCC Concreto, S.A. de C.V."]
    CCH -- 99.9% --> GCC_Transporte["GCC Transporte, S.A. de C.V."]
    CCH -- 99.9% --> GCC_Materiales["Materiales Industriales de Chihuahua, S.A. de C.V."]
    CCH -- 99.9% --> GCC_Construcentro["Construcentro de Chihuahua, S.A. de C.V."]
    CCH -- 99.9% --> GCC_America["GCC of America, Inc."]
  
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The organizational chart illustrates the corporate structure of GCC, S.A.B. de C.V. At the top is GCC, S.A.B. de C.V. (dashed border). It has two direct subsidiaries: Cementos de Chihuahua, S.A. de C.V. (dashed border) and GCC Cemento, S.A. de C.V. (dashed border). Cementos de Chihuahua, S.A. de C.V. owns 99.9% of seven entities: GCC Comercial, S.A. de C.V., GCC Concreto, S.A. de C.V., GCC Transporte, S.A. de C.V., Materiales Industriales de Chihuahua, S.A. de C.V., Construcentro de Chihuahua, S.A. de C.V., and GCC of America, Inc. (dashed border). GCC Cemento, S.A. de C.V. owns 99.9% of nine entities: GCC Energy, Inc., GCC Dacotah, Inc., GCC Rio Grande, Inc., Mid-Continent Concrete Company, Inc., GCC Alliance Concrete, Inc., Consolidated Ready Mix, Inc., GCC Permian, LLC, GCC Sun City Materials, LLC, and GCC Three Forks, LLC.

On March 23, 2021, the Board of Directors approved the change of the Company's name from Grupo Cementos de Chihuahua, S.A.B. de C.V. to GGC, S.A.B. de C.V. On the same day, the change was submitted to approval by the Company's Shareholders' Meeting. The minutes of the Meeting were notarized that same day and registered in the Public Registry of Commerce of Chihuahua under the Electronic Mercantile file number 10313. Likewise, on March 8 of this year, a notice informing the change was sent to the National Banking and Securities Commission through the Securities Information Transfer System (STIV).

Select Financial Information

The Company's main figures are shown below:

Selected financial information for the years 2020, 2019 and 2018 (million dollars)

Figures from the income statement	2020	2019	2018
Net sales	937,750	934,115	883,230
Mexico sales	244,611	252,252	236,058
USA sales	693,139	681,863	647,172
Operating income Before other expenses, net	211,336	183,566	169,836
EBITDA (Operating income before Other expenses + Depreciation and Amortization)	308,281	291,972	256,361
Net financing expenses	28,507	36,294	44,458
Income before taxes	160,892	142,146	121,786
Income taxes	31,185	25,409	16,692
Consolidated net income	129,707	116,737	65,039

Figures from the statement of financial condition	December 31, 2020	December 31, 2019	December 31, 2018
Total assets	2,135,989	2,057,634	1,902,532
Cash and cash equivalents	562,144	350,523	251,818
Property, machinery and equipment	955,592	1,015,909	1,027,760
Total liabilities	960,847	983,097	930,316
Short-term interest-bearing liabilities	92,000	25,425	4,400
Long-term interest-bearing liabilities	536,851	624,566	645,936
Total equity	1,175,142	1,074,537	972,216

Performance of GCC shares listed on the BMV

As of April 30, 2021, the total number of shares representing the fixed portion of GCC's capital stock is 337,400,000, of which 6,205,205 shares are held in GCC's treasury, leaving a total of 331,194,795 shares outstanding. Of these outstanding shares, 159,536,207 are available in the market and the remaining 171,658,588 shares are owned by CAMCEM. The performance of these shares on the Mexican Stock Exchange is summarized below, in nominal pesos.

GCC's share price at the end of the last five fiscal years

(prices in Mexican pesos)

Period	Closing price	Trading volume	Maximum price	Minimum price
2016	68.40	16,261,604	68.88	41.50
2017	91.47	61,838,367	97.87	65.25
2018	100.44	113,487,558	134.98	89.46
2019	100.86	103,292,211	113.65	93.12
2020	120.02	139,909,265	122.30	60.30

GCC's share price at the quarterly close of the last two fiscal years

(prices in Mexican pesos)

Period	Closing price	Trading volume	Maximum price	Minimum price
I – 2019	107.13	44,383,095	113.65	95.20
II – 2019	105.81	23,251,266	112.66	98.38
III – 2019	105.40	16,458,942	110.00	93.12
IV – 2019	100.86	19,198,908	109.88	97.26
I – 2020	69.95	25,315,741	103.20	65.01
II – 2020	96.70	42,197,700	99.00	60.30
III – 2020	103.03	35,702,350	110.96	91.06
IV – 2020	120.02	36,693,474	122.30	99.00

GCC's share price at the end of each month for the six months prior to the filing of this report

(prices in Mexican pesos)

Period	Closing price	Trading volume	Maximum price	Minimum price
October 2020	106.81	11,466,126	108.79	99.00
November 2020	106.12	13,162,988	109.39	101.12
December 2020	120.02	12,064,360	122.30	106.10
January 2021	130.42	8,117,047	134.00	116.30
February 2021	130.81	8,711,374	135.96	121.70
March 2021	141.86	8,945,882	150.18	129.40

1.c) Risk Factors

Investors should carefully consider the risks and uncertainties described below. The following risks factors are not the only risks the Company faces and any of the risk factors described below could materially and adversely affect GCC's business, results of operations or financial condition. The importance given to the following risk factors may change in the future, and other factors not disclosed below may have an impact on the Company in the future. In such cases, the price or liquidity of GCC's shares could decrease and investors could lose some or all of their investment.

1.c.i) Risk factors related to the countries in which GCC operates

COVID-19 has had and will likely continue to have a material negative impact on the Company's business, revenues, expenses and overall results of operations and financial condition.

The strain of coronavirus identified as SARS-CoV-2, which causes the disease known as "COVID-19," was first identified in Wuhan, China in December 2019 and has spread to nearly all regions around the world. The rapid outbreak and further measures taken by governments to contain its spread have had dramatic adverse impacts on the global economy, including on demand, operations, supply chains and financial markets. As a consequence of the pandemic, Mexican and U.S. federal, state and local authorities have mandated (i) the confinement of residents to their homes, (ii) suspension of activities, including in the construction industry, and (iii) the closing of borders, which has had and is expected to have an effect on a number of factors, which GCC expects will have a material adverse effect on its sales, operations and results of operations:

- gross domestic product in countries where GCC operates or conducts sales, including the United States, Canada and Mexico;
- employment and demand (including demand in the construction and housing industries); and
- liquidity of financial institutions.

According to the latest World Economic Outlook of the IMF, published in October 2020, global growth was projected to contract in 2020 by 4.4%, followed by a rebound in 2021. As a result, the level of global GDP in 2021 is expected to be a modest 0.6% above that of 2019. The global economy is climbing out of the depths of the crisis, but the ascent to pre-COVID-19 pandemic levels will likely be long, uneven and uncertain. The IMF recognized that there is a higher than usual degree of uncertainty around this forecast, as the baseline projection rests on key assumptions about the effects of the COVID-19 pandemic. The magnitude and persistence of the adverse economic shock depend on several uncertain factors, such as (i) the duration of the pandemic and required restrictions to contain the virus; (ii) voluntary or mandatory social distancing, which affects spending; (iii) the definitive closing of companies, which will not restart operations; (iv) displaced workers' ability to secure employment in other sectors; (v) the potential damage to supply due to firm closures and unemployed workers exiting the workforce; (vi) the impact on business costs in connection with the required changes to strengthen workplace safety; (vii) the effects on productivity of global supply chain reconfigurations; (viii) the extent of cross-border spillovers from weaker external demand; and (ix) funding shortfalls and the resolution in connection with the current disconnection between asset valuations and prospects for economic activity.

As of the date of this offering memorandum, the main downside risk to the global economy remains the COVID-19 pandemic. Despite the limited availability of a vaccine, the COVID-19 pandemic may not be fully contained for the foreseeable future and certain regions may be subject to an increase in the number of people infected and deaths. The resultant uncertainty could keep consumer confidence low for an extended period of time, delaying economic recovery even further.

Furthermore, downside risks as a result of the COVID-19 pandemic are significant. A resurgence of infections and

new strains of the virus may trigger new generalized restrictions or may result in reduced effectiveness of vaccines. A further decline in economic activity as a result of closures, general hesitation by companies to hire jobseekers, and unemployed workers leaving the labor force entirely could lead to further scarring of the economy. Financial conditions may tighten again, as in January to March 2020, and expose vulnerabilities among borrowers, which could tip some economies into debt crises and cause a further slowdown of economic activity. More generally, cross-border spillovers from weaker external demand and tighter financial conditions could magnify the impact of a country or region-specific shock on global growth. Moreover, a sizable policy response following a decrease in economic activity may be prematurely withdrawn or improperly targeted due to design and implementation challenges, leading to misallocation and the dissolution of productive economic relationships.

Similar to other emerging countries, the Mexican economy suffered from a significant economic slowdown during 2020, which is expected to continue throughout 2021. The IMF estimated a 9.0% contraction in Mexico's GDP during 2020 and a weak recovery of only 3.5% in 2021. After a few months of national confinement, in June 2020, the Mexican government launched a four-color coding system to resume the gradual return to activities. Based on several metrics related to the COVID-19 spread, the Mexican government conducts a biweekly update for each state and depending on the risk level, some activities are allowed to resume provided that they comply with strict hygiene measures. As the COVID-19 outbreak continues to evolve, and given the uncertainty of its lasting effect, the financial impact on Mexico's economy will depend on future developments that cannot yet be determined. Furthermore, even though the *Banco de México* has joined other institutions globally by reducing interest rates and by implementing measures to mitigate the impact on the financial system and markets, fiscal stimulus and other government aid have been limited. In addition, the impact of COVID-19 in the global financial markets has adversely affected the cost of borrowing and access to capital, which could limit the Company's ability to obtain financing on favorable terms or at all.

The COVID-19 pandemic has had, and will continue to have, a material negative impact on the Company's business, revenues, expenses, credit costs and overall results of operations and financial condition. Moreover, the spread of COVID-19 and the resulting regulatory measures implemented by the Mexican government have caused us to modify its business activities, including implementing remote work capabilities.

For some sectors, uncertainty still prevails and the strong increase in unemployment rates will affect the expected recovery in consumer spending. Demand for its products is correlated with construction activity. These factors could further negatively impact economic activity and its customers and cause a continued decline in its revenues and the demand for its products and services. Moreover, any disruption or failure of its performance of, or its ability to perform, key business functions, as a result of the continued spread of COVID-19 or otherwise, could adversely affect its operations.

Furthermore, it is unclear how the macroeconomic business environment or social norms may be impacted after the pandemic. The post-COVID-19 environment may undergo unexpected developments or changes in financial markets, the fiscal, tax and regulatory environments and client behavior. These developments and changes could have an adverse impact on its results of operations and financial condition. Ongoing business and regulatory uncertainties and changes may make its longer-term business, balance sheet and budget planning more difficult or costly. To the extent that GCC is not able to adapt to the new business environment, GCC could experience loss of business and its results of operations and financial condition could materially suffer.

The extent to which COVID-19 may impact its operations, liquidity, financial condition, and results of operations will depend on future developments, including, but not limited to, the duration and spread of the pandemic, its severity, the actions to contain the disease or treat its impact, and the duration, timing and severity of the impact on financial markets and the financial condition of its clients and the availability of a vaccine, all of which are highly uncertain and cannot be predicted. GCC will continue to closely monitor and evaluate the nature and extent of the impact of COVID-19 on its operations, liquidity, financial condition, results of operations and prospects. The Company may also take further actions that alter its business operations, as may be required by federal, state or local authorities, or that GCC determines are in the best interests of its employees, suppliers and clients.

However, throughout the COVID-19 pandemic and despite widespread lockdowns, GCC was able to maintain full operations due to its remote work policies and capabilities in the implementation and development of remote work, and to the effort to reduce costs, considering the decrease in demand. The Company has created a specialized team, led by the Chief Executive Officer and his management team, composed of those in charge of each business unit and human resources, to evaluate operations and coordinate the efforts of the entire organization to ensure a nimble and timely response to COVID-19 and its effects. GCC has implemented measures, including the development of health and safety protocols for each of its operations, the suspension of business travel, and the implementation of “work from home” protocols for the majority of GCC’s employees in the administrative areas and skeleton crews wherever possible, which entails working with the minimum number of personnel required for each operation. Additionally, in order to minimize the financial impact of this crisis, ensure business continuity and preserve cash, GCC has established contingency plans to ensure a safe operating environment and uninterrupted supply to its customers, as well as identified savings and reduced costs and expenses. In addition, GCC sought to enhance its liquidity position and financial flexibility by reducing 2020 capital expenditures by deferring US\$28.5 million of non-essential projects to 2021, executing a cost and expense reduction plan of US\$24.3 million, drawing down a revolving credit line, and temporarily suspending the share buyback program. While GCC has taken these measures to mitigate the impact of the COVID-19 pandemic, it cannot assure you that these measures will be sufficient, in particular to ensure the continuity of its operations and viability of its business.

Global economic conditions and their impact on the United States and Mexican economies may adversely affect GCC’s business, results of operations and financial condition.

Consumption of GCC’s main products, cement and ready-mix concrete, as well as other construction materials, is highly dependent on construction expenditures and the construction industry as a whole, which are closely linked to general economic conditions. The Company’s business is closely tied to general economic conditions in the United States and Mexico, with 73.9% and 26.1% of its net sales generated in each country, respectively, for the year ended December 31, 2020, and 73% and 27% of its net sales generated in each country, respectively, for the year ended December 31, 2019. Accordingly, an economic downturn in either country could have a material adverse effect on GCC’s business, financial condition and results of operations.

According to the most recently available IMF World Economic Outlook published in October 2020 and updated in January 2021, the United States’ real gross domestic product (“GDP”) decreased 3.4% in 2020 and increased 2.2% and 2.9% in 2019 and 2018, respectively. Mexico’s GDP decreased 8.5% and 0.1% in 2020 and 2019 and increased 2.0% in 2018, compared, in each case to the prior year.

During 2019, the United States of America maintained a stable economic performance, achieving in September the lowest level of unemployment since 1969. In February 2020, the U.S. entered a recession and the Federal Reserve System cut the short-term interest rates twice in March 2020. A decrease in interest rates could weaken the U.S. dollar against other currencies, supporting U.S. exports and economic growth. Increased economic growth could boost construction spending in the public, residential and non-residential sectors, which would substantially support the consumption of GCC’s products.

During 2009, in large part due to the global financial crisis, Mexico suffered one of the sharpest declines in GDP since 1932, declining by 4.7%. Mexican exports fell drastically as a result of a sharp decline in foreign consumer demand and inflation reached 3.6%. Although the Mexican economy has gradually recovered in recent years, it still faces a challenging global environment for emerging markets. For example, recent volatility in global markets has exacerbated the depreciation of the Mexican peso against the U.S. dollar. During 2019 and 2018, the Mexican Peso appreciated approximately 4.3% and 0.5%, respectively. As of December 31, 2020, the Mexican Peso depreciated approximately 5.9%. Exchange rate depreciation and/or volatility in the markets have adversely affected and may continue to affect the Company’s results of operations and financial condition. Furthermore, the Mexican government’s fiscal accounts have been negatively affected in recent years due to the sharp decline in crude oil prices. Due to the foregoing, the Mexican government has recently implemented some government spending cuts and may implement further cuts in the future, which may impact economic activity in Mexico. As a result of these factors, a contraction of Mexican economic activity could negatively affect the construction sector and demand for

the Company's products.

Moreover, the Mexican economy is highly correlated to the performance of the U.S. economy. The extent of economic growth in the United States and the participation of Mexico's industrial sector in such growth may negatively affect economic growth in Mexico. Negative economic conditions in the United States have a greater impact on the state of Chihuahua than other Mexican states and regions due to its proximity to the United States. Therefore, any downturn in the economic outlook in the United States may decrease the consumption of the Company's products in both the United States and Mexico.

More specifically, the correlation between economic conditions in Mexico and the United States has sharpened in recent years because of the North American Free Trade Agreement ("NAFTA") and increased economic activity between the two countries. On September 30, 2018, the United States, Mexico and Canada agreed to the new terms and conditions of the USMCA and on November 30, 2018, the agreement was signed by the presidents of the aforementioned countries. Unlike NAFTA, the proposed new trade agreement includes a sunset clause that requires the agreement to be renewed and renegotiated every sixteen years, as well as rules to deter currency manipulation to obtain trade advantages, and additional intellectual property protections, among other provisions. The USMCA became effective in July 2020. Given the close trade relations between Mexico and the United States, an economic downturn in the United States or other related events, could have a significant adverse effect on the Mexican economy, which, in turn, could affect the Company's business, results of operations and financial condition, considering that the GCC's operations are in the U.S. and Mexico. In the past, some of the cement exports from Mexico to the United States were subject to an anti-dumping order imposed by the U.S. Department of Commerce, increasing the Company's costs and expenses.

Standard & Poor's Financial Services LLP, Fitch Ratings Inc. and Moody's Investors Service, Inc. affirmed Mexico's sovereign debt rating to BBB, BBB- and Baa1, respectively, which could adversely impact GCC's rating and the likelihood of obtaining financing in the future or doing so at competitive rates.

The Company's business, results of operations and financial condition can be significantly and adversely affected by the foregoing factors. GCC cannot assure that general economic conditions or conditions in the cement and ready-mix concrete markets in the United States or Mexico will improve or will not deteriorate, nor can they give any assurances regarding the timing of any such changes. A downturn in global economic conditions that results in a decline in construction expenditures could cause demand for cement and ready-mix concrete to decrease in light of decreased consumer demand or the use of lower-cost substitutes by consumers. In addition, a slowdown of U.S. economic growth could adversely affect U.S. demand for products imported from Mexico, in particular the cement that the Company sends from its Mexican operations for its U.S. operations.

GCC is vulnerable to the slowdown, distortions and volatility prevailing in global financial markets.

Developments in U.S. and international monetary policies, including those in Mexico, could negatively impact the Mexican economy and GCC's business, result of operations and financial condition. The 2008 global financial crisis affected some of the world's largest global commercial banks, investment banks, mortgage banks, mortgage guarantors and insurance companies, some of which continue to experience significant difficulties. A large number of credit institutions and institutional investors reduced or suspended funding to their borrowers (including other financial institutions). International oil prices' volatility, rating agencies revisions that resulted in downgrading Mexico's sovereign debt ratings, and capital outflows as a result of unexpected policy measures, led the Mexican economy to slowdown in 2019. These conditions, along with a decline in oil drilling in Mexico, future slowdown in U.S. manufacturing, U.S. administration policies on trade and immigration, volatility in global financial markets including the resulting concerns regarding the ability of the Organization of Petroleum Exporting Countries (OPEC) and Russia to reach an agreement regarding the necessity to impose cuts or caps on hydrocarbon production in response to lower global demand, could have a significant negative effect on the Mexican and U.S. economies and their growth prospects, which could negatively impact GCC by significantly reducing demand for the oil-well cement it sells to new well sites.

Disruptions in the credit markets may materially and negatively impact GCC's business, results of operations and financial condition, and may affect a portion of its customers.

In the past, constraints in the credit markets have heightened a number of material risks to the Company's business, results of operations and financial condition. For example, the 2008 global financial crisis adversely affected local credit markets, resulting in an increased cost of capital, which had a negative impact on GCC's ability to meet its financial needs. Weakness in, and uncertainty about, global economic conditions, in particular the economic conditions in the United States, could cause businesses to postpone spending or investing in response to tighter credit, negative financial news or declines in income or asset values, which could have a material adverse effect on the demand for goods and international trade which, in turn, could adversely affect the demand for GCC's products.

Many of GCC's customers are reliant on liquidity from global credit markets and, in some cases, require external financing to fund a portion of their operations. Delays or cancellations to construction projects could occur if its customers are unable to obtain financing for such projects or if consumer confidence is eroded by economic uncertainty, which could adversely affect the demand for the Company's products. Limitations on the ability to access credit could also lead to insolvencies of key customers. Finally, if the Company's customers lack liquidity, they may not be able to pay amounts due to GCC, which could negatively impact its business, results of operations and financial condition.

Negative economic conditions and global markets' volatility, resulting mainly from fluctuations in raw materials prices, geopolitical conflicts, the economic slowdown in some of the developed and emerging markets, uncertainty about interest rates in the United States and increased risk aversion seen in international financial markets, have resulted in high volatility in domestic and international markets.

As a result, the Mexican peso has suffered significant fluctuations in recent years. At the end of 2014, the peso depreciated to Ps.14.72 per dollar, and in 2015 it depreciated to Ps.17.21 per dollar. At the end of 2016, it depreciated significantly to Ps.20.66 per dollar. However, as of December 2017, the peso appreciated to Ps.19.73 per dollar. As of December 31, 2018, after some episodes of volatility related to domestic and international factors, the peso appreciated to Ps.19.68 per dollar. At the end of December 2019, after fluctuations resulting from the instability in the world's financial markets, the Mexican peso appreciated to Ps.18.85 per dollar, gaining strength and resulting in an annual appreciation of 4.3% against the U.S. dollar. In addition, as a consequence of the COVID-19 pandemic, as of December 2020, the peso depreciated to Ps. 19.95 per dollar, resulting in a 5.9% annual depreciation. As of March 31, 2021, the exchange rate was Ps.20.60 per dollar, a 12.4% appreciation compared to the prior year period.

Uncertainty and volatility in the global markets continue to affect the Mexican peso. The Mexican government has implemented occasional measures from time to time to limit the volatility of the peso, including dollar auctions in the foreign exchange market and hedge regulations for obligations of Mexican banks on foreign currencies. However, GCC cannot assure that such measures will be implemented if, and when, new episodes of volatility materialize or whether they will be effective or sustained, or how such measures would impact the Mexican economy.

Continued severe peso devaluation or depreciation could have a negative effect on GCC, for example, by increasing the peso equivalence of obligations denominated in foreign currency. In addition, any severe devaluation could impact negatively GCC's business and results of operations.

A severe peso devaluation or depreciation could also result in government intervention, as has occurred in other countries, or in disruptions in international currency markets. Currently, the Mexican government does not, and has not for several decades, imposed restrictions on Mexicans or foreigners' ability or rights to exchange pesos for dollars, or to transfer other currencies abroad; however, such measures have been enforced in the past and could be implemented in the future. Consequently, the peso fluctuation against the U.S. dollar could have a material adverse effect on GCC.

Fluctuations in the exchange rate between the Mexican peso and the U.S. dollar, especially the depreciation of the Mexican peso, may adversely impact the U.S. dollar equivalent value of GCC shares denominated in Mexican pesos

in the Mexican Stock Exchange. Such depreciation could also affect GCC's dollar denominated revenues and earnings, and the dollar equivalent of any dividends or other peso denominated payments made by the Company.

Economic, social and political developments in Mexico could affect Mexican economic policy and adversely affect the Company's business, results of operations and financial condition.

GCC is a publicly listed variable capital stock corporation organized under the laws of Mexico and a large portion of its operations and assets are located in Mexico. As a result, the Company's business, results of operations and financial condition may be affected by the general condition of the Mexican economy, the devaluation or depreciation of the Mexican peso as compared to the U.S. dollar, price instability, inflation, interest rates, regulation, taxation, social instability (including matters related to public safety) and other political, social and economic developments in or affecting Mexico over which GCC has no control.

Mexico has, and is expected to continue to have, high real and nominal interest rates. The annualized interest rates on 28-day Treasury Certificates (Certificados de la Tesorería de la Federación, or "CETES"), averaged approximately 5.3%, 7.8% and 7.6% for 2020, 2019 and 2018, respectively. Accordingly, if GCC incurs debt denominated in Mexican pesos in the future, it could be at high interest rates. Mexico has also experienced periods of very high levels of inflation. Inflation has led to high interest rates, devaluations of the Mexican peso and, during the 1980s, substantial government controls over exchange rates and prices. A return to higher levels of inflation could adversely affect the Company's business, results of operations and financial condition.

The Mexican government has exercised, and continues to exercise, significant influence over the Mexican economy. Mexican governmental actions concerning the economy and state-owned enterprises could have a significant effect on Mexican private sector entities in general, and on GCC in particular, as well as on market conditions, prices and returns on Mexican securities, including the Company's securities. The Mexican government could implement significant changes in laws, policies and regulations, which could affect the economic, social and political situation in Mexico. On July 1, 2018, federal, state and municipal elections were held in Mexico, in which Andres Manuel Lopez Obrador of the National Regeneration Movement Party was elected. On December 1, 2018, Mr. Andrés Manuel López Obrador was sworn in as the new president of Mexico. Since December 1, 2018, significant changes have been initiated in public policies, which have affected the political and economic situation in Mexico.

Since taking office, the position of the government of Mr. Andrés Manuel López Obrador regarding macroeconomic policy has been mostly in favor of stability, with an explicit emphasis on the importance of the Bank of Mexico's autonomy and maintaining balanced public finances, as shown by the stable performance of the public debt/GDP ratio. While some measures in certain sectors, such as energy and infrastructure, have generated uncertainty and resulted in private investment and weaker economic growth, the evolution of financial markets has been favorable as shown by a significant reduction in inflation, lower interest rates and the appreciation of the Mexican peso.

Management of fiscal policy by the current administration has been characterized by prudent management of public expenditure and debt. This has contributed to the stability of financial markets. Nevertheless, there is no way to guarantee that the fiscal policy will remain prudent in the future, which could result in financial market instability.

There is no assurance that future political or economic developments in Mexico, over which the Company has no control, will not have an adverse effect on the Company's financial position or the results of operations, especially considering that elections will be held during July 2021, to renew both the Chamber of Deputies and fifteen governorships. In particular, the current government could implement significant changes in laws, public policies or other regulations which could affect the political and economic situation in Mexico, or take actions involving the Company's assets, which could have an adverse effect on GCC.

GCC's performance historically has been tied to Mexican public-sector spending on infrastructure facilities and Mexican public-sector spending is, in turn, generally dependent on the political climate in Mexico. More specifically, the Mexican government has recently faced pressure to decrease spending in light of the decline in oil prices, given its reliance on oil exports for a significant portion of its revenues. The Company cannot assure that changes in Mexican

government policies will not adversely affect its business, financial condition and results of operations. In particular, the tax legislation in Mexico is subject to constant change and there can be no assurance as to whether the Mexican government may make changes to taxes or any of its existing political, social, economic or other policies, whose changes may have a material adverse effect on the Mexican economy and on the Company's business, results of operations, financial condition or prospects or adversely affect its stock price. Furthermore, GCC cannot provide any assurance that future political developments in Mexico, over which the Company has no control, will not have an unfavorable impact on its financial position or results of operations and impair its ability to make distributions to its stockholders. Any of these events, or other unanticipated economic or political developments in Mexico, could have a material adverse effect on the Company's business, results of operations and financial condition.

Finally, demand for GCC's cement products in Mexico depends, in large part, on residential construction in the northern region of Mexico, which consists mostly of families gradually building or improving their own homes. In 2020, sales through its distribution network (mainly auto construction), accounted for approximately 32% of GCC's cement sales, while public infrastructure and residential housing construction accounted for approximately 7.5% and 7.2%, respectively, of its cement sales. Residential construction is highly correlated to prevailing economic conditions. Before the 2008 global economic recession, the residential segment in the state of Chihuahua had one of the highest growth rates in Mexico. In recent years, the state of Chihuahua has experienced a relative decline in violence, which has resulted in improved economic conditions and increased construction, particularly in the residential segment. Before the COVID-19 pandemic, the construction industry performed well in the state of Chihuahua, as compared to the rest of the country which was affected by a slowdown. However, the Company cannot predict whether this recovery will be sustainable, and a deterioration in economic conditions in the northern region of Mexico would have a material adverse effect on its business, the results of its operations and financial condition.

The Company's business, results of operations and financial condition are subject to political and economic risks for conducting business in corrupt environments.

A significant portion of GCC's business is conducted in Mexico, which has elevated levels of corruption compared to, and may present greater political, economic and operational risks than in the United States. The Company emphasizes compliance with the law and, although it has established policies, procedures and employee training programs to promote compliance with global ethics and legal requirements such as the Mexican General Law of Anticorruption System (*Ley General del Sistema Nacional Anticorrupción*), the Mexican Federal Law of Anti-corruption in Public Contracting (*Ley Federal Anticorrupción en Contrataciones Públicas*), the Federal Law for the Prevention and Detection of Transactions with Illegal Resources (*Ley Federal para la Prevención e Identificación de Operaciones con Recursos de Procedencia Ilícita*), the U.S. Foreign Corrupt Practices Act (the "FCPA") and the competition and anti-monopoly laws in both countries, its officers, directors, employees, agents or shareholders acting on its behalf, may not adhere to its code of ethics, other policies or rules and regulations. If the Company fails to enforce its policies and procedures, the procedures to review, identify and correct illegal transactions, or to maintain internal accounting practices to accurately record its transactions, it may be subject to criminal fines and imprisonment, civil penalties, disgorgement of profits, injunctions, debarment from government contracts as well as other remedial measures. The Company could incur significant costs, including potential harm to its reputation, for investigation, litigation, civil or criminal penalties, fees, settlements or judgments for potential violations of the Federal Law of Anticorruption in Public Contracting, the General Law of the National Anti-Corruption System, or the FCPA or other laws or regulations, which in turn could have a material adverse effect on its business, the results of operations and financial condition.

In order to prevent violations of the aforementioned provisions, GCC has taken actions aimed at training, including the approval of strict application manuals, supervision and taking measures against any acts contrary to the law. GCC cannot guarantee that such actions or the resources allocated to them will be sufficient to prevent liability on its part, if it is found that illegal activities have been carried out.

The Company's business, results of operations and financial condition may be adversely affected by government contracting risks.

As a result of GCC's supply of cement and ready-mix concrete for use in public infrastructure projects, the Company is subject to various laws and regulations applicable to parties doing business with the U.S. or the Mexican governments, including the FCPA in the United States, and other such laws and regulations governing performance of U.S. or Mexican government contracts, the use and treatment of U.S. or Mexican government furnished property and the nature of materials used in its products. The company may be unilaterally suspended or barred from conducting business with the U.S. or Mexican government or become subject to fines or other sanctions if it is found to have violated these laws or regulations. As a result of the need to comply with these laws and regulations, GCC is subject to governmental investigations as well as possible civil fraud legal actions and fines, among others.

Violence in Mexico, including violence associated with Mexican drug cartels, has had and could continue to have an adverse effect on the Mexican economy, which could adversely affect the Company's business, results of operations and financial condition.

Over the past few years, Mexico has experienced prolonged periods of criminal violence, primarily due to the activities of drug cartels. Although organized criminal activity and related violent incidents has decreased in recent years, they remain prevalent in the northern states of the country that share a border with the United States, including the state of Chihuahua, where GCC conducts most of its Mexican operations. Despite efforts by the Mexican government to increase security measures by strengthening its military and police forces, drug-related violence and crime continue to pose a significant threat to the Mexican economy and are a source of economic and political instability and uncertainty. Systemic criminal activity and isolated criminal acts may disrupt operations, impact the Company's ability to earn revenue and dramatically add to its cost of operations. Continued violence could result in the Mexican government taking additional measures, which may include restrictions on cross-border transport and trade. If the levels of violence in Mexico, over which the Company has no control, remain the same or increase they could have an adverse effect on the Mexican economy and GCC's business, results of operations and financial condition.

Developments in other countries may have an adverse effect on the Mexican economy and on the Company's business, results of operations, financial condition and stock price.

The Mexican economy and the market value of securities of Mexican companies may be, to a certain degree, affected by economic and market conditions in other countries, including the United States, China and other Latin American emerging market countries. Although economic conditions in other emerging market countries may differ significantly from economic conditions in Mexico, investors' reactions to developments in any of these other countries may have an adverse effect on the market value of securities of Mexican issuers, including those issued by GCC. In the past, prices of both Mexican debt and equity securities dropped substantially as a result of developments in Russia, Brazil, Argentina and several Asian countries. In addition, terrorist acts in the United States and elsewhere could depress economic activity in the United States and globally, including in Mexico. This could have a material adverse effect on the Company's business, results of operations and financial condition, which could affect the stock price.

Furthermore, Mexico, as an emerging market economy, is more exposed to unfavorable conditions in the international markets that can have a negative impact on the demand for GCC's products. In the past, the development of adverse economic conditions in other emerging market countries resulted, in general, in capital flight and, as a consequence, in a decrease in the value of foreign investments in Mexico. In addition, the high level of indebtedness in U.S. dollars by corporates in emerging markets constitutes an additional source of instability. As a result, any combination of lower consumer confidence, disrupted global capital markets and/or reduced international economic conditions could have a negative impact on the Mexican economy and consequently on the Company's business, results of operations and financial condition.

1.c.ii) Risks related to the Company

The Company's results of operations and financial condition may be materially adversely affected by a devaluation or depreciation in the value of the Mexican Peso.

GCC operates in the United States and Mexico, generating approximately 26.1% and 27% of the net sales in Mexico for the years ended on December 31, 2020, and 2019, respectively. The U.S. operations earn revenue and incur expenses primarily in U.S. Dollars, while the Mexican operations earn revenue and incur expenses primarily in Mexican Pesos. EBITDA for the year ended December 31, 2020, was US\$ 308.2 million, of which 76% was generated by the U.S. operations and 24% by the Mexican operations. For the year ended December 31, 2019, EBITDA was US\$ 292 million, of which 66% was generated by the U.S. operations and 34% by the Mexican operations.

Changes in the relative value of the Mexican peso, which fluctuates constantly, to the U.S. dollar have an effect on the Company's results of operations and financial condition reported in Mexican pesos. The export sales to the United States and coal from the Colorado coal mine for use in the Mexican plants are denominated in U.S. dollars. Similarly, a substantial majority of the costs of sales and other selling and administrative expenses are either denominated in or linked to the value of the U.S. dollar, including the purchases of several raw materials and the costs of the operations in the United States. As a result, when the Mexican peso depreciates against the U.S. dollar, the same level of U.S. dollar net sales or expenses in a prior period will result in higher reported net sales or expenses, in Mexican peso terms in the most recent period. Conversely, when the Mexican peso appreciates against the U.S. dollar, the same level of U.S. dollar net sales or expenses in a prior period will result in lower reported net sales or expenses in Mexican peso terms in the most recent period. Any significant devaluation of the Mexican peso also could make it more expensive to convert Mexican pesos into U.S. dollars, which are required to make payments of interest and principal on debt, 100% of which is denominated in U.S. dollars as of December 31, 2019. In 2019 and 2018, the Mexican peso appreciated around 4.3% and 0.3% against the US dollar, respectively, while as of March 31, 2021, the Mexican peso depreciated around 5.9%.

The Company prepares annual consolidated financial statements in U.S. Dollars. See note 4(t) to the annual consolidated financial statements for the year ended December 31, 2020, for a description of exchange rates used in preparing the financial statements. In the event of a depreciation of the Mexican Peso, the carrying amount of the U.S. Dollar-denominated debt in the annual consolidated financial statements will increase to reflect the additional Mexican Pesos required to fund the liabilities. As of the date of this report, GCC does not hedge against fluctuations in foreign exchange rates, and the business, results of operations and financial condition could be materially and adversely affected by such fluctuations.

Severe devaluation or depreciation of the Mexican Peso could also result in government intervention or disruption of the international foreign exchange markets (including restrictions on currency conversion). While the Mexican government does not currently restrict the ability by Mexican or foreign persons or entities to convert Mexican Pesos into U.S. Dollars or other specified currencies, or to transfer other currencies outside of Mexico, it has done so in the past. The company cannot assure that the Mexican government will not institute a restrictive currency exchange control policy in the future. Any such restrictive foreign currency exchange control policy could prevent or restrict access to U.S. Dollars or other currencies and may limit GCC's ability to transfer or convert Mexican Pesos into U.S. Dollars to service its U.S. Dollar-denominated debt. Moreover, the Mexican Peso could depreciate against the U.S. Dollar, which would have an adverse effect on the business, results of operations and financial condition of the Company.

The Company has transactions with related parties which may result in resolutions of interest and in terms that are less favorable for the Company than if it were dealing with an unaffiliated party.

GCC has historically entered into and will continue to enter into a number of transactions with related parties. The company engages in substantial repeated transactions with related parties, including with CEMEX, which owns a portion of GCC's controlling shareholder, as well as Abastecedora de Fierro y Acero, S.A. de C.V. ("Abastecedora de Fierro y Acero"), Inmobiliaria Ruba, S.A. de C.V. ("Inmobiliaria Ruba"), Copachisa, S.A. de C.V. ("Copachisa") and

Madata IT, S.A. de C.V. (“Madata”), each of which is an affiliate of GCC due to its significant shareholders also holding significant equity interests in them. Although many of these transactions occur in the ordinary course of business, under market conditions, and, if significant, must be submitted to GCC’s Audit and Corporate Practices Committee and approved by the Board, since these transactions may create the potential for conflicts of interest and GCC may not be able to resolve any potential conflicts, and even if it does, the resolution may be less favorable to the Company than if it were dealing with an unaffiliated party.

GCC’s indebtedness could adversely affect its financial condition and its ability to capitalize on business opportunities.

As of December 31, 2020, GCC has US\$ 632 million of debt outstanding, all of which is denominated in U.S. dollars and 14.6% is classified as short term. The Company does not have significant maturities in 2020 or 2021. In April 2020, GCC borrowed US\$ 50 million from a revolving credit line to improve its liquidity position in response to COVID-19. This credit line was paid-off at the end of 2020. The Company’s ability to make scheduled payments on or to refinance its debt obligations depends on its financial condition and operating performance, which is subject to prevailing economic and competitive conditions and to certain financial, business and other factors beyond its control, as well as its ability to access the debt financing markets. GCC may not be able to maintain a level of cash flows from operating activities sufficient to permit it to pay the principal, premium, if any, and interest on its indebtedness. If the Company is not able to generate sufficient cash flow to service its debt obligations or to refinance its debt when it becomes due, it may need to sell assets, reduce or delay capital investments, or seek other sources of capital. Disruptions in the financial and credit markets may adversely affect the credit rating and the market value of GCC’s common stock. In addition, conditions in the capital markets may mean that traditional sources of capital, including equity capital, have not been available to the Company on reasonable terms or at all. As a result, GCC cannot guarantee that it would be able to obtain additional financing or equity capital at all or on terms that are favorable to the Company.

GCC’s ability to service its debt may also be materially and adversely affected by a devaluation or depreciation in the value of the Mexican peso compared to the U.S. dollar. Approximately 73.9% and 73.0% of GCC’s net sales were generated in the United States for the years ending December 31, 2020, and 2019, respectively. To the extent the amount of net sales generated in U.S. dollars is not sufficient to cover the cost of its indebtedness, GCC must use a portion of the cash derived from its Mexican peso net sales to cover its financing costs. Any significant devaluation or depreciation of the Mexican peso could limit the Company’s ability to convert sufficient Mexican Pesos into U.S. dollars to make timely principal and interest payments and therefore adversely affect its ability to service its debt. If GCC’s U.S. dollar-denominated sales are insufficient to cover any capital amortization and interest payments with respect to its U.S. dollar-denominated debt, GCC will be adversely affected by any devaluation of the Mexican peso against the U.S. dollar, which could have an adverse effect on its ability to make these payments when due. In addition, a depreciation of the Mexican peso increases the carrying amount of its U.S. dollar-denominated debt in its annual consolidated financial statements to reflect the additional Mexican pesos required to cover for such liabilities.

Moreover, the instruments governing GCC’s indebtedness contain certain affirmative and negative covenants that impose significant operating and financial restrictions. These restrictions limit its ability, among other things, to:

- redeem stock or redeem subordinated debt;
- make investments and capital expenditures;
- sell assets, including capital stock of subsidiaries;
- enter into agreements that restrict dividends or other distributions from restricted subsidiaries;
- enter into transactions with affiliates, except for transactions on an arm’s-length basis;
- create or assume liens;

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- engage in mergers or consolidations;
 - make prepayments and modifications of indebtedness; and
 - enter into a sale of all or substantially all of its assets.

Although the covenants under these instruments are subject to certain limitations and exceptions, these restrictions could limit the Company's ability to seize attractive growth opportunities for its businesses, particularly if GCC is prohibited from obtaining financing, is limited in the amount it can finance or is prohibited from making investments that are necessary to take advantage of such opportunities. These restrictions may also significantly impede GCC's ability, and the ability of its subsidiaries, to develop and implement refinancing plans with respect to its debt or the debt of its subsidiaries.

GCC cannot guarantee that it will be capable of complying with all the obligations and limitations under the instruments governing its indebtedness. The failure to fulfill any such obligations and limitations could result in an event of default, which could adversely and materially affect its business, results of operations and financial condition.

GCC's success depends on its ability to retain and attract key executives and technical employees.

GCC's success depends on its ability to retain certain key executives. In particular, its senior executives have extensive experience in the cement industry and the loss of any of these executives could have an adverse effect on its business, results of operations and financial condition. The maintenance and continuity of its operations is also dependent on maintaining key technical and senior management personnel. If GCC loses key personnel, or if it is not able to attract and retain skilled employees as needed, the business, results of operations and financial condition could suffer.

Any unauthorized use of GCC's brand names, trademarks and other intellectual property rights may materially adversely affect the business, results of operations and financial condition.

The substantial majority of GCC's net sales are derived from the sales of products that it sells under the various brands that it owns, which include "GCC", "Cemento Chihuahua", "Dacotah Cement", "GCC Dacotah", "GCC Rio Grande", "Mortero Chuvíscar", "Megablock" and "Construcentro". The Company's brand names, to which it believes many of its customers are loyal, are therefore a key asset of its business, and its ability to obtain, maintain and protect its intellectual property rights and proprietary technology is an important component of its ability to effectively compete in its industry. GCC also holds patents in the United States and Mexico for its process to achieve particular thermal insulation properties and eco-friendly characteristics in certain of its prefabricated products. Any unauthorized use of GCC's brands, trademarks or other intellectual property rights by third parties could adversely affect the Company's business, reputation and market share. If a competitor were to infringe on GCC's trademarks, enforcing its rights would likely be costly and would divert resources that would otherwise be used to operate and develop its business, as well as distract key executives. Although GCC intends to enforce its intellectual property rights against infringement by third parties, its actions may not be adequate or sufficient to protect its brands, trademarks or other intellectual property rights, which may result in a material adverse effect on its business, results of operations and financial condition.

Insurance coverage may be insufficient to cover certain losses, which could have a material adverse effect on GCC's business, results of operations and financial condition.

GCC's industry generally is subject to a number of risks and hazards, including industrial accidents, labor disputes and changes in environmental regulations. Furthermore, there are types of losses, generally of a catastrophic nature, such as losses due to wars, earthquakes, floods, epidemics, fires, hurricanes, pollution or environmental matters that are either uninsurable or not economically insurable, or may be insured subject to limitations, such as caps, large deductibles or co-payments. Insurance risks associated with potential terrorist acts and as a result of violence in Mexico could sharply increase the premiums the Company pays for coverage against property and casualty claims.

Although GCC considers its policies adequate and similar to those of its competitors, its insurance only covers part of the losses that it might incur. The occurrence of losses or other liabilities that are not covered by the insurance, that are widespread or that exceed the insurance limits could result in significant unexpected costs that could adversely affect GCC's business, results of operations and financial condition.

Product liability claims may be brought against GCC and, whether or not successful, could harm the Company's business, results of operations and financial condition.

GCC is exposed to risks associated with product liability claims arising from property damage or personal injury caused by the use of its products, which are mainly used as construction materials; these types of claims have been subject to class action lawsuits, mainly in markets like the United States, which distract executives and represent high costs. While the Company seeks to conform its products to meet a variety of contractual specifications and regulatory requirements, it cannot assure that product liability claims against it will not arise, whether due to product malfunctions, defects or other causes. GCC has product liability insurance for all of its subsidiaries. If any such claims against it were ultimately successful or were subject to a class action suit, the Company could be required to pay substantial damages, which could materially and adversely affect its business, results of operations and financial condition.

Failures or interruptions in the information systems could have an adverse effect on GCC's business, results of operations and financial condition.

GCC depends on its information technology, or IT, which includes systems to conduct its business activities, such as its sales processing, inventory purchasing and management, product distribution and customer service. Although the Company has security, built-in redundancies and backups for its IT systems, it may, from time to time, experience failures or delays due to a number of factors beyond its control, such as hacking, computer viruses and other cyber security attacks and electricity outages, as well as outages due to fire, floods, power loss, telecommunications failures and similar events. Between August 5 and August 7, 2019, GCC suffered a cyber-related incident, caused by a ransomware-type malware that infected both operational and administrative applications. This incident was detected and contained by its IT team, which implemented a recovery strategy for the affected services without finding any evidence that information from its servers had been leaked externally. Although GCC was able to contain this incident and mitigate its effects, an incident of an equal or greater magnitude may occur in the future. Any material failure or disruption of its IT systems could result in a disruption of GCC's operations or the loss or damage of important operating information, which could adversely affect its business, results of operations and financial condition.

During 2020, there was a global trend of an increase on security threats, including, but not limited to, phishing and malware/ransomware campaigns, exploitation of video collaboration vulnerabilities, among other things. Furthermore, the increase in employees working from home in response to the COVID-19 pandemic increased cyber risk due to inadequate security configurations of domestic (home) networks and use of non-corporate devices. As of the date of this report, GCC has implemented measures including (i) system updates and tools for the security of its equipment and (ii) periodic cybersecurity releases and mandatory webinar trainings for all of its employees.

A significant portion of GCC's total assets are intangible assets, including goodwill. An impairment in the carrying value of goodwill or other intangible assets could negatively affect the business, results of operations and financial condition.

As of December 31, 2020, goodwill constituted approximately 10% of GCC's total assets. Goodwill is deemed to have an indefinite life; therefore, it is not amortizable. However, goodwill and other intangible assets with indefinite life are subject to impairment tests on an annual basis or earlier when there are indicators of impairment, pursuant to which is adjusted, if applicable, the carrying amount thereof for the impairment loss that is determined. To apply impairment tests, goodwill is assigned to cash generating units ("CGU"), which are defined on the basis of geographic markets taking into consideration the synergies in business combinations that have been made. If the recoverable amount of the CGU, which is determined based on value in use, is less than the CGU's carrying amount, the

impairment loss is first assigned to reduce the carrying amount of the goodwill assigned to the CGU, and then to the other CGU's assets in a proportional manner, considering the carrying amount of each asset. The impairment loss of goodwill is recognized in the statement of comprehensive income and is not reversed in subsequent periods. The economic and competition trends in the markets where GCC operates have a significant impact on the assessment of goodwill impairment and the determination of recovery values of CGUs. Likewise, the discount rates used have a significant effect on impairment evaluations. In the past, GCC has readjusted its goodwill downward due to the results of its goodwill impairment tests, and it cannot assure that possible downturns in the economies where they operate will not necessitate downward readjustments of its goodwill for impairment in the future. If the value of GCC's intangible assets, including goodwill, becomes impaired, the business, results of operations and financial condition may be materially adversely affected.

GCC may be required to spend more on capital investments than it anticipates, which may have a material adverse effect on the Company's business, results of operations and financial condition.

For the years ended December 31, 2020, 2019 and 2018, GCC recorded US\$33.2 million, US\$58.2 million and US\$117.6 million, respectively, in capital expenditures. The Company's capital expenditures may increase substantially if it is required to undertake additional or unexpected actions to comply with new regulatory requirements, including amendments to environmental regulations, or compete with new technologies.

It also may be necessary to expand production capacity at a rate greater than GCC's estimates if demand for its products exceeds its estimates. The Company may not have the capital to undertake these capital investments. If GCC is unable to obtain sufficient capital or obtain it at a reasonable cost, or it is otherwise limited by the capital expenditures cap discussed above, the Company may not be able to expand production sufficiently to take advantage of changes in the marketplace or to maintain the necessary levels of efficiency necessary to stay, which may have a material adverse effect on its business, results of operations and financial condition.

GCC is subject to different disclosure and accounting standards than companies in other countries.

A principal objective of the securities laws of the United States, Mexico, and other countries is to promote full and fair disclosure of all material corporate information, including accounting information and relevant events. However, there may be less or different publicly available information about foreign issuers of securities than is regularly published by or about U.S. issuers of listed securities. GCC is subject to reporting obligations in respect of the shares listed on the Mexican Stock Exchange. The disclosure standards imposed by the Mexican law and the Mexican Stock Exchange may be different than those imposed by laws and securities exchanges in other countries or regions such as the United States. As a result, the level of information that is available may not correspond to what non-Mexican investors in stocks are accustomed to.

In addition, accounting standards and disclosure requirements in Mexico differ from those of the United States. In particular, GCC's annual consolidated financial statements are prepared in accordance with IFRS as issued by the IASB, which differ from U.S. GAAP in a number of respects. Items on the financial statements of a company prepared in accordance with IFRS as issued by the IASB may not reflect its financial position or results of operations in the way they would be reflected had such financial statements been prepared in accordance with U.S. GAAP.

GCC may not have the capacity to complete acquisitions, for various reasons, which is a key element of its growth strategy.

Given the difficulty of developing greenfield plants and projects, as well as concrete and aggregates operations, the Company is constantly seeking acquisition alternatives in the markets in which it operates or in adjacent markets. Such acquisitions may be limited by the absence of reasonably priced projects or projects that the Company can finance or by environmental and contingency issues that the Company is not willing to accept. In addition, antitrust authorities may restrict these acquisitions or impose conditions on them, without considering that the Company has significant presence or power to impose price conditions in the markets in which it operates. Once acquired, these plants and operations may be subject to relevant contingencies, including regulatory contingencies (which may

require significant amounts of capital investment) that the Company may not be able to identify. Any of the foregoing could result in limitations on the Company's growth or adversely and significantly affect its business, the results of its operations and financial condition.

GCC may not be able to realize the expected benefits from acquisitions, some of which may have a material adverse effect on the Company's business, results of operations and financial condition.

GCC's ability to realize the expected benefits from acquisitions depends, in large part, on its ability to integrate acquired operations with its existing operations in a timely and effective manner. These efforts may not be successful. GCC cannot assure you that it will be successful in identifying or acquiring suitable assets in the future. If it fails to achieve the anticipated cost savings or synergies from any acquisitions, its business, results of operations and financial condition would be materially and adversely affected.

The Company may also be unable to successfully carry out asset acquisitions for various reasons that may be outside its control. If GCC cannot successfully carry out asset acquisitions, its business plans may be affected.

Higher energy and fuel costs may have a material adverse effect on the Company's business, results of operations and financial condition.

GCC's operations require significant amounts of energy, particularly in the cement production process and, to a lesser extent, in connection with its distribution operations, which rely on the use of gasoline and diesel fuel to deliver its products. The availability of energy and related inputs from utilities could be volatile and could be affected by political, economic and regulatory conditions that are outside its control. Even though energy and fuel prices have recently decreased, in the event that the prices of natural gas, coal or electricity rise, suddenly, as has occurred in the past, the Company's profit margins could decrease as it may not be able to pass through energy cost increases to its customers, which could have a material adverse effect on its business and results of operations. To mitigate its exposure to high energy costs and their volatility, GCC has implemented technical improvements in its cement plants that give it the option to use coal or alternative fuels in its installed capacity for cement production. GCC's cement plants, except for the Odessa, Texas plant, can use natural gas for clinker production if natural gas pricing is more favorable, or if coal supply is interrupted or its quality becomes an issue.

In addition, GCC has been operating its Colorado coal mine since 2005, which supplies coal to its cement plants (except the Rapid City, South Dakota plant, for which it uses a coal supplier in Wyoming, the Three Forks, Montana plant, which uses a coal supplier in Montana, and the Odessa, Texas plant, which operates all with natural gas) and which the Company estimates has sufficient coal reserves to supply its cement plants and sales to third parties until approximately 2043, based on the existing rate of depletion. However, GCC's operations at the Colorado coal mine are subject to a variety of conditions and variations in geology, as well as various federal, state and local regulations, including those relating to employee health and safety, which may result in the temporary closure of the mine in the event of certain violations. The Company therefore cannot guarantee that the coal reserves from its Colorado coal mine will be available in the future or that GCC will be able to operate the mine in the same manner, which could affect its business, results of operations and financial condition if it cannot obtain alternative energy supply on terms acceptable to the Company or at all.

The Company's business, results of operations and financial condition could be materially adversely affected by an interruption of supply of raw materials.

GCC is dependent on a variety of raw materials that support its manufacturing activities, including limestone, clay, gypsum, silica and iron oxides. The Company's ability to meet its customers' needs depends heavily on an uninterrupted supply of these materials, which it sources from owned or leased quarries located near its cement plants or which it purchases from suppliers. However, production problems, lack of capacity, high demand periods, changes in the Company's third-party suppliers' financial or business conditions or planned and unplanned shutdowns of their production facilities that affect their ability to supply GCC raw materials that meet its specifications, or at all, could disrupt GCC's ability to supply products to its customers. The Company is also

susceptible to the breach or termination of lease agreements for the quarries where it has deposits or the breach or termination of contractual obligations by its third-party suppliers. For its Rapid City, South Dakota cement plant and for the Trident, Montana plant, GCC has a short-term supply agreement with coal suppliers. The Company can give no assurance that such suppliers will not breach or terminate the agreement or will renew the agreement upon expiration, although there are a number of suppliers in the region that GCC believes can supply it with coal for these plants. In addition, interruptions in raw material supply caused by events outside GCC's or its suppliers' control, such as mine and quarry accidents, inclement weather, labor disputes, epidemics or transportation disruptions, also could cause it to miss deliveries and breach its contracts, which could damage the Company's relationships with its customers and subject it to claims for damages under its contracts. If any of these events were to occur for more than a temporary period, GCC may not be able to make arrangements for transition supply, substitute materials or qualified replacement suppliers on terms acceptable to them or at all, which could have a material adverse effect on its business, results of operations and financial condition.

The increase in the prices of raw materials could materially adversely affect the Company's business, results of operations and financial condition.

If the prices GCC has to pay for raw materials under its existing supply contracts with independent suppliers or under replacement supply contracts increase, it could face significantly higher production costs. Prices of products, such as diesel fuel, tires, steel and explosives, and other raw materials, such as aggregates and sands, have the most significant impact on the prices of the Company's raw materials. Although GCC believes its independent providers to be a stable, secure and adequate source, increases in raw material prices could adversely affect its ability to renew these contracts on similar terms or at all. Should these suppliers cease operations, eliminate production of these raw materials or substantially increase their prices, the Company's sourcing costs for these materials may increase significantly or it may be required to find alternatives to these materials. Similarly, increases in raw material prices could adversely affect its ability to enter into shorter-term supply agreements at favorable prices. GCC also may not be able to pass through price increases to its customers, which could have a material adverse effect on its business, results of operations and financial condition.

GCC faces numerous uncertainties in estimating its recoverable coal reserves and reserves for other raw materials, and inaccuracies in the estimates could result in higher-than-expected fuel and raw material costs or decreased profitability if it must obtain a significant portion of its fuel or other raw materials from other suppliers, which could have a material adverse effect on the Company's business, results of operations and financial condition.

GCC internally sources a significant portion of its fuel requirements through its coal mine in Colorado for its cement operations in Mexico, Tijeras, New Mexico and Pueblo, Colorado, and it sources a significant portion of its other raw materials mainly used in its cement production from quarries and mines that the Company either owns or leases. GCC's reserve estimates are prepared by its own engineers and geologists and are subject to annual review by its corporate staff jointly with its regional technical managers. In certain cases, the Company has used the services of third-party geologists and/or engineers to validate its own estimates. There are numerous uncertainties inherent in estimating quantities, quality and costs to mine recoverable reserves, including many factors beyond its control. Estimates of economically recoverable coal reserves and reserves of certain other raw materials depend upon a number of variable factors and assumptions, such as geological and mining conditions, which may not be fully identified by available exploration data or which may differ from experience in current operations, historical production from the area compared with production from other similar producing areas, the assumed effects of regulation and taxes by governmental agencies and assumptions concerning coal prices, operating costs, mining technology improvements, indemnities and special taxes, development costs and remediation costs, all of which may vary considerably from actual results. Therefore, proven reserve estimates may differ materially from the recoverable quantities of coal and other raw materials. Any inaccuracy in the Company's estimates related to its reserves could result in higher-than-expected fuels and raw materials costs, decreased profitability if it must source its energy or raw materials from other suppliers or delays in its production if it cannot obtain alternate sources of fuel or raw materials on acceptable terms, any or all of which could have a material adverse effect on the Company's business, results of operations and financial condition.

The introduction of cement substitutes into the market and the development of new construction techniques could have a material adverse effect on the Company's business, results of operations and financial condition.

Materials such as plastic, aluminum, ceramics, glass, wood and steel can be used in construction as a substitute for cement. In addition, other construction techniques, such as the use of plasterboards, could decrease the demand for cement and concrete. Research aimed at developing new construction techniques and modern materials may result in the introduction of new products in the future, reducing the demand for cement and concrete. The use of substitutes for cement could cause a significant reduction in the demand and prices for GCC's products and have a material adverse effect on its business, results of operations and financial condition.

A disruption or delay in production at one of the GCC's production facilities could have a material adverse effect on the Company's business, results of operations and financial condition.

If one of GCC's production facilities were to cease production unexpectedly, in whole or in part, its sales and financial results could be materially adversely affected. Such a disruption could be caused by a number of different events, including:

- maintenance outages;
- prolonged power failures;
- equipment failures or malfunctions;
- embargoes on rail freight traffic;
- fires, floods, tornadoes, earthquakes or other catastrophes or effects of extreme weather;
- potential unrest or terrorist activity;
- pandemics;
- labor difficulties; or
- other construction, design or operational problems, including those related to the granting, or the timetable for granting, of permits.

Based on its production schedule and cycle times, GCC determines the amount of inventory needed at each of its locations. If there is an unplanned service interruption at any of its plants, inventory levels may drop to a level where servicing the relevant markets may be compromised. Also, if the Company does not effectively manage its inventory of raw materials to ensure adequate supplies during peak periods and to minimize excessive expenditures during slow periods, its business, results of operations and financial condition could be adversely affected as a result of its inability to meet production orders of cement, ready-mix concrete or other products. Although GCC attempts to mitigate this risk by keeping inventory at all of its terminals and shipping stations, and in some cases, it can ship products from one plant to another for a short period, the inventory may not be sufficient to cover the increased demand from such market. In addition, this strategy would cause it to incur significant additional transportation costs. For example, in previous years, the Company faced increased freight costs associated with the shipment of cement to its northern markets (North Dakota, Iowa and Minnesota) from its Pueblo, Colorado cement plant to cover sales from its cement plant in Rapid City, South Dakota, which sold cement beyond its capacity. GCC also must effectively manage its inventories of raw materials to ensure adequate supplies during peak periods and to minimize excessive expenditures during slow periods. For example, although GCC's network of ready-mix concrete plants in certain regions provide back up for any plant that might be affected by a disruption, a prolonged shutdown of any of its production facilities could cause it to miss deliveries and breach its contracts, which could damage its relationships with its customers and subject it to claims for damages under its contracts. Any of these events could have a material adverse effect on the Company's business, results of operations and financial condition.

The company's operations could be adversely affected by weather conditions and natural disasters.

Construction activity, and therefore the demand for GCC's products, significantly decreases during periods of cold weather, snow and prolonged or intense rain. Consequently, demand for its products is significantly lower during winter and rainy seasons. Winter weather significantly reduces the Company's sales of cement and concrete during the first quarter and, to a lesser extent, during the fourth quarter. However, in the event the weather remains mild through late October into November, it is able to supply cement and ready-mix concrete to projects until the first hard freeze or snow. Sales in markets with harsh winter weather conditions generally improve during the second and third quarters due to an improvement in such conditions. However, high rain levels or other adverse weather could negatively affect its operations during these periods.

In addition, flooding, severe weather or natural disasters not only delay and lead to the cancellation of projects, but also disrupt transportation logistics, particularly by rail, and could also delay the Company's production. For example, production at the Rapid City, South Dakota plant and at the Three Forks, Montana plant are subject to much greater variation in winter conditions than in southern regions. Natural disasters, such as tornadoes, could impede operations, damage GCC's infrastructure or adversely affect its production facilities. Any such weather condition or natural disaster in the areas in which it operates could adversely affect its business, results of operations and financial condition, especially in the event that they occur with unusual intensity, during abnormal periods, for periods lasting longer than usual or during peak periods of construction activity.

Disruptions to the Company's distribution network could have a material adverse effect on its business, results of operations and financial condition.

Within Mexico, approximately 33% of the volume of cement that GCC sells is sold in bags and distributed principally through independent distributors within the state of Chihuahua and its distributor subsidiary, Construcentro. Within the United States, GCC distributes bulk cement by rail on railcars that it has leased to its cement distribution terminals located throughout the states in which it operates. Damage or disruption to its distribution capability or to that of its third-party distributors due to weather, natural disaster, floods, fire, electricity shortages, terrorism, border closures, other service interruptions, pandemics, labor strikes, and disputes with employees, or the financial stability and/or instability of key distributors and warehousing, could impair the Company's ability to distribute its products. To the extent that it is unable, or it is financially unfeasible, to mitigate disruptions to its distribution chain, there could be adverse effects on GCC's business, results of operations and financial condition, and substantial additional resources could be required to restore its distribution network. In addition, a shortage of inventory at any of its distribution terminals could cause it to miss deliveries and breach its contracts, thereby damaging the relationships with its customers and exposing it to claims for damages. In Mexico, and to a lesser extent in the United States, GCC also distributes some of its products by truck, using its own fleet. In addition to all of the risks described above, significant capital outlays may be required to repair or replace aging or damaged vehicles. As its vehicle fleet ages, operation and maintenance costs also increase. For example, insurance rates and the costs of compliance with governmental regulations, safety or other equipment standards increase with time. The Company cannot assure that, as its trucks age, market conditions will justify those expenditures or enable it to operate its trucks profitably during the remainder of their useful lives. A shortage of trucks would require it to outsource its distribution operations, resulting in higher costs, which could adversely affect GCC's business, results of operations and financial condition.

GCC's Tijeras, New Mexico plant is not serviced by rail, and all distribution is made by third-party or customer trucks. If any issues, including labor strikes, disputes or truck breakdowns, arise, the Company would be dependent on other third-party trucks for delivery. The Company cannot assure you that third-party trucks will be available for product distribution from its Tijeras, New Mexico plant on terms that are acceptable to it, or that higher costs associated with contracting other third-party distributors will not affect its business and results of operations.

Labor unrest, failure to maintain good relationships with labor unions and labor-related costs may have adverse effects on the Company's business, results of operations and financial condition.

As of December 31, 2020, GCC had 2,758 employees. Approximately 35% of its employees are unionized. In its Mexican operations, all of its unionized employees are members of the *Confederación de Trabajadores de México* (Confederation of Mexican Workers). Each of GCC's cement plants, ready-mix concrete facilities and transportation operations in Mexico has its own collective bargaining agreement in place with its unionized workers. These agreements are reviewed every two years for certain benefits other than wages, and yearly for wages. Some of GCC's workers in its Rapid City, South Dakota plant are affiliated with the United Steel, Paper & Forestry, Rubber, Manufacturing, Energy, Allied Industrial & Service Workers Union. GCC's labor collective bargaining agreement with employees in this plant, which is renegotiated every five years and was last renewed in the first half of 2019, has a no-strike clause. GCC believes it maintains a positive and cooperative relationship with its unions and its other employees, and it works towards developing and improving the quality of life of its personnel. Although GCC believes that its relationship with all the labor organizations that represent its workers is satisfactory, labor-related disputes may arise. Labor-related disputes that result in strikes or other disruptions could cause increases in operating costs, which could damage its relationship with its customers and adversely affect its business, results of operations and financial condition.

In addition, GCC's business, results of operations and financial condition may be materially and adversely impacted as a result of increases in labor costs, including under its pension and benefits plans, as well as a recent initiative in Mexico intended to limit outsourcing and to have companies pay employee profit sharing. Despite measures to mitigate these and other expenses, the Company may be unable to do so successfully, which could have a material adverse effect on its business, results of operations and financial condition.

The loss or consolidation of any one of GCC's top customers or late payments by these or other customers could reduce net sales and have an adverse effect on the Company's business, results of operations and financial condition.

For the years ended December 31, 2020, 2019 and 2018, GCC's top ten customers accounted for 18.9%, 18.1% and 19.2% of its net sales, respectively. Its top two customers together accounted for approximately 5.8% of its net sales during 2020. The loss or consolidation of one or more of these customers or a significant decrease in business from one or more of these customers could harm the Company's business, results of operations and financial condition. GCC records an allowance for doubtful accounts receivable where collection risks are anticipated, and it requests, when applicable, guarantees and collateral. The Company cannot assure you that it will not experience late payments by these or other customers, and any late payments in the future may be material, which could have an adverse effect on its business, results of operations and financial condition.

GCC's industry is highly competitive, and if the Company is unable to compete effectively with existing competitors, or with new entrants, the Company's business, results of operations and financial results could be materially adversely affected.

GCC competes on a global basis with producers and importers of cement and with local ready-mix concrete producers. Its business faces significant competition from a number of global industry participants and several regional competitors. In the United States, the Company competes with LafargeHolcim Ltd. ("LafargeHolcim"), CEMEX, Eagle Materials Inc. ("Eagle Materials"), Lehigh Cement Company LLC ("Lehigh Cement Company"), Ash Grove Cement Co. ("Ash Grove Cement") and Buzzi Unicem ("Buzzi"), all of which have sales and resources exceeding GCC's, which they may use to develop market share or leverage their distribution networks. In Mexico, GCC competes with CEMEX, Holcim Mexico, S.A. de C.V. ("Holcim"), Corporación Moctezuma, S.A.B. de C.V. ("Moctezuma"), Cooperativa La Cruz Azul, S.C.L. ("Cooperativa La Cruz Azul") and Cementos Fortaleza, S.A. de C.V. ("Cementos Fortaleza") all of which have sufficient sales and resources to develop market share or leverage their distribution networks.

In addition, new competitors and alliances may and do emerge from time to time and may and do take market share away from GCC, which may adversely affect its profit margins and results of operations in regions in which it has excess capacity. Some of these competitors may decide to allocate significant resources to compete in its markets by granting concessions to customers that GCC cannot provide. Even where the ready-mix concrete production capacity is in balance, the oversupply of cement creates excessive price pressure on the ready-mix concrete markets and opportunities for new competitors, which in some cases are financed by cement producers. The Company's competitive position in the markets in which it operates depends upon the relative strength of these competitors in those markets and the resources they devote to competing in those markets, as well as GCC's ability to offer competitive prices, value-added services, specialty products and maintain its relationships with its customers. GCC also faces competition from substitute products, particularly for certain of its prefabricated products. All of these factors could cause the Company to experience sales and loss of market share, which could have a material adverse effect on its business and financial results.

GCC may not be able to keep up with competitive changes affecting its industry, which could have a material adverse effect on the Company's business, results of operations and financial condition.

The cement market is characterized by evolving industry and end-market standards, changing regulation, new environmental standards and frequent enhancements to existing products, services and technologies, introduction of new products and services and changing customer demand, all of which could result in unpredictable product transitions. The success of GCC's new products and services depends on their initial and continued acceptance by its customers. The Company believes it has a competitive advantage tied to its product innovations. If it is unable to anticipate changes or develop and introduce new and enhanced products, services and innovations that are accepted by its customers on a timely basis, its ability to remain competitive and take advantage of its competitive advantage may be adversely affected. Any of the foregoing could have a material adverse effect on the Company's business, results of operations and financial condition.

An unfavorable resolution on GCC's sale of its sales in SOBOCE may have a materially adversely affect the Company's operations, results of operations and financial condition.

International Proceedings

On August 18, 2011, GCC sold its 47.02% interest in the Sociedad Boliviana de Cemento, S.A. ("SOBOCE"), to Consorcio Cementero del Sur ("CCS"), a subsidiary of Grupo Gloria based in Peru. The proceeds from the sale were mainly used to reduce the Company's debt and after the transaction it ceased operations in Bolivia.

Compañía de Inversiones Mercantiles, S.A. ("CIMSA"), SOBOCE's majority shareholder, filed a request, which GCC believes to be unfounded, for arbitration before the Inter-American Commercial Arbitration Commission ("IACAC") alleging violations of CIMSA's right of first refusal with respect to the sale of SOBOCE's shares to CCS, pursuant to a shareholders' agreement GCC entered into with CIMSA. GCC was notified of this request on November 16, 2011. In September 2013, an arbitral tribunal issued a liability award against GCC and GCC Latinoamerica, S.A. de C.V. ("GCC Latinoamerica"), finding both parties liable for breaching the shareholders' agreement. In December 2014, CIMSA sold its 51.3% interest in SOBOCE to CCS, thereby making CCS the majority and controlling shareholder of SOBOCE with approximately 98.32% of its shares. On April 15, 2015, a final damages award was issued, requiring GCC and GCC Latinoamerica to pay CIMSA US\$36.1 million for damages and expenses plus fees, costs and interest (the "damages award").

GCC believes both the liability award and the damages award are contrary to Bolivian and international law; therefore, it has sought their annulment, as a result of which both awards have been set aside.

On January 11, 2018, Bolivia's Supreme Court of Justice issued a decree affirming the annulment of the Liability Award, which was the basis of the Damages Award; since the annulment process has concluded, the file related to such annulment was forwarded to the former Chairman of the Arbitration Court in Madrid, Spain. On October 29, 2020, the Company was notified of the resolution in favor of GCC entered by the Fourth Specialized Bolivian

Constitutional Court (Bolivia's highest court), affirming the annulment of the Damages Award of April 15, 2015. The resolution is considered final and does not permit further appeal.

On November 5, 2020, the Twelfth Civil and Commercial Judge at the City of La Paz returned the records of the annulment recourse and urged the Arbitration Court to issue a new award (the "November 5th Decree"). Through a resolution dated as of November 13, 2020 (the "November 13th Decree"), the Twelfth Judge rejected the motion to set aside the November 5th Decree filed by CIMSA. In her decision, the Twelfth Judge cited, among other considerations, that the resolution to annul the Damages Award did not permit further appeal. Subsequently, the Fourth Commercial Civil Court, through a resolution dated as of December 11, 2020, declared unlawful CIMSA's appeal for reversal filed by CIMSA against the November 13th Decree.

GCC believes that under Bolivian law, as a consequence of the annulment of the liability award, the damages award for US\$ 36.1 million against GCC and GCC Latinoamerica is no longer valid nor enforceable. Additionally, GCC obtained provisional remedies from a Mexican tribunal ordering CIMSA to refrain from enforcing in Mexico any award issued in the arbitration process until the pending appeals for annulment have been resolved.

Based on the November 5th Decree and the November 13th Decree, GCC has already commenced legal measures seeking to revoke the District Court of Colorado's affirmation of the Damages Award, discussed further below.

United States Proceedings

On May 31, 2018, CIMSA requested that the U.S. District Court in Colorado resume an enforcement proceeding originally initiated in September 2015 for the purposes of enforcing the Damages Award and the prejudgment attachment of GCC and GCC Latinoamerica assets in Colorado, including any intercompany payables due from its U.S. subsidiary, GCC of America. This proceeding was originally suspended, with agreement of both parties, pending the resolution of the annulment proceedings that GCC had initiated in Bolivia.

On March 25, 2019, the U.S. District Court in Colorado issued a ruling recognizing the damages award and rendering the award enforcement in the United States. However, the judgment does not affect GCC of America or any of the other U.S. subsidiaries, as the defendants are GCC and GCC Latinoamerica. GCC appealed the decision to the Tenth Circuit Court of Appeals, which affirmed the District Court's decision, and on January 14, 2021, filed a further appeal with the Supreme Court of the United States.

GCC will exercise its contractual rights to recover any potential damages and expenses that a final judgment of the arbitration process could order the Company to pay. Under Bolivian law, enforceability of the damages award is suspended, until pending annulment appeals are resolved.

While GCC believes that this legal proceeding will be resolved in its favor, its management cannot assure that this legal proceeding will not materially and adversely affect its business, results of operations, liquidity and financial condition.

Tax regulations and their implementation could be modified, both in their wording and in their interpretation, which could adversely affect the Company's results.

GCC is subject to tax regulations applicable to the different markets in which it operates, particularly Mexican and U.S. federal laws. These provisions are constantly evolving, both in terms of their implementation and interpretation. Although it is the Company's policy to comply with tax regulations on a conservative basis, these regulations may be subject to interpretation, and no assurance can be given that the tax authorities will agree with GCC's interpretation or will not modify their interpretation in the future, which could have a material adverse effect on the Company's financial position, both with respect to payments made in prior years and to unforeseen payments that the Company did not expect to pay as a result of the application of the tax regulations.

Compliance with environmental, health and safety laws and regulations could result in significant costs and liabilities, which could have a material adverse effect on the Company's business, results of operations and financial condition.

GCC's operations are subject to strict laws and regulations governing environmental protection, health and safety in the United States and Mexico. These environmental, health and safety laws and regulations generally require the Company to obtain and comply with various permits, licenses, registrations and other approvals (including environmental protection standards regarding, among other things, emission of air pollutants, wastewater discharges, use and handling of hazardous materials or waste), as well as incur capital expenditures in connection with its compliance efforts. Even though GCC continuously strives to comply with environmental, health and safety laws and regulations, and related permits and other requirements, there can be no assurance that its operations will at all times be in compliance. The enactment of new environmental, health and safety laws and regulations, the more stringent interpretation or enforcement of existing requirements or the imposition of liabilities under such laws and regulations, could force GCC to incur costs for compliance, capital expenditures or liabilities relating to damages claims or limit its current or planned operations, any of which could have a material adverse effect on its business, results of operations and financial condition.

GCC's industry has become subject to a series of new and more stringent environmental requirements in the United States. The EPA has promoted more stringent Clean Air Act permit requirements and efforts to address climate change and reduce the emissions of GHGs through federal and state laws and regulations and regional initiatives in the United States, as well as through international agreements and the laws and regulations of other countries. In addition, cement production requires the combustion of a significant volume of fuel, and the chemical reaction (decarbonation) resulting from this production process generates CO₂ as a by-product of the calcination process. As a result, efforts to address climate change through federal, state, regional and international laws that require reductions in GHG emissions may lead to economic risks and uncertainty for the Company's business. These risks could include costs to process and obtain permits, additional taxes, as well as of the installation of equipment necessary to reduce emissions to meet new GHG limits or other required technology standards, in addition to a possible reduction in demand for its products, and an increase in production costs. Additionally, the Company is at constant risk of being involved in lawsuits and administrative proceedings, resulting directly or indirectly from the imposition of legislative or regulatory controls, as well as from violations of GHG emission limits. To the extent that financial markets view climate change and GHG emissions as a financial risk, this could have a significant adverse effect on the cost and access to capital. Given the uncertain nature of current and future legal and regulatory requirements for GHG emissions at the federal, state, regional, and international levels, it is not possible to predict the impact on operations or financial position, or to make reasonable forecasts of potential costs that may result from such requirements.

Although all of its facilities are in compliance with these environmental regulations as of the date of this report, the Company cannot assure you that it will have the capacity or resources necessary to continue to comply with these regulations going forward. GCC also cannot predict whether it will be able to comply with new requirements issued in the future. The environmental requirements of the United States and Mexico described above whether already in effect or upon their implementation, individually or in the aggregate, could negatively affect its operations and have a material adverse effect on the Company's business, results of operations and financial condition.

Under certain environmental, health and safety laws and regulations, GCC also could be held responsible for liabilities and obligations arising out of past or future releases of hazardous materials, exposure to these hazardous materials and other environmental damage, in some cases, without regard to fault. As of the date of this report, the Company is not subject to any legal or administrative proceeding under environmental, health or safety laws or regulations that could have an adverse material effect on its business or financial results. A number of its facilities, however, have been in industrial use for many years, including prior to GCC ownership. It is possible that some of these facilities may have contamination. As such, obligations to investigate or remediate contamination or related liabilities may be imposed on the Company in the future, such as in the event of the discovery of contamination at any of its current or former sites or in the event of a change at a facility such as its closure or sale or in the event of an investigation by a regulatory authority. In addition, private parties may have the right to pursue legal action to enforce compliance or

seek damages for violations of those laws and regulations or for personal injury or property damage. GCC's insurance may not cover all environmental, health and safety risks and costs or may not provide complete coverage in the event of an environmental, health or safety claim against GCC. Any such obligations, liabilities or actions could have a material adverse effect on the Company's business, results of operations and financial condition.

In addition to the risks identified above arising from actual or potential statutory and regulatory controls, severe weather, rising seas, higher temperatures and other effects that may be attributable to climate change may impact any manufacturing sector in terms of direct costs (e.g., property damage and disruption to operations) and indirect costs (e.g., disruption to customers and suppliers and higher insurance premiums). To the extent that such conditions negatively affect GCC's operations, they could have a material adverse effect on its business, results of operations and financial condition.

GCC may be assessed environmental fines or penalties, which, if substantial, could have a material adverse effect on the Company's business, results of operations and financial condition.

In recent years, by means of a Section 114 information request under the Clean Air Act, the EPA imposed multi-million-dollar penalties on several companies operating cement plants in the United States. Most of these penalties were for various violations of Prevention of Significant Deterioration ("PSD") permitting requirements, focused on emissions of sulfur dioxide and nitrogen oxides. In addition, the EPA or other environmental regulatory authorities have assessed approximately 12 penalties against GCC since 2015. These assessed penalties were all less than US\$100,000 each. The Company cannot predict if it will be subject to additional fines and, if so, whether such fines will be material.

1.c.iii) Risks related to GCC's shares

The market price of GCC's shares may be volatile and the investors could lose all or part of their investment.

The trading price of GCC's shares may fluctuate substantially, depending on many factors, some of which are beyond its control and may not be related to the Company's operating performance. These fluctuations could prevent investors from selling their shares at or above the price paid for them and result in the total or partial loss of the shareholders' investment. The factors that could cause fluctuations include, but are not limited to, the following:

- investors' perceptions of GCC's prospects and the prospects of the lines of business where it operates;
- differences between the Company's actual financial and operating results and those expected by investors;
- actions by GCC's controlling shareholder with respect to the disposition of the shares it beneficially owns or the perception that such actions might occur;
- the decisions made by the Company's controlling shareholder regarding its activities and operations;
- the operating performance of similar companies in Mexico and abroad;
- an increase in competition;
- the market's perception regarding GCC's management's performance;
- announcements by GCC or its competitors of significant acquisitions, divestitures, strategic partnerships, joint ventures or capital commitments;
- changes to regulations applicable to GCC or new interpretations of current laws and regulations, in particular those applicable to its business or shares;
- general economic conditions in the United States and Mexico;
- the reduction or substantial impairment of the liquidity of GCC's shares;

- political and market conditions in the United States, Mexico and other countries;
- significant volatility in the market price and trading volume of securities of companies in GCC's sector;
- fluctuations in the exchange rate between the Mexican Peso and the U.S. Dollar;
- additions or departures of key management personnel;
- acquisitions completed by the Company and its ability to absorb them;
- fluctuations in GCC's earnings, including quarterly operating results; and
- broad capital market fluctuations.

In addition, in the future, GCC may issue equity securities, or its controlling shareholder may dispose of its interest in GCC, either partially or in full. Any such issuances or sales or the prospect of any such issuances or sales could result in a dilution of shareholder's economic and voting rights or a negative perception by the market and a potential decrease in the market price of the shares.

The market for GCC's share may continue to be inactive or illiquid.

Although GCC's shares are currently listed and traded on both Mexican Stock Exchanges, BMV and BIVA, its shares have historically experienced and may continue to experience low trading volumes and limited liquidity. In addition, the Mexican market is substantially smaller, less liquid, more volatile, has a lower institutional investor base, has a lower market depth, and is more concentrated than major international securities markets, such as those of the United States. Such market characteristics may substantially limit the capacity of holders of GCC's shares to sell them, or to sell them at such time and price as they deem appropriate, and this may negatively affect the market price and liquidity of its shares.

GCC is a holding company and therefore its ability to pay dividends depends on its subsidiaries' ability to transfer income and dividends.

GCC is a holding company with no significant assets other than the stock of its direct and indirect subsidiaries. In general, its ability to pay dividends depends on the continued transfer of dividends and other income from its wholly owned and non-wholly owned subsidiaries. The ability of the Company's operating subsidiaries to pay dividends and make other transfers is limited by various regulatory, contractual and legal constraints. For example, GCC's operating subsidiaries in Mexico are subject to Mexican legal requirements, which provide that a corporation may declare and pay dividends only out of the profits reflected in the year-end financial statements that are approved by its stockholders. In addition, this payment can be approved by a subsidiary's stockholders only after the creation of a required legal reserve (equal to one-fifth, or 20%, of the relevant company's capital) and absorbed the losses, if any, incurred by the subsidiary in previous fiscal years. The Company cannot assure that its subsidiaries will generate sufficient income to pay out dividends, and without these dividends, GCC, in turn, may be unable to pay dividends.

The payment and amount of dividends are determined by the vote of GCC's stockholders and are subject to other limitations.

The payment of dividends and the amounts of such dividend payments paid by GCC to its shareholders are subject to the recommendation of its Board and approval by its shareholders. As long as the Company's controlling shareholder continues to own the majority of its shares, it will have the ability to appoint the majority of the members of its Board and to determine whether dividends are paid and the amount of such dividends. In addition, the payment of dividends is subject to the existence of profits, the absorption or repayment of past losses and the approval of its financial statements for the corresponding period by the shareholders' meeting. Although GCC has paid dividends in the past, there can be no assurance that it will be able to pay or maintain dividends, nor can it assure that its shareholders will approve a dividend policy proposed by its Board or if its Board will propose one, or what the terms of such dividend policy will be.

In accordance with the General Law of Business Corporations (*Ley General de Sociedades Mercantiles*), 5% of the Company's annual net earnings (if any) must be allocated to a legal reserve fund, until such legal reserve fund is equal to at least one-fifth, or 20%, of its paid-in capital stock. As of the date of this report, GCC's legal reserve fund is equal to 20% of its paid-in capital stock. The legal reserve fund may be capitalized but must not be distributed unless the Company is dissolved and must be reconstituted when the fund decreases for any reason. As of December 31, 2020, this reserve amounted to US\$ 22.7 million and is recorded separately from the Company's retained earnings.

Dividend distributions to holders of GCC's shares will be made in Mexican Pesos.

GCC will make dividend distributions to holders of its shares in Mexican Pesos. Any significant fluctuations in the exchange rates between Mexican Pesos and U.S. Dollars or other currencies could have an adverse impact on the U.S. Dollar or other currency to the equivalent amounts of such translation received by the shareholders. In addition, the amount paid by the Company in Mexican Pesos may not be readily convertible into U.S. Dollars or other currencies. While the Mexican government does not currently restrict the ability of Mexican, foreign persons or entities to convert Mexican Pesos into U.S. Dollars or other currencies, the Mexican government could institute restrictive exchange control policies in the future. Future fluctuations in exchange rates and the effect of any exchange control measures adopted by the Mexican government on the Mexican economy cannot be predicted.

If securities or industry analysts do not publish research or reports about GCC's business, or publish negative reports about its business, its share price and trading volume could decline.

The trading market for GCC's shares depends in part on the research and reports that securities or industry analysts publish about GCC or its business. If any analyst who covers the Company makes public negative information or inaccurate or unfavorable research about its business, GCC's stock price could decline. If any analyst ceases coverage of the Company or fails to publish reports on it regularly, demand for GCC shares could decrease, which might cause the price and trading volume of its shares to decline.

If the Company issues additional shares in the future, the investors may suffer dilution and the trading prices for GCC's securities may decline.

GCC may issue additional shares for financing future acquisitions or new projects or for other general corporate purposes. Any such issuance or sale could result in a dilution of the ownership stake of the current shareholders and/or the perception of any such issuances or sales could have an adverse impact on the market price of its shares.

The ownership and transfer of GCC's shares is subject to certain restrictions under its bylaws.

Any person or group of persons, that (i) acting individually or jointly, intends in one act or a series of acts, either simultaneous or successive, without time limit among such acts, to acquire, directly or indirectly, in any manner, blocks of shares that represent, with respect to each act or acts, 3% or more of the outstanding shares, (ii) competes, directly or indirectly, with GCC, acting individually or jointly, intends in one act or a series of acts, either simultaneous or successive, without time limit among such acts, to acquire, directly or indirectly, any outstanding shares or (iii) intends to enter into agreements, written or verbal, which notwithstanding their duration result in the formation or adoption of mechanisms or voting association agreements, or of voting in concert or in the aggregate, with respect to shares representing 3% or more of GCC's outstanding shares, will require the approval of GCC's Board, which must be granted prior to the acquisition or execution of the agreement.

The Board will consider several factors and will approve or deny the transaction within 90 days following receipt of the corresponding request, provided that the Board has received all information required to consider and approve a transaction. If such acquisition or voting agreement is approved by GCC's Board and results in the beneficial ownership by a shareholder or group of shareholders of 15% or more of its shares or a change of control in the Company, the person acquiring the shares or executing the respective voting agreement is required to make a tender offer for 100% of its aggregate outstanding shares. The restrictions described in the foregoing paragraphs may prevent a third party that intends to acquire control of GCC from carrying out such transaction, affect the price of its

shares and prevent its shares from receiving a premium as a consequence of a tender offer, which would imply a higher price than the market value of its shares.

Non-compliance with the requirements applicable to a company listed in the BMV may result in the delisting of GCC's shares and the cancellation of its registration with the RNV.

As a public company, GCC is subject to various compliance requirements such as providing periodic information and maintaining a minimum number of shares owned by the public to maintain its listing on the BMV. In the event that the Company fails to meet these requirements, it may become subject to the cancellation of its RNV registration and delisting of its shares from the BMV, penalties, sanctions and other administrative or regulatory actions. Delisting of GCC's shares could have a material adverse effect on the price and liquidity of its shares.

Protection for minority shareholders under Mexican law differs from that of other jurisdictions.

Under Mexican law, members of the board of directors and officers are subject to diligence and loyalty obligations and are protected from third parties for acts performed in good faith and in accordance with applicable law. An action against a director or officer of GCC requires the ownership of at least 5% of the outstanding shares, and such action is a derivative action, for the benefit of the Company, but not for the benefit of the plaintiff shareholders. Directors and officers are liable only for direct damages to the Company. These protections may not be comparable to those existing in other markets.

Information other than the historical data included in this report reflects the Company's opinion on future events and could include information about the financial position and results of operations, economic conditions, trends and uncertain facts. In some cases, forward-looking statements can be identified by terminology such as "believe", "estimate", "expect", "consider", "forecast", "plan", among others. Upon assessing those forecasts or estimates, potential investors should take into account the factors described in this section and other warnings contained in this report. These risk factors and projections describe circumstances that could cause actual results to differ from those expressed herein.

1.d) Other securities

As of the date on this report, all of GCC's shares are registered in the Mexican National Securities Registry (*Registro Nacional de Valores*, or "RNV") and GCC has no other securities registered in the RNV. In addition, GCC has senior unsecured notes listed on the Singapore Stock Exchange (SGX-ST).

In the last three fiscal years the Company has punctually observed the delivery of legal, economic, accounting and financial information to the corresponding regulatory authorities, in a complete and timely manner and with the frequency established by the applicable legislation. This information includes the financial information, the CEO's report, material events, annual report, and the operation of the Company's own stock acquisition fund, among others.

1.e) Significant changes to the rights of securities registered in the RNV

GCC has not made any amendments to the rights granted to holders of shares representing its capital stock.

1.f) Public documents

All the information contained in this report and/or any exhibits, including the affidavit on adherence to the Best Corporate Practices Code by GCC is available to the investors in the Company's website: www.gcc.com or through the Mexican Stock Exchange (BMV) at their headquarters or on their website: www.bmv.com.mx

Copies of such documents, as well as the quarterly and annual information delivered to the CNBV and the BMV may be obtained upon request by any investor, addressed to GCC's Finance and Administration Department, at the principal executive offices located at Avenida Vicente Suárez y Calle Sexta S/N, Colonia Zona Industrial Nombre de

GCC, S.A.B. de C.V.

Dios, C.P. 31105, Chihuahua, Chihuahua, Mexico, or at the telephone number +52 (614) 442-3217 or +52 (614) 442-3176, attention to Luis Carlos Arias Laso, or at the email investors@gcc.com.

2) The Issuer

2.a) History and development of the Issuer

Company information

Corporate name: GCC, S.A.B. de C.V.

Corporate history: GCC is a publicly listed variable stock corporation incorporated in Chihuahua, Chihuahua, Mexico in 1991 in accordance with the applicable provisions of the General Law of Business Corporations (Ley General de Sociedades Mercantiles, or “LGSM”) and the Mexican Securities Market Law (Ley del Mercado de Valores, or “LMV”).

The address and telephone numbers of GCC’s corporate offices are as follows:

Avenida Vicente Suarez y calle Sexta s/n Zona Industrial Nombre de Dios
Chihuahua, Chihuahua, Mexico, C.P. 31110

Telephone numbers: +52 (614) 442-3100

+52 (614) 442-3217

+52 (614) 442-3176

Evolution of the Issuer

GCC has its origins in 1941 when Cementos de Chihuahua was incorporated. With its plant in the city of Chihuahua, Cementos de Chihuahua had an annual cement production capacity of 60,000 tons. In 1952 and 1967, Cementos de Chihuahua made two expansions to its production capacity.

In 1972, Cementos de Chihuahua began operating a cement plant in the city of Juarez, Chihuahua, and in 1974 the two-stage pre-heating and dust gathering systems for kilns 2 and 3 of the Chihuahua cement plant were installed, increasing GCC’s annual production capacity to 420,000 tons.

In 1982, Cementos de Chihuahua added a new cement production line at the Chihuahua cement plant with the most advanced technology available. As a result, annual production capacity increased to 1.1 million tons.

In 1991, GCC was incorporated as a holding company and, in 1992, it sold 25.9% of its equity publicly and listed on the Mexican Stock Exchange to finance the construction of the cement plant in the town of Samalayuca, Chihuahua, located 35 kilometers south of the city of Juarez.

In 1994, GCC acquired a cement plant with an annual production capacity of 450,000 tons in Tijeras, New Mexico, located 20 miles east of Albuquerque, New Mexico. Later that year, it acquired two cement distribution terminals, one in Albuquerque, New Mexico and the other in El Paso, Texas.

In 1995, GCC began operations in the Samalayuca cement plant, which had an annual cement production capacity of 900,000 tons, placing GCC at the forefront in the use of technology for the production of cement.

On March 16, 2001, GCC acquired the cement assets and working capital of Dacotah Cement. This cement plant is located in Rapid City, South Dakota, and had an annual production capacity of approximately 1 million tons. With this

GCC, S.A.B. de C.V.

acquisition, the Company increased its installed capacity of cement production to 3.3 million tons. In 2004, GCC increased the capacity in the Rapid City, South Dakota cement plant by approximately 10%, reaching an annual cement production capacity of 3.4 million tons.

In March 2005, GCC acquired the assets of Gallup Transportation and Transloading Company, LLC and National King Coal, LLC, which included a coal mine located in Durango, Colorado and a loadout facility lease. The coal mine had already been supplying the energy requirements of the cement plants in U.S.A. and Mexico. National King Coal, LLC changed its name to GCC Energy, LLC ("GCC Energy") in October 2007, and it is GCC's own source of coal supply which ensures supply and stabilizes the fuel cost for cement production in most of the Company's plants.

In September 2005, GCC acquired an approximately 47.0% stake in SOBOCE, the largest cement company in Bolivia.

In January 2006, GCC acquired four leading ready-mix concrete companies in eastern South Dakota and western Minnesota. With these acquisitions, the Company strengthened its leadership position in the ready-mix concrete markets of South Dakota and surrounding regions. The acquired companies are now operating as Consolidated Ready Mix, Inc. (CRM).

In May 2006, GCC acquired all of the stock of The Hardesty Company Inc. and Alliance Transportation Inc. ("Alliance Transportation"), together better known as Mid-Continent Concrete Company ("MidCo"), the largest producer of ready-mix concrete in northeastern Oklahoma and northwestern Arkansas. The MidCo acquisition represented an expansion of GCC's U.S. presence and provided a foothold in these markets.

In January 2008, GCC acquired all of the assets of Alliance Concrete Inc. ("Alliance Concrete"), based in northwest Iowa, Alliance Concrete was the largest producer of ready-mix concrete in that region and provided access to an established market in a region close to GCC's plants and distribution terminals, thereby furthering its vertical integration. The acquisition of Alliance Concrete represented an important growth platform in the regions of South Dakota, Minnesota, Iowa and Nebraska. GCC also (i) acquired four cement distribution terminals in New Mexico, Colorado and North Dakota, (ii) completed the modernization and expansion of the distribution terminals located in Denver, Colorado and Brookings, South Dakota to improve its customer service in these markets and (iii) acquired all of the assets of The Bosshart Company, Inc, headquartered in Minnesota and one of the leading providers of ready-mix concrete in southwest Minnesota and also participated in northwest Iowa along with Alliance Concrete. The acquisition strengthened GCC's leadership position in these markets, furthered GCC's vertical integration, and improved the efficiency of the operations and customer service in these markets. Finally, to meet the growing demand for cement in the state of Colorado and the Rocky Mountain region in the United States, GCC completed the construction of a new cement plant in Pueblo, Colorado. This cement plant features state-of-the-art cement production technology and had an annual production capacity of 1.1 million tons, strictly observing the highest quality and environmental protection standards. This plant brought GCC's total annual production capacity to 4.4 million tons.

In 2009, GCC completed the construction of new plants for limestone aggregates, prefabricated concrete panels and dry blends in Samalayuca, Chihuahua. These plants allow GCC to meet the demands of customers for sophisticated blends for a variety of applications. In the same year, GCC also completed the modernization of Chihuahua's cement plant, strengthening the long-term cement grinding capacity and reducing production costs by increasing operating efficiency.

During 2010 and 2011, GCC expanded its ready-mix concrete production capacity and opened seven new cement distribution terminals in Iowa, Kansas, Minnesota, New Mexico and Oklahoma, which, coupled with its mobile ready-mix concrete plants, allows the Company to reach customers in neighboring markets.

In 2012, GCC installed two distribution terminals in Amarillo, Texas and Bismarck, North Dakota. These new distribution terminals and the portable ready-mix concrete plants allow the Company to reach a larger range of clients and to increase direct shipments to niche markets, including the oil drilling market in North Dakota and new mining projects in Chihuahua. Also in 2012, GCC expanded its production of ready-mix concrete and received a modification

of the Pueblo, Colorado plant permit, increasing its annual cement production capacity in two phases, with an increase of approximately 1.07 million tons during the first phase and up to 1.18 million tons in the second phase. The first phase of this project was completed in 2012, bringing the annual cement production capacity to 4.5 million tons.

In 2013, GCC added two new mobile distribution terminals in Fruita, Colorado and Glendive, Montana. The Company also completed the renovation of the cement distribution terminal in Minot, North Dakota, which increased its distribution capacity.

In 2014, GCC opened a new portable distribution terminal in Sidney, Nebraska, and converted the distribution terminal in Lakeville, Minnesota from a temporary to a permanent distribution terminal.

In 2015, GCC began operating a new aggregates plant with a production capacity of 1.8 million tons annually in the city of Chihuahua. Also in 2015, GCC acquired a concrete plant in Wahpeton, North Dakota, strengthening its presence in the northern central part of the United States. In addition, GCC's Board approved the expansion of the Rapid City, South Dakota cement plant, increasing cement production capacity by 440 thousand tons per year.

In August 2016, the Company entered into an agreement to acquire certain assets of Cemex's affiliates in the United States for US\$306 million. The acquisition included a cement plant in Odessa, Texas with a capacity of 0.5 million tons per year; two cement distribution terminals in Amarillo and El Paso, Texas; the concrete, aggregates and building materials businesses in El Paso, Texas and Las Cruces, New Mexico (which includes ready-mix concrete plants, aggregates quarries, asphalt plants and centers for construction materials); approximately U.S.\$ 10 million in inventories; and distribution terminals in Amarillo, Texas (the BNSF Railway) and El Paso, Texas (the Union Pacific Railroad). The acquisition was intended to strengthen GCC's presence in key regional markets, enhance its ability to serve the industry efficiently, extend its presence in the west Texas markets (including the Permian Basin), help the Company become the largest producer in its key markets and support its long-term growth strategy in the United States. GCC financed the acquisition with funds from a new US\$ 253.5 million unsecured credit facility, which includes affirmative and negative covenants and events of default.

In September 2016, to simplify ownership and control of GCC, making it more transparent to investors, shareholders approved a corporate restructuring, which consisted of a merger of GCC, as the surviving entity, and two of the companies that directly or indirectly control GCC, CAMSA and Imin de México, as the merged entities. The merger became effective on September 28, 2016. As a result of the merger, CEMEX owned a direct stake in GCC equal to 23% of its share capital and a minority stake in CAMCEM, GCC's controlling shareholder, which holds approximately 51% of GCC's outstanding capital stock.

In February 2017, the price of the secondary offer of 51,750,000 GCC ordinary shares owned by Cemex was set at Ps. 95.00 per share. This included 6,750,000 shares available for 30 days for underwriters of the overallotment offers. In March 2017, it was confirmed that the underwriters did not exercise their overallotment option and as a result Cemex owned a direct stake in GCC equal to 9.47%, representing 31.48 million shares.

In September 2017, CEMEX sold to two financial institutions the full amount of the remaining direct equity interest in GCC, representing 31,483,332 shares and approximately 9.47% of GCC's stock, and entered into 18-month forward contracts on those shares.

In September 2018, CEMEX executed an early partial termination of the forward contracts related to GCC shares. The termination was for approximately 10.6 million GCC shares, representing approximately 34% of the forward contracts, allowing CEMEX to maintain price exposure on approximately 9.5% of GCC's shares.

In 2019, CEMEX executed a partial early termination on approximately 6.9 million shares, holding approximately 13.9 million GCC shares in forward contracts, corresponding to 5.12% of GCC's outstanding capital stock.

In June 2018, GCC and CRH plc. ("CRH") received regulatory approval by the FTC ("Federal Trade Commission") to

conduct purchase-sale transactions for certain U.S. cement and ready-mix operations. By the end of June 2018, these transactions were completed and GCC acquired the Trident cement plant in Three Forks, Montana, with a production capacity of 315,000 metric tons, from CRH for US\$ 107.5 million. Meanwhile, CRH acquired the majority of the ready-mix plants and transportation assets owned by GCC in Oklahoma and northwest Arkansas for US\$ 118.5 million. GCC still owns and operates four ready-mix plants in the Fort Smith, Arkansas area, as well as a main plant site and an office building in Tulsa, Oklahoma, which is leased to CRH. With this transaction GCC strengthened its presence in existing markets and expanded its footprint into contiguous areas, including Canada.

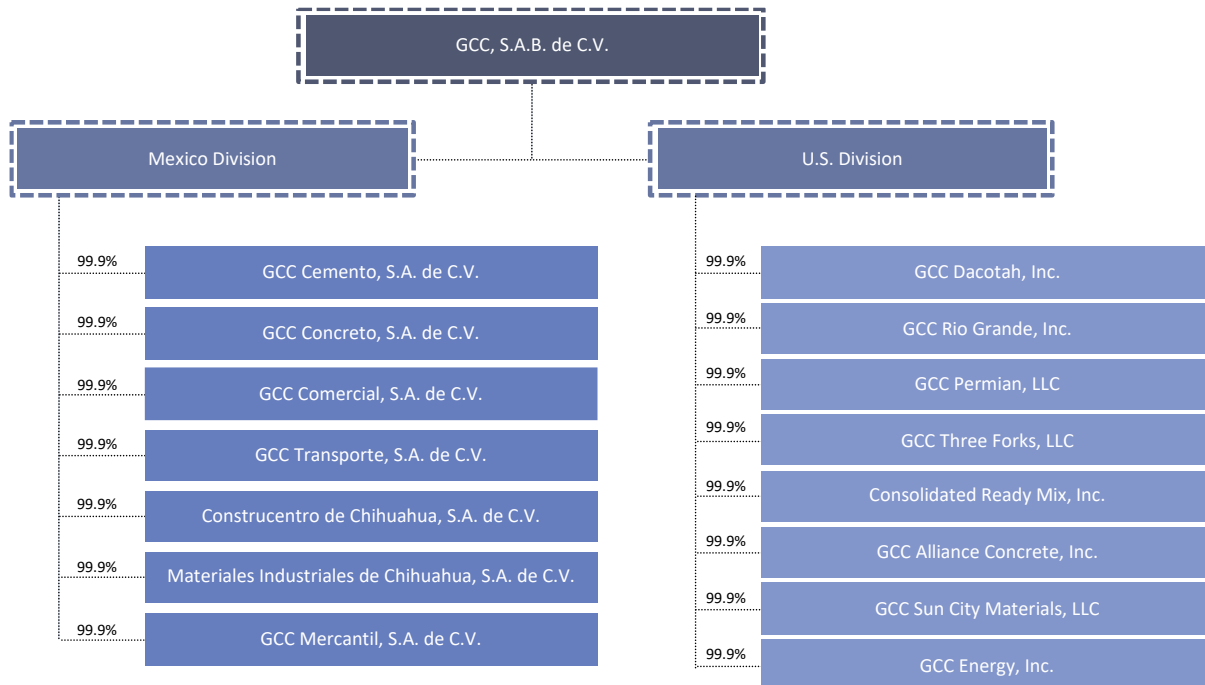
In December 2018, the expansion of the Rapid City, South Dakota cement plant commenced, increasing its annual capacity by 440,000 metric tons. The expansion of the cement plant began in 2016, with an investment of approximately US\$ 100 million. The tie-in of the new facilities was completed in November 2018; During the tie-in process of the new facilities, production was suspended in July 2018 and resumed in December 2018, followed by the stabilization process of the new facilities.

In October 2020, GCC made a strategic realignment to the U.S. ready-mix business, exchanging the last four non-integrated ready-mix plants located in the Fort Smith, Arkansas area for five ready-mix plants in the upper Midwest, which will be integrated into the cement supply from its Rapid City cement plant. Since the asset swap, all of GCC's ready-mix assets are integrated into its cement distribution network, creating additional synergies.

On March 23, 2021, the Board of Directors approved the change of the Company's name from Grupo Cementos de Chihuahua, S.A.B. de C.V. to GGC, S.A.B. de C.V. On the same day, the change was submitted to approval by the Company's Shareholders' Meeting. The minutes of the Meeting were notarized that same day and registered in the Public Registry of Commerce of Chihuahua under the Electronic Mercantile file number 10313. Likewise, on March 8 of this year, a notice informing the change was sent to the National Banking and Securities Commission through the Securities Information Transfer System (STIV).

Corporate Structure

GCC is managed by two divisions, the Mexico Division and the U.S. Division. Set forth below is a diagram of GCC's main subsidiaries that comprise the operations of these divisions. Additionally, a team provides administration, engineering, technology management, planning, human resources, finance and information technology services to both divisions.



The following table shows the Company's main investments in million dollars.

Concept	2020	2019	2018
Coal Mine	1	2	6
Distribution centers	0	1	2
Modernization and automation of cement plants	20	27	112
Expansion of Rapid City, SD cement plant	2	10	52
Aggregates plant	0	0	1
Transportation equipment	7	12	14
Information systems equipment	2	1	1
Property and land	1	5	4
Total	33	58	192

2.b) Business description

2.b.i) Main activity

The core business of the Company is the production and supply of gray Portland cement, ready-mix concrete, aggregates and other construction-related services.

Cement is a fine material powder with hydraulic, aesthetic and durability properties that are very useful for the construction industry. In addition, cement acts as a binding agent which when mixed with aggregates and water produces ready-mix concrete. Concrete is one of the most attractive construction materials because of its great compressive strength and its shape-ability. Aggregates are geological materials in the form of stone, sand or gravel which are essential for the manufacturing of concrete, mortar and asphalt.

Description of the cement production process

Cement, commonly known as Portland cement, is produced from clinker, which is created when raw materials such as iron ore, silica, clay and limestone are dried, grounded and mixed into a fine powder. This powder is heated in revolving kilns at a temperature of 1,450°C (2,642°F) in order to trigger the chemical reactions that bind cement. There are two primary processes used to manufacture cement: the “dry process” and the “wet process.” These processes differ in the form in which the raw materials are fed into the kiln and the amount of energy consumed. In the dry process, the raw meal is fed into the kiln in the form of a dry powder, whereas in the wet process the raw meal is fed into the kiln in the form of slurry. GCC manufactures cement using the dry process in all of its plants, except for the Trident Montana cement plant. The dry process is more fuel efficient than the wet process since the dry process does not require water and consumes less energy per produced ton. According to the PCA, the dry process is the most modern and common way to manufacture cement. 95% of GCC's cement production capacity operates with the dry process which consists of five key steps described below:

Extraction and crushing of raw materials

Limestone, clay, gypsum and other raw materials, including silica, magnetite, hematite and ignimbrite, are extracted from natural deposits and crushed to reduce their size. GCC's cement plants are located next to the Company's main deposits of these materials, and it owns all the limestone and most of the clay quarries and leases some of the gypsum quarries that supply the Company's operations. GCC purchases other raw materials from independent suppliers considered to be reliable, and with some of which it has long-term agreements or is in the process of negotiating such agreements. Most suppliers provide materials exclusively to GCC.

Homogenizing raw materials

The raw materials are fed and sent through a mill, which dries and grinds them to the required degree of fineness. The resulting product, referred to as raw mix, is stored in a homogenizing silo in order to ensure the uniformity of the mix components and is available to continuously feed the plant kiln.

Calcination

In a process referred to as calcination, the raw mix is then heated in revolving kilns at a temperature of around 1,450°C (2,642°F), which leads to the synthesis of a new material with hydraulic properties known as clinker. On leaving the kiln, the clinker is air cooled rapidly down to 150°C (302°F) to stabilize the mineralogical property necessary for transport. In order to take advantage of the heat energy of the gases resulting from the calcination, these gases are conducted to the preheater/kiln system where the raw mix is suspended, carrying out an efficient heat exchange, partially calcinating the material while preparing it for later conversion to clinker in the kiln. Additionally, a part of these gases is used to dry the raw mix in the raw mill.

All of GCC's cement plants use coal, natural gas or alternative fuels as their main energy sources. GCC supplies coal to all of its operations from its mine in Colorado in the U.S., with the exception to the plants located in Rapid City, South Dakota and Trident, Montana, for which there are coal suppliers located in the states of Wyoming and Montana, respectively; and the plant in Odessa, Texas, which is 100% fueled by natural gas.

GCC's cement plants have the flexibility to use different types of energy, thus reducing exposure to fluctuations in fuel prices and increasing the profitability of cement operations. In addition, the 3 plants in Mexico and the plant in Pueblo, CO use alternative fuels from industrial waste co-processing.

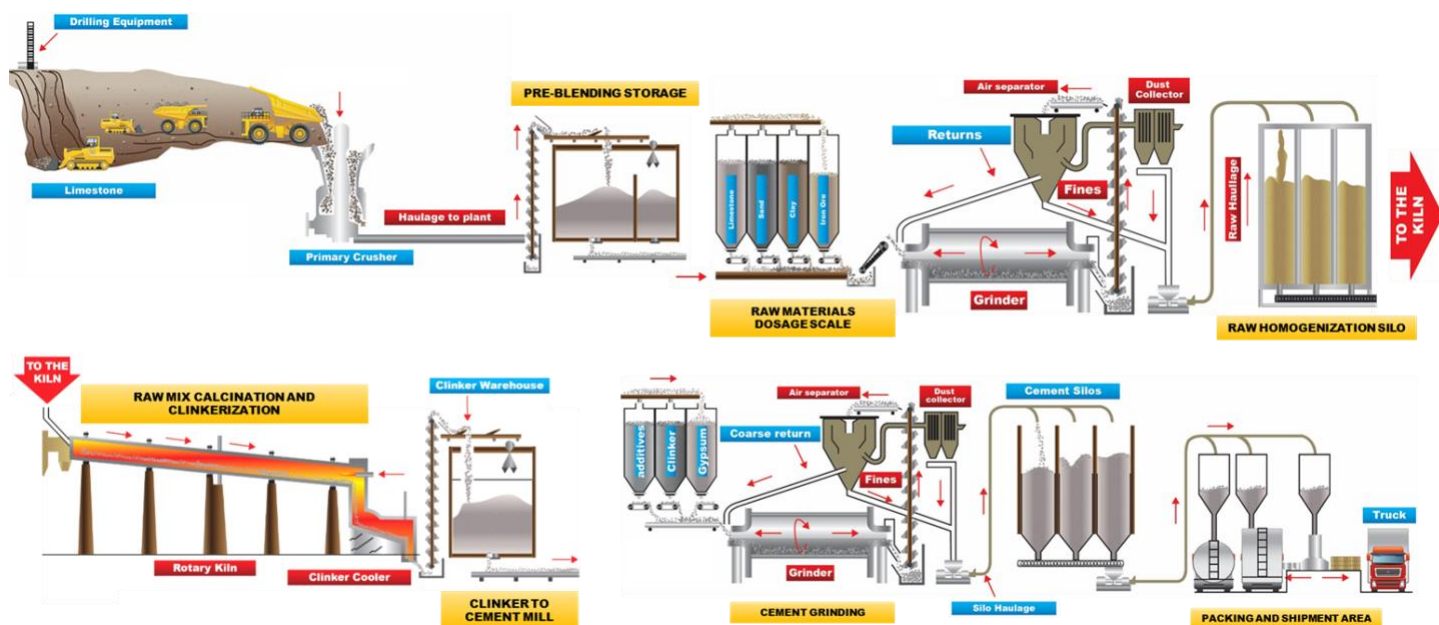
Milling

In the cement mills, automatic scales are used to dose clinker and gypsum to control the cement setting time. The grinding is initially done by impact, allowing the material to be crushed and subsequently, friction is used to obtain the required fineness.

Packaging and shipping

The different types of cement are then stored in separate silos to prevent mixing. The cement is shipped to the client from the silos, either in bulk by truck or rail or in bags of different sizes. In the United States, GCC maintains cement inventories at plants and distribution terminals, and tends to produce cement in lower selling seasons to build up inventories for the months of higher sales volumes.

The process described can be seen in the following diagram:



Sales distribution by business line

GCC's sales by business line for the years 2020, 2019 and 2018, expressed in thousands of dollars, were as follows:

Business line	2020		2019		2018	
	Ventas	%	Ventas	%	Ventas	%
Cement and mortar	617,049	66%	628,594	67%	591,067	67%
Concrete	194,592	21%	193,339	21%	174,959	20%
Concrete block	11,289	1%	12,047	1%	11,480	1%
Aggregates	21,305	2%	19,403	2%	21,686	2%
Other	93,515	10%	80,732	9%	84,038	10%
Total	937,750	100%	934,115	100%	883,230	100%

2.b.ii) Distribution channels

In Mexico, GCC sells approximately 33% of its cement in bags, its main distribution channel is a network of independent distributors in the state of Chihuahua and the Company's distributor, Construcentro, S.A. de C.V., a subsidiary of CDC. Bulk cement is sold by direct distribution to customers, such as producers of ready-mix concrete, block and other products. In this market segment, the mining sector in the State of Chihuahua represents a significant percentage.

In the U.S., bulk cement represents approximately 98.3% of GCC's total cement sales and is distributed directly to customers through an efficient system of distribution terminals located in the states of Colorado, North Dakota, South Dakota, Iowa, Minnesota, Montana, Nebraska, New Mexico, Texas, Utah and Wyoming. Likewise, bagged cement is mainly sold through independent wholesale distributors.

2.b.iii) Patents, licenses, trademarks and other agreements

GCC owns the trademark rights in Mexico and the U.S. that give it visibility in the markets in which it participates:

- GCC (with logo)
- Cemento Chihuahua
- Dacotah Cement
- GCC Dacotah
- GCC Rio Grande
- Mortero Chuviscar
- Megablock
- Construcentro

The aforementioned brands are the most relevant and are continuously renewed to maintain their validity. GCC holds patents in the United States and Mexico that protect the production process of precast products with certain thermal insulation properties and ecological features.

GCC does not have any material agreements other than those relating to the normal course of business.

2.b.iv) Main customers

The Company has a large customer base in Mexico and the U.S., therefore, GCC's sales are not dependent on a single customer, nor are they concentrated in one customer group, furthermore if any business relationship is lost, it will not result in a material adverse effect on GCC's results of operations or financial condition.

In the United States, GCC's main customers purchase cement in bulk mostly for concrete and concrete block production, and contractor enterprises for the road sector as well as for oil wells located in the geographic region that GCC supplies.

U.S. subsegments	%
Concrete	67%
Oil wells and mining	13%
Precast, prestressed and block	5%
Distributors / packers	5%
Paving	5%
Contractors and other	3%
Ground stabilization	2%
Total	100%

In Mexico, GCC has a broad customer base in all of its lines of business and has a majority share of the cement market. GCC's main customers in Mexico in this segment are distributors, construction companies, concrete block producers, manufacturers, the state government, municipal governments and the mining industry.

Mexico subsegments	%
Construred / Distributors	32%
Mining	18%
Construction companies	15%
Exports	15%
Housing	7%
Government and infrastructure	7%
Manufacturers	4%
Agriculture	2%
Total	100%

2.b.v) Applicable legislation and tax situation

GCC's operations and business are subject to several laws and regulations, as well as authorizations, concessions and governmental permits. More specifically, GCC, its properties and operations are subject to the following laws and regulations in Mexico:

- Political Constitution of the United Mexican States (Constitución Política de los Estados Unidos Mexicanos) and international treaties involving the Mexican government;
- General Law of Business Corporations (Ley General de Sociedades Mercantiles, "LGSM");
- Mexican Securities Market Law (Ley del Mercado de Valores, "LMV");
- Federal Law of Economic Competition or Mexican Antitrust Law (Ley Federal de Competencia Económica)
- Civil Code of the State of Chihuahua
- General Law of Environmental Balance and Protection and its regulations (Ley General de Equilibrio Ecológico y Protección del Ambiente y su reglamento);
- General Law for the Prevention and Integral Management of Waste (Ley General para La Prevención y Gestión Integral de Residuos);
- Local and municipal regulations on the environment, land use, zoning and tax legislation and their regulations; and
- Mexican Official Standards ("Normas Oficiales Mexicanas", or "NOMs").

Currently, GCC is in compliance with its tax obligations in a timely manner.

2.b.vi) Human resources

As of December 31, 2020, there were 2,758 employees at GCC, which increased to 2,721 as of March 31, 2021.

In the cement, concrete and transportation operations in Mexico there are unions affiliated with the Mexican Workers Confederation, both at local and national levels. Each plant has its own collective bargaining agreement, which is reviewed every two years for benefits and wages, and annually for salaries. Some of the workers at the plant located in Rapid City, South Dakota, are affiliated with the United Steel, Paper & Forestry, Rubber, Manufacturing, Energy, Allied Industrial & Service Workers International Union. The collective bargaining agreement with employees at this plant includes a no-strike clause. The agreement is renegotiated every five years and was last renewed in the first half of 2016.

GCC maintains a positive relationship of collaboration and teamwork with its unions and employees aiming at the

development and improvement of the quality of life of its workers through common objectives aligned with the Company's business vision.

2.b.vii) Environmental performance

GCC seeks the transcendence of the company by maintaining the essential balance between economic, social and environmental objectives. To achieve this, GCC focuses on the implementation of global best practices related to sustainability throughout the organization.

As part of its commitment to contribute to the continuous improvement of communities in which it operates, GCC focuses on identifying, preventing and controlling the environmental effects of its processes through an environmental management system and a disciplined compliance with environmental regulations applicable to the Company's processes.

The strategic plan is focused on the following objectives to ensure the success of the Company's sustainability:

Climate change and energy

- Reduction of greenhouse gas (CO₂) emissions
- Eco-efficiency, lower heat and power consumption
- Blended cement production
- Search and introduction of alternative energy sources
- Early adoption of carbon capture technology

Circular economy

- Increase the use of alternative fuels
- Increase the use of alternative materials

Environment and nature

- Reduce other emissions (dust, NO_x, SO_x)
- Eco-efficiency, lower water consumption
- Quarry remediation (soil and environmental restoration)
- Reforestation through nurseries
- Development of environmentally friendly products
- Integrated waste management
- Excellence in environmental stewardship

GCC consolidates a sustainable operation in the value chain based on prevention, control and improvement, as well as on minimizing the environmental impact of its processes. In 2018, GCC joined the Global Cement and Concrete Association (GCCA), which collaborates with the World Business Council for Sustainable Development. GCCA's commitments are based on five pillars: health and safety, climate and energy, social responsibility, environment and nature, and circular economy.

As a demonstration of GCC's commitment to the environment, the use of alternative fuels in its cement plants has increased. In 2020, fuel substitution was: 24% in Samalayuca, 38% in Juárez, 16% in Chihuahua and 21% in Pueblo, Colorado. The substitution rate reached in the Samalayuca plant is the result of the execution of the Organic Fraction of Waste for Energy Efficiency (FROEE) project which consist in the characterization, re-definition and acquisition of industrial, commercial and/or domestic solid waste, and its preparation and processing, to be mixed through an appropriate process. Following best practices, in 2017 the FROEE project was launched in the Chihuahua plant, which is projected to reach a 25% substitution by 2021.

Furthermore, in 2019, GCC signed two long-term agreements with renewable energy suppliers, covering approximately 20% and 100% of the electricity consumed in the Mexican operations and in the Odessa, Texas plant,

GCC, S.A.B. de C.V.

respectively. In addition, in 2020, GCC signed a long-term agreement for renewable energy supply, covering approximately 50% of the electricity consumed in the Rapid City, South Dakota cement plant. These agreements translate into an annual reduction of about 116,000 metric tons of CO₂, according to U.S. Environmental Protection Agency estimates.

In January 2020, GCC joined the Science Based Targets (SBTi) initiative by which it commits to setting targets for reducing greenhouse gas emissions, in line with climate science and aligned with the ambition of the Paris Agreement. Furthermore, the targets are in line with the level of decarbonization required to keep global temperature increase well-below 2 degrees Celsius compared to pre-industrial temperatures, as described in the latest special report of the Intergovernmental Panel on Climate Change (IPCC).

As an example of GCC's efforts in social responsibility and sustainable development to conserve the environment, the following are the recognitions and certifications obtained by its main business units.

GCC Mexico Division

- Award as a Socially Responsible Company (Distintivo de Empresa Socialmente Responsable, “ESR”) granted by the Mexican Center for Philanthropy (Centro Mexicano para la Filantropía, CEMEFI), for the fifteenth year in a row
- Environmental Stewardship Award 2017 (Premio a la Responsabilidad Medioambiental)
- National Quality Award 2007 (Premio Nacional de Calidad)
- Certified System for Workplace Safety and Health (Certificación del Sistema de Seguridad y Salud en el Trabajo, SASST) in accordance with NMX-SAST-001-IMNC-2008, since 2006
- National Technology Award 2004 (Premio Nacional de Tecnología)
- Award granted by the Ministry of the Environment and Natural Resources (Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT) in recognition for the public inventory of greenhouse gas emissions for its operations since 2004
- Award granted in 2012 by SEMARNAT for participation in the program for Environmental Leadership for Competitiveness for companies based in Chihuahua

GCC Cemento - Samalayuca Plant

- Certificate of verification of GHG calculation 2017 by ANCE
- Environmental Excellence Certification 2005
- Environmental Excellence Certification 2006
- ISO 14001 certified since 2001 until 2016
- National Quality Award 1999
- National Award for Energy Savings 1996

GCC Cemento - Chihuahua Plant

- Certificate of verification of GHG calculation 2017 by ANCE
- Green Company certified by the Government of the State of Chihuahua, since 2009 to date
- Clean Industry certified from 1999 to 2012, and from 2015 to 2017
- National Award for Energy Savings 2010
- ISO 9001 and ISO 14001 certified since 2001

GCC Concreto

- Clean Industry certified since 2009 in the Homero and Jarudo plants (in force up to 2017 and 2016, respectively)
- Green Company certified by the Government of the State of Chihuahua, from 2007 to date (2011, 9 plants)
- NMX-414-ONNCCE-200 certificates for product quality (concrete, block and brick)
- NMX-CC-9001-IMNC-2008 / ISO 9001:2008 certificate for the Concrete Quality Management System
- NMX-EC-17025-IMNC-2006 certificates for lab quality granted by the Mexican Accreditation Organization (EMA)
- A family of products including those with thermal and sustainable features, and which support the green mortgage program by INFONAVIT (blocks and bricks manufactured with thermal-pumicite concrete) and LEED certification by the USGBC (reflectance index)

GCC Transporte

- Award for Clean Transportation certified by SEMARNAT (2011 Juarez and 2012 Chihuahua)
- Award for Clean Transportation certified by SEMARNAT (2016 Juarez and 2016 Chihuahua)
- Award for Clean Transportation certified by SEMARNAT (2017 Juarez among the top 20 throughout Mexico and 2017 Chihuahua)

GCC Rio Grande - Pueblo Plant

- Award for environmental innovation 2011, second place, awarded by the Portland Cement Association and the Cement Americas magazine
- 2020 Energy Star award from the Environmental Protection Agency

GCC Rio Grande - Tijeras Plant

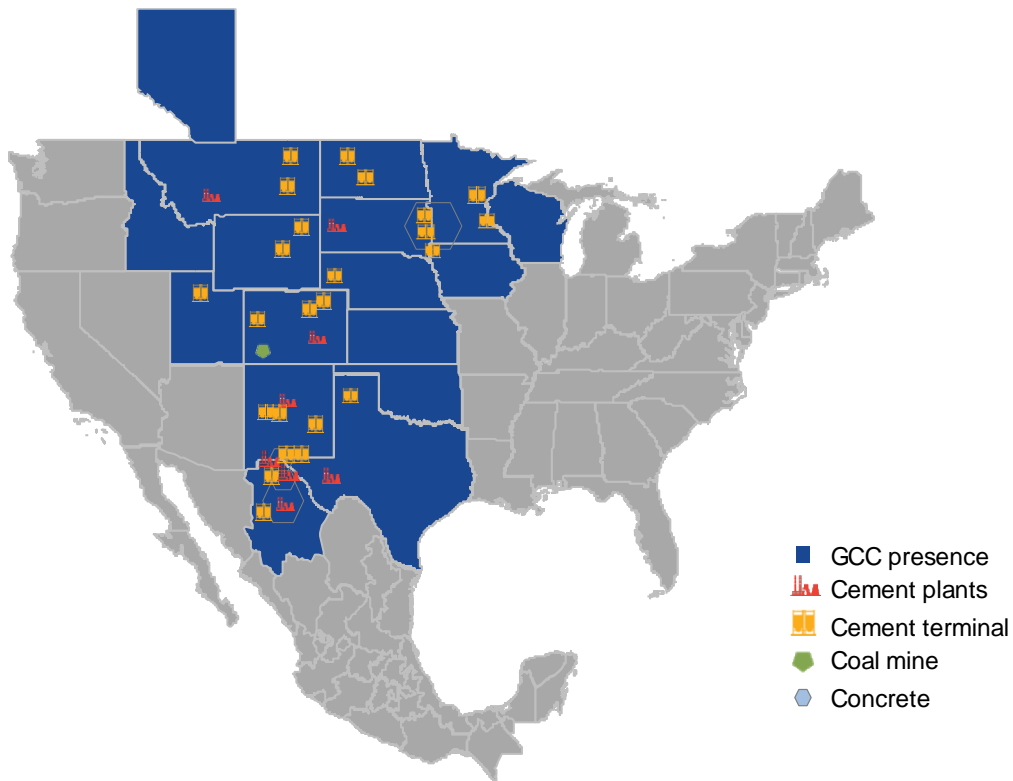
- 2018 Energy Star award from the Environmental Protection Agency

GCC Dacotah - Rapid City Plant

- Ten-year excellence award (2002-2011) for proper water use compliance
- 2014 Sustainability Award by Rapid City, South Dakota
- 2020 Energy Star award from the Environmental Protection Agency

2.b.viii) Market information

The following map shows GCC's operations in the United States, Mexico and Canada:



United States

- Cement: 5 plants
- Concrete: 48 plants
- Coal mine: 1
- Cement terminals: 23
- Asphalt: 2 plants
- Aggregates: 3 plants
- Construction materials: 4

Mexico

- Cement: 3 plants
- Concrete: 46 plants
- Concrete block: 6 plants
- Prefabricated products: 2 plants
- Aggregates: 4 plants
- Distribution centers: 2

GCC's Operations in the United States

In the United States, GCC successfully participates in the cement and ready-mix concrete markets. In 2019, 73.3% of the Company's income was generated by sales in the USA. GCC has five cement plants with an annual production capacity of 3.5 million tons located in Odessa, Texas; Tijeras, New Mexico; Pueblo, Colorado; Rapid City, South Dakota; Trident, Montana. In addition, GCC has 23 cement distribution terminals and transfer stations in the states of Colorado, North Dakota, South Dakota, Iowa, Minnesota, Montana, Nebraska, New Mexico, Texas, Utah and Wyoming.

GCC is one of the leading ready-mix concrete producers in its U.S. markets, which include: Arkansas, North Dakota, South Dakota, Iowa, Minnesota, Nebraska, New Mexico, Oklahoma and Texas. All together, these operations have 48 concrete production plants and a fleet of 275 ready-mix trucks as well as 155 trucks for cement and aggregates transportation.

GCC participates in the asphalt and aggregates markets in Texas and New Mexico. The Company has two asphalt plants installed in El Paso Texas and one in Vado, New Mexico. Additionally, GCC operates three aggregates plants, with an installed capacity of 1,800 tons per hour.

Cement industry in the U.S.

The cement industry in the United States consists of multiple producers, and account for 79% of installed capacity for clinker production is concentrated in nine cement groups. According to the United States Geological Survey (USGS), in 2020 total cement consumption was 103 million tons, with an average capacity utilization of 87%. Import volume was 15 million metric tons, unchanged when compared to the previous year. In 2019, the U.S. registered the highest import volume since 2009, when it decreased by 40% as a result of the decline in cement demand in the country.

In accordance with data published by the PCA in 2020, 37% of total cement consumption in the United States was made by residential construction, 15% by non-residential construction, and the remaining 48% by the public sector construction. During the same period, in the states where GCC has its principal operations, including Colorado, North Dakota, South Dakota, Iowa, Minnesota, New Mexico and Wyoming, the residential construction, non-residential and public sector construction segments accounted for 32%, 18% and 50% of total cement consumption, respectively.

Prices

U.S. cement prices vary within each region due to offer and demand dynamics, as well as distance from the distribution and import ports. Prices are also subject to variations resulting from fluctuations in regional economies as well as the country as a whole.

Market information and competitive advantages

GCC participates in the U.S. cement markets, primarily in the states of Colorado, North Dakota, South Dakota, Iowa, Kansas, Minnesota, Montana, Nebraska, New Mexico, Texas, Utah, Wisconsin, Wyoming and the province of Alberta in Canada. To maintain GCC's market position it is essential to provide excellent customer service and quality that exceeds the customers' expectations, having distribution centers close to major customers and technical support centers.

In the U.S.A., GCC primarily competes with LafargeHolcim, CEMEX, Lehigh Portland Cement, Eagle Materials, CRH, Buzzi Unicem and Summit Materials. Potential cement competitors in the U.S. face several market barriers to entry including, among others: land transportation costs, high capital investment required for new plants, difficulties in obtaining construction permits for new plants and expansions, stringent environmental regulations and time required to complete plant construction, which is approximately 3 years, after obtaining the environmental permits.

Ready-mix industry in the U.S.

Ready-mix concrete's versatility and durability have made it the most widely used material in the construction industry. In the United States, the concrete industry is highly fragmented and has a wide variety of players. According to the National Ready Mixed Concrete Association (NRMCA) figures, there are approximately 6,800 concrete plants and 70,000 ready-mix trucks in the United States.

The concrete industry consumes about 75% of cement in the U.S. and is worth approximately US\$ 40 billion. GCC currently participates in the ready-mix market in the states of Arkansas, North Dakota, South Dakota, Iowa, Minnesota, Nebraska, New Mexico, Oklahoma and Texas.

Asphalt industry in the U.S.

Asphalt concrete mixtures are used in the construction of roads, avenues, highways, airstrips, parking lots, etc. Based on figures published by the National Asphalt Pavement Association (NAPA), there are around 3,600 asphalt plants operating throughout the United States, producing 420 million tons of asphalt for paving every year.

According to the Federal Highway Administration (FHWA), there are more than 4.1 million miles of public roads in the U.S., of which 1.2 million are unpaved roads. Around 1.9 million miles are roads built and operated by state or municipal agencies, with no follow-up by the Federal Agency. From the remaining 938,000 miles of paved roads, around 792,000 miles are asphalt-paved and 55,000 are concrete-paved. Approximately 80% of the runways of the 3,330 airports listed in the Federal Aviation Agency (FAA) National Plan of Integrated Airport Systems (NPIAS) have asphalt bearing surfaces.

As for as the origin of resources, 65% of the asphalt pavement comes from government resources, while the remaining 35% is funded by residential and commercial developments. For every billion dollars that the government invests in infrastructure, approximately 4 to 5 million tons of asphalt pavement are used.

Aggregates industry in the U.S.

Natural aggregates – consisting of crushed materials and construction sand and gravel – are the raw materials most widely used by the construction industry. Despite the low unit value, the aggregates industry is a major contributor to and indicator of the economic wellbeing of the Nation.

According to the USGS, natural aggregates account for 94% of the materials used in the construction of interstate highways, while cement, asphalt and steel contribute with 3%, 2.2% and 0.4%, respectively. In 2020, approximately 2.42 billion metric tons of aggregates were produced in the country, a 2% increase compared to 2019. This figure is made up of two categories: 960 million metric tons of construction sand and gravel; and 1.46 billion metric tons of crushed materials.

The USGS estimates that around 46% of construction sand and gravel is used to manufacture concrete, 21% for road base and ground stabilization, 12% as asphaltic concrete and other bituminous mixtures and the remaining 21% for several uses such as backfill, block production, filtration, golf course maintenance, gypsum and oil sands, railway ballast, road stabilization, roofing granulate and snow and ice control. Regarding crushed materials, 72% is used by the construction industry, mainly for roads construction and maintenance, 16% for cement production, 8% in lime production, 2% in the agriculture sector and the rest is used by other industries, such as chemical and agriculture.

There are around 10,000 aggregates plants operating in the U.S. The states with the largest production are Texas, California, Florida, Ohio and Pennsylvania.

GCC's operations in Mexico

During 2020, GCC's sales in Mexico accounted for 26% of total sales. In Mexico, GCC participates mainly in the cement, mortar, ready-mix concrete, concrete block and aggregates markets in the state of Chihuahua. GCC has three cement plants in the cities of Chihuahua, Juarez and the town of Samalayuca with a total annual production capacity of 2.3 million tons; 46 ready-mix concrete plants, 259 ready-mix trucks, six concrete block plants, four limestone aggregates plants in the cities of Chihuahua, Juarez, Samalayuca and Cuauhtemoc, as well as two prefabricated products plants in Samalayuca, Chihuahua.

The modernization of the plant in Chihuahua was completed in 2009 and this ensured a long-term capacity for cement grinding while reducing production costs. During the first half of 2009 the plant for prefabricated panels in Samalayuca, Chihuahua started operations, allowing the successful application of cellular concrete technology. Also, it complements the current capabilities of Preforte which include manufacturing of joists and beams for prefabricated roofs without movable formwork as well as hollow slabs, beams and girders for bridges and buildings. Additionally, during the first half of 2009, the dry mix plant located within the Samalayuca plant started operations. This plant has an annual capacity of 79,000 metric tons, equivalent to more than 4,500 bags per shift; it serves to satisfy the increasing demand of customers interested in sophisticated blends with a variety of uses.

Cement Industry in Mexico

There are six main participants in the cement industry in Mexico: CEMEX, Holcim Mexico, Cementos Moctezuma, Cemento Cruz Azul, Cementos Fortaleza and GCC. According to the latest figures published by the Mexican Chamber of Cement (*Camara Nacional del Cemento*, CANACEM), cement production in 2019 was around 44 million tons. Due to the constant modernization of plants, the Mexican cement industry is one of the most competitive in terms of cost.

In Mexico, a significant percentage of cement sales are made through distributors and hardware stores, which is why it is essential to have an efficient distribution network in order to carry out these sales, destined for the builder and the self-constructing customer.

Cement is sold mainly through distributors while the rest is sold through ready-mix producers, manufacturers of concrete products and construction contractors. Cement sold through distributors is mixed on-site with aggregates and water by the final consumer to make concrete. Ready-mix concrete producers pre-mix concrete ingredients at their ready-mix concrete plants and deliver it to local construction sites through mixer trucks, which transport and pour the concrete directly at the job site. Unlike more developed economies, where cement sales are concentrated in bulk commercial and industrial orders, bagged sales in Mexico represent a large percentage of demand in the private sector. Retail consumers purchasing bags of cement for their homes and other basic construction jobs represent an important component of the Mexican retail sector.

Ready-mix concrete industry in Mexico

The ready-mix concrete industry in Mexico is in development. In the state of Chihuahua, approximately 27% of the volume of cement is sold as ready-mix concrete. During 2020, the ready-mix concrete market in the state of Chihuahua consumed approximately 1.2 million cubic meters of concrete, with the largest concentrations in the cities of Chihuahua and Juarez. Contrary to what happens in the cement industry, there are no market entry barriers in the ready-mix concrete industry since it is possible to install mobile plants with a relatively low investment.

Aggregates industry in Mexico

Aggregates are granular materials such as sand, gravel or crushed stone used as a binding agent and composite material to produce concrete, mortar or asphalt. These materials are of great importance both for public and private construction. They have a variety of uses and possess different characteristics, such as chemical composition, calcium carbonate content, grading, gradation by particle size, and color. The latter is a very important element in the processing area for product finishing. The main customers for aggregates are builders, developers, concrete and

asphalt producers, and processors.

Prices

Prices within the industry vary from one region to another. Factors influencing prices include supply and demand, economic activity, plant location, accessibility to raw materials, and the flexibility of the plants in terms of fuel consumption.

Market information and competitive advantages

In Mexico, GCC participates in the cement, concrete and other construction materials markets in the state of Chihuahua.

In Chihuahua, GCC is the leader in all of the businesses which it participates in (cement, mortar, ready-mix concrete, aggregates and concrete block). This leadership position has been achieved by offering quality products and providing customer service that exceeds customers' expectations, as well as by having the highest technology in the production and distribution processes of the products it offers.

In the State of Chihuahua, GCC's main competitor in the cement and concrete markets is Holcim Apasco. GCC's potential competitors in the domestic cement market face several entry barriers, including the need for large capital investments, the time required to build new plants, which is approximately three years, the high ground transportation costs, and the slow and expensive process associated with establishing a distribution network.

Since approximately 33% of the cement in the state of Chihuahua is sold in bags, one of GCC's main competitive advantages is consumer loyalty to the "Cemento Chihuahua" brand, which has strong roots in the community. In addition, the quality of GCC's raw materials allows it to offer a low-alkali cement that avoids alkali reaction when exposed to changes in climate and humidity, and consequently prevents the long-term formation of cracks in concrete.

Unlike cement, there is greater competition in the ready-mix market, and GCC's success factors in market penetration are based on the high quality of its products, the specialized services it provides and its reliability of timely delivery to consumers.

GCC has been successful in the manufacture and marketing of concrete blocks, and its plants are equipped with high technology that has enabled the introduction of new presentations.

2.b.ix) Corporate structure

Refer to "General Information - Executive Summary" in section 1.b. for a full description of the corporate structure of the Company.

As of December 31, 2020, the total number of shares representing GCC's capital stock is 337,400,000 of which 6,205,205 shares are held in GCC's treasury, thus there are 331,194,795 shares outstanding. CAMCEM owns 171,658,588, representing 50.9% of GCC's capital stock. The remaining 159,536,207 shares, equivalent to 47.3% of GCC's capital stock, are distributed among the market.

As of April 30, 2021, GCC has 39 subsidiaries. GCC's significant subsidiaries, for both the Mexico and U.S. divisions, are shown in the chart included in Section 1.b of this report.

2.b.x) Main assets

GCC's most important fixed assets are its cement, concrete, concrete block and aggregates production plants, as well as its buildings.

Cement manufacturing plants

Plant	Location	Annual cement production capacity (tons)	Capacity utilization in 2020
U.S.A.			
Tijeras Plant	New Mexico	436,000	85%
Rapid City Plant	South Dakota	1,159,000	56%
Pueblo Plant	Colorado	1,102,000	90%
Odessa Plant	Texas	507,000	53%
Trident Plant	Montana	370,000	78%
Total U.S.A.		3,574,000	
MEXICO			
Chihuahua Plant	Chihuahua	1,113,000	65%
Samalayuca Plant	Chihuahua	1,001,000	96%
Juarez Plant	Chihuahua	168,000	97%
Total Mexico		2,282,000	
Total cement production capacity		5,856,000	100%

Concrete manufacturing plants

Country	Number of plants
Mexico	46
U.S.A.	48

Concrete block manufacturing plants

Cities	Number of plants
Mexico	
Chihuahua	2
Juarez	4

Precast products manufacturing plants

Cities	Number of plants
Mexico	
Juarez	2

Additionally, GCC has more than 700 mixer trucks and haul trucks in Mexico and the U.S.

Insurance

GCC has insurance policies with a variety of insurance companies for its production plants, including machinery and transport equipment. GCC's insurance policies are in force and the Company considers that the terms and conditions are appropriate and similar to those contracted by other companies in the same or similar industry.

Assets granted as collateral

GCC has no fixed assets granted as collateral.

Asset investments

GCC made capital investments for US\$ 33 million in 2020 and US\$ 58 million in 2019, mainly in the preservation, maintenance and modernization of its cement plants, including the expansion of the South Dakota plant, as well as the acquisition of transportation equipment and trucks for freight and concrete manufacturing and distribution.

2.b.xi) Legal proceedings

As of the date of this report, GCC is not subject to any proceeding set forth in articles 9 or 10 of the *Ley de Concursos Mercantiles* (Mexican Bankruptcy Law).

Other than the matters described below, GCC is a party to legal proceedings that it considers routine and incidental to its business. The Company does not expect the results of any of these routine actions to have a material adverse effect on its operations, the results of operations or financial condition.

Sale of SOBOCE

In September 2005, GCC acquired an approximate 47.0% stake in SOBOCE, the largest cement company in Bolivia. On August 18, 2011, GCC sold its entire interest in SOBOCE to CCS, a subsidiary of Grupo Gloria based in Peru, for US\$75.0 million in cash. With the sale of SOBOCE, GCC ceased operations in Bolivia. On July 11, 2012, CIMSA, SOBOCE's former majority shareholder, filed a request for arbitration before the IACAC, alleging that GCC Latinoamerica did not honor CIMSA's right of first refusal with respect to the sale of SOBOCE's shares to CCS, pursuant to a shareholders' agreement GCC entered into with CIMSA.

The IACAC arbitral tribunal found GCC and GCC Latinoamerica liable for breaching the aforementioned shareholders' agreement and issued a Liability Award on September 13, 2013, and a Damages Award on April 28, 2015. GCC sought annulment of both awards and are considered null, without effect and unenforceable. As of the date of this report, these decisions remain under review in various ongoing proceedings and are not yet final.

On December 3, 2014, a tribunal in Chihuahua, Mexico provided a provisional remedy ordering CIMSA to refrain from enforcing any award in Mexico issued in the arbitration proceedings until the pending appeals for annulment have been resolved.

On January 11, 2018, Bolivia's Supreme Court of Justice issued a decree affirming the annulment of the Liability Award, which was the basis of the Damages Award; since the annulment process has concluded, the file related to such annulment was forwarded to the former Chairman of the Arbitration Court in Madrid, Spain. On October 29, 2020, GCC was notified of the resolution in its favor entered by the Fourth Specialized Bolivian Constitutional Court (Bolivia's highest court), affirming the annulment of the Damages Award of April 15, 2015. The resolution is considered final and does not permit further appeal.

On May 31, 2018, CIMSA requested that the U.S. District Court in Colorado resumed an enforcement proceeding originally initiated in September 2015 for the purposes of enforcing the Damages Award and the prejudgment attachment of GCC's assets in Colorado, including any intercompany payables due from GCC's U.S. subsidiary, GCC of

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America (“GCCA”). This proceeding was originally suspended, with agreement of both parties, pending the resolution of the annulment proceedings that GCC had initiated in Bolivia.

On March 25, 2019, the U.S. District Court in Colorado issued a ruling recognizing the Damages Award and rendering the award enforcement in the United States. However, the judgment does not affect GCC of America or any of the other U.S. subsidiaries, as the defendants are GCC and GCC Lationamerica. GCC appealed the decision to the Tenth Circuit Court of Appeals, which affirmed the District Court’s decision, and on January 14, 2021, filed a further appeal with the Supreme Court of the United States.

On November 5, 2020, the Twelfth Civil and Commercial Judge at the City of La Paz returned the records of the annulment recourse and urged the Arbitration Court to issue the November 5th Decree. Through the November 13th Decree, the Twelfth Judge rejected the motion to set aside the November 5th Decree filed by CIMSA. In her decision, the Twelfth Judge cited, among other considerations, that the resolution to annul the Damages Award did not permit further appeal. Subsequently, the Fourth Commercial Civil Court, through a resolution dated as of December 11, 2020, declared unlawful CIMSA’s appeal for reversal filed by CIMSA against the November 13th Decree.

Based on the November 5th Decree and the November 13th Decree, GCC has already commenced legal measures seeking to revoke the District Court of Colorado’s affirmation of the Damages Award.

As of the date of this report, GCC has not established any reserves in connection with this matter because it does not believe that a loss can be considered probable and estimable in accordance with applicable accounting principles. In addition, if a definitive and enforceable award against GCC were to exist, it would have the legal right to seek damages from the relevant third party under applicable law. A prolonged arbitration could result in significant legal expenses or a substantial settlement amount, and result in the distraction of management. GCC cannot assure that this or other legal proceedings will not materially affect its business, results of operations, liquidity and financial condition. See “Risk Factors—Risks related to the Company— A unfavorable resolution on GCC’s sale of its sales in SOBOCE may have a materially adversely affect the Company’s operations, results of operations and financial condition.”

2.b.xii) Shares representing the capital stock

GCC’s capital stock is variable. As of April 30, 2021, the minimum fixed capital without withdrawal right amounts Ps. 134,960,000, which is fully subscribed and paid in, represented by 331,194,795 ordinary, common, nominative shares without par value, Class I, single series; plus 6,205,205 repurchased shares of the same class and series held in the Company’s treasury. The variable part of the capital is unlimited and is represented by ordinary, nominative shares with no par value, Class II, single series. Each share has the right to one vote at Shareholders’ Meetings and grants equal rights and obligations to its holders. There are no mechanisms by virtue of which corporate rights conferred by the shares representing GCC’s capital stock are limited.

As of the date of this report, the capital stock is fully subscribed and paid. The shares representing the capital stock have the following characteristics:

Series	Par value	Current coupon*	Fixed portion	Variable portion	Mexicans	Free subscription	Fixed Capital	Variable Capital
Sole	No par value	18	337,400,000	0	171,658,588	165,741,412	134,960,000	0

** as of April 30, 2021*

As of December 31, 2020, the total number of shares representing GCC’s capital stock is 337,400,000 of which 6,205,205 shares are held in GCC’s treasury, thus the total number of shares outstanding is 331,194,795. CAMCEM owns 171,658,588 shares, representing 50.9% of the shares representing GCC’s capital stock. The remaining 160,955,118 shares, equivalent to 47.7% of GCC’s outstanding capital stock, are distributed among the market.

As of December 31, 2020, the number of shares repurchased through the buyback program, increased by 1,418,911 shares. The Company uses this program with the intention of promoting the liquidity of GCC shares and reducing their price volatility.

In the Annual Shareholder's Meeting held on April 27, 2011, the shareholders agreed to authorize an increase in the variable portion of the capital stock by up to 14,000,000 (fourteen million) ordinary, nominative shares without par value, Class II, single series. To date, these shares have not been issued.

2.a.xiii) Dividends

The distribution of dividends, their amount and the date of payment are determined by a majority vote of the shareholders at the Annual Shareholder's Meeting, and in some cases with the recommendation of the Board of Directors, and will depend on the results, financial position, projected investments, restrictions on loan agreements, the capital allocation strategy and other factors affecting GCC. Due to the aforementioned factors, payment of dividends cannot be guaranteed every year.

Since 1992 to present, GCC has paid dividends every year except in 2009, 2010, 2011 and 2012, when dividend payments were temporarily suspended. At the Annual Shareholder's Meeting held on April 25, 2019, a dividend payment at the rate of Ps. 0.8189 per share was declared and payment was made on August 15, 2019. At the Annual Shareholders' Meeting held on April 30, 2020, a dividend payment of Ps. 0.94 per share was declared. The dividend was paid in two installments; the first payment, corresponding to 50%, was made on August 7, 2020, and the remainder was paid on January 11, 2021.

In recent years dividends have been declared as follows:

Year	Payment year	Pesos per share*	Variation
2019	2020 - 2021	0.9400	14.8%
2018	2019	0.8189	15.0%
2017	2018	0.7121	15.0%
2016	2017	0.6192	20.0%

**Figures in nominal pesos at the end of the corresponding period*

3) Financial Information

3.a) Select financial information

The Company's financial information set forth below for the years ended December 31, 2020, 2019 and 2018 has been derived from and should be read in conjunction with, GCC's audited financial statements, including the notes thereto.

The figures included in this report for the years ended December 31, 2020, 2019 and 2018, are presented in U.S. dollars, except for figures relating financial ratios and operating data. All values have been rounded to thousands, except where noted.

Selected financial information for the years 2020, 2019 and 2018
(Thousand dollars)

Income statement figures	2020	2019	2018
Net sales	937,750	934,115	883,230
Mexico sales	244,611	252,252	236,058
USA sales	693,139	681,863	647,172
Operating income before other expenses, net	211,336	183,566	169,836
EBITDA (Operating income before other expenses + depreciation and amortization)	308,281	291,972	256,361
Net financing expenses	28,507	36,294	44,458
Income before taxes	160,892	142,146	121,786
Income taxes	31,185	25,409	16,692
Consolidated net income	129,707	116,737	65,039

Statement of financial condition figures	December 31, 2020	December 31, 2019	December 31, 2018
Total assets	2,135,989	2,057,634	1,902,532
Cash and cash equivalents	562,144	350,523	251,818
Property, machinery and equipment	955,592	1,015,909	1,027,760
Total liabilities	960,847	983,097	930,316
Short-term interest-bearing liabilities	92,000	25,425	4,400
Long-term interest-bearing liabilities	536,851	624,566	645,936
Total equity	1,175,142	1,074,537	972,216

GCC's main financing activities are set forth in section 3.c. "Main financing activities". Refer to note 21 of the financial statements.

3.b) Financial information classified by business line, geographic region and exports

GCC's main business lines are cement, concrete, concrete block and aggregates. GCC's net sales by business line and geographic zone are presented below in thousands of dollars.

By business line

Business line	2020		2019		2018	
	Sales	%	Sales	%	Sales	%
Cement and mortar	617,049	66%	628,594	67%	591,067	67%
Concrete	194,592	21%	193,339	21%	174,959	20%
Concrete block	11,289	1%	12,047	1%	11,480	1%
Aggregates	21,305	2%	19,403	2%	21,686	2%
Other	93,515	10%	80,732	9%	84,038	10%
Total	937,750	100%	934,115	100%	883,230	100%

By geographic region

Geographic region	2020	2019	2018
Mexico	244,611	252,252	236,058
United States	693,139	681,863	647,172

Exports from Mexico to the U.S.

Export sales	2020	2019	2018
Cement	26,797	23,992	21,490
% of total sales	2.9%	2.6%	2.4%

3.c) Relevant financing activities

In June 2017, GCC issued U.S. dollar-denominated senior unsecured notes for a total amount of US\$ 260 million, at an interest rate of 5.25% per year and has a single principal payment at maturity, due on June 23, 2024. Proceeds from the issuance of the notes were used to settle the notes that the Company then had in effect with a coupon of 8.125% and a maturity on February 8, 2020.

On June 13, 2018, the Company prepaid U.S.\$ 249.7 million and U.S.\$ 184.9 million of the unsecured and guaranteed loans, respectively, contracted in November 2016. The prepayment was made mainly with the proceeds from a new unguaranteed syndicated loan for U.S.\$ 400.0 million with maturity of five years, at an interest rate of LIBOR plus a

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margin with a range of 1.25% to 2.00% that is reduced or increased according to the decrease or increase of the gross leverage ratio. The credit syndication was led by BBVA Bancomer, S.A., Banco Nacional de México, S.A., J.P. Morgan Chase Bank, N.A. and The Bank of Nova Scotia.

The credit agreement contains specific covenants that refer to the sale of assets, investments, additional financing and debt payments, as well as the obligation to maintain specific financial ratios (gross and net financial leverage ratio and net interest coverage), which in case of default, the Company may be required to make an early repayment if it fails to comply with the financial ratios and operating and financial restrictions set forth in the loan agreements, including failure to pay principal or interest.

In March 2021, Standard & Poor's raised GCC's local and foreign currency Issuer Default Ratings (IDRs) and senior notes due 2024 to 'BBB-' from 'BB+' with a stable outlook and reaching investment grade rating. The major drivers of the rating upgrade are steady operating and financial performance, effective business strategy and improved balance sheet, leading position in the U.S. and Mexico and that GCC ensured continuity in operations, posted improved EBITDA margins and strong cash generation despite a challenging environment in 2020.

On February 6, 2020, Fitch Ratings raised GCC's local and foreign currency Issuer Default Ratings (IDRs) and senior notes due 2024 to 'BBB-' from 'BB+' with a stable outlook and reaching investment grade rating. The major drivers of the rating upgrade are strong free cash flow generation through the recent industry cycle, solid operating performance with continued demand, and healthy balance sheet and leverage level.

The Company is in compliance with principal and interest payments on all loans and with all operating and financial covenants established therein.

3.d) Management's comments and analysis of the operating results and financial position

General

The following commentary should be reviewed along with the Company's consolidated financial statements, which have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), for the years ended December 31, 2020, 2019 and 2018.

Effective January 1, 2011, the Company adopted the IFRS as the regulatory basis for the preparation and presentation of consolidated financial statements.

The Company's Financial Statements included herein comprise the consolidated statements of financial position as of December 31, 2020, 2019 and 2018, as well as the income statements, statements of changes in stockholders' equity and cash flows.

Consolidation of operating results

GCC operates in the United States, Mexico and Canada, and is subject to fluctuations in foreign exchange rates, inflation and interest rates, which historically have been more volatile in Mexico.

All figures included in this report were prepared in accordance with IFRS and are expressed in U.S. dollars, except for figures relating to financial ratios and operating data. All values have been rounded to thousands, except where noted.

The financial statements include the Company's financial statements of and those of the subsidiaries over which it exercises control over management, financial and operating policies. Balances, investments and transactions between GCC and its subsidiaries have been eliminated in the financial statements.

3.d.i) Operating results

Operating results for the year ended December 31, 2020, as compared to the year ended December 31, 2019

Consolidated net sales as of December 31, 2020, US\$937.8 million, compared to US\$934.1 million in 2019 despite the disruption created by the COVID-19 pandemic. U.S. sales represented 74% of consolidated net sales and increased 1.7% to US\$693.1 million. This was primarily due to a 4.3% increase in concrete volumes as well as a 1.3% and 3.9% price increase in cement and concrete, respectively. These were partially offset by a 3% decrease in cement volumes. Mexico sales, which represented 26% of GCC's consolidated net sales, decreased 3% to US\$244.6 million due to a 6.6% decrease in concrete volumes. That was partially offset by a 3.3% increase in cement volumes and a 3.7% and 2.4% price increase in cement and concrete, respectively.

Cost of sales was 69.1% of revenues in 2020; a 2.3 percentage-point decrease from the same period in 2019. The full-year decrease was primarily due to favorable selling prices in both markets, the execution of the cost-and-expense reduction plan and lower purchases of cement and coal from third parties.

Selling, general and administrative expenses totaled US\$78.5 million. These were equivalent to 8.4% of sales; a 50 basis-point decrease, mainly due to the successful execution of the cost and expense reduction plan and the depreciation of the Mexican peso relative to the U.S. dollar. GCC saved US\$24.3 million, 20% more than the original US\$20 million target.

Operating income before other expenses increased 15.1%, to US\$211.3 million.

Other expenses totaled US\$23.6 million, compared to US\$7.3 million in 2019, as a result of the sale of assets related to the remaining ready-mix business in Arkansas.

EBITDA increased 5.6% to US\$308.3 million, with a 32.9% margin; 1.6 percentage points above the prior year period. GCC's U.S. operations generated 76% of EBITDA, and Mexico generated 24% of EBITDA in 2020.

Net financial expenses decreased 21.5%, to US\$28.5 million, as a result of lower interest rates on the variable portion of the Company's financial debt. This was partially offset by a higher debt balance as GCC drew down a revolving credit line in April, which was paid back by the end of the year.

Income tax totaled US\$31.2 million; a 22.7% year-on-year increase, mainly due to higher income before taxes, partially offset by a higher share of the U.S. pre-tax income in the consolidated results, which carries a lower income tax rate. The effective tax rate was 19.4% in 2020, compared to 17.8% in 2019.

Consolidated net income increased 11.1% and totaled US\$129.7 million in the full year 2020, compared to US\$116.7 million for 2019.

Free cash flow was US\$250.6 million, compared to US\$137.9 million in 2019. This was due to higher EBITDA generation after operating leases (IFRS-16), lower interest expenses, decreased working capital requirements, as well as lower cash taxes and maintenance CapEx.

Interest bearing debt was US\$632 million as of December 31, 2020, based on contractual balances; a 3.9% year-on-year decrease. During the year, GCC made capital amortizations of US\$ 25.4 million, and as of December 31, 2020, the net leverage (net debt/EBITDA) was 0.24 times, as compared to 1.11 times at year-end 2019, properly aligned with contractual obligations.

Total assets as of December 31, 2020, totaled US\$ 2,135.9 million, increasing 3.8% when compared to US\$2,057.6 million at year-end 2019, mainly due to the increase in cash balance.

Operating results for the year ended December 31, 2019, as compared to the year ended December 31, 2018

Consolidated net sales as of December 31, 2019, increased 5.8%, to US\$ 934.1 million. U.S. sales increased 5.4%, to US\$ 681.9 million and represented 73% of GCC's consolidated net sales. This increase was primarily due to a 5.6% increase in cement volumes, as well as to 2.6% and 5.7% increase in cement and concrete prices, respectively, which were partially offset by a 1.8% decrease in concrete volumes. Mexico sales rose 6.9% to US\$ 252.3 million and represented 27% of GCC's consolidated net sales. This was primarily due to a 2.9% and 4.7% increase in cement and concrete volumes, respectively, as well as a 4.7% and 6.1% increase in prices, respectively.

Cost of sales was 71.4% of revenues in 2019; a 0.8 percentage-point decrease from the same period in 2018. The full year decrease was primarily due to favorable prices in both divisions, operating leverage and the aforementioned positive accruals, partially offset by higher variable costs, increased freight costs and higher electricity and fuel costs in Mexico.

Selling, general and administrative expenses totaled US\$ 83.3 million in 2019. These were equivalent to 8.9% of sales; a 30-basis point increase.

Operating income before other expenses increased 8.1%, to US\$ 183.6 million.

Other expenses were US\$ 7.3 million, compared to US\$ 8.3 million in the prior year period. This decrease in expenses and commissions was related to assets which had since been divested as well as to acquisitions made in 2018, partially offset by the impairment recorded in 2019.

EBITDA increased 13.9% to US\$ 292 million, with a 31.3% margin; 2.3 percentage points above the prior year period; 66% of EBITDA was generated by the Company's U.S. operations and 34% by its Mexico operations.

Net financial expenses decreased 18.4%, to US\$ 36.3 million, primarily due to lower interest rates, the absence of commissions and fees paid related to bank debt refinancing, lower debt balance and higher cash balance compared to 2018.

Income tax totaled US\$ 25.4 million in 2019; a 52.2% year-on-year increase. The effective tax rate was 17.8% in 2019, compared to 13.7% in 2018.

There were no effects from **discontinued operations** in 2019, as compared to a US\$ 40.1 million loss in the prior year period.

Consolidated net income increased 79.5% and totaled US\$ 116.7 million for the full year 2019, compared to US\$ 65 million for the same period of 2018.

Free cash flow was US\$ 137 million in 2019; a 28.8% increase compared to US\$ 106.4 million generated in the full year 2018. This was primarily due to higher EBITDA generation after operating leases (IFRS-16), as well as lower interest expenses and maintenance CapEx, which were partially offset by higher working capital requirements and cash taxes.

Interest bearing debt as of December 31, 2019, totaled US\$ 657.4 million, 0.7% less than the outstanding amount recorded at year-end 2018. During the year, GCC made capital amortizations of US\$ 4.4 million, and as of December 31, 2019, the net leverage (net debt/EBITDA) was 1.11 times, as compared to 1.55 times at year-end 2018, according to contractual obligations.

Total assets as of December 31, 2019, totaled US\$ 2,057.6 million, increasing 8.1% when compared to the amount recorded at year-end 2018, mainly due to the increase in cash balance.

3.d.ii) Financial condition, liquidity and capital resources

During the years 2020, 2019 and 2018, GCC's subsidiaries generated operating flows for US\$ 308.3, US\$ 292 and US\$ 256.4 million, respectively. GCC finances its working capital requirements and capital expenditures from normal operations with internally generated cash flows. GCC uses external sources to finance medium and long-term investment projects.

GCC's net debt at year-end December 31, 2020, 2019 and 2018 was US\$70, US\$ 306.9 and US\$ 410 million, respectively. For more information, please refer to section 3.c) of the relevant credit report.

The subsidiaries GCC Cemento, S.A. de C.V., Cementos de Chihuahua, S.A. de C.V. and GCC of America, Inc., are guarantors of the secured loan and the shares of these companies were pledged.

As of the date of this report, the Company is in compliance with principal and interest payments on all loans and with all operating and financial covenants arising therefrom.

Short-term interest-bearing debt as of March 31, 2021, is US\$ 118 million. Long-term debt is US\$ 504 million. The average cost of debt as of March 31, 2021, is 3.34%.

The following is a summary of GCC's debt principal payment schedule.

Maturity profile (million dollars)	
2021	92.0
2022	176.0
2023	104.0
2024	260.0
Total	632.0

**As of March 31, 2021, GCC has made principal payments for the amount of US\$ 10 million.*

GCC's treasury surplus investment policy is conservative. Investments are made in government instruments, certificates of deposit of financial institutions and commercial paper of corporations with high credit ratings. As of March 31, 2021, 21% of treasury investments were denominated in pesos and 79% in dollars.

Internal capital sources consist of the operating flows from subsidiaries which are used to finance working capital requirements and investment projects, while external sources of capital are short, medium and long-term financing with which investment projects and, eventually, seasonal working capital requirements are financed.

3.d.iii) Internal control

GCC has internal control policies and procedures designed to provide reasonable assurances that the transactions and operations are carried out, registered and recorded according to the guidelines established by the management and based off of, and applied in accordance with the interpretative guidelines of IFRS. In addition, its processes and operations are subject to periodic internal audits which are reviewed by its Audit and Corporate Practices Committee. The internal control system includes business policies, risk management practices, internal control, review of control effectiveness, internal audits of business processes and implementation of corrective and preventive actions.

In addition, GCC has implemented an integrated information system (ERP SAP) to ensure customer satisfaction and resources optimization. This integrated information system facilitates creating reports that provide timely feedback to business processes about their performance and goals achievement, and timely decision-making.

3.e) Critical accounting estimations, provisions or reserves

The estimates, provisions or accounting reserves of the Company are disclosed in notes 5 and 20 of the financial statements included in this report. The Company does not believe that there are any critical accounting estimates that would result in significant changes in the financial statements.

4) Management

4.a) External auditors

GCC's external auditors are nominated by the Chairman of the Board of Directors and selected by the Board of Directors based on experience, service standards and quality, and after it had been briefed by the Audit and Corporate Practices Committee.

Currently, the firm Galaz, Yamazaki, Ruiz Urquiza, S.C., member of Deloitte Touche Tohmatsu Limited, is in charge of providing external audit services to GCC, with offices at Av. Valle Escondido 5500, floor 1, Fraccionamiento Desarrollo El Saucito, Chihuahua, Chihuahua. Since 2013, Deloitte provides external auditing services for GCC's subsidiaries in both Mexico and the United States. In addition to auditing financial statements, Galaz, Yamazaki, Ruiz Urquiza, S.C. audits social security contributions and prepares transfer pricing studies for GCC, among other services.

For the years ended December 31, 2020, 2019 and 2018, the external auditors have not issued any exceptions to their opinion, unfavorable opinions, nor have they refrained from issuing opinions on the annual consolidated financial statements included in this report.

4.b) Transactions with related parties and conflicts of interest

Within the ordinary course of business, GCC conducts transactions with related parties, including CEMEX, which has a direct interest in the capital stock of the controlling shareholder (CAMCEM) and an indirect interest in the Company. In addition, GCC conducts transactions with Abastecedora de Fierro y Acero, S.A. de C.V. and Inmobiliaria Ruba, S.A. de C.V., GCC's affiliates for their significant shareholders' equity held in both companies.

In 2015, a strategic contract was celebrated with Madata IT, S.A. de C.V., in which GCC has an investment in shares in a joint venture for the rendering of information technology services.

Although these transactions are conducted in the ordinary course of business and, if materially, they must be submitted to GCC's Audit and Corporate Practices Committee and approved by the Board of Directors, these transactions may create potential conflicts of interest, which GCC believes are mitigated by performing a transfer pricing study to determine the value of the services and goods provided.

All related party transactions have been conducted on terms no less favorable to GCC than would have been obtained in an unrelated party transaction and comply with applicable Mexican law.

The following table sets forth the transactions conducted with related parties during the periods ended December 31, 2020, 2019 and 2018.

Related Party	As of December 31,			Description of transactions
	2020	2019	2018	
Sales				
Cemex, S.A.B. de C.V.	398	-	-	Sales of cement and building materials
Abastecedora de Fierro y Acero, S.A. de C.V.	2,126	2,503	2,202	Sales of cement and building materials
Inmobiliaria Ruba, S.A. de C.V.	4,528	5,342	4,446	Sales of cement and building materials
Copachisa, S.A. de C.V.	2,470	3,662	2,732	Sales of cement and building materials
Net sales	9,522	11,507	9,380	
Purchases				
CEMEX, S.A.B. de C.V.	3,021	3,085	6,623	Purchase of inventory and other services
Abastecedora de Fierro y Acero, S.A. de C.V.	501	314	577	Purchase of inventory and other services
Madata IT, S.A. de C.V.	4,134	5,390	3,627	IT services
Net purchases	7,656	8,789	10,827	

See note 8 to the audited financial statements for more detail on related party transactions.

Pursuant to the Mexican Securities Market Law and in terms of article 156 of the LGSM, any director or officer who has a conflict of interest in any transaction or decision making must disclose it to the Board of Directors through its Chairman or Secretary, and refrain from any deliberation and resolution.

4.c) Management and shareholders

Directors

GCC is managed by a Chief Executive Officer and a Board of Directors. The Board has de authority to manage the Company and determine the policies to be followed with respect to the operations.

Pursuant to the Mexican Securities Market Law and GCC's corporate bylaws, the Board of Directors must address the following matters, among other:

- general business strategies;
- policies and guidelines for the use of the Company's assets by related parties;
- any transaction with related parties, except under certain limited circumstances;
- unusual or non-recurring transactions and any transactions, including the acquisition or sale of assets with a value equal to or in excess of 5% of the consolidated net assets, or the provision of collateral or guarantees, or the assumption of liabilities equal to or in excess of 5% of consolidated assets;
- the appointment, removal and compensation of the chief executive officer;
- the appointment and compensation of key executives;
- financial statements, accounting policies and internal control systems and auditing;
- the waivers with which a director or officer may take advantage of business opportunities presented to the Company;
- the opinion to be presented at the General Shareholders' Meeting regarding the CEO's fiscal year-end report;

-
- a report detailing the accounting policies and criteria used for the preparation of the Company's financial statements;
 - a report detailing the operations and activities in which the Board of Directors was involved during the fiscal year;
 - the opinion regarding the tender price of public offers for GCC's shares;
 - policies for the disclosure of information;
 - oversee fulfillment of the resolutions taken by shareholders; and
 - measures to remedy deficiencies.

The Board meetings will be considered validly installed and held if at least the majority of its members attend. Resolutions shall be valid if approved by the majority of the members present at the Board meeting.

GCC's Board of Directors meetings may be summoned by (i) 25.0% of the members of the Board of Directors, (ii) the Chairman of the Board of Directors, and (iii) the Chairman of the Audit Committee or the Corporate Practices Committee.

The Mexican Securities Market Law also imposes duties of diligence and loyalty on directors.

The duty of diligence generally requires directors to obtain sufficient information and be properly prepared to act in the best interests of GCC. The duty of diligence is fulfilled primarily when a director requests and obtains from GCC all information necessary to make a decision, requiring the presence and information of GCC's officers or third-party experts, as needed, attending board meetings and disclosing relevant information in their possession. Failure to act in compliance with a director's duty of diligence causes the director to be jointly and severely liable, along with other responsible directors, for damages and losses caused to GCC and its subsidiaries.

The duty of loyalty consists mainly of the obligation to maintain the confidentiality of information received concerning the performance of the director's duties, to refrain from discussing or voting on matters where the director has a conflict of interest, and to refrain from taking advantage of corporate opportunities resulting from his actions as a director. In addition, the duty of loyalty is breached if a shareholder or group of shareholders is deliberately favored, directly or indirectly (including related parties). The duty of loyalty is also breached if the director uses corporate assets or approves the use of corporate assets in contravention of GCC's policies, discloses false or misleading information, orders, or causes any transaction to go unrecorded on GCC's last records, which could affect the financial statements, or prevents relevant information from being disclosed or modified. A breach of the duty of loyalty subjects the director to be jointly and severely liable, together with all directors who fail to do so, for damages caused to GCC and its subsidiaries. Liability may also arise if damages and losses are sustained as a result of benefits wrongfully obtained by the directors or third parties as a result of activities carried out by such directors.

Liability for breach of duty of loyalty may not be limited by the Company's bylaws, by resolution of a Shareholders' Meeting or otherwise. The duty of loyalty is also breached if the director uses corporate assets or approves the use of corporate assets, in violation of an issuer's policies, discloses false or misleading information, orders or causes an incorrect entry of any transaction in an issuer's records that could affect its financial statements, or causes material information not to be disclosed or to be modified.

Claims for breach of the duty of diligence or the duty of loyalty are for the benefit of GCC only and may only be filed by GCC or by shareholders or group of shareholders representing at least 5% of the capital stock.

As a disclaimer, the liability discussed above does not arise if the director acted in good faith and (i) complied with applicable law and GCC bylaws, (ii) the decision was made based on information provided by officers, external auditors or third-party experts, whose capacity and credibility are not subject to reasonable doubt, (iii) selected the most appropriate alternative and any negative effect of such decision was not reasonably foreseeable based on the information available. These provisions have not been construed by Mexican courts, and therefore the decision that the competent court may make is uncertain.

Pursuant to article twenty-four of GCC's by-laws, the Board of Directors will consist of an odd number of members, with a maximum of 21 directors appointed by the Ordinary General Shareholder's Meeting, of whom at least 25% must be independent.

As of the date of this report, GCC's Board of Directors consists of 14% women and 86% men. GCC has a Diversity and Inclusion Committee that promotes labor inclusion by guaranteeing respectful treatment to all employees, as well as equal opportunities for hiring, personal development and professional and social growth, regardless of race, gender, sexual orientation, physical abilities, religion, ideology or age. The directors mentioned are listed below:

Chairman of the Board: Federico Terrazas Becerra

Principal Directors		Alternate Directors	
Federico Terrazas Becerra	P	Alberto Terrazas Seyffert	P
María Carolina Mares Terrazas	P	Manuel Antonio Milán Reyes	P
Miguel Márquez Prieto	P	Silvia Márquez Villalobos	P
Enrique G. Terrazas Torres	P	Luis Enrique Terrazas Seyffert	P
Martha Márquez Villalobos	P	Ana Cecilia Márquez Villalobos	P
Luis Márquez Villalobos	P	Héctor Enrique Escalante Ochoa	P
Fernando A. González Olivieri	P	Ricardo Naya Barba	P
José Antonio González Flores	P	Luis Guillermo Franco Carrillo	P
Ramiro Gerardo Villarreal Morales	P	Antonio Díaz García	P
Juan Romero Torres	P	Rafael Garza Lozano	P
Héctor Medina Aguiar	I	Armando J. García Segovia	I
Fernando Ruiz Sahagún	I	José Alberto Araujo Saavedra	I
Luis Raúl Fernández Iturriza	I	Manuel Esparza Zuberza	I
Luis A. Nicolau Gutiérrez	I	Rodrigo Tena Cruz	I

The following are the resumes of the members of GCC's Board:

FEDERICO TERRAZAS BECERRA. Mr. Terrazas has been a member of the Board of Directors of GCC since 1991 and was appointed Chairman in 2013. Mr. Terrazas is also Chairman of the Boards of Directors: CAMCEM, S.A. de C.V., IMIN de México S.A de C.V. and Control Administrativo Mexicano, S.A. de C.V. He also serves in the Board of Directors of Banco BBVA Bancomer, S.A., COPARMEX, Comercial de Fierro y Acero, S.A. de C.V. and Grupo Ruba, S.A. de C.V.

Mr. Terrazas holds a bachelor's degree in Business Administration and an M.B.A. from Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM). Additionally, he completed a Harvard Business School Leadership program for executive officers.

Mr. Terrazas is the nephew to Enrique G. Terrazas Torres, second cousin once removed to Miguel Márquez Prieto, second cousin to Luis Márquez Villalobos and Martha Márquez Villalobos and uncle of María Carolina Mares Terrazas, all of whom are members of the Board. Mr. Terrazas is also the cousin to Alberto Terrazas Seyffert and Luis Enrique Terrazas Seyffert and the second cousin to Silvia Márquez Villalobos, Ana Cecilia Márquez Villalobos, all of whom are alternate members of the Board.

MARÍA CAROLINA MARES TERRAZAS. Mrs. Mares has been a member of the Board of Directors of GCC since 2019. Mrs. Mares also serves on the Board of Directors of Grupo Cofiasa, S.A. de C.V.

Mrs. Mares holds a bachelor's degree in Business Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey. Additionally, she holds a master's degree in Quality and Productivity Management from

Universidad Tecmilenio.

Mrs. Mares is niece of Federico Terrazas Becerra, grandniece of Enrique Terrazas Torres, second cousin twice removed to Miguel Márquez Prieto and second cousin once removed to Martha Márquez Villalobos and Luis Márquez Villalobos, all of whom are members of the Board. She is second cousin once removed to Silvia Márquez Villalobos and Ana Cecilia Márquez Villalobos, and niece of Luis Enrique Terrazas Seyffert and Alberto Terrazas Seyffert, all of whom are alternate members of the board.

MIGUEL MARQUEZ PRIETO. Mr. Marquez has been a member of the Board of Directors of GCC since 1991. He also serves on the Board of Directors of CAMCEM, S.A. de C.V., IMIN de México S.A de C.V., Control Administrativo Mexicano, S.A. de C.V., Inmobiliaria RUBA, S.A. de C.V., Acciones y Valores del Norte, S.A. de C.V., Promotora de Infraestructura de México, S.A. de C.V., Grupo Cofiasa, S.A. de C.V. and Promotora de Hospitales Mexicanos, S.A. de C.V.

Mr. Márquez holds a bachelor's degree in Business Administration from the Babson College of Business. He is the father of Luis Márquez Villalobos and Martha Márquez Villalobos, cousin to Enrique G. Terrazas Torres, first cousin once removed to Federico Terrazas Becerra and first cousin twice removed to María Carolina Mares Terrazas, all of whom are members of the Board. Mr. Márquez is also the father of Ana Cecilia Márquez Villalobos and Silvia Márquez Villalobos, and first cousin once removed to Alberto Terrazas Seyffert and Luis Enrique Terrazas Seyffert, all of whom are alternate members of the Board.

ENRIQUE G. TERRAZAS TORRES. Enrique Terrazas has been a member of the Board of Directors of GCC since 1991. Additionally, Mr. Terrazas is Chairman of the Board of Directors of Promotora de Hospitales Mexicanos, S.A. de C.V. and Sociedad Hospitalaria de México S.A. de C. V. He also serves on the Board of Directors of Abadan, S.A. de C.V., Aciarium Estructuras, S.A. de C.V., Banamex Consejo Regional del Norte, CAMCEM, S.A. de C.V., Control Administrativo Mexicano, S.A. de C.V., Copachisa, S.A. de C.V., DEMEK, S.A. de C.V., EMYCSA, S.A. de C.V., ESJ, S.A. de C.V., Grupo Punto Alto, S.A.P.I. de C.V., IMIN, S.A. de C.V., Inmobiliaria Punto Alto, S.A. de C.V., and Inmobiliaria Ruba, S.A. de C.V.

Mr. Terrazas holds a degree in Civil Engineering from Cornell University. He also graduated from the Executive Officers Management Program AD-2 at IPADE.

Mr. Terrazas is the uncle of Federico Terrazas Becerra, cousin to Miguel Márquez Prieto, first cousin once removed to Luis Márquez Villalobos and Martha Márquez Villalobos, and great uncle of María Carolina Mares Terrazas, all of whom are members of the Board. Mr. Terrazas is also the father of Alberto Terrazas Seyffert and Luis Enrique Terrazas Seyffert and first cousin once removed to Ana Cecilia Márquez Villalobos and Silvia Márquez Villalobos, all of whom are alternate members of the Board.

MARTHA MARQUEZ VILLALOBOS. Mrs. Marquez has been a member of the Board of Directors of GCC since 1991. Mrs. Márquez also serves on the board of Grupo Cofiasa S.A. de C. V., Inmobiliaria Ruba, S.A. de C. V., and Promotora de Hospitales Mexicanos, S.A. de C.V. She has worked in the accounting department of Comercial de Fierro y Acero, S.A. and in the production department of Grupo La Norteña, S.A. de C.V. In addition, she volunteers in the following civil societies: Asociación Nacional Pro-Superación Personal, A.C. (ANSPAC), Casas de Cuidado Diario, A.C. and Fundación Cima, A.C.

Ms. Márquez holds a bachelor's degree in Finance from the Instituto Tecnológico y de Estudios Superiores de Monterrey and completed the Executive Officers Management program D-1 at IPADE.

She is the second cousin to Federico Terrazas Becerra, first cousin once removed to Enrique Terrazas Torres, second cousin once removed to María Carolina Mares Terrazas, sister of Luis Márquez Villalobos and daughter of Miguel Márquez Prieto, all of whom are members of the Board. She is the sister of Silvia Márquez Villalobos and Ana Cecilia Márquez Villalobos, and second cousin to Luis Enrique Terrazas Seyffert and Alberto Terrazas Seyffert, all of whom are alternate members of the board.

LUIS MÁRQUEZ VILLALOBOS. Mr. Márquez has been a member of the Board of Directors of GCC since 1991. He currently serves as a staff consultant for the chief executive officer's office of Grupo Cofiasa, S.A. de C.V.

Mr. Marquez is second cousin to Federico Terrazas Becerra, first cousin once removed to Enrique G. Terrazas Torres,

GCC, S.A.B. de C.V.

brother of Martha Márquez Villalobos, son of Miguel Márquez Prieto, and first cousin once removed to María Carolina Mares Terrazas, all of whom are members of the Board. Mr. Márquez is the brother of Ana Cecilia Márquez Villalobos and Silvia Márquez Villalobos and second cousin to Alberto Terrazas Seyffert and Luis Enrique Terrazas Seyffert, all of whom are alternate members of the Board.

FERNANDO ÁNGEL GONZÁLEZ OLIVIERI. Mr. Gonzalez has been a member of the Board of Directors of GCC since 2010. Mr. Gonzalez was appointed Chief Executive Officer of CEMEX in 2014. Additionally, he also serves in the Board of Directors of: Axtel, S.A.B. de C.V., CEMEX, ITESM/EGADE Business School and Universidad TecMilenio.

Mr. González joined CEMEX in 1989 and has held various positions, including Vice President of Strategic Planning, President of CEMEX Venezuela, President of CEMEX Asia, President of CEMEX South America and the Caribbean, President of CEMEX Europe, Middle East, Africa, Asia and Australia; Executive Vice President of Planning and Development and Executive Vice President of Planning and Finance.

Mr. González holds professional and postgraduate degrees in Business Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey.

JOSÉ ANTONIO GONZÁLEZ FLORES. Mr. Gonzalez has been a member of the Board of Directors of GCC since 2013. Mr. Gonzalez has been Executive Vice President of Finance and Administration of CEMEX since 2014 and heads the Finance, Legal, Controllership, Tax and Process Assessment areas. He joined CEMEX in 1998 and has held various management positions in the areas of Finance, Strategic Planning and Corporate Communications and Public Affairs.

Mr. González holds a bachelor's degree in Industrial and Systems Engineering from the Instituto Tecnológico y de Estudios Superiores de Monterrey and an M.B.A. from Stanford University.

RAMIRO GERARDO VILLARREAL MORALES. Mr. Villarreal has been a member of the Board of Directors of GCC since 1991. He also serves on the Board of Directors of: Banco Bancrea, S.A., Institución de Banca Múltiple, CEMEX, Vinte Viviendas Integrales, S.A.B. de C.V. and is a member of the advisory board of Arendal, S.A. de C.V.

Mr. Villarreal joined CEMEX in 1987 as general counsel, and held various positions, including Executive Vice President of the Legal Department, and counselor of the CEMEX's board of directors since 1995. Prior to joining CEMEX, he was CEO of Banca Regional Banpaís, and Secretary of the Board of Directors of CEMEX and Enseñanza e Investigación Superior, A.C.

Mr. Villarreal holds a degree in Law from the Universidad Autónoma de Nuevo León and a master's degree in Finance from the University of Wisconsin-Madison.

JUAN ROMERO TORRES. Mr. Romero has been a member of the Board of Directors of GCC since 2011, previously occupying a seat on the Board between 2002 and 2004. Mr. Romero is the Executive Vice President of Sustainability, Commercial and Development of CEMEX. He began his career in the company in 1989, holding various positions including head of operations in Colombia and Mexico, President of the South America and Caribbean regions, President of CEMEX's Europe, Middle East, Africa and Asia regions, and President of CEMEX Mexico.

Mr. Romero has been a member of industry associations and chambers, most notably in the Board of Directors of Cemento Diamante y Samper (Colombia); in the Cámara Nacional de Cemento (Mexico); and in the Instituto Mexicano del Cemento y el Concreto (Mexico).

Mr. Romero graduated from Universidad de Comillas in Spain, where he studied law and economics and enterprise sciences.

HÉCTOR MEDINA AGUIAR. Mr. Medina has been a member of the Board of Directors of GCC since 2011, formerly occupying a position on the Board between 1995 and 2009. He is a member of the technical committee of Fibra Inn, Investment Trust. Mr. Medina worked at Alfa, S.A.B. de C.V. and was Executive Vice President of Finance and Legal in CEMEX until his retirement in 2010.

Previously, he served as the chairman of the board of directors of Universidad Regiomontana and as member of the Supervisory Board of Instituto Tecnológico y de Estudios Superiores de Monterrey, and a member of the Board of Directors of Axtel, S.A.B. de C.V., Banco Ahorro Famsa, S.A., Institución de Banca Múltiple, among other companies.

Mr. Medina holds a degree in Chemical Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey, a master's degree in Management Studies from Bradford University and a Diploma in Quantitative Management Methods from Escuela de Organización Industrial in Spain.

FERNANDO RUIZ SAHAGÚN. Mr. Ruiz has been a member of the Board of Directors of GCC since 2006. He also serves on the Board of Directors of Bolsa Mexicana de Valores, S.A.B. de C.V., Fresnillo PLC, Grupo Creatica, S.A. de C.V., Grupo Financiero Santander, S.A.B. de C.V., Grupo Mexico, S.A.B. de C.V., Grupo Nacional Provincial, S.A.B., Grupo Palacio de Hierro, S.A.B. de C.V., Kimberly Clark de México, S.A.B. de C.V., Orbia Advanced S.A.B. de C.V., Rassini, S.A.B. de C.V. and ArcelorMittal de México S.A. de C.V. Previously, he was a member of the board of directors of Grupo Pochteca, S.A.B. de C.V., Mexichem, S.A.B. de C.V. and of S.D. Indeval, S.A. de C.V.

Mr. Ruiz is a founding partner and advisor of the firm Chevez, Ruiz, Zamarripa y Cía., S.C. he was member of the Tax Advisory Council of the Mexican Ministry of Finance and Public Credit, as well as of the Honorary and Governing Board of the Colegio de Contadores Públicos de México, A.C. (Association of Public Accountants of Mexico). Additionally, he was President of the Fiscal Commission of the Business Coordinating Council.

Mr. Ruiz holds a degree in Public Accounting from the Universidad Nacional Autónoma de México and was a professor in tax matters at the Universidad Anáhuac.

LUIS RAÚL FERNÁNDEZ ITURRIZA. Mr. Fernandez has been a member of the Board of Directors of GCC since 2020. Currently, Mr. Fernández is CEO and Chairman of the board of directors of Frutas Concentradas, S.A.P.I. de C.V., as well as chairman of the board of: Axiscom, S.A. de C.V., Materiales de Construcción de Mexicali, S.A.P.I. de C.V., Fevaxis, S.A.P.I. de C.V., Tenedora Fercam, S.A.P.I. de C.V., Industrias Tecnológicas Fercam, S.A.P.I. de C.V., FCEP Holding, S.A.P.I. de C.V., Ferfarms, S.A.P.I. de C.V., Human Tek Soluciones, S.A.P.I. de C.V. and Agua y Puntos de Venta, S.A.P.I. de C.V. In addition, Mr. Fernandez serves in the board of directors of Transtelco Holding, Inc., Fevisa, S.A. de C.V., Aqua Salus, S. de R.L. de C.V., Sistema Axis, S.A. de C.V. and Controladora Kanimi, S.A.P.I. de C.V. Previously, he was Chairman of the Board of Directors of Sistema Axis, S.A. de C.V. and Controladora Kanimi, S.A.P.I. de C.V., as well as member of the Board of Arca Continental, S.A.B. de C.V. and Embotelladoras Argos, S.A. Mr. Fernandez holds a degree in Public Accounting from ITESM and he completed AD-2 Executive Officers Management Program from IPADE, as well as programs for family businesses from Wharton Business School, Long lasting companies from Stanford, corporate training from Harvard Business, and business strategy from Chicago Booth.

LUIS NICOLAU GUTIÉRREZ. Mr. Nicolau has been a member of the Board of Directors of GCC since 2019. He also serves on the Board of Directors of Coca-Cola FEMSA, S.A.B. de C.V., Gentera, S.A.B. de C.V., Grupo Posadas, S.A. de C.V., Six Sigma Networks, S.A. de C.V., Grupo Coppel, S.A. de C.V., Morgan Stanley Casa de Bolsa, S.A. de C.V., UBS Asesores, S.A. de C.V., and Fondo Ignia. He is also a member of the Executive Committee of Ritch, Mueller, Heather and Nicolau, S.C., and Inversiones de Promotora Social México, A.C.

Previously, Mr. Nicolau was a member of the board of directors of Grupo Modelo, S.A.B. de C.V., Grupo Vitro, S.A.B. de C.V., Grupo MVS Comunicaciones, S.A. de C.V., Grupo Financiero Credit Suisse México, S.A. de C.V., J.P. Morgan Grupo Financiero, S.A. de C.V., Grupo Financiero Santander México, S.A. de C.V. and Papalote Museo del Niño.

Mr. Nicolau holds a law degree from Escuela Libre de Derecho. Additionally, he holds a Master of Laws from Columbia University.

The following are the resumes of the alternate members of GCC's Board:

ALBERTO TERRAZAS SEYFFERT. Mr. Terrazas has been a member of the Board of Directors of GCC since 1991. He also serves as Chairman and CEO of Grupo Punto Alto, S.A.P.I. de C.V. and as chairman of Copachisa, S.A. de C.V.; Demek, S.A. de C.V.; EMYCSA, S.A. de C.V.; ESJ, S.A. de C.V.; Premet, S.A. de C.V.; Spec Ingeniería, S.A. de C.V.; Inmobiliaria Abadan, S.A. de C.V.; D-ALTA Instalación y Diseño Eléctrico, S.A. de C.V.; Altaser Aerospace S.A. de C.V.; Kilgour Altaser Metal Treatments, S.A. de C.V.; Equidna Arquitectos S.C. and Grupo Hidroponia El Silencio S.P.R. de R.L. de C.V. In addition, he is a member of the board of Grupo Ruba, S.A. de C.V. and Abastecedora De Fierro Y Acero S.A. de C.V.; Chairman of the Board of Instituto Tecnológico y de Estudios Superiores de Monterrey Campus Chihuahua, Fundación Proempleo Productivo A.C. and Casino de Chihuahua A.C., as well as member of Grupo Avance Empresarial A.C.

Previously, he was President of Desarrollo Económico, A.C. and Cámara Nacional de la Industria de Transformación en Chihuahua (CANACINTRA), and coordinator of Consejo para el Desarrollo Económico del Estado de Chihuahua (CODECH) and of Consejo por el Compromiso Social por la Calidad y la Equidad de la Educación Chihuahua.

Mr. Terrazas holds an Industrial and Systems Engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey. Additionally, he completed the Owners Management Program at Harvard Business School.

Mr. Terrazas is son to Enrique Terrazas Torres, nephew to Miguel Márquez Prieto, brother to Luis Enrique Terrazas Seyffert, and cousin to Federico Terrazas Becerra, Luis Márquez Villalobos, Martha Márquez Villalobos, Silvia María Márquez Villalobos and Ana Cecilia Márquez Villalobos, all members of GCC's Board of Directors.

MANUEL A. MILÁN REYES. Mr. Milán has been a member of the Board of Directors of GCC since 2009. He also serves as member of the board of several companies and institutions, in some of which he serves as Chairman. Currently, he is the President of Centro de Competitividad de Chihuahua and Champion of Industrial Development, Innovation and Technology at the local Regional Development Council.

Previously, he worked at Grupo ICA as Department Manager at ICATEC, S.A. where he joined as Head of Planning for the Industrial Sector of Grupo Chihuahua and later served as Chief Executive Officer of some of the group's subsidiaries.

He joined GCC in 1984 as Commercial Director and was later appointed Chief Executive Officer of GCC, position he held until December 2014.

Mr. Milán holds a Civil Engineering degree with a major in operations research from Instituto Tecnológico y de Estudios Superiores de Monterrey. Additionally, he holds a Master of Science degree from Stanford University, and completed the AD-2 IPADE Business Management Program.

SILVIA MARÍA MÁRQUEZ VILLALOBOS. Mrs. Márquez has been a member of the Board of Directors of GCC since 2017. She is also a member of the board of Inmobiliaria Ruba, S.A. de C. V., Grupo Cofiasa, S. A. de C.V., and of some of GCC's subsidiaries.

Mrs. Márquez has a bachelor's degree in Business Administration from Instituto Tecnológico y de Estudios Superiores de Monterrey. Additionally, she holds a master's degree in Financial Law from Universidad Autónoma de Chihuahua.

Mrs. Márquez is niece to Enrique Terrazas Torres, daughter to Miguel Márquez Prieto, sister to Martha Márquez Villalobos, Luis Márquez Villalobos, Ana Cecilia Márquez Villalobos and cousin to Federico Terrazas Becerra, Luis Enrique Terrazas Seyffert and Alberto Terrazas Seyffert, all members of GCC's Board of Directors.

LUIS ENRIQUE TERRAZAS SEYFFERT. Mr. Terrazas has been a member of the Board of Directors of GCC since 1991. Additionally, he is a member of the Board of Grupo Punto Alto and Instituto Tecnológico de Monterrey; Chairman of Grupo Ruba S.A. de C.V., Cubiertas Industriales de México, S.A. de C.V., and former President of the Centro de Liderazgo y Desarrollo Humano, A.C. (CELIDERH) and COPARMEX. He is currently the manager of Rancho Ganadero "San Luis".

Mr. Terrazas holds an Industrial and Systems Engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey. Additionally, he holds a master's degree in Financial Law from Universidad Autónoma de Chihuahua. In addition, he completed the AD-2 Senior Management program at IPADE and the Owner/President Management (OPM) program at Harvard Business School.

Mr. Terrazas is son to Enrique Terrazas Torres, nephew to Miguel Márquez Prieto, brother to Alberto Terrazas Seyffert and cousin to Federico Terrazas Becerra, Luis Márquez Villalobos, Martha Márquez Villalobos, Silvia María Márquez Villalobos and Ana Cecilia Márquez Villalobos, all members of GCC's Board of Directors.

ANA CECILIA MÁRQUEZ VILLALOBOS. Mrs. Márquez has been a member of the Board of Directors of GCC since 2012 and is also a member of the board of some of GCC's subsidiaries.

Ms. Márquez is daughter to Miguel Márquez Prieto, niece of Enrique Terrazas Torres, sister to Martha Márquez Villalobos, Luis Márquez Villalobos, Silvia María Márquez Villalobos and cousin to Federico Terrazas Becerra, Luis Enrique Terrazas Seyffert and Alberto Terrazas Seyffert, all members of GCC's Board of Directors.

HÉCTOR ENRIQUE ESCALANTE OCHOA. Mr. Escalante joined GCC in 1999 and has held several senior management positions, starting as President of the Mexico Division. In 2014 he was appointed President of the U.S. Division and in 2015 he was promoted to Chief Executive Officer.

Prior to that, Mr. Escalante held positions in various commercial organizations in Mexico, including positions in the Mexican lumber industry in the departments of finance, planning, sales and marketing. He served as CEO of Plywood Ponderosa de México, S.A. de C.V. and later as President of the Ponderosa Division at Grupo Industrial Durango, S.A. de C.V. Additionally, he has been President of the Portland Cement Association in the United States and is currently a member of the Board of Young Presidents' Organization (YPO) in the Rocky Mountain Chapter in Denver, CO.

Mr. Escalante is a graduate of Industrial and Systems Engineering from the Instituto Tecnológico y de Estudios Superiores de Monterrey. Additionally, he holds an MBA from Cornell University and has participated in several executive programs, including IPADE's D-1 program and Harvard University's Presidents Seminar.

RICARDO NAYA BARBA. Mr. Naya has been a member of the Board of Directors of GCC since 2019. Mr. Naya began his career at CEMEX in 1996, where he has held several executive positions, including Vice President of Strategic Planning for the Central, South America and Caribbean regions; Vice President of Strategic Planning for the Europe, Middle East, Africa and Asia regions; President of CEMEX Poland and Czech Republic; Vice President of Commercial and Marketing in Mexico; Vice President of Commercial and Distribution Segment; and most recently, President of CEMEX Colombia. Currently, he is President of CEMEX Mexico, a position he has held since 2019.

Mr. Naya holds a bachelor's degree in Economics from Instituto Tecnológico y de Estudios Superiores de Monterrey and an M.B.A. from the Massachusetts Institute of Technology.

LUIS GUILLERMO FRANCO CARRILLO. Mr. Franco has been a member of the Board of Directors of GCC since 2017. He began his career at CEMEX in 1999, where he has held several positions mainly in the areas of Planning and Ready-Mix Concrete. From 2005 to 2009 he worked at CEMEX UK, in the areas of Planning and Ready-Mix. In 2009, he was responsible for CEMEX Hungary operations. Currently and since 2016, he is Vice President of the Builders Service Segment for CEMEX Mexico.

Mr. Franco holds a Chemical Engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey. In addition, he holds an M.B.A. from Stanford University.

ANTONIO DIAZ GARCÍA. Mr. Diaz has been a member of the Board of Directors of GCC since 2017. He is currently, Vice President of Strategic Planning at CEMEX, where he has held several positions, including Head of the Concrete Division, Head of Planning and Business Development, Executive Assistant to the CEO, and Head of Corporate Strategic Planning at Cemex Global.

Mr. Diaz holds a Chemical Engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey. In addition, he holds an M.B.A. from Stanford University.

RAFAEL GARZA LOZANO. Mr. Garza has been a member of the Board of Directors of GCC since 2010. He joined CEMEX in 1985 and has served as Senior Vice President of Controlling for the CEMEX Group since 1999.

Mr. Garza holds an Accounting degree and a master's degree in Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey. In addition, he has completed several executive programs at ITAM, Instituto Panamericano de Alta Dirección de Empresa (IPADE), and Harvard Business School.

ARMANDO J. GARCÍA SEGOVIA. Mr. García has been a member of the Board of Directors of GCC since 1991. He is also a member of the board of CEMEX, Hoteles City Express, S.A.P.I. de C.V. and Innovación y Conveniencia, S.A. de C.V., Universidad de Monterrey, Unidos para la Conservación, Pronatura Noreste, A.C., Consejo Consultivo de Flora y Fauna del Estado de N.L., and Museo de la Fauna. He is Honorary Consul of the Kingdom of Denmark in Monterrey, as well as founder and Chairman of the Council of Comenzar de Nuevo, A.C.

Previously, he was officer at CEMEX and Chairman of the board at the following companies: Comisión de Estudios del Sector Privado para el Desarrollo Sustentable (CESPEDES); Gas Industrial de Monterrey, S.A. de C.V.; Coparmex N.L.; Aeropuerto Internacional del Norte, S.C. and Casino de Monterrey, A.C. Mr. García served as member of the Board of Universidad Regiomontana, Executive Committee of Coparmex, The World Environmental Center (WEC), Grupo

Aeroportuario Centro Norte, S.A.B. de C.V.; Parques y Vida Silvestre de N.L., Unidos para la Conservación, Pronatura Noreste, Patronato del Museo de la Fauna and Compañía Industrial de Parras, S.A. de C.V. Additionally, he was Chairman of the Board at the School of Engineering and Information Technology of ITESM.

Mr. García holds a Mechanical Engineering and Management degree from the Instituto Tecnológico y de Estudios Superiores de Monterrey. In addition, he holds an M.B.A. from the University of Texas.

JOSÉ ALBERTO ARAUJO SAAVEDRA. Mr. Araujo has been a member of the Board of Directors of GCC since 2009. He is also Chairman of Consejo de Ciudadanos por la Educación de Chihuahua A.C. and a member of Consejo de Seguridad Pública del Gobierno del Estado de Chihuahua, Observatorio Ciudadano de Seguridad del Estado de Chihuahua, of the Fundación Ficosec A.C, Nacional Financiera S.N.C., Consejo Estratégico de Servicios y Operaciones Integrales, S.A de C.V., Servicios De Previsión Integral, S.A. De C.V. and Copachisa, S.A. de C.V. He is currently, Chief Executive Officer of Innovak Global S.A. de C.V.

Previously, Mr. Araujo was a board member of several civil associations, among them: Fundación del Empresariado Chihuahuense, A.C; Coparmex, Operadora de Tiendas Futurama, S.A. de C.V. and Promotora Comercial Abadán S.A. de C.V. He has been an advisor to more than 60 companies in the fields of: strategy, planning, innovation, quality and productivity. He has given lectures and courses at Tecnológico de Monterrey and other organizations. He carried out a great number of projects for innovation and entrepreneurship in different cities such as: Tallinn, Bangalore, Beijing, Hong Kong, Toulouse, Montreal, Tel Aviv, Haifa, New Delhi, Bangalore, Silicon Valley, Boston, Santiago de Chile, San José Costa Rica and Tokyo. Dr. Araujo has held various positions such as Dean of the Northern Region of Tecnológico de Monterrey, Head of master's Programs, Head of the International Competitiveness Center, and Dean of the Tecnológico de Monterrey Campus Cd. Juárez and Campus Chihuahua.

Mr. Araujo holds an Industrial and Systems Engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey. In addition, he holds an M.B.A. with a major in finance and a Master's in science. He has a PhD in Economics from the University of Havana.

MANUEL ESPARZA ZUBERZA. Mr. Esparza has been a member of the Board of Directors of GCC since 2014. He is currently an Audit Partner at the Firm GOSSLER, S.C. and manager of the Chihuahua and Delicias offices. In addition, he is an active member of Instituto y Colegio de Contadores Públicos de Chihuahua (ICCPCH) and has held several positions within its Board of Directors, including Treasurer and President. Likewise, he is a member of the Financial Reporting Standards Committee of the ICCPCH, and the Auditing Committee of the Government Sector and Chairman of the Quality Control Committee of the Accounting Firms of ICCPCH and the Board of Honor of the ICCPCH. Additionally, he has participated as a speaker in various forums on topics such as International Financial Reporting Standards, International Standards on Auditing, Quality Control of Accounting Firms, Government Accounting and Auditing and Courses to obtain the Certification as Public Accountants. He is currently a Taxpayer's Syndic through CANACINTRA and Professor of Business Academies of Financial Statement Auditing and Government Accounting. Mr. Esparza began his career at GOSSLER, S.C. in 1982 where he has held various positions, including: auditor, President of the Audit Committee and member of the Audit Board of the firm. Mr. Esparza became an Audit Partner in this Accounting Firm in 2000, a position he has held to date. Additionally, he was a member at the national level of the Audit Standards and Procedures Commission (currently CONAA).

Mrs. Esparza has bachelor's degree in Accounting from Universidad Autónoma de Chihuahua. Additionally, he holds diplomas in auditing, government accounting, taxes, finance and social security.

RODRIGO TENA CRUZ. Mr. Tena has been a member of the Board of Directors of GCC since 2019. Currently he serves as an executive and board member of the following companies: Agropecuaria la Norteña, S.A. de C.V., Servicios Hospitalarios de México, S.A. de C.V., Promotora Empresarial del Norte, S.A. de C.V, Automotriz Inmobiliaria, S. A. de C.V., Kalisch Fierro y Acero, S.A. de C.V., Biogás de Juárez, S.A. de C.V., Transportes Soto e Hijos, S.A. de C.V., Impulsora Emergente, S.O.F.O.M. and Inmobiliaria RUBA, S.A de C.V.

In addition, he is a member of Asociación Chihuahuense Colegio de Abogados, A.C. and participates in volunteering activities in the following associations: Educación Básica del Norte, A. C., Esnac A.C. (ITESM Chihuahua), Centro María de Caná, A.C., Asilo de Niños y Casa Hogar I.B.P., Fondo Cultural Chihuahua, A.C., Fundación CIMA Chihuahua, A.C., Misiones Coloniales de Chihuahua, FECHAC, FICOSEC.

Mr. Tena holds a Law degree from Universidad Autónoma de Chihuahua and a master's degree in Corporate Law from Instituto Tecnológico y de Estudios Superiores de Monterrey. In addition, he completed the AD-2 Senior Management program at IPADE. Mr. Tena has also participated in the Management Development Program at Columbia Business School in New York, the Management Program at IESE Business School of the University of Navarra Spain, New York Campus, and the Senior Management Program for Latin American Leaders (PADLA) at the Universidad Austral in Buenos Aires.

Main shareholders

The following table sets forth information concerning beneficial ownership of GCC's capital stock estimated as of December 31, 2020.

Shareholder name	Shares owned	%
CAMCEM	171,658,588	50.877
Treasury shares	6,205,205 ⁽¹⁾	1.839
Public shareholders	159,536,207	47.284
Total	337,400,000	100.0%

⁽¹⁾Resulting from the share repurchase program

Certain members of the Terrazas and Márquez families, which indirectly control CAMCEM, serve as directors or alternate directors of GCC. Specifically, Federico Terrazas Becerra, who is Chairman of the Board, Miguel Márquez Prieto, Enrique G. Terrazas Torres, Luis Márquez Villalobos, Martha Márquez Villalobos and María Carolina Mares Terrazas, who are proprietary members of the Board, and Alberto Terrazas Seyffert, Luis Enrique Terrazas Seyffert, Ana Cecilia Márquez Villalobos and Silvia María Márquez Villalobos, who are alternate directors. Accordingly, CAMCEM, and consequently the Terrazas and Márquez families, through their voting rights at the shareholders' meetings, may be able to elect a majority of the members of the Board of Directors, and therefore exert significant influence over the management. In addition, five of the members of the Board of Directors and their respective alternates have been appointed by CEMEX.

In addition to the persons mentioned above, no other individual or entity owns more than 10.0% of the outstanding capital stock, has significant influence or exercises control over the Company. GCC is not controlled, directly or indirectly by any other entity, foreign government or any other person, and is not aware of any arrangements that would result in a change in control.

At Annual Stockholders' Meeting held on April 30, 2020, shareholders authorized the repurchase of shares for up to an aggregate amount of Ps.1,000 million. During 2020, the number of treasury shares, acquired through the share repurchase program, increased by 1,418,911 shares. The Company uses this program with the intention of promoting the liquidity of GCC shares and reducing price volatility.

Senior Management

Pursuant to the Mexican Securities Market Law and GCC's corporate bylaws, the Chief Executive Officer and Chief Executives must act for the benefit of GCC and not for the benefit of any shareholder or group of shareholders. In addition, GCC's officers' duties include: submit the main business strategies of the Company and those of the companies under the control of GCC to the Board of Directors for approval, propose to the Board of Directors the annual budget, submit proposals for internal control to the Audit Committee, prepare all relevant information related to the activities of GCC and to the activities carried out by companies under GCC's control, disclose all relevant information to the public and maintain adequate accounting, recording systems and internal control mechanisms, prepare and present to the board annual financial statements and implement internal control mechanisms, among other actions.

100% of GCC's senior executives are men, as listed below:

Name	Position	Years of service*
Héctor Enrique Escalante Ochoa	Chief Executive Officer	21
Ronald S. Henley	President of U.S. Division	9
Marcos Ramírez Rivera	President of Mexico Division	30
Jesús Rogelio González Lechuga	Chief Corporate, Technical and Operations Officer	48
Luis Carlos Arias Laso	Chief Financial Officer	24
Sergio Sáenz Gutiérrez	General Counsel and Communications Director	18
Maik Strecker	Chief Planning Officer	1
Luis Jorge Amaya González	Chief Energy Officer	18
Daniel Eduardo Helguera Moreno	Chief Human Resources Officer	6

**As of April 30, 2021*

HÉCTOR ENRIQUE ESCALANTE OCHOA – Chief Executive Officer. Enrique Escalante joined GCC in 1999 and has held several senior management positions, starting as President of the Mexico Division. In 2014 he was appointed President of the U.S. Division and in 2015 he was promoted to Chief Executive Officer.

Prior to that, Enrique held positions in various commercial organizations in Mexico, including positions in the Mexican lumber industry in the departments of finance, planning, sales and marketing. He served as CEO of Plywood Ponderosa de México, S.A. de C.V. and later as President of the Ponderosa Division at Grupo Industrial Durango, S.A. de C.V. In addition, he has been President of the Portland Cement Association in the United States and a member of the Board of Young Presidents' Organization (YPO) in the Rocky Mountain Chapter in Denver, CO.

Enrique holds a degree in Industrial and Systems Engineering from the Instituto Tecnológico y de Estudios Superiores de Monterrey, and an M.B.A. from Cornell University. He has also participated in a number of executive education programs, including IPADE's D-1 program and Harvard University's YPO Presidents Seminar.

RONALD S. HENLEY – President of the U.S. Division. Ron Henley joined GCC in 2012 as Vice-president of Logistics, then served as Vice-president of Concrete and in 2015 he was appointed President of the United States Division. Previously, he spent 15 years at Boral Industries, Inc. where he served as Vice President of Growth and Improvement, President of Boral Construction Materials LLC, as well as Vice President of Operations and Finance at Boral Bricks. In addition, he is Chairman of the Board of the Portland Cement Association (PCA).

Ron's expertise extends to various business segments, including operations, project management, asset acquisitions and sales, business integration and expansion, process optimization, financial management, technology transfer and strategic planning.

Ron holds a bachelor's degree in Finance and Accounting from the University of Missouri. Additionally, he earned the title of Certified Public Accountant (CPA).

MARCOS RAMÍREZ RIVERA. President of the Mexico Division. Marcos Ramírez joined GCC in 1990 and has held various positions in the company including Head of Technical Sales, Government, Infrastructure and Construction segments. In 2018, he was appointed President of the Mexico Division.

Marcos holds a bachelor's degree in Civil Engineering from the Universidad Autónoma de Chihuahua. Additionally, he holds a master's degree in Construction Administration from the Mexican Chamber of Construction Industry. He has also participated in courses on strategic negotiation, leadership, executive development, as well as management and administrative strategy programs.

JESÚS ROGELIO GONZÁLEZ LECHUGA – Corporate Technical and Operations Officer. Rogelio González joined GCC in 1973 and has served as Head of the Physics-Chemistry Lab in the Chihuahua plant, as Chief of Calcination, Superintendent of Production, as Manager of Production in the Juarez plant, as Director of Processes in the Samalayuca plant and as Director of the Juarez and Samalayuca plants. Rogelio was appointed President of the Mexico Division from 2001 to 2018 and in 2018 he was appointed Technical and Operations Officer.

Rogelio holds a degree in Chemical Engineering and a master's degree in Business Administration from the Universidad Autónoma de Chihuahua, and an M.B.A. from the Instituto Tecnológico y de Estudios Superiores de Monterrey.

LUIS CARLOS ARIAS LASO – Chief Financial Officer. Luis Carlos Arias began his career at GCC in 1996 as a Corporate Planning Analyst, then became Manager of Project Assessment and later took charge of Corporate Treasury and Investor Relations. In 2017 he was appointed Chief Financial Officer.

Luis Carlos holds a degree in Financial Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey, where he has also lectured on mergers and acquisitions. Additionally, he holds an MBA from the same institution's exchange program with Midwestern State University and has also completed the D-1 Business Management program at IPADE.

SERGIO SÁENZ GUTIÉRREZ – General Counsel and Communications Officer. Sergio Sáenz joined GCC in 2003 as General Counsel and since 2018 he has been in charge of the Communications Department. In addition, he is a member of the board of Promotora de la Cultura Mexicana, A.C. which supports Casa Chihuahua, Centro de Patrimonio Cultural, as well as secretary of GCC's board of directors and subsidiaries, and Proyectos Proval, S.A. de C.V. Prior to joining GCC, he spent eight years in private practice and two years as Director of Legal Planning in the Strategic Planning Office for the Office of the President in Mexico.

Sergio holds a degree in Law from Universidad Autónoma de Chihuahua, a Masters in Economics Law from La Sapienza in Rome, Italy; a Masters in Corporate Law from the Instituto Tecnológico y de Estudios Superiores de Monterrey and a Master in Environmental Law from the University of Denver. Sergio has also completed the D-1 Management Program at IPADE. He is currently enrolled in a corporate governance executive program.

MAIK STRECKER – Chief Planning Officer. Maik Strecker joined GCC in 2020 as Chief Planning Officer. He has 20 years of management experience holding different positions, such as Vice President of Business Development, Head of Growth & Innovation of the North America Region, Vice President of Marketing, Ready Mix Product Line General Manager, District Sales Manager and Regional Marketing Director, among other positions at LafargeHolcim, Lafarge North America and Holcim Germany AG.

Maik's expertise extends to commercial, operational, sales & marketing, innovation process management, product-line management, international business development and project leadership within global companies.

Maik holds a Civil Engineering and Business Management Degree from Leipzig University of Applied Sciences, and a Bachelor of Arts in European Business Degree from the University of Lincolnshire & Humberside. Additionally, Maik has completed training programs for marketing, general managers, management through influence, safety conscious leadership and sales model, among others.

LUIS JORGE AMAYA GONZÁLEZ – Chief Energy Officer. Luis Amaya joined GCC in 2003 as Manager of Planning and New Projects, in 2017 he was appointed Planning Director and since 2020 he is Head of the Energy Department. Previously, he held positions in the credit and valuation areas of Citibanamex and Banco Santander-Mexicano.

Luis holds a degree in Industrial Engineering and Systems from the Instituto Tecnológico y de Estudios Superiores de Monterrey, and an M.B.A. from the University of Texas in Austin.

Daniel EDUARDO Helguera Moreno – Chief Human Resources Officer. Daniel Helguera joined GCC in 2015 as Head of Human Resources. He has more than 20 years of experience in the human resources, having held managerial, strategic and human capital transformation positions. Previously, Daniel led the human resources department in companies in different countries and industries, including construction, cement, steel, food and technology. Under his guidance, these companies have received Top Companies awards from Grupo Expansión and certifications from

the Great Place to Work Institute.

Daniel holds a degree in Public Accounting from the Instituto Tecnológico y de Estudios Superiores de Monterrey, an M.B.A. from ITESM/EGADE Business School and a master's degree in Human Resources from IE Business School in Madrid.

Executives compensation plan

In order to promote retention and to align the shareholders' interests with those of the officers and key executives, GCC has a compensation plan aligned with global best practice standards, which is composed of a fixed and a variable portion.

The variable portion is linked to the value creation and success of the Company in both short-term and long-term results and represents a larger proportion of the total executive compensation. The variable portion is determined by indicators based on both short- and long-term results. The long-term compensation includes a five-period vesting option.

Board Committees

GCC has an Audit and Corporate Practices Committee comprised of independent members appointed by the Board of Directors, except for the Chairman who is elected by shareholders. The operations of the Committees are subject to the following rules: (i) the annual report on the activities corresponding to each Committee will be prepared by the Chairman of the Committee for presentation to the Board of Directors, (ii) the Committees will meet as often as necessary, and may be called by the Chairman of the Board, 25% of the directors, the Chief Executive Officer or the Chairman of the Committee, (iii) decisions will be taken by a unanimous vote of those present at the meetings, (iv) the alternates of the advisors who are members of the Committees shall also be members of the Committee, (v) each Committee shall designate at its first meeting a person to act as secretary, who shall not be a member of the Committee, an alternate shall be designated on the same terms, and (vi) the Committees shall keep a book of records of their meetings, in which the records of each meeting shall be entered and signed by those who have acted as Chairman and Secretary of the Committee meeting.

During the year ended December 31, 2020, and as of the date of this report, the Audit and Corporate Practices Committee consists of the following persons:

Proprietaries	Alternates
Fernando Ruiz Sahagún - Chairman	José Alberto Araujo Saavedra
Luis Nicolau Gutiérrez	Rodrigo A. Tena Cruz
Héctor Medina Aguiar	Armando J. García Segovia

The Chairman, Fernando Ruiz Sahagún, has a degree in Public Accounting from the Universidad Nacional Autónoma de México and is a founding partner and advisor to the firm Chevez, Ruiz, Zamarripa y Cía., S.C. He has been a member of the Tax Advisory Council at the Ministry of Finance and Public Credit, as well as in the Board of Honor and Government of the Colegio de Contadores Públicos de México, A.C. Additionally, he was Chairman of the Fiscal Commission at the Business Coordinating Council.

Among the functions of the Committee in regard to corporate practices field is to provide its opinion to the Board of Directors on matters of its competence in accordance with the LMV, requesting the opinion of independent experts when deemed appropriate for the adequate performance of its functions. In addition, the Committee is responsible for supporting the Board of Directors with the preparation of reports, as well as any activity established by law or provided for in the Company's bylaws, in accordance with the functions assigned to it by the legal system.

Some of the Committees' functions in matters of audits are to provide its opinion to the Board of Directors on the

matters within its competence according to the applicable legislation; to evaluate the performance of the legal entity, providing external audit services, as well as analyzing the opinion, reports prepared and signed by the external auditor; to recommend or not to the Board of Directors the approval of the company's financial statements; to report on the situation of the internal control and internal audit system of the Company; to support the Board of Directors in the preparation of reports; to inform the Board of Directors of any irregularities detected in its functions; to ensure that the General Manager complies with the resolutions of the Shareholders' Meetings and the Board of Directors of the Company; and any others established by law or provided for in the Company's bylaws, in accordance with the legally assigned functions.

In order to carry out its functions, the Committee may request the opinion of independent experts in cases where it deems appropriate, request reports from the relevant executives and other collaborators of the Company regarding the preparation of financial information and any other type of information that it considers necessary to carry out its functions, receive observations made by shareholders, directors, relevant executives, collaborators and, in general, any third party, request periodic meetings with the relevant executives, as well as the delivery of any type of information related to the internal control and internal audit of the Company or legal entities that it controls.

4.d) Bylaws and other agreements

General

Amendments to GCC's bylaws to comply with the requirements of the LMV were approved in an Extraordinary General Shareholders' Meeting held on December 4, 2006. The bylaws were subsequently amended at the Extraordinary Shareholders' Meeting held on September 12, 2016. A copy of GCC's bylaws, as amended, has been submitted to the CNBV and the BMV and is available for review in the BMV, as well as on its website: www.bmv.com.mx. GCC's registered office is located in the city of Chihuahua, Chihuahua and its main offices are located at Av. Vicente Suárez and 6a. s/n, Col. Nombre de Dios, Chihuahua, Chihuahua.

Furthermore, at the Extraordinary Shareholders' Meeting held on March 23, 2021, the shareholders approved the amendment of GCC's bylaws to change the Company's name from Grupo Cementos de Chihuahua, S.A.B. de C.V. to GGC, S.A.B. de C.V.

Outstanding Capital Stock

GCC's capital stock is variable. As of the date of this report, the minimum fixed capital stock without right of withdrawal totals Ps. 134,960,000, which is fully subscribed and paid, and is represented by 337,400,000 ordinary, common, nominative shares, with no par value, Class I, sole series. The variable portion of the capital stock is unlimited and is represented by ordinary, nominative shares with no par value, Class II, single series. Each share is entitled to one vote at Shareholders' Meetings, and all shares confer equal rights and obligations to their holders.

Changes to capital stock

The fixed portion of the capital stock may be increased or decreased by means of a resolution adopted at an Extraordinary Shareholders' Meeting and upon amendment of GCC's bylaws. The variable portion of the capital stock may be increased or decreased by a resolution adopted at an Ordinary Shareholders' Meeting, without making any amendment to GCC's bylaws. Increases or decreases in the fixed or variable portion of the capital stock must be recorded in the Company's registry of capital variations. New shares cannot be issued unless the previously issued and outstanding shares have been fully paid.

During the last three years and through 2019, there have been no capital increases or share issues.

Registration and Transfer

The shares are represented by nominative share certificates. GCC's shareholders may hold their shares in the form of physical securities or in electronic records in the books of a financial institution authorized to maintain accounts

with Indeval. Indeval will be the registered holder of shares held through electronic records in S.D. Indeval's accounts. Accounts may be maintained at Indeval by brokers, banks and other Mexican and non-Mexican financial institutions and entities authorized to be participants at Indeval. GCC maintains a stock registry and will only recognize the persons registered on such registry as shareholders as long as those persons have nominative share certificates. The Company will also recognize the persons who maintain shares through Indeval accounts as shareholders (presenting Indeval certificates as proof of ownership in addition to certificates issued by depository institutions).

Pursuant to the Securities Market Law, shares transfers must be recorded in the stock registry so that such registry may be correlated with Indeval's records. Physical share certificates may only be transferred by endorsement and delivery, coupled with a notation on the stock registry.

Stockholders Meetings and Voting Rights

General shareholders' meetings may be ordinary or extraordinary. Shareholders may also hold special meetings if different series of shares exist.

Extraordinary general shareholders' meetings will be those called to resolve matters set forth in Article 182 of the General Law on Corporate Entities and, additionally, to approve the cancellation of the registration of the Company's shares on the Mexican National Securities Registry, as well as the amortization of shares representing GCC's capital stock with distributable profits and the issuance of limited vote shares, preferential shares or any other class of shares other than the common shares, capital stock increases in accordance with Article 53 of the Mexican Securities Market Law, as well as any other matter for which the applicable law or corporate bylaws expressly require a special quorum.

Ordinary general shareholders' meetings are those called to resolve any of the following matters:

- discuss, approve or modify the Chief Executive Officer's report referred to in Article 44, section XI and Article 172 of the Mexican Securities Market Law, except for paragraph b), the Board's opinion related to the Chief Executive Officer's report, the Board's report as set forth in Article 28, section IV, paragraph d) of the Mexican Securities Market Law and Article 172, paragraph b) of the General Law on Corporate Entities, the annual report of the Audit and Corporate Practices Committee referred to in Article 43 of the Mexican Securities Market Law and the report related to the operations and activities of the Board;
 - decide the application of the income account;
 - appoint the members of the Board, either principal or alternates, and qualify the independence of each member and determine their compensation;
 - appoint and/or remove the chairman of the Audit and Corporate Practices Committee;
 - increase or reduce the variable portion of the capital stock, except when applicable legal provisions do not require a resolution from a Shareholders' Meeting for purposes of such increase or decrease;
 - approve, without exceeding any legal limit, for each fiscal year, the maximum amount of resources to be allocated to share repurchases in terms of Article 6, section VI, paragraph d) of its bylaws;
 - approve any transaction that GCC or any other company controlled by it may carry out during one fiscal year, when such transaction represents 20% or more of its consolidated assets, based on the financial information corresponding to the immediately preceding quarter, regardless of the form of their execution, whether simultaneous or successive, but which, due to their characteristics, may be deemed as a single transaction; and
- resolve any other matter under its consideration that is not expressly reserved by any legal provision or its bylaws to an extraordinary general shareholders' meeting.

A special Shareholders' Meeting may be called to resolve any matter set forth in Articles 112 and 195 of the General Law on Corporate Entities.

The attendance quorum for general ordinary shareholders' meetings upon first call will be 51% of the outstanding capital stock, and resolutions may be taken by a majority of the capital stock represented therein. The quorum for extraordinary general shareholders' meetings will be at least 75% of the outstanding capital stock, and resolutions

may be taken by the majority of the voting shares of the capital stock, except for resolutions related to any amendment to the provisions of its bylaws related to the cancellation of the registration of the shares at the RNV, which shall require the affirmative vote of at least 95% of the outstanding capital stock. If the aforementioned attendance quorum is not met upon first call, the meeting will be repeated and the shareholders will take the decisions corresponding to the matters contained on the agenda, regardless of the number of shares represented, as long as it is an ordinary meeting. In case of a general extraordinary meeting, the affirmative vote of the majority of the shares representing the capital stock will be required in all cases.

In accordance with Mexican law and GCC's bylaws, shareholders' meetings may be called by (i) GCC Board of Directors, (ii) the Chairman of the Board and (iii) the Audit and Corporate Practices Committee. Shareholders representing at least 10% of the outstanding capital stock may request the Chairman of the Board or the Chairman of the Audit and Corporate Practices Committee to call for a meeting. Except as set forth in its bylaws, any shareholder who owns one share shall have equal rights in any of the events referred to in Article 185 of the General Law on Corporate Entities. If the Board or the chairman of the Audit and Corporate Practices Committee fail to call for the meeting within 15 days or 3 days, respectively, following the date of the request, a civil judge or a district judge located at the corporate domicile may call for the meeting if requested by any shareholder, evidencing for such purposes its corresponding participation in the capital stock.

Calls for shareholders' meetings must be published in the official newspaper of GCC's corporate domicile or in a newspaper of general circulation in its corporate domicile and in the electronic system of the Secretaría de Economía (Ministry of Economy), at least 15 days before the scheduled date of the shareholders' meeting, in the case of first and any subsequent calls. Calls shall contain the matters to be discussed at the meeting. From the date on which a call is published until the date of the corresponding meeting, all relevant information must be made available to the shareholders at the Company's corporate offices.

Preemptive Subscription Right

Under Mexican law and the Company's bylaws, shareholders have preemptive subscription right in respect of all share issuances or capital stock increases, subject to certain exceptions set forth below. If GCC issues additional shares of capital stock, the shareholders will have the right to purchase the number of shares necessary to maintain their existing ownership percentage. Shareholders must exercise their preemptive rights within 15 days following the date of publication of the shareholders' resolution approving the increase of the capital stock on the relevant newspaper of GCC's corporate domicile and in any newspaper of general circulation in its corporate domicile. Under Mexican law, shareholders cannot waive their preemptive rights in advance.

Preemptive rights will not apply to (i) shares issued by GCC in connection with mergers, (ii) the resale of shares held in its treasury or in its balance sheet, as applicable, as a result of repurchases of shares conducted by the Company on the BMV or BIVA, (iii) in the event that holders of its shares entitled to vote at a general shareholders' meeting, approve the issuance of unsubscribed shares, to be placed in a public offering pursuant to Article 53 of the Mexican Securities Market Law, which allows the preemptive subscription right not to apply to public offers carried out by a public traded stock corporation, and (iv) in relation to shares issued in connection with the conversion of convertible notes and other securities.

Restrictions on Ownership and Shares Transfers

Subject to certain exceptions, bylaws require the approval of the Board (i) prior to any acquisition, directly or indirectly, of a block of shares, instruments with reference to or representative of shares, instruments convertible into or exchangeable for shares or rights with respect to shares resulting directly or indirectly in beneficial ownership of shares representing 3% or more of the outstanding shares, (ii) prior to entering into agreements resulting in the formation or adoption of mechanisms or voting association agreements, or of voting in concert or in the aggregate with respect to instruments convertible into or exchangeable for shares or rights with respect to shares representing 3% or more of the outstanding shares (the "Voting Agreement"), and (iii) if any competitor intends to directly or indirectly acquire blocks of shares, instruments with reference to or representative of shares, instruments convertible into or exchangeable for shares or rights with respect to shares. In any case, the approval of the Board must be

granted or denied within 90 days following receipt of the corresponding notice, provided that the Board has received all of the information required to consider and approve the transaction, taking into account that, should the Board not come to a resolution in the time period provided for here, the request shall be considered denied.

If such acquisition or Voting Agreement is approved by the Board and results in the beneficial ownership by a shareholder or group of shareholders of 15% or more of GCC's shares or a change of control in the Company, the person acquiring the shares or executing the respective Voting Agreement is required to make a tender offer for 100% minus one of the aggregate outstanding shares at a price equal to the highest of (i) the book value per share of the shares pursuant to the last quarterly financial statements approved by the Board or reported to the CNBV or to the BMV, (ii) the highest closing trading price of the shares on the BMV published within the 365 days prior to the date of request or of the date of the relevant transaction approval by the Board, or (iii) the highest price per any share paid at any time by the person who, individually or in the aggregate, directly or indirectly, has the intention of acquiring the shares or entering into a Voting Agreement that is required to be authorized by the Board, plus, in each case, a 20% premium with respect to the price per share payable; provided, however, that the Board may modify the amount of such premium (upward or downward) considering the opinion of a prestigious investment bank.

In evaluating the authorization requests, the Board shall take into account the factors that it deems relevant, considering the interests of the Company and those of its shareholders, including financial, market and business factors as well as the solvency of the potential acquirers, the origin of the funds to be used by the potential purchaser for the acquisition, potential conflict of interests, protection of GCC's minority shareholders, the expected benefits for its future development, the impact on plans and budgets, the quality, accuracy and veracity of the information submitted by the potential purchaser, the viability of the offer, the price offered, the conditions of the offer, the identity and credibility of the offerors (to the extent it is possible to determine and without any liability whatsoever for the Board members or the shareholders), the reasons for the execution and timing of the Voting Agreement, the sources of financing for the offer and the term for its conclusion, and any other factors that the Board may deem necessary or convenient.

Notwithstanding the foregoing, regardless of the percentage held by the shareholder or holder of the corresponding securities, such authorization will not be required whenever the transfer is made by inheritance. If shares, or rights with respect to such shares, are acquired or Voting Agreements are executed without the required prior written consent of the Board, the alleged shareholder or shareholders, will not be allowed to exercise the rights corresponding to such shares or instruments (including economic rights) and such shares or instruments will not be counted for purposes of determining quorum or required majorities for approving any resolution at shareholders' meetings, and the Company will abstain from registering the aforementioned presumed shareholder or shareholders in the shares registry, and the registration carried out by the applicable institution for depositing securities pursuant to the applicable legislation shall be without effects, and the evidence or listings referred to by Article 290 of the Mexican Securities Market Law will not be acknowledged or given any value, thus they will not show ownership of the shares or evidence the right to attend the shareholders meetings, nor will legitimate the exercise of any actions, including procedural actions. The person, persons or group of persons who acquire shares or other instruments in violation of these provisions shall transfer the shares or instruments to the interested third party that is approved and appointed by the Board of Directors pursuant to article 130 of the LGSM.

Change of Control

Under the Mexican Securities Market Law, any person or group of persons that, directly or indirectly, in a single transaction or in a series of transactions, intends to acquire control of GCC's outstanding shares, should, besides obtaining the approval of the Board, as explained in the paragraph above, undertake a tender offer for 100% of the shares minus one, at a price equal to the greater of (i) the average trading price for the shares during the 30 trading days prior to the offer, or (ii) the last reported book value per share. GCC's bylaws contain stricter provisions in connection with a change of control than those provided by the Mexican Securities Market Law. The latter defines control, for these purposes, as (i) the power to impose decisions, directly or indirectly, at a shareholders' meeting, (ii) the right to vote 50% or more of GCC's shares, or (iii) the ability to cause, directly or indirectly, the management, strategy or policies to be followed in a certain way. This obligation derives from the provisions of the Mexican

Securities Market Law and should be read in conjunction with the provisions of the preceding paragraph.

Dividends

The Board of Directors and the Chief Executive Officer must submit for approval of the annual ordinary general Shareholders' Meeting the financial statements of the previous fiscal year. Upon approval of such financial statements by the shareholders' meeting, the shareholders will determine the distribution of the net income of the previous fiscal year. Under Mexican law and GCC's bylaws, prior to any payment of dividends, at least 5% of the net earnings must be allocated to a legal reserve fund, until such legal reserve fund is equal to at least 20% of the capital stock. Additional amounts may be allocated to other reserve funds at the discretion of the shareholders, including the amount allocated to a fund for the repurchase of shares. The remaining balance, if any, may be distributed as dividends. Dividends will not be distributed if losses from previous fiscal years have not been absorbed or paid in full.

Repurchase of Shares

In accordance with GCC's bylaws and the Mexican Securities Market Law, the Company may repurchase its own shares, without being applicable the first paragraph of Article 134 of the General Law on Corporate Entities, through the BMV, on the prevailing market price, except for public bids or auctions authorized by CNBV, and as long as such purchase is made against the stockholders' equity, to the extent such shares are owned by the Company, or to the capital stock in the event that those shares are converted into unsubscribed treasury shares, in which case the resolution of the Shareholders' Meeting will not be needed.

Dissolution or Liquidation

Upon the Company's dissolution or liquidation, GCC's shareholders will appoint one or more liquidators at an Extraordinary Shareholders' Meeting. All fully paid and outstanding shares of the capital stock will be entitled to participate equally in any liquidation proceeds.

Rights of Minority Stockholders

Pursuant to the Mexican Securities Market Law, GCC's bylaws include a number of minority shareholder protections. These minority protections include, among others, the following:

- Holders of at least 10% of the Company's outstanding voting shares may:
 - Request a call for a Shareholders' Meeting;
 - Request that resolutions with regarding any matter of which they were not sufficiently informed be postponed; and
 - Appoint one member of the Board and one alternate member of the Board.
- Holders of 20% of the outstanding shares with voting rights may oppose judicially to the resolutions of the Shareholders' Meetings, in which they are entitled to vote, without the percentage referred to in article 201 of the LGSM being applicable; and
- Shareholders representing at least 5% of the capital stock may exercise a remedy for civil liability (for the Company's benefit and not for the benefit of the plaintiff), against all or any of the directors for breach of their duty of care or duty of loyalty in an amount equal to the damages caused to GCC. Actions seeking such remedies will prescribe five years after the event.

Other Provisions

Duration

GCC's corporate existence under its bylaws is indefinite.

Purchases of Shares by GCC's Subsidiaries

GCC's subsidiaries or other entities controlled by the Company may not purchase, directly or indirectly, shares representing its capital stock.

Conflicts of Interest

Any member of the Board who, in a given transaction, has an interest opposed to that of the Company must disclose it and abstain from all deliberation and resolution in this respect. Any director who contravenes this provision shall be liable for any damages caused to the Company, as well as any breach of his duty of care.

In accordance with the Mexican General Law on Corporate Entities, shareholders with a conflict of interest must abstain from any deliberation in connection in the matter. Shareholders violating such provision shall be liable for damages caused to the Company if the transaction has not been approved without such shareholder's vote.

Jurisdiction

GCC's bylaws provide that any controversy between the shareholders and the Company, or between its shareholders, shall be submitted to the jurisdiction of the courts of the city of Chihuahua, Chihuahua.

Right to Separation

In the event that a change in the corporate purpose, nationality or transformation from one corporate form to another is approved by GCC's shareholders, any voting shareholder who has voted against the approval of these matters at the Shareholders' Meeting shall have the right to separate from the company and receive the book value of its shares in accordance with the latest financial statements approved by the shareholders, provided that the shareholder exercises this right within 15 days after the meeting at which the change was approved.

Cancellation of the Registration in the RNV

Pursuant to GCC's bylaws and the Mexican Securities Market Law, the Company will be required to make a public tender offer to purchase the shares of the minority shareholders in the event that the listing of GCC's shares on the BMV is cancelled, either by the Company's resolution or by order of the CNBV. The controlling shareholders will be secondarily liable for the fulfillment of these obligations.

Board of Directors Committees

Like any other public company, GCC has an Audit and Corporate Practices Committee. The members of the Audit and Corporate Practices Committee must be independent and appointed by the Board of Directors, except for the chairman who is elected by GCC's shareholders. The operation of Board committees is subject to the following rules: (i) the annual report on the activities of each committee shall be prepared by the chairman of the committee for submission to the Board of Directors, (ii) the committees shall meet as often as necessary and may be called by the chairman of the board, 25% of the board members, the chief executive officer, or by the chairman of said committee, (iii) decisions shall be made by unanimous vote of those attending the committee meetings, (iv) the alternates for the board members serving on the committee shall also have that character in relation to the integration of the committee, (v) each committee at its first session will appoint the persons who will serve as secretary and alternate secretary, neither of whom will be member of the committee, and (vi) the committees shall keep a book of minutes for their sessions, in which the minutes of each session shall be recorded, and which will be signed by the persons

who acted as chairman and secretary in the Committee session.

5) Capital Market

5.a) Shareholding structure

Refer to section 2.b.xii

5.b) Performance of GCC's shares listed on the Mexican Stock Exchange

As of April 30, 2021, the total number of shares representing the fixed portion of GCC's capital stock is 337,400,000, of which 6,205,205 shares are held in GCC's treasury, leaving a total of 331,194,795 shares outstanding. The performance of these shares on the Mexican Stock Exchange is summarized below, in nominal pesos.

GCC's share price at the end of the last five fiscal years

(prices in Mexican pesos)

Period	Closing price	Trading volume	Maximum price	Minimum price
2016	68.40	16,261,604	68.88	41.50
2017	91.47	61,838,367	97.87	65.25
2018	100.44	113,487,558	134.98	89.46
2019	100.86	103,292,211	113.65	93.12
2020	120.02	139,909,265	122.30	60.30

GCC's share price at the quarterly close of the last two fiscal years

(prices in Mexican pesos)

Period	Closing price	Trading volume	Maximum price	Minimum price
I – 2019	107.13	44,383,095	113.65	95.20
II – 2019	105.81	23,251,266	112.66	98.38
III – 2019	105.40	16,458,942	110.00	93.12
IV – 2019	100.86	19,198,908	109.88	97.26
I – 2020	69.95	25,315,741	103.20	65.01
II – 2020	96.70	42,197,700	99.00	60.30
III – 2020	103.03	35,702,350	110.96	91.06
IV – 2020	120.02	36,693,474	122.30	99.00

GCC's share price at the end of each month for the six months prior to the filing of this report
(prices in Mexican pesos)

Period	Closing price	Trading volume	Maximum price	Minimum price
October 2020	106.81	11,466,126	108.79	99.00
November 2020	106.12	13,162,988	109.39	101.12
December 2020	120.02	12,064,360	122.30	106.10
January 2021	130.42	8,117,047	134.00	116.30
February 2021	130.81	8,711,374	135.96	121.70
March 2021	141.86	8,945,882	150.18	129.40

GCC was included for the first time in the MSCI family of stock indices on June 1, 2018, being part of indices referenced as MSCI Mexico Small Cap, Emerging Markets (EM) Small Cap, EM Latin America IMI Value Weighted, EM Latin America ex Brazil Small and Mid-Cap Growth, among others. In March 2019, GCC was included in the FTSE Mexico All Cap index and in September 2019 it was included in the FTSE BIVA index. Additionally, GCC was part of the S&P/BMV IPC index of the Mexican Stock Exchange, from September 24, 2018, to April 24, 2020, and was included again in September 2020.

5.c) Market maker

On March 12, 2018, GCC entered into a market maker services agreement with UBS Casa de Bolsa, S.A. de C.V, UBS Grupo Financiero. On that date, UBS Grupo Financiero started trading GCC shares listed in the Mexican Stock Exchange, with an effective date of twelve months, with the option to be cancelled 6 months after the beginning of the contract or to be renewed at the end of the term. The market maker agreement was terminated on September 25, 2018.

The average daily volume of GCC shares between March 12 and September 24, 2018, was 406,536 shares, while the average daily volume of the market maker was 44,800 shares, representing 11.0% of the average daily operations of GCC shares.

During said period, GCC shares closing price had a slight increase of 23.8%, going from Ps. 99.93 to Ps. 123.73.

The Market Maker promotes GCC shares liquidity, sets reference prices and contributes to the stability and continuity of such prices. These tasks are achieved by quoting a minimum amount of \$200,000.00 and bidding with a maximum differential of up to 3%.

During the term of the agreement, the market maker promoted the liquidity of GCC shares, established reference prices and contributed to the stability and continuity of the securities. These functions were performed by operating a minimum bid amount of Ps. 400,000 and establishing bid and ask positions with a maximum spread of up to 3%.

In addition, during that period GCC was included in the MSCI index family and in the S&P/BMV IPC index of the Mexican Stock Exchange, therefore, increases in price and volume of GCC's shares are also attributed to this, as well as to the Company's performance, strong financial results and corporate strategy.

During 2020 and as of the date of this report, GCC does not have a market maker.

6) Legal representatives



GCC, S.A.B. de C.V.

Chihuahua, Chihuahua, México a 30 de abril de 2021

Los suscritos manifestamos bajo protesta de decir verdad que, en el ámbito de nuestras respectivas funciones, preparamos la información relativa a la emisora contenida en el presente reporte anual, la cual, a nuestro leal saber y entender, refleja razonablemente su situación. Asimismo, manifestamos que no tenemos conocimiento de información relevante que haya sido omitida o falseada en este reporte anual o que el mismo contenga información que pudiera inducir a error a los inversionistas.

Atentamente,

A blue ink signature of Héctor Enrique Escalante Ochoa, consisting of a stylized 'H' and 'E'.

Héctor Enrique Escalante Ochoa
Director General

A blue ink signature of Luis Carlos Arias Laso, featuring a large, stylized 'L' and 'A'.

Luis Carlos Arias Laso
Director de Administración y Finanzas

A blue ink signature of Sergio Sáenz Gutiérrez, written in a cursive style.

Sergio Sáenz Gutiérrez
Director Jurídico

GCC, S.A.B. de C.V.

Vicente Suárez y 6ª S/N
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Chihuahua, Chih., México

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www.gcc.com

GCC, S.A.B. de C.V.

MANIFESTACIÓN DE CONSENTIMIENTO PARA LA INCLUSIÓN EN EL REPORTE ANUAL EL INFORME DE AUDITORÍA EXTERNA Y DE REVISIÓN DE LA INFORMACIÓN DEL INFORME ANUAL

Al Presidente del Comité de Auditoría y a la Administración de GCC, S.A.B. de C.V. (antes Grupo Cementos de Chihuahua, S.A.B. de C.V.)

En los términos del artículo 39 de las "Disposiciones de carácter general aplicables a las Emisoras supervisadas por la Comisión Nacional Bancaria y de Valores (la "Comisión") que contraten servicios de auditoría externa de estados financieros básicos publicadas en el Diario Oficial de la Federación ("DOF") del 26 de abril de 2018 y sus modificaciones posteriores (las "Disposiciones"), y del artículo 84 Bis de las "Disposiciones de carácter general aplicables a emisoras de valores y otros participantes del mercado de valores publicadas en el DOF del 19 de marzo de 2003 y sus modificaciones posteriores" (la "Circular Única de Emisoras"), en nuestro carácter de auditor externo de los estados financieros consolidados por el año que terminó el 31 de diciembre de 2020 de GCC, S. A. B. de C. V. (antes Grupo cementos de Chihuahua, S.A.B. de C.V.) (la "Emisora"), manifestamos lo siguiente:

- I. Que expresamos nuestro consentimiento para que la Emisora incluya en el reporte anual, el Informe de Auditoría Externa que al efecto emitimos.
- II. Lo anterior en el entendido de que previamente nos cercioramos que la información contenida en los Estados Financieros Básicos Consolidados incluidos en el reporte anual, así como cualquier otra información financiera comprendida en dichos documentos cuya fuente provenga de los mencionados Estados Financieros Básicos Consolidados o del Informe de Auditoría que presentamos coincide con la auditada, con el fin de que dicha información sea hecha del conocimiento público.

Atentamente

Galaz, Yamazaki, Ruiz Urquiza, S.C.



C.P.C. Gabriel González Martínez
Apoderado (*Representante Legal*)
Monterrey, México
28 de abril de 2021



C.P.C. Fernando Noguera Conde
Auditor externo independiente
Monterrey, México
28 de abril de 2021

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7) Appendix

7.a) Consolidated financial statements for the years ended 2020, 2019 and 2018

**GRUPO CEMENTOS DE CHIHUAHUA, S.A.B. DE C.V.
AND SUBSIDIARIES**

Consolidated Financial Statements for the Years
Ended December 31, 2020, 2019 and 2018, and
Independent Auditors' Report Dated March 19, 2021



GRUPO CEMENTOS DE CHIHUAHUA, S.A.B. DE C.V. AND SUBSIDIARIES

**Independent Auditors' Report and Consolidated Financial Statements for 2020,
2019 and 2018**

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Independent Auditors' Report to the Board of Directors and Stockholders of Grupo Cementos de Chihuahua, S. A. B. de C. V.

(In thousands of U.S. dollars)

Opinion

We have audited the consolidated financial statements of Grupo Cementos de Chihuahua, S.A.B. de C.V. and subsidiaries (the Company), which comprise the consolidated statements of financial position as of December 31, 2020, 2019 and 2018, and the consolidated statements of profit, consolidated statements of other comprehensive income, consolidated statements of cash flows and consolidated statements of changes in stockholders' equity, for the years then ended, and the notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Company as of December 31, 2020, 2019 and 2018, and their consolidated financial performance and their consolidated cash flows for the years then ended, in accordance with International Financial Reporting Standards (IFRS and or IAS), as issued by the International Accounting Standards Board (IASB).

Basis for Opinion

We conducted our audits in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Company in accordance with the "International Ethics Standards Board for Accountants' Code of ethics for Professional Accountants" (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in accordance with Code of Ethics issued by the Mexican Institute of Public Accountants (IMCP Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code and with the IMCP Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined that the matters described below are the key audit issues which should be communicated in our report.



1. Evaluation of goodwill impairment

Due to the importance of the goodwill balance and the economic changes to certain markets in which the Company operates, goodwill must be adequately reviewed to identify potential impairment. The conclusion as to whether the book value of goodwill is recoverable requires that the Company's management prepare significant estimates regarding key assumptions to determine expected future cash flows. The goodwill balance was generated by business acquisitions in the United States of America. In order to evaluate for potential impairment, the Company has identified two cash generating units involving the Company's Cement and Concrete Divisions.

IAS 36, "Impairment of Assets," requires the performance of an impairment test each year, which utilizes future discounted cash flows to ascertain the potential impairment of the book value of the acquired assets. We identified a risk associated with the assumptions utilized by management to determine that the discount rate used might not be reasonable based on current market conditions and those prevailing in the foreseeable future.

As auditors, we have analyzed the key assumptions utilized in the impairment model, specifically including cash flow projections, discount rates, the long-term growth rate and operating margin. Our valuation specialists assisted us to independently evaluate the inputs utilized and the methodology to prepare the impairment test. We have also tested the completeness and accuracy of the impairment calculation. The result of our audit procedures were satisfactory.

As discussed in Note 27 to the consolidated financial statements, for the years ended December 31, 2019 and 2018, the Company recognized an impairment loss on goodwill in the consolidated statement of income attributable to the Concrete cash generating unit in the United States of America of \$ 6,339 and \$ 4,151, respectively.

2. Deferred income taxes

Certain of the Company's subsidiaries in Mexico and the United States of America generated tax losses in prior years, which have not yet been utilized against tax profits. Accordingly, deferred tax assets have been recognized in the consolidated statements of financial position as of December 31, 2020 for \$ 116,201 from the subsidiaries in Mexican and \$ 34,452 from the subsidiaries in the United States of America.

According to the IAS 12, "Income Taxes", when determining deferred income taxes, the Company estimates the probability of generating a tax benefits in future periods so as to be able to utilize the deferred assets generated by tax losses; however, there is a risk that i) the assumptions utilized by management to calculate future cash flows might not be reasonable based on current conditions and those prevailing in the foreseeable future; ii) assumptions regarding transactions performed outside the normal course of business might be considered; and/or iii) a reasonable recovery period might not be considered, or iv) there are incorrect calculations.

The audit procedures we applied to mitigate the risk related to the determination of deferred taxes included verifying the reasonableness of the assumptions used by management to determine the recoverability of tax losses and our tax specialist assisted us in the application of our audit procedures. The result of our audit procedures were satisfactory.

The accounting policy utilized by the Company to recognize deferred taxes, together with details of their disclosure, are included in Notes 4.x and 23, respectively, to the accompanying consolidated financial statements.



3. Contingencies

As a result of its operations, the Company is involved in a series of legal proceedings. Given the nature of most of these proceedings or the inability to determine a reasonable estimate of the potential loss, a provision has not been recognized. Furthermore, the specialists engaged by the Company's management consider that the verdicts issued for these proceedings will not adversely affect the Company's consolidated financial position or their consolidated result of operations.

A commercial lawsuit has been filed against the Company following the sale of its 47.02% equity in a joint venture in previous years; the cancellation of this sale has been requested. The lawsuit has evolved through different stages in which both favorable and unfavorable verdicts have been issued to the Company; however, in the opinion of the specialists engaged by management, the Company has a good chance of obtaining a favorable verdict that will not imply any economic loss.

Our audit procedures consisted of the following:

- i) Perform inquiries with Company's management regarding the status of this lawsuit.
- ii) Verify the publicly available information with regard to the status of the lawsuit.
- iii) Obtain the purchase-sale contract executed to sell the Company's shares in the joint venture.
- iv) Obtain confirmation from the specialists engaged by the Company regarding the status of the lawsuit and their evaluation of the facts.

The result of our audit procedures were satisfactory as it relates to this matter.

The accounting policy utilized by the Company for contingencies and details of its disclosure are included in Notes 4.x and 30, respectively, to the accompanying consolidated financial statements.

Information Other than the Consolidated Financial Statements and Auditors' Report Thereon

Management is responsible for the other information. The other information comprises the information that will be included in the Annual Report that the Company will prepare according to Article 33, Section I, paragraph b) Fourth Title, First Chapter of the "General Provisions Applicable to Issuers and Other Stock Market Participants in Mexico", together with the Instructions Guide accompanying these provisions (the Provisions). The Annual Report is expected to be made available to us after the date of this audit report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements, or from our knowledge obtained during the audit, or otherwise appears to be materially misstated. When we read the Annual Report, we will issue a statement in this regard over our reading of the Annual Report, as required by Article 33, Section I, paragraph b), number 1.2 of the Provisions.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the "going concern" basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.



Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concerns basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Company audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We will also provide those charged with governance of the Company with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.





From the matters communicated with those charged with governance of the Company, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Galaz, Yamazaki, Ruiz Urquiza, S. C.

Member of Deloitte Touche Tohmatsu Limited

C.P.C. Fernando Noguera Conde

March 19, 2021



Consolidated statements of financial position

(In thousands of U.S. dollars (\$))

			As of December 31,		
	Note	2020	2019	2018	
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	6	\$ 562,144	\$ 350,523	\$ 251,818	
Accounts receivable:					
Trade accounts receivable, net	7	75,214	92,345	78,881	
Other accounts receivable	7	44,983	57,637	59,311	
Due from related parties	8	2,530	2,526	1,417	
		122,727	152,508	139,609	
Inventories	9	132,738	138,288	132,178	
Prepaid expenses	12	12,527	12,399	10,547	
Total current assets		830,136	653,718	534,152	
NON-CURRENT ASSETS					
Investments in associates, joint venture and other investments	13	19,090	18,313	15,548	
Property, plant and equipment, net	14	955,592	1,015,909	1,027,760	
Lease right of use asset, net	10	27,954	40,531	-	
Goodwill	17	212,598	240,545	246,884	
Intangible assets, net	18	66,766	68,508	73,251	
Other assets	19	23,853	20,110	4,937	
Total non-current assets		1,305,853	1,403,916	1,368,380	
TOTAL ASSETS					
		\$ 2,135,989	\$ 2,057,634	\$ 1,902,532	

See accompanying notes to consolidated financial statements.



		As of December 31,		
	Note	2020	2019	2018
LIABILITIES AND EQUITY				
SHORT-TERM LIABILITIES				
Payables and current portion of long-term financial debt	21	\$ 92,000	\$ 25,425	\$ 4,400
Trade accounts payable		89,079	83,625	83,223
Due to related parties	8	2,205	1,164	1,204
Short-term employee benefits	20	35,639	31,852	27,952
Accrued expenses and taxes	22	47,477	41,402	42,267
Provisions	22	2,116	2,651	3,177
Current portion of lease liability	11	18,397	20,788	-
Total current liabilities		286,913	206,907	162,223
LONG-TERM LIABILITIES				
Long-term financial debt	21	536,851	624,566	645,936
Long term portion of lease liability	11	8,114	20,661	-
Employee benefits	20	49,937	45,944	35,536
Provision for environmental restoration	22	18,921	22,677	21,969
Other long-term liabilities		576	267	1,408
Income taxes payable	23	4,302	11,132	19,458
Deferred income tax	23	55,233	50,943	43,786
Total non-current liabilities		673,934	776,190	768,093
Total liabilities		960,847	983,097	930,316
STOCKHOLDERS' EQUITY				
Capital stock	24	32,070	32,076	32,068
Additional paid-in capital		148,365	148,365	148,365
Legal reserve		22,659	22,659	22,659
Retained earnings		1,268,100	1,157,450	1,051,833
Other comprehensive loss		(296,682)	(286,046)	(282,741)
Equity attributable to owners of the Company		1,174,512	1,074,504	972,184
Non-controlling interest		630	33	32
Total stockholders' equity		1,175,142	1,074,537	972,216
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY		\$ 2,135,989	\$ 2,057,634	\$ 1,902,532



Consolidated statements of profit

(In thousands of U.S. dollars (\$), except earnings per share)

		For the years ended December 31,		
	Note	2020	2019	2018
Net sales	29	\$ 937,750	\$ 934,115	\$ 883,230
Cost of sales	26	647,890	667,201	637,864
Gross profit		289,860	266,914	245,366
General, administrative and selling expenses	26	78,524	83,348	75,530
Operating income before other expenses		211,336	183,566	169,836
Other expenses, net	27	23,640	7,289	8,341
Operating income		187,696	176,277	161,495
Financial expenses	28	35,814	41,002	50,577
Financial income – interest income		6,363	8,849	6,461
Exchange gain (loss), net		944	(4,141)	(342)
Share of profit of associates and joint venture		1,703	2,163	4,749
Profit before income taxes		160,892	142,146	121,786
Income taxes	23	(31,185)	(25,409)	(16,692)
Profit before discontinued operations		129,707	116,737	105,094
Loss from discontinued operations	16	-	-	(40,055)
Consolidated net income for the year		\$ 129,707	\$ 116,737	\$ 65,039
Consolidated net income for the year attributable to:				
Owners of the Company		129,706	116,733	65,037
Non-controlling interests		1	4	2
Consolidated net income for the year		\$ 129,707	\$ 116,737	\$ 65,039
Basic and diluted earnings per share:				
Weighted average outstanding shares (thousands)		331,195	332,586	332,269
Basic and diluted earnings per share of controlling interest (in dollars)		\$ 0.39	\$ 0.35	\$ 0.20

See accompanying notes to consolidated financial statements.



Consolidated statements of other comprehensive income

(In thousands of U.S. dollars (\$))

	Note	For the years ended December 31,		
		2020	2019	2018
Consolidated net income for the year		\$ 129,707	\$ 116,737	\$ 65,039
Other comprehensive income:				
Items that may be reclassified to net income in the future:				
Cumulative translation adjustments - net	24	(15,182)	(11,934)	(1,305)
Items that will not be reclassified to net income in the future:				
Remeasurements of employee benefits	24	6,494	12,327	(9,442)
Income taxes effect	24	(1,948)	(3,698)	2,833
Total comprehensive loss		(10,636)	(3,305)	(7,914)
Consolidated comprehensive income for the year		\$ 119,071	\$ 113,432	\$ 57,125
Consolidated comprehensive income for the year attributable to:				
Owners of the Company		\$ 119,070	\$ 113,431	\$ 57,123
Non-controlling interests		1	1	2
		\$ 119,071	\$ 113,432	\$ 57,125

See accompanying notes to consolidated financial statements.



Consolidated statements of cash flows

(In thousands of U.S. dollars (\$))

		For the years ended December 31,		
	Note	2020	2019	2018
Cash Flows from operating activities				
Consolidated net income for the year		\$ 129,707	\$ 116,737	\$ 65,039
Adjustments for:				
Increase in pensions and seniority premium	20	7,532	6,484	5,609
Share of profit of associates and joint venture		(1,703)	(2,163)	(4,749)
Discontinued operations	16	-	-	40,055
Cash flows of discontinuous ordinary operations	16	-	-	1,694
Depreciation	14	70,777	79,254	79,314
Depreciation for lease right of use asset	10	15,594	19,141	-
Amortization	18	10,574	10,011	7,212
Impairment of goodwill and other non-current assets	27	689	6,339	4,151
Loss on disposal of business	27	28,175	-	-
Loss (gain) on sale of property, plant and equipment		744	(1,084)	(68)
Income tax	23	31,185	25,409	16,692
Financial expenses	28	35,814	41,002	50,577
Financial income – interest income		(6,363)	(8,849)	(6,461)
Movements in working capital:				
Trade accounts receivable		17,131	(13,464)	12,457
Due to related parties		1,041	44	1,078
Other accounts receivable		12,650	481	(16,366)
Other assets		926	(603)	-
Inventories		5,550	(6,110)	(18,966)
Prepaid expenses		(128)	(2,698)	1,985
Trade accounts payable		4,182	127	(6,009)
Direct benefits paid to employees	20	(4,176)	(2,604)	(2,587)
Accrued provisions and liabilities		429	(23,974)	1,766
Cash generated from operations		360,330	243,480	232,423
Interest received		6,363	8,849	6,461
Income tax paid		(31,949)	(22,341)	(24,533)
Net cash flows generated by operating activities		334,744	229,988	214,351
Cash flows from investing activities				
Purchases of property, plant and equipment and other assets		(37,926)	(64,700)	(109,236)
Proceeds from disposal of property, plant and equipment		2,961	2,722	1,031
Discontinued operation	16	-	-	118,470
Business combination	15	-	-	(107,516)
Net cash flows used in investing activities		(34,965)	(61,978)	(97,251)
Cash Flows from financing activities				
Payments of short-term and long-term financing	21	(25,425)	(4,400)	(434,863)
Payment of leases	11	(19,025)	(20,758)	-
Proceeds from short and long-term financing	21	-	-	400,000
Commission for prepayment of debt		-	-	(6,934)
Repurchase of own shares		(5,730)	-	-
Interest paid		(25,999)	(33,449)	(40,136)
Dividends paid	24	(7,005)	(14,383)	(12,553)
Net cash flows used in financing activities		(83,184)	(72,990)	(94,486)
Net increase in cash and cash equivalents		216,595	95,020	22,614
Adjustment to cash flows for variations in exchange rates		(4,974)	3,685	(3,729)
Cash and cash equivalents at the beginning of the year		350,523	251,818	232,933
Cash and cash equivalents at the end of the year		\$ 562,144	\$ 350,523	\$ 251,818

See accompanying notes to consolidated financial statements.



Consolidated statements of changes in stockholders' equity

(In thousands of U.S. dollars (\$))

	Capital stock	Additional paid-in capital	Legal reserve	Retained earnings	Other comprehensive loss	Equity attributable to owners	Non-controlling interest	Total stockholders' equity
Balances as of January 1, 2018	\$ 32,070	\$ 148,365	\$ 22,659	\$ 1,000,666	\$ (274,827)	\$ 928,933	\$ 30	\$ 928,963
Consolidated net income for the year	-	-	-	65,037	-	65,037	2	65,039
Dividends declared	-	-	-	(12,553)	-	(12,553)	-	(12,553)
Repurchase of own shares	(2)	-	-	(1,317)	-	(1,319)	-	(1,319)
Other items of comprehensive income	-	-	-	-	(7,914)	(7,914)	-	(7,914)
Balances as of December 31, 2018	\$ 32,068	\$ 148,365	\$ 22,659	\$ 1,051,833	\$ (282,741)	\$ 972,184	\$ 32	\$ 972,216
Consolidated net income for the year	-	-	-	116,733	-	116,733	4	116,737
Dividends declared	-	-	-	(14,383)	-	(14,383)	-	(14,383)
Sale of own shares	8	-	-	3,267	-	3,275	-	3,275
Other items of comprehensive income	-	-	-	-	(3,305)	(3,305)	(3)	(3,308)
Balances as of December 31, 2019	\$ 32,076	\$ 148,365	\$ 22,659	\$ 1,157,450	\$ (286,046)	\$ 1,074,504	\$ 33	\$ 1,074,537
Consolidated net income for the year	-	-	-	129,706	-	129,706	1	129,707
Dividends declared	-	-	-	(13,886)	-	(13,886)	-	(13,886)
Business acquisition	-	-	-	-	-	-	596	596
Repurchase of own shares	(6)	-	-	(5,170)	-	(5,176)	-	(5,176)
Other items of comprehensive income	-	-	-	-	(10,636)	(10,636)	-	(10,636)
Balances as of December 31, 2020	\$ 32,070	\$ 148,365	\$ 22,659	\$ 1,268,100	\$ (296,682)	\$ 1,174,512	\$ 630	\$ 1,175,142

See accompanying notes to consolidated financial statements.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
(In thousands of U.S. dollars (\$))

1. Description of activities

Grupo Cementos de Chihuahua, S.A.B. de C.V. is a holding company that is organized under the laws of Mexico and whose subsidiaries are principally engaged in the production and sale of hydraulic cement, concrete and aggregates in the markets of Mexico (state of Chihuahua) and the United States of America (in the central corridor from the state of Texas and New Mexico to Montana and North Dakota). Grupo Cementos de Chihuahua, S.A.B. de C.V. is listed on the Mexican Stock Exchange (BMV, by its acronym in Spanish) and is a subsidiary of CAMCEM, S.A. de C.V. (direct holding), an entity that owns 50.8% of its shares and 49.2% is traded on the BMV with the symbol GCC *.

Hereinafter the terms "GCC" or the "Company" are used to refer to Grupo Cementos de Chihuahua, S.A.B. de C.V. and Subsidiaries.

The corporate offices are located at Avenida Vicente Suarez and calle Sexta s/n, Colonia Zona Industrial Nombre de Dios, C.P. 31105, Chihuahua, Chihuahua, Mexico.

2. Application of new and revised International Financial Reporting Standards

a. Application of new and revised International Financing Reporting Standards ("IFRS" or "IAS") that are mandatorily effective for the current year

In the current year, the Company implemented a series of new and modified IFRS, issued by the International Accounting Standards Board ("IASB") that are mandatorily effective for an accounting period that begins on or after January 1, 2020.

Impact of application of other modifications to IFRS Standards and Interpretations that are effective for periods beginning on or after January 1, 2020.

In the current year, the Company has adopted a number of amendments to the IFRS Standards and Interpretations issued by the IASB that are effective for an annual period that begins on or after January 1, 2020. Its adoption has not had any material impact on the disclosures or amounts reported in these consolidated financial statements.

Amendments to References to the Conceptual Framework in IFRS Standards

The Company has adopted the amendments to the IFRS Conceptual Framework. The amendments include consequential amendments to affected Standards so that they refer to the new Framework. Not all amendments, however, update those pronouncements with regard to references to and quotes from the Framework so that they refer to the revised Conceptual Framework. Some pronouncements are only updated to indicate which version of the Framework they are referencing to (the IASC Framework adopted by the IASB in 2001, the IASB Framework of 2010, or the new revised Framework of 2018) or to indicate that definitions in the Standard have not been updated with the new definitions developed in the revised Conceptual Framework.

The Standards which are amended are IFRS 2, IFRS 3, IFRS 6, IFRS 14, IAS 1, IAS 8, IAS 34, IAS 37, IAS 38, IFRIC 12, IFRIC 19, IFRIC 20, IFRIC 22, and SIC-32.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
(In thousands of U.S. dollars (\$))

Amendments to IFRS 3 Definition of a business.	<p>The Company has adopted the amendments to IFRS 3 for the first time in the current year. The amendments clarify that while businesses usually have outputs, outputs are not required for an integrated set of activities and assets to qualify as a business. To be considered a business an acquired set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create outputs.</p> <p>The amendments remove the assessment of whether market participants are capable of replacing any missing inputs or processes and continuing to produce outputs. The amendments also introduce additional guidance that helps to determine whether a substantive process has been acquired.</p> <p>The amendments introduce an optional concentration test that permits a simplified assessment of whether an acquired set of activities and assets is not a business. Under the optional concentration test, the acquired set of activities and assets is not a business if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar assets. The amendments are applied prospectively to all business combinations and asset acquisitions for which the acquisition date is on or after January 1, 2020.</p>
Amendments to IAS 1 and IAS 8 Definition of material.	<p>The Company has adopted the amendments to IAS 1 and IAS 8 for the first time in the current year. The amendments make the definition of material in IAS 1 easier to understand and are not intended to alter the underlying concept of materiality in IFRS Standards. The concept of 'obscuring' material information with immaterial information has been included as part of the new definition</p> <p>The threshold for materiality influencing users has been changed from 'could influence' to 'could reasonably be expected to influence'. The definition of material in IAS 8 has been replaced by a reference to the definition of material in IAS 1. In addition, the IASB amended other Standards and the Conceptual Framework that contain a definition of 'material' or refer to the term 'material' to ensure consistency.</p>

New and revised IFRS Standards that are not yet effective

As of the issuance date of these consolidated financial statements, the Company has not applied the following new and revised IFRS Standards that have been issued but are not yet effective:

IFRS 17	"Insurance Contracts"
IFRS 10 and IAS 28 (amendments)	"Sale or Contribution of Assets between an Investor and its Associate or Joint Venture"
Amendments to IAS 1	"Classification of Liabilities as Current or Non-current"
Amendments to IFRS 3	"Reference to the Conceptual Framework"
Amendments to IAS 16	Property, Plant and Equipment – Proceeds before intended Use
Amendments to IAS 37	Onerous Contracts – Cost of Fulfilling a Contract
Amendments to IFRS 9, IAS 39, IFRS 7, IFRS4 and IFRS 16	Phase 2 of the benchmark interest rate reform (IBOR)
Annual improvements to IFRS Standards 2018-2020 Cycle	Amendments to IFRS 9 Financial Instruments and IFRS 16 Leases

The Company's management does not expect that the adoption of the Standards mentioned above will have a material impact on the consolidated financial statements of the Company in future periods, except as noted below:

GCC, S.A.B. de C.V.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
(In thousands of U.S. dollars (\$))

IFRS 17 Insurance Contracts

IFRS 17 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts and supersedes IFRS 4 Insurance Contracts.

IFRS 17 outlines a general model, which is modified for insurance contracts with direct participation features, described as the variable fee approach. The general model is simplified if certain criteria are met by measuring the liability for remaining coverage using the premium allocation approach.

The general model uses current assumptions to estimate the amount, timing and uncertainty of future cash flows and it explicitly measures the cost of that uncertainty. It takes into account market interest rates and the impact of policyholders' options and guarantees.

In June 2020, the IASB issued Amendments to IFRS 17 to address concerns and implementation challenges that were identified after IFRS 17 was published. The amendments defer the date of initial application of IFRS 17 (incorporating the amendments) to annual reporting periods beginning on or after January 1, 2023. At the same time, the IASB issued Extension of the Temporary Exemption from Applying IFRS 9 (Amendments to IFRS 4) that extends the fixed expiry date of the temporary exemption from applying IFRS 9 in IFRS 4 to annual reporting periods beginning on or after January 1, 2023.

IFRS 17 must be applied retrospectively unless impracticable, in which case the modified retrospective approach or the fair value approach is applied.

For the purpose of the transition requirements, the date of initial application is the start of the annual reporting period in which the entity first applies the Standard, and the transition date is the beginning of the period immediately preceding the date of initial application.

Amendments to IFRS 10 and IAS 28 – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The amendments to IFRS 10 and IAS 28 deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognized in the parent's profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognized in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture.

The effective date of the amendments has yet to be set by the Board; however, earlier application of the amendments is permitted. The Company's management anticipate that the application of these amendments may have an impact on the Company's consolidated financial statements in future periods should such transactions arise.

Amendments to IAS 1 - Classification of Liabilities as Current or Non-current

The amendments to IAS 1 affect only the presentation of liabilities as current or non-current in the statement of financial position and not the amount or timing of recognition of any asset, liability, income or expenses, or the information disclosed about those items.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
(In thousands of U.S. dollars (\$))

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of 'settlement' to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The amendments are applied retrospectively for annual periods beginning on or after January 1, 2023, with early application permitted.

Amendments to IFRS 3 – Reference to the Conceptual framework

The amendments update IFRS 3 so that it refers to the 2018 Conceptual Framework instead of the 1989 Framework. They also add to IFRS 3 a requirement that, for obligations within the scope of IAS 37, an acquirer applies IAS 37 to determine whether at the acquisition date a present obligation exists as a result of past events. For a levy that would be within the scope of IFRIC 21 Levies, the acquirer applies IFRIC 21 to determine whether the obligating event that gives rise to a liability to pay the levy has occurred by the acquisition date.

Finally, the amendments add an explicit statement that an acquirer does not recognize contingent assets acquired in a business combination

The amendments are effective for business combinations for which the date of acquisition is on or after the beginning of the first annual period beginning on or after January 1, 2022. Early application is permitted if an entity also applies all other updated references (published together with the updated Conceptual Framework) at the same time or earlier.

Amendments to IAS 16 – Property, Plant and Equipment—Proceeds before Intended Use

The amendments prohibit deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced before that asset is available for use, i.e. proceeds while bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Consequently, an entity recognizes such sales proceeds and related costs in profit or loss. The entity measures the cost of those items in accordance with IAS 2 - Inventories.

The amendments also clarify the meaning of 'testing whether an asset is functioning properly'. IAS 16 now specifies this as assessing whether the technical and physical performance of the asset is such that it is capable of being used in the production or supply of goods or services, for rental to others, or for administrative purposes.

If not presented separately in the statement of comprehensive income, the financial statements shall disclose the amounts of proceeds and cost included in profit or loss that relate to items produced that are not an output of the entity's ordinary activities, and which line item(s) in the statement of comprehensive income include(s) such proceeds and cost.

The amendments are applied retrospectively, but only to items of property, plant and equipment that are brought to the location and condition necessary for them to be capable of operating in the manner intended by management on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments.



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The entity shall recognize the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings (or other component of equity, as appropriate) at the beginning of that earliest period presented.

The amendments are effective for annual periods beginning on or after January 1, 2022, with early application permitted.

Amendments to IAS 37 – Onerous Contracts—Cost of Fulfilling a Contract

The amendments specify that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that relate directly to a contract consist of both the incremental costs of fulfilling that contract (examples would be direct labor or materials) and an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

The amendments apply to contracts for which the entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which the entity first applies the amendments. Comparatives are not restated. Instead, the entity shall recognize the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings or other component of equity, as appropriate, at the date of initial application.

The amendments are effective for annual periods beginning on or after January 1, 2022, with early application permitted.

Amendments to IFRS 9, IAS 39, IFRS 7, IFRS4 and IFRS 16) - Phase 2 of the benchmark interest rate reform (IBOR)

Interbank benchmark rates such as LIBOR, EURIBOR and TIBOR, which represent the cost of obtaining unsecured funds, have been questioned about their viability as long-term financing benchmarks. The changes in the reform to the reference interest rates in its phase 2 refer to the modifications of financial assets, financial liabilities and lease liabilities, requirements for accounting coverage and disclosure of financial instruments. These improvements are effective as of January 1, 2021 with retrospective application, without the need to redo the comparative periods.

Regarding the modification of financial assets, financial liabilities and lease liabilities, the IASB introduced a practical expedient that involves updating the effective interest rate.

On the other hand, regarding hedge accounting, the hedge relationships and documentation must reflect the modifications to the hedged item, the hedging instrument and the risk to be hedged. Hedging relationships must meet all criteria for applying hedge accounting, including effectiveness requirements.

Finally, regarding disclosures, entities should disclose how they are managing the transition to alternative reference rates and the risks that may arise from the transition; in addition, they must include quantitative information on financial assets and non-derivative financial liabilities, as well as non-derivative financial instruments, that continue under the reference rates subject to the reform and the changes that have arisen to the risk management strategy.

The Company is in the process of evaluating the impacts arising from the application of these amendments.



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Annual Improvements to IFRS Standards 2018–2020

The Annual Improvements include amendments to four Standards.

IFRS 9, Financial Instruments

The amendment clarifies that in applying the '10 per cent' test to assess whether to derecognise a financial liability, an entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other's behalf.

The amendment is applied prospectively to modifications and exchanges that occur on or after the date the entity first applies the amendment.

The amendment is effective for annual periods beginning on or after January 1, 2022, with early application permitted.

IFRS 16, Leases

The amendment removes the illustration of the reimbursement of leasehold improvements.
As the amendment to IFRS 16 only regards an illustrative example, no effective date is stated.

3. Change of currency report from Mexican pesos to US dollars

Considering the principles established by IAS 21, "Effects of Changes in Foreign Currency Exchange Rates", the Company's reporting currency for purposes of the presentation of its consolidated financial statements is the US dollar (dollars). The aforementioned is due to the fact that the economic environment in which the Company operates is mostly in US dollars, so the consolidated financial statements expressed in US dollars reflect the results and the financial situation of the Company more adequately.

The consolidated financial statements are presented in US dollars (\$), all values have been rounded up to thousands (000), except when another situation is mentioned.

4. Significant accounting policies

a) Statement of compliance

The consolidated financial statements have been prepared in accordance with IFRS released by the IASB.

b) Basis of preparation

The consolidated financial statements have been prepared on a historical cost basis, except for certain financial instruments and property, plant and equipment that are valued at revalued amounts or at their reasonable values at the end of each period, as explains in the accounting policies included below.

Historical cost

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.



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Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability, if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for the transactions of stock-based payments that are within the scope of IFRS 2, leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in IAS 2 or value in use in IAS 36.

In addition, for financial reporting purposes, fair value measurements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 - inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access at the measurement date;
- Level 2 - inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs are unobservable inputs for the asset or liability.

Going concern analysis

On March 11, 2020, the COVID-19 infectious disease caused by the coronavirus was declared by the World Health Organization (WHO) as a Global Pandemic. Its impact to global markets has led to a number of containment measures in the different geographies where the Company operates and certain health measures have been taken by both the authorities and the different governments in the jurisdictions where the Company operates to stop the spread of this virus. GCC adopted immediate actions in response to rapid changes and challenges caused by the pandemic since the start of the COVID-19 outbreak, which are in effect as of the issuance date of these consolidated financial statements.

A specialized task force, composed of the Chief Executive Officer and the senior executives of each business unit, was created to evaluate operations and coordinate the efforts of the entire organization to ensure an agile and timely response.

Health and safety are GCC's priority. The following measures have been implemented:

- 1) Specific health and safety protocols were developed for each of GCC's operations to minimize the possible spread of the virus
- 2) Home office protocols were established for most employees in GCC's administrative areas
- 3) Skeleton crews were established where possible, which involves working with the minimum personnel required in each operation
- 4) GCC ensured that each employee continued with permanent employment.

To date, GCC has not been required to suspend its operations. In the United States, GCC's facilities and distribution centers are located in areas where construction has been considered essential by government authorities and all market segments continue to operate. In Mexico, in response to the pandemic, on April 7, 2020 and to date, the Mexican government issued a decree through which the cement industry was considered an essential business. However, a significant portion of GCC's customers were forced to suspend their operations as their sector has not been designated as essential to date. However, this adverse impacts was offset by other sectors that increased production such as self-construction.



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In order to minimize the financial impact of the crisis, ensure business continuity and preserve cash, GCC has taken the following steps:

- 1) Contingency plans were established to ensure safe operation and uninterrupted supply to customers, supported by GCC's strong production and distribution network. Additionally, the U.S.-Mexico border has not been closed with regards to exports and imports of GCC's products and their inputs.
- 2) Reduced costs and expenses across the organization, including:
 - a. Efficiency in variable costs and distribution costs
 - b. Global savings and spending plan for approximately \$24.3 million, including, but not least, hiring freeze, did not fill vacant positions and minimized services from third-party providers.
 - c. Approximately, \$7 million of social security contributions in United States that were deferred under the Coronavirus Aid, Relief and Economic Security (CARES Act)
 - d. Adjustments in maintenance costs to lower production levels aligned to the suspension of certain customers' activities
- 3) Increase liquidity and financial flexibility through the following measures:
 - a. Decrease in capital investments during 2020 from US\$ 70 million to US\$ 45 million, and postponement of all projects that were deemed non-essential
 - b. Obtaining and drawing on a US\$ 50 million line of credit in April 2020 to ensure liquidity, which was paid down at the end of 2020 as it was no longer considered necessary to hold excess cash given the Company's liquidity level at year end.
 - c. Temporary suspension of GCC's share repurchase program from April 2020 to date.
 - d. The authorized dividend distribution was made in 2 payments, one in August 2020 and the second in January 2021 (See Note 24).

The Company's management has concluded as of the issuance date of the consolidated financial statements that it has adequate resources to continue in operational existence for the foreseeable future. As a result, the consolidated financial statements have been prepared on the going concern basis of accounting.

c) Basis of consolidation

The consolidated financial statements incorporate the financial statements of Grupo Cementos de Chihuahua, S.A.B. de C.V. and the subsidiaries controlled by the Company. Control is achieved when GCC:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its return

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- The size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Company, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.



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Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Company's accounting policies.

All assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Company are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are identified separately from the Company's equity therein. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Company's ownership interests in existing subsidiaries

Changes in the Company's ownership interests in subsidiaries that do not result in the Company losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Company's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to owners of the Company.

When the Company loses control of a subsidiary, a gain or loss is recognized in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognized in other comprehensive income in relation to that subsidiary are accounted for as if the Company had directly disposed of the related assets or liabilities of the subsidiary (i.e., reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable IFRS). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.



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The subsidiaries included in the consolidated financial statements are presented as follows:

Subsidiaries	% Ownership As of December 31,		
	2020	2019	2018
Direct equity interest in Mexican subsidiaries:			
Cementos de Chihuahua, S.A. de C.V.	99.999	99.999	99.999
GCC Cemento, S.A. de C.V.	99.999	99.999	99.999
GCC Corporativo, S.A. de C.V.	99.990	99.990	99.990
Indirect equity interest in Mexican subsidiaries:			
Materiales Industriales de Chihuahua, S.A. de C.V.	99.964	99.964	99.964
GCC Concreto, S.A. de C.V.	99.998	99.998	99.998
Minera Rarámuri, S.A.	99.990	99.990	99.990
Construcentro de Chihuahua, S.A. de C.V.	99.990	99.990	99.990
GCC Edificaciones y Servicios, S.A. de C.V.	99.990	99.990	99.990
GCC Inversiones y Comercialización, S.A. de C.V.	-	99.319	99.319
GCC Transporte, S.A. de C.V.	99.950	99.950	99.950
GCC Comercial, S.A. de C.V.	99.990	99.990	99.990
Urbanizaciones Contemporáneas, S.A. de C.V.	99.990	99.990	99.990
GCC Latinoamérica, S.A. de C.V.	99.990	99.990	99.990
GCC Mercantil, S.A. de C.V.	99.990	99.990	-
GCC Generación, S.A. de C.V.	99.990	-	-
GCC Solar Samalayuca, S.A. de C.V.	99.990	-	-
AMD Transportes, S.A. de C.V.	51.000	-	-
Indirect equity interest in foreign subsidiaries (located mainly in the United States of America):			
GCC of America, Inc.	99.999	99.999	99.999
GCC Rio Grande, Inc. (GCCRG)	99.999	99.999	99.999
GCC Dacotah, Inc. (Dacotah)	99.999	99.999	99.999
GCC Ready Mix, LLC. (GCCRM)	99.999	99.999	99.999
Mid Continent Concrete Company, Inc. (Midco)	99.999	99.999	99.999
Alliance Transportation, Inc. (Alliance)	99.999	99.999	99.999
GCC Holding Company, LLC.	-	99.999	99.999
American Investments Company, LLC.	99.999	99.999	99.999
GCC Energy, LLC. (GCCE)	99.999	99.999	99.999
Consolidated Ready Mix, Inc. (CRM)	99.999	99.999	99.999
Materiales (Hungary) Investment Group Financing, Ltd.	99.999	99.999	99.999
GCC Alliance Concrete, Inc. (GCCAC)	99.999	99.999	99.999
Colorado Energy Recyclers, LLC.	99.999	99.999	99.999
GCC Technology and Processes, S.A.	99.999	99.999	99.999
GCC Investment, Ltd.	99.999	99.999	99.999
GCC Premium Transloaders, LLC.	99.999	99.999	99.999
Cross Border Logistics, LLC.	49.999	49.999	49.999
Sunset Properties, LLC.	99.999	99.999	99.999
NM Energy, LLC.	99.999	99.999	99.999
GCC Permian, LLC.	99.999	99.999	99.999
GCC Sun City Materials, LLC.	99.999	99.999	99.999
New Materiales Investment, LLC.	99.999	99.999	99.999
GCC Three Forks, LLC. (GCCTF)	99.999	99.999	99.999
GCC Canadian Holding, Inc.	99.999	99.999	-



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The financial statements of the subsidiaries and associates are prepared using the same reporting period as the Company, using consistent accounting policies. Intercompany balances, investments and transactions were eliminated in the consolidated financial statements.

d) Cash and cash equivalents

Cash and cash equivalents are financial assets. Cash and cash equivalents are readily convertible into a known amount of cash with original maturities of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand and in banks, deposits held on call with banks and other short-term, highly liquid investments, net of outstanding bank overdrafts.

e) Financial instruments

Financial assets and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

f) Financial assets

All regular way purchases or sales of financial assets are recognized and derecognized on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognized financial assets are measured subsequently in their entirety at either amortized cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are measured subsequently at amortized cost:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Company may make the following irrevocable election / designation at initial recognition of a financial asset:



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- The Company may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met (see (iii) below); and
 - The Company may irrevocably designate a debt investment that meets the amortized cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch (see (iii) below).

(i) Amortized cost and effective interest method

The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortized cost of the debt instrument on initial recognition.

The amortized cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for any loss allowance.

Interest income is recognized using the effective interest method for debt instruments measured subsequently at amortized cost and at FVTOCI. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognized by applying the effective interest rate to the amortized cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognized by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Company recognizes interest income by applying the credit-adjusted effective interest rate to the amortized cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognized in profit or loss and is included in the "finance income - interest income" line item.

(ii) Equity instruments designated as at FVTOCI

In the initial measurement, the Company may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at fair value through other comprehensive income. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognized by an acquirer in a business combination.

A financial asset is held for trading if:

- It has been acquired principally for the purpose of selling it in the near term; or
- On initial measurement it is part of a portfolio of identified financial instruments that the Company manages together and has evidence of a recent actual pattern of short-term profit-taking; or
- It is a derivative (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).



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Investments in equity instruments at fair value through other comprehensive income are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognized in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss is not being reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

Dividends on these investments in equity instruments are recognized in profit or loss in accordance with IFRS 9, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "finance income" line item in profit.

The Company has designated all investments in equity instruments that are not held for trading as at fair value through other comprehensive income on initial application of IFRS 9.

(iii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortized cost or FVTOCI (see (i) to (iii) above) are measured at FVTPL. Specifically:

- Investments in equity instruments are classified as at FVTPL, unless the Company designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition (see (iii) above).
- Debt instruments that do not meet the amortized cost criteria or the FVTOCI criteria (see (i) and (ii) above) are classified as at FVTPL. In addition, debt instruments that meet either the amortized cost criteria or the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency (so called "accounting mismatch") that would arise from measuring assets or liabilities or recognizing the gains and losses on them on different bases. The Company has not designated any debt instruments as at FVTPL.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically:

- For financial assets measured at amortized cost that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss in the "other gains and losses";
- For debt instruments measured at FVTOCI that are not part of a designated hedging relationship, exchange differences on the amortized cost of the debt instrument are recognized in profit or loss in the "other gains and losses". Other exchange differences are recognized in other comprehensive income in the investments revaluation reserve;
- For financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss in the "other gains and losses"; and
- For equity instruments measured at FVTOCI, exchange differences are recognized in other comprehensive income in the investments revaluation reserve.

See hedge accounting policy regarding the recognition of exchange differences where the foreign currency risk component of a financial asset is designated as a hedging instrument for a hedge of foreign currency risk.

Impairment of financial assets

The Company recognizes an allowance and loss for expected credit losses on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.



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The Company always recognizes lifetime expected credit losses (ECL) for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Company recognizes lifetime expected credit losses when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, GCC measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime expected credit losses represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month expected credit losses represents the portion of lifetime expected credit losses that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

(i) Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, GCC considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Company's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organizations, as well as consideration of various external sources of actual and forecast economic information that relate to the Company's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- An actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- Significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortized cost;
- Existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- An actual or expected significant deterioration in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor;
- An actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Regardless of the outcome of the above assessment, the Company presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Company has reasonable and supportable information that demonstrates otherwise.



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Despite the foregoing, the Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- (1) The financial instrument has a low risk of default,
- (2) The debtor has a strong capacity to meet its contractual cash flow obligations in the near term, and
- (3) Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligation.

The Company considers a financial asset to have low credit risk when the asset has external credit rating of "investment grade" in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of "performing". Performing means that the counterparty has a strong financial position and there are no past due amounts.

For financial guarantee contracts, the date that the Company becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contracts, the Company considers the changes in the risk that the specified debtor will default on the contract.

The Company regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them accordingly to ensure that the criteria are able to identify a significant increase in credit risk before the amount has been defeated.

(ii) Definition of default

The Company considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- When there is a breach of financial covenants by the debtor; or;
- Information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Company, in full (without taking into account any collateral held by the Company).

Irrespective of the above analysis, GCC considers that default has occurred when a financial asset is more than 90 days past due unless GCC has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event (see (ii) above);
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;



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(d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganization; or

(e) the disappearance of an active market for that financial asset because of financial difficulties.

(iv) Write-off policy

The Company writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in profit or loss.

(v) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Company's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with IFRS 165 "Leases".

For a financial guarantee contract, as the Company is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Company expects to receive from the holder, the debtor or any other party.

If the Company has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Company measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

The Company recognizes an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognized in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the consolidated statement of financial position.

Derecognition of financial assets

The Company derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, GCC recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

Upon derecognition of a financial asset measured at amortized cost, the difference between the book value of the asset and the sum of the consideration received and receivable is recognized in profit or loss. In addition, upon derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is reclassified to profit or loss. In contrast, in the decrease of an investment in a capital instrument that



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the Company chose in the initial recognition to measure fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve was not reclassified to profit or loss, but is transferred to retained earnings.

g) Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognized at the proceeds received, net of direct issuance costs.

Repurchase of the Company's own equity instruments is recognized and deducted directly in equity. No gain or loss is recognized in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Composite financial instruments

The components of the convertible loan titles issued by the Company are classified separately as financial liabilities and capital, according to the content of the contractual agreements and the definitions of a financial liability and capital instrument. A conversion option that will be settled by exchanging a fixed number of the Company's own equity instruments is an equity instrument.

At the issuance date, the fair value of the liability component is estimated using the prevailing market interest rate for a similar non-convertible instrument. This amount is recorded as a liability on an amortized cost basis using the effective interest method until it is extinguished at the time of the conversion or on the expiration date of the instrument.

The conversion option classified as capital is determined by deducting the amount of the liability component from the fair value of the entire composite financial instrument. This is recognized and included in the net equity, net of income tax effects, and is not measured again later. In addition, the conversion option classified as equity will remain in the equity until the conversion option is exercised, in which case, the balance recognized in the equity will be transferred to another equity. When the conversion option is not exercised on the expiration date of the convertible loan title, the balance recognized in the equity will be transferred to another equity. No gain or loss in profit or loss is recognized after the conversion or expiration of the conversion option.

Transaction costs related to the issuance of convertible loan securities are allocated to the liability and equity components in proportion to the allocation of incomes. Transaction costs related to the equity component are recognized directly in equity. Transaction costs related to the liability component are included in the carrying amount of the liability component and are amortized over the life of the convertible loan notes using the effective interest method.

Financial liabilities

The financial liabilities are classified as financial liabilities to fair value through change in profit or as other financial liabilities



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Other financial liabilities

Other financial liabilities (including borrowings and trade and other payables) are subsequently measured at amortized cost using the effective interest method.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statements of financial position if, and only if (i) there is currently a legally enforceable right to offset the recognized amounts, and (ii) the intention is to settle on a net basis or to realize the assets and settle the liabilities in a simultaneously amount.

Long-term financial debt

After initial recognition, long-term financial debt and notes payable are subsequently measured at amortized cost using the effective interest rate. Gains and losses are recognized in the consolidated statement of other comprehensive income when the liabilities are derecognized as well as through the amortization process of the effective interest rate.

Amortized cost is calculated taking into account any discount or premium on acquisition and fees and costs that are an integral part of the effective interest rate. The amortization is included under the caption financial expenses in the consolidated statements of profit.

Exchange gain and loss.

For financial liabilities that are denominated in a foreign currency and are measured at amortized cost at the end of each reporting period, gains and losses in foreign currency are determined based on the amortized cost of the instruments. These gains and losses in foreign currency are recognized under the heading "Other gains and losses" in results for financial liabilities that are not part of a designated hedging relationship. For those who are designated as a hedging instrument for a hedge of foreign currency risk, gains and losses in foreign currency are recognized in other comprehensive income and accumulated in a separate component of equity.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and converted at the exchange rate at the end of the reporting period. For financial liabilities that are measured at fair value through profit or loss, the foreign currency component is part of the fair value gains or losses and is recognized in profit or loss for financial liabilities that are not part of a designated hedging relationship.

Derecognition of financial liabilities

The Company derecognizes financial liabilities when, and only when, the Company's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

h) Hedge accounting

Hedges of net investments in foreign operations

The Company designates the net investment of its foreign operations as a cash flow hedge related to the debt denominated in US dollars, so the exchange rate fluctuations arising from such debt are recognized in the effect of translation of foreign operations in other comprehensive income.

Profit and losses on the hedging instrument accumulated in the foreign currency conversion reserve are reclassified to profit or loss in the disposition or partial disposition of the foreign operation.



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i) Inventories and cost of sales

Inventories are stated at the lower of cost and net realizable value. The cost of inventories includes all the purchase and production costs incurred to provide them with their current location and condition, and is valued as follows:

- Raw material: at acquisition cost according to the average cost formula.
- Finished goods and work in process: at cost of materials, direct labor, and indirect production expenses, excluding financial costs.
- Spare parts and supplies: at cost based on the average cost.

Net realizable value is the sale price estimated in the ordinary course of operations, less applicable sale expenses. The inventories line item includes developed lands that are traded as part of the normal operating activities, which are recorded at their acquisition cost, which does not exceed net realizable value.

j) Prepaid expenses

Prepayments are recognized for the amount paid, less any subsequent amortization during the period that services or related goods are provided. The Company recognizes advance payments as an asset when it has the right to receive goods or services in the future.

k) Property, plant and equipment

Property, plant and equipment and their significant components with useful lives different from the other assets that compose a group of fixed assets, are initially recognized at acquisition value and are presented net of the accumulated depreciation and accumulated losses for impairment.

The acquisition value of the property, plant and equipment components include costs initially incurred to be acquired or constructed, and those incurred subsequently to replace them or increase their potential service.

Property, plant and equipment are presented using the cost model as required by IAS 16 "Property, Plant and Equipment". Depreciation is recognized for expensing the cost or valuation of assets (other than land and properties under construction) less their residual value and is calculated using the straight-line method based on the estimated useful life of the assets, which is estimated according to the period in which the benefits derived from their use will be received. The useful life, residual value and depreciation method are reviewed periodically by management of the Company and the effect of any changes in the registered estimate is recognized on a prospective basis.

Depreciation begins when the asset is available for use and is calculated based on the following annual rates, which are allocated according to their estimated useful life:

	Percentage
Buildings	2.00% - 4.00 %
Machinery and equipment	3.33 % - 10.00 %
Vehicles	10.00 % - 25.00 %
Furniture and equipment	10.00 % - 33.33 %

Construction in progress

Construction in progress includes the costs associated with the construction of property, plant and equipment. Once construction is complete, these assets are classified as property, plant and equipment and depreciation begins as of the date they are capitalized, which is when their period of use begins.



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Maintenance and repairs

Major repair and maintenance costs are capitalized and a useful life and depreciation rate are estimated similarly as the other components of the same Company or class, with similar lives, and, lastly, the part of the replaced component is written off.

Property, plant and equipment sales and write offs

Property, plant and equipment are written off upon their sale or when future economic benefits are not expected from their use or sale. Any profit or loss upon write off of the asset (calculated as the difference between the net income arising from the sale of the asset and its carrying amount), is included in the consolidated statement of comprehensive income in the period in which it occurs.

Restoration provisions

The present value of the initial estimate of the place decommissioning and remediation obligation of the assets subject to this type of legal obligation is included in the Company's property cost. Changes in the measurement of a provision that result from changes in the estimated timing or amount of cash outflows, or a change in the discount rate, are added to, or deducted from, the cost of the related fixed asset.

I) Intangible assets

Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortization and accumulated impairment losses. Amortization is recognized on a straight-line basis over their estimated useful lives. The estimated useful life and amortization method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses.

The amounts for the mining rights for the extraction of coal used as fuel for cement plants and for sale to third parties are depreciated according to depletion of estimated reserves.

Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognized as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognized if, and only if, all of the following have been demonstrated:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale.
- The intention to complete the intangible asset and use or sell it.
- The ability to use or sell the intangible asset.
- How the intangible asset will generate probable future economic benefits.
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
- The ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognized for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognized, development expenditure is recognized in profit or loss in the period in which it is incurred.



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Subsequent to initial recognition, an intangible asset that is generated internally is recognized at cost less accumulated amortization and any accumulated impairment losses on the same basis as intangible assets acquired separately.

Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognized separately from goodwill are initially recognized at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortization and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Derecognition of intangible assets

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in profit or loss when the asset is derecognized.

m) Non-current assets classified as held for sale

Non-current assets and disposal groups assets are classified as held for sale if their carrying amount will be recovered principally through sale transaction rather than through continuing use. This condition is regarded as met only when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset and its sale is highly probable. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

When the Company is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of the subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Company will retain a non-controlling interest in its former subsidiary after the sale.

When the Company is committed to a sale plan involving disposal of an investment, or a portion of an investment, in an associate or joint venture, the investment or the portion of the investment that will be disposed of is classified as held for sale when the criteria described above are met, and the Company discontinues the use of the equity method in relation to the portion that is classified as held for sale. Any retained portion of an investment in an associate or a joint venture that has not been classified as held for sale continues to be accounted for using the equity method.

n) Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Company's cash-generating units (or Companies of cash-generating units) that is expected to benefit from the synergies of the combination.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognized directly in profit or loss. An impairment loss recognized for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.



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o) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

p) Impairment of tangible and intangible assets other than goodwill

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified. The Company performs the impairment test considering assets groups that constitute cash generating units (CGU).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in profit.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or cash generating unit) in prior years. A reversal of an impairment loss is recognized immediately in profit.

q) Investments in associates and joint ventures

An associate is an entity over which the Company has significant influence. Significant influence is the power to participate in deciding the financial and operating policies of the Company in which it invests, but does not imply a control or joint control over those policies.

A joint venture is a contractual arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control in a business, which exists when decisions about the relevant activities require the unanimous consent of the parties sharing control.



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The results and assets and liabilities of associates and joint ventures are incorporated into the financial statements using the equity method, unless the investment is classified as held for sale, in which case it is accounted for in accordance with IFRS 5, "Assets Non-current Held for Sale and Discontinued Operations". Under the equity method, investments in associates or joint ventures are initially recognized in the consolidated statement of financial position at cost and adjusted for subsequent changes to the acquisition by the Company's participation in the profit or loss and of the associate or joint venture. When the participation of the Company in the losses of an associated entity or joint venture exceeds the participation of the Company in the associate or joint venture, the Company ceases to recognize its share of losses. Additional losses are recognized only to the extent that the Company has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

When the Company carries out transactions with its associate or joint venture, the profit or loss resulting from such transactions with the associate or joint venture are recognized in the consolidated financial statements of the Company only to the extent of participation in the associate or set that is not related to the Company.

r) Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Company, liabilities incurred by the Company to the former owners of the acquiree and the equity interests issued by the Company in exchange for control of the acquiree. Acquisition-related costs are generally recognized in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value, except that:

- Deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognized and measured in accordance with IAS 12, "Income Taxes", and IAS 19, "Employee Benefits", respectively;

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquire (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquire and the fair value of the acquirer's previously held interest in the acquire (if any), the excess is recognized immediately in profit or loss as a bargain purchase gain.

When the consideration transferred by the Company in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the "measurement period" (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The accounting treatment for changes in the fair value of the contingent consideration that do not qualify as adjustments to the measurement period depends on how the contingent consideration is classified. The contingent consideration that is classified as capital is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within the capital. Other contingent consideration that is classified as an asset or liability is remeasured at fair value on subsequent reporting dates with changes in the fair value recognized in the consolidated statement of profit.



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When a business combination is achieved in stages, the Company's previously held equity interest in the acquiree is remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognized in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Company reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

s) Leasing

Through December 31, 2018, leases were classified as finance leases when the terms of the lease substantially transferred to the lessees all the risks and benefits inherent to the property. All other leases were classified as operating.

The Company as lessee

Assets held under finance leases were recognized as Company assets at fair value, at the beginning of the lease, or if it was minor, at the present value of the minimum lease payments. The lessor's liability was included in the statement of financial position as a finance lease liability.

Lease payments were distributed between financial expenses and the reduction of lease obligations in order to achieve a constant interest rate on the remaining balance of the liability. Financial expenses were charged directly to results, unless they can be directly attributable to qualifying assets, in which case they were capitalized in accordance with the Company's accounting policy for borrowing costs. Contingent rents were recognized as expenses in the periods in which they were incurred.

Payments for operating lease income were charged to income using the straight-line method, during the term corresponding to the lease, unless another systematic apportionment basis is more representative to more adequately reflect the pattern of the benefits of the lease to the user. Contingent rents are recognized as expenses in the periods in which they are incurred.

As of January 1, 2019, the Company as lessee

The Company evaluates whether a contract contains a lease at its source. The Company recognizes a right-of-use and a corresponding lease liability with respect to all lease agreements in which it is a lessee, except for short-term leases (12 months or less) and low-value assets (such as electronic tablets, personal computers and small office furniture and telephone). For these leases, the Company recognizes rental payments as an operating expense under the straight-line method throughout the term of the lease, unless another method is more representative of the pattern of time in which the economic benefits from the consumption of leased assets.

The lease liability is initially measured at the present value of rent payments that are not paid on the start date, discounted by the rate implied in the contract. If this rate cannot be easily determined, the Company uses incremental rates.

The rent payments included in the measurement of the lease liability consist of:

- Fixed rent payments (including fixed payments in substance), less any lease incentives received;
- Variable income payments that depend on an index or rate, initially measured using the index or rate on the start date;
- The expected amount to be paid by the lessee under residual value guarantees;
- The exercise price of call options, if the lessee is reasonably certain to exercise the options; and
- Payments for penalties resulting from the termination of the lease, if the lease period reflects the exercise of a lease termination option.



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The lease liability is presented as a separate concept in the consolidated statement of financial position.

The lease liability is subsequently measured with the increase in carrying amount to reflect the interest accrued on the lease liability (using the effective interest method) and reducing the carrying amount to reflect the rental payments made.

The Company revaluates the lease liability (and makes the corresponding adjustment to the asset for related use rights) provided that:

- The lease term is modified or there is a significant event or change in the circumstances of the lease resulting in a change in the evaluation of the purchase option exercise, in which case the lease liability is measured by discounting the updated rent payments using an updated discount rate.
- Rent payments are modified as a result of changes in rates or rates or a change in the expected payment under a guaranteed residual value, in which cases the lease liability is revalued by discounting the updated rent payments using the same discount rate (unless the change in rent payments is due to a change in a variable interest rate, in which case an updated discount rate is used).
- A lease is amended and the modification of the lease is not accounted for as a separate lease, in which case the lease liability is revalued based on the lease term of the modified lease, discounting the updated rent payments using an updated discount rate at the effective date of the modification.

The Company did not realize any of the adjustment mentioned on the periods presented.

Assets for rights of use consist of the initial measurement of the corresponding lease liability, rent payments made on or before the start date, minus any lease incentive received and any initial direct costs. Subsequent valuation is cost less accumulated depreciation and impairment losses.

If the Company incurs an obligation arising from costs of dismantling and removing a leased asset, restore the place in which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision measured in accordance with IAS 37 must be recognized. To the extent that costs are related to an asset for use rights, costs are included in the asset for related use rights, unless such costs are incurred to generate inventories.

The right-of-use assets depreciate over the shortest period between the lease period and the useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the asset for rights of use reflects that the Company plans to exercise a purchase option, the right-of-use asset will depreciate over the useful life. Depreciation begins on the start date of the lease.

Right-of-use assets are presented as a separate concept in the consolidated statement of financial position.

The Company applies IAS 36 to determine if a right-of-use asset is impaired and accounts for any impairment loss identified as described in the "Property, plant and equipment" policy.

Leases with variable incomes that do not depend on an index or rate, they are not included in the measurement of the lease liability and the right-of-use asset. Related payments are recognized as an expense in the period in which the event or condition that triggers the payments occurs and is included in the concept of "Other expenses" in the consolidated statement of profit (see Note 26).

As a practical expedient, IFRS 16 allows an entity to not separate non-lease components and instead account for any lease and its associated non-lease components as a single agreement. The Company has not used this practical expedient. For contracts that contain lease components and one or more additional lease or non-lease components, the Company assigns the lease consideration to each lease component using the relative independent sales price of each lease component and the relative aggregate independent sales price for all non-lease components.



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t) Transactions in foreign currencies

In preparing the financial statements of each individual entity, transactions in currencies other than the Company's functional currency (foreign currencies) are recognized at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are translated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not translated.

Exchange differences on monetary items are recognized in profit or loss in the period in which they arise except for:

- Exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings.
- Exchange differences on transactions entered into in order to hedge certain foreign currency risks.

For the purposes of presenting these consolidated financial statements, the assets and liabilities of the Company's foreign operations are translated into U.S. dollars using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognized in other comprehensive income and accumulated in equity (and attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation, i.e., a disposal of the Company's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset; all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to profit.

Goodwill and fair value adjustments to identifiable assets acquired and liabilities assumed through acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences arising are recognized in other comprehensive income.

The exchange rates used in the conversion are presented below:

MXN	December 31, 2020	December 31, 2019	December 31, 2018
Closing exchange rate	19.9487	18.8452	19.6829
Average exchange rate	21.4916	19.2594	19.2368

The exchange rate at the date of issuance of the consolidated financial statements is \$ 20.6828 pesos per U.S. dollar.

v) Short-term and other long-term employee benefits and statutory employee profit sharing "PTU"

Employee benefits for pension and retirement

Contributions to the defined benefit retirement benefit plans are recognized as expenses at the time the employees have rendered the services that grant them the right to contributions. Contributions made to the benefit plan of the state pension scheme are accounted for as payments for the contribution plans of the Company's obligations, this under the plans that are equivalent to the contributions of the pension benefit plan



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For defined benefit retirement benefit plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the consolidated statements of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected immediately in other comprehensive income and is not subsequently reclassified to profit or loss. Past service cost is recognized in profit or loss in the period of a plan amendment.

Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements)
- Net interest expense
- Remeasurement

The Company presents the first two components of defined benefit cost in the consolidated statement of income according to their respective nature.

The retirement benefit obligation recognized in the consolidated statements of financial position represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

Any termination obligation is recognized at the time that the Company can no longer withdraw the compensation offer and/or when the Company recognizes the related restructuring costs. Gains and losses on service reduction are recognized as past service costs. In Mexico, termination benefits consist of a single payment equivalent to three months of salary plus 20 days for each year of service, in case of unjustified dismissal.

Defined benefits plan and seniority premiums granted to employees of subsidiaries in Mexico

The Company has a defined benefit pension covering all employees in the Mexican subsidiaries. Pensions are determined based on the compensation of employees in their final year of service, years of service in the Company and the age at retirement. Additionally, it is required to cover the employees with seniority premiums in Mexico, which are determined based on the provisions of the Federal Labor Law. Under Mexican law, the payment is equivalent to twelve days' salary for each year of service, where an employee becomes entitled to benefits after fifteen years of service. The cost of pension and seniority premiums are recognized based on calculations by independent actuaries using the projected unit credit method.

Defined benefit plans and seniority premiums granted to employees of subsidiaries in the United States

The subsidiaries of the Company, GCC Rio Grande, Inc. (GCCRG) and GCC Dacotah (Dacotah), Inc., have established the following pension plans and benefits:

GCCRG and Dacotah, have both established defined benefit plans and supplemental executive retirement plans, determined based on actuarial calculations using the projected unit credit method and nominal financial assumptions.

The employees of GCCRG and Dacotah are not beneficiaries of this plan until they have a seniority of five and three years, respectively. When they fulfill such terms, they are 100% beneficiaries of the plan. Additionally, GCCRG, Dacotah, CRM, GCCE, Midco, GCCAC, GCC Three Forks, GCC Permian, GCC Sun City and Alliance have a defined contribution plan, which qualifies as a 401(k) plan and covers substantially all of their employees. The Company matches contributions up to 4.0% of their salary paid. Dacotah also has a sick leave plan as described in Note 20. All gains and losses from remeasurements associated with changes in actuarial assumptions and losses are recognized in other comprehensive income for all defined benefit plans and are not reclassified to earnings in future periods. The financial cost component that is part of the net periodic cost is presented in financial expenses in the consolidated statements of profit.



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Short-term and other long-term employee benefits

A liability is recognized for benefits accruing to employees with respect to wages and salaries, annual leave and sick leave in the period of service in which it is provided for the undiscounted amount for the benefits expected to be paid for that service.

Liabilities recognized for short-term employee benefits are valued at the amount not discounted for the benefits expected to be paid for that service.

Liabilities recognized for other long-term benefits are valued at the present value of the estimated future cash disbursements that the Company expects to make related to the services provided by the employees at the reporting date.

Contributions from employees or third parties to defined benefit plans

Discretionary contributions made by employees or third parties reduce the cost of service by paying these contributions to the plan.

When the formal terms of the plans specify that there will be contributions from employees or third parties, accounting depends on whether contributions are linked to the service, as follows:

- If contributions are not tied to services (for example, contributions are required to reduce a deficit arising from losses on plan assets or from actuarial losses), reflected in the new measurement of net defined benefit liability (asset).
- If contributions are linked to services, they reduce service costs. By the amount of contribution that depends on the number of years of service, the Company reduces the cost of service by attributing contributions to service periods, using the attribution method required by IAS 19 paragraph 70 for gross profit. For the amount of the contribution that is independent of the number of years of service, the Company reduces the cost of service by attributing contributions to employee service periods, in accordance with IAS 19 paragraph 70.

Statutory employee profit sharing (PTU)

PTU is recorded in the profit (loss) for the year in which it is incurred and presented under operating expenses in the consolidated statements of profit. As of December 31, 2020, 2019 and 2018 employee profit sharing is based on the taxable income under Section I of Article 9 of the Law on Income Tax.

w) Share-based payments arrangements

Share-based payment transactions of the Company

Equity-settled share-based payment to employees is measured at the fair value of the equity instruments at the date they are granted. Details regarding the determination of the fair value of equity-settled share-based transactions are presented in Note 25.

The fair value determined at the date granting the payments based on shares that can be settled through equity instruments is recorded as an expense on a straight-line basis during the vesting period, based on the Company's estimate of the equity instruments that they will eventually be awarded with a corresponding increase in equity. At the end of each period, the Company reviews its estimates of the number of equity instruments that are expected to be forfeited. The effect of the change in the original estimates, if any, is recognized in the results of the period so that the cumulative expense reflects the revised estimate, with the corresponding adjustment to equity.

x) Income taxes

Income tax expense represents the sum of the tax currently payable and deferred tax.



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Current income tax

Current income tax mainly calculated correspond to income tax (ISR) in Mexico and the United States of America and is recognized in the results of the year in which is incurred.

Current income tax is payable on the taxable base of the year. Taxable income differs from net income as reported in profit or loss because it excludes components of income or expenses that are cumulative or deductible in other years and excludes components that have never been cumulative or deductible. The Company's liabilities for the taxes caused are calculated using the tax rates that have been decreed at the end of the reporting period.

A provision is recognized for those reasons where the tax determination is uncertain, but it is considered probable that there is a future outflow of funds for a tax authority. Provisions are valued at the best amount expected to become payable. The evaluation is based on the judgment of tax experts supported by previous experiences of the Company in these types of activities and in some cases based on the consultation of an independent tax specialist.

Deferred income tax

Deferred income taxes are recognized on temporary differences between the book value of the assets and liabilities included in the financial statements and the corresponding tax bases used to determine the fiscal result, to which the corresponding tax rate is applied. Differences and, if applicable, include the benefits of the tax losses to be amortized and of some tax credits. The deferred income tax asset or liability is generally recognized for all temporary tax differences. A deferred tax asset will be recognized for all deductible temporary differences, to the extent that it is probable that the Company will have future taxable profits against which these deductible temporary differences may apply. These assets and liabilities are not recognized if the temporary differences arise from goodwill or from the initial recognition (different from the business combination) of other assets and liabilities in an operation that does not affect the fiscal result or the accounting result.

Deferred tax liabilities are recognized for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Company is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognized to the extent that it is probable that there will be sufficient taxable profits against which to utilize the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right that allows offsetting current tax assets against current tax liabilities and when they are related to income taxes collected by the same tax authority and the Company has the intention to settle your current tax assets and liabilities on a net basis.



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Current and deferred tax for the year

Current and deferred tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognized in other comprehensive income or directly in equity, respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

y) Provisions

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, an account receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the account receivable can be measured reliably.

1. Onerous contracts

Present obligations arising under onerous contracts are recognized and measured as provisions. An onerous contract is considered to exist where the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

2. Restructuring

A restructuring provision is recognized when the Company has developed a detailed formal plan for the restructuring and has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected by it.

The measurement of a restructuring provision includes only the direct expenditures arising from the restructuring, which are those amounts that are both necessarily entailed by the restructuring and not associated with the ongoing activities of the Company.

3. Warranties

Provisions for the expected cost of warranty obligations under local sale of goods legislation are recognized at the date of sale of the relevant products, at the Company's management best estimate of the expenditure required to settle the Company's obligation.

4. Contingent liabilities acquired in a business combination

Contingent liabilities acquired in a business combination are initially measured at fair value at the acquisition date. At the end of subsequent reporting periods, such contingent liabilities are measured at the higher of the amount that would be recognized in accordance with IAS 37 and the amount initially recognized less cumulative amortization recognized in accordance with IFRS 15, "Revenues".



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5. Restoration provisions

Provisions for the costs of restoring plant assets leased to their original condition, as stipulated in the terms and conditions of the lease, are recognized when the obligation is incurred, either on the start date of the lease or as a consequence having used the underlying asset during a particular period of the lease for the amount that management reasonably estimates will be required to restore the assets. The estimates are reviewed on a regular basis and are appropriately adjusted to the new circumstances that arise.

z) Revenue recognition

Under IFRS 15, an entity recognizes revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services, following a five step model: Step 1: Identify the contract(s) with a customer (agreement that creates enforceable rights and obligations); Step 2: Identify the different performance obligations (promises) in the contract and account for those separately; Step 3: Determine the transaction price (amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services); Step 4: Allocate the transaction price to each performance obligation based on the relative stand-alone selling prices of each distinct good or service; and Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation by transferring control of a promised good or service to the customer. A performance obligation may be satisfied at a point in time (typically for the sale of goods) or over time (typically for the sale of services and construction contracts). IFRS 15 also includes disclosure requirements to provide comprehensive information about the nature, amount, timing and uncertainty of revenue and cash flows arising from the entity's contracts with customers. IFRS 15 was effective on January 1, 2018, and supersedes all existing guidance on revenue recognition.

After an extensive analysis of its contracts with customers, business practices and operating systems for all the reported periods in the countries in which the Company operates in order to review the different performance obligations and other promises (discounts, loyalty programs, rebates, etc.) included in such contracts, aimed to determine the differences in the accounting recognition of revenue with respect to prior IFRS, GCC adopted IFRS 15 on January 1, 2018, using the retrospective approach, without any significant effects on its operating results, financial position or changes in equity.

The Company's policies under IFRS 15 are the following:

Revenue is recognized at a point in time or over time in the amount of the price, before tax on sales, expected to be received by the Company's subsidiaries for goods and services supplied as a result of their ordinary activities, as contractual performance obligations are fulfilled, and control of goods and services passes to the customer. Revenues are decreased by any trade discounts or volume rebates granted to customers. Transactions between related parties are eliminated in consolidation.

Variable consideration is recognized when it is highly probable that a significant reversal in the amount of cumulative revenue recognized for the contract will not occur and is measured using the expected value or the most likely amount method, whichever is expected to better predict the amount based on the terms and conditions of the contract.

Revenue and costs from trading activities, in which the Company acquires finished goods from a third party and subsequently sells the goods to another third-party, are recognized on a gross basis, considering that the Company assumes ownership risks on the goods purchased, not acting as agent or broker.



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When revenue is earned over time as contractual performance obligations are satisfied, which is the case of construction contracts, the Company applies the stage of completion method to measure revenue, which represents: a) the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs; b) the surveys of work performed; or c) the physical proportion of the contract work completed, whichever better reflects the percentage of completion under the specific circumstances. Revenue and costs related to such construction contracts are recognized in the period in which the work is performed by reference to the contract's stage of completion at the end of the period, considering that the following have been defined: a) each party's enforceable rights regarding the asset under construction; b) the consideration to be exchanged; c) the manner and terms of settlement; d) actual costs incurred and contract costs required to complete the asset are effectively controlled; and e) it is probable that the economic benefits associated with the contract will flow to the Company.

Progress payments and advances received from customers do not reflect the work performed and are recognized as a short-term or longterm advanced payments, as appropriate.

aa) Earnings per share

Net earnings per share result from dividing the consolidated net income attributable to controlling interest for the year by the weighted average of outstanding shares during the year. To determine the weighted average of the outstanding shares, the shares repurchased by the Company are excluded.

ab) Treasury shares

The Company recognizes a reserve for repurchase of its own shares and it is presented within retained earnings in the consolidated financial statements. In the event that the sale price is greater than the cost, the difference is recorded as contributed capital within additional-paid-in capital.

ac) Presentation of the consolidated statements of profit

The costs and expenses reflected in the consolidated statements of profit of the Company were classified according to their function, in Note 26, costs and expenses by nature are disclosed. The gross profit is presented because it shows an objective assessment of operating margin, considering the industry in which the Company operates.

ad) Segment information

Operating segments are defined as components of a Company that develop activities and which economic benefits and results obtained are reviewed by management on a regular basis for decision making.

The Company's management analyzes geographical segment information by country and by product. Consequently, management evaluates the performance of its operating results for Mexico and the United States of America for the following products: cement, ready mix concrete and the rest of the segments are grouped in "Other" (see Note 29).

Under the concept "Other" are included products with similar characteristics related to the core business such as the sale of aggregates, concrete blocks and other building materials.

5. Key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described in Note 4, the management of the Company is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Changes to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the change affects both current and future periods.



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Key sources of estimation uncertainty

The following are the key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

a) Useful lives of property, plant and equipment. - The Company reviews the estimated useful life of property, plant and equipment at the end of each annual period. The degree of uncertainty related to the estimated useful lives is related to the changes in the market and the use of assets for production volumes as well as technological developments.

b) Impairment of non-financial assets. - When testing assets for impairment, the Company estimates the value in use assigned to property, plant and equipment, and of its cash generating units. The calculations of value in use require the Company to determine future cash flows generated by cash generating units and an appropriate discount rate to calculate the present value thereof. The Company uses cash inflow projections using estimated market conditions, determination of future prices of products and volumes of production and sale. Similarly, for discount rate and perpetuity growth purposes, the Company uses market risk premium indicators and long-term growth expectations of markets where the Company operates.

c) Contingencies. - The Company is subject to contingent transactions or events on which it uses professional judgment in the development of estimates of occurrence probability. The factors considered in these estimates are the current legal situation as of the date of the estimate, and the legal advisors' opinion.

d) Deferred income tax. - Deferred tax assets are recognized for all tax loss carry forwards to the extent that management believes that recovery is probable through the generation of future taxable income, which are estimated using future flows.

e) Discount rates used to determine the carrying amount of the Company's defined benefit obligations and the right-of-use asset. - The determination of the benefits of borrowed obligations and right-of-use assets depend on some assumptions, they include the selection and calculation of the discount rates:

The discount rate for the benefits of borrowed obligations – is determined by reference to market performance at the end of the period in corporate bonds. Significant assumptions need to be made when setting criteria for the bonds and must be included in the yield curve. The most important criteria to consider for bond selection includes the current size of corporate bonds, the quality and identification of the guidelines that are excluded.

The discount rate for right-of-use assets - is determined by estimating the interest rate that a lessee would have to pay to borrow for a similar term and with a similar guarantee, the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment.

These assumptions are considered as keys to the estimation of uncertainty, as they may have a significant effect on the Entity's Financial Statements for the following year.

f) Lease terms. - The Company has the option to renew some of its lease agreements, particularly those related to rail cars. As there is a reasonable certainty that these leases will be renewed, management has estimated the lease period most probable of being utilized. Additionally, these contracts are historically renewed under market conditions at the expiration date, which impacts the estimate associated with the lease liability and right of use asset.

g) Uncertain tax positions. - The Company evaluates uncertain tax positions separately or in conjunction with one or more uncertain tax positions based on the relevant circumstances. Management estimates the expected resolution of the uncertainty and recognizes a provision based on the amount that is not probable to be sustained based on all legal avenues available. Due to the uncertainty associated with such tax positions, there is a possibility that at the ultimate result could differ from the amount recognized.



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6. Cash and cash equivalents

For purposes of the consolidated statements of cash flows, cash and cash equivalents include cash on hand and in banks and investment instruments in the money market with original maturities of less than three months as of December 31, 2020, 2019 and 2018, as follows:

	2020	2019	2018
Cash and bank balances	\$ 345,243	\$ 219,308	\$ 199,950
Short term deposits	216,901	131,215	51,868
	\$ 562,144	\$ 350,523	\$ 251,818

7. Trade accounts receivable and other accounts receivable

Balances receivable from customers and allowance for doubtful accounts as of December 31, 2020, 2019 and 2018, are as follows:

	2020	2019	2018
Trade accounts receivable	\$ 84,465	\$ 101,669	\$ 90,427
Allowance for doubtful accounts	(9,251)	(9,324)	(11,546)
	\$ 75,214	\$ 92,345	\$ 78,881

Movements in the allowance for doubtful accounts are as follows:

	2020	2019	2018
Beginning balance	\$ (9,324)	\$ (11,546)	\$ (13,652)
Increases during the year	(6,010)	(7,375)	(1,930)
Write-offs	5,824	9,798	4,065
Translation effect	259	(201)	(29)
	\$ (9,251)	\$ (9,324)	\$ (11,546)

The credit risk in accounts receivable from clients is diversified as the Company has a broad client base that is geographically dispersed in both Mexico and the United States of America, which is why their management of the credit and collection is based on the commercial practices in each country.

In Mexico, the management is responsible and has the ability to establish the processes and procedures for the administration of the guarantees that support the existing credit lines. A client's credit is suspended when it account reaches the credit limit granted, if it presents past due balances or if there is potential risk of non-collection. The Company's management can authorize payment plans with clients up to four months and at a competitive rate according to the market, to validate past due accounts. When the account is overdue for more than 120 days, it will be delivered to the Company's legal counsel to begin the process of extrajudicial or judicial collection.

In the United States of America, the average credit term on the sale of goods is 60 days. There is no interest charge on accounts receivable from customers for the first 60 days after billing. After that date, 18% annual interest is charged on the outstanding balance. The Company has recognized an allowance for doubtful accounts for 95% of all accounts receivable that are 120 days old or more, because from experience accounts receivable overdue for more than 120 days are not recovered. For accounts receivable that are between 60 and 120 days old, an allowance for doubtful accounts is recognized based on irrecoverable amounts determined by the counterparty default experiences and an analysis of their current financial position.



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There has been no change in the estimation of the techniques or assumptions made during the period.

Before accepting any new client, the Company uses an internal credit rating system to assess the credit quality of the potential client and defines the credit limits per client. The limits and ratings attributed to clients are reviewed once a year or at the end of each project, when this is the case. 55% of accounts receivable from customers that are not due or impaired have the highest attributable credit rating according to the internal credit rating system used by the Company.

From the balance of accounts receivable from customers at year-end, the customer with the most significant balance as of December 31, 2020, 2019 and 2018, owes \$ 4,246, \$ 7,582 and \$ 6,042, respectively. No other customer accounts for more than 7.4% of the total balance of accounts receivable.

The balance of other accounts receivable are as follows:

	2020	2019	2018
Recoverable taxes	\$ 43,479	\$ 53,929	\$ 44,674
Other	1,504	3,708	14,637
	\$ 44,983	\$ 57,637	\$ 59,311

8. Balance and transactions with related parties

a) As of December 31, 2020, 2019 and 2018, the accounts receivable from related parties are as follows:

Accounts receivable	2020	2019	2018
Inmobiliaria Ruba, S.A. de C.V.	\$ 1,074	\$ 1,299	\$ 407
Copachisa, S.A. de C.V.	565	748	502
Abastecedora de Fierro y Acero, S.A. de C.V.	380	345	425
Cemex, S.A.B. de C.V.	511	134	83
	\$ 2,530	\$ 2,526	\$ 1,417

Balances due from related parties are considered recoverable. Accordingly, for the years ended December 31, 2020, 2019 and 2018, there was no expense resulting from the uncollectability of balances due from related parties, considering their expected credit loss.

b) As of December 31, 2020, 2019 and 2018, accounts payable to related parties are as follows:

Accounts payable	2020	2019	2018
Cemex, S.A.B. de C.V.	1,122	197	656
Madata IT, S.A. de C.V.	\$ 988	\$ 850	\$ 494
Abastecedora de Fierro y Acero, S.A. de C.V.	95	117	54
	\$ 2,205	\$ 1,164	\$ 1,204

c) During the years ended December 31, 2020, 2019 and 2018, the Company had transactions with related parties, as follows:

Sales of cement and construction materials	2020	2019	2018
Inmobiliaria Ruba, S.A. de C.V.	\$ 4,528	\$ 5,342	\$ 4,446
Copachisa, S.A. de C.V.	2,470	3,662	2,732
Abastecedora de Fierro y Acero, S.A. de C.V.	2,126	2,503	2,202
Cemex, S.A.B. de C.V.	398	-	-
	\$ 9,522	\$ 11,507	\$ 9,380



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Purchases of inventories and other services	2020	2019	2018
Madata IT, S.A. de C.V.	\$ 4,134	\$ 5,390	\$ 3,627
Cemex, S.A.B. de C.V.	3,021	3,085	6,623
Abastecedora de Fierro y Acero, S.A. de C.V.	501	314	577
	\$ 7,656	\$ 8,789	\$ 10,827

d) An analysis of employee benefits granted to the Company's directors and senior management for the years ended December 31, 2020, 2019 and 2018, is as follows:

	2020	2019	2018
Short-term benefits	\$ 5,756	\$ 5,087	\$ 4,144

9. Inventories

An analysis of this line item as of December 31, 2020, 2019 and 2018, is as follows:

	2020	2019	2018
Finished goods	\$ 33,012	\$ 31,358	\$ 31,580
Work in process	19,971	25,062	20,307
Raw materials and spare parts	46,469	49,173	46,328
Developed land for sale	33,286	32,695	33,963
	\$ 132,738	\$ 138,288	\$ 132,178

The amount of inventories that was recognized in cost of sales in 2020, 2019 and 2018 amounted to \$ 647,890, \$ 667,201 and \$ 637,864, respectively.

10. Lease right of use asset, net

The Company leases various assets, including rail cars, heavy machinery and vehicles. The average lease term is five years for 2020, 2019 and 2018.

The main contracts entered into by the Company as a lessee do not have the option of buying the leased assets for a nominal amount at the end of the lease period. The obligations of the Company are secured by the title of the lessor to the assets leased in such leases.

Overdue contracts were replaced by new leases with identical underlying assets. This resulted in the additions of lease right of use assets as of December 31, 2020 and 2019, for \$ 3,017 and \$2,357, respectively. For 2020, the additions were of rail cars for \$2,488 and property for \$529. For 2019, the additions were of rail cars for \$2,357.

The lease right of use asset recognized in the consolidated statement of financial position as of December 31, 2020 and 2019, is integrated as follows:

Lease right of use asset	Rail cars	Machinery and equipment	Vehicles	Property	Total
As of January 1, 2019	\$ 43,361	\$ 8,205	\$ 2,721	\$ 3,028	\$ 57,315
As of December 31, 2019	\$ 34,477	\$ 4,189	\$ 907	\$ 958	\$ 40,531
As of December 31, 2020	\$ 21,371	\$ 3,183	\$ 2,795	\$ 605	\$ 27,954
Depreciation expense 2020	\$ (9,158)	\$ (3,272)	\$ (1,478)	\$ (1,686)	\$ (15,594)
Depreciation expense 2019	\$ (11,241)	\$ (4,016)	\$ (1,814)	\$ (2,070)	\$ (19,141)



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During the years ended December 31, 2020 and 2019, the Company recognized rent expenses of \$ 1,234 and \$ 879, respectively, associated with expenses from low-value asset leases, short-term lease and leases with variable payments.

The weighted average incremental rates on which the minimum payments of the lease agreements within the scope of IFRS 16 for the 2020 and 2019 contracts were discounted to present value were 4.19% and 5.05%, respectively.

11. Lease liability

Initial adoption of IFRS 16

The following is a reconciliation of the total operating lease commitments as of December 31, 2018 and the lease liability as of the date of initial adoption of IFRS 16:

Operating lease commitments as of December 31, 2018	\$ 59,296
Discounted amount using the incremental borrowing rate as of January 1, 2019	(14,681)
Lease liability as of December 31, de 2018	44,615
Lease term extensions and other matters	12,700
Lease liability as of January 1, 2019	\$ 57,315

As of December 31, 2020 and 2019, changes in the lease liability related to the finance activities in accordance with the consolidated statement of cash flows are integrated as follows:

	2020	2019
Beginning balance as of January 1,	\$ 41,449	\$ 57,315
New contracts	3,017	2,357
Adjustments to the liability balance	(403)	229
Interest expense for lease liabilities	1,473	2,306
Lease payments	(19,025)	(20,758)
End balance	\$ 26,511	\$ 41,449

The total of future fixed payments of leases that include un-accrued interest is analyzed as follows:

Maturity analysis	2020
2021	19,870
2022	11,380
2023	2,694
2024	1,970
2025 and later	6,037
	41,951
Un-accrued interest	(15,440)
	\$26,511

The Company does not face a significant liquidity risk with respect to its lease liabilities. Lease liabilities are monitored by the Company's treasury department.



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12. Prepaid expenses

An analysis of this line item as of December 31, 2020, 2019 and 2018, is as follows:

	2020		2019		2018	
Advances to suppliers	\$	5,772	\$	8,208	\$	6,959
Prepaid expenses		6,755		4,191		3,588
	\$	12,527	\$	12,399	\$	10,547

13. Investments in associates, joint venture and other investments

An analysis of this line item as of December 31, 2020, 2019 and 2018, is as follows:

	% Equity Interest	2020		2019		2018	
Associated companies:							
Inmobiliaria Médica de México, S.A. de C.V.	17.5	\$	10,195	\$	9,578	\$	8,530
Servicios de Previsión Integral, S.A. de C.V.	33.3		5,092		5,050		3,789
Total associates		\$	15,287	\$	14,628	\$	12,319
Joint ventures:							
Madata IT, S.A. de C.V.	58.0		2,238		1,970		1,532
Desarrolladora de Infraestructura Productiva, S.A. de C.V.	50.0		821		871		889
Total joint ventures		\$	3,059	\$	2,841	\$	2,421
Other investments			744		844		808
		\$	19,090	\$	18,313	\$	15,548

14. Property, plant and equipment

An analysis of this line item as of December 31, 2020, is as follows:

	December 31, 2019	Additions	Disposals	Transfers	Depreciation	Translation effect	December 31, 2020
Property	\$ 329,464	\$ 735	\$ (508)	\$ 12,526	\$ -	\$ (7,149)	\$ 335,068
Machinery and equipment	900,008	12,510	(6,624)	124,018	-	(42,211)	987,701
Vehicles	106,627	5,153	(5,614)	1,675	-	(4,591)	103,250
Furniture and equipment	22,908	468	(661)	622	-	(771)	22,566
Accumulated depreciation	(698,135)	-	12,050	-	(70,777)	42,655	(714,207)
Net carrying amount	660,872	18,866	(1,357)	138,841	(70,777)	(12,067)	734,378
Land	190,543	1,455	(2,529)	442	-	(57)	189,854
Investments projects in process	164,494	12,846	(300)	(145,131)	-	(549)	31,360
	\$ 1,015,909	\$ 33,167	\$ (4,186)	\$ (5,848)	\$ (70,777)	\$ (12,673)	\$ 955,592



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An analysis of this line item as of December 31, 2019, is as follows:

	December 31, 2018	Additions	Disposals	Transfers	Depreciation	Translation effect	December 31, 2019
Property	\$ 321,282	\$ 2,754	\$ (519)	\$ 1,026	\$ -	\$ 4,921	\$ 329,464
Machinery and equipment	869,688	10,465	(6,337)	10,665	-	15,527	900,008
Vehicles	97,927	9,242	(4,465)	1,198	-	2,725	106,627
Furniture and equipment	21,284	1,096	(894)	831	-	591	22,908
Accumulated depreciation	(615,570)	-	10,635	-	(79,254)	(13,946)	(698,135)
Net carrying amount	694,611	23,557	(1,580)	13,720	(79,254)	9,818	660,872
Land	187,840	2,422	(1,242)	(142)	-	1,665	190,543
Investments projects in process	145,309	32,221	-	(13,578)	-	542	164,494
	\$ 1,027,760	\$ 58,200	\$ (2,822)	\$ -	\$ (79,254)	\$ 12,025	\$ 1,015,909

An analysis of this line item as of December 31, 2018, is as follows:

	December 31, 2017	Additions and depreciation	Disposals	Transfers	Business combination	Disposals of assets	Translation effect	December 31, 2018
Property	\$ 322,957	\$ 369	\$ (6,533)	\$ 615	\$ 3,582	\$ (2,514)	\$ 2,806	\$ 321,282
Machinery and Equipment	854,177	16,219	(34,905)	12,334	32,356	(19,144)	8,651	869,688
Vehicles	120,417	11,096	(3,193)	3,313	-	(35,236)	1,530	97,927
Furniture and equipment	22,048	771	(397)	880	-	(2,344)	326	21,284
Accumulated Depreciation	(610,922)	(79,314)	32,890	-	-	46,474	(4,698)	(615,570)
Net carrying amount	708,677	(50,859)	(12,138)	17,142	35,938	(12,764)	8,615	694,611
Land	138,092	13,871	-	401	38,040	(3,565)	1,001	187,840
Investments projects in process	89,618	75,251	-	(17,543)	-	(2,357)	340	145,309
	\$ 936,387	\$ 38,263	\$ (12,138)	\$ -	\$ 73,978	\$ (18,686)	\$ 9,956	\$ 1,027,760

As of December 31, 2019, construction in progress is mainly related to the modification of "kiln 6" in the cement plant of Rapid City, South Dakota for \$ 109,808, to the installation of the system for alternative fuels of the plant in Chihuahua, Chih., and to the crushing system in Cd. Juárez, Chih, for \$ 3,429.

At December 31, 2020, 2019 and 2018, the net book value of capitalized borrowing costs is \$ 182, \$ 321 and \$ 440, respectively.

The capitalized borrowing costs are included in the category of property, plant and equipment and depreciated over the useful life of such assets.

The balances of construction in progress and capitalized borrowing costs for the years ended December 31, 2020, 2019 and 2018 is as follows:

Cumulative amount of					
	Investment for the adquisition of qualifying assets	Capitalized borrowing cost	Percentage depreciation	Annualized capitalizaito n rates	
Construction in progress 2020	\$ 12,846	\$ -	-	-	
Construction in progress 2019	\$ 32,926	\$ 4,541	3% - 5%	4.52%	
Construction in progress 2018	\$ 91,248	\$ 3,502	3% - 5%	5.05%	

The depreciation expense for the years ended December 31, 2020, 2019 and 2018 was \$ 70,777, \$ 79,254 and \$ 79,314, respectively.



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Machinery and equipment includes strategic spare parts of \$ 19,985, \$ 19,089 and \$ 17,787 as of December 31, 2020, 2019 and 2018, respectively.

15. Business combinations

Acquisition of business 2018

- a) During 2018, the Company acquired a cement plant in the state of Montana, USA. As a result, on June 22, 2018, GCC Three Forks, LLC, was established to operate all of the assets acquired. The main activity of the acquired business is the sale of cement and the consideration transferred was \$ 107,516. This subsidiary was incorporated in the United States of America with the purpose of continuing with the expansion activities to strengthen the Company's operations in this region. The costs related to the acquisition of \$ 3,276 were excluded from the consideration transferred and were recognized as an expense in the period, under "other expenses" in the consolidated statement of profit.
- b) Assets acquired and liabilities recognized at the date of acquisition:

	Amount
Current assets	
Inventories	\$ 6,565
Non- current assets	
Property, plant and equipment	74,040
Assets for environmental restoration	296
Intangible assets	17,300
	91,636
Total assets	98,201
Current liabilities	
Accrued expenses	765
Non- current liabilities	
Provision for environmental restoration	296
Total liabilities	1,061
Net asset by business combination	\$ 97,140

- c) Goodwill arising on acquisition:

	Total
Consideration transferred	\$ 107,516
Less: fair value of identifiable net assets acquired	97,140
Goodwill arising on acquisition	\$ 10,376

Goodwill arose in the adquisition of GCC Three Forks, LLC, as the cost of the included intangible assets for customer relationship and supply agreements.

The consideration paid for the acquisition included amounts related to expected synergies, including revenue growth, future market development and the assembled workforce. These benefits are not recognized separately from goodwill because they do not meet the recognition criteria for identifiable intangible assets.



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16. Discontinued operations

a) Disposal of operations related with the sale of a concrete plant

On June 23, 2018, the Company sold property, plant and equipment and inventories, associated with a significant portion of its concrete business in Oklahoma and Arkansas. The proceeds from the sale was lower than the book value of the related net assets and consequently a loss on disposal was recognized. The sale of these operations is consistent with the Company's long-term strategy to focus its activities on the manufacture of cement that can be connected to its logistics network and ready-mix concrete in markets where they can be integrated with the cement network of GCC.

The detail of the assets sold and the disposal is as follows:

	2018
Book value of long-term assets sold	\$ 165,488
Book value of short-term assets sold	4,809
Sales price	118,470
Loss before tax income benefit	(51,827)
Income tax benefit	11,875
Loss on business disposal	(39,952)
Loss of discontinued operations	(103)
Loss from discontinued operations	\$ (40,055)

b) Analysis of the results of the year of discontinued operations

The results of the discontinued operations included in the consolidated statement of income are detailed below.

Result of the period of discontinued operations	2018
Concrete revenues	\$ 48,617
Cost of sales	44,119
Gross profit	4,498
Operating expenses	4,634
Loss before income tax	(136)
Income tax benefit	33
Loss from discontinued operations	\$ (103)

Cash flows from discontinued operations for the period	2018
Net cash flows	\$ 1,694

17. Goodwill

As of December 31, 2020, 2019 and 2018, this line item is as follows:

	2020	2019	2018
Beginning balance	\$ 240,545	\$ 246,884	\$ 387,461
Disposals	(28,175)	-	(146,802)
Business acquisition	228	-	10,376
Impairment loss	-	(6,339)	(4,151)
Ending balance	\$ 212,598	\$ 240,545	\$ 246,884



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The main cash generating units (CGU) with goodwill and their book values as of December 31, 2020, 2019 and 2018 are described as follows:

	2020	2019	2018
Cement and energy division (USA)	\$ 136,913	\$ 136,913	\$ 136,913
Concrete división (UAD)	75,685	103,632	109,971
	\$ 212,598	\$ 240,545	\$ 246,884

Assessment of goodwill impairment

The behavior of the economic and competition trends in the markets where the Company operates have a significant impact in the assessment of goodwill impairment and the determination of recovery values of its cash generating units. The total goodwill balance arose from business combinations in the United States of America.

The following factors are considered to assess the recoverable value:

- Market share and expected price levels
- Size of the market where the Company operates for purposes of estimating the recoverable values
- Behavior of main costs of raw materials and inputs, and the expenses necessary to maintain fixed assets in operational conditions
- The specific discount rate of the country where the Company operates, based on the weighted cost of capital and variables of market conditions as of the measurement date
- Estimated perpetuity growth rate

Below are the parameters used to measure the recoverable value of the cash generating units to which goodwill is assigned:

- Cash flow projections of the next five years based on the estimates performed during the last quarter of the year of the assessment date, considering the budget approved by Management as a baseline, which includes the most recent trends
- A discount rate of the country where the Company operates, which considers specific market risks
- Perpetuity growth rate for the business segment and the market where the Company operates

For the years ended December 31, 2019 and 2018, the Company recognized an impairment loss on goodwill assigned to the Cash Generating Unit of concrete in the United States of America division in other expenses of \$ 6,339 and \$ 4,151, respectively (see Note 27). Additionally, for the year ended December 31, 2020, the Company recognized a loss on disposal associated with the sale of a concrete business in the United States of America division that had goodwill allocated to it.

Below are the discount and perpetuity growth rates corresponding to the United States of America market used for the periods ended December 31, 2020, 2019 and 2018:

	2020	2019	2018
Discount rate	6.6%	7.4%	8.9%
Perpetuity growth rate	2.0%	2.0%	2.3%



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At December 31, 2020, the Company performed a sensitivity analysis on the impact of a possible increase or decrease of one percentage point in the discount rate and the perpetuity growth rate for the Cash Generating Units and is as follows:

Cash generating unit	Excess recoverable value over carrying amount	Impact on decrease or increase			
		Discount rate		Perpetuity growth rate	
		+ 1%	- 1%	+ 1%	- 1%
Cement and energy division	\$ 1,705	\$ 711	\$ 1,530	\$ 1,217	\$ 767
Concrete division (USA)	166	242	32	217	48

18. Intangible assets

At December 31, 2020, this item is as follows:

	Useful life	December 31, 2019	Investments	Amortization	Translation effect	December 31, 2020
Customer relations	20 and 15	\$ 57,330	\$ -	\$ -	\$ -	\$ 57,330
Non-compete agreements	5	25,328	-	-	(730)	24,598
Software licenses	5	23,473	881	-	(565)	23,789
Leasehold improvements		6,928	6,963	-	73	13,964
Mining rights		3,526	-	-	(938)	2,588
Supply agreement		1,658	-	-	430	2,088
Installation expenses		1,629	-	-	-	1,629
Accumulated amortization		(51,364)	-	(10,574)	2,718	(59,220)
		\$ 68,508	\$ 7,844	\$ (10,574)	\$ 988	\$ 66,766

At December 31, 2019, this item is as follows:

	Useful life	December 31, 2018	Investments	Amortization	Translation effect	December 31, 2019
Customer relations	20 and 15	\$ 57,330	\$ -	\$ -	\$ -	\$ 57,330
Non-compete agreements	5	24,673	585	-	70	25,328
Software licenses	5	20,622	2,790	-	61	23,473
Leasehold improvements		5,821	1,107	-	-	6,928
Mining rights		2,909	604	-	13	3,526
Supply agreement		1,600	57	-	1	1,658
Installation expenses		1,629	-	-	-	1,629
Accumulated amortization		(41,333)	-	(10,011)	(20)	(51,364)
		\$ 73,251	\$ 5,143	\$ (10,011)	\$ 125	\$ 68,508

At December 31, 2018, this item is as follows:

	Useful life	December 31, 2017	Investments and amortization	Business acquisition	Translation effect	December 31, 2018
Customer relations	20 and 15	\$ 41,630	\$ -	\$ 15,700	\$ -	\$ 57,330
Non-compete agreements	5	24,670	-	-	3	24,673
Software licenses	5	20,572	3	-	47	20,622
Leasehold improvements		4,052	1,769	-	-	5,821
Mining rights		2,590	315	-	4	2,909
Supply agreement		-	-	1,600	-	1,600
Installation expenses		1,629	-	-	-	1,629
Accumulated amortization		(34,353)	(7,212)	-	232	(41,333)
		\$ 60,790	\$ (5,125)	\$ 17,300	\$ 286	\$ 73,251



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19. Other assets

As of December 31, 2020, 2019 and 2018, this item consists of the following:

	2020	2019	2018
Long-term accounts and notes receivable	\$ 18,749	\$ 16,245	\$ 3,236
Operation permits and others	3,332	2,602	559
Guarantee deposits	1,184	1,233	1,112
Restricted cash	588	30	30
	\$ 23,853	\$ 20,110	\$ 4,937

Restricted cash consists of cash deposited in an escrow account required by the State of Colorado's Mined Land Reclamation Board, in the United States of America.

20. Employee benefits

Short-term benefits

Short-term employee benefits as of December 31, 2020, 2019 and 2018, are as follows:

	2020	2019	2018
Salaries and wages payable	\$ 22,197	\$ 22,884	\$ 18,791
Vacations and vacation bonus	6,485	6,142	6,022
Social security contributions and other taxes	2,925	1,009	1,722
Other benefits	4,032	1,817	1,417
	\$ 35,639	\$ 31,852	\$ 27,952

Post retirement benefit obligation

- Retirement benefits are granted through defined pension plans that cover all workers of the Mexican subsidiaries. Pensions are determined based on employees' salaries in their last year of work, seniority in the Company, and their age upon retirement. Seniority premiums are paid to personnel based on the provisions of the Mexican Labor Law.
- The components of the net cost of the period charged to profit or loss for the years ended December 31, 2020, 2019 and 2018, as well as the employee benefit obligations as of such dates are integrated as follows:

Net cost of the year	2020	2019	2018
Mexico	\$ 3,954	\$ 2,750	\$ 1,798
United States of America	3,578	3,734	3,811
	\$ 7,532	\$ 6,484	\$ 5,609

The employee benefit obligation as of December 31, 2020, 2019 and 2018, is as follows:

Defined benefit obligations	2020	2019	2018
Mexico	\$ 19,456	\$ 17,353	\$ 12,016
United States of America	30,481	28,591	23,520
	\$ 49,937	\$ 45,944	\$ 35,536



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Balances as of December 31, 2020, are as follows:

Defined benefit obligations (DBO)	Seniority premium	Pension plan	Total Mexico	Pension plan USA
DBO present value as of January 1, 2020	\$ 1,007	\$ 16,346	\$ 17,353	\$ 63,820
Service cost	59	1,061	1,120	1,682
Interest cost	69	1,144	1,213	1,896
Early retirement or settlement	54	1,567	1,621	-
Net cost of the period	\$ 182	\$ 3,772	\$ 3,954	\$ 3,578
Actuarial remeasurement	39	359	398	6,096
Benefits paid	(153)	(2,359)	(2,512)	(1,665)
Translation effect	180	20	200	-
	\$66	(\$1,980)	(\$1,914)	\$ 4,431
DBO present value as of December 31, 2020	\$1,255	\$ 18,138	\$19,393	\$ 71,829
Fair value of plan assets	63	-	63	(41,348)
Net liability	\$1,318	\$ 18,138	\$19,456	\$ 30,481

Plan assets (PA) are recognized at fair value; as of December 31, 2020, the changes to these assets are as follows:

2020	México	USA
PA fair value as of January 1, 2020	\$ (60)	\$ (35,229)
Contributions made by the Company	-	(3,413)
Benefits paid	-	1,665
Expected return on assets	(3)	(4,371)
PA fair value as of December 31, 2020	\$ (63)	\$ (41,348)

Balances as of December 31, 2019, are as follows:

Defined benefit obligations (DBO)	Seniority premium	Pension plan	Total Mexico	Pension plan USA
DBO present value as of January 1, 2019	\$ 880	\$ 11,196	\$ 12,076	\$ 52,333
Service cost	63	844	907	1,594
Interest cost	68	1,082	1,150	2,140
Early retirement or settlement	90	603	693	-
Net cost of the period	\$ 221	\$ 2,529	\$ 2,750	\$ 3,734
Actuarial remeasurement	116	2,937	3,053	9,274
Benefits paid	(188)	(895)	(1,083)	(1,521)
Translation effect	41	579	620	-
	\$ (31)	\$ 2,621	\$ 2,590	\$ 7,753
DBO present value as of December 31, 2019	\$ 1,070	\$ 16,346	\$ 17,416	\$ 63,820
Fair value of plan assets	(63)	-	(63)	(35,229)
Net liability	\$ 1,007	\$ 16,346	\$ 17,353	\$ 28,591



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Plan assets (PA) are recognized at fair value; as of December 31, 2019, the changes to these assets are as follows:

2019	México	USA
PA fair value as of January 1, 2019	\$ (60)	\$ (28,813)
Contributions made by the Company	-	(1,612)
Benefits paid	-	1,521
Expected return on assets	(3)	(6,325)
PA fair value as of December 31, 2019	\$ (63)	\$ (35,229)

Balances as of December 31, 2018, are as follows:

Defined benefit obligations (DBO)	Seniority premium	Pension plan	Total Mexico	Pension plan USA
DBO present value as of January 1, 2018	\$ 937	\$ 12,223	\$ 13,160	\$ 57,574
Service cost	94	704	798	1,866
Interest cost	71	929	1,000	1,945
Net cost of the period	\$ 165	\$ 1,633	\$ 1,798	\$ 3,811
Actuarial remeasurement	(165)	(1,584)	(1,749)	(7,693)
Benefits paid	(63)	(1,165)	(1,228)	(1,359)
Translation effect	6	89	95	-
	\$ (222)	\$ (2,660)	\$ (2,882)	\$ (9,052)
DBO present value as of December 31, 2018	\$ 880	\$ 11,196	\$ 12,076	\$ 52,333
Fair value of plan assets	(60)	-	(60)	(28,813)
Net liability	\$ 820	\$ 11,196	\$ 12,016	\$ 23,520

Plan assets (PA) are recognized at fair value; as of December 31, 2018, the changes to these assets are as follows:

2018	México	USA
PA fair value as of January 1, 2018	\$ (56)	\$ (30,606)
Contributions made by the Company	-	(1,733)
Benefits paid	-	1,359
Expected return on assets	(4)	2,167
PA fair value as of December 31, 2018	\$ (60)	\$ (28,813)

The fair value of pension plan assets of the Company in its division in USA as of December 31, 2019, 2019 and 2018, is as follows:

	2020	2019	2018
Cash equivalents	\$ 2,586	\$ 912	\$ 1,468
Listed Shares:			
USA companies	18,906	16,978	13,055
International companies	9,763	8,358	6,235
Fixed income exchange traded funds:			
Corporate bonds	6,422	5,719	5,251
USA government bonds	399	352	332
Other exchange traded funds	3,272	2,910	2,472
Total	\$ 41,348	\$ 35,229	\$ 28,813

Level 1.- Quoted prices in active markets for identical assets



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Fixed income consists of corporate bonds, government securities, and fixed income share funds. Government securities are measured by third party pricing sources. Corporate bonds are measured using either the yields currently available on comparable securities of issuers with similar credit ratings or using a discounted cash flows approach that utilizes observable inputs, such as current yields of similar instruments, but includes adjustments for certain risks that may not be observable, such credit and liquidity risks. Fixed income share funds are measured at the net asset value per share multiplied by the number of shares held as of the measurement date. Hedge funds are investments structures that contain an array of investments strategies with a wide range of different securities, including derivatives instruments.

The most significant assumptions selected in the determination of the Company's labor obligations are as follows:

Actual rates	2020	2019	2018
Mexico			
Discount rates	7.40%	8.00%	9.25%
Salary increase rate	5.00%	5.00%	4.50%
United States of America			
Discount rates	2.30%	3.10%	4.14%
Salary increase rate	4.89%	4.88%	4.74%

The liability for employee benefits is sensitive to the movements of the interest rates used to discount the obligations, below, a sensitivity analysis is presented with scenarios of an increase and a decrease of 1% in the discount rate and salary increases, assuming that all other actuarial assumptions remain unchanged:

Sensitivity Analysis	Mexico		USA	
DBO present value	\$	16,888	\$	71,829
+ 1 % Discount rate		19,445		77,821
- 1 % Discount rate		14,593		66,684

Plan assets in the United States of America:

The Company's investment policy for its pension plan is to balance the risk and return using a diversified portfolio consisting primarily of high-quality equity and fixed-income securities. Plan assets are managed by outside investment managers. Dacotah's Employee Pension Plan Committee provides oversight of the investments and the performance of the investment managers.

Equity securities consist of publicly traded U.S. companies and international companies. Publicly traded securities are valued at the closing prices reported in the active market in which the individual securities are traded.

These investments are made through funds-of-funds (commingled, multi manager fund structures) and through direct investments in individual hedge funds. Hedge funds are primarily valued by each administrator based upon the valuation of the underlying securities and instruments and mainly by applying a market or income valuation methodology as appropriate depending on the specific type of security or instrument held. "Funds-of-funds" are valued based upon the net asset values of the underlying investments in hedge funds.

The Company's funding policy in the United States of America, is as follows:

The Company funds its pension plan and no contributions are made by employees. The Company funds the plan annually by making a contribution of at least the minimum amount required by applicable regulations and as recommended by the Company's actuary. However, the Company also may fund the plan in excess of the minimum required amount. Cash contributions in subsequent years will depend on a number of factors including the performance of plan assets.



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401(k) Plans

GCCRG, GCC Dacotah, CRM, GCCE, Midco, GCCAC, GCC Permian, GCC Sun City, GCC Three Forks and Alliance, have defined contribution benefit plans (the Plans), which qualify as 401(k) plans and are based on the tax laws of the United States of America. The plans are available to substantially all employees. The Company matches contributions up to 4.0% of their salary paid. The Company's contributions to the plans recorded in the consolidated statements of profit for the years ended of December 31, 2020, 2019 and 2018, amounted to \$ 2,667, \$ 2,456 and \$ 2,256, respectively.

Bonus Plan

The Company has a bonus plan. As of December 31, 2020, 2019 and 2018, the Company has provisioned for this purpose \$ 6,706 \$ 5,326, and \$ 5,348, respectively.

Sickness Disability Plan

GCC Dacotah has a sickness disability leave plan, which pays employees 25% of their unused sick leave at their current pay rate, not to exceed 550 hours in total, per employee.

21. Financial instruments

Capital management

The objectives of the Company's capital management are primarily focused on ensuring that the financial requirements are met to continue as a going concern and to meet its growth objectives in order to maximize profits for shareholders, provide benefits for other stakeholders and to maintain an optimal capital structure. The Company manages the capital structure and makes adjustments considering the changes in economic conditions, its business, investment and growth plans and risk characteristics of the underlying assets.

The Company's management reviews monthly the ratios of financial debt and interest expense against the operating cash flow (adjusted EBITDA, which equals operating income before other expenses plus depreciation and amortization) for the purposes of complying with contract requirements and to maintain the net debt and interest rate hedging ratios. The Company's overall strategy remains consistent for all years presented.

Debt ratio

The debt ratio for the reporting period is as follows:

	2020	2019	2018
Financial debt ⁽ⁱ⁾	\$ 628,851	\$ 649,991	\$ 650,336
Cash and cash equivalents	562,144	350,523	251,818
Net debt	\$ 66,707	\$ 299,468	\$ 398,518
Stockholders' equity ⁽ⁱⁱ⁾	\$ 1,175,142	\$ 1,074,537	\$ 972,216
Net debt to equity ratio	6%	28%	41%

(i) Debt is defined as long and short term loans, as described in Notes 4.g and 21.b.

(ii) Stockholders' equity includes all reserves and capital stock of the Company that are managed as capital.

The Company's management actively manages the debt to equity, which has decreased significantly as of December 31, 2020 due to the amounts of cash and cash equivalents that the Company maintains.



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Financial instruments category

	2020	2019	2018
Financial assets at amortized cost:			
Cash and cash equivalents	\$ 562,144	\$ 350,523	\$ 251,818
Trade accounts receivable, net	75,214	92,345	78,881
Due from related parties	2,530	2,526	1,417
Long-term accounts and notes receivable	18,749	16,245	3,236
Restricted cash	588	30	30
Financial liabilities at amortized cost:			
Trade accounts payable	\$ 89,079	\$83,625	\$ 83,223
Due to related parties	2,205	1,164	1,204
Payables and financial debt	628,851	649,991	650,336
Lease liability	26,511	41,449	-

Financial risk management objectives

The Company's Corporate Treasury function provides services to businesses, coordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the Company through internal risk reports, which analyze exposures by degree and magnitude of risks. These risks include market risk (including currency risk, interest rate risk and other price risk), credit risk, liquidity risk and risk of interest rate of the cash flow.

The Corporate Treasury function applies the policies authorized by the Board of Directors to mitigate risk exposures.

The main risks associated with the financial instruments of the Company are:

- Market risks
- Credit Risk
- Liquidity Risk

The Board of Directors, upon recommendation from the Audit and Corporate Practices Committee, reviews and approves the risk management policies of the Company. For the years ended December 31, 2020, 2019 and 2018, the Company has not contracted any derivative financial instrument.

i) Market Risk: interest rate

GCC is exposed to market risk primarily related to fluctuations in the exchange rate and interest rates. Considering that the Company's total financial debt is denominated in US dollars and 60% is subject to variable interest rates, the volatility of interest rates in the markets of the United States of America and Mexico may adversely affect the results of the Company, increasing its financial expenses, and impacting the liquidity and capacity of the Company to meet its principal and interest payment obligations.

Exposure to interest rate risk lies mainly in variations that may arise in the interest rate of reference, LIBOR (London Interbank Offered Rate).

Sensitivity analysis regarding the risk of increases on interest rates

GCC analyzes the sensitivity to the exposure of volatility of interest rates in relation to financial liabilities contracted at variable interest rates at end of period. The Company considers that a change of one percentage point is a reasonable assumption to measure the possible effect in its results. As of December 31, 2020, a change of ± 1 percentage point in interest rates. Assuming that the other assumptions remain constant, it would result in an increase or decrease of financial expenses before taxes by approximately US\$ 3.96 million.



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ii) Market Risk: Foreign currency

The Company's exposure to the volatility of the Mexican peso exchange rate against the U.S. dollar is shown as follows as of December 31, 2020, 2019 and 2018:

	2020	2019	2018
Financial assets	\$ 28,176	\$ 22,123	\$ 19,081
Financial liabilities	(635,576)	(678,983)	(683,910)
Net liability position	\$ (607,400)	\$ (656,860)	\$ (664,829)

As mentioned in Note 4.h, the Company designates its net investment in a foreign operation as a cash flow hedge, whereby the exchange fluctuations arising from financial debt denominated in U.S. dollars, associated to its investment in subsidiaries in the United States of America, is recognized in other comprehensive income.

The following table shows a sensitivity analysis of the financial assets and liabilities based on a possible fluctuation of the Mexican peso compared to the U.S. dollar, showing the effects in the consolidated statements of profit and the consolidated statements of stockholders' equity as of December 31, 2020, 2019 and 2018:

Sensitivity analysis:	Results	Equity (1)
2020		
Mexican peso appreciation 10%	\$ 29,954	\$ 62,885
Mexican peso depreciation 10%	(29,954)	(62,885)
2019		
Mexican peso appreciation 10%	\$ 9,061	\$ 64,999
Mexican peso depreciation 10%	(9,061)	(64,999)
2018		
Mexican peso appreciation 10%	\$ 19,968	\$ 65,033
Mexican peso depreciation 10%	(19,968)	(65,033)

- (1) The effect of the resulting devaluation of financial long-term debt will be offset by the effect of the revaluation or appreciation of foreign investment since the investment is considered as a hedge of cash flows.

The Company assumes that a 10% change in the exchange rate is reasonably possible for purposes of performing the sensitivity analysis.

iii) Credit risk

Credit risk represents the potential loss due to the failure of the counterparty to meet all its payment obligations.

Financial instruments which could potentially bind the Company to significant credit risk are cash and cash equivalents and accounts receivable. Cash and cash equivalents of the Company are held in various financial institutions with high credit quality. The Company's policy is designed to limit its exposure to any single financial institution or counterparty.

The credit risk on accounts receivable is diversified because the Company has a broad customer base that is geographically dispersed in both Mexico and the United States. At December 31, 2020, 2019 and 2018, no individual customer represents a significant amount of reported net sales or accounts receivable balance.

The Company periodically evaluates the creditworthiness of its customers and, if necessary, guarantees are required from them to ensure the recovery of receivables.



Notes to the consolidated financial statements

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The carrying amount of financial assets represents the maximum credit exposure, at December 31, 2020, 2019 and 2018, is as follows:

	2020	2019	2018
Cash and cash equivalents	\$ 562,144	\$ 350,523	\$ 251,818
Trade accounts receivable	75,214	92,345	78,881
Other accounts receivables	44,983	57,637	59,311

Cash and cash equivalents

An analysis of the credit ratings of financial institutions where the Company maintains cash and cash equivalents at the close of each period is as follows:

	As of December 31		
	2020	2019	2018
BBB+ rating institutions	\$ 298,309	\$ 185,294	\$ -
AA- rating institutions	130,114	16,680	1,136
MXAAA rating institutions	54,233	31,035	3,448
MXAA rating institutions	39,322	8,011	18,383
MXA rating institutions	20,351	5,421	5,312
A rating institutions	16,600	42,131	42,679
MXAA- rating institutions	1,077	1,220	-
A- rating institutions	868	9,661	-
A+ rating institutions	52	-	-
AA- rating institutions	-	27,486	147,316
MXAA rating institutions	-	21,448	4,347
MXBBB rating institutions	-	-	25,906
MXA+ rating institutions	-	-	1,223
Not applicable	1,218	2,136	2,068
	\$ 562,144	\$ 350,523	\$ 251,818

Trade accounts receivable

Below is an analysis of the aging of trade accounts receivable as of December 31, 2020, 2019 and 2018:

Year	Current	Maturities:					Total
		1-30 days	31- 60 days	61- 90 days	91- 120 days	Over 121 days	
2020	\$ 52,123	\$ 14,337	\$ 5,500	\$ 1,986	\$ 2,087	\$ 8,432	\$ 84,465
2019	\$ 65,483	\$ 9,252	\$ 12,826	\$ 2,988	\$ 2,430	\$ 8,690	\$ 101,669
2018	\$ 50,115	\$ 13,082	\$ 9,831	\$ 3,208	\$ 2,096	\$ 12,095	\$ 90,427

i) Liquidity risk

Cash generated from operations is used to make debt payments and capital expenditures. The management of the Company administers liquidity and establishes adequate working capital policies to manage the short, medium and long-term financing. The Company handles liquidity risk by maintaining adequate reserves, banking facilities and authorized credit lines to obtain credits through continuous monitoring of actual and projected cash flows, and reconciling the maturity profiles of financial assets and liabilities. The contractual maturities of financial debt instruments and other financial liabilities as of December 31, 2020, are shown in the following table:



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Line item	Contractual maturities:					Total
	1 year	2 years	3 years	4 years	more than 5 years	
Trade accounts payable	\$89,079	-	-	-	-	\$89,079
Due to related parties	\$2,205	-	-	-	-	\$2,205
Financial debt	\$92,000	\$176,000	\$104,000	\$260,000	-	\$632,000
Leases	\$19,870	\$11,380	\$2,694	\$1,970	\$6,037	\$41,951
Un-accrued interest	\$20,816	\$17,917	\$14,357	\$6,826	-	\$59,916

As of December 31, 2020, 2019 and 2018, the Company had access to lines of credit up to an amount of \$ 77,532, \$ 78,266 and \$ 80,242, respectively, which were undrawn at the end of these years. Additionally, as of December 31, 2020, 2019 and 2018, the Company had contracted letters of credit for \$ 12,248, \$ 11,251 and \$ 11,016, respectively, which are primarily used to ensure the payment of deductibles in connection to insurance programs of the Company in the United States and as collateral for bonds issued in the United States and to ensure its natural gas supply.

a) Fair value of financial instruments

Except as for the detail in the following table, management believes that the carrying amounts of assets and liabilities recognized at amortized cost in the financial statements, approximates their fair value given their short-term maturities.

The fair value of financial instruments presented below has been determined by the Company using available market information or other valuation techniques that require judgment in developing and interpreting the estimates of fair values, and also uses assumptions based on market conditions existing at each of the dates in the consolidated statements of financial position.

The fair value of the Company's debt financial instruments included in the disclosure presented in the following table is determined per unit of account; for the international bond, the fair value was determined considering the market price of the instrument prevailing at the date of the consolidated statements of financial position, while borrowings with banks was estimated using the present value of discounted cash flows at market rates as of December 31 of each year, which is located in level 2 of the fair value hierarchy.

Their book values and their fair values as of December 31, 2020, 2019 and 2018, are as follows:

Payables and financial liabilities recognized at amortized cost:

	Carrying amount		Fair value	
December 31, 2020	\$	632,000	\$	688,655
December 31, 2019	\$	657,425	\$	682,380
December 31, 2018	\$	661,825	\$	657,628



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b) Payables and financial debt

(i) As of December 31, 2020, 2019 and 2018, the financial debt is as follows:

As of December 31, 2020				Maturities	
Loans	Currencies	Interest rates	Amounts	Current portion of the long term debt	Long-term debt
<u>International bond</u>					
7 years	U.S. Dollars	5.250%	\$ 260,000	\$ -	\$ 260,000
<u>Syndicated loan</u>					
5 years	U.S. Dollars	LIBOR + 1.75% (margin range: 2.00% - 1.25%)	372,000	92,000	280,000
<u>Issuance costs</u> ⁽¹⁾			(3,149)	-	(3,149)
			\$ 628,851	\$ 92,000	\$ 536,851

(1) Issuance costs are integrated as follows: International bond and Syndicated loan for \$ 1,695 and \$ 1,454, respectively.

As of December 31, 2019				Maturities	
Loans	Currencies	Interest rates	Amounts	Current portion of the long term debt	Long-term debt
<u>International bond</u>					
7 years	U.S. Dollars	5.250%	\$ 260,000	\$ -	\$ 260,000
<u>Syndicated loan</u>					
5 years	U.S. Dollars	LIBOR + 1.75% (margin range: 2.00% - 1.25%)	396,000	24,000	372,000
<u>Others</u>					
Others	U.S. Dollars	5.00%	1,425	1,425	-
<u>Issuance costs</u>			(7,434)	-	(7,434)
			\$ 649,991	\$ 25,425	\$ 624,566

As of December 31, 2018				Maturities	
Loans	Currencies	Interest rates	Amounts	Current portion of the long term debt	Long-term debt
<u>International bond</u>					
7 years	U.S. Dollars	5.250%	\$ 260,000	\$ -	\$ 260,000
<u>Syndicated loan</u>					
5 years	U.S. Dollars	LIBOR + 1.75% (margin range: 2.00% - 1.25%)	400,000	4,000	396,000
<u>Others</u>					
Others	U.S. Dollars	5.00%	1,825	400	1,425
<u>Issuance costs</u>			(11,489)	-	(11,489)
			\$ 650,336	\$ 4,400	\$ 645,936



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(ii) On June 13, 2018, the Company prepaid \$ 249,650 and \$ 184,863 of the unsecured and guaranteed loans, respectively, contracted in November 2016. The prepayment was made mainly with the proceeds from a new syndicated unguaranteed loan for \$ 400,000 with a maturity of five years, at an interest rate of LIBOR plus a margin with a range between 1.25% to 2.00% that is reduced or increased according to the decrease or increase of the gross leverage ratio (gross debt/EBITDA). The credit syndication was led by BBVA Bancomer, S.A., National Bank of Mexico, S.A., J.P. Morgan Chase Bank, N.A. and The Bank of Nova Scotia.

(iii) In June 2017, the Company concluded the issuance of Senior Unsecured Notes for a total amount of US\$ 260,000, at an interest rate of 5.250% per annum and with a maturity date on June 23, 2024. The resources obtained from the issuance of the unsecured preferred notes were used to settle the notes that the Company had in effect with a coupon of 8.125% and a maturity date of February 8, 2020.

(iv) In February 2017, the holder of the unsecured and guaranteed loans transferred its rights and obligations in respect of tranche "B" for US\$ 57,739 of the guaranteed loan and tranche "B" for US\$ 81,400 of the unsecured credit. This assignment was distributed among five financial institutions. With this assignment, the Company reduced the applicable interest rate, as the additional margin on the benchmark interest rate for both tranches changed from a fixed margin of 4.50% per annum, to a margin ranging from 3.75% to 2.00% per annum and which is reduced or increased according to the decrease or increase of the net leverage ratio, respectively.

(v) Loan agreements establish specific clauses relating to the sale of assets, investments, additional financing and debt payments, as well as the obligation to maintain certain specific financial ratios (net financial leverage ratio and net interest), which in case of non-compliance, would lead to a breach of contract allowing the creditor to require the advance payment of the corresponding loan. As of December 31, 2020, the Company has complied with these conditions. The financial ratios required and / or permitted by the contracts for the period ended December 31, 2020 are as follows:

	2020	Required / Permitted
Net leverage ratio ⁽¹⁾	0.24	3.25
Interest coverage ⁽²⁾	15.05	3.50

(1) Net leverage - means the number of times net debt (debt with financial cost) less cash over adjusted EBITDA.

(2) Interest coverage - means the number of times adjusted EBITDA on financial expenses.

For the year ended December 31, 2020, the weighted average interest rate of the international bonds was 5.25% and the weighted average interest rate of bank loans was 2.53%.

For the year ended December 31, 2019, the weighted average interest rate of the international bonds was 5.25% and the weighted average interest rate of bank loans was 4.21%.

For the year ended December 31, 2018, the weighted average interest rate of the international bonds was 5.25% and the weighted average interest rate of bank loans was 4.94%.

The average life of the financial debt as of December 31, 2020 was approximately 2.4 years.

The Company's subsidiaries, GCC Cemento, S.A. de C.V., Cementos de Chihuahua, S.A. de C.V. and GCC of America, Inc., are guarantors for the syndicated credit.



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C) The following is a reconciliation of obligations derived from financing activities:

	January 1, 2020	Disposals	Accrued interest	Payments made	December 31, 2020
<u>International bond 2017</u>	\$ 260,000	\$ -	\$ 265	\$ -	\$ 260,265
<u>Syndicated loan</u>	396,000	-	331	(24,000)	372,331
<u>Others</u>	1,425	-	-	(1,425)	-
	\$ 657,425	\$ -	\$ 596	\$ (25,425)	\$ 632,596
	January 1, 2019	Disposals	Accrued interest	Payments made	December 31, 2019
<u>International bond 2017</u>	\$ 260,000	\$ -	\$ 265	\$ -	\$ 260,265
<u>Syndicated loan</u>	400,000	-	687	(4,000)	396,687
<u>Others</u>	1,825	-	48	(400)	1,473
	\$ 661,825	\$ -	\$ 1,000	\$ (4,400)	\$ 658,425
	January 1, 2018	Disposals	Accrued interest	Payments made	December 31, 2018
<u>International bond 2017</u>	\$ 260,000	\$ -	\$ 287	\$ -	\$ 260,287
<u>Unsecured Credit</u>					
Tranche "A"					
7 years	171,750	-	-	(171,750)	-
Tranche "B"					
5 years	77,900	-	-	(77,900)	-
<u>Guaranteed Credit</u>					
Tranche "A"					
7 years	127,124	-	-	(127,124)	-
Tranche "B"					
5 years	57,739	-	-	(57,739)	-
<u>Syndicated loan</u>	-	400,000	767	-	400,767
<u>Others</u>	2,175	-	61	(350)	1,886
	\$ 696,688	\$ 400,000	\$ 1,115	\$ (434,863)	\$ 662,940

Accrued interest payable derived from the financial debt is presented in accrued expenses and taxes other than income taxes in the consolidated statement of financial position for 2020, 2019 and 2018, amounting to \$ 596, \$ 1,000 and \$ 1,115, respectively.



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22. Accrued expenses and taxes other than income taxes and provisions

a) Accrued expenses and taxes other than income taxes

Accrued expenses and taxes other than income taxes as of December 31, 2020, 2019 and 2018, are as follows:

	2020	2019	2018
Taxes payable	\$ 33,380	\$ 35,016	\$ 33,463
Other accounts payable	13,501	5,386	7,689
Interest payable	596	1,000	1,115
	\$ 47,477	\$ 41,402	\$ 42,267

b) Provisions

	2020	2019	2018
Beginning balance	\$ 2,651	\$ 3,177	\$ 5,007
Increase during the year	5,777	7,107	10,108
Payments made	(6,226)	(7,720)	(12,003)
Translation effect	(86)	87	65
Ending balance	\$ 2,116	\$ 2,651	\$ 3,177

c) Provision for environment restoration

The Mining Law of the State of New Mexico in the USA requires the Company to incur costs to restore operations affected by raw material extraction where the plant is located at the end of operations in the same area. Measures have been planned for the incremental and simultaneous implementation of the plan over a period of forty years, with more than half of the surface disturbed, the same being recovered during the operational life of the plan area. The Company has recognized a long-term provision for the estimated costs to be incurred in restoring the site at present value, using appropriate discount rates. As of December 31, 2020, 2019 and 2018, the USA Division has recognized a provision of \$ 17,368, \$ 21,229 and \$ 20,798, respectively, for such restoration activities.

Additionally, for the Mexican division there is an obligation under the General Law of Ecological Equilibrium and Environmental Protection, which states that whoever carries out activities that affect the environment is required to prevent, minimize or repair the damage involved. The Act establishes the obligation to perform an environmental impact assessment. As of December 31, 2020, 2019 and 2018, the Mexican division has recognized a provision of \$ 1,553, \$ 1,448 and \$ 1,171, respectively, for such restoration activities.

Movements in the provision for environmental restoration are as follows:

	Balances as of January 1, 2020	Decreases during the year	Interest cost	Balances as of December 31, 2020
Restoration provision	\$ 22,677	\$(3,819)	\$ 63	\$ 18,921

	Balances as of January 1, 2019	Increases during the year	Interest cost	Balances as of December 31, 2019
Restoration provision	\$ 21,969	\$ 647	\$ 61	\$ 22,677

	Balances as of January 1, 2018	Increases during the year	Interest cost	Business acquisition	Balances as of December 31, 2018
Restoration provision	\$ 10,208	\$ 10,022	\$ 1,443	\$ 296	\$ 21,969



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23. Income taxes

The Company in Mexico is subject to ISR whose rate for 2020, 2019 and 2018 was 30% and will continue at 30% for subsequent years. The Company caused ISR on a consolidated basis until 2013 with its Mexican subsidiaries. Due to changes in the income tax law in effect as of December 31, 2013, the tax consolidation regime was eliminated, therefore, the Company and its subsidiaries have the obligation to pay the deferred tax determined at that date during the following ten annual periods from 2014, as shown below. Income taxes of the subsidiaries in the United States of America are determined on a consolidated basis with their direct holding company GCC of America, Inc., The income tax rate, for the Swiss subsidiary, used for 2019 and 2018 was 9.6%, and in accordance with the Swiss tax reform that eliminated the privileged mixed tax status and entered into force on January 1, 2020, a temporary increase will be applied with a profit tax rate of 11.9% from 2020 to 2024, and from 2025 the profit tax rate will be 14.0%.

While the 2014 Tax Law repealed the tax consolidation regime, an option was established to calculate ISR together in groups of companies (under a tax integration regimen). The new system allows for consolidated companies owned directly or indirectly by more than 80% to have certain benefits in their tax determination (when within the integrated group of companies there are some with profits or losses in the same year), which may be deferred for three years and reported at the filing date of the tax return corresponding to the tax year following the completion of the aforementioned three-year period.

The Company and its Mexican subsidiaries opted to join the integration regimen, so income tax for the year 2020, 2019 and 2018 was determined as a group.

The following are the tax rates on taxable income in countries where the Company operates:

Country	2020	2019	2018
Mexico	30%	30%	30%
United States of America	24%	24%	24%
Switzerland	11.9%	9.6%	9.6%

On December 22, 2017, the government of the United States of America enacted substantial changes to its existing tax law ("H.R. 1", originally known as the "Tax and Employment Reduction Act," or the "Act"). Although most of the provisions of the Law, including the reduction of the corporate tax rate to 21% took effect as of January 1, 2018, IFRS require entities to recognize the effect to its deferred taxes related to changes in tax legislation in the period enacted.

a) For the years ended December 31, 2020, 2019 and 2018, income tax expense charged to results is as follows:

	2020	2019	2018
Current income tax	\$ (14,330)	\$ (15,339)	\$ (13,387)
Deferred income tax	(16,855)	(10,070)	(3,305)
Total income taxes	\$ (31,185)	\$ (25,409)	\$ (16,692)

b) Deferred taxes in the consolidated statements of financial position

The main items composing the deferred income taxes are:



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Mexico	December 31, 2020	December 31, 2019	December 31, 2018
Deferred tax assets:			
Provisions and allowances	\$ 15,505	\$ 8,938	\$ 9,514
Customer advances and other	1,901	837	2,485
Tax loss carry forwards	104,792	116,201	104,552
	122,198	125,976	116,551
Deferred tax liabilities:			
Property, plant and equipment	(118,812)	(119,744)	(110,650)
Inventories	(558)	(657)	(1,057)
Prepaid expenses and other	(5,419)	(6,669)	(6,992)
	(124,789)	(127,070)	(118,699)
Deferred income tax liability	\$ (2,591)	\$ (1,094)	\$ (2,148)

USA	December 31, 2020	December 31, 2019	December 31, 2018
Deferred tax asset:			
Provisions and allowances	\$ 32,740	\$ 34,010	\$ 28,881
Tax loss carry forwards	28,372	34,452	37,081
	61,112	68,462	65,962
Deferred tax liability:			
Property plant and equipment	(109,470)	(108,951)	(100,811)
Prepaid expenses	(3,700)	(3,403)	(3,881)
	(113,170)	(112,354)	(104,692)
Deferred income tax liability	\$ (52,058)	\$ (43,892)	\$ (38,730)

Switzerland	December 31, 2020	December 31, 2019	December 31, 2018
Deferred tax liability:			
Accounts receivable	(584)	(5,957)	(2,908)
Deferred income tax liability	(584)	(5,957)	(2,908)
Total deferred income tax liability	\$ (55,233)	\$ (50,943)	\$ (43,786)

c) The main items for which the sum of the current income tax and deferred income tax for the period differs from the statutory rate are as follows:

	December 31, 2020	December 31, 2019	December 31, 2018
Income before income tax	\$ 160,892	\$ 142,146	\$ 121,786
Statutory rate	30%	30%	30%
Income tax based on statutory rate	(48,268)	(42,644)	(36,536)
Other items:			
Non-deductible expenses	(1,635)	(1,720)	(1,437)
Adjustment for inflation	(6,888)	(5,522)	(2,439)
Recognition of deferred tax assets	12,597	15,707	9,786
Effects of inflation on non-monetary items	8,657	1,409	3,829
Effect of different tax rates in effect in foreign entities	4,352	7,361	10,105
Tax benefit of permanent items	17,083	17,235	19,844
Income taxes	\$ (31,185)	\$ (25,409)	\$ (16,692)



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
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di) As of December 31, 2020, the Company's tax loss carryforwards, are as follows:

Year of loss	México		United States of America	
	Amounts restated as of December 31, 2020	Effect on deferred income tax	Amounts as of December 31, 2020	Effect on deferred income tax
2021	\$ 7,047	\$ 2,114	\$ 32,218	\$ 6,766
2022	1,149	345	64,192	13,480
2023	30,734	9,220	44,885	9,426
2024	77,158	23,148	1,970	414
2025	211,377	63,413	-	-
2026	30,820	9,246	-	-
2027	12,246	3,674	9,701	2,037
2028	32,657	9,797	-	-
2029	3,401	1,020	-	-
2030	9,056	2,717	-	-
	\$ 415,645	\$ 124,694	\$ 152,966	\$ 32,123
USA state tax loss	-	-	-	3,524
Unrecognized deferred taxes	(66,339)	(19,902)	(34,643)	(7,275)
Deferred tax assets for tax loss	\$ 349,306	\$ 104,792	\$ 118,323	\$ 28,372

e) Tax consolidation

The income tax liability as of December 31, 2020, related to the effects of the tax deconsolidation will be paid in the following years:

Year	Amount
2021	(6,214)
2022	(3,613)
2023	(689)
	\$ (10,516)

The balance of accrued expenses and taxes as of December 31, 2020, as shown in the consolidated statements of financial position includes \$ 6,214 corresponding to the liability of income tax to be paid during 2021. The remaining amount of \$ 4,302 is presented in long-term liabilities in the consolidated statement of financial position.

24. Stockholders' equity

a) As of December 31, 2020, 2019 and 2018, common stock is variable and its fixed minimum amount with no right to withdrawal is \$ 10,921, represented by 337,400,000 registered shares with no par value and is summarized as follows:

	Shares	Amount
Authorized and issued capital	337,400,000	\$ 10,921
Shares repurchased	(6,205,205)	(201)
	331,194,795	\$ 10,720

b) According to the General Law of Mercantile Companies, at least 5% of the net income for the year must be separated to increase the legal reserve until it reaches 20% of share capital.

c) If the Company pays dividends that come from the Net Tax Profit Account (CUFIN, by its acronym in Spanish), the Company shall not be liable to pay income tax. However, this balance can be applied only once the balance of the Net Reinvested Tax Profit Account (CUFINRE, by its acronym in Spanish) has been fully utilized.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
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When dividends arise from CUFINRE, 5% will be paid for those decreed from earnings in years 2001 and 2000, and 3% for earnings in 1999. The amount distributed as dividends that exceeds CUFIN will be subjected to the payment of corporate income tax, charged to the Company at the current tax rate at that time.

d) In the ordinary general meeting of the shareholders held on April 25, 2020, a payment of dividends was declared for \$ 13,886 (\$0.048 dollars per share) of which \$ 7,005 were paid in August 2020, the rest was paid on January 11, 2021; a treasury stock repurchase fund was also approved for \$ 50,128 (equivalent to MX\$ 1,000 million pesos). As of December 31, 2020, there are 6,205,205 shares in treasury repurchased with a cost of \$ 10,554, leaving a repurchase fund of \$ 39,574 available.

During the year ended December 31, 2020, the Company made the following repurchases and sales of its own shares:

	Shares	Amount
Repurchase of own shares	(3,078,689)	\$ (13,114)
Sale of own shares	1,673,891	7,938
	(1,404,798)	\$ (5,176)

e) In the ordinary general meeting of the shareholders held on April 25, 2019, a payment of dividends was declared for \$ 14,383 (\$0.043 dollars per share), paid in the same year.

f) In the ordinary general meeting of the shareholders held on April 26, 2018, a payment of dividends was declared for \$ 12,553 (\$0.038 dollars per share), paid in the same year.

g) The balance of the cumulative translation adjustment of foreign subsidiaries as of December 31, 2020, 2019 and 2018, is as follows:

	2020	2019	2018
Initial balance	\$ (293,694)	\$ (281,760)	\$ (280,455)
Translation effect of the year	(8,555)	(8,228)	(4,709)
Net investment hedge in foreign operations	(9,467)	(5,294)	4,863
Income taxes	2,840	1,588	(1,459)
Ending balance with translation effect in foreign operations	\$ (308,876)	\$ (293,694)	\$ (281,760)

h) The balance of the remeasurements of actuarial liabilities associated with the Company's defined benefit plans and the related tax effect as of December 31, 2020, 2019 and 2018, is as follows:

	2020	2019	2018
Beginning balance of remeasurement gains (losses)	\$ 7,648	\$ (981)	\$ 5,628
Actuarial remeasurement for employee benefits	6,494	12,327	(9,442)
Income tax	(1,948)	(3,698)	2,833
Ending balance of actuarial gains (losses)	\$ 12,194	\$ 7,648	\$ (981)
Total cumulative amount of other items of comprehensive income (g) + (h)	\$ (296,682)	\$ (286,046)	\$ (282,741)



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
(In thousands of U.S. dollars (\$))

25. Share-based payments

Long-term employee incentive plan

The long-term incentive plan (PILP, by its acronym in Spanish) was established and developed through an external specialist with extensive global experience in executive level compensation systems. This plan was implemented in order to compensate eligible executives that ensures talent retention and is in line with market practices for executives of that level, to achieve the strategic objectives of GCC that improve the value of the Company over time and, at the same time to ensure the sustainability of GCC. According to the terms of the plan, this scheme is applicable to key executives and certain employees.

The number of shares granted is calculated according to the formula based on the number of months of salary corresponding to the executive and the performance approved by the Chairman of the Board previously. The number of months is in accordance with the individual compensation and the organizational level of the executive. The formula rewards executives and key personnel based on previously established achievements, judged with both quantitative and qualitative criteria.

Considering the premises and objectives described above, GCC has two types of long-term incentive plans in order to align the employees' objectives and results and to retain talent to positively impact the Company's culture's focus, which are described below:

Real stock plan (Performance Shares), linked with a criterion of number of months of salary of the executive and a minimum level of performance that will direct the efforts to achieve the expected results. This plan is granted annually, with the vesting period between four years and five years for which the executive must have an employment relationship with the Company and / or its subsidiaries to receive the shares. The performance indicator is designated annually by the Chairman of the Board of Directors, with is linked to the creation of value and growth of the Company. For 2020 and 2019, the "Return on Capital Investment" (ROIC) was established for this purpose. This indicator may change annually and can consider both quantitative or qualitative criteria. The total shares allocated for this plan and the related expense for 2020 and 2019 were 541,162 and 470,627, and \$1,483 and \$ 793, respectively.

Additional option plan "Matching", provides benefits linked to the short-term incentive plan whereby an employee can choose the option to purchase in shares of GCC with the Company matching a certain percentage. The purchase of shares, by the eligible employee, will be utilized through the use of part or the total cash value value of their short-term incentive benefit, with a three-year sale restriction period. This plan is also granted annually. The Company will match an equivalent amount of shares to the employee's investment in the short-term incentive plan according to the following criteria:

- i. Up to 50% - Matching of 100%
- ii. From 50.1% to 75% - Matching of 125%
- iii. More than 75% - Matching of 150%

For the Company's matching portion, the shares will be exercised at a price equal to the market price quoted on the grant date. For the period of 2020 and 2019, the matching will be effective in 2023 and 2022, respectively. The total of shares acquired in 2020 and 2019 by employees in this plan was 57,240 and 112,486, for which the Company is required to match 85,864 and 158,798 additional shares, respectively.

For the plan of real shares granted in 2020 and 2019, the share price utilized to determine the grant date fair value was \$ 5.22 and \$ 5.38 dollars per share.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
(In thousands of U.S. dollars (\$))

26. Cost of sales and operating expenses by nature

a) Cost of sales

The breakdown of cost of sales for the years ended December 31, 2020, 2019 and 2018, is integrated as follows:

	2020	2019	2018
Employee benefits	\$ 131,300	\$ 135,335	\$ 124,959
Raw materials cost	117,972	112,215	109,761
Energy cost	102,494	121,545	111,147
Depreciation and amortization	64,350	72,682	71,662
Depreciation for lease right of use asset	15,594	18,718	-
Maintenance expenses	55,002	54,190	52,424
Distribution expenses	71,680	80,883	92,211
Other expenses	89,498	71,633	75,700
	\$ 647,890	\$ 667,201	\$ 637,864

b) General, administrative and selling expenses

The breakdown of operating expenses for the years ended December 31, 2020, 2019 and 2018 is integrated as follows:

	2020	2019	2018
Employee benefits	\$ 33,456	\$ 35,145	\$ 29,706
Depreciation and amortization	17,001	16,583	14,864
Depreciation for lease right of use asset	-	423	-
Professional services	6,787	8,923	9,674
Other expenses	21,280	22,274	21,286
	\$ 78,524	\$ 83,348	\$ 75,530

c) Employee benefit expenses

The employee benefit expenses for the years ended December 31, 2020, 2019 and 2018, are integrated as follows:

	2020	2019	2018
Salaries and wages	\$ 117,017	\$ 125,698	\$ 112,237
Employee benefits from retirement	5,827	5,333	6,070
Social security contributions	16,042	15,506	13,164
Social welfare	13,817	12,112	11,817
Other salaries and benefits	12,053	11,831	11,377
	\$ 164,756	\$ 170,480	\$ 154,665

27. Other expenses, net

Other operating expenses for the years ended December 31, 2020, 2019 and 2018, are integrated as follows:

	2020	2019	2018
Impairment loss on goodwill (Note 17)	\$ -	\$ 6,339	\$ 4,151
Loss on disposal of business (Note 17)	28,175	-	-
Business acquisitions ⁽¹⁾⁽²⁾	(4,349)	-	3,276
Impairment of other non-current assets	689	-	-
Reversal of restoration provision	(1,573)	-	-
Charitable contributions	698	950	914
	\$ 23,640	\$ 7,289	\$ 8,341



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
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- (1) On November 6, 2020, the Company sold assets located in the United States of America that was part of its concrete business for \$ 1,758 and in turn acquired certain assets also in the United States of America for \$6,107 (including cash and fixed assets for \$2,565 and \$3,542, respectively), generating a bargain-purchase gain of \$ 4,349.
- (2) On June 23, 2018, the Company acquired certain assets located in the United States of America and disposed of certain assets also in the United States of America for which the Company incurred various expenses in order to realize the mentioned transactions, which amounted to \$ 3,276.

For the years ended December 31, 2020, 2019 and 2018, the Company recognized goodwill impairment loss assigned to the concrete cash-generating unit in the United States of America division for an amount of \$ 28,175, \$ 6,339, and \$ 4,151, respectively.

28. Financial expenses

The financial expenses for the years ended December 31, 2020, 2019 and 2018, are integrated as follows:

	2020	2019	2018
Interest expenses	\$ 29,008	\$ 32,643	\$ 37,145
Cancellation and amortization of debt issuance costs	3,723	4,501	6,070
Other financial expenses	1,610	1,552	7,362
Financial expenses of lease liabilities	1,473	2,306	-
	\$ 35,814	\$ 41,002	\$ 50,577

29. Segment information

The Company is a Mexican entity that manufactures and sells hydraulic cement, ready-mix concrete and aggregates. The Company's operations in the United States of America are mainly performed by three subsidiaries with an ownership interest of 99.99%.

Inter-segment revenues are eliminated upon consolidation and reflected in the "eliminations and other adjustments" column. All other adjustments and eliminations are part of detailed reconciliations presented further below.

In the following information, the column representing Mexico includes all domestic transactions. Information for the years ended December 31, 2020, 2019 and 2018, is as follows:

	2020			
	Mexico	United States of America	Eliminations and other adjustments	Consolidated
Net sales:				
External customers	\$ 244,611	\$ 693,139	\$ -	\$ 937,750
Intercompany sales	49,220	13,807	(63,027)	-
	293,831	706,946	(63,027)	937,750
Operating income before other expenses	75,712	135,624	-	211,336
Profit before income taxes	124,254	36,638	-	160,892
Depreciation and amortization	17,824	79,121	-	96,945
Financial income	5,348	1,015	-	6,363
Financial expenses	1,801	34,013	-	35,814
Exchange income, net	559	385	-	944
Goodwill	-	212,598	-	212,598
Property, plant and equipment, net	211,169	744,423	-	955,592
Total assets	\$ 733,163	\$ 1,402,826	\$ -	\$ 2,135,989
Total liabilities	\$ 103,592	\$ 857,255	\$ -	\$ 960,847
Non cash expenditures	\$ 1,155	\$ 4,665	\$ -	\$ 5,820



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
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2019					
	Mexico	United States of America	Eliminations and other adjustments	Consolidated	
Net sales:					
External customers	\$ 252,252	\$ 681,863	\$ -	\$	934,115
Intercompany sales	56,925	20,078	(77,003)		-
	309,177	701,941	(77,003)		934,115
Operating income before other expenses	74,563	109,003	-		183,566
Profit before income taxes	61,088	81,058	-		142,146
Depreciation and amortization	19,897	88,509	-		108,406
Financial income	4,798	4,051	-		8,849
Financial expenses	1,976	39,026	-		41,002
Exchange loss, net	(3,605)	(536)	-	(4,141)
Goodwill	-	240,545	-		240,545
Property, plant and equipment, net	232,596	783,313	-		1,015,909
Total assets	\$ 685,745	\$ 1,371,973	\$ -	\$	2,057,718
Total liabilities	\$ 218,084	\$ 765,097	\$ -	\$	983,181
Non cash expenditures	\$ 2,675	\$ 7,328	\$ -	\$	10,003

2018					
	Mexico	United States of America	Eliminations and other adjustments	Consolidated	
Net sales:					
External customers	\$ 236,058	\$ 647,172	\$ -	\$	883,230
Intercompany sales	59,071	14,777	(73,848)		-
	295,129	661,949	(73,848)		883,230
Operating income before other expenses	80,352	89,484	-		169,836
Profit before income taxes	94,713	27,073	-		121,786
Depreciation and amortization	20,484	66,042	-		86,526
Financial income	3,338	3,123	-		6,461
Financial expenses	1,534	49,043	-		50,577
Exchange loss, net	(283)	(59)	-	(342)
Goodwill	-	246,884	-		246,884
Property, plant and equipment, net	226,617	801,143	-		1,027,760
Total assets	\$ 1,054,171	\$ 848,361	\$ -	\$	1,902,532
Total liabilities	\$ 117,779	\$ 812,537	\$ -	\$	930,316
Non cash expenditures	\$ 2,724	\$ 15,899	\$ -	\$	18,623

Net sales information by country and by product for the years ended as of December 31, 2020, 2019 and 2018, is presented in the following table:

2020						
Country	Cement	Concrete	Other	Eliminations	Consolidated	
Mexico	\$ 177,096	\$ 69,159	\$ 20,719	\$ (22,363)	\$	244,611
United States of America	606,728	131,517	84,610	(129,716)		693,139
	\$ 783,824	\$ 200,676	\$ 105,329	\$ (152,079)	\$	937,750

2019						
Country	Cement	Concrete	Other	Eliminations	Consolidated	
Mexico	\$ 182,406	\$ 80,187	\$ 11,552	\$ (21,893)	\$	252,252
United States of America	615,446	121,455	69,337	(124,375)		681,863
	\$ 797,852	\$ 201,642	\$ 80,889	\$ (146,268)	\$	934,115



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2018					
Country	Cement	Concrete	Other	Eliminations	Consolidated
Mexico	\$ 171,524	\$ 71,226	\$ 4,892	\$ (11,584)	\$ 236,058
United States of America	581,869	113,329	81,126	(129,152)	647,172
	\$ 753,393	\$ 184,555	\$ 86,018	\$ (140,736)	\$ 883,230

The column "Other" includes mainly aggregates, concrete blocks, prefabricated products, developed land, coal and other materials for construction.

30. Commitments and contingencies

a) **Provision for environmental restoration.** The Company's subsidiaries GCCRG, Dacotah, GCCE and GCCTF are required to fulfill reclamation requirements to the applicable state regulatory agencies. These plans foresee incremental implementation of remediation measures up to 98 years. The estimated remediation costs from these plans are \$ 29,575. As of December 31, 2020, 2019 and 2018, the Company has recorded a liability for these obligations of \$ 13,041, \$ 12,419 and \$ 11,922 respectively, which corresponds to the present value of its future obligations.

The Company recorded remediation liabilities related with a closure and post-closure plan filed with the Texas Commission of Environmental Quality for a permit to operate a disposal site and related with the estimated remediation costs from an operating permit of a leased aggregate quarry over a 15-year and 9-year period, respectively. As of December 31, 2020, 2019 and 2018, the Company has recorded a liability for these obligations of \$ 4,327, \$ 8,358 and \$ 8,773, respectively, which corresponds to the present value of its future obligations.

During the year 2020, the Company revised the estimated cash flows for the remediation plan of the leased aggregate quarry. The reconciliation of the beginning and ending balance of the liability is as follows:

Government agency	
Balance as of December 31, 2019	\$ 8,358
Change in estimated cash flows	(4,283)
Accretion expense	255
Payments made in the period	(3)
Balance as of December 31, 2020	\$ 4,327

The effect of the change in estimated cash flows was recorded with a reduction in Property, plant and equipment for \$2,710 and in "other expenses, net" as a reversal of the restoration provision for \$1,573.

These amounts are included in the balance sheet as other long-term liabilities. Adjustments to the liability are included in the cost of the related asset and the accretion expense associated with the reversal of the effects of discounting are recognized as interest expense in the corresponding period.

GCC has guaranteed \$6,994 in the event that GCCRG fails to successfully complete the reclamation obligations. In addition, GCCRG, GCCE, and GCCTF have several bonds to meet the regulatory requirements. The following details the bonds by company and the government entity that it is assigned to:

Company	Government agency	
GCCRG	United States Department of Agriculture, Forest Service	\$ 70
GCCRG	State of Colorado	1,995
GCCRG	State of New Mexico	2,327
GCCE	Colorado Dept of Reclamation, Mining and Safety	1,031
GCCE	United Department of the Interior	1,076
GCCTF	State of Montana Dept of Environmental Quality	4,780
		\$ 11,279

b) On August 18, 2011, the parent company Grupo Cementos de Chihuahua, S.A.B., ("GCC") sold 47.02% of its interest in SOBOCE, to Consorcio Cementero del Sur S.A. ("CCS"), a subsidiary of Grupo Gloria, based in Peru. The proceeds from the transaction were mainly used to reduce debt. With the sale of SOBOCE, GCC ceased operations in Bolivia.



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Compañía de Inversiones Mercantiles, S.A. ("CIMSA"), SOBOCE's majority shareholder, filed a request for arbitration before the Inter-American Commercial Arbitration Commission ("IACAC"), same that was notified to GCC on November 16, 2011. CIMSA claimed, with no basis, violations to the right of first refusal over the purchase of shares of SOBOCE, according to the shareholders' agreement among GCC and CIMSA.

On September 13, 2013, an arbitration tribunal issued a liability award against GCC and GCC Latinoamerica S.A. de C.V. ("GCC Latinoamerica"), finding both liable for breaching the aforementioned stockholders' agreement ("Liability Award").

On December 2014, CIMSA sold its interest in SOBOCE, equivalent to 51.3%, to CCS, thereby making CCS the majority and controlling shareholder of SOBOCE with 98.32% of its shares.

On April 15, 2015, as part of the IACAC arbitration initiated by CIMSA against GCC, the final damages award was issued, requiring GCC and its affiliate, GCC Latinoamerica, to pay CIMSA US\$36.1 million for damages and expenses ("Damages Award").

GCC believes that both, the Liability Award and the final Damages Award are contrary to Bolivian and international law, and has sought its annulment, as a result of which both awards have been set aside.

During the first quarter of 2016, the three members of the IACAC arbitral tribunal withdrew from their positions, which remain vacant. As a result, the issuance of any new award will require the appointment of a new arbitral tribunal.

On January 11, 2018, Bolivia's Supreme Court of Justice, issued a decree confirming the annulment of the Liability Award dated September 2013 that led to the Damages Award; therefore, since the annulment process for the Liability Award has finished, the file related to such annulment has been forwarded to the former Chairman of the Arbitration Court in Madrid, Spain.

Under Bolivian Law, as consequence of the annulment of the Liability Award, the Damage Award for US\$ 36.1 million against GCC and GCC Latinoamerica has been dismissed.

Additionally, the Company obtained provisional remedies from a Mexican tribunal ordering CIMSA to refrain from enforcing any award issued in the arbitration process until the pending appeals for annulment have been resolved

On May 31, 2018 CIMSA requested before a Judge in Denver, that the continuance of a procedure initiated in September 2015 with the purpose of enforcing the Damages Award, as well as freezing and seizing GCC and GCC Latinoamerica assets in Colorado. This proceeding was originally suspended until the resolution of the annulment proceedings in Bolivia initiated by the Company.

On March 25, 2019, the U.S. District Court of Colorado ruled on the recognition of the Damages Award issued by the Arbitration Court on April 15, 2015, which awarded CIMSA damages in the amount of US\$ 36.1 million of damages and expenses plus fees, costs, and interests, as a result, the District Judge's ruling considers the Award a valid resolution in the United States. However, this resolution does not affect GCC of America or any of its U.S. subsidiaries, as the defendants are only Grupo Cementos de Chihuahua and GCC Latinoamerica, which currently do not have any assets in the United States. GCC appealed the decision and subsequently, on January 14, 2021, filed a revision before the Supreme Court of the United States. On October 29, 2020, the Company was notified of the resolution in favor of GCC entered by the Fourth Specialized Bolivian Constitutional Court, (Bolivia's highest court), affirming the annulment of the Damages Award dated April 15, 2015. The resolution by the highest court in Bolivia is final and does not permit further appeal.

On November 5, 2020 the Twelfth Civil and Commercial Judge at the City of La Paz returned the records of the Annulment Recourse and urged the Arbitration Court to issue a new award (the "November 5th Decree"), citing, among other considerations, that the Arbitration Court had failed to properly address the basis of the annulment. The Twelfth Judge duly rejected, through the Resolution dated as of November 13, 2020 (the "November 13th Decree"), the Motion to set Aside filed by CIMSA against the November 5th Decree. The Twelfth Judge Courtroom cited in their decision, among other considerations, that the resolution to annul the Damages Award admits no further recourse.



Notes to the consolidated financial statements

For the years ended December 31, 2020, 2019 and 2018
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Subsequently, the Fourth Commercial Civil Courtroom through a resolution dated as of December 11, 2020, declared unlawful Cimsa's Appeal for Reversal, which was filed by CIMSA against the November 13th Decree dictated by the Twelfth Judge.

Based on the resolutions mentioned above, GCC has already commenced the appropriate legal measures seeking to revoke the Colorado's District Court affirmation of the Damages Award in the United States.

The Company has not recorded a provision related to this matter as it does not believe it is probable that it will have to pay any damages associated with the legal proceedings.

c) On October 8, 2015, the Company signed a strategic agreement for three years with Madata It, S.A. de C.V. ("MADATA") (related party-joint venture), whereby MADATA provides business process and information technology services ("IT"). The original contract term was for three years and renews every year until the Company decides not to renew and is expected to generate savings to GCC, during these periods. The contract includes data processing services and infrastructure services, support and maintenance of IT applications in different locations of the Company. The amount of the services paid recognized in the consolidated statement of income as of December 31, 2020, 2019 and 2018, are presented in Note 8.

d) Grupo Cementos de Chihuahua, S.A.B. de C.V. and its subsidiaries, GCC Cemento, S.A. de C.V. and Cementos de Chihuahua, S.A. de C.V., are responding to various audits in Mexico by the local tax authorities through the Tax Administration System (SAT, for its acronym in Spanish), regarding the treatment of some income tax deductions, of which the SAT has not yet concluded its review procedures.

Management considers that they have sufficient elements to demonstrate to the SAT that the calculations made and the criteria adopted were correct, consequently, they have concluded that a resolution against the Company is unlikely.

31. Operations that do not generate cash flows

During the years ended December 31, 2020, 2019 and 2018, the Company conducted operations that did not generate cash flows from investing activities and therefore are not reflected in the consolidated statements of cash flows:

	2020	2019	2018
Acquisition of property, plant and equipment	\$ 5,820	\$ 10,003	\$ 18,623
Leases	3,017	2,357	

32. Subsequent events

In preparing the consolidated financial statements the Company has evaluated the events and transactions for recognition or disclosure subsequent to December 31, 2020, and through March 19, 2021 (date of issuance of the consolidated financial statements), and except for the matters mentioned in the following paragraph, no additional significant subsequent events have been identified:

- a. On January 11, 2021, the Company made a cash payment of \$ 6,881 of the ordinary dividend approved in the ordinary general meeting of the shareholders held on April 25, 2020 (see Note 24).

33. Authorization to issue the consolidated financial statements

On March 19, 2021, the accompanying consolidated financial statements were authorized for their issuance by Luis Carlos Arias Laso, Chief Financial Officer; consequently, they do not reflect events occurred after that date and are subject to the approval of the Company's ordinary shareholders' meeting where they may be modified, based on provisions set forth in the Mexican General Corporate Law.

The consolidated financial statements as December 31, 2019 were approved by the general meeting of shareholders held on April 30, 2020.



FERNANDO RUIZ SAAHAGÚN
Contador Público

INFORME DEL COMITÉ DE AUDITORIA Y PRÁCTICAS SOCIETARIAS

GRUPO DE EMPRESAS
Cemento de México
Corporativo Pádelo
Vasco de Quiroga 7123
4º Piso, Poma Blanca Santa Fe
C.P. 01210

**H. CONSEJO DE ADMINISTRACIÓN
Y ASAMBLEA GENERAL ORDINARIA DE ACCIONISTAS
DE GRUPO CEMENTOS DE CHIHUAHUA, S.A.B. DE C.V.**

Estimados Consejeros y Accionistas:

En cumplimiento a lo dispuesto por los Artículos 42 y 43 de la Ley del Mercado de Valores, sometemos a la consideración del Consejo de Administración y Asamblea de Accionistas, el siguiente informe de actividades correspondiente al ejercicio terminado el 31 de diciembre de 2020.

A partir de la Asamblea de Accionistas celebrada el día 30 de abril de 2020 en la que fui designado; los miembros del Comité celebramos 5 reuniones.

En dichas reuniones se trataron los temas siguientes:

I. Con respecto a lo establecido en el Art. 42 de la Ley del Mercado de Valores, lo siguiente:

En materia de prácticas societarias:

- a) La presentación de los integrantes del Comité de Auditoría y Prácticas Societarias para el ejercicio 2020 - 2021.
- b) Se aprobó el cumplimiento a las políticas sobre la retribución para el Director General y los Directivos relevantes, haciéndose la propuesta al Consejo de Administración para su aprobación.

Los aspectos más relevantes fueron:

- 1. Presentación del Presupuesto y el Plan de Inversión de la sociedad para el ejercicio de 2021.
- 2. Se aprobó el cumplimiento de las mejores prácticas de Gobierno Corporativo.
- 3. Se aprobaron y llevaron a cabo las medidas por parte de la empresa para enfrentar la contingencia Covid-19 que se ha presentado a nivel mundial, salvaguardando la salud de los empleados e implementando

los planes de contingencia, así como el monitoreo de la evolución del problema en todos los niveles.

4. Se presentó y aprobó la presentación sobre la incorporación a las actividades normales que incluye las actividades que está realizando el task force y las actividades implementadas para el regreso a las oficinas.

En materia de auditoría:

- a) Presentación del Programa de Auditoría 2020 con el Despacho Auditor Externo Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.).
- b) Presentación del plan de soporte y control de cumplimiento a la Circular Única de Auditores Externos para la evaluación del Comité de Auditoría y Prácticas Societarias.
- c) Se apoyó al Consejo de Administración en la elaboración de los informes a que se refiere el Art. 28, fracción IV, incisos d) y e) de la Ley del Mercado de Valores.
- d) Presentación por parte de los Auditores de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.) de las observaciones a la auditoría del ejercicio fiscal 2020.
- e) La presentación del plan anual de auditoría interna para el ejercicio de 2020.
- f) Se presentaron para su revisión y opinión favorable y recomendación al Consejo, la aprobación de los estados financieros internos de la Sociedad de cada trimestre de 2020 y el primero de 2021 para su posterior envío a la Bolsa Mexicana de Valores.
- g) Se presentó al Consejo de Administración para su opinión favorable y recomendación, los estados financieros anuales no auditados de la sociedad por el ejercicio de 2020 para su posterior envío a la Bolsa Mexicana de Valores.
- h) Presentación sobre el DPR (Disaster Recovery Plan) en los sistemas de la sociedad.
- i) Presentación del estatus de las auditorías en los procesos de mantenimiento y metodologías que se tienen establecidas y que se utilizan por parte de la sociedad para mantener los riesgos actualizados.
- j) Se aprobaron los avances del plan de trabajo para el ejercicio de 2020 y la remediación de las observaciones sobre el ejercicio de 2019.
- k) Presentación del tema de Ciberseguridad y resultados de la auditoría a los sistemas tecnológicos de la sociedad de cómo está blindada la compañía y su sistema de monitoreo continuo, así como el tema de home office.

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- l) Presentación y aprobación del programa de seguros que tiene actualmente la sociedad.
- m) La presentación de los esquemas reportables que se deben de presentar ante el SAT.
- n) Presentación sobre el Plan de Recuperación de los impuestos de la Sociedad.

En términos del artículo 34 de las disposiciones de carácter general aplicables a las entidades y emisoras supervisadas por la Comisión Nacional Bancaria y de Valores, este Comité cumplió con las obligaciones siguientes:

- a) Se aprobaron los resultados de la evaluación del desempeño del Auditor Externo Independiente, así como de la calidad del Informe de Auditoría Externa, los comunicados y opiniones, elaborados en cumplimiento a lo dispuesto en la fracción I anterior del artículo 34 citado.
 - b) No hubo denuncias realizadas por accionistas, consejeros, directivos relevantes, empleados y en general, de cualquier tercero sobre temas relacionados con la auditoría externa.
- II. Se cumplió con lo señalado en el Artículo 43 de la Ley del Mercado de Valores tratándose los siguientes temas:**
- a) La ratificación y aprobación del pago de honorarios a los Auditores Externos para el ejercicio de 2020 de la firma Galaz, Yamazaki, Ruiz, Urquiza, S.C., (Deloitte Touche Tohmatsu Limited).
 - b) El Comité se cercioró que la Firma de Auditores Externos de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.) cumpliera con los criterios de independencia que establece la normativa aplicable y revisó el presupuesto de honorarios por los servicios de auditoría externa.
 - c) Se revisaron los Estados Financieros de Grupo Cementos de Chihuahua, S.A.B. de C.V., y empresas subsidiarias dictaminados por el ejercicio de 2020, autorizándose junto con el correspondiente Dictamen, a efecto de que una vez aprobados por el Consejo de Administración, sean sometidos a la Asamblea General Ordinaria de Accionistas y sean presentados a la Bolsa Mexicana de Valores.
 - d) Se presentó el informe del Director General de la Sociedad para su aprobación y posterior presentación al Consejo de Administración y a la Asamblea General Ordinaria de Accionistas.
 - e) Se presentó el informe sobre el cumplimiento de las operaciones de GCC con partes relacionadas, las cuales fueron aprobados para su presentación al Consejo de Administración

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- f) Se presentó por parte de Auditoria Interna las observaciones y recomendaciones del ejercicio 2020.
- g) Se presentó por parte del equipo auditor la información a presentar a la CNBV y a la BMV en relación al cumplimiento a la Nueva Circular de Auditores Externos para la evaluación del Comité de Auditoria y Prácticas Societarias.
- h) El Comité se aseguró que la Administración diese adecuado seguimiento a las recomendaciones y acciones correctivas sugeridas por los Auditores externos de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.), sin que se presentaran irregularidades o fallas, emitiendo su opinión en los distintos asuntos de su competencia.
- i) Se aprobaron los avances en control interno y normatividad contable para el ejercicio de 2020.
- j) Se aprobó el informe presentado respecto del buzón de sugerencias que tiene la sociedad y que este Comité solicitó, respecto de las acciones y consecuencias que se han tomado en relación a las quejas y/o casos vistos en el Comité de Ética.
- k) No se presentó dispensa alguna para aprovechar oportunidades de negocio por parte de algún Consejero, Directivo Relevante o persona con poder de mando.

Chihuahua, Chih., a 15 de marzo de 2021

Atentamente



Fernando Ruiz Sahagun
Presidente del Comité de Auditoria
y Prácticas Societarias

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INFORME DEL COMITÉ DE AUDITORIA Y PRÁCTICAS SOCIETARIAS

H. CONSEJO DE ADMINISTRACIÓN Y ASAMBLEA GENERAL ORDINARIA DE ACCIONISTAS DE GRUPO CEMENTOS DE CHIHUAHUA, S.A.B. DE C.V.

Estimados Consejeros y Accionistas:

En cumplimiento a lo dispuesto por los Artículos 42 y 43 de la Ley del Mercado de Valores, sometemos a la consideración del Consejo de Administración y Asamblea de Accionistas, el siguiente informe de actividades correspondiente al ejercicio terminado el 31 de diciembre de 2019.

A partir de la Asamblea de Accionistas celebrada el día 25 de abril de 2019 en la que fui designado; los miembros del Comité celebramos 5 reuniones.

En dichas reuniones se trataron los temas siguientes:

I. Con respecto a lo establecido en el Art. 42 de la Ley del Mercado de Valores, lo siguiente:

En materia de prácticas societarias:

- a)** La presentación de los integrantes del Comité de Auditoría y Prácticas Societarias para el ejercicio 2019 - 2020.
- b)** La presentación del plan anual de auditoria interna para el ejercicio de 2019.
- c)** Se presentaron para su revisión y opinión favorable y recomendación al Consejo, la aprobación de los estados financieros internos de la Sociedad de cada trimestre de 2019 y el primero de 2020 para su posterior envío a la Bolsa Mexicana de Valores.
- d)** Se presentó al Consejo de Administración para su opinión favorable y recomendación, los estados financieros anuales no auditados de la sociedad por el ejercicio de 2019 para su posterior envío a la Bolsa Mexicana de Valores.

Los aspectos más relevantes fueron:

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1. Presentación del Presupuesto y el Plan de Inversión para el ejercicio de 2020.
 2. Presentación del estatus de las auditorías en los procesos de mantenimiento y metodologías que se tienen establecidas y que se utilizan por parte de la sociedad para mantener los riesgos actualizados.
 3. Se aprobaron los avances del plan de trabajo para el ejercicio de 2020 y la remediación de las observaciones sobre el ejercicio de 2019.
 4. Presentación de las operaciones inter compañías que se tienen actualmente por parte de la sociedad.
 5. Presentación del tema de Ciberseguridad y resultados de la auditoría a los sistemas tecnológicos de la sociedad de cómo está blindada la compañía y su sistema de monitoreo continuo.
 6. Presentación sobre el Plan de Recuperación de los impuestos de la Sociedad.

En materia de auditoría:

- a) Presentación del Programa de Auditoría 2019 con el Despacho Auditor Externo Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.).
- b) Presentación del plan de soporte y control de cumplimiento a la Circular Única de Auditores Externos para la evaluación del Comité de Auditoría y Prácticas Societarias.
- c) Se apoyó al Consejo de Administración en la elaboración de los informes a que se refiere el Art. 28, fracción IV, incisos d) y e) de la Ley del Mercado de Valores.
- d) Presentación por parte de los Auditores de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.) de las observaciones a la auditoría del ejercicio fiscal 2019.

En términos del artículo 34 de las disposiciones de carácter general aplicables a las entidades y emisoras supervisadas por la Comisión Nacional Bancaria y de Valores, este Comité cumplió con las obligaciones siguientes:

- e) Se evaluaron los servicios distintos al de la auditoría externa de Estados Financieros Básicos y complementarios que en su caso, proporciona el Despacho encargado de realizar la auditoría externa Galaz, Yamazaki, Ruiz, Urquiza, S.C., (Deloitte Touche Tohmatsu Limited).
- f) Se aprobaron los resultados de la evaluación del desempeño del Auditor Externo Independiente, así como de la calidad del Informe de Auditoría

Externa, los comunicados y opiniones, elaborados en cumplimiento a lo dispuesto en la fracción I anterior del artículo 34 citado.

- g) No hubo denuncias realizadas por accionistas, consejeros, directivos relevantes, empleados y en general, de cualquier tercero sobre temas relacionados con la auditoría externa.

II. Se cumplió con lo señalado en el Artículo 43 de la Ley del Mercado de Valores tratándose los siguientes temas:

- a) La ratificación y aprobación del pago de honorarios a los Auditores Externos para el ejercicio de 2019 de la firma Galaz, Yamazaki, Ruiz, Urquiza, S.C., (Deloitte Touche Tohmatsu Limited).
- b) El Comité se cercioró que la Firma de Auditores Externos de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.) cumpliera con los criterios de independencia que establece la normativa aplicable y revisó el presupuesto de honorarios por los servicios de auditoría externa.
- c) Se revisaron los Estados Financieros de Grupo Cementos de Chihuahua, S.A.B. de C.V., y empresas subsidiarias, dictaminados por el ejercicio de 2019, autorizándose junto con el correspondiente Dictamen, a efecto de que una vez aprobados por el Consejo de Administración, sean sometidos a la Asamblea General Ordinaria de Accionistas y sean presentados a la Bolsa Mexicana de Valores.
- d) Se presentó el informe del Director General de la Sociedad para su aprobación y posterior presentación al Consejo de Administración y a la Asamblea General Ordinaria de Accionistas.
- e) El Director General presentó el informe sobre el cumplimiento de las operaciones de GCC con partes relacionadas, las cuales fueron aprobados para su presentación al Consejo de Administración
- f) Se presentó por parte de Auditoría Interna las observaciones y recomendaciones del ejercicio 2019.
- g) Se aprobó el cumplimiento a las políticas sobre la retribución para el Director General y los Directivos relevantes, haciéndose la propuesta al Consejo de Administración para su aprobación.
- h) Se presentó por parte del equipo auditor la información a presentar a la CNBV y a la BMV en relación al cumplimiento a la Nueva Circular de Auditores Externos para la evaluación del Comité de Auditoría y Prácticas Societarias.
- i) El Comité se aseguró que la Administración diese adecuado seguimiento a las recomendaciones y acciones correctivas sugeridas por los Auditores externos de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.), sin que se

presentaran irregularidades o fallas, emitiendo su opinión en los distintos asuntos de su competencia.

- j) Se aprobaron los avances en control interno y normatividad contable para el ejercicio de 2019.
- k) No se presentó dispensa alguna para aprovechar oportunidades de negocio por parte de algún Consejero, Directivo Relevante o persona con poder de mando.

Chihuahua, Chih., a 27 de marzo de 2020

Atentamente



Fernando Ruiz Sahagún
Presidente del Comité de
Auditoría y Prácticas Societarias

FERNANDO RUIZ SAHAGÚN

Contador Público

INFORME DEL COMITÉ DE AUDITORIA Y PRÁCTICAS SOCIETARIAS

Ciudad de México
Corporativo Pirámide
Vasco de Quiroga 2121
4º Piso, Peña Blanca Santa Fe
C.P. 01210

H. CONSEJO DE ADMINISTRACIÓN Y ASAMBLEA GENERAL ORDINARIA DE ACCIONISTAS DE GRUPO CEMENTOS DE CHIHUAHUA, S.A.B. DE C.V.

Estimados Consejeros y Accionistas:

En cumplimiento a lo dispuesto por los Artículos 42 y 43 de la Ley del Mercado de Valores, sometemos a la consideración del Consejo de Administración y Asamblea de Accionistas, el siguiente informe de actividades correspondiente al ejercicio terminado el 31 de diciembre de 2018.

A partir de la Asamblea de Accionistas celebrada el día 26 de abril de 2018 en la que fui designado; los miembros del Comité celebramos 6 reuniones.

En dichas reuniones se trataron los temas siguientes:

I. Con respecto a lo establecido en el Art. 42 de la Ley del Mercado de Valores, lo siguiente:

En materia de prácticas societarias:

- a) La presentación de los integrantes del Comité de Auditoría y Prácticas Societarias para el ejercicio 2018 - 2019.
- b) La presentación para su aprobación del plan anual de auditoría interna para el ejercicio de 2018.
- c) Se presentaron para su revisión y opinión favorable y recomendación al Consejo, la aprobación de los estados financieros internos de la Sociedad de cada trimestre de 2018 y el primero de 2019 para su posterior envío a la Bolsa Mexicana de Valores.
- d) Se presentó al Consejo de Administración para su opinión favorable y recomendación, los estados financieros anuales no auditados de la sociedad por el ejercicio de 2018 para su posterior envío a la Bolsa Mexicana de Valores.

Los aspectos más relevantes fueron:

- Presentación por parte del Director de Recursos Humanos de la sociedad de la actuación del Comité de Ética y su competencia.

- Presentación de la terminación del refinanciamiento de la sociedad respecto al crédito actual.
- Se llevó a cabo la presentación sobre la conclusión de los proyectos Ozark y Trout.
- Se presentó la Actualización del presupuesto de la sociedad del ejercicio incluyendo el refinanciamiento y los proyectos Ozark y Trout.
- Presentación del estatus de las auditorías en los procesos de mantenimiento y sus riesgos.
- Se aprobó la actualización del Reglamento del Comité de Auditoría y Prácticas Societarias.
- Se aprobó la implementación del control interno en la nueva adquisición de la Planta Trident en el Estado de Montana.
- Se aprobó la propuesta de remuneración a largo plazo a ciertos ejecutivos de la Sociedad a partir del ejercicio de 2018.
- Se aprobaron los avances del plan de trabajo para el ejercicio de 2019 y la remediación de las observaciones sobre el ejercicio de 2018.

En materia de auditoría:

- a) Presentación del plan de soporte y control de cumplimiento a la Nueva Circular de Auditores Externos para la evaluación el Comité de Auditoría y Prácticas Societarias.
- b) Se apoyó al Consejo de Administración en la elaboración de los informes a que se refiere el Art. 28, fracción IV, incisos d) y e).
- c) Presentación por parte de los Auditores de Deloitte (Galaz, Yamazaki, Ruiz Urquiza, S.C.) de las observaciones a la auditoría del ejercicio fiscal 2018.

II. Se cumplió con lo señalado en el Artículo 43 de la Ley del Mercado de Valores tratándose los siguientes temas:

- a) La ratificación y aprobación del pago de honorarios y rotación de Socios Auditores Externos para el ejercicio de 2018, de la firma Galaz, Yamazaki, Ruiz, Urquiza, S.C., (Deloitte Touche Tohmatsu Limited).
- b) El Comité se cercioró que la Firma de Auditores Externos de Deloitte cumpliera con los criterios de independencia que establece la normativa aplicable y revisó el presupuesto de honorarios por los servicios de auditoría externa.
- c) Se revisaron los Estados Financieros de Grupo Cementos de Chihuahua, S.A.B. de C.V., y empresas subsidiarias, dictaminados por el ejercicio de 2018, autorizándose junto con el correspondiente Dictamen, a efecto de que una vez aprobados por el Consejo de Administración, sean sometidos a la

Asamblea General Ordinaria de Accionistas y sean presentados a la Bolsa Mexicana de Valores.

- d) Se presentó el informe del Director General de la Sociedad para su aprobación y posterior presentación al Consejo de Administración y a la Asamblea General Ordinaria de Accionistas.
- e) El Director General presentó el informe sobre el cumplimiento de las operaciones de GCC con partes relacionadas, las cuales fueron aprobados para su presentación al Consejo de Administración
- f) Se presentó por parte de Auditoria Interna las observaciones y recomendaciones del ejercicio 2018.
- g) Se aprobó el cumplimiento a las políticas sobre la retribución para el Director General y los Directivos relevantes, haciéndose la propuesta al Consejo de Administración para su aprobación.
- h) Se presentó por parte del equipo auditor la información a presentar a la CNBV y a la BMV en relación al cumplimiento a la Nueva Circular de Auditores Externos para la evaluación del Comité de Auditoria y Prácticas Societarias.
- i) El Comité se aseguró que la Administración diese adecuado seguimiento a las recomendaciones y acciones correctivas sugeridas por los Auditores externos, sin que se presentaran irregularidades o fallas, emitiendo su opinión en los distintos asuntos de su competencia.
- j) Se aprobaron los avances en control interno y normatividad contable para el ejercicio de 2019.
- k) No se presentó dispensa alguna para aprovechar oportunidades de negocio por parte de algún Consejero, Directivo Relevante o persona con poder de mando.

Chihuahua, Chih., a 12 de abril de 2019

Atentamente



Fernando Ruiz Sahagún
Presidente del Comité de
Auditoria y Prácticas Societarias

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