cotiza en Bolsa Mexicana

BANORTE SPECIAL GUEST

JUNE 2019

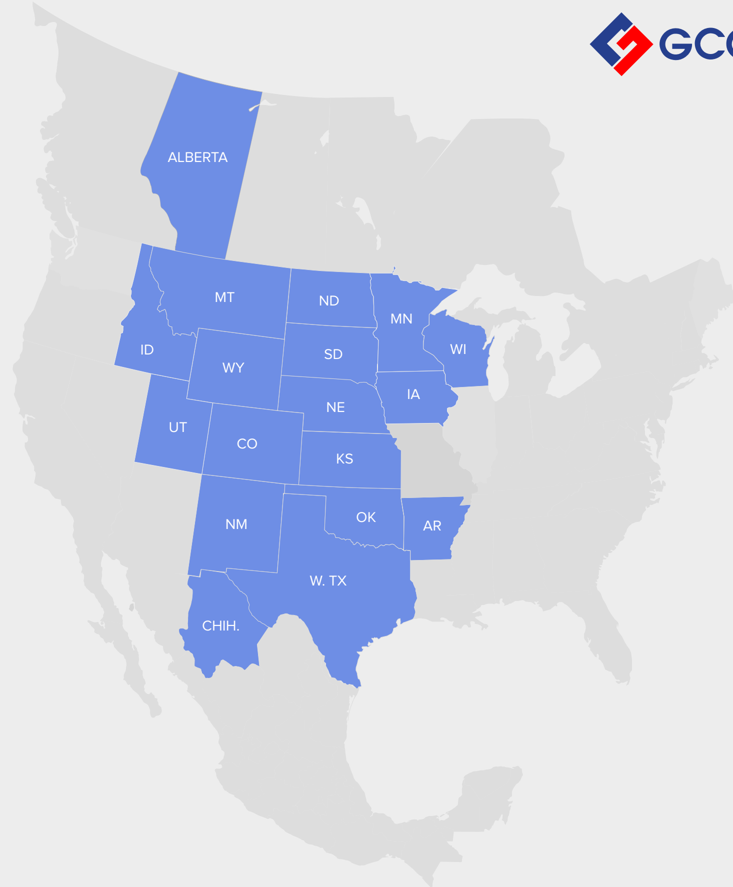
GCC

INVESTMENT HIGHLIGHTS

1. Leading position in attractive U.S. regional markets and in Chihuahua, Mexico
2. Mexico operations provide a strong base and add operational flexibility with export capacity
3. Vertically integrated with state of the art production facilities and logistics
4. Increased free float and liquidity
5. Healthy balance sheet and strong free cash flow drive value creation

GCC: A **UNIQUE** MARKET PROFILE

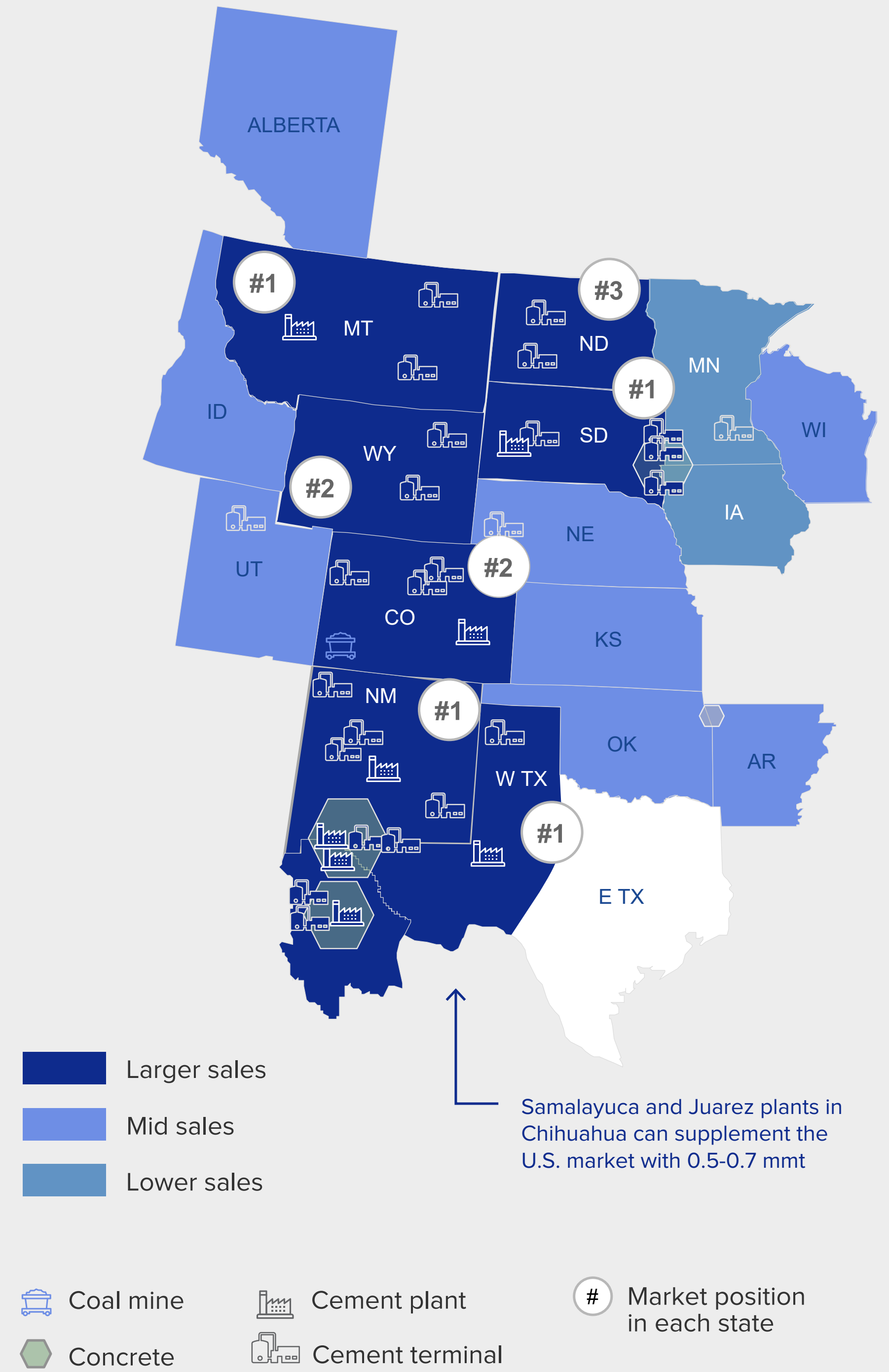
CEMENT AND READY-MIX CONCRETE OPERATIONS ACROSS THE "CENTER CUT" OF NORTH AMERICA



KEY RESULTS AS OF DECEMBER 2018

- Sales: 73% U.S. and 27% Mexico
- 5.8 MMT[1] cement production capacity
- US$ 0.9 billion sales
- 29.0% EBITDA margin
- 77 years of operation – 25 in the U.S.
- ~ US$ 2.0 billion market cap
- Included in MSCI, S&P/BMV IPC and FTSE indexes

[1]MMT = million metric tons



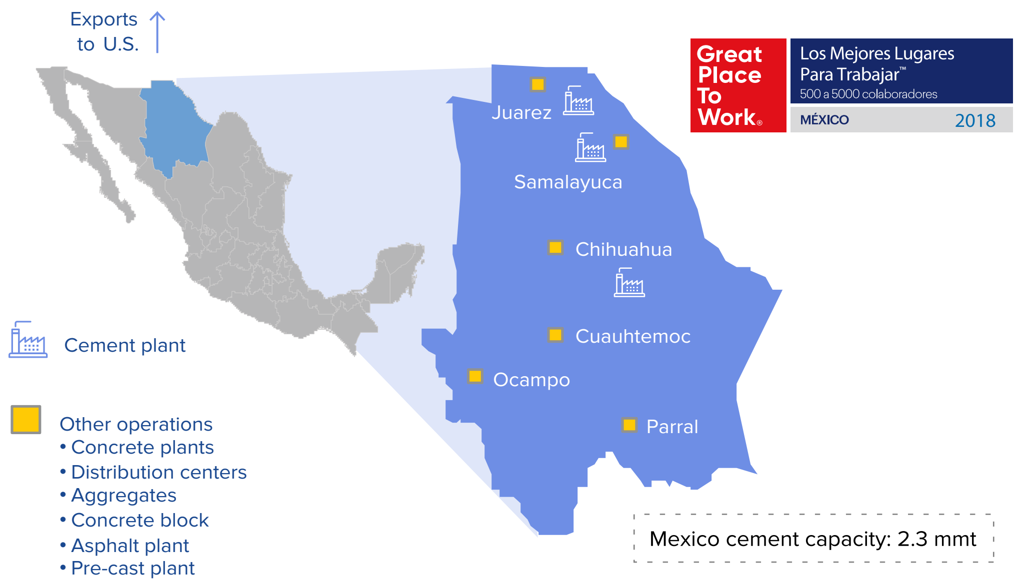
REGIONAL LEADER IN U.S. MID-CONTINENT MARKETS & CHIHUAHUA

LANDLOCKED MARKETS INSULATED FROM SEABORNE COMPETITION

MAIN CEMENT MARKETS & MARKET POSITION

#1	#2	#3
West Texas South Dakota New Mexico Montana	Colorado Wyoming	North Dakota

GCC IS THE LEADING PRODUCER IN THE STATE OF CHIHUAHUA WITH SIGNIFICANT EXPORT CAPACITY



- GCC is sole producer of cement and the leading producer of ready-mix concrete in Chihuahua
- Close economic ties between Chihuahua and the U.S.
- Demand growth driven by the private sector
- Flexibility to supply Texas and New Mexico demand from Samalayuca and Juarez
- Business development in innovation and solutions
  - Technovia Express for quick road repair
  - Mining projects

VERTICALLY INTEGRATED OPERATIONS

FUEL	Coal mine in Colorado
RAW MATERIALS	200+ years of limestone reserves
CEMENT	8 plants in the U.S. and Mexico
READY MIX	100 plants 100% supplied by our cement plants
CEMENT TERMINALS	23 cement terminals and 2 distribution centers
TRANSPORT	More than 2,200 leased rail cars and 1,000 mixer and haul trucks

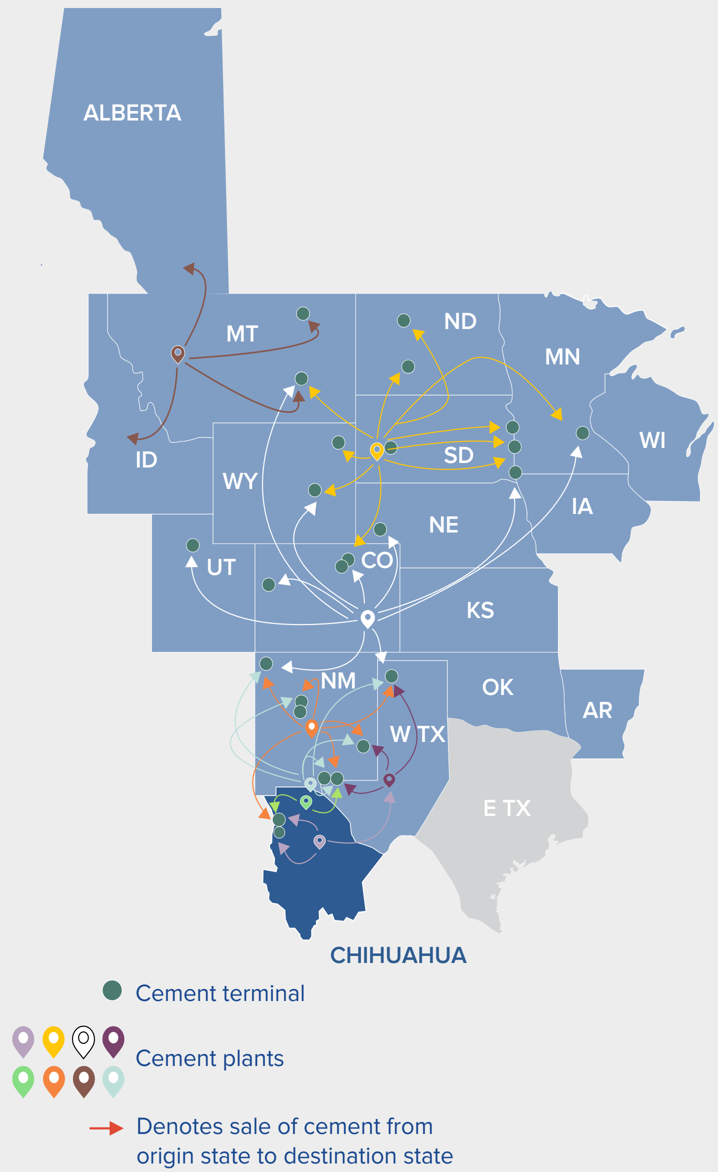
GEOGRAPHICALLY INTEGRATED

- Unique logistics network
- Better customer service
- Ensures cement deliveries to clients when and where they need it
- Optimizes operative decisions
- Reduces costs

23 cement terminals, 2 distribution centers, and transfer stations

2,200 rail cars

1,000+ mixer and haul trucks

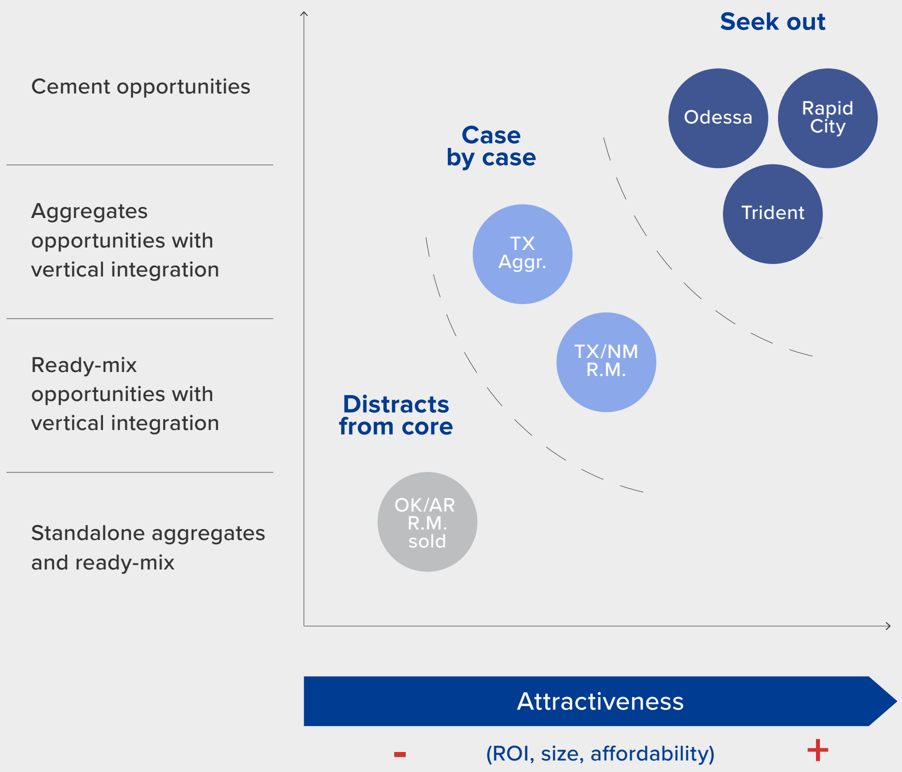


DISCIPLINED INVESTMENT STRATEGY

FRAMEWORK

1. Increase presence in existing markets
2. Increase productivity
3. Enter new markets
4. Value accretive M&A

STRATEGIC PRIORIZATION AND EVALUATION ALTERNATIVES



2018 ADDITIONS TO U.S. CEMENT CAPACITY

EXPANSION OF MARKET FOOTPRINT AND IMPROVEMENT OF OPERATIONAL FLEXIBILITY

Trident plant acquisition
Three Forks, MT

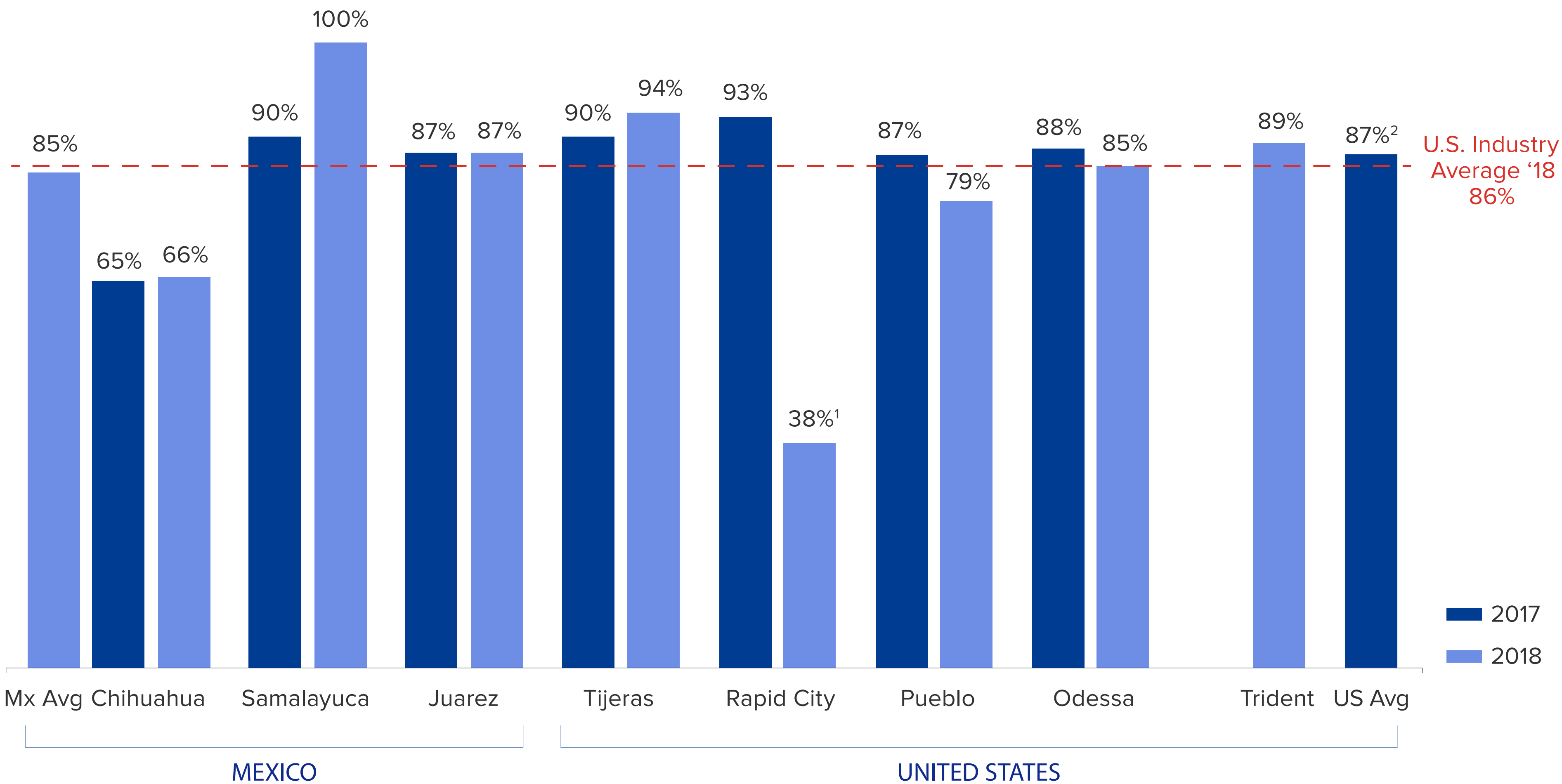
+315k MT

Plant expansion
Rapid City, SD

+440k MT

WITH STATE OF THE ART PRODUCTION FACILITIES

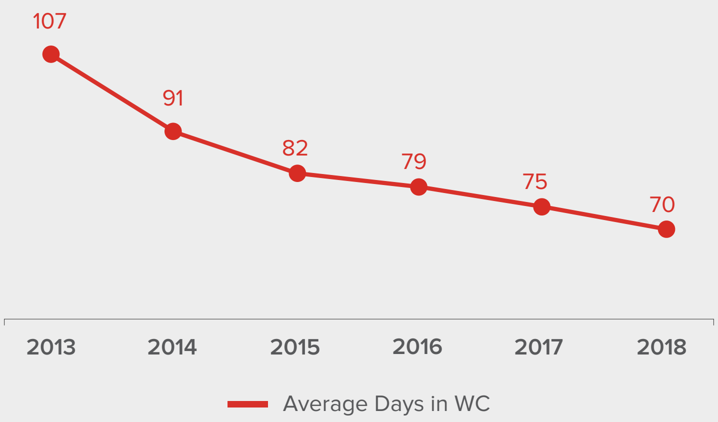
OPERATING AT NEAR-OPTIMAL CAPACITY UTILIZATION LEVELS



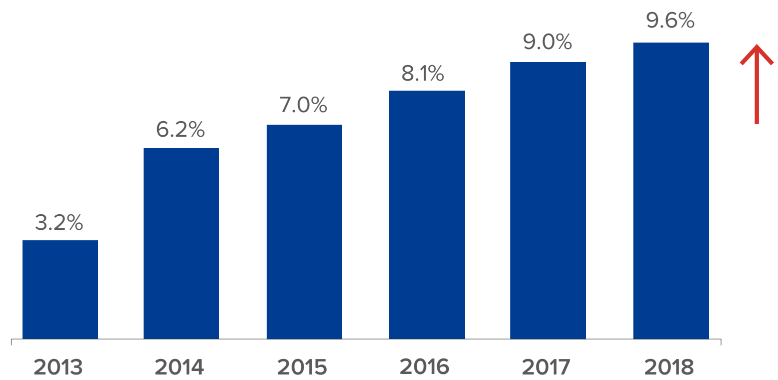
[1]Expansion shutdown [2]Excludes Rapid City

DEBT AND CAPITAL EFFICIENCY INDICATORS STEADILY IMPROVING

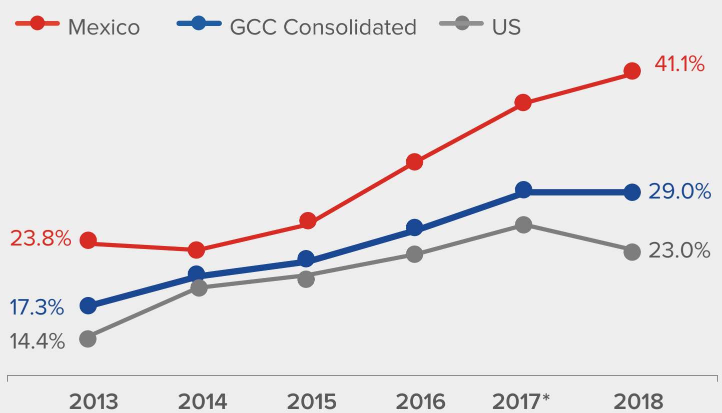
WORKING CAPITAL



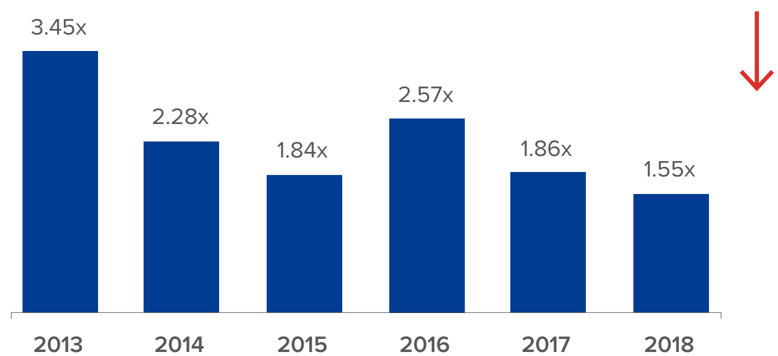
ROIC (NOPAT / Avg. Invested Capital)



EBITDA MARGIN

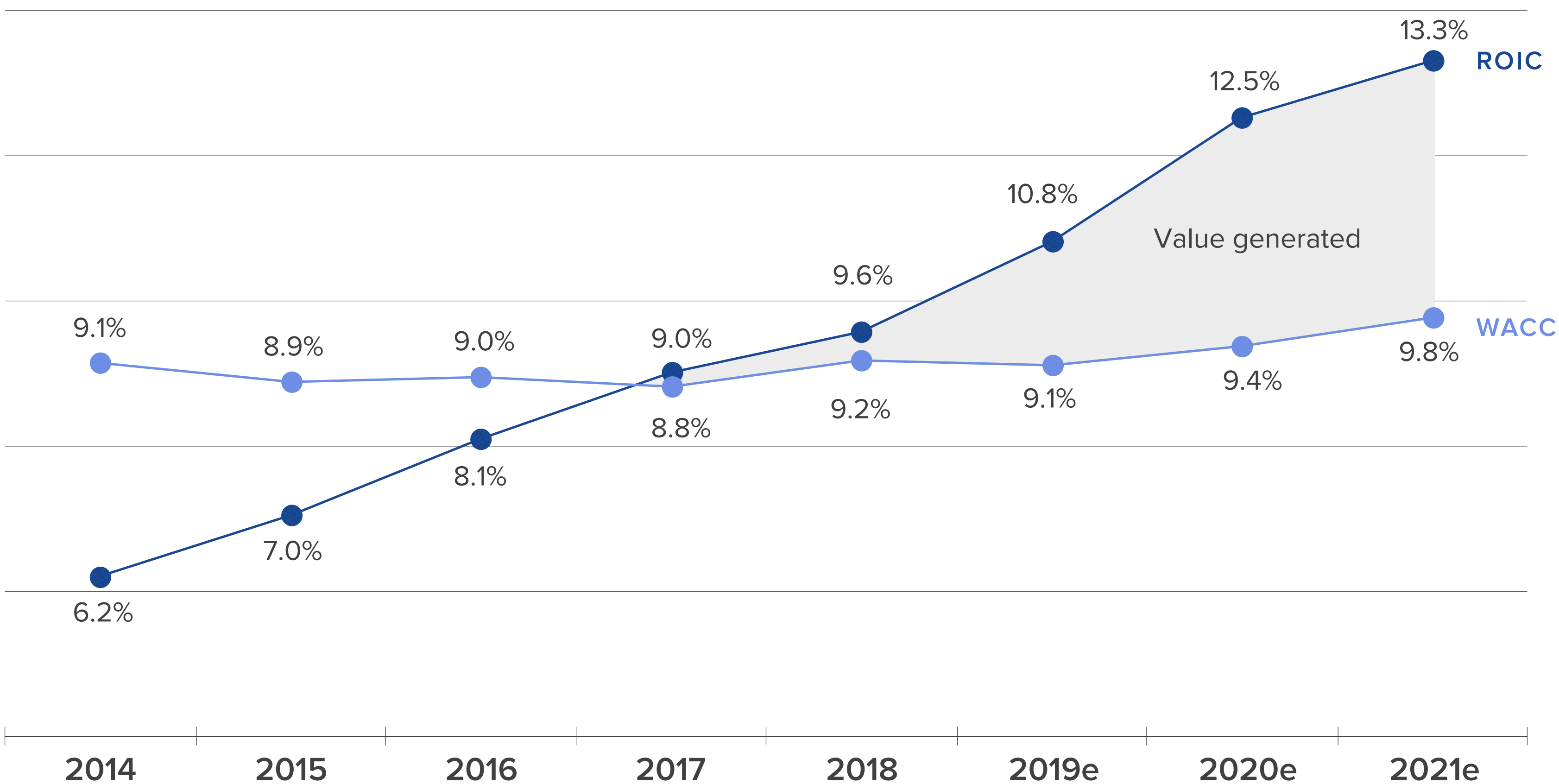


NET LEVERAGE RATIO (Net Debt / EBITDA)



* Proforma after asset swap ** Explained partially by Rapid City plant´s expansion shutdown

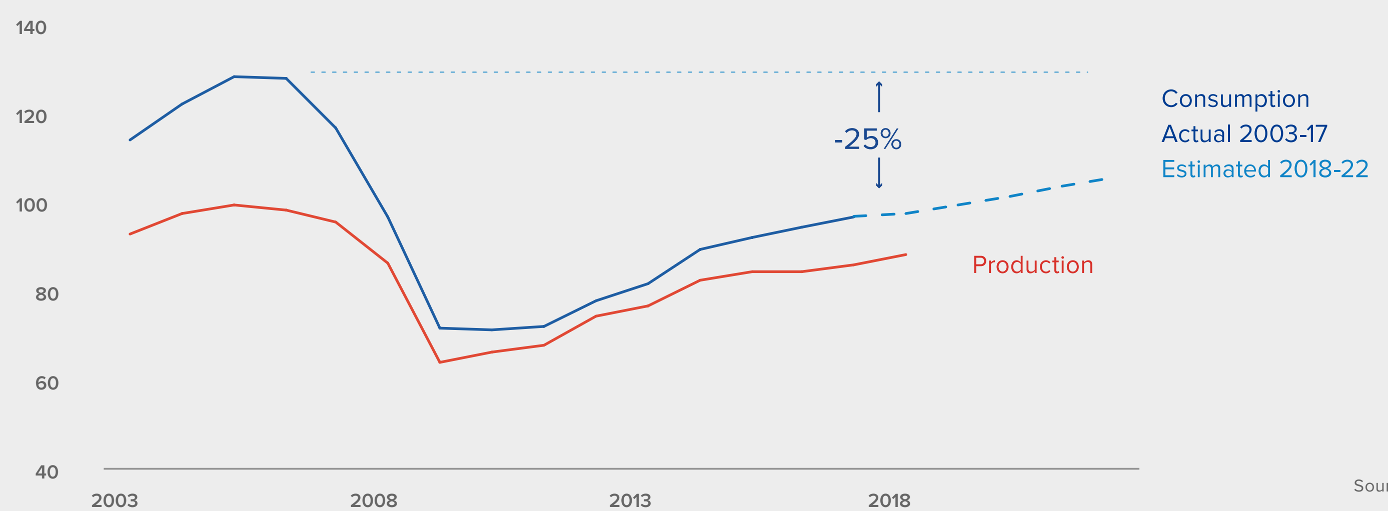
OPTIMIZING OPERATIONS FOR VALUE GENERATION



Any projections have been prepared based on GCC's views as of the date of this presentation and include estimates and assumptions about future events which may prove to be incorrect or may change over time.

POSITIVE MEDIUM TERM OUTLOOK

U.S. CEMENT SUPPLY AND DEMAND (MMT)



Source: USGS, GCC

- 2018 U.S. apparent consumption is still below 2005 peak
- No net new capacity likely
- Consumption will exceed production capacity in the near term
- Gap implies higher imports and supports strong pricing scenario

STOCK LIQUIDITY HAS INCREASED SIGNIFICANTLY

LIQUIDITY ENHANCING EVENTS SINCE 2017

"RE-IPO" SECONDARY OFFERING

FREE FLOAT

25% → 48%

SHARE PRICE SINCE 2017

+54%

AVG. DAILY TRADING VOLUME

~8x

ANALYSTS COVERAGE

0 → 13

100% BUY/OUTPERFORM RECOMMENDATIONS

INDEX FAMILIES INCLUSION

0 → 3

MSCI
S&P/BMV IPC
FTSE

BOND AND BANK DEBT REFINANCING STRENGTHEN FINANCIAL POSITION

GCC

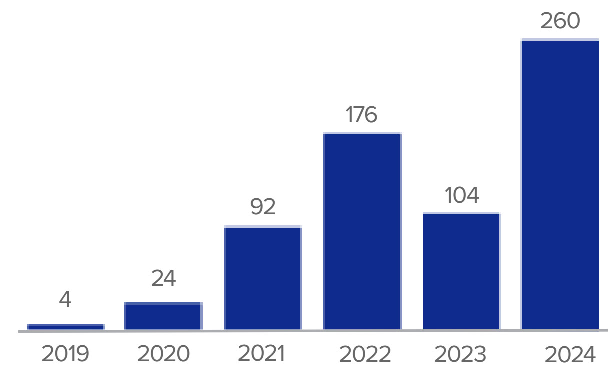
INTEREST EXPENSE SAVINGS FROM REFINANCING

- 2017 Bond: US$ 7.5 MM per year
- 2018 Bank debt: US$ 10 MM per year

AGENCY	RATING	OUTLOOK
S&P FITCH	BB+	STABLE

MATURITY PROFILE

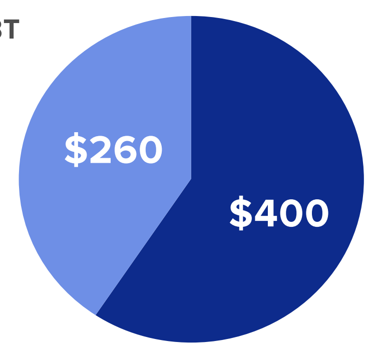
(MUS$ million)



DEBT COMPOSITION (MARCH 2019, US$ MILLION)

SECURITIES DEBT

Notes due 2024

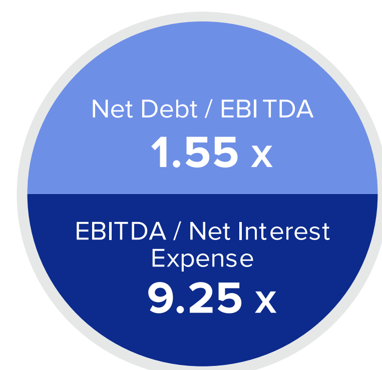


BANK DEBT

Refinancing 2018

DEBT RATIOS

(Dec 31, 2018)



Debt amounts based on loan contract amounts. IFRS balance sheet values slightly lower

GCC JOINED TE GLOBAL CEMENT AND CONCRETE ASSOCIATION IN 2018

MAIN GOAL

REDUCE NET

CO2 EMISSIONS
9% BY 2020
AND
31% BY 2030

CO2 emissions reductions are compared to our 2005 baseline

Sustainable Development Performance Targets

SUSTAINABLE DEVELOPMENT GOALS

- Climate & Energy
- Circular Economy
- Health & Safety
- Environment & Nature
- Social Responsibility
- Concrete

Triple Bottom Line - Growth & Profitability

Strategy & Execution

HOW?

- Energy efficiency
- Alternative fuels
- Blended cements
- New carbon capture technology

REINFORCING A POSITIVE 2019 OUTLOOK

UNITED STATES

- VOLUMES

Cement, like-to-like	2% - 3%
Cement	4% - 6%
Concrete	6% - 8%

- PRICES

Cement	4% - 5%
Concrete	2% - 4%

MEXICO

- VOLUMES

Cement	flat
Concrete	flat

- PRICES

Cement	3% - 5%
Concrete	3% - 5%

CONSOLIDATED

EBITDA	20% - 23%
EBITDA without IFRS-16	12% - 15%
FCF Conversion Rate	> 50%
Working capital investment:	slight decrease
Total CAPEX:	US$ 70 million
• Maintenance	60
• 2018 carry-over	10
Net Debt / EBITDA, by end-2019	< 1x

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EBITDA

We define EBITDA as consolidated net income after adding back or subtracting, as the case may be: (1) depreciation and amortization; (2) net financing expense; (3) other non-operating expenses; (4) taxes; and (5) share of earnings in associates. In managing our business, we rely on EBITDA as a means of assessing our operating performance. We believe that EBITDA enhances the understanding of our financial performance and our ability to satisfy principal and interest obligations with respect to our indebtedness as well as to fund capital expenditures and working capital requirements. We also believe EBITDA is a useful basis of comparing our results with those of other companies because it presents results of operations on a basis unaffected by capital structure and taxes. EBITDA, however, is not a measure of financial performance under IFRS or U.S. GAAP and should not be considered as an alternative to net income as a measure of operating performance or to cash flows from operating activities as a measure of liquidity. Our calculation of EBITDA may not be comparable to other companies' calculation of similarly titled measures.

Currency translations / physical volumes

All monetary amounts in this presentation are expressed in U.S. Dollars ($ or US$). Currency translations from pesos into U.S. dollars use the average monthly exchange rates published by Banco de México.

These translations do not purport to reflect the actual exchange rates at which cross-currency transactions occurred or could have occurred.

The average exchange rates (Pesos per U.S. dollar) used for recent periods are:

1Q19: 19.22 - 1Q18: 18.75

2019: 19.22 - 2018: 18.75

Physical volumes are stated in metric tons (mt), millions of metric tons (mmt), cubic meters (m3), or millions of cubic meters (mm3).

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