



CORPORATE PRESENTATION Q1 2026

APRIL 2026

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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:

Q1-26 - 17.5594 Q1-25 - 20.4224

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

VISION

To improve quality of life by creating a better tomorrow.

MISSION

Be the supplier of choice for high-quality construction materials, building stronger communities and creating lasting value for all stakeholders.

ANCHOR STRATEGIES DRIVING GCC'S PURPOSE

PEOPLE

Strengthen relationships with employees, customers, suppliers, and communities by fostering trust, collaboration, and shared growth.

GROWTH

Drive profitable growth by enhancing the quality of products and services, optimizing operational efficiency, and expanding market presence.

PLANET

Committed to environmental sustainability by reducing carbon footprint, improving energy efficiency, and increasing the use of renewable energy and alternative fuels.

REFLECTION OF THE STRATEGY EXECUTION SINCE 2020

ONE OF THE
STRONGEST
PLAYERS IN
THE INDUSTRY

Deleveraging as soon as possible

Maintaining balanced cash levels

Refinancing bank debt and notes, extending maturities and
reducing the average cost of debt

Debottlenecking project at the Samalayuca plant,
increasing cement production capacity by 200,000 mtons

Working on the Odessa cement plant expansion to increase
cement production capacity by more than 1 million mtons

Maintaining strict M&A criteria with a focus on value for purchase,
at a cost within strict pre-determined parameters

INVESTMENT HIGHLIGHTS

TICKER: BMV: GCC

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



MORE THAN TEN YEARS
OF OPERATIONAL
AND FINANCIAL
TRANSFORMATION

- Disciplined expansion
- Customer focus
- Operational excellence
- Prudent balance sheet management
- Increased shareholder value

AS OF
DECEMBER
2025 VS 2020

Cement
Capacity
+0.2mmt
+3%

EBITDA
Growth
+60%

EBITDA
Margin
+200bp

Net Debt/
EBITDA
0.24x →
-0.71x

Share Price
(04/28/26)
+66%

GCC AT A GLANCE: A UNIQUE MARKET PRESENCE

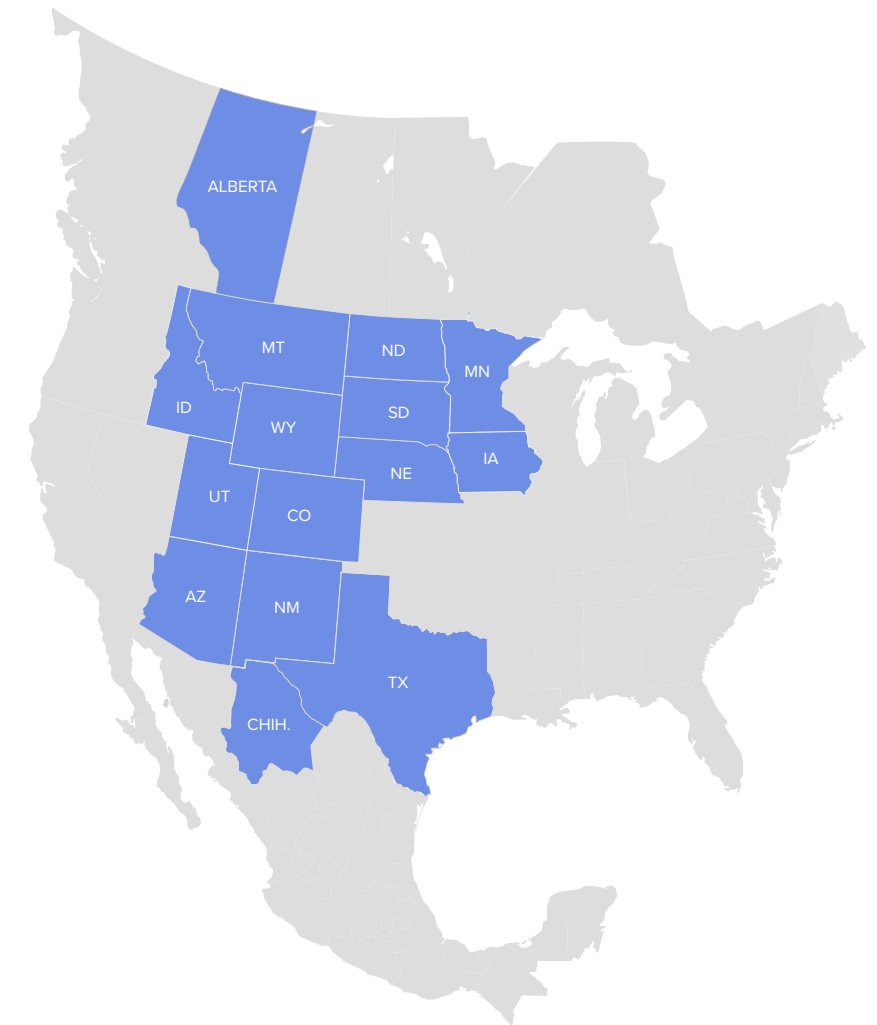
- 6 MMT¹ cement production capacity
 - 3.5 MMT in U.S. + 2.5 MMT in Mexico
- #1 or #2 share in core markets
 - Landlocked states, insulated from seaborne competition
- 8 cement plants, 26 terminals, 2 distribution centers, 31 aggregates locations and 102 ready-mix plants
- 84 years of operation – 31 in the U.S.
- Listed on Mexican Stock Exchange: GCC*
- Included in: S&P/BMV IPC
FTSE Indexes
FTSE BIVA

KEY RESULTS LTM Q1 2026

US\$1,458 million sales – 73% U.S. / 27% Mexico
 US\$505 million EBITDA – 80% U.S. / 20% Mexico
 34.7% EBITDA margin
 Net leverage of -0.47x

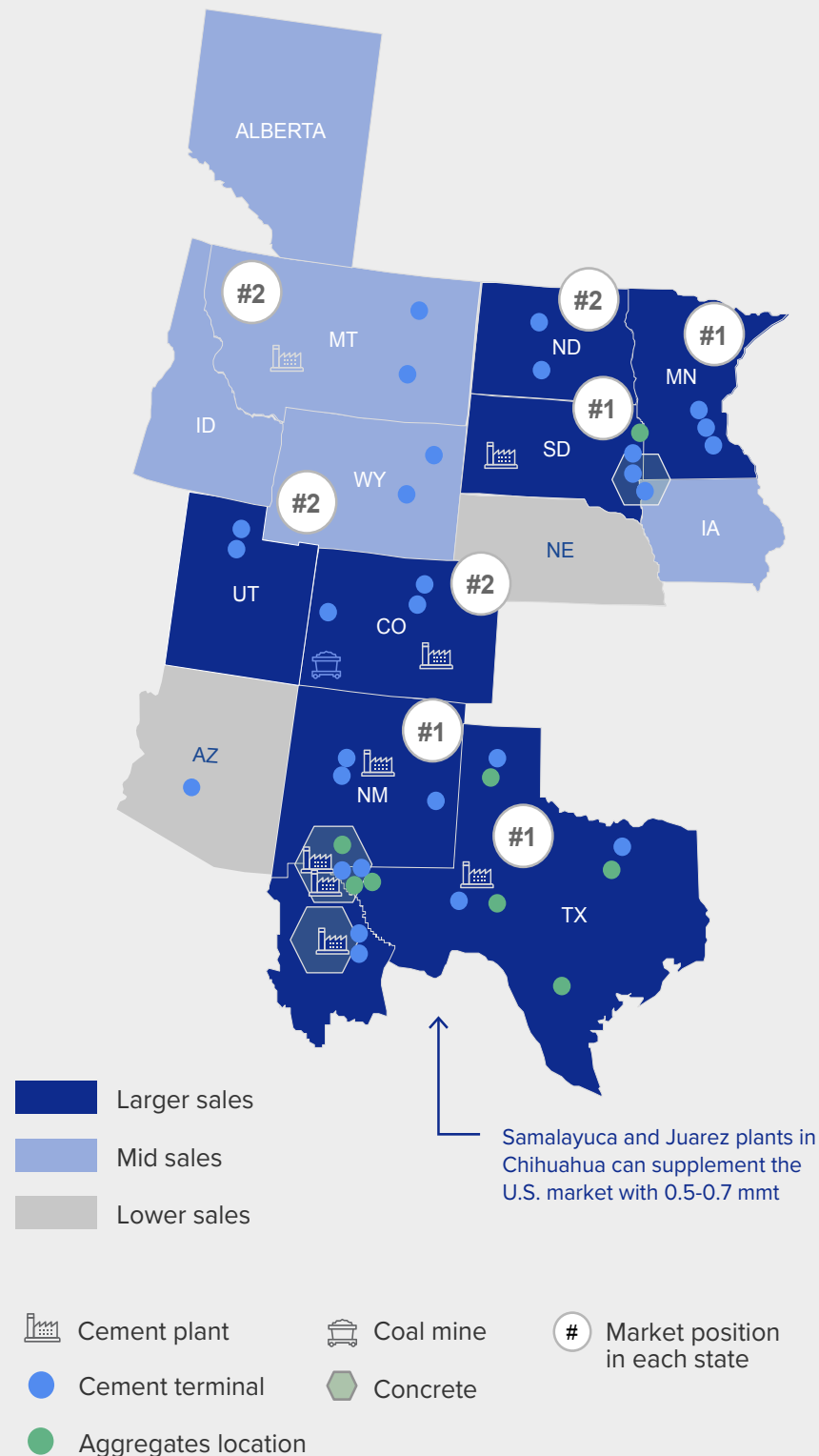
¹MMT = million metric tons

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



REGIONAL LEADER IN U.S. MID-CONTINENT MARKETS

WELL-POSITIONED TO CAPTURE U.S. GROWTH AND CONSTRUCTION INDUSTRY RECOVERY

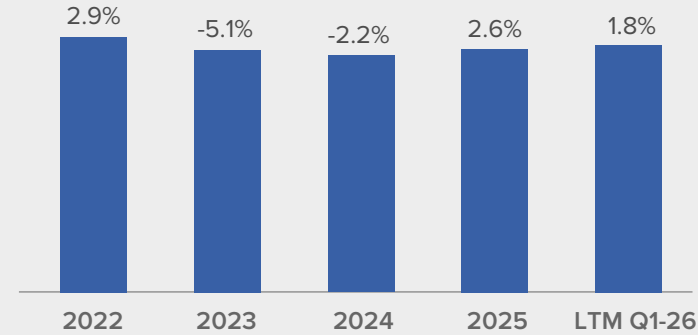


- Leadership position in 13 contiguous states
 - CO, MN, MT, ND, NM, SD, UT and W.TX are our core markets, with 90% of U.S. sales
- No other producer competes with GCC across all our markets
- Diversified regional economies with low unemployment, offering clear upside to U.S. construction recovery
- Pricing upswing since 2013
 - Limited prospects for greenfield capacity expansion
 - Well-protected from seaborne imports
- Samalayuca, Chih. debottlenecking project (+0.2 MMT) finished in April 2023
- Odessa, TX plant ongoing expansion (+1.1 MMT)

MARKETS WITH
DEMONSTRATED
VOLUME AND
PRICE RECOVERY

GCC U.S. CEMENT SALES

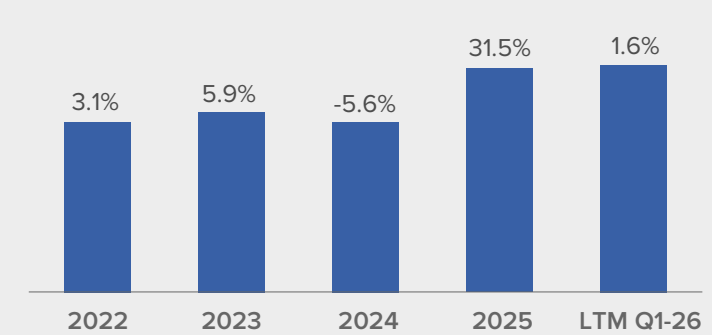
('000 MT)



4yr CAGR
-0.8%

GCC U.S. CONCRETE SALES

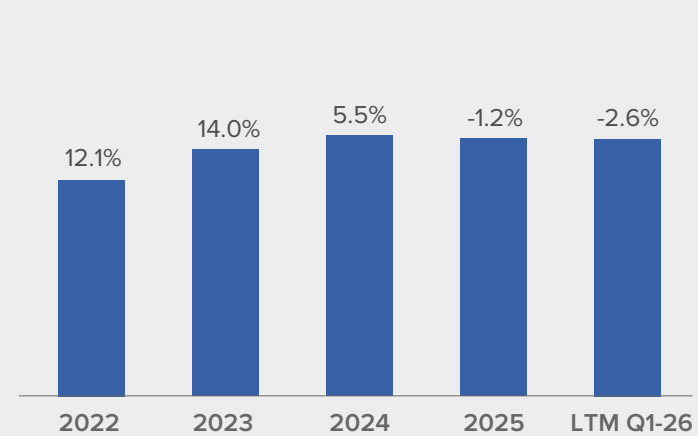
('000 M3 / YEAR)



4yr CAGR
+7.5%

GCC U.S. CEMENT PRICES

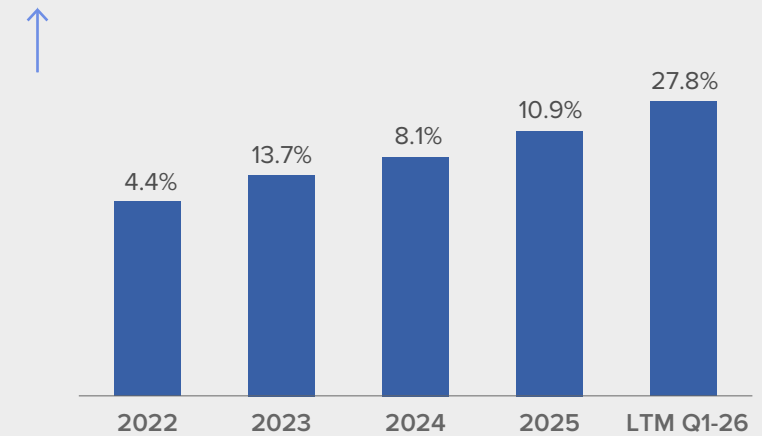
(CHANGE, YEAR-OVER-YEAR)



4yr CAGR
+4.4%

GCC U.S. CONCRETE PRICES

(CHANGE, YEAR-OVER-YEAR)

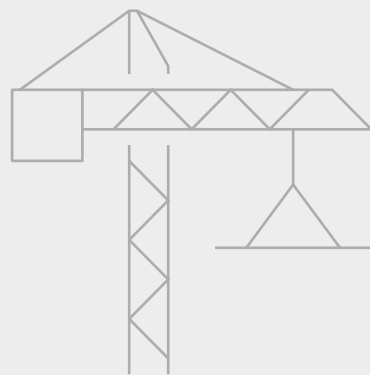


4yr CAGR
+11%

WHERE GCC FACES FRAGMENTED COMPETITION AND HAS A DIVERSIFIED BUSINESS MIX



GCC MARKET POSITION AND COMPETITORS IN CORE MARKETS

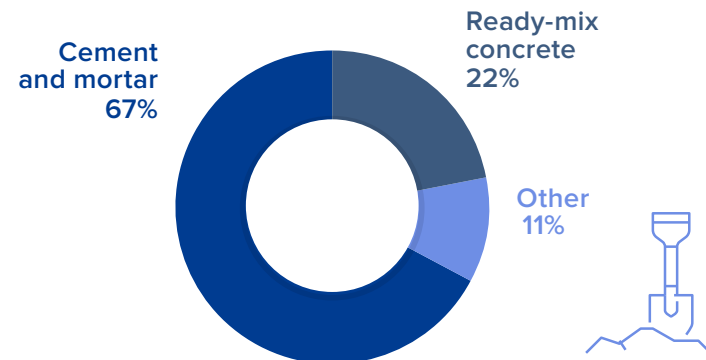


	COLORADO	N. MEXICO	N. DAKOTA	S. DAKOTA	W. TEXAS	WYOMING	MONTANA
GCC market position	#2	#1	#2	#1	#1	#2	#2
GCC cement plant in state	✓	✓	—	✓	✓	—	✓
Competitor in-state plant	AMRZ, CX	—	—	—	BZU*	EXP	CRH
Other principal competitors	EXP	AMRZ	HEI, AMRZ CRH	AMRZ, CRH	AMRZ, SRMG**	—	AMRZ

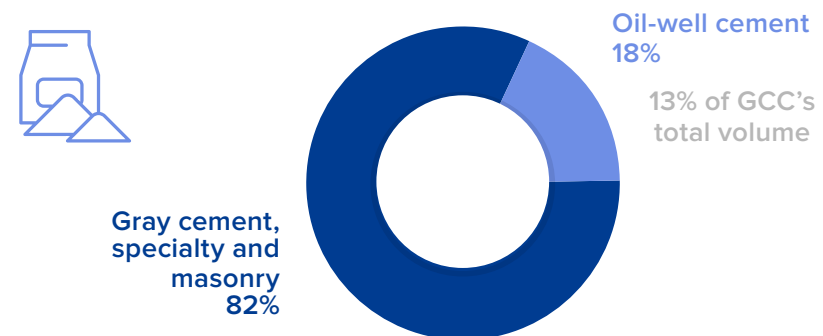
* Refers to West Texas only

** Aprox. 12 mmt of capacity in East and Central Texas

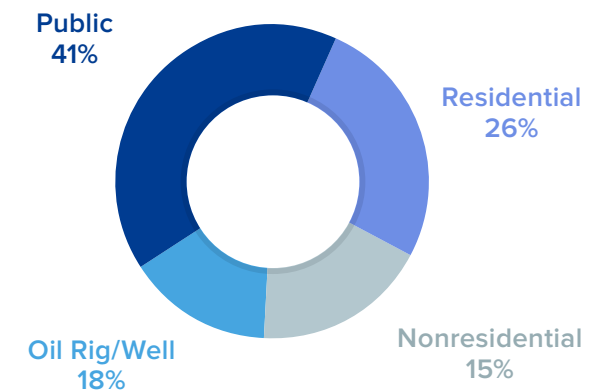
U.S. 2025 SALES MIX



U.S. 2025 PRODUCTION VOLUME BY CEMENT TYPE



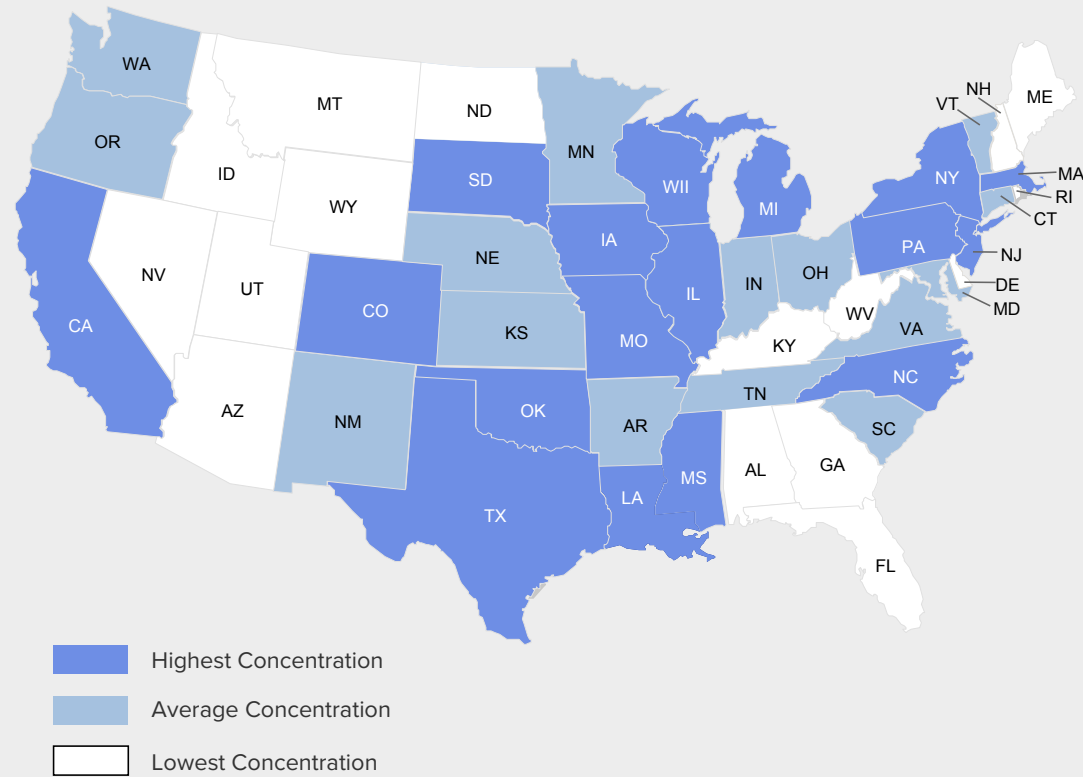
U.S. SECTORS



AND A CLEAR NEED FOR INCREASED INFRASTRUCTURE SPENDING

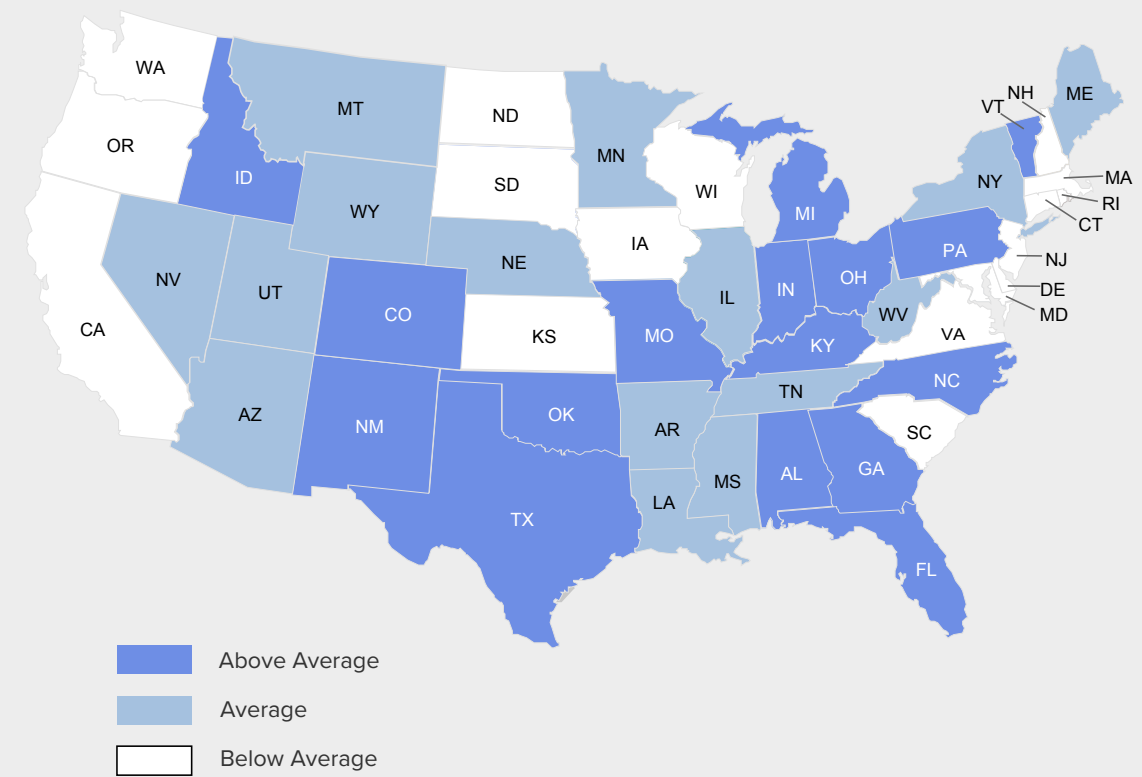
DEFICIENT ROADS ¹

LANE MILES RATED 'POOR'
AS A SHARE OF TOTAL LANE MILES



CEMENT FUNDAMENTALS ²

BASED ON ACA SECTOR COMPOSITE
RANKINGS*



¹Source: ACA United States' Cement Outlook

²Source: ACA Market Intelligence, Regional Analysis (February 2026)

*Res: Mortgage Delinquency and Unemployment Rates, Home Prices

Non Res: Manufacturing, Office, Retail and Hospitality (Jobs Recovered)

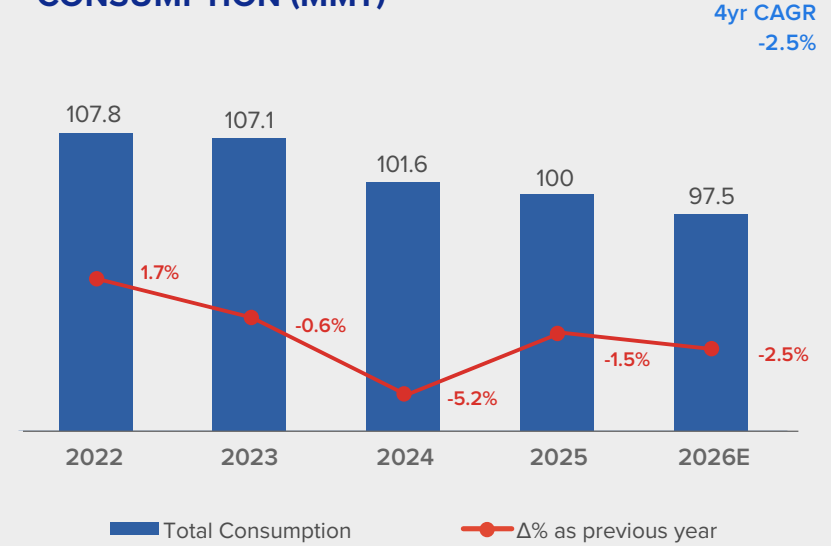
Public: Fiscal Health, Transportation Capital Expenditures, Employment, Long-Term Public Debt

LEADING TO A POSITIVE OUTLOOK, DRIVEN BY AN EXPECTED INCREASE IN INFRASTRUCTURE SPENDING

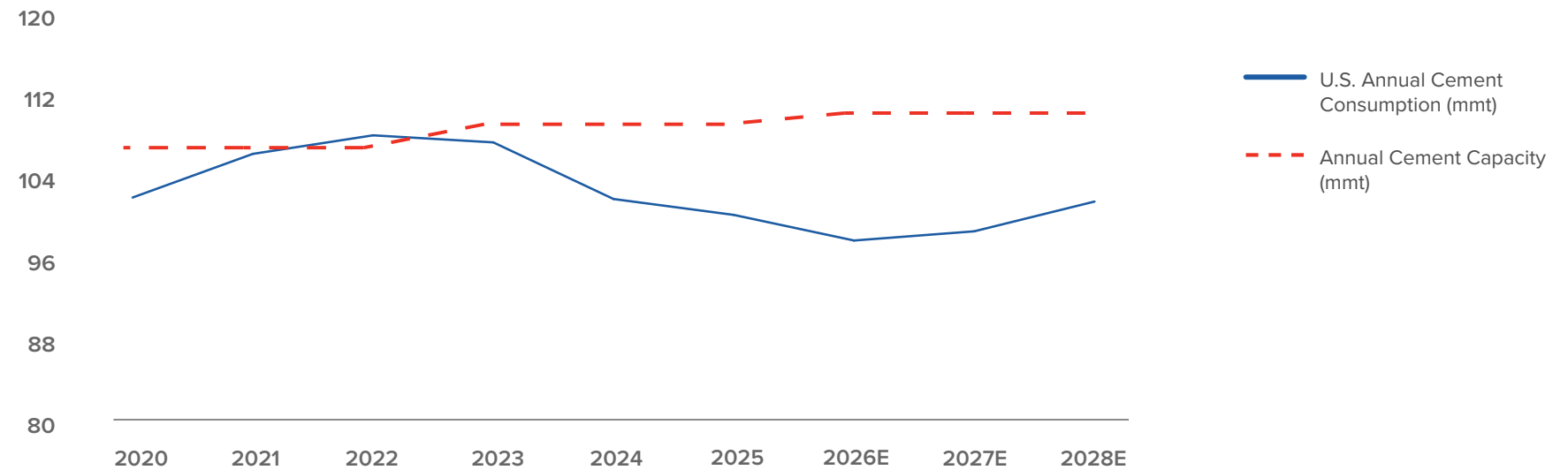
FORECAST CEMENT CONSUMPTION IN ALL GCC U.S. MARKETS (MMT)¹



FORECAST TOTAL U.S. CEMENT CONSUMPTION (MMT)²



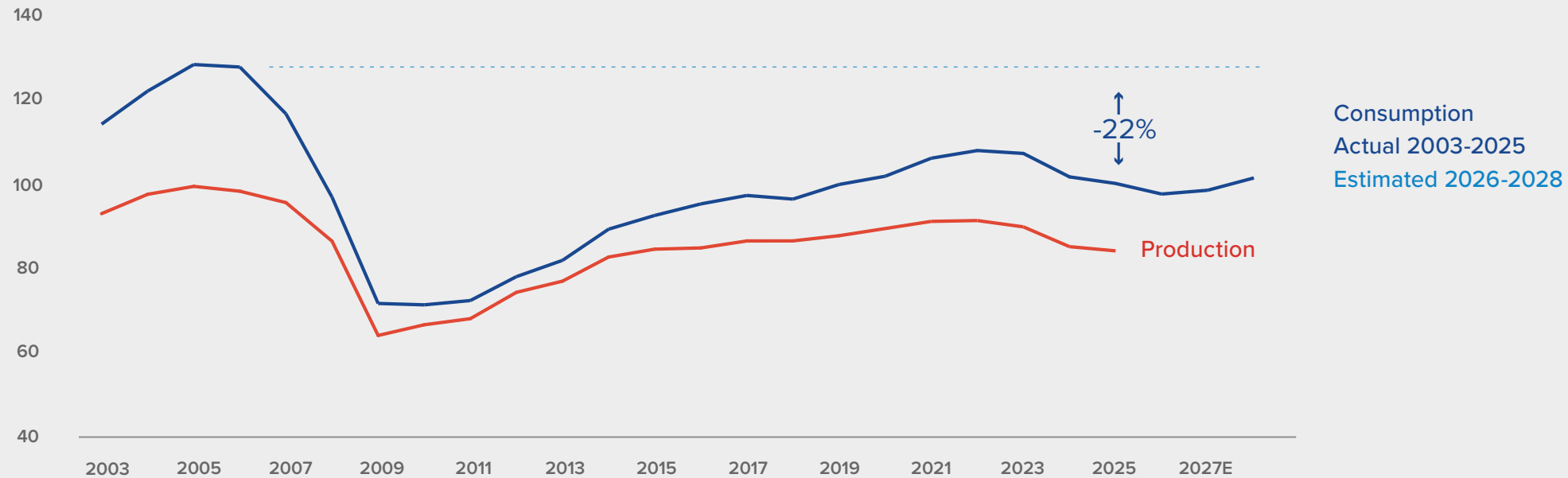
U.S. CEMENT MARKET FUNDAMENTALS SUPPORT GROWING DEMAND THROUGH 2027; IMPORTS WILL BECOME A CRITICAL SOURCE OF SUPPLY²



Source: ¹ACA Fall 2025 Forecast | ²ACA Spring 2026 Forecast

WHILE IN A FAVORABLE PHASE OF THE U.S. CEMENT CYCLE

U.S. CEMENT PRODUCTION AND CONSUMPTION



Source: USGS, ACA

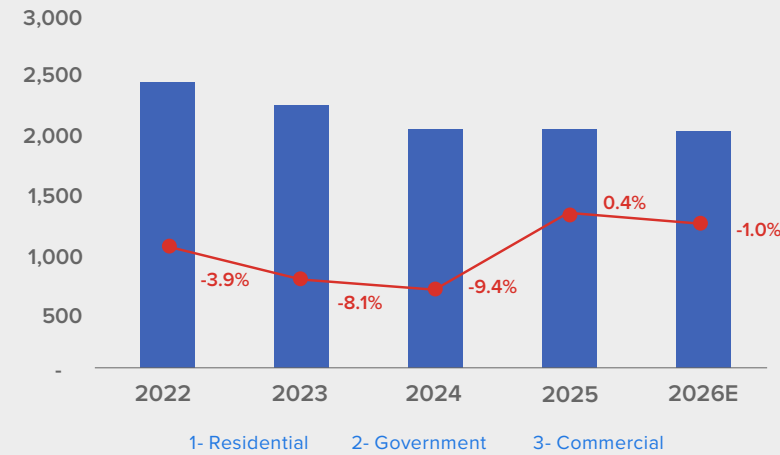


- 2025 U.S. apparent consumption is still 22% below the 2005 peak of 128 MMT
- Import share is about 23% of consumption, unchanged from 2006

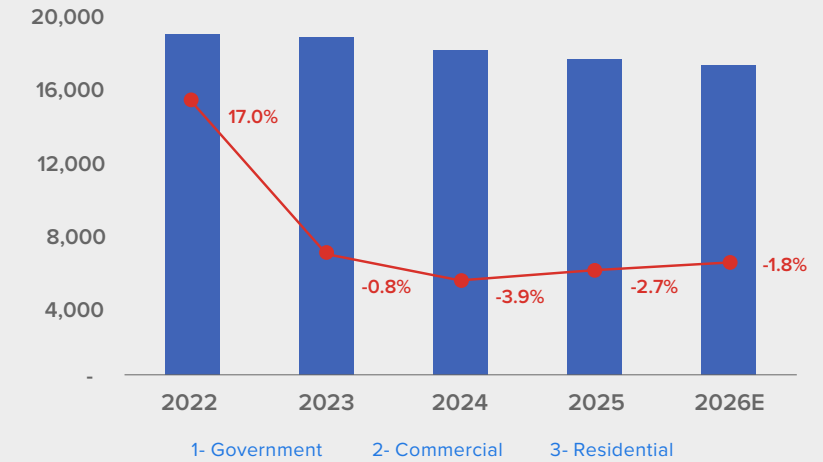
AMERICAN CEMENT ASSOCIATION (ACA) FORECAST AND MAIN CONSUMERS

WITH A SOLID
OUTLOOK IN KEY
STATES

COLORADO

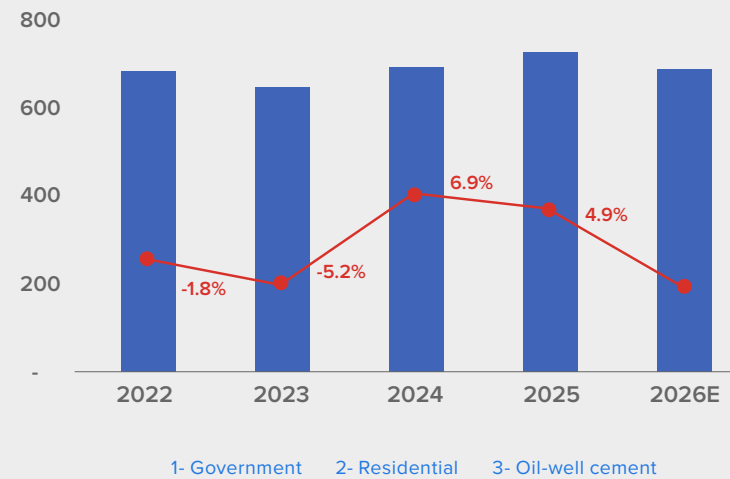


TEXAS

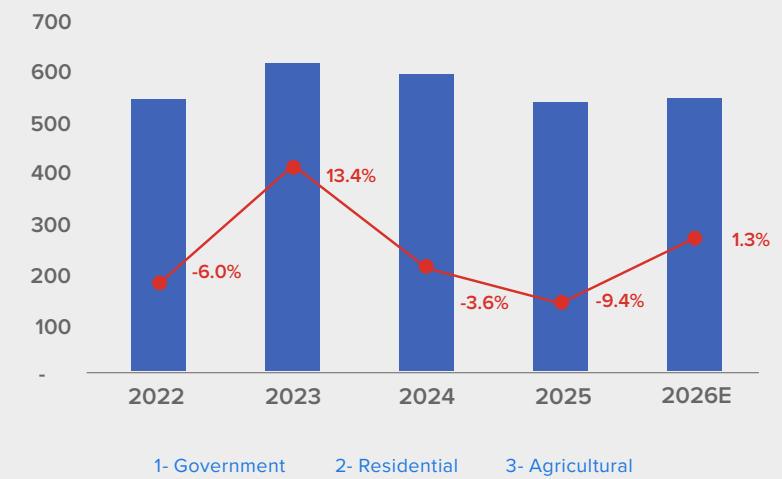


■ Total Consumption (000MT) ● Δ% vs previous year

NEW MEXICO



SOUTH DAKOTA



U.S. INFRASTRUCTURE PLAN WILL BOOST THE CEMENT INDUSTRY



U.S. INFRASTRUCTURE PLAN

- The Infrastructure Investment and Jobs Act is a \$1.2 trillion infrastructure package. Included in the package is roughly \$550 billion in new surface transportation spending. The plan will take 5-years and combines transformational efforts in roads, bridges, railroads, and domestic building, among others, all requiring cement. Over \$280 billion was announced as of 3Q23
- 82% of GCC's EBITDA is driven by cement



MARKET

- ACA estimates that the plan will result in an increase in cement consumption of 46 million metric tons
- Projects began to materialize in 2024



LIMITED AVAILABILITY

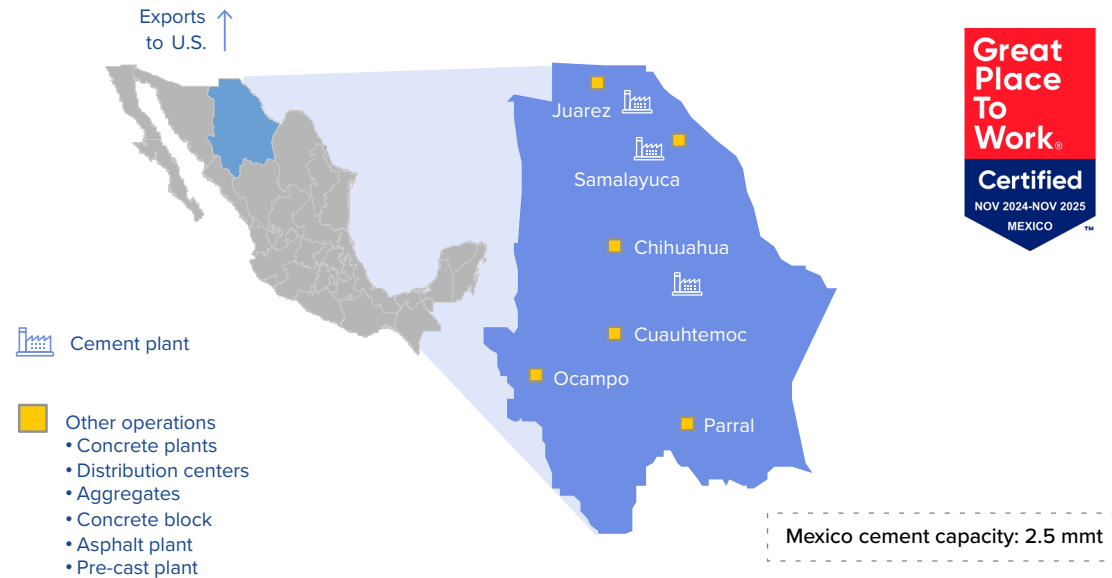
- Cement availability pressured by high demand due limited supply
- GCC is well positioned to meet U.S. demand with Mexico cement plants and the Rapid City cement plant expansion
- Odessa plant expansion to be completed in 2026 to capture plan-related demand



PRICE INCREASES

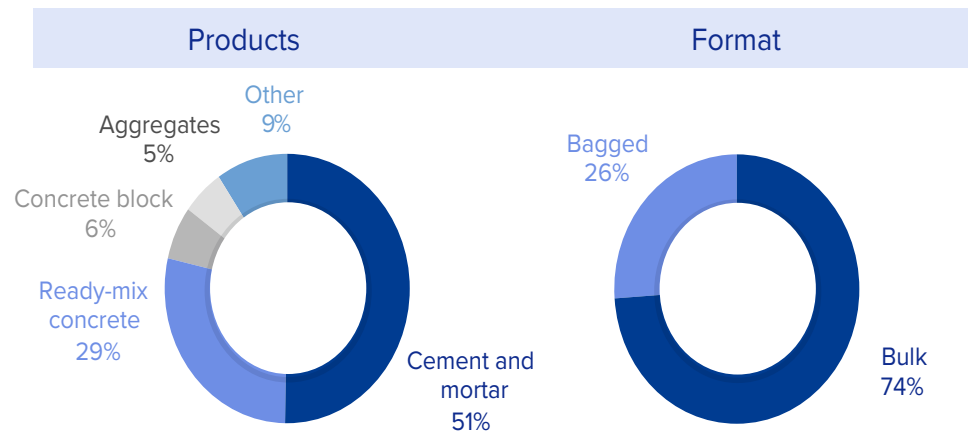
- In 2025, cement pricing softened in response to market conditions
- In 2024, we increased cement prices one time, which represents an average of 6% increase
- Market dynamic could potentially drive the increase in cement prices

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

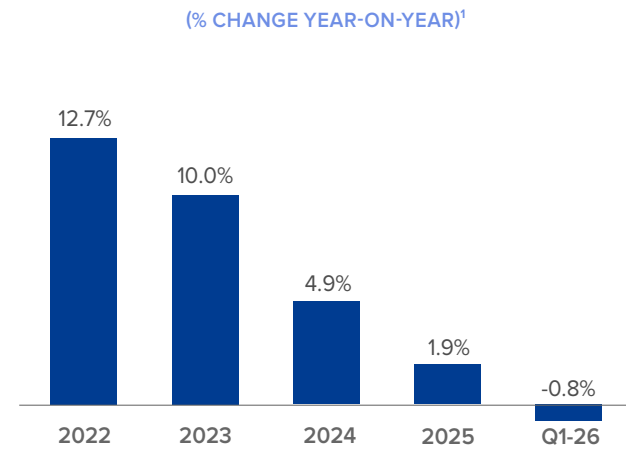


- GCC is sole producer of cement and the leading producer of ready-mix concrete in Chihuahua
- Close economic ties between Chihuahua and the U.S.
 - Cyclical recovery benefit
 - Foreign direct investment target
- Demand growth driven by the residential sector
- Flexibility to supply Texas and New Mexico demand from Samalayuca and Juarez plants
- Chihuahua plant supporting oil-well cement demand in Texas

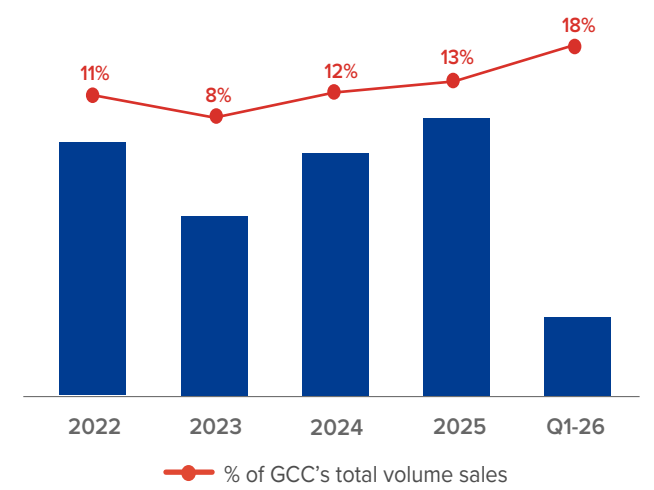
Q1 2026 SALES MIX



CEMENT DOMESTIC PRICING TRENDS



EXPORT SHARE OF GCC'S VOLUME SALES



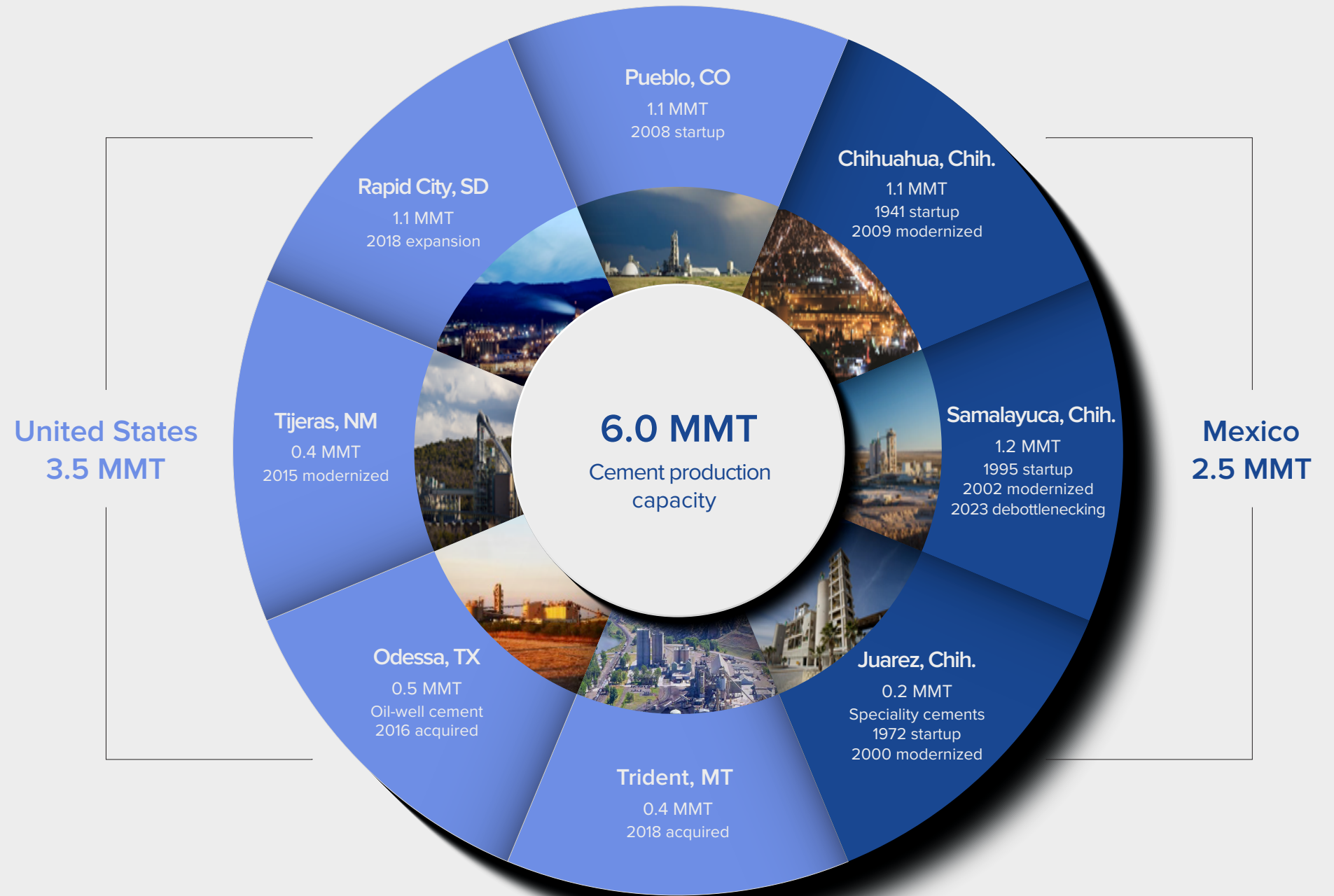
¹ Price changes in local currency

VERTICALLY INTEGRATED OPERATIONS

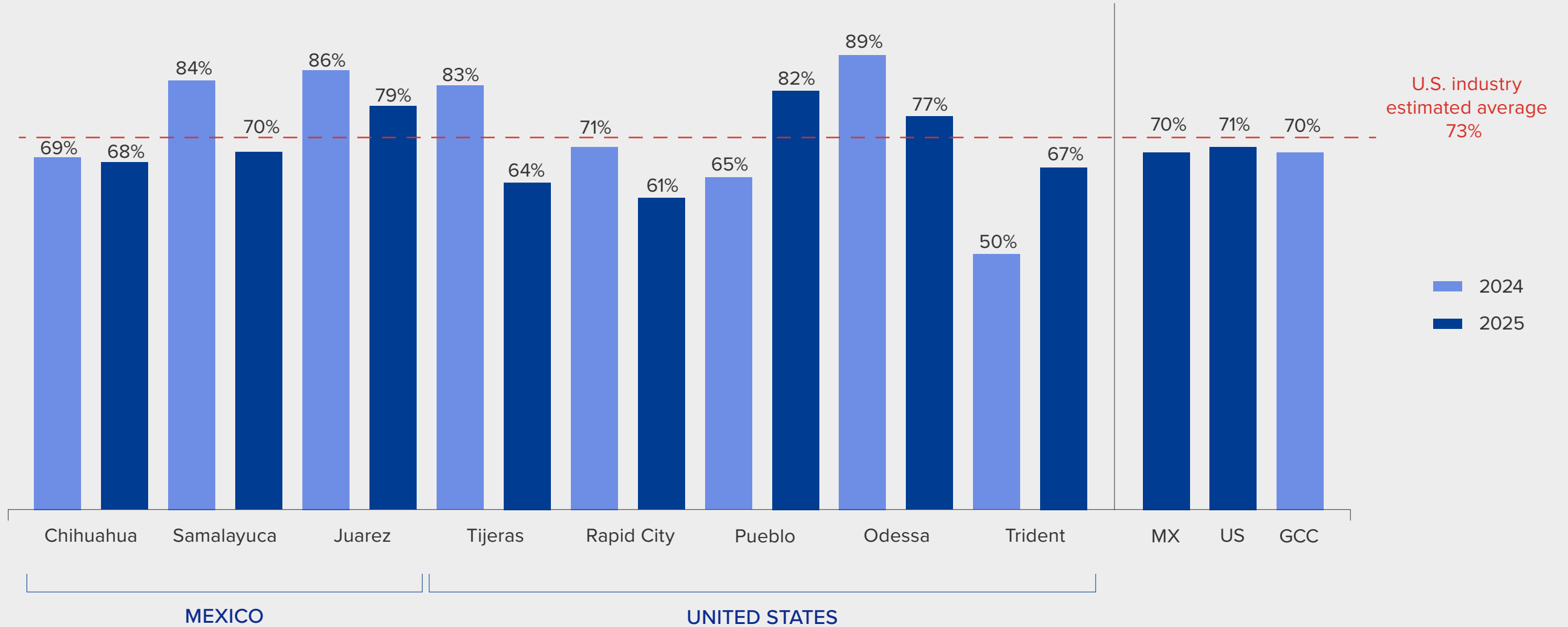
GCC IS PRESENT AT ALL STAGES OF THE CEMENT AND READY-MIX SUPPLY CHAIN



WITH STATE
OF THE ART
PRODUCTION
FACILITIES



OPERATING AT NEAR-OPTIMAL CAPACITY UTILIZATION LEVELS



ROBUST LOGISTICS PLATFORM STRETCHES FROM NORTHERN MEXICO TO THE U.S. BORDER WITH CANADA

LINKED BY SOPHISTICATED DISTRIBUTION NETWORK THAT LEVERAGES CONTIGUOUS MARKET FOOTPRINT

- Operational flexibility
- Cost efficiency
- Faster delivery time
- Advanced logistics
- Reduced supply disruption risk
- Hard to replicate
- Brand loyalty and client trust
- Redundancy



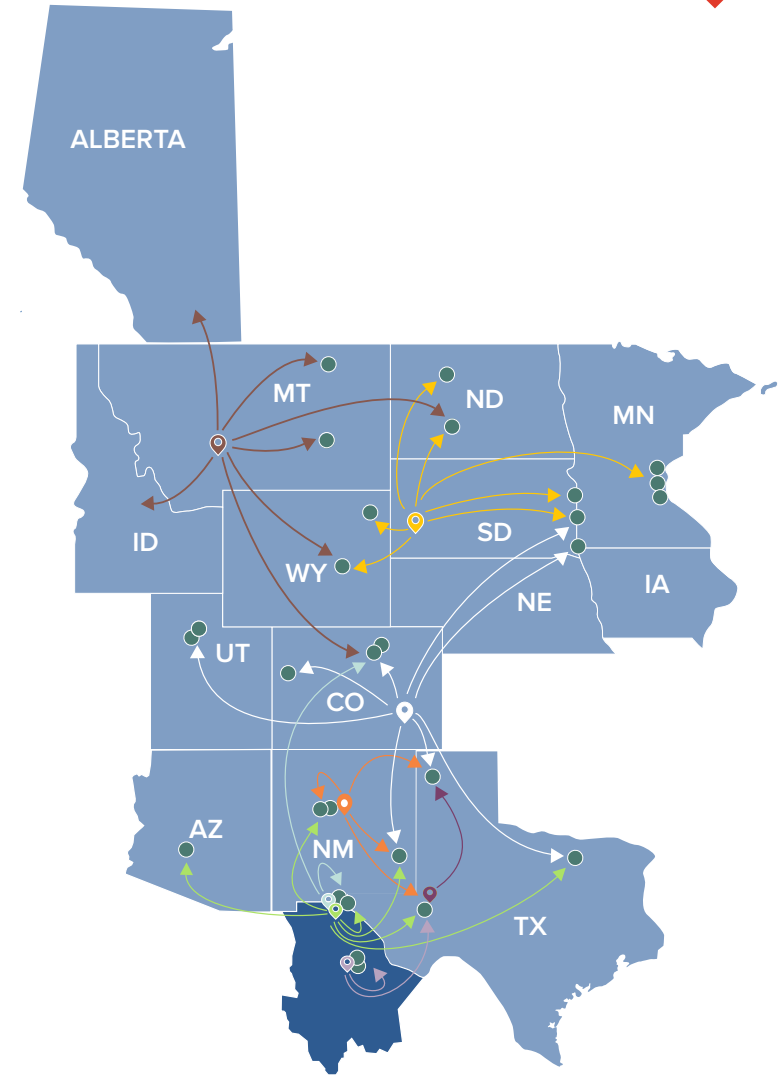
26 cement terminals, 2 distribution centers, and transfer stations



+2,860 leased rail cars

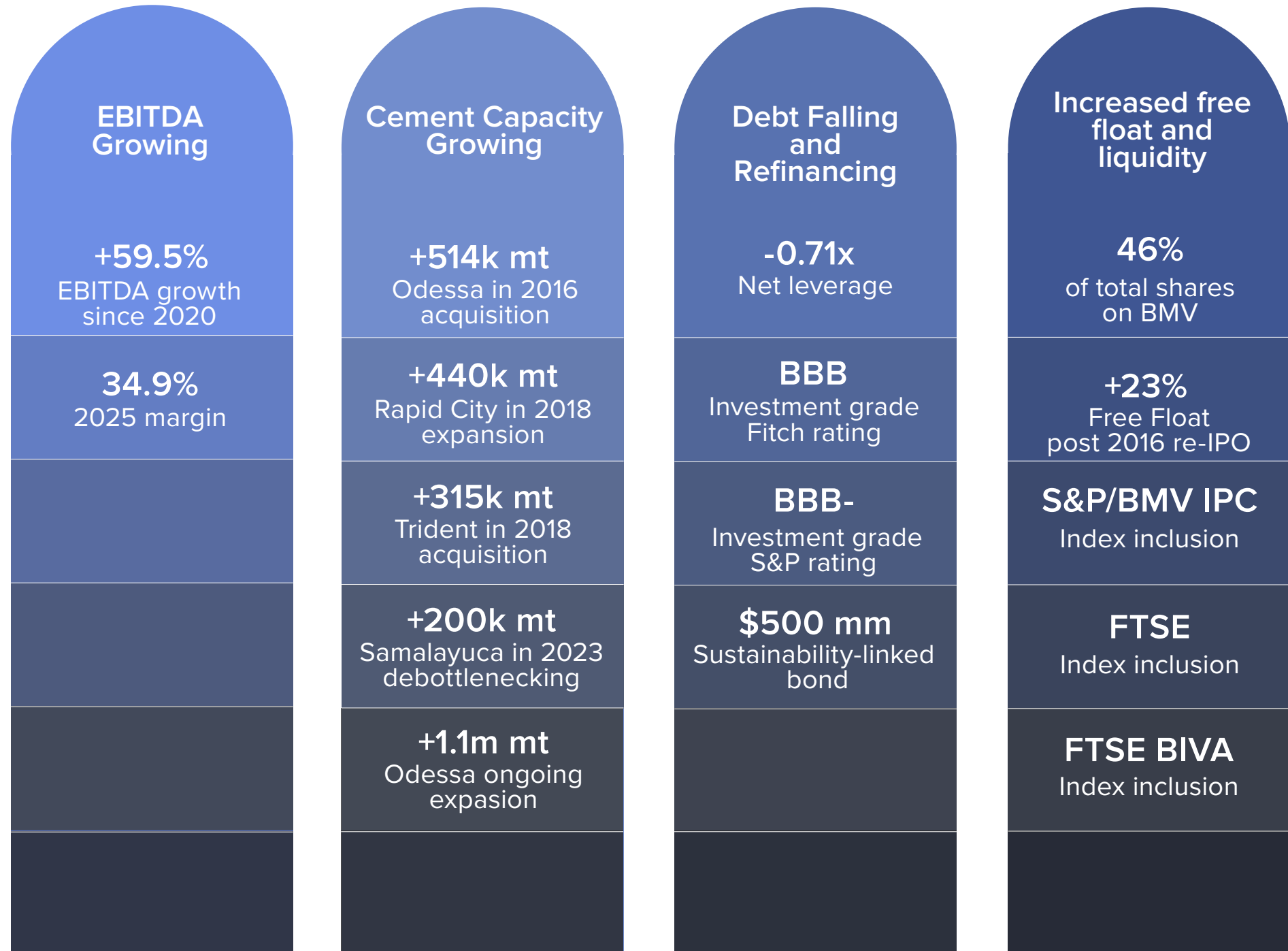


102 ready-mix plants, 1,070 mixer and haul trucks



- Cement terminal
- Cement plants
- Illustrates sale of cement from origin state to destination state

RECENT
DEVELOPMENTS
ENHANCE
GCC'S VALUE
PROPOSITION



**BOND AND
BANK DEBT
REFINANCING
STRENGTHEN
FINANCIAL
POSITION**

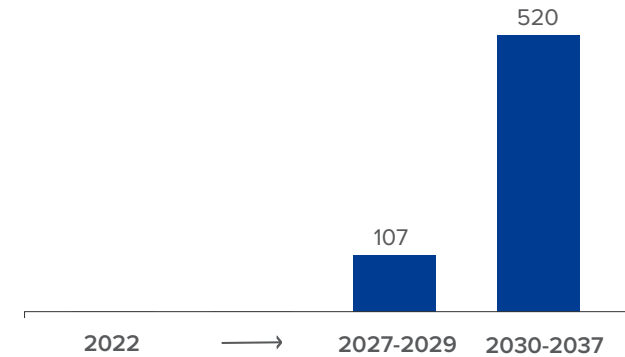
REDUCTION OF INTEREST COUPON BY 1.636 PERCENTAGE POINTS

- Fitch and S&P upgraded GCC’s rating to investment grade (Q1-21)
- Bond interest coupon decreased to 3.614% from 5.250% (January 2022)
- Undrawn ~US\$270mm revolving credit facility to support liquidity

AGENCY	RATING	OUTLOOK	DATE
FITCH	BBB	Stable	12/25
S&P	BBB-	Stable	10/25

MATURITY PROFILE

(US\$ million)

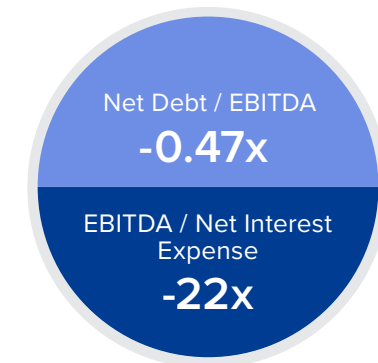


DEBT COMPOSITION

SECURITIES DEBT	BANK DEBT
Sustainability-linked bond	Bank debt agreements
US\$500 million	US\$126.7 million
due 2032	due 2029 and 2037
3.614% coupon	SOFR + 1.6% SOFR + 1.0%
BLENDED INTEREST RATE	
3.94%	

DEBT RATIOS

(December 31, 2025)



Debt amounts based on loan contract amounts. IFRS balance sheet values slightly lower
SLB: Sustainability Linked Bond

SUSTAINABILITY LINKED BOND

FIRST ISSUANCE AS AN INVESTMENT GRADE COMPANY

US\$500MM

BBB
RATING BY
FITCH

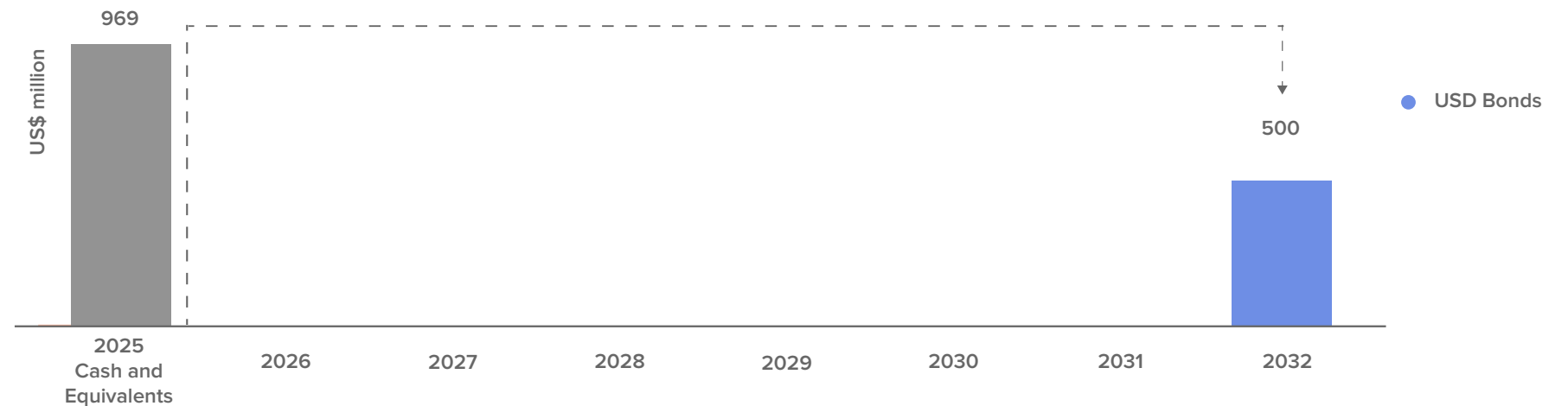
3.614%
FIXED COUPON
T10 + 185BPS

BBB-
RATING BY
S&P

75BPS
STEP-UP

DUE
2032

- 2.8x oversubscribed orderbook
- Drove a 25bps compression from IPTs to launch
- GCC hosted conference calls with over 75 accounts, over a 4-day marketing exercise, while simultaneously leveraging an electronic roadshow that was viewed by more than 200 unique accounts
- Extends GCC debt maturity profile
- Fund the full call redemption of the US\$260 million 5.250% notes due 2024
- Refinance upcoming bank debt maturities



SUSTAINABILITY LINKED BOND

REINFORCING GCC'S COMMITMENT TO DECARBONIZATION

First SLB from a cement company in the Americas, positioning GCC at the forefront of the industry's decarbonization strategy

SUSTAINABILITY PERFORMANCE TARGET

Carbon Intensity Reduction, measured as specific gross kilograms of CO2 (Scope 1) emissions emitted per ton of cementitious material

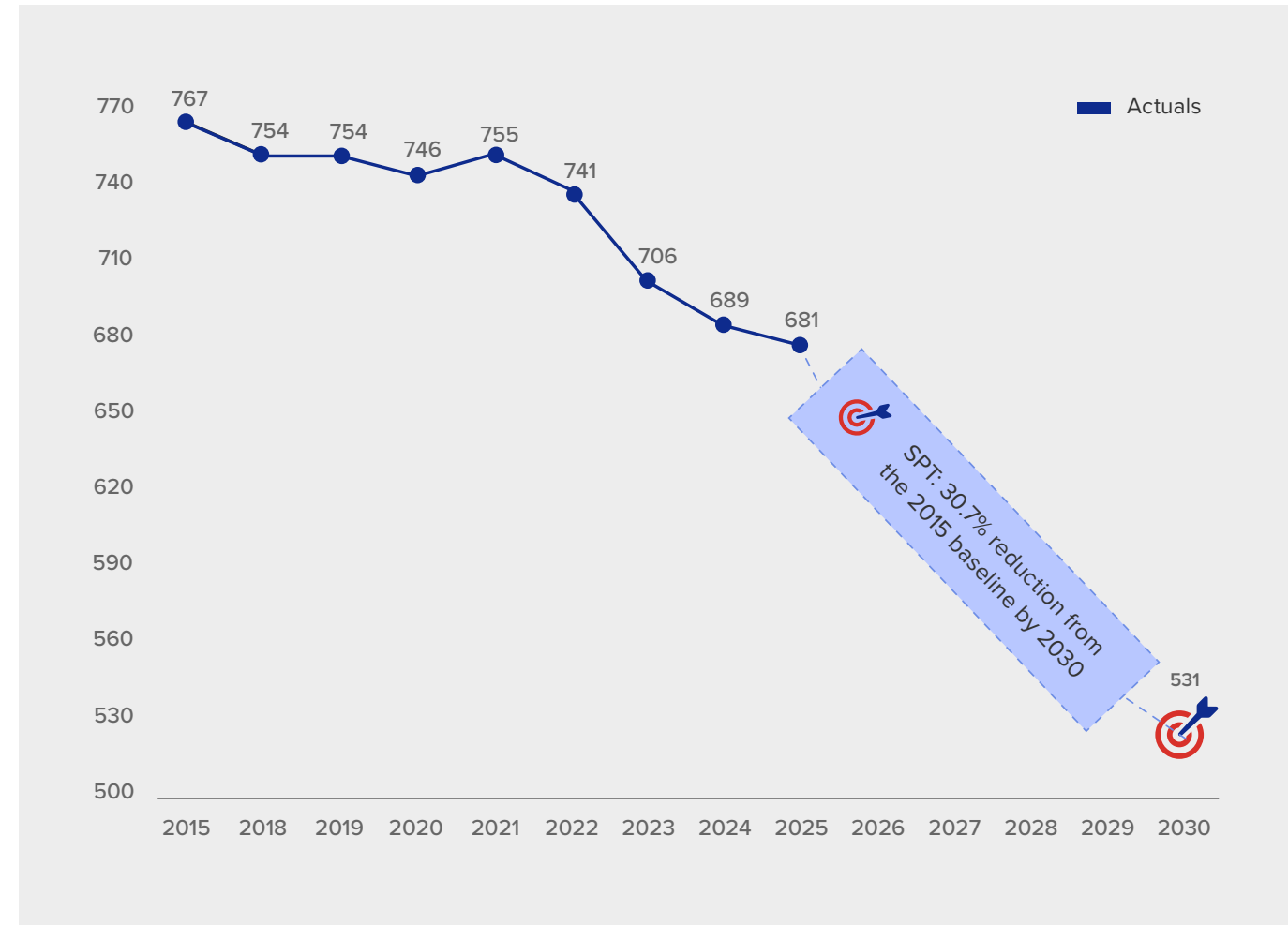
Target validated by the Science-Based Target initiative (SBTi) and aligned with the well below 2°C curve

30.7% reduction from the 2015 baseline by year-end 2030

Emissions validated by third party

FACTORS THAT SUPPORT OUR TARGET

- Increase production of blended cements to reduce clinker factor
- Increase use of alternative fuels in kilns, especially the biomass fuel
- Optimize use of thermal energy in kilns
- Upgrade kiln equipment in cement plants
- Switch fuels between coal and natural gas
- Research carbon capture to adopt technology

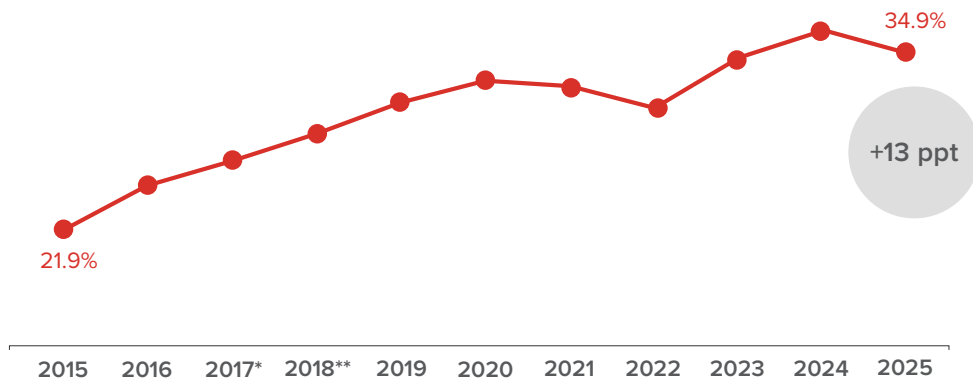


GCC has engaged ISS to provide a Second Party Opinion (SPO) of the Framework, available in the ISS website

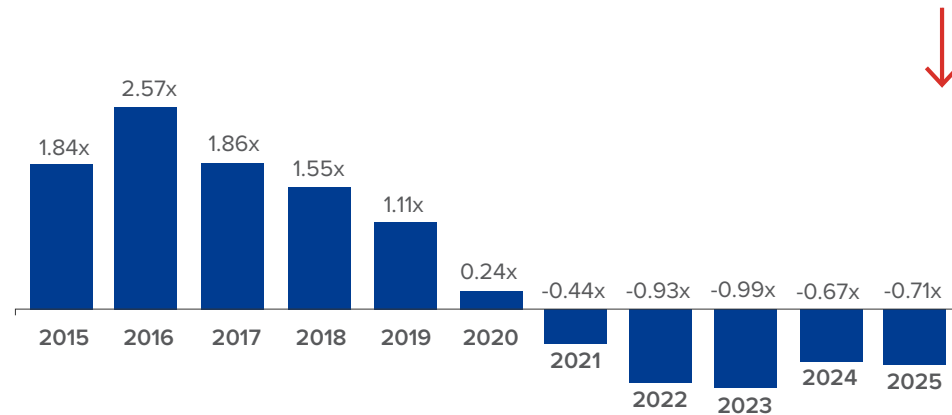
DEBT AND CAPITAL EFFICIENCY INDICATORS STEADILY IMPROVING



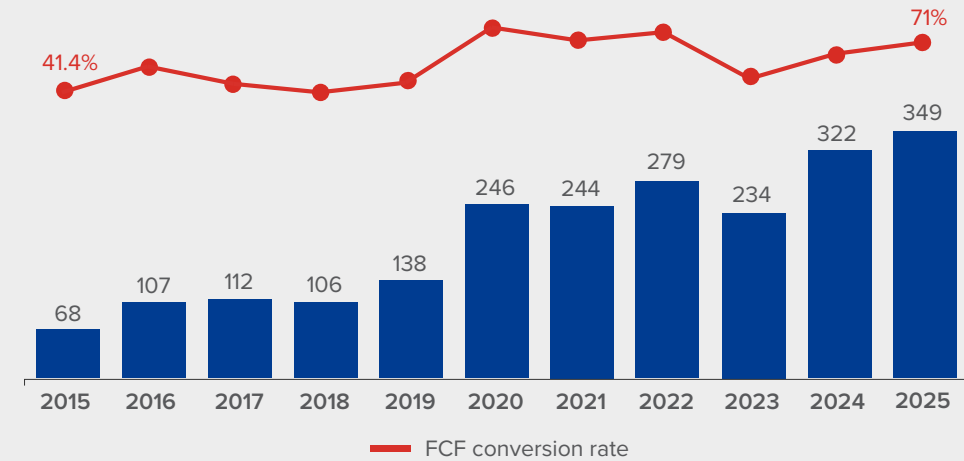
EBITDA MARGIN



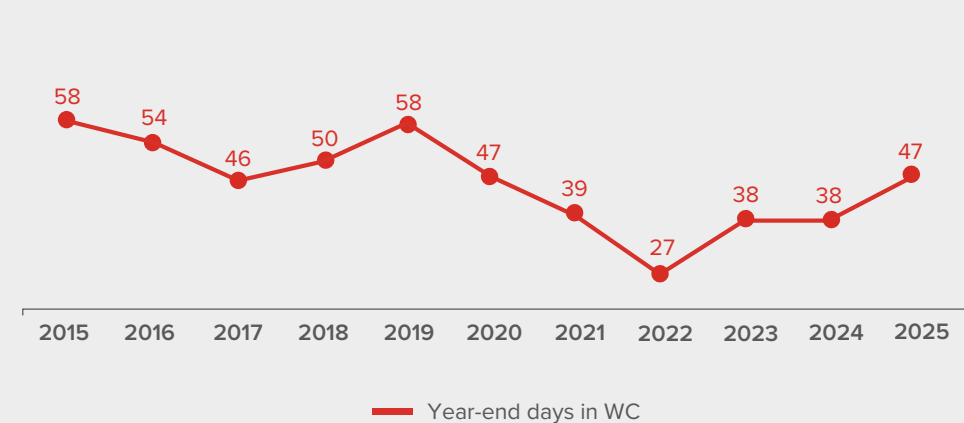
NET LEVERAGE RATIO (Net Debt / EBITDA)



FREE CASH FLOW (US\$ million)



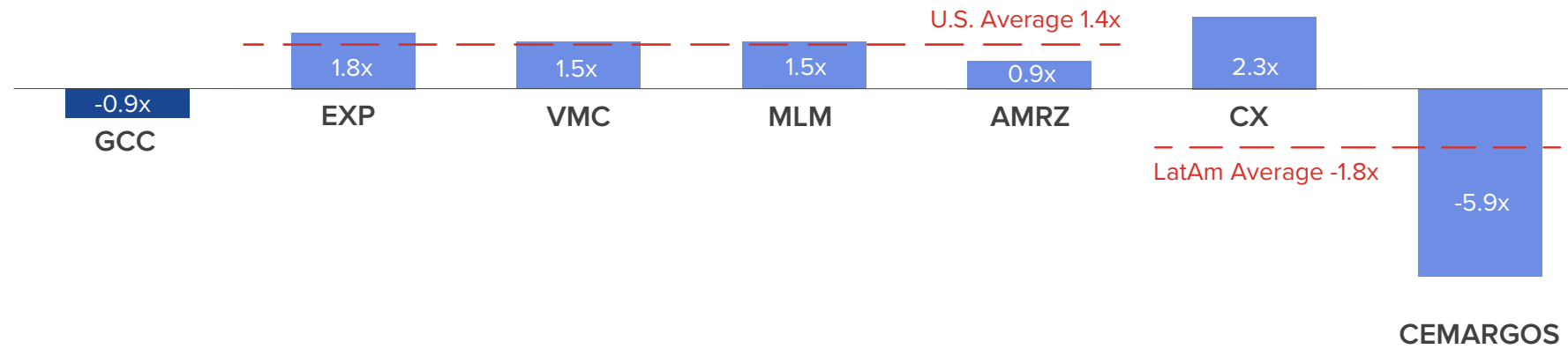
WORKING CAPITAL (Based on sales)



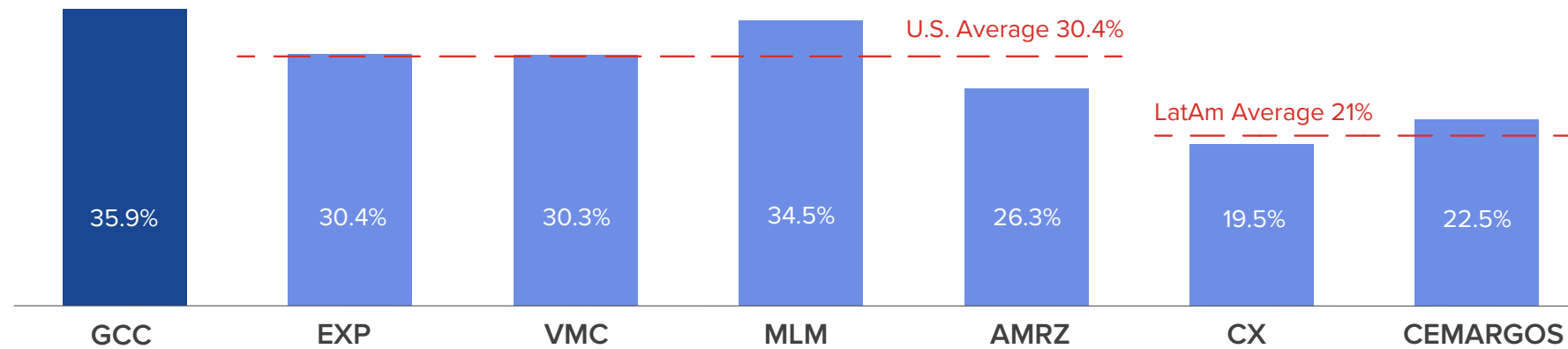
* Proforma after purchase and sale of assets

STRENGTHENED MARGINS AND LOWER INDEBTEDNESS THAN MOST OF OUR PEERS

2026 Net Debt/EBITDA multiples*



2026 EBITDA margins*



* Source: J.P. Morgan and Morgan Stanley estimates (March 2026)

CAPITAL MARKETS TRANSACTIONS INCREASED SHARE FLOAT AND LIQUIDITY; VALUATION REMAINS ATTRACTIVE

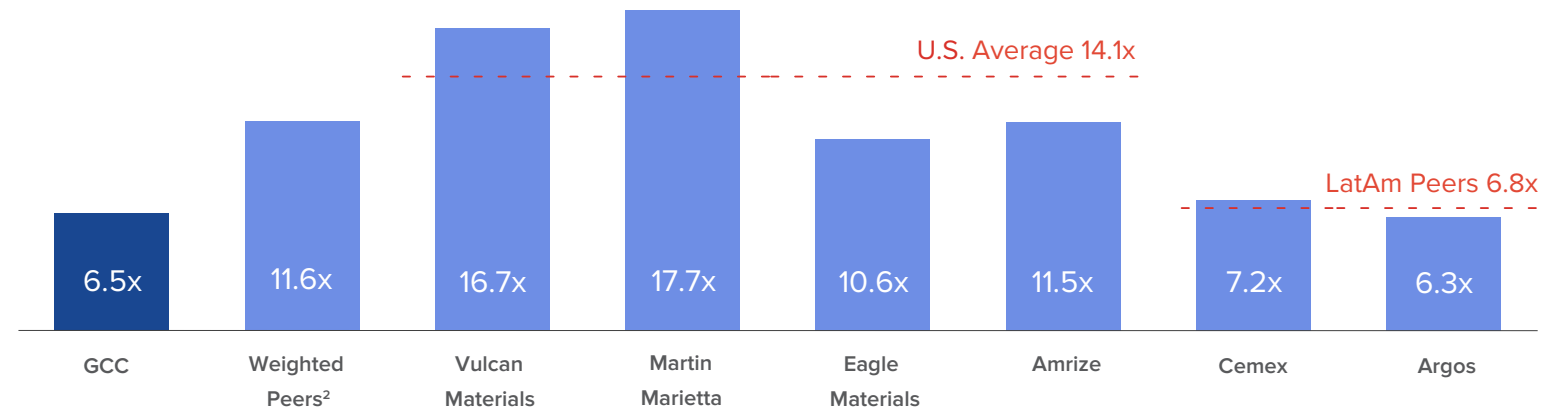
TRANSACTIONS BENEFIT PUBLIC MARKET SHAREHOLDERS

- Transparent control group shareholdings
- Float increased to 49% of shares
- Increased liquidity

SHARES STILL TRADE BELOW PEER GROUP MULTIPLES

- Even after a 50% price increase since 2020
- Trading at a 44% discount to weighted peers
- 54% discount to U.S. average
- 4% discount to LatAm average

2026 ESTIMATED EV/EBITDA MULTIPLES¹



¹ Source: J.P. Morgan and Morgan Stanley estimates (March 2026)

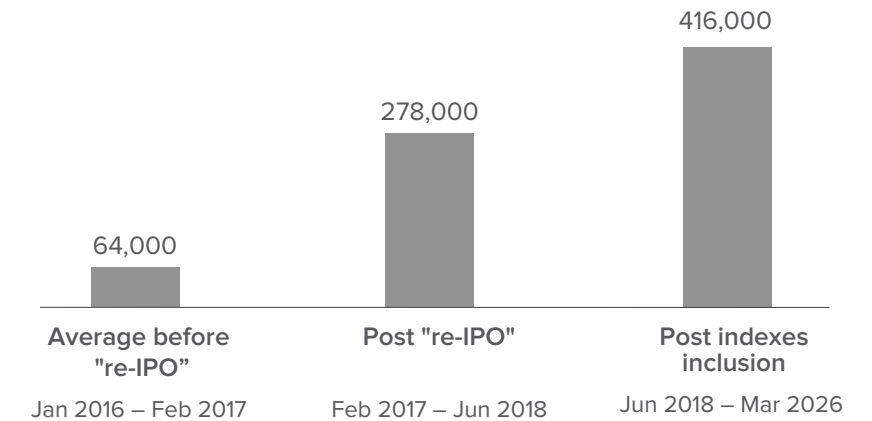
LIQUIDITY HAS INCREASED SIGNIFICANTLY AS A RESULT OF CORPORATE DEVELOPMENTS AND STOCK MARKET POSITIONING

LIQUIDITY ENHANCING EVENTS

- “Re-IPO,” February 2017
- IPC Index inclusion, September 2018
- FTSE Index inclusion, March 2019

	Coverage	Rating
1	Actinver	Outperform
2	Bank of America	Buy
3	Banorte	Buy
4	BBVA	Outperform
5	Bradesco BBI	Outperform
6	Citigroup	Buy
7	Data Based Analysis	Not Authorized
8	GBM	Outperform
9	Itaú BBA	Outperform
10	JP Morgan	Overweight
11	Morgan Stanley	Overweight
12	Santander	-
13	Scotiabank	Sector outperform
14	UBS	-
15	Ve por Más	Buy
	Average	Outperform

AVERAGE DAILY TRADING VOLUME, SHARES¹



Indexes

- FTSE
- FTSE BIVA
- S&P/BMV IPC



¹ Source: BMV; GCC calculations
Averages exclude trading volumes at time of re-IPO and partial early termination of equity forward

MAIN GOALS

2020 ✓

REDUCE NET CO2 EMISSIONS BY **9%**

2030

REDUCE NET CO2 EMISSIONS BY **30.7%**

2050

COLLECTIVE AMBITION FOR CARBON NEUTRAL CONCRETE



Sustainable Development Performance Targets



HOW?

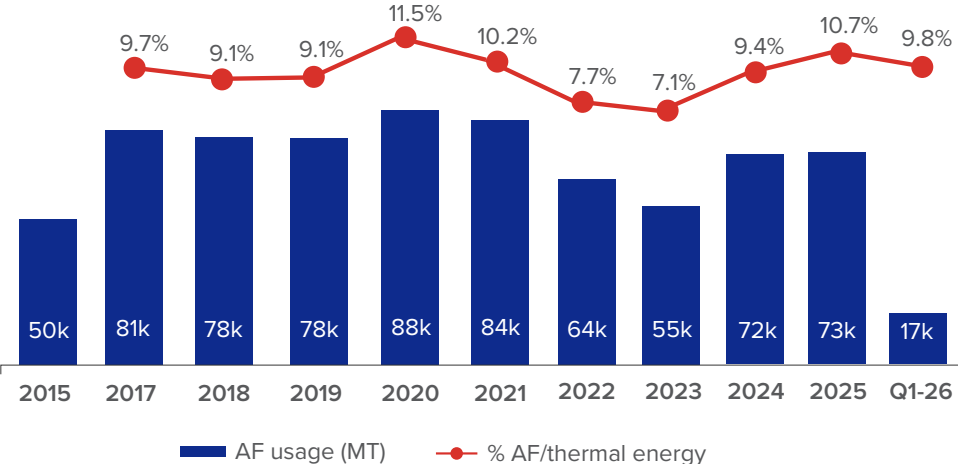
- ✓ Energy efficiency
- ✓ Alternative fuels
- ✓ Blended cements
- ✓ New carbon capture technology

CO2 emissions reductions are compared to our 2015 baseline

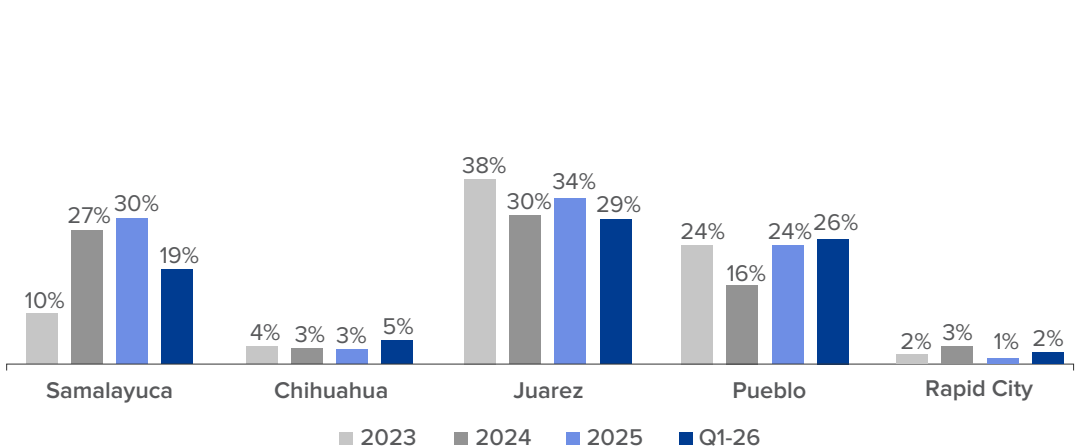
SUPPORTED BY SUSTAINABILITY INITIATIVES RESULTING IN DIRECT ECONOMIC AND ENVIRONMENTAL BENEFITS



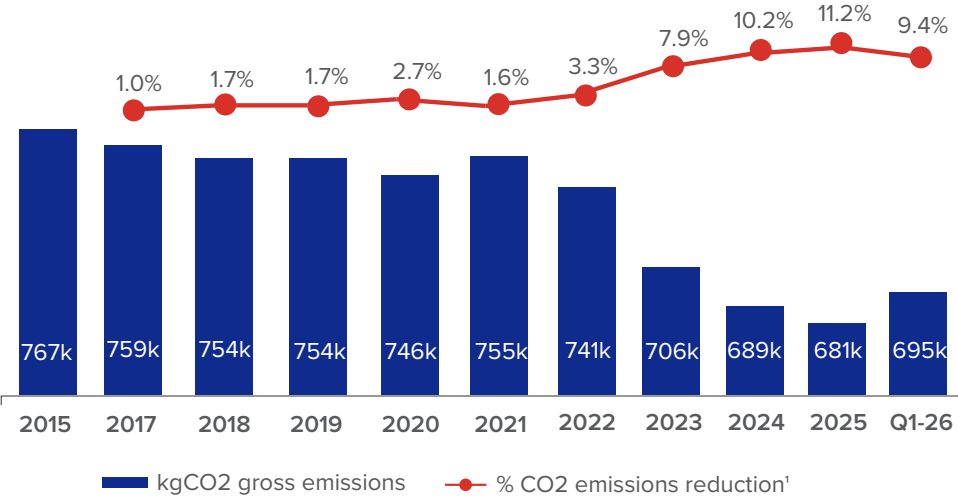
ALTERNATIVE FUELS (AF) USAGE



AF USAGE BY PLANT



CO2 EMISSIONS



AF PROVIDE SIGNIFICANT COST ADVANTAGES

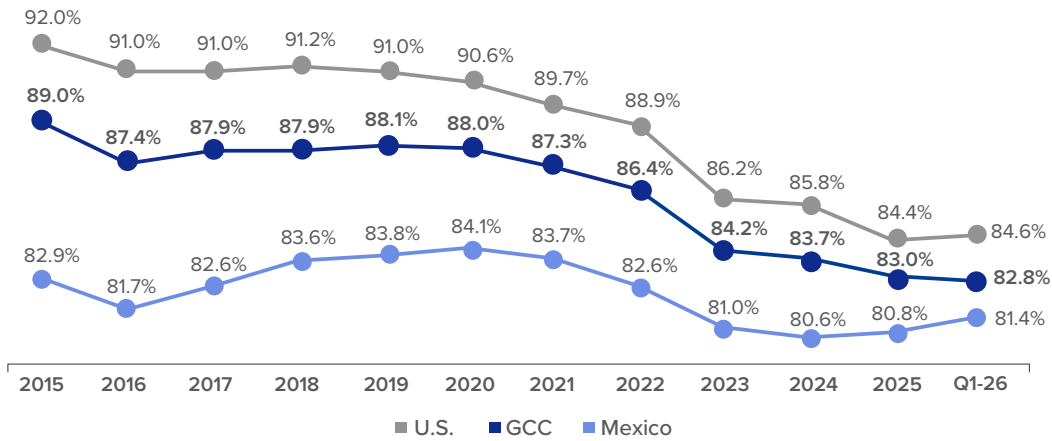
- GCC co-processed 73K tons of material achieving a 10.7% substitution in 2025
- GCC expanded the Samalayuca plant’s AF capability in 2023
- Rapid City plant began to use AF in 2023, receiving the permit to co-process AF in 2019
- GCC expanded the Pueblo plant’s AF capability in 2018 and is developing a project to enhance its co-processing capacity



¹2015 is the baseline year for our SBTi validated CO2 emissions reduction target | 2025 results are pending to be validated by a third party

SUPPORTED BY SUSTAINABILITY INITIATIVES RESULTING IN DIRECT ECONOMIC AND ENVIRONMENTAL BENEFITS

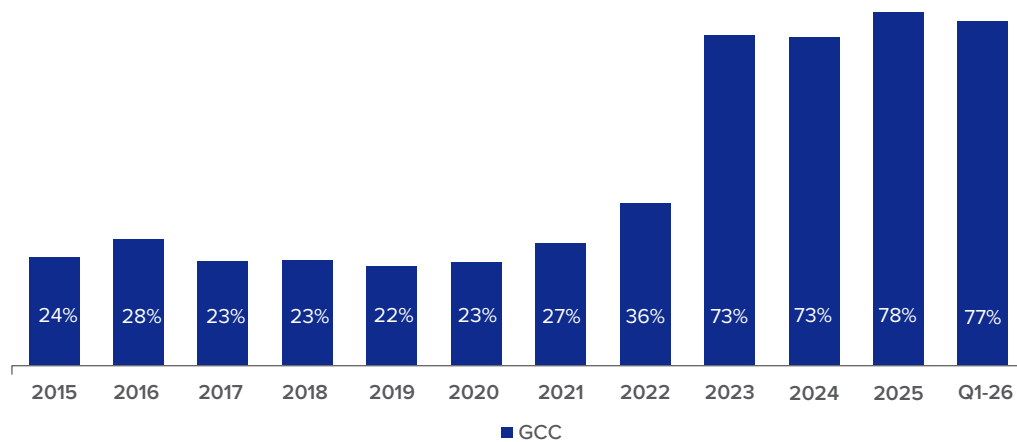
% CLINKER FACTOR



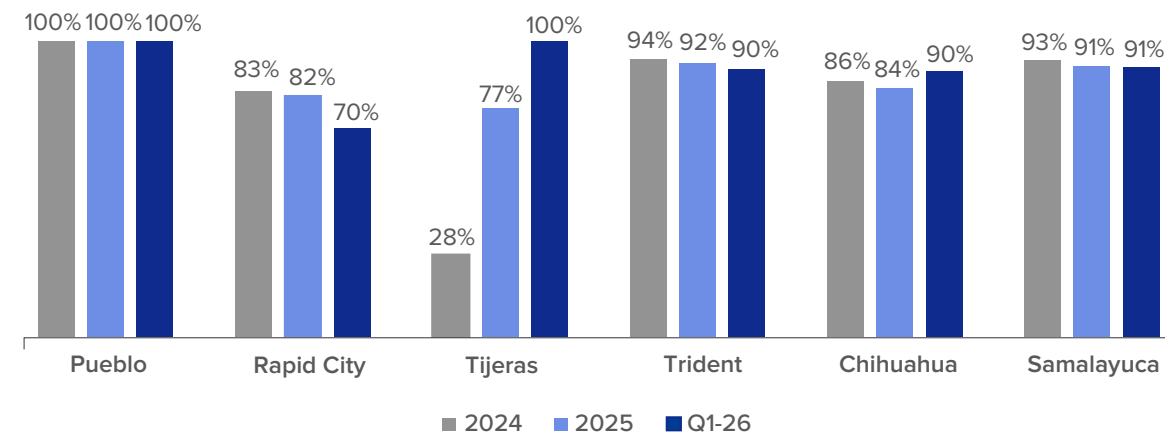
LOWER CLINKER FACTOR TRANSLATES INTO LOWER CO2 EMISSIONS

- GCC reduced clinker factor to 83% in 2025
- Blended cement represented a 78% of cement production in 2025
- Chihuahua and Samalayuca plants began to use pozzolans in 2023
- Pueblo was fully converted to PLC in 2022
- Trident and Rapid City can produce PLC since 2022
- Samalayuca plant produces and exports PLC to the U.S. since 2022
- According with the ASTM Standard specifications for blended cements

BLENDED CEMENT¹ PRODUCTION



BLENDED CEMENT PRODUCTION BY PLANT



¹ Blended cement refers to PLC (Portland Limestone Cement) and pozzolanic cement

LATEST ESG ACHIEVEMENTS

- GCC's CO2 emissions decreased to 681kg CO2 in 2025 from 689kg CO2 in 2024; a 1.1% reduction
- 100%, 48% and 25% of the electricity consumed at the Odessa, Rapid City and Montana plants, respectively, came from renewable sources in 2025
- Pueblo and Rapid City cement plants earned the 2025 EPA Energy Star certification since 2018 and 2020, respectively
- GCC was awarded a "B-" rating in the Carbon Disclosure Project (CDP) 2025 for its climate change and water security disclosures
- Tijeras plant won the ACA's Safety Innovation Award for pyroprocessing
- Odessa plant won the ACA's Chairman's Safety Performance Award
- Mexico Division was certified as a Great Place to Work® since 2015
- U.S. Division was certified as a Great Place to Work® since 2019
- GCC was awarded by the Mexican Center for Philanthropy since 2005
- CO2 emissions reduction targets (aligned to WB2C) were validated by the *Science Based Targets initiative* since 2023
- Our Scope 1 and 2 emissions data have been validated by a third party since 2022
- GCC released its first Task Force on Climate-related Financial Disclosures (TCFD) Report in 2023
- GCC's CEO, Enrique Escalante, was a member of the GCCA's board of directors from 2022 to 2025
- GCC is part of GCCA's research network, Innovandi



EXPERIENCED MANAGEMENT TEAM, WITH SOUND CORPORATE GOVERNANCE



ENRIQUE ESCALANTE, CEO
GCC since 1999; 26 years in the industry



MAIK STRECKER, CFO
GCC since 2020; 25 years in the industry



RON HENLEY, U.S. DIVISION PRESIDENT
GCC since 2012; 39 years in the industry



MARCOS RAMÍREZ, MEXICO DIVISION PRESIDENT
GCC since 1990; 35 years in the industry

GCC's senior management team averages ~31 years cement industry experience

Note that GCC currently has an ownership threshold of 3% or more of GCC's total outstanding shares; a position greater than 3% requires prior authorization by GCC's Board



BOARD OF DIRECTORS	Proprietary, Chihuahua investors	6
	Proprietary, Cemex	4
	Independent	4
AUDIT AND CORPORATE PRACTICES COMMITTEE	All 3 committee members are independent	
	Assists the Board in carrying out its oversight duties and conducting corporate practices in accordance with the Mexican Securities Market Law	
	Monitors compliance with internal policies and applicable laws and regulations regarding related party transactions and significant transactions	

COMPENSATION PLAN

GOAL: CLOSELY ALIGN PAY WITH PERFORMANCE AND VALUE CREATION OVER THE SHORT AND LONG-TERM

FIXED PAY

BASE SALARY

Smallest component of target TDC
CEO: 34%
Key executives: 40% - 62%

VARIABLE PAY

ANNUAL INCENTIVE

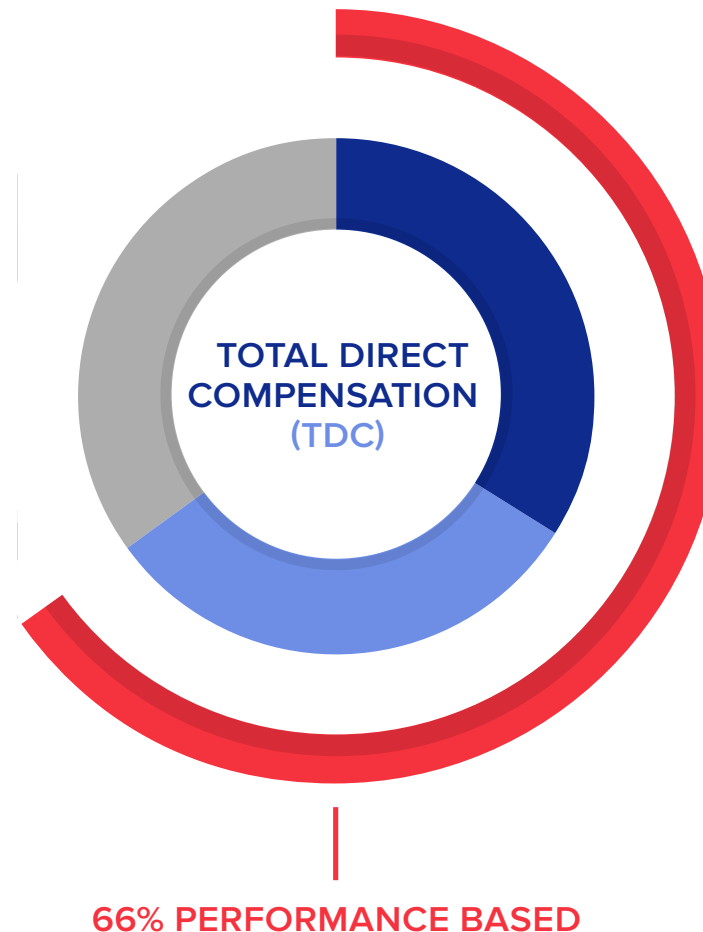
Based on EBITDA:

- Budgeted growth
- EBITDA margin

Pays out between 0% and 205% of target
CEO: 31%
Key executives: 18% - 28%

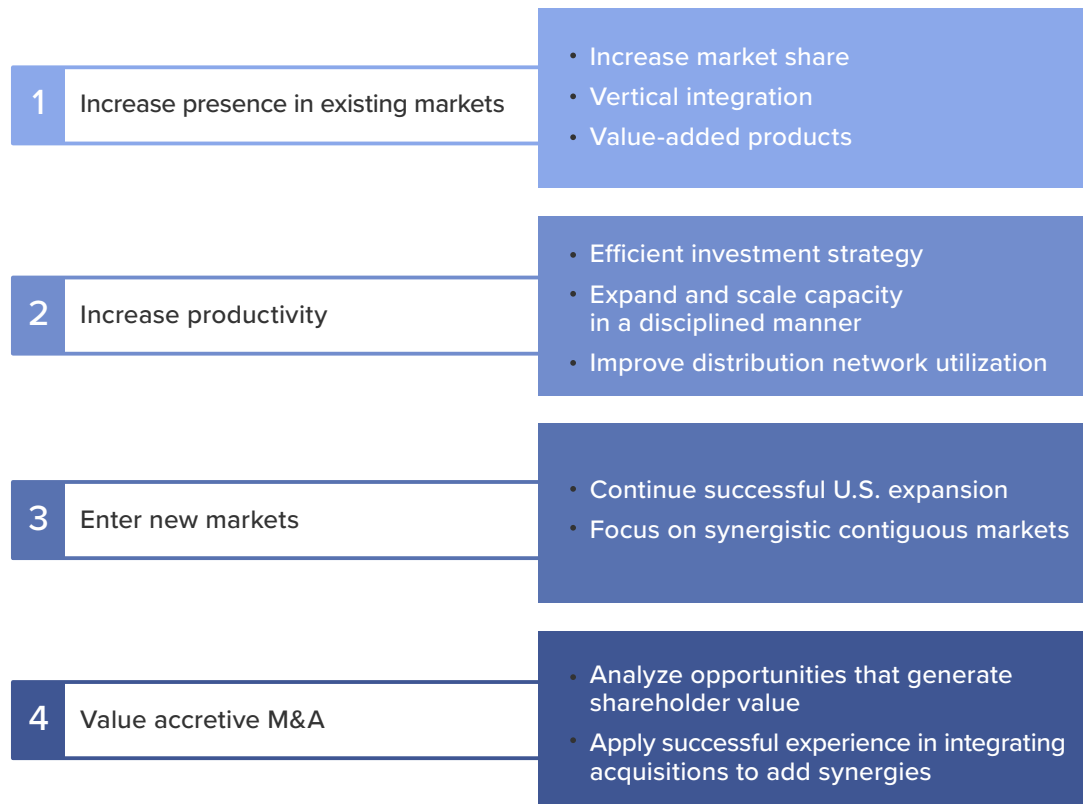
LONG-TERM INCENTIVE

Largest component of target TDC
 Restricted stock
 Based on ROIC
 5 year vesting period
CEO: 35%
Key executives: 15% - 34%

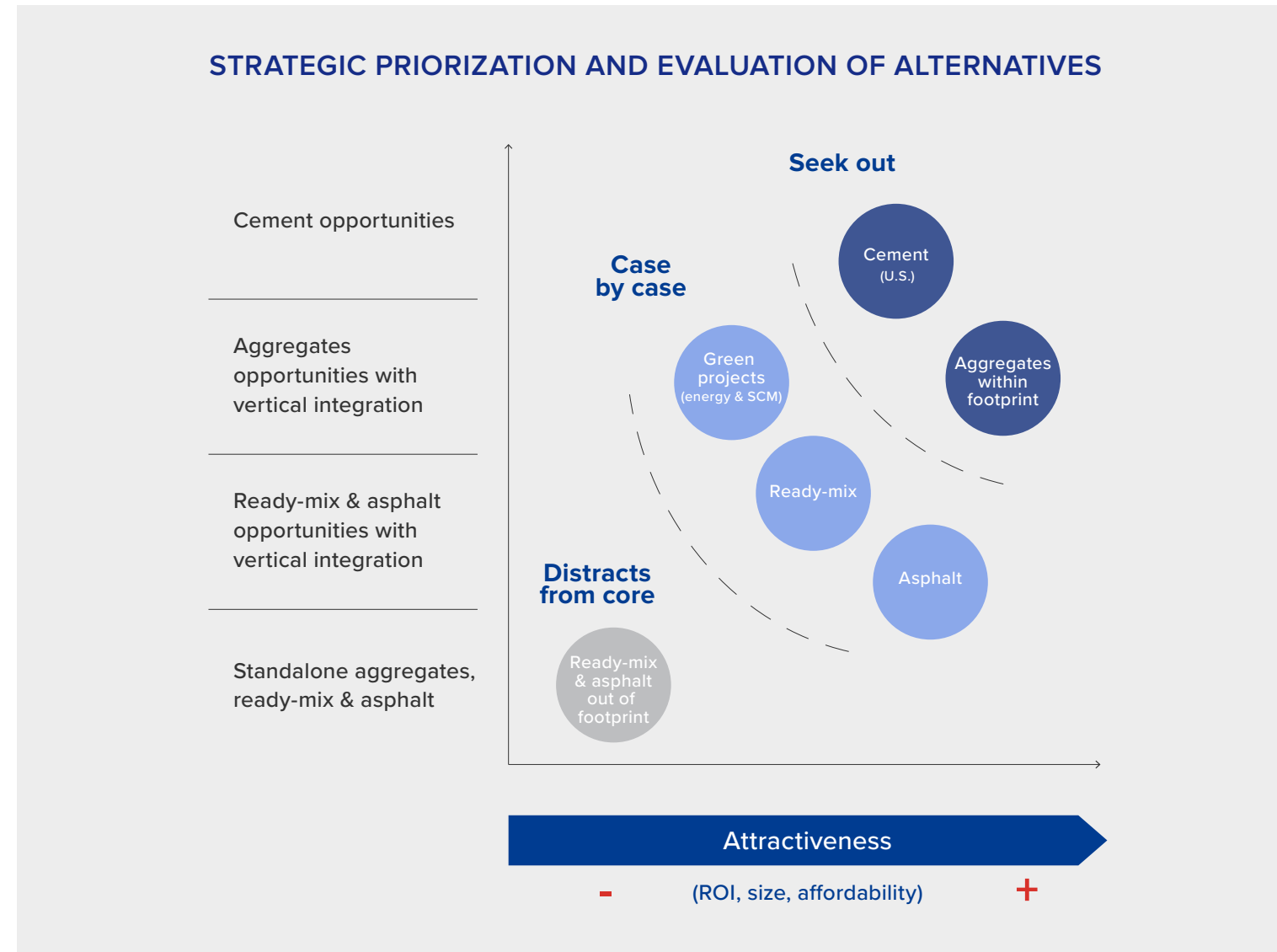


WITH A DISCIPLINED APPROACH TO ACQUISITION AND GROWTH INVESTMENTS

GROWTH FRAMEWORK



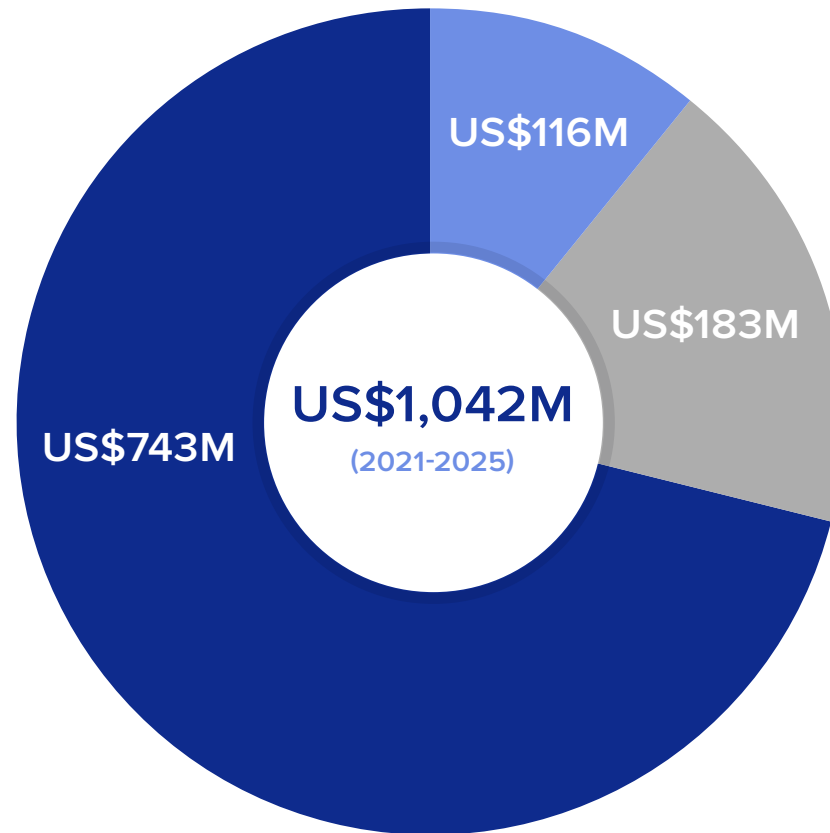
STRATEGIC PRIORITIZATION AND EVALUATION OF ALTERNATIVES



BUILDING SHAREHOLDER VALUE THROUGH STRATEGIC CAPITAL ALLOCATION

ORGANIC GROWTH

- Odessa cement plant expansion
- Samalayuca debottlenecking project
- New cement distribution terminals
- Energy projects
- Additional growth projects

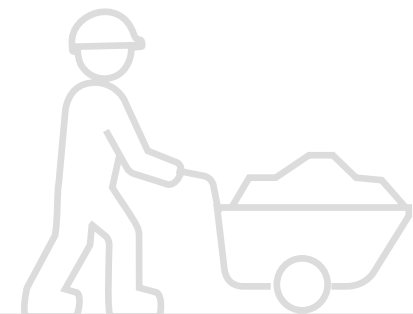


INORGANIC GROWTH

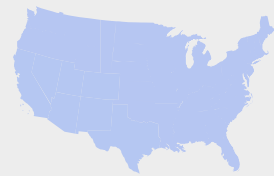
- Aggregates operations in Texas

CASH RETURNS

- Annual dividend payments
- Active share buyback program



REINFORCING THE 2026 OUTLOOK



UNITED STATES

- Volumes
 - Cement High-single digit increase
 - Concrete High-single digit decrease

- Prices
 - Cement Flat
 - Concrete Flat



MEXICO

- Volumes
 - Cement Low-single digit increase
 - Concrete Low-single digit increase

- Prices
 - Cement Low-single digit increase
 - Concrete Low-single digit increase

CONSOLIDATED

- EBITDA growth Mid-single digit increase

- FCF Conversion Rate > 60%

- Total CAPEX US\$270 million
 - Growth US\$200 million
 - Maintenance US\$70 million

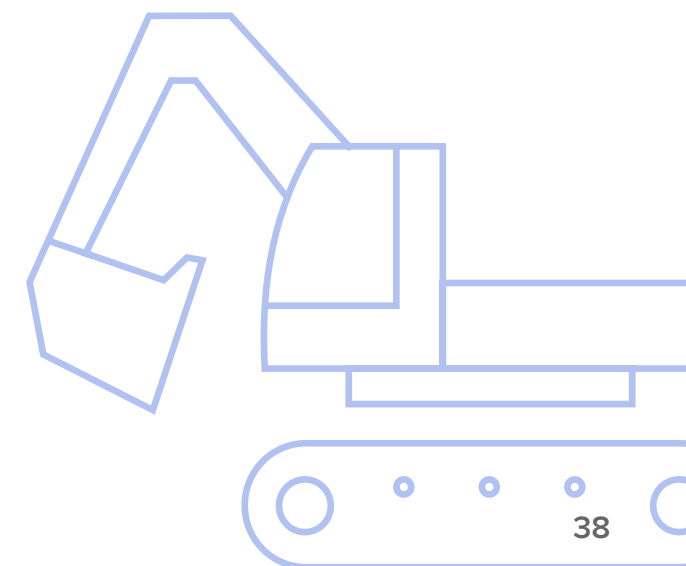
- Net Debt / EBITDA, year-end Negative



ENRIQUE
ESCALANTE
CEO Q1 2026 QUOTE

Enrique Escalante, GCC's Chief Executive Officer, commented: *"GCC began the year with a solid performance, delivering strong top- and bottom-line growth, driven by disciplined operational execution, favorable weather conditions, and increased activity across our markets."*

Enrique continued, *"Our focus remains on supporting our customers and maintaining uninterrupted supply while advancing the start-up of the Odessa plant expansion. We remain confident in our ability to capture opportunities within our network and position the company to continue creating value throughout the year."*



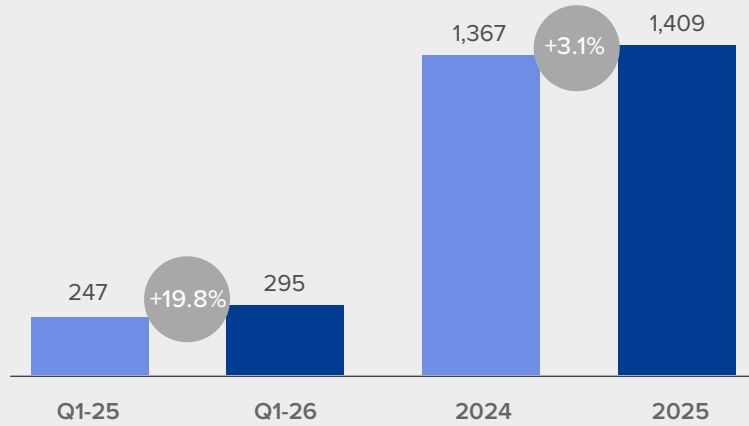
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APPENDIX

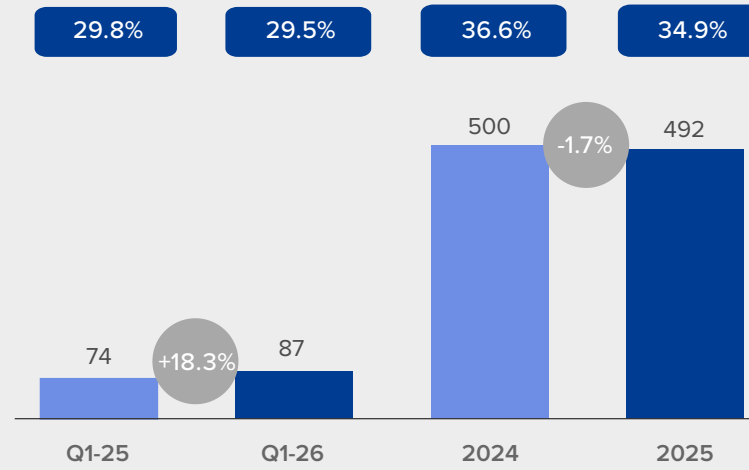


Q1 2026 & FY 2025 RESULTS

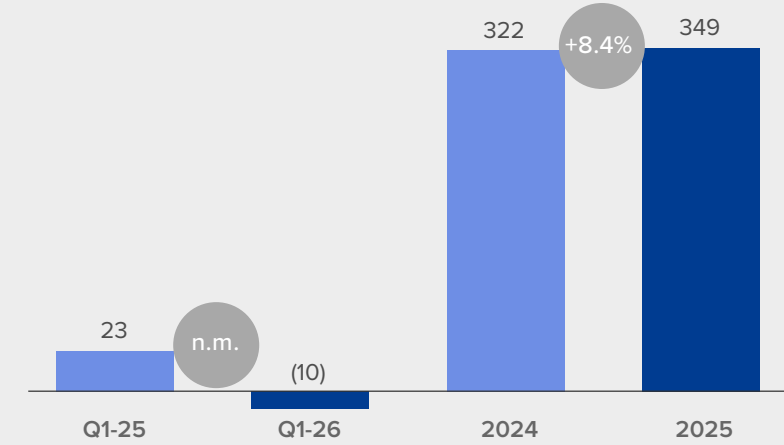
SALES (US\$ MILLION)



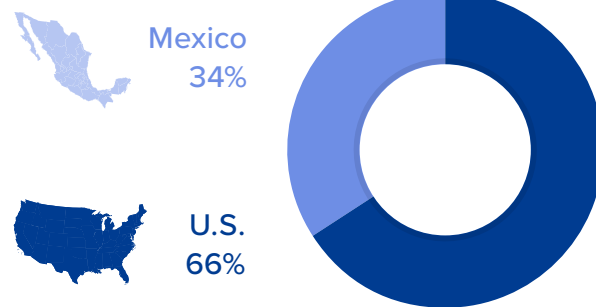
EBITDA & EBITDA MARGIN (US\$ MILLION)



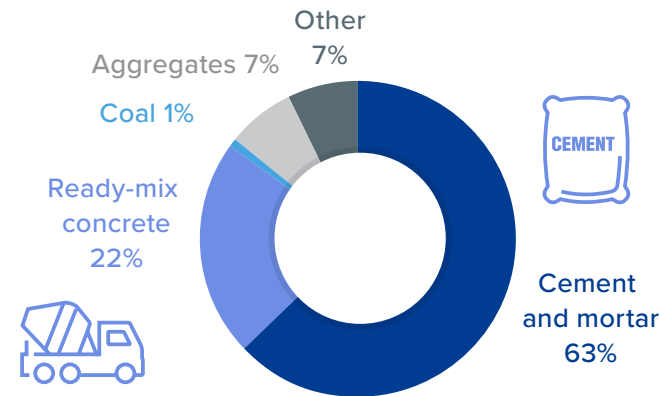
FREE CASH FLOW (US\$ MILLION)



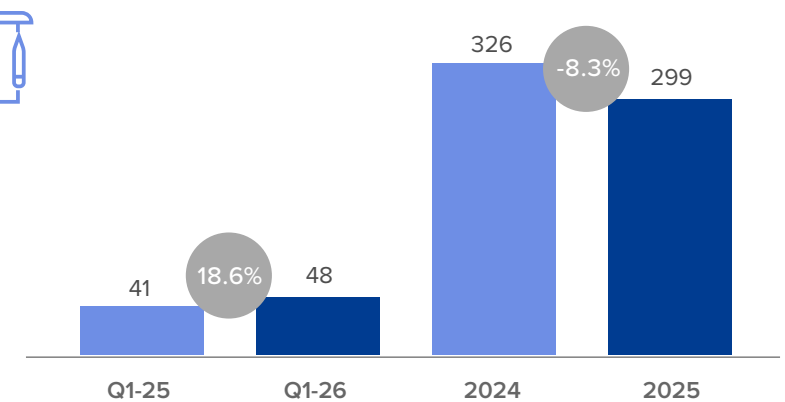
NET SALES BY COUNTRY



SALES MIX



NET INCOME (US\$ MILLION)



Q1 2026 RESULTS HIGHLIGHTS



Millions of dollars	Q1-26	Q1-25	Var	2025	2024	Var
Net sales	295.4	246.5	19.8%	1,408.7	1,366.7	3.1%
Operating income before other expenses	58.0	48.0	20.8%	378.1	399.4	-5.3%
EBITDA	87.1	73.6	18.3%	491.8	500.4	-1.7%
<i>EBITDA Margin</i>	29.5%	29.8%		34.9%	36.6%	
Consolidated net income	48.1	40.6	18.6%	298.8	325.9	-8.3%

- Consolidated net sales increased 19.8% year-on-year to US\$295.4 million
- U.S. sales grew 15.9% as concrete and cement volumes increased 15.9% and 10.6%, respectively
- U.S. concrete prices increased 27.8%
- Mexico sales grew 28.2% as cement and concrete volumes increased 12.8% and 5.9%, respectively
- Mexico concrete prices increased 1.2%
- EBITDA increased 18.3% to US\$87.1 million, with a 29.5% EBITDA margin
- Cash and equivalents totaled US\$857.3 million
- Net leverage (net debt/EBITDA) ratio totaled -0.47x as of March 2026
- Earnings per share increased 19% year-on-year, to US\$0.1475
- GCC repurchased shares in the net amount of US\$5.3 million
- GCC completed the acquisition of aggregates, asphalt and ready-mix operations in El Paso, Texas

SALES VOLUMES AND PRICES

	Q1-26 vs Q1-25	2025 vs 2024
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Cement volumes

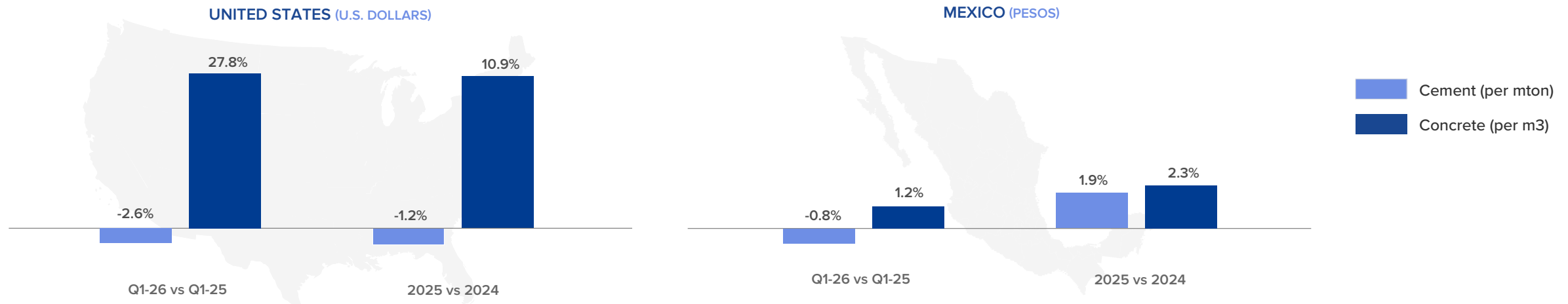
U.S.	10.6%	2.6%
Mexico	12.8%	-3.0%

Concrete volumes

U.S.	15.9%	31.5%
Mexico	5.9%	-9.0%

- Favorable concrete pricing in U.S. and Mexico
- The most dynamic market segment during the quarter was infrastructure
- Mexico sales during the quarter were primarily driven by demand related to the residential and infrastructure segments

GCC AVERAGE SELLING PRICES, % CHANGE



SALES

Million dollars	Q1-26	Q1-25	Var	2025	2024	Var
Consolidated	295.4	246.5	19.8%	1,408.7	1,366.7	3.1%
U.S.	194.4	167.7	15.9%	1,044.7	974.8	7.2%
Mexico	101.1	78.8	28.2%	364.0	391.9	-7.1%

U.S. SALES



- Solid infrastructure demand
- Robust ready-mix activity from renewable energy projects
- Successful concrete pricing strategy

MEXICO SALES



- Strong residential and infrastructure demand
- Normalization of mining comparison base
- Pricing growth in concrete

INCOME STATEMENT (MILLION DOLLARS)

	Q1-26	Q1-25	Var	2025	2024	Var
Net Sales	295.4	246.5	19.8%	1,408.7	1,366.7	3.1%
U.S.	194.4	167.7	15.9%	1,044.7	974.8	7.2%
Mexico	101.1	78.8	28.2%	364.0	391.9	-7.1%
Cost of sales	206.2	170.4	21.0%	910.2	849.0	7.2%
SG&A expenses	31.2	28.1	11.1%	120.4	118.3	1.8%
Other expenses, net	1.2	1.6	-22.5%	4.8	11.1	-56.8%
Operating Income	56.8	46.5	22.2%	373.3	388.3	-3.9%
Operating margin	19.2%	18.9%		26.5%	28.4%	
Net financing income (expenses)	8.6	7.5	15.1%	29.6	47.7	-38.0%
Earnings in associates	0.4	0.9	-61.2%	2.7	3.8	-29.3%
Income taxes (benefit)	17.6	14.3	23.6%	106.8	114.0	-6.3%
Consolidated net income	48.1	40.6	18.6%	298.8	325.9	-8.3%
EBITDA	87.1	73.6	18.3%	491.8	500.4	-1.7%
EBITDA margin	29.5%	29.8%		34.9%	36.6%	

*Percentage changes are based on actual results, before rounding

FREE CASH FLOW (MILLION DOLLARS)



	Q1-26	Q1-25	Var	2025	2024	Var
Operating income before other expenses	58.0	48.0	20.8%	378.1	399.4	-5.3%
Depreciation and amortization	29.0	25.5	13.7%	113.7	101.0	12.6%
EBITDA	87.1	73.6	18.3%	491.8	500.4	-1.7%
Interest income (expense)	7.5	12.5	-39.8%	20.0	43.6	-54.0%
Decrease (increase) in working capital	(46.8)	(17.3)	170.6%	(37.3)	(47.1)	-20.7%
Taxes	(26.5)	(11.6)	128.4%	(58.4)	(83.3)	-30.0%
Prepaid expenses	(0.6)	0.7	n.m.	1.1	(0.2)	n.m.
Accruals and other accounts	(17.2)	(18.0)	-4.7%	8.3	(6.2)	n.m.
Operating leases (IFRS 16 effect)	(3.6)	(3.2)	10.1%	(13.9)	(12.7)	9.9%
Operating cash flow	(0.1)	36.6	n.m.	411.7	394.5	4.3%
Maintenance CapEx*	(10.4)	(14.0)	-25.8%	(62.8)	(72.8)	-13.7%
Free cash flow	(10.5)	22.6	n.m.	348.9	321.8	8.4%
Strategic & growth CapEx	(37.9)	(77.7)	-51.3%	(316.5)	(264.1)	19.8%
Share repurchase (net)	(5.3)	(1.0)	450.7%	(15.0)	0.1	n.m.
Shares purchase of related parties	(4.8)	0.0	n.m.	0.0	0.0	n.m.
Purchase of assets	(54.6)	0.0	n.m.	(14.6)	(101.0)	-85.6%
Debt additions	0.0	100.0	-100.0%	126.7	0.0	n.m.
Dividends paid	0.0	0.0	n.m.	(29.8)	(30.0)	-0.5%
FX effect	0.9	(1.1)	n.m.	39.2	(54.9)	n.m.
Initial cash balance	969.5	830.6	16.7%	830.6	958.7	-13.4%
Final cash balance	857.3	873.4	-1.8%	969.5	830.6	16.7%
FCF conversion rate	-12.0%	30.7%		71.0%	64.3%	

Increased free cash flow in Q1-26 reflects:

- Higher working capital requirements
- Higher cash taxes
- Lower interest income
- Higher EBITDA generation
- Lower maintenance CapEx

Increased free cash flow in 2025 reflects:

- Lower cash taxes
- Lower accruals payment
- Lower maintenance CapEx
- Lower working capital requirements
- Lower interest income
- Lower EBITDA generation

* Excludes growth and strategic capital expenditures

** Free cash flow conversion rate = free cash flow after maintenance CapEx / EBITDA

BALANCE SHEET (MILLION DOLLARS)



	March 2026	March 2025	Var
Total assets	3,602.9	3,156.0	14.2%
Current assets	1,265.5	1,221.4	3.6%
Cash	857.3	873.4	-1.8%
Other current assets	408.2	348.0	17.3%
Non-current assets	2,337.4	1,934.5	20.8%
Plant, property, & equipment	1,829.1	1,516.0	20.7%
Goodwill and intangibles	298.3	276.9	7.7%
Other non-current assets	210.0	141.6	48.3%
Total liabilities	1,289.5	1,158.6	11.3%
Current liabilities	283.5	281.5	0.7%
Short-term debt	0.0	0.0	0.0%
Other current liabilities	283.5	281.5	0.7%
Long-term liabilities	1,006.0	877.1	14.7%
Long-term debt	622.2	597.4	4.2%
Other long-term liabilities	79.9	71.0	12.4%
Deferred taxes	303.9	208.7	45.6%
Total equity	2,313.5	1,997.3	15.8%

- Net leverage (net debt/EBITDA) ratio totaled -0.47x as of March 2026
- Cash and equivalents totaled US\$857.5 million
- Based on the last twelve months of sales, as of March 2026, net working capital increased from 44 to 60 days - a total increase of 16 days
- Earnings per share increased 19% year-on-year to US\$0.1475
- GCC repurchased shares in the net amount of US\$5.3 million



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