CORPORATE PRESENTATION Q3 2026

NOVEMBER 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:

Q3-26	-	17.2562	9M-26	-	17.4048
Q3-25	-	18.6401	9M-25	-	19.5302

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.

ONE OF THE STRONGEST PLAYERS IN THE INDUSTRY

REFLECTION OF THE STRATEGY EXECUTION SINCE 2020

- 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
- Odessa cement plant expansion, increasing 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	EBITDA Growth	EBITDA Margin	Net Debt/ EBITDA	Share Price (11/11/26)
+0.2mmt +3%	+60%	+200bp	0.24x → -0.71x	+47%

GCC AT A GLANCE: A **UNIQUE** MARKET PRESENCE

- 7.1 MMT[1] cement production capacity
  - 4.6 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, 21 aggregates locations and 106 ready-mix plants
- 85 years of operation – 32 in the U.S.
- Listed on Mexican Stock Exchange: GCC*
- Included in: S&P/BMV IPC
  FTSE Indexes
  FTSE BIVA

KEY RESULTS
LTM Q3 2026

US$1,507 million sales – 73% U.S. / 27% Mexico

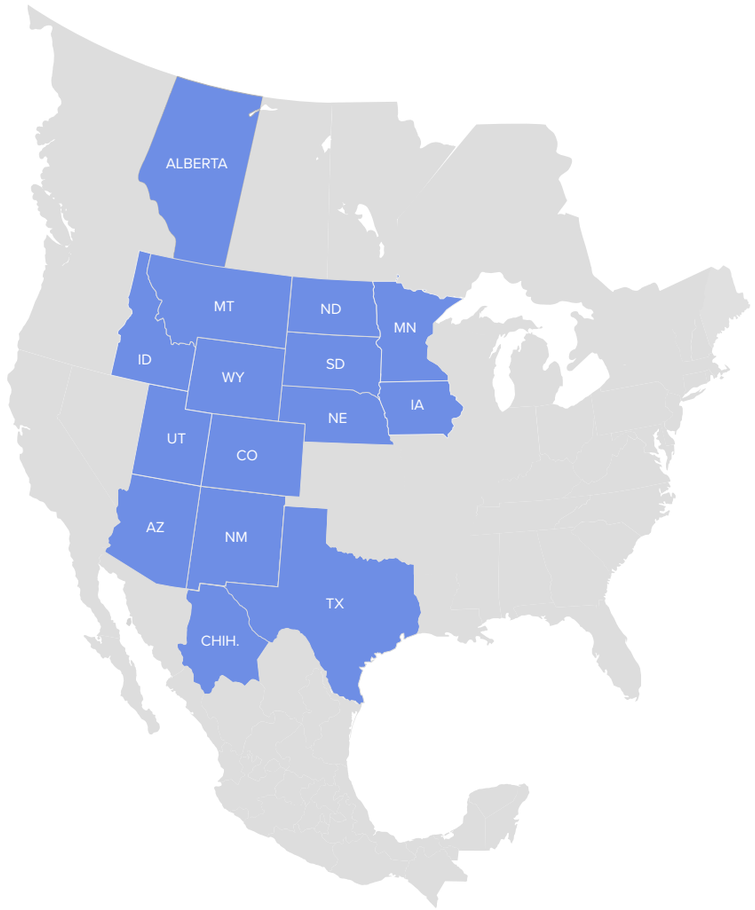
US$511 million EBITDA – 79% U.S. / 24% Mexico

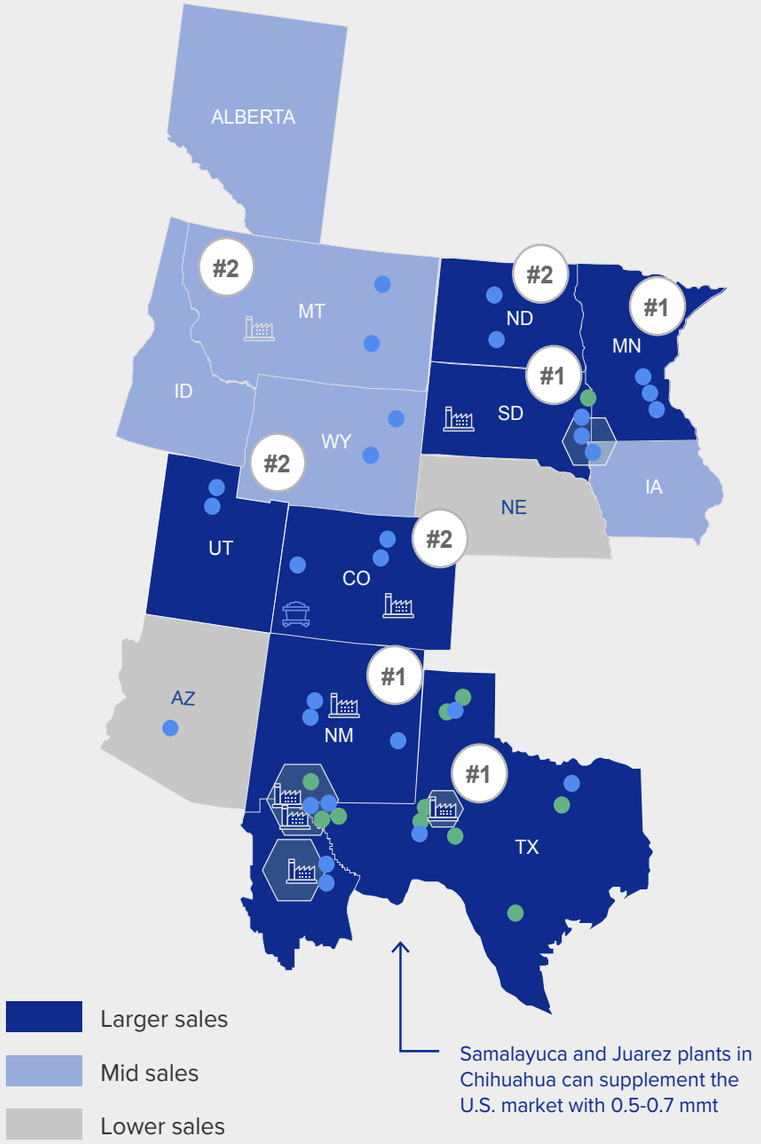
33.9% EBITDA margin

Net leverage of -0.51x

[1]MMT = 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

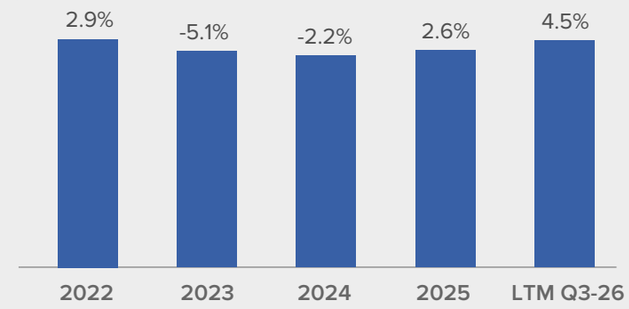
- Leadership position in 13 contiguous states
  - CO, MN, MT, ND, NM, SD, UT and W.TX are our core markets, with 90% of U.S. sales
- No other producer competes with GCC across all our markets
- Diversified regional economies with low unemployment, offering clear upside to U.S. construction recovery
- 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 expansion (+1.1 MMT) finished in June 2026

MARKETS WITH DEMONSTRATED VOLUME AND PRICE RECOVERY

GCC U.S. CEMENT SALES

('000 MT)

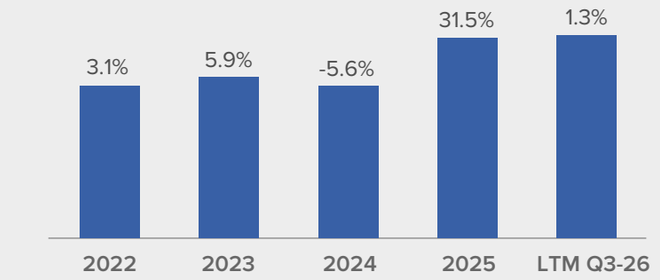
4yr CAGR -0.1%



GCC U.S. CONCRETE SALES

('000 M3 / YEAR)

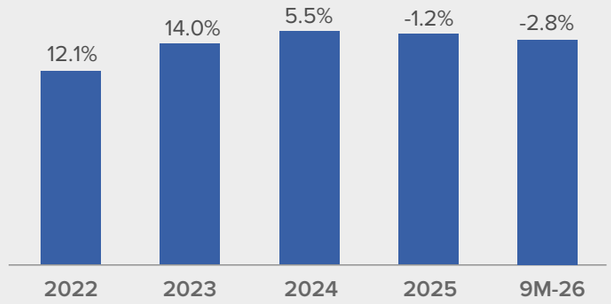
4yr CAGR +7.4%



GCC U.S. CEMENT PRICES

(CHANGE, YEAR-OVER-YEAR)

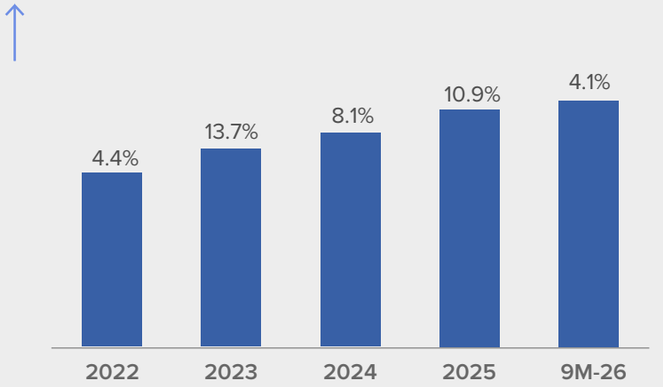
4yr CAGR +3.8%



GCC U.S. CONCRETE PRICES

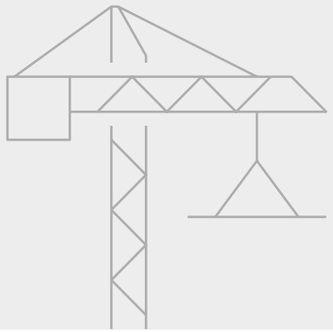
(CHANGE, YEAR-OVER-YEAR)

4yr CAGR +9.1%



WHERE GCC FACES FRAGMENTED COMPETITION AND HAS A DIVERSIFIED BUSINESS MIX

GCC MARKET POSITION AND COMPETITORS IN CORE MARKETS

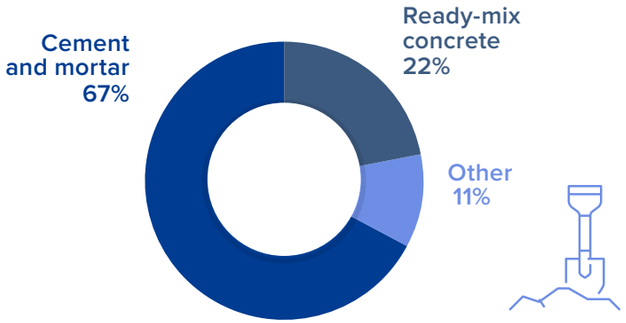


	COLORADO	N. MEXICO	N. DAKOTA	S. DAKOTA	W. TEXAS	WYOMING	MONTANA
GCC market position	#2	#1	#2	#1	#1	#2	#2
GCC cement plant in state	✓	✓	—	✓	✓	—	✓
Competitor in-state plant	AMRZ, CX	—	—	—	BZU*	EXP	CRH
Other principal competitors	EXP	AMRZ	HEI, AMRZ CRH	AMRZ, CRH	AMRZ, SRMG**	—	AMRZ

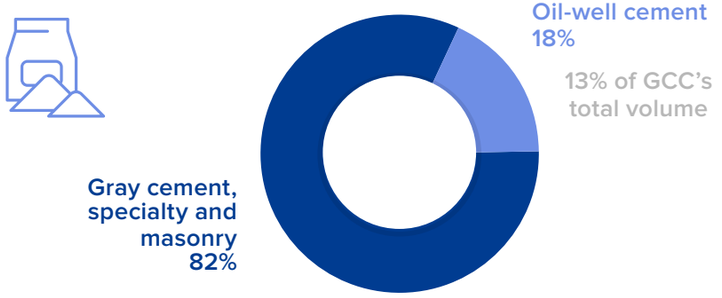
* Refers to West Texas only

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

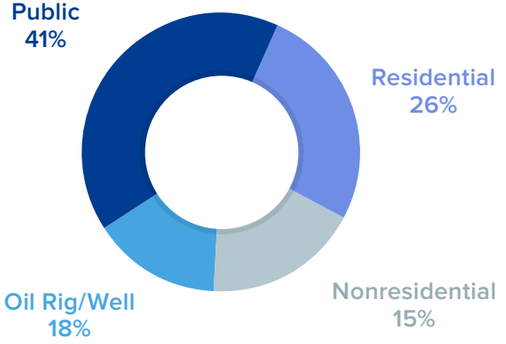
U.S. 2025 SALES MIX



U.S. 2025 PRODUCTION VOLUME BY CEMENT TYPE



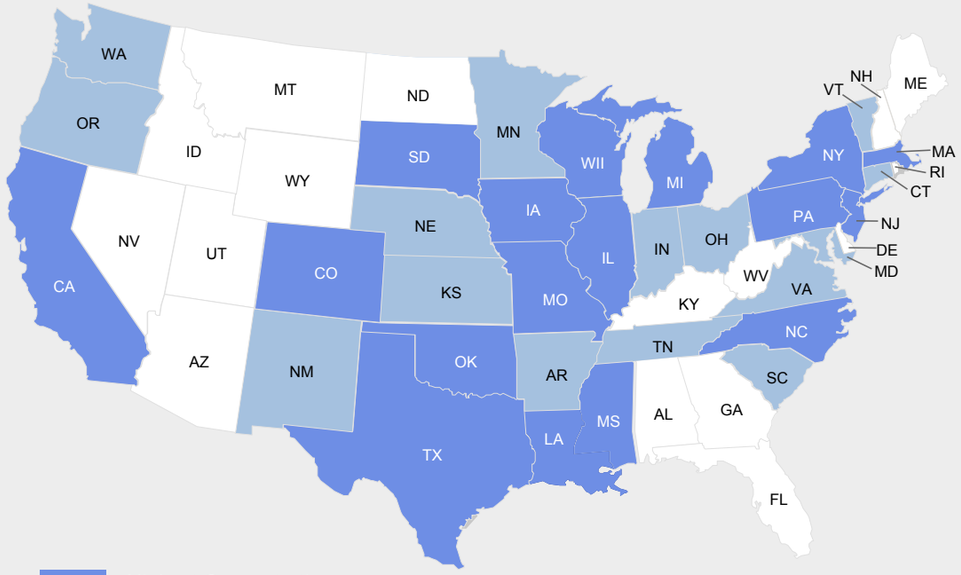
U.S. SECTORS



AND A CLEAR NEED FOR INCREASED INFRASTRUCTURE SPENDING

DEFICIENT ROADS [1]

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



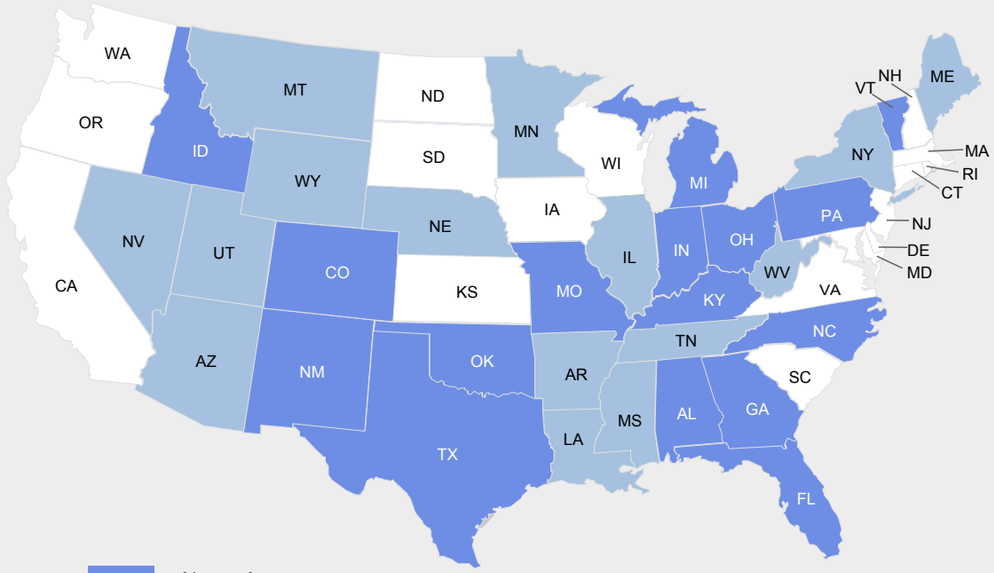
Highest Concentration
Average Concentration
Lowest Concentration

[1] Source: ACA United States' Cement Outlook

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

CEMENT FUNDAMENTALS [2]

BASED ON ACA SECTOR COMPOSITE
RANKINGS*



Above Average
Average
Below Average

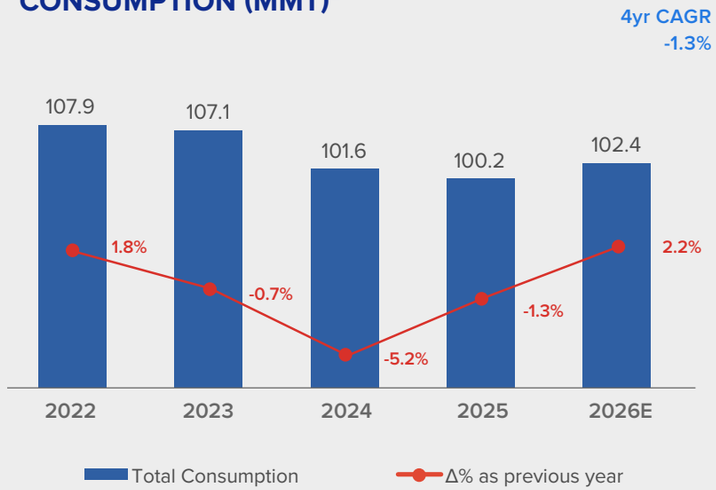
*Res: Mortgage Delinquency and Unemployment Rates, Home Prices
Non Res: Manufacturing, Office, Retail and Hospitality (Jobs Recovered)
Public: Fiscal Health, Transportation Capital Expenditures, Employment, Long-Term Public Debt

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

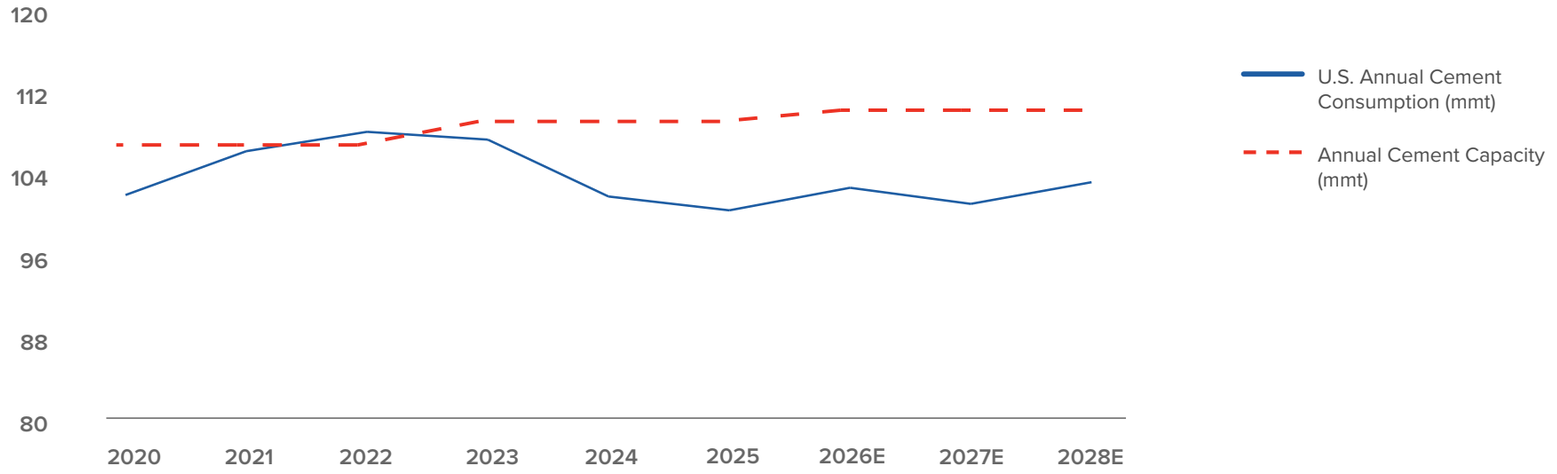
FORECAST CEMENT CONSUMPTION IN ALL GCC U.S. MARKETS (MMT)[1]



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



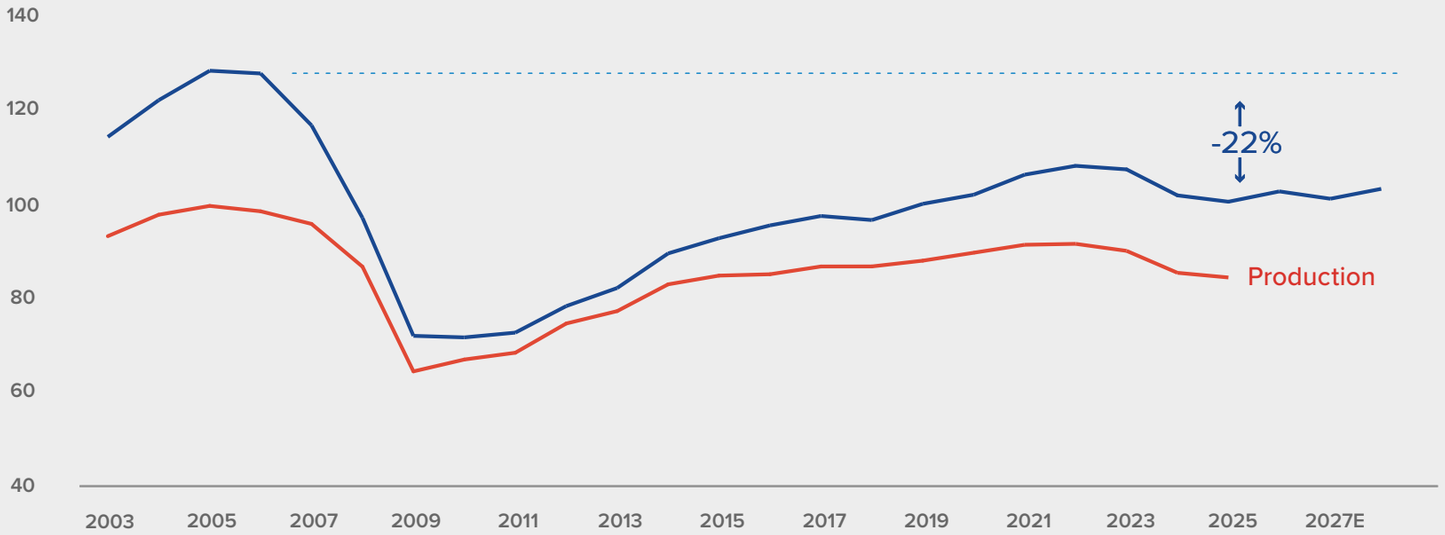
U.S. CEMENT MARKET FUNDAMENTALS SUPPORT GROWING DEMAND THROUGH 2027; IMPORTS WILL BECOME A CRITICAL SOURCE OF SUPPLY[2]



Source: [1]ACA Summer 2026 Forecast | [2]ACA Fall 2026 Forecast

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

U.S. CEMENT PRODUCTION AND CONSUMPTION



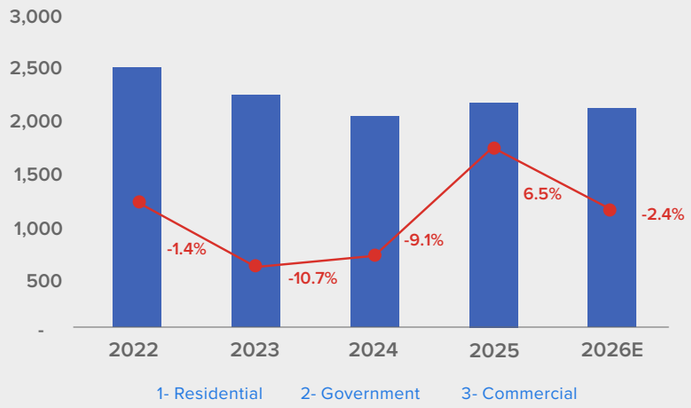
Source: USGS, ACA

- 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

WITH A SOLID OUTLOOK IN KEY STATES

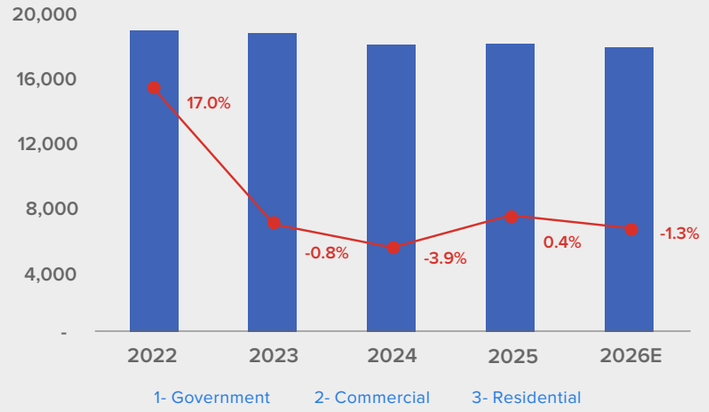
AMERICAN CEMENT ASSOCIATION (ACA) FORECAST AND MAIN CONSUMERS

COLORADO



1- Residential 2- Government 3- Commercial

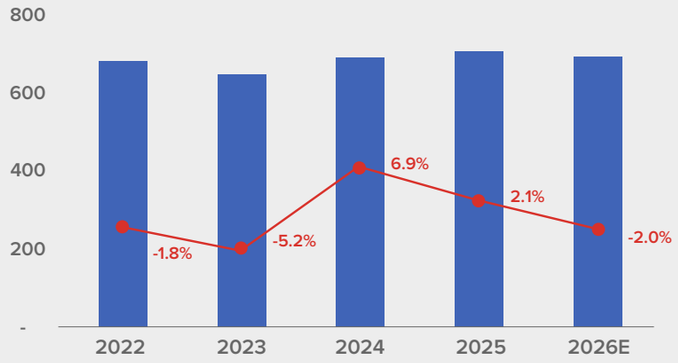
TEXAS



1- Government 2- Commercial 3- Residential

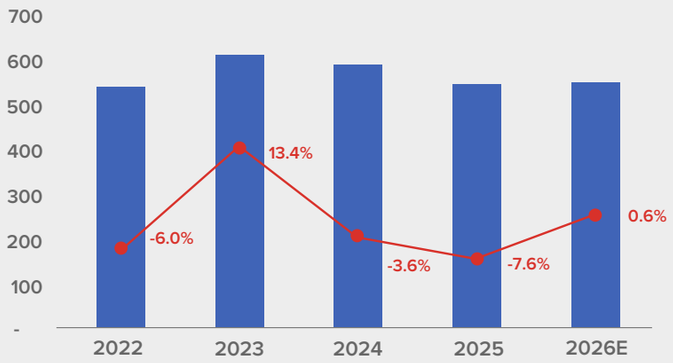
Total Consumption (000MT) Δ% vs previous year

NEW MEXICO



1- Government 2- Residential 3- Oil-well cement

SOUTH DAKOTA



1- Government 2- Residential 3- Agricultural

Source: ACA Summer 2026 Forecast

U.S. INFRASTRUCTURE FUNDING SUPPORTS CEMENT DEMAND

U.S. INFRASTRUCTURE PLAN



- The US$1.2 trillion Infrastructure Investment and Jobs Act includes approximately US$350 billion for federal highway projects from 2022 to 2026, supporting investment in roads, bridges, transit and water infrastructure across the U.S.; project execution continues to advance, with 72% of available funding obligated and 43% outlaid as of May 2026
- 81% of GCC's EBITDA is driven by cement

LONG-TERM FUNDING VISIBILITY



- The proposed BUILD America 250 Act would authorize ~US$580 billion of transportation infrastructure from 2027 to 2031
- Roads and bridges would receive US$375 billion under the proposal
- ACA expects Congress to revisit transportation funding as the IIJA authorization period concludes

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 Odessa cement plant expansion

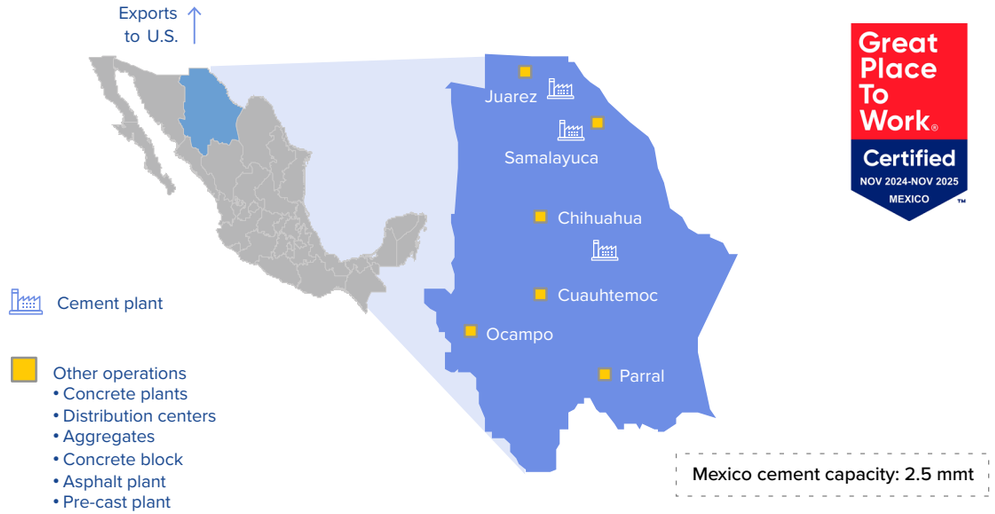
PRICE INCREASES



- In 2026, cement pricing softened in response to market conditions
- Over the last five years through 2025, cement pricing increased at a 7.7% CAGR
- Market dynamic could potentially drive the increase in cement prices

Sources: IIJA Funding Status May 2026 | ACA Summer 2026 Forecast

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

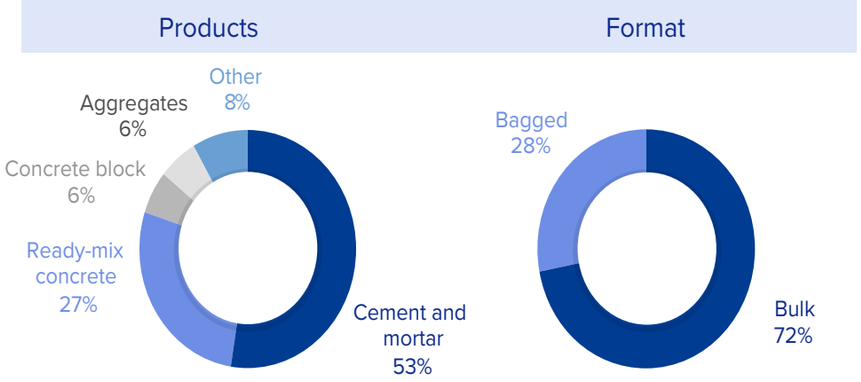


Great Place To Work. Certified NOV 2024-NOV 2025 MEXICO

Mexico cement capacity: 2.5 mmt

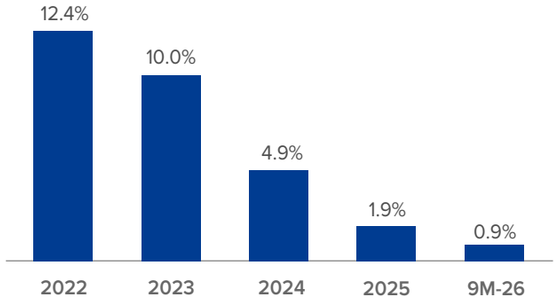
- GCC is sole producer of cement and the leading producer of ready-mix concrete in Chihuahua
- Close economic ties between Chihuahua and the U.S.
  - Cyclical recovery benefit
  - Foreign direct investment target
- Demand growth driven by the residential sector
- Flexibility to supply Texas and New Mexico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

9M 2026 SALES MIX



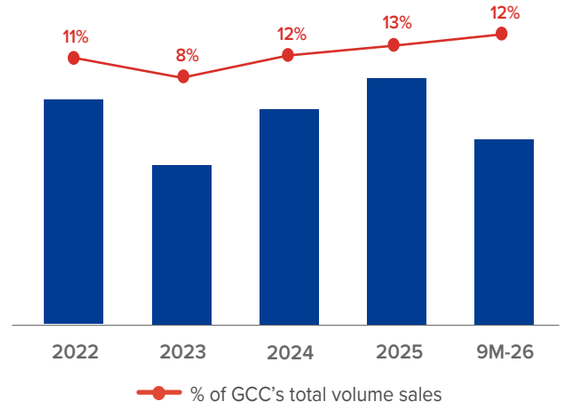
CEMENT DOMESTIC PRICING TRENDS

(% CHANGE YEAR-ON-YEAR)[1]



[1] Price changes in local currency

EXPORT SHARE OF GCC'S VOLUME SALES



VERTICALLY INTEGRATED OPERATIONS

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

FUEL



Coal mine in Colorado provides a significant source of fuel for GCC cement plants, lowering costs and reducing price volatility

RAW MATERIALS



GCC owns most of the limestone quarries needed to supply cement, ready-mix and aggregates operations over the long-term

CEMENT



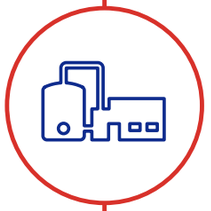
8 plants in the U.S. and Mexico, close to raw materials sources

AGGREGATES & READY MIX



21 aggregates locations and 106 ready-mix plants. GCC cement plants supply almost a 100% of the cement used in our ready-mix operations

CEMENT TERMINALS



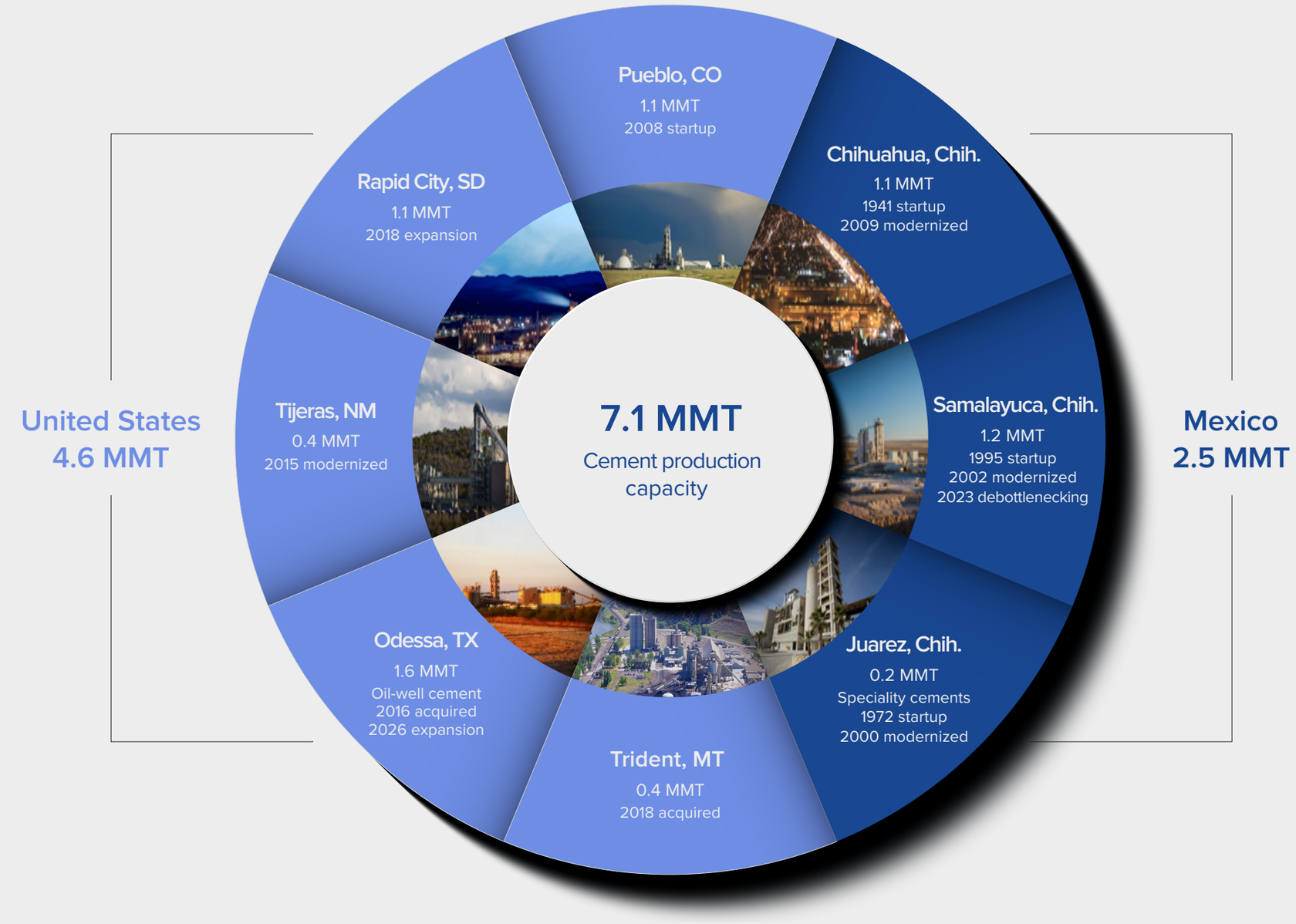
26 rail-served cement terminals, 2 distribution centers, and transfer stations from Chihuahua to the U.S. –Canadian border

TRANSPORT

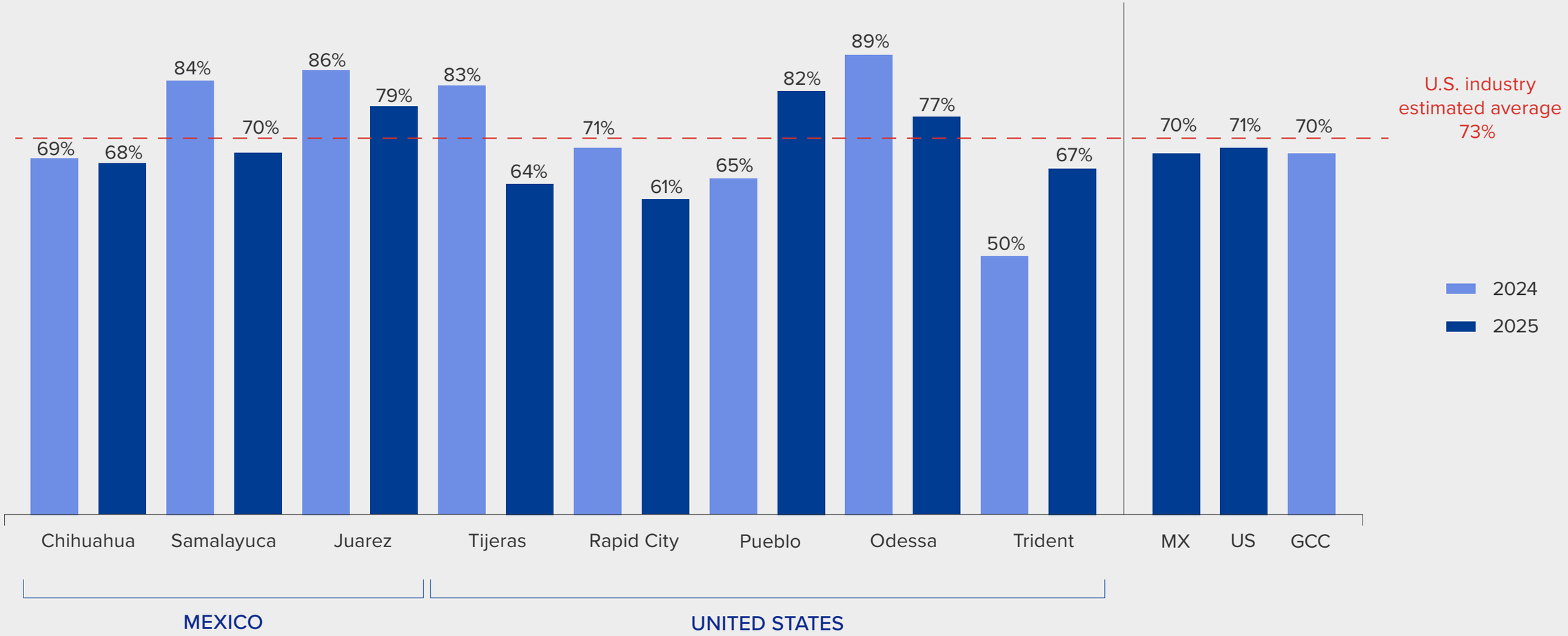


More than 2,860 leased railcars and 1,070 mixer and haul trucks to transport cement, concrete, aggregates and coal

WITH STATE OF THE ART PRODUCTION FACILITIES



OPERATING AT NEAR-OPTIMAL CAPACITY UTILIZATION LEVELS



LINKED BY SOPHISTICATED DISTRIBUTION NETWORK THAT LEVERAGES CONTIGUOUS MARKET FOOTPRINT

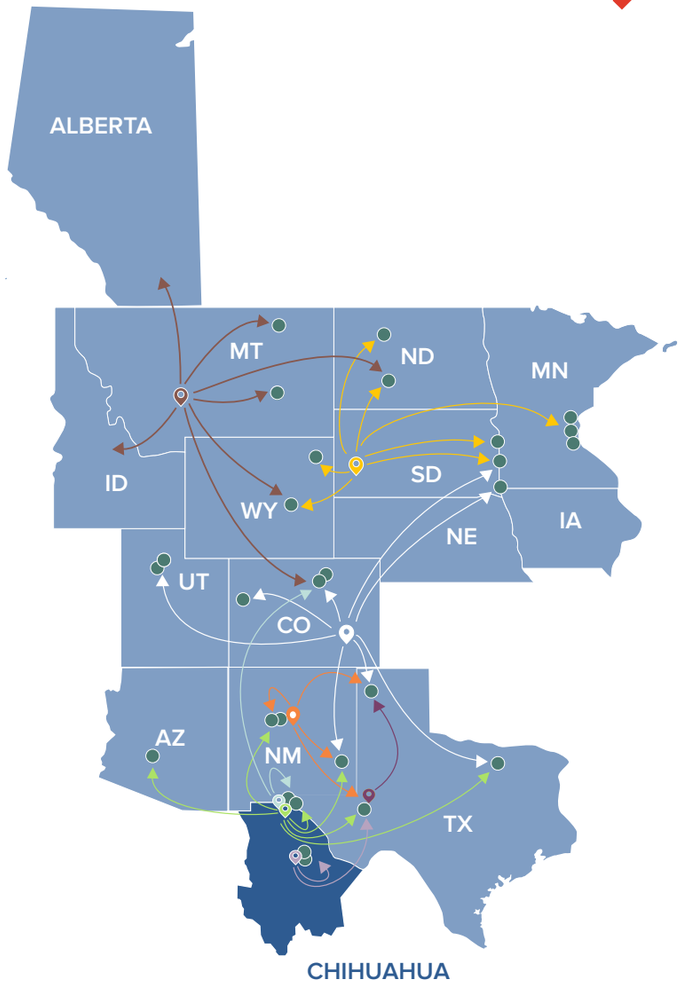
ROBUST LOGISTICS PLATFORM STRETCHES FROM NORTHERN MEXICO TO THE U.S. BORDER WITH CANADA

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

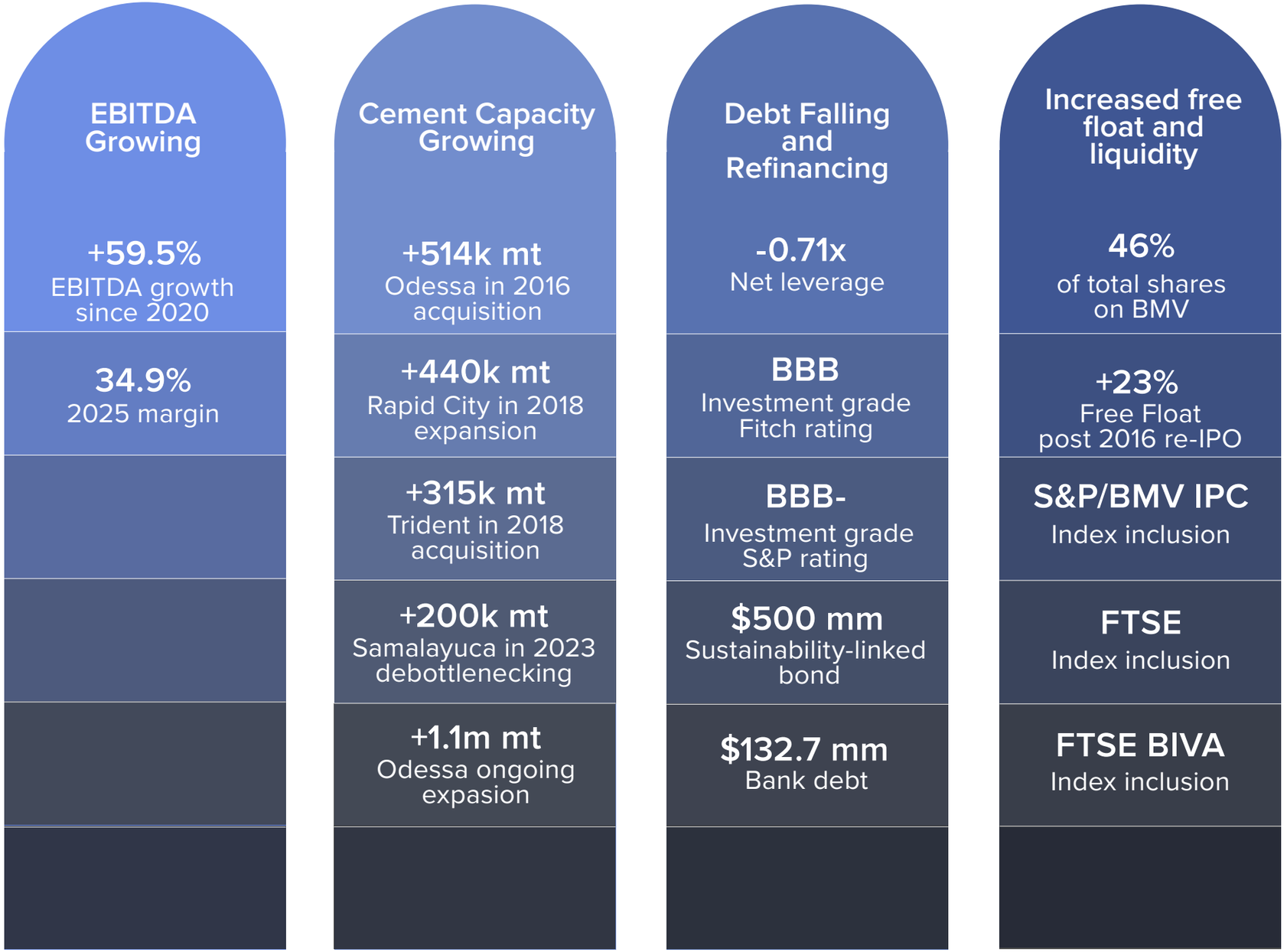
26 cement terminals, 2 distribution centers, and transfer stations

+2,860 leased rail cars

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



RECENT DEVELOPMENTS ENHANCE GCC'S VALUE PROPOSITION



BOND AND BANK DEBT REFINANCING STRENGHTEN FINANCIAL POSITION

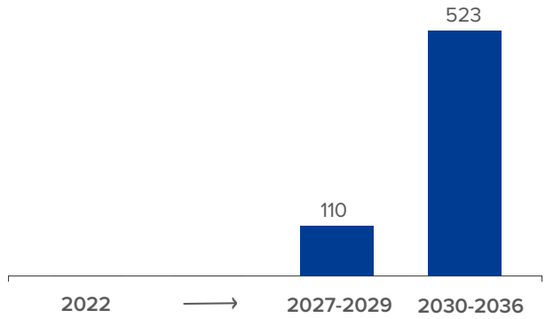
REDUCTION OF INTEREST COUPON BY 1.636 PERCENTAGE POINTS

- 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$430mm revolving credit facility to support liquidity

AGENCY	RATING	OUTLOOK	DATE
FITCH	BBB	Stable	12/25
S&P	BBB-	Stable	02/26

MATURITY PROFILE

(US$ million)



DEBT COMPOSITION

SECURITIES DEBT	BANK DEBT
Sustainability-linked bond	Bank debt agreements
US$500 million	US$132.7 million
due 2032	due 2029 and 2036
3.614% coupon	SOFR + 1.6% | SOFR + 1.0%

BLENDED INTEREST RATE

3.92%

DEBT RATIOS

(September 30, 2026)



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

SUSTAINABILITY LINKED BOND

FIRST ISSUANCE AS AN INVESTMENT GRADE COMPANY

US$500MM

BBB
RATING BY FITCH

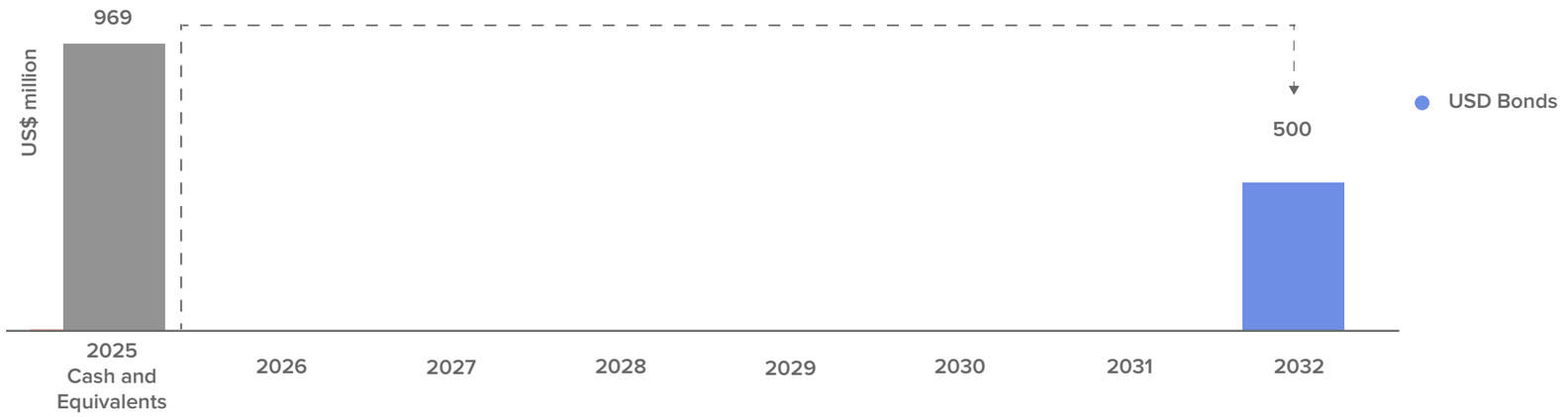
3.614%
FIXED COUPON
T10 + 185BPS

BBB-
RATING BY S&P

DUE 2032

75BPS
STEP-UP

- 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

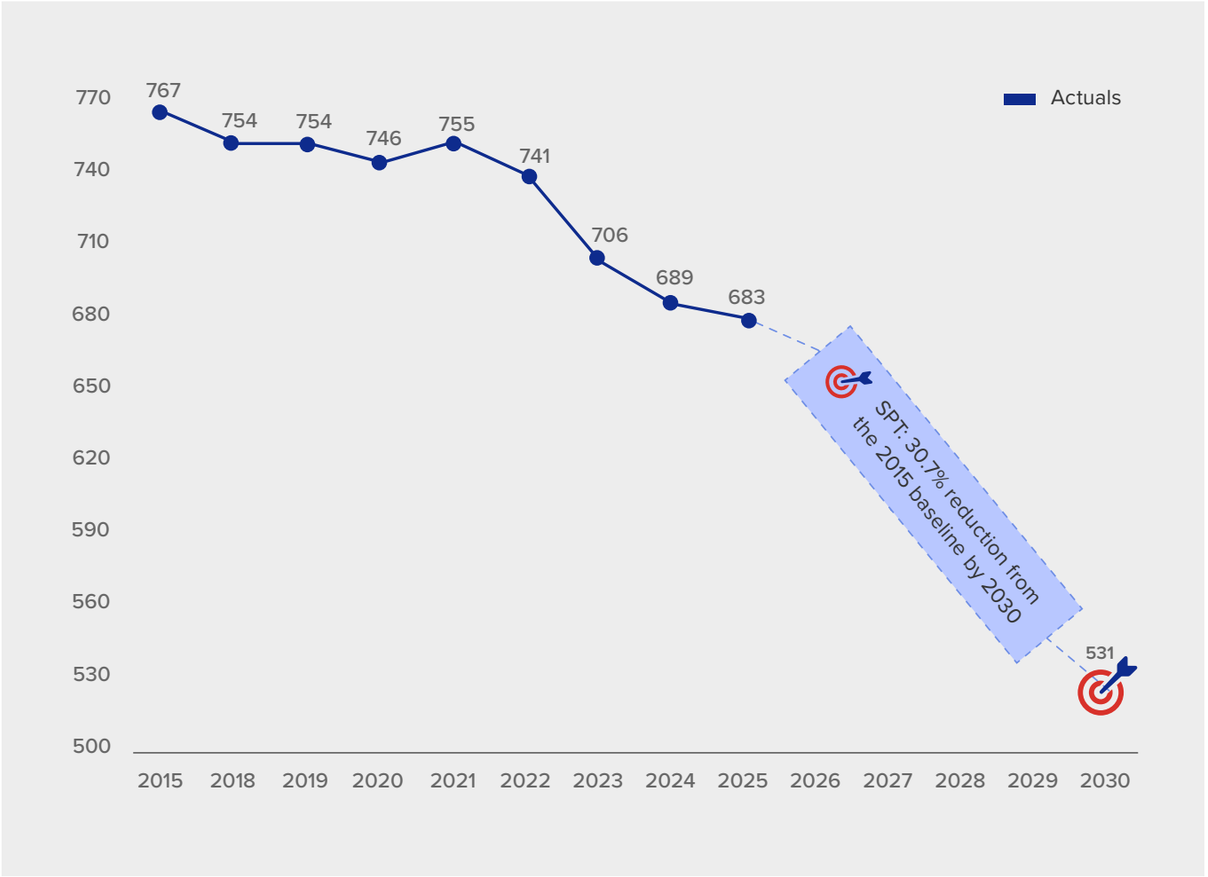
Target validated by the Science-Based Target initiative (SBTi) and aligned with the well below 2°C curve

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



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

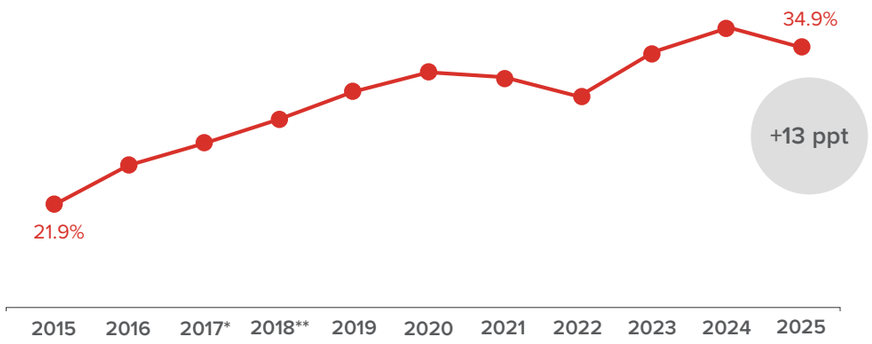
ISS ESG

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

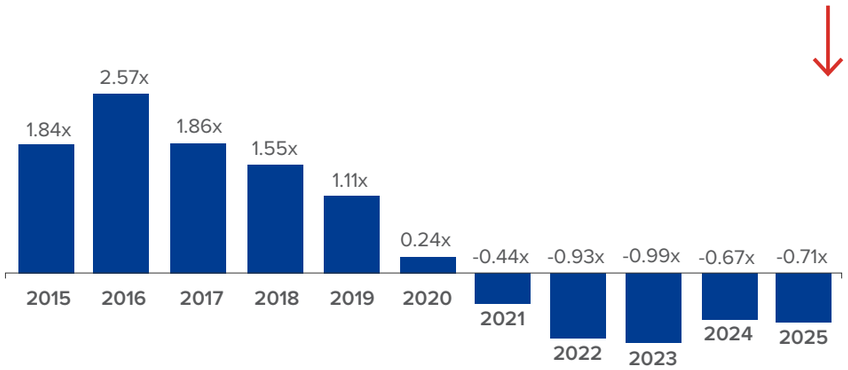
SLB: Sustainability Linked Bond

DEBT AND CAPITAL EFFICIENCY INDICATORS STEADILY IMPROVING

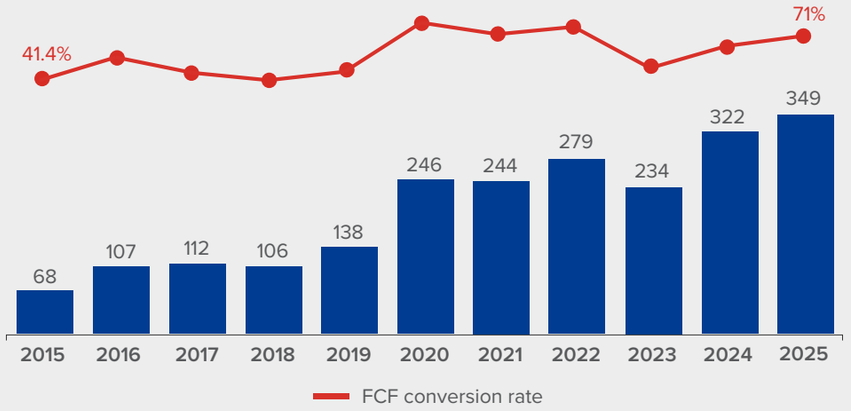
EBITDA MARGIN



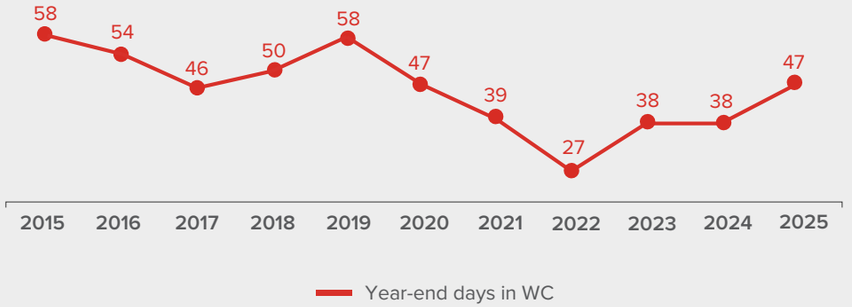
NET LEVERAGE RATIO (Net Debt / EBITDA)



FREE CASH FLOW (US$ million)



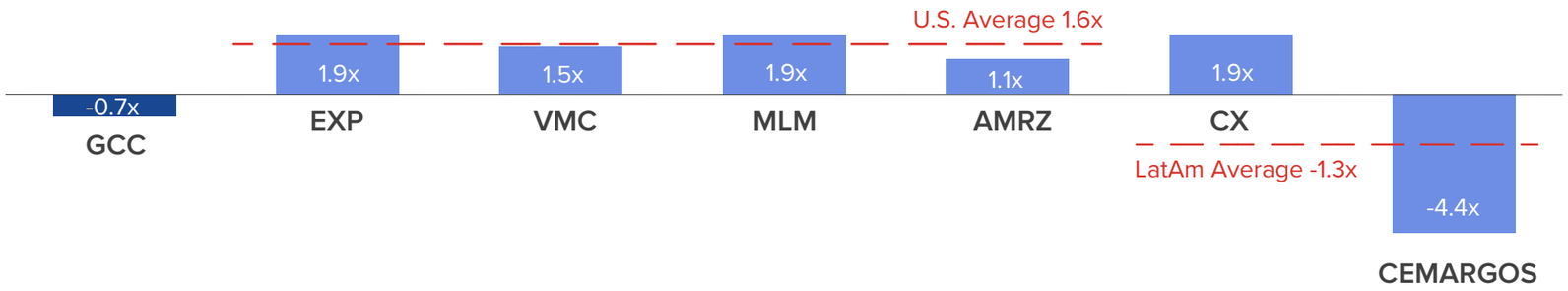
WORKING CAPITAL (Based on sales)



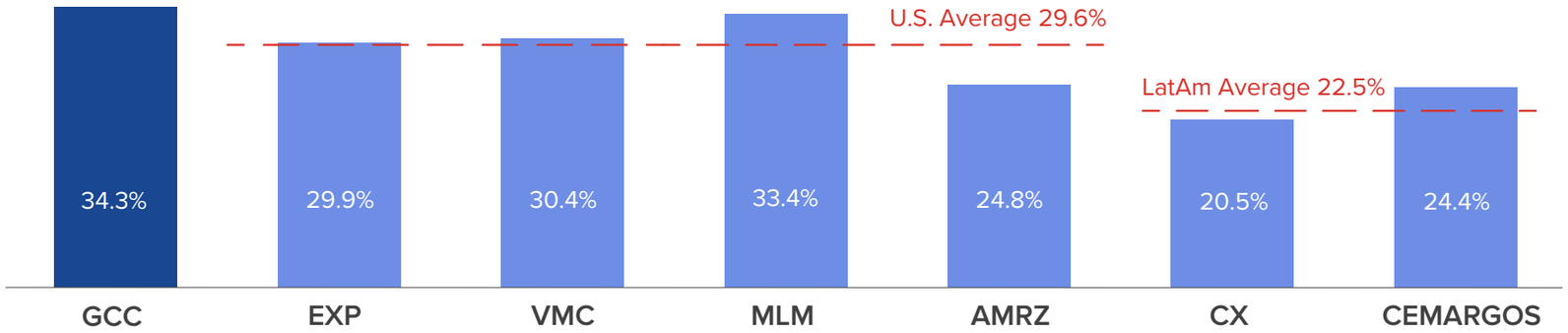
* Proforma after purchase and sale of assets

STRENGTHENED MARGINS AND LOWER INDEBTEDNESS THAN MOST OF OUR PEERS

2026 Net Debt/EBITDA multiples*



2026 EBITDA margins*



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

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

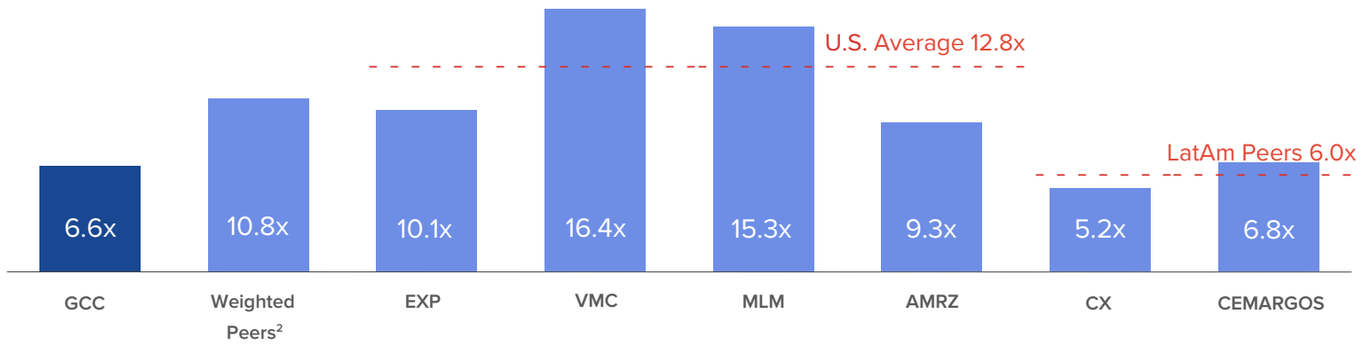
TRANSACTIONS BENEFIT PUBLIC MARKET SHAREHOLDERS

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

SHARES STILL TRADE BELOW PEER GROUP MULTIPLES

- Even after a 60% price increase since 2020
- Trading at a 39% discount to weighted peers
- 48% discount to U.S. average
- 9% discount to LatAm average

2026 ESTIMATED EV/EBITDA MULTIPLES [1]



[1] Source: J.P. Morgan (August 2026) and Morgan Stanley estimates (October 2026)

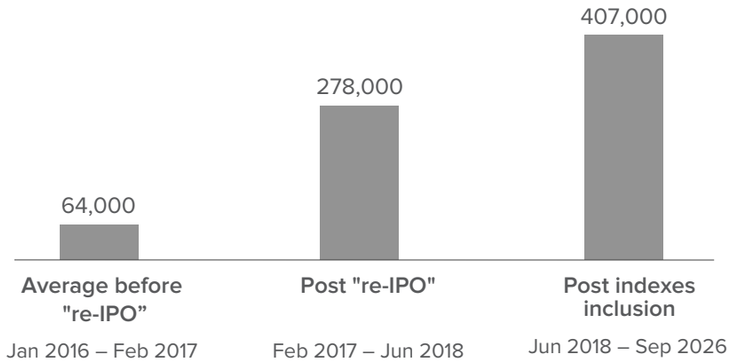
LIQUIDITY HAS INCREASED SIGNIFICANTLY AS A RESULT OF CORPORATE DEVELOPMENTS AND STOCK MARKET POSITIONING

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, SHARES[1]



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

GCC IS MEMBER OF THE GLOBAL CEMENT AND CONCRETE ASSOCIATION

MAIN GOALS

2020 ✓

REDUCE NET CO2 EMISSIONS BY **9%**

2030

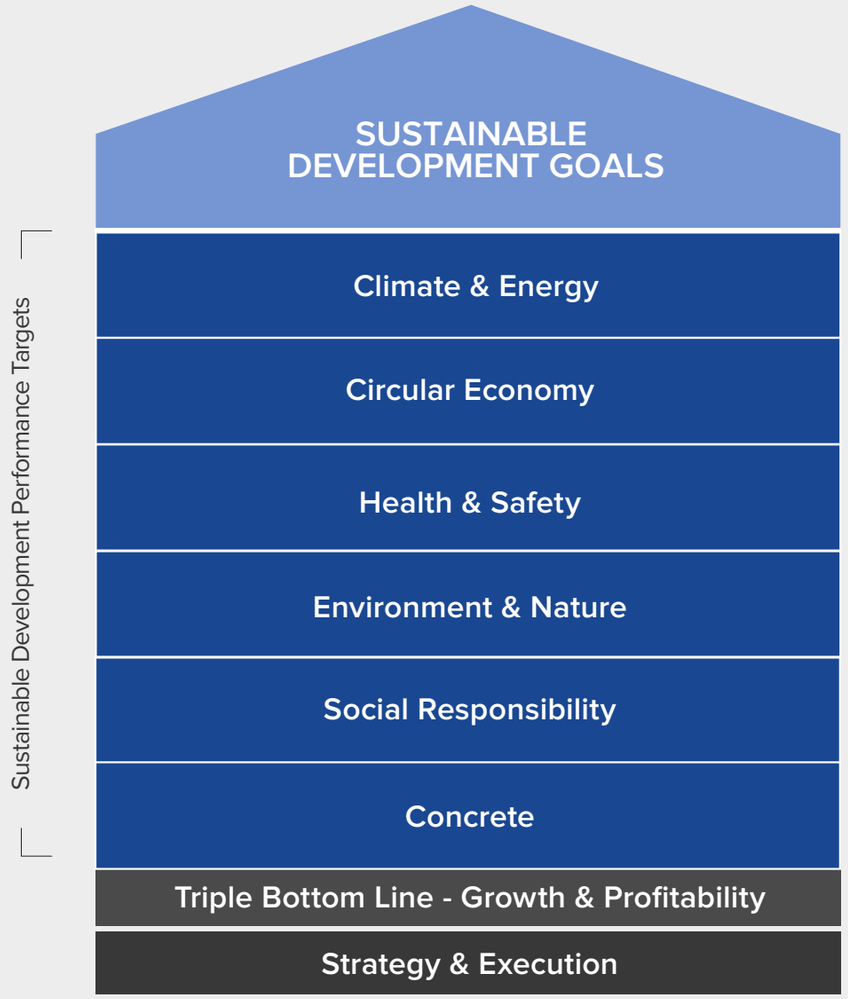
REDUCE NET CO2 EMISSIONS BY **30.7%**

2050

COLLECTIVE AMBITION FOR CARBON NEUTRAL CONCRETE

CO2 emissions reductions are compared to our 2015 baseline



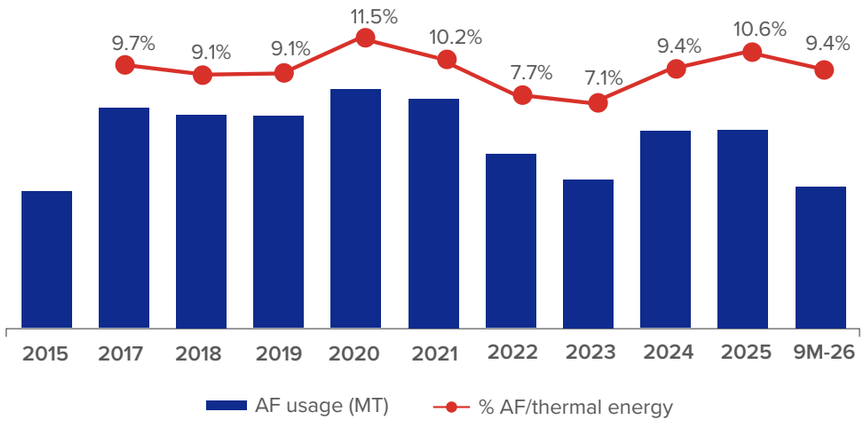


HOW?

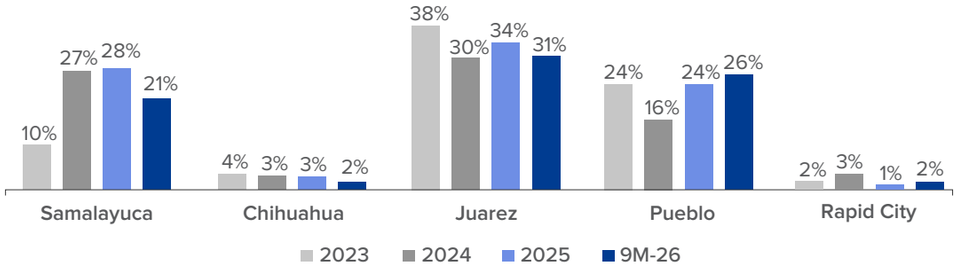
- Energy efficiency
- Alternative fuels
- Blended cements
- New carbon capture technology

SUPPORTED BY SUSTAINABILITY INITIATIVES RESULTING IN DIRECT ECONOMIC AND ENVIRONMENTAL BENEFITS

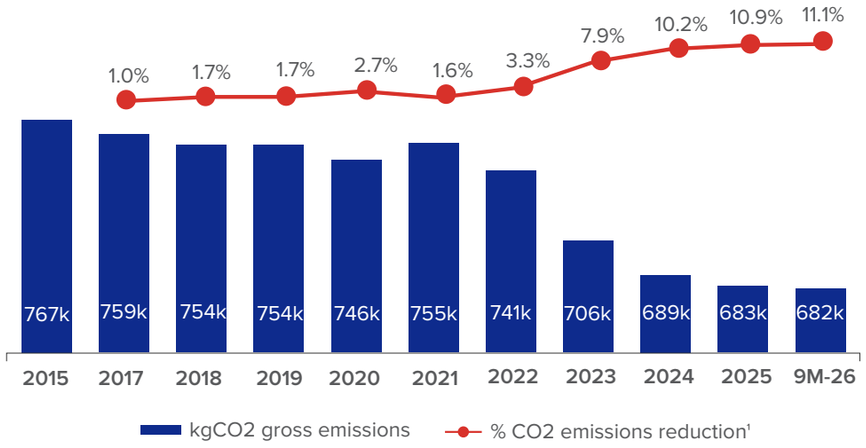
ALTERNATIVE FUELS (AF) USAGE



AF USAGE BY PLANT



CO2 EMISSIONS



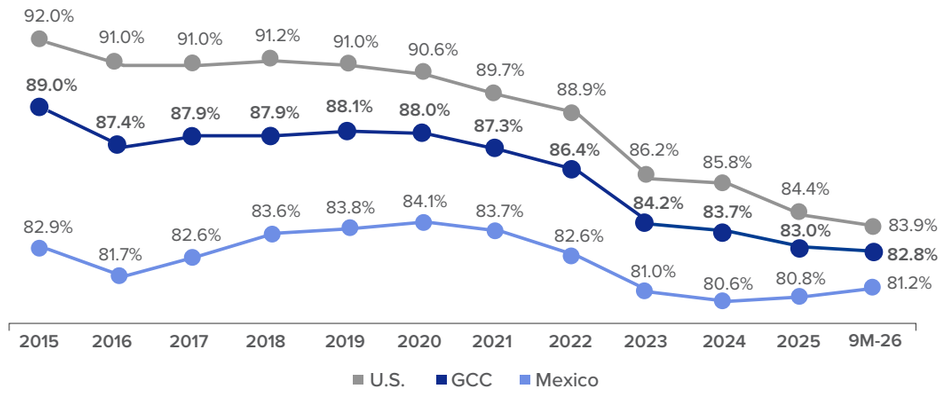
AF PROVIDE SIGNIFICANT COST ADVANTAGES

- GCC achieved an 11.1% CO2 emissions reduction in 9M 2026
- GCC co-processed 73K tons of material achieving a 10.6% sustitution in 2025
- GCC expanded the Samalayuca plant's AF capability in 2024
- 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

[1] 2015 is the baseline year for our SBTi validated CO2 emissions reduction target

SUPPORTED BY SUSTAINABILITY INITIATIVES RESULTING IN DIRECT ECONOMIC AND ENVIRONMENTAL BENEFITS

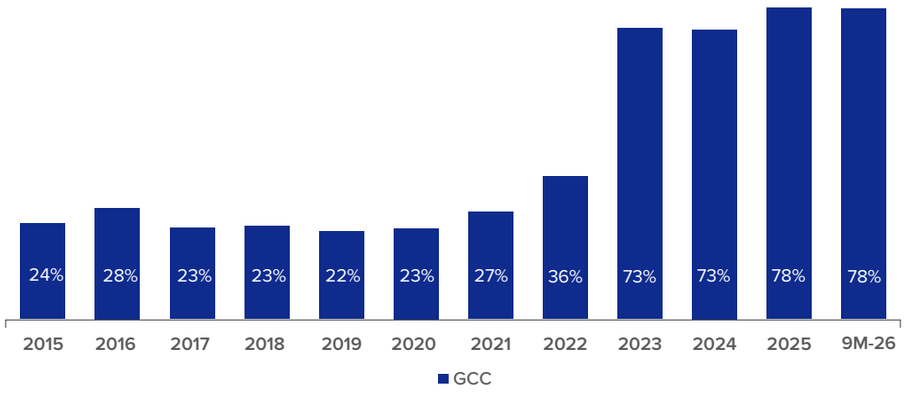
% CLINKER FACTOR



LOWER CLINKER FACTOR TRANSLATES INTO LOWER CO2 EMISSIONS

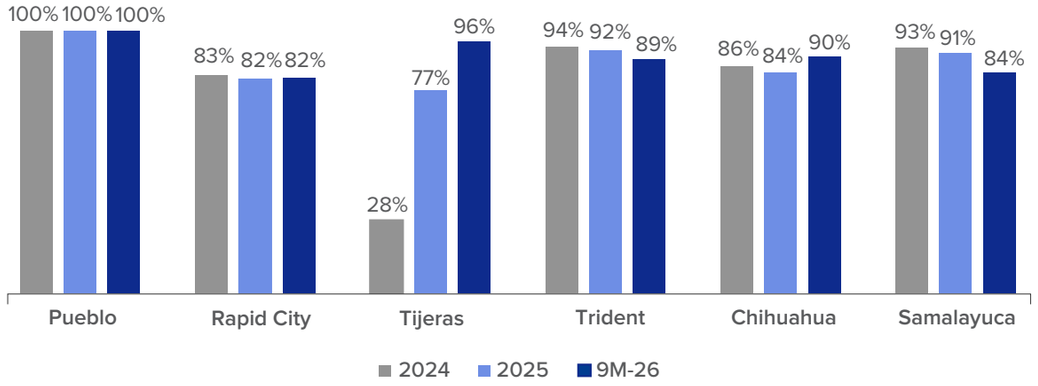
- GCC reduced clinker factor to 82.8% in 9M 2026
- Blended cement represented a 78% of cement production in 2025
- Chihuahua and Samalayuca plants began to use pozzolans in 2023
- Pueblo was fully converted to PLC in 2022
- Trident and Rapid City can produce PLC since 2022
- Samalayuca plant produces and exports PLC to the U.S. since 2022
- According with the ASTM Standard specifications for blended cements

BLENDED CEMENT[1] PRODUCTION



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

BLENDED CEMENT PRODUCTION BY PLANT



LATEST ESG ACHIEVEMENTS

- GCC's CO2 emissions decreased to 683kg CO2 in 2025 from 689kg CO2 in 2024; a 0.8% 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



2025 ENERGY STAR CERTIFIED FACILITY
www.energystar.gov

Great Place To Work. Certified SEP 2025-SEP 2026 MEXICO

Great Place To Work. Certified NOV 2025-NOV 2026 USA

ESR EMPRESA SOCIALMENTE RESPONSABLE

EXPERIENCED MANAGEMENT TEAM, WITH SOUND CORPORATE GOVERNANCE



ENRIQUE ESCALANTE, CEO
GCC since 1999; 27 years in the industry



MAIK STRECKER, CFO
GCC since 2020; 26 years in the industry



RON HENLEY, U.S. DIVISION PRESIDENT
GCC since 2012; 40 years in the industry



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

GCC's senior management team averages ~32 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 autorization 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

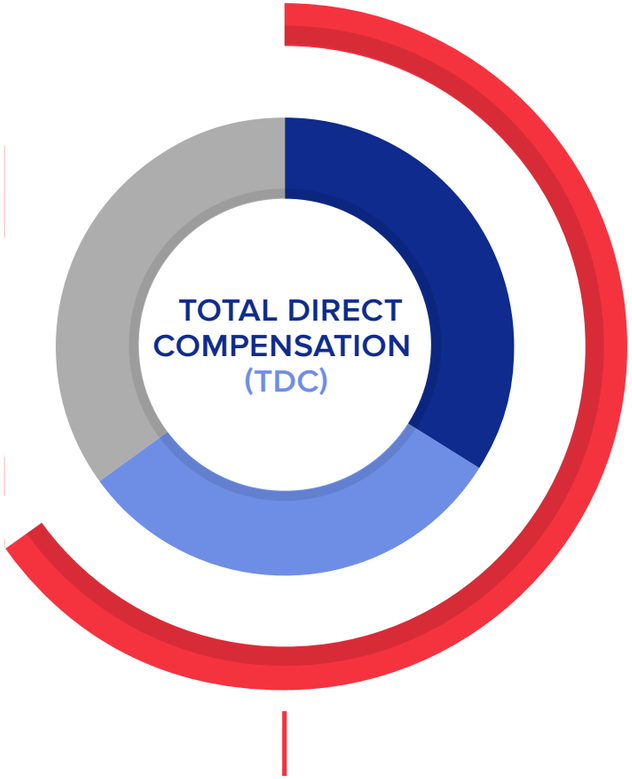
FIXED PAY

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%

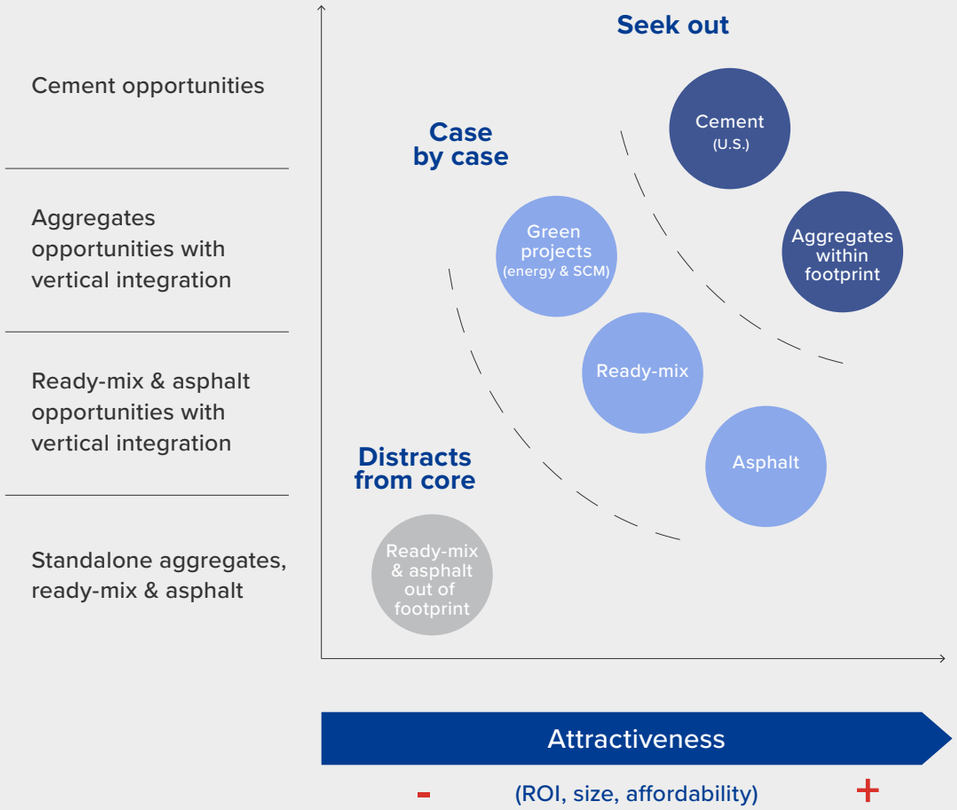
Key executives: 15% - 34%

WITH A DISCIPLINED APPROACH TO ACQUISITION AND GROWTH INVESTMENTS

GROWTH FRAMEWORK

1	Increase presence in existing markets	• Increase market share • Vertical integration • Value-added products
2	Increase productivity	• Efficient investment strategy • Expand and scale capacity in a disciplined manner • Improve distribution network utilization
3	Enter new markets	• Continue successful U.S. expansion • Focus on synergistic contiguous markets
4	Value accretive M&A	• Analyze opportunities that generate shareholder value • Apply successful experience in integrating acquisitions to add synergies

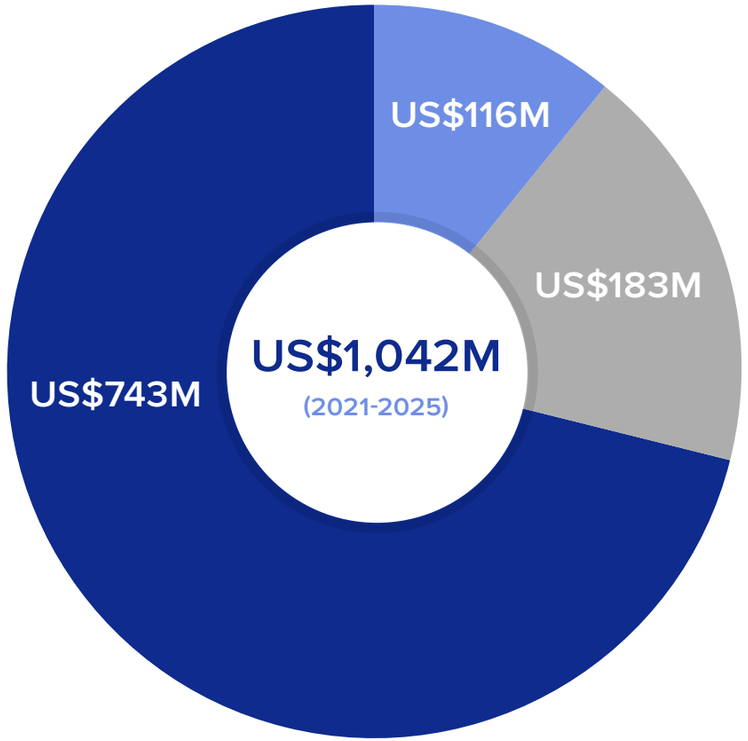
STRATEGIC PRIORIZATION AND EVALUATION OF ALTERNATIVES



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



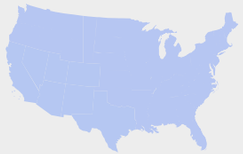
INORGANIC GROWTH

- Aggregates operations in Texas

CASH RETURNS

- Annual dividend payments
- Active share buyback program

REINFORCING THE 2026 OUTLOOK



UNITED STATES

- Volumes
  - Cement — Mid-single digit increase
  - Concrete — Low-single digit increase
- Prices
  - Cement — Low-single digit decrease
  - Concrete — Low-single digit increase



MEXICO

- Volumes
  - Cement — Mid-single digit increase
  - Concrete — Low-single digit increase
- Prices
  - Cement — Low-single digit increase
  - Concrete

CONSOLIDATED

- EBITDA growth — Low-single digit increase
- FCF Conversion Rate — > 60%
- Total CAPEX — US$220 million
  - Growth — US$150 million
  - Maintenance — US$70 million
- Net Debt / EBITDA, year-end — Negative



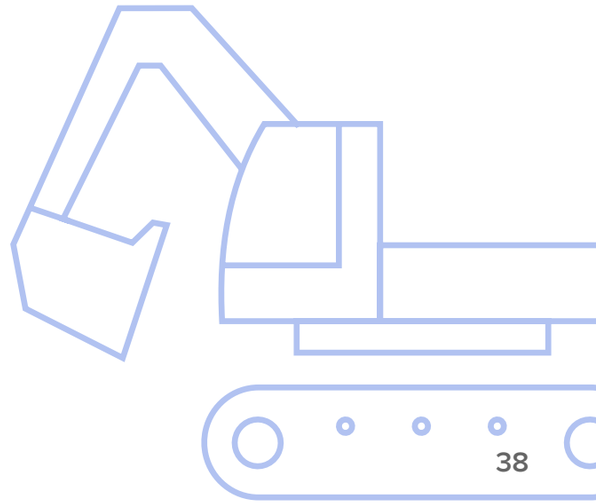
Free cash flow conversion rate: free cash flow after maintenance CapEx and before strategic and growth CapEx/EBITDA

ENRIQUE ESCALANTE

CEO Q3 2026 QUOTE

Enrique Escalante, GCC's Chief Executive Officer, commented: *"GCC's third-quarter performance reflected short-term weather disruption, while underlying demand across our key markets remained healthy and year-to-date cement volumes continued to grow."*

Enrique continued, *"The quarter also marked an important milestone with the first sales from the new Odessa production line. As we look ahead, our focus remains on operational execution and customer service, while positioning the business for 2027 through a more efficient network, disciplined capital allocation, and continued growth across our core markets."*

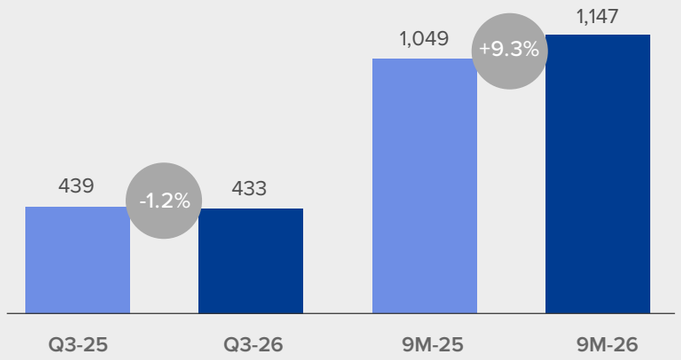


05 | APPENDIX

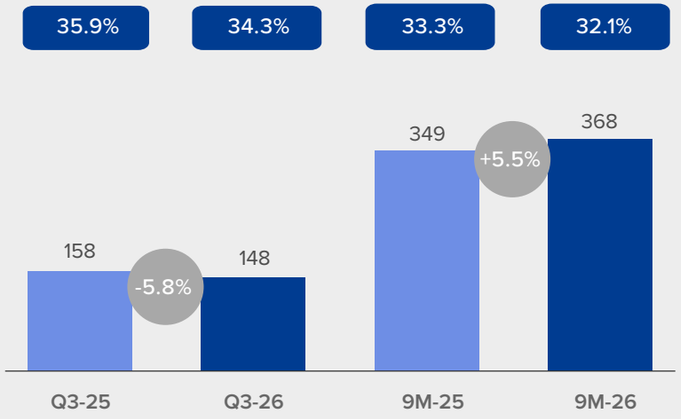


Q3 2026 & 9M 2026 RESULTS

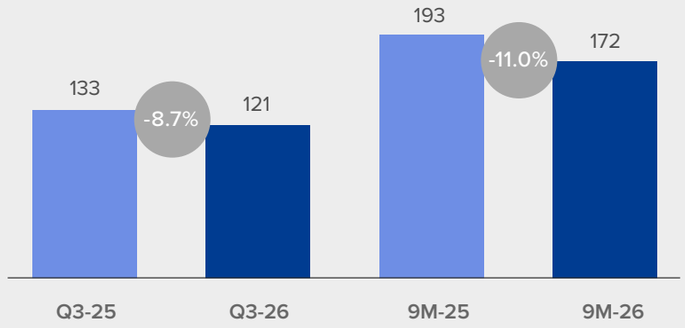
SALES (US$ MILLION)



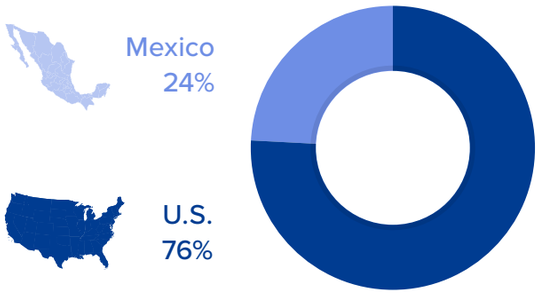
EBITDA & EBITDA MARGIN (US$ MILLION)



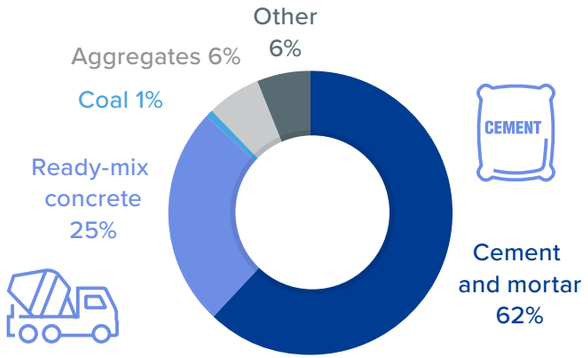
FREE CASH FLOW (US$ MILLION)



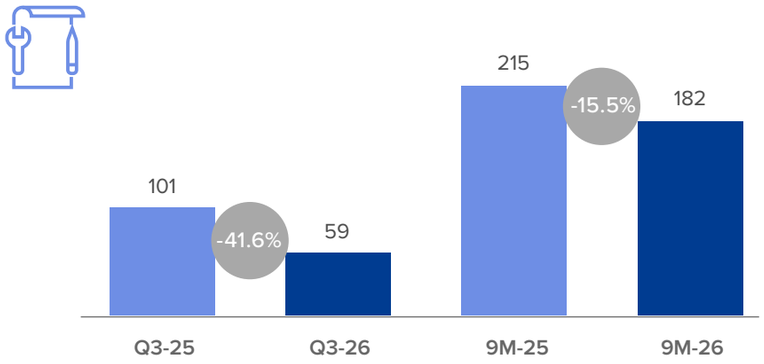
NET SALES BY COUNTRY



SALES MIX



NET INCOME (US$ MILLION)



Q3 2026 RESULTS HIGHLIGHTS

Millions of dollars	Q3-26	Q3-25	Var	9M-25	9M-26	Var
Net sales	433.1	438.5	-1.2%	1,147.0	1,048.9	9.3%
Operating income before other expenses	112.3	129.0	-12.9%	273.2	267.8	2.0%
EBITDA	148.4	157.6	-5.8%	368.5	349.3	5.5%
EBITDA Margin	*34.3%*	*35.9%*		*32.1%*	*33.3%*	
Consolidated net income	59.0	101.1	-41.6%	181.5	214.9	-15.5%

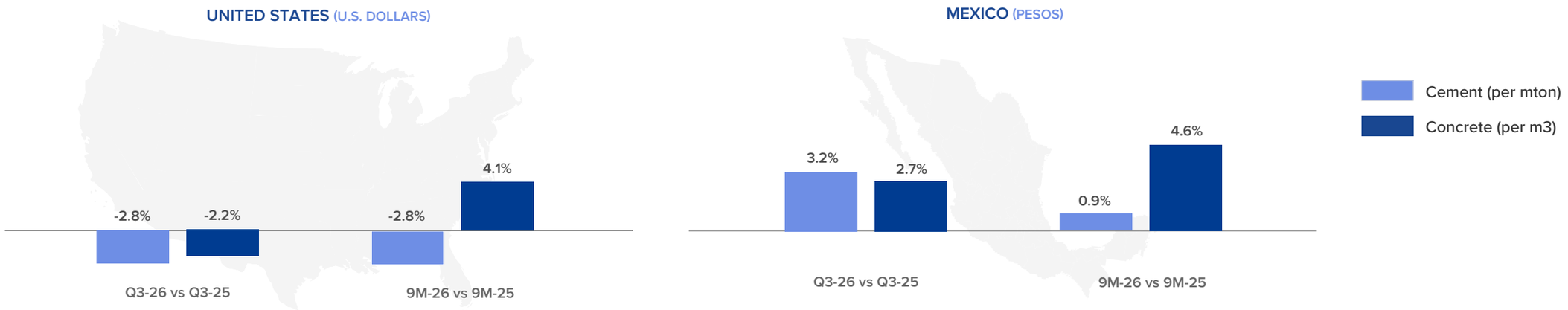
- Consolidated net sales decreased 1.2% year-on-year to US$433.1 million
- U.S. sales decreased 4.7% as concrete volumes declined 18.6%
- Mexico sales grew 11.5% as cement volumes increased 4.7%
- Mexico cement and concrete prices increased 3.2% and 2.7%, respectively
- EBITDA decreased 5.8% to US$148.4 million, with a 34.3% EBITDA margin
- Cash and equivalents totaled US$887.7 million
- Net leverage (net debt/EBITDA) ratio totaled -0.51x as of September 2026
- Earnings per share totaled US$0.1811
- Free cash flow totaled US$121.1 million with an 81.6% free cash flow conversion rate
- GCC repurchased shares in the net amount of US$5.7 million
- GCC completed the acquisition of concrete operations in the Midland-Odessa region

SALES VOLUMES AND PRICES

	Q3-26 vs Q3-25	9M-26 vs 9M-25
Cement volumes		
U.S.	-0.5%	6.0%
Mexico	4.7%	7.7%
Concrete volumes		
U.S.	-18.6%	1.7%
Mexico	-7.8%	-1.0%

- Favorable price environment in Mexico
- U.S. most dynamic market segment during the quarter was infrastructure
- Mexico sales during the quarter were primarily driven by demand related to the retail and infrastructure segments

GCC AVERAGE SELLING PRICES, % CHANGE

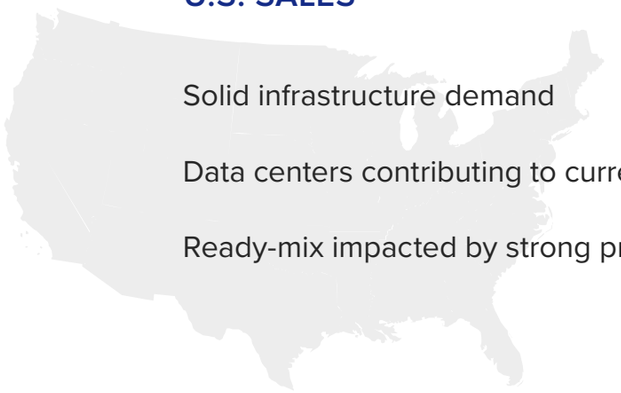


Percentage changes are based on actual results, before rounding

Mexico cement prices include only domestic cement prices to exclude the effect of the exchange rate on cement exports

SALES

Million dollars	Q3-26	Q3-25	Var	9M-26	9M-25	Var
Consolidated	433.1	438.5	-1.2%	1,147.0	1,048.9	9.3%
U.S.	327.7	344.0	-4.7%	832.6	784.0	6.2%
Mexico	105.4	94.5	11.5%	314.4	265.0	18.6%



U.S. SALES

Solid infrastructure demand

Data centers contributing to current demand

Ready-mix impacted by strong prior-year project activity



MEXICO SALES

Strong retail and infrastructure demand

Pricing growth across product lines

Benefit from the Mexican peso's appreciation against the U.S. dollar

Percentage changes are based on actual results, before rounding

INCOME STATEMENT (MILLION DOLLARS)

	Q3-26	Q3-25	Var	9M-26	9M-25	Var
Net Sales	**433.1**	**438.5**	**-1.2%**	**1,147.0**	**1,048.9**	**9.3%**
U.S.	327.7	344.0	-4.7%	832.6	784.0	6.2%
Mexico	105.4	94.5	11.5%	314.4	265.0	18.6%
Cost of sales	286.4	279.2	2.6%	773.7	692.5	11.7%
SG&A expenses	34.4	30.3	13.6%	100.1	88.7	12.9%
Other expenses, net	1.5	1.2	27.2%	3.8	4.6	-18.5%
Operating Income	**110.8**	**127.8**	**-13.3%**	**269.4**	**263.2**	**2.4%**
Operating margin	25.6%	29.1%		23.5%	25.1%	
Net financing income (expenses)	(10.6)	9.0	n.m.	(1.7)	25.0	n.m.
Earnings in associates	0.2	0.5	-70.7%	1.2	2.0	-38.2%
Income taxes (benefit)	41.3	36.3	13.7%	87.4	75.3	16.1%
Consolidated net income	**59.0**	**101.1**	**-41.6%**	**181.5**	**214.9**	**-15.5%**
EBITDA	**148.4**	**157.6**	**-5.8%**	**368.5**	**349.3**	**5.5%**
EBITDA margin	34.3%	35.9%		32.1%	33.3%	

*Percentage changes are based on actual results, before rounding

FREE CASH FLOW (MILLION DOLLARS)

	Q3-26	Q3-25	Var	9M-26	9M-25	Var
Operating income before other expenses	112.3	129.0	-12.9%	273.2	267.8	2.0%
Depreciation and amortization	36.1	28.6	26.2%	95.3	81.5	16.9%
EBITDA	**148.4**	**157.6**	**-5.8%**	**368.5**	**349.3**	**5.5%**
Interest income (expense)	8.3	7.9	5.5%	13.4	22.8	-41.3%
Decrease (increase) in working capital	7.3	(15.2)	n.m.	(67.2)	(65.5)	2.6%
Taxes	(38.5)	(9.1)	n.m.	(77.8)	(42.1)	84.8%
Prepaid expenses	(6.3)	(5.6)	12.6%	(1.9)	(1.7)	9.0%
Accruals and other accounts	22.9	20.9	9.5%	(5.2)	(12.1)	-57.2%
Operating leases (IFRS 16 effect)	(3.7)	(3.5)	4.6%	(10.6)	(10.1)	5.2%
Operating cash flow	**138.4**	**152.9**	**-9.5%**	**219.2**	**240.6**	**-8.9%**
Maintenance CapEx*	(17.3)	(20.3)	-14.5%	(47.3)	(47.4)	-0.2%
Free cash flow	**121.1**	**132.6**	**-8.7%**	**171.9**	**193.2**	**-11.0%**
Strategic & growth CapEx	(27.2)	(85.8)	-68.3%	(103.8)	(241.3)	-57.0%
Share repurchase (net)	(5.7)	(7.1)	-20.3%	(15.8)	(7.6)	108.2%
Shares purchase of related parties	0.0	0.0	n.m.	(4.8)	0.0	n.m.
Purchase of assets	(13.3)	(22.1)	-39.7%	(104.2)	(22.1)	n.m.
Debt additions	5.9	0.0	n.m.	5.9	100.0	-94.1%
Dividends paid	0.0	0.0	n.m.	(38.3)	(29.8)	28.6%
FX effect	(5.6)	9.2	n.m.	7.2	30.6	-76.4%
Initial cash balance	812.5	826.9	-1.7%	969.5	830.6	16.7%
Final cash balance	**887.7**	**853.7**	**4.0%**	**887.7**	**853.7**	**4.0%**
FCF conversion rate	**81.6%**	**84.1%**		**46.7%**	**55.3%**	

* Excludes growth and strategic capital expenditures

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

Decreased free cash flow in Q3-26 reflects:

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

Decreased free cash flow in 9M-26 reflects:

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

BALANCE SHEET (MILLION DOLLARS)

	September 2026	September 2025	Var
Total assets	**3,803.5**	**3,466.8**	**9.7%**
Current assets	**1,320.6**	**1,268.0**	**4.1%**
Cash	887.7	853.7	4.0%
Other current assets	432.9	414.3	4.5%
Non-current assets	**2,482.9**	**2,198.8**	**12.9%**
Plant, property, & equipment	1,926.7	1,733.4	11.2%
Goodwill and intangibles	322.0	274.9	17.1%
Other non-current assets	234.2	190.5	22.9%
Total liabilities	**1,388.7**	**1,276.2**	**8.8%**
Current liabilities	**360.8**	**317.8**	**13.5%**
Short-term debt	3.3	0.0	n.m.
Other current liabilities	357.6	317.8	12.5%
Long-term liabilities	**1,027.9**	**958.4**	**7.3%**
Long-term debt	625.2	596.5	4.8%
Other long-term liabilities	104.1	75.1	38.6%
Deferred taxes	298.6	286.7	4.1%
Total equity	**2,414.8**	**2,190.6**	**10.2%**

- Net leverage (net debt/EBITDA) ratio totaled -0.51x as of September 2026
- Cash and equivalents totaled US$887.7 million
- Based on the last twelve months of sales, as of September 2026, net working capital increased from 58 to 60 days - a total increase of 2 days
- Earnings per share totaled US$0.1811
- GCC repurchased shares in the net amount of US$5.7 million

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