GCC

CORPORATE PRESENTATION Q4 2025

FEBRUARY 2026

SAFE HARBOR STATEMENT

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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:

Q4-25	-	18.3107	2025	-	19.2253
Q4-24	-	20.0788	2024	-	18.3103

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
- 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	EBITDA Growth	EBITDA Margin	Net Debt/ EBITDA	Share Price (02/04/26)
+0.2mmt +3%	+60%	+200bp	0.24x → -0.71x	+60%

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

- 6 MMT[1] 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, 25 aggregates locations and 96 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
FY 2025

US$1,409 million sales – 74% U.S. / 26% Mexico

US$492 million EBITDA – 81% U.S. / 19% Mexico

34.9% EBITDA margin

Net leverage of -0.71x

[1]MMT = million metric tons

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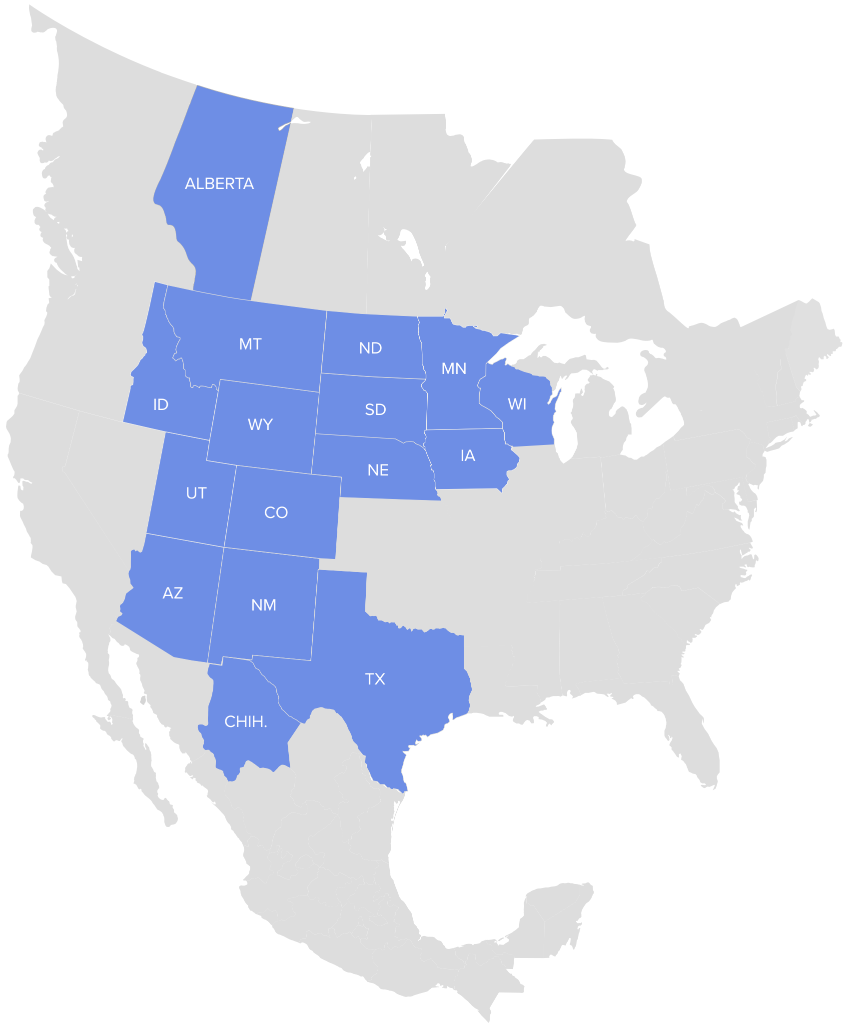
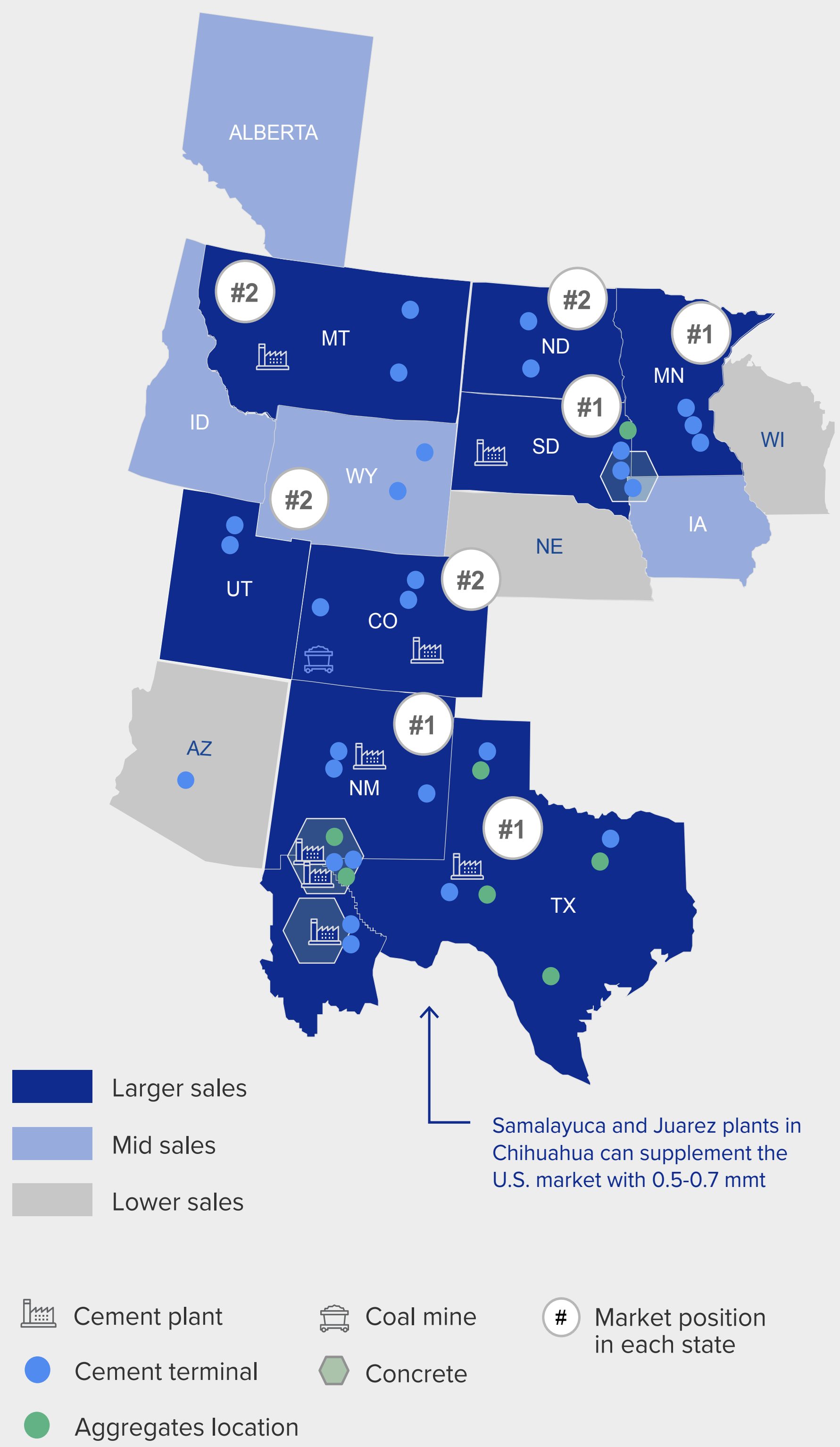
CEMENT AND READY-MIX CONCRETE OPERATIONS ACROSS THE "CENTER CUT" OF NORTH AMERICA



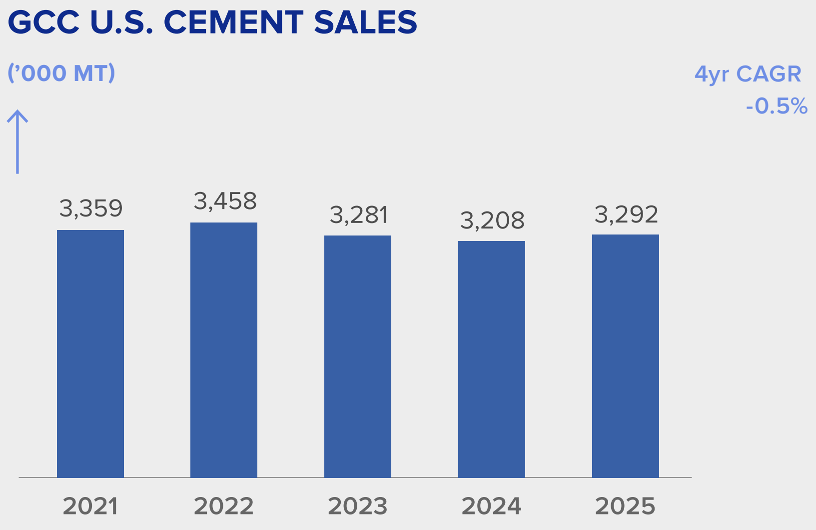


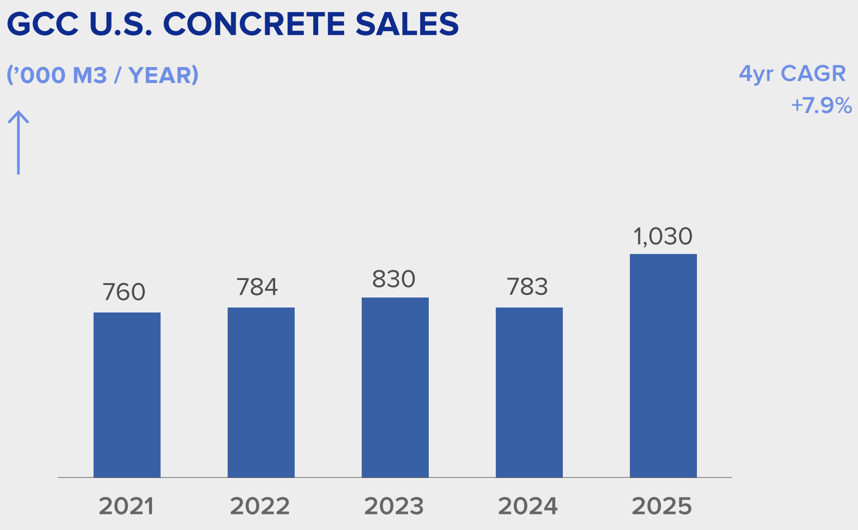
REGIONAL LEADER IN U.S. MID-CONTINENT MARKETS

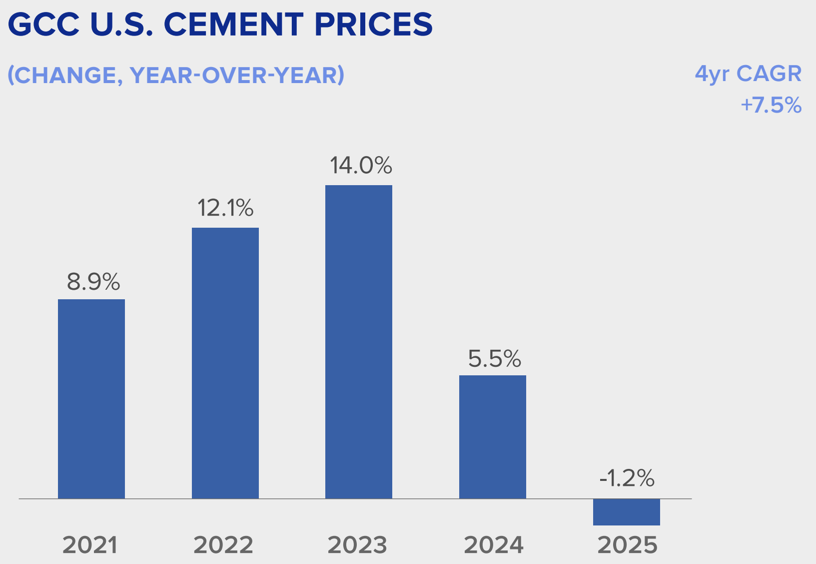
WELL-POSITIONED TO CAPTURE U.S. GROWTH AND CONSTRUCTION INDUSTRY RECOVERY

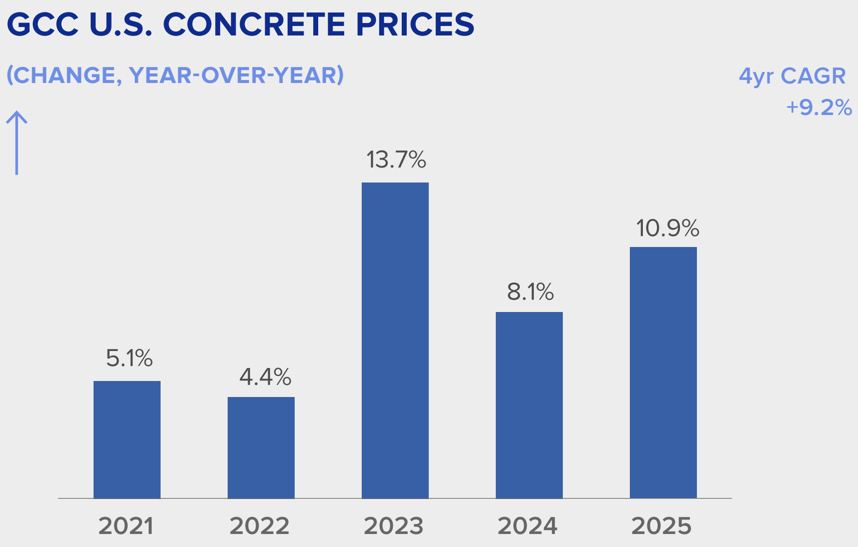
- Leadership position in 14 contiguous states
  - CO, MN, MT, ND, NM, SD, UT and W.TX are our core markets, with 90% of U.S. sales
- No other producer competes with GCC across all our markets
- Diversified regional economies with low unemployment, offering clear upside to U.S. construction recovery
- Pricing upswing since 2013 despite recent softening
  - 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









WHERE GCC FACES FRAGMENTED COMPETITION AND HAS A DIVERSIFIED BUSINESS MIX

GCC

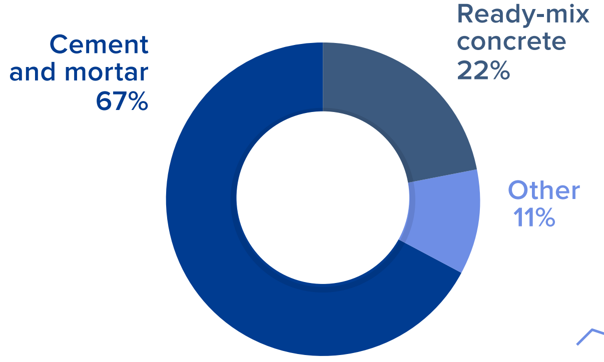
GCC MARKET POSITION AND COMPETITORS IN CORE MARKETS

	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

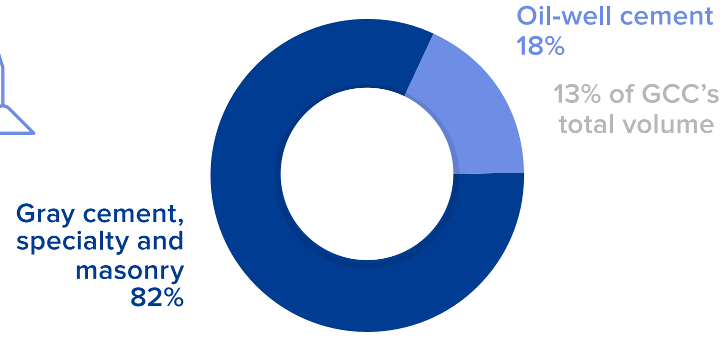
* Refers to West Texas only

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

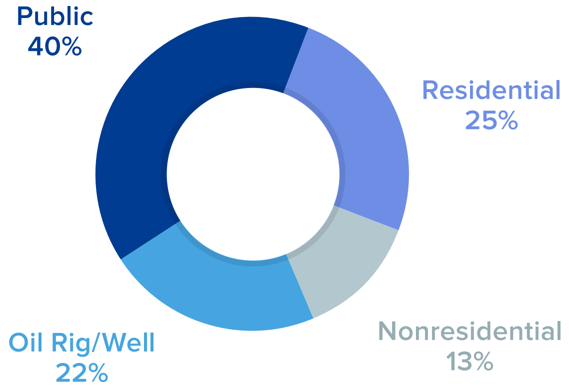
U.S. 2025 SALES MIX



U.S. 2025 PRODUCTION VOLUME BY CEMENT TYPE



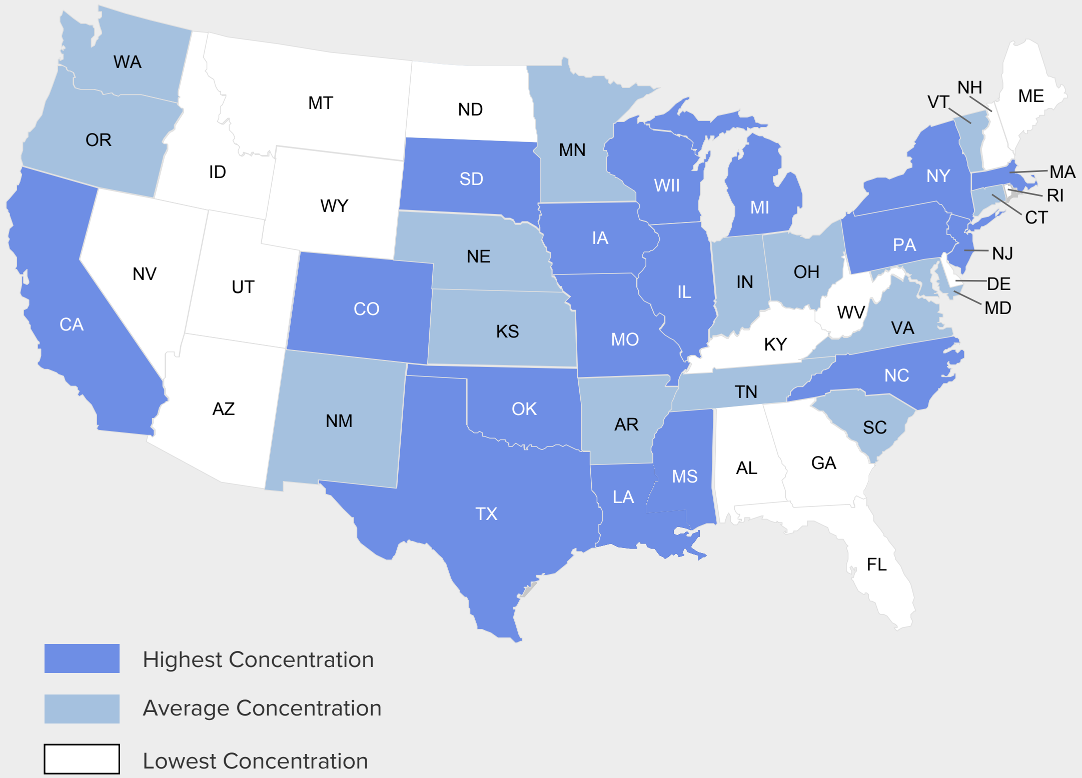
U.S. SECTORS



AND A CLEAR NEED FOR INCREASED INFRASTRUCTURE SPENDING

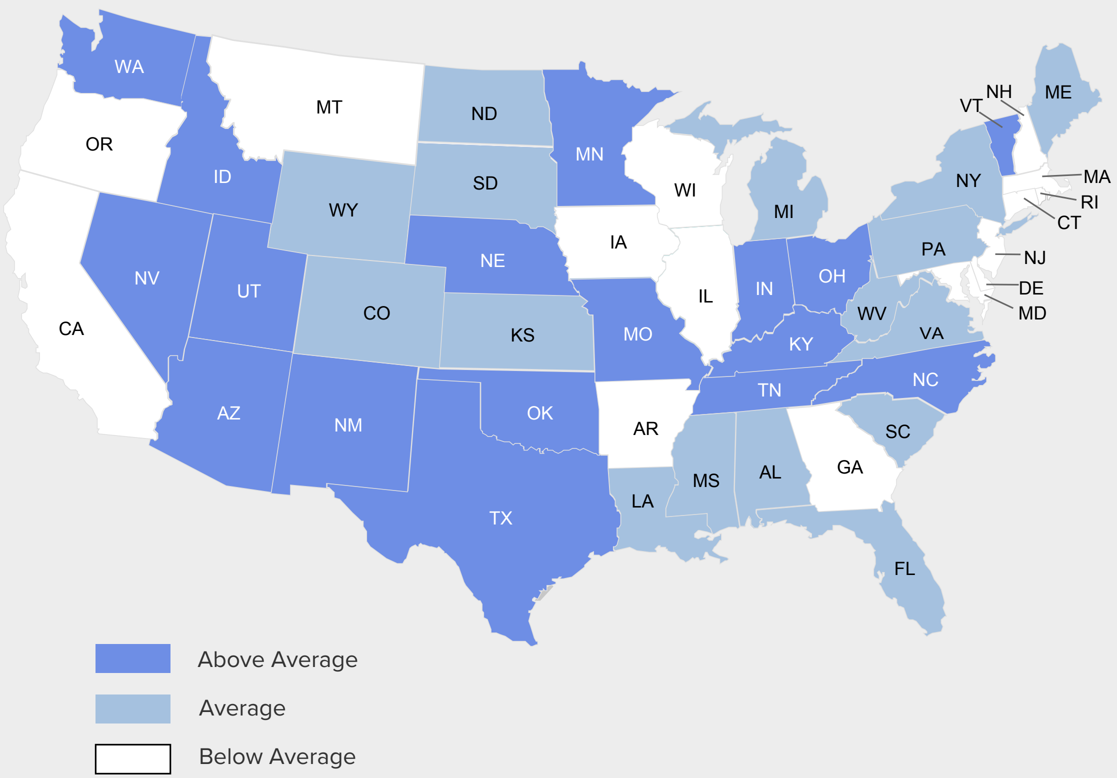
DEFICIENT ROADS [1]

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



CEMENT FUNDAMENTALS [2]

BASED ON ACA SECTOR COMPOSITE
RANKINGS*

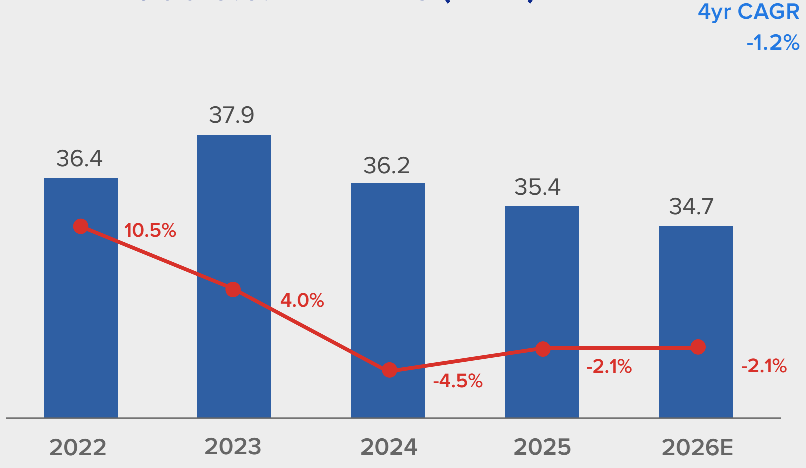


[1] Source: ACA United States' Cement Outlook
[2] Source: ACA Market Intelligence, Regional Analysis (September 2025)

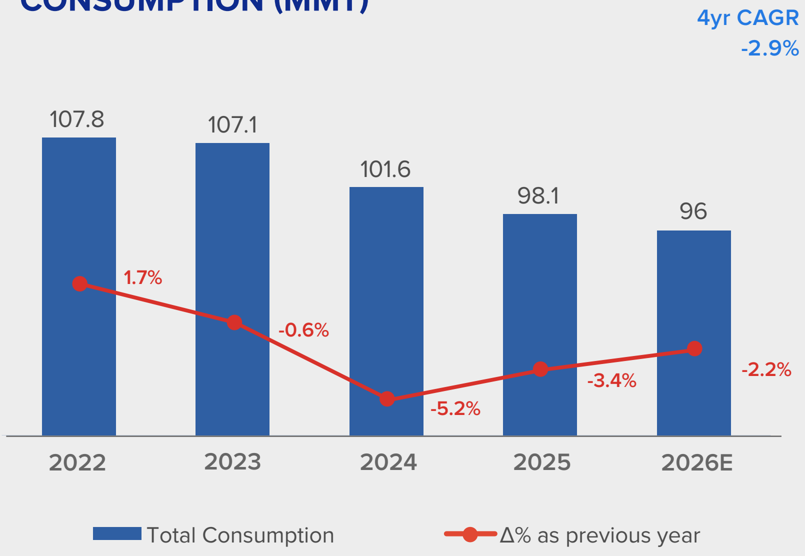
*Res: Mortgage Delinquency and Unemployment Rates, Home Prices
Non Res: Manufacturing, Office, Retail and Hospitality (Jobs Recovered)
Public: Fiscal Health, Transportation Capital Expenditures, Employment, Long-Term Public Debt

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

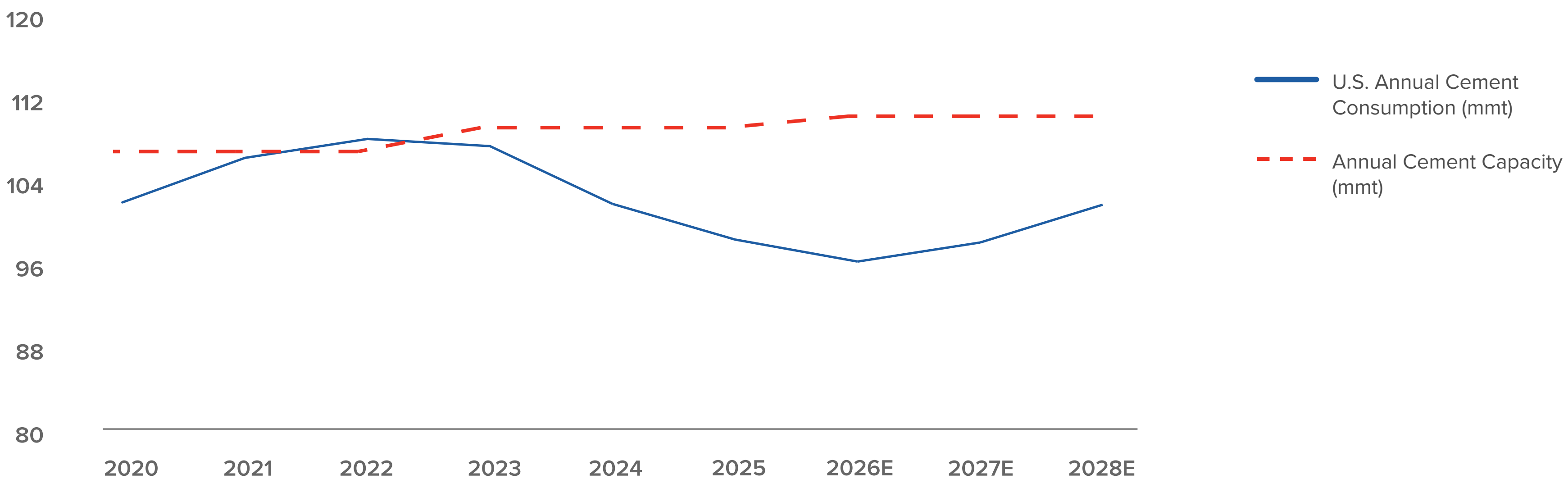
FORECAST CEMENT CONSUMPTION IN ALL GCC U.S. MARKETS (MMT)



FORECAST TOTAL U.S. CEMENT CONSUMPTION (MMT)



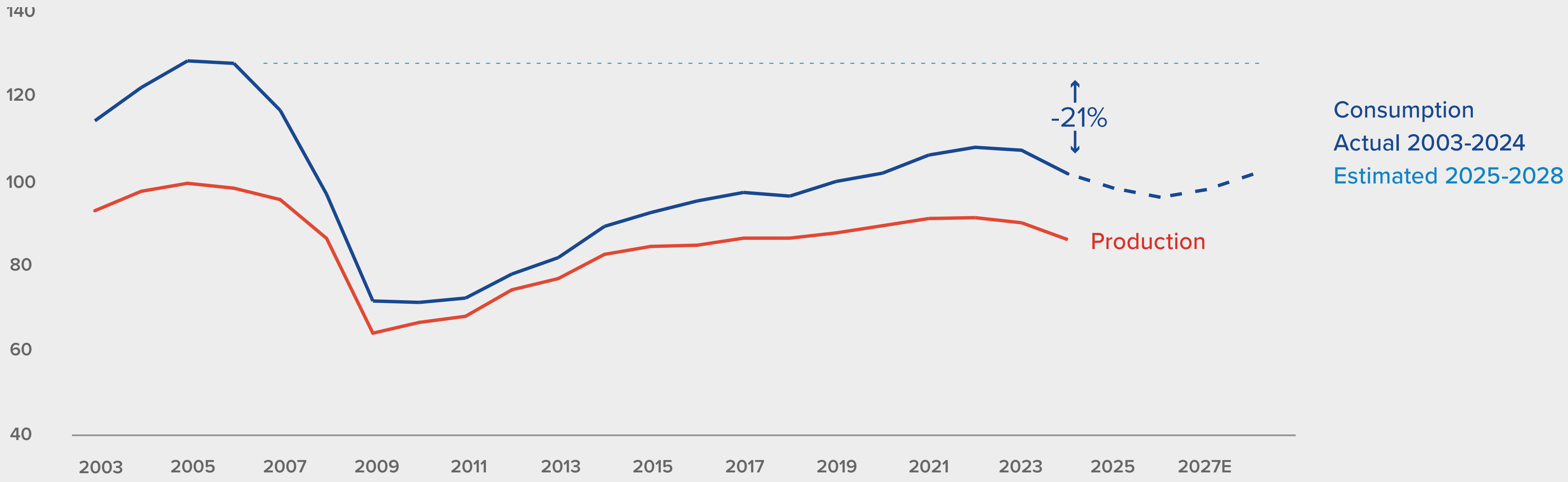
U.S. CEMENT MARKET FUNDAMENTALS SUPPORT GROWING DEMAND THROUGH 2027; IMPORTS WILL BECOME A CRITICAL SOURCE OF SUPPLY



Source: ACA Fall 2025 Forecast

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

U.S. CEMENT PRODUCTION AND CONSUMPTION



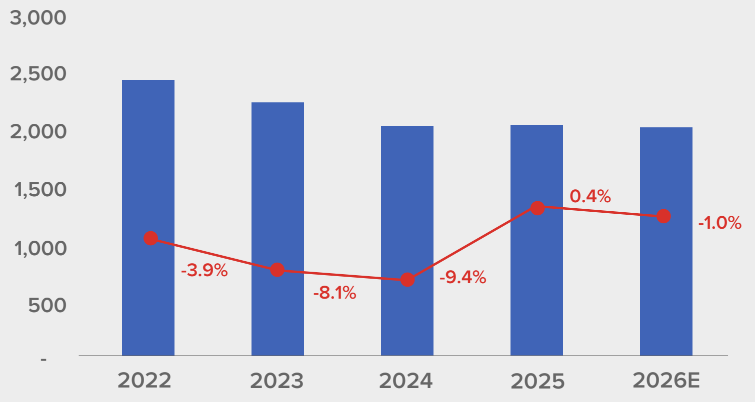
Source: USGS, ACA

- 2024 U.S. apparent consumption is still 21% below the 2005 peak of 128 MMT
- Import share is about 24% of consumption, compared to 23% share in 2006

WITH A SOLID OUTLOOK IN KEY STATES

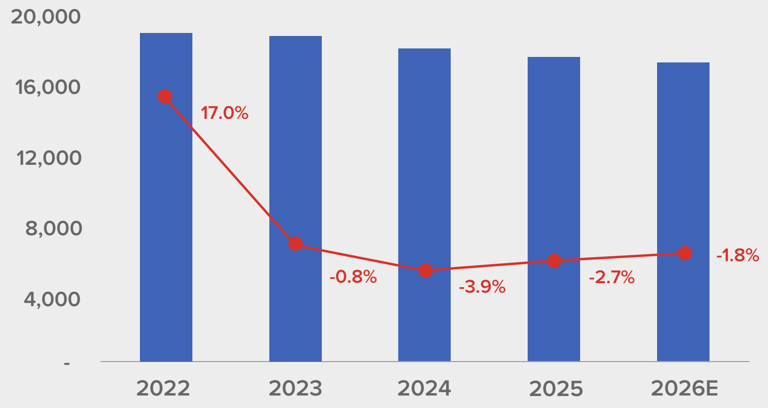
AMERICAN CEMENT ASSOCIATION (ACA) FORECAST AND MAIN CONSUMERS

COLORADO



1- Residential 2- Government 3- Commercial

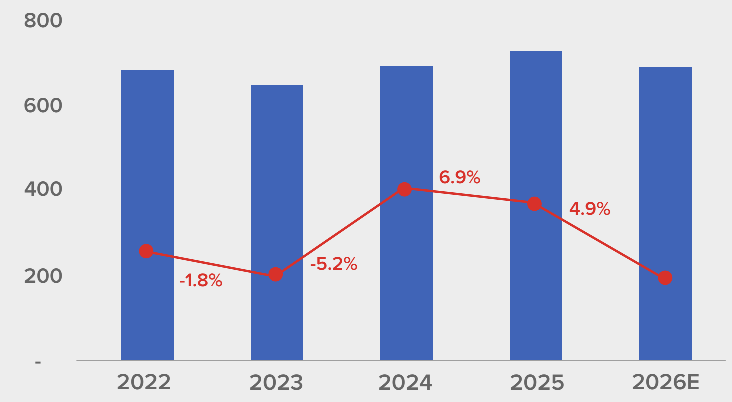
TEXAS



1- Government 2- Commercial 3- Residential

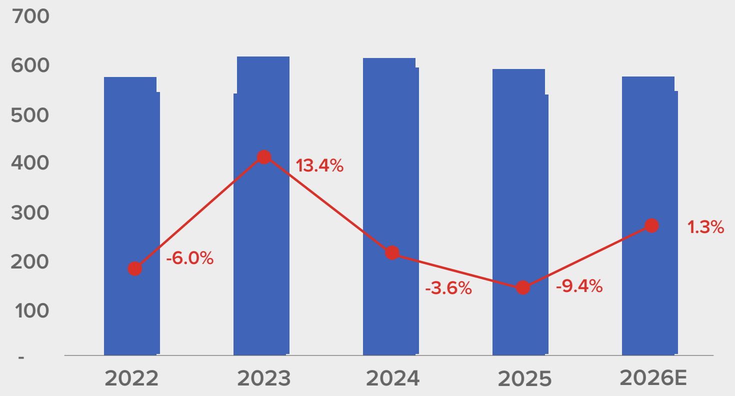
Total Consumption (000MT) Δ% vs previous year

NEW MEXICO



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

SOUTH DAKOTA



1- Government 2- Residential 3- Agricultural

Source: ACA Fall 2025 Forecast

U.S. INFRASTRUCTURE PLAN WILL BOOST THE CEMENT INDUSTRY

GCC

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

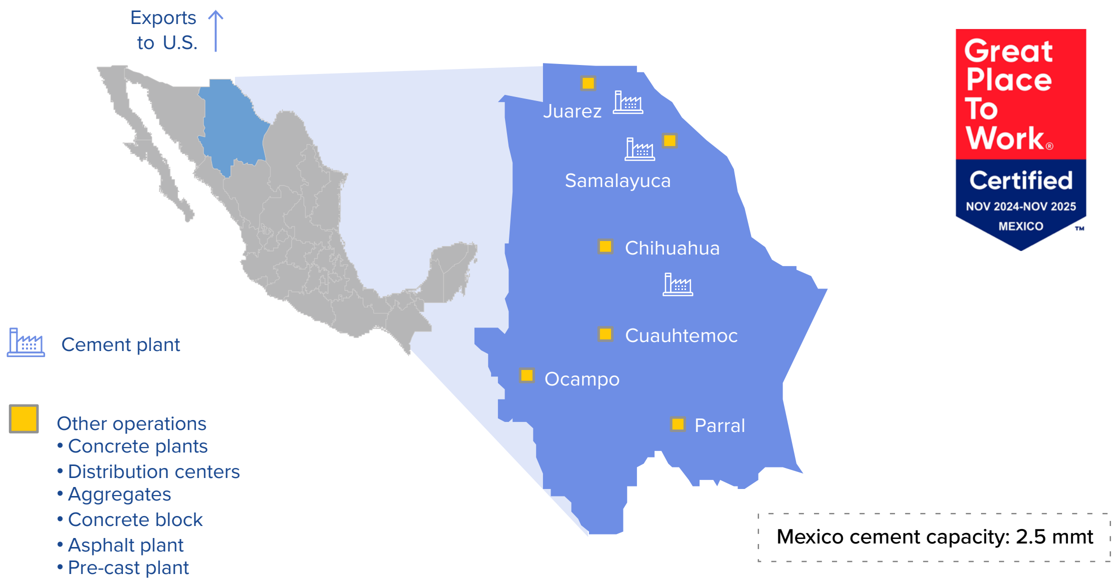
- Cement availability pressured by high demand due limited supply
- GCC is well positioned to meet U.S. demand with Mexico cement plants and the Rapid City cement plant expansion
- Odessa plant expansion to be completed in 2026 to capture plan-related demand

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

Sources: ACA Fall 2022 Forecast. ACA Market Intelligence “Infrastructure Investment and Jobs Act Tracking Report” September 2023 and “Infrastructure Investment and Jobs Act Impact on Cement Consumption” October 2021

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

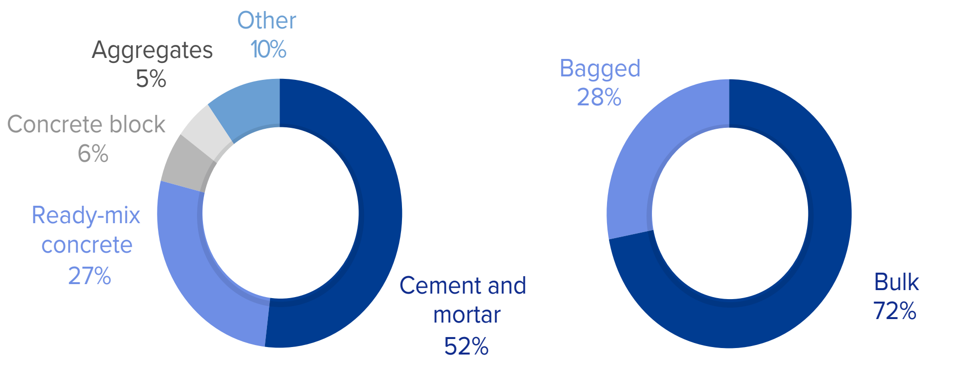


Great Place To Work® Certified NOV 2024-NOV 2025 MEXICO

- 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

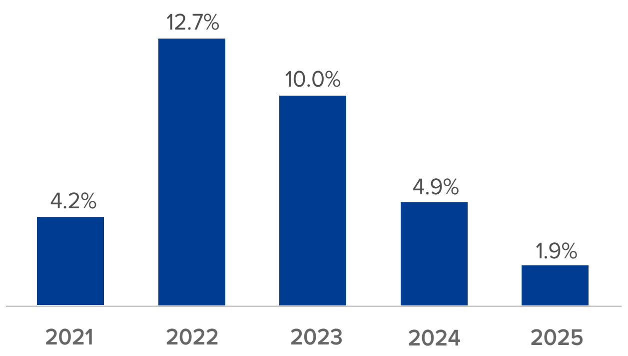
2025 SALES MIX

Products	Format



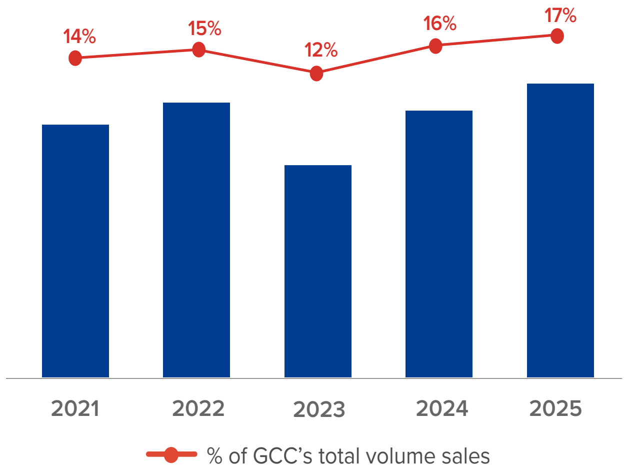
CEMENT DOMESTIC PRICING TRENDS

(% 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 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

READY MIX

96 plants. GCC cement plants supply almost a 100% of the cement used in our ready-mix operations

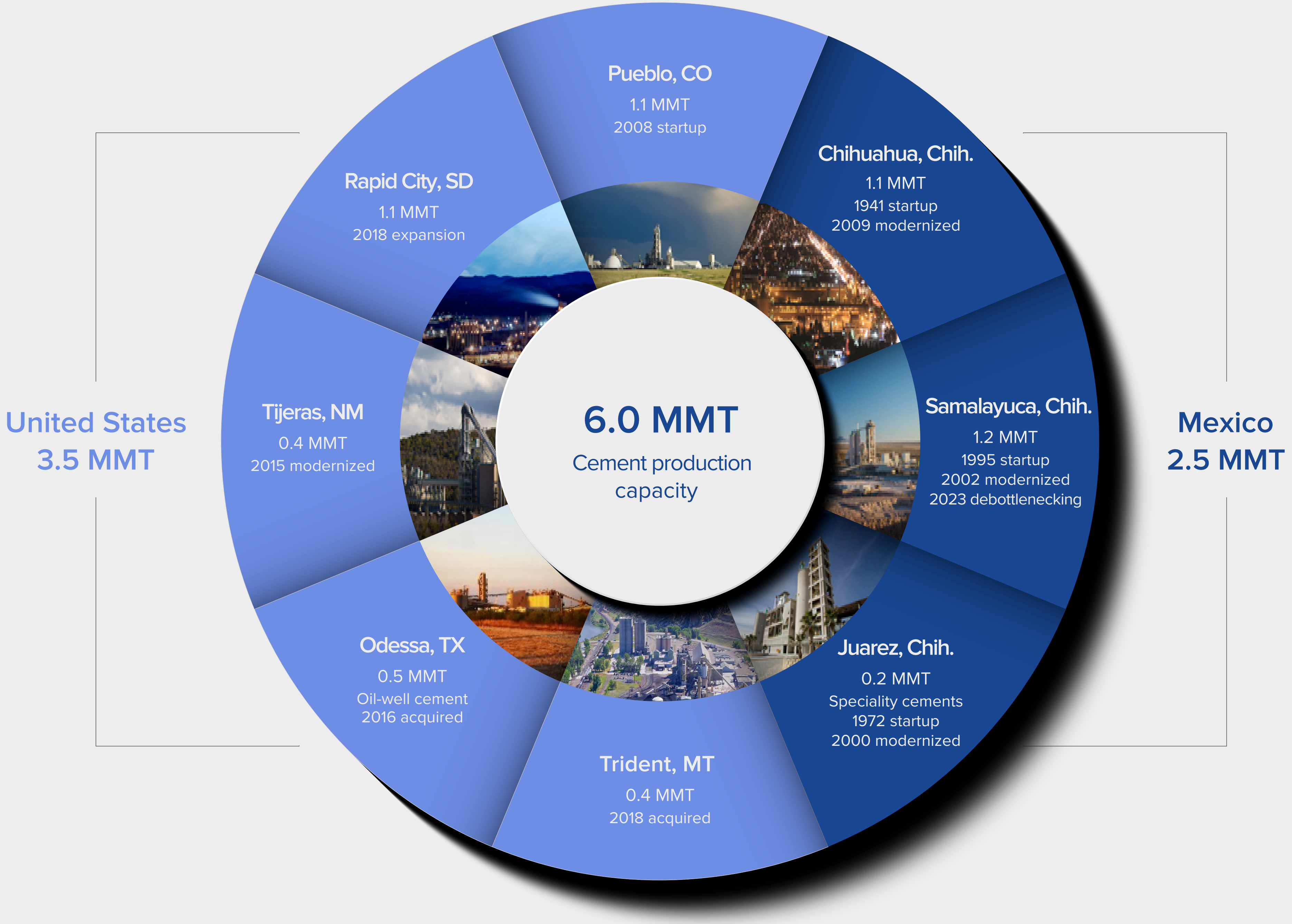
CEMENT TERMINALS

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

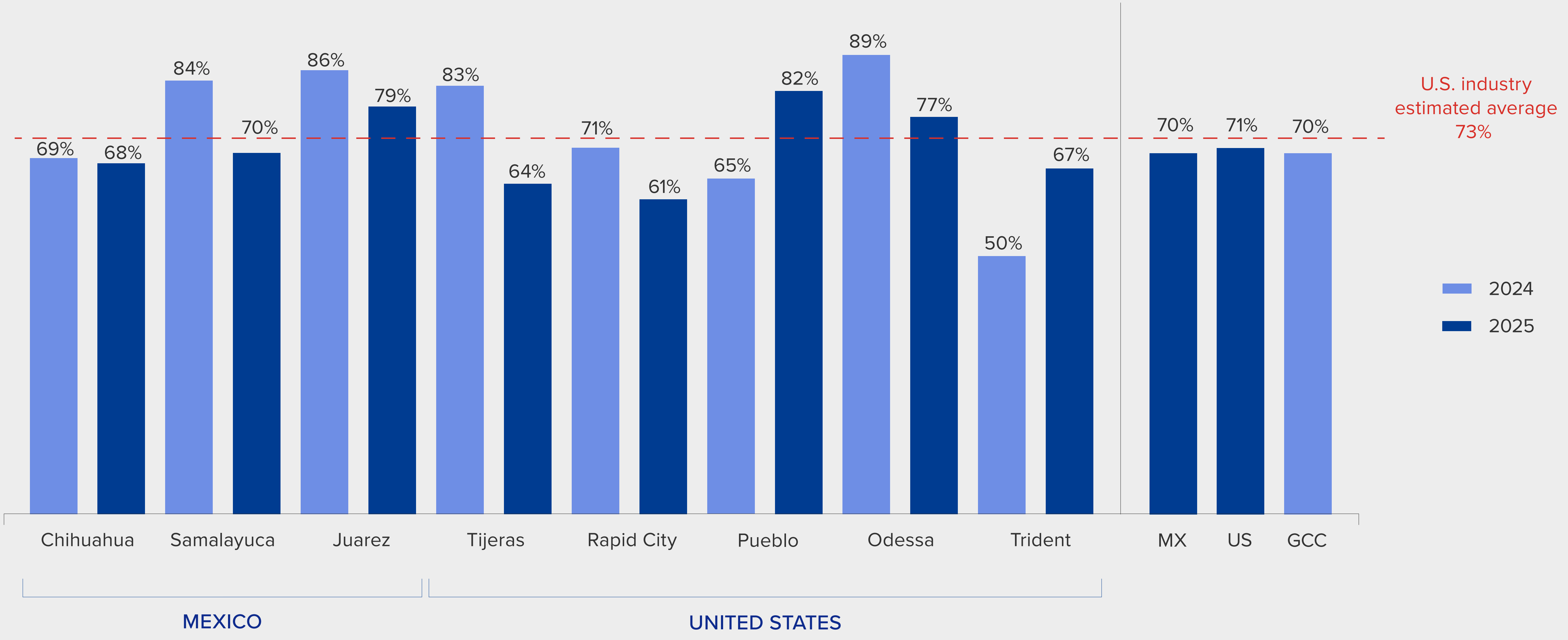
TRANSPORT

More than 2,860 leased railcars and 1,020 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

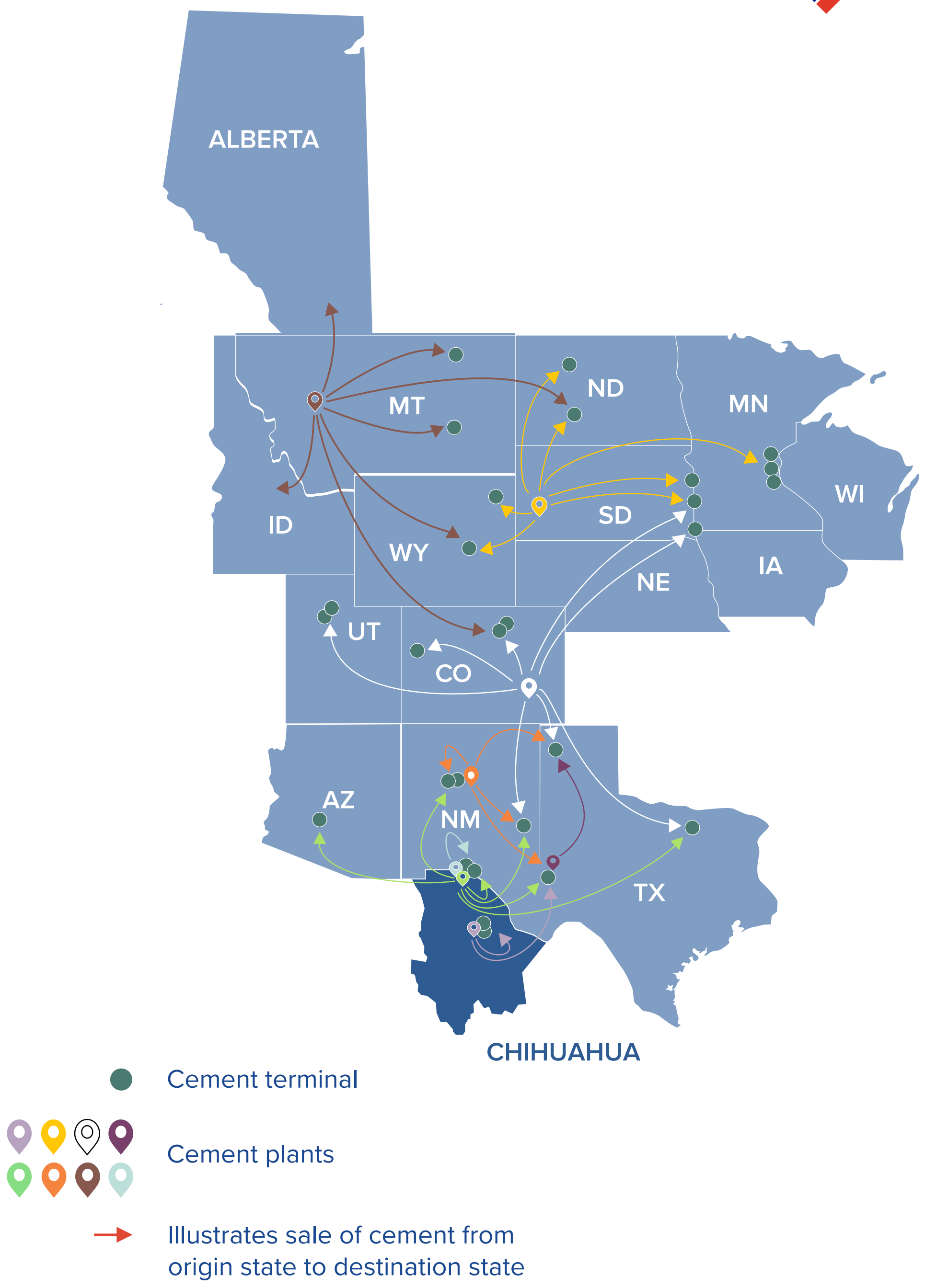
ROBUST LOGISTICS PLATFORM STRETCHES FROM NORTHERN MEXICO TO THE U.S. BORDER WITH CANADA

- 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

96 ready-mix plants, 1,020 mixer and haul trucks



RECENT DEVELOPMENTS ENHANCE GCC'S VALUE PROPOSITION

EBITDA Growing	Cement Capacity Growing	Debt Falling and Refinancing	Increased free float and liquidity
+59.5% EBITDA growth since 2020	**+514k mt** Odessa in 2016 acquisition	**-0.71x** Net leverage	**46%** of total shares on BMV
34.9% 2025 margin	**+440k mt** Rapid City in 2018 expansion	**BBB** Investment grade Fitch rating	**+23%** Free Float post 2016 re-IPO
	+315k mt Trident in 2018 acquisition	**BBB-** Investment grade S&P rating	**S&P/BMV IPC** Index inclusion
	+200k mt Samalayuca in 2023 debottlenecking	**$500 mm** Sustainability-linked bond	**FTSE** Index inclusion
	+1.1m mt Odessa ongoing expasion		**FTSE BIVA** Index inclusion

BOND AND BANK DEBT REFINANCING STRENGHTEN FINANCIAL POSITION

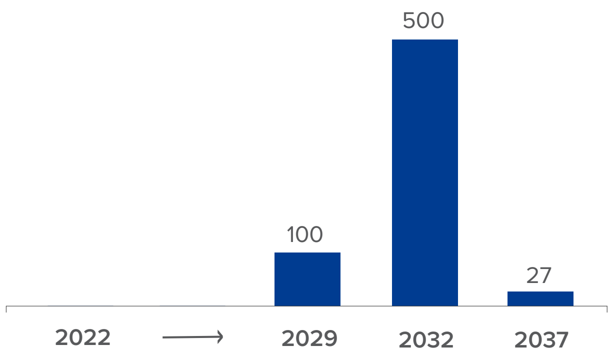
REDUCTION OF INTEREST COUPON BY 1.636 PERCENTAGE POINTS

- 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$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% l SOFR + 1.0%

BLENDED INTEREST RATE

3.96%

DEBT RATIOS

(December 31, 2025)

Net Debt / EBITDA

-0.71x

EBITDA / Net Interest Expense

-18.9x

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

SUSTAINABILITY LINKED BOND

US$500MM

BBB
RATING BY FITCH

3.614%
FIXED COUPON
T10 + 185BPS

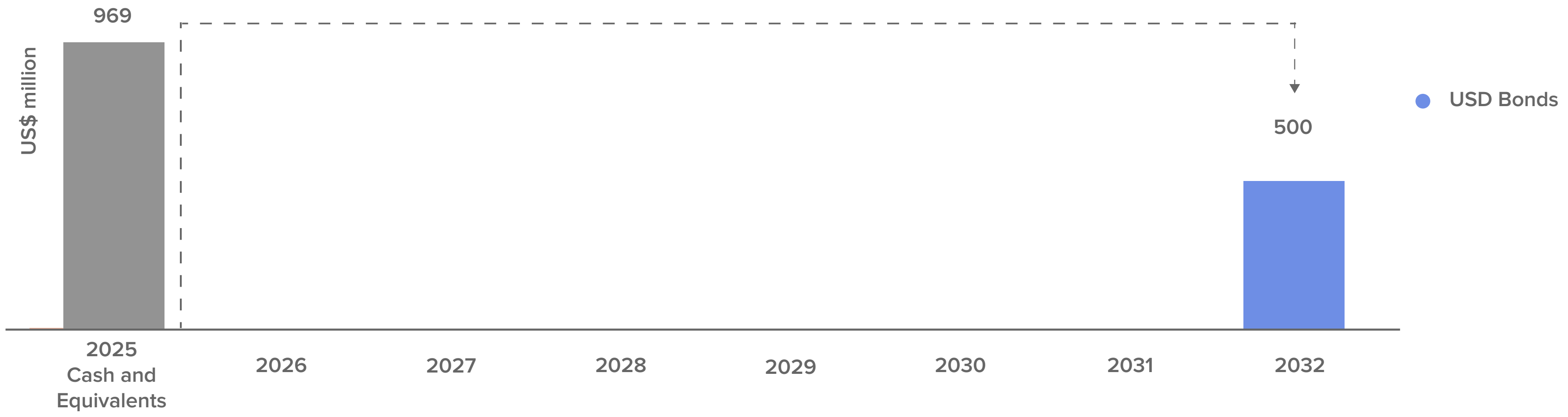
BBB-
RATING BY S&P

DUE 2032

75BPS STEP-UP

FIRST ISSUANCE AS AN INVESTMENT GRADE COMPANY

- 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

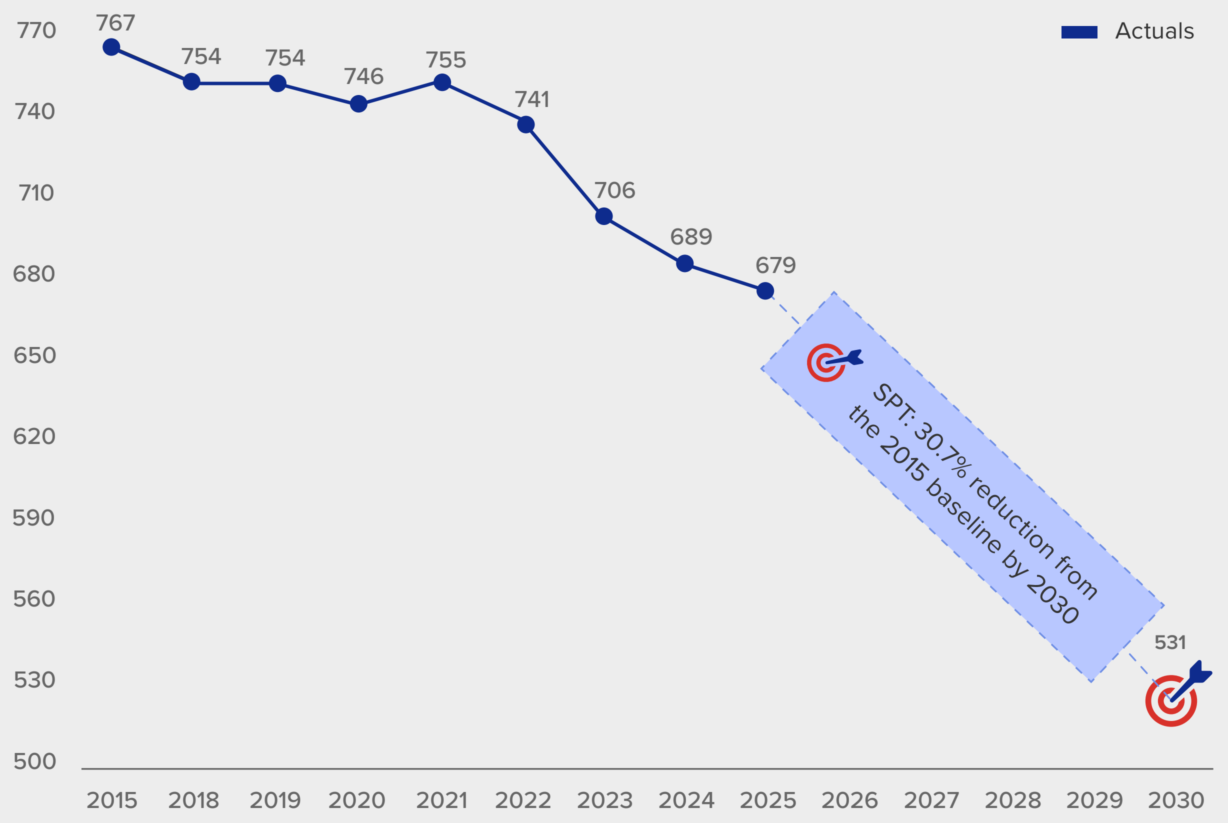
SUSTAINABILITY PERFORMANCE TARGET

Carbon Intensity Reduction, measured as specific gross kilograms of CO_2 (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

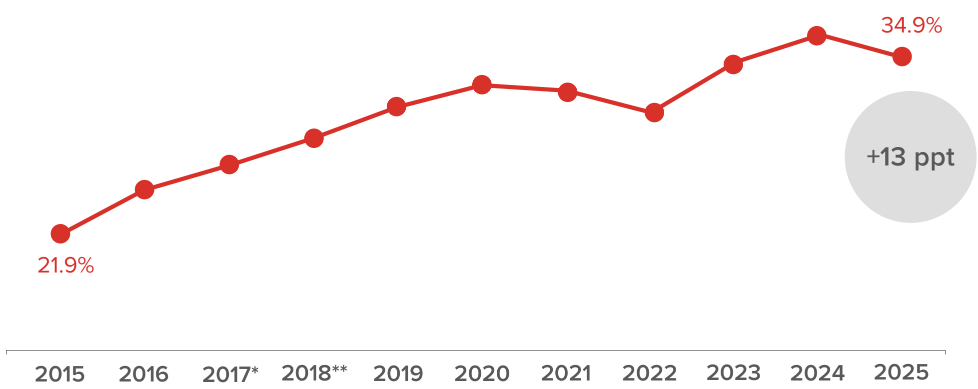
SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

ISS ESG

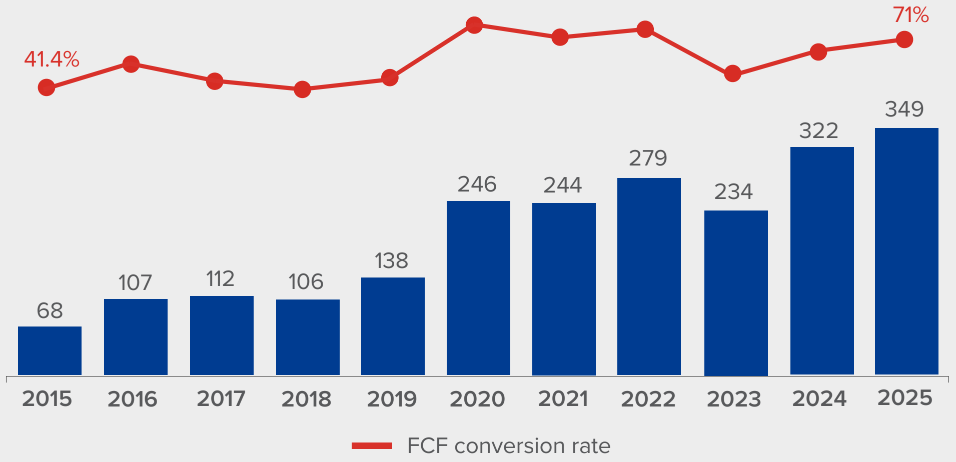
GCC has engaged ISS to provide a Second Party Opinion (SPO) of the Framework, available in the ISS website

DEBT AND CAPITAL EFFICIENCY INDICATORS STEADILY IMPROVING

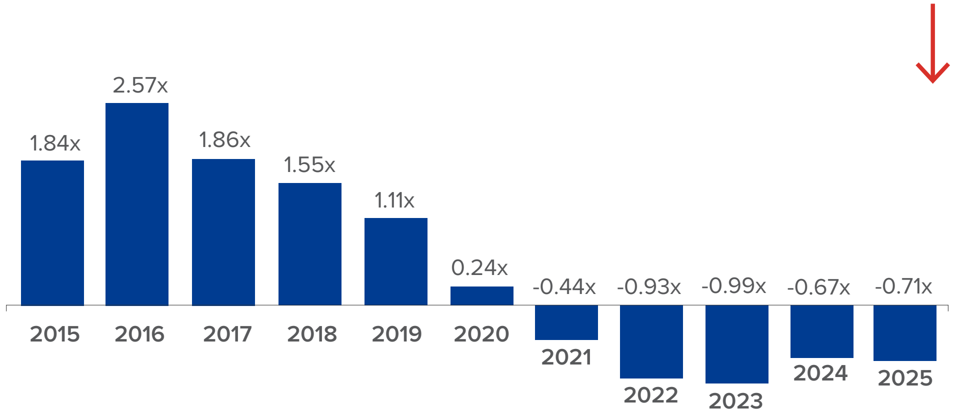
EBITDA MARGIN



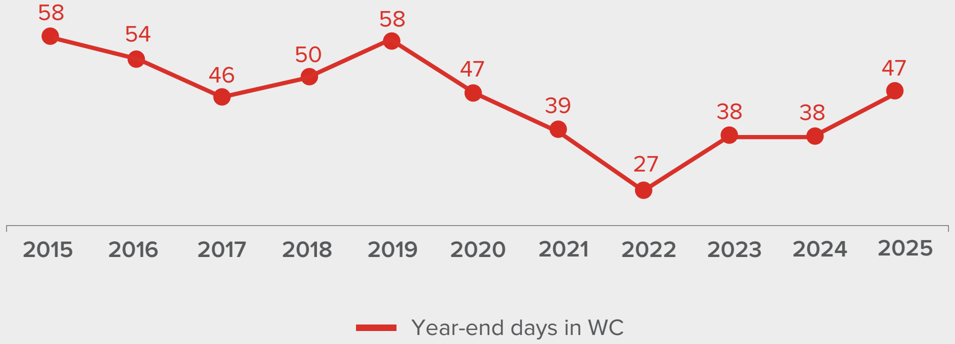
FREE CASH FLOW (US$ million)



NET LEVERAGE RATIO (Net Debt / EBITDA)

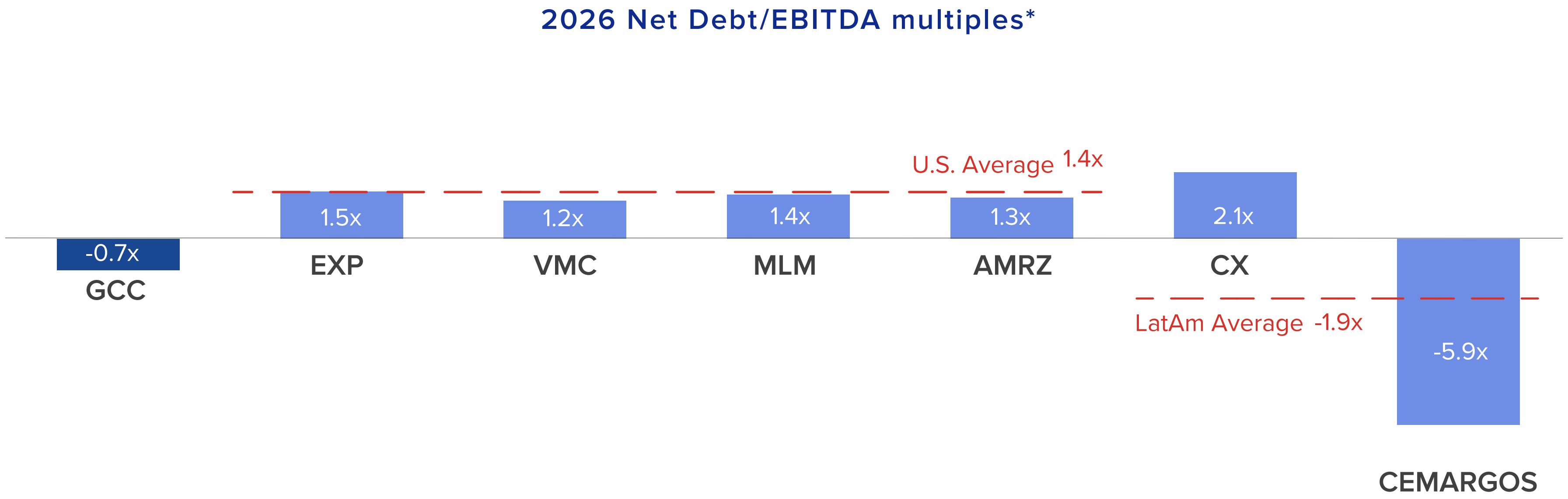


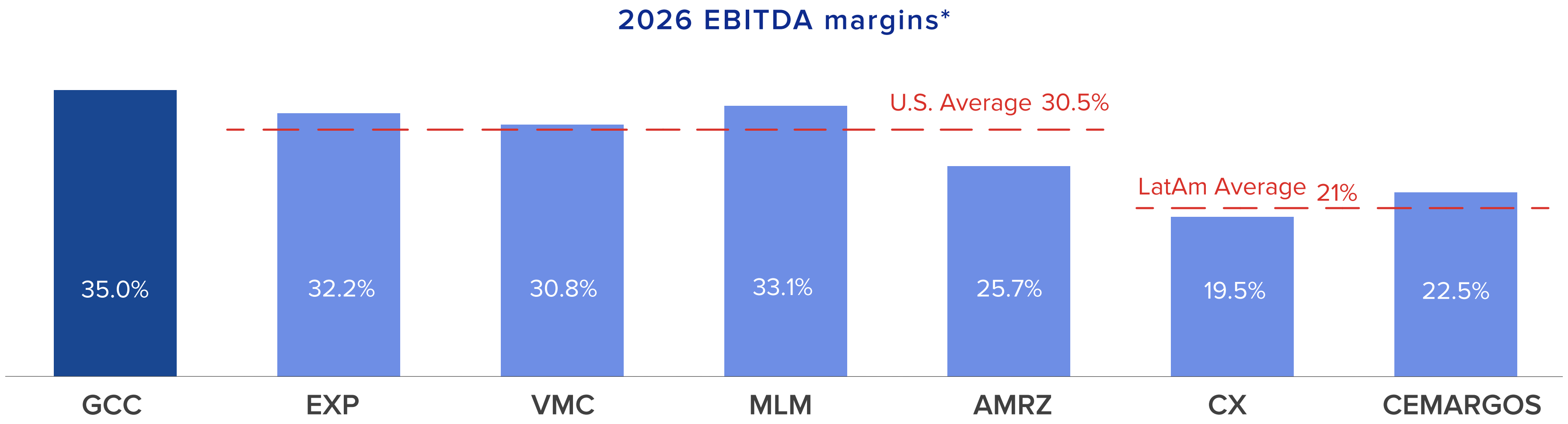
WORKING CAPITAL (Based on sales)



* Proforma after purchase and sale of assets

STRENGTHENED MARGINS AND LOWER INDEBTEDNESS THAN MOST OF OUR PEERS





* Source: J.P. Morgan (February 2026) and Morgan Stanley estimates (December 2025)

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

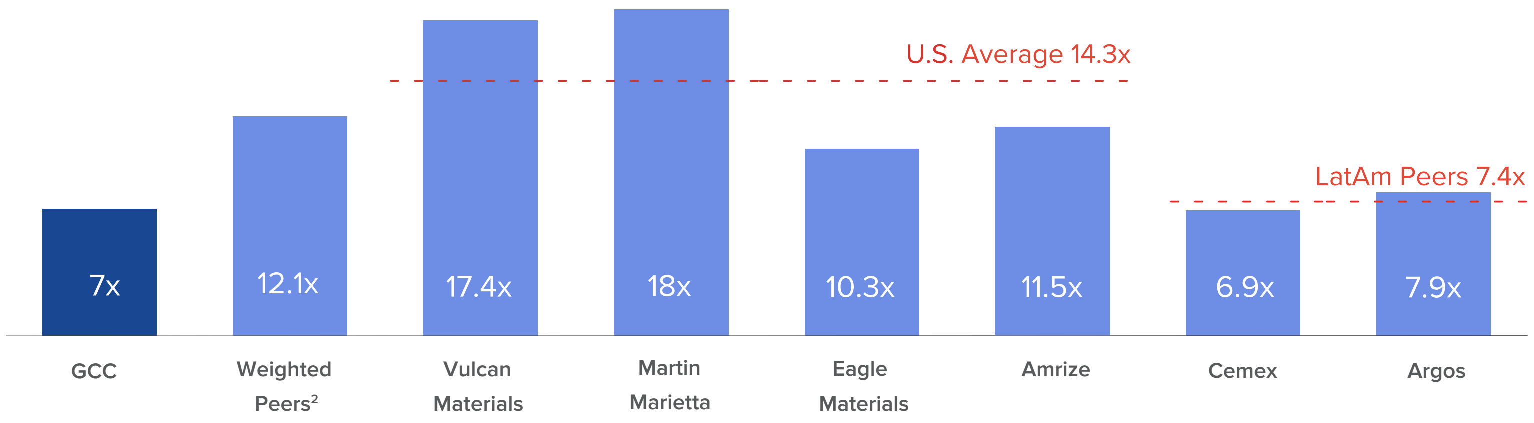
TRANSACTIONS BENEFIT PUBLIC MARKET SHAREHOLDERS

- 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 43% discount to weighted peers[2]
- 51% discount to U.S. average
- 5% discount to LatAm average

2026 ESTIMATED EV/EBITDA MULTIPLES[1]



[1] Source: J.P. Morgan (February 2026) and Morgan Stanley estimates (December 2025)

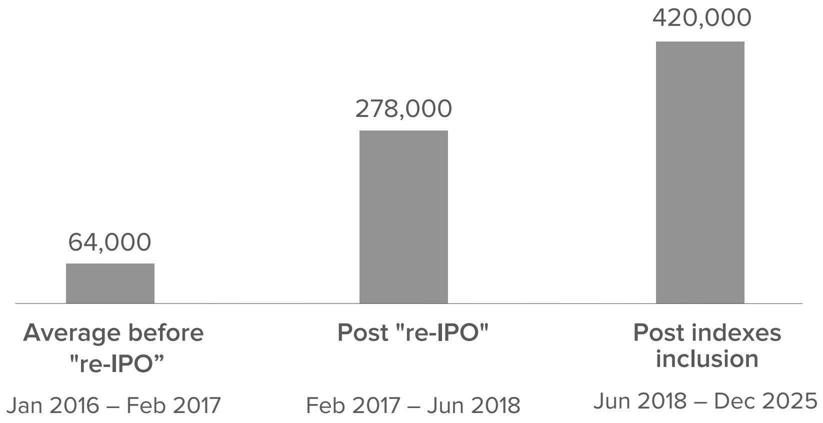
LIQUIDITY ENHANCING EVENTS

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

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

	Coverage	Rating
1	Actinver	Outperform
2	Bank of America	Neutral
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	Buy
15	Ve por Más	-
	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

GCC

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

Sustainable Development Performance Targets

SUSTAINABLE DEVELOPMENT GOALS

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

Triple Bottom Line - Growth & Profitability

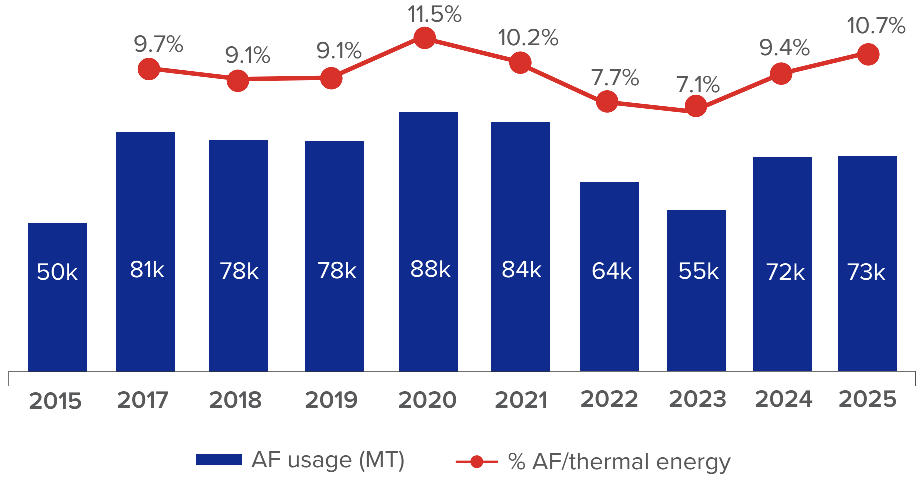
Strategy & Execution

HOW?

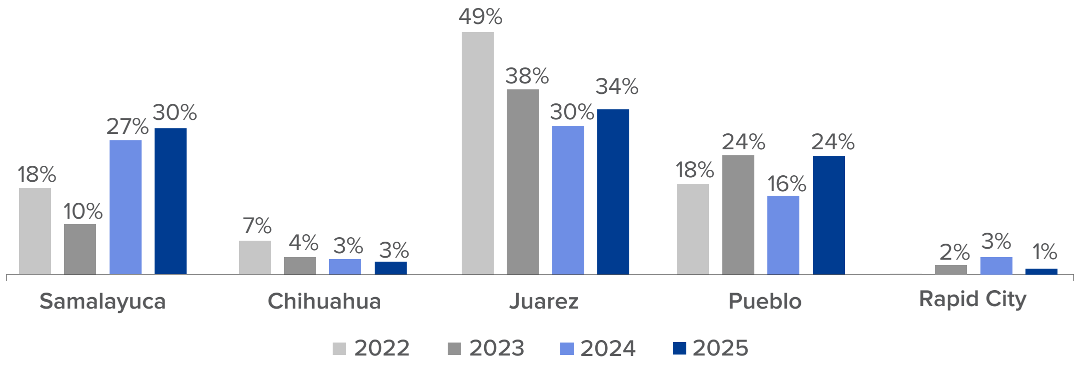
- Energy efficiency
- Alternative fuels
- Blended cements
- New carbon capture technology

SUPPORTED BY SUSTAINABILITY INITIATIVES RESULTING IN DIRECT ECONOMIC AND ENVIRONMENTAL BENEFITS

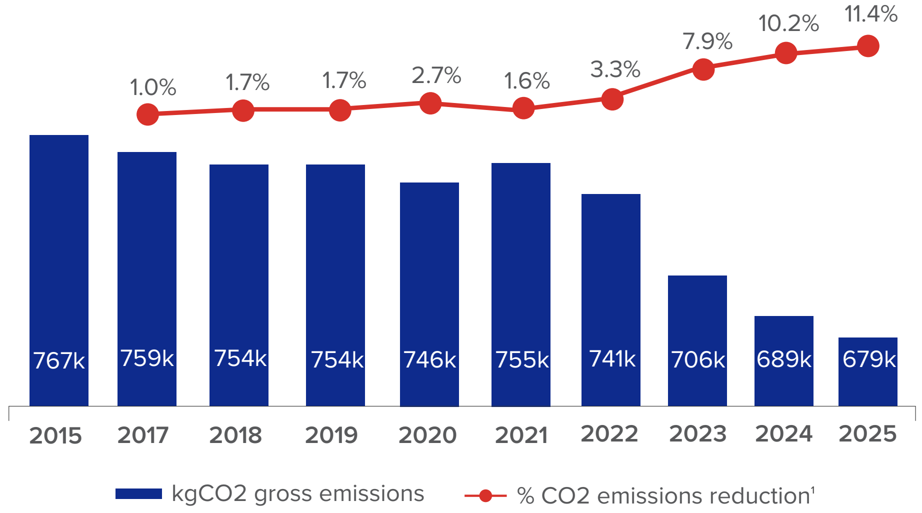
ALTERNATIVE FUELS (AF) USAGE



AF USAGE BY PLANT



CO2 EMISSIONS



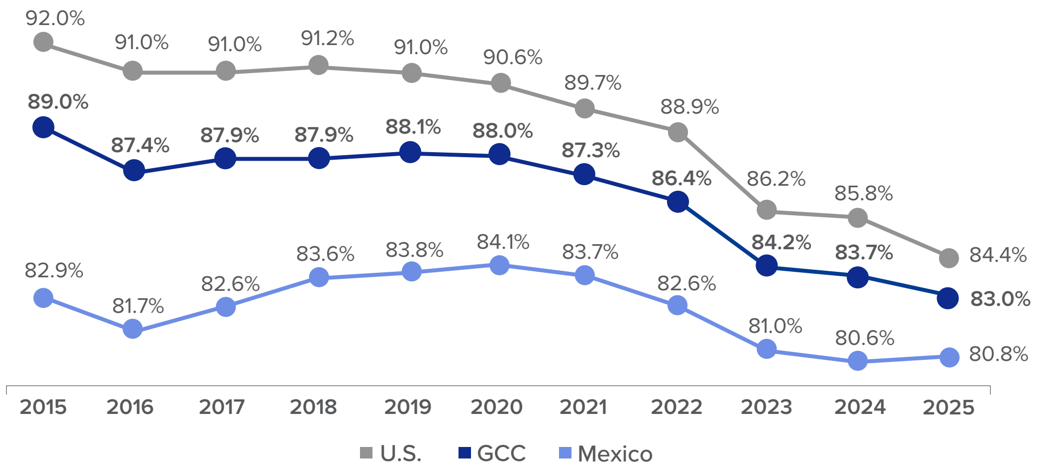
AF PROVIDE SIGNIFICANT COST ADVANTAGES

- GCC co-processed 73K tons of material achieving a 10.7% sustitution 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

[1] 2015 is the baseline year for our SBTi validated CO_2 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

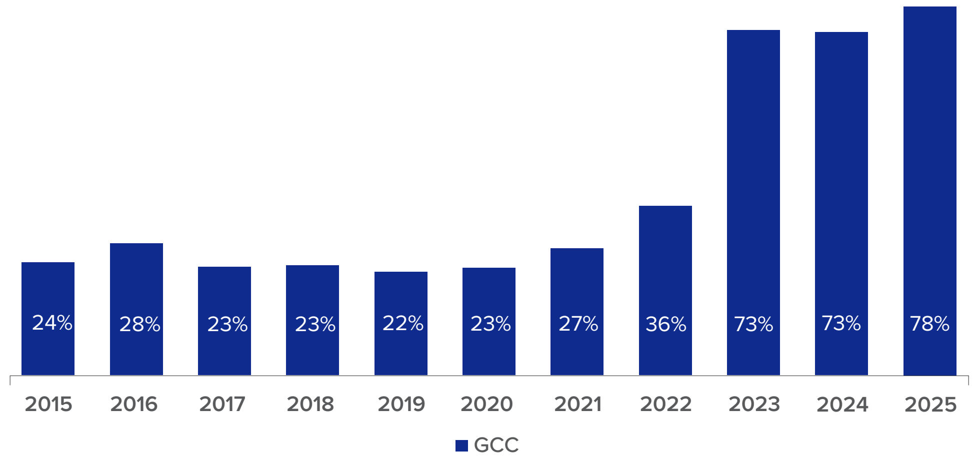
% CLINKER FACTOR



LOWER CLINKER FACTOR TRANSLATES INTO LOWER CO2 EMISSIONS

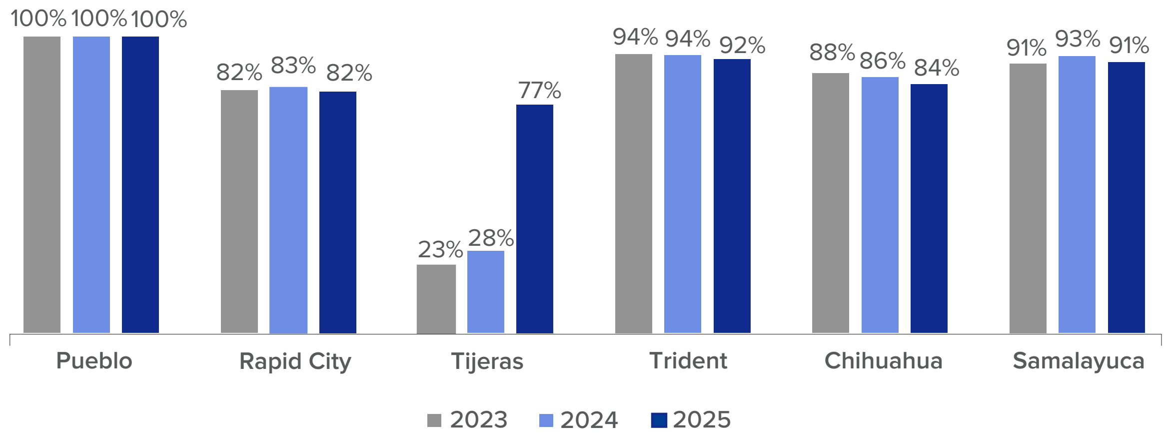
- GCC reduced clinker factor to 83% in 2025
- Blended cement represented a 78% of cement production in 2025
- Chihuahua and Samalayuca plants began to use pozzolans in 2023
- Pueblo was fully converted to PLC in 2022
- Trident and Rapid City can produce PLC since 2022
- Samalayuca plant produces and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

BLENDED 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 CO_2 emissions decreased to 679kg CO_2 in 2025 from 689kg CO_2 in 2024; a 1.4% record 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 PCA's Safety Innovation Award for pyroprocessing
- Odessa plant won the PCA'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
- CO_2 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 (KPMG) 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 in 2022
- GCC is part of GCCA's research network, Innovandi

2025 ENERGY STAR CERTIFIED FACILITY
ENERGY STAR
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; 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 autorization by GCC's Board

GCC

Free float	49.1%
CAMCEM	50.9%

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

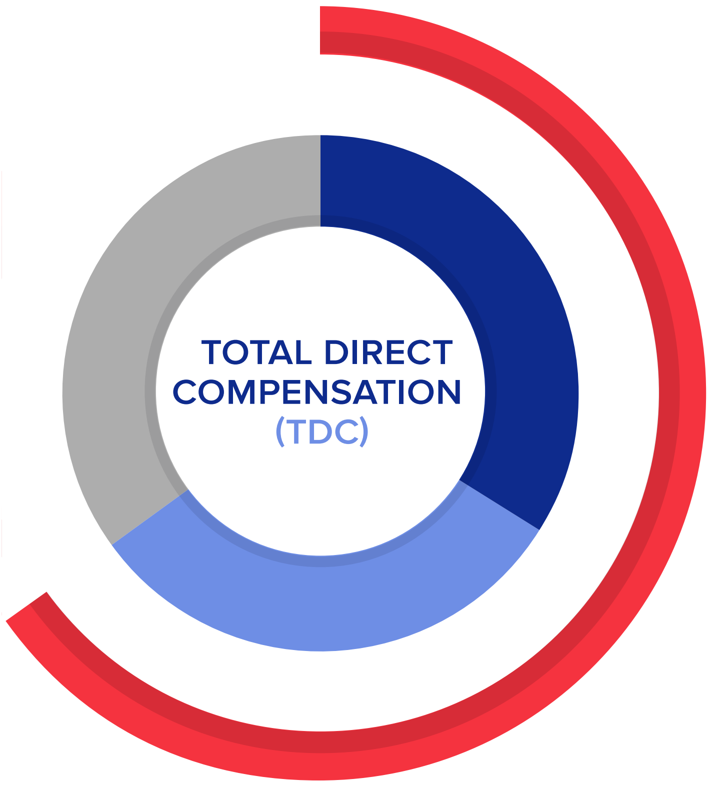
FIXED PAY

BASE SALARY

Smallest component of target TDC

CEO: 34%

Key executives: 40% - 62%



66% PERFORMANCE BASED

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%

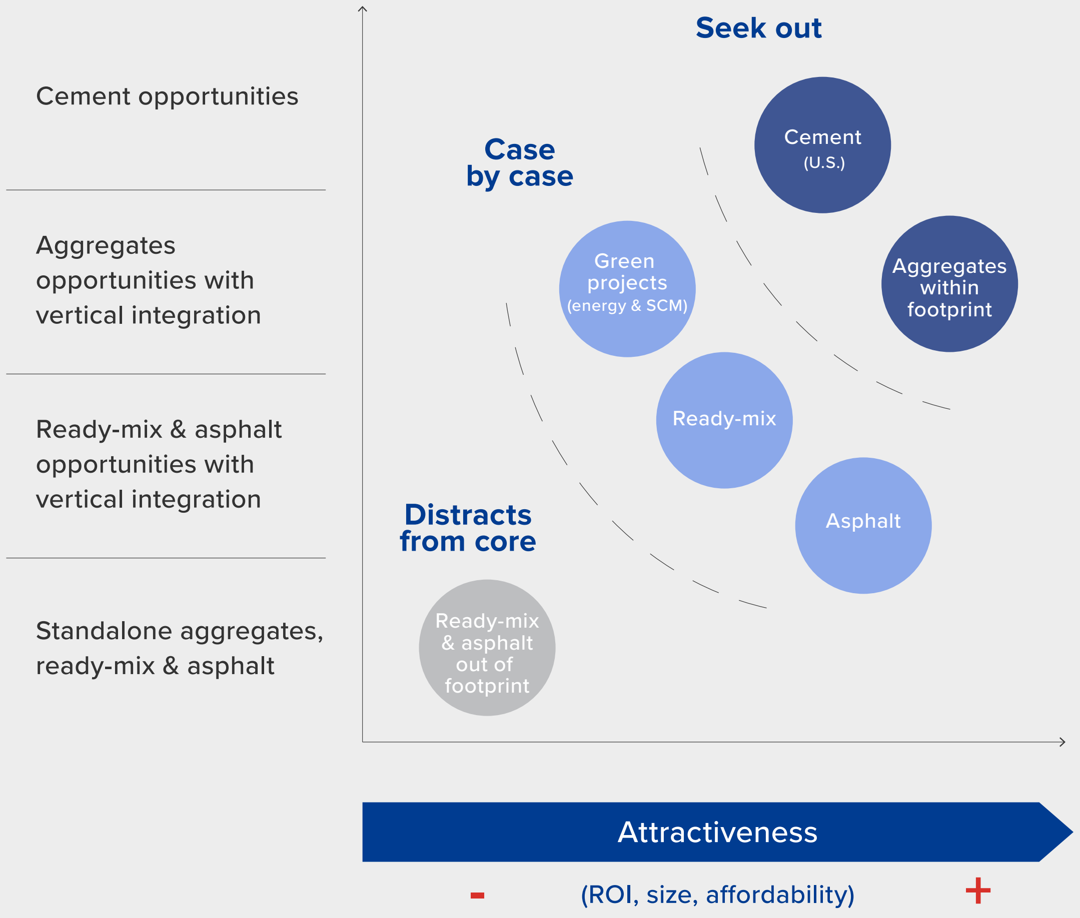
Key executives: 15% - 34%

WITH A DISCIPLINED APPROACH TO ACQUISITION AND GROWTH INVESTMENTS

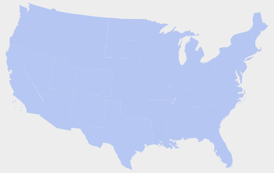
GROWTH FRAMEWORK

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



REINFORCING THE 2026 OUTLOOK



UNITED STATES

- Volumes

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

- Prices

Cement	Flat
Concrete	

MEXICO

- Volumes

Cement	Low-single digit increase
Concrete	

- Prices

Cement	Low-single digit increase
Concrete	

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

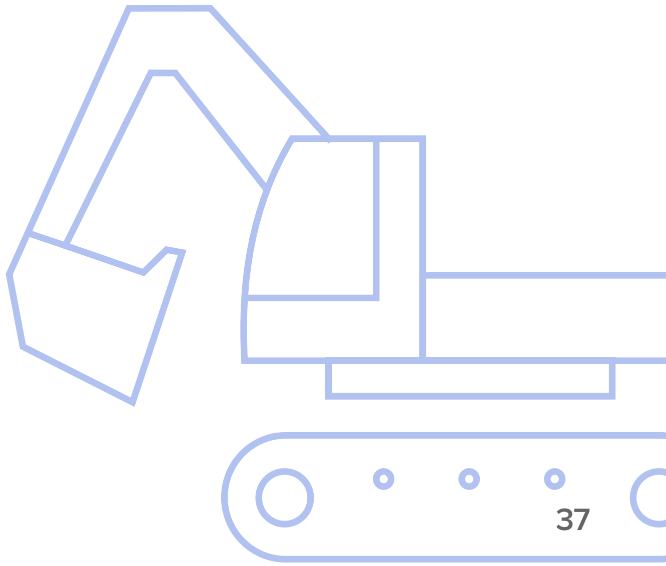
Free cash flow conversion rate: free cash flow after maintenance CapEx and before strategic and growth CapEx/EBITDA

ENRIQUE ESCALANTE

CEO Q4 2025 QUOTE

Enrique Escalante, GCC's Chief Executive Officer, commented: *"GCC delivered strong results in 2025, achieving record full-year sales and a record EBITDA margin in the fourth quarter, driven by a solid performance in the United States and our teams' disciplined approach on cost management and operational reliability."*

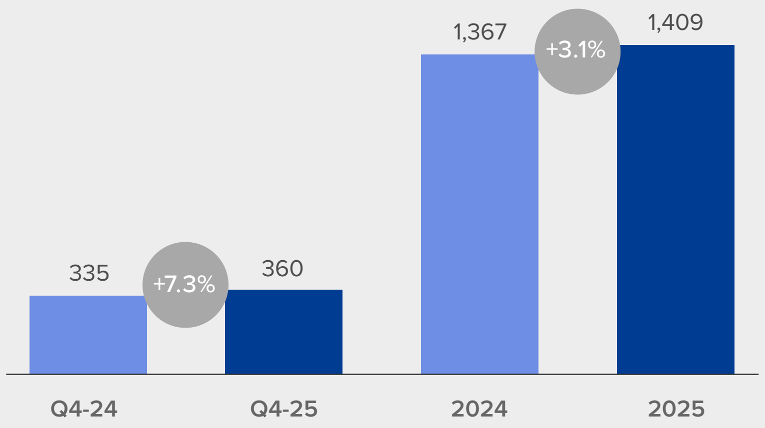
Enrique continued, *"As we enter 2026, our focus is on executing the next phase of our strategy with the ramp-up of the Odessa expansion and continued optimization of our distribution network. With a stronger platform and clear levers within our control, we are well positioned to strengthen our earnings power over the cycle."*



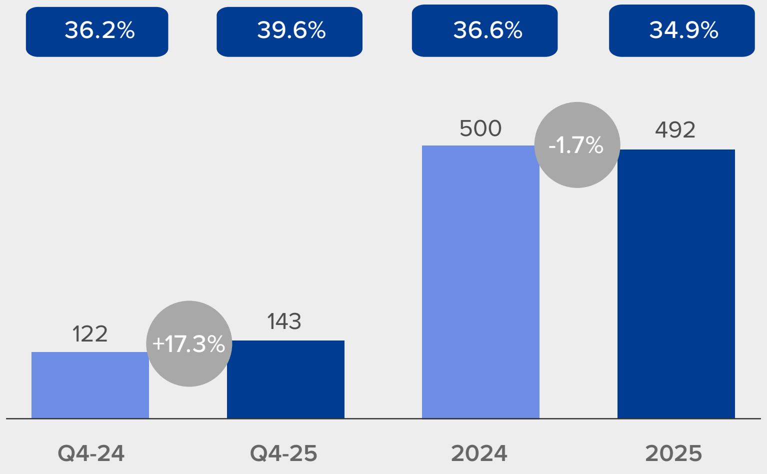
05 | APPENDIX

Q4 & FY 2025 RESULTS

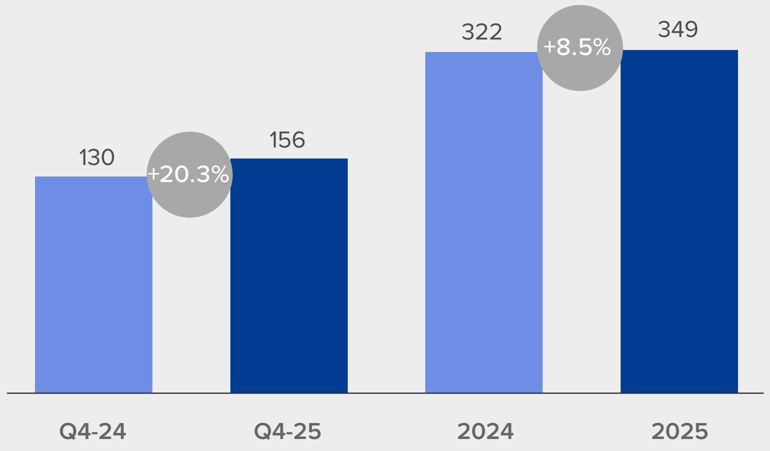
SALES (US$ MILLION)



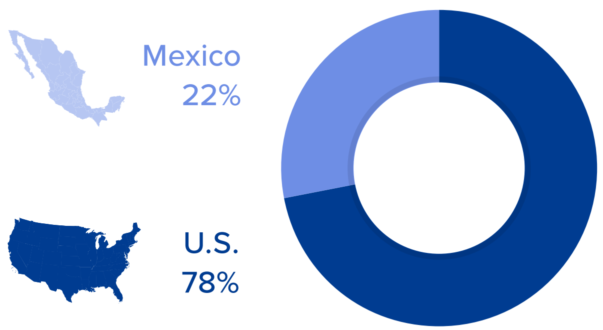
EBITDA & EBITDA MARGIN (US$ MILLION)



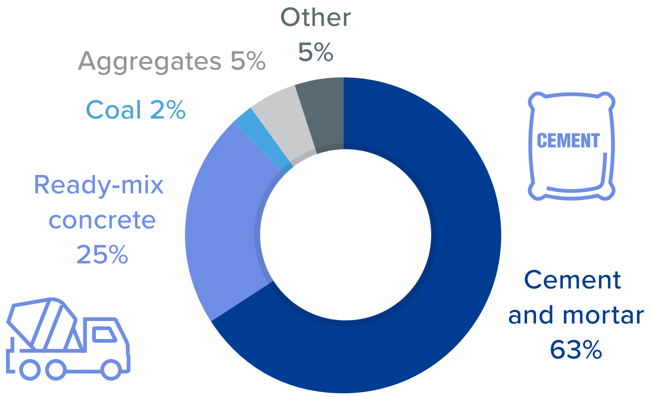
FREE CASH FLOW (US$ MILLION)



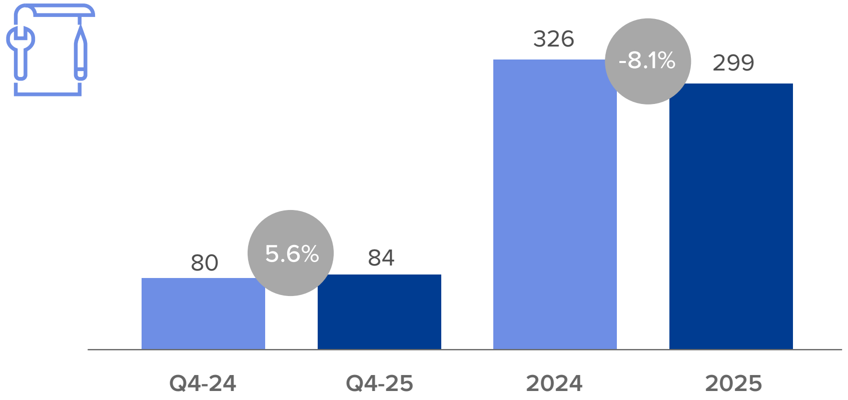
NET SALES BY COUNTRY



SALES MIX



NET INCOME (US$ MILLION)



Q4 2025 RESULTS HIGHLIGHTS

GCC

Millions of dollars	Q4-25	Q4-24	Var	2025	2024	Var
Net sales	359.8	335.3	7.3%	1,408.7	1,366.7	3.1%
Operating income before other expenses	110.2	94.2	17.0%	378.1	399.4	-5.3%
EBITDA	142.5	121.5	17.3%	491.8	500.4	-1.7%
EBITDA Margin	*39.6%*	*36.2%*		*34.9%*	*36.6%*	
Consolidated net income	84.5	80.0	5.6%	299.4	325.9	-8.1%

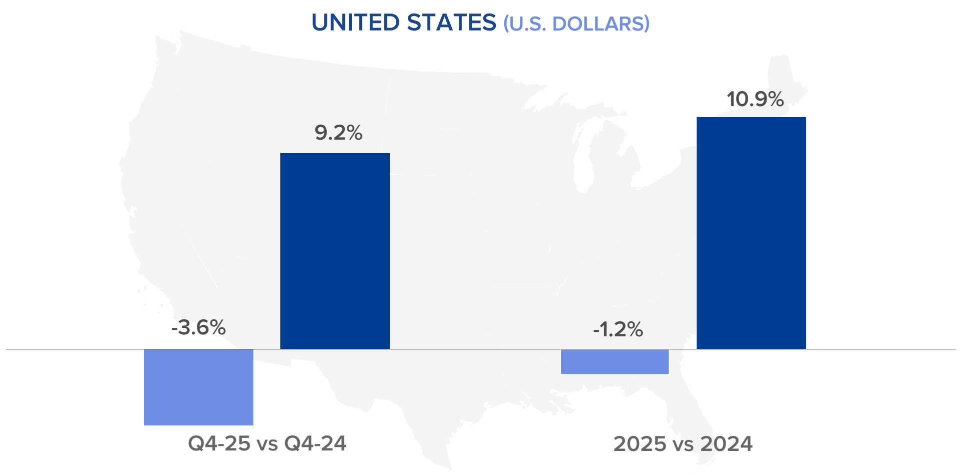
- Consolidated net sales increased 7.3% year-on-year to US$359.8 million
- U.S. sales grew 5.6% as concrete and cement volumes increased 27.4% and 1.4%, respectively
- U.S. concrete prices increased 9.2%
- Mexico sales grew 12.1% as cement volumes increased 11%
- Mexico concrete prices increased 2.5%
- EBITDA increased 17.3% to US$142.5 million, with a 39.6% EBITDA margin
- Earnings per share increased 5.8% year-on-year, to US$0.2584
- Free cash flow totaled US$156 million with a 109.5% free cash flow conversion rate
- Cash and equivalents totaled US$969.5 million
- Net leverage (net debt/EBITDA) ratio totaled -0.71x as of December 2025
- GCC repurchased shares in the net amount of US$7.4 million

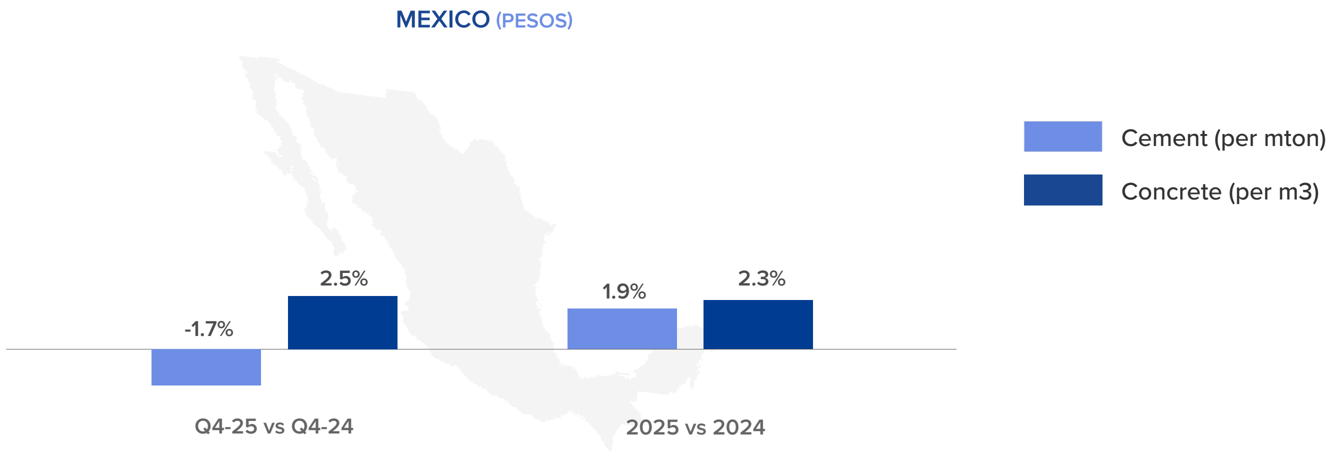
SALES VOLUMES AND PRICES

	Q4-25 vs Q4-24	2025 vs 2024
Cement volumes		
U.S.	1.4%	2.6%
Mexico	11.0%	-3.0%
Concrete volumes		
U.S.	27.4%	31.5%
Mexico	-2.6%	-9.0%

- Favorable price environment in U.S. concrete and Mexico
- The most dynamic market segment during the quarter was renewable energy
- Mexico sales during the quarter were primarily driven by demand related to infrastructure projects and a normalized comparison base in mining

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	Q4-25	Q4-24	Var	2025	2024	Var
Consolidated	359.8	335.3	7.3%	1,408.7	1,366.7	3.1%
U.S.	260.7	246.9	5.6%	1,044.7	974.8	7.2%
Mexico	99.1	88.4	12.1%	364.0	391.9	-7.1%

U.S. SALES

Robust ready-mix activity from renewable energy projects

Solid infrastructure demand

Pricing growth in concrete

MEXICO SALES

Successful pricing strategy

Strong infrastructure demand

Normalization of mining comparison base

Percentage changes are based on actual results, before rounding

INCOME STATEMENT (MILLION DOLLARS)

	Q4-25	Q4-24	Var	2025	2024	Var
Net Sales	**359.8**	**335.3**	**7.3%**	**1,408.7**	**1,366.7**	**3.1%**
U.S.	260.7	246.9	5.6%	1,044.7	974.8	7.2%
Mexico	99.1	88.4	12.1%	364.0	391.9	-7.1%
Cost of sales	217.5	214.7	1.3%	909.9	849.0	7.2%
SG&A expenses	32.0	26.4	21.5%	120.7	118.3	2.0%
Other expenses, net	0.2	3.7	-94.5%	4.8	11.1	-56.8%
Operating Income	**110.0**	**90.5**	**21.5%**	**373.3**	**388.3**	**-3.9%**
Operating margin	30.6%	27.0%		26.5%	28.4%	
Net financing income (expenses)	4.6	11.1	-58.3%	29.6	47.7	-38.0%
Earnings in associates	0.7	2.0	-63.9%	2.7	3.8	-29.3%
Income taxes (benefit)	30.9	23.6	31.0%	106.2	114.0	-6.9%
Consolidated net income	**84.5**	**80.0**	**5.6%**	**299.4**	**325.9**	**-8.1%**
EBITDA	**142.5**	**121.5**	**17.3%**	**491.8**	**500.4**	**-1.7%**
EBITDA margin	39.6%	36.2%		34.9%	36.6%	

*Percentage changes are based on actual results, before rounding

FREE CASH FLOW (MILLION DOLLARS)

	Q4-25	Q4-24	Var	2025	2024	Var
Operating income before other expenses	110.2	94.2	17.0%	378.1	399.4	-5.3%
Depreciation and amortization	32.3	27.3	18.2%	113.7	101.0	12.6%
EBITDA	**142.5**	**121.5**	**17.3%**	**491.8**	**500.4**	**-1.7%**
Interest income (expense)	(1.2)	4.1	n.m.	20.0	43.6	-54.0%
Decrease (increase) in working capital	28.2	33.9	-16.9%	(37.3)	(47.1)	-20.7%
Taxes	(23.3)	(24.6)	-5.5%	(58.4)	(83.3)	-30.0%
Prepaid expenses	2.8	1.2	134.2%	1.1	(0.2)	n.m.
Accruals and other accounts	26.1	14.6	79.1%	8.6	(6.2)	n.m.
Operating leases (IFRS 16 effect)	(3.8)	(3.1)	24.6%	(13.9)	(12.7)	9.9%
Operating cash flow	**171.3**	**147.6**	**16.1%**	**411.9**	**394.5**	**4.4%**
Maintenance CapEx*	(15.3)	(17.8)	-14.2%	(62.8)	(72.8)	-13.7%
Free cash flow	**156.0**	**129.7**	**20.3%**	**349.1**	**321.8**	**8.5%**
Strategic & growth CapEx	(68.0)	(84.5)	-19.5%	(309.3)	(264.1)	17.1%
Share repurchase (net)	(7.4)	(1.7)	345.4%	(15.0)	0.1	n.m.
Purchase of assets	0.0	(101.0)	n.m.	(22.1)	(101.0)	-78.2%
Debt additions	26.7	0.0	n.m.	126.7	0.0	n.m.
Dividends paid	0.0	0.0	n.m.	(29.8)	(30.0)	-0.5%
FX effect	8.5	(9.1)	n.m.	39.2	(54.9)	n.m.
Initial cash balance	853.7	897.2	-4.9%	830.6	958.7	-13.4%
Final cash balance	**969.5**	**830.6**	**16.7%**	**969.5**	**830.6**	**16.7%**
FCF conversion rate	**109.5%**	**106.8%**		**71.0%**	**64.3%**	

* Excludes growth and strategic capital expenditures

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

Increased free cash flow in Q4-25 reflects:

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

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

BALANCE SHEET (MILLION DOLLARS)

	December 2025	December 2024	Var
Total assets	**3,523.4**	**3,001.1**	**17.4%**
Current assets	**1,320.0**	**1,156.4**	**14.1%**
Cash	969.5	830.6	16.7%
Other current assets	350.5	325.8	7.6%
Non-current assets	**2,203.4**	**1,844.7**	**19.4%**
Plant, property, & equipment	1,786.4	1,445.6	23.6%
Goodwill and intangibles	277.9	280.2	-0.8%
Other non-current assets	139.1	118.9	17.0%
Total liabilities	**1,242.4**	**1,037.2**	**19.8%**
Current liabilities	**290.6**	**281.3**	**3.3%**
Short-term debt	0.0	0.0	0.0%
Other current liabilities	290.6	281.3	3.3%
Long-term liabilities	**951.9**	**755.9**	**25.9%**
Long-term debt	622.0	497.3	25.1%
Other long-term liabilities	77.3	69.7	10.8%
Deferred taxes	252.6	188.8	33.8%
Total equity	**2,281.0**	**1,963.9**	**16.1%**

- Net leverage (net debt/EBITDA) ratio totaled -0.71x as of December 2025
- Cash and equivalents totaled US$969.5 million
- Based on the last twelve months of sales, as of December 2025, net working capital increased from 38 to 47 days - a total increase of 9 days
- Earnings per share decreased 8.2% year-on-year to US$0.9140 in 2025

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