Q1 2026 EARNINGS CONFERENCE CALL

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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 its business, GCC relies on EBITDA as a means of assessing operating performance. We believe that EBITDA enhances the understanding of financial performance and ability to satisfy principal and interest obligations with respect to indebtedness as well as to fund capital expenditures and working capital requirements. We also believe EBITDA is a useful basis of comparing 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 Central Bank of Mexico.

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: 17.56 - Q1 25: 20.42

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

HIGHLIGHTS

Strong top- and bottom-line growth

Favorable weather

Strong project activity

The strengths of GCC's business model:

- Flexible network
- Diversified customer base
- Switch volumes according to demand
- Reliable customer service

PEOPLE

Safety

- Top priority
- No serious injuries recorded
- Consistency of GCC's safety culture

Training

- Strengthening operational capabilities
- Cement and ready-mix operations
- Advanced technical training plans

PLANET

- Improving efficiency
- Strengthening operations
- Managing costs

Increased the biomass share in the fuel mix

Blended cements represent

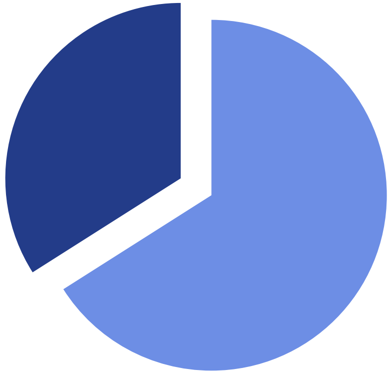
76%

of total cement volumes

Building natural gas pipeline infrastructure at select cement plants

Improving access to lower-cost energy sources

U.S. OVERVIEW



66%
of sales

	Q1 26 vs. Q1 25	
	Volumes	Prices
Cement	10.6%	-2.6%
Concrete	15.9%	27.8%

- Favorable weather conditions
- Healthy backlogs
- Infrastructure remains at a sustained level of activity
  - Added an interstate highway project in Texas
- Residential activity remains under pressure
- Ready-mix a key driver of performance
- Windfarm activity continues at a strong level

U.S. OVERVIEW

Growing interest in data center development

- Tracking opportunities
- Projects in early stages

Oil and gas customer sentiment improving

- Supported by the current pricing environment
- Accelerating activity planned for H2

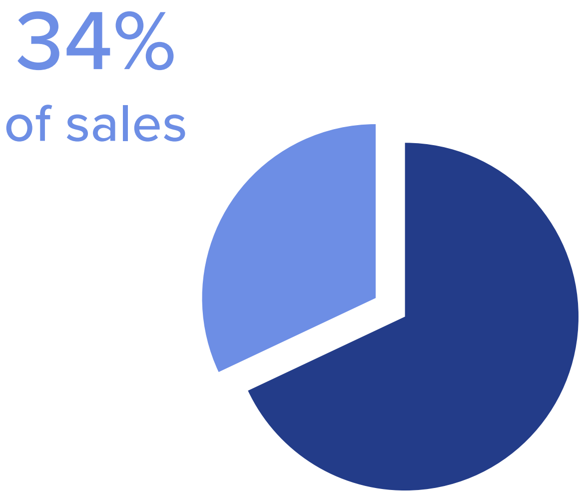
Volumes benefited from newer terminals in Texas and Arizona

Enhance GCC's ability to serve customers more efficiently

Expand reach across the network

MEXICO OVERVIEW

- Stronger activity across segments
- Normalized comparison base
- Private housing demand remains strong
  - The federal housing initiative progressing gradually
- Infrastructure showing solid momentum
  - Favorable outlook as execution accelerates
- Industrial segment in early stages of recovery
- Price increase announced at the beginning of the year



	Q1 26 vs. Q1 25	
	Volumes	Prices
Cement	12.8%	-0.8%
Concrete	5.9%	1.2%

GCC's flexible fuel strategy continues to be a key advantage

CAPITAL ALLOCATION

Odessa expansion nearing completion

Incremental freight costs to maintain uninterrupted supply

Protect customer service

M&A

- Continue to evaluate cement opportunities in the U.S.
- Maintaining strategic and financial criteria
- Greater emphasis on bolt-on opportunities
  - Strengthen GCC's downstream presence
  - Expand the footprint in attractive markets
  - Actively searching for aggregates opportunities

Acquisition of aggregates, asphalt, and ready-mix operations in El Paso, TX and Southern NM

Reinforcing GCC's presence in key markets

Q1 2026

GOOD START TO THE YEAR

- Favorable operating conditions
- Strong execution
- Improving activities across GCC's markets

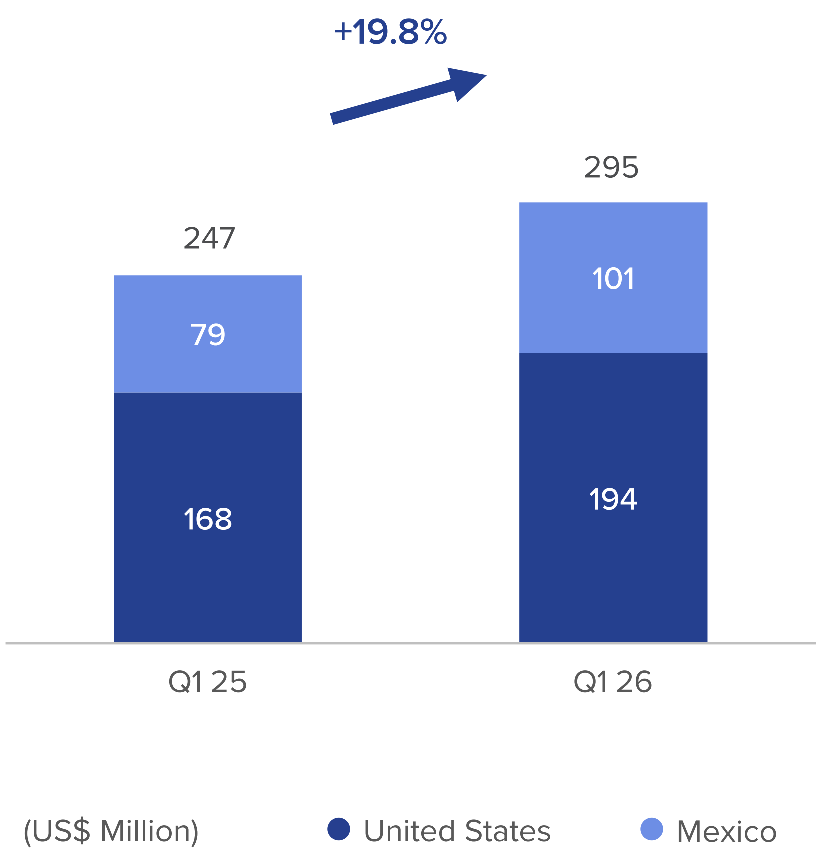
FOCUS REMAINS ON:

- Delivering reliable service to customers
- Bringing Odessa online
- Positioning GCC to capture opportunities

FINANCIAL RESULTS

MAIK STRECKER, CFO

CONSOLIDATED NET SALES

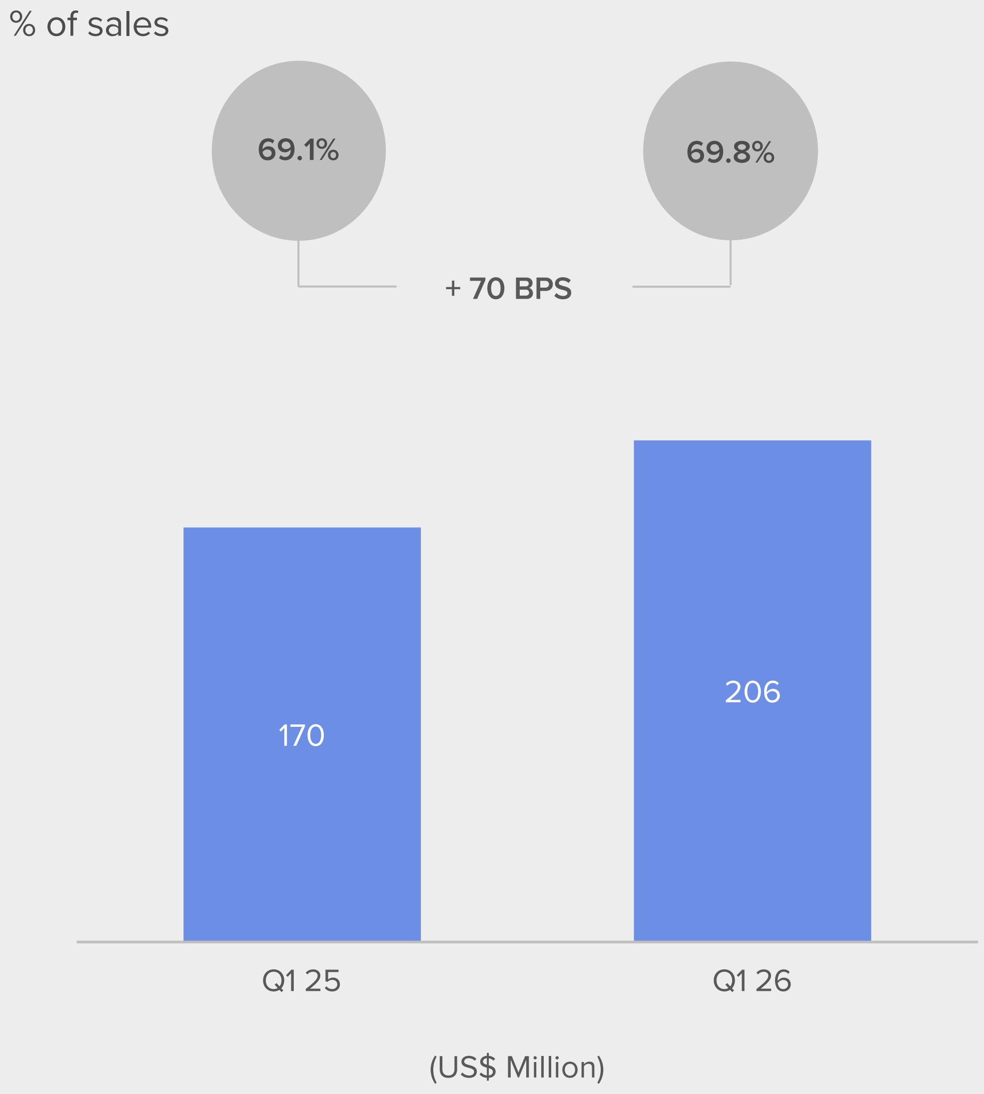


+14.1% excluding the FX effect

	Q1 26 vs. Q1 25	
	Volumes	Prices*
Cement		
United States	10.6%	-2.6%
Mexico	12.8%	-0.8%
Concrete		
United States	15.9%	27.8%
Mexico	5.9%	1.2%

* Prices in local currency

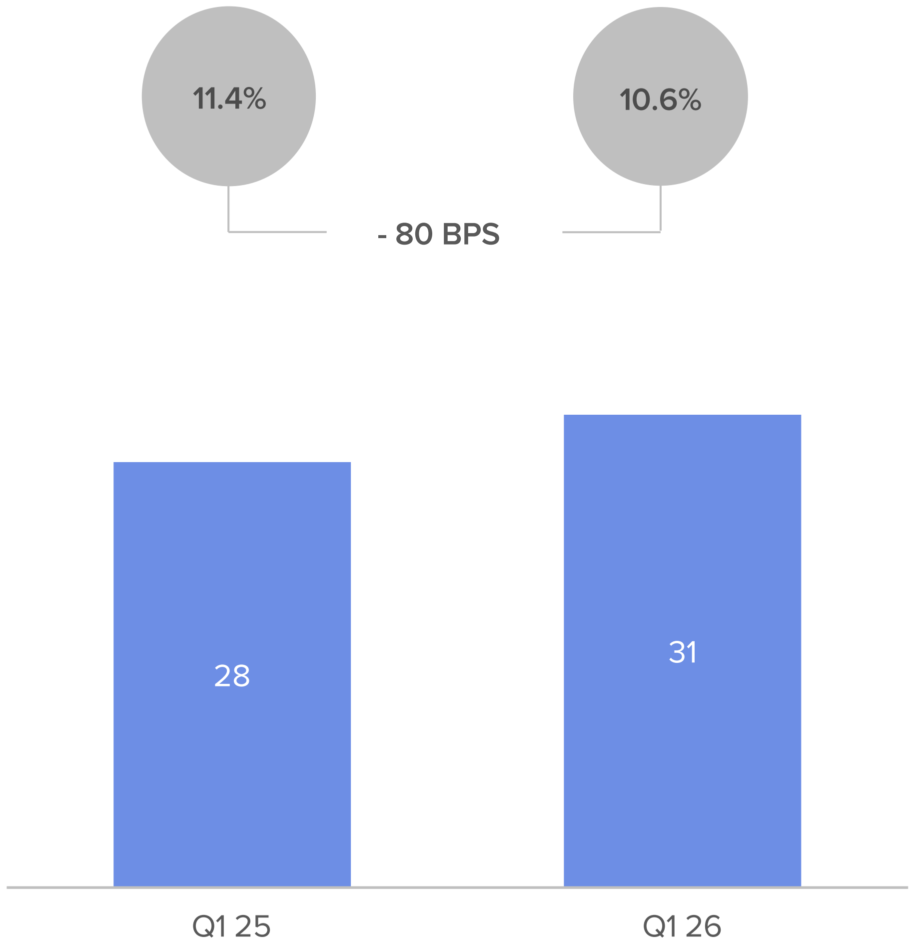
COST OF SALES ↑



- Driven by:
  - Higher fuel and power costs
  - Lower contribution from oil-well cement
  - Higher transfer freight
    - Odessa ramp-up
    - New terminals

SG&A ↓

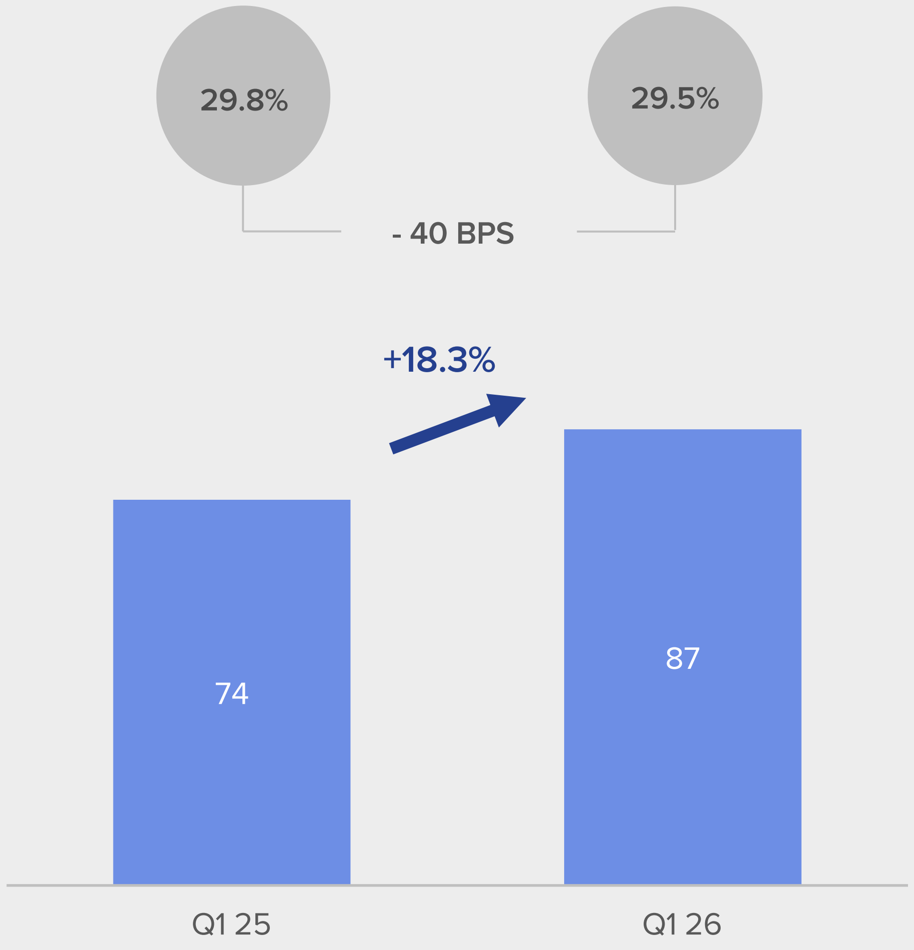
% of sales



(US$ Million)

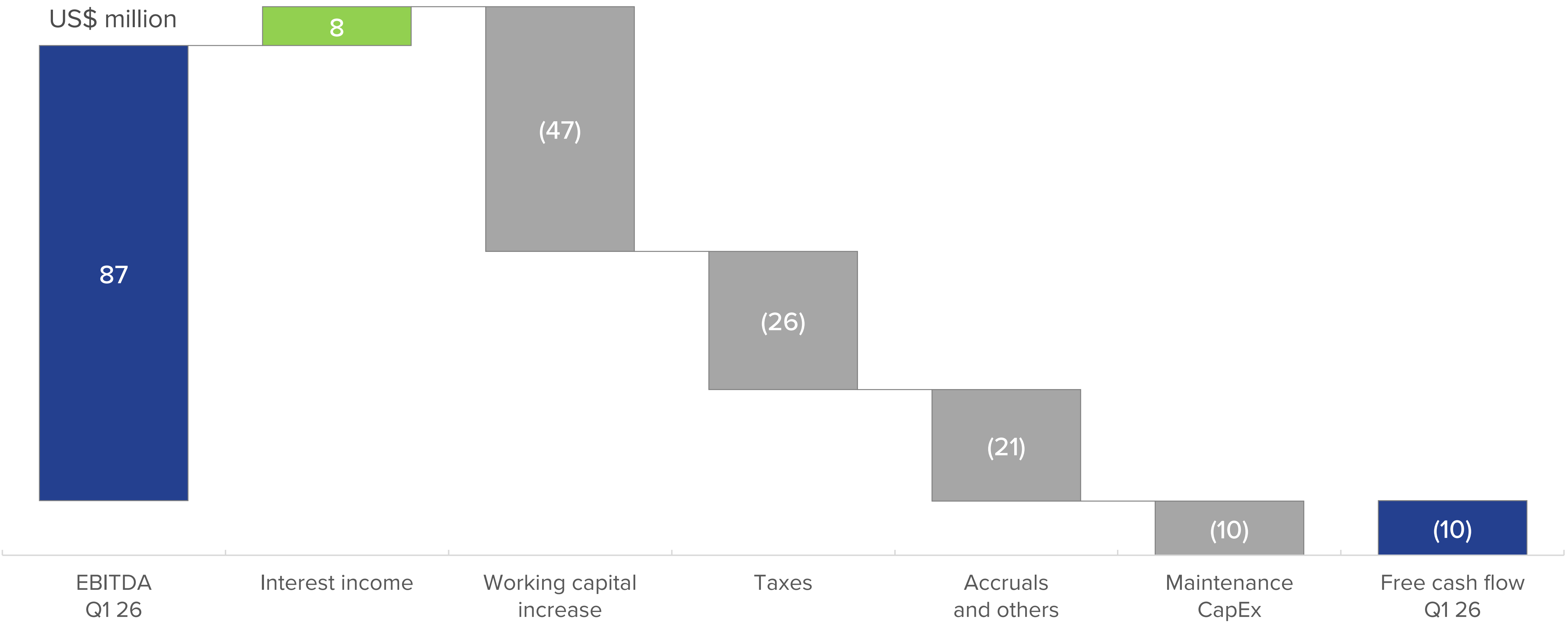
EBITDA ↑

EBITDA margin



(US$ Million)

FREE CASH FLOW

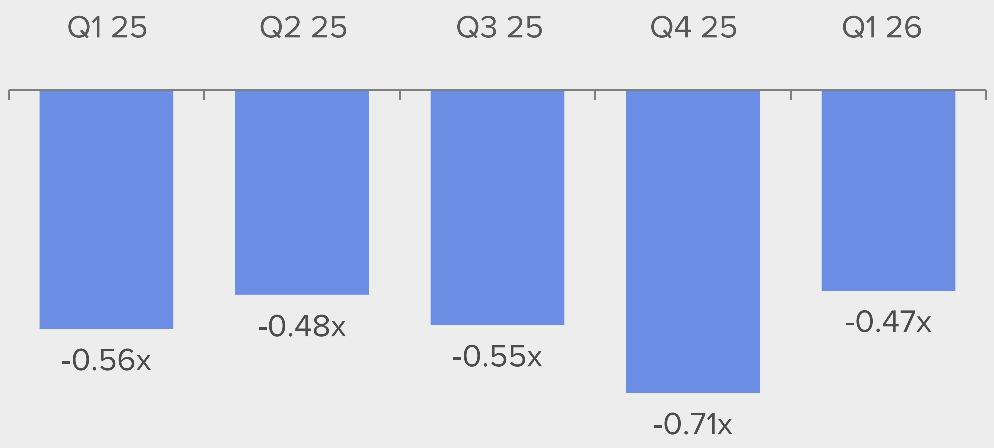


US$38M
strategic investments

US$5M
share buybacks

US$857M
cash and equivalents

NET LEVERAGE RATIO



Expectations for the full year remain unchanged.

Focus on executing the Odessa expansion, supporting customers, and managing the network.

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QUESTIONS

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APPENDIX

INCOME STATEMENT

GCC

US$ million	Q1 26	Q1 25	Var
Net sales	**295.4**	**246.5**	**19.8%**
Cost of sales	206.2	170.4	21.0%
SG&A	31.2	28.1	11.1%
Other expenses, net	1.2	1.6	-22.5%
Operating income	**56.8**	**46.5**	**22.2%**
Operating margin	19.2%	18.9%	
Net financing expenses	8.6	7.5	15.1%
Earnings in associates	0.4	0.9	-61.2%
Income taxes	17.6	14.3	23.6%
Consolidated net income	**48.1**	**40.6**	**18.6%**
EBITDA	**87.1**	**73.6**	**18.3%**
EBITDA margin	29.5%	29.8%	

BALANCE SHEET

	March 2026	March 2025	Variation
Total assets	**3,602.9**	**3,156.0**	**14.2%**
Current assets	**1,265.5**	**1,221.4**	**3.6%**
Cash and equivalents	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, and 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%**
Short-term 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%**

FREE CASH FLOW

US$ million	Q1 26	Q1 25	Var
EBITDA	**87.1**	**73.6**	**18.3%**
Interest income (expense)	7.5	12.5	-39.8%
Decrease (increase) in working capital	(46.8)	(17.3)	170.6%
Taxes	(26.5)	(11.6)	128.4%
Prepaid expenses	(0.6)	0.7	n.m.
Accruals and other accounts	(17.2)	(18.0)	-4.7%
Operating leases (IFRS 16 effect)	(3.6)	(3.2)	10.1%
Operating cash flow	**(0.1)**	**36.6**	**n.m.**
Maintenance CapEx	(10.4)	(14.0)	-25.8%
Free cash flow	**(10.5)**	**22.6**	**n.m.**
FCF conversion rate	-12.0%	30.7%	