Q2 2025 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:

Q2 25: 19.53 - Q2 24: 17.23

H1 25: 19.98 - H1 24: 17.11

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

HIGHLIGHTS

- Persistent inflationary pressure
- Evolving trade dynamics
- Depreciation of the Mexican peso
- GCC continued to execute with discipline

GCC

↑ 1%

Consolidated sales

↑ 7.7%

U.S. sales

Relying on operational agility, discipline execution, and long-term strategic focus

Q2 2024

Set a high benchmark with record margins

Included several one-off benefits and timing effects

US$4 million adjustment in natural gas costs

Unscheduled outages at the Odessa and Rapid City plants

Higher proportion of lower-margin real estate sales for development

↓1.5%

EBITDA like-to-like

Company-wide cost and expense optimization program

- Adjust the cost structure
- Improve internal efficiency
- Protect margins
- Targeted actions across operations, logistics, and support functions

Committed to a

US$12 million

expense reduction

US$5 million

already realized

US$7 million

on track for H2

PEOPLE

GCC Training Institute

- 13 technical courses completed YTD
- 19 additional sessions currently underway
- Several courses led by former employees
- Transfer valuable operational knowledge to the next generation

PEOPLE

Commitment to a World-class Safety Culture

- 37% reduction in recordable incidents in H1
- Partnered with Wolters Kluwer – Enablon software platform
    - Specialized in H&S, sustainability and environmental management
    - Standardize processes, analyze information, and enhance decision-making

Ranked

#26

in the Great Place to Work survey in Mexico

PLANET

Increased clean fuel usage

Greater alternative fuel substitution

Higher natural gas consumption

Increased share of blended cements

78%

Blended cements of total cement sales

↑ 3.5ppt

GCC

↓ 1ppt

Clinker factor

↓ 3.7%

Scope 1 CO_2 gross emissions

Advancing research into the use of calcined clays

2024

INTEGRATED REPORT

Highlights the broader ESG priorities and strategy

U.S. OVERVIEW

75%

of sales

	Q2 25 vs. Q2 24		H1 25 vs. H1 24	
	Volumes	Prices	Volumes	Prices
Cement	4.2%	0.6%	0.7%	1.6%
Concrete	20.7%	9.5%	15.4%	10.6%

- Growth driven by renewable energy projects
- Ready-mix operations ran at capacity
  - Currently supplying 5 windfarm projects
  - More scheduled later this year
- Infrastructure demand remains solid
  - Began Phase 2 of the I-10 project in El Paso
  - Continued work at Denver International Airport
  - Multiple paving contracts

U.S. OVERVIEW

Residential segment under pressure

- Elevated housing inventory nationwide
- Home affordability continues to decline
- 30-year mortgage rate well above 5.5%
- Housing starts fell in May to their lowest level in 5 years

Oil and gas softened demand

- Declining rig counts and pressure on oil prices
- Unplanned outage at the Odessa plant led some customers to source from competitors
- Regained customers during Q2
- Smaller portion of overall sales mix

U.S. OVERVIEW

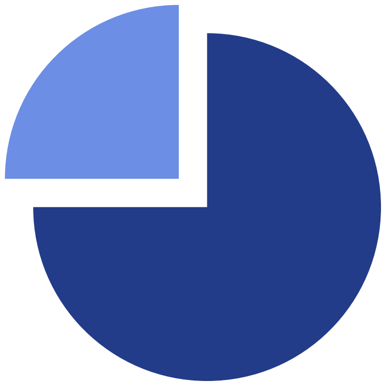
Temporary disruption at the Rapid City cement plant

- The plant was offline for half of the quarter
- Redirected supply from the Pueblo and Trident plants
- Ensure uninterrupted service to customers in the region
- Reduced production volumes put pressure on margins

MEXICO OVERVIEW

- Market conditions remained challenging
- Softness in industrial demand and adverse weather
- Industrial developers remain cautious
- Mining segment remains muted
- Residential demand remained strong
  - Federal housing initiative
- Infrastructure opportunities under “Plan México”
  - Participating in the Sonora-Chihuahua highway project

25%
of sales



	Q2 25 vs. Q2 24		H1 25 vs. H1 24	
	Volumes	Prices	Volumes	Prices
Cement	-6.2%	4.2%	-9.2%	4.7%
Concrete	-13.1%	3.0%	-12.9%	3.0%

CAPITAL ALLOCATION

New cement distribution terminal

- Located in Trenton, Texas
- Addresses growing customer demand
- Strengthens GCC’s ability to serve a dynamic market
- Operations began the first week of July
  - Cement initially supplied from the Samalayuca plant

Odessa cement plant expansion

- Fully on track, on time, and on budget
  - US$458 million deployed of the total investment
  - US$174 million remaining for the balance of the year

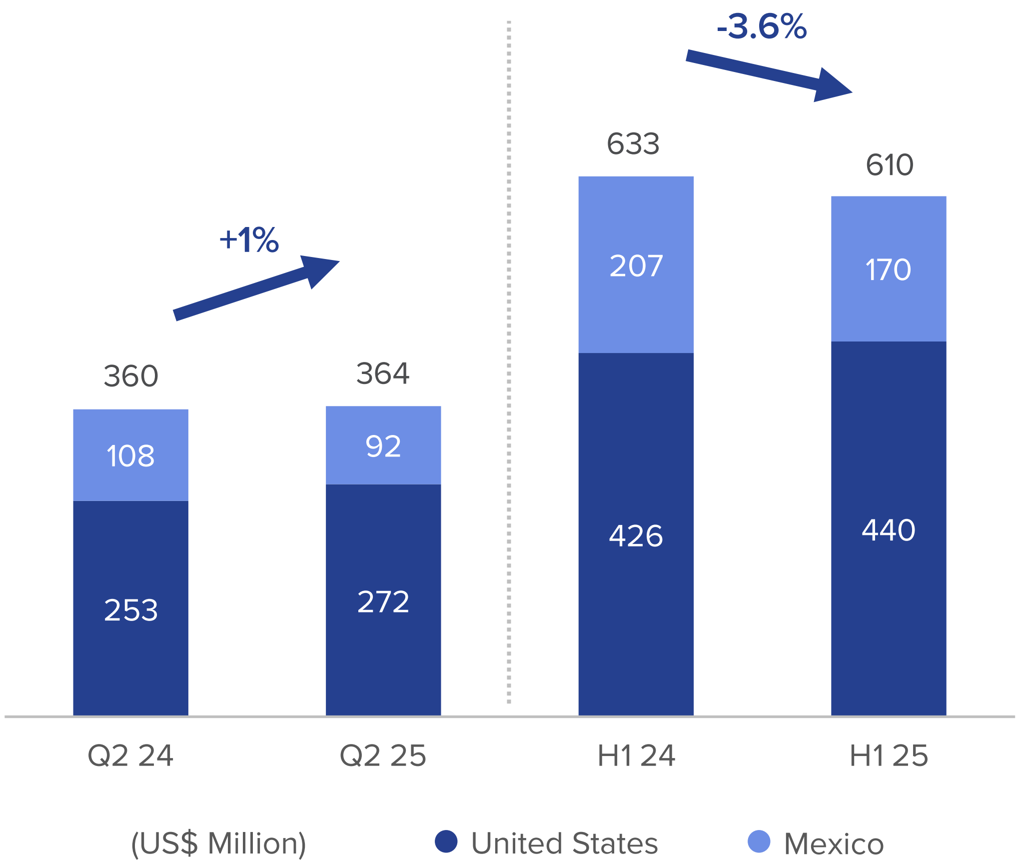
GCC

FINANCIAL RESULTS

MAIK STRECKER, CFO

CONSOLIDATED NET SALES

GCC

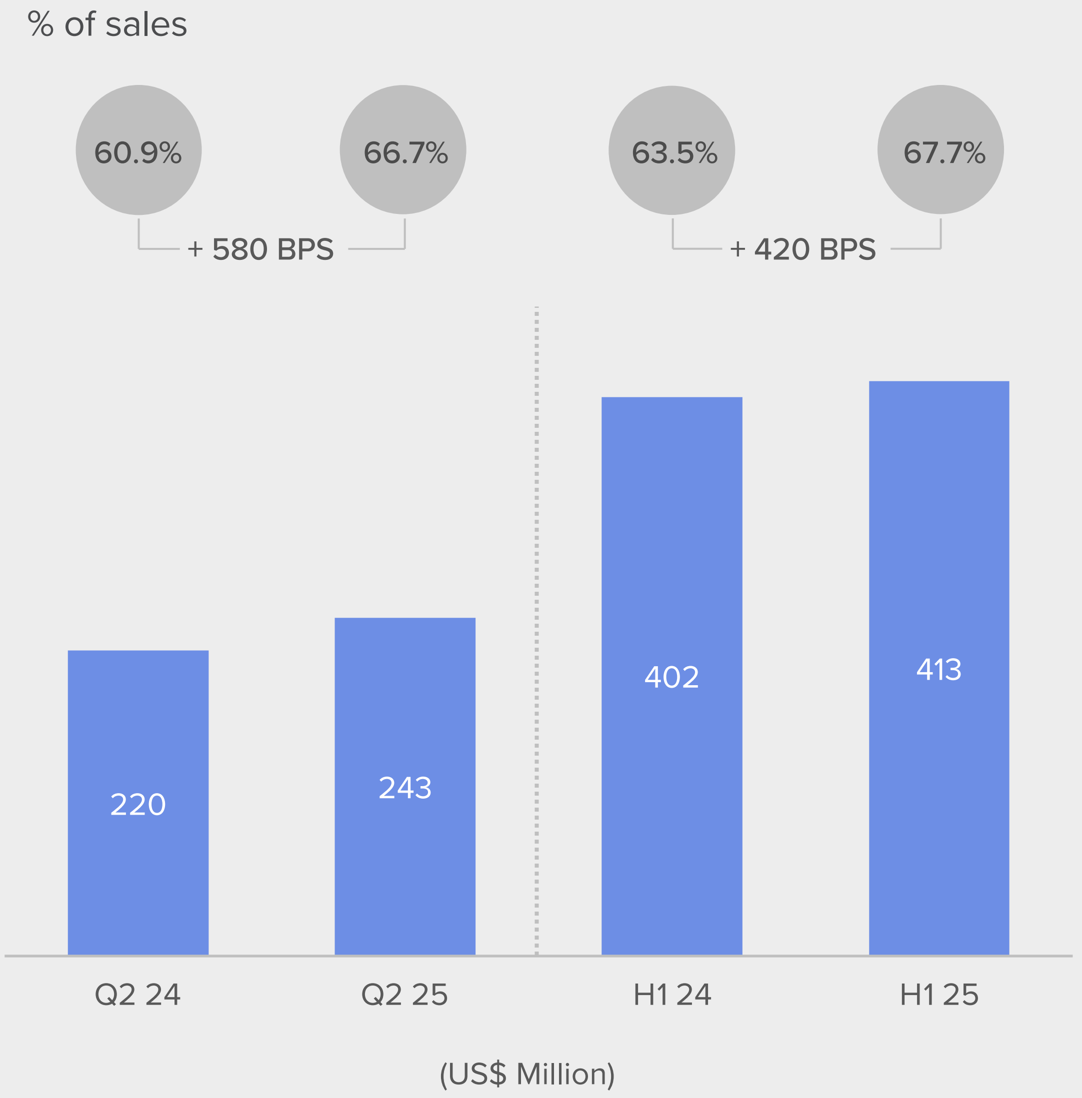


Q2: +4% excluding the FX effect

	Q2 25 vs. Q2 24		H1 25 vs. H1 24	
	Volumes	Prices*	Volumes	Prices*
Cement				
United States	4.2%	0.6%	0.7%	1.6%
Mexico	-6.2%	4.2%	-9.2%	4.7%
Concrete				
United States	20.7%	9.5%	15.4%	10.6%
Mexico	-13.1%	3.0%	-12.9%	3.0%

* Prices in local currency

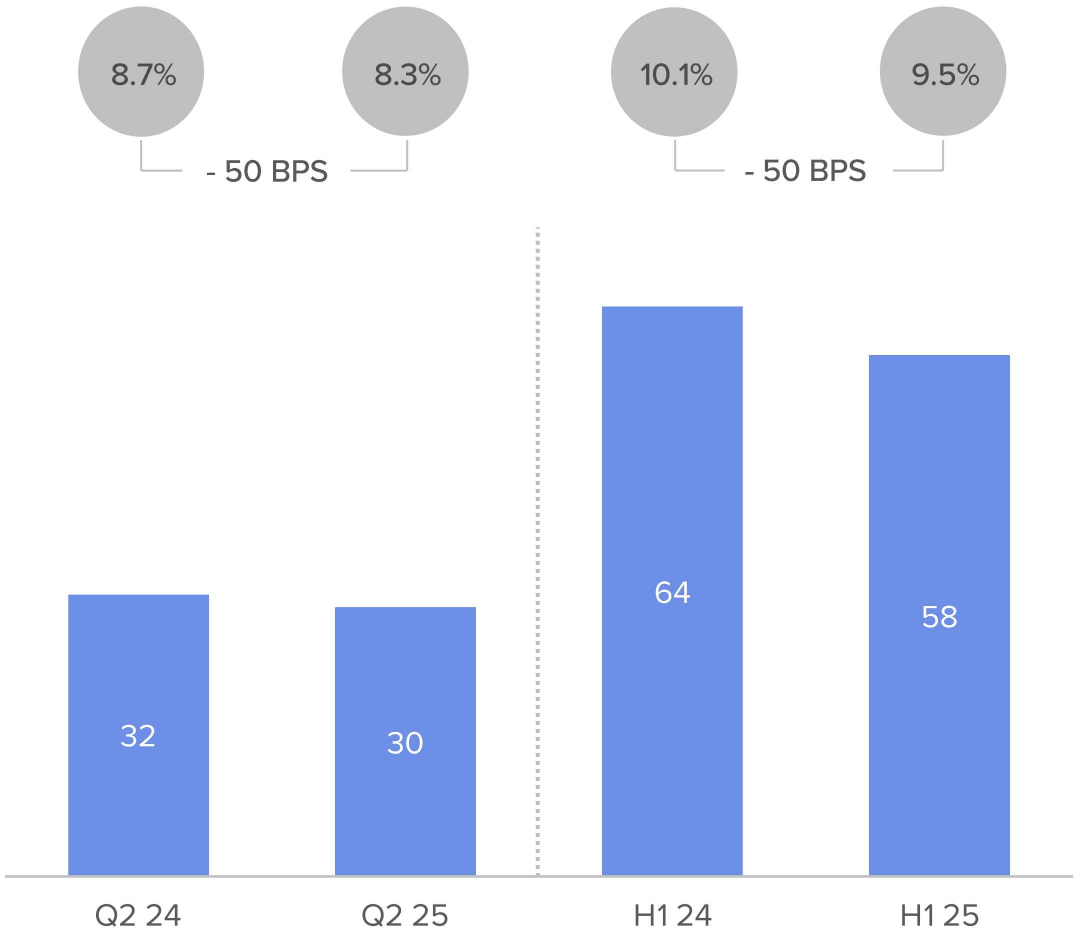
COST OF SALES ↑



- Lower production volumes:
  - Timing of plant maintenance
  - Rapid City incident
- Absence of the natural gas hedge benefit
- Higher transfer freight expenses
- Greater share of real estate sales
- Increased fuel prices

SG&A

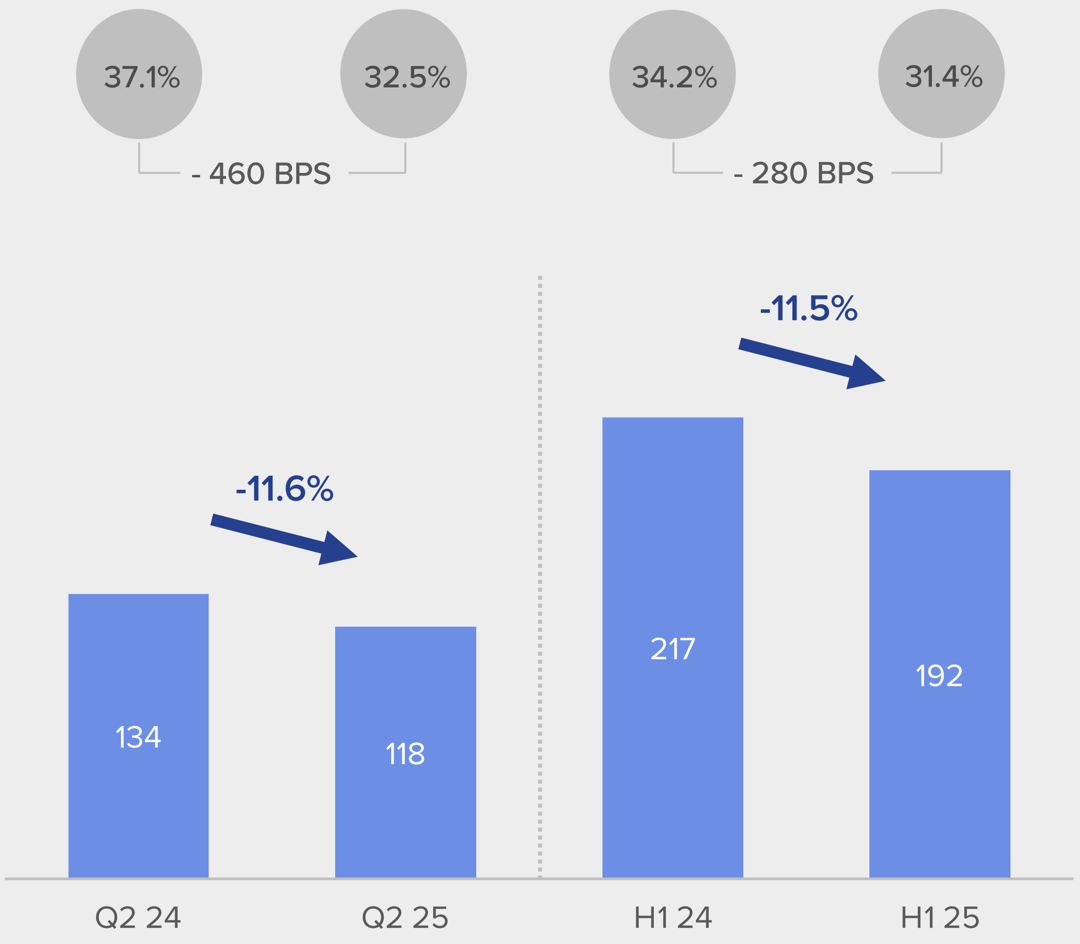
% of sales



(US$ Million)

EBITDA

EBITDA margin



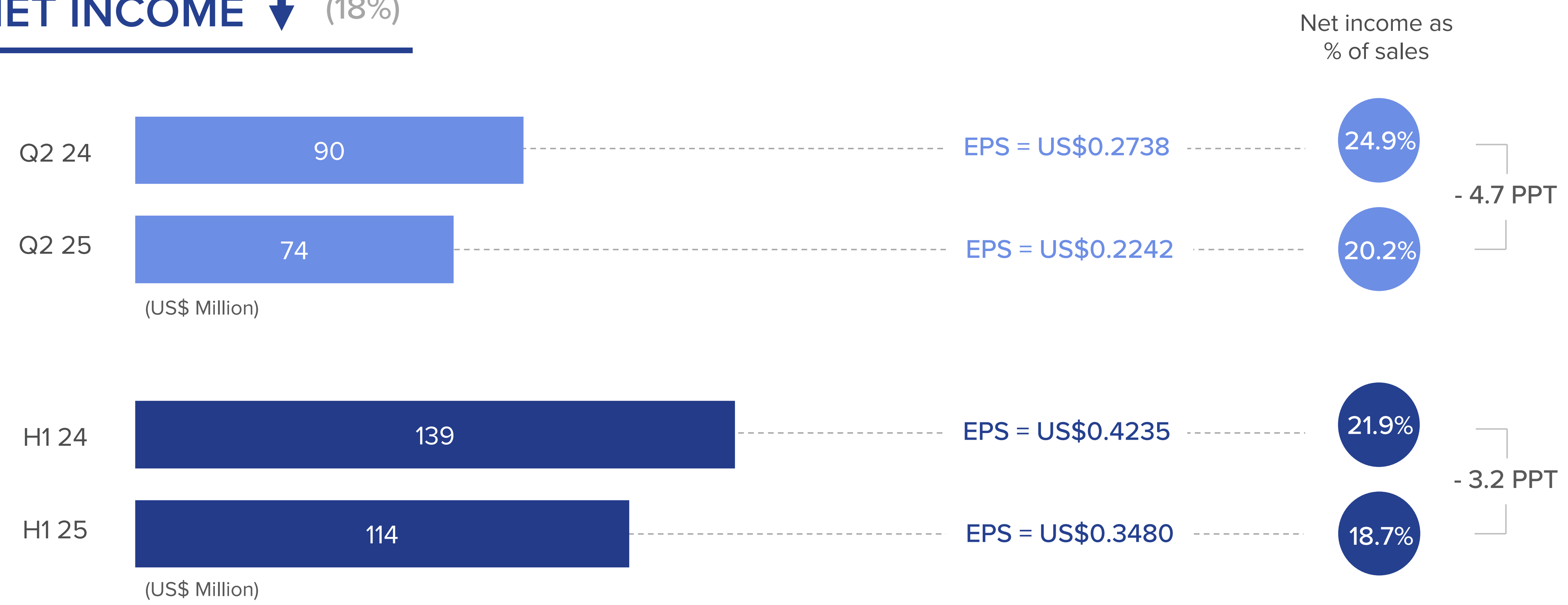
(US$ Million)

NET FINANCIAL INCOME ↓ (44.1%)

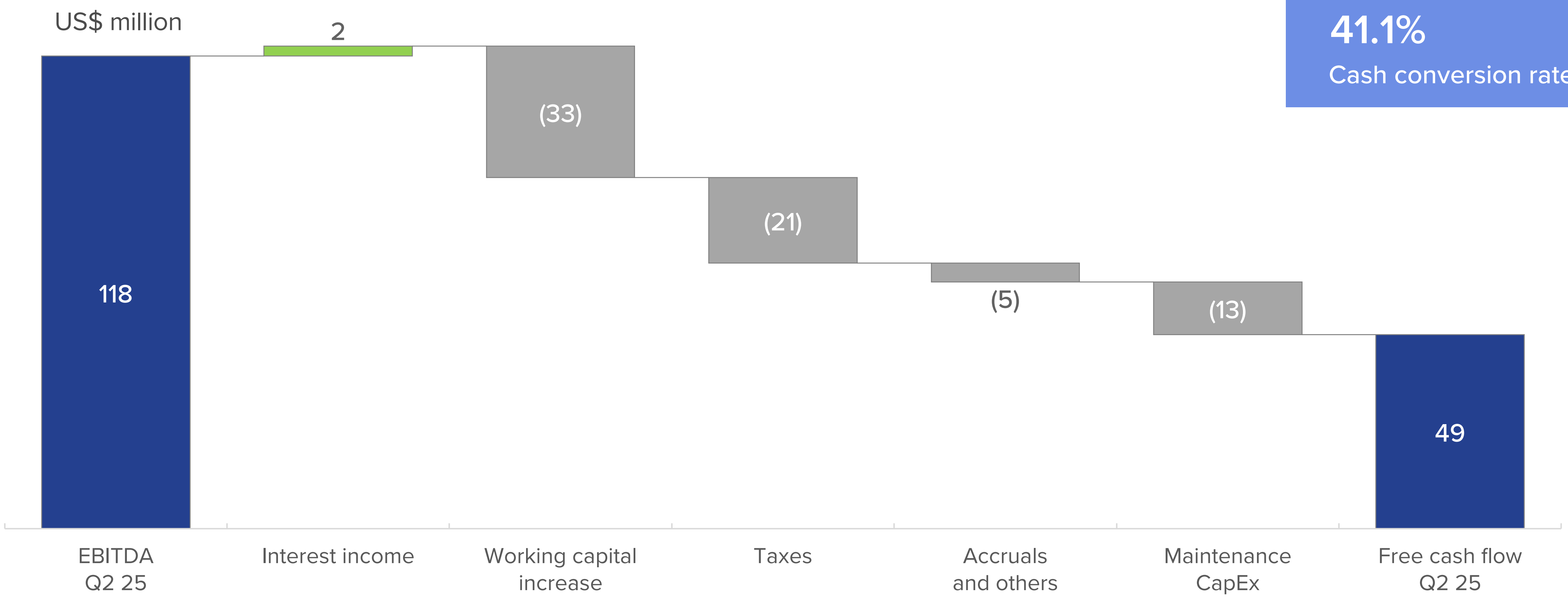
US$8.5M Q2 2025

US$15.2M Q2 2024

NET INCOME ↓ (18%)



FREE CASH FLOW



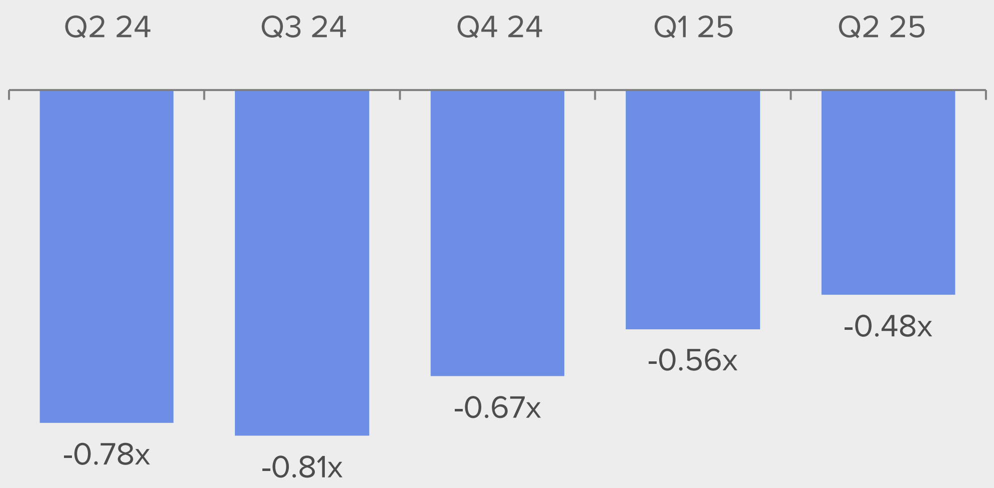
41.1%
Cash conversion rate

US$30M
dividend payment

US$88M
strategic investments

US$827M
cash and equivalents

NET LEVERAGE RATIO



Remain confident in GCC's ability to manage pressures and build long-term value

Laser-focused on operational efficiencies, cost optimization and disciplined capital deployment

2025 GUIDANCE

United States		
Volumes		
	Cement	Flat
	Concrete	Mid-teens digits increase
Prices		
	Cement	Flat
	Concrete	Mid-single digit increase

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

Consolidated		
EBITDA growth		Mid-single digit decrease
FCF Conversion Rate		> 60%
Total CapEx		US$400M
	Strategic & growth	US$330M
	Maintenance	US$70M
Net Debt/EBITDA year-end		Negative

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QUESTIONS

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APPENDIX

INCOME STATEMENT

GCC

US$ million	Q2 25	Q2 24	Var	H1 25	H1 24	Var
Net sales	**363.9**	**360.3**	**1.0%**	**610.4**	**633.2**	**-3.6%**
Cost of sales	242.9	219.5	10.6%	413.3	401.8	2.9%
SG&A	30.0	31.5	-4.7%	58.2	63.7	-8.6%
Other expenses, net	1.9	2.3	-20.4%	3.4	4.0	-15.8%
Operating income	**89.2**	**107.0**	**-16.6%**	**135.6**	**163.7**	**-17.2%**
Operating margin	24.5%	29.7%		22.2%	25.9%	
Net financing expenses	8.5	15.2	-44.1%	16.0	25.4	-37.3%
Earnings in associates	0.6	0.0	n.m.	1.5	0.0	n.m.
Income taxes	24.7	32.6	-24.1%	39.0	50.6	-23.0%
Consolidated net income	**73.5**	**89.6**	**-18.0%**	**114.1**	**138.5**	**-17.7%**
EBITDA	**118.4**	**133.9**	**-11.6%**	**191.9**	**216.8**	**-11.5%**
EBITDA margin	32.5%	37.1%		31.4%	34.2%	

BALANCE SHEET

GCC

	June 2025	June 2024	Variation
Total assets	**3,260.7**	**2,851.6**	**14.3%**
Current assets	**1,217.2**	**1,252.9**	**-2.8%**
Cash and equivalents	826.9	879.4	-6.0%
Other current assets	390.3	373.5	4.5%
Non-current assets	**2,043.5**	**1,598.7**	**27.8%**
Plant, property and equipment	1,633.4	1,216.3	34.3%
Goodwill and intangibles	275.8	267.0	3.3%
Other non-current assets	134.3	115.4	16.4%
Total liabilities	**1,189.0**	**1,054.9**	**12.7%**
Short-term liabilities	**304.3**	**296.7**	**2.6%**
Long-term liabilities	**884.7**	**758.3**	**16.7%**
Long-term debt	596.3	497.1	20.0%
Other long-term liabilities	74.6	69.4	7.5%
Deferred taxes	213.7	191.7	11.5%
Total equity	**2,071.7**	**1,796.7**	**15.3%**

FREE CASH FLOW

US$ million	Q2 25	Q2 24	Var	H1 25	H1 24	Var
EBITDA	**118.4**	**133.9**	**-11.6%**	**191.9**	**216.8**	**-11.5%**
Interest income (Expense)	2.4	7.1	-65.7%	14.9	24.3	-38.7%
Decrease (Increase) in Working Capital	(32.9)	(61.5)	-46.5%	(50.2)	(75.9)	-33.8%
Taxes	(21.4)	(26.4)	-19.0%	(33.0)	(31.6)	4.2%
Prepaid expenses	3.2	3.0	7.6%	3.9	5.6	-30.1%
Accruals and other accounts	(4.6)	1.6	n.m.	(33.0)	(24.8)	33.3%
Operating Leases (IFRS 16 effect)	(3.4)	(3.1)	9.8%	(6.6)	(6.4)	3.8%
Operating Cash Flow	**61.7**	**54.5**	**13.2%**	**87.9**	**108.1**	**-18.7%**
Maintenance CapEx	(13.1)	(25.5)	-48.7%	(27.1)	(37.4)	-27.6%
Free Cash Flow	**48.6**	**29.0**	**67.7%**	**60.8**	**70.7**	**-14.0%**
FCF conversion rate	41.1%	21.7%	-6.0%	31.7%	32.6%	