Q2 2026 EARNINGS CONFERENCE CALL

ENRIQUE ESCALANTE, CEO
MAIK STRECKER, CFO

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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 26: 17.40 - Q2 25: 19.53

H1 26: 17.48 - H1 25: 19.98

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

Higher U.S. cement and concrete volumes

Continued improvement in Mexico

Repositioned volumes toward the strongest areas of demand, while continuing to serve customers reliably

PEOPLE

- Starting up the kiln in Odessa
- Deep technical preparation
- Close coordination across plants
- 8,400+ hours of training on technical skills

Advanced the ExGCCs program

Former employees return to work

Transfer decades of operational knowledge

PLANET

Blended cements

79%

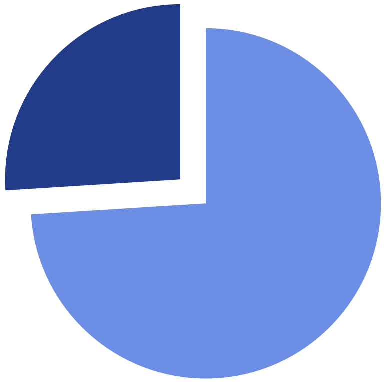
of total cement volumes

Natural gas and alternative fuels gained share in the mix

Flexible fuel strategy

- Fuel costs within expectations
- Investing in natural gas pipeline infrastructure
- Broadening access to lower-cost fuel
- Strengthening supply reliability
- Improving our long-term cost position

U.S. OVERVIEW



74%
of sales

	Q2 26 vs. Q2 25		H1 26 vs. H1 25	
	Volumes	Prices	Volumes	Prices
Cement	10.8%	-3.2%	10.7%	-3.0%
Concrete	28.7%	5.7%	25.6%	11.5%

- Strong volume growth
- Broad project activity
- Contribution from the cement terminals in TX and AZ
- Strong performance of existing concrete operations
- Contribution from the ready-mix acquisition in Q1
- Concrete volumes grew 15% excluding acquisitions
- Healthy backlogs across U.S. end markets

U.S. OVERVIEW

Infrastructure a main source of demand

- Paving works across our footprint
- Interstate highway projects in Texas
- Next U.S. surface transportation authorization
  - Emphasized on roads and bridges
  - Positive setup for GCC
  - Expect related volume around mid-2027

Renewable energy an important contributor

- Completed a wind farm project
- Expect to begin 3 projects in Q3

Data center-related activity more tangible

- Projects previously on hold moving again
- Actively supplying work and bidding new projects
- Meta data center in El Paso
- Involved in power-generation work

U.S. OVERVIEW

GCC

Oil and gas activity improved

- Oil prices moved into a more constructive range
- Oil-well cement support our U.S. volumes
- Shipments from the new line will expand our ability to serve the segment

Residential activity continues constrained

- Persistently high mortgage rates
- No meaningful change expected during 2026

U.S. OVERVIEW

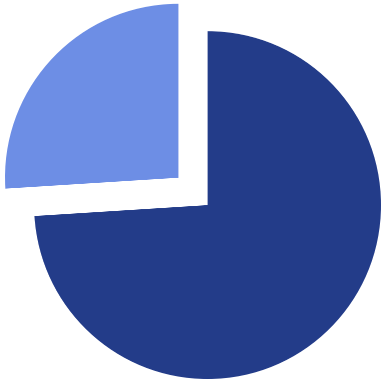
Commercial standpoint

- U.S. pricing remained challenging
- Product, project, and geographic mix effects
- Competitive environment broadened
- Our geographic position provides a structural advantage
- Disciplined commercial approach

MEXICO OVERVIEW

- Self-construction, residential, and infrastructure activity
- Housing remained a constructive part of the market
  - Private activity stayed healthy
  - Federal housing initiative in its planning phase
- Infrastructure provided important momentum
  - Highest level of activity in the last decade
- Industrial activity remained cautious

26%
of sales



	Q2 26 vs. Q2 25		H1 26 vs. H1 25	
	Volumes	Prices	Volumes	Prices
Cement	6.2%	0.2%	9.3%	-0.3%
Concrete	-0.5%	5.2%	2.5%	5.5%

CAPITAL ALLOCATION

Odessa expansion

- Started up the new kiln in June
- Moving production line into ramp-up
- Secured a higher-capacity kiln

↑ **1.1** million tons of incremental capacity

1.6 million tons total plant capacity

Total investment expected at **US$700** million

Begin cement shipments in Q3

New terminal in Abilene, TX

- Extending our logistics reach across West TX
- Complements our aggregates platform
- Improves our position in a relevant market for data center development

Acquired aggregates and concrete operations

- Amarillo and Midland-Odessa regions
- Broaden our presence in attractive markets
- Deepen our aggregates position
- Maximize the value of the Odessa expansion

2026

~US$91 million

invested in acquisitions

~US$11 million

in EBITDA contribution

Since 2024

~US$225 million

invested in acquisitions

~US$25 million

of EBITDA contribution

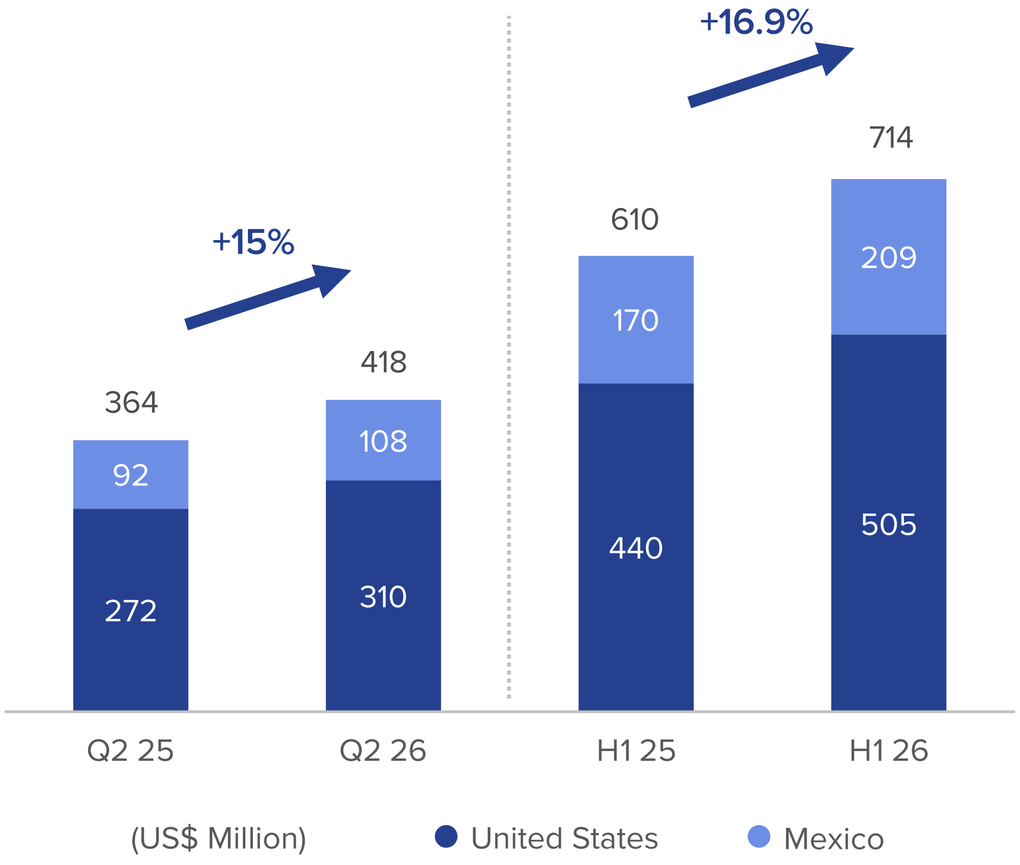
Build scale in aggregates

Reinforce our ability to serve customers

FINANCIAL RESULTS

MAIK STRECKER, CFO

CONSOLIDATED NET SALES

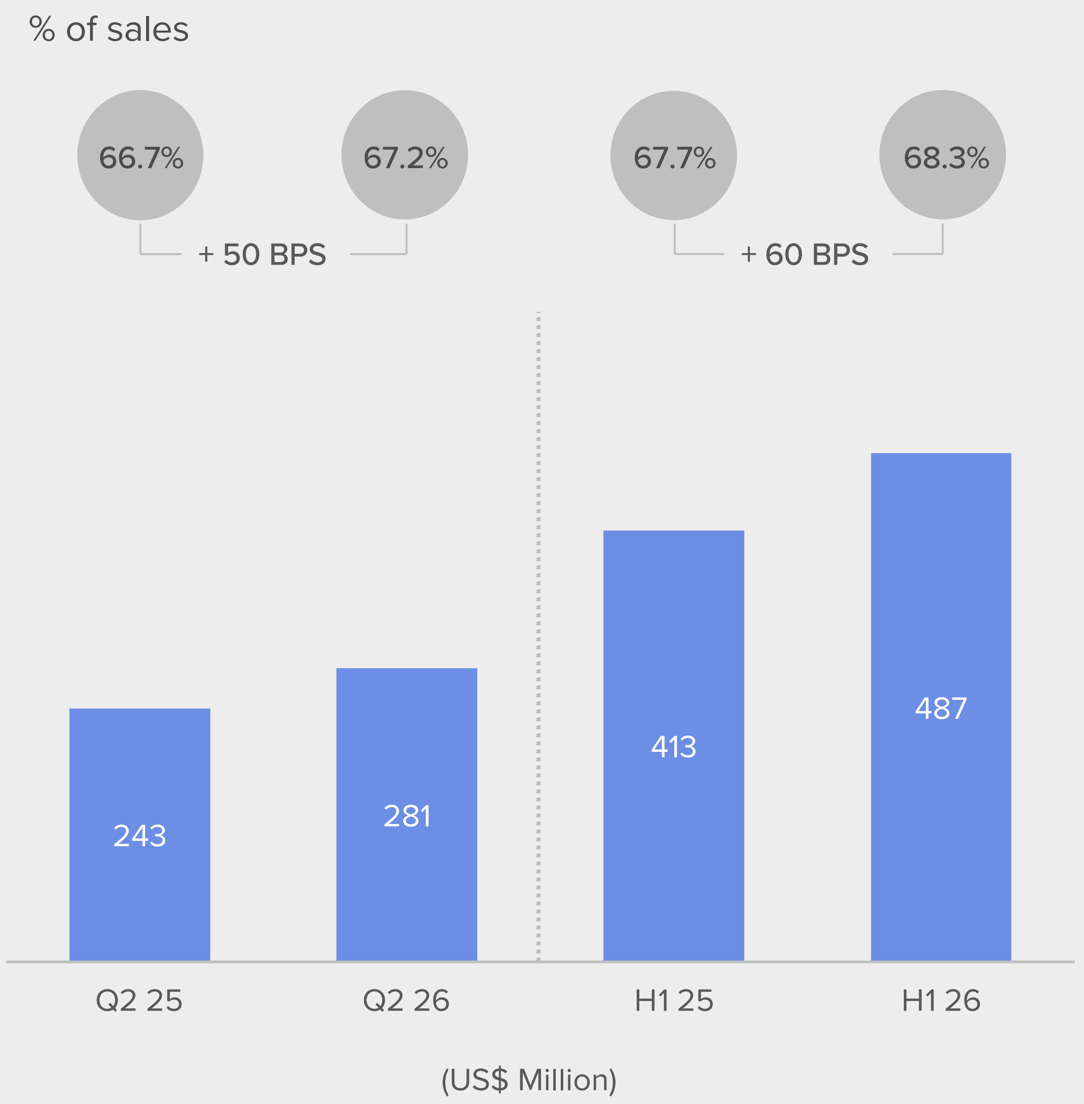


Q2: +11.9% excluding the FX effect

	Q2 26 vs. Q2 25		H1 26 vs. H1 25	
	Volumes	Prices*	Volumes	Prices*
Cement				
United States	10.8%	-3.2%	10.7%	-3.0%
Mexico	6.2%	0.2%	9.3%	-0.3%
Concrete				
United States	28.7%	5.7%	25.6%	11.5%
Mexico	-0.5%	5.2%	2.5%	5.5%

* Prices in local currency

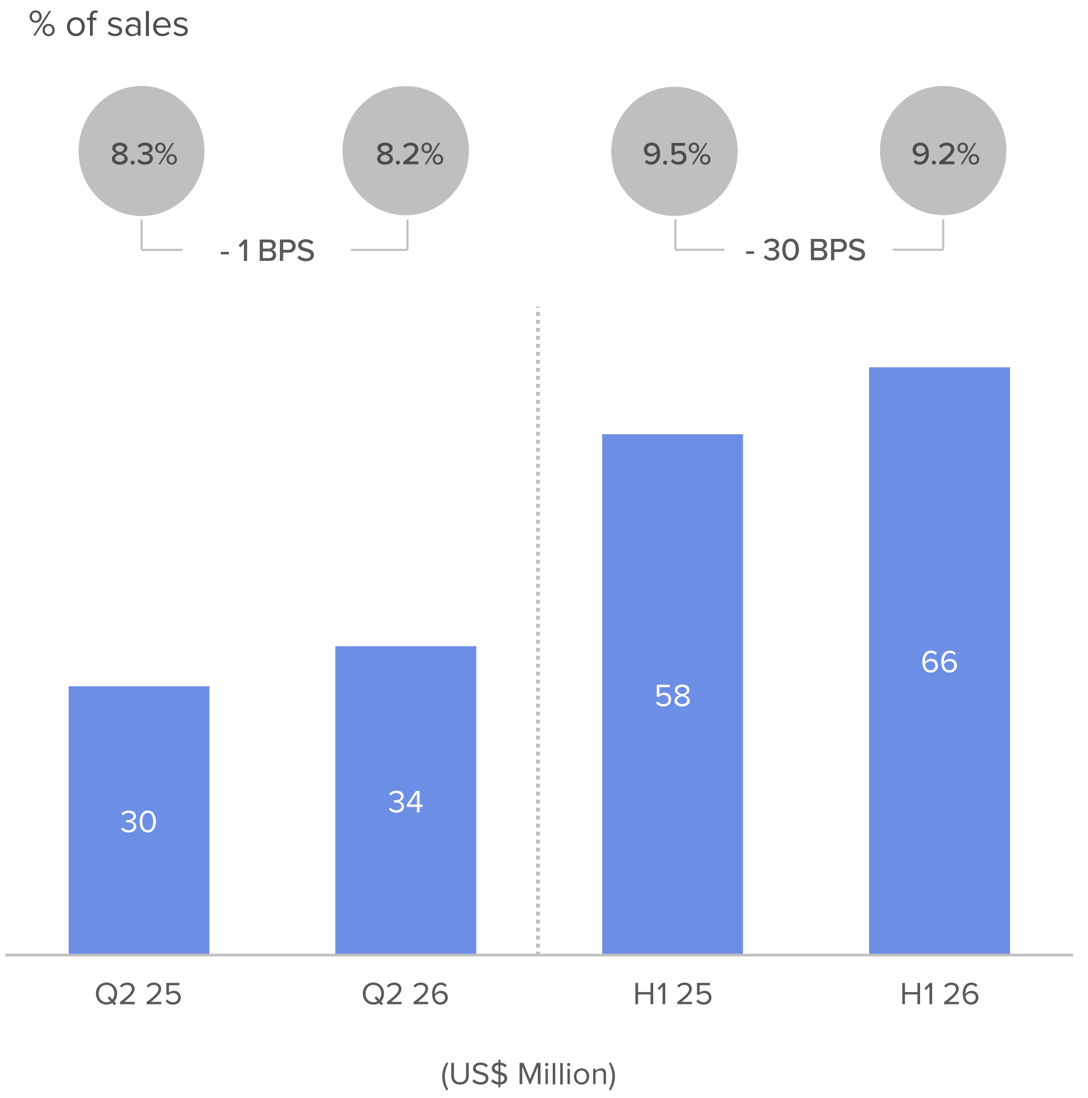
COST OF SALES ↑



Reflecting:

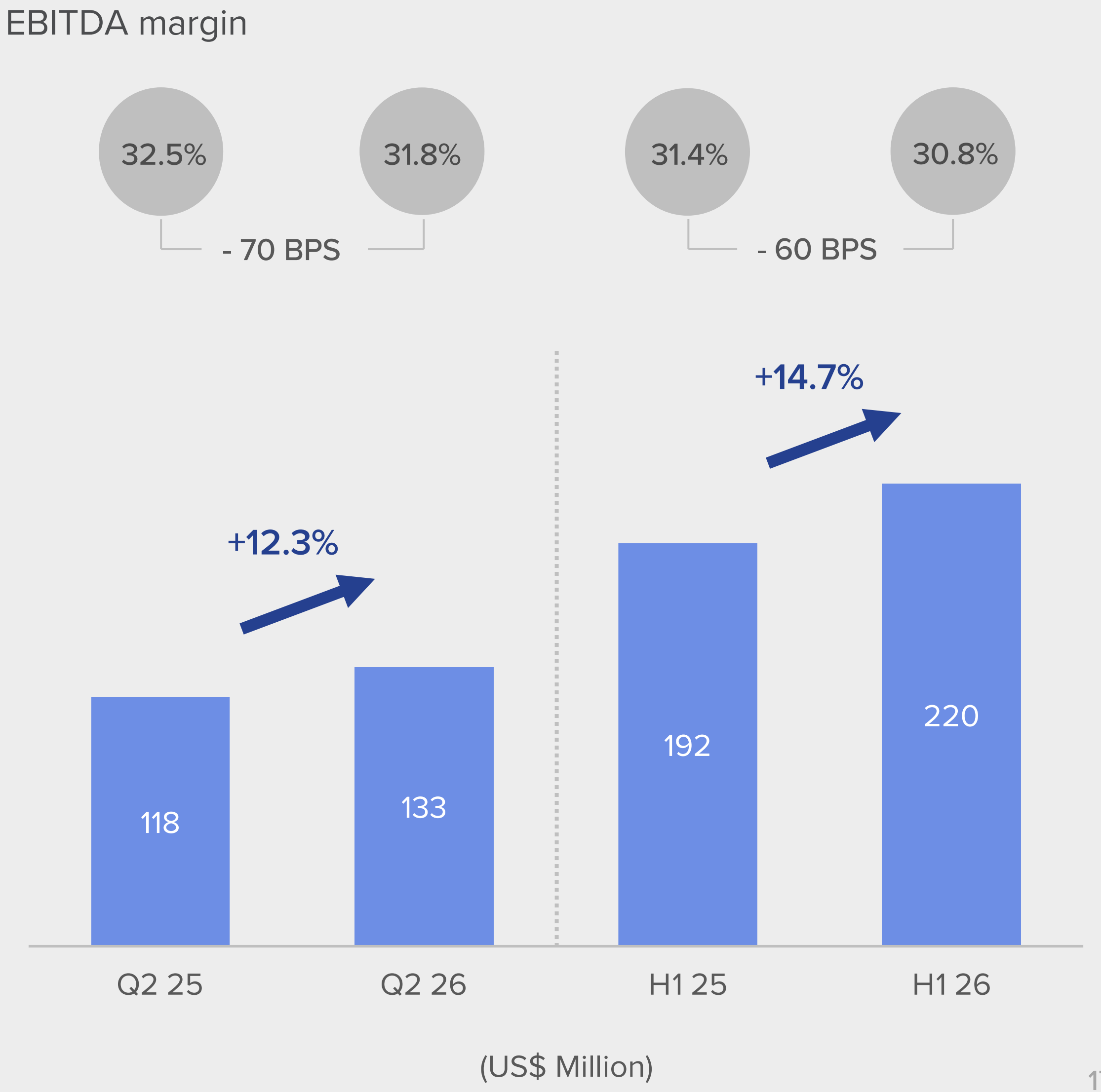
- Higher production costs
- Inclusion of operations acquired in Q1
- Higher transfer freight
    - Additional cement shipments to support demand in the Odessa ramp-up
    - Shipments serving our newer terminals

SG&A ↓



% of sales
8.3%
8.2%
9.5%
9.2%
- 1 BPS
- 30 BPS
30
34
58
66
Q2 25
Q2 26
H1 25
H1 26
(US$ Million)

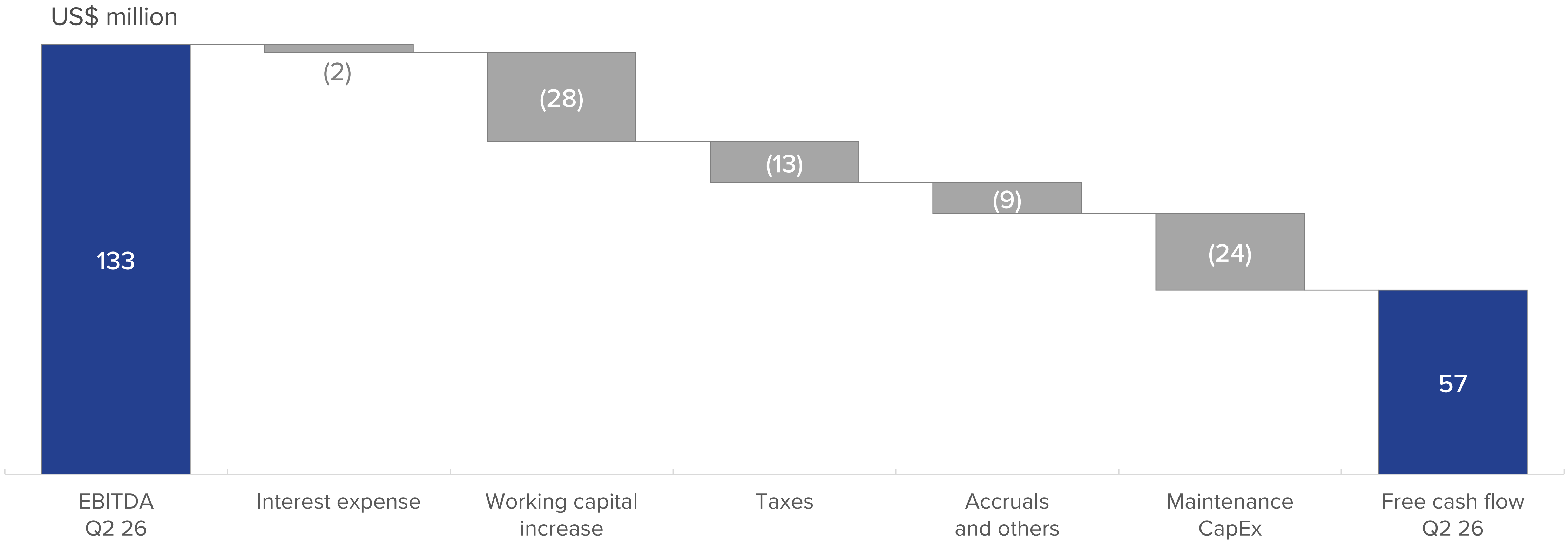
EBITDA ↓



EBITDA margin
32.5%
31.8%
31.4%
30.8%
- 70 BPS
- 60 BPS
+12.3%
+14.7%
118
133
192
220
Q2 25
Q2 26
H1 25
H1 26
(US$ Million)

FREE CASH FLOW

42.8%
Conversion rate

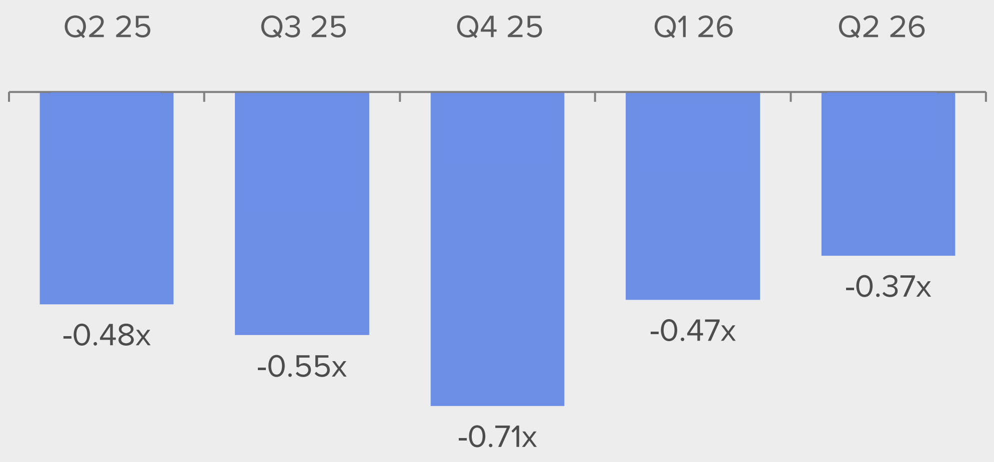


US$34M
strategic capital expenditures

US$43M
dividends and share buybacks

US$813M
cash and equivalents

NET LEVERAGE RATIO



2026

REVISED GUIDANCE

United States		
Volumes		
	Cement	High-single digit increase
	Concrete	Low-single digit increase
Prices		
	Cement	Low-single digit decrease
	Concrete	Flat

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

Consolidated		
EBITDA growth		Mid-single digit increase
FCF Conversion Rate		> 60%
Total CapEx		US$270M
	Strategic & growth	US$200M
	Maintenance	US$70M
Net Debt/EBITDA year-end		Negative

Our priorities

Ramp-up Odessa and begin customer shipments

Maintain service through the network transition

Integrate the acquisitions completed during H1

GCC

WWW.GCC.COM

QUESTIONS

CONTACT:

Maik Strecker, Chief Financial and Planning Officer

mstrecker@gcc.com

Sahory Ogushi, Head of Investor Relations

soguship@gcc.com

+52 (614) 442 3176

+ 1 (303) 739 5943

APPENDIX

INCOME STATEMENT

US$ million	Q2 26	Q2 25	Var	H1 26	H1 25	Var
Net sales	**418.4**	**363.9**	**15.0%**	**713.8**	**610.4**	**16.9%**
Cost of sales	281.1	242.9	15.8%	487.3	413.3	17.9%
SG&A	34.5	30.0	14.8%	65.7	58.2	12.9%
Other expenses, net	1.0	1.9	-44.5%	2.2	3.4	-34.5%
Operating income	**101.8**	**89.2**	**14.1%**	**158.6**	**135.6**	**17.0%**
Operating margin	24.3%	24.5%		22.2%	22.2%	
Net financing expenses	0.3	8.5	-96.6%	8.9	16.0	-44.4%
Earnings in associates	0.7	0.6	28.7%	1.1	1.5	-27.1%
Income taxes	28.5	24.7	15.4%	46.1	39.0	18.4%
Consolidated net income	**74.3**	**73.5**	**1.0%**	**122.4**	**114.1**	**7.3%**
EBITDA	**132.9**	**118.4**	**12.3%**	**220.0**	**191.9**	**14.7%**
EBITDA margin	31.8%	32.5%		30.8%	31.4%	

BALANCE SHEET

GCC

	June 2026	June 2025	Variation
Total assets	**3,685.1**	**3,298.5**	**11.7%**
Current assets	**1,259.5**	**1,216.1**	**3.6%**
Cash and equivalents	812.5	826.9	-1.7%
Other current assets	447.0	389.3	14.8%
Non-current assets	**2,425.6**	**2,082.4**	**16.5%**
Plant, property, and equipment	1,899.6	1,633.4	16.3%
Goodwill and intangibles	316.1	275.8	14.6%
Other non-current assets	210.0	173.2	21.3%
Total liabilities	**1,322.3**	**1,215.4**	**8.8%**
Short-term liabilities	**316.4**	**289.4**	**9.3%**
Long-term liabilities	**1,005.9**	**926.0**	**8.6%**
Long-term debt	622.4	596.3	4.4%
Other long-term liabilities	79.5	71.5	11.3%
Deferred taxes	304.0	258.2	17.7%
Total equity	**2,362.8**	**2,083.1**	**13.4%**

FREE CASH FLOW

US$ million	Q2 26	Q2 25	Var	H1 26	H1 25	Var
EBITDA	**132.9**	**118.4**	**12.3%**	**220.0**	**191.9**	**14.7%**
Interest income (expense)	(2.5)	2.4	n.m.	5.1	14.9	-66.1%
Decrease (increase) in working capital	(27.7)	(32.9)	-16.0%	(74.5)	(50.2)	48.3%
Taxes	(12.8)	(21.4)	-40.2%	(39.3)	(33.0)	19.1%
Prepaid expenses	5.1	3.2	58.9%	4.5	3.9	14.2%
Accruals and other accounts	(11.0)	(4.6)	140.4%	(28.0)	(33.0)	-15.0%
Operating leases (IFRS 16 effect)	(3.4)	(3.4)	1.0%	(7.0)	(6.6)	5.5%
Operating cash flow	**80.7**	**61.7**	**30.7%**	**80.7**	**87.9**	**-8.1%**
Maintenance CapEx	(23.8)	(13.1)	81.7%	(34.2)	(27.1)	26.2%
Free cash flow	**56.9**	**48.6**	**17.0%**	**46.5**	**60.8**	**-23.5%**
FCF conversion rate	42.8%	41.1%		21.2%	31.7%	